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**THE 1997 CONFERENCE OF THE MEDITERRANEAN
DEVELOPMENT
FORUM: AN EVALUATION OF A
PILOT INITIATIVE**

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EXECUTIVE SUMMARY

Introduction and Context

This report presents the results of an evaluation of a major regional conference sponsored by the World Bank and a number of partner institutions in the Middle East and North Africa (the MENA region), held in Marrakech, in May 1997.

With over 650 participants, the conference was a pilot initiative in a number of important ways: it was the first large, regionwide conference that the Economic Development Institute (EDI) of the Bank organized that included a large number of workshops and other events on a broad range of specialized topics. As such, the conference serves both as a trial and in many ways as a model for subsequent regional conferences.

The topics of the 12 core workshops included: financial market development; capital flows; water management; education reform; management and financing of small enterprises; economic management training; economic journalism; telecommunications; Euro-Med integration; fiscal decentralization; global integration and trade; and investment and trade promotion.

Conference Objectives

The conference had four stated objectives:

- To help develop and distribute knowledge about “best practice” approaches to development.
- To create a dialogue within the region, involving senior government officials, the development community, and the private sector.
- To explore the critical role of learning and knowledge—through lessons learned—in building effective management, good governance, and sustainable economic growth.
- To investigate the impact of knowledge and information technology on economic growth.

The World Bank also hoped that the conference would provide greater impetus and priority to its work in the MENA region. Related to this was the desire to help regional partners achieve a largely self-sustaining momentum in their collaborative work, thus allowing EDI to move from being a “retailer” to a “wholesaler” of its learning and training activities in the region.

Evaluation Objectives and Methods

The Marrakech conference was in many ways a pilot initiative. The main purpose of this evaluation is to identify the many lessons that can be learned from the conference to help in planning similar events in the future. The evaluation also helps to account for the significant expenditures and effort associated with such a conference and provides data for deliberations about the merit of similar regional conferences in the future.

This evaluation focuses on certain key issues:

- Did conference participants learn new information and best practices that they can use in their work?
- To what extent have regional networks been fostered by the conference?

- What lessons can be learned from the considerable diversity of approaches followed in the 12 workshops?
- What other lessons can be learned about the organization of regional conferences?

Several lines of investigation are pursued to answer these evaluation questions. The first focuses on the judgments of conference participants as to its overall usefulness as a learning event. This is supplemented by the views of the Bank's task managers who planned and organized the 12 individual workshops that formed the core of the conference.

A second line of investigation is the study of the reactions of participants to individual workshops and of the views of task managers on the best practice features of their workshops and what did or did not work well. The richness and diversity of styles and approaches followed by task managers give useful insights that should assist in designing future workshops, seminars, and conferences.

A third is to examine the extent of subsequent networking among conference participants, one of the more important potential outcomes of the conference.

A number of data sources were used in undertaking this evaluation. These include: an earlier review of organizational/administrative lessons learned at the conference; questionnaires completed by participants at the start and end of workshops; individual action plans completed by participants at the end of the conference; interviews of task managers; back-to-office reports prepared by task managers; interviews of support staff; and examination of a quantity of published material and Web sites.

Evaluation Findings

There were many successful features of the conference. It attracted a large number of participants from the region, many of them government ministers and senior civil servants. The conference achieved high levels of participant satisfaction with the content and relevance of the workshops, a considerable depth of coverage of a broad range of specialized topics (which is likely to have bolstered the Bank's standing in MENA), the fostering of close relations with Mediterranean Development Forum (MDF) regional partners, and the greater involvement of EDI in MENA.

While there was a high level of participant satisfaction with the conference as a whole, participant satisfaction levels were lower for the conference overall than for the workshops that formed its core. A key reason was the heavy agenda that scheduled numerous whole-of-conference activities and the consequent fatigue experienced by many participants. That said, it appears that participant ratings for the Marrakech conference were higher than for the subsequent conference in Toronto on *Global Knowledge* information and communication technology issues, held in June 1997.

Participants at Marrakech were also energized in establishing and renewing network contacts throughout the region, including the exchange of information and the sharing of experience. The conference also successfully covered a broad range of specialized topics in depth, although it was less successful in achieving synergies between different subject matter areas.

While the scope of the issues encompassed was comprehensive, they were addressed largely in a linear manner, with relatively few effective, cross-cutting links evident, notwithstanding the large number of whole-of-conference sessions and events. Indeed, synergies between different workshops were constrained by the heavy conference and workshop agendas and by the often

disparate topics chosen for the 12 workshops. It would be valuable to build more free time into conference agendas to lighten the load on participants and to encourage networking.

Future regional conferences might focus on a smaller set of themes or topics to encourage interaction, networking, and synergy across themes. These themes should be those that are most topical to the region. It would also be desirable to draw more heavily on regional speakers.

It may be appropriate to adopt a systematic strategy of varying approaches to conference structures with, for example, shorter and fewer workshops and fewer whole-of-conference events. The results of alternative conference structures should be evaluated carefully as more experience is gained.

There are opportunities for EDI task managers to become more involved in developing and participating in regional networks. Some EDI task managers already have such involvement, but others appear to consider it outside the scope of their core work. Greater involvement in regional networks, particularly when they are being established, could be seen as entirely consistent with the role of an organization such as the World Bank. However, this involvement would entail time and resource costs, which would need to be explicitly considered by EDI management.

The range of different approaches to planning and content adopted in different workshops, and the widely varying levels of participant satisfaction in different workshops, point to the importance of task managers having a sound understanding of the market and audience they are endeavoring to serve. Some task managers achieved this via their close network links in the region; others achieved it by conducting a needs analysis. A tighter targeting of participants by task managers, to ensure that only those applicants with the greatest potential interest and contribution are invited, may be a useful concept.

Participant reactions also highlight the need to avoid excessive lecture-style formats when organizing workshops and other conference events and cramming more and more speakers into whatever time is available. Less emphasis on in-depth lectures by expert speakers may effectively free up participant time and attention for discussion and better understanding of the issues and their regional implications. It may also facilitate better networking. This is an instance where "less is more."

The many successes of the Marrakech conference and the suggestions for further improvements in future regional conferences are encouraging. They reaffirm the importance to EDI of this type of activity in helping client countries to build their capacity to learn and use knowledge so that they can expand their skills and refine their policies over time. One option that merits consideration is that each of the six regional groupings within the Bank could organize a major regional conference periodically. Careful review of the costs and benefits from such an approach would be necessary.

