

HALCROW PROJECT

Progress Report

daring to find a better way



Table of Contents

1. INTRODUCTION	1
2. INITIAL TRAINING WORKSHOPS	1
2.1 WORKSHOP EVALUATION	3
2.2 PHOTO GALLERY	4
3. SUMMARY OF KEY LEARNING POINTS	6
3.1 FEEDBACK FROM WORKSHOP PARTICIPANTS	8
4. PROGRESS UPDATE	11
4.1 UPDATE FROM BANGLADESH	11
4.2 UPDATE FROM GHANA	11
5. NEXT STEPS	13
5.1 COMMUNICATION ACTIVITIES	13
5.2 FINAL COUNTRY VISITS	13
6. ANNEX I: WORKSHOP PROGRAMME	15
7. ANNEX II: LIST OF PARTICIPANTS, BANGLADESH WORKSHOP	17
8. ANNEX III: LIST OF PARTICIPANTS, GHANA WORKSHOP	18
9. ANNEX IV: SUMMARY WORKSHOP EVALUATION RESULTS FROM BANGLADESH	19
10. ANNEX V: SUMMARY WORKSHOP EVALUATION RESULTS FROM GHANA	23

1. INTRODUCTION

Pamoja was commissioned by CARE in August 2016 to form and lead a learning partnership, together with two pilot country programmes in Bangladesh and Ghana - known as the Halcrow Project.

The purpose of the learning partnership is to build on CARE's substantial expertise in inclusive governance programming by better capturing its effects through a strengthened approach to monitoring and evaluation. For their part, the pilot countries will 'open up' their current approaches to monitoring and evaluation and work collegiately with Pamoja to identify what works and where gaps exist. Pamoja's role is to support CARE to identify a range of data - both quantitative and qualitative - which best captures the complex dynamics of changes in governance; while supporting the confederation to best demonstrate its unique contribution to change.

To support CARE in its ambition to better capture the effects and contribution of its inclusive governance programming, Pamoja has proposed the use of Contribution Tracing as an organising framework in which a range of new and existing tools and methods can be piloted to bring CARE closer to its ambition.

The purpose of this report is to provide a progress update on the Halcrow Project over the period from January to March 2017. This phase of the project focused on making initial visits to both pilot countries to provide necessary training in Contribution Tracing and other relevant monitoring and evaluation topics.

2. INITIAL TRAINING WORKSHOPS

As agreed in the inception report, the focus for the first quarter of 2017, was to make initial country visits to both Bangladesh and Ghana to train relevant stakeholders in Contribution Tracing - the overarching evaluation approach adopted by this Project. These workshops were also important moments to begin building relationships in the context of our learning partnership.

The workshop programme ([Annex I](#)) was designed to engage a broad range of country stakeholders from those with little monitoring and evaluation (M&E) experience, to those with significant expertise in M&E. To achieve this aim, a five-day workshop programme was developed which targeted two distinct cohorts of participants.

Cohort one mainly comprised participants who were either new to M&E or whose experience was limited. This typically included project and programme staff responsible for activity implementation or management. Cohort one attended days one and two, of the five-day programme. The learning objectives for cohort one were to:

1. Increase confidence in monitoring and evaluation planning;
2. Ensure familiarity with contemporary debates in impact evaluation;
3. Ensure a basic understanding of different models of causality; and
4. Provide a basic understanding of Contribution Tracing, a new approach to impact evaluation.

Cohort two comprised those with more experience of M&E, including those whose job purpose is directly involved in implementing a range of M&E activities. Participants from cohort two are intended as the main pool of talent that will support the Halcrow Project's implementation throughout 2017. Cohort two attended days one and two of the workshop, together with cohort one above. Cohort two participants then attended a further three days training, meaning they attended the full five days of the workshop programme. The additional training days had the following learning outcomes:

1. Increase familiarity with the building blocks of Contribution Tracing: Process Tracing and Bayesian updating;
2. Ensure participants understand how to develop a testable contribution claim;
3. Ensure participants know how to design data gathering strategies aimed at collecting the 'right' data (highest probative value);
4. Participants are able to assess data in relation to confirming (or disconfirming) a contribution claim; and
5. Ensure participants know how to apply the Bayes formula to update confidence (Bayesian Confidence Updating).

In Bangladesh, the workshop took place from 29th January to 2nd February and was attended by 13 participants of which six were in cohort one and seven were in cohort two. Additionally, Tom Aston and Rebecca Haines of CARE UK International, took part in the workshop. All full list of participants can be viewed in [Annex II](#).

