RESULTS BASED MONITORING AND EVALUATION

RESULTS BASED MONITORING AND EVALUATION

COURSE OUTLINE

Monitoring and Evaluation (M&E) provides a framework for effective measurement of results for both private and public sector entities. These frameworks provide a new set of tools, complementary to traditional results measurement systems, that offer governments and organisations new methods for ensuring the achievement of their strategic, policy and project goals.

Results-Based M&E (RBM&E) enables the public sector to focus its efforts on monitoring performance rather than just spending, and on evaluating long term results rather than short term outputs.

For the private sector, an RBM&E system allows management to make efficient ongoing assessments about progress towards attainment of the goals and objectives of their organisation and their stakeholders.

This course will equip participants with the knowledge to understand where and how M&E fits within the organisational or national framework, and the strategies required for its successful design, build and integration.

COURSE OBJECTIVES: On completion, you will be able to:

- Understand the essentials of M&E, how to design and implement an M&E system and the factors involved in setting up an M&E unit
- Know where and how M&E fits within the organisational or national framework and strategies for successful integration
- Set up a database to collect, analyse, interpret and report on performance
- Design monitoring systems incorporating routine and ad-hoc data collection and reporting techniques
- Set objectives and design performance indicators and apply M&E techniques to the measurement of outcomes
- Design and implement a computerised M&E database information system
- Create and deliver outcome focused data-based reports that provide value-for-money solutions

KEY TOPICS

- From traditional financial reporting towards results-based performance management
- RBM&E methods and performance indicators
- Building a national M&E system or organisational M&E unit
- M&E for improvements in value for money
- Computerised M&E and database management systems
- Logic Models; baselines; data sources; designing performance indicators
- Evaluation, Impact Assessments, reporting and making recommendations

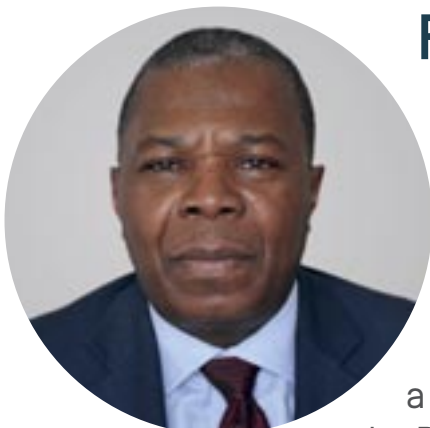| DURATION	FEE	DATE	VENUE
10 days	£4,450	01 - 12 July 2024	London

"ON DEMAND" COURSES

In addition to the scheduled dates shown, we are flexible to schedule additional dates to our calendar in a location of your choice. To ensure we can explore adding an additional date, do aim to contact us with your request with a minimum of 4 months' notice to allow the course to be advertised.

WE REWARD LOYALTY

We offer all our clients a '4+1' loyalty scheme. For every four delegates enrolled from an organisation in any calendar year, we will provide you with one additional place, free of charge.

FEATURED TRAINER
RICHARD ODOOM

Richard is a fellow of the Institute of Chartered Accountants in England and Wales and a Chartered member of the British Computer Society.

He has over 30 years' experience providing financial management and IT systems integration services to Ministries of Finance, Central Banks and other public-sector entities around the world, using his unique combination of IT, business management and accounting expertise.

With many years of capacity building experience, Richard has devised and delivered numerous Crown Agents training courses on financial management and accounting, audit and monitoring and evaluation in the UK and abroad.

THE MASTERING PROJECT MANAGEMENT, ICT STRATEGY AND GOVERNANCE TOOLKIT

CROWN AGENTS
ACCELERATING SELF-SUFFICIENCY & PROSPERITY

THE MASTERING PROJECT MANAGEMENT, ICT STRATEGY AND GOVERNANCE TOOLKIT

COURSE OUTLINE

This toolkit course combines the following courses:

Best Practice Project and Programme Management	**05 days**
ICT Strategy and Governance	**05 days**

In week one of this course, delegates will learn best practice project and programme management, as a tried and trusted set of practical techniques, tools, skills and knowledge to help ensure your programmes and projects deliver targeted outcomes and outputs. They will explore how to effectively start, plan, manage and control a complex project and examine how to identify and overcome the common causes of project failure thereby increasing their chances of successful implementation.

In week two of this course, delegates will learn how to create a robust ICT strategy, aligned to organisational goals, strategy and initiatives and based upon a systematic analysis of the business environment. They will examine how to deliver strategic change and successfully oversee, assure and implement ICT strategy, programmes, projects and initiatives. Delegates will also explore current ICT developments and issues, well-established assurance techniques, and governance structures and roles.

