

Day 1			
No	Title	Learning objective	Content
1	<b>Introduction into RBM and PSAPP</b>	Participants... <ul style="list-style-type: none"> <li>• know the rational and steps of PSAPP</li> <li>• are aware of the need for a participatory approach to project conception, analysis and planning</li> <li>• <i>have gained clarity on their role as trainers of the PSAPP approach</i></li> </ul>	<ul style="list-style-type: none"> <li>• Results based management in context</li> <li>• The rational of PSAPP</li> <li>• Participatory planning and levels of participation</li> <li>• Resources needed for PSAPP</li> </ul>
2	<b>Participatory facilitation and analysis and inquisitive questioning</b>	<ul style="list-style-type: none"> <li>• Participants have gained basic skills in participatory facilitation and practiced inquisitive questioning</li> </ul>	<ul style="list-style-type: none"> <li>• Participatory facilitation</li> <li>• Inquisitive questioning</li> <li>• Case study in inquisitive questioning and practice with peers</li> </ul>
3	<b>Listening skills and visualization techniques</b>	<ul style="list-style-type: none"> <li>• Participants have been introduced to listening and visualization techniques and have practiced both with their peers</li> </ul>	<ul style="list-style-type: none"> <li>• Active listening (introduction)</li> <li>• Active listening exercise with peers</li> <li>• Visualization (introduction)</li> <li>• Visualization exercise</li> <li>• PSAP P and visualization</li> <li>• Meeting management basics</li> </ul>
4	<b>Approaches to conducting a participatory situation analysis</b>	<ul style="list-style-type: none"> <li>• Participants are introduced to approaches to conduct a participatory PSA and have identified relevant approaches using a case-study</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction into PSA</li> <li>• Methods of PRA and RRA in PSAPP</li> <li>• Interviews (key informants/focus groups), field observation, local history profile, priority or preference ranking</li> <li>• Community and village meetings</li> </ul>

Day 2			
No	Title	Learning objective	Content
1	<b>Preparing and implementing a PSA</b>	Participants ... <ul style="list-style-type: none"> <li>• are able to define the intervention area of the proposed initiative</li> <li>• know the importance of key qualifications in forming the PSAPP team</li> <li>• know the importance of secondary data review and know where to find secondary data in their sector of work</li> </ul>	<ul style="list-style-type: none"> <li>• Introducing case studies from different sectors</li> <li>• Framing the area of intervention</li> <li>• Forming the PSA team</li> <li>• Secondary data review</li> </ul>
2	<b>Stakeholder analysis</b>	<ul style="list-style-type: none"> <li>• are aware of the importance and role of the stakeholder analysis in the analysis and planning process</li> <li>• are able to conduct a stakeholder analysis process in their sector of work</li> <li>• are able to guide a group through a stakeholder analysis and visualize the process</li> </ul>	Initial stakeholder analysis
3	<b>Getting started with PSA</b>	<ul style="list-style-type: none"> <li>• are able to determine the required level of stakeholder participation</li> <li>• are able to use the stakeholder map to develop a plan for stakeholder participation in PSA for their sector of work</li> </ul>	<ul style="list-style-type: none"> <li>• Decide on level of participation</li> <li>• Develop a plan for the PSA</li> </ul>
4	<b>History analysis</b>	<ul style="list-style-type: none"> <li>• are aware of the importance and components of a history analysis</li> <li>• have undertaken a history analysis using a case study in their sector of work</li> <li>• are able to guide a group through a history analysis and visualize the process and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Steps and tools of a participatory situation analysis</li> <li>• History analysis</li> </ul>

Day 3			
No	Title	Learning objective	Content
1	<b>Problem analysis</b>	Participants... <ul style="list-style-type: none"> <li>are aware of the importance and role of a problem analysis</li> <li>know different types of problem analysis</li> <li>have developed a problem tree in their sector of work</li> <li>are able to guide a group through a problem tree exercise and visualize the process</li> </ul>	<ul style="list-style-type: none"> <li>Identifying the core problem the initiative will improve</li> <li>Steps of analysis</li> <li>Developing a tree and its branches</li> <li>Setting priorities for project implementation</li> <li>Determining the implementation level through problem selection</li> </ul>
2	<b>Influencing factor analysis</b>	<ul style="list-style-type: none"> <li>are aware of the importance and role of an influencing factor analysis</li> <li>have gone through an influencing factor analysis using a case study in their sector of work</li> <li>are able to guide a group through an influencing factor analysis and document the process and results</li> </ul>	<ul style="list-style-type: none"> <li>Function of influencing factor analysis</li> <li>Identifying influencing factors</li> <li>Comparing the influencing factor analysis to SWOT</li> <li>Conclusion of the analysis for planning</li> </ul>
3	<b>Steps and tools of results based project/program planning</b>	<ul style="list-style-type: none"> <li>know the steps and process of results based project planning</li> <li>know how to formulate objectives/results</li> <li>are able to lead a group through the process of objective formulation in their sector of work</li> </ul>	<ul style="list-style-type: none"> <li>Introduction into results based project planning</li> <li>Planning steps and tools</li> <li>Formulating objectives</li> </ul>
4	<b>Strategy analysis and risk assessment</b>	<ul style="list-style-type: none"> <li>are able to conduct a strategy analysis and lead a group through the process</li> <li>know the importance and tools of a risk assessment and how to guide a group through an assessment in their sector of work</li> </ul>	<ul style="list-style-type: none"> <li>Strategic approach</li> <li>Option analysis</li> <li>When strategy meets reality</li> <li>Adapting your strategy based on monitoring results</li> <li>Risk assessment</li> </ul>

