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MANAGING FOR EFFICIENCY AND EFFECTIVENESS PILOT TRAINING EVALUATION REPORT

October 23, 2013

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GLOSSARY OF ABBREVIATIONS

CF-OUs	Central Function Operating Units
dTS	Development Training Services
IQC	Indefinite Quantity Contract
IT	Information Technology
MfEE	Managing for Efficiency and Effectiveness
PDM	Project Design Management Course
USAID	United States Agency for International Development
USAID/M	United States Agency for International Development/Management Bureau

EXECUTIVE SUMMARY

1. PURPOSE OF THE EVALUATION

This report presents the findings from the evaluation of the two-day pilot training, *Introduction to Managing for Efficiency and Effectiveness* (MfEE), sponsored by USAID/Washington/Management Bureau and held on April 9 -10, 2013. The report summarizes the participants' feedback from the course evaluation forms, as well as the trainers' observations and analysis.

Based on direct observations during the pilot and the participants' formal feedback, the facilitators recommend three major changes for modifications to the pilot course.

2. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The workshop was rated highly by the participants and provided them with a good learning experience that they reported would be useful in their work. The observations and recommendations in this report are offered with the expectation that they will assist USAID in creating a final workshop design that will achieve maximum success in its continued implementation.

First: The training was based on ***material****s* provided by USAID–the agenda, a set of PowerPoint slides and instructors' talking points. However, the training materials far exceeded what could be reasonably covered in a two-day pilot workshop; thus the trainers redesigned the agenda, content and accompanying materials (slides, exercises, and handouts) to correspond to a two-day schedule. The updated agenda and training materials were discussed and approved by USAID/M staff before the training. The revisions focused on the highlights of each module, condensed sessions by eliminating materials that were not useful, and adjusted the order of the sessions to provide more time for exercises and discussion. Some facilitator talking points and Power Points were duplicative and overly scripted.
Recommendation: For successful future trainings, condensed and targeted materials would enable more effective learning.

Second: The ***content*** of the workshop was too dense with information for an introductory two-day pilot. The variety of technical topics covered was very extensive and detailed for the short amount of time available for each module. The original design included ten sessions followed by scheduled feedback time for each session. The facilitators faced the challenge of reorganizing and combining workshop and feedback sessions to open time for more discussion and scheduled exercises while maintaining the integrity of the workshop content. All topics are important to accomplish the learning objectives and participants were interested in studying the topics in more depth.
Recommendation: For future courses, expand the length of the workshop to cover the topics in more depth.

Third: The **case study** provided by USAID focused primarily on issues and questions regarding IT remote access. As a result, its usefulness was limited and not easily used for applying a majority of the performance management principles.
Recommendation: USAID may wish to consider altering or adding another case study.

B. INTRODUCTION

BACKGROUND

This report presents the findings from the evaluation of the two-day pilot training, *Introduction to Managing for Efficiency and Effectiveness*, sponsored by the USAID/Washington/Management Bureau for functional staff in the Management Bureau and others who carry-out functional responsibilities in USAID/Washington. The course was held on April 9-10, 2013 at the Palomar Hotel in Washington, D.C.

The report first provides an overview of the course, including the purpose, participants and facilitators. The overview is followed by a discussion of course design, training materials, content and training methodologies employed to deliver the training. The report concludes with a discussion of recommendations for modification of the course to improve its usefulness. Observations included in this report about the usefulness and relevance of the course, the effectiveness of the course outline and methodologies incorporate the comments and recommendations provided by participants through short, written questionnaires completed daily during the pilot and scheduled plenary feedback sessions.

TRAINING PURPOSE, FACILITATORS AND PARTICIPANT PROFILE

This training was offered in accordance of the requirements of Task 4: *Course Adaption for Management Performance Functions* of the task order for *Updating and Modifying Managing for Results Courses* (TO number AID-OM-TO-11-0029) under *Transparency, Accountability and Performance* Indefinite Quantity Contract (IQC) (contract number AID-OM-I-10-00014). According to the Task Order, the purpose of Task 4 is to ensure that USAID staff working on USAID management functions are knowledgeable about the concepts presented in the Introduction to Managing for Results training course.

The Task Order required a two-day course tailored to management performance functions. These functions are:

- Procurement Management
- Information Technology Management
- Financial Management
- Management Services.

The course was developed to introduce the principles of performance management – a process of systematic planning, implementation and monitoring – to improve USAID's functional efficiency and effectiveness in anticipation of the rollout of a proposed Operations Performance Policy.

As part of this task, the initial pilot course would be offered in USAID/Washington for Agency staff working on the USAID management functions listed above. Following delivery of the pilot course and course adaptations, the need for additional courses would be determined.

Consequently, the pilot training discussed in this report had two goals. The first goal was to introduce and demonstrate how the MfEE methodology could benefit the participants' day-to-day work. The second goal was the introduction of the proposed *Operations Performance Policy*.

The course was facilitated by Linda Whitlock-Brown and Nancy McKay, a former Foreign Service Executive Officer and Foreign Service Program and Project Design Officer, respectively. The facilitators are experienced in USAID operational and strategic planning, are experienced facilitators who train on a variety of USAID-related topics, including USAID program management, USAID Acquisition and

Assistance, and human resource management. Further, both have worked in USAID functional offices and with USAID programs in Washington and overseas. Project direction and logistical support were provided by Oleksandr Rohozynsky and Kimberley Ready. All are from Development &Training Services, Inc. (dTS).

Fourteen participants attended the course; the list of participants is found in Annex A.

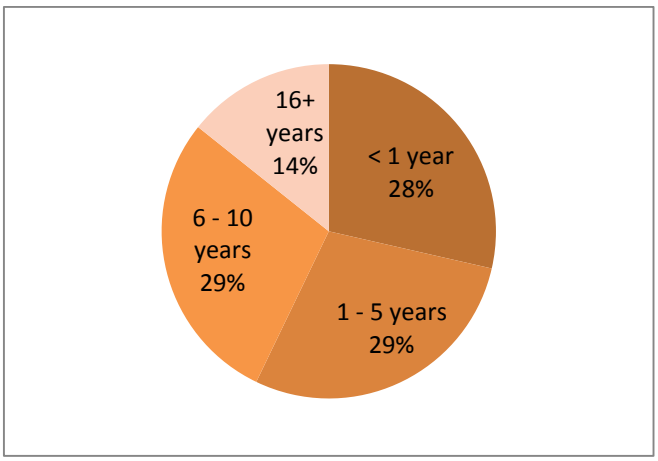
- Nine participants were from USAID's Management Bureau; five were from other USAID bureaus (Figure 1).
- Five participants are supervisors or team leaders.
- Participants had previous training and experience with the training topics: five participants had taken the Programming Foreign Assistance course, and many had participated in strategic planning activities, specifically with the Procurement Action Lead Time.
- None of the participants had taken the Project Design Management (PDM) course.

Figure 1: Offices Represented by the Participants

Management Bureau	**Number.**
Office of Acquisition and Assistance	2
Office of Management Policy, Budget and Performance	3
Office of the Chief Information Officer	4
Other USAID Offices	
Africa Bureau, Office of Sustainable Development:	1
Bureau for Democracy, Conflict and Humanitarian Assistance, Office of Foreign Disaster Assistance	2
Office of the Inspector General	1
Office of Human Resources	1

Additionally, the majority of the participants have worked with USAID for over five years (72%: Figure 2), with fourteen percent with having more than 16 years with USAID. Slightly more than a quarter (28%) have less than five years of experience with the agency.

Figure 2: Years of Experience with USAID (How many years have you been with USAID?)



Participants were also asked what they wanted to learn from the MfEE pilot workshop and their ideas were incorporated into the appropriate sessions of the workshop.

