



USAID
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Performance Management Plan for
Lebanon (PMPL) Project

Project Launching Workshop
Proceedings

January 13-14, 2011

Contract No.: RAN-I-00-09-00019

Task Order No.: 07

USAID/Lebanon PERFORMANCE MANAGEMENT PLAN FOR LEBANON (PMPL) PROJECT

Project Launching Workshop

January 13-14, 2011



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Contracted No.: RAN-I-00-09-00019

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USAID/Lebanon PMPL Project

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**USAID/Lebanon Performance Management Plan for Lebanon Project
Project Launching Workshop, January 13-14, 2011
Beirut, Lebanon**

WORKSHOP PROCEEDINGS

I. BACKGROUND

As the USAID/Lebanon portfolio has grown, the Mission reporting to USAID/Washington and its related data responsibilities have expanded significantly. Understandably, Mission staff are stretched thin and USAID/Lebanon seeks to use the Performance Management Plan for Lebanon (PMPL) project as a mechanism that can assist in carrying out its program performance monitoring, verification, evaluation and communication responsibilities. Social Impact was awarded the contract for the PMPL project on September 30, 2010 where it will provide USAID and stakeholders with credible data and information for results-oriented management decision-making.

Social Impact held its launching workshop on 13-14 January, 2011. At this project launching workshop the purpose and objectives of the PMPL project were reviewed. In addition, the PMPL staff explained the USAID's managing for results and performance management plan concepts and processes. The January 13th half-day workshop addressed USAID Assistance Objective (AO) Teams and the Chiefs of Party (COPs) of USAID's Implementing Partners (IPs). The January 14th full-day workshop addressed IPs' monitoring and evaluation (M&E) staff. Discussions of each day's workshop are summarized below.

II. The JANUARY 13TH SESSION

As summarized on the agenda (see Annex 1), the January 13th workshop had the following objectives:

1. Introduce participants to the PMPL Project;
2. Describe connections among USAID's PMP, implementing partner PMPs and the PMPL Project;
3. Identify and confirm next steps in performance management coordination through PMPL.

As indicated above, the audience included USAID AO Teams, USAID Implementing Partners, and representatives of Social Impact's local partners. The list of participants is shown in Annex 2. The workshop was opened by PMPL's Contract Officer Technical Representative (COTR) Ms. Lena Jammal who gave a brief introduction about PMPL and the significance of the support the project will provide to both USAID and implementing partners to help USAID capture better the results and outcomes of United States Government (USG) funded projects.

III. MAIN MESSAGE OF THE WORKSHOP

PMPL's goal is to provide support to USAID and IPs to strengthen the overall monitoring and evaluation mechanism and promote consistency and efficiency in evidence gathering and

reporting. Social Impact (SI) Head Office Senior Monitoring & Evaluation Specialist Mr. James Fremming provided a brief overview of the project and introduced attendees to the PMPL team (presentation slides of the workshop are attached in Annex 3).

The workshop also provided a platform for IPs to ask questions about the project which the PMPL team addressed. The questions and PMPL's and USAID's responses are summarized below:

- **IP Question:** Will the new MIS/GIS systems replace the existing systems that IPs are currently using?
- **Feedback:** No they will not be replaced but complemented by the new systems. It was agreed that the systems used at IPs level will collect data at the field / local / target group level tabulate and analyze it and then the final outcome to be shared with the USAID systems. Hence, the USAID systems will gather final analyzed and consolidated data at IPs level that IPs can have access to.
- **IP Question:** Calculating economic impact can be done in a number of ways depending on the project, how will PMPL address this ?
- **Feedback:** PMPL will work on harmonizing the economic impact indicators, and facilitate standardized reporting systems and formats that will take place through discussions with both IPs and COTRs to come up with a feasible mechanism that fits each project.
- **IP Question:** At times USAID decides to shift indicators around different sectors which might not necessarily be directly related to that sector, and hence impact/ outcome measuring indicators would be irrelevant to the project. The PMP in this case would not be the ideal tool to measure AOs and progress.
- **Feedback:** PMPL will try to address this issue and smooth out processes as much as possible.
- **IP Question:** Some definitions or terminology are not clear or are understood differently at times by different stake holders. Ex: Impact, Output, Outcome, etc.
- **Feedback:** This is on PMPL's agenda, and efforts will be made to facilitate a common language among USAID, IPs and other stake holders to standardize terms and definitions.
- **IP Question:** Will PMPL monitor indicators related only to USAID? Or extend to those specific to each of the IPs?
- **Feedback:** Yes, generally speaking. However there are no strict boarder lines. PMPL is allocated the task of ensuring that IPs implement USAID's PMP, hence report on data related. Therefore PMPL will encourage and support IPs to incorporate USAID indicators in their PMPs. To ensure that, the required data is collected through IPs' USAID funded projects and to determine what works best for both IPs and USAID to ensure the quality and consistency of collected data.
- **IP Question:** The issue of PMPL's intervention where MIS/GIS and indicators are concerned will be only for new projects or also involve ongoing projects?
- **Feedback:** Though it is more feasible for new projects, this task involves ongoing projects as well in terms of refining indicators. This activity will start immediately and PMPL will not wait until all new programs are initiated to do this work. This will be done also on ongoing work on "situational" basis.
- **IP Question:** USAID sometimes requests data from IPs (such as retail audit analysis and surveys that need to be updated on yearly basis) which requires

financial resources to collect. Will PMPL be contributing to this effort in terms of funds?

- **Feedback:** PMPL will not contribute funds for such activities, but will try and help the IP to obtain their data from other sources/ partners who collected similar data- hence reduce the expenditure as much as possible. It is here that the common MIS/GIS system could prove useful, and tell everybody what everybody is doing. Otherwise when drafting the program's budget, an item could be specified for such arising requests, based on previous experience. IPs and Projects are expected to collect their data on from their own budgets, USAID encourages collaboration between IPs
- **IP Question:** Is the role of PMPL to collect data from IPs or the results of the data collection?
- **Feedback:** PMPL relies on IPs to collect their own data and its role is to promote consistency and efficiency to supplement the data collection and decision making process.
- **IP Question:** What happens after these milestones are reached?
- **Feedback:** they are expected to be reached all by the end of the year, and all IPs will be informed of the next steps accordingly

IV. CLOSING OF DAY ONE WORKSHOP

At the close of the workshop, participants were asked to fill out an evaluation form for the workshop. Summary of the evaluation of the workshop by workshop participants is attached as Annex 4. The overall feedback of the workshop attendees was very positive, where over 60% of the participants responded with a highly positive rating that the information put out by the workshop is directly applicable to their work with USAID and 64% responded with a highly positive rating that information received during the workshop was useful.

