DEVELOPMENT EVALUATION TRAINING PROGRAMME IN AFRICA

(DETPA)

“WINTER SCHOOL“

14TH – 25TH AUGUST 2017

PROGRAMME

Supported by

Endorsed by

African Evaluation Association
Association Africaine d’Evaluation

THE AFRICAN CAPACITY BUILDING FOUNDATION
FONDATION FORTIFERRENT DES CAPACITES EN AFRIQUE

planning, monitoring & evaluation
Department: Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA
Dear Participant,

Welcome to the University of the Witwatersrand, Johannesburg, South Africa and the Development Evaluation Training Programme in Africa (DETPA). This training will take place from Monday 14th August to Friday 25th August 2017.

Formal registration to the course will begin at 8:00 am on Monday 14th August at the venue (Mwalimu House), at the Wits Campus in Parktown, 2 St. David’s Place. During registration you will be provided with course materials. For those traveling to attend the course, responsibility for arranging accommodation lies with participants and their respective employers. There are two Hotels within the vicinity of the Wits Parktown campus. Both offer comfortable and secure accommodation with a range of modern facilities that include Wi-Fi, swimming pool and recreation facilities.

The Sunnyside Park is a comfortable traditional style hotel with modern amenities and pleasant garden area. The address and contact details are:
Sunnyside Park Hotel,
Princess of Wales Terrace, Parktown,
PO Box 3017, Houghton, 2041,
Tel: +27 (0) 11 640 0400 Fax: +27 (0) 11 642 0019,
Email: sunnyside@legacyhotels.co.za
Website: www.legacyhotels.co.za

The Garden Court is a modern hotel situated close to a nearby shopping mall and restaurant complex at 44 Stanley. The address and contact details are:
Garden Court Hotel - Milpark
Empire Road
Johannesburg
Tel: +27 (0) 10 726 5100
Email: marciamo@southernsun.com
Website: www.southernsun.com

Both hotels also have a number of restaurants and bars, a business centre, safety deposit boxes, laundry service, swimming pool and gym. Further information on both hotels is available from their websites.

Daily lunch, teas coffees and refreshments will be provided to you during training days at the training venue.

Transport
Transport between the Sunnyside Park, Garden Court Hotel and the training venue at the University Parktown Campus can be arranged using Hotel Shuttle buses. Please ask at the hotel on arrival for details and times of these services. There is also parking available for visitors arriving by car at the Parktown campus.

Safety and Security
While the vast majority of visitors to Johannesburg enjoy a secure and memorable visit it is wise to take certain precautions regarding your personal security. The following safety and security tips are provided by the South African Department of Tourism.

At the Airport: Watch out for staged mishaps - like someone bumping into you or spilling a drink - this could be a ploy to divert your attention and steal your bag and passport. When seeking directions, proceed to marked information counters only. Do not take cabs that have been recommended by people standing outside the airport terminal.

At your Accommodation: Store valuables in the safety deposit box. Keep your room locked. If someone knocks, check who it is before opening the door. Contact reception if you have any reason for concern. Make sure that luggage is only given to bell staff, and a receipt is issued for stored luggage. Do not leave unattended valuables on chairs, under tables or on restroom hooks.
On the Street: Avoid ostentatious display of expensive jewellery, cameras, mobile phones and other valuables. Keep your handbag closed or zipped, and your wallet in an inside pocket and not in the rear pocket of your trousers. Do not leave them unattended. Also, it is ill-advised to carry large sums of money with you. Do not walk around talking on your mobile phone in the street and do not leave it unattended. Exchange you currency at a bank or at the hotel, not on the street.

In your Vehicle: Plan your route in advance, keep the doors locked and windows up. Do not leave your mobile phone or other valuables where they visible from outside the vehicle. Rather lock valuables in the boot (trunk) before your departure. At night, park in well-lit areas. Never pick up strangers or hitchhikers. If in doubt about the safety of an area, phone a police station for advice and help. Make sure you have the number of the car rental company at hand in case you get stranded.

ATM and Credit Cards: Credit card transactions must be processed in your presence. Try and keep a backup credit card and cash in a safe place where you are staying. At the ATM be alert at all times. If you see anything suspicious, stop your transaction and leave.

Lost or Stolen Mobile Phones: Inform your network provider of your loss: You will receive a reference number to prove that your cellular phone has been blacklisted. Report the loss of your cellular phone to your nearest police station by providing the reference number of your blacklisted cellular phone. The police will register a case. If you make use of a service provider from your country, please ensure that you have their contact details with you to report a lost phone. Similarly, please ensure that you have the contact details for your bank or credit card company in case a lost or stolen card has to be reported.

Identifying a Member of the South African Police Service: Members of the South African Police Service must carry an identification card stating the member's name, rank, service number and photograph. You have the right to request members in civilian clothes and members in uniform to identify themselves with their identification cards.

More information on security is available at: http://www.tourism.gov.za

ICT Services
Access to internet will be available at the training venue via campus WiFi and will be provided to you upon arrival. This requires a username and password that will be issued to you for the duration of your course. Please note that the University operates an acceptable use of internet policy and that access to certain sites may be restricted.

IMPORTANT: PLEASE REMEMBER TO BRING ALONG YOUR INTERNATIONAL ADAPTER/S FOR YOUR LAPTOP COMPUTER AND FOR YOUR MOBILE PHONE CHARGERS, WHICH CAN BE USED IN SOUTH AFRICA.

Additional Information
If you require any further information or assistance during the training, please do not hesitate to contact the course coordinators – you will find their information on the last page of this document.

CLEAR Anglophone Africa and the Wits University wish you a productive and enjoyable training and hopes that you will enjoy your stay in Johannesburg.