In Ghana, the workshop took place from 6th to 10th February and was attended by 19 participants of which eleven were in cohort one and eight were in cohort two. Additionally, Nicola Giordano of CARE UK International, took part in the workshop. All full list of participants can be viewed in [Annex III](#).

2.1 WORKSHOP EVALUATION

All participants were given the opportunity to complete an evaluation of the training workshop. A summary of evaluation results for Bangladesh can be found in [Annex IV](#) and for Ghana, [Annex V](#).

Summary Results from Bangladesh

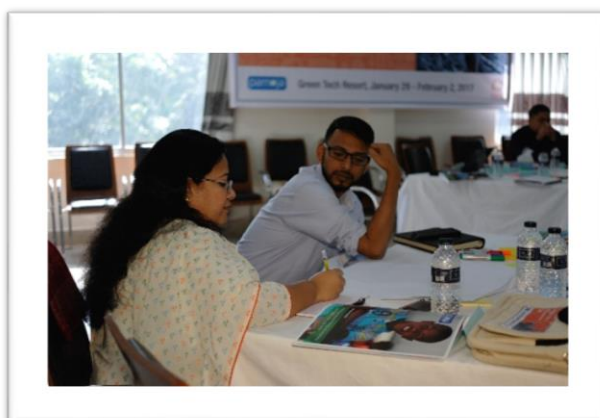
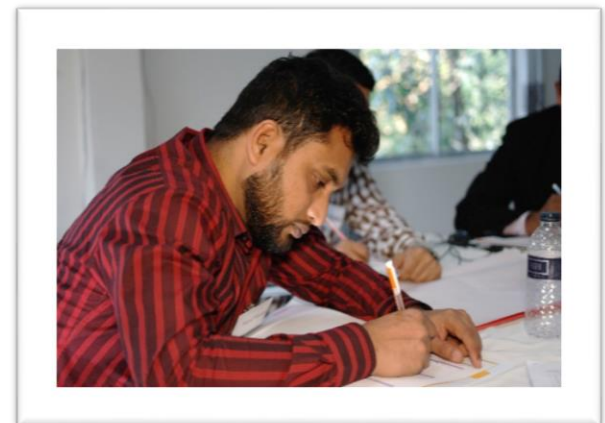
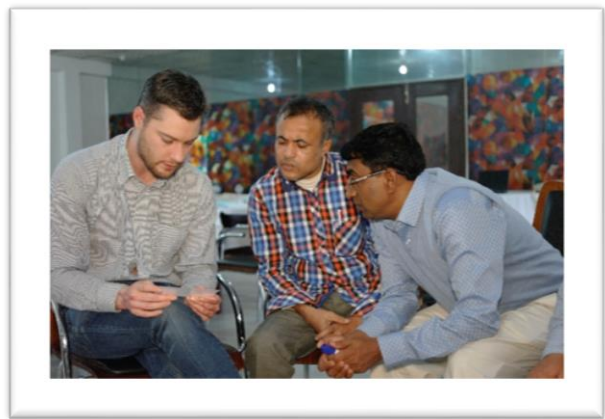
- Thirteen participants from cohort 1 completed an evaluation form. The majority of participants felt the training was ‘above average’ in meeting its learning objectives; and that the course resources and facilitation were ‘excellent’.
- Six participants from cohort 2 completed an evaluation form. The majority of participants felt the training was ‘above average’ in meeting its learning objectives, except for learning relating to the Bayes Formula, which they rated as ‘excellent’; and that the course resources and facilitation were ‘excellent’.

Summary Results from Ghana

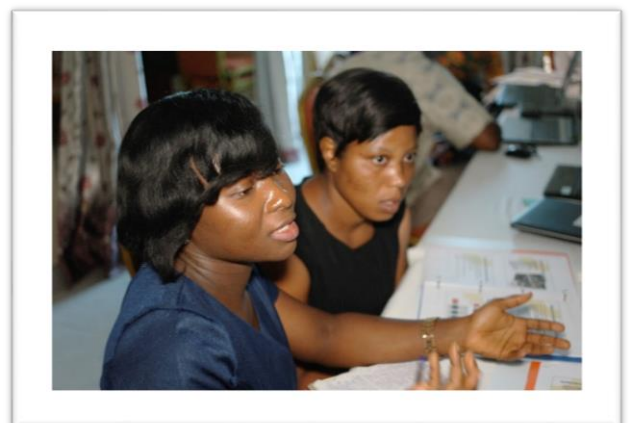
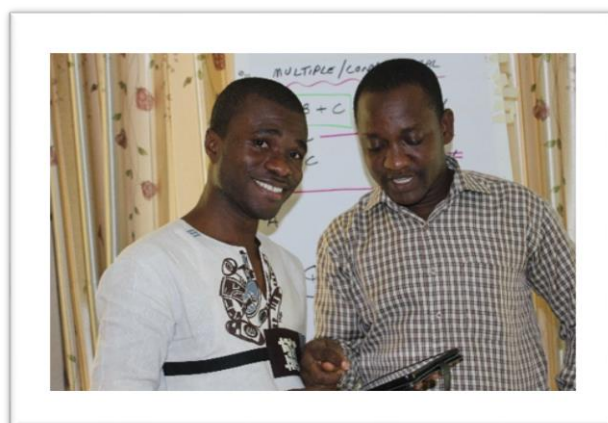
- Seventeen participants from cohort 1 completed an evaluation form. The majority of participants felt the training was ‘above average’ in meeting its learning objectives; and that the course resources and facilitation were ‘excellent’.
- Eight participants completed an evaluation form from cohort 2 with the same results as above.

