

Opportunities for Training and Capacity Building in Monitoring & Evaluation



MEASURE Evaluation

2007

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OPPORTUNITIES FOR CAPACITY BUILDING AND TRAINING IN MONITORING & EVALUATION

Nearly all developing countries spend large amounts of resources on programs to improve conditions in reproductive health, maternal health, HIV/AIDS, TB, malaria, child health, nutrition and more. In a context of limited resources, the design and implementation of efficient programs require the development of sustainable and effective monitoring and evaluation (M&E) systems. M&E should be a priority addressed at the program level and as part of subnational and national systems.

Why is M&E important?

Monitoring and evaluation help to answer questions about the functioning and effectiveness of programs, and can highlight how scarce resources may be better directed to needy subpopulations or areas. Program managers are interested in knowing whether an intervention is on track, whether programs are operating as intended, and whether programs are having an impact on desired outcomes. Are program services being deployed as planned? Did family-planning use increase? Is HIV incidence decreasing? Are the program actions having an impact in the population? Answering these important questions is hindered because of the limited M&E capacity of program-implementing organizations and individuals in developing countries.

MEASURE Evaluation’s Approach to Improving M&E Efforts

MEASURE Evaluation works globally to strengthen the technical capacity of in-country individuals and organizations for the identification of data needs and the collection, analysis, and use of appropriate data to meet those needs.

The goal of our capacity-building work is to enable M&E organizations and individuals to generate relevant quality data, analyze them, and then use these data to improve program planning and decision making, thus improving health systems and health status.

MEASURE Evaluation’s capacity-building approach has two main components: 1) strategic planning and technical assistance to strengthen the organizations and systems responsible for M&E; and 2) partnerships with selected regional universities and training centers in developing countries for offering workshops and masters-level courses on M&E topics and strengthening their capacity to conduct M&E activities. As a complement, we produce related learning materials and make them available for general use.

MEASURE Evaluation offers a facilitated organizational strategic-planning process as a way to assess and enhance the M&E capacity of an organization or national/subnational health-related M&E system. This process brings stakeholders together to define performance objectives, identify capacity strengths and gaps, and develop measurable action plans to address the prioritized gaps. We then provide focused technical assistance as needed and work with the partner to monitor progress. This assistance can include one-on-one or small-group training, collaboration, mentoring, program planning, and providing equipment, supplies, materials, and other resources. In cases where capacity-building objectives are not explicitly stated in a work plan, the above activities may be conducted more informally or in a limited way.

Another aspect of this organizational capacity-building commitment includes offering workshops designed to strengthen the capacity of participants to monitor and evaluate their own programs by using information to make more-informed decisions. We also work to strengthen the capacity of our regional training partners to offer and conduct M&E training workshops and masters-level degree programs with a focus on M&E in a technically and financially sustainable way, as well as enhancing their ability to offer M&E technical assistance to others.

For more information on our various organizational CB efforts, please contact Nina Frankel (nfrankel@unc.edu) or Anne LaFond (anne_lafond@jsi.com).



MEASURE Evaluation has established partnerships with selected universities and training and research centers in developing countries to offer high-quality training in M&E skills, tools, and innovations. The expected outcomes of these partnerships are:

- ❑ Strengthening the capacity of the partners to offer permanent short-term and masters-level programs in M&E in technically and financially sustainable ways;
- ❑ Strengthening the capacity of the partners to provide M&E technical assistance within their regions; and
- ❑ Building a cadre of developing country M&E professionals who are highly trained in M&E.

The goal is that our regional universities and training partners establish themselves as centers of reference for M&E in their regions.

This portfolio outlines the many training opportunities and capacity-building initiatives offered by MEASURE Evaluation and our regional training partners, including:

- ❑ Workshops on M&E of population, health and nutrition (PHN) programs
- ❑ Workshops on M&E of HIV/AIDS programs
- ❑ Workshops on program impact evaluation
- ❑ Special topic workshops on:
 - Routine health information systems
 - M&E of tuberculosis programs
 - Other special topic workshops
- ❑ Master's degree programs in public health with concentrations in M&E

Our Regional Universities and Training/Research Centers Partners

As mentioned above, one of MEASURE Evaluation's capacity-building objectives aims to establish partnerships with selected universities and training/research centers in developing countries to offer training programs in M&E and to strengthen their capacity for conducting M&E activities. Currently, MEASURE Evaluation has partnerships with Mahidol University, Thailand; University of Pretoria, South Africa; Centre Africain Etudes Superieures en Gestion (CESAG), Senegal; Instituto Nacional de Salud Publica (INSP), Mexico; and Addis Ababa University, Ethiopia. These partners are described in the following pages.

“The workshop contributed to improve my work in measurement where I am able to better understand the process of M&E...the workshop also helped reinforce my skills to manage these programs.” -Workshop Attendee

Instituto Nacional de Salud Pública, Cuernavaca, Mexico

The Instituto Nacional de Salud Pública (INSP) in Cuernavaca, Mexico, aims to contribute to social equity by promoting the highest standards of health for the population through the generation of knowledge, innovation in health systems, and training of highly qualified public health professionals. INSP offers an array of courses that build capacity among public health professionals in Mexico, Latin America, and the Caribbean; and produces state of the art approaches while providing vanguard knowledge. INSP has been remarkably successful since its founding in 1987 and has developed expertise in public health across diverse countries, including in Latin America and the United States. In collaboration with MEASURE Evaluation, INSP offers: a workshop on impact evaluation of PHN programs; a workshop on M&E of HIV/AIDS programs; a planned workshop on M&E of PHN programs and an M&E track as part of the master of public health and master of sciences degree programs.

