



aes 16

International **Evaluation** Conference

Pre-conference workshops 17 & 18 September

Conference 19–21 September 2016 | **Perth** Australia

'Landscapes'

PRE-CONFERENCE WORKSHOP PROGRAM

Saturday 17 and Sunday 18 September 2016

Metro Hotel Perth

61 Canning Highway, South Perth [[see location](#)]

NOTE: The AES cannot guarantee that each workshop will go ahead as scheduled. If a workshop is cancelled, you will be offered a place in another workshop, or a refund.

This document is to be read with terms and conditions outlined on the [conference website](#).

as of 29 August 2016

Saturday 17 September 2016

8 – 9 am REGISTRATION				
9 am – 12:30 pm	Collaborative outcomes reporting (COR): a participatory impact evaluation approach Jess Dart, Zazie Tolmer FULL DAY BEGINNER / INTERMEDIATE	Master class: evaluation frameworks in complex situations Dorothy Lucks FULL DAY INTERMEDIATE/ COMMISSONERS OF EVALUATION	Developing monitoring and evaluation frameworks Anne Markiewicz FULL DAY BEGINNER / INTERMEDIATE	Interacting with stakeholders in the evaluation landscape: strategic methods and tools to make a difference Zita Unger, Anthea Rutter FULL DAY BEGINNER / INTERMEDIATE
12:30 – 1:30 pm LUNCH				
1:30 – 5 pm	<i>Jess Dart, Zazie Tolmer continued</i>	<i>Dorothy Lucks continued</i>	<i>Anne Markiewicz continued</i>	<i>Zita Unger, Anthea Rutter continued</i>
5 pm WORKSHOPS END				

Tea breaks: Morning tea 10.30 – 11 am | Afternoon tea 3 – 3:30 pm

Sunday 18 September 2016

8 – 9 am REGISTRATION				
9 am – 12:30 pm	Communicating evaluation effectively Kathryn Newcomer FULL DAY BEGINNER / INTERMEDIATE SOLD OUT	Planning an evaluation that works Nea Harrison, Carol Watson FULL DAY BEGINNER	Connecting systems thinking to evaluation practice Janice Noga FULL DAY INTERMEDIATE/ ADVANCED	Outcome mapping: addressing the dynamics of change in complex environments Ziad Moussa FULL DAY INTERMEDIATE/ ADVANCED
12:30 – 1:30 pm LUNCH				
1:30 – 5 pm	<i>Kathryn Newcomer continued</i>	<i>Nea Harrison, Carol Watson continued</i>	<i>Janice Noga continued</i>	<i>Ziad Moussa continued</i>
5 pm WORKSHOPS END				

Tea breaks: Morning tea 10.30 – 11 am | Afternoon tea 3 – 3:30 pm

SATURDAY 17 SEPTEMBER: WORKSHOP DESCRIPTIONS

Collaborative Outcomes Reporting (COR): a participatory impact evaluation approach

presented by Jess Dart and Zazie Tolmer, Clear Horizon Consulting

FULL DAY – BEGINNER/INTERMEDIATE

Collaborative Outcomes Reporting (COR) is a participatory approach to impact evaluation based around a performance story that presents evidence of how a program has contributed to outcomes and impacts that is then reviewed by both technical experts and program stakeholders.

Developed by Jess Dart, COR combines contribution analysis and Multiple Lines and Levels of Evidence (MLLE), mapping existing data and additional data against the program logic to produce a performance story. Performance story reports are essentially a short report about how a program contributed to outcomes. Although they may vary in content and format, most are short, mention program context and aims, relate to a plausible results chain, and are backed by empirical evidence (Dart and Mayne, 2005). The aim is to tell the 'story' of a program's performance using multiple-lines of evidence.

COR is characterised by the inclusion of processes of review by experts and stakeholders, sometimes including community members, to check for the credibility of the evidence about what impacts have occurred and the extent to which these can be credibly attributed to the intervention. It can be used with complex and multi-partner programs across all sectors.

