“A Framework for Monitoring and Evaluation

in a

Public or Private-Sector Environment”

Includes the Systems Specifications for a Monitoring and Evaluation System using off-the-shelf software packages

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Written by:

Azad N. Hosein
President
Microsearch International, Inc.
Project Management Consultants
14 Third Street
Five Rivers, Arouca
Trinidad, W.I.

Phone/Fax: 868-642-5785, 868-646-3684
E-mail: msearch@tstt.net.tt

July 21, 2003
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- Conducted jointly by Microsearch International and the Project Management Institute (Southern Caribbean Chapter)
- **Monday Sept. 8th. to Friday Sept. 12th. 2003**, at the
- Home Construction Limited Training Centre, Orange Grove Road, Trincity, Trinidad

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1. Executive Summary:

In this paper we have identified some of the fundamental weaknesses in the Monitoring and Evaluation Processes used primarily in the public sector in the Caribbean.

We took the liberty to define terminology and explain the fundamental attributes of Project Monitoring and Programme Evaluation, with the use of appropriate examples.

Our objective was to outline a Framework for designing and developing both a Project Monitoring System and a Programme Evaluation System and to show the intimate relationship among these two performance assessment processes.

In so doing, we outlined the System attributes and design specifications of an integrated Monitoring and Evaluation System using off-the-shelf packages including:

(a) The MindManager software tool used in project formulation and analysis
(b) Microsoft Project 2002 used in project planning, budgeting and monitoring
(c) The Balanced Scorecard System used in programme evaluation.
(d) A Report Generator to provide user-friendly access to predefined reports from a Project Cycle Management Data Base.

The Data Base comprised two major components as follows:

- an Electronic Project Management Standards and Procedures Manual, and
- a Data Base of Programme/Project Files

The system was designed to facilitate the monitoring and evaluation of projects and programmes, whether inter-ministry, cross-ministry or cross sectoral in their scope. This provides a basis for deploying, managing and integrating logically related projects (from the same programme) across the departments in a ministry, across ministries and even across sectors.

In implementing this framework, we have outlined a phased approach, whereby a significant percentage of the potential benefits could be derived in a Ministry or company, in the short term, by simply adopting and using these off-the-shelf packages, supported by a manual version of a Standards and Procedures Manual.

In the longer term, the use of the Project Cycle Management Data Base on a Government-wide Data Communications platform provides a basis for managing, integrating, monitoring and evaluating all projects in a Government’s Public Sector Investment Programme, with the potential for improving economic performance in public sector development programmes by a factor calculated at a minimum of 10% to 15% of total development budget.

For the approximately US$2 billion in projects implemented each year in Caricom Governments, the potential annual economic benefit could be quantified at a minimum of US$200 million per year.

We have also outlined the topics in a five-day course on Monitoring & Evaluation (Sept. 8th to Sept. 12th 2003) based the design parameters and software tools presented in this paper.
2. A Framework for Designing and Developing a Project Monitoring System:

(a) What is Project Monitoring?

Monitoring is a procedure for checking the effectiveness and efficiency in implementation of a project by identifying strengths and shortcomings and recommending corrective measures to optimize the intended outcomes.

In the Monitoring Process we compare programme/project execution performance against parameters defined in a baseline project plan, and take corrective actions, where necessary, in seeking to implement a programme/project within the constraints of defined time, cost and quality parameters. Monitoring is normally conducted at the project level and the results are consolidated to provide monitoring information at the programme level.

Note that monitoring is conducted throughout all the phases in the project life cycle and covers all the Knowledge Areas identified in the Project Management Body of Knowledge (PMBOK) produced by the Project Management Institute. Monitoring is not necessarily limited to monitoring of performance in project implementation.

(b) Types of Monitoring:

Monitoring is conducted in two major areas as follows:

i. The Compliance Test:

i.e. determining whether and to what extent the members of the project team have complied with defined project management policies, procedures, standards & controls in executing activities in each phase of the project life cycle.

These may includes policies, procedures, standards and controls which apply to activities in project initiation, planning, execution and closeout, including activities related to procurement management and financial management.

The specific project management policies, procedures, standards, controls, methods and forms which will be adopted and used uniformly across the organization, as a basis for planning, managing and monitoring all programme/project development should be defined and documented in a Project Management Standards and Procedures Manual. An electronic version of this manual, with a user-friendly mechanism for navigating through the various components, will become a part of a wider Project Monitoring and Evaluation System.

