ACPM

**Course title**: Diploma in Monitoring and Evaluation studies

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**M&E Final exam**

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Q1. (a) Describe the following terms as used in project Monitoring and Evaluation:

(i) Project monitoring (2 marks)

The ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives.

(ii) Project evaluation (2 marks)

Rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making.

(iii) Primary stakeholder (2 marks)

Individuals or entities that benefit from or are directly impacted by the operations and activities of a business.

(iv) Scope Creep (2 marks)

Refers to how a project’s requirements tend to increase over a project lifecycle, e.g. what once started out as a single deliverable becomes five.

(v) Impact assessment (2 marks)

A means of measuring the effectiveness of organisational activities and judging the significance of changes brought about by those activities.  
  
(b) Distinguish between ex-ante evaluation and concurrent evaluation. (4 marks)

Ex-ante evaluation is a process that supports the preparation of proposals for new or renewed Community actions, whereas concurrent evaluation happens during project implementation focusing on the project progress by looking at what has already been done on the ground.

(c) Identify any six parts of a monitoring and evaluation report. (6 marks)

1. Summary

An outline of all key findings contained in a report.

1. Background Information

This is a precise introduction of the subject matter

1. Findings

This part outlines all the study findings.

1. Discussion of results

This part analyses/ synthesizes what the results are all about and interprets the findings to the leader.

1. Recommendations

This section gives suggestions of possible solutions according to the findings.

1. Conclusion

This part sums up all the key findings and recommendations.

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

1. **Valid:** accurate measure of a behaviour, practice, task that is the expected output or outcome of the intervention.

ii. **Reliable:** The indicator has to consistently be measurable over time, in the same way by different observers. For instance, when the same data collection method is used to measure/observe the same thing multiple times, the same result has to be produced each time.

**iii. Precise:** An Indicator has to be operationally defined in clear terms.

iv. **Measurable**: Data collected on an indicator has to be quantifiable using available tools and methods.

v. **Timely:** provide a measurement at time intervals relevant and appropriate in terms of programme goals and activities

Q2.  
(a)Differentiate between the following terms as used in project monitoring and  
evaluation:

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

Project efficiency basically looks what has been invested in a project and the output. Therefore, the more the outputs are being realized as compared to the inputs then the more efficient a project is.

On the other hand, effectiveness looks at the how supportive the interventions are to the stakeholders/ beneficiaries.

(ii) Baseline survey Vs. Project sustainability (5 marks)

Baseline survey is the study conducted prior to project intervention to gather information which will be used to compare with the data obtained during and after the intervention. Whereas project sustainability is the ability of an organization to continue its mission or program far into the future after project close out.

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

Project relevance scrutinizes the existing problem and its intervention methodology. Whereas, the project output is the immediate result realized after executing the activities.

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

Primary data is data that is collected by a researcher from first-hand sources, using methods like surveys, interviews, or experiments. It is collected with the research project in mind, directly from primary sources.

While secondary data is data gathered from studies, surveys, or experiments that have been run by other people or for other research.

Q3.  
(a)Identify the key components of the logical framework approach in M & E. (5 marks)

1. **Inputs**

These refer to all the resources needed to properly implement a project. i.e. the funds, materials and personnel.

1. **Activities**

Everything that the resources gathered are spent on is what constitutes an activity. For instance, project staff conducting an awareness campaign, meeting or workshops in order to produce results.

1. **Outputs**

These are the results obtained after conducting activities. The results mostly are quantifiable for progress tracking sake.

1. **Purpose**

These are the effects which are expected to be achieved as a result of the project.

1. **Goal**

This is the higher level objective towards which the project is expected to contribute.

1. **Indicators**

Quantitative or qualitative statements, which can be used to describe situations that exist and to measure changes or trends over a period of time.

1. **Assumptions**

External conditions that are outside the control of the programme

1. **Means of verification**

The specific sources from which the status of each of the indicators can be ascertained.

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

Project audit is an examination designed to determine the true status of work performed on a project and its conformance with the project statement of work, including schedule and budget constraints.

Types of audit

1. Quality audit

Quality audits are part of Execution process group. These are reviews of your project by your organisation. They figure out whether or not you are following the company’s process.

1. Risk audit

Risk audits are part of Monitoring and controlling process group. These help with overall process improvement. The risk responses (that were implemented) are analyzed to determine if they were effective in handling the risks and their root causes.

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

Summative evaluation is usually conducted at the end of the project implementation to learn whether the project has achieved its intended goals. Whereas formative evaluation is done periodically during the life of the project with the purpose to find out if the project is on-track after critically analysing what has been achieved so far.

Q4.  
(a)Collecting information or data is just one part of the process of monitoring and evaluation. What is meant by data analysis? (3 marks)

Analysis is simply a way of transforming raw data into useful/ meaningful information where one can easily make sense of the data collected.

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

1. To help in modifying the project/ program areas which are not working according to plan.
2. To know whether or not the project has achieved the intended goal/ objectives.

iii. To save as a reference point for other similar projects that other organizations may want carry out. Thus, lessons learnt, successes and recommendations can be used when setting up a similar project.

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

1. Lack of stakeholder involvement at all stages of the project cycle.
2. Lack of proper understanding of the project by the staff implementing the project.
3. Ineffective leadership.
4. Unclear/ ambiguous project objectives that may lead to developing vague key performance indicators.
5. Lack of clearly defined roles for project staff/ implementers.
6. Under budgeting of project activities.
7. Lack of detailed documentation.

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