

Joint Learning Event
on
Managing for Development Results
(JLE-MfDR)

Course Documentation
Ulaanbaatar, Mongolia
22– 24 February 2010

Introduction

The Train4Dev Joint Donors' Competence Development Network (Train4Dev) has commissioned MDF Training & Consultancy to develop this programme of Joint Learning Events on Managing for Development Results (JLE on MfDR). The programme will deliver a series of 10 JLEs in developing countries during 2009 and 2010. These will be targeted on donor staff and their partners in government and civil society/third sector.

From 22 to 24 February the Joint Learning Event on Managing for Development Results (JLE-MfDR) took place in Ulaanbaatar, Mongolia. A total of 47 representatives (22 m, 25 f) from Government (7), Civil Society Organisations (21) as well as Development Partners (19) participated in the event. (see also the list of participants in Annex 1). For more general event information see section 1.

The JLE-MfDR course flow was in general maintained but time pressure was always there with a 9 to 4 schedule. MDGs for Mongolia were studied, questions formulated and answered by an expert Professor Mr. Batmugh from the University of Mongolia (day 2). The leadership module on day 3 has been enriched by integrating it with evidence based decision making. To this end a short paper and matrix to assess evidence based decision making has been developed (see annex 3), presented and used in the assignment. These changes were clearly appreciated by participants who referred to it in their feedback. As a result, the module on CAPScan was reduced and limited to a short presentation on the content and procedure how to do this MfDR capacity assessment. For more information regarding the course content see section 2.

With an average score of 3.3 (3 being good, 4 being very good), this JLE-MfDR was well appreciated. For the general course characteristics most items were rated around the average of 3.3. The highest scores were:

Relevance of content for work:	3.4
Added value joint event:	3.3
Materials:	3.3
Group exercises:	3.3
Venue	3.5
Accommodation	3.4
Food and drinks	3.3

The trainer team was very well appreciated; some of their scores were clearly above the general course average. For the complete results of the course evaluation see section 3.

This report is meant to serve as an "aide memoire" for participants and trainers and as a source of information for future learning events.

I. General Information JLE-MfDR

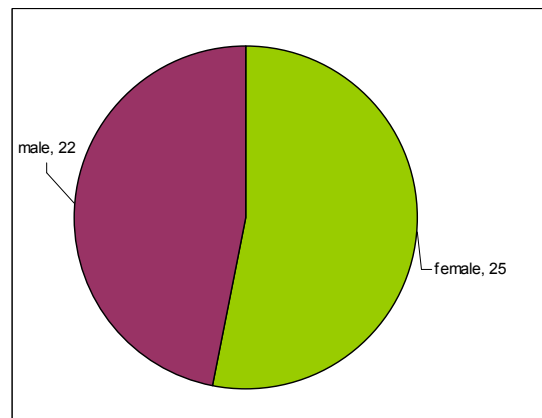
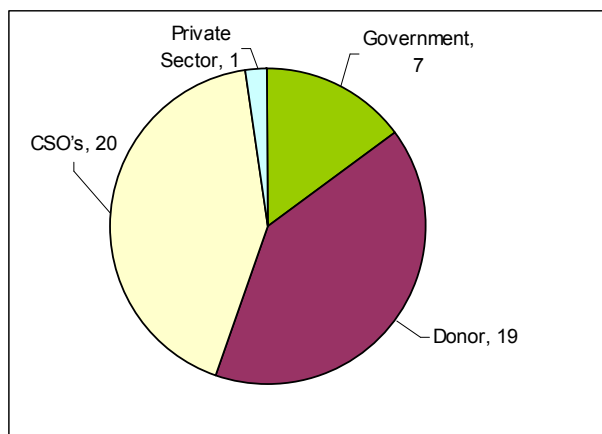
1. Key data:

Title of the Training course:	Joint Learning Event on Managing for Development Results (JLE-MfDR)
Country and City:	Mongolia, Ulaanbaatar
Sectors:	Small scale mining, desertification, livestock, poverty reduction and equity, childrens' playground and air pollution Ulaanbaatar,
Dates of the event:	22 – 24 February 2010
Resident/ Non-resident:	Mixed (most participants commuting)

2. Participants

A total of 47 participants (22 M, 25 F) were present:

Government:	7	(2 m, 5 f)
Donor:	19	(11 m, 8 f)
CSO's:	20	(9 m, 11 f)
Private Sector:	1	(0 m, 1 f)
Total	47	(22 m, 25 f)



The JLE Mongolia mobilised significantly more participants than the targeted number of 35. The number of participants from (I)NGO side was encouraging. The number of participants from the government was low despite the fact that many high level officials had been invited and personally approached. High level officials have certainly difficulties to spend 3 full days of their schedule for a training event. However, the reasons not to send their staff are not really known to the lead agencies.

As a result of the visit to two ministries prior to the learning event two representatives of the Ministry of Finance and Environment did subscribe. Also the participation from the bilateral donors and MDB side was not as expected.

3. Names of trainers and implementing agencies

SDC

SDC has organised the event in a perfect manner: logistics in terms of preparing training and workshop materials, support staff present before during and after the course to ensure smooth running of the event, arranging hotel facilities, opening and closing speech of the head of cooperation and his very active participation, etc.

The implementation team consisted of 2 trainers and 1 resource person. Short profiles are provided below.

