

**XIV Annual Conference  
International Program Evaluation Network (IPEN)  
24-26 September 2014  
Bishkek, Kyrgyzstan**

**Evaluation for Development: from Introduction to Impact**

**PRE-CONFERENCE WORKSHOPS**

**September 24, 2014**

**Workshop 1: Using “theories of change” during design and evaluation of programs and projects.**

**4 sessions**

**Venue: TBA**

**Room: TBA**

*Workshop outline*

The notion of ‘theory of change’ as applied to social programs was proposed relatively recently – in 1995 – by a Harvard University professor, Carol Weiss.

Weiss noticed that program staff and stakeholders often do not have a clear idea as to what steps need to be taken to reach the result (program goal). Lack of clear understanding and description of the chain of steps that will lead to achievement of program goals, greatly complicates program evaluation. What’s worse, lack of such understanding and description greatly reduces the probability of achieving program goals. Weiss has suggested describing program’s logic as a series of steps, each ending in a certain result. This chain should start with activities as part of the program and lead to achievement of a long-term program goal. Weiss suggested calling this approach to describing the program a ‘theory of change’ (TC).

Thus, “theory of change is a clear description of proposed links between activities and results that we hope to achieve. TC explains the reasons for using certain approaches as well as how these approaches will lead to desired changes”. (Annie E. Casey Foundation, 2003)

The workshop will offer practical approach to creating a program’s/project’s theory of change and will offer recommendations for use of TC in program and project evaluation. The approach will be based on international literature review and experience with applying the TC in Russia.

Participants will discuss advantages and limitations of using TC in their own organizations and projects.

***Presenter:***

Alexey Kuzmin (alexey@processconsulting.ru) is an international consultant on program evaluation and organizational development, President of the Process Consulting Company (www.processconsulting.ru), lecturer in Higher School of Economics (Russia). Alexey has been working as a management and organizational development consultant since 1987. From mid-90s he started to specialize in program and project evaluation. Alexey has managed over 150 evaluation projects in Russia, CIS, Eastern Europe, and other regions.

Alexey has performed multiple program and project evaluations for RUSAL Unified Company, BEELINE telecommunication company, Norilsk Nickel company, UNICEF, UNDP, International Labor Organization (ILO), USAID, Charles Steward Mott Foundation, and many other Russian, foreign, and international institutions.

Alexey holds a higher technical degree from Moscow State Technological University, a degree in Psychology from Moscow State University, and a PhD degree from Union Institute and University (USA) with specialization in program evaluation and organizational development. During his PhD studies Alexey's scientific supervisor was Michael Quinn Patton – one of the leading program evaluation experts in the world. Alexey is a member of the International Program Evaluation Network since 2000 and member of American Evaluation Association since 1999.

Alexey has co-authored a manual 'Theories of change: general recommendations for use (based on the case of Victoria Foundation)', published in April 2014.

## **Workshop 2: "Strategies for using evaluation results: from formulation to implementation", 4 hours**

Venue: TBA

Auditorium: TBA

Use of findings generated by external evaluators depends not only on the professional level of evaluators, but also the ability of program managers to understand and clearly articulate the needs in evaluation, identify stakeholders, evaluate optimal level of their involvement and select most appropriate means and forms of communicating the evaluation information.

In the first half of this master class participants will obtain practical knowledge necessary for elaboration of evaluation strategy at the stage of program formulation (including plans for communication of evaluation results), systematize their knowledge on who might be evaluation stakeholders and what kinds of information they might need.

Special attention will be paid to discussion of what is needed to generate a high-quality written report – the most widely used format for delivering evaluation results. Participants will learn what conditions need to be met by the client in order to get the final document that will be useful for decision making and what the evaluators need to remember and be able to do in order to meet client's expectation and ensure use of evaluation results. Attention will be paid to specifics of creating mid-term report, conduction of work meetings, formats and ways of interaction between evaluators and program managers.

In the second half of the master class participants will be acquainted with less known and less frequently used formats of delivering evaluation results, including briefs, photo-reports, executive summaries, oral presentations, and other. After reviewing real-life examples of each format master class participants will be able to decide on the usefulness and acceptability of each one for their organizations, as well as for personal professional development.

### ***Presenter:***

Irina Efremova-Garth, Master of Public Administration

Irina Efremova-Garth has been working in the nonprofit sector since 1999. She led the Program Evaluation Unit of Eurasia Foundation in Moscow, and later, in Washington DC from 2004 to 2008. Her duties included operationalization of Foundation's evaluation strategy, formulation of standards and

procedures of program monitoring and evaluation, establishing and building culture of evaluation, coordinating efforts of regional offices in the process of external evaluation, as well as keeping top managers informed about evaluation results. Starting from 2008 Irina has been working as a head Program Office in META Foundation, a private foundation of Nikolai Tsvetkov, chairman of the Board of URALSIB Financial Corporation.

Irina has extensive experience with program evaluations as an independent evaluator and team leader of evaluation teams, as well as a trainer on various evaluation topics. Starting from 2000 Irina has worked under contracts with such Russian and international organizations as Oleg Deripaska Foundation “Volnoe Delo”, Internews, Synodal Unit of Religious Education and Catechization (Russian Orthodox Church), Norwegian Institute of International Affairs (NUPI), Victoria Children’s Foundation, OXFAM, Charity Aid Foundation/UJA Federation of NY, IREX, Charity Know How, Center for Community Development and Family Policy University of Delaware, and other.

Irina is a member of the Council of the Russian Forum of Donors, member of International Program Evaluation Network (IPEN) and American Evaluation Association (AEA).

Education:

- Philosophy Department, Ural State University (1995)
- School of Urban Affairs and Public Policy, University of Delaware (1999)

**Workshop: Creating evaluation systems in the public sector with participation of the civil society: International best practices. \***

Venue:

Auditorium:

The workshop will present history and experience with creation of a monitoring and evaluation system in South African Government.

The evaluation system of South Africa has evolved over the past 20 years and at present is one of the most successful government M&E systems in the world. South African government has a plan for evaluation of government agencies, procedures for commissioning evaluations to independent organizations, evaluation and reporting procedures, forms for management response to government evaluations, and other means for institutionalizing M&E culture in the Government.

Government agencies of South African closely interact with the South African Evaluation Association (<http://www.samea.org.za/>) which deals with training independent evaluators, setting standards and requirements to evaluation.

The workshop will be delivered by a representative of South African Government and a representative of South African Evaluation Association.

**Presenter:** TBA

\* To be announced.