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**MONITORING & EVALUATION DIPLOMA**

**FINAL EXAM**

**COURSE CODE: D001**

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**QUESTION 1**

1. ***Describe the following terms as used in project Monitoring and Evaluation.***
2. **Project monitoring**

Project monitoring is a continuous control process to track the activities of a project against planned tasks.

* Its aim is to provide regular feedback on the implementation of the activities in terms of delivery, costs, schedules, targets output to the project management team and other stakeholders.
* It also gives updates on the progress of the project.
* Monitoring increases the accountability to the funders, donors and stakeholders.
* Monitoring must be undertaken throughout the duration of the project. For it to be effective, it should have an adequate planning baseline data, indicators of performance and a proactive implementation mechanism.
* There is not a successful project planning and implementation without some sort of monitoring.

1. **Project Evaluation**

Project evaluation is a systematic and objective assessment of an ongoing project or a completed project in terms of their design, implementation and results.

The evaluation can verify if the project is running or has been run as initially planned. And it also signs of projects strengths and weakness.

A project evaluation is conducted at the conclusion of a project, and it helps determine the extent to which the interventions are successful in terms of their impacts and sustainability of its results.

It can help the project team to carry a thorough review of their project in terms of their goals and objectives.

It is also a phase of learning which helps improve and explain what was done right or wrong.

1. **Primary Stakeholders**

They can be people or organizations with any interest in the project outcome. They are typically the funders, the project management team, and the beneficiaries, the government. (of the country where the project is delivered.)

1. **Scope Creep**

It is when a project stretches for beyond its original plan.

It is a dreaded thing that can happen to any project, it leads generally to waste of money, decreasing of satisfaction and causing the expected value of the project not to be met.

The causes of scope creep can be:

* Ambiguous or unrefined scope definition
* Lack of any formal scope or requirements management
* Inconsistent process for data collection
* Undefined project length
* Starting a project design and development without a thorough analysis of goals and objectives.
* Lack of clear communication with project sponsors and stakeholders.
* Allowing unmanaged contact between funders and project team

1. **Impact assessment**

It is a process of measuring the effectiveness of project activities and judging the significance of changes brought about by those activities.

Impact assessment is carried out to assess the consequences of individual project, of policies and programs.

1. **Distinguish between ex-ante evaluation and concurrent evaluation**

An ex-ante evaluation is carried out before or early in the program, while real-time or concurrent evaluation follows the program over a long period of time either by a continuous evaluation process or by a sense of separated but closely related studies.

1. **Identify any six parts of monitoring and evaluation report.**

According to the study pack M&E module 4 chapter 4. The following have been defined as the parts of monitoring and evaluation report.

* ***A summary****: it is short overview of the evaluation describing the major findings and recommendations. It should include the reasons for the evaluation.*
* ***The background information about the program****: This section will include some information such as:*
* *Origin of the program*
* *Program goals and objectives*
* *Clients involved with the program*
* *Organizational structure*
* *Program activities and services*
* *Materials used and produced by the project team, etc…*
* ***Description of the evaluation****: This section will indicate the reason for the project evaluation.*
* ***Result of the evaluation****: the part presents and explains in details what were the finding of the evaluation*
* ***Discussion of results****: in this section, the evaluation result can be discussed with details.*
* ***Costs and benefits****: this section will allow for explanation regarding the funding, budget and all financial choices.*

1. **Describe the characteristic of a good project indicator.**

According to the website: [www.mnestudies.com](http://www.mnestudies.com) *the characteristic of good indicators are as follow:*

* *Relevant: it measures an important part of an objective or output.*
* *Objective: if two people measure the same indicator using the same tool, they should get the same result. The indicator should be based on facts rather than feelings or impressions (another way to say this is to say that it should be measurable.)*
* *Available: indicators should be based on data that is readily available, or on data that can be collected with reasonable extra effort as part of the implementation of the sub project.*
* *Realistic: it should not be difficult or too expensive to collect the information (related to the next one in the list).*
* *Specific: the measured changes should be attributable to the project, and they should be expressed in precise terms.*

The characteristics of good indicators are also SMART, this means that they should be:

* Specific: the measured changes should be expressed in precise terms and suggest actions that can be taken to assess them.
* Measurable: indicators should be related to things that can be measured in an unambiguous way.
* Achievable: indicators should be reasonable and possible to reach and therefore sensitive to changes the project might take.
* Replicable: measurements should be the same when made by different people using same method.
* Time bound: there should be a time limit within which changes are expected and measured.

