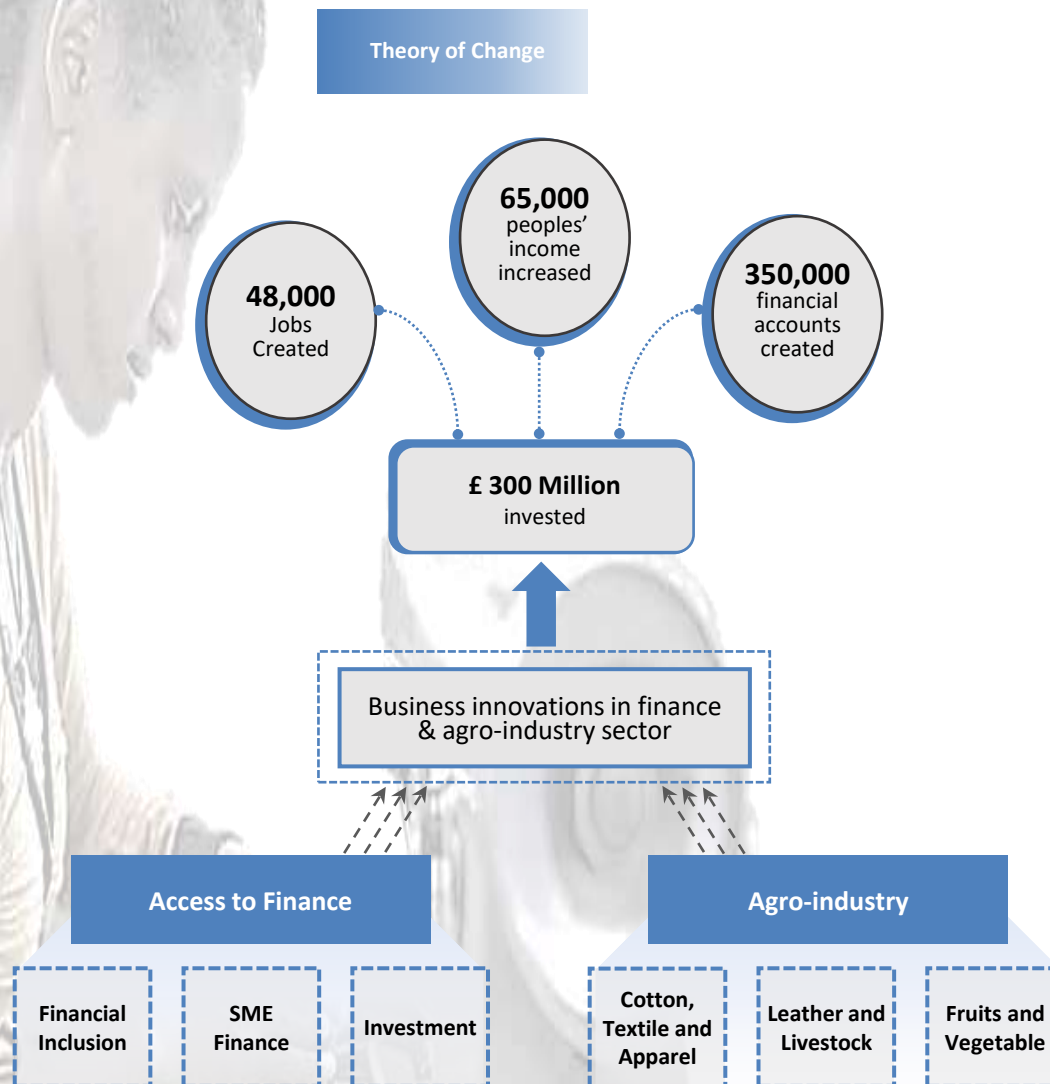




What have we learned from results measurement in industrialisation programmes?