Mr. Jargalsaikhan

Mr. Jargalsaikhan has been involved in discussions and international meetings on the introduction of Managing for Development Results from the perspective of NGO and Private Sector. He published an article about MfDR in Mongolia in the Source book. Mr. Jargalsaikhan is an effective networker and team builder able to achieve strategic objectives through the maximization of human potential both in structured and unstructured environments. He is very committed to several urgent issues Mongolia is facing, a/o the air pollution in Ulanbataar on which issue he regularly publishes articles in the newspaper.

Dr. Martien van Asseldonk

Dr. Van Asseldonk has a wide and long experience as a programme manager, senior consultant for government and development agencies and as a trainer in the MDF training programmes for development of managers in the Netherlands and in Asian and African countries. His core competences include training and workshops on Strategic Planning, Change Management and Organizational Development. Focus has often been on leadership, dealing with power and appropriate organizational checks and balances.

Recently he conducted training in Hanoi, Vietnam, for LuxDev staff working in Lao PDR and Vietnam on the localized versions of the Parish declaration, and assessing progress made so far from LuxDev perspective. Dr. Van Asseldonk has conducted many courses in project management for both the NGO sector as well as for civil servants in Sri Lanka, the Netherlands, South Africa, Bangladesh, Afghanistan and Indonesia. Focus has often been on measuring progress at outcome and impact level and related key performance indicators.

Mr. Herman Snelder

Mr. Snelder is managing director of MDF, Training&Consultancy, Ede, the Netherlands. He is involved in the design and implementation of (tailor-made) training programmes and facilitation of workshops, as well as in consultancies mostly in the field of development cooperation, particularly related to management and organisation of development interventions. Clients include the Netherlands Government, NL embassies, European Commission, OECD DAC and Non-Governmental Organisations.

Mr Snelder carried out long-term assignments in the Democratic Republic of Congo, Rwanda and Pakistan. He facilitated the Mutual Learning Initiative on MfDR. Within the Joint Learning Programme on MfDR, Herman Snelder is the lead facilitator on MfDR.

II. The Joint Learning Event on MfDR

Introduction

In preparing for the training, it was agreed with the in-country team, to deliver the standard programme on JLE-MfDR. The trainers together with the SDC management visited two Ministries the day before the event: the Ministry of Nature, Environment and Tourism and the Ministry of Finance. In addition, a visit was paid to the National Statistical Office. As a result of these visits two new participants were registered and professor Batmugh of the National University, very knowledgeable on the definition and use of indicators for the national MDGs, was invited for a Question and Answer session on day 2 of the training.

Below the different sessions are briefly discussed and the main products of the group work sessions are included.

Day 1

Introduction

The Director of SDC, Mr. Felix Fellmann, opened the learning event stressing the importance of MfDR and how its application might lead to progress in interventions and thus development of people. He underlined that this event is to understand what the ingredients of MfDR are and how to apply these in our daily work. For Train4Dev, Mr. Malte Lipczinsky explained the reasons for this joint initiative and stressed the importance of a follow up as to create MfDR applications and experiences in Mongolia.

Day 1 was implemented in line with the following programme:

Day 1	
	Introduction
A	<ul style="list-style-type: none"> ➤ Welcome, objectives and programme ➤ Development effectiveness and overview MfDR
	MfDR in practice
B	<ul style="list-style-type: none"> ➤ Exchange in small peer groups on challenges and learning needs ➤ Short introduction MfDR case
	Shared goals and strategies
C	<ul style="list-style-type: none"> ➤ Short introduction on result chains ➤ demonstration of case result chains ➤ Introduction group work
	Shared goals and strategies
D	<ul style="list-style-type: none"> ➤ Groups develop/discuss result chains

During the first introductory session the objectives, programme as well as working schedule of the event were briefly explained. The trainer referred to the participant's file containing all presentations as well as background reading material (so-called "briefing notes" on the main subjects of the event). The trainer emphasized that the event would be highly interactive and with hands-on exercises. The intention is to make it as dynamic and active as possible. The personal logbook was explained as well.

MfDR challenges and Learning needs

After these introductory remarks, the subject “Managing for Development Results” was introduced with a power point presentation (supported by a briefing note with the same name). Afterwards, in the second session, the first group exercise was introduced:

Groups discussed the situation in Mongolia regarding MfDR, focusing on two themes:

1. Shared goals and partnerships
2. Managing for results

Lead questions:

1. What are key characteristics and major challenges in your current situations?
2. Looking at these challenges, what are your learning needs for this workshop, or afterwards?

The working groups were created by inviting participants to join one of the selected sub sectors and themes. One group was created to discuss a free subject. The group decided on: creating a playground for children in Ulaanbaatar.

