MONITORING AND EVALUATION FINAL EXAM

(a)Describe the following terms as used in project Monitoring and Evaluation:  
(i) Project monitoring is the collection and analysis of information about a project or programme, undertaken while the project/programme is ongoing.  
(ii) Project evaluation is the periodic, retrospective assessment of an organization, project or programme that might be conducted internally or by external independent evaluators

(iii) Primary stakeholder is people directly benefiting from or affected by a particular project or business activity, such as the distribution of a product or a change to a service agreement. Primary stakeholders may include customers, donors, government, employees, stockholders, creditors, suppliers, or anyone else with a functional or financial interest in the product or situation

(iv) Scope Creep refers to how a project’s requirements tend to increase over a project lifecycle, e.g. what once started out as a single deliverable becomes five. Or a product that began with three essential features now must have ten. Or midway through a project, the needs of customers change, prompting a reassessment of the project requirements.

(v) Impact assessment is a means of measuring the effectiveness of organizational activities and adjudging the significance of changes brought about by those activities, it can also be refers to as formal, evidence-based procedures that assess the economic, social, and environmental effects of [public policy](https://en.wikipedia.org/wiki/Public_policy).

(b) Distinguish between ex-ante evaluation and concurrent evaluation. Ex-ante evaluation is the type of evaluation that is conducted before starting a project, relevance can be examined based on the actual situation, but from the other viewpoints, the survey can only be carried out based on forecasts and prospects while concurrent evaluation is a type of evaluation mostly used by academician in which student and teacher meet to discuss the progress of a project, each sharing their perceptions of what is going well and what needs improvement, resulting in agreement about the status of quality for the assignment.

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

Monitoring and Evaluation report presents a generic structure of a typical report for an evaluation, study or major monitoring activity (i.e. survey, major review)

Monitoring and Evaluation report consist of six part and this include

Title Page: It comprises of authors, institutional affiliation, date, reference number

Table of Contents: Outline of the content of the report

Acknowledgements: Acknowledgement to those who provided special assistance and/or made the study possible

Executive Summary: Provides, in 1 to 4 pages, the most significant aspects of the evaluation, emphasizing the major findings/conclusions, lessons and recommendations. The Executive Summary is particularly important because most people are more likely to read this part of the report than the full document

Introduction: Context and purpose of the evaluation: Problem statement, background and special circumstances, concise statement(s) of what the evaluation/study is hoping to measure and deliver Scope and limitations

Ethics and independence: This is particularly important for evaluation. A statement is required as to the role of the evaluator, whether independent external evaluator or facilitator of a participatory process, and how this role was managed and protected. A statement regarding any ethical issues stemming from the evaluation process that were identified and how they were managed, including how participants and primary stakeholders were protected. Aspects of design and process addressing ethical management of the participation of children should be detailed separately.

Methodology: A brief description of design, including framework for analysis, data collection, sampling, and limitations stemming from method. The methodology section in the report covers what decision-makers need to know to weigh the findings/conclusions, with more complete detail given in a technical appendix (see below).Summary of relevant previous research: Evaluations in the case of evaluation, as well as other pertinent research.

Findings & Conclusions: The report must present a synthesis of what was found (‘the facts’) and the results of analysis interpreting this. Conclusions must be sufficiently substantiated. This section may in turn be broken into major sections according major issues covered.  
  
(d) Describe the characteristics of a good project indicator. (10 marks)

An indicator can be defined as a sign, a thing that shows the state of something, device that provides information or a measurement; it measures value of the change in meaningful units for program management compared to the past, future units and values.

The qualities of good indicators include

Validity: measures what it intends to measure conceptually. It focus on a particular effect and consider the before events and after project completion events.

Reliability: minimizes error random or systematic errors in measurement is a sign that the indicator is not accurate

Timeline: indicators provides measurement at the time intervals relevant and appropriate in terms of program goals and activities.

Comparability: the indicators generate corresponding or parallel values across different population groups and program.

**Measurable:** Project indicators should be related to things that can be measured in an unambiguous way

**Achievable:** Project 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

**Specific:** The measured changes should be expressed in precise terms and suggest actions that can be taken to assess them   
  
QUESTION TWO (20 Marks)  
(a)Differentiate between the following terms as used in project monitoring and  
evaluation:  
(i) Project efficiency Vs. Project effectiveness : Project efficiency measures how well and productively a manager use his resources to achieve goals. It place heavy focus on how to acquire the right project team to perform project tasks and to close project successfully within the agreed constraints. For example, in human resource planning te project manager proactively boosts efficiency by deciding on the organizational structure and roles and responsibilities to complete project tasks, then when he/she later acquire project team, he/she obtains the right human resources according to the roles and responsibilities, and can decides on any training needs they may require to complete their tasks while Effectiveness measures the appropriateness of the goals that an organization is pursuing and the degree of achieving these goals, Building and measuring effectiveness in a project starts when the scope is defined during planning phase (management plan, scope statement, and the work breakdown structures.

(ii) Baseline survey Vs. Project sustainability: Baseline survey a descriptive cross-sectional survey that mostly provides quantitative information on the current status of a particular situation on whatever study topic in a given population. It aims at quantifying the distribution of certain variables in a study population at one point in time.

(iii) Project relevance Vs. Project output: The relevance of a project describes how efficient the outcome of the project is expected to be with respect to a given goal, to be specified by the evaluation or by the project being submitted while project output refers to the direct tangible products or services the project has delivered as a result of activities.

(iv) Primary data Vs. Secondary Data: Primary data are eyewitness account written by people who experienced a particular event or behavior, it is also refers to as original document which are not based or derived from other document. For example letters, committee agenda, reports, minutes of meetings. While secondary data on the other hand, are written by those who were not present on the scene but who had access to the information necessary to compile the document.   
  
