

Postgraduate Diploma

in Public Health

**Monitoring and Evaluation for Health Services Improvement I**

**Module Guide**

**2016**

School of Public Health

University of the Western Cape



**Population Health and Development: A primary Health Care Approach**

**Writing Team:** Thandi Puoane

**Editors:** Nandipha Matshanda

**Contact Information:**

Ms Janine Kader

School of Public Health

University of the Western Cape

Private Bag X17

Bellville

7535

E-mail: jkader@uwc.ac.za

Fax: +27 21 959 2872

Tel: + 27 21 959 2591 or 9592809

Copyright © SOPH School of Public Health, UWC, 2010

All rights reserved. Except for the inclusion of brief quotations in a review, no part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise, without the written permission of the SOPH, UWC.

First published 2010

**This edition published 2016**

Module Registration Number: SPH734

Value of module: 20 credits

Study time required: 200 notional learning hours

Pre-requisites: None except those in the Rules of Admission

#### Qualification serviced by this Module:

**Postgraduate Diploma in Public Health**

Study Materials for this module:

Module Guide, Reader Folder & Additional Resources Folder

###### CONTENTS

**CONTENTS**

|  |  |  |
| --- | --- | --- |
| **CONTENTS** | | **PAGE** |
|  |  |  |
| **1** | **MODULE INTRODUCTION** | i |
| **2** | **INFORMATION ABOUT THIS MODULE** | iii |
| 2.1 | Module Aims and Rationale | iii |
| 2.2 | Learning Outcomes | iii |
| 2.3 | Module Outline | iii |
| 2.4 | The Module Guide | iv |
| **3** | **THE PORTFOLIO: INTRODUCTION** | iv |
| **4** | **ASSESSMENT** | vi |
| 4.1 | Information about assessment | vi |
| 4.2 | Submitting Assignments | vii |
| 4.3 | Assignments | vii |
| 4.4 | Assignment Deadlines | x |
| 4.5 | Draft Assignments | x |
| 4.6 | Assignment Cover Sheet | xi |
| **5** | **WORKLOAD AND SUGGESTED WORKPLAN** | xii |
|  |  |  |
| **UNIT 1** | **AN INTRODUCTION TO PROJECT MANAGEMENT** | **1** |
| Session 1 | Understand the difference between a programme and a project | 2 |
| Session 2 | The Programme Management Cycle | 9 |
|  |  |  |

|  |  |  |
| --- | --- | --- |
| **UNIT 2** | **DEFINING MONITORING AND EVALUATION** | 15 |
| Session 1 | Defining monitoring | 17 |
| Session 2 | Defining evaluation | 25 |
|  |  |  |
| **UNIT 3** | **DEVELOPING THE PROGRAMME** | 34 |
| Session 1 | Programme goals and objectives | 35 |
| Session 2 | Developing a Conceptual Framework | 41 |
| Session 3 | Using a Case study to develop a conceptual framework | 48 |
|  |  |  |
| **UNIT 4** | **STEPS IN CONDUCTING MONITORING ACTIVITIES** | 60 |
| Session 1 | Preparations for conducting monitoring activities | 62 |
| Session 2 | Monitoring and Evaluation Objectives | 72 |
| Session 3 | Selecting Indicators | 79 |
| Session 4 | Data collection and interpretation | 93 |
| Session 5 | Feedback Strategies | 109 |
|  |  |  |
| **UNIT 5** | **FINAL STEPS: EVALUATING THE MONITORING SYSTEM** | 119 |
| Session 1 | Evaluating the monitoring system | 120 |

**I MODULE INTRODUCTION**

# 1 LETTER OF WELCOME

# *School of Public Health*

*University of the Western Cape*

*Private Bag X17*

*Bellville*

*7535*

*South Africa*

*Dear colleague*

***Welcome to the “Monitoring and Evaluation for Health Services Improvement I” module.***

*In this module, we introduce Monitoring and Evaluation in the context of health intervention programmes. The module will cover a wide range of the basics in monitoring and evaluation*.