The design components of the Project Management Standards and Procedures Manual are depicted in the following chart:
Meeting Compliance with Project Management Standards and Procedures

ii. The Performance Test:

i.e. comparing the schedule for activity completion and their associated costs with the planned activity schedule and associated budget parameters defined in the project baseline plan.

The Baseline Project Schedule and Budget is normally shown in a Gantt Chart and the comparison of actual performance against baseline plan is depicted in a Tracking Gantt Chart. **Earned Value Analysis**, which compares the Earned Value of Work Completed with the Planned Value as a basis for project monitoring, is derived from the performance data associated with the Tracking Gantt Chart.

One should note that while Gantt Charts can be used to monitor performance in terms of schedule and cost, other methods must be employed to monitor the scope and quality of project deliverables.

The Process Leading to Development of a Project Monitoring Report
It is important to recognize that the fundamental basis for monitoring project execution performance is the Project Baseline Plan.

This implies that without a Project Management Standards and Procedures Manual and Project Baseline Plans, there is no fundamental basis for conducting Project Monitoring. What many organizations refer to as Project Monitoring is, in fact, limited to Project Coordination.

It is also important to note that persons hired to meet responsibilities in Monitoring and Evaluation are unlikely to achieve the desired levels of performance, if the required institutional systems in Monitoring and Evaluation are not present.

(c) The Scope of a Monitoring System:

Monitoring is traditionally conducted at the level of individual projects. However, by consolidating several logically related projects into one project file, one can apply the same monitoring methods and principles at the Programme Level.

It is possible that the logically related projects which are part of a programme, may be deployed within the same ministry, deployed across different ministries or even deployed across different sectors, based on their institutional capacity to perform.

e.g. in a Health Sector Reform Programme, the construction of hospitals and health centers may be execution by the Government, the establishment of ambulance systems and geographic positioning systems may be executed by the private sector and the establishment of facilities for palliative care and counseling of HIV/aids patients could be executed by the Churches and NGO’s.

In that context, a Monitoring System should have the capacity to monitor within ministries, across ministries or even across sectors, using a suitable sector-wide data communications platform.

(d) Benefits of Project Monitoring:

Monitoring provides the basis for minimizing or preventing schedule and cost overruns while ensuring that required quality standards are achieved in project implementation.

The benefits of Monitoring are that it:

- Identifies flaws in the design and execution plan
- Establishes whether the project is carried out according to plan
- Continually reviews the project assumptions thereby assessing the risk
- Establishes the likelihood of output achievement as planned
- Verifies that project outputs continue to support the project purpose
- Identifies recurrent problems that need attention
- Recommends changes to the project implementation plan
- Helps identify solutions to problems
- Identifies supplements to project required to enhance its effectiveness
- Provides a basis for projecting the completion schedule and costs based on current performance
- Supports the use of Earned Value Analysis
- Identifies the situations necessary for activating contingency plans.
- Establishes links between the performance of operations in progress and future needs and requirements.
- Provides performance information within projects, across complementary projects, across programmes, across ministries and even across sectors.

(a) What is Programme Evaluation?

Evaluation involves the application of rigorous methods to assess the extent to which a development programme has achieved its defined impact objectives. It is a process which attempts to determine as systematically and objectively as possible, the relevance, effectiveness, efficiency and impact (both intentional and unintentional) of the programme in the context of its stated objectives.

To better explain why we have focused on monitoring - at the project level, but evaluation - at the programme level, we will put these terms into proper context.

A programme is defined as a set of logically related projects, each with a unique purpose but all contributing to a common goal.

e.g. an education development programme may include projects on school buildings, teacher training and psychological counseling. While each of these projects will have a unique purpose (in terms of what they deliver at the project completion), they all contribute to a common objective (in terms of say increasing the literacy rate among elementary age school children, in Tobago, from the current 75% to (say) 95% by Dec. 2005).

In that context, while each of the projects may be seen as necessary, none of the projects, by themselves, will be sufficient for achievement of programme goal. This implies that while we may monitor project execution performance, for each project in the programme, we need to evaluate impact at an aggregate level, i.e. at the programme level. This does not imply that we cannot conduct some extent of evaluation at the project level.

To better understand the project management terminology, we will differentiate between Impact, Outcome and Output in terms of the logical levels of Goal, Purpose and Deliverables.

Project Goal - the ultimate reason for which the project was undertaken, normally denominated in terms of “Impact”.

