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| Diploma in Monitoring and Evaluation |
| MONITORING AND EVALUATION FINAL EXAM |
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**(a)Describe the following terms as used in project Monitoring and Evaluation:  
(i) Project monitoring (2 marks)**

the process of keeping track of all project-related metrics including team performance and task duration, identifying potential problems and taking corrective actions necessary to ensure that the project is within scope, on budget and meets the specified deadlines.

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

Systematic and objective assessment of an ongoing or completed project.1 The aim is to determine the relevance and level of achievement of project objectives, development effectiveness, efficiency, impact and sustainability.

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

Primary stakeholders are those that stand to be directly affected, either positively or negatively, by the project, decisions, or actions of the project may include community leaders, local authorities, donors team, management. Etc.

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

Refers to how a project’s requirements tend to increase over a project lifecycle, e.g. what once started out as a single deliverable becomes five. typically caused by key project stakeholders changing requirements, or sometimes from internal miscommunication and disagreements

**(v) Impact assessment (2 marks)**

The process of identifying and measuring future consequences of a current or proposed project, measuring the effectiveness of organizational activities and judging the significance of changes brought about by those activities **(b) Distinguish between ex-ante evaluation and concurrent evaluation. (4 marks)**

**Ex ante evaluation** is a process that supports the preparation of proposals for new or renewed Community actions. Its purpose is to gather information and carry out analyses that help to define objectives, to ensure that these objectives can be met, that the instruments used are cost-effective and that reliable later evaluation will be possible.**Concurrent evaluation** is a continuous process which is done at various points and in respect of various aspects of the working of an agency by the agency staff itself i.e. staff board members and beneficiaries.

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

1. **Organizational Structures with M&E Functions**
2. **Partnerships for Planning, Coordinating and Managing the M&E System**
3. **M&E frameworks/Logical Framework**
4. **Routine Programme Monitoring**
5. **Surveys and Surveillance**
6. **Data Dissemination and Use**

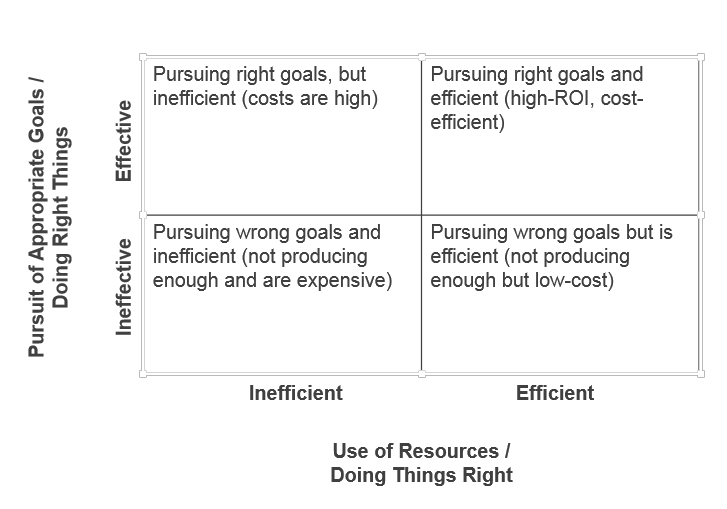
**(d) Describe the characteristics of a good project indicator. (10 marks)**

An indicator is a specific, observable and measurable characteristic that can be used to show changes or progress a programme is making toward achieving a specific outcome.

Characteristics of good indicators

* Valid: accurate measure of a behavior, practice, task that is the expected output or outcome of the intervention
* Reliable: consistently measurable over time, in the same way by different observers
* Precise: operationally defined in clear terms
* Measurable: quantifiable using available tools and methods
* Timely: provides a measurement at time intervals relevant and appropriate in terms of programme goals and activities
* Programmatically important: linked to the programme or to achieving the programme objectives

**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)**



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

The purpose of a baseline study is to provide an information base against which to monitor and assess an activity's progress and effectiveness during implementation and after the activity is completed.

Project Sustainability is the planning, monitoring and controlling of project delivery and support processes, with consideration of the environmental, economic and social aspects of the life-cycle of the project's resources, processes, deliverables and effects, aimed at realizing benefits for stakeholders

**(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.

* Project **output** are direct immediate term results associated with a project
* Directly produced by the project; as long as you completed the project [activities](https://proposalsforngos.com/proposals/proposal-terminology/project-activities/), you will create an output
* Typically, tangible and easy to measure
* Not the reason why the project was necessary

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

The fundamental differences between primary and secondary data are discussed in the following points:

The term primary data refers to the data originated by the researcher for the first time. Secondary data is the already existing data, collected by the investigator agencies and organizations earlier.

