

## > Implementing adaptive management in DRC - practicalities and challenges

29 October 2018



Andrea Talbot-West  
Programme Director  
Essor



Frédéric Chetcuti  
Head of Business  
Environment Reform  
Essor



Nathan Hulley  
Team Leader  
ELAN RDC



Marcus Jenal  
Market Systems  
Development and  
Learning Expert  
Decision Support Unit  
(DSU)



# Delivering an adaptive management approach in the DRC

Marcus Jenal, Market Systems Development and Learning Expert  
Decision Support Unit

29 October 2018



[dsu.info@opml.co.uk](mailto:dsu.info@opml.co.uk)

[www.opml.co.uk](http://www.opml.co.uk)

OPMglobal



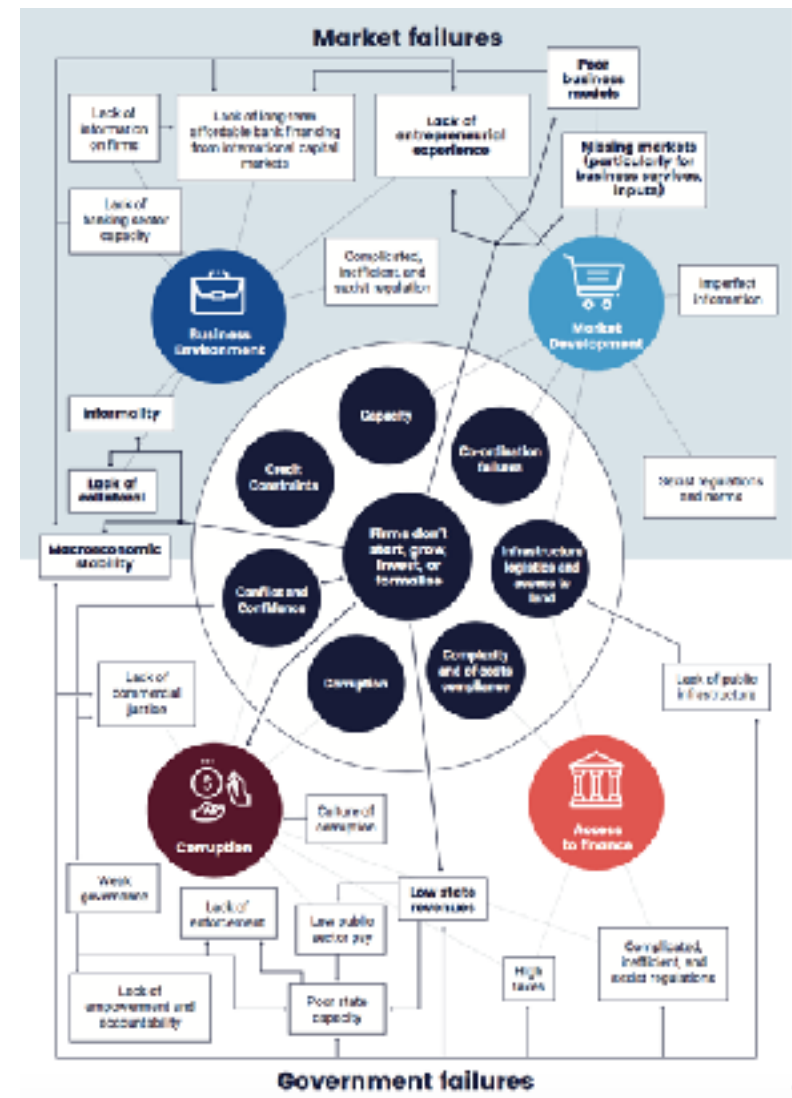
# An overview of the programme

- DFID initiated an innovative £100m PSD programme in the DRC in 2013.
- Designed to ‘improve the incomes of the poor’ in an extremely complex, conflict affected, environment.
- Works with private sector stakeholders across the country to create ‘well-functioning markets’; and deliver a ‘business environment that fosters economic opportunities for poor people’.
- The programme is split into three component parts delivered by three different providers:
  - ELAN RDC
  - Essor
  - Decision Support Unit



# Why an adaptive approach?

- 'Problematique' identifies a snapshot of 7 constraints
- The environment is complex
- Complexity means that
  - the constraints are interconnected
  - no single solution is available
- Adaptive approach needed



# Lessons from the initial programme evaluation

1. Design-in necessary management and coordination resources
2. Ensure there is an overarching TOC and opportunities for shared learning
3. Recognise that adaptations can have a knock on effect on other parts of the portfolio
4. Make it possible to admit failure and capture lessons learned
5. Think about how long an iteration should be
6. Think about how to decommission unsuccessful interventions

# Thank you



[dsu.info@opml.co.uk](mailto:dsu.info@opml.co.uk)

