

ALBANIA ALBANIE ANDORRA ANDORRE ARMENIA ARMÉNIE AUSTRIA AUTRICHE AZERBAIJAN AZÉRBAÏDIAN BELGIUM BELGIQUE BOSNIA AND HERZEGOVINA BOSNIE-HÉRZÉGOVINE BULGARIA BULGARIE CROATIA CROATIE CYPRUS CHYPRE CZECH REPUBLIC RÉPUBLIQUE TCHÈQUE DENMARK DANEMARK ESTONIA ESTONIE FINLAND FINLANDE FRANCE FRANCE GEORGIA GÉORGIE GERMANY ALLEMAGNE GREECE GRÈCE HUNGARY HONGRIE ICELAND ISLANDE IRELAND IRLANDE ITALY ITALIE LATVIA LETTONIE LIECHTENSTEIN LIÉCHTENSTEIN LITHUANIA LITUANIE LUXEMBOURG LUXEMBOURG MALTA MALTE REPUBLIC OF MOLDOVA RÉPUBLIQUE DE MOLDOVA MONACO MONACO MONTENEGRO MONTÉNÈGRE NETHERLANDS PAYS-BAS NORWAY NORVÈGE POLAND Pologne PORTUGAL PORTUGAL ROMANIA ROUMANIE RUSSIAN FEDERATION FEDÉRATION DE RUSSIE SAN MARINO SAINT-MARIN SERBIA SERBIE SLOVAK REPUBLIC RÉPUBLIQUE SLOVAQUE SLOVENIA SLOVÉNIE SPAIN ESPAGNE SWEDEN SUÈDE SWITZERLAND SUISSE «THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA» «L'EX-RÉPUBLIQUE YOUGOSLAVE DE MACÉDOINE» TURKEY TURQUIE UKRAINE UKRAÏNE UNITED KINGDOM ROYAUME-UNI ALBANIA ALBANIE ANDORRA ANDORRE ARMENIA ARMÉNIE AUSTRIA AUTRICHE AZERBAIJAN AZÉRBAÏDIAN BELGIUM BELGIQUE BOSNIA AND HERZEGOVINA BOSNIE-HÉRZÉGOVINE BULGARIA BULGARIE CROATIA CROATIE CYPRUS CHYPRE CZECH REPUBLIC RÉPUBLIQUE TCHÈQUE DENMARK DANEMARK ESTONIA ESTONIE FINLAND FINLANDE FRANCE FRANCE GEORGIA GÉORGIE GERMANY ALLEMAGNE GREECE GRÈCE HUNGARY HONGRIE ICELAND ISLANDE IRELAND IRLANDE ITALY ITALIE LATVIA LETTONIE LIECHTENSTEIN LIÉCHTENSTEIN LITHUANIA LITUANIE LUXEMBOURG LUXEMBOURG MALTA MALTE REPUBLIC OF MOLDOVA RÉPUBLIQUE DE MOLDOVA MONACO MONACO MONTENEGRO MONTÉNÈGRE NETHERLANDS PAYS-BAS NORWAY NORVÈGE POLAND Pologne PORTUGAL PORTUGAL ROMANIA ROUMANIE RUSSIAN FEDERATION FEDÉRATION DE RUSSIE SAN MARINO SAINT-MARIN SERBIA SERBIE SLOVAK REPUBLIC RÉPUBLIQUE SLOVAQUE SLOVENIA SLOVÉNIE SPAIN ESPAGNE SWEDEN SUÈDE SWITZERLAND SUISSE «THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA» «L'EX-RÉPUBLIQUE YOUGOSLAVE DE MACÉDOINE» TURKEY TURQUIE UKRAINE UKRAÏNE UNITED KINGDOM ROYAUME-UNI ALBANIA ALBANIE ANDORRA ANDORRE ARMENIA ARMÉNIE AUSTRIA AUTRICHE AZERBAIJAN AZÉRBAÏDIAN BELGIUM BELGIQUE BOSNIA AND HERZEGOVINA BOSNIE-HÉRZÉGOVINE BULGARIA BULGARIE CROATIA CROATIE CYPRUS CHYPRE CZECH REPUBLIC RÉPUBLIQUE TCHÈQUE DENMARK DANEMARK ESTONIA ESTONIE FINLAND FINLANDE FRANCE FRANCE GEORGIA GÉORGIE GERMANY ALLEMAGNE GREECE GRÈCE HUNGARY HONGRIE ICELAND ISLANDE IRELAND IRLANDE ITALY ITALIE LATVIA LETTONIE LIECHTENSTEIN LIÉCHTENSTEIN LITHUANIA LITUANIE LUXEMBOURG LUXEMBOURG MALTA MALTE REPUBLIC OF MOLDOVA RÉPUBLIQUE DE MOLDOVA MONACO MONACO MONTENEGRO MONTÉNÈGRE NETHERLANDS PAYS-BAS NORWAY NORVÈGE POLAND Pologne PORTUGAL PORTUGAL ROMANIA ROUMANIE RUSSIAN FEDERATION FEDÉRATION DE RUSSIE SAN MARINO SAINT-MARIN SERBIA SERBIE SLOVAK REPUBLIC RÉPUBLIQUE SLOVAQUE SLOVENIA SLOVÉNIE SPAIN ESPAGNE SWEDEN SUÈDE SWITZERLAND SUISSE «THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA» «L'EX-RÉPUBLIQUE YOUGOSLAVE DE MACÉDOINE» TURKEY TURQUIE UKRAINE UKRAÏNE UNITED KINGDOM ROYAUME-UNI ALBANIA ALBANIE ANDORRA ANDORRE ARMENIA ARMÉNIE AUSTRIA AUTRICHE AZERBAIJAN AZÉRBAÏDIAN BELGIUM BELGIQUE BOSNIA AND HERZEGOVINA BOSNIE-HÉRZÉGOVINE BULGARIA BULGARIE CROATIA CROATIE CYPRUS CHYPRE CZECH REPUBLIC RÉPUBLIQUE TCHÈQUE DENMARK DANEMARK ESTONIA ESTONIE FINLAND FINLANDE FRANCE FRANCE GEORGIA GÉORGIE GERMANY ALLEMAGNE GREECE GRÈCE HUNGARY HONGRIE ICELAND ISLANDE IRELAND IRLANDE ITALY ITALIE LATVIA LETTONIE LIECHTENSTEIN LIÉCHTENSTEIN LITHUANIA LITUANIE LUXEMBOURG LUXEMBOURG MALTA MALTE REPUBLIC OF MOLDOVA RÉPUBLIQUE DE MOLDOVA MONACO MONACO MONTENEGRO MONTÉNÈGRE NETHERLANDS PAYS-BAS NORWAY NORVÈGE POLAND Pologne PORTUGAL PORTUGAL ROMANIA ROUMANIE RUSSIAN FEDERATION FEDÉRATION DE RUSSIE SAN MARINO SAINT-MARIN SERBIA SERBIE SLOVAK REPUBLIC RÉPUBLIQUE SLOVAQUE SLOVENIA SLOVÉNIE SPAIN ESPAGNE SWEDEN SUÈDE SWITZERLAND SUISSE «THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA» «L'EX-RÉPUBLIQUE YOUGOSLAVE DE MACÉDOINE» TURKEY TURQUIE UKRAINE UKRAÏNE UNITED KINGDOM ROYAUME-UNI