The average cost per participant in Marrakech was about \$4,100. It will be important for EDI management to consider the relative cost-effectiveness, especially the costs and learning effects, of such regional conferences vis-a-vis alternative learning and training activities, such as smaller conferences, workshops, ongoing networks, distance education approaches, and so on. Such comparisons will become easier as evaluation findings are progressively acquired for a range of other EDI activities.

INTRODUCTION AND BACKGROUND

The Mediterranean Development Forum (MDF) comprises a collaborative partnership between a number of institutions in the Middle East and North Africa (MENA) and the World Bank. The MDF's first regional conference took place May 12-17, 1997, in Marrakech, Morocco, and attracted over 650 participants.

In many ways the conference was a pilot initiative: it was a large, regionwide conference and encompassed a broad range of development themes and events. These included a set of 12 workshops on a range of specialized topics, which formed the core of the conference, plus a number of other events: opening and closing plenary sessions, some 22 "open space" activities, four master lectures, and 15 panel discussions.

The topics of the core workshops included: financial market development; capital flows; water management; education reform; management and financing of small enterprises; economic management training; economic journalism; telecommunications; Euro-Med integration; fiscal decentralization; global integration and trade; and investment and trade promotion.

Participants in the conference were development experts and practitioners, with over 70 percent from 16 developing countries in MENA and from Turkey. The remainder, including a number of conference speakers, came from a broad range of developed and developing countries. About a third of the participants were from government ministries in the region; others were from universities and research institutes (26 percent), intergovernmental organizations (13 percent), the private sector (9 percent), NGOs (9 percent), the press (5 percent), and governments outside the region (2 percent). Over 20 ministers, ambassadors, and deputy ministers attended the conference.

Following the Marrakech conference the Bank cosponsored a major conference in Toronto on knowledge and IT issues, known as *Global Knowledge '97*. Regional conferences are also planned for both East Asia and South Asia in March 1998 and a second Marrakech conference is planned for MENA in September 1998.

The Marrakech conference served both as a trial and in many ways as a model for subsequent regional conferences. It provides a wealth of lessons to be learned to help in planning similar future events. The main purpose of this evaluation is to identify these lessons. This evaluation is complementary to a recent review (EDI 1997b) that focused particularly on organizational and administrative lessons learned from the conference; the review offers a number of valuable observations, insights, and suggestions. The evaluation also helps to account for the significant expenditures and effort involved in such a conference and provides data for deliberations about the merit of similar regional conferences in the future.

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CONFERENCE OBJECTIVES

The MDF conference had four stated objectives. These objectives are stated more fully in the official conference brochure *Knowledge and Skills for Development in the Information Age: Catalogue of Activities*. They provide a starting point for this evaluation of the conference:

- To help develop and distribute knowledge about “best practice” approaches to development
- To create a dialogue within the region, involving senior government officials, the development community, and the private sector
- To explore the critical role of learning and knowledge, through lessons learned, in building effective management, good governance, and sustainable economic growth
- To investigate the impact of knowledge and information technology on economic growth.

The World Bank also hoped that the conference would provide greater impetus and priority to its work in the MENA region, which lags behind the levels of activity devoted to other regions. At the same time, the conference had the potential to achieve economies of scale, allowing cost savings and a higher quality for conference activities as compared with other, smaller seminars and workshops. Another issue relating to both the cost and effectiveness of Bank involvement was the desire of the Bank’s Economic Development Institute (EDI) to move from being a “retailer” to a “wholesaler” of EDI learning activities to achieve a largely self-sustaining momentum among regional partners.

It was hoped that the conference would lead to a number of outputs, ongoing activities, and related outcomes. This ambitious agenda included:

- Publication of the conference proceedings on the Internet
- Development of a video archive of conference activities
- Ongoing, sector-specific public-private working groups
- Increased awareness among policymakers of the potential for analyzing policy options, utilizing local and donor resources
- Identification of useful distance-learning technologies
- Specific action recommendations to be considered by partner institutions
- A broad agreement on follow-up MDF activities in 1998.

Of this list, there is evidence to indicate that the conference achieved greater awareness among policymakers and that partner institutions have considered action recommendations and have agreed on follow-up MDF activities. A number of sector-specific working groups have also been established (see *Conference Networking, Synergies, and Follow-Up Actions*).

The issue of economies of scale from the Marrakech conference is not investigated here. This would require a detailed comparison of the costs and learning effects of other types of learning and training activity, such as smaller conferences, workshops, ongoing networks, distance education approaches, and so on. But it is intriguing to learn that the average cost per participant in the different workshops at the Marrakech conference ranged from a low of \$500 (with 62

participants) to a high of \$6,400 (with 25 participants). These figures include cash costs plus estimated cash value of in-kind contributions.

This raises the issue of the relative cost-effectiveness of different workshops and conferences, which is a key issue for EDI management to consider in its future decisionmaking on which activities to fund and how best to manage them.

There are related issues to consider: how does the learning effect of a workshop change as participant numbers increase, for example, and what is the optimal balance between learning effect and average cost? It would also be interesting to compare the World Bank's share of the costs of the Marrakech conference with its share of other conferences and learning events, such as stand-alone workshops.

Such issues merit close attention as more and more evaluation findings are accumulated from a range of different types of learning and training activity.

EVALUATION DESIGN AND METHODS

A useful framework in which to evaluate learning or training activities such as the Marrakech conference is provided by Kirkpatrick (1994). This book identifies four potential levels for evaluation: (1) the reaction of participants at the end of a learning or training activity, according to its perceived relevance; (2) the extent to which skills and knowledge have been transferred to participants; (3) changes in the work or the workplace as a result of skills and knowledge acquired; and (4) the impact on clients, including the overall outcomes.

A fifth set of issues relates to the administrative processes underlying the conference, including the organization and delivery of individual workshops. As noted earlier, EDI has already conducted a separate review of a number of these organizational and administrative issues.

The approach taken here is to focus on the first two levels identified by Kirkpatrick (reaction of participants and at least some measure of the extent of their learning) and also on the organization of the workshops, which formed the core of the conference. While a comprehensive evaluation ideally would measure the extent of achievement of each of the MDF and conference objectives and identify any other consequences from the conference, resource constraints have necessarily limited this evaluation's depth and breadth.

The specific questions that this evaluation addresses include:

- Did conference participants learn new information and best practices that they can use in their work?
- To what extent have regional networks been fostered by the conference?
- What lessons can be learned from the considerable diversity of approaches to the 12 workshops?
- What other lessons can be learned about how to organize regional conferences?

