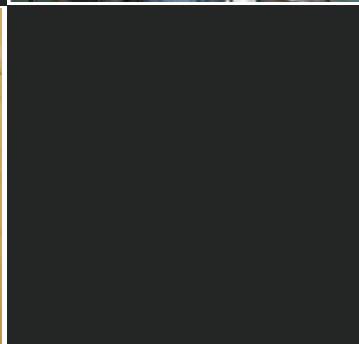


Mosaic International Workshops

Join us for our 20th year of dynamic workshops

Held at the University of Ottawa, Canada



Participatory Monitoring & Evaluation Workshop: July 15-20, 2019

Advanced RBM , Theory of Change & Deliverology: July 22-24, 2019

Stakeholder Engagement in Planning, Monitoring & Evaluation, Feb.10-15, 2020

In Mexico

Register early online at www.mosaic-net-intl.ca to receive early bird discounts & updates by email!

or email us at workshop@mosaic-net-intl.ca

Head Office

**705 Roosevelt Avenue,
Ottawa, Ontario, Canada**

More detailed information on our Web Page: <http://www.mosaic-net-intl.ca>

Participatory Monitoring & Evaluation (PM&E) Workshop

With 2 Day Community Practicum

Date: July 15-20, 2019

Venue: University Of Ottawa



A Six-Day PM&E Workshop That Will Show You How To:

- **RETHINK** your own monitoring & evaluation strategies and approaches;
- **MASTER** participatory PM & E tools for the workplace;
- **PRACTICE AND TEST** the tools you learn in the workshop with real life community-assignments;
- **DEVELOP** monitoring and evaluation plans in a more participatory manner;
- **FACILITATE** PM&E processes for your project, programme or organization;
- **INTEGRATE** qualitative and participatory methods into monitoring and evaluation.

Background

Monitoring and Evaluation is a vital management tool. Communities, organizations and funders need to know how effective their efforts have been. But, a key question being asked is "Who should make these judgments, and on what basis?". Too often, it is outside "experts" who are completing the report card primarily to fulfill an accountability function for the funding organization.

Participatory monitoring and evaluation (PM&E) is a different approach involving a wide range of stakeholders such as local people, community organizations, NGOs, and development agencies deciding together about how to measure results and what actions should follow once this information has been collected and analyzed. PM&E can reveal valuable lessons and improve accountability for all stakeholders, not simply the funding organization. For local stakeholders, PM & E is an opportunity to build their own capacity to reflect and analyze their program's progress and the follow-up that might be required to take corrective action. These are essential ingredients to helping stakeholders to establish, own and implement their own monitoring and evaluation systems.

Why You Should Attend

It is imperative that we begin to critically examine more conventional approaches to monitoring and evaluation that are too extractive and have limited use and benefit to stakeholders. Too many times, conventional evaluations inadequately involve stakeholders in reflecting, analyzing and acting on their own initiatives.

Development initiatives must be more responsive and accountable to local communities, organizations and Government. Involving local stakeholders in a more participatory monitoring and evaluation process is critical to building capacity, learning and action for informing their own decision-making and moving forward in ways that honors growth and constructive change. Development agencies, NGOs and intermediaries can take a leading role to spearhead such efforts and develop monitoring and evaluation systems that are more responsive.

Who Should Attend

The Workshop is intended for:

- Project Managers & Officers who are responsible for the monitoring and evaluation of their programs, projects or organizations;
- Directors and Program staff of Monitoring and Evaluation units;
- Community leaders and workers with project responsibilities;
- Decision-makers who are looking at new ways to redesign their own operations to make them more participatory and responsive to local needs;
- Consultants called upon to provide technical expertise in the areas of PM&E;
- Evaluators who want to expand & innovate their evaluation toolbox;
- Students interested in developing their evaluation skills.

