**Cavine Anek**

**Diploma in Grants Management 2019 intake**

**Module 4 assignments**

**Questions and Answers**

1. Describe the following terms as used in project Monitoring and Evaluation:

(i) Project monitoring

Monitoring is the process of collecting information about a project of a program. It goes all round the project/program cycle. Monitoring is done to take stock of the project and learn from experiences and helps to make informed decision for the future. It’s important to note that in a project/program management monitoring is done for both activities and budgets to check its consistency. Project monitoring may be done by internal project managers, Monitoring and evaluation officers and finance managers.

According to Lee H MacDonald, Monitoring means to *watch or check*. In particular, monitoring is essential to evaluate management effects on given resource and justify the expenditure of funds.

(ii) Project evaluation

Evaluation is the assessment of the performance of a project in relation to its stated objectives. Evaluation may be done by an external person (external firm/person not in the organization or by a person in the organization who was not part of the project implementation or by donor) and may be done at midterm project implementation or at the end of the project.

According to Igbokwe-Ibeto, Chinyeaka Justine Department of Public Administration, Faculty of Management Sciences Lagos State University, Ojo – Nigeria, Project monitoring means the assessment of the performance of a project to ascertain its conformity with stated objectives or goals. Project evaluation therefore, is a policy analysis undertaken on a project/program that is already in effect. That is the systematic examination of any activity or group of activities undertaken to make a determination about their effects, both short and long range. Yet, in a related meaning, project evaluation can be defined as an assessment of the effectiveness of a program or grant project after it has been completed. It is undertaken by the granting agency to determine if its funds were spent effectively, legally and according to the original grant application

(iii) Primary stakeholder

Stake holders at various levels engage in monitoring and evaluation of projects or program. They participate in the process and result of the monitoring and evaluation activity and engage on taking and identifying corrective actions. Stakeholders get valued when they participate in the monitoring and evaluation processes. Also participation of stakeholders’ means sharing common understanding of the projects and it’s a form of accountability.

(iv) Scope Creep

Scope Creep in project management and evaluation refers to how a project’s requirements tend to increase over a project lifecycle, e.g. what once started out as a single deliverable becomes five. Scope creep in project management is one of the biggest causes of project failure if not controlled properly.

According to [Sylvia Moses](https://www.workamajig.com/blog/author/sylvia-moses), May 24, 2018, “Project Management, Creative Management” scope creed in refers to continuous and incremental changes that lead to an uncontrolled and unauthorized growth in the project scope.

 “Scope creep is the uncontrolled expansion to project scope without adjustments to time, cost, and resources,” according to the PMBOK Guide

(v) Impact assessment

Impact Assessment according International Federation Handbook means measuring the effectiveness of organizational activities and judging the significance of changes brought about by those activities. Impact assessment is intimately linked to Mission, and, in that sense, ripples through the organization. Being able to assess and articulate impact is a powerful means of communicating, internally and externally, the contribution of activities. Impact is seen as the positive and negative, intended or unintended long-term results. Impact should be seen as the contribution of the intervention to the overall goal.

According to Bruce Mitchell University of Waterloo Waterloo, Ontario March 1992, impact assessment as a process for resource management and environmental planning that provides for the achievement of the goal of sustainability.

2. Collecting information or data is just one part of the process of monitoring and evaluation.

(a) What is meant by data analysis?

According to my own understanding, data analysis is the process of systematically applying statistical and logical techniques to describe, illustrate, evaluate and present an information.

(b) State any three uses of monitoring and evaluation results

* It is used for donor reporting purposes.
* It is used for fund raising purposes especially in areas that show there is still need.
* It is used to redesign the program/projects, draw lesion learnt for planning purposes.

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

* Poorly defined project scope
* When there is poor planning for the project managers
* When risks and assumption and not put into consideration during the designing of the project.
* Poor monitoring and evaluation of the project and also lack of skills in tracking the project progress
* Ineffective leadership within the organization leading to poor communication among the project team.
* Key staff turnover leading to new recruitment and hence loss of institutional memory
* Differing opinion of staff in the organization with no proper guidance from management
* Limited capacity of the implementing staff

3. Differentiate between formative evaluation and summative evaluation

According to Wynne Harlen and Mary James in their journal “Assessment and Learning: differences and relationships between formative and summative assessment published in 28th July 2006 stated that the requirements of assessment for formative and summative purposes differ in several dimensions, including reliability, the reference base of judgments and the focus of the information used. This challenges the assumption that summative judgments can be formed by simple summation of formative ones. An alternative procedure for linking formative and summative assessment is proposed such that their separate functions are preserved.