The School of Health Systems and Public Health, University of Pretoria, Pretoria, South Africa

The School of Health Systems and Public Health (SHSPH) is an initiative created at the University of Pretoria to enhance the institution's relevance and its ability to respond to the enormous challenges facing the health sector, both now and in the future. The SHSPH comprises a multi-disciplinary group of local and international experts, who combine their knowledge and experience in public health to deliver high quality education, research, consultancy service, and advocacy. The focus of the School's work is on equity and quality in health care. Its area of operation includes both the public and private health sectors in developing and developed communities. The School focuses on South African, African, and global public health and health-system priorities. In collaboration with MEASURE Evaluation, University of Pretoria offers a workshop on M&E of HIV/AIDS programs and a master's degree program with a concentration in M&E. In addition, in 2005 the SHSPH opened its fall course on M&E of PHN programs to non-University of Pretoria students. The course is patterned after and based upon MEASURE Evaluation's curricula, and targets master's-level public health students as well as mid-level health professionals working in M&E throughout Anglophone Africa.

Centre Africain d'Etudes Supérieures en Gestion, Dakar, Senegal

Centre Africain d'Etudes Supérieures en Gestion (CESAG) in Dakar, Senegal, is a regional training center that serves French-speaking West African countries by facilitating individual and institutional capacity-building and performance improvement workshops and other training opportunities for health-sector companies and related organizations in the region. CESAG offers trainings in public health program management. In collaboration with MEASURE Evaluation, CESAG offers both a workshop on M&E of PHN programs, and a workshop on M&E of HIV/AIDS programs.

The Institute for Population and Social Research, Mahidol University, Bangkok, Thailand

The Institute for Population and Social Research (IPSR) is located at the Salaya Campus of Mahidol University in Bangkok, Thailand. Since its establishment in 1971, IPSR has developed into one of the leading population-studies research and training institutes in the Asian region. Currently, the Institute employs approximately 30 teaching staff, with graduate programs offered at the master and Ph.D. levels. In addition, IPSR has for many years provided special training courses when they have been requested to do so by international agencies. IPSR has been designated as: a World Health Organization Collaborating Center for Social Research in Human Reproduction UNAIDS Collaborating Center; a UNFPA Center of Excellence in Population and Family Planning/ Reproductive Health in the Inter-Regional Project on South-to-South Collaboration; and the UK Wellcome Trust's Population Study Center for Research Excellence in Asia. In collaboration with MEASURE Evaluation, IPSR offers: a workshop on M&E of PHN programs; a workshop on M&E of HIV/AIDS programs; and a master's degree program with a concentration in M&E.

The Department of Community Health, Population Studies and Research Center, and the Ethiopian Public Health Association, Addis Ababa University, Addis Ababa, Ethiopia

Department of Community Health

The Department of Community Health (DCH) has been part of the Faculty of Medicine of the Addis Ababa University since its inception in 1964. Initially, the engagement of DCH was only to the teaching of the undergraduate medical students. The master of public health (MPH) training started in 1984. The postgraduate training at a Ph.D. level was launched in 2003.

Aside from routine teaching and research activities, the staff at DCH renders services to public and nongovernmental agencies. DCH has also made substantial contributions to the strategic development of the Ethiopian Public Health Association and its multi-disciplinary peer-reviewed journal, the *Ethiopian Journal of Health Development* (<http://www.cih.uib.no/journals/EJHD>). These services have made DCH the national center of public health. DCH works closely with both governmental and nongovernmental health care institutions in Ethiopia. The Ministry of Health and Regional Health Bureaus are especially close partners of DCH in all areas of training, research and consultancy activities. DCH also has ample experience in developing training programs that are linked with bilateral and multi-lateral international institutions. At present, the necessary preparations are being made to transform DCH into a school of public health within Addis Ababa University.

Population Studies & Research Center

The Population Studies and Research Center, established in 1982, is a population research and training center created by the United Nations and the government of Ethiopia to undertake training and research activities in the areas of population and development in the country. The Center is housed within the Institute of Development Research (IDR) as its training and research wing in population studies. The goal of the Center is to provide highly qualified personnel capable of addressing the country's population and development problems through educational, research, and advocacy efforts.

Ethiopian Public Health Association

The Ethiopian Public Health Association (EPHA) is an autonomous, non-profit, voluntary professional organization, established in 1989 to promote public health services and professional standards through advocacy, active involvement, and networking. With its large membership, it is one of the most prominent professional associations in Ethiopia. EPHA has successfully organized and conducted many workshops and conferences in collaboration with national and international organizations.

In collaboration with MEASURE Evaluation, Addis Abbaba University offers a workshop on M&E of PHN programs.

East-West Center, Honolulu, Hawaii

The East-West Center is an education and research organization established by the U.S. Congress in 1960 to strengthen relations and understanding among the peoples and nations of Asia, the Pacific, and the United States. The Center contributes to a peaceful, prosperous, and just Asia Pacific community by serving as a vigorous hub for cooperative research, education, and dialogue on critical issues of common concern to the Asia Pacific region and the United States. Funding for the Center comes from the U.S. government, with additional support provided by private agencies, individuals, foundations, corporations, and the governments of the region.

