



International Conference "Result - Based Management and Evaluation"

PRE-CONFERENCE WORKSHOPS (27-28.09.2011)

ATTENTION! All three workshops will be one day long, thus one person may register ONLY for one workshop. On September 28, Ian Davies will lead two half day workshops

Workshops Schedule

- **09:00 – 09:30 Participants Registration**
- **09:30 – 11:30 Session 1**
- **11:30 – 11:45 Coffee-break**
- **11:45 – 13:30 Session 2**
- **13:30 – 14:30 Lunch**
- **14:30 – 16:30 Session 3**
- **16:30 – 16:45 Coffee-break**
- **16:45 – 18:00 Session 4**

27 September

Workshop 1. Result Based Management and Evaluation

John Owen: Professor, Centre for Program Evaluation. The University of Melbourne. John Owen is Principal Fellow, Centre for Program Evaluation at Melbourne University. He has an interest in the roles that evaluation can play in supporting organizational change and improvement. In addition to his work in Australia, he has supported use of evaluation models in countries where evaluation is an emerging discipline. His conceptual understanding of evaluation is summarized in his book *Program Evaluation: Forms and Approaches*, which has been translated into several languages including Georgian. He is a Fellow of the Australasian Evaluation Society.

Description of the Seminar: There is a role for evaluators in the development and implementation of a results based management (RBM) system. This workshop will examine issues that face an organization in setting up and implementing results based management system. These issues include: setting up and managing a data base, developing key indicators, amalgamating indicator evidence to produce meaningful findings, and the use of

these findings in decision-making. Roles for evaluators in supporting RBM will be discussed. Participants will be taken through a case study to illustrate these issues and are encouraged to relate the content to their own workplaces.

Workshop 2. Evaluation Contribution to a Strategic Approach to Performance Improvement

Burt Perrin: Vice President of EES, European Evaluation Society, Member of IOCE Governing Board. An independent consultant based in France is recognized as a leader in the international evaluation community. For example, he has been a member of the Board of Directors of the European Evaluation Society from 2005-2010 and its Secretary-General for five of these six years. In recognition of his exceptional contribution to the Society and to evaluation, he was awarded an honorary lifetime membership in EES. Burt was also a board member of the International Organization for Cooperation in Evaluation (IOCE) 2007-2010 and its Vice President for the last three of these years. His clients include a wide range of bilateral and multilateral organizations, governments, NGOs and private organizations around the world.

Description of the Seminar: This workshop will identify the differences between monitoring and evaluation, why both are needed, and how they can be used in a complementary fashion. It will identify ways in which evaluation can go beyond tracking of progress based upon predetermined objectives and indicators to address larger strategic considerations such as the relevance and appropriateness of policies, strategies and programmes and how they can be improved. The workshop will provide guidance about how evaluation can support a true focus on outcomes and results rather than on processes or outputs, what this really means, and why this is important. It will provide ideas about how to approach the evaluation of complex undertakings, such as policies and strategies, where impact invariably arises through the interaction with other factors and linear cause-and-effect models are not appropriate.

Workshop 3. The Role of Evaluation in Modern Society

Reinhard Stockmann: Director of the Center for Evaluation, Saarbrücken University, Germany. Prof. Dr. Reinhard Stockmann is the founder and director of the Center for Evaluation (CEval) and the Managing Director of the MA-Course Evaluation at the Saarland University. He is also the Managing Publisher of the German Zeitschrift für Evaluation (Journal for Evaluation). During his 30 years of evaluation experience especially in the fields of development cooperation, education, vocational training, environmental policy, and foreign cultural policy, he published about 20 books and 100 articles dealing with the subject evaluation, quality development, development policy, development cooperation, vocational training, environment, sociology etc. (see website www.ceval.de).

Description of the Seminar: To be provided

28 September

Workshop 1. Difference between the Performance Audit and Evaluation

Ian Davies: President of EES, European Evaluation Society. Mr. Davies has been Advisor to the President of the Treasury Board of Canada on performance reporting to Parliament, Director of Performance Audit and Accountability for the Auditor General of British Columbia, Advisor to the European Commission on evaluation and performance audit, and Advisor to the European Court of Auditors on sound financial management. He has conducted performance audits in a range of sectors such as health, environment, transportation and highways, social services, agriculture, economy and finance, external affairs, trade and international development. He has worked with parliaments, government ministries, public institutions, bilateral and multilateral bodies and civil society organisations. Over the last twenty years Mr. Davies has provided master classes in performance audit to parliaments, legislative audit bodies and evaluation professionals.

