



Enterprise Challenge Fund for the Pacific and South East Asia

Achieving and Measuring Results
in the Enterprise Challenge Fund



About the Enterprise Challenge Fund

- AusAID pilot program = A\$20.5 million over 6 years
- At least 50% of project funded by private sector company, 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

Results measurement in ECF

Why?

- Monitor progress of private sector partners in meeting objectives
- Prioritise projects on likely impacts to focus limited resources
- Comparison against other programs (AusAID / other PSD programs)
 - use of DCED Standard

Challenges

- Implementation is managed by the private sector partners
- Lack of detailed research into industry / sector
- Light touch monitoring - results management not part of the design

Example – Cagayan de Oro Philippines

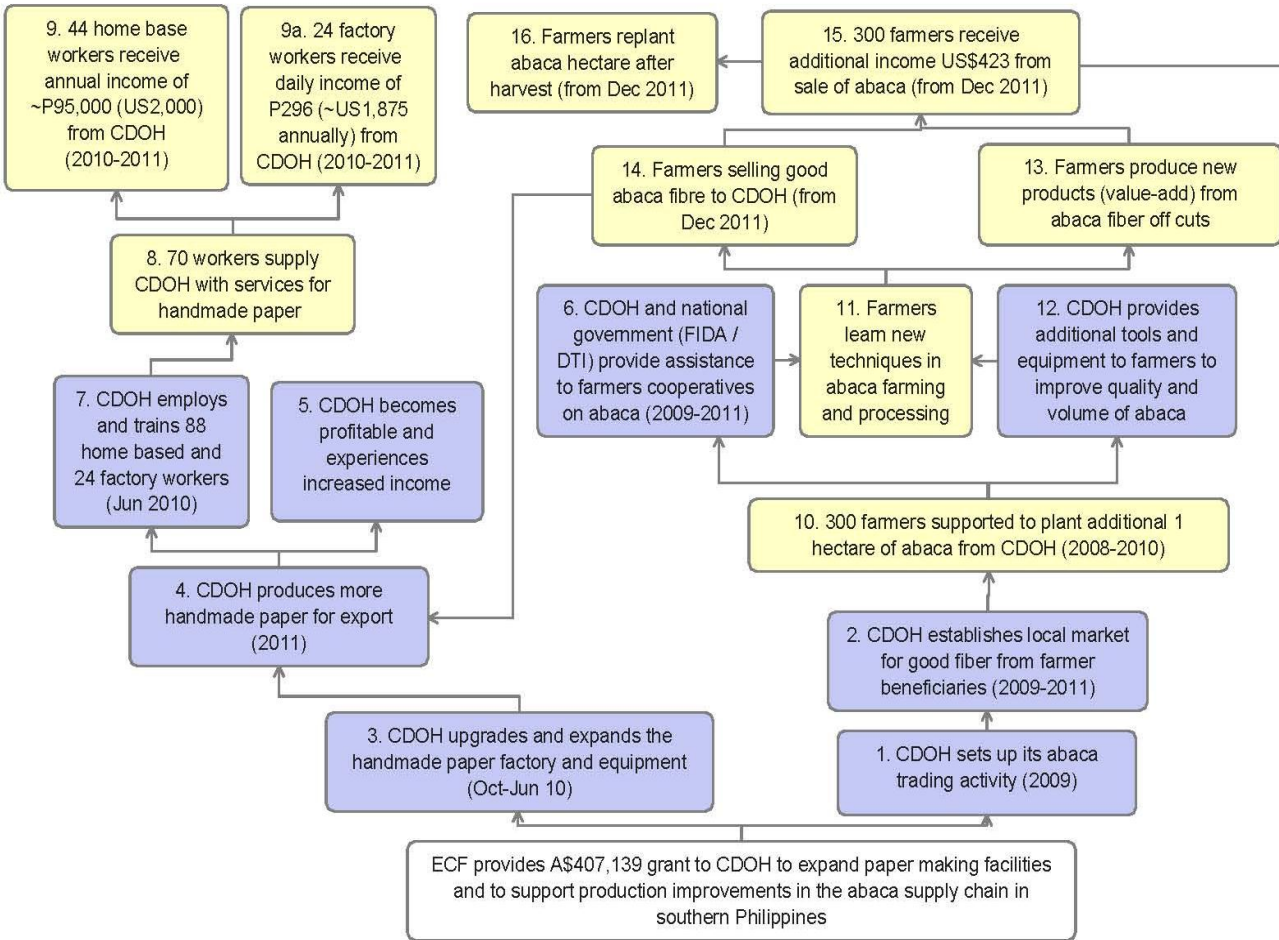
- Handmade paper factory located in Cagayan de Oro, southern Philippines using abaca in production of paper for export
- An ECF grant of A\$407,139 provided to
 - 1) Expand handmade paper manufacturing and craft making facilities
 - 2) Work with 300 households of the Higaunon Tribe in Claveria, Mindanao to increase production and supply of abaca and develop a local market place



