



Tracking and improving progress to sustainable development with the private sector

12 October 2019

SDC 2019 – University of Michigan

An introduction to the William Davidson Institute at the University of Michigan

“To equip economic decision-makers in...emerging countries with the tools of commercial success.”

William Davidson, 1992

WDI’s mission is to develop knowledge and capability that helps improve the effectiveness of firms and social welfare in low- and middle-income countries.

WDI's past and present partners include non-profits, academic institutes, foundations, MNCs, and bilateral/multilateral organizations across the globe



Tracking and improving progress to sustainable development with the private sector through one example: Semilla

- **Methodology**
- **KPIs**
- **Findings**

Semilla was a project co-created by Danone Mexico, Ashoka Mexico and Cauce Ciudadano with funding support from Danone Ecosystem Fund



ASHOKA MÉXICO Y CENTROAMÉRICA
TODOS PODEMOS CAMBIAR EL MUNDO



Cauce Ciudadano, A.C.



- Semilla provided formal sector employment with social benefits such as healthcare to mostly women from low-income segments in Mexico City.
- Semilla also provided sales and 'Skills for Life' trainings.

Research questions:

1. What was the impact of Semilla on salespersons?
2. How could management increase sales?
3. How could management improve the retention rate?

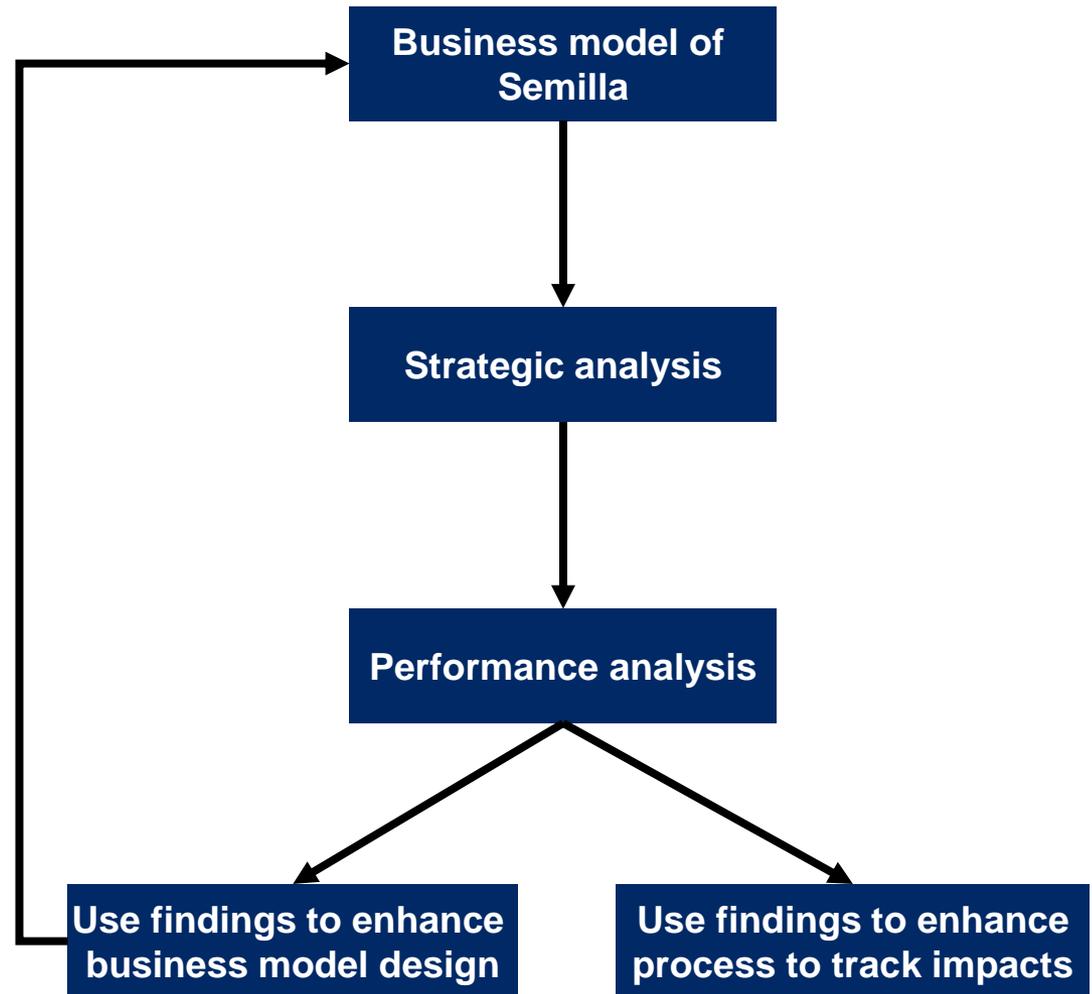
We used an in-depth process with our partner to co-create the research design for the study