Description of the Seminar: Its purpose is to provide participants with a basic introduction to performance audit. A conceptual framework will be presented based on a brief historical overview of common evaluation practises and their relationships to public sector governance, management and accountability, including performance audit. The main steps of a performance audit will be identified and explained:

1. Selecting a performance audit – materiality, significance, risk, auditability, assurance levels
2. Planning the audit – design, methodology, criteria, project management, resources, expertise
3. Conducting the audit – information gathering, sufficient and appropriate evidence, clearing findings, analysis and conclusions, reporting and communicating.

Workshop 2. Evaluation Function in Modern Public Administration

Ian Davies: President of EES, European Evaluation Society. Mr. Davies provides independent consulting and advisory services in governance, performance management, public finance and accountability to senior and political levels of governments, as well as to boards and executives of public and private organisations in developing, transition and developed economies. Mr. Davies holds a post-graduate degree in public administration specialising in performance management and evaluation in the public sector. His work has included institutional strengthening and organisational capacity building, government accountability frameworks and parliamentary oversight, public financial management reform and government budgeting processes, civil service reform, implementation of results-based management, strategic planning and change management, performance measurement and reporting, performance audit and evaluation.

Description of the Seminar: Its purpose is to provide participants with a practical framework that is consistent with principles of modern public management and can be used to for the implementation of the evaluation function in a public organisation. The workshop

will present an overview of developments in public management over the last thirty years, what is called the “New Public Management”, and link these to the evolution of evaluation practises in public administration generally. A conceptual framework will be developed based on an analysis of current and evolving evaluation practises in their relationships to public sector governance, management and accountability, including complementarities and distinctions with other evaluative practises such as performance measurement and reporting, management and organisational review, performance audit, etc.

Workshop 3. What Evaluators Should Know about Result Based Management and Evaluation

Jean Quesnel: Professor Carleton University, Canada, Board member of Canadian Evaluation Society and Member of its Evaluation Development Committee, Former Director Evaluation UNICEF New York, USA, Former Member of UN Evaluation Group. Jean Serge Quesnel was director of evaluation of the Canadian International Development Agency, the Inter-American Development Bank and the United Nations Children Fund (UNICEF). He is presently an associated professor at the Public Policy and Administration Schools of Carleton University and of the University of Québec. He also teaches at the United Nations System Staff College. He has contributed to the introduction of RBM practices at CIDA, IADB and UNICEF.

Description of the Seminar: Evaluators need not only to have an understanding of the essentials of results-based management (RBM) but they should also master the management techniques appropriate to each level of management. Workshop participants will be introduced to key theoretical underpinnings of RBM, the five levels of results-based management and specific evaluation approaches required at each level. In addition, an RBM assessment case at the institutional performance level will be presented to enable participants to better understand how to use evaluation to improve the practice of RBM.

Workshop 4. How the Result Based Management and Evaluation Tools Work for Business Companies

The workshop will be executed by two partners of Germany's leading partnership for interim and project management taskforce Management on Demand. Hans-Gerd Birlenberg and Hartmut Sannecke are both experts in business consulting, marketing, communication and business development with a lot of experience in top international companies and a broad background of business experience in various industries and functions.

Hartmut Sannecke is an international marketing and sales oriented manager with extensive and in-depth experience in building up new business operations. He has proven track record for developing and implementing strategic plans for many international and national brands and companies like e.g. Procter & Gamble, L'Oréal, NIVEA, European Central Bank, MasterCard and Western Union. He is a hands-on problem solver with a high rate of achievement and an appetite for new challenges.

Hans-Gerd Birlenberg takes over responsibility at executive board and management level. He realizes strategic and operative decisions for his customers on middle-class and group level. Based on his long term experience as CEO and CFO with Nordzucker AG, Eurosugar SA, Nordic Sugar A/S, HGB-Consulting, Arrow Europe GmbH Germany (European subsidiary company of Arrow Inc., NY), Spoerle Electronic GmbH, etc. he manages complex turnaround and change processes with strong leadership and coaching competence. He is also available to take responsibility as a member on supervisory board.

Description of the Seminar: The purpose of this one day workshop is to introduce methodologies and create an understanding of the value of strategic performance evaluation tools to lead and guide a company or even parts of an organization to success. It is targeted to general managers, managing directors and managers in leading positions of business companies. After highlighting the need and the importance of result based management for companies the focus will be on the three methodologies Balance Scorecard, Benchmarking and Dashboards as well as introducing the concept of key performance indicators to provide measurability and transparency. After the theoretical introduction the workshop provides hands on experience using examples that are provided by the participants to evaluate the tools and to understand the way of using them in daily business. Finally we will go into more details in an interactive session with a best in class example of a balanced scorecard exercise.