**ASSIGNMENT FOR MODULE 1**

**NAME: IGBAVER ISAAC IEREN**

1. Giving examples differentiate between Monitoring and Evaluation.

Monitoring is conducted on a regular and more frequent basis. This can be exemplified by through collection of activity and monthly report. For example, in a project where field officers are to conduct supervisory visits, report of such visits will be analyzed as submitted by the field officers. Monthly reports will also be shared summarizing the activities conducted. This will be analyzed to see how activities are progressing for quick remediation. Evaluation may, on the other hand, be episodic. For most projects 3 episodes/evaluations are conducted which include Baseline assessment or evaluation (provide information at the beginning of the project before implementation begins to obtained a picture of the factors of interest at the beginning of the project), midterm evaluation/assessment (which is usually conducted mid-way into the implementation of the project. Findings from this may be used to adjust the project towards meeting the desired goal), and endline assessment/evaluation conducted at the end of the project with the aim of determining if the project met the intended objectives and how well resources were utilized to this end.

Monitoring is done by the by the project staff working on the field using checklists and reporting template while for evaluation, external evaluators are hired to conduct the evaluation and dedicated tools are design with variety of methods used to collect data that tell about the effectiveness of the period. Focus is on the things that went well and best practices that could be adopted and lessons that could be learnt rather than focusing on how the project is progressing. Example is the endline assessment conduct for our malaria project.

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

Baseline survey is a basic requirement for the Monitoring and Evaluation plan of every project. As defined by the Food and Agricultural Organization (FAO), a baseline survey is a “*descriptive cross-sectional survey that mostly provides quantitative information on the current status of a particular situation – on whatever study topic – in a given population. It aims at quantifying the distribution of certain variables in a study population at one point in time.”*

Unlike pilot study which is conducted to determine whether a project is worthwhile or not, the baseline survey is conducted after the team has agreed that the project is worthwhile and/or meaningful.

The importance of Baseline in project management are as follows;

1. **It is the starting point of the project:** Results from baseline surveys provides a benchmark for future activities in the project. This provides the basis for comparison to check for improvements as the project progresses and if the proposed interventions are still valuable or change of intervention approach is necessary based on the findings from the findings. For example, results from a baseline survey will for strengthening capacity of government staff in conducting effective supportive supervision give information on if the proposed training is necessary in helping the required staff conduct effective supervision and which caliber of staff will provide the most effective supervision as envisioned by the project design.
2. **Establishing priority areas/planning: Findings from the baseline survey provide information to validate the initial design of the project, and areas that require additional priority or focus in order to achieve the project goal and objectives. Take for example a data quality improvement project aimed at improving the quality of Primary Health Care Data for decision making. Activities included in the initial design include training, capacity building, supportive supervision, data validation and reviews. Findings from the baseline shows that staff were well-skilled and knowledgeable in the work relating to data quality. The key component that needed additional support/focus was motivation and supportive supervision. With the findings from the baseline, the project team realigned with focus on supporting the government to motivate the staff and provide supportive supervision to mentor the staff and ensure that the overall aim of improving data quality will be achieved.**
3. **Attribution: Baseline provided a platform for the project managers to measure the impact of the project. Without a baseline survey, it will be difficult to determine the impact of the project as there will be no basis for comparison. With the baseline survey, the project can measure the starting point of the indices of interest upon which the midterm evaluation will be conducted to see if progress is being made in the project implementation. With the results of the baseline, the project staff can determine at the end of the project cycled if the objectives of the project were achieved as planned.**
4. **Understanding the Magnitude of the Project and Required Resources: The findings from the baseline survey gives project managers an idea of the magnitude of the issues the project plans to address and the resources that will be required to implement the proposed activities for results. A project may need to allocate resources (level of effort) based on demand as identified from the findings of the baseline.**
5. Distinguish between Summative and formative evaluation Methods with examples.

Formative evaluation (sometimes referred to as internal) is a method for judging the worth of a program while the program activities are forming (in progress). They are basically for feedback and not judgemental. They permit the designers, learners, instructors, and managers to monitor how well the instructional goals and objectives are being met. Its main purpose is to identify the deficiencies while the project is being implemented so that the proper learning interventions can take place that allows the learners to master the required skills and knowledge. In a behaviour change project for health care workers on data quality improvement, the response feedback mechanism that will require continuous assessment as during the project life and lessons learned and findings used to improve the project implementation towards the actualization of the desired goal.

Summative evaluation is sometimes referred to as external. It is a method of judging the worth of a program at the end of the program activities (summation). Summative evaluation looks at the project in retrospect to see if the investment was worthwhile. Findings from the summative evaluation are used by the funders make decision concerning such investments. If the findings are used to implement similar projects at bigger levels or other related projects, then it becomes formative.

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.

1. The results may only be accepted by one party: This is basically because the initiation, design and implementation is by one party. As a result, the results are accepted mainly by the initiators and implementers of such system but not accepted by all the other stakeholders who do not accept with the rationale, design or implementation strategy.

2. There could be potential bias in the individual conducting the evaluation: One-sided monitoring system could be potentially bias because it would be perceived as being designed to suit the initiators of such system.