According to Maddella Taras journal published in 05 July 2010 argues that all assessment begins with summative assessment (which is a judgment) and that formative assessment is in fact summative assessment plus feedback which is used by the learner.

According to Daylan Willian and Paul Black journal published on Dec 1996 states that an assessment is defined as serving a formative function when it elicits evidence that yields construct‐referenced interpretations that form the basis for successful action in improving performance, whereas summative functions prioritize the consistency of meanings across contexts and individuals. Aspects of the interplay of meanings and consequences are explored for each of the three phases, and it is suggested that this interplay may be fruitful in distinguishing the two functions. Tensions between summative and formative functions of assessment are illustrated in the context of the National Curriculum, and although it is shown that such tensions will always exist, it is suggested that the separation of the elicitation of evidence from its interpretation can mitigate that tension.

4. Identify and explain any four features or characteristics of a project

* Projects have monitoring and evaluation plans
* Projects have logical framework
* Projects have time frame, the start date and end date which is designed in a implementation work plan
* Project has a budget, costed budget for each unit of activity and other support cost.

5. Explain the significance of the following techniques to collection of project evaluation data

i) Community meetings

Community are always informed about the problem in the area of study. Therefore it’s important to consult the community so that their ideas are factored in evaluation of the data. Its also part of accountability to the community.

ii) Critical incident analysis

Critical Incident analysis is the process in which evaluators classify and identify both critical incidents and critical performances. Critical incident method data may be analyzed from either a qualitative or quantitative perspective

iii) Focus group discussions

A focus group discussion involves gathering people from similar demographic backgrounds or experiences together to discuss a specific topic of interest. In most cases in a focus group discussion, clustering the people depends on many factors including gender, culture, age bracket, level of education etc. This is because the situation of each category of people are treated as unique. It is a form of qualitative research where questions are asked about their perceptions attitudes, beliefs, opinion or ideas.

6. Monitoring and evaluation are always portrayed as being one and the same thing, yet that are different.” Discuss the truthfulness of this statement.

According to UNICEF, Programme Policy and Procedures Manual: Programme Operations, UNICEF, New York, Revised May 2003, pp. 109-120, Monitoring and evaluation (M&E) are integral and individually distinct parts of program preparation and implementation. They are critical tools for forward-looking strategic positioning, organizational learning and for sound management.

Both monitoring and evaluation are meant to influence decision-making, including decisions to improve, reorient or discontinue the evaluated intervention or policy; decisions about wider organizational strategies or management structures; and decisions by national and international policy makers and funding agencies.

However….

Monitoring is the process of collecting information about a project of a program. It goes all round the project/program cycle. Monitoring is done to take stock of the project and learn from experiences and helps to make informed decision for the future. It’s important to note that in a project/program management monitoring is done for both activities and budgets to check its consistency. Project monitoring may be done by internal project managers, Monitoring and evaluation officers and finance managers. According to UNICEF, Programme Policy and Procedures Manual: Programme Operations, UNICEF, New York, Revised May 2003, pp. 109-120, there are two types of monitoring:-

Situation monitoring measures change in a condition or a set of conditions or lack of change. Monitoring the situation of children and women is necessary when trying to draw conclusions about the impact of program or policies. It also includes monitoring of the wider context, such as early warning monitoring, or monitoring of socio-economic trends and the country’s wider policy, economic or institutional context. Performance monitoring measures progress in achieving specific objectives and results in relation to an implementation plan whether for program, projects, strategies, and activities.

Evaluation is the assessment of the performance of a project in relation to its stated objectives. Evaluation may be done by an external person (external firm/person not in the organization or by a person in the organization who was not part of the project implementation or by donor) and may be done at midterm project implementation or at the end of the project.

According to UNICEF, Programme Policy and Procedures Manual: Programme Operations, UNICEF, New York, Revised May 2003, pp. 109-120, Evaluation attempts to determine as systematically and objectively as possible the worth or significance of an intervention, strategy or policy. The appraisal of worth or significance is guided by key criteria discussed below. Evaluation findings should be credible, and be able to influence decision-making by program partners on the basis of lessons learned. For the evaluation process to be ‘objective', it needs to achieve a balanced analysis, recognize bias and reconcile perspectives of different stakeholders (including intended beneficiaries) through the use of different sources and methods.