

Current trends: Categories, communities and concepts

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Seminar on Trends and Results in PSD

Session 2, Tuesday 17th January 2012



The Donor Committee for Enterprise Development

Presentation Outline

- Trends in PSD
- The journey to this Seminar
- Elements in the Seminar agenda

PSD is now in the mainstream ...

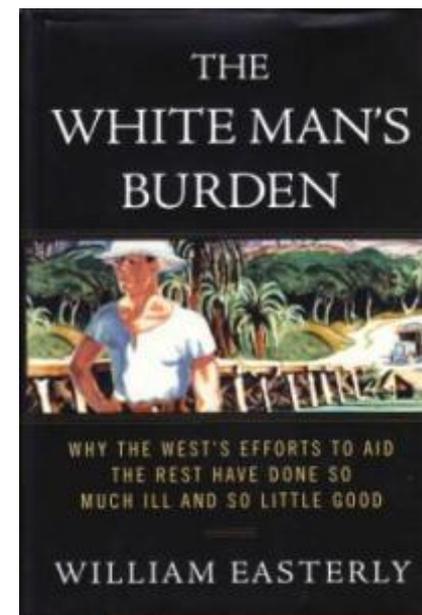
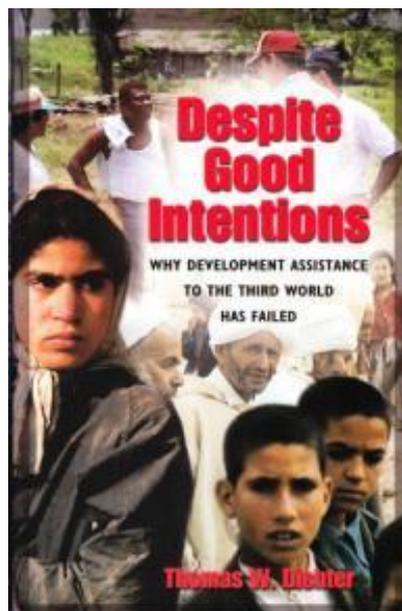
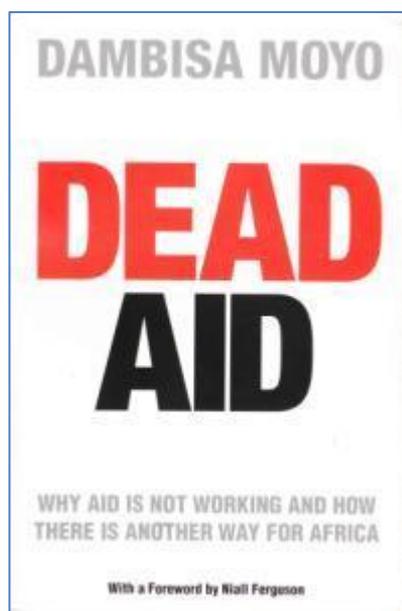
- PSD is very popular now with policy makers
- Yet the core constituency for development aid thinks of charity, helping the helpless
- So talk of 'competitiveness' does not resonate
- The values behind PSD are more relevant: emerging from reliance on charity; the dignity of self-help or employment



Lucas Wahl

... but the mainstream does not look so good ...

- Results are thin on the ground – although PSD can in principle deliver more
- The private sector as partners tend to expect numbers and results