Adam Kessler
February, 2018

ENTERPRISE PARTNERS is a social enterprise funded by DFID.
Established to facilitate **agro-industrial growth** and enable **access to finance** in Ethiopia

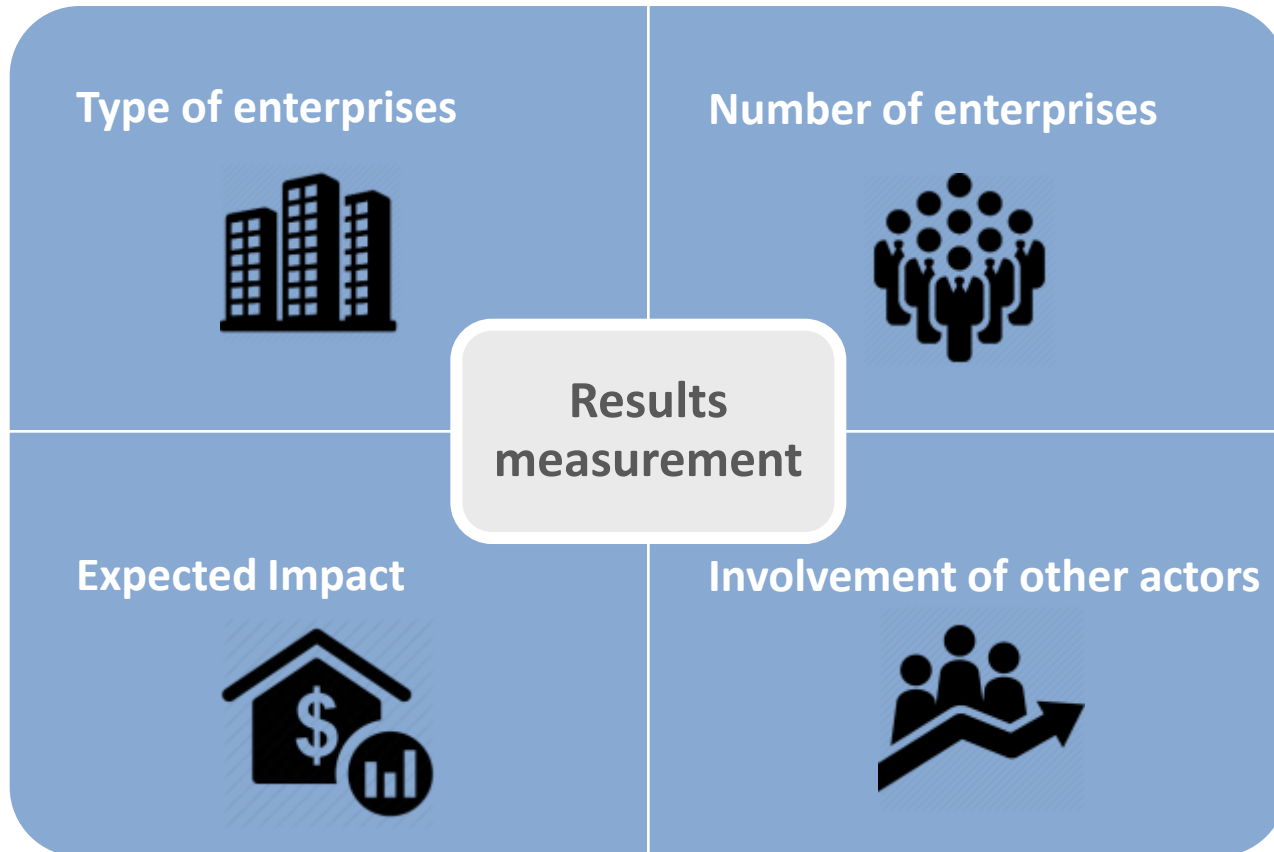


Progress so far..



