

Call for applications for Managing for Impact (M4I) training Bloemfontein, South Africa, 21 September 2009 to 2 October 2009

1 Background

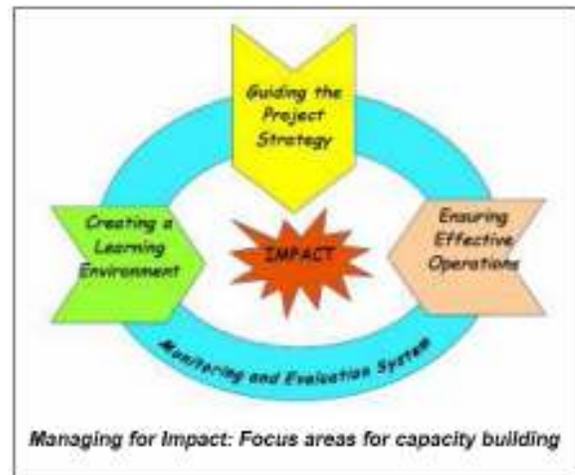
The real impact of investment projects and programmes on poverty reduction and their contribution to the Millennium Development Goals remains a topical issue in all development organizations. Increasingly, we recognize that technical solutions alone do not necessarily result in sustainable positive changes in the quality of people's lives. Words such as 'learning', 'empowerment' and 'participation' are today common features of pro-poor strategies. At the heart of these strategies are **people, relationships** and the ability to work together to **learn** and **adapt** to changing circumstances. This has implications for strategic planning and monitoring and evaluation capacities, leadership and management, and includes the skills, knowledge and structures required for strategic, people centred management.

2 What is 'managing for impact'?

Managing towards impact (M4I) is a holistic approach to **managing** development initiatives. It integrates a diverse range of existing processes, methodologies and tools to address common challenges and contribute to enhancing development effectiveness. M4I involves strengthening capacities (skills, knowledge, systems etc.) and conditions (including formal and informal policies, principles, values etc) .

The approach involves:

- **Guiding the strategy:** Ensuring that the strategic design of a development initiative is based on an in-depth understanding of the particular situation; with a well defined and articulated theories of change and which can be adapted with learning and changes occurring within and outside of the intervention over time
- **Ensuring effective operations:** Managing the day-to-day coordination of financial, physical and human resources;
- **Creating a learning environment:** Establishing a culture and set of relationships that will build trust, stimulate critical questioning and innovation and gain commitment & ownership;





- **Establishing information gathering & management mechanisms:** Putting in place systems and processes to regularly gather and process the information needed to guide the strategy, ensure effective operations and encourage learning

4. About the managing for impact training workshop

The **overall purpose** of the workshop is to continue to develop and strengthen the capacity of individual service providers and practitioners within Eastern & Southern Africa to support pro poor projects/programmes to effectively manage toward impact.

Specific **objectives** include:

- Enhancing the **skills and knowledge** of service providers and practitioners on what managing for impact means and how to put it into practice; and
- Identifying service providers and practitioners willing to continue to collaborate with one another and pro-poor initiatives beyond the training workshop through a managing for impact network.

The training workshop draws on **adult learning** principles. The approach used will be highly **interactive** in nature, involve both theory and real world experiences, and build on the existing knowledge and experiences of the participants. Participants will apply and reflect on some of the tools they learn about managing for impact during a **field visit** in the second week of the course. The course content draws on the conceptual framework that guides the managing for impact approach and includes:

Content

The workshop will include theories and backgrounds; methodologies and tools related to the core areas of the managing for impact approach. The core topics which will be treated in detail include strategic and operational planning and participatory monitoring and evaluation, with the managing for impact perspective. The following are some of the major topics that will be treated in the training workshop.

- Paradigms, Systems, Institutions & Processes
- Theory of change and planning
- Creating learning environments
- Participatory Monitoring & Evaluation
- Operationalising plans



Examples of practical tools/methods introduced during the workshop;

- Conducting a situation analysis (e.g. stakeholder; environmental) using both analytical and systemic thinking methods
- Facilitating strategic & operational participatory planning processes
- Developing a participatory learning oriented M&E Strategy
- Establishing a Management Information System (MIS) that supports managing towards impact
- Communicating with different stakeholders & for different purposes
- Gathering and managing qualitative & quantitative data & information
- Conducting participatory evaluations/reviews
- Process facilitation
- Conflict and negotiation
- Teamwork

Please note that the course will be conducted in English.

6 Workshop organizers & facilitators

The workshop is facilitated by the implementation partners of the IFAD funded Regional Programme – Strengthening Managing for Impact in Eastern & Southern Africa (SMIP). They include; **CARMPoLEA** (comprising ISNAR and Haramaya University) and **Khanya-African Institute for Community Driven Development (Khanya-aicdd)** together with **Wageningen International**. The partners have been working together since May 2006 to strengthen the capacity of pro-poor initiatives to better manage towards impact.

Their work has involved facilitating regional and project specific training courses; technical support to projects & programmes; generating knowledge; providing opportunities for on-the-job-training, and policy dialogue.

For further information on SMIP and the partners experiences in working with pro-poor initiatives:

SMIP's blog: "Managing for Impact; talking about MandE":
<http://mande4mfi.wordpress.com>

7 Cost

The expected contribution from each participant is **USD 2400** and this amount contributes towards the training cost including accommodation, meals, training materials and stationery, tuition, local travel expenses, fieldwork costs and other related workshop expenses.

However, participants are expected to cover their travel expenses from their home place to Bloemfontein (South Africa) and return. Participants are also advised to bring additional funds to cover incidental expenses (such as telephone costs, laundry, etc).



8 Next steps

Please complete **the application form & participant profile** if you wish to be considered for the training workshop. Kindly return the completed form to keneilwe@khanya-aicdd.org or fax to +27 51 430 8322 by no later than **31st July 2009**.

Applications submitted after this date will not be accepted.

As this is not an entry-level training workshop, participants selected will be expected to have had basic training and at least six months experience working with pro poor initiatives and facilitating participatory planning, monitoring, evaluation and learning processes.

Applicants will be notified about their selection by the second week of August 2009. A formal letter may be sent, **upon request**, to support visa application processes.

9 Contact details for the implementation team

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We are looking forward to working with you in this exciting initiative!