

### OVERALL OBJECTIVE

To provide the participants with a well thought-out operational planning and monitoring & evaluation approach along with practical management tools appropriate to Energy programs/projects in the context of Results-based Management (RBM).

### 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 operational toolkits and discuss institutional issues for all the components of an efficient M&E system.



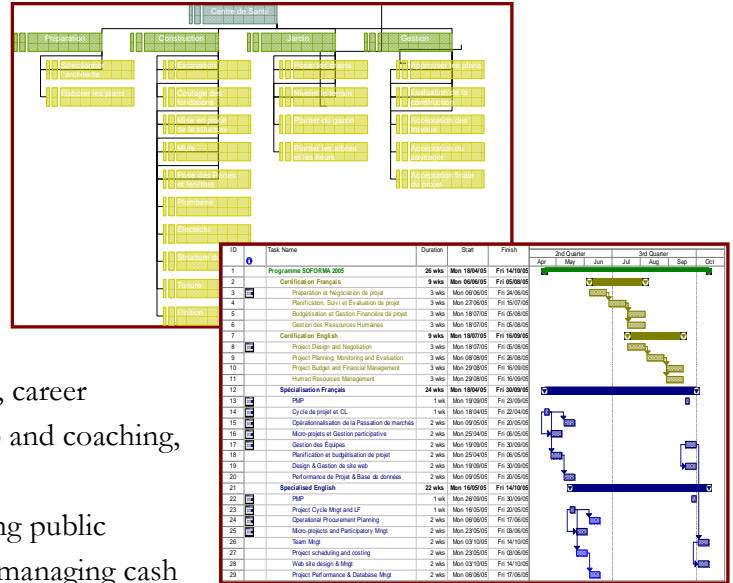
### CONTENT

#### *1<sup>st</sup> Week: 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

**2<sup>nd</sup> Week: Methods and tools for public sector strategies and programs: a case study for Energy programs/projects**

- 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.)



**3<sup>rd</sup> Week: Methods and tools for public sector strategies and programs evaluation / Information system for public program monitoring and evaluation**

- 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