



TECHNICAL UNIVERSITY OF MOMBASA

School of Humanities and Social Sciences

Social Sciences

UNIVERSITY EXAMINATION FOR:

DIPLOMA IN SOCIAL WORK AND COMMUNITY DEVELOPMENT

DSW 2214: PROJECT MONITORING AND EVALUATION

SERIES: APRIL, 2024

TIME: 2 HOURS

DATE: Pick Date Apr 2024

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

Question ONE

- i. Explain the following terms (10 Marks)
 - a. Project
 - b. Project Monitoring
 - c. Project Evaluation
 - d. Project control
 - e. Indicators
- ii. Explain the challenges experienced during the project evaluation phase. (10 Marks)
- iii. Differentiate between Monitoring and Evaluation. (10 Marks)

Question TWO

- a) State and Explain **FIVE** Conventional data collection methods. (10 Marks)
- b) Highlight **FIVE** advantages and disadvantages of a sample survey. (10 Marks)

Question THREE

- a) Determine **FIVE** importance and challenges of monitoring and evaluation. (10 Marks)
- b) Describe the process of Project termination using relevant examples. (10 Marks)

Question FOUR

a) Discuss the **FIVE** controlling steps in project management. (10 Marks)

b) Describe the Characteristics of Good Indicators. (10 Marks)

Question FIVE

a) Outline and explain the Stages in project monitoring. (10 Marks)

b) State and explain the variables that affect Monitoring and evaluation indicators. (10 Marks)

MARKING SCHEME

- a. Project** is a temporary endeavor undertaken to create a unique product or service or result
- b. Project Monitoring** is a continuous process of collecting, analyzing, documenting, and reporting information on progress to achieve set project objectives.
- c. Project Evaluation** is a periodic assessment, as systematic and objective as possible, of an ongoing or completed project, programme or policy, its design, implementation and results
- d. Project control** set of processes used to understand & influence the amount of time or money spent on a project
- e. Indicators** a quantitative measurement of an objective to be achieved, a resource mobilised, an output accomplished, an effect obtained or a context variable (economic, social or environmental)''

ii. Challenges of project evaluation

(10 Marks)

- Lack of adequate information
- Conflict within the project management
- Coming up with evaluation criteria may be a problem
- Stakeholders' participation

iii. Differentiate between Monitoring and Evaluation

(10 Marks)

Monitoring	Evaluation
<p>Conducted continuously</p> <ul style="list-style-type: none"> • Keeps track and maintains oversight • Documents and analyzes progress against planned program activities • Focuses on program inputs, activities and outputs • Looks at processes of program implementation • Considers program results at output level • Considers continued relevance of program activities to resolving the health problem • Reports on program activities that have been 	<p>Conducted at important program milestones</p> <ul style="list-style-type: none"> • Provides in-depth analysis • Compares planned with actual achievements • Looks at processes used to achieve results • Considers results at outcome level& in relation to cost • Considers overall relevance of program activities for resolving health problems • References implemented activities • Reports on how and why results were achieved • Contributes to building theories and models

Question TWO

Explain **FIVE Conventional Data Collection Methods**
(10 Marks)

(10

- FGDs
- Questionnaire and survey
- Key informant interviews
- Participant observations
- Literature review

Highlight the advantages of sample survey

(10 Marks)

- Reduces cost - both in monetary terms and staffing requirements.
- Reduces time needed to collect and process the data and produce results as it requires a smaller scale of operation.
- (Because of the above reasons) enables more detailed questions to be asked.
- Enables characteristics to be tested which could not otherwise be assessed.
- Lead to less respondent burden, as fewer people are needed to provide the required data.
- Results can be made available quickly

Question THREE

Highlight **Five** importance of monitoring and evaluation

(10 Marks)

- Support project/programme implementation with accurate, evidence-based reporting that informs management and decision-making
- Contribute to organizational learning and knowledge sharing experiences and lessons
- Uphold accountability and compliance
- Provide opportunities for stakeholder feedback,
- Promote and celebrate project/program work by highlighting accomplishments and achievements, building morale and contributing to resource mobilization.
- Strategic management in provision of information to inform setting and adjustment of objectives
- Build the capacity, self-reliance and confidence stakeholders

Process of project termination

(10 Marks)

- Formal announcement of closure/termination that stops further expenditure and sets the formal close down procedures in motion.
- Cut off costs to forbid further expenditure against the main project cost.
- Project closure/termination document containing the project title number, closure date
- Authorizing the post project expenditure
- Disposal of surplus materials i.e. materials that were brought into the project and not being used
- Disbanding the project team - some of them can be transferred to other projects or pay off.

Question FOUR

Discuss the FIVE Controlling Process/ Steps in Project Management

(10 Marks)

- Set Performance Standards
- Measure Performance
- Compare Actual Performance with Standards
- Analyze Deviations
- Take Corrective Actions

Characteristics of Good Indicators.

(10 Marks)

- Specific – focused and clear
- Measurable - quantifiable and reflecting change
- Attainable - reasonable in scope and achievable within set time-frame
- Relevant - pertinent to the review of performance
- Time-Bound/Trackable - progress can be charted chronologically Also be CREAM: Clear, Relevant, Economical, Adequate and Monitor-able.

Question FIVE

Stages in project monitoring

(10 Marks)

- Assessment of existing readiness and capacity for monitoring
- Defining purpose and scope of monitoring
- Determining information needs and identification of indicators
- Information gathering
- Data processing
- Communication and reporting

Variables that affect Monitoring and evaluation indicators

(10 Mark)

- Size of the project – the bigger the project the more indicators will be needed
- Availability of resources- lack of adequate resources affect the choice of indicators
- The duration of the project- some projects take longer to complete than others
- The availability of technical capacity- they need knowledge and technical know how to set
- Support from top management/ institution