The workshop was closed by USAID-Lebanon Mission Director Dr. Jim Barnhart who stressed the relevance of the PMPL project in strengthening USAID's monitoring and evaluation system. He also confirmed to the workshop participants that USG's assistance to Lebanon will continue without interruption despite the ongoing political events.

V. NEXT STEPS

- Assess and provide M&E training needs of USAID and IPs
- Assess information needs of USAID and IPs and develop specification for the integrated web-based Management Information System/Geographic Information System (MIS/GIS) system
- Schedule meetings with USAID/Lebanon AO Teams and streamline USAID's PMP
- Review IPs' PMPs and harmonize with USAID's PMP
- In partnership with IPs gather the relevant data and establish baseline and targets for all USAID PMP performance indicators
- In consultation with USAID AO Teams develop and implement project site visit schedule

VI. The JANUARY 14TH SESSION

This full-day workshop addressed USAID's and IPs' M&E staff. The workshop attendance list is attached as Annex 5. There was a total number of 37 participants. As summarized in the agenda (see Annex 6), the objectives of the workshop were as follows:

1. Introduce the PMPL Project;
2. Share some experiences and lessons learnt in PMP development and implementation;
3. Describe and discuss key PMPL tasks and what they mean for our upcoming work together;
4. Review and discuss how M&E quality can be supported and maximized; and
5. Identify and confirm next steps in performance management support through PMPL

The session was opened by PMPL's COTR Ms. Lena Jammal. She again highlighted the overall role that the PMPL project will play as a partner to both USAID and implementing partners and the expected outcome of enhancing the USAID monitoring and evaluation of all USG funded projects in Lebanon. The session continued with Mr. James Fremming presentation. The PowerPoint presentation slides of the workshop are attached as Annex 7.

During this full-day workshop, a number of group exercises were provided that allowed participants to exchange ideas and share their experiences from their own projects. The exercises included: defining a project monitoring plan, indicator selection criteria, assessing successes and challenges in the current project monitoring plans (PMPs) and evaluation site visits. The handouts provided and the summary of exercises and results of group exercises are summarized and attached as Annex 8.

In addition to Mr. Fremming, Mr. Tigran Aghayan, Synergy International's Project Manager provided a brief description of the proposed integrated web-based MIS/GIS system that PMPL will develop. He indicated that once the system is up and running IPs will be able to upload their reports and data to USAID directly online and will also be able to receive USAID's comments and feedback online.

VII. MAIN MESSAGE OF THE WORKSHOP

PMPL aims to support implementing partners monitoring and evaluation staff in streamlining their data collection and reporting process. The integrated MIS/GIS system will benefit all USAID Implementing Partners by giving them access to an online system to submit reports and data to USAID and receive real time comments, and feedback from USAID COTRs/AOTRs. A Beta version of the web-based MIS/GIS system will be available by Mid-April, 2011. IPs can also request and obtain M&E capacity enhancing training and technical assistance to strengthen their managing for results. Workshop participants were also asked to sign-up for basic and advanced M&E training. The sign-up sheet is attached as Annex 9.

VIII. CLOSING OF THE WORKSHOP

At the end of the workshop, participants were also asked to fill out an evaluation form for the workshop. The summary of the workshop evaluation by participants is attached as Annex 10.

Overall participant's feedback was very positive, with 62% of participants believed that the workshop was good and 25% believed it was excellent.

The workshop was closed by Mr. Georges Boulos of USAID. Mr. Boulos echoed Ms. Jammal's message and emphasized that the PMPL project will benefit both USAID's and implementing partners in monitoring and managing for results of all USG-funded project.

IX. NEXT STEPS

- Following meetings between Mr. Aghayan with USAID and selected IPs, he managed to conduct the information needs assessment, and will be therefore developing the mock system for trial in order to have a Beta Version ready by April.
- Refine and streamline USAID's PMPs
- Harmonize IPs' PMPs with USAID's PMP
- Develop and implement data collection and reporting templates for use by IPs
- Develop and provide basic and advanced M&E training to USAID and IPs M&E staff
- Develop specification for the web-based integrated MIS/GIS system.



Annex 1: Day 1, January 13th, 2011 Workshop Agenda

Project Launching Workshop with USAID/L AO Teams and Implementing Partner COPs

AGENDA

Workshop Objectives:

1. *Introduce participants to the PMPL Project;*
2. *Describe and discuss key PMPL tasks and what they mean for our upcoming work together;*
3. *Identify and confirm next steps in performance management support through PMPL*

<u>Time</u>	<u>Topic</u>	<u>Leader(s)</u>
9:00 - 9:10	Welcome and Introduction to the Workshop	<i>Tim Alexander</i>
9:10 - 9:20	Workshop Approach, Logistics, Expectations and Agenda	<i>Jim Fremming</i>
9:20 - 9:30	Introductions	<i>Workshop Participants</i>
9:30 - 10:00	PMPL: An Overview	<i>Jim Fremming; Sam Taddesse</i>
10:00 - 10:15	USAID/L's PMP and its use --PMP goals, methods and tools --ADS requirements --Performance management needs in the USAID/L context --Need for close coordination	<i>Jim Fremming;</i>
10:15- 10:30	PMPs: USAID/L Requirements and Guidance --November 8, 2010 Mission Order: "Oversight and Data Verification"	<i>Jim Fremming; Tim Alexander</i>

<u>Time</u>	<u>Topic</u>	<u>Leader(s)</u>
10:30 - 10:45	<i>Break</i>	
10:45 - 11:45	<i>Discussion: PMPL Tasks and Milestones</i>	<i>Jim Fremming</i>
11:45 - 11:55	<i>Discussion: Next steps in PMP coordination and implementation</i>	<i>Jim Fremming; Sam Taddesse</i>
11:55- 12:00	Summary and Closing	<i>Jim Fremming</i>

