PARIS21 Workshop Guide

A Reference Manual for
Running a Stakeholders Workshop
(For data producers, users, and policymakers)

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incorporating material from

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TOOLKIT FILMS

Six films are included in this guide: They were shot during the PARIS21 country workshop in Cape Town, South Africa in April 2002; and on location in Uganda and South Africa.

1. Clare Short Interview

The South African television journalist Vuyu Mbuli interviews the UK Secretary of State for International Development, Rt. Hon. Clare Short, who was at that time in office. The Hon. Short discusses the role of the Millennium Development Goals in promoting development.

2. Trevor Manuel Interview

Hon. Trevor Manuel, Minister of Finance of South Africa, shares his thoughts on the policymakers' need for statistics.

3. Trevor Manuel Keynote Address

Hon. Trevor Manuel, Minister of Finance of South Africa addresses a workshop in South Africa on the need for indicators and better statistics to plot the path of development.

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4. Lecture – Evidence Based Health Reforms

Professor Francis Omaswa, Director General of Uganda's Ministry of Health, explains the role of statistics in improving the delivery of health services.

5. Lecture – Practical Guide for Developing Indicators

Tips for designing indicators from the Ugandan experience by Margaret Kakande, Head Poverty Analyst of Uganda's Ministry of Finance.

6. Lecture - Statistical Organisation and Master Plans

Professor Ben Kiregyera, Chairman of Uganda's Bureau of Statistics argues for a strategic and user-oriented approach to developing statistical systems. He highlights common weaknesses in African statistical systems and suggests solutions.

1 Introduction

1.1 Background of PARIS21 Workshops

PARIS21 (*PAR*tnership *I*n *S*tatistics in development for the *21*st century) is a consortium of policymakers, analysts, and statisticians from around the world. Its mandate is to promote the use of high-quality statistics in the design of sound policies. PARIS21 fosters dialogue among those who produce development statistics and those who use them, through facilitating international events, supporting country-based activities, and especially, organising regional and country-level workshops worldwide.

PARIS21 stakeholder workshops are an integral part of improving the dialogue between data users and producers. Stakeholders are those "interested in the development of statistics"[1]. The workshops have been the start of PARIS21 activities in many regions of the world, and the activities have continued in countries, often with national workshops where a wider range of stakeholders have an opportunity to get involved.

1.2 Purpose of this Workshop Guide

Demand for workshops in partner countries is high, and many partners are thinking of planning their own workshop for stakeholders in statistics. PARIS21 has compiled this guide based on its experiences in hosting several regional and country-level workshops in Africa, the Arab States, Asia, and Latin America in 2000–2003. These experiences in building process to improve statistical capacity translate into a practical guide for partners wishing to conduct stakeholder workshops.

The purpose of this workshop guide is to recommend steps which should be considered in developing an effective stakeholders' workshop. In this context, effectiveness refers to bringing about a result in addition to simply running a workshop efficiently. Based on best practices and the experience of PARIS21 and its partners, this guide provides suggestions in the planning, implementation, and follow-up of a successful workshop.

Material is included from previous PARIS21 workshops, in particular a good practice guide written by Mick Mwala[2], the facilitator of the first country workshops held under PARIS21 auspices in Zambia in 2001. We are grateful to Dr. Mwala for his insights.

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[1] Oliver Chinganya of the International Monetary Fund defines stakeholders as "individuals, including researchers, government agencies, private and public entities, civil society, donor agencies, other international organisations, etc. interested in the development of statistics."

[2] Mick Mwala 2001: *Report on Best Practices for Workshops on the Poverty Statistics Required to Support the Poverty Reduction Strategy Papers (PRSP) Process*, PARIS21, OECD Paris

1.3 Who Should Use this Guide?

Workshop organisers at both the regional and country level stand to gain practical advice from this guide. Specifically, producers of statistics from various ministries, national statistical offices, and regional and international organisations are all potential workshop organisers. These readers will find examples of what has worked well – and not so well – in PARIS21 workshops. Hence, the workshop organiser is the primary user of this guide.

The guide may be of use to other readers including workshop participants, sponsors, or co-hosts. Chairpersons, expert panellists, session facilitators, and *rapporteurs* will also find relevant material in this guide for contributing to a successful workshop.

1.4 Structure and Contents

This guide's chapters are grouped according to the three main chronological phases of a workshop:

Chapter 2. Planning

Assess demand; agree objectives; assign the roles of partners; design an agenda; select speakers, key stakeholders, and participants; organise the logistics and financing; and publicise workshop.

Chapter 3. Implementation

Maximizing the success of the workshop through effective administration, presentations, chairing, facilitation, and reporting.

Chapter 4. Follow-up

Measuring the quality of the workshop, reporting on its findings, and monitoring the progress of agreed outputs.

Accompanying Films and Material

A PARIS21 kit accompanying this guide is intended to provide material for use in workshops. The films may be shown as part of the agenda – or made available to participants. Further copies are available from the PARIS21 Secretariat (email contact@paris21.org).

PARIS21 Advocacy Film: "Measuring the Change in World Poverty"

- Key lectures
  - ⇒ Hon. Trevor Manuel "*Keynote Speech about Using Statistics for Development.*"
  - ⇒ Questions and answers with Hon. Manuel on related topics.
  - ⇒ Former Rt. Hon. Clare Short "*Millennium Development Goals and Monitoring World Poverty*" interviewed by the South African television journalist Vuya Mbuli.
- Three training films:

⇒ Prof. Francis Omaswa *"Evidence Based Health Reforms"* speaks about reforming the Ugandan Health System using a results-based approach.

⇒ Margaret Kakande "Tips for Developing Indicators" gives advice on developing indicators.

⇒ Prof. Ben Kiregyera "Statistical Organisation" speaks about statistical plans and developing solutions to common weaknesses in African statistical systems.

2 Workshop Planning

2.1 Why Host a Workshop?

In answering this question, the organiser begins to identify the workshop objectives and to consider whether a workshop is the most cost-effective solution to beginning to resolve the issues. In improving dialogue, increasing understanding, and agreeing solutions, there is no substitute for face-to-face meetings. However, workshops are expensive and require much organisational time and effort. They can be spectacular successes and also be expensive failures.

The organiser should take the crucial step of identifying the issues which require solutions and those which might be resolved by means of a workshop. From this issues analysis, workshop objectives can be set. This crucial step gives the organiser a framework for the workshop. Not to be confused with outputs, the objectives define purpose, such as:

- To agree on actions for improving the use of statistics in policy development and monitoring
- To agree on priorities for a Strategic National Plan for the Statistical System
- To assess stakeholder requirements of the information needs to monitor a Poverty Reduction Strategy Paper
- To agree on the institutional arrangements for the monitoring and evaluation of a strategy or policy

Organisers need to consult widely with key partners and stakeholders in determining their needs from the workshop. What are statistics currently delivering and not delivering? Who is producing and using statistics? What are the problems impeding progress? How could the problems be unblocked? What knowledge gaps are there?

The first step is to identify the key stakeholders and to discuss with them the issues and objectives. Together, representatives of various stakeholders and the workshop organiser can agree the objectives and suggest the types of workshop participants who will be necessary to achieve those objectives. Without objectives, the workshop risks losing its structure and encouraging irrelevant presentations. And without agreeing these objectives with all relevant partners, the workshop risks leading to zero outputs!

PARIS21 is a partnership, and it is important that workshop planning be a collaborative operation. The stakeholders responsible for following through the actions after the workshop ends must find the process both empowering and consistent with the objectives of their own organisations. Because the purpose of the workshop is to stimulate a dialogue and to agree actions, representatives of broad interest groups should be involved at an early stage.

The workshop may be about statistical systems – but the organisers will need to involve policymakers at the planning stage to ensure the relevance and effectiveness of the workshop agenda.

2.2 Who Are the Organisers?

The funder is not necessarily the workshop organiser. Typically PARIS21 has co-organised workshops with a regional partner and the hosting country. This has a number of advantages:

- Organisations with detailed local knowledge are involved.
- The regional body is a partner who can follow-up the workshop recommendations afterwards as part of its permanent regional role. This ensures sustainability of the outputs and improves the likelihood of successful outcomes.
- The regional body is able to coordinate countries to ensure that they are involved in the selection of participants.
- The host country can ensure that protocols are followed, that logistics are handled, and that a high-level profile for the event is obtained.

2.3 Workshop Objectives

Establishing the objectives is a consultative process. More than simply brainstorming and writing the objectives, this exercise is about partnership. Are all partners on board with the needs for a workshop? Have key stakeholders contributed to the discussion?

In the case of a specific country, request it may be advisable to commission an independent study to pinpoint the issues which require resolution. Independent consultants may be able to obtain candid views from major stakeholders and look at the problem from a fresh perspective. Their report of findings may well provide a useful statement of the problem for participants to consider at an early stage on the workshop agenda.

Once the organiser and partners have identified the needs and purpose of the workshop, they should circulate the agreed objectives widely for comment. These objectives are what the eventual participants will work towards.

Objectives contain action verbs to emphasise the "work" in "workshop" which will lead to agreed outputs. The following examples highlight objectives related to the purposes of workshops.

The purpose of a country workshop on **Development Indicators** is to agree with key stakeholders and senior policymakers a plan for developing the national statistical system to provide the information needed for indicators and monitoring systems as part of the poverty reduction strategy.

