

MARIE MOLAND GAARDER

International Initiative for Impact Evaluation (3ie)

Delhi, India

Phone: +91 11 26139494

mgaarder@3ieimpact.org

Bio: Marie Gaarder is the Deputy Executive Director of 3ie, responsible for the impact evaluation and systematic review grant programmes, the promotion of evidence-based development policies, and more generally assisting the Executive Director in the management of the organization. Marie has over 12 years' experience managing operational and research projects with a development focus, and her publications cover areas including environmental health, conditional cash transfer programs, and the institutionalization of government evaluation. Prior to joining 3ie, she worked as a Senior Social Development Economist at the Inter-American Development Bank, specializing in social protection and health programs in Central America. Earlier experience includes as a visiting researcher at the World Bank and Statistics Norway, and as environmental consultant at Deloitte & Touche Consulting Group. Marie holds a Ph.D. in Economics from University College London, an M.Sc. in Economics from London School of Economics, and a *Cand. Mag.* (Masters) in Arabic, Political Science and Economics. Marie is fluent in Norwegian (native), English, German, Spanish, and French.

WORK EXPERIENCE

March 2009 Deputy Executive Director of the International Initiative for Impact Evaluation, 3ie.

Assisting the Executive Director in the management of a global, internationally-funded, impact evaluation and systematic review grant program and the related policy influence work for increased development effectiveness. This responsibility includes undertaking missions to build support for 3ie and gain additional members, and participating in external meetings as 3ie representative.

3ie is a new and growing organization, so responsibilities include the development of 3ie's strategy, policies, technical guidelines, reporting and information systems, online grant management system, staffing and institutional plans, policy influence and communication strategies, website and expert roster.

The DED position has included responsibility for the quality assurance and management of all 3ie grants programs (3ie primary grants program and the systematic review program), as well as developing a work program to enhance the policy influence of 3ie-funded research and advocating for impact evaluation and systematic review methodologies.

Editor of Special Issue of Journal of Development Effectiveness (Vol. 2, No. 1, 2010): 'Conditional Cash Transfer Programs: Opening the Black Box'.

Lead organizer and steering committee member for the conference 'Mind the Gap: from evidence to policy influence' in Cuernavaca, Mexico, June 2011.

Featured speaker representing 3ie in international conferences, seminars, and training events, including: panel discussant on achieving policy influence at the Campbell Collaboration symposium (aug. 2011); presentation on placebo and Hawthorne effects in development evaluations, Cuernavaca (june 2011); presentation titled 'Leveraging agriculture for nutrition and health – evidence on links in the causal chain' at IFPRI-conference, New Delhi (feb. 2011); presentation titled 'Theory-based approach, regression discontinuity design, and systematic reviews' at FAO workshop, Rome, Italy (dec. 2010); Benin conference on institutionalizing

government evaluation efforts (june 2010); joint CGD/3ie seminar on CCTs and their effect on human capital accumulation (may 2010); ERRA international conference on reconstruction and rehabilitation efforts after the 2005 earthquake (april 2010); NONIE conference and DIE seminar (march 2010); impact evaluation training workshops for researchers in Prague, Czech Republic (jan. 2010) and Oslo, Norway (November 2009); impact evaluation training workshops for DFID program managers in Delhi, India (oct. 2009); IEN conference (dec. 09), Bogota, Colombia; JDEFF paper on CCTs and health presented at the following events: DFID seminar (nov. 09), London, UK; PEGNet conference (sept. 09), The Hague, The Netherlands; INSP seminar (oct.10), Cuernavaca, Mexico (in Spanish); Planning Commission conference on Institutionalizing Evaluation (oct. 09); Delhi, India.

2001 –2009 Sr Social Development Specialist (Economist),
Social Protection and Health Division, Inter-American Development Bank (IADB).

