



Enterprise Challenge Fund for the Pacific and South East Asia

Designing a results-based management
approach with the private sector

About the Enterprise Challenge Fund

- ECF is a fund of A\$14 million of public money funded by AusAID available to the private sector on a competitive basis
- Objective is to contribute to poverty alleviation by creating income generating opportunities and access to goods and services for poor people.
- Grants valued between A\$100,000 – A\$1.5 million were allocated to private sector in 9 countries in South East Asia and the Pacific
 - At least 50% of project funded by private sector company
 - Project must have scale of pro-poor outcomes and potential for systemic impact
- Total 21 projects in progress = A\$11.6 million

Range of projects funded by ECF

WILDERNESS LODGE – SOLOMON ISLANDS - A\$ 110,000

- Wilderness Lodge is an ecological bungalow style resort in protected Morovo Lagoon. It used an ECF grant to expand existing facilities to double guest accommodation and work with 400 households in the local community for tourism services and supplies.



SUNLABOB – LAOS = A\$ 526,682

- Sunlabob is an innovative company that provides electricity at affordable and competitive prices in remote villages. Sunlabob used an ECF grant to design and install a mini hydro-power plant in remote villages, providing electricity to 350 households who do not currently have a consistent, reliable source of electricity.



CAGAYAN DE ORO HANDMADE PAPER CRAFTS – PHILIPPINES = A\$ 407,139

- Cagayan de Oro Handmade Paper used an ECF grant to expand their handmade paper manufacturing and craft making facilities, increasing employment for over 100 women in the local area and develop a supply chain sourcing raw abaca fibres to make paper from over 300 farmers in Claveria, Misamis Oriental.



Results measurement system

System needed to be

1. Manageable - credible results from different types of sectors, contexts, geographic areas – but limited resources...
2. Relevant to company and beneficiaries (project level)
3. Relevant to donor to show value of the program and aid mechanism (program level)

Use of Donor Committee for Enterprise Development (DCED) Standard for Results Measurement



Results measurement system



For more information see www.enterprise-development.org

DCED Standard for Measuring Results in Private Sector Development

Every development agency finds growing pressure to report the results that it is achieving. A greater emphasis on logframes and baseline surveys is not helping managers to measure their achievements, particularly where programmes are aiming to have market-wide impacts. As a result, the achievements of the best agencies and programmes are often going unrecognised.

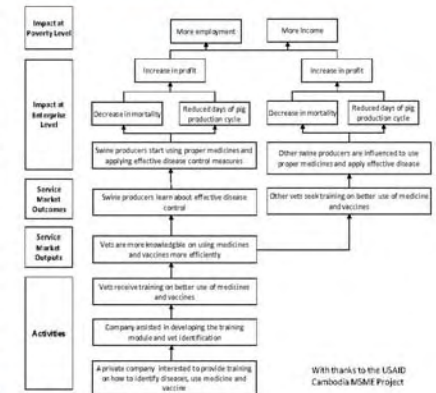
The Donor Committee for Enterprise Development (DCED) therefore proposes a Standard, which programmes can use to measure their own results. This turns results measurement from an event into a process; credibility is assured through external certification of the measurement process used by the programme – instead of asking a consultant to duplicate that process.

The Standard has been generated and refined during 2008 and 2009 in collaboration with PSD programmes in the field. It includes all of the elements needed for credibility (see Box below for list); these elements are now accepted as 'good practice', but few programmes have yet achieved them all.

The DCED Standard 'At a Glance'

1. Articulating the Results Chain
2. Defining indicators of change
3. Measuring changes in indicators
4. Estimating attributable changes
5. Capturing wider changes in the system or market
6. Tracking programme costs
7. Reporting results
8. Managing the system for results measurement

Example of a Results Chain: Commercial training for Vets



What are the Benefits?

The DCED results measurement initiative offers the following benefits to programmes:

- the opportunity to think through the logic or results chains, leading to greater clarity around priorities
- a management tool to orient all staff efforts around those priorities, and to encourage understanding of



AN AUSTRALIAN GOVERNMENT, AUSAID INITIATIVE



Results measurement system

- Designed and collected in partnership with company
- Use ECF team monitor –M&E specialist as technical adviser
- Linking monitoring approach to program management

