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# **AFRICA CENTER FOR PROJECT MANAGEMENT**

# **EXAMINATION SUBMITTED IN FULFILLMENT OF AWARD OF CERTIFICATE IN MONITORING AND EVALUATION.**

# **STUDENT’S NAME: OBALE MUSA WILLIAM**

# **COURSE: CERTIFICATE IN MONITORING & EVALUATION**

# **EXAMS: MONITORING AND EVALUATION FINAL EXAM**

# **DATE OF SUBMITION: 30/ O9/2019**

**MONITORING AND EVALUATION FINAL EXAM**

(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****/ (ANSWERS)**

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

(i) Project Monitoring simply refers to continuous tracking of on-going project activities against planned tasks or indicators. It aims at providing regular oversight of the implementation of an activity in terms of input delivery, work schedules, targeted outputs.

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

Project evaluation refers to a systematic and objective assessment of ongoing or completed projects or programs in terms of their design, implementation and results. It deals with strategic issues such as program relevance, effectiveness, efficiency as well as program/project impact and sustainability.

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

(iii) Primary stakeholders refer to the stakeholders who have direct interest in an organization or a company and always benefit from an intervention/ programs. For instance employees, customers, creditors, suppliers or anyone else with functional or financial interest in the product or situation.

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

Scope Creep in project management refers to continuous and incremental changes that lead to an uncontrolled and unauthorized growth in project scope. Or it is when a project stretches far beyond its original version as a result of small continuous request.

(v) I**mpact assessment (2 marks)**

Is an assessment that focuses on long-term, sustained changes as a result of program activities, both positive and negative and intended and unintended? It is used to influence policy as well as to see impact in longitudinal studies with comparison groups.

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

Ex-ante Evaluation: refers to an evaluation that is performed before implementation of a development intervention. while concurrent evaluation is the types of evaluation that assess program as it progresses or continues, and determines whether specific program strategies were implemented as planned. for example did your program meet its goals for participant recruitment?

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

The following are the parts of a monitoring and evaluation report

Title page: This shows the theme or the topic being assessed or evaluated

Table of Contents: This shows the major components entailed in the evaluation process like background, diagrams/ illustrations, acknowledgement and among others.

Acknowledgments. This section mostly Identify those who contributed to the evaluation.

Executive Summary This Summarize the program/project evaluated the purpose of the evaluation and the methods used, the major findings, and the recommendations in priority order. Two to three pages (usually) that could be read independently without reference to the rest of the report.

Introduction This mainly Identify program/project description/background.

Conclusion and recommendations based on the finding of the evaluation exercise.

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

Specific: The measured changes should be expressed in precise terms and suggest actions that can be taken to assess them

Measurable: Indicators should be related to things that can be measured in an unambiguous way

Achievable: Indicators should be reasonable and possible to reach, and therefore sensitive to changes the project might make

Replicable: Measurements should be the same when made by different people using the same method

Time bound: There should be a time limit within which changes are expected and measured  
  
**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** refers to the measure of the economic relationship between the allocated inputs and the project outputs generated from those inputs (i.e. cost effectiveness of the project). It is a measure of the productivity of the project, i.e., to what degree the outputs achieved derive from an acceptable cost. While **Project effectiveness** refers to the measure of the degree to which the formally stated project objectives have been achieved or can be achieved. To make such measure and verification possible, project objectives should be defined clearly and realistically.

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

**Baseline survey** is those survey carried out before project implementation start to generate data about the existing situation of the target group. **While Project sustainability** refers to the measure of the continuation of the project programs (positive results) after external support has been concluded.

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

**Project relevance** refers to an overall assessment to determine whether project intervention and objectives are still in harmony with the needs and priorities of the beneficiaries. While **project output** refers to the specific results and tangible products (goods and services) produced by undertaking a series of tasks or activities. For instance products or services delivered as part of the project’s activities like workshops, audits, brochures, trained teachers and so on.

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

**Primary data** refer to the raw data collected from first hand sources. It may also refer to the data collected by researcher using methods like surveys, interviews or experiment. **While Secondary data** refer to information that already exists and is available from national and local agencies, academic institutions or published in papers and books29. In government secondary sources include PERSAL, the population register, the register of births and deaths, Vulindlela, SOCPEN, hospital and clinic records, school attendance records, among many others.

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

The key components of logical framework approach in M & E includes:

Project description. This is a narrative summary of what the project intends to achieve and how. It describes the means by which desired ends are to be achieved.

Goal refers to the sectoral or national objectives for which the project is designed to contribute, e.g. increased incomes, improved nutritional status, reduced crime. It can also be referred to as describing the expected impact of the project. The goal is thus a statement of intention that explains the main reason for undertaking the project.

Indicators refer to the information that would help us determine progress towards meeting project objectives. An indicator should provide, where possible, a clearly defined unit of measurement and a target detailing the quantity, quality and timing of expected results.

