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

.

**Name: Kegomoditswe Matshediso Student number:**

**Course: Diploma in Monitoring and Evaluation**

**Assignment: 1**

Question 1

The terms Monitoring and evaluation are sometimes confused. However the two have different meanings and the meanings are as follows:

**Monitoring** : it is day to day management tool that is used to track the program or project progress against the set objectives. It involves tracking the inputs, activities, outputs and outcomes of a project or a program against the plan and set targets. For example in a project, monitoring will be concerned with tracking budget, tracking milestones against time etc. It basically counts what has been done against what planned. It answers the question:

“Have we done what we said we would do?” It measures performance of the program. For example monitoring a project will include monitoring timelines, monitoring budgetary use, monitoring project milestones, monitoring key performance indicators against target etc.

On the other hand evaluation is concerned with the overall assessment of the project or program to establish if the strategic goals were met. Evaluation considers strength and weakness of program design, the implementation process, the results produced as well as highlight lessons learnt. Evaluation will for example consider if the program was designed well to effectively address the issue of concern. For example if you have a program for people to know their status with the strategic intention or goal of reducing HIV infection, the evaluation will assess if” know your status” program was actually designed and implemented well enough to reduce HIV infection. It will look at barriers that could have led to failure if there was failure or positive things that led to the success if the program was successful in meeting the intended strategic objective.

Question 2

Baseline survey is important in project management because it establishes the current situation which becomes a point of reference or point of departure. With the availability of baseline survey, one is able to show the impact of the project by comparing the baseline with post project changes. This helps in attributing change (impact) to the project. A baseline survey is also important because it helps to establish the priority areas for the project.

Question3

Formative evaluation is an evaluation method conducted during the development of program or project. It is mainly concerned with gathering information which will be used to inform project planning and implementation process. For example literature research, theory development and pretesting methodologies will form formative evaluation. While it mostly focus on operational activities, it may at times also look at long-term effects.

Summative evaluation is used to assess if a project has achieved its goals, objectives and the expected outcomes. Summative evaluation assesses and makes judgments about the effectiveness of the program or projects to meet the strategic goals, objectives and outcomes. In other words it checks the impact of the project or its likely impact as well ensures that learnings of the project are brought out. An example of summative evaluation will be the evaluation the evaluation done to establish the long term impact of the project like evaluating if the introduction of pre school had impact on the o level results 10 years after introduction of pre school. Or check if campaign on smoking cessation caused the target group to stop smoking 2 months post the campaign.

Question 4

1. One sided approach will lead to inadequate information. Using a quantitative evaluation will be able to give score or numeric measure of change brought about by the program, but unlike qualitative, it will not bring out the deeper meaning and experience of the people something that is critical when dealing with programs that require human interactions and interpretations.
2. Quantitative evaluation has advantages and disadvantages

* From an advantage point of view, the quantitative evaluation is straight-forward and easy to use. It has greater objectivity and accuracy but at the same time providing summarized data that support generalization about the project or program. The evaluation and the results can be easily replicated.
* On the other hand qualitative evaluation has very narrow and superficial results perspective as they are based on numerical descriptions rather than detailed narrative and elaborate accounts of human perception, feelings and interpretation. In addition the qualitative evaluation can lead to biasness and false representation as the data mainly reflects evaluator/ researcher views as opposed to the program recipients and other stakeholders. It does not give the respondents space to respond in a different way other than the prescribed options. The questionnaires used in qualitative evaluation can only be close ended questions.

**Question 5**

1. Logical framework is one of the monitoring and evaluation tools that assists in program or project strategic planning. It basically presents in a summarised and step by step manner what the project intends to do, how it is going to be done , what the expected outputs, outcomes and impacts are and how all these parameters will be measured.
2. Key components of a logic framework are:
3. **Goal :** This talks to what the project seeks to do or change. It is high level and a long term strategic intent or nonspecific objective that the project seeks to achieve. The goal is basically the impact that the project, will achieve. This impact is takes consideration of other aspects that impact on the project.
4. **Purpose:** Purpose basically talks to why the project is being done and will stipulate the desired project outcome.
5. **Outcomes:** This refers to specific objectives that project intends to achieve.
6. **Outputs**: These are now the deliverables of the project and this what on day to day basis the project team can be held accountable for.
7. **Activities:** These are the actions required to be carried out in a sequence in order to deliver the results
8. **Input:** This refers to the required resources to deliver the project, e.g budget, time , human resources
9. **Indicators:** This talks to the actual measures that have targets in terms of quantity, quality and time that needs to be met to show that the outcomes or key objective are being achieve.
10. **Verification methods:** This considers what the sources of information and data are.
11. **Risks and Assumptions:** Assumptions are about necessary external factors required for the success of the project while the risks is the external things that can impede the project.

References

1. Nutbeam D, & Bauman A (2006), Evaluation in a Nutshell: A Practical Guide to the Evaluation of Health Promotion Programs, McGraw- Hill Australia Pty Ltd
2. Penelope H etal (1990) Evaluating Health Promotion: A Health Workers Guide, MacClennan +Petty