The first line of investigation focuses on the judgment of conference participants as to its overall usefulness as a learning event. This is supplemented by the views of the Bank's task managers who planned and organized the 12 individual workshops that formed the core of the conference. An important issue here is task manager perceptions of any synergies that occurred as a result of delivering 12 different workshops at the same conference.

A second line of investigation is provided by the reactions of participants to individual workshops and by the views of task managers about the best practice features of their workshops and about what did or did not work well. The 12 workshops offer a broad range of approaches to learning and to sharing experiences on the policy issues and other topics addressed in the workshops. The richness and diversity of styles and approaches followed by task managers give useful insights that should assist in designing future workshops, seminars, and conferences.

A third is to examine the extent of subsequent networking involving conference participants. This is one of the more important potential outcomes of the conference. The evidence is limited to the networking of which task managers are aware (and are usually involved in). It does not

encompass other networking, such as that solely involving partner institutions or other groups of participants or conference speakers.

It is also noteworthy that an ongoing, close level of collaboration exists between the MDF partner institutions and the Bank, which provides a basis for the planning of the next MDF conference scheduled for September 1998, also in Marrakech. These plans suggest strongly that the MDF partner institutions have judged the 1997 conference a success. These and other issues that are not examined in depth here are listed in Annex A.

In undertaking this evaluation a number of data sources were used:

- The earlier review of organizational/administrative issues and lessons learned.
- A workshop entry questionnaire, which sought participant expectations and anticipated gains.
- An end-of-workshop questionnaire on the participants' assessment of the relevance and worth of the workshop.
- An end-of-conference questionnaire on participant perceptions about the value of the conference and intentions in specific types of activity.
- Individual action plans that asked participants what they intend to start or do differently as a result of the conference .
- Interviews of some or all of the task managers for each of the 12 core workshops; these interviews focused on task manager perceptions of what worked well, what did not, and why, and suggestions for improvement.
- Back-to-office reports prepared by several task managers.
- An interview of one of the conference support staff.
- An examination of the published conference and workshop program, EDI conference and workshop Web sites, published proceedings for one workshop, and the published volume on press coverage of the conference.

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USEFULNESS OF THE CONFERENCE AS A LEARNING EVENT

The information available to help answer this question consists of the reactions and views of a number of participants in the conference and its component workshops. A standard assumption made here is that the views and reactions of respondents to the various questionnaires are broadly representative of all participants. Participant response rates for individual workshops are shown in Annex B.

These reactions were collected through a number of questionnaires; the responses provide scores (or ratings) for various aspects of the conference. The most relevant available ratings are for the workshop component of the conference; the workshops provided a core learning opportunity for conference participants. Overall ratings for the workshops are shown in [Table 1](#); they relate to a 6-point scale. Thus in response to the question *To what extent has the workshop been relevant to your job?*, a score of 6 indicates *very much*, while a score of 1 indicates *not at all*. Although the questions do not relate directly to the usefulness of the conference (or the workshops) as a learning event, some useful inferences can be drawn.

On the key question of the relevance of workshops to participants' jobs, two-thirds rated workshops highly, with a score of 5 or 6. Similar proportions rated the workshops highly in terms of relevance to professional interests and whether the workshops were a worthwhile use of their time. The scores indicate a high level of satisfaction with the content and relevance of the workshops at the conference.

Some information is available on the usefulness of the conference as a means of learning more about best practices and their application and as a means of learning about other fields ([Table 2](#)). These conference ratings indicate that the conference was generally successful in these areas, but they allow only a partial assessment of the conference as a whole because they do not address the broader dimensions of respondent reaction and satisfaction raised in the workshop questionnaires ([Table 1](#)). It is also worth noting that the conference ratings were lower than the workshop ratings. (This comparison should be interpreted cautiously because the conference and workshop questionnaires asked different questions.)

While it is not possible to directly compare these results for Marrakech with previous Bank conferences and workshops, since there are important differences in the grading scales used, particularly in relation to the descriptions provided to questionnaire respondents as to the meaning of each of the 6 grades, they do appear to be broadly similar. It is possible to compare tentatively the Marrakech results in [Table 2](#) with the overall results for the Bank's subsequent conference in Toronto on Global Knowledge information and communication technology issues, which was held in June 1997 ([Table 3](#)). The main wording of several of the questions asked of participants at both conferences was identical, and each of these questions also had a 6-point scale. However, there were differences in the words used to describe the high and low points of each scale (see footnotes a and b in [Table 2](#)) and this will reduce the comparability of the results to some extent. These answers suggest that the Marrakech conference received substantially

higher respondent ratings with respect to learning best practices and ways in which they can be applied in MENA countries.

Numerical ratings such as these provide important information on the performance of the conference, but they do not capture well the qualitative flavor of the conference in terms of respondents' statements about its worth. It is clear from responses to open-ended questions that a number of respondents gained much more from the conference than simply narrow, technical knowledge relating to their areas of interest and expertise. These broader benefits are explored further in *Conference Networking, Synergies, and Follow-Up Actions*.

Table 1. Respondents' Reactions to the Workshop They Attended

| <i>Question</i> | <i>Average rating</i> | <i>% who rated a 5 or 6</i> | <i>N</i> |
|---|-----------------------|-----------------------------|----------|
| <i>To what extent has the workshop been relevant to your job?</i> | 4.92 | 66.0 | 203 |
| <i>To what extent has the workshop been relevant to your professional interests?</i> | 4.92 | 70.0 | 200 |
| <i>To what extent have you been provided with sufficient information about the workshop topics of greatest interest to you?</i> | 4.35 | 50.7 | 203 |
| <i>To what extent has this workshop been a worthwhile use of your time?</i> | 4.81 | 67.4 | 193 |

a. 6 = very much; 1 = not at all

Table 2. Respondents' Reactions to the Conference as a Whole

| <i>Question</i> | <i>Average rating</i> | <i>% who rated a 5 or a 6</i> | <i>N</i> |
|---|-----------------------|-------------------------------|----------|
| <i>I learned new information about best practices in my field.</i> | 4.17 | 46.9 | 143 |
| <i>I learned ways that these best practices could be applied in my country.</i> | 4.01 | 39.9 | 143 |
| <i>I learned information on other fields that I will use in my work.</i> | 3.99 | 39.7 | 141 |

a. 6 = very much; 1 = not at all

Table 3. Marrakech and Toronto Conferences: Comparison of Respondents' Views on Three Questions

