



International conference “reforming the business environment”

conference theme: “Measuring the outcomes and impact of donor-supported reforms and promoting sustainability”.

Monitoring and evaluation of multi-stakeholder co-operation and partnerships in local economic development

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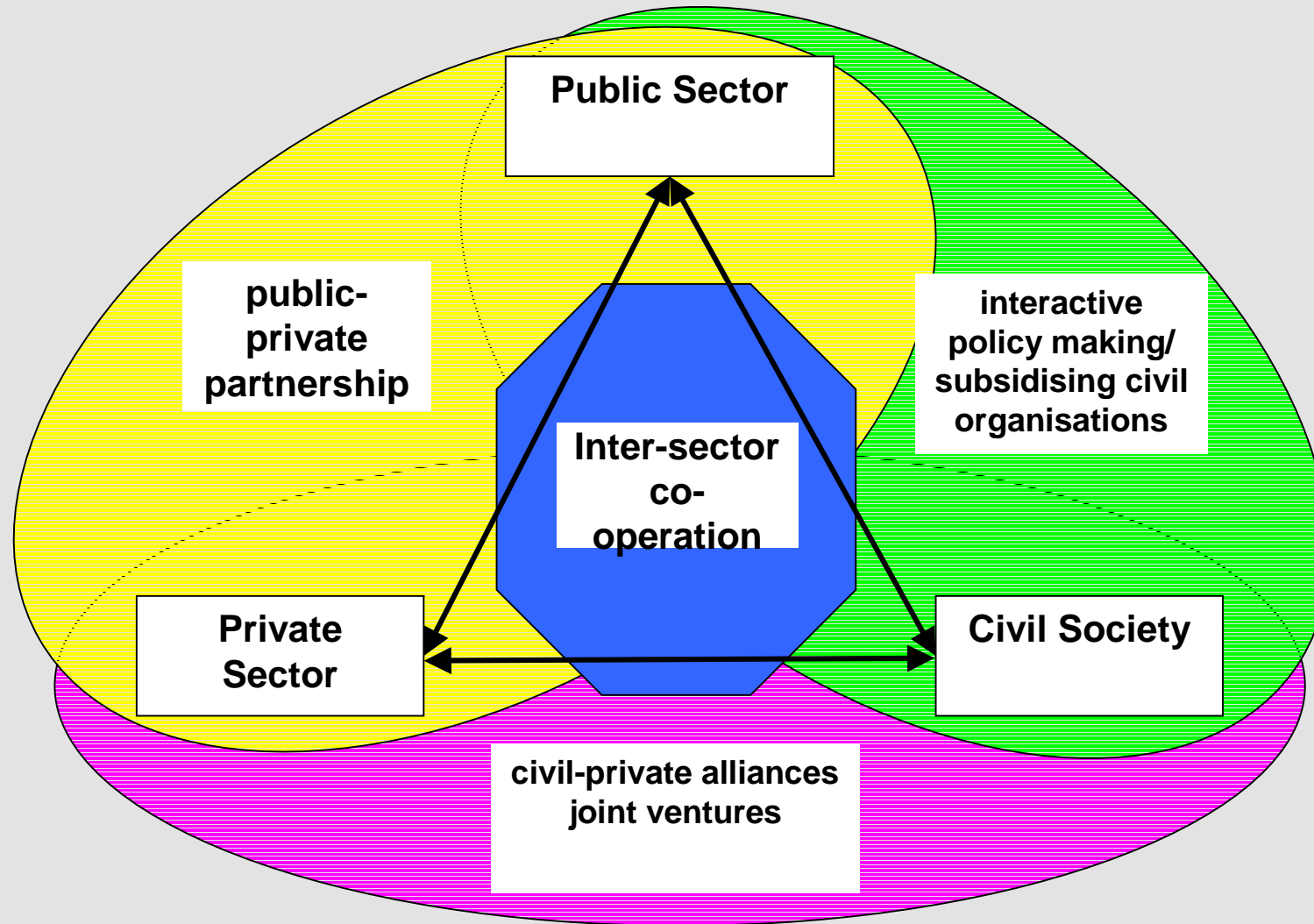
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- 1. Multi-stakeholder co-operation and partnerships**
- 2. Participatory and process-oriented M&E approaches**
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 - On development of local partnerships**
 - On applicability participatory and process M&E**
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Central research question

Which participatory and process-oriented methods of monitoring and evaluation have been developed over the past decades and what is their applicability in the context of processes of multi-stakeholder dialogue and building partnerships in local contexts?