As a national and regional resource, the East-West Center offers: an interdisciplinary research program that examines issues of critical importance in U.S.-Asia Pacific relations; dialogue and professional enrichment programs that focus on groups, such as the media, political and policy leaders, and educators, that are central to the communication of ideas; and educational programs to develop the human resources needed by the United States and the Asia Pacific region in a new era of increased interdependence. In collaboration with MEASURE Evaluation, the East-West Center offers a workshop on impact evaluation of reproductive-health programs.

Monitoring and Evaluation of Population, Health and Nutrition Programs

Policymakers, program staff, and researchers face many questions related to the M&E of PHN programs in developing countries. There is, however, a shortage of staff with the skills to answer these questions. Such M&E skills are crucial to the successful design, implementation, monitoring and evaluation of PHN programs. To provide accessible, short-term, state-of-the-art training in M&E to professionals worldwide, MEASURE Evaluation offers periodic short-term non-degree training courses that cover core concepts, tools, techniques, and practical applications in M&E of reproductive health, maternal and child health, nutrition, and HIV/AIDS programs. In workshops held in Africa, malaria and tuberculosis programs are also covered. Workshops are held in Thailand, Ethiopia, and Senegal, with a future workshop planned in Mexico.

Workshop Content: These courses include strategic information; program-design frameworks; data systems and indicators; impact evaluation designs; building performance M&E plans; data-collection methods; utilization and feedback of M&E results; M&E of maternal health, child health, reproductive health/family planning; STD/HIV/AIDS and nutrition programs; and data dissemination and information use.

Sessions on computer software (e.g. SPSS and PowerPoint) are available for participants who are in need. Hands-on experience in designing M&E plans is offered through in-class exercises and working in small groups throughout the workshop. Participant groups present the results of their projects during the final day of the workshop.

These workshops also provide a fieldwork component that involves visiting health facilities and/or NGOs implementing health programs.

Workshop Objectives: The overall objectives of these workshops are:

- ❑ To understand the basic concepts and practical approaches for performance M&E;
- ❑ To learn tools and techniques used to monitor and evaluate PHN programs; and
- ❑ To gain hands-on experience in designing M&E plans.

Eligibility: These courses target entry- and mid-level health and population officers, program managers, and other professionals involved with the implementation of M&E of PHN programs. Applicants should have some analytic skills as well as current responsibilities for developing program monitoring plans and/or evaluation programs. Courses in Senegal at CESAG are taught in French. Courses in South Africa at University of Pretoria, and in Thailand at ISPR, are taught in English. Computer literacy and experience with data systems is also an advantage.

REGIONAL WORKSHOPS

Faculty: These workshops are taught by faculty members from our partner universities. MEASURE Evaluation experts from the University of North Carolina, Constella Futures, John Snow, Inc., ORC Macro, and Tulane University also teach at these workshops. Local instructors from ministries of health, international NGOs, and other regional experts teach selected modules and facilitate sessions throughout each workshop.

Application Procedures and Deadlines: Persons who wish to take part in these workshops apply by submitting completed application forms, and other relevant application documents, to regional contacts at the host training institution before the deadlines listed on the application materials.

Fees: Course fees vary depending on the location. Prospective applicants are advised to seek funding from their home organizations or from national or international agencies. Applicants who have requested funding should submit their application forms to meet the deadline, and copies of application materials should be submitted directly to those agencies. When funding is confirmed, the applicant should contact the regional partner organization as soon as possible (see contacts listed on the next page). Full or partial fellowships from MEASURE Evaluation are available for a very limited number of qualified applicants from USAID-assisted developing countries. Interested candidates who obtain funding after the application deadline are encouraged to submit late applications, as space may still be available for participants who are fully funded.



“The workshop contributed to my work by reinforcing the skills in the field of monitoring and evaluation. I became a reference person at the national level.”
-Workshop Attendee

For more information on M&E of PHN programs, please contact:

Regional Contacts	MEASURE Evaluation Contacts
<p>In Asia, contact: Institute for Population and Social Research Mahidol University at Salaya Phutthamonthon Nakhon Pathom, 73170 THAILAND Tel : (66-2) 441-9520 Fax: (66-2) 441-9333 On the Web: www.ipsr.mahidol.ac.th</p>	<p>Training Officer MEASURE Evaluation, CPC, UNC-CH measure_training@unc.edu</p>
<p>In Francophone Africa, contact: CESAG Bd. du Général De Gaulle X Malick Sy Dakar, SENEGAL Tél. (221) 839-73-60 Fax (221) 821-32-15 On the Web: CESAG : http://www.cesag.sn</p>	<p>Training Officer MEASURE Evaluation, JSI, Inc. measure_training@jsi.com</p>
<p>In Anglophone Africa, contact: Department of Community Health Addis Ababa University P.O. Box 1176 Addis Ababa, ETHIOPIA Tel.: 251-9-51-37-15 Fax: +251-1-513099</p>	<p>Training Officer MEASURE Evaluation, CPC, UNC-CH measure_training@unc.edu</p>
<p>In Latin America and the Caribbean, contact: Coordinación Ejecutiva del Programa de Actualización en Salud Pública y Epidemiología Av. Universidad 655, Col. Sta. María Ahuacatitlan, C.P. 62508, Cuernavaca, Morelos, MÉXICO Fax: +52 (777) 311 11 48, 329 30 81 Tel.: +52 (777) 329 30 10 On the Web: http://www.insp.mx/verano/</p>	<p>Training Officer MEASURE Evaluation, CPC, UNC-CH measure_training@unc.edu</p>

