NGO-IDEAs II.

Minutes of the International Symposium

"No Development

without Self-Effectiveness"

Discussions during the „World Café"

Bonn, Germany
27th October 2011, 10 am to 17 pm

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Contents

List of Abbreviations

BMZ	Federal Ministry for Economical Cooperation and Development
CDI	Centre for Development Innovation
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
NGO-IDEAs	NGO Impact on Development, Empowerment and Actions
PAG	Performance Assessment by Groups (NGO-IDEAs tool)
PIAR	Participatory Impact Analysis and Reflection (NGO-IDEAs tool)
PME	Planning, Monitoring and Evaluation
PWR	Participatory Well-being Ranking (NGO-IDEAs tool)
SAGE	Situational Analysis and Goal Establishment (NGO-IDEAs tool)
SHG	Self-Help Group
VENRO	Association of German Development NGOs

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These minutes of the International Symposium reflect the contents of the presentations and discussions of this event as carefully documented by the minute taker. The statements have, however, not been authorised by the persons quoted. Therefore, these minutes cannot be released for public distribution.

Part I: Welcome and introduction

Information Market (10 am)

The Symposium started with an information market. This allowed the participants to become familiar with some background information on NGO-IDEAs, with the project stakeholders and to meet other participants. The Information Market gave participants an opportunity to learn more about certain aspects of the NGO-IDEAs process.

Welcome (10.30 am)

Welcoming speech by Ralf Tepel (KKS)
Executive Director, Karl Kübel Stiftung für Kind und Familie and Board member of VENRO, the Association of German Development NGOs

Ralf Tepel welcomed all participants of the International Symposium and provided a short introduction into the history and process of NGO-IDEAs. He stressed the uniqueness of the NGO-IDEAs experience: 14 German NGOs working together with about 40 of their partner organisations from South Asia, East Africa, and the Philippines on concepts and tools in the area of Outcome and Impact Monitoring, each contributing their own cultural, historical, and national understandings. NGO-IDEAs was designed to be a common learning process, shaped by its successes and failures. The main focus of NGO-IDEAs lay on developing tools which enable target groups to identify and measure changes. The developed tools are especially suited for Monitoring purposes and not so much for Evaluation.

Welcoming speach by Dr. Christiane Bögemann-Hagedorn (BMZ)
Deputy Director General, Federal Ministry for Economical Cooperation and Development (BMZ)

A second welcoming speech was given by Dr. Christiane Bögemann-Hagedorn from the German Federal Ministry for Economical Cooperation and Development, one of the NGO-IDEAs funders. She emphasized the importance of NGO-IDEAs as the project addresses issues which are considered top priorities by political actors, such as the BMZ (e.g. strengthening civil society). Within the NGO-IDEAs framework, civil society actors and target groups test tools and develop their own ways to monitor and control impacts of projects. The project is pivotal because it supports CSOs to live up to their role as independent development actors in their own right with responsibility to maximize their contributions to development in accord with the aid effective principles.

Mrs. Bögemann-Hagedorn recognised NGO-IDEAs as a model and especially thanked VENRO for the strong support for making the project known throughout Germany. Furthermore, she expressed her gratitude to all the partners worldwide who have contributed and implemented the project. She

complimented the project partners for reflecting on the outcomes of NGO-IDEAs one month before the *Fourth High Level Forum on Aid Effectiveness* in Busan, Korea, from 29 November to 1 December 2011. Furthermore, Mrs. Bögemann-Hagedorn informed the audience about the upcoming *Day of Dialogue on Impacts* hosted by the Ministry, VENRO and CEval on 25 November, 2011, in Berlin.

Concept and Process of Impact Monitoring in NGO-IDEAs

As an introduction, Eberhard Gohl gave a short overview of the project: its conceptual characteristics, the process, its outputs, outcomes and challenges:

Presentation by Dr. Eberhard Gohl, Project Leader NGO-IDEAs, Impact Plus

Conceptual Characteristics of NGO-IDEAs

Monitoring Self-Effectiveness means priority to
- … awareness creation rather than to accountability
- … self-assessment rather than to external assessment
- … impact assessment as a management practice rather than as an academic exercise
- … frequent monitoring rather than to evaluation
- … learning at grassroots level rather than at funding partners level, hence leading to immediate action

In practice, this means for project management:
- starting at community level with situation analysis (Well-being Ranking) following the Project Cycle
- setting of individual and of group goals …
- ... serving as a reference for outcome monitoring
- integration into Log frame and organisational PME
- poverty differentiated monitoring
- complementing indicators by explorative questions

NGO-IDEAs methods and tools can:
- combine quantitative and qualitative data
- compare actual data with base-line data, from grassroots' to NGO level
- differentiate change in various social groups
- contribute to cause-effect analysis
- lead NGOs and CBOs to be more accurate

→ moreover: NGO-IDEAs creates awareness and leads to direct action!

Process of the NGO-IDEAs project

Concept and tool development in 2004 – 2007:
- Savings & Credit sector in South India
- screening of good practices
- composition of appropriate elements for strengthening outcome and impact orientation
- drafting of "Impact Toolbox" v1.1
- first testing in 2006 – 2007

Tool refinement in 2009 – 2011:
- six sectors: Agriculture; Disability & Inclusiveness; Education; Health; Human Rights; Savings & Credit
- three regions: East Africa, South Asia, Philippines
- widening methods & tools to
  - Tiny Tools,
  - Manual "Monitoring Self-Effectiveness",
  - GrafStat Guide

Training, support and coaching by Regional Coordinators and Project Leaders:
- training in PME concepts, facilitation and NGO-IDEAs tools
- Regional Workshops for sharing of experiences
- regular visits, e-mail and phone contacts
- sector meetings (partly, e.g. "Disability" in East Africa)

Dissemination and mooting by Project Leaders, Regional Coordinators and partners:
- to 860 groups, i.e. 12.000 to 17.000 households
- to 85 other NGOs (partly: NGO networks)
- to practitioners and academia
- via websites, publications and presentations
- capacity building to German NGOs' staff
    - 80 staff members participated in workshops on impact orientation; indicators; reporting; …

Output (1): NGO-IDEAs publications for "Monitoring Self Effectiveness"

1. Impact Toolbox: Participatory Monitoring of Outcome and Impact
2. Field Experiences: Examples of Impact Assessment by NGOs
3. Manual to Strengthen Outcome and Impact Oriented Project Management
4. Tiny Tools for Measuring Change in Communities and Groups
5. GrafStat Guide: How to combine the Toolbox tools with GrafStat

Output (2): NGO-IDEAs "Impact Toolbox"

PWR – Participatory Well-being Ranking	Identifies the poverty / well-being level of households
SAGE – Situational Analysis and Goal Establishment	Groups assess changes among individuals and households, referring to goals set by group members for improved quality of their lives
PAG – Performance Assessment by Groups	Groups assess the performance of the group's collective goals
PIAR – Participatory Impact Assessment and Reflection	NGOs summarise and analyse the project's outcomes and impacts on the groups

Outcomes

Learning processes at grassroots level
- communities and individuals understand their own social and economic situation better
- they get more conscious of their own goals
- they get more aware of disparities within the community
- the changes achieved get more visible, and what contributed to them
- the commitment for the disadvantaged persons & households is strengthened

Learning processes at NGO level
- stronger orientation towards the needs and aspirations of the communities
- improved planning and monitoring
- improved reporting on outcomes and impacts:
    - from staff to NGO
    - from NGO to funding agency

Challenges

- introduction of new tools always needs time and patience
- participation and facilitation skills have to be improved
- project plans have to be matched better with the target groups' needs
- management of statistics has to be learnt
- data management gets much more complex, consolidation more difficult
- documentation and reporting need more time

Conclusions

Existing good practices in NGOs have been optimised to tools which contribute to
- increased outcome and impact orientation in planning and monitoring
- stronger focus on poverty reduction
- more awareness and participation
- improved accountability and learning
- more ownership, empowerment and actions of target groups

Part II: Field experience: Impact monitoring in different contexts (11 am)

After the general introduction to NGO-IDEAs, two case studies were presented by the representatives of the implementing partners who are directing the process of NGO-IDEAs tool application and testing in their organisations:

Case study 1: Indigenous people in their ancestral habitat, Philippines

Presentation by Alma de la Paz, Kapwa Upliftment Foundation Inc., Philippines

Application of NGO-IDEAs Tools in Makilala, Cotabato, Philippines, 2009-2011

I.   Background
- Kapwa Upliftment Foundation Inc. is a social development organization founded in 1979.
- Kapwa works with the Bagobo Tagabawa indigenous peoples in their ancestral domain in Southern Mindanao assisting them in tribal governance, tenure, agroforestry, livelihoods and health.
- PWR[1], SAGE and PAG test survey[2] was held in 2009 in Makilala, Cotabato. Tools were adapted and PWR and SAGE survey data was gathered with more than 300 respondents in April 2010.
- PAG survey was developed with clan leaders from four tribal councils and was first used in 2010.