Areas of responsibility: social protection and conditional cash transfer programs, health and HIV/AIDS, nutrition, social investment funds, children and adolescents at risk. Assignments have included:

- Leading project teams of up to 8 people in the design and execution of loan operations. The development of operations typically involves negotiating with high-level officials in the program countries and performing/contracting institutional and sectoral analyses, feasibility studies, cost-benefit calculations, as well as designing logical frameworks, beneficiary targeting systems, output and impact evaluations (quantitative and qualitative), monitoring systems. The loan operations for which I have been Team Leader have included:

Social Policy Support Program, Belize: The program is a policy-based loan that aims at contributing to the achievement of the social sector goals set out in Belize's National Poverty Elimination Strategy 2007-2011, by promoting key social sector reforms in a financially sustainable manner. Conditionality is built around maintaining sound macroeconomic policies; improving the quality and coverage of primary health care to the most vulnerable population; improving the quality of teachers and equity in secondary financing; and improving the capacity to target, coordinate, monitor and evaluate social services.

Social Policy Support Program, El Salvador: Managed a complicated and highly political and time-sensitive reformulation of a policy-based loan with the general objective to strengthen the social safety net system for the very poor and strengthen the medium- and long-term vision of social policy for poverty reduction in El Salvador. More specifically, the operation supports the systematization, strengthening, and consolidation of its social policy targeting tools, its interagency and cross-sector mechanisms for coordinating the participating social sector ministries and institutions, its instruments and mechanisms for community participation, and its monitoring and evaluation systems.

Program to Strengthen the Hospital System, Guatemala: Managed a highly political and time-sensitive investment loan with the objective to strengthen the health services infrastructure in Guatemala through physical investments in the hospital system and support for strengthening hospital management. The program included innovative aspects related to developing a pilot module for services to indigenous populations, and ways of calculating the Internal rate of Return (IRR).

Program for the Integrated Development of Indigenous Population, Honduras: Took over the management of a program that had been in the pipeline for over 3 years, and brought it to the Board in less than 4 months. The general objective of the program was to help improve the living conditions of Honduras's native peoples and help them to achieve integrated and sustainable development

on the economic, social, cultural, and environmental fronts. The specific objectives included building the capacity of communities and provide them with better opportunities in the areas of production and human development; empower representative indigenous and afrodescendent organizations at the community, local, and regional levels, as well as the government agencies that interact with them; and strengthen the Ministry of the Interior and Justice (SGJ) in its role as the lead government agency for indigenous affairs.

Program to Strengthen the Ministry of the Family, Nicaragua: Managed a highly time-sensitive reformulation in order to ensure the Ministry of the Family's adequate strengthening and support to the Comprehensive Early Childhood Services Program. This reformulation was a precondition for the approval of the Board of the Social Sector Program in Support of the PRS.

- Leading project teams in the design and implementation of studies and technical cooperations:
 - Support to the Social Development Strategy, Costa Rica
 - Feasibility Study for a Conditional Cash Transfer Program, Haiti
 - Instruments and Methodologies for Targeting Children, Adolescents, and Women Exposed to Urban Risks, Honduras
 - Capacity Building for Social Reintegration, Guatemala
 - Local capacity building for managing HIV/AIDS infection in the Garifuna population, Honduras
 - Development of Regional Program for Epidemiological Surveillance
 - Impact of CAFTA on the Price of Essential Drugs
- Participating in project teams in the preparation of loan operations, including:
 - **OPORTUNIDADES phase II, Mexico:** responsible for peer reviewing the health and nutrition impact evaluation studies, and updating the health component of the Program;
 - **Social Protection Program, Honduras:** responsible for designing the health and nutrition component, including budget, and evaluation indicators;
 - **Social Sector Program in Support of the PRS, Nicaragua:** responsible for analysis and design of health and social protection policy actions, triggers, indicators etc.
 - **Program for Integrated Child Care, Nicaragua:** responsible for designing the health and nutrition component, and for the program budget;
 - **Social Protection Program, Panama:** responsible for designing the health and nutrition component, and for the program budget;
 - **Bay Island Environmental Management Program, Honduras:** responsible for designing the HIV/AIDS component, inputs of willingness-to-pay environmental study;
 - **Urban Rehabilitation Program, Haiti,** responsible for analysing the programs IRR, and for social intervention aspects of the program;
 - **Vocational training, Haiti;** responsible for the institutional strengthening component.
- Supervising (from Headquarters) the execution of a number of health and social protection loans in the region, including Belize, Haiti, and Panama.
- Coordinating the following: SPH efforts in Central America, including staffing and project origination; SPH health cluster; and the joint IDB and World Food Program initiative to combat chronic malnutrition in Central America and the Dominican Republic.
- Performing operations related research (please refer to publication list below).

