COURSE: DIPLOMA IN MONITORING AND EVALUATION

FINAL EXAMINATION

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SOLUTIONS TO FINAL EXAM.

Solutions to Question 1.

(a) Description of the following terms as used in project Monitoring and Evaluation:

Project Monitoring refers to the process of keeping track of all project-related metrics including team performance and task duration, identifying potential problems and taking corrective actions necessary to ensure that the project is within scope, on budget and meets the specified deadlines. (KnowledgeHut, 2019)

Project evaluation is a systematic and objective assessment of an ongoing or completed project. The aim is to determine the relevance and level of achievement of project objectives, development effectiveness, efficiency, impact and sustainability. Evaluations also feed lessons learned into the decision-making process of the project stakeholders, including donors and national partners. Evaluation is also an important part of accountability to its donors and to the Governing Body. (ILO, 2019).

Primary Stakeholder is any individual or entity that has a stake in the success of a business or organization. Primary stakeholders have a direct interest in the organization, as opposed to an indirect interest. These stakeholders typically either maintain their livelihoods directly through the organization or make use of the organization in some direct manner. Examples includes; employees, vendors, stockholders, partners etc. (Amanda, 2019).

Scope creep (also called requirement creep, or kitchen sink syndrome) in project management refers to changes, continuous or uncontrolled growth in a project's scope, at any point after the project begins. This can occur when the scope of a project is not properly defined, documented, or controlled. (Lewis et.al. 2002).

Impact Assessment is a means of measuring the effectiveness of organizational activities and judging the significance of changes brought about by those activities. It is neither Art nor Science, but both. Impact assessment is intimately linked to Mission, and, in that sense, ripples through the organisation. Being able to assess and articulate impact is a powerful means of communicating, internally and externally, the contribution of activities to the Mission of the organization. (IFRC, 2005)

(b) Differences between ex-ante evaluation and concurrent evaluation:

Ex-ante evaluation enables analysis of the anticipated impacts of the planned programme. Analysis-based ex-ante evaluation endeavours to optimize the structure of the programme, the sequence of priorities, as well as the external and internal coherence of the programme. This

evaluation projects anticipated results, and therefore estimates in accordance with the indicators and parameters of the concerned area, the economic and social grounds of the approved priorities and objectives. It justifies the grounds of decisions recommending use of funding, and ensures all information needed for donor decisions and monitoring local implementation **Whereas** Concurrent Evaluation is a continuous assessment system in semester system (also known as internal assessment or comprehensive assessment) for example is spread through the duration of course and is done by the teacher teaching the course. The continuous assessment provides a feedback on teaching learning process.

(c) Any six parts of a monitoring and evaluation report includes;

- Indicator performance against set targets
- Challenges and way forward
- Lessons learnt
- Success stories
- Coordination
- New innovations

(d) **Qualities of a good indicator with examples;**

An indicator is a variable whose value changes from the baseline level at the time the program began to a new value after the program and its activities have made their impact felt. It measures the value of the change in meaningful units that can be compared to past and future units. This is usually expressed as a percentage or a number.

Qualities of a good indicator can be said to be SMART;

Specific: The measured changes should be expressed in precise terms and suggest actions that can be taken to assess them.

Measurable: Indicators should be related to things that can be measured in an unambiguous way.

Achievable: Indicators should be reasonable and possible to reach, and therefore sensitive to changes the project might make.

Replicable: Measurements should be the same when made by different people using the same method.

Time bound: There should be a time limit within which changes are expected and measured.

In summary, indicators should be limited in number, comprise a mix of both quantitative and qualitative, be practical to collect and not dependent upon experts, and most importantly, tell us something about the project. The selection of indicators is critical, and there is clearly a range of criteria for their selection. However these are just guides, in the end project managers must make decisions and select indicators that will serve them well by providing information to better manage the project in order to achieve its objectives.

Examples of good indicators;

- Percentage (%) decrease in prevalence of water borne diseases
- % increase in proper hand-washing practices
- % increase in household income
- % increase in per unit yield of maize crop
- % increase in survival rate of the livestock
- Number (#) of CfW (Cash for Work) days created for the flood affectees.

(M&E Studies, 2017)

Solutions to Question 2.

(a)Differences between the following terms as used in project monitoring and evaluation;

(i) Project efficiency Vs. Project effectiveness;

- The ability to produce maximum output with limited resources is known as Efficiency. The level of the nearness of the actual result with planned result is Effectiveness.
- Efficiency is 'to do the things perfect' while Effectiveness is 'to do perfect things'.
- Efficiency has a short run perspective. Conversely, the long run is the point of view of Effectiveness.
- Efficiency is yield-oriented. Unlike Effectiveness, which is result oriented.
- Efficiency is to be maintained at the time of strategy implementation, whereas strategy formulation requires Effectiveness.
- Efficiency is measured in operations of the organisation, but Effectiveness of strategies is measured which are made by the organisation.
- Efficiency is the outcome of actual output upon given the number of inputs. On the other hand, Effectiveness has a relationship with means and ends
- (Surbhi, 2018)

(ii) Baseline survey Vs. Project sustainability;

A baseline survey it's a kind of survey that is being conducted during the monitoring and evaluation (M&E) process to define an impact of a project. It should take place when the project is being initiated so at the beginning of the project but after a decision of implementing it. If the project has several objectives a baseline survey helps to determine main areas for the project by giving you information on what you should focus more or less and is a benchmark for measuring success or failure of a project. Baseline survey can also be used as an accompaniment to a qualitative and quantitative data. Whereas;

Sustainability is the ability of an organization to continue its mission or program far into the future. All projects have to end eventually, but the project impact should continue. A project or organization can be sustainable in three main categories: organizational, financial, and community sustainability.

