***MONITORING AND EVALUATION FINAL EXAM***

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| ***(a)Describe the following terms as used in project Monitoring and Evaluation: (i) Project monitoring (2 marks)***  *Monitoring represents an on-going activity to track project progress against planned tasks. It aims at providing regular oversight of the implementation of an activity in terms of input delivery, work schedules, targeted outputs, etc. Through such routine data gathering, analysis and reporting, program/project monitoring aims at:*  *1. Providing project management, staff and other stakeholders with information on whether progress is being made towards achieving project objectives. In this regard, monitoring represents a continuous assessment of project implementation in relation to project plans, resources, infrastructure, and use of services by project beneficiaries.*  *2. Providing regular feedback to enhance the ongoing learning experience and to improve the planning process and effectiveness of interventions.*  *3. Increasing project accountability with donors and other stakeholders.*  *4. Enabling managers and staff to identify and reinforce initial positive project results, strengths and successes.*  *5. Checking on conditions or situations of a target group, and changes brought about by project activities.*  *Effective monitoring needs adequate planning, baseline data, indicators of performance, and results and practical implementation mechanisms that include actions such as field visits, stakeholder meetings, documentation of project activities, regular reporting, etc. Project monitoring is normally carried out by project management, staff and other stakeholders.*  ***(ii) Project evaluation (2 marks)***  Program/project evaluation represents a systematic and objective assessment of ongoing or completed projects or programs in terms of their design, implementation and results.  In addition, evaluations usually deal with strategic issues such as program/project *relevance, effectiveness, efficiency (expected and unexpected), in the light of specified objectives, as well as program/project impact and sustainability.*  *Periodic evaluations of ongoing projects are conducted to review implementation progress, predict project's likely effects and highlight necessary adjustments in project design.*  *Terminal evaluations (or final evaluations) are evaluations carried out at the end of a project to provide an overall assessment of project performance and effects/impact, as well as to assess the extent to which the project has succeeded in meeting their objectives and their potential sustainability.*  *There are many reasons for conducting an evaluation, including:*  1) Providing managers with information regarding project performance.  Project *plans might change during the implementation process.*  *Evaluations can verify if the program is really running as originally planned.* In addition, they provide *signs of project strengths and weaknesses, and therefore, enable managers* to improve future planning, delivery of services and decision-making.  *2) Assisting project managers, staff and other stakeholders to determine in a systematic and objective manner the relevance, effectiveness, and efficiency of activities (expected and unexpected) in light of specified objectives.*  *3) Mid-term evaluations may serve as a means of validating the results of initial assessments obtained from project monitoring activities.*  *4) If conducted after the termination of a program/project, an evaluation determines the extent to which the interventions are successful in terms of their impact and sustainability of results.*  *5) Assisting managers to carry out a thorough review and re-thinking about their projects in terms of their goals and objectives, and means to achieve them.*  *6) Generating detailed information about project implementation process and results. Such information can be used for public relations, fundraising, promotion of services in the community, as well as identifying possibilities for project replication.*    *7) Improving the learning process.*    ***(iii) Primary stakeholder (2 marks)***  *Groups that have a role and interest in the objectives and implementation of a program or project. They include target groups, direct beneficiaries, those responsible for ensuring that the results are produced as planned, and those that are accountable for the resources that they provide to that program or project.*  *A person, group, organization or other body who has a “stake” in the area or field where interventions and assistance are directed. Target groups are always stakeholders, whereas other stakeholders are not necessarily target groups.*  ***(iv) Scope Creep (2 marks)***  *Conceptual, or “research”, frameworks (models) are diagrams that identify and illustrate the relationships among systemic, organizational, individual, or other salient factors that may influence program/project operation and the successful achievement of program or project goals.* ***(v) Impact assessment (2 marks***  *Impact assessment is a measure of all positive and negative changes and effects caused by the project, whether planned or unplanned.*  *While effectiveness focuses only on specific* positive *and* planned *effects expected to accrue as a result of the project and is expressed in terms of the immediate objective,* impact *is a far broader measure as it includes both positive and negative project results, whether they are intended, or unintended.*  *Impact is often the most difficult and demanding part of the evaluation work since it requires the establishment of complex causal conditions that are difficult to prove unless a strong evaluation model and a diverse set of techniques are used.*  ***(b) Distinguish between ex-ante evaluation and concurrent evaluation. (4 marks) Outcome evaluation***   * *Collects and analyses data to determine if and by how much an intervention achieved its intended outcomes* * *Attribute observed change to the intervention tested* * *Describes the extent of program outcomes* * *Indicates what might happen in the absence of the program* * ***While Impact Evaluation*** * ***Require a rigorous evaluation design that includes a combined effect of a number of programs on at-risk populations*** * ***Resource-intensive and technically complex***   ***(c) Identify any six parts of a monitoring and evaluation report. (6 marks)***  *1. Title page*  *2. Table of Contents*  *3. Acknowledgments (optional)*   * *Identify those who contributed to the evaluation.*   *4. Executive Summary*   * *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.*   *5. Introduction*   * *Identify program/project description/background.* * *Describe the program/project being evaluated (the setting and problem addressed, objectives and strategies, funding).* * *Summarize the evaluation context (purposes, sponsors, composition of the team, duration).*   *6. Evaluation Objectives and Methodology*   * *List the evaluation objectives (the questions the evaluation was designed to answer).