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**MONITORING & EVALUATION DIPLOMA**

**MODULE 4 - ASSIGNMENT 4**

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

In the area of research or any other projects, data analysis is mandatory. This means that it will be not possible or to do a research without having data. There will be no a valid research without data analysis and its interpretation.

Data analysis is the most crucial part of a research or initiative. It summarizes collected data and involves the interpretation of information gathered through the use of analytical and logical reasoning to determine patterns, relationships and trends.

This website has this to say about data analysis: [**https://www.careemergencytoolkit.org/management**](https://www.careemergencytoolkit.org/management)**.** *Monitoring data is only useful if it is analyzed and used to improve program quality and quickly address any problems that emerge. The Monitoring and Evaluation Coordinator must ensure that all monitoring data collected is analyzed and presented in a timely and user-friendly way. In doing so, the quality of information should also be considered*.

Data analysis is concerned with both methods: quantitative – expressed as numeric, experiments, survey and questionnaires, and qualitative – expressed as interview, observations.

These methods of data collecting have different approaches when they are analyzed, interpreted and implemented as required by the research or initiative. They also ensure the authencity and accuracy of information collected or gathered.

According this website: [**http://resources.intenseschool.com**](http://resources.intenseschool.com)**.**  *Data analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap and evaluate information. It is an essential component of ensuring data integrity and the accuracy and appropriate analysis of research findings”*

There are few tips on the data analysis we need toconsider such as:

* Use of data sets and samples
* It should ensure the veracity and reliability of information.
* To avoid as much as possible to delegate data analysis
* To keep in mind who will be reading your results and present it in a way that they are well understood.
* To avoid the improper interpretation of data analysis report.
* To be train in interpretation of data analysis report. (it is important to train the project staff on how to interpret and reading data analysis report)

This website gives a very simple and easy to understand explanation of data analysis: <https://www.betterevaluation.org/en/rainbow_framework/describe/analyse_data>. *Analyzing data to summarize it and look for patterns is an important part of every evaluation. The options for doing this have been grouped into two categories - quantitative data (number) and qualitative data (text, images).*

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

Out of many, these are few uses of monitoring and evaluation results:

* The result of monitoring and evaluation can provide the necessary data to guide strategic planning. To design and implementing projects and potentials projects. It is also a time of lesson learnt and acquired skills for the next projects for the project team.
* To understand whether these interventions have achieved their planned objectives and goals. That the impact is felt in the community or target group. And how best, the approaches used have been successful.
* It provides a more robust basis for fund raising and influencing policies. It allows the project sponsors to assess how well their funds has been used.

1. **Describe any seven (7) factors that may lead to project failure**

There are several factors that makes a project or initiative fail or succeed. The question one should ask is what makes it fail?

Below are some reasons or factors that lead to the failure of an initiative or project, bearing in mind that the selected reasons below are not caste in stone.

These are just a selection to cover the most random factors leading to project or initiative failure.

According to the following website…….

* **Lack of project planning:** Lack of details on project planning: there cannot be a project without a proper planning, and failing to plan for a project can be translated as no project at all. Lack of project planning will lead to complete chaos. And one needs to know what is coming, what to do etc… that is definitely a no-no for a project. Project planning is a good way to communicate goals and timeframes and to set realistic expectations about what will actually be delivered, the project team, the target group, the communication channels, and the reason for the project, the funders, the project methodologies, and a tracking system. Not having a project planning is not just possible. And definitely, the project will fail.
* **Project scope creep:** it is a factor that leads to project failure. It is result of an uncontrolled or continuous changes in the project scope, and undocumented changes are the primary cause of project failure. It leads generally to budget and schedule overrun, or the outputs of the project being different from the original plan.
* **Unrealistic project deadlines**: this happened when a project is dealing with inadequate deadline. For example, being asked to complete a four (4) months in 3 weeks which is not realistic. And when time become a big constrain, the team begins to cut down on project scope, quality to meet the impossible deadline. When a project becomes time-constrained, fast-tracking and crashing should be considered first before…the project scope. On the other hand when the project is also too long, it should be broken in small projects that are easily and successfully manageable.
* **Lack of change control system**: when a change request is initiated, it is important that it goes through a change control system before being implemented or rejected. It is also important to know what factors are required to approve the request, what level of risks and uncertainty the change brings to the project.

And if the change is in line with the risk threshold of the project. The project manager should always evaluate the impacts of change and the decision to implement the change should be an output of an effective change control system.

* **A poor definition of project objectives**: it is improper to start a project charter when the objectives are not SMART. The project objectives must be SMART. Otherwise it becomes difficult to measure if the result of the project meets its objectives. A proper definition of project objectives helps during monitoring, quality assurance, audit process, evaluation, thus preventing project failure.
* **Lack of knowledge from the project manager**: this is when a project manager lacks knowledge of project management or he/she does not have a mastering of projects. It makes is difficult to link the project to a success.
* **Improper stakeholders**: A stakeholder is seen as anyone who has an interest in the success of a project or an entity that will benefit or be affected by the outcomes of the project. It is important to carry out a detailed stakeholder’s analysis before a project begins, that will help understand how powerful the stakeholder is and his/her level of influence in the project.

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

According to the website: https://www.cdc.gov.>eval>materials .*A final evaluation report is a written document that describe how one monitored and evaluated a project. It presents the findings, conclusion, and recommendations from a particular including recommendations for how evaluation results can be used to guide program improvement and decision-making.*

From our study pack, E& M module 4, the following have been defined as the parts of monitoring and evaluation report.

