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**Assignment : 4**

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

What is meant by data analysis?

Data analysis is a process of making a meaning from collected data. Data can be analyzed Qualitatively or Quantitatively. Qualitative researchers will collect data continuously until they reach a point of saturation. The data analysis is done throughout the study. Quantitative researchers would analyze their data at the end of their study.

Bogdan and Biklen (1982) define data analysis as “working with data, organizing, breaking into manageable units, synthesizing it, searching for patterns, discovering when it is important and what is to be learned, and deciding what you will tell others”

Analyzing data will involve cleansing, transforming and modelling data to discover useful information. The data analysis will be used to make informed conclusions and help in decision making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names. The analyzed data can be used in business, science, and social science domains. In the business world, data analysis helps in decision making.

During data analysis raw data is molded to bring information which can build a case. The information can be further digressed to extrapolate some conclusions or findings from the information obtained. The reason data is collected and analyzed is to answer questions, test hypotheses or disprove theories. Statistician John Tukey (1961), asserts data analysis as: "Procedures for analyzing data, techniques for interpreting the results of such procedures, ways of planning the gathering of data to make its analysis easier, more precise or more accurate, and all the machinery and results of (mathematical) statistics which apply to analyzing data."

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

Monitoring and evaluation results can be used for the following benefits;

* make informed decisions regarding operations management and service delivery; The results can be used to determine the future projects. They can be used in decision making towards the project, if the project can be continued or discontinued, if the project is moving in the right direction or its moving towards failure.
* ensure the most effective and efficient use of resources. The monitoring and evaluation report can establish if resources are used to benefit the project or not. It can also establish if resources are adequate or inadequate. It can also help establish or find out if the appropriate resources are available or not available.
* evaluate the extent to which the programme/project is having or has had the desired impact. The results can be used to establish if any impact has been achieved, be it negative or positive and intended or unintended.

1. Describe any seven factors that may lead to project failure.

Projects can fail due to various factors, some of the reasons are highlighted below;

**No project management practiced in an organization.** Carrying out projects without practicing project management principles usually results in a project failure. Those organizations that use good project management tools are usually bound to succeed. If project management is not used the organizations usually hire employees that have no experience and no proper understanding and implementation of the project management, they then therefore lack planning and are bound to fail.

**Improper stakeholder management.** Effective stakeholder management in a project cannot be overemphasized, this element is of great importance to the success of the project, ignoring this aspect can lead to a project failure as the stakeholders may disapproved or decline the project.

Carrying a stakeholder analysis before a project begins is a vital action to consider. This will help eradicate by any misunderstandings with the stakeholders and the level of influence that stakeholder have in a project must be noted. For example, a project stakeholder with a lot of influence can frustrate or encourage the success of a project when not in support or when in support.

**Late involvement of project manager. Starting a project without a project manager can at times lead to a project failure. Engaging a project manager at a later stage often consumes time of the new project manager to start working on the project. The project manager will have to work on correcting the root causes of problems incurred during the time when the project was run without a project manager. This leads to additional costs being incurred by the project.**

**Scope creep.** This is the singular most important cause of project failures. Scope creep comes up due to uncontrolled or continuous changes in the project scope. The undocumented changes are the primary cause of scope creep. Scope creep generally leads to budget overrun, schedule overrun, or the output of the project being different from the original plan.

Scope creep can be eliminated or avoided by the use of proper documentation in projects.

**Unrealistic project deadlines.** This happens due to dealing with unrealistic deadlines with inadequate time frames such as management demanding that a twelve-month project be completed in six months. When time constraints are experienced the project scope is cut down and usually the quality is affected in an attempt to meet the deadline.

**Lack of change control system.** As changes are bound to occur in a project and they come in various forms, from the clients, the management, consumers, the project manager, the government, or even from a member of the project team. It is always important to go through a change control system before implementing or rejecting requested change. The change control system will always monitor any changes and perform a systematic change and avoid unwarranted and error changes which may lead to project failure.

**Poor definition of project objectives. When projects are** started without a project charter, they are bound to fail. Project goals and objectives should be defined and they should be (SMART); specific, measurable, attainable, realistic, and tangible. If goals are not SMART, it creates ambiguity and it therefore becomes difficult to measure if project results meet the project objectives. Good definition of project objectives helps in quality assurance and audit process as a result it prevents project failures.

