**AFRICA INSTITUTE FOR PROJECT MANAGEMENT STUDIES, NAIROBI KENYA**

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**COURSE: POST GRADUATE DIPLOMA IN MONITORING AND EVALUATION**

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**MODULE TWO ASSIGNMENT**

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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)  
   
Review of the sample indicator sets demonstrates the need for additional data collection and analysis to be conducted before the manager determines sets of indicators to recommend to the organization. Some obvious modifications that will be made include the following: identification and evaluation of additional indicator sets; reduction of the number of suggested measures for each set of indicators; revision and clarification of the wording for specific suggested measures for each indicator category; prioritization of the indicator set, that could be used to assess public opinion and reactions through focus group discussions; and identification of appropriate data sources for each measure that is selected or recommendation of a new data collection effort to provide the desired information.

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

**Key term**

Outputs

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 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 services (e.g. number of group sessions attended).

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 turn away
* occupancy rates in shelters (usually the percentage of beds or bedrooms occupied on a night or over a period of a month)
* the number of women informed about their legal rights and options
* the number of women attending counseling sessions
* the number of women attending support groups
* the number of women completing a safety plan
* the number of women accessing childcare and support

Outputs are the most basic level of information, and they can be easily compared across time and geographical area. They are the direct products of the campaign and measured in terms of campaign activities performed. It is important to note that outputs do not measure any attention, action, or response on the part of the audience. In evaluation these information helps in assessing the extent of implementation of the planned activities. Examples:

* number of spots aired or shown on TV
* number of advertisements made in newspapers or magazines
* number of different events organized (e.g. nuke natal, group meetings etc.)
* number of people who were engaged or reached through IPC

Outcomes

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 several 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)
* Women are satisfied with the services they received while in shelter
* Women are better able to access community resources in order to receive support for themselves and for their children
* Women feel less isolated

For shelters with longer-term programmes (six months or longer) or outreach services, additional outcomes may include:

* Women and children remain safe over a long period of time
* Women and children relate to resources and supports they need to achieve their goals
* Women have access to a reliable source of income.
* Upon programme completion, women have stable, affordable and safe housing
* Women achieve the goals they have set for themselves

While there are many benefits to measuring long-term outcomes, it can be costly and labor-intensive to follow women over the length of time required to obtain the necessary information. The resources and capacity of the programme should be carefully considered when planning to measure long-term outcomes.

Outcomes are the interim goals of an organization campaign. In an organization campaign, outcomes would be:

* change in knowledge and attitudes
* intentions to adopt targeted behavior
* adoption of the targeted behavior depending on duration of the campaign

Recall of advertisement and its accuracy are common outcome variable to assess the reach and understanding of the media campaign. Example:

* 35 percent of recently delivered women recall the advertisement for exclusive breastfeeding aired on TV and 10 percent of them were able to accurately recall the delivered messages.
* Forty percent of recently delivered women remember that they were advised about skin to skin care by ASHA during their last trimester of pregnancy and 15 percent could accurately respond how to practice it and only 3 presents practiced it.

Often actual behavior change may not be achieved with short term campaign alone. The interim outcomes in such cases could be only knowledge of intervention components

* Examples of attitudinal change could be more favorable to use family planning, delaying first child or rejecting gender-based violence
* Example of behavior change intention could be an indication that they will like to adopt a contraceptive method after the present delivery or after asking their husbands or the respondents are going to take their children to the nearest facility soon to get immunized.
* Example of behavior change could be increase in family planning use, increase in complete immunization of children, increase in institutional delivers, and increase in early breast feeding

**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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| OBJECTIVES | ACTIVITIES | INDICATORS | MEAN OF VERIFICATION |
| To reduce measle infection rate among the children under the age of 5 years | * Setting up of maternal care resource centers | * Number of maternal care centers setup and ready for used | Field visit |
|  | * Provision of information to key opinion leaders on the value of immunization | * Number of workshops conducted with the key opinion leaders, on the value of immunization * % of key opinion leaders who are aware and recall the importance, benefit of measles immunization | Minute of the meeting  Centre Registration record |
|  | * Procurement of cold chain boxes * Development of IEC material * Actual immunization | * Number of cold chain boxes purchase and ready for used * Number of stickers banners fosters * Number of street banners * Number of media spot * Number of radio airing * Number of local personnel trains * Number of health workers who are train and applying the skills as needed * Number of team and volunteers train and deploy * Number of children vaccinated on the first day * % of girls under 5 years who have receive vaccination on the first day * % of boys under 5 years who have receive vaccination on the first day * Number of children vaccinated per a day as per a given center * %of communities who have excepted and show their concern about the disease and are willing to seek vaccination centers * % of measles infection cases have reduce by 80% * Number of death cause by measles infection have reduce by 80% | Procurement record |
|  |  |  |  |

**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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| OBJECTIVES | ACTIVITIES | INDICATORS | JAN | FEB | MARC | IMPLEMENTING AGENCY | BUDGET |
| To re-integrate returnees into their original families | -Training in family re-union and re-integration for village elders, opinion leaders, pastors, youth and vigilant group.  -Provision of seeds, fertilizers and the startup tools  -Distribution of fund for small businesses to the returnees  -group meeting for returnees on family reintegration and reunion | Number of training session held for family reunion and reintegration for village elders, opinion leaders, pastors, and vigilant group.  -Number of people reintegrated to their families  -% of people train and understand what reunion and reintegration of families with the returnees  -Number of people who received seed, fertilizers, and the startup tools  -% of people who have started using their tools to cultivate and planted seeds and use fertilizers  Number of people who received fund for establishing small businesses  % of people who have already established small businesses | YES | YES | YES | MACEPO  MACEPO  MACEPO  MACEPO | 9,000 ssp  13,000 ssp  20,000 ssp  8,000 ssp |