Day 4			
No	Title	Learning objective	Content
1	<b>Result (Impact) chain</b>	Participants ... <ul style="list-style-type: none"> <li>know the logic and process to develop an impact chain based on the defined objectives</li> <li>are able to develop an impact chain for different level and sector initiatives</li> <li>are able to lead a group through the process to develop an impact chain in the sector of their work</li> </ul>	<ul style="list-style-type: none"> <li>The purpose of an impact chain</li> <li>The different logical steps of chain development</li> <li>The difference between assumption and hypothesis in planning</li> </ul>
2	<b>Indicator development</b>	<ul style="list-style-type: none"> <li>are familiar with different type of indicators and the terminology of different donors</li> <li>are able to derive different type of indicators from the results chain</li> <li>are able to lead a group through the process of indicator formation in the sector of their work</li> </ul>	<ul style="list-style-type: none"> <li>Type of indicators</li> <li>Indicator planning matrix (MoV/MoDG)</li> <li>Risk and assumption in M&amp;E</li> <li>Monitoring and evaluation</li> <li>Monitoring responsibilities in a team</li> </ul>
3	<b>Operational planning</b>	<ul style="list-style-type: none"> <li>are familiar with key tools of project planning and implementation</li> <li>are familiar with the tool of an operational plan</li> <li>have operationalised the impact chain that they have developed using the case study in their sector of work</li> <li>are able to lead a group through an OP planning process</li> </ul>	<ul style="list-style-type: none"> <li>OP planning as a process</li> <li>OP planning matrix</li> <li>The different elements of an OP matrix</li> <li>Formulating activities</li> <li>Conceptual clarity in planning</li> </ul>
4	<b>M&amp;E system</b>	<ul style="list-style-type: none"> <li>know the components of an M&amp;E plan</li> <li>are able to fill an M&amp;E plan using the impact chain and the OP plan</li> <li>are able to lead a group through the development of an M&amp;E plan</li> </ul>	<ul style="list-style-type: none"> <li>M&amp;E matrix and its components</li> <li>Using OP-plan and M&amp;E plan for implementation, monitoring and reporting</li> </ul>

Day 5			
No	Title	Learning objective	Content
1	<b>Proposal writing</b>	Participants ... <ul style="list-style-type: none"> <li>• are familiar with different type of proposals</li> <li>• have learnt to fill a proposal template using the material collected in the PSAPP process</li> <li>• Pare aware of quality criteria of a good proposal and how to ensure they are met</li> </ul>	<ul style="list-style-type: none"> <li>• Proposal template</li> <li>• List of quality criteria</li> <li>• Proposal development</li> <li>• Project overview matrix</li> <li>• Log-frame matrix</li> </ul>
2	<b>Budget development</b>	<ul style="list-style-type: none"> <li>• are familiar with different types of project and program budgets</li> <li>• know the basic components of a project budget</li> <li>• have developed a project budget for their case study</li> <li>• are able to lead a group through the development of a project budget</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a budget</li> <li>• Elements of a budget</li> <li>• Templates of different donors</li> <li>• Clarification of terminology</li> <li>• Estimating costs</li> <li>• Developing a budget</li> </ul>
3	<b>Implementing PSAPP in your organization</b>	<ul style="list-style-type: none"> <li>• have reflected on their way their organization plans and implements projects</li> <li>• have identified gaps and how the PSAPP process could help to fill these</li> <li>• have identified how they can introduce the PSAPP process into their organization</li> </ul>	<ul style="list-style-type: none"> <li>• The role of the PSAPP specialist</li> <li>• Putting a team together and conduct PSAPP training</li> <li>• Gaps in your organizations project cycle (from the idea to evaluation)</li> <li>• Filling the gaps with PSAPP</li> </ul>
4	<b>Training evaluation</b>	<ul style="list-style-type: none"> <li>• Are aware of different types of training evaluation</li> <li>• Are able to define indicators for training evaluation</li> <li>• have conducted an evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Different types of evaluation methods for training</li> <li>• Testing the methods and their strength and weaknesses</li> <li>• Conducting an evaluation of the training seminar</li> </ul>