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M&E Consultant
Founder M&E BOOST
Washington DC
Host



Vasundhara Kamath
Recent MPP Graduate, The
George Washington University,
M&E Consultant, Running Start
Washington DC
Panelist



Robert Kanwagi
Programme Director, EBODAC
(Ebola Vaccine Deployment Acceptance &
Compliance Programme-Uganda, Sierra Leone,
Senegal, DRC & Rwanda)
Panelist



Hamid Nawaz Khan
Faculty Member
(Agriculture Extension Education)
Faculty of Agriculture & Environmental Sciences,
The Islamia University of Bahawalpur,
Pakistan
Panelist



Asiimwe Joy Turyamwijuka
Lecturer
Development Studies
Uganda Christian University,
Mukono
Panelist

MONITORING & EVALUATION BOOST

AND

THE HUMAN RESOURCE SERVICE CENTRE (HRSC)

are inviting you to a scheduled Zoom Webinar

Topic:

**The Monitoring and Evaluation Job:
Do Qualifications Matter? If not, What Does?**

Description:

This Webinar will argue the importance and limits of academic training to M&E job success. Two University professors discuss courses they teach to prepare students for M&E jobs. A recent graduate will share her experience in searching for an M&E job, and what she has learned about the M&E job market. Additionally, a seasoned Programme Director will discuss his experience hiring and managing M&E staff, competencies and skills of interest, and performance expectations. Finally, you will be given an opportunity to share your experience on the webinar topic.

**SAT 20th
June
2020**

4 PM East Africa & Jordan | 1 PM West Africa
3 PM Southern Africa | 9 AM Washington
2 PM London | 6:30 PM India
9 PM Philippines | 6PM Pakistan

THE MONITORING AND EVALUATION JOB: DO QUALIFICATIONS MATTER? IF NOT, WHAT DOES?

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Godfrey Senkaba

**Monitoring and Evaluation Consultant;
Founder M&E Boost,
Washington DC**



SESSION FOCUS:

At the end of this session, participants will:

- 1. Understand** the extent to which academic programs prepare learners to enter/advance in the M&E job market.
- 2. Recognize** the different strategies that complement academic training for a successful M&E Job search.
- 3. Have shared understanding** on how to strike the right balance between academic training and practice for M&E Job Growth.



THE IMPORTANCE AND LIMITS OF ACADEMIC TRAINING TO M&E JOB SUCCESS

PART 1

Asiimwe Joy Turyamwijuka

Lecturer, Development Studies,
Uganda Christian University



INTRODUCTION:

- Lecturer, Development studies in Curriculum Development
- 7 years experience in development program implementation (CDO).
- Technical associates program of World Vision in 1995 as a participant
- Past General Secretary of Uganda Evaluation Association (UEA) & led strategic plan team
- Project Manager of P2P with IOCE project between Uganda and Tanzania
- Trainer (TOT) & Consultant trainee with ECD (Evaluation Capacity Development) Uganda at office of the Prime Minister (OPM)
- Team member on M&E system formation for Ministry of lands, Uganda
- Organizing team for 7th AfrEA conference & Chaired the independent electoral commission
- PhD candidate at Uganda Management Institute

