MONITORING AND EVALUATION CERTIFICATION COURSE CURRICULUM

PURPOSE

The purpose of this course is to equip/impart participants with knowledge and skills to enable them to develop and apply practical methods/approaches for monitoring and evaluation of their projects, programmes and institutions.

COURSE OBJECTIVES

By the end of the course, the participants will be able to;

1. Demonstrate understanding of M & E concepts, methods and processes

2. Design, implement and sustain effective M&E Systems

3. Use of M&E results for institutional improvements

Target Group

This course is designed for Practitioners involved in designing, supervising, coordinating or monitoring interventions. Those working with government, local &international NGOs, corporate institutions, and all other stakeholders.

- Minimum of a bachelor's degree or a KIM diploma in Project Management or its equivalent

UNIT 1: ESSENTIALS OF MONITORING AND EVALUATION

Objectives

At the end of the unit, participants will be able to:

(i) Demonstrate understanding of key terminologies in Monitoring and Evaluation

(ii) Explain the role of M&E in institutional management

CONTENT

SESSSION	CONTENT	TIME
Session 1	**Overview of Project management** **M & E Overview** • Definition of monitoring; • Definition of evaluation • Importance of an M& E in management of institutions • Comparisons/relationships between Monitoring and evaluation • Key concepts in M& E: an indicator, objectives, goals, inputs, process, outputs, outcome, impact, efficiency, effectiveness, • Opportunities and /Challenges in M&E practice • M & E in context (Corporate, NGO, Government etc) • M & E vs. Performance Management	4 hours 2 hours

UNIT 2 DESIGNING & IMPLEMENTING AN M& E SYSTEM

Objectives

By the end of this unit the participants will be able to:

(i) Integrate M&E in the project management

(ii) Develop and implement key components of an M&E system

CONTENT

SESSSION	CONTENT	TIME
Session 2	**The place of M&E in the project management cycle** • Essential Components of the project cycle • Linking M&E to project design **Performance indicators** • Importance of performance indicators • Formulation of indicators • Indicators in the M&E continuum (*input, process, output, outcomes, impact*)	8 hours
Session 3	**Overview of a monitoring and evaluation system** • Necessary foundations for a M&E system: Principles and Components of a Good M&E Design • Overview of an M & E plan • Key Steps in designing an effective M&E system	6 hours

Session 4	**M&E Frameworks**
	
	(a) **Conceptual Frameworks**
	
	(b) **The Logical Framework**
	
	    • Defining the logical framework
	    • Evolution of the logical framework
	    • Key steps in the Logical framework approach
	    • Identify goal, outcome, outputs, activities and inputs, risks and assumptions
	    • The vertical logic
	    • The horizontal logic
	    • The Log frame matrix
	    • Strengths and limitations of the Log frame
	    • The Log frame and M&E
	
	(c) Results-Based framework
	
	d) i) Performance Monitoring Plan
	
	    • Performance Monitoring Plans The Result Chains Results Based Management and results based monitoring and evaluation
	
	   ii) **Performance Evaluation Plan**
	
	    • Performance Evaluation plan
	    • Uses of Evaluation
	    • The Timing of Evaluations
	    • Types of Evaluations
	    • Evaluation designs
	    • Characteristics of Quality Evaluations
		4 hours
		
		6 hours
		
		4 hours

UNIT 3 – PERFORMANCE MONITORING AND EVALUATION

Objectives;

At the end of the unit, participants will be able to:

(i) Develop and implement performance plans

(ii) Apply cost management approaches

(iii) Use project management information software (PMIS)

(iv) Communicate M&E results effectively

CONTENT		
SESSSION	**CONTENT**	**TIME**

Session 5	**(c) Cost Management –**
	
	• Resource planning
	
	• Cost estimated
	
	• Cost Budgeting
	
	• Cost control
	
	• Earned value approach
	   ✓ Budget Cost work schedule
	   ✓ Budget Cost work performance
	   ✓ Actual cost Work performed
	   ✓ Scheduled Variance
	
	• Estimated Value of completion
		6 hours

Session 6	**Managing Projects with Project Management Information Systems (PMIS)** • Overview of PMIS • MS project/project Mgt Software • Starting a new projects • Durations and time scales • Milestones • Overview & Display Options Reports	**8 hours**
Session 7	**Participatory M&E Approaches** • **The balanced score card** • **The Most Significant change**	**6 hours**

UNIT 4: DATA MANAGEMENT AND INFORMATION USE

Objectives;

At the end of the unit, participants will be able to:

1) Identify and use appropriate data collection methods and tools effectively

2) Use selected software to analyze M&E data

3) Communicate M & E results effectively

CONTENT

Session 8	**Data Sources;** • Data Collection; Methods, Tools, & guides	**2 hours**

	• Testing Data Collection Instruments and procedures • Data flow chart	
Session 9	**Data Quality;** • The Data Quality Triangle: Reliability, Validity, and Timeliness • Data Quality plan	4 hours
Session 10	**Data Analysis Software** **a) SPSS** Over view of SPSS Data Management using SPSS; • Questionnaire design for data entry • Selecting cases • Recording variables • Creating new variables • Merging files Analysis and interpretation; • Frequencies • Descriptive • Cross tabulations • Multiple responses • Comparing means using different methods including ANOVA • Correlations • Regression Presentation of results • Graphs • Editing the output **B) MS Excel**	8 hours 4 hours

Session 11	**Communicating M & E Results**
	
	• Documentation of M & E Results
	   ✓ Identifying documentation needs
	   ✓ Developing information documentation plan
	• Documentation of Lessons learnt
	Documentation of best practices
	• Using Monitoring and Evaluation Findings
	• Dissemination of M&E Results
	   ✓ M & E results dissemination plan
	   ✓ Constraints in dissemination of M & E results
	Knowledge Management and Learning (Impact on business processes, procedures, strategies, structures)
	Report writing
	   a) Project/program progress reports
	   b) Board papers
	   c) Press releases
	   d) Management Report
	• Ethical Issues in Report Writing
	• Presentation of reports
		6 hours

UNIT 5: SUSTAINING M&E SYSTEMS

Objectives

(i) Formulate mechanisms for sustaining M&E systems

(ii) Set up and implement M&E consultancies

	CONTENT	
Session 12	**M & E Consulting** • Define consultancy & M&E consultant • Various aspect of M & E Consultancy • Consultancy processes • Relationship Management (Consultant & client) • Costing assignments • Presentation to stakeholders • Marketing strategies for consultants • Ethical/ cultural considerations	**6 hours**
Session 13	**Sustaining the M&E System within the Organization-**Critical Components of Sustaining Results-Based M&E Systems; • Demand for information, • Clear roles and responsibilities, • Trustworthy and credible information, • Capacity, • Incentives, • Finances and resources to operate an M&E system	**4 hours**
Session 14	**Project Assignment**	**12 hours**

COURSE EVALUATION

1. Class Attendance   **10%**

2. Individual Assignments   **20%**

3. Group Assignments   **30 %**

4. Project Assignment   **40%**   (Equated to 12 hours)