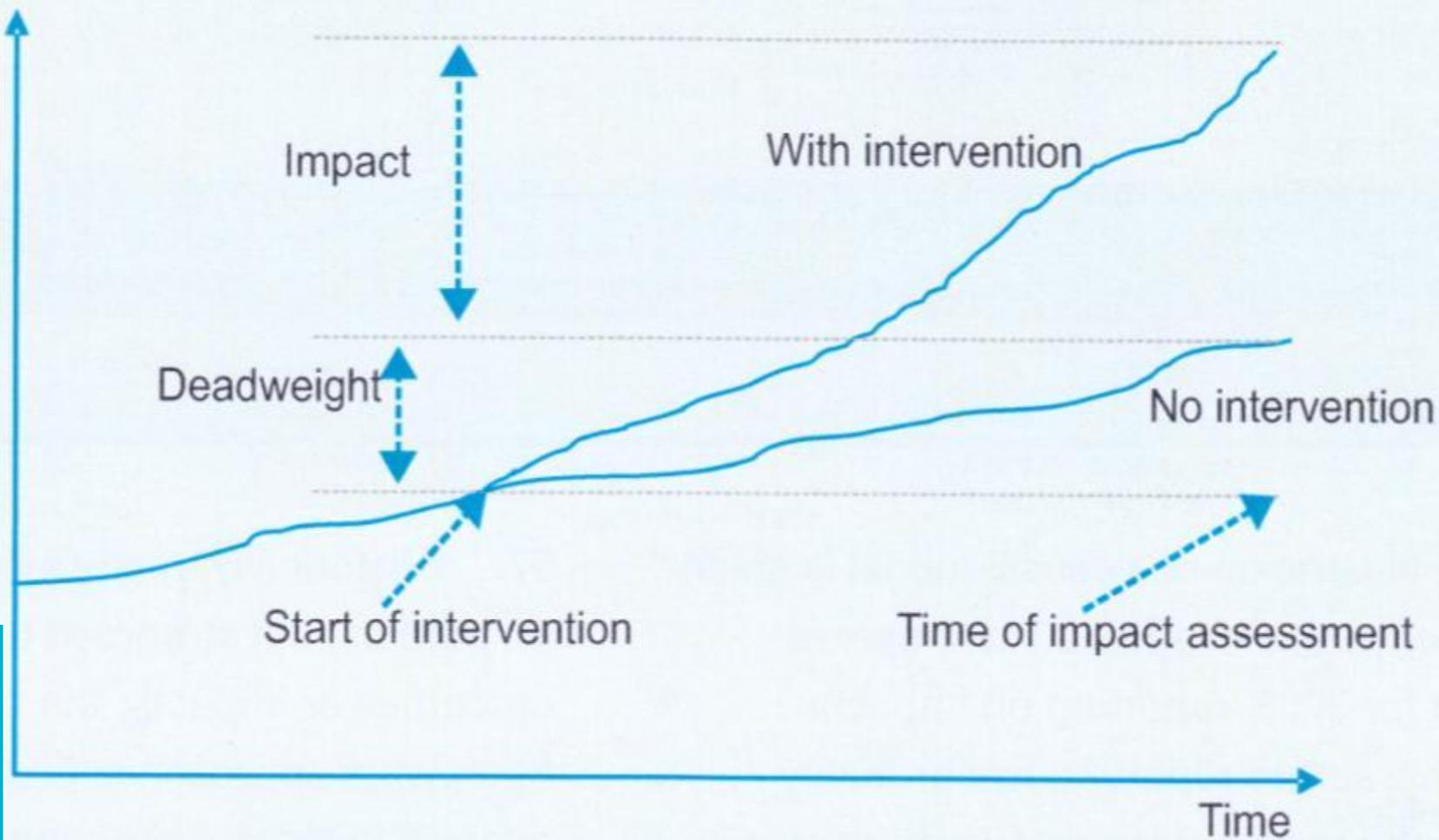
... and politicians are asking for help ...

“Without being hard-hearted, we will also be hard-headed, and make sure our aid money is directed at those things which are **quantifiable** and measurable ... so we really know we are getting results... That **quantifiable, measurable** outcome shows people back in Britain the true value of our aid commitment..”

David Cameron, UK PM, Lagos, Tuesday 19 July 2011 (emphasis in original)

... in the tricky task of measurement.

Indicator



ITC

The 2008 Reader
on Private Sector Development



Measuring and Reporting Results

So we embarked on a journey of exploration

- 2007 Seminar: Hardly any results in a decade!
- 2007 Annual Meeting: Field will never accept...
- 2008: Series of Seminars with field managers, aiming to avoid the usual HQ/field dynamic
- What did we learn?
 - Include Monitoring with Management, not Evaluation
 - The logframe is not a management tool
 - Effectiveness is not just being demand-led

... that led us to *Monitoring as Management* ...

