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Training in Monitoring, Evaluation, Reporting & Learning (MERL)

Dates: 12th to 16th October 2026, Online & in-Person in Nairobi-Kenya

Language of facilitation: English

Target Groups:

- Practitioners engaged in programme/project management
- MERL Practitioners
- Practitioners who would like to build a career in MERL
- Consultants who would want to gain knowledge in MERL

Contact Details

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Introduction

Monitoring, Evaluation, Reporting & Learning (MERL) are key ingredients of successful programming. These four elements work together as a system and they are closely inter-twined. If one of the elements does not work as it should, it affects the quality of information received from all the others. MERL is key in enabling us DEFINE & DESCRIBE the changes we are seeking to achieve through our projects. MERL is also KEY in enabling us KNOW if these CHANGES have taken place.

In addition, MERL provide tangible information on among other things: 1) Whether project activities are on course, 2) If the context has changed, 3) If project activities are still relevant for the context, 4) If the project has achieved its objectives, 5) Lessons that can be used for future programming e.g. scaling up a project, integrating of different partners and disciplines etc.

Though MERL is useful in programming, many practitioners and organizations shy away from it for a variety of reasons key among them being: 1) The view that MERL is complex & therefore requires technical skills and knowledge, 2) Lack of a budget for MERL activities, 3) The assumption that MERL is time-consuming, 4) The assumption that it is an external rather than an internal need/requirement.

This training is expected to demystify the MERL subject by breaking down each of the key elements into units that are understandable and applicable on a day- to- day basis to the practitioners' project management work.

Training Objectives

By the end of the training, participants will be able to:

1. Deepen their understanding of the key concepts and fundamentals of MERL and their interlinkages.
2. Strengthen their knowledge and understanding of Results Chains and Project Implementation Plans.
3. Enhance their understanding of different types of monitoring and the application of appropriate monitoring tools.
4. Strengthen their knowledge and understanding of M&E Plans and M&E Frameworks.
5. Deepen their understanding of project indicators and their application in measuring project performance.
6. Strengthen their understanding of key conceptual and results-based management tools, including the Logframe, Results Framework and Theory of Change (ToC).
7. Enhance their understanding of project evaluations, Evaluation Plans and Evaluation Terms of Reference (TORs).
8. Strengthen their understanding of learning and reflection as integral components of MERL.
9. Deepen their knowledge and skills in developing effective, evidence-based project reports.

The Course Content

1. Introduction to Key Concepts and Fundamentals of MERL

This session will provide participants with a clear and practical understanding of the key concepts and fundamentals

of Monitoring, Evaluation, Reporting/Reflection and Learning (MERL). Participants will explore the purpose, principles and importance of MERL throughout the project cycle and examine how monitoring, evaluation, reporting, reflection and learning complement one another. The session will also clarify the roles and responsibilities of different project staff in generating, managing and using MERL information for informed decision-making and improved programme performance.

2. Developing a Project Results Chain and Implementation Plan

This session will unpack the different components of a project's results chain, including the project goal, objectives, outcomes, outputs and activities. Participants will examine the logical linkages between these different levels and learn how activities contribute to outputs, how outputs contribute to outcomes, and ultimately how outcomes contribute to the achievement of the overall project goal.

The session will also introduce participants to the development of a practical project implementation plan, including the sequencing of activities, responsibilities, timelines, milestones and required resources. Participants will have an opportunity to develop a results chain and implementation plan based on a real or simulated project.

3. Introduction to Types of Monitoring and Monitoring Tools

This session will introduce participants to the different types and approaches to project monitoring, including activity, process, output, outcome and compliance monitoring. Participants will explore what should be monitored, when monitoring should take place, who should be involved and how monitoring information can be used to identify progress, challenges and areas requiring corrective action.

The session will also introduce practical monitoring tools that can be used in project management and implementation, such as monitoring checklists, activity tracking tools, work plans, Benchmark Calendars and Activity-Based Budgets. Participants will practice selecting and applying appropriate monitoring tools to different project situations.

4. Developing the M&E Plan and M&E Framework

This session will introduce participants to the purpose, structure and key components of an M&E Framework and M&E Plan. Participants will explore how the M&E framework translates project results into measurable indicators and how the M&E plan provides a practical roadmap for collecting, analysing, reporting and using project data.