Detailed bios of the facilitators are available at:
<http://www.mosaic-net-intl.ca/pmeworkshop.shtml>

Workshop Agenda

- This is an intensive six-day workshop set in the community to maximize learning, group interaction and networking. Sessions begin at 8:30 in the morning and run all day including some evenings, particularly Monday & Thursday evening. **Register early online at www.mosaic-net-intl.ca to receive frequent updates by email!**

<p>Day 1: Introduction to Participatory Monitoring and Evaluation (PM&E)</p> <ul style="list-style-type: none"> • Setting the context: the origins of participatory monitoring and evaluation • Key concepts related to participatory monitoring and evaluation • Participants design a PM&E framework for the workshop. • Collecting baseline data and defining indicators • Exploring the pioneers of Participatory Evaluation: Guba and Lincoln, Michael Quinn Patton, Irene Guijit, Most Significant Change. • Who are the Question-makers in PM&E? • Skills and attributes of a PM&E facilitator • 5:00 - 6:00 Social Hour 	<p>Day 2: Learning the PM&E Tools</p> <p>Participants will learn a wide range of tools that are essential to facilitating participatory monitoring and evaluation processes including:</p> <ul style="list-style-type: none"> • semi-structured interviewing • formulating open vs. close-ended questions • Innovative methods like World Café & Most Significant Change, Appreciative Inquiry • community mapping • matrices, ranking and sorting • Venn diagrams; fishes and boulders • impact drawings, testimonials, World Café • seasonal calendars, historical timeline • gender tools to be applied to a PM & E context and appreciative inquiry • the importance of triangulation. <p>Participants will have many opportunities to practice and hone their facilitation skills learning how to effectively deal with saboteurs and dominators.</p>
<p>Day 3: More PM&E Tools, Preparing for the Community Assignment</p> <ul style="list-style-type: none"> • Participants will continue learning other PM&E tools. • Develop team strategy for community assignment. • Analyze team weaknesses and strengths. • Presentation of team strategies • Departure for community assignments with non-profit organizations in Ottawa working with the homeless, vulnerable women, youth and/or community centres. • Team facilitates tool with Host Organization • Evening work with team 	<p>Day 4 & 5: Practice PM&E Assignments in the Community</p> <p>Mosaic will organize two-day community assignments based on monitoring and evaluation needs and issues identified by the host organization. Project teams will work together intensively, practicing tools learned in the workshop and adapting them to real life situations. To date, workshop participants have worked with community-based organizations on the following topics targeting youth, vulnerable women and men, the elderly, or the public:</p> <ul style="list-style-type: none"> • The changing public perceptions of AIDS; • Evaluate effectiveness of youth programmes; • Evaluation of a women's drop-in centre; • Feedback from service providers and users of local health centre; • Develop evaluation tools to evaluate aboriginal cultural program; • Assessing the early discharge and lack of community care on seniors. <p>Evening Work: Consolidating Your Team Report</p>
<p>Day 6: Group Reports, Building Your Action Plan & Evaluation</p> <ul style="list-style-type: none"> • Presentation of team reports by each team • Preparing an action plan for when you return to your workplace • Evaluation and wrap-up for 2:00 pm. 	

How Will This Be Achieved

This is a practical, iterative and hands-on workshop. The format will vary between small group work and discussion, plenary, and practical community assignments to encourage the sharing of knowledge and application of participatory concepts and tools to real life situations. Participants will go out into the community on a daily basis to apply tools and to learn by doing.

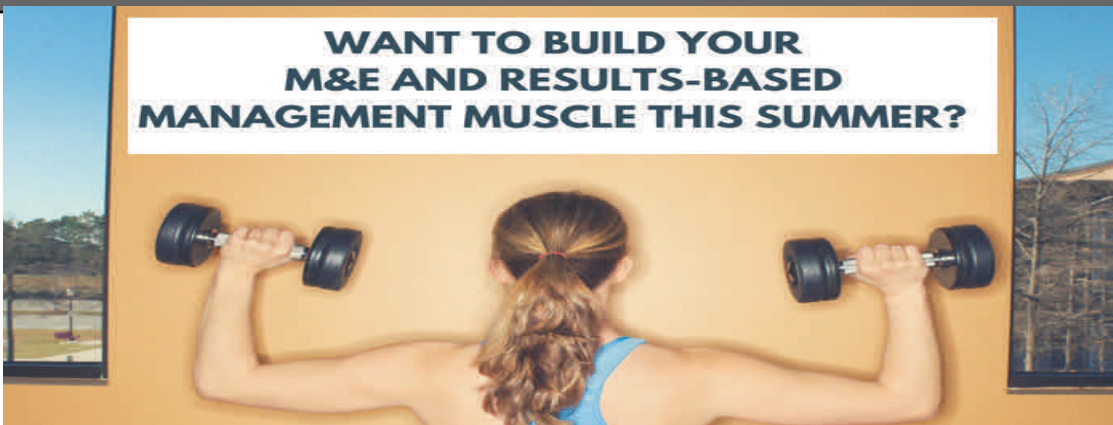
The community practice assignments will be in one of four different communities in and around Ottawa. Teams of participants will carry out a simulated participatory monitoring and evaluation assignment, defined by the host organization, and using tools learned in the workshop. Where appropriate, links will be made to existing community groups and their issues. Evening meetings and on-going team-building exercises will be part of this process.

