

M&E for Unstable Environments and Complex Interventions

Advanced Level Training
3-6 September 2013, Ferme du Grand Spinois, Belgium

Course Outline



Workshop Facilitators: Emery Brusset & Martin Steinmeyer

This document has been prepared by Channel Research on behalf of the facilitators at the training on advanced methods for conflict analysis and conflict prevention evaluation.

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Introduction

The course will run from **3-6 September 2012** inclusive. Participants are expected to arrive on Monday evening on the 2nd for a welcome dinner and depart on the 6th around 4pm. The course is intended for personnel with some experience of monitoring or evaluation of interventions in fast moving, sensitive environments, or where information is of low quality. It is primarily aimed at peace-building or conflict sensitive aid programming.

The management of the course is ensured by Channel Research, and facilitated by Emery Brusset and Martin Steinmeyer, both experienced evaluators with a good grasp of the underlying social science concepts.

This will be the seventh year of the course in Belgium, and is based on pooling the specialists' experience in the field, built around real life case studies.

The course is targeted at mid-career professionals working for aid agencies (headquarters and field personnel), donor governments, consultancies and academia who want to understand the key challenges of uncertainty and the optimal ways in which they can be addressed.

By attending the training, the participants will:

- Increase their understanding of tools to carry out contextual analysis and how to weave these into evaluation
- Improve skills in evaluation design and field data collection.
- Become familiar with the broader community of practice of evaluators, seen from a wide number of institutional and stakeholder angles.

“Very good overview of concepts and methods and a good focus on complexities.” Serdar Bayriyev, Coordinator M&E, UNDP

Focus of Our Training

The evaluation of conflict and of sensitive activities has been a major challenge to policy-makers, practitioners and evaluators alike. At the core of this challenge is the difficulty in making a causal link between interventions and broader levels of change.

This training follows in the wake of a growing number of methodological developments for evaluations in complexity (broadly defined as reducing levels of violence through non-coercive methods).

The present course is based on **four phases**:

1. **Day 1 – Framing M&E:** This day will focus on situating M&E in relation to forms of audit and inspection, to impact assessment, within broad learning and accountability functions. Using the definition of participatory

case studies, we will cover the evaluation criteria: effectiveness, efficiency, relevance, impact and sustainability.

2. **Day 2 – Capturing Context:** Specific context mapping tools will be applied to strengthen the use of logic of intervention, as an overall frame of reference to define performance.
3. **Day 3 – Managing Evaluation:** Commissioning, managing and quality controlling an evaluation: some rules of the art. Designing a monitoring system in conditions of turbulence. Conflict sensitivity as a concept to capture the secondary effect of aid on conflict.
4. **Day 4 - Ownership:** This session will focus on the notions of internal vs external evaluation, utilisation focused evaluation, and participatory approaches to M&E. The session concludes with a review of the literature on ethics of evaluation in complex situations.

Schedule & Format

This course is based on the principle that interaction and discussion improves learning. Brief linkages will be made to some existing methods used in related areas, such as the Do No Harm Framework (CDA), Peace and Conflict Assessment generated by Kenneth Bush and further developed by Thania Paffenholz, and scenario planning.

However people want concrete propositions, so we will share with them five “tools” that we have used: SCA, Conflict Sensitivity Analysis, Conflict Mapping, Stakeholder Mapping, and Significance of Impact evaluation.

“Profoundly insightful, informative and spoke to my expectations and professional needs.” Samson Barigye, Programme Coordinator, Peacebuilding and Conflict resolution, Danida Uganda

We will also invite participants to bring forward a case study for the group work and discussions of real time challenges within their work.

“An outstanding training with a lot of experience exchanges, not limited to theoretical knowledge” Mourad Hentati, Search for Common Ground

The proposed daily schedule will be the following:

1. 09h00 – 10h30: Presentation and Discussion of topics
2. 11h00 – 12h30: Working group session and restitution
3. 12h30 – 14h00: Lunch
4. 14h00 – 15h30: Presentation or discussion and elaboration
5. 16h00 – 17h30: Working group session and restitution

The session on Friday will end at 15h30 allowing participants to leave on evening flights.

