ANDE Metrics from the Ground Up 2015
Data in Action: Updates from the Field

UNDP Business Call to Action & Drishtee Skill Development Center

23 June 2015
Agenda

1. Overview of Business Call to Action

2. BCtA's Results Reporting Framework

3. BCtA Impact Measurement Services (BIMS)

4. Drishtee Skill Development Center
Promoting Inclusive Business Globally

A GLOBAL MOVEMENT, WITH 108 INITIATIVES IN OVER 49 COUNTRIES

Europe & Central Asia: 2 countries

East Asia, South Asia & Pacific: 11 countries

Latin America & the Caribbean: 10 countries

Middle East & Africa: 26 countries
A Unique International Partnership

- Government of Finland Ministry for Foreign Affairs
- Netherlands Ministry of Foreign Affairs
- Swedish International Development Cooperation Agency
- UK Department for International Development
- US Agency for International Development
- UN Development Programme
- UN Global Compact
- International Finance Corporation
- Inter-American Development Bank
Business Call to Action (BCtA)

BCtA

- Ask companies to show proof of an existing initiative
- Ask companies to set targets on how inclusive they will be as well as how profitable they will be
- Ask companies to report annually on their progress

Inclusive Business

- Commercially viable business model
- Engages with the BOP* as customers, suppliers or employees
- BOP are those that live on less than $8 per day in PPP*

*BOP: Base of the Pyramid
*PPP: Purchase Power Parity
BCtA’s 111 member companies
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BCtA’s Results Reporting

BCtA members are required to report annually on the progress of their initiatives against their commitments using the **BCtA Results Reporting Framework**

**Step 1: Application to BCtA**
- Companies are requested to provide details of their initiatives. As part of the process, they are asked to select indicators which they will report annually. These indicators capture development impact of their activities.

**Step 2: Results Reporting to BCtA**
- Companies report to BCtA annually on their selected indicators using an excel-based template.
BCtA Results Reporting: Indicators

BCtA members select indicators from the following 7 categories:

- Investment
- Job Creation
- Enterprise Development
- Human Capital Development
- Income Generation
- Goods and Services Provision
- Infrastructure and Sustainability

**BCtA members select from 57 indicators and are asked to report on at least 2 indicators**

<table>
<thead>
<tr>
<th>Indicators (Sample)</th>
<th>Explanation of Indicator and Guidance (Sample)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INVESTMENT</strong></td>
<td></td>
</tr>
<tr>
<td>Total invested in company initiative (USD)</td>
<td>Amount of USD invested per year in the business initiative.</td>
</tr>
<tr>
<td># of new customers</td>
<td>Number of new customers as a result of the new business initiative.</td>
</tr>
<tr>
<td># of which are women</td>
<td>Number of new customers who are women.</td>
</tr>
<tr>
<td><strong>JOB CREATION</strong></td>
<td></td>
</tr>
<tr>
<td># of full time jobs created</td>
<td>Total jobs generated through an initiative in a given year…</td>
</tr>
<tr>
<td>Direct (Employees)</td>
<td>Number of full time equivalent jobs generated within the company, as employees.</td>
</tr>
</tbody>
</table>
L’OCCITANE EN PROVENCE, a leading natural ingredient-based cosmetics firm, supports women-owned cooperatives in Burkina Faso to source shea butter, a key ingredient for the company’s products.

- The company has been sourcing shea butter from Burkina Faso since the 1980s.
- At the time of application to BCtA, L’OCCITANE had worked with cooperatives representing more than 15,000 women.
- The company has committed the following:
  - Achieve 100% organic production of shea butter by 2016
  - Source X tons of locally refined shea butter by year
  - Mechanize X production centers
  - Work with X women-owned cooperatives
BCtA Results Reporting: Challenges

• BCtA relies on members’ voluntary reporting
• The results reporting framework does not guide companies to create narratives that link their inputs & activities to impact
  – Companies are not asked to think through how they will use this data, which creates a gap in the feedback process
• The results reporting framework does not allow flexibility for companies to customize their results reporting
  – Companies are requested to pick indicators from our “menu” of indicators
  – Companies cannot change indicators during the course of their implementations
• Companies do not always plan who is going to collect data internally and how it is going to be collected, which creates confusion between the field officers and the headquarters
  – Frequently data collection is not embedded at the field level
• Companies do not always plan for the expense either in time or money involved in collecting this data

Response rates from the members have been around 50% over the last few years
1. Overview of Business Call to Action

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Developing an individualized **impact measurement framework** that considers internal (operational) and external (market/beneficiary) parameters to analyse operational performance and social impact.

