

How to catalyze and measure sustainable pro-poor growth

Two practical HANDS ON five-day training programs on how to design, measure and analyze sustainable interventions for private sector development

1. How to catalyze sustainable pro-poor growth *Triggering systemic market change in practice*

The famous “blue book” provides the Guiding Principles for Donor Interventions to stimulate enterprise development and pro-poor growth. Since then, practitioners and donors across the world have been learning about - and struggling with - what it means to be a facilitator, to intervene indirectly, short-term, with a minimum of distorting subsidies, and triggering systemic change.

This course translates these guiding principles into a number of concrete steps, relevant for a range of private sector development projects: market development, value chain development, skills development, challenge funds, business enabling environment and the livelihoods approach.

The course focuses on understanding how the world around the poor works, system analysis, intervention design, deal making and facilitation skills, reaching impact at scale, portfolio management and project management. In short: how to work in a flexible and entrepreneurial manner in synch with private and public sector partners. The course will emphasize the importance of analysis and learning.

Intervening to trigger sustainable pro-poor growth and results measurement are two sides of the same coin. Without clear strategies and proper intervention design effective results measurement becomes difficult. Without proper measurement, analysis and learning, strategies for private sector development are less effective. For this reason **Hans Posthumus Consultancy** and **Opportunities Unlimited** offer two one-week training programs, each covering one side of this coin. Both are stand-alone programs; together they offer a complete package. Attending one course is possible; attending both is recommended.

Course Dates:

Course 1:

Course 2:

Location:

Costs:

2. How to measure and report credible impact

Meeting the DCED results measurement standard

There is an increasing demand for solid results measurement to assess the effectiveness and efficiency of development aid.

[The Donor Committee for Enterprise Development \(DCED\)](#) has developed practical guidelines, based on proven good practice, to improve project performance and to enable them to communicate credible results.

Results measurement is changing from an external event - the occasional visit by a consultant - to an internal process: a management information system for private sector development projects. Increasingly, leading private sector development projects across the world are adopting the DCED guidelines as the cornerstone for their internal results measurement system.

This course is THE tool to become familiar with the different aspects of DCED guidelines: results chains, indicators and projections, measurement, capturing wider systemic change, matching results and costs, and the in house results measurement system.

NB: Participation enables you to participate in advanced training programs offered by the DCED.

Organized and delivered by:

Hans Posthumus, Nabanita Sen
and Harald Bekkers (tentatively)

Information and registration:
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NB: The course proceeding depends on sufficient number of participants (15 to 25)

Detailed course outline

1. How to catalyze sustainable pro-poor growth

Day 1

Context: The poor and the world around them
The importance of **markets** and why they fail
What is a **market system and an analytical framework** for developing a strategy

Day 2

Principles of influencing market systems and creating systemic changes
How to **analyze** market systems and sectors in a focused manner and identify **opportunities**

Day 3

How to translate analysis into a focused **strategy**
How to package activities in **interventions** with a strategic, systemic objective

Day 4

How to reach **deals** with partners that create **ownership** and **lasting change** and how to **facilitate and manage** partnerships to deliver wider systemic change and reach scale
How to develop and manage a **portfolio** of sectors and interventions and how to set up and manage such a facilitating project

Day 5

Workshop: apply the methodology under the guidance of the faculty on your own work; room to discuss and solve issues you encounter
Certificates and closing

Course objective

By the end of the course you will be able to **design and implement interventions** to trigger systemic market change. You will learn how to **analyze complex market systems and use it to develop a targeted strategy** to create pro-poor growth. You will learn how to **package activities into interventions and how to negotiate an intervention deal with your partners**. You will learn how to **manage the implementation process as a facilitator**. You will learn how to develop a **portfolio** of sectors and interventions and reach scale. Finally, you will learn how an effective facilitator works as an organization.

Participants

You are working for a **donor** organization and you want *effective* private sector development projects with *efficient results measurement* and *credible, lasting impact*. You are a **project manager** who wants to develop a *flexible, entrepreneurial project* geared towards *efficient analysis and learning* for greater effectiveness. You are an **intervention manager** looking for practical guidelines on how to *design and manage* interventions that trigger systemic change. You are an **M&E specialist** looking for practical guidelines on *how to conduct results measurement*. You are a **consultant** confronted with questions from clients on *good practice in private sector development and/or results measurement*.