C. DISCUSSION OF COURSE – OBSERVATIONS AND RECOMMENDATIONS

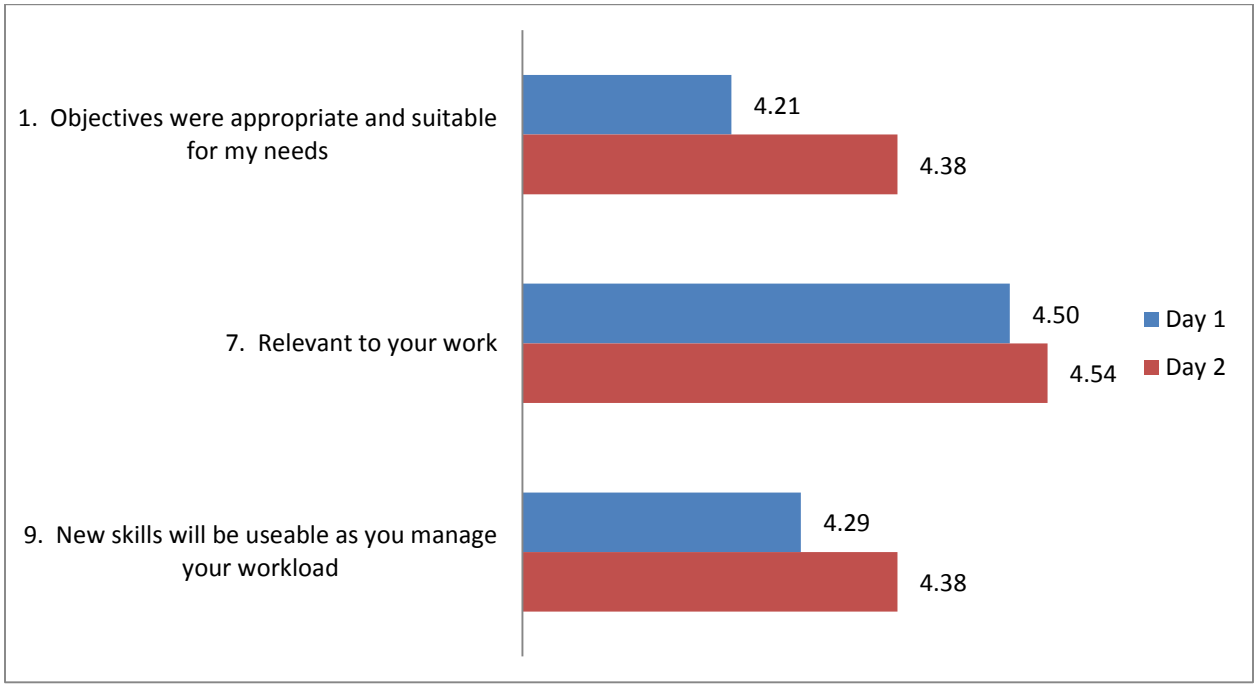
1. OVERALL REVIEW

Overall, the feedback from the participants indicated the course was useful, relevant, well delivered, and provided them with new practical knowledge. Both the training agenda and the content of the course were rated by the participants above four on a zero - to five-point scale.

Participants considered that the course objectives were appropriate (4.21 for Day One and 4.38 for Day Two), covered material relevant to their work (4.5 and 4.5), and provided skills that will make them more effective in their ongoing responsibilities (4.29 and 4.38) (Figure 3).

Participation from the trainees was very high during the entire course, and especially during the final session which focused on ways to integrate the insights from the pilot into their work when they return to their offices. Participants' feedback is found in Annex B: *MfEE Day One Feedback Session* and Annex D: *MfEE Day Two Feedback Session.*

Figure 3: Usefulness and Relevance of the MfEE Pilot Course (average score)



2. AGENDA

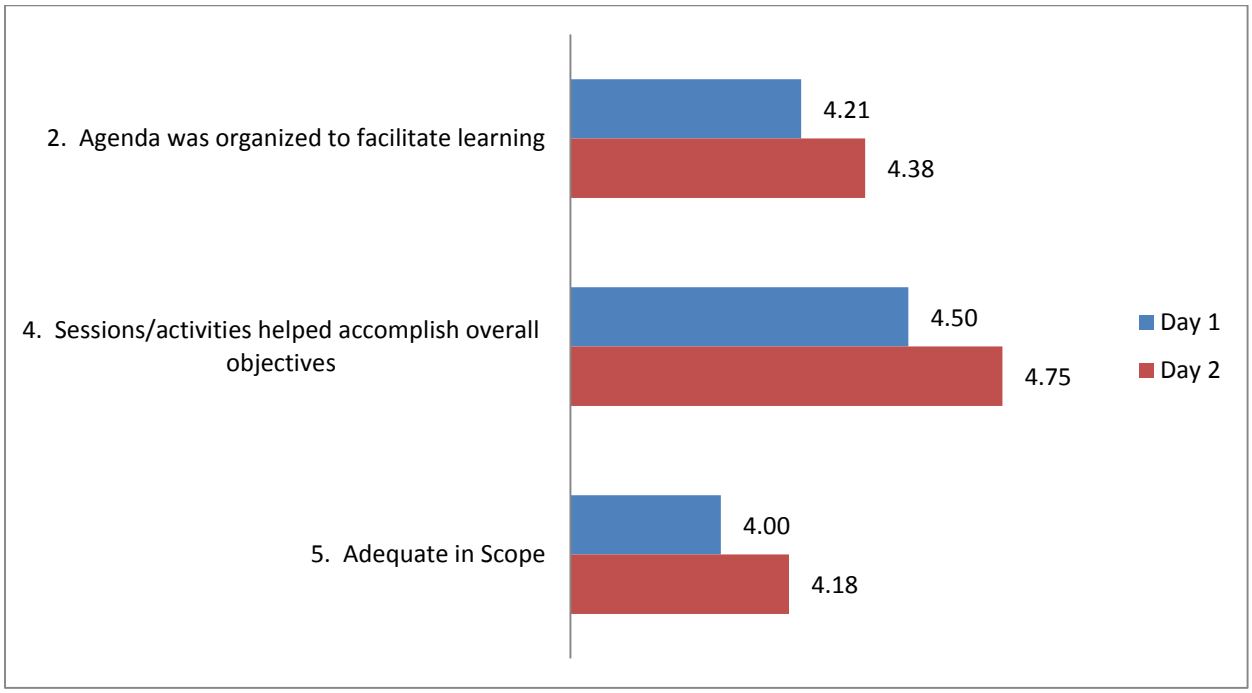
dTS was asked to conduct a two-day pilot training for a diverse group of about 25-30 participants from the USAID Washington, DC office. USAID/M/MPBP provided training materials to the training staff (facilitators and dTS project manager) that included a set of PowerPoint slides and talking points for each session, organized into 10 sessions. In order to conduct the training within the two day period, the facilitators reorganized the original ten workshop sessions into eight. The pilot training was conducted according to the revised agenda, vetted by USAID/M before the training (Annex D).

The pilot training agenda also included time for participants' feedback in days one and two which was specifically designed for the pilot and should be excluded from the regular trainings. Specific changes to individual sessions, including those made during the course, are presented in the discussion of each session. Overall observations are presented below.

- The agenda was implemented ahead of schedule on both day one and day two. During day one, the trainers were able to include materials originally scheduled for the second day's morning session, as the topic fit naturally into the discussion. The second training day ended two hours before scheduled time. The trainers completed session 5 (Day Two) in a shorter time period, because the participants had a high prior understanding of the concepts. This finding is based on the comments from the participants and the facilitators.
- Trainers were able to cover the materials more quickly because the number of participants was less than expected - 14 - as compared to the expected 24. With 24 participants, the number of six-person table workgroups would have increased the time needed for processing the exercise and the workshop would have been completed according to the schedule outlined in the revised agenda.
- The revised Session eight agenda and training materials were not complete until the day of the training and may have underestimated the amount of time needed for the session.

The participants were very satisfied with the training agenda. The agenda was organized to facilitate learning (4.21 out of 5 on Day One and 4.38 on Day Two) and the agenda was organized to facilitate learning (4.5 on Day One and 4.75 on Day Two). The participants' comments were favorable about the fact that the agenda encouraged participant involvement and they noted that sessions and activities helped accomplish overall objectives (4.5 on Day One and 4.75 on Day Two) (Figure 4).

Figure 4: Participants Satisfaction with the Course Agenda (average score)