Annex 2: January 13th Workshop Attendance List

	Institution	Participant	Title
1	ACDI/VOCA	Nasser Lama	DCOP
2	ACDI/VOCA	Noubia Gribi	Deputy Regional Director
3	ACDI/VOCA	Criss Juliard	COP
4	ACDI/VOCA	Med Bensouda	COP
5	ACDI/VOCA	Kamil Wanna	DPM
6	ACDI/VOCA	Celine Melki	PM
7	ACS	David Warren	Deputy Head
8	Amideast	Barbara Batlouni	Country Director
9	AUB	Fadia Homaidan	Director
10	BAH	Zouha Sakr	COP
11	CDM	Raed Ghantous	COP
12	CHF	Talal Hajj Dib	COP
13	DAI	Sam Conxson	COP
14	D-Rasati	Nancy Parks	COP
15	D-Rasati	Susan Ross	DCOP
16	GIS/Transport	Kamal Azar	President
17	GIS/Transport	Elie Abi Rizk	GIS Dept.
18	Haigazian Un.	Maissam Nimer	Program Manager
19	Haigazian Un.	Maral Gurunian	Fiancial Aid Officer
20	IC	Talal Jundi	CFO
21	IESC	Mahmoud El Zein	COP
22	IFES	Richard Chambers	COP
23	II	Ghida Margie	Business Development
24	II	Zeina Adra	Executive Director
25	IOCC	Linda Shaker Berbari	Program Manager
26	IRG	Eric Viala	COP
27	OTI	Oriand Wnerth	COP
28	RI	Leon Chammah	PM
29	Sibly International	Barry Condron	COP
30	Social Impact	Sam Taddesse	COP
31	Social Impact	Christelle Safi	M&E Officer
32	Social Impact	Reem Mikdashi	M&E Officer
33	Social Impact	Najwa Andraos	Senior Information Officer
34	Social Impact	Rodolph Gebrael	Senior M&E
35	Social Impact	Hiba Shatila	Office Manager
36	Social Impact	James Fremming	
37	SUNY/CLD	Mahmoud Batlouni	COP

	Institution	Participant	Title
38	Treasury	Celest Kubasta	
39	USAID	Georges Boulos	Program Officer
40	USAID	Elias Al Haddad	Outreach Officer
41	USAID	Zeina Salame	Project Management Specialist
42	USAID	Christine Sayegh	Project Management Specialist
43	USAID	Sana Saliba	Program Development Specialist
44	USAID	Mario Rebeiz	Project Management Specialist
45	USAID	Lena Jammal	Senior Program Officer
46	USAID	Herbert Smith	DG Director
47	USAID	Georges Frenn	Senior Economic Growth Specialist
48	WRF	Toufiq Rizkallah	Assistant Director
49	WRF	Nadim Karam	Director

Annex 3: January 13th Workshop PowerPoint Presentation



**PERFORMANCE MANAGEMENT
PLAN FOR LEBANON (PMPL)**

**LAUNCHING WORKSHOP FOR
AO TEAMS AND COPs**
13 January 2011



This workshop is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this PowerPoint presentation are the sole responsibility of Social Impact, Inc. and do not necessarily reflect the views of USAID or the United States Government.

1

WORKSHOP OBJECTIVES

- Introduce you to the PMPL Project
- Describe key PMPL tasks and what they mean for our upcoming work together
- Identify and confirm next steps in performance management coordination through PMPL

2

PMPL: OVERVIEW

- To augment capacities of USAID to manage for results.
- Designed to enable USAID and IPs to share a common results agenda to foster mutual accountability, transparency and focus on impact.
- Technical assistance, coordination and data management will be delivered with a collaborative and participatory approach.

3

**PMPL OBJECTIVE:
IMPROVE USAID/L'S ABILITY TO MANAGE
FOR RESULTS**

- IR 1: Review, refinement and implementation of USAID/L's PMP facilitated by PMPL
- IR 2: Integrated Web-based MIS/GIS developed and established by PMPL for USAID/L use

4

PMPL Results Framework (continued)

- IR 3: Field-based monitoring capacity of USAID/L augmented by PMPL
- IR 4: Selected special studies & evaluations of USAID/L projects facilitated by PMPL

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PMPL'S ROLES IN USAID'S WORK IN LEBANON

- SOURCE OF TECHNICAL INPUT
 - On improvements to USAID and IP PMP
 - On identifying baselines and targets
 - On well-designed evaluations
- INFORMATION SOURCE
 - On evolving USAID guidance in monitoring and evaluation
 - On efficient and effective technical tools for carrying out M&E
 - On performance status of USAID's portfolio
- FACILITATOR
 - For ensuring linkages between USAID's PMP and those of implementing partners
 - For developing a streamlined set of indicators in the USAID PMP
 - For providing a MIS for accurate and readily available analysis and reporting
- VERIFIER
 - Of quality of USAID performance data
 - Of project progress via site visits
- CAPACITY STRENGTHENER
 - OF M&E FUNCTIONS AT USAID AND WITH IPs

6

USAID/L'S PMP & ITS USE

- PMP is a required tool for program management
- USAID increasing emphasis on evidence-based decision making
- Data quality still an issue for auditors
- Critical need to focus on useful information
- Coordination with implementing partners is essential for the PMP to function as intended

7

USAID/L'S EXPECTATIONS FOR PERFORMANCE MANAGEMENT

- November 2010 Mission Order on oversight and data verification
- Other expectations

8

PERFORMANCE MANAGEMENT COORDINATION STRUCTURE

- PMPL COTR + AO Team Point of Contact (POC)
- PMPL AO Coordinator, backed by PMPL COP and SI HQ Support
- Implementing Partner Points of Contact

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**PMPL YEAR 1 TASKS AND MILESTONES:
HIGHLIGHTS**

Task	Timing
<i>IR 1: Review, refinement and implementation of USAID/L's PMP facilitated by PMPL</i>	
<ul style="list-style-type: none"> • Propose revisions to PMP, including streamlining • Update/complete PIRs • Conduct data quality assessments for all USAID PMP indicators 	<ul style="list-style-type: none"> • Through February

