



Enterprise Challenge Fund for the Pacific and South East Asia

Using the DCED Standard for results
measurement in the Enterprise Challenge Fund

Amanda Jupp

DCED Seminar on Trends and Results in PSD
Session 1, Wednesday 18 January 2012



AN AUSTRALIAN GOVERNMENT, AUSAID INITIATIVE



About the Enterprise Challenge Fund

- AusAID pilot program = A\$20.5 million over 6 years
- At least 50% of project funded by business, pro-poor outcomes and potential for systemic impact
- Competitive grants valued between A\$100,000 – A\$1.5 million to private sector in 9 countries in Asia Pacific
- Total 21 projects in progress = A\$11.6 million

Adapting to the DCED Standard

Why?

- Better structured results measurement system
- Prioritise projects on likely impacts to focus limited resources
- Comparison against other programs (AusAID / other PSD programs)

Challenges

- In progress - change management and expectations
- Lack of detailed research into industry / sector
- Light touch monitoring - results management not part of the design

Adapting to the DCED Standard

| | |
|-------------------|---|
| Up to Nov 10 | <ul style="list-style-type: none"> • Light touch monitoring / basic program logics • Project manager attends Hans & Harald course in KL • DCED trainer conducts workshop with donor and fund management team |
| Nov – Feb 11 | <i>Institutional changes and planning</i> <ul style="list-style-type: none"> • Reallocation of resources / provision of new resources |
| Feb 11 | <i>Roll out of approach</i> <ul style="list-style-type: none"> • Country manager workshop and training in standard with DCED |
| Feb – May 11 | <ul style="list-style-type: none"> • Country managers adapt current programs, new staff added |
| May 11 | <ul style="list-style-type: none"> • Trainer provides in-field support to country managers and assess potential for mock audit – ok to proceed |
| August 11 | <i>Mock audit</i> <ul style="list-style-type: none"> • Partial compliance / need for refinement / design constraints? |
| August 11 onwards | <i>Fine tuning</i> <ul style="list-style-type: none"> • Adapt findings from mock audit / identify areas of further research / beyond the 3 year fund disbursement period for ~20% of projects • Planning for full audit? |