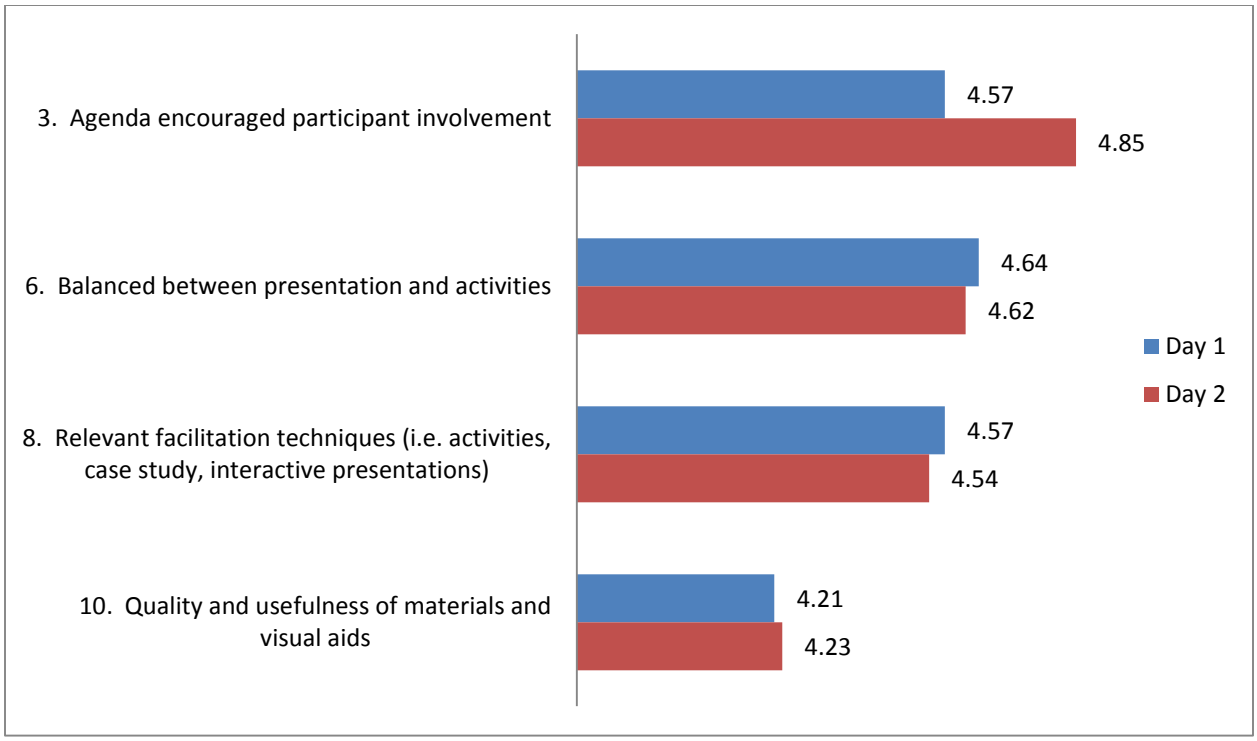


***Conclusions**:* The overall revised agenda presents a strong two-day training. Due to the large number of exercises included in the training, the actual schedule of the training is highly dependent on the number of participants. The agenda will fit two eight-hour days if the training is provided to over 16 participants; the

time can be shortened by one hour every day if the number of trainees is less than 16. While there were 10 sessions in the original USAID-created materials, dTS condensed them to 8 sessions by combing some and creating a new Session 8 which integrated the integrated/summarized the course. This revised session 8 was completed by the end of the training

Participants' satisfaction with the training methodologies received some of the highest scores in the evaluation. They noted that the agenda encouraged participant involvement (4.57 for Day One and 4.85 for Day Two). Further, the balance between presentation and activities was considered appropriate (4.64 and 4.62), and the facilitation techniques received high scores (4.57 for Day One and 4.53 for Day Two). The quality and usefulness of the materials and visual aids were rated above 4 as well (4.21 for Day One and 4.23 for Day Two) (Figure 5). The participants also noted to the instructor's that the interaction among participants during the breaks was invaluable to compare and contrast how the new information could be used. While the breaks were considered by the planners to be quite long, the participants found the informal exchanges very valuable and wanted them extended slightly.

Figure 5: Participants' Satisfaction with the Training Methodologies (average score)



***Recommendations*:** Keep the eight session agenda for a two-day workshop. Re-organize Session Four to end on Day One, add Senior Management presentation at the end of Day Two. The facilitators continue to urge more time for breaks to allow for non-structured discussion of topics covered during the workshop. Both facilitators agreed that too much structure and a too highly scripted agenda takes away from the participants' ability to absorb and process the materials covered during a workshop. Further, the additional time for discussion facilitates the networking among the participants for future discussion and application of what is covered during the workshop.

3. DISCUSSION OF INDIVIDUAL SESSIONS

The following discussion provides detailed information about each module, including changes made to the agenda, observations from trainers and trainees where appropriate, and a standard score, taken from

the participant's rating on the evaluation questionnaire. The first line of the table is the scale from low to high (1-5). The second line shows the number of participants ranking the course on the scale.

3.1 Session One: Why Manage for Efficiency and Effectiveness?

Participant feedback: Content, Relevance, and Usefulness

Score						
0	1	2	3	4	5	Average
			1	6	6	4.38

This introductory session went exactly as planned from the facilitators' point of view. However, Session One was the lowest rated session (4.38) of the workshop. Based on the original discussion during Session One, participants' comments indicated their concern that while one of the goals of the workshop was to present the new Operations Policy, had not been released at the time of the course. The discussion in Session One indicated to some that until the policy is released, participants' cannot be certain the materials covered during the training will be relevant. They noted that much work remains to be done to achieve overall Agency-wide consistent and uniform processes for addressing functional tracking of higher level work activities to lower level work activities. Trainers recommend that participants be assured that the course focuses on "What's in it for me?" for all of the participants in the training. Further, each course should be tailored to the specific mix (experience level and functional office) of participants.

3.2 Session Two: Organizing the Process, Analysing What's Needed

Participant feedback: Content, Relevance, and Usefulness

Score						
0	1	2	3	4	5	Average
			2	4	7	4.38

The facilitators combined the original Session Two: *Organizing for Success* with the original Session Three: *Problem Analysis*. The revised Session Two: *Organize the Process* and *Analyse the Situation* worked well, receiving an average score of 4.38), as problem identification and analysis is an integral part of planning. We recommend that this combination remain in effect.

In future workshops, the facilitators suggest that the revised Session Two provide a more in-depth overview of other methods for problem analysis, particularly Business Process Mapping and Change Management. Business Process Mapping is a problem analysis methodology that has been used by USAID for decades to assess the steps of various management processes within USAID. Further, it is often used in contractor management assessments. The Change Management model also has been used, to some extent, in each re-organization that has taken place in USAID/Washington. Both forms of analysis are already integral to USAID management analysis and should be more fully covered during the course of the workshop. If these additions were to be made, the workshop would probably need a third day to cover these topics more thoroughly.

3.3 Session Three: The Results Framework

Participant feedback: Content, Relevance, and Usefulness

Score						
0	1	2	3	4	5	Average
				6	7	4.54

Participants felt that the revised Session Three was important. This session received the second highest rating for Day One sessions – 4.54. The discussion of categorical and definitional results initially confused the participants on Day One, so the facilitators returned to this topic the morning of Day Two.

As this discussion is generally introduced and facilitated in the broader context of specific USAID efforts to develop results frameworks and to complete strategic plans, we recommend removing categorical and definitional results from the MfEE workshop. This would avoid distraction on a topic that is relatively minor in the pilot and we believe this topic is best addressed when it is applied to a specific results framework situation.

3.4 Session Four: Performance Metrics

Participant feedback: Content, Relevance, and Usefulness

Score						
0	1	2	3	4	5	Average
				5	8	4.62

This session received the highest score (4.62) from the participant feedback on Day One. The revised agenda split Session Four between Day One and Day Two, but the trainers managed to fit both the presentation and the exercise for this session into the Day One schedule.

In this session the facilitators streamlined the detailed discussion on *Criteria for Selecting Performance Metrics,* as agreed upon in the preparatory meeting with USAID/M officers, in recognition by trainers and USAID that some sessions needed to be shortened in order to ensure the required materials were covered within the two-day timeframe.

During the course of the workshop, however, the shortened presentation of the criteria for selecting performance metrics resulted in many questions being asked about this topic throughout the entire workshop. By the end of the workshop, all the material in the original version of the session had been covered. Based on the questions during the presentation and related activity, as well as comments from the participants' evaluation, it is evident that this material is not as well understood by participants as the material in Sessions Two and Three. Therefore, the trainers recommend that the full and detailed presentation on this topic be included in future workshops.

3.5 Session Five: Monitor and Assess – Baselines and Targets, Data Quality and Performance Plans

Participant feedback: Content, Relevance, and Usefulness

Score						
0	1	2	3	4	5	Average
				6	5	4.45

The facilitators combined the original Session Six: *Baselines and Targets*; the original Session Seven: *Data Quality*; and the original Session Eight: *Operations Performance Plan* into one new Session Five: *Monitor and Assess – Baselines and Targets, Data Quality and Performance Plans.* This was done, again, to ensure the required materials were covered in the two-day timeframe and to ensure content flow. This enabled the facilitators to cover how to identify and define quality results characteristics in a more general and logical sequence.

While the combination worked well, it was complicated by the request from M/MPBP, shortly before the workshop, to add a discussion of the *Execution Plan* into the Performance Plan. So while the workshop maintained the original Session Nine, *The Execution Plan*, as a separate Session Six, discussion of this topic was linked to the content to the new Session Five: *The Performance Plan*. The facilitators recommend for future workshops, that these two topics be realigned to become a revised Session Six entitled *The Execution and Performance Plan.*

3.6 Session Six: The Execution Plan

Participant feedback: Content, Relevance, and Usefulness

Score						
0	1	2	3	4	5	Average
				6	6	4.50

During the pilot training, Session Six was implemented closely with Session Five (see discussion above). As a result, the trainers recommend revisions to both Session Five and Session Six to streamline the training process. It is worth noting that the subject of Session Six was highly relevant and useful for the training participants, and the session got the highest score for the Day Two sessions (4.5).

3.7 Session Seven: Using Performance Information

Participant feedback: Content, Relevance, and Usefulness

Score						
0	1	2	3	4	5	Average
			2	4	7	4.38

This session was developed based on Session Ten in the original materials provided by USAID/M. The goal of Session Ten in the USAID materials was to cover the *Portfolio Review* process. Following directions received from the client, the trainers reorganized this session to cover *Data Driven Reviews.* Shortly before the pilot training, USAID/M/MPBP directed that the session should now be entitled *Stat Reviews*. Regrettably, there was inadequate time for the facilitators to refine the session to cover this topic during the pilot training.

