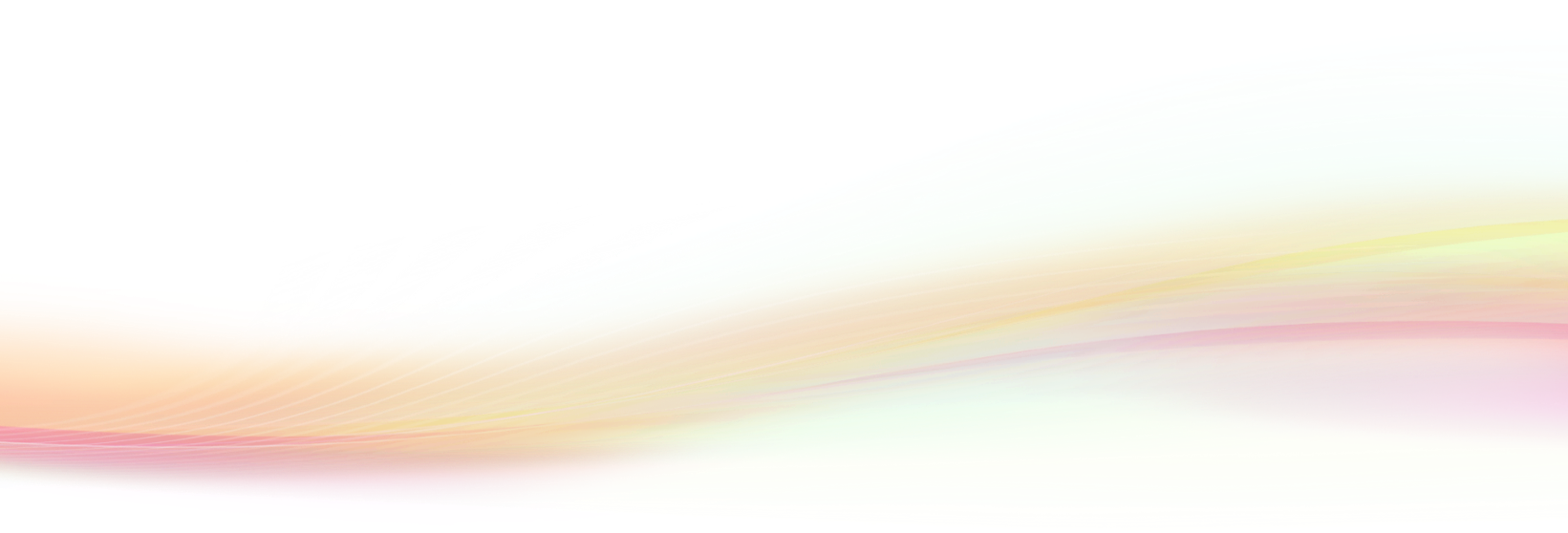
**PGD IN MONITORING AND EVALUATION**

**FINAL EXAMINATION**

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**QUESTION ONE**

**a) From the case study above, explain the TWO methods which were used for monitoring** (4 Marks)

The two methods used for monitoring in this case study are:

**The review**: the review of this project based on the strategy assessment framework involving programme performance (outputs, indicators) and strategy is is a diagnosis which gives an inventory, a list of priority problems and how to deal with them or identifies the necessary means and budgets. This method allows also project revision, providing information why things are working or not working, and improvement of project strategy.

**Participatory method**: the focus is focused on community participation through involving project users such as communities, municipalities, provincial and central authorities. This could be done through follow-up visits which include field visit on the ground to observe and check the results, collect primary information’s to better understand the process, and assess the changes resulting from the project.

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

Logical framework approach is a tool for project planning and management. At project planning stage, using the Logical Framework allows better thinking to clearly define the project content and set up responsibilities for his monitoring and evaluation. In the Logical Framework the objectives that will be monitored, management responsibility and evaluation process are determined. In short, LFA summarizes the principal and critical components of a project. At the end of the planning phase, decision-makers have all the information needed to decide on the relevance, feasibility and sustainability of the project.

**c) Examine the significance of stakeholder analysis. (6 Marks)**

Stakeholder analysis considers the views and perspectives of owners, beneficiaries and suppliers of technical services, communities, municipalities, provincial and central authorities, all people who have interest or will be affected by the project. The idea is to analyse the status and importance of the actor, the degree of actual and future collaboration, the obstacles to the collaboration and the advantages for the project to have this collaboration (visibility, efficiency). Stakeholder analysis results also in setting up project vision and the prioritized results to realize that vision during the planning stage.

**d) Access the rationale of using Participatory Monitoring and Evaluation (I0 Marks)**

Participatory monitoring and evaluation are a process through which stakeholders like communities, municipalities, provincial and central authorities, so the project users, engage in monitoring and evaluation. Project information are so collected and analysed by insiders with the help of outsiders. This approach which is different from project level monitoring and evaluation that is organized by project staff ensures the project is community driven, such as in the case study. It is a powerful tool for project improvement as for example, beneficiaries themselves can help to identify anomalies in progress, make corrections to the management of the action and give their views on technical reorientations for project improvement. Participatory monitoring and evaluation are also useful for beneficiaries empowerment, as this allows them to access to better information’s on the project, to participate in the project and apply the accountability to beneficiaries.

