**SCHOOL OF BSUINESS AND MANAGEMENT**

**COURSE: AFRICA CENTRE FOR PROJECT MANAGEMENT**

**COURSE UNIT: GRANTS MANAGEMENT MODULE 4**

**ASSIGNMENT SUBMITTED**

**BY**

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**MODULE 4 ASSIGNMENTS**

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

(i) Project monitoring

Project Monitoring refers to the process of keeping track of all project-related metrics including team performance and task duration, identifying potential problems and taking corrective actions necessary to ensure that the project is within scope, on budget and meets the specified deadlines. To simply put, project monitoring is overseeing all tasks and keeping an eye on project activities to make sure you’re implementing the project as planned.

(ii) Project evaluation

Evaluating a project means performing a rigorous analysis of completed goals, objectives and activities to determine whether the project has produced planned results, delivered expected benefits, and made desired change. As a process, project evaluation takes a series of steps to identify and measure the outcomes and impacts resulted from project completion. In this article, let’s find out how to evaluate projects, what indicators to consider, and how to design a project evaluation plan.

(iii) Primary stakeholder

A stakeholder is usually an investor in your company whose actions determine the outcome of your business decisions. Stakeholders don't have to be equity shareholders. They can also be your employees, who have a stake in your company's success and incentive for your products to succeed. They can be business partners, who rely on your success to keep the supply chain going. Every business takes a different approach to stakeholders. The roles of stakeholders differ between businesses, dependent on the rules and responsibilities laid out at the founding of your company or as your business evolved over the years. The most common definition of a stakeholder, however, is a large investor that has the clout to hold a viable "stake" in your company.

(iv) Scope Creep.

Scope creep (sometimes known as “requirement creep” or even “feature creep”) 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. Or a product that began with three essential features, now must have ten. Or midway through a project, the needs of customers change, prompting a reassessment of the project requirements. Scope creep is typically caused by key project stakeholders changing requirements, or sometimes from internal miscommunication and disagreements. This post tackles several ways it creeps up on projects along with tips on how to nip it in the bud. While it might result in project delays, roadblocks, or going over budget, scope creep is not necessarily a bad thing. Remember that change is inevitable. Customer needs do change over time and delivering a project that answers their needs often means altering the scope. Scope creep is therefore a reality that every good project manager expects and plans for.

(v) Impact assessment

Impact assessments are carried out to assess the consequences of individual projects -- Environmental Impact Assessment -- or of policies and programmes -- Strategic Environmental Assessment.

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

(a) What is meant by data analysis?

The process of evaluating data using analytical and logical reasoning to examine each component of the data provided. This form of analysis is just one of the many steps that must be completed when conducting a research experiment. Data from various sources is gathered, reviewed, and then analyzed to form some sort of finding or conclusion. There are a variety of specific data analysis method, some of which include data mining, text analytics, business intelligence, and data visualizations.

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

Monitoring and evaluation are separate practices dedicated to the assessment of your NGO’s overall performance. Monitoring is a systematic and long-term process that gathers information in regards to the progress made by an implemented project. Evaluation is time specific and it’s performed to judge whether a project has reached its goals and delivered what expected according to its original plan.

First of all, Monitoring and Evaluation (M&E) are important for you to assess that your project is achieving set targets. For instance, by monitoring the development of the project you will easily understand whether strategic changes need to be made and act accordingly. Second, M&E are relevant to donors who need to assess whether your NGO is a reliable partner. By reviewing milestones and final outcomes of your projects, donors will decide on the accountability of your NGO, upon which further collaborations could be established. As such, to develop a strong M&E plan is of vital importance.

Evaluation. Clearly state what are the milestones of the project and what are the final outputs. On the one hand, this will strengthen the overall consistency of the project proposal. On the other hand, you will make sure that the donor has concrete ways to assess the partial and final results of the project, thus contributing to guarantee a successful communication.

Monitoring of outputs. Clearly elaborate on a methodology able to constantly monitor the development of the project so that the evaluation of partial and final outputs is consistent with the monitoring process. For instance, if your output is to train 10 students to use a specific software, make sure to monitor the progress they make every week. In this way, you will be able to provide evidence on how the final output has been reached.

Monitoring of outcomes and impacts. Outcomes and impacts are more difficult to assess. Whereas it is clear how to measure the success of an implemented project by stating that a certain goal was reached, to measure the impact of an activity in community dynamics is more challenging. Thus, find your way to monitor what happens ‘around the project’. For instance, you can elaborate on a strategy able to prove that not only these students are learning how to use new software, but also that by acquiring a new skill the quality of their lives is somehow improving. By designing a monitoring strategy able to assess outcomes and impacts, you will succeed in proving to your donor that the implemented activities will have a positive, long-term effect in the community. Further, you can draw on the results of your monitoring practice to design new follow-up projects or to ensure potential new donors on the NGO’s capacity to proactively engage with real problems and positively affect the lives of those you and with whom you are working.