Project Purpose - the direct impact expected to be achieved as a result of the outputs produced by this project, denominated in terms of “Outcome”.

Project Deliverables - Outputs produced as a result of the project execution.

Lets explain these terms with an example. Suppose that, in a remote village in Guyana there is a high incidence of diarrhoea caused by the lack of a good supply of potable drinking water, and a project is formulated to improve the quality and extent of potable drinking water in the village, while providing counseling in personal hygiene practices.

In a project to remedy this situation, we may consider a project with (say):
Outputs - five water wells
- a mechanism for drawing the water from the wells and
- ten trained health workers

Outcome - Improved Hygienic Practices (shown at the Purpose Level in the Logical Framework), and

Impact - Reduction in the incidence of Diarrhoea (shown at the Goal Level in the Logical Framework)

The desired levels of planned performance are stated (in terms of quantity, quality and time) as Objectively Verifiable Indicators. The process of assessing the level of performance achieved (impact) is known as Evaluation.

(b) Steps in Programme Evaluation:

There are three essential activities in Programme Evaluation

- **Identifying and defining the attributes of the Baseline Indicators.**

  e.g. in the example above, we used literacy rate as an indicator of educational achievement at the elementary school level, and measured the current level of literacy (before commencement of the programme) at 75%. This is a baseline indicator.

- **Defining the planned level of performance.**

  This is denominated in terms of a planned literacy rate of 95% by a stated date. This implies that the success of the programme will be measured by the extent to which it has achieved this level of literacy. This is an impact indicator.

- **Evaluating the performance of the programme.**

  We must now state how will we measure performance, to determine the level of literacy achieved. This may require the conduct of a survey, some years after the completion of the programme, when the impact of programme may be measurable. This process is known as evaluation.

(c) Evaluation Methods:

Programme Evaluation is conducted at two different levels, as follows:

(i) **The Efficiency Test:**

  Determining whether a programme has achieved its intended goals, and if not, why not.
(ii) **The Impact Test:**

Assessing the impact of a programme, in terms of pre-defined indicators, on the targeted stakeholders.

(d) **Types of Evaluations:**

Evaluations are conducted at several stages in the programme life cycle, as follows:

- **Ex-Ante Evaluation:** will question the strategy used as the basis for a programme and the research/theoretical foundation used as the basis for the strategy. In ex-ante evaluation, we will select and rank the various solutions from the standpoint of relevance, technical, financial and institutional feasibility, as well as socio-economic profitability. In ex-ante evaluation we are essentially assessing whether the programme design and plan are consistent with expected performance, before commencing the implementation.

- **Mid-Term Evaluation** seeks to determine, based on an analysis of the deliverables of the programme, at its mid-point, whether the programme is likely to achieve its stated objectives. On this basis major changes may be made to the programme or the programme may be aborted.

- **Ex-Poste Evaluation** is conducted sometime after the programme is completed, when the expected impact is likely to be measurable. Its purpose is to study the impact of the programme, using defined performance indicators, and to draw conclusions for similar interventions in the future (lessons learned).

(e) **Evaluation Frameworks:**

Three basic Evaluation Frameworks are used by the Inter-American Development Bank in evaluation-related activities, as follows:

- **The Logical Framework** and benchmark/indicator guidelines, introduced at the project preparation (or design) stage.

- A framework incorporating the concepts of continued rationale, efficiency, effectiveness, effects and lessons learned, which is used during implementation/completion and after the completion stages for ex-post evaluations, and

- A framework featuring areas of summative evaluation (strategy, policy, programme, design, monitoring and execution, procedures, performance, sustainability) used in the ex-poste stage for impact evaluation.

The **Balanced Scorecard System** provides a good computer-based model for conducting programme evaluation.

These evaluation functions become less complex to execute if, at the ex-ante design and execution monitoring levels, appropriate benchmarks/indicators and data
collection/reporting are generated. Participation by all stakeholders is important to ensure this.

In that context, if the evaluation process is to contribute to performance, it must ensure stakeholders that it is impartial, credible, useful, participatory, provide feedback and is cost-beneficial.

(f) Scope of Evaluations:

It should be noted that strategic plans may be decomposed into a number of logically related programmes. In that context the programme development and performance parameters are normally defined in the strategic plans.

In like manner, programmes may be decomposed into a number of logically related sub-programmes and/or projects. In that context, the development and performance parameters for the individual projects are defined in the programme plan.