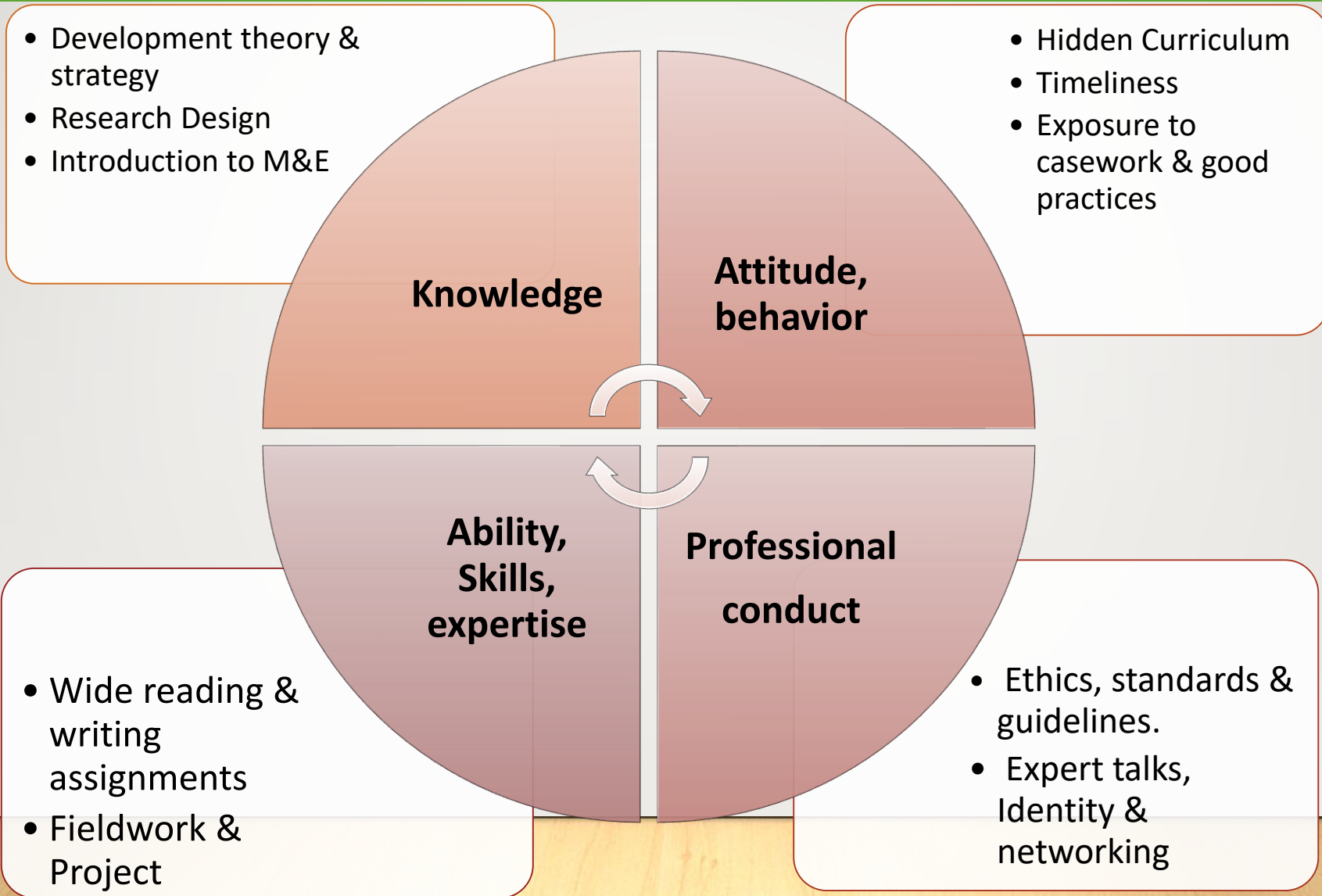
M&E BACKGROUND:

- I got involved in M&E before I knew it: in my first job as a Child welfare officer (CWO) in 1995.
- I worked on Forms, photos & detailed records about beneficiaries (OVCs), updated & compiled into completion plans
- I met M&E as a module in my MA Development studies & PhD class.
- It has grown as a discipline , Knowledge e.g., on tools; from Logframe to TOCs as a planning & management tools
 - [Basheka on Monitoring and Evaluation \(M&E\) as a discipline in Africa.pdf](#)



Experience is learning how to do.

M&E CURRICULUM ANSWERS: WHAT IS IT, HOW & WHY?



CASE OF FIELD TRAINING



1. Internships for experiential learning familiarize students to reality
2. MOUs with organizations are important for us in teaching Field Work
3. Field visits with World vision for Baseline Lessons :
 - ✓ Work locations vs classroom is a shock to some students
 - ✓ Career formation continues
 - ✓ Work ethics in the field may not be similar to what is taught in class

Universities introduce students to professional forums for the purpose of continuous orientation & learning e.g., UEA, AfrEA

CONVERGENCE

- Curriculum provides the foundation Knowledge & practice sharpens the professionalism
- Both practice and academic training improve M&E by exchange during peer learning & assignments.
- Certification offered defines capability e.g., Certificates, PGDs or MDME (MScME) & beyond.
- Learning institutions become custodians of learning, innovation & nurture of the discipline



FROM JOY'S PRESENTATION, WRITE 1-2 WORDS THAT SUMMARIZE THE IMPORTANCE OF ACADEMIC QUALIFICATIONS TO A M&E JOB

THE IMPORTANCE AND LIMITS OF ACADEMIC TRAINING TO M&E JOB SUCCESS

PART 2

M. Hamid Nawaz Khan

**Faculty Member, Agriculture
Extension Education,**

**Faculty of Agriculture & Environmental Sciences,
The Islamia University of Bahawalpur, Pakistan
Tel: +923006809827; Email: hnafghani@yahoo.com**