[www.opml.co.uk](http://www.opml.co.uk)

OPMglobal







## **Presentation for BEAM Webinar Implementing Adaptive Management**

**Based on Knowledge Management Research by Jason Eaves**



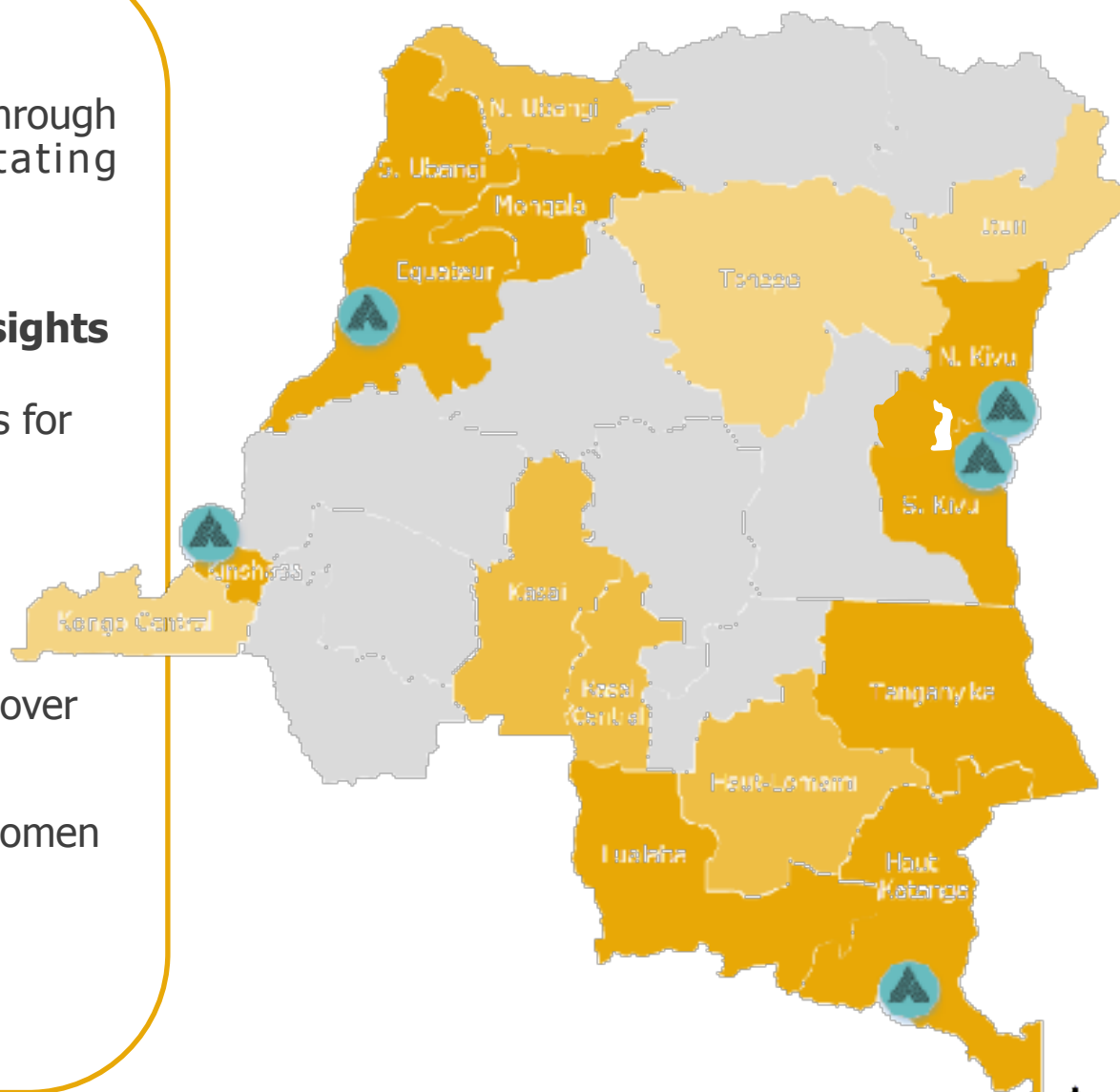
## ELAN RDC

DFID Objective: Reduce poverty through increased income by facilitating sustainable market system change

Working with market actors, the programme generates **market insights** and demonstrates **innovation** to improve the functioning of markets for poor people, especially women

### Targets by 2020:

- ✓ 1m poor people
- ✓ Cumulative income increase of over £88m
- ✓ Improved/increased roles for women in the DRC economy
- ✓ Sustained systemic change







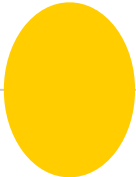
## Adaptive Management: The Lean Startup Strategy

- Is Adaptive Management just Good Management?
- What does ELAN's experience demonstrate about the need for Adaptive Management?
- What lessons has ELAN learned on how to empower Adaptive Management?

