**STRATEGIA NETHERLANDS**

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MONITORING AND EVALUATION FINAL EXAM

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

Monitoring is a continuous or day to day assessment of project’s activities until the end of the project. In other words, it is a systematic collection of information on the ongoing project’s activities during the project’s life. It aims to take corrective measures to prevent from moving beyond its predefined goal.

(ii) Project evaluation (2 marks)

It is a periodic assessment of a project’s realizations and the progress being reached by the implementation of a project.

(iii) Primary stakeholder (2 marks)

According to module 1, a stakeholder can be defined as any individuals, groups of people, institutions or organizations’ that may have a significant interest in the success or failure of a potential project around the issue of concern. These may be affected either positively or negatively by a proposed project.

So, primary stakeholders are the people or groups that stand to be directly affected, either positively or negatively, by an effort or the actions of an agency, institution, or organization.  In some cases, there are primary stakeholders on both sides of the equation: a regulation that benefits one group may have a negative effect on another.  A rent control policy, for example, benefits tenants, but may hurt landlords (CTB, 2019).

(iv) Scope Creep (2 marks)

Scope creep in project management refers to continuous and incremental changes that lead to an uncontrolled and unauthorized growth in the project’s scope (MOSES, 2018).

(v) Impact assessment (2 marks)

Impact assessment is an approach to evaluate whether observed changes in outcomes among project target groups can be attributed to development projects. Simply comparing areas with and without projects or comparing indicators before and after projects often fails to account for factors that may contribute to observed changes such as economic factors, natural disasters or conflicts (IFAD, 2019).  
  
(b) Distinguish between ex-ante evaluation and concurrent evaluation. (4 marks)

Ex-ante evaluation:

According to European Commission (2001), Ex ante evaluation is a process that supports the preparation of proposals for new or renewed Community actions. Its purpose is to gather information and carry out analyses that help to define objectives, to ensure that these objectives can be met, that the instruments used are cost-effective and that reliable later evaluation will be possible.

Concurrent evaluation or midcourse evaluation: This kind of evaluation is carried out during the implementing phase of the project. Its goal is to verify if project is moving toward its predefined objective. It serves two immediate purposes: decision-making and taking stock of initial lessons from experience. Specifically, a mid-course evaluation provides a programme or project manager with a basis for identifying appropriate actions to: (a) address particular issues or problems in design, implementation and management, and (b) reinforce initiatives that demonstrate the potential for success (UNDP[[1]](#footnote-1), 2019).

(c) Identify any six parts of a monitoring and evaluation report. (6 marks)

According to module 1, a monitoring and evaluation report should these six parts below:

1. Title page
2. Table of Contents
3. Executive Summary
4. Introduction
5. Evaluation Objectives and Methodology
6. Findings and Conclusions

(d) Describe the characteristics of a good project indicator. (10 marks)

According to the module 2 of this monitoring and evaluation course, a good indicator should be CREAM:

* Clear: Precise and unambiguous
* Relevant: Appropriate to the subject at hand
* Economic: Available at reasonable cost
* Adequate: Provide enough basis to assess performance
* Monitorable: Amenable to independent validation

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 Effectiveness**: A measure of the extent to which a project or program is successful in achieving its objectives.

**Project Efficiency**: A measure of the "productivity" of the implementation process – how economically inputs are converted into outputs, or the optimal transformation of inputs into outputs.

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

**Baseline survey**: A baseline survey is the survey conducted to collect data for describing the situation prior to the implementation of the project, which is used to determine the results and accomplishments of an activity, and which serves as an important reference for the summative evaluation.

**Project sustainability**:

According to <https://proposalsforngos.com/what-is-project-sustainability/> , **Sustainability** is the ability of an organization to continue its mission or program far into the future. All [projects](https://proposalsforngos.com/tag/projects/) have to end eventually, but the project [impact](https://proposalsforngos.com/tag/impact/) should continue. [Donors](https://proposalsforngos.com/tag/donors/) want to see how the project and its impact will outlive their direct involvement in the project. A project or organization can be sustainable in three main categories: organizational, financial, and community sustainability.

## Community

Community sustainability is how the community carries out the project activities even after the NGO leaves.