QUESTION THREE (20 Marks)  
(a)Identify the key components of the logical framework approach in M & E. (5 marks)

The components of logical framework define clearly the objectives by establishing linkage between a hierarchy set of objectives and shows how each set intimately contribute to the aim of the project. Below are the various components of logical framework.

Goal, the long term results that an intervention seeks to achieve, which may be contributed to by factors outside the intervention. For example, reduce death and illness related to water and sanitation related diseases in the targeted communities.

Outcomes, the primary results that an intervention seeks to achieve, most commonly in terms of the knowledge, attitudes or practices of the target group. For example, improved access to and use of sustainable sources of safe water in target community.

Outputs, the tangible products, goods and services and other immediate results that lead to the achievement of outcomes. For example, community water points constructed or rehabilitated.

Activities, the collection of task to be carried out in order to achieve the outputs.

Indicators, quantitative and qualitative criteria that provide a simple and reliable means to measure achievement or reflect changes connected to the goal.

Means of verification, describe how the information on the indicator will be collected it and how often.

Assumptions, external conditions necessary if the goal is contribute to the next level of intervention

(b) What is meant by project audit? Describe the two type of project audit. A project audit provides an opportunity to uncover the issues, concerns and challenges encountered in the execution of a project. It affords the project manager, project sponsor and project team an interim view of what has gone well and what needs to be improved with the project to successfully complete it. If done at the close of a project, they two type of project audit may include [compliance audit](https://www.accountingtools.com/articles/2017/5/14/compliance-audit). This is an examination of the policies and procedures of an entity or department, to see if it is in compliance with internal or regulatory standards and [Financial audit](https://www.accountingtools.com/articles/2017/5/10/financial-audit). This is an analysis of the fairness of the information contained within an entity's financial statements.

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

Formative and summative assessment are terms commonly used in monitoring and evaluation programme, however, the two terms don’t mean the same. Formative evaluation is used to monitor students’ learning to provide ongoing feedback that can be used by instructors or teachers to improve their teaching and by students to improve their learning while summative evaluation is used to evaluate students learning at the end of an instructional unit by comparing it against some standard or benchmark.

In the above definition, it is clear that formative and summative evaluation method are not meant to evaluate in the same way, the below points further explain the major difference between the two.

Formative evaluation method takes place during the learning process not just one time but several times while summative evaluation takes place at a complete other time. Not during the process, but after it. The evaluation takes place after a course or unit’s completion.

There is also big difference between the two methods in getting the right information of the students learning. For example in formative method one may try to figure out whether a students’ doing well or needs help by monitoring the process while when using summative method, one assign grades. The grade tells us whether the student achieved the learning goal or not.

To sum up below are the examples for both formative and summative evaluation method.

Formative evaluation method can be class room polls, exit tickets, early feedback and so on. But one can also make them more fun, for example:

In response to a question inquiry, students write down 3 different summaries. 10-15 words long, 30-50 words long and 75-100 words long.

One can also use the 3-2-1 countdown exercise, students can be given cards to write on, or they can respond orally. They have to respond to three separate statements: 3 things you didn’t know before, 2 things that surprised you about this topic and 1 thing you want to start doing with what you have learned.

The best examples of summative evaluation method are midterm exams, end of unit or chapter tests. Final project or paper, district benchmark and scores used for accountability for schools and students.   
  
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? Data analysis can be defined as a process of inspecting, cleansing, transforming, and modeling data with the goal of discovering useful information, informing conclusions, and supporting decision-making

John Tukey also define data analysis as procedures for analyzing data, techniques for interpreting the results of such procedures, ways of planning the gathering of data to make its analysis easier, more precise or more accurate, and all the machinery and results of statistics which apply to analyzing data.

(b) State any three uses of monitoring and evaluation results:

Monitoring and evaluation results are used in determine the extent to which the programme/project is on track and to make any needed corrections accordingly.

Monitoring and evaluation result is used for making informed decisions regarding operations management and service delivery.

Monitoring and evaluation is used to evaluate the extent to which the programme/project is having or has had the desired impact

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

A project refers to a specific, singular endeavor to deliver a tangible output and there are several factors that can lead to project failure and among them are:

Lack of a scope document for the project

In the absence of a proper scope document for the project, one can never assign tasks, let alone monitor the performance of his/her team because may not be sure about the scope of the project in the first place hence can lead to project failure.

Lack of effective communication at all levels

Most projects fail due to lack of effective communication at all level, for example a manager fail to communicate effectively to his team on what need to be done or fail to share project update with the stakeholders for proper decision making.

Poor planning

Lack of planning or poor planning can easily lead a project to failure. According to Spike Cavell’s survey also revealed that 40% of projects fail due to poor planning and lack of resources.

Unrealistic expectation

Most of the projects have failed due to an unrealistic expectation, for example setting an unrealistic deadline and expectations can drag the project down to failure.

Incompetent project manager and the team

Incompetent project manager and team has been one of the major factor for project failure more especially in Africa. For example 70% project managers in small and medium-sized businesses have no certification and lack formal training, which is why most projects they manage fail to achieve their objectives.

Poor monitoring and risk management

Most of the project managers think that just assigning roles to their team members is enough, however, one have to constantly monitor the progress and hold his/her team members accountable to what they are doing. Once they are responsible for their actions, they will perform better and deliver better results and risk management is an important part of project management however, you will find many projects in which little or no emphasis is put on risk management. As a result, these projects fail to achieve their targets and go well beyond the specified deadline or budget.

Key staff leaving the project and or company

Most of the projects have failed due to key staff leaving the project or organization early due to poor working environment and poor management of staff welfare. This has caused many projects to fail because those key project staff with the project memory leaves hence creating gap within project management.