



Everything that can be counted does not necessarily count;  
everything that counts cannot necessarily be counted

Albert Einstein

Private and institutional donors, NGOs, local communities are becoming increasingly aware of the importance of evaluating the results of development programmes and projects. But what is to be evaluated and how? What do we mean by project's results? Who is supposed to evaluate and when?

While needs and issues become more complex and interrelated, available resources decrease, thus pushing organisations to deliver and measure impact. Is it possible and appropriate though to evaluate and measure outcomes or impact of every intervention?

Being able to answer these questions and being equipped with a strategic framework and a **strong set of evaluation tools** is nowadays more and more important, not only because it is requested by the donors, but also to guarantee accountability towards all the stakeholders of your organisation.

Approaches like the **Theory of Change**, keeping into account the complexity of the context and the need for a well planned and executed stakeholder engagement, can help organisations in dealing appropriately with evaluation issues, overcoming difficulties and identifying an appropriate framework and tools.

**This training course** will take Theory of Change as a point of departure for exploring different tools and approaches of evaluation, focusing on what steps are needed for a sound and quality evaluation, in terms of techniques, methodological choices and organisational capacity.

## Learning objectives

After this training, participants will be able to:

- Develop an evaluation approach taking the Theory of Change as point of departure
- Write qualitative Terms of Reference for evaluations
- Assess the quality of evaluation reports
- Assess and know how to strengthen the evaluation capacity within their own organisation
- Distinguish different types and objectives of evaluation
- Develop arguments for choosing the 'right' evaluation methods

## Methodology

The workshop is an opportunity for participants to immerse themselves in an **intense learning process of 4 days**. An important characteristic of this training is that it combines **theory and hands-on practice**. Participants will try out and translate the learnt content immediately for their own organisation during the workshop.

The training is residential and English will be the working language.

## Who

The workshop targets Italian and European NGOs, more specifically decision-makers and leading officers, project and programme coordinators and staff abroad responsible for or involved in the management of projects or programmes.

It is preferred that participation takes place in "pairs" i.e. a headquarter based staff member together with a staff member of the local NGO or partner.

To facilitate the participation of the NGOs' local partners, CCI will cover full board and lodging costs during the training and apply a reduced participation fee.

## Participants' prerequisites

Good knowledge of English is required.

Knowledge of project management is preferable.

## Programme

### ■ Sunday, 15th of September | h 10.30 – 17.30

Introduction to the programme and getting to know each other

Learning objectives and expectations

Different types of evaluation and evaluation approaches

### ■ Monday, 16th of September | h 09.00 – 17.30

Evaluation and the Theory of Change – Contribution analysis

Writing qualitative Terms of Reference

### ■ Tuesday, 17th of September | h 09.00 – 17.30

Choosing the right methodologies for evaluation

How to guarantee the quality of evaluation reports

Use and communication of evaluation results

### ■ Wednesday, 18th of September | h 09.00 – 17.00

Assessing and strengthening the evaluation capacity within the own organisation

Action plan for the future

Evaluation of the course

Closure

## Trainer

**Nancy Jaspers** has a Master in Agriculture (Bio-Ir.) and a Master of Science in Human Resource Development. She has been working for more than 20 years within the sector of Development Cooperation, on the field, at NGOs HQs and for a consulting firm. Between 2014 and 2018, she worked as an independent consultant, facilitator, trainer and coach under the name Camino Consult. Early 2018 she founded **Humanya**, which offers services to organisations to help them increase their results and impact, with the aim of turning the world into a better place to live and work.

### **How to apply**

The workshop will be held with a minimum of 8 and a maximum of 20 participants. [Online application forms](http://www.cci.tn.it) (available at [www.cci.tn.it](http://www.cci.tn.it)) must arrive by **21st of June 2019**. In the event of overbooking, priority will be given to those participating in pairs (Italy or Europe based person and local staff or partner organisation).

### **Cost**

Participation fee of Euro 300,00. The fee must be paid after receiving confirmation of selection to the workshop, which will be communicated by 27th June 2019. It covers participation fee, workshop materials, lunches and coffee breaks at the Centre. Please note that in order to facilitate the participation in pairs, CCI will apply a reduced participation fee of Euro 100,00 and cover the full cost of board and lodging for participants from partner organisations if s/he participates together with the headquarter based person.

### **Work team/Contacts**

**Nancy Jaspers**, Trainer and Consultant at Humanya

**Michela Bortoli**, Centro per la Cooperazione Internazionale

**Sandra Endrizzi**, Centro per la Cooperazione Internazionale

**Marina Trentin**, ChangeLab

### **Where**

Centro per la Cooperazione Internazionale

Vicolo San Marco, 1 - 38122 Trento, Italy