Strategic Analysis- Qualitative

- Interviews with management
- Literature review
- Interviews with experts
- Field visit to identify magnitude/likelihood of potential impacts
- Research design
 - Sample selection
 - Sample size

Performance Analysis – Quantitative

- Survey development
- Survey pretest and pilot
- Baseline and endline data collection
- Data cleaning and analysis
- Development of recommendations
- Reporting and continued enhancement



We used the Base of the Pyramid Impact Assessment Framework to categorize data

Benefits of the BoP IAF

- Holistic
- Interactive
- Systematic
- Actionable

Multidimensional view of poverty reduction includes:

1. Outcome indicators on multiple dimensions of well-being
2. Positive and negative impacts
3. Voice of all key stakeholders

Base of the Pyramid Impact Assessment Framework

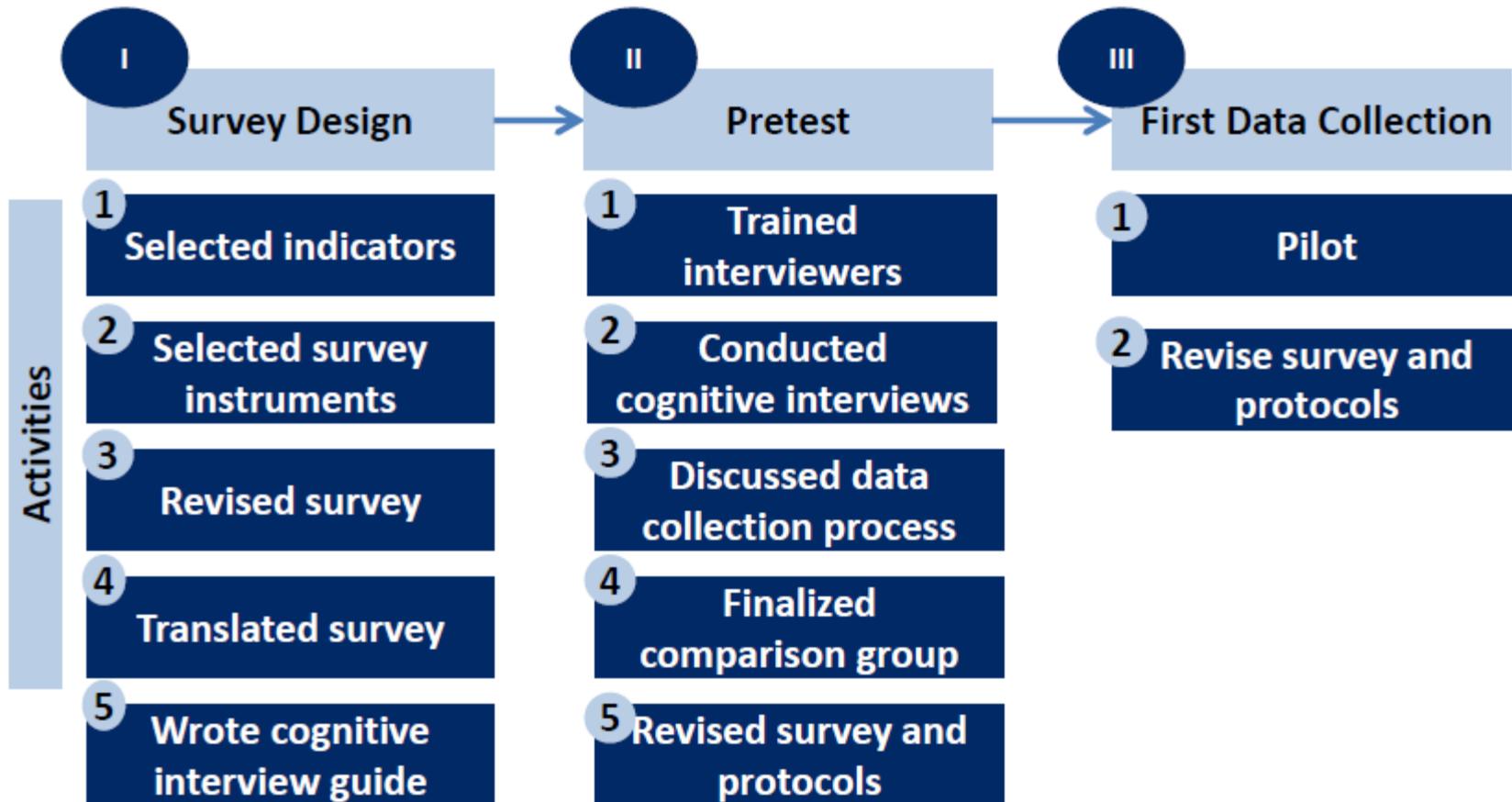
Area of well-being	Buyers	Sellers	Community
Economic Well-Being			
Capability Well-Being			
Relationship Well-Being			

