

Student name: Justice Tumasang

Strategia Netherlands

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Module 2 Assignment Number

Q1. To what extent would a Program manager be challenged when determining which indicators to employ in Monitoring and evaluating a project? (10 Mrks).

Indicators are very useful for Project Manager, M&E officer, NGOs, and other institutions. Their main aim is to evaluate, measure and determine if a project is achieving its set goals or not. They are usually presented in terms of numbers, percentage, ratio, incident etc (quantitative) but they are also qualitative like describing some phenomenon such as feeling happy etc. In normal scenario indicators presumed to be the highest in terms of quality and most useful would be the ones selected and used to monitor and evaluate program activities. However, it is not often the case to find indicators with the highest qualities. It is as a result of this that Project Managers face the following challenges when determining indicators to employ in a Monitoring and Evaluation project.

To begin with, availability of data is of concern given that some data may be considered privileged information by agencies, projects, or government officials whereas it might not be to Project Managers. In other circumstances, indicators may be imposed from above by those without any training in M&E techniques such as government administrators etc.

Secondly, available data may only be on aggregated levels, in other words already calculated into indicators which may not be the best indicators for the activities of a Project Manager. This type of a situation makes difficult the job of the project manager because indicators here are not specific and at times he might take long time in order to select appropriate indicators.

Thirdly, the cost of collecting appropriate data for ideal indicators is constraining in most cases to due sufficient funding. Apart from this technical skills and human resources in general may be limited or unavailable to a greater extent which will consequently constrain project managers to determine which indicator to employ.

However, remedy for the above impediment will be for project manager to make use of standardized indicators if available. In other words, they should avoid indicators whose activities cannot affect the project, which are too vague, that do not currently exist and cannot realistically be collected, or that do not accurately represent the desired outcome. For example, when the ideal quantitative indicators cannot be identified, qualitative methods offer a valuable alternative etc.

Therefore, project managers face the following challenges when determining indicators to employ in M&E: government agencies, institutions etc privileging some indicators than others, some indicators might be imposed from above, lack of train staff with M&E techniques, available data might only be on aggregated levels while cost of collecting appropriate indicators might be constrained by lack of sufficient funding. Nevertheless, a possible solution to these constrain will be for project managers to avoid activities which cannot affect the project and in the absence of ideal quantitative indicators, qualitative methods are valuable.

.Q2. Citing key characteristics of indicators, explain the fundamental differences between output and outcome indicators. (10Mrks)

The importance of indicators for project manager and M&E officers cannot be over emphasis. Apart from being a yardstick to measure and determine if a project is achieving its set goals, indicators also have the following characteristics:

Firstly, one of the main characteristics of a good indicator is that it needs to be valid. In other words a good indicator should accurately measure practice, behavior and task which is the expected output or outcome of an intervention.

Secondly, a good indicator should also be reliable. This implies a good indicator should be consistently measurable over time not only by observer working within an intervention unit but also by external or independent observers as well.

The third point worth of notice is the fact that a good indicator should be precise. By precision it means an indicator should not only be operational but also it should be easy to understand as well as concise in achieving the goal of the intervention.

In addition, another characteristic of an indicator is that it should be measurable throughout the course of an intervention. It means that an indicator should be measurable in terms of quantification using available tools and methodology in order to achieve its stated goals.

Furthermore, a good indicator should also provide measurable at time intervals of importance and appropriate in terms of program goals and activities. Moreover, a good indicator should be connected to the program or should enable the program objectives to be achieved.

Apart from understanding characteristics of indicators, it is also vital to comprehend the fundamental differences between output and outcome indicators. The main reason is due to the fact that more often output and outcome is used interchangeably or misused in several cases. However, in M&E projects as a whole they have their unique connotation as illustrated below. According to Valentine & co(2018) output indicators are specific pieces of information that you collect to keep track and report on the work you have delivered. Output indicators give you information regarding what outputs you delivered, to who you delivered them to and whether the people, organizations you delivered them to were satisfied and thought your work was of good quality. On the other hand, outcome indicators are specific, measurable pieces of information that you can collect to keep track of the difference that your work is making. They tell you whether or not you are achieving your outcomes and how much change has occurred. Apart from this outcome indicators are influenced by output indicators.

In a nutshell, a good indicator should be valid, reliable, measurable and precise whereas output and outcome indicators differ in the sense that output indicators enable to influence outcome indicators.

