![clear - Centers for Learning on Evaluation and Results - ANGLOPHONE AFRICA]

WINTER SCHOOL DETAILED PROGRAMME

Date: 14- 28 August 2017

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Track 1: Foundation Track

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14 AUGUST: OFFICIAL OPENING AND COCKTAIL NETWORKING EVENT

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COURSE 1F: M&E PLANNING AND MANAGEMENT
2 DAYS: 14-15 AUGUST

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	MODULE	DESCRIPTION	TOPICS
1.1F	Situating monitoring and evaluation in development interventions	The module introduces the participants to the development intervention cycle to place and understand the roles of management, monitoring and evaluation in any society's developmental efforts. Significant focus will be placed on the Sustainable Development Goals. The module furthermore situates the roles of Monitoring and Evaluation plans and data demand and information use in the development intervention cycle. The African Evaluation Challenge, as discussed by Dr Zenda Ofir at the 4th AfrEA Conference in Niamey, Niger (2007) alongside colleagues in the context of "Making Evaluation Our Own" will form the backdrop of discussions on the Made in Africa approach to evaluation and its growth.	• M&E introduction & overview • Defining the purpose & scope of M&E • Differentiating monitoring from evaluation • Working in development - addressing uncertainty & complexity • Introduction to complexity & systems thinking • The African Evaluation Challenge: Made in Africa Evaluation
1.2F	Organisation-wide monitoring and evaluation systems and supportive environments	The effective roll-out of an evaluation plan assumes the existence of organisational support and demand for information, sufficient and appropriate infrastructure, a realistic M&E policy or framework, dedicated resources for maintenance of the overall M&E system and so forth. This module will introduce the critical components of a supportive environment in which M&E has to take place, and how to assess whether such an environment is indeed in place or not. This module further outlines the benefits of a Monitoring and Evaluation plan as component of strategic planning. It emphasises issues of alignment, coordination and integration in a hierarchical system of planning, e.g. local so sub-national, to national development plans, to global aspirational statements such as the SDGs. Themes covered are applied to the context of operations of the participants and key organisational M&E framework documentation are introduced.	• Identification & planning for conditions & capacities that support an effective M&E system • Identifying & supporting needed M&E capabilities • Engaging stakeholder& establishing an evaluative climate • M&E frameworks – agreement on M&E targets • Connecting programme design & M&E frameworks • Linking M&E to projects and programmes

	MODULE	DESCRIPTION	TOPICS
1.3F	Managing and commissioning evaluations	This module emphasises the link between good planning practices and useful, useable and used evaluations. The growing concern with the relevance of evaluations and evaluation results on the African continent as a result of inappropriate methods and approaches will also be addressed. Drawing from the work of Chilisa (2015) for the African Evaluation Association, issues such as who sets the evaluation agenda, what is the agenda, who are the actors and what roles to they play, amongst others, will be tackled. With respect to planning it pays attention to crafting an evaluation plan that takes into consideration design issues; resourcing and other logistical considerations for managers while keeping a focus on eventual utilization. With respect to commissioning of evaluations, participants will be introduced to requirements for high quality evaluation project documents such as the Terms of Reference and Requests for Proposals, as well as selection and commissioning of evaluator or evaluation team. Further attention will be given to quality management throughout the process and organisational arrangements that can be done in support of that.	• Planning for evaluation • Made in Africa Evaluation: (drawing from Chilisa, 2015) Addressing 　○ Cultural and contextual relevance 　○ Ethics, attribution and power relations 　○ Appropriate paradigms and methodologies • Producing and assessing Terms of Reference and Requests for Proposals • Institutional arrangements • Project and quality management
1.4F	Using tools for disseminating monitoring and evaluation information	This module begins with defining key "data dissemination and use" concepts. Participants are then introduced to the behavioural, technical, as well as organisational and systemic determinants of data dissemination and use. Participants will discuss the data dissemination and use process and how to implement data dissemination and use in order to build the foundation for data use. A brief introduction is provided to core tools for data dissemination and use, e.g. a communications plan; improvement plans, etc. Themes and tools covered are applied to the context of operations of the participants.	• Communication of results • Using & reporting M&E findings • Sustaining the M&E culture

