AFRICAN INSTITUTE OF MANAGEMENT STUDIES

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Assignment: Final Examinations

1. Describe the following terms as used in project Monitoring and Evaluation
2. Project Monitoring is a continuous assessment that aims at providing all stake holders with early and detailed information on the progress or delay of ongoing assesses activities, it’s an oversight of the activities implementation stage, its purpose is to determine if the out puts deliveries and schedules planned have been reached so that action can be taken to correct the deficiencies
3. Project 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 making decisions about future of the same project or other similar activities.
4. Primary stakeholders are people directly benefiting from or affected by a particular decision, activity or outcome of a project or a change to service agreement. Primary stakeholders include employees, the community, stock holders, suppliers or anyone else with a functional interest in the situation.
5. Scope creep is a term used in project management to refer to changes, continuous or uncontrolled growth in a projects scope at any point after the project implementation begins, This can occur when the scope of the project is not properly defined ,documented or controlled, its generally considered harmful.
6. Impact assessment, This is a means of measuring the effectiveness of organizational activities and judging the significance of changes brought about by those activities, impact assessment is closely linked to mission and it therefore ripples through the organization.
7. The difference between ex-ante evaluation and concurrent evaluation is as follows, ex-ante is a phrase meaning before the event, An ex-ante evaluation is a broad initial assessment aimed at identifying the alternative which will yield the greatest benefit from an intended investment, more commonly ,considerable resources are used on a detailed planning of a single, specific solution, where as alternatives are not or are inadequately assessed earlier on, consequently there is no adequate basis for concluding that preferred alternative is the best choice whereas Concurrent evaluation is evaluation that is conducted at the same time with the implementation of the program activities so as to provide early and valuable information for program and Administrators and other stake holders
8. The following are the six parts of a monitoring and evaluation report

Table of contents, it states the list of topics to be discussed in the report and it enables different readers to turn to specific pages to find the information they want since the report has no index , the table of contents will provide the only guide to the reports structure ,coverage and pagination.

Introduction

This section introduces the project and provides some background information, it also includes information on what the project goal, objectives, indicators, partners and information at baseline study where applicable, and this section should have sub sections for easier following

Executive summary contains a brief of the whole report encompassing the most important details that you would require any reader to take home, Most people especially the donors will only read this section therefore it should reflect the whole report, it’s good to dedicate a paragraph each to the main sections of the report including the background , the methodology, the results , conclusions , lessons learnt and recommendations, it should be at least one to two pages.

Methodology, this section defines research methods such as qualitative or quantitative that was employed, sampling techniques used, methods of data collection for example surveys, FGDs , key informant interviews, staff debriefing, data analysis and documentation , other key areas of documentation can be finalized like impact on the beneficiaries, community participation, selection and processing of beneficiaries, project management and overall implementation process.

Results

This section of the report includes a detailed analysis of the findings of the M&E study of the project, results are compared against the objectives of the project or against the project indicators, and it can also have sub-sections

Abstract

An abstract is a brief technical summary usually not more than 200 words of the report, the abstract of is directed primarily to the readers who are familiar with the technical subject and need to know whether to read the full report

1. An indicator is a variable that is normally used as a bench mark for measuring program outputs, it is that “thing” which shows that an undertaking has had the desired impact, it is on the basis of indicators that evidence can be built on the impact of any undertaking, most often indicators are quantitative in nature, however in some few cases they are qualitative.

Reliable, they can be measured in the same way at different times and by different observers also referred to as objectively variable indicators (OVI)

Attainable, the indicator must be achievable, the performance target accurately specifies the amount or level of what is to be measured in order to meet the result/outcome, the indicator should be achievable both as a result of the program and as a measure of realism, the target attached to the indicator should be achievable.

