

DO NOT REMOVE THE QUESTION PAPER FROM THE EXAMINATION HALL

UNIVERSITY OF LONDON

CENTRE FOR FINANCIAL AND MANAGEMENT STUDIES

MSc Examination

Postgraduate Diploma Examination

for External Students

91DFMC379

PUBLIC FINANCIAL MANAGEMENT

Project, Programme and Policy Evaluation

Specimen Examination

This is a specimen examination paper designed to show you the type of examination you will have at the end of this module. The number of questions and the structure of the examination will be the same but the wording and the requirements of each question will be different. Best wishes for success on your final examination.

The examination must be completed in **THREE** hours.

Answer **THREE** questions, you must answer the **ONE** question from **Section A** and select **TWO** questions from **Section B**. The question in Section A will account for 66% of the marks, and the two questions in Section B 34% (17% each). You are therefore advised to distribute your time in the same proportions – *ie* two hours for Section A and one hour for Section B, thirty minutes for each Section B question.

PLEASE TURN OVER

Answer **THE** question in **Section A**, and **TWO** questions from **Section B**.

Section A

You should spend no more than two hours answering the question from this section.

1. Read the document 'Evaluation Terms of Reference (TOR)'. The document is attached to this paper.

Your task is to set out a proposal to undertake the evaluation assignment specified in the Terms of Reference.

Your proposal should include:

- your interpretation of the Programme Theory (intervention logic) of the project
- a discussion of the contextual factors that will have a bearing on the work of the project and on its evaluation
- your evaluation design for the assignment: what approach will be adopted, what research methods will be used to gather the necessary data, and how it will be analysed? Your reasons for adopting the proposed evaluation design should be explained and justified
- a table setting out the key evaluation questions as given in the TOR; the indicators you proposed are needed to answer them, the sources of data, and the associated data collection instruments
- any additional comments that you think will be useful for those commissioning the evaluation – for example, on your expectations of their role in the evaluation; particular skills you believe your team will need to bring; observations of the evaluation questions and whether alternatives might offer better answers; identification of risks to the evaluation and how these might be mitigated; the adequacy of the time allocated; any additional questions you would like to ask about the evaluation which are not covered in the TOR.

Section B

You should aim to spend 60 minutes on this section, 30 minutes on each of the TWO questions you choose to answer.

Answer TWO questions only from the following:

2. What are the particular advantages and disadvantages of quantitative approaches to evaluating the impact of small local projects?
3. When might you use randomised control trials to evaluate public policy interventions?
4. What are the main differences between *ex post* and formative evaluations?
5. Write short notes to define and explain *three* of the following:
 - a) the evaluand
 - b) theory based evaluation
 - c) cost-benefit evaluation
 - d) participant observation
 - e) performance indicators.
6. Give at least four steps that the evaluator could take to encourage politicians to make better use of evaluation studies.

PLEASE TURN OVER

READING FOR SPECIMEN EXAM QUESTION

MSC Examination

Programme, Policy and Project Evaluation

Specimen Examination

Section A: Reading – Terms of Reference

CAMAID ZIMZANIA

TERMS OF REFERENCE FOR END OF PROJECT EVALUATION FOR:

**ENGAGING LOCAL COMMUNITIES IN DEMOCRATIC REFORMS,
EASTERN PROVINCE INTEGRATED PROGRAMME, ZIMZANIA**

March, 2015

BACKGROUND

Camaid is an International Organisation working with others to overcome poverty and suffering. Camaid has been working in Zimbabwe since 1963, specialising in long-term development and humanitarian response in collaboration with various local and International organisations. Camaid and its local partner are implementing jointly the project in Eastern Province. The project is funded by the European Union.

Project Summary

Camaid in partnership with Eastern Province Development Organization (EPDO) received a grant to improve the governance systems in Zimbabwe's Eastern Province. The project targeted approximately 600,000 people. The project approach focused on Policy Research, Capacity building, Civic education, Mobilization and facilitation of Citizen Participation forums, social audits and advocacy.

Generally, the project is aimed at ensuring that the rights of poor and marginalised men and women in Eastern Province County are improved through their engagement in political, social and economic systems at community and county levels.

The project has three specific objectives to achieve the above aim:

1. providing Eastern Province County government with institutions that are accountable, transparent, responsive and inclusive to deliver public services effectively targeting directly 120 national and county senior

government civil servants based in Eastern Province; 120 Political leaders within Eastern Province;

2. to encourage the citizens of Eastern Province increasingly to participate in county governance institutions and hold them accountable, targeting directly 450 social auditors and 450 citizen participatory fora members totalling 900 direct beneficiaries and indirectly 27,000 citizens through public Barazas in the 30 wards
3. enabling women in Eastern Province to take up leadership positions and participate in political and socioeconomic spheres of development targeting 120 women leaders.

