**NAME OF THE INSTITUTION: CAPACITY AFRICA INSTITUTE.**

**COURSE: MONITORING AND EVALUATION COURSE FINAL EXAM**

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**ADM NO: AIPMS/255/2019**

***Instructions***

***a) Answer all the questions.***

***b) Marks will be awarded for brevity and clarity of answers***

***c) Any evidence of plagiarism (copy and paste from manual or other sources) could be penalized***

***d) Giving relevant examples from monitoring and evaluation of real projects is highly recommended.***

**1) Giving practical examples of programmes in whose interventions you have participated in differentiate between**

(a) The terms Monitoring and Evaluation (2 Marks)

**Differences between Monitoring and Evaluation**

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| --- | --- |
| **Monitoring** | **Evaluation** |
| Monitoring is a continuing function that takes place throughout the implementation of an activity. | Evaluation assesses the entire project cycle. |
| Monitoring is a regular part of project or programme management. It focuses on the implementation of the project, comparing what is delivered with what was planned. | Evaluation reviews the achievements of the activity and considers whether the plan was the best one to achieve the outcomes.  Evaluation measures achievements, as well as positive/negative and intended/unintended effects.  Evaluation looks for lessons to be learned from both success and lack of success, and also looks for best practices which can be applied elsewhere.  Evaluation looks for lessons to be learned from both success and lack of success, and also looks for best practices which can be applied elsewhere. |
| Monitoring is usually done by people directly involved in implementing the project/programme. | Evaluation is best conducted by an independent outsider who can be impartial in consulting with project/programme staff. |

**(b) Mention and define the two major monitoring indicators (2marks)**

* Quantitative Indicators (Output Indicators)
* Qualitative Indicators (Outcome / Performance Indicators)

**2) Give a brief definition of a Monitoring & Evaluation plan (4Marks)**

* A **monitoring** and **evaluation** (M&E) **plan** is a document that helps to track and assess the results of the interventions throughout the life of a program.
* It is a living document that should be referred to and updated on a regular basis.

**3) List five components of an M & E Plan (5 Marks)**

* **M&E frameworks/Logical Framework**
* **M&E Work Plan and costs**
* **Routine Programme Monitoring**
* **National and Sub-national databases**
* **Data Dissemination and Use**
* **Evaluation and Research**
* **Surveys and Surveillance**

**4) You have been tasked with overseeing the 2-month distribution of treated mosquito nets to 560 households in Munuki Payam of Juba County.**

Required: Write a brief (about one page) report of the activity to your immediate Manager

(10Marks).

**Field Monitoring report(FMR).**

|  |  |
| --- | --- |
| **Name of the team member; Stephen Tim** | **Date:9/8/2019** |
| **Activity: Distribution of treated Mosquitoes net to 560 Households.** | **Location: Munuki Payam-Juba** |

**Summary of the Activity.**

The distribution of the treated mosquitoes’ nets was meant to address the high rate of malaria cases which was alarming at Munuki payam that serve to benefit 560 households. The distribution of treated Mosquitoes net was planned to last for a period of two months (60 days) to ensure the targeted populations of 560 households/families get their treated Mosquitoes net.

1. **Objectives of the activity;**

* To monitor the distribution process of treated Mosquitoes net to 560 households in Munuki Payam.
* Collect complaint and feedback regarding the distribution of treated Mosquitoes net to the benefiries in Munuki Payam and share it with management for a decision making.
* To Monitor the accountability process of the distribution of the treated Mosquitoes net to the 560 households in Munuki Payam.
* To document lesson learned from the distribution for future quality programming.

1. **Methodology;**

* Key informant interview
* Direct Observation
* Discussion with the Program team
* Interaction with the beneficiaries

1. **Findings as per the Objectives.**

* Direct Observation shows beneficiaries turn up at large number.
* Interaction with beneficiary reveals they were all happy with the methodology adapted during the distribution
* Interaction with program staffs reveal the selection criteria was free from conflict of interest
* Further interaction with beneficiaries reveal all the 560 household received a treated Mosquitoes net.

