



National Evaluation Capacities (NEC) Conference 2019

Draft Training Workshop Programme

20-21 October 2019

UNDP Independent Evaluation Office (IEO) is organizing, in partnership with the Government of Egypt, Ministry of Planning, Monitoring and Administrative Reform, the National Evaluation Capacities (NEC) Conference 2019 in Hurgada, Egypt from 20 to 24 October 2019. The theme of the conference is **Leaving No One Behind: Evaluation for 2030**.

The event will begin with two days of intensive training workshops on 20 and 21 October. The courses are offered in English, French or Arabic.

Courses beginning with the letter A will be offered on Sunday 20 October and courses beginning with the letter B will be offered on Monday 21 October.

Draft 27 August 2019

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A. Sunday, October 20, 2019

A 1. Impact Investing 101: What Is It and What Role Can Evaluation Play?

Trainer: Jyotsna (Jo) Puri

Level: Beginner/Intermediate

Language: English

Dr Jo Puri is the Head of GCF's Independent Evaluation Unit. She has 23 years' experience in evaluating research in agriculture, environment, health and infrastructure related poverty alleviation. Jo has worked for the World Bank, UNDP, UNEP and the International Initiative of Impact Evaluation (3ie). She has published several books and written extensively. She is also Adjunct Associate Professor at the School of International and Public Affairs, Columbia University, USA and research fellow at the Centre for Evaluation and Development (C4ED). She also sits on the boards of International Center for Evaluation and Development (ICED) and the Humanitarian Quality Assurance Initiative (HQAI). Jo has a Ph.D. and an M.Sc. in agriculture and resource economics and a Masters in development economics.



Workshop description:

What are the most effective and innovative business procedures for developing positive social impact around the world? When is it a great business practice to contribute for social good? How do you target an investment approach that tries to make both financial return and measurable positive, environmental or social impact? This training will introduce participants to the basics of impact investing. Through this workshop, participants will analyze classic models of impact investments, key actors involved in the impact investing ecosystem, impact measurement components, tools and frameworks. By gaining an outline of the current landscape of impact investing, participants will learn and be able to apply impact investing methods into this emerging sector. Participants will also gain a deep understanding of the subject by analyzing the scope of financing and investment approaches used by impact investors. This workshop would align with the NEC Conference strand of transforming evaluation for transformative development (new trends in evaluation).

Learning outcomes:

Participants will discuss opportunities in impact investing and the role that evaluators can and should play including some challenges in delivering these to the satisfaction of all parties. By the end of this training, participants will be able to deal with challenges in impact investing and how to find opportunities to invest in social and environmental impact.

A 2. Knowledge Brokers Game-Based Workshop

Trainers: Dominika Wojtowicz, Tomasz Kupiec

Level: Beginning/intermediate

Language: English

In parallel with work as assistant professor in Department of Economics at the University, Dominika Wojtowicz works as an evaluator of public programmes and projects. She conducts studies based on the rigour of scientific research and research methods applied in economic and sociological analysis in the field of public intervention. She prepared expertizes commissioned by different EU institutions. She have offered a number of lectures and training events, including Evaluation Academy at the University of Warsaw: a postgraduate study programme for public administration officials; training events entitled 'Knowledge Brokers: an effective use of analysis and evaluation to support the region's development', conducted with the use of training game for public administration; training events for the UNDP Independent Evaluation Office (IEO), employees of the European Bank for Reconstruction and Development, the Marshal Offices, the Central Statistical Office of Poland (GUS).



Tomasz Kupiec is an assistant professor at EUROREG, University of Warsaw where he teaches evaluation of public policies and knowledge brokering. He has been dealing with evaluation since 2007. First as a manager of evaluation unit in regional government (Silesia, Poland). Then since 2010 as an independent evaluator of public policies. He specializes in projects analyzing regional and national evaluation systems and consultancy projects setting up evaluation systems in various organizations (e.g the National Science Centre, Poland). Author of number of publications on evaluation use determinants, and performance of evaluation systems. Together with Karol Olejniczak he is developing the concept of knowledge brokering as a theoretical basis for evaluation units in public organizations.



Workshop description:

The workshop addresses the problem of insufficient use of evaluation findings in organizations, which deal with social and economic projects, programs or policies. It focuses on the observed gap between producing evaluations and using those evaluations for decision-making. This "know-do" gap is common to all policy areas and one of the most difficult gaps to bridge (Olejniczak, Raimondo, Kupiec, 2016).

The promising practice for tackling the challenge of evidence use is knowledge brokering. Knowledge broker is a public professional (or a unit) who perform the role of intermediary, steering the flow of

knowledge between knowledge producers, or the experts, and knowledge users, who are the decision-makers. Thanks to their activities decision-makers are better equipped to create evidence-based policies that are better designed and should more successfully serve the citizens.

Serious games allow us to learn through simulated experiences in a safe, and fun, environment. The training method consists of three integrated elements. The Game allows participants to experience the real challenges of a knowledge broker and to test their own brokering skills in a safe and engaging environment. "Knowledge Brokers" is designed as a high-quality board game, with beautiful graphics and carefully crafted playing pieces. It mirrors reality, combining cooperation with competition. It is a unique aesthetic, emotional and intellectual experience.

DEBRIEFINGS transfer the game experience back into the real world. Carefully animated sessions, supported by real-time feedback from game results, allow players to reflect on their strategies within the game. On that basis they transfer key-learning into the practice of their organizations.

The workshop has been designed for: employees of analytical and evaluation units, employees of units managing public interventions (formulating, implementing), senior civil servants supervising both mentioned types of units. Others involved in any way with producing, brokering, disseminating, using evaluative knowledge. It may be useful both for beginners and advanced as it provides new different perspective on evaluation process.

Learning outcomes:

For employees of analytical and evaluation units workshop:

- Broadens their spectrum of research designs or introduce this perspective for those who so far use the less advanced category of research methods;
- Teaches an integrated approach to applied research - from need assessment, through design of the study, to communication and dissemination of results;
- Provides a holistic understanding of the place and role of expertise and analyses in the decision-making process;
- Increases their understanding of colleagues from management units - their needs, the conditions in which they operate and the dynamic s of cooperation with them.

For employees of units managing public interventions (formulation implementation) and senior civil servants workshop:

- Provides quick and effective learning relating to "the nuts and bolts" of applied research;
- Raises their awareness of the importance of credible knowledge in the decision-making process;
- Strengthens cooperation with colleagues from analytical and evaluation units by enhancing mutual understanding.

A 3. Techniques de Sondage pour le Suivi et l'Évaluation

Trainer: Bassirou Chitou

Level: Intermediate

Language: French

Dr. Bassirou Chitou est un Statisticien Senior, un Expert en Suivi et Evaluation, et un Consultant. Au cours des deux dernières années, les travaux de Dr. Chitou ont porté sur diverses évaluations, et plans stratégiques des « Premières Nations » dans la Province de Saskatchewan au Canada. Avant cela, Dr. Chitou a travaillé pour les institutions internationales telles que Phenomenome Discoveries Inc., le U.S. Centers for Disease Control and Prevention, le PNUD, l'ENSEA.

Formateur à IPDET depuis 2011, Dr. Chitou a copublié avec Dr. Gregg Jackson le "Sampling Guide for Development Evaluation". Ses domaines d'intérêt comprennent l'évaluation d'impact, la pratique du sondage, la collecte des données, le développement des outils de collecte, et l'analyse cout-profit. Dr. Chitou été célèbre par les gouvernements et universités pour ses contributions techniques dans l'amélioration des institutions de sante publique dans les pays a ressources limitées.



Description de l'atelier:

Cet atelier se propose de se focaliser sur l'utilisation pratique des techniques de sondage probabiliste utilisées dans le suivi et l'évaluation des programmes de développement. Cet atelier aidera les participants à comprendre comment utiliser ces techniques. Les sujets traités comprennent le sondage aléatoire simple, le sondage systématique, le sondage stratifié, le sondage PPS, le sondage par grappes, etc. Les participants utiliseront le MS Excel et des outils du Web pour mettre en pratique ces techniques. Les sondages probabilistes aident les décideurs et créateurs de politique publique à généraliser leurs résultats à l'ensemble de la population d'intérêt

Sujet Traite

- Concepts de base du sondage probabiliste
- Comment faire un Sondage Aléatoire Simple
- Comment mettre en pratique un Sondage Systématique
- Comment faire un Sondage Stratifié
- Travaux de Groupe
- La Pratique du Sondage a Deux Degrés
- La Sélection des Unités Primaires
- La Sélection des Unités Secondaires

- Travaux de Groupe

Acquis d'apprentissage:

A l'issue de cet atelier, les participants:

- Auront une compréhension pratique des diverses techniques de sondage utilisées dans le suivi et évaluation ;
- Développer l'habileté à tirer les divers échantillons probabilistes dont ils auront besoin dans leurs travaux ;
- Être au parfum des divers outils disponible sur l'internet ou avec Excel pour mettre en œuvre les sondages probabilistes.

A 4. Navigating Spectacular Ambitions: Developing a Learning System to Ensure the Sustainable Development Goals of “No One Left Behind”

Trainers: April Nakaima, Sanjeev Sridharan

Level: Beginning/intermediate

Language: English

April Nakaima is a Research Officer at the University of Toronto’s Evaluation Centre for Complex Health Interventions. Previously she has been an Evaluation Coordinator and Senior Knowledge Translation Specialists in St. Michaels Hospital and the Centre for Addictions and Mental Health respectively. She was a Co-Editor of a recent *New Directions for Evaluation* on Building Evaluation Capacity to Address Health Inequities in China, Chile and India.



Sanjeev Sridharan is Country Lead, Learning Systems and System Evaluation at the Bill and Melinda Gates Foundation in Delhi, India. He was previously Director of the Evaluation Centre for Complex Health Interventions at Li Ka Shing Knowledge Institute at St. Michaels Hospital and Associate Professor at the Department of Health Policy, Management and Evaluation at the University of Toronto. Prior to his position at Toronto, he was the Head of the Evaluation Program and Senior Research Fellow at the Research Unit in Health, Behaviour and Change at the University of Edinburgh. He is a former associate editor of the American Journal of Evaluation and is on the boards of the Canadian Journal of Program Evaluation, New Directions for Evaluation and the Journal of Evaluation and Program Planning.



Workshop description:

Key topics to be covered in the workshop will include:

- How theories of change need to accommodate thinking about sustainable impacts. There is a need to move beyond a theory of change (of impacts) towards a theory of change of *sustainable impacts*;
- The differences between impacts and sustainable impacts and its implications for evaluation methodology;
- A case study of the challenges of reaching maternal health SDG targets in India’s largest State, Uttar Pradesh
- Multiple ways of operationalizing context; Stress the relevance of understanding contexts for evaluation;
- This workshop will combine a realist evaluation focus (realism focuses on understanding the context and mechanisms of observed impact patterns) with more standard notions of impact evaluation and an explicit focus around sustainability evaluation.

This workshop will explore the multiple roles that evaluation can play in enhancing the likelihood that the SDGs focus on “no one left behind” can be successful. An evaluation is much more than measurement, indicators, design and attribution. Good evaluations don’t merely ask if interventions work; they raise questions about what needs to happen to make things work in different contexts. For example, realist evaluation draws attention to the context and mechanisms necessary for interventions to achieve impacts. Developmental evaluation asks: How can evaluators themselves promote the dynamic development of solutions? The utility of different evaluation approaches to the SDGs will be explored.

The workshop will combine a case study of an extensive evaluation of maternal health and nutrition in India’s largest state with presentation and discussions around enduring problems in understanding evaluation’s role in generating knowledge of how best to achieve SDGs.

Many of the SDGs are focused on addressing inequities, yet for the most part, there is little discussion around how such inequities will be addressed across different contexts. The focus on inequities is exciting but the excitement needs to be tempered by two insights:

- 1) The pathways by which the SDGs propose to reduce inequities are not clear;
- 2) Given the wide variety of inequity gaps in different parts of the globe, there is little discussion in the SDGs on the potential heterogeneous pathways by which such inequities need to be reduced.