| <i>Question</i> | <i>Marrakech conference</i> | | | <i>Toronto conference</i> | | |
|---|-----------------------------|-------------------------------|----------|---------------------------|-------------------------------|----------|
| | <i>Average rating</i> | <i>% who rated a 5 or a 6</i> | <i>N</i> | <i>Average rating</i> | <i>% who rated a 5 or a 6</i> | <i>N</i> |
| <i>I learned new information about best practices in my field.</i> | 4.17 | 46.9 | 143 | 3.47 | 26.4 | 409 |
| <i>I learned ways that these best practices could be applied in my country.</i> | 4.01 | 39.9 | 143 | 3.21 | 20.8 | 390 |
| <i>I learned information on other fields that I will use in my work.</i> | 3.99 | 39.7 | 141 | 4.01 | 36.9 | 404 |

a. 6 = strongly agree; 1 = strongly disagree

b. 6 = very much; 1 = not at all

Box 1. Illustrative Respondent Comments on the Value of the Marrakech Conference

- *“The diversity of themes discussed allows us to get away from the specialization and exposes us to other fields and to get to know what is going on in these fields, like the private sector, education....”*
- *(I gained from) “being exposed to broader topics of development in addition to the exchange of expertise and information among participants.”*
- *“We will organize a local workshop to review what was discussed in this one, to take into account what is appropriate given our local situation and implement the results....”*

CONFERENCE NETWORKING, SYNERGIES, AND FOLLOW-UP ACTIONS

Networking

Networking, including the establishment or the encouragement of ongoing networks, was one of the four objectives of the conference. One dimension is the dialogue between individuals and their organizations that occurred at Marrakech itself. Another is any subsequent networking that has occurred.

Prima facie, networking is valuable; it is an ongoing means by which lessons learned, expertise, and insights can be shared. It is also a vehicle for future collaboration. A regional conference such as the one at Marrakech provides a useful opportunity for networking to occur.

As a result of the conference, respondents expressed a readiness to involve new acquaintances from other sectors of the region in their work; they rated this aspect of the conference highly. Thus respondents agreed strongly with the proposition that as a result of participating in the conference, they *will now involve more people from other sectors* in their work. The average respondent rating to this proposition was 4.54 out of a maximum of 6. For the proposition that they *will now involve more people from the region* in their work, the average rating was 4.42.

The value to respondents of networking was a consistent theme in their responses to questionnaires completed both before and after individual workshops and in the action plans, which a number of participants completed. This networking was much more than establishing and renewing contacts. It included the intention to exchange information and experiences with others in the region and to cooperate much more closely with them in the future.

But there were also comments critical of limitations on networking and the development of contacts, caused by an overloaded conference agenda. One participant who suggested the next conference include more free time argued that participants “need some breathing space, and this is crucial for networking and the exchanging of ideas.”

The extent to which individuals and organizations actually maintain the networks and contacts they make and subsequently use them in their work cannot be measured at this time. A separate follow-up survey would be necessary to answer this question.

A number of respondents were also keen to make better use of the Internet to access regional and global information. However, the opportunities that had been planned to allow individuals to access and use the Internet at the conference were largely unsuccessful and resulted in very low ratings for this aspect of the conference. Thus respondents disagreed with the proposition that they had had enough time and opportunity during the conference to use the Internet; the average rating for this proposition was 2.34.

Conference Depth Versus Breadth

Making new contacts and joining networks can be useful outputs of any conference or workshop. Yet there is a trade-off between the depth and the breadth of an event such as the Marrakech conference. This has implications for the types of linkages that can realistically be expected to emerge and also for conference design.

The narrower the focus of each individual workshop, and perhaps the longer its duration, the greater the likelihood that participants in that workshop will have strongly shared interests and be willing to establish ongoing relationships and networks with each other.

The conference had a large number of workshops on a disparate range of often unrelated topics; if the interests of participants of different workshops are sufficiently divergent, then there will be little commonality of interest among them. In that case it would be unrealistic to expect much in the way of networking between participants. This is not an issue of *opportunity* to meet with others from the region who are working in different fields. After all, a large number of whole-of-conference events were organized, which allowed some intermingling to occur. Rather, it is an issue of the *willingness* of participants to network with others who have different interests and work focus.

Workshop Synergies

A regional conference provides a number of opportunities for synergy to occur. Marrakech task managers identified three types of synergy.

The first was the opportunity for participants to listen to senior Bank staff who either were able to attend the conference in person or who participated via a teleconference. Participation by such senior staff might not have been possible for a stand-alone workshop. Anecdotal evidence mentioned by five task managers suggests that this feature of the conference was appreciated by a number of participants. These task managers volunteered these views and were not explicitly asked about this issue. The second source of synergy was the sharing of speakers among different workshops. The third was that the size and breadth of the conference as a whole enhanced the credibility and impact of each individual workshop. In other words, the credibility of individual workshops was greater because of their incorporation in a much larger conference.

However, 10 of the 14 task managers who were interviewed judged the synergies between workshops that occurred at the conference to have been at best modest, with several arguing that this was a “missed opportunity.”

The overly congested conference timetable constrained the opportunities for participants to interact. This left many participants too tired at the end of each day’s workshops to attend whole-of-conference events. In any case, the heavy schedule of such events left little spare time for networking to occur outside a workshop context. The physical separation of some of the workshop venues was also reported as a constraint.

Six task managers recommended that future conferences focus on a smaller set of themes or topics and include much more opportunity for interaction across different workshops or seminars to encourage networking and synergy across themes.

This again raises the issue of the appropriate depth and breadth of a conference. Three task managers volunteered the opinion that they would have preferred to have had a stand-alone workshop, partly to keep their workshop participants from being distracted by other conference activities. But this viewpoint may pay insufficient attention to the showcase benefits to the Bank from having organized a major regional conference encompassing a very broad range of topic

areas and with world experts able to discuss them. To an outside observer, this is an impressive achievement and constitutes an important type of synergy in itself. The showcase benefits from such a conference are demonstrated by the large and generally very positive media coverage of the conference (The World Bank/MDF 1997).

As one task manager said:

I got the impression that the MDF—for all the administrative glitches we ran up against—had been well worth the effort. It was a breakthrough in showcasing the region, bringing people from different worlds together and helping them to think in some new ways, exposing them to some different technologies, and promoting partnerships—not as a concept, but as a genuine way of doing business.

