

i-TEC'S MACRO DESIGN OF THE "HOW-TO SERIES" ON M&E

How-to-Series	Macro Content	Dates Offered
1. How to: Design an M&E System	<ul style="list-style-type: none"> • Introduction on components of a good M&E System • Understanding key terms in M&E and How to put it all together • Differentiating between Monitoring and Evaluation • Steps involved in developing a good M&E System <ul style="list-style-type: none"> ✓ Understanding your Project Objectives and Developing a Logic Model ✓ How to Select and Define Indicators ✓ Identifying the Data Source and Collection Methods ✓ How to Collect and Record the relevant Baseline Data ✓ Setting Performance Targets ✓ Developing a Work Plan for Data Collection and Reporting Activities ✓ Developing a Database to Store Indicators, Baseline Data, Targets, and actual performance data collected over time ✓ Developing a Systematic Process to Ensure Data Quality ✓ How to Design a Standard Format to Report Project Results • Stakeholder Involvement <ul style="list-style-type: none"> ✓ When to schedule Meetings with relevant stakeholders to Discuss Data Findings for Project Management 	<p>Most Series are Offered twice a month as indicated below:</p> <p style="color: red;">Session 1: Friday, May 20th, 2016 8:30 AM – 12:30 PM</p> <p style="color: red;">Session 2: Friday, May 27th, 2016 8:30 AM – 12:30 PM</p>
2. How to: Build a Results Framework	<ul style="list-style-type: none"> • Understanding the Development Hypothesis <ul style="list-style-type: none"> ✓ Development Theory ✓ Theory of Change • Developing a Logical Framework (LogFrame) <ul style="list-style-type: none"> ✓ Causal logic chains from activities to Project Objective (LogFrame Matrix) ✓ Critical Assumptions vs Killer Assumptions • Results (Outputs, Outcomes, Impact) <ul style="list-style-type: none"> ✓ Result Statements; Results Framework ✓ Result Framework rules – Necessary and Sufficient Rule ✓ Formulating Results Statements that reflect gender • Common Pitfalls in Project Design 	<p style="color: red;">Session 1: Friday, June 17th, 2016 8:30 AM – 12:30 PM</p> <p style="color: red;">Session 2: Friday, June 24th, 2016 8:30 AM – 12:30 PM</p>

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<p>3. How to: Formulate Performance Indicators</p>	<ul style="list-style-type: none"> • Indicator definition & use • Types of indicators <ul style="list-style-type: none"> ✓ Contextual indicators ✓ Performance indicators (Quantitative & Qualitative) • How to Formulate good indicators <ul style="list-style-type: none"> ✓ Criteria for developing indicators ✓ Indicator characteristics ✓ Disaggregation of indicators: Sex; Age; Location/Region • How to Develop Gender-sensitive indicators (Bonus). 	<p>Session 1: Friday, July 22nd, 2016 8:30 AM – 12:30 PM</p> <p>Session 2: Friday, July 29th, 2016 8:30 AM – 12:30 PM</p>
<p>4. How to: Conduct a Baseline and Establish Baseline Values</p>	<ul style="list-style-type: none"> • Definition of a Performance Baseline • Expressions of a baseline • When to conduct baseline studies • Contexts for establishing baselines <ul style="list-style-type: none"> ✓ If baseline is already established ✓ If baseline must be collected ✓ When baseline needs to be established on a rolling basis ✓ When baseline is Zero • Baseline Data Sources <ul style="list-style-type: none"> ✓ Recommended steps for conducting a Baseline Study ✓ Study planning and design (Define units of analysis; use of secondary data versus primary data) ✓ Design of Data collection Instruments (pre-testing; tabulation & analysis plans) ✓ Sampling (Define sample size & Sampling framework) ✓ Training & Fieldwork (Training of enumerators & supervisors; Description of quality controls in the field) ✓ Data processing and analysis (Data cleaning, entry & processing; production of baseline values for each indicator) ✓ Reporting 	<p>Session 1: Friday, August 19th, 2016 8:30 AM – 12:30 PM</p> <p>Session 2: Friday, August 26th, 2016 8:30 AM – 12:30 PM</p>

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	<ul style="list-style-type: none"> ✓ Dissemination of findings (Discuss with key project staff, partners and/or donors where applicable; Organize workshops with all relevant stakeholders to communicate findings) • Enter the confirmed baseline values in the M&E Plan or Indicator Tracking Table 	
<p>5. How to: Set Performance Targets</p>	<ul style="list-style-type: none"> • Types of Targets <ul style="list-style-type: none"> ✓ Interim targets ✓ Final or End of project (EOP) targets • Various Target Dimensions – QQT & C <ul style="list-style-type: none"> ✓ Quantity, Quality, time & Cost • What Information is Useful for Establishing Targets (Factors to consider) <ul style="list-style-type: none"> ✓ What is the Performance Baseline? ✓ What Trends have occurred before the Program Intervention? ✓ What pattern of change is evident in the past years, can it be drawn from existing reports, records or statistics? ✓ What is the Expert Judgment? ✓ What do Research Findings Reveal as possible? ✓ What is being accomplished elsewhere with similar programs (Benchmarking)? ✓ What Level of Resources are available to accomplish the desired level of change ✓ How to Build a Theory for the expected Change • Approaches to Setting Targets <ul style="list-style-type: none"> ✓ What level of rigor is required in setting targets? ✓ Projecting a future Trend, then adding the “value added” by the Project activities (Most Rigorous) ✓ Establish a final Performance Target (EOP), then plan progress from Baseline level (Most Common). • Analytic methods for setting targets (Trend analysis) • How to Set Targets focused on Gender 	<p>Session 1: Friday, September 23rd, 2016 8:30 AM – 12:30 PM</p> <p>Session 2: Friday, September 30th, 2016 8:30 AM – 12:30 PM</p>

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<p>6. How to: Conduct Data Quality Assessment (DQA)</p>	<ul style="list-style-type: none"> • Relevance of linking indicators to data quality standards • Purpose of the DQA <ul style="list-style-type: none"> ✓ to ensure that managers are aware of the strengths and weaknesses of the data as determined by applying the five criteria ✓ The extent to which data integrity can be trusted to influence management decisions • Approaches to conducting a DQA <ul style="list-style-type: none"> ✓ Audit Approach: Data Verification – the reviewer follows a specific datum to its source, confirming that it has supporting documentation and is accurate ✓ Systematic Approach: reviewing the systems and approaches for collecting data and whether they are likely to produce data of an acceptable quality over time” • Recommended steps in conducting a DQA <ul style="list-style-type: none"> ✓ Step 1: Train Managers on DQ Concepts ✓ Step 2: Identify Indicators to Be Included (including Issues and Priorities) ✓ Step 3: Conduct Data Quality Review Sessions ✓ Step 4: Use a Combination of Data Verification and a Systematic Approach ✓ Step 5: Finalize the DQA – Document limitations, take follow-up actions • DQAs are of little value unless Project teams respond to data limitations 	<p>Session 1: Friday, October 21st, 2016 8:30 AM – 12:30 PM</p> <p>Session 2: Friday, October 28th, 2016 8:30 AM – 12:30 PM</p>
<p>7. How to: Conduct a Mid-term or Final Evaluation (Performance Evaluations)</p>	<ul style="list-style-type: none"> • Steps in Managing the evaluation <ul style="list-style-type: none"> ✓ Planning (Design and Cost Questions): Key Elements of a Good Scope of Work (SOW) or Terms of Reference (TOR); Defining Good Evaluation Questions ✓ Implementation ✓ Review of the Evaluation findings ✓ Dissemination of findings • Four Key Elements of a Good Evaluation SOW or TOR <ul style="list-style-type: none"> ✓ Program/Project Information (What, Where, When) ✓ Evaluation Fundamentals (Purpose, Evaluation Questions) ✓ Technical Requirements (Its design, methods & staffing/competencies) ✓ Management Information (Schedule, budget, deliverables, logistics) 	<p>Session 1: Friday, November 18th, 2016 8:30 AM – 12:30 PM</p>

