



**CHRISTIAN SERVICE UNIVERSITY COLLEGE
KUMASI, GHANA**

FACULTY OF HUMANITIES

DEPARTMENT OF PLANNING AND DEVELOPMENT

END OF SECOND SEMESTER EXAMINATIONS-2018/2019 ACADEMIC YEAR

MSC. MONITORING AND EVALUATION

DPSD 804 –PARTICIPATORY MONITORING AND EVALUATION

May, 2019

60 Marks

Time Allowed: 3 hrs

INSTRUCTIONS TO CANDIDATES:

- Answer **questions one (1) and Two (2) and any other two (2) Questions**
 - Write your answer in the **Answer Booklet provided**
 - Note: Marks will be awarded for correct grammar, clarity of expression and logical presentation of facts.
 - Write your index number clearly at the top of every page of the question paper and answer booklet used.
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QUESTION ONE (COMPULSORY)

a) The World Bank's private arm, the International Finance Corporation, has found that only half of its Africa projects succeed.

Many other donors have not done much better.

Here are a few of the development projects in Africa that went wrong:

Project: Chad-Cameroon oil pipeline to the Atlantic Ocean

Donor: World Bank

Cost: \$4.2 billion

Where it went wrong: The pipeline was the biggest development project in Africa when it was completed in 2003. It was funded on condition that the money be spent with international supervision to develop Chad. However, President Idris Deby's government announced in 2005 that oil money would go toward the general budget and the purchase of weapons, or else oil companies would be expelled. Now Deby spends the oil money on regime survival and rigged elections.

Project: Lake Turkana fish processing plant, Kenya

Donor: Norwegian government

Cost: \$22 million

Where it went wrong: The project was designed in 1971 to provide jobs to the Turkana people through fishing and fish processing for export. However, the Turkana are nomads with no history of fishing or eating fish. The plant was completed and operated for a few days, but was quickly shut down. The cost to operate the freezers and the demand for clean water in the desert were too high. It remains a "white elephant" in Kenya's arid northwest.

Project: Lesotho Highlands water project

Donor: World Bank, European Investment Bank, African Development Bank

Cost: \$3.5 billion

Where is went wrong: The project to divert fresh water from the mountains for sale to South Africa and for electricity began in 1986. But the electricity proved too expensive for most people, and the diversion of so much water caused environmental and economic havoc downstream. The development fund raised from selling the water was shut down in 2003. The courts convicted three of the world's largest construction firms on corruption charges and the project's chief executive was jailed. Tens of thousands of people whose lives were ruined by the diversion are still waiting for compensation.

Project: Office du Niger, Mali

Donor: France

Cost: More than \$300 million over 50 years

Where is went wrong: The goal in 1932 was to irrigate 2.47 million acres to grow cotton and rice and develop hydropower in the Mali desert. More than 30,000 people were forced to move to the desert to work on the largest aid project attempted by French colonial authorities.

The African workers largely ignored French attempts to change traditional agricultural practices. By 1982, only 6 percent of the region was developed and the infrastructure was falling apart. The World Bank took over the project in 1985 and has shown limited success with rice farming.

Project: Roll Back Malaria, across Africa

Donor: Multiple agencies

Cost: About \$500 million

Where is went wrong: Roll Back Malaria, established in 1998, aimed to halve malaria incidence by 2010. The program said Africa needed \$1.9 billion a year to slow the disease, but by 2002 donors had only come up with \$200 million a year. By 2004 the infection rate had risen 12 percent. Experts say donors rarely followed through with pledges and some programs were subject to political considerations, such as what kinds of insecticides to use, whether to buy cheap generic drugs or how much poor people should pay for mosquito nets.

Explain why the above project interventions failed. **(15 Marks)**

b) An evaluator was asked to carry out an end of project evaluation. The two main agencies involved in the evaluation indicated that the purpose of the evaluation was primarily learning so as to improve efforts and bring about change in the next phase of the project.

Accountability to the funding agency was another purpose of the evaluation, but to a much lesser extent. During the first meeting, the evaluator discovered that only the two organisations had been involved in drawing up the ToR. After discussing the possible consequences of these choices, it was agreed that the input of the government, the main funder of the project, and key partners in the South was vital to the ToR. At a kick-off workshop (which could be organised only half-way through the process), one of the organisations indicated that the government was primarily interested in the accountability aspect of the evaluation. Consequent on this, the ToR was adapted.

What do you think the commissioners of the evaluation should have done earlier in the process? **(15 Marks)**

QUESTION TWO

In Ghana, there was an evaluation of a food and nutrition security initiative.

Initially, the team of evaluators explored issues together with community members in separate groups of men, women, boys and girls. In the evenings, the evaluation team came together to compare notes and share data generated from the field. They analysed together what went well and where improvements were needed, concluding that a few changes would need to be made. They then decided on the next steps for the following day and implemented the new approach for data gathering.

Discuss how the learning cycle was adapted in a systematic process in this project. **15 Marks**

QUESTION THREE

Action Aid International has decided to initiate a one-year project to be implemented in Ghana from September 2019 and September 2020. The project is to be funded by an anonymous donor with a grant of US\$800 000. The main volume of work is to take place in three (3) selected regions namely Ashanti, Northern and Central. One objective of this project is to evaluate the output /outcomes and impact of the pilot project and appraise the project partnership approach.

You have been appointed as a newly M&E consultant for this project. As an expert in PM&E convince Action Aid to allow you to use Participatory in M&E in this project. **(15 Marks)**

QUESTION FOUR

Participation in a project leads to increased empowerment, sustainability, ownership, relevance, impact, effectiveness and efficiency.

Discuss Pretty's typology of participation? **(15 Marks)**

QUESTION FIVE

What is entailed in an Annual Work Plan of an Operational Planning? **(15 Marks)**