

**PGD IN MONITORING AND EVALUATION**

**FINAL EXAMINATION**

|  |  |
| --- | --- |
| **Student Name:** | **Peter Atem Anyuon** |
| **Course** | **Post Graduate Diploma in Monitoring and Evaluation** |
| **Student ID:** | **Aipms/290/2019** |
| **Lecturer:** | **Mr. Ratemo Fredrick** |
| **Module 8 Questions:** | **Post Graduate Diploma in Monitoring and Evaluation** |
| **Module Code:** | **D001** |
| **Final Examination** | **Examination** |
| **Date Issued:** | **08/02/2020** |
| **Due Date:** | **08/02/2020** |
|  |  |

**Instructions**

1. Have a cover page for your work and ensure your admission is captured and your names in the order they will appear on your transcript
2. This paper contains SIX (6) questions.
3. Question ONE is compulsory.
4. Answer any other THREE questions.
5. Question ONE carries 25 MARKS and the rest carry 15 MARKS each.

**QUESTION ONE**

Read the Case Study below carefully and answer the questions that follow:

REVIEW OF THE SOUTH AFRICAS GOVERNEMENTS GRANT-FUNDED

MUNICIPAL INFRUSTRUCTURE

The mandate of South Africa's Municipal Infrastructure Program (MIP) is to "improve" the quality of life of the poorest sections of South African communities through ensuring access to at least a basic level of services. The Department of Constitutional Development has been responsible for the integration of MIP projects into broader, multifaceted development programs in order to simultaneously improve economic conditions and enhance the socio-cultural environment of the communities. The MIP ensures community participation and fosters the empowerment of previously disadvantaged groups; program planning and a management are administered through provincial managers and the procedures followed to seek to build a constructive interface between communities, municipalities and provincial and central authorities and to ensure that the process remains community driven.

The strategy assessment framework developed for the review related to MIP project activates to the programs strategic objectives and covered two critical determinants of success: program performance- how well the programs delivered the required services; and strategy assessment: how the programs outputs contributed to fulfilling its strategic objectives. The framework detailed the outputs regenerated by each activity and defined indicators to measure achievements for each outcome. It was structured to provide the flexibility needed to respond to wide disparities in context, development potential, intuitional capacity, human resources and financial means between the localities where MIP projects have been implemented.

At least one project each province was particularly impressive in addressing infrastructure needs, ensuring sustainability generating economic opportunity, building capacity an fostering improvement through self-reliance. Follow-up visits to these projects permit a better understanding of the process by which these results were achieved and highlight their impacts on the community.

Required:

**a) From the case study above, explain the TWO methods which were used for monitoring (4 Marks)**

* Once project development commences, the management has to track the progress of the project and the expenditure incurred on the project. Progress can be monitored by using the schedule and m the earned value method, discussed later, can also be used. How much time different project members are spending on the defending activities in the project. They are used as mechanism for collecting raw data and to obtain information regarding the overall expenditure and making us ready for ambit different tasks and different phases at any given time. Milestones laid down in the plan.
* Purpose of reviews is to provide information for project control, a definite and clearly defined milestone. It forces the author of product to complete the product before the review. Having this goal gives some impetus and motivation to complete the product.

**b) Explain the rationale of using Logical Framework approach in project planning. (5 Marks)**

* It allows information to be analyzed and organized in a structured way, so that important questions can be asked, weaknesses identified and decision makers can make informed decisions based on their improved understanding of the project rationale, its intended objectives and the means by which objectives will be.

1. **Examine the significance of stakeholder analysis**. ( 6 Marks)

* Stakeholder analysis is used to identify stakeholders and analyze their needs to develop and deliver a quality product in the first attempt. It includes collecting qualitative information to determine which stakeholder interest should be examined

1. **Access the rationale of using Participatory Monitoring and Evaluation** (I0 Marks)

Meaningful involvement of people directly affected by an issue in all steps of the process (from dialogue to impact assessment).

• The belief that every voice should be listened to and heard.

• Participation in and local ownership of the communication process and the content of the communication.

• Local control of and access to communication is essential. A bottom up approach is favored.

• Collective decision-making and collective action.

• Equity and respect for local cultures, cultural identify, beliefs and knowledge. The belief that what is happening in the community has an impact on the communication process and that effective communication must have an impact on communities as well as on individuals.

• Both private and public dialogue and negotiation is essential to communication and for lasting social change.

|  |  |
| --- | --- |
| **QUESTION TWO** |  |
| 1. **Discuss FIVE of indicators of a successful project.(10 marks**)   Of course there are many indicators of project success, but what do you need to be measuring while the project is in motion?  At various points during the project you want to evaluate five points:  **Schedule:** **a** timetable, as a basic time-management tool, consists of a list of times at which possible tasks, events, or actions are intended to take place  **Quality:** the standard of something as measured against other things of a similar kind; the degree of excellence of something.  **Cost:** **is** the monetary value that has been spent by a company in order to produce something. ... This is the amount charged for a product by the seller, and it includes both the cost to make the product and the mark-up cost added by the seller to produce a profit.  **Stakeholder satisfaction:** is a measurement of stakeholder perceptions of a program, project or initiative. It is measured by asking stakeholders to rate their satisfaction on a numerical scale  **Performance against the business case:** he Business Case is a reference point before, during, and after a project. As the project begins the Business Case establishes the ultimate goal of the project for all stakeholders—including the project manager and sponsor |  |

b) Identify any FIVE types of reports as used in project monitoring and evaluation environment management. (5 marks)

**Monitoring and Reporting**

The objective of monitoring and evaluation is to assist all project participants in assessing project

Performance and impacts, with a view to maximizing both. Monitoring will consist of continuous or

Periodic review and surveillance of activities with respect to management and the implementation of

The work plan and budget.

