

DCED Global Seminar 2024

Breakout 1B: Learning from experience:
principles of good PSD practice

1st October 2024

21 pages of personal lessons
from 21 years of implementing
Market Development programs

A note for the DCED seminar in Nairobi, October 2024

Peter Roggekamp

Good development principles What	HOW
Will the change happen without us? (Additionality)	
Will the change last? Will it adjust? (Sustainability)	
Does the impact on the poor justify the funds? Can we do it cheaper? (Value for Money, efficiency, effectiveness)	
Who is losing out? (Do no Harm, displacement, fairness)	



What:
BDS



The Donor Commit

小企业商务发展服务：
捐助者干预指导原则

2001年版

编制：
小企业发展捐助机构委员会

秘书处：
世界银行集团中小企业部，MSN F2K-207
1818 H Street NW
Washington, DC 20043
美国

传真：(202) 522-3742

2001年2月

BUSINESS DEVELOPMENT SERVICES
FOR SMALL ENTERPRISES:
GUIDING PRINCIPLES FOR DONOR
INTERVENTION

2001 EDITION

PREPARED BY THE
COMMITTEE OF DONOR AGENCIES
FOR SMALL ENTERPRISE DEVELOPMENT

February 2001

AM
CHANGE

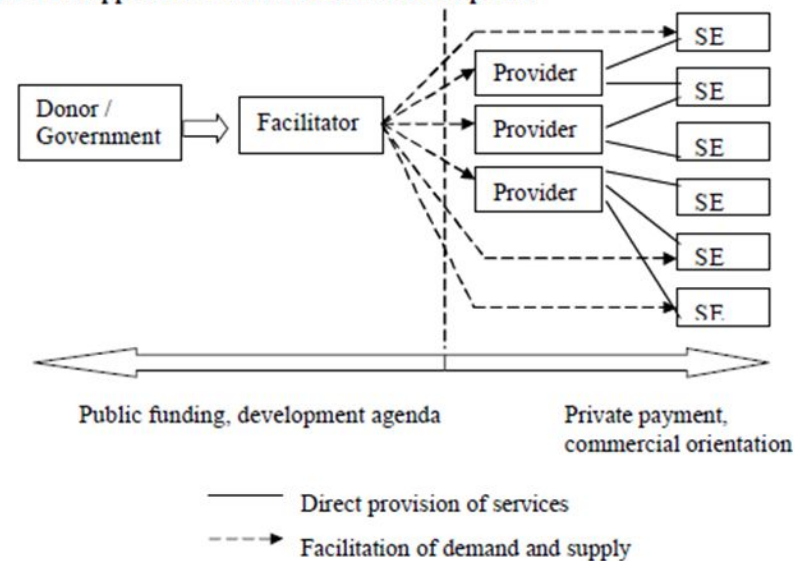


This event is organized with generous support from Gatsby Africa and the International Labour Organization

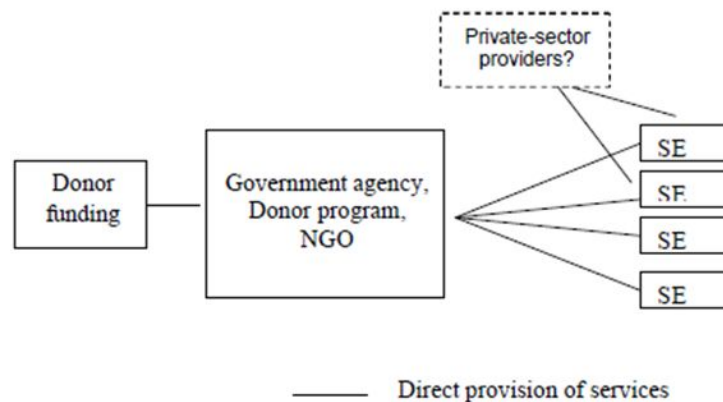


Figure 1: Actors and Their Roles

A. New Approach: Facilitate Market Development



B. Old Approach: Substitute for the Market





What:
BDS

How:
Adaptive
Management



The Donor C

"Tremendously important and provocative...an immensely stimulating book."
—NICHOLAS D. KRISTOF, *The New York Review of Books*

THE WHITE MAN'S BURDEN




Why the West's Efforts to Aid the Rest Have
Done So Much Ill and So Little Good



WILLIAM EASTERLY

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author of *THE UNDERCOVER ECONOMIST*



ADAPT

WHY SUCCESS ALWAYS
STARTS WITH FAILURE

TIM HARFORD

"Harford presents complex arguments with
unfailing clarity and wit"
Sunday Times

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Kapuscinski Development Lectures

