

**ASSIGNMENTS: Four**

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| **Assignment Brief:** | 1. A) Collecting information or data is just one part of the process of monitoring and evaluation.  What is meant by data analysis?   1. State any three uses of monitoring and evaluation results. 2. Describe any seven factors that may lead to project failure.   2. Identify any six parts of a monitoring and evaluation report  3. Why is feedback an important component of project monitoring and evaluation? |

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

**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.

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

* It helps determine exactly when a programme is on track and when changes may be needed.
* Monitoring and evaluation forms the basis for modification of interventions and assessing the quality of activities being conducted.
* Monitoring and evaluation helps with identifying the most valuable and efficient use of resources.

1. **Describe any seven factors that may lead to project failure.**
2. **Lack of a Scope Document**

* 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.

1. **Inconsistent Communication**

* Inconsistent Communication - Tasked Blog 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 - Tasked Blog Lack 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 - Tasked 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 - Tasked Blog Selecting 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 - Tasked 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 Tasked 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 - Tasked 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.

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

** Step 1: Identify Program Goals and Objectives**.

* The first step to creating an M&E plan is to identify the program goals and objectives. If the program already has a [logic model](https://www.thecompassforsbc.org/how-to-guides/how-develop-logic-model-0) or theory of change, then the program goals are most likely already defined. However, if not, the M&E plan is a great place to start. Identify the program goals and objectives.

Defining program goals starts with answering three questions:

1. What problem is the program trying to solve?
2. What steps are being taken to solve that problem?
3. How will program staff know when the program has been successful in solving the problem?

** Step 2: Define Indicators.**

* Once the program’s goals and objectives are defined, it is time to define indicators for tracking progress towards achieving those goals. Program indicators should be a mix of those that measure process, or what is being done in the program, and those that measure outcomes.
* [Process indicators](https://www.thecompassforsbc.org/how-to-guides/how-develop-monitoring-and-evaluation-plan#process) track the progress of the program. They help to answer the question, “Are activities being implemented as planned?”
* Some examples of process indicators are:
* Number of trainings held with health providers
* Number of outreach activities conducted at youth-friendly locations
* Number of condoms distributed at youth-friendly locations
* Percent of youth reached with condom use messages through the media

[Outcome indicators](https://www.thecompassforsbc.org/how-to-guides/how-develop-monitoring-and-evaluation-plan#outcome) track how successful program activities have been at achieving program objectives. They help to answer the question, “Have program activities made a difference?” Some examples of outcome indicators are:

* Percent of youth using condoms during first intercourse
* Number and percent of trained health providers offering family planning services to youth
* Number and percent of new STI infections among youth.

** Step 3: Define Data Collection Methods and TimeLine.**

* After creating monitoring indicators, it is time to decide on *methods* for gathering data and *how often* various data will be recorded to track indicators. This should be a conversation between program staff, stakeholders, and donors. These methods will have important implications for what data collection methods will be used and how the results will be reported.
* The source of monitoring data depends largely on what each indicator is trying to measure. The program will likely need multiple data sources to answer all of the programming questions. Below is a table that represents some examples of what data can be collected and how.

** Step 4: Identify M&E Roles and Responsibilities.**

* The next element of the M&E plan is a section on roles and responsibilities. It is important to decide from the early planning stages who is responsible for collecting the data for each indicator. This will probably be a mix of M&E staff, research staff, and program staff. Everyone will need to work together to get data collected accurately and in a timely fashion.
* Data management roles should be decided with input from all team members so everyone is on the same page and knows which indicators they are assigned. This way when it is time for reporting there are no surprises.
* An easy way to put this into the M&E plan is to expand the indicators table with additional columns for who is responsible for each indicator.

** Step 5: Create an Analysis Plan and Reporting Templates**.

* Once all of the data have been collected, someone will need to compile and analyze it to fill in a results table for internal review and external reporting. This is likely to be an in-house M&E manager or research assistant for the program.
* The M&E plan should include a section with details about what data will be analyzed and how the results will be presented. Do research staff need to perform any statistical tests to get the needed answers? If so, what tests are they and what data will be used in them? What software program will be used to analyze data and make reporting tables? Excel? SPSS? These are important considerations.
* Another good thing to include in the plan is a blank table for indicator reporting. These tables should outline the indicators, data, and time period of reporting. They can also include things like the indicator target, and how far the program has progressed towards that target.

** Step 6: Plan for Dissemination and Donor Reporting.**

* The last element of the M&E plan describes how and to whom data will be disseminated. Data for data’s sake should not be the ultimate goal of M&E efforts.  Data should always be collected for particular purposes.

Consider the following:

* How will M&E data be used to inform staff and stakeholders about the success and progress of the program?
* How will it be used to help staff make modifications and course corrections, as necessary?
* **How will the data be used to move the field forward and make program practices more effective?**
* The M&E plan should include plans for internal dissemination among the program team, as well as wider dissemination among stakeholders and donors. For example, a program team may want to review data on a monthly basis to make programmatic decisions and develop future work plans, while meetings with the donor to review data and program progress might occur quarterly or annually. Dissemination of printed or digital materials might occur at more frequent intervals. These options should be discussed with stakeholders and your team to determine reasonable expectations for data review and to develop plans for dissemination early in the program. If these plans are in place from the beginning and become routine for the project, meetings and other kinds of periodic review have a much better chance of being productive ones that everyone looks forward to.

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

* Feedback is information which allows an individual or organization to understand their relationship to others within any given environment.
* Feedback can be useful for understanding the state of systems or relationships and for guiding actions taken to effect change.
* The ability of individuals or organizations to collect feedback, translate this information into action, and evaluate outcomes enables improvement in activities such as product development, service provision, etc. However, there is no guarantee that feedback is collected, analyzed, or used systematically or effectively.
* The specification of what sources are relevant, the selection of mechanisms to collect information, and the manner in which information is used all determine the effectiveness of feedback generated.
* They also determine the nature of blind-spots (e.g. Information not collected or used).
* Subjecting mechanisms and blind-spots to a critical assessment of how they affect performance or produce externalities (i.e. unexpected outcomes) constitutes an important part of working with feedback.

# References

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