African Centre for Project Management
PGD-Monitoring and Evaluation
Assignment 2
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Q1. To what extent would a Program manager be challenged when determining which indicators to employ in Monitoring and evaluating a project? (10 Mrks).

Definition of an indicator

An indicator is a variable that is normally used as a benchmark for measuring program or project outputs. It is "that thing" that shows that an undertaking has had the desired impact. It is on the basis of indicators that evidence can be built on the impact of any undertaking. Most often, indicators are quantitative in nature, however, in some few cases, they are qualitative. (Rugg, 2010)

An indicator is a **variable** whose value changes from the baseline level at the time the program began to a new value after the program and its activities have made their impact felt. At that point, the variable, or indicator, is calculated again. Secondly, an indicator is a **measurement.** It measures the value of the change in meaningful units that can be compared to past and future units. This is usually expressed as a percentage or a number. Finally, an indicator focuses on a **single aspect** of a program or project. This aspect may be an input, an output or an overarching objective, but it should be narrowly defined in a way that captures this one aspect as precisely as possible

Most often indicators are confused with other project elements such as objectives or targets. Indeed, understandably so. Unlike targets or results which specify the level of achievement, indicators do not. For example, in a project on access to safe water, statements such as "an increase in the proportion of households reporting the consistent use of chlorinated drinking water" or "70% of households reporting the consistent use of chlorinated drinking water" are not indicators. Rather, an indicator could be "The proportion of households reporting the consistent use of chlorinated drinking water."

To a larger extent, a project manager can be challenged when determining which indicators to employ in Monitoring and evaluating a project in the following aspects;

i. **Choosing an indicator that the program activities cannot affect**

One of the key uses of indicators is to help inform progress or lack thereof in interventions. Therefore, when selecting indicators, it is important to select those that have a close logical relation to the planned activities. However, this is not an easy task (PATH, 2011). For instance, in a program that planned to train health-care providers in HIV prevention and treatment services in an effort to expand access to these services. If a manager selects an indicator like "the proportion of health-care facilities with adequate conditions to provide care," this may pose a challenge because many elements of the project can affect this indicator, such as supervision, availability of supplies and equipment, and the drafting of appropriate treatment protocols. It is likely, that none of these factors would be addressed by the planned training program. In using the selected indicator, the planners would have overlooked the fact that it did not accurately reflect their program activities. Therefore, a better indicator would be, "the number of clinicians trained" or "the number of facilities with a trained provider."

ii. **Choosing an indicator that is too vague**

As the belief always goes, an indicator is meant to be as specific as possible. However, for some reason, sometimes project managers find it difficult to come up with indicators that are precise (PATH, 2011). For example, for a radio campaign aimed at dispelling specific myths about HIV/AIDS transmission. Although the goal of the campaign is ultimately to increase knowledge about HIV/AIDS, the indicator percentage of the population with knowledge about HIV/AIDS does not specify the exact area of knowledge in question. A better indicator would be one that measured precisely the objective of the campaign: percentage of the population not believing myths X and Y about HIV/AIDS transmission.

iii. **Selecting an indicator that relies on unavailable data**

Obvious as it may sound, indicators are as useful as they are measurable. This therefore means each and very indicator must have a reliable source of data to quantify progress or lack thereof (PATH, 2011). However, this may not be the case always. For instance, if in a program working on drug-supply issues, an indicator selected is "the percentage of days per quarter that service delivery points have stock outs of drugs." This would require reliable data based on stock management. However, information on stock outs may not be collected often enough to provide

this information. Therefore, a better indicator would be percentage of service delivery points that experienced a stock out of drugs at during the last quarter."

iv. **Selecting an indicator that does not accurately represent the desired outcome**

All indicators should measure exactly what they intend to measure. However, for some reason, selected indicators may not fulfill this criterion entirely. For example, if a project intends to increase access to antiretroviral (ARV) treatment for pregnant women to prevent mother-to-child transmission (PMTCT) of HIV, the indicator "percentage of women on ARVs who are pregnant will not be appropriate. This is so because it tells us how many women are pregnant out of all women on ARVs, rather than how many HIV-positive pregnant women are on ARVs.

