**Africa Institute of project management studies (AIPMS)**

**Diploma in Monitoring and Evaluation**

**MONITORING AND EVALUATION FINAL EXAM**

**By**

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1 **(a)Describe the following terms as used in project Monitoring and Evaluation:  
(i) Project monitoring (2 marks)**

Project Monitoring refers to setting targets and milestones to measure progress and achievement, and whether the inputs are producing the planned outputs. Or 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.  
**(ii) Project evaluation (2 marks)**

Project evaluation is a systematic and objective assessment of an ongoing or completed project to determine the relevance and level of achievement of project objectives, development effectiveness, efficiency, impact and sustainability.  
**(iii) Primary stakeholder (2 marks)**

Primary stakeholder refers to people directly benefiting from or affected by an activity or outcome of a project*.*  
**(iv) Scope Creep (2 marks)**

Scope creep (also called requirement creep, or kitchen sink syndrome) refers to changes, continuous or uncontrolled growth in a project's scope, at any point after the project begins.

**(v) Impact assessment (2 marks)**

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 or Science, but both.    
**(b) Distinguish between ex-ante evaluation and concurrent evaluation. (4 marks)**

Ex ante evaluation is a broad initial assessment aimed at identifying which alternative will yield the greatest benefit from an intended investment whereas concurrent evaluation also called process evaluation or monitoring is a routine process of assessing the progress and performance of policies, programmes and projects. **(c) Identify any six parts of a monitoring and evaluation report. (6 marks)**

A monitoring and evaluation report should consist of the following parts as summarized below

**Front cover/Cover page-** The front cover should include:

* Program title and location
* Name(s) of evaluator(s)
* Period covered by the report
* Date of the report
* **Summary (or executive summary)** This is a brief (two to three pages) overview of the evaluation outlining major findings and recommendations. Some folks are too busy to read any further than the summary, so make sure that this is as complete and clear as possible.
* The summary should include: What was evaluated? Why was the evaluation done? What are the major findings and recommendations?

**Background information about the program -**Presumably, most of the people reading your evaluation report will at least be somewhat familiar with the program, but that's not necessarily the case. And even people who are familiar with the program may have some misconceptions, so take the time to make your goals, strategic plan, organizational structure, and other essential program elements clear. Typically, this section will include:

* Origins of the program
* Program goals
* Clients involved with the program
* Administrative/organizational structure
* Program activities and services
* Materials used and produced by the program staff

**Description of the evaluation -**This part explains why an evaluation was done and what you hoped to learn from it. It should also explain anything the evaluation was not intended to do.

**Results of the evaluation -**This part explains what your findings were in details; this section may include

* All data collected, analyzed and recorded and organized in an understandable form (charts, tables and graphs) except from interviews, testimonials from participants and clients, questionnaire results, test scores and anecdotal evidence and what the evaluators feel are the strengths and weaknesses of your program
* **Conclusions -**After writing all this stuff up, and base on your monitoring and evaluation results, it is wise to make your major conclusions and recommendations

**(d) Describe the characteristics of a good project indicator. (10 marks)**indicators are measurable variables. /they are pre-determined signal that a specific process has been achieved.

Good project indicators should have the following characteristics/qualities

* Indicators MUST be specific. they should be able to measure one thing at a time and should closely tack results it is intended to measure for example number of people trained on hygiene promotion.
* They should be measurable. they should be able to provide rich information qualitatively or quantitatively. for example, number of goats distributed.
* Indicators should be achievable. They should be cost effective and able to anticipate results pre-determined.
* Indicators should be programmatically relevant. They should be appropriately link to the subject at hand. For example, when aiming at preventing HIV/AIDs among teenagers, the indicator should be looking at the number of health facilities with trained health personnel.
* They should be valid. They should be straightforward in whatever tasks they are measuring. For example, % of people with more than one non-marital partner in past year as a valid measure of risky sex.
* They should be time bond. It should provide data over different time interval of interest.
* Indicators should be clear and precise. They should be unambiguous and precise in what they are measuring. For example, Number of households who received seeds.
* They should be reliable. They should consistently measure in the same way when use by different stakeholders. For example, number of people tested for HIV at work (by the visiting doctor).
* They should be one dimensional/objective. They should only measure one phenomenon at a time. For example, percentage of children under five years who sleep under ITNs.

**QUESTION TWO (20 Marks)**  
**(a)Differentiate between the following terms as used in project monitoring and  
evaluation:  
(i) Project efficiency Vs. Project effectiveness (5 marks)**

Project efficiency is a process which measures how well and productively/economically a manager uses his resources/inputs (funds, expertise, time etc.) to achieve goals whereas effectiveness refers to the extent to which the development intervention’s objectives were achieved, or are expected to be achieved considering their relative importance.

**(ii) Baseline survey Vs. Project sustainability (5 marks)**

A baseline survey is a data collection and analysis exercise to determine the baseline conditions (indicators) from which change and progress can be assessed whereas project sustainability is the continuation of benefits from a development intervention after major development assistance has been completed.