Objectives are to:

- Bring together key users and producers of official and other statistics to agree statistical priorities.
- Review available data and assess stakeholders' requirements.
- Identify the statistics required to calibrate the main indicators required to guide and monitor the poverty reduction strategy.
- Promote best practices and stimulate new ideas by exploring methodologies and practices from other countries.
- Agree the modalities for collecting and disseminating information.
- Outline steps to be agreed on to develop a national poverty monitoring plan.
- Agree the institutional arrangements needed and agency responsibilities.
- Improve dialogue among users and producers to support priority information needs.

Bring together regional partners and stakeholders in statistical systems to agree national and regional plans of action to improve statistics available for monitoring and developing policy in support of development goals.

Objectives are to:
- Improve dialogue among users and producers to support priority information needs.
- Expose good practice in evidence-based policy and advocate for better use of statistics in policy.
- Improve collaboration and coordination from development partners in support of countries' action plans.
- Develop regional strategies for improving the policy relevance of statistics.
- Highlight the international development agenda.
- Agree on outline plans of action for each national team.
- Empower country teams to take a country-led and strategic approach to statistical development.

> **TIP**
> *Keep the objectives alive! Write them on the agenda. Ask chairpersons to reiterate objectives throughout the workshop.*

Where there are a large number of potential stakeholders, as in a regional event, workshops can also occur in a series. The objectives are the same in each of the consecutive workshops. Some participants are common and others new. This type of event creates an ongoing dialogue among users and producers of statistics and brings in a larger group of participants than would have been possible with a single

event. The serial approach is ideal for following up on action points and for reaching wider consensus (among a larger pool of workshop participants) than a single workshop can accommodate.

Example 3

Regional Workshops in Series
The PARIS21 West and Central African workshops in late 2003 and early 2003 were conducted using such a series. Its **objectives** included:

- Users and producers summarise problems in developing the statistical system to meet users' requirements and identify priorities.
- The international community present their responses to these problems and explain on how their programmes support the participating countries in addressing their statistical needs.
- Participants agree proposals for actions, and each country team and international partner outlines forward plans.

With the objectives drafted, the organiser can develop the framework of the workshop. This framework will help to select the participants and organise an agenda to match the objectives. More importantly, workshop objectives encourage the participants to get to outputs!

PRIORITIES	OBJECTIVES	OUTPUTS
Why is a workshop needed? **What** can be reasonably accomplished at this workshop? ● ___ ___ ●	**What** will participants do? ● Assess… ● Identify… ● Discuss… ● Design… ● Learn ● Analyse, etc….	**How** will you measure objectives? **What** will the workshop produce? ● Implement …PRSP monitoring & evaluation ● Outline country action plans

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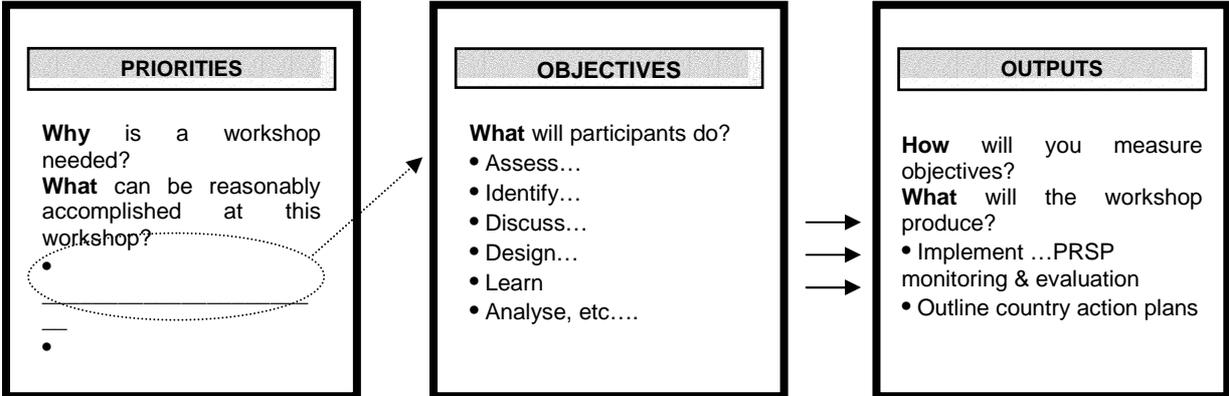
Examples of Workshop Output

✓ Drafted summary report within two weeks of workshop.

✓ Policy paper written by key government offices (Finance, Economics, Poverty Alleviation, Office of the Vice President, Local Government leaders) within one month of workshop.

✓ Stakeholders agreed to host a technical meeting within three months.

✓ Recommendations sent to wider stakeholders group following circulation of papers and technical meeting.

✓ Cabinet paper submitted after technical meeting and wider stakeholders group.

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2.4 Choosing a Date and Location

The timing of the workshop is important, if the organisers wish to attract influential participants. A typical PARIS21 workshop generally lasts for three days depending on the extent of the topics to be covered, availability of key participants, and the size of the budget. Do not expect participants with important positions to spend more than two or three days out of their offices. Ideally, the workshop location should be a city that is convenient for the participants' travel and provide, if at all possible, a pleasant environment which is conducive to work. Personal and office life can intrude on the workshop if the location is too close to the participants' homes. Particularly for national events, a remote location can be preferable; part-time participants and constant intrusions can be very disruptive. However, since poverty is a serious business, luxury and holiday resorts are often not appropriate, although high-level participants should not be expected to work in sub-standard surroundings.

One major consideration is the ease of travel to and from the workshop. Be aware of various national holidays and of major political events, such as elections, in the host country and in the participants' home countries. Safe and reliable transport for participants is an important variable, as is well-planned transport between the workshop site (hotel, conference centre) and the participants' accommodation. Much time and administrative effort can be wasted if the two are not conveniently located.

Dates and locations should be confirmed well in advance to ensure that participants receive sufficient notice to make arrangements to be away from their regular activities. In making the booking for the conference venue, consider the following:

- Size and shape of room
- Presence of daylight (for optimal performance)
- Number of break-out rooms for group discussions or parallel sessions
- Equipment and lighting requirements if visual presentations are expected
- Interpretation booths if several language groups are to be catered for

- Microphones and sound equipment to ensure that all can participate fully – microphones for presenters only will certainly limit the amount of audience participation
- Time before the workshop required for setting up the rooms
- Facilities for breaks (teas and snacks), lunches, and toilet facilities

2.5 Workshop Finances

The organisation responsible for financing the workshop should work closely with the other workshop planners in partner organisations. Accurate input on costs is needed for planning purposes at the earliest stages. Calculate the total cost of workshop. A daily cost is also useful to help decisions about the length of the event to be made. The workshop cost needs to be considered in relation to its potential benefits. The financial team needs to accurately specify the costs for all workshop activities, including the planning, implementation, and follow-up. This analysis will be used by organisers to pursue appropriate funding and to prioritise activities.

Items to be Included

Item	Cost
1. Conference rooms	
2. Sound equipment	
3. Interpreters and equipment	
4. Computers for secretariat	
5. Photocopiers	
6. Overhead projectors	
7. Stationery (pens, paper folders, etc.)	
8. Banners	
9. Name Plates and badges	
10. Publicity material	
11. Participants' bags	
12. Travel to workshop	
13. Local transport for secretariat and participants	
14. Hotel accommodation for participants	
15. Per diems for participants	
16. Lunches	
17. Refreshment for breaks	
18. Water for tables	
19. Social events	
20. Honoraria for speakers	
21. Facilitators	
22. Honoraria for secretariat	

Cost of the Workshop and Fundraising

Organising a workshop is not easy, nor is it cheap. For a national workshop, the organisers must have the support of senior managers and relevant senior policymakers to ensure the success of the workshop. They must agree on the appropriateness of the objectives and expected outputs. Because of the immense interest by the many stakeholders on issues of poverty, good governance, and general statistical development, consultations prior to the workshop should be made

and broaden and to solicit support. This includes financial support and the ultimate implementation of the workshop resolutions.

Therefore an important part of fundraising for the event is to link the cost of the workshop to its potential benefits. Potential sponsors will want to be convinced of the value for their money that is financing the workshop. Plus, the more the outputs can be measured, the better the host can communicate the justification for sponsoring the workshop.

How much should a workshop cost? A recent cost of $950 per participant day was calculated for Harvard University's executive programmes, and an average cost to the World Bank Institute of its short courses (4–6 days)—given around the world and normally including participants from several countries—is around $300–400 per participant day[3]. Regional events are generally more expensive than country-only events, as air travel has to be included.

2.6 Pre-Workshop Checklist

A workshop can take approximately three months to plan, particularly where many international organisations are involved. Think ahead, and draw up a workshop timetable, setting out clearly who should do what by when.

Divide up the tasks among the co-organisers. Make sure everybody knows who is to do what, this avoids misunderstandings, last-minute panics, and duplication of effort. It is a good idea to establish an organising committee with minutes circulated to all concerned. This ensures that everybody knows who is responsible for what and alerts all to issues and problems.