Workshop information is also available at:

<http://www.cpc.unc.edu/measure/training/workshops.html>

Monitoring and Evaluation of HIV/AIDS Programs

Policymakers, program staff, and researchers face many questions related to the M&E of HIV/AIDS programs in developing countries. Monitoring and evaluation skills are crucial to the successful implementation, design, and M&E of HIV/AIDS programs. In order to build the capacity of professionals, MEASURE Evaluation and its universities and training partners offer two-week non-degree courses that provide training in the design and implementation of HIV/AIDS M&E systems. These workshops focus on the coordination and collection of the information necessary to inform decisions related to HIV/AIDS programming, including planning for and effectively communicating strategic information as integral components of the course modules.

Workshop Objectives: The overall objectives of these workshops are:

- ❑ To identify decisions related to HIV/AIDS programs that can be informed by M&E information;
- ❑ To formulate questions that need to be answered in order to make informed decisions;
- ❑ To understand and construct frameworks for conceptualizing the factors that influence the success of programs in reaching their goals and logically explaining how program activities contribute to its objectives;
- ❑ To develop realistic and targeted goals and objectives for HIV/AIDS programs;
- ❑ To understand and be able to select indicators appropriate for a given country;
- ❑ To understand information systems and the flow of data;
- ❑ To disseminate and use M&E information strategically; and
- ❑ To understand how to develop and implement M&E plans.

Workshop Content: These workshops offer intensive training that covers the fundamental concepts and tools for monitoring and evaluating HIV/AIDS programs. Workshop sessions include: strategic information in decision making; M&E frameworks; indicators; information systems; evaluation designs; developing M&E plans; selecting, calculating and interpreting indicators; and facilitating the use of information. In addition, modules on program areas and cross-cutting issues appropriate for each regional context (e.g., Asia, Africa, Latin America and the Caribbean) are also included.

Hands-on experience in designing M&E plans is gained by doing exercises and working in small groups throughout the workshop. The participant groups present the results of their projects during the final day of the workshop.

Eligibility: These workshops are designed for national and subnational level M&E professionals and their counterparts, assistants, and advisors who are involved with the implementation of HIV/AIDS programs. Applicants should possess some analytic skills, and have current responsibilities for developing program monitoring plans and/or evaluation programs. Courses taught in Mexico at INSP are taught in Spanish. Courses in Senegal at CESAG are taught in French. Courses in South Africa at University of Pretoria, and in Thailand at ISPR, are taught in English. Computer literacy and experience with data systems is also an advantage.

Faculty: These workshops are taught by faculty members from our partner organizations. MEASURE Evaluation experts from the University of North Carolina, Constella Futures, John Snow, Inc., ORC Macro, and Tulane University also teach at these workshops. Local instructors from Ministries of Health, international NGOs, and other regional experts teach selected modules and facilitate sessions throughout each workshop.

Application Procedures and Deadlines: Persons who wish to take part in these workshops apply by submitting completed application forms, and other relevant application documents, to regional contacts at the host training institution before the deadlines listed on the application materials.

Fees: Course fees vary depending on the location. Prospective applicants are advised to seek funding from their home organizations or from national or international agencies. Applicants who have requested funding should submit their application forms to meet the deadline, and copies of application materials should be submitted directly to those agencies. When funding is confirmed, the applicant should contact the regional partner organization as soon as possible (see contacts listed on the next page). Full or partial fellowships from MEASURE Evaluation are available for a very limited number of qualified applicants from USAID-assisted developing countries. Interested candidates who obtain funding after the application deadline are encouraged to submit late applications, as space may still be available for participants who are fully funded.

"I keep all the workshop materials handy and I am using them as and when necessary. It is like having an M&E expert sitting next to me all the time." -Workshop Attendee

For more information on M&E of HIV/AIDS programs, please contact:

Regional Contacts	MEASURE Evaluation Contacts
<p>In Latin America and the Caribbean, contact: Coordinación Ejecutiva del Programa de Actualización en Salud Pública y Epidemiología Av. Universidad 655, Col. Sta. María Ahuacatitlan, C.P. 62508, Cuernavaca, Morelos, MÉXICO Tel.: +52 (777) 329 30 10 Fax: +52 (777) 311 11 48, 329 30 81 On the Web: http://www.insp.mx/verano/</p>	<p>Training Officer MEASURE Evaluation, CPC, UNC-CH measure_training@unc.edu</p>
<p>In Asia, contact: Institute for Population and Social Research Mahidol University at Salaya Phutthamonthon Nakhon Pathom, 73170 THAILAND Tel : (66-2) 441-9520 Fax: (66-2) 441-9333 On the Web: http://www.ipsr.mahidol.ac.th</p>	<p>Training Officer MEASURE Evaluation, CPC, UNC-CH measure_training@unc.edu</p>
<p>In Francophone Africa, contact: CESAG Bd. du Général De Gaulle X Malick Sy Dakar, SENEGAL Tel. (221) 839-73-60 Fax (221) 821-32-15 On the Web: CESAG : http://www.cesag.sn</p>	<p>Training Officer MEASURE Evaluation, JSI, Inc. measure_training@jsi.com</p>
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Workshop information is also available at:

