

Monitoring and Evaluation in a Fast-moving Environment

Tools, techniques and learning from practical experience



One-week virtual professional development workshop
Induction day 7 December 2020
14 to 18 December 2020



BRITISH ACCREDITATION COUNCIL
ACCREDITED SHORT COURSE PROVIDER

PAi is accredited by the
British Accreditation Council
for Independent Further and Higher Education

At PAI, we are committed to the goal that all our participants can continue to learn and develop during the global pandemic.

About the workshop

This workshop on monitoring and evaluation (M&E) draws on a wide variety of scenarios and examples, including the global Coronavirus pandemic, to demonstrate the tools, processes and procedures that will enable you to:

- Improve your knowledge in all of the key areas required for effective and efficient M&E
- Understand how good M&E practices can assist in delivering maximum value for money and securing the desired outcomes
- Ensure that M&E is not used only as a reporting mechanism but also as a key pro-active learning tool
- Be aware of the risks that may arise by not implementing good M&E procedures
- Ensure that M&E methods are applied appropriately across your organisation's portfolio of work so as to ensure accountability and benefit to all stakeholders
- Understand the tools, techniques and documents needed to establish a robust M&E culture.

After the workshop ends, there will be an opportunity for a further one-to one-coaching session with the Workshop Director to follow up on one or more topics covered during the programme.

Who is it for?

This workshop is intended for those with some experience of monitoring and evaluation. It has been designed to build on and enhance your skills and understanding of M&E and learning and to work through some of the challenges in carrying out M&E in an effective and efficient manner. It does not exclude newcomers to M&E, as the basics and the end-to-end process are explained at the beginning of the workshop and the practical exercises give all participants the opportunity to try out new tools.

The practical hints and tips will enhance your ability to become more agile in a changing and sometimes turbulent environment.

The workshop will also benefit senior managers responsible for setting up a new, or enhancing an existing Monitoring and Evaluation service within their organisation and it provides an excellent grounding for staff who wish to pursue a career in Monitoring and Evaluation.

How participants will benefit

The workshop will enable you to:

- View the M&E process from end-to-end
- Improve the operation and management of the M&E function through results-based M&E
- Through a series of practical exercises, practise the use of tools and techniques
- Have access to a number of ready-to-use templates
- Understand the importance of selecting the right data for collection to enable you to analyse and turn into meaningful management information
- Gain an insight into the use of current data collection and analysis tools
- Understand how to learn from failures and successes
- Contribute to the achievement of desired strategic development goals.

Delivery

Our workshop will be delivered using Zoho ShowTime, a web conference software which has features that let us interact with you in real time and provide you with slides and learning materials including websites and video.

Pre-workshop induction

We will create a practice session for participants to join Zoho ShowTime so that you understand the full functionality of the learning platform. This will be arranged on Monday 7 December 2020. During the induction, our Workshop Director will introduce some initial familiarisation questions that we will send to you.

These questions will help our Workshop Director to understand more about you, how long you have been in your particular role, your responsibilities, professional experience and any previous relevant training/development you have undertaken. We will ask you about your workplace activities and whether you have any specific training needs or areas of work you would like to understand better. The questionnaire will also ask you to self-assess your current knowledge/skills and interest in certain areas of the programme.

What the workshop will cover

A large component of this remote workshop will involve attending short live webinars each day over a one week period. At times outside the webinar sessions, you will be expected to complete self-study or work remotely, either alone or in groups, on exercises set by the Workshop Director. All participants will have to complete each element of the programme and will need to fully commit both their time and effort throughout. You will connect in online discussions, on social media, and platforms such as Zoom for any group activities.

Webinar sessions will run every day from Monday to Friday over the one week period. These will be technical webinars delivered by the Workshop Director or a guest speaker, depending on the content. The sessions will be interactive, with opportunities for you to ask questions and engage with other participants in the chat room and with the presenters throughout the sessions. Each session will last between 75 and 90 minutes. From the second day, there will be a discussion of up to half-hour at the start of each session to review the previous day and discuss with the Workshop Director the results/findings of the exercises from the day before.

Following the end of each daily session, you will be asked to work through an exercise discussed in the session. This may take the form of individual or group work and should take no longer than thirty minutes. You will need to email the Workshop Director the results of your practical work by an agreed time each day. The practical work results will be assessed and feedback will be given to you the following day. Alternatively, the session may involve self-study set by the Workshop Director.