10

**PMPL YEAR 1 TASKS AND MILESTONES:
HIGHLIGHTS**

Task	Timing
<ul style="list-style-type: none"> • Review & establish performance baselines & targets • Gather, analyze & report PMP data • Conduct training needs assessment and provide M&E training to AO Teams 	<ul style="list-style-type: none"> • Late January - March • February – April • Late January; then as needed

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**PMPL YEAR 1 TASKS AND MILESTONES:
HIGHLIGHTS**

Task	Timing
<ul style="list-style-type: none"> • Consult with IPs & AO teams to review & adjust select IP indicators to align with USAID indicators • Build upon existing IP data collection templates to standardize data collection and data reporting to USAID • Conduct M&E training for IP staff • Review IP Quarterly Reports and advise on technical improvements 	<ul style="list-style-type: none"> • Through March • February • February – March • Beginning in March; then quarterly

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**PMPL YEAR 1 TASKS AND MILESTONES:
HIGHLIGHTS**

Task	Timing
<i>IR 2: Integrated Web-based MIS/GIS developed and established by PMPL for USAID/L use</i>	
<ul style="list-style-type: none"> • Assess data management and reporting needs • Design data model incorporating PMP and other key documents • Deploy Beta version of web portal and collect user feedback 	<ul style="list-style-type: none"> • January • March • June - July

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**PMPL YEAR 1 TASKS AND MILESTONES:
HIGHLIGHTS**

Task	Timing
<i>IR 3: Field-based monitoring capacity of USAID/L augmented by PMPL</i>	
<ul style="list-style-type: none"> • Develop Annual Field Monitoring Plan • Develop standard Site Visit Checklist to guide data collection • Conduct site visits; prepare reports • Hold consultations with AO teams on site visit results and follow-through 	<ul style="list-style-type: none"> • January • January • February; then ongoing • February; then ongoing

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Project Site Visit (PSV) Checklist

To be used by PMPL staff to prepare for and carry out a project site visit.

Projects, sites, timing and focus areas of data collection to be determined in consultation with AO Teams.

- Planning for the PSV
 - E.g., Send email to IP about the upcoming PSV with details of purpose and proposed dates & times
- Planning Logistics
 - E.g., Determine size of the PSV team
- Coordinating with the IP
 - E.g., Discuss project progress with COP or designee
- Visit Field Site(s)
 - E.g., Ask to talk to a sample of project beneficiaries
- Draft PSV Report
 - E.g., Outline conclusions and actionable recommendations for the IP and the COTR/AOTR

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**PMPL YEAR 1 TASKS AND MILESTONES:
HIGHLIGHTS**

Task

IR 4: Special studies and evaluations of USAID/L projects facilitated by PMPL

- Develop annual plan for evaluations and special studies
- Conduct mid-term and summative evaluations and disseminate results
- Conduct impact evaluations and disseminate results
- Provide TA on use of evaluations for management decision making

Timing

- January
- February onward, based on Annual Evaluation Plan
- As needed; part of the AEP
- February onward

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DISCUSSION: NEXT STEPS

- Confirm Points of Contact
- Commence consultations on PMPs, including evaluation agenda
- Plan for upcoming MIS/GIS needs assessment
- Expect draft PSV Checklist soon

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Annex 4: January 13th, 2011 Workshop Evaluation



Workshop Evaluation (Day 1, January 13,2011)

Welcome and thank you for joining PMPL Launching Workshop. Would you please spend a few minutes answering the following questions?

- 1- What was your expectation from the workshop?
 - Know about the program components and working procedure.
 - Introduction.
 - Introduction to social impact scope of work.
 - Know more about the project.
 - To learn about PMP/PMPL and the requirements from our organization as a result
 - see how the PMPL project can help program in implementing its M & E and PMP system.
 - Understand future collaboration with PMPL & USAID to report project progress and performance.
 - To know the tasks of SI.

Role of SI

- Introduction to PMP.
 - To know what PMPL is and what does it require from IPs.
 - Understand PMP's role and its effect on the existing PMPs
 - To learn about PMPL and understand its relationship to our project (LWSS)
 - To obtain details on SI planned role , objectives, activities and methodology
 - Meet and learn about PMPL program.
- 2- What do you think is the most important issue that was addressed in the workshop?
 - Tasks and milestones.
 - Reach out to the project for more info.
 - Terminology and definitions, issues, all IPs & USAID should speak the same PMP language.
 - Role of PMP as a mediator between local organizations and USAID .
 - M & E.

- The integrated web-based MIS development.
 - Data collection and measurement.
 - Future activities as indicators.
 - Clarifying what M & E would address.
 - Understanding the purpose of PMP.
 - The objective of PMPL.
 - The overall workshop was very important.
 - PMPL’s role and activity relative to our PMP and project performance measurement consistency.
 - Introducing SI to USAID implementing partners.
- 3- What information from the workshop are you likely to apply to your work?
- Most of it, how to better implement our PMP.
 - Wait for day 2 workshop to have a better understanding.
 - Collaborating with PMPL.
 - Nothing specific.
 - Awareness.
 - Usage of a new reporting technique such as web-based data collection.
 - Collaboration with PMPL, harmonization of PMPs.
 - PMPL’s effort as marking data consist- LWSS data consistency as well.
 - The nature of the workshop material, content is all directly application to USAID & USAID IPs’ work.

Please rate the workshop. (Please circle the appropriate rating)

		Negative —————▶Positive					
<u>Content and Relevance of the Workshop</u>		0	1	2	3	4	5
1	Workshop well organized (need better time management, but finished on time)				5	8	5
2	The subject matter covered was clear and understandable			1	5	8	4
3	Presenters spoke clearly (slow pace, too many acronyms)			1	5	8	4
4	Questions were answered adequately (not relevant to all audience)			2	5	4	7
5	Conference room was comfortable and clean (average-sound problems)				2	12	4
6	The information put out by the workshop was useful			2	5	8	3
7	The information put out by the workshop is directly applicable to our work with USAID		1		3	10	4

Additional comments about Content and Relevance of the Workshop:

- The context of the PMPL could have been better explained, what will they work on
- Info could have been presented in a shorter time.
- Relevant workshop to our work, could some more field examples, pace of presentation is too slow.
- Better clarification on what exactly PMPL will work on .
- Good luck and looking forward to collaborating.
- The content could have be presented at a faster note/pace.