Below are the impact indicators or key performance indicators used for the study

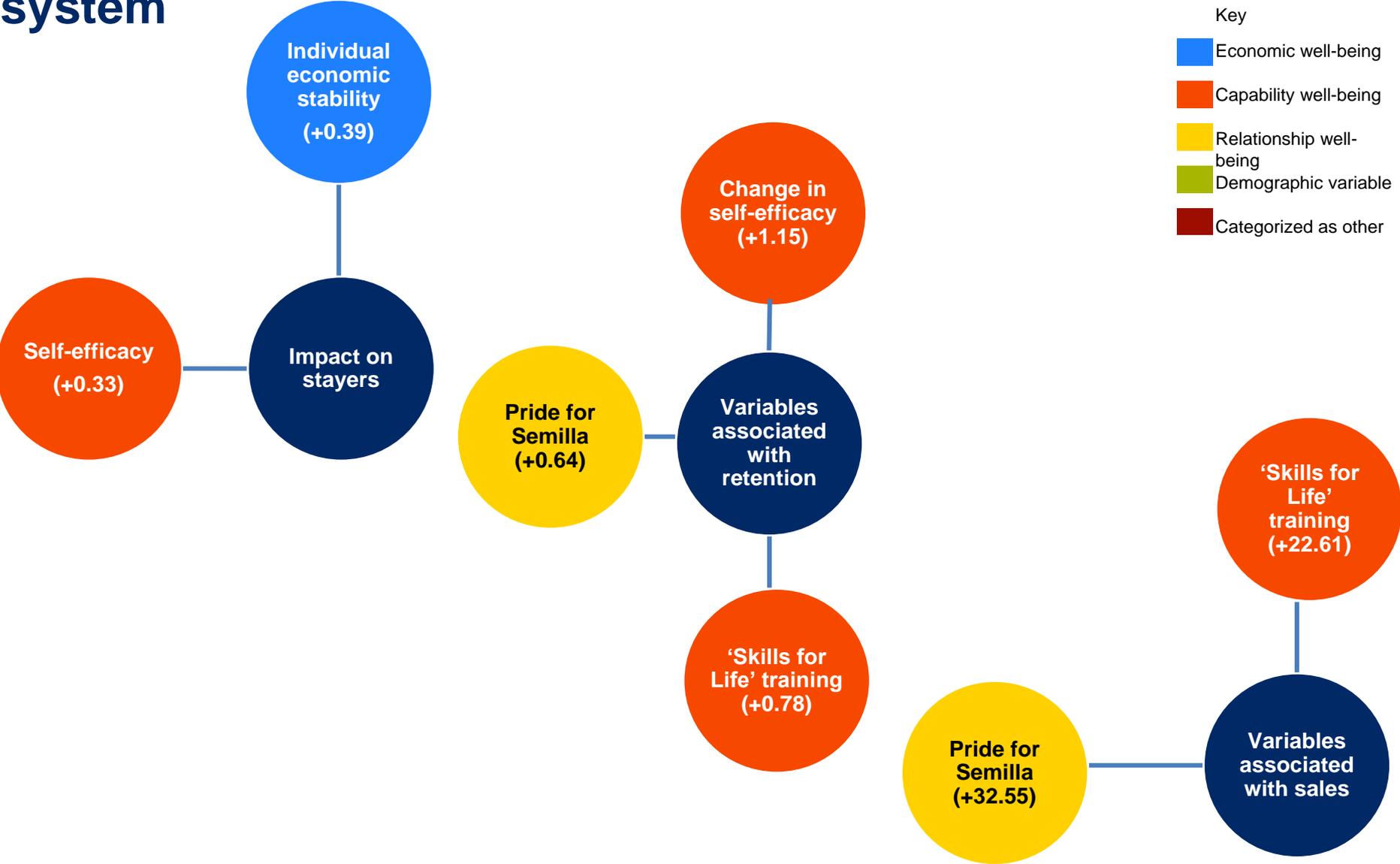
Economic Well-being	Capability Well-being	Relationship Well-being	Other Variables
Individual income	Self-esteem	Parenting skills	Formal institutional environment
Debt	Life empowerment	Violence at home	Household income
Income stability	Work empowerment	Violence in the community	Number of household earners
Savings	Self-efficacy	Community status	Quality of route
Economic shock/instability	Skills and knowledge <ul style="list-style-type: none"> • Communication skills • Sales skills 	Help from external organizations	Sex, Age, Education, Marital status, Number of people in the household
			Contact information