1. Multi-stakeholder co-operation and partnerships





1. Multi-stakeholder co-operation and partnerships

Main functions of PPC-partnerships:

- *Joint Strategy Development*
- *Implementation of projects and delivery of services*
- *Development and innovation projects, products and services*
- *Sharing and co-ordinating resources and expertise*
- *Harnessing markets for development*
- *Advocacy*
- *Developing rules, norms, and standards*
- *Monitoring, evaluation and shared learning*

Major critical success factors in PPC-partnerships:

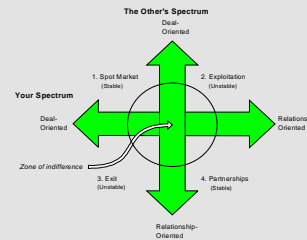
- *Ownership*
- *Limitations of management*
- *Lack of impact assessment*
- *Lack of process M&E instruments (main focus paper)*



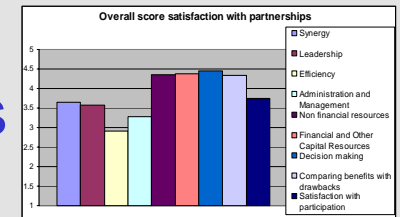
MDF 2. Participatory and process-oriented M&E approaches

M&E instruments tested in Macedonia

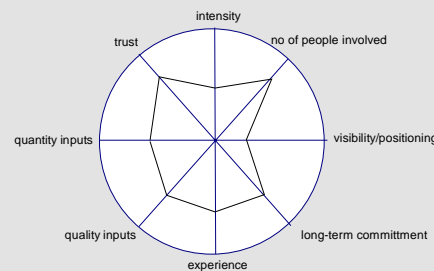
- Relationship Grid



- (Self) Assessment techniques and questionnaires



- Evaluation Wheel



- Focus Group Meetings

- Most Significant Change method



3. Findings & conclusions field-study: on partnerships

LED programme of UNDP has been successful in setting up local partnerships for discussion and development of local strategic plans. Differences in local context and processes have resulted in different outcomes.

Most important success-factors in Macedonia have been:

- Strong sense of ownership in the local partnership
- Partnership has contributed to shared vision & objectives
- LED has enabled participation local stakeholders
- The partnership involves stakeholders from three sectors
- Unequal power and resources is a weakness partnership
- There has been honest, open and regular communication
- weakness of administrative and management support is the most limiting factor in performance of partnership
- Lack of access to external resources is important constraint



3. Findings & conclusions field-study: on M&E

- Tools generate relevant information on processes
- Tools provide opportunity to integrate opinions different stakeholders
- Tools are quick and simple
- Tools require limited additional budget
- Tools can provide information on changes over time
- Tools can generate desegregated information on perceptions of specific stakeholders
- Tools can be used for comparative analysis

But also:

Further research and testing is needed, especially to analyse potential for comparative and longitudinal analyses.



4. Recommendations to development partners

Promoting public-private dialogue:

Participatory and process-oriented M&E tools should complement result-oriented M&E approaches. Comparison of process data over time will enable monitoring of the health of the dialogue and partnerships

Role of the private sector:

Interventions geared towards local economic development should not be focused on private sector only to avoid risk of failure. They should include also public and civil actors

Local dimensions to business environment reform:

Development community should also remain involved in local multi-stakeholder processes to ensure that interventions at higher levels enable local processes and to learn from them