Additional comments and suggestions for improvements:

- Avoid mixing launching event with workshop.
- It would have been better if USAID participated in the presentation.
- Use fewer acronyms in presentation without introduction such as PIRS, .
- Reduce use of acronyms.
- More interaction with the audience.
- The workshop pace was slow a little; it could be made to proceed at a faster rate.

Would you recommend this workshop to others? Who? Why?

- Yes, M & E specialists for a better understanding of what would be expected of the reporting PMP.
- To people who will work with PMPL, to have a clear idea of the coordination, relationship.
- Yes, all implementing partners for USAID.
- Yes other COPs and M &E staff.
- Yes it's a good introductory workshop for SI.

Thank you

Summary of feedback:

The overall feedback of the workshop attendees was very positive, where over 60% of the participants responded with a highly positive rating that the information put out by the workshop is directly applicable to their work with USAID and 64% responded with a highly positive rating that information received during the workshop was useful.

Annex 5: January 14th Workshop Attendance List

Institution	Participant	Title
ACDI/VOCA	Tamara Nassereddine	Business Advisor
ACDI/VOCA	Nisrine El Teryaky	M&E Coordinator
ACDI/VOCA	Kamil Wanna	Deputy Manager
ACDI/VOCA	Nadine Roumieh	M&E
ACDI/VOCA	Berjoun Bouladian	Project Coordinator
ACDI/VOCA-LBLI	Nadine Haddad	M&E
Amideast	Hussam Saba	Project Director
Amideast	Beth Ann Khalil	Director Training Dept.
AUB	Rania Tohme	Grants and Contracts Manager
CDM Constructors Inc.	Elie El Haddad	Mechanical Eng.
CHF	Natasha Marashlian	Deputy COP
DAI	Jimmy Zammar	Program Manager
DAI	May Koleilat	Capacity Bldg
GIS/Transport	Kamal Azar	President
GIS/Transport	Ali Koumaiha	Director GIS
Haigazian Univ.	Maissam Nimer	Program Manager
Haigazian Univ.	Maral Gutunian	Financial Aid Officer
IC	Mirjana Sabra El Horr	Revenue & Collection Coordinator
IC	Danielle Bikhazi Abi Fares	Assistant Accountant
IESC	Khalil Hijal	M&E Manager
IFES	Mirna Shidrawi	Project Manager
II	Ghida Margie	Business Development
IOCC	Ghassan Jamous	
IOCC	Linda Shaker Berbari	Program Manager
Litani River Basin Mngt. Support Program	Diana Shannan	M&E Coordinator
OTI	Rana Dadanian	Information and Communication Officer
RI	Nisrine Yassine	M&E Officer
RI	Leon Ghammah	PM
Sibley Int.	Hiba Jardali	Coordinator
Social Impact	Samuel Taddesse	COP
Social Impact	Christelle Safi	M&E Officer
Social Impact	Reem Mikdashi	M&E Officer
Social Impact	Najwa Andraos	Senior Information Officer
Social Impact	Rodolph Gebrael	Senior M&E
Social Impact	Hiba Shatila	Office Manager
Social Impact	James Fremming	

Institution	Participant	Title
Synergy Int.	Tigran Aghayan	Project Manager
Treasury	Celeste Kubast	
USAID	Georges Boulos	Development Program Officer
USAID	Lena Jammal	Senior Program Officer
WRF	Dolly Bassil	M&E/System Development
WRF	Toufic Rizkallah	Assistant Director
WRF	Gilbert Aoun	Project Manager
WTO	Pascale Dobien	Communication Officer
WTO	Joumana Atieh	Officer Manager



Annex 6: Day 2, January 14th, 2011 Workshop Agenda

Project Launching Workshop with Implementing Partner M&E Staff

Friday, 14 January 2011

AGENDA

Workshop Objectives:

1. *Introduce you to the PMPL Project;*
2. *Share some experiences and lessons learned in PMP development and implementation;*
3. *Describe and discuss key PMPL tasks and what they mean for our upcoming work together;*
4. *Review and discuss how M&E quality can be supported and maximized; and*
5. *Identify and confirm next steps in performance management support through PMPL*

<u>Time</u>	<u>Topic</u>	<u>Leader(s)</u>
9:00 - 9:10	Welcome and Introduction to the Workshop	<i>Sam Taddesse; Tim Alexander</i>
9:10- 9:20	PMPs: USAID/L Requirements and Guidance --November 8, 2010 Mission Order: "Oversight and Data Verification"	<i>Tim Alexander; Jim Fremming</i>
9:20 - 9:30	Workshop Approach, Logistics, Expectations and Agenda	<i>Jim Fremming</i>
9:30 - 9:40	Introductions	<i>Workshop Participants</i>
9:40 - 10:00	PMPL: An Overview	<i>Jim Fremming; Sam Taddesse</i>
10:00 - 10:30	<i>Exercise and Discussion: What is a "good" indicator?</i>	<i>Jim Fremming</i>

<u>Time</u>	<u>Topic</u>	<u>Leader(s)</u>
10:30 - 10:45	<i>Break</i>	
10:45 - 11:15	What is a Performance Management Plan? --Definition --Principles of quality	<i>Jim Fremming</i>
10:45 - 11:30	<i>Exercise: PMPs: Your experience</i>	<i>Jim Fremming</i>
11:30 - 12:00	<i>Summary and Discussion: Building upon and sharing PMP experience</i>	<i>Jim Fremming; Sam Taddesse</i>
12:00 - 12:30	PMPL Tasks and Milestones (Part I)	<i>Jim Fremming</i>
12:30 - 13:15	Lunch Break	
13:15 - 14:00	Checking in: Q& A; PMPL Tasks and Milestones (Part II)	<i>Jim Fremming</i>
14:00 - 14:30	<i>Exercise: Preparing for a Project Site Visit</i>	<i>Jim Fremming</i>
14:30 - 14:45	Break	
14:45 - 15:15	Data Quality Assurance --Requirements --Methods --Tools	<i>Jim Fremming</i>
15:15 - 15:30	Data Quality Assurance: Q & A	<i>Sam Taddesse; Jim Fremming</i>
15:30 - 15:45	<i>Review and Discussion: Results Tracking and Performance Reporting: Performance Data Tables</i>	<i>Jim Fremming</i>
16:15 - 16:30	Closing Remarks	<i>Jim Fremming; Sam Taddesse</i>

