**Plenary Session 3: Building Collective Solutions**

**Summary:** This session was a breakout “un-conference” style where participants of the conference discussed various topics in different rooms. These notes summarize conversation in the large-group recap meeting.

**Key Points:**

1. It is widely considered important to push back against investors/donors/funders if their request of you does not match your theory of change/purpose.

**Main Discussion:**

1) **Measuring Intermediate Outcomes of accelerators**
   
   a. What are the mechanisms for improving performance and can these be standardized?
   
   b. Many methodologies are highly personalized and as such, it is difficult to broadly measure and standardize intermediate outcomes of accelerators.
   
   c. There is a problem of high attrition for follow-up surveys to track milestones and outcomes.

2) **Increasing Monitoring and Evaluation and Learning and Research Capacity**

   a. Many people want results quickly
   
   b. There is a need for the M&E person to be an advocate
   
   c. M&E is not merely a traditional approach for accountability, but rather is important for making decisions along the way.
   
   d. Monitoring and evaluation should not simply occur at the end of a program but is something that should be incorporated along the way.
   
   e. Capacity challenges arise because donors/funders/investors might look for metrics that do not matter to the company itself or fit into its theory of change.
   
   f. If something cannot be perfectly measured, it may be important to consider the use of a proxy.
   
   g. It is important for businesses to stand up for themselves to fit research into their theory of change. Impact measurement can be used for organizations to stand up for themselves.