As a result, the facilitator spoke generically about data driven reviews and covered the provided AIDStat Handout. The session received the lowest score (4.38) among sessions during Day Two, possibly because the materials contained less information about AIDStat than was anticipated for the full coverage of the subject.

The facilitators recommend the addition of more information on the AIDStat process and more information/resources for Data Driven Reviews generically. For example, the addition of one more slide could cover in greater detail (specifically after the Data Driven Review – Slide Nine) highlights of what a periodic review should include such as:

- Progress toward achieving targets
- Relevance of the Operational Hypothesis
- Status of resources
- Data Quality
- Anomalies
- Identification of next steps

3.8 Session Eight: Next Steps to Apply the Operations Performance Policy Presentation to a Senior Staff Meeting

Participant feedback: Content, Relevance, and Usefulness

Score						
0	1	2	3	4	5	Average
			1	5	7	4.46

M/MPBP staff directed the facilitators to actively seek feedback from the participants on the content of the course, as well as to encourage the participants to return to their offices and use what they learned during the workshop – to socialize the content. In response to this request, the facilitators added this entirely new session, designed as a team-building-brainstorming session for the workshop participants. The purpose was to provide an opportunity to practice networking and identify next steps.

The exercise simulated a scheduled presentation at their Senior Staff meeting to provide highlights of the MfEE Pilot Workshop. During the exercise participants practiced next steps on ways to begin socializing the MfEE concepts when they return to their offices. The participants worked in teams of four people, at separate tables. Each team was provided two-to-three sentences for opening remarks and was asked to answer the following two questions:

(i) What are the benefits of MfEE?
(ii) What are the challenges of MfEE?

The results of this session are presented in the recommendations section of the report.

In anticipation of USAID's hosting additional workshops, trainers recommend that USAID develop a formal exercise for participants to strategize on how to best integrate these operational principles into the day-to-day work of their offices.

4. PARTICIPANT NOTEBOOK AND HANDOUTS

The participant notebook was organized by session and separated by numbered tabs for easy reference. In general, the flow of materials and hand-outs worked very well.

The facilitators' talking points however were cumbersome and over scripted, largely reiterating the text provided in the Power Point presentations. The facilitators augmented the talking points from their own knowledge of USAID's processes, their experiences working directly with USAID, and additional reading done in preparation for teaching the course.
Recommendation: A concerted effort is recommended to develop a facilitator's guide that complements the Power Point presentations rather than detailed scripted narratives.

The workshop activities required additional clarity to ensure that the exercises supported the learning objectives for each module. The facilitators recommend revisiting the guidance and providing added clarity on each exercise's objective and ways to best apply the new operational techniques being practiced in the exercise. For example, in the case study outlined in Activity 5-1: *Baseline Targets and Data Quality Performance Plan*, the data provided on the total number of employees conflicted with the indicator *number of target level employees*. To mitigate confusion, the facilitators chose to introduce an alternative exercise for this learning experience.

5. RECOMMENDATIONS

The workshop went well and was well-received by the participants. In the spirit of continuous improvement, the trainers offer the following thoughts in the hopes that these suggestions might be useful as USAID continues the implementation of the workshop.

- A more generic, easily approached case study may be more appropriate, perhaps focusing on an organizational change that impacts all Agency personnel. One such example could be teleworking. This organizational change includes remote access as well as a host of other challenges that everyone can relate to and thus permits their contributing to problem solving.
- USAID may wish to consider adjusting the workshop activities so that not all activities and exercises return to one case study. More variety might make the entire workshop more interesting and accessible to participants regardless of their operational or technical background. Developing a few mini-case studies relating to the work of the Management Bureau would enhance the ability of the participants to identify ways they could apply the methodology in their own work.

5.1 Recommendations Based on Participant Evaluation Results

Overall, the participants were very satisfied with the course and all agreed that they would recommend the workshop to others including their own staff. The evaluation at the end of the pilot workshop

produced a wide-range of recommendations for moving forward, including improvements for the training from the perspective of the course participants.

Major observations and recommendations gathered from the participants' evaluations include:

- While all participants recommend the training for others, it was not clear before the pilot began that this workshop was part of the rollout of the performance management tools for the operational side of USAID.
- It would be good to have participants relate the training to their own units – identifying similar issues and situations or identifying activities that relate more to the operational units of the participants.
- Provide more time and attention for the activities and the critique of the activities.
- Have templates for as many products and documents referred to during the training as possible.
- Make the discussion of the categorical and definitional results more relevant and clear – have examples.
- Go into more detail on each step of the Operations Management Process to demonstrate how each step builds on the others.

5.2 Recommendations Based on Plenary Session Feedback

The MfEE Workshop concluded with Session Eight entitled, *Prepare Presentation to Senior Staff*. This session revealed that the participants immediately saw benefits from the MfEE for saving time, managing resources more efficiently and effectively, and better problem solving. One participant who is a supervisor was ready to meet with her staff to start discussing how to implement the ideas she worked on during the workshop.

The teams also identified Agency-wide accountability and the timeline for implementation as general themes for the challenges of MfEE. These themes seem to be common for all Operating Units represented during the training.

Based on the thoughts shared by the participants during this session, the facilitators offer the following general recommendations related to the topic:

(i) Introduce an Agency-wide accountability policy. Team-wide agreements on accountability (at office level) seem to be less effective than general agency-wide agreement.
(ii) Define the relationship between the Central and Regional Bureaus with the Central Function Operating Units (CF-OUs) in MfEE.
(iii) Give special attention to bringing a variety of different CF-OUs for MfEE together since each has a different mandate.

D. CONCLUSIONS

In summary, the Managing for Efficiency and Effectiveness Workshop held in Washington, D.C. for 14 participants was very successful. The trainers concluded that the workshop launched the potential for improved operational performance and results within USAID. The refinements offered in this report will strengthen an already excellent course.

Annex A: List of Participants

	Managing for Efficiency and Effectiveness Participant List				
	Registration Date	**First Name**	**Last Name**	**Operating Unit**	
1	27-Feb	Lynda	Jackson	M/OAA	
2	27-Feb	Portia	Persley	M/OAA	
3	27-Feb	Jami	Rodgers	M/OAA	
4	1-Mar	Richard	Spencer	M/OAA	
5	1-Mar	Bukky	Kehinde	M/OAA	
6	11-Mar	Brandon	Pustejovsky	M/MPBP	
7	11-Mar	Maggie	Mesaros	M/MPBP	
8	11-Mar	Amanda	Boachie	M/MPBP	
9	12-Mar	Patricia	Kristobek	M/CIO	
10	12-Mar	Andrea	Barrette-Blake	M/CIO	
11	12-Mar	Vanessa	Prout	HR	
12	13-Mar	Vann	Rolfson	M/OAA	
13	14-Mar	Lisa	Witte	AFR/SD	
14	15-Mar	Kim	Sais	E3/AMS	
15	16-Mar	Stephanie	Paul	DCHA/OFDA	
16	20-Mar	Sukhvinder	Singh	M/CIO	
17	20-Mar	Sarah	Buckley	DCHA/OFDA	
18	20-Mar	Christopher	Olaes	M/CIO	

Annex B: MfEE Day One Feedback Session

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 1

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs					✓	
2. Agenda was organized to facilitate learning			✓			
3. Agenda encouraged participant involvement			✓			
4. Sessions/activities helped accomplish overall objectives					✓	

Additional Comments about Learning Objectives and Agenda: Some lessons seemed rushed. Parts with definations of specific words should not be rushed. (Categorical, of OPUDATA, et)

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope					✓	
6. Balanced between presentation and activities					✓	
7. Relevant to your work					✓	
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)					✓	
9. New skills will be useable as you manage your workload					✓	
10. Quality and usefulness of materials and visual aids					✓	

Additional Comments about Content and Relevance of the Pilot:

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 1						
Session 2						
Session 3						
Session 4						

Additional Comments about individual sessions:

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

1 Define Indept "Culture of Operations Performance" @ the begin of the class
* This may better explain the purpose/outcome/ Intermediate result of this training

2 We've seen these plans before within our OU's but when there are many plan's proirity becomes an Issue

3 OU plans should be written in a way that each branch or Division has a plan tailored to them. This may eliminate the multiple plans.

Andrea Blake

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 1

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs						✓
2. Agenda was organized to facilitate learning						✓
3. Agenda encouraged participant involvement						✓
4. Sessions/activities helped accomplish overall objectives						✓

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope					✓	
6. Balanced between presentation and activities						✓
7. Relevant to your work						✓
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)						✓
9. New skills will be useable as you manage your workload						✓
10. Quality and usefulness of materials and visual aids						✓

Additional Comments about Content and Relevance of the Pilot:

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 1						✓
Session 2						✓
Session 3						✓
Session 4						✓

Additional Comments about individual sessions:

Session 4 was very interesting

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

I would recommend this pilot to others

Recommendation for Improvement

- A best practice example of a crafted Performance Plan and an operational management plan (OMP)

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 1

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs						X
2. Agenda was organized to facilitate learning						X
3. Agenda encouraged participant involvement						X
4. Sessions/activities helped accomplish overall objectives						X

Additional Comments about Learning Objectives and Agenda:
At first learning objects were a bit muddied by all the discussion about how the workshop would lead to finalization of the policy. made me think it wasn't a training class + I had signed up for something I didn't want.

