**Institution: Africa Centre for Project Management**

**Course: PGD001 - Post Graduate Diploma in Monitoring & Evaluation**

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**Module 3 Assignment**

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**MODULE 3 Questions:**

**Q1: Explain the value of M&E in about 100 words and outline key planning steps for setting up an M&E plan (10 mrks)**

Monitoring helps to know whether the intended results are being achieved efficiently as planned, what corrective measures may be needed to deal with risks and challenges to ensure delivery of the intended results, and whether initiatives are making positive contributions towards human development.

Evaluation provides feedback that can be used to improve strategy and help in generating information that contributes to organizational learning as well as the global knowledge base on development effectiveness. It also identifies unintended results and consequences of development activities which may not be identified during monitoring. It provides opportunities at regular predetermined points to validate the logic of a program, its activities and their implementation and to make adjustments as needed.

The key planning steps for setting up an M&E plan are:

i) Identification of the main aim

ii)Identification of the strategies to meet the objectives

iii)Identification of the activities that realizes the desired results

iv)Identification of inputs

v)Good selection of the project indicators for all levels.

**Q2: Describe the relevance of stakeholder participation in M&E (10 mrks)**

Stakeholder participation ensures that the M&E findings are relevant to local conditions, gives stakeholders a sense of ownership over M&E results thus promoting their use to improve decision-making, increases local level capacity in M&E which in turn contributes to self-reliance in overall programme implementation, Increases the understanding of stakeholders of their own programme strategy and processes, what works, does not work and why. It also contributes to improved communication and collaboration between programme actors who are working at different levels of programme implementation, Strengthens accountability to donors and promotes a more efficient allocation of resources.(*Aubel, 1999. UNDP, 1997*.)

**Q3: It is imperative that sufficient resources are allocated to the conduct of M&E in a program. discuss this assertion in about 350 words. (10 mrks)**

The most effective M&E systems are the ones that match the system’s purpose and design with the project’s ability to implement it in terms of its capacity. A part of this capacity is the resources

allowed for use in M&E (Cristina, 2012). These may be categorized into three; (a) financial capacity to do M&E; (b) Human capacity to do M&E (People, skills and knowledge) and (c) Physical capacity to do M&E (equipment, technology and machines) (UNAIDS, 2008).

Financial capacity to do M&E is critical for any work to be undertaken. Credibility of information gathered from M&E system that is underfunded would be questioned more so on the quality of that information. More likely is the fact that crucial data may have been left out. As Woodhill (2005) points out, utilization of such data may not be meaningful.

Human capacity to do M&E refers to the ability of persons mandated to carry out M&E activities. This ability includes a variety of skills and knowledge to steer each step in an M&E system. Organizations need to invest in skilled personnel to run M&E either by; 1) hiring already trained people, which may be very difficult for most projects to achieve because few people are skilled in conventional M&E; 2) training the people you need either on-the-job or through external courses; 3) hiring external consultants for focused inputs (IFAD, 2002). Ability to gather and interpret data to make it usable and the ability to themselves use the same is the key element of investing resources in M&E personnel (Briceño, 2010).

Physical capacity to do M&E include; equipment, technology and machines. These influences utilization of M&E result by the quality of data gathered and establishing communication channels to ensure that clients are kept informed of progress and initial findings in simple languages understandable by the intended users (Tilbury, 2007).

In their guide for project M&E, IFAD suggest that the key areas to be considered from project’s resources are financial capacity to do M&E and human capacity to do M&E. They say that budget limitations are consistently one of the greatest constraints to implementing M&E and they suggest financial allocations for areas such as direct M&E staff salaries; training and employing local M&E experts to consult and facilitate; indirect salary allocations of management and field staff to support M&E; outsourcing costs for services such as data collection, data analysis, or training; travel budgets to support M&E meetings, retreats, field visits, etc.; consulting budgets to support baseline, midline and endline evaluations, as well as action research; communications costs. (IFAD, 2002).

**Q4: What are the key considerations and questions that both monitoring and evaluation seeks to answer? Explain giving project examples. (10 Mrks)**

The key questions that monitoring seeks to answer include the following:

i)Are the pre-identified outputs being produced as planned and efficiently?

ii)What are the issues, risks and challenges that we face or foresee that need to be taken into account to ensure the achievement of results?

iii)What decisions need to be made concerning changes to the already planned work in subsequent stages?

iv)Will the planned and delivered outputs continue to be relevant for the achievement of the envisioned outcomes?

v)Are the outcomes we envisaged remaining relevant and effective for achieving the overall national priorities, goals and impacts?

vi)What are we learning?

vii)What are the unintended results and consequences of development initiatives

viii)What are the feedback that can be used to improve strategy and policy

ix)What are the information that can be used to build knowledge base.

**Q5: Explain the relationship between *change assumptions”* and *impact* in a project. (10Mrks)**

Change assumptions refers to a method that explains how a given intervention, or set of interventions, is expected to lead to specific development change, drawing on a causal analysis based on available evidence. It describes how project activities will contribute to desired outcomes which will in turn contribute to final impacts. A theory of change can in systematic thinking through the many underlying and root causes of development challenges, and how they influence each other, when determining what should be addressed as a priority in achieving development change. It provides a framework for learning both within and between programming cycles. By articulating the causes of a development challenge, making assumptions explicit on how the proposed strategy is expected to yield results, and testing these assumptions against evidence—including what has worked well, or not, in the past—the theory of change helps ensure a sound logic for achieving change. (Patricia Rogers, 2014)

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