After the working groups had finalized the assignment, an inventory was made in plenary. These results were processed in the evening and presented in a summarised way the next morning. The results are as follows:

SHARED GOALS AND PARTNERSHIPS	
Current situation and major challenges	<p>National strategies and donor agenda's</p> <ul style="list-style-type: none"> - Lack of national strategies and consequent planning in some sectors - Changes of policies and strategies due to changes in government institutions - Development partners do subscribe to government goals (some) while having space and flexibility to undertake their own Donors driven agenda's - If there are clear policies and priorities set by the government alignment will happen - Who defines the needs? - Lack of flexibility of some donors and their lack of understanding of a local context - Lack of funding to ensure sustainability - Sustainability and legal framework /status of organisations
	<p>Coordination and cooperation</p> <ul style="list-style-type: none"> - No major coordination meeting/efforts between NGOs and Government - Donors create their own coordination units - Duplication of activities/projects - Increase involvement of more stakeholders in defining the needs. - Work towards shared goals and a shared vision - Work towards more commitment and more people empowerment - Experiences sharing and learning through close cooperation

	<p>Local capacity building</p> <ul style="list-style-type: none"> - by donors is insufficient and substituting takes place too much - Develop the capacity of national organizations, not of donor organizations - Develop the capacity of government and civil society organizations - Capacity building of civil society leads to brain drain
	<p>Leadership</p> <ul style="list-style-type: none"> - The human factor, or corruption is an area of concern - Government has little capacity to play effective leadership and regulatory role
<p>Specific Learning needs¹</p>	<ul style="list-style-type: none"> - How to ensure sustainability and have a sound exit strategy - How to improve alignment and harmonization (methods, examples, tools) - How to develop shared goals - How to hold organization accountable for an outcome which is shared with others

¹ General learning needs on MfDR not presented here

MANAGING FOR RESULTS	
Current situation and major challenges	Planning, budgeting, monitoring and evaluation <ul style="list-style-type: none"> - Lack of a clear M@E system and accountability mechanisms - Partners do not exercise MfDR or RBM - Current monitoring systems do not lead to decision making - Lack of reliable statistical data
	Resource issues <ul style="list-style-type: none"> - High staff turnover - Incentive structure versus socialist legacy and fear - Performance incentives being practiced in certain NGOs/MF institutions (resulted into lowering portfolio at risk). Difficulty to implement in NGO sector - Uncertain funding - Lack of mechanisms to sustain incentives by GoM social sectors
	Output/outcome issues: <ul style="list-style-type: none"> - Too much focus on outputs and activities - Lack of strategic vision, analytical skills and process of change - Well performing initiatives are continued by donors
Specific Learning needs	<ul style="list-style-type: none"> - A systematic understanding of MfDR - How to translate goals into mechanisms and budgets - What are result indicators versus activities - Performance based budgeting - Some examples of evidence based decision-making

Introduction of a real life case

After this inventory, the real life case was introduced by the resource person, Mr. Jarghalsaikhan. He provided extensive information and background for the problem of clean air in Ulaanbaatar.

Result chains

After lunch, result chains were introduced with a power point presentation as a particular MfDR tool. Result chains were presented as logical diagrams linking different result levels (impact, outcome and output).

The resource person presented the result chain for the case of air pollution in Ulaanbaatar.

Here after the working groups were requested to prepare their result chains. They proceeded immediately and worked on the result chains for the 6 cases: small scale mining, livestock, desertification, poverty and equity, clean air and children's playground.

Evaluation of Day 1

The trainer requested participants to write their feedback on day 1 on flip charts before leaving at 4 PM. 20 participants indicated on the flipchart they were happy with the first day of training. None indicated to be neutral or unhappy.

DAY 2

Introduction

Day 2 was also delivered according to the original programme except for the Q&A session in the afternoon in which participants asked questions about the MDGs for Mongolia and Mr. Batmugh supplied the answers.

Day 2

➤ *Short recap. + personal logbook*

Shared goals and strategies

- A**
- Participants visit results of other groups
 - Trainer give feedback on result chains and plenary discussion
 - Groups review their result chains

Evidence-based decision making – KPI's

- B**
- Introduction Key Performance Indicators
 - Presentation of MfDR case indicators
 - Groups work on Key Performance Indicators

Evidence-based decision making – information management

- C**
- Plenary presentation and discussion measurement and reporting on KPI's?

Evidence-based decision making – information management

- D**
- Analysis of MDGs Mongolia and their indicators
 - Q&A session on indicators, reporting mechanisms and information flow

The day started with a reflection on the first day. One example (small scale mining) was discussed in detail in plenary. With the new knowledge and insights derived from this session, the groups improved the result chains produced on day 1.

Key Performance Indicators

Hereafter the trainers explained the use of Key Performance Indicators, which were applied and illustrated by the example case on air pollution. Hereafter the participants defined their own KPI's on outcome level in their groups. The results of the group work were presented, commented upon by the trainers and other participants, and improved.

In general the groups managed to come up with good outcome level KPI's. There were little conceptual problems. Most difficulties related to reliability, like:

- Can you rely on statistics from (corrupt) custom officers to get data on illegally imported food?
- Is the quality of the livestock (less diseases) reliable enough as an indicator for good herdsmanship, or do we have to measure directly?
- How to measure air quality statistically as this fluctuates a lot?
- Is it practical and meaningful to count people visiting a children's park. How often to do it, or is the annual revenue from entrée tickets a reliable enough indicator?

- Is the number of people involved in small scale mining actually a reflection of what we want to achieve, or do we have to rethink our goals?

The exercise was extremely useful, not so much in understanding what a KPI s – most participants were familiar with indicators – but for improving the ability to use KPI's at outcome level.

Indicators for monitoring the MDGs defined by the government of Mongolia

Mongolia has defined its own MDGs. These are monitored by the National Statistical Office (NSO). Before the training, the trainers visited the NSO, and invited a statistical expert from one of the Universities, professor Batmugh, who is working on monitoring the MDGs in an ADB project, to come to the training to share his experiences with the participants.

