Diploma in Monitoring & Evaluation

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Author Note

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***Question One:***

1. A) Collecting information or data is just one part of the process of monitoring and evaluation.

**a. What is meant by data analysis?**

Xia, B.S.&Gong, P. (2015). Review of business intelligence through data analysis. Benchmarking, 21(2), 300-311. Doi: 10.1108/BIJ-08-2012-0050 defines data analysis as 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 many approaches and technics for drawing important conclusions to be used for decision making and helping in effectively adjust the project. For example, use of tables, pie charts, etc.

**b. State any three uses of monitoring and evaluation results.**

Monitoring and evaluation results help determine the extent to which the project has met its intended results and identifies the challenges to be corrected. In other words, it highlights the program strength and accomplishments.

Monitoring and evaluation helps management in making informed decisions regarding the services delivered to the intended participant. Hence it improves program planning and management.

Monitoring and evaluation helps evaluate the impact of the project on the intended beneficiaries. It determines whether or not there is need for service modification and expansion to other implementers.

**C. Describe any seven factors that may lead to project failure.**

Inconsistent methodology for project planning and implementing may lead to project failure. The success of every project starts right from the very beginning during design and planning phase. The methods identified if not consistent, it may lead to the project failure.

Employment of unqualified project staff to implement the project; a success of any project is defendant on the personnel who participate in the implementation process and how they are motivated. Little motivation and recruitment of project staff who are not skilled and productive may lead to project failure.

Inadequate documentation and tracking of project milestone: Every step of any project need to be monitored and documented to tract progress of lack of development changes right from the inception phase. This allows the project manager to detect any challenges right from the beginning and will allow a room for correction. Any lack or minimum tracking and documentation may lead to project failure as the project manager may not know the problem.

Lack of baseline survey to determine clear issues; baseline survey provides clear issues to be addressed by the intervention in that particular community. It also pre-determined what may work and what may not work before they happen. This will help in decision making where measures will be put before the project starts. Lack of the baseline survey may leave the project with a lot of challenges that may lead to its failure.

Inexperience project managers; Project managers who are not experience commit so many mistakes. A lot of time is needed to correct their mistakes; deadlines are not met, poor financial and narrative reporting to the donors among other issues. As a result of consistent failures, donors may terminate the project pre-maturely; mismanagement of resources that may lead to shortage, all may lead to project failure.

Inaccurate cost estimates. Under estimation of budget costs for implementation of the project activities may lead to shortage of financial resources for completion of the project. This may also be as a result of exchange rates and inflation in the country.

Little communication; communication is crucial for success of any project at every level. Project staff, management, beneficiaries, funders and other stakeholders need information about the progress made and the achievements of the project. Inadequate communication within and among all stakeholders may lead to delays in meeting of deadlines, negative speculations about the project, among others, hence failure of the project.

***Question 2:* Identify any six parts of a monitoring and evaluation report**

*Executive Summary:* this section is the first on the first pages of the report, it is always 1-3 pages that summaries or outlines the findings of the evaluation. The executive summary particularly highlights activities that were evaluated and reasons for the evaluation. This part of the report is always the last to be written so that it captures key points in the report that those folks, who are busy and have no time to read the whole document, should be able to understand the whole findings and recommendations on the few pages.

*Program Background:* this section will give detailed narrative about the program that was evaluated, particularly about the goal of the program, strategic plan, and other important information about the program. The stakeholders are interested to know the purpose of the program, the clients and the staff involved, materials used and produced, the activities and services of the program and the structure of the management. This section of the report is very important to provide the stakeholders with an overview of the program in a more detailed way.

*Evaluation description:* the evaluation description is the detailed part of the evaluation report that narrates various aspects of the evaluation process, reasons for the evaluation and any particular aspects that the program intends to learn. Among some of the areas to be included in this section, this section describes the methods used for the data collection, the audiences for the evaluation, the type of the evaluation design used and why, the data collected among others. This part of the report particularly brings out to the reader the credibility of the evaluator and report.

*Evaluation results:* this section of the evaluation report provides detailed findings of the evaluation process. It provides both texts and graphs or tables to explain the findings in details. It also includes testimonies from the beneficiaries and those stakeholders who were observing the performances of the program. Detailed results of the questionnaire results and any other anecdotal evidences are included in this section. All the data collected is recorded, analyzed, and organized in tabular form for easy understanding in this section.

*Description of results:* This section of the report provides detailed description of the reasons for the evaluation results. The discussion of the results provides a narrative with evidence from the impact of the project.

*Conclusion:* this section of the evaluation report provides the reader with brief and concrete wrap up of the major conclusions by the program evaluation. It also provides recommendation on what worked well and what didn’t work well during the project implementation. The conclusion section helps the program to indicate which part of the initiative works well and why that will provide future initiators with an overview of how to move on with the program in future.

***Question 3:* Why is feedback an important component of project monitoring and evaluation?**

Feedback keeps every stakeholder in tract of what is going on in the project and to understand every step in the project implementation. Project staffs, funders, beneficiaries, authorities and other stakeholders all are interested to know how the project is going. Regular feedback provides anyone involved in the project to understand the project.

Clear and honest communication in the team and during a project helps employees avoid major mistakes. It brings people together and creates a healthy communication flow. Feedback saves time of correcting someone’s work, or the regrets of a worker who feels like he failed.

Better relationships: feedback helps the staff, volunteers, and communities to form better relationships within themselves and the people in the environment. Feedback often involves criticism, it can help them evolve.

Creating a friendly work environment where everyone’s open to criticism and even seek feedback themselves (both from you and from their teammates) saves you big time. Often the best ideas can come from someone on the team who simply mentioned a solution to a problem or pointed out an issue that others hadn’t noticed yet.

Feedback leads to efficiency, such as saving money and completing a project on time. Feedback helps all those work in the project to be more engaged in the work process. The staff will show more loyalty and respect to the project once feedback becomes a regular practice.

Feedback helps the team to be more motivated to do a good job and boost performances. It promotes personal and professional growth. Those who actively listen, analyze and think of the best possible solution to perform better, improves their performances.

***End***