our training portfolio

Tap team potential with Banyaneer.

How strong is your team? Its skills and expertise, good leadership and team spirit can help overcome many challenges. But at times, it is useful to reflect and add skills - helping to unleash your team's full potential.

At Banyaneer, we now offer training packages for your team. The five courses on offer are based on input from several of our clients.

All courses can be customized to meet your needs and budget. Have a look at our range - we'd be glad to make you an offer.

● Monitoring skills

4 days | This course is designed for project staff who seek greater confidence in monitoring the progress of your project. It shows how monitoring can be used as a powerful tool for regular reviews ('monitor to manage'). The course covers logframe hierarchies, qualitative and quantitative instruments; theory of change, and much more.

● Baseline surveys

5 days | Addressing staff with basic monitoring skills, this course delves deeper - presenting techniques for sampling, questionnaire design, (electronic) data collection, and basic data analysis. The course is designed to precede actual baseline surveys - so that your team can consolidate skills in practice.

● Resilience in practice

4 days | Resilience: despite debates and the recognition of the concept, many organizations find it challenging to design and implement resilience programmes. We will discuss key aspects to translate the concept into practice, and present our **resilience radar.** The course targets project planners and managers, and will deliver strong benefits for holistic and community-based planning and implementation.

● Behaviour change

Multiple options | Many interventions aim to change traditional behaviour patterns, e.g. to improve health outcomes. What are the barriers and the most promising approaches? We offer three modules that provide hands-on advice and instruments.

● Exit strategies

3 days | This course is ideal for staff of projects 12 - 18 months from concluding. It presents a systematic approach to 'exit' that maximizes the sustainability of project outcomes and activities.

Interested?

Simply send us an e-mail to *training@banyaneer.com.* Let us explore with you the best way to fully tap your team potential.

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monitoring
skills

Monitor to manage with Banyaneer.

Monitoring matters: having a sound system in place to track the progress and performance of your project allows you to make swift adjustments that address and overcome challenges, and to build on existing strengths.

But what makes a good monitoring system? In this course, we start with basic concepts, proceed key characteristics of a 'sound' system and a wide range of tools, and conclude with the development of a fully functional M&E plan - ready for your project.

Why monitor?

Monitoring and evaluation (M&E) is sometimes viewed as an inevitable component to satisfy donor demands. It shouldn't. Monitoring is an essential means to manage projects. Effective project managers use monitoring mainly to underpin and inform management: one needs to identify a challenge to address it - and one needs to understand a success factor to build on it.

Course profile

This **four-day course** targets all project staff and does not require prior knowledge of M&E techniques (we can however adjust the course based on client requests and will fine-tune content based on a pre-test survey amongst participants).

On **day 1**, we will review key principles and functions of monitoring and evaluation (why, how, what, when?). Along the lines of the planning process of a fictive project (actual project ideas can be used provided that assessment data is available), we explain the importance of a sound theory of change and present logframe hierarchies as well as SMART indicators.

Day 2 is all about tools: we provide an overview of quantitative and qualitative tools, and experiment their use through simulations and group work. The full list of tools can be supplied on request - we are ready go into greater detail on specific tools if needed (e.g. Most Significant Change).

On **days 3 and 4**, we will prepare a solid M&E plan for your project - applying the principles and tools previously learned. We will also present various digital knowledge management tools.

Dual results

The monitoring course brings two benefits for your team: first, your team will have a sound understanding of key principles, functions and techniques in monitoring. Second, you will have a solid M&E plan for your project. Investing in this course thus forms a good foundation for your project: your team will monitor to manage - now and in future projects.
If you are interested and would like to explore options for your project team (e.g. combination with the baseline survey course), please send us an e-mail to **training@banyaneer.com.**

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baseline
surveys

Build baseline survey capacity with Banyaneer.

Every project manager knows that baseline surveys are important. After all, baselines are crucial to determine eventual project impact (through comparison with an endline). Good baselines can also be helpful to assist in project planning.

Our experience however shows that most baseline surveys do not meet basic quality criteria. Coupled with survey support, this training course ensures that you get the data you need, while building the skills of your team to conduct future surveys. It is an investment in capacity-building.

A common dilemma...

When planning a project, one has to understand the needs and the capacities of supported communities. Many tools exist to gather an overview, such as the vulnerability and capacity assessment (VCA). Amongst those tools, baseline surveys tend to be the least understood.

Many organizations therefore outsource these surveys - adding costs but not always value. Critically, the project team does not gain the much-needed skills, thus perpetuating the pattern of dependence on external consultants.

Whether carried out by external consultants or project teams, the baselines we have come across are often afflicted by sampling, design and analytical constraints - limiting their use for eventual outcome and impact analysis.

