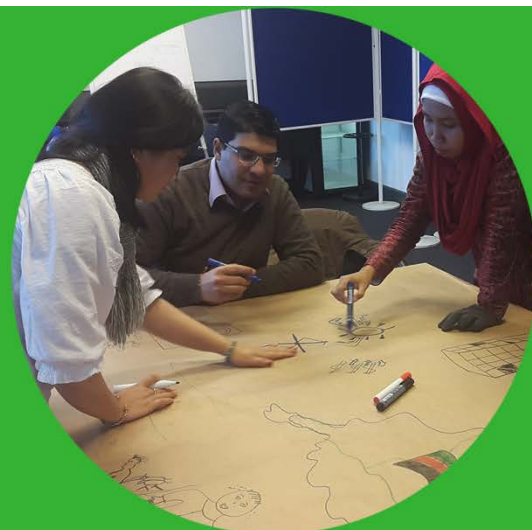


International course

Managing for sustainable development impact



An integrated approach to participatory planning, monitoring and evaluation

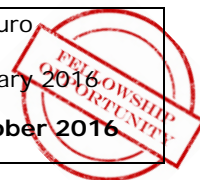
Wageningen, The Netherlands, 07 - 25 March 2016

What this course is about

Most development initiatives take place in highly dynamic contexts: a diversity of people is involved and change processes are complex and uncertain. Guiding your development initiative towards impact involves navigating related challenges. In this three-week course you will strengthen your ability to play a significant role in managing for impact (M4I). This asks for a proactive orientation toward people, context, and learning, and an integrative approach which connects strategic & operations management to monitoring & evaluation (M&E). Particular attention is given to the enabling environment in terms of capacities and conditions for M4I, including effective communication.

Being responsive and proactive Whether you work in agriculture, health, social change processes, natural resource management, value chain development or sectors, initiatives need to connect appropriately to context specifics. This relates to variables such as stakeholder interests and relationships, relevant policies and legislation, socio-economic and socio-political conditions, environmental conditions such as climate change, and more. Because of the changing nature of that context, management needs to be responsive and proactive. This enhances your (organisation's) readiness to navigate the challenges that will come your way. Effective M&E capacities and functions activate the ability to be responsive and proactive. Rather than being a mere add-on, M&E then becomes pivotal in navigating evolving processes and changing contexts in which many development initiatives operate. This is the essence of managing for impact (M4I). Over the past ten years, we have worked along these lines with hundreds of

Fee:	3,875 Euro
Deadline subscription:	25 January 2016
Deadline NFP/MENA fellowships:	20 October 2016



individuals from a wide range of backgrounds and organisations from over 20 countries from 4 continents.

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

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

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

Strengthening your competencies to manage for impact

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

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

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

Further practical information

- **Application**, the procedure is:
 - 1) **Apply at the website of CDI, Wageningen UR:** www.wageningenur.nl/cdi
You will receive a confirmation and more information within a week. Early application is recommended as some procedures to finalise subscription (e.g. funding, visa) can take some time.
 - 2) **CDI** is unable to assist you in obtaining financial support, however if you want to apply for a **NFP/MENA Fellowship**, CDI will provide you with the full instructions and the web address for registration in **ATLAS**. You can check the eligibility at www.nuffic.nl/nfp or www.nuffic.nl/mena. A limited number of scholarships is available. As this application process takes time and requires several documents, we recommend that you **start as soon as possible**.
- **Accommodation:** Hof van Wageningen, Wageningen, The Netherlands. For prices, see the cost estimate on our website. **NFP Fellowships include** travel and full board and lodging.
- **Fee** includes all course related costs (materials, excursions, administration).
- Participants will be awarded with a **Certificate** of attendance. The programme of the course might be changed to incorporate new insights.

Proven concepts & state-of-the-art science and methodology For an overview of all the courses visit our website: www.wageningenur.nl/cdi. More than 20,000 participants have gained access to the latest insights from research and best practices. From September 2013, all participants of our courses offered in Wageningen are provided with tablets as a learning tool.