Q3: Organization XYT, based in Juba, South Sudan is funded by DFID to roll out mass measles campaign targeting all children under the age of 5. Key activities include setting up maternal care resource centers, providing information to key opinion leaders on value of child immunization; procurement of cold chain boxes; development of IEC materials for the public sensitizations and actual immunization; working from the known to the unknown, develop a project outline, with a maximum of 3 output indicators; 3 outcome indicators and 2 impact indicators.

DFID Funded Measles Campaign in Juba South Sudan:

Beneficiary organization: XYT

Theme: Project Outline by XYT indicating output, outcome and Impact Indicators to roll out mass measles in Juba.

1) Output Indicators

- a. 85 maternal care resource centers were setup.
- b. 1042 key opinion leaders received value information on child immunization.
- c. 45346 children between 0-4 years were immunized.

2) Outcome Indicators

- a) 97% of children aged 0-4 years were immunized against measles.
- b) 89% measles reduction infections from children between 0-4 years.
- c) 75% of medical personnel at the maternal care resource centers received training to treat measles.

3) Impact Indicators

- a) Measles morbidity and mortality reduction contributing to South Sudan attaining MDG4.
- b) Contribute to achievement of the African region measles pre-elimination target of 98% measles mortality reduction compared to the year 2000

Q4: Work-plan and indicator development:

Your organization, Malakal Community Empowerment Organization (MACEPO) has received a funding of SSP 50,000 to undertake a project on reintegrating returnees into their original family systems. The project involves among others, trainings in family reunions and reintegration for village elders, opinion leaders, pastors, youth and vigilante groups. It also entails provision of seeds, fertilizers and other startup tools for livelihoods such as funds for small businesses to the returnees. It also involves group meetings for returnees on family reintegration and reunion. Develop a 3-month work plan with SMART objectives, specific activities, assigned budgets and process and outcome indicators to

facilitate effective management, monitoring and evaluation.. Present your work in a tabular form.

Malakal Community Empowerment Organization (MACEPO Three Month Work Plan

Month	Activities	Amount(SSP)	Output Indicators	Outcome Indicators
1 st Month	<p>One week workshop trainings to village elders and opinion leaders in understanding the concept and techniques to facilitate family reunions and reintegration .</p> <p>Five days workshop training of pastors, youth and vigilante groups in understand techniques and importance of family reunion and reintegration.</p>	<p>4 500</p> <p>4000</p>	<p>Training of 32 Village elders and opinion leaders.</p> <p>All together 89 Pastors, youth and vigilante groups received trainings on family reintegration techniques as well as security measures to safeguard their community.</p>	<p>89% of village leaders are equipe and understand the importance of family reunion and reintegration for their communities</p>
2 nd Month	<p>One day open grand meeting with all returnees sensitizing them on how best to restart their daily activities.</p> <p>Three days provision of seeds, fertilizers and farming tools to returnees.</p>	<p>2000</p> <p>18 750</p>	<p>Provision of 5000 seeds of maize & 2000 bags of fertilizer distributed to over 270 families.</p> <p>1000 hoes,cutlasses, weed slings distributed to 95 farmers</p> <p>20 Group meetings</p>	<p>78% of returnee families are equipped with basic farming tools.</p> <p>80% of families cultivated maize in their farms.</p>

			received trainings on family reintegration and petit business startups techniques.	
3 rd Month	Provision of livelihoods items.	14 500	210 families received livelihood such as bathing soap, tooth paste, Vaseline, sanitary pads, Dettol, cooking pots. Provision of two drilling Wells.	90% of families receive basic livelihood items 25% of women/men have started petit business 82% of families have access to drinking water.
	Allocation of funds to startup small businesses for returnees.	6250	25 men and 27 women received each 200 SSP to startup petit business.	
Total		50 000		

BIBLIOGRAPHY

Valentine & Co(2018) How to Develop A Monitoring and Evaluation Framework.NCVO, available at: <https://knowhownonprofit.org/how-to/how-to-develop-a-monitoring-and-evaluation-framework/> accessed on 15 October 2018].

Parson & Co(2013) Indicators of Inputs, Activities, Outputs, Outcomes and Impacts in Security and Justice Programming. Department of International Development, available at:https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/304626/Indicators.pdf accessed on 8 October 2018].