

Complexity Aware Monitoring Evaluation Learning Adaption Five-day training

About the training

In this era of accountability for scarce funds, organisations are increasingly being pressured to provide rigorous evidence-based reports about their progress and outcomes. But it is not only reporting that causes us to invest in rigorous monitoring and evaluation and learning (MEL), the real prize is that teams who conduct effective MEL use the evidence they collect to **improve** the performance of their programs and so **achieve more outcomes**. That means more good news to report and better value for money!

This popular training program is Clear Horizon's blue ribbon offering. It is our most extensive and comprehensive training. It focuses on how to conduct monitoring, evaluation and learning (MEL) on complex programs and projects. We explore how to deal with unexpected outcomes and emergence, as well as laying the ground for a practical and workable measurement system. We focus strongly on how to ensure that the measurement system feeds real-time learning and program adaption. The material is updated annually with new trends and fresh learnings from the literature and our practice. It is without doubt an intense (but practical) course that takes you through all the twists and turns of doing MEL today.

This course includes hands-on application for participants and it is grounded in Clear Horizon's experience of developing hundreds of MEL systems. We dive into theory and explore areas that are difficult or contested. It is aimed at practitioners who want to build a truly effective MEL system for their project, program or organisation. While it starts with introductory concepts it moves into more intermediate to advanced levels.

Training process

The course is structured in a modular manner with the first two days focusing on program logic and theory of change for real projects or programs (Part A). On Day 3 we look at monitoring and explore the relationship between monitoring systems and continuous improvement (Part B). Participants progress through a series of hands-on activities that allow them to select appropriate MEL tools to meet their needs. This will include: scoping out the conceptual framework for the MEL plan; designing a monitoring system; writing a brief to commission an independent evaluation; considering impact evaluation and how to attribute results to their program; and how to produce effective reports.

Throughout the week participants will be invited to develop an MEL plan for a project/ program of their choosing (we can provide case studies but we encourage participants to work on their own projects). By the end of the week participants will present their MEL plan and choose an aspect to implement over the next three months. Participants will be invited to a mentoring session after 3 months to share their experiences of applying these concepts in the work place.

Content

PART A (day 1-2)

Module 1: Program logic and theory of change

PART B (day 3-5)

Module 2: Introduction monitoring and evaluation

Module 3: Scoping and frame the monitoring and evaluation

Module 4: Meaningful monitoring

Module 5: Commissioning independent evaluation studies

Module 6: Impact evaluation and dealing with attribution

Module 7: Data weaving to make conclusions

Module 8: Reporting and improvement

Module 9: Operationalising

Review: Review of work place projects 3 months after course

Learning objectives

By the end of the training participants should be able to:

- Understand how program logic is used to clarify outputs and outcomes
- Develop a monitoring plan based on the program logic
- Understand key monitoring, evaluation and learning (MEL) concepts and terminology including how monitoring and evaluation fits with the program cycle
- Scope a comprehensive MEL plan and develop key evaluation questions
- Have a basic understanding of evaluation theory and different evaluation approaches, and how to select appropriate methods
- Scope out an independent evaluation study
- Select appropriate impact evaluation approaches
- Understand how to write effective reports
- Understand how MEL contributes to continuous improvement
- Know how to operationalise an MEL plan