The participants were given a copy of the Mongolian MDGs including the scoring of the last 4 years, and were asked to formulate questions in different groups on selected MDG themes. The questions prepared and asked are:

MDGs	Questions		
	Indicators	Reporting mechanisms	Use of the information
Reduce poverty and hunger	Where is base line year 2000?	How to take into account informal sector?	-
Universal primary education	Who collects the information, what is the role of local governments in the process? Unregistered migrants` children staying out of schools are included in calculation of enrolment ratio?	Is the ministry of education doing quality check of reported data?	Whether collected information analysed, and if yes how analyses are reflected in policies, particularly in the budget
Gender equality and empowerment	Why ratio in education only? Seems there is more need of such indicators as sex-disaggregated asset ownership, of average wage of men and women	Has NSO taken part in reporting to UN Commission on CEDAW, Universal human rights or others? If yes what is the lesson?	Please give an example of who and how used the indicator on "Share of women employed in non-agricultural sector"

<p>Reduce Child mortality</p>	<p>-</p>	<p>What mechanisms are there to ensure that child mortality data collected is accurate and not manipulated to present a false picture</p>	<p>Child mortality rate in Darkhan, Selenge is approximately half of national average?</p> <p>What has been done to learn about the background for this?</p> <p>It seems like national statistical office, MoH and WHO has different statistical figures is this true?</p> <p>How is the information flow from bag, sum, aimag ministry health who is suppose to submit the information?</p>
<p>Ensure environmental sustainability</p>	<p>How have these indicators defined?</p> <p>What about soil quality indicator inclusion in MDG</p> <p>What about desertification rate indicator? (land degradation)</p>	<p>Is it possible to shorten the time to collect data of % safe drinking water and % without improved sanitation information? Is it because of logistic issue or international standard (this 5 years time of collection)</p>	<p>How many organizations requested to use these information</p> <p>Who are they?</p>
<p>Develop a global partnership for development</p>	<p>Why measure “creation of favourable conditions for archiving MDGs then trade & finance system” by % of ODA for trade capacity and for social services?</p> <p>Why no indicators for measuring empowerment of trade / fin. Systems towards rule-based, predictable non-discriminatory & fair system?</p> <p>Why are there no indicators to measure empowerment in value chain & production</p>	<p>Who is collecting data? And how?</p>	<p>What do the figures tell us about progress so far?</p>

	<p>/export of value-added products?</p> <p>Why target only dissemination of info technology</p> <p>Why no target & indicators for building capacity of agro-business & exports of value-added products?</p> <p>Why no target & indicators for aid effectiveness & government capacity to coordinate</p> <p>Indicators for quality of loa??</p> <p>Why no target & indicators for PPPs & aid for increasing youth employment?</p> <p>Why no target & indicators for increasing access to essential & affordable drugs?</p> <p>Strengthen human rights and foster democracy</p> <p>What are the targets for 2015? How were they defined?</p>		
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Professor Batmugh replied to these questions in a remarkable open and honest manner. He explained also the various difficulties in collecting reliable information. For instance: schools are subsidized by the government partly per pupil. So the head of schools are inclined to report more pupils than there are actually in the school. In the statistics this leads to artificially high enrolment rates.

Similarly Governors are assessed also on, for instance the reduction of maternal mortality rates. Governors are inclined to paint a rosier picture than the real ground situation. He also mentioned to occasionally use of double statistics. One for internal use, and to be presented to the outside world.

Evaluation of the day

The last session ended at 16.45. At the request of S.D.C the training was planned to end of 16.00 every day. At 16.45 a number of participants had already left, so no formal evaluation was done at the end of day 2. During the recap of day 3, the participants made clear that the input from the statistical expert was very much appreciated and useful.

DAY 3

Introduction

On day 3 more attention as in the standard programme, was given to evidence based decision making.

Day 3	
	➤ <i>Recap. Personal logbook</i>
	Leadership and evidence based decision making
A	<ul style="list-style-type: none"> ➤ Presentation specific case experience : clean air in Ulanbataar ➤ Short presentation on evidence based decision making ➤ Assignment : assessment of evidence based decision making
B	<ul style="list-style-type: none"> ➤ Presentation and discussion on assessment ➤ Introduction to leadership (ppt) ➤ Introduction to the cap scan
	Change towards MfDR: action planning
C	<ul style="list-style-type: none"> ➤ Participants assess own situation and present key elements of change in their sector
	Follow-up actions and wrap-up
D	<ul style="list-style-type: none"> ➤ Closer look at sector actions ➤ Wrap-up, evaluation and closure

Leadership, evidence based decision making and the CAPSCAN

After the recap, the groups were were asked to assess various components of leadership and evidence based decision making in three sectors (cases), according to a pre-prepared matrix.

- M = Small scale mining
- L = Livestock
- D = Desertification

Progressive stages in the assessment

- Ignorance: No attention, neither signs of significant awareness among key-stakeholders for this component
- Awareness: Among key stakeholders there is awareness on the importance of this component, but hardly anything serious is done to work on this component
- Exploration: The component is beginning to get serious attention. Key stakeholders are exploring the issue
- Transition: The component gets mainstream attention, but there is still a lot of room for improvements
- Full implementation: The component is dealt with satisfactorily

The groups were also asked to come up with some suggestions for improvements or solutions.