**QUESTION THREE**

**a) Explain in detail each of the following terms as used in project evaluation:**

**i. Effectiveness (3marks)**

The focus of effectiveness criteria is to compare achieved results with the ones that was planned at the beginning of the project. This is why it is important to have clear defined objectives at project design step. When asking question about effectiveness, we seek to show if with achieved results, we expect to achieve the initial objectives. For example: are the identified vulnerable households improving their food consumption status?

**ii. Impact: (3 marks)**

With impact criteria, we seek to appreciate lasting changes resulting from the project on the global environment, in many areas such as economic, social, political, technical, etc… The idea is to analyse all positive and negative effects, planned and not planned, during the timeline of the project. For example: has infant mortality diminished? has people health improved thanks to the action?

**iii. Sustainability: (3marks)**

The focus now is to analyse and see if the action will continue at the end of the project. This criteria is important to take into account when identifying activities. This criteria stresses more on actors than activities themselves, and so on approaches, participation, satisfaction, appropriateness, empowerment and long term impact.

**iv. Relevance (3 Marks)**

This criteria is about appreciating adequation between the action and his objectives, with identified problems and needs. When using this criteria, the question is: “ is the identified objective corresponding with real need highlighted in a diagnosis?”. Example: in our context is the food distribution the priority for these affected populations?

**v. Efficiency (3 Marks)**

We compare here the achieved results with the project activities and resources (human and financial). The question is to see if the activities and resources used are adapted for the achievement of results. For example: in our context is the evoucher cash transfer the less expensive solution?

**QUESTION FOUR**

**a) Analyze the rationale of project indicators to project teams (5 Marks)**

An indicator is a signal that can be objectively checked and shows to project team that they are going towards the target. Without indicator, it will be difficult for the project team to know the success. Indicators serve to measure, compare and analyze. They are important for project team for the monitoring of the project. They allow to measure the performance of the project: what changes and results are due to the project? They allow to communicate on the implementation and the achievement of objectives. They foster transparency, information sharing and the added value of an action.

**b) Examine the relevance of evaluation findings to the project manager.**

**(10 Marks)**

Management: for the project manager it is a tool for review and management. Evaluation findings give a perspective and a critical picture. It gives project manager the opportunity for future improvement as this result in recommendations. It helps to ensure that the project objectives are met, helping to identify problems and weaknesses so they can be rectified.

Information: evaluation provides informations for stakeholders such as beneficiaries, communities, partners, donors. It is an opportunity for all stakeholders to have access to valuable information like evidence of the benefits and impacts.

Evaluation is an opportunity for the project manager to have control on his project by doing a check in. It improves the quality of action to beneficiaries. It is useful for learning and future project improvement. Evaluation findings are also useful for the organization guidelines and policies developing and improvement. Evaluation are also relevant for decision making about the project components and implementation.

**QUESTION SIX**

**a) Discuss the following types of evaluation. (5 marks)**

**i. Ex-ante Evaluation (Need Assessment) (3 Marks)**

Needs assessment provides relevant information’s for thinking in project design. It is the first step in project planning process. For an organization, it requires to have already some funds to organize a good needs assessment. In humanitarian action, project staff sometimes lack enough time to organize a good needs assessment and just do rapid needs assessment to collect essential information’s for their appeal. So this assessment must also be thoroughly completed even during the project implementation phase. Whatever the situation, needs assessment is capital for project needs based intervention.

**ii. Formative Evaluation (3 Marks)**

Formative evaluation takes place during the timeline of the project and aims at improving project design and implementation. It is as important as summative evaluation and is its complement. It requires less money and time and so can be perceived as less valuable. It uses also less rigorous tools such as criteria and indicators. Questions asked are often open to explore processes. But formative evaluation is a very valuable tool as it allows to check the real needs of beneficiaries and control better external factors. He can also capture useful feedbacks for project improvement.

**iii. Summative Evaluation (3 Marks)**

Summative evaluation occurs after implementation and is used to measure whether a project has achieved its desired objectives. In general, this form of evaluation is carried by external experts and is very expensive. When taking external experts, it is very important for the organization to monitor the process as more and more external evaluations reports are not good compared to resources mobilized. Evaluations reports must also be summarized for effective utilization. Long and complex reports are not read and so are useless for project. It is also important for the organization to engage in the management response of the recommendations resulting from the evaluation.

**b) Use relevant examples to analyze at least THREE Monitoring and Evaluation**

**Challenges. (6 marks)**

* Specific and neutral human resources: many organizations don’t have ad hoc team for monitoring and evaluation. So, the programme manager plays also a second role of monitoring and evaluation manager. The consequence is that monitoring, and evaluation performs less and doesn’t show its real added value and final reporting will show a lack of evidence for project success such as success stories, Post Distribution Monitoring reports, lessons learnt and best practices, baseline and end line, etc…
* Lack of key resources: monitoring and evaluation require strong human resources such as statistical competencies. In addition, data collection, treatment and analysis require hard and soft material such as computers, software’s, mobile phones, etc… A relevant budget for monitoring and evaluation is necessary. Project planning designers often forget to budget monitoring and evaluation components and surveys.
* Delicate data management: in monitoring and evaluation there are a lot of data including personal data to manage. This requires professional ethic to respect confidentiality. However, more and more staffs are no longer demonstrating professional ethics, and some of them can even sell data to external entities.