Bucharest, 15 May 2012

THE JOYS AND ANGUISHES OF
INNOVATION

INTERNATIONAL DEVELOPMENT

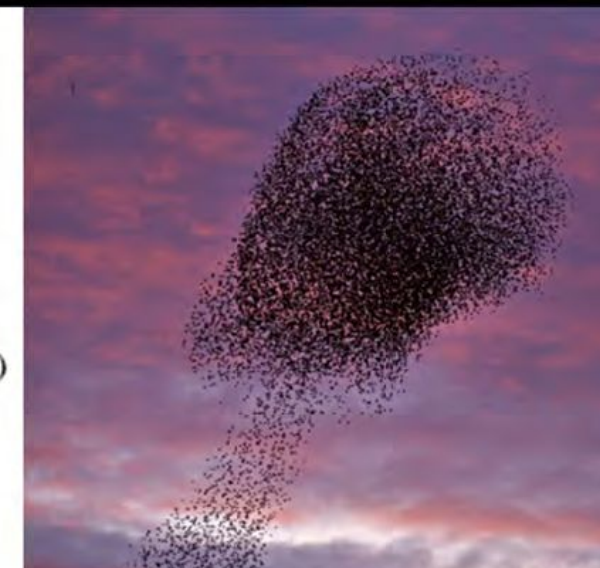
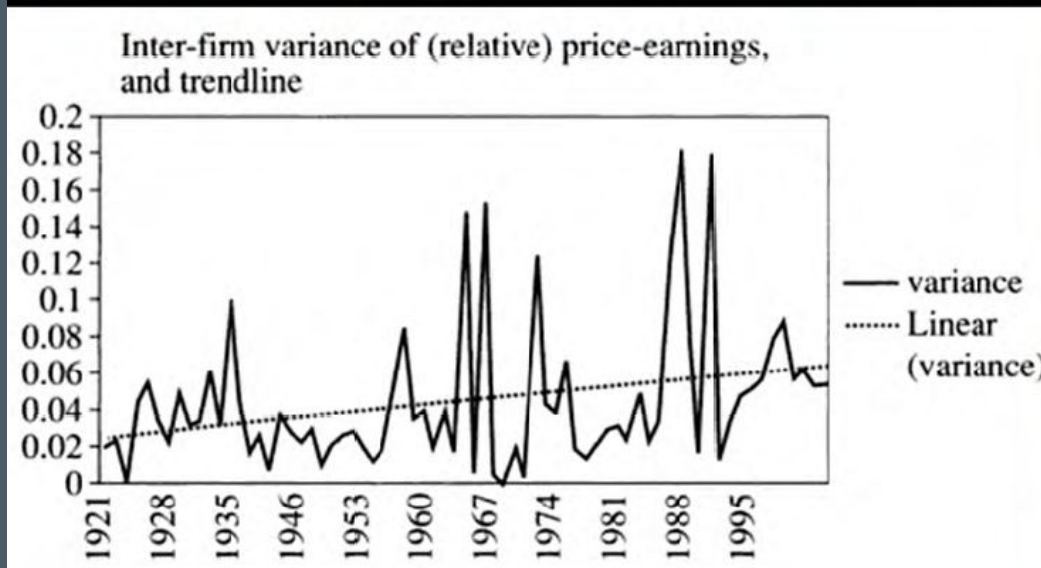


invite speaker

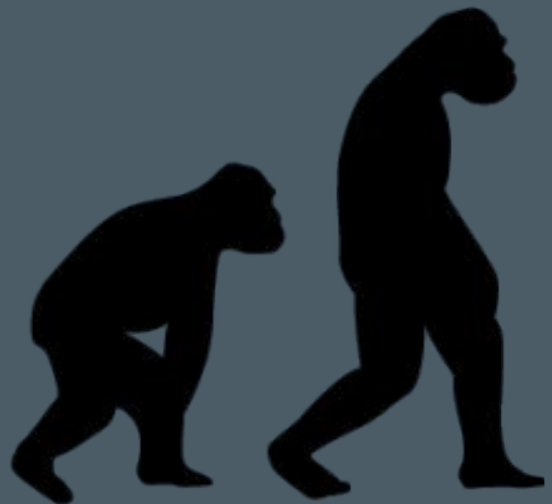
BARDER

for Europe

Complex Adaptive Systems



Good development principles What	How
Will it happen without us? (Additionality)	Accepting the reality and building on the reality!
Will it last, and adjust? (Sustainability)	The right staff and the right office culture
Does the impact on the poor justify the funds, can we do it cheaper? (Value for Money, efficiency, effectiveness)	Companies or governments owning the change.
Who is losing out? (Do no Harm, displacement, fairness)	Do, learn and adapt



What:
BDS



How:
Adaptive
Management



Changing goal-posts
Full circle

Katalyst,

2002, 6 years + 6 years + more years. 100 staff and 10 million a year. SDC, SIDA, DfID, Dutch Embassy, CIDA

BEAM
EXCHANGE

What failed

We ignored companies' interest in sector selection

We looked for solutions, not for impact.

We were everything to everyone.

We were not modest.

We messed up the culture of honesty

We respected the establishment a bit too much.

M&E was too complex



CAVAC

2010, 6 years + 6 years + more years. 70 staff and 10 million a year. Australian Aid

What failed

Mis-aligned expectations between AusAID and the Cambodian Government.

The program design was a bit everything by everyone.

Creating a culture of honest reflection was harder than expected.



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DCED



Investing in Infrastructure (3I)

2016, 4 years + + more years. 20 staff and 10 million a year. Australian Aid (DFAT)

What failed

We should have dropped electricity distribution and access to finance earlier

Our support to western owned social businesses.

We misjudged funder risk appetite in recycling.

The four that matter on How to implement.

Accept that the reality is like a complex adaptive system: Be adaptive.

Staff able to thrive in an uncertain complex reality

Start with entrepreneurs' interest to innovate.
Entrepreneurs leading the dance.

Culture of honest reflection and risk taking.