In covering 30 wards and engaging local media, the project aims to reach out to around 600,000 community members. In summary, the project in essence aims to achieve three result areas – strengthened transparent, accountable and responsive County Government institutions; expansion of citizen participation space; and the engagement of women in decision-making.

Project Purpose

The purpose of the Project is to strengthen county administrative and political institutions to be accountable, transparent, responsive and inclusive to deliver public services effectively, to enable citizens of Eastern Province increasingly participate and hold their government institutions and leadership accountable and finally empower local women to increasingly take up leadership positions and participate in socioeconomic and political spheres of development.

The project is expected to realise the following results.

Result 1 –Eastern Province government increases its capacity for effective service delivery and efficient implementation of both local and national legislations and policies.

Result 2 – Citizens have increased awareness of their duties and those of the county government and they are involved in the decision-making processes and monitoring of the county governments.

Result 3 – Increased representation and participation of Turkana women, especially at the county government level

Result 4 – Development and application of global monitoring indicators that will measure the achievements and sustainability of the actions as well as process and output monitoring.

Indicators will be age, gender, and ethnicity specific.

PLEASE TURN OVER

Purpose and scope of the end-of-term evaluation

The purpose for this end-of-term evaluation is to review the relevance, effectiveness, impact and sustainability of the action of Eastern Province Community Engagement in Democratic Reforms.

The specific objectives of the evaluation include the following, to:

- assess the extent to which the planned outputs and outcomes are achieved
- evaluate whether the project has achieved its objectives as envisaged; achievements should be assessed in terms of quality, quantity, efficiency and effectiveness
- assess the adequacy, suitability and strengths and weaknesses of the implementation modality of the project
- comment on the contributions of the project to empowerment and capacity building of relevant stakeholders
- analyse and document the key successes, weaknesses and lessons learnt of the project, and recommend ways to build on these constructively for future initiatives
- highlight features, if any, of the project which could be its significant contribution to the knowledge base at a national level
- analyse the institutional sustainability of the project, with particular reference to the organisations, actors and network relationships ultimately responsible for continuity of the actions initiated or supported.

Evaluation methodology

As much as possible, the consultant should ensure that the evaluation is conducted in a participatory manner and that the exercise enables the participation of staff and partners to pick useful data collection and analysis skills. A team of the consultant(s) must develop an appropriate methodology which they propose to use and appropriate tools as part of the bid submission. The methodology should be clear on how the consultant will ensure participation of various project stakeholders including community leaders and government departments.

The methodology shall include the following scope of work:

- **review relevant project documents** to fully understand the programme objectives, strategies and outputs/ achievements. The documents will include but not be limited to: project document, progress reports and work plans, annual programme review workshop reports, thematic strategies and TORs, technical reports

- write up the **protocol of the evaluation** including background, to include methodology, sample size, sampling procedures, detailed evaluation plan identifying the proposed survey team, quality control and proposed budget for the exercise
- **develop relevant data collection** instruments and share tools with Camaid to agree on before data being collected
- Meet with Camaid, EPDO and EC and relevant partners working in Governance
- **interview key informants, Focus Group Discussions** and **undertake household** interviews in Eastern Province by selecting a mix of female and male respondents and other key vulnerability criterion applicable in this report
- ensure data quality through supervising data collection, entry analysis and reporting
- write and **submit draft report** providing information showing trends on progress, challenges and recommendations
- **finalise the report** factoring comments from Camaid and partner and technical advisors.

Deliverables

1. An inception report (maximum five pages) outlining the evaluation protocol, detailed approach/methodology and execution programme/timetable
2. Data collection tools
3. Draft report 1, to be shared with the project team for feedback
4. One-day workshop to share findings and recommendations to Camaid, its partners and relevant stakeholders
5. Final report, with feedback from project team incorporated.

Timeframe

The consultancy will be for a maximum of **15 billable/honorarium** days starting the day of signing of the contract.

Qualifications

The Consultancy team must be multidisciplinary, as the study is an opportunity to set the overall direction of the proposed program. At the minimum, the consultant(s) must possess the following:

- extensive experience with baseline and/or end-line survey and final evaluation design and enumeration, dealing with Governance, policy and development issues
- over 7 years' experience in undertaking/managing evaluations related to Governance, policy and development issues
- knowledge of evaluation techniques and analytical work
- excellent and proven experience in qualitative research, including development and application of participatory techniques at community level in a gender sensitive manner
- excellent report writing skills
- good facilitation skills.

[END OF EXAMINATION]