



SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF
BACHELOR OF ARTS IN COMMUNITY DEVELOPMENT**

JAN – APRIL 2024 TRIMESTER

CAMPUS: ROYSAMBU

DEPARTMENT: COMMUNITY DEVELOPMENT

COURSE CODE: CDC 419

COURSE TITLE: PROJECT MONITORING AND EVALUATION

EXAM DATE:

DURATION: 3 HOURS

TIME: 11:00 AM-1:00 PM

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- **Answer any TWO questions**
- *ALL PAC University's examination rules and regulations apply*

QUESTION 1

Kioko has been appointed the M & E manager of Kiota

Educational Centre, a non-profit serving Kiwandani informal settlement. He has been tasked to develop the project's evaluation system.

- a) With examples discuss six strategies that will help Kioko to ensure data reliability and validity. (12 marks)
- b) Citing relevant examples describe the input, output, outcome and impact indicators for the above-named project. (8 marks)

QUESTION 2

- a) Demonstrate any **five** significance of Monitoring and evaluation to a Community development project. (10 marks)
- b) Citing examples explain any **five** practical ways to conduct effective participatory Monitoring and Evaluation in a community. (10 marks)

QUESTION 3

- a) With examples discuss any **two** theories in monitoring and evaluation and demonstrate their relevance to Community development projects. (10 marks)
- b) Citing relevant examples discuss **five** common challenges experienced by project monitoring and evaluation officers and how to address these challenges. (10 marks)

CDC 419 PROJECT MONITORING AND EVALUATION

MARKING SCHEME

QUESTION 1

Kioko has been appointed the M & E manager of Kiota Educational

Centre, a non-profit serving Kiwandani informal settlement. He has been tasked to develop the project's evaluation system.

a)With examples discuss six strategies that will help Kioko to ensure data reliability and validity. (12 marks)

1. Use Established Measurement Tools:

- **Strategy:** Utilize established and validated measurement tools or instruments.
- **Example:** If Kioko is conducting a survey on community perceptions, using a well-established and validated questionnaire on a similar topic ensures the reliability and validity of the data. Pre-tested tools contribute to the consistency and accuracy of data collection.

2. Pilot Testing:

- **Strategy:** Conduct a pilot test before the full-scale data collection.
- **Example:** Kioko could select a small sample from the target population and administer the survey or data collection instruments to identify any issues with the clarity of questions, response options, or the overall methodology. Adjustments can then be made to enhance reliability and validity.

3. Inter-Rater Reliability:

- **Strategy:** If multiple individuals are involved in data collection, establish inter-rater reliability.
- **Example:** If Kioko is conducting observations or interviews, multiple observers or interviewers can independently assess the same situations. Comparing

their observations or ratings helps ensure consistency and reliability in data collection, reducing the impact of individual biases.

4. **Random Sampling Techniques:**

- **Strategy:** Implement random sampling to enhance generalizability.
- **Example:** If Kioko is conducting a household survey, using random sampling techniques ensures that each household in the population has an equal chance of being included. This helps reduce selection bias and improves the generalizability of the findings to the entire population.

5. **Triangulation of Data Sources:**

- **Strategy:** Use multiple data sources to cross-verify findings.
- **Example:** Kioko could gather information through surveys, interviews, and observations to triangulate data. If the findings from different sources converge, it strengthens the reliability and validity of the data, providing a more comprehensive understanding of the research topic.

6. **Longitudinal Data Collection:**

- **Strategy:** Collect data over an extended period for longitudinal analysis.
- **Example:** If Kioko is studying the impact of a community development intervention, collecting data at multiple time points allows for the examination of trends and changes over time. This approach enhances

the reliability of the findings by accounting for variations that may occur in different seasons or phases of the project.

*(Any six points (1mark) and a relevant example (1marks)
=12marks)*

b)Citing relevant examples describe the input, output, outcome and impact indicators for the above-named project. (8 marks)

1. Input Indicators:

- **Definition:** Input indicators measure the resources and efforts invested in the educational project.
- **Example:** Number of trained teachers, availability of classrooms, teaching materials, and financial resources allocated to the project.

2. Output Indicators:

- **Definition:** Output indicators assess the immediate results of the educational project, reflecting the activities and services provided.
- **Example:**
 - Number of students enrolled in the program.
 - Number of classrooms constructed or renovated.
 - Availability of textbooks and learning materials.
 - Percentage of trained teachers in the informal settlement.

3. Outcome Indicators:

- **Definition:** Outcome indicators measure the short to medium-term changes resulting from the project's

activities.

- **Example:**

- Improvement in students' academic performance.
- Increased attendance rates among students.
- Enhanced teacher-student ratios.
- Changes in parental involvement and support for education.

4. **Impact Indicators:**

- **Definition:** Impact indicators assess the long-term effects and broader changes that the educational project has on the community.
- **Example:**
 - Higher rates of high school graduation among students from the informal settlement.
 - Increased enrollment in higher education institutions.
 - Improved economic opportunities for individuals who benefited from the education project.
 - Positive changes in community perceptions towards the value of education.