The objectives of this workshop are to understand the major steps involved in COR and why they are important. It is pitched at the beginner to intermediate level. After providing an overview of the COR technique, the workshop will follow the process steps used in COR with real case studies. Participants will be invited to participate in an experiential process of analysing qualitative and quantitative data and video footage to engage with the steps involved. The training will include a mix of presentation, and small group work. All participants will be given a comprehensive set of workshop notes.

About the presenters

Dr Jess Dart specialises in the evaluation and design of programs with complex, intangible outcomes. Jess's deep expertise in program logic and theory of change extends over a wide range of contexts including: health; education; gender equity; environment; community development; agriculture; law and justice; disaster risk reduction; climate change and many other sectors. She has led program logic processes for local government, State governments, NGOs, regional organisations, philanthropic organisations; private sector companies and across 15 different countries. She is also a highly demanded facilitator.

Zazie Tolmer is qualified in evaluation and international development and has facilitated over a hundred program logic workshops. She has worked in a wide variety of sectors in Australia and internationally. In the last few years Zazie has worked in the capacity of design facilitator; using program logic and theory of change processes to develop complex social change programs internationally and in Australia.

Master class: evaluation frameworks in complex situations

presented by Dorothy Lucks, SDF Global

FULL DAY – INTERMEDIATE/COMMISSIONERS OF EVALUATION

The demand for evaluation is growing in public, private and community sectors – and often with a combination of stakeholders. Evaluation is covering many sectors – and now often intersections between sectors (e.g. public mobility and infrastructure; employment and mental health; climate change and urban development). Evaluations are stepping beyond project and program evaluations into policy evaluation and meta-thematic and global evaluations. This means that commissioners of evaluations, evaluators and technical specialists within evaluation teams are increasingly faced with complex situations where they are asked to apply evaluation principles and approaches. The evaluators toolbox is growing but the evaluation framework is the critical 'box' to determine what tools are required for a specific evaluand.

The purpose of this master class is to strengthen understanding and deepen capability those interested in developing and using evaluation frameworks in complex situations. Participants would be encouraged to bring real examples that they have experienced and share their positive and negative experiences and challenges with other participants.

The target group for this master class is intermediate level evaluators or commissioners of complex evaluations.

About the presenter

Dr. Dorothy Lucks is the Executive Director of SDF Global (Sustainable Development Facilitation). She has extensive experience in complex sustainable development processes and evaluations that require engagement with multiple stakeholders. She has facilitated many professional development workshops in evaluation, most recently at the EvalPartners Global Forum in Nepal in relation to Evaluation of the Sustainable Development Goals.

Developing monitoring and evaluation frameworks

presented by Anne Markiewicz, Anne Markiewicz and Associates

FULL DAY – BEGINNER/INTERMEDIATE

The development and implementation of monitoring and evaluation frameworks at the organisational, initiative and program level are important processes to adopt in order to provide an indication of results achieved and to resource organisational learning. The monitoring and evaluation framework defines the parameters of routine monitoring and periodic evaluation that will take place over the life of a program or an initiative. The workshop provides participants with useful, step by step practical guidance for developing a monitoring and evaluation framework, supported by relevant background and theory. It presents a clear and staged conceptual model, discusses design and implementation issues and considers any barriers or impediments, with strategies for addressing these. Participants will learn the format and approach for developing a monitoring and evaluation framework, the range of techniques and skills involved in its design and implementation and develop an appreciation of the parameters of the tasks involved and how to approach them.

Participants will learn:

- the value and purpose of investing in and developing monitoring and evaluation frameworks
- the participatory approach and processes involved in developing such frameworks
- the steps and stages involved and the suggested 'Table of Contents' for constructing a monitoring and evaluation framework

The trainer will alternate between use of a PowerPoint presentation and small group interactive work. The workshop follows a case study approach and involves participants in the development a monitoring and evaluation framework for the case study. In this way, the approach to training is participatory and hands-on while still conveying sufficient theory and context.

