

DONOR COMMITTEE FOR ENTERPRISE DEVELOPMENT: INITIATIVE ON RESULTS MEASUREMENT

Seminar Making Markets Work for the Poor
e+i employment and income network

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The Donor Committee for Enterprise Development

The DCED thinking, so far

- Results measurement is a **process**, not an **event**
- **Involve programme managers** in the field – many are keen to get the credit for their achievements, but lack credible measures
- **Build on this demand** with approach that is specific to PSD programmes
- Identify all of the minimum ‘building blocks’, to generate **approximate but credible numbers**
- **Audit the measurement process used** by the programme
- Use **common indicators**, to enable member agencies to **add results** across programmes and countries

The process so far

2008

- April: First Workshop with 7 programmes in 6 countries, to design the Standard
- June-October: Gap Analysis, implementation
- October: Mock Audits
- November: Second Workshop, to review experiences
- December: Steering Group, Annual Meeting

2009

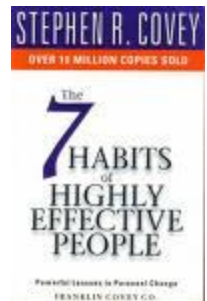
- About 15 programmes in 10 countries joining
- Workshops: Jakarta, 18-20 May; Abuja, 22-23 June
- Training course: 7-11 September

Participating Programmes so far



Key steps in the DCED Standard

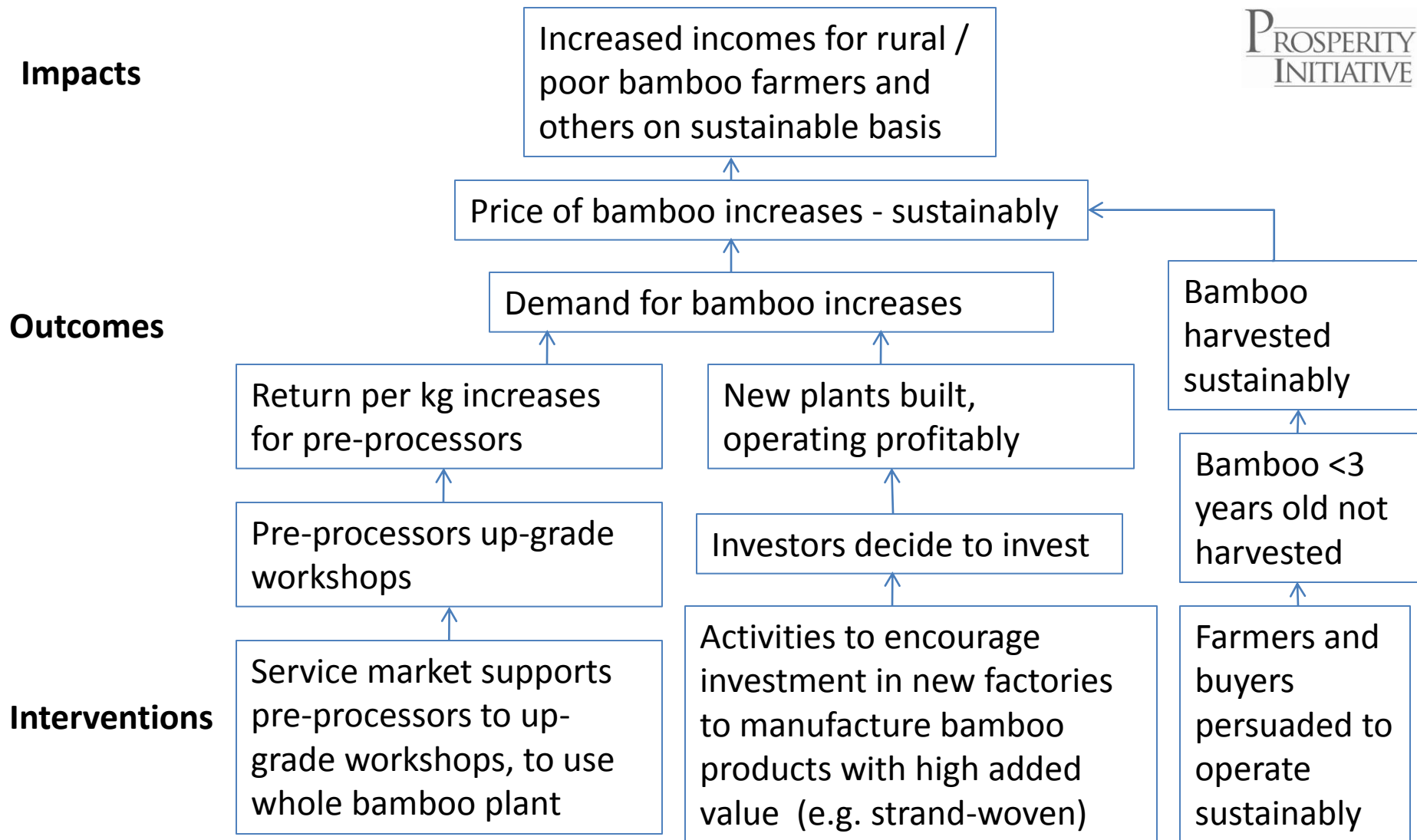
1. Articulate the results chain / impact model / logic
2. Define appropriate indicators for each major step in the results chain
3. Measure changes in those indicators
4. Attribute those changes to the programme (or other factors)
5. Capture wider changes in the system or market
6. Relate those changes to the programme costs
7. Report on those changes
8. Manage the results measurement system



