Lessons from TechnoServe’s Corporate Measurement Initiative

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June 16, 2016
We’ll discuss

• Corporate Measurement’s origins, development and present state
• Learnings to inform portfolio-level measurement at your organizations
• Examples of how data drives our strategy
Our vision, mission and values forge a path to Corporate Measurement

• **Our vision:** We will be the most effective catalyst and partner for transformative, on the ground, market-based solutions to poverty.

• **Our mission:** We work with enterprising people in the developing world to build competitive farms, businesses and industries.

• **Our values:**
  – **COLLEGIALITY.** We share responsibility, ideas and tools in a spirit of connection, collaboration and candor.
  – **INTEGRITY.** We hold ourselves to high ethical standards, respect the rule of law and behave honestly and openly.
  – **RESOURCEFULNESS.** We are problem solvers who think creatively, act boldly and learn from our mistakes.
  – **RESULTS.** We are accountable for lasting, measurable impact.
Purpose of Corporate Measurement

1. Learn, exchange and improve
2. Measure our mission
3. Set targets and track progress
4. Report impact to key stakeholders
5. Live our values of results and integrity
6. Support project capacity
Headline Indicators

1. **Who is better off because of our work?**
   
   # of farmers, businesses and employees, broken down by sex, who see increased revenue and wages or reduced costs

2. **How much better off are they?**
   
   Amount of incremental financial benefit attributable to the project (IFBAP): increased revenue and wages, and reduced production costs

3. **How sustainable is the project likely to be?**
   
   - Finance mobilized: amount of debt and equity financing facilitated by the project, broken down by sex
   - Adoption of practices: # of farmers and businesses that adopted the practices promoted by the project

4. **How efficient are we at creating impact?**
   
   Calculation of return on TechnoServe investment (ROTI):
   
   Total, cumulative IFBAP over the life of the project +
   
   Projected IFBAP for three years after the intervention

   ______________________________________________________
   
   Total cost of the project
2015 by the Numbers

$ 75,416,202 additional revenue and wages

319,387 farmers, businesses and employees benefiting directly from TechnoServe’s work, improving the lives of an estimated 1.6 million household members. 34% of direct beneficiaries are women.

$ 36,511,907 private sector investment in farms and businesses

168,451 farmers and businesses adopting practices
Insights from our journey
Which comes first?  ,  , or  ?

Corporate Measurement

Resources
Buy-in
System
Definitions & Standards
Quality Data
Use of Data
Processes
Resources
Buy-in
System
Definitions & Standards
Quality Data
Use of Data
Processes
Corporate Measurement influences behavior

Definitions and standards have pushed us to think more about direct v. facilitative approaches in our work.
Data collection starts with a meeting of the minds

• Essential to get project and country management on board, understanding the value of Corporate Measurement

• Even more essential that Corporate Measurement understands the project design, theory of change, and data collection challenges

• Simple ≠ easy. Many user challenges occur from trying to fit complex project results into an overly simplified system.
A consultative approach can be more efficient

Asking people to input the data themselves can lead to misinterpretations and can be frustrating for everyone!

Software that guides people through the process can work as long as it address all possible outcomes

One-on-one support to project teams has been the fastest way to capture accurate data with the least frustration to teams. Added bonus: there’s a capacity building opportunity.
Balance diversity in data collection methods with measurement standards

Diverse Methods

Consistent Standards

Comparable dataset

Data collection
- Census
- Sample
- Proxy data

Evaluations
- RCTs
- quasi-experimental
- participatory
- causal modelling

Incremental Attributable
No double counting
Reporting requirements should inform data structure

• The way data is organized and stored is just as important what is collected. The right data in the wrong data structure is as good as no data at all.

• Examples
  – Aggregating results at the project level versus measurement group level
  – Differentiating beneficiaries by farmer, business, employee
  – Organizing projects by fundcode
Know your stakeholders when sharing results

• Different stakeholders have different interests and abilities to interact with the data.

• No one data product can address all their needs.

• Foster an on-going dialogue about their interests and needs – people may not know what they want until they’ve seen a few options.
Insights from our results
Majority of businesses and business IFBAP are outside the SGB sector

Recommendation: Capture learning and exchange across sectors to increase efficiencies in design, execution, and fundraising.
The vast majority of our IFBAP is from agriculture.

2015 total IFBAP, by beneficiary type.

Question:
Ag work is rooted in rural areas. And yet we see ongoing urbanization. Does our current strategy lose relevance in the future?
Thank you!
We are growing financial benefits in focus sectors

IFBAP by focus sector, 2013-2015

All other sectors

SGBs
Cashew
Cocoa
Coffee
Focus sector beneficiaries are growing more slowly

Observation:
Performance of the focus sectors confirms our strategic approach, but we are still challenged to scale.
We’re challenged to scale: Beneficiaries + IFBAP

IFBAP/ beneficiary compared to total beneficiaries (2015)
Color denotes beneficiary type, * denotes focus sector.

Question: Why does the upper right quadrant elude us?
We see greatest IFBAP + beneficiaries + ROTI with certain donor types

Question:

Are multi donor and PPP awards those for which we have the greatest agency?

If so, do we have agency to do more of them?