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# SESSION 1 - QUALITY ASSURANCE OF TRAINING PROGRAMMES

Monitoring and Evaluation of Training Programmes for Professional Development in Local Government



## Learning objectives

- To introduce the participants to the overall tool for Monitoring and Evaluation of training programmes for local government.
- To introduce participants to the rationale of the Methodology – the concept of quality assurance.
- To introduce participants to the definition and goals of Monitoring and Evaluation for training programmes for local government.

## Learning outcomes

- Participants are equipped with the understanding of the concepts and principles that stand at the basis of Monitoring and Evaluation of professional training programmes.
- Participants understand the relevance for the application of the Methodology in local government.



# THE TOOLKIT





## SECTION 1

- the rationale for the implementation of a monitoring and evaluation methodology (Chapter 1);
- the conceptual and concrete aspects relating to monitoring and evaluation in general (Chapter 2);
- the evaluation model for training programmes for local government (Chapter 3).

## SECTION 2

- setting up the monitoring and evaluation strategy (Chapter 4);
- implementing monitoring and evaluation (Chapter 5).

## ANNEXES

- templates for data collection tools





# FROM QUALITY ASSURANCE TO THE DEVELOPMENT OF AN EVALUATION METHODOLOGY

## WHY IS THE METHODOLOGY FOR MONITORING AND EVALUATION OF PROFESSIONAL TRAINING PROGRAMMES NEEDED?



## DEFINITION

- “making sure that every element of the training programme fits the overall objective. Trainers should be well qualified, programmes and methodologies should be modern, training organization should be professional, and training should meet the needs of both the individuals and the local authorities that they serve”. (Council of Europe & UNDP, 2005)

## FUNDAMENTAL ASPECTS OF QA FOR TRAINING PROGRAMMES

- Creating a favourable environment for the training;
- Establishing the process to meet quality training standards;
- Evaluating the effectiveness and efficiency of trainings.





# SESSION 1 – Guided debate



## What is your experience with Quality Assurance processes?





# GUIDELINES FOR QUALITY ASSURANCE

STANDARDS TO BE CONSIDERED WHEN SETTING UP A NEW TRAINING SCHEME





## 1. How to ensure a favourable training environment:

### Existence of dedicated frameworks

- Legal and policy frameworks

### Existence of regulatory documents

- mandatory elements required for the development of the training programmes

### Context awareness and knowledge

- Training Needs Analysis (TNA) for the elaboration of a National Training Strategy (NTS)

### Diversification of training market

- Diversified training market, open both to public and private service providers



## 2. How to ensure quality training standards

### • Commitment of local authorities

- in the drafting and implementation of the training strategy

### • Centralised coordination

- Establishing a coordinating body that is responsible for setting
- and monitoring the training delivery.

### • Standard accreditation systems

- Establishing a common and transparent accreditation
- process; creating a national database, to be updated
- periodically

### ○ Compliance with training needs

- TNA should not be seen as a 'one-time' action.



## 3. How to achieve effectiveness and efficiency in training:

Refers to a training impact analysis, that is:

- Established before the training programme
- Connected to both Training Needs Analysis - TNA and National Training Strategy NTS
- Conducted on the same methodological premises used for the final evaluation analysis (conducted at end of the training programme).





# FROM GUIDELINES ON QUALITY ASSURANCE TO EVALUATION METHODOLOGY





## THE GUIDELINES

- Offer a set of useful preliminary requirements to keep in mind when setting up a training programme at national level
- Tools have also to be provided in order to allow for the effective implementation of the vision and the strategy foreseen.

## THE MONITORING AND EVALUATION METHODOLOGY

- One of the tools
- Proceeds from the need for a “*standard evaluation system, both on courses and providers*”, and an impact assessment procedure established “*prior to the implementation of the programme*”.



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# SESSION 1 - QUALITY ASSURANCE OF TRAINING PROGRAMMES

## Monitoring and Evaluation of Training Programmes for Professional Development in Local Government



CENTRE OF EXPERTISE  
FOR LOCAL GOVERNMENT REFORM



Useful  
Relevant  
Sustainable  
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