



METHODOLOGY FOR MONITORING AND EVALUATION ANNEX 2

Toolkit

Delivering Good Governance

METHODOLOGY FOR
MONITORING AND EVALUATION
OF TRAINING PROGRAMMES
FOR PROFESSIONAL
DEVELOPMENT FOR LOCAL
GOVERNMENT

ANNEX 2

Toolkit

The Toolkit contributes to the enhancement of Human Resources Management by providing concrete tools and procedures to be implemented within the Monitoring and Evaluation of the training programmes delivered to public employees.

**CENTRE OF EXPERTISE
FOR LOCAL
GOVERNMENT
REFORM**

in cooperation with

ISIG
Institute of
International Sociology
of Gorizia

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FOR LOCAL GOVERNMENT REFORM
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CRITERIA	SETS OF INDICATORS	INDICATORS	TOOLS FOR DATA COLLECTION
<i>INPUT - Resources dedicated to the implementation of the course</i>	1. Financial resources	<ul style="list-style-type: none"> • 1.1 Costs for the implementation of the professional training; • 1.2 Costs for travel and accommodation of trainers and participants; • 1.3 Different sources of financing (e.g. own funds, contribution from public, private, international bodies, etc.); • 1.4 Dedicated heading for potential extra expenses. 	<ul style="list-style-type: none"> • Preliminary financial sheet • Financial forms – detail • Final financial form
	3. Competence of trainers	<ul style="list-style-type: none"> • 3.1 Trainers knowledge and preparation on the topic of the course (i.e. education); • 3.2 Teaching skills and techniques; • 3.5 Accreditation of trainers; • 3.7 Accreditation of implementing organisation. 	<ul style="list-style-type: none"> • Participants' satisfaction questionnaire
	4. Infrastructure and equipment	<ul style="list-style-type: none"> • 4.1 Class – rooms (e.g. size per number of participants); • 4.2 Furniture (e.g. tables, chairs); • 4.3 Accessibility (e.g. for physically impaired participants); • 4.4 Security and safety requirements (e.g. emergency plan); • 4.5 Venue equipped with video terminals, projector, etc.; • 4.6 Venue with Wi-Fi access; • 4.7 Availability of consumables (e.g. Flip-chart, post-it, markers, etc.). 	<ul style="list-style-type: none"> • Participants' satisfaction questionnaire • Trainers' satisfaction questionnaire
	6. Participants' expectation/satisfaction	<ul style="list-style-type: none"> • 6.1 Expectation/satisfaction about outcome; • 6.2 Expectation/satisfaction about training; 	<ul style="list-style-type: none"> • Expectations questionnaire

OUTPUT - Amount of produced activities and reached beneficiaries

	<ul style="list-style-type: none"> 6.3 Expectation/satisfaction about content; 6.4 Expectation/satisfaction about the applicability of the training issues to the specific work context. 	
7. Participants' preparation	<ul style="list-style-type: none"> 7.1 Level of knowledge/learning; 7.2 Level of experience on the topic. 	<ul style="list-style-type: none"> Preliminary test on competences of participants
11. Logistic organisation	<ul style="list-style-type: none"> 11.1 Hosting environment; 11.2 Accommodation; 11.3 Travel arrangements. 	<ul style="list-style-type: none"> Participants' satisfaction questionnaire Trainers' satisfaction questionnaire
12. Didactic organisation of the programme	<ul style="list-style-type: none"> 12.2 Ratio trainers/participants 12.6 Testing procedure to assess participants' initial preparation level; 12.5 Testing procedure to assess the outcome; 12.8 Structure of the course (i.e. calendar, schedule, length, etc.); 12.9 Availability of materials/handouts supporting the training. 	<ul style="list-style-type: none"> Course fiche Participants' satisfaction questionnaire Trainers' satisfaction questionnaire
13. Attendance registration system	<ul style="list-style-type: none"> 13.1 Attendance register. 	<ul style="list-style-type: none"> Course fiche
14. Time management system	<ul style="list-style-type: none"> 14.1 Timetable of training course. 	<ul style="list-style-type: none"> Time management tool
12. Didactic organisation of the course	<ul style="list-style-type: none"> 12.2 Ratio trainers/participants; 12.5 Testing procedure to assess the outcome; 12.8 Structure of the course (i.e. calendar, schedule, length, etc.). 	<ul style="list-style-type: none"> Participants' satisfaction questionnaire Course fiche Trainers' satisfaction questionnaire Implementing organisation's report
13. Attendance registration system	<ul style="list-style-type: none"> 13.1 Attendance register; 13.2 Minimum attendance requirement; 13.3 Attendance of participants. 	<ul style="list-style-type: none"> Course fiche Course attendance sheet Trainers' report
14. Time management system	<ul style="list-style-type: none"> 14.1 Timetable of training course. 	<ul style="list-style-type: none"> Time management tool

