



KAUTILYA SCHOOL OF PUBLIC POLICY

GITAM (Deemed to be University)
Rudraram, Patancheru Mandal
Hyderabad, Telangana 502329

Course Code: PPOL7082	Course Title: Performance Measurement and Evaluation in Public and Non-profit Sector	
Trimester: 4	Course Type: Skill Shop	Credits: 1
Home Program(s): MPP	Batch/Academic Year: 2023-2024	
Instructor: Dr R. Vijayaraghavan		Teaching Assistant:

Course Description

Government leaders, senior leadership of publicly funded programs, and program managers of non-profit organisations are constantly required to demonstrate results and measure the impact of their programs. These programs are implemented in complex environments—with multiple stakeholders and success criteria (for example, efficiency vs equity) that are often in tension. Public policy professionals can support programs and decision-makers by adopting a practical approach to measuring program performance.

A critical component of this course is emphasising the importance of measurement. Key aspects include determining how to measure, when to measure, and from whom to measure. The course stresses that measurement planning should be integrated into the initial planning stages of a project, not delayed until post-implementation. Furthermore, the measurement process involves navigating several dilemmas, such as balancing resource availability with scientific rigour. This course will provide strategies to manage these challenges, ensuring the measurement processes are practical and feasible. The course will be delivered through lectures, case studies, discussions, and group presentations

Course Objectives

- 1) Providing an Organizational Perspective on Performance Measurement: Understand how performance measurement aligns with the organisation's goals and objectives.
- 2) Explaining the Practical Understanding of the Evaluation Process: Gain a step-by-step guide to evaluating programs effectively.
- 3) Highlighting the Different Types of Evaluative Questions: Identify and formulate critical questions to gauge program success.
- 4) Examining Program Logic Models/Theory of Change: Develop and use models illustrating how programs achieve their outcomes.

- 5) Understanding the Role of Data in Developing Key Performance Indicators (KPIs): Utilize data effectively to create meaningful KPIs.
- 6) Exploring Different Scientific Methods: Apply quantitative and qualitative research methods for robust evaluation.

Course Outcomes

On successful completion of this course, students will be able to:

- 1) Develop a program Theory of Change /Logic Model
- 2) Know about different Evaluation methods and choose the apparatus one.
- 3) Develop a Monitoring and Evaluation framework
- 4) Develop key performance indicators (KPIs).

Course Schedule

Unit I	Sessions: 2	Introduction to key concepts and Program Theory of Change
<ul style="list-style-type: none"> ● Organizational context: ● Project Vision, Mission, Strategy, and performance ● Key concepts ● Evaluative questions ● Program Logic Model/Theory of Change 		
Unit II	Sessions: 2	Program Evaluation
<ul style="list-style-type: none"> ● Research designs 		
Unit III	Sessions: 2	Performance Measurement

<ul style="list-style-type: none"> ● Monitoring and Evaluation Framework ● Performance measures ● Key Performance Indicators (KPIs) ● Understanding data life cycle to support KPIs 		
Unit IV	Sessions: 2	Case Study
<ul style="list-style-type: none"> ● Monitoring and Evaluation for IRGY: Kumar's Dilemma ● M& E Design for TNRTP 		
Unit V	Sessions: 2	Student Presentations
<ul style="list-style-type: none"> ● Individual and Group presentations ● Students identify a real-world public program to develop a performance framework. 		