

ASSIGNMENTS: FOUR

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| Assignment Brief/questions | 1.a) Collecting information or data is just one part of the process of monitoring and evaluation.  What is meant by data analysis?   1. b) State any three uses of monitoring and evaluation results. 2. c) Describe any seven factors that may lead to project failure.   2. Identify any six parts of a monitoring and evaluation report  3.Why is feedback an important component of project monitoring and evaluation? |

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

**What is meant by data analysis?**

**Ans:** is the process of systematically applying statistical and/or logical   
 techniques to describe and illustrate, condense and recap, and evaluate **data**.   
 An essential component of ensuring **data** integrity is the accurate and   
 appropriate **analysis** of **research** findings.

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

* **help improve your program interventions**. Using M&E results keeps you and your staff in a “learning mode” as you gain understanding about how and why your program is working.
* **Used to advocate for additional resources and “youth friendly” policies.** Disseminating M&E results can raise awareness of your program among the general public and help build positive perceptions about young people and youth programs.
* **To Improve and Strengthen Your Program M&E results should be disseminated and used on an ongoing basis, right from the beginning.**

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

* **Lack of a Scope Document:** 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.
* **Inconsistent Communication:** 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.
* **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!**”
* **Unrealistic Expectations:** 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.
* **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 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.
* **Lack of Cohesion Between Your Team Membe**rs: 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.
* **Poor Monitoring and Risk Management:** Just a signing 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.

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

* **Step 1:** **Identify** **Program Goals and Objectives**. The first step to creating an M&E plan is to identify the program goals and objectives. If the program already has a [logic model](https://www.thecompassforsbc.org/how-to-guides/how-develop-logic-model-0) or theory of change, then the program goals are most likely already defined. However, if not, the M&E plan is a great place to start. Identify the program goals and objectives.
* **Step 2:** **Define Indicators**. Once the program’s goals and objectives are defined, it is time to define indicators for tracking progress towards achieving those goals. Program indicators should be a mix of those that measure process, or what is being done in the program, and those that measure outcomes.
* **Step 3:** **Define Data Collection Methods and TimeLine**. After creating monitoring indicators, it is time to decide on methods for gathering data and how often various data will be recorded to track indicators. This should be a conversation between program staff, stakeholders, and donors. These methods will have important implications for what data collection methods will be used and how the results will be reported.
* **Step 4:** **Identify M&E** **Roles and Responsibilities**. The next element of the M&E plan is a section on roles and responsibilities. It is important to decide from the early planning stages who is responsible for collecting the data for each indicator. This will probably be a mix of M&E staff, research staff, and program staff. Everyone will need to work together to get data collected accurately and in a timely fashion.
* Data management roles should be decided with input from all team members so everyone is on the same page and knows which indicators they are assigned. This way when it is time for reporting there are no surprises.
* **Step 5:** **Create an Analysis Plan and Reporting Templates**. Once all of the data have been collected, someone will need to compile and analyze it to fill in a results table for internal review and external reporting. This is likely to be an in-house M&E manager or research assistant for the program.
* The M&E plan should include a section with details about what data will be analyzed and how the results will be presented. Do research staff need to perform any statistical tests to get the needed answers? If so, what tests are they and what data will be used in them? What software program will be used to analyze data and make reporting tables? Excel? SPSS? These are important considerations.
* **Step 6:** **Plan for Dissemination and Donor Reporting**. The last element of the M&E plan describes how and to whom data will be disseminated. Data for data’s sake should not be the ultimate goal of M&E efforts.  Data should always be collected for particular purposes.

**Consider the following:**

* How will M&E data be used to inform staff and stakeholders about the success and progress of the program?
* How will it be used to help staff make modifications and course corrections, as necessary?
* How will the data be used to move the field forward and make program practices more effective?

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

* **Creating an understanding of the value of perceptual data**. Perceptual data is often considered less reliable or less ‘scientific’. However, it is important to recognize that perceptual feedback data enriches and complements other data, is more communicative in nature, and can create enabling relationships between actors, particularly when the knowledge and preferences of participants is taken seriously.
* **Learning to work with perceptual data**. Because of its more ‘subjective’ quality, perceptual data requires a different set of competencies in order to be used effectively, especially when collecting, analyzing and handling data generated. In particular, perceptual data can be most informative when it is triangulated with other (non-perceptual) forms of data, implying that a certain degree of interpretation is also required. Consequently, it is critical that the interpretation is validated in some sense through interaction with those who provide data. In the context of long-term service provision this can take the form of institutionalizing discussions between service providers and users on feedback results.
* **Ensuring feedback systems are sensitive to power relationships**. As feedback typically touches on sensitive organizational and social matters, power relationships become a significant factor. Thus, care should be taken to protect or ensure anonymity of respondents without undermining utility (so that it is still possible to assess specific issues faced in specific contexts). Appropriate mechanisms for dealing with problems that emerge (such as poor performance of a front-line service provider), may entail addressing issues of organizational culture.
* **Making the feedback mechanism sustainable**. There is a well-documented tendency in the development sector to treat M&E as a side activity, distinct from implementation. However, feedback systems, based on regular user interactions and follow-up must be integrated into core implementation processes to become effective. This requires investing time, energy and resources into building the required capacities of both users and service-providers.

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Sir, that’s all for Assignment Two