**QUESTION 2**

***Differentiate between the following terms as used in project monitoring and evaluation*.**

1. **Project efficiency Vs Project effectiveness**

According to Peter Drucker theory “***efficiency is doing things right while effectiveness is doing the right thing”.***He illustrated it by using the following example of this: *when growing a company, efficiency can support the profit, but effectiveness will drive the growth.*

*But how does one choose between the two concepts?*

*While efficiency may get things done at a lower cost and higher profit, today, projects can only be sustainable if they can effectively solve their customer’s problems”* ([www.americanexpress.com](http://www.americanexpress.com) )

The people who choose effectiveness over efficiency tend to procrastinate. They wait until they have it all perfectly planned out and organized down to the most minute’s details before beginning anything. They do not get it done quickly, but they can accomplish the absolute tasks goal as part of the bigger picture. Do not choose, rather alternate between doing both to help one gets his/her project where it needs to go.

It is not possible to be both effective and efficient simultaneously in a project. There is a constant trade-off where the focus is on one method and then shifts to the other.

According to [www.ameriacanexpress.com](http://www.ameriacanexpress.com) , *efficiency focus benefited projects because many of projects managers brought in the business concept of efficiency and productivity. Effectiveness adds another dimension which is the quality.* ***“Success is not always about numbers and statistics, it is also about satisfaction.”*** *Satisfaction requirement including beneficiaries, project staff and stakeholders.*

According to [www.ipma-usa.org](http://www.ipma-usa.org) , ***Effectiveness did not replace the efficiency mentality, it improved it.”*** *The two practices are not competitors, they are perfect pair and must be used and managed in the correct proportion.*

*The same hypothesis says that, if 1 is time, 2 is the cost and 4 is quality then these are efficiency factors, while 3 is scope, 4 quality, 5 is risks and 6 is talent, then they are effectiveness factors. This lead to some project manager’s focus on efficiency while others focus on effectiveness. Both are essential, important and can be used alternatively*.

1. **Baseline survey Vs Project Sustainability**

Baseline survey is the type of survey that is carried out before project implementation starts to generate data about the existing situation of a target area or group.

It should take place before the project is being initiated; at the beginning of any project, but after the decision of implementing it.

According to <https://sswm.info> *Baseline data collecting is done within the planning process. For example, it is of prime importance to collect baseline data in order to determine the requirement for an appropriate sanitation and water system in the project area.*

*The collected background information will provide the basis for the software and hardware intervention.*

As indicated by the website <https://evaluateblog.wordpress.com> , *baseline survey is important in:*

* *Establishing priority areas/planning for a project. This is especially true when a project has several objectives.*
* *It serves the purpose of informing decision-makers what impact the project has had on the target community.*

This website <https://blog.socialcops.com> said that: *the road to a good monitoring and evaluation system is paved with a sound baseline survey. It is an integral part of an effective data collection and analysis.*

*Baseline survey is the instrument that is used to record these measurements.*

*And that the purpose of baseline survey is to provide an information base against which to monitor and assess activities’ progress and effectiveness during implementation and after the activities is completed.*

On the other hand, there is project sustainability:

According to the site: <https://proposalsforngos.com> *Project sustainability, is the ability of an organization to continue its mission or program far into the future. All projects have an end eventually, but the impact should continue.*

Our study pack M& E module 1, page 31 said that: *a project or organization can be sustainable in three main categories: organizational, financial and community sustainability. It is a measure of the continuation of the project program or the positive results after the external support has been concluded. Many donors are becoming interested to know for how long they need to support a project before it can run with local resources.*

[www.books.publishing.monash.edu](http://www.books.publishing.monash.edu) ( Chap. 11) *The Impact of sustainability in projects) added that, sustainable project is the management of an initiative, organized change in policies, assets or organizations with consideration of the economic, social and environmental impact of the project, its result and effect for now and future generation.*

One can say, that while both baseline surveys and project sustainability are techniques used in management of program/ initiative or projects. Baseline survey is mandatory at the initial stage of a project, but project sustainability monitor and assess the effects of the program after the external support has ended.

