



Emerging Researchers Capacity Enhancement Programme “Monitoring, Evaluation and Action Research for Economic Development Interventions” 2009/2010

Background

The implementation of public sector policies occurs within complex socio-economic development environments, where intervention borders are not clear and exclusive. This then require monitoring and evaluation skills, with a focus on tools, processes and approaches to measure the effects of development interventions. Thus, the importance of monitoring and evaluation in ensuring effectiveness of development interventions cannot be emphasized. Current debates within the public policy and development field point to the limited capacity of organisations to effectively monitor and evaluate public policies and programmes, and thus ensure continuous learning and improvement. This then result into implementation failure among public sector institutions. This also came out clearly from the recently held International Development Evaluation Association (IDEAS) conference held in Johannesburg on 17-20 March 2009, whose theme was “Strengthening the Evaluation Capacity for development.

In its endeavour to improve service delivery the South African government has identified M&E as a priority for all public sector institutions. To this end, the national government has developed the Government Wide Monitoring and Evaluation (GWM&E). The new ANC government also continue to put M&E at the top of its agenda. In his address to the British Business Conference, the Treasurer for ANC, Mr Mathew Phosa, stated that the new ANC government will not change existing government policies, but will rather strengthen and improve the M&E capacity that the previous government initiated, in order to ensure service delivery improvement. The implication of this is that government institutions should prioritise M&E capacity building in order to ensure that this goal is realised.

In order to respond to the challenge of M&E capacity shortage as stated above, in 2007 the DED Monitoring and Evaluation unit in conjunction with the EU funded Learning, Monitoring and Evaluation (LMRF) initiated the emerging researchers’ capacity enhancement building programme. The aim of the programme was to create a pool of M&E practitioners both within and outside government.

Programme objectives

The Emerging Researchers Capacity Enhancement Programme (ERCEP) aims to develop a pool of (emerging) researchers that have the knowledge and skills in



participatory monitoring, evaluation and impact assessment of programmes, projects and business ventures aimed at local economic development.

At the end of the programme, participants are expected to have developed their

- Knowledge of M&E and research concepts and approaches
- Skills on participatory monitoring and evaluation
- Skills for impact assessment and economic development action research
- Skills to adequately respond to clients' needs, develop TOR, manage projects and effective reporting.

Programme set-up

The ERCEP consists of a series of five interlinked workshops spread over the period of one year with homework assignments in between. The first workshop is to identify participants for a final selection, through an interactive process of assessment. The subsequent workshops will cover various key M&E issues in detail, and also expose participants to learn in action through interactive exercises.

Workshop title	Duration	Dates	Topics
<i>Setting the stage</i> (Introductory workshop)	1.5 day	June 2009	<ul style="list-style-type: none"> ▪ The importance of M&E in development organizations. ▪ Basic M&E concepts and principles ▪ M&E specialists: their roles, required knowledge and skills ▪ Training needs assessments ▪ Final trainee selection for 2009/10 programme
<i>Homework</i>			<ul style="list-style-type: none"> ▪ Setting up an M&E framework
<i>M&E in the LED project cycle and beyond</i>	3 days	August 2009	<ul style="list-style-type: none"> ▪ LED concepts and interventions ▪ Logframes ▪ M&E frameworks ▪ Indicator development
<i>Homework</i>			<ul style="list-style-type: none"> ▪ Developing logframes and M&E frameworks
<i>Participatory M&E and research skills</i>	3 days	October 2009	<ul style="list-style-type: none"> ▪ Principles of participatory methods ▪ Participatory indicator development ▪ Participatory approaches and tools for quantitative and qualitative data collection ▪ Communication and facilitation
<i>Homework</i>			<ul style="list-style-type: none"> ▪ Preparing and applying a checklist for report writing
<i>Analysis, Interpretation and communication of results</i>	3 days	December 2009	<ul style="list-style-type: none"> ▪ Analytical tools ▪ Graphs and tables ▪ Writing skills ▪ PowerPoint skills ▪ M&E in practice
<i>Homework</i>			<ul style="list-style-type: none"> ▪ Writing a proposal in response to a ToR
<i>Advisory skills and wrap up</i>	4 days	March 2009	<ul style="list-style-type: none"> ▪ Responding to ToR ▪ Advisory ethics

