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| Name | **SOPHY MARUTIA JUSTIN** |
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**Question 1: Giving examples differentiate between Monitoring and Evaluation.**

***Introduction****:* Monitoring and Evaluation are the two management tools that help in keeping a control on project activities as well as raising the level of performance (Surbhi, 2017). Monitoring and evaluation plans should be incorporated at the inception period of a program/project. Monitoring and evaluation provides; information on what an intervention is doing, how well it is performing and whether it is achieving its aims and objectives, guidance on future intervention activities. Monitoring and evaluation is also an integral part of accountability to funding agencies and other project stakeholders (WHO, n.d.).

***Monitoring definition:*** According to WHO (n.d.), monitoring is a continuous process of collecting information about project activities to determine whether things are going according to plans and identify areas that need remedial action to prevent the project from failing. **Monitoring keeps track of project inputs and outputs including activities, reporting and documentation, finances and budgets, supplies and equipment among other aspects of a project** (WHO, n.d.).

***Example:*** During a project initiation, it was agreed that by the 1st week of the project, the procurement department will have bought 10 dozens of printing papers for a training exercise. A monitoring exercise at the end of the 1st week if conducted will seek to determine if the procurement department bought the printing papers and if not, identify the challenges that made them not procure the papers as agreed and look into remedial actions to put in place to prevent further delays on the project.

***Evaluation definition:*** Evaluation is a scientific process that gauges the success of the project or program in meeting the objectives and whether whatever it has achieved is having the anticipated impact (Surbhi, 2017, WHO, n.d.). Evaluation goes further to determine how well the project was executed and what made it work so well. In a situation where a project has not met the expected results, evaluation will help an organization/project team identify why the project did not achieve the set objective, what worked, what did not work and what needs to be done to make future projects successful.

**Evaluations thus keep track of key outcomes and impacts related to the different project components, assessing whether the objectives, aims and goals are being achieved** (WHO, n.d.). Evaluations are scheduled to take place at specific times during interventions (WHO, n.d.).

***Example:*** During the inception of a nutrition project, the objective was to reduce malnutrition among 500 vulnerable refugee children in a location by distributing plumpy nuts. An evaluation exercise will seek to understand whether the agreed amounts of plumpy nuts was distributed to the 500 vulnerable refugee children. The evaluation will go further to determine whether the distribution of the plumpy nuts contributed towards the reduction of malnutrition among the 500 vulnerable refugee children which was the main objective for initiating the project. If the project did not meet the expected impact, the evaluation process will seek to determine why and identify better ways to improve on future programs of similar nature.

**The primary difference between monitoring and evaluation is that while monitoring is a continuous activity, performed at the functional level of management, evaluation is a periodic activity performed on the project within agreed intervals (Surbhi, 2017).**

**Question 2: Why is Baseline survey an important part in Project Management**?

To understand to what extent change has been derived on a project, it is important to collect data at the beginning of a project against which achieved results can be measured. A baseline study measures the situation at the beginning of the project (Trade Mark East Africa, 2012). This can then be compared to the situation after the end of the intervention, to establish what change has occurred (Trade Mark East Africa, 2012).

The baseline should be conducted only after developing a results chain and monitoring plan (Trade Mark East Africa, 2012). These will clarify the logic of your project, and specify key indicators (Trade Mark East Africa, 2012). Without them, you may collect irrelevant data in your baseline study, which will not help you measure your outcomes (Trade Mark East Africa, 2012). In most cases, a baseline study should be conducted after the initial needs assessment and project design, but prior to the start of a project to enable the project team assess the pre-project conditions and establish targets for the indicators identified to measure the results (International Federation of Red Cross and Red Crescent Societies, 2013).

***Importance of baseline survey in project management*:**  Conducting a baseline study enables an organization/project team collect vital data to support planning, monitoring and evaluation of project performance (International Federation of Red Cross and Red Crescent Societies, 2013).