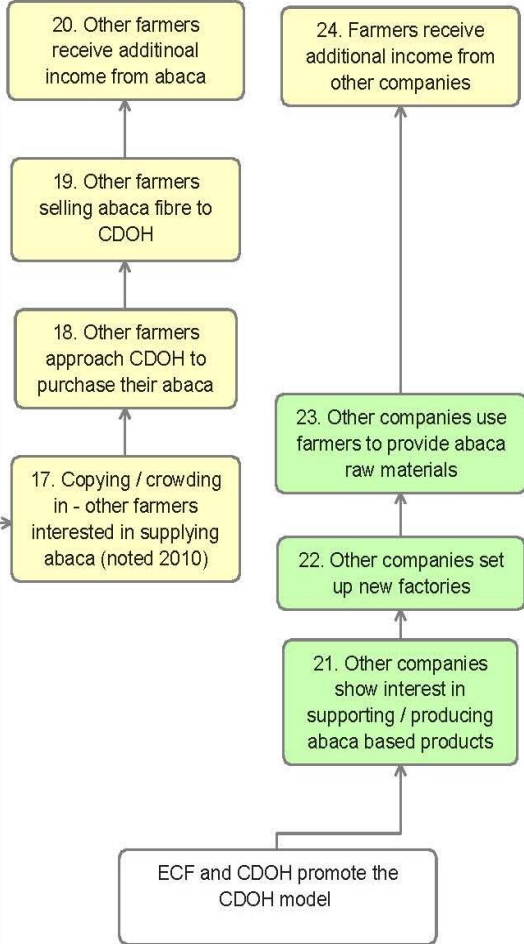
Cagayan de Oro Handmade Paper Crafts - Philippines

June 2012

Direct impacts



Systemic impacts



AN AUSTRALIAN GOVERNMENT, AUSAID INITIATIVE



GROWING BUSINESS TO REDUCE POVERTY

Example – Cagayan de Oro Philippines

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
1	CDOH sets up its abaca trading activity	CDOH construct buying station in Claverus Oriental	Buying station established	A) Quarterly reporting CDOH B) Observation/ company records	A) June 10, Sept 10, Feb 11, May 11, Oct 11 B) Oct 2010, Feb 2011, May 2011, Sept 2011	A) CDOH quarterly report to country manager B) Field visits with CM
		Total hectares planted with abaca under ECF project	300 hectares	A) Quarterly reporting CDOH B) Six-monthly stakeholder interview C) Interview with beneficiaries	A) June 10, Sept 10, Feb 11, May 11, Oct 11, B) Oct 2010, Feb 2011, May 2011, Sept 2011 C) Final interview October 2011	A) CDOH quarterly report to country manager B) Field visits with CM C) CM field visits
10	300 farmers supported to plant additional 1 hectare of abaca from CDOH (2008-2010)	Number of households with abaca planted	300 households / farmers	A) Quarterly reporting CDOH B) Beneficiary survey / interviews	A) June 10, Sept 10, Feb 11, May 11, Oct 11 B) Oct 2011 - final collection	A) CDOH quarterly report to country manager B) Field visits with CM

