

Diploma in Monitoring & Evaluation

MONITORING AND EVALUATION FINAL EXAM

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MONITORING AND EVALUATION FINAL EXAM

(a) Describe the following terms as used in project Monitoring and Evaluation:

(i) Project monitoring (2 marks)

The project monitoring is an ongoing activity carried out by project management staff and other stakeholders to track project progress against planned tasks. The project monitoring represents the continuous assessment of project implementation in relation to project plans, resources, and others use of services by project beneficiaries.

(ii) Project evaluation (2 marks)

The project evaluation is a systematic and objective assessment of ongoing or completed projects or programs in terms of their design, implementation and results. Evaluation usually deals with strategic issues such as project relevance, effectiveness, efficiency (expected and unexpected), in the light of specified objectives, as well as program/project impact and sustainability.

(iii) Primary stakeholder (2 marks)

Primary stakeholder is the one who will benefit from a direct intervention with the project

(iv) Scope Creep (2 marks)

As the scope in the project is the extent of what a project will produce, refers on the target of the project **scope Creep** are all additional requirements not authorized even not defined by the logical frame work.

(v) Impact assessment (2 marks)

Impact assessment is the result from the evaluation of the project impact. Either positive and negative changes or effects caused by the project, whether planned or unplanned. In assessing impacts, the point of reference is the status of project beneficiaries and stakeholders prior to implementation.

(b) Distinguish between ex-ante evaluation and concurrent evaluation. (4 marks)

The ex-ante evaluation	The concurrent Evaluation
<ul style="list-style-type: none">• The ex-ante evaluation is the evaluation done before the planning, which will provide information to serve as a basis for monitoring and evaluation after starting a project.• The ex-ante evaluation is indispensable	<p>The concurrent Evaluation is the mid-term evaluation which helps to sort out some recommendations for future programmes, and provides accountability in monitoring of the project.</p>

step to the appropriate management of a project throughout the project cycle.	
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(c) Identify any six parts of a monitoring and evaluation report. (6 marks)

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the parts

The parts of a monitoring and Evaluation report are the followings:

- ✓ Executive summary
- ✓ Preface
- ✓ Introduction
- ✓ Findings
- ✓ Conclusions
- ✓ Recommendations

(d) Describe the characteristics of a good project indicator. (10 marks)

As Indicators are realistic and a measurable criteria of project progress, the project management needs the good project indicators. A good project indicator should be clear, relevant, economic, adequate, and **monitorable**. **“CREAM”**

Clear: a good indicator may be Precise and unambiguous

Relevant: a good indicator may be appropriate to the subject at hand

Economic: a good indicator may be available at a reasonable cost

Adequate: Provide a sufficient basis to assess performance

Monitorable: Amenable to independent validation

QUESTION TWO (20 Marks)

(a) Differentiate between the following terms as used in project monitoring and evaluation:

(i) Project efficiency Vs. Project effectiveness (5 marks)

Project Efficiency	Project effectiveness
<ul style="list-style-type: none"> Efficiency is a measure of the productivity of the project, i.e., to what degree the outputs achieved derive from an acceptable cost. The main difficulty in measuring efficiency is to determine what standards to follow as a point of reference, In the absence of agreed upon and predetermined standards, evaluators have 	<ul style="list-style-type: none"> Effectiveness for the project is the measure of the degree to which the formally stated project objectives have been achieved or can be achieved, project objectives should be defined clearly and realistically to make possible the efficiency measurement, Evaluators have to work with project staff to operationalize those objectives based on

to come up with some justifiable standards	existing documents and to draw clear and realistic objectives as the point of reference for measuring effectiveness.
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(ii) Baseline survey Vs. Project sustainability (5 marks)

Baseline Survey	Project Sustainability
<ul style="list-style-type: none"> Baseline surveys are those surveys carried out before project implementation start to generate data about the existing situation of a target area or group, Baseline surveys are especially important when the pretest posttest evaluation model is adopted, Baseline surveys are especially important for assessing project higher-level objectives. 	<ul style="list-style-type: none"> Sustainability is a measure of the continuation of the project program or positive results after external support has been concluded, Since sustainability is concerned with what happens after external support is completed, it should ideally be measured after the completion of the project, As the project sustainability assessment has to be based on projections about future developments, it is difficult to provide definitive assessment of sustainability while the project is still running.