Workshop Planning Timetable

Each of the tasks set out in the table below should be clearly assigned to a particular organiser, following agreement of the workshop theme and objectives:

- theme of the workshop in line with objectives
- start date
- finish date
- name and organisation of person responsible

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[3] Nidhi Khattri, Jaime Quizon, et al., 2002. *Impact Evaluation of WBI Client Programs, FY 00-01*. Washington, D.C.: World Bank Institute. The WBI figures cited include significant expenditures on the writing of papers for use in the courses as well as for provision of instructors (See op. cit., pp 44–45 and 49–50).

Documentation	Travel	Promotion
Invite participants and speakers. Confirm their attendance.	Reserve travel and lodging for participants. For those participants making their own arrangements, inform them to provide invoices for reimbursement.	Draft promotional material and distribute to target audience. Be sure to include dates and venue information in sufficient time for participants to plan.
Ensure all papers have been received and duplicated prior to the workshop.	Arrange visas for foreign participants.	Make banners for room and signs for workshop site.
Procure stationery, spare computer disks, pens, writing boards, markers.	Reserve vehicle hire or local transport for participants.	Organise the attendance of the media and photographers at the workshop, if desired.
Workshop Site	**Meals and Receptions**	**Finance**
Prepare workshop rooms: chairs, name plates, folders, interpretation.	Make arrangements for tea/coffee breaks and refreshments.	Establish upfront which expenses and participants you will fund.
Procure equipment for presentations: computers, printers, monitors.	Make lunch and dinner arrangements.	Prepare preliminary workshop budget.
Do an audio-visual check of the equipment: lights, screens, microphones.	Prepare and deliver special invitations to receptions and meals, where appropriate.	Collect funds from sponsors. Liaise with other partners for any reimbursements.

2.7 Selecting Stakeholders and Inviting Participants

One of the first tasks is to identify a high-profile person to open the workshop. This guest of honour must be briefed adequately beforehand on the objectives, outputs, and expected impact of the workshop.

The workshop planner's task is to cater for the variety of interest groups that have a stake in the workshop objectives. Not all stakeholders may be obvious as there are many users and potential users of statistics who each have a stake. Producers are equally widespread. Stakeholders include senior level officials, politicians, donors and other development partners, the media, representatives from civil society, and the private sector.
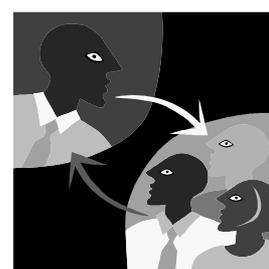
Not all stakeholders are statisticians by profession. While the content of the workshop may be statistics, it should appeal to users rather than the technical issues involved in producing statistics. In other words, it should be palatable to non-statisticians who are generally the larger component of users. If the workshop organisers are all statisticians, there will be a temptation to get too technical and to focus too little on user problems. Consider who will be the main actors and who will be responsible for

meeting broad objectives. If decisions arising from the workshop require changes in national government processes, then high-level participants, such as top civil servants, will be necessary.

Who would contribute effectively to meeting the workshop objectives? Whereas it is the workshop planner's task to provide the environment for participants to discuss, it is the participants themselves who will meet objectives. Therefore, in selecting participants, keep in mind that diversity in perspectives is a desirable attribute among the participants. If the objective is to improve dialogue between decisionmakers and statisticians, then those decisionmakers or their representatives will need to be present at the workshop.

It is recommended that during the workshop planning and objective setting stages some of the stakeholders be visited to discuss the objectives of the workshop. If the workshop requires the participation of senior policymakers, some key and influential individuals must be part of the consultation process to ensure that they understand why their presence is important.

Regional events are typically designed to stimulate a dialogue between stakeholders which is expected to continue beyond the meeting, in implementing the national outline country plans which were agreed. Country teams will need to be invited which include the main actors in using, financing, and producing statistics. Most importantly these very busy people will need to be convinced that it is worth their while to participate. The challenge of the workshop organiser is to invite the right participants and to ensure that they attend. A coordinator in each country will be needed, with the appropriate status and contacts to identify the right people and to persuade them to attend.

PARIS21 has typically used heads of national statistical offices to recommend participants, and in some contexts to make contact with them. The heads of the statistical systems themselves are generally engaged in the workshop preparations at an early stage and are contacted initially at meetings of the appropriate regional coordinating body. Regional bodies are typically one of the co-organisers of the workshop.

It is essential that participants include people who:

- offer solutions not just problems
- have a remit to carry out workshop recommendations
- are proficient in communicating their ideas
- are genuinely interested in the workshop objectives
- are decisionmakers who need to be convinced of the role of statistics in their work
- have expertise in areas related to the workshop objectives
- are available for follow-up after the workshop

Keynote speakers

Typically keynote speakers, such as host country cabinet members, are invited to open the workshop to inspire and stimulate discussions and to attract maximum publicity and media coverage for the event. Similarly towards the conclusion of the

workshop, a prominent person will also help to synthesise the workshop proceedings and recommendations. Public figures at the official opening and closing of the workshop attract the media coverage to cement the workshop recommendations.

There is a risk: important public figures often arrive late (or not at all) and contingency for this needs to be made in the agenda.

Donors

Invite all donors and members of the international community with a stake in national and international statistics to participate. They have a role in following up the recommendations and to set the international context of statistics in development.

> **REMINDER**
> *The Workshop brings together individuals who may not interact regularly with each other. In this sense, it encourages discussion of ideas and consensus-building.*

Those donors who are involved in statistical capacity building will have the opportunity at the workshop to better collaborate with other donors and the country user and producers. Their participation improves coordination, reduces duplication of effort, and helps to the focus their programmes around those of the countries. While some donors may believe that they coordinate already, the workshop provides the rare opportunity to uncover how much more coordination is actually needed!

It is often difficult to attract donor representatives to such events—there are many similar calls on their time—so a long period of notice is required and many may be reluctant to make the long journey from headquarters. This problem is particularly serious for regional events; at country workshops donor representatives are on the spot and will tend to have an interest in the content. Few donors have regional offices, and finding the appropriate representative may be difficult. It is also important to have a one-to-one discussion, particularly for a national workshop to discuss the theme and objective of the workshop. Indicate to them the names of institutions/individuals expected to come to the workshop. This helps to stimulate their interest.

Experts and South–South Cooperation

One of the main features of a PARIS21 workshop is the opportunity to share knowledge and experience across national borders. Presentations featuring real examples of success from neighbouring countries have been strongly appreciated by past workshop participants. Several presentations should be planned which have direct relevance to the workshop objectives. Examples might be poverty mapping, poverty monitoring plans, examples of improved accessibility to the statistics required to key indicators, etc.

The presenter's task is to stimulate ideas and to promote discussion. It is not intended that their ideas be imposed on the other workshop participants, but that the seeds of a change process are planted. Often the country follow-up plans developed towards the close of the workshops include proposals to research further the good practices presented in earlier sessions or to replicate the good practices presented.

The experts selected should ideally be peers of the participants and perhaps be working in a country organisation rather than be a member of an international organisation. They will be an acknowledged professional with achievement in a relevant field. They must have good communication and interpersonal skills. At least one expert is needed for each main topic or parallel session.

The regional experts can often be used to facilitate the discussion groups on a topic close to their own expertise. They have direct knowledge of implementation in circumstances similar to those of the country teams. They are generally influential and are best placed to facilitate a change process. Peer pressure is effective!

Letters of Invitation

⇒ **See Appendix I for Sample Letters of Invitation to Participants**

Invitation letters need to provide the context, tell the invited person what the workshop is about, what he or she is expected to do, and also provide information about the date, place, and times of the event. A draft agenda should always be provided.

Extract from a Letter of Invitation: Setting the Context

*The theme of the workshop will be "**Supporting Development Policy with Statistics**". The meeting will explore good practice from the region and beyond in using data in policy contexts. There will be opportunities for the participants to review the current regional and international development agenda and for country teams to discuss and develop these ideas in the context of their own country situations. The expected output of the meeting is for each country team to develop an outline plan or strategy to be taken forward for implementation after the meeting. Representatives of international agencies are invited to attend the meeting to give their perspective on supporting evidence-based policymaking and to assist country teams where possible.*

We would like you to present your experience of Sector Wide Approaches (SWAPs) in education in Uganda to the meeting. This should be a short presentation of around 20 minutes. Many of the participants will know little about SWAPs, and it would be of assistance to us if you could explain the Ugandan approach to this. It would help the discussions if you could talk specifically about what you need in terms of data and information to set and monitor policy, and in order to measure the effectiveness of education policies.

The letter of invitation should be sent from the most high-ranking person available, for PARIS21 the Chairman is usually the signatory, and on behalf of the region the Director-General or President of the appropriate regional body is usually selected. A joint signature is preferable as this cements the partnership.

2.8 Terms of Reference for Presenters

For presenters, an appropriate Terms of Reference (TOR) is needed to guide their preparations. Presenters must be given the following information:

- Workshop agenda and objectives
- Details of what should be covered in their presentation with clear message and expected outputs or impact

- If the presentation is based on work experience, clearance notice may be needed by their employers (i.e., a disclaimer included)
- Financial details concerning payment of expenses incurred in attending the meeting and any honoraria due
- Travel and accommodation arrangements which will be made for them
- Whether Microsoft PowerPoint® or overhead projection is available
- The length of time you wish them to speak
- Whether there will be interpretation
- Location, date, and time of the workshop
- When you expect written papers to be with the organisers and the form in which they should be received

Sometimes experts may be needed to present and inform participants of the more technical aspects of the workshop contents.