			<ul style="list-style-type: none"> ▪ Dealing with resistance, ▪ Dealing with diverging interests ▪ Final revision and wrap up ▪ Final assessment
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Participation in all workshops and the timely submission of assignments is compulsory. No one can participate only partially or start participating at a later stage. Drop-outs will not be awarded certificates.

Training methods and facilitators

“Learning by doing” and “Learning from each other” are the principles underlying the training and learning process in the ERCEP.

Workshops are a mix of standard presentations followed by discussions, interactive presentations (questions and discussions encouraged during the presentation), brainstorms before presentations, group work followed by presentations, home work assignments and presentation and discussion of these assignments and plenary work with interactive tools. Participants are encouraged to introduce their own methods and exercises as well.



ERCEP Participants 2008/09

ERCEP impact on participants

The programme has already produced a total of 39 trainees over a period of two years, of which 17 and 22 graduated in 2008 and 2009 respectively. The demand is growing each year, as people across the province are increasingly becoming aware of it. This is mainly due to both the demand for M&E knowledge and awareness created by the previous participants (ERCEP ambassadors). The programme has made a positive impact to individual participants in various ways. In 2008 six of the participants received appointments and promotions within the M&E field, some to the middle management level. Five who worked in consultancy firms received M&E related contracts from various government and NGOs.

In 2009 four participants have been appointed in M&E and research fields. Some testified that the project has increased their capacity to and confidence to manage projects in their organisations.

ERCEP does not end at graduation of participants, but continues even at post training level, through regular information sharing sessions. The training programme gives birth to a community of learners, where M&E practitioners come together to share knowledge on M&E issues and challenges.

The programme will be funded by DED and facilitated by LMRF. Petra Penninkhoff, senior advisor at LMRF/Royal Tropical Institute, Amsterdam, The Netherlands will be the main facilitator. She is an experienced trainer and workshop facilitator, skilled in elaborating and adapting training and implementation manuals to local conditions.

Her main interests include policy analysis and planning related to rural and local economic development, monitoring and evaluation, impact assessment, environmental sustainability, decentralization and the facilitation of multi-stakeholder processes.

Petra has 27 years of professional experience gained through long and short term assignments in Sub-Saharan Africa and Asia. She has worked in government research institutes in Indonesia (18 months), Kenya (3 years), Mozambique (4½ years) Zambia (4 years) and in Cape Verde (4 years) as a senior environmental planning advisor to the Planning Unit of the Ministry of Environment, Agriculture and Fisheries and carried out short-term consultancies in Angola, Burkina Faso, Ethiopia, Jamaica, Mali, Philippines, Senegal, Tanzania, Zambia and Zanzibar.

The programme also feature guest facilitators and subject specialists from various organisations, including universities, research organisations, government departments, etc.

Practical information

Admission criteria

To be considered for the ERCEP 2009-10, candidates should:

- Be having post graduate qualifications in, social science, development, economics, statistics, political science. Alternatively they should have extensive development and research background;
- They should also demonstrate eagerness and inters to pursue a career in M&E, research or project management.
- Have some experience with facilitating meetings at community level and report writing;
- Be willing to travel to district and local municipalities if the assignments so requires;
- Be flexible and a quick learner.
- **Resides in the KZN province.**

It will be considered an advantage if the candidate:

- Has an outspoken, but not domineering, personality;
- Has a good interpersonal communication skills with people from all walks of life;
- Has an analytical mind set;
- Is able and willing to see issues from the discussion partner's point of view;
- Is a Zulu speaker; and is a South African.
- Has a valid driving license.