COURSE OBJECTIVES: On completion, you will be able to:

- Define, appraise, plan, implement and control programmes and projects
- Devise and deliver strategic benefits to your organisation
- Effectively supervise, monitor and evaluate a range of programmes and projects
- Develop ICT strategy aligned to organisational strategy
- Describe different types of ICT governance frameworks and the support they provide
- Manage stakeholders, key risks and adopt effective change management
- Provide project assurance, maintain project control and avoid the common causes of project failure

KEY TOPICS

- Organisational goals and scope of projects and programmes
- Identify, analyse and engage stakeholders
- Project phases and tools for project planning, scheduling and control
- Identify and track benefits and risks
- Team management in a project environment
- Systematic monitoring, tracking and reporting on progress
- Strategic analysis and aligning ICT strategy with organisational objectives
- Implementing ICT strategy through portfolios and projects
- Governance and oversight and the role of the CIO (Chief Information Officer)
- Managing strategic change and overcoming resistance
- Assurance methods and benefits realisation tools

DURATION	FEE	DATE	VENUE
10 days	£4,450	03 - 14 June 2024	London
		16 - 27 September 2024	London

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> "The training and venue were great and all the trainers and coordinators were very helpful."

MERCY FANT, Market Conduct Officer, Bank of Ghana.

FEATURED TRAINER
STUART WILSON

Stuart has over 25 years' experience working in a variety of project and programme management roles.

With extensive international training experience, he has designed and delivered capacity-building training and consultancy for professionals at all levels in both the private and public sectors.

A highly qualified project management professional, Stuart is a Chartered Engineer (CEng) and has the following additional memberships and qualifications in project management: ISEB Certificate in Project Management for Information Technology; APMG Project and Programme Sponsor Practitioner; Chartered Information Technology Practitioner (CITP); and Member of the Association for Project Management and Engineering Council. He has previously worked with the UK Home Office, providing advice and leading reviews of critical projects, as well as supporting the UK Olympic Board to improve strategic decision making during the London 2012 Olympic Games.

BEST PRACTICE PROJECT AND PROGRAMME MANAGEMENT

BEST PRACTICE PROJECT AND PROGRAMME MANAGEMENT

COURSE OUTLINE

Trained project and programme management practitioners are essential for the successful delivery of strategic outcomes, however, as professionals from a range of disciplines become increasingly involved in projects, all managers now need a good understanding of the principles of sound project management.

This course is designed for anyone involved in the delivery of projects and programmes, especially public servants and project office staff, who need to improve their skills to ensure a project's success.

It will equip you with the practical tools and techniques to identify, develop, plan, control and implement programmes and projects which are aligned to the objectives of your organisation. Group work on a series of realistic practical hands-on case study exercises will reinforce your learning.

The tools and techniques studied are designed to be adaptable to meet an organisation's specific needs and circumstances. These may range from performance improvement projects, through to complex national capacity-building programmes.

The course is delivered by practising project management professionals with experience in many sectors and countries and includes relevant site visits.

COURSE OBJECTIVES: On completion, you will be able to:

- Define, appraise, plan, implement and control programmes and projects to deliver strategic benefits to your organisation
- Effectively supervise, monitor and evaluate a range of programmes and projects
- Avoid the common causes of project failure by applying best practice in project and programme management
- Develop an excellent basis of knowledge and skills to advance to professional project and programme qualifications such as PRINCE2®

KEY TOPICS

- Identifying the scope of projects and programmes to ensure delivery against organisational goals
- How to identify, analyse and engage with a range of project and programme stakeholders
- Applying effective methods of project planning, scheduling and control
- Identifying and tracking benefits and risks
- Managing the challenges of team management in a project environment
- Systematic tracking and reporting on progress

This is week one of **The Mastering Project Management, ICT Strategy and Governance Toolkit.**

DURATION	FEE	DATE	VENUE
05 days	£2,650	03 - 07 June 2024	London
		16 - 20 September 2024	London

"ON DEMAND" COURSES

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"The discussions and group work were well coordinated, the site visits were excellent and the projects were really successful."

MILLICENT OLOO, Project Accountant, Kenya Power and Lighting Company.

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ICT STRATEGY AND GOVERNANCE

ICT STRATEGY AND GOVERNANCE

COURSE OUTLINE

An organisation's ICT strategy must be linked to its corporate future vision through systematic analysis of the business environment. Transformational change often means taking on increasingly large and complex ICT project portfolio, innovative initiatives and the latest digital services – and increasing concerns around the risk of project failure, service availability, and security breaches.

