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DIPLOMA IN MONITORING AND EVALUATION

FINAL EXAMINATION ADM NO AIPMS/225/2019

QUESTION ONE (30 Marks)

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

**Project monitoring** represents an on-going activity to track project progress against planned tasks. Project monitoring is aimed at providing regular oversight of the implementation of an activity in terms of input delivery, work schedules and targeted outputs.  
**(ii)** Project evaluation (2 marks)

**Project evaluation** represents a systematic and objective assessment of ongoing or completed projects or programs in terms of their design, implementation and results. Project evaluation usually deals with strategic issues such as program/project relevance, effectiveness, efficiency (expected and unexpected), in the light of specified objectives, as well as program/project impact and sustainability.  
**(iii)** Primary stakeholder (2 marks)

**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.  
**(iv)** Scope Creep (2 marks)

**Scope Creep** refers to how project requirements tend to increase over a project lifecycle. For example, what once started out as a single deliverable becomes five.

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

**Impact assessment** is the process of identifying and measuring future consequences of a current or proposed project. Impact can be seen as the difference that is brought about by the project, which may not be there without the project.  
**(b)** Distinguish between ex-ante evaluation and concurrent evaluation. (4 marks)  
**Ex-ante evaluation** is a tool for improving the quality of new or renewed programmes and for providing information on the basis of which decision makers can judge the value of a proposal.

Whereas **concurrent evaluation** is assessment of a program or project while it is continuing or of a service while it is being rendered.   
**(c)** Identify any six parts of a monitoring and evaluation report. (6 marks)

**Summary/Executive Summary**

This is a brief overview of the evaluation outlining major findings and recommendations.

**Background information about the program**

People reading your evaluation report will at least be somewhat familiar with the program, but that is not always the case.

**Description of the evaluation**

This section explains why an evaluation was conducted and what you hoped to learn from it.

**Results of the evaluation**

This section explains what your findings were in detail. It may include all data collected - analyzed, recorded, and organized in understandable forms.

**Discussion of results**

It is in this section that you can go into more details about your evaluation results --the why of your evaluation results.

**Conclusions**

After writing up all the stuff, it may be tempting to throw in a quick conclusion to the report, but avoid that temptation!

This is a very important piece of the big pie, because this is where you make your recommendations:   
**(d)** Describe the characteristics of a good project indicator. (10 marks)  
Good project indicators should be clear, relevant, economic, adequate, and monitorable.

**Clear**

A good project indicator should be as clear, direct, and unambiguous as possible. An indicator may be qualitative or quantitative.

**Relevant**

Appropriate to the subject at hand. A good project indicator should be relevant to the desired outcome, and not affected by other issues tangential to the outcome.

**Economic**

A good project indicator should be available at a reasonable cost. The economic cost of setting an indicator should be considered. This means that an indicator should be set with an understanding of the likely expense of collecting and analyzing the data.

**Adequate**

A good project indicator should provide a sufficient basis to assess performance. Indicators ought to be adequate. They should not be too indirect, too much of a proxy, or so abstract that assessing performance becomes complicated and problematic.

**Monitorable**

A good project indicator should be amenable to independent validation. An indicators should be Monitorable meaning that they can be independently validated or verified, which is another argument in favor of starting with quantitative indicators as opposed to qualitative ones. Indicators should be reliable and valid to ensure that what is being measured at one time is what is also measured at a later time and that what is measured is actually, what is intended.

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 the measure of the economic relationship between the allocated inputs and the project outputs generated from those inputs (i.e. cost effectiveness of the project).

While **project effectiveness** is the measure of the degree to which the formally stated project objectives have been achieved or can be achieved.   
**(ii)** Baseline survey Vs. Project sustainability (5 marks)

**Baseline surveys** are those surveys carried out before the start of project implementation to generate data about the existing situation of a target area or group

While **project sustainability** is a measure of the continuation of the project program or positive results after external support has been concluded.   
**(iii)** Project relevance Vs. Project output (5 marks)

**Project relevance** is a measure used to determine the degree to which the objectives of a program or project remain valid as planned.

While **project outputs** are the specific results and tangible products (goods and services) produced by undertaking a series of tasks or activities.