The results of the group work:

Components	Progressive Stages				
	Ignorance	Awareness	Exploration	Transition	Full implementation
Leadership					
Effective systems are in place to inform decision makers		D	M	L	
Decision makers recognise utility of data and ensure it is integrated into the decision making processes		D, M	D, L		
Planning and budgeting systems are linked from the rural areas to the capital city		D, L	M		
Managers take decisions based on performance measurement systems		D, L	M		
Evaluation and Monitoring					
Monitoring and evaluation capacity is at appropriate level		M	L	D	
Performance data is used for analysis and for drafting future plans	M	D, L	D		
Managers are able to obtain data on outputs and outcomes in a timely and useful format	M	D	L		

Planning and Budgeting					
Transparent process to decide on priorities and budgets	D, M	L			
Data are gathered to support budgetary decisions	M	D, L,			
Sufficient participation in planning and budgeting	M	L	D, L		
Statistics					
Data are disaggregated	M		L	D	
Data are of good quality	M		L	D	
Data are produced timely	M			D, L	

Suggested measurements for improving the components which scored low in the previous table.

Categories	SECTORS		
	Desertification D	Small-scale mining M	Livestock L
Leadership and checks and balances	Decision makers to take stronger leadership Use international attention for desertification to encourage stronger leadership Integrate Mongolia in global dynamics on desertification Shock therapy, provoke leadership by discussion and	Empower communities and groups of small-scale miners Dialogue with and influence local government Strengthen the existing process of dialogue	

	<p>confrontation Strengthen skills and assist in improving systems. Build capacity in Planning, Budgeting and Monitoring</p> <p>Facilitate a change in the general system</p>		
Evaluation and Monitoring, Planning and Budgeting	<p>Use existing M&E capacity to improve existing national institutions</p> <p>Build the capacity of stakeholders</p>	<p>Project focus on involving stakeholders in the PM&E</p> <p>Advocate for evidence based decision making</p> <p>Stronger government involvement in projects to enhance sustainability</p>	<p>Build the local capacity on M&E</p> <p>Managers to look more for outcomes and outputs</p>
Statistics	<p>Integrate all available statistics in one comprehensive system</p>	<p>Dis-aggregated data (regarding gender etc.)</p> <p>Work more closely with the National Statistics Office</p>	<p>Develop new methodologies to collect dis-aggregated data</p> <p>Use of new technologies</p> <p>Strengthen the capacity of the National Statistics Office</p>

After the presentation of the group work the trainers presented a lecture on leadership and explained shortly the CAPScan.

Action planning

The last assignment (action planning in specific actor groups) was explained. The groups were also asked to answer the following three questions:

- What do you want to change in order to move towards MfDR?
- How do you want to do it inside your own organizations?
- How do you want to do it in the context of your own organizations?

The result of the group work:

Action plans related to the cases

Asia Foundation (former food security case)

Questions	Answers	Votes
What do you want to change in order to move towards MfDR?	Shared Goals Evidence based decisions	5
How do you want to do it inside your own organizations?	Build capacity of local partners	4
	Collecting right data in a timely manner	0
How do you want to do it in the context of your own organizations?	Share data with others	1
	Regularize donor coordination meetings	0
	Jointly advocate for a specific agenda	0

Desertification case

Questions	Answers	Votes
What do you want to change in order to move towards MfDR?	To produce best practises to address desertification	2
	To document for up scaling	1
	To establish appropriate M&E system, En., Social, Economic	0
How do you want to do it inside your own organizations?	Common understanding within the organization about intervention strategy	0
	Increase synergy between projects	8
How do you want to do it in the context of your own organizations?	Increase formal commitment from the government and partner organizations	6
	Effective advocacy to improve government policies and programmes	0

Livestock case

Questions	Answers	Votes
What do you want to change in order to move towards MfDR?	Focus on strengths (strengthening, empowering)	16
How do you want to do it inside your own organizations?	Redesign projects Reallocate resources to MoFALI To build the capacity of the National Statistics Office	9
How do you want to do it in the context of your own organizations?	Create a common fund pool managed by MoFALI and monitored by the funders; implemented by agencies, projects and civil society organizations	1

Playground case

Questions	Answers	Votes
What do you want to change in order to move towards MfDR?	Align better with national policies <ul style="list-style-type: none"> - MDGs nrs. 4, 5, 7, 9 (Child Rights) - NDS - Child and youth development - Environmental protection - Urban development - National Policy on Child Protection and Child Development - Government Action Plan: expand greens space in Ulaanbaatar - "Healthy Mongolians" programme - Healthy City Programme 	17
How do you want to do it inside your own organizations?	<ul style="list-style-type: none"> - Planning, Problem analysis, result chain - Data and info collection (on land, demand) - Staff training and staff development - Stakeholder analysis - Resource mobilization needs 	0
How do you want to do it in the context of your own organization?	Stakeholder consultation	5

Air pollution case

Questions	Answers	Votes
	Some general votes indicating the importance of the case	4
What do you want to change in order to move towards MfDR?	Outputs: Replace gers with apartments	1
	Outcome: Former ger dwellers are living in apartments	1
How do you want to do it inside your own organizations?	Create cooperatives, register by title owners, trust building	7
	Financing by municipality bonds	7
How do you want to do it in the context of your own organizations?	Cooperation with city	1
	Cooperation with banks	0

Small scale mining case

Questions	Answers	Votes
What do you want to change in order to move towards MfDR?	To get more involvement of the government in analysing the situation; considering the issues at national level through a policy change mechanism; being supportive of donor agencies initiatives, best practises and reflecting all these in planning and budgeting	11
How do you want to do it inside your own organizations?	Advocacy	3
	Practical actions	1
	Constituency building with government and other agencies	1
How do you want to do it in the context of your own organizations?	Joint activities, including: <ul style="list-style-type: none"> - Planning a joint project - Joint implementation, addressing the issues that complement each other - Sector wide approach - Multi-disciplinary teams 	0

Personal Action Plans

Hereafter the groups were asked to reflect on concrete personal action points to move towards applying MfDR in their own work situations, and write these on a 'gallery' on one of the walls.