Universal Impact Indicators

- **Scale:** Number of target enterprises who realize a financial benefit as a result of the programme's activities per year and cumulatively.
- **Net income:** Net additional income (additional sales minus additional costs) accrued to target enterprises as a result of the programme per year and cumulatively..
- **Net additional jobs created:** Net additional, full time equivalent jobs created in target enterprises as a result of the programme, per year and cumulatively.

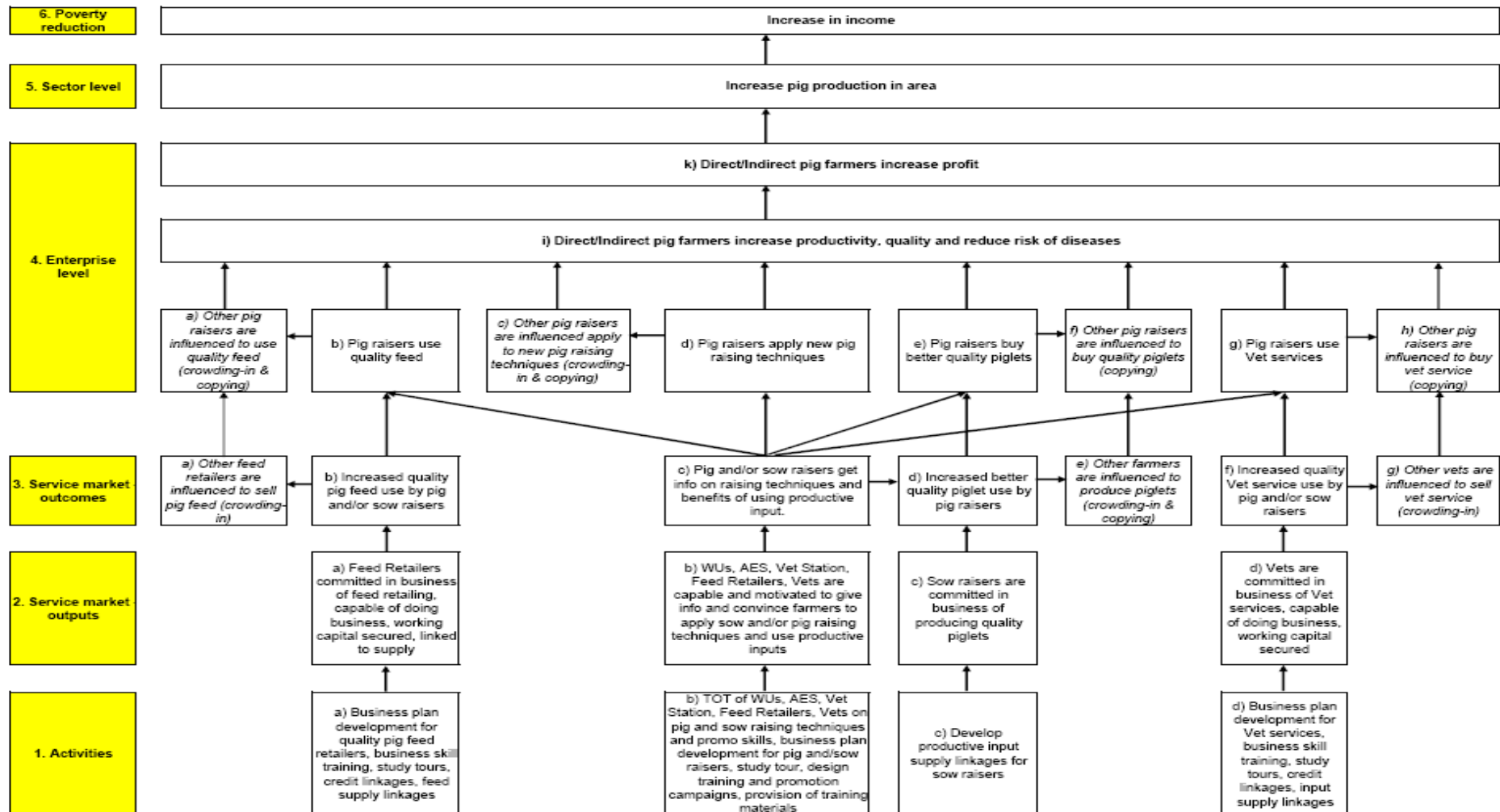
Example of a (simplified) results chain



Another example of a results chain (IDE VN)

Pig Project Impact Model

Version: October 19, 2008



Benefits for DCED Member Agencies

- Numbers that are **credible** because of the external audit of the measurement process – and that can be **added up**
- Clarity about priorities; **more effective implementation**
- A **common approach** to results measurement in PSD; no need to ‘reinvent the wheel’
- Clear indications of the **documentation required** of programmes for each step in the process
- Consideration of more **systemic impacts**, for example including replication by market players, crowding in etc.
- **Reduced transaction costs** for donors; opportunities to integrate with own systems

Benefits for Programmes

- Improved **effectiveness** through priority-setting, and through understanding by staff of those priorities
- **Time saved** by adopting a ready-made approach
- Approximate numbers for results, that are **credible** because the **measurement process** has been audited
- Interaction with other programmes, for **rapid learning and exchange** in the skills required for results measurement
