MONITORING AND EVALUATION FINAL EXAM

(a)Describe the following terms as used in project Monitoring and Evaluation:  
(i) Project monitoring (2 marks)

This refers to the process of keeping track of all project related metrics including team performances and task duration, identifying potential problems and taking corrective actions necessary to ensure that the project is within scope on budget and meets the specified deadlines.

(ii) Project evaluation (2 marks)

Is a systemic and objective evaluation or assessment of an ongoing or completed project aimed to determine the relevance and level of achievement of project objectives, development effectiveness, efficiency, impact and sustainability.

(iii) Primary stakeholder (2 marks)

This may include customers, employees, stock holders, creditors, supplier or anyone else with a functional or financial interest in the product or situation.

(iv) Scope Creep (2 marks)

Refers to changes, continuous or controlled growth in a project scope at any point after the project begins-this can occur when the scope of a project is not properly defined, documented or controlled.

(v) Impact assessment (2 marks)

This is the means of measuring the effectiveness of organizational activities and judging the significance of change brought about by those activities.  
  
(b) Distinguish between ex-ante evaluation and concurrent evaluation. (4 marks)

Is a phrase meaning before the event, therefore, it reffers to desire for goods and services which is not backed by the ability to pay for those goods and services hence its an evaluation that is conducted before the omset of the project. it enables analysis of the anticipated impacts of the planned programme and it also anticipate results therefore estimates in accordance with the indicators and parameters of the concerned area, the economic and social grounds of the approved priorities and objectives.

Concurrent evaluation is the type of evaluation which is spread through the duration of the project implementation from the project start to the end of the project.  
  
(c) Identify any six parts of a monitoring and evaluation report. (6 marks)

The following are the parts in a monitoring and evaluation reports.

An overview of the project, general information such as project tittle, Project codes, funding agency, project owner, implementing agency, implementation periods, budget, counterpart funds.

An introduction of monitoring and evaluation activities which includes mid term and final monitoring activities.

An evaluation of the relevance of the project the activities designed for each component are also appropriate for the overall and specific objectives.

An evaluation of the progress and out puts of the project,,this comprises of project progress, out puts of the project

Efficiency of the project, to assess the efficiency of the project, indicators that shows the percentage of allocated budget to different activities and between the implementing agency and international partners are used.

An evaluation of sustainability of the project

Conclusion and recommendation, in orderto have a better view of the project, this can be through survey tools, surveyed groups and sample sizes.

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

Relevant, An indicator must be relevant that is, it must fit the purpose for measuring. As indicators the gas gauge and the report card both measure facts that are relevant. If instead of measuring the amount of gas in the tank, the gas gauge showed the octane rating of the gasoline, it would not help you decide when to refill the tank. Likewise, a report card that measured the number of pencils used by the student would be a poor indicator of academic performance.

Understandable, An indicator must be understandable. You need to know what it is telling you. There are many different types of gas gauges. Some gauges have a lever that moves between 'full' and 'empty' marks. Other gauges use lights to achieve the same effect. Some gauges show the number of gallons of gasoline left in the tank. Although different, each gauge is understandable to the driver. Similarly, with the report card, different schools have different ways of reporting academic progress. Some schools have letter grades A through F. Other schools use numbers from 100 to 0. Still other schools use written comments. Like the gas gauge, these different measures all express the student's progress or lack of progress in a way that is understandable to the person reading the report card.

Reliable, An indicator must be reliable. You must trust what the indicator shows. A good gas gauge and an accurate report card give information that can be relied on. A gas gauge that shows the tank is empty when in fact it is half full would make you stop for gasoline before it is needed. A gas gauge that shows the tank is half full when in fact it is empty would cause you to run out of gas in an inconvenient place. Similarly, if a student's grade were reported wrong, an honors student could be sent for remedial work and a student who needs help would not get it.

Accessible Data, Indicators must provide timely information. They must give you information while there is time to act. For example, imagine a gas gauge that only gave you the amount of gasoline in the tank when the engine was started. After you have been driving for several hours, that reading is no longer useful. You need to know how much gasoline is in the tank at each moment. Similarly, a report card distributed a week before graduation arrives too late to give a student remedial help. In order for an indicator to be useful in preventing or solving a problem, it must give you the information while there is still time to correct the problem.  
  
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 is the measure of performance in terms of time, cost and quality and the satisfaction of clients (doing things right)

Project effectiveness measures the appropriateness of the goals that an organization is pursuing and the degree of achieving these goals, it is also a core measure in project management since it is all about applying knowledge and tools and techniques to achieve project goals (doing the right things)

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

It's a kind of survey that is being conducted during the monitoring and evaluation (process to define an impact of a project) it should take place when the project is being initiated so at the beginning of the project but after a decision of implementing it.

Project sustainability is the ability of an organization to continue its mission or program far in to the future, all project have to end but the project impact should continue, donors want to see how the project and its impact will outlive their direct involvement in the project. community sustainability is how community carries out the project activities even after nongovernmental organization leaves, financial sustainability is how the finances support required for the project or the organization will continue after the grant has ended. and organizational sustainability is how the nongovernmental organization itself continues to function after the project.

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

Project relevance describes how efficient the outcome of a project is expected to be with respect to a given goal to be specified by the evaluation or by the project being submitted and it would state the need, purpose to implement a project, it would necessary brief the beneficiaries and the gains in terms of short term and long term

Project output refers specifically to any particular service, results and or products that are generated as a result of a particular project related process

(iv) Primary data Vs. Secondary Data (5 marks)  
Is data that is collected by a researcher from first hand source using methods like surveys, interviews or experiments, it is collected with the research project in mind directly from primary source.