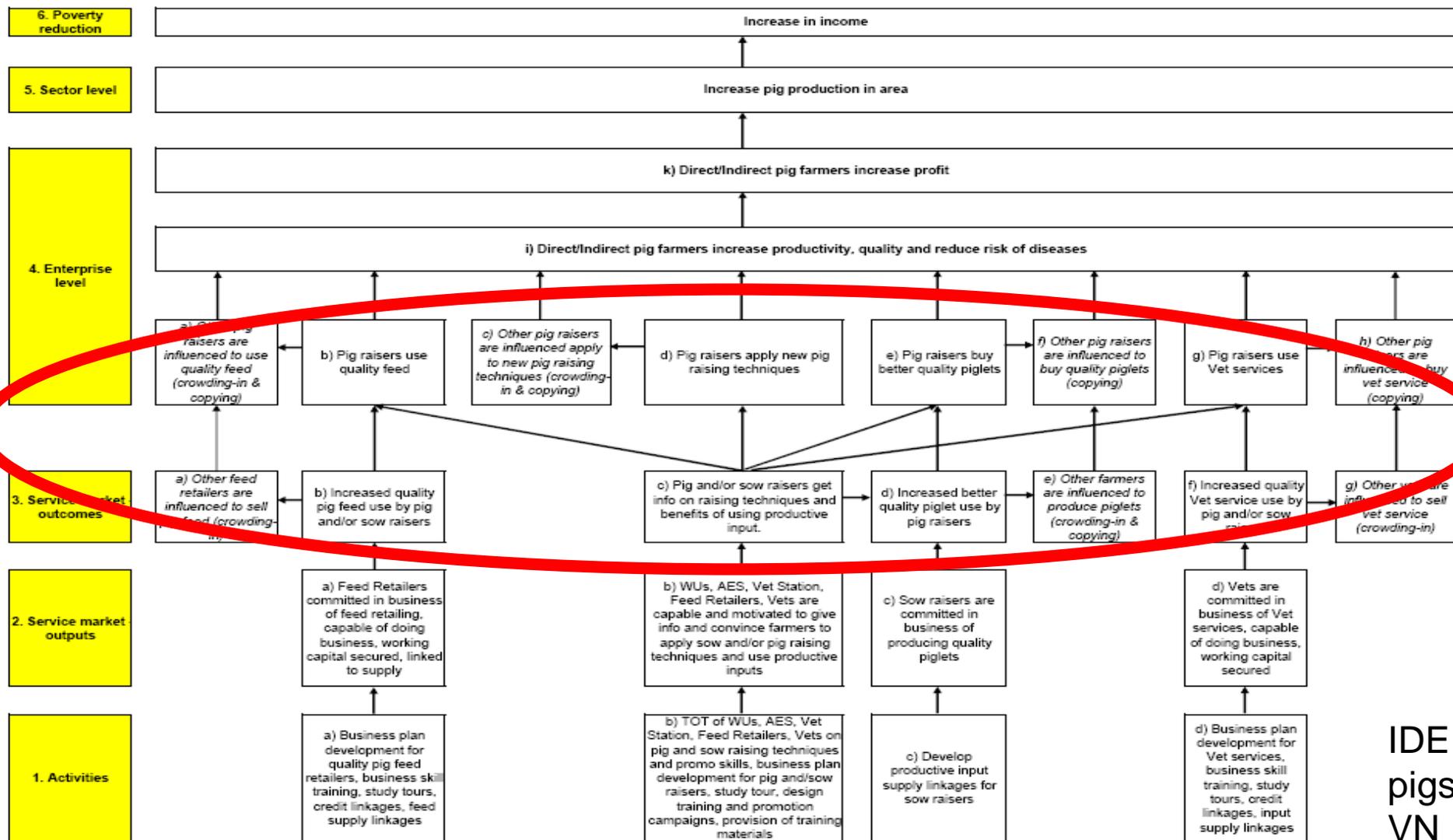
“A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.”

OECD DAC Working Party on Aid Evaluation

... and showed the limits of logframes ...

