**KEGOMODITSWE MATSHEDISO**

**DIPLOMA IN MONITORING AND EVALUATION: FINAL EXAMINATION**

Question 1

1. Describe the following terms as used in project Monitoring and Evaluation
   1. Project Monitoring: this is a process of tracking the project progress by checking if the milestones/ planned activities, timelines, resources planned are being achieved. Project monitoring is an ongoing tracking process during the life of the project.
   2. Project evaluation: this is a structured way of assessing the ongoing project or completed project to establish if the set objectives are met and if the intended impact is achieved. The evaluation is done at specific intervals of the project
   3. Primary stakeholders are stakeholders who have a major interest in the success of the project and stand to benefit if the project is successful.
   4. Scope creep: this is a situation in which the scope of the project is allowed to change uncontrollably after the commencement of the project. This can impact on the intended outcomes and impact and will also affect timelines, cost and quality. It is mainly due to poor scope definition and poor control.
   5. Impact assessment is aims to assess the how the project was effective in changing the end result or achieving the goal that was put forward.
2. Distinguish between ex- ante evaluation and concurrent evaluation.

Ex- ante evaluation is done at the beginning of the project to assess the project plan. This allows for re-strengthen the project planning before it commences to ensure that the project delivers on the expected outcomes. On the other hand, concurrent evaluation assesses the project progress during the course of the project and it is normally to assist the project manager to identify weak areas in the process so that necessary remedial actions can be taken quickly.

1. Six parts of a monitoring and evaluation report are:
2. Executive Summary

This contains an overview of the evaluation project. It normally briefly describe the purpose of the evaluation, the method used results and the recommendation.

1. Back ground information about the program

This is where the purpose of the program its origins, the goals and the objectives are fully explained. This should also include the people involved in the program.

1. Description of the evaluation

This involves the methodology adopted for evaluation, the purpose of the evaluation, the timelines and what the evaluation includes as well as what is excluded.

1. Results of the evaluation

This is where the findings of the evaluation are displayed and explained. This may be displayed in the form of tables graphs and etc. this can also be in the form of excerpts from interviews or clients testimonies.

1. Discussion of results
   1. This is where the results are interrogated to find out the cause and effect. This is where the meaning of the results is discussed.
2. The conclusion
   1. This is where it is discussed in short what the findings of the evaluation are and suggestions on way-forward are made.
3. Describe the qualities of a good indicator are as follows:
4. Clear- the indicator must be precise and must not be ambiguous.

1. Relevant- the indicator must be appropriate to the topic or subject being monitored.
2. Economic- the indicator must not be too expensive to track, it must be available at a reasonable cost.
3. Adequate – the indicator must be able to give meaningful assessment of the performance.
4. Monitarable/ Measurable - the indicator must be amenable to verification and validation independently. In other words if two people measure the same indicator using the same tool, they should get the same result.

Question 2

1. Differentiate the following terms as used in project monitoring and evaluation:
   1. The term project effectiveness refers to how much or how far the project has managed to achieve the intended results. On the other hand, project efficiency is more concerned with whether the project achieved the results the right way. That is if it is achieved in time, within budget and if the best quality was achieved
   2. Baseline survey is a survey that is done to establish current conditions or “the as is” prior to commencing the project so that the impact of the project can be evaluated by comparing the baseline results with the end results. On the other hand project sustainability talks to the ability of the project impact to continue beyond the project life. The project has an end date, but it is done in the first place to change something. So the change realized should be in position to be continue beyond the project phase. The sustainability can be in terms financial, organizational or community or all.
   3. Project relevance is about how much the project is expected to make a difference in relation to the specified goal. In other words will the project bring about the expected impact? The relevance is about the project’s ability to bring the expected benefits or solve the issue of concern. Project outputs are the expected tangible deliverables of the project and driven by the set project objectives. The outputs will eventual drive the expected outcomes and hence the expected impact.
   4. Primary data is the same as raw data. It basically referrers to data collected by the researcher from the primary sources. This can be either through surveys, experiments or interviews. Secondary data is data that the researcher collects from already existing research for the purpose of analysing it.