OUTCOME - Benefits of the intervention in terms of beneficiaries and their context of activity

12. Didactic organisation of the programme and	The difference between the measurement of the following indicators: <ul style="list-style-type: none"> • 12.6 Testing procedure to assess participant initial preparation level; and • 12.5 Testing procedure to assess the outcome. 	<ul style="list-style-type: none"> • Course fiche • Trainers' report
6. Participants' expectation/satisfaction	<ul style="list-style-type: none"> • 6.1 Expectation/satisfaction about outcome; • 6.2 Expectation/satisfaction about training; • 6.3 Expectation/satisfaction about content; • 6.4 Expectation/satisfaction about the applicability of the training issues to the specific work context. 	<ul style="list-style-type: none"> • Participants' satisfaction questionnaire • Trainers' satisfaction questionnaire
7. Participants' preparation	<ul style="list-style-type: none"> • 7.1 Level of knowledge/learning. 	<ul style="list-style-type: none"> • Preliminary test on competences of participants • Course final test • Trainers' report
14. Time management system	<ul style="list-style-type: none"> • 14.2 Compliance with foreseen deadlines. 	<ul style="list-style-type: none"> • Time management tool
6. Participants' expectation/satisfaction	<ul style="list-style-type: none"> • 6.4 Expectation/satisfaction about the applicability of the training issues to the specific work context. 	<ul style="list-style-type: none"> • Participants' satisfaction questionnaire
7. Participants' preparation	<ul style="list-style-type: none"> • 7.1 Level of knowledge/learning. 	<ul style="list-style-type: none"> • Preliminary test on competences of participants • Course final test • Trainers' report
12. Didactic organisation of the programme	<ul style="list-style-type: none"> • 12.2 Ratio trainers/participants; • 12.6 Testing procedure to assess participant initial preparation level; • 12.5 Testing procedure to assess the outcome; • 12.7 Teaching methods/techniques; • 12.8 Structure of the course (i.e. calendar, schedule, length, etc.); 	<ul style="list-style-type: none"> • Course fiche • Participants' satisfaction questionnaire • Trainers' satisfaction questionnaire

EFFECTIVENESS - Link between the initiative and its outcome

		<ul style="list-style-type: none"> 12.9 Availability of materials/handouts supporting the training. 	
	13 Attendance registration system	<ul style="list-style-type: none"> 13.2 Minimum attendance requirement; 13.3 Attendance of participants. 	<ul style="list-style-type: none"> Trainers' report Course attendance sheet
	14. Time management system	<ul style="list-style-type: none"> 14.2 Compliance with foreseen deadlines. 	<ul style="list-style-type: none"> Time management tool
<i>EXTERNAL CONSISTENCY - Consistency with relevant policies</i>	10. Compliance with the strategic and regulatory framework	<ul style="list-style-type: none"> 10.1 Compliance with strategic and regulatory framework objectives; 10.2 Compliance with the strategic and regulatory framework topics/contents; 10.3 Compliance with the strategic and regulatory framework target groups. 	<ul style="list-style-type: none"> Implementing organisation's report
<i>EFFICIENCY - Ratio between costs and output/outcome of the intervention</i>	1. Financial resources (composition of costs)	<ul style="list-style-type: none"> 1.1 Costs for the implementation of the professional training; 1.2 Costs for travel and accommodation of trainers and participants; 1.3 Different sources of financing (e.g. own funds, contribution from public, private, international bodies, etc.); 1.4 Dedicated heading for potential extra expenses. 	<ul style="list-style-type: none"> Preliminary financial sheet Financial forms – detail Final financial form
	Ref. to the following sets of indicators: 12. Didactic organisation of the programme, and 6. Participants' expectations/satisfaction	<p>The difference between the following indicators:</p> <ul style="list-style-type: none"> 12.6 Testing procedure to assess participant initial preparation level; and 12.5 Testing procedure to assess the outcome; 6.1 Expectation/satisfaction about outcome; 6.2 Expectation/satisfaction about training; 6.3 Expectation/satisfaction about content; 6.4 Expectation/satisfaction about the applicability of the training issues to the specific work context. 	<ul style="list-style-type: none"> Course fiche Expectations questionnaire Participants' satisfaction questionnaire Trainers' satisfaction questionnaire