**Note: 1) You can also collect these indicators across enterprises; and
2) These indicators can connect to the SDGs**

We conducted a robust survey development process to ensure a context-specific survey and conduct a full dry-run in one of the largest cities on the globe



Overview of a sub-set of findings that helped streamline data for the performance measurement system



We cannot share all findings with the audience due to our terms of contract with our funder. Values in the circles are effect-sizes; The circles are not drawn to scale.

Move the dialogue on M&E for accountability and reporting to M&E for also continuous learning: we designed a performance monitoring system based on findings for adaptive management

Collect data accurately and systematically to manage operational challenges

- Use an integrated Management Information System (MIS) to capture basic demographic characteristics of salespersons and weekly quantity of **sales and salary**
- Capture data on **trainings** to explore relationship between training, sales, retention and impact on salespersons

Collect data on impact metrics in all three areas of well-being while also addressing operational needs

- Time: quarterly
- Instrument: same survey measures as used in our impact assessment study
- Method: self-administered surveys
- Indicators:
 - **individual economic stability,**
 - **self-efficacy,**
 - **pride in working for Semilla**
 - **Violence experienced**

Lessons learned when working with a private sector partner to measure socio-economic impacts on their key target audience

Think about all necessary stakeholders involved in the program, their incentives, level of influence and also their working styles

1. Have a strong understanding of the key stakeholders of the private sector unit you are working with and what are their incentives (and their level of influence).
 1. It could also be other business units.
2. If needed, conduct a stakeholder mapping exercise.
3. Recognize and manage from the outset the differences in culture and communication between partners/units.

Basic Stakeholder Analysis Steps:

Preparation

1. Define the Outcome Question
2. Preparatory Desk Review/KIIs

Meeting/Workshop

3. List and categorize the actors
4. Quantify the level and type of influence of each actor
5. Analysis to action

Your outputs will be:

- A. Stakeholder List
- B. Stakeholder Analysis Matrix
- C. Stakeholder Engagement Plan (optional)

Nine Questions Every Company Should Ask to Strengthen their Partnership with USAID



September 2018

Integrate M&E with program design from the outset to better manage a changing context/program implementation

Private sector partners may wish to change their implementation plans during program rollout if the program is not meeting their goals.

1. Look for M&E strategies that can either cope with this changing context or then educate on the need for holding the program steady until completion of data collection.
 - Integrate M&E with program design from the outset, This has two advantages:
 - M&E can better cope with a changing context and/or program implementation.
 - Can identify gaps in program design and implementation plans in a cost effective manner



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Implementing the BalanceD-MERL Approach in the Women + Water Global Development Alliance

October 2018

Build technical capacity in M&E with partners such that they can conduct data collection, analysis, implement adaptive management, and set up a M&E plan in the future

1. Conduct strong technical capacity building in M&E with leadership and management, especially to implement adaptive management.
2. Consider developing a communication plan with a focus on building M&E competency among these stakeholders.



