

**International Training of Trainers on  
Results Based Management Monitoring and Evaluation  
Dec 15<sup>th</sup> to 19<sup>th</sup> 2019, Bangkok Thailand**

**Day 1: Training Agenda**

Time	Training Sessions
9:00 AM – 09: 15 AM	<p>Opening and objectives of the training</p> <ul style="list-style-type: none"> <li>▪ Interfaith prayer and introduction</li> <li>▪ Welcome and Opening Remarks</li> <li>▪ Introduction of participants, Workshop Objectives and Workshop Agenda</li> <li>▪ Context Setting</li> <li>▪ Expectations collection</li> </ul> <p><i>Description: This opening session sets the stage for the course providing background and context, the expected outcomes, areas to be covered and the modus operandi over the next 4 and a half days.</i></p>
9:15 AM – 09: 30 AM	<p>Monitoring and Evaluation for Results:</p> <ul style="list-style-type: none"> <li>▪ What is Monitoring and Evaluation?</li> </ul> <p>Areas of Focus:</p> <ul style="list-style-type: none"> <li>▪ Basic Concepts of Monitoring and Evaluation</li> <li>▪ Monitoring from a Results-Based Management Perspective</li> <li>▪ Other Monitoring Considerations</li> <li>▪ Difference between traditional M&amp;E and RBM</li> </ul>
09:30 AM – 10: 00 AM	<p>What is RBM? Why is it useful in project planning? What are the key tools used?</p> <p>Brief Summary: This module introduces participants to the basic concepts and approaches to RBM as an approach for planning, managing and monitoring for results..</p> <p>Areas of Focus:</p> <ul style="list-style-type: none"> <li>▪ RBM and its use internationally; RBM Principles, Concepts and Components</li> <li>▪ What are results? Activities vs. Results</li> <li>▪ What is result based management?</li> <li>▪ Why we follow result based management?</li> </ul> <p><b>Group Work Exercise</b></p>
10:00 AM – 10:45 AM	<ul style="list-style-type: none"> <li>• The Concept of Results Chain(Outputs, Outcomes, and Impacts)</li> <li>• Common Elements of RBM</li> <li>• Group Work Exercise</li> <li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li> </ul>
10:45 AM – 11:15 AM	<ul style="list-style-type: none"> <li>• RBM and <b>Program Cycle Management (PCM)</b></li> <li>• The Logical Framework</li> <li>• Group Work Exercise</li> <li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li> </ul> <p><b>Areas of Focus</b></p> <ul style="list-style-type: none"> <li>▪ Project Cycle Management with respect to RBM</li> </ul>

11:15 AM – 11.30 AM	<b>TEA BREAK</b>
11:30 AM – 12:30 AM	<b>Group Work Exercise:</b> <ul style="list-style-type: none"> <li>▪ Development of result chain based on logical framework approach</li> <li>▪ Discussion with group work and generate learnings</li> <li>▪ Training Tips for Training on RBM</li> </ul>
12:30 AM – 01:00 AM	<ul style="list-style-type: none"> <li>• Development of MIS Structure and online tools for RBM</li> <li>• Kobo tool box for online/offline mobile based assessments</li> <li>• Group work exercise</li> </ul>
1:00 PM – 2:00 PM	<b>LUNCH BREAK</b>
2:00 PM – 2:30 PM	Research Methodologies <ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Group Work Exercise</li> <li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li> </ul>
2:30 PM – 3:00 PM	<ul style="list-style-type: none"> <li>• Problem Tree Analysis</li> <li>• Group Work Exercise</li> <li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li> </ul>
3:00 PM – 4:00 PM	<ul style="list-style-type: none"> <li>• Stakeholder Analysis</li> <li>• Group Work Exercise</li> <li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li> </ul>
4:00 PM – 5:00 PM	<ul style="list-style-type: none"> <li>• Role of Risk and assumption in the project</li> <li>• Risk and assumption Mapping</li> </ul>

## Day 2: Training Agenda

<b>Day 2</b>	<b>Training Sessions</b>
9:00 AM – 9: 15 AM	<ul style="list-style-type: none"> <li>• Reflections of Day1</li> </ul>
9:15 AM – 10: 15 AM	<ul style="list-style-type: none"> <li>• What are the Indicators</li> <li>• Designing result based indicators</li> <li>• Designing global level indicators</li> <li>• Designing Key Performance Indicators and evidence</li> <li>• Group Work Exercise</li> <li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li> </ul>
10:15 AM – 11:15 AM	<ul style="list-style-type: none"> <li>• Concept of Theory of Change (ToC)</li> <li>• Developing Theory of Change (ToC)</li> <li>• Group Work Exercise</li> <li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li> </ul>
<b>11:15 AM – 11.30 AM</b>	<b>TEA BREAK</b>
11:30 AM – 1:00 PM	<ul style="list-style-type: none"> <li>• Clubbing ToC in project designing</li> <li>• Utilizing Theory of Change (ToC)</li> <li>• Group Work Exercise</li> <li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li> </ul>
<b>1:00 PM – 2:00 PM</b>	<b>LUNCH BREAK</b>
2:00 PM – 2:45 PM	<ul style="list-style-type: none"> <li>• What is M&amp;E Plan</li> <li>• What is M &amp; E Frameworks</li> <li>• Developing M &amp; E Frameworks</li> <li>• Group Work Exercise</li> <li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li> </ul>
2:45 PM – 3:30 PM	<ul style="list-style-type: none"> <li>• Develop Project plans of activities</li> <li>• Tracking of activities Tools</li> <li>• Group Work Exercise</li> <li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li> </ul>
3:30 PM – 5:00 PM	<ul style="list-style-type: none"> <li>• What is Evaluation?</li> <li>• Evaluation Techniques</li> <li>• Defining Key Evaluation Questions</li> <li>• How to utilize learning for improvements</li> <li>• Share Learning with Key Stakeholders</li> <li>• Strengthened Knowledge Management</li> <li>• Group Work Exercise</li> <li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li> </ul>

