

# IMPACT

Building Organizational Capacity  
in Comprehensive Program Evaluation

## IMPACT Training Syllabus

Stream A: Conceptualizing Comprehensive Program Evaluation

Stream B: Impact Assessment Methodologies and Practice

Stream C: Articulating Impact to Diverse Audiences

Funded by:

# Stream A: Conceptualizing Comprehensive Program Evaluation

## Module 1

- A. Welcome to Lesson 1
- B. Learning Objectives
- C. Guiding Principles
- D. The Importance of M&E
- E. Defining Monitoring & Evaluation
- F. The Relationship between Monitoring & Evaluation
- G. Formative Versus Summative Evaluations
- H. Process Versus Outcome Evaluations
- I. Developmental Evaluation
- J. Monitoring & Evaluation Timing
- K. The Monitoring & Evaluation Planning Cycle: An Example
- L. What Are We Trying to Evaluate?
- M. Preview of the Evaluation Process
- N. Reinforcing Your Knowledge

## Module 2

- A. Welcome to Lesson 2
- B. Learning Objectives
- C. Defining the Scope and Purpose of your Evaluation
- D. Understanding the Scope of an Evaluation
- E. Understanding the Purpose of an Evaluation
- F. Defining Evaluation Scope & Purpose
- G. The Importance of Economic, Political, Legal and Administrative Context
- H. Defining Evaluation Scope for your own project
- I. Theory of Change & Design
- J. Mapping out Theory of Change for your project
- K. Definition of Outputs, Outcomes and Impact
- L. Log Frames
- M. Benchmarks and Indicators
- N. Indicators
- O. Sourcing Data for Indicators
- P. Completing the LogFrame
- Q. Evaluation Design
- R. Developing an Evaluation Matrix
- S. Elaborating on your LogFrame & Evaluation Matrix Table for your own project

## Module 3

- A. Welcome to Lesson 3
- B. Learning Objectives
- C. Developing the Evaluation's Methodology
- D. Quantitative and Qualitative Methods
- E. Mixed-Methods Approaches
- F. Tools and Methodologies for Data Gathering and Analysis
- G. Financial and Economic Analysis
- H. Participatory Approaches and Stakeholder Engagement
- I. Stakeholders
- J. Participatory M&E
- K. Mapping Network Linkages
- L. Selecting Tools and Methods fit to Purpose
- M. Developing an Approach to Data Analysis
- N. Evaluation Methodology Checklist

## Module 4

- A. Welcome to Lesson 4
- B. Learning Objectives
- C. Evaluation Constraints
- D. Constraints to Evaluation Design
- E. Budget Constraints
- F. Time Constraints
- G. Data Constraints
- H. Political Influence
- I. Ethical Issues
- J. Threats to the Validity of M&E Findings
- K. Threats to the Reliability of M&E Findings
- L. Final Case Study

## Stream B: Impact Assessment Methodologies and Practice

### Module 1

- A. Your Profile
- B. What we will do
- C. Your Project
- D. Conducting a needs & assets analysis
- E. Developing your 'baseline'
- F. Selecting an appropriate data collection method
- G. How participatory should M&E be?
- H. Begin your project
- I. Ensuring data credibility
- J. Module 1 Wrap-up

### Module 2

- A. Introduction to Module 2
- B. What is quantitative data collection?
- C. Quantitative data collection: Making choices
- D. Gathering quantitative data from secondary data sources
- E. Gathering data using SURVEYS
- F. Using structured interviews & observations
- G. Making your data collection process credible
- H. Your Methodology - Part 1
- I. Module 2 Wrap-Up

### Module 3

- A. Introduction to Module 3
- B. Why use qualitative data collection tools?
- C. How to use unstructured interviews
- D. How to use focus groups
- E. How to use unstructured observations
- F-1. Using 'participatory' data collection tools
- F-2. Most Significant Change
- F-3. Mapping and Ranking
- G. Your methodology – Part 2
- H. Module 3 Wrap-Up

## Module 4

- A. Introduction to Module 4
- B. Monitoring
- C-1. Data collection to strengthen organizations
- C-2. Appreciative Inquiry
- C-3. Critical Action Research
- D. M&E Logistics
- E. Assumptions, Risks & Limitations
- F. Ethical & Cultural Issues
- G. Your Project Evaluations
- H. Closing

## Stream C: Articulating Impact to Diverse Audiences

### Module 1

- A. Your Profile
- B. Overview of Stream C
- C. Your coursework
- D. A pre-webinar challenge
- E. 4Ws+H in communicating impact
- F1. WHO? The audience
- F2. Audience - a process
- G. WHY? The purpose
- H. WHAT? The substance
- I. HOW? The style
- J. WHEN? The timing
- K. Module 1 Wrap-up

### Module 2

- A. Introduction to Module 2
- B. Introducing quantitative analysis
- C. Summarizing your data
- D. What are variables?
- E1. What's 'Typical'? Measures of Centre
- E2. What's "Typical"? Measures of Variation & Dispersion
- F1. Is there a relationship? Measures of Association
- F2. Is there a relationship? Using Cross Tabulations
- F3. Is there a relationship? Using scatterplots
- G. Additional Resources
- H. Module 2 Wrap-up

## Module 3

- A. Introduction to Module 3
- B. What is qualitative analysis?
- C. How is qualitative different from quantitative evaluation?
- D. Collecting rich qualitative data
- E. Analyzing qualitatively
  - E1. Analyzing responses to open-ended questions
  - E2. What did they SAY?
- F. Analyzing transcripts
  - F1. Digging deeper: Analyzing transcripts of focus groups
  - F2. Practice: Analyzing focus group transcripts
  - F3. Practice: Writing up the focus group analysis
- G. Conducting qualitative evaluations: A process
- H. Checking & writing up your report
- I. Module 3 Wrap-up & Additional Resources

## Module 4

- A. Introducing to Module 4
- B. The Heart of the Problem
- C. Short & Simple: Executive Summaries
  - D1. Telling Stories
  - D2. What is a story's arc, or structure?
  - D3. The Language of Stories
  - D4. Using Quotations
  - D5. Vignettes – Short stories within a bigger report
- E1. Get the Picture?
- E2. Photos & Video
- E3. Other images
- E4. Data Visualization
- E5. Using Infographics
- F. Module 4 Wrap-up & Additional Resources