**STRATEGIA NETHERLANDS**

**Course:**

**Diploma Programme**

**MONITORING AND EVALUATION FINAL EXAM**

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**QUESTION ONE**

1. Describe the following terms as used in project monitoring and evaluation:
2. **Project monitoring (2 marks)**

Project monitoring represents an on-going activity to track project progress against planned tasks.it aims at providing regular oversight of the implementation of an activity in terms of input delivery, work schedules, targeted outputs, etc. Through such routine data gathering, analysis and reporting program/project monitoring aims at;

Providing project management, staff and other stakeholders with information on whether progress is being made towards achieving project objectives. In this regard, monitoring represents a continuous assessment of project implementation in relation to project plans, resources, infrastructure, and use of services by project beneficiaries.

1. **Project evaluation (2 marks)**

Project evaluation represents a systematic and objective assessment of ongoing or completed projects or programs in terms of their design, implementation and results. In addition, evaluations usually deal with strategic issues such as program/project relevance, effectiveness, efficiency (expected and unexpected), in the light of specified objectives, as well as program/project impact and sustainability.

1. **Primary stakeholder (2 marks)**

Primary stakeholders are those meant to benefit from a programme, or in the case of a situation assessment, those directly affected by a situation/issue. The participation of a broader range of stakeholders in M&E has been increasingly recognized as being a critical factor in use of M&E conclusions, recommendations and lessons.

Primary stakeholders may include customers, employees, stockholders, creditors, suppliers, or anyone else with a functional or financial interest in the product or situation.

1. **Scope Creep (2 marks)**

Scope creep in project management refers to changes, continuous or uncontrolled growth in a project scope, at any point after the project begins. This can occur when the scope of a project is not properly defined, documented, or controlled. Scope creep can be a result of; poor change control, lack of proper initial identification of what is required to bring about the project objectives, weak project manager or executive sponsor.

1. **Impact assessment (2 marks)**

Impact assessment is an evaluation whose purpose is to attribute outcomes and impacts to project operations. It does this by establishing a counterfactual, which is what would have happened in the absence of the project. The counterfactual is what differentiates impact assessment from other forms of project evaluation. It is necessary to rule out competing explanations for observed results and thereby ‘attributes’ observed results to project operations.

1. **Distinguish between ex-ante evaluation and concurrent evaluation. (4 marks)**

Ex-ante evaluation is conducted prior to implementation. It involves analysis of internal and external consistency of plans, programmes and projects before their implementation, whereas concurrent evaluation is conducted during implementation. It measures the extent of use of resources and materials, the execution of activities and the partial results reached in relation to the set plans. It is also known as monitoring or concurrent evaluation, since it takes place at many points during implementation.

1. **Identify any six parts of a monitoring and evaluation report. (6 marks)**

A sound project M&E system requires six main components which together help to ensure that M&E is relevant to the project within the capacity of the project management organization, and is used to good effect. Each is considered briefly below:

* **Clear statements of measurable objectives for the project and its components.**

Projects are designed to contribute to long-term sectoral development goals, but at the level of project purpose their outcomes should be quite specific and complete.

* **A structured set of indicators covering; inputs, process, outputs, impact, and exogenous factors.**

Indicators provide the qualitative and quantitative detail necessary to monitor and evaluate progress and achievements at all levels of the project hierarchy.

* **Data collection mechanisms capable of recording progress overtime, including baselines and a means to compare progress and achievements against targets.**

Within project M&E systems there will be a need to collect information of the baseline situation and for measurement of change over time for the indicators selected. It is vital to think about the sources of data, the reliability of that information and the costs and responsibilities.

* **Where applicable, building on data collection with an evaluation framework and methodology capable of establishing (causation attribution).**

As part of the growing emphasis on impacts and results, more attention than ever is now being given to rigorous impact evaluation that seek to discover how effective particular types of intervention or policy are at achieving their goals-for example, the effectiveness of free school meals in raising school attendance, or the impact of microfinance programmes on rural poverty rates.

* **Clear mechanisms for reporting and use of M&E results in decision making.**

There are a range of possible users for the results of monitoring and evaluation of development projects. These include primary stakeholders, the project management organization, government agencies, other implementing partners, and donors.