- Participation signals intention to achieve and measure results – leading to greater credibility externally, and **better prospects for continued and additional funding**
- **Support** from the DCED Secretariat

In conclusion

- Estimating results is not difficult, especially if we collaborate together on how to do it
- Thinking through the logic, and focusing on results, helps enormously in clarifying priorities and improving effectiveness – for us
- We urgently need to generate some credible numbers, if E+I is to remain an attractive theme to fund and support – for others

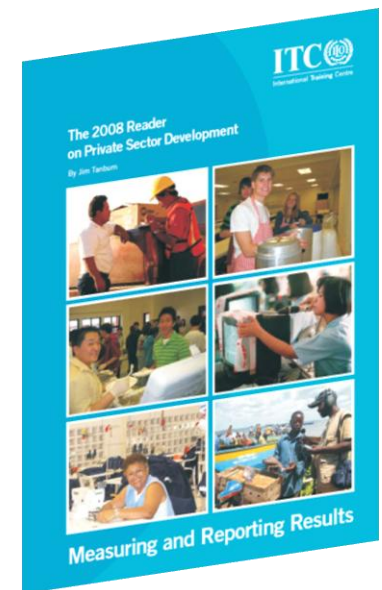
Some feedback from participants

The Standard “has stimulated a rich debate on why we do what we do, that has transformed into an ongoing dialogue of ideas within the team. As a result our team is now both more motivated and acting together with real clarity of purpose. The ideas and approaches embodied in the Standard are for us now a critical management tool ”

“The mock audit was a great experience for us; we will continue with it, with or without endorsement. The quality has improved tremendously; it should be part of every serious market development project”

Additional resources

- Support from peers and DCED Secretariat – see www.enterprise-development.org/page/measuring-and-reporting-results
- Implementation Guidelines (114 pp)
- Reader on Measuring and Reporting Results
- dced.updatelog.com
- Auditors' Guidelines (30 pp)
- Many other 'grey' documents



THANK YOU!



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The long-term vision: Standard architecture