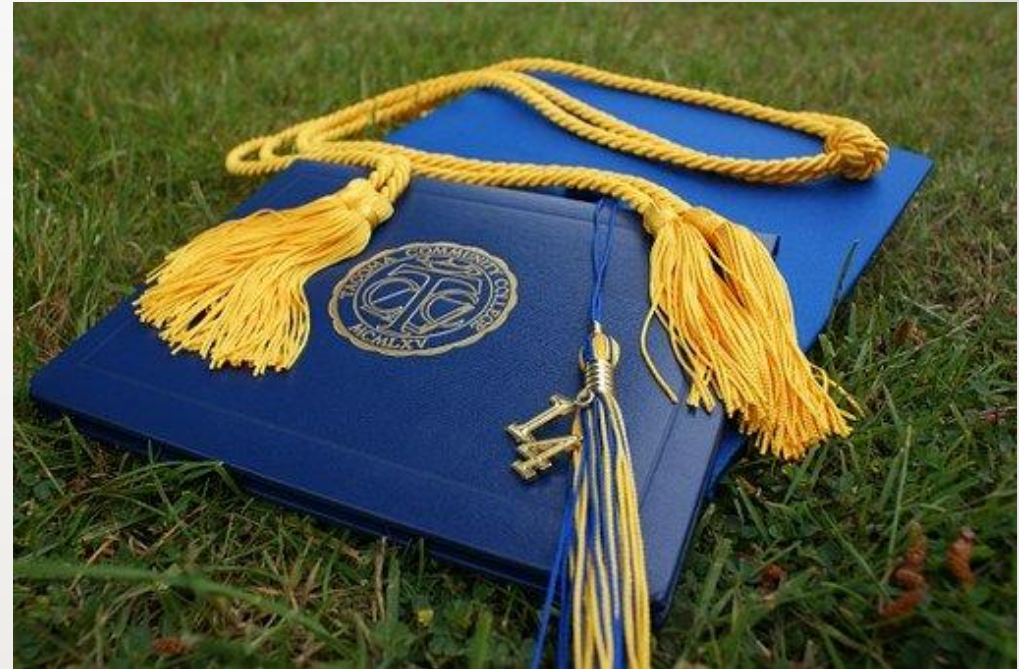


PANEL INTRODUCTION:

- MS (Agri. Extension),(Education),MBA(Marketing, HRM)
- 25 Years Experience (MNs, National NGOs & Public Sector)
- Research & Development
- Teaching & Training
- Community Mobilization & Rural Development
- Farm & Business Advisory Services
- Quality Assurance
- Marketing & Management
- Content/Modules Development

TYPICAL ACADEMIC QUALIFICATION FOR M&E JOBS

- First level university degree in statistics, demographics, public policy, international development, economics, or related field.
- Advanced certificate in M&E, statistics or economics preferred.



COURSES TAUGHT AT AGRICULTURE DAIs

- [AEE-704: Monitoring and Evaluation in Agricultural Extension](#)
- [AEE-703: Programme Planning](#)
- [AEE-606: Technical Report Writing and Presentation](#)
- [AEE-610: Internship and Report Writing](#)
- [AEE-604: Research Methods in Social Sciences](#)
- [AEE-602 : Introduction to Program Evaluation](#)
- [AEE-607: Principles of Supervision and Administration](#)
- [AEE-603: Human Resource Development](#)
- [AEE-501: Communication and Leadership Skills in Agril. Extension](#)
- [AEE-402: Introduction to Extension Teaching Methods](#)
- [STAT-401: Elementary Statistics](#)

AEE-704: MONITORING AND EVALUATION IN AGRICULTURAL EXTENSION

Course Objectives

- Understand the concepts, scope and role of monitoring and evaluation
- Analyze the importance of evaluation for the future programs
- Develop data collection instruments and analysis procedures for program evaluation
- Prepare the evaluation reports



AEE-704: MONITORING AND EVALUATION IN AGRICULTURAL EXTENSION

Theory

- Evaluation concepts, basic principles, standards and role of M&E in agricultural extension.
- Data collection methods, analysis and use.
- Writing M&E reports
- Use of Nvivo software for evaluation.

