**ASSIGNMENT**

1. Giving examples differentiate between Monitoring and Evaluation.

**Monitoring** is a regular and systematic process for collecting information (quantitative and qualitative) against objectives, indicators and targets set to inform team and management about project or programme progress. In addition, monitoring should inform about challenges, risks and if planned activities are still appropriate in a given context. It is also important to determine if work is progressing according to plan and if sudden or unexpected circumstances require management response.

For instance: Monitoring activities starts at the beginning of project ones logical framework is finalized and continues throughout the project life-cycle. Frequency of monitoring activities depends on the project goals, components, monitoring plan, data collection tools, budget, resources and the size of project team.

The essential part of monitoring is reporting. It can be internal and external and focuses on highlights and evidences based on the progresses made in the form of data and narratives. There are different parts of report: progress report, mid-term report, quarterly and annual monitoring reports. Usually, monitoring reports are tailored based on the donor requirements and cover disaggregated data (sex, age, location, sector, etc). There are ad-hoc internal reports based on the management requirement to demonstrate team the number of field visits and progress made against each indicator and targets.

**Evaluation** aims to assess the overall impact or change created by an intervention against outputs and outcomes. Evaluation involves data triangulation and analysis to help determine how, when and why particular intervention worked or did not work well. Evaluation is conducted less frequently than monitoring. The types of evaluation are mid-term and final/terminal evaluations. The process is structured based on the international standards and criteria such as relevance, effectiveness, efficiency, accountability and impact. Usually, the process is undertaken by someone external and/or neutral party.

For instance: Evaluation is undertaken based on the ToR prepared by the project management, stating its scope, required methodology, timeframe and budget. External consultant based on the ToR should prepare evaluation work plan and matrix. It is essential for external evaluator to come up with the methodology in order to be able to measure intervention through the mixed data (quantitative and qualitative). A well-defined Theory of Change is essential for evaluation design to assess if programme is on the right track through its implementation to bring desired impact.

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

Baseline survey is important as it will serve as benchmark for the entire duration of project. Baseline determines the condition of beneficiaries or situation before the intervention. In order to know what project has achieved, there is need for baseline targets. Regardless of which level, outcome or output but not activity, you need to measure the progress and change by individual indicators and targets set for each indicator. Indicators, baseline and targets should be aligned. The indicators, development of baseline and setting targets should respond to outcome or output statements but not activity. If you fail to do so, you will be unable to capture progress made or change affected by your project. Without baseline survey and data, it is impossible to know if you are doing progress or measure the changes.

For example, if the indicator wants to know %, then the baseline should establish the % at the start of the project. This is often done through needs assessment or baseline study. However, in many cases agencies or institutions do not have enough resources to carry out baseline, in such case baseline should be planned at the initial/first phase of project monitoring. Therefore, project should not avoid collecting baseline data otherwise it will lead to big problems at the end of the project. Therefore, it is essential to treat baseline as a safeguard and simply get it done.

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

**Formative Evaluation** is process assessment and conducted during implementation of the project. Sometimes it is called mid-term evaluation. The mid-term evaluation focuses on output level and sometimes bigger picture on outcome level. International standards and OECD have set criteria for conducting evaluation such as: relevance, effectiveness, efficiency, sustainability and impact. For instance, the results of formative evaluation must inform project management if project activities are in line with its goals and outputs, causes of project progress or shortfalls, best practices and lessons learned. Sample of formative evaluation questions:

* To what extent objectives of project are still valid?
* Are the activities of project consistent with intended impact?
* To what extent project objectives are achieved? Or not achieved? What are the causes?
* What were major factors affecting achieving or not achieving the goals?
* Were project activities implemented in the most efficient way compared to alternatives?
* Were activities cost efficient?
* Were activities implemented on time or objectives achieved on time?
* What real difference activities of the project has made to life of beneficiaries?
* How many people been affected? How many not?

**Summative Evaluation** is conducted when project is ending or after its completion, sometimes called terminal evaluation and covers outcome and impact levels. This type of evaluation is usually initiated to design new project based on lessons learned and get evidences on achievements, impacts, best practices and lessons learned. For instance, it informs funding organizations on decision making for further sponsorship, funding next phase and design of project in other countries having similar socio-economic context. Sample of summative evaluation questions:

* Do project activities lead to sustainability?
* What are the impacts of the project?
* How much of the change in conditions was a result of the programme?
* What is the best way to deliver an assistance package?
* What difference did it make?

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.
2. The potential danger or disadvantages of one sided monitoring system is to miss balanced information about the context or changes occurred due to the project intervention. For instance, if M&E system is designed to capture only qualitative information (through focus group discussions, case studies, interviews, etc) in such case reporting against targets set (in terms of numbers such as: how many beneficiaries, disaggregated data, total number of supported beneficiaries, etc) would not be possible. It is the same as one sided dialogue. Please see below some of the limitations for one sided monitoring :

* Difficulty to analyze data
* Limited or insufficient monitoring outcomes
* Improper representation of target community
* Improper representation of changes caused by intervention
  1. Critically analyze the quantitative method often employed by economists and staticians in monitoring and evaluating development projects

1. Quantitative method is important in M&E as it provides data for drawing a sample and/or household information also helps to compare profiles of qualitative sample of households and communities to identify degree of similarity or differences as well as tests qualitative findings. It is important to represent statistical coverage, present changes or findings in numbers however, it would not provide details and reasons about changes caused by project intervention. There are aspects which are hard to quantify such as beliefs, perceptions, institutional dynamics, social relationship and administrative bottlenecks. Therefore, qualitative methods capture this information better because they use flexible questions, open-ended answers explore the topic more in detail. Quantitative and qualitative methods compensate for each other’s weaknesses, therefore mixed method design are more reliable and coherent than single-method studies.
2. a. Define Logical Framework

**Logical Framework** is a conceptual structure that pulls together a set of ideas on how programme or project progress should be measured, tracked and assessed. It ensures that data collection is consistent throughout the life of a project. It is an analytical tool which is used to monitor, plan and evaluate projects.

b. Define and Explain key components of Logical framework

The **key components of Logical Framework** (usually presented differently - depending on the size of as project or mandate of an organization) should consist of goal, outcome, outputs, activities and inputs.

There are six essential items in the Logical Framework:

* **Project goal** (long-term impact)
* The intended project **outcome**
* The contributing project **outputs**
* Indicators (outputs) **baseline** and **targets**
* **Activities** related to each output
* **Inputs** (required financial, human and logistical resources) .

Project *goal* is what the project is expected to achieve in the long run which is hard to measure right after the end of the project and is considered as a long-term impact measured through terminal or final evaluation. *Outputs* are results of activities (it is what we need to know to determine if we achieved progress) and *activities* (required actions to achieve each output). Each level starting from outputs consist of objectively verifiable *indicators* (evidences that help to measure progress at each level, usually expressed in quantity or quality such as targets and timing) and *means of verification* (ways or tools by which indicators are measured) and finally *assumptions* and *risks* (external factors socio-economic conditions which are outside the control of the project and can influence the achievements or planned interventions).