**(iii) Project relevance Vs. Project output (5 marks)**

Project relevance is the extent to which the objectives of a development intervention are consistent with beneficiaries’ requirement, country needs, global priorities and partners’ and donors’ policies whereasOutputs are immediate results that we achieve soon after the completion the project or any specific project activity.

**(iv) Primary data Vs. Secondary Data (5 marks)**

Primary data is data collected by a researcher from the first-hand sources, using methods like surveys, interviews, or experiments whereas secondary data is data gathered from studies, surveys or experiments that have been run by other people or for other research  
  
**QUESTION THREE (20 Marks)  
(a)Identify the key components of the logical framework approach in M & E. (5 marks)**

The Logical Framework Approach (LFA) is an analytical, presentational and management tool that can aid planners to logically formulate and prepare programmes and projects. It provides a step by step method of doing *analysis* and tips for preparing a good project brief in the form of a *Logical Framework Matrix (LFM).*

The LFAinvolves problem analysis, stakeholder analysis, developing a hierarchy of objectives and selecting a preferred implementation strategy. The product of this analytical approach is the ***MATRIX*** (the Logical Framework), which summarizes what the project intends to do and how, what the key assumptions are, and how outputs and outcomes will be monitored and evaluated**.** It contains the following components

The Logical Framework Approach consists of 2 phases – the Analysis Phase and the Planning Phase. The Analysis Phase consists of 4 steps – Stakeholder Analysis, Problem Analysis, Analysis of Objectives and Strategy Analysis whilst the Planning Phase consists of the Logical Framework Matrix and Activity and Resource Scheduling.

* **Analysis phase**

**Stakeholder Analysis –** Identifying & characterizing major stakeholders, target groups & beneficiaries, defining whose problems will be addressed by a future intervention

**Problem Analysis –** Identifying key problems, constraints and opportunities; determining cause and effect relationships

Problem analysis represents the first step in project design. It is the process through which stakeholders identify and analyze the problem(s) that the project is trying to overcome. The result of this analysis is usually summarized in a tree diagram that links problems with their causes

**Analysis of Objectives –** developing objectives from the identified problems; identifying the means to ends relationships

project goals and objectives are developed and structured in a hierarchy to match the analysis of problems. They can be represented as a mirror image of the problem tree diagram. While projects are usually designed to address long-term sectoral or national goals, objectives are specific to the project interventions

**Strategy Analysis/ selection of a preferred implementation strategy/ –** identifying the different strategies to achieve objectives; selecting the most appropriate strategy (ies); determining the major objectives (overall objectives and project purpose

* **Planning phase**

The product of the above analytical approach is usually summarized in a matrix called the logical frame matrix, which summarizes what the project intends to do and how, what kind of effects are expected, what the project key assumptions are, and how outputs and outcomes will be monitored and evaluated.

**Log frame –** *The logical framework or log frame is a document that gives an overview of the objectives, activities and resources of a project. It also provides information about external elements that may influence the project, called risk and assumptions.*

**Logical framework matrix structure (LFM)**

|  |  |  |  |
| --- | --- | --- | --- |
| Project description  *(Intervention logic)* | OVI  *(Objectively verifiably Indicators)* | MoVs  *(Methods/means of verifications)* | Risk and assumptions |
| Goal | Indicators | MoVs |  |
| Purpose Objectives | Indicators | MoVs | assumptions |
| Components objectives | Indicators | MoVs | Assumptions |
| Outputs | indicators | MoVs | Assumptions |
| Activities | Milestones specified in activity schedules and scope of services. Work plans and management reports on physical and financial progress | Milestones specified in activity schedules and scope of services. Work plans and management reports on physical and financial progress | Pre-conditions |

**Definition of Terms used in a Logical Framework Matrix**

* **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 should 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.
* **Impact-** The impact is the longer-term result that has happened because of the activities undertaken in the project.
* **Objectives-** Objectives are the specific objectives the project works to achieve within the stipulated time.
* **Outcomes-** The outcomes are results that have been or that are to be achieved after a period of time, but not immediate.
* **Output**- Outputs are the immediate physical and financial results of project activities. Examples: kilometers of agricultural roads constructed, number of schools renovated, and number of farmers attended a training course; number of textbook printed, etc.
* **Activities-** Activities or inputs are actions undertaken by the project or the organization to achieve the set objectives
* **Indicators-** Indicators are a measure of the result. They give a sense of what has been or what is to be achieved.
* **MOVs-** Data or information based on which the indicators will be measured or monitored
* **OVIs-** Measurable indicators that will show whether or not the expected results have been achieved at each level of the Logical Framework hierarchy (e.g. better quality of life (goal), higher incomes (purpose), higher crop production (output), staff and facilities in place (inputs). Each indicator must be objectively verifiable in that different independent observers would come to the same conclusion as to the status of the achievement. Verifiable indicators may not always be quantifiable, and can be qualitative measures. They also provide the basis for designing an appropriate management information system.
* **Risks/Assumption-** External factors affecting the progress of the project
* **Costs-** Budgetary explanations
* **Activity Scheduling –** determining the sequence and dependency of activities; estimating their duration, setting milestones and assigning responsibility
* **Resource Scheduling –** from the activity schedule, develop input schedules and a budget

**(b) What is meant by project audit? Describe the two type of project audit. (7 marks)**

Project auditing is a formal type of "project review", most often designed to evaluate the extent to which project management standards are being followed.