(iii) Project relevance Vs. Project output (5 marks)

Project Relevance	Project Out put
<ul style="list-style-type: none"> Project relevance is a measure used to determine the degree to which the objectives of a project remain valid as planned. The extent to which the project purpose and goal meet the target group's needs or priorities. 	<ul style="list-style-type: none"> Project outputs are products or services delivered as part of the project's activities.

(iv) Primary data Vs. Secondary Data (5 marks)

Primary data	Secondary Data
<ul style="list-style-type: none"> Primary data is data originated for the first time by the researcher through direct efforts and experience, specifically for the purpose of addressing his research problem. 	<ul style="list-style-type: none"> Secondary data implies second-hand information which is already collected and recorded by any person other than the user for a purpose, not relating to the current research problem.

QUESTION THREE (20 Marks)

(a) Identify the key components of the logical framework approach in M & E. (5 marks)

Key components of the logical framework

- **Project description:** provides a narrative summary of what the project intends to achieve and how. It describes the means by which desired ends are to be achieved.
- **Goal:** refers to the sectoral or national objectives for which the project is designed to contribute.
- **Purpose:** refers to what the project is expected to achieve in terms of development outcome.
- **Component Objectives:** Where the project/program is relatively large and has a number of components; it is useful to give each component an objective statement.
- **Outputs:** refer to the specific results and tangible products (goods and services) produced by undertaking a series of tasks or activities.
- **Activities:** refer to all the specific tasks undertaken to achieve the required outputs.
- **Inputs:** refer to the resources required to undertake the activities and produce the outputs.
- **Assumptions:** refer to conditions which could affect the progress or success of the project, but over which the project manager has no direct control.
- **Indicators** refer to the information that would help us determine progress towards meeting project objectives.
- **Means of verification (MOVs):** Means of verification should clearly specify the expected source of the information we need to collect.

(b) What is meant by project audit? Describe the two type of project audit. (7 marks)

Project audit: is the process of inspection and evaluation to the current state of project realisation, find out to what extent it complied with defined criteria for project success and identify opportunities for improving the **project** realisation and management. This inspection can be performed after the project completion or after the end of one project realisation stage, or it can be performed during the project realisation.

(c) Differentiate between formative evaluation and summative evaluation. (8 marks)

Differentiate between formative evaluation and summative evaluation. (8 marks)

Formative Evaluation	Summative Evaluation
<ul style="list-style-type: none">• Formative evaluation looks at what leads to an intervention working• Formative evaluation often lends itself to <i>qualitative methods</i> of inquiry• Formative evaluation takes place in the lead up to the project, as well as during the project in order to improve the project	<ul style="list-style-type: none">• Summative evaluation looks at the short-term to long-term outcomes of an intervention on the target group• Summative evaluation takes place during and following the project implementation, and is associated with more objective, <i>quantitative methods</i>

design as it is being implemented	
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Generally it is important to know both how an intervention works, as well as if it worked. The best evaluation captures and assesses both qualitative and quantitative data.

QUESTION FOUR (20 Marks)

(a) Collecting information or data is just one part of the process of monitoring and evaluation. What is meant by data analysis? (3 marks)

Data analysis is a process of inspecting the information, subjecting it to statistical operations that can tell you not only what kinds of relationships seem to exist among variables, but also to what level you can trust the answers you're getting.

(b) State any three uses of monitoring and evaluation results. (3 marks)

The monitoring and Evaluation results can be in:

- ✓ Dissemination of the report
- ✓ Improvement of project/ program performance
- ✓ Development of new projects

(c) Describe any seven factors that may lead to project failure. (14 marks)

1. Lack of detail (scopes) in the project plans,
2. No use of formal methods and strategies,
3. Lack experience and training with the project managers
4. Lack of effective communication at all levels
5. Miss management of the project
6. Inadequate readership
7. No use of track progress