Practical Requirements for Students

- Critical review of M&E reports
- Design and conduct an evaluation for an extension Programme/project/activity.

AEE-704: PROGRAMME PLANNING

Course Objectives

- Understand the concept, scope and role of program planning
- Analyze the role of change agents in program planning
- Differentiate between long term and short term program planning
- Apply various program planning models in extension



AEE-703: PROGRAMME PLANNING

Theory (sample topics)

- Planning" for social change, and Planned versus unplanned change.
- Democratic versus autocratic program planning.
- Planning extension education programs.
- Role of change agents (extension workers) in program planning.
- Identifying the gaps between planning theories and practices.
- Program planning models, their review, analysis, and application..

Practical Requirements for Students

- The students will be given assignments to plan an agricultural extension education program for a typical Pakistani village/farming community and will make presentation.

AEE-606: TECHNICAL REPORT WRITING AND PRESENTATION

- **Sample Topics:**
- Foundation of Empirical Research, Research Ethics, literature review and plagiarism;
- Research proposal and its contents,
- Sampling and Sample Design, survey methods, observation methods;
- Data Types, questionnaire construction process;
- Data collection including questionnaire construction, and data analysis;
- Citation methods, Presentation and dissemination of research results.



AEE-401: ELEMENTARY STATISTICS

Theory

- Definition, nature, scope of the Statistics and variables
- Data and its sources of collection, and Scales of measurement of data.
- Tabulation and Classification of data (grouped and ungrouped), Frequency distribution.
- Graphical Representation of data (Graphs and Charts: Stem-and leaf diagrams).
- Measures of Central Tendency e.g., Mean and Measures of Dispersion e.g., Range,
- Etc.

Practical Requirements for Students

- Parts of statistical table,
- Frequency distribution table, stem and Leaf diagram,
- Types of Bar Diagram, Pie-chart, Box and Whisker plots, shapes of distributions,
- Calculation of Measures of Central Tendency and dispersion of real data sets.

CORE COMPETENCIES FOR M&E



- Good knowledge of program implementation, monitoring and evaluation techniques and practices.
- Familiarity with impact assessment an advantage
- Familiarity with some of the substantive issues handled by the project such as labor inspection, social dialogue, etc.
- Good knowledge and experience regarding gender mainstreaming.
- Good moderation, facilitation and training skills.
- Demonstrated ability to liaise and negotiate with government and social partners.
- Excellent analytical skills.

CORE COMPETENCIES FOR M&E



- Ability to work in a team and good interpersonal skills.
- Good computer applications skills.
- Ability to deal with people with tact and diplomacy.
- Ability to work independently with a minimum of supervision.
- Ability to work under time pressure and meet deadlines.
- Ability to work in diversified environments.

EXPERIENCE

- Minimum of three (3) years of professional experience in an M&E position responsible for implementing M&E activities of international development projects.
- Experience in designing, implementing, and operating project M&E systems from project initiation to closeout stages.
- Experience in designing and managing beneficiary monitoring and database systems.
- Experience in strategic planning and performance measurement, including indicator selection, target setting, reporting, database management, etc.



EXPERIENCE

- Knowledge of the major evaluation methodologies (e.g. qualitative, quantitative, mixed-method, and impact) and data collection and analysis methodologies.
- Experience in planning and managing surveys, and developing data collection tools.
- Experience with data quality assessments and oversight, and training partners.
- Ability to facilitate and serve as project liaison for externally-managed evaluations.
- Languages: Excellent written and spoken command of English.



