AFRICAN INSTITUTE OF MANAGEMENT STUDIES

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Assigment:**4**

**1a,** Data analysis is the process of systematically applying statistical and logical techniques todescribeand illustrate, condense & recap,and evaluate data,according to shamoo and Resnik(2003)various analytic procedures “provide a way of drawing inductive inferences from data and distinguishing the signal (the phenomenon of interest) from the noise (statistical fluctuations ) present in the Data”

**1b,** Monitoring is the systematic collection and analysis of information to track the progress of the program implementation against pre- set targets and objectives,it answer the question did we deliver,Evaluation is the formal measurement of the success/ failure of a planned intervention necessary to determine whether the project needs to continue or needs any modification or corrective action,evaluation facilitates to make decisions about future of the same project or other similar activities.

**Evaluation result** is used to inform the donor about the activities implemented, it is a means to verify that the donated funds are being well managed and transparently spent; the evaluators are supposed to check and analyze the budget lines and to report the findings in their work

Monitoring and evaluation result gives us lessons about past successes and challenges and inform decision making so that current and future initiatives are better able to improve people’s lives and expand their choices.

Monitoring and Evaluation result helps an organization or projection to see how it is doing against objectives,whether it is having an impact,working efficiently,and to learn how to do better, Plans are important but they are not rigid,if they are not working or if circumstances change then plans need to change too.

Evaluation result is to assess how efficient the project is in delivering benefits to the identified community inorder to inform management decisions about continuity and replicability,who is currently benefiting from the project and in what ways, to what extent does the internal functioning and structure of the organization impact positively on the program work.

Evaluation result helps project implementers and donors to isolate errors,not to repeat them and to underline and promote the successful mechanisms for current and future projects,

Evaluation result gives recommendations and lessons to the project managers and implementation teams that have worked on the projects and the ones that will work on similar projects

**1c**. **seven reasons for project failure**

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

**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 lets the Project manager identify where more resources are needed to complete a project on time.

**Bad leadership**

When we see this wordLeader, we usually think,the project manager,however the people at each management level are responsible to ensure that the project is successful,Management should not micromanage but provide support to ensure that the Project manager can follow through with the expectations placed upon them

**Failure to define parameters and define them**

When you are a leader,it’s imperative that you are able to work well with your team, if and when tasks or goals are not met tostandard ,there should be ramification ,Rank tasks according to priority and assign them to the most proficient individual

**Inexperienced project managers**

A Project manager has a lot of responsibility, he needs 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,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 is nothing wrong with challenge,just don’t make it beyond their reach

**Inaccurate cost estimations** ,there may be time when your cost estimates are completely off ,as you know when resources run out,The project stops ,prevent this by identifying lack of resources earlier enough

**Little communication at every management level**

Whether it is between upper management,middle or with the team,its 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 is transparency,work flow is at an optimum level

**Culture or ethical misalignment** company culture must comprise of competence, pro activeness, and professionalism, if it isn’t ,team members will not be motivated to do their best, basically everyone involved must be invested in their part of the project to successfully complete it.

**Competing priorities**, when there is not enough resources there is bound to be competition between personnel resources and funding,having good cost estimations at the start will eliminate this problem

**2.** The overall objective of the monitoring and evaluation is a process that helps improve performance and achieve results,its goal its goal is to improve current and future management of outputs, outcomes and impact. The credibility and objectivity of monitoring and evaluation reports depend very much on the independence of the evaluators.

Evaluation formal reports contain an essential parts and processes of an evaluation it is thus important for one to know what constitutes a good monitoring and evaluation report. The following are the key components commonly discussed in an evaluation report.

**Executive summary** includes the subject matter of technical report clearly stated, the methods and analysis used in the project proposal or business plan,the findings which highlight the results of the data have been analyzed, and the conclusions of the executive summary should go directly to the solution of the problem

**Introductory remarks**, this is where you write how you fully understood your report, mainly a short report, introducing the purpose and target of the evaluation

**Tittle page**,it is entirely up to management or department on what report structure is suitable for them. This is always included and it’s placed on the first page, this section also includes your name, the name of the person whom you are submitting for,date of submission and your course or department

**The table of contents**, this should always be present in any report, especially in a long one, the table of contents contains the list of the main topics and sub topics together with their page number.

**The Body,** This is the main sectionof your report, this is where you discuss your main topic and the supporting topics

**References**, this contains the references used by the authors upon report writing on the evaluation, this is where you state all sources that support your report structure.

**Conclusion of a report**, this is thepart that is tricky to write, the conclusion is more like the introduction that summarizes the report however the conclusion of the report is not only used to summarize the report, it is also where the solution of the problem is being addressed and discussed, the solution in the problem must be clearly stated as these solutions are further discussed in the recommendation part of the technical report , if the solutions in the conclusions are not enough and uncertain, it may affect the recommendations of the report.

3 .**why feedback is important component in monitoring and evaluation**

Feedback is the process of communicating the results and learning from your work to stakeholders within and outside of your organization, it is a key to demonstrate your accountability, feedback can stimulate changes that will improve the way in which you work and your effectiveness, it can provide examples of good practice to be shared with others and can inform your national and international advocacy work

Information from monitoring provides you with the resources to determine whether you are adapting successfully or not and also to draw lessons from your approach to help refine it, your organization may have existing evaluation approaches that should be used where possible, this will help with consistency, cost effectiveness and stakeholder engagement results.

Evaluation helps you to learn from the results of your planned and implemented activities,such as learning both (positives and negatives )can help to refine your existing planning and implementation outcomes that you and your organization desire

**References**

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