



School of online and distance learning

**COURSE: PGD IN MONITORING AND  
EVALUATION**

**MODULE THREE ASSESSMENT TEST**

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**Q1: Explain the value of M&E in about 100 words and outline key planning steps for setting up an M&E plan (10 mrks)**

Monitoring and evaluation are critical for building a strong, global evidence base around project problems, diverse range of interventions being implemented to address it.

At the global level, it is a tool for identifying and documenting successful programs and approaches and tracking progress toward common indicators across related projects. Monitoring and evaluation forms the basis of strengthening understanding around the many multi-layered factors underlying violence against women, women's experiences with such violence, and the effectiveness of the response at the service provider, community, national and international level.

At the program level, the purpose of monitoring and evaluation is to track implementation and outputs systematically and measure the effectiveness of program. It helps determine exactly when a program is on track and when changes may be needed. Monitoring and evaluation forms the basis for modification of interventions and assessing the quality of activities being conducted.

Monitoring and evaluation can be used to demonstrate that program efforts have had a measurable impact on expected outcomes and have been implemented effectively. It is essential in helping managers, planners, implementers, policy makers and donors acquire the information and understanding they need to make informed decisions about program operations.

Monitoring and evaluation helps with identifying the most valuable and efficient use of resources. It is critical for developing objective conclusions regarding the extent to which program can be judged a "success". Monitoring and evaluation together provide the necessary data to guide strategic planning, to design and implement program and projects, and to allocate, and re-allocate resources in better ways.

(Adapted from Gage and Dunn 2009, Frankel and Gage 2007)

The process of planning for monitoring and evaluation at project level, should involve the following key fundamentals, derived from the above discussion on clarifying your aims, objectives, activities and pathways to change:

- Know your intervention 's desired results well (Goal)- what is the main aim?
- Know the strategies you will employ to meet your objectives.
- Know the strategies for realizing the desired results (activities).
- Know and allocate resources for M&E. (budget, other needed inputs).
- Know your target beneficiaries (clients).
- Select your indicators well for all the project levels (inputs, outputs, outcomes, impact).
- Identify the appropriate monitoring frame that you will use.

**Q2: Describe the relevance of stakeholder participation in M&E (10 mrks)**

An update journal of DFID to partners in 2007 on M&E stated that *“continued stakeholder participation in monitoring and evaluation cannot be assumed. It must be institutionalized, and specific measures have to be built into program and project management processes to ensure continued and effective involvement of stakeholders”*

It is therefore very important to note and recognize the role played by Stakeholders in Monitoring and Evaluation process. The engagement of stakeholders included during the planning continues to be relevant for monitoring and evaluation stages of a project because of the following reasons:

The stakeholders, who set the vision and the prioritized results to realize that vision during the planning stage, have the best ideas on how the results would continue to remain relevant to them. They must therefore be involved in identifying the information or feedback that is needed during implementation, which determines the parameters for monitoring and evaluation.

Having set the vision, priority results and initial parameters for monitoring and evaluation, the key stakeholders are best placed to ensure that the programmatic initiatives planned would deliver what was intended and the way it was intended.

Stakeholder participation in monitoring and evaluation can produce effective communication for various other objectives. For example: facilitate communication of early wins to increase support and enlist engagement of those who are not yet engaged; ensure access of early products

and services of initiatives for intended beneficiaries; mobilize additional resources to fill resource gaps and ensure effective use of lessons learned in future decision making.

**Q3: It is imperative that sufficient resources are allocated to the conduct of M&E in a program. Discuss this assertion in about 350 words. (10 mrks)**

Scarce resources lead to poor quality monitoring and evaluation. To ensure effective and quality monitoring and evaluation, it is critical to set aside adequate financial and human resources at the planning stage. The required financial and human resources for monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs.

**Financial resources** for monitoring and evaluation should be estimated realistically at the time of planning for monitoring and evaluation. While it is critical to plan for monitoring and evaluation together, resources for each function should be separate. In practice, each project should have two separate budget lines for its monitoring and evaluation agreed in advance with partners.

This helps the organization and its partners be more realistic in budgeting. It will also reduce the risk of running out of resources for evaluation, which often takes place towards the end of implementation.

In common practice, sourcing and securing financial resources for monitoring and evaluation of outcomes for programs can pose additional challenges, as there is not one project where these costs can be directly charged. The most commonly observed financing mechanism is to draw resources together from relevant projects.

Some of these additional possibilities include creating a separate monitoring and evaluation fund, mobilizing funds from partners directly for an outcome or program monitoring and evaluation facility, allocating required funds annually for each outcome based on planned costs of monitoring and evaluation from overall program budget to the facility or fund.

It is important that partners consider the resources needed for monitoring and evaluation and agree on a practical arrangement to finance the associated activities. Such arrangements should be documented at the beginning of the program to enable partners to transfer necessary funds in accordance with their procedures.

**Human resources** are critical for effective monitoring and evaluation, even after securing adequate financial resources. For high-quality monitoring and evaluation, there should be:

- Dedicated staff time—For effective monitoring and evaluation, staff should be dedicated for the function. The practices of deployment of personnel for monitoring vary among organizations.
- Skilled personnel—Staff entrusted with monitoring should have required technical expertise in the area. Where necessary, skill levels should be augmented to meet the needs and with ongoing investments in developing such capacity within the office as necessary.

**Q4: What are the key considerations and questions that both monitoring and evaluation seeks to answer? Explain by giving project examples. (10 Mrks)**

It is worth noting that it is very difficult to evaluate a program that is not well designed and that does not systematically monitor its progress. Like monitoring, evaluation is an integral part of program management and a critical management tool. Evaluation complements monitoring by providing an independent and in-depth assessment of what worked and what did not work, and why this was the case. Rolling out an intervention and monitoring the same over a period of time requires as a matter of good practice that programs take stock of the situation through an external evaluation.

The key questions that **monitoring** seeks to answer include the following:

- Are the pre-identified outputs being produced as planned and efficiently?
- What are the issues, risks and challenges that we face or foresee that need to be considered to ensure the achievement of results?
- What decisions need to be made concerning changes to the already planned work in subsequent stages?
- Will the planned and delivered outputs continue to be relevant for the achievement of the envisioned outcomes?
- Are the outcomes we envisaged remaining relevant and effective for achieving the overall national priorities, goals and impacts?
- What are we learning?

**Q5: Explain the relationship between *change assumptions*” and *impact* in a project. (10Mrks)**

A change pathway/ impact chain can be useful because it reveals the interrelationships between activities, outputs, outcomes and impacts and therefore also your change assumptions or theory about how you think change will be achieved. These assumptions are often implicit rather than explicit, so you may not even be aware of them.

The more well-founded your change assumptions at the start the greater your impact is likely to be.

Besides helping you track outcomes and impacts, M&E can also help you test how well founded your change assumptions are, and whether you need to modify your project design.

**REFERENCES.**

1. Gage and Dunn 2009, Frankel and Gage 2007. Monitoring and Evaluation Knowledge Asset.  
Available on this [Link](#)
2. Glenaffric Ltd (2007) Six Steps to Effective Evaluation: A handbook for programme and project managers