One of the implications of this workshop is that we hope to raise questions on the roles of how the evaluation community can be more focused on addressing the challenges of evaluating interventions focused on inequities. We hope that the discussions from this workshop will shed light on the minimally sufficient descriptions of interventions that are needed if we believe that interventions are serious about addressing inequities. Much of the discourse around inequities tend to be aspirational without clarity on either the pathways or the temporal structures of interventions needed to make a dent on reducing gaps in key outcomes in health and other sectors.

Learning outcomes:

Attendees will learn:

- The differences between sustainable impacts and traditional notions of impacts;
- How to define concepts like absorptive capacity and planning for sustainability;
- How best to use quantitative and qualitative methods to assess the sustainability impacts of programs;
- Understand that it is hard to estimate sustainable impacts without knowledge of program processes and mechanisms.

Develop theories of change that include sustainability as a key construct.

A 5. Theory-based Evaluation in Practice

Trainer: Jozef Leonardus (Jos) Vaessen

Level: Beginning/intermediate

Language: English

Jos Vaessen (Ph.D. Maastricht University) is adviser on evaluation methods at the Independent Evaluation Group, World Bank Group. Since 1998 he has been involved in evaluation research activities, first as an academic and consultant to bilateral and multilateral development organizations and from 2011 to 2015 as an evaluation manager at UNESCO. Jos firmly believes in a strong link between research and practice. His ongoing involvement in some evaluation-related research and teaching activities as honorary lecturer at Maastricht University contributes to the necessary cross-fertilization between these two domains. Jos has been author of several internationally peer-reviewed publications, including three books. He regularly serves on reference groups of evaluations for different institutions and is a member of the Board of the European Evaluation Society.



Workshop description:

Interventions are theories, and evaluation is the test. This well-known reference is indicative of an influential school of thought and practice in evaluation, often called theory-driven or theory-based evaluation. While having been around for more than four decades, over the last decade theory-based evaluation has received new impetus and has become part and parcel of the toolkit of program evaluators across the globe. The past decade has also seen a dramatic increase in impact evaluation debates and practices. While theory-based evaluation has often been cast as an alternative to quantitative counterfactual-based impact evaluation, in practice the two can reinforce each other. At the same time, the scope for applying different expressions of theory-based evaluations is much broader than impact evaluation only. The workshop will address the following main themes:

- What is theory-based evaluation and why is it important?
- What are useful principles for reconstructing a program theory?
- How can we apply theory-based evaluation in practice?

The workshop will combine group exercise and presentations on the basis of an empirical case.

Learning outcome:

After this course, participants have developed an initial (but sound) understanding of the role of theory in evaluation and how to apply theory-based evaluation in practice.

A 6. Sustainable Evaluation Systems

Trainers: Stephen Porter

Level: beginning/intermediate

Language: English

Stephen Porter is an Evaluation Strategy Advisor at the World Bank Independent Evaluation Group. Stephen has experience in evaluation with civil society, bilateral, multilateral and academic institutions. Prior to working at the World Bank, Stephen was the Director for the Learning, Effectiveness and Accountability Department at Oxfam America. He holds an MPhil in Public Policy from the University of Cape Town. Stephen has nine journal and book chapters published on the topic of evaluation systems development.



Workshop description:

Rationale: Organizational evaluation systems that are sustainable are an important component of national evaluation systems. They are likely to be able to help accumulate knowledge and be well placed to challenge underlying issues that exacerbate exclusion. Evaluation systems become sustainable not only when they are of quality, but also implemented to respond to issues that reduce their sustainability.

The workshop is targeted to: evaluation practitioner in Government, Civil Society or Private Sector involved in developing an organizational evaluation system.

This workshop is split into four main segments. The main topics covered are:

- Common issues that reduce evaluation system sustainability;
- Developing use orientated organizational evaluation systems;
- Tailoring Quality expectations to the context;
- The role of networks in sustainable evaluation systems.

Issues that reduce Evaluation System Sustainability: Unsustainable evaluation systems include those that fail and those that struggle with denuded capabilities, consequently producing lower quality and less useful evaluative evidence. In such situations, evaluation ends up disconnected from decision-making and is not directed toward ongoing improvement to meet current needs.

Five issues that affect organizational evaluation are discussed in this section of the workshop:

- An aversion to the reality of results;
- Disfigured accountability;
- Ritualization;
- Empty rhetoric;
- Censorship.

Developing use orientated organizational evaluation systems: Many evaluators highlight challenges in evaluation use. Improving evaluation utilization is a task that is often far larger than the individual

evaluator, it is a systems issue. It is important for evaluation commissioners and managers to move towards systematic evaluation practice that meets the demands of the organization and increase utilization of evaluation findings.

This section considers:

- Evaluation as a political act that requires cooperation among multiple stakeholders
- The role of incentives in an evaluation system
- How an evaluation system can challenge underlying norms and culture in a way that can be heard

Tailoring Quality expectations to the context: The third area covered is on evaluation quality. Sustainable evaluation system must have processes and products of good quality that work in the context. This course provides illustrations of different organizational evaluation systems, which often define their own typologies of evaluation, interpretations of quality standards, methods, and quality review mechanisms depending on their own institutional demand for evaluation.

This section considers:

- Evaluation typologies and their impact upon evaluation choices; and
- Exploration of how quality standards help to direct evaluation practice towards or away from sustainability.

The role of networks in sustainable evaluation systems: Evaluation systems that build coordinating, cooperating, and collaborative networks are more likely to be sustainable and contribute toward sustainable development. In this course, it is argued that a good evaluation network can function to continually strengthen connections of evaluative thinking and practice, making evaluation less scary and support ongoing reflection and discussion to contribute to adaptive improvement.

This section considers:

- Networks and shared goals in an evaluation system;
- Networks and evaluative thinking;
- Networks and responsiveness to demand.

Learning outcomes:

Upon completing this course participants will be able to:

- Describe issues that reduce evaluation system sustainability;
- Understand the different types of demands and incentives that drive the use of evaluation;
- Give example of types of quality control and assurance processes in evaluation systems; and
- Describe how networks support an evaluation system.

A 7. What Do We Need to Do to Make Sure “No One Gets Left Behind”? Citizen Voice and Inclusion in Monitoring and Evaluation

Trainers: Dugan Fraser and Aisha Ali

Level: intermediate/advanced

Language: English

Dugan Fraser is an Adjunct Professor at the University of the Witwatersrand and Director of the Centre for Learning on Evaluation and Results. He is a monitoring and evaluation specialist with extensive experience in supporting public and civil society organisations and institutions to make better decisions by collecting and using information. He has worked as an independent adviser to a diverse range of initiatives and was previously the Programme Director at the RAITH Foundation, where he was responsible for programme strategy, monitoring and evaluation and the Foundation's responsible investment strategy. He has worked as an independent public and development management consultant specialising in monitoring and evaluation for learning, accountability and performance improvement. His particular interest is in the design and implementation of large-scale systems. He has worked for a range of donors including the Ford Foundation and multilateral agencies and recently worked with Better Evaluation. He sits on the Board of Directors of several civil society organisations and was previously the Chairperson of the Board of the SA M&E Association.



Aisha Jore Ali is a development practitioner with over 10 years' experience in programme & policy research and Monitoring and Evaluation work in transitional and post conflict environments. She has worked extensively and in various capacities on governance issues with a focus on institutional strengthening and capacity building of public institutions, parliaments and civil society organisations as well as on local governance and community development projects in East, West and South Africa. She is capable of leading program units and research teams with over 6 years project management experience of numerous countrywide and location specific studies, assessments and evaluations in South Sudan and Sudan. She is an analytical and detail-oriented researcher well conversant with qualitative, quantitative and participatory methods of data collection and analysis as well as an experienced trainer and communicator with excellent writing and reporting skills. She also has extensive experience facilitating dialogues and conversations, especially in a parliamentary and research context.



Workshop description:

During this workshop, participants will work together to review current practices in monitoring and evaluation and identify how to ensure that “no one is left behind”. The workshop will provide some

content on participatory and inclusive approaches to monitoring and evaluation (including a reflection on the dangers of including vulnerable and marginalized people and the importance of “doing no harm”) but these will simply be a starting point for what is intended to be a lively and engaging conversation.

A number of practitioners will share their experiences (both good and bad) of seeking to ensure that no one is left behind and lessons and some principles for application in a broad range of contexts will be distilled.

The workshop will not be a typical training course, even though there will be some content shared. Rather, it will be a participatory dialogue that will aim to generate a useful outcome that will be presented at the Conference. The process will also explore ways of making sure that the “Principles for inclusion and participation” are properly stewarded and applied across a broad range of sectors, including government, civil society and by donors.

Learning outcomes:

This workshop will benefit M&E practitioners from both the Global South and North with interest in sharing experiences and learning from others about “leaving no one behind” to strengthen their own practice and that of others. Outputs from the workshop may feed into the Conference itself and/or a contribution to the conference proceedings.

A 8. Promoting a RealWorld and Holistic approach to Impact

Trainer: Nermine Wally

Level: Intermediate/Advanced

Language: English (The workshop will be run primarily in English, but participants will also be able to ask for clarifications and assistance in Arabic)

Nermine Wally is currently responsible for strengthening UNDP/Egypt's standards of public awareness, policy, monitoring and reporting on results. She previously worked for the World Food Program in Egypt 2012-2015. Prior to that, she worked for UNESCO, the Egyptian Ministers Cabinet Information and Decision Support Centre, CIVICUS and the European Commission. Nermine received a MS degree from Public Policy from Institut d'Etudes Politiques de Paris / Sciences Po and Bachelor in Political Economy from the American University in Cairo. She held leadership positions on the boards of AfrEA as its President, EvalMENA as Co-founder and IOCE as Secretary. She received the Human Development Award for Excellence from UNDP in 2013.



Workshop description:

As an evaluator, do you find yourself in situations where you are expected to deliver high quality evaluations under time, financial, data and political constraint? If you are coming from a research background, you may find it challenging to cope with a number of constraints when asked to design and conduct an evaluation of a 'real-world' program. If it is the case, than this workshop is for you.

Typical constraints include lack of comparable baseline data, much less data on a relevant comparison group, and insufficient time or budget allocated by clients.

How can you conduct adequately valid evaluations under such circumstances? The facilitator of this workshop will summarize the approaches advocated in the RealWorld Evaluation book, and share examples from her extensive and international experiences. She will emphasize the need for more holistic and practical approaches to impact evaluation.

While engaging in the current debates on different evaluation designs, the course will present the seven steps of the Real World Approach and will focus on challenges to conducting impact evaluations of complex and evolving programs in complex and evolving contexts. Through participatory processes we will explore techniques that help evaluators and clients ensure the best quality evaluation under real-world constraints like those described above. Based on positive evaluations by participants in previous workshops, this one will focus on applying techniques during small-group work and discussions using case study exercises.

Learning outcomes:

- ✓ How to conduct adequately rigorous evaluations when it is not possible to follow “rigorous” research methodologies, such as randomized control trials (RCTs).
- ✓ For people relatively new to the field of evaluation, the course will be an introduction to
- ✓ the general principles of evaluation.
- ✓ For experienced evaluators, the course will address special issues involved in conducting evaluations under RealWorld constraints.

