

InWEnt Capacity Building International



ILO/CINTERFOR
39th Meeting of the Technical Committee

**Vocational Training, Enterprise
Sustainability and Decent Work**

Brasilia, 27th – 29th of October 2009

Project Evaluation in TVET by InWEnt
Martin Purpur

28th of October 2009

Overview InWEnt

- 800 Employees
- 55.000 Participants
- Programme volume of the Federal Ministry for Economic Cooperation and Development (BMZ)
2009: 110 Mio €

Our Mission

InWEnt has a mandate for international further training, human resource and organisational development within the scope of German development cooperation.

Multi-level approach

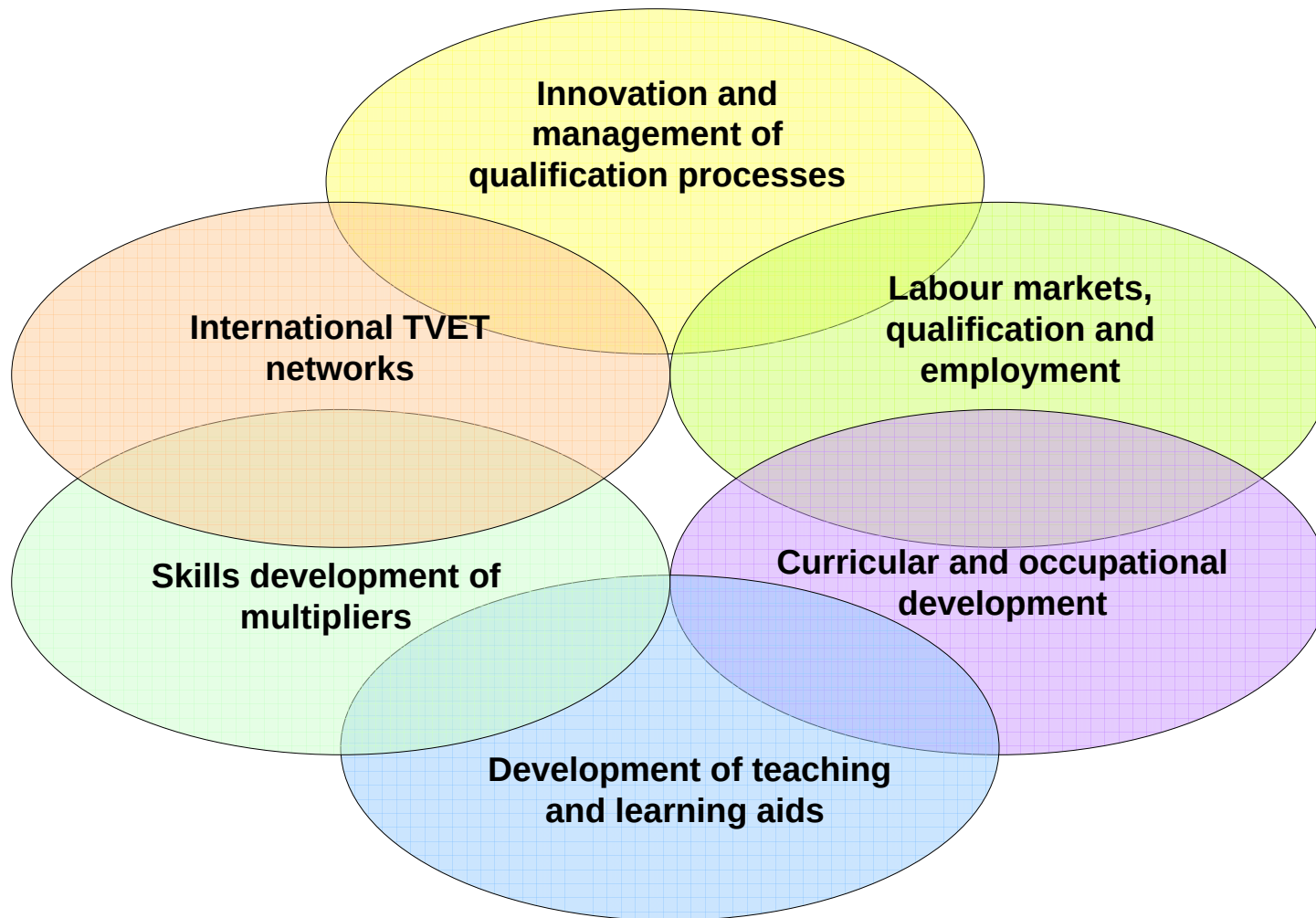
- Individual
We strengthen individual proactive competences of decision makers and executives
- Organisation
We increase the efficiency of enterprises, civil society organisations and administrations
- System
We promote proactive and decision making competences on the political level