Question 3

1. The key components of logical framework are:
   1. Project Goal – this is a high level long term “broad objective” of the project. It is basically a statement of intent that explains the main reason for undertaking the project. The goal drives the expected impact.
   2. Project Outcome – this refers to actual performance or achievement that occurred as a result of the activities that is felt by the beneficiaries or the clients.
   3. Project Objectives –these are specific, measurable, achievable, relevant and time bound statements of intend put together drive different components of the project necessary for creating the required change.
   4. Project Output – this refer to the specific results and tangible products produced from under taking a number of activities to realize a certain outcome and each outcome should have at least one contributing output, or maximum of 4.
   5. Project input - these are actual activities and resources that drive the outputs of the project.
2. What is project audit
   1. Project audit helps the project manager and the team as well as the sponsors , to expose concerns and challenges encountered in the implementation of the project and is able to highlight the success and issues that made that possible as we highlighting what did not go well , factors that contributed and what could be done to improve the chances of project success in the end if done during the project or if done at the close of a project, assist to optimize success for future projects
   2. The project audit can either be done during the implementation or after the closeout of the project. The audit can focus on all processes or it can focus on specific things such as quality, risk, procurement etc., this could be through a survey or an inspection.
3. Differentiate between formative and summative evaluation
   1. A formative evaluation examines the way the project progresses or develops during the implementation. It is a type of evaluation that is done at different phase of the project after it commences. For instance it can be done at mid-point of the project or any other interim time during the project implementation process. On the other hand a summative evaluation is normally done at the end of the project to summarize the results of the project or the impact of the project. There are two types of summative evaluation. The first is “end summative evaluation” which is immediately at the end of the project and the second one is “ex- post summative evaluation” which is done two to five years post end of project. This mainly checks on sustainability of the impact.

Question 4

* + 1. What is meant by data analysis?
       1. Data analysis is a process of turning raw data into useful information. It involves taking the raw data collected and summarising it in the context of the question (s) that the study or program seek to answer. For example when a survey is done, the questionnaire is issued out to collect raw data. For this raw data to mean something, it must be transformed through data analysis methods in order to bring out the information that will allow one to make judgement on whether the objective of the study or the program was met.
    2. State any three uses of monitoring and evaluation

1. To track the performance of a program. This helps to ensures that among other things that the project timelines and budget are adhered to. This then help to identify the discrepancies between actual and planned in timely so that corrective actions can be taken in time.
2. To give funders assurance that their funds are being used in something that has value add to the intended beneficiaries.
3. To provide learnings which help in terms of making the current decisions as well as the future decisions.
   * 1. Seven factors that can lead to project failure are:
        1. Poor scope definition / lack of scope management: The scope is important for defining what is in the project and what is out of the project scope. Scope creep is very undesirable in project management as it will definitely lead to project failure if not controlled.
     2. Poor resourcing: for the project to survive, it is important to resource it with competent manpower, give adequate time and ensure adequate budget. Failure to avail these will lead to project failure.
     3. Poor risk and assumption identification: it is important to identify risks so that they can be mitigated on time. Also of critical importance is to identify the project assumptions.
     4. Unrealistic expectations: Setting unrealistic timelines and unrealistic objectives will affect the project success. When setting expectations, it is critical to ensure that all factors and constraints that might adversely affect your project are properly considered.
     5. Lack of monitoring and evaluation: it is important to track your processes to ensure that things are being done as per plan and on time. Monitoring is critical because it tracks the changes in the program performance as time progresses. The other aspect is to periodically evaluate the project to ensure that the expected outcomes are being achieved at every stage of the project which will ultimately influence or add up to the achievement of the program/ project goal. Failure to do these two aspects of project management will lead to project failure.
     6. Poor stakeholder engagement: This can affect buy in and hence cause delays in project execution.
     7. Poor communication :

It is critical to have project communication plan and it should have clear channels of communication that are adhered to.