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Example TORs for an Expert Participant

1. Prepare and deliver a presentation to the workshop on the statistical requirements of the country's Poverty Reduction Strategy, based on your preparatory study.

2. Prepare a paper on poverty monitoring plans and facilitate a discussion group on developing a poverty monitoring plan for the country.

3. Advise the host organisation on the conduct of the stakeholders workshop, where needed.

4. Prepare a report to the host organisation, recommending next steps in poverty monitoring, based on the workshop proceedings.

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2.9 Guide to Papers and Presentations

Papers are expected to present topics concisely and with focus on the objectives. Details serve only to illustrate topics and are to be kept to a minimum. The suggested length of a paper is 5000 words maximum (10 pages in single spacing). Papers also serve as the basis for a presentation, preferably in Microsoft PowerPoint®. However, the workshop presentation should not be a duplication of the paper, rather an illustrative summary which invites points for further discussion.

The ideal presentation includes:

- Plenty of visual images
- Relevant background, framework, and links with other statistical development processes
- Avoid waffling as this may distract or affect the interest of participants

- Avoids jargon and is accessible to all the participants whatever their background
- Main points of an accompanying paper, where appropriate
- Issues that are interesting to everyone yet pertinent to the workshop's objectives, i.e., data coverage, analysis and dissemination, and accessibility
- Current examples of successes in countries
- Appropriate style including precise text, reader-friendly fonts, and explicit graphs

Deadlines

All papers are required by the organisers well in advance of the workshop in order to format, print, and disseminate the material. Ideally papers should be available electronically or on a website a week in advance of the workshop. This margin of time will give participants and organisers a chance to read the papers, and the organisers time to print and distribute the papers. Papers can be previewed for quality and relevance to the associated topic, and gaps and problems identified before the workshop starts.

It is advisable to circulate handouts of the PowerPoint® presentation just before the presentation. The handouts should contain three to four slides on each A4–size paper with a provision of space to make comments or questions during discussion time.

Downloadable versions from websites prevent clogging mailboxes but are often inaccessible to participants from countries with poor internet connections. Paper copies will also be required at the workshop.

2.10 Effective Workshop Agendas

The workshop presentations must be relevant and results-oriented in order to maximise the efficiency of the workshop and the quality of its outputs. Participants will be expected to contribute substantially to the workshop discussions while assimilating others' ideas and proposals. The organiser needs to develop an agenda with these demands in mind. An effective agenda allocates time to address both the relevant problems and ideas for solutions.

Designing the Agenda
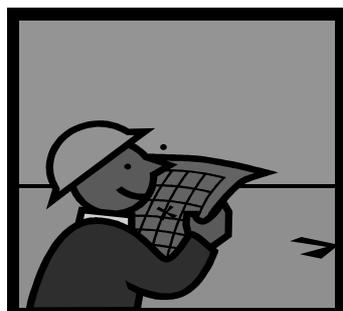
Design the workshop's agenda in partnership with other stakeholders with the goal of turning objectives into outputs and impacts. Do this by assigning presentations that relate to general objectives to the early part of the agenda – not too technical and not too light to lose the meaning and objective. Then later presentations will give depth and precise points for discussion. For example, if you want an action plan to result from the workshop, then provide examples, ideas, and advice on how action planning could be approached. Further activities, such as group discussions or specialist topic discussions generally held in parallel sessions, lead to agreeing the outputs. Work in

small groups allows participants to discuss and air their areas of concern with others and to reach consensus. These groups work in parallel to maximise the participants' time together at the workshop. Design concluding plenary sessions on the agenda to accommodate summary findings from the parallel sessions and to reach agreement on the workshop's outputs.

Tips on Sessions

In order to guide the workshop, each session must have a theme so that presentations made under one theme can be synthesized together: Participants focus better when this is done.

Tips on Plenary Discussion

A good discussion will depend on how well the Chair steers it. To ensure a good discussion, therefore, the Chair must ensure that all views are allowed, that rules of discussion are observed, that contributions are summarised, and that the discussions are on track. It is important that each session is seen to build on from the previous one.

[Mwala, 2001]

Formal Presentations

Allow sufficient time for all speeches, presentations, discussions, and comments – an ideal maximum time is 20 minutes, most participants will not be able to concentrate for longer. A strong chairperson is required to keep the speakers to the time and to the point, many workshops are spoiled because presenters are allowed to continue speaking long after the audience's attention has been lost. Discussion, question, and answer sessions are much more interactive and enjoyable for participants. Examples displayed visually help to liven up sessions and retain the audience's concentration. Each session on the agenda should be clearly labelled by date, time, presenter, chair, facilitator, and *rapporteur*, if possible.

If the workshop includes visual materials for advocacy purposes such as a video show, it is recommended that it be shown just after the opening of the workshop. Ask the official who opened the workshop and his/her entourage to spare a few minutes to watch the video. This causes the participants to be expectant of the forthcoming presentations and discussions. It actually stimulates greater interest among participants. Equally, the organisers have an opportunity to influence the thoughts of the invited guest of honour, who leaves the workshop with an expectation of the outputs and will remember to ask for the workshop recommendations. Sometimes he or she may even ask for the copy of the video.

Example of Agenda Plan of Country Stakeholders Workshop

To achieve the expected outputs the workshop went through the following steps:

1. General introductions of the data handled by the Central Statistical Office (CSO) and the PRSP Initiative and its importance to the poverty reduction programme of the country: This was to set the stage for focusing the workshop on data for poverty reduction.

2. Presentations of the current status of the poverty reduction data requirements for each sector and for other players such as civil societies and NGOs: This prepared the participants to reflect on particular sector data requirements and appreciate the cross-cutting issues.

3. Working group discussions (**SESSION I**) by Groups (Group I -Macroeconomics, Mining, Industry, and Manufacturing; Group II - Agriculture, Environment, and Water and Sanitation; Group III - Energy, Roads, Infrastructure, and Tourism; Group IV - Health/HIV-AIDS, Education, and Governance): The purpose of the working groups session at this stage was to carry out a situation analysis relative to poverty data requirements for each sector.

   Important here is that issues were reflected on which took into consideration the opinions of other members of the group who were not within a particular sector, thus promote cross-referencing among sectors as participants exchange experiences. Inherent in this approach is that team spirit and practice is enhanced.

4. Plenary session to discuss the outputs of the working groups: This allowed ownership of the outputs by the entire workshop, which is important at later stages of implementation of a statistical information system.

5. Presentations on methods and procedures of data collection: This allowed participants to further reflect on the gaps identified in the data requirements as to how they could be filled. Issues of integrating poverty data were brought out.

6. Working group discussions (**SESSION II**) by groups as in Session I. This step provided for the participants to reflect on what methods they use and how these could be improved and indeed which other methods could be used.

7. Plenary session to discuss the outputs of the working groups: This step gave a chance for the workshop to consolidate the methods that could be used. Since all the groups did cover the same topics this exercise allowed for quick and more effective concretisation of the results.

8. Finally the participants were requested to register under a topic of interest for the last working group session involving five (5) groups based on issues that need a Plan of Action in the process of establishing/strengthening a Statistical Information System **(SESSION III):** This was a critical step as participants put forward what they would like to see as an immediate follow-up to the workshop.

9. Plenary Session to receive the outputs of the working groups: This allowed the rationalisation of the outputs as templates for further action.

⇒ **See Appendix II for Sample Workshop Agenda**

Panel Sessions

Panel sessions with four or five speakers each giving a 5–10 minute contribution are a good way of bringing in a number of experienced speakers, each with a different point of view, without overloading the agenda with formal presentations. Aim to keep formal presentations down to one-third of the time available.

Plenary Discussion

A good discussion will depend on how well the Chair steers it. To ensure a good discussion, therefore, the Chair must ensure that all views are allowed, that rules of discussion are observed, that contributions are summarised, and that the discussions are on track. It is important that each session is seen to build on from the previous one.

Discussion Groups

The workshop objectives usually revolve around gaining consensus from groups of participants or on diverse interest groups agreeing on a common set of actions. To bring this about, participants have to be given an opportunity to air their points of view, to discuss them, and to reach agreement. Discussion groups are an effective way of achieving this, as plenary sessions are generally too big for participants to participate fully and to reach consensus.

Discussion groups should not be given an open task but be asked to focus on an issue and given material to stimulate debate and to focus discussions. A facilitator or chairperson will be required for these groups, in order for the group to reach agreement. Sometimes both can be useful, and an expert facilitator who has practical experience of achieving similar outcomes can be valuable and influential. At a country workshop, experts from neighbouring countries can be used to advise groups and bring about agreement on topics such as poverty monitoring plans, dissemination plans, etc.

At PARIS21 regional workshops, one of the key objectives is to agree action plans for each participating country. Country discussion groups are effective in bringing together members of country teams, of whom there are generally five or six members. Before the workshop, the country team members had not regularly communicated with one another, particularly about statistics. In groups, members were able to synthesise ideas from the plenary discussions and turn them into agreement for action to address specific country problems. These action plans were implemented in countries after the workshop had ended.

The conclusions of discussion and parallel workgroups must be reported back to the plenary session for wider airing, agreement, and dissemination.

