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**MONITORING & EVALUATION DIPLOMA**

**MODULE 1 - ASSIGNMENT 1**

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***QUESTION 1:*** ***GIVING EXAMPLES DIFFERENCIATE BETWEEN MONITORING AND EVALUATION***

Monitoring and Evaluation are processes used in managing projects/programs. Many people tend to mix them up most of time, interchange them. But in reality, they do not mean the same thing when they are put in practice.

They are both control mechanisms used during projects/programs by projects managers, staff projects and consultants (evaluators).

They have distinct roles when assessing projects/programs; however, one is confident to say that these two (2) concepts make sure that the project must meet the goals, objectives, planning and design, taking in consideration projects intervention and external factors (political, economic, social and environmental.)

To understand the concept of M& E is very important as, this will allow one to grasp their difference in approaches while managing a project/program.

According to the study pack, M&E module 1, 2018, *monitoring sees that the project is consistent with the plan/design. It refers at setting targets and milestones to measure progress and achievements, whether the inputs is producing the expected outputs*.

This also means that monitoring is keeping track of activities and tasks of an ongoing project based on the initial design/plan, and by taking in consideration of any changes that may occur.

On the other end, M& E module 1, *2018 says that an evaluation is defined as a structured process of assessing the success of a project in meeting its goals, and reflects on the lessons learned.*

As it is, one is tempted to say that an evaluation is a step by step assessment of a project, and where the information is captured and their analysis tells us how the project has performed.

It is pertinent to note that at the end of each project, the result of an evaluation is used as lessons learned and also for a repeat for another project/program.

To better illustrate the difference between monitoring and evaluating, the table below researched and written by Stacey Hitchcock for CID, June 2014, explained the key differences observed.

|  |  |
| --- | --- |
| *Monitoring* | *Evaluation* |
| *Monitoring is a continuing function that takes place throughout the implementation of an activity* | *Evaluation assesses the entire project cycle.* |
| *Monitoring is a regular part of project or program management. It focuses on the implementation of the project, comparing what is delivered with what was planned.* | *Evaluation reviews the achievements of the activity and considers whether the plan was the best one to achieve the outcomes. Evaluation measures achievements, as well as positive/negative and intended/unintended effects. Evaluation looks for lessons to be learned from both success and lack of success, and also looks for best practices which can be applied elsewhere.* |
| *Monitoring is usually done by people directly involved in implementing the project/program.* | *Evaluation is best conducted by an independent outsider who can be impartial in consulting with project/program staff* |
|  |  |

|  |
| --- |
| *Data collected and insights in the course of monitoring are then fed into and used by the evaluation process.* |

Another example to illustrate, the difference between monitoring and evaluation is a personal experience, and this happened in the aftermath of the Ebola virus epidemic in Liberia. As a project manager, it was my responsibility to deliver a set of courses in Monrovia. There was a travel ban in the country but the delivery was to be done as per the initial plan before the epidemic break.

A team was set up virtually between Nigeria, Sweden, Ireland and China. The method of delivery was decided as a virtual delivery, with the instructor based in Dublin, the technical support in China and Sweden, and the monitoring team in Nigeria.

The project team was to monitor that the date was confirmed, the equipment was booked, the instructor booked and scheduled and the course materials shipped in Monrovia and the participants informed and scheduled. The monitoring team was in charge of daily activities and making sure all the requirements were set.

The first evaluation came in at the end of the phase one (1) of the project, by means of questionnaire sent to the participants to know their view about the first part of the delivery. And it was followed up milestone by milestone till the end of the project.

At the end of the project which lasted for 3 weeks, a final report was written using the knowledge index of the both students and the instructor to produce a report which was analyzed and enlightened us on the lessons learned, and what can be done if we ever found ourselves in the same situation.

This experience was an eye opener in distinguishing the concept of monitoring and evaluation. It was the information received from our daily monitoring that were used to summarize and facilitate each evaluation activities done during the project.

In conclusion, one can say that the concept of monitoring and evaluation even though distinct in their procedure, can easily be put together by a project team, project manager and stakeholders and beneficiaries for the success of a program, acquiring knowledge, and funds to realize more successful projects/programs.

