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What is the role of project evaluation

Evaluating EIS is an essential part of the library planning cycle for a number of reasons, including: helping to ensure that objectives are met identifying successes identifying problems and weakness so they can be rectified providing information to aid further development providing evidence of the benefits and impacts of EIS contributing to securing funding for further EIS development identifying staff training and development needs gaining the support of institutional managers guiding future plans providing information for stakeholders developing guidelines which may be useful for other library services devising strategies to develop projects into services positioning the library in relation to current learning and research environment. The evaluation process is likely to be driven by a number of reasons, for example: institutional or library strategic and financial planning user needs institutional requirements and constraints in terms of evaluation library targets funding requirements inspection requirements (eg QAA). In order to be effective, evaluation needs to be embedded within the culture of the library and its workforce. The diagram below outlines the evaluation process: Stage 1: Decide the purpose of the evaluation Stage 2: Identify relevant stakeholders Stage 3: Decide what to evaluate Stage 4: Choose the methods of data collection Stage 5: Collect the data (staffing, timing, who to target) Stage 6: Analyse the data Stage 7: Present the findings Stage 8: Use the findings for the purpose identified in Stage 1 Stage 9: Review the evaluation process and identify future actions and priorities Project management includes developing project goals and teams, as well as setting core tasks and priorities. An additional key component of project management for any new service, product, technology or system is evaluation. The data obtained from project evaluations can impact the project's long term development and change future resource allocations and other core components of a business enterprise's project management methodologies. Revisit the organization's broad mission for the project and develop reporting processes that measure whether it has been met. A project with a financial goal is the most easily measurable, while broader impact-related goals may be more difficult to evaluate. You may evaluate broader impact goals by gathering statistical data or other types of quantitative information related to the project's initiative. Use them to calculate pre-project and post-project status changes. Project management strategies relate to the detailed actions project participants use to reach project objectives. An examination of the effectiveness of individual tasks and assignments, as measured by their ultimate outcome, provides insight on the effectiveness of a project's strategies. Evaluate the original timetable for a project against the actual time required to achieve a project's objectives. This evaluation includes the overall project timetable, as well as timetables established for incremental project activities. Closely evaluate tasks and activities that participants did not complete in a timely manner. This may be a result of unrealistic timetables. It may also be related to human resource delivery problems that can be specifically identified, evaluated and addressed for future projects. Administer a questionnaire or survey to a project's targeted parties, as well as the staff and volunteers who carried it out, to develop project evaluation tools for measuring satisfaction with a project. Collected data will provide feedback that you can use to determine the ultimate success of the project, as well as identify specific project issues. Return of Investment, ROI, is another project evaluation consideration. According to Investopedia, ROI is "[a] performance measure used to evaluate the efficiency of an investment." Calculating and interpreting ROI within a project include measuring the ultimate cost of the project against the projected and actual returns. You can divide a project's quantifiable benefits by its costs and express it as a ratio or percentage for purposes of evaluation. Keep in mind that you cannot always measure a project's profitability to an enterprise and transfer it into financial terms. Managers and groups of people serve different roles on project teams. Some of these roles are more leadership-oriented, while others are work-intensive. There are also some project team members who do not actually work on projects but, instead, keep the project moving along. Outside companies may also play a major roll in bringing a project to fruition. Whatever the case, projects are usually broken into various tasks and managed closely to completion. One important role on a project team is the project manager. The project manager is the person who is responsible for facilitating the project. She breaks the project down into different functions or tasks, then assigns tasks according to peoples' abilities or key areas of interest. For example, a project manager may assign a finance manager the task of tracking sales and expenses for a new product introduction. Project managers can hold many titles. Marketing research managers may assume the role of project manager on a project that involved customer satisfaction feedback. Similarly, a product manager may spearhead a project that entails introducing 10 new products at a trade show. The project manager is the one ultimately responsible for ensuring that the project gets completed on time and under budget. Team members are all employees who work on the project besides the project manager. Team members are assigned specific portions of projects or tasks. Some team members may even handle extensive or multiple tasks, depending on the length of the project. For example, a copywriter, advertising manager, marketing research analyst, logistics manager and product manager may be involved in a project to expand distribution to new markets. The product manager may serve the role of project manager. A team member like the copywriter may be responsible for creating brochures and visuals for the sales force. The research manager may conduct surveys in the market to determine consumer acceptance of the products. The logistics manager may study which warehouse and distribution outlets would best meet the company's need, while the advertising manager creates test ads for the project. Team members must complete their tasks on the dates assigned by the project manager. The executive sponsor usually does not perform any tasks or functions. She may be available to offer suggestions, including resources or information that can be used for the project. However, the executive sponsor's key role is to oversee the project, then take the completed information and develop strategies from it. She makes key decisions for the project group when they need advice. For example, the executive sponsor may use a major product satisfaction survey among customers to develop new pricing strategies or to recommend new product features for the product line. Performing organizations are agencies or consultants that assist employees on projects. They are chosen because of their expertise on a particular project. For example, a management consultant may help the project manager evaluate a company's plant operations, determining the necessary changes to increase efficiency. Similarly, a marketing research manager will often ask research agencies to help them develop questionnaires and conduct surveys. Performing organizations often do much of the work during the project. Subsequently, managers and employees evaluate the results before presenting the information to executives. Arditi, J.D.: Construction productivity improvement. J. Constr. Div. (ASCE) 111(1), 1–4 (1985)Google ScholarIUCN: Introduction to Key Concepts, Approaches and Terms. The World Conservation Union, Working Draft (2000)Google ScholarIdoro, G.I.: Influence of project monitoring and control strategies of indigenous and expatriate Nigerian contractors on project outcome. J. Constr. Developing Countries 17(1), 2012 (2012)Google ScholarOtieno, F.A.O.: The roles of monitoring and evaluation in projects. 