**5) What is the purpose of a log frame in the context of community development initiatives(4marks)**

* Logical framework plays a major role in community development initiative by providing a summary of a project's **goals**, activities, assumptions, indicators, and sources of verification in order to measure and report the achievement of **objectives**.

**6) Define the meaning of the following terms as applied in M & E processes: (5Marks)**

1. **Goal**

* Goal (impact) reflects the improvements of a situation in terms of social, economic or any other benefits which respond to identified development needs of the target population under a long-term vision. Usually, several projects will share a common programme goal.

1. **Outcome.**

* **I**s the expected direct result of the outputs of a project or activity. Project objective reflects what the project intends to accomplish

1. **Indicators**

* An **indicator** is a specific, observable and measurable characteristic that can be used to show changes or progress a programme is making toward achieving a specific outcome. There should be at least one **indicator** for each outcome. The **indicator** should be focused, clear and specific.

1. **Program.**

* A program is a collection of projects that are managed as a group in order to achieve efficiencies of scale.
* Just as project management involves the coordination of individual tasks, program management is the coordination of related projects that are grouped together.

1. **Impact.**

* Project Impact is how your project affects the matters which it comes in contact with. By giving a project impact appraisal you define effects, both positive and negative, which the project is expected to produce upon environment, organization, community, people,

**7) List down the Main Components of an evaluation report (5 Marks)**

* An executive summary containing a condensed version of the most important aspects of the evaluation (see previous point).
* A summary of the evaluation’s focus, with a discussion of the purpose, objectives and questions used to direct the evaluation.
* A summary of the evaluation plan.
* A discussion of the findings of the evaluation, with complete statistical and case study analysis.
* A discussion of the evaluation’s conclusions and recommendations.
* Any additional information required, such as terminology, details of who was involved in the evaluation, etc. in an appendix.

**8) List 5 data collection methods you would use for an emergency response Program (5 Marks).**

* Survey (i.e. household survey questionnaires, Core welfare Indicators questionnaires(WFIQ)
* Focus group discussion (FGDs)
* Key informants’ interviews (Interactions with key stakeholders and beneficiaries)
* Direct Observations
* Documentations reviews (i.e. Reviews of the relevant secondary data)

**9) Why would you propose your organization spends scarce donor resources to conduct a mid-term evaluation for a community nutrition, food, and water and sanitation program lasting 8 years? (12 Marks)**

**Mid-term review of Evaluation help in the following areas in project implementation;**

* Identifying successes
* Identifying problems and weakness so they can be rectified
* Providing information to aid further development
* Providing evidence of the benefits and impacts of EIS
* Contributing to securing funding for further EIS development
* Identifying staff training and development needs
* Gaining the support of institutional managers
* Guiding future plans
* Providing information for stakeholders
* Developing guidelines which may be useful for other library services
* Devising strategies to develop projects into services.

**10) As the M & E Officer what data gathering, processing, management and dissemination strategies would you put in place for the organization’s community based interventions? (12 Marks)**

**(i) Data Gathering/Collections techniques/Strategies.**

**Observations**

Making direct observations is a simple and unobtrusive way of collecting data. Gathering firsthand information in the field gives the observer a holistic perspective that helps them to understand the context in which the item being studied operates or exists.

**Surveys / Questionnaires**

Questionnaires are a popular means of data collection because they are inexpensive and can provide a broad perspective about a community development project. They can be conducted face-to-face, by mail, telephone, or Internet (in which case, they can include respondents from anywhere in the world) or the locally targeted population of a community project.

**Interviews**

Interviews can be conducted in person or by phone, and can be structured (using survey forms) or unstructured. Interview can include; Key informants interview(KII), group interviews ETC

**Focus Groups**

A [focus group](http://www.eiu.edu/ihec/Krueger-FocusGroupInterviews.pdf) is simply a group interview of people who all have something in common. They provide the same type of data as in-person interviews, but add a social element and offer a broader understanding of why a group thinks or behaves in a particular way.