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope Not sure what you mean						
6. Balanced between presentation and activities						X
7. Relevant to your work						X
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)						X
9. New skills will be useable as you manage your workload						X
10. Quality and usefulness of materials and visual aids						X

Additional Comments about Content and Relevance of the Pilot:

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 1						X
Session 2						X
Session 3						X
Session 4						X

Additional Comments about individual sessions:

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

I liked using the case study. ~~Probably~~ for most of the exercises. However, it caused problems if you made mistakes along the way because there was never a time to review + correct without rushing through the rest of the exercise once things were corrected.

I would recommend. For anyone who's done strategic planning, it's a good review/new take.

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 1

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs						✓
2. Agenda was organized to facilitate learning						✓
3. Agenda encouraged participant involvement						✓
4. Sessions/activities helped accomplish overall objectives						✓

Additional Comments about Learning Objectives and Agenda: The objectives were clearly stated and content and delivery met the identified objective. If possible would be good to do a knowledge check after each session to make sure participants understand. Lack of understanding was evident in some of the question asked during the exercises.

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope				✓		
6. Balanced between presentation and activities						✓
7. Relevant to your work						✓
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)						✓
9. New skills will be useable as you manage your workload						✓
10. Quality and usefulness of materials and visual aids						✓

Additional Comments about Content and Relevance of the Pilot: more time needed for the activity. Felt too rushed to fully develop the activity per the exercise.

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 1						✓
Session 2						✓
Session 3						✓
Session 4						✓

Additional Comments about individual sessions: As each session builds on the other it would be good to have participants relate to their particular units. As there are elements in the case study that everyone could identify with this would help solidify the info going forward

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 1

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs					X	
2. Agenda was organized to facilitate learning						X
3. Agenda encouraged participant involvement						X
4. Sessions/activities helped accomplish overall objectives						X

Additional Comments about Learning Objectives and Agenda: These objectives were very useful but not exactly what I anticipated. These methods will be useful in addressing larger agency issues/problems but perhaps not as much in the short term - sheeping to organize on a day to day basis.

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope					X	
6. Balanced between presentation and activities						X
7. Relevant to your work						X
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)						X
9. New skills will be useable as you manage your workload					X	
10. Quality and usefulness of materials and visual aids						X

Additional Comments about Content and Relevance of the Pilot: I had much of this results framework training in graduate school but it was a useful refresher + unique as it is targeted to operations v. projects. This is very relevant for those who have responsibility for managing overall systems.

useful over long term if TIME is available to do the research + put plan into place.

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 1						X
Session 2						X
Session 3						X
Session 4						X

Additional Comments about individual sessions:

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

I'm a strong proponent of the Federal Executive Institute style of training that does not restrict adult professional students from answering emails or texts (when they are important) during the training. Trainees should be able to manage their own priorities and determine when it is necessary to prioritize a work issue over training.

Otherwise this was an excellent two days & very useful in thinking about how to promote positive change in the agency.

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 1

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs					X	
2. Agenda was organized to facilitate learning					X	
3. Agenda encouraged participant involvement					X	
4. Sessions/activities helped accomplish overall objectives					X	

Additional Comments about Learning Objectives and Agenda:

The presentations are great. The participation is great but we might want to consider mixing up the teams for future sessions

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope				X		
6. Balanced between presentation and activities					X	
7. Relevant to your work				X		
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)					X	
9. New skills will be useable as you manage your workload				X		
10. Quality and usefulness of materials and visual aids					X	

Additional Comments about Content and Relevance of the Pilot:

I was hoping for an application for this that aligns to my current work. Eg. How to better articulate the the elements in an AEF. Perhaps, tools to facilate getting to a work plan

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 1					X	
Session 2					X	
Session 3					X	
Session 4					X	

Additional Comments about individual sessions:

Good Content. More examples would be good.

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

I think the course is really valuable. If this or some variation was mandatory for all staff to take at USAID, it would really help to get everyone on the same page. (managers, senior managers, employees, contractors, etc)

I would like to see more examples of USAID particular task & activities. Perhaps a real life OMP as a case study to walk through.

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 1

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs					✓	
2. Agenda was organized to facilitate learning					✓	
3. Agenda encouraged participant involvement						✓
4. Sessions/activities helped accomplish overall objectives					✓	

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope					✓	
6. Balanced between presentation and activities					✓	
7. Relevant to your work					✓	
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)					✓	
9. New skills will be useable as you manage your workload					✓	
10. Quality and usefulness of materials and visual aids					✓	

Additional Comments about Content and Relevance of the Pilot:

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 1					✓	
Session 2					✓	
Session 3					✓	
Session 4					✓	

Additional Comments about individual sessions:

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

There needs to be an overall consistency for the whole agency in terms of policies and templates for managing for efficiency and effectiveness. If consistent and uniform processes are not used then it would be very hard to connect and track higher level work activies to lower level activities and activites that span over multiple offices / bureaus to achieve a particular higher level strategic or operational goal.

Yes, I think this training or similar version should be given to every employee who is tasked to carry out a project activity. Yes, I would like some of my staff to attend this training.

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 1

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs						X
2. Agenda was organized to facilitate learning						X
3. Agenda encouraged participant involvement						X
4. Sessions/activities helped accomplish overall objectives						X

Additional Comments about Learning Objectives and Agenda:
it wasn't clear when I signed up for the workshop that this is part of the M Bureau's rollout of the performance mgmt tools for the operations side of USAID- but learning this only helps me in the training & seeing the "big picture"

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope						X
6. Balanced between presentation and activities						X
7. Relevant to your work						X
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)						X
9. New skills will be useable as you manage your workload						X
10. Quality and usefulness of materials and visual aids						X

Additional Comments about Content and Relevance of the Pilot:
I really enjoyed the course & have learned/re-learned a lot. As I stated yesterday, I think this needs to be offered regularly to Agency staff so this can be properly & effectively implemented. For many staff - esp. on operations side who aren't used to this, there will need to be introductory & intermediate trainings available.

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 1						X
Session 2						X
Session 3						X
Session 4						X

Additional Comments about individual sessions:

thank you for going back to the conceptual & definitional. I think for me it would be clearer if I could have come up w/ an OFDA case study to use through the training. makes it more relevant & clear in my mind. No idea how you'd make that happen though! Right balance of exercises, discussion & lecture. I like the "old" Agency examples of the

project implementation plan & the decision tree. I would have liked to see / receive examples or mock ump's & the process via each step- results framework, etc. It would be helpful to me to see a mock-up of doing each step, incorporating it to the next, building to the performance plan & the final product.

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

I want my whole team to take this training!!

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 1

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs				X		
2. Agenda was organized to facilitate learning					X	
3. Agenda encouraged participant involvement						X
4. Sessions/activities helped accomplish overall objectives				X		

Additional Comments about Learning Objectives and Agenda:
Say more on why this training matters to participants — what's in it for me? Also note how it will differ from other trainings that discuss similar topics (e.g., PFA, project design, etc.)

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope					X	
6. Balanced between presentation and activities						X
7. Relevant to your work				X		
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)					X	
9. New skills will be useable as you manage your workload					X	
10. Quality and usefulness of materials and visual aids				X		

Additional Comments about Content and Relevance of the Pilot:
Content needs to be tailored → revisit flow of some sessions
what is content for OMP? why is business analysis discussed in session 2 but falls under later steps in Ops Mgmt Policy process?

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 1					X	
Session 2				X		
Session 3					X	
Session 4						X

Additional Comments about individual sessions:

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

Ask participants for more examples from there own work when talking through content (e.g., OPUDATA - have any of you struggled with this?)

I would recommend pilot, but it needs to be more relatable to participants.

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 1

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs					X	
2. Agenda was organized to facilitate learning					X	
3. Agenda encouraged participant involvement					X	
4. Sessions/activities helped accomplish overall objectives					X	

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope						X
6. Balanced between presentation and activities						X
7. Relevant to your work					X	
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)						X
9. New skills will be useable as you manage your workload					X	
10. Quality and usefulness of materials and visual aids					X	

Additional Comments about Content and Relevance of the Pilot:

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 1					X	
Session 2					X	
Session 3					X	
Session 4					X	

Additional Comments about individual sessions:

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

In general I think it would help to link the OMP with the concepts of Efficiency and Effectiveness.

Also it would help to discuss how these tools may be applied at a level lower than the office level (division or branch level) to some extent some in the room will have a role in their office OMP while others may only be tangentially aware that it exists.

