**ASSIGNMENT**

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

An. Beyond their complementarity, monitoring is the assessment of whether or not an intervention (1) operating in conformity to its design, (2) reaching its specified target population. Monitoring starts from the planning stage and ends when the external support (if any) is terminated.

Who: conducted by the project management staff.

Focus: is being to the input and process indicators to measure the efficiency and effectiveness

Evaluation may take place at different period during the project cycle

Who: conducted most often by external specialist, that were not involved during design or implementation of the project to be evaluated,

Focus: in evaluation will be given to the outcome indicator to measure the project long term goals and the long-lasting impact as well as the sustainability.

*e.g:* school construction in three months behind the established schedule, *such statement is a result of monitoring*

*but if:* the project manager for the constructed schools needs to be replaced because he was not demonstrated leadership capabilities. *This is produced as a result of evaluation because it is a recommendation.*

In sum monitoring is a continuous process, as well as a tool for regular feedback on the progress to achieve the agreed upon objectives and goals while evaluation is periodic or episodic process to figure out and measure the outcome and long-lasting project impact.

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

An. Baseline data is the data collected before the project implementation to assess the situation before the intervention and to be used as a measure for the change(intended/unintended-positive/negative) after the implantation. It is strongly recommended to link your indicators with the baseline data in order to conclude on the impact of the intervention.

Baseline data is important to indicate the change that has been resulted from the project and it’s the corner stone for all types of evaluation especially summative evaluation.

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

An. formative and summative are the most common evaluation types among others. formative evaluation is ongoing process intended to improve the project implementation, therefore the product of the formative evaluation are recommendations and feedback. *E.g. with two-third of the project’s implementation period completed, it is improbable that the project will be closed a head of the schedule*

Summative evaluation is conducted during or at the end or Ex-post of the project to determine the extend to which the anticipated outcomes were obtained. The products of the summative evaluation are to provide information, final conclusions about the worth of the project and experience learned for future project implementation. *(OECD, 2002).*

*e.g The use of international consultants has resulted in several change requests as well as scope creeping, accordingly it is recommended to minimize the recruitment of international consultant and focus on attracting national consultancy firms.*

The distinction between formative and summative evaluation is hazy and the only difference that we can conclude is the way we stated the finding of the evaluations.

1. Monitoring and evaluation use 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.

Quantitative data are produced by using scientific tools and measurements. The results can be measured or counted, and any other person trying to quantitatively assess the same situation should end up with the same results.

The potential dangers that can be associated with one sided measurement in monitoring system are the issues identified as the draw-backs for the quantitative data collection, which are inherent in the methods itself and listed below in (4-b)

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

Quantitative data provide information that can be counted to answer such questions as “How many?”, “Who was involved?”, “What were the outcomes?”. Information gathered through interviews, survey, questionnaire, pretest and posttest, etc

Information generated from quantitative data collection can be described as accurate and reliable.

Quantitative evaluation can help remove human bias from a statistic, making it more of a reliable fact than any piece of information gathered qualitatively. Thus, accurate quantitative evaluations can be relied upon as truth and also characterized by ease of analysis and consistency and precision.

The limitations are when using questionnaire, you might face with poor response rate from the respondents, difficulty in obtaining document (desk review), coslty and time consuming. In addition, quantitative data do not provide an understanding of the program’s context and may not be robust enough to explain complex issues or interactions (Holland et al., 2005; Garbarino et al., 2009).

1. a**. Define Logical Framework**

An: a. Logical Framework (LF)is a management tool to improve the design of intervention at the project level. It involves to define strategic elements (inputs, outputs, outcomes and impact) and their causal relationships, indicators and the assumption or risks that may influence success and failure. It thus facilitates planning, execution and evaluation of a development intervention *(OCED 2002-Glossary of key terms in evaluation and result-based management).* LF is an aid to logical thinking and it should not be seen as a set of procedures for project planning. It’s largely used for Result Based Management-RBM.

The Problem tree and objective tree are the main input for the LF.

Problem tree: it is a tool to analyze the current situation with regard to a specific development problem and their cause and effect relationships

Objective tree: it is a tool to describe a future, idealized situation that could exist after the problem are addressed, identify the solutions to be envisaged by the project and identify the means-ends relationships among project’s objective and visualize them in a diagram.

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

The LF is an analytical approach usually summarized in the matrix as presented below:

|  |  |  |  |
| --- | --- | --- | --- |
| **Narrative summary** | **Objectively verifiable indicators** | **Means of verification** | **Major assumption** |
| **Goal/Impact** |  |  |  |
| **Project objective**  **Outcomes** |  |  |  |
| **Outputs** |  |  |  |
| **Activities** |  |  |  |

In the matrix has a hierarchy (vertical and horizontal) the first vertical column is called the result chain, which represent the casual sequences for a development intervention that stipulates the necessary sequence to achieve the desired objectives beginning with the inputs, moving through activities and outputs and culminating the in outcomes and then impact.

The result chain in LF has the following elements:

* **Goal/impact**: means the positive or negative primary and secondary long-term effects produced by the development intervention, directly or indirectly intended or unintended
* **Outcome**: is the likely or achieved short-term and medium-term effects of an intervention’s outputs.
* **Output**: the products, capital goods and services which result from a development intervention, may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
* **Activities**: work performed through which inputs, such as funds, technical assistance and other types pf resources are mobilized to produced specific outputs.
* **Resources/inputs**: the financial, human and material resources used for the development intervention

The horizontal row in the matrix represent the following:

* **Objectively verifiable indicators:** is where the indicators are being stated and must be expressed in term of Quality, Quantity, Time, Target group and Population (QQTTP)

The indicators are used as the basis for monitoring and evaluations, helped in anchoring the project to the strategic objectives of the national development and in making informed decisions if changes are needed during the project implementation.

* **Means of verifications and data source:** help finding necessary data to check the concretization of an indicator, hence the proof of the achievement of an objective or result.

Means of verification must specify 3F which means:

* + Forwarder (provider)of the information (project accounting section, National board, etc)
  + Format in which the information will be available (reports, official statistics, etc)
  + Frequency of data collection (monthly, quarterly, etc)
* **Assumptions:** can be deducted from the hierarchy of objective, they must stated in a positive form, they are assessed accordingly to their importance for the project success and their probability of occurrence or not. When stating the assumption they must clarify or specify assumption that are too general and analyze their impact and likelihood of occurrence and monitor the assumption during the project design and implementation.