

13<sup>th</sup> Annual Season of the  
Monitoring and Evaluation  
Professional Summer Training  
Programme for Development  
Experts and Practitioners

A programme jointly promoted  
by:

Centre for International  
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SUMMER SCHOOL  
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# Adaptive Management Working Effectively in the Complexity of International Development

In the last few years, “Adaptive Management” (AM) and “complexity-aware monitoring and evaluation and learning” have gone viral as new development catchwords. Networks of donors, practitioners and researchers, such as [‘Doing Development Differently’](#), [‘Thinking and Working Politically’](#) and [‘Adaptive Management’](#) have developed thinking, explored current practice and are starting to propose new approaches that recognize that to be effective, international development programmes need to address the complexity and unpredictability of the contexts in which we work.

Designed by practitioners (with three senior Oxfam staff) for practitioners, this 5-day course offers a blend of grounded theory which helps us to understand the importance of complexity, the need for Adaptive Management (AM), and its applications for international development programming. Presentations, discussions, case studies and clinics, where participants bring their own challenges and dilemmas into the room for discussion, will help participants to gain insights about the benefits and limitations of mainstream M&E and results-based management tools, and to consider when and why AM approaches, systems and tools are needed. The course will review selected M&E tools and management processes that support adaptive management and explore paths that participants can use to institutionalize AM practice in their own work. This course could be a helpful prerequisite for the associated module, Outcome Harvesting for Complex Development Programmes.

## Curriculum in Brief:

- Day 1>** Introduction and definition of Adaptive Management
- Day 2>** Design and planning: exploring systems, power and stakeholder mapping
- Day 3>** Implementing: managing collaborative and iterative programs and activities
- Day 4>** Integrating complexity-aware monitoring, evaluation and learning
- Day 5>** Institutionalizing Adaptive Management - Making the case for AM to leaders and peers

**Programme Dates:** June 11 – June 15 (1 week)  
**Location:** Bologna, Italy  
**Staff and Instructors:** Pier Giorgio Ardeni, Letizia Parolini, Andrea Wolfe  
Duncan Green, Claire Hutchings, Irene Guijt

## Application Deadlines:

**Early Review Deadline:** April 15, 2018

**General Application Deadline:** May 15, 2018

## How to apply:

Download the application form at [this link](#)  
and return by email to: [summer-school@cid-bo.org](mailto:summer-school@cid-bo.org)

**Enrolment Fees:** 1,500 Euros (early review)  
1,700 Euros (general application)