Means of verification (MOVs).Means of verification should clearly specify the expected source of the information we need to collect. In short MOVs specify the means to ensure that the indicators can be measured effectively, i.e. specification of the indicators, types of data, sources of information, and collection techniques.

Assumptions refer to conditions which could affect the progress or success of the project, but over which the project manager has no direct control, e.g. price changes, rainfall, political situation, etc. An assumption is a positive statement of a condition that must be met in order for project objectives to be achieved. A risk is a negative statement of what might prevent objectives being achieved.

Purpose refers to what the project is expected to achieve in terms of development outcome. Examples might include increased agricultural production, higher immunization coverage, cleaner water, or improved local management systems and capacity. There should generally be only one purpose statement

Outputs refer to the specific results and tangible products (goods and services) produced as a result of activities undertaken.

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

**Project Audit** simply refer to the detailed inspection of the management of a project, its methodology, its techniques, its procedures, its documents, its properties, its budgets, its expenses and its level of completion. In other words, is a formal type of project review, most often designed to evaluate the extent to which project standards are being followed.

**There are many types of project audit; however the following two types are described below;**

Compliance audit: Compliance audit determines the degree of adherence to laws, internal and external policies and procedures and terms of contracts or grants. For instance management standards laws.

Financial Audit: These addresses accounting and reporting of financial transactions, transaction testing, documents support, public purpose, policy compliance), financial reporting, internal controls, accounting and fund accounting issues, checks and balances.

Investigative Audit: These addresses allegations or discoveries of internal theft, manipulation of records, misuse of assets and or conflicts of interest. The auditors normally work closely with senior management to resolves the issues.

Risks Audit: These are part of monitoring and controlling process group. These helps with overall process improvement. The risks responses that were implemented are analyzed to determine if they were effective in handling the risks and their root causes. Similarly, you can audit and gauge the effectiveness of the risk management process in the project as a whole.

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

|  |  |
| --- | --- |
| **Formative Evaluation** | **Summative Evaluation** |
| Evaluates a program during development in order to make early improvements. Helps to refine or improve a program | Is conducted after the completion of the program design. Provides information on program effectiveness |
| How well is the program being delivered?  Uses. When starting a new program | Should funding continue for this program?  Uses. To help decide whether to continue, end, or expand a program |
| Efficiency | Effectiveness |
| Strengths and Weaknesses | Achievements |
| Time: earlier in the life of the program. | Time: later in the life of the program. |

**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 a process of cleaning, transforming and modeling data to discover useful information for decision making. Alternatively it refers to the process of systematically applying statistical and or logical techniques to describe and illustrate, condense and recap and evaluate data.

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

Dissemination of the report; Monitoring and evaluation results is used to disseminate the report to various interested and related parties that might use it. For example project managers, staffs donors and so on.

Advocacy to increase support to the project. It is also used as a tool to obtain further support for the program/project. Through the documentation of what has been achieved, evaluators help project leaders gain the support of government officials, increase credibility in the community and raise funds from donors,

Development of new projects. Findings of evaluations reflect the situation of the target group and highlight follow up actions. Such recommendations could be used to design new projects or interventions, or to further develop existing projects.

It is also used to improve project/ program performance

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

Lack of a scope document: Lack of clear project scope or regularly changing of project scope and requirements can lead to project failure. How do you expect your project team members to perform well when they are not clear about the project’s scope? In absence of a proper project scope document, you can never assign tasks, let alone monitor the performance of your team because you are not sure about the scope of the project in the first place. Therefore having a detailed scope document is imperative for successful project delivery

Inconsistent communication; a survey conducted by spike Cavell shows that 57% of project failed due to poor communication. This makes it one of the major causes of project failure. 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.

Poor planning; Lack of planning or poor planning can easily lead to project 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 projects smoothly. Brain Tracy sums it up brilliantly, “Every minute you spend in planning saves 10 minutes in execution, and this gives you a 100% return on energy.

Unrealistic expectation; A study conducted by KPMG Canada shows that 60% of the failed projects have a deadline of less than a year. Setting an unrealistic deadline and expectation 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 deadline and expectation 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/ team; selecting or having a right project manager and forming a competent team is very critical for your project success. Many projects failed due to incompetent and inexperienced managers with no certification and lack formal training

Lack of cohesion between team members; Things can go quickly from good to bad or worst very quickly if there is no cohesion between among the team members. Consider a situation where all team members are moving in different directions. Could you expect a positive result to come out of this situation? There are many reasons for lack of cohesion from personality difference to conflicting interests. Therefore it’s the prime responsibility of the project manager to unite the team members to achieve a common goal.

Poor monitoring and risk management; Just assigning roles and responsibilities to your team is not enough, you need 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. Therefore when little attention or emphasis is put on risk management, as a result, these projects fails to achieve their targets and go beyond the specified deadline or budget.

Inaccurate cost estimation may also leads to project failure. This may sometimes leads to under/ over spending.