Detailed course outline

2. How to measure and report credible impact

Day 1

Background: the rationale for the DCED guidelines

The backbone: how to translate interventions into causal impact models ("results chains")

Day 2

How to define **indicators** for measuring systemic private sector change and poverty alleviation
How to work with impact **projections** and assumptions

Day 3

How to select and combine **research tools** to capture results and establish attribution
How to develop and execute **measurement plans**

Day 4

How to **interpret** results: results measurement as a management tool for learning and strategy
How to **aggregate** data in time and project-wide

Overview of the DCED standard: **compliance criteria** and documentation requirements

Day 5

Workshop: apply the methodology under the guidance of the faculty on your own work; room to discuss and solve issues you encounter
Certificates and closing

Course Objectives

By the end of the course you will be able to set up a **practical results measurement system** that can be used for internal learning and decision-making. You will learn how to **translate complex activities into realistic causal impact models** that lead to improved **enterprise performance and poverty reduction**, and how these can be used to predict impact, identify indicators, develop measurement plans and validate your assumptions. You will learn to make trade-offs between the different research tools, how to **analyze results** and how to **ensure the credibility of the final result**.

More information on page 3

The DCED Standard

Pressures are growing rapidly to measure and report on the results of private sector development; current PSD programmes are often not getting credit for what they are achieving. This Standard outlines key elements in a practical process for estimating results, that can be managed by programmes internally.

The objectives of the DCED Standard are:

- To make it easier for programmes to measure and report on their results;
- To work towards a shared understanding of acceptable accuracy in the estimation of results so that programmes' reported results are both credible and useful;
- Wherever possible, to measure a small number of "universal impact indicators" in a common way, to enable donors and others to aggregate their impact across programmes; and
- To enable programmes to use results measurement for day-to-day management, particularly to validate the assumptions on which the programme logic has been based.

Further reading:

- [One-page outline about the DCED Standard.](#)
- [A Walk Through the DCED Standard](#)
- [Frequently Asked Questions about the DCED Standard](#)
- [DCED Standard \(Version V\)](#)
- [Implementation DCED Guidelines](#)

The Standard offers donors:

- a common approach to results measurement, that can be applied to a variety of PSD programmes at little extra cost;
- clarity on what programmes will report, with consistent supporting documentation or 'paper trail';
- regular and credible estimates of programmes' results;
- universal indicators which donors can add together across multiple programmes; and
- potential to reduce oversight costs, particularly with smaller programmes.

Adopting the Standard offers programme managers:

- a means to clarify expectations with donors about results measurement;
- credibility for programmes in presenting their results;
- fewer questions about how results are measured by internally managed systems;
- clarity and uniform guidance on some of the more challenging aspects of results measurement; and
- regular and useful information for programme management

Who is who

[Hans Posthumus](#)

Hans is active in Private Sector Development since 1986 and pioneered value chain development as early as 2001 at a time when value chain development was not yet embraced by the development agencies as an effective tool for pro-poor economic development. Hans has been involved in the design and review of various private sector development programmes, providing training and coaching of staff. Hans has been actively involved in the development of the Standard of the Donor Committee for Enterprise Development; as consultant, trainer and auditor.

Nabanita Sen

Nabanita played a vital role in designing and implementing the results measurement system in Katalyst. She is currently working as a results measurement specialist for Swisscontact and provides consultancy to different programmes aiming to comply with the Standard. Nabanita has been actively involved in the development of the Standard, as a consultant and auditor. For the DCED, Nabanita prepared a series of case studies on the experience of different programmes that are working to integrate the different elements of the Standard in their results measurement systems.

Harald Bekkers

Harald received a PhD for his thesis on the relevance of business services in an emerging economy. As a manager of the Industry and Rural Sectors Division of the Katalyst market development project, Harald was instrumental in designing and implementing its results measurement system. As an established consultant, Harald focuses on design, evaluation, management and results measurement of M4P projects. Harald has been actively involved in the development of the Standard of the DCEDE; as consultant, trainer and auditor.

[Donor Committee for Enterprise Development \(DCED\)](#) promotes private sector development (PSD) in developing countries. It provides a forum, in which donor and UN agencies can exchange information about their programmes, and the lessons learned through those programmes. Building on experience, the Committee publishes common guidance for member agencies.