* * *Describe fully the evaluation methods and instruments (e.g., what data were collected, specific methods used to gather and analyze them, rationale for visiting selected sites).*   *Limitations of the evaluation*  ***(d) Describe the characteristics of a good project indicator. (10 marks)***  *The characteristics of good indicators is SMART.*  ***S:*** *Specific*  ***M:*** *Measurable*  ***A:*** *Attainable (i.e., can be checked)*  ***R:*** *Relevant (reflect changes in the situation)*  ***T:*** *Trackable (can be tracked over a specific period of time).*  ***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)***  ***Efficiency*** *a measure of the "productivity" of the implementation process – how economically inputs are converted into outputs, or the optimal transformation of inputs into outputs*  ***While Effectiveness*** *a measure of the extent to which a project or program is successful in achieving its objectives.*  ***(ii) Baseline survey Vs. Project sustainability (5 marks)***  ***Baseline*** *study is the analysis describing the situation prior to the implementation of the project, which is used to determine the results and accomplishments of an activity, and which serves as an important reference for the summative evaluation.*  ***While Sustainability is*** *durability of positive program or project results after the termination of the technical cooperation channeled through that program or project. Static sustainability is the continuous flow of the same benefits, set in motion by the completed program or project, to the same target groups. Dynamic sustainability is the use or adaptation of program or project results to a different context or changing environment by the original target groups and/or other groups.*  ***(iii) Project relevance Vs. Project output (5 marks)***  ***Relevance*** *is the degree to which the rationale and objectives of an activity are, or remain, valid, significant and worthwhile, in relation to the identified priority needs and concerns.*  ***While Output*** *is planned results that can be guaranteed with high probability as a consequence of development activities/inputs. They are the direct results of program activities.*  ***(iv)Primary data Vs. Secondary Data (5marks****)* ***Primary data*** *is the approach to evaluation that is primarily descriptive and interpretative. Observations that are categorical rather than numerical and often involve attitudes, perceptions and intentions.*  ***While Secondary data*** *The approach to evaluation involving the use of numerical measurement and data analysis based on statistical methods.*  ***QUESTION THREE (20 Marks) (a)Identify the key components of the logical framework approach in M & E. (5 marks)***   |  |  |  | | --- | --- | --- | | ***Logical frame***  ***hierarchy*** | ***Type of monitoring and evaluation activity*** | ***Indicators*** | | *Goal* | *Ex-post evaluation* | *Impact indicators* | | *Purpose* | *Program Review* | *Outcome indicators* | | *Component Objectives* | *Periodic and final evaluation* | *Outcome indicators* | | *Outputs* | *Monitoring/periodic evaluation* | *Output indicators* | | *Activities/Inputs* | *Monitoring* | *Output indicators* |   ***(b) What is meant by project audit? Describe the two type of project audit. (7 marks)***   * *“One-man show”* * *Putting all indicators on one Indicator Information Sheet* * *Definitions of Indicators – Faulty* * *Every partner had simple calculation errors which could be corrected if people had someone double checking data entry/manipulation.*   *Type of project audit:*   * *Internal audit* * *External audit*   *(****c) Differentiate between formative evaluation and summative evaluation. (8 marks)***  ***Formative evaluation (process evaluations)*** *examine the development of the project and may lead to changes in the way the project is structured and carried out.*  *Those types of evaluations are often called interim evaluations.*  *One of the most commonly used formative evaluations is the midterm evaluation.*  *In general, formative evaluations are process oriented and involve a systematic collection of information to assist decision-making during the planning or implementation stages of a program.*  *They usually focus on operational activities, but might also take a wider perspective and possibly give some consideration to long-term effects.* ***While Summative evaluations*** *are usually carried out as a program is ending or after completion of a program in order to “sum up” the achievements, impact and lessons learned.*  *They are useful for planning follow-up activities or related future programs. Evaluators generally include individuals not directly associated with the program.*  *There are two types of summative evaluations.*  *1)* End evaluations  *(2)* Ex-post evaluations  ***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)***  *Analysis can enable:*   * *Comparison between actual results vs program targets* * *Actual progress to projected time frame* * *Results across program sites* * *Program outcomes vs control or comparison group outcomes*   *(b) State any three uses of monitoring and evaluation results. (3 marks)*  ***1.Dissemination of the report***  *Disseminate of the report to various interested and related parties that might use it.*  *Potential users include: the funding organization, project managers and staff, board members of the organization, partner organizations/interested community groups and other stakeholders, the general public, and external resources (researchers, consultants, professional agencies, etc.*  ***2. Improvement of project/ program performance***  *The evaluation report highlights project strength and weaknesses and suggested solutions to major problems.*  *While it is important to know if the program is achieving its goals and objectives, it is also important that the project manager and staff are able to use the results to plan follow-up actions to further strengthen the program.*  ***3. Development of new projects***  *One of the objectives of evaluations is to feed into the next planning phases of the programming cycle of the organization as well as to provide a baseline for future planning. Findings of evaluations reflect the situation of the target group and highlight follow up actions.*  *(c) Describe any seven factors that may lead to project failure. (14 marks)*   * *Limited time for wider consultations and proper planning and preparation for implementation (due to pressure to scale up the program) and for learning from experience.* * *Inadequate resources for M&E activities.* * *Too many interventions and too many players resulting in difficulties in coordination and standardization of M&E activities (system).* * *Very many indicators to monitor* * *Limited data use at the lower level of the reporting structure* * *Existing parallel M&E systems in most implementing partners.* * *Limited staff capacity in the use of IT, data analysis and reporting.* |