Purpose of Use of Tools

- The tools were meant to establish *benchmark* of status of households and tribal governance in preparation for a new project.
- The second SAGE and PAG survey commenced in June 2011 in Buhay with 13 clans composed of 149 households.
- PIAR test use was undertaken by comparing the results of four clans and comparing results between 2010 and 2011.

Levels of Use of Tools

- PIAR : Test use compared clans
- PAG : Clans responses summarized at the Tribal Council
- SAGE : Family respondents summarized per clan
  Goals identified by four Barangay Tribal Councils in 2009 were reviewed by representatives from the four tribal councils who decided on a common set of goals.
- PWR: Individual family households

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[1] See List of Abbreviations on page 3.
[2] Applying SAGE and PAG is not a conventional survey. The goals are assessed and the rating recorded by group members themselves.

II.   Measurement Results and their graphical visualisation

Participatory Well-Being Ranking Results
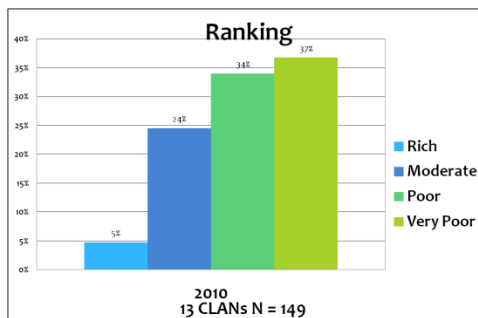
Comparative SAGE Results
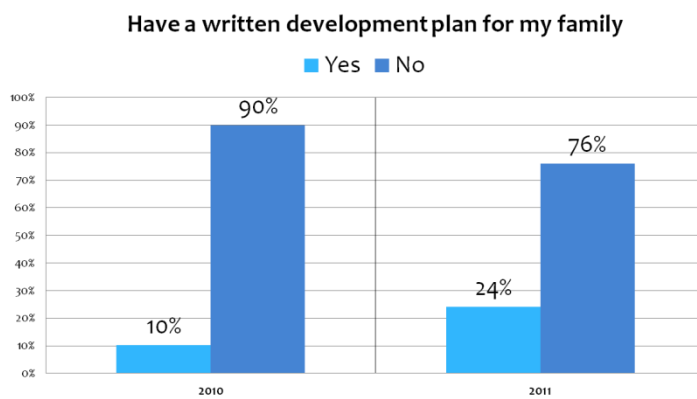
SAGE Agroforestry

Income increased by 20%
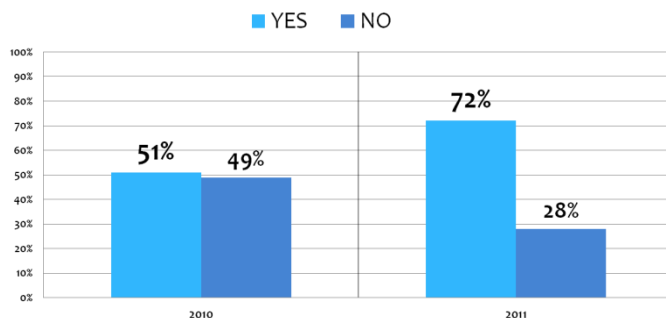
SAGE Education

Send children to school
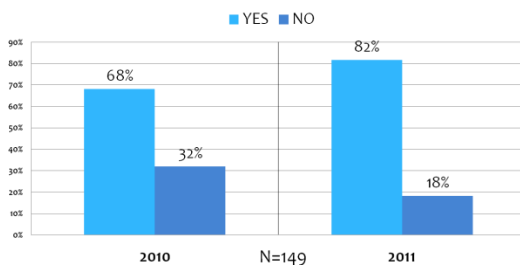
SAGE Health

Bring children to health center for immunization
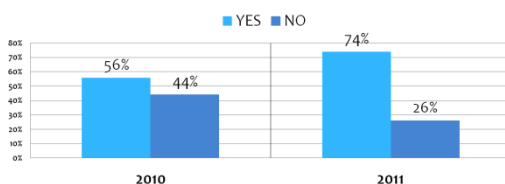
Significant Change

SAGE Data between 2010 and 2011 show that number of parents who sent their children to school regularly increased from 68% to 82 %. They realize that education can provide their children opportunities for a better life.

Parents appreciate the importance of immunizations; showing an increase of 18 percentage points of awareness how one little poke of a polio vaccine can spell the difference between being whole or lame for life. Before some parents did not want to have their children vaccinated because they developed fever after immunizations.

SAGE Political Aspects

Participation in meetings and common clan activities.
YES ■ NO
2010 N= 149 2011
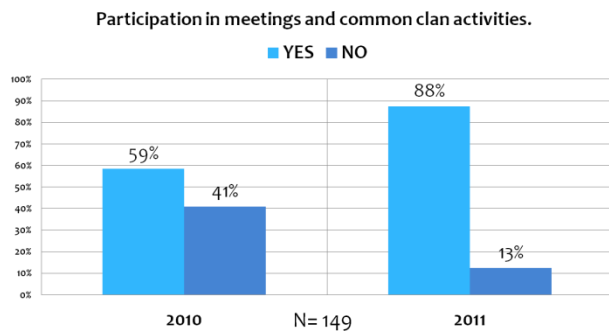
PAG Results 2010 and 2011

PAG results in 2010 and 2011 show no significant change (less than 5 percentage points) in capacity of tribal councils to manage their ancestral domain: conflict resolution, patrol of ancestral domain forests, teaching and enforcing traditional practices and ancestral domain policies.
Kapwa and Schmitz Stiftung had planned to commence a new project in 2010 but started in May 2011. No assistance had been extended to improve capacity of leaders to manage their ancestral domain.

III.   PIAR Cause-Effect Analysis

To test the use of PIAR Kapwa convened representatives from four clans to analyze results of SAGE. The exercise enabled leaders to identify factors that contributed or hindered their progress towards attaining their goals, especially to identify the project's contributions.
For example the SAGE results on number of households sending children to school increased as Kapwa's sensitisation work had made parents more aware that education can enable their children to acquire a life other than farming.

Actions Based on PWR, SAGE, and PAG Survey Results

- The initial survey results enabled Kapwa to improve its program design to include the following:
- Design a plan document that can also be used and understood by semi literate groups.
- Ensure Indigenous People's health volunteer reaches all households.
- Provide tools for farm diversification and intensification.
- Provide farmers with training on importance of selective abaca harvesting.
- Increase number of recipients of farm tools.
- Encourage farmers to increase quantity and quality of food crops to enable them to secure daily consumption and participate in collective activities.

IV.   Issues for Kapwa

Implementation Challenges

- A major challenge was looking for literate leaders who could help explain, facilitate the data gathering and document the results.
- Surveys took time, documentation; analysis and reflection took even more time away from work especially for very poor households. Only selected aspects were subjected to analysis and reflection.
- In the beginning when we tested use of tools, clan members merely gave the same answer as their leaders as they were not used to think for themselves.
- One of the issues Kapwa wanted to highlight in the PAG survey was whether the leaders allowed early and multiple marriages but this was taken out of the final questionnaire.

Future Surveys

- In Makilala SAGE and PAG will be repeated annually in 2012, 2013 and 2014.
- PWR established the baseline in 2010, updated in 2011 and will be repeated in 2014 towards the end of the project.
- In another project Kapwa and leaders developed a tool similar to PAG for the use of Bagobo Tagabawa People's Organizations who are organizing abaca marketing enterprises. The use of PAG shows how much they accomplish in relation to their plans. Two surveys have been conducted.

Usefulness of the Tools

- PWR results enabled Kapwa to design differentiated assistance based on poverty status or ranking.
- SAGE shows individual aspirations and allows them to proceed on their priorities.
- PAG has initially enabled leaders to see their performance vis-a vis what they set out to accomplish and with PIAR analyze reasons for the results.
- PAG analysis at federation level will enable leaders to compare results, learn from each other and define how to improve follow up activities.