An indicator should be timely in several aspects, first in terms of time spent in data collection, this relates to the resources that are available, staff, partner time being critical, secondly indictors must reflect the timing of the collection, impact indicators must also be reflected in the indicators that are chosen

Time bound, timely, tractable and targeted, the monitoring and evaluation system and related indicators allows progress to be tracked in a cost effective manner at a desired frequency for a set period with clear identification of the particular stakeholder groups to be affected by the project or program.

An indicator should be relevant having a valid measure of the result /outcome and be linked through research and professional expertise. The best way to think about relevance is to ensure that there is a relationship between what the indicator measures and the theories that help create the outcomes for the current program or system, the best method to find relevant indictors is to consult expert input and proper research.

Measurable, an indicator must have capacity to be counted, observed, analysed, tested or challenged, if one can not measure an indicator, then progress can not be determined, how will one know if the outcome has been attained.

QUESTION TWO

a)

1. Project efficiency is the ability to accomplish project objectives with the least amount of wasted time, project efficiency measures how well and productively a manager uses his resources to achieve goals, project management places heavy focus on how to acquire the right project team to perform project tasks and to close project successfully within the agreed constraints on the other hand project effectiveness is defined as the degree to which project objective is successful in producing a desired result /success, it measures the appropriateness of the goals that an organization is pursuing and the degree of achieving these goals, this is also a core measure in project management since it is all about applying knowledge and tools and techniques to achieve project goals.
2. Baseline survey is a descriptive cross sectional survey usually conducted during the monitoring and evaluation process to define an impact of a project, it should take place when the project is being initiated that is at the beginning of the project but after a decision has been taken to implement it, it is done to establish the current status of the population before a project is rolled out. On the other hand sustainability is the ability or capacity of an organization to continue its mission or program far into the future, all projects have to end eventually, but the project impact should continue,a project can be sustainable in three main categories, organizational, financial and community sustainability.
3. Project relevance is a statement of benefits to be gained and problems to be resolved with the help of the project; it describes how efficient the outcome of the project is expected to be with respect to a given goal, to be specified by the evaluation or submission of the project. But outputs tell the story of the organizations activities, output measures do not address the value or impact of services for the clients, the example includes tangible results produced by the project, tangible plans, measurement , tracking processes and status reports that pertain to planning, managing and closing the project itself for example people mental, physical efforts ,bricks, mortar equipment or materials might be transformed into a new road, a municipal park or advertising campaign.
4. Primary Data is data originated for the first time by the researcher through direct efforts of experience, specifically for the purpose of addressing his research problem also known as first hand or raw data but Secondary data implies second hand information which is already collected and recorded by any person other than the user for a purpose not relating to the current research problem, it’s the readily available data collected from various source like census, internal record of the organization, publication

QUESTION THREE

1. Logical framework is the output of a program design process where you work out how the program activities will lead to the immediate outputs and how these will lead to the outcomes and goal, in an ideal world, a log frame should be flexible and updated frequently

Key components of logical framework approach in monitoring and evaluation include the following:

Goal a project goal is a very general, high level and long term objective of the project, it is different from project objectives because the later are very specific and have to be addressed alone by the project on wider problem project will help to solve but the goal can not be achieved by the project on its own since there will be other forces like the government and other Agencies also working to achieve it, it is a major benchmark to compare work between different projects.

Indicators are a measure of the result, they are the quantitative or qualitative ways of judging timed achievement of goal, and they give a sense of what has been achieved or what is to be achieved.

Outputs are immediate results that we achieve soon after the completion of the project or any specific project activity.

Outcomes are results that have been or that are to be achieved after a period of time, but not immediate

Impact is the longer –term result that has happened because of the activities that undertaken in the project.

Activities or inputs are actions undertaken by the project or organization to achieve the set objectives.

Risks and assumptions, these are external factors affecting the progress of the activity costs, these are budgetary explanations, management has no control and which need to exist to permit progress to the next level in the LFA

Narrative summary, the goal, purpose, output and activities of the project as described in the left objectives column

Objectives are the specific objectives the project works to achieve within the stipulated time.