With warm regards,

Candice Morkel
CLEAR-AA
University of the Witwatersrand,
Johannesburg, South Africa
<table>
<thead>
<tr>
<th>DATE (AUG)</th>
<th>TIME</th>
<th>ACTIVITY</th>
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<tbody>
<tr>
<td>14th</td>
<td>08h00 - 17h00</td>
<td>Registration Day 1 – Training starts</td>
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<td>08h30 – 17h00</td>
<td>Day 1 – Training</td>
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<td>15th</td>
<td>08h00 – 17h00</td>
<td>Day 2 – Training</td>
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<td>18h00 – 21h00</td>
<td>Cocktail Opening and Welcome</td>
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<tr>
<td>16th</td>
<td>08h00 – 17h00</td>
<td>Day 3 – Training</td>
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<td>13h00 – 14h00</td>
<td>Lunch-time Training Needs Analysis session with CLEAR-AA staff</td>
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<td>14h00 – 17h00</td>
<td>Training continues</td>
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<td>17th</td>
<td>08h00 – 17h00</td>
<td>Day 4 – Training</td>
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<tr>
<td>18th</td>
<td>08h00</td>
<td>Day 5 – Training</td>
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<td></td>
<td>12h30 – 15h30</td>
<td>Expert Panel Seminar</td>
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<td>15h30</td>
<td>Group Photo</td>
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<tr>
<td>19th</td>
<td>08h00 – 17h00</td>
<td>Cultural and social excursion</td>
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<td>20th</td>
<td><em>Free Day</em></td>
<td><em>Free Day</em></td>
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<tr>
<td>21st</td>
<td>08h00 – 15h30</td>
<td>Day 6 - Field Visit and workshop on the South African National Evaluation System: Union Buildings, Pretoria (Department of Planning, Monitoring and Evaluation – DPME)</td>
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<tr>
<td>22nd</td>
<td>08h00 – 17h00</td>
<td>Day 7 – Training</td>
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<td>23rd</td>
<td>08h00 - 13h00</td>
<td>Day 8 – Training</td>
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<td>13h00 – 14h00</td>
<td>Guest lecture by Jerusha Govender of The Data Innovator on “Big Data”</td>
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<td>14h00 – 17h00</td>
<td>Training continues</td>
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<td>24th</td>
<td>08h00 – 17h00</td>
<td>Day 9 – Training</td>
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<td>25th</td>
<td>08h00 – 13h00</td>
<td>Day 10 – Training</td>
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<td>13h00 – 16h00</td>
<td>Certificate Ceremony and departure</td>
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</table>
ARRIVAL AND REGISTRATION

Registration and Training Venue:

Mwalimu House
2 St. David’s Place
Parktown
Johannesburg

Date and Time

Date: 14th August 2017
Time: 08h00

To Register:

Please make your way to the Registration Desk at Mwalimu House. Signs will be clearly visible to indicate where you should go. Alternatively, if you need directions or assistance you may contact the Programme Coordinators (see contact sheet at the end of this document).

You will receive the following:

- A CLEAR-AA conference bag and folder containing:
  - Printed name-tag (please wear this at all times, as a number of groups may be on campus simultaneously)
  - A detailed programme
  - Reading pack (on a USB/Flash disk)
  - Writing materials

*Tea and coffee will be available on arrival*
<table>
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<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>08:00 – 08:30</td>
<td>Registration (Day 1 Only)</td>
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<td>Training starts at 08h00 as from Day 2</td>
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<td>08:30 – 10:30</td>
<td><strong>Teaching Time</strong></td>
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<td></td>
<td>(Includes 15 min welcome - Day 1 only)</td>
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<td>10:00 – 10:30</td>
<td><strong>Tea Break</strong></td>
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<tr>
<td>10:30 – 13:00</td>
<td><strong>Teaching Time</strong></td>
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</tbody>
</table>
|              | *On Friday 18\textsuperscript{th}, the Expert Panel Seminar will start at 12:30 for 13:00 (30 minutes to grab a finger lunch at the venue). The Seminar will end at 15:30.  
              | *On Friday 25\textsuperscript{th}, the final session will end at 13:00. Certificate ceremony, lunch and departure will take place from 13:00 – 16:00. |
| 13:00 – 14:00| **Lunch**                                             |
|              | *Lunch-time Seminars and discussions are being planned for Wednesday 16\textsuperscript{th} and Wednesday 23\textsuperscript{rd}, and will take the form of a “brown bag” lunch-time session. A packaged or finger lunch will be made available for these sessions. |
| 14:00 – 17:00| **Teaching Time**                                     |
|              | (Includes a working tea/comfort break as required)    |
## DETAILED TRAINING PROGRAMME

### FOUNDATION TRACK

<table>
<thead>
<tr>
<th>Course No</th>
<th>Module Name</th>
<th>Module No</th>
<th>Date</th>
<th>AM/PM</th>
<th>Module Name</th>
<th>Facilitator</th>
</tr>
</thead>
<tbody>
<tr>
<td>1F</td>
<td>M&amp;E Planning and Management</td>
<td>1.1F</td>
<td>14-Aug</td>
<td>AM</td>
<td>Situating M&amp;E in Development Interventions</td>
<td>Mike Leslie</td>
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<tr>
<td></td>
<td></td>
<td>1.2F</td>
<td>14-Aug</td>
<td>PM</td>
<td>Developing Organisation-Wide M&amp;E Systems</td>
<td>Mike Leslie</td>
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<tr>
<td></td>
<td></td>
<td>1.3F</td>
<td>15-Aug</td>
<td>FULL DAY</td>
<td>Organising Framework for a functional M&amp;E System</td>
<td>Dr Charles Amoatey</td>
</tr>
<tr>
<td>2F</td>
<td>Public and Development Sector Results-Based Management</td>
<td>2.1F</td>
<td>16-Aug</td>
<td>AM</td>
<td>Intro to Results-Based Management</td>
<td>Mike Leslie</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.2F</td>
<td>16-Aug</td>
<td>PM</td>
<td>Using Evidence to improve decision-making</td>
<td>Dr Charles Amoatey</td>
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<tr>
<td></td>
<td></td>
<td>2.3F</td>
<td>16-Aug</td>
<td>AM</td>
<td>Managing and commissioning evaluations</td>
<td>Mike Leslie</td>
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<tr>
<td></td>
<td></td>
<td>2.4F</td>
<td>16-Aug</td>
<td>PM</td>
<td>Using tools for disseminating monitoring and evaluation information</td>
<td>Dr Charles Amoatey</td>
</tr>
<tr>
<td>4F</td>
<td>Introduction to Evaluation</td>
<td>4.1F</td>
<td>23-Aug</td>
<td>AM</td>
<td>Evaluation in Public Policy and Development Management</td>
<td>Candice Morkel</td>
</tr>
<tr>
<td>3F</td>
<td>Introduction to Theory of Change</td>
<td>3.1F</td>
<td>18-Aug</td>
<td>AM</td>
<td>Approaches to Problem Analysis</td>
<td>Dr Lewis Ndhlovu</td>
</tr>
<tr>
<td>3.2F</td>
<td>Introduction to Theory of Change (ctd)</td>
<td>3.2F</td>
<td>24-Aug</td>
<td>AM</td>
<td>Stakeholder Analysis</td>
<td>Dr Lewis Ndhlovu</td>
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<tr>
<td>4.3F</td>
<td>Introduction to Evaluation (ctd)</td>
<td>4.3F</td>
<td>17-Aug</td>
<td>FULL DAY</td>
<td>Designing and Managing Evaluations</td>
<td>Jennifer Bisgard</td>
</tr>
<tr>
<td>3.3F</td>
<td>Introduction to Theory of Change (ctd)</td>
<td>3.3F</td>
<td>22-Aug</td>
<td>AM</td>
<td>Building an Outcomes Tree and Results Chain</td>
<td>Dr Lewis Ndhlovu &amp; Ralph Yako</td>
</tr>
<tr>
<td>4.4F</td>
<td>Introduction to Evaluation (ctd)</td>
<td>4.4F</td>
<td>25-Aug</td>
<td>AM</td>
<td>Issues, Challenges and Opportunities in Evaluation</td>
<td>Candice Morkel</td>
</tr>
</tbody>
</table>