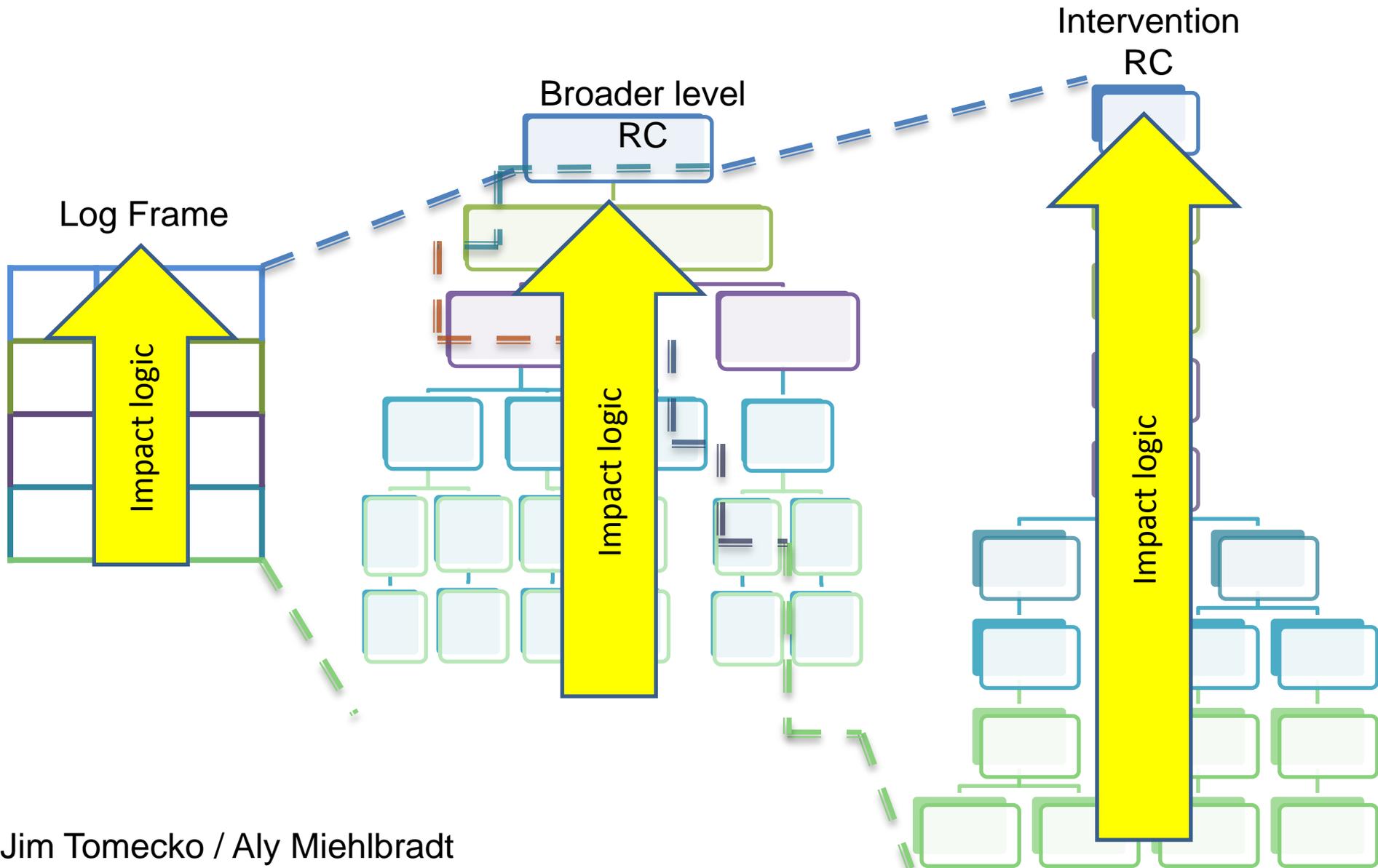
- Groups together into boxes the activities, outputs, outcomes, impacts – developed in '69
- But these days, programmes have multiple, parallel activities in complex markets
- And sequencing is very important (some outcomes and even activities depend on the achievement of others)
- So use results chains / logics instead as the key management tool

... as they put all outcomes into a box ...