The following are the various types of project audits.

* **Risk Audit-** Risk audits help with overall process improvement. The risk responses (that were implemented) are analyzed to determine if they were effective in handling the risks and their root causes. Similarly, you can also audit and gauge the effectiveness of the risk management processes in the project as a whole too
* **Procurement Audit** - A structured overall review flushes out issues, sets-up lessons learned, helps ensure problems are resolved for future projects and also identifies successes and failures that warrant transfer to other procurements
* **Operational/Process Audit** -this type of audit involves evaluating a department, or area’s processes, procedures, and associated internal control activities to determine how they impact the attainment of the organizational goals and objectives.
* **Financial Audit** - this type of audit involves reviewing the department’s records and reports in order to determine if financial transactions are properly recorded in the organizational financial accounting and reporting system.
* **Compliance Audit**- this type of audit involves verification of whether or not a college, department, or area is in compliance with established guidelines (policies, procedures, laws, regulations) and term of contracts/grants. These would include adherence to the internal policies and procedures as well as external requirements from federal/state agencies.
* **Investigative Audit**-this type of audit address allegations or discoveries of internal theft, manipulation of records, misuse of assets and or conflict of interest.
* **Follow-up Audits** are designed to determine whether previous audit recommendations have been implemented. These audits may be scheduled between 90 and 180 days after issuance of the final report depending on the significance of the findings.

**(c) Differentiate between formative evaluation and summative evaluation. (8 marks)**

* formative assessment is an ongoing activity. The evaluation takes place several times during the implementation process. A summative evaluation takes place at a complete time. Not during the process, but after it. The evaluation takes place after implementation’s completion.
* With formative assessments, you try to figure out whether a project’s doing well or needs redesigning by monitoring the implementation process. When you use summative assessments, you assign benchmarks. The benchmark tells you whether the project or program achieved the goal or not.
* For formative assessment, the purpose is to improve project’s implementation. In order to do this, you need to be able to give meaningful feedback. For summative assessment, the purpose is to evaluate project’s achievements.
* Formative assessment includes little content areas. For example: 3 formative evaluations of 1 chapter. Summative assessment includes complete chapters or content areas. For example: just 1 evaluation at the end of a chapter.
* The last difference is that Formative assessment considers evaluation as a process. This way, the teacher can see a student grow and steer the student in an upwards direction. With summative assessment, it’s harder for you to steer the student in the right direction. The evaluation is already done. That’s why summative assessments or evaluations are more of a product.

**QUESTION FOUR (20 Marks)  
(a)Collecting information or data is just one part of the process of monitoring and evaluation. What is meant by data analysis? (3 marks)**

Data analysis is the process of evaluating data using analytical and statistical tools to discover useful information and aid in business decision making.   
**(b) State any three uses of monitoring and evaluation results. (3 marks)**

Monitoring and evaluation results can play many different roles, and the information produced can be put to very different uses:

* To demonstrate accountability—delivering on political promises made to citizenry and other stakeholders
* To convince—using evidence from findings
* To educate—reporting findings to help organizational learning
* To explore and investigate—seeing what works, what does not, and why
* To document—recording and creating an institutional memory
* To involve—engaging stakeholders through a participatory process
* To gain support—demonstrating results to help gain support among stakeholders
* To promote understanding—reporting results to enhance understanding of projects, programs, and policies. (Adapted from Worthen, Sanders, and Fitzpatrick 1997.)

**(c) Describe any seven factors that may lead to project failure. (14 marks)**

The factors that may lead to project failure includes the following (as noted by Sarmad Hasan -November 17, 2016)

* Lack of a scope document -In the absence of a proper scope document, you can never assign tasks, 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](http://www.it-cortex.com/Stat_Failure_Cause.htm) conducted by Spike Cavell shows that 57% of projects failed due to poor communication. This makes it one of the major causes of project failure. To save your project from failure, you need to establish a clear communication channel. Additionally, you should use a project management system which enables smooth communication within your project team. 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](http://www.it-cortex.com/Stat_Failure_Cause.htm#The%20KPMG%20Canada%20Survey%20(1997)) 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](http://www.pwc.com/mx/es/industrias/proyectos-capital/archivo/2013-08-insight-trends.pdf), 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 that is where team collaboration software like [TaskQue](https://taskque.com/) can help you. 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.