2.2 PHOTO GALLERY

BANGLADESH WORKSHOP



GHANA WORKSHOP



3. SUMMARY OF KEY LEARNING POINTS

This section summarises reflections and learning from the initial workshops, both from the perspectives of the course organisers and the participants.

GETTING TO GRIPS WITH TERMINOLOGY

Contribution Tracing makes use of terminology which for many participants was completely new. The facilitator observed that while some participants struggled on their first introduction to this terminology, as the training progressed, they became more familiar with it. In fact, some participants appeared to revel in the new Contribution Tracing lexicon. Though this was also limited by language levels.

There is a good argument for simplifying the use of technical language used in the Contribution Tracing lexicon. Terms such as: ‘disconfirmatory and confirmatory’; ‘sensitivity and Type I Error’; and the names of the four hypothesis tests which the method uses, were particularly complex for participants to grasp initially; even more so for participants who do not have English as their first language. However, as Contribution Tracing draws extensively from both Process Tracing and Bayesian mathematics, it is important that high-level users of Contribution Tracing have a robust understanding of these terms. The facilitator observed that, while these terms caused some ‘discomfort’ initially, by the end of the training, participants were very familiar with the terms. This familiarity with the complexity of Contribution Tracing will pay dividends when participants begin to apply their knowledge. On reflection therefore, training for high-level users should maintain the technical elements of the training.

Learning was aided by:

- ✓ Use of examples in bringing key concepts to life;
- ✓ Repetition of learning points by the facilitator;
- ✓ Testing participants’ knowledge throughout; and
- ✓ Having a programme that provided participants with time to rest and reflect.

FROM OUTPUTS TO OUTCOMES

Contribution Tracing forces evaluators to think - in great detail - about how and why a particular change has come about because of what a project or programme has done. For both countries, this training highlighted that identifying intermediate outcomes between the activity/output level and the higher results level, needs more consideration. Beyond talking about activities and results at the output level, some participants struggled to articulate intermediate outcomes and often made logical leaps between outputs and higher-level outcomes.

Contribution Tracing has low tolerance for logical leaps and requires evaluators to articulate highly specific causal mechanisms/pathways. This is an important aspect of Contribution Tracing, as with vague claims and mechanisms, evaluators will fail to identify unique evidence.

As we move forward it will be important for pilot countries to grasp the notion of ‘unpacking the black box’ and articulating a more specific story of change. Using tools such as Theory of Change and methods like Outcome Mapping and Outcome Harvesting (to name a few), will support learning.

CHANGING PERSPECTIVES

The course challenged participants to think differently about impact, impact evaluation and evidence. In both countries, reception to these new ways of thinking was well received. Several participants spoke about how the course had opened their minds to new ways of thinking about how to evaluate impact and how to judge evidence.

INCREASED CONFIDENCE

The course has not only increased knowledge but confidence too. Several participants spoke of having more confidence in monitoring and evaluation subjects. For some, while they had prior knowledge of topics covered by the course, the presentation of the subject matter was different and fostered excitement.

REFRESHING KNOWLEDGE

Many participants conveyed a need to provide refresher training at regular intervals on Contribution Tracing, as the Project moves forward.

TOM AND NICOLA TO ADD THEIR OBSERVATIONS HERE (IF ANY)

3.1 FEEDBACK FROM WORKSHOP PARTICIPANTS

Peter Francis Xavier

There is a tendency to focus on activities and outputs. This workshop has taught us to work backwards from the results, or outcomes, that we want to see. We can become fanatics about activities! But it is now clear that we have to work backwards from the outcomes that we want to deliver upon.