Example: The project trains 50 new mothers on infant nutrition. After the training, these mothers will then share their knowledge with other mothers, children, and neighbors in their communities. In this way, the project will continue to reach an additional 200-500 indirect [beneficiaries](https://proposalsforngos.com/tag/beneficiaries/) one year after official project [activities](https://proposalsforngos.com/tag/activities/) are completed.

## Financial

Financial sustainability is how the financial support required for the project or the organization will continue after the [grant](https://proposalsforngos.com/tag/grants/) has ended.

Example: As part of the advocacy initiative, the Communications Team will organize an online newsletter and crowd-sourcing campaign. This campaign will also include an annual appeal to further support the project.

## Organizational

Organizational sustainability is how the NGO itself continues to function after the project.

Example: The program will us social media to publicize its research findings, and also help attract new volunteers to the organization.

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

**Project relevance**: The degree to which the rationale and objectives of an activity are, or remain, valid, significant and worthwhile, in relation to the identified priority needs and concerns.

**Project output**: The planned results that can be guaranteed with high probability as a consequence of development activities/inputs. They are the direct results of program activities.

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

**Primary data**: Is the data you have collected through interviews, surveys and focus-groups for the evaluation purpose

**Secondary data**: the secondary data is the data collected by another author that you may find in the literature search, in project reports or other sources.  
  
QUESTION THREE (20 Marks)  
(a)Identify the key components of the logical framework approach in M & E. (5 marks)

The key components of a logical framework are:

1. **In horizontal lines**

**Indicators of Achievement**: Measures of the extent to which a contribution to the goal has been made. There are two main kinds of indicators: quantitative and qualitative.The quantitative indicators are generally digits (numbers), ratios, percentage, price… while the qualitative indicators are words that describe a situation or a behavior.

**Means of Verification**: Sources of information and methods used to collect or report it. For example, the report after an activity is carried, pictures of beneficiaries, signed lists of beneficiaries are means of verification.

**Important Risks and Assumptions**: The assumptions are external conditions which are not influenced by the project management, but which determine the desired outcomes of the project, of the specific

1. **In vertical lines**

**Goal**: The broader development impact to which the project/program contributes. It may be at national or sectoral level. It is the long-term effect of a project intervention. This way, in most of the case, the achievement of the goal may be observed during the impact evaluation 2 or 3 years after the end of the project.

**Outcomes**: Outcomes are the events, occurrences, or changes in conditions, behavior, or attitudes that indicate progress toward a project’s goals. Outcomes are specific, measurable, and meaningful[[2]](#footnote-2). For example, after an intervention on how to protect the young people against the transmissible diseases, some young people start to use condoms while having sex.

Outputs: The direct measurable results (goods and services) of the project which are largely under the project management’s control. For example, the delivery of ten tons of seeds to farmers are an output.

**Activities**: The tasks carried out to implement the project and deliver the identified outputs. For example, training over how to better produce is an activity.

(b) What is meant by project audit[[3]](#footnote-3)? Describe the two type of project audit. (7 marks)

It 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](https://www.ittoolkit.com/articles/project-management-office)", an empowered [Steering Committee](https://www.ittoolkit.com/articles/project-steering-committees) or an external auditor.  The audit "entity" must have the designated authority to conduct the audit and make related recommendations. So this way, there are two types of project audits:

1. Internal audit: the internal audit is conducted by the audit department “ the project management office” that is competent to do so.
2. External audit: the external audit is carried out by a external auditor most often a qualified consultant recruited by the project management.

In both cases, the auditors must have legal authorizations to make recommendations.

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

**Formative evaluation**: According to the reading of the first module 1, the formative evaluation is a kind of evaluation that aims at examining the development of a project and may lead to changes in its structure and the way it is being carried out. This way, the most commonly used one is the midterm or midcourse evaluation. In other words, it involves a systematic collection of information to assist decision-making during planning or implementation of a program and focuses mostly on operational activities but might take a wider perspective by taking into consideration long-term effects.