<http://www.cpc.unc.edu/measure/training/workshops.html>

Program Impact Evaluation

Reproductive health is fundamental to individuals, couples, and families, as well as to the social and economic development of communities and nations. Improving maternal health, reducing child mortality, and combating HIV/AIDS are key components of good reproductive health, which is broadly defined as “a condition in which the reproductive process is accomplished in a state of complete physical, mental and social well-being.”

To meet the goal of ensuring good reproductive health for all, governments and other agencies in many developing countries commit substantial resources for program implementation. The rationale is that high-quality and widely accessible reproductive-health services, along with program activities that enhance knowledge and promote healthy behavior, add up to a strong positive influence on the health status of men, women, and children.

Despite widespread interest in the effectiveness of health programs, there have been few rigorous evaluations of their impact on health. Yet, careful evaluation of program impact is essential if policymakers and managers are to make informed decisions about whether or not to continue existing programs or to make program changes aimed at improving effectiveness.

In a context of limited resources and growing concern about the performance of public programs in general, evaluation plays an important role by providing concrete evidence of the impact of program actions on target populations. Good evaluation uses appropriate research methods to determine whether programs have positive effects on their target populations and assess the magnitude of those effects. Answers to these questions are essential for program design, implementation, and modification.

Workshop Objectives: These workshops provide intensive training in program-evaluation concepts and state-of-the-art tools and techniques for evaluating program impact. The goal is to provide researchers and other professionals responsible for the evaluation of reproductive-health programs with appropriate conceptual frameworks, quantitative methods, and result-interpretation skills. The key objective is to develop criteria for choosing the appropriate evaluation and estimation strategy given different scenarios of data availability and program characteristics.

“The workshop has absolutely contributed to my work. On one hand, my responsibilities and work load have increased, but on the other hand, I have been able to open new channels in the institution where I work.” -Workshop Attendee

Workshop Content: Participants begin by reviewing the basic concepts for developing sound, practical M&E plans. They review the role of impact evaluation for decision making, conceptual frameworks, data systems, and selection of health indicators. Participants also review experimental and observational procedures for estimating program impact. The emphasis is on practical applications of the impact evaluation strategies. There are also sessions on survey sample and household survey design, and on calculating and interpreting reproductive health indicators.

These workshops include intensive training on statistical techniques for evaluating program impact. This hands-on training covers:

- ❑ Choosing appropriate designs for impact evaluation studies;
- ❑ Evaluating programs using simple and multilevel regression analysis; and
- ❑ Detecting and solving common problems such as endogeneity and sample selection.

Sessions also cover techniques for measuring socioeconomic status and designing samples for facility-based surveys. Focusing on the practical application of these skills, participants work in small groups to conduct analyses using real data sets and present their results back to the workshop. Participants are encouraged to bring data sets related to evaluations they are conducting in their own countries.

Eligibility: This workshop is designed for mid-level health and population researchers, administrators, program managers, and other professionals involved in the implementation and evaluation of health programs. Computer literacy, experience with data systems, and basic statistical knowledge (including some knowledge of regression analysis) is required. Courses in Mexico at INSP are taught in Spanish. Courses in Hawaii at the East-West Center or in an Asian location (to be determined) are taught in English.

Faculty: These workshops are taught by faculty members from our partner organizations. MEASURE Evaluation experts from the University of North Carolina, Constella Futures, John Snow, Inc., ORC Macro, and Tulane University also teach at these workshops. Local instructors from Ministries of Health, International NGOs, and other regional and international experts teach selected modules and facilitate sessions throughout each workshop.

Application Procedures and Deadlines: Persons who wish to take part in these workshops apply by submitting completed application forms, and other relevant application documents, to regional contacts at the host training institution before the deadlines listed on the application materials.

Fees: Course fees vary depending on the location. Prospective applicants are advised to seek funding from their home organizations or from national or international agencies. Applicants who have requested funding should submit their application forms to meet the deadline, and copies of application materials should be submitted directly to those agencies. When funding is confirmed, the applicant should contact the regional partner organization as soon as possible (see contacts listed on the next page). Full or partial fellowships from MEASURE Evaluation are available for a very limited number of qualified applicants from USAID-assisted developing countries. Interested candidates who obtain funding after the application deadline are encouraged to submit late applications, as space may still be available for participants who are fully funded.