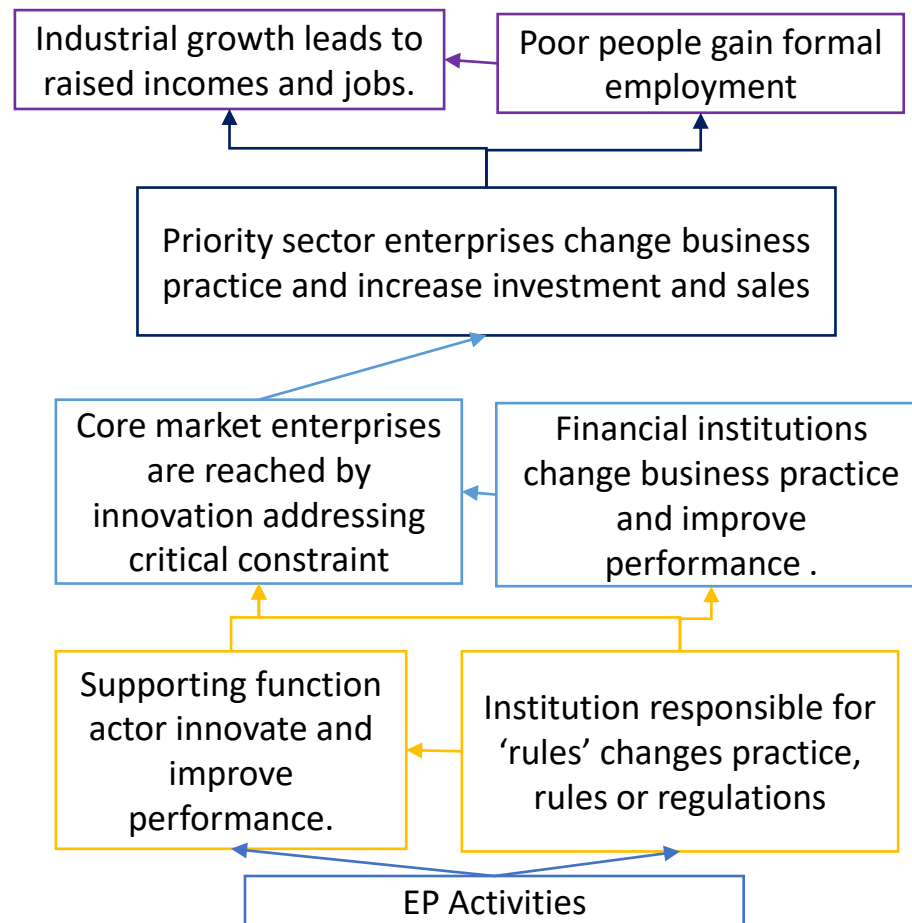
- ✓ **8,961 Jobs supported (80% women)**
- ✓ **2,002 peoples' income increased**
- ✓ **20,000 financial accounts created**

Why is results measurement in industrialisation programmes different from agricultural programmes?



Lesson One: Change what you're measuring

The (simplified) EP Theory of Change

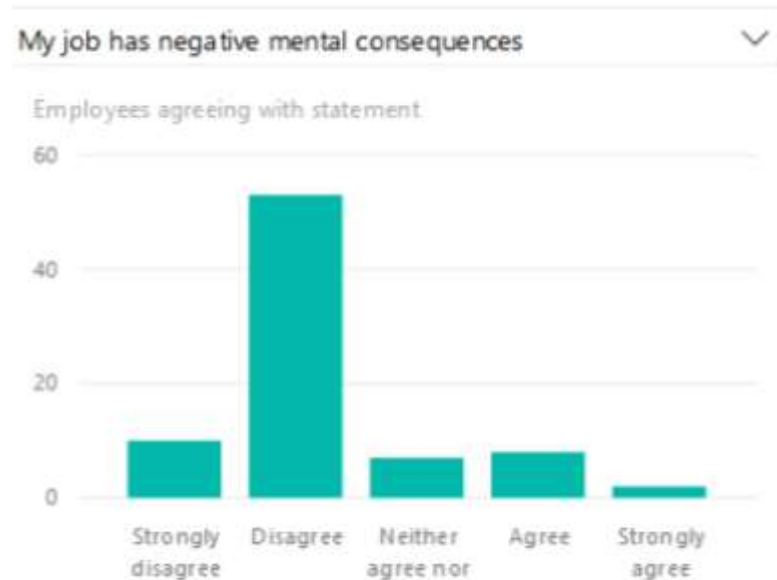


Lesson One: Change what you're measuring

Measuring job quality



- There is no universal definition for 'decent jobs'.
- The ILO has prepared useful indicators that can serve for most programmes.
- EP uses these indicators:
 - On small selections of employees from some companies that we support, as part of our due diligence processes.
 - During routine monitoring visits.
 - On a wider, randomly chosen selection of employees from across our priority sectors, as part of our evaluation.