This implies that an Evaluation system should have the capacity to evaluate performance within a project, within a programme and across logically related programmes, even if components of the programme may be implemented in different ministries or sectors.

(g) Benefits of Programme Evaluation:

Programme Evaluation generates information to help managers:

- Improve the economic performance of new and on-going programmes
- Choose among various development alternatives
- Learn about best practices in a given field
- Determine the extent to which the project justification was achieved
- Enhance the sustainability of the programme deliverables.
- Make decisions on the identification and implementation of supplementary and complementary programmes.

(a) Systems Design for a Monitoring and Evaluation System

The above chart depicts the design structure of the proposed Integrated Project Management System, within which Project Monitoring and Programme Evaluation could be conducted within and across projects, programmes, ministries, government and/or sectors.

It is based on the integration of several off-the-shelf software packages which facilitate the processes of planning, execution, controlling, monitoring, evaluation and reporting.

These include:

i. **MindManager 2002** – a software tool for brainstorming and planning by enabling project teams to design clear, well-planned projects at project inception. Based on a visual mapping of ideas, knowledge and information, MindManager enables users to quickly and efficiently capture team brainstorming user requirements, risk areas, stakeholder issues and project scope, assigns tasks and timelines, and when necessary, export this information to Microsoft Project for use in project planning.
ii. **Microsoft Project 2002** is a powerful project planning and monitoring software tool used in developing project schedules, assigning resources to tasks and in developing the project budget. It has the capability to consolidate logically related projects to show information at the programme level. Microsoft Project tracking facility provides a basis for showing project execution performance against the baseline plan and using Earned Value Analysis in Project Monitoring.

iii. **The Balanced Scorecard** is a performance measurement and management system developed in the early 1990’s by Prof. Robert Kaplan and David Norton. This strategic management approach translates a vision into a clear set of objectives or critical success factors. Key performance indicators then measure each objective’s performance, representing a broad range of outcomes measures and performance drivers. It is ideally suited to use in Programme Evaluation.

By implementing this system across ministries and/or sectors, using an appropriate data communications platform, we will have the capability to use uniform standards and processes in the monitoring and evaluation of all projects and programmes in the Public Sector Investment Programme.

Both project personnel and user personnel will be able to enter information, access information on any project/programme, and generate a wide range of reports using a user-friendly report generator.

While this system is substantially computer-based, major components of the system (e.g., the Project Cycle Management Data Base) could be used initially in a manual form, to facilitate early adoption and use of the methods, while giving project monitoring and evaluation personnel an opportunity to adapt to the system, before using a fully automated system.

(b) **Systems Facilities:**

Essentially the monitoring and evaluation system does the following:

- The formulation and analysis of projects can be done using a software package called **Mind Manager**, which uses a tree-like diagram to identify the major components and deliverables of a project and then to create a Work Breakdown Structure Chart which can then be exported to Microsoft Project. This is a powerful yet simple software tool which will improve the strategic thinking in project formulation and analysis.

- Project Plans, written in **Microsoft Project**, will store the baseline activity schedule, activity cost and milestone information. These will then be stored as project baseline plans and subsequently used as the basis for project monitoring. It is important that project personnel be able to use modern project planning software in developing project plans.

- Selected Baseline Information from Microsoft Project Files, will be exported, using Export Maps, to a **Project Management Data Base** (where such a data base is used). You should know, however, that Microsoft Project itself, provides some data base
management capabilities, in managing, integrating and reporting on selected projects within a ministry.

This implies that the system can be implemented within a ministry without the need for a Project Management Data Base. However, if the system is to be used across a government, in which hundreds of projects must be managed, then it may be efficient to use a centralized Project Management Data Base.

- Project Execution Cost information is generated either from project activity time sheets, costing models (as in the case of different categories of Overheads) or from the accounting system (e.g. fixed costs for equipment, supplies etc. which are stored in the accounting system).

This cost information must be captured and compared to the activity-based budgets shown in the project baseline plan, in conducting Earned Value Analysis.

A software-interface module can be easily developed to capture cost information from the accounting system for storage and reporting in the project system.

- These schedule and cost information, when combined with information on the quality of project outputs, will be compared with baseline information to provide a basis for identification of variances.

- An analysis of variances from plan, as well as the use of Earned Value Analysis will provide a basis for the preparation of Project Monitoring Reports.

- Programme Evaluation Information, which will be developed and stored, using either an electronic form of the Logical Framework or in a Balanced Scorecard System, will be used as the basis for generating Programme Evaluation Reports.

