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Certificate in M&E final examination

**MONITORING AND EVALUATION FINAL EXAM**

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

Monitoring is a systematic and long-term process that gathers information in regards to the progress made by an implemented project. For instance, by monitoring the development of the project you will easily understand whether strategic changes need to be made and act accordingly.  
(ii) Project evaluation (2 marks)

Project evaluation is time specific and it’s performed to judge whether a project has reached its goals and delivered what expected according to its original plan. For example, evaluation helps to inform decision

(iii) Primary stakeholder (2 marks)

Primary stakeholders are the people or groups that stand to be directly affected, either positively or negatively, by an effort or the actions of an agency, institution, or organization.  In some cases, there are primary stakeholders on both sides of the equation: a regulation that benefits one group may have a negative effect on another e.g. a rent control policy benefits tenants but may hurt landlords.

(iv) Scope Creep (2 marks)

Scope Creep occurs when the scope, deliverables or features on a project expand from what was originally set without being accounted for in additional time or budget. It can affect any fixed scope project. It’s a very common thing as it can happen both intentionally and unintentionally, stemming from any number of the people involved in a project.

(v) Impact assessment (2 marks)  
Impact Assessment simply defined the process of identifying the future consequences of a current or proposed action. The “impact” is the difference between what would happen with the action and what would happen without it, hence this provides information for decision-making, promote transparency and participation of the public in decision-making, identify procedures and methods for the follow-up (monitoring and mitigation of adverse consequences) in policy, planning and project cycles etc.

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

Ex-ante evaluation is carried before starting a project relevance can be examined based on the actual situation, the results of ex-ante evaluations are utilized to improve the plan, and to determine the relevance of the project. The ex-ante evaluation provides information to serve as a basis for monitoring and evaluation after starting a project and is an indispensable step to the appropriate management of a project throughout the project cycle. Hence the output of ex-ante evaluation consists of the log frame and the ex-ante evaluation table. Whereas

Concurrent evaluation is an evaluation performed concurrent with program implementation activities which helps to provide early and valuable feedback for program administrators and other stakeholders. In some cases, the concurrent evaluation includes collection of primary data via site visits, in other cases primarily relies on reviewing the data collected by other parties.

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

# ***Executive Summary***-The executive summary of an evaluation report is a shortened version of the full report. It highlights the purpose of the evaluation, key questions, research methodology, evaluation findings, conclusions and recommendations.

# ***Background***-It is a brief summary of the project, its objectives, planned outputs, outcomes, impacts and stakeholders of the project. Introduction to the project states what the project aims to achieve and what measures are to be taken for this purpose. Here information about the project team, target area and donors can also be provided briefly.

# ***Purpose of the Evaluation****-* It is a statement of why the assessment is needed, how it will benefit the program/project hence the purpose of this practice for example may be to assess the degree of achievements of the objectives and results of the project, as outlined in the proposal

# ***Objectives of the Evaluation-***objectives of the evaluation include assessing the relevance, effectiveness, efficiency, impacts and sustainability of the project and its activities.

# ***Methodology-*** This section looks at the sources of data collection. Here the evaluator has to specify what methodology to use that is qualitative or quantitative examples sampling techniques used, methods of data collection (e.g. surveys, FGDs, key informant interviews, staff debriefing), data analysis and documentation.

# ***Evaluation Findings-*** This section looks at the adequacy in the number of qualified and experienced staff and whether they are performing their duties to the required performance level or not.

# ***Recommendations-*** This section looks athow aprogram can be improved, risks of program failure can be reduced or whether a program should continue.

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

An indicator is something that points to an issue or condition. Its purpose is to show you how well a system is working. If there is a problem, an indicator can help you determine what direction to take to address the issue.

A good indicator should be;

1. ***Relevant:***  A good indicator should be able to enable a project team understand something about a project or system they are working on. The indicator must fit the purpose of measuring aspects of the project it was designed to
2. ***Easy to understand****:* While developing indicators for a given project, measures should be put in place to ensure that the indicators are easy to understand such that even persons who are not experts can work with them with ease
3. Ensuring that information/data acquired through established indicators is believable is a critical aspect in M&E. It is therefore critical to ensure that indicators developed for a given project is ***reliable*** to ensure that information acquired is trustworthy
4. Effective indicators should be based on ***accessible data*** that can be gathered when needed. The indicators must be able to provide timely information when required to enable the team make a sound decision on a given aspect of the project.

**Example of a good indicator:** A project activity of conducting training for 50 teachers from 5 schools in Terekeka State on good teaching methodologies. **The indicator in this will be the number of teachers from 5 schools in Juba trained on good teaching methodologies at the end of the activity (# of teachers trained)**

**Example 2:** While implementing a sanitation project, an organization was working towards ensuring that at least 70% of households in a given village construct and use latrines to eliminate open defecation. **In this example, the indicator used can be: proportion of the target HHs reporting ownership and use latrines (% of target HHs reporting ownership and use latrines).**

**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)

**Project efficiency**: measures how well and productively a manager uses his resources to achieve goals. For example in human resource planning , the project manager proactively boosts efficiency by deciding on the organizational structure and roles and responsibilities to complete project tasks and later acquires project team , obtains right human resource according to the roles and responsibilities, decides on any training needs they require to complete their tasks. Whereas

**Project effectiveness:** measures the appropriateness of the goals that an organization is pursuing and the degree of achieving these goals. Again, this is a core measure in Project Management since it is all about applying knowledge and tools and techniques to achieve project goals. Building and measuring effectiveness in a project starts when the scope is defined during Planning phase (Scope Management Plan, Scope Statement, and the Work Breakdown Structure-WBS).

