1. **What are roles of donor agencies in strengthening National monitoring and Evaluation Systems**

Donors agencies are group of people or institutions that are funding projects of their interest, some examples are USAID, UKAID and other.

The project that are implemented with donor fund are taken from National strategic Development plan, then the line ministry need to monitor the project also.

The following are the roles of donors in strengthening National Monitoring and Evaluation System

**Donor agencies have introduced the concept of monitoring and Evaluatio**n, they have provided equipment and logical support to nationals to conduct the Evaluation studies.

**Integrating evaluation into the project implementation cycle**, usually the donors need to evaluate their project which they are funding and sometime the line ministry are tasked to do evaluation at the end of the project implementation to see its impacts on the community or has the project been able to address the underline problem, therefore donor always request the government to integrate evaluation into their policy and system.

**Training the stakeholders to carry out Evaluation**, they have also trained the staff to carry out the studies. When there areparticipatory Evaluation stakeholders together with government civil servants are trained to carry out Evaluation as a team hence contributing to strengthening the capacity of stakeholders involved and building nation.

**Donor have also supported** in areas of creative work in assessing sustainability and beneficiary and different methodologies for evaluating impacts.

HoweverDonor agencies have shown little interest to help government to develop Monitoring and Evaluation System that ca be applied to all projects. Donors only train and use only project managers and consultant to do the Evaluation ignoring inclusion of government line ministry or M& E national.

**Lack of resources**, donors support towards National Evaluation system is still a challenge, the NES do not get enough funding to carry out the duty, to strengthen and upgrade their system, also political influence is one of the constraints facing NES yet sometime government is required to apply different Monitoring methodologies in different sectors because projects are funded by different International agencies.

Most Bilateral donors are required to account for the fund to their government directly using different formats with less involvement of national sectors. For instance, the CIDA Practical Guide for conducting project Evaluation is written for CIDA project team only with no reference to recipient Government.

World Bank requires monitoring reports from project executing team even the Operations Evaluation Department of World Bank does not fund or support the government in preparation of project completion reports and to do evaluation on project impacts.

In conclusion, donors’ agencies have shown very little commitment to strengthen National or government department of Monitoring and Evaluation yet this is paramount and could relieve project managers from Evaluation duties because line ministries are not implementers but supervisors, Independent body can be the only one to give accurate information on the project not the implementing team.

**QN 2. At project level explain in detail the six stages of project Monitoring and Evaluation**

For project to be effective, it has at least six to seven phases that make a complete cycle that has to take place.it ranges from conception of project or identifying the project, selection or appraisal, designing the project, implementation, Evaluation and lesson learnt which also result to new project.

**Stages 1 Identification and preparation**

This is the initial phase where a project is identified from the Development Strategic plan of a nation that may be long term or short-termplan and should be in line with international strategic development plan. The Donors always pick projects from this development plan and design it to suit the need or address the community problems. Such project may include provision of clean water, construction of school facility or road maintenance(**Baum and Tolbert 1985**

Sometime Baseline survey is carryout to see the current status of the problem and show serious the underlined problem is.

Stages (2) project Appraisal, Selection and negotiation.

the requirement associated with this stage is to identified resources and expectations that all involved parties have with regard to the project result. It also involves assessment of economic financial and technical feasibility of the project, gender analysis and social impacts or environmental impacts areall done in thisstage.

Stages (3) Project planning and design:

When the project is now selected and approved then the process of planning and designing begin in this stage, the following are clearly defined.

* The total targeted population within project jurisdiction.
* Secondly the problemthat is to be addressed by the project is well stated.
* The goals and objective are also stated.
* The performance indicators are also set, indicators are the project road map showing weather the project is doing what it intended to do or it has diverted from the main objective, indicators can be in terms of quantitative or qualitative form.

Stages (4) implementation stage

This is the actual execution of the project and development, in this stage the planned activities are carried out such as construction; setting system and training, it alsoinvolves monitoring process by both external donors and project management. Implementation phase involve decision making on how to organize, plan and implement the project. The financial material and human resourcesthat are required for the project is procured and mobilized in this stage. It is during this phase that project is visible to out siders.