Application procedure

Potential candidates for the training programme should submit:

- The application form in this flyer
- An application letter clearly setting out and demonstrating their desire to become an M&E researcher and, if employed, indicate his/her expectations of applying newly required capacity and skills in their current employment;
- His/her Curriculum Vitae including a list of publications if any, or reports written by the candidate;
- The abstract of their MSc or MA thesis (if any);
- If employed, a letter of employer or immediate supervisor supporting the candidates training and indicating how the trainee's enhanced capacity and

skills would be utilised in their current employment situation. Employers or supervisors also should the candidate's availability during the training workshops, as indicated in the time schedule in this flyer.

Applications should be sent by email (preferred) to mbathaf@kznded.gov.za , who can be contacted at Tel: 033-264 2688. Closing date for applications is 05 June 2009 at 12:00 midday.

Selection process

Due to its intensity and individual coaching elements, the ERCEP can only accommodate a maximum of 25 participants. Selection will done against the requirements set out above, using the application form, motivation letter, the candidates cv, the support letter from the employer and a final assessment during the introductory workshop that will consider motivation, attitude and willingness and ability to learn Applications received later than the closing date will only be considered if the required maximum number has not yet been reached.

Location

Workshops are held at various conference facilities in KZN. Participants will receive information on location, starting times and the indicative programme about 10 days in advance of each workshop.

Accommodation and other costs

The hosting organisations will cover reasonable costs for accommodation, meals, and tuition as determined by the government policy. Participants are expected to be responsible for other incurred costs, such as transport, subsistence, etc. **However, it should be noted that due to the high costs on the above, in relation to the requirement for Departments to reduce goods and services costs, participants will be required to share rooms during the training workshops. Those who are not comfortable with this arrangement, and can afford to pay for their own accommodation are free to do so.**

Because of this huge opportunity provided for by the Department of Economic Development and the LMRF, the individual participant's as well as their employer's commitment to participation in the programme is essential. If the DED or the LMRF feel at any one moment that this commitment is lacking they reserve the right to exclude a participant from the remainder of the programme.

Assessments and accreditation

LMRF has started the process of obtaining accreditation for the ERCEP. In the mean time DED, LMRF and the Royal Tropical Institute in Amsterdam (that leads the consortium implementing LMRF) guarantee the quality of the programme.

During the course of the one- year programme, the principal facilitator will assess participants through "participant observations" on the following criteria:

- Attitude towards and results of individual assignments
- Level of self-reflection and self-criticism

- Communication and presentation skills

For further information please contact Fikile Mbatha at 033-264 2688 or Phumla Mbhele at 033-264 2704.

Application form ERCEP 2009-10

Personal Details

Last Name	O Male O Female
First Name (s)	
Date of Birth	Place of Birth
Nationality	
Mailing address	
Residential address	
Telephone	Cell phone
E-mail	Fax

Academic qualifications

List your most recent qualifications first

Name of institution	Location	Years attended (from-to)	Field of study	Degree awarded

Professional experience

Present/most recent employer	Period of employment
Type of organization	Position
Your duties and responsibilities	
Previous employer	Period of employment
Type of organization	Position
Your duties and responsibilities	

Problem Statement

Describe an M&E related problem you have experienced that you would like to discuss during the course

Additional details

Word processing skills	<input type="radio"/> Excellent	<input type="radio"/> Good	<input type="radio"/> Fair
How did you hear about this training programme	<input type="radio"/> DED	<input type="radio"/> The brochure	
	<input type="radio"/> LMRF Website	<input type="radio"/> Other (Please specify)	
	<input type="radio"/> DED Website		

Signature and enclosures

I declare that the information I have provided on this application is true and complete

Date	Signature
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Include the following documents with your application	<input type="radio"/> Complete and up-to-date curriculum vitae and a list of publications, if applicable
	<input type="radio"/> Motivation letter
	<input type="radio"/> Support and endorsement letter from employer

Send this form, including enclosures, to DED, mbathaf@kznded.gov.za.