*Most of you are likely to be working in the public health sector, be it as part of your country’s national department of public health, a non-governmental organization or a sector which has some linkage with public health. This means that you have valuable experience to bring to your studies as well as to the overall field or discipline of Public Health and the practice of Primary Health Care. You will find that the Module makes intensive use of that experience, and seeks to integrate your experience with the concepts and tasks contained in this module.*

*Units 1, 2 and 3 will cover the basic knowledge and competences you need to understand and oversee monitoring and evaluation activities: Unit 1 will discuss, and distinguish between, “programmes and “projects”, and introduce a planning tool, the Programme Management Cycle.*

*Unit 2 will explore monitoring and evaluation: the definitions of the two terms, the similarities and differences between them, as well as their purpose.*

*Unit 3 will look at the development of programmes, outlining the development of goals and objectives as well as conceptual frameworks.*

*We have decided to put a pronounced emphasis on Monitoring. The reason for this coverage is that monitoring is often the most neglected aspect of the monitoring and evaluation functions, both in work and in the training of health personnel; however, it is also crucial in determining the progress as well as, ultimately, the success of health intervention efforts. While the value of evaluation is undeniable, it often comes too late in the life cycle of a project or programme to influence and ensure satisfactory outcomes. Monitoring is a backbone of implementation, whether of a project or a programme. Hence, the longest and most practical unit, Unit 4, will cover all the steps necessary in setting up a monitoring system.*

*If you wish to expand your monitoring and evaluation skill set, we strongly recommend the MPH Monitoring and Evaluation in Health and Development Programmes module.*

*The assessment of the PG Diploma also requires of you a portfolio which is a summation of your learnings in the course of this Diploma, and which can also serve as the basis of a portfolio of evidence for a future employer or for assessment activities in your current role. You may use parts, or all, of any of the assignments of this module as a contribution to your portfolio. This portfolio must be submitted by the end of your PG Diploma programme which may be at the end of Year 1 or 2 of study, depending on your chosen pace of study. There is more about the portfolio in Section 3.*

# *An evaluation form will be sent to you on completion of your final assignment. We therefore hope that you will give us feedback on your experience of the study sessions in this module as we continually desire to improve on our offerings.*

# *We hope you enjoy your studies.*

*Best wishes*

*Lungiswa Tsolekile* (Module Convenor)



**Contact Details**

Ms Lungiswa Tsolekile

Tel: 021 959 9379

Mobile: 082 399 5428

E-mail: [ltsolekile@uwc.ac.za](mailto:ltsolekile@uwc.ac.za)

|  |
| --- |
| **VISION STATEMENT**  **The School of Public Health,** **University of the Western Cape**  The **Vision** of the School of Public Health is to contribute to the optimal health of populations living in a healthy and sustainable environment in developing countries, particularly Africa, with access to an appropriate, high quality, comprehensive and equitable health system, based on a human rights approach.  The **purpose** of the School is to contribute to developing policy makers and implementers who are knowledgeable and skilled in the principles and practice of public health, whose practice is based on research, influenced by informed and active communities, and implemented with a commitment to equity, social justice and human dignity*.* |

**2 INFORMATION ABOUT THIS MODULE**

**2.1 Module Aims and Rationale**

This overview introduces you to the content and the structure of the module.

**2.2 Learning Outcomes**

Here we present the intended learning outcomes of this module so that you can see what competences you are expected to have developed by the end of the module.

|  |
| --- |
| **By the end of this module, you are expected to be able to:** |
| * Demonstrate an understanding of the importance of monitoring and evaluation in programme management. * Review programme goals and objectives. * Develop a conceptual framework for monitoring a project. * Develop monitoring and evaluation objectives. * Identify key indicators for each component of the conceptual framework. * Develop a monitoring tool for a project. * Apply the tool and analyse and interpret findings. * Write a monitoring report with recommendations for improvement. * Evaluate the monitoring systems of a programme. |

**2.3 Module Outline**

The main topics covered in this module are:

Unit 1: Introduction to project management

Unit 2: Monitoring and evaluation in programmes

Unit 3: Developing the programme

Unit 4: Steps in conducting monitoring activities

Unit 5: Final steps: Evaluating the monitoring system

**2.4 The Module Guide**

This Module Guide is organised into five units. Each unit is divided into a number of study sessions, each of which is about 4 - 6 hours of study time. The first page of a study session provides an overview of the session, including a brief introduction, the contents of the session, the learning outcomes (public health content and academic learning content), and the main readings.