* **Sustainable organizational arrangements for data collection, management, analysis and reporting.**

In terms of organizational arrangements there is no single correct way to build a project M&E system. Projects vary in their characteristics and requirements, and countries and organizations are at different stages of development with respect to good public management practices in general, and M&E in particular.

**(d)** **Describe the characteristics of a good project indicator. (10 marks)**

Characteristics of good indicators are:

**Meaningful:** represent important information about the program for stakeholders.

**Relevant:** Reflect the intervention’s intended activities, outputs, and outcomes.

**Direct:** Closely measure intended change.

**Objective:** Have a clear operational definition of what is being measured and what data need to be collected.

**Reliable:** Consistently measured across time and different data collectors.

**Useful:** Can be used for program improvement and to demonstrate program outcomes.

**Adequate:** Can measure change over time and progress toward performance or outcomes.

**Understandable:** Easy to comprehend and interpret.

**Practical/feasible:** The data for indicator should be too burdensome to collect. The indicator should be reasonable in terms of data collection cost, frequency, and timeliness for inclusion in the decision-making process.

**QUESTION TWO (20 Marks)**

1. Differentiate between the following terms as used in project monitoring and evaluation:
2. **Project efficiency Vs. Project effectiveness (5 marks)**

Project efficiency is the measure of the economic relationship between the allocated inputs and the project outputs generated from those inputs (i.e. Cost effectiveness of the project). It is a measure of the productivity of the project, i.e., to what degree the outputs achieved derive from an acceptable cost. This includes the efficient use of financial, human and material resources, whereas **Project effectiveness** is the measure of the degree to which the formally stated project objectives have been achieved or can be achieved. To make such measure and verification possible, project objectives should be defined clearly and realistically. Often, evaluators have to deal with unclear and highly general objectives that are hard to assess.

1. **Baseline survey Vs. Project sustainability (5 marks)**

Baseline surveys are those surveys carried out before project implementation start to generate data about the existing situation of a target area or group. Such data becomes the reference against which project/program impact can be assessed when summative evaluations are carried out, while **Project sustainability** is a measure of the continuation of the project program or positive results after external support has been concluded. It has become a major issue in development work and evaluation of projects.

1. **Project relevance Vs. Project output (5 marks)**

Project relevance is a measure used to determine the degree to which the objectives of a program or project remain valid as planned.it refers to an overall assessment to determine whether project interventions and objectives are still in harmony with needs and priorities of beneficiaries, while Project outputs are products or services delivered as part of the project’s activities (e.g. workshops, audits, brochures).

1. **Primary data Vs. Secondary data (5 marks)**

**Primary data** is data that is collected by a door-to-door survey is one way to collect primary data. Researcher from first-hand sources, using methods like surveys, interviews, or experiments. It is collected with the research project in mind, directly from primary sources. While **secondary data is** data gathered from studies, surveys, or experiments that have been run by other people or for other research. Typically, a researcher will begin a project by working with secondary data. This allows time to formulate questions and gains an understanding of the issues being dealt with before the more costly and time consuming operation of collecting primary data.

**QUESTION THREE (20 Marks)**

1. **Identify the key components of the logical framework approach in M&E. (5 marks)**

**Goal**

Refers to the sectoral and national objectives to which the project is designed to contribute. The goal can also be thought of as describing the expected impact of the project. It is a statement of intention that defines the main reason for undertaking the project.

**Purpose**

Refers to what the project is expected to achieve in terms of its development outcome. The purpose relates only to the beneficiaries, a specific area and a timeframe.

**Output**

Refers to specific results and products (goods and services) produced by undertaking a series of activities. The specifically intended results of the project activities-uses milestones of what has been accomplished at various stages during the life of the project.

**Activities**

Refers to actions and tasks undertaken to achieve the required outputs. Descriptions of activities should not include too much detail, because they easily become too lengthy.

**Inputs**

Refers to the resources required to undertake the activities (e.g. personnel, equipment and materials). They should not be included in the matrix format.

**Indicators**

Refers to information/observations that would help us to determine progress made towards attaining project objective.

**Assumptions**

Refers to external conditions that could affect the progress or success of the project. The project manager has no directcontrolover these conditions (e.g. the inflation rate, upcoming elections).