In our organisation, we use change stories as part of the Outcome Harvesting methodology. The problem is, this generates a large volume of change stories and we struggle to synthesise them. With the learning from this Contribution Tracing workshop, I believe we can apply the probability tests we have learnt to help us to eliminate stories that might not be as useful, and to focus on the stories that are most powerful.



Michael Tetley

I never knew that evaluation could be done by staff internal to a project or programme, now I realise that it doesn't just have to be external evaluators.

I was introduced to Bayes Theorem when I studied my Master's degree and I really did not understand it. Now, I really do understand it.

Based on the learning from this workshop, I will now be able to put together better evaluation reports in my role as a monitoring and evaluation officer for the GSAM project.



At GSAM we only do monitoring; we don't really do the evaluation work. Now we want to sit down and come up with an evaluation plan, to see if we are on course; aiming towards our target/goal. Yes, we use monitoring to see if we are achieving our indicators, but what else? We have to see whether we have made an impact on the goal that we set for ourselves.

Jahirul Alma Azad

I am not an evaluation specialist but I learned lots of basics things about M&E. Things that I knew before, but the course presented these ideas in a different way, that made me excited.

Through the building blocks of evaluation planning exercise I learnt some useful ideas on how to recruit and contract an M&E consultant. This has increased my confidence to hire a competent M&E consultant. We are designing a new project and I intend using my new learning in this project.



Nana Kwabena Owusu

Before this training, I thought that the randomised control trial was the best approach for impact evaluation. Now I understand that appropriateness of methods is more important in deciding which method to use.

We commissioned an internal evaluation a few weeks ago. We just picked the design without objectively selecting the right design. Moving forward, we will be very certain about choosing the right design for our needs.



The way we look for evidence will now change. I realise now that there is a lot of evidence out there that is very weak, while other evidence can be very strong. I can now critique the kind of evidence that we want to look for. I can now sort out the chaff!

Mohammed Nurudeen Salifu

I now have a better understanding of what an impact evaluation is. We use terms, like 'impact evaluation', without understanding what it means.

As the communications person, I would like to say that "GSAM has done this", or "GSAM has been successful here". I now realise that I need to be more confident when I make such claims. I find this really useful as a communications person.



Samuel Boateng

As the monitoring and evaluation specialist

in the GSAM project, I will look at all the processes in my work and implement my new learning. I want to be able to support GSAM to substantiate its claims.

The training has been very, very helpful. It has really de-programmed me. Gavin mentioned at the start of the training that we would have to change some of our perceptions that we have. I think that by going through the training programme it has been very successful. The training in Contribution Tracing has improved my confidence as an evaluation practitioner.

Faria Ahmad

I really enjoyed learning about the evidence tests. I will definitely use these tests to judge evidence in the future.

I work in knowledge management and will use this learning in my case study work when looking for evidence.

This course helps you to think in a different way. It helps you to be more structured and organised.



Albaab Ur Rahman

Contribution Tracing is a new way of telling our stories to the wider world and that is exciting. It has made me realise that not all stories can be told with numbers. There must be more discussion around how and why changes happen. Contribution Tracing is therefore very relevant for our projects, such as women's empowerment and governance work.



4. PROGRESS UPDATE

This section of the report aims to provide an update on progress made by each pilot country since the workshop and what is planned over the coming months to conclude activity on the Halcrow Project.

The aim of the next phase of the Project is to support country teams to design and implement a pilot evaluation. The aim of the pilot evaluation is to consolidate learning from the workshop and to gain insight on the potential and challenges in applying Contribution Tracing in evaluating CARE's inclusive governance work more broadly.

4.1 UPDATE FROM BANGLADESH

Following the workshop, members of cohort two continued work - with support from Tom Aston and Rebecca Haines - on framing a contribution claim they would like to assess in a small pilot evaluation.

A core evaluation team has now been convened who will be the principle actors in implementing the pilot evaluation. Members of the core team include:

1. Jahirul Alam Azad
2. Arshad Hossain Siddiqui
3. Albaab Ur Rahman
4. Faria Ahmad
5. Shamsuzzaman Siddiqui
6. Golam Rabbani

The current contribution claim the team is developing is based on the premise that the establishment of citizens' forums has led to increased incorporation of demands from poor citizens in ward shava meetings. Pamoja will continue to work with the core evaluation team to increase the specificity of this contribution claim; including constructing a logical causal mechanism, throughout April and May.

