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Strategia Netherlands

Module2

Assignment

Jicko Bondole

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**MODULE 2 Questions:**

**Q1.** To what extent would a Program manager be challenged when determining which indicators to employ in Monitoring and evaluating a project? (10 Mrks)[[1]](#footnote-1).

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

For instance, imagine a program that planned to train health care providers in AIDS prevention and treatment services in an effort to expand access to these services. The authors of the M&E plan selected the UNAIDS indicator the proportion of health care facilities with adequate conditions to provide care. However, many elements can affect this indicator, such as supervision, availability of supplies and equipment, and the drafting of appropriate treatment protocols. None of these factors would be addressed by the planned training program. In using this global indicator, the planners overlooked the fact that it did not accurately reflect their program activities. Better indicators would be the number of clinicians trained or the number of facilities with a trained provider.

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

For instance, if an IR states expanded access to antiretroviral (ARV) treatment for pregnant women to prevent mother-to-child transmission (PMTCT) of HIV, what would an appropriate indicator be? CHALLENGES TO SELECTING INDICATORS M&E Fundamentals: A Self-Guided Mini Course 30 Would the indicator percentage of women on ARVs who are pregnant be appropriate?

Answer: No, this also would not be an appropriate indicator. Here the numerator is the number of pregnant women on ARVs (let’s say it is 100 again) and the denominator is the total number of people on ARVs, including all men and women and children receiving treatment (let’s say it’s 5,000). In other words, this indicator would tell us, of all the people on ARVs, the percentage who are pregnant women is 100/5,000 or 1/50 or 2%. If this indicator increased over time, say from 2% to 20%, it could be because more pregnant women were receiving ARV treatment (1000/5,000, the desired effect of the program) but it could also be because fewer people overall were receiving this treatment (100/500) and the number of pregnant women receiving treatment did not actually change. Similarly, if the indicator decreased, it might be because more people overall were receiving treatment or because fewer women were HIV-positive or because there were fewer pregnant women. So the information provided by this indicator would be difficult or impossible to interpret accurately

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

Outputs are those results which are achieved immediately after implementing an activity. For example, if we are organizing a workshop on [human rights](https://www2.fundsforngos.org/category/human-rights-and-social-justice/), participants who attended it have now got a clear understanding on human rights issues. So, this is an output the project has achieved and it is achieved right after the conclusion of the workshop.

Outcomes can be considered as mid-term results. They are not seen immediately after the end of the project activity. But after some time, when we see some change at the ground level because of the project activity, then it can be termed as an outcome. Taking the above example of a human rights workshop, if the participants have started to mobilize their community members to seek their human rights, then it is an outcome of the project[[2]](#footnote-2).

Outputs should be captured in the monitoring and evaluation framework. Outputs generally include the numbers of support or service interactions that women and children will receive while they are in a shelter or are participating in a particular programme.

Documenting outputs consists of counting the number and types of services each programme participant receives; the length of time each participant remains in the programme (e.g. number of days in the shelter); and the frequency with which the participant uses particular services (e.g. number of group sessions attended)[[3]](#footnote-3).

Illustrative output indicators include:

* the number of women and children admitted to shelters (often on a monthly basis)
* the number of women and children who could not be admitted/were turned away, including the reasons for turnaways
* etc…

Outcomes or the change that is expected as a result of the shelter stay or participation in the programme should also be captured in the framework. The outcome statements must be developed carefully so that they clearly identify the type of change that will be measured and ensure that proposed outcomes are achievable. Outcomes should make sense in the context of the needs of women served by the programme, and although these can be challenging to measure in a short-stay shelter, there are a number of standard outcomes most shelters seek to accomplish.

Illustrative indicators to track outcomes include:

* Proportion of women and children accessing shelter services that are safer
* Women have increased awareness of the impact violence has on them and their children and knowledge of available services (i.e. awareness of community resources/supports)
* Etc…

**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.

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| --- | --- | --- | --- | --- |
| Inputs | Process | **Outputs** | **Outcome** | **Impact** |
| * Human resources * Understanding the scope of the project * Campaign curriculum | * 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 | * Number of mass measles campaign session conducted * Number of key opinion leaders informed on value of child immunization * Number of maternal care resource centers established | * Opinion leaders engagement * Routine immunization coverage * Drop-out rate | * Under-five mortality rate * Future deaths prevented |

**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.

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| **Objective1: to provide reintegrating support to the returnees** | | | | | | | |
| **N°** | **Activities** | **Timeline** | | | **Process indicators** | **Outcome indicators** | **Budget** |
| M1 | M2 | M3 |
| 1 | trainings in family reunions and reintegration for village elders, opinion leaders, pastors, youth and vigilante groups | X | X |  | Number of stakeholders trained in family reunions and reintegration | Opinion leaders engagement | 50 |
| 2 | group meetings for returnees on family reintegration and reunion | X | X |  | Number of group meeting for returnees | Opinion leaders engagement | 50 |
| **Objective2: to provide livelihood support to the returnees** | | | | | | | |
|  | provision of seeds, fertilizers and other startup tools for livelihoods such as funds for small businesses to the returnees | X | X | X | Number of startup tools provision distributed | Empowerment of the returnees | 400 |

**Bibliography**

* GAVI, 2016-2020 indicators : <https://www.gavi.org/results/measuring/2016-2020-indicators/>
* <https://www.fundsforngos.org/free-resources-for-ngos/defining-project-results-proposal-difference-outputs-outcomes/>
* <http://www.endvawnow.org/en/articles/1465-output-and-outcome-indicators.html>
* Measure Evaluation, M&E Fundamentals: A Self-Guided Mini-Course, page 29
* <https://www.globalhealthlearning.org/course/m-e-fundamentals>

1. Measure Evaluation, M&E Fundamentals: A Self-Guided Mini-Course, page 29 [↑](#footnote-ref-1)
2. <https://www.fundsforngos.org/free-resources-for-ngos/defining-project-results-proposal-difference-outputs-outcomes/> [↑](#footnote-ref-2)
3. <http://www.endvawnow.org/en/articles/1465-output-and-outcome-indicators.html> [↑](#footnote-ref-3)