About the presenter

Anne Markiewicz has 20 plus years' evaluation experience with a specialisation over past decade in developing monitoring and evaluation framework. Anne is a past board member of the AES Board. She has received two awards for excellence in evaluation from the Australasian Evaluation Society. These were the 'Indigenous Evaluation Award' (2008) and the 'Outstanding Contribution to Evaluation Award' (2013). She was made a Fellow of the Australasian Evaluation Society in 2015, in recognition of her contribution to evaluation and to the Society. Anne has authored three articles on evaluation that have been published in the AES Journal, and has recently co-authored a text book, *Developing Monitoring and Evaluation Frameworks* published by SAGE. Anne has presented this workshop a lot at the AES, AEA and in Papua New Guinea.

Interacting with stakeholders in the evaluation landscape: strategic methods and tools to make a difference

presented by Zita Unger, Ziman and Anthea Rutter, The Centre for Program Evaluation, University of Melbourne

FULL DAY – BEGINNER/INTERMEDIATE

This workshop will help participants appreciate how evaluation can be strategic in their organisation, and how this differs from traditional approaches that fail to ask strategic questions. Participants are introduced to a variety of tools that support a strategic evaluation approach and are familiarised with the facilitator's model, Strategic and Tactical Evaluation Management (STEM).

The workshop will include: What are strategic questions and how they make a difference; How evaluation can be strategic in the organisation; Overview of developing indicators and credible measures for return on investment, including social return; Skills development of STEM Stakeholder Mapping and Stakeholder Information Needs approach, which supports strategic evaluation; Practical and case study examples; and Implications for social media.

Workshop objectives:

- provide a conceptual framework for strategic evaluation
- encourage participants to consider the benefits of strategic evaluation in their workplace
- awareness of barriers and enablers for implementation

The workshop is highly interactive, providing opportunities for group discussion and exercises based on practical tools and scenarios. Take away reference materials are included. Hashtag and twitter handle will be provided for the workshop.

The workshop will be directed towards those working in the corporate, non-profit and government sectors. It is pitched at beginning/intermediate levels.

About the presenters

Dr Zita Unger is an evaluator, educator and entrepreneur, drawing on 20 years extensive knowledge of organisational development, business and governance experience. She was founding director of an evaluation consultancy, developing an online survey management tool, which was recipient of the AES Evaluation Policy and Systems Award. Zita is a Fellow of the Australasian Evaluation Society. Anthea Rutter is a Research Fellow in the Centre for Program Evaluation at The University of Melbourne. She has advanced expertise in interviewing techniques, analysis and interpretation of data. Anthea is a founding member of the Australasian Evaluation Society and a current serving Victorian Committee member.

Zita and Anthea are joint recipients of the AES Evaluation Training and Service (ET&S) Award for outstanding contribution to the evaluation profession. Both have regularly presented at the American Evaluation Association (AEA) Conferences.

SUNDAY 18 SEPTEMBER: WORKSHOP DESCRIPTIONS

Communicating evaluation effectively

SOLD OUT

presented by **Kathryn Newcomer**, Professor and Director, The Trachtenberg School of Public Policy and Public Administration, The George Washington University, Washington, DC

FULL DAY – BEGINNER/INTERMEDIATE

The use and usefulness of evaluation work is highly affected by the effectiveness of reporting strategies and tools. Care in crafting both the style and content of findings and recommendations is critical to ensure that stakeholders understand and value the information provided to them. Skill in presenting sufficient information — yet not overwhelming the audience — is essential to raise the likelihood that potential users of the information will be convinced with both the relevance and the credibility of the evidence provided to them. This course will provide guidance and practical tips on communicating about evaluation findings. Attention will be given to the selection of appropriate reporting strategies/formats for different audiences and to the preparation of: effective executive summaries; clear analytical summaries of quantitative and qualitative data; user-friendly tables and figures; discussion of limitations to measurement validity, generalizability; causal inferences, statistical conclusion validity, and data reliability; and useful recommendations. The class will include some group exercises and cases.