An initial planning call with the core evaluation team is currently being set for late April. The purpose of this meeting is to familiarise the core evaluation team with their roles and responsibilities and, with Pamoja's support, develop a clear evaluation plan based on available capacity.

The evaluation plan for Bangladesh will be finalised by mid-May. Pending approval, the pilot evaluation will commence in June, with a final report prepared by September.

4.2 UPDATE FROM GHANA

As in Bangladesh, a core evaluation team was identified from members of cohort two, following the workshop. This team continued to work on their contribution claim, having two support calls with Pamoja, to provide advice on how to increase the specificity of their claim. The contribution claim the team are currently exploring is based on the premise that citizen's oversight and engagements on District Assembly capital project planning and execution, has improved local governance accountability. The team continue

to work with Pamoja to ‘unpack’ what is meant by accountability in this context, a task which will continue throughout April.

Members of the core evaluation team have dubbed themselves the “Dream Team”. Team members are:

1. Samuel Boateng Addai (CARE)
2. Samuel Boateng (IBIS)
3. Michael Tettey
4. Mohammed Nurudeen Salifu
5. Francisca Agyekum-Boateng

The “Dream Team” had their initial planning call with Pamoja on 10th April and work has begun to develop their evaluation plan, which should be completed for approval by the end of April. The pilot evaluation is due to commence in early May with final reports ready by August.

5. NEXT STEPS

Based on the current pace of progress, the Project is on time to deliver the following outputs:

- a) Evaluation plans for both countries (April-May)
- b) Pilot Evaluation Report for Ghana (August)
- c) Pilot Evaluation Report for Bangladesh (September)
- d) Final 'Learning Report' (September)

5.1 COMMUNICATION ACTIVITIES

Pamoja is currently finalising a learning and communication plan that will co-ordinate a range of communication activities at: the pilot country level; the CARE confederation level; and globally, with a range of development actors. Several communication activities are already underway, including:

- Establishment of a **Contribution Tracing group on Facebook**, which can only be accessed by participants who attended the training workshop. The purpose of the group is to foster knowledge transfer between members and to create a sense of community between the pilot countries;
- A series of **Vox Pops**¹ are currently being edited which capture the experiences and learning from participants who attended the workshop. These will be shared on relevant web and social media platforms;
- Establishment of '**Mentoring Mondays**' whereby core evaluation team members can book contact time with the Halcrow Project Team Leader. This aims to support team members with specific problems/issues they may be facing in relation to the pilot evaluation; and
- Following completion of the evaluation plans for each country, a **series of Learning Webinars** will be programmed to provide a refresh of learning content from the workshops, as well as new topics. For example, one webinar will explore how Outcome Mapping and Contribution Tracing can be used as an integrated approach.

5.2 FINAL COUNTRY VISITS

The Team Leader will provide a final support visit to each country at a mutually agreeable time. While the dates for these visits will not be determined until the evaluation plans are finalised, it will be between May and July for both countries. Agreeing the final visit will depend on several factors, including: availability of the core evaluation team members; progress made in implementing the evaluation plan; and further training and support needs, among others.

¹ *Vox populi*: a Latin phrase which has come to mean capturing the opinions of people, talking informally.

6. ANNEX I: WORKSHOP PROGRAMME

DAY ONE	
Timing	Session Overview
08.45 - 09.00	Arrival
09.00 - 09.30	Welcome and introductions
09.30 - 10.00	Programme review
10.00 - 11.30	SESSION 1: Why monitor and evaluate?
11.30 - 12.00	<i>REFRESHMENT AND COMFORT BREAK</i>
12.00 - 13.00	SESSION 2: The building blocks of good evaluation planning
13.00 - 14.00	<i>LUNCH BREAK</i>
14.00 - 15.30	SESSION 3: Scoping the evaluation
15.30 - 15.50	<i>REFRESHMENT AND COMFORT BREAK</i>
15.50 - 16.50	SESSION 4: Contemporary debates in impact evaluation
16.50 - 17.00	Check-in
17.00	END OF DAY ONE

DAY TWO	
Timing	Session Overview
08.45 - 09.00	Arrival
09.00 - 09.30	Welcome back and recap of day one
09.30 - 09.45	Programme review
09.45 - 11.30	SESSION 5: Establishing causal inference
11.30 - 12.00	<i>REFRESHMENT AND COMFORT BREAK</i>
12.00 - 13.00	SESSION 6: Introducing Contribution Tracing (Part 1)
13.00 - 14.00	<i>LUNCH BREAK</i>
14.00 - 15.30	SESSION 6: Introducing Contribution Tracing (Part 2)
15.30 - 15.50	<i>REFRESHMENT AND COMFORT BREAK</i>
15.50 - 16.50	SESSION 6: Introducing Contribution Tracing (Part 3)
16.50 - 17.00	Check-in and goodbye to cohort 1!
17.00	END OF DAY TWO