Advanced RBM, Theory of Change & Deliverology Workshop

Date: July 22-24, 2019

Venue: University of Ottawa

**WANT TO BUILD YOUR
M&E AND RESULTS-BASED
MANAGEMENT MUSCLE THIS SUMMER?**



A 3-Day

- **MASTER** RBM tools in the workplace;
- **DEVELOP** a systems thinking around RBM;
- **APPLY** RBM & Deliverology at an organizational and programme level;
- **DESIGN** M&E systems for your own situation;
- **USE** performance measurement information in decision-making in project management and implementation
- **DEVELOP & EXPLAIN** the theory of change behind your programme/project logic.

Why You Should Attend

Over the past fifteen years, a sweeping change in public administration, world-wide, has been transforming the way those involved in international co-operation and humanitarian assistance plan, manage, evaluate and report on their projects and programs. In this new results-oriented world, modern managers not only have to be accountable for resources used, but also demonstrate the specific results of their organization, programs and services.

Results-based Management (RBM) is an approach that integrates strategy, people, resources, processes, and measurements to improve decision-making, transparency and accountability. It includes a now well recognized minimum set of specific tools that can assist organizations to better plan, explain, implement, monitor and evaluate their initiatives: a results oriented logic model, the theory of change, a performance measurement plan including both quantitative and qualitative indicators, risk mitigation strategies, and a results-based reporting format. Together these proven tools can help programme and project managers achieve operational and development results while becoming more participatory and inclusive. Deliverology, the latest British public administration approach to evidence based decision-making is being used in Canada to track outcomes. When these tools are in line with results-based business plans they can become effective instruments for achieving an organization's strategic vision and mandate.

Who

This workshop is designed for individuals who already have some basic understanding of RBM, particularly:

- Decision-makers who want to deepen their understanding of RBM & the Theory of Change and how to align it to their organization's vision and mandate;
- Government staff and consultants who are interested in learning more about deliverology and the new Canadian government results framework ;
- Professional and technical staff in monitoring and evaluation;
- Professionals & managers who work with different stakeholder groups at government, intermediary or community levels;
- NGOs who are interested in learning the latest RBM techniques, tools and systems in results-based management;
- Academics who use and teach results-based management;
- Policy, program and project officers who make critical decisions on organizational policy, resource allocations, project design, monitoring and evaluation;
- Graduate students & consultants who want to learn the latest planning tools used by donors and non-profit groups.

What Results To Expect

This workshop takes you beyond the basics of Results-based Management and helps you to master RBM tools for your organization linking project level results to your programme and organizational mission and vision. You will learn how to bring to life your performance measurement framework by building appropriate M&E systems, developing your theory of change narrative and learning different web-based survey methods. You will grapple with analyzing data and how it should influence your Annual Work Plans. You will also learn how to prepare results-based reports and roll-up data and your performance stories in a meaningful way.

Workshop Agenda

This three-day workshop begins at 8:30 (except for the first day with registration at 8:15) and runs all day until 5:30. There will be a combination of presentations with small group work, case studies and application at the individual and group level to solidify your learning.