This course examines the rationale for ICT strategy and the reasons why an organisation might need a governance framework. The key areas explored include: market trends that could enable or disrupt an organisation's services; the impact of digital technology changes on human capital; and key issues, risks, constraints and cost implications associated with modern technology choices and ICT service provision.

Delegates will learn how to create a robust ICT strategy and how to implement it. They will also explore well-established assurance techniques and critical governance structures and roles.

COURSE OBJECTIVES: On completion, you will be able to:

- Develop an ICT strategy aligned to organisational strategy
- Describe different types of ICT governance frameworks and the support they provide
- Create a risk management plan covering ICT projects, services and security
- Engage and manage internal and external ICT stakeholders
- Provide project assurance and maintain project control
- Describe remedies for a poorly performing ICT programme or project

KEY TOPICS

- Strategic analysis of your business environment
- Aligning ICT strategy with your organisation's objectives
- Implementing ICT strategy through portfolios and projects
- Governance and oversight and the role of the CIO (Chief Information Officer)
- Making change happen – how to overcome resistance and deliver
- Agile project management techniques in practice
- Assurance methods – strategic review techniques
- Benefits realisation tools

This is week two of **The Mastering Project Management, ICT Strategy and Governance Toolkit.**

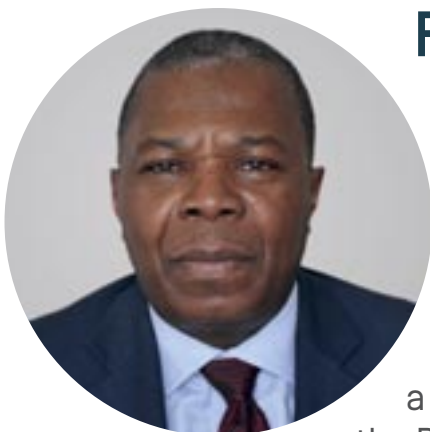| DURATION	FEE	DATE	VENUE
05 days	£2,650	10 - 14 June 2024	London
		23 - 27 September 2024	London

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PROJECT MANAGEMENT OF DEVELOPMENT PROJECTS

PROJECT MANAGEMENT OF DEVELOPMENT PROJECTS
[PROJECT DPRO FOUNDATION CERTIFICATE]

COURSE OUTLINE

Organisations in the international development sector see improvements in project management practice as a top priority. It is crucial to embed a common approach to project management so that the fundamental and complex challenges faced by managers of development projects can be consistently and effectively addressed.

This programme provides a thorough grounding in project management concepts, processes and practice. It considers how projects can be consistently organised and managed, effectively and efficiently delivered, completed on time and to agreed budget, scope and quality.

PM4NGOs This course is aligned to the Project DPro Foundation syllabus. It includes integrated preparation for the optional Project DPro Foundation certificate exam which may be taken at the end of week two.

COURSE OBJECTIVES: On completion, you will be able to:

- Describe typical activities in each phase of the project life cycle
- Assess the quality of a project logframe
- Map key project stakeholders and create an effective engagement plan
- Plan an appropriate approach to M&E for a given project
- Recognise and distinguish all elements in the life of a development project as described in the Project DPro Guide
- Participate actively in the management of a development project from identification to end of project transition

KEY TOPICS

- Phases of a programme and project life cycle
- Project governance and organisation
- Project design, initiation and planning
- Logframe tool and theories of change
- Complex stakeholder management
- Project implementation, project control and project triangle
- Risk and issue management
- Monitoring, reporting and evaluation
- Project review and change

DURATION	FEE	DATE	VENUE
10 days	£4,450	08 - 19 April 2024	London
		02 - 13 December 2024	London

"ON DEMAND" COURSES

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"It has been a wonderful experience. The ambience, expertise and professionalism of staff is top notch. I will apply the knowledge and skills gained effectively in my role."

NICHOLAS MICHAEL NWOMO, Head of Operations, Nigeria for Women Project.

FEATURED TRAINER
SHAHRIAR KHAN

Shahriar Khan is the Director of Studies at Crown Agents. Shahriar has been delivering project management for the development sector internationally for more than fifteen years.

He has worked on many international projects in various capacities - part of the project management team, consultant, project manager, trainer and programme manager.

Shahriar is highly passionate about training and capacity building and has designed and delivered training internationally on a range of subjects and managed a number of training projects for clients internationally. He has experience of working in Bangladesh, Ethiopia, Ghana, India, Japan, Kenya, Lebanon, Malaysia, Netherlands, Nigeria, Singapore, United Arab Emirates, United Kingdom, Vietnam, and Yemen.

