



## **COURSE AGENDA**

### **Foundations of Monitoring and Evaluation**

World Bank Institute Evaluation Group and Arab Administrative Development Organization (ARADO), Professional Diplomas and Certificates Unit (PDCU)

Sharm El Sheikh, Egypt

May 25-28, 2009

Times are approximate

### **Description of the Course**

This three and a half day course is intended to provide a basic overview of monitoring and evaluation methods with opportunities for practical application of the instruments that are introduced during the course. This course will provide participants with M&E tools, techniques and resources needed for planning, organizing, and/or managing programs and projects. Through exercises and group work, participants will learn how to:

- 1) construct a logic model;
- 2) identify appropriate indicators and measures;
- 3) collect data; and
- 4) report results and manage M&E functions.

Time will be allotted for practical exercises and informal question and answer sessions. Participants are expected to attend the full three and a half days (each day starting at 8:00am and ending around 2:30pm).

### **Course Objectives**

The objectives of the course are as follows:

- 1) Participants will gain confidence to apply the acquired skills and knowledge to their M&E work; and
- 2) Participants will be able to share and learn from other country experiences to strengthen their M&E systems.

### **Target Audience:**

The course is designed for representatives from government, project teams, NGOs, etc, and World Bank staff, ranging in age and experience and are typically employed as project managers and directors, M&E specialists, technical specialists, and researchers.

### **Date and Time:**

May 25-28, 2009 (available in **English only**)



**Location:**

Grand Rotana Resort, Sharm el Sheikh, Egypt.

<http://www.rotana.com/property-15.htm>

**Format:** The course will include instructor presentations, case studies, individual and group exercises and group presentations. Certificates will be awarded on the final day of the course to those with full attendance.

**Facilitators:** The course presenters are

World Bank:

Jaime Quizon, Senior Evaluation Officer

Richard Tobin, Evaluation Expert (Consultant)

Sara Okada, Evaluation Analyst (Consultant)

ARADO:

Ms. Laila El Sheikh, Assistant Coordinating Executive

**Notes:**

1. If you have a laptop computer, please bring it to the course to work on your group projects.
2. Bring a USB/flash drive, if you have one.
3. Coffee and tea will be served each day. Short (15 minute) breaks will be given approximately every 60-90 minutes.
4. Lunch will be provided.
5. Please be on time each day and after each break.
6. Please make sure you schedule your stay until around 12:30pm on Thursday to receive the certificate.



<b>Sunday</b>	
Reception	6:00 pm to 8:00pm
<b>Day 1: Monday</b>	
Registration & Administrative Arrangements	7:30 am to 8:00 am
Welcome	8:00 am to 8:30 am
Module 1: <b>Introduction to M&amp;E Definitions and Needs Assessment</b> <ul style="list-style-type: none"> <li>• Historical context of monitoring and evaluation</li> <li>• Definitions of M&amp;E &amp; Tools</li> <li>• Needs Assessment and M&amp;E</li> </ul>	8:30 am to 10:00 am
Break	10:00 am to 10:15 am
Module 2: <b>Logic Models</b> <ul style="list-style-type: none"> <li>• What is a Logic Model</li> <li>• Inputs, activities, outputs, outcomes and impacts</li> <li>• Logic Models and evaluation questions</li> </ul>	10:15 am to 11:30 pm
Module 2: <b>Logic Models –Exercise-</b> (cont'd) <ul style="list-style-type: none"> <li>• Identifying logic model items</li> </ul>	11:30 pm to 12:30 pm
Break	12:30pm to 12:45 pm
Group Work	12:45 pm to 2:30 pm
Lunch	2:30 pm
<b>Day 2: Tuesday</b>	
Review of Day 1: Quiz	8:00 am to 8:15 am
Module 3: <b>Indicators &amp; Measures</b> <ul style="list-style-type: none"> <li>• How to identify and select appropriate indicators to measure project results</li> <li>• Criteria of good indicators and measures</li> </ul>	8:15 am to 10:00 am
Break	10:00 am to 10:45 am
Module 3: <b>Indicators and Measurement –Exercise-</b> <ul style="list-style-type: none"> <li>• Identifying measurements and completing the logic model</li> </ul>	10:45 am to 11:45 am
Module 4: <b>Evaluation Designs</b> <ul style="list-style-type: none"> <li>• Attribution</li> <li>• Internal validity</li> </ul>	11:45 am to 12:30
Break	12:30 am to 12:45 am
Group Work	12:45 am to 2:30 pm
Lunch	2:30 pm
<b>Day 3: Wednesday</b>	
Review of Day 2: Quiz	8:00 am to 8:15 am