Day 1: Moving Beyond the Basics of RBM

- Registration at 8:15 a.m.
- Reviewing the Basics of RBM: Theory, Concepts and Tools
- Mental Model of a Performance Management System
- Aligning Strategy with Programme and Project Results
- Fine-tuning the logic model at the organizational, programme and/or project level
- Developing the logic model for your project or programme based on case studies proposed by participants of the workshop

5:30 p.m. Social Hour at Father and Sons

Day 2: Monitoring & Evaluation Tools and Systems

- Using the Theory of Change to explain your programme and project logic: assumptions, pathways of change.
- Performance Measurement Frameworks (PMF)
- The Performance Dashboard: ensuring you are not developing an M&E monster
- Defining baseline, indicators and targets
- Collecting and Analyzing Data and Adjusting along the Way
- Linking your PMF to monitoring and evaluation systems
- Applying Deliverology to track outcomes
- Real life examples of M&E systems and how they work
- PMF Clinic for your organization and programme

Day 3: Risk and Results-based Reporting

- Risk Mitigation and Risk Residual
- Results-based Reporting
- Preparing and telling the Performance Story
- Identifying trends, patterns and gems in your data
- Challenges and Limitations to RBM
- Evaluation of the Workshop
- Certificates

How Will This Be Achieved

This workshop is an intensive three-day workshop that is practical, iterative and hands-on that seeks to maximize learning, group interaction and networking. The format will vary between small group work and discussion, plenary and practical case studies drawn from the workshop participants to encourage the sharing of knowledge and application of RBM concepts, tools and systems. Daily clinics will allow your organization to receive advice and coaching on your organization's logic models, PMF, Annual Reports and Annual Work Plans to ensure that they are results-based and truly aligned to your mandate, vision, strategic priorities and directions. The workshop encourages the sharing of best practice among participants. Let us know if you would like your project, programme or organization to serve as one among many case studies for the workshop.

The Facilitators

Françoise Coupal is Director of Mosaic.net International, a private consulting firm. She was instrumental in introducing Results-based Management to CIDA and has served as an RBM technical advisor for the Asia, Africa and Canadian Partnership Branches of CIDA. Françoise has been involved in building the capacity of hundreds of development practitioners working in the field of international development. Françoise authored a UN Handbook on RBM and the RBM Handbook on Developing Results Chains: The Basics of RBM as Applied to 100 Project Examples. She holds graduate degrees from John Hopkins University and an M.A. from Carleton University in International Development. Françoise has championed RBM in her work & in a variety of settings.

Paula Richardson is a Monitoring and Evaluation Specialist with a passion for using data to make a difference in project decision-making. She holds a Masters degree in International Affairs, an honours undergraduate degree in Development and Gender, and has undertaken further training on M&E and Program Management from IPDET, Humber College & the School of Oriental & African Affairs in London, UK. For the past 10+ years she has been managing, monitoring and evaluating development projects in Africa, Asia, South America and the Caribbean. Paula is the Manager for Monitoring, Evaluation and Learning at USC Canada in Ottawa, and works as the M&E Advisor for Salanga, providing technical expertise on M&E database systems to NGOs. She is known as a dynamic facilitator and has worked as an M&E consultant for Plan International, Save the Children, World University Services of Canada, Aga Khan Foundation, Canadian Feed the Children and Humber College's Business School.

David da Silva, Director of the Deliverology Unit from Global Affairs will be our guest speaker.

Stakeholder Engagement in Planning, Monitoring & Evaluation Workshop

With 2 Day Community Practicum in Tepoztlan, Mexico

Date: February 10-15, 2020



A Six-Day PM& E Workshop That Will Show You How To:

- **MASTER** participatory tools in the workplace;
- **APPLY** participatory approaches to the project cycle;
- **DESIGN** solutions for your own situation;
- **ANALYZE** community needs and priorities from the community perspective;
- **INTEGRATE** participatory methods into project design, monitoring and evaluations
- Learning and applying participation tools and community-based research ;
- Gaining more confidence about facilitating participation.

What Results to Expect

The workshop is based on a hands-on approach to participatory development that can be applied in the South, in both urban and rural community settings. You will be introduced to the concepts and tools behind participatory development, also referred to as "Participatory, Learning and Action" (PLA) and "Participatory Rural/Rapid Appraisal" (PRA) and SARAR.