	<p>Ref. to the following sets of indicators: 12. Didactic Organisation of the Course and 13. Attendance registration system (Composition of the Output)</p>	<ul style="list-style-type: none"> • 12.5 Testing procedure to assess the outcome; • 12.6 Testing procedure to assess participants'; initial preparation level; • 12.8 Structure of the course (i.e. calendar, schedule, length, etc.); • 12.9 Availability of materials/handouts supporting the training; • 13.3 Attendance of participants. 	<ul style="list-style-type: none"> • Course attendance sheet • Participants' satisfaction questionnaire • Trainers' satisfaction questionnaire • Trainers' report
	<p>Ratio calculation between Costs and Outcome</p>	<p><i>To be calculated</i></p>	
	<p>Ratio calculation between Costs and Output</p>	<p><i>To be calculated</i></p>	
<p><i>COMPLIANCE - Meeting beneficiaries needs and expectations</i></p>	<p>6. Participants' expectation/satisfaction</p>	<ul style="list-style-type: none"> • 6.1 Expectation/satisfaction about outcome; • 6.2 Expectation/satisfaction about training; • 6.3 Expectation/satisfaction about content; • 6.4 Expectation/satisfaction about the applicability of the training issues to the specific work context. 	<ul style="list-style-type: none"> • Expectations questionnaire • Participants' satisfaction questionnaire • Trainers' satisfaction questionnaire
	<p>7. Participants' preparation</p>	<ul style="list-style-type: none"> • 7.1 Level of knowledge/learning; • 7.2 Level of experience on the topic; • 7.3 Context of participants' job/activity (info about the context/Local Administration where the participants are employed). 	<ul style="list-style-type: none"> • Preliminary test on competences of participants • Course final test • Trainers' report
	<p>8. Participants' motivation</p>	<ul style="list-style-type: none"> • 8.1 Interest about content; • 8.2 Interest in participation (e.g. were they present at all sessions, if they interacted with the trainer, etc.). 	<ul style="list-style-type: none"> • Expectations questionnaire • Participants' satisfaction questionnaire • <i>Course attendance sheet</i>
<p><i>RELIABILITY - Reliability of the implementing/delivering organisation of the initiative</i></p>	<p>3. Competence of trainers</p>	<ul style="list-style-type: none"> • 3.1 Trainers knowledge and preparation on the topic of the course (i.e. education); 	<ul style="list-style-type: none"> • Participants' satisfaction questionnaire

IMPACT - Total expected effects (positive/negative, intended/not intended), registered in the context of implementation

	<ul style="list-style-type: none"> • 3.2 Trainers teaching skills and techniques; • 3.5 Accreditation of trainers; • 3.7 Accreditation of implementing organisation. 	
16. Willingness to apply acquired competences	<ul style="list-style-type: none"> • 16.1 Willingness to apply knowledge/information; • 16.2 Willingness to apply skills; • 16.3 Willingness to apply methods and techniques. 	<ul style="list-style-type: none"> • Questionnaire for participants on usefulness/usability of acquired competences
17. Applicability of acquired competences	<ul style="list-style-type: none"> • 17.1 Applicability of knowledge/information; • 17.2 Applicability of skills; • 17.3 Applicability of methods and techniques. 	<ul style="list-style-type: none"> • Questionnaire for participants on usefulness/usability of acquired competences
18. Work environment	<ul style="list-style-type: none"> • 18.1 Employees performance; • 18.2 Employees behaviour. 	<ul style="list-style-type: none"> • Semi-structured interview for PA managers