**(iv)** Primary data Vs. Secondary Data (5 marks)  
**Primary data** is information collected from sources such as personal interviews, questionnaires or surveys with a specific intention and on a specific subject, and observation and discussion by the researcher him or herself, which information is then assessed by that person.

Meanwhile **secondary data** is information that is already available somewhere, whether it be in journals, on the internet, in a company's records or, on a larger scale, in corporate or governmental archives.

QUESTION THREE (20 Marks)  
**(a)**Identify the key components of the logical framework approach in M & E. (5 marks)

**Goal** refers to the sectoral or national objectives for which the project is designed to contribute, e.g. increased incomes, improved nutritional status, reduced crime.

**Purpose** refers to what the project is expected to achieve in terms of development outcome. Examples might include increased agricultural production, higher immunization coverage.

**Component Objectives** Where the project/program is relatively large and has a number of components, it is useful to give each component an objective statement.

**Outputs** refer to the specific results and tangible products (goods and services) produced by undertaking a series of tasks or activities.

**Activities** refer to all the specific tasks undertaken to achieve the required outputs.

**Inputs** refer to the resources required to undertake the activities and produce the outputs, e.g., personnel, equipment and materials.

**Assumptions** refer to conditions which could affect the progress or success of the project, but over which the project manager has no direct control, e.g. price changes, rainfall, political situation, etc.

**Indicators** refer to the information that would help us determine progress towards meeting project objectives.

**Means of verification (MOVs).** Means of verification should clearly specify the expected source of the information we need to collect.   
**(b)** What is meant by project audit? Describe the two type of project audit. (7 marks)

**Project Audit** is a systematic and iterative activity of examining, researching and verifying a project for consistency and relevance to the basic parameters (quality, performance, cost-effectiveness) that are preset at the very beginning of the project. The main aim of project audit is to maximize success of the project.

**In-process project audit**: This is the type of project audit that allows for corrective changes if conditions have changed and for concentration on project progress and performance.

**Post project audit**: This type of project audit takes a broader and longer term view of the project’s role in the organization and emphasize improving the management of the future project.   
**(c)** Differentiate between formative evaluation and summative evaluation. (8 marks)  
**Formative evaluation** (process evaluation) examines the development of the project and may lead to changes in the way the project is structured and carried out. This type of evaluation is often called interim evaluation. One of the most commonly used formative evaluations is the midterm evaluation.

**Summative evaluation** (also called outcome or impact evaluation) addresses the second set of issues. It looks at what a project has actually accomplished in terms of its stated goals. There are two types of summative evaluation namely end evaluation and ex-post evaluation. The difference between formative and summative evaluation can be drawn clearly on the following grounds:

|  |  |  |
| --- | --- | --- |
| Attributes | Formative Evaluation | Summative Evaluation |
| Implementation | Formative evaluation is a continuous process | It happens after conclusion of a project |
| Method | Formative evaluation is qualitative | Summative evaluation is quantitative. |
| Main Purpose | The main purpose of formative evaluation is to improve the quality, relevance and delivery of the project. | The main purpose is to assess what lasting impact the project has had or is likely to have and to extract lessons of experience |
| Focus | They usually focus on operational activities, but might also take a wider perspective and possibly give some consideration to long-term effects | They focus on outcome or impact |
| Example | Mid-term Evaluation | End term evaluation, Ex-post evaluation |
| Duration | Takes a short time | Takes a long time |

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 inspecting, cleaning, transforming and modeling data with the objective of discovering useful information, arriving at conclusions, and supporting the decision making process.

Data analysis consist of two phases namely initial phase (data cleaning, quality analysis, quality of measurement and analysis) and main data analysis (using exploratory & confirmatory approaches, stability of results, analysis using different statistical methods and knowledge representation).  
**(b)** State any three uses of monitoring and evaluation results. (3 marks)

Monitoring and evaluation results are used for the following;

**To enhance organizational and development learning**

**To inform decision-making**

**To support substantive accountability and repositioning.**

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

**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 are 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**

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. Spend time in 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**

Setting an unrealistic deadlines and expectations will drag your project 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 members 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. 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? The answer is no.

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 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.