Target Groups

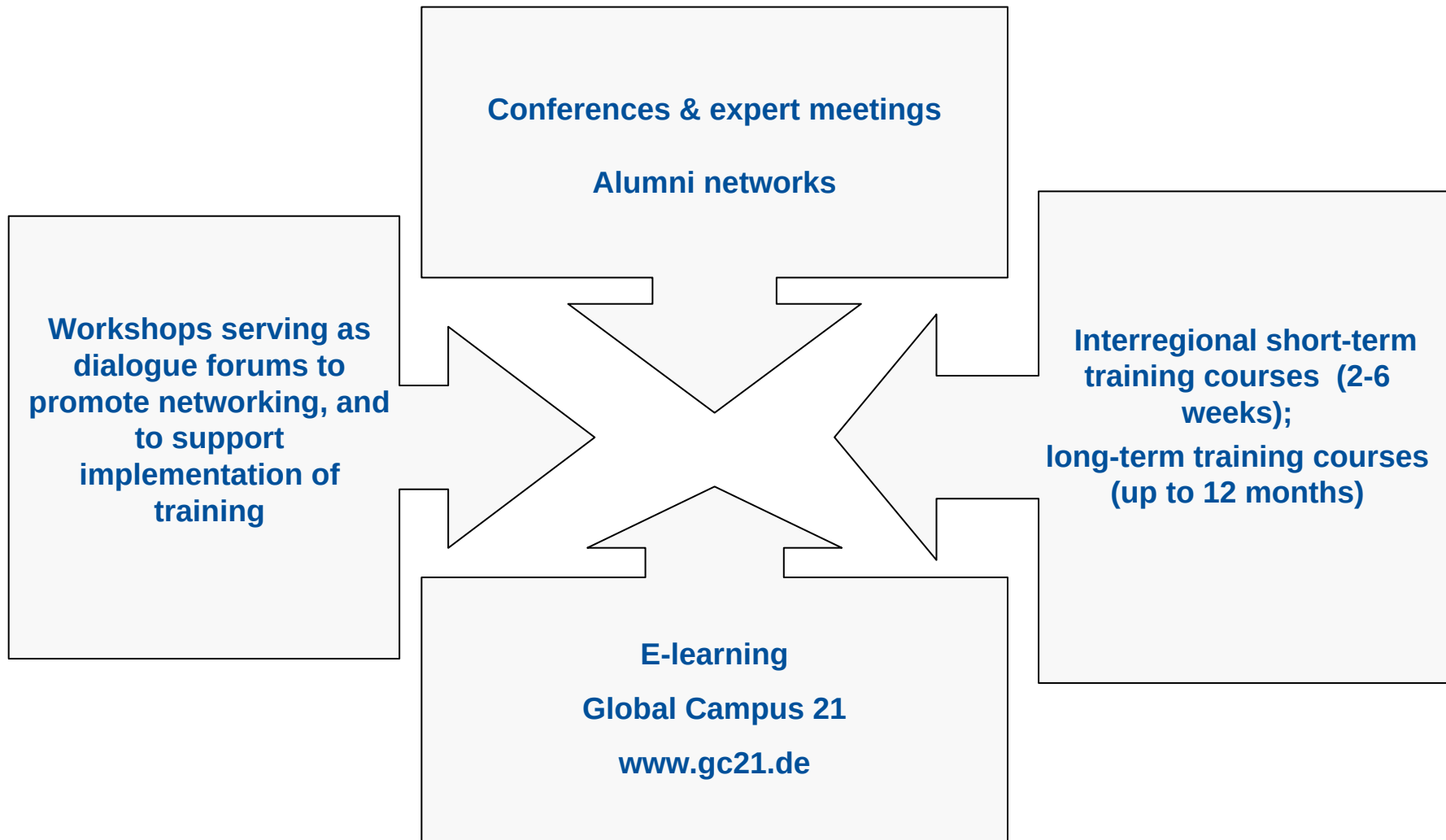


- Decision makers from public and private organisations (ministries, education authorities)
- Decision makers from private enterprises (employers' associations, Chambers of the trades as well as of industry and commerce)
- Educational planners and researchers, advisors from ministries and associations
- Managers from vocational training institutions and other management staff
- Representatives from employers' associations, chambers of commerce (PPP)
- Managers from large further training institutions
- Human resource developers from private enterprises
- Technical teachers
- Train-the-trainer instructors
- In-company instructors

Product Categories



Our Tools



Examples of Programmes

- **TVET as a contribution to stabilize civil society and to support reconstruction (e.g., Columbia)**
Capacity Building measures for specialists and managers, organisational development in the field of TVET as a contribution to reconstruction processes and the stabilisation of civil societies
- **Alumni Networks in Latin America (Bolivia, Honduras, Columbia, Peru)**
Improve sustainable skills by the employees on the one hand, and form intensify networks on the other hand.
- **Develop regional standards in TVET (e.g., MENA region)**
Improve quality and labour market orientation of TVET introducing educational standards and promoting cooperation between vocational training institutions and the private sector
- **Support economic reform processes by means of TVET (e.g., Central Asia)**
Strengthen reformatory efforts and support economic development by means of Capacity Building measures for specialists and managers and by organisational development
- **Environmental skills in TVET (e.g., Maghreb)**
Develop skills to set up sustainable occupation profiles in the field of environmental protection and resource conservation as well as renewable energies
- **Support for convergence with EU vocational training standards (e.g., the Balkans)**
Strengthen reform processes and Capacity Building measures for specialists and managers aiming to develop and implement (European) qualification standards and framework

Regional Spotlights-1

Maghreb: Algeria, Tunisia, Morocco
Middle East: Egypt, Yemen, Jordan, Lebanon, Palestinian territories, Syria, Iraq

- System design, sustainable technology, ICT
- Alumni network

West Africa: Guinea, Senegal, Benin

- Alumni network

Central Asia: Uzbekistan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenia

- System design, networking
- Alumni network

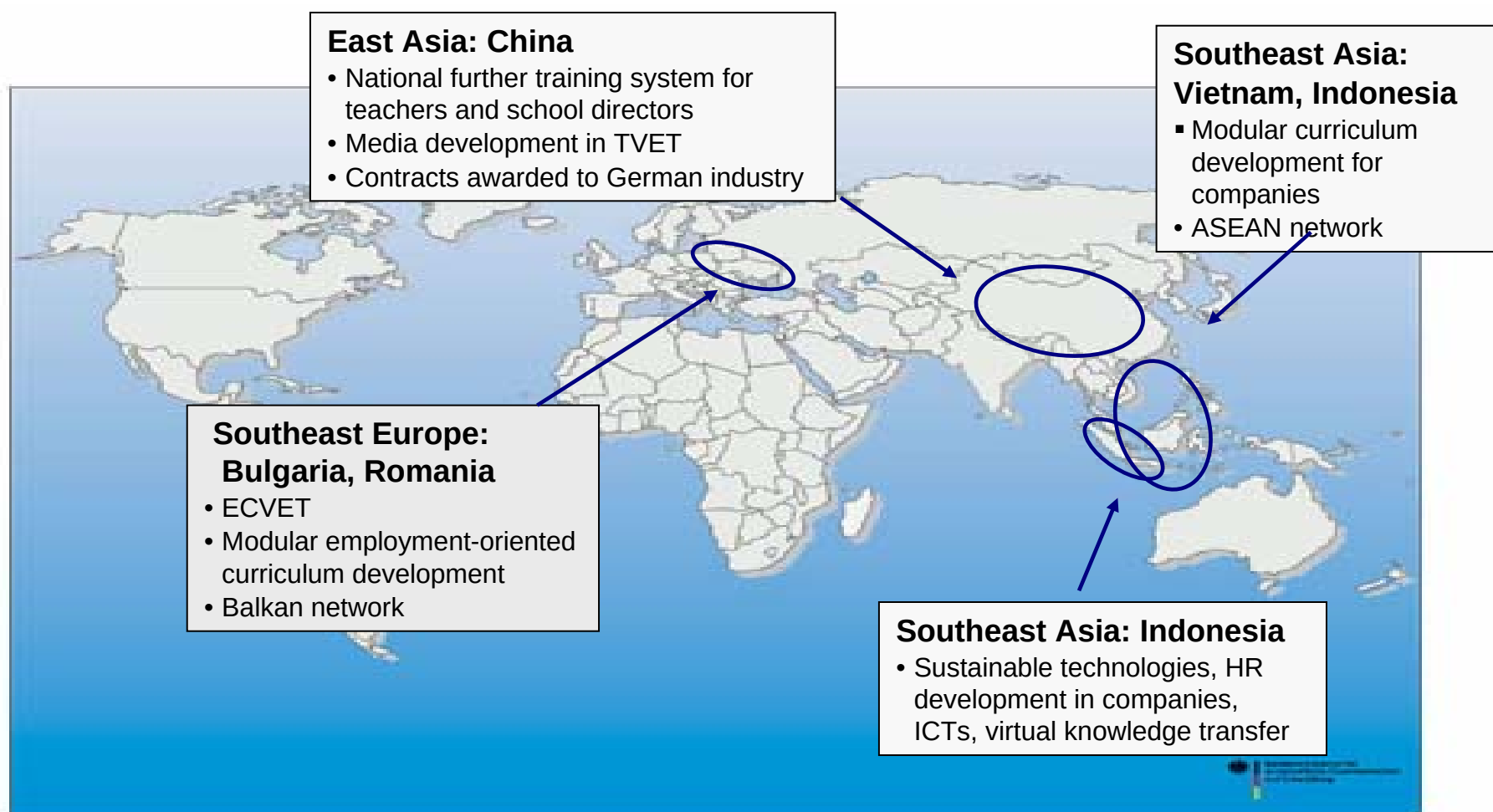
Africa: Mozambique, Uganda, Ethiopia

- System design, sustainable technologies
- Alumni network

Latin America: Columbia, Ecuador, Peru, Chile

- Alumni network

Regional Spotlights-2



Studytexts (Lehrbriefe)

Series on everyday practice in vocational training

Publication of 20 multi-lingual studytexts since 2003

E.g.,

- Competency-based Training
- Curricular Design and Development
- E-learning in Vocational Education and Training
- The Training and Qualification of Target Groups in the Informal Sector
- Corporate Human Resource Development
- Analysis and Identification of Qualification Needs
- The Labour Market Information System as an Instrument of Active Labour Market Policies



InWEnt's Programme – integrated planning, monitoring and evaluation system

PriME

PriME is designed

- To record and document the objectives and results achieved by InWEnt's programmes
- To create transparency and underscores legitimacy vis-à-vis commissioning bodies and the public
- To meet the demand of quality assurance and standardisation for staff and management
- To meet the demand of accountability required for commissioning bodies
- To improve continuous processes

PriME - results-oriented approach

What does "results" mean to us?

- During the programme planning:

What do we want our programmes to achieve?

Define **aims** and develop **indicators** for the programme objectives

- During the monitoring and evaluation:

What have our programmes achieved?