*When we explain what “Adaptive Management” is to our partners, they just say “oh, you mean “running the business”?”*

“



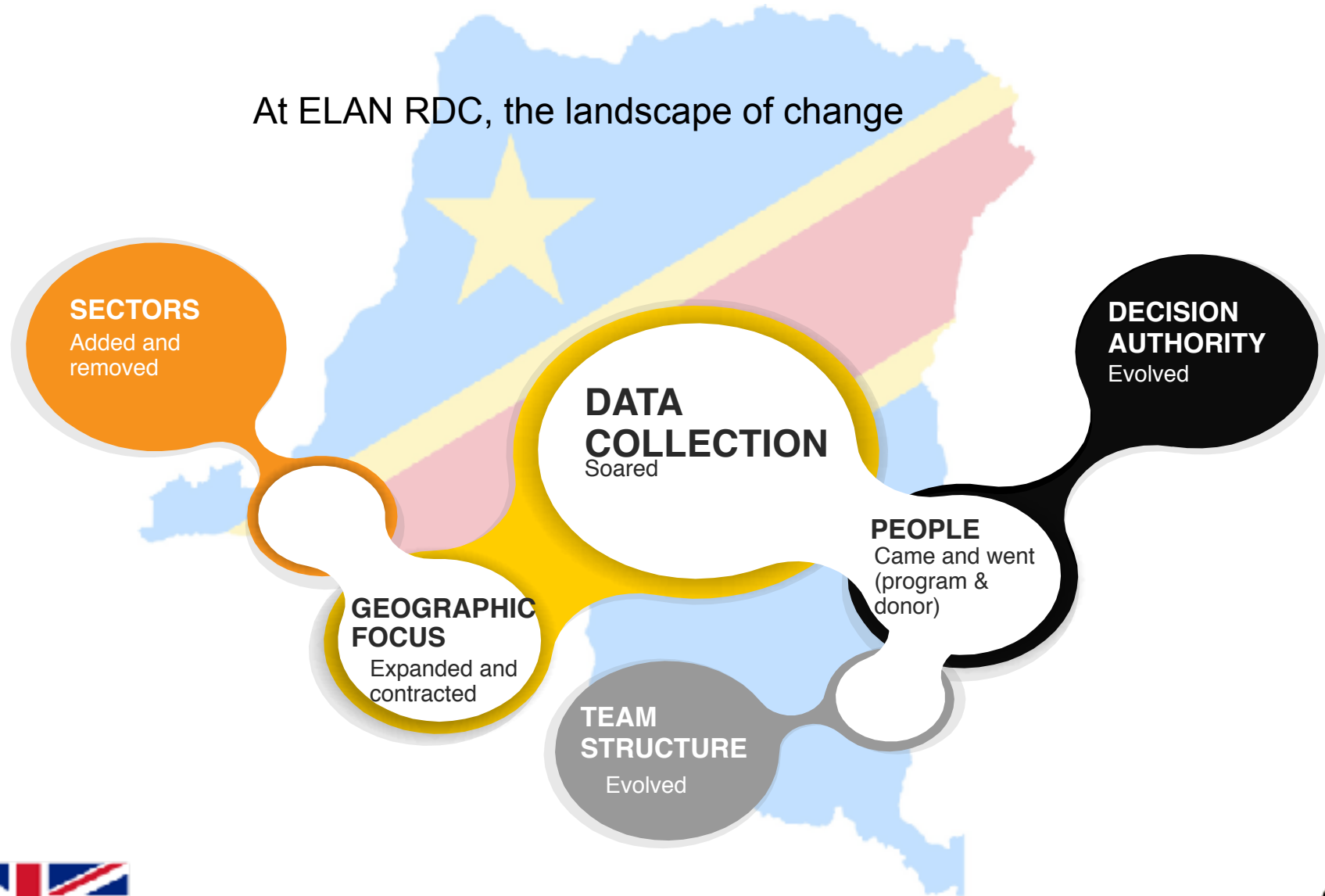


# What does ELAN's experience demonstrate about the need for Adaptive Management?

---

Adaptation is required, but it can be done well and done not so well

## At ELAN RDC, the landscape of change





## In search of the “sweet spot”

Individuals will differ along where to land along the spectrum, but ELAN’s experience has generated principles to guide us along the way

Source: IN SEARCH OF THE SWEET SPOT IN IMPLEMENTING MSD PROGRAMMES: Why and How Embracing Messiness is the Key to Success.. January 2018. Marshall Bear and Harald Bekkers