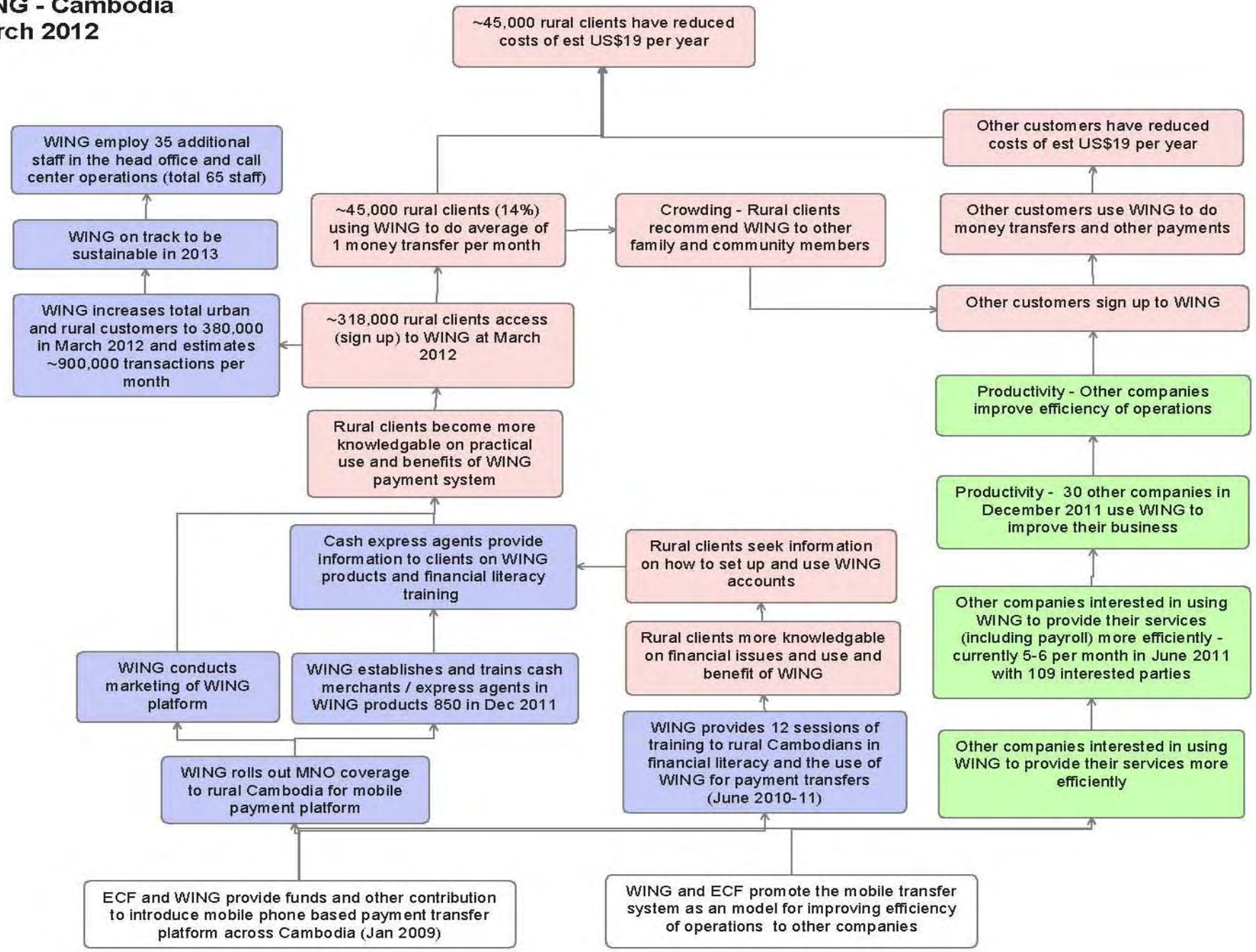
- Results chains per project, indicators and monitoring plans
- Regular field visits, mix method data collection
- System compliant with DCED Standard (in-progress)– internal monitoring and external audit of system

WING Cambodia

- WING Cambodia – mobile payment service in Cambodia – customers transfer, store and cash out money using a mobile phone
- ECF grant of A\$1.5 million for expansion of service into rural areas, training of WING service providers and financial literacy training
- WING funds of A\$4.5 million



WING - Cambodia
March 2012



ECF and WING provide funds and other contribution to introduce mobile phone based payment transfer platform across Cambodia (Jan 2009)

WING and ECF promote the mobile transfer system as an model for improving efficiency of operations to other companies

WING employ 35 additional staff in the head office and call center operations (total 65 staff)

WING on track to be sustainable in 2013

WING increases total urban and rural customers to 380,000 in March 2012 and estimates ~900,000 transactions per month

~45,000 rural clients (14%) using WING to do average of 1 money transfer per month

~318,000 rural clients access (sign up) to WING at March 2012

Rural clients become more knowledgeable on practical use and benefits of WING payment system

Cash express agents provide information to clients on WING products and financial literacy training

WING conducts marketing of WING platform

WING establishes and trains cash merchants / express agents in WING products 850 in Dec 2011

WING rolls out MNO coverage to rural Cambodia for mobile payment platform

WING provides 12 sessions of training to rural Cambodians in financial literacy and the use of WING for payment transfers (June 2010-11)

Rural clients seek information on how to set up and use WING accounts

Rural clients more knowledgeable on financial issues and use and benefit of WING

Crowding - Rural clients recommend WING to other family and community members

Other companies interested in using WING to provide their services (including payroll) more efficiently - currently 5-6 per month in June 2011 with 109 interested parties

Other companies interested in using WING to provide their services more efficiently

Productivity - 30 other companies in December 2011 use WING to improve their business

Productivity - Other companies improve efficiency of operations

Other customers sign up to WING

Other customers use WING to do money transfers and other payments

Other customers have reduced costs of est US\$19 per year

~45,000 rural clients have reduced costs of est US\$19 per year

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			

WING Cambodia

Key impacts

- Business growth / sustainability
- Network of ~850 cash express merchants

Poverty reduction

- Improved access to services for 318,000+ rural customers
- Improved income = saving ~\$US19 per year for 45,000 active rural customers
- Why ? cheaper than alternatives, convenient
- Why not ? limited information at sign up, language and technical skills



WING Cambodia

Positives

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

Limitations

- Research funds to ensure adequate sampling of beneficiary impact on +300,000 people
- Defining benefits to poor
Access (outreach) vs. Benefit (uptake)
- Three year reporting period – WING is starting to achieve scale now when monitoring ends

System improvements

- System for credible results, more information on how / why
 - DCED Standard, internal monitoring + external audit of system
- Information was useful to companies – led to improved projects
 - *70% of companies surveyed in ECF 2012 Grantee Perception Survey indicated that monitoring information was useful to support improving and changing the business*
- Program results aggregated and able to be compared / benchmark against other programs using same Standard

Lessons in design of the results measurement system from the ECF

- An integrated system for measuring results – everyone is responsible
- Consider the incentives of key stakeholders
eg company, beneficiaries, donor, program manager
- Include sufficient flexibility to adapt the project and program based on analysis and learning – not just reporting
- Timing for achieving scale of impact may be after program ended?

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www.enterprisechallengefund.org

