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>
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<th>Time Frame</th>
<th>Activities and Notes</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

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<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>
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| 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 using WING (industry standard) | 40% of clients actively using WING (industry standard) | Avg. 3 transactions per quarter | 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 |
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

Positives
• Good company data system
• Regular reporting on indicators
• Conducted own social impact assessment with support from IFC
• Innovative and interested to try new approaches based on field findings

Limitations
• No research funds to ensure adequate sampling of beneficiary impact on 350,000 people
• Defining ‘benefits’ to poor
  *Access (outreach) vs. Benefit (uptake)*
• Three year reporting period – project is starting to achieve replication and scale up
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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