Tips on Leading Discussion Groups

For a group to discuss effectively it must have a discussion leader and a rapporteur. The leader will function as the chair while the rapporteur will record contributions from members, prepare group summaries and possibly present them. Within the group basic rules must be observed such as:

- *Equal opportunity for all members to contribute*
- *Every contribution as a subjective opinion is important and noted*
- *Limit and manage time for discussion*
- *Differences of opinion should be noted as such and presented to plenary*

The tasks for working groups must be presented in plenary and clarifications sought. Unclear tasks will cause confusion and lead to frustration, besides not contributing to the workshop objectives. Tasks must be clearly delineated and worded precisely.

Working groups need to be managed by a moderator/facilitator so that expected results are achieved. The management should be restricted to steering the process and increasing the effectiveness of the group discussion; this must not be allowed to be seen as interference. Sensitivity, tactfulness, accurate observations, correct diagnosis of groups' situations, and appropriate proposals of solutions are important ingredients of good group management.

Working groups should be taken through the following steps to ensure that proper outputs are obtained:

- *Problem definition phase: during which participants redefine the problem and get a clear understanding of the task at hand.*
- *Collection phase: during which participants gather all thoughts and suggestions rationalizing them in terms of duplication.*
- *Evaluation and solution phase: during which assessments of the thoughts and suggestions are considered relative to appropriateness to answering the problem.*

[Mwala, 2001]

2.11 Workshop Logistics

It is desirable to dedicate support staff to a special logistics team to help plan and implement the workshop. Depending on the agenda and the participants, such tasks would include:

- hotel bookings
- flight and travel coordination and travel reconfirmation
- room set-up
- participants' expenses and per diems
- audio-visual equipment including overhead projectors
- computer and network equipment for the organisers and participants
- tables or stands for papers, registration materials
- interpreters, interpretation booths, microphones, audio-video recording devices
- media coverage and photographers
- banners, bags, publicity handouts
- stationery, folders, and writing materials
- name tags or badges and security passes
- secretarial support including photocopies for duplicating papers
- circulating papers
- documentation archiving
- list of participants
- water, coffee/tea breaks, lunches, evening cocktails

Documentation

Workshops generate a lot of paper, and many presenters come with their papers (despite requests to send them early) or bring with them additional material of interest to participants. If finances permit hiring an industrial photocopier with operator, this can save much time and avoid breakdowns and inconvenience. Some organisers prefer to distribute a CD-ROM with all the papers in electronic format to cut down paper waste, but this must be done before the end of the workshop. People prefer to leave the workshops with the relevant material.

WARNING!
Workshops can be ineffective for lack of paper, toner, writing boards, markers, computer disks, hardware, and able hands to assist in the essential tasks of workshop logistics.

2.12 Workshop Promotion

An often overlooked aspect of planning is the promotion of the workshop. Promotion should be considered from two aspects: the general publicity to be given and encouraging key participants to attend.

Attracting Senior Policymakers

Statistics is a theme which does not give rise to much enthusiasm outside the profession. It is often perceived as a technical issue for statisticians, who enjoy talking to themselves in a mystifying way. Persuading senior policymakers to attend the workshop will take special efforts. Some work will need to be done to convince those you want to attend that the workshop is relevant to them and that key decisions will be taken that affect their own ability to access the information they need to develop and monitor programmes and policies. A one-to-one discussion with them is necessary in this regard.

Media coverage is useful, but in the context of a country workshop nothing can replace personal contact with heads of key departments. The statistical offices can be part of the process, but often an outside consultant or intermediary who has sufficient seniority and experience to speak knowledgeably on results-based policymaking will be required to bring the senior people to the meeting. Expert knowledge management is critical at this point. The intermediary has to be knowledgeable about the issues in the country and in the region. This approach was used very effectively in one PARIS21 country workshop, leading to top-level civil servants being present throughout the workshop and to decisions being taken which led to Cabinet-level action.

The advocate or intermediary will need to be clear about the specific topics of interest to each stakeholders and about what benefits the participant can expect to gain.

General Promotion

The PARIS21 advocacy film is useful for television coverage in promoting the event – or for special showings to stakeholders.

Good promotional material gives enough information to arouse curiosity and stimulate discussion of the workshop objectives. Promotion can be managed by the hosting organisation, its sponsors, and/or its co-hosts. Alternatively a special team of promotion experts can be assigned the tasks of promotion. Once these decisions are made, the workshop must be announced to invited participants in order to inform all stakeholders as soon as possible.

The completed promotional piece can be distributed through media such as:

- Newsletters
- Magazines and local newspapers
- Radio and television
- Electronic mail, electronic news
- Presentations at other conferences and workshops
- Fax, text message, private mail, telephone

Generally, the wider the workshop is promoted, the bigger impact it will have. But also if it is widely promoted, be prepared for unexpected participants. Still, promotion needs to remain targeted to stakeholders who are related to the workshop's theme in order to make efficient use of promotional resources.

An effective method of promotion is to organise information in the form of a handout:

Title

Good titles are short and easy to remember. A long title can be misleading as to the workshop's objectives and outputs.

Sub-title

Sub-titles briefly elaborate the workshop's title.

Abstract

Following the title and sub-titles is an abstract that explains why a stakeholder should be interested in the workshop. It could explain previous accomplishments and address the items on the agenda in reaching the workshop's outputs. A single, brief paragraph largely suffices for the abstract.

Objectives

The objectives reiterate the purpose of the workshop and must convince the potential participant that by the end of the workshop, these objectives will be translated into effective outputs.

Outcomes and Impact

The expected outcomes or impact in line with the objectives must be spelt out.

Abbreviated Agenda

Invited participants need to know why to attend the workshop. An abbreviated agenda hints at what to expect and should contain references to time, presentation topics, the high-ranking officials invited, and any planned special events such as receptions and dinners.

Who is Running the Workshop?

It is important to clarify who is playing what role in the workshop so as to avoid ambiguity. Who is hosting, co-hosting, sponsoring, co-sponsoring the workshop? Who should participate? If space permits on the promotional piece, brief biographies of distinguished attendees may also be appropriate in this space.

$\Rightarrow$ **See Appendix III for a Sample Workshop Promotion**

3 Workshop Implementation

3.1 Implement What You Planned

If the planning has been thorough and the organiser is confident in using the pre-workshop checklist, implementation should follow smoothly. Still, unforeseen circumstances can thwart even well-planned workshops. The best the planner can do is to prevent such circumstances. When remedy is needed during the workshop proceedings, flexibility and alternative options are the planner's tools. The following sections help the planner to run the workshop and to avoid shortcomings in plans.

3.2 Effective Presentations

Some presenters may need to make changes to their presentations beforehand. While edits are acceptable at the workshop, drafting a presentation from the start is not. An unprepared presenter does not contribute to the workshop, but withdraws its resources in terms of time and use of computer equipment. To the best extent possible, encourage presenters to come with their own portable computers, diskettes, and stationery.
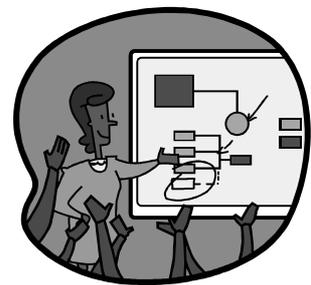
Each presenter is given a maximum of 20 minutes to present. Time allotments need to be strictly adhered to, otherwise too much time is spent early in the workshop on the first presenters—later presentations and discussion are thus severely shortened.

> ## Tips on Presentations
>
> *All presentations must be through PowerPoint where available; otherwise some visualization is important. Avoid presenters reading their papers to the participants. All presentations should be saved on the computer to be used for a trial before hand. A test run must be made to avoid delays and disappointments. Check the equipment functions before the session starts. Presenting is stressful and equipment failures can unnerve the most experienced.*
>
> [Mwala, 2001]

Encourage the use of visual aids, such as PowerPoint® slides on overhead projections. Ensure that the screens are visible to all in the room and that the sound equipment – for both the public speaker system and the interpreters – is functioning properly. A presenter may also need assistance in advancing from one slide to the

next, depending on the location of the speaker in relation to the computer that is running the presentation.

As per the checklist, glitches can be avoided by testing equipment with a mock presentation before the start of the workshop. Know who is responsible for the technical equipment and request their presence during the proceedings to assist in difficulties. Have a fall-back; power failures are common in the developing world.

3.3 Discussion

Discussion immediately after a paper has been presented is advisable as the issues are still fresh in the minds of participants. However, if there are a number of papers to be presented relating to a particular topic, it may be preferable to discuss after all the papers in a session have been presented. Participants therefore should be advised before the presentations about this procedure so that they can note their comments and questions on the handout for contribution during plenary.
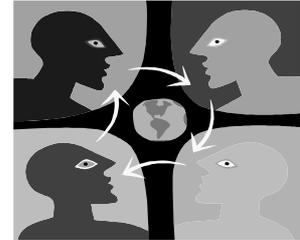
Discussants are sometimes identified beforehand to lead the discussion. They will need the papers they are to discuss well in advance. If there is no discussant, then the Chair must do his or her best to stimulate discussion. Embarrassing silences are usually caused by the participants not understanding the paper or by them finding its content dull. A good Chair clarifies the content and tries to lead off the debate. After general presentations, the 'floor' is generally permitted to ask clarifying questions and to make comments on the presentation. Time allotments for discussants are similar to those for presenters: strict adherence to time limits applies.