Overall, you should also consider the M&E exercise as a way to make the activities of your NGO transparent and easy to account for. There is nothing worse for a donor than not being able to understand how an NGO is administering a given budget or implementing a project. Thus, everything you do – including difficulties you face and changes you made to overcome contingent problems – needs to be visible. Monitoring serves the purpose of making what you do visible in the sense that it provides tools and instruments to communicate with your donor and the wider public throughout the implementation of the project.

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

Lack of a Scope Document

Lack of a Scope Document - TaskQue Blog Almost 75% of IT executives think that their project is doomed from the beginning. Do you know why? The main reason is regularly changing project scope and requirements. How can you expect your team members to perform well when they are not clear about the project’s scope?

In the absence of a proper scope document, you can never assign tasks, let alone monitor the performance of your team because you’re 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.

2. Inconsistent Communication

Inconsistent Communication – TaskQue Blog A survey conducted by Spike Cavell shows that 57% of projects failed due to poor communication. This makes it one of the major causes of project failure. To save your project from failure, you need to establish a clear communication channel. Additionally, you should use a project management system which enables smooth communication within your project team.

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.

3. Poor Planning

Poor Planning - TaskQue BlogLack of planning or poor planning can easily lead your project to failure. Spike Cavell’s survey also revealed that 40% of projects fail due to poor planning and lack of resources. Spend time for 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!.

4. Unrealistic Expectations

Unrealistic Expectations - TaskQue BlogKPMG Canada conducted a study and the results showed that 60% of the failed projects have a deadline of less than a year. Setting an unrealistic deadline and expectations dragged all these projects 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 member but also let them focus on each task in a better way.

5. Incompetent Project Manager and Team

Incompetent Project Manager and Team - TaskQue BlogSelecting the right project manager and forming a competent team is critical for your project success. Unfortunately, 70% project managers in small and medium-sized businesses have no certification and lack formal training, which is why most projects they manage, fail to achieve their objectives. According to PricewaterhouseCoopers Insights and trends report, certified project managers supervise 80% of successful projects.

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.

6. Lack of Cohesion between Your Team Members

Lack of Cohesion Between Your Team Members - TaskQue Blog 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?

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.

7. Poor Monitoring and Risk Management

Poor Monitoring and Risk Management - TaskQue Blog 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.

3. Differentiate between formative evaluation and summative evaluation

Difference 1

The first big difference is when the assessment takes place in a student’s learning process.

As the definition already gave away, formative assessment is an ongoing activity. The evaluation takes place during the learning process. Not just one time, but several times.

A summative evaluation takes place at a complete other time. Not during the process, but after it. The evaluation takes place after a course or unit’s completion.

Difference 2

There’s also a big difference between the assessment strategies in getting the right information of the student’s learning.

With formative assessments you try to figure out whether a student’s doing well or needs help by monitoring the learning process.

When you use summative assessments, you assign grades. The grades tell you whether the student achieved the learning goal or not.

Difference 3

The purposes of both assessments lie miles apart. For formative assessment, the purpose is to improve student’s learning. In order to do this you need to be able to give meaningful feedback. Check out this post about feedback.

For summative assessment, the purpose is to evaluate student’s achievements.

So do you want your students to be the best at something, or do you want your students to transcend themselves each time over and over again?

Difference 4

Remember when I said that with formative assessment the evaluation takes place several times during the learning process en with summative assessment at the end of a chapter or course? This explains also the size of the evaluation packages.

Formative assessment includes little content areas. For example: 3 formative evaluations of 1 chapter.

Summative assessment includes complete chapters or content areas. For example: just 1 evaluation at the end of a chapter. The lesson material package is much larger now.

Difference 5

The last difference you may already have guessed. Formative assessment considers evaluation as a process. This way, the teacher can see a student grow and steer the student in an upwards direction.

With summative assessment it’s harder for you to steer the student in the right direction. The evaluation is already done. That’s why summative assessments or evaluations are considered to be more of a “product”.

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

Scope: defines what will be covered in a project.

Resource: what can be used to meet the scope?

Time: what tasks are to be undertaken and when.

Quality: the spread or deviation allowed from a desired standard.

Risk: defines in advance what may happen to drive the plan off course, and what will be done to recover the situation.

