

# Monitoring and Evaluation

## Learning the lessons



One-week professional development workshop  
16 to 20 August 2021 in London  
13 to 17 December 2021 in London



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

## About the workshop

Monitoring and evaluation (M&E) skills have been in demand for a long time, but in recent years there is an increasing emphasis on learning the lessons from M&E reviews to improve planning of ongoing and future programmes and projects. In the world of international development, policy-makers, politicians, programme designers and project managers need to be able to produce evidence-based results so as to demonstrate to the public that money is being well spent and delivering the expected benefits.

This one-week intensive workshop will give you a thorough understanding of the skills needed and the tools available for developing sustainable and cost-effective monitoring, evaluation and learning (MEL) processes and practices, from the policy development stage through to final outcomes.

By the end of the workshop you will be able to design a MEL system, set indicators, confidently discuss and produce a results framework and also take into account the growing use of technology in the MEL environment.

The workshop stresses the importance of the evaluation process, including how data analysis can be used to judge the results of a project, and how these processes help with planning future projects and programmes. It also explores the importance of Value for Money (VfM) indicators and how to learn from failures and successes.

## Who is the workshop for?

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

The workshop will also benefit senior managers responsible for setting up a new, or enhancing an existing MEL service within their organisations 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 MEL process from end-to-end
- Develop a deeper understanding of the characteristics of effective MEL and its systems
- Establish the basics for setting up a MEL facility
- See how MEL can be used in a variety of environments
- 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
- 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.

## What the workshop will cover

During the week you will learn about:

- How to use logical, strategic and result-oriented frameworks to control and monitor programmes and projects
- Key elements of project management
- How to build in learning opportunities from the start
- Results-based monitoring, evaluation and learning
- Key Performance Indicators (KPI's): how data can be collected and managed to inform and provide meaningful M&E information
- Good data collection skills, tools and techniques
- Planning and tracking the outcomes and benefits of projects
- Concepts and use of impact analysis methods
- Case study examples and practical exercises
- Action planning for the future.

The workshop has been designed to be flexible so that it can be adjusted wherever practicable to your particular requirements.

At the end of the course you will be invited to give an informal presentation to highlight the key learning points from the workshop and elements of your personal action plan and the lessons you wish to take forward.

## Programme outline

	AM	PM
<b>Day 1</b>	<b>Welcome</b> Introductions programme and objectives <ul style="list-style-type: none"> <li>• ROAMEF Model</li> <li>• Overview of monitoring, evaluation and learning</li> </ul>	<b>Project/programme definition</b> <ul style="list-style-type: none"> <li>• Problem Tree Analysis</li> <li>• Logical Frameworks</li> <li>• Theory of Change</li> </ul>
<b>Day 2</b>	<b>Project management and control</b> <ul style="list-style-type: none"> <li>• Processes and procedures</li> <li>• Tools and techniques</li> </ul>	<b>Results-based management</b> <ul style="list-style-type: none"> <li>• Setting clear and agreed objectives</li> <li>• Setting baselines</li> <li>• Monitoring for results</li> <li>• Using evaluation findings</li> </ul>
<b>Day 3</b>	<b>Key Performance Indicators (KPI's)</b> <ul style="list-style-type: none"> <li>• What are they?</li> <li>• Selecting KPI's</li> <li>• Using KPIs</li> </ul>	<b>Data collection and analysis</b> <ul style="list-style-type: none"> <li>• Statistical analysis</li> <li>• Designing collection methods, questionnaires and surveys</li> <li>• Data management</li> </ul> <p><i>Visit to a London Local Government organisation</i></p>
<b>Day 4</b>	<b>Leading and managing the MEL process</b> <ul style="list-style-type: none"> <li>• Tools and techniques</li> <li>• Capability and capacity building</li> </ul>	<b>Impact assessment</b> <ul style="list-style-type: none"> <li>• Why evaluate impact?</li> <li>• What are impact assessments?</li> <li>• Economic, social, environmental impact assessments</li> <li>• How do we learn from results?</li> </ul>
<b>Day 5</b>	<b>MEL: a donor perspective</b> <ul style="list-style-type: none"> <li>• Improving performance in the development world MEL</li> <li>• Value for Money (VFM)</li> <li>• Participants' action plans</li> </ul> <b>The importance of good reporting</b> <ul style="list-style-type: none"> <li>• Reporting and feedback</li> </ul>	<b>Final questions and discussions</b> <ul style="list-style-type: none"> <li>• Review, feedback, evaluation and learning</li> <li>• Presentation of certificates of attendance</li> </ul>

At the time of preparing this brochure, we are planning to include site visits in the programme as indicated above. However, if Government guidelines relating to the Coronavirus pandemic advise visit hosts against accepting visiting groups we will arrange to connect with them virtually.