This is not to say that the next MDF conference, planned for September 1998, should follow a similar format to the 1997 conference. Now that the Bank's training and learning presence has been more firmly established in the MENA region, it would be opportune for the next conference to focus on a smaller set of the most topical issues in the area and to draw more heavily on regional speakers.

One issue that is not clear is the extent to which a smaller set of conference themes should relate to each other. Each approach could be combined with subsequent, whole-of-conference sessions organized to encourage synergy and networking between topics. This comes back to the issue of conference breadth versus depth. While the appropriate conference design will depend on the objectives of the conference, some experimentation may be needed to fully determine the potential results from each approach.

One task manager made the useful suggestion that each of the six regional groupings within the Bank should consider organizing a major conference each year. This option merits further consideration by Bank management.

Follow-Up Activities

Half of the workshops included at least one session that focused on possible next steps, such as networking, development of partnerships, staff interchange, and training. This good-practice approach is one way of helping to achieve consensus among workshop participants, as well as ongoing momentum, and to avoid a workshop or conference becoming solely a one-of-a-kind event.

Some task managers are involved in ongoing networks or are at least aware of their existence. Three reported that they have already conducted follow-up activities to the conference in the form of seminars or workshops or have firm plans for them for the immediate future. Another three mentioned that follow-up activities had been planned at the conference but that no further progress has yet occurred. Several task managers asked whether they should be more heavily involved in taking the lead in setting up networks and other vehicles for collaboration, such as Web sites. One task manager has been very active in setting up a Web site, which contains a wealth of information and material on the topics covered by his workshop.

This raises a broader question about the potential role of task managers in building and sustaining networks. From one perspective, it should be up to individuals and organizations within the region to build networks if they are sufficiently interested. If they are not, then there is little point in attempting to force them. But another viewpoint is that there could be scope for an international organization such as the World Bank to take a leading role in helping to set up

networks, and then once established, to turn their management entirely over to regional institutions.

Task managers reported powerful constraints of time and funding, which affect their ability to help develop and be involved in regional networks. This also is an issue that EDI management might like to consider.

Another objective of the conference was to get EDI more involved in the MENA region. It is notable that three task managers reported that their regional involvement has increased considerably since the conference was held. Five reported a continuing high level of involvement. One other reported a decline in regional involvement, because of changing priorities. The remaining task managers did not provide information on this issue.

Box 2. Illustrative Respondent Comments on the Value of Networking

- *The Forum has expanded “my circle of networks with experts and officials from other countries and organizations.”*
- *What I gained from the Forum was an “exchange of experiences and getting to know the activities happening in the different countries participating...”*
- *What I gained was “knowing better what others do and try to learn from them....”*

6

THE WORKSHOPS

As already noted, the 12 workshops formed the central element of the conference. Individual task managers adopted a range of approaches to the planning and content of their workshops. The richness and diversity of workshops constitute a valuable source of insight into what worked well, what did not, and why. These insights should be very useful for future EDI workshops and conferences.

Another related issue is whether the success of individual workshops, however measured, is related to the approach adopted for each workshop. A number of core aspects of each workshop are shown in Annex B. These include:

- Respondents' average rating in response to the question *To what extent has the workshop been relevant to your job?* Some workshops achieved a high rating against some questions on respondent satisfaction, but not against others. The dimension of respondent satisfaction reported here is considered to be the most meaningful one in terms of the objectives of the conference.
- Whether or not a needs analysis was conducted prior to the workshop.
- The type of workshop: lecture, panel of experts, interactive question and answer sessions, focus on case studies, or group work.
- Types of participant: officials of MENA governments and of international organizations, academics and staff of research institutes, journalists, NGO and private sector representatives.
- Best practice features, as identified by the task manager.
- Aspects of the workshop judged by task managers not to have worked well.

Workshops varied considerably in their length and in their number of participants. Some workshops lasted as long as five days, while others were as short as one and a half days. Some attracted over 60 participants, while others had only 20. Many workshops had more people who applied to attend than could be accommodated, although statistics on this were not collected systematically.

Workshop Success

There was also considerable variation between the different workshops in respondent ratings against the question *To what extent has the workshop been relevant to your job?* The highest-scoring workshop achieved an average rating of 5.40, out of a maximum of 6; the lowest had a score of 4.31. The challenge is to try to identify the factors that led to such differences, so that future workshops and conferences can achieve as high a rating (i.e., a level of participant satisfaction) as possible. This is easier said than done, because a large number of variables can be expected to influence ratings, many of which will be outside the control of task managers and conference organizers. While there is no solid evidence, influential factors might include:

- The newness of the workshop topic to participants in the region; hot topics such as microfinancing are much more likely to generate interest and participation than those that have already been the subject of considerable debate and analysis.
- The amount of notice provided to task managers to enable them to plan for and organize the workshop; at least one Marrakech task manager was easily able to repeat a workshop that had previously been delivered elsewhere (although there are dangers if workshops are not tailored to regional circumstances), whereas another task manager was only given short notice of the need to organize a workshop.
- The level of task managers' knowledge of and familiarity with the region and its issues; those task managers with good links to the region had a head start. Of course, the conference was also intended to provide an entree for others into the region.
- Choice of speakers and the level of funding available; a high level of funding can enable prominent speakers to be brought to speak at a workshop.
- The existence of any conditionality attached to funding or required by regional partners, such as a prerequisite that particular speakers or participants be allowed to attend the workshop; two task managers reported this as a constraint at the conference.
- Participant selection, particularly whether or not task managers have the autonomy to select among all applicants and are able to choose those who might have most to gain from or contribute to the workshop.
- The scope of the seminar: national, regional, or worldwide.
- The level of administrative support provided to task managers; again, this was noted as a constraint by two task managers.
- The length of the workshop and number of participants.
- Workshop location and physical layout.
- Whether participants were required to pay for their attendance and the amount they had to pay; this caused some problems at Marrakech when participants at workshops realized that some of their peers had paid less than they or even nothing to attend.

It is not possible to allow for these various factors when comparing the respondent ratings of different workshops, so any comparisons must be drawn with care.

It is also important that the results for any individual workshop not be interpreted as necessarily reflecting the performance of the task manager: many of the factors listed were outside their control. Instead, a more productive, forward-looking approach is to focus on lessons that can be learned.

LESSONS FROM INDIVIDUAL WORKSHOPS: WHAT DID OR DID NOT WORK WELL

A number of valuable lessons can be learned from the workshops conducted at Marrakech.