Each study session has a combination of input (content), readings, tasks, and feedback for the tasks. By doing the tasks, you should achieve the outcomes of the study session.

**3 THE PORTFOLIO: INTRODUCTION**

A portfolio was introduced for the first time at the Postgraduate Diploma level in 2010, to provide the opportunity to consciously integrate your learning from your six modules and to encourage reflection on your own learning. Learning in this context can be defined as a change in a skill, an understanding, a behaviour or an attitude. Reflection is regarded as a key element of professional development, enabling professionals to review their own learning, their strengths and weaknesses, and to select those areas of practice which require further development. This form of assessment was also chosen to help you make links between the modules and counter the tendency to contain module content “in silos”.

Across the PG Diploma in Public Health, you are required to prepare an electronic or e-portfolio – which is a folder on your own Google website – containing tasks and documents produced in the course of your studies. You are asked to “open” it to your lecturer/s when requested, but then you may close it again and open it selectively to others. An email will be sent to you outlining this process.

#### Why we have adopted a portfolio

A portfolio allows conscious reflection on what you are learning, and the process of learning, on how it affects your mindset and your work. It also helps you to understand new topics in more depth, and to recognize your own competencies and areas for development (weaknesses).

* It allows linking and integration of knowledge, for example, theoretical input with your own work.
* It is a learning and assessment technique used widely in the professions and a lifelong learning strategy.
* It aims to encourage you to be selective of your own work.
* It is a tool for demonstrating your competency in Public Health to current or prospective employers, in furthering your professional career.

#### Process of developing your portfolio

Your portfolio should be developed across the duration of your PG Diploma in Public Health programme, so select and upload your work as you complete modules, but also write a reflective report on your experience of each module as you complete it. Although you will not get a mark for these interim module reflection reports, your lecturer will provide brief feedback. These reports will form the basis of your final reflective report. You are encouraged to keep a study diary over the duration of your studies to track your learning process and your observations. This will make you more conscious of your learning and it may also be useful when you compile the portfolio. Below are some key points and guidelines.

## Key points about the portfolio

##### It counts for 40% of Assignment 2, Monitoring and Evaluation for Health Services Improvement I (M & E) module.

* To be of value, you need to work consistently: develop it over the one or two years that you are involved with your PGD Programme.
* It should be made up of two (2) parts, a set of samples of your work with short accompanying reports (Part 1), and a final composite report (Part 2).
* To make the process meaningful, you must compile a brief Module Reflective Report on your experience of each module as you complete it. This serves as the raw material for your final reflective report (End of Programme Report).

**Submission Guidelines:**

* Although the portfolio is part of M & E Assignment 2, do not include your portfolio work when submitting your M & E assignment. You are asked to upload it separately, according to the instructions that will be sent to you, not later than three (3) days after the M & E final Assignment 2 due date.
* If you are doing your PGD over two years, your portfolio must only be submitted in your second year, after your M & E final Assignment 2. However, you are urged to develop your portfolio as you work through your modules across the two years.
* Across the two years, you may want to replace a sample of work with better evidence of your growth or learning. You may do this at any stage.

You will receive further technical instructions on setting up your e-portfolio, as well as the details of the requirements of the End of Programme Reflective Report; you are also offered support if you struggle with this process.

**What should be included?**

The portfolio should be made up of two sections:

Part 1 - A careful selection of six examples of your work which you should lodge in your e-portfolio as you complete each of the six modules; these items should be evidence of you applying your learning or of your development as a Public Health professional; in addition, you must submit a Module Reflective Report for each module which explains why you have chosen this sample.