For more information on the Workshop on Program Impact Evaluation, please contact:

Regional Contacts	MEASURE Evaluation Contacts
<p>At East West Center, contact: 1601 East-West Road Honolulu HI USA 96848-1601 Tel: (808) 944-7111 On the Web: http://www.EastWestCenter.org</p>	<p>Training Officer MEASURE Evaluation, CPC, UNC-CH measure_training@unc.edu</p>
<p>In Latin America and the Caribbean, contact: Coordinación Ejecutiva del Programa de Actualización en Salud Pública y Epidemiología Av. Universidad 655, Col. Sta. María Ahuacatitlan, C.P. 62508, Cuernavaca, Morelos, MÉXICO Fax: +52 (777) 311 11 48, 329 30 81 Tel.: +52 (777) 329 30 10 On the Web: http://www.insp.mx/verano/</p>	<p>Training Officer MEASURE Evaluation, CPC, UNC-CH measure_training@unc.edu</p>

Workshop information is also available at:

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“The M&E coursework helped me a lot in my work in women’s health. The skills that I gained from the program have facilitated me to take over larger projects related to HIV/AIDS, maternal health and reproductive health.” -Master’s Degree Recipient.

Improving Routine Health Information Systems Performance and Information Use for Health Systems

This Routine Health Information Systems (RHIS) workshop helps professionals use RHIS more effectively; an urgent need identified in the field for district-oriented RHIS capacity building. The curriculum is based on the Performance of Routine Information System Management (PRISM) conceptual framework for assessing and strengthening RHIS Performance. The PRISM, or three-point framework, is predicated on the assumption that improving performance of RHIS requires interventions that address organizational environmental factors, behavioral determinants, and technical determinants for any RHIS system.

Workshop Objectives: The main objective of this course is to provide rapid transfer of knowledge and skills in RHIS assessment and action planning, with a particular focus on improving RHIS performance for evidence-based decision making at both the national and district levels. By the end of this workshop, participants are able to:

- ❑ Understand the roles of RHIS in health-system management;
- ❑ Understand the three determinants of RHIS performance; and
- ❑ Acquire the necessary skills to carry out the RHIS performance improvement process; including: assessment, analysis, and problem solving.

Workshop Content: Course content includes an introduction and application of the PRISM RHIS strengthening tool; testing the PRISM tool in a field work setting; and training follow-up and online support.

Eligibility: These courses target government and NGO professionals who are responsible for management of health services and health programs at national and subnational levels and/or those responsible for management of RHIS, or responsible for M&E of health programs. The workshop is also appropriate for staff of technical-assistance projects which aim to improve health system management. Priority is given to those organizations that send a team of health systems managers to facilitate effective application of skills gained at the workshop.

Faculty: These workshops are taught by faculty members from our partner organizations. MEASURE Evaluation experts from John Snow, Inc. and the University of North Carolina at Chapel Hill also teach at these workshops. Local instructors from ministries of health, international NGOs, and other regional experts teach selected modules and facilitate sessions throughout each workshop.

Application Procedures and Deadlines: Persons who wish to take part in these workshops apply by submitting completed application forms, and other relevant application documents, to regional contacts at the host training institution before the deadlines listed on the application materials.

Fees: Course fees vary depending on the location. Prospective applicants are advised to seek funding from their home organizations or from national or international agencies. Applicants who have requested funding should submit their application forms to meet the deadline, and copies of application materials should be submitted directly to those agencies. When funding is confirmed, the applicant should contact the regional partner organization as soon as possible (see contacts listed on the next page). Full or partial fellowships from MEASURE Evaluation are available for a very limited number of qualified applicants from USAID-assisted developing countries. Interested candidates who obtain funding after the application deadline are encouraged to submit late applications, as space may still be available for participants who are fully funded.

For more information on the RHIS workshop, please contact:

MEASURE Evaluation Contacts

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measure_training@jsi.com

Workshop information is also available at:

<http://www.cpc.unc.edu/measure/training/workshops.html>



Monitoring and Evaluation of National Tuberculosis Programs

The goal of this training is to teach participants how to design and implement M&E plans that can inform decisions related to tuberculosis (TB) programming.

Workshop Objectives: At the end of these workshops, participants are able to:

- ❑ Explain the principles of M&E for effective TB programming;
- ❑ Identify decisions that can be informed by M&E information;
- ❑ Construct logic frameworks to guide M&E efforts aimed at measuring progress towards goals and the contribution of specific activities to goals;
- ❑ Develop realistic and targeted goals and objectives for M&E of programs;
- ❑ Select appropriate indicators for specific programs;
- ❑ Use MEASURE Evaluation's *Compendium of Indicators for Tuberculosis Programs* as a resource for TB M&E;
- ❑ Use existing (or new) data to operationalize selected indicators; and
- ❑ Develop a M&E plan.

Eligibility: These workshops are targeted at national and subnational level TB personnel, especially those responsible for gathering, analyzing, and using program-related data; M&E professionals from other areas such as communicable diseases (e.g., counterparts, assistants, and advisors); and NGO and USAID Mission personnel responsible for oversight of TB programs, especially in the areas of reporting, monitoring and evaluation.

Faculty: These workshops are taught by faculty members from our partner organizations, MEASURE Evaluation experts from John Snow, Inc., ORC Macro, and Tulane University.

Application Procedures and Deadlines: Generally, participation in these workshops is generated by invitation.

For more information on the M&E of National TB Programs, please contact:

MEASURE Evaluation Contacts

Training Officer
MEASURE Evaluation, CPC, UNC-CH
measure_training@unc.edu

Workshop information is also available at:

<http://www.cpc.unc.edu/measure/training/workshops.html>

Thailand

Institute for Population and Social Research, Mahidol University, Bangkok

The Institute for Population and Social Research (IPSR) provides training in the art and science of collecting, analyzing, and using population and reproductive-health data in developing countries. The program is designed especially for individuals working in the population, reproductive health, and HIV/AIDS prevention fields and in academic institutions. Students are exposed to a range of theoretical and applied research, with special emphasis on sociocultural issues related to reproductive health.