**Means of Verification**

Refers to the expected source of the information we need to collect. Movs should clearly specify this source. They ensure that the indicators can be measured effectively by specification of types of data, sources of information and methods of collection.

1. **What is meant by project audit? Describe two type of project audit. (7 marks)**

Project audit is a formal type of ‘’project review’’, most often designed to evaluate the extent to which project management standards are being followed. Audits are typically performed by a designated audit department, the ‘’project management office’’, an empowered steering committee or an external auditor. Or project audit is the process of detailed inspection of the management of a project, its methodology, its techniques, its procedures, its documents, its properties, its budgets, its expenses and its level of completion.

**Types of Project audit**

**Quality Audit**

Quality audits are part of Execution process group. These are reviews of your project by your company. They figure out whether or not you are following the company’s process.

**Normal Audit or Inspection**

A normal audit or simply audit is part Monitoring and Controlling process group. It is also termed as inspection as it is basically a QC process. Inspection is done after the product is built.

1. **Differentiate between formative evaluation and summative evaluation (8 marks**)

**Formative evaluations (**process evaluations) examine the development of the project and may lead to changes in the way the project is structured and carried out. Those types of evaluations are often called interim evaluations. One of the most commonly used formative evaluations is the midterm evaluation.

In general, formative evaluations are process oriented and involve a systematic collection of formation to assist decision-making during the planning or implementation stages of a program. They usually focus on operational activities, but might also take a wider perspective and possibly give some consideration to long-term effects. While staff members directly responsible for the activity or project are usually involved in planning and implementing formative evaluations, external evaluators might also be engaged to bring new approaches or perspective.

**Summative evaluations** (also called outcome or impact evaluations) address the second set of issues.

They look at what a project has actually accomplished in terms of its stated goals. There are two types of summative evaluations. (1) End evaluations aim to establish the situation when external aid is terminated and to identify the possible need for follow up activities either by donors or project staff. (2) Ex-post evaluations are carried out two to five years after external support is terminated. The main purpose is to assess what lasting impact the project has had or is likely to have and to extract lessons of experience.

**QUESTION FOUR (20 Marks)**

1. Collecting information or data is just one part of the process of monitoring and evaluation.

**What is meant by data analysis? (3 marks)**

Data analysis is the process of inspecting, cleaning, transforming, and modeling data with the objective of discovering useful information, arriving at conclusions, and supporting decision making process. Or the process a researcher uses to reduce data story and its interpretation.

1. **State any three uses of monitoring and evaluation results. (3 marks)**

**M&E results help improve your program interventions.** Using M&E results keep you and your staff in a learning mode as you as you gain understanding about how and why your program is working.

**M&E results can help you design new or follow-on activities.** A program often begins on a small scale in order to test their feasibility.

**M&E results strengthen your program institutionally.** M&E results can help stakeholders and the community understands what the program is doing, how well it is meeting its objectives and whether there are ways that progress can be improved.

1. **Describe any seven factors that may lead to project failure. (14 marks)**

Projects most commonly fail because there is a lack of attention and efforts being applied to seven project performance factors:

**Focus on business value, not technical detail**. This involves establishing a clear link between the project and the organizations key strategic practices. The project plan needs to cover the planned delivery, the business change required and the means of benefits realization.

**Establish clear accountability for measured results.** There must be clear view of the interdependencies between the projects, the benefits, and the criteria against which success will be judged.

**Have consistent processes for managing unambiguous checkpoints.** Successful large projects typically have software measurement programs for capturing productivity and quality historical data that can sued to compare it against similar projects in order to judge the validity of schedules, costs, quality, and other projects related factors.

**Have a consistent methodology for planning and executing projects.** There should be a detail plan developed before any release date of a project is announced.

**Include the customer at the beginning of the project and continually involve the customer as things change so that the required adjustments can be made together.** It has been observed that successful projects occur when end users (customers) and project members work as the teams in the same cubicle, although this is not always possible.

**Manage and motivate people so that project efforts will experience a zone of optimal performance throughout its life.** This involves managing and retaining the most highly skilled and productive people knowledge is money.

**Provide the project team members the tools and techniques the need to produce consistently successful projects.** The project teams must be skilled and experienced with clear defined roles and responsibilities.