FROM **HAMID'S** PRESENTATION, WRITE 1-2 WORDS THAT SUMMARIZE THE IMPORTANCE OF ACADEMIC QUALIFICATIONS TO A M&E JOB

LESSONS LEARNED: SEARCHING FOR A M&E JOB AS A RECENT GRADUATE

Vasundhara Kamath

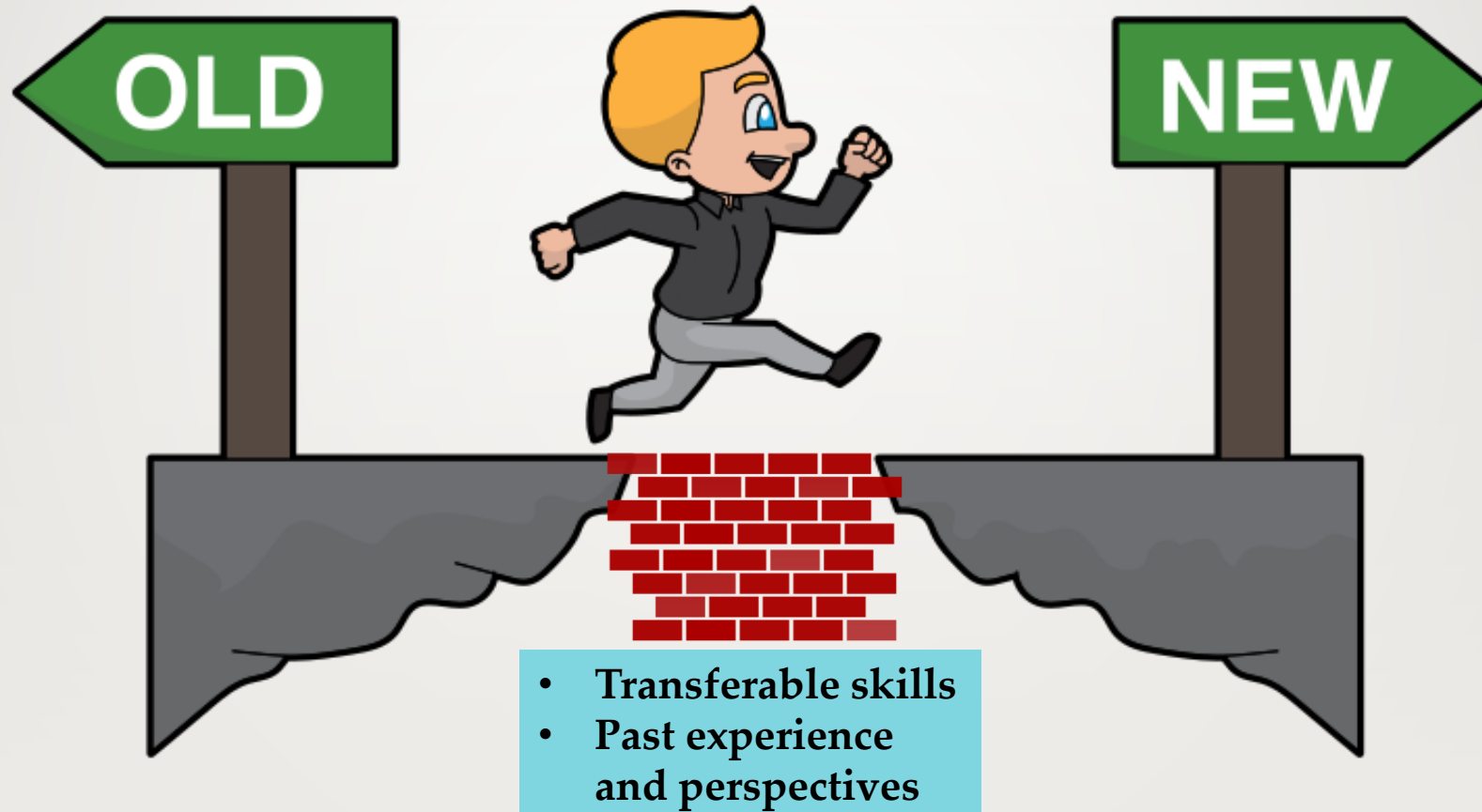
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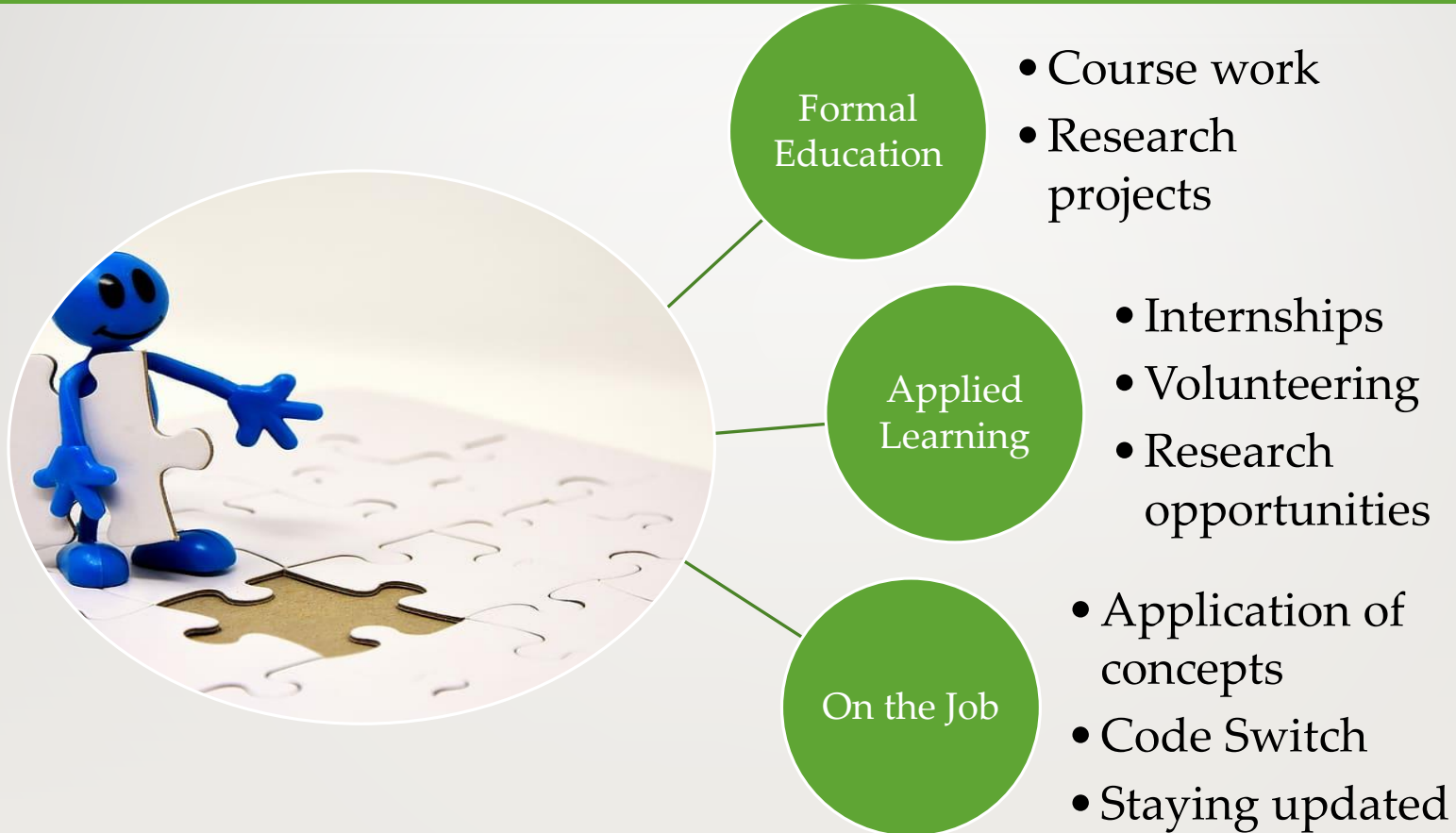
MY BACKGROUND:

- Vasundhara recently graduated with a Masters in Public Policy from the George Washington University. She is currently working as a Consultant at a non-profit, Running Start, developing the M&E strategy for the organization's political leadership training programs.
- Her background is in law and academia. She holds a PhD in law from India, and has also worked as an Assistant Professor at a law school for three years. This is where she had her first brush with evaluation, as coordinator of the law school's national accreditation department.
- She is interested in evaluating democracy assistance measures across the globe, including programs that help make government more diverse and inclusive.

RISKY TRANSITION?



ROAD TO PROFESSIONAL DEVELOPMENT



CAREER MINDSET

- Assess the field
- Examine **tools** you have
- Set personal **targets**
- **Indicators** of success
- **Monitor** diligently
- **SWOT** Analysis



FROM VASUNDHARA'S PRESENTATION, WHAT SHOULD EVERY GRADUATE CONSIDER WHEN SEARCHING FOR AN ENTRY/ADVANCED M&E JOB (WRITE 1-2 WORDS)

EXPERIENCE IN HIRING AND MANAGING M&E STAFF

Robert Kanwagi

Programme Director, EBODAC
*(Ebola Vaccine Deployment Acceptance &
Compliance Programme – Uganda, Sierra
Leone, Senegal, DRC & Rwanda*

Currently deployed to DRC

PANEL INTRODUCTION

- Public Health specialist with a major in Designing and Managing public health programs,
- A graduate of Lund University, Sweden with an International Masters in Public Health.
- 19 years of technical & Managerial experience in Uganda, South Sudan, Sierra Leone, Rwanda and DRC
- Presently Managing EBODAC programme- an EU- Innovative Medicines Initiative project- supporting deployment of an Ebola vaccine in 4 African countries
- Currently on deployment to DRC
- Robert is married with 3 children

INTRODUCTION

- Monitoring and evaluation professionals can hail from a range of backgrounds — trained in statistics, mathematics, and research work.
- or with programmatic experience in specific sectors such as health, agriculture, and governance.
- While pathways into a career in M&E can vary, there are a few critical skills that managers look for in M&E professionals.