- Featured speaker representing the Bank in several international forums , including:
 - (i) *The importance of Impact Evaluation in Conditional Cash Transfer Programs*, presentation in training event for Central American CCT program managers, Guatemala City, November 2008;
 - (ii) *Conditional Cash Transfer Programs, experience from PRAF Honduras*, presentation to the Government, Guatemala City, February 2008;
 - (iii) Discussant at IADB workshop the 25th of May, 2007: *A Biological-Based Index of Human Development Potential and the Measurement of the Quality of Life*;
 - (iv) *La interacción público privada en salud en Centroamérica*, IADB seminar, December 2006;
 - (v) *Perspectivas de financiamiento para iniciativas de nutrición en la Región Centroamericana*. Foro Regional 'Oportunidades de Inversión en Nutrición Preventiva', October 2006 en San Salvador;
 - (vi) *Programas de Transferencias Monetarias Condicionadas*, presentation to the Government, San Jose marzo 2006;
 - (vii) *Fortalecimiento de la Capacidad para la Reintegración Social*, workshop with Government and donors in Guatemala Marzo 2006;
 - (viii) *Préstamos en Función de Resultados*, workshop with Government and donors in Honduras June 2006;
 - (ix) *Les Expériences de la Banque en Développement Local* (the experiences of the Bank in Local Development), workshop with Government and donors in Haiti July 2004.
- Participated in technical review committees, and developed an IDB HIV/AIDS web-site.
- Mentoring junior colleagues.

2000 – 2001 Visiting Researcher
World Bank, Washington DC

Researching the role of population characteristics in the quantification and valuation process of the health effects from air pollution.

1997 – 2000 Associated Researcher
Statistics Norway, and the Oxford Institute for Energy Studies (OIES), UK

Researching the effect of behavioural choices during illness, and demonstrating why current practice in calculating the health costs from air pollution is misleading. Papers presented at Statistics Norway and OIES seminars.

1998 – 1999 Teaching Assistant
University College London, UK

Teaching economic theory and quantitative methods, and providing general guidance for 200 students in the following subjects: Development Economics, Economics of Growth, and Microeconomics.

1998 Summer Intern
Environmental Economics Unit, World Bank, Washington DC

1996 - 1997 Environmental Consultant
Deloitte & Touche Consulting Group, Norway

Cost-benefit analysis of environmental measures/policies, market surveys,

environmental reporting, internal control (HSE), development and marketing of environmental services, liaising with Nordic partner offices.

EDUCATION

- 1997 – 2002 **Ph.D. Economics**, University College London (UCL), UK. Supervisors: Professors David Ulph and David Pearce. Title: *The Distributional Effects of Illness and Air Pollution*. The thesis explores the issue of labour choice during illness for different income groups and the effect of illness on the distribution of income and welfare. An empirical analysis investigates the effect of the level and distribution of income on the measured health impact of air pollution using data from several studies. This research is funded by a grant from the Norwegian Research Council. Grant recipients are chosen in a national competition. **M.Phil. Environmental Economics**, UCL, with distinction.
- 1993 - 1995 **M.Sc. Economic**, London School of Economics (LSE), UK.
- 1989 - 1993 **Cand. Mag.** (Graduate Degree), in Political Science, Arabic, and Economics in University of Oslo, Norway, ILI, Egypt, and University of Hamburg, Germany.