***QUESTION 2: WHY IS BASELINE SURVEY AN IMPORTANT PART IN PROJECT MANAGEMENT?***

A baseline survey is a structured way of gathering information which is used in project management. It is done in such a way that the data is accurate, specific, clear and reliable.

And why is baseline survey an important part in project management? It is because, it has to be done before the beginning of any project or program.

One can suggest a technique that will follow this template below:

WHO – WHAT –WHY – WHEN – HOW

* WHO? Who is the target audience of this survey?

The baseline survey should target the community in the geographical area where the project will be delivered.

And who will carry out the baseline survey? This depends on the structure of the project team office, at times an external consultant is brought in at this phase.

* WHAT? What information is needed?

The information that you need to elicit for the project can be the community knowledge, opinions, attitudes, past projects, cases studies.

* WHY? Why is baseline survey required?

A baseline survey should be undertaken by the project management team, or an external consultant to understand the attitudes of the community in relation to the project or program.

For example the political, economic, social and environment factors.

The focus should be also addressing broader issues than only those related directly to the objectives of the project.

* WHEN? When can the baseline survey begin?

The data is developed and created based on the information gathered, and this must be done before the project begins. The survey can act as a major guide to the quantitative and qualitative data that is recommended. It will also help identify any major issues and provide some insights into the opinions of the community in relation with the proposed project or program.

* HOW? How baseline survey is be conducted?

The choice of methods depends of the financial resources and time available to gather the information.

It can be conducted in different forms; for example reports from previous projects, interview, questionnaire, cases studies, target groups, online, etc.

*It can be admitted that because of its major relevance as a guiding drive, it is and the technique by which this information is gathered (The process is important because the collected information will the basis for the planning and design of a project/program.*

It is relevant to note that information is very crucial in project management, such as data accuracy, availability, clarity and authenticity. And as such, it pertinent to say that baseline survey is an important part of project management.

***QUESTION 3: DISTINGUISH BETWEEN SUMMATIVE AND FORMATIVE EVALUATION METHODS WITH EXAMPLES*.**

It is relevant to define summative and formative evaluation methods, and understand how distinct they are during project assessment.

Formative evaluation is a pre-project which means that the assessment is done prior to the project to clarify the need of the project.

And it is conducted while the project is ongoing, it is a work in process assessment.

For example, when an individual wants to build a house, the architect and builder will need to test the parcel of land and agree on the type of structure that can be constructed on the land, and if the land is suitable for that type of structure. Then once the building is under construction, there is an assessment ongoing during the construction.

That is a formative evaluation, pre-project assessment.

On the other hand, summative evaluation is an assessment with an aim to measure the effectiveness, suggesting recommendation and the index of knowledge leaning at the end of a project.

For example, at the end of a semester, students are given a test to assess their level of knowledge and assimilation so that the teacher will make some recommendations on how they can do better in the next semester.

***QUESTION 4:*** ***Monitoring and Evaluation uses both qualitative and quantitative methods to measure the success and impact of projects.***

***However economists and statisticians adapt a one sided method (quantitative) to analyze results.***

To understand this statement, it will be interesting to understand the approach of quantitative and qualitative in monitoring and evaluation in measuring result and impact in projects.

They are techniques used project management, and apply differently to different contexts.

Quantitative method is based on figures and numbers to interpret result and impact.

According to the study pack, Monitoring and Evaluation, 2018, page.156 defined it as, “*quantitative in monitoring and evaluation is an approach involving numerical measurement and data analysis based on statistical methods*”

Blaxter, Hughes and Tight, 1996*: 61* said that *“Quantitative research is, as the term suggests, concerned with the collection and analysis of data in numeric form. It tends to emphasize relatively large-scale and representative sets of data, and is often, falsely in our view, presented or perceived as being about the gathering of `facts'”*

On the other hand, qualitative monitoring and evaluation, is a technique based on getting more insight/detailed information such as feelings, interpretation, attitude.

According to Blaxter, Hughes and Tight, 1996: 61 *“Qualitative research on the other hand, is concerned with collecting and analyzing information in as many forms, chiefly non-numeric, as possible. It tends to focus on exploring, in as much detail as possible, smaller numbers of instances or examples which are seen as being interesting or illuminating, and aims to achieve `depth' rather than `breadth'*

After stating the meaning of the quantitative and qualitative method in monitoring and evaluation in project management result and impact, this will make the identification a potential danger of the one sided view by scientists and statisticians.