In our project funded by the IDB, we collected indicators that mapped to the SDGs across three enterprises

Chakipi	Supply Hope	Kiteiras
Self-efficacy <ul style="list-style-type: none"> • General • Time management & planning • Sales skills • Communication 	Self-efficacy <ul style="list-style-type: none"> • General • Time management & planning • Sales skills • Financial skills 	Self-efficacy <ul style="list-style-type: none"> • General • Time management & planning • Sales skills • Financial skills
Empowerment at home <ul style="list-style-type: none"> • Decision-making • Influence on family 	Empowerment at home <ul style="list-style-type: none"> • Decision-making • Influence on family 	Empowerment at home <ul style="list-style-type: none"> • Decision-making • Influence on family
Quality of life of children <ul style="list-style-type: none"> • Overall quality of life, health, and resources and support 	Quality of life of children <ul style="list-style-type: none"> • Overall quality of life and health 	Use of mobile technology related to their Kiteiras activity
Nutrition for children	Nutrition for children	Support provided to children
Aspirations for children (qualitative question)	Aspirations for children (qualitative question)	Social network <ul style="list-style-type: none"> • Personal • Professional
Pride <ul style="list-style-type: none"> • For organization 	Pride <ul style="list-style-type: none"> • For organization • For community 	Pride <ul style="list-style-type: none"> • For organization
Poverty Probability Index (PPI)	Poverty Probability Index (PPI)	Poverty Probability Index (PPI)
Social support <ul style="list-style-type: none"> • From Chakipi colleagues • From Chakipi promoter 	Access to information, goods, and services <ul style="list-style-type: none"> • Use and access to services • Satisfaction of services in barrio 	Social support <ul style="list-style-type: none"> • From Kiteiras colleagues

Questions

Thank you!

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Annex

Framework developed for the project funded by IDB: social well-being indicators (short-term)

Unit of Analysis	Theme	Core Elements	Indicator	Examples
Micro-distributor	Economic Opportunity	Livelihood	Income	Income of micro-distributor prior to and after joining organization
			Sales	Sales of micro-distributor compared to the organization's average sales per micro-distributor
		Economic Resilience	Income stability	Stability of the micro-distributor's income week to week
			Assets	Assets owned by the micro-distributor such as TV, car, radio, type of flooring, toilet, number of rooms in home, electricity source, water source, etc.
			Credit	Micro-distributor's access to credit such as loans
	Empowerment	Capabilities (Knowledge and Skills)	Financial literacy	Financial management knowledge gained by micro-distributors through training and on the job
			Self-esteem	Self-assessment of self-worth and abilities by micro-distributor
		Empowerment	Empowerment	Self-assessment of influence, power, self-determination and competence by micro-distributor
		Non-economic Resources	Access to information/goods/services	Micro-distributor's access to technology as well as services such as health care, transportation, etc.
			Social support	Support micro-distributor receives (advice as well as resources) by individuals in their social network
	Enterprise	Enterprise Growth	Entrepreneurship index	Micro-distributor's decision-making skills, general knowledge, network, and income
			Gradual 'formality'	Degree of formality of micro-distributor's job such whether they receive social security and other benefits such as health care
		Opportunity Cost	Opportunity cost	Number of hours micro-distributor works versus number of hours spent with family
		Brand Leverage	Pride	Micro-distributor's pride for the organization and brand
		Career Progression Path	Aspirations/hope	Micro-distributor's opportunity for growth and advancement as well as rewards and incentives.

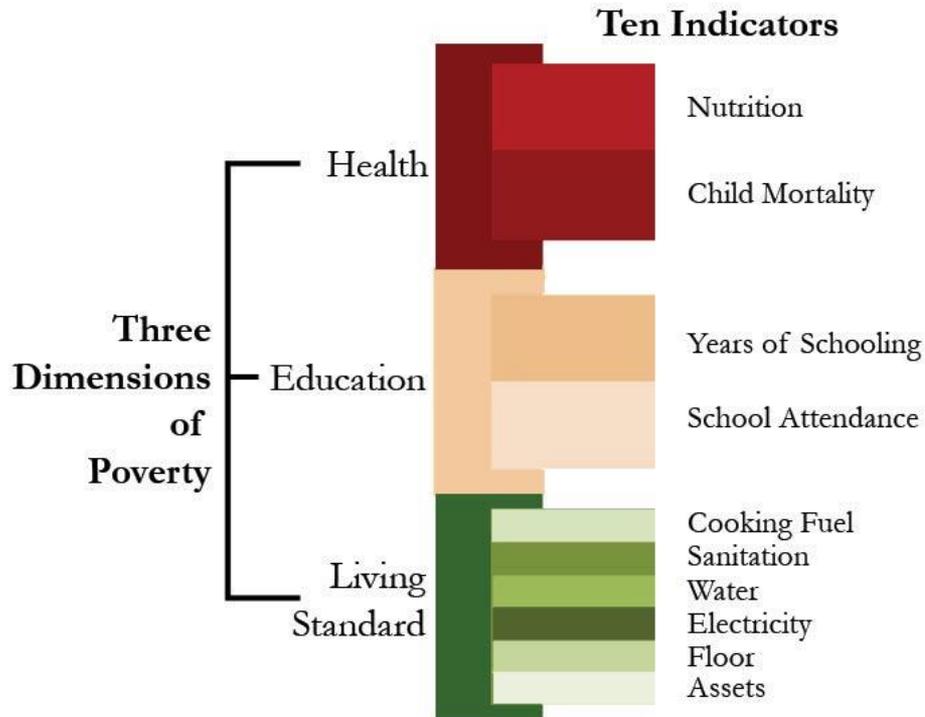
Adopted from work conducted with Inclusive Businesses in Latin America and funded by IDB.