### Day 3: Training Agenda

<b>Day 3</b>	<b>Training Sessions</b>
9:00 AM – 9: 30 AM	<ul style="list-style-type: none"> <li>• Reflections of Day 2</li> </ul>
9:30 AM – 11: 15 AM	<ul style="list-style-type: none"> <li>• Designing and developing M &amp; E System</li> <li>• Elements of strong M&amp;E system</li> <li>• Group Work Exercise</li> <li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li> </ul>
<b>11:15 AM – 11.30 AM</b>	<b>TEA BREAK</b>
11:30 AM – 1:00 AM	<ul style="list-style-type: none"> <li>• RBM approach in Humanitarian projects</li> <li>• RBM approach in development projects</li> <li>• Group Work Exercise</li> <li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li> </ul>
<b>1:00 PM – 2:00 PM</b>	<b>LUNCH BREAK</b>
2:00 PM – 3:00 PM	<ul style="list-style-type: none"> <li>• Methodological Considerations</li> <li>• Data Gathering Methods</li> <li>• Quantitative Tools</li> <li>• Qualitative Tools</li> <li>• Group Work Exercise</li> <li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li> <li>• Group Work Exercise</li> <li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li> </ul>
3:00 PM – 5:00 PM	<ul style="list-style-type: none"> <li>• Define quality and accountability</li> <li>• Ensuring quality and accountability in to project cycle Management</li> <li>• Group Work Exercise</li> <li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li> </ul>

## Day 4: Training Agenda

<b>Day 4</b>	<p><b>Training of Trainers Skills</b></p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Summarise the principles of adult learning and relate them to that of their learners and their own training practice;</li> <li>• Set learning outcomes, that require various levels of thinking skills, appropriate to the RBM workshop context;</li> <li>• Use techniques and strategies that encourage active learning and higher level thinking.</li> </ul>
9:00 AM – 9: 15 AM	<ul style="list-style-type: none"> <li>• Reflections of Day3</li> </ul>
9:15 AM – 9: 45 AM	<ul style="list-style-type: none"> <li>• Approaches to training</li> </ul> <p>In this session we start to unpack the expectations, perceptions and beliefs that different trainers can have towards training and learning. We then go on to consider what we do, expect and believe as trainers, some of the underlying reasons why and what type of trainers we ultimately want to be. This is an opening session and themes raised here will be revisited throughout the course of the workshop.</p>
9:45 AM – 11: 15 AM	<ul style="list-style-type: none"> <li>• Adult learning principles</li> <li>• Part of being an effective trainer involves understanding how adults learn best. Andragogy (adult learning) is premised on at least five crucial assumptions about the characteristics of adult learners that are different from those made about child learners on which traditional pedagogy is based.</li> </ul>
<b>11:15 AM – 11.30 AM</b>	<b>TEA BREAK</b>
11:30 AM – 1:00 PM	<ul style="list-style-type: none"> <li>• Organising and managing group work</li> </ul> <p>In this session we consider ways to organize participants so as to encourage their involvement and motivation. It is practical in nature, and the outputs of this session will be a useful resource to refer back to, particularly when at the design and planning stage of a research writing workshop.</p>
<b>1:00 PM – 2:00 PM</b>	<b>LUNCH BREAK</b>
2:00 PM – 3:00 PM	<ul style="list-style-type: none"> <li>• Formulating intended learning outcomes (ILOs)</li> </ul> <p>In this session, we drill down to what we want our learners to know and be able to do. You may have come across the use of taxonomies as a way to formulate the wording of ILOs.</p> <ul style="list-style-type: none"> <li>•</li> </ul>
3:00 PM – 5:00 PM	<ul style="list-style-type: none"> <li>• Challenges to active learning</li> </ul> <p>Some of you may have already experienced a challenge related to active learning in a training or teaching context. These aspects are important because they can influence how engaged an individual or group can be and the quality of their learning experience. We will identify together some techniques and strategies to help in establishing and maintaining active learning within the workshop context.</p>

## Day 5: Training Agenda

Day 5	Training Sessions
9:00 AM – 11: 15 AM	<b>Reflection of last for days learnings</b>
11:30 AM – 1:00 AM	<ul style="list-style-type: none"><li>• Exposure visit to village to apply RBM in particle</li><li>• Group Work Exercise</li><li>• Participants Presentation on Group Work Exercise to enhance their skills on ToT Approach</li></ul>
<b>11:15 AM – 11.30 AM</b>	<b>TEA BREAK</b>
	<ul style="list-style-type: none"><li>• Communicating The Results (<b>Discussion</b>)</li><li>• Closing remarks</li><li>• Review of Key Points</li><li>• Open-Space Discussion</li><li>•</li></ul>
<b>1:00 PM – 2:00 PM</b>	<b>LUNCH BREAK</b>
2:00 PM – 3:30 PM	<ul style="list-style-type: none"><li>• Evaluation of ToT on RBM</li><li>• Certificate distribution</li></ul>