MONITORING AND EVALUATION DIPLOMA COURSE

MONITORING AND EVALUATION FINAL EXAMINATION

COURSE CODE: D001

NAME OF STUDENT:

MOSES MABOR TOM

REGISTRATION NUMBER: 330

EMAIL: tommabor98@gmail.com

COLLEGE: STRATEGIA NETHERLANDS

FINAL EXAMINATION

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COUNTRY: SOUTH SUDAN

CONTACTS: +211923020006/ +211928754114

MONITORING AND EVALUATION FINAL EXAM

(**a)Describe the following terms as used in project Monitoring and Evaluation:**

**(i) Project monitoring (2 marks)**

According to knowledge Hut(July 2017) **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 correction 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. The process of project monitoring begins during the planning phase of the project. During this phase, it is important to define how the project success will look like and how the goals can be measured using key performance indicator ( KPI)

**(ii) Project evaluation (2 marks)**

Is a systematic and objective assessment of an ongoing or completed project. The aim is to determine the relevance and level of achievements of project objectives, development effectiveness, efficiency, impact and sustainability. Evaluation also feed lessons learned into the decision making process of the project stakeholders, including donors and national partners (Gage 2002)

**(iii) Primary stakeholder (2 marks)**

According to (Amanda L.webster). A stakeholder is any individual or entity that has a stake in the success of a business or organization. Primary stakeholders have a direct interest in the organization, as opposed to an indirect interest.

These stakeholders typically either maintain their livelihoods directing through the organization in some or make use of the organization in some direct manner.

**(iv) Scope Creep (2 marks)**

Also called requirement creep, or kitchen sink syndrome in project management refers to changes, continuous or uncontrolled growth in a project’s scope, at any point after the project begins.

This can occur when the scope of a project is not properly defined, documented or controlled. It is generally considered harmful. It is related to but distinct from feature creep, because feature creep refers to the whole project.

Scope creep can be a results of :

* Poor change control
* Lack of proper initial identification of what is required to bring about the project objectives
* Weak project manager or executive sponsor
* Poor communication between parties

(Lewis and James, 2002)  
**(v) Impact assessment (2 marks)**

Impact assessment is a means of measuring the effectiveness of organizational activities and judging the significance of changes brought about by those activities. It is neither art nor science, but both. Impact assessment is intimately linked to mission and in that sense, ripple through the organization   
  
**(b) Distinguish between ex-ante evaluation and concurrent evaluation. (4 marks)**

Ex-ante evaluation enables analysis of the anticipated impacts of the planned programme- analysis-based. Ex-ante evaluation endeavors to optimize the structure of the programme, the sequence of priorities, as well as external and internal coherence of the programme. it justifies the ground of decisions recommending use of funding, and ensure all information needed for donor decisions and monitoring.

To summarize, ex-ante evaluation is a strategic target system based on situation analysis assessing the relevance and appropriateness of the system of instruments relating to this by analyzing the factors listed below:

* Socio-economic environment, strong and weak point
* Internal and external coherence of strategies and priorities
* Quantitative definition of objectives
* Socio-economic impact use of resources
* Implementation systems. (SZECHENYI 2020)

“While”

**Concurrent evaluation** is the process in which student and teacher meet to discuss the progress of the project, each sharing their perceptions of what is going well and what needs improvement resulting in agreement about the status of quality for the assignment (Fitzgerald. Carlton J..)

**(c) Identify any six parts of a monitoring and evaluation report. (6 marks)**

There is front cover page that include:

* Program title and location
* Name(s) of evaluator(s)
* Period covered by the report
* Date of the report

SECTION 1- SUMMARY (OR EXECUTIVE SUMMARY)

This is a brief two to three pages overview of the evaluation outlining major findings and recommendations. Some folks are too busy to read any further than the summary. The summary page include:

* What was evaluated?
* Why was evaluation done?
* What are the major findings and recommendations?

SECTION 2- BACKGROUND INFORMATION ABOUT THE PROGRAM

Most of the people reading your evaluation report will at least be somewhat familiar with the program, but that’s not necessarily the case.

Typically, this section will include:

* Origins of the program
* Program goals
* Clients involved with the program
* Administrative/organizational structure
* Program activities and services
* Materials used and produced by the program
* Program staff

SECTION 3- DESCRIPTION OF THE EVALUATION

This part explains why an evaluation was done and what you hope to learned from it. It should also explain anything the evaluation was not intended to do.

Here are some of the questions that should be answered by this section:

* Who requested the evaluation?
* Was the evaluation meant to satisfy any particular audience and if so, which ones
* Were there any restrictions to the evaluation in terms of money, time, or other resources?
* What sort of methods was used to collect data, and why were this particular methods chosen?
* How did the evaluators ensure accuracy?

SECTION 4- RESULTS OF THE EVALUATION

This part will explain what your findings were in details.

This section may include:

* All data collected –analyzed, recorded, and organised in understandable forms (charts, tables graphs etc.)
* Excerpts from interviews
* Testimonials from participants and clients
* Questionnaires results
* Test score
* Anecdotal evidence

SECTION 5- DISCUSSION OF RESULTS

This part should answer the following questions:

* How sure are you that your program or initiative caused these results?
* Were there any other factors that could have contributed to the results?
* How are the results different from what they would have been if your program didn’t exist?
* What do the evaluators feel are the strengths and weakness of your program?

