

Monitoring, Evaluation, Accountability and Learning



One-week professional development workshop
7 to 11 April 2025 in Dubai



ACCREDITED
BRITISH ACCREDITATION COUNCIL
ACCREDITED SHORT COURSE PROVIDER

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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, accountability and learning (MEAL) 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 MEAL system, set indicators, confidently discuss and produce a results framework and take into account the growing use of Data Analysis and technology in the MEAL 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 on and enhance your skills and understanding to work through some of the challenges in carry out M&E an effective and efficient manner. It does not exclude newcomers to MEAL, 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 MEAL 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 MEAL process from end-to-end
- Develop a deeper understanding of the characteristics of effective MEAL and its systems
- Establish the basics for setting up a MEAL facility
- 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
- Use data in a practical way to monitor and control successful interventions
- 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: how data can be collected and managed to inform and provide meaningful M&E information
- Good data collection skills, tools and techniques. Using real-time data.
- Planning and tracking the outcomes and benefits of projects
- Concepts and use of impact analysis methods
- Understanding Outcome Harvesting
- 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 including the lessons you wish to take forward.

Programme outline:

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

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, Iraq 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:

www.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 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 Dubai. We will confirm the exact location after you have booked a place on the workshop.

Fees

The fee for the workshop will be £2,550 and is payable at least 21 days before the first day of the workshop. We also provide 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.

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 or debit card. 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.

Cancellations

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 Dubai, 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 United Arab Emirates Embassy confirming refusal of a visa and providing you have not entered the UAE.

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/)

Insurance

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

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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