Secondary data is data which is collected by someone who is who is someone other than the user and common source of secondary data for social science include census, information collected by government departments, organization records and data that was originally collected for other research purposes.

QUESTION THREE (20 Marks)  
(a)Identify the key components of the logical framework approach in M & E. (5 marks)

Components of logical framework approcah is divided in to three stages.

First stage Top Down.

Goal: starting at the top and using the information from the Objective Tree write the overall objective of the project. The overall objective may be beyond the reach of this project on its own, for instances:

Purpose: it describes the desired outcome that the project will achieve. This should be clear and brief.

Outputs: describe the project intervention strategy. There may be several outputs.

Activities: these are the tasks that are needed to achieve these outputs. There may be several for each output. Statements should be brief and with an emphasis on action words.

Inputs: when required to do so provide additional information, such as the means and costs, which are needed to carry out these activities.

Second stage.

Objectively verifiable indicators of achievement: starting from the top to the bottom of the hierarchy of the objectives, begin to work across the logframe identifying the Objective Verifiable Indicators for measuring the progress in terms of quantity, quality and time. There are two kinds of indicators:

Impact indicators: related to the overall goal, helps to monitor the achievement and the impact of the project.

Process (our outcome) indicators: related to the purpose and results. These measure the extent to which the stated objectives have been achieved.

Sources and means of verification: the source of verification should be considered and specified at the same time as the formulation of indicators. This will help to test whether or not the indicators can be realistically measured at the expense of a reasonable amount of time, money and effort.

Third stage.

Assumptions: reflecting up from the bottom of the logframe, consider how, if each assumption holds, it will be possible to move to the next stage of the project. Assumptions are external factors that have the potential to influence (or even determine) the success of a project, but lie outside the direct control of project managers. Assumptions are usually progressively identified during the analysis phase. The analysis of stakeholders, problems, objectives and strategies will have highlighted a number of issues (i.e. policy, institutional, technical, social and/or economic issues) that will impact on the project ‘environment’, but over which the project may have no direct control.

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

A project audit provides an opportunity to uncover the issues, concerns and challenges encountered in the execution of a project. It affords the project manager, project sponsor and project team an interim view of what has gone well and what needs to be improved with the project to successfully complete it. If done at the close of a project, a project audit can be used to develop success criteria for future projects by providing a forensic review. This review will provide an opportunity to learn what elements of the project were successfully managed and which ones presented some challenges. This will help the organization identify what it needs to do so that mistakes are not repeated on future projects.

The following are the different audit types.

Compliance audit, This is an examination of the policies and procedures of an entity or department, to see if it is in compliance with internal or regulatory standards

Financial audit, This is an analysis of the fairness of the information contained within an entity's financial statements. It is conducted by a CPA firm, which is independent of the entity under review. This is the most commonly conducted type of audit.

Operational audit, This is a detailed analysis of the goals, planning processes, procedures, and results of the operations of a business. The audit may be conducted internally or by an external entity. The intended result is an evaluation of operations, likely with recommendations for improvement.  
(c) Differentiate between formative evaluation and summative evaluation. (8 marks)

Formative evvaluation is used during the project implementation process to monitor progress or process and it helps i to know to what extent the project objectives has been achieved.

Summative evaluation is used after the project completion and it is terminal in nature.  
  
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 defined as a process of cleaning, transforming, and modeling data to discover useful information for business or project decision-making. Whenever we take any decision in our day-to-day life is by thinking about what happened last time or what will happen by choosing that particular decision. This is nothing but analyzing our past or future and making decisions based on it.   
(b) State any three uses of monitoring and evaluation results. (3 marks)

Future adjustments, monitoring and evaluation results helps project implementors to make necessary adjustments upon thechallenges they faced during the project implementation.

Evaluation of projects by donors, monitoring and evaluation results helps donor evaluating a particular project.

Decision making, monitoring and evaluation results helps in decision making for project implementors and donors so that realizedgaps can be adjusted and it directs donors whether to fund a given project or not in case they find out that implementation was not in the right form.

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

Lack of a Scope Document, In the absence of a proper scope document, you can never assign tasks, let alone monitor the performance of your team because you’re not sure about the scope of the project in the first place.

Poor Planning, Lack of planning or poor planning can easily lead your project to failure. Spend time for making a solid plan for your project and it will help you in executing each phase of project smoothly.

Unrealistic Expectations, Setting an unrealistic deadline and expectations dragged all these projects down the drain. Consider all the factors and constraints involved that might adversely affect your project and then set a deadline. Instead of having unrealistic expectations, keep a buffer that gives you the liberty of completing the project without rushing through it. Having a buffer not only reduces the workload of your team member but also let them focus on each task in a better way.

Lack of Cohesion Between Your Team Members, Things can easily go from good to bad very quickly if there is no cohesion between your team members. Consider a scenario in which all team members are moving in different directions. Could you expect a positive result to come out of this situation?

Inconsistent Communication, This makes it one of the major causes of project failure. To save your project from failure, you need to establish a clear communication channel. Additionally, you should use a project management system which enables smooth communication within your project team.

Incompetent Project Manager and Team, Selecting the right project manager and forming a competent team is critical for your project success, You can easily overcome this issue by hiring experienced and certified project managers. Although, the trend of hiring certified project managers is gaining popularity but there is still a long way to go before the number of certified project managers exceeds the number of non-certified ones.

Poor Monitoring and Risk Management, Just assigning roles to all your team members is not enough, you have to constantly monitor the progress and hold your team members accountable to what they are doing. Once they are responsible for their actions, they will perform better and deliver better results.