Practice assignments in the community will enable you to master and improve the tools and approaches to participation, to help you and/or your organization interact more effectively with groups and/or the community.

Background

Experience has shown that participation improves the quality, effectiveness and sustainability of our actions (i.e. engagement, organizational change, leadership, building a common vision). By placing people at the centre, our actions have a much greater potential to empower and to lead to the ownership of initiatives. Giving the poor, local communities, and local government a central voice in development efforts that affect them is at the heart of participation.

Why You Should Attend

Development initiatives must be more responsive and accountable to local communities, organizations and Government. Involving local stakeholders in a more participatory planning, monitoring and evaluation process is critical to building capacity, learning and action for informing their own decision-making and moving forward in ways that honors growth and constructive change. Development agencies, NGOs and intermediaries can take a leading role to spearhead such efforts and develop planning, monitoring and evaluation systems that are more inclusive and responsive.

You can expect to enhance your awareness, knowledge or skills in any of the following areas:

- Using participation in project design, management, monitoring and evaluation;
- Increasing participation of different interest groups or stakeholders;

Who Should Attend

This workshop is designed for:

- Professionals & managers who work with different stakeholder groups at government, intermediary or community levels;
- NGOs who are interested in learning the latest techniques in participatory development;
- Academics and participatory-action researchers who use and teach qualitative methods;
- Policy, program and project officers who make critical decisions on organizational policy, resource allocations, project design, monitoring and evaluation;
- Indigenous leaders and programme staff;
- Community activists who want to learn dynamic community methods and tools.
- Consultants who want to enlarge their toolbox.

Workshop Agenda

- This is an intensive six-day workshop set in the Tepoztlan community to maximize learning, group interaction and networking. Sessions begin at 9:00 in the morning and run all day including some evenings, particularly Monday & Thursday evening. Two day community assignments solidify workshop learning and application of tools. **Register early online at www.mosaic-net-intl.ca to receive frequent updates by email!**

<p>Day 1: Introduction to Participatory Planning, Monitoring and Evaluation</p> <ul style="list-style-type: none"> • Registration at 8:15 am • Roadmap for the workshop, Group Contract, Learning and Monitoring Teams • Setting the context: the origins of SARAR and participatory planning, monitoring and evaluation • Key concepts related to participatory planning, monitoring and evaluation • Exploring the pioneers of Participatory Planning , M&E, Robert Chambers (PLA Methods) , Irene Guijit, Lyra Sirivasan of SARAR, Rick Davies and the Most Significant Change. • Skills and attributes of a Participatory facilitator • Transect Walk in Community • Debrief and Learning and Monitoring Team Facilitates the evaluation of Day 1 	<p>Day 2: Learning the Tools</p> <p>Participants will learn a wide range of tools that are essential to facilitating participatory planning, monitoring and evaluation processes including:</p> <ul style="list-style-type: none"> • semi-structured interviewing • formulating open vs. close-ended questions • Innovative methods like World Cafe & Most Significant Change, Appreciative Inquiry • community mapping • matrices, ranking and scoring and qualitative methods • Venn diagrams; fishes and boulders • impact drawings, testimonials, World Café • seasonal calendars, historical timeline • gender tools to be applied to a PM & E context and appreciative inquiry • the importance of triangulation. <p>Participants will have many opportunities to practice and hone their facilitation skills learning how to effectively deal with saboteurs and dominators. Community exercise with tools.</p>
<p>Day 3: More Tools, Preparing for the Community Assignment</p> <ul style="list-style-type: none"> • Participants will continue learning other PM&E tools. • Develop team strategy for community assignment. • Analyze team weaknesses and strengths. • Presentation of team strategies • Departure for community assignments with community-based organizations in Tepoztlan working with vulnerable women, and men, children, youth and/or community centres. • Team facilitates tools with Host Organization • Evening work with team developing their strategies and tools in community practicum. 	<p>Day 4 & 5: Practice PM&E Assignments in the Community</p> <p>Mosaic will organize two-day community assignments based on planning, monitoring and evaluation needs and issues identified by the host organization. Project teams will work together intensively, practicing tools learned in the workshop and adapting them to real life situations. To date, workshop participants have worked with community-based organizations on the following topics targeting youth, vulnerable women and men, the elderly, or the public:</p> <ul style="list-style-type: none"> • Impact of Jugarreta activities in the community and on children • Community Radio, programming and impact • Eco Tourism, water and sanitation; • Sustainability of Tashirat Orphanage <p>Evening Work: Consolidating Your Team Report</p>
<p>Day 6: Group Reports, Building Your Action Plan & Evaluation</p> <ul style="list-style-type: none"> • Presentation of team reports by each team • Visit SARAR Sustainable Water and Sanitation Demonstration Site • Preparing an action plan for when you return to your workplace • Evaluation, certificates and wrap-up for 1:00 pm. 	