18 Aug (12h30 pm) – Expert Panel Seminar & Group Photo
19 Aug (Saturday) – Cultural and Social Excursion
20 Aug (Sunday) – Free Day

21 Aug (Monday) - Field Visit: Union Buildings and lectures by National Department of Planning, Monitoring & Eval (DPME) and National School of Government (NSG)

| 3F        | Introduction to Theory of Change | 3.3F | 22-Aug  | AM    | Building an Outcomes Tree and Results Chain         | Dr Lewis Ndhlovu & Ralph Yako    |
|           | Risks and Assumptions            | 3.4F | 22-Aug  | PM    |                                                      | Dr Lewis Ndhlovu & Ralph Yako    |
| 4F        | Introduction to Evaluation       | 4.1F | 23-Aug  | AM    | Evaluation in Public Policy and Development Management | Candice Morkel                    |
|           | Forms and Types of Evaluation    | 4.2F | 23-Aug  | PM    |                                                      | Candice Morkel                    |
| 3F        | Introduction to Theory of Change (ctd) | 3.5F | 24-Aug  | PM    | Evaluating a Theory of Change                       | Dr Lewis Ndhlovu                 |
| 4F        | Issues, Challenges and Opportunities in Evaluation | 4.4F | 25-Aug  | AM    |                                                      | Candice Morkel                    |

25 AUG - CERTIFICATES, BRAAI (BARBEQUE) AND DEPARTURE
<table>
<thead>
<tr>
<th>COURSE CODE</th>
<th>COURSE NAME</th>
<th>MODULE NUMBER</th>
<th>DELIVERY DATE</th>
<th>AM/PM/ALL DAY</th>
<th>MODULE NAME</th>
<th>FACILITATOR NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A</td>
<td>Made in Africa Evaluation</td>
<td>1A</td>
<td>14 - 15Aug</td>
<td>1,5 DAYS</td>
<td>To be provided by Facilitator</td>
<td>Zenda Ofir</td>
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<tr>
<td>2A</td>
<td>Impact Evaluation</td>
<td>2.1 A</td>
<td>15-Aug</td>
<td>PM</td>
<td>Impact Evaluation</td>
<td>Volker Schoer</td>
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<td>2.1 A</td>
<td>16-Aug</td>
<td>FULL DAY</td>
<td>Impact Evaluation</td>
<td>Volker Schoer</td>
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<td></td>
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<td>2.2 A</td>
<td>17-Aug</td>
<td>AM</td>
<td>Data collection for impact evaluation</td>
<td>Volker Schoer</td>
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<td></td>
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<td>2.2 A</td>
<td>17-Aug</td>
<td>PM</td>
<td>Data collection for impact evaluation</td>
<td>Volker Schoer</td>
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<td>2.2 A</td>
<td>18-Aug</td>
<td>AM</td>
<td>Data collection for impact evaluation</td>
<td>Volker Schoer</td>
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<td>18 Aug (12h30 pm) – Expert Panel Seminar &amp; Group Photo</td>
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<td>19 Aug (Saturday) – Cultural and Social Excursion</td>
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<td>20 Aug (Sunday) – Free Day</td>
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<td></td>
<td>21 Aug (Monday) - Field Visit: Union Buildings and lectures by National Department of Planning, Monitoring &amp; Eval (DPME) and National School of Government (NSG)</td>
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<tr>
<td>3A</td>
<td>Deepening Evaluation</td>
<td>3.2 A</td>
<td>22-Aug</td>
<td>AM</td>
<td>Design Evaluation and Evaluability Assessments</td>
<td>Jennifer Bisgard</td>
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<td></td>
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<td>3.1 A</td>
<td>22-Aug</td>
<td>PM</td>
<td>Advanced Evaluation Methods</td>
<td>Mark Abrahams</td>
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<td></td>
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<td>3.3 A</td>
<td>23-Aug</td>
<td>AM</td>
<td>Evaluation values and the value of evaluation</td>
<td>Mark Abrahams</td>
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<tr>
<td></td>
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<td>3.4 A</td>
<td>23-Aug</td>
<td>PM</td>
<td>Grand challenges for Evaluation</td>
<td>Mark Abrahams</td>
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<tr>
<td>4A</td>
<td>Evaluating Impact Investing</td>
<td>4.1A</td>
<td>24-Aug</td>
<td>FULL DAY</td>
<td>Introduction to Evaluating Impact Investing</td>
<td>Khotso Tsotsots</td>
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<td></td>
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<td>4.2 A</td>
<td>25-Aug</td>
<td>AM</td>
<td>Evaluating impact investing in Africa</td>
<td>Khotso Tsotsots</td>
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<td>25 AUG - CERTIFICATES, BRAAI (BARBEQUE) AND DEPARTURE</td>
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COURSE OUTCOMES

FOUNDATION TRACK

On completing all course requirements, participants should be able to:

- Argue for the need to integrate monitoring and evaluation into planning for development interventions;
- Describe the requirements of organisational readiness to undertake evaluations;
- Discuss the requirements of an effective evaluation plan and associated documentation that supports the execution of quality evaluations;
- Describe tools to facilitate a more effective use of monitoring and evaluation information in organisational decision-making processes;
- Apply the logical thinking and process steps in designing results-based monitoring and evaluation systems;
- Distinguish between the critical components of a theory of change, understand how to develop a theory of change, and the process steps that help in this;
- Examine how various evaluation frameworks can be used to develop policy and improve effectiveness of government programmes;
- Analyse key debates and discussions that often arise when managing an evaluation process.

ADVANCED TRACK

On completing all course requirements, participants should be able to:

- Apply principles of cultural responsiveness and appropriateness of evaluation approaches and methods in African contexts;
- Discuss the key concepts of Impact Evaluations;
- Link and attribute the the causes of change in interventions;
- Apply counterfactuals, randomised, quasi and non-experimental and validity methods;
- Interpret evaluation standards during the design, conduct and documentation of evaluations;
- Recognise the protocols involved in the assessment, critique, craft and improvement of the quality of evaluation reports, including their structure and logic;
- Demonstrate effective communication of evaluation results;
- Construct and facilitate the development of an evaluation management response and improvement plan;
- Outline the protocols involved in designing, managing and utilising evaluation and monitoring projects and systems for impact investments, portfolios and programmes;
- Contribute to the further development of the impact investing industry in Africa at the local, national and pan-African levels.
## FOUNDATION TRACK