Names	Personal Action plans
T. Undarya	Hold a consultation with participants in the “Hands up 4 your Rights” Youth Campaign to develop a result chain and monitoring indicators Hold a discussion with NONFEMNET members to do strategic planning. Develop result chains and monitoring indicators
Ch. Enkhzaya	Focus on strength[ening] Just do what I can in everyday life
John	Review current “Result Chain” and make adjustments according MfDR.
Saina	Apply ‘Rhenon Strategy’. To share and be a messenger of MfDR
Soyolmaa	Apply on small action projects of SDC
Jarghal D.	Go ahead with the “6 steps” using MfDR [in reducing air pollution in Ulaanbaatar]
Felix	To promote leadership of the Mongolian partners
Dawa	To share with my co-workers
Khishgee	Consult with colleagues and heads, directors on applying MfDR in our planning
Batkhisig	Share findings from the workshop Reflect MfDR approach in our work Study more about MfDR
Enkhie	To document one best practise of promoting local value-added production
Karl	Do same but more
Amgalan	Disseminate the knowledge
Malte	Strengthen evidence based decision making in SDC’s QS/PCM training
Bilguun	Involve government officials to review livestock project receive critical points
Urna	Strengthen evidence based decision making, based on better statistical data (some statistics study with NGO)
Nara	Info sharing, promoting a dialogue on more collaboration towards

	achieving MDGs for Mongolia
Oddvar	<p>Shift focus from sharing activity plan with partners to share goals and strategies.</p> <p>Conduct more workshops for stakeholders.</p> <p>Redo stakeholder analysis</p>
Chantsa	<p>Discuss shared goals with all partners</p> <p>Provide outcomes info towards contributing to impact</p> <p>Evidence based info from project implementation experience</p>
Nya	Work more on outcome indicators, MfDR
Onyubileg	<p>Review the gender strategy and mark/identify improved ways</p> <p>Spread the concept among my circle with view of revising their strategies</p>
Nerguig	<p>Make detailed plan of action for capacity strengthening of government partners with their participation</p> <p>Increase collaboration / networking with organizations sharing same goals</p>

III. Evaluation of the workshop

3.1. Number of participants completing the evaluation form:

Donor: HQ		Donor; field		Ministry		CSO		Private sector		Total	
M	F	M	F	M	F	M	F	M	F	M	F
4	2	4	5	-	1	1	2		1	9	11

In total 24 evaluations forms were completed, but 4 participants did not indicate M/F

3.2. Summary of Seminar Evaluation:

	Average rating 1 = very poor, 2= poor, 3= good, 4= excellent)					
	Donor HO	Donor FO	Ministry	CSO	Private sector	Total
1. Achievement of training objective	3.2	3.2	3.0	3.0	3.0	3.1
2. Value added by being a joint programme	3.2	3.6	3.0	3.5	3.0	3.3
3. Meeting expectations	3,2	3.0	3.0	3.0	2.0	2.9
4. Relevance for content of work	3.5	3.2	4.0	3.5	3.0	3.4
5. Adequate balance theory and practise	3.0	3.2	3.0	3.3	4.0	3.2
6. Adequate mix of methods	2.8	3.0	3.0	3.3	3.0	3.1
7. Relevance of materials provided	3.3	3.1	3.0	3.3	4.0	3.3
8. Relevance of group exercises	3.2	3.1	4.0	3.5	4.0	3.3
9. Average rating of trainer's performance						
<i>Jargalsaikhan</i>	3.6	3.4	3.4	3.3	3.6	3.4
<i>Martien van Asseldonk</i>	3.3	3.4	3.0	3.3	2.6	3.3
<i>Herman Snelder</i>	3.4	3.5	2.8	3.5	3.2	3.4
10. Relevance of pre-course information	2.8	3.0	2.0	2.3	3.0	2.9
11. Appropriate venue	3.5	3.7	4.0	3.3	3.0	3.5
12. Quality of accommodation	3.5	3.4	3.0	3.3	3.0	3.4
13. Quality of food and refreshment	3.7	3.3	3.0	3.5	2.0	3.3
Overall Average:	3.3					

3.3 Analysis and recommendations

Some general conclusions of the seminar:

In general, the seminar is well-appreciated (overall average score of 3.3). The number of participants was according to/above target.

The detailed scoring of trainers/resource persons, showed particularly high scores for

Subject knowledge lead facilitator 3.8

Understanding local context resource person 3.8

In general, scores for the training team were slightly higher than the course average. This clearly indicates that participants appreciated the joint efforts of the training team.

The lowest scores are for pre-course information (2.9) and for the extent to which expectations were met (2.9). Trainers wonder to what extent this is also due to the constant time pressure (working till 4 PM instead of 5 or 6) and the fact that they couldn't come back in an explicit way to their learning needs.

