

**ASSIGNMENTS: 7**

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| **Course** | **Post Graduate Diploma in Monitoring and Evaluation** |
| **Student ID:** | **Aipms/290/2019** |
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| **Module 7 Questions:** | **Post Graduate Diploma in Monitoring and Evaluation** |
| **Module Code:** | **D001** |
| **Assignment Number:** | **7** |
| **Date Issued:** | **01/1/2020** |
| **Due Date:** | **31/01/2020** |
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| **Assignment Brief:** | **Q1:** Where M&E necessitates revision of project plans, outline key steps Program Management teams need to take towards this end. (10 mrks)    **Q2:** Briefly explain in about 250 words the key actions required at project-level monitoring work and describe the key variances between project level monitoring and program level monitoring. (10mrks). |

Data and information on progress towards results are gathered, reviewed and used at the project, outcome, sectorial and program levels. These entities are interconnected and reinforce each other. There is a two-way flow of information among them with the following common objectives:

* Clarifying and analyzing progress, issues, challenges and lessons
* Precipitating actions and decisions including effecting changes in plans and resources as required

**Project Level**

Monitoring data normally aggregates from project level to higher level results. At the project level, the use of monitoring information can be summarized as follows:

The first monitoring action at the project level is to be clear of what is expected in terms of project- specific results and what is to be done with respect to monitoring actions. At the beginning, projects should: have a clear scope (that continues to be clear throughout the project); expected deliverables and how these contribute to the higher level results; ensure that cumulative annual targets are adequate to produce the envisaged outputs; and ensure that they lead to the delivery of planned outputs in the agreed time frame.

This information is initially captured in the project results framework and its M&E framework. This process should be repeated at each annual project review to continuously validate that delivery of outputs is on schedule and remains relevant.

Monitoring data should be collected according to the project/program annual work plan (AWPS). The project should review the data to:

* Revalidate if the project and program results logic remain valid in light of the operational experience and evidence.
* Discern what issues have emerged during implementation: Have the foreseen risks and assumptions materialized? Have other unforeseen challenges, opportunities and risks materialized? Are these being managed?

Progress towards generating outputs and their continued relevance to the outcomes should be synthesized and forwarded to the agency to which the project reports and to the respective outcome or sectorial monitoring mechanism

On the basis of that monitoring data, the project management or M&E steering committee should reconfirm that the delivery of outputs is on schedule and that the project is contributing towards the desired outcomes. If not, they should determine what changes are needed.

If revisions to plans are needed, then the project management should draft the revisions, including the results framework with new cost estimates, annual targets and so forth, to facilitate decision making at higher levels. Such information could be provided at agreed intervals such as quarterly, semiannually, annually or on an as-needed basis

**Program Level**

Each sector of the program, e.g. education or health sector that contributes to one or more outcome typically has its own arrangements to plan, implement and monitor the contributions it is making to results. The M&E framework, which is the central guide in many organizations forms the basis for this purpose.

The primary question to address at the program level is: Does the sector or project ensure that its program is effectively contributing to the planned organizational national program or overall goal of the organization? Objectives and envisaged outcomes of the Strategic Plan?

The following steps are necessary to organize program-level monitoring:

* Obtain monitoring information for each funded project through the respective quarterly progress report (if used). This should answer the questions: What progress has the organization made in delivering the agreed outputs in the reference period? What progress has the organization as a whole made towards achieving the overall outcomes? What are the program-level issues that require action? What are we learning as a program?
* Determine if outputs being generated with each project remain valid and contribute to achieving corresponding outcomes.
* Participate in dialogue with relevant stakeholders at the outcome, sector and national level.
* Determine if other partners are contributing as planned and identify gaps to be addressed and opportunities for forging stronger partnerships.
* Triangulate monitoring information to obtain a more objective assessment of program‘s contribution to each outcome. Identify issues and changes that are necessary to further dialogue at the respective outcome monitoring mechanism.
* Analyze to what extent the organization has integrated key concerns such as capacity development, gender equality, beneficiary ownership and stakeholder cooperation

Summarize key relevant points for the program as a whole for corporate reporting purposes and decision making at the annual program review.

* Implement the necessary changes agreed at annual reviews.

The same analytical work should feed the corporate learning and reporting processes

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