

Final Examination Paper

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| Course | **Diploma in Monitoring and Evaluation** |
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| Module: 1 | Diploma in Monitoring and Evaluation |
| Module Code: | D001 |
| Assignment Number: | Final Examination |
| Date Issued: | 17/02/2020 |
| Due Date: | 17/02/2020 |
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| Exam Brief/questions | (a)Describe the following terms as used in project Monitoring and Evaluation:  **(i**) Project monitoring (2 marks)  (ii) Project evaluation (2 marks)  (iii) Primary stakeholder (2 marks)  (iv) Scope Creep (2 marks)  (v) Impact assessment (2 marks)  (b) Distinguish between ex-ante evaluation and concurrent evaluation. (4 marks)  (c) Identify any six parts of a monitoring and evaluation report. (6 marks)  (d) Describe the characteristics of a good project indicator. (10 marks)  QUESTION ONE (30Marks)  (a)Describe the following terms as used in project Monitoring and Evaluation:  **(**i) Project monitoring (2 marks)  (ii) Project evaluation (2 marks)  (iii) Primary stakeholder (2 marks)  (iv) Scope Creep (2 marks)  (v) Impact assessment (2 marks)  **(**b) Distinguish between ex-ante evaluation and concurrent evaluation. (4 marks)  (c) Identify any six parts of a monitoring and evaluation report. (6 marks)  (d) Describe the characteristics of a good project indicator. (10 marks)  QUESTION TWO (20 Marks)  (a) Differentiate between the following terms as used in project monitoring and evaluation: (i) Project efficiency Vs. Project effectiveness (5 marks)  (ii) Baseline survey Vs. Project sustainability (5 marks)  (iii) Project relevance Vs. Project output (5 marks)  (iv) Primary data Vs. Secondary Data (5 marks)  QUESTION THREE (20 Marks)  (a)Identify the key components of the logical framework approach in M & E. (5 marks)  **(**b) What is meant by project audit? Describe the two type of project audit. (7 marks)  (c) Differentiate between formative evaluation and summative evaluation. (8 marks)  QUESTION FOUR (20 Marks)  (a)Collecting information or data is just one part of the process of monitoring and evaluation. What is meant by data analysis? (3 marks)  (b) State any three uses of monitoring and evaluation results. (3 marks)  (c) Describe any seven factors that may lead to project failure. (14 marks) |

MONITORING AND EVALUATION FINAL EXAM

QUESTION ONE (30 Marks)

(a)Describe the following terms as used in project Monitoring and Evaluation:  
**(i) Project monitoring (2 marks**)

**Ans:** **Project Monitoring** refers to the process of keeping track of all project-related metrics including team performance and task duration, identifying potential problems and taking corrective actions necessary to ensure that the project is within scope, on budget and meets the specified deadlines.

**(ii) Project evaluation (2 marks)**

**Ans:** **Project evaluation** is a systematic and objective assessment of an ongoing or completed project. The aim is to determine the relevance and level of achievement of project objectives, development effectiveness, efficiency, impact, and sustainability.”

**(iii) Primary stakeholder (2 marks)**

**Ans:** **Primary stakeholders** may include customers, employees, stockholders, creditors, suppliers, or anyone else with a functional or financial interest in the product or situation. Also called market stakeholder.

(**iv) Scope Creep (2 marks)**

**Ans:** **Scope creep** (also called requirement creep, or kitchen sink syndrome) in project management refers to changes, continuous or uncontrolled growth in a project's scope, at any point after the project begins. This can occur when the scope of a project is not properly defined, documented, or controlled.

**(v) Impact assessment (2 marks)**

**Ans: Impact Assessment** is a means of measuring the effectiveness of organizational activities and judging the significance of changes brought about by those activities. It is neither Art or Science, but both. Impact assessment is intimately linked to Mission, and, in that sense, ripples through the organization

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

**Ans:** **ex-ante evaluation** is a strategic target system based on situation analysis assessing the relevance and appropriateness of the system of instruments relating to this by analyzing the factors listed below.

* Previous experiences:
* Socio-economic environment, strong points and weak points;
* Internal and external coherence of strategies and priorities;
* Quantitative definition of objectives;
* Socio-economic impacts, use of resources;
* Implementation system.

**While Concurrent evaluation** is the process in which student and teacher meet to discuss the progress of a project, each sharing their perceptions of what is going well and what needs improvement, resulting in agreement about the status of quality for the assignment. Provide early and valuable feedback for program administrators and other stakeholders continuous assessment*s*ystem in semester system (also known as internal **assessment***/*comprehensive **assessment***)* is spread through the duration of course and is done by the teacher teaching the course. The continuous **assessment** provides a feedback on teaching learning process.