**(ii) Data Processing techniques**

Data processing is simply the conversion of raw data to meaningful information through a process. Data is manipulated to produce results that lead to a resolution of a problem or improvement of an existing situation. Similar to a production process, it follows a cycle where inputs (raw data) are fed to a process (computer systems, software, etc.) to produce output (information and insights).

**Manual Data Processing**

In manual data processing, data is processed manually without using any machine or tool to get the required results. In manual data processing, all the calculations and logical operations are performed manually on the data. Similarly, data is transferred manually from one place to another. This method of data processing is very slow, and errors may occur in the output.

**Mechanical Data Processing**

In the mechanical data processing method, data is processed by using different devices like typewriters, mechanical printers or other mechanical devices. This method of data processing is faster and more accurate than manual data processing.

**Electronic Data Processing**

Electronic data processing or EDP is the modern technique to process data. The data is processed through a computer; Data and set of instructions are given to the computer as input, and the computer automatically processes the data according to the given set of instructions.

**(iii) Data management techniques.**

**Data management** is the strategic control of **data**. It is typically concerned with areas such as;

* Data quality,
* Data architecture,
* Database management,
* Data security,
* Data compliance,
* Analytics,
* Data integration.
* Master data management.

**(iv) Data Dissemination strategies**

Data dissemination is a phase in statistical processes, in which, data collected and compiled by statistical agencies are released to the public. The First Principle of UN Fundamental Principle of Official Statistics states clearly the responsibility of releasing information to the public.

**Official Dissemination**

A responsive statistical agency commits to releasing information to the public according to a release calendar. This obligation carries a significant commitment as this process implies defining key indicators that have to be released at regular intervals.

**Public-at-large**

Disseminating data to the public-at-large requires careful consideration and strategies. Countries should develop data dissemination strategies. The illustration below (UNECA) provides a conceptual reference that should define the various user communities and the demand for data they require.

**Measuring Effectiveness**

Any National Skills Development Strategy Document (NSDS) should have monitoring indicators designed to determine the effectiveness of their data dissemination policy. These should be regularly reported against. Including these measurement indicators in the NSDS will assure that the indicators are reported. T

**Data Portals**

There are two aspects of data dissemination, which have gone through monumental changes in recent times and therefore deserve closer evaluation. The ‘media’ carrying the releases (from paper to digital transformations) and the ‘delivery’ of the releases; which is transforming itself through the ‘’connectedness’’ of the Internet, from being ‘one-to-one’ model of communication to ‘one-to-many’

**Data Communication**

Communicating official data and statistics requires concerted efforts. When data is communicated well, it is easy to appreciate its positive influence on its consumption and therefore development impact driven by it. NSOs may realize this, by supplying to the right audience the right data in the right format.

**12) Design a monitoring and evaluation matrix of how you can measure the changes you are aiming to reach throughout a project intervention. The matrix should reflect 1 key result and 3 indicators of your choice. (13 marks).**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Project Summary** | **Indicators** | **Means of Verifications** | **Risks and Assumptions** |
| **Impacts** | To increase access essential safe water and sanitation services as well as WASH NFIs for fleeing IDPs coming from Mayandit, Leer and Koch, due to recent fighting | # of Existing water points rehabilitated.  # of upgraded boreholes to solarized pumps | **PHE** monthly reports, Borehole assessment and repair cards, water testing results. | **Risk-** Security conditions enable Oxfam staff to reach beneficiaries and support their WASH needs. **Mitigation:** Oxfam has security SOPs and evacuation plans for all locations and close coordination with NGO Forum security, Department for Safety and Security (DSS), local authorities, and Oxfam’s Roving Security Advisor and Country Security Advisor enables the triangulation of security information. |
| **Outcomes** | Targeted beneficiaries have safer and improved access to safe water and sanitation facilities | % of beneficiaries with safer and improved access to water and sanitations facilities. | **PHE** monthly reports, Borehole assessment and repair cards, water testing results. |  |
| **Outputs** | Water points are rehabilitated, maintained or newly constructed.  Targeted beneficiaries have improved sanitation and safe hygiene practices | # existing water point rehabilitated | **PHE** monthly reports, Borehole assessment and repair cards, water testing results. |  |
| **Inputs:** Repair and Rehabilitate existing boreholes/hand dug wells.  Converse hand pumps to solar motorized boreholes | | | | |