The 12-month, English-language program includes a concentration on M&E and consists of three semesters. The first two semesters are devoted to coursework, with the third semester designated for preparing a master's thesis. Substantive components of the curriculum are: demography; reproductive health, including HIV/AIDS; and research methodology. Courses include: Substantive Demography; Techniques of Demographic Analysis; Reproductive Health – Perspectives and Issues; Behavioral and Social Dimensions of AIDS; Social Research Methodology; Statistics for Social Analysis; Applied Social Research; and Monitoring and Evaluation of Population and Reproductive Health Programs. Students are required to write a thesis under supervision of a faculty member. This program focuses on the population and social aspects of reproductive-health research. It has been offered for 15 years, and students from all over the world have graduated from this program.

Admission Requirements: Applicants should meet the following requirements:

- ❑ Hold a bachelor's degree in social health or life sciences;
- ❑ Have been exposed to population and social science research or evaluation;
- ❑ Basic computer proficiency; and
- ❑ TOEFL score of at least 550.

Tuition and Fees: Tuition and fees for the program are approximately \$6,500 USD excluding fees for books, health insurance, and thesis (approximately \$1,500 USD). Living expenses for the 12-month program are approximately \$7,200 USD. MEASURE Evaluation provides a limited number of fellowships to English-speaking professionals from USAID-assisted priority countries.

For more information on the IPSR, please contact:

Regional Contacts	MEASURE Evaluation Contacts
<p>In Thailand, contact: Institute for Population and Social Research Mahidol University at Salaya Phutthamonthon Nakhon Pathom, 73170 THAILAND Tel : 6624410201 ext 222 Fax: (66-2) 441-9333 On the Web: http://www.ipsr.mahidol.ac.th</p>	<p>Training Officer MEASURE Evaluation, CPC, UNC-CH measure_training@unc.edu</p>

Workshop information is also available at:

<http://www.cpc.unc.edu/measure/training/masters.html>

South Africa

School of Health Systems and Public Health, University of Pretoria, Pretoria

The School of Health Systems and Public Health (SHSPH) at the University of Pretoria offers a full-time 18-24 month master of public health degree with a concentration in M&E. This MPH degree is an international post-graduate program aimed toward Sub-Saharan African professionals who wish to advance their careers in the fields of public health and health systems management. The M&E track is situated within the health measurement group. The program offers training in quantitative methods for planning, monitoring, and evaluation of population and health programs. All courses are taught in English.

Coursework is presented in the form of modules which last from one to three weeks. Modules providing the required credits for the MPH M&E track are pre-selected. Required coursework is in the following areas: epidemiology; demography; health informatics; biostatistics; qualitative research methods; quality assurance; program M&E; reproductive health; and research methodology. In addition to coursework, a dissertation on a research or intervention project is required.

Admission Requirements: To qualify, applicants must be fluent in spoken and written English and have one of the following:

- A four-year bachelor's degree, plus at least two years relevant working experience;
- A three-year degree, plus at least five years relevant working experience; or
- An Honors degree.

Tuition and Fees: Tuition and fees for the entire program are approximately \$6,500 USD, excluding fees for books and health insurance. Living expenses for the 18-month program are approximately \$15,000 USD. MEASURE Evaluation provides a limited number of fellowships to English-speaking professionals from USAID-assisted priority countries.

For more information on the SHSPH, please contact:

Regional Contacts	MEASURE Evaluation Contacts
<p>In South Africa, contact: School of Health Systems and Public Health University of Pretoria P.O. Box 667 Pretoria 0001 SOUTH AFRICA Tel: +27 12 841-3231 Fax: +27 12 841-3328 On the Web: http://shsph.up.ac.za</p>	<p>Training Officer MEASURE Evaluation, CPC, UNC-CH measure_training@unc.edu</p>

Workshop information is also available at:

<http://www.cpc.unc.edu/measure/training/masters.html>

Mexico

Instituto Nacional de Salud Pública, Cuernavaca

In spite of the importance of evaluation in the development of social programs, too often, we fail to measure the impact these programs have on the quality of life for the people they serve. This shortage of evaluations can be attributed, to a great extent, to the lack of qualified personnel who possess the skills to design, execute, and evaluate these programs. The general mission of the M&E tracks in the master of public health and master of sciences degree programs is to develop the knowledge and skills of their students, so that they become professionals skilled in program evaluation.

The students are enrolled in the 18-month master's degree program in public health or the 24-month master's degree program in science with emphasis in (a choice of): epidemiology; reproductive health; nutrition; biostatistics; systems of health; and health economics. To obtain the additional diploma in Evaluation of Programs of Health to the corresponding degree, the students must attend and successfully complete all the indicated didactic units in the curriculum, successfully complete a

map of each, and attend and successfully complete the following units: Evaluation of Programs of Health I; Evaluation of Programs of Health II; Intermediate Methods in Biostatistics; and Methods Advanced in Biostatistics for Evaluation of Programs. In addition, students must complete a thesis in a subject related to M&E.