(Any four points (1mark) and a relevant examples (2marks)
=8marks)

QUESTION 2

a) Demonstrate any **five** significance of Monitoring and evaluation to a Community development project. (10 marks)

1. **Accountability and Transparency:**

- **Significance:** M&E ensures accountability to

stakeholders by providing evidence of how resources are utilized and whether project activities are achieving the intended outcomes.

- **Example:** Regular reporting and sharing of M&E findings with community members, funders, and other stakeholders demonstrate transparency and build trust in the project's management.

2. **Evidence-Based Decision-Making:**

- **Significance:** M&E provides real-time data and insights, enabling project managers and decision-makers to make informed decisions based on evidence rather than assumptions.
- **Example:** If M&E reveals that a particular aspect of the project is not yielding the expected results, project managers can adjust strategies, allocate resources differently, or introduce new interventions based on the available evidence.

3. **Continuous Improvement and Learning:**

- **Significance:** M&E facilitates a continuous learning process, allowing project teams to identify what works well and what needs improvement.
- **Example:** Through regular feedback from M&E activities, project implementers can adapt their approaches, learn from successes and failures, and apply this knowledge to enhance the overall effectiveness of the community development project.

4. **Resource Optimization:**

- **Significance:** M&E helps ensure the efficient use of

resources by assessing whether inputs are being utilized effectively to achieve the desired outputs and outcomes.

- **Example:** By monitoring the project budget, M&E can identify areas of overspending or underspending, allowing project managers to reallocate resources where needed and maximize the impact of available funds.

5. **Demonstration of Impact and Sustainability:**

- **Significance:** M&E allows for the measurement of the project's impact on the community and assesses its potential for sustainability beyond the project's lifespan.
- **Example:** If a community development project focuses on improving agricultural practices, M&E can track changes in crop yields and income levels over time, demonstrating the tangible impact of the project on the community's livelihoods.

6. **Stakeholder Engagement and Participation:**

- **Significance:** M&E encourages active involvement of community members and other stakeholders in the evaluation process, fostering a sense of ownership and empowerment.
- **Example:** Involving community members in data collection, feedback sessions, and evaluation discussions ensures that their perspectives are considered, strengthening community engagement and promoting sustainable project outcomes.

(Any five points (1mark) and a relevant examples (1marks)
=10marks)

b)Citing examples explain any **five** practical ways to conduct effective participatory Monitoring and Evaluation in a community. (10 marks)

1. Community Workshops and Training:

- **Practical Approach:** Conduct workshops and training sessions with community members to build their understanding of the project goals, monitoring techniques, and evaluation criteria.
- **Example:** In an agricultural development project, organize workshops to train community members on data collection methods, such as measuring crop yields or assessing soil quality. This empowers them to actively participate in monitoring the project's progress.

2. Participatory Data Collection Methods:

- **Practical Approach:** Involve community members in the data collection process, allowing them to share their experiences and perspectives.
- **Example:** In a health intervention, community health workers or volunteers can be trained to collect data on health indicators, such as the prevalence of diseases or changes in health behaviors, through interviews and surveys with their peers.

3. Community Meetings and Focus Groups:

- **Practical Approach:** Organize regular community meetings and focus group discussions to gather qualitative insights and feedback on the project's impact.

- **Example:** In an education project, hold focus group discussions with parents, teachers, and students to explore the project's influence on attendance rates, learning outcomes, and overall perceptions of education in the community.

4. **Community Scorecards and Visual Tools:**

- **Practical Approach:** Develop simple scorecards and visual tools that community members can use to assess and rate various aspects of the project.
- **Example:** In a water and sanitation project, create a visual scorecard that allows community members to rate the cleanliness of water sources, functionality of sanitation facilities, and overall hygiene practices. This provides a tangible and accessible way for the community to express their observations.

5. **Feedback and Reflection Sessions:**

- **Practical Approach:** Facilitate regular feedback and reflection sessions where community members and project stakeholders can discuss findings, share perspectives, and jointly identify areas for improvement.
- **Example:** After a community development project focused on income generation, hold reflection sessions where participants can share their experiences, discuss challenges faced, and propose strategies for sustaining income-generating activities.

6. **Community-Led Impact Assessments:**

- **Practical Approach:** Empower community members to lead their own impact assessments, allowing them to

define success indicators and assess the project's impact from their perspective.

- **Example:** In a community development project focused on economic empowerment, community members can identify key indicators of success, such as increased household income or improved access to markets, and conduct their own assessments through participatory methods.

(Any five points (1mark) and a relevant examples (1marks)
=10marks)

QUESTION 3

- a) With examples discuss any **two** theories in monitoring and evaluation and demonstrate their relevance to Community development projects. (10 marks)

1. **Logical Framework Approach (LFA):**

- **Key Concepts:**

- LFA is a systematic and structured approach to project design and evaluation that helps ensure clarity and alignment between project activities, outputs, outcomes, and overall goals.
- It is often represented through a "logframe matrix" that outlines the project's objectives, indicators, means of verification, and assumptions.