One element of the practical exercises will be focussed around a scenario that can be used and developed throughout the duration of the workshop programme. As the training is an "open course" the scenario will be based upon a situation that will not be overly technical and probably something that participants around the world will be familiar with. Hints, tips and guidance on responding to these exercises will be provided for you on a daily basis.

At the close of the week, there will be a programme recap and summary with the Workshop Director, together with a review and evaluation conducted by PAI Director, Claire Cameron. We will send you an evaluation form in advance so that you can complete it before the end of the workshop.

We will issue certificates to all participants who complete the workshop and the required group exercises and assessments. We will also ask you to re-visit your self-assessment ratings following the learning from the programme.

Programme outline

Day	12.00 to 14.15 hours UK time	14.15 UK time onwards
Monday 14 December	<p>Setting the scene: an introduction to the whole M&E process</p> <ul style="list-style-type: none"> M&E lifecycle and the key features Why M&E is so important <p>10 to 15 minute break</p> <ul style="list-style-type: none"> Understanding the interventions Start with WHY? <p>Desired outcomes</p>	<p>Practical learning exercise/self-study:</p> <ul style="list-style-type: none"> Outline of scenario Problem identification Problem tree analysis <p>Starting with WHY</p>
Tuesday 15 December	<p>Review and discussion about day one and the exercise/self-study</p> <p>Programmes and projects: Delivery, control, exploitation</p> <p>10 to 15 minute break</p> <ul style="list-style-type: none"> Logical frameworks <p>Theory of change</p>	<p>Practical learning exercise/self-study:</p> <ul style="list-style-type: none"> Programmes and projects Programme structure Logical frameworks Establishing the logframe Structure
Wednesday 16 December	<p>Review and discussion about day two and the exercise/self-study</p> <p>Results based management</p> <ul style="list-style-type: none"> M&E plans Methodology <p>10 to 15 minute break</p> <ul style="list-style-type: none"> Frameworks <p>Tools and techniques</p>	<p>Practical learning exercise/self-study:</p> <ul style="list-style-type: none"> M&E plans Use of a basic template Questions from the template
Thursday 17 December	<p>Review and discussion about day three and the exercise/self-study</p> <p>Evaluating impact</p> <ul style="list-style-type: none"> Types of impact assessment – social, economic, environmental Evaluating options <p>10 to 15 minute break</p> <p>Data collection</p> <ul style="list-style-type: none"> Key performance indicators Data collection and methods <p>Using data to manage effectively</p>	<p>Practical learning exercise/self-study:</p> <ul style="list-style-type: none"> Completing the logframe Objectives, indicators, baselines, targets, risks and assumptions Identification of data requirements
Friday 18 December	<p>Review and discussion about day four and the exercise/self-study</p> <ul style="list-style-type: none"> M&E and learning Adaptive programming Intra-action reviews Managing the people side <p>10 to 15 minute break</p> <p>Programme re-cap and final questions</p>	<p>Practical learning exercise/self-study (application in your home environment)</p> <ul style="list-style-type: none"> Application of M&E Participants to identify the key areas within their organisation where M&E would be most helpful Identification of any problem areas in the implementation of M&E Strategy for overcoming these problems

We reserve the right to change the programme as necessary.

Workshop Director

The Workshop Director is Rob Clark. Rob's main specialisation is in Monitoring and Evaluation, Change Management, Project Management Consultancy, Programme Support Services and Training. This experience has been gained through involvement with contractor and client organisations at all levels. He was formerly Head of Project Services for Atkins, one of Europe's largest engineering and management consultancies, where he led a team of 30+ project management specialists.

Rob now operates as an independent consultant and has supported the development and delivery of M&E, Risk, Project and Change Management training for a variety of organisations over several years, working extensively both in the UK and overseas. Recent assignments have been carried out on development and reform programmes in Ghana, Kurdistan, Zambia, Malawi and Dominica.

Rob has been engaged in many large multi-disciplinary change programmes within government; other appointments in the private sector have included Project and Programme Management consultancy on the new headquarters for Barclays Bank, a Data Centre for New York Stock Exchange and a major IT infrastructure programme for Travelex. One of Rob's major training programmes was for De Lage Landen, a global leasing organisation headquartered in the Netherlands. Rob provided all aspects of Project Management and related training, world-wide, across the company's senior management levels. Additionally, Rob set up and ran formal coaching programmes for selected fast-track personnel.