3.4 Session Chairs

Session chairpersons are those responsible for managing the sessions and will strictly enforce time rules. Avoid using people who might dominate the discussions, but select somebody with sufficient seniority and an ability to summarise and clarify succinctly. Chairs need to be supported by the workshop organisers, as they may need advice during the session, and should have the ability to:

- Remind participants of the objectives
- Keep presenters and discussants to time allotments
- Introduce experts, high-level guests, and host personnel
- Intervene diplomatically in overlong presentations, disruptions, and discussions
- Summarise the main points of a presentation and draw out main implications
- Clarify points that are unclear
- Invite questions or comments that are related to the presentation
- Summarise the debate and cement the agreement

> # Tips on Selecting Chairpersons of Sessions
>
> The Chairperson must be conversant with the issues at hand. Technical competence at chairing should be more important than seniority; though usually these two go hand in hand.
>
> Do not have a senior manager chairing a session covering their specialization: this makes the participants more passive as they tend to wait to hear from the 'horse's mouth'.
>
> [Mwala, 2001]

3.5 Rapporteurs

The report is the official record of the event and will also be read by other stakeholders and interested parties who were not present. Its production is an important consideration and must not be overlooked. The way in which presentations, discussions, and workgroups will be recorded must be planned. This recording task requires the skill of a *rapporteur* who is diligent, patient, attentive, and deft at note-taking. The information to be recorded comes from keynote speeches, presentations, questions, and discussion. Most important are the concluding remarks where commitment to outputs is usually expressed.

Assign *rapporteurs* before the workshop starts. It is often effective to contract with the main *rapporteur* or to select a participant of senior standing who has some knowledge of the subject at hand to ensure that the job is done well. Do NOT leave it to more junior personnel – the success and follow-up to the workshop could be compromised. Rotate the rapporteurs at least daily to ensure none is overburdened, and use the facilitator or facilitators to compare notes and to clarify points that may be unclear.

> **Three hazards in the note-taking process to avoid are:**
> 1. **Missing important contributions**
> 2. **Recording irrelevant or misleading pieces of information**
> 3. **Notes not taken at all, as responsibility was not assigned**

The ideal *rapporteur* will be familiar with the topics and able to discern the relevance of what is presented and discussed during the workshop proceedings. Session chairs should liaise with *rapporteurs*, but the two tasks cannot normally be combined, as caution must be exercised in trying to complete multiple tasks well.

3.6 Workgroup Facilitators

Sometimes a facilitator is appointed to oversee the entire workshop; this is very helpful where diverse political interest groups are involved or many chairs are being used. The facilitator drives the participants towards conclusions, maintains the momentum, ensures continuity, and handles any disruptive conflict.

Facilitators in parallel sessions ensure that the participants stick to the objectives without siding with any party in the debate. The facilitator moves the debate towards agreement, but the facilitator must remain neutral and not have his or her own point to make.

Do not ask an important person to be a facilitator as a form of flattery, as often they will have their own strong agendas. Powerful people are often poor facilitators.

Professional facilitators can be hired. The facilitator is consultative and is an intermediary between workshop participants and the session chairs. In workshops that have a rotating chairperson, the facilitator has the additional task of keeping the sessions cohesive by briefing each chair with outputs from earlier sessions and the parallel workgroups. Above all, the facilitator needs to ensure that the stakeholders come up with their own solutions to the problems at hand.

3.7 Secretariat Coordination and Communication

It is important to review the proceedings of the workshop every evening. The facilitator(s) and the workshop organisers should check that the workshop is running according to plan and is well focussed. All unforeseen issues that have arisen during the workshop must be discussed and resolved for the following day's session. The facilitator must ensure that the *rapporteurs* are recording information accurately to feed into the main report.

3.8 Administrative Support

> # Housekeeping Tips
>
> **Amenities and other facilities**: The facilities at the workshop venue must allow reasonable privacy (no sharing of rooms, avoid meal times that force people to take their meals immediately after a day's work).
>
> **Others:** What are generally referred to as housekeeping issues *must be dealt with the first day, preferably the day of arrival.* This relates to per diems, fuel reimbursements, and the like. Most workshop organizers think this is not important but it speaks of the respect given to the participants.
>
> When dealt with early, it removes unnecessary distractions from the workshop deliberations. The secretariat must make information about housekeeping available early: Do not wait until this is asked for, some participants will interpret this as a tendency to non-transparency, and therefore be inhibited from fully contributing or it may make them go on a 'treasure hunt' to find out what else are you not telling them!
>
> [Mwala, 2001]

The workshop organiser needs to arrange onsite and continuous administrative support for the workshop. A permanent secretariat is needed, preferably including people with local experience. The secretariat will need to distribute workshop information, circulate papers after presentations, maintain administrative arrangements, handle problems, and deal with all participant queries. Administrative support refers to all services that should be available to the workshop participants, in order to help them offer the maximum contribution to workshop objectives, including:

Registration

As part of the workshop organisation and efficiency, staff who are part of the secretariat are needed to meet participants as they come in to register their attendance. It helps if the languages to be spoken in the workshop are mirrored by the language skills of the secretariat. They are also expected to distribute all

available documents, packets, gifts, and programme information and facilitate late or unscheduled registrations. They provide information about the workshop agenda and any modifications including corrigenda. Because participants' needs vary and unexpected changes in the program occur, secretariat staff need to be present during the entire workshop.

Participants List

A function related to the workshop registration process is preparing a list of participants. A list of participants is needed to document the workshop's attendance for the use of all stakeholders. This list is a reference of parties who have contributed to the workshop and will monitor the outputs. It also builds a network of stakeholders and experts. If the workshop has been a success then participants will want to contact one an other after the event.

Be sure to collect the list of participants well before the close of the workshop and make an announcement to confirm that all participants are included and the details are correct. Make sure the list is correct and includes e-mails and telephone numbers with the appropriate international and district dialling codes. The draft list should be circulated during the workshop for correction by the participants.

Lists of participants should be ordered in some way, preferably alphabetically or by country and include details of:

- Name of participant
- Job Title
- Organisation represented
- Address for contact
- Country of contact address
- Telephone and fax numbers
- E-mail address

⇒ **See Appendix IV for Participants List Form**

Documentation

The secretariat must make arrangement for staff to handle documentation: typing, printing, duplication, and distribution of materials to all participants.

Circulating Documents

Many presenters prefer their papers to be circulated after their presentation; however, it is helpful to have papers circulated before each session to enable people to rationalise their notes

Contact persons at the hosting organisation should be designated to manage the collection, reproduction and distribution of papers.

and to have information to refer to. All the papers for a session should be circulated or available on a table at the start of a session.

Make sure that a member of the secretariat is responsible for keeping electronic copies of all the papers. You will need these for the CD-ROMs, website, and for requests from those interested in the proceedings afterwards.

Assistance and Public Relations

Participants may need assistance from the secretariat for a number of reasons such as room assignments, refreshments, meals, meeting announcements, lost baggage, and all travel-related concerns, including ticket re-confirmation, transit hotel accommodation, and ground transfers. Staff must be available throughout the workshop to take charge of such responsibilities and to assist people whose flights leave after the workshop proceedings end.

Payments

In the developing world, some workshop organisers pay participants an allowance for attendance. Where it is required to be paid, it should be well organised in advance and avoid unnecessary speculations. Money must be available in suitable denominations and safely stored, accusations of theft are extremely counterproductive to the workshop objectives. Payments should be signed for by the participants and carefully stored and sent to the funders for auditing.

3.9 Interpretation

For obvious reasons, interpreters are often needed at multilingual workshops. It is important that the workshop secretariat liaise with the interpreters to ensure correct functioning of equipment and accurate recording of notes in all languages. It is not enough to assume that the interpreters are self-sufficient. They will need printed copies of papers and presentations, in advance, to assist in their tasks. The secretariat may also assist interpreters by briefing them on key speakers and clarifying any questions of language and context. It is also the organisers' responsibility to assess the language needs of participants before the workshop starts. Adequate interpretation should meet the needs of all the participants.

Booths for interpreters are important; an interpreter whispering in the rear of the room is disruptive to other participants and makes the interpretation task even more difficult. Be sure that the interpreters are of a high standard. The audience is easily lost when interpretation is poor.

3.10 Recording

You may wish to record all or parts of the workshop on audio and video formats. Recordings serve to archive the workshop's proceedings and can be used as a shared learning tool. Recordings demonstrate to the wider stakeholder audience the transparency of the workshop and the inclusiveness of its objectives and aid the *rapporteur.*

However, some participants and presenters may feel intimidated or compromised by being recorded. The workshop organiser needs to gain permission from the participants for the workshop to be recorded early in the proceedings. Make every effort to explain the benefits of filmed presentations and discussions. If there are

sensitive issues that would disrupt the effectiveness of the workshop, stop recording or filming until an appropriate time is reached to restart the recording.

