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**COURSE: GRANTS MANAGEMENT**

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**MODULE 4 ASSIGNMENT**

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

i) Project Monitoring is defined as the process of keeping track of all things related to the project in regard to team performance and duration of the task, identifying potential problems and taking actions to correct them while ensuring the budget is maintained.

ii) According to the International Labor Organization, Project evaluation is the systematic and objective assessment of an ongoing or completed project whose objective is to determine the importance and level of achievement of its goals, development effectiveness, efficiency, impact and sustainability.

iii) Primary stakeholders are people who are involved in your project and have interest in its success or failure. They are involved in decision making and are to be informed in case of any changes or progress of the project.

iv) The progress or changes in a project’s requirements are referred to as the Scope Creep. It could also mean that mid-way the customer’s needs changes and a reassessment of the project requirement has to be done.

Impact assessment is an evaluation aimed at attributing outcomes and impacts to project operations. It does this by establishing what would have happened in the absence of the project and is what differentiates impact assessment from other forms of project evaluation.

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

(a) What is meant by data analysis?

Data Analysis is defined as the evaluation of information using analytical and logical reasoning to obtain constructive information from it.

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

i) They help improve program interventions since you are able to understand how and why your program is working.

ii) The results can be used to advocate for additional resources by raising awareness of your program among the general public and help build positive perceptions in the community.

iii) The results can help the community understand what the organization is doing, how it will meet its objectives and whether the progress needs improving

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

i) Lack of proper communication between the management and the team members is a major problem because both lack the forum to discuss their challenges and goals for the project.

ii) Having unrealistic expectations leads to projects failing. It is important that there is a buffer or back up plan that gives you the freedom to complete the project without having to rush through it.

iii) Having an incompetent or inexperienced team may cause a lag due to time taken to train and correct mistakes that could have been avoided. this could be very costly in terms of time and money.

iv) Poor planning: It is paramount that time should be taken during planning for the project before the implementation begins so that each phase of the project is executed smoothly.

v) It is paramount that there is risk management in every running project. Every team member should be held accountable for what they are doing. This improves performance and hence better results.

vi) Lack of cohesion between members could cost the organization a lot as each is important in making the project success. The project manager should ensure that all members are united for smooth running of the project.

3. Differentiate between formative evaluation and summative evaluation

Formative evaluation- performed during the project. It guides the future of the project

Summative evaluation- this is carried out at the end of the project to appraise the success of the project

4. Characteristics of a Project.

A project is a temporary activity. It is an organization of staff , materials ,equipment and facilities put together for the purpose of accomplishing a goal. The team is disbanded once the goal is achieved.

Projects cut across organizational lines and structures within a firm so as to draw from the skills and talents of multiple professions and department.

A project requires doing something different that was not done previously. It is a one time and once off activity that cannot be repeated exactly the same way.

Projects have a unique set of requirements that need to be delivered within their boundaries.

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

i) Community meetings

Community meetings are an important tool to get feedback on the effects or outcomes of a project from the recipients or beneficiaries, in this case, a particular community. It is through such meetings that one gets to know negative or positive effects on a community and with this information, mistakes can be corrected in future or good outcomes replicated. Monitoring studies the present information and experiences of the project.

ii) Critical incident analysis

Critical incident analysis is important because it serves as a reflective learning exercise. One looks back on the project for outcomes which can be positive or negative. It focuses on an event, circumstances surrounding it, responses to the event and outcomes. It offers information on how a project can be improved. For example, in the case of results that surpass the target, one may want to determine the reasons for that happening and whether these results can be replicated. In the case of poor results, the reason as to why this happened can be identified and corrected for future projects.

iii) Focus groups discussions deal with a select group of people in the project population scope. It explores their attitudes on the project. Through these, detailed information on issues concerning the group is attained.

6. Monitoring and evaluation are always portrayed as being one and the same thing, yet that are different.” Discuss the truthfulness of this statement

Monitoring is a continuous process that aims at getting information on whether a project is on track or not. It is carried out from the beginning of the project. It checks the efficiency of the project and assists managers to make sound decisions. It is a short-term process compared to evaluation. It is done by internal members and mostly focuses on input, activities and output and therefore can offer remedial actions if necessary.

Evaluation on the other hand, is done periodically to ascertain the relevance of the project against the set objectives. It measures the effectiveness of the project and is carried out at certain points of the project which can be at the mid-point, the end or in transition of stages. This may be carried out by external or internal members or both, and it gives recommendations for long-term planning as it focuses on outcomes and impacts of the project in relation to the overall goal. It collects its information from the past.