The session will cover areas such as indicators, data sources, methods of data collection, frequency of data collection, responsibilities, targets, means of verification and data quality considerations. Participants will have an opportunity to develop and practice an M&E framework and M&E plan using real or simulated projects.

5. Understanding the Results-Based Framework and Logical Framework

This session will introduce participants to results-based management and the use of the Results Framework and Logical Framework (Logframe) as tools for programme design, implementation and monitoring. Participants will be taken through a step-by-step process of developing and populating a logframe, including identifying results,

indicators, targets, means of verification and assumptions.

The session will also demonstrate how the logframe can be used throughout the project cycle to support programme implementation, monitoring, evaluation and reporting. Practical exercises will enable participants to develop and review results frameworks and logframes using real-life project examples.

6. Developing a Project Theory of Change (ToC)

This session will provide participants with an understanding of the Theory of Change (ToC) approach and its relevance to project design and MERL. Participants will explore what a Theory of Change is, why it is important, how it differs from a logframe, and the types of projects and interventions for which it can be particularly useful.

The session will also examine the key steps involved in developing a Theory of Change, including identifying the desired long-term change, working backwards to identify the necessary outcomes and intermediate changes, articulating assumptions and identifying pathways of change.

Participants will work in groups to develop a Theory of Change for real or simulated projects and critically examine whether the proposed pathways are realistic and logically connected.

7. Introduction to Project Indicators

This session will introduce participants to project indicators, their purpose and their importance in measuring project performance and progress. Participants will explore the characteristics of good indicators and the different types of indicators that can be used at various levels of a project.

The session will cover indicators relating to inputs, processes, activities, outputs, outcomes and impact. Participants will also explore quantitative and qualitative indicators and consider issues such as indicator definitions, baselines, targets, data sources and frequency of measurement.

A practical exercise will enable participants to develop and assess indicators at different levels of a project's results chain, ensuring that they are relevant, measurable and appropriate for the intended result.

8. Reflection and Learning

This session will focus on Reflection and Learning as essential components of effective MERL. Participants will explore how learning can emerge from routine monitoring, evaluation findings, implementation experiences, successes, challenges and unexpected results.

The session will introduce practical approaches for facilitating reflection and learning within project teams, including reflection sessions, after-action reviews, learning meetings and learning documentation. Participants will consider how evidence and learning can be translated into concrete programme improvements, adaptations and future programming decisions.

By the end of the session, participants will be able to articulate how monitoring and evaluation findings can be systematically transformed into actionable learning to strengthen ongoing and future programming.

9. Developing Evaluation Plans, Schedules and Terms of Reference (TORs)

This session will provide participants with a deeper understanding of project evaluation, including its purpose, timing, scope and different areas of focus. Participants will explore different types of evaluations and consider when and why an evaluation may be appropriate within the project cycle.

The session will guide participants through the development of an evaluation plan and evaluation schedule, including defining evaluation questions, scope, methodology, responsibilities, timelines and resources. Participants will also learn how to develop clear and comprehensive Terms of Reference (TORs) for evaluations, covering areas such as background, purpose, objectives, key evaluation questions, scope, methodology, deliverables, timelines, qualifications and reporting requirements.

Practical exercises will enable participants to develop an evaluation plan and draft TORs based on real or simulated projects.

10. Project and Evaluation Reporting

This session will focus on the preparation of quality, evidence-based and outcome-oriented project reports. Participants will explore the purpose and structure of project reporting and learn how to move beyond simply reporting activities completed towards demonstrating results, changes achieved, challenges encountered and lessons learned.

The session will introduce participants to the process of developing an outcome-based project report, including presenting progress against objectives, outputs and outcomes; analysing variances against targets; documenting challenges and adaptations; presenting evidence of change; and incorporating learning and recommendations.

Participants will also be introduced to the structure and key components of an evaluation report, including the executive summary, background, methodology, findings, conclusions, lessons learned and recommendations. Practical exercises will enable participants to analyse project data and translate findings into clear, concise and useful reports for programme teams, management, partners and donors.

Learning Methodologies

The training will employ adult learning methodologies. Participants will engage in interactive and experiential learning drawing from their knowledge and experiences and that of the facilitators. There will be a lot of practical exercises and real case studies of projects drawn from around the continent of Africa in conflict and post conflict contexts.