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Assoc. 69(4), 430–440 (2003)CrossRefGoogle ScholarBasheka, B.C., Byamugisha, A.: The state of Monitoring and Evaluation (M&E) as a discipline in Africa. Afr. J. Public Aff. 8(3), 75–95 (2015)Google Scholar© Springer International Publishing AG 2018Tengan CallistusEmail authorAigbavboa Clinton1.Faculty of Engineering, and the Built Environment, Sustainable Human Settlement and Construction Research CentreUniversity of JohannesburgJohannesburgSouth Africa2.Department of Building TechnologyBolgatanga PolytechnicSumbrunguGhana This paper explores the role of monitoring and evaluation in the planning process with reference to urban development projects, especially those concerned with the upgrading of unauthorized housing areas. Monitoring, it is suggested, may be separated from evaluation, which may itself be subdivided into ongoing or formative and ex post or summative evaluation, and definitions of these terms are offered. Potential audiences for monitoring and evaluation research are identified and their interests discussed. Monitoring and evaluation requirements in relation to upgrading projects are then analysed in more detail, in terms of organizational requirements, methodology, and the utilization of findings. The discussion is illustrated with examples of the monitoring and evaluation systems established in upgrading projects in Zambia, Indonesia and the Philippines. Finally, some of the substantive issues which are relevant to the evaluation of upgrading are outlined and briefly discussed. These include the efficiency of project implementation, progressive development and self help construction as a means of increasing the low cost housing stock, community participation in planning and implementation, affordability and project impact. The full text of this article hosted at iucr.org is unavailable due to technical difficulties. Monitoring and Evaluation (M&E) professionals can have many different titles and can have quite a diversity of responsibilities depending on the context and organizations where they work. Common titles seen in government agencies, non-governmental organizations (NGOs) and non-profit organizations include: M&E Officer; M&E Specialist; and M&E Manager. These titles are often used interchangeably. M&E professionals work at agency headquarters or central offices providing technical assistance and strategic oversight, or in the field collecting and managing data. Regardless of their place of work, M&E professionals play an important role in project management and often help build capacity to performance and impact measurement within their organizations.Common Responsibilities in Monitoring and Evaluation Careers:PlanningDeveloping strong M&E systems require a great deal of planning. The M&E professional plays a key role in facilitating the input of project staff, partners and other stakeholders in project design and measurement activities. Responsibilities include:Providing expertise in M&E planning and methodologyParticipating in and providing support to project design activities including development of project theories of change and strategic frameworks (Results Frameworks, Log Frames)Developing a Monitoring and Evaluation planHelping determine performance and impact indicators and targetsProviding support to proposal development for M&E componentsDay-to-Day Monitoring and Evaluation ActivitiesThe M&E professional plays an essential role in tracking and updating M&E data as well as ensuring the data is of the best quality possible. Responsibilities include:Implementing monitoring systems and designing monitoring toolsDeveloping data collection toolsMonitoring project activities, outputs and progress towards anticipated resultsWorking with data platforms, databases and select technologies to capture and organize dataTraining field staff in monitoring and evaluation processes and providing ongoing coachingConducting or providing support to data quality assessmentsAnalysis and ReportingOnce the M&E system has been implemented and data collection processes established, the M&E professional proceeds with the analysis and reporting of data. Responsibilities include:Determining data analysis procedures and use of quantitative or qualitative analysis toolsCleaning, sorting, categorizing and organizing dataAnalyzing quantitative and/or qualitative dataSummarizing findingsDeveloping monthly, quarterly or annual reports depending on project requirementsDisseminating evaluation findings and project results to donors and other stakeholdersEvaluations or Special StudiesThe M&E professional will often be involved in special studies or evaluations which may be conducted by the M&E professional and project staff in the case of an internal evaluation or with the assistance of external evaluation consultants in the case of final or impact evaluations depending on donor requirements and resources. Responsibilities of the M&E professional include:Conducting program analysis or special studiesSupporting or leading evaluation teamsManaging external evaluation consultants and draft scopes of workKnowledge ManagementM&E professionals often provide much support to knowledge management processes within their organizations. Responsibilities can include:Contributing to institutional learning processesConvening communities of practice and other organizational learning practicesTracking best practices in monitoring and evaluationResourcesThere is a wealth of resources available for M&E professionals. The following links are only a small sample of the many resources available for M&E professionals to find out what is happening in their profession; to find monitoring and evaluation careers and other opportunities; and to connect with other M&E professionals.American Evaluation Association–for resources, jobs, annual conference informationDevex–for M&E jobs in international developmentInternational Development Evaluation Association (IDEAS)–for resources and opportunities related to international development evaluationMonitoring and Evaluation News (MandE)–a news service about monitoring and evaluation methods and other happenings in the M&E field.About the AuthorKirsten Bording Collins is an experienced evaluation specialist providing consulting services in program evaluation, planning and project management. She has over ten years of combined experience in the nonprofit, NGO and public sectors working both in the U.S. and internationally. Kirsten's areas of expertise include: program evaluation, planning, project management, evaluation training and capacity-building, mixed-methods, qualitative analysis, and survey design. Kirsten holds a MA in International Administration from the Korbel School of International Studies, University of Denver. Kirsten grew up in Copenhagen, Denmark and currently lives in Washington, DC.Connect with Kirsten on LinkedIn.To learn more about American University's online Graduate Certificate in Project Monitoring and Evaluation, request more information or call us toll free at 855-725-7614.

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