A 9. Program and Performance Based Budgeting (PPBB) as a Tool for Improving the Monitoring and Evaluation System / "موازنة البرامج والأداء كأداة لتحسين نظامي المتابعة والتقييم في مصر

Trainer: Yomn Mohamed Hafez El Hamaky

Level: Intermediate/Advanced

Language: Arabic



- أستاذ الاقتصاد بكلية التجارة جامعة عين شمس .
- مستشار الصندوق الاجتماعي للتنمية في إدماج النوع الاجتماعي في المشروعات المستفيدة من الصندوق.
- تنفيذ برامج تدريبية في وزارات التخطيط و المالية و الصحة علي إدماج النوع الاجتماعي في موازنة البرامج و الأداء.
- تنفيذ مشروع بدعم من اليونيفام لإدماج النوع الاجتماعي في الإحصاءات القومية بالتنسيق مع كل من لبنان و سوريا و الأردن.
- تنفيذ مشروع بتمويل من وزارة المالية لتطبيق موازنة البرامج و الاداء في وزارة التخطيط و ذلك من خلال بناء النظام و تدريب العاملين في الوزارة و الوزارات المعنية علي تنفيذه (تعليم – صحة – تجارة و صناعة)
- خبير في النوع الاجتماعي بعد الحصول على عدة دورات لندن /تورينو ايطاليا- تم تطبيق المعرفة بذلك من خلال عقد دورات تدريبية في الوزارات و المجلس القومي للمرأة و وضع استراتيجيات للتمكين الاقتصادي للمرأة المصرية .
- الاشتراك في مجموعة عمل لإعداد الأبحاث وورش العمل حول دور علاقات لنوع Gender (مشاركة كل من الرجل والمرأة في التنمية) في التأثير على التنمية الاقتصادية في مصر .
- الاشتراك في إعداد دليل لإدماج النوع في التنمية بالاشتراك مع وحدة النوع بمعهد التخطيط القومي (إشراف اليونيسيف) .
- الإشتراك في التدريب في الوزارات و أعضاء الصندوق الاجتماعي لإدماج النوع في التنمية.

Yomn Mohamed Hafez El Hamaky is professor of Economics, Faculty of Commerce, Ain Shams University. She conducted a project sponsored by the ministry of finance to implement budget-based performance in the Ministry of planning (2002 – 2004). Conducting a field study for ILO in order to formulate a strategy for engendering human resource development to strengthen the participation of Egyptian women in the labor market. Conducting training programs to upgrade the skills of the staff of several ministries on budget-based performance and Gender budget-based performance sponsored by UNIFEM and UNFPA (ministry of education, Social affairs, culture, Industry and foreign trade). Setting up a strategy for gender budget-based performance for the ministries of education, health, industry and social affairs sponsored by UNFP. Operationalisation and institutionalization of gender budget-based performance for the previous ministries. Participating in the Evaluation of the NCW activities (in an integrated approach) in gender mainstreaming for the five-year national plan (2002 – 2007). Participating in a program sponsored by UNIFEM for engendering Statistics in Egypt including building capacity in CAPMUS as well as harmonizing efforts in such field among Egypt, Jordan and Lebanon (2005).

Workshop description:

الموضوعات التي سوف يتم تناولها: -

1. التعريف بموازنة البرامج والأداء.
 2. أهمية استخدام موازنة البرامج والأداء لدعم جهود برنامج الإصلاح الاقتصادي في مصر.
 3. تجارب الدول الناجحة في استخدام موازنة البرامج والأداء .
 4. أهمية إدماج النوع الاجتماعي في تطبيق موازنة البرامج والأداء.
 5. تقييم الجهود التي تمت في مصر لتطبيق موازنة البرامج والأداء (SWAT analysis).
 6. متطلبات تطبيق موازنة البرامج والأداء بنجاح في مصر.
 7. حالة تطبيقية
- تنظيم الاسرة (وزارة الصحة).

During this workshop the following topics will be addressed:

- Definition of budget-based performance (BBP);
 - The importance of the “Application of BBP to secure the Egyptian economic reform (2016);
 - Successful experiences of the application of (BBP);
 - The importance of gender mainstreaming in BBP;
 - SWAT analysis of the efforts done to implement BBP in Egypt;
 - Prerequisites and requirements to apply BBP in Egypt within SDG’s and 2030 Egyptian vision;
 - A case study (Family planning “Ministry of health”).
- استراتيجية التدريس: -
- تعتمد الإستراتيجية علي الأتي - :
1. تحليل البيانات والإحصاءات المرتبطة بتحقيق أهداف كل مكون تدريبي ومناقشة هذه الإحصاءات في مجموعات عمل لتحليل البيانات وفقاً لطبيعة كل تخصص من المشاركين في التدريب (حكومة – مجتمع مدني)، وذلك لإيجاد تصور مشترك لبناء خلفية قوية تتيح التراكم المعرفي للوصول الي اهداف ورشة العمل.
 2. مناقشة حالات ناجحة في التطبيق بناء على محاولة الاجابة على مجموعة اسئلة مرتبطة بالحالة وتحليل الاجابات المختلفة من المجموعة المشاركة بما يسمح بالوصول الي اتفاق حول المتطلبات الاساسية التي يمكن استخدامها لتحقيق اهداف دراسة العمل.
 3. استخدام " تمثيل الادوار" لمناقشة الجهود التي تمت في مصر لتطبيق موازنة البرامج والأداء بهدف توزيع الادوار والمسئوليات وتحديد نقاط القوة والضعف في تكامل أو عدم تكامل هذه الادوار، بهدف تحديد متطلبات مواجهة التحديات وتذليل الصعبات التي تواجه التطبيق بنجاح في المرحلة المقبلة ان شاء الله.
 4. استخدام اسلوب توزيع الادوار لمناقشة الحالة التطبيقية بما يكفل الخروج بخطة عمل حول متطلبات التنفيذ بنجاح.

Teaching strategy:

- In depth analysis of data related to each content of the training package, discussion groups should be formulated to benefit from different roles and responsibilities of participants (Govern. And civil society) in order to reach a common vision towards the requirements of the application of BBP;
- Discussion of successful experience through “working groups “in order to specify How harmonized efforts can fulfill the requirements of successful implementation of BBP (questions related to cases should be submitted to be answered by participants.);
- Playing roles can be used in order to discuss efforts done in Egypt to apply BBP to reach a consensus regarding challenges and opportunities of the application, to be taken into consideration to guarantee successful implementation (materials regarding efforts that have been done so far in Egypt);
- “Playing roles “can be used to discuss the case study (material about the case).

- شهدت تجربة مصر في تطبيق موازنة البرامج والأداء العديد من الفرص والتحديات، ويشير تحليل التجربة إلى العديد من النتائج:
- هناك العديد من المحاولات التي تمت داخل الوزارات لتطبيق النظام بمراجعة البعدين المؤسسي والتنظيمي وتحديد مدي قدرتهما على تطبيق النظام.
- تمت إجراءات بناء القدرات في العديد من الوزارات عن طريق تدريب المسؤولين عن تطبيق موازنة البرامج والأداء وذلك دون وجود رؤية واضحة عن كيفية التطبيق.
- تمت مراجعة الإطار التشريعي لتطبيق موازنة البرامج والأداء لتحديد دور البرلمان في دعم هذا التطبيق.
- على الرغم من حصول مصر على كم كبير من المنح والمعونات من الجهات الدولية لتطبيق موازنة البرامج والأداء إلا إنها لم تنجح في تعظيم الاستفادة من هذه المنح مما يتطلب أهمية تحقيق ذلك.
- تلنزم مصر بتحقيق أهداف التنمية المستدامة في هذا الإطار هناك رؤية 2030 لتحقيق هذه التنمية ويعتبر تطبيق موازنة البرامج والأداء حجر الزاوية في تحقيق هذه الأهداف مع الأخذ في الاعتبار أن هناك دائما في مصر مشكلة الفجوة بين الخطط والقدرة على تنفيذها.

Relevance/rationale for the topic within the frame of the NEC Conference, type of participant targeted:

The experience of Egypt in the application of (BBP) has witnessed challenges as well as opportunities. The SWAT analysis of this experience can be represented in several points as the followings:

- Pilot studies in several ministers to apply the system through revising the institutionalisation and operationalisation of the application and specifying the requirements needed;
- Building capacities in several ministries by training the staff responsible for the application despite that there is no vision and action plan to benefit from these skills in a comprehensive approach;
- Revising the legislative background of the application of (BBP) in Egypt in order to figure out the role of parliament to boost the application;
- Despite that Egypt has received massive donations and consultative foreign services to apply (BBP); there is no significant evidence about the impact of such donations on the performance of Egypt in that field which necessitates the need to revitalize the role of such donations.

Egypt is committed –by signing the climate change agreement in 2015 – to apply the 17 SDG’s, this can be translated in the vision of Egypt 2030 to achieve sustainable development.

The application of (BBP) can be a cornerstone to achieve SDG’s successfully since the experience of Egypt clarified a large gap between the plan and the application, besides that mainstreaming SDG’s in the Egyptian plan may require a comprehensive approach to use BBP to specify roles and responsibilities for ministries’ staff as well as the civil society to guarantee the successful application.

- بعد استكمال الدورة بنجاح يكون المشاركون قادرين علي:-
- تحديد شروط تطبيق موازنة البرامج والأداء في المؤسسات والمنظمات.
 - الحصول على المعرفة لربط أهداف التنمية المستدامة برؤية مصر 2030.
 - اكتساب مهارات تطوير طرق ووسائل الرقابة بالرجوع إلى المؤشرات المساعدة في ذلك و ذلك في إطار الأهداف الفرعية للتنمية المستدامة.
 - تحديد الفرص والتحديات في تطبيق موازنة البرامج والأداء.

Learning outcomes:

Upon successfully completing this course participants will be able to:

- Specifying the main conditions of applying (BBP) in their institutions and organizations.
- Acquainting the knowledge of the link between SDG’s and the national plan of Egypt within 2030 vision;
- Gaining the skills of developing tools and methods of monitoring referring to indicators and available data (within sub goals of SDG’s);
- Identify challenges and opportunities in the application of BBP.

A 10. Basics in M&E (Arabic)

Trainer: Amjad Al-Attar

Level: Beginning/Intermediate

Language: Arabic

Mr. Al-Attar has more than 19 years of experience in the area of strategic planning, performance management and monitoring & evaluation working within the Government of Jordan and International Organizations. Mr. Al-Attar has mastered the skill of producing strategic plans, advising ministers on the most urgent macro and micro-economic policies, social policies and designing M&E models including evaluation tools and techniques, setting key performance indicators as well as collecting, analyzing and disseminating data. Further, Mr. Al-Attar has set-up multiple M&E units in government ministries, for donor-funded social and economic growth projects. Mr. Attar had worked as evaluation consultant and trainer for several UN agencies and international organizations namely; UNDP, IAEA, UNICEF, ILO, UNDCF, FAO, USAID, EU, and GIZ. In addition to his B.Sc. and M.Sc. in Agricultural Economics & Agribusiness at the University of Jordan, Mr. Al-Attar holds a PhD in management and has completed numerous training courses on public policies, leadership, business management, evaluation and facilitation at leading schools like Royal Military Academy Sandhurst, The Institute of Development Policy and Management of the University of Antwerp, Kennedy School of Government at Harvard, Sloan Management School at MIT, and Carleton University. Mr. Attar is one of the key co-founders and the first president of the Jordan Development Evaluation Association Eval-Jordan which was established in May 2014.



أساسيات المتابعة والتقييم

يهدف هذا البرنامج التدريبي إلى تزويد المشاركين بفهم أفضل بالمفاهيم الأساسية والمنهجيات المتعلقة بالمتابعة والتقييم. ويستهدف هذا البرنامج أولئك الذين لا يملكون المعرفة الكافية أو الذين لديهم الحد الأدنى من المعرفة بمفهوم ومنهجيات المتابعة والتقييم.

وسيغطي البرنامج التدريبي المواضيع ذات العلاقة بالمتابعة والتقييم، وذلك كما يلي:

1. تعريفات بالمفاهيم والمصطلحات ذات العلاقة بالمتابعة والتقييم؛
2. ما هو نظام المتابعة والتقييم؟
3. لماذا أصبح نظام المتابعة والتقييم أداة أساسية في الإدارة؟
4. معايير التقييم
5. خطوات بناء نظام المتابعة والتقييم:
 - أ. تحديد الأهداف الاستراتيجية؛
 - ب. اختيار مؤشرات الأداء؛
 - ج. تحديد قيم الأساس؛
 - د. تحديد القيم المستهدفة؛
 - هـ. تحديد المدخلات، النشاطات والمخرجات؛
6. الإدارة المبنية على النتائج؛

7. الإطار المنطقي؛

8. التقييم؛

9. إعداد التقارير.