Benefits

- Participatory monitoring and evaluation enabled both Kapwa and farmers to be more aware of results and to take advantage of opportunities to improve their families and clans.
- Kapwa used participatory approaches often for terminal evaluations as these processes encourage reflection and learning. Kapwa staff serve as facilitators and data consolidators. Having the NGO-IDEAs tools helped Kapwa to structure the questions so that leaders can compare results across time, theme and clans or groups.
- Use of tools contributes to producing higher level results or outcomes. The challenge is to provide or create adequate time for it to meaningfully take place.

Questions and Discussion

1. How did you or Kapwa react to the described challenge of clan members only repeating what the clan leader had said, instead of sharing their own thoughts?
   - When Kapwa noticed in the test survey, that the people repeated the opinion of the clan leader, the answering sequence was changed: The facilitator made the clan leader answer last, in order to help the group talk before him.
2. In the presentation, time constraints were mentioned as a challenge: How did Kapwa deal with time constraints, and how long did the exercise take?
   - The time needed depends on who facilitates. As there were not many trained facilitators, one facilitator sometimes was responsible for several clans. Not every group discussed all of the topics monitored. Some groups assessed a certain topic, others another one. Thus, facilitators who were to oversee the whole process needed to spend a great amount of time.
3. Was it difficult to motivate people to speak out and participate in the PWR? If so, how did you overcome this difficulty?
   - It was not difficult for the participants to answer the PWR questions. The groups are semi-literate. Therefore, the facilitators worked with pictures showing different values of an indicator (e.g. for the indicator "water access" different pictures were presented of people getting water from the well/river, a faucet etc.). The participants could thus identify their current situation easily. Some tension could arise when participants became aware, who of the poor people were still better off than others in the group. Facilitators handled this carefully. It increased awareness and helped people to see potential for their own improvement.

4. Who facilitates the group meetings? How many facilitators are there? What are the challenges for the facilitators?
   - One facilitator is working in the field and conducting trainings. Also, community leaders and representatives from tribal councils may facilitate as volunteers. Thus, there are quite a number of volunteers working in the field. The main challenge is to document and analyse all of the data assessed. At this point, most of the documentation is being conducted at NGO-level.

Case study 2: Smallholder agricultural development in Kenya

Presentation by Mary Mate, Catholic Diocese of Embu, Kenya

Community Based – Integrated Rural Development Programme
- ➤ **GOAL** –''To attain a sustainable and holistic improvement of the living conditions of the rural / urban population in Embu Diocese."
- ➤ PROGRAMME IMPACT AREAS
  - Community Participation
  - Improved food and income security
  - Entrepreneurship and Marketing
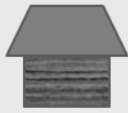
Application of NGO-IDEAs Tools
- Involvement – NGO-IDEAs Phase II (2009 – 2011)
- Implemented the tools with already existing groups (Self Help Groups-SHG, Community Based Organization-CBO)
- Approach ;
  - ◦ Trained the staff, community resource persons and group representatives
  - ◦ Introduced tools to the beneficiaries
- Currently,   23 Groups have applied the tools for the 1st assessment , and 15 Groups have done a 2nd assessment
- Tools applied - PWR, SAGE, PAG

Participatory Well-Being Ranking (PWR)
- Purpose – To disaggregate the beneficiaries by well-being categories
- Tool applied at community level (Self Help Group)
- Well being categories
  - ◦ Very Poor
  - ◦ Poor
  - ◦ Rich Poor

Example PWR: Description of Poverty Categories

PARAMETER	Very Poor	Poor	Rich Poor
House	• Mud house • Single room • Thatched/ polythene	• Timber house • Not cemented • 1-2rooms • Iron sheet roofed	• Timber / permanent (Brick / Stone) house • Cemented • 3 rooms • Separate kitchen • Iron sheet roofed
Members distribution	• Patrick • Haron • Teresiah • Cecilia	• Isaac • Niceta • Viginia • Eunice • Rosalia	• Julieta • Alice • Mary

Wellbeing Status of SHG (Comparing 1st and 2nd Survey)

Wellbeing Status of SHG (Comparing 1st and 2nd Survey)

Benefit of the Wellbeing Ranking

for the Group
- It enables members to plan and set goals (individual / groups) for poverty reduction.
- It helps creating awareness on main factors influencing quality of life in the village / locality.
- The group members were able to identify the neediest households.

for the NGO
- It enables the NGO to establish a well-being profile for its target beneficiaries.
- It enables the NGO to focus / address most critical causes of poor quality of life.
- It helps the NGO in the planning and designing of future areas of interventions.

Situational Analysis and Goals Establishment (SAGE)
- Purpose – To establish change on the individual set goals
- Applied at group level
- Mode of scoring – simple Yes/No scale

Example – SAGE Findings

Change area	Goals	SHG 3			
		1st Survey- 15/2/10		2nd Survey- 29/7/11	
		Yes	No	Yes	No
Group performance	I pay back promptly whenever I borrow from my group	12	6	15	3
Economic Impact	I regularly save every month some of my income	7	11	10	8

Borrowed money paid back promptly by group members (Comparing 1st and 2nd Survey; SHGs 3)
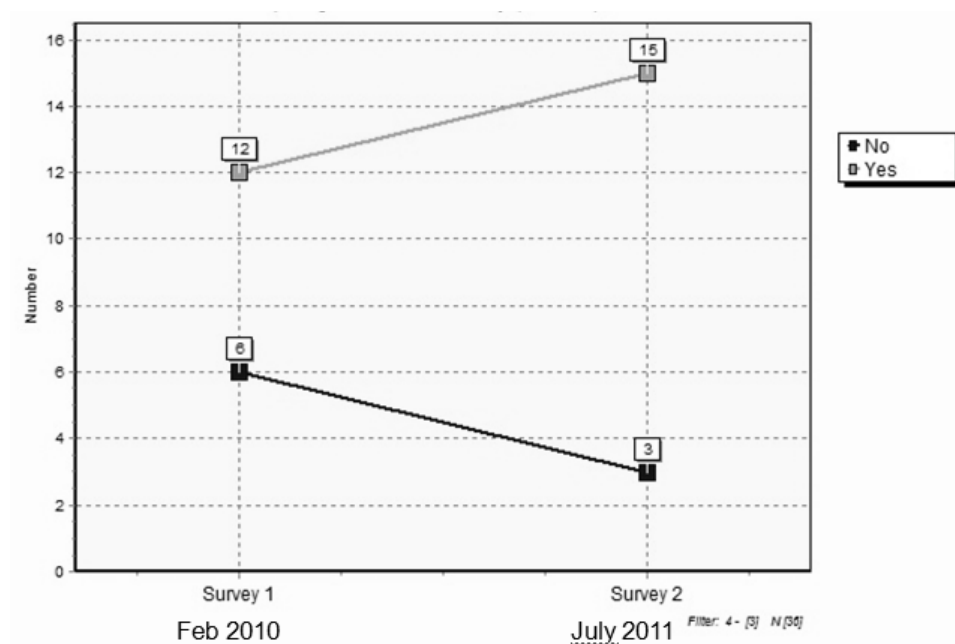
Benefit of SAGE

for the Group
- It enhances the understanding of influence of the group activities to individual goals.
- It enables the group members track changes achieved on goals set by individual members.

for the NGO
- It guides the NGO on the areas of interventions and resources required during project time implementation.
- It enables the NGO to plan the future action together with the individual member of a group.