DAY THREE	
Timing	Session Overview
08.45 - 09.00	Arrival
09.00 - 09.30	Welcome back and recap of day two
09.30 - 09.45	Programme review
09.45 - 11.30	SESSION 7: An introduction to Bayes Theorem
11.30 - 12.00	REFRESHMENT AND COMFORT BREAK
12.00 - 13.00	SESSION 8: Calculating Sensitivity and Type I Error (Part 1)
13.00 - 14.00	LUNCH BREAK
14.00 - 15.30	SESSION 8: Calculating Sensitivity and Type I Error (Part 2)
15.30 - 15.50	REFRESHMENT AND COMFORT BREAK
15.50 - 16.50	SESSION 9: Introducing the key steps in Contribution Tracing
16.50 - 17.00	Check-in
17.00	END OF DAY THREE

DAY FOUR	
Timing	Session Overview
08.45 - 09.00	Arrival
09.00 - 09.30	Welcome back and recap of day three
09.30 - 09.45	Programme review
09.45 - 11.30	SESSION 10: CT STEP ONE Develop a testable claim
11.30 - 12.00	REFRESHMENT AND COMFORT BREAK
12.00 - 13.00	SESSION 10: CT STEP ONE Develop a testable claim (Group Work)
13.00 - 14.00	LUNCH BREAK
14.00 - 15.30	SESSION 11: CT STEP TWO Designing data collection (Part 1)
15.30 - 15.50	REFRESHMENT AND COMFORT BREAK
15.50 - 16.50	SESSION 11: CT STEP TWO Designing data collection (Part 1)
16.50 - 17.00	Check-in
17.00	END OF DAY FOUR

DAY FIVE	
Timing	Session Overview
08.45 - 09.00	Arrival
09.00 - 09.30	Welcome back and recap of day four
09.30 - 09.45	Programme review
09.45 - 11.30	SESSION 12: CT STEP THREE Updating Posterior Confidence (Part 1)
11.30 - 12.00	REFRESHMENT AND COMFORT BREAK
12.00 - 13.00	SESSION 12: CT STEP FOUR Contribution Trial (Group Work)
13.00 - 14.00	LUNCH BREAK
14.00 - 15.30	SESSION 13: CT STEP FOUR Contribution Trial (Group Presentations)
15.30 - 15.50	REFRESHMENT AND COMFORT BREAK
15.50 - 16.50	Course Summary, Evaluation and close of course
16.50 - 17.00	Check-in AND AU REVIOR (NOT GOODBYE)
17.00	END OF DAY FIVE

7. ANNEX II: LIST OF PARTICIPANTS, BANGLADESH WORKSHOP

BANGLADESH WORKSHOP	
Name	Organisation
1. Albaab Ur Rahman	PEARL
2. Shamsuzzaman Siddiqui	PEARL
3. Abdul Mannan Mazumder	SHOUHARDO-III
4. Eysin Ali Sarker	SHOUHARDO-III
5. Dr. Jahirul Alam Azad	Health Specialist
6. Apurba Deb Roy	USAID Agricultural Extension
7. Faria Ahmad	USAID Agricultural Extension
8. Maruf Kamal	Women Empowerment and Girls Programme
9. Palash Mondal	Resilience and Climate Change
10. Mamunur Rashid	Resilience and Climate Change
11. Golam Rabbani	JATRA
12. Arshad Siddiqui	JATRA
13. Murad Bin Aziz	JATRA
14. Tom Aston	CARE UK International
15. Rebecca Haines	CARE UK International

8. ANNEX III: LIST OF PARTICIPANTS, GHANA WORKSHOP

GHANA WORKSHOP		
Name	Organisation	
1. Nana Kwabena Owusu	CARE	
2. Michael Alandu	CARE	
3. Mohammed Nunudeen Salifu	IBIS	
4. Sharif Yunus Abu Bakar	IBIS	
5. Poreku Peter Francis Xavier	IBIS	
6. Alexander Buunaaim	CARE	
7. Safia Musah	IBIS	
8. Clement Tandoh	CARE	
9. Tay Awoosah	ISODEC	
10. Keita Rose Atkinson	IBIS	
11. Yakubu Zakaria	ISODEC	
12. Michael Tettey	CARE	
13. Fidelis I. Ayipe	ISODEC	
14. Samuel A. Boateng	CARE	
15. Azanaab Memunatu	ISODEC	
16. Francisca Agyekum - Boateng	CARE	
17. Thomas Ayamga	CARE	
18. Kalian Sampoa	CARE	

