

## MONITOR AND EVALUATE PROJECTS

**UNIT CODE:** BUS/OS/PM/CR/06/3/A

### UNIT DESCRIPTION

This unit covers the competencies to monitor and evaluate projects. It involves reviewing project design, identifying performance indicators, developing M & E System, developing M&E methods and tools, budgeting for M&E, identifying M&E project team and conducting monitoring & Evaluation.

### ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements.  <i><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Review project design	1.1.Project goal is identified as per the project plan 1.2.Project objectives are identified as per the project scope 1.3.Project outcomes/output is identified as per project plan 1.4.Project activities are identified as per the project objectives 1.5.Project inputs are determined based on project activities 1.6. <i><b>Project logical framework</b></i> is developed per project result levels 1.7.Objectively verifiable indicators are identified as the link as per the project logical framework
2. Identify performance indicators	2.1.Project plan is reviewed as per project objectives 2.2.Work plans are reviewed as per project scope 2.3. <i><b>Performance indicators</b></i> are identified as per the project log frame
3. Develop M & E System	3.1 Monitoring plan is developed as per project objectives 3.2 Monitoring & Evaluation framework/system developed as per the performance indicators 3.3 Project evaluation schedules are determined as per the project plan
4. Develop M&E methods and tools	4.1 Monitoring &Evaluation data collection methods determined as per the objectives of the project 4.2 Monitoring & Evaluation tools are developed as per the performance indicators 4.3 M&E tools approval is sought based on workplace procedures

	4.4 M&E tools are piloted/tested as per the standard operating procedures.
5. Budget for M&E	<p>1.1 Expenditure items are determined based on project m &amp; e activities</p> <p>1.2 Budget is prepared and determined based on m &amp; e expenditure items as per the organization policy</p> <p>1.3 M&amp;E expenditure report is prepared as per standard operating procedures.</p>
6. Identify M&E project team	<p>1.1 Roles and responsibilities are determined based on project needs</p> <p>1.2 Duties and responsibilities are allocated as per project needs</p> <p>1.3 M &amp; E team equipped with necessary skills and competences as project needs</p>
7. Conduct monitoring & Evaluation	<p>7.1 Monitoring data is collected as per the project performance indicators.</p> <p>7.2 Terms of reference for project evaluation are developed as per the project needs</p> <p>7.3 Project Evaluation is designed, and data collected as the project performance indicators</p> <p>7.4 <i>M &amp; E data</i> is cleaned and collated as standard operating procedures</p> <p>7.5 M &amp; E <i>data</i> is analysed as per tools of analysis</p> <p>7.6 Data is interpreted and presented for decision making as the organization procedures</p> <p>7.7 M&amp;E report is prepared as per organization procedures and requirements</p> <p>7.8 M &amp; E reports disseminated as per the organization policies</p>

## RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
1. Project logical framework may include but not limited to:	<ul style="list-style-type: none"> <li>• Indicators</li> <li>• Verifiable evidence</li> <li>• Timelines</li> <li>• Responsibility</li> </ul>

	<ul style="list-style-type: none"> <li>• Assumptions</li> </ul>
2. Performance indicators may include but not limited to:	<ul style="list-style-type: none"> <li>• Quality</li> <li>• timelines</li> <li>• Cost</li> <li>• Quantity</li> <li>• Results</li> <li>• Activities</li> </ul>
3. M&E data collection method may include but not limited to:	<ul style="list-style-type: none"> <li>• Questionnaires</li> <li>• Interviews</li> <li>• Observation</li> <li>• Desk review</li> <li>• Household surveys</li> </ul>
4. Data is analysed may include but not limited to:	<ul style="list-style-type: none"> <li>• Statistical packages</li> <li>• Spreadsheets</li> <li>• Frequency tables</li> <li>• Graphs</li> <li>• Charts</li> </ul>

## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Problem solving skills
- Interpersonal skills
- Decision making skills
- Report writing
- Time management skills
- Communication
- Analytical skills
- Basic ICT
- Data collection
- Budgeting
- Planning and organizing

### Required Knowledge

The individual needs to demonstrate knowledge of:

- International guidelines in M&E (UNDP, OECD guidelines for M&E (Organization for Economic Co-operation and Development, World Bank Results Framework and M&E Guidance Note, Government: County integrated M&E system and National Integrated M&E system)
- Data collection methods
- Data analysis
- Data cleaning
- Monitoring and evaluation tools
- Report writing
- Budgeting

## EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of competency	Assessment requires evidence that the candidate: 1.1 Developed M&E plan 1.2 Identified performance indicators 1.3 Developed M&E tools 1.4 Collected and analyzed M&E data 1.5 Prepared M&E report
2. Resource implications	2.1 Computers 2.2 Telecommunication equipment 2.3 Stationery
3. Methods of assessment	Competency in this unit may be assessed through: 3.1 Written tests 3.2 Interviews 3.3 Third party reports
4. Context of Assessment	Competency may be assessed: 4.1 On-the-job 4.2 Off-the –job 4.3 During Industrial attachment
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.