IMG: <https://pixabay.com/en/magnifying-glass-magnifier-glass-189254/>

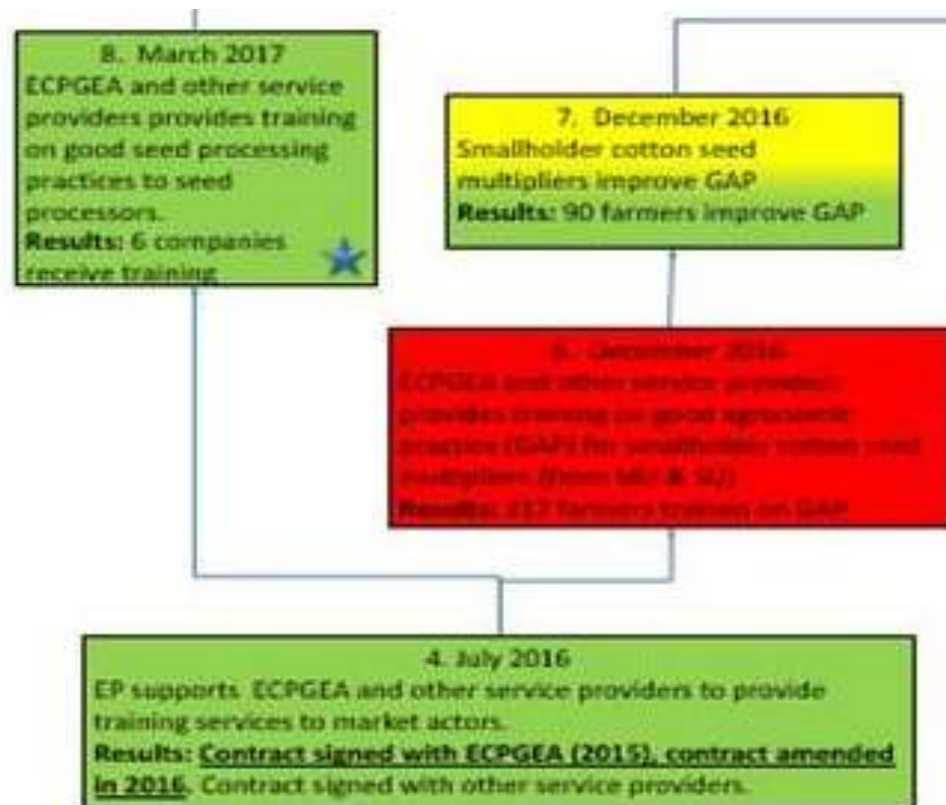
Lesson Two: Use your results!

Good practice in the sector:

- Colour code results chains to show progress
- Quarterly reviews to discuss intervention and market progress, what is and isn't working and why.
- Crisp management of discussion.

EP Innovation:

- Portfolio dashboard shows overall results, risks, and VFM.
- Integration of quarterly reviews into reporting processes.
- Additional input and data from evaluation team.



Lesson Three: Change how you monitor

Four tips for getting data from partners

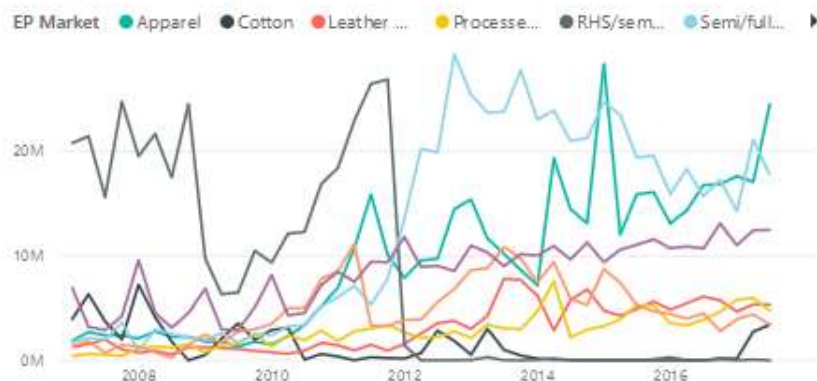
- 1) Specify data requirements in contracts.
- 2) Find data champions in firms.
- 3) Better use of secondary data.
- 4) Sector-wide surveys



Lesson Three: Change how you monitor

Export Dashboard: www.enterprisepartners.org/export

Total export in USD, by date and EP Market



Filter by market

- ☐ Select All
- ☐ Apparel
- ☐ Cotton
- ☐ Leather Products
- ☐ Processed FAV
- ☐ RHS/semi-processed leather
- ☐ Semi/fully finished leather
- ☐ Textiles
- ☐ Unprocessed FAV

Filter by date



Enterprise Partners Export Dashboard

The below data shows Ethiopian exports split by date, export destination, and EP market/sub-market. You can filter using the tools on the left.