Learning objectives include developing skills in:

- planning during evaluation processes to communicate effectively with stakeholders
- considering how 'evidence' may be transmitted to inform decision-making
- conveying the methodological integrity of evaluation work
- formulating feasible and actionable recommendations
- communicating effectively about evaluation work in the:
 - summaries
 - scope and methods
 - major findings
 - quantitative and qualitative data analyses

About the presenter

Dr Kathryn Newcomer is the Director of the Trachtenberg School of Public Policy and Public Administration at the George Washington University where she teaches graduate level courses on public and nonprofit program evaluation, and research design. She is a Fellow of the National Academy of Public Administration, and currently serves on the Comptroller General's Educators' Advisory Panel. She served as an elected member of the Board of Directors of the American Evaluation Association (AEA) (2012–2015), and will begin service as AEA president in January 2017. She routinely conducts research and training for federal and local government agencies and nonprofit organizations on performance measurement and program evaluation, and has designed and conducted evaluations for many U.S. federal agencies and dozens of nonprofit organizations.

Kathryn has published five books, including *The Handbook of Practical Program Evaluation* (4th edition 2015) and *Transformational Leadership: Leading Change in Public and Nonprofit Agencies* (June 2008), a volume of *New Directions for Public Program Evaluation, Using Performance Measurement to Improve Public and Nonprofit Programs* (1997), and over 60 articles in journals including the *Public Administration Review* and the *American Journal of Evaluation*.

Kathryn served as President of the National Association of Schools of Public Affairs and Administration (NASPAA) for 2006–2007. She has received two Fulbright awards, one for Taiwan (1993) and one for Egypt (2001-04). She received the Elmer Staats Award for Achievements in Government Accountability, awarded by the National Capital Area Chapter of the American Society for Public Administration (2008). She has lectured on performance measurement and public program evaluation in Ukraine, Brazil, Italy, Israel, the United Arab Emirates, Poland, Costa Rica, Egypt, Taiwan, Colombia, Nicaragua, and the UK.

Kathryn earned a B.S. in secondary education and an M.A. in Political Science from the University of Kansas, and her Ph.D. in political science from the University of Iowa.

Planning an evaluation that works

presented by **Nea Harrison**, Pandanus Evaluation & Planning Services and **Carol Watson**, Carol D Watson, Planning and Evaluation Services

FULL DAY – BEGINNER

This practical one-day workshop provides an introduction to key evaluation concepts, methods and planning processes. It will enable participants to get started in evaluating their own programs and projects in collaboration with key stakeholders and beneficiaries.

By the end of the workshop participants will have:

- considered the critical issues in planning and conducting an evaluation and reporting results, including the importance of context, values and ethics
- considered key stakeholders and their information needs
- developed a program logic model
- developed evaluation questions
- identified indicators of success
- considered appropriate data collection and reporting methods
- explored ways to ensure evaluation findings are useful and used

The workshop draws on utilization focused, participatory and empowerment evaluation theories and methods. It introduces participants to evaluation concepts and steps participants through the participatory planning processes involved in developing an evaluation plan.

The workshop will be conducted in a participatory manner using adult learning principles. Workshop facilitators will use a range of workshop techniques such as short presentations, including illustrative examples from practice, and large and small group discussions that draw on the knowledge and experiences of the group. Participants will work through a case study in small groups to develop a program logic and plan. Participants will be provided with supporting handouts, planning worksheets and links to online evaluation websites and resources. They will take away the necessary tools to get them started on an evaluation plan for their own program/project.

