

Working Draft
**A Second Knowledge Sharing Forum: Impact of Monitoring and Evaluation Efforts on Design,
Implementation & Resource Allocation**
Date: December 2nd – 3rd, 2008
Location: Berlin, Germany

Background/Context

Over the past few years, foundations, philanthropic organizations and companies have pledged record amounts of funds to development efforts. A key question now being raised is whether the programs being supported by these 'philanthropic' dollars are working and what the appropriate methods to monitor and evaluate (M&E) the development effectiveness of these interventions, would be. Foundations and donors are under increasing pressure from legislatures, boards, media, the public, and other stakeholders to provide results. M&E is generally accepted as a necessary tool for evidence-based decision-making in development. But, it is not well established practice and such efforts occur in isolation, limiting the potential for creating industry-wide standards, greater accountability, and the transparency necessary to improve aid outcomes.

In an effort to better understand the challenges that foundations and their stakeholders face when assessing the effectiveness of their development programs and in order to promote a dialogue between foundations and the World Bank Group, the IFC and the German Marshall Fund of the United States (GMF) hosted a seminar on measuring results in private sector development projects on May 2nd 2008.

The seminar, facilitated by Sendhil Mullainathan, Professor of Economics, Harvard University, MIT Poverty Action Lab, provided a big picture overview of how different institutions approach M&E and the need to realign institutional incentives and foster a culture of self-examination. Some overriding themes of the conference included: a) The importance of knowledge sharing i.e. learning from our successes and failures; b) Risk-taking and accepting failures to spur innovation; c) Non-specific interventions which are scalable but less effective; and d) the challenges and opportunities of cooperation and trust as a necessary instrument to foster coordination among different actors in the development arena.

Next Steps: A Second Knowledge Sharing Forum

As a follow up to this seminar, a second knowledge-sharing forum will bring together foundations, academic experts, and multilateral organizations to address the impact of M&E on design, implementation and resource allocation. The goal of the meeting is to establish a community of learning among the participants to facilitate on-going discussions on private sector issues in development, share best practices and identify specific ways to collaborate on future projects. Questions to be addressed include:

- How do results measurements feed back into the decision-making process of private and official donors at all stages of their work?
- How can private and official donors collaborate?
- What should we as a collaborative group focus on?

Monitoring and Evaluation:

IFC

IFC has a global network of M&E officers in its regional facilities, donor-funded operations, and departments engaged in advisory work. To ensure that approaches and methodology are consistent with best practice, IFC works with foundations (such as the Asia Foundation, the Ford Foundation, and the Inter-American Foundation), bilateral donors, and the World Bank.

IFC has in-depth collaborations with the MIT Poverty Action Lab, Harvard University and NYU Wagner School of Public Policy. IFC's M&E unit also works with consulting firms and universities in emerging markets to implement surveys and undertake data collection exercises.

These partnerships take the form of meetings, presentations, training sessions, collaborative consultations, and evaluation implements, and are important in order to:

- Ensure that IFC continuously improves quality, using appropriate tools and methods
- Provide independent and external guidance/peer review of the methodologies
- Create brainstorming opportunities and expand the network

GMF

The German Marshall Fund of the United States relies on several forms of evaluation in its programming. Programs and projects are reviewed internally through a Program Committee, which has oversight of GMF expenditures up to \$25,000. The Program Committee is also responsible for substantive evaluation of projects and weighs in throughout the planning process. GMF prides itself on having created an atmosphere of trust within GMF where colleagues can be candid with one another about the strengths and weaknesses of specific projects. This allows for mid-course corrections and is invaluable as plans are made for subsequent years. For large grantmaking initiatives like the Balkan Trust for Democracy and the Black Sea Trust for Regional Cooperation, GMF staff works both informally with local partners in the region and formally through advisory groups to strengthen the effectiveness and positive impact of these grants. Additionally, each Trust is evaluated by independent consultants twice during their ten-year operating timeframe. These evaluations have provided invaluable feedback and have informed operating procedures for future work.

Finally, there are several market tests for GMF programs. The most obvious is whether GMF is able to attract participants to its events. A further measure is the level of the participants and speakers who participate in GMF programs. An additional market test is GMF's ability to raise money from outside sources. By itself, this is not a very robust measure of performance, as many second-rate institutions are highly successful at raising money. However, combined with other performance measurements, it does provide an indicator of overall effectiveness. The extent to which GMF is able to raise funds for major projects like from a diverse array of public and private partners is a measure of success.