- Programme Impact Information generated through the Evaluation Process will be compared with Programme Baseline Indicators to provide a basis for analyzing the economic impact of the programme.

- Project Cycle Management Standards and Procedures will be stored separately from the project files in the Project Management Data Base, to guide users through all phases in the project life cycle. The Project Cycle Management Data Base will comprise two sets of information:

  i. The project files for the various projects

  ii. The electronic Project Management Standards and Procedures Manual

- Most persons will access standard monitoring and evaluation reports from the Project Management Data Base, through a user-friendly Report Generator.

- Tracking Reports can also be access directly from the Microsoft Project files, by those persons who are conversant with Microsoft Project.
(c) Scope of Monitoring and Evaluation System:

This system caters for use within projects or programmes, within ministries, across ministries and across sectors, where required. The Project Cycle Management Data Base will be used to guide the user through a menu of pre-defined standards, procedures, controls and forms (including worked examples) in facilitating good levels of efficiency, productivity and performance in all phases of the project life cycle.

(d) In Summary:

This system provides the basis for user-friendly access to Monitoring and Evaluation Reports, using the Report Generator. It also provides a basis for technical personnel to develop and store project plans using Microsoft Project, and to enter project execution activity and cost information directly into these files and into the accounting system, from any location on the network.

Users will have the option of generating reports directly from the project files, from the data base or through the report generator.

We will also be able to track a programme/project as it is carried forward through all the phases in formulation, planning, development, implementation and close-out.

We will also be able to integrate the files of logically related projects to report at the Programme level. We will also be able to consolidate projects by Ministry, by Funding Institution, and/or by sector, to report at the ministry, sector or national level.

The training course outlined in the next section, seeks to reinforce the adoption and use of modern methods and systems in project monitoring and programme evaluation. It also explains the design attributes of a monitoring and evaluation system and the establishment of a Project Cycle Management Data Base.
5. **Five-day Training Course/Workshop in Monitoring and Evaluation.**

**Course Objectives:**

(a) To reinforce the adoption and use of modern analytical methods and systems in Monitoring and Evaluation, based on standards defined in the Project Management Body of Knowledge (PMBOK)

(b) To outline the economic benefits that could be derived from the inclusion of Monitoring and Evaluation as critical components of the Project Life Cycle.

**Target Audience:**

Strategic Planners, Programme Managers, Project Managers, Project Planners, Project Accountants, and persons with responsibility for Monitoring and/or Evaluation.

**Course Methodology:**

Lectures supplemented by PowerPoint Slide Presentations, course hand-outs, case studies and live demonstration of Monitoring and Evaluation Methods and Systems using Microsoft Project 2002 and the Balanced Scorecard System.

**Course Schedule:** Monday September 8th. to Friday September 12th. 2003  
(8.30 a.m. to 4 p.m. each day)

**Course Location:** Home Construction Limited Learning Centre  
Orange Grove Road, Trincity, Tacarigua, Trinidad.  
Phone: 868-640-5905  
Fax: 868-640-0733  
e-mail:  

**Course Fee:** US$650 or TT$4,000  
(includes all course materials and catering facilities)

**Certification:** Provided by the Project Management Institute  
Southern Caribbean Chapter

**To Register:** Call or write to Dianne Hosein  
Executive Director,  
Microsearch International, Inc.  
14 Third Street,  
Five Rivers, Arouca, Trinidad  
Phone: 868-646-3684  
Phone/Fax: 868-642-5785  
Cell: 868-683-3379  
e-mail: msearch@tstt.net.tt

Enrollment is limited to thirty (30) persons
Course Topics: Monitoring and Evaluation

Day 1: Morning Session: Monitoring & Evaluation – Essential components of the Planning and Development Life Cycle:

- The Planning and Development Life Cycle
- The Programme Planning and Development Process
- Using Hierarchy Charts in Developing Programme Plans
- Project Scope Planning
- Using the Logical Framework in Project Formulation
- Using Work Breakdown Structure Charts in Developing the Project Outline Structure
- The Monitoring Process
- The Evaluation Process
- Constraints to use of Monitoring and Evaluation in the public and private sectors

Day 2: Morning Session: Developing a Project Baseline Plan using Microsoft Project 2002:

- Developing a Baseline Schedule
- Assigning Resources to Tasks
- Developing the Baseline Budget
- Establishing a basis for Quality Management
- Managing Changes to the Project Baseline
- Developing a Tracking Gantt Report
- Using Earned Value Analysis