SECTION 6- CONCLUSIONS

This is where you make your recommendations:

Is there anything you feel should not be judged at this time, and if so, why?

What major conclusions about the initiative can be reached as a result of this evaluation?

Based on the evaluation results, what recommendations can you make for the program?

If the evaluation gives you any idea of what the future holds for the initiative,what would that be?

What worked well about the evaluation? What didn’t work so well?

What recommendations do you have for anyone doing future evaluations with the program?  
  
**(d) Describe the characteristics of a good project indicator. (10 marks)**

Indicators are realistic and measurable criteria of project progress. They should be defined before the project starts, and allow us to monitor or evaluate whether a project does what is said it would do.

Indicators usually describe observable changes or events which relate to the project intervention.

The following are the characteristics of a good a project indicator:

**Valid**: A good project indicator should be accurate measure of a behavior, practice, task that is the expected output or outcome of the intervention.

**Reliable:** it should be consistently measurable overtime, in the same way by different observers.

**Precise**: A good project indicator must be precise, operationally defined in clear terms.

**Measurable**: it should be quantifiable using available tools and methods.

**Timely**: to provides a measurement at time intervals relevant and appropriate in terms of programme goals and activities.

**Programmatically important**: it should important to linked or to achieve the programme.

**Practical/Feasible**: The data for the indicator should not be too burdensome to collect. The indicator should be reasonable in terms of the data collection cost, frequency, and timeliness for inclusion in the decision-making process.

**Useful**: Can be used for program improvement and to demonstrate program outcomes.

**Adequate**: Can measure change over time and progress toward performance or outcomes.

**Understandable**: Easy to comprehend and interpret

**Meaningful**: Represent important information about the program for stakeholders.

(Gage and Dunn, 2009)

QUESTION TWO (20 Marks)  
**(a)Differentiate between the following terms as used in project monitoring and  
evaluation:  
(i) Project efficiency Vs. Project effectiveness (5 marks)**

According to DeToro and McCabe (1997) where efficient and effective are defined as: Efficient is to meet all internal requirements for cost, margin, asset utilization and other efficiency measures. While effectiveness is to satisfies or exceeds all customer requirements.

**(ii) Baseline survey Vs. Project sustainability (5 marks)**

**A baseline survey** it’s a kind of survey that is being conducted during the monitoring and evaluation (M&E) process to define an impact of a project. It should take place when the project is being initiated so at the beginning of the project but after a decision of implementing it.

If the project has several objectives a baseline survey helps to determine main areas for the project by giving you information on what you should focus more or less and is a benchmark for measuring success or failure of a project. Baseline survey can also be used as an accompaniment to a qualitative and quantitative data. (Joanna Domaradzka, Dec 20, 2016)

“While”

**Sustainability** is the ability 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. Donors want to see how the project and its impact will outlive their direct involvement in the project.

A project or organization can be sustainable in three main categories: organizational, financial, and community sustainability.

**(iii) Project relevance Vs. Project output (5 marks)**

The relevance of a project 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 by the project being submitted. This means that the relevance of a project has always to be related to goal and for general research projects, that goal is most often the increase of our scientific knowledge, although it is sometimes also related to more direct social or environmental benefits for our society.

“WHILE”

In terms of specific project management concepts, the term output refers to specifically to any particular services, results, and or products that are generated as a result of a particular project related process. One interesting component of the conceptual idea of output also is that it may come from the result of input to a successor process. Output can come in a multitude of formats from written long forms reports, written short form reports, other verbal means of output. Output may also be a formalized type of material or it can be inform it can be inform and in some cases discretionary and or information only.

**(iv) Primary data Vs. Secondary Data (5 marks)**

According to Amit Bakshi (2017) primary data is information collected through original or first- hand research. For example, surveys and focus group discussions. On the other hand, Secondary data is information which has been collected in the past by someone else. For example, researching the internet, newspaper articles and company reports.

QUESTION THREE (20 Marks)

**(a)Identify the key components of the logical framework approach in M & E. (5 marks)**

The following are the key components of logical framework in M&E:

**Project Description:** this provides a narrative summary of what the project intends to achieve and how. It also desribes the means by which desired ends are to be achieved.

**Goal:** refers to the sectoral or national objectives for the project is designed to contribute, for example increased incomes, improved nutritional status, and reduced crimes. It can be also referred to as describing the expect impact of the project.

**Purpose:** refer to what the project is expected to achieve in terms of development outcome, examples might include increased agricultural production, higher immunizations coverage, cleaner water or improved local management systems and capacity.

**Outputs:** refers to the specific results and tangible products produced by undertaking a series of tasks or activities. Each component should have at least one contributing output, and often have up to four or five.

**Activities:** refers to all the specific tasks undertaken to achieve the required outputs. There are many tasks and steps to achieve an output. However, the logical frame matrix should not include too much detail on activities because becomes too length.