Part 2 - An End of Programme reflective report in which you discuss your selected work and your study experience, growth, development and future career or study direction. You will receive more information about its content by email. Here is a little more detail on Part 1:

**In Part 1**

1. At the end of each module, select a sample of your work, from your coursework, or your professional work, which illustrates best your application of your learning. There will be six in all. You may include anything which shows your learning and development relating to that particular module. It could be an assignment or something you have developed in the course of your professional work since you embarked on your studies, e.g. a report, a proposal, a training report, an audio recording of your input at some event, course notes from anything you have taught, posters presented at conferences, etc. It can be anything that you consider evidence of your competence and growth. However, it must be your work, not an organisational proposal or annual report compiled by a range of staff. You need to explain in your reflection how the sample demonstrates your learning or development. Of the samples selected, none should be more than 1 500 words. See point c below for more input on reflection.
2. We want you to be selective about how you present yourself: you should not present everything you have ever done, or a random selection. Choose items that demonstrate your competence, your understanding of Public Health, your own insights into your learning in this field and your efforts to apply your learning in your field.
3. To write your reflective report, explore the extract on how to write reflectively, which you will find on the PG Diploma USB Flash Drive and in the portfolio template. It is from this website, and can be viewed as a short video on the site: <http://www.loveyourpencil.com/docs/ReflectionWriting.pdf> [Downloaded: 18.11.13].
4. Show your best evidence of growth, rather than everything you have. “Best evidence” does not necessarily mean the work for which you received the highest marks, but rather a range of work which represents aspects of your experience of the programme which have been really meaningful to you.

**In Part 2**

Your End of Programme Report or final reflection report should be a well-structured

discussion (in your own voice rather than an academic voice) of 1 500 words based on your

experience of the PGD programme and your reflections on your own learning. Further

information will be provided and you should not proceed until you receive it.

# 4 ASSESSMENT

4.1 Information about assessment

There are TWO compulsory assignments in this Module. You must submit both, on deadline. You will receive assignment deadlines from the SOPH Student Administrator. Consider it your responsibility to ensure that you know the deadlines when the semester starts.

The module is weighted as follows:

Assignment 1: 40%

Assignment 2: 60%

**To pass the module:**

* You are required to pass both assignments with a minimum of 50%.
* You must pass Assignment 1 to proceed to Assignment 2.
* You must have a minimum overall aggregate of 50% for the module.
* You may repeat Assignment 1 once, if you get below 50%. You cannot, however, be awarded more than 50% for the retried assignment.

**4.2 Submitting Assignments**

**In addition to this section, please also read the SOPH Programme Handbook, before submitting: This will help you avoid penalties for submitting incorrectly.**

Follow these guidelines exactly every time you submit an assignment. Failure to do so may incur penalties.

* You may send assignments by email, fax or post. (Email and fax save time). Keep a copy of everything you have sent. If you post, use fast mail or courier.
* Send assignments to the Student Administrators, **not** the lecturer.
* When you submit your assignment, you will receive acknowledgement that it has been received. If you don’t, check that it has been received.
* Type your assignment on A4 paper, in 1,5 line spacing, in 12 pt Times New Roman, and leave normal margins for the lecturer’s comments.
* Handwritten assignments will not be accepted.
* Keep to the recommended length. Excessively long assignments may be penalised.
* Number ALL pages.
* Include the Assignment Cover Sheet (completed *fully*) as the first page of the assignment, i.e. the cover sheet and the assignment must be one document.
* Always put your name on every file you send, and label the file correctly, using these instructions as a guideline if submitting by e-mail:
  + - Your Name (Surname, Initial) e.g. Mambwe R
    - Module abbreviation (see Programme Handbook for Core module abbreviations). Use CAPITALS, e.g. ME I
    - Assignment number, e.g. 1 or 2, and Draft or Final
    - The year, i.e. 2010

*e.g.* Mambwe R, ME I Asn 1 Final 2010; Mambwe R, ME I Asn 1 Draft 2010*.*

SOPH Address to which assignments MUST be sent:

E-mail:  [soph-asn@uwc.ac.za](mailto:%20soph-asn@uwc.ac.za%20)

Fax: + 27 21 959 2872 (ATT: Student Admin, SOPH)

Post: The Student Administrator, SOPH, University of the Western Cape, Private Bag X17, Bellville 7535, South Africa.

**4.3 ASSIGNMENTS FOR *MONITORING AND EVALUATION FOR HEALTH SERVICES IMPROVEMENT I***

Note that assignment 1 deals with the theoretical aspect of monitoring and assignment 2 with the practical aspect of monitoring.

**ASSIGNMENT 1 – PLAN A MONITORING PROGRAMME**

**100 marks (40% of your module total)**

You are a programme manager working at a district level where several programs are implemented. For the assignments in this module you are expected to choose one program/project of your own choice to carry out monitoring activities.