1. **Project Relevance Vs Project outputs**

Our study pack M& E, (module 1 page 29-30*)*, *defined project relevance as a measure used to determine the degree to which the objectives of a program or initiative remain valid as planned.*

*It refers to an overall assessment to define whether project interventions and its objectives are still in harmony with the needs and priorities of the beneficiaries. As a result, a given project might not be as important as it is as when it was initiated. For example, once an infectious epidemic has been eradicated in some defined location.*

About Project Outputs, our study pack, M& E module 1, page 81 *said this about project outputs: these are products and services delivered as part of project’s activities such as workshops, audits, brochures, etc…)*

[www.evaluateblog.wordpress.com](http://www.evaluateblog.wordpress.com) said that, *Project outputs are defined as the first level of results associated with a project.*

*They are the direct immediate term results associated usually with what the project has activated in the short term.*

According to [www.asq.orgsquality-progress](http://www.asq.orgsquality-progress) , *the project outputs are the deliverables produced by the tangibles things produced by the project. Or types of outputs are tangible plans measurements, tracking process, and status report that pertain to planning, managing and closing of the project itself.*

<https://project-management-knowledge.com> *defined outputs project as referring specifically to particular services, results or products that are generated as a result of a particular project process.*

1. **Primary data Vs Secondary data**

Both primary and secondary data are used before, during and even after or at the end of an initiative.

*While primary data is defined as data collected by investigator him/herself for the specific purpose of the research or under study*. (<https://communitymedicine4asses.com>

An example is data collected during a student research for her/his thesis.

Secondary data is data collected by someone else for some other purpose, but it is being utilized by the investigator for another purpose.

Example of secondary data: census data used the impact of education on career choice or earnings.

**QUESTION 3**

1. ***Identify the key components of the logical framework approach.***

Logical framework approach (LFA) is a highly effective strategic planning and project management methodology with wide application.

<https://sswm.info> said that: *logical framework approach comprises an integrated package of tolls for analyzing and solving planning problems of designing and managing their solutions (their approach). The product of this analytical approach is the log frame (the matrix) which summarizes what the key assumptions are and how outputs and outcomes will be monitored and evaluated*

The website <https://deza-pcmi-lernbuch-3prod2lernet3.ch> defined below the key components as:

*The following are the key components of logical frame work approach:*

* *Analyzing of initial situation (where are we? What are the problems and the potential solutions?)*
* *Appraisal of alternative approaches. (What the alternative approaches are there? How should we assess them? And which approach do we choose?)*
* *Vision of intended change. (Where do we want to go? What results do we expect?)*
* *Design of project strategy (What result do we set? How can we achieve them? How can we check to see if we have achieved them? What external factors influence the project?)*
* *Design of project organization (What are the roles and responsibilities? How will the project be steered and evaluated?) According to World Bank (2000), logical framework approach (LFA) has the power to communicate the essential elements of a complex project clearly throughout the project cycle. It is used to develop the overall design of a project, to improve project implementation, monitoring and to strengthen periodic project evaluation.*

1. **What is project audit? Describe 2 types of project audit?**

According to the website [www.bartleby.com](http://www.bartleby.com) , *a project audit is designed to conduct an evaluation at a number of stages during the life cycle of a project.*

*A project audit can be formal or less than formal investigation in any area of the project*.

<https://bia.ca> said that: *project audit provides an opportunity to uncover the issues, concerns and challenges encountered in the execution of a project.*

*It affords the project manager, the project sponsors, and team, an interim view of what has gone well and what needs to be improved to successfully complete it.*

*It is generally done at the close of a project.*

Project audit can be used to develop success criteria for future projects by providing a forensic review.

And the review will provide the opportunities to learn what elements of the project were successfully managed and which ones presented some challenges. This will help the project team to identify what it needs to do so that mistakes are not repeated in the future projects.