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

Some researchers in quantitative do not believe in other better method in monitoring than the quantitative approach.

Fred Kerlinger is quoted as saying “In the book *Qualitative Data Analysis”* “*There’s no such thing as qualitative data. Everything is either 1 or 0”*

According to Emily. J. Churchill. November. 25, 2011.

*I can see why some people insist that quantitative research is better than qualitative research. One reason for this is that it is more scientific. A large amount of data is gathered and then analyzed statistically.* *This allows for very little bias, and if 100 researchers ran the analysis on the data they would always end up with the same numbers at the end of it. The researcher also has more control over how the data is gathered and is more distant from the experiment.*

This trend clearly shows how some of the economists, and statisticians, are aware of figures than any other methods.

Kenyaplex.com has this to say on its website regarding the one sided view of economists in monitoring”

1. *the results may only be accepted by one party*
2. *there could be potential bias in the individual conducting the evaluation*
3. *it may lower the morale of employees since all factors are not considered when conducting the evaluation potentially giving a wrong report at the end*
4. *it may bring mistrust issues due to the fact that employees may feel that they are not well incorporated in the evaluation*

According to: [*JOANNA E. M. SALE*](https://www.ncbi.nlm.nih.gov/pubmed/?term=SALE%20JE%5BAuthor%5D&cauthor=true&cauthor_uid=26523073)*,\**[*LYNNE H. LOHFELD*](https://www.ncbi.nlm.nih.gov/pubmed/?term=LOHFELD%20LH%5BAuthor%5D&cauthor=true&cauthor_uid=26523073)*, and*[*KEVIN BRAZIL*](https://www.ncbi.nlm.nih.gov/pubmed/?term=BRAZIL%20K%5BAuthor%5D&cauthor=true&cauthor_uid=26523073), “*Quantitative researchers perceive truth as something which describes an objective reality, separate from the observer and waiting to be discovered.*

*Within the quantitative paradigm, we may compare the results of a magnetic resonance imaging (MRI) scan to those of a computed tomography (CT) scan. Although they may appear to reveal different realities, the use of the scans assumes that there is something to measure that exists independent of our minds. Both scans are trying to approximate or capture the one reality which correlates with the phenomenon of interest.*

Emily. J. Churchill. November. 25, 2011 has categorized the above topic as limitation of quantitative approach in project managing as this:

*LIMITATIONS*

· *Because of the complexity of human experience it is difficult to rule out or control all the variables;*

*· Because of human agency people do not all respond in the same ways as inert matter in the physical science?*

*· Its mechanistic ethos tends to exclude notions of freedom, choice and moral responsibility;*

*· Quantification can become an end in itself.*

*· It fails to take account of people's unique ability to interpret their experiences, construct their own meanings and act on these.*

*· It leads to the assumption that facts are true and the same for all people all of the time.*

*· Quantitative research often produces banal and trivial findings of little consequence due to the restriction on and the controlling of variables.*

*· It is not totally objective because the researcher is subjectively involved in the very choice of a problem as worthy of investigation and in the interpretation of the results.*

From the tendencies above, one can see how the one sided view of some economists and statisticians may lack a full picture of the result and impact in projects by monitoring and evaluation. Because of this lack of mixed methods (quantitative and qualitative) in managing which provide the insight information behind the figures which is the qualitative approach.

1. - ***Critically analyze the quantitative method often employed by economists and statisticians.***

When analyzing the quantitative method often used by economists and statisticians, one can break it down in following parts for a broad view.

