

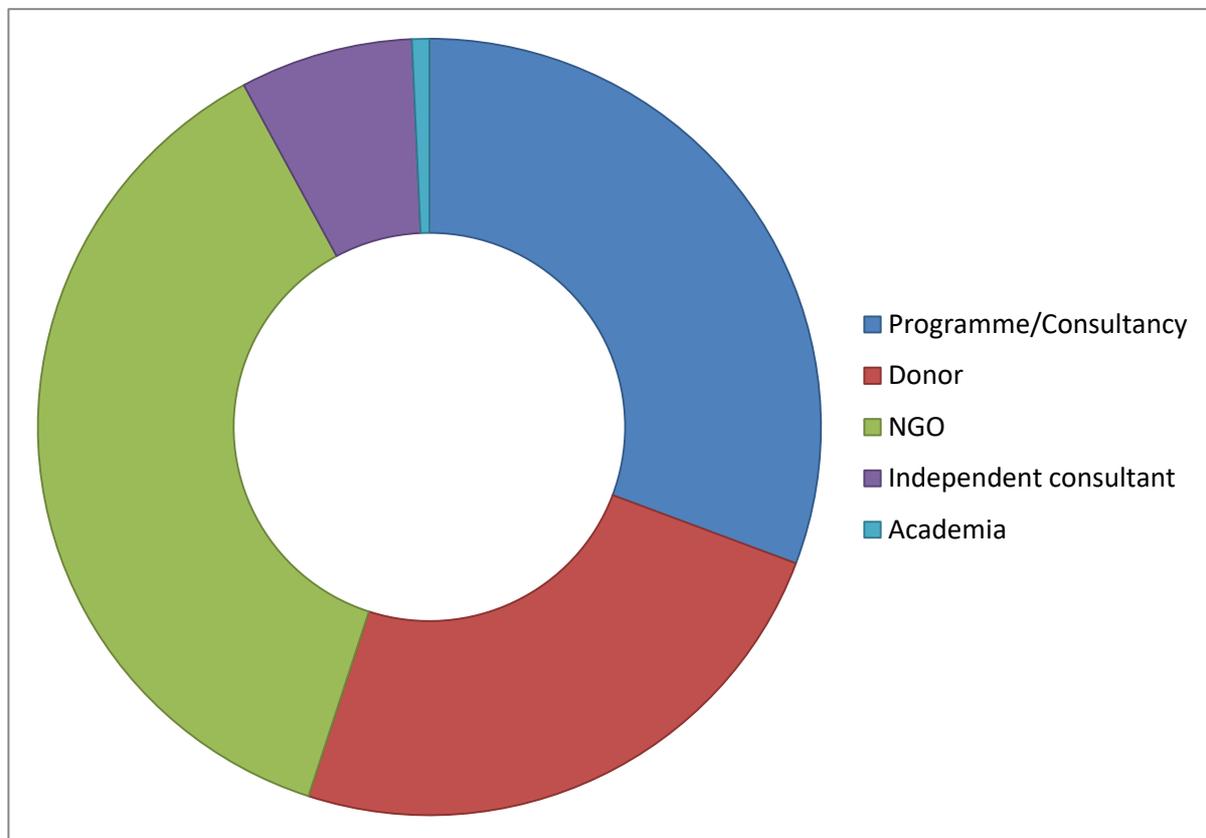
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# Final Report on the DCED-BEAM Seminar, Nairobi, 21-22 February 2018

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12<sup>th</sup> March 2018

140 participants from more than 40 countries attended the first Seminar to be organised by the Donor Committee for Enterprise Development (DCED) and the BEAM Exchange. Participant affiliations can be seen in the following graphic:



The Seminar programme focused on market systems approaches, particularly around employment creation in cities, and results measurement. The results measurement component covered a range of topics including RM in adaptively managed programmes, using qualitative methods for causal analysis, technology to support RM, and small programmes.

The Seminar material - including presentations, case studies and links to further reading - is available on the dedicated Seminar webpage: <https://www.enterprise-development.org/dced-beam-seminar-2018/>.