I would recommend the pilot to others particularly because the OMPs seem central to how the agency function.

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 1

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs				X		
2. Agenda was organized to facilitate learning					X	
3. Agenda encouraged participant involvement						X
4. Sessions/activities helped accomplish overall objectives						X

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope				X		
6. Balanced between presentation and activities					X	
7. Relevant to your work						X
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)					X	
9. New skills will be useable as you manage your workload				X		
10. Quality and usefulness of materials and visual aids				X		

Additional Comments about Content and Relevance of the Pilot:

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 1				X		
Session 2					X	
Session 3					X	
Session 4						X

Additional Comments about individual sessions:

Need template for OMP
Need to clarify overlap + relationship with other required planning process, i.e. Strategic Planning, Budget Justifications, ~~etc~~ OMB A-11 Ch. 300, AETS, etc.,

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

Mandate needs to be clarified and then trng needs to be targetted for office mgmt.

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 1

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	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs					X	
2. Agenda was organized to facilitate learning					X	
3. Agenda encouraged participant involvement						X
4. Sessions/activities helped accomplish overall objectives						X

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope					X	
6. Balanced between presentation and activities						X
7. Relevant to your work						X
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)						X
9. New skills will be useable as you manage your workload						X
10. Quality and usefulness of materials and visual aids					X	

Additional Comments about Content and Relevance of the Pilot:

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 1					X	
Session 2						X
Session 3						X
Session 4						X

Additional Comments about individual sessions:

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

WOULD RECOMMEND TO OTHERS....

MUCH OF THIS MATERIAL IS BEST LEARNED BY DOING. MORE ATTENTION TO EXERCISES & THOROUGH CRITIQUES WOULD BE HELPFUL TO ENGENDER BEST PRACTICE. MATERIAL IS SO NEW TO CF-OU STAFF THAT INSTRUCTORS SHOULD NOT BE SHY ABOUT POINTING OUT FLAWS IN PRODUCTS PRODUCED IN GROUP EXERCISE. ~~[illegible]~~ VETERAN INSTRUCTORS WHO HAVE DONE THIS ON PROGRAM SIDE ARE ESSENTIAL. STANDARD TEMPLATES FOR OMP AND PERFORMANCE & EXECUTION PLANS WOULD BE HELPFUL. MORE FOCUS ON GOOD AND PRECISE INDICATORS WOULD ALSO BE HELPFUL, ALONG W/ FOCUS ON METRICS REFERENCE SHEETS

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 1

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs						✓
2. Agenda was organized to facilitate learning						✓
3. Agenda encouraged participant involvement						✓
4. Sessions/activities helped accomplish overall objectives						✓

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope						✓
6. Balanced between presentation and activities						✓
7. Relevant to your work						✓
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)						✓
9. New skills will be useable as you manage your workload						✓
10. Quality and usefulness of materials and visual aids						✓

Additional Comments about Content and Relevance of the Pilot:

Re #5 and 7 - Although at this point, I rated at highest levels - since this is a "work in progress", not entirely sure I feel completely skilled in this. I participative but understand direction & guidance will continue to come from MPBP.

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 1						✓
Session 2						✓
Session 3						✓
Session 4						✓

Additional Comments about individual sessions:

All relevant/useful

not as yet.

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

Yes, This is the beginning of what/how we need to plan work/improvements so this is great to get this "advance" outline.

would recommend to others

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 1

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs					X	
2. Agenda was organized to facilitate learning				X		
3. Agenda encouraged participant involvement					X	
4. Sessions/activities helped accomplish overall objectives				X		

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope				X		
6. Balanced between presentation and activities					X	
7. Relevant to your work					X	X
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)					X	
9. New skills will be useable as you manage your workload					X	
10. Quality and usefulness of materials and visual aids				X		

Additional Comments about Content and Relevance of the Pilot:

Name sessions!

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 1					X	
Session 2				X		
Session 3					X	
Session 4					X	

Additional Comments about individual sessions:

Annex C: MfEE Day Two Feedback Session

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 2

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs			X			
2. Agenda was organized to facilitate learning			X			
3. Agenda encouraged participant involvement					X	
4. Sessions/activities helped accomplish overall objectives					X	

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope				X		
6. Balanced between presentation and activities					X	
7. Relevant to your work					X	
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)					X	
9. New skills will be useable as you manage your workload					X	
10. Quality and usefulness of materials and visual aids					X	

Additional Comments about Content and Relevance of the Pilot:

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 4					X	
Session 5					X	
Session 6					X	
Session 7					X	

Additional Comments about individual sessions:

Linda Whitlock-Brown's Delivery	0	1	2	3	4	5
11. Preparation and expertise				X		
12. Presentation in large group sessions						X
13. Facilitation						X
14. Respectful of participant needs & contributions						X

Additional Comments about Linda's Delivery:

Nancy McKay's Delivery	0	1	2	3	4	5
15. Preparation and expertise				X		
16. Presentation in large group sessions						X
17. Facilitation						X
18. Respectful of participant needs & contributions						X

Additional Comments about Nancy's Delivery:

Workshop Setting	0	1	2	3	4	5
19. Adequacy of pilot rooms and equipment						X
20. Logistical and administrative support from USAID						X

Additional comments regarding Workshop Setting:

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 2

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs						X
2. Agenda was organized to facilitate learning					X	
3. Agenda encouraged participant involvement						X
4. Sessions/activities helped accomplish overall objectives						X

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope					X	
6. Balanced between presentation and activities						X
7. Relevant to your work						X
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)						X
9. New skills will be useable as you manage your workload						X
10. Quality and usefulness of materials and visual aids					X	

Additional Comments about Content and Relevance of the Pilot:

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 4					X	
Session 5					X	
Session 6						X
Session 7						X

Additional Comments about individual sessions:

Linda Whitlock-Brown's Delivery	0	1	2	3	4	5
11. Preparation and expertise						X
12. Presentation in large group sessions						X
13. Facilitation						X
14. Respectful of participant needs & contributions						X

Additional Comments about Linda's Delivery:

Nancy McKay's Delivery	0	1	2	3	4	5
15. Preparation and expertise						X
16. Presentation in large group sessions						X
17. Facilitation						X
18. Respectful of participant needs & contributions						X

Additional Comments about Nancy's Delivery:

Workshop Setting	0	1	2	3	4	5
19. Adequacy of pilot rooms and equipment					X	
20. Logistical and administrative support from USAID					X	

Additional comments regarding Workshop Setting: POSTS IN ROOMS CREATED VISUAL BARRIERS - NO SIGN IN LOBBY W/ LOCATION INFO - ROOM # NOT IN EMAIL

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

YES - BUILDS SKILLS IN DATA DRIVEN ANALYSIS INTO OPERATIONS ASPECTS OF USAID

UNCLEAR ON DIFFERENCE BETWEEN PERF. REVIEW AND STAT REVIEW

- SLIDE ON PERF. MONITORING VS. ASSESSING NOT HELPFUL, ESP. WHEN INSTRUCTOR SAYS "ASSESSMENTS NOT REQUIRED"
- RECOMMEND HAVING TEMPLATES FOR EVERY PRODUCT OR DOCUMENT REFERENCED IN TRAINING

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 2

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs						X
2. Agenda was organized to facilitate learning						X
3. Agenda encouraged participant involvement						X
4. Sessions/activities helped accomplish overall objectives						X

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope						X
6. Balanced between presentation and activities						X
7. Relevant to your work						X
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)						X
9. New skills will be useable as you manage your workload						X
10. Quality and usefulness of materials and visual aids						X

Additional Comments about Content and Relevance of the Pilot: Perhaps one additional thing that might be useful would be tips on how to "manage up" and give feedback to senior managers on what is + isn't working + then offering a solution.

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 4						X
Session 5						X
Session 6						X
Session 7						X

Additional Comments about individual sessions:

Linda Whitlock-Brown's Delivery	0	1	2	3	4	5
11. Preparation and expertise						X
12. Presentation in large group sessions						X
13. Facilitation						X
14. Respectful of participant needs & contributions						X

Additional Comments about Linda's Delivery: great job – thank you!

Nancy McKay's Delivery	0	1	2	3	4	5
15. Preparation and expertise						X
16. Presentation in large group sessions						X
17. Facilitation						X
18. Respectful of participant needs & contributions						X

Additional Comments about Nancy's Delivery:

Well done – much appreciated!

Workshop Setting	0	1	2	3	4	5
19. Adequacy of pilot rooms and equipment						X
20. Logistical and administrative support from USAID						X

Additional comments regarding Workshop Setting:

beautiful venue for learning. Great food. Good space aside from pillars

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

yes – I would recommend this to others. I think it should first focus on mid to higher level managers as they can provide the motivation to implement the methodology.