* Objectivity
* Cost efficiency and timing
* One sided view
* Easy conduct and interpretation

1. Quantitative method is objective, and based and expressed in numerical system.

According to Hughes, *quantitative evaluation is precise, control, uses statistical techniques, and it has the ability to produce causality statement. It is replicable.*

Blaxter, Hughes and Tight, 1996: 61) said that, *Quantitative research is an empirical research where the data are in the form of numbers. Quantitative research is, as the term suggests, concerned with the collection and analysis of data in numeric form.*

And, JOANNA E. M. SALE,\* LYNNE H. LOHFELD, and KEVIN BRAZIL said that,

*Quantitative researchers perceive truth as something which describes an objective reality, separate from the observer and waiting to be discovered.*

Carey, 1993. said this about the objectivity of quantitative method, *Techniques to ensure this include randomization, blinding, highly structured protocols, and written or orally administered questionnaires with a limited range of predetermined responses. Sample sizes are much larger than those used in qualitative research so that statistical methods to ensure that samples are representative can be used.*

According to Antonius, 2003.*Quantitative data is based on measured values and can be checked by others because numerical data is less open to ambiguities of interpretation. Hypotheses can also be tested because of the used of statistical analysis*

1. There is need to also understand the cost implication link to quantitative approach. Is the quantitative method cost efficient and timely?

Researchers showed that the cost implication in quantitative method can be high.

Morgan, 1980, has this to say about the cost implication in quantitative method, *Quantitative research is difficult, expensive and requires a lot of time to be perform the analysis. This type of research is planned carefully in order to ensure complete randomization and correct designation of control groups****.****A large proportion of respondents is appropriate for the representation of the target population. So, as to achieve in-depth responses on an issue, data collection in quantitative research methodology is often too expensive as against qualitative approach.*

(Ong, 2003) has this to say, *the requirements for the successful statistical confirmation of result is very tough in a quantitative research. Hypothesis is proven with few experiments due to which there is ambiguity in the results. Results are retested and refined several times for an unambiguous conclusion. So it requires extra time, investment and resources to refine the results.*

Quantitative method can be time bound as explained by Antonius, 2003. *its* *rapid analysis: Sophisticated software removes much of the need for prolonged data analysis, especially with large volumes of data involved*

1. Does its one sided view provide credible results always? Some writers have comments to say.

Priya, Chetty, 2016 explained that, *as mentioned in the article, improper representation of the target population might hinder the researcher for achieving its desired aims and objectives. Despite of applying appropriate sampling plan representation of the subjects is dependent on the probability distribution of observed data. This may led to miscalculation of probability distribution and lead to falsity in proposition.*

*Quantitative research method involves structured questionnaire with close ended questions. It leads to limited outcomes outlined in the research proposal. So the results cannot always represent the actual occurring, in a generalized form. Also, the respondents have limited options of responses, based on the selection made by the researcher*

According to Black, 1999*.Poor knowledge of the application of statistical analysis may negatively affect analysis and subsequent interpretation.*

Denscombe, 2010added that, *large sample sizes are needed for more accurate analysis. Small scale quantitative studies may be less reliable because of the low quantity of data. This also affects the ability to generalize study findings to wider populations.*

1. Quantitative method is easy to conduct and interpret, and more often it is replicable,

Emily J. Churchill, 2011 said that, *I can see why some people insist that quantitative research is better than qualitative research. One reason for this is that it is more scientific. A large amount of data is gathered and then analyzed statistically.*

Penguin & Cheese, 2015 said that, we *have quantitative method which can produce large amounts of data, the researcher knows clearly in advance what they are looking for, all aspects of the study are carefully designed before the experiment starts, and the researcher can remain objective.*

*However, quantitative research does have its limitations.  It is not very flexible; there is no way to delve deeper into single participants as all participants answer the same set questions.  It can be very vulnerable to statistical error.*

One can conclude that, quantitative approach is a good method of conducting monitoring and evaluation assessment. It provides numerical result, but is it always reliable due to its lack of interpretation of the target group, its expensive techniques, and deeper insights of the target group? However, it is suggested with the evolution of human ability to use a mixed approach in project management. And also to know exactly what the expectations in the research are.

Despite it being a preferred method of project evaluation and monitoring, quantitative approach due to its objectivity, is expensive and time bound. And the change in external factors be it social, political, economic and environmental, one can suggest a method where both approaches namely qualitative and quantitative are used for project result and impact assessment in view to capture the observations and attitudes behind the figures.

***QUESTION 5***

1. ***Define logical framework approach.***

Logical framework approach, can be defined as processes in planning, design and monitoring of project by organizations or donor agencies.