## Key discussion points

Three key discussion points from the two days are described below.

### Overcoming obstacles

Several sessions focussed on the tools available for programmes to address complexity. A session on 'urban messiness' reported that the complexity of social interactions and behaviour are higher in denser urban markets: they often display greater ethnic, national and religious variations, as well as greater inequality in wealth and power. As such, this session recommended that programmes operating in such environments must make a greater effort to understand people's behaviours and incentives.

Another session focused on synergies between the DCED Standard for Results Measurement and other adaptive management approaches to address complexity. This session demonstrated ways in which an effective RM system can feed back into programme management. Lessons were also explored in a session focussed on applying the Standard in small programmes and fragile contexts; the presentation demonstrated how the project measures indicators and attributes results with a 'lean' team, where there are few secondary data and insecurity limits field measurement. The focus of the presentation was on the tactics to pragmatically follow the DCED Standard – defining where the programme has done well and where it has room to improve.

Several sessions focussed on how the DCED Standard for Results Measurement can help programmes to overcome more general obstacles they face in measuring and reporting credible results. Interest in the DCED Standard continues to grow with a broader range of programmes using it globally to improve their results measurement practices. In a marketplace session, participants discussed and learned from financial services and agriculture programmes applying the Standard in Kenya and Zambia; changes to the latest version of the Standard; and about the audit process.

### Better teams and technology

The Seminar also focussed on the capacity of programmes to meet these challenges. One way forward was a more systematic way of categorising and improving programme teams' capabilities. Recent work of the BEAM Exchange has focused on the professional competencies that market systems facilitators and programme managers require. The session presented BEAM's latest mapping of the knowledge, skills and attitudes that create competency in market systems facilitation. Improving these competencies can strengthen the market for training, mentoring and coaching services aimed at MSD professionals. Participants gave their feedback on what they viewed as the best ways to disseminate and use the framework to improve the MSD training market.

Another option is to increase the set of tools that programmes have available. One of the most popular sessions on the RM track was the session on technological solutions for results measurement. Technology can improve data collection, analysis and reporting. Providing timely and accessible data can reshape the way that programmes operate. Participants in this session had the chance to get to grips with the practicalities of different technologies (such as MS Access, Power BI, GPS and GIS) in concurrent demonstrations by practitioners.

## Evidence

There is an ever-greater demand for evidence on what works in Private Sector Development, and several sessions were dedicated to examining the lessons learned in programmes. A session on the evidence generated by Market Systems Development was particularly well attended. It focussed on the findings from research, as well as the ways in which this evidence has been presented and applied. A synthesis of the evidence presented showed that there are now sufficient evidenced examples of programmes promoting economic development, improving access to services and reducing poverty, to validate the market systems approach.

This session also introduced the BEAM Evidence Map and the DCED Evidence Framework, two tools for summarising and analysing this evidence base. The [DCED Evidence Framework](#) organises robust, mostly academic research on results in private sector development (PSD) based on the logic by which programmes typically expect to achieve pro-poor impacts: it is designed as a 'clickable' results chain that signposts key evidence for each step in the logic. The [BEAM Evidence Map](#) focuses only on programmes using an MSD approach. It outlines the weight of evidence for the impact and effectiveness of MSD programmes focussed on specific areas, categorised by whether the evidence is "high" or "low" confidence.

## Participant feedback

85% of participants said that the expectations were fully met, and the remaining 15% said that they were partly met. The most appreciated presentations were on applying the DCED Standard to small programmes, technology for results measurement, and adaptive management and results measurement. Specific comments included:

- 'Went by so quick! Excellent technical content'.
- 'Seeing diverse MRM processes across various programs has helped me gain broader perspective about my work'.
- 'It was my first time. It was very good to know what is going on around the world on MSD'.
- 'Presentations on non-traditional sectors were very interesting.'
- 'I enjoyed the diverse format, shifting between plenary and breakouts. Breaks were adhered to and the schedule wasn't over burdened. Having a theme'.
- 'Competencies needed for MSD – extremely helpful to design coming MSD teams and projects'.

## With thanks to the Seminar's co-sponsors:

