COURSE BROCHURE

Monitoring and Evaluation of Projects and Programs

A two-week applied course on building a complete M&E system, from indicators, data collection and data quality checks to evaluation design and reports that decision makers can act on.

Code	HT-PM-111
Category	Project Management
Duration	2 weeks
Level	Intermediate

Introduction

Governments, funders and boards no longer settle for lists of completed activities; they want evidence of what actually changed for the people a project serves. Without a disciplined M&E system, decisions rest on impressions and the chance to correct course in time is lost.

Objectives

- Distinguish monitoring, evaluation and audit and place each within the project life cycle
- Prepare an M&E plan with an indicator matrix, roles, calendar and budget
- Design quantitative and qualitative data collection tools and choose a suitable sample for each
- Check, analyze and present data in a way that supports decisions
- Design an evaluation against the OECD-DAC criteria and manage it from terms of reference to management response

Who should attend

- M&E officers and specialists
- Project and program managers in government entities and non-profit organizations
- Staff of planning and performance measurement departments
- Program coordinators at development funds and donor agencies

Skills you will develop

- Writing indicators and indicator reference sheets
- Designing questionnaires, interview guides and focus group guides
- Data analysis and dashboard building in Excel
- Drafting terms of reference and evaluation matrices

Learning Outcomes

- Produce a complete M&E plan for a project or program
- Carry out a routine data quality assessment and propose corrective actions
- Build a dashboard comparing achieved against target values, disaggregated by group and location
- Review an external evaluation report and judge the strength of its evidence and conclusions

Course Outline

Day 1: M&E Concepts and Their Place in the Project Cycle

- Monitoring versus evaluation, audit and research
- Levels of results from inputs to impact and what is measured at each
- Organizing the M&E function: roles, independence and resourcing

Day 2: The M&E Plan

- Components of the plan and the indicator matrix
- Indicator reference sheets: definition, calculation, data source and frequency
- The M&E calendar and its budget

Day 3: Indicators, Baselines and Targets

- Output, outcome and impact indicators; quantitative, qualitative and proxy indicators
- Running a baseline study and setting realistic targets
- Disaggregation by sex, age and geography

Day 4: Quantitative Data Collection and Sampling

- Questionnaire design and field pre-testing
- Sample size calculation; random, stratified and cluster sampling
- Mobile data collection with tools such as KoboToolbox and ODK

Day 5: Qualitative and Participatory Methods

- Key informant interviews and focus group discussions
- Field observation and the Most Significant Change technique
- Coding qualitative data and triangulating across sources

Day 6: Data Quality and Data Management

- Quality dimensions: validity, reliability, precision, timeliness and integrity
- Running a routine data quality assessment (RDQA) and tracing figures from report back to source
- Data flow, informed consent and protection of beneficiary data

Day 7: Analyzing and Presenting Data in Excel

- Cleaning data and detecting duplicates and outliers
- Pivot tables, descriptive statistics and achieved-versus-target comparison
- Building a monitoring dashboard and matching the chart to the message

Day 8: Designing Evaluations

- Evaluation types: formative, mid-term, final, ex-post and impact
- The six OECD-DAC criteria, evaluation questions and the evaluation matrix
- Pre-post designs, comparison groups and contribution analysis

Day 9: Managing the Evaluation Process

- Writing terms of reference and estimating the evaluation budget
- Selecting the evaluation team and reviewing the inception report
- Quality-checking the evaluation report, the management response and follow-up of recommendations

Day 10: Reporting, Learning and Applied Project

- Writing reports for funders, senior management and communities
- Review-and-learning sessions and using findings for adaptive management
- Applied project in which each group completes and presents the M&E plan for the case program

Training methodology

One development program case carried through every exercise from day 1 to day 10
Excel exercises on data cleaning, pivot tables and a monitoring dashboard
Designing and peer-testing a questionnaire and a focus group guide
Critical review of excerpts from sample evaluation reports and terms of reference

Certification

Participants receive a Harbor Training Center certificate of attendance on completing the course.

Upcoming dates

City	Dates	Language	Fee
Istanbul	15 – 26 March 2027	AR	EUR 8,300
Dubai	22 March 2027 – 2 April 2027	EN	EUR 7,800
London	5 – 16 April 2027	AR	EUR 9,300
Amsterdam	12 – 23 April 2027	EN	EUR 9,300
Online	19 – 30 April 2027	AR	EUR 3,000
Istanbul	20 September 2027 – 1 October 2027	EN	EUR 8,300
Dubai	27 September 2027 – 8 October 2027	AR	EUR 7,800
London	4 – 15 October 2027	EN	EUR 9,300
Amsterdam	11 – 22 October 2027	AR	EUR 9,300
Online	18 – 29 October 2027	EN	EUR 3,000

Fees are per participant.

Contact us

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To register and for details, scan the code or visit:

https://harbor4training.com/en/courses/monitoring-evaluation-projects