How Will This Be Achieved

This is a practical, iterative and hands-on workshop. The format will vary between small group work and discussion, plenary, and practical community assignments to encourage the sharing of knowledge and application of participatory concepts and tools to real life situations. Participants will go out into the community on a daily basis to apply tools and to learn by doing.

Workshop Fees

In response to request by participants, workshops are scheduled back-to-back so that the participants can consolidate their understanding & application in a number of essential areas. Check the appropriate box(es).

July 15-20, 2019: Participatory Monitoring and Evaluation Workshop with 2 day community assignment*. See prices below

Participatory Monitoring & Evaluation Workshop:*	Fee	*Early Bird Registration till May 31, 2019
Govt, UN System, Multinationals	\$ 1650	\$ 1595
NGO/Consultant Rate	\$ 1375	\$ 1350
Full-time student with proof of attendance	\$ 1275	\$ 1250

July 22-24, 2019: Advanced Results-based Management & Theory of Change Workshop 1) Government, UN system, Multinationals, NGOs: \$ 1195.00 CAD/ USD ; 2) Full-time student with proof of attendance \$ 1095 CAD/USD.

February 10-15, 2020. 6 day workshop. Early bird discount: \$1100 USD by Dec. 15 which includes accommodations, meals, snacks and binder. USD \$ 1250 after Dec. 15, 2020.

Registration Form

Register early online at www.mosaic-net-intl.ca to receive frequent updates by email!

Please register the following participant(s) for the workshop. Please use a separate registration form for each participant.

Name:

Title:

Organization:

Full Mailing Address:

Tel:

Fax:

E-mail address:

Contract between Mosaic and Participant for the following workshop: Participatory Monitoring and Evaluation. Because I want to fully experience this workshop, I am committed to residing with my team in shared accommodation during the community assignment.

..... (Signature of participant)

On a separate sheet of paper, please answer the following questions:

- 1) How did you hear about the workshop?
- 2) Given what you know of the workshop, what expectations do you have?

Cancellation Policy

Should you be unavailable to attend, a full and prompt refund, less \$350.00 (administrative charge) will be made for cancellations received in writing two weeks in advance. Should you cancel within two weeks of the workshop, a charge of \$350.00 will apply. Where cancellations are received one week prior to the workshop, fees are forfeited. There is a \$ 75 fee on all reimbursements via wire transfer. However, a substitute participant is always welcome at no charge. If Mosaic is obliged to cancel the workshop for any reasons, liability is limited to reimbursement of workshop fees.

Workshop Site and Accommodation

All workshops will take place at the University of Ottawa located at 90 University Street (Room 140) in the heart of Ottawa EXCEPT for the Stakeholder Engagement Workshop in Mexico. The University of Ottawa provides excellent and affordable accommodations, conveniently located in the same building (90U) as the workshop, and can be contacted at <https://www.accommodation.uottawa.ca/> or ☎ 1-888-564-4545 or 613-562-5885. For more information on accommodations in the area, please visit www.mosaic-net-intl.ca (home page; Workshops Tab; Participant Info). Reserve early. You can always cancel if your plans change later.

*Please note that participants attending the Participatory Monitoring and Evaluation Workshops are required to reside with their teams Wednesday-Friday night as part of the team-building and community experience. Shared accommodations in 2 bedroom suites are arranged by Mosaic based on the community assignments but are paid for by the participant with prices about CAD \$ 80 per person per night.

We look forward to your participation!

More detailed information on our Web Page: <http://www.mosaic-net-intl.ca>