### COURSE 1F: M&E PLANNING AND MANAGEMENT

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<th>FACILITATOR</th>
<th>MODULE</th>
<th>TOPICS</th>
</tr>
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<tbody>
<tr>
<td>1.1F</td>
<td>Mike Leslie</td>
<td>Situating monitoring and evaluation in development interventions</td>
<td>- Background to and evolution of M&amp;E</td>
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<td>o M&amp;E introduction &amp; overview</td>
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<td>o The purpose and scope of M&amp;E</td>
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<td>o Defining the purpose &amp; scope of M&amp;E</td>
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<td>o Differentiating monitoring from evaluation</td>
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<td>o Introduction to complexity &amp; systems thinking</td>
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<td>o The African Evaluation Challenge: Made in Africa Evaluation</td>
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<td>o Foundational Concepts</td>
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<tr>
<td>1.2F</td>
<td>Mike Leslie</td>
<td>Developing organisation-wide monitoring and evaluation systems</td>
<td>- Identification &amp; planning for conditions &amp; capacities that support an effective M&amp;E system</td>
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<td>- Identifying &amp; supporting needed M&amp;E capabilities</td>
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<td>- Engaging stakeholder &amp; establishing an evaluative climate</td>
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<td>- M&amp;E frameworks</td>
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<td>- Connecting programme design &amp; M&amp;E frameworks</td>
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<td>- Linking M&amp;E to projects and programmes</td>
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<tr>
<td>1.3F</td>
<td>Dr. Charles Amoatey</td>
<td>Organising framework for a functional M&amp;E system</td>
<td>- Defining “M&amp;E Systems”</td>
</tr>
<tr>
<td></td>
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<td>- Components of a functional monitoring and evaluation system</td>
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## COURSE 2F: PUBLIC AND DEVELOPMENT SECTOR RESULTS-BASED MANAGEMENT

<table>
<thead>
<tr>
<th>MODULE NO</th>
<th>FACILITATOR</th>
<th>MODULE</th>
<th>CONTENT OF MODULE</th>
</tr>
</thead>
</table>
| 2.1F      | Mike Leslie | Introduction to Theory of Change (in the context of Results-Based Management) | - Rationale for Results-Based Management  
- Ten Steps to building a results-based M&E system (steps 1-5)  
  - Introduction to Theory of Change, programme logic and intervention theory  
  - Addressing issues of complexity and adaptive management – challenges facing RBM systems in the development sector |
| 2.2F      | Dr. Charles Amoatey | Using evidence to improve decision-making | - Ten steps to building a results-based M&E system (steps 6-10)  
- Continuous improvement: moving from outputs to outcomes and impact in evidence-based policy-making |
| 2.3F      | Mike Leslie | Managing and commissioning evaluations | - Planning for evaluation  
- Made in Africa Evaluation: (drawing from Chilisa, 2015) Addressing  
  - Cultural and contextual relevance  
  - Ethics, attribution and power relations  
- Appropriate paradigms and methodologies  
- Introduction to institutional arrangements and other management issues |
| 2.4F      | Dr. Charles Amoatey | Using tools for disseminating monitoring and evaluation information | - Communication of results  
- Using & reporting M&E findings  
- Sustaining the M&E culture |

## COURSE 3F: INTRODUCTION TO THEORY OF CHANGE

**2 DAYS: 17, 18 & 22 AUGUST**

<table>
<thead>
<tr>
<th>MODULE NO</th>
<th>FACILITATOR</th>
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<th>TOPICS</th>
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</thead>
</table>
| 3.1F      | Dr. Lewis Ndhlovu | Approaches to Problem Analysis | - Determinants and causal pathways of social problems  
- Problem Analysis  
- Strengths and Weaknesses of problem analysis approaches |
| 3.2F      | Dr. Lewis Ndhlovu | Stakeholder Analysis | - Stakeholder Analysis  
- Case-study |
| 3.3F      | Dr. Lewis Ndhlovu | Building an outcomes tree and results chain | - Critique of results “chains” and “causal” linkages  
- Building an outcomes tree and results chain  
- Identifying causal linkages |
<table>
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<tr>
<th>MODULE NO</th>
<th>FACILITATOR</th>
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</table>
| 4.1F      | Candice Morkel            | Evaluation in Public Policy and Development Management | The Nature of evaluation  
  - What is evaluation?  
  - The purpose of evaluation  
  - When to use it?  
  - Accountability, learning and evidence  
  - Situation Analyses/Diagnostics |
| 4.2F      | Candice Morkel            | Forms and types of evaluation                | Evaluation in different stages of the programme cycle  
  - Formative, Summative and Developmental Evaluation  
  - Evaluation and Adaptive Management  
  - Evaluation Typologies  
  - Evaluation “lenses” (Gender, Youth, etc.) |
| 4.3F      | Jennifer Bisgard          | Designing and managing evaluations           | The evaluation TOR  
  - Questions, audience, purpose, criteria, scope, form, collection methods etc.  
  - Managing consultants and evaluation teams  
  - Oversight committees and reference groups  
  - Logistics and field work  
  - Budgeting for evaluations |
| 4.4F      | Candice Morkel            | Issues, challenges and opportunities in Evaluation | Ethics of evaluation  
  - Evaluation Standards  
  - Data constraints  
  - Use of evaluation in decision-making and development impact  
  - The politics of evaluation  
  - Professionalisation, professional associations and networks |
### ADVANCED TRACK

#### COURSE 1A: MADE IN AFRICA EVALUATION

<table>
<thead>
<tr>
<th>MODULE NO</th>
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#### COURSE 2A: IMPACT EVALUATION

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<th>MODULE NO</th>
<th>FACILITATOR</th>
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<th>TOPICS</th>
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</thead>
</table>
| 2.1A      | Volker Schoer | Impact Evaluation | • What is Impact Evaluation?  
• 4 Key purposes of Impact Evaluation  
• Programmes well-suited to Impact Evaluation  
• 5 Focuses of Evaluation Questions  
• 5 Steps to conducting an Impact Evaluation  
• Impact Evaluation Methods  
• Causality and attribution  
• The counterfactual  
• Randomised experiments  
• Quasi-experimental methods  
• Non-experimental methods  
• Internal and External Validity |
| 2.2A      | Volker Schoer | Data collection for impact evaluation | • The data collection pyramid  
• Data collection methods  
• Qualitative methods  
• Quantitative methods |

#### COURSE 3A: DEEPENING EVALUATION

<table>
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<th>MODULE NO</th>
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1 Improvements to the structure of this session may have been made by the facilitator, which will be provided during training
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<th>MODULE NO</th>
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<th>TOPICS</th>
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</table>
| 3.2A      | Jennifer Bisgard    | Design evaluation and Evaluability Assessments | - Effective design of evidence-based development interventions  
- Interrogating the Theory of Change  
- Review of Logic Models and Results Chains  
- Strong and Weak designs  
- Ensuring effective implementation: the “science of implementation”                                                                 |
| 3.1A      | Dr. Mark Abrahams   | Advanced Evaluation Methods                 | - Ontological foundations of Evaluation Methods and their influence on the choice of methods  
- An overview of Evaluation Approaches, designs and methods: incl. theory-driven, participatory, democratic, empowerment, realist, appreciative enquiry, contribution assessment  
- TOC and logic models: A refresher  
- Revisiting Indicator Development and Application  
- Quality Data Management                                                                                               |
| 3.3A      | Dr. Mark Abrahams   | Evaluation values and the value of evaluation | - Ensuring and assessing the quality of evaluations (issues of design, data and analysis)  
- Improving practice: systematizing data and its analysis, and peer review mechanisms.  
- Transforming evaluation to knowledge: the development of a science of evaluation.  
- Evaluation Standards and ethics  
- Professionalisation, accreditation, credentialing and certification                                                      |
| 3.4A      | Dr. Mark Abrahams   | Grand Challenges for Evaluation²           | A directed reading and discussion on some of the following ‘grand challenges’ for evaluation:  
- The intersection of the SDGs, the 4th Industrial Revolution, the Digital Economy and the Human Economy  
- The impact of technology and big data in development and evaluation  
- Buzzwords or the sign of our times?: “experimentation”, “adaptive management”, “sustaining impact”, “inequality”, “context”, “complex systems”, “nudge theory”, “sustainability”, and “resilience”.  
- Systems thinking and complexity science: the influence on evaluation theories and                                           |