Phase 5 Evaluation of project implementation and Transition to operations.

This is very important phase where everything is arranged that is necessary to bring the project to a successful completion,the main activities in the phase include writing hand book, providing instruction and training for the users, setting up a help desk, maintain the result that has beenachieved and transferring it to the report and report writing.

The results of the studies are used to select new projects and to determine how benefits can be distributed among various stakeholders.

Phase (6) management of project operations and ensuring sustainability

Sometime the project will continue either inform of activities or to be integrated to the line ministry or agencies, the sustainability of the project must be planned and arranged for continuous service delivery. Many projects are not able to keepin operations because sustainability policy was not well taken care of.Project need to have long term impacts on the community.

In conclusion, any successful project has to undergo all the six phases even others to seven phases, some project managers pay or neglect phase five which is the evaluation phase because they fear downsizing and closing of the project if the lesson learnt are negative.

They are willing to spend more money on Evaluation studies

**QN3. Enumerate any problems associated with current approaches in Monitoring and**

**Organizational and political problems.**

The political dimension of evaluation has been given less attention in developing countries one cannot expect to understand dynamic of program evaluation without considering that many centralmonitoring and evaluation agencies (CMEAS) have greater influence over resource. Allocation and decision of the futures of the program in Evaluation (Bamberger 1984) Thus the national Evaluation system or CMEA have not been strengthened by donor community when projects are designed it is always the implementing management to do the evaluation or an external evaluation sector.Donors often need different information that again create another problem

**Managerial problems**

There are no clear established procedures by project monitoring and evaluation agencies both of sectorial and national level to identify the main users of informationthat is needed by both national and international organizations. The highly centralized nature of many CMEAS means that Monitoring &Evaluation information is mainly used by the central government to control the line ministries not considering tools to be used by project managerto do monitoring and Evaluation and they see it as a threat hence they fail to cooperate in data collection and analysis, this creating concern about the quality and reliability of the Monitoring &Evaluation information provided by line agencies.

Some program managers are still reluctant to initiate evaluations because they want minimize accountability and fear that legislators and budget department can cut down some program which may be justified by Evaluation information (Carlson and Crane 1989)

**Using data of Monitoring and Evaluation in sectors**

**When a project has been** implemented, all information and experiences of that particular project are brought to the line ministry: sector for analysis but the sector sometime have no clear understanding of this data and do not know how to use them since they were not involve in the process of evaluation hence policymakers find it hard to redesign the project.

In conclusion, the private sectors and donors need to strengthen and train the National Evaluation system and also to involve line ministry in monitoring and evaluating the project during its implementation not when the projected has ended.

**What is importance of financial Monitoring?**

Financial Monitoring involve cost variance analysis where the initial cost planned for is checked in regard of prices, quantity and designs against the actual implementation of the project it is very important to monitor finances because of the following reasons: -

**Accountability and transparent**, projects, need accountability to donors determine the continuality of the project. If financial accountability is not satisfactory usually international donors tend to stop the project or change the project team.

**Quality of work,** if funds are not used for the purpose meant for, some project managers will use little resources and produce poor quality work that is why finance have to be monitored. Exampleis in construction projects, the proportion of cement to sand mixing should be to the accepted standard.

**To monitoring budget line**, sometime if financial monitoring is not there some project managers can divert budget line to what they think is appropriate which may be contract to what is in the budget hence financial monitoring is very important

Finances are monitored in order to avoid embezzlement of fund by any individual in project team.

It creates confident in donors that the allocated resources are properly utilized in the right way for the intended purpose.

The financial system that is being used in implementation of the project must meet the accepted international standards this is usually monitored in audit exercise and reports.

It builds trust between project team and donors and the national government, that the scarcity resources are benefit the common persons in the community not an individual in project team.

**In conclusion**, the most important resource in the project is finance or money and money is very liquidity and slippery, it can be mishandled easily hence the monitoring center should be finance to ensure successful completion of the project.

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