

Africa Centre for Project Management

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| **REGISTRATION NO:** | **PGD001 - Post Graduate Diploma in Monitoring & Evaluation** |
| **COURSE:** | **Post Graduate Diploma in Monitoring & Evaluation** |
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| **LECTURER:** | Moderators |
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**MODULE 3 Questions:**

**Q1:**)

**THE IMPORTANCE OF MONITORING & EVALUATION** Monitoring and evaluation (M&E) helps those involved with any type of projects to assess if progress desired is being achieved.   
M&E benefits the key actors involved in community development in the following ways:  
 **For project executors** (i.e., a company Community Relations Team, a company/NGO partnership, or a company foundation), M&E can improve management. By monitoring progress against defined goals, a project manager can assess what is working and what is not, and from there can determine what changes should be made to a project. This intern makes it possible to improve the way things are being done in the project organization.

**Steps M&E**

1. **Step** 1: Identify Program Goals and Objectives. ...
2. **Step** 2: Define Indicators. ...
3. **Step** 3: Define Data Collection Methods and Timeline. ...
4. **Step** 4: Identify **M&E** Roles and Responsibilities. ...
5. **Step** 5: Create an Analysis **Plan** and Reporting Templates. ...
6. **Step** 6: **Plan** for Dissemination and Donor Reporting.

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

Stakeholder Participation in Monitoring and Evaluation

Stakeholders are people with a stake in the evaluation, including primary intended users and others.

Understanding and taking into account the priorities and concerns of different stakeholders informs evaluation planning, communication strategies during and after the evaluation and supports the utilization of evaluation findings. The primary intended users – people who will be making decisions on the basis of the evaluation findings - are a key group of stakeholder’s Other stakeholders include people who will be affected by decisions made during or after the evaluation (program staff, program participants and beneficiaries) and secondary users of the evaluation findings. Evaluation findings are often of interest to policy makers and advocates for or against a particular course of action. Different stakeholders can be engaged for different purposes and at different phases of evaluation planning and implementation. It may not be feasible or appropriate to engage all potential stakeholders.

Involving stakeholders during evaluation planning and implementation can add value by: providing perspectives on what will be considered a credible, high quality and useful evaluation

contributing to the program logic and framing of key evaluation questions

facilitating quality data collection

helping to make sense of the data that has been collected

increasing the utilization of the evaluation’s findings by building knowledge about and support for the evaluation.

Engaging stakeholders is also important for managing risks especially when evaluating a contentious program or policy in which key stakeholders are known to have opposing views. It is important to understand different perspectives on what will be considered credible evidence of outcomes and impacts.

**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)

Monitoring and evaluation helps program implementers:

• Make informed decisions regarding program operations and service delivery based on objective evidence

• Ensure the most effective and efficient use of resources

• Objectively assess the extent to which the program is having or has had the desired impact, in what areas it is effective, and where corrections need to be considered

• Meet organizational reporting and other requirements, and convince donors that their investments

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

Monitoring, evaluation and learning mechanisms can effectively support adaptation planning, implementation and the mobilization of resources • Due to the context-specific nature of adaptation there is no one-size-fits-all approach to its monitoring and evaluation (M&E) • The development of adaptation M&E systems should be guided by four key considerations: the purpose of M&E, the content of M&E, how the information generated by M&E will be used and by whom, and what resources are available. • Several guidebooks and other resources for the development of adaptation M&E systems at community, project and national level are available

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

**Overview**

An assumption can be defined as *a statement of belief concerning the outcome of a future event, i.e., they arise from an element of uncertainty*. Assumptions are factors that, initially for project planning purposes, are assumed to be true, real or certain.

**Assumptions and Constraints**

**Assumptions** are forecasts about what may happen in the future, while **constraints** are limits on freedom of choice. A formal definition of a constraint is *the state of being restricted or confined within prescribed bounds* (Source: The American Heritage Dictionary of the English Language, Fourth Edition).

When determining assumptions, it may be important to consider any project-related constraints as they may drive the identification of further assumptions.

For example, assumptions may determine the *scope* of a project whilst constraints may reflect the assumed business and technology context such as any existing organizational agreements for the supply of certain types of technology components from one supplier (“We only use computer hardware from company X”). This may impact the project by restricting the choice of available technology components thus leading to an assumption such as “It is assumed that all computer hardware devices will be acquired from company X”.

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