(Joanna, 2016)

(iii) Project relevance Vs. Project output;

Project relevance would state the need or the purpose to implement a project. It would necessarily brief the beneficiaries, the gain in terms of short-term and long-term, etc. whereas Project output refers specifically to any particular services, results, and or products that are generated as a result of a particular project related process. (Vasudev, 2017)

(iv) Primary data Vs. Secondary Data;

- The term primary data refers to the data originated by the researcher for the first time. Secondary data is the already existing data, collected by the investigator agencies and organizations earlier.
- Primary data is a real-time data whereas secondary data is one which relates to the past.
- Primary data is collected for addressing the problem at hand while secondary data is collected for purposes other than the problem at hand.
- Primary data collection is a very involved process. On the other hand, secondary data collection process is rapid and easy.
- Primary data collection sources include surveys, observations, experiments, questionnaire, personal interview, etc. On the contrary, secondary data collection sources are government publications, websites, books, journal articles, internal records etc.
- Primary data collection requires a large amount of resources like time, cost and manpower. Conversely, secondary data is relatively inexpensive and quickly available.
- Primary data is always specific to the researcher's needs, and he controls the quality of research. In contrast, secondary data is neither specific to the researcher's need, nor he has control over the data quality.
- Primary data is available in the raw form whereas secondary data is the refined form of primary data. It can also be said that secondary data is obtained when statistical methods are applied to the primary data.
- Data collected through primary sources are more reliable and accurate as compared to the secondary sources.
- (Surbhi S, 2017)

Solutions to Question 3.

(a) Key components of the logical framework approach in M & E:

The Logical Framework Approach (LFA) is an analytical process and set of tools used to support project planning and management. According to the World Bank (2000), "the Logical Framework has the power to communicate the essential elements of a complex project clearly and succinctly throughout the project cycle. It is used to develop the overall design of a project, to improve the project implementation monitoring and to strengthen periodic project evaluation". (EUROPEAN COMMISSION 2004).

The components includes;

- **Goals;** A project goal is a very general, high-level and long-term objective of the project. It is different from project objectives because the latter are very specific and have to be addressed alone by the project. But the goal cannot be achieved by the project on its own since there will be other forces like the Government, other agencies etc. also working to achieve it. It is a major benchmark to compare work between different projects.
- **Objectives;** Objectives are the specific objectives the project works to achieve within the stipulated time.
- **Activities or inputs;** Activities or inputs are actions undertaken by the project or the organization to achieve the set objectives
- **Outputs;** Outputs are immediate results that we achieve soon after the completion the project or any specific project activity.
- **Outcomes;** the outcomes are results that have been or that are to be achieved after a period of time, but not immediate.
- **Impact;** the impact is the longer-term result that has happened because of the activities undertaken in the project.
- **Indicators;** Indicators are a measure of the result. They give a sense of what has been or what is to be achieved.
- **Means of verification;** Data or information based on which the indicators will be measured or monitored.
- **Risks and assumptions;** External factors affecting the progress of the project
- **Costs;** Budgetary explanations

(Dillon, 2019).

(b) Meaning of project audit and description of two types of project audit:

Project auditing is a formal type of "project review", most often designed to evaluate the extent to which project management standards are being followed. Audits are typically performed by a designated audit department, the "Project Management Office", an empowered Steering Committee or an external auditor. The audit "entity" must have the designated authority to conduct the audit and make related recommendations.

(I.T Toolkit, 2019)

Audits are primarily classified into Internal and Statutory Audit. For conducting an internal audit, the auditor is appointed by the management of the company, whereas for conducting a statutory audit, the statutory auditor is appointed by the shareholders of the company. There are many different types of audits which are covered under internal and statutory audits like financial, operational, integration, etc.

Internal audit focuses on the financial and operating matters. Statutory auditor is also known as external auditor. Internal audit report findings are only submitted to the management of the organization, whereas statutory audit report is shared with the shareholders

(DB, 2019).

(c) Differences between Summative and formative evaluation;

Formative Assessment is a set of formal and informal assessment methods undertaken by the teachers at the time of the learning process. It is a part of the instructional process, which attempts to provide direct and detailed feedback to both teachers and students, regarding the performance and learning of the student. It is a continuous process that observes student's needs and progress, in the learning process.

Summative Assessment refers to the evaluation of students; that focuses on the result. It is a part of the grading process which is given periodically to the participants, usually at the conclusion of the course, term or unit to check the knowledge of the students. It seeks to evaluate the effectiveness of the course or program, checks the learning progress, etc. Scores, grades or percentage obtained to act as an indicator that shows the quality of the curriculum and forms a basis for rankings in schools.