* ***A summary****: it is short overview of the evaluation describe the major findings and recommendation. 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.*

According this website: <https://www.betterevaluation.org/en/evaluation-options/final_reports> *Evaluation reports can be read by many different audiences, ranging from individuals in government departments, donor and partner staff, development professionals working with similar projects or programs, students and community groups.*

*Regardless of who the target audience is, ensure that your report is readable, straight to the point, and uses a writing style that promotes understanding. Cut down on theoretical and methodological descriptions that make it difficult for your readers to find the answers to their questions.*

*A good evaluation report contains these basic components:*

* *An executive summary containing a condensed version of the most important aspects of the evaluation (see previous point).*
* *A summary of the evaluation’s focus, with a discussion of the purpose, objectives and questions used to direct the evaluation.*
* *A summary of the evaluation plan.*
* *A discussion of the findings of the evaluation, with complete statistical and case study analysis.*
* *A discussion of the evaluation’s conclusions and recommendations.*
* *Any additional information required, such as terminology, details of who was involved in the evaluation, etc. in an appendix.*

In summary one can say that, the evaluation report can serve as a guideline for and tracking method of overseeing a project It can also be a way of learning on what had been done and how to perfect the handling of any potential projects and as recorded document for future use or a referral for future projects.

1. **Why is the feedback an important component of monitoring and evaluation?**

Feedback is a word that is been used every day in our working life. One can tentatively say that a feedback it is the act of getting on people on a certain issue that was agreed upon. It can also be defined as a control method, this means it helps follow up on activities.

But what is the importance word – feedback - in the monitoring and evaluation? What is a feedback one may ask in monitoring and evaluation?

According to Basil Cracknell (1993) *Evaluation feedback: so important, yet so neglected! Probably the main one is that feedback is simply a different operation from evaluation itself: it calls for different skills and a different kind of motivation, yet in most agencies it is the evaluators who have to take the initiative in fostering feedback. Carrying out evaluations is challenging and rewarding; it has a neat beginning, middle and end, and the eventual outcome is an evaluation report which usually bears the evaluators’ names and provides satisfying evidence of a job well done*

Monitoring and evaluation are tracking process used on a project that means it involves people and while people are working together they need to communicate, exchange ideas, discuss and agree on some things. The fact that people are communicating and exchange ideas, they will need to keep one another on the progress on the project and keeping them aware of how it is going.

By so doing the leader of the project will have to keep his/her abreast on the progress so that they are all aware the actual situation of the project. That act of keeping the team members informed is called giving feedback.

And how important is the feedback in monitoring and evaluation? It is very important otherwise, there is no longer a team work.

According to our study pack: M&E module 4, *it is important to provide feedback time to time for the following reasons:*

* *To help communities leadership assess progress towards meeting the initiative goals.*
* *To improve areas wherein the project team may want to put more effort, and to detect where effort can de reduced especially when it is not the central of the project.*
* *To provide opportunities to celebrate little achievements and also boost the morale of project team members and made them focus on the “big picture”*
* *To provide funders the opportunity to re-direct the initiative towards the activities related to the mission, and to see and reward the accomplishment of the project.*

Why giving feedback? Providing feedback in monitoring and evaluation should be done on ongoing basis so that all activities can be kept up to date, on what the team is doing well and what need to be improved.

When should one provide feedback? Giving feedback often gives the team the opportunity to see what the changes have resulted from the adjustments they made after the last feedback session; in that way, they can all work together to continuously improved their efforts.

How should you give feedback? A feedback session should not be a criticism and shouting session, because the team did not perform as expected. It should be a review of the efforts, to encourage the team members and to find of reasons why things did not work as expected. It is the time to improve the areas it did not go well, to allow the team members to come up with suggestions on how to improve and do it better.

Our study pack M& E module 4 said that, <<*it is more likely that you will have at least a few areas that new improvement. You want people involve in the project to understand what they could do better, but at the same time one has to be careful to keep them from feeling discouraged, angry at themselves, resentful, insulted by less-than-glowing feedback*>>

During a feedback session, one can adopt different methods of reporting, it is inevitable and important to give feedback whether the report is positive or not.

A feedback can presented as graphics, numbers, or drawings, etc… it is important to present it by starting with the positive points and congratulating the team, also encouraging them to keep the good work. It is should be an open session where team members are encouraged to come up with suggestions which can be reviews and agreed up as a team.

According to Dr. Leslie Groves, an Independent Consultant “*A beneficiary feedback approach to development evaluation involves a one way or two way flow of information between beneficiaries and evaluators for the purpose of improving evaluation process, findings and use. It is a structured and systematic approach that cuts across all stages of evaluation - from design to dissemination. It is relevant to all types of evaluation design. It is not a subset of participatory evaluation; and goes beyond evidence gathering. It can engage both extractive and/ or participatory methods”*

As a team leader in a project, it is also important to look at things by the team members’ view, and decide the best approach to improve and the success of the project as a whole.

Basil Cracknell (1993) said that, *there are basically two ways of approaching the issue of evaluation feedback. The first is to look closely at the materials available for feedback (that is, how useful are the evaluation reports in terms of helping to improve on-going aid operations?); the second is to look at the methods of feedback (that is, how effective are the systems in place for ensuring that action is taken on the evaluation reports?).*

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