Assignment

1. Giving example to differentiate between monitoring and evaluation ?

\* Monitoring refer to setting targets and milestones progress and achievement and whether the inputs are producing the planned outputs, in other words monitoring sees whether the project is consisted with the design .

\*Evaluation is a structured process of assessing the success of a project in meeting its goals and to reflect on the lessons learned , an evaluation should be structured so that there is some thought and intent as to what is to be captured , how best to capture it and what the analysis of the captured data will tell us about the program .

\*The difference between monitoring and evaluation is that evaluation is about placing a value judgment on the information gathered during a project including the monitoring data, the assessment of a project’s success ( its evaluation ) can be different based on whose value judgment is used for example project managers evaluation may be different to that of the project participants or other stake holders .

1. Why baseline survey an important part in project management?

\*its is an important part in project management because it give you general information about the situation before doing anything it is the information on which your problem analysis is based,

1. Distinguish between summative and formative monitoring methods with examples ?

\***summative evaluations** ( also called outcome evaluation ) address the second set of issues, they look at what a project has actually accomplished in terms of its stated goals , they are two types of summative evaluation .

1 . End evaluation aim to established the situation when external aid is terminated and to identify the possible need for follow up activities either by donors or project staff.

2. Ex-post evaluations are carried out two to five years after external support is terminated , The main purpose is to assess what lasting impact the project has had or is likely to have and to extract lessons of experience .eg

. To what extent did the project meet its overall goals and objectives ?

.what impact did the project have on lives of the beneficiaries.

.was the project equally effective for all beneficiaries ?

.What components were the most effective?

.what significant unintended impacts did the project have ?

.Is the project replicable ?

Is the project Sustainable ?

For each of these questions both quantitative data (data expressed in numbers) and qualitative data ( data expressed in narratives or words) can be useful .

Summative evaluations are usually carried out as a program in order to “sum up” the achievements, impact and lessons learned.

They are useful for planning follow up activities or related future programs.

**Formative Evaluations** ( process evaluations) examined the development of the project and may lead to changes in the way the project is structured and carried out , those types of the evaluations are often called interim evaluations , one of the most commonly used formative evaluations is the midterm evaluation .

In general formative evaluations are process oriented and involve a systematic collection of information to assist decision –making during the planning or implementation stages of a program. They usually focus on operational activities , but might also take a wider perspective and possibly give some consideration to long term effects, While staff members directly responsible for the activity or project are usually involved in planning and implementing formative evaluations, external evaluators might also be engaged to bring new approaches or perspective .

Eg. To what extent do the activities and strategies correspond with those presented in the plan? If they are not in harmony why are there changes ? are the changes justified ?

. To what extent did the project follow the timeline presented in the work plan?

. Are activities carried out by the appropriate personnel ?

. To what extent is the project actual costs in line with initial budget allocations

.To what extent is the project moving toward the anticipated goals and objectives of the project .

. Which of the activities or strategies are more effective in moving toward achieving the goals and objectives .

. What barriers were identified ? how and to what extent were they dealt with? What are the main strengths and weaknesses of the project ?

. To what extent are beneficiaries active in decision making and implementation .

. To what extent do project beneficiaries have access to services provided by the project ? what are the obstacles ?

. To what extent are the project beneficiaries satisfied with project services ?

1. Monitoring and Evaluation uses both quantitative and qualitative methods to measure the success and impact of project, However economists and staticians adapt a one sided method (quantitative ) to analyze the Results ,
2. Identify the potential dangers of one sided monitoring system .

The potential dangers of one sided monitoring system is that it may not give you a final judgment regarding project results, impact and sustainability.

1. Critically analyze the quantitative method after employed by economists and statician in monitoring and evaluating development projects ,

**Frequent count**, A frequency count provides and enumeration of activities, things or people that have certain pre-specified characteristics, frequency count can often be categorized (eg 0, 1-5,6-10, more than 10) in data analysis .

**Percentage** , A Percentage tells us the proportion of activities, things or people that have certain characteristics within the total population of the study or sample percentage is probably the most commonly used statistic to show the current status as well as growth over time .

**Mean** , The mean is the most commonly used statistic to represent the average in research and evaluation studies, it is derived by dividing the sum by the total number of units included in the summation , The mean has mathematical properties that make it appropriate to use with many statistical procedures .

1. (A)Define Logical Framework?

Logical framework is an approach that provides a structure for logical thinking in project design , implementation and monitoring and evaluation it makes the project logic explicit, provides the means for a thorough analysis of the needs of project beneficiaries and links project objectives strategies inputs and activities to the specific needs , further more , it includes the means by which project achievement may be measured .

(b)Define and explain key components of Logical framework?

Key components of logical framework are ,

Development/Programme Goal ( impact ) the programme goal (IMPACT ) reflects the improvement of a situation in terms of social, economic or any other benefits which respond to identified development needs of target population under a long-term vision usually, several projects will share a common programme goal .

Project Objective (Out come) The project objective reflects what the project intends to accomplish, The project objective will reflect the justification for carrying out the project and will summarize the effect it should have . The project objective should try to define the sustainable benefits to the target group for instance the project objective should explain how the initiative will affect the current situation and what difference it will make for the beneficiaries . Ideally the project should only have a single objective , the number of objectives should be limited to maximum three . Too many project objectives will typically imply that the project is too complex to manage or that the team is trying to design a long term programme while calling it a project .

Outputs and Costs

Outputs describe the concrete goods and or services the project will deliver , These are the products of the activities that will be undertaken, the combination of outputs will achieve the project objective .

Costs:

Information on the sum of costs of outputs per outcome should be indicated in the logframe .They are based on the detailed budget included in the project proposal . in case of multi-partner projects, the logframe as annex of the project proposal includes as far as possible information on the share of SPCP contribution to the total costs (in amount as well as %)

Activities :

The activities define the way the project team intends to carry out the project .They are composed of a set of actions to deliver concrete results . The activities will form the backbone based on which a detailed plan of operations will be developed . The plan of operations will include individual work plans of the team members, their responsibility regarding each activity and its sub-activities .The Matrix should not include an extensive list of project activities , and focus on what the project is to deliver and not on how . key activities show the link between activities and outputs. The complete list of activities belongs in the main text of the project document .

Indicators:

Indicators are quantitative or qualitative references that provide a simple and reliable means to measure project progress and achievements . indicators at different levels of the logframe will demonstrate that the project has completed its activities, delivered its intended results and achieve its objective they provide a signal of progress (or lack thereof) not scientific proof .

Means of Verifications:

Means of verification indicate what source of information will be used to verify progress towards, or achievement of , indicators . Means of verification should clearly describe where , and in what form, the necessary data will be obtained.

Inputs

Mean s are physical and non-physical inputs and finances necessary to carry out the planned activities and managed the project . Inputs are detail as part of the project document and its budget .

Assumptions and Risk

Assumptions and risks are external factors that lie outside the team’s control but are likely to influence the project’s success. An assumption is positive statement of a condition that must be met for the project objectives to be achieved. A risk is a negative statement of a condition that might prevent the project’s objectives from being achieved .