Without baseline data, it can be very difficult to plan, monitor and evaluate future performance (International Federation of Red Cross and Red Crescent Societies, 2013). Baseline data helps to set achievable and realistic indicator targets for each level of result in a project’s design (e.g. log frame), and then determine and adjust progress towards these targets and their respective results (International Federation of Red Cross and Red Crescent Societies, 2013). Other reasons for conducting baseline study include;

1. ***Enabling a project team/organization make informed decisions*** on the project by providing a reference point for which the project progress can be measured against thereby enabling the organization determine how best to ensure the project stays on course (International Federation of Red Cross and Red Crescent Societies, 2013).
2. ***Enabling an organization/project team assess measurability of the selected indicators*** and fine tune the systems for future measurement Assess measurability of the selected indicators and fine tune the systems for future measurement.
3. ***Upholding accountability, informing impact evaluation to compare and measure*** what difference the project is making (International Federation of Red Cross and Red Crescent Societies, 2013).
4. ***Promoting stakeholder participation***, providing a catalyst for discussion and motivation among community members and project partners on the most appropriate means of action (International Federation of Red Cross and Red Crescent Societies, 2013).
5. ***Shaping expectations and communication strategies*** by assisting by sharpening communication objectives, and focusing content of media materials (International Federation of Red Cross and Red Crescent Societies, 2013).
6. ***Convincing and providing justification to policy-makers and donors*** for a project intervention (International Federation of Red Cross and Red Crescent Societies, 2013).
7. ***Supporting resource mobilization*** for and celebration of accomplished project results compared to baseline conditions (International Federation of Red Cross and Red Crescent Societies, 2013).

**Question 3: Distinguish between summative and formative evaluation Methods with examples.**

While formative evaluations are conducted during the development of a product or while the product is being formed, summative evaluations are conducted once a product or service has been completed/delivered (Baxter et al., 2015). In formative research an organization/project team can determine what a given group of focus thinks about a given issue/product, identify what is not working well and why and use the findings to come up with changes to make a process or a product better and more acceptable (Baxter et al., 2015). For example, when coming up with a software, a company can do a trial run on the software, then collect the views of the group involved in the trial on their perception including what they think is good with the software and areas to improve on to make the final product of better quality.

Summative evaluations are conducted to assess whether a given product or service meets standards of or requirements (Baxter et al., 2015). In summative research, you can determine whether a product is usable by some standard measure, such as number of errors or time on task (Baxter et al., 2015). An example is of company that manufactures pesticides for use by farmers to control a given pest destroying crops. While selling the pesticide, the company can gather information about the farmers including where they stay to conduct a follow up on the effectiveness of the product to determine whether the product met their expectations.

**Question 4:** **Monitoring and evaluation uses both qualitative and quantitative methods to measure the success and impact of the projects. However, economists and staticians adapt a one sided method (quantitative) to analyze the results.**

1. **Identify the potential dangers of a one sided monitoring system.**

Shortfalls have been identified on the use of a one sided monitoring system. Majority of researchers prefer mixed monitoring systems. Unlike mixed monitoring systems, one sided system is at risk of bias lack of confidence as previously identified by a research conducted by (McKim 2017,) who states that unlike a one sided monitoring system, a mixed method has the ability to make sense of the world, help readers better understand the study, increase confidence in findings, improve accuracy and completeness, and inform and contribute to overall validity (McKim, 2017).

1. **Critically analyze the quantitative method often employed by economists and staticians in monitoring and evaluating development projects**

According to the University of Southern California (2019), Quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon (According to the University of Southern California, 2019). University of Southern California characterizes quantitative data collection and analysis methodology as follows;

1. Data gathering is done using structured research instruments(According to the University of Southern California, 2019)
2. The sample sizes used to determine the outcome are large representation of the overall population(According to the University of Southern California, 2019)
3. Because of the reliability of the methodology, research study is most times repeated. (According to the University of Southern California, 2019)
4. There is a clearly defined research question to which the objective answers are sought(According to the University of Southern California, 2019)
5. An exhaustive study of all study aspects are clearly defined at design stage before data is collected (According to the University of Southern California, 2019).
6. Data representation is numerical and often presented in tables, charts, figures of other non-existent forms(According to the University of Southern California, 2019)
7. Researcher uses tools, such as questionnaires or computer software, to collect numerical data (According to the University of Southern California, 2019).