²This course emanates from the discussions held at the strategic planning meeting of the South African Monitoring and Evaluation Association (SAMEA) in January 2016 with Independent International Evaluator & Honorary Professor, School of Public Leadership, Stellenbosch University, Prof. Zenda Ofir, and publicised to members. The topics for this session emanate from the issues raised as current trends in evaluation.
### Methodologies

- The rising demand for evaluation capacity building in governments, the development of national M&E systems and the mainstreaming of the Sustainable Development Goals (SDGs).
- Strategic thematic evaluations (inequality, gender), country programmes, and transboundary influences (e.g. global value chains, global policy regimes, climate change mitigation)
- Development funding and the SDG funding gap
- Advocacy for evaluation and evidence in a “post-truth” era

### COURSE 4A: EVALUATING IMPACT INVESTING

<table>
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<tr>
<th>MODULE NO</th>
<th>FACILITATOR</th>
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<th>TOPICS</th>
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</thead>
<tbody>
<tr>
<td>4.1A</td>
<td>Khotso Tsotsotso</td>
<td>Introduction to Impact Investing</td>
<td>- Introduction to Impact Investing</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>o Defining Impact Investments</td>
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<td>o Elements of an Impact Investments</td>
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<td>o The Impact Investing Ecosystem</td>
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<td></td>
<td>o Difference between II and CSR</td>
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<tr>
<td>4.2A</td>
<td>Khotso Tsotsotso</td>
<td>Impact Investing in Africa</td>
<td>- Impact Investing in Africa</td>
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<tr>
<td></td>
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<td></td>
<td>- Impact Enterprises and Introduction to Impact Measurement</td>
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<td>o Defining the impact enterprise;</td>
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<tr>
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<td>o Discussing impact measurement issues;</td>
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<tr>
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<td>- Introducing impact measurement approaches.</td>
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</table>

- Impact Investing in Africa:
  - Impact Enterprises and Introduction to Impact Measurement
    - Defining the impact enterprise;
    - Discussing impact measurement issues;
  - Introducing impact measurement approaches.
MODERATION OF THE TRAINING PROGRAMME

Three Moderators have been identified who will have “non-participant observer” status in some of the self-selected modules. An Assessment Framework has been designed by CLEAR-AA in collaboration with the moderators to provide guiding principles in relation to their role in the training programme. The Assessment Framework also provides a framework for feedback to be provided to CLEAR-AA.

The purpose of the moderation of the DETPA is to allow the independent observation of the quality of the training programme being offered, the quality of the facilitation, the attainment of the learning objectives, as well as general observations around quality of the systems and processes that support the DETPA. The findings from the Moderation exercise will be used as a learning platform for CLEAR-AA, and the centre will use the process to strengthen future offerings of the DETPA.

The credentials of the Moderation Team are provided at the end of this document.

COMPLETION OF POST-TRAINING EVALUATION FORMS

One of the mandates driving the work of CLEAR-AA is building the capacity of evaluators, M&E and development practitioners, policy makers and scholars in order to strengthen the capacity of evaluation and evidence-based policy making across the African continent. Training forms a key component of this, and therefore we continuously strive to apply evaluative thinking to our own work so as to apply the lessons learned, improve on our areas of weakness and strengthen our progressive achievement of our development mandate. One way of generating the questions and answers we need to engage in this kind of reflection is by obtaining the perspectives and opinions of our training participants once they have completed our training sessions.

We would therefore like to request you to complete the post-training evaluation forms after each module has been completed. These will be provided to you via a Survey Monkey link. CLEAR-AA staff will assist participants to access the link, and provide precise instructions after the completion of every module. The reason for the completion of a survey for every module is that each one is unique, and we have a variety of guest facilitators who each have a different skills-set and approach to training. We need to know what has worked or not worked - and why - in order to ensure that we are meeting the needs and requirements of professionals in the field in terms of our capacity building efforts.

We will also be spending some time with you discussing your training needs and the general capacity building requirements you may have in your organization, sector or as an individual. This will take the form of a facilitated Training Needs Analysis session on the 16th August during a “working lunch”. In this way, we will build our understanding of how we can better align our services and interventions to the needs in the sector, and contribute to the growing body of knowledge on evaluation capacity development. We thank you in advance for your participation and collaboration in this endeavor! We look forward to having this conversation with you.
“Imperatives of the SDGs/2030 Agenda and implications for the evaluation function for Africa”

Evaluation is a discipline of critical inquiry and asking the questions: are we doing the right things that are relevant, are appropriate and would add value, would ensure impact and sustainability? Are we making a difference – did change occur, what are the non-intended consequences? What is the impact and what are alternatives? How sustainable are the results? The spirit of the macro development strategies (2030 Agenda and Agenda 2063) is “all hands on deck”- but are we setting ourselves up for failure by not addressing country-level strategies and responses with more than just rhetoric?

We all have a role to play in answering questions on the achievement of the results of these plans – whether as future evaluators, or as part of our work in development in the public, private and civil society sectors. The Seminar hopes to provide an opportunity for all participants to hear experts in the field of evaluation and development answer some of these vexing questions, and engage in robust debate as part of the myriad incremental actions needed to contribute to Africa’s development success. The seminar will be open to the public.

SPEAKERS

OPENING AND WELCOMING REMARKS

- Laila Smith – Director, CLEAR-AA

MODERATOR

- Candice Morkel – Senior Technical M&E Specialist, CLEAR-AA

PANELLISTS

- Zenda Ofir
- Sukai Prom-Jackson
- Adeline Sibanda
- Ian Goldman

*The résumés of the expert panelists can be found at the end of this programme.*
Purpose of the Workshop
The workshop seeks to expose the Wits Winter School delegates and post graduate students from the University of Zululand (who will be joining the DETPA group for the Field Visit) to the practical realities of Monitoring and Evaluation (M&E), and empower them to understand the M&E policy frameworks and the various approaches and techniques in the South African government.

