



**AMREF INTERNATIONAL TRAINING CENTER**

**Qualification Code** : 041306T4PMN  
**Qualification** : Project Management Level 6  
**Unit Code** : BUS/OS/PM/CR/06/3/A  
**Unit of Competency** : Monitor And Evaluate Projects

**WRITTEN ASSESSMENT**

**INSTRUCTIONS TO CANDIDATE**

1. You have **THREE** hours to answer all the questions.
2. Marks for each question are indicated in the brackets.
3. The paper consists of TWO sections: A and B.
4. Do not write on the question paper.
5. A separate answer booklet will be provided.

**This paper consists of FOUR printed pages.**

**Candidates should check the question paper to ascertain that all the pages are printed as indicated.**

**SECTION A (40 Marks)**

**Answer all questions in this section**

1. Explain the meaning of the following terms as used in project management;
  - a) Monitoring (2 Marks)
  - b) Evaluation (2 Marks)
2. The aspect of monitoring is essential in every project. Highlight **four** benefits of project monitoring and evaluation. (4 Marks)
3. Project monitoring and evaluation experts use various ways to collect information about project activities. List **four** monitoring and evaluation data collection methods. (4 Marks)
4. Data analysis is the process of cleaning, changing, and processing raw data and extracting actionable, relevant information. Highlight **four** tools of data analysis in monitoring and evaluating projects. (4 Marks)
5. Identify **four** performance indicators measured during project monitoring and evaluation. (4 Marks)
6. Writing an evaluation report helps you share key findings and recommendations with internal and external stakeholders List **four** other uses of a monitoring and evaluation report. (4 Marks)
7. Logical Framework, a planning tool consisting of a matrix for an overview of a project's goal. State **four** elements of a logical framework. (4 Marks)
8. An evaluation plan sets out the proposed details of an evaluation. Highlight **four** components of a monitoring and evaluation plan. (4 Marks)
9. Monitoring and evaluation are closely related. As a student of project management, mention **four** ways on how these two aspect of project management are related (4 Marks)
10. Creating an effective monitoring report is a balance of art and science. List **four** characteristics of an effective monitoring report. (4 Marks)

**SECTION B (60 Marks)**

**Answer Question 11 and any other two questions in this section.**

11. Participatory monitoring and evaluation is the collective examination and assessment of a program or project by the stakeholders and beneficiaries. It is reflective; action oriented and seeks to build capacity of the stakeholders more so the primary beneficiaries. Participatory monitoring and evaluation is an umbrella term for a set of new approaches that stress the importance of making local peoples perspective into account and giving them a greater say in planning and managing the evaluation process. Local people, community organizations, NGOs and other stakeholder agencies decide together how to measure results and what actions should follow once this information has been collected and analyzed. The emphasis on participatory goes beyond the choice of particular methods and techniques to a wider consideration of who initiates and undertakes the evaluation process and who learns and benefits from the findings. Recent literature stresses the significance of attitudes and behaviors as integral to a Participatory approach. Required,
- a) Discuss **five** common principles in participatory monitoring and evaluation (10 Marks)
  - b) The participatory approach serves several purposes, describe **five** of these purposes. (10 Marks)
12. You have been appointed by the project manager of the WASH Alliance project which is being carried out in County X to oversee the evaluation report writing process.
- a) Analyze **five** benefits accruing from monitoring and evaluation reporting. (10 Marks)
  - b) Describe **five** contents you will have in your evaluation report. (10 Marks)
13. Monitoring and Evaluation is a process of continued gathering of information and its analysis, in order to determine whether progress is being made towards pre-specified goals and objectives, and highlight whether there are any unintended effects from a project and its activities.
- a) Evaluation must be tailored to fit the specific conditions in which it is taking place, evaluate **five** general guidelines for an effective evaluation. (10 Marks)
  - b) Explain **five** factors that contribute to the failure of monitoring and evaluation systems. (10 Marks)

14. Indicators can be set at many different levels and several types of indicators can be used to measure progress and success.

a) Propose **five** characteristics of a good indicator in project monitoring and evaluation

(10 Marks)

b) Analyze **five** types of indicators in monitoring and evaluation

(10 Marks)

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