Rob was appointed as a visiting lecturer at the City University, London and previously worked for the UK's National School of Government, where he developed and delivered standard and bespoke courses. His major focus is now on Training and Coaching working as an independent and he is the Workshop Director for PAI's annual professional development workshops on Monitoring, Evaluation and Learning.

How to apply

Please complete the PAI application form online via our website: <https://public-admin.co.uk/booking-form/>.

You can also complete our hard copy application form. Please contact us at pai@public-admin.co.uk to obtain a copy. Once completed return to Amanda Anderson, Programme Manager, at the same email address. If you would like to discuss this workshop, any of our other international workshops or our consultancy services, please contact Claire Cameron, Director.

We also have extensive experience of designing tailor-made training (from one day to two or three weeks) which can be run in your own country or in the UK to meet the specific needs of groups or individuals at all levels within your organisation. Please contact us if you would like further information.

Language

The workshop is conducted in English. You will need to have a good working knowledge of the language.

Fees

The tuition fee is £1,235. It includes presentation material and other documentation which form part of the programme.

Value Added Tax

We do not have to charge UK Value Added Tax (VAT) if you can provide written confirmation from your government or its accredited representative that you are "employed by the government in furtherance of its sovereign activities". In all other cases, we will have to charge VAT (currently 20%) in addition to the fee.

Ways to pay

You, or your Government agency, can pay by bank transfer or by cheque, made payable to Public Administration International. We accept payment by credit or debit card but there is a surcharge for this way of paying. Please contact us if you would like to pay by credit or debit card.

Discounts

We offer a 10% reduction on the full tuition fee if we receive payment no later than 28 days before the first day of the workshop. If we receive payment after that, we will charge the full tuition fee.

Cancellation

If you have to cancel your booking, you must let us know in writing and we will acknowledge in writing your cancellation. For cancellations received up to 29 days before the start of the workshop we will refund the tuition fee, minus a charge of £100 to cover our administration costs. For cancellations received within 28 days of the start of the workshop, we will charge the full tuition fee.

Substitutions and transfers

If you have booked a place on a workshop and are not able to attend, we will accept an appropriate substitute at any time without penalty but our normal terms and conditions will apply. Also, it is possible to transfer to a future workshop but only one transfer is permitted. Please get in touch with us and we will advise you about transfers.

Please see our website for our full terms and conditions. If you would prefer a hard copy of our full terms and conditions please let us know.

[\(http://www.public-admin.co.uk/terms-and-conditions-for-booking/\)](http://www.public-admin.co.uk/terms-and-conditions-for-booking/)

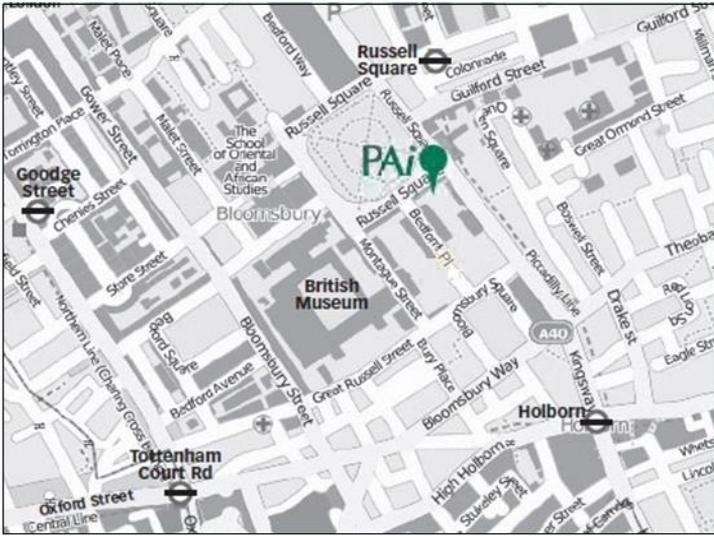
Who we are

PAI (Public Administration International) specialises in management consultancy, training and development services for organisations in, and associated with, the public sector worldwide. We provide advice and support for governments going through political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. Our key objectives are promoting good governance and good practice in delivering public services. This workshop is one of a number of specialist UK-based professional development workshops designed to meet the needs of public services worldwide.

We pride ourselves on our:

- High quality, practical advice and support for our clients
- Professionalism and integrity
- Ability to offer excellent value for money
- Sound experience and track record internationally
- Networks and partnerships across the world
- Flexible, collaborative approach
- Friendliness and focus on putting people first

Where we are



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