



# MSI Virtual Learning Services

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## Connecting People and Building Skills during the COVID-19 Pandemic

The COVID-19 pandemic is impacting all development and humanitarian assistance programs. In addition to affecting health, particularly among vulnerable populations, the pandemic is affecting countries' environments, supply chains, security, governance, and education sectors. Although the pandemic's full impact is not yet known, donors and their partners must adapt to the evolving circumstances. The ability to learn and share information amid this dynamic situation is paramount, yet typical in-person methods for learning and training may not be feasible. Virtual learning will become the new normal amid government responses to episodic peaks in COVID-19 cases.

### Meeting Your Learning Needs

**MSI CAN DELIVER WHAT YOU NEED NOW:**

We have converted an entire curriculum of monitoring, evaluation, and learning (MEL) courses to a virtual, instructor-led format. These courses can be tailored to your context within days—no need to start from scratch.

We can develop new modules and scale quickly. Our training templates and processes shorten concept-to-delivery time.

Our trainers already have experience delivering virtual training.

**TOP TECHNICAL EXPERTS:** Our leading subject matter experts from our home office or field projects—experienced practitioners who know USAID—can be available.

**EXPERT TRAINERS AND INSTRUCTIONAL DESIGNERS:**

We have an entire practice area dedicated to learning and organizational development. These experts understand adult learning principles and will guide the design and oversee the quality of our virtual learning services.

**FREE VIRTUAL PLATFORM:** We can use any virtual platform (e.g., Adobe Connect, Google Hangouts Meet), but MSI has a license for Microsoft Teams that we can use immediately and at no additional charge to our clients.

**ADAPTABLE LEARNING SERVICES:** Capacity-building needs are not one-size-fits-all. We can provide virtual learning on a range of topics of varying lengths; formats; technologies; and levels, including baseline, refresher, and advanced levels and even customized certification training, depending on your needs.

# MSI's Virtual Learning Services

## Self-Paced eLearning

Learners can access stand-alone, self-paced eLearning modules on their own time. Modules range from basic to more dynamic types with videos, animations, simulations, scenario-based cases, and periodic knowledge checks. We can customize the complexity and interactivity to suit your needs.



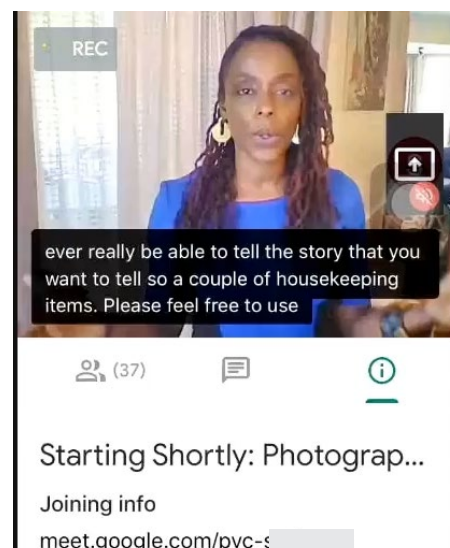
## Bite-Sized Learning

We produce short one- to five-minute explainer videos and other animations for learners. We can create highly portable podcasts with engaging narratives or short “just-in-time” job aids, articles, and how-to pieces to supplement and reinforce learning from training modules.



## Social Learning

We facilitate the use of communities of practice, discussion boards, virtual team coaching, peer-to-peer coaching groups, and other methods to maximize collaboration and informal learning in client organizations.



# Virtual Instructor-led Training

Led by experienced MSI trainers and subject matter experts, our live virtual trainings build practical knowledge and skills. Participants take an active role in the training through virtual breakout rooms, Q&A, chat discussions, and real-time polling. We also produce and moderate webinars for large groups joining from multiple global locations for an information exchange session. Below are some of the virtual, instructor-led training courses we've produced.



## COVID-19 Specific

MSI moved quickly to help organizations learn about and adapt to COVID-19's effects. We tapped our experts to produce informative white papers and new courses to help our clients adapt to the pandemic's strategic and operational impacts. We paired MSI's learning professionals with technical experts to deliver training virtually and designed the following three modules to meet specific client needs:

### DEVELOPMENT INTERRUPTED

Led by MSI's President Emeritus, **Larry Cooley**, the virtual session framed the large transformational issues brought by the pandemic and how various organizations across the development community are addressing these issues. The course was geared to USAID leadership as they assessed country development strategies in the COVID-19 context.

### REMOTE DATA COLLECTION

Led by MSI Technical Director **Ali Hayat**, the session helped USAID staff and implementing partners consider the key challenges to collecting data during the pandemic and apply remote data collection technologies and methods to address these challenges.

### MANAGING REMOTE EVALUATIONS

Led by **Doug Krieger**, one of MSI's most accomplished evaluators, the training helped evaluation managers think through the key considerations, challenges, and methods when transitioning to a fully remote evaluation, where in-person data collection, analysis, and dissemination are not possible due to COVID-19 or insecure and nonpermissive environments.

## Monitoring, Evaluation, and Learning

In response to client needs, MSI has adapted and delivered a wide range of training modules on MEL topics, and additional modules are planned for the coming months.

