MONITORING AND EAVULATION 

MODUL 3 ANSWERS

By



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**Q1: Explain the value of M&E in about 100 words and outline key planning steps for setting up an M&E plan (10 mrks)**

Monitoring and evaluation helps to determine whether the intended results are being achieved as planned, what corrective action may be needed to ensure delivery of the intended results, and whether initiatives are making positive contribution towards human development.

M& E are also essential management tool to support an organization’s commitment to accountability for results, resources entrusted to it, and organizational learning. In addition, M&E exercise when done well, strengthen the basis for managing results, foster learning and knowledge generation in the organization. According to UNDP (2009), knowledge gained from monitoring and evaluation is normally put at the core of the organizational learning process.

The key planning steps for setting up an M&E plan are as follows;

Identification of program goals and objectives, by looking at what problem the program is trying to solve and what steps are being taken to solve the problem.

Secondly defining the indicators, also one of the key steps because indicators are used to track project progress.

Another step is to define data collection methods and timeline. It’s important to be clear on the methods and how often you will be collecting the data on specific indicators.

Identification of the M&E roles and responsibility. It’s important to decide from the early planning stages who is responsible for collecting the data for each indicator.

Creating an analysis and reporting templates, it’s important that the plan should also include a section with details about what data will be analyzed and how the results will be presented.

Lastly the M&E plan should include plan for internal dissemination among the program team as well as wider dissemination among stakeholders and donors.

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

To promote transparency in the project and ensures that the project is held accountable for its action. The participation and the flow of information generated through the process will normally encourage local stake holders to a greater degree of responsibility for their project and feel even empowered that they are doing something to address issues that affects them.

Involvement of stakeholder in monitoring and evaluation will ensure that the project plans are reflection of the real needs and priorities. The project implementers will normally be tasked to do the right thing that addresses the identified needs of the community, because of the check and balance that will be created by the stakeholder’s involvement.

Participation of the stakeholders in M&E, is a key strategy to win support to the project, to gain commitment to the project and ultimately to increase the chances for sustainability after the project has been completed. Sustainability for a particular project is very key to the funders and to the target beneficiaries. Therefore by involvement of the stakeholders in M&E would make them feel the ownership, gain an understanding of the project and as a result protect it even after the project period.

Stakeholder’s involvement on the other hand also increases ownership by stakeholders who feels the project is taking in account their views and motivates them to sponsor the project which ultimately leads to sustainability.

Stakeholders participation in M&E develops an environment of trusts by allowing the voices of the stakeholders heard and their issues be know. Trust is built over a long period of time. Its only through some of these project activities like M&E, which create an environment of trust building and normally when ones doesn’t get closure to any project activities, its normally difficult to trust even the implementers and whether change may be realized by the intervention under taken.

To help to build the capacity of a team of stakeholders that are able to reflect on the ongoing intervention and act accordingly. Programs are normally designed to create an impact on the target beneficiary’s life for the better or improve their wellbeing. People around these target individual may also have an influence on the wellbeing of the target beneficiaries. Therefore it’s important to create an environment that will make the stakeholders understand the ongoing interventions and what their role in the program, would be for them to be able to act positively to the betterment of their community. Participation in any exercise is quite difficult if the individuals are not knowledgeable of what to be done.

Stakeholder’s participation in Monitoring and Evaluation exercise (M&E) help to contribute to the development and feedback of lesson learned that can lead to corrective actions. When lessons learned are used well, it can contribute to the overall success of project by re-using and building an approaches that have worked well and avoiding the repetition of previous mistakes. Therefore the stakeholders need to know how to capture, access and communicating lesson learn.

**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)**

According to IFRC, 2011, Monitoring and evaluation is not something one does to please the donor but it’s an integral part of the project. Therefore sufficient resources is need to implement the exercise, in terms of finance and human resources. As a practice, adequate finances must be set aside to facilitate the process of project monitoring and evaluation. This should be considered within the overall cost of delivering the agreed results and not as additional costs. In adequate finances leads to poor quality monitoring and evaluation because of the following; lack of enough funds, limits the recruitment of qualified and quality staff, it reduces the chances of selecting good enumerators and as a results the M&E department will normally decides to use the local staff and hence leading to biasness in most cases. Inadequate finances will limit also the area under study and hence making the data not a representative of the sample size.