This includes the following steps:

1. Describe the problem that led to the initiation of the project.
2. Briefly describe the interventions aimed at solving the problem identified.
3. Review existing information related to the project/program. This includes a literature search to familiarise yourself with similar programs, particularly those found in Sub Saharan Africa. For each programme similar to yours obtain the goal/aim, target population, and monitoring activities carried out. Present these in a summary table with a list of references. Present only four programs.
4. Develop a goal and 5 SMART objectives for your project. You may also revise the existing goals and objectives of your project so that they are in line with M&E requirements.
5. Develop a conceptual framework for your project (see Unit 3)
6. Develop 5 monitoring objectives that correspond to the indicators that you will be collecting.
7. Identify 2 indicators from each component of the program (e.g. input) including their numerators and denominators, and justify the selection of those indicators.
8. Identify categories of workers needed to carry out monitoring activities and the skills they need to carry these activities.
9. Develop a time table for carrying out monitoring activities.

|  |  |
| --- | --- |
| **ASSESSMENT CRITERIA FOR ASSIGNMENT 1** | MARKS |
| 1) Has described the problem that led to the development of the project clearly | 5 |
| 2) Understand the interventions of the project/program | 5 |
| 3) Student demonstrates the ability to review existing information about similar programs elsewhere.(10 marks for correct referencing style) | 20 |
| 4) Student has formulated a goal for the project | 2 |
| 5) Student ability to develop 5 SMART objectives for the project | 10 |
| 6) Student has developed a conceptual framework for the project to be monitored | 30 |
| 7) Student has developed 5 monitoring objectives | 10 |
| 8) Two (2) indicators - including the numerator and the denominator - for each component of the project/program have been selected, and a justification for why those indicators were selected supplied. | 10 |
| 9) A time table for carrying out monitoring activities is developed | 2 |
| 10) Categories of workers who will be responsible for collecting indicators and the skills needed to collect indicators are identified | 6 |
| **Total** | 100 |

**ASSIGNMENT 2 – CONDUCT MONITORING ACTIVITIES**

**100 marks (60% of your module total)**

Assignment 2 is a continuation of Assignment 1. However, you have to obtain a mark of at least 50% in the M & E assignment (part 2) to pass the M & E module.

1. Select appropriate data collection methods
2. Develop a data collection instrument/tool
3. Conduct monitoring activities (data collection)
4. Analyse and interpret monitoring data
5. Evaluate you monitoring system
6. Write a report with recommendations for new indicators to be collected if any

***NB the assignment criteria shows you how the report should be structured***

**Assessment Criteria Assignment 2**

**Part 1: Monitoring Report (70 Marks)**

|  |  |  |
| --- | --- | --- |
| **Heading** | **Length/Details** | **Mark Allocation** |
| Background | Introduce the report | 5 |
| Programme and Monitoring Objectives | List programme objectives  List monitoring objectives | 10 |
| Implementation guidelines | List of guidelines used in programme | 5 |
| Methods | * Methods of Data Collection (when you talk about methods also mention the tools you used) * Justification why these methods of data collection | 15 |
| Data Analysis | * Write a paragraph in the report on how the data was analysed and then attached an annexure to the evidence report to demonstrate how you have analysed the data | 5 |
| Findings | * Present the findings of the monitoring activities * Direct the reader to the table that you are discussing in your findings section | 10 |
| Dissemination Plan | * Present to whom and how you are going to disseminate the findings | 5 |
| Evaluation of the monitoring system | * Evaluate the monitoring system * Are all the information needs met? * Is the data accurate? * Does everyone know what their role is in the monitoring system? | 5 |
| Recommendations | * What questions need to be further explored? * What are the actions that needs to be taken based on the findings? | 10 |

**Part 2: Evidence Report (15 Marks)**

|  |  |  |
| --- | --- | --- |
| **Heading** | **Length/Details** | **Mark Allocation** |
| Data Collection | Data collection tools/instruments for monitoring data are developed | 5 |
|  | Completed Data Collection Tools (You should attach three completed copies of each data collection tool) | 5 |
|  | Data Analysis Sheet (You have to provide evidence of the analysis e.g. the tables you used to collate the data and calculated the percentages) | 5 |

**4.4 Assignment Deadlines**

Assignments must be submitted by the due date, *preferably by e-mail*, but fax or post are accepted if dated on or before the due date. You will receive assignment deadlines from the Student Administrator once you have selected your modules.