PROGRAMME

<table>
<thead>
<tr>
<th>#</th>
<th>Time</th>
<th>Item</th>
<th>Responsible</th>
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<tbody>
<tr>
<td>1.</td>
<td>09h00 – 09h20</td>
<td>Welcoming and opening remarks</td>
<td>Ms. Mpumi Mpofu Director-General: DPME</td>
</tr>
<tr>
<td>2.</td>
<td>09h20 – 09h40</td>
<td>Overview of SA Government System and the work of DPME</td>
<td>Ms. Irene Mathenjwa, Acting DDG, Public Sector Monitoring &amp; Capacity Development, DPME</td>
</tr>
<tr>
<td>3.</td>
<td>09h40 – 10h00</td>
<td>Discussions</td>
<td>All</td>
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<td>4.</td>
<td>10h00 – 10h30</td>
<td>Group photo with the DG and DDG</td>
<td>All</td>
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<tr>
<td></td>
<td>10h30 – 11h00</td>
<td>Tea/Coffee Break</td>
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<td>5.</td>
<td>11h00 – 11h30</td>
<td>Input from the National School of Government</td>
<td>Principal: Prof Richard Levin</td>
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<td>6.</td>
<td>11h30 – 11h45</td>
<td>Discussions</td>
<td>All</td>
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<tr>
<td>7.</td>
<td>11h45 – 12h05</td>
<td>National Evaluation System</td>
<td>Dr Ian Goldman</td>
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<tr>
<td>8.</td>
<td>12h05 – 12h25</td>
<td>Management Performance Assessment</td>
<td>Mr Henk Serfontein</td>
</tr>
<tr>
<td>9.</td>
<td>12h25 – 12h45</td>
<td>Frontline Service Delivery Monitoring</td>
<td>Dr Neeta Behari</td>
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<tr>
<td>10.</td>
<td>12h45 – 13h00</td>
<td>Discussions</td>
<td>All</td>
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<td>13h00 – 14h00</td>
<td>Lunch</td>
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<tr>
<td>11.</td>
<td>14h00 – 15h15</td>
<td>Panel discussion: M&amp;E systems</td>
<td>Moderator: Ms. Candice Morkel</td>
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<td>Panelists: representative from four countries</td>
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<tr>
<td>12.</td>
<td>15h15 – 15h30</td>
<td>Discussions</td>
<td>All</td>
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<tr>
<td>13.</td>
<td>15h30</td>
<td>Summary of Key Issues</td>
<td>Mr Stanley Ntakumba Chief Director: DPME</td>
</tr>
</tbody>
</table>

CLOSURE
AN EXCITING OPPORTUNITY PRESENTS ITSELF!

*Participants have been invited by the DPME to play an active role in the Field Visit Programme*

Participants of the DETPA have been invited by the Department of Planning, Monitoring and Evaluation (DPME) in the Presidency of South Africa to engage in a discussion on their countries’ monitoring and evaluation systems as part of a moderated panel discussion during the field visit.

We will be engaging with both the Foundation and Advanced Track participants to identify and work with four individuals who will be willing to participate in this exciting opportunity. We would like to encourage you to start thinking about your participation, and to volunteer to be part of this panel. Candice Morkel (CLEAR-AA Senior Technical M&E Specialist and DETPA coordinator) will be moderating the session, and will work with you in the days leading up to the Field Visit in order to ensure that the team is well-prepared.

You would not be expected to make a formal presentation, as the format of the panel will be a conversation around some of the challenges, obstacles and “wins” in the ongoing development of your country’s M&E system.

We hope that you will consider being part of this panel – we will give you an opportunity to volunteer up to Wednesday 16th August, so as to leave enough time for some preparation.

**Logistics:** The shuttle (bus) will leave for Pretoria at 08h00 outside the Wits Business School on the 21st August (Monday). Due to the protocols that are to be observed at the Union Buildings, we regret that we will not be able to leave later, and will not be able to wait for late-comers. Please be sure to be there before 08h00 so that you do not miss out on this opportunity!

*A pre-packed breakfast will be served at 07h30*

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**LUNCH-TIME GUEST LECTURE – 23RD AUGUST**

“The use of ‘Big’ Data Analytics in Evaluation”

Jerusha Govender, Managing Director of the Data Innovator and SAMEA Board Member

Jerusha Govender is an entrepreneur, and monitoring and evaluation specialist with 10 years’ experience in public health and development management. She has worked in Angola, Botswana, Brazil, Ghana, Kenya, Lesotho, Namibia, South Africa, Swaziland, Tanzania, and Zimbabwe.

Jerusha has worked within Research, Monitoring and Evaluation units playing a central role in creating systems for data gathering, information management and knowledge sharing. In particular she has worked extensively with developers of software and infrastructure to enhance management of projects as well as promote use of information for decision making and experiential sharing. Her key areas of experience include: successful management of the pilot and roll-out of a national mobile monitoring system; directed the development and implementation of a project-wide monitoring information system including a regional M&E strategy; designed and managed project-based research and routine assessments; and supervised M&E teams, interns and consultants. She has also worked with diverse donors and in country settings. Jerusha works independently and collaborates well with teams. She achieves goals through delegation and working with her available network of experts.

Jerusha is currently the founding Director of Data Innovator.

*This lecture is not open to the public*
VENUES

REGISTRATION VENUE (on campus)

Mwalimu House
2 St. David’s Place
Parktown
Johannesburg

TRAINING VENUE (on campus)

Mwalimu House
2 St. David’s Place
Parktown
Johannesburg

LUNCH VENUES (on campus)

Executive Dining Room
2 St. David’s Place
Parktown
Johannesburg

SEMINAR/LUNCH-TIME LECTURE VENUES (on campus)

16th, 18th, 23rd
Investec Auditorium
Wits Business School
2 St. David’s Place
Parktown
Johannesburg

COCKTAIL OPENING AND WELCOMING VENUE (Transport to be provided)

School of Public Health
27 St. Andrews Road (Education Campus)
Parktown
Johannesburg

FIELD VISIT (Transport to be provided)
Union Buildings
Room 164, West Wing, Union Buildings, Pretoria

CERTIFICATE CEREMONY

TBC
SHUTTLE PROGRAMME

Pick-up and drop-off points and times:

The pick-up point for the shuttle service for all functions where transport is required will be just outside the main entrance of the Wits Business School campus.

A DETPA coordinator will be on hand (around Mwalimu House) to direct you the pick-up point. You will be informed of the pick-up and drop-off times on or before the relevant days.

If you need assistance, please see the contact details on the last page of this document.

SOCIAL MEDIA

We would like to encourage all participants and facilitators to tweet, post, like and talk about your experiences at the DETPA!

Our twitter handle is: @CLEARAA1
Prof. Zenda Ofir, Independent International Evaluator and Honorary Professor, Stellenbosch University.

Prof. Zenda Ofir is a South African scientist and since 2000, a full-time international evaluation specialist. She has conducted evaluation assignments in 40 countries, primarily in Africa and Asia, for around 40 national, bilateral and multilateral (primarily UN) clients on four continents. She has also provided advice on evaluation policy, strategy and practice to organizations such as GAVI, AGRA, UNDP, IFAD, Rockefeller Foundation, the World Conservation Council and the CGIAR.