INTRODUCTION

Knowledge is very important, that cannot be overemphasized, but the skills to impart that knowledge and those delivery skills are very important.



ROBERT K'S FRAMEWORK FOR ASSESSING DEVELOPMENT & COMPETENCIES



| # | Level | Elements |
|---|-------------------------|--|
| 1 | Basic | <ul style="list-style-type: none"> • M&E introductory training received- Degree or Diploma level • No field experience in M&E |
| 2 | Consolidated | <ul style="list-style-type: none"> • M&E introductory training received- Degree or Diploma level • Field Experience M&E least for 2-3 years • Postgraduate training in M&E • Able to develop a project M&E plan and associated tools • Worked in a group/part of a team that has conducted baseline, evaluation, assessments, surveys |
| 3 | Established | <ul style="list-style-type: none"> • Postgraduate diploma/Masters in M&E related field or research or social science research or related field • At least 3-10 years of independently leading programme evaluation and research • Great experience using various data collection and research methods • Able to communicate results effectively to stakeholders • Produced research reports and grey literature • Published research findings for internal use mainly and less externally • Usually good in either public or private data & M&E platforms • Trainer |
| 4 | Excellent / Outstanding | <ul style="list-style-type: none"> • Masters or Doctorate training in M&E related field or research • Great experience in use of various research methods- quantitative & qualitative -10+ yrs • Independently led research or evaluation involving multiple projects in a one or several programme across countries • Published peer reviewed journals and articles locally and globally • Referenced in various publications and research work • Experience in both humanitarian and development work • Managerial experience plus training • Multi-cultural experience • Communicate in more than one international language • Experience in both private and public data systems and M&E and reporting systems • Great experience in use of various data processing and analysis software • Designed and used technology tools for research and M&E purposes |

KNOW YOUR PROJECT INSIDE OUT

- Before you begin to map out your M&E plan, it is essential to acquire a thorough understanding of your project.
- Here are some good questions to ask – What are your project goals and objectives?
- What problem is the project trying to solve?
- What steps will be taken to solve those problems?

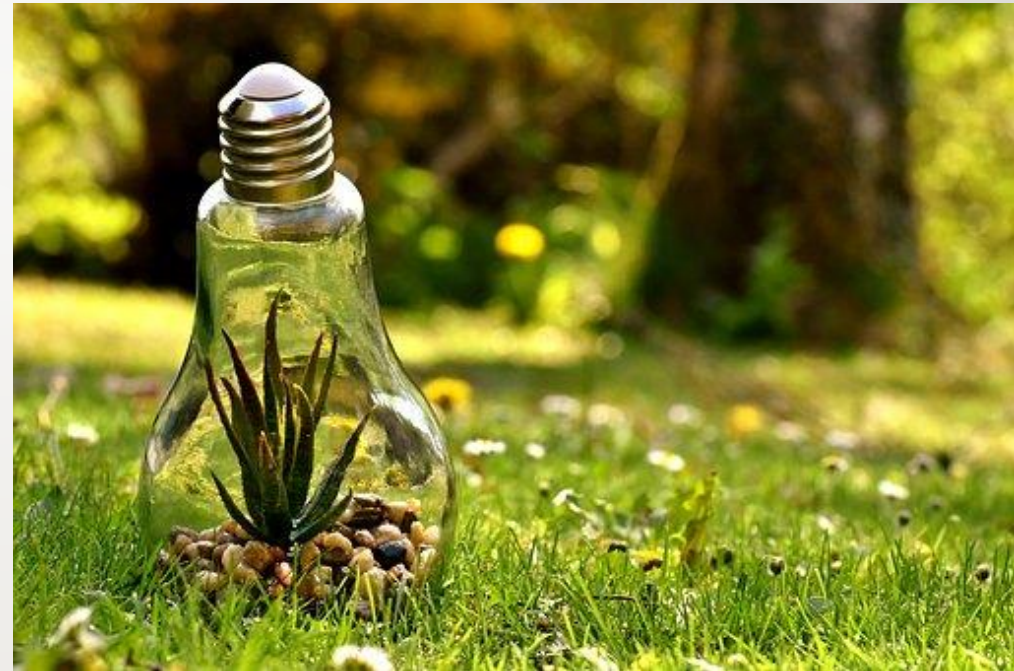
KNOW YOUR PROJECT INSIDE OUT

- Has your target audience been defined?
- **What is your available budget and resources?**
- What is the intended time-frame of your project?
- And how do you plan on measuring your interventions?