The solution

Instead of simply outsourcing a baseline survey, invest in the skills of your team: We have developed a course that lets your staff conduct the survey now and in future. Rather than just learning key skills and principles in the classroom, participants also consolidate their knowledge in practice. The course is therefore designed as an on-demand team package, applied in conjunction with an actual baseline survey. While the overleaf curriculum gives you an idea of the training course, we can adjust the content to specific needs. We will also run a brief online pre-/ post test amongst participants to ensure that the course is as targeted and effective as possible.

We encourage the combination with initial baseline support. This means that Banyaneer provides the sampling, questionnaire design and data analysis as well as the training course. The immediate benefit is a robust and high-quality baseline survey. Over the longer term, you will save costs (by minimizing the need for external inputs) while having a team with even greater capacity.

Ask us today about our packages for training, baseline support and remote follow-on support. To get an idea as to how we can assist you, send us an e-mail to **training@banyaneer.com.**

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training courses for practitioners

banyaneer™

baseline surveys

Time	Day 1	Day 2	Day 3	Day 4	Day 5
08.30 - 10.30	**Monitoring: Why, what, how, when?** • Welcome, introductions, expectations, course and baseline objectives • Key principles and functions of monitoring	**Sampling design** • Key terms explained: sample size, interval, confidence level, margin of error, stratification, power, significance • Basic tools for macro- and micro-level sampling	**Baseline questionnaire** • Introducing the draft questionnaire for the upcoming baseline survey • Understanding the questions, logic flow, utility for monitoring	**Survey test run (1)** Prior to the actual survey, it is crucial to test the draft questionnaire. This helps training course participants to become confident in the sampling approach and in interviewing. Importantly, the survey test run also ensures that the questionnaire 'works' - that all questions can be easily understood by the respondents. The test run should be conducted in a community close to the training venue and that has **not** been sampled for the actual baseline. The test run should be held for most of the day and concludes with a joint review (and possibly the revision of the questionnaire if needed).	**Survey test run (2)** The second test run adds further confidence to participants interviewing skills and serves as a final test of a possibly revised questionnaire.
10.45 - 12.15	**Monitoring: logframes & indicators** • Brief review of project planning • Theory of change • Logframes and indicator hierarchies • SMART indicators	**Sampling design** • Practical sampling exercises (group work) • Expected output: participants are able to design a simple but valid sample framework	**Baseline questionnaire** • Role plays • Mutual interviewing • Each participant 'works' once as respondent, once as enumerator		
13.15 - 14.45	**Monitoring: tools & systems** • Qualitative tools: an overview • Use of secondary data • Monitoring and cross-cutting issues • Triangulation and mixed methods • Developing and using M&E plans	**Questionnaire design** • What do you want to know? Links between logframe, indicators and questions • Types of questions, logic flow • Review, test, revision • Group exercise: groups are to design a brief questionnaire for a single indicator	**Collecting data** • Introducing iSurvey/droidSurvey and considerations of electronic data collection • Getting familiar with the electronic questionnaire • Uploading data, basic analysis options		**Survey test run: review** Upon return to the training venue, we will review the test run and resolve any issues that remain unclear
15.00 - 17.00	**Surveying: the basics** • The purpose of surveys and use of data • What makes a good survey • Common problems - and how to overcome them • The stages of the survey process	**Questionnaire design** • Presentation of group work questionnaires • Review & possible improvements	**Collecting data** • Test run sampling design: understanding calculations and practical steps • How to set up a questionnaire in iSurvey (may be extended into the evening)		**Training & supervising enumerators** The final course module will provide guidance on how to train volunteers as enumerators, and point to critical aspects in supervision of data collection.

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resilience in practice

Raise resilience with Banyaneer.

The concept of resilience has become an integral part of development and humanitarian efforts. Promoting the ability to anticipate, reduce the impact of, cope with, and recover from the effects of adversity is a sensible objective - especially given the increasing climate variability and frequency of extreme weather events that are amongst the manifestations of climate change.

Targeting project managers and M&E staff, this course provides guidance to holistic and integrated programming and to the measurement of resilience.

From paradigm to practice

In our consultancy work, we have come to realize that while the concept of resilience is generally understood, there are two key challenges in practice: how should projects be best set up to raise resilience? And how should resilience be measured? In this **four-day course**, we will explore answers to both questions.

The course begins with **three distinct perspectives** of resilience - looking at instruments, functions, and outcomes. On the basis of practical examples, these will highlight what a community needs to have, how it needs to act, and what the various results are in terms of outcome-level resilience (reduced direct and indirect damages and losses, as well as social and economic co-benefits).