Annex 7: January 14th Workshop PowerPoint Presentation Slides

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PMPL LAUNCHING WORKSHOP:
**IMPLEMENTING PARTNER
M&E STAFF**

January 14, 2011

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Enhancing International Development Effectiveness

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Welcome and Introduction to the Workshop

3

PMPs: USAID/L REQUIREMENTS AND GUIDANCE

- Needs for monitoring, evaluation and reporting
- November 8, 2010 Mission Order: "Oversight and Data Verification"

4

WORKSHOP OBJECTIVES

- Introduce you to the PMPL Project
- Share some experiences and lessons learned in PMP development and implementation;
- Review and discuss key PMPL tasks and what they mean for our upcoming work together;
- Discuss how M&E quality can be supported and maximized;
- Identify and confirm next steps in performance management support through PMPL

5

WORKSHOP LOGISTICS

- Agenda
- Breaks
- “Parking Lot” for your questions or issues
- Information sharing and mutual learning

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PMPL: AN OVERVIEW

- To augment capacities of USAID, IPs and other Lebanese partners to manage for results.
- Designed to enable USAID and IPs to share a common results agenda to foster mutual accountability, transparency and focus on impact.
- Technical assistance, coordination and data management will be delivered with a collaborative and participatory approach.

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**PMPL OBJECTIVE:
IMPROVE USAID/L'S ABILITY TO
MANAGE FOR RESULTS**

- IR 1: Review, refinement and implementation of USAID/L's PMP facilitated by PMPL
- IR 2: Integrated Web-based Management Information System/Geographical Information System (MIS/GIS) developed and established by PMPL for use by USAID/L

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- IR 3: Field project monitoring capacity of USAID/L augmented by PMPL
- IR 4: Special studies and evaluations of USAID/Lebanon projects facilitated by PMPL

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What is a "good" indicator?

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WHAT IS A PERFORMANCE MANAGEMENT PLAN?

- Definition
- Principles for use

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EXERCISE: PMPs: YOUR EXPERIENCE

- Please hold table discussions to provide examples of:
 1. Successes or accomplishments in performance management; and
 2. Biggest challenges or issues to face in performance management.

Try to address “process” or “managerial” experience as well as technical concerns. Be ready to share your findings.

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SUMMARY AND DISCUSSION

Building upon and sharing PMP experience

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PMPL YEAR 1 TASKS AND MILESTONES: HIGHLIGHTS

Task	Timing
<p><i>IR 1: Review, refinement and implementation of USAID/L's PMP facilitated by PMPL</i></p> <ul style="list-style-type: none"> Propose revisions to PMP, including streamlining Update/complete PIRSSs Conduct data quality assessments for all USAID PMP indicators 	<ul style="list-style-type: none"> Through February

14

PMPL YEAR 1 TASKS AND MILESTONES: HIGHLIGHTS

Task	Timing
<ul style="list-style-type: none"> Review & establish performance baselines & targets Gather, analyze & report PMP data Conduct training needs assessment and provide M&E training to AO Teams 	<ul style="list-style-type: none"> Late January - March February – April Late January; then as needed

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PMPL YEAR 1 TASKS AND MILESTONES: HIGHLIGHTS

Task	Timing
<ul style="list-style-type: none"> Consult with IPs & AO teams to review & adjust select IP indicators to align with USAID indicators Build upon existing IP data collection templates to standardize data collection and data reporting to USAID Conduct M&E training for IP staff Review IP Quarterly Reports and advise on technical improvements 	<ul style="list-style-type: none"> Through March February February – March Beginning in March; then quarterly

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PMPL YEAR 1 TASKS AND MILESTONES: HIGHLIGHTS

Task	Timing
<i>R 2: Integrated Web-based MIS/GIS developed and established by PMPL for USAID/L use</i>	
<ul style="list-style-type: none"> Assess data management and reporting needs 	<ul style="list-style-type: none"> January
<ul style="list-style-type: none"> Design data model incorporating PMP and other key documents 	<ul style="list-style-type: none"> March
<ul style="list-style-type: none"> Deploy Beta version of web portal and collect user feedback 	<ul style="list-style-type: none"> June - July

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PMPL YEAR 1 TASKS AND MILESTONES: HIGHLIGHTS

Task	Timing
<i>IR 3: Field-based monitoring capacity of USAID/L augmented by PMPL</i>	
<ul style="list-style-type: none"> Develop Annual Field Monitoring Plan 	<ul style="list-style-type: none"> January
<ul style="list-style-type: none"> Develop standard Site Visit Checklist to guide data collection 	<ul style="list-style-type: none"> January
<ul style="list-style-type: none"> Conduct site visits; prepare reports 	<ul style="list-style-type: none"> February; then ongoing
<ul style="list-style-type: none"> Hold consultations with AO teams on site visit results and follow-through 	<ul style="list-style-type: none"> February; then ongoing

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- Planning for the PSV**
 - E.g., Send email to IP about the upcoming PSV with details of purpose and proposed dates & times
- Planning Logistics**
 - E.g., Determine size of the PSV team
- Coordinating with the IP**
 - E.g., Discuss project progress with COP or designee
- Visit Field Site(s)**
 - E.g., Ask to talk to a sample of project beneficiaries
- Draft PSV Report**
 - E.g., Outline conclusions and actionable recommendations for the IP and the COTR/AOTR

Project Site Visit (PSV) Checklist

To be used by PMPL staff to prepare for and carry out a project site visit.

Projects, sites, timing and focus areas of data collection to be determined in consultation with AO Teams.

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PMPL YEAR 1 TASKS AND MILESTONES: HIGHLIGHTS

Task	Timing
<i>IR 4: Special studies and evaluations of USAID/L projects facilitated by PMPL</i>	
<ul style="list-style-type: none"> Develop annual plan for evaluations and special studies Conduct mid-term and summative evaluations and disseminate results Conduct impact evaluations and disseminate results Provide TA on use of evaluations for management decision making 	<ul style="list-style-type: none"> January February onward, based on Annual Evaluation Plan As needed; part of the AEP February onward

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Your Questions?