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 2

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	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs					X	
2. Agenda was organized to facilitate learning						X
3. Agenda encouraged participant involvement						X
4. Sessions/activities helped accomplish overall objectives						X

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope						
6. Balanced between presentation and activities						X
7. Relevant to your work					X	
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)						X
9. New skills will be useable as you manage your workload					X	
10. Quality and usefulness of materials and visual aids					X	

Additional Comments about Content and Relevance of the Pilot:

Great use of activities to solidify principles taught

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 4					X	
Session 5					X	
Session 6					X	
Session 7					X	

Additional Comments about individual sessions:

Linda Whitlock-Brown's Delivery	0	1	2	3	4	5
11. Preparation and expertise					X	
12. Presentation in large group sessions						X
13. Facilitation						X
14. Respectful of participant needs & contributions						X

Additional Comments about Linda's Delivery:

Nancy McKay's Delivery	0	1	2	3	4	5
15. Preparation and expertise					X	
16. Presentation in large group sessions						X
17. Facilitation						X
18. Respectful of participant needs & contributions						X

Additional Comments about Nancy's Delivery:

Workshop Setting	0	1	2	3	4	5
19. Adequacy of pilot rooms and equipment					X	
20. Logistical and administrative support from USAID						X

Additional comments regarding Workshop Setting:

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

- Perhaps some additional detail in the ~~binder~~ materials that clarify terms would make the binder a more useful reference. For example in the description of Categorical and definitial Categorical Results.

Would help to have a real example at all stages. Potentially The Transportation Division's Documents would solidify The ideas better

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 2

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs					X	
2. Agenda was organized to facilitate learning					X	
3. Agenda encouraged participant involvement						X
4. Sessions/activities helped accomplish overall objectives						X

Additional Comments about Learning Objectives and Agenda:
The learning objectives were great on day 2.
Just the right amount of content

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope				X		
6. Balanced between presentation and activities					X	
7. Relevant to your work					X	
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)				X		
9. New skills will be useable as you manage your workload					X	
10. Quality and usefulness of materials and visual aids					X	

Additional Comments about Content and Relevance of the Pilot:
I think more activities around Sample issues & Concerns in each office would better re-enforce the learning

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 4					X	
Session 5						X
Session 6						X
Session 7						X

Additional Comments about individual sessions:

Linda Whitlock-Brown's Delivery	0	1	2	3	4	5
11. Preparation and expertise					X	
12. Presentation in large group sessions					X	
13. Facilitation					X	
14. Respectful of participant needs & contributions						X

Additional Comments about Linda's Delivery:
Linda was great. Wonderful speaker.

Nancy McKay's Delivery	0	1	2	3	4	5
15. Preparation and expertise					X	
16. Presentation in large group sessions					X	
17. Facilitation					X	
18. Respectful of participant needs & contributions					X	

Additional Comments about Nancy's Delivery:

Workshop Setting	0	1	2	3	4	5
19. Adequacy of pilot rooms and equipment					X	
20. Logistical and administrative support from USAID					X	

Additional comments regarding Workshop Setting:

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

Overall, this was a great learning experience. I think more mix ups with the teams would have better enhanced the overall experience.

Job well Done!

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 2

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs					X	
2. Agenda was organized to facilitate learning					X	
3. Agenda encouraged participant involvement						X
4. Sessions/activities helped accomplish overall objectives						X

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope					X	
6. Balanced between presentation and activities					X	
7. Relevant to your work						X
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)				X	X	
9. New skills will be useable as you manage your workload				X		
10. Quality and usefulness of materials and visual aids				X		

Additional Comments about Content and Relevance of the Pilot:

More time should have been spent on reviewing handouts themselves

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 4					X	
Session 5					X	
Session 6					X	
Session 7					X	

Additional Comments about individual sessions:

Linda Whitlock-Brown's Delivery	0	1	2	3	4	5
11. Preparation and expertise						
12. Presentation in large group sessions					X	
13. Facilitation					X	
14. Respectful of participant needs & contributions					X	

Additional Comments about Linda's Delivery:

Nancy McKay's Delivery	0	1	2	3	4	5
15. Preparation and expertise					X	
16. Presentation in large group sessions					X	
17. Facilitation					X	
18. Respectful of participant needs & contributions					X	

Additional Comments about Nancy's Delivery:

Workshop Setting	0	1	2	3	4	5
19. Adequacy of pilot rooms and equipment					X	
20. Logistical and administrative support from USAID					X	

Additional comments regarding Workshop Setting:

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 2

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs						X
2. Agenda was organized to facilitate learning						X
3. Agenda encouraged participant involvement						X
4. Sessions/activities helped accomplish overall objectives			X			

Additional Comments about Learning Objectives and Agenda:
Day 2 was a bit rushed, and then we finished early. I feel like we broad brushed some topics. And these are some of the more difficult issues to deal with

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope						
6. Balanced between presentation and activities					X	
7. Relevant to your work						X
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)						X
9. New skills will be useable as you manage your workload						X
10. Quality and usefulness of materials and visual aids				X		

Additional Comments about Content and Relevance of the Pilot:
The materials are good but some of them we didn't go over in very much detail which would have helped.

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 4						X
Session 5						X
Session 6						X
Session 7						X

Additional Comments about individual sessions:

Linda Whitlock-Brown's Delivery	0	1	2	3	4	5
11. Preparation and expertise						X
12. Presentation in large group sessions						X
13. Facilitation						X
14. Respectful of participant needs & contributions						X

Additional Comments about Linda's Delivery:

Nancy McKay's Delivery	0	1	2	3	4	5
15. Preparation and expertise						X
16. Presentation in large group sessions						X
17. Facilitation						X
18. Respectful of participant needs & contributions						X

Additional Comments about Nancy's Delivery:
A bit fast at times

Workshop Setting	0	1	2	3	4	5
19. Adequacy of pilot rooms and equipment						X
20. Logistical and administrative support from USAID						X

Additional comments regarding Workshop Setting:

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 2

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs						✓
2. Agenda was organized to facilitate learning						✓
3. Agenda encouraged participant involvement						✓
4. Sessions/activities helped accomplish overall objectives						✓

Additional Comments about Learning Objectives and Agenda: Session activities provided more clarity to what had been taught.

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope						✓
6. Balanced between presentation and activities						✓
7. Relevant to your work						✓
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)						✓
9. New skills will be useable as you manage your workload						✓
10. Quality and usefulness of materials and visual aids						✓

Additional Comments about Content and Relevance of the Pilot:

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 4						✓
Session 5						✓
Session 6						✓
Session 7						✓

Additional Comments about individual sessions:

Need copy of script for Session 8.

Linda Whitlock-Brown's Delivery	0	1	2	3	4	5
11. Preparation and expertise						✓
12. Presentation in large group sessions						✓
13. Facilitation						✓
14. Respectful of participant needs & contributions						✓

Additional Comments about Linda's Delivery:

Nancy McKay's Delivery	0	1	2	3	4	5
15. Preparation and expertise						✓
16. Presentation in large group sessions						✓
17. Facilitation						✓
18. Respectful of participant needs & contributions						✓

Additional Comments about Nancy's Delivery:

Workshop Setting	0	1	2	3	4	5
19. Adequacy of pilot rooms and equipment						✓
20. Logistical and administrative support from USAID						✓

Additional comments regarding Workshop Setting:

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 2

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs						X
2. Agenda was organized to facilitate learning						X
3. Agenda encouraged participant involvement						X
4. Sessions/activities helped accomplish overall objectives						X

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope						X
6. Balanced between presentation and activities						X
7. Relevant to your work						X
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)						X
9. New skills will be useable as you manage your workload					X	
10. Quality and usefulness of materials and visual aids						X

Additional Comments about Content and Relevance of the Pilot:

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 4						
Session 5						
Session 6				X		
Session 7				X		

Additional Comments about individual sessions:

we really blew thru sessions 6 & 7, so I'm going to go back & review later. I think overall, the whole workshop is great - good to see USAID looking @ operations thru the lens of perf. mgmt I really like that we are hoping to keep in touch, follow-up, etc so this isn't an isolated one-off. I would be interested to

see regular follow-ups: of this class as a base-line; where are we down the road? what more can we do, etc.

