

<p style="text-align: center;">University of Bologna Summer School on Monitoring and Evaluation of International Development Programs SECOND MODULE (14-18 September 2015) First Workshop</p> <p style="text-align: center;">Identifying unintended outcomes of development programs Instructor: Michael Bamberger¹</p>	
Monday September 14	
9.00 – 9.45	Welcome and introductions
9.45 – 10.30	Session 1: Why do so many evaluations fail to detect unintended outcomes [UO]? <ol style="list-style-type: none"> 1. Defining UOs 2. Examples of UOs 3. Participants share examples of UOs they have encountered 4. Why should evaluators worry about UOs?
10.30 – 11.00	Session 2: A checklist for classifying UOs
11.00 – 11.20	Break
11.20 – 12.00	Session 3: A quick exercise classifying types of UOs Participants will use the checklist to review the kinds of UOs found in some typical evaluations
12.00 – 12.45	Session 4: Reasons why conventional evaluations fail to detect UOs. <ol style="list-style-type: none"> 1. The real-world context of evaluations 2. RCTs and quasi-experimental designs 3. Theory based evaluations: the example of theory of change 4. Results-based management and evaluation systems
12.45 – 1.00	Questions on the morning sessions
1.00 – 2.00	Lunch
2.00 – 2.45	Session 5: Case studies of evaluations that failed to capture UOs: <ol style="list-style-type: none"> 1. Promoting women’s economic empowerment through market gardens in Central America 2. Elite capture of a slum upgrading project in South East Asia
2.45 – 3.30	Session 6: Group discussion Why is it so difficult to identify UOs?
3.30 – 3.50	Break
3.50 – 4.30	Session 7: Strengthening the ability of evaluations to detect UOs Using mixed methods
4.30 – 5:15	Questions and discussion on Day 1: Participants will also identify topics they would like to discuss on Day 2
End of day 1	
Tuesday September 15	
9.00 – 9.45	Session 8: Participant presentations on evaluations where UOs were discovered
9.45 – 10.30	Session 9: Strengthening the ability of evaluations to detect UOs (continued) <ol style="list-style-type: none"> 1. Strengthening theories of change 2. Participatory methods 3. Case studies
10.30 – 10.50	Break
10.50 – 11.30	Session 10: Case studies on using mixed methods to identify UOs <ol style="list-style-type: none"> 1. The contribution of micro-savings programs to strengthening social capital in Mali (Savings for Change)

¹ This workshop is adapted from a workshop developed by Michael Bamberger and Michele Tarsilla which was presented at the European Evaluation Society Conference in Dublin in September 2014 and at the International Program for Development Evaluation Training (IPDET) in Ottawa in June 2015.

	2. The effects of community driven development on the level of local conflicts in Indonesia
11.30 – 12.30	Session 11: Discussion of topics selected by participants
12.30 – 1.00	Questions and discussion on the morning sessions
12.30 – 1.00	Lunch
2.00 – 2.45	Session 11: Group exercise
2.45 – 3.30	Session 12: Group exercise continued
3.30 – 3.50	Break
3.50 – 4.30	Session 13: Presentations on group exercise
4.30 – 5.15	Session 14: Wrap-up: what have we learned
End of day 2	

<p style="text-align: center;">University of Bologna Summer School on Monitoring and Evaluation of International Development Programs SECOND MODULE (14-18 September 2015) Second Workshop Incorporating gender into monitoring and evaluation systems Instructor: Michael Bamberger</p>	
Wednesday September 16	
9.00 – 9.45	Welcome and introductions
9.45 – 10.30	Session 1: Why is it essential to incorporate gender into M&E at the project, program and national levels? <ol style="list-style-type: none"> 1. Defining gender analysis 2. Examples of what happens when gender issues are not addressed 3. The challenge of unintended outcomes
10.30 – 11.00	Session 2: Discussion: Participant experience with M&E systems that do not address gender
11.00 – 11.20	Break
11.20 – 12.00	Session 3: Reasons why gender issues are often not addressed <ol style="list-style-type: none"> 1. Methodological challenges for conventional M&E systems to capture gender 2. Real-world constraints <ol style="list-style-type: none"> a. Organizational resistance b. Budget and resource constraints c. Lack of data
12.00 – 12.45	Session 4: Building a national gender-responsive M&E system <ol style="list-style-type: none"> 1. Mainstreaming gender: benefits and challenges 2. Steps in developing the system <ol style="list-style-type: none"> a. Integrating gender into development goals at the country, sector and project levels b. Developing the gender framework c. Developing the monitoring system d. Developing the evaluation system
12.45 – 1.00	Questions on the morning sessions
1.00 – 2.00	Lunch
2.00 – 2.45	Session 5: Some examples of gender-responsive M&E studies and systems
2.45 – 3.30	Session 6: Building a gender analysis framework <ol style="list-style-type: none"> 1. Building a gender-responsive theory of change 2. Defining gender indicators at the national and project levels 3. Data collection methods 4. Gender checklists 5. Data analysis methods
3.30 – 3.50	Break
3.50 – 4.30	Session 7: Building a gender responsive evaluation systems <ol style="list-style-type: none"> 1. Gender-responsive impact evaluation designs 2. Special gender-responsive evaluation studies
4.30 – 5:15	Session 8: Discussion: Challenges and opportunities for incorporating gender into M&E Participants share their experiences: <ul style="list-style-type: none"> • What are the opportunities? • What are the challenges? • Practical approaches to strengthen gender-responsive M&E in different kinds of organizations
5:15 – 5.30	Closing session
End of day 3	

**University of Bologna Summer School on
Monitoring and Evaluation of International Development Programs
SECOND MODULE (14-18 September 2015)**

Third Workshop

Assessing the outcomes and impacts of complex programs

Instructor: Michael Bamberger²

'Thursday, September 17'	
9.00 – 9.45	<p>Session 1. Introduction to the workshop</p> <ol style="list-style-type: none"> 1. The objectives of the workshop 2. The trend towards more complex development interventions 3. Challenges for evaluation 4. Participants share experiences with complex evaluations 5. Overview of the workshop program 6. Introducing the 10 tools and techniques used to design and implement complex development evaluations
9.45 – 10.30	<p>Session 2. Brief introduction to complex program evaluation</p> <ol style="list-style-type: none"> 1. The dimensions of complexity of the program <ol style="list-style-type: none"> a. The nature of the system in which the program is embedded b. The characteristics of the program being evaluated c. Institutions and stakeholders d. Patterns of causality 2. Embeddedness, adaptation and emergence 3. Complexity is a continuum [each dimension can be assessed from low to high complexity] and complexity can be higher on one dimension and lower on another 4. The challenges for evaluation
10.30 – 11.00	<p>Session 3: Group exercise</p> <p>Participants will divide into 3 groups. Each group will be given a short description of a program and will be asked to identify which dimensions of the program can be considered complex. If time permits groups will try to apply the checklist for assessing the level of complexity of a program. Groups will present their findings after the break.</p>
11.00 – 11.20	Break
11.20 – 11.50	<p>Session 3 (continues): Group exercise continues:</p> <p>Groups report back.</p>
11.50 -12.45	<p>Session 4 An in-depth look at complexity:</p> <ol style="list-style-type: none"> 1. What do we mean by a “system”? 2. The nature of complex systems <ol style="list-style-type: none"> a. Many independent heterogeneous parts b. Non-linear (causal relationships) c. Non-proportional relationships d. Unpredictable outcomes e. Adaptive and self-organizing f. Interdependence g. Emergence 3. The implications of complexity for program evaluation
12.45 – 1.00	Questions and discussion on the morning

² This workshop is adapted from a 3 day workshop developed by Michael Bamberger and Mita Marra which was presented at the International Program for Development Evaluation Training (IPDET) in Ottawa in July 2015.

1.00 – 2:00	Lunch
2.00 – 2.45	Session 5 Step-by-step approach to the design and management of complexity-responsive evaluations
2.45 – 3.30	Session 6: Case study: Evaluation of a complex gender awareness program to prevent violence against women in El Salvador
3.30 – 3.50	Break
3.50 – 5.00	Session 7: Two approaches for evaluating complex development interventions <ol style="list-style-type: none"> 1. Two approaches to evaluating complexity <ol style="list-style-type: none"> a. Holistic approaches that draw on complexity science and systems theory b. Unpacking programs into separate elements/components that are easier to evaluate. 2. Steps in the unpacking strategy <ol style="list-style-type: none"> a. Diagnostic studies to understand the dimension of complexity affecting a particular program b. Deciding which elements can be unpacked and the unit of analysis c. Selecting the strategies to evaluate the unpacked elements 3. Repacking the findings of the individual elements to assess the “big picture” (holistic analysis)
5.00 – 5.15	Questions and discussion on Day 1 Participants identify any additional questions or topics they would like to discuss on Friday
End of day 4	
Friday September 18	
9.00 – 9.45	Session 8: Theory-based evaluation [TBE] and its contribution to complexity evaluation: <ol style="list-style-type: none"> 3. Defining TBE 4. Examples 5. Constructing a TBE 6. What can TBE contribute to solving problems of complex impact evaluations? 7. Understanding mechanisms that influence the processes of program implementation <ol style="list-style-type: none"> a. Situational mechanisms b. Action formation mechanisms c. Transformational mechanisms 8. The importance of rival hypotheses
9.45 – 10.15	Session 9: Review of tools and techniques for the evaluation of complex programs (Part 1) <u>Quantitative methods</u> <ol style="list-style-type: none"> 1. Experimental and quasi-experimental designs 2. Pipeline designs 3. Statistical analysis of comparator countries 4. Citizen report cards and opinion surveys 5. Applying quantitative designs
10.15 – 10.45	Session 10: Review of tools and techniques for the evaluation of complex programs (Part 2) <u>Qualitative methods</u> <ol style="list-style-type: none"> 1. Strengths and weaknesses of quantitative and qualitative data collection and analysis 2. Contextual and holistic analysis 3. Process analysis 4. Using secondary data sources to defined the counterfactual 5. Using project records 6. Using recall 7. Key informants

	8. PRA and related participatory techniques 9. Observational techniques 10. Reconstructing comparison groups 11. Conclusion: ways to use qualitative methods in the evaluation of complex programs Mixed methods 1. Integrating quantitative and qualitative approaches at all stages of the evaluation 2. Integrating the approaches of different social science disciplines.
10.45 – 11.05	Break
11.05 – 12.00	Session 11: Group exercise on unpacking complex programs Participants will review a short description of a complex program and will then discuss how it could be “unpacked” into components that are easier to evaluate. They will also discuss the findings of the component evaluations can be “repacked” to assess the effectiveness of the overall program (holistic evaluation)
12.00 – 1.00	Session 12: Discussion of additional questions and topics identified by participants
1.00 – 2:00	Lunch
2.00 – 2.45	Review of the tools and techniques for evaluating complex development programs
	1. Dimensions of complexity checklist 2. Key complexity concepts: embeddedness, adaptation, emergence 3. Checklist for assessing the level of complexity in each dimension 4. Methodological challenges in evaluating complexity 5. Evaluation design matrix 6. Steps in the design and management of a complex program 7. Two main approaches for the evaluation of a complex program 8. Summary of possible units of analysis 9. Summary of approaches used to unpack complex programs 10. Summary of approaches used to repack complex programs
2.45 – 3.30	Review of tools and techniques (continued)
3:30 – 3:50	Break
3.50 – 4.30	Lessons from the workshop: Discussion
4.30	Closing ceremony
End of day 5	