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

**Ans:**

* **Step 1:** **Identify****Program Goals and Objectives**. The first step to creating an M&E plan is to identify the program goals and objectives. If the program already has a [logic model](https://www.thecompassforsbc.org/how-to-guides/how-develop-logic-model-0) or theory of change, then the program goals are most likely already defined. However, if not, the M&E plan is a great place to start. Identify the program goals and objectives.
* **Step 2:** **Define Indicators**. Once the program’s goals and objectives are defined, it is time to define indicators for tracking progress towards achieving those goals. Program indicators should be a mix of those that measure process, or what is being done in the program, and those that measure outcomes.
* **Step 3:** **Define Data Collection Methods and TimeLine**. After creating monitoring indicators, it is time to decide on methodsfor gathering data and how often various data will be recorded to track indicators. This should be a conversation between program staff, stakeholders, and donors. These methods will have important implications for what data collection methods will be used and how the results will be reported.
* **Step 4:** **Identify M&E** **Roles and Responsibilities**. The next element of the M&E plan is a section on roles and responsibilities. It is important to decide from the early planning stages who is responsible for collecting the data for each indicator. This will probably be a mix of M&E staff, research staff, and program staff. Everyone will need to work together to get data collected accurately and in a timely fashion. Data management roles should be decided with input from all team members so everyone is on the same page and knows which indicators they are assigned. This way when it is time for reporting there are no surprises.
* **Step 5:** **Create anAnalysis Plan and ReportingTemplates**. Once all of the data have been collected, someone will need to compile and analyze it to fill in a results table for internal review and external reporting. This is likely to be an in-house M&E manager or research assistant for the program. The M&E plan should include a section with details about what data will be analyzed and how the results will be presented. Do research staff need to perform any statistical tests to get the needed answers? If so, what tests are they and what data will be used in them? What software program will be used to analyze data and make reporting tables? Excel? SPSS? These are important considerations.
* **Step 6*:*** **Plan for Dissemination and Donor Reporting***.* The last element of the M&E plan describes how and to whom data will be disseminated. Data for data’s sake should not be the ultimate goal of M&E efforts.  Data should always be collected for particular purposes.

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

**Ans:**

* **Meaningful:** Represent important information about the program for stakeholders.
* **Relevant:** Reflect the intervention’s intended activities, outputs, and outcomes.
* **Direct:** Closely measure the 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 the indicator should not be too burdensome to collect. The indicator should be reasonable in terms of the data collection cost, frequency, and timeliness for inclusion in the decision-making process.

QUESTION TWO (20 Marks)

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

**Ans:**

**Effectiveness** (adj.) – Adequate to accomplish a purpose; producing the intended or expected result.

**Efficiency** (adj.) – Performing or functioning in the best possible manner with the least waste of time and effort. The difference between effectiveness and efficiency can be summed up shortly, sweetly and succinctly – Being effective is about doing the right things, while being efficient is about doing things right.

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

**Ans:**

The difference between the two is that baseline study measures the situation at the beginning of the project. This can then be compared to the situation after the end of the intervention, to establish what change has occurred.

While project sustainability is the ability exert by an organization to continue its mission or program far into the future. All projects have to end eventually, but the project impact should continue. A **project** or organization can be sustainable in three main categories: organizational, financial, and community **sustainability**.

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

**Ans:**

Project relevance is a statement of benefits to be gain and problems to be resolve with a help of the project*.* Is a **project's** abstract which is understandable both to lay people and advanced professional?

While project output in regard to any specific **project** management concepts, the term refers specifically to any particular services, results, and or products that are generated as a result of a particular **project** related process.

**(iv) Primary data Vs. Secondary Data (5 marks)**

**Ans:**

**Primary data** is the data collected by the investigator himself/ herself for a specific purpose. Examples: Data collected by a student for his/her thesis or research project.

While **Secondary data** referred to the data collected by someone else for some other purpose (but being utilized by the investigator for another purpose).