Performance Assessment by Groups (PAG)
- Purpose – Tracking changes in group performance, and the causes and effects of the change.
- Applied at group level
- Mode of scoring – Scale of 1-5 (very poor to very good)

Example – PAG Findings I

Change Areas	Indicator	SHG 1		SHG 3	
		1st Survey 25/6/10	2nd Survey 28/7/11	1st Survey 02/3/10	2nd Survey 29/7/11
Group Performance	Group has viable activities that all members benefit from	1	3	1	2
Knowledge, Skills and Attitudes	Group adopts recommended agricultural practices	2	4	2	4

The scoring means:
1 = Very Poorly, 2 = Poorly, 3 = Fairly, 4 = Good, 5 = Very Good

Groups adopt the recommended agricultural practices (Comparing 1st and 2nd survey; 15 groups)
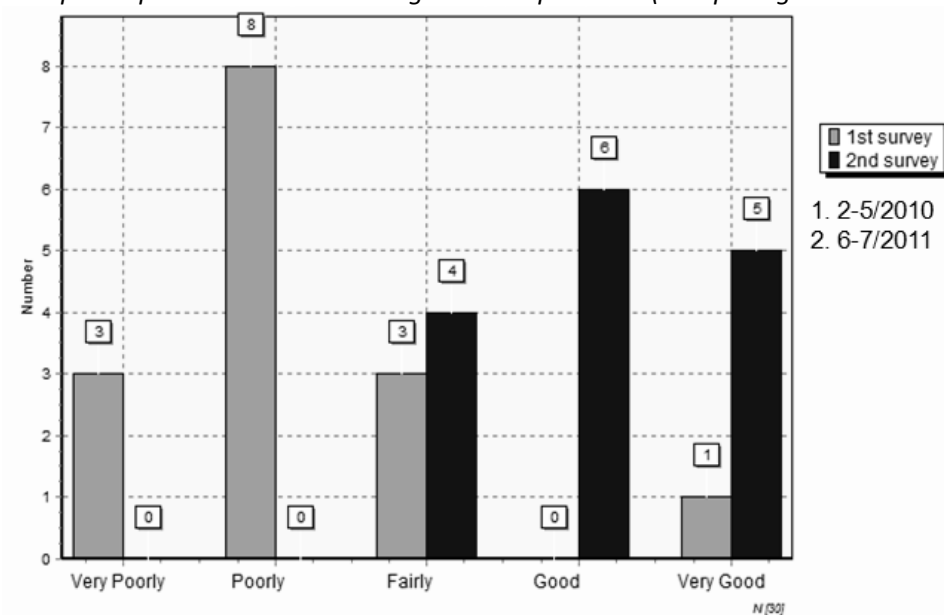
Benefit of PAG

for the Group
- It enables the group to measure to what extent they are achieving their goals, and what is contributing to this change.
- The group is able to identify areas of improvement and prioritize interventions.
- Awareness, innovations

for the NGO
- It helps to verify to what extent the project objectives and corresponding indicators match with the groups' goals
- It helps to identify the influence of the NGOs on the achievements of the groups.
- It guides on appropriate targeting for groups
- It helps in planning the future course of action.

Participatory Impact Analysis and Reflection (PIAR)

- Purpose – Helps to analyze change in beneficiaries in selected change areas
- Applied at programme level
- Approach – Used PWR, SAGE and PAG data as well as data from other programme monitoring tools in the analysis.

Example – Summary Aggregation on SAGE (1) (1st and 2nd Survey)

Change Area	Indicator	SHG 1		SHG 2		Total of 15 SHGs	
		1st Survey 04/5/10	2nd survey 28/7/11	1st survey 15/2/10	2nd survey 29/7/11	1st survey	2nd survey
Group Performance	Percentage of SHG members who pay back promptly whenever they borrow from the group	43%	100%	76%	83%	**63%**	**81%**

The scoring means: Yes/No   1st Survey N = 186 / 2nd Survey N=183

Example – Summary Aggregation on SAGE (2) (1st and 2nd Survey)
Poverty Status wise goal achievement

SAGE Indicator	Poverty categories						Major Results (Analysis)
	Very Poor		Poor		Rich Poor		
Survey	1st	2nd	1st	2nd	1st	2nd	•The majority of all SHG members are poor.
Share of all SHG members	30%	2%	52%	62%	17%	36%	•More than half of all members were able to pay back promptly in both assessments
Percentage of SHG members who pay back promptly when-ever they borrow from the group	54%	100%	64%	77%	75%	86%	•The share of all members being very poor decreased in the 2nd survey while the poor and rich poor increased. • The performance in paying back promtly improved in all categories.

1st Survey N = 186 / 2nd Survey N = 183

Example – Summary Aggregation on SAGE (3)
Overall Group Performance (Comparing 1ˢᵗ and 2ⁿᵈ Survey)
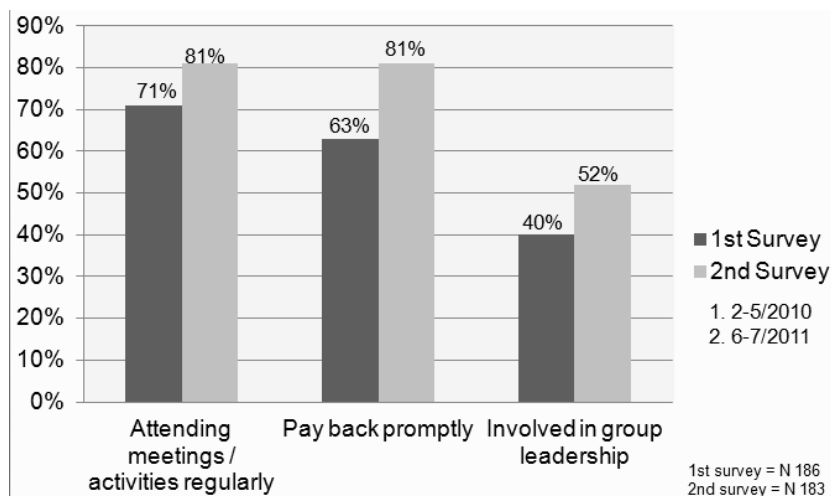
Impact Assessment Report

Impact Area	Major Results (Analysis)
Group performance	Group performance has seen improvements within all indicators: Participation in SHG activities/meetings improved by 10 % points, the ability to pay back by 18 % points and the involvement in leadership by 12 % points.

Lessons Learned
- Practicing groups have immediate utility for the tools, reviewing their objectives, developing action plans, mobilizing groups, stronger sense of purpose (how does what I am currently engaged in help to change my situation)
- The tools encourage reflection, dialogue, create awareness and motivate the group members in identification of strengths and weaknesses.
- NGO-IDEAs as a monitoring methodology is not rigid. It is flexible (can apply one tool at a time) and can be adapted to different sectors
- NGO-IDEAs tools meet the purposes of impact assessment
  - Empowering of beneficiaries
  - Identification of achievement/progress and project gaps in case of sharing with stakeholders
  - Learning from experiences
  - Steering development
  - Upward accountability
  - Future strategic planning and fund raising
- The NGO-IDEAs tools are user-friendly for measurement and analysis of impact and can be adopted in all sectors of development.

Questions and Discussion

1. Changes took a positive development regarding all of the indicators shown in the presentation. Did you also record negative changes?
   - The results of development cooperation are not automatically positive. They may stay the same or regress. But, in the 15 groups who took part in both surveys, all the indicators developed in a positive way.
   - When families who were ranked as poor become very poor, the groups as well as the NGO reflect on reasons for this downward trend, but also on ways to help the family. Usually this happens when the main bread earner of a family becomes sick.

2. In the second survey, the number of groups was different than in the first, why?
   - 23 groups applied the tools and took part in the first survey. 15 groups did comparisons and were willing to take part in the second survey. That is why the number of groups varied.

3. How are the positive results fed back into the planning of new project activities on the different levels (SHG, NGO etc.)?
   - The groups formulated their own indicators in the first round. Therefore, there was a lot of diversity. The facilitating team discussed the indicators and harmonized them for the second round. Then, they only tracked indicators in line with the own impact strategy.

4. The presentation showed a big impact concerning the wellbeing of the groups. Usually these types of changes need more than one year to occur. Have you reflected on that?
   - When reviewing the PWR on wellbeing, the groups used the Tiny Tools to assess what lead to the developments, contributing factors etc.

5. The presentation showed graphs on changes. Did you also ask for reasons of change, contributions to the changes etc.?
   - The groups reflect on contributions to changes. This reflection is deepened within a smaller group.
   - It is very difficult to isolate factors contributing to wellbeing, as they are numerous and diverse. But the groups try to identify influencing factors and to what extend the factors have influenced the changes.

6. What are challenges in the field?
   - There are 2 main challenges: time constraints and not having enough resources for training
   - This topic will be discussed in detail during the world café

7. In your culture and society, are people willing to be open about their situation, goals, etc. in a group meeting?
   - They are open once they realise how important it is for their lives to understand their current situation and their goals for the future. The willingness to change one's own situation serves as a means of motivation to be open in group meetings.