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

Quantitative method for monitoring and evaluation involves the use of numbers to measure achievements or gaps. This approach has several advantages including the fact that the results are valid, reliable and can be generalized. It can be used to track implementation especially when the interest is on numbers (for example, number of people reached with a particular intervention). It is also ideal when the statistical tests are required, especially for hypothesis testing) and large number of respondents are involved. Selection of respondents is generally random and as a result gives a fair representation with every beneficiary having a chance to be selected in most cases. This method for monitoring and evaluation has a long history in project monitoring and evaluation.

Quantitative methods are however insufficient to be depended on for project to monitor and evaluate activities and learn lessons. This method becomes a lot more deficient in events the project managers want to know the reasons behind achievements, gaps and lessons learned from the implementation of such projects. For example, studying the reasons for behavior change could be beyond quantitative approach. In events where it becomes necessary to interact with high level managers to reasons behind some of the findings then, it becomes necessary to include the qualitative method as the quantitative method may not adequately answer some of these questions. To determine the change in behavior among project beneficiaries, it becomes necessary sometimes to look deeper by interacting with stakeholders (beneficiaries, managers and other partners) for deeper insights that complements the findings in the quantitative research.

1. a. Define Logical Framework

Logical framework also known as logframe is a project management/M&E tool that provides a critical path for thinking through project design, implementation, monitoring and evaluation. The framework provides critical thinking path to how the inputs and activities interact to yield the desired results while focusing on the risks and assumptions that may affect the implementation and anticipated results. The tool helps the project managers to organize your thinking, set performance indicators, allocate responsibilities, and communicate information on the project concisely and unambiguously.

b. Define and Explain key components of Logical framework

The components of the Logical framework are contained in a 4 by 4 structure with consisting of 4 rows (Goal, Objectives comprising of outcomes, Activities and outputs, and Inputs). The columns consist of indicators, means or sources of verification and assumptions/risks.

**Goal:** This is a general, high-level and long-term objective of the project. A goal is often measured through the impact of the project on the beneficiaries. It is different from project objectives because the latter are very specific and have to be addressed alone by the project.

**Objectives: These are subsets that feed into the goal. They include a breakdown of the goal into specific units that can be monitored and evaluated within a specified period.** Objectives are the specific objectives the project works to achieve within the stipulated time. To measure the if the objectives are achieved or not, project managers develop outcomes upon which evaluation questions are coined during project evaluation.

**Activities:** Activities are actions or tasks undertaken by the project or the [organization](https://www2.fundsforngos.org/tag/organisations/) to achieve the set objectives. For example, training sessions, distribution of medicines, administration of vaccines to top the spread of diseases, etc.

**Inputs: These are resources invested into the planning and implementation of the project. They include time, financial resources, personnel, offices facilities and equipment used in planning and implementation of the project.**

**Indicators**: Indicators are a measure of the result. They are benchmarks used to measure milestones, achievements and lessons learnt for a project. They give a sense of what has been or what is to be achieved. They apply to the different levels/stages of the project such as the goal, objectives, activities and inputs.

**Means of Verification:** Data or information based on which the indicators will be measured or monitored. They represent documentations to confirm that the necessary inputs are available, proposed activities are conducted, and intended objectives and goals are achieved. Some of the examples include reports, pictures, attendance registers for project meetings or trainings, etc.

**Risks & Assumptions:** External factors affecting the progress of the project. Assumptions are conditions that need to be actualized for the project to achieve its objectives and goal. Risks are conditions that will affect the project effectively when they occur and must be mitigated for the project to achieve its goal or the project must deliberately work against in order to achieve the project goal. Example of an assumption is that salaries need to be paid to motivate staff enough to capture data accurately. For risks, example include industrial action on the part of workers because once they happen, they will affect the desired results of the project.

**References**

* WEDC, Loughborough University (2011). An introduction to the Logical Framework. Edited by Brian Reed and Rod Shaw. Available on <https://wedc-knowledge.lboro.ac.uk/resources/booklets/G006-The-Logical-Framework-online.pdf>
* Funds for NGOs (2020). Defining the components of the Logical Framework in a grant proposal -5. Retrieved from<https://www.fundsforngos.org/free-resources-for-ngos/defining-the-components-of-the-logical-framework-in-a-grant-proposal-5/> on 29-01-2020
* [Donald Clark](https://plus.google.com/106574921684617801003/) (2015). Steps in the Evaluation Phase. Retrieved from [http://www.nwlink.com/~donclark/hrd/isd/types\_of\_evaluations.html on 30-01-2020](http://www.nwlink.com/~donclark/hrd/isd/types_of_evaluations.html%20on%2030-01-2020)
* Adapted from Inyathelo’s 2012 Autumn Academy Presentation on Monitoring and Evaluation. Retrieved from <http://askinyathelo.org.za/formative-summative-evaluation/> on 30-01-2020
* Ryan Sherman (2013). Comparing Ongoing & Post-Project Evaluation Methods; Carried out within the PCM department of Mondelēz International. Retrieved from <https://www.diva-portal.org/smash/get/diva2:633989/FULLTEXT01.pdf> on 28-01-2019