While this methodology has proven effective, situations arise where it has to be complemented by other monitoring and evaluation methods to achieve better results.

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| ***Advantages of quantitative method*** | ***Disadvantages of quantitative method*** |
| Allows for a broader study, involving a greater number of subjects, and enhancing the generalization of the results (University of Southern California, 2019). | Quantitative data is more efficient and able to test hypotheses, but may miss contextual detail (University of Southern California, 2019). |
| Allows for greater objectivity and accuracy of results. Generally, quantitative methods are designed to provide summaries of data that support generalizations about the phenomenon under study (University of Southern California, 2019). In order to accomplish this, quantitative research usually involves few variables and many cases, and employs prescribed procedures to ensure validity and reliability (University of Southern California, 2019). | Uses a static and rigid approach and so employs an inflexible process of discovery (University of Southern California, 2019). |
| Applying well established standards means that the research can be replicated, and then analyzed and compared with similar studies (University of Southern California, 2019). | The development of standard questions by researchers can lead to "structural bias" and false representation, where the data actually reflects the view of the researcher instead of the participating subject (University of Southern California, 2019). |
| You can summarize vast sources of information and make comparisons across categories and over time (University of Southern California, 2019). | Results provide less detail on behavior, attitudes, and motivation (University of Southern California, 2019). |
| Personal bias can be avoided by keeping a 'distance' from participating subjects and using accepted computational techniques (University of Southern California, 2019). | Researcher may collect a much narrower and sometimes superficial dataset (University of Southern California, 2019). |
| Results are limited as they provide numerical descriptions rather than detailed narrative and generally provide less elaborate accounts of human perception (University of Southern California, 2019). |
| The research is often carried out in an unnatural, artificial environment so that a level of control can be applied to the exercise. This level of control might not normally be in place in the real world thus yielding "laboratory results" as opposed to "real world results"(University of Southern California, 2019). |
|  | Preset answers will not necessarily reflect how people really feel about a subject and, in some cases, might just be the closest match to the preconceived hypothesis (University of Southern California, 2019).. |

**Question 5**

1. **Define Logical Framework**

According to American University of Washington DC, (n.d.), a logical Framework, is a planning tool consisting of a matrix which provides an overview of a project’s goal, activities and anticipated results.  It provides a structure to help specify the components of a project and its activities and for relating them to one another (American University of Washington DC, n.d.).  It also identifies the measures by which the project’s anticipated results will be monitored. The [Logical Framework Approach](https://sswm.info/content/logical-framework-approach) (LFA) is a highly effective strategic planning and project management methodology with wide application (Dillon, 2018).

1. **Define and Explain key components of Logical framework**

***Logical Framework Structure***: A Logical Framework (or Log Frame) consists of a matrix with four columns and four or more rows which summarize the key elements of the project plan including (American University of Washington DC, n.d.):

***The project's hierarchy of objectives***.  The first column explains how the project objectives will be derived. Including;

1. Project Goal: What the project aims to achieve
2. Project Purpose Why was the project initiated
3. Project Outputs: Results/Achievements against set objectives
4. Project activities: What is to be done

On the second and the third column of the logical framework, a summary of the project achievements monitoring are outline and includes the following;

1. Indicators*-* a quantitative or qualitative measurement which provides a reliable way to measure changes connected to an intervention (American University of Washington DC, n.d.).
2. Sources of verification- Describes the information sources necessary for data compilation that would allow the calculation of indicators (American University of Washington DC, n.d.).

The last column of the logical frame work spells out anticipated assumptions which are internal/external factors that have an impact on the successful implementation of the project.

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