ADAPTING IMPACT MEASUREMENT AND MANAGEMENT TO THE COVID-19 CRISIS

**USAID/HONDURAS
TRANSFORMING MARKET SYSTEMS ACTIVITY**

JUNE 18, 2020

The contents of this presentation do not necessarily reflect the views of USAID or the United States Government.

TO ACHIEVE THE USAID TMS ACTIVITY GOAL:

- Stronger foundation for broad-based, long-term economic growth
- Sustainable increase in jobs and sales for Hondurans, including vulnerable persons
- Reduction in incentives to migrate externally

REQUIRES HONDURAN MARKET SYSTEMS TO:

- Create jobs
- Improve job quality
- Grow enterprise sales
- Build business confidence
- Reduce vulnerability to shocks
- Support recovery post-shock
- Increase ownership by women
- Employ more women
- Employ more youth

GOAL

to create 50,000 new or better jobs

COMPONENT 1:
VALUE-ADDED AGRICULTURE

COMPONENT 2:
TOURISM AND CREATIVE INDUSTRIES

COMPONENT 3:
ENTREPRENEURSHIP

COMPONENT 4:
BUSINESS ENABLING ENVIRONMENT

METHODOLOGY AND CHARACTERISTICS OF THE SAMPLE

A national rapid mobile survey of businesses was launched 7 to 17 May 2020 to collect data on business resilience to the COVID-19 crisis. The survey questions drew from resilience theory and included indicators from the Honduran Market Systems Diagnostic. The survey team validated responses from 1330 enterprises across 18 departments and in 15 different economic activities.

Number of survey responses

1330

Economic activity	Responses
Administrative services	94
Agriculture (production)	68
Arts, events and recreation	92
Commerce	250
Construction	54
Energy and gas	11
Financial services	19
Food services	288
Health services	52
Information and communications	24
Lodging	114
Manufacturing industries	99
Professional activities	118
Real estate	12
Transport	35
Total	**1330**

Department	Responses
Atlántida	59
Choluteca	74
Colón	5
Comayagua	79
Copan	31
Cortes	286
El Paraíso	34
Francisco Morazán	438
Gracias A Dios	4
Intibucá	21
Islas De La Bahía	39
La Paz	66
Lempira	12
Ocotepeque	3
Olancho	74
Santa Barbará	63
Valle	6
Yoro	36
Total	**1330**

Enterprise Size	Responses
Micro	1049
Small	209
Medium/Large	72
Total	**1330**

Percentage of enterprises that participated in first panel

Yes 46%
No 54%

Map of survey responses
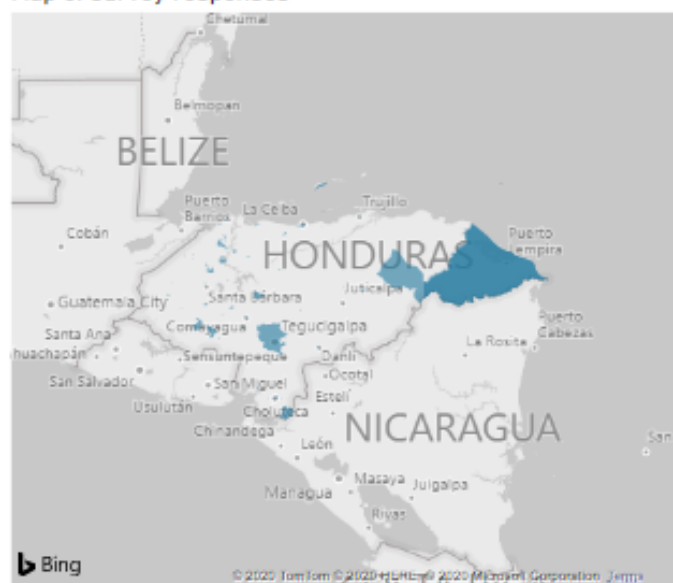
Collaboration with other intermediaries to collect information reduces the burden on respondents who are trying to cope with COVID-19. Offering information as part of survey (or following it) makes the survey process more value-additive.

