IV. Example of 4-Day Course Outline modules of Training

Day	Subject/topic	Content	Methods	Outputs
I.	Getting to Know and Expectations of participants	❖ Introduction of all Participants and their expectations	▪ Fun games	➢ There is good atmosphere for the training ➢ Participants have reflected their expectations from the training ➢ Participants have some references from the game for the later sessions
	Warming up	❖ What do you understand about OIO & Impact	▪ Metaplan Exercise	➢ Participatory approach to create motivated and trustful atmosphere during the next days
	Introduction	❖ Why OIO ❖ How is this useful for Donor, NGO, target group, government, etc. ❖	▪ Buzz discussions ▪ Discussion in Plenary ▪ Input / presentation by consultant	➢ Participants have a space to explore their perspective on why IMPACT ➢ Participants understand the international debate on orientation towards impact and its relevance.
	Basic Intro: Outcome Impact Orientation (OIO)	❖ Understanding the basic idea of the causal effect ❖ Planning Terms Vs Monitoring Terms	▪ Fun game of rock throwing ▪ Cooking effect chain exercise ▪ Brief presentation by consultant ▪ Plenary discussions	➢ Participants get the basic idea of the causal – effect relationship ➢ Participants understand the Impact Chain Hypothesis for planning and Impact Chain Analysis for Monitoring and Evaluation and its terms used
	OIO - Cause – Effect Relationship (effect Chain)	❖ Formulating impact chains - - Why did we implement a specific activity (i.e. gender training, basic health education, organic farming, human rights advocacy, etc.)? - What did we want to achieve? - What did we achieve? ❖ What was expected and what unexpected?	▪ Puzzle in groups: Participants make a logical chain, cut it in pieces. Other group has to put it in logical order and present it ▪ Plenary: discussion and Lessons Learnt	➢ Participants learn how to develop impact chains (Impact Chain Hypothesis for planning and Impact Chain Analysis for Monitoring and Evaluation) ➢ Participants are able to develop chains ➢ Participants are able to review and correct chains ➢ Participants understand the different quality of impact levels
II	Key Terms used in OIO	❖ What level of impacts are we talking about? (Key terms,	▪ Labeling different impact levels with key terms	➢ Participants are able to apply key terms for the different impact levels

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		Hierarchy of objectives / logframe) ❖ Any different terms?	▪ Buzz groups: Partners discuss their understanding of the terms (own definitions) ▪	➢ Participants have the key terms in the local language(s) (when relevant) ➢ Participants can make a list of the key terms and its key words as reference ➢
	OIO in Lobby and Advocacy	❖ What differentiate lobby and advocacy from development project ❖ The key terms lobby and advocacy project	▪ Sharing on challenges from the field ▪ Presentation from the consultant ▪ Making list of key words	➢ Participants have key relevant words for good objectives and indicators for Lobby and advocacy project ➢ Participants can apply the OIO concept into the Lobby and Advocacy project during the exercise
	Key Terms of (other) Nasional/International organizations in Brief & Traslating the terms into Local Language(s)	❖ Overview on different terminology of international organizations: Impact, Outcome, Output, Input, Activity, Result, Goal, Purpose, Objective,… ❖ Clarification of confusions of different terms ❖ Finding translation into local language(s)	▪ Input / presentation by consultant ▪ Discussion in Plenary ▪ Group discussion: on collecting terms from other donors and local languages ▪ Plenary Discussion	➢ Participants can relate the term used by BfdW and other organizations as they might be used by partner organizations ➢ Participants have an overview as reference ➢ Participants have a list of the key terms in the local language
	OIO in relation to different Planning tools at glance (in Brief)	❖ ZOPP, RBM, ToC, LFA, Logframe, Problem and Objective Tree, and ToC in relevance to OIO framework ❖ Differences and similarities? ❖ advantages and disadvantages? ❖ How do we make use of them?	▪ Discussion in Plenary ▪ Input / presentation by consultant	➢ Participants understand their common meaning and different ways of visualization of the different techniques, ➢ Participants have a visualization as reference
III	Developing causal-effect chain through Problem Tree & Objective Tree	Visualization of the development of Causal-Effect Chain through Problem Tree and Objectives Tree	▪ Group works according to selected topics	➢ Participants understand the process of the causal-effect chain development and can develop one ➢ Participant can trace this causal-effect chain in POs works
	Continuatiation	❖ Some Lessons Learnt from the group Works & Plenary discussion	▪ Pleary discussions	