Afternoon Session: Monitoring Project Implementation Performance using Tracking Gantt Charts and Quality Management Methods

- Using the Tracking Gantt Chart to Monitor Schedule and Cost
- Analyzing Variances to Schedule and Budget
- Developing Projections of Completion Schedule and Cost
- Developing Project Monitoring Reports
- Conducting Project Quality Management and Control
- Quality Assurance

Day 3: Morning Session:
Developing the Project Management Standards and Procedures Manual:

- Defining Project Management Policies
- Defining Project Management Methods
- Defining Project Management Standards
- Defining Project Management Procedures
- Defining Project Management Controls
- Developing Project Management Forms
- Developing Worked Examples to guide users
- Developing the Electronic Project Cycle Management Data Base
Afternoon Session: Quantitative and Qualitative Methods in Monitoring and Evaluation:

- Sampling-Related Methods
- Core Monitoring & Evaluation Methods
- Discussion Methods for Groups
- Methods for Spatially-Distributed Information
- Methods for Time-based Patterns of Change
- Methods for Analyzing Linkages and Relationships
- Methods for Ranking and Prioritizing Indicators

Day 4: Morning Session: Linking Project Design, Annual Planning and M&E

- Designing for Learning, Empowerment & Sustainability
- Using the Logical Framework in Evaluation
- From a Log Frame Matrix to an Annual Work Plan and Budget
- Outlining M & E during Initial Project Design
- Setting up the Monitoring & Evaluation System

Afternoon Session: Deciding What to Monitor and Evaluate:

- Identifying Indicators to be used in Programme Evaluation
- Gathering Information on selected indicators
- Establishing Baseline Indicators and Baseline Values
- Focusing on key information and Optimal Indicators
- Testing the validity of Indicators.
- Making Comparisons and the Role of Baselines

Day 5: Conducting Programme Evaluation:

Morning Session: Conducting Programme Evaluation:

- An overview of Gathering, Managing and Communication Impact Information
- Deciding what methods to use
- Gathering data from the field
- Collating, Analyzing and Storing Information
- Communicating M & E Findings for Action and Accountability
- The contribution of external reviews and evaluations to critical reflection

Afternoon Session: Using the Balanced Scorecard System in:

- Strategic Planning
- SWOT Analysis
- Programme Objectives
- Baseline Indicators
- Performance Indicators
- Evaluation Methods
- Status Reporting
Appendix:

i. A Comparative Analysis of Monitoring and Evaluation

ii. Curriculum Vitae’ - Azad N. Hosein

iii. Partial List of Clients
i. A Comparative Analysis of Monitoring and Evaluation:

(a) Traditional View:

- Monitoring and Evaluation are clearly defined and distinct activities
- Monitoring is the collection of regular information on inputs and outputs
- Evaluation takes place once or twice in a project’s life

(b) Current View:

- Monitoring and Evaluation are intimately related activities
- Monitoring includes the collection of information on purpose level achievements as well as information on inputs and outputs
- On-going Evaluation should be an integral part of effective project management and should be supplemented by special studies and periodic impact analysis, as needed.

<table>
<thead>
<tr>
<th>MONITORING</th>
<th>EVALUATION</th>
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<tbody>
<tr>
<td>Asks: “What Happened”</td>
<td>Asks: “Why did it happen or not happen”</td>
</tr>
<tr>
<td>- Accepts design as given</td>
<td>- Challenges Design</td>
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Focuses on:

- Efficiency
- Execution
- Compliance with Procedures
- Achievement of inputs, outputs & purpose
- Causality
- Unplanned change
- Policy Correctness
- Casual Relationships among outputs, purpose and goal

Feedback:

- Is Continuous
- Based on Activities
- and Interim Achievements
- Short Term Horizon
- Important Milestones
- Results
- Longer-term Time Frame

Replanning: Results in:

- Adjustments in implementation plan
- Input to Current Programming
- Adjustments in Project Strategy
- Relation to other projects
ii. **CURRICULUM VITAE**

**NAME:** Azad N. Hosein B.Sc(McGill), MBA(Tor), CDP(ICCP)

**PROFESSION:** Project Management Consultant

**JOB TITLE:** President (Microsearch International, Inc)

**YEARS WITH FIRM:** 11 years

**NATIONALITY:** Citizen of Trinidad and Tobago

**KEY QUALIFICATIONS:**

Azad Hosein is professionally trained and experienced in strategic planning, project management, financial management, information systems planning, operations management and business restructuring.