THE AGILE PEOPLE AND PROJECT MANAGER TOOLKIT

THE AGILE PEOPLE AND PROJECT MANAGER TOOLKIT

COURSE OUTLINE

This two-week programme combines:

The Agile Manager	05 days
The Agile Project Manager (APMG AgilePM® Certificate)	05 days

To be successful in today's organisation, you must be able to adapt and respond quickly to the changing needs and wants of your team and deliver projects in an agile way. Flexibility, compassion and agility are key attributes of an effective manager. On the other hand, focus, adaptability, collaboration, communication, control, empowerment, risk management and governance are all key themes of a modern-day project.

This programme will help you to balance these demands and become a more successful 21st century manager. In week one, delegates will cover the skills and attributes needed to develop high performing teams and individuals. The second week will focus on the principles, people, processes, products and practices of the Agile Project Management Framework, and the tools and techniques of the Dynamic Systems Development Method (DSDM).

COURSE OBJECTIVES: On completion, you will be able to:

- Understand your own preferred style of management and the impact it has on your team
- Be a change agent and employ powerful communication strategies and skills
- Deliver quicker, cost-effective and low risk change on an Agile project
- Apply the DSDM approach to projects and daily activities
- Apply and tailor management styles for Agile projects

KEY TOPICS

- Management styles and their impact
- Managing change within oneself and for the team
- Communication skills, attitudes and behaviours
- Performance management – balancing team, task and individual needs
- Traditional project management – constraints and disciplines
- Agile project principles, life cycle processes and products
- Agile project roles and responsibilities
- DSDM practices, tools and techniques

ABOUT THE APMG INTERNATIONAL AgilePM® FOUNDATION QUALIFICATION:

Crown Agents is in the process of applying to become an APMG Accredited Training Organisation (ATO) - this course is subject to successful application. This course covers the syllabus of the APMG International AgilePM® Foundation certificate. Delegates will take the Foundation exam through APMG International.

DURATION	FEE	DATE	VENUE
10 days	£4,450	11 - 22 March 2024	London
10 days	£4,450	02 - 13 September 2024	Washington D.C.

"ON DEMAND" COURSES

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WE REWARD LOYALTY

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> "Great course, great presentation style and a lot of opportunities. Thank you Crown Agents."

ADELINE EWURA ESI KOOMSON, Finance Officer, Max-mum Capital, Ghana.

FEATURED TRAINER
RALPH NAYLOR

A natural facilitator of skills development in leadership, change, innovation and project working, Ralph uses dynamic approaches and real-life situation training to enable delegates to commit to decisions and actions, both personal and organisational.

He has extensive experience working with many organisations in the public, private and third sectors.

Ralph has an MSc in Organisational Behaviour and is a member of The Learning and Performance Institute, Chartered Institute of Personnel Development and the Institute of Leadership and Management.

THE AGILE PROJECT MANAGER

THE AGILE PROJECT MANAGER
[APMG AGILEPM® CERTIFICATE]

COURSE OUTLINE

Agility in managing projects is becoming a critical need in an increasingly pressured workplace. Effective focus, collaboration and communication, adaptability and change, control and empowerment, and sound risk management and governance, are key themes in successfully delivering an agile and flexible project.

Delegates will receive a grounding in the Agile Project Management Framework, centred around the 5Ps of project management: principles, people, processes, products and practices. This course will also provide an overview of the Dynamic Systems Development Method (DSDM) tools and techniques, taking an evolutionary approach to developing organisational solutions.

COURSE OBJECTIVES: On completion, you will be able to:

- Compare Agile project management with traditional approaches
- Deliver quicker, cost-effective and low risk change on an Agile project
- Apply core Agile project principles, concepts and processes
- Apply the DSDM approach to projects and daily activities
- Boost communication and stakeholder engagement skills
- Apply and tailor management styles for Agile projects

KEY TOPICS

- Agile framework and DSDM
- The principles of Agile PM®:
  - Deliver on time and to quality
  - Focus on the business need
  - Collaborate and communicate
  - Incremental change and adaptability
  - Control, planning and risk management
- The life cycle process
- Products: what is produced and when

- Practices, tools and techniques: timeboxing, modelling, iterative development, prioritization and facilitated workshops
- Individual and organisational roles and responsibilities
- Governance and empowerment

ABOUT THE APMG INTERNATIONAL AGILEPM® FOUNDATION QUALIFICATION:

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This is week two of **The Agile People and Project Manager Toolkit.**

DURATION	FEE	DATE	VENUE
05 days	£2,950	18 - 22 March 2024	London
		09 - 13 September 2024	Washington D.C.