This will help to ensuring that all required actions are proceeding as

Planned.

Monitoring and Evaluation will take place at three levels: project execution, project

Performance, and impact evaluation.

**Project Execution**.

Monitoring will concentrate on the management and supervision of project

Activities, seeking to improve the efficiencies when needed so as to improve the overall effectiveness

of project implementation.

It is a continuous process, which will collect information about on actual

Implementation of project activities compared to those scheduled in the annual work plans, including

The delivery of quality outputs in a timely manner, identify problems and constraints (technical,

Human resource, and financial), make clear recommendations for corrective actions, identify lessons

Learned and best practices, etc.

**Project Performance**.

Performance evaluation will assess the project’s success in achieving its

Objectives (above).

The project will be monitored closely by FAO (LTU and FAO-GEF Units), and by

The Project Steering Committee through semi-annual reports, quarterly implementation reviews,

Technical reports, and regular technical supervision missions will be provided as required to enhance

Success.

Project achievements will be evaluated after two years of project execution (mid-term) and at

The end of the project (final) through an independent evaluation.

Project impact. Evaluation of the project’s success in achieving its outcomes will be monitored

Continuously throughout the project. The key indicators can be found in the logical framework in

Annex 2. The indicators will be further refined at the Inception Workshop, and tools and methods and

Indicators for measuring impact will be determined and agreed to ensure that a standardized

Framework is shared by the four participating countries.

**Specific technical reports** that will be developed to guide and monitor project implementation

Include:

• Sustainable land and agro-ecosystem management guides/manuals for farmer field schools,

Selected micro-catchments and landscapes;

• Community planning guide for Slam - development, implementation and monitoring of

Community action plans including land tenure and access to resources;

• Incentives and policy for Slam - including agricultural, environmental and land tenure

Issues;

• SLM baseline studies, indicators and methods for monitoring by FFS, communities and

Districts

**QUESTION THREE**

1. Explain in details each of the following terms as used in project evaluation:

|  |  |
| --- | --- |
| **I. Effectiveness** is the capability of producing a desired result or the ability to produce desired output. When something is deemed effective, it means it has an intended or expected outcome, or produces a deep, vivid impression | (3marks) |
| ii.**Impact:**  Impact on people‘s lives (e.g. in relation to the ultimate changes in  people‘s lives or environment as a result of our initiatives) | (3 marks) |
| **iii.Sustainability**: is the ability to exist constantly. In the 21st century, it refers generally to the capacity for the biosphere and human civilization to coexist | (3marks) |
| **Iv.Relevance** is the concept of one topic being connected to another topic in a way that makes it useful to consider the second topic when considering the first. The concept of relevance is studied in many different fields, including cognitive sciences, logic, and library and information science | (3 Marks) |
| **v. Efficiency** is the ability to avoid wasting materials, energy, efforts, money, and time in doing something or in producing a desired result. In a more general sense, it is the ability to do things well, successfully, and without waste | (3 Marks) |

|  |  |
| --- | --- |
| **QUESTION SIX**  a) Discuss the following types of evaluation. |  |
| i.Ex-ante Evaluation (Need Assessment) is a broad initial **assessment** aimed at identifying which alternative will yield the greatest benefit from an intended investment | (3 Marks) |
| Ii.Formative Evaluation (sometimes referred to as internal) is a method for judging the worth of a program while the program activities are forming (in progress). They can be conducted during any phase of the ADDIE process. This part of the **evaluation** focuses on the process. | (3 Marks) |
| Iii.Summative Evaluation assessment of learning refers to the assessment of participants where the focus is on the outcome of a program. This contrasts with formative assessment, which summarizes the participants' development at a particular time | (3 Marks) |

1. Use relevant examples to analyze at least THREE Monitoring and Evaluation

Challenges. (6 marks)

**1 .Stakeholder Engagement in M&E of Adaptation**

* **Challenges**
* Achieving effective multistakeholder buy-in and coordination in order to gather data across sectors and levels
* Limited political will and high-level support to implement and sustain M&E of the NAP process
* Overload and misalignment of M&E and reporting requirements for different agendas and purposes

**2. Methods & Tools for M&E of Adaptation**

* **Challenges**
* Identification of appropriate indicators to track national adaptation progress and outcomes
* Lack of/inadequate baseline data and information relevant to the purpose of the M&E system.
* Ensure reliable and comparable data and information

**3. Resources (Human and Financial) for M&E of Adaptation**

**Challenges**

* Inadequate technical capacity to support the design and implementation of the M&E system
* Limited and/or inconsistent financial resources to establish and sustain the M&E system over time
* Staff turnover among those responsible for designing and sustaining the M&E system