ACPM

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**Submitted by**: Wanangwa Pasidya

**Student ID**:

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**Q1. Giving examples differentiate between Monitoring and Evaluation.**

UNDP M&E handbook (2009) defines monitoring as the ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives. It further says monitoring focuses on reviewing progress against achievinggoals. In other words with examples, monitoring is not only concerned with asking “Are we taking the actions we said we would take?” but also “Are we making progress on achieving the results that we said we wanted to achieve?” In the broader approach, monitoring also involves tracking strategies and actions being taken by partners and non-partners, and figuring out what new strategies and actions need to be taken to ensure progress towards the most important results.

While evaluation is a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making (UNDP M&E handbook, 2009, p.8). The key distinction between monitoring and evaluation is that evaluations are done independently and periodically to provide managers and staff with an objective assessment of whether or not they are on track. They are also more rigorous in their procedures, design and methodology, and generally involve more extensive analysis.

**Q2. Why is Baseline survey an important part in Project Management?**

It provides the project with data against which performance can be measured by checking if progress is being made on the objectives to achieve the overall project goal.

**Q3. Distinguish between Summative and formative evaluation Methods with examples.**

Summative evaluation is usually conducted at the end of the project implementation to learn whether the project has achieved its intended goals. One example of this type of evaluation is end-of project evaluation. Whereas formative evaluation is done periodically during the life of the project such as mid-term evaluation with the purpose to find out if the project is on-track after critically analyzing what has been achieved so far.

**Q4 a. Identify the potential dangers of a one sided monitoring system.**

You may end up getting inconclusive results which may negatively affect decision making at management level.

**Q4 b. Critically analyze the quantitative method often employed by economists and staticians in monitoring and evaluating development projects**

These two groups usually employ mathematical modelling and statistics when it comes to quantitative data analysis which provide theories and explanations quantitatively. Paradoxically, none of these methods cannot explain why things happen the way they do and how. This also implies in development projects where quantitative methods cannot dig out people’s emotions, feelings, altitudes and knowledge. Thus, there is a need to supplement quantitative methods with qualitative methods when monitoring and evaluating development projects in order to find out the real impact (https://www.researchgate.net).

**Q5 a. Define Logical Framework**

Is a systematic planning procedure for complete project cycle management. Hence, it is a problem solving approach which takes into account the views of all stakeholders.

**Q5 b. Define and Explain key components of Logical framework**

1. **Inputs**

These refer to all the resources needed to properly implement a project. i.e. the funds, materials and personnel.

1. **Activities**

Everything that the resources gathered are spent on is what constitutes an activity. For instance, project staff conducting an awareness campaign, meeting or workshops in order to produce results.

1. **Outputs**

These are the results obtained after conducting activities. The results mostly are quantifiable for progress tracking sake.

1. **Purpose**

These are the effects which are expected to be achieved as a result of the project.

1. **Goal**

This is the higher level objective towards which the project is expected to contribute.

1. **Indicators**

Quantitative or qualitative statements, which can be used to describe situations that exist and to measure changes or trends over a period of time.

1. **Assumptions**

External conditions that are outside the control of the programme

1. **Means of verification**

The specific sources from which the status of each of the indicators can be ascertained

**References**

UNDP (2008), Handbook on planning, monitoring and evaluating for development projects. New York, NY 10017, USA

<https://www.researchgate.net/post/Why_do_economists_continue_to_use_quantitative_methods_knowing_that_collectives_cannot_be_reduced_to_individuals>