**COURSE TITLE: ONLINE DIPLOMA IN MONITORING AND EVALUATION.**

**SCHOOL: AFRICAN INSTITUTE OF PROJECT MANAGEMENT STUDIES**

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**ASSIGNMENT: DIPLOMA IN MONITORING AND EVALUATION ASSIGNMENT 2.**

**QUESTIONS:**

**1). What are the qualities of a good indicator? Give an example**

An indicator is a variable whose value changes from the baseline level at the time the program began to a new value after the program and its activities have made their impact felt. At that point, the variable, or indicator, is calculated again. An indicator is a measurement. It measures the value of the change in meaningful units that can be compared to past and future units. This is usually expressed as a percentage or a number. Good Indicators must have the following qualities.

**i). Relevant:** It measures an important part of an objective or output.e.g.85% of the target population will have access to clean water and sanitation.

**ii). Objective:**If two people measure the same indicator using the same tool, they should get the same result. The indicator should be based on fact, rather than feelings or impressions (another way to say this is to say that it should be Measurable). (e. g85% of the beneficiaries will have access to clean water and sanitation at the end of the year 2019).

**iii). Available:** Indicators should be based on data that is readily available, or on data that can be collected with reasonable extra effort as part of the implementation of the (sub-) project.e.g. Primary data collected from baseline or end line survey or secondary data collected from documentation reviews or previously conducted survey results.

**vi). Realistic:** It should not be too difficult or too expensive to collect the information (related to the next one in the list).45% of the target populations (Girls and women) will receive sanitary pads

**v). Specific:** The measured changes should be attributable to the project, and they should be expressed in precise terms.E.g.45% females and 55% men will have received clean water and sanitation by the end of the project.

**2). As part of the Millennium Development Goals (MDGs), Universal education is a right for all children. Different governments have implemented free primary education in order to achieve this goal. With example from your country please explain the following:**

3). **Critically evaluate the implementation programme of free primary education for the first 2 years.**

* i). Provision of conducive Infrastructures like classrooms and special teaching rooms, teachers’ houses.
* ii.) Provision of Teaching and learning materials like Textbooks, workbooks, Exercise books and Stationery.
* iii). School grants (school fees) to cover school operational costs such as school fees, school feeding and run administrative duties.

**3). Analyze the unintended outcomes of free primary education on job creation within the same period.**

**a) what would the monitoring exercise in free primary education wish to achieve for the following stakeholders?**

**1). Donors**

Monitoring is seeing if you are doing what you said you would do and done in a systematic approach Monitoring as the following advantages to the donors as described below;

**Permanence and Stability: A Gift Will Keep Giving**

Many donors want to know that the things they care about—a place, a community service, an institution—will be supported long after they are gone. The Community Foundation exists as a community savings account making sure that a donor’s gift will do good work, now and in the future.

**Flexibility: Gifts May Be Designated for One Specific Purpose or for Many**

Establishing a fund allows donors to address multiple interests. The Community Foundation supports a broad base of community projects and services, including the arts, the environment, health and human services, economic development, literacy, youth and more.

**Relevance: Gifts Will Meet Changing Community Needs**

Donors may design gifts around general or very specific goals. Many donors place no restrictions on how funds are to be used. Even if the current intent of the gift becomes obsolete, the Community Foundation will ensure that the fund continues to address emerging community needs.

**Recognition or Anonymity: Gifts Can Honor a Loved One or Associate or Remain Anonymous**

The Community Foundation will make grants from funds respectful to donor wishes. Some donors put their names or their family’s names on their fund. Others put names on their funds which mask their identity as the donors. We can even accommodate special requests for anonymity.

**Tax Advantage: Contributions Will Ease Donors’ Tax Burden and Provide Financial Benefits**

Contributions to the Community Foundation, *a public charity*, qualify for maximum deductibility for income, gift and estate tax purposes, i.e. 50% of AGI. Donors who create endowed funds, pass-through funds, charitable remainder trusts or gift annuities receive an income tax deduction that can be spread over up to six years if the gift exceeds the allowable annual limits.