Developing **SCMART indicators** \((specific, comparable, measurable, achievable, relevant, and timely)\) and qualitative tools to analyse, narrate and improve the impact of their inclusive businesses.

Piloting & integrating **mobile-based data-collection tools** within their existing operations.

- A Monitoring & Evaluation Framework for Impact Assessment
- A Mobile-based **Survey Instrument** for Data Collection
- A mobile-&-web based platform for monitoring data collection
- Tabular & Graphical Reports based on Survey Data
- Case Study
How to Measure Data That Matters to Your Business

1. Impact Measurement Framework
   Developing an individualized framework that considers theory of change, internal (operational) and external (market/beneficiary) parameters to analyze operational performance and social impact

2. SCMART Indicators
   Developing SCMART indicators (Specific, comparable, measurable, achievable, relevant, and timely indicators) and qualitative tools to analyse, narrate and improve the impact of their inclusive businesses

3. Measurement Methods (Surveys) & Technology
   Piloting & integrating mobile-based data-collection tools (surveys, interviews, observation data, etc.) within companies’ existing operations
## Understanding Your Measurement Context

### Expected Returns from your Business

<table>
<thead>
<tr>
<th>Financial Returns</th>
<th>Social Returns</th>
<th>Identity Returns</th>
<th>Process Returns</th>
</tr>
</thead>
<tbody>
<tr>
<td>A continuum from charitable investments to market rate of return</td>
<td>Societal (beneficiaries)</td>
<td>Reputation (Brand)</td>
<td>Knowledge (of new markets)</td>
</tr>
<tr>
<td></td>
<td>- Environmental</td>
<td></td>
<td>- Experience (improve performance)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Stage of your Business

<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pilot</td>
<td>Being developed &amp; adapted to test expected returns</td>
</tr>
<tr>
<td>Progressive</td>
<td>Being monitored and tweaked for improving returns</td>
</tr>
<tr>
<td>Mature</td>
<td>Stable and being considered for expansion or replication</td>
</tr>
</tbody>
</table>

### Purpose of Measuring Impact

<table>
<thead>
<tr>
<th>To Act</th>
<th>- on operations, relationships, etc. - on expected returns</th>
</tr>
</thead>
<tbody>
<tr>
<td>To Communicate</td>
<td>- to beneficiaries / clients  - to stakeholders / partners</td>
</tr>
<tr>
<td>To Learn</td>
<td>- test assumptions - measure performance</td>
</tr>
</tbody>
</table>
Theory of Change: Linking Actions to Impact

How did you achieve your impact?
What impact did you set out to achieve?
Was the impact because of your actions?

The Impact/Results Chain Model

Inputs
• Resources
• Constraints
• Market Gaps

Activities
• Processes
• Events
• Actions

Outputs
• Deliverables
• Products / Services

Outcomes
• Direct results
• Usage
• Engagement

Impact
• Longer-term
• Fundamental / systemic

Framework
Indicators
Surveys
A BCtA member in Mexico provides low-income housing solutions by offering low-cost financing and building kits for customers to build their own homes.

<table>
<thead>
<tr>
<th>Framework</th>
<th>Indicators</th>
<th>Surveys</th>
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</thead>
</table>

### Theory of Change: An Example

**Inputs**
- Conducts workshops on design and technical aspects
- Plans and procures materials for construction
- Assists customers in accessing government subsidies

**Activities**
- Housing construction
- Customers work to build their own homes

**Outputs**
- Completion of housing construction
- % of village that signs up for home construction with the company

**Outcomes**
- Health of customers improve
- Customers’ children start going to school
- Customers gain confidence and self-esteem

**Impact**
- Income and overall well-being improves
- Community take actions for other causes
Identifying SCMART Indicators & Qualitative Tools

• Developing SCMART indicators:

  S specific: target specific areas for measurement
  C comparable: allow benchmarking against others
  M measurable: quantify and track progress
  A achievable: realistic to measure
  R relevant: relevant to a company’s core operations
  T timely: specify timelines for measurement

