**PGD001 – Postgraduate Diploma in Monitoring and Evaluation**

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**Assignment Number: Module 7**

**MODULE 7 Questions:**

**Q1:** Where M&E necessitates revision of project plans, outline key steps Program Management teams need to take towards this end. (10 mrks)

In project management, it is often common to revise the monitoring and evaluation plans for implementation strategies, workforce and activity timelines may affect this. The following steps are critical steps that will be necessary while organizing program-level monitoring:

1. Obtain monitoring information for each funded project through the respective periodic progress report e.g quarterly progress report. Such questions include: What progress has the organization made in delivering the agreed outputs in the reference period? What progress has the organization as a whole made towards achieving the overall outcomes? What are the program-level issues that require action? What are we learning as a program?
2. Need to always countercheck and determine if outputs being generated with each project remain valid and contribute to achieving corresponding outcomes of the project
3. Participate in dialogue with relevant stakeholders at the outcome, sector and national level. Stakeholder participation[[1]](#footnote-1) throughout the programming cycle ensures ownership, learning and sustainability of results. Continued stakeholder participation in monitoring and evaluation cannot be assumed. It must be institutionalized, and therefore shared across-board.
4. Determine if other partners are contributing as planned and identify gaps to be addressed and opportunities for forging stronger partnerships.
5. Triangulate monitoring information to obtain a more objective assessment of program‘s contribution to each outcome. Identify issues and changes that are necessary to further dialogue at the respective outcome monitoring mechanism.
6. Analyze to what extent the organization has integrated key concerns such as capacity development, gender equality, beneficiary ownership and stakeholder cooperation.
7. Summarize key relevant points for the program as a whole for corporate reporting purposes and decision making at the annual program review.
8. Implement the necessary changes agreed at program meetings and annual reviews. The same analytical work should feed the corporate learning and reporting processes

**Q2:** Briefly explain in about 250 words the key actions required at project-level monitoring work and describe the key variances between project level monitoring and program level monitoring. (10mrks).

Monitoring and evaluation are integral parts of the project management cycle. To support an effective M&E system at the project level one has to ensure that there are effective monitoring and evaluation tools for enriching the quality of interventions through their role in decision-making and learning. On the other hand, the quality of project design (e.g., clarity of objectives, establishment of indicators, how they will be measured and who takes lead on each activity including data collection, analysis, dissemination etc) can affect the quality of monitoring and evaluation. Furthermore, the experience gained from implementation can contribute to the continuing refinement of monitoring and evaluation methodologies and instruments through reporting and sharing which increases accountability mechanisms. It is also important to maximize the benefits of monitoring and evaluation, the recommendations and lessons learned from those functions must be incorporated into the various phases of the programme or project cycle.

The variances in project and program level monitoring are highlighted below;

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| Programs Level Monitoring and Evaluation | Project Level Monitoring and Evaluation |
| It measures high level results, that is mainly result based monitoring since program success is measured in terms of qualitative outcomes | It measures lower level results and is more inclined to traditional M&E since project success is measured in terms of producing specific deliverables in terms of time, quality, and cost. |
| The monitoring and evaluation of programs targets “doing the right things”. | Project level monitoring and evaluation is more concerned with deliverables hence targets “doing things right”. |
| The focus in programs have a wide scope, focussing on benefits, and may have to change scope dramatically during their execution to meet the changing needs of the organisation. | The focus of M&E in the scope of projects is tight – they are limited to producing deliverables. |
| Program level monitoring and evaluation will typically span multiple functional units within an organisation. | Project level monitoring and evaluation are typically confined to a single functional unit (vertical unit) within an organisation. |
| Program level monitoring and evaluations are typically executed over a much longer timescale than projects, often several years. | Project level monitoring and evaluations are typically of a shorter duration than programs, often just a few weeks, and by definition have a finite duration. |

**References:**

1. Rossi, P. H., Freeman, H. E. & Lipsey, M. W. (1999). Evaluation: A Systematic approach. Thousand Oaks: Sage.
2. Chottepanda, M. (2011). A Guide to Development of Performance Management Plan (PMP) for Training the Ministry of Education Staff.
3. <http://web.undp.org/evaluation/documents/mec4-6.htm>

1. Handbook on Planning, Monitoring and Evaluation for Development Results - UNDP [↑](#footnote-ref-1)