"ON DEMAND" COURSES

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"Very well structured and delivered."

EMMANUEL GAOPOTLAKE, Principal Accountant, Ministry of Environment and Tourism, Botswana.

FEATURED TRAINER
STUART WILSON

Stuart has over 25 years' experience working in a variety of project and programme management roles.

With extensive international training experience, he has designed and delivered capacity-building training and consultancy for professionals at all levels in both the private and public sectors.

A highly qualified project management professional, Stuart is a Chartered Engineer (CEng) and has the following additional memberships and qualifications in project management: ISEB Certificate in Project Management for Information Technology; APMG Project and Programme Sponsor Practitioner; Chartered Information Technology Practitioner (CITP); and Member of the Association for Project Management and Engineering Council. He has previously worked with the UK Home Office, providing advice and leading reviews of critical projects, as well as supporting the UK Olympic Board to improve strategic decision making during the London 2012 Olympic Games.

EVALUATION AND IMPACT ASSESSMENT OF POLICIES AND PROJECTS

CROWN AGENTS
ACCELERATING SELF-SUFFICIENCY & PROSPERITY

e: trainingbookings@crownagents.co.uk
t: +44 (0)20 3940 4300

EVALUATION AND IMPACT ASSESSMENT OF POLICIES AND PROJECTS

COURSE OUTLINE

The ability to evaluate which project or policy will have the most impact and yield the best results for the greatest number of people is truly valuable when time and resources are inevitably under pressure.

This five-day programme will help policy makers, project managers and public service practitioners understand how to assess the likely impacts of potential policies and projects at the planning stage, and then evaluate whether the expected impacts and outcomes of these initiatives have been achieved.

It will cover the core principles of impact evaluation and assessment and equip participants with the skills to make more informed decisions and evaluations. This programme will benefit participants from public and private sector organisations, NGOs, local government departments and agencies.

COURSE OBJECTIVES: On completion, you will be able to:

- Improve the planning, procurement and management of impact evaluations and assessments
- Use the methods of impact evaluation to identify the most effective, efficient and value-for-money policy initiatives
- Improve the accountability of policy-making and public services in your locality, region or country

KEY TOPICS

- Why measuring impact and outcomes is so important
- The difference between impact assessment and impact evaluation and when these should be applied in the policy process
- Using systematic reviews of evidence to assess impact
- How to establish a 'counter-factual' to understand the possible outcome of implementing an alternative policy
- Key qualitative methodologies
- The principles of cost benefit analysis
- Taking best practice examples of impact evaluations and assessments from around the world

This is week two of **The Policy Toolkit: Evidence, Evaluation and Impact Assessment.**

| DURATION	FEE	DATE	VENUE
05 days	£2,650	20 - 24 May 2024	London
		21 - 25 October 2024	London

"ON DEMAND" COURSES

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> "Great experience. The use of practical examples in teaching was excellent and made learning easy and interesting."

GLORIA NYANTEH, Head of Monitoring & Evaluation, National Petroleum Authority, Ghana.
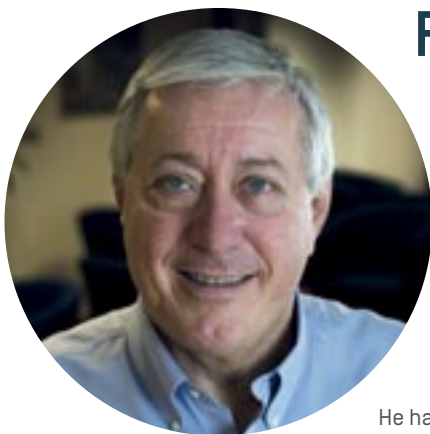
FEATURED TRAINER
DR. PHILIP DAVIES

Philip is a leading figure in the development of evidence-based policy in the UK.

He has a wealth of knowledge in the area and has lectured and consulted throughout the world. Philip is a graduate of the Universities of Oxford, London and California and was a faculty member of Oxford University for much of his career. He has also been a senior civil servant in the UK Cabinet Office and HM Treasury, responsible for policy evaluation and analysis. Philip is a leading figure in the development of evidence-based policy in the UK and has lectured and consulted widely on this topic throughout the world.

Philip has worked with the African Union Commission and the World Bank to develop impact evaluations and the use of evidence to reduce poverty in Indonesia, Africa and the Middle East.