سيتمتع أسلوب التدريب بالإضافة إلى المحاضرات على العمل الجماعي والفردى وتوظيف الأمثلة التدريبية المستمدة من الحياة العملية. وستشتمل البرنامج التدريبى على إجراء اختبار معرفة قبل وبعد التدريب، وذلك بهدف قياس المعرفة التي تم اكتسابها من قبل المشاركين نتيجةً للبرنامج التدريبى.

Workshop description:

The course aims at introducing the basic concept of M&E to beginners and provide them with better understanding of M&E concepts, methodologies and techniques. The training course targets those who have no and or minimum knowledge about M&E and steps needed to build M&E system.

The training course will cover the following topics:

- Definitions of M&E terminologies;
- What is an M&E system?
- Why does an M&E system become an important tool in management?
- Evaluation criteria;
- Steps for building M&E system,
 - a. Identifying the strategic objectives;
 - b. Defining and selecting KPs;
 - c. Identifying baselines;
 - d. Setting targets;
 - e. Identifying inputs, activities and outputs;
- Results Based Management RBM;
- Logical frameworks;
- Evaluation;
- Reporting.

In addition to lecturing, the training course will employ different teaching mechanisms such as practical exercises from real life experiences, individual and group discussions.

A pre and post training knowledge test will be conducted to measure the real value added for the participants as a result of the training delivered.

A 11. Concevoir un Système National de Suivi & Evaluation en Contexte des ODD

Trainers: Boubacar Aw, Amos Menard

Level: beginning/intermediate

Language: French

Boubacar est expert en Management de projets, avec une riche expérience en S&E. Il coordonne le Centre Régional CLEAR pour l'Afrique francophone depuis 2014. Avant de rejoindre ce poste, il était enseignant-chercheur en S&E et en gestion de projets au Centre Africain d'Etudes Supérieures en Gestion (CESAG) pendant 6 ans. Durant cette période, il a dirigé le département Master du l'Institut Supérieur en Management des Organisations et des Entreprises, mais aussi la cellule de S&E du CESAG. Il a également une longue expérience en tant que Consultant International et



formateur en Analyse des marchés, Entrepreneuriat, Gestion des projets et en S&E au Cabinet Sahel Engineering and management (SEM). Il a travaillé pour des organisations telles que la Banque Mondiale, IFC, PNUD et plusieurs gouvernements de l'Afrique de l'Ouest, du Centre et de l'Est. Il est auteur d'une étude de cas sur le système national de S&E du Sénégal, commanditée par CLEAR AA. Boubacar est également évaluateur accrédité de l'ANAQ SUP et a réalisé à ce titre plusieurs mandats de formation et d'appui conseil pour les cellules d'Evaluation et de Planification du Ministère de l'enseignement supérieur et de la recherche, du Ministère de la Femme et de la famille et du Ministère de la décentralisation du Sénégal. Il est membre fondateur de SenEval, membre de l'Association Africaine d'Evaluation (AfrEA) et de l'Association Américaine d'Evaluation (AEA).

Amos est économiste et s'intéresse professionnellement à l'analyse des politiques publiques et à l'évaluation des programmes de développement. Au cours des cinq dernières années, il a travaillé au renforcement des systèmes nationaux de S&E et au développement des capacités d'évaluation dans plusieurs pays francophones d'Afrique de l'Ouest. Ses domaines d'expertise sont le S&E en tant que praticien mais aussi en tant que formateur, l'analyse coûts-avantages, l'analyse des données et la gestion des connaissances. Il est actuellement Sr Programme Manager au Centre régional CLEAR pour l'Afrique francophone, et est responsable d'un portefeuille d'activités visant à former une masse critique de professionnels de l'évaluation dans les administrations et agences de développement clés. Il a supervisé le développement de plusieurs programmes de formation en S&E (cours de base et cours avancés), et a formé des centaines de professionnels et de formateurs. Avant de rejoindre CLEAR, il a travaillé dans diverses organisations internationales et multidisciplinaires. Amos est un membre actif de plusieurs VOPEs, tant au Sénégal qu'à l'international, où il occupe des postes de direction.



Description de l'atelier:

L'atelier explore les défis liés à l'optimisation des résultats de développement et la gestion basée sur la preuve dans les pays Africains, dans un contexte caractérisé par la dualité entre les priorités nationales et divers programmes de développement supranationaux tels que par exemple les ODD 2030 et l'Agenda de développement de l'Union Africain 2063. Il vise à attirer l'attention des participants sur l'utilité de disposer d'un système national de S&E cohérent, inclusif et fonctionnel pour soutenir la prise de décision éclairée, l'efficacité et l'efficience de l'action de développement. Il exposera une méthodologie en dix étapes pour concevoir un tel système. L'expérience de certains pays africains qui ont achevé avec succès les premières étapes de ce processus et des exemples de pays dotés de systèmes nationaux de S&E parvenus à maturité seront utilisés comme illustrations tout au long du cours. Cela permettra d'examiner comment l'évaluation a été/peut être utilisée au niveau des pays pour examiner les politiques et les plans nationaux afin de tenir compte des principes fondamentaux de l'agenda 2030 et accélérer la réalisation des ODD.

Le thème de l'atelier est parfaitement aligné avec le strands 1 sur "strengthening national evaluation systems" et le strand 2 sur "evaluation practice and the SDGs".

Les thèmes couverts sont: Les défis de l'alignement des agendas supranationaux avec les priorités nationales – la définition d'un Système national de Suivi & Evaluation et ses éléments constitutifs - 10 étapes de conception d'un système national de S&E axé sur les résultats (Morra Imas, Linda G.; Rist, Ray C.. 2009.) – Quelques exemples de pays disposant de systèmes fonctionnels.

La stratégie d'enseignement alliera de brèves présentations magistrales, des lectures dirigées, des travaux en petits groupes et des discussions en plénière.

L'atelier cible les décideurs et les cadres du secteur public, mais aussi les parlementaires et les dirigeants de la société civile, quels que soient leur niveau et leurs connaissances en matière d'évaluation.

Acquis d'apprentissage:

Au terme de cette formation, les participants:

- auront été sensibilisé à la manière dont l'évaluation peut aider à établir un lien entre les ODD et les priorités nationales;
- auront compris le concept de système national de S&E, y compris ses principaux piliers et la nature et le rôle des différentes parties prenantes qui l'animent;
- seront familiers avec une méthodologie en dix étapes pour concevoir un système de S&E axés sur les résultats;
- auront capitalisé l'expérience de certains pays africains qui ont des systèmes nationaux de S&E matures, de manière à pouvoir s'en inspirer pour leur propre pays.

A 12. COMING SOON!

B. Monday, October 21, 2019

B 1. Evaluation Dans Les Pays Fragiles en Situation De Conflits ou De Post-Conflit: Enjeux et Défis

Trainer: Raymond Onana

Level: Intermediate/advanced

Language: French

Expert en management des projets et programmes et en renforcement des capacités de la société civile, Yaoundé, Cameroun. Monsieur ONANA est titulaire d'un MBA en Administration des Entreprises de university Jean Moulin de Lyon III. Il cumule plus de 40 années d'expérience à divers postes de responsabilités au niveau national et international en planification, gestion, mise en œuvre, suivi et évaluation des projets, programmes et organisations. Installé depuis 2009 en travailleur autonome, il a conduit ou participé à plus de 70 mandats de consultance dans une dizaine de pays d'Afrique Centrale et de l'Ouest pour des missions de planification stratégique et opérationnelle, de capitalisation d'expériences, d'évaluation de projets et programmes dans les domaines de la santé, de renforcement des capacités des organisations de la société civile, de renforcement de la gouvernance, de suivi des politiques publiques, de renforcement de la compétitivité des filières de croissance, de cohésion sociale, stabilisation, relèvement communautaire, restauration de l'autorité de l'Etat et de relance économique en zones de conflits ou post-conflits. Ses services de consultance ont été fournis à divers organismes d'aide au développement: Agences du SNU, BM, UE, BAD, ACDI, GIZ, CRS, etc. Son intérêt professionnel porte sur l'évaluation du processus de transition qui précède la sortie de la fragilité à travers des projets de courte durée axés sur la stabilisation, la cohésion sociale, le relèvement communautaire et la restauration de l'autorité de l'Etat.



Description de l'atelier:

Prenant ancrage sur les définitions du concept d'Etats fragiles, de ses origines, ainsi que de la caractérisation desdits Etats, l'atelier s'appuiera sur l'analyse des pratiques opérationnelles des bailleurs dans les Etats fragiles, ainsi que sur les conclusions et leçons tirées de 4 missions d'évaluations conduites par le formateur dans des zones de conflits à l'Est de la RDC, ou post-conflit en Côte d'Ivoire et au Libéria. Il s'agira d'illustrer les enjeux (de stabilisation, de relèvement communautaire, de cohésion sociale, consolidation de la paix et restauration de l'autorité de l'Etat), et les défis liés à la planification et à l'évaluabilité desdits projets (défi d'appréciation de l'impact des projets limités à la livraison des produits ; défi du passage du contexte de l'urgence humanitaire vers la résilience et le développement durable ; défi de la régularité du suivi et de la disponibilité de l'expertise technique dans un contexte de volatilité des conditions sécuritaires). Il s'agira également, d'une part, de mettre en évidence la valeur ajoutée de l'approche 3*6 développée par le PNUD, ainsi que le caractère novateur de la dimension frontalière du

projet Côte d'Ivoire-Libéria, et d'autre part d'évaluer les limites des perspectives de capitalisation et de consolidation des acquis de telles initiatives. Mots clés: Fragilité; Conflict; Post-conflit; Vulnérabilité; Stabilisation; Relèvement communautaire; Résilience; Autorité de l'Etat, Evaluabilité.

Contenu en lien avec le thème de la Conférence « *Ne laisser personne de côté: Evaluation pour 2030* », l'atelier abordera les sujets suivants:

- Conceptualisation de l'évaluation des projets mis en œuvre dans les Etats fragiles;
- Capitalisation des résultats des évaluations au service de la durabilité des projets (alignement des projets aux priorités et stratégies des pays récipiendaires, ainsi qu'aux besoins des communautés bénéficiaires plutôt qu'à l'offre de financement disponible; systématisation de l'élaboration de stratégies de sortie dès la phase de conception des projets; rationalisation du choix des sites d'intervention basée sur une analyse approfondie des facteurs de fragilité);
- Conception et mise en œuvre d'approches de soutien intégrées aux Etats fragiles impliquant des synergies/complémentarités d'actions entre plusieurs bailleurs de fonds, dans l'optique d'une accélération d'une sortie de la fragilité qui ne laisse personne de côté;
- Renforcement de la mobilisation communautaire dans la perspective de la consolidation et de la pérennisation des acquis.

Acquis d'apprentissage:

- Conceptualiser des interventions dans les Etats fragiles qui soient alignées à des stratégies pays et tiennent compte des facteurs spécifiques des fragilités ou des crises inhérentes à chaque contexte (crise aigüe, catastrophes, situation de post-conflit par exemple);
- Assurer une continuité des interventions et tenir les engagements pris envers les populations: éviter les politiques d'arrêt brutal et de redémarrage liées aux changements politiques; s'engager dans la durée dans l'optique d'amélioration des conditions de vie des populations et de renforcement et relégitimation des Etats;
- Planifier des projets simples - en termes d'appropriation des objectifs (non soumis à des conditions suspensives potentiellement bloquantes), d'organisation, de nombre d'acteurs et de compétences techniques - qui puissent contribuer à la réconciliation des populations et des autorités autour de la délivrance de services essentiels;
- Assurer la qualité et la performance des projets mis en œuvre à travers un suivi régulier des opérations construits autour des cadres de résultats cohérents et pertinents;
- Assurer le passage de la transition vers le développement durable par un accompagnement codifié dans le cadre des stratégies de sortie;
- S'inscrire dans l'optique des évaluations communes au niveau de l'analyse des causes de fragilité, de l'estimation des besoins en situation de post conflit et de l'évaluation des projets de terrain;
- Adopter des systèmes de coordination souples et/ou informels entre bailleurs dans des situations de crise, et de partage des informations et analyses disponibles.