Gumah		
19.	Samuel Boateng	IBIS

9. ANNEX IV: SUMMARY WORKSHOP EVALUATION RESULTS FROM BANGLADESH

SUMMARY RESULTS FROM COHORT 1

Total respondents = 13

	Extremely poor	Below average	Average	Above average	Excellent
1. Increase your confidence in monitoring and evaluation planning.	0	0	4	7	2
2. Be familiar with contemporary debates in impact evaluation.	0	0	1	7	5
3. Understand what Theory of Change is and how it can support adaptive management, monitoring and evaluation.	0	0	2	7	4
4. Have a basic understanding of Contribution Tracing, a new approach to impact evaluation.	0	0	3	8	2

Please rate the following:

	Poor	Below average	Average	Above average	Excellent
1. Course resources	0	0	0	3	10
2. The quality of the facilitation	0	0	0	4	9
3. The quality of food and refreshments	0	1	0	8	4
4. The suitability of the venue	0	0	2	4	7

Numbers represent similar comments.

What aspect(s) of the course did you find most beneficial, if any?

The stories (Blog) finding. 1
 Concept of output and impact. 1
 Building blocks of M&E. 6
 Impact evaluation and contribution tracing. 8
 Contemporary debates in evaluation and impact assessment. 2
 Group work. 4
 Concise and precise content with clear delivery. 1
 Consequences of lesson slide. 1
 Theory of change. 1
 Jargon. 1
 Theory of change. 1
 Causal inference. 1

What aspect(s) of the course did you find least beneficial, if any?

NA
 Tracing contribution as this was not fully covered. 1
 Why monitoring and evaluation? 1
 Not one. 1
 Basic M&E. 1
 Basic evaluation procedure. 1
 Importance of impact and Blog headline exercise. 1
 Didn't find any! 1

What recommendations do you have for improvement, if any?

NA
 Provide full package to all participants. 1
 Case study and practical field could be added as methods. 1
 More enjoyable. 1
 Perfect for level of understanding and time duration. 1
 Need more assistance with the practical field. 1
 Individual tasks. 1
 Identify participant's country, context and projects that are ongoing. 1
 Should have been more balanced with 'Introduction to Inclusive Governance'. Most participants are likely to have lesser understanding of IG than M&E. 1
 A recap of everything at the end of the training day and/or beginning of the next day. 1

SUMMARY RESULTS FOR COHORT 2

Total respondents = 6

	Extremely poor	Below average	Average	Above average	Excellent
5. Be familiar with the concepts of Process Tracing and Bayesian updating.	0	0	0	4	2
6. Be able to develop a testable contribution claim.	0	0	1	3	2
7. Know how to design data gathering strategies aimed at collecting the 'right' data (highest probative value).	0	0	1	3	1
8. Be able to assess data in relation to confirming (or disconfirming) a contribution claim.	0	0	1	4	1
9. Know how to apply the Bayes formula to update confidence.	0	0	1	1	4

Please rate the following:

	Poor	Below average	Average	Above average	Excellent
5. Course resources	0	0	0	1	5
6. The quality of the facilitation	0	0	0	1	5
7. The quality of food and refreshments	0	1	0	3	2
8. The suitability of the venue	0	0	0	4	2

Numbers represent similar comments.

What aspect(s) of the course did you find most beneficial, if any?

Building blocks of M&E. 1
 Elements of Contribution Tracing. 5
 Process tracking and hypothesis testing. 1
 Bayesian updating. 1
 Contribution claim is most beneficial. 1
 Process tracing. 1

What aspect(s) of the course did you find least beneficial, if any?

Testable claim is difficult to make and needed practice. 1
 M&E. 1
 None. 1
 Basic M&E. 1
 Lack of connection back to Inclusive Governance issues. 1
 Difference between Monitoring and Evaluation. 1

What recommendations do you have for improvement, if any?

