Enterprise Challenge Fund
for the Pacific and South East Asia

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

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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

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>Activities</th>
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| Up to Nov 10     | • 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     | **Institutional changes and planning**  
|                  | • Reallocation of resources / provision of new resources                    |
| Feb 11           | **Roll out of approach**  
|                  | • Country manager workshop and training in standard with DCED               |
| Feb – May 11     | • Country managers adapt current programs, new staff added                  |
| May 11           | • Trainer provides in-field support to country managers and assess potential for mock audit  
|                  | – ok to proceed                                                            |
| August 11        | **Mock audit**  
|                  | • Partial compliance / need for refinement / design constraints?             |
| August 11 onwards| **Fine tuning**  
|                  | • 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
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

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

<table>
<thead>
<tr>
<th>Positives</th>
<th>Limitations</th>
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<tr>
<td>• Good company data system</td>
<td>• No research funds to ensure adequate sampling of beneficiary impact on 350,000 people</td>
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<td>• Regular reporting on indicators</td>
<td>• Defining ‘benefits’ to poor Access (outreach) vs. Benefit (uptake)</td>
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<td>• Conducted own social impact assessment with support from IFC</td>
<td>• Three year reporting period – project is starting to achieve replication and scale up</td>
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<td>• Innovative and interested to try new approaches based on field findings</td>
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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
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www.enterprisechallengefund.org