**Inputs:** refers to the resources required to undertaken the activities and produce the outputs example personnel, equipment and materials.The specific inputs should not be included in the matrix format

**Assumptions:** refers to conditions which could affect the progress or success of the project,but over which the project manager has no direct control for example price changes,rainfall,political situation,etc . An assumption is a positive statement of a condition that must be met in order for project objectives to be achieved.

**Indicators:** refers to the information that would help us determine progress towards meeting project objectives. An indicator should provide, where possible, a clearly defined unit of measurement and a target detailed the quantity, quality and timing of expected results.

**Means of Verification:** (MOV) It also specify the means to ensure that the indicators can be measured effectively is specification of the indicators types of data, source of information and collection techniques.

**(b) What is meant by project audit? Describe the two type of project audit. (7 marks)**

Project auditing is a formal type of project review” most often designed to evaluate the extent to which project management standards are being followed. Audits are typically performed by a designated audit department, the project management office, an empowered steering committee or external auditor. The audit entity must have the designated authority to conduct the audit and make related recommendations. Audit is a verb that means to inspect, examine, check, assess, review or analysis (By Jason Westland, 2012)

There are four types of project audit, Normal audit, Quality Audit, Risk Audit and procurement audit.

1. Risk Audits are part of monitoring and controlling process group. These help with overall process improvement. The risk responses are analyzed to determine if they were effective in handling the risks and their root causes.
2. Procurement Audit. Is part of closing process group. As part of procurements closure, a structured overall review flushes, out issues, sets-up lessons learned, helps ensure problems are resolved for future projects and also identifies successes and failures that warrant transfer to other procurements.

(c**) Differentiate between formative evaluation and summative evaluation. (8 marks)**

1. Formative assessment is used during the teaching learning process.

“While”

1. Summative assessment, evaluates student’s learning, knowledge, proficiency or success at the conclusion of the unit, or program.

The primary difference between formative and summative assessment lies in their nature and the frequency of occurrence:

**Formative assessment**: Is when the cooks taste the soup.

However, **Summative assessment** is when the customer tastes the soup.

**Examples of Formative and summative assessments are as follows :>**

|  |  |
| --- | --- |
| **Formative** | **Summative** |
| In class –discussion | Instructor-created exams |
|  |  |
| Clicker questions | Standardized tests |
|  |  |
| Low-stakes group work | Final projects |
|  |  |
| Weekly quizzes | Final essays |
|  |  |
| 1-minute reflection writing assignments | Final presentations |
|  |  |
| Homework assignments | Final reports |
|  |  |
| Surveys | Final Grades |

QUESTION FOUR (20 Marks)  
**(a)Collecting information or data is just one part of the process of monitoring and evaluation.**

**What is meant by data analysis? (3 marks)**

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 used in different business, science and social science domain. In today’s business world, data analysis plays a role in making decisions more scientific and helping business operate more effectively.

**(b) State any three uses of monitoring and evaluation results. (3 marks)**

There are several reasons to use and disseminate M&E results.

1. **M&E results 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.

M&E results also help you to make decisions about the best of resource. For example, outcome and impact evaluations may provide further insight on certain risk and protective factors, thus shaping your future efforts. As staff use results to reflect on the program’s implementation and make necessary improvements, they are more likely to feel supported by the M&E process.

1. **M&E results strengthen your program institutionally.**

M&E results can help stakeholders and the community understand what program is doing, how well it is meeting its objectives and whether there are ways the progress can be improved, sharing results can help ensure social, financial and political support and help your establish or strengthen the network of individuals and organizations with similar goals of working with young people. By publicsing positive results, you give public recognition to stakeholders and volunteers who have worked to make the program a success, and you may attract volunteers.

1. **M&E results contribute to the global understanding of what works.**

By sharing monitoring and evaluation results, you allow others to learn from your experience. The dissemination of M&E results –both those that show how your program is working and that find some strategies are not having the intended impact-contribute to our global understanding of what works and what doesn’t work in improving young people’s reproductive health. Specifically, M&E results can be used to:

* Highlight program strengths and accomplishments.
* Improve program management and planning
* Identify weakness of the program implementation
* Determine demand for service modification expansion,
* Assess quality of care
* Identify future research needs, and
* Strengthen funding proposals.

**(c) Describe any seven factors that may lead to project failure. (14 marks)**

Here are the common causes that can lead to project failure.

1. **Lack of 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 projects in the first place.

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.

1. **Inconsistent Communication**

Inconsistent communication- TaskQue BlogA 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 to establish a clear communication channel. Additionally, you should use a project management system which enables smooth communication within your project team.

1. **Poor Planning.**

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!”

1. **Unrealistic Expectations**

Setting 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 the 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 you team member but also let the focus on each task in a better way.

1. **Incompetent Project Manager and Team**

Incompetent project manager and team- TaskQue Blog Selecting the right project manager forming a competent team is critical for your project success. Unfortunately, 70% project managers in small and medium-sized business 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 projects managers’ supervise80% of successful projects.

1. **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?

1. **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 results, these projects fail to achieve their targets and go well beyond the specified deadline or budget. By Sarmand Hassan (Nov, 2017)

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