The workshop is aimed at people who want to develop the knowledge and skills to meaningfully involve stakeholders in planning a rigorous and useful program evaluation, and is suitable for people who are new to evaluation or people with some evaluation experience who wish to increase their knowledge of the participatory process of planning a systematic program evaluation.

About the presenters

Nea Harrison is Director of Pandanus Evaluation & Planning Services. She conducts high quality evaluation, participatory planning and evaluation capacity development work for a wide range of government, non-government and community based agencies throughout Australia and internationally. She has a background in research, management and program and policy development in the education, health, and social service sectors, a Master of Education (Honours), University of New England, a Graduate Diploma in Education, and a Bachelor of Arts, University of Sydney.

Nea, was awarded the 2012 Australasian Evaluation Society (AES) Community Development Evaluation Award for Excellence for the Participatory Evaluation in partnership with the The Australian Red Cross (NT) Communities for Children Program and the Palmerston and Tiwi Islands Communities for Children Local Committees.

Carol Watson is an experienced service and program planner and evaluator. She has a 30 year history working in Aboriginal health, public health, alcohol and other drugs, mental health and housing through her various roles in the NT Department of Health, in NSW Health, as a senior researcher for the Cooperative Research Centre for Aboriginal Health and as a consultant (Carol D Watson Planning and Evaluation Services). She has a Master of Public Health, UNSW, as well as PhD, University of Chicago and BSc (Honours), University of Washington.

Nea and Carol conduct two-day, one-day and half-day versions of this practical workshop. Evaluation feedback indicates that the workshop is engaging, clear and logical, and makes the process of developing a sound evaluation plan meaningful and achievable.

Connecting systems thinking to evaluation practice

presented by **Janice Noga**, Pathfinder Evaluation and Consulting, Cincinnati, Ohio, USA

FULL DAY – INTERMEDIATE/ADVANCED

Systems thinking helps us as evaluators to understand the world in all its diversity in ways that are practical, comprehensive, and wise. A systems approach to evaluation is particularly useful in situations where rigorous rethinking, reframing, and unpacking complex realities and assumptions are required. Evaluations based on systems thinking generate rich descriptions of complex, interconnected situations that help stakeholders build a deeper understanding and inform choices for subsequent action.

The purpose of this workshop is to:

- introduce fundamental concepts needed to utilize systems thinking in evaluation practice
- provide opportunities to make concrete connections between systems concepts and the application of systems thinking to evaluation practice

Workshop attendees will learn:

1. Core systems concepts and how they relate to evaluation practice
2. How to apply systems thinking to evaluation practice
3. How to use systems perspectives to:
 - deepen contextual understanding of programs
 - clarify program theory and logic
 - expand stakeholder/client understanding of programs and their outcomes

The workshop will address the following topics:

1. What is systems thinking?
2. Connecting core systems concepts to evaluation – boundaries, perspectives, and interrelationships
3. Addressing complexity and emergence using systems thinking
 - How do we balance the intuitive with the logical in using systems thinking to evaluate complex situations and ecologies?
 - How can systems thinking be used to better understand the nature and dynamics of complex programs and to inform evaluation of program impact and effectiveness?
4. Synthesis and discussion

Four questions will organize learning for the day:

1. Cognition: How do I understand this?
2. Perception: What does this mean to me?
3. Relevance: Why does this matter?
4. Use: How can I apply this to practice?

This workshop is targeted to intermediate/advanced evaluators interested in applying systems thinking in evaluation practice.

About the presenter

Jan Noga is an independent consultant based in the United States who has taught numerous workshops for non-profit, community, and government groups as well as graduate courses in systems thinking, research methods and techniques, and survey design and analysis. As a program evaluator, Ms Noga has planned and conducted both large and small-scale evaluations and provided organizational consulting and capacity building support to clients in areas including systems thinking, logic modeling, and evaluation design and implementation. She is particularly interested in the use of systems theory and thinking as a foundation for planning, implementation, and evaluation of change efforts in the human service and education arenas.

