



## The ILO Turin Centre's facilities

Located in an attractive park on the banks of the River Po, the Centre's campus provides a congenial environment in which to live and study.

It contains 21 pavilions with fully equipped modern classrooms, conference halls and meeting rooms fitted out for multilingual simultaneous interpretation, a computer laboratory, and a computerized documentation centre linked to various data banks.

The campus has 287 study/bedrooms, all with private bathrooms, telephones and cable television. It also has:

- a reception desk open 24 hours a day;
- a restaurant, a self-service canteen and a coffee lounge, all catering for international dietary needs;
- a bank;
- a travel agency;
- a laundry service;
- a post office;
- an internet point;
- a recreation room;
- facilities for outdoor and indoor sports;
- an infirmary.

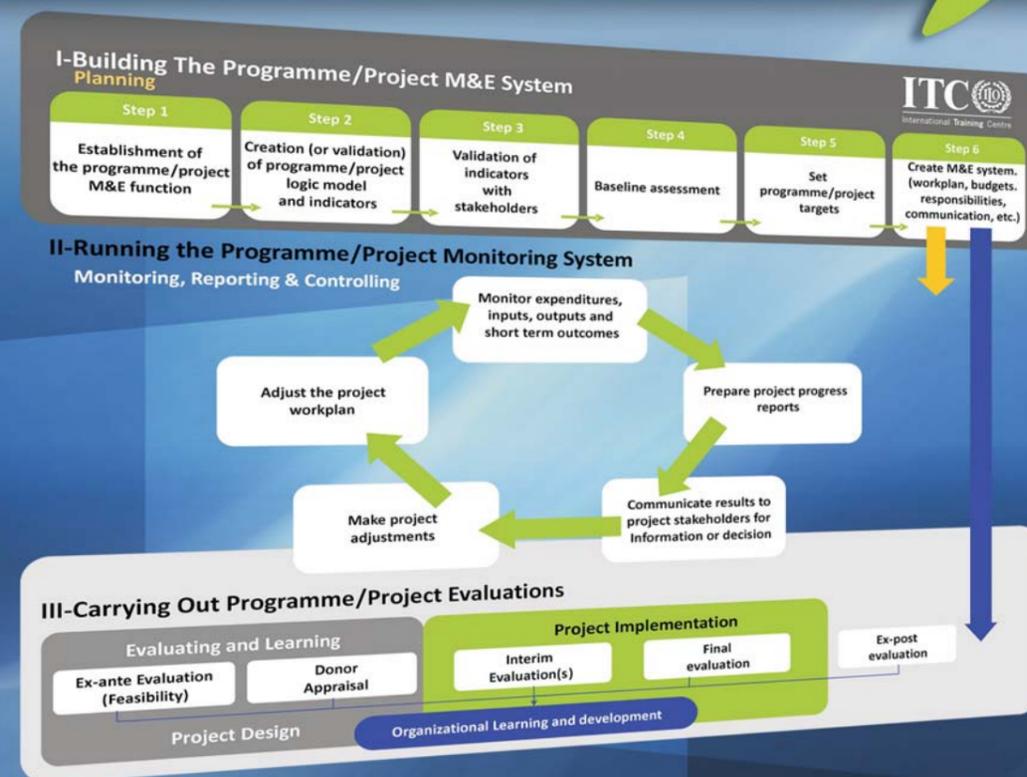
Social events are regularly held both on and off campus, so that participants from different cultural backgrounds can make the most of the stimulating international climate.

## For further information, please contact:

International Training Centre of the ILO  
Sustainable Development and Governance  
Viale Maestri del Lavoro 10  
10127 Turin (Italy)

Phone: +39 011-693 6512  
Fax: +39 011-693 6351  
E-mail: [proc-promo@itcilo.org](mailto:proc-promo@itcilo.org)

## Monitoring and evaluation of development programmes & projects



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## Introduction

Development programmes and projects are increasingly implemented in a Results-Based Management (RBM) accountability framework. Such programmes and projects need to demonstrate achievement of measurable positive and sustainable changes to a current undesirable situation which usually is context and country-specific and therefore unique. Hence the design of development programmes and projects is preceded by extensive participatory planning in order to set achievable and realistic outcomes and deliverables for its implementation stage. Systematically monitoring and evaluating projects against such targets that are set in the design and planning phases enable managers to increase the chances that they succeed in producing the expected results and sustainable changes.