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	OIO - Understanding changes in Brief	❖ Understand and Define changes ❖ Who & What	▪ Plenary discussion: development of criteria for "good indicators"	➢ Participants understand changes as the essential part in OIO ➢ Participants can define what who in what way they want to make changes
	OIO - Indicators	❖ How to develop "good indicators"? ❖ Quantitative & qualitative ❖ SMART indicators ❖ -Other guiding questions	▪ Plenary discussion: development of criteria for "good indicators" ▪ Input / presentation by consultant ▪ Group work to develop indicators	➢ Participants understand the criteria for good indicators ➢ Participants are able to develop "good indicators"
	Continuation…	❖ Some Lessons Learnt from the group Works & Plenary discussion ❖ Some ways to measure outcome ❖ Key words for outcome, use of output, output indicator	▪ Plenary discussion ▪ Short presentation/ visualization by consultant	➢ Participants are able to reflect / review and correct indicators ➢ Participants got the key words for good indicators in each level (outcome, use of output, output)
	Proposals for BfdW	❖ Assessment of the quality of partners' project proposals with regard to impact orientation and indicators ❖ Does the proposal provide adequate information on the different impact levels? ❖ Did we apply the rules for good indicators?	▪ <mark>Case study/Group work:</mark> ▪ Case study/Group work: based on topics of project proposal (health, organic farming, human right advocacy, gender, etc) ▪ Sharing in plenary	➢ Participants are able to review the proposals they received and understand its quality and make comments for revision (information on impact levels, indicators?)
	Proposals for BfdW	❖ Assessment of the quality of partners' project proposals with regard to impact orientation and indicators: Case study ❖ -	Plenary discussions: 2 cases what are - the common challenges - what action needed	➢ Participants are able to review the proposals, see the common challenges and identify needed actions for both sides
	Proposal dialogue	❖ Case study based on selected topics/areas of work	▪ Case study-role play on proposal dialogue BfdW & POs	➢ Participants are able to use the OIO frame to drive the dialogue in proposal dialogue with POs

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IV	Common problems and challenges about monitoring & reporting	❖ Identifying common problems and challenges on Impact Monitoring (Assumption and experiences)	▪ Buzz Sharing: challenges they experienced ▪ Plenary discussion	➢ Participatory approach to create motivated and trustful atmosphere during the next days ➢ There is list of common challenges about monitoring and reporting to be addressed throughout the sessions
	Monitoring Vs Evaluation in Brief	❖ The difference between monitoring and evaluation?	▪ Buzz discussions ▪ Plenary discussions	➢ Participants understand the difference between monitoring and evaluation & develop an overview on the differences as reference
	Levels of Monitoring and Monitoring Practice of Partners	❖ What do we want to monitor? BfdW & POs ❖ Activity and Output Monitoring ❖ Impact (Results-based) Monitoring ❖ Understanding the Gap : BfdW & POs ❖ understanding the monitoring practice in POs & the challenges (PO level) and how to respond	▪ Plenary discussions ▪ Case study: Group works ▪ Short Presentation by consultant	➢ Participants are able to understand the gap and challenges of monitoring practices at POs level and how to respond to it
	Participatory Impact Assessment: relevant Tools and instruments	❖ Participatory Impact Monitoring ❖ Participatory tools to assess impacts used in the field and their relevance to OIO/Impact Monitoring:	▪ Input / presentation by consultant ▪ Group work (per method)	▪ Participants have a spectrum of monitoring tools and its result and how they are relevant/useful to OIO/Impact monitoring
	OIO in Progress Report	❖ Assessment of the quality of partners' narrative reports with regard to impact orientation	▪ Group work: Participants of same organization ▪ Sharing in plenary	➢ Participants are able to review the quality of reports they received from POs ➢ Participants can identify what are already in the report and what are missing, what have been the possible cause, and how to respond

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	OECD-DAC Criteria for Evaluations	❖ Definition of relevance, efficiency, effectiveness, impact, sustainability ❖ Link between evaluation criteria and Logframe / Impact Chain ❖	▪ Group work: definition and examples for each DAC indicator ▪ Plenary discussion	➢ Participants are able to apply the criteria for evaluations in assessing evaluation report and final reports from POs
	Evaluation of Workshop	❖	▪ Open checking on the achievement of objectives and expectations ▪ Semi Open & Open evaluation (diagram doting & open expressions if any)	➢ Consultant is able to improve the next training sessions

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