Answering these questions could help you build the groundwork of M&E.

KEEP UP-TO-DATE WITH THE SECTOR

- The global development sector is constantly evolving and M&E is no exception, with new approaches and software changing how work is done.
- Know your project or program in and out.
- There is always a simpler way to do things. Its necessary to keep updated through courses and constant studying- helps reduce costs for programs
- Building your expertise beyond your degree is important including keeping your self updated about the sector you are working on.
- Fragile context or country context- do you know what the data security rules/regulations



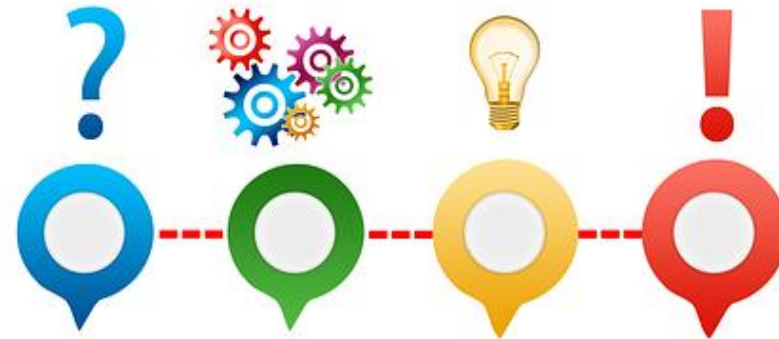
EVIDENCE-BASED DECISION MAKING

- Understanding what is already known is essential to avoid duplication.
- Synthesizing evidence means pulling together:
 - all that has been said about a subject, making judgments about what bits of information are most useful, summarizing this evidence, and planning new studies that focus on the most important contributions.
- Teams of development professionals will need all these skills to varying degrees.



EVIDENCE-BASED DECISION MAKING

- For instance,
 - evaluation experts need to be able to design and implement evaluation studies,
 - while Programme managers offer the best perspective on what interventions may be feasible and need to know how to commission and interpret evaluations.
- Evaluation is about accountability, **identifying waste and avoiding harmful effects**, and so these skills will also be essential



KNOW YOUR SOFTWARE AND EMERGING TECHNOLOGY TOOLS



- Familiarity with at least one, but ideally several data software programs, is critical to any M&E expert.
- It's also very important to know software for qualitative data analysis such as [MAXQDA](#) and [NVivo](#).
- It's good to have training and basic understanding on both qualitative and quantitative analysis software.

KNOW YOUR SOFTWARE AND EMERGING TECHNOLOGY TOOLS



- Of late, managers are interested in M&E officers with social science research
- Database development skills are also critical for an M&E expert.
- You might have to work with IT professionals and guide them in building strong databases
- Its cheaper for Programme/project to have a person with these skills for routine business work but also for business continuity in case of changing context

CORE SKILLS FOR AN M&E PROFESSIONAL

- Capacity Building
- Technical Expertise in a Programming e.g., Nutrition
- Communication
- Management



CONCLUSION

- Although it's really helpful to have deeper knowledge about research methodology, I would not necessarily count that as the only key skill.
- But to work in M&E you ought to be creative, curious and receptive and have a hands-on-mentality.
- Analytical thinking, the flexibility to rethink and re-frame an aspect or idea and the ability to clearly and comprehensibly communicate issues in varying contexts are of great value as well.



**FROM ROBERT'S PRESENTATION, WHAT SKILLS DO PROGRAM MANAGERS NEED EVERY M&E STAFF SHOULD HAVE
(WRITE 1-2 WORDS)**

-Discussion (via Breakout Rooms)
-Questions

SESSION SUMMARY

THE MONITORING AND EVALUATION JOB: DO QUALIFICATIONS MATTER? IF NOT, WHAT DOES?

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