On the other hand, adequate human resources is also very important for the implementation of the M&E exercise. It’s important that the sector/ department of M&E is equipped with qualified and dedicated staff. It’s also important to acknowledge that knowledge is power and if the capacity of the human resources is wanting, in terms of knowledge, skills and competence, there will be failure to understand the system and hence failure to develop an institutional M&E systems. Therefore organization needs to attract high skill workers who are able to set up systems required by the organization and able to develop M&E plans as per the donor requirements.

In conclusion, financial, human resources and other material resource needed for M&E must be taken care of during the project initiation stage .Synergy is needed to match M&E activities with other project activities such as planning and budgeting. In so doing the cost of doing the exercise of M&E will be part of the project cost and not as an additional cost as many organization put.

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

The key consideration and questions are as follows; are the pre-identified output being produced as planned and efficiently? For example the number of households trained on modern fishing techniques. Is the training being done as planned, and in line with the project goal, is it being conducted by competent individuals and its relevance to the achievement of the outcomes

Another consideration and question is; what are the issues, risks and challenges that we face or fore see that needs to be taken into account to ensure the achievement of results? For the example in the above training of farmers in modern fishing techniques, may be risky for women because they may not participate in the actual exercise of going to the river to fish. The project may not take gender consideration into account and may focus on training only men from each household. Another issues will be that of women head households, in that for them to benefit they will have to identify individuals to be trained.

Will the planned and delivered outputs continue to be relevant for the achievement of the envisioned outcomes? For example in the above the outcome is to create an alternative income source among the individual households by implementing fisheries activities. Therefore training the household members would provide an opportunity to equip the farmers with the right knowledge of not only catching fish for home consumption but also for sale and hence improved income sources. Therefore M&E exercise will check whether training alone without provision of fishing kits would lead to an improvement of ones livelihood or whether training with provision of fishing kits would make the best combination for the outcomes to be realized.

Are the outcomes we envisage remaining relevant and effective for achieving the overall national priorities goals and impacts? For example the outcome is to create an alternative source of income among the household individuals and the goal could be to improve food security and livelihood among the individual’s households through increased diversified livelihood opportunities. Therefore M&E will seeks to answer whether the outcomes is meeting the priority needs and in the long run will leads to the achievement of the identified goal. That is by having an alternative source of income, what opportunity it gives an individual household.

The issue of lesson learned is also very key for consideration. Question like, what kinds of lessons are needed to help guide activities in the region or country. Therefore M&E seeks to answer such question, for example improving food security and Livelihood, by creating an alternative source of income. A number of lesson may be drawn that will guide the activities. For example the month when the fishing activities is at its peak should be know, the target group for this particular activity women headed household’s consideration and marketing strategy for the fish as well.

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

The project or program activities are intended to contribute to the change process. How they do this can be understood as an action theory, a theory that if the project or program does particular things, these activities will trigger the type of change identified in the change theory.

A change assumption therefore, gives a project a theory, on which change is expected to be achieved. That is to say how outcomes will lead to impacts and how activities will lead to desired outcomes. In otherward it explains how the activities undertaken by an intervention such as project, program or policy contribute to a chain of results that lead to the intended or observed impacts. There are a number of factors that influenced an outcome or impact of an intervention. Therefore change assumption should be taken in consideration of both external and internal factors that may influence the end results, the impact.

Therefore in conclusion mapping out the change pathway and identifying change assumptions can help work out what contribution can be made and what others may as well contribute.

**References**

* IFRC (2011), project/ Programme monitoring and evaluation guide-8 , retrieved from [www.ifrc.org/](http://www.ifrc.org/)
* UNDP (2009), Hand book on planning, monitoring and Evaluation for development results retrieved from [www.undp.org/eo/handbook](http://www.undp.org/eo/handbook).