**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).

**Availability of data**: Some data may be considered ‘privileged’ information by agencies, projects, or government officials. Therefore, it limit the work of Program manager in determining the indicators for monitoring and evaluation. Program managers had to rely on the ideas and decisions of the funding bodies.

Data may be available only on aggregated levels or already calculated into indicators that may not be the ideal indicators for the programme or activities. Therefore should program manager need to get data based on disaggregation, it will be difficult to determine the indicator for project monitoring and evaluation.

**Resources**: Ideal indicators might require collecting data to calculate an unknown denominator, or national data to compare with project area data, or tracking lifetime statistics for an affected and/or control population, etc. However, sometimes program managers find it hard to get the resources for determining which indicator suit to calculate national data.

The cost of collecting appropriate data for ideal indicators is prohibitive. Many data collected in monitoring and evaluation does not corresponds with the indicator. For instance, data on education does not need information concerning food coping strategies.

**Human resources and technical skills may be a constraint as well**. Program managers may lack the work force and technicality in doing its work. Therefore, selecting the best indicator in monitoring and evaluating specific projects become a problem hence, a challenge for the program managers.

**Programmatic and external requirements**: those not trained in monitoring and evaluation techniques may impose indicators, yet they do not know how to do monitoring.

**Reporting schedules may not be synchronize** (e.g. fiscal vs. reporting year). The reporting schedules between program manager and stakeholders are not matching and stakeholders wanted program managers to follow their schedule.

**Different stakeholders’ priorities may diverge.** Many stakeholders have different priorities, making the work of program managers in determining indicators for individual stakeholders in monitoring and evaluation difficult.

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

**Specific:** The measured changes should be expressed in precise terms and suggest actions that can be taken to assess them

**Measurable:** Indicators should relate to things that can be measured in an unambiguous way

**Achievable:** Indicators should be reasonable and possible to reach, and therefore sensitive to changes the project might make

**Replicable:** Measurements should be the same when made by different people using the same method

**Time bound:** There should be time limit within which changes are expected and measured.

**Relevant:** It measures an important part of an objective or output;

**Objective:**If two people measure the same indicator using the same tool, they should get the same result. The indicator should be based on fact, rather than feelings or impressions (another way to say this is to say that it should be Measurable);

**Available:** Indicators should be based on data that is readily available, or on data that can be collected with reasonable extra effort as part of the implementation of the (sub-) project.

**Realistic:** It should not be too difficult or too expensive to collect the information (related to the next one in the list);

In summary, indicators should be limited in number (you CAN have too many), comprise a mix of both quantitative and qualitative, be practical to collect and not dependent upon experts, and most importantly, tell us something about the project. The selection of indicators is critical, and there is clearly a range of criteria for their selection. However, these are just guides, in the end project managers must make decisions and select indicators that will serve them well by providing information to better managed the project in order to achieve its objectives.

Output indicators describe the delivery of products, including; the provision of training and technical assistance, creating standards and legislative documents, investing in buildings and infrastructure, and hiring staff required to implement a project. When combined with measures of inputs and activities, output indicators can provide measures of economy and efficiency, describing the relationship between investments in a project and products. Whereas Outcome indicators typically combine quantitative and qualitative measures, describing the number of people benefitting from a project and the nature of those benefits. For example, outcome indicators for a crime reduction project may include changes in the number of people experiencing violent crime (a quantitative indicator) alongside perceptions of public safety (a qualitative indicator). Because they are design to measure the ultimate results of the project, it is often important to include the perceptions and experiences of the intended beneficiaries (e.g. arrestees, police officers, or members of the public).

**Q3:** Organization XYT, based in Juba, South Sudan is funded by DFID to roll measles out mass 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 showing the goal, activities, output, outcome and impact of rolling out measles out mass campaign targeting all children under the age of five;**

|  |  |  |
| --- | --- | --- |
| GOAL | INDICATORS | ASSUMPTIONS |
| To roll measles out mass campaign targeting all children under the age of five. | - | - |
| ACTIVITIES |  |  |
| -Setting up material care resource centers.  -Providing information to key opinion leaders on value of child immunization.  -Procurement of cold chain boxes.  -Development of IEC materials. | - | - |
| OUTPUT | Material for care resource centers set up.  Key opinion leaders informed on the value of child immunization.  Cold chain boxes procured. | - |
| OUTCOME | #Number of Cold chain procured.  #Number of IEC materials developed.  #Number of Material care resource centers set up. | - |
| IMPACT | Reduced the rate of measles outbreak in Juba-South Sudan.  Reduced the percentage of children affected by measles in Juba-South Sudan. | -  - |

**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.

**Work plan for the month of January, February and March.**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Month** | | |
|  | January | February | March |
| **Goal** | Reintegrating returnees into their original family systems*.* | Reintegrating returnees into their original family systems*.* | Reintegrating returnees into their original family systems*.* |
| **Objectives** | To reintegrate returnees into their original family systems. | To reintegrate returnees into their original family systems. | To reintegrate returnees into their original family systems. |
| **Activities** | Training in family reunions. | Reintegration for village elders, pastors, opinion leaders, youth & vigilante groups. | provision of seeds, fertilizers and other startup tools for livelihoods |
| **Process indicators** | #Number of training in family reunions. | % of village elders, pastors, opinion leaders, youth & vigilante groups reintegrating. | Ratio of providing seeds, fertilizers and other startup tools for livelihoods. |
| **Outcome indicators** | #Number of people trained in family reunions. | % of village elders, pastors, opinion leaders, youth & vigilante groups reintegrated. | Ratio of seeds, fertilizers and other startup tools for livelihood provided. |
| **Assigned budget** | 15000ssp | 15000ssp | 20000 |