Primary data is a real-time data whereas secondary data is one which relates to the past.

Primary data is collected for addressing the problem at hand while secondary data is collected for purposes other than the problem at hand.

Primary data collection is a very involved process. On the other hand, secondary data collection process is rapid and easy.

Primary data collection sources include surveys, observations, experiments, questionnaire, personal interview, etc. On the contrary, secondary data collection sources are government publications, websites, books, journal articles, internal records etc.

Primary data collection requires a large amount of resources like time, cost and manpower. Conversely, secondary data is relatively inexpensive and quickly available.

Primary data is always specific to the researcher’s needs, and he controls the quality of research. In contrast, secondary data is neither specific to the researcher’s need, nor he has control over the data quality.

Primary data is available in the raw form whereas secondary data is the refined form of primary data. It can also be said that secondary data is obtained when statistical methods are applied to the primary data.

Data collected through primary sources are more reliable and accurate as compared to the secondary sources.

QUESTION THREE (20 Marks)  
(a)Identify the key components of the logical framework approach in M & E. (5 marks)

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| **goal** | A project goal is a very general, high-level and long-term objective of the project. It is different from project objectives because the latter are very specific and have to be addressed alone by the project. But the goal cannot be achieved by the project on its own since there will be other forces like the Government, other agencies etc also working to achieve it. It is a major benchmark to compare work between different projects. |
| **Objectives** | Objectives are the specific objectives the project works to achieve within the stipulated time. |
| **Activities or Inputs** | Activities or inputs are actions undertaken by the project or the [organization](https://www2.fundsforngos.org/tag/organisations/) to achieve the set objectives |
| **Outputs** | Outputs are immediate results that we achieve soon after the completion the project or any specific project activity. |
| **Outcomes** | The outcomes are results that have been or that are to be achieved after a period of time, but not immediate. |
| **Impact** | The impact is the longer-term result that has happened because of the activities undertaken in the project. |
| **Indicators** | Indicators are a measure of the result. They give a sense of what has been or what is to be achieved. |
| **Means of Verification** | Data or information based on which the indicators will be measured or monitored |
| **Risks & Assumptions** | External factors affecting the progress of the project |
| **Costs** | Budgetary explanations |

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

The process of verification of the extent to which the project realization complied with the rules and principles of project management for the concrete project. The purpose of a project audit is to identify lessons learned that can help improve the performance of a project or improve the performance of future projects by undertaking a forensic review to uncover problems to be avoided  
Quality Audit

Quality audits are part of Execution process group. These are reviews of your project by your company. They figure out whether or not you are following the company’s process

Risk Audit

Risk audits are part of Monitoring and Controlling process group. These help with overall process improvement. The risk responses (that were implemented) are analyzed to determine if they were effective in handling the risks and their root causes. Similarly, you can also audit and gauge the effectiveness of the risk management processes in the project as a whole too  
(c) Differentiate between formative evaluation and summative evaluation. (8 marks)  
summative evaluation refers to the assessment of participants where the focus is on the outcome of a program. This contrasts with formative assessment, which summarizes the participants' development at a particular time.

Is a method for judging the worth of a program while the program activities are forming (in progress)? They can be conducted during any phase of the ADDIE process. This part of the evaluation focuses on the process

The big difference is when the assessment takes place in a student's learning process. As the definition already gave away, formative assessment is an ongoing activity. The evaluation takes place during the learning process. ... A summative evaluation takes place at a complete other time.  
  
  
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, a process of applying statistical to organize, represent, describe, evaluate, and interpret data. The process of evaluating data using analytical and logical reasoning to examine each component of the data provided.

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

Monitoring and evaluation are critical for building a strong, global evidence base around violence against women and for assessing the wide, diverse range of interventions being implemented to address it.

At the programme level, the purpose of monitoring and evaluation is to track implementation and outputs systematically, and measure the effectiveness of programmes. 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 can be used to demonstrate that programme efforts have had a measurable impact on expected outcomes and have been implemented effectively. It is essential in helping managers, planners, implementers, policy makers and donors acquire the information and understanding they need to make informed decisions about programme operations.

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

**1. 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.

**2. Inconsistent Communication**

A [survey](http://www.it-cortex.com/Stat_Failure_Cause.htm) 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**

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**

KPMG Canada conducted a [study](http://www.it-cortex.com/Stat_Failure_Cause.htm#The%20KPMG%20Canada%20Survey%20(1997)) 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**

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](http://www.pwc.com/mx/es/industrias/proyectos-capital/archivo/2013-08-insight-trends.pdf), 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**

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 [TaskQue](https://taskque.com/) 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**

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.

**End**