The indicators provide the basis for monitoring and evaluation

PrIME - scale with intermediate steps

results-oriented levels

objective-oriented levels



**Longer-term, overarching
development policy results**

InWEnt programmes
contribute to the impact

a) Short and medium term effects

Level of InWEnt
programme objectives

b) Use and transfer

Levels of the **objectives
of InWEnt activities**

Services/ Results

Activities

The totality of actions carried
out

Input Resources

PriME – programme structure

Outcome a)

direct medium term
effects

Outcome b)

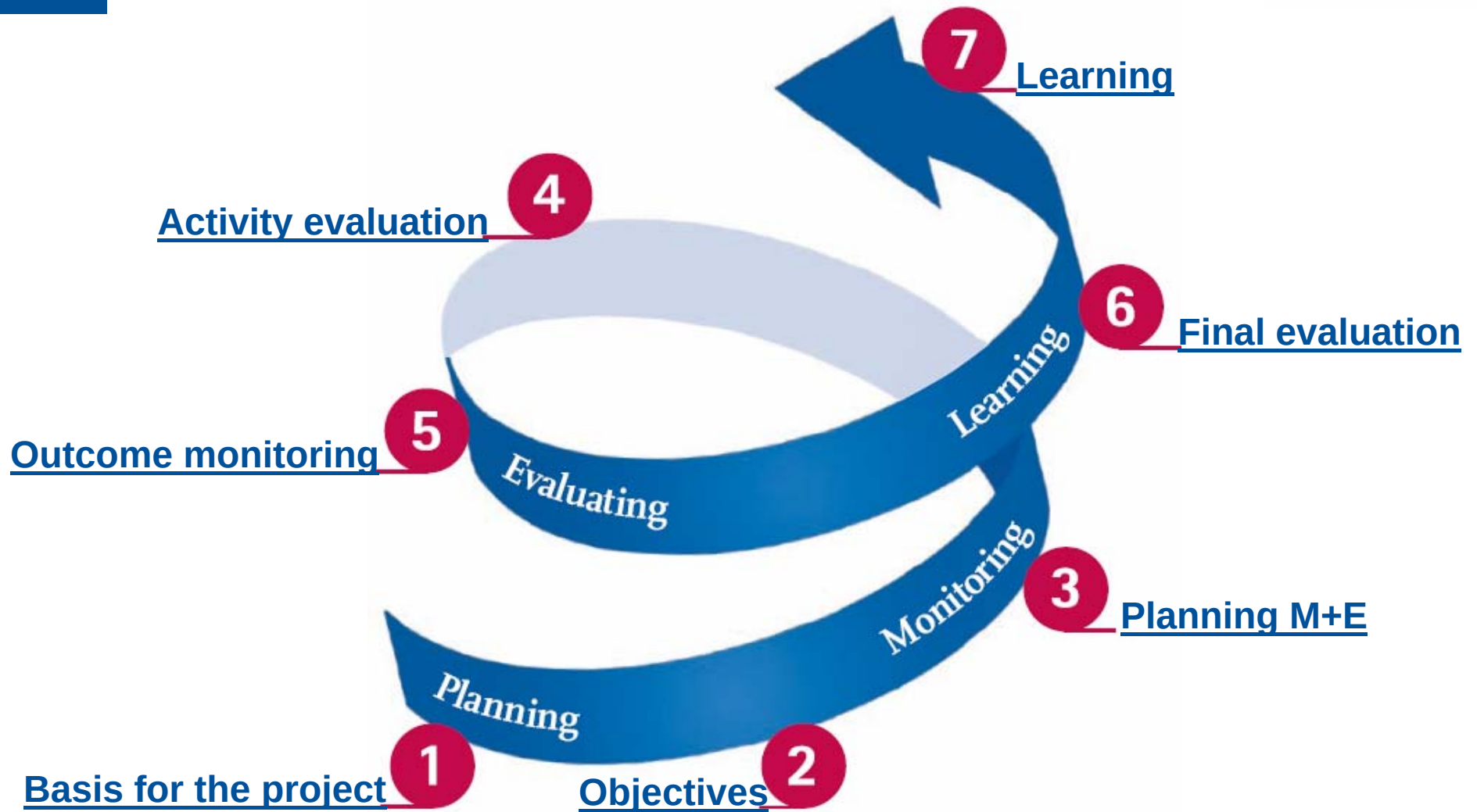
use and transfer

Output

results/ services



PrIME – loop



PrIME – loop as a chart

Phases	Steps
1. Planning	Step 1 Defining the programme basics and framework
	Step 2 Formulating objectives and effects
	Step 3 Setting M+E in the planning process
2. Implementation	Step 4 Evaluating activities (evaluating output/ results)
	Step 5 Outcome-Monitoring (direct, short-term and medium-term results)
3. Conclusion	Step 6 Final evaluation
4. Lessons learned	Step 7 Lessons learned (feedback on programme policy)

PrIME – planning step 1

Programme principals and framework

- **Instruments in designing programmes**
Specifications
Partner selection
Disseminators and target groups
- **When are these instruments used?**
In the conceptual design of programmes
- **How are the instruments applied?**
Each instrument consists of key questions. These provide the basis for the programme application or proposal

PriME – planning step 1

Example for key questions

First Instrument - specifications

- What is the background situation in the country?
- How is the programme integrated in the partner country's goals and objectives?

Second Instrument - partner selection

- Which project partner can significantly contribute to achieving the objectives?
- How is the InWEnt project related to existing partner strategies?
- What relationship does the partner have to the participants/disseminators?

Third Instrument - disseminators and target groups

- Which disseminators could contribute to achieving the objectives?
- Which skills and competences are to be developed in which disseminators?

PrIME – planning step 2

Formulating objectives and results

Programme objective

- Strengthening capacities of institutions or networks
- Initiating change processes in organisations...

Objectives of the activities

- Participants apply the skills they acquired to their field of work
- Participants carry out consulting tasks
- Participants work as disseminators...

Results of the measures/activities

- The participant has acquired and can apply new expertise

PriME – planning step 3

Setting M+E in the planning process

