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**ASSIGNMENT**

1. Giving examples differentiate between Monitoring and Evaluation.
2. Why is Baseline survey an important part in Project Management?
3. Distinguish between Summative and formative evaluation Methods with examples.
4. 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. Critically analyze the quantitative method often employed by economists and staticians in monitoring and evaluating development projects
5. a. Define Logical Framework

b. Define and Explain key components of Logical framework

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

Monitoring and Evaluation are the two management tools used to control project activities as well as improvement of its performance.

Surbhi (2017) referred to **Monitoring** as an organized process of overseeing and checking the activities undertaken in a project, to ascertain whether it is capable of achieving the planned results or not. While, **evaluation** is a scientific process that gauges the success of the project or program in meeting the objectives.

Nevertheless, the primary difference between monitoring and evaluation is that while monitoring is a continuous activity, performed at the functional level of management, evaluation is a periodic activity, performed at the business level.

**Key Differences between Monitoring and Evaluation**

The difference between monitoring and evaluation can be drawn clearly on the following premises:

1. Ideally, monitoring is a meant routine process that scrutinizes the activities and progress of the project and also finds out the deviations that occur while undertaking the project. Meanwhile, evaluation is a periodical activity that makes inferences about the relevance and effectiveness of the project or program.
2. Whereas monitoring is observational in nature, evaluation is judgmental.
3. Monitoring is an operational level activity, performed by the supervisors. On the other hand, evaluation is a business level activity performed by the managers.
4. Monitoring is a short-term process that is concerned with the collection of information regarding the success of the project. Conversely, evaluation is a long-term process, which not only records the information but also assesses the outcomes and impact of the project.
5. Monitoring focuses on improving the overall efficiency of the project, by removing bottlenecks, while the project is under process. Unlike, evaluation stresses on improving the effectiveness of the project, by making the comparison with the established standards.
6. Monitoring is usually carried out by the people who are directly involved in its implementation process. In contrast, evaluation can be conducted by internal staff of the organization, i.e. managers or it can also be carried out by independent external party, who can give their impartial views on the project or program.

**Conclusion**

Monitoring and evaluation play a very crucial role, in terms of monitoring is an ongoing process, meanwhile evaluation is performed periodically. Further, It should be noted that, when conducting assessments of the project/program, monitoring is all about what is happening; evaluation is concerned with how well it happened.

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

Baseline surveys are important part of any Monitoring and Evaluation process.

A baseline study is a study that is done at the beginning of a project to establish the current status of a population before a project is rolled out. ([Baseline Studies/ Surveys](https://evaluateblog.wordpress.com/2013/05/28/baseline-studies-surveys/), 2013)

It can also be defined as 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. ([FAO, 2013](http://www.fao.org/docrep/008/y5793e/y5793e07.htm)).

**Why baseline is an import part of project management:**

The following are the important of baselines surveys for any project for the following reasons:

1. **It is a starting point for a project:** It’s very important and recommended for starting any fresh project. In another words, ways of starting a project is to carry out a baseline study first. Through its results, a baseline serves as a benchmark for all future activities, where project managers can refer to for the purposes of making project management decisions.
2. **Establishing priority areas/planning:** Baseline studies are important in establishing priority areas for a project. This is especially when a project has several objectives. The results of a baseline study can show some aspects of a project need more focus than other while others may only need to be given little focus. Take for example a project on HIV and AIDS in South Sudan. Baseline study may show that while there is generally high public information.On awareness of risk and prevention strategies, these strategies are either non-existent or inaccessible. In this case, project output would focus more on improving access to prevention strategies and little on doing media campaigns and community mobilization.
3. **Attribution:** Without baseline is not possible to know the impact of a project. It serves the purpose of informing decision makers what impact the project has had on the target community. Accordingly, along with other strategies such as use of [control groups](https://evaluateblog.wordpress.com/2013/05/05/selecting-a-control-group-in-evaluations-randomized-control-trials/), it also helps in attributing change in the target population to the project.
4. **Baseline tools are used for evaluation:** the tools used during a baseline study are normally the same tools used during evaluation. This is important for ensuring during comparison by management .As such, conducting a baseline means that time and other resources for designing evaluation tools are minimized or even eliminated altogether.
5. **Donor requirement:** In most cases, it is a donor requirement that a baseline study is carried out as part of the program process. Since Monitoring and Evaluation is integral for any donor to establish future project success, they might, and always do compel implementing organizations to carry out baseline studies.

**Conclusion:** Baseline survey is conducted before the intervention mainly to review the existing status in the targeted population, which in turn informs project focus. It should also be understood that baseline is a precondition for funding project compelled by donors and because it’s very important to compare the results of evaluations and baselines in order to inform the stakeholders of the success of the project.

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

The major distinguishing characteristic of evaluation, unlike monitoring, is that it is only conducted periodically at particular stages of the project. ([Surbhi S](https://keydifferences.com/author/surbhi), 2017)

There are more than two types of evaluation used, why it’s being used depends on the stages of the project. Formative evaluation and summative evaluation are used because of the following;

**Formative evaluation:** This type of evaluation sometimes is also known as baseline survey. It’s carried out before an actual project is implemented. The formative evaluation is conducted mainly to review the existing status in the targeted population, which in turn informs project focus.