**Experienced Investment Management: Funds Are Professionally Supervised**

The Community Foundation takes its stewardship responsibility very seriously. We are determined to protect and enhance our assets and the donor’s over the long term. To design and implement our investment strategies we seek counsel from an investment committee of members of our Board of Directors with investment expertise.

**Convenience: Taking Advantage of “One-Stop Giving”**

The Community Foundation affords donors the benefits of having their own separate fund, a “foundation within the Foundation,” that is simple and convenient, without the customary burdens and expenses of a private foundation or trust arrangement. The Foundation provides everything from grant making consultation, award letters, record-keeping, investing and annual reporting through an independent audit.

**Grant making Expertise**

The foundation’s professional program staff is familiar with local nonprofit organizations and with the critical issues facing our community. Foundation staff helps donors research the organizations and issues they care most about. In this way, donors can be assured that their donations will have an impact. Grants are managed according to established best practices.

**2). Primary School managers.**

Monitoring is seeing if you are doing what you said you would do and done in a systematic approach to overseeing planning, learning, and teaching. Below are the advantages of monitoring to the primary school teachers;

**Accountability**

Through monitoring and evaluation in schools, good leadership is put into practice and accountability which leads to school improvement. Effective monitoring and evaluation can best be achieved through record keeping and proper reporting systems, to help find out whether the school resources are being spent according to plan or not. This also helps in figuring out whether the teaching method in the school is delivering to the desired educational results.Any school management team will have better means to learning and improve from past experiences, improve planning, and better allocation of resources if they put the best monitoring and evaluation practices. Through this, the school can be accountable to the stakeholders.

**Performance**

Monitoring and [evaluation systems](http://leansystemssociety.org/how-to-design-effective-evaluation-systems-for-schools/) have enhanced the performance of both the teachers and the students. Through the use of technology, the school management, and the teachers can access data that can be used to give guides on how to improve the performance of the students. The teachers can do an assessment and the behavior of the student to identify the areas where the student is failing. It is by that; teachers can align their teaching skills accordingly to improve student performance.

**Planning**

Monitoring and evaluation help in planning on future of the school. The school management plan on the areas to fill the gaps and cover, appropriately balance between attained targets, and future assessment opportunities.

3). **Government**

* Monitoring and Evaluation (M&E) is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. The credibility and objectivity of monitoring and evaluation reports depend very much on the independence of the evaluators. The followings are advantages of monitoring and Evaluation to the Government.
* Monitoring provides continuous feedback on the Government projects implementation as it identifies potential successes and constraints that may guide in timely decisions.
* Monitoring assesses Physical and financial progress of governmental project or programme activities against established schedules and indicators of success.
* Monitoring assess Process which account for progress of activities or success of output

production.

* Monitoring assess the Impact of governmental projects by Measuring the initial responses and reactions to project activities and their immediate short-term effects.
* Governmental Projects are monitored to ensure; stakeholders understand the project; to minimize the risk of project failure; to promote systematic and professional management; and to assess progress in implementation schedule. It is a management tool that provides continuous feedback on the project implementation as it identifies potential successes and constraints that may guide in timely decisions.
* Monitoring assesses physical and financial progress of project or programme activities against established schedules and indicators of success; It assess Process which account for progress of activities or success of output

**4). You have been contracted by UNICEF to undertake the role of a consultant in a project (joint partnership between them and the Ministry of Gender and Children) a program that gives direct funds to families staying with orphaned children, to plan a monitoring system for the same.**

* 1. **What are the advantages of participatory evaluation methods?**

Participatory evaluation is an approach that involves the stakeholders of a programme or policy in the evaluation process. This involvement can occur at any stage of the evaluation process, from the evaluation design to the data collection and analysis and the reporting of the study. A participatory approach can be taken with any impact evaluation design, and with quantitative and qualitative data. Participatory evaluation has the following Advantages;

* Identify locally relevant evaluation questions
* Improve accuracy and relevance of reports
* Establish and explain causality
* Improve program performance
* Empower participants
* Build capacity
* Develop leaders and build teams
* Sustain organizational learning and growth.
  1. **Formulate the steps in planning a monitoring system.**

**Step 1: Define the scope and purpose**

This step involves identifying the evaluation audience and the purpose of the M&E system.  M&E purposes include supporting management and decision-making, learning, accountability and stakeholder engagement.