QUESTION THREE (20 Marks)

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

**Ans:**

* Template 5.
* Logical Framework Matrix.
* Components of the logical framework.
* Development/programs goal (Impact)
* Project Objective (Outcome)
* Output and Costs.
* Activities.
* Indicators

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

**Ans:**

**Project audit:** Referred to 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.

**Description of two Audit types:**

* **Risk Audit:** Risk audits are part of Monitoring and Controlling process group. These help with overall process improvement. The risk responses (that were implemented) are analyzed to determine if they were effective in handling the risks and their root causes. Similarly, you can also audit and gauge the effectiveness of the risk management processes in the project as a whole too.
* **Procurement Audit:** Procurement Audit is part of Closing process group. As part of procurements closure, a structured overall review flushes out issues, sets-up lessons learned, helps ensure problems are resolved for future projects and also identifies successes and failures that warrant transfer to other procurements.

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

**Ans:** Formative evaluation is typically conducted during the development or improvement of a program or course. Summative evaluation involves making judgments about the efficacy of a program or course at its conclusion.

QUESTION FOUR (20 Marks)

**(a)Collecting information or data is just one part of the process of monitoring and evaluation. What is meant by data analysis? (3 marks)**

**Ans:**

* is the process of systematically applying statistical and or logical techniques to describe and illustrate, condense and recap, and evaluate data? An essential component of ensuring data integrity is the accurate and appropriate analysis of research findings.

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

**Ans:**

* **help improve your program interventions**. Using M&E results keeps you and your staff in a “learning mode” as you gain understanding about how and why your program is working.
* **Used to advocate for additional resources and “youth friendly” policies.** Disseminating M&E results can raise awareness of your program among the general public and help build positive perceptions about young people and youth programs.
* **To Improve and Strengthen Your Program M&E results should be disseminated and used on an ongoing basis, right from the beginning.**

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

**Ans:**

* **Lack of a Scope Document:** How can you expect your team members to perform well when they are not clear about the project’s scope? In the absence of a proper scope document, you can never assign tasks, let alone monitor the performance of your team because you’re not sure about the scope of the project in the first place. Making a detailed scope document that highlights all the stakeholders’ requirements is imperative for a successful project delivery as it enables your team members to understand what they have to do and sets a clear direction and objective for them to achieve.
* **Inconsistent Communication:** To save your project from failure, you need to establish a clear communication channel. Additionally, you should use a project management system which enables smooth communication within your project team.Effective communication within any organization is important to keep all your team members on the same page, avoid confusions and keep them motivated. By communicating with your team, you can develop an environment of trust, proactively kill conflicts, which would bring the best out of your employees and eventually lead to a successful delivery of the project.
* **Poor Planning:** Lack of planning or poor planning can easily lead your project to failure. Spike Cavell’s survey also revealed that 40% of projects fail due to poor planning and lack of resources. Spend time for making a solid plan for your project and it will help you in executing each phase of project smoothly. Brain Tracy sums it up brilliantly, “**Every minute you spend in planning saves 10 minutes in execution; this gives you a 100% return on energy!**”
* **Unrealistic Expectations:** Setting an unrealistic deadline and expectations dragged all these projects down the drain. Consider all the factors and constraints involved that might adversely affect your project and then set a deadline. Instead of having unrealistic expectations, keep a buffer that gives you the liberty of completing the project without rushing through it. Having a buffer not only reduces the workload of your team member but also let them focus on each task in a better way.
* **Incompetent Project Manager and Team:** Selecting the right project manager and forming a competent team is critical for your project success. Unfortunately, 70% project managers in small and medium-sized businesses have no certification and lack formal training, which is why most projects they manage, fail to achieve their objectives. According to PricewaterhouseCoopers Insights and trends certified project managers supervise 80% of successful projects.You can easily overcome this issue by hiring experienced and certified project managers. Although, the trend of hiring certified project managers is gaining popularity but there is still a long way to go before the number of certified project managers exceeds the number of non-certified ones.
* **Lack of Cohesion Between Your Team Membe**rs: Consider a scenario in which all team members are moving in different directions. Could you expect a positive result to come out of this situation? There could be many reasons for a lack of cohesion from personality differences to conflicting interests. All of them contributes towards taking you one step closer to project failure that is where team collaboration software like [TaskQue](https://taskque.com/) can help you. It is the prime responsibility of project managers to unite the team members to achieve a common goal.
* **Poor Monitoring and Risk Management:** Just a signing roles to all your team members is not enough, you have to constantly monitor the progress and hold your team members accountable to what they are doing. Once they are responsible for their actions, they will perform better and deliver better results. Most project managers will tell you that risk management is an important part of project management yet; you will find many projects in which little or no emphasis is put on risk management. As a result, these projects fail to achieve their targets and go well beyond the specified deadline or budget.

**Reference:**

* **The four modules for M&E diploma notes**
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THANKS INADVANCE!!!!!