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 2

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	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs						✓
2. Agenda was organized to facilitate learning						✓
3. Agenda encouraged participant involvement						✓
4. Sessions/activities helped accomplish overall objectives						✓

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope					✓	
6. Balanced between presentation and activities						✓
7. Relevant to your work						✓
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)						✓
9. New skills will be useable as you manage your workload						✓
10. Quality and usefulness of materials and visual aids						✓

Additional Comments about Content and Relevance of the Pilot:

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 4						✓
Session 5						✓
Session 6						✓
Session 7						✓

Additional Comments about individual sessions:

Linda Whitlock-Brown's Delivery	0	1	2	3	4	5
11. Preparation and expertise						✓
12. Presentation in large group sessions						✓
13. Facilitation						✓
14. Respectful of participant needs & contributions						✓

Additional Comments about Linda's Delivery:

Nancy McKay's Delivery	0	1	2	3	4	5
15. Preparation and expertise						
16. Presentation in large group sessions						✓
17. Facilitation						✓
18. Respectful of participant needs & contributions						✓

Additional Comments about Nancy's Delivery:

Workshop Setting	0	1	2	3	4	5
19. Adequacy of pilot rooms and equipment						✓
20. Logistical and administrative support from USAID						✓

Additional comments regarding Workshop Setting:

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 2

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs					X	
2. Agenda was organized to facilitate learning				X		
3. Agenda encouraged participant involvement						X
4. Sessions/activities helped accomplish overall objectives					X	

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope					X	
6. Balanced between presentation and activities						X
7. Relevant to your work				X		
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)					X	
9. New skills will be useable as you manage your workload					X	
10. Quality and usefulness of materials and visual aids				X		

Additional Comments about Content and Relevance of the Pilot:

Session 4 was light on content

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 4						
Session 5					X	
Session 6				X		
Session 7					X	

Additional Comments about individual sessions:

Session 7 bounced around a bit → have longer discussion about AIDStat; draw out points about presenting & analyzing data

Linda Whitlock-Brown's Delivery	0	1	2	3	4	5
11. Preparation and expertise				X		
12. Presentation in large group sessions					X	
13. Facilitation					X	
14. Respectful of participant needs & contributions						X

Additional Comments about Linda's Delivery:

Nancy McKay's Delivery	0	1	2	3	4	5
15. Preparation and expertise				X		
16. Presentation in large group sessions					X	
17. Facilitation					X	
18. Respectful of participant needs & contributions						X

Additional Comments about Nancy's Delivery:

Workshop Setting	0	1	2	3	4	5
19. Adequacy of pilot rooms and equipment					X	
20. Logistical and administrative support from USAID						X

Additional comments regarding Workshop Setting:
chairs were not comfortable for sitting for long periods
binder materials need to be better organized

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 2

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs					✓	
2. Agenda was organized to facilitate learning					✓	
3. Agenda encouraged participant involvement						✓
4. Sessions/activities helped accomplish overall objectives					✓	

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope					✓	
6. Balanced between presentation and activities					✓	
7. Relevant to your work					✓	
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)					✓	
9. New skills will be useable as you manage your workload					✓	
10. Quality and usefulness of materials and visual aids					✓	

Additional Comments about Content and Relevance of the Pilot:

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 4					✓	
Session 5					✓	
Session 6					✓	
Session 7					✓	

Additional Comments about individual sessions:

Linda Whitlock-Brown's Delivery	0	1	2	3	4	5
11. Preparation and expertise					✓	
12. Presentation in large group sessions						✓
13. Facilitation						✓
14. Respectful of participant needs & contributions						✓

Additional Comments about Linda's Delivery:

Nancy McKay's Delivery	0	1	2	3	4	5
15. Preparation and expertise					✓	
16. Presentation in large group sessions						✓
17. Facilitation						✓
18. Respectful of participant needs & contributions						✓

Additional Comments about Nancy's Delivery:

Workshop Setting	0	1	2	3	4	5
19. Adequacy of pilot rooms and equipment						✓
20. Logistical and administrative support from USAID						✓

Additional comments regarding Workshop Setting:

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

Participant Evaluation

Managing for Efficiency and Effectiveness Pilot

April 09 - 10, 2013

Day 2

Instructions: For each item below, please place an X in the column headed 0, 1, 2, 3, 4 or 5 to represent your evaluation of each items. Consider 0 your lowest possible rating and 5 your highest possible rating.

	Negative ----------					Positive
Learning Objectives and Agenda	0	1	2	3	4	5
1. Objectives were appropriate and suitable for my needs						✓
2. Agenda was organized to facilitate learning						✓
3. Agenda encouraged participant involvement						✓
4. Sessions/activities helped accomplish overall objectives						✓

Additional Comments about Learning Objectives and Agenda:

Content and Relevance of the Pilot	0	1	2	3	4	5
5. Adequate in Scope						✓
6. Balanced between presentation and activities						✓
7. Relevant to your work						✓
8. Relevant facilitation techniques (i.e. activities, case study, interactive presentations)						✓
9. New skills will be useable as you manage your workload						✓
10. Quality and usefulness of materials and visual aids						✓

Additional Comments about Content and Relevance of the Pilot:

Content, Relevance, and Usefulness of Individual Sessions	0	1	2	3	4	5
Session 4						✓
Session 5						✓
Session 6						✓
Session 7						✓

Additional Comments about individual sessions:

Linda Whitlock-Brown's Delivery	0	1	2	3	4	5
11. Preparation and expertise						✓
12. Presentation in large group sessions						✓
13. Facilitation						✓
14. Respectful of participant needs & contributions						✓

Additional Comments about Linda's Delivery:

Nancy McKay's Delivery	0	1	2	3	4	5
15. Preparation and expertise						✓
16. Presentation in large group sessions						
17. Facilitation						✓
18. Respectful of participant needs & contributions						✓

Additional Comments about Nancy's Delivery:

Workshop Setting	0	1	2	3	4	5
19. Adequacy of pilot rooms and equipment						✓
20. Logistical and administrative support from USAID						✓

Additional comments regarding Workshop Setting:

Additional Comments and Suggestions for Improvement? Would You Recommend this Pilot for Others? Why? Why Not? Who?

Yes would recommend & presentations & delivery especially from the FS perspective were great.

D: Revised Pilot Course Agenda

ILLUSTRATIVE AGENDA
MANAGING FOR EFFICIENCY AND EFFECTIVENESS
Date and Venue of Workshop

Session	Session Title	Timing/ Min.	Begin	End
	DAY ONE			
	OPENING REMARKS by Senior Official	15	8:30	8:45
	INTRODUCTION(Intro, Expectations, Norms, Etc. -- Facilitator	30	8:45	9:15
1	OVERVIEW OF THE OPERATIONS MANAGEMENT PLAN PROCESS -- WHY MANAGE FOR EFFICIENCY AND EFFECTIVENESS Presentation -- Facilitator	30	9:15	9:45
	BREAK	15	9:45	10:00
2	ORGANIZE THE PROCESS AND ANALYZE THE SITUATION Presentation -- Facilitator	10	10:00	10:10
2	ORGANIZE THE PROCESS AND ANALYZE THE SITUATION Activity 2-1 STARTING THE PROCESS -- Facilitator	35	10:10	10:45
2	ORGANIZE THE PROCESS AND ANALYZETHE SITUATION -- PROBLEM TREE ANALYSIS Presentation -- Faclitator	15	10:45	11:00
2	ORGANIZE THE PROCESS AND ANALYZE THE SITUATION Activity 2-2 Develop a Problem Tree -- Facilitator	45	11:00	11:45
	REVIEW OF THE MORNING--Facilitator	15	11:45	12:00
	LUNCH	45	12:00	12:45
3	FORMULATE AND EXECUTE A MANAGEMENT PLAN -- THE RESULTS FRAMEWORK Presentation -- Facilitator	45	12:45	1:30
3	FORMULATE AND EXECUTE A MANAGEMENT PLAN -- THE RESULTS FRAMEWORKK -- Activity 3-1-- Facilitator	45	1:30	2:15
	BREAK	15	2:15	2:30

3	FORMULATE AND EXECUTE A MANAGEMENT PLAN -- THE RESULTS FRAMEWORK -- Activity 3-2 -- Facilitator	60	2:30	3:30
4	MONITOR AND ASSESS -- ROLE OF PERFORMANCE MANAGEMENT IN PLANNING -- PERFORMANCE METRICS Presentation -- Facilitator	45	3:30	4:15
	CLOSING AND REVIEW OF THE AFTERNOON -- Facilitator	15	4:15	4:30
	DAY TWO			
	OPENING/ANNOUNCEMENTS --Facilitator Linda Whitlock-Brown	15	8:30	8:45
4	MONITOR AND ASSESS -- ROLE OF PERFORMANCE MANAGEMENT IN PLANNING -- PERFORMANCE METRICS Activity 4-1	45	8:45	9:30
5	MONITOR AND ASSESS -- BASELINES AND TARGETS Presentation -- Facilitator	15	9:30	9:45
5	MONITOR AND ASSESS -- BASELINES AND TARGETS Activity 5.1 -- Facilitator	30	9:45	10:15
	BREAK	15	10:15	10:30
5	MONITOR AND ASSESS -- DATA QUALITY Presentation -- Facilitator	30	10:30	11:00
6	MONITOR AND ASSESS -- PERFORMANCE PLANS Presentation -- Facilitator	45	11:00	11:45
	REVIEW OF THE MORNING --Facilitator	15	11:45	12:00
	LUNCH	45	12:30	1:15
6	MONITOR AND ASSESS -- THE EXECUTION PLAN PRESENTATION -- Facilitator	30	1:15	1:45
7	USING PERFORMANCE INFORMATION Presentation -- Facilitator	30	1:45	2:15
	BREAK	15	2:15	2"30
7	USING PERFORMANCE INFORMATION -- Activity 7.1 -- Facilitator	45	2:30	3:15