Project audit consists of 3 phases:

* Success criteria ad questionnaire development (interviews and questionnaires)
* In-depth research (individual research with project manager, project sponsor, and project team to identify past, current challenges)
* Report development (compilation of information, preparing reports on lessons learned)

The 2 types of project audit according to: [www.pmclounge.com](http://www.pmclounge.com) are the following

* *Normal audit or inspection: it is part of monitoring and controlling process group.*
* *Quality audit: it is a part of execution process group. It is a review of the project, they figure out whether or not the process was followed.*
* *Risk audit is part of monitoring and controlling. They help with overall process improvement. The risk response are analyzed to determine if they were effectively handled and their roots causes. It gauges the effectiveness of the risk management processes in the project as a whole too*.

1. **Differentiate between formative evaluation and summative evaluation**

They are both evaluation techniques used in project/program but are different when they are applied.

Formative evaluation is a process evaluation which examines the development of the project and may lead to changes in the way the project is structured and carried out. It is also called process evaluation.

Formative evaluation is a process oriented and involves a systematic collection of information to assist decision-making during planning and implementation stages of a project.

It focuses on operational activities and possibly give some consideration to long-term effects.

For example, questions such as indicated below will be used to assess the formation evaluation stages.

* To what extent the activities and strategies match those presented in the plan?
* Are the activities carried out by the appropriate personnel?
* To what extent the beneficiaries of the project are active in the decision-making and implementation?

On the other hand, Summative evaluation is usually carried out as the program is ending or after completion of a program in order to “sum up” the achievements, impacts and lessons learned.

It is also called outcome or impact evaluation.

There two types of summative evaluation:

***End evaluation*** which aims to establish the situation when external aid is terminated and to identify the possible need for follow up activities either by donors or project staff.

***Ex-post evaluation*** which is carried out two to five years after the external support is terminated.

For examples the following questions will be asked during summative evaluation:

* Is the project sustainable and replicable?
* What components were most effective?
* What impact the project has on the lives of the beneficiaries?

Both formation and summative evaluations are techniques used in the project/program but in the different stages during the cycle of a project.

**QUESTION 4**

1. ***Collecting information or data is just one part of the process of monitoring and evaluation. What is meant by data analysis?***

It is pertinent to know that information or data in whichever form it is represented is an important part of research in any project/program. No program can be conducted or successfully achieved without the collection, analysis and interpretation of information or data.

According to the study pack M&E module 3 page 120-121, *Data analysis involves examining it in a way that reveals the relationships, patterns and trends that can be found within.*

* *It determines the type of relationship existing among variables, but also the level to which one can trust the answers gotten.*
* *It is a way to compare information available from different sources.\.*
* *It helps draw some conclusions from data*
* *It assists in getting accurate assessment in order to better understand your work and its effects on those you are concerned with, and understand the overall situation.*

*There are two types of data analysis that are required: the quantitative and qualitative data*.

The website [www.brighthubpm.com](http://www.brighthubpm.com) says that, *the preliminary approach to data analysis in project management: data mining or collection of data from various sources, and converting it into a presentable format for modelling and making predictions.*

*Data analysis is 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 are gathered, reviewed then analyzed to form some sort of findings and conclusions. There are variety of specific data analysis methods some of which include: data mining, text analysis, business intelligence, and data visualizations*.

Source: [www.businessdictionary.com](http://www.businessdictionary.com)

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

The following can be described as the uses of monitoring and evaluation results:

* *By regularly monitoring and evaluating public programs governments can better serve their citizens. An M&E system can stimulate public debate and hold governments accountable.*
* *Monitoring and evaluation system must be supported at the highest level of government and sustained overtime.*
* *Monitoring and evaluation programs and systems are designed to identify what works and what does not in policy design and implementation. They help build” evidence-based policy”.*

Source: [www.worldbank.org](http://www.worldbank.org)

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

The following can be described as factors leading to project failure:

* Lack of engagement at the highest level of government.
* Lack of capacity to sustain the effort of monitoring and evaluation.
* No access to reliable data and good indicators.
* Poor defined project scope and Inadequate risk management
* Failure to identify key assumptions
* Cultural differences in global projects
* Lack of an effective communication at all levels. (Project team management, sponsors, target group, funders, etc...)

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