



UGANDA MANAGEMENT INSTITUTE

POSTGRADUATE DIPLOMA IN MONITORING AND EVALUATION (DME) DL IV

SECOND SEMESTER EXAMS 2015/2016

MODULE: MONITORING AND EVALUATION PRINCIPLES & PERSPECTIVES (E)

Date: Wednesday 5 October 2016

Time: 02.00 PM – 05.00 PM

INSTRUCTIONS

1. Answer **FOUR** Questions.
2. Question **ONE** of Section A is compulsory and carries 40 marks.
3. Answer any other **THREE** Questions from Section **B**. Each question carries **20 marks**.
4. Write clearly and legibly.
5. **Do not** write anything on the question paper.
6. **Do not** take Mobile Phones into the examination room.
7. Follow the instructions of the examination supervisor.
8. Indicate questions answered on the Answer Sheet in the column of Questions.

This paper consists of 4 printed pages

-GOOD LUCK-

SECTION A:**COMPULSORY****40 MARKS****QUESTION ONE**

The last few years have witnessed an increased interest in strengthening the M&E function by donors, Government and civil society organizations for the purposes of generating results. Many programs and projects have come up especially in developing countries which need to be run effectively and efficiently putting in mind value for money by the donors and governments. Such programs include but are not limited to humanitarian/relief programs, government programs, community programs, amongst others. The conventional approaches have been abandoned in favour of participatory approaches to Monitoring and Evaluation. Monitoring and Evaluation (M&E) of projects are increasingly recognized as indispensable management functions. None the less, for many years, M&E of development projects in developing countries has been given little attention.

Required:

- (i) In line with the above case scenario, discuss what distinguishes Monitoring from Evaluation. **[12 Marks]**
- (ii) Discuss the constraints that have hampered Monitoring and Evaluation in development projects. **[18 Marks]**
- (iii) Define the term participatory approaches as used in Monitoring and Evaluation and using relevant examples, discuss the process of Participatory Monitoring and Evaluation. **[10 Marks]**

SECTION B: ANSWER ANY THREE QUESTIONS FROM THIS SECTION**QUESTION TWO**

Managers commissioning evaluations might find it difficult or impossible at times to specify all evaluation details before an evaluation or review begins, but Terms of

Reference (ToRs) are most effective when they can fulfill these functions in setting and communicating expectations up front.

Required:

- (a) Supposing a multi billionaire project hired you as their Consultant and among other duties, you are assigned to develop Terms of Reference of outsourced Consultancies, state and explain the key headings/ Structure of Terms of Reference for any Programme Evaluation. **[12 Marks]**
- (b) Discuss the importance of designing Terms of Reference (ToRs) in programme evaluation. **[08 Marks]**

QUESTION THREE

Funders of Projects and Programme buy the perceived impact of these Projects and Programme or any intervention. Their interests are on the change in the communities as caused by such interventions. In order to measure this impact, the preliminary studies known as baseline studies must be conducted.

Required:

- (a) Using relevant examples, discuss the rationale for conducting baseline studies in programme evaluation. **[10 Marks]**
- (b) Discuss the challenges programme managers experience in conducting Baseline surveys for Monitoring and Evaluation. **[10 Marks]**

QUESTION FOUR

Discuss the relevance and application of the Theory of Change (ToC) in project/program monitoring and evaluation in Uganda. **[20 Marks]**

QUESTION FIVE

Analyzing Monitoring and Evaluation data is the process of making sense of the information collected: turning data into useful, credible, and convincing conclusions and lessons.

- (a) Discuss the common steps in the analysis of Monitoring and Evaluation data clearly highlighting the role of a Project/Programme manager at each stage. **[14 Marks]**
- (b) Using relevant examples, discuss the methods Programme Evaluators can use when collecting and recording qualitative data. **[06 Marks]**

QUESTION SIX

Performance monitoring & evaluation yield information that can be used as a management tool to ensure that corrective actions are taken to prevent and/or correct deviations from the initial plan.

- (a) As a trained person in Project/Programme Monitoring and Evaluation, explain the uses and reasons why we communicate M&E finding. **[12 Marks]**
- (b) Examine the challenges involved in disseminating M&E findings. **[08 Marks]**

END