We reserve the right to change the programme as necessary.

### Workshop Director

The Workshop Director will be Rob Clark.

Rob's main specialisations are project management consultancy, project support services and training. This experience has been gained through involvement with contractor and client organisations at all levels, both in the UK and overseas. He was formerly Head of Project Services for Atkins, one of Europe's largest engineering and management consultancies, where he led a team of over thirty project management specialists. He now operates as an independent consultant and has recently carried out training for development and reform programmes in Sierra Leone, Zambia, Dominica, Dubai and a number of other locations. Over the years Rob has been engaged in many multi-disciplinary change programmes within government and the private sector. He was appointed as a visiting lecturer at City University, London, and previously worked for the UK's National School of Government where he developed and delivered many training courses.

### 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](mailto: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.

## **Location and arrival arrangements**

The workshop is based in central London. We can arrange travel to and from one of the London airports into central London if you let us have your flight arrival details in good time. The cost of airport transfers is included in the workshop fee.

## **Fees**

The fee for the workshop will be £2,170. It includes tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme<sup>1</sup>, presentation material and other documentation. The fees also include an Android tablet for you to use during the workshop and take home with you for future reference and follow up. We also provide a light lunch and refreshments during each working day as part of the fee.

## **Other costs**

Airfares and daily travel to and from the workshop venue are not included. Our workshops are non-residential and you are responsible for your accommodation costs. We can help you with booking hotel accommodation so please let us know if you would like us to advise you or make a reservation. We suggest that you should allow approximately £160 per day for a modest standard of hotel (for example, three-star), local travel in the UK, meals (apart from a light lunch on working days) and other incidental expenses.

## **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 also accept payment by credit and 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 £200 to cover our administration costs. For cancellations received within 28 days of the start of the workshop, we will charge the full tuition fee. If you have paid the tuition fee and have subsequently been refused a visa to enter the UK, we will refund the tuition fee, minus a charge of £200 to cover our administration costs, providing you send us the original letter from the British High Commission/ Embassy confirming refusal of a visa and providing you have not entered the UK.

## **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 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/>**

## **Insurance**

We advise you to arrange travel and health insurance cover before you leave your home country.

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<sup>1</sup>Travel to and from the airport in London and on scheduled visits during the workshop are provided at cost.

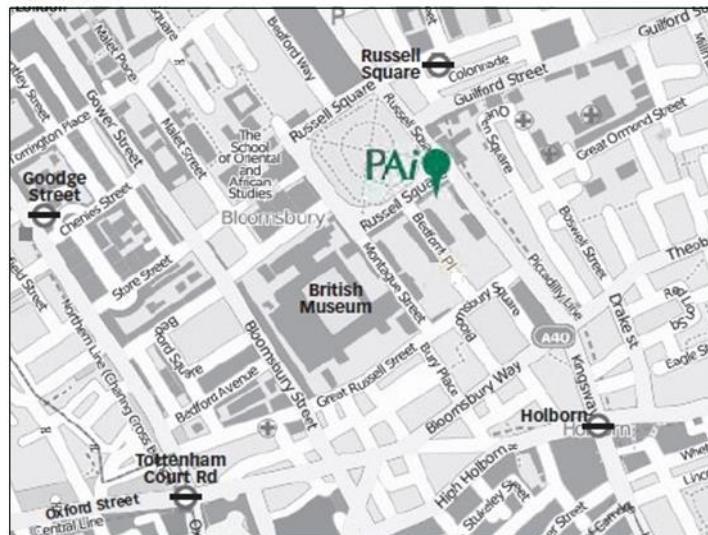
## Who we are

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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