Projects are implemented in a constantly evolving environment which means for managers uncertainty and need for adaptation. Monitoring the project progress and its changing environment is critical to ensure that projects once started will always proceed in the right direction. Collecting and analysing data on project progress and its environment is indispensable in order to report accurate information to decision-makers thereby improving the likelihood that appropriate decisions and corrective actions are taken when needed to maintain the project on track.

The uniqueness of each project's context and strategy makes them experiential and requires from managers an on-going learning effort. In this respect, evaluating projects helps managers to identify gaps, success stories and lessons learnt that could improve the way future interventions are designed and implemented.

Projects are commonly financed through public funds. Thus, donors and managers are accountable to tax-payers and beneficiaries. Assessing "value for money" of development assistance is a function that monitoring and evaluation systems should incorporate. Evaluating

projects relevance, impact, effectiveness, efficiency and sustainability is necessary to maximise learning, to improve project management processes and to demonstrate to partners, value for money.

Today, managers implementing development projects must understand these realities and requirements of monitoring and evaluation and be equipped with the management tools and techniques necessary to establish and operate an effective project monitoring and evaluation system.

This workshop conceived by the Sustainable Development and Governance Programme of the International Training Centre of the ILO aims at assisting managers to face these challenges.



## Objectives

The main objective of the workshop is to impart the technical and managerial competencies needed for monitoring and evaluating development projects and programmes. At the end of the workshop, participants will:

- Understand and differentiate between the monitoring and evaluation functions
- Recognize the different elements that form a project monitoring and evaluation system
- Be able to define, validate and use performance and risk indicators
- Have an extensive knowledge of the different data collection concepts and methods
- Acquire tools and techniques to process and analyse information collected to set up the project reporting function
- Understand the importance of the project change management process and how to define one
- Be able to apply the basic project evaluation techniques



## Participants

This workshop targets monitoring and evaluation specialists, project coordinators, programme managers, independent evaluators, donor staff appraising and evaluating projects and programmes, non-government organization officials involved in monitoring and evaluating projects and programmes. The workshop is designed to cover realities of a variety of sectors and addresses managers of both, 'hard' and 'soft' projects.



## Course methodology

The workshop is conducted using a highly participatory training delivery methodology through a combination of interactive presentations by subject-matter specialists, group discussions, quizzes, case studies and group works for applying skills to design and run a project monitoring and evaluation system.



## Workshop content

The workshop will cover the following topics;

- Monitoring and evaluation terms and concepts
- Linkages and differences between monitoring, reporting, project control and evaluation.
- Project design stage as a critical predecessor for an effective project monitoring and evaluation system
- Project baseline
- Project performance and risk indicators
- Monitoring techniques
- Monitoring and evaluation plan
- Collecting, analyzing, using and storing project data and information
- Reporting methods
- Project change management
- Project evaluation concepts and objectives
- Evaluation techniques
- "Value for money" concept



## Cost of participation

The cost of participation in this two-week programme is Euro 3,580 payable in advance by the participant's sponsoring organisation. This covers:

- **tuition fee** ( 1 900.00), which includes the use of the Centre's training facilities and associated support services, books and training materials;
- **participant fee** ( 1 680.00), which covers:
  - full-board accommodation at the Centre;
  - study visit;
  - routine medical care and insurance.

Travel expenses between the participant's home country and Turin is not included.

Fellowships for training programmes conducted by the ILO Turin Centre generally become available through the training allocations of development projects financed by International Financial Institutions or by United Nations agencies, bilateral technical co-operation agencies, governments and/or private enterprises. Candidates are encouraged to contact these organisations and agencies in their countries to enquire about the availability of funds for fellowship training programmes.