Zenda is a former President of AfrEA, former Vice-President of the IOCE and former American Evaluation Association Board member. She is on the editorial boards of two evaluation journals, EPP and AEJ. She has been a visiting professor at the Hiroshima University in Japan, lectured for four years in development effectiveness at the United Nations University (UNU) in Tokyo, has been a STIAS fellow, and has since 2014 been appointed as Honorary Professor at Stellenbosch University. With a PhD in ecological chemistry, Zenda was a senior programme manager at the predecessor of the NRF, and Director of Research at the University of Pretoria - responsible for all grant-funded and contract research, intellectual property management and the international office - before she turned to evaluation. She is currently based near Geneva in Switzerland.

Mark Abrahams (M Ed, D Phil), Senior Consultant: Southern Hemisphere

Mark Abrahams (M Ed, D Phil) is a Senior Consultant with Southern Hemisphere, a development consultancy based in Cape Town, South Africa. He is also a research associate with the University of the Western Cape (UWC). Mark is a founder member of the South African Monitoring and Evaluation Association (SAMEA) and a former chairperson. He has more than 20 years’ experience in the field of monitoring and evaluation and is the Editor-in-chief of the African Evaluation Journal, a publication of the African Evaluation Association (AfrEA).

He has taught research methods courses at undergraduate and postgraduate levels at universities as well as to community based organisations. He initiated, managed, implemented and completed a large number of development and or research projects as research officer, as independent consultant and in collaborative partnerships with others. As part of a higher education institution and as an independent consultant he has worked with culturally diverse communities, youth and women, both rural and urban, non-government organisations and a range of government departments in South Africa and beyond.
Volker Schöer, Director: African Micro-Economic Research Unit (AMERU) at the School of Economic and Business Sciences (SEBS), University of the Witwatersrand.

Volker Schöer is the director of the African Micro-Economic Research Unit (AMERU) at the School of Economic and Business Sciences (SEBS) at the University of the Witwatersrand. The AMERU brings together South African, African and other international researchers to conduct quantitative impact evaluations on microeconomic issues, specifically on firms, labour markets and education. He has designed, implemented and managed a number of RCTs (Randomised Control Trials) and teaches statistical impact evaluation techniques as part of the World Bank CLEAR AA course of Technical Approaches for Conducting Impact Evaluations. Volker holds a Master’s Degree in Economics from the University of Cape Town and is currently registered for his PhD in Economics at the University of the Witwatersrand.

Candice Morkel, Senior Technical M&E Specialist, CLEAR-AA

Candice is an accomplished Monitoring, Evaluation and public sector specialist with 20 years’ development, research and M&E experience in the public and non-profit sectors in South Africa. She spent more than 10 years in the public sector in South Africa in senior management positions, focusing on building systems and capacity for evidence-based policy making. She has been involved in numerous policy performance reviews and programme evaluations, including more recently the Ministerial Review of the White Paper on Social Welfare (1997). She has presented papers and written on the development of M&E in the public sector, and has published on evaluation capacity development. Ms. Morkel has an MPhil in Conflict and Conflict Management (cum laude) from the Nelson Mandela University and is currently reading for her PhD in Public Management and Leadership. Her research interests include building a capable developmental state, state capacity, civil society and the co-production of public goods. She joined CLEAR-AA in August 2016 as a Senior Technical M&E Specialist, focusing on strengthening evaluation practice in Anglophone Africa. Candice served as a Board Member and Chair of the South African Monitoring and Evaluation Association (SAMEA) and currently serves as a board member of the African Evaluation Association (Afrea).

Dr. Lewis Ndhlovu, PhD, Senior Monitoring and Evaluation Technical Specialist, Centre for Learning on Evaluation and Results (CLEAR)

Dr Ndhlovu has worked in the development sector for over two decades. As an M&E Technical Specialist, he is part of a team that drives CLEAR’s mandate of developing evaluation capacity in the African region, as well as teaching
and supervising post graduate students in Monitoring and Evaluation. He joined CLEAR in 2016. Before joining the centre, he headed an international NGO and a consultancy research firm in Johannesburg. His main experience has been in the implementation and evaluation of public health interventions in sub Saharan Africa, especially with regard to improving access to health and social services for vulnerable populations. He has also conducted training in research methodologies and M&E to higher education institutions and NGOs in the SADC region. He obtained a PhD in medical demography and holds Master’s degrees in health sciences (population studies) and mathematical statistics.

Jennifer Bisgard, Director of New Initiatives: Khulisa Management Services

Ms. Jennifer Bisgard co-founded Khulisa Management Services in 1993. An expert in monitoring and evaluation (M&E) and organizational development, she leads evaluations and capacity building assignments in Education, Economic Growth, Democracy and Governance and Media. She is a highly experienced evaluator with over twenty years’ experience in leading evaluations and supporting the design, development, and implementation of M&E systems in South Africa, various African countries, and abroad. She has led numerous assignments with complex, national and regional scopes for local, regional and international donors, NGOs, clients and governments. She is frequently consulted to assist with using evaluation results to recommend follow-on program design, tools for lesson learning with different audiences, scale up and to inform policy using a range of qualitative and quantitative evaluation methods.

Prior to establishing Khulisa, she was the Senior Education Specialist at USAID/Pretoria for five years. Ms. Bisgard also represented the African Evaluation Association (AfrEA) on the International Organization for Cooperation in Evaluation (IOCE) board from 2013-2016. During this period, she co-chaired of the United Nations EvalPartners Task Team on Toolkits to support Voluntary Organizations for Professional Evaluators (VOPE). She is the former Interim General Secretary and Southern Africa board representative for 11 countries on the AfrEA board from 2012-2014 and the founding Chair of the South African Monitoring and Evaluation Association (SAMEA) from November 2005 to March 2007. She has a Master’s Degree in Social Change and Development from the Paul H. Nitze School of Advanced International Studies, Johns Hopkins University US.

Mike Leslie, Director: PDG

Mike Leslie is a Director at PDG specialising in evaluation and results-based M&E systems. He has a Master’s Degree in Community and Development and a Postgraduate Diploma in Programme Monitoring and Evaluation Methods from Stellenbosch University. His areas of expertise include evaluation approaches, designs and methodologies as well as M&E system development and consolidation. He has experience in community development, participatory developmental approaches and applied social research methods. Mike’s recent work includes a number of national and provincial government evaluations, including developing the quality assessment system for the Department of Planning, Monitoring & Evaluation. He is passionate about public policy, evidence-based planning, and M&E for improved developmental outcomes. He is a legacy board member of the South African Monitoring & Evaluation Association (SAMEA) and an active organiser in the South African M&E community.
Khotso Tsotsotso, Researcher and Monitoring & Evaluation Officer, CLEAR-AA

Khotso Tsotsotso is a Researcher and Monitoring & Evaluation Officer at the Anglophone Africa Centre for Learning and Evaluation and Results (CLEAR-AA) He was also a Junior Researcher at the African Micro-Economic Research Unit (AMERU) at the University of Witwatersrand. Whilst working for CLEAR-AA, Khotso has co-managed a curriculum development project which was aimed at developing an Impact Investment course, which was led by Ted Jackson & Associates and Rockefeller Foundation. Khotso has both presented his work and facilitated academic discussions in various prestigious platforms such as the American Evaluation Association Conference, AfrEA conference and SAMEA conference; he has also been a project manager for a project aimed at developing a research strategy for the Transport Education and Training Authority (TETA). He holds a degree in Economics from the University of Cape Town and has worked in project management, data analysis and market research in several organisations such as Massmart Holdings Ltd, Barloworld Equipment, Harambee Youth Employment Acceleration, Afrisam and the South African Institute of International Affairs.