In other words, the numerator for this indicator is the number of women on ARVs who are pregnant and the denominator is the number of women who are on ARVs. Let's say that there were 100 pregnant women on ARVs and a total of 400 women on ARVs. The percentage would be 100/400, which simplifies to 1/4 or 25%.

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

Characteristics of indicators

i. **Precise/Well defined**

Probably the most important characteristic of indicators is that they should be precise or well defined. In other words, indicators must not be ambiguous. Otherwise, if different people interpret the indicators differently, this implies that there will be different results for each person (Rugg, 2010)

ii. **Reliable**

Reliability here implies that the indicator yields the same results on repeated measurements when used to assess the result. If an indicator doesn't yield consistent figures, then it is not a good indicator. (PATH, 2011)

iii. **Valid**

Validity here implies that the indicator actually measures what it intends to measure. For example, if you intend to measure impact of a project on access to safe drinking water, it must measure exactly that and nothing else.

iv. **Timely**

An indicator should provide a measurement at time intervals relevant and appropriate in terms of programme goals and activities

v. **Measurable**

Needless to say that an indicator must be measurable. If an indicator cannot be measured, then it should and must not be used as an indicator. (PATH, 2011)

vi. **Practicable**

In other cases, although an indicator can be measured, it is impracticable to do so due to the cost or process constraints. An indicator must be able to utilize locally available resources while at the same time being cost effective. (Jim , Caitlin , & Monica, Oct, 2013)

vii. **Meaningful**

Represent important information about the program for stakeholders.

viii. **Relevant**

Reflect the intervention's intended activities, outputs, and outcomes. (UNHCR, 2002)

ix. **Direct**

Closely measure the intended change.

x. **Objective**

Have a clear operational definition of what is being measured and what data need to be collected

Differences between output and outcome indicators

By definition

Outcome indicators are indicators that relate to change that is demonstrated as a result of the programme interventions in the medium-to-longer term for example the number of decisions in the informal justice system of community X related to violence against women that reflect a human rights-based approach. In the case of a Safe Water Project, outcome indicators could be "the proportion of households using chlorinated drinking water" or "the percentage of children suffering from diarrhea." (Schumann, 2016)

On the other hand, output indicators are indicators that illustrate the change related directly to the activities undertaken within the programme. for example, percentage of traditional leaders in community X who completed the training on international human rights standards related to violence against women and girls whose knowledge improved.

In terms of monitoring,

Output indicators monitor how efficiently projects are executed. The information they provide can help to improve the implementation of projects. Output indicators measure quantities that are produced by a activity in order to achieve project objectives, but not progress towards the objectives itself. The importance of output indicators depends on the project in question. They are particularly important for projects that are implemented with varying efficiencies, but less important if projects are straightforward to implement. Outputs are means to achieve a project objective, but no ends in themselves (UNHCR, 2002).

Typical output indicators might show the number of motorway kilometers built, the number of people trained to fulfil a task, or the area for which environmental protection plans have been developed. Output indicators do not provide any information whether the outputs of a policy or project are effective in achieving the desired outcomes of a policy, i.e. if the outputs do what they are supposed to do. Consequently, the primary purpose of output indicators is to monitor if a policy or project is efficient in producing outputs. They cannot monitor the effectiveness with which the policy or project addresses its objective.

On the other hand, outcome indicators are used to monitor the effectiveness of policies in achieving their objectives. They help to understand whether policies or projects are well-designed in view of their objectives. Outcomes are the underlying motivation behind policies or projects, but in most cases they can only be affected through the production of outputs. Typical outcome indicators might be the reduction in travel time between cities, the increase in customer satisfaction with a service provision, or the number of species no longer threatened by extinction. All these outcomes have in common that they cannot be changed directly. There is no law, which can decree that a species is no longer threatened by extinction. In order to affect this outcome, a policy has to produce an output that influences the outcome in the desired way. An outcome indicator always has a normative component in the sense that (within a reasonable range) a movement in one direction is considered a positive development and a movement in the other direction is considered a negative development. Some publications distinguish between outcome indicators that measure inherently desirable outcomes and those that are desirable only because they contribute to a higher level outcome (UNHCR, 2002).

