

**DISCIPLINE SPECIFIC ELECTIVE COURSE**  
**DSE HH 8C3: PROGRAMME MONITORING & EVALUATION**

**CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE**

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
<b>Programme Monitoring &amp; Evaluation DSE HH 8C3</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>Studied up to Semester VII</b>	<b>NIL</b>

### Learning Objectives

- To develop the skills to assess needs, conduct problem analyses, and set program goals, objectives, and indicators.
- To understand the concepts, components, and frameworks of monitoring and evaluation.
- To understand the scope, purpose, and types of program evaluation, including participatory approaches.
- To acquire skills in report writing, data management, and documentation for effective presentation of evaluation findings.

### Learning Outcomes

- Develop comprehensive program goals, objectives, and strategies based on problem analysis and needs assessments.
- Articulate the core components and approaches to monitoring and evaluation of development programs.
- Differentiate between various types and purposes of program evaluation and apply appropriate tools and techniques.
- Create well-structured evaluation reports, demonstrating effective data management and documentation skills.

**SYLLABUS OF DSE HH 8C3****THEORY**  
**(Credits: 2; Hours 30)****UNIT I: Planning & Management of Development Programmes****10 Hours**

This unit focuses on the foundational aspects of planning development programs, including the types, nature, and characteristics of plans. It covers program planning models, principles, and the Theory of Change, highlighting the importance of clear goals, objectives, and indicators. It also explores the steps in planning, such as problem analysis, needs assessment, goal setting, and strategic interventions, alongside the significance of stakeholder participation and building partnerships.

- Programme Management - Planning models and principles
- Theory of change, program goals, objectives and indicators
- Results based management and importance of framework
- Steps in planning – problem analysis and need assessment, goal setting, strategizing interventions, and programme logistics.
- Stakeholder participation; networking and synergizing partnerships

**UNIT II: Monitoring and Implementation of Development Programmes****8 Hours**

This unit delves into the key concepts of monitoring and evaluation (M&E), highlighting their components, approaches, and frameworks in the context of development programs. It covers strategies for effective program implementation and the role of Management Information Systems (MIS) in facilitating feedback. The unit emphasizes the importance of monitoring progress, adjusting strategies, and ensuring programs remain aligned with their goals. Meaning and concept of monitoring and evaluation

- Components, approaches and frameworks for monitoring and evaluation of development programme
- Logic Model
- Programme implementation, strategies and approaches
- Feedback systems and role of Management Information Systems (MIS)

**UNIT III: Programme Evaluation****12 Hours**

This unit explores the scope, purpose, and types of program evaluation, with a focus on tools and techniques for conducting assessments. It includes participatory monitoring and evaluation methods and examines frameworks and indicators used for evaluating sustainability, empowerment, and impact. The unit also looks at the role of organizational dynamics in evaluation, the importance of incorporating beneficiary and stakeholder perspectives, and the essential skills of data management, report writing, and documentation.

- Scope, purpose and uses of evaluation
- Types of evaluation- summative Vs Formative, Internal Vs external
- Tools and techniques for conducting evaluation
- Evaluation approaches and Evaluation Designs- Goal free evaluation
- Methods & tools for M&E and Participatory M&E
- Frameworks and indicators in evaluating sustainability, empowerment and impact on individuals' communities and institutions.
- Beneficiary and stakeholder's perspectives about evaluation

## PRACTICAL ( Credis 2; 60 Hours)

- Understand various M&E methods used for various development programmes- national & international.
- Design, implement and evaluate intervention programmes for different target groups of urban and rural communities.
- Evaluate and prepare project proposals for- process documentation, monitoring and evaluation reports for development programmes.
- Understand ICT mediated qualitative and quantitative data
- Data visualization and Mapping
- Creating and managing Dashboards
- Report writing and documentation of M&E projects

### Essential Readings

- Connell, J. L. (2019). *Sustainability and impact in development: Evaluating long-term outcomes*. Routledge.
- Green, L. W. (2016). *Introduction to evaluation*. Sage Publications.
- Holzer, J. (2012). *Participatory monitoring and evaluation: A guide for NGOs*. Praxis Institute.
- Patton, M. Q. (2010). *Developmental evaluation: Applying complexity concepts to enhance innovation and use*. Guilford Press.
- White, H., Sabarwal, S., & Kumari, S. (2014). *Impact evaluation in practice*. World Bank Group.

### Suggested Readings

- Alex, G; Derek, B. (2000) *Monitoring and Evaluation for AKIS Projects: Framework and Options*. World Bank
- Cracknell, B.E. (2000). *Evaluating Development Aid-Issue Problems and Solutions*. New Delhi: Sage Publications.
- International Planned Parenthood (IPPF). (2009). *Putting the IPPF Monitoring and Evaluation Policy into Practice: A Handbook on Collecting, Analyzing and Utilizing Data for Improved Performance*. London, UK.
- Kumar, S (2002). *Methods for Community Participation: A Complete Guide for Practitioners*. New Delhi: Vistaar Publications.
- Kusek, Jody, Z. & Ray, C. (2004). *Ten Steps to a Results-Based Monitoring and Evaluation System: A Handbook for Development Practitioners*. World Bank
- Mikkelsen, C. (1995). *Methods for Development Work and Research*. New Delhi: Sage Publications.
- Markiewicz, A. (2015). *Developing Monitoring and Evaluation Frameworks*. New Delhi: Sage Publications.
- Reidar, D. (2004). *Evaluating Development Programmes and Projects*. New Delhi: Sage Publications.
- Worthen, B.R.; Sanders, J.R.; Fitzpatrick, J.L. (1997). *Program Evaluation*. USA: Longman Publishers.

**Note : Examination Scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.**