

**Where:** The workshop will most probably be held in the vicinity of Maastricht in order to facilitate easy access for participants from Belgium, Germany and The Netherlands.

**When:** The duration of the workshop is 11-15 October 2004 (Monday-Friday). The official programme starts on Monday morning at 10.30 a.m.

**By whom:** The workshop will be organised and facilitated by Context, international cooperation, a Netherlands-based institute for research, facilitation and training ([www.developmenttraining.org](http://www.developmenttraining.org)) in partnership with Saltet & van de Putte, a consultancy for research and management. Mr Bert van de Putte (Saltet & van de Putte) and Mr Fons van der Velden (Context) will act as co-facilitators.

**Workshop fee:** The workshop costs Euro 1,980 for five days, including the accommodation, meals and training materials.

**Follow-up:** Developing learning from feedback as a core competence of organisations requires not only a curiosity at the level of staff, but may also demand a sustained effort at organisational level. The workshop focuses on enhancing operational skills that allow participants to design and establish feedback and learning systems. The workshop organisers are prepared to provide practical tailor-made follow-up support if required.

**More information:** If you would like further details on the workshop, please contact Ms Charlotte Dirkx, Context, international cooperation, phone: +31 (0)30-2732350, or [info@developmenttraining.org](mailto:info@developmenttraining.org)



# Linking monitoring & evaluation to organisational learning

*'When does my organisation learn from its mistakes? How can my organisation perform better without major re-organisations or without substantial investments in new personnel?'*

These are common concerns voiced by the management of medium-sized development organisations. Context, international cooperation, and Saltet & van de Putte are facilitating a five-day workshop where you share your practices with other managers and where you learn to address issues, pertaining to organisational learning. Solutions often prove to be refreshingly simple!

## Introduction

Over the last few years, monitoring and evaluation and the assessment of the outcome of development activities have occupied a prominent place within the development debate both at policy and operational level.

Many development organisations are improving their monitoring and evaluation systems, but these are seldom systematically linked with learning. Increasing professionalism of development organisations and the changing societal context in both the Northern and Southern countries emphasise transparency and learning as core values of organisations. Organisational learning contributes to an organisation's performance.

Effective learning requires integration of monitoring and evaluation and learning systems at different levels in the organisation. Such integration requires a clear vision with regard to organisational learning and the practical development of monitoring and evaluation. Within this context, attention needs to be paid to the organisational culture and structure, as well as to monitoring and evaluation systems, their linkage to work processes and the necessary staff competencies.

Experience demonstrates that improvement of learning systems at organisational level can be effected by initiating relatively small changes in existing processes and hence do not necessarily entail major organisational adjustments. Moreover, eventual improvements should not lead to additional work, as changes do not need to be added on, but should be incorporated into already existing mechanisms.

## Aim

The overall aim of the workshop is to promote learning from feedback as a core competence in development organisations. The workshop focuses on both conceptual and practical aspects:

- to enhance conceptual understanding of the integration of monitoring and evaluation and learning systems within development organisations; and,
- to equip participants with the skills to design and implement a monitoring, evaluation and learning system within their own organisation.

## Methodology

The workshop will follow the principles of Participatory Learning and Action (PLA): knowledge sharing by the participants, knowledge transfer by resource persons and knowledge application (case work) will be the main foci of the workshop.

The first part will be inward-looking. Current practices within the participants' organisations will be the main focus, followed by assessment: what are the main lessons to be learned and up to what degree can 'good practices' be identified?

The second part will be more outward-looking: what can be learnt from existing literature and experiences of others? Resource persons will contribute to the discussions; they will provide new inputs and help clarify concepts.

Finally, the discussions and exercises will focus on the practical implications for individual organisations, i.e. the need for simple, robust instruments and processes.

**For whom:** Learning, monitoring and evaluation are considered core processes of any organisation and hence the responsibility of its management. The workshop is therefore aimed at senior staff members and (middle) management of development organisations, who are directly dealing with monitoring and evaluation, quality and operations. The primary target is medium-sized organisations that do not have specialised in-house monitoring and evaluation or learning units.

As the maximum number of participants is 25, applications will be processed on a first-come-first-served basis. >>