Part III: Critical Expert feedback (12.10 pm)

Feedback on the impact monitoring concept and the case studies

Feedback by Cecile Kusters, CDI, Wageningen, the Netherlands

Centre for Development Innovation (CDI)
• Under Wageningen University and Research Centre, the Netherlands
• Works on processes of *innovation and change* in the areas of secure and healthy food, adaptive agriculture, sustainable markets and ecosystem governance.
• *Facilitating innovation, brokering knowledge and supporting capacity development* to address global challenges of sustainable and equitable development.
• CDI works to inspire new forms of learning and collaboration between citizens, governments, businesses, NGOs and the scientific community.
• M&E: evaluations, M&E system development, capacity development, M&E on the cutting edge seminars.

Where do I come from?
• Core to CDI approach:
  ◦ Managing for Impact – holistic approach to results based management, impact and people pathway
  ◦ Core principles for M&E
  ◦ Framework for evaluation

Core to CDI approach: 1. embedding evaluations in managing for impact

Core to CDI approach: 2. core principles
• Be utilization-focused, influence- and consequence-aware
• Focus on stakes, stakeholder engagement and learning
• Be responsive to the situation (situational responsiveness)
• Have multiple evaluators and evaluation roles.

Core to CDI approach: 3. Framework
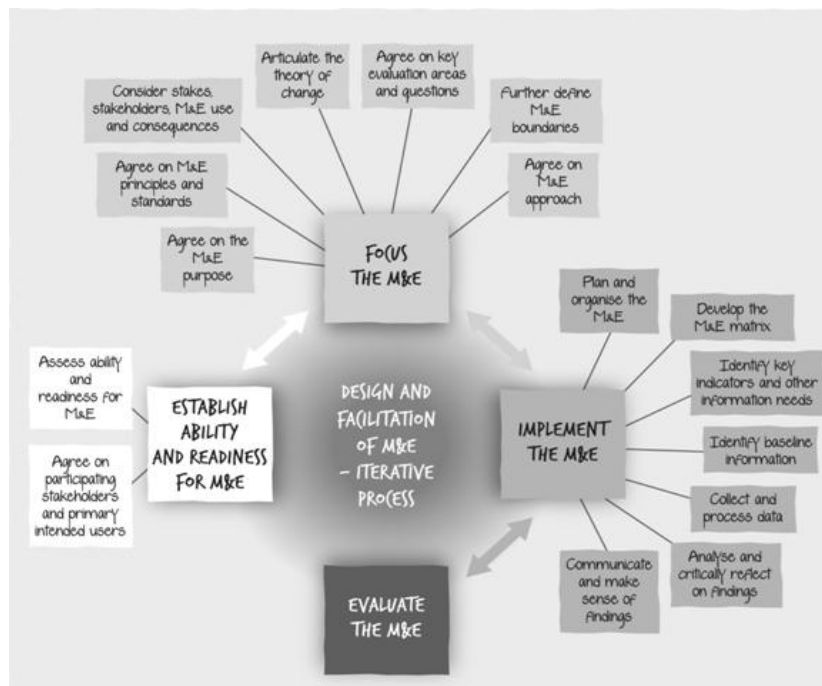
NGO-IDEAS Impact Toolbox – some observations and questions
- First of all: a lot of hard work has gone into this! Well done!
- Well described and thought through, systematic, with inspiring examples, easy to follow
- My observations, questions and suggestions come from first and personal impressions

Approach – observations
- Similar ideas to our Managing for Impact approach:
  ◦ Focus on outcomes and impact in planning, M&E, management
  ◦ Planning and M&E are linked and integrated into project management
  ◦ Focus on learning
  ◦ Focus on participation and empowerment, especially of individuals and communities: in PM&E

Approach – suggestions, ideas, questions
- Have a general story, a broad picture about what it is and how it all fits together.
  ◦ Maybe make a process flow chart, indicating steps and tools for situation analysis, planning and M&E and how they feed into one another over the life time of a project.
- Apart from the focus on PME, maybe make more explicit what capacities and conditions are needed to make all this work: human capacities (and skills), incentives to engage in the process, structure, Management Information Systems, financial capacity
- Maybe agree also on principles of working together, especially in relation to PME. Not everybody may want to or have the time for this extensive participation....
- People pathway.... Very good on dealing with diversity, vulnerability. And how do you deal with issues of conflict and power?
- Whose voices count most? Communities? NGO? Partners? Other stakeholders? What roles do they play in design and adaptation of the M&E (system)?

Bigger picture, theories of change
- Maybe make more explicit (and visualize?) how the different goals (individual, group/community, NGO) fit together.
- What are the different theories of change? Critical assumptions about how change happens?
- Importance of context analysis, also during situation analysis

Monitoring and evaluation
- Make explicit and visualize data flow
- Good to quantify and disaggregate, which can assist in analysis and planning
- Difficulty may be in collecting, synthesizing and reflecting on qualitative data – more specific guidelines needed?
- Contextualisation – how far do you go? E.g. community based indicators for unexpected changes 'only'? Or also for measuring changes in specified goals, e.g. using wealth ranking indicators
- Mainly based on goals and indicators? What are your key evaluation questions? Mainly around effectiveness and impact (also unexpected)? What about organisational effectiveness and efficiency questions? Do you as organisation also learn what you what to learn about?
- Good that contextual factors are included, link to theory of change (bigger picture), original critical assumptions and core goals (not only unexpected changes) not fully clear.
- Self-assessment leading to empowerment

Main suggestions
- Make more explicit and visualize:
  ◦ The process: steps and (options for) tools for situation analysis, planning and M&E
  ◦ Theories of change: how the different goals/objectives are linked, including (internal and external) contextual influencing factors
  ◦ The data flow: who collects, synthesizes, analyses, makes sense of, communicates and uses data/findings?
- Make explicit capacities and conditions needed

Feedback by Prof. Dr. Dörte Segebart, Freie Universität, Berlin

Positive aspects – Impacts of Participatory Impact Monitoring
The best thing is that by monitoring impacts in a participatory way you create new positive impacts!
Among these positive impacts are...
- Empowerment
- Capacity Development
- Engagement, dedication, commitment…
- **Ownership**
- Decentralized self help activities
- A reduction of external dependency

The following capacities are developed by using NGO-IDEAs tools:
- Self-organization
- Reading, calculating
- Researching (designing assessments, implementing methods, analysing data, interpreting data, communication of results)
- Strategic thinking ((long term) planning, organizing processes)
- Management and steering capacities
- Facilitation
- Understanding/Questioning Development

Reflection
Capacity needed for i*mplementing the Toolbox*
In the Toolbox the following sentence is mentioned: „Well proven organisational practices can be combined with the tool box application. The question arises: May the toolbox be implemented in groups where well proven organisational practices are hardly existent. Or: What degree of organisational capacity is needed to implement the toolbox? In many cases this organisational capacity is not existent and has to be built up before starting the monitoring process.
But the example of Kenya proves: there are very competent NGOs, which collaborate with very competent communities or community leaders. The NGOs as well as community members are competent to implement this toolbox. But they invested also in training and there is an ongoing mentoring process. It therefore seems necessary to enforce facilitation training (not only learning by doing) and invest in mentoring, in order to achieve full ownership of the process. This takes time as well as an investment in (basic and adult) education.

Time allocation for M&E activities
It is important to be careful about using time resources, especially of community members. NGO-IDEAs may in a way be considered good practice, because it encourages NGOs and groups to integrate participatory impact assessment in existing institutional structures or in regular meetings of existing groups. It is possible to split up long monitoring meeting in several ones. One suggestion is to include reflections on this organizational process into the Toolbox.

Positive Aspects	Reflection – Risks – Challenges
Toolbox has been tested, adapted, improved… NGOs are diverse, communities are diverse → Toolbox offers to every step one option and several alternatives, explaining advantages and disadvantages Detailed step-by-step-explanations	**Toolbox could be adapted even more…** (Toolbox seems to be complex) • Toolbox for less experienced NGOs - for training purposes • Toolbox for Community leaders or members who will guide/facilitate the participatory impact monitoring process • Toolbox for community level – only step-by-step simple explanation • Translation of the Toolbox into local languages
Inclusion of quantitative data • "touchable" results (incentive for community, NGO and donors) • better to communicate or compare results • The need to quantify enforces new discussion/evaluation processes within NGO and community • Development of new competencies (calculation, research) in NGO and community	**Risks** • risk of reduction and simplification, manipulation, misinterpretation e.g. reduced number of indicators (are they the right ones?), scoring (what happens if we score differently?) → Combination of quantitative and qualitative evaluation methods should be used • comparison of results between groups may lead to competition → stress, manipulation, conflicts When is a comparison between groups really necessary? **Challenges** leading with quantitative data requires capacities in accounting/researching/analyzing → source of mistakes, misinterpretations **&** source of learning, developing new capacities

Further reflections

The formulation (and monitoring) of individual visions/goals is possible by using SAGE. But the methodological approach of the steps needed to implement SAGE may be formulated more clearly. How do the stakeholders formulate goals? How can we deal with too many or unrealistic objectives, which the stakeholders cannot influence? What does the facilitation process look like? Which skills are needed for facilitating the process? How much time is necessary?