**Summative evaluations**: they are also called outcome or impact evaluation. As outcome or impact evaluations, they analyze what the project has accomplished in terms of its stated goal. There are two types of summative evaluations: 1) End evaluations which aim to the situation when the external aid is terminated and to identify the possible need for follow up activities either by donors or project staff. 2) Ex-post evaluations are carried out two to five years after external support is terminated.

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)

We mean by data analysis an important step in Monitoring and Evaluation when assessing progress or performance of a project or programme. According to the site [www.measureevaluation.org](http://www.measureevaluation.org)[[4]](#footnote-4) , data analysis will enable you to assess whether and how your program has achieved both program-level and population-level objective.

(b) State any three uses of monitoring and evaluation results. (3 marks)

The followings are the three most commonly uses of monitoring and evaluation data:

* To improve other programme or projects of the same category. A monitoring and evaluation system in a portfolio or a mere project may have to enlighten managers about direction to follow during a project cycle. This way, the monitoring and evaluation data help improve the project or programme action.
* To learn from the mistakes and the bottlenecks met on project sites during implementation. During the life of a project, we can face many difficulties due to most of to limited knowledge of the project sites or the beneficiaries. Monitoring and Evaluation teaches us about the difficulties and the mistake that the management has made.
* To help donors make better funding decision. It is one of the most commonly known utility of monitoring and evaluation results. Most donors use monitoring and evaluation to fund actions in a specific sector or to keep on financing a specific project.

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

The project Management site (<https://project-management.com/top-10-main-causes-of-project-failure/>) which is known as a reference in project management describes ten main causes that may lead to project failure. We use in the following paragraphs the seven first ones textually to answer the question:

**1. Poor Preparation**

You need to have a clear picture of what you’re going to do, in advance – as much as possible. Otherwise, you may find yourself up stream without a paddle. You need to know what project success looks like at the beginning and don’t lose focus of it. Hence, if you don’t have a clear focus at the at the earliest stage of the process, you are making things harder on yourself. Have a meeting, even if it is lengthy, with stakeholders to discuss their expectations on cost, time and product quality. Know how you will execute your tasks in order to meet everyone’s expectations.

**2.** **Inadequate Documentation and Tracking**

This is the responsibility of the project manager. Tracking milestones is how you are going to know whether you are meeting expectations. Proper recording and monitoring let the project manager identify where more resources are needed to complete a project on time.

**3. Bad Leadership**

When we see this word, leader, we usually think, the project manager. However, the people at each management-level have a responsible to ensure that the project is successful. Management should not micromanage but provide support to ensure that the project management can follow through with the expectations placed upon them.

**4. Failure to Define Parameters and Enforce Them**

When you’re a leader, PM, it’s imperative that you’re able to work well with your team. If and when tasks or goals are not met to standard, there should be ramifications. Rank tasks by priority and assign them to the most proficient individual.

**5. Inexperienced Project Managers**

A project manager has a lot of responsibility. You need to assign people to management roles who have matching education and experience. In some cases, and perhaps more often than not, inexperienced managers are given projects. They may be very capable of managing projects, but the key is to keep them at a level where they can succeed. Otherwise, you will set them up for failure. On the other hand, there’s nothing wrong with a challenge, just don’t make it beyond their reach.

**6. Inaccurate Cost Estimations**

There may be times when your cost estimates are completely off. As you know, when resources run-out, the project stops. Prevent this by identifying the lack of resources early on.

**7. Little Communication at Every Level of Management**

Whether it’s between upper management, middle or with the team, it’s disastrous to have poor communication. Everyone should feel free to come forward to express their concern or give suggestions. When everyone is on the same page and there’s transparency, workflow is at an optimum level.

**Reference**

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1. <http://web.undp.org/evaluation/documents/mec25.htm> [↑](#footnote-ref-1)
2. <https://www.cdfa.ca.gov/specialty_crop_competitiveness_grants/pdfs/developing_measure_outcomes.pdf> visited on April 14, 2019. [↑](#footnote-ref-2)
3. <https://www.ittoolkit.com/articles/project-audits> [↑](#footnote-ref-3)
4. <https://www.measureevaluation.org/resources/training/capacity-building-resources/data-quality-portuguese/AD_1.pdf> [↑](#footnote-ref-4)