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<p>8. How to: Conduct an Impact Evaluation, with a focus on Randomized Control Trials (RCTs)</p>	<ul style="list-style-type: none"> • The art of selecting good questions for a mid-term evaluation (Formative) • How to Strike the balance between Evaluation questions, the Budget and Time • Design of an Impact Evaluation <ul style="list-style-type: none"> ✓ Definition of Impact Evaluation (based on models of cause & effect) ✓ The Counterfactual (Control) • Types of Impact Evaluation Designs <ul style="list-style-type: none"> ✓ Experimental Designs (Randomized Control Trials - RCTs) ✓ Quasi-Experimental Designs ✓ Non-Experimental Designs: • Purpose of an Impact-term evaluation <ul style="list-style-type: none"> ✓ Choosing the right design and approach ✓ Typical Impact Evaluation Questions • Overview of the RCT methodology <ul style="list-style-type: none"> ✓ Setting Up a Randomized Control trial at Baseline and Evaluation ✓ Threats and some solutions in RCT Designs • Analysis of data from RCT design <ul style="list-style-type: none"> ✓ RCT- Descriptive approach ✓ RCT- Regression Approach ✓ Measuring the impact (Difference in Difference between the Intervention & Control) • Dissemination of findings 	<p>Session 2: Friday, November 25th, 2016 8:30 AM – 12:30 PM</p>
<p>9. How to: Enhance Utilization of M&E Findings</p>	<ul style="list-style-type: none"> • Developing a Results-Based Management (RBM) Approach <ul style="list-style-type: none"> ✓ Purpose of using an RBM Approach • Steps for developing an Effective RBM System <ul style="list-style-type: none"> ✓ Step 1: Readiness Assessment ✓ Step 2: Choosing the right Outcomes to monitor (as a roadmap) ✓ Step 3: Selecting the right key performance indicators ✓ Step 4: Establishing the true baseline information ✓ Step 5: Selecting realistic targets ✓ Step 6: Performance monitoring 	<p>Friday, December 9th, 2016 8:30 AM – 12:30 PM</p> <p>(Offered Once)</p>

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	<ul style="list-style-type: none"> ✓ Step 7: Using evaluation information to support the RBM system ✓ Step 8: Reporting evidence-based findings: Use of different approaches for data analysis & various techniques of presenting data (Data Visualization). ✓ Step 9: Using the findings for decision-making ✓ Step 10: Having a Good Communication strategy with different products (briefs, publications, website) for different stakeholder audiences • Defining relevant Stakeholders <ul style="list-style-type: none"> ✓ Who are the key stakeholders ✓ Who are the other relevant stakeholders • Planning to involve Stakeholders in M&E processes from the design phase to use of findings • Enhancing Dissemination and use of monitoring results – Use of the different communication products 	
<p>10. How to: Conduct a Cost Benefit Analysis (CBA) and Cost Effective Analysis (CEA).</p>	<ul style="list-style-type: none"> • COST BENEFIT ANALYSIS (CBA) <ul style="list-style-type: none"> ✓ Understanding the different Delivery Mechanisms within Projects or Programs ✓ Cost of delivery of interventions vs. Estimated benefits ✓ Estimating the Net Benefits = Total Present Value Benefits – Total Present Value Costs • Understanding the different types of benefits <ul style="list-style-type: none"> ✓ Qualitative benefits: Social benefits (e.g. Change in Attitudes) ✓ Quantitative benefits (e.g. income) • COST EFFECTIVENESS ANALYSIS (CEA) <ul style="list-style-type: none"> ✓ Comparison of relative costs to the outcomes (effects) of two or more interventions. ✓ Estimating the CE Ratio = $C1/E1$. where: C1 = the cost of option 1 and E1 = the effectiveness of option 1 (in physical units). Interventions will be ranked from highest to lowest EC ratios. 	<p>Friday, December 16th, 2016 8:30 AM – 12:30 PM (Offered Once)</p>