Is SAGE some form of personal coaching? How can SAGE be used on a local level without outer support?

→ Should new methods (e.g. peer-learning/coaching/monitoring tandems, reflection groups, internal mentoring, specific diaries, weekly/monthly planning/monitoring tools on individual level….) be elaborated to empower the communities for using SAGE?

Regarding the NGO-IDEAs Tools PWR, SAGE, PAG, PIAR it is important to always consider the question "Are we measuring 'enough development'?"

→ A combination of the Toolbox with other "tiny instruments" (adapted to the necessity of community and NGO) would be desirable. The Toolbox should not be understood as a closed set of instruments.

Discourses

Prevailing discourses in development cooperation on aid effectiveness and accountability were addressed throughout the NGO-IDEAs process, e.g. the need to „quantify impacts". When focussing on quantifiably data, one risks denying PM&E in favour of a pure positivistic approach to accountability. It is therefore necessary to rethink the whole funding design and accountability of development cooperation and promote a new mindset of donors.

The donors should reflect on ways to support participatory approaches. A first step could be the support of capacity development. Second step: donors may consider providing financial instruments to support community groups (e.g. small scale funds). A third step could be to promote alternative forms of accountability measurement!

Final Recommendations

- Reject mere technical approaches to participatory M&E (also of participatory planning)
- Invest more in „handing over the stick" , in developing real ownership
- Invest in more professional forms of mentoring participatory M&E processes and elaborate specific methodology
- Initiate a more constructive dialogue between conventional forms of M&E and participatory M&E approaches by:
  - identifying complementarities,
  - initiating pilot initiatives,
  - investigating or analysing open methodological questions
- Rethink Accountability! Rethink Development!

Plenary discussion

Because of time constraints, the plenary discussion was moved to the afternoon. Maria Gerster-Bentaya gave a short summary of the two feedbacks presented:

- The case studies showed that the tools are considered to be feasible by the actors in the field. First experiences have been made and the tools were adjusted to context needs.
- The two feedback givers, in general, both gave positive feedback regarding the tools and their application: the tools allow for the inclusion of SHGs in the monitoring process, and they may be used to assess quantitative as well as qualitative changes.

- The feedback givers shared considerations on aspects which could be made more explicit as well as aspects that should be added:
  - Visualize the links and relationships between tools to show the whole picture at the beginning of the Toolbox (may be in a flow chart)
  - Be more precise about underlying assumptions and concepts of change
  - Make capacity development of NGO-IDEAs more explicit
  - Take organisational development more into consideration
  - Reflect time allocation and management needs for the process of getting acquainted with, learning to use and finally applying the tools
  - The challenge to deal with qualitative data persists
  - Specify implications of tools regarding the approaches of donors and supporters
  - Rethink the accountability approach as well as the development approach

Part IV: Selected Aspects of impact monitoring

World Café: Discussing case studies and specific questions

The participants met at different tables and discussed the presented case studies, suggested questions, or other points of interest, such as participatory statistics. They wrote their findings on Flipcharts. After a certain amount of times the groups switched tables. After having been briefed by one person who had stayed at the respective table, they continued their discussion.

The suggested questions were:

1. What is/could be the added value of the NGO-IDEAs concept in the respective host's context?
2. What are/could be the most important challenges?
3. What are the conditions for sustainability?

The groups visualized their answers to these questions on cards and handed them back to Maria Gerster-Bentaya.

Presentation and discussion of World Café results

Maria Gerster-Bentaya summarised the results of the World Café by presenting moderation cards handed back to her from all of the tables. The participants added missing aspects.

What is/could be the added value of the NGO-IDEAs concept in the respective host's context?

- Learning process and steps starting from low level to higher level
- Enabling participatory planning and implementation of action
- Helps to have more self reflection
- structured approach
- NGO-IDEAs "creates and enhances" participation
- Participation by involving all, not just representatives, is more empowering
- Communities' goals and resources become visible and used
- Clear option for local/grassroots' perspective: Shift of perspective, power relations, goals – learning rather than controlling
- Philippines: The NGO-IDEAs process is empowering the target groups: groups now have now a "voice"; they decide on their future (indigenous groups)

What are/could be the most important challenges?

- Balancing individual values and expectations of communities
- To make it "work" it needs about 3 years of time
- Time and resources
- Capacity development is needed: a "quick dramatic ways to train facilitators"
- Facilitation skills are challenges and keys for success
- Skills for data analysis
- Mainstreaming needs facilitation and analytical skills
- Can existing structures (donors, NGOs, local societies) accommodate empowerment
- Who drives the process, e.g. defining and assessing impacts
- Dealing with different interests (e.g. on indicators and assessment procedures) in the process and its findings
- Which choice for Participatory Impact Monitoring is given at the different levels?
- Philippines: to keep the momentum going, knowing that NGOs & Pos still need further "accompanying"

<u>What are the conditions for sustainability?</u>

- Participatory approaches flourish where there is TRUST, this is essential for sustainability.
- Need to invest more resources (time and money) at beginning, then you have to invest less later on in the process
- Strengthening the capacity of the community/ individual level
- mutual support and learning between individuals and groups who work with NGO-IDEAs
- mind change towards impact orientation as core guiding principle
- Integration into existing systems
- Support on all institutional levels – vertical and horizontal
- The system of NGO-IDEAs is useful enough for the partners to find it good; the beneficiaries should also have a benefit, otherwise it will be lost
- If we can prove at community level that it works, it can probably also be shown to a higher level, globally
- Philippines: Establish a resource pool for trainings, coaching, lobbying, advocacy

<u>Participatory Statistics:</u>

- How to make Participatory Statistics acceptable for the mainstream?
  - Show how empowerment has worked.
  - Yes, it is time consuming, but it is "worth it" to reflect on our own development (value added): taking time does not mean that it is bad – some time is needed, to realise weaknesses and strengths
- Organizational set up:
  - Establish an internal data quality control
  - Cross checking

Part V: Final Panel: "NGO-IDEAs in the context of the international discussion on impact monitoring and evaluation"

Panel Discussion

Michaela Zintl, Head of Division for Evaluation of Development Cooperation, BMZ
Dr. Susanne Neubert, NORC Consultant, National Opinion Research Centre at the University of Chicago
Robert Chambers, Research Associate, Institute for Development Studies Sussex
Bernward Causemann, Project Leader NGO-IDEAs, Impact Plus
Facilitation: Maria Gerster-Bentaya

Maria Gerster-Bentaya facilitated the Final Panel by posing questions and moderating audience comments and questions. The following questions were discussed on the panel.

Bernward Causemann, you were involved in improving, and accompanying the development of tools: What aspects did not come up during today's presentations and discussions, yet, which are also characteristic for NGO-IDEAs?
Bernward Causemann mentioned two aspects, which had not been discussed in detail, so far: the concept of change of NGO-IDEAs which explains why NGO-IDEAs has been a success. At first, the NGO-IDEAs stakeholders had expected to implement the tools in 30 Organisations in three groups each – so altogether in 90 groups. But up to now, they have already been applied in over 850 groups. According to Bernward Causemann, an interesting question would be: what has moved people and motivated them to implement and spread the tools?
One driving factor of NGO-IDEAs certainly was the impulse to monitor and reflect on goals and raising the question: "What does this mean for my life?" Monitoring own objectives leads to action and a sense of ownership for the monitoring system.
At the beginning, people find it difficult to set their own goals. Therefore, support by the NGO-staff was and is still needed to initiate the implementation of participative methods.
Bernward Causemann further emphasised that even though the single elements of NGO-IDEAs are not completely new, the combination of elements and tools is. One theory of change could hence be that development organisations need to combine different established elements and tools in a smart way.
Another important question according to Bernward Causemann is: What will happen if we simplify NGO-IDEAs and leave out certain things? How much can NGO-IDEAs be reduced without losing its power and impact?