IDE
pigs,
VN

... whereas managers need more detail ...



... and “effectiveness” is surely about results.

- More than just being demand-led and coordinated (necessary but not sufficient)
- Value for Money (VfM) discussion has somehow emerged in parallel
- “Effective” = “Successful in producing a desired or intended result”
- Implies proper management and monitoring
- So audit the management process, as proxy for effectiveness?

This Seminar has these aims ...

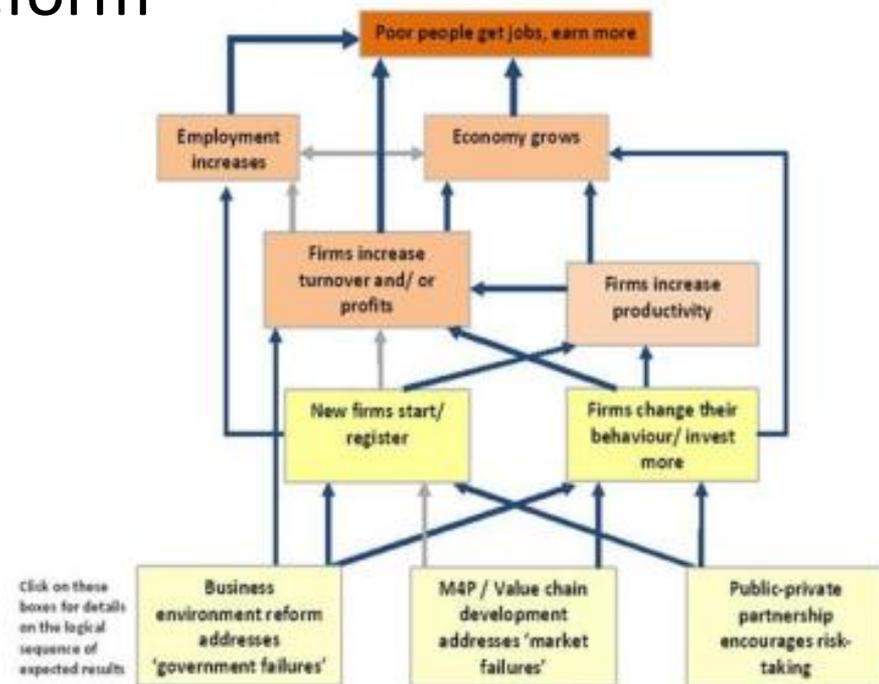
Participants will gain:

- Knowledge about the main trends in private sector development worldwide – ‘who is doing what’;
- The latest thinking, experiences and techniques to monitor for results and effectiveness;
- A greatly expanded network of peers who are working in similar directions, and who can provide support in the future; and
- Knowledge about where to get the additional information they require.

... and these elements in the Agenda ...

PSD has expanded into various communities:

- Value chains and Making markets work
- Business Environment Reform
- Challenge Funds +
- Trade facilitation +
- Social entrepreneurs...



... merging Monitoring with Management ...

Elements in the DCED Standard

1. Articulating the results chain
2. Defining the indicators of change
3. Good measurement practices
4. Handling attribution
5. Wider change in the system or market
6. Relating to programme costs
7. Reporting results (internal/external)
8. Managing the system



THE DCED STANDARD FOR RESULTS MEASUREMENT: A PRACTICAL FRAMEWORK TO MEASURE RESULTS IN ACCORDANCE TO GOOD PRACTICE

Pymerural Nicaragua: 15,628 SMEs have an increased sales of 67 million USD

Propcom Nigeria: 1,254,180 beneficiaries have net income increase of 62 million USD. 17,633 new jobs have been created

GEMS 1 Nigeria: 12,000 men and women in the leather sector will make an additional income of USD 9.7 million by 2014

Katalyst Bangladesh: 1,033,000 farmers and SMEs were benefitted by an additional income of 133 million USD