COURSE 2F: PUBLIC AND DEVELOPMENT SECTOR RESULTS-BASED MANAGEMENT
1 DAY: 16 AUGUST

	MODULE	DESCRIPTION	TOPICS
2.1F	Organising framework for a functional M&E system	The purpose of this module is to introduce an organising framework for a functional M&E system. It provides an overview of the organisational, human, planning, budgeting, communications and multi-sectoral implications of a functional monitoring and evaluation system.	• Defining "M&E Systems" • Components of a functional monitoring and evaluation system
2.4F	Using evidence to improve decision-making	This module will focus on the use of evidence to support decision making. It focuses on the analytical, political and technical skills that a person needs to have to enable them to use evidence for decision-making. Decision theory in organisations is discussed, as well as research about how executives make decisions.	• Continuous improvement • Moving from outputs to outcomes and impact

COURSE 3F: INTRODUCTION TO THEORY OF CHANGE
2 DAYS: 17 & 21 AUGUST

	MODULE	DESCRIPTION	TOPICS
3.1F	Introduction to Theory of Change	Includes the components of a theory of change, and how a theory of change can be used by organisations for planning, monitoring, and evaluation. Also addresses issues of complexity and adaptive management, and a critique of theories of change.	• Introduction to Theory of Change • Programme logic and intervention theory • Addressing issues of complexity and adaptive management •
3.2F	Defining the Problem	Familiarity with some useful problem analysis approaches, and the strengths and weaknesses of each	• Determinants and causal pathways of social problems • Problem Analysis • Strengths and Weaknesses of problem analysis approaches
3.3F	Stakeholder Analysis	Conduct a stakeholder analysis, and include the results in ongoing analysis of a collaborative programme.	• Stakeholder Analysis • Case-study
3.4F	Building an outcomes tree and results chain	Crafting results statements, identifying stronger and weaker causal linkages, as well as identifying gaps in programme logic. Builds on previous critiques of results "chains" and causal "linkages" in the context of complexity.	• Critique of results "chains" ad "causal" linkages • Building an outcomes tree and results chain • Identifying causal linkages • Identifying and addressing gaps
3.5F	Risks and Assumptions	Using common methods of identifying risks and assumptions, and how they should be considered in programme design.	• Risks and Assumptions in programme design.
3.6F	Evaluating and using a theory of change	Using theory of change to inform a monitoring and evaluation framework.	• Evaluating and using a theory of change to inform a M&E framework

18 AUGUST: EXPERT PANEL SEMINAR

OPTIONAL WEEKEND EXCURSION:

18 AUGUST - FRIDAY EVENING
- **Jazz at the Orbit, Braamfontein**

19 AUGUST - SATURDAY
- **JHB City Tour**
- **Shopping**
- **Lunch in Vilakazi Street, Soweto**

20 AUGUST - *SUNDAY FREE DAY*

22 AUGUST: NATIONAL EVALUATION SYSTEM FIELD VISIT AND Q&A SESSION

COURSE 4F: INTRODUCTION TO EVALUATION

3 DAYS: 23-25 AUGUST

	MODULE	DESCRIPTION	TOPICS
4.1F	Evaluation in Public Policy and Development Management	This module will introduce participants to the background and history of evaluation. The purpose of evaluation will be discussed, as well as its role in evidence-based decision-making.	• What is evaluation? • The purpose of evaluation • When to use it? • Accountability, learning and evidence • Situation Analyses/Diagnostics • Tool: Problem Tree Analysis
4.2F	Forms and types of evaluation	Different types of evaluation will be introduced to the participant, including the contexts within which they are appropriate to be used. Evaluation types forms and types will be critiqued. The different "lenses" with which evaluation may be conducted will also be discussed.	• Evaluation in different stages of the programme cycle • Formative, Summative and Developmental Evaluation • Evaluation and Adaptive Management • Evaluation Typologies • Evaluation "lenses" (Gender, Youth, etc)
4.3F	Designing and managing evaluations	The process of designing and managing evaluations is important, as poor management of evaluations often lead to poor evaluations. Topics covered in this session include: producing effective Terms of Reference, managing consultants and evaluation teams, establishing oversight processes and reference groups, as well as administrative/project management.	• The evaluation TOR • Questions, audience, purpose, criteria, scope, form, collection methods etc • Managing consultants and evaluation teams • Oversight committees and reference groups • Logistics and field work • Budgeting for evaluations
4.4F	Issues, challenges and opportunities in Evaluation	This session will allow for the exploration of non-technical issues that have a significant impact on evaluation. These include evaluation ethics and standards, professionalization, the political nature of evaluation and its role in politics, as well as the use of evaluation in decision-making and development impact.	• Ethics of evaluation • Evaluation Standards • Data constraints • Use of evaluation in decision-making and development impact • The politics of evaluation • Professionalisation, professional associations and networks

25 AUGUST: CERTIFICATE: CLOSING CEREMONY AND BRAAI (BARBEQUE)