Partners to the second COVID-19 survey

Lessons learned

Data protocols to support responsible data use	Informed consent, privacy and security
	Governance and access to information
	Roles, responsibilities and contribution
Feedback to enterprises for own benefit / adaptation	Requests for information "Select if you need more info…"
	Webinars other formats to provide info back
	Publication and open access

When conducting data collection, we needed a toolbox of online and mobile phone-based tools to ensure an inclusive sample of respondents – especially rural and informal microenterprises.

Tool	Method	Considerations
KoBoToolbox	Online survey emailed and WhatsApp´d	Full survey, but lower click-to-complete rate
engageSPARK	Interactive voice response	Rapid follow-up (already completed Kobo survey)
Phone calls	Persons to directly call	Option for when internet access is an issue or no response

We used open-ended "discovery" questions that factor in uncertainty and "capabilities" questions to better understand the wider systems dynamics. Surveys were adapted in second round based on what we learned in first.

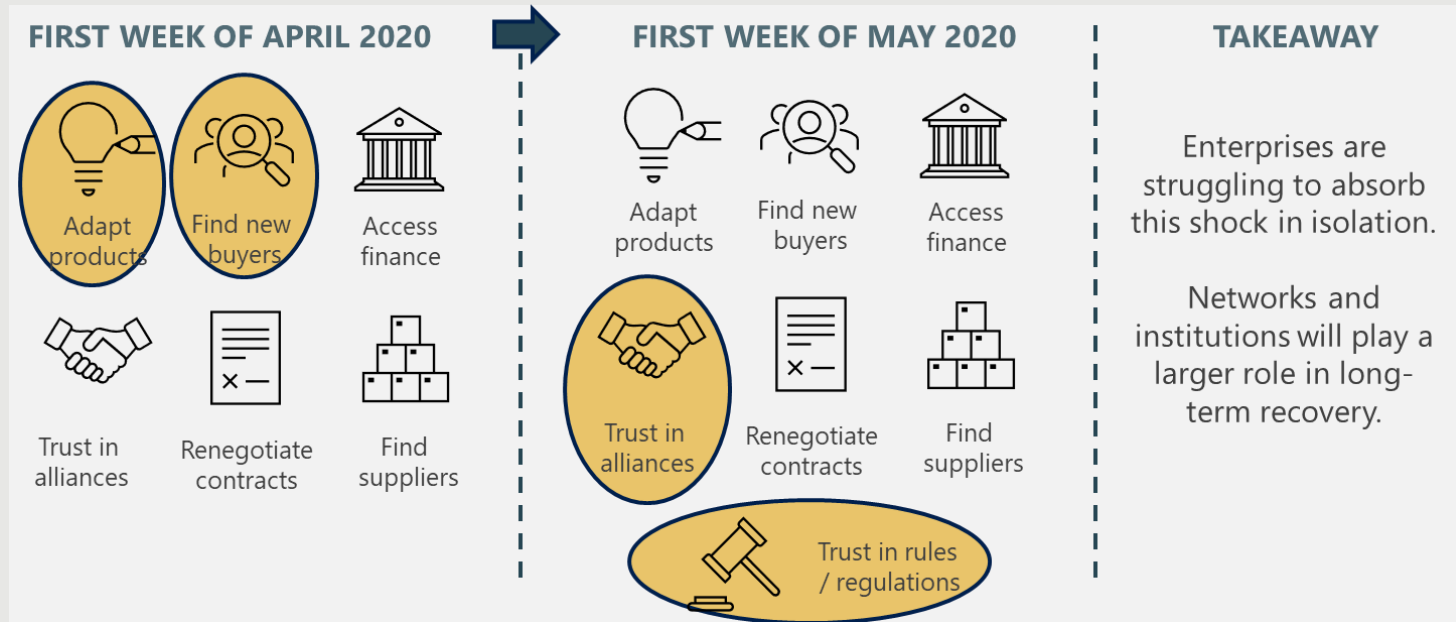**Open-ended "discovery" questions for uncertainty**

- Do you think the COVID-19 crisis provided you with some key lessons learned to prepare your company for future shocks?
- How are you changing your business model to adapt to the Covid-19 crisis and its effects?

**"Capabilities" questions for system-level dynamics**

- "Are you able to" or "can you" help grasp dynamics between respondent and the broader market system
- E.g. Given the current situation brought on by COVID-19, DO YOU BELIEVE YOU CAN…
  - Find alternative buyers …
  - Access financing you need…
  - Change products/services…

Data analysis is needed to generate interpretable information that can be used by decision-makers to see through the "fog of information."