Susanne Neubert, as a person working in the field of M&E worldwide, and being familiar with various other approaches, how would you assess the NGO-IDEAs concept compared to other programmes or approaches you are familiar with?
Susanne Neubert currently works in an assignment for the Bill Gates Foundation, a big international NGO with a large scale approach. The NGO-IDEAs approach focuses on monitoring details and even individual cases, whereas the large scale approach is rather interested in larger numbers. Individual cases can thus not be taken into account. Therefore, the Bill Gates foundation works with an expert centred approach, using mostly scientific sampling methods, whereas NGO-IDEAs is people centred. With the people centred approach individuals and groups learn a lot about themselves, reflect their situation, and this may even lead to solidarity. Solidarity may not be achieved with the Bill Gates Foundation approach, even though it also includes collecting farmers voices and working with qualitative data.
In Susanne Neubert's opinion, it is, however, possible to combine the people centred approach with a classical rigorous approach. The rigorous approach combines before-and-after-comparisons with

with-and-without-comparisons. It is possible to empower people to assess the data for these comparisons, themselves. Also, quantitative external analysts can assess quantitative data first and later ask people about it in a qualitative way.

Susanne Neubert further stressed that the general idea of the people centred approach of NGO-IDEAs is very good, even though she sees lots of room for improvement of single NGO-IDEAs tools.

Robert Chambers, for over 30 or 40 years you have worked in development processes and are very experienced with participative methods. You are known as a person, who wants to give a voice to the grassroots. What is your impression of the approach and tools of NGO-IDEAs? How participatory are they?

Robert Chambers described NGO-IDEAs as being part of an "explosion of participative methods". He emphasised the need to meet and share approaches, and complimented NGO-IDEAs for having provided a shared learning experience.

Robert Chambers criticised the use of the word "rigour", as it is associated with certain methods, implying that all the other methods are only second best. But, in his view, participative methods have their own rigour – some of them are far more rigorous than randomised trials etc. Regarding the discussion about rigorous methods, Robert Chambers referred to the *European Evaluation Society Statement on Methodological Diversity*. He also stated that anyone working in the field, who has seen a group on the ground diagramming, knows how extremely accurate the findings are and how well overlapping and crosschecking knowledge works. Participative approaches almost directly lead to a triangulation of perspectives and therefore one form of rigour. Experience has shown that rigour follows, because of the complexity of participative approaches. Some call this: "participatory complexity rigour". Top-down approaches cannot achieve this form of rigour.

Moreover, participatory statistics are incredibly powerful. Almost anything which is qualitative can generate numbers, even social change. The challenge rather lies in aggregating the data collected in different groups. Here lies the potential of NGO-IDEAs, as aggregation methods are included. Robert Chambers found the tools and instruments of NGO-IDEAs to be very good. He said: "The three publications answer almost any question one can raise, if you look long enough."

Robert Chambers suggested drafting a simplified version or core version of the Toolbox, including a flowchart. One way to do this may be to ask people in the field, if they have already drafted their own simplified versions and get them together in a workshop to combine their ideas for a simplified version.

Michaela Zintl, as a representative of the BMZ, a main donor to the endeavour, you might probably also be interested in how well the money was spent that your Ministry has put into this process. So, how well was the money used? Was it worthwhile to invest the money?

Michaela Zintl was not involved in planning the project or deciding to spend money for NGO-IDEAs, but, looking at it now, NGO-IDEAs certainly looks like a worthwhile endeavour to her. Michaela Zintl found the numbers of tryouts impressive and the management and empowerment tools of NGO-IDEAs convincing. Also, she was convinced by the stories from the field and the presentations.

In Michaela Zintl's opinion, an important aspect is that the partner NGOs say: "We first need to build trust". NGO-IDEAs is thus part of a larger picture. NGO-IDEAs seems to be very helpful, but one needs to look deeper into it from an innovation point of view.

Michaela Zintl is not sure what NGO-IDEAs has to offer regarding the attribution of and contributions to change. She also raised doubts on whether the impacts achieved can already be called "good". She suggests being careful with drawing conclusions which imply of the project's contribution to change. A further question to pursue should be: How can NGO-IDEAs be linked to evaluation in a more systematic way?

Can you say something about, whether the NGO-IDEAs tools and instruments are used outside the project or the participating NGOs?

Bernward Causemann reported that about one out of four participating NGOs use the NGO-IDEAs tools in other projects. About five organisations, which are not NGO-IDEAs partners, use them as

well. In the Philippine Regional Workshop, the participants answered the question "How confident are you about spreading the tools?" They felt very confident to spread the tools to their staff and other projects, but less confident to spread it to other organisations. Also, they were not so sure about PIAR, this would maybe need another year.

The NGO-Toolbox provides us with some tools that have now been tested and NGOs master them to a certain extend – at what point in time can we decide, which tools to advocate and for what kind of organisations?
Susanne Neubert stated her conviction that the NGO-IDEAs tools are principally applicable to all interventions or measures on the ground and to various sectors. But, according to her, they are not scientific methods. The tools are also not suitable for measuring impacts on the government level etc. She concluded that even though empowerment or the transformation of perceived changes into action might be considered to be more important, the NGO-IDEAs tools should sometimes be combined with accepted scientific methods. In order to be rigorous, the design for using participative methods has to be very thorough.
Robert Chambers replied that the need for sampling becomes obsolete, if everybody in a community is involved in assessing impacts. The challenge rather lies in aggregation, especially if different indicators are used in different places. Results based top-down accountability and bottom-up participatory methods should not be played off against each other, but there should be room for rapprochement. Robert Chambers sees a potential for generating statistics in NGO-IDEAs, and a real possibility to achieve the standards expected for accountability.

A question raised within NGO-IDEAs was: Whose assessment counts? Is development work from the grassroots possible?
Michaela Zintl agreed with the question "Whose assessment counts?" In her view, the aim is to measure outcomes of projects and therefore the target groups' views count for developing indicators, especially if one claims to do something for the poor. But this does not necessarily mean that measuring impact through participatory impact assessment is the only way. Rather, triangulation is needed as well as internal validity. According to Michaela Zintl there is not one best method, on the contrary, the methods depend on what one wants to achieve.

Are these tools used outside NGO-IDEAs? What is the future of the tools now?
Bernward Causemann shared his appraisal that the tools will move to the next NGO in the next village or region, to which there is some sort of connection (e.g. the same donor). The tools will also move into government work. However, a faster spread of the NGO-IDEAs methods depends on international funding organisations. Investment of resources and trust are necessary, as sustainability of the methods does not come naturally. At this point in time it is not clear, who is prepared to commit and invest resources.

To implement the tools in different contexts, time and capacity development is needed. How can we manage this in a fast world, looking for fast results?
Susanne Neubert agreed with Robert Chambers' assertion that no sampling is necessary as long as 100% of a community are included. But she disapproved in so far, that decision makers need sampling in order to take decisions on where to invest. Therefore, a need for aggregation arises. For her it remains vague, how, e.g., value chains can be covered by NGO-IDEAs tools.
According to Bernward Causemann, NGO-IDEAs tools are not only applicable for Self-Help-Groups; they also apply to other contexts and development approaches directed to families, cooperatives, beneficiaries not organised in groups etc.
Susanne Neubert cannot see that NGO-IDEAs tools can be used as steering tools for international funders. Also, in her opinion, the qualitative side of the tools should be improved. It is not mentioned properly what was done and why results appear.

Questions by Participants/Audience

How can we take the NGO-IDEAs approach to a higher level, so that for example large NGOs could and would use it for all their programmes? What capacities and resources would be needed?
Robert Chambers declared not to have an answer to this question. He gave the example of Action Aid International, an organisation which adopted a participatory approach at all levels and to all issue areas and sectors. This example shows that it is possible to mainstream participatory methods throughout an entire organisation.

Michaela Zintl gave a warning, not to try to impose certain tools. She said that other NGOs all over the world have developed similar tools, already, and adapted them to different contexts. If each organisation and endeavour comes up with precise tools and insists on using them, it may be difficult for organisations or groups to work with different donors.

For Bernward Causemann, in order to achieve a mainstreaming of participative methods such as those developed by NGO-IDEAs, a clear idea of expectations and an understanding of why impact assessment is not happening is crucial. Many donors are frustrated because making PME-systems impact-oriented is moving very slowly. We should ask the question: "What are constraints?" NGO-IDEAs shows that it is possible as it managed to overcome certain constraints. But, in order to apply NGO-IDEAs tools adequately, NGOs need to be experienced with participatory approaches. SHGs need to be supported in this process. NGOs need to start with the strongest partners or groups, and then spread the tools to other partners and groups. Also, NGO-networks manage to spread the tools and approaches. Chapter 2.9 of the publication "How do they do it?" on field experience gives a list of resources needed.