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

**A baseline survey** is a study that is done at the beginning of a project to establish the status quo before a project is rolled out that is to say, It enables a project team to collect data at the outset of a project to establish the pre-project conditions against which future changes amongst a target population can be measured, serves to confirm the initial set of indicators to ensure those indicators are the most appropriate to measure achieved project results.

Whereas

**Project sustainability** is the goal of creating and successfully launching a project that is capable of continuing to generate benefits for an extended period of time for example a project of safety nets and skills development e.g. Empowerment to startup small enterprises to generate incomes, at the end result is that target beneficiary’s able take up their needs after the project ends.

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

**Project Relevance** is a statement of benefits to be gained and problems to be resolved with a help of the project. **This aims to** provide the readers with a brief explanation of reasons why the project has been started and why it should keep existing (who and why requires it); measure of successful performance of the project, benefits to be gained in a short-term prospect and over the prolonged period of time. Whereas

**Project output**

Final measurable result received upon successful completion of a project when all planned tasks and activities are accomplished and project deliverables are produced. It is characterized by the quality, quantity and timeliness of project deliverables that are available for use at project conclusion.

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

**Primary data** is **data that is collected by a researcher from first-hand sources** using methods like surveys, interviews, or experiments. It is collected with the research project in mind, directly from primary sources e.g. researching trauma in burn survivors. Whereas

**Secondary data** is data gathered from studies, surveys, or experiments that have been run by other people or for other research e.g. published papers and unpublished research note to investigate certain information

**QUESTION THREE (20 Marks)**(a)Identify the key components of the logical framework approach in M & E. (5 marks)

A Logical Framework (or Log Frame) consists of a matrix with four columns and four or more rows which summarize the key elements of the project plan including

1. ***The project's hierarchy of objectives***.  The first column explains how the project objectives will be derived. Including;

* Project Goal: what the project aims to achieve
* Project Purpose Why was the project initiated
* Project Outputs: Results/Achievements against set objectives
* Project activities: What is to be done

On the second and the third column of the logical framework, a summary of the project achievements monitoring are outline and includes the following;

* Indicators*-* a quantitative or qualitative measurement which provides a reliable way to measure changes connected to an intervention Sources of verification- Describes the information sources necessary for data compilation that would allow the calculation of indicators
* The last column of the logical frame work spells out anticipated assumptions which are internal/external factors that have an impact on the successful implementation of the project.

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

Project audit is an appraisal activity undertaken by an independent practitioner e.g. an external auditor to provide assurance to a principal (e.g. shareholders) over a subject matter (e.g. financial statements) which is the primary responsibility of another person (e.g. directors) against a given criteria or framework e.g.

* **External audit:**

Known as financial audit and statutory audit, involves the examination of the truth and fairness of the financial statements of an entity by an external auditor who is independent of the organization in accordance with a reporting framework

* **Internal audit:**

Referred as operational audit, is a voluntary appraisal activity undertaken by an organization to provide assurance over the effectiveness of internal controls, risk management and governance to facilitate the achievement of organizational objectives. Internal audit is performed by employees of the organization who report to the audit committee of the board of directors as opposed to external audit which is carried out by professionals independent of the organization and who report to the shareholders via audit report.

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

**Summative evaluation** is used after the course completion to assign the grades for example it answers to the question, the degree to which the students have mastered the course content.

Summative evaluation phase is aimed at determining the actual effectiveness of the complete intervention (which has resulted from the development or prototyping phase). The focus is on the extent to which implementation of the intervention leads to the desired outcomes. These desired outcomes are related to the intended outcomes of the study. **Whereas**

**Formative evaluation** in the context of educational design research as a systematically performed activity (including research design, data collection, data analysis, reporting) aiming at quality improvement of a prototypical intervention and its accompanying design principles Formative evaluation is used during the teaching learning process to monitor the learning process for example formative evaluation is developmental in nature. The aim of this evaluation is to improve student’s learning and teacher’s teaching.

**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)

**Data analysis.** Is the process of evaluating data using analytical and logical reasoning to examine each component of the data provided. This form of analysis is just one of the many steps that must be completed when conducting a research experiment. Data from various sources is gathered, reviewed, and then analyzed to form sort of finding or conclusions. There are a variety of specific data analysis method, some of which include data mining, text analytics, business intelligence, and data visualizations. Data can be analyzed using software like SPSS, STATA.  
(b) State any three uses of monitoring and evaluation results. (3 marks)

* Inform decision making by identifying impediments to the outcome, suggesting mid-course adjustments and gathering lessons learned for the next programming cycle.
* Monitoring and evaluation can help an organization to extract, from past and ongoing activities, relevant information that can subsequently be used as the basis for programmatic fine-tuning, reorientation and planning

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

* Communication gap. Poor communication especially from bottom to top and vis versa can contribute to scope creep.
* Lack of stakeholder support: Indifferent stakeholders can definitely cause a project to fail. A project manager needs constant guidance and help from his project sponsor to be able to finish the project, after all, the project manager is never the owner of the project, and if the owner of the project doesn't care, then there is no way that the project will succeed.
* Poor planning e.g. A weak project plan and an inadequate risk management approach can lead to project failure.
* Lack of resources. Where resources are inadequate may lead limit project implementation hence deceivable will require resources to achieve project goal and objectives e.g. in scenario where there are no resources to pay project staffs
* Lack of resources/poor management of resources for example in a scenario where resources have been misused inappropriately.
* Not having teams with right skills e.g. when implementing WASH one employs project staff that are skilled in education
* Poor monitoring of activities and risk management. Assigning 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.
* Preciseness of the project location e.g. insecurity which will limit access to project locations example south Sudan