Data is publicly available on the Ethiopian Revenue and Customs Authority website, and updated every two months. See www.erca.gov.et/index.php/import-export-information. The tool uses HS codes to disaggregate sectors, so figures may vary slightly from other sources.

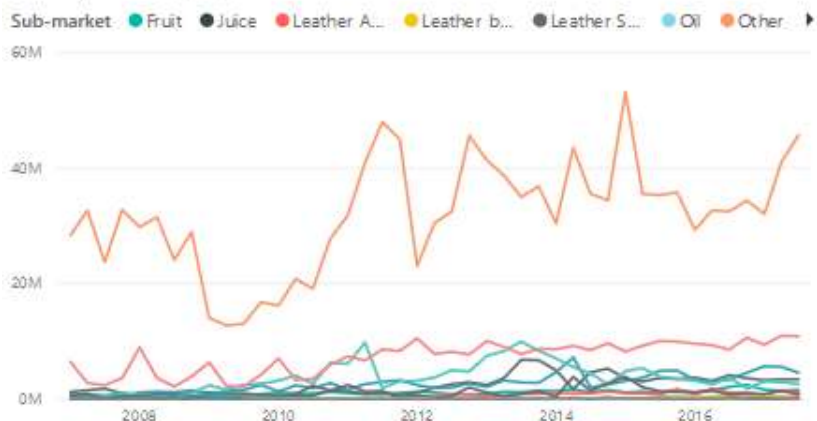
Total Exports (USD)

2.20bn

Number of countries exported to:

156

Total export in USD, by date and EP sub-market



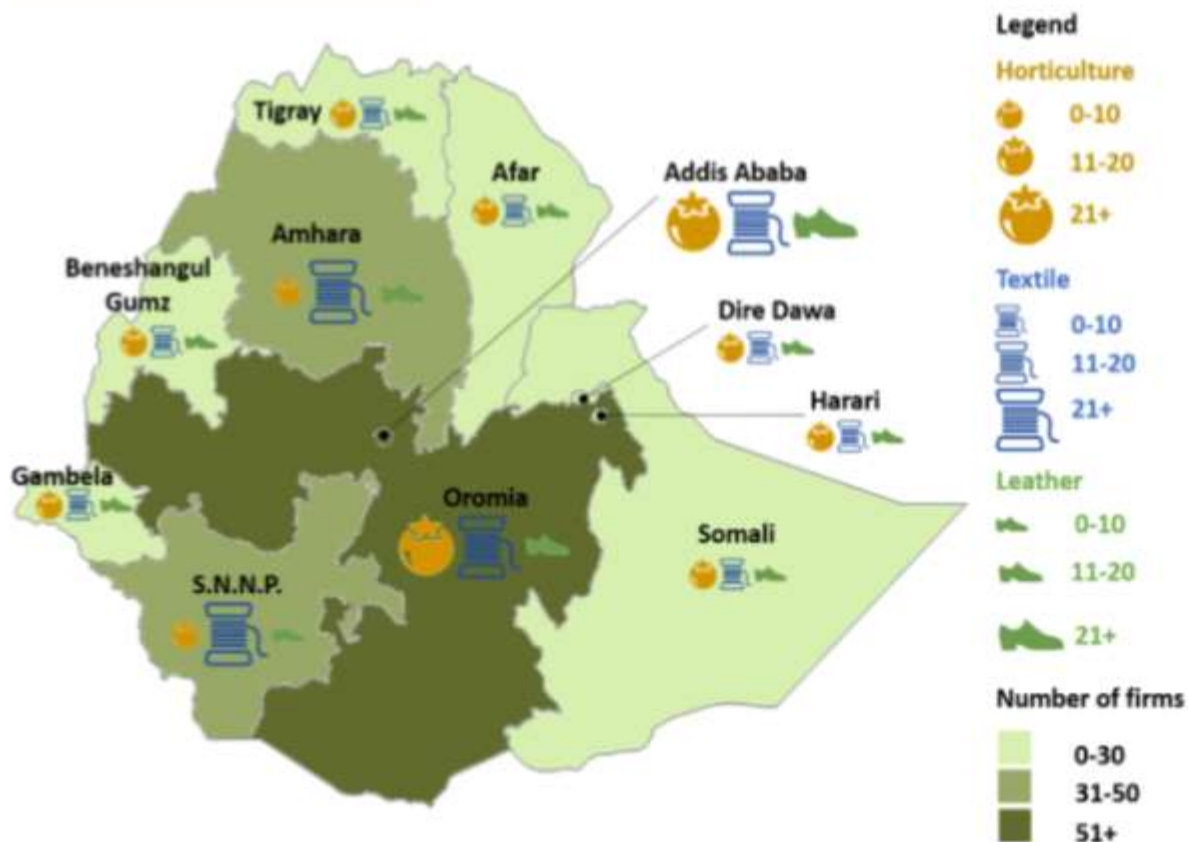
Total export in USD, by destination



Lesson Three: Change how you monitor

External evaluation surveys, conducted by Palladium

SURVEY A: Panel data from firms operating in priority sectors



- **429 firms** split across **9 regions** of Ethiopia and all three EP priority sectors:

- LAL = 123
- CTA = 246
- FAV = 60

- Textile firms accounted for **57%** of the overall sample, followed by leather (**29%**) and then horticulture (**14%**).
- Medium firms (20-99 employees) made up the largest proportion of the sample, accounting for **40%**.
- Large (100+ employees) and small (5-19 employees) firms each accounted for approximately **30%** of the total sample.

Lesson Four: Assess contribution to high level changes

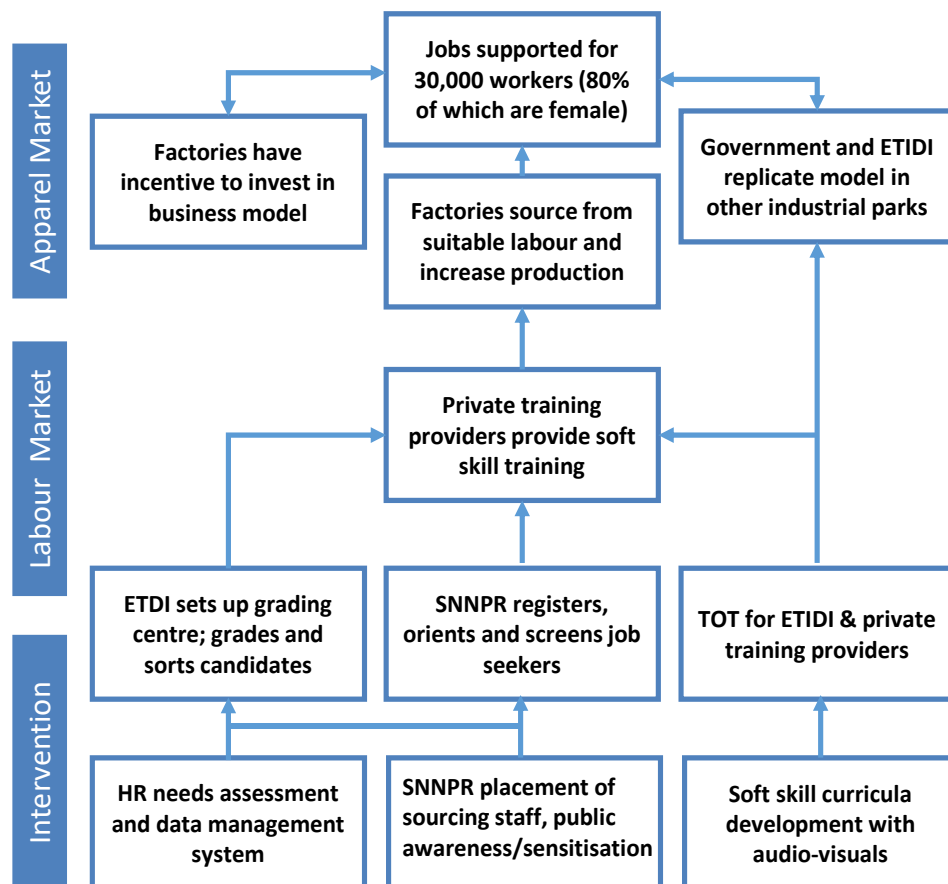
The case of the Hawassa Industrial Park

When is attribution not possible?