Needs Analysis

Workshops whose contents were stated by task managers to be based on a participant needs analysis, or where the topics continued a focus identified in a previous MENA region workshop or seminar, or where they were part of an ongoing network in the region, tended to have higher ratings than workshops that did not. The weighted average rating for those in the former category was 5.11, compared to an average of 4.70 in the latter. This suggests the importance of task managers having a sound understanding of the market and the audience they are endeavoring to serve. This is not a new message, but is one which is too often overlooked.¹

Workshop Format

Workshops also varied considerably in the proportion of time spent listening to speakers in a lecture format ('talking heads'), as distinct from interactive question and answer sessions or case study assignments and presentations directly involving participants. Most if not all task managers were aware of the need not to allow the workshop sessions to be overly dominated by a lecture approach; some task managers were more successful than others in achieving this objective.

Opportunities for Discussion

Respondent satisfaction ratings in response to the question *To what extent did the workshop provide you with enough opportunity to discuss with experts?* ranged from a high of 4.96 to a low of 3.70. The weighted average for all workshops was 4.42. Difficulties reported by task managers in providing enough opportunity for discussion and debate included overloaded workshop agendas and workshop timetables that were too short. Two task managers also noted that scheduled and unscheduled whole-of-conference activities consumed their workshop time and truncated workshop discussions.

Nevertheless, it is hard to escape the conclusion that some task managers tended to cram more and more speakers into whatever time was available. In contrast, a best practice that was adopted in one workshop was to have a three-tiered approach of eminent speakers, followed by participant discussion and debate of the regional implications of what they had heard, followed by consideration of case studies or preparation of assignments by participants, involving participant presentations of conclusions to the workshop as a whole. Such an approach may not be applicable in all situations, but is certainly worthy of consideration.

Another task manager noted that the successful use of participative and question-and-answer approaches in the workshop helped to achieve a high level of interaction among participants. Again, this is not a new message and is one which should also help to arrange future networking among workshop participants.

Thus, less emphasis on in-depth lectures by expert speakers may be effective in freeing up time and attention for discussion and a better understanding of the issues, including their regional implications. It may also facilitate better networking. This is an instance where "less is more."

Participant Selection

Having sufficient time for discussion and debate may be necessary but is not sufficient to ensure that discussion will actually occur. In at least one workshop ample time had been scheduled into the workshop timetable, but little discussion occurred. The task managers believe that the source of this problem was participant selection. They usually screen applicants and gear their workshops to those at the senior management level; at Marrakech, however, they had decided to accept almost anyone who had expressed an interest in attending. As a result, the workshop had a mix of management and technical participants, plus others with only a general interest in the workshop topics.

Four task managers reported problems with participant selection. Another task manager noted the value in having had the opportunity to select carefully among applicants for the workshop. Some workshops had open invitations, while others were only open to those who had been specifically invited. This leads to a conclusion that it would be better to allow a tighter targeting of participants by task managers to ensure that only those with the greatest interest in the workshop topics, and those with the most to contribute to workshop discussions and any follow-up actions, would be invited.

This approach would be particularly useful if the objective of workshops is to achieve a deep and expert coverage of the workshop topics and to encourage subsequent networking. Tighter participant selection can also be pursued in part by a sound needs analysis.

Depth Versus Breadth?

The strong interest of task managers in depth and expertise need not conflict with overall conference objectives, even if these include the breadth of coverage of issues. One potential advantage of a regionwide conference is to expose individuals who are expert in a particular topic to a broader range of issues and perspectives. Some of these issues may be highly related to the immediate work interests of a participant, some less so.

The conference included an impressively large number of activities to encourage such links, such as 'open space' events, plenary sessions, master lectures, and panel discussions. However, the usefulness of these whole-of-conference activities was undercut by the long workshops, the heavy agenda of conference activities, and the consequent fatigue experienced by many participants.

The challenge for conference organization and structure is to achieve both depth and breadth of coverage of issues. The Marrakech conference largely achieved the former through its workshops. But while the conference also encompassed a wide breadth of issues, this was largely

achieved linearly, with relatively few effective, cross-cutting links evident, notwithstanding the large number of whole-of-conference sessions and events that had been organized.

The suggestion of having shorter workshops in future conferences, based on a smaller number of themes, is worth considering. This may well necessitate an element of a trial-and-error approach to conference structure, and even some disappointments. There are no easy answers to these issues. It will be important to evaluate the results of alternative conference structures as more experience is gained.

1. See, for example, the report prepared for EDI by M. F. Smith, *End-of-Seminar Evaluations in EDI*, 1997.

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CONCLUSIONS

The Marrakech conference was successful in a number of important respects. It attracted a large number of participants from the region, with a large number of government ministers and senior civil servants, among others. In many ways the conference provided showcase benefits to the Bank for organizing a major regional conference that encompassed a very broad range of topic areas. This should help the Bank in facilitating future conferences and learning or training events in the region and in ensuring a high level of regional interest and participation. Thus in many ways the conference should prove to be a valuable door-opener.

There was a high level of respondent satisfaction with the conference as a whole and with the 12 workshops that formed its core. Respondents were also energized in establishing and renewing network contacts throughout the region, including the exchange of information and the sharing of experiences.

Seven task managers who were involved in the workshops agreed that the conference was worthwhile and a valuable learning event. However, the synergies achieved between different subject matter areas at the conference appear to have been limited. Thus three task managers volunteered the opinion that, from their perspective, a stand-alone workshop would have been preferable to, or at least as good as, the Marrakech conference, which comprised a number of different workshops.

One way to achieve greater synergy in future conferences would be to focus on a smaller set of themes or topics in order to encourage interaction, networking, and synergy across themes. These themes should be those that are most topical to the MENA region.

Experience following the conference suggests there is an opportunity for Bank task managers to become more involved in developing and participating in regional networks. This active participation would entail time and resource costs, however, and would need to be explicitly considered by EDI management. Three task managers who participated in the conference have reported that they are now more involved in the MENA region than before the conference.

Different approaches to planning and content were adopted in different workshops, and there is some evidence that these differences influenced levels of respondent satisfaction. One lesson, not a new one, is the importance of task managers having a sound understanding of the market and audience they are endeavoring to serve. Another is the need to avoid excessive lectures or speakers. Related to this is a third lesson: the need to provide participants with enough opportunity for discussion and debate.

There would also be merit in a tighter targeting of participants by task managers to ensure that applicants with the greatest potential interest and contribution are invited.