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EXERCISE: Preparing for a Project Site Visit

- Scenario: PMPL has indicated its plan to conduct a field monitoring visit to one (or more) of your project's field sites in the near future to review performance data sources and verify the project's activities.
 - What questions or suggestions will you have for PMPL as this visit is planned?
 - In what ways could the field visit be made to provide value to your project?

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DATA QUALITY ASSURANCE

- Requirements
- Methods
- Tools

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DATA QUALITY ASSURANCE

- Your questions or comments?

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RESULTS TRACKING AND PERFORMANCE REPORTING

- Performance Data Tables
- Effective reporting: Experience and good practices

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SUMMARY AND NEXT STEPS

- Points of contact
- Mutual expectations

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CLOSING

- Workshop evaluation feedback
- Thank you!

Annex 8: January 14th Group Exercise Summaries and Handouts

Indicator selection Criteria

- Direct
- Objective
- Adequate
- Disaggregated where needed
- Practical

PMP

A tool to manage the process of monitoring, evaluating and reporting progress toward achieving an objective.

Preparing for a PSV(1)

- Geographic area? Duration of the visit, people to meet?
- How will PMPL present itself to beneficiaries?
- How can the project prepare PMPL's PSV?
- Focus on direct beneficiaries

Preparing for a PSV(2)

- Provide project with recommendations.
- Provide project with tools, lessons learned.
- Suggestions on indicators
- PMPL & project members →beneficiaries.
- Shape PSVR with IPs (feedback provided before)
- Sending the report to USAID.

ANNEX 8 (A): EXERCISE-INDICATOR SELECTION

Result	Indicator	Your Quality Rating of This Indicator (high/medium/low)	Explanation for Your Rating
Strengthened capacity of targeted civil society organizations	Number of CSOs using US Government assistance to improve their internal organizational capacity	H: 0 M: 3 L: 17	<ul style="list-style-type: none"> - Doesn't give indication on how the capacity of CSOs was improved. - Not a direct measure. - Not specific or quantifiable.
More efficient water management	Percent of water revenues collected by targeted water entities	H: 8 M: 10 L: 2	

ANNEX 8 (B) HANDOUT: ILLUSTRATIVE MATRIX OF EVALUATION APPROACHES

Characteristic	Decision	Evaluation Question	Data Requirements
Effectiveness	Should we continue to fund this project or program?	Were the objectives of this intervention achieved?	Before-after
Efficiency	Did we do things right?	What is the output of the intervention, relative to its cost?	Performance monitoring (outputs); costs
Impact	Should we promote this intervention as one that works?	What outcomes are directly or indirectly attributable to the intervention?	Before-after in treatment and comparison groups
Sustainability	Can we end funding and still see the stream of benefits?	Will the benefits of the intervention last beyond its lifespan?	Institutional process and market analyses
Relevance	Did we do the right thing?	Are the objectives of the intervention appropriate, given the political, economic, environmental and institutional context of a given country?	Institutional, process and market analyses

ANNEX 8 (C):HANDOUT- DATA QUALITY MATRIX

Data Quality Standard	Strengths and Limitations of the Data	What Our Organization Will Do to Address Data Limitations (What; When)
Validity: Do data clearly and directly measure what is intended?		
Integrity: Are mechanisms in place to reduce the possibility that data are manipulated for any reason?		
Precision: What is the acceptable margin of error given the likely management decisions to be affected?		
Reliability: Using the same measurement procedures, can the same results be obtained repeatedly?		
Timeliness: Are data sufficiently current and available frequently enough to inform management decision making at the appropriate levels?		

ANNEX 8 (D): RESULT OF GROUP EXERCISE: ASSESSING SUCSESSES & CHALLENGES IN CURRENT PMPS

Group 1

I- Successes

- 1-PMP can be used as a model for other projects
- 2- By developing a pmp ; it paves the way for getting a grant for a new project
- 3- Data entry system/ good M & E system (identify program results, indicators, objectives, IRs)
- 4- Design training to prove quality
- 5- Good team to collect data (field level)
- 6- Follow up communicating

II-Challenges

- 1- Data collection: (1)Supporting documents/data collected
 - (2)Transparency of the beneficiaries
 - (3)Unrealistic indicators / data could not be collected
- 2- Data compatibility: number of systems /indicators, reporting under the same indicator
- 3- Planning: (1) writing the PMP- make it up to expectation
 - (2)Planning ahead of time: then to implement what was planned
 - (3)Lebanon stability/climate.
 - (4)Reporting.

Group 2

I- Successes

- 1- Creation of a software to track indicators/progress (database & methodology)
- 2- Example: Event beneficiaries database: to avoid double count
- 3- PMP: tool to track changes “ flexible” justifications, targets
- 4- Use of secondary data

II- Issues/challenges:

- 1- Lack of PMP- dependence on historical memory (former staff)
- 2- New USAID PMP developed in 2009: review of indicators
- 3- PMP: some pmps are narrow and not applicable to certain projects
- 4- “ Drop out from schools: How do we measure it?- collection of data : tailor made , tailor the data to fit the indicator or vice-versa?

Group 3

I. Successes

- 1- Completing a survey of beneficiaries
- 2- Being able to achieve objectives of the project to introduce reforms and increase the number of stakeholders
- 3- Achieving and exceeding set targets
- 4- 4-Revised indicators to make it more fit to activities and targets

II. Challenges:

- 1- Projects designed to introduce new laws, main challenge is to the political will to introduce changes
- 2- Having access to data from beneficiaries to capture achievements
- 3- Projects implemented with the public sector , time frame is a main challenge

Group 4

I. Successes

- 1-Setting the PMP targets, drafting stage
- 2- Met or exceeded targets
- 3-Meeting timeline in achieving indicator activities
- 4-Successfully setting indicators that meet the right criteria
- 5-Successfully revising and justifying PMP revision
- 6-Building on lessons learnt
- 7-Developing concrete work plans to support the implementation of the PMP.