Training schedule

2 September: Arrival	3 September: State of the Art: Existing Guidance	4 September: Capturing the Context	5 September: Managing Evaluation and Conflict Sensitivity	6 September: Ownership
9:00-10:30				
	Introduction to the training, learning objectives, participants and case studies; Overview and introduction of different evaluation approaches	Conflict analysis: Transition Mapping, Stakeholder Mapping.	Commissioning, managing and quality controlling an evaluation: some rules of the art.	Notions of internal vs external evaluation, utilisation focused evaluation, and participatory approaches to M&E.
11:00-12:30				
	Criteria (DAC evaluation criteria), evaluation questions, and the use and abuse of intermediary forms of evidence: indicators, targets, judgement criteria. Overview of Case Studies, preparation of break out groups.	Working group application Feedback and discussion	Small group work feedback and discussion	Review of the literature on ethics of evaluation in complex situations and discussion
12:30-14:00: Lunch				
14:00-15:30				
	Working group sessions on the case studies Review of the new OECD DAC Guidance for 'Evaluating Peacebuilding Activities in Settings of Conflict and Fragility'	Critical conditions: from Mapping to context based programming	Designing a monitoring system in conditions of turbulence. Group work and discussion	Group work and discussion Closure and course evaluation
16:00-17:30				
	Discussion of the limits of the field as it is presented in the guidance. Overview of the influence of stabilisation operations and fragile states principles.	Working group application Feedback and discussion	Conflict sensitivity as a concept to capture the secondary effect of aid on conflict. Review of learning objectives – check of where we are	16h15: Departure - Allow 1-1;5 hours travel to airport/train station.
19h00				
19h00 Group pick-up (Brussels airport/Brussels Gare du midi)	Dinner	Dinner	Dinner	
20h30 Welcome dinner				

Course facilitators

Mr Emery Brusset, Director of Channel Research Ltd, Belgium, is trained in international relations and sociology at Yale University and the London School of Economics, and specialises in performance evaluations and conflict sensitive programming. After a career with various UN agencies (UNHCR, UNDP), serving in Iraq, Sudan and Rwanda, Mr Brusset became a full time evaluation consultant and experienced trainer, carrying out some 78 evaluations over a period of 18 years. He frequently works for private sector and public sector clients, most particularly the main OECD development assistance donors. He assists oil and mining companies in carrying out impact assessment.

Mr Martin Steinmeyer

Martin Steinmeyer is an independent consultant and evaluator with 13 years of professional experience in international technical cooperation with developing countries. Mr. Steinmeyer has led and participated in a large number of project, programme, policy and thematic evaluations, including, country level evaluations and thematic evaluations, for various donors such as the European Commission, World Bank and United Nations. His in depth knowledge and expertise in the design of complex evaluations, development of evaluation guidelines and evaluation methodologies enabled him to evaluate programmes and strategies in various policy areas such as health, capacity building, education and governance.

Mr. Steinmeyer is also an experienced trainer, teaching approaches to monitoring and evaluation as well as project management. He has acted as team leader for annual trainings on Monitoring and Evaluation in the EC context, and has regularly conducted Project Management Trainings for the United Nations. He has also been recruited to train staff of the newly created German Institute for Development Evaluation (DEVAL) on designing, implementing and managing complex regional, country and thematic evaluations.

Logistics

Training fee

The full price of the session is **€ 1725** before 1 August (Not including 21 % VAT) or 1825 after 1 August (Not including 21 % VAT). The training fees covers the full training package including: local transport from and to Brussels airport or Brussels Midi station and the training venue, training, materials, seminar facilities, accommodation (single-room for 4 nights) and all meals and refreshments at the training location for 4 days.

There are 2 places available for independent consultants not sponsored by an organisation at a reduced training fee of EUR 1525 **not including 21 % VAT**.

The deadline for payment is 1 September 2013 and an early booking reduction will be provided for those participants who pay the training fee before 1 August 2013.

The session on Tuesday will begin at 09h00 and the final session will end on Friday at 15h30 to allow participants to leave with evening flights.

Participants are expected to **arrive on Monday evening on the 2nd for a welcome dinner and depart on the 6th in the evening** after the end of the training.

Spinois is a friendly driven renovated farmhouse and has for Channel Research become a place of intellectual debates. Located South of Brussels in Belgian Wallonia and surrounded by nature and fields, which invites for walks or a run, Spinois offers all the facilities needed for a convenient stay. The extraordinary décor has been restored to the finest standards, with a traditional and natural cuisine that makes the experience an additional pleasure.

Ferme du Grand Spinois

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If you are interested in joining this course, **please fill in the application form** and send it back with your **CV** or a **short biographical notice** to:

Ms Maria Bak
E-mail: bak@channelresearch.com | Tel: +32 473 123 623

Ms Bak will be happy to answer your questions and to receive your comments.

Previous participants have come from:



USAID
FROM THE AMERICAN PEOPLE



Sida



UNHCR
The UN Refugee Agency

DFID Department for International Development



Australian Government
AusAID



KINGDOM OF BELGIUM
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Development Cooperation



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