**AFRICA CENTER FOR PROJECT MANAGEMENT**

**POSTGRADUATE DIPLOMA IN MONITORING AND EVALUATION**

**FINAL EXAMINATION**

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**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)

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

The Logical Framework Approach (LFA) is an analytical process and set of tools used to support objectives-oriented project planning and management. It provides a set of interlocking concepts which are used as part of an iterative process to aid structured and systematic analysis of a project or programme idea.

1. During initial stages, it can be used to test project ideas and concepts for relevance and usefulness
2. It guides systematic and logical analysis of the key interrelated elements that constitute a well-designed project (THE WORLD BANK 2000)
3. It defines linkages between the project and external factors
4. During implementation, the logframe serves as the main reference for drawing up detailed work plans, terms of reference, budgets, etc (WUR 2010)
5. A logframe provides indicators against which the project progress and achievements can be assessed
6. Examine the significance of stakeholder analysis. ( 6 Marks)

**Stakeholder Analysis** is an important technique for stakeholder identification & analyzing their needs. It is used to identify all key (primary and secondary) stakeholders who have a vested interest in the issues with which the project is concerned

**Significance of stakeholder analysis**

**Motivating Employees**

Analyzing the role of employees in your company helps you optimize satisfaction and production. Key long-term considerations in employee assessment are turnover and morale. Understanding the needs and interests of your employees helps you set up a work environment that motivates them.

## Forming Partnerships

Supply chain management has emerged as a significant business component. It is collaboration among manufacturers, distributors and retailers to deliver the best value to end customers. Partners generally expect that you operate with integrity and openness for the benefit of all involved. Also consider technology, including inventory management software, to strengthen inventory and distribution systems. Being fair and maintaining trust with partners and supply members is critical in the long term.

## Corporate Citizenship

Balancing basic social and community responsibilities with profit is commonly expected in early 21st century companies. Community leaders expect that you operate with honesty and integrity. If you really want to impress your community and maintain a favorable image, philanthropy, including charitable giving to local nonprofits or schools, is important. Being actively involved with a presence at community events also helps you become entrenched as an integral member of the communities in which you operate.

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

Participatory monitoring and evaluation (PM&E) is a process of self-assessment, collective knowledge generation, and cooperative action in which stakeholders in a program or intervention substantively and collaboratively identify the monitoring and evaluation issues, collect and analyse data, and take-action as a result of what they learn through this process.

***Learning:*** Participatory processes lead to learning among all participants which, when shared, leads to corrective action and subsequent program improvement

***Flexibility:*** Flexibility is crucial for PM&E given changing circumstances, people, and skills available for the process. Shifting situations require flexible systems, and flexible but effective M&E systems require ownership that is broad, information is transparent, and feedback is rapid, targeted, and solution-oriented.” Flexibility is required on issues associated with developing indicators, establishing new standards of „rigour‟, as well as combining different approaches and methods

***Negotiation:*** Negotiation is a principle of PM&E that involves conveying roles, responsibilities, values and parameters that define the nature of partnership. Negotiation is a commitment to working through different views (with the potential for conflict and disagreement) about what monitoring and evaluation should focus on, how it should be conducted and used, and what actions should result

**QUESTION THREE**

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

Are the degree to which objectives are achieved and the extent to which targeted problems are solved or the extent to which an intervention has or is likely to achieve its intended, immediate results.

1. Impact

The positive and negative, primary and secondary long-term effects produced by an intervention, directly or indirectly, intended or intended

1. Sustainability

The degree to which the benefits of an intervention are likely to continue once donor input has been withdrawn. It includes environmental, institutional and financial sustainability.

1. Relevance

The extent in which project is suited to the needs and priorities of the target group and complements work from other actors.

1. Efficiency

The extent to which results have been delivered in the least costly manner possible – a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results

**QUESTION FIVE**

* 1. Highlight the factors that determine the choice of communication technology in project management. (10 Marks)

• Urgency of the need for information

The level of the need of communication determine the choice of communication technology in project management

• Ease of Use

The ease of use of communication technology determine the choice of communication technology in project management

Availability of technology

The way technology is available determine the choice of communication technology in project management

• Sensitivity and confidentiality of the information

The more information has confidentiality determine how to choose the communication technology

• Project environment

The project environment determine the choice of communication technology in project management

* 1. There is a significant relationship between project Evaluation and Auditing.

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| --- | --- |
| Discuss this statement citing relevant examples. | ( 5 marks) |

Both program evaluation and auditing, then, routinely address normative questions. Descriptive questions are also routine for program evaluation but are rare in auditing. Program evaluation alone, however, can address cause-and-effect questions. This is because the design used almost exclusively by auditors-that is, the criteria-referenced design-does not permit inferences about whether a program has caused the condition or changes observed.

There are some noticeable distinctions between auditing and program evaluation that emerge from an examination of their definitions and purposes, along with the questions they address. First, auditing typically answers normative questions. Although program evaluation also does that, it additionally addresses descriptive and, especially, cause-and-effect questions. Another distinction lies in the assumptions posited by auditing and evaluation. The auditor assumes(via the audit definition) that there is a correct and agreed-upon way to do things and that &dquo; established criteria&dquo; can usually be found against which to measure conditions. The evaluator uses the criteria-referenced design more rarely, relies mainly on other designs, and typically focuses on the relationship between the changes that have been observed and the program, rather than the relationship between the changes that have been observed and the changes that should have been observed. This means that evaluation is much less affected than auditing by a lack of consensus on criteria or agreement on objectives. A third difference is that auditing does not produce estimates of what might have happened in the absence of the program being assessed, and evaluation does.

**QUESTION SIX**

* 1. Discuss the following types of evaluation.

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| i. Ex-ante Evaluation (Need Assessment)  assesses whether objectives are clear, coherent and adjusted to the situation, helps the realistic numeric quantification of these and defines indicators enabling the monitoring of implementation, as well as reporting on results achieved | (3 Marks) |
| ii. Formative Evaluation | (3 Marks) |
| A **formative evaluation** 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 process. This part of the evaluation focuses on the process. |  |
| iii. Summative Evaluation | (3 Marks) |
| A **summative evaluation** is a method of judging the worth of a program at the end of the program activities (summation). The focus is on the outcome. |  |

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

Challenges.

### Lack of data trust

There are billions of dollars being spent at the behest of donors, just to find that most reporting data are collected just because congress or board members require every international development project or foundation requires them to report, etc. Many of these program organization take long time and cost a lot with RCT, collecting survey data etc. While this is a necessary evil, it is hardly useful in creating trust with the donors.

### Missing theory of change driven data collection

Most organizations data collection is either non-existent or missing robust data strategy. If they are collecting data, often they focus on activity and output data which usually do not align and validate the primary mission and vision of the organization.  This lack of alignment between the theory of change and data collection ultimately is the most significant barrier to understand social change

### Data islands and rudimentary data aggregation

To better understand program outcome or results, it is essential that the data collection system is aligned with the theory of change based approach.

* Where do you collect activity and output data?
* Are these data complete?
* What is the core outcome that you seek to achieve?
* How do you know if you are making the right kind of change?
* How can you aggregate results and learn valuable insight in a short time?

The challenge here is that most organizations data collection and program management data system is all over the place.