PLEASE NOTE: Late submission of assignments will impact on the time you have available for the next assignment, disrupt your lecturers’ schedules and result in late submission of marks into the UWC marks administration system; should that happen, you will have to repeat the entire module. It is therefore in your interests to manage your time as effectively as possible. Section 5 in this Module Introduction offers some general guidance and a blank work plan for you to work out your schedule for the semester. Should you require more guidance, try the SOPH *Academic Handbook.*

**Assignment Extensions**

Under special circumstances, extensions may be granted. Even so, the extension will not normally be longer than two weeks. To request an extension, contact the Student Administrator (not the lecturer or Module Convenor) as soon as a problem arises. No extensions will be given for Draft Assignments, and no late assignments will be accepted in Semester 2.

**4.5 Draft Assignments: Please read this section carefully**

Lecturers will give you valuable feedback on your assignment if you send a draft. However, Drafts will ONLY be reviewed if they are received TWO OR MORE weeks before the final submission date; no extensions will be given for drafts.

If you want to submit a draft, do not submit a complete assignment. Select sections with which you are having difficulty, or submit an outline of the whole, but not the whole assignment.

Lecturers will make every effort to respond to submitted drafts timeously, but if they run late, they will give you a full week to return the final assignment.

Over the page is the Cover Sheet for the assignments. Please note that it has been included on the DVD and sent to you by email.

**4.6 ASSIGNMENT COVER SHEET**

**School Public Health – University of the Western Cape**

An Assignment Cover Sheet needs to be copied into the same file as every e-mailed assignment. If you courier or fax your assignments, attach one to the front of your assignment.

**Full name:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**E-mail address:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Postal address:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Student number:**

**Convenor: Prof Thandi Puoane**

**Module name: Monitoring & Evaluation for Health Services Improvement I**

|  |  |  |  |
| --- | --- | --- | --- |
| **Assignment** | **1 (DRAFT)** | **2 (DRAFT)** | **Please Tick** |
| **1 (FINAL)** | **2 (FINAL)** |

Student’s comments to tutor

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Declaration by student**

I understand what plagiarism is. This assignment is my own work, and all sources of information have been acknowledged. I have taken care to cite/reference all sources as set out in the *SOPH Academic Handbook*.

**Signed by the student:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The tutor’s comments are on the reverse of this form

------------------------------------------------------------------------------------------------------

**Office Use**

|  |  |  |  |
| --- | --- | --- | --- |
| Date received | Assessment/Grade | Tutor | Recorded & dispatched |

5 WORKLOAD AND SUGGESTED WORK PLAN

There are 13 sessions in this module. Because the sessions vary in length, we suggest you set your own goals for when to complete each study session using the time-plan provided. Keep track of the time it takes you to study so that you can plan your schedule more accurately.

Remember that your draft assignment must be sent at least two weeks before the due date and if it is sent so late, it should be e-mailed or faxed. Assignment 1 requires you to complete Units 1 and 2. Assignment 2 requires you to complete Units 3 and 4

***Planning process***

Use these steps to develop your own work plan:

* Review the Module Guide. Identify the weeks when you will be under other pressures. Fill in fewer Study Sessions for those weeks.
* Write in the Draft and Final Assignment dates.
* Spread the units across the time available ensuring that Units 1 and 2 are completed well before the draft of Assignment 1 is required.
* Reserve time for completing the draft and final assignment.
* Write the sessions you plan to complete in the final column in pencil, and adjust the schedule if it becomes necessary.

**SUGGESTED WORK PLAN FOR *Monitoring and Evaluation for Health Services Improvement I***

|  |  |  |  |
| --- | --- | --- | --- |
| **WEEK** | **STARTING DATE** | **UNIT & SESSION** | **YOUR OWN WORKPLAN** |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |
| 4 |  |  |  |
| 5 |  |  |  |
| 6 |  |  |  |
| 7 |  |  |  |
| 8 |  |  |  |
| 9 |  |  |  |
| 10 |  |  |  |
| 11 |  |  |  |
| 12 |  |  |  |