Practise the exercise with our project to develop skill. 1
 More enjoyable to learn by Training Modules instead of dealing with logics. 1
 Follow on training to brush up on the learning. 1
 Connection to specific them at hand. 1
 Nothing specific. 1
 Filed tests in real field. 1

10. ANNEX V: SUMMARY WORKSHOP EVALUATION RESULTS FROM GHANA

SUMMARY RESULTS FROM COHORT 1

Total respondents = 17

	Extremely poor	Below average	Average	Above average	Excellent
10. Increase your confidence in monitoring and evaluation planning.	0	1	2	9	5
11. Be familiar with contemporary debates in impact evaluation.	0	1	2	11	3
12. Have a basic understanding of different models of causality.	0	1	1	12	3
13. Have a basic understanding of Contribution Tracing, a new approach to impact evaluation.	0	0	7	9	1

	Poor	Below average	Average	Above average	Excellent
9. Course resources	0	0	1	6	10
10. The quality of the facilitation	0	0	1	5	13
11. The quality of food and refreshments	0	1	12	2	2
12. The suitability of the venue	0	0	8	7	2

Numbers represent similar comments.

What aspect(s) of the course did you find most beneficial, if any?

The different types of M&E models that exist and the reasons for using them as a learning strategy. 2
 Following current debates and developments on this subject. 1
 The entire course was very useful. 1
 The aspects about building blocks, good evaluation planning was very good. 2
 As someone who is not a core M&E person, all the aspects of the course were beneficial. 1
 The facilitation was more practical and participatory than expected. 1
 The contribution of the participants has helped the programme using M&E to be strategise for better project implementation. 1
 Establishing causality; in moving away from thinking only randomised Control Trial. 1
 The Evaluation Framework. 5
 Causal inference, specifically the Mills Method of Agreement. 2
 The group exercises. 6
 Causality and process tracing. 6
 How to prune down strong evidence from weak ones in terms of claiming contribution in process tracing. 1

What aspect(s) of the course did you find least beneficial, if any?

All aspects were good. 1
 There is hardly any aspect of the course that has not been beneficial. 2
 None. 2
 Tracing contribution and distribution. 1

What recommendations do you have for improvement, if any?

All participants should have the 5 day workshop and Certificates of Participation. 1
 The facilitator should carry out data collection and analysis techniques. 1
 More time needs to be allowed for the teamwork activities and practical examples. 2
 None - it has been a wonderful programme. 1
 Similar training workshops should be held periodically for GSAM participants. 1
 The training should be focussed on prioritising the same level of inputs for the M&E and Programme staff, hence programme staff should be involved in all the training. 1
 Review of the concept in the light of conventional and contemporary M&E practices. 1
 Build this innovation based on the added value or dimension it brings. 1
 The recap could take a more 'act out' approach (observe, learn, recall and critique). 1
 Develop a framework that details a step by step process to arrive at an outcome. 1
 Permit ample time to engage in debating divergent issues. 1
 Intensive practical sessions using real life projects. 1
 For CARE - Participants should be allowed to choose the Cohort most applicable to them. 1
 Discussion on theory of change should be included in the introduction to M&E. 1

SUMMARY RESULTS FOR COHORT 2

Total respondents = 8

	Extremely poor	Below average	Average	Above average	Excellent
14. Be familiar with the concepts of Process Tracing and Bayesian updating.	0	0	0	5	3
15. Be able to develop a testable contribution claim.	0	0	0	5	3
16. Know how to design data gathering strategies aimed at collecting the 'right' data (highest probative value).	0	0	1	5	2
17. Be able to assess data in relation to confirming (or disconfirming) a contribution claim.	0	0	0	8	0
18. Know how to apply the Bayes formula to update confidence.	0	0	0	5	3

Please rate the following:

	Poor	Below average	Average	Above average	Excellent
13. Course resources	0	0	0	1	7
14. The quality of the facilitation	0	0	0	0	8
15. The quality of food and refreshments	0	0	4	3	1
16. The suitability of the venue	0	0	2	6	0

Numbers represent similar comments.

What aspect(s) of the course did you find most beneficial, if any?

Contribution tracing is very insightful and will help in making claims in my project. 2
 Causality will also help in identifying outcomes. 1
 Generally, every component was useful because without one component, understanding the others would be problematic. 1
 To be able to assess data in confirming or disconfirming a contribution claim. 2
 Building components towards establishing a valid contribution claim. 1
 The entire course was beneficial and has actually enlightened my understanding of contribution tracing and Bayes Theorem. 2
 Developing a testable claim. 3
 Pruning down evidence. 1

What aspect(s) of the course did you find least beneficial, if any?

None. 2

What recommendations do you have for improvement, if any?

The whole team should be part of the evaluation process to enhance the level of understanding. 1
 Participation should be made clear at the start of the workshop to get commitment. 1
 More time for group activities. 1
 The facilitator and Pamoja should keep it up. 1
 More coaching on Group assignments. 1
 More days for practical work. 1
 Opportunity to use real-life examples could be improved, however, Excelente Perfecto! 1