The formative evaluation is an important type of evaluation as it is not only the starting point of a project, but also forms the basis for evaluation. Additionally, the tools and methodologies that are used at the formative evaluation are usually the ones that are carried on to other stages of evaluation such as the mid-term and summative evaluation.

**Summative evaluation:** This evaluation type is also known as the end-term evaluation or the project completion evaluation. It is intended to be carried out immediately at project conclusion. Summative evaluation is carried out to establish project outputs and immediate outcomes, with results of the evaluation compared to the results at baseline. This evaluation generally informs stakeholders on the project success and is important for documenting success stories and lessons learnt. This evaluation is also usually carried out by the project team.

**Some examples of Summative Evaluation include:**

1. External Evaluation which is done by an outside evaluator or outside evaluation team.
2. Interactive Evaluation which entails active interaction between an outside evaluator or evaluation team and the project. An insider may be included in the evaluation team.
3. Internal Summative Evaluationwhich requires self-evaluation and implementers to take a look at themselves and assess how they are doing. Participatory evaluation is included in this such that many stakeholders as possible are involved for a well-balanced internal assessment.

**Conclusion**

It’s worth mentioning that the two types of the project evaluation methods are carried out at different stages of the project. Formative evaluation is also known as baseline survey. It’s carried out before an actual project is implemented. The formative evaluation is conducted mainly to review the existing status in the targeted population, which in turn informs project focus. Whereas, summative evaluation is intended to be carried out immediately at project conclusion. Summative evaluation is conducted t to establish project outputs and immediate outcomes, with results of the evaluation compared to the results at baseline. This evaluation generally informs stakeholders on the project success and is important for documenting success stories and lessons learnt. This evaluation is also usually carried out by the project team.

1. **Monitoring and evaluation uses both qualitative and quantitative methods to measure the success and impact of the projects. However, economists and statisticians adapt a one sided method (quantitative) to analyze the results.**
2. **Identify the potential dangers of a one sided monitoring system.**

One side monitoring of projects may lead to the following issues;

1. The results may only be accepted by one party
2. There could be potential bias in the individual conducting the evaluate
3. It may lower the morale of employees since all factors all not considered when conducting the evaluation potentially giving a wrong report at the end
4. may bring mistrust issues due to the that employees may feel that they are not well incorporated in the evaluation
5. **Critically analyze the quantitative method often employed by economists and statisticians in monitoring and evaluating development projects**

Quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. It focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon. (USClibraries, 2018).

**The analyses of quantitative method often employed by economists and statisticians in monitoring and evaluation development project are that a quantitative study** should describe how each objective of your study will be achieved. Enough details have to be provided to enable the reader to make an informed assessment of the methods being used to obtain results associated with the research problem. The methods are presented below.

* **Study population and sampling**: You should ask yourself, where the data came from; how robust it is; note where gaps exist or what was excluded. Note the procedures used for their selection;
* **Data collection** :The tools is described and methods used to collect information should be identified and the variables being measured; description of the methods used to obtain the data; and notice is put if the data was pre-existing or you gathered it yourself. If you gathered it yourself, describe what type of instrument you used and why. Note that no data set is perfect--describe any limitations in methods of gathering data.
* **Data analysis**: This describes the procedures for processing and analyzing the data. If appropriate, describe the specific instruments of analysis used to study each research objective, including mathematical techniques and the type of computer software used to manipulate the data.

**Results**  
  
The finding of the study should be objectively and in a succinct and precise format. In quantitative studies, it is common to use graphs, tables, charts, and other non-textual elements to help the reader understand the data. You have to make sure that non-textual elements do not stand in isolation from the text but are being used to supplement the overall description of the results and to help clarify key points being made.

1. **Define log frame work**

The logical framework was tested by the USAID in 1970 for evaluation of technical assistance project. The logical framework approach (LFA) allows a step-by-step conceptualization of important project element. When we design a project using logical framework, we make a series of predictions which we usually called hypothesis.

1. **Definition:** Logical framework is sometimes called log frame is a project matrix that makes a brief presentation of impact, effect, output and activities along with verifiable indicators, means of verification and assumptions. It provides an at-a-glance view of the project plan for managers and a basis for Monitoring and Evaluation needs and purposes.

(Indicators, Log frame and M and E system, 2012).

1. **Define and explain key components of logical framework**

Logical framework is sometimes called log frame is a project matrix that makes a brief presentation of impact, effect, output and activities along with verifiable indicators, means of verification and assumptions. It provides an at-a-glance view of the project plan for managers and a basis for Monitoring and Evaluation needs and purposes. (Indicators, Log frame and M and E system, 2012)

Following are the components of logical framework;

1. **Development/ Programme Goal (Impact)**

The program 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.

1. **Project Objective (Outcome)**

The project objective reflects what the project intends to accomplish. The project objective reflects the justification for carrying out the project summarizes the effects it should have. 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 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 %).

1. **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.

1. **Indicators:**

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 logframe 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

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.

**Assumptions and Risks:**

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 a **positive** statement of a condition that must be met for the project's objectives to be achieved.

A risk is a **negative** statement of a condition that might prevent the project's objectives from being achieved.

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