

KTI SEMINAR

ALIGNING STRATEGY MANAGEMENT WITH PROJECT PERFORMANCE M&E

TARGET AUDIENCE: Project managers, Strategy Coordinators, Project Monitoring & Evaluation Practitioners, Multi-disciplinary teams on development projects, Development and Project engineers, Technical specialists, Researchers, development practitioners, managers and decision makers who are responsible for Strategy and Project Management activities.

COURSE DESCRIPTION

Aligning Strategy Management with Project performance Monitoring & Evaluation (M&E) is crucial to the achievement of corporate strategic objectives and initiatives. Undertaking an effective Project M&E is salient to the successful execution of strategy to facilitate the realization of corporate goals.

Monitoring and evaluation are increasingly called upon within public, non-governmental sectors and multi-lateral development agencies to help ensure that resources are put to optimum use and that project beneficiaries are assured of receiving the benefits that are committed to them. This course focuses on the analysis and synthesis underpinning sound strategy and project management. Strategy management is concerned with the long-term direction, scope and performance of an organization's vision and mission. Whether the overall strategy of an organization emerges from the interplay of functional departments or is a grand plan devised by one group, its success is contingent effective application of M & E principles. Therefore, an alignment of Strategy and project performance M&E are crucial to meeting organizational success requirements whether in Strategy or Project Management. The alignment of Strategy Management with Performance Monitoring and Evaluation (M&E) provides a framework for effective measurement and evaluation of strategy results for both private and public sector entities.

This course will equip participants with the relevant knowledge, tools and skills to adequately understand and adopt effective strategies in meeting organizational strategic goals through the application of Project Performance Monitoring and Evaluation (M&E). It will further demonstrate to participants where and how Project Performance M&E fits within the organizational or national framework, and the strategies required for its successful design, build and execution.

COURSE OBJECTIVES

This intensive 2-week workshop seminar is designed to emphasize on the tools, skills and techniques required to strengthen strategy Management awareness and interest in best practices, widely used and recommended to excel in today's dynamic project management environment. At the end of the workshop participants should be able to:

1. Fully understand strategy execution process and its impact on organizational performance.
2. Critically analyse the internal and external environments in which businesses operate and assess the implications of forecast changes.
3. Apply understanding of the theories, concepts and tools that support strategic management in organizations.
4. Understand the need for strategy alignment with project management activities.
5. Understand the essentials of Project Performance M&E, its framework, how to design and implement an M&E system and the factors involved in setting up an M&E unit.
6. Strategically set up a database to collect, analyse, interpret and report on project performance
7. Set objectives and design performance indicators and apply M&E techniques to the measurement of outcomes

MODE OF WORKSHOP (DELIVERY)

- PowerPoint presentation.
- Training manual.
- Interactive presentations and tutorials.
- Videos and posters.
- Debates and discussions.
- Quizzes.
- Case studies and group presentations.

COURSE OUTLINE

MODULE ONE – STRATEGY MANAGEMENT & ALIGNMENT

- **INTRODUCTION**
 - Strategy, Competitive Advantage, and Performance.
 - The Strategy Formulation/Formation Process (the Balance Scorecard Approach).
 - Strategic Leadership and Communication (alignment).
 - Identification of Opportunities and Threats (organizational SWOT analysis).
- **STRATEGY MANAGEMENT COMPETITIVE ADVANTAGE**
 - Strategy development – knowledge, resource and skills requirements.
 - Distinctive Competencies, Competitive Advantage, and Profitability.
 - Sustaining and Building Competitive Advantage through Functional-Level Strategy.
 - Strategy delivery Efficiency & Quality;
 - Corporate-Level Strategy and cascaded departmental strategies.
 - Strategy Management in the Global Environment.
 - Corporate-Level Strategy including Horizontal/Vertical.

- Integration, Outsourcing and Diversification.
- Implementing Strategy
 - Strategy vs Change Management.
 - Effective communication of corporate and departmental strategies (BUY-IN).
 - Corporate Performance, Governance and Business Ethics.
 - Structural and Cultural Barriers to Implementation

MODULE TWO – PROJECT PERFORMANCE M&E

- **FUNDAMENTALS OF MONITORING AND EVALUATION (M&E)**

- Definition of Monitoring and Evaluation.
- Why Monitoring and Evaluation is important.
- Key principles and concepts in M&E.
- M&E in project lifecycle.
- Participatory M&E.

- **PROJECT PERFORMANCE EVALUATION**

- Process and progress evaluations.
- Evaluation research design and implementation.
- Testing evaluation questions and analyzing results.
- Evaluation report dissemination.

MODULE THREE

- **PROJECT IMPACT EVALUATION (IE)**

- Aligning Project Management principles with Strategy Management.
- Why impact evaluation is important in strategy execution process.
- Project attribution.

- Counterfactual Impact Evaluation in project management.
- Analysis techniques in IE; DID, PSM.

- **PROJECT PERFORMANCE M&E SYSTEMS**

- What is an M&E System?
- Elements of M&E System.
- Steps for developing Results based M&E System.

MODULE FOUR

- **M&E PLANNING**

- Developing the project performance M&E Plan.
- Importance of an M&E Plan.
- Documenting M&E System in the M&E Plan.
- Components of an M&E Plan-Monitoring, Evaluation, Data management, Reporting.
- Using M&E Plan to implement M&E in a Project.
- M&E Plan vs M&E Framework vs M&E System.

MODULE FIVE

- **IMPLEMENTING AND IMPROVING A PERFORMANCE MANAGEMENT SYSTEM**

- Strategy execution and Change.
- Organizational Change Management – preparing to put Strategy into Action
- Definition of Organizational Change Management.
- Phases of Change Management.
- Areas of the Organisation Impacted by Change
- Stakeholder Management and Engagement Analysis.
- Strategy and Projects Management Communication tools and techniques.