3.11 Outputs

Workshops are only as effective as their outputs and the action following the event. Outputs help to transform the workshop objectives into results. The organisers should have planned for outputs which are relevant at the planning stages. By the end of the workshop, these should be clear action points which may or may not correspond with those planned. Clearly the motivations of the participants will determine the outputs. While it may not be necessary, or even desired, to specify outputs at the start of all workshops, they are required by its conclusion. Outputs from the PARIS21 East Africa and Great Horn Workshop in 2001 give an example of qualitative workshop outputs:

- country plans developed to be disseminated and followed up by teams in their home countries
- training providers to be lobbied to produce short courses for users of statistics
- African Statistics Day to be strengthened, by using PARIS21 advocacy materials
- donor agencies to be asked to support south–south cooperation

3.12 Workshop Conclusions

The purpose of closing plenary of the workshop is to summarise the workshop proceedings. Additionally, the overall outputs and other agreements are made at this time. The closing plenary can also be considered as the first step in the workshop's follow-up activities and, as such, outlines further action points to be taken by the participants.

4 Workshop Follow-up

4.1 Quality Assessment: Workshop Evaluation

As important as the workshop proceedings is the workshop follow-up. An immediate evaluation is the first step in measuring how successful the workshop was, from the stakeholders' perspective. Therefore, all workshop participants should complete an evaluation form. Participants must complete the evaluation form before leaving the workshop venue, and organisers should ensure that completed forms are collected while the participants are still in the room. A summary of the evaluation results should also be provided with the workshop report.

> - What gets measured gets done.
> - If you do not measure results, you cannot tell success from failure.
> - If you cannot see success, you cannot reward it.
> - If you cannot reward success, you are probably rewarding failure.
> - If you cannot see success, you cannot learn from it.
> - If you cannot recognize failure, you cannot correct it.
> - If you can demonstrate results, you can win public support.
>
> *"Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector"*
> by David Osborne and Ted Gaebler

⇒ **See Appendix IV for Workshop Evaluation Form**

4.2 Reporting and Dissemination

After all the effort in planning and implementing a workshop, there is still the vital task of reporting and disseminating. The organiser needs to ensure that both participants and wider stakeholders can quickly access an accurate report of the workshop. The writer needs to clearly portray what the workshop accomplished and what the participants agreed to do. This report provides another opportunity for transparency and commitment to the outputs. Be sure to include the following elements in the workshop report:

First, provide a brief summary of the preparatory work in the workshop planning phase. What was the original purpose of the workshop? Which stakeholders were consulted? How did you choose the participants and the experts? How did you all agree to the objectives? What were you hoping the workshop would achieve?

Second, explain the workshop proceedings. Bear in mind that your readers will include the participants as well as other stakeholders who did not attend the

workshop. Your task in drafting the workshop report, therefore, is to summarise and make it informative. Outline the workshop's proceedings according to the final agenda. Note the main points of presentations and findings. Indicate the issues that were discussed in plenary and parallel sessions. Remember that the primary source for this information in the report comes from the *rapporteurs.*

Lastly, explain what the participants agreed to do. One of the most important parts of the workshop comes down to this point – action steps. Indicate the workshop outputs and inform your reader of what to expect next as a result of the workshop.

Disseminate a preliminary report to participants for their revision and approval. A final version of the workshop report should then be made available to all stakeholders. Where possible, post the report on local, regional, and international websites.

4.3 Distributing the Workshop Report

This vital step should not be forgotten and should be done within 2–3 weeks after the workshop. Participants need to remind themselves of decisions, if they are to be followed-up. The report should be mailed out to the participants and placed on a website to ensure wider accessibility.

4.4 Monitoring the Outcomes

Part of the evaluation of the workshop is the monitoring of the outputs. How were they implemented? Who carried them out? What was the outcome? Was progress made? This will be the final test of your workshop programme and will begin to answer some of the questions that funders may ask about the cost effectiveness of the workshop.

The workshop organisers or evaluators need to monitor the workshop outputs and directly relate the outcomes to the workshop objectives. To do this. participants must be interviewed and their actions monitored. Interviews can be face-to-face, by telephone, or by e-mail. In some cases, e-mail contact is not effective. The list of participants and their contact details will be vital for this evaluation exercise.

To monitor the outputs, there must be an agreed list of actions (see section 2.3 for an example of agreed actions to be taken when, how, and with whom).

5 Annexes

Annex 5.1: Letters of Invitation to a Workshop

Sample 1

<div align="center">

PARIS21 Workshop for West Africa:
The Use of Statistics in Development and Poverty Reduction Policies
Abuja, 18-20 March 2003

</div>

PARIS21 aims to improve the dialogue between data producers and policymakers throughout the world so as to increase the availability of statistics for results-based management, and in particular for development and poverty reduction policies.

In partnership with the national authorities of Nigeria, sub-regional organisations of ECOWAS and Afristat, and in collaboration with other development partners, the PARIS21 Secretariat is organising a workshop for West African countries. You are kindly invited to attend this workshop which will take place in Abuja from 18 to 20 March 2003.

Attached you will find a draft agenda and guidelines for making presentations. Your institution has already demonstrated interest in results-based management and statistical capacity building, and we would therefore like a delegation from your agency to play an active role in the workshop discussions. We would also request that your delegation make a presentation of the support you offer, either directly or indirectly, to capacity building in national data production and analysis in addition to your needs for country-level information. The workshop is intended to be the start of a process that will extend into each country to strengthen results-based management.

We will make available your presentations and other related documents on the PARIS21 web site and CD-ROM. We can include documents relating to your institution's activities and any other information that you deem valuable to the national delegates once they have returned to their countries. Please send us this information by 10 March 2003.

We would be very grateful if you would send to the PARIS21 Secretariat the names and titles of the individuals who will represent your institution at the workshop. For additional information, please consult the PARIS21 web site at www.paris21.org.

Sincerely,

Sample 2

Presenter's Name
Poverty Analyst
Poverty Monitoring and Evaluation Unit
Ministry of Finance
City, Country

"Monitoring Development and Selecting Indicators"
A Workshop for South African Policymakers, 3–6 April 2002, Cape Town

Dear Ms./Mr. Participant,

I am writing to invite you to present a paper to an audience of key South African policymakers, who will be considering how to formulate development targets and develop indicators for key areas of policy in South Africa. The workshop will invite participants from the following sectors:

• Rural livelihoods
• Urban development
• Crime prevention
• Health
• Education
• Housing
• Environment
• Water & sanitation
• Food security & nutrition

We would like you to present your practical experience of formulating indicators for use in your country to the participants, on Day 1 of the workshop. The participants will be working on their own development targets and indicators during the workshop, and we hope that your own unique experiences will help them in their deliberations.

We would also like to ask you to join the expert panel and facilitators on Days 2 and 3 to help the participants develop proposal for their policy areas.

Sincerely,

Annex 5.2 : Sample Workshop Agenda

**Malawi Poverty Reduction Strategy: Meeting the Information Needs of Policy
Blantyre, Malawi 24–26 July 2002**

Day 1

09:00   Registration

Session 1: Opening Ceremony
Chairperson: Dr. Milton Kutengule, Principal Secretary, National Economic Council

09:30   Remarks by:
          Chairperson
          Mr. Charles Machinjili, Commissioner of Census and Statistics
          Ms. Mary Strode, PARIS21 Secretariat
          Ms. Zahra M. Nuru, UNDP Resident Representative

          Official Opening
          Dr. Zaki Chalira, Director General, National Economic Council

10:30   Break

Session 2: Issues of Poverty Monitoring in the Malawi Poverty Reduction Strategy
Chairperson: Mr. Muhango, Christian Service Committee

11:00   Presentation 1: Malawi Poverty Reduction Strategy – Where Are We Now?
          Dr. George Zimalirana

11:20   Presentation 2: Monitoring & Evaluation – A Theoretical Framework
          Mr. John Y. Ngwafon, World Bank

11:50   Presentation 3: A Practical Guide to Developing Good Indicators
          Mr. Lars Christian Moller, Poverty Monitoring & Analysis Unit. Uganda

12:15   Discussion and Action Points

12:30   Lunch

Session 3: Poverty Monitoring – Strategies and Outcomes
Chairperson: Dr. Maxwell Mkwezalamba – Principal Secretary, Economic Affairs, Treasury

14:00   Presentation 4: PARIS21 Consultants' Report – Main Issues Outlined
          Dr. O.O. Ajayi & Dr. Chris Scott

14:20   Presentation 5: Government of Malawi Response to PARIS21 Mission Report – General
          Mr. Cliff Chiunda, National Economic Council

14:40   Presentation 6: Developing a PRSP – What are the Information Needs?
          Mr. Steve Mwale, National Economic Council

15:00   Presentation 7: The Millennium Development Goals & Country Monitoring
          Augustine Bobe, UNDP

15:20   Break

Session 4: Poverty Information – What Is Needed?
Four Facilitated Parallel Sessions – Group A

Group A1: Expenditure Tracking
Discussion Chairman: Mr. Paul Mamba
Facilitator: Mr. Oliver Chinganya

15:45   Presentation 8: Tracking Expenditure – Government Approach
         Mr. Patrick Kabambe, Malawian Treasury

16:00   Presentation 9: Tracking Expenditure – NGO Approach
         Mr. Edson Musopole, Action AID

16:00   Presentation 10: Medium Term Expenditure – Effective Expenditure for Development
         Ms Shirley Robinson, South Africa

16:30   Developing the Tracking Needs of Malawi

Group A2: Monitoring Well-being (Outcome & Impact Indicators)
Discussion Chairman: Mr. Stanley Khaila, Bunda College
Facilitator: Mr. Lars Christian Moller, Uganda