• Qualitative tools to analyse, narrate and improve the impact of inclusive businesses
SCMART Indicators: Examples

- **Poverty:** Proportion of population living under $1.25 (PPP) per day
- **Health:** Children under 5 sleeping under insecticide treated nets
- **Education:** Primary completion rates for girls and boys
- **Energy:** Percentage of population using reliable electricity, by urban/rural
- **Agriculture:** Agriculture irrigated land (% of agriculture land)
### Measurement Methods & Technology

<table>
<thead>
<tr>
<th>Measurement methods</th>
<th>Technology Options</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operational Data</strong></td>
<td></td>
</tr>
<tr>
<td>Invoices, ledgers, accounts, sales-reports, inventory, etc.</td>
<td></td>
</tr>
<tr>
<td><strong>Direct Surveys (Questionnaires)</strong></td>
<td></td>
</tr>
<tr>
<td>Questionnaires filled directly by respondents</td>
<td>Smart Phones (SMS, Forms, Questionnaires)</td>
</tr>
<tr>
<td><strong>Enumerated Surveys (Questionnaires)</strong></td>
<td></td>
</tr>
<tr>
<td>Questionnaires administered by surveyors</td>
<td></td>
</tr>
<tr>
<td><strong>Mechanical / Sensors Data</strong></td>
<td></td>
</tr>
<tr>
<td>Bio-metric information, GIS data, weather, etc.</td>
<td><strong>Quantitative data:</strong> Short-text; numerical; choices; ranking; GPS - location; etc.</td>
</tr>
<tr>
<td><strong>Observations</strong></td>
<td></td>
</tr>
<tr>
<td>Meeting minutes, field-observations, inspections, etc.</td>
<td><strong>Qualitative data:</strong> Audio / Photos / Video</td>
</tr>
<tr>
<td><strong>Interviews / Case-studies</strong></td>
<td></td>
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<tr>
<td><strong>Focus-Group Discussions</strong></td>
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<tr>
<td><strong>Secondary Data</strong></td>
<td></td>
</tr>
<tr>
<td>Internal Records / Market Reports / Content-Analysis</td>
<td></td>
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</tbody>
</table>
Implementing Mobile-based Data Collection

1. Pilot survey instruments on paper
2. Test surveys on mobile
3. Set up devices & test connectivity
4. Train field staff & pilot surveys on mobile
5. Check dummy data from pilot

Revise Surveys

Roll Out
Mobile Applications for Conducting Surveys

**Framework**

**Indicators**

**Surveys**

**SAMPLE**
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COUNTING SMILES
The Drishtee Sustainable Solution

By creating a supply chain network that offers distribution to urban product and service companies, and provides rural micro-enterprise with training, access to capital and channel for selling their product, Drishtee supports the three key pillars that are necessary for a village community unit’s sustainability.
Vision & Mission

Vision

Drishtee envisions a world where all communities are empowered to achieve shared prosperity.

Mission

To engage and collaborate with marginalised communities to develop and nourish 500,000 livelihoods by 2020.
This allows Drishtee to generate both social and financial impact through a structured approach.

Drishtee Approach – Social & Financial Impact

**Social Impact**
- Ensures village unit’s sustainability through building of infrastructure
- Provides livelihood opportunities through the building of microenterprises

**Financial Impact**
- Provides access to goods and services through rural supply chain
- Generates return through profitable distribution of high volumes of product
No Consolidated Market for Rural Products
DRISHTEE RURAL SUPPLY CHAIN

One vehicle one day procures from 2 rural enterprise and sells to 20 rural retail, 5 semi-urban retail
Innovative Supply Chain

Last Mile Distribution

• Fast Moving Consumer Goods
• Agriculture Input
• Innovative Products
• Essential Products

Rural Product Market Expansion

• Agriculture Products
• Processed Foods
• Textiles
• Handicrafts
A Typical Rural Family
620,000 Villages in India
Better access to market
Strong, Lasting Partnerships With Leading Organisations
Drishtee’s Presence and Expansion Plan

- Knowledge of the region
- Existing human resource
- Existing relationship

6,000 Villages ➔ 70,000 Villages
Thank you