Whereas output indicators often rely on De Jure measures, describing things like the creation of legislation, provision of training or purchasing of equipment, outcome indicators should be De Facto – describing the real world changes that these outputs will produce. For example, creating legislation or purchasing medical equipment is rarely the end goal of a project; outcome indicators should measure the protection of rights or improvements in health that result from these activities and outputs (Schumann, 2016).

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.

Project outline

Project title: Project on mass measles campaign for all children under the age of 5 in Juba, South Sudan

Project period: September 2019 – August 2022

Target group: All children under the age of 5 in Juba, South Sudan

Impacts of the project

1) Reduced disease burden due to measles among under 5 children.

Impact indicators
1) Incidence rate for measles among children under 5 years
2) Case fatality rate for measles among children Under 5 years.

Outcomes of the project
1) Functional maternal care resource centers
2) Increased health literacy about childhood immunization
3) High immunization coverage rates for measles in Juba.

Outcome indicators
1) Number of community members utilizing maternal care resource center.
2) Percentage of community members able to mention at least one importance of child immunization.
3) Proportion of pre-primary school children with full immunization status.

Outputs of the project

1) Key opinion leaders have knowledge on the value of child immunization
2) Maternal resource centers established.
3) Children under 5 immunized against measles

Output indicators

1) Number of key opinion leaders trained on the value of child immunization
2) Number of maternal resource centers established
3) Number of children under 5 immunized against measles

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.

Goal: Support returnees in achieving Sustainable reintegration in their original family systems as well as having access to Livelihood opportunities to improve their standard of living

Objective	Specific Objectives	Outcomes	Outcome indicators	Activity	Duration	Location	Budget	Responsible person
To increase access to effective and timely basic services and livelihood opportunities for returnees and their receiving communities, to foster sustainable socio-economic reintegration, peaceful coexistence and local economic development.	Returnees are able to overcome individual challenges impacting their reintegration	Village elders, opinion leaders, pastors and vigilante groups able to educate returnees on family reunion and reintegration	Proportion of village elders, opinion leaders, pastors and vigilante groups able to apply their knowledge in educating returnees on family reunion and	Training village elders, opinion leaders, pastors among others on family reunions and reintegration. Registration of returnees Group meetings for returnees on family reintegration and reunion	week	Community centre	5000	Project staff

				reintegratio n				
				Counselling and referring returnees to reintegration-related services	1 weeks	Community centre	1360	Pastors Health workers Elders
				Providing medical assistance	5 days	PHCC	3000	Health workers
				Providing reintegration grants	1 weeks	Community centre	10000	Project staff
		Secure safe and lifesaving access to food for the most vulnerable.

Food needs of highly vulnerable returnee families have been met.

Improved dietary diversity, | Number of beneficiarie s receiving (un)conditio nal cash transfers and vouchers. | Provision of cash based assistance | | | | |
| | | | Number of beneficiarie s enabled to meet their basic food needs via food baskets | Stimulation of supply of local food markets

Distribution of basic foods | 1 week | Community centre | 8000 | Project staff |

		health expenditures and reduction in reliance on negative coping mechanisms. Protect and promote livelihoods to enhance coping mechanism and improve access to food	Percentage of returnees provided with resources that enable them to protect and start rebuilding livelihood assets	Provision of inputs for own food-production (seeds, tools and fishing gears)	2 days	Community centre	5000	Project staff
			Number of beneficiaries receiving nutrition education on balanced diet and food preparation	Training of returnees on balanced diet and proper food preparation	5 days	Community centre	5000	Nutritionist
To reinforce livelihood recovery for returnees through structural access to agricultural innovations and trade opportunities.	Vulnerable returnees have capacity to	Access to healthy and diverse types	Number of vegetables harvested and eaten at	Facilitation of formation of vegetable producer groups	2 days	Community centre	1000	Project officer

To reduce incidences of malnutrition of returnees through access to sufficiently diverse food types.	produce and access sufficient quality food to withstand periods of economic and social stress.	of foods increased. Access to farm-input supply systems for seeds, tools and fertilizers obtained	the end of the third month	Capacity development to improve all season vegetable growing, processing and marketing	1 weeks	Community hall	3000	Project officer
				Facilitation of improved understanding of nutrition and food hygiene	1 weeks	Community centre	1500	Project officer

References

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