A final lesson comes from a greater understanding of the trade-off between depth and breadth of issues covered in a conference. It would be valuable to try an approach involving shorter and fewer workshops and fewer whole-of-conference events in order to encourage and allow greater interaction among participants and broader learning by them.

Related to this is the need to compare the costs and learning effects, especially the cost-effectiveness, of various types of learning and training activities, such as conferences, workshops, ongoing networks, distance education approaches, and so on. The average cost per participant in Marrakech was about \$4,100; EDI management will need to consider the relative cost-

effectiveness of such regional conferences vis-a-vis alternative learning and training activities. Such comparisons will become easier as more and more evaluation findings are acquired for other EDI activities.

The many successes of the Marrakech conference and the opportunities for further improvements in future regional conferences are heartening. They reaffirm the importance to EDI of this type of activity in helping client countries build their capacity to learn and use knowledge, so that they can expand their skills and refine policies over time.

ANNEX A

SOME UNANSWERED QUESTIONS

There is a hierarchy of goals and objectives for World Bank activities which includes, at the highest level, the alleviation of poverty. EDI's work can in principle be evaluated according to the extent to which it contributes to this goal and, more immediately, in terms of its impact on policy and institutional change in developing countries (World Bank 1997).

A number of specific objectives for the Marrakech conference were also articulated (see *Introduction and Background*), as well as a long list of intended conference outputs (see page 3).

Each of these goals and objectives provides a basis on which to evaluate the Marrakech conference, depending on the purposes of the evaluation. As noted earlier, the focus of the present evaluation is more narrowly defined (as discussed in *Evaluation Design and Methods*), and a number of issues remain unanswered at this time. It would be necessary to evaluate some of these issues if an informed judgment concerning the overall worth of the conference is to be made, in particular to answer the question whether the approximately \$2 million spent on organizing the conference represents a cost-effective use of resources.

This does not mean that these issues necessarily have to be evaluated. It would be expensive in terms of time and other resources to answer these questions, and evaluating them in itself might not represent a cost-effective use of resources. But as such conferences represent an important component of the product line of services that EDI offers, it would seem necessary to undertake a more comprehensive evaluation of such conferences, or at least a sample of them, once a number have been conducted.

The unanswered (or only partially answered) questions include:

- What skills, knowledge, and understanding have been fostered by the conference?
- What impact has the conference had in helping participants and their countries to identify, analyze, and implement a range of sound policy options?
- Was the Marrakech conference a cost-effective means of achieving its results, compared to alternative approaches such as individual workshops and seminars, distance learning, ongoing networks, and so on? Answering this question requires a comparison of the costs and learning effects of alternative types of learning event. One simple comparison is in terms of cost per participant, or per participant-day, which would be an input to determining whether there are economies (or diseconomies) of scale, and how large they are.
- To what extent have networks of institutions and of individuals been created or fostered by the conference, and in particular, how sustainable have these networks been?
- Has closer collaboration and support been fostered among MENA region countries, in particular among their governments and institutions, as well as among MDF partner institutions?
- What has been the effect on relations between the Bank and MENA region institutions?
- Has the conference been effective in engaging EDI more firmly in the MENA region?
- Has the conference fostered closer, more collaborative relations between EDI and the MENA operational area of the Bank?

These questions could only be answered with a more in-depth evaluation. Many of the outcomes of the conference will only become evident some time in the future. This suggests that it may be necessary to evaluate different aspects of a major conference such as the one at Marrakech in several stages at different times.

Even if less ambitious evaluations such as this one are to be conducted in the future, there are various other issues on which it would be helpful to collect information. It can be expected that these information needs will be progressively met as more experience is accumulated in evaluating conferences and other EDI events:

- Comparable performance data for other EDI conferences/workshops; it will be important to achieve much greater comparability of results in terms of participant responses to questionnaires. Differences in questions asked and in ratings scales currently make it very difficult to compare such EDI learning and training events.
- Participant responses to the worth of the conference as a whole; a range of different questions was asked of participants at Marrakech for the workshops that they attended, but only a very limited set was asked in relation to the conference as a whole.
- Whether participants have achieved the action plans that a number of them completed at the conference.
- Accurate statistics on the number of people who apply to attend the conference and the number who actually attend each workshop; the statistics for Marrakech often represent 'guesstimates' by task managers.

A number of the Marrakech task managers argued that it was excessive to provide four different questionnaires to participants. It caused confusion as to the purpose of different questionnaires, and the information that was obtained was not really useful in a number of respects. It would be possible to redesign the questionnaires with a much smaller number of tightly focused questions, which allow greater emphasis on pre- and postconference comparisons of participant expectations and reactions.

At the same time there are real issues that need to be addressed concerning the lack of readiness of some task managers to seek feedback and comments from participants (Smith 1997). Some task managers did not distribute questionnaires to participants or did not encourage their completion. This constitutes an unfortunate symmetry with a lack of willingness in some cases to conduct a needs analysis and raises questions about client responsiveness and orientation. The response rates achieved for questionnaires in the Marrakech workshops, which ranged from a low of 18 percent to a high of 92 percent (see Annex B), illustrate these difficulties, including the problem of an excess number and length of questionnaires as well as the willingness of some task managers to overcome them.

Annex B in Different File

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ANNEX B

KEY FEATURES OF INDIVIDUAL WORKSHOPS

| <i>Workshop title (no. of days, no. of par- ticipants, \$ cost per participant ^a)</i> | <i>Respondents' average rating ^b</i> | <i>Needs analysis done?</i> | <i>Type of workshop</i> | <i>Main types of participants</i> | <i>Task manager's judgment concerning best practice features of workshop</i> |
|--|---|--|---|--|---|
| Education For the workshop report (3 days; 32 participants; officials and networks \$3,900) researchers on policy | 5.40 (i) (63% response rate) (ii) | No, but an intrusion of other seminar on workshop discussions and the topic has been held in MENA not enough | Lectures and conference sessions with case studies (a 60:40 ratio re time on discussion of issues each) | Researchers from Future national officials | (i) Preparation of a final earlier (ii) Exposure of MENA to international (iii) The large number of ensured a strong focus issues |
| Food Security, tailor-made Trade and Water ideas to Nexus (2 days; 40 participants; Network was enlisted paper, and this \$4,200) participation of other throughout Bank | 5.36 Time constraints: (i) (28% response rate) (ii) | No, but an earlier work- Workshop should have been a day shop on the topic has Participants should have had more been held in time to attend other MDF events MENA | Lectures plus discussion from the floor | Officials from governments and international organizations | (i) Preparation of new, papers brought fresh workshop (ii) Head of a Bank to write/present a helped ensure Network members |

| | | | | | |
|--|-----------------------------------|--|---|------------------|--|
| Economic approach of eminent Journalism in a participant Changing World implications, (4 days; 22 study/assignment with participants; presentations \$1,900) asked at start "what you want supplement to | 5.25 (i) (73% response rate) (ii) | Yes TM organized a stand-alone panel on one topic, using speakers from another MDF event, but panel was not well integrated with rest of workshop Few participants attended evening (33:33:33 (Open Space) events, would have been better to ask participants to | Lectures, discussions among participants and case studies/assignments | MENA journalists | (i) A three-tiered speakers, followed by discussion of regional then case participant (ii) Participants were is single burning issue answered," a useful |
|--|-----------------------------------|--|---|------------------|--|