GIZ Thailand: 3000 smallholder farmers have increased income of 9.5 million USD

CAVAC Cambodia: 120,000 farmers will have an increased yield of 7% with an increase in area of cultivation by 30,000 ha by 2016

VIP Indonesia: 15,400 tofu & tempe enterprises in Greater Jakarta have an increased profit of 10% by 2011

ECF Asia & Pacific: To date 1,629 suppliers and 889 small businesses have increased income

A Global move to get more clear on key achievements in private sector development:

Trademark East Africa: 'If we don't spend some time unpacking the middle with results chains we risk relying on miracles; over-claiming our contribution to changes; and failing to learn.' Donna Loveridge

Swisscontact Katalyst: 'Incorporating the DCED Standard into Katalyst has been a challenging but vital process; the framework the standard provides has helped to guide and structure our monitoring and results measurement (MRM) system into a far more rationalised and thoughtful tool in our work.' Goetz Ebbecke

But is this not what we always did?

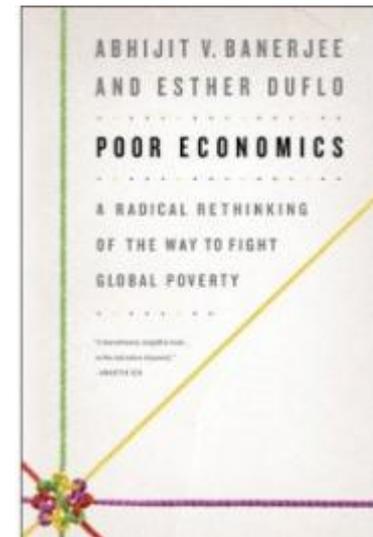
The Standard provides a framework based on accepted good practice, with some distinctive features:

- The framework gives structure and incentives
- Participating programmes need to keep a paper trail of key decisions, monitoring etc.
- Explicit reminder to look for market-wide effects
- Projections favour systemic interventions

And how does this fit with RCTs?

“We also make use of many other types of evidence [in addition to RCTs]: qualitative and quantitative descriptions of how the poor live, investigations of how specific institutions function, and a variety of evidence on which policies have worked, and which have not.”

“It is really helpful to think in terms of concrete problems which can have specific answers”



The shape of the Seminar – Tuesday 17

14.00 Session 3

Setting up new PSD programmes

Jim Tomecko, Peter Roggekamp

Parallel: Business Environment Reform

16.15 Session 4

Katalyst in Bangladesh

Markus Kupper, Hasan Shahriar

Parallel: Business Environment Reform

18.30 Reception on 9th floor

The shape of the Seminar – Wednesday 18

09:00 Session 1: Challenge Funds, with Hugh Scott, David Smith and Amanda Jupp

Parallel: Q and A in RM

11:00 Session 2: PymeRural, with Iván Rodríguez
Participant Market-Place: 5-minute summaries

14:00 Session 3: Participant Market-Place

16:00 Session 4: TradeMark East Africa, with Donna Loveridge

The shape of the Seminar – Thursday 19

09:00 Session 1: Value chain development in Indonesia
(Irfan Syah) and East Africa (Wanjiku Kimamo)

Parallel: Business Environment Reform

11:00 Session 2: VCD in Nigeria (Wafa Hafiz) and
Thailand (Phitcha Wanitphon)

Parallel: Q and A in RM

14:00 Session 3: Agency perspectives: GIZ (Susanne
Hartmann) and Netherlands MoFA (Henk van Trigt)

16:00 Session 4: VCD in Cambodia (Sun Boreth and
Vothana Prum) and Nigeria (Sadia Ahmed)

The shape of the Seminar – Friday 20

09:00 Session 1: Agency perspectives: AusAID
(Alwyn Chilver), SDC (Peter Tschumi), ILO
(Merten Sievers)

11:00 Session 2: Experiences to date, with Aly
Miehlbradt, Hans Posthumus and Nabanita Sen

14:00 Session 3: Group discussions on next steps

16:00 Session 4: Summary of the Seminar, next steps

We hope you enjoy the Seminar!



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