The module 1 study pack, monitoring and evaluation, 2018 defined it as “*a tool for development planning and monitoring applied by some donor’s agencies.”*

According to the World Bank (2000*), “the Logical Framework has the power to communicate the essential elements of a complex project clearly and succinctly throughout the project cycle. It is used to develop the overall design of a project, to improve the project implementation monitoring and to strengthen periodic project evaluation”.*

On the other hand, Barreto Dillon, 2018*, The Logical Framework Approach (LFA) is a highly effective strategic planning and project management methodology with wide application.* *The product of this analytical approach is the log frame (the matrix), which summarizes what the project intends to do and how, what the key assumptions are, and how outputs and outcomes will be monitored and evaluated.”*

And according to (EUROPEAN COMMISSION 2004*). It provides a set of interlocking concepts which are used as part of an iterative process to aid structured and systematic analysis of a project or program idea.”*

*“LFA is best started early in activity design, and should be thought as an ‘aid to thinking’. It allows information to be analyzed and organized in a structured way, so that important questions can be asked, weaknesses identified and decision makers can make informed decisions based on their improved understanding of the project rationale, its intended objectives and the means by which objectives will be achieved.”*

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

Logical Framework Approach (LFA) is also a control mechanism of project management side by side with monitoring and evaluation.

It is a conceptual view of a project, defining the expectations of taking up of a project, for example it helps donor agencies clarify the following points: goals/objectives – purpose – outputs – activities.

It is usually presented in a table form called Logical Framework Matrix (see Barreto table below).

|  |  |
| --- | --- |
| ***Goal*** | *A project goal is a very general, high-level and long-term objective of the project. It is different from project objectives because the latter are very specific and have to be addressed alone by the project. But the goal cannot be achieved by the project on its own since there will be other forces like the Government, other agencies etc. also working to achieve it. It is a major benchmark to compare work between different projects.* |
| ***Objectives*** | *Objectives are the specific objectives the project works to achieve within the stipulated time.* |
| ***Activities or Inputs*** | *Activities or inputs are actions undertaken by the project or the organization to achieve the set objectives* |
| ***Outputs*** | *Outputs are immediate results that we achieve soon after the completion the project or any specific project activity.* |
| ***Outcomes*** | *The outcomes are results that have been or that are to be achieved after a period of time, but not immediate.* |
| ***Impact*** | *The impact is the longer-term result that has happened because of the activities undertaken in the project.* |
| ***Indicators*** | *Indicators are a measure of the result. They give a sense of what has been or what is to be achieved.* |
| ***Means of Verification*** | *Data or information based on which the indicators will be measured or monitored* |
| ***Risks & Assumptions*** | *External factors affecting the progress of the project* |
| ***Costs*** | *Budgetary explanations* |

Logical Framework Approach, is a way to understand the Why – When – How – What – Who of a project or program.

One can say that logical framework approach (LFA) gives a big picture of a project from inception to the end result or impact of the project.

For example, one should be asking the following questions:

Why is the project needed?

How can it be planned and designed?

Who is financing and handling it?

What is required for the project?

How long is the project going to last?

And what is the impact and result on the target group?

Logical Framework Approach is a process starting from the planning, design, implementation, monitoring and evaluation and outputs.

It is a process of setting objectives, design, implementation, monitoring, evaluation, result and learning.

THE WORLD BANK 2000 *said* this about logical framework approach, *it provides a shared methodology and terminology among governments, donor agencies, contractors and clients.*

On the other hand, WAGENINGEN UR 2010 said that, *logical framework approach provides indicators against which the project progress and achievements can be assessed.*

However as any other process, logical framework approach has it is advantages and limitations as indicated below:

Advantages of logical framework approach.

THE WORLD BANK, 2000 mentioned this as advantage, *during initial stages, it can be used to test project ideas and concepts for relevance and usefulness.*

*It guides systematic and logical analysis of the key interrelated elements that constitute a well-designed project.*

*WAGENINGEN UR, 2010* said that*: During implementation, the logical framework approach (LFA) serves as the main reference for drawing up detailed work plans, terms of reference, budgets, etc. It defines linkages between the project and external factors*

Disadvantages of logical framework approach according to:

WAGENINGEN UR, 2010: *Limited attention to problems of uncertainty where a learning or adaptive approach to project design and management is required.* *The strong focus on results can miss the opportunity to define and improve processes.*

However good is Logical framework approach as a process in project management, it has also its limitations .

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