**13. The final assignment requires you to write essay to summarize what you have learned in the Monitoring and Evaluation Course. The topics to be covered are:**

**1) The role/ importance of Monitoring and Evaluation in Development Projects.**

Monitoring and Evaluation (M&E) are important for you to assess that your project is achieving set targets. For instance, by monitoring the development of the project you will easily understand whether strategic changes need to be made and act accordingly. Second, M&E are relevant to donors who need to assess whether your NGO is a reliable partner. By reviewing milestones and final outcomes of your projects, donors will decide on the accountability of your NGO, upon which further collaborations could be established. As such, to develop a strong M&E plan is of vital importance.

**2) Data collection, Interpretation and Analysis**

Data Analysis refers to breaking a whole into its separate components for individual examination. Data analysis is a [process](https://en.wikipedia.org/wiki/Process_theory) for obtaining raw data and converting it into information useful for decision-making by users. Data are collected and analyzed to answer questions, test hypotheses or disprove theories. Data analysis involves steps like; Data requirements**.** Data collection**.** Data processing Data cleaning**.** Exploratory data analysis, Modeling and algorithms, Data product**.**ETC

**3) Monitoring and Evaluation System.**

Monitoring and Evaluation (M&E) **system** refers to all the indicators, tools and processes that you will use to measure if a program has been implemented according to the plan (**monitoring**) and is having the desired result (**evaluation**). An M&E **system** is often described in a document called an M&E plan.

Monitoring and Evaluation(M&E) system take into considerations the following steps;

**Know your program**

Before you start work on the M&E system it’s important that you understand as much as possible about the program itself. You need to know why the program was created, what the goals are, and how the goals will be achieved. You also need to know what all the activities, outputs and outcomes are. This information should be available in documents such as the program [log frame](http://www.tools4dev.org/resources/how-to-write-a-logical-framework-logframe/), [problem tree](http://www.tools4dev.org/resources/how-to-design-a-new-program/) and/or [theory of change](http://www.tools4dev.org/resources/theory-of-change-vs-logical-framework-whats-the-difference-in-practice/).

**Choose your indicators**

The first step is to decide which indicators you will use to measure the success of your program. This is a very important step, so you should try to involve as many people as possible to get different perspectives.

You need to choose indicators for each level of your program – outputs, outcomes and goals. There can be more than one indicator for each level, although you should try to keep the total number of indicators manageable.

Each indicator should be:

* Directly related to the output, outcome or goal listed on the problem tree or log frame.
* Something that you can measure accurately using either qualitative or quantitative methods, and your available resources.
* If possible, a standard indicator that is commonly used for this type of program. Using standard indicators can be better because they are already well defined, there are tools available to measure them, and you will be able to compare your results to other programs or national statistics.
* Something that will be useful for decision making to improve the program. There is no point measuring an indicator if the results won’t make any difference to your decisions.

**5) Monitoring and Evaluation Frame Work (25 marks).**

An M&E framework is a table that describes the indicators that are used to measure whether the program is a success. The M&E framework then becomes one part of the [M&E plan](http://www.tools4dev.org/resources/monitoring-evaluation-plan-template/), which describes how the whole M&E system for the program works, including things like who is responsible for it, what forms and tools will be used, how the data will flow through the organization, and who will make decisions using the data. In other organizations the whole [M&E plan](http://www.tools4dev.org/resources/monitoring-evaluation-plan-template/) is called an M&E framework (as if things weren’t confusing enough!).

**END**