II. Challenges:

- 1-Setting achievable/realistic connected targets
- 2-PMP drafted by personnel (who are not knowledgeable of project environment)
- 3-Meeting the time frame within realities in the field
- 4-Unavailability of the tools and resources needed to track indicators

Group 5

I. Successes:

- 1- Beneficiary involvement in M & E sharing results with them
- 2- PMP is an opportunity for training team partners
- 3- Some data can be used in other contexts
- 4- Can push us to build and improve systems on the project and institutional levels
- 5- Accountability (internal, community and donors)
- 6- Even with limited resources can develop systematic approaches
- 7- Reporting helps us to realize where we are (program progress)
- 8- Satisfy donor requirements

II. Challenges

- 1- Project started before PMP- Bend project (selection of indicators)
- 2- Agreeing with USAID regarding indicators (disagreements on relevance and adequacy)
- 3- Time consuming to produce PMP.
- 4- PMP too focused on donor reporting, rather than program management
- 5- Technical qualifications of IP staff is limited
- 6- Discrepancy: what IP wants to show vs what USAID wants to show
- 7- To do M & E properly: resource intensive

Annex 9: M&E Training Sign-up Sheet

Institution	Participant	Title	Level of Training	
			Beginner	Advanced
ACDI/VOCA	Nasser Lama	DCOP		X
ACDI/VOCA	Noubia Gribi	Deputy Regional Director		X
ACDI/VOCA	Criss Juliard	COP		X
ACDI/VOCA	Med Bensouda	COP		X
ACDI/VOCA	Celine Melki	PM		X
ACDI/VOCA	Tamara Nassereddine	Business Advisor	X	X
ACDI/VOCA	Nisrine El Teryaky	M&E Coordinator	X	X
ACDI/VOCA	Kamil Wanna	Deputy Manager		X
ACDI/VOCA	Nadine Roumieh	M&E	X	X
ACDI/VOCA	Berjoun Bouladian	Project Coordinator	X	
ACDI/VOCA-LBLI	Nadine Haddad	M&E		X
ACS	David Warren	Deputy Head	X	
Amideast	Barbara Batlouni	Country Director		X
Amideast	Hussam Saba	Project Director		X
Amideast	Beth Ann Khalil	Director Training Dept.		X
AUB	Fadia Homaidan	Director		X
AUB	Rania Tohme	Grants and Contracts Manager		X
BAH	Zouha Sakr	COP		X
CDM	Raed Ghantous	COP		X
CDM Constructors Inc.	Elie El Haddad	Mechanical Eng.	X	
CHF	Talal Hajj Dib	COP		X
CHF	Natasha Marashlian	Deputy COP		X
DAI	Sam Conxson	COP		X
DAI	Jimmy Zammar	Program Manager	X	X
DAI	May Koleilat	Capacity Bldg	X	X
D-Rasati	Nancy Parks	COP		X
GIS/Transport	Ali Koumaiha	Director GIS	X	X
Haigazian Un.	Maral Gurunian	Fiancial Aid Officer	X	
Haigazian Univ.	Maissam Nimer	Program Manager	X	X
Haigazian Univ.	Maral Gutunian	Financial Aid Officer	X	
IC	Mirjana Sabra El Horr	Reveune & Collection Coordinator	X	
IC	Danielle Bikhazi Abi Fares	Assistant Accountant	X	X
IESC	Mahmoud El Zein	COP		X
IESC/VEGA	Khalil Hijal	M&E Manager	X	X

Institution	Participant	Title	Level of Training	
			Beginner	Advanced
IFES	Richard Chambers	COP		X
IFES	Mirna Shidrawi	Project Manager	X	X
IOCC	Linda Shaker Berbari	Program Manager	X	X
IRG	Eric Viala	COP		X
Litani River Basin Mngt. Support Program	Diana Shannan	M&E Coordinator	X	X
OTI	Rana Dadanian	Information and Communication Officer	X	X
RI	Leon Chammah	PM		X
RI	Nisrine Yassine	M&E Officer		X
Sibley Int.	Hiba Jardali	Coordinator	X	
Sibly International	Barry Condron	COP		X
US Treasury	Celest Kubasta			X
WRF	Toufiq Rizkallah	Assistant Director		X
WRF	Dolly Bassil	M&E/System Development		X
WRF	Gilbert Aoun	Project Manager	X	
WTO	Joumana Atieh	Officer Manager	X	X

Annex 10: January 14th Workshop Evaluation.



Performance Management Plan for Lebanon (PMPL) Project



Workshop Evaluation Day 2, January 14, 2011

Welcome and thank you for joining the PMPL Launching Workshop. Please rate the workshop. (Please circle the appropriate rating)

		Negative —————▶Positive					
<u>Content of the Workshop</u>		0	1	2	3	4	5
1	Covered Useful Material			2	8	11	6
2	Practical to My Needs and Interests			4	5	14	4
3	Well Organized				3	11	13
4	Presented at the Right Level			2	4	14	7
5	Effective Breakout Exercises				5	16	6
6	Useful Visual Aids and Handouts			2	7	13	5

Additional comments about Content of the Workshop:

- GIS & MIS not well presented.
- Groups attending are very diverse; I wish we had separate workshops for educational, agricultural projects.
- The workshop was effective and met its objectives mentioned in the workshop.
- Break out activities should be followed by more in-depth instructions and guidelines, e.g how to select indicators, PMPs.
- Templates would have been more useful.

		Negative —————▶Positive					
<u>Presentation of the Workshop</u>		0	1	2	3	4	5
1	Presenters' Knowledge				5	9	13
2	Presenters' Presentation Style			3	6	11	7
3	Presenter Covered Material Clearly			2	7	8	10
4	Presenter Responded Well to Questions			1	2	8	16

Additional comments and suggestions:

- The presentation background was not attractive.
- Prefer to be located next time in a better ventilated room and adequate breakout exercises.
- The presenter moved at a very comfortable speed appropriate for participants.
- Slides can be more appealing, present and use handouts in greater depth. The workshop is too general, needs to train more.
- A suggestion was to use an actual PMP from of the organizations to train the group on the do's and don'ts.

Overall, how would you evaluate this workshop session?

Excellent	Good	Fair	Poor
[7]	[17]	[3]	[]

Thank you!!

Summary of feedback:

Overall PMPL received positive feedback regarding the second day of the workshop where 62% of participants believed that the workshop was good and 25% believed it was excellent.