Trainer's final remarks

- Overall, the course is well appreciated. The design works well but more attention could go to leadership and evidence based decision-making. Also the subject of risk management doesn't get attention and cannot easily be accommodated in the present (already full) programme.
- The slight change in the programme of giving more attention to leadership and evidence based decision-making was well appreciated as well as the feedback and Q&A sessions on the indicators and reporting mechanisms on the MDGs.
- The sectors and themes selected are considered as important priorities for Mongolia also considering the fact that 60% of the population of Mongolia lives in Ulaanbaatar.
- Civil Society was very well presented and active during the learning event. Presence of representatives of Government Organisations was limited. Participants were clearly "practitioners" with a good insight and hands-on knowledge of the different subjects dealt with.
- We sincerely thank the in country team SDC for their efforts and highly efficient and kind support!

Trainers' recommendations

- Try by all means to get more government representatives in such a learning event.
- Try to select the sectors or themes beforehand and in consultation with some of the other organisations present at the learning event.
- Introduce from the beginning of the learning event the question “what to do after this one time event”. It is important to keep the spirit and the energy of the enthusiastic participants. This should be discussed also before the event with the lead agency organising the event. We also should always keep in mind the “expected outcome” (use!) and not only the expected output of this learning event.
- The case of the resource person should be very well integrated and aligned with the main subjects and messages of this learning event. With an earlier selection of the sectors and themes, the resource person could prepare for these discussions during the event and provide short overviews of the situation in these sectors (fact sheets).
- Tailoring the learning event before is useful. However, it is equally important to adjust the curriculum during the course. Therefore flexibility remains important and trainers can be trusted (professional trainers know “what and how”).

Proposed follow-up actions by lead donor SDC

1. Organise a high level conference about MfDR for politicians and high level officials on key messages of MfDR and possible changes with the Mongolian context. This conference would strive to get political and high level commitment for MfDR.
2. Develop and practice a platform on MfDR, called the Mongolian Network on MfDR (MNM). It includes a/o creating a website with up to date documents on MfDR (English and Mongolian), Community of Practice and face to face meetings between interested and enthusiastic practitioners involved in development activities, from government, donors as well as NGOs
3. Pilot in one programme the SDC is funding the practice of MfDR and organise this change as a learning process supported with a methodological approach. One option is to choose for the small scale mining and ensure that from the beginning (local) government of Mongolia is in the drivers' seat (if possible).

Annex 1 List of participants

	Participants Name
1	World Vision Mongolia 1. Kurian James, Country Director of World Vision International Mongolia 2. Sainbayar Tserenchimed National Coordinator For External Relations, Strategy Development 3. Ms.Naranmandakh Badarch, Manager of Sponsorship 4. Ms. Dianah Majeks, Ministry Quality Regional Coordinator sainbayar_tserenchimed@wvi.org narmandakh_badarch@wvi.org dianah_majeks@wvi.org
2	Mercy Corps Mongolia 1. Mr. Dominic Graham 2. Pagma Genden - MORE Project Manager (MORE is funded by SDC and implemented by Mercy Corps) and 3. Jeton Starova - Economic Development Programs Manager for Mercy Corps Mongolia dgraham@mercycorps.org.mn pagma@mercycorps.org.mn jstarova@mercycorps.org.mn
3	Save the Children Mongolia 1. Ms. Batkhishig Adilbish, Child Protection Programme Manager, 2. Ms. Narantuya Sanjaa, Education Programme Manager batkhishig@savethechildren.mn narantuya@savethechildren.mn
4	Voluntary Service Overseas 1.Mr. Doug Graham 2.Oyuntsetseg Ch. Programme Manager – Health Doug.graham@vsoint.org
5	The Asia Foundation Mongolia Mr. B. Davaasuren, Director of Governance Program davaa@asiafound.mn
6	Open Society Forum Ms. Erdenejargal P. jargal@forum.mn
7	National Network of Mongolian Women's NGO's Undarya undarya@mobinet.mn
8	Norwegian Lutheran Mission Oddvar Adhanes Country Director nlm@nlmmon.org

	Participants Name	
9	Asian Development Bank	Mrs. Oyunbileg Obaasanvaj.consultant@adb.org
10	United Nations Children Fund and UNDP	G. Nergui – Community development specialist UNICEF ngungaachoimbol@unicef.org
11	Swiss Agency for Development Cooperation	Mr. Felix Fellmann Felix.fellmann@sdc.net
12	Swiss Agency for Development Cooperation	Mr. Matthias Meier matthias.meier@sdc.net
13	Swiss Agency for Development Cooperation	Mr. Karl Schuler karl.schulersdc@gmail.com
14	Millennium Challenge Corporation	Development Assistance Specialist, Mrs. Nergui Sandagja mailto:reidr@mcc.gov
15	Ministry of Food and Agriculture and Light Industry	Mr. Bayartulga –Head of Department for Information, Monitoring and Evaluation B. Tsogbadrakh (Deputy head of Strategic policy and planning department) tsogbadrakh@mofa.gov.mn R. Batzorig (Officer of External Cooperation Division) bbaazo@yahoo.com
16	Ministry of Finance	Mr. Bayaraa Bayaraa_b@mof.gov.mn
17	Ministry of Nature, Environment and Tourism	Mrs. KHARKHUU Khishigjargal Khshg123@yahoo.com.au
18	Ministry of Social Welfare and Labor	Ms. Ch.Erdenechimeg