B 2. Introduction à l'Analyse de Contribution

Trainer: Agathe Devaux

Level: Intermediate/advanced

Language: French

Agathe Devaux est consultante/chercheuse de la SCOP Quadrant Conseil. Chercheuse associée au Centre Emile Durkheim, et consultante en évaluation. Docteure en Science politique, elle est spécialisée dans l'évaluation de l'impact des innovations et des expérimentations sociales. Elle a été auparavant cadre scientifique pour l'évaluation de l'impact de la recherche pour le développement au Cirad. Agathe mène et participe à des missions d'évaluations de politiques publiques pour le compte d'organisations publiques en France et à l'international. Elle conduit aussi des recherches sur les méthodes d'évaluation d'impact, et leur utilisation par les décideurs publics.



Description de l'atelier:

L'analyse de contribution est une méthode d'évaluation d'impact conçue au début des années 2000 (Mayne 2001). Elle est outillée pour comprendre dans quelle mesure et de quelle manière un programme ou un projet contribue à générer des impacts sur les publics cibles et bénéficiaires des actions, mais aussi sur son environnement. L'analyse de contribution peut apporter des éclairages sur l'impact des dispositifs aussi bien pour des dispositifs simples que des interventions beaucoup plus complexes. Elle mobilise des outils de collecte de données autant qualitatifs que quantitatifs.

Cette analyse procédant par 6 étapes clés permet de renforcer le degré de connaissance et de certitude sur les différentes contributions d'un programme ou d'un dispositif.

Considérant qu'un programme n'est jamais à lui seul responsable des changements observés, elle s'attache à identifier les éléments extérieurs au programme qui ont eu une influence sur ces changements et caractérise leur interaction avec le programme.

L'atelier propose une pédagogie s'appuyant sur des apports théoriques, la présentation d'un cas illustratif d'utilisation de cette méthode et des ateliers de mise en pratique en petits groupes.

Il se déroule en 3 temps :

- Rappel des enjeux de l'évaluation d'impact et des différentes approches existantes
- Présentation de la démarche d'analyse de contribution
- Zoom sur les outils disponibles pour démontrer la causalité de manière rigoureuse

Les participants doivent avoir acquis des compétences de base en évaluation et déjà pratiqué ou commandité des évaluations. Une connaissance préalable des enjeux de l'évaluation d'impact est aussi bienvenue.

Cette méthode d'évaluation est particulièrement pertinente pour les pays du Sud puisqu'elle permet d'approfondir les connaissances de la manière dont un programme génère des impacts sans requérir des bases de données significatives ou des enquêtes sur de larges populations qui peuvent s'avérer très coûteuses. Elle permet de cibler l'étude sur quelques étapes clés du dispositif et d'en comprendre les mécanismes afin d'améliorer l'action.

Acquis d'apprentissage:

Suite à cette formation, les participants auront une connaissance claire:

- Des enjeux de la démonstration de l'impact et ses différentes approches;
- Des critères pouvant aider à choisir une approche plutôt qu'une autre;
- Des principes guidant l'analyse de contribution;
- Du pas-à-pas pour conduire une analyse de contribution;
- Des résultats qu'elle peut générer et de leur utilité;
- Des outils, pouvant être mobilisés pour démontrer la causalité (process tracing).

Ces compétences sont utiles autant pour les praticiens que les commanditaires d'évaluation des organismes publics, associatifs ou privés.

B 3. Introduction to Quantitative Data Analysis

Trainer: Bassirou Chitou

Level: Beginning/Intermediate

Language: English

Dr. Bassirou Chitou is a Senior Statistician, an M&E Expert and an international consultant with over 17 years of international experience in the private and public sectors.

For the past two years, Dr. Chitou's works has been focused on various evaluations, assessments and strategic plans for four Indigenous Tribal Councils in Saskatchewan, Canada. Prior to this, Dr. Chitou worked for international institutions such as Phenomenome Discoveries, the U.S. Centers for Disease Control and Prevention, the United Nations Development Program, and ENSEA.

Faculty at IPDET since 2011, Dr. Chitou has co-authored the "Sampling Guide for Development Evaluation". His areas of interest include, impact evaluation, survey design & implementation, data collection tool

(household survey, Key Informant Interview, Focus Group Discussion), cost-benefit analysis and conducting joint evaluations. Dr. Chitou has been recognized by government and higher education institutions for technical contributions to improving public health in a resource limited country.



Workshop description:

This workshop deals with quantitative analysis and data visualization to improve the quality and efficiency of development evaluations. Quantitative data analysis provided policy makers with key findings, metrics or indicators that are easy to understand and that drive actions. These findings give policy makers the evidences to generate or inform policy at regional or national level.

This workshop introduces participants to the basics of descriptive as well as of inferential statistics. The discussion includes, measurement scales, measure of central tendency, measure of variability, confidence interval, simple linear correlation, and contingency tables.

During this workshop the following topics will be addressed:

- Basic Concepts in Statistics
- Measurement Scales
- Measure of Central Tendency
- Measure of Variation
- Group Work
- Frequency and Percentage
- Likert, Ranking, and Rating
- Comparison to a Benchmark

- Comparing two groups
- Group Work
- Crosstabulation and the Chi-Square Test
- Group Work
- ANOVA Basics
- Correlation
- Simple Linear Regression

The treatment of the various topics is conceptual and practical. A lot of hands-on help participants practice and understand the various concepts.

To be able to participate in this workshop, participants are required to: have a good experience/knowledge of various evaluation methods; have a good understanding or experience of elementary statistics possess an intermediate level of MS. Excel and Power Point Presentation; be open-minded.

The workshop is targeted to new and seasoned M&E specialists, government officials, UN staff, NGO staff, as well as junior and senior evaluators interested in evidence-based evaluation.

Learning outcomes:

At the end of this workshop participants should be able to:

- Understand the essentials of descriptive and inferential statistics;
- know how to make evidence-based decision using the various descriptive statistics;
- perform basic inference using correlation analysis and contingency tables;
- know how to present results of an evaluation using data visualization tools.

B 4. National Evaluation Diagnostics and Strategizing

Trainer: Vijayalakshmi Vadivelu and Moubarack Lo

Level: Beginning/intermediate

Language: English (The workshop will be run primarily in English, but participants will also be able to ask for clarifications and assistance in French)

Vijayalakshmi Vadivelu is a Senior Evaluation Advisor at the Independent Evaluation Office of the United Nations Development Programme (UNDP). She has twenty-five years of experience in international development policy, evaluation, and applied research. She has managed, and lead evaluations of development and crisis-related programmes at the global and country levels.

Prior to joining UNDP, she was a researcher working on governance issues and gender equality in development at the Institute for Social and Economic Change, Bangalore, India. She was a Visiting Professor at the Division of Global Affairs, Rutgers University. She holds a PhD in Sociology.



Moubarak Lo is Engineer statistician-economist, an alumnus of ENSAE-CESD (Paris), of the Institute of Political Studies of Paris (Public Service Section), ENA (National School of Administration, France), and Harvard University (USA) (KSG, SMG). He has been Associate Professor in Economic Policy at the National School of Administration of Senegal (ENA) and Gaston Berger University (UGB) of Saint-Louis. He is the designer of a development index: the Synthetic index of economic emergence (ISEME). He publishes regularly in the Senegalese press.



Moubarack Lo is the Director-General of the Office of Economic Foresight (BPE) of Senegal. He also served as Deputy Minister of the Cabinet of the President of Senegal (Macky Sall), and the economic advisor to the cabinet of Senegal's Prime Ministers Habib Thiam, Moustapha Niassé and Mamadou Lamine Loum, and in the Cabinet of the Minister of Economy and Finance. He also served as Minister and Deputy chief of staff to the President of Senegal

Workshop description:

A one-day Workshop on National Evaluation and Diagnostics and Strategizing will entail both theory and practice, engaging participants in unpacking national evaluation needs, take stock of national prioritization of SDGs, identify instruments for strengthening evaluation capacities. The Workshop is for government staff at different levels of the government, and individuals from organisations who are likely to support the government in identifying and addressing national evaluation capacity needs. The Workshop will use the Online Self-Assessment Tool for Diagnosing National Evaluation Strategy Options for delivering the training. The 2030 Agenda calls for a systematic follow-up and review of the implementation of the Sustainable Development Goals (SDG). Country-led evaluations constitute a key

element in this process and strengthening national evaluation capacities assumes importance more than before. The performance management of SDGs underscores the challenges that remain in national evaluation capacities and the need for developing national evaluation frameworks and strengthening the linkages between evaluation and public policy processes.

Responding to the demand for national evaluation capacities, the Independent Evaluation Office (IEO) in collaboration with Moubarack Lo of Government of Senegal is conducting a one-day Workshop on National Evaluation and Diagnostics and Strategizing. The Workshop will entail both theory and practice, engaging participants in unpacking national evaluation needs, take stock of national prioritization of SDGs, identify instruments for strengthening evaluation capacities.

The approach is non-prescriptive to account for institutional/and other development context differences. The workshop will cover the following topics and help participants through practical exercises to:

- Unpack national evaluation requirements through a set of steps to assess key evaluation bottlenecks and specific needs (assess and map evaluation needs; map evaluation needs; take stock of existing national evaluation policies, institutional arrangements, and key contextual factors);
- Take stock of national prioritization of SDG framework — mainstreaming of the SDGs in ministries, departments, agencies, and at sub-national levels;
- Determine pathways and parameters for strengthening national evaluation or sectoral evaluation;
- Outline action points to be considered in developing a country's evaluation framework.

The Workshop is targeted to government staff at different levels of the government, and individuals from organisations who are likely to support the government in identifying and addressing national evaluation capacity needs.

Learning outcomes:

Upon successful completion of the Workshop the participants will be able to identify evaluation needs specific to their context, key instruments for strengthening evaluation capacities, and action points their policy frameworks allow.

B 5. Demystifying Private Sector Evaluations

Trainer: Raghavan Narayanan

Level: Beginning/Intermediate

Language: English

Raghavan Narayanan has more than 20 years of operational experiences spanning investment financing, asset management and financial advisory services and brings unique private sector development insights to evaluation sciences. At IEG, he specializes in real sector evaluations and strategic initiatives. Recently, he has been tasked with managing IEG's flagship reports and thematic evaluations on World Bank Group private capital mobilization activities. Before joining the World Bank Group, Raghavan was an economist and policy advisor for the extractives industry and has rotated through various positions in venture capital, investment banking and private equity investment funds. He has completed executive program on economic development at Harvard University's Kennedy School of Government (USA), holds an MBA from Georgetown University (USA), a B.Eng. from Nanyang Technological University (Singapore). Raghavan has received Monitoring and Evaluation methodology training at Carleton University (Canada).



Workshop description:

The workshop will start with a presentation on methodologies used in private sector evaluation, whereby a double bottom line needs to be reviewed and compare them with public sector evaluation methodologies and practices. In this respect, more than 20 years of experience in developing good practice standards in the Evaluation Cooperation Group (ECG)¹ will be presented. To make the workshop as interactive with the participants as possible, two case studies will be presented. The main themes of the case studies will be the evaluation of financial intermediaries and evaluating direct equity investments. As learning from experience is one of the main features of development evaluation, the workshop will present adaptive learning as institutional strategy. The interaction with the participants on the importance of learning from experience and the use of lessons learned can help them with institutional learning in their own institutions.

- Let's start with Why? Why should we care about the Private Sector?
- How should we think and evaluate Private Sector operations and treat Private Sector interventions?
- Brief History of Time: 20 years of progress in Private Sector Evaluation Methodology
 - Presentation based in part on developing good practice standards

¹ The ECG is the working group in which the heads of evaluation departments of the MDBs and some other international financial institutions collaborate.

- Evaluating Financial Intermediary (FI) – Why is FI different? How is FI different?
 - Case Study 1: with break-out groups to enhance learning on private sector evaluation methodology
- Evaluating direct equity investments – Why is equity different from loans?
 - Case Study 2: with break-out groups to enhance learning on private sector evaluation methodology
- Brief Peek into the Future: What is an Impact Investment? What are the Emerging trends in Private Sector Development?
- Wrap-up session

B 6. Introduction to Sustainability-Ready Evaluation

Trainer: Andy Rowe

Level: intermediate/advanced

Language: English

Andy has been an independent consultant since 2005, prior to that he worked for an international consultancy, provincial and state governments in Canada and the U.S., federal government in Canada as well as lecturing in Canada and Scotland. Trained as an economist, Andy has been undertaking evaluations for over 30 years. Much of this has focused on sustainability, climate, natural resource management and on enterprise and community development working on assignments for international organisations, US-based philanthropic and US federal agencies; he also regularly undertakes assignments for not-for-profit and community-based organisations.