SELECTED PUBLICATIONS AND REPORTS

- Gaarder, M. M. and B. Briceño (2010), [Institutionalisation of Government Evaluation: Balancing Trade-Offs](#). Journal of Development Effectiveness, Vol. 2, Issue 3.
- Gaarder, M. M. and B. Briceño (2010), [Institutionalisation of Government Evaluation: Balancing Trade-Offs](#). 3ie Working Paper 8.
- Gaarder, M. M. (2010), Special Section Introduction: *Conditional Cash Transfer Programs: Opening the Black Box*, Journal of Development Effectiveness, Vol. 2, Issue 1.
- Gaarder, M. M., Glassman, A. and J. Todd (2010), *Conditional Cash Transfers and Health: unpacking the causal chain*, Journal of Development Effectiveness, Vol. 2, Issue 1.
- Briceño, B. and M. M. Gaarder (2009), *Institutionalizing Evaluation: A Review of International Experience*, 3ie Report, http://www.3ieimpact.org/reports/India_Report_DFID.pdf.
- Gaarder, M. M. and H. White (2009), *The International Initiative for Impact Evaluation (3ie): an introduction*, Journal of Development Effectiveness, Vol. 1, Issue 3.
- M. M. Gaarder et al. (2008), *Cash transfer programs: the short-term responses to the hike in food prices?*, Inter-American Development Bank.
- Gaarder, M. M. (2007), 'Efficiency and Effectiveness of Two Social Programs Through the Lens of an Expenditure Tracking Survey', Chapter 3 in *Costa Rica: Public Expenditure Review*, Report No. 40774-CR, Document of the World Bank and the Inter-American Development Bank.
- Glassman, A., Gaarder, M. M., and J. Todd (December 2006), *Demand-side incentives for better health for the poor: conditional cash transfer programs in Latin America and the Caribbean*, RE2-06-033, Inter-American Development Bank.
- Glassman, A., J. Todd and M. M. Gaarder (April 2007), *Performance-Based Incentives for Health: Conditional Cash Transfer Programs in Latin America and the Caribbean*, Center for Global Development Working Paper #120.
- Gaarder, M. M. (2004) "Desempeño de los mecanismos de auditoría operativa del Programa de Desarrollo Humano *Oportunidades*." Nota Técnica No.4. Banco Interamericano de Desarrollo (BID).
- Gaarder, M. M. (2004) "La eficiencia operativa del sistema de distribución de suplementos alimenticios del Programa de Desarrollo Humano *Oportunidades*." Nota Técnica No 5., BID.
- Sollis, P., Gaarder, M. M., and W. Munar (December 2003), *Mapping Community Capacity: An*

evidence-based approach to program design and execution, Sector Study Series, IADB

- M. M. Gaarder (September 2003), *The Distributional effects of Illness when Recuperation is Endogenous*, Economics and Sector Study Series, RE2-03-004, Inter-American Development Bank.
- Maddison, D. and M. M. Gaarder (2002), 'Quantifying and Valuing Life Expectancy Changes Due To Air Pollution In Developing Countries', in D. Pearce, C. Pearce and C. Palmer (eds), *Valuing the Environment in Developing Countries*, Edward Elgar, Cheltenham, UK.
- M. M. Gaarder (2002), *Can population characteristics account for the variation in health impacts of air pollution? A meta-analysis of PM₁₀-mortality studies*, CSERGE Discussion Paper (<http://www.cserge.ucl.ac.uk/publications.html>).
- Book reviews (1998 and 2000), *Journal of Energy Literature*, Volume VI, no.1: Capello, R., Nijkamp, P., Pepping, G., *Sustainable cities and energy policies: a comparison of the technology impact of policy instruments*; and Volume IV, no.2: Kemp, R., *Environmental policy and technical change: a comparison of the technology impact of policy instruments*.