He is the President of Microsearch International Inc., a project management consultancy company (established 1992) which has completed major projects in several Caribbean governments, Caribbean regional organizations and in major industrial organizations in the Caribbean.

He was the Lead Consultant on a recent CDB-funded project (2003) to “Conduct a diagnostic analysis of the project management systems and performance and to outline the design framework for a government-wide integrated project management system for the Government of St. Vincent and the Grenadines.

He was also the lead consultant on an IDB-funded SEMP project (2002) to “Conduct a training programme for middle managers in the Ministry of Education”. This project received a good performance rating from both the SEMPCU and the Ministry of Education.

He was the Project Management Consultant to the University of the West Indies (UWI), under the IDB-funded University Centre Project (1994). His final reports on a University-wide Project Management Institutional Framework included the design of a regional project management information system, a programme monitoring and evaluation system and a project management standards and procedures manual, for use across the fourteen UWI countries. He also trained faculty and administrative personnel at the three campuses in Project Management and designed the university’s regional project management organization structure.

In **Tobago**, he provided strategic planning and project management services to all the Divisions of the Tobago House of Assembly (1995), in preparing sixteen project proposals for tourism development and promotions, under the IDB-funded Tourism Master Plan Project. All the proposals were approved for implementation by TIDCO and the THA.

Mr. Hosein had to-date presented over sixty executive and technical training courses and hands-on workshops, in collaboration with the University of the West Indies, in Strategic Planning and Project Management, to senior representatives of several governments and private-sector
organizations in the Caribbean. He also designed and developed a “Model for Integrated Planning and Development of Programmes and Projects in the Public Sector”, which is currently being implemented at several public and private sector organizations in the Caribbean.

Mr. Hosein is the author of several project management publications including:

(i) “Strategies for improving the economic performance of development programmes in the public sector” - published jointly by Microsearch and UWI (April 2002)

This publication was officially adopted by the Caribbean Centre for Development Administration (CARICAD) as suggested reading by ministers in all the Caribbean Governments.

It includes a diagnostic analysis of the strengths and weaknesses in the Planning and Development Processes used in Caribbean Governments and outlined an integrated set of recommendations for improving the economic performance in major development programmes in the public sector.


This paper outlines the design components and attributes of an Integrated Project Management System, which covers all components of the Planning and Development Life Cycle; from Economic Development Planning through Programme/project development, implementation, closeout and evaluation.


In this paper we have identified the weaknesses in the monitoring and evaluation processes used in the public sector and outlined the design framework of a computer-based cross-sectoral Monitoring and Evaluation System.

Azad Hosein was recently retained by the Government of Mauritius (2001) to design, develop and implement a Project Management Information System (including a Monitoring and Evaluation System) in the Ministry of Finance.

He is currently retained by the Caricom Regional Task Force on Crime and Security to formulate, plan, and monitor the implementation of the major projects in its Regional Crime Plan.

He is currently retained by the Canadian International Development Agency (CIDA) as a project management consultant on its Public Sector Reform Programme in the OECS countries.

He is also retained by S. M. Jaleel & Co. to develop a project development model for the construction, equipping and operations start-up of a softdrink manufacturing plant, commencing with a current project in Saudi Arabia.
EDUCATION:

B.Sc. Actuarial Mathematics and Computer Science, McGill University, Montreal, Quebec, Canada, 1970

MBA. Business Administration, University of Toronto, Toronto, Ontario, Canada, 1976. (specializing in Corporate Planning and Project Management)


EXPERIENCE RECORD:

14 Third Street, Five Rivers, Arouca, Trinidad, West Indies.
Phone/Fax: 868-642-5785  Phone : 868-646-3684  Cell: 868-683-3379
e-mail: msearch@tstt.net.tt or microsearch@neal-and-massy.com
website: microsearchinternational.com

Provide a range of consultancy services and UWI-certified executive seminars/workshops in strategic planning, project management, financial planning, business restructuring and institutional strengthening. To date, Microsearch has presented over sixty executive training courses/workshops in Project Management across the Caribbean.

