

# Monitoring, Evaluation and Learning



One-week professional development workshop  
29 April to 3 May 2019 in Dubai  
22 to 26 July 2019  
25 to 29 November 2019



ACCREDITED  
BRITISH ACCREDITATION COUNCIL  
ACCREDITED SHORT COURSE PROVIDER

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 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.

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 in the process and how to learn from failures and successes.

### Who is it for?

The 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 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 provides an excellent grounding for staff who wish to pursue a career in monitoring, evaluation and learning.

### 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 an MEL facility
- See how MEL can be used in a variety of environments
- Improve the operation and management of the M&E function
- Through a series of practical exercises, practise the use of processes and procedures
- Gain an insight into the use of current data collection and management tools
- Understand how to learn from failures and successes
- Contribute to the achievement of desired development goals.

*“Workshop content was very good. All the facilitators were knowledgeable and experienced. Their delivery was excellent. Administrative support and logistics were also excellent.”*

Kwabla Kpesese  
Materials Manager  
Ghana Ports and Harbours Authority (GPHA)

*“Overall a very good workshop. It particularly works because of the wide variety of different nationalities. Rob is an excellent instructor and made the workshop enjoyable.”*

Dylan Butcher  
Rule of Law Advisor  
British High Commission Islamabad

*“The workshop was more than expected in terms of the knowledge and experience and background of the speakers that enriched the topics in very applicable and practical ways. I'm eager to apply my new knowledge and skills to improve the M&E process in my Department.”*

Mona Al Shamlan  
Manager - Monitoring and Compliance Department  
Tamkeen - Labour Fund, Bahrain

## 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
- The use of monitoring techniques and meaningful reporting
- How to build in learning opportunities from the start
- Results-based monitoring, evaluation and learning
- How data can be collected and managed to inform learning, identify solutions and present the results of the evaluation analysis
- Good data collection skills, tools and techniques
- Planning and tracking the outcomes and benefits of projects
- Using different methods of impact assessments
- 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.

You will be invited to give an informal presentation on monitoring, evaluation and learning in your home country and at the end of the workshop to highlight the key elements of your personal action plan and the lessons you wish to take forward.

## Programme outline

	AM	PM
Day 1	Welcome Introductions and programme objectives <ul style="list-style-type: none"> <li>• ROAMEF Model</li> <li>• Overview of monitoring, evaluation and learning</li> </ul>	Project/programme definition <ul style="list-style-type: none"> <li>• Problem Tree Analysis</li> <li>• Logical frameworks</li> <li>• Theory of Change</li> </ul>
Day 2	Impact assessment <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>	Results-based management <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>
Day 3	Key Performance Indicators <ul style="list-style-type: none"> <li>• What are they?</li> <li>• Selecting KPIs</li> <li>• Using KPIs</li> <li>• Risks and how to avoid them</li> </ul>	Data collection and analysis <ul style="list-style-type: none"> <li>• Statistical analysis</li> <li>• Designing collection methods, questionnaires and surveys</li> <li>• Data management</li> </ul> <i>Visit to a London local government organisation</i>
Day 4	Leading and managing the MEL process <ul style="list-style-type: none"> <li>• Tools and techniques</li> <li>• Capacity building</li> <li>• The learning cycle</li> </ul>	Risk management <ul style="list-style-type: none"> <li>• Processes and procedures</li> </ul> The importance of good reporting <ul style="list-style-type: none"> <li>• Reporting and feedback</li> </ul>
Day 5	MEL: A donor perspective <ul style="list-style-type: none"> <li>• Improving performance in the public sector through MEL</li> <li>• Value for Money</li> <li>• Participants' action plans</li> </ul>	Review, feedback, evaluation and learning  Presentation of certificates of attendance

We reserve the right to change the programme as necessary. Please note that the programme overseas will not include a visit.

## 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 in July and November 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 for the London workshops only.

## Fees

The fee for the workshop will be £2,105 for London or £2,300 for Dubai. 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. It also includes 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 21 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.

## 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.

## 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 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.

## 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.

## How to apply

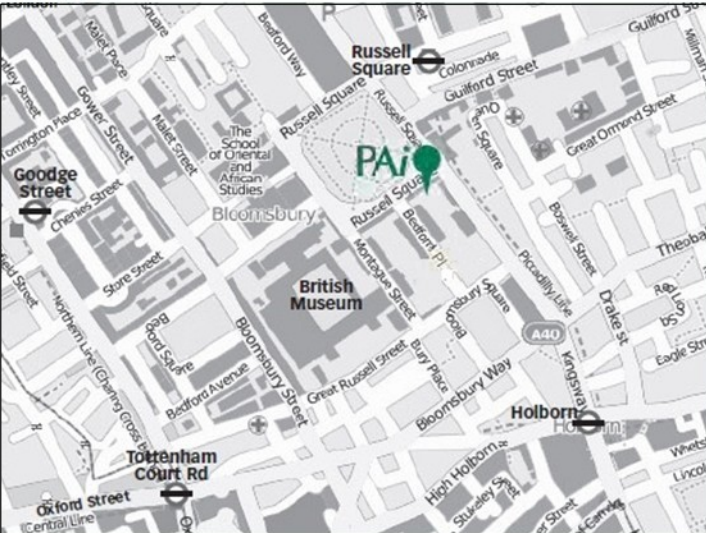
Please complete the PAI application form and post, fax or email it to Clare Walters, Programme Manager, at the address on the bottom of the page.

You can also apply online via our website [www.public-admin.co.uk](http://www.public-admin.co.uk)

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.

### Where we are



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