LOGISTIC REGRESSION WITH:
(DEPENDENT VARIABLE) ARE YOU CONFIDENT THAT YOU CAN RECOVER...
(INDEPENDENT VARIABLES) ARE YOU CONFIDENT THAT YOU CAN... (CAPABILITY)...

FIRST WEEK OF APRIL 2020

Adapt products
Find new buyers
Access finance
Trust in alliances
Renegotiate contracts
Find suppliers

FIRST WEEK OF MAY 2020

Adapt products
Find new buyers
Access finance
Trust in alliances
Renegotiate contracts
Find suppliers
Trust in rules / regulations

TAKEAWAY

Enterprises are struggling to absorb this shock in isolation.

Networks and institutions will play a larger role in long-term recovery.

How you tell the story with the data to effectively convey an accurate, valid and meaningful take-away is as important as the data and findings themselves.


Findings published at http://cohep.com/resiliencia/
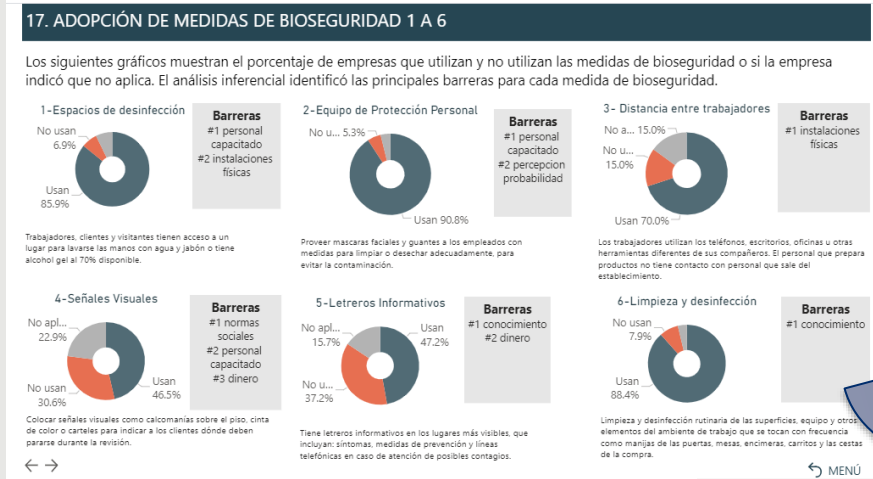
Findings are clearly communicated, without misinterpretation, in re-publication by press.

Re-publication in El Heraldo (3 June 2020)

The output of the analysis we were looking for is not a report but a conversation between managers, policy-makers and key stakeholders who are in positions of power and authority to make adaptive decisions that influence broad outcomes.

WhatsApp Group of Intermediaries
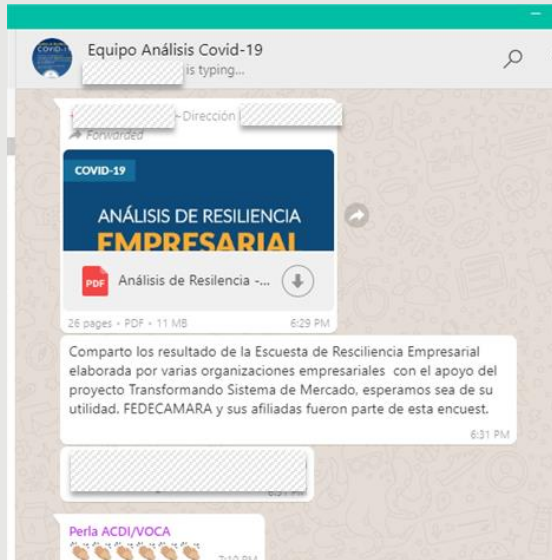
Adaptation and getting things done in a complex context

Reality: Timing and audience important to bridge finding to action	Decision-makers move at fast pace, more action-oriented
	Window of opportunity of data to influence decisions is narrow
	Decisions tend be made through dialogue and conversation
Response: Dialogue over shared set of data points	Forums to listen, speak, ask questions is critical to action
	Shared stake in the findings (not my data versus your data)
	Stretch to incorporate diverse viewpoints, conflict brings innovation