Inputs these are materials, equipment, financial and human resources are needed to carry out the activities of the project.

1. Project audit is a term used to describe the process of a detailed inspection of the management of a project, its methodology, its techniques, its procedures, its documents, its properties, its budgets, its expenses and its level of completion, project audit can help you to assess the current state of the project and tells you if your project management tools are being followed.

Normal audit or inspection is part of monitoring and controlling process group, it is also termed as inspection as it is basically a quality control process, and inspection is done after the product is built or activity is executed.

Quality audit is a part of execution process group, this is a review of your project by your company or organization, it figures out whether or not you are following the organizations or company’s process

1. Formative evaluation refers to a variety of assessment procedures that provides required information to adjust activities during the implementation process, formative evaluation deals with needs assessment, it determines who needs the program/intervention , how great the need is and what can be done to best meet the need, involves audience research and informs audience segmentation and marketing mix strategies meanwhile summative evaluation can be defined as a standard for evaluating project implementation, it evaluates the impact ,community level change or longer term results for example changes in disease risk status, morbidity and mortality that have occurred as a result of the program intervention, These impacts are the net effects, typically on the entire school, community, organization, society or environment.

QUESTION FOUR

1. Data analysis is a process of inspecting ,cleansing, transforming and modeling data with the goal of discovering useful information, informing conclusions and supporting decision making, data analysis has multiple facets and approaches encompassing diverse techniques under a variety of names and is use in different business programs, science and social domains, in today’s business world data analysis plays a role in making decisions more scientific and helping businesses operate more effectively
2. Monitoring and evaluation is a process that helps improve performance and achieve results, its goal is to improve current and future management of outputs, outcomes and impact.

Monitoring and evaluation result help improve your program interventions, using M&E results keeps you and your staff in a ‘’learning mode’’ as you gain understanding about how and why your program is working

Monitoring and evaluation result also help you make decisions about the best use of resources for example outcome and impact evaluations may provide further insight on certain risks and protective factors thus shaping your future efforts as staff use results to reflect on the programs implementation and make necessary improvements, they are more likely to feel supported by the M&E process.

Monitoring and evaluation results can be used to advocate for additional resources and “youth –friendly” policies, such results often shape donors decisions about resources in terms of how many to allocate to youth programs

M&E result also helps the community and stake holders to understand what the program is doing, how well it’s meeting its objectives and whether there are ways that progress can be improved.

1. The seven factors that may lead to a project failure include:

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, inadequate knowledge of how a project success looks like at the beginning and lose of focus at the earliest stage of the process and absence of meetings with the stake holders to discuss their expectations.

Inadequate documentation and tracking by the project manager, when there is no of tracking milestones to know whether expectations are being met, lack of proper recording and monitoring makes the project manager fail to identify where more resources are needed to complete a project timely

Bad leadership, when we see the word leader we usually think the project manager, however, the people at each management level have a responsibility to ensure that the project is successful, when management micro-manage and fail to provide support to ensure that the Project manager follows through with the expectations placed on them a project stops.

Failure to define parameters and enforce them, when the project manager as a leader fails to work well with his team by failing to make ramifications and ranking tasks by priority by assigning them to proficient individuals when tasks and goals are not met to the standard a project fails

Inaccurate cost estimations, when cost estimates are completely off, resources run out and then the project stops, this can be stopped by identifying lack of resources earlier.

Little communication at every level of management whether it’s between upper management, middle or with the team, its disastrous to have poor communication, when everyone is not free to come forward to express their concern or give suggestions meaning there is no transparency therefore work will not flow.

Disregarding project warning signs, when a project is at the verge of failing they will always have warning signs, inability to take immediate actions can lead to project failure.

Competing priorities, when there are no enough resources there is bound to be competition between personnel resources and funding leading to project failure.

THE END

THANK YOU