Outcome mapping: addressing the dynamics of change in complex environments

presented by **Ziad Moussa**, President of the International Organization of Cooperation in Evaluation (IOCE) and Co-Chair, EvalPartners

FULL DAY – INTERMEDIATE/ADVANCED

Development practitioners often face the challenge of capturing the richness of their 'development journey' towards human, social and environmental wellbeing. Outcome mapping is an approach to planning, monitoring and evaluation that helps understanding this journey by understanding and measuring the changes in the behavior of the people with whom a development initiative works most closely. It is based on the idea that, in order to succeed, an intervention needs to involve multiple stakeholders, each with its own particular commitments, interrelationships and definitions of success. It offers a template for creating mutually supportive intervention strategies and connects 'outputs' to 'outcomes' (defined as changes in behavior influenced by an intervention) by focusing on the patterns of action and interaction among stakeholders. As such, Outcome Mapping provides the basis for engaging participants in measuring, learning from and adapting their desired outcomes.

Outcome Mapping is divided into three stages. The first stage, *Intentional Design*, helps a program establish consensus on the macro level changes it will help to bring about and plan the strategies it will use. It helps answer four questions: Why? (What is the vision to which the program wants to contribute?); Who? (Who are the program's boundary partners?); What? (What are the changes that are being sought?); and How? (How will the program contribute to the change process?). The second stage, *Outcome and Performance Monitoring*, provides a framework for the ongoing monitoring of the program's actions and the boundary partners' progress toward the achievement of outcomes. It is based largely on systematized self-assessment. The third stage, *Evaluation Planning*, helps the program identify evaluation priorities and develop an evaluation plan.

Over a full day workshop, Outcome Mapping Learning Community (OMLC) Steward Ziad Moussa will:

- Walk the participants through the seven steps of the "Intentional Design" stage of Outcome Mapping, including several hands-on exercises, and introduce the outcome & performance monitoring and evaluation planning stages.
- Introduce the contribution of Outcome Mapping to systems thinking and complexity-based approaches to planning, monitoring and evaluation
- Introduce the contribution and uses of Outcome Mapping in building a "Theory of Change" model for a project or a program

He will be using the standard Outcome Mapping training material as well as material from the newly developed Outcome Mapping Practitioners guide. More on Outcome Mapping can be found on www.outcomemapping.ca, and participants are strongly encouraged to download and familiarize themselves with the Outcome Mapping guide book (http://www.outcomemapping.ca/download/OM_English_final.pdf)

About the presenter

Ziad Moussa is the President of the International Organization of Cooperation in Evaluation (IOCE), and the Co-Chair of EvalPartners. The IOCE represents national and regional Voluntary Organization for Professional Evaluation (VOPEs) in the Americas, Africa, Asia, Australasia, Europe, the Commonwealth of Independent States, and the Middle East. It strengthens international evaluation through the exchange of evaluation methods, theories and practice, and promotes good governance and recognition of the value evaluation has in improving peoples' lives. It is committed to cultural diversity, inclusiveness and bringing different evaluation traditions together in respect of that diversity.

EvalPartners is an innovative partnership to enhance the capacities of Civil Society Organizations (CSO) to influence policy makers, public opinion and other key stakeholders so that public policies are based on evidence, and incorporate considerations of equity and effectiveness. EvalPartners brings together over 45 international development agencies, regional evaluation networks, foundations, NGOs and others. The objective of the Initiative is to enhance the capacities of CSOs to engage in a strategic and meaningful manner in national evaluation processes, contributing to improved country-led evaluation systems and policies that are equity-focused and gender equality responsive.

Ziad has over 20 years of experience in leading complex multi-country evaluations across the Global South in well over 40 countries and with almost every major donor on the circuit. He is credited for the Arabization of the reference book *Outcome Mapping: Building Reflection and Learning into Development Programs* as well as several articles on facilitation, evaluation and communication for development.