Module 4: <b>Evaluation Designs - Cont'd</b> • Attribution • Internal validity	8:15 am to 9:00 am
Module 5: <b>Data Collection</b> • Overview of data collection strategies	9:00 am to 10:15 am
Break	10:15 am to 10:30 am
Module 6: <b>Reporting Results and Managing M&amp;E</b> • Communication options for maximum utilization of evaluation results • How to overcome budget, time, data and political constraints • How to write a Terms of Reference • Ethical issues of evaluation • Pitfalls and challenges of M&E	10:30 am to 12:30 am
Break	12:30 pm to 12:45 pm
Group Work	12:45 am to 2:30 pm
Lunch	2:30 pm
<b>Day 4: Thursday</b>	
Review of Day 3: Quiz	8:00 am to 8:15 am
Group work finalized	8:15 am to 9:00 am
<b>Group Presentation</b> (3 groups – 15 min presentation + 10 min comments)	9:00 am to 10:15 am
Break	10:15 am to 10:30 am
<b>Group Presentation</b> (3 groups – 15 min presentation + 10 min comments)	10:30 am to 11:45 pm
Certificates and Closing	11:45 am to 12:15 pm
Evaluation	12:15 pm to 12:30 pm
Farewell Lunch	12:30 pm



## Module Descriptions

### Introduction to Monitoring and Evaluation

This module establishes the scope of the course and introduces the historical context of monitoring and evaluation (M&E). Definitions of M&E as well as their complementary functions in the typical project/program cycle are explained.

### Logic Models and Evaluation Questions

Models (also referred to as logic models, program logic models or results chains) are graphic representations of project/program components that help one to visualize the relationships among these components and their anticipated effects. In this module, participants learn how to develop logic models and the importance of linking the components: inputs, activities, outputs, outcomes, and impacts. This session also covers the importance of using models in the development of key evaluation questions. The module underscores the value of articulating results that a project/program intends to achieve. In later modules, participants learn more about how to demonstrate the achievement of results.

### Indicators and Measurement

This session builds on the previous module, demonstrating how indicators and measurement strategies are connected to logic models. Participants conceptualize, identify, and select appropriate indicators to measure results. The processes and criteria for the selection of reliable, valid, and relevant indicators and measurement strategies are introduced and examined. Examples of indicators and measurement strategies will be provided for a range of sectors (e.g., health, education, infrastructure, public services) that are relevant to participants attending the course.

### Evaluation Designs

In this module we introduce common evaluation designs, both quantitative and qualitative, and how each design answers particular evaluation questions. Validity issues, counterfactuals, attribution concerns, and other critical aspects of evaluation design are explained. Strengths and weaknesses of evaluation designs, including experimental and quasi-experimental, are examined and discussed.

### Data Collection

We cover an overview of quantitative, qualitative, and mixed-method data-collection strategies in this module. Discussions will include the strengths and weaknesses of each method and how different approaches of certain methods can complement the weaknesses of others.

### Reporting Results and Managing M&E

This session addresses effectiveness in reporting results for optimal stakeholder utilization of evaluation findings. We cover different communication options, from oral presentations to using effective charts and tables in reports. The module also provides tips on how to report key information and lessons learned to different evaluation consumers for maximum utilization. This module also lays out what a manager should consider in managing M&E functions. Topics include the formation and management of evaluation teams, selection of evaluation consultants, and how to overcome budget, time, data and political constraints. The module also provides an overview and tips on preparing terms of reference for evaluations and how to select the most appropriate M&E specialists for diverse projects.