Andy is an active contributor to the evaluation field through publications, presentations and training workshops and through promotion of incorporating sustainability as a cross cutting evaluation element. Most of his recent writing focuses on developing sustainability-ready evaluation thought and practice, on methods for evaluating coupled human and natural systems including his Rapid Impact Evaluation approach, and on use-seeking evaluation for coupled human and natural systems, His methods for evaluating environmental conflict resolution have been applied in US federal environmental agencies and elsewhere since 2004.

Over thirty years' experience as an evaluator now working in natural resource management, climate and sustainability, former President and a Fellow of the Canadian Evaluation Society.

Workshop description:

The importance of sustainability is rising and undeniable, yet sustainability is largely missing from evaluation including evaluation of the SDGs. This workshop will introduce concepts, techniques and processes for evaluators to plan and conduct evaluations from a sustainability-ready perspective. Targeting more experienced evaluators and evaluation commissioners with capacities in mixed methods the workshop will facilitate participants' understanding of sustainability as coupled human and natural systems, how to introduce sustainability to theories of change and manage the politics that will arise. Participants will also learn important differences between human and natural systems including temporal and spatial scales, social and natural science methods, promoting use and the importance of boundary spanning. Participants will be asked to contribute to enhancing a recently published checklist for sustainability-ready evaluation.

Participants require familiarity with evaluation methods, designing or commissioning evaluations and with mixed methods evaluations. They should also have experience working with programs and evaluation commissioners to articulate the program logic and negotiate evaluation issues. They need to be open to

or at least interested in stretching conventional evaluation boundaries and see evaluation and evaluators as contributors to change.

The initial draft agenda for the workshop is:

- Introductions;
- Sustainability and sustainability-ready evaluation;
- Sustainability and the SDGs;
- Applying a coupled human and natural system perspective of sustainability when developing the evaluation approach;
- Synthesis: challenges applying sustainability in design of evaluation;
- Applying a coupled human and natural system perspective of sustainability when implementing an evaluation;
- Synthesis: challenges applying sustainability in conduct of evaluation;
- Skill building demonstration: processes to gain consensus across different worldviews and knowledges;
- Gaps and resources for sustainability-ready evaluation;
- Summary and synthesis.

Learning outcomes:

- Awareness of the differences a sustainability focus brings to evaluation;
- Ability to include sustainability in Theories of Change;
- Knowledge of the differences in attributes for evaluation in human and natural systems;
- Knowledge and some capacity applying a checklist for sustainability evaluation.

B 7. Embedding evaluation in Voluntary National Reviews (VNRs)

Trainers: Dorothy Lucks, Ada Ocampo and Robert Stryk

Level: Beginning/intermediate

Language: English

Dorothy Lucks is the Executive Director of SDF Global Pty Ltd. For the last 30 years she has independently evaluated development policies and programmes of international organizations such as the AfDB, FAO, IFAD, UNHCR, the Asian Development Bank and the World Bank in over 32 countries. Dorothy is Co-Chair of the EVALSDGs Network which is a network of interested and skilled policymakers, institutions, and practitioners who advocate for the critical roles played by evaluation at the national, regional, and global levels in examining progress toward achievement of the SDGs. Dorothy has a PhD focusing on multi-stakeholder relationships in sustainable development. She provides technical support to sustainable development programs worldwide. She has also acted as an Evaluation Team leader for MOPAN III (Multilateral Organization Performance Assessment Network) that comprises a performance assessment process for a consortium of 18 donors. She is strongly focused on innovation and sees the SDGs as an opportunity and global driving force for transformation.



Ada OCAMPO is a Peruvian sociologist with a master's Degree in Development Planning and Management (University of Wales, UK). She has worked in the UN system since 1990 with UNICEF, UNDP, UNFPA and IFAD in different countries and Regions. During her career, she has been mainly involved in evaluation capacity development and networking. She has lectured at various universities including Carleton, FLACSO, Indian School of Business and BRAC. She is the author of several articles and publications. She was one of the founders of the International Organization for Cooperation in Evaluation (IOCE) and of the Latin America Evaluation Network (ReLAC). She represents UNICEF at EvalPartners. Ada is the co-chair of EVALSDGs and supports the Secretariat of the Global Parliamentarians Forum for Evaluation. Currently she works for the Evaluation Office at UNICEF HQs holding the position of Sr. Evaluation Specialist.



Robert Stryk works at UNICEF as Regional Evaluation Adviser in the MENA region since 2018. In this capacity he is promoting the evaluation of national and UNICEF as well as partner programmes in the region. Prior to this he was leading evaluation in the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) for over 10 years. He was vice chair for use of evaluation in the United Nations Evaluation Group 2013 2015 as well as involved in the development of the first UNEG strategy and the revision of the UNEG Norms and Standards.

Throughout his 21 year career in development he spent most of his time in either planning or evaluation with intervals of implementing projects. His work spanned high level planning exercises to evaluating grass roots initiatives.

Robert is an economist graduated from the Rheinische Friedrich Willhelms University in Bonn.



Workshop description:

Every year, governments have the opportunity to present Voluntary National Reviews (VNRs), at the High-Level Political Forum (HLPF), to report on their progress towards the Sustainable Development Goals (SDGs). VNRs typically include a narrative as to how countries have linked the SDGs to national efforts and what progress, gaps and efforts are found in implementation of the 2030 agenda. Analyses done by EVALSDGs of the first three cycles of VNRs, have concluded that these reports are, in a very limited way, based on Evidence. Moreover, reports demonstrate an unclear understanding of what evaluation is and what is its main purpose.

In view of the above, UNICEF proposes this workshop aiming to contribute to increase the capacity of countries on the use of evidence in VNRs.

The workshop is proposed as a one-day event covering the following topics.

- “Embedding evaluation in national plans and policies to foster transformative development” – Overarching presentation;
- The policy cycle;
- Evidence vs opinion; different types of evidence - Group work;
- What is Evaluation and Evaluation typology;
- Country-led evaluations and evaluation systems;
- Overview;
- Real case example;
- Rapid evaluations and use of previous evaluations;
- Comparison of national evaluation systems;
- How to use evidence from evaluations to inform VNRs. Presentation followed by a group work;
- Guide on embedding evaluations on VNRs;
- Countries develop way forward.

The workshop targets government officials who are responsible for implementation and reporting of SDGs, parliamentarians, evaluation community members and development partners.

Learning outcomes:

- Upon successful completion of the workshop, participants will be able to use evidence, from evaluations and other sources, to report progress on the SDGs.

B 8. Better Criteria for Better Evaluation: Using Evaluation Criteria for Accountability and Learning in a National Evaluation Context

Trainer: Megan G. Kennedy-Chouane and Velayuthan Sivagnanasothy

Language: English

Level: Intermediate/advanced

Megan Kennedy-Chouane is an Adviser at the OECD, where she coordinates the DAC Network on Development Evaluation. She has over 15 years of experience working on development policy, evidence and evaluation. From 2017-2019, Megan was Senior Manager for Bright Beginnings Early Childhood Development Initiative in California. Previously, she managed a \$13 million portfolio of climate mitigation evaluations at the Children’s Investment Fund Foundation. Megan holds a postgraduate diploma in Children and Development; a Master’s in Public Administration and International Management; and a BA in Economics and Peace & Global studies from Earlham College.



Velayuthan Sivagnanasothy currently serves as the Secretary to Ministry of National Policies, Economic Affairs, Resettlement and Rehabilitation, Northern Province Development, Vocational Training and Skills Development and Youth Affairs and Secretary to the Presidential Task Force on Northern and Eastern Provinces Development. Prior to this he served as the Secretary to Ministry of Tourism Development and Christian Religious Affairs, Secretary to Ministry of National Integration and Reconciliation, Secretary to Ministry of Prison Reforms, Rehabilitation, Resettlement and Hindu Religious Affairs, Secretary to Ministry of Plantation Infrastructure Development and Secretary to Ministry of Traditional Industries and Small Enterprise Development of the Government of Sri Lanka.



He also served as the Director General, Department of Foreign Aid and Budget Monitoring of the Ministry of Plan Implementation for the Government of Sri Lanka. He has more than 30 years of senior-level public sector experience in development planning, management, monitoring and evaluation at the national level. He gave leadership to country-owned, country-led evaluation in the Government and established Evaluation Information System. He undertook many on-going and ex-post evaluations. He served as a Co-Chair of the Evaluation of the Implementation of the Paris Declaration on Aid Effectiveness undertaken by the DAC evaluation Network of the OECD. He is a resource person on Project Planning, Appraisal, Monitoring and Evaluation for Master’s Degree Programmes in Sri Lankan Universities. He served as a co-chair of the Asia Pacific Community of Practice on Managing for Development Results and Vice-chair of Capacity Development for Development Effectiveness –Asia Pacific.

He is an Economics Honors Graduate of the University of Colombo and holds an MSc in Project Planning and Management of the University of Bradford, UK. He is also a Fellow Member of the Institute of

Chartered Accountants of Sri Lanka and Fellow Member of the Chartered Institute of Management Accountants of U.K.

Workshop description:

The session will begin with a short presentation of the history of the OECD/DAC Principles for Aid Evaluation, Glossary, and other key normative documents.

In the context of a broader debate about the future of development evaluation, a discussion has begun on re-thinking the five DAC evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability, first articulated alongside evaluation principles in 1991. Throughout 2018, the Network and its partners hosted a global consultation to explore the strengths and weaknesses of the criteria, and how they might best be adapted to today's development context. Our overall goal – in line with our mission – is to support better evaluation, which will in turn play a role in helping to achieve the Sustainable Development Goals. The consultation included literature review, interviews, surveys and discussions. The criteria are being used far beyond the membership of the DAC to evaluate programmes and policies outside of development co-operation, including for national and local evaluations across the globe. While there was broad agreement on the strengths of the criteria (their simplicity, clarity and broad applicability were especially appreciated), respondents also saw room for improvement and clarification. Many challenges that were raised have to do with how the criteria are applied, more so than with the criteria themselves.

During this session participants will be invited to share their own experiences and reflections on the criteria and their use in practical evaluation work. This will be a broad discussion to be inclusive of people with little or no experience directly with the OECD/DAC.

Following this introduction, we will present the revised evaluation criteria definitions. In a series of fish bowl-style working sessions we will elaborate example questions for each criterion.

To connect with the overall conference themes, we will focus on how equity issues and “leaving no one behind” are incorporated throughout the criteria. We will share some of the discussions about alternative ways of addressing equity issues in the criteria, and share the reasoning behind the final approach adopted. This discussion will provide an opportunity to reveal broader dynamics in evaluation and the role of evaluation in supporting achievement of the sustainable development goals.

The second half of the training will focus on how the criteria are used in practice. Each participant will be asked to use a real-life example from their work to apply the learning throughout the session. This will be supported with a one-page worksheet (shared in advance) to get the participants started thinking about their example. We will have multiple individual and small group working sessions to apply the concepts and test understanding.

- For policy makers and line ministry staff we will focus on how to read evaluation reports, and how to articulate their learning and accountability needs using the criteria.
- For evaluation consultants and practitioners we will focus on understanding evaluation terms of reference and questions, and identifying approaches and methods for answering questions related to each criteria.

- For evaluation managers and commissioners we will focus on how to ensure terms of reference describe the criteria clearly and usefully to meet the needs of the evaluation audience. We will also look at how to communicate about evaluation findings around each criteria.

Learning outcomes:

Upon completing this course, all participants will be able to:

- Fully understand how each criterion is defined and what it means in different contexts relevant to their day-to-day work.
- Explain the evaluation criteria – relevance, efficiency, effectiveness, coherence, impact and sustainability – using either plain language or technical language to help different audiences understand evaluation.
- Use the criteria in their work and feel comfortable distinguishing between evaluation criteria and formulating good evaluation questions.
- Be more effective in evaluating interventions and communicating about evaluations to support learning and accountability in their own context.