Example – Cagayan de Oro Philippines

Business growth / sustainability

- Increased production = 12,000 -> 30,000 pieces per day

Poverty reduction

- Employed and trained 117 workers (75 FTE), increased annual income ~US1,875 + scholarships to children of workers
- 300 households have additional income ~US423
 - trained and provided improved access to equipment
 - support to plant 1 additional hectare of abaca
 - access to market (higher prices / local access)

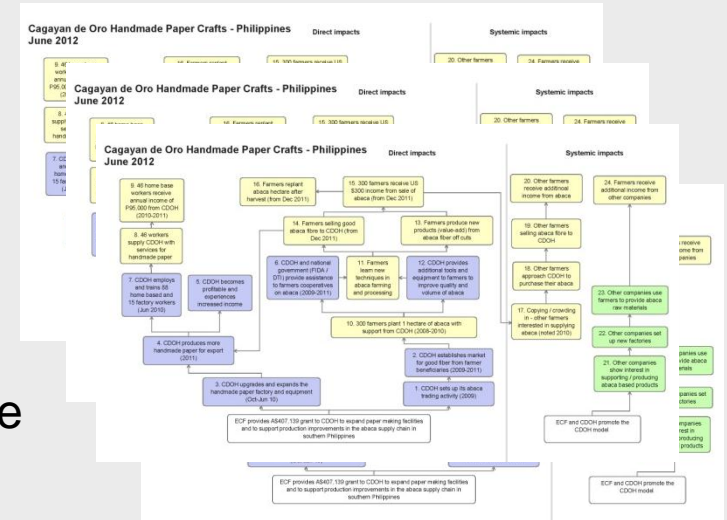
Systemic impacts

- Copying – new beneficiaries want to supply
- Other companies interested to develop abaca products



Aggregation of results from ECF

- Reporting on results achieved to date
- Three year monitoring period
 1. Business growth / sustainability
 2. Poverty impacts
 - No overlaps in ECF
 - Analysis of context in reporting narrative
 3. Systemic impacts



“The ECF has an outreach of over 150,000 people across the Pacific and South-East Asia and an estimated 35,000 people and 970 small businesses are directly benefiting” – ECF Annual Portfolio Report 2011

Lessons in results measurement from ECF

Working with the DCED Standard improved project management efficiency

- Management team responsible for monitoring – cost and time effective
- Audit provided focus and timeline for team
- Additional support from DCED consultants – widens exposure
- Rethinking monitoring approach to challenge funds...
 - How much monitoring information can the private sector contribute?
 - How can results be used in decision making when the fund manager is not implementing the project?

Lessons in results measurement from ECF

Partner with the private sector in designing the monitoring approach

- Private sector has existing information systems = market research
- Know the limitations to commercial interest – need for fund manager to monitor beneficiary and wider system impacts
- Monitoring tools such as results chains and indicators are familiar to the private sector

“It turned out to be very helpful for us especially in learning the Logic Model. To be honest, we are not looking at many aspects of the project the way you do. We are head on, one track pursuing to accomplish the project. It was indeed an eye-opener in terms of expanding our vision and understanding of the other facets of the project which we have not really given some thought.”

CDOH managing director



Lessons in results measurement from ECF

Results in challenge funds should be collected in order to be useful for decision making

- Monitoring information should be timely, useful in order to feed into decision making and project improvement
- Designing the monitoring approach to link with private sector needs for information
- Information can also support facilitating wider systemic impact
 - eg supporting linkages, research and dissemination of the model
- Need to consider investing in the approach

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www.enterprisechallengefund.org

