

OVERALL OBJECTIVE

To provide participants with tools and approaches to manage energy programs and projects from a Results-Based Management perspective.

TRAINING OBJECTIVES

At the end of this certification, the participant will be able to:

- Formulate an operational plan for an energy program/project, taking into account major environmental concerns and alternative technologies to better integrate renewable forms of energy;
- Implement modern operational planning and short-term & mid-term budgeting tools;
- Identify and organize program/project activities;
- Evaluate the costs and allocate the resources required to carry out the activities associated with an energy program;
- Manage material, human and financial resources throughout the implementation phase;
- Develop a well-organized Monitoring & Evaluation methodology for enhanced technical and financial monitoring of the implementation phase of an energy program/project;
- Propose information systems and applications to facilitate monitoring and evaluation (Business intelligence, dashboards, client satisfaction measurement tools, etc.).



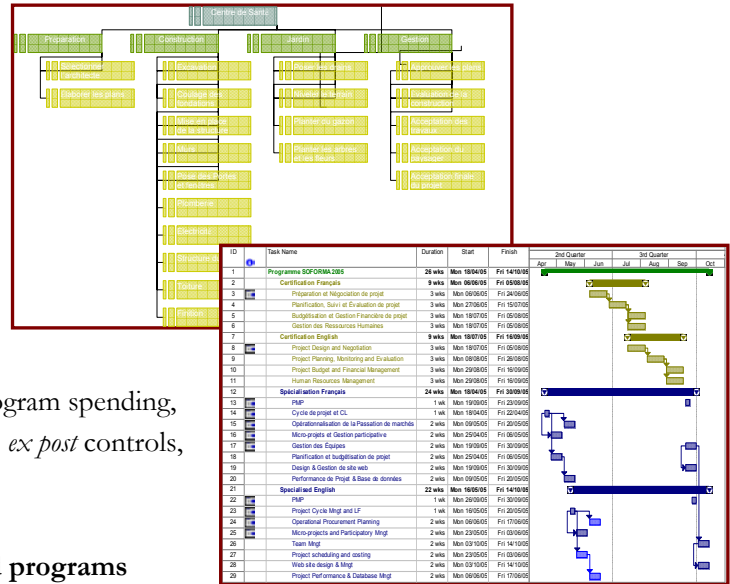
CONTENT

Week 1: Planning the implementation of an Energy Program/Project

- Review of main RBM concepts and operational planning principles;
- Results Based Programming;
- Program/Project Logical Framework and Performance Indicators;
- Work Breakdown Structure (WBS);
- Activity sequencing and schedule development (PDM, CPM, etc.);
- Identification, estimation and assignment of resources (organizational chart, resources matrix, resource assignment conflict resolution, etc.);
- Cost estimate and program budgeting, Gantt Chart;
- Annual work plan (AWP), Annual budget and baseline plan;
- Disbursement plan and Procurement plan.

Week 2: Implementing and Managing an Energy Program/Project

- Government procurement process and contract negotiation at central and local levels;
- Management of material assets, fixed assets and capital assets (purchases, stocks management, equipment and infrastructure maintenance, recurrent expenditures, utilization, etc.);
- Human resource management (recruitment, career planning, remuneration, training, leadership and coaching, team building, etc.);
- Financial resources management (monitoring public program spending, procedures and norms, managing cash flow, *ex ante* and *ex post* controls, input and process indicators, etc.)



Week 3: Methods and tools for public sector strategies and programs

evaluation / Information system for public program monitoring and evaluation

- Basics of Results-Based monitoring and evaluation;
- Various kinds of monitoring and evaluation of a program/project;
- Designing an M&E system for an energy program/project;
- Identifying and validating performance indicators for an energy program/project for *ex post* evaluation, including financial, economic, social, and environmental criteria;
- Design and implementation of an information system for monitoring and evaluation of an energy program/project;
- Using various Business Intelligence tools and other computer applications for M&E;
- Concepts and principles of public programs implementation monitoring : a case study for Energy programs/projects;
- Diagnostic of current data collection and analysis systems for public program implementation monitoring (inputs, activities, outputs);
- Technical and financial monitoring indicators: Control panels;
- *Ex ante* and *ex post* financial controls, progress reporting;
- Impact evaluation concepts and methods, Mid-term and final program evaluation;
- Assessment of the statistical system and of the data collection & analysis capacities;
- Qualitative and quantitative methods for data collection and analysis;
- Institutional framework for yearly performance assessment; performance report structure;
- Planning the preparation of the yearly performance report and its coordination with other M&E activities;
- Financial and institutional audits;
- Diagnostic of existing information systems; review of main IT tools;
- Identification and characterization of the main users of the information system and assessment of their information needs;
- Architecture of the information system and design process;
- Institutional framework for the implementation of a M&E information system in the Energy sector.