



*Project Management For Development
Awards the present*

Certificate of Completion

to: Carles Lara Llaó

*For having successfully completed the online course
Project Design, Monitoring and Evaluation*

Washington DC, United States - May 10, 2017

Paola Diaz, MBA, PMP. Executive Director



Excellence Award

Rodolfo Siles, MsPM, PMP. Managing Director

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 PROJECT MANAGEMENT
for Development Organizations

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Tuesday, 09 May 2017

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Course name	Grade	Rank
PDME-17APR17	99.50 %	9/35

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Grade item	Grade	Range	Percentage	Rank	Feedback
 PDME-17APR17					
 Course total	99.50 %	0-100	99.50 %	9/35	
 Activity 1-2: Discussion Forum 1	100.00 %	-----☆☆☆☆☆	100.00 %	1/35	
 Activity 1-4: Discussion Forum 2	100.00 %	-----☆☆☆☆☆	100.00 %	1/35	
 Activity 1-6: Exercise 1	100.00 %	0-100	100.00 %	1/35	Dear Carles, here is my feedback: Very good answer. The Project Concept helps identify the factors that will be critical for the success of the project, such as risk, resources, capacity and alignment to the strategy. Very good. Participation of key stakeholders during the design phase is critical for the success of the project. Projects designed in isolation do not have a good chance of success, especially when key participants do not take part in the identification of the problems and solutions. Correct Assumptions are not needed at the goal level since there is no higher goal to achieve that the assumption will support. Excellent, you listed three important characteristics of a good proposal. Very good! Excellent work Carles, your answers demonstrate that you have a solid understanding of the concepts we discussed in the first module of the course. Thank you for your great participation in the discussion forums!
 Activity 2-2: Discussion Forum 3	100.00 %	-----☆☆☆☆☆	100.00 %	1/35	
 Activity 2-4: Discussion Forum 4	100.00 %	-----☆☆☆☆☆	100.00 %	1/35	
 Activity 2-6: Exercise 2	100.00 %	0-100	100.00 %	1/35	Dear Carles, here is my feedback: Very good. Assumptions at the outcome level are more difficult to manage, if they change, then the whole premise of the project logic is at risk. At the activity level, the project has more time and resources to make the necessary changes. (I think you meant outcomes instead of outputs in your answer) Very good answer, the data for a baseline can help guide the project and demonstrate progress and results, especially during the project evaluation. Very good, you listed the characteristics of good indicators and you used the CREAM and SMART acronyms. Correct. The data from the control group can help establish a comparison with the target group and help determine attribution of the project interventions. Thank you for your answering the bonus question. I am glad to know that you learned something useful from the discussion forums. Excellent work Carles, let me congratulate you again for the great progress you are making in the course.
 Activity 3-2: Discussion Forum 5	100.00 %	-----☆☆☆☆☆	100.00 %	1/35	
 Activity 3-4: Discussion Forum 6	100.00 %	-----☆☆☆☆☆	100.00 %	1/35	
 Activity 3-6: Exercise 3	100.00 %	0-100	100.00 %	1/35	Dear Carles, here is my feedback: 1. Very good, there are valid reasons why the project should do an internal evaluation. Ann will be able to correct errors and avoid surprises at the end of the project. 2. Correct! Formative evaluations are opportunities to improve the project even if it shows good progress. 3. Very good answer, with active participation the team members will have a voice in the project and can own the decisions to help improve it. Good job! 4. Good answer. The learning phase is an opportunity 'to continuously improve' the DME cycle in the organization. Good example 5. Thank you for your list, I will summarize the choices from the entire course and post the result in the Open Forum. Excellent work Carles, I want to take this opportunity to congratulate you for the great work you did in the course, in particular, your forum answers and your contributions to the exchange of ideas. I know your classmates benefited from your participation and experience.
 Final Test	95.00 %	0-100	95.00 %	14/35	