		Participants Name	
19	Ministry of Foreign Affairs and Trade	Mrs. B. Gereltsetseg – First secretary of Strategic planning/ Analyses and Evaluation department of MFAT	gereltsetseg@mfat.gov.mn
20	Swiss Agency for Development Cooperation	Mr. Maite Lipczinsky	MALTE.LIPCZINSKY@deza.admin.ch
21	Swiss Agency for Development Cooperation	Ms. Soyolmaa	Soyolmaa.dolgor@sdc.net
22	Swiss Agency for Development Cooperation	Mrs. Enkh-Amgalan	Enkh-amgalan.tseelei@sdc.net
23	Swiss Agency for Development Cooperation	Mrs. Amgalan	Amgalan.ariunbold@sdc.net
24	Swiss Agency for Development Cooperation	Mrs. Uranbileg	Uranbileg.jamba@sdc.net
25	Swiss Agency for Development Cooperation	Mr. Bilguun	Bilguun.ganbat@sdc.net
26	Swiss Agency for Development Cooperation	Mr. Anandsaikhan	Anadsaikhan.nyamdavaa@sdc.net
27	SAM Project	Mr. P. Urjinkhudev	urjinkhudev@sam.mn
28	Coping with Desertification Project	Mr. G. Davaadorj Mr. Sumiya Enkhbold	ebo@greenmongolia.mn
29	Livestock Project	Mr. S. Batsaikhan	batsaikhan@livestock.mn
30	Green Gold PSU PEM	Mr. D. Dorligsuren Ms. JAMSRANJAV Chantsaikham	chantsaikham@greenmongolia.mn
31	One Stop Shop Project & Human Trafficking	Mr. L. Erdenechuluun John Flynn	flynjp@yahoo.com

	Participants Name	
32	SLP 1. Khashtsetseg Adiya, Director of SLP-II 2. Ms. Otgongerel Gankhuyag	Khashtsetseg A [slp@mongol.net]
33	IBLI Mr. YADAMSUREN Ulziibold	99166012, bold@iblip.mn
34	Mongolians for FIWS DAMBADARJAA Jargalsaikhan	djargal@yahoo.com

Annex 2 Participants' answers to open ended questions

Q3: Most important outcomes for increased harmonisation, alignment and results based management:
Answers:
Create understanding of MfDR as part of an Int. effort to improve impact of devt. Including dev. aid.
Systematic approach.
Understanding about the importance of the shared goals between stakeholders.
Common understanding about MfDR
Good first step. All govt. officials left!!
Understanding & know how or the concept.
Frame of planning; implementing.
Common understanding
Development of shared goals and appropriate strategies owned by government institutions.
This is a good format.
Ministerial officials involvement would be very important.
Ton introduce SDC programmes to partner organisations, try to harmonise & receive opinion.
Understanding of evidence. Based decision making. Result chains.
Better coordinated efforts.
Through analyses for better harmonization, alignment and result based management.
More understanding of visions/approaches of partners.
(Make sure that gov.partners are represented at relevant level). Increased collaboration -> achievement of shared goal like MDG.
Clear result chain makes you able to easily share goals with other partners/stakeholders in order to align with national strategies and synergize with other proj.
Macro level of policy coordination.
Sensibilisation on evidence based decision making. Linking big picture with project level.
Crucial thing is that how we translate MfDR into day to day management practices.
All participants of the seminar have got common understanding and useful knowledge on MfDR.

Q6: Most valuable sessions:	
Categories of answers:	Numbers:
Leadership	
Result chains	3
MfDR	1
Planning & Budgeting DbyD	
Monitoring & Evaluation	
KPI's	1
Action Planning	
Discussion on indicators	
Shared goals and strategies	3
Evidence based decision making	5
Indicators	
A lot of what was said was repetition of previous trainings.	

Strategies for changes.
Practice
CAP-scan
Common understanding of outcome/output/input
All.
Group works.
Key developing performance indicator. Leadership.
All sessions.
MfDR definition, results chain.
MfDR in practice. Group works. Reading of handouts; were also useful.
Exercises.
Big picture: shared goals + result focus improvements.
All sessions were the most valuable for me because it is of continuation of theory and practice.
Session C of 1 day (results chain); Session B of 2 day (evidence based decision making); Session A of 3 day (KPIs, CAP-scan)

Q7: Least valuable sessions:	
Categories of answers:	Numbers:
1. CAP scan	3
2. Leadership	1
3. None	
HD6 – Mongolia	
Theory! We know most of the theories. Nothing new. Less to lazy -> more action.	
Leadership	
Results chain	
CAP-scan didn't cover much.	
Statistics.	
CAP. Very brief and did not understand how I could apply this into daily work.	
All valuable, but strategies for change needed particularly more time.	
Maybe sometimes we spent more time on a single group work.	
MDF indicators of Mongolia.	

Q21: Suggestions for improvements (not summarised, since quite diverse):
Need to plan ahead for sessions / speakers who need translation.
More time for plenary discussion on Context Analysis.
Mix different projects: a) Donor, b) Govt, c) NGO's.
Critical Analysis Sticks + Policy Making.
Outcome Monitoring + effective Reporting.
Good idea to bring people a managerial levels from different agencies. Many thanks for organizing this workshop.
What next? Need national institute / research institution that will provide systematic training. Not an ad hoc training like this. More training to govt. officials. Need same concepts on what is outcome and output, impact etc. Focus on <u>one</u> topic!
Time mgt; more case studies.