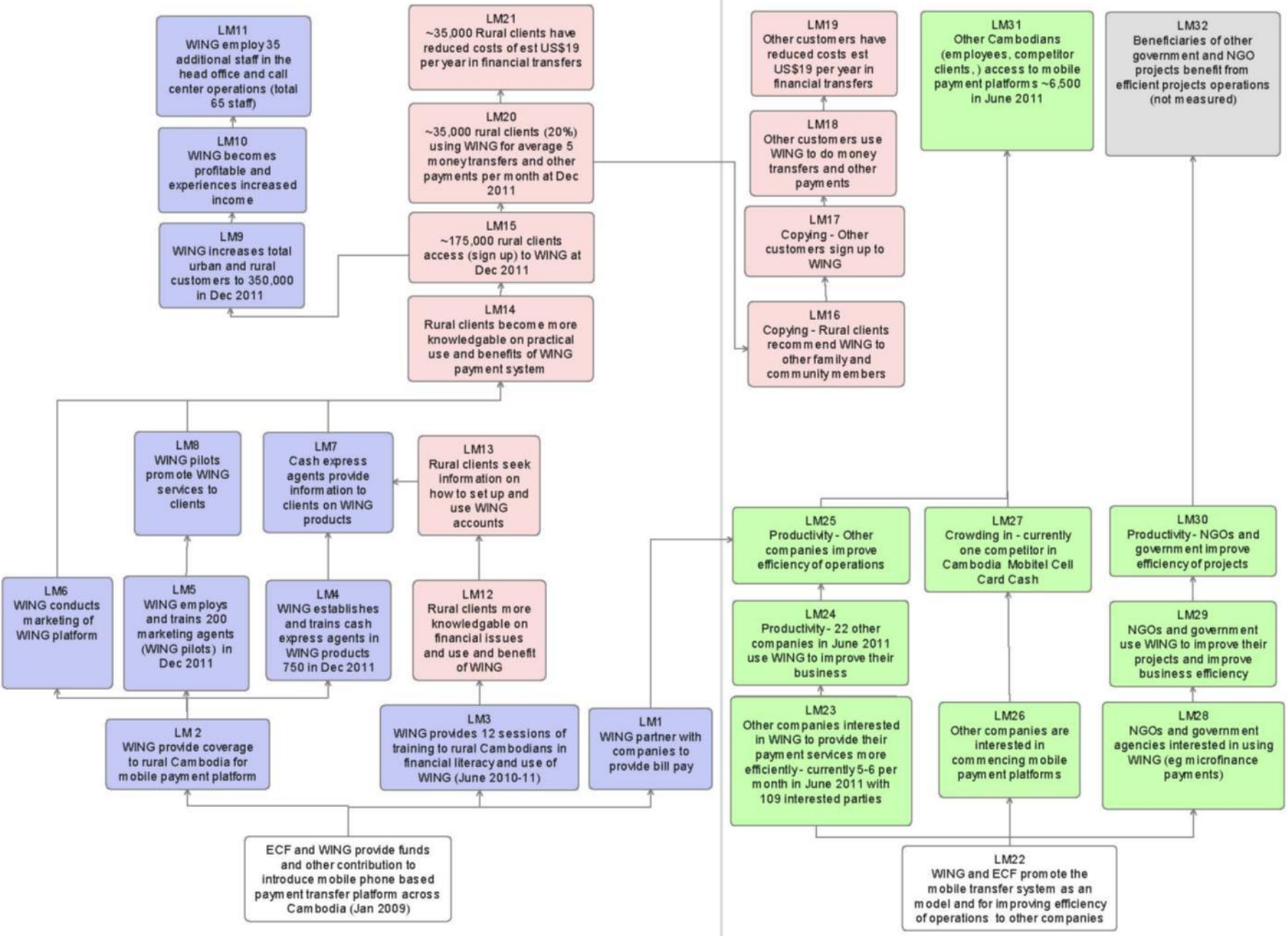
Example – WING Cambodia

- WING Cambodia – mobile payment service in Cambodia
- ECF grant of A\$1.5 million for rural expansion
- Currently 24 provinces, 350 000 customers
- Considering regional expansion, replication



Direct impacts

Indirect impacts



Example – WING Cambodia

Measurement system

- Six monthly field visits
- Mixed method data collection / wide range of stakeholder feedback
- Contribution analysis using results chains and field interviews

| Logic model | Box | Indicator | Target 2012 | How to measure | When | Who |
|-------------|---|--|--|--|--|--|
| LM15 | Rural clients access (sign up) to WING | # Total customers sign-up to WING in rural areas | 560,000 Rural Receiver customers on the WING service | A) Quarterly Report B) Company records, interview grantee/ company management. | A) June 10, Sept 10, Feb 11, May 11, Oct 11, Feb 12 B) During six monthly field visit | A) WING reports B) CM undertakes stakeholder / beneficiary surveys during six- monthly field visit |
| | | Male | 224,000 (40%) | | | |
| | | Female | 336,000 (60%) | | | |
| LM20 | Rural clients using WING for money transfers and other payments | % of active clients | 40% of clients actively using WING (industry standard) | A) Quarterly Reporting B) Company records, interview grantee/ company management C) Six-monthly discussions with WING staff and merchants D) IFC social impact assessment | A & B) June 10, Sept 10, Feb 11, May 11, Oct 11, Feb 12 B& C) During six-monthly review cycle - e.g. June 10, Sept 10, Feb 11, May 11, Oct 11, Feb 12 D) 2009 & 2011 | A& B) WING reports C) CM undertakes stakeholder / beneficiary surveys during six- monthly field visit D) IFC / WING report |
| | | # average transactions | Avg. 3 transactions per quarter | | | |

Example – WING Cambodia

Key impacts

- Business growth / sustainability
- Network of ~750 cash express merchants

Poverty reduction

- Employment of 200 sales staff
- Improved access to services for 175,000 rural customers
- Improved income = saving ~\$US20 per year for 35,000 active rural customers

Systemic impacts

- Improved productivity for other companies
- Crowding in – new competitors
- Potential scale up to other regional areas



Example – WING Cambodia

Positives

- Good company data system
- Regular reporting on indicators
- Conducted own social impact assessment with support from IFC
- Innovative and interested to try new approaches based on field findings

Limitations

- No research funds to ensure adequate sampling of beneficiary impact on 350,000 people
- Defining ‘benefits’ to poor
Access (outreach) vs. Benefit (uptake)
- Three year reporting period – project is starting to achieve replication and scale up

Mock audit – August 2011

- 30% projects submitted from round 1 & 2 covered 6/8 countries, 5 key industries (agriculture, tourism, financial services, transport, forestry)
- 2 projects reviewed in field and 2 projects desk review - chosen at random from remaining five projects

Key findings

- Program is partially compliant and refinement required in areas
- Limit of program design against Standard implementation
 - Light touch monitoring
 - Fund manager has limited facilitation role

Summary - Lessons from ECF

- DCED Standard provided rigor and benchmark for collecting data
 - Audit provided a goal and focus for the team
- Adapting to the DCED Standard
 - Will the Standard fit the program objectives and structure
 - Change management – time and resources to adapt
- Design a monitoring system to collect data to support the development of the project not just donor reporting

Enterprise Challenge Fund for the Pacific and South East Asia

www.enterprisechallengefund.org