We then move on to the **programming implications**: this will cover aspects such as **team composition** (generalists/specialists, skills, responsibilities), the **scope** (sectoral integration versus amalgamation), the role of **cross-cutting issues** (e.g. community capacity, social capital), the **level of flexibility** (how far should a project be planned at the outset?), and the mode of **participatory engagement** (the "transmission belt", the role of community facilitators and community-based groups). The course provides examples and best practice as well as background reading material - group tasks and simulations are used to consolidate learning and to share participants' experience.

resilience radar

The final component of the course introduces the resilience radar, our free tool to measure the level of community resilience. We present the underlying logic, the various indices it consists of, the questionnaire and its data analysis sheet.

Participants will grow confidence in applying the tool and in adapting it to specific specific project contexts. We will conclude with advanced features, including the use of the resilience radar for impact assessments.

This course is initially offered as a team package only - if you would like to get more information, please send us an e-mail to ***training@banyaneer.com.***

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behaviour change

Change behaviours with Banyaneer.

*Most programming aims to support behaviour change. From hand washing to latrine use, from cyclone-proof construction to using insecticide treated bed-nets, and from vector control to waste segregation, behaviour change is key to sustainable results. Are your programmes **convincing** people to change, or do they just "tell" people what to do?*

Understanding how behaviour change can be supported through specific designs can make programmes more effective in achieving sustainable outcomes .

Module 1: Introduction to behaviour change | 3 days

This module introduces basic principles of behaviour change and explores theory of change. Practical activities help the participants to learn more about behaviour change and how to effectively design programmes with behaviour change as the focus. The training is specifically tailored to the organisations' needs and anticipated outcomes.

Module 2: Barrier analysis | 5 days

Many programmes try to focus on increasing knowledge about benefits or on skills development - however, lack of knowledge is often not the biggest barrier. Barrier analysis surveys can help to get past this preconception and identify the most significant barriers (or enablers), which in turn can be used for messaging and targeted activities.

Barrier analysis is a rapid assessment survey tool that identifies factors preventing a targeted group from adopting a specific behaviour. It furthermore explores enabling factors amongst those who have already adopted the behaviour. This training includes an actual barrier analysis either on a behaviour that the

team tries to change, or through a simulated exercise to teach the team how to conduct barrier analysis. It will go from an understanding why we do barrier analysis to development of the questions guide, training in conducting the survey, conducting the survey, coding of results and analysis, and subsequent steps. Being 'hands on' and practical, the module provides the skills and tools for participants to perform barrier analysis in the future.

Module 3: Designing for behaviour change | 3 days

This module builds on learning from module 1 and can also be used as a follow-on from module 2 to ensure a robust programme design with a strong focus on behaviour change. It explores social and behaviour change communication methods in greater depth and shows how to develop appropriate material to support the key messages for behaviour change. As with modules 1 & 2, it is specifically tailored for the programme.

A combination of the modules can be arranged. Module 1 & 3 or Module 1 &2 are recommended as a minimum. To get an idea as to how we can assist you best, please send us an e-mail to **training@banyaneer.com.**

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exit
strategies

Enhance sustainability with Banyaneer.

Projects are never sustainable (they have an end) - their outcomes however should be. The objective of this training workshop is to enhance the sustainability of these outcomes.

In our experience, many projects do not have adequate exit strategies - leaving handover and transition issues up to the final months. Unfortunately, this is often too late to enact effective plans.

This training workshop therefore targets teams involved in projects that are at least twelve months away from their conclusion.

This **three-day training and workshop** focuses on a project that has at least twelve months of remaining implementation. It targets the staff involved in the project as well as staff working on other projects. The training workshop has two outcomes - first, the preparation of a feasible exit strategy (the 'workshop' outcome), and second, the knowledge of processes and tools to develop exit strategies (the 'training' outcome).

Participatory exercises are at the heart of the training, assisting participants to identify and document their own ideas and plans for a handover process, suitable for each context.

Session 1: Outlining the big picture
What does the project aim to do? What should be continued beyond project completion? The session allows staff to think outside the "doing" and activity mindset of project implementation, to step back, and to consider some of the wider aims.

Session 2: Where are we now?
What have been the project's strengths and achievements? What needs to be focussed on in the remainder of the project in order to increase the sustainability of its outcomes?

Session 3: Mapping partners and stakeholders
Identifying the willingness and capacity of local owners (partners, stakeholders, community groups) to sustain activities and/or outcomes is a key step when considering what will happen in communities beyond the project's end. Who is best placed to continue certain elements of the project?

Session 4: Identifying pathways
What activities and measures can be taken to enhance sustainability? How are handover processes arranged most effectively? These questions are explored in the fourth session. Depending on the context, this may include aspects of resource development and fundraising.

Session 5: Planning and documentation
Based on the four preceding sessions, the concrete exit strategy is prepared. This includes the list of activities, sequencing, and the assigning of roles (who does what when?).

All sessions will be based on the logical framework of the project, keeping it within an agreed context. To get an idea as to how we can assist you best, please send us an e-mail to **training@banyaneer.com**.

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