B 9. Establishing Monitoring & Evaluation Systems for Local Government and Other Sub-National Governments

Trainer: Angela Bester

Level: Beginner/Intermediate

Language: English

Angela Bester is an evaluation practitioner who has managed, led and conducted evaluations for the South African Government and the United Nations, as well as for international development agencies. Prior to her current role, Angela served as Director-General: Office of the Public Service Commission in South Africa where she established the capacity of the Office to carry out its Constitutional mandate to evaluate public administration. Angela has a keen interest in developing national evaluation capacities and served on the board of the South African Monitoring and Evaluation Association. Qualifications: MBA (University of Technology, Sydney, Australia), MA Sociology (University of New South Wales, Australia), B Social Science (Honours) (University of Cape Town, South Africa).



Workshop description:

Sub-national governments have an important role to play in the achievement of the Sustainable Development Goals:

- Local governments are responsible for planning and implementation of a range of services, and the effectiveness of local governments in performing these functions have a direct impact on the quality of life of people living and working within the boundaries of municipalities;
- Local governments are well-placed to provide insights on how national development plans 'land' at local level, and feedback learning to national level for policy and programme adjustments. They are key to 'leaving no one behind'.

Monitoring & evaluation can benefit local government in several ways including:

- Helping to set realistic delivery targets based on accurate information;
- Reporting on programme delivery to citizens, other government structures and stakeholders;
- Learning what works and what does not and how programmes can be improved;
- Improving local governance by fostering transparency and accountability.

Insufficient attention has been paid the developing monitoring and evaluation capacities in local government.

This workshop is targeted at government officials in sub-national governments, in particular local government. National government officials responsible for supporting sub-national governments in

evaluation. The workshop will provide participants with the opportunity to explore and reflect on the current state of monitoring and evaluation in local governments, focusing on local government, and how the existing monitoring and evaluation system (including capacities) can be strengthened.

Session 1: Monitoring & evaluation in local government. Why it matters.

The facilitator will make a presentation on the relevance of monitoring and evaluation for local government and attempt to make the link with the SDGs. While SDG 11 is specifically focused on urban local government (cities), all SDGs are relevant for local government. Talk briefly about localising the SDGs and the need for effective monitoring and evaluation at local government level. The facilitator will emphasize the importance of linking local level M&E systems with national level M&E systems, and the role that national ministries that play in supporting local governments to develop their monitoring and evaluation capacities. The presentation will be followed by a facilitated discussion, asking participants to share their views/experiences about the state of monitoring and evaluation at sub-national level (focusing on local government).

Session 2: Conducting M&E capacity assessment

Participants will be given a basic capacity assessment tool that they can adapt/expand to suit the country context. First exercise is to apply the tool and modify it in the process. Each group will be asked to do an assessment of one sub-national/local government entity (participants can decide which one they will do). Once they have completed the exercise, they must present their assessment to rest. The feedback will be on:

- The applicability of the tool and modifications they made;
- The outcome of the capacity assessment;
- Reflections on the assessment process.

Session 3: Strategies for strengthening capacities

Presentation and discussion on strategies for institutionalising and strengthening monitoring & evaluation in local government. Group work: Using the assessment outcomes, each group will be asked to identify strategies that are relevant for addressing the gaps identified. Groups will report back and present their strategies.

Session 4: Reflections on learning.

Evaluation and close of workshop.

Learning outcomes:

Upon successful completion of the workshop:

- Participants will have an appreciation for the benefits of monitoring and evaluation system in local government;

- Participant will be able to conduct a capacity assessment of monitoring and evaluation capacity of local government;
- Participants will be able to identify strategies for institutionalising and strengthening local government monitoring and evaluation.

B 10. Towards SDG 11 Evaluation / نحو تقييم الهدف 11 من أهداف التنمية المستدامة

Trainer: Nihal El-Megharbel

Level: Beginning/intermediate

Language: Arabic



تشغل نihal المغربل حالياً منصب مدير برنامج السياسات والتشريعات الحضرية ببرنامج الأمم المتحدة للمستوطنات البشرية (الموئل). وتعمل نihal المغربل مع مجموعة من الاستشاريين لإعداد السياسة الحضرية الوطنية وتدير مشروع استشاري عن التخطيط التفصيلي واستخدام الأراضي كأداة للتمويل والتنمية الاقتصادية المحلية وإدارة المالية العامة في محافظة قنا. وعملت نihal المغربل نائباً لوزير التخطيط والمتابعة والإصلاح الإداري للمتابعة. وقبل ذلك، شغلت منصب مساعد أول الوزير للشئون الاقتصادية. وقادت فريق العمل الخاص بإعداد وصياغة "استراتيجية التنمية المستدامة: رؤية مصر 2030" المكون من أكثر من 200 خبير وأكاديمي وممثلي المجتمع المدني والقطاع الخاص ومسؤولين حكوميين في الفترة من 2014- والتي تمثل استراتيجية طويلة المدى للأهداف القومية لمصر تتوافق مع أهداف التنمية 2016 المستدامة للأمم المتحدة.

عملت المغربل كخبير اقتصادي بمعهد التخطيط العربي بدولة الكويت. كما شغلت منصب رئيس وحدة الشئون الاقتصادية ووحدة دعم اللامركزية بوزارة التنمية المحلية. عملت د. نihal المغربل كخبير اقتصادي رئيسي بوزارة التجارة والصناعة، وباحث رئيسي بالمركز المصري للدراسات الاقتصادية، كما كانت مدير وحدة دعم السياسات والدراسات بمركز تحديث الصناعة

قامت المغربل بإعداد عدة أوراق بحثية في مجالات مختلفة تشمل التنمية الاقتصادية المحلية والتنافسية وسياسات سوق العمل والسياسات الصناعية وخدمات التوزيع وسياسات قطاع الإسكان والمسئولية الاجتماعية للشركات والاستثمار العام والخاص. وتمويل المشروعات الصغيرة والمتوسطة والتجارة الدولية وقواعد المنشأ في اتفاقيات التجارة. وقامت المغربل بتدريس محاضرات عن تاريخ الفكر الاقتصادي بجامعة القاهرة والاقتصاد الجزئي بالجامعة الفرنسية. حصلت على درجة الدكتوراه في الاقتصاد من جامعة القاهرة ودرجة الماجستير بالجامعة الأمريكية بالقاهرة

Nihal El-Megharbel is the Urban Policies, Governance and Legislation Program Manager, UNHABITAT, Egypt Program. She is responsible for leading a group of experts to develop the National Urban Policy, and for piloting a project on detailed planning, land-based finance, local economic development and public finance management in Qena governorate. Dr. El-Megharbel was the Vice Minister of Planning, Monitoring and Administrative Reform, for Monitoring. She was also the Deputy Minister of the Minister of Planning, Monitoring and Administrative Reform, for Economic Affairs. During her work at MoPMAR, she was responsible for coordinating the development of the Sustainable Development Strategy: Egypt

2030". El-Megharbel was an Expert, at the Arab Planning Institute in Kuwait. She was the director of the Local Administration Reform Unit, Ministry of Local Development. She was also a Principal Economist in the technical office of the Minister of Trade and Industry. She was a Principal Economist at the Egyptian Center for Economic Studies, and the Studies and Policy Support Unit Manager at the Industrial Modernization Center. El-Megharbel has authored publications on small and medium enterprises, local economic development, competitiveness, labor market policies, industrial policy, corporate social responsibility, productivity, and rules of origin in trade agreements. El-Megharbel was a lecturer at Cairo University and the French University. She earned her Ph.D. from Cairo University and her MA degree in the American University in Cairo.

وصف قصير ورشة عمل:

في عام 2015، أطلقت الأمم المتحدة أهداف التنمية المستدامة، وفي عام 2016، أطلق برنامج الأمم المتحدة للمستوطنات البشرية الأجنحة الحضرية الجديدة"، لإعادة تأكيد التزام الدول بتحقيق التنمية الحضرية المستدامة. وفقاً لإعلان كيتو، "يساهم تنفيذ الأجنحة الحضرية الجديدة في تنفيذ خطة التنمية المستدامة لعام 2030 وفي تحقيق أهدافها على المستوى القومي والمحلي أيضاً، بما في ذلك الهدف الحادي عشر، والذي يهدف إلى جعل المدن والمستوطنات البشرية شاملة للجميع وآمنة وقادرة على الصمود ومستدامة. في فبراير 2016، أطلقت مصر "استراتيجية التنمية المستدامة: رؤية مصر 2030"، متضمناً محوراً خاصاً بالتنمية العمرانية. وتعمل وزارة الإسكان والمرافق والمجتمعات العمرانية، بالتعاون مع برنامج الأمم المتحدة للمستوطنات البشرية، حالياً على إعداد السياسة الحضرية، الوطنية، كآلية لتنسيق الجهود حول للتنمية الحضرية في مصر. تهدف ورشة العمل إلى تقديم الهدف الحادي عشر وغاياته ومؤشراته ومحور التنمية الحضرية المتضمن في استراتيجية التنمية المستدامة وأهدافه ومؤشرات الأداء الرئيسية ومستهدفاته للمشاركين في ورشة العمل. بالإضافة إلى ذلك، تشرح ورشة العمل مبادئ التخطيط، وكيف يتم دمج دعائم الهدف الحادي عشر والتنمية الحضرية في أنظمة التخطيط والموازنة العامة للدولة وفي منظومة المتابعة والتقييم الخاصة بالحكومة المصرية. تناقش ورشة العمل محلية الهدف الحادي عشر ومحور التنمية العمرانية. تحدد ورشة العمل أيضاً أدوار أصحاب المصلحة المختلفين في تخطيط وتنفيذ ومراقبة وتقييم أهداف وغايات الهدف الحادي عشر ومحور التنمية العمرانية. يتم تقديم ورشة العمل بطريقة تفاعلية، وتحتوي على دراسات الحالة وأفضل الممارسات. كما توضح ورشة العمل العلاقة بين مختلف البرامج الوطنية والمحلية ومحاور برنامج الشراكة التنموي مع منظمات الأمم المتحدة. إن ورشة العمل وثيقة الصلة بأهداف مؤتمر القدرات الوطنية للتقييم لعام 2019، خاصةً بالنسبة لعملية التقييم ولأهداف التنمية المستدامة. يشمل المشاركون المستهدفون بشكل رئيسي المسؤولين الحكوميين، المختصين بالتخطيط والموازنة العامة والمتابعة والتقييم، على الصعيدين المحلي والمركزي. بالإضافة إلى ذلك، يعتبر ممثلو الجهاز المركزي للتعبئة العامة والاحصاء من

Workshop description:

In 2015, the United Nations launched the sustainable development goals (SDGs), and in 2016, the United Nations Program for Human Settlements (UNHABITAT) launched the "New Urban Agenda (NUA)", to reaffirm the commitments of nations to sustainable urban development. According to the Quito declaration, "the implementation of the NUA contributes to the implementation and localization of the 2030 agenda for sustainable development and to the achievements of its targets, including SGD11, aiming at making cities and human settlements inclusive, safe, resilient and sustainable. In February 2016, Egypt launched the "Sustainable Development Strategy (SDS): Egypt Vision 2030", with a pillar on urban development (UD). The Ministry of Housing, Utilities, and Urban Communities, in collaboration with UNIHABITAT, is currently working on preparing the National Urban Agenda, as a coordination mechanism for urban development in Egypt. The workshop aims at introducing SDG11, its targets and indicators, the UD pillar of the SDS, its objectives, key performance indicators (KPIs), and its targets to the audience. In

addition, the workshop explains the planning principles, and how SGD11 and UD pillar are integrated in the planning, budgeting and monitoring and evaluation systems of the Government of Egypt. The workshop discusses the localization of SDG11 and UD. It identifies the roles of different stakeholders in planning, implementing, monitoring and evaluating both the SDG11 and UD objectives and targets. The workshop is delivered in an interactive manner, providing case studies and introducing best practices. The workshop also provides a link between different national and local programs as well as UNPDF pillars. The workshop is very relevant to the objectives of the 2019 NEC conference, especially to the evaluation practice and the SDGs. The targeted participants include mainly government officials, related to planning, budgeting, monitoring and evaluation, both at the local and central levels. In addition, the Central Agency for Public Mobilization and Statistics (CAPMAS) representatives are key participants of the workshop. Private sector, civil society, and research institutes are also targeted.