The difference between formative and summative assessment can be drawn clearly on the following grounds:

- Formative Assessment refers to a variety of assessment procedures that provides the required information, to adjust teaching, during the learning process. Summative Assessment is defined as a standard for evaluating learning of students.
- Formative Assessment is diagnostic in nature while Summative Assessment is evaluative.
- Formative Assessment is an assessment for learning, whereas summative Assessment is an assessment of learning.
- Formative Assessment occurs on an on-going basis, either monthly or quarterly. On the other hand, Summative Assessment occurs only at specific intervals which are normally end of the course.
- Formative Assessment is conducted to enhance the learning of the students. Conversely, Summative Assessment is conducted to judge student's performance.
- Formative Assessment is undertaken to monitor student's learning. As opposed to Summative Assessment, aims at evaluating student's learning.
- The value of grades of formative assessment is less than the summative assessment, in a sense that grades obtained in FA will tell about the student's understandability while grades of SA, will determine whether the students should be promoted or not.

Examples of formative assessments include:

- A brief written summary of a lecture or lesson
- Student-teacher conferences
- A completed graphic organizer, such as a Venn diagram
- A quiz, which can be scored by the student or teacher.

Examples of summative assessments include:

- End of term or semester final exams
- End of unit or chapter tests
- Benchmark assessments which measure mastery of a standard State exams

Conclusion:

The principal difference between these two assessment procedures is that, while the formative assessment is a kind of the instructional process, summative assessment is a sort of grading process. A balanced assessment is based on both the two, that provides necessary information

about the next steps of the teachers and to measure student's learning regarding the content standard.

Surbhi (2016).

Solutions to Question 4:

a) Data Analysis;

Data analysis is the process of evaluating data using analytical and statistical tools to discover useful information and aid in business decision making. (Sridhar, 2018).

b) Three uses of monitoring and evaluation results;

- It often generates (written) reports that contribute to transparency and accountability, and allows for lessons to be shared more easily
- Provides the only consolidated source of information showcasing project progress
- It provides a more robust basis for raising funds and influencing policy. (UNDP 2002).

c) Seven factors that may lead to project failure;

Lack of a scope document; it's difficult to assign tasks in the absence of a proper scope document, let alone monitor the performance of your team because you're not sure about the scope of the project in the first place. Making a detailed scope document that highlights all the stakeholders' requirements is imperative for a successful project delivery as it enables your team members to understand what they have to do and sets a clear direction and objective for them to achieve.

Inconsistent communication; a survey conducted by Spike Cavell shows that 57% of projects failed due to poor communication. To save your project from failure, you need to establish a clear communication channel. Effective communication within any organization is important to keep all your team members on the same page, avoid confusions and keep them motivated. By communicating with your team, you can develop an environment of trust, proactively kill conflicts, which would bring the best out of your employees and eventually lead to a successful delivery of the project.

Poor planning; Lack of planning or poor planning can easily lead your project to failure. Spike Cavell's survey also revealed that 40% of projects fail due to poor planning and lack of resources. Spend time for making a solid plan for your project and it will help you in executing each phase of project smoothly. Brain Tracy sums it up brilliantly, "Every minute you spend in planning saves 10 minutes in execution; this gives you a 100% return on energy!"

Unrealistic expectations; KPMG Canada conducted a study and the results showed that 60% of the failed projects have a deadline of less than a year. Setting an unrealistic deadline and expectations dragged all these projects down the drain. Consider all the factors and constraints

involved that might adversely affect your project and then set a deadline. Instead of having unrealistic expectations, keep a buffer that gives you the liberty of completing the project without rushing through it. Having a buffer not only reduces the workload of your team member but also let them focus on each task in a better way.

Incompetent project manager and team; Selecting the right project manager and forming a competent team is critical for your project success. Unfortunately, 70% project managers in small and medium-sized businesses have no certification and lack formal training, which is why most projects they manage, fail to achieve their objectives. According to PricewaterhouseCoopers Insights and trends report, certified project managers supervise 80% of successful projects. You can easily overcome this issue by hiring experienced and certified project managers. Although, the trend of hiring certified project managers is gaining popularity but there is still a long way to go before the number of certified project managers exceeds the number of non-certified ones.

Lack of cohesion between your team members; Things can easily go from good to bad very quickly if there is no cohesion between your team members. Consider a scenario in which all team members are moving in different directions. Could you expect a positive result to come out of this situation? There could be many reasons for a lack of cohesion from personality differences to conflicting interests. All of them contributes towards taking you one step closer to project failure. It is the prime responsibility of project managers to unite the team members to achieve a common goal.

Poor monitoring and risk management; Just assigning roles to all your team members is not enough, you have to constantly monitor the progress and hold your team members accountable to what they are doing. Once they are responsible for their actions, they will perform better and deliver better results. Most project managers will tell you that risk management is an important part of project management yet, you will find many projects in which little or no emphasis is put on risk management. As a result, these projects fail to achieve their targets and go well beyond the specified deadline or budget. **(Hassan, 2016).**

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