**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).

*Indicators are* *used to show the presence or state of a situation or condition. In the context of monitoring and evaluation, an indicator is a quantitative metric that provides information to monitor performance, measure achievement and determine accountability. (Deborah Rugg, 2010. An Introduction to indicators)*

*Determining the indicators to use is a crucial step in the design of a project or program. In fact, when designing a project / program, the choice of indicators is a bottleneck since the project manager cannot easily identify the best indicators for their projects. Many project managers have shortcomings in the definition of SMART indicators and usually rely on similar projects or past project proposals to formulate indicators rather than starting reflection from scratch.*

*First of all, many Program managers are not able to clearly differentiate output and outcome indicators. In general, output indicators are easy to conceptualize and state as they are commonly related to activities (which are tangible). Then, output-outcome confusion implies that most of the time they’ll suggest output indicators at the outcome level which cannot measure the expected change the project will bring in line with its objectives (in reference to the validity characteristic of a good indicator).*

*The second challenge is related to the formulation of indicators. With the trend being to select indicators that have been used by others, many project managers are failing to revisit the clarification of the indicator statement. This produces indicators that do not reflect clearly the area they are trying to measure. In situations where the project manager often changes (organizations having a high level of turnover), this can have consequences that could go up to review the data of shared reports, recalculation of the indicators (because of the lack of precision).*

*The third challenge is related to alignment with organizational policies (national or global strategic plan), donors (as the project is contributing to specific objectives at the donor level) or government (mandatory indicators at national level for the actors of a specific sector through clusters and working groups). The project manager, in this situation of many mandatory indicators, will have to take very few project-tailored indicators to track performance and change. But sometimes you can find project or program with too many indicators (that the case in consortia of many implementing organizations).*

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

*An indicator is a useful element for describing, monitoring progress, helping the decision, evaluating an action, helping to predict or plan.*

*Indicator outputs are used to measure the performance of the action. They must be monitored throughout the project in order to know the level of achievement of the targets for the project activities or the potential delay in the implementation of the project. Output indicators answer the question: « what the project / program produces » unlike the outcome indicators that answer the question: « what the project achