

International course

Participatory planning, monitoring and evaluation



How to manage for impact (M4I)

Wageningen, The Netherlands, 11 - 29 March 2013

Think and act strategically! You are involved in a development initiative and want it to really make a difference. You want to see sound management processes guide your project/programme towards impact. However, you face challenges regarding required strategic design, effective operations and monitoring & evaluation. This includes concerns regarding stakeholder engagement, being responsive to (e.g. policy) changes in the environment and the ability to think and act strategically. This course helps you get better equipped to take on these challenges.

Being responsive and proactive

Most development initiatives work in contexts that are highly dynamic, involving uncertain and complex change processes, mainly because a diversity of people is involved. Whether you work in agriculture, health, social change processes, natural resource management, value chain development or sectors, initiatives need to connect appropriately to context specifics. This relates to variables such as stakeholder interests and relationships, relevant policies and legislation, socio-economic and socio-political conditions, environmental conditions such as climate change, and more. Because of the changing nature of that context, management needs to be responsive and proactive. This enhances your (organisation's) readiness to navigate the challenges that will come your way.

Effective M&E capacities and functions activate the ability to be responsive and proactive. Rather than being a mere add-on, M&E then becomes pivotal in navigating evolving processes and changing contexts in which many development initiatives operate. This is the essence of managing for impact. Over the past ten years, we have worked along these lines with hundreds of individuals from a wide range of backgrounds and organisations from over 20 countries from 4 continents.

Fee:	3600 Euro
Deadline subscription:	28 January 2013
Deadline NFP fellowships:	02 October 2012



The M4I approach or elements of it have been adopted by organisations such as the International Fund for Agricultural Development (IFAD), Plan International and the Technical Centre for Agricultural and Rural Cooperation (CTA).

We invite managers and senior M&E officers

This course is more than an M&E course. It focuses on M&E in the context of and at the service of core management processes. We welcome participants who are interested in making that connection work for impact, whether they are from government offices, (I)NGOs, knowledge institutes, private sector, or consultancy firms.

Connecting your learning to home realities

The course is highly interactive and links the theory and concepts to the experience and expertise of participants. A selection of case studies from participants will be used as material for practice. Active discussions, group assignments, role plays as well as networking are part of the interactive mode of facilitation. You will receive individual coaching by peers and course facilitators in translating and adapting course content to an approach that is appropriate and feasible for application back home.



Strengthening your competencies to manage for impact

This course first of all strengthens your competency to manage for impact in your own individual sphere of work. Secondly, it helps you play a more effective role in helping your organisation manage for impact. The course programme will address four interlinked areas of learning:

1. First things first
Learn about principles and practice of strategic thinking, foresight, change management, interactive processes, the learning organisation and conflict management. This builds up a strategic attitude that needs to underpin the other areas of learning. You will also find out what is on international agendas concerning M&E to position your work in a relevant (development) policy context;
2. Knowing what you need to know
Learn about what is involved in developing a proper understanding about a situation in which we want to make a difference. This relates to situation analysis, visioning and developing change scenarios;
3. Understanding what it takes to make a difference;
Learn about translating context understanding and strategic foresight to strategic design and effective operations. You will learn about new methods such as articulating theories of change/action and how to work with commonly used tools such as the logical framework.
4. Are we doing the right things and are we doing things right?
Learn to develop appropriate M&E plans based on clear information needs (and indicators) and intended users of M&E information and how to activate M&E towards effectively informing management decision making. This includes the need to give account of efforts and investments to key stakeholders. You will also explore practical implications such as needed capacities and conditions for M&E in particular, and for managing for impact in general.

Managing for impact (M4) is about more than adopting a set of tools and methods. However, throughout the course we will highlight and work with a range of helpful tools, methods, systems and practices that help shape M4I processes.

Further practical information

- **Application**, the procedure is:
 - 1) **Apply at Wageningen UR CDI**: <http://www.cdi.wur.nl>. You will receive a confirmation and more information within a week. Early application is recommended as some procedures to finalise subscription (f.e. funding, visa) can take some time.
 - 2) If you want to apply **also** for a **NFP Fellowship**, check the eligibility at www.nuffic.nl/nfp. A limited number of scholarships is available. To apply for it, register at this website through Scholarships Online. This application takes time and requires several documents, we recommend you to **start it as soon as possible**.
- Participants will be granted a **Certificate** of attendance. Where appropriate, the programme of the course will be updated to incorporate latest insights.
- Participants are expected to be proficient in English and to have at least a BSc. level through study or work experience.
- **More information** about this course and other courses, see our **website** <http://www.cdi.wur.nl>
- **Fee** includes all course related costs (materials, excursions, administration).
- **Accommodation**: Hof van Wageningen, Wageningen, the Netherlands. For prices, see the cost estimate on our website. **NFP Fellowships include** travel and full board and lodging.
- CDI is unable to assist you in obtaining financial support.

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