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

Front cover; - the front cover includes the program title and location, names of the evaluators, period covered by the report and date of the report.

Summary /Executive summary: - this is the brief overview of the monitoring and evaluation report that outlines the major findings and recommendations. The summary includes what was evaluated, why the evaluation was done, what the major findings and recommendations are. The summary can also include what type of audience the report is aiming. Also in the summary decisions that have been made can also be highlighted.

Background information about the program; - typically the origins of the program, program goals, clients involved with the program, administrative structure, program activities and services are included and materials used and produced by the program.

Description of the evaluation; - here the purpose of the monitoring and evaluation is explained and new lessons learnt from the exercise. Such questions as the following may be asked and answered;

* Who requested the evaluation?
* Was the evaluation meant to satisfy any particular audience and, if so, which one(s)?
* Were there any restrictions to the evaluation in terms of money, time, or other resources?
* Was any particular kind of evaluation design used and, if so, why?
* What was the timetable for collecting data?
* For each measure, what sort of data was collected?
* What sort of methods was used to gather data, and why were these particular methods chosen?
* How did the evaluators ensure accuracy?

Results of the evaluation; - at this stage data collected is recorded, analyzed and is organized in clear and easy to understand formats which may be graphical, charts or tables. Scripts from interviews, testimonial from clients, questionnaire results, test scores and anecdotal evidence.

Discussion of results; - in this part the several questions are answered. The questions may be as follows;

* 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 weaknesses of your program?

Conclusions; - in this part of the report recommendations are made. The recommendations are expected to answer the following questions;

* What major conclusions about the initiative can be reached as a result of this evaluation?
* Is there anything you feel should not be judged at this time, and if so, why?
* 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?

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

Feedback is a process of responding or reacting to a statement or act carried out in certain environments or carried upon a population or communities. This feedback can either be positive or negative depending upon how the affected communities view the statements or acts. In view of projects, feedback can be given as a reaction to the impacts or affects of the projects or program. The Cambridge Dictionary (2019), defines feedback as “a [reaction](https://dictionary.cambridge.org/us/dictionary/english/reaction) to a [process](https://dictionary.cambridge.org/us/dictionary/english/process) or [activity](https://dictionary.cambridge.org/us/dictionary/english/activity), or the [information](https://dictionary.cambridge.org/us/dictionary/english/information) [obtained](https://dictionary.cambridge.org/us/dictionary/english/obtain) from such a [reaction](https://dictionary.cambridge.org/us/dictionary/english/reaction); feedback can be [positive](https://dictionary.cambridge.org/us/dictionary/english/positive) or [negative](https://dictionary.cambridge.org/us/dictionary/english/negative) feedback”.

In relation to providing feedback from an evaluation, it means presenting the data on achievements that are obtained from an evaluation process. The feedback is obtained from those involved in the evaluation initiative. Those involved maybe staff, volunteers or administrators and board members. Feedback information or data may be presented in tabular, graphical or narrative formats and some can even be presented in audio or video tape formats.

Feedback gives the benefits of learning what seems to be working well and what is not working well. Feedback can make the evaluators understand what must be changed to improve the results.

Feedback makes the administrators of the evaluators understand if there is need for more support, if there are adequate supplies, if the funding is enough to support the work. For feedback to be very useful it must be in both directions. Feedback should always be provided as an ongoing process so as for the teams to be kept up to date with what they are doing well and what can be changed. At the end of an evaluation the feedback can also be presented although it is not exclusively so. There are many benefits obtained through feedback. Some benefits are as follows; feedback helps community leadership assess progress towards meeting the initiative's goals; it helps the project staff to see areas where more energy is required; it helps measure or detect if too much energy or effort is channeled in the correct way; it presents a chance to see the achievements; it helps provide stakeholders to help redirect the initiative towards the activities.

Feedback should always be given as an affirming statement that should be specific about what is going on well in the project work.

Reference

<https://www.measureevaluation.org/resources/training/capacity-building-resources/basic-me-concepts-portuguese/handbook-on-monitoring-and-evaluating-for-results-17april-02.pdf>

<https://www.endvawnow.org/en/articles/331-why-is-monitoring-and-evaluation-important.html>

Cambridge Dictionary; Cambridge University 2019

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