(Annex B continues)

| <i>Workshop title (no. of days, no. of par- ticipants, \$ cost per participant ^a) Task manager's judgment concerning what did not work well at workshop</i> | <i>Respondents' average rating ^b</i> | <i>Needs analysis done?</i> | <i>Type of workshop</i> | <i>Main types of participants</i> | <i>Task manager's judgment concerning best practice features of workshop</i> |
|---|---|---|---|--|--|
| panels to presentations, and ensured MENA. A good valuable to have select carefully the workshop. in collaboration areas and others | | workshop (would also encourage them to focus on and remember the key issues raised) | | | TM's needs analysis (iii) TM formed participant discuss and make helped collegiate spirit topics were relevant to feature is that it was had sufficient time to among applicants for Selections were made with Bank operational |
| Telecommunica- an ongoing Was irrelevant to have taped the work- tions in the MENA network (presenterssshop proceedings, no one will bother Region commissioned to to listen to them (3 days; 20 case study papers) participants; think-tanks: they \$5,300) educating their more effective | 5.08 (65% response rate) | No, but workshop was part of an ongoing MENA network | Presentation of case study papers on regional issues; some panel discussion; Q&A sessions | Officials from governments and international organizations and academics | (i) Workshop was part of regional policy had earlier been prepare and present (ii) Inclusion of regional have a key role in governments and are in this than the Bank |
| Responding to the workshop teleconference (i) Euro-Med has potential Challenge: the Fiscal Dimension worked well (2+ days; 32 participants; \$4,500) | 5.05 (63% response rate) | No TM would have preferred more time spent on floor discussion and Very little sharing/feedback from | Expert panels plus discussion from the floor (67:33 ratio) from | Half from govern- ments, rest from academia, inter- national organi- zations and private sector | (i) Although the did not run perfectly, it to be highly effective (ii) Open-ended discussion |

(Annex B continues)

| <i>Workshop title (no. of days, no. of par- ticipants, \$ cost per participant ^a)</i> | <i>Respondents' average rating ^b</i> | <i>Needs analysis done?</i> | <i>Type of workshop</i> | <i>Main types of participants</i> | <i>Task manager's judgment concerning best practice features of workshop</i> |
|---|---|--|---|--|---|
| Empowering the Q&A Pressure from governments to accept Poor Entrepreneur: achieve a high level of particular participants and to waive Banking with the participants fees for some of them Poor and Grass-roots Management in the Maghreb (5 days; 49 participants; \$4,700) | 4.92 (49% response rate) | No, but workshop was part of an ongoing MENA network | Lectures, non-expert presentations, peer review and participant discussion | Officials from governments and international organizations, and NGO reps | The use of participative and approaches helped to of interaction among |
| Improving Econo-methods focusing mic Management issues which could Training participants' (3 days; 32 successful participants; \$3,900) of a 'boss' and a from each organi- follow-up action subsequent maintenance provided background identified the opportunity on follow-up ideas for | 4.87 (i) (72% response rate) (ii) | Yes Participants were a heterogeneous group with many different interests/ needs, and this caused difficulties in tailoring panel dis-cussions, Insufficient time at workshop to complete the participant questionnaires caused confusion | Peer learning and experience sharing, case study analysis, panel dis-cussions, task-group discussions | Half from academia, rest from govern-ments, NGOs, regional banks, donors | (i) Use of peer learning on specific priority be improved, based on own successful or less practical experiences (ii) TM encouraged pairs 'doer' as participants zation, to help ensure occurs (iii) Creation and of a Web site: it info for the workshop, participant needs, and to continue discussion activities and new participants and others |

(Annex B continues)

| <i>Workshop title (no. of days, no. of par- ticipants, \$ cost per participant ^a)</i> | <i>Respondents' average Task manager's judgment concerning rating ^b what did not work well at workshop</i> | <i>Needs analysis done?</i> | <i>Type of workshop</i> | <i>Main types of participants</i> | <i>Task manager's judgment concerning best practice features of workshop</i> |
|--|---|--|---|--|---|
| Fiscal Decentraliza- networking and follow-up (i) tion: Sorting out conference and Roles and Respons- ibilities among workshop venue Governments interaction/ (3 days; 30 participants; \$4,800) | 4.75 (ii) (40% response rate) | No Collapse of satellite link Individual action plan forms were languages | Short lectures/ presentations, academics, re- search institute plus discussion from the floor officials, mayors | Broad range of academics, re- search institute staff, government officials, mayors | (i) Subsequent activities (planned possible seminar) (ii) Physical layout of encouraged face-to-face discussion |
| Global Integration background of partici- and the New Trade encouragement of links Agenda: officials and Conceptual Issues and Policy Options schools were (4 days; 25 presenters, they had participants; engaging \$3,700) worth sending school to learn | 4.74 (i) (92% response rate) | No In hindsight, TM would have pre- ferred to have had fewer topics, Q&A ranged with each covered in more depth focusing on MENA region | Lectures (ratio of lecture to Q&A ranged from 90:10 to 50:50) focusing on MENA region | Officials from government and international organizations, and academics | (i) Diversity of pants, and the between government academics (ii) Speakers from business very impressive excellent techniques for participants. It may be Bank TMs to a business how to teach well |
| Financial Market academics and Unavailability of workshop papers in Development and raised useful advance made it difficult for partici- Growth (1.5 days; 62 participants; \$500) | 4.64 (18% response rate) | No Unavailability of workshop papers in Development and raised useful advance made it difficult for partici- | Lectures, expert/ practitioner panel plus discussion from the floor | Broad range of academics, private sector, government and international organizations | The bringing together of private sector practitioners questions and debate |

not

(ii) Ins

pants to
the wor