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

i) Community meetings

A small-group method of collecting information from community members in which a community meeting is used to provide a directed but highly interactive discussion. Similar to but less formal than a focus group, it usually includes a larger group; participants are often self-selected.

Your opinion is important

Decision makers genuinely want to hear your ideas and feedback. Community engagement is a vital part of many projects and the benefits of it are well documented, such as better outcomes for all stakeholders, community ownership and lower project costs. Effective community engagement is about recognizing that involving the public in a project is no longer about information dissemination and telling the people what is being done, but is a two-way information sharing tool. Regardless of your qualifications, everyone knows what they like and dislike, has an opinion about what needs to be done and where priorities should lay.

2. More perspectives

Community engagement is often heavily one-sided, and engagement projects can be inundated with input only from those community members who have a strong opinion (and more often it is a negative opinion about a project). Without other perspectives being aired, decision makers might not make the best decision for the community as a whole simply because of a minority of loud voices (squeaky wheel gets the grease). If your opinion differs to the more popular opinions, decision makers want to hear from you so they get a balanced understanding of the community's views. Additional perspectives expand options and enhance the value of the ultimate decision. The more views gathered in the process of making a decision, the more likely the final product will meet the most needs and address the most concerns possible. If you fear repercussions of going against a vocal group, engagement can often be done anonymously.

3. New information

Decision makers recognize that the community that uses the spaces that it's planning for have an intimate and unique relationship with the area that they themselves often do not have. Because of this knowledge, community members can provide new information on a project that has yet to be considered. Public involvement brings more information to the decision, including scientific or technical knowledge, knowledge about the context where decisions are implemented, history and personalities. More information can make the difference between a good and poor decision.

4. Community benefit / ownership

When the community is involved in a project, they have ownership of it and the decision making process, which is key to a successful project outcome, even if not all individuals necessarily agree with the outcome.

5. It feels good

When a project is finalized and you can see the fruits of your labor, it feels good knowing that you were involved in something that benefits the community.

6. A numbers game

For public agencies with political leaders, the total number of people engaged is important. Engaging higher numbers gives the elected representatives confidence in their decision.

ii) Critical incident analysis

A critical incident is something that happens, either positively or negatively, that may cause someone to reflect on what has happened and maybe rethink the events. Critical Incident Analysis can help to facilitate reflective practice or reflective learning by enabling nurses to explore their feelings on a certain subject. [1-2] it is a valuable learning tool that can be used as a starting point for evidence based practice. It can also be included within a professional portfolio. [3]

A critical incident could be a medication error, an interaction between a patient and staff member, or the circumstances surrounding a patient’s death. The critical incident may only be significant for the individual(s) involved or it may affect the whole team.

Critical incident analysis involves focusing on an event, including analyzing the circumstances surrounding it, the actions of those involved, responses to the event and the outcomes. The result should be a better understanding of how practice can be improved. [4]

iii) Focus group discussions

A focus group discussion (FGD) is a good way to gather together people from similar backgrounds or experiences to discuss a specific topic of interest. The group of participants is guided by a moderator (or group facilitator) who introduces topics for discussion and helps the group to participate in a lively and natural discussion amongst themselves.

The strength of FGD relies on allowing the participants to agree or disagree with each other so that it provides an insight into how a group thinks about an issue, about the range of opinion and ideas, and the inconsistencies and variation that exists in a particular community in terms of beliefs and their experiences and practices.

FGDs can be used to explore the meanings of survey findings that cannot be explained statistically, the range of opinions/views on a topic of interest and to collect a wide variety of local terms. In bridging research and policy, FGD can be useful in providing an insight into different opinions among different parties involved in the change process, thus enabling the process to be managed more smoothly. It is also a good method to employ prior to designing questionnaires.

6. Monitoring and evaluation are always portrayed as being one and the same thing, yet that are

different.” Discuss the truthfulness of this statement.

The truthfulness of this statement is that monitoring and evaluation are the tools used in project implementation and they are used hand in hand without them, there won’t be a success in the project implementation. They are all part of the project implementation objectives.

* Monitoring is the routine process of data collection and measurement of progress toward program objectives. It involves tracking what is being done and routinely looking at the types and levels of resources used; the activities conducted; the products and services generated by these activities, including the quality of services; and the outcomes of these services and products. Monitoring: What are we doing?
* Evaluation is a process that attempts to determine as systematically and objectively as possible the relevance, effectiveness, and impact of activities in light of their objectives... Evaluation: What have we achieved?
* M&E provides organizations with a tool to measure program effectiveness
* M&E provides organizations with a tool to monitor how efficiently the program is performing.
* Main purpose of M&E is information use
* M&E promotes organizational/ program learning