Will the M&E be done mostly for learning purposes with less emphasis on accountability?  If this is the case, then the M&E system would be designed in such a way as to promote ongoing reflection for continuous programme improvement.

**Step 2: Define the evaluation questions**

Evaluation questions should be developed up-front and in collaboration with the primary audience(s) and other stakeholders who you intend to report to. Evaluation questions go beyond measurements to ask the higher order questions such as whether the intervention is worth it or if it could have been achieved in another way (see examples below).

**Step 3: Identify the monitoring questions.**

For example, for an ***evaluation question*** pertaining to 'Learnings', such as "What worked and what did not?" you may have several ***monitoring questions*** such as "Did the workshops lead to increased knowledge on energy efficiency in the home?" or "Did the participants have any issues with the training materials?".

 The monitoring questions will ideally be answered through the collection of quantitative and qualitative data. It is important to not start collecting data without thinking about the evaluation and monitoring questions.  This may lead to collecting data just for the sake of collecting data (that provides no relevant information to the programme).

**Step 4: Identify the indicators and data sources**

In this step you identify what information is needed to answer your monitoring questions and where this information will come from (data sources). It is important to consider data collection in terms of the type of data and any types of research design. Data sources could be from primary sources, like from participant themselves or from secondary sources like existing literature. You can then decide on the most appropriate method to collect the data from each data source.

**Step 5: Identify who is responsible for data collection, data storage, reporting, budget and timelines.**

It is advisable to assign responsibility for the data collection and reporting so that everyone is clear of their roles and responsibilities.

**Step 6: Identify who will evaluate the data and how it will be reported**

 In most programmes there will be an internal and an independent evaluation (conducted by an external consultant).

 For an evaluation to be used (and therefore useful) it is important to present the findings in a format that is appropriate to the audience. A 'Marketing and Dissemination Strategy’ for the reporting of evaluation results should be designed as part of the M&E system. See my article, ‘[4 Reasons Why No One Reads Your Evaluation Report](https://www.annmurraybrown.com/#!4-Reasons-Why-Nobody-Reads-Or-Uses-Your-Evaluation-Report-Heres-How-to-Fix-It/czf9/5696334f0cf2e94e3fb54671)’ for more information on this.

**Step 7: Decide on standard forms and procedures**

 Once the M&E system is designed there will be a need for planning templates, designing or adapting information collection and analysis tools, developing organizational indicators, developing protocols or methodologies for service-user participation, designing report templates, developing protocols for when and how evaluations and impact assessments are carried out, developing learning mechanisms, designing databases and the list goes on Simister, 2009.

**Step 8: Use the information derived from Steps 1- 7 above to fill in the 'M&E System ‘template**

You can choose from any of the templates presented in this [article](https://www.annmurraybrown.com/#!How-To-Design-a-Monitoring-and-Evaluation-ME-System/czf9/57092b650cf27cb8ad1e245e) to capture the information. Remember, they are templates, not cast in stone. Feel free to add extra columns or categories as you see fit.

**Step 9: Integrate the M&E system horizontally and vertically**

 Where possible, integrate the M&E system horizontally (with other organizational systems and processes) and vertically (with the needs and requirements of other agencies).  Sinister, 2009

Try as much as possible to align the M&E system with existing planning systems, reporting systems, financial or administrative monitoring systems, management information systems, human resources systems or any other systems that might influence (or be influenced by) the M&E system.

**Step 10: Pilot and then roll-out the system**

Once everything is in place, the M&E system may be first rolled out on a small scale, perhaps just at the Country Office level. This will give the opportunity for feedback and for the ‘kinks to be ironed out’ before a full scale launch.

 Staff at every levels be should be aware of the overall purpose(s), general overview and the key focus areas of the M&E system.