Admission Requirements: Applicants should meet the following requirements:

- ❑ Capacity for reading and understanding scientific text in English and Spanish;
- ❑ Interest in the investigation of public health, particularly in the design and evaluation of health programs;
- ❑ Interest in the formation of human resources in this area;
- ❑ Creative and reflective attitudes towards the new knowledge;
- ❑ Computer literacy; and
- ❑ Capacity to learn independently.

Tuition and Fees: Tuition and fees for the master of science and master of public health programs are approximately \$5,000 USD, excluding fees for books and health insurance. Living expenses for the 24-month program are approximately \$14,000 USD. For the 18-month program, living expenses are approximately \$11,000 USD. MEASURE Evaluation provides a limited number of fellowships to Spanish-speaking professionals from USAID-assisted priority countries.

For more information on the Instituto Nacional de Salud Pública, Cuernavaca, please contact:

Regional Contacts	MEASURE Evaluation Contacts
<p>In México, contact: Subdirector de Apoyo Académico Centro de Investigaciones en Salud Poblacional Instituto Nacional de Salud Pública Av. Universidad 655, Col. Santa María Ahuacatlán Cuernavaca, Morelos CP 62508. MÉXICO Tel. (+52) (777) 329-3020 Fax. (+52) (777) 311-3784 On the Web: http://www.insp.mx/</p>	<p>Training Officer MEASURE Evaluation, CPC, UNC-CH measure_training@unc.edu</p>

Workshop information is also available at:

<http://www.cpc.unc.edu/measure/training/masters.html>

MENTOR

Through its Monitoring and Evaluation Network of Training Online Resources (MENTOR), MEASURE Evaluation makes training materials on M&E topics available free of charge for use by researchers, program managers, trainers, policymakers, students, and other public health professionals. These materials have been developed by global experts in order to provide state-of-the-art information on M&E topics. MENTOR is an evolving resource, with new materials added as they become available.

MENTOR consists of three types of resources:

- ❑ **Interactive minicourses:** These self-instructional minicourses provide concise information on a variety of M&E topics. Each course is divided into discrete modules that, in addition to the technical content, include self-assessment quizzes at the start and end of each section, interactive exercises, lists of resources and references for additional information, a glossary of key terms, and a final exam. Participants scoring 80% or higher on the final exam are eligible to download and print a course certificate. In addition to use by individuals as a self-guided resource, these courses are also appropriate for use by those who need to learn or review basic factual information before or during a traditional in-person training event.
- ❑ **Downloadable training materials:** These materials consist of various slide sets with speaker notes and other materials for use in training workshops, self-learning situations, or for reference. State-of-the-art information on a variety of M&E topics is offered, including M&E of PHN programs, M&E of HIV/AIDS programs, M&E of tuberculosis programs, and routine health information systems. An assortment of these materials in English, Spanish, and French will be posted as they become available.
- ❑ **Population Research Materials:** These Web modules, earlier versions of which were previously available through the Distance Advancement of Population Research (DAPR) resource of the Carolina Population Center at the University of North Carolina, provide information and tools for students and professionals on population-related topics.

For additional information, and to access MENTOR, visit:

<http://www.cpc.unc.edu/measure/training/mentor>

Trainee and Trainer Database

MEASURE Evaluation maintains a comprehensive database of individuals who have received training through MEASURE Evaluation, and of those who have taught in MEASURE Evaluation programs and courses. Many individuals trained by MEASURE Evaluation have consented to having their names and contact information listed on our Web site. Those interested can use this database to search for individuals who have received training from MEASURE Evaluation or who have taught in MEASURE Evaluation workshops.

AIMEnet listserv

AIMEnet is name of the HIV/AIDS Monitoring and Evaluation Network (AIMEnet) listserv. This listserv was established to create a global sharing and learning space for trained professionals working in M&E of HIV/AIDS programs. Through the listserv, members: share contributions of HIV/AIDS M&E information; hold forums on specific topics; disseminate training information; and dialogue with other M&E professionals working in HIV/AIDS-related programs. To join, simply send an e-mail to moderator@AIMEnet.org with “subscribe” typed in the subject line. Please include your full name, country of residence, organization of employment, and preferred e-mail address in the body of the email.



ABOUT MEASURE EVALUATION

MEASURE Evaluation is one of four separate MEASURE projects funded by the U.S. Agency for International Development (USAID) that examine the impact of a wide range of activities to improve human health and well-being.

MEASURE Evaluation and its sister projects focus on strengthening monitoring and evaluation functions and systems and building both institutional and individual capabilities that are essential to assess the effectiveness of interventions and approaches in reproductive health, maternal and child health and nutrition, HIV/AIDS, malaria and tuberculosis worldwide. MEASURE Evaluation is implemented by the University of North Carolina at Chapel Hill in partnership with Constella Futures, John Snow, Inc., ORC Macro, and Tulane University.

MEASURE Evaluation works with USAID and its country missions and collaborating agencies, as well as governmental and nongovernmental organizations worldwide, to help countries measure their progress in confronting disease, population issues and poverty. Our technical leadership and training programs build the capacity of policy makers and public health leaders to use their knowledge of that progress to improve public policy and health programs.

Visit MEASURE Evaluation online at <http://www.cpc.unc.edu/measure>

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For additional information on MEASURE Evaluation's training and capacity building activities or other MEASURE Evaluation efforts, please contact:

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