**Africa Institute for Project Management Studies**

**Course: Diploma in Monitoring and Evaluation**

**Assignment: One**

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***Giving examples differentiate between Monitoring and Evaluation.***

Monitoring is a continued process of collecting, validating, verifying, analyzing, interpreting, reporting and providing feedback aimed at tracking the progress of the project against the planned activities, to ensure efficiency and effectiveness of the intervention. For example, a project manager continuously monitor the budget visa vi the intended activities, monitor the work plan to ensure that deadlines are met by the teams, collect feedback from the beneficiaries through interviews, observation, focus group discussions etc. to understand whether the intended intervention meets its intended goals. The aim of the monitoring is to help the project manager to improve on the project strategy where necessary.

Evaluation is a periodic, systematic and objective structured process of assessing an ongoing or completed projects to understand project relevance, efficiency, effectiveness or its impact on the beneficiaries. Evaluation is a period process of collecting, validating, verifying, analyzing, interpreting, reporting and providing feedback about the efficiency and effectiveness of the project on the intended beneficiaries. For example, a project manager may use internal and external evaluator to collect data from its beneficiaries and other stakeholders quarterly or annually or after the end of the project to understand if the project has an impact on its beneficiaries and also to use the lessons learnt for redesigning and planning of the same project or other related interventions.

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

A baseline survey is a process of collecting beneficiary’s information and situation before the start of the project with an intention to understand and compare their situation before and after the intervention. The baseline survey is important because it provide the project manager with a baseline information that will be used during monitoring and evaluation. Project managers base their argument about the impact of the project on the beneficiaries from the baseline information data. For example, a project manager need to understand from the baseline survey how openly do people affected with HIV/AIDs speak about the decease before the community awareness project in that particular area. S/he will then compare this information with the evaluation report carried out during or after the intervention. If people now in that area can speak freely about their HIV status, then this can be attributed to the awareness project currently ongoing or ended recently.

***Distinguish between Summative and formative evaluation Methods with examples.***

Summative evaluation method is a type of evaluation that is always taken when the project is ending or when it had ended to understand what was achieved, its impact on the beneficiaries and lessons learn; in other words to determine if the project has accomplished its intended goals. There are two types of summative evaluation; i. end evaluation and ii. Ex-post evaluation. End evaluation is one that is taken to identify follow-up activities after an intervention was terminated and Ex-post evaluation is one that is carried to assess a lasting impact an intervention has created on the beneficiaries. This type of evaluation is always carried two to three years after a project ended. The intention of the evaluation is to find out if the project meet the intended goal, whether the project has an impact on the beneficiaries, which component is effective and other.

Meanwhile, formative evaluation is sometimes referred to as a process evaluation or interim evaluation. The aim of the evaluation is to help project managers in decision making process especially in planning and implementation. This type of evaluation is mostly carried out by the project staff though external evaluators are sometimes involved. Formative evaluation looks at assessing if the project times lines are followed in line with the work plan, if the project costs are consistent with the budget lines, whether the activities are in line with the plans, etc.

*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.*

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

One sided method of monitoring and evaluation thought adapted by economists and staticians, it has its setbacks. The potential dangers of this monitoring and evaluation method biasness that may result from the individual that carries the monitoring and evaluation. Other potential dangers include mistrust from those who may feel that they are not well incorporated into the evaluation. Employee’s morale may reduce as all the evaluation methods not all applied that may result to wrong report. Some parties may reject the evaluation report as they feel it doesn’t incorporate all aspects of the evaluation process. Economists and staticians use often employ quantitative methods of monitoring and evaluation because they find it easy to manipulate figures, comparing data, combining figures, examining rates and changes. Ignoring the fact that individual behaviour cannot be aggregated to collective behaviour.

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

Economists and staticians often employ quantitative methods of monitoring and evaluation because they find it’s easy to manipulate figures, comparing data, combining figures, examining rates and changes that brings about reliable, accurate and valid results. However, ignoring the fact that individual behaviour cannot be aggregated to collective behaviour. Though quantitative methods are most preferred by economists, there is no single best way of monitoring and evaluation. Each approach depends on the intended work to be done.

***Define Logical Framework***

A logical framework is an interpreted project monitoring and evaluation tool used by project managers and M&E officers to monitor and evaluate the effectiveness and efficiency of the project.

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

**Goal:** a goal is a broader statement that defines what the project intends to achieve. It gives an idea to readers on the problem the organization intends to address.

**Objective(s)**: these are detailed statements of the project that describes the ways through which the organization intends to achieve the goal of the project.

**Purpose:** it’s the development outcome that all component of the project contribute towards.

**Results(s):** these refers to outputs that came out as a result of the completion of an activity/intervention. Results can also be further classified into outcome, output and impact.

**Outcome:** outcomes refer to changes or effects that have been produced as a result of completion of several activities in the project.

**Output:** they are the immediate physical or tangible results that will be delivered in a particular time frame of the project. Outputs are targets that are planned to be achieved by the intervention.

**Impact:** these are the log-term positive or negative changes brought about as a result of implementing a project directly or indirectly. Impact are results that are not realized during the project implementation period but as a result of carrying out several activities.

**Input:** these are good or services used to produce the output

**Activities:** activities are integral or sequential steps necessary to achieve the results/output of the project.

**Indicators:** indicators are bases for monitoring and evaluation. They specify how the achievement of the project activities will be measured and verified.

**Source of verification:** these are evidence that shows the project activities were conducted. For example, attendance list, photos, report etc. are source of verification that an activity of the project was achieved.

**Assumptions:** these are imaginations that if the intended project was implemented, the lives of the beneficiaries will change to certain level.

***End***

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