- **PROBLEM ANALYSIS:** How to identify a development issue's root causes to design effective solutions.
- **SMART OBJECTIVES:** How to promote effective program design by identifying objectives that are specific, measurable, achievable, realistic, and timebound.
- **LOGICAL FRAMEWORKS:** How to develop and use logic models to plan and manage for results.
- **PERFORMANCE INDICATORS:** How to develop measures for assessing a program's impact.
- **BASELINES AND TARGETS:** How to collect baseline information and set realistic targets for achieving results..
- **DATA ANALYSIS:** How to collect, analyze, and synthesize data to provide useful information for decision makers.
- **PERFORMANCE MONITORING PLANS:** How to develop useful MEL plans that enable effective management and reporting.
- **EVALUATION OVERVIEW:** Build understanding of the various types of evaluation and their purposes and use in the program cycle.
- **EVALUATION QUESTIONS:** How to develop good, practical evaluation questions that get answers.
- **EVALUATION METHODOLOGIES:** How to select appropriate data collection methods to answer specific evaluation questions.

The screenshot shows a video conference interface. On the left, a video feed shows a man with a beard and headset, identified as Rajan Kapoor. The main window displays a slide titled "SMART Objectives Training Slides\_5-1 PIC.pptx". The slide features a diagram of the "Strategic Environment" and a list of roles. The diagram shows a funnel-shaped "Strategic Environment" containing a "Strategic Effect" box, a dashed "SSCI Objective" box with three "Primary Role" boxes, and a "Governance Role" box. Below this, there are three "Support Role" boxes and a "Governance" box. Arrows point from the diagram to a list of roles on the left:

- Impact:** desired strategic effect
- Desired Partner Role:** description of partner organization and the desired actions that directly impacts the threat
- Desired Support or Oversight Roles:** description of an enabling or oversight organization's actions that impact the performance of the desired role
- focus areas of security cooperation**

Below the diagram is a "Handouts" table:

Name	Size
Handout 4.2 CDC SMART Checklist.pdf	161 KB
Handout 4.1 Security Cooperation: Example.pdf	149 KB

The MSI logo is visible at the bottom of the slide.



# MSI's Technical Experts and Learning Professionals

Our virtual training modules provide access to our leading technical experts in strategic planning, MEL, and organizational development. Where appropriate, we leverage our technical experts from our field projects to ensure communications with the client and tailored offerings. The following are a few of MSI's subject matter and learning experts.



**LARRY COOLEY**  
MSI PRESIDENT EMERITUS

Founder and President Emeritus of Management Systems International, Larry Cooley is a nationally recognized expert who serves as Board Chair of the Society for International Development and of World Learning and is the author or co-author of widely used methodologies for managing policy change, scaling innovation, entrepreneurship development, and results-based management.

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**MICHELLE ADAMS MATSON**  
PRACTICE AREA LEADER

Michelle Adams-Matson is a practice area lead for Strategy, Evaluation, and Analysis. In this role, she provides leadership for 10 MEL projects around the globe. A recognized strategic planning expert, she has worked with the U.S. government and host country institutions to help them plan and implement programs in rapidly evolving environments.

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**DEBORAH ORSINI**  
TECHNICAL DIRECTOR

Deborah Orsini has more than 30 years of experience in international development management consulting, training, and monitoring and evaluation, focusing on strategic planning, performance measurement, civil society, private sector development, advocacy, and child labor and labor relations.

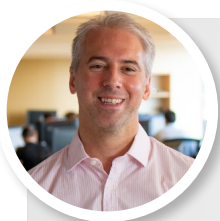
[dorsini@msi-inc.com](mailto:dorsini@msi-inc.com)



**ALI HAYAT**  
TECHNICAL DIRECTOR

Ali Hayat is the Chief of Party for a third-party monitoring project on humanitarian assistance in Syria. Previously, he was the Chief of Party for the Jordan Monitoring and Evaluation Support Project. He has conducted research and evaluations in more than 20 countries in the areas of conflict, stabilization, and political and economic development.

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**TIM REILLY**  
TECHNICAL DIRECTOR

Tim Reilly is a strategic management and performance improvement technical manager. He has significant expertise and experience designing, conducting, and managing a wide range of evaluation and research activities, including process and impact evaluations, value for money assessments, and the development of logic models and monitoring frameworks.

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**JOHN HAECKER**  
PRACTICE AREA LEADER

John Haecker has more than 20 years of global experience, having worked in 40 countries across five continents. He currently serves as the leader for MSI's Leadership and Organizational Development practice area and directs a program applying science, technology, innovation, and partnerships to international development work.

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**MARY LIAKOS**  
TECHNICAL DIRECTOR

Mary Liakos is a master trainer and facilitator with more than 20 years of experience managing projects and designing and delivering training and facilitation. She is a curriculum designer with experience developing a wide variety of courses including training of trainers courses. She holds a Bronze Level certification in the Kirkpatrick Four Levels of Training Evaluation, is certified in the Myers-Briggs Type Indicator assessment, and is a member of the Association for Talent Development.

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**BARBARA PANDOBENKE**  
TECHNICAL MANAGER

Barbara Pando-Behnke is a team and strategy development specialist and leadership coach with more than 15 years of experience. She coaches emerging leaders and managers for USAID and the Millennium Challenge Corporation, facilitates office and teamwide strategy development and teambuilding workshops, instructs on soft skills and management topics, designs and produces virtual instructor-led training, and develops eLearning modules.

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## For more information

To discuss your needs or for an initial consultation, please contact **Andrew Dicello** at [adicello@msi-inc.com](mailto:adicello@msi-inc.com) or **John Haecker** at [jhaecker@msi-inc.com](mailto:jhaecker@msi-inc.com)