Learning outcomes:

النتائج المتوقعة لورشة العمل: عند اكتمال ورشة العمل بنجاح، سوف يكتسب المسؤولون الحكوميون جميع المعارف والمعلومات الضرورية المتعلقة بالهدف الحادي عشر من أهداف التنمية المستدامة والأجندة الحضرية الجديدة واستراتيجية التنمية المستدامة، خاصة محور التنمية العمرانية ومبادئ التخطيط. سيتم اكتساب المعرفة حول مفاهيم التخطيط والتصميم الحضري الفعالين والحوكمة الحضرية، والتشريعات، وسياسات الإسكان، ورفع مستوى المناطق العشوائية، والأماكن العامة، والمرونة، وأهميتها في السياق المصري.

Upon successfully competing this course, government officials will acquire all necessary knowledge and information related to SDG11, NUA, SDS UD, and planning principles. Knowledge about efficient urban planning and designing, urban governance, and legislations, housing policies, slum upgrading, public spaces, and resilience, concepts and relevance to the Egyptian context will be acquired.

B 11. Efficient M&E Needs Efficient Planning / التقييم الفعال يحتاج الى تخطيط فعال

Trainers: Dr. Mohamed M. El-Fouly, Tamer M. El-Fouly

Level: beginning/intermediate

Language: Arabic



بكالوريوس الزراعة من جامعة الإسكندرية – مصر – وحصل على الدكتوراه من الجامعة التكنولوجية في ميونيخ – ألمانيا. يعمل أستاذ بالمركز القومي للبحوث – القاهرة – مصر. ويشرف على مركز التدريب وتنمية القدرات بالمركز القومي للبحوث.

وهو إستشاري حر في مجال التنمية، ويعمل في مجال التنمية منذ عقود. وهو مدرب وميسر ذو خبرة طويلة، وقد قام بتيسير وتوثيق أعمال عدد كبير من ورش عمل تخطيط وتقييم مشروعات تنموية مختلفة في مجالات الزراعة والمياه والتعليم والتدريب المهني والبيئة. ويقوم بالتدريب في المجالات الأتية: (التخطيط – المتابعة والتقييم – التيسير – التطوير المؤسسي – إدارة التغيير – التخطيط الإستراتيجي

– كتابة مقترحات المشروعات وإدارة المعرفة). عمل كرئيس لفريق العمل الذي قام بتدريب العاملين بوزارة التخطيط والوزارات الأخرى على الإدارة المرتكزة على النتائج وتخطيط المشروعات التنموية وإعداد موازنات البرامج والأداء. قام بتدريب فريق المدربين الإقليميين للمتابعة والتقييم في برنامج منظمة الإيفاد – إنفنت على نظم المتابعة والتقييم. وقام أيضاً بتدريب العاملين بعدد من المنظمات العاملة في مجال التنمية بمنطقة الشرق الأوسط وشمال أفريقيا على التخطيط والمتابعة والتقييم، وساعد في إعداد خطط المتابعة والتقييم وجمع بيانات الأساس وتقييم البيانات لمشروعات مختلفة.

قام بتأليف مجموعة من الكتب منفرداً ومع آخرين حول إدارة المشروعات – المتابعة والتقييم – التدريب والإتصال في مشروعات التنمية. وترجم كتاب عن التقييم للتطوير الى العربية. وهو عضو مؤسس في شبكة التقييم العربية، وعضو مؤسس وأول رئيس لمجلس إدارة الجمعية المصرية للتقييم، وعضو في الجمعية الدولية للتقييم، والجمعية الألمانية للتقييم.

Dr. El-Fouly studied agriculture in Alexandria Univ., Egypt and obtained Dr. agr. from TU Munich, Germany. He is working as Prof. at the National Research Centre, Cairo, Egypt. He is the supervisor of the training and capacity building centre of the National Research Centre. He is also a development freelance senior consultant. He is involved in development activities since decades. He is an experienced trainer and moderator. He moderated and documented a wide range of planning and evaluation workshops for different development projects, mainly, in the fields of agriculture, water, TVET and environment. He is delivering training in different topics: planning, M&E, Management, Institutional development, change management, project proposal writing, strategic planning, and knowledge management. He was the leader of the team who trained the staff of the Ministry of planning and other line ministries on RBM and planning of national projects based on program and performance budgeting. He also trained staff of IFAD-InWent trainers in MENA on M&E and was a member of the reviewing committee of the trainers. He trained staff members of different development organizations in MENA region on planning and M&E and assisted in developing M&E plans and collection of baseline and evaluation data. He is also author, and co-author of different books on project management, M+E, training and communication in development projects and translated the book on outcome mapping into Arabic. He is a Co-Founder and member of Evalmenanet, Co-Founder of the EGYEVAL and first chairperson, member of IDEAS and DEGEVAL.



تامر الفولي، له أكثر من عشرين سنة خبرة عملية في قطاع التنمية معظمها في الدول العربية (سوريا- الأردن - اليمن - مصر)، ومسجل حالياً لدرجة الماجستير في التقييم في جامعة السار في ألمانيا.

وتشمل خبراته، تطوير الخطط الإستراتيجية لمشروعات التنمية وإعداد مقترحات المشروعات للتمويل، وخطط المتابعة والتقييم، وإجراء التقييم المرحلي والنهائي لبرامج التنمية - تحليل البيانات - إعداد تقارير الأداء وتقديم الدعم الفني للعاملين في مجال المتابعة والتقييم كإستشاري ومدرّب.

وعمل في ولحساب جمعيات المجتمع المدني المحلية والدولية، وعلى المستوى الحكومي والهيئات الدولية العاملة في مجال التنمية. له خبرة في القطاعات الأتية (الأطفال والشباب - المخلفات الصلبة - تنمية المجتمعات والمجتمعات الريفية - النوع الإجتماعي - البيئة - التعليم المهني - الصحة - الزراعة والري).

قدم إستشارات في المتابعة والتقييم لمشروعات توظيف اللاجئين السوريين في كندا وتركيا.

زار مجموعة من الدول الأفريقية والآسيوية والأوروبية للعمل وإكتساب الخبرات. عضو مؤسس في الجمعية المصرية للتقييم، وعضو في الجمعية الكندية للتقييم، والجمعية الألمانية للتقييم، وشبكة التقييم العربية.

عمل متطوعاً في كندا بتقديم إستشارات في المتابعة والتقييم والتخطيط الإستراتيجي لعدد من منظمات المجتمع المدني في كندا ومصر.

Tamer El-Fouly, MBA, has 20+ years working experience in the development sector mainly in the Arab Region (Syria, Jordan, Yemen and Egypt) and currently doing his Master of Evaluation at the Saarland University, Germany. His experience covers developing Strategic and program/project plans and preparing project proposals, Monitoring and Evaluation (M&E) Frameworks and plans, conducting mid-term and final program evaluations (as team-leader and team-member) including. Development of Data collection and excel-based Data analysis tools; preparing progress reports and providing Monitoring and Evaluation technical support as consultant and trainer, in addition to conducting Training of Trainers. He worked with and for local NGOs, INGOs, local Governments as well as international (bi- and multi-lateral) donor agencies. His Sector experience covers topics like ICT4D, Youth, Children, Solid Waste Management, Rural & Community Development, Gender, Environment, Vocational Education, Health, Agriculture and Irrigation. His recent consultancies were providing M&E consultancy for Syrian refugee settlement programs in Canada and Turkey. His professional travel experience covered several African, Asian and European countries. He is a founding member of the Egyptian Evaluation Association, member of the Canadian & German Evaluation Associations, and MENA Evaluator Network. His volunteer work includes providing strategic planning, funding and Monitoring and Evaluation advice for different local NGOs in Canada and Egypt.

وصف مختصر لورشة العمل :

تركز ورشة العمل على أهمية التقييم الفعال وأنواع التقييم المختلفة وأهمية تخطيط عمليات المتابعة والتقييم مع تخطيط أعمال البرامج والمشروعات وإرتباط عملية المتابعة والتقييم بالتخطيط على المستوى الوطني.

الموضوعات التي سيتم تعقيتها :

- لماذا نقوم بإجراء التقييم ?
- الأنواع المختلفة من التقييم (تقييم الأداء – تقييم الإنجازات)
- التقييم المرحلي – التقييم النهائي – تقدير الأثر
- التقييم الداخلي والخارجي
- التخطيط كأساس للمتابعة والتقييم الجيد
- إعداد خطط المتابعة / المؤشرات
- تخطيط التقييم
- دور RBM والإطار المنطقي في التقييم
- التقييم والنظام الوطني للتخطيط

طرق التدريب :

- عرض تقديمي (أقل من 25%)
- مجموعات عمل
- مناقشات جماعية
- تدريبات
- مناقشات عامة
- دراسة حالة
- عرض بواسطة المشاركين

موضوع ورشة العمل هام لتوضيح ودعم أهمية وجود نظام وطني للتقييم، وأن وجود نظام كفاء وفعال للتقييم يحتاج الى نظام وطني فعال للتخطيط.

الموضوعات التي سيتعرف عليها المشاركون :

بعد إنتهاء ورشة العمل :

- سيكون المشاركون (العاملون بالحكومة) قادرين على تفهم أهمية وجود نظام وطني للتقييم يعتمد على نظام وطني فعال للتخطيط
- سيكون العاملون في العمل الأهلي وشباب المقيمين (الإستشاريون) قادرين على إستخدام الوسائل المختلفة لتقدير مدى توفر البيانات والمعلومات من خلال نظام المتابعة والتقييم الداخلي قبل بدء عملية التقييم
- سيكون الأكاديميون قادرين على تحديد الإحتياجات المختلفة لتطوير الكفاءات في مجال المتابعة والتقييم.

Workshop description:

The workshop is designed to stress the importance and need for proper national program/project planning to design monitoring plans and be able to evaluate results effectively. Existence of a national planning system is an essential prerequisite for a functional M&E system.

The workshop has been designed for: Government officials responsible for planning and M&E; Civil society staff engaged in M&E; Academia; Young and emerging planners and evaluators.

Key topics to be covered to be covered in the workshop will include:

- Planning as base for M&E
- Formulating of SMART indicators
- Implementing monitoring
- Intermediate, end-evaluation and impact assessment
- The need for national Planning System
- RBM / Logical frame
- Building monitoring plans
- Milestones
- Internal and external evaluation

Training methods:

- Presentation (less than 25%)
- Group work
- Group discussion
- Exercises
- Plenary discussions
- Case study
- Presentations by group members

الموضوعات التي سيتعرف عليها المشاركون :

بعد إنتهاء ورشة العمل :

- سيكون المشاركون (العاملون بالحكومة) قادرون على تفهم أهمية وجود نظام وطني للتقييم يعتمد على نظام وطني فعال للتخطيط
- سيكون العاملون في العمل الأهلي وشباب المقيمين (الإستشاريون) قادرون على إستخدام الوسائل المختلفة لتقدير مدى توفر البيانات والمعلومات من خلال نظام المتابعة والتقييم الداخلي قبل بدء عملية التقييم
- سيكون الأكاديميون قادرون على تحديد الإحتياجات المختلفة لتطوير الكفاءات في مجال المتابعة والتقييم.

Learning outcomes:

At the end of the workshop:

- The participants (government officials) will be able to understand the importance and need of national planning system for efficient M&E practices

- The civil society staff and young and emerging evaluators will be able to use tools for assessing the completeness and relevance of the planning documents prior to start any evaluation

Academia will be able to underline the further needs for capacity building in this respect.

B 12. Evaluation of mechanisms to strengthen governance and fight corruption (Arabic)

COMING SOON - this course will be taught in Arabic