COURSE MODERATORS

Dr Sukai Prom-Jackson, Inspector of the Joint Inspection Unit of the United Nations System (JIU)

Dr Sukai Prom-Jackson, a national of The Gambia, is a global expert on development evaluation, education, and institutional development. She has over 30 years of experience and leadership roles working at the international, national and private sector, and universities in policy research, measurement, evaluation, strategic planning and management. Her experiences also include work with major global partnership programmes for development and the conduct or management of extensive training on evaluation with the World Bank and The United Nations Evaluation Group. Her work experiences have covered all regions of the world and in over 80 countries.

Dr Sukai Prom-Jackson was endorsed by the Africa Union and elected by the United Nations General Assembly as an Inspector of the Joint Inspection Unit of the United Nations System (JIU) since 2013 – The only independent external body with oversight over the UN System. At the JIU, she has focussed on complex system-wide analyses of systems in place for organizational effectiveness and on a pilot initiative for independent system wide evaluation of the United Nations system contribution to development effectiveness. Organizations she has worked with include: the UNDP Independent Evaluation Office (2005 and 2012, the World Bank 1989-2005); USA Office of Education Research and Improvement and major USA universities on research and evaluation (1982-1086); Howard University (1978-1982), The Gambia Government, and Peace Corps, The Gambia.

She has an extensive number of technical reports, publications, and public presentations. She has served in several advisory panels and led several task forces and is mentioned in evaluation publications.2005-2012: She was invited
to the Bellagio Thought Leaders Forum on Evaluation in Africa in 2012 leading to a publication on the Rebirth, Restoration, Reclamation and Responsibilities of the Evaluation Function of Africa. She is a member of the Advisory Board of the Center for Learning on Evaluation and Results (CLEAR) - Anglophone Africa.

Edem Messa-Gavo, Monitoring and Evaluation (M&E) Expert at the African Capacity Building Foundation (ACBF)

Edem Messa-Gavo is currently holding the position of Monitoring and Evaluation (M&E) Expert at the African Capacity Building Foundation (ACBF). He previously worked as Regional M&E Advisor at Plan International West Africa Regional Office. He is a development professional with over 15 years of experience in program management and M&E system design and implementation. He also has a proven competency in strategic planning using different approaches including results-based management, right-based approach to development and agile methodology.

He is a holder of a Post-graduate Degree in Sociology and Development at the University of Lome (Togo). He also earned a Bachelor Degree in Geography and Resource Development (University of Ghana – Legon) and a Postgraduate Diploma in Child and Youth Development (Institute of Social Studies, The Hague). He has an extensive experience in international development organizations for having taken up many responsibilities and assignments in his long professional careers. His scope of work covers a wide range of development themes and sectors such as M&E training, program evaluation management, capacity building for policy formulation and management, public-private partnership, impact assessment, change management, information system management, child protection and community development.

In addition, he has also rich experience in diplomacy and negotiation techniques. Finally, Edem is fluent in French and English with good report writing skills in both languages.

Wole Olaleye: Visiting Research Associate, CLEAR-AA

Wole Olaleye is a visiting research associate at CLEAR-AA, while completing his PhD at University of Witwatersrand, School of Governance. He holds a LTh, B.A (Hons.) Social Development; M.Phil. (Social Science Research Methodology) from University of the Western Cape. Mr Olaleye has over 15 years of experience in public policy, program development and social research. As a performance monitoring and evaluation expert, he has demonstrable experience in national evaluation systems in Africa and has conducted research into current global practices on management of performance assessment tools. He is the lead researcher on performance management culture: national evaluation systems in Benin, South Africa and Uganda mapping exercise.
The panel consists of **Prof. Zenda Ofir** and **Dr. Sukai Prom-Jackson** (bios above), as well as the following experts:

**Adeline Sibanda, African Evaluation Association (AfrEA) President**

Adeline Sibanda is the African Evaluation Association (AfrEA) President. She is the founder and Managing Director of Troparg Consultancy Services, a development consulting firm. Adeline has 25 years’ experience in the development field with a focus on gender equality, monitoring and evaluation, leadership and entrepreneurship. She is passionate about professional development and has provided mentoring and training to organisations in over 20 sub-Saharan African countries, with specific focus on gender responsive evaluations. Adeline is a coach on Managing for Development Results.

**Dr Ian Goldman**

**Acting DDG: Evidence and Knowledge Systems Branch, Department of Planning, Monitoring and Evaluation, The Presidency, Republic of South Africa**

Ian has worked for 38 years on issues of rural development, decentralization, sustainable livelihoods approaches, community-driven development, and action learning, including a range of planning, evaluation and research work. He has worked in 18 countries in Africa, Europe and Latin America, and with national, provincial and local government, as well as in the NGO and SME sectors. He is an acting deputy director general in South Africa’s Department of Planning, Monitoring and Evaluation (DPME), where he is leading South Africa’s national evaluation system and DPME’s involvement in research. Ian is also a Commissioner of the International Initiative for Impact Evaluation (3ie) and founding Chair of the African M&E Partnership, Twende Mbele.
Jerusha Govender (MM-PDM, MPH, BSc (Med), Hons) Jerusha is an entrepreneur, data creative, and Monitoring and Evaluation specialist with 10 years’ experience in public health and development management. She has worked in 11 African countries and multiple donor contexts. Jerusha has worked within Research, Monitoring and Evaluation units playing a central role in creating systems for data gathering, information management and knowledge sharing. She has worked extensively in leading the development of software and infrastructure to enhance management of projects as well as promote use of information for decision making and experiential sharing. In 2015, Jerusha founded Data Innovator, a consultancy company which provides M&E, Data analytics and Strategic communication services. Jerusha has been featured as a start-up entrepreneur in Entrepreneur Magazine SA, Destiny, and Destiny Man Magazines. She is also currently a board member of the South African Monitoring and Evaluation Association.

PROGRAMME COORDINATORS

Mokgophana Ramasobana, Junior Researcher and DETPA Coordinator

Candice Morkel, Senior Technical M&E Specialist, CLEAR-AA
See bio above

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