- Multiple actors involved in supporting the change (donors, government, private sector).
- Small group of diverse target enterprises (so no control group)
- EP tried using control groups, but it was impossible to find an appropriate sample.

How does EP assess contribution?

- Clear results chains showing expected change and how we aim to contribution.
- Measurement at each level, with strong qualitative information.
- Use of external evaluation team to avoid confirmatory bias.
- Randomised control trials where appropriate and possible.
- Reporting 'Jobs Supported', not 'Jobs Created'.



Lesson Four: Assess contribution to high level changes

The case of the Hawassa Industrial Park

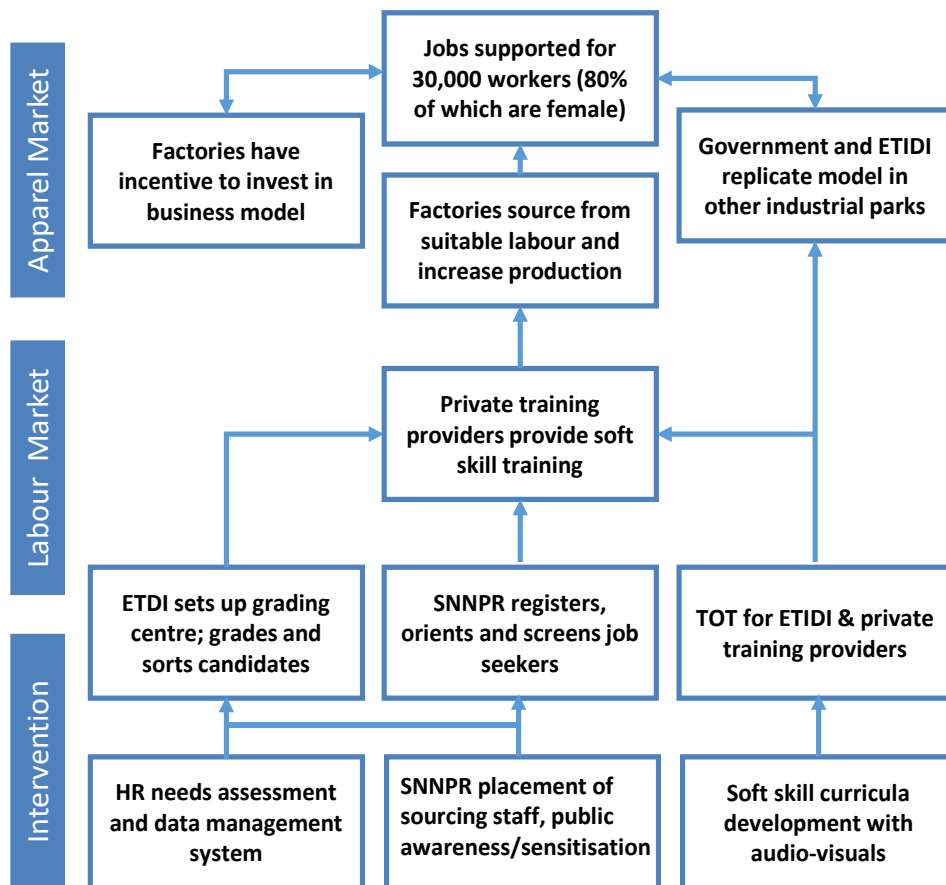
Academic research examining how jobs benefit workers and communities.

Interviews with core market actors on contribution of HIPSTER to production.

Data from EIC and MOI on exports, recruitment, etc

Training assessments with workers, satisfaction surveys with core market actors

Qualitative interviews with support market actors



Lesson Four: Assess contribution to high level changes

Challenges of contribution

Challenges	Initial Thoughts
How do you do robust qualitative collection and analysis?	<ul style="list-style-type: none">• External assessment by evaluation team.• Trained and inquisitive team.
How do you compare across interventions and markets?	<ul style="list-style-type: none">• Output metrics are as important as outcome.• Never divorce VFM metrics from context.
How much is 'enough' contribution to claim results?	<ul style="list-style-type: none">• Clearly define what you contribute to.• Set bar reasonably high.• What would a reasonable observer say?
How do you get stakeholder buy-in?	<ul style="list-style-type: none">• Bring in senior MRM expertise.• Show the benefit for the donor.

Thank You

Any questions?

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