GTZ

At GTZ, systematically reviewing the success of their operations is an integral part of their work. It serves the purpose of meeting their accountability obligations to their clients and the public, provides information for managing projects and program and supports individual and institutional learning.

GTZ's evaluation system is based on the elements of self-evaluation as well as independent and external evaluation. They include a number of instruments that enable us to meet a range of objectives.

In our evaluations, we examine the results in its specific and broader context, the goal achievement of a project or program, its relevance and cost-effectiveness, and its sustainability.

GTZ follow the principles of the OECD Development Assistance Committee (OECD/DAC) for evaluating development projects. Joint evaluations conducted with German and international cooperation partners will be a challenge for the future.

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DRAFT AGENDA

Hotel: The Moevenpick Hotel, Schönebergerstrasse 3, 10963 Berlin, Germany
+49 30 230060
www.moevenpick-berlin.com

December 2nd – 3rd, 2008

Berlin, Germany

Moderator: David Storey, Director, Centre for Small and Medium Sized Enterprises & Associate Dean (Research), Warwick Business School, U.K.

TIME	SESSION	LOCATION
EVENING (December 2nd)		
7:00pm – 9:30 pm	Dinner: Bocca di Bacco <ul style="list-style-type: none"> German Private Sector Representative - tbc 	(Friedrichstr. 167/168 10117 Berlin, Germany; +49 30 20672828; www.boccadibacco.de)
MORNING (December 3rd)		
8:30am – 9:00am	Coffee & Light snacks	GTZ Building at Reichpietschufer 20, 10785 Berlin
9:00am – 9:45am	Opening Panel Development Impact and M&E: Managing for Results Moderator & Contributor: Wolfgang Schmitt, Managing Director, Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH <ul style="list-style-type: none"> IFC Representative- tbc Craig Kennedy, President, The German Marshall Fund of the United States 	GTZ Building at Reichpietschufer 20, 10785 Berlin
9:45am -10:00am	Coffee Break	GTZ Building at Reichpietschufer 20, 10785 Berlin
10:00am – 12:00pm	Panel Debate: Private Sector Development in Agriculture: How does M&E support smallholder farmers? Discussant: Jim Tanburn, Coordinator, Donor Committee for Enterprise Development <ul style="list-style-type: none"> David Priest, Gatsby Charitable Trust Chris Richards, Principal Adviser, Agribusiness, IFC John Marsh, Executive Director, Prosperity Initiative 	GTZ Building at Reichpietschufer 20, 10785 Berlin
	Lunch Discussion: Inculcating a Culture of Monitoring & Evaluation Anders Hoffmann, Director, National Agency for Enterprise and Construction	

12:00pm - 1:30pm	(EBST), Denmark	
AFTERNOON(December 3rd)		
1:30pm - 3:30pm	<p>Panel Discussion: MSME Finance: What are we learning and how are we putting it into practice? Discussant: Peer Stein, Manager, Global Financial Markets, Financial Infrastructure & Institutions Building, IFC</p> <ul style="list-style-type: none"> • Antoinette Schoar, Associate Professor of Finance, MIT • Joel Kurtzman, Senior Fellow; Publisher, Milken Institute- tbc • John Biziwick, Chief Executive Officer, NBS Bank 	<p>GTZ Building at Reichpietschufer 20, 10785 Berlin</p>
3:30pm -3:45pm	Coffee Break	<p>GTZ Building at Reichpietschufer 20, 10785 Berlin</p>
3:45pm – 5:15pm	<p>Monitoring & Evaluation Efforts: How do they influence resource allocation? Moderator: Jonathan White, The German Marshall Fund of the United States</p> <ul style="list-style-type: none"> • AFD Representative – tbc • Fay Twersky, Director, Impact Planning and Improvement, Bill & Melinda Gates Foundation • Nancy MacPherson, Managing Director, Evaluation, Rockefeller Foundation • Martina Vahlhaus, Head, Evaluation Unit, GTZ 	<p>GTZ Building at Reichpietschufer 20, 10785 Berlin</p>
5:15pm – 6: 00pm	<p>Wrap Up and Next Steps</p> <ul style="list-style-type: none"> • David Storey, Director, Centre for Small and Medium Sized Enterprises & Associate Dean (Research), Warwick Business School, U.K. • Jim Tanburn, Coordinator, Donor Committee for Enterprise Development 	<p>GTZ Building at Reichpietschufer 20, 10785 Berlin</p>
6:00pm – 7:00pm	Cocktails	<p>GTZ Building at Reichpietschufer 20, 10785 Berlin</p>

Draft as of 10/30/08