

TRAINING PROGRAMME

Project Design and Management through Outcome Mapping

~ Addressing the Dynamics of Change in Complex Environments ~

Berlin, 17th and 18th November 2011

Have you ever been confronted with the challenge of trying to develop a project that captures in a simple way a very complex and multi-dimensional situation? Are you challenged by the difficulty of measuring results that you believe cannot be measured? Do you have difficulties in identifying what it is exactly that you are trying to change with your projects and have the feeling that what you are doing is not as helpful as it should be? Have you wondered how to integrate learning from monitoring and evaluation into the project and programme right from the planning stage?

This training course will help you address these questions and more. Outcome mapping is an innovative method which is increasingly being used in project design, planning, and monitoring and evaluation. It helps one better understand the “development journey” by measuring the changes of behaviours, relationships, and actions of the people and organisations with whom a development initiative works most closely. Outcome Mapping works on the principle that development is essentially about people and that it involves complex and non-linear processes. It recognises that development efforts are more likely to be successful when continuing responsibility is given to local people and local institutions.

Objectives

This training will focus on three stages of project management:

- **Intentional Design:** helps a programme establish consensus on the vision to which the programme wants to contribute and the changes it will help to bring about, and to plan the strategies it will use.
- **Outcome and Performance Monitoring:** provides a framework for the ongoing monitoring of the programme's actions toward the achievement of outcomes. It moves

away from the notion that monitoring and evaluation are done to a programme. Instead, it actively engages the team in the design of a monitoring framework and evaluation plan so as to promote self-assessment.

- **Evaluation Planning:** helps the programme identify evaluation priorities and develop an evaluation plan.

After the course, participants will know how Outcome Mapping can help them to:

- Design, plan and measure social change in development projects
- Identify indicators in a different way
- Integrate M&E into projects from the planning stage
- Monitor advocacy and capacity building interventions
- Bring stakeholders into the planning, monitoring and evaluation processes
- Build in more learning and reflection into the way they manage projects
- Strengthen partnerships and alliances
- Better understand and influence social change

Course Programme

Time	Day 1	Time	Day 2
9:00	Welcome and intro <ul style="list-style-type: none"> Objectives & Expectations Agenda 	9:00	Review and plan <ul style="list-style-type: none"> Review of Day 1 Structure for Day 2
9:15	<ul style="list-style-type: none"> Introduction: embracing complexity in social change processes 	9:15	<ul style="list-style-type: none"> Steps 4 & 5: Outcome Challenges and Progress Markers
10:30	Break	10:30	Break
11:00	<ul style="list-style-type: none"> The Outcome Mapping Fundamentals 	11:00	<ul style="list-style-type: none"> M&E Planning in OM
12:30	Lunch	12:30	Lunch
13:30	<ul style="list-style-type: none"> Steps 1 & 2: Vision and Mission 	13:30	<ul style="list-style-type: none"> M&E Implementation in OM
15:00	Break	15:00	Break
15:30 17:30	<ul style="list-style-type: none"> Step 3: Boundary Partners 	15:30 17:00	<ul style="list-style-type: none"> Evaluation of the course Q&A – Wrap up

Participants

This course is suitable for nonprofit managers, project/programme managers, and staff from funding agencies, researchers, and evaluation consultants. It is open to all those working in the non-profit sector who wish to become more effective, build better relationships and help their organisation succeed. It is intended for people who are seeking new planning, monitoring and evaluation concepts, approaches and tools that are better able to address the dynamics of change in the complex environments in which development work takes place.

Training Methodology

Our training approach is highly practical, participatory and often fun! We focus on real issues and help participants to use the techniques covered, rather than just discuss them. Our training methodology is encapsulated in the phrase: “Never teach participants what they can learn for themselves.”

This course balances conceptual input with practical hands-on exercises where participants can develop their own Outcome Mapping framework for their projects and programmes. It will be carried out in a small group of no more than 10 participants to guarantee accessibility and an interactive learning environment. A variety of learning methods are employed to stimulate interest and meet the differing learning styles of participants – including real projects, numerous practical examples, and group exercises. We don't use PowerPoint in our courses, preferring more interactive and engaging approaches to facilitating learning. Courses are supported by extensive materials for participants to take away and apply after the course, including a detailed course manual.

About the Trainer

Ziad Moussa is a Senior Research Associate at the Environment and Sustainable Development Unit of the American University of Beirut and works as an independent consultant and facilitator in the Middle East and North Africa (MENA) region, Africa, and Europe, mainly in the fields of appreciative evaluation and local governance. Since 2006 he has been at the forefront of efforts aiming at “Arabizing” Outcome Mapping and has served as a Steward of the Outcome Mapping Learning Community since 2008. He has also been a Board Member of the International Development Evaluation Association (IDEAS) since 2011.

Practicalities

Place: Berlin

Date: 17th and 18th November 2011, from 9:00 to 17:30

Venue: to be confirmed

Organiser: inProgress (www.inprogressweb.com)

Fee: 400 Euro (+19% VAT). Rates include all training materials, documents, and refreshments, as well as a subscription to our online forum, where you can find direct follow-up support from our team of trainers and other participants.

Special Discounts: We offer group discounts to members of the same organisation for bookings for the same training course (same date and location).

1st spot - full price

2nd spot - 10% discount

3rd spot and thereafter - 15% discount

If you have a larger number of people with a similar training requirement, you may wish to consider an in-house course. Please note that group discounts cannot be used in conjunction with any other discount.

Registration: Send an e-mail to training@inprogressweb.com. The course will be filled on a first-come, first-served basis up to a maximum of 10 participants. Please sign up early to ensure a space in the training.