Level 6 Advanced Diploma in Project Management (889)
226 Credits

Unit: Project Monitoring & Evaluation	**Guided Learning Hours:** 240
Exam Paper No.: 5	**Number of Credits:** 24
Prerequisites: Project Management knowledge and management experience.	**Corequisites:** A pass or better at Level 5 Diploma level.
Aim: Monitoring & Evaluation (M& E) is a project management technique which uses the project life cycle to strengthen project planning and implementation to enhance stakeholder engagement. M&E strategy outlines the evaluation of project milestones, methodology/framework, monitoring outputs, outcomes and impacts. The M&E plan details project objectives and implementation procedures. At the heart of M& E system are tools, techniques and models that support decision-making, planning, analysing, reporting interlinked activities and processes. These are theory of change, frameworks, objectives and indicators. All projects require **monitoring**. However, we tend to focus more on the direct project management activities and seem to forget the role of M&E that that's place in the background as the project team work on the project. Though used mainly in development organisations (NGOs), M&R tools are vital to every project manager.	
Required Materials: Recommended Learning Resources.	**Supplementary Materials:** Lecture notes and tutor extra reading recommendations.
Special Requirements: The unit requires the use of project management software	

Intended Learning Outcomes:	Assessment Criteria:
1 Understand the purpose of Monitoring, Evaluation, Accountability and Learning (MEAL)	1.1 Define MEAL 1.2 Outline MEAL phases 1.3 Identify why MEAL is critical to project success. 1.4 Demonstrate how to use MEAL 1.5 Investigate MEAL challenges 1.6 Define needs assessment
2 Using Theory of Change, Results Framework, Logframes, Indicators and Measurement methods in designing Project Logic Model.	2.1 Describe Theory of Change 2.2 Be able to demonstrate how Theory of Change informs development of other MEAL tools. 2.3 Demonstrate the use of Theory of Change. 2.4 Describe Results Framework 2.5 Describe Logframe 2.6 Describe Indicators 2.7 Demonstrate how to use indicators 2.8 Evaluate quantitative *vs* qualitative data. 2.9 Be able to justify mixed-method approach (triangulation)
3 Understand how to plan using Performance Management Plan (PMP); building from logframe context.	3.1 Demonstrate designing PMP table 3.2 Identify seasonal factors that influence data collection 3.3 Describe PMP tools 3.4 Demonstrate how to use PMP
4 Understand collection and analysis of MEAL data using quantitative and qualitative tools.	4.1 Be able to identify quantitative and qualitative tools

		4.2	Demonstrate designing quantitative and qualitative data
		4.3	Be able to link PMP to qualitative data
		4.4	Be able to conduct sampling
		4.5	Describe sampling methods
		4.6	Describe data analysis. Visualising and interpretation
		4.7	Be able to design different visual data formats
		4.8	Analyse data interpretation limitations
5 Understand how evaluation helps achieve project objective and changes.		5.1	Describe importance of stakeholder engagement
		5.2	Describe evaluation plan
		5.3	Explain evaluation purpose
		5.4	Demonstrate developing communication plan.
		5.5	Describe feedback-and-response mechanisms
6 Understand the use of traffic lights and scalar tools in monitoring and evaluating complex outcomes.		6.1	Be able to describe complex change projects
		6.2	Demonstrate using traffic lights and scalar tools
		6.3	Justify using traffic lights for qualitative data briefing
		6.4	Be able to describe scalar tools
7 The purpose of learning in MEAL is to be able to make better decisions, use lessons learned in future projects and helps find out new ideas for increasing benefits.		7.1	Demonstrate how learning drives better decisions
		7.2	Describe adaptive learning
		7.3	Describe how team contributes to project, organisational and sectorial learning
		7.4	Describe learning in the context of MEAL.

Methods of Evaluation: A 3-hour written examination paper with five essay questions, each carrying 20 marks. Candidates are required to answer all questions. Candidates also undertake project/coursework in Project Monitoring & Evaluation with a weighting of 100%.

Recommended Learning Resources: Project Monitoring & Evaluation

Text Books	• Developing Monitoring and Evaluation Frameworks by Anne Markiewicz and Ian Patrick. ISBN-10: 148335833X • Monitoring and Evaluation Training: A Systematic Approach by Scott Graham Chaplowe. ISBN-10: 9781452288918 • Monitoring, Evaluation and Performance of Donor Funded Projects by Antony Kimani. ISBN-10: 6200235910
Study Manuals	BCE produced study packs
CD ROM	Power-point slides
Software	None