- **Relevance to Community Development:**

- **Example:** Consider a community development project focused on improving agricultural practices. The LFA would help structure the project's components:
 - **Inputs:** Seeds, training programs, agricultural tools.
 - **Activities:** Training sessions, distribution of seeds and tools.
 - **Outputs:** Increased agricultural knowledge, improved farming techniques.
 - **Outcomes:** Higher crop yields, improved food security.
 - **Goals:** Enhanced livelihoods and reduced poverty.
- **Relevance:**
 - **Clarity:** LFA ensures a clear and logical alignment between project components, making it easier to identify potential challenges or gaps.
 - **Accountability:** The logframe matrix serves as a tool for monitoring progress and assessing whether the project is on track to achieve its intended outcomes.
 - **Adaptability:** The structured format allows for adjustments based on ongoing feedback and changes in the community context.

2. Utilization-Focused Evaluation (UFE):

- **Key Concepts:**

- UFE focuses on ensuring that evaluations are designed and conducted with the primary purpose of meeting the needs of intended users, such as project managers, funders, and community members.
- It emphasizes active participation and collaboration between evaluators and stakeholders throughout the evaluation process.
- **Relevance to Community Development:**
 - **Example:** Consider a community development project aiming to improve healthcare access. A UFE would involve ongoing engagement with community members, health practitioners, and project managers to assess the project's impact on health outcomes.
 - **Relevance:**
 - **Stakeholder Involvement:** UFE encourages active participation of community members and stakeholders in the evaluation process, ensuring their perspectives are considered.
 - **Adaptability:** Continuous engagement allows for real-time adjustments to the evaluation design based on emerging needs and priorities within the community.
 - **Empowerment:** Community members become active contributors to the evaluation, fostering a sense of ownership and empowerment regarding the project's

success.

(Any 2 theories (4 marks) and a relevant examples (6marks)
=10marks)

- b) Citing relevant examples discuss **five** common challenges experienced by project monitoring and evaluation officers and how to address these challenges. (10 marks)

1. **Insufficient Resources:**

- **Challenge:** Limited financial and human resources can hinder effective monitoring and evaluation efforts. This may include inadequate budgets, understaffing, or a lack of necessary technology and tools.
- **Addressing the Challenge:**
 - **Advocate for Adequate Resources:** Clearly communicate the importance of sufficient resources for monitoring and evaluation activities to project stakeholders.
 - **Explore Collaborations:** Seek partnerships with external organizations or leverage existing networks to access additional resources.

- **Prioritize Activities:** Focus on key monitoring and evaluation activities that provide the most critical information and align with project goals.

2. **Data Quality and Reliability:**

- **Challenge:** Ensuring the accuracy and reliability of data can be challenging due to errors in data collection, inconsistencies, or biases.
- **Addressing the Challenge:**
 - **Training and Standardization:** Provide training for data collectors to ensure consistency in data collection methods. Develop and follow standardized protocols to minimize errors.
 - **Validation and Verification:** Implement processes for data validation and verification through cross-checking data from different sources or conducting field visits.
 - **Regular Data Audits:** Conduct periodic audits of data to identify and rectify discrepancies, ensuring data integrity.

3. **Limited Stakeholder Engagement:**

- **Challenge:** Inadequate stakeholder engagement can result in a lack of buy-in, misunderstanding of evaluation goals, and limited collaboration.
- **Addressing the Challenge:**
 - **Communication Strategies:** Develop clear and regular communication strategies to engage stakeholders at various levels. This includes sharing updates, progress reports, and insights

from monitoring and evaluation activities.

- **Participatory Approaches:** Involve stakeholders in the design and decision-making processes of monitoring and evaluation activities to foster a sense of ownership and commitment.
- **Feedback Mechanisms:** Establish feedback mechanisms to ensure that stakeholders receive timely information about evaluation findings and can provide input.

4. **Complexity of Evaluation Methods:**

- **Challenge:** Selecting and implementing appropriate evaluation methods that align with project objectives and deliver meaningful results can be challenging.
- **Addressing the Challenge:**
 - **Capacity Building:** Invest in the capacity development of monitoring and evaluation officers by providing training on various evaluation methodologies and tools.
 - **Expert Consultation:** Seek input from external experts or consultants who specialize in specific evaluation methods to ensure a thorough and unbiased approach.
 - **Pilot Testing:** Pilot test evaluation methods before full-scale implementation to identify challenges and refine the approach.

5. **Resistance to Change:**

- **Challenge:** Resistance from project staff or stakeholders to embrace new monitoring and evaluation practices

can impede progress.

- **Addressing the Challenge:**

- **Change Management Strategies:** Implement change management strategies, including clear communication about the benefits of new monitoring and evaluation practices.
- **Inclusive Decision-Making:** Involve key stakeholders in the decision-making process related to changes in monitoring and evaluation approaches, fostering a sense of ownership.
- **Highlight Success Stories:** Share success stories and positive outcomes resulting from effective monitoring and evaluation practices to demonstrate their value.

(Any five points (1mark) and a relevant examples (1marks)
=10marks)