15:45   Presentation 11: Value of Integrated Surveys
         Ms. Mercy Kanyuka – Deputy Commissioner, National Statistics Office

16:00   Presentation 12: Value of Qualitative Information for Poverty Monitoring
         Mr. Maxton Tsoka, CSR

16:15   Developing the Poverty Monitoring Needs of Malawi

Group A3: Poverty Programmes (Input & Output Indicators)
Discussion Chairman: Mr. Z.D. Chikhosi
Facilitator: Dr. Chris Scott

15:45   Presentation 13: Using Management Information Systems in Health
         Mr. C. Moyo, Ministry of Health

16:00   Presentation 14: Malawi Education Management Information System
         Dr. Kuthemba-Mwale, Ministry of Education

16:15   Presentation 15: Role of Agricultural Information
         Mr. F. Muyepa, Ministry of Agriculture & Irrigation

16:30   Developing the Poverty Monitoring Needs of Malawi

Group A4: Information Sharing
Facilitator: Dr. Servacius Likwelile, Tanzania

15:45   Presentation 16: Overview of National Statistics Office Key Information and Products
            National Statistics Office, Malawi

16:00   Presentation 17: Poverty Mapping – Using GIS Functionality
            Shelton Kanyanda & James Kaphuka, NSO

16:15   Presentation 18: Poverty Mapping – Combining with Sector Data
            Ms. Miriam Babita, Statistics South Africa

16:30   Developing the Poverty Monitoring Needs of Malawi

Day 2

Session 5: Sharing Regional Experience – Methods
Chairperson: Mr. Charles Machinjili – Commissioner, NSO

09:00   Presentation 19: Data Standards – Why Users Need Them
            Mr. Oliver Chinganya, IMF GDDS Co-ordinator Africa, Uganda

09:20   Presentation 20: Developing a Users Database for Poverty Monitoring
            Ms. Jane Mwangi, Tanzania Statistics Office

09:40   Presentation 21: Malawi Socio-Economic Database (MASEDA) – Progress
            National Statistics Office/UNICEF

09:50   Presentation 22: Statistical Planning for User Requirements
            Mr. Guest Charumbira, Botswana

10:10   Presentation 23: Tracking HIV Programmes
            Dr. Eddie Mukooyo, Uganda

10:30   Break

Session 6: Parallel Sessions
Parallel Discussions – What Do We Have? What More Do We Need? Indicators, Data Sources, Capacities
Parallel Groups A continued

12:00   Groups report back to Plenary

12:30   Lunch

Session 7: Strategies for Development the Monitoring System
Chairperson: Mr. Richard Martini, UK Department for International Development

14:00   Presentation 24: The Tanzania Poverty Monitoring Plan
         Dr. Servacious Likwelile

14:20   Presentation 25: Institutional Framework for MPRS
         Mr. Steve Mwale, Treasury

14:40   Presentation 26: A Statistics Plan to Monitor Development: Recent Experiences From
         South Africa
         Prof. John Kahimbaara, South Africa

15:00   Presentation 27: The Norwegian Statistical System
         Statistics Norway

15:15   Break

Strategies for Malawi
Four Facilitated Parallel Sessions – Group B

Group B1: Poverty Monitoring Plan
Facilitator: Dr. Chris Scott

Group B2: Plan for the Statistical System
Facilitator: Mr. Guest Charumbira

Group B3: Analysis and Dissemination Plan
Facilitator: Ms. Julia Bunting

Group B4: Institutional Arrangements
Facilitator: Mr. Richard Martini

Group B5: Support for Poverty Analysis
15:30   Presentation 28: Using Study Funds
         Mr. Chola Mulenga, Zambia

Day 3

Session 8: Strategies for Action
Chairperson: Dr. George Zimalirana, NEC

09:30   Presentation 29: National Statistics Office Strategic Plan 2002-2005
         Mr. Charles Machinjili, NSO

10:00   Presentation 30: What is Expected of a Poverty Monitoring Plan?
         Dr. Chris Scott, London School of Economics & Political Science

10:30   Break

11:00   Facilitated Parallel Groups – Agreeing the Strategies
              Parallel Groups B continued

12:30   Lunch

Final Session: Agreeing Next Steps
Chairperson: Dr. Maxwell Mkwezalamba, Principal Secretary, Economic Affairs, Treasury

14:00   Reporting Back and Discussion

Topic	Input from
Institutional Arrangements	Groups A & B
Planning resource requirements	Groups A & B
Key Indicator Priorities	Group A
Priority Needs from Management Information Systems	Group A
Programme for Surveys and Censuses	Group A
Integrating Qualitative Assessments	Group A
Developing an Analysis & Dissemination Strategy	Group B
Developing a National Statistical Plan	Group B
Developing a Poverty Monitoring Plan	Group B

15:30   Break

16:00   Closing Remarks
              Mr. Chilambe, Secretary to the Treasury

Room Documents

Annex 5.3 : Sample Workshop Promotion

Malawi Poverty Reduction Strategy: Meeting the Information Needs of Policy
National Workshop of Stakeholders on the Systems for the Implementation, Monitoring and Evaluation of Programmes and Policies

Abstract

Subsequent to field missions at the request of the Malawi Commissioner for Census and Statistics, a team of stakeholders, consultants, and poverty analysts have proposed a workshop to coordinate information needs. Specifically, this workshop will bring together stakeholders in the Malawi Poverty Monitoring System to agree to plans for developing the statistical system to meet the needs of the Poverty Reduction Strategy Paper (PRSP). The meeting will also increase awareness in the country of the statistical products available and of the experiences of neighbouring countries in developing new approaches.

Objectives

- Review available poverty data and assess stakeholders' requirements
- Outline an action plan for developing the poverty monitoring system
- Develop partnerships across the national and sub-regional levels among users and producers of statistics
- Improve dialogue among users and producers to support priority information needs
- Promote best practice within the country by exploring methodologies and practices from other countries

Summary Agenda

1) Issues of Poverty Monitoring in the Malawi Poverty Reduction Strategy
2) Poverty Monitoring – Strategies and Outcomes

3) Four parallel workgroups on Poverty Information – What Is Needed?
   - Expenditure Tracking   Poverty Programmes
   - Monitoring Well-being   Information Sharing

4) Sharing Regional Experience – Methods
5) Strategies for Development the Monitoring System

6) Four parallel workgroups on Strategies for Malawi:
   - Poverty Monitoring Plan   Analysis and Dissemination
   - Plan for the Statistical System Institutional Arrangements

7) Strategies for Action and Agreeing the Next Steps

Host and Sponsorship

This workshop is implemented by the Government of Malawi with the support of UNDP, PARIS21, and other development partners.

Annex 5.4 : Participants List Form

List of Participants at Stakeholders Workshop

	Title (Dr, Hon, Mr, Mrs)	Name		Affiliation / Title	Organisation
		Last	First	MP, Director, Manager	
1					

	Address	Telephone	Fax	Email

	Title (Dr, Hon, Mr, Mrs)	Name		Affiliation / Title	Organisation
		Last	First	MP, Director, Manager	
2					

	Address	Telephone	Fax	Email

	Title (Dr, Hon, Mr, Mrs)	Name		Affiliation / Title	Organisation
		Last	First	MP, Director, Manager	
3					

	Address	Telephone	Fax	Email

Annex 5.5 : Workshop Evaluation Form

STAKEHOLDERS WORKSHOP ON _____

<u>Venue, Date</u>

EVALUATION FORM

Dear Participant,

In order to assess the usefulness of this workshop, you are kindly requested to complete this evaluation form before leaving the workshop venue. You do not need to supply your name.

Organisation:_____

Category: ☐   Policy/Decisionmaker
(please choose one) ☐   Statistician
                  ☐   NGO or Private Sector
                  ☐   Donor or International Organisation

☐ Male   ☐ Female

Please circle the appropriate number according to the following scale:

1 = Unsatisfactory   5 = Excellent

Logistics

Transportation	1	2	3	4	5
Accommodation	1	2	3	4	5
Refreshments and Meals	1	2	3	4	5
Conference Facilities	1	2	3	4	5

Workshop Proceedings

Overall quality of presentations	1	2	3	4	5
Provision of documents/papers	1	2	3	4	5
Structure of workshop agenda	1	2	3	4	5
Time management of sessions	1	2	3	4	5
Plenary discussions	1	2	3	4	5
Effectiveness of parallel sessions	1	2	3	4	5
Presentation of group reports	1	2	3	4	5
Facilitation and chairing	1	2	3	4	5
Relevance of workshop to your work	1	2	3	4	5
Overall satisfaction with workshop	1	2	3	4	5

Do you think the workshop achieved its objectives? ☐ Yes   ☐ No

Likelihood of reaching the agreed outputs? ☐ Very likely ☐ Likely ☐ Unlikely

For the following questions, please write your responses in the space provided:

Which presentation(s) did you find most interesting? _____
_____
_____
_____
_____

Identify the parallel group(s) you attended: _____
_____
_____

Indicate two strengths about the workshop:
(1) _____
_____

(2) _____
_____

Indicate two weaknesses about the workshop:
(1) _____
_____

(2) _____
_____

Please provide any additional comments and suggestions for improvement:
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

THANK YOU