**ASSIGNMENT**

1. Giving examples differentiate between Monitoring and Evaluation.

Ans:

**Monitoring** is referred to assetting targets and milestones to measure progress and achievement, and whether the inputs are producing the planned outputs. In other words, monitoring is also referred to as a continuous process to assess progress, identify bottlenecks and it focuses more on the process.

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

Generally, the difference between the two is that 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.

**Example,** a project manager’s evaluation may be different to that of the project’s participants, or other stakeholders**.**

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

**Answer: -**

A **baseline survey** is an analysis of the current situation to identify the starting points for a programed or project. It looks at what information must be considered and analyzed to establish the benchmark against which future progress can be assessed. And indeed it is the first step ever taken in any project implementation.

It is also important in the sense that it gathers key information early in a project so that later judgments can be made about the quality and development results achieved of the project whereby the project’s monitoring and evaluation plan is closely linked to each (objective) level of the log frame and includes indicators of achievement and means of verification. Perhaps projects are designed to deliver measurable results, and a good baseline survey must answer the counterfactual so as to measure and distinguish those results from other variables.

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

**Answer: -**

Summative evaluations (also called outcome or impact evaluations), Summative evaluation is a method of judging the worth of a program at the end of the program activities. It also normally address the second set of issues that at what a project has actually accomplished in terms of its stated goals. E.g.

* End-of-unit or chapter test
* Final projects or portfolios
* Achievement test
* Standardized test

Generally, Summative evaluations are usually carried out when a program is ending or completed just mainly to sum up the achievement, impact and lesson learned.

In contrast to the above**, Formative evaluation** is define as internal, (i.e. is a method for judging the worth of a program while the program activities are in progress. Thus it can be conducted during any phase of the process where it normally focuses on the process. 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. E.g.

* Draw a concept map in class to represent their understanding of topic
* Submit one or two sentences identifying the main point of a lecture
* Turn in a research proposal for early feedback

1. 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.

Answer: The potentials dangers on one sided monitoring system are as follows

* The results may only be accepted by one party
* There could be potentials bias in the individual conducting the evaluation
* It may lower the morale of the employees since all factors are all not considered when conducting the evaluation.
* Potentially it may give wrong report at the end
* It may bring mistrust issues due to that employees may feel that they are not well incorporated in evaluation.
  1. Critically analyze the quantitative method often employed by economists and staticians in monitoring and evaluating development projects

Answer:

* Quantitative analysis (QA) is a technique that seeks to understand behavior by using mathematical and statistical modeling, measurement, and research.
* Quantitative analysts aim to represent a given reality in terms of a numerical value.
* Quantitative analysis is employed for several reasons, including measurement, performance evaluation or valuation of a financial instrument, and predicting real-world events, such as changes in a country's gross domestic product (GDP).

A. Define Logical Framework

**Answer: -** **Logical Framework** is define as a project matrix that makes a brief presentation of impact, effect, output and activities alongside with verifiable indicators, means of verification and assumptions. It normally provides an at-a-glance view of the project plan for managers and a basis for **M&E** needs and purpose. It is also said to be a planning tool consisting of a matrix which provides an overview of a project's goal, activities and anticipated results

B. Define and Explain key components of Logical framework

Answer:

1. Development/programme goal (impact)

Def. refers to the sectorial or national objectives for which the project is designed to  
contribute, e.g. increased incomes, improved nutritional status, reduced crime. It can also be  
referred to as describing the expected impact of the project. The programme goal (impact) reflects the improvements of a situation in terms of social, economic or any other benefits which respond to identified development needs of the target population under a long-term vision. Usually, several projects will share a common programme goal.

1. Project Objectives (output)

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 effects 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.

1. Outputs and Cost; refer to the specific results and tangible products (goods and services) produced by undertaking a series of tasks or activities. 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 %).

1. **Activities;** refer to all the specific tasks undertaken to achieve the required outputs. 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.

1. **Indicators;** refer to the information that would help us determine progress towards meeting project objectives. Indicators are quantitative or qualitative references that provide a simple and reliable means to measure project progress and achievements.6 Indicators at different levels of the log frame will demonstrate that the project has completed its activities, delivered its intended results and achieved its objective. They provide a signal of progress (or lack thereof), not scientific proof.

N/b; the indicators should be **SMART**

**S**pecific to the project objective, results and activities it is supposed to measure

**M**easurable either quantitatively or qualitatively

**A**vailable at an acceptable cost

**R**ealistic so that the project team is confident they are likely to occur and achievable, and

**T**ime-specific so that the project team knows when or within which period it can be measured.

The number of indicators should be as few as possible, as many as necessary to assess intended changes. Outcome indicators are used for monitoring, project reviews and evaluations. Output indicators are used during monitoring and review.

**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**

Means are physical and non-physical inputs and finances necessary to carry out the planned activities and manage the project.

Inputs are detailed as part of the project document and its budget.