## Strategy with vision

- Multiple canoes but all rowing in the same direction
- Do fast, Fail fast, Pivot when needed
- Structure your programmes as a business would structure itself



## Process for empowerment

- Activity / concept development

*Becoming fair for all meant slowing it down for some people but speeding it up for others*

- Empower donor flexibility through transparency

*It is critical for a programme and donor to collaborate on logframe & process to enable adaptation*



## **An adaptive team**

- Diverse team. Business and facilitation background
- Sectoral and regional lead structure
- A supportive mission culture
- Aligned partners



# Implementing OHADA law within a Business Environmental Reform programme in the DRC



29 October 2018



- **Overview of Essor**
- **Introduction to OHADA law in the DRC**
- **Adapting to working in a fragile state**





## Overview of Essor

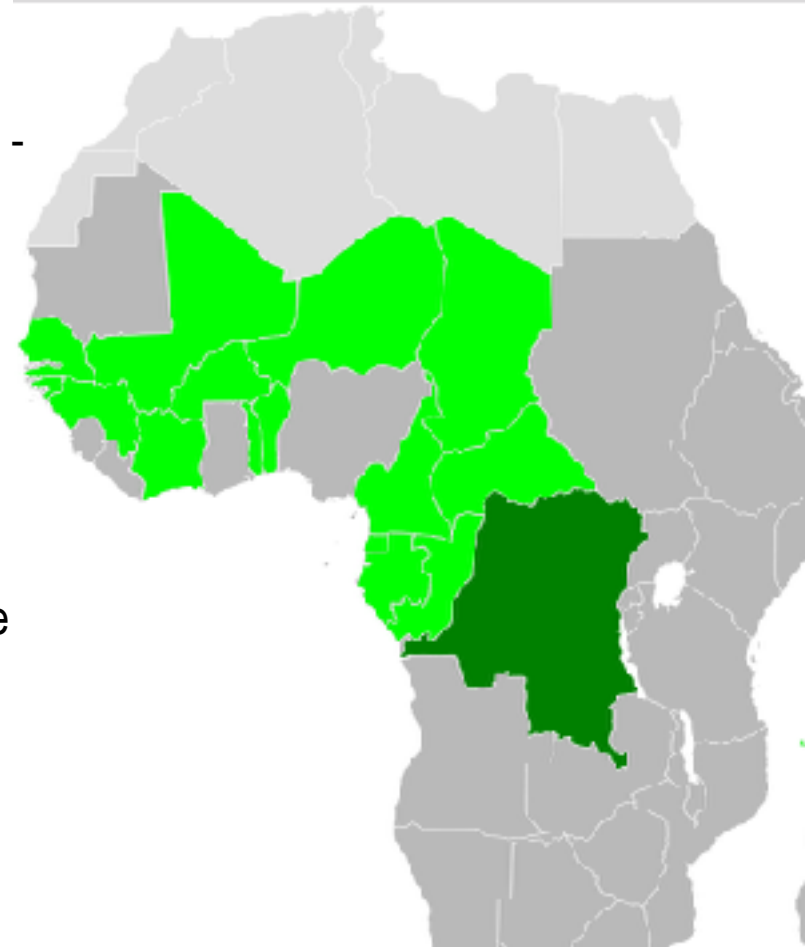
- In Dec 2014, DFID engaged PwC to manage a 5-year adaptive programme to deliver Business Environment Reform
- Essor's current interventions include:
  - OHADA law and the Business Environment
  - Access to Electricity
  - Access to Finance

## Introducing OHADA law in the DRC

- OHADA is a system of business law and implementing institutions adopted by 17 West and Central African nations - 25 years
- DRC joined in 2012 as the 17th member country

## Challenges

- Buy-in to OHADA law as being a wider and significant BER enabler
- Adapting the standard OHADA law to the DRC, where there are:
  - Strong traditional legal systems
  - Informal legal approaches
  - Unpublished legal acts



## Adapting to working in a fragile state

### Widespread mistrust

- Prerequisite for change
- Takes time
- Easily lost

- Establishing personal connection
- Flexibility
- Give & take

### Dynamic environment

- Challenges sustainability
- Slows progress

- 'Widen the net'
- 'Burn bridges'
- Demonstrate success publicly

### Large informal economy

- Reduces tax revenue
- Impedes economic growth
- Creates opportunities for harassment & extortion

- Easy business registration
- 'Entrepreneur' pilot
- Change agents

> Implementing adaptive management  
in DRC - practicalities and challenges



29 October 2018

**Thank you for joining the webinar**  
**Post your questions to the speakers in the Chat box**

Please fill in our **quick online survey** – the **link is in the Chat box**.

A **recording of this webinar** will be available shortly if you visit our Webinars page at [www.beamexchange.org/community/webinar/](http://www.beamexchange.org/community/webinar/)