Provide consultancy services to Caribbean Governments, major public and private sector organizations and civil society organizations in:
- Planning and Monitoring large scale development programmes/projects
- Conducting training courses in different aspects of project management
- Providing technical support in outsourced projects in project formulation, project planning and project monitoring.
- Strengthening the institutional capacity of Governments, large industrial/private sector organizations, Caribbean Regional Organizations and NGO’s in Project Management
- Implementing Project Management Information Systems
- Managing the Monitoring and Evaluation Portfolios in major development programmes
- Providing project counterpart services to foreign organizations in implementing projects in Trinidad & Tobago.
- Conducting lectures on Project Management to the Cabinets in Caribbean Governments and the Executive Management in private sector organizations.

1991–1992 Group Manager, Planning and Development, ANSA McAL Group of Companies, Port of Spain, TRINIDAD.
Provided technical support services in strategic planning and project management to senior personnel of all thirty-six subsidiary companies.

Developed and implemented long-term strategic plans for several companies in the ANSA-McAL conglomerate; valued, packaged and negotiated the purchase of both private and state-owned companies within CARICOM and in Florida;

Prepared project feasibility analyses and project implementation plans for the establishment of new companies, products and/or services; restructured administrative and computer-based systems in several subsidiaries.

Developed dynamic long-term planning models for designated subsidiaries in the ANSA McAL Group; and, advised the Board of Directors on industrial planning and development projects in CARICOM.

1987–1991  **Vice President, Business Advisory Services, Appraisal First, Inc., Miami, Florida, USA.**

Provided specialist client services in Florida in:
- business valuations
- financial planning
- project management
- investment analysis
- real estate management
- business restructuring

1986–1987  **Visiting Associate Professor of Management, School of Business and Public Administration, Florida Atlantic University, Boca Raton, Florida, USA.**

Designed, developed, presented and examined courses offered in the MBA program in:
- production and operations management
- strategic planning
- financial management
- project management
- management information systems and
- operations research.

1977–1985  **Lecturer, University of the West Indies, St. Augustine, Trinidad.**

Lectured at the undergraduate and graduate levels in management, in:
- Quantitative Business Analysis
- Management Information Systems
- Operations Research
- Strategic Planning
- Project Management
- Financial Management
1979–1982  Head of the Department of Management Studies, University of the West Indies, St. Augustine, Trinidad.

Managed a university academic department. Planned, designed, budgeted and presented proposals to University committees for department resources related to: Introduction of new programs or courses; Expansion of physical infrastructure; Academic staffing and Performance Evaluations and curriculum planning.

Papers:


References:

(a) Dr. P. I. Gomes,
Secretary General,
CARICAD,
1st. Floor – Weymouth Corporate Centre,
Roebuck Street,
St. Michael, Barbados.
e-mail: caricad@caribsurf.com
Phone: 1-246-427-8535/6

(b) Dr. Winston Dookeran
President
Systematics Studies Limited
St. Augustine Shopping Centre,
Eastern Main Road,
St. Augustine, Trinidad
e-mail: wdookeran@tsst.net.tt
Phone: 868-640-5694
iii. Major consultancy clients  (January 1995 to July 2003)

Regional Organizations:
- The University of the West Indies (UWI)
- Caribbean Agricultural Research & Development Institute (CARIDI)
- Caribbean Industrial Research Institute (CARIRI)
- Caribbean Centre for Development Administration (CARICAD)
- Caribbean Electric Utility Services Corporation (CARILEC)
- The Caricom Secretariat (Guyana)
- Caricom Regional Task Force on Crime & Security
- The Inter-American Development Bank
- The United Nations Development Programme
- Illuminat Caribbean
- Organization of American States
- Caribbean Conference of Churches

Governments/Ministries:
- The Government of St. Vincent & the Grenadines
- The Government of the British Virgin Islands
- The Government of Antigua
- The Government of St. Lucia
- The Government of Guyana
- The Tobago House of Assembly (THA)
- The Government of Trinidad and Tobago

Guyana:
- The University of Guyana
- Linden Mining Company Ltd.
- The Guyana Sugar Corporation (GUYSUCO)
- Seals and Packaging Industries Limited (SAPIL)
- Building Community Capacity Project – Funded by CIDA
- The University of Guyana

Energy-Based Companies (Trinidad):
- The National Gas Company of T & T Ltd.
- Trinmar Ltd.
- Plipdeco
- Water and Oilwell Service Limited
- Hydro Agri Trinidad Limited

Other Organizations:
- The Trinidad and Tobago Hospitality Training Institute
- The Water and Sewerage Authority (Trinidad)
- Hafeez Karamath Construction Company Limited.
- S. M. Jaleel & Co. Ltd.
- Urban Development Company of Trinidad and Tobago