Training Charges

Option 1: US\$750 -this is for those attending the training physically in Nairobi. This amount covers lunch and refreshments, tuition, training materials and a certificate of completion.

Option 2: US \$ 1200. This amount covers lunch and refreshments, tuition, training materials and a certificate of completion. It also covers accommodation and dinner charges from the evening of 11th October to breakfast on 17th October 2026)

Option 3: US\$ 400: This is for those attending the training online via Zoom (it covers the tuition, online resources and a certificate of completion).

Airport pickups and drop offs in Nairobi will be done to all the participants requiring the service as part of the training package

How to Apply for the Training

The training prospectus and application form are available from:

<https://cgpg-africa.org/training/training-in-monitoring-evaluation-reporting-learning-merl-12th-to-16th-october-2026nairobi-kenya-online/>

Fill in the training application form and then send it back to us through any of the emails below:

1. trainings@cgpg-africa.org
2. cgpg@cgpg-africa.org
3. cgpg.africa@gmail.com
4. centreforgenderpeacegovernance@gmail.com
5. cforgenderpeacegovernance@gmail.com

Some organizations who have supported staff/partners to our trainings

CEJP Burundi-Agiamondo e.V, Tearfund-Burundi, United Nations Multidimensional Integrated Stabilization Mission in Central Africa Republic (MINUSCA), Catholic Agency for Overseas Development (CAFOD)-DRC, Search for Common Ground-DRC, Warchild –UK-DRC, Worldwide Fund For Nature-DRC, Caritas-Ethiopia, Embassy of Canada-Ethiopia, UN Women Ethiopia, Episcopal Relief & Development-Ghana, Catholic Diocese of Malindi-Commission For Interreligious Dialogue & Ecumenism (CIRDE)-Kenya, GIZ Great Lakes iWPS Program partners, GIZ- CPS Programme- Kenya, GIZ Somalia-Epis Project, Humanity & Inclusion-Kenya, Kenya Catholic Bishops-Commission For Interreligious Dialogue & Ecumenism (CIRDE), Kituo Cha Sheria-Kenya, Network for Religious & Traditional Peacemakers (Finn Church Aid)-Kenya, Mozambique & Somalia, United States Institute of Peace (USIP)-Kenya, Kairos Canada, Caritas Germany-Nigeria, Christian Aid-Nigeria, Gender Equality Peace & Development Centre (GEPaDC)-Nigeria, Justice, Development & Peace Initiative-Nigeria, Cordaid-Kenya, Uganda, Rwanda & Zimbabwe, Local Government-Rwanda, Saferworld-Somalia, Caritas Switzerland-South Sudan, Christian Blind Mission-South Sudan, Hope Restoration South Sudan, Jesuit Refugee Service-South Sudan, NonViolent PeaceForce-South Sudan, Organization for Rural Development Initiative-South Sudan, Salesian Sisters of Don Bosco Gumbo-South Sudan, South Sudan Council of Churches (SSCC), South Sudan Red Cross, The Organization for Children's Harmony South

Sudan (TOCH-SS), United Nations Mission in South Sudan (UNMISS), Warchild Holland-South Sudan, The Hunger Project-Uganda, UNDP-Tanzania, UN Women-Tanzania, Africa Governance, Peace & Transitional Studies-Sudan, Geneina University-Sudan, Khartoum University-Sudan, SOS Sahel-Sudan, University of Kordofan-Sudan

The Centre For Gender Peace & Governance-Africa (CGPG-Africa)

CGPG-Africa is a regional organization started in 2015 by a group of peacebuilding and development practitioners and academicians with years of practical and theoretical knowledge in areas relevant to programming options and trainings in conflict and post-conflict settings in Africa and beyond.

The organization's key mandate is to strengthen capacities of practitioners and organizations working in conflict and post-conflict settings in Africa so that their programming is more relevant and responsive. Our areas of focus are in the Horn of Africa, Great Lakes region and Eastern Africa.

Our training programme, which has been operational since 2021 has trained practitioners from Burundi, Central Africa Republic, Democratic Republic of Congo, Ethiopia, Ghana, Kenya, Malawi, Mali, Mozambique, Nigeria, Rwanda, Somalia, South Sudan, Sudan, Tanzania, Uganda and Zimbabwe.

To book your place, kindly contact;

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