Mr. Chambers, you once wrote that it is better "rather to be roughly right, than precisely wrong" – Is it really feasible to include the whole village or isn't sampling a better way to overcome this?
Robert Chambers answered that it sometimes is easier to include the whole village, e.g. when we ask for the number of children etc. The moment you start sampling, you introduce errors. If a community assesses the changes themselves, they usually enjoy the endeavour, learn, decide on action, and generate statistics without sampling errors.

Comment from C. Rajathi, NGO-IDEAs Regional Coordinators South Asia: About NGO-IDEAs being too time consuming I would like to add that the time is well invested. E.g. when looking at water supply for poor communities, it is important to involve the whole community, so that the needs and wishes of all stakeholders are known. Otherwise providers install devices which are inadequate. Also, maintenance problems may occur. If enough time is spent in the beginning, you will later see that it is working well and no money is wasted – sufficient use of time and resources is a key to sustainability.

Susanne Neubert, you mentioned in the panel discussion that NGO-IDEAs could be combined with rigorous impact evaluation. How can the two be combined?
Susanne Neubert answered that international NGOs already use a high percentage of their budget for PME. They already combine rigorous with participative approaches by working with the double difference method (before-and-after-comparison with target groups and control groups) in the beginning and the end of an endeavour. In between the rigorous phases, the communities assess, evaluate, attribute and discuss changes, themselves, using participative methods such as MAPP. NGO-IDEAs Tools could be also used during this phase. If you were willing to spend the time and money, you could integrate a people centred approach such as NGO-IDEAs into almost any programme.

It was mentioned that local governments took up NGO-IDEAs Tools. I would like to learn more about this aspect.
Bernward Causemann gave two examples to illustrate this development. In the Philippines, local governments used wellbeing ranking and implemented a social support programme based on a wellbeing-approach. This is spreading rapidly. In East Africa, one of the NGO works with local

community facilitators responsible for Persons with Disabilities and government structures who apply the tools in groups. This programme is however suffering a bit from staff turnover and lacks support from the hierarchy.

George Cottina, Regional Coordinator for East Africa, added that because of changes in the political systems in East Africa, local governments can now implement projects which seem more sustainable than before. Now community governments use some of the participative tools. The Regional Coordinator sees a big potential, if the tools were targeted to countries.

Last Panel Question

What will be your next step with regard to NGO-IDEAs tools, once you have returned home?

Michaela Zintl stressed the need to further reflect on how to arrive at something that deserves the name "impact assessment".

Susanne Neubert recommended looking into the steering element of the Toolbox and adding something in this regard. Also, she suggested documenting the NGO-IDEAs process. She suggested advertising and communicating the Toolbox. Susanne Neubert finally emphasised the need to find a simpler way to describe the tools.

Bernward Causemann said that he was going to write up the lessons learned during the Symposium. Also he wanted to further think about the "dynamic fit" which made NGO-IDEAs successful, so far. In his view, the following elements were all crucial to the success of the NGO-IDEAs tools in the groups, and they needed to be all in place to make the application of the tools successful, a "dynamic fit":

- Target groups set their own goals.
- They assess the goals and have validation of this assessment in the groups.
- People reflect about the assessments: How do they interpret them? What do they mean to them?
- Based on this they take action and bring about change that is meaningful to them.
- The groups' monitoring system is their own, an autonomous system which is not a direct outflow of the NGO's M&E system. It should not directly reflect the NGO's indicators and not work in terms of the NGO's project cycle.

Robert Chambers suggested to innovate and share the NGO-IDEAs experience widely in publications and otherwise. The experiences with reflection made by NGO-IDEAs partners should be explored further. For him, a question remains: "How can you train facilitators quickly, in order to achieve transformation?"

Closure (4.50 pm)

Closing remarks by Heike Spielmans, Managing Director, VENRO

In her closure speech, Heike Spielmans from VENRO complimented the informative inputs and exciting discussions of the symposium. With the need to assess effectiveness in order to reduce poverty and promote human rights of all in mind, it became apparent how crucial it is to empower people to shape their own environment. Participatory concepts and tools are needed, for people not only to define their own objectives but also to become aware of their achievements. It is important to overcome the dominance of so called "experts" and shape Impact Monitoring in a way which contributes to empowerment. Learning and empowerment are key factors for effectiveness. Development actors should keep in mind that they are not only accountable to donors, but also to the beneficiaries.

NGO-IDEAs tools empower the German NGOs, the partner NGOs, and especially the SHGs to steer according to impacts. Heike Spielmans identified the following main future challenges for the German NGOs, their partners, and for all VENRO-members: finding motivated staff members,

training the application of facilitation skills, improving data processing and analysing skills, providing qualified training inputs, strengthening the organisation structures and the roles of communities and CBOs, spreading the knowledge and experiences of NGO-IDEAs to a wider public, institutionalising the Tools into PME-systems, and keeping up the exchange of experiences and strengthening cooperation in the regions as well as between the North and the South. The question remains: "How can we deal with these challenges once funding comes to an end?"

Heike Spielmans ended her talk by saying: "Today's discussions will have an impact. Thank you for the contributions."

Annex 1: Programme

NGO-IDEAs II.   **Programme**

International Symposium on 27th October in Bonn
"No Development without Self-Effectiveness"

Facilitation: Dr. Maria Gerster-Bentaya, University Hohenheim

Part I: Welcome and introduction	
10.00 am	**Information Market**
10.30 am	**Welcome**
	Ralf Tepel, Executive Director, Karl Kübel Stiftung für Kind und Familie and Board member of VENRO, the Association of German Development NGOs
	Dr. Werner Bruns, Head of Directorate General, Federal Ministry for Economic Cooperation and Development (BMZ)
	Concept and Process of Impact Monitoring in NGO-IDEAs
	Dr. Eberhard Gohl, Project Leader NGO-IDEAs, Impact Plus
Part II: Field experience: Impact monitoring in different contexts	
11.00 am	**Case study 1: Indigenous people in their ancestral habitat, Philippines**
	Alma de la Paz, Kapwa Upliftment Foundation Inc., Philippines
	Questions
	Case study 2: Smallholder agricultural development in Kenya
	Mary Mate, Catholic Diocese of Embu, Kenya
	Questions
Part III: Critical Expert feedback	
12.10 pm	**Feedback on the impact monitoring concept and the case studies**
	- *Cecile Kusters, Specialist in managing for impact, Centre of Development Innovation, Wageningen, The Netherlands*
	- *Prof. Dr. Dörte Segebart, Freie Universität, Berlin*
	Plenary discussion
1.00 pm	**Lunch**
Part IV: Selected Aspects of impact monitoring	
1.45 pm	**World Café: Discussing case studies and specific questions**
	Value added, challenges and requirements for sustainability
3.00 pm	**Afternoon break**
3.30 pm	**Presentation and discussion of World Café results**
Part V: Final Panel	
4.00 pm	**"NGO-IDEAs in the context of the international discussion on impact monitoring and evaluation"**
	Panel with: - *Michaela Zintl, Head of Division for Evaluation of Development Cooperation, BMZ* - *Dr. Susanne Neubert, NORC Consultant, National Opinion Research Centre at the University of Chicago* - *Robert Chambers, Research Associate, Institute for Development Studies Sussex* - *Bernward Causemann, Project Leader NGO-IDEAs, Impact Plus*
4.50 pm	**Closure**
	Heike Spielmans, Managing Director, VENRO
5.00 pm	**End of the symposium**

Annex 2: NGO-IDEAs Publications

Documents distributed at the Symposium and available as downloads:

Gohl, Eberhard, Bernward Causemann, Martina Rithaa, C. Rajathi, George Cottina, Godofredo Limotlimot 2011:
NGO-IDEAs Impact Toolbox: Participatory Monitoring of Outcome and Impact.
Ed.: VENRO / NGO-IDEAs.
Download: http://www.ngo-ideas.net/publications/

Causemann, Bernward, Eberhard Gohl, George Cottina, Godofredo Limotlimot, C. Rajathi 2011:
»How do they do it?« Civil Society Monitoring Self-effectiveness. An NGO-IDEAs Documentation of Field Experience.
Ed.: VENRO / NGO-IDEAs.
Download: http://www.ngo-ideas.net/publications/

Gohl, Eberhard, Bernward Causemann, Verena Brenner 2011:
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