Setting indicators

- **Quantitativ**
 - With target values → At least 80% of the participants implement or use
 - Without target values → Number of water utilization plans implemented
- **Qualitativ** → Quality of water utilization plans

Formulating key questions

Who?

Participants/Partners

What is it about?

(Qualitative)

What does it achieved?

Results, Experience, Satisfaction

An increased exchange of experience takes place

How?

(Qualitative)

How often?

(Quantitativ)

PrIME – implementation step 4

Evaluating activities

Evaluating the results/output

Participant survey- standard questionnaire

Evaluating criteria:

- Achievement of the goal or objective
- Relevance and transfer potential
- Working and learning methods
- Trainer, Participants, Organisation

Expert partner evaluation

- Evaluation of the training from the partner perspective

Evaluation and internal distribution of the findings

- Participant survey finding - to Directorate management
- Expert partner evaluation - to Directorate management

PriME – implementation step 5

Outcome monitoring

Direct, short-term and medium-term effects

Aim of the outcome monitoring is to monitor the programme's current state to assess the objectives on the outcome level

Crucial question: Are the goals of the activities and the programme's objective still within the "target range"?

Steps in outcome monitoring

- Collecting data and observing on a regular basis
- Analysing and evaluating the current status of the programme
- Discussing the findings/lessons learned with the stakeholders involved
- Integrating the evaluation findings into programme steering
- Documenting the findings in an M+E report
- Forwarding the results to the Head of Division for steering purposes

PrIME – conclusion step 6

Final evaluation

How far objectives set have been reached?
Which effects the programme has generated?

Steps in the final evaluation:

- Collecting information/data
- Analysing and evaluating the success of the programme
- Discussing the lessons learned with the stakeholders involved
- Documenting the findings in the final report to the commissioning body
- Distributing the results internally and uploading the expert report into the valuation database

PrIME – lessons learned step 7

Lessons learned are drawn from the programme's success

The aim of this step:

- To analyse success factors
- To identify the sectors and countries where the InWEnt Capacity Building approaches prove their worth

Steps in the lessons learned:

- Identifying success factors and good practice
- Formulating criteria for programme development
- Monitoring implementation

InWEnt - International Capacity Building

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