Framework developed for the project funded by IDB: business indicators (short-term)

Unit of Analysis	Theme	Core Elements	Indicator	Examples
Business	Business	Sales	Sales and growth	Sales growth of the organization over the past year
			Sales revenue	Average sales per year of the organization
		Talent Retainment	Retention	Retention of micro-distributors per month
		Mission	Contribution to enterprise business and social strategy	Degree to which program contributes to both the business and social mission
		Satisfaction	Market share	Percentage of clients recommending organization
		Social Capital	Number of advisors	Number of board members, advisory board members, venture advisors identified and on-boarded by the company
			Number of ecosystem partners	Number of systemic partners and collaborations established by the company
		Capital	\$ Capital raised	New capital raised in the form of equity, debt or grants received
		Reach	Number of BoP lives reached	Number of unique BoP individuals who were clients of the organization during the reporting period
			Number of employees	Number of BoP and non-BoP paid full time and part-time employees or staff across organization
			Number of countries reached	Number of countries the organization is operating within

Adopted from work conducted with Inclusive Businesses in Latin America and funded by IDB.

Framework developed for the project funded by IDB: social well-being indicators (long-term)



OPHI

PPI

PPI® Scorecard for Peru
To assist with collection, organizations can use the household roster located on the third page to assist with questions 1 & 2.

Entity	Name	ID	Date (DD/MM/YY)
Participant:			Joined: _____
Field agent:			Today: _____
Service point:			Household size: _____

Indicator	Response	Points	Score
1. How many members does the household have?	A. Seven or more	0	
	B. Six	7	
	C. Five	12	
	D. Four	17	
	E. Three	22	
	F. Two	27	
	G. One	34	
2. In the past week, how many household members ages 14 or older did any work? (not counting household chores)	A. One or none	0	
	B. Two	2	
	C. Three	6	
	D. Four or more	9	
3. What is the highest educational level that the female head/spouse completed?	A. None, pre-school, or kindergarten	0	
	B. Grade school (incomplete)	3	
	C. Grade school (complete), or high school (incomplete)	4	
	D. No female head/spouse	6	
	E. High school (complete), or non-university superior (incomplete)	7	
	F. Non-university superior (complete), or higher	13	
4. How many rooms are used only as bedrooms?	A. None	0	
	B. One	2	
	C. Two	4	
	D. Three or more	8	
5. What is the main material of the exterior walls?	A. Mud, matting, wattle and daub, adobe, stone with mud, or other blocks	0	
	B. Wood, stone, stone blocks with mortar or cement, or brick or cement blocks	4	
6. What fuel does the household most frequently use for cooking?	A. Charcoal, kerosene, or other	0	
	B. Firewood	3	
	C. Gas (LPG or natural), electricity, or does not cook	7	
7. Does the household have a refrigerator/freezer?	A. No	0	
	B. Yes	3	
8. Does the household have a blender?	A. No	0	
	B. Yes	6	
9. How many color televisions does the household have?	A. None	0	
	B. One	5	
	C. Two or more	9	
10. Does the household have a cellular telephone?	A. No	0	
	B. Yes	7	

Framework developed for the project funded by IDB: business indicators (long-term)

Unit of Analysis	Theme	Core Elements	Indicator	Examples
Business	Business	Efficiencies	Market intelligence	Assessment of interaction between micro-distributors and target communities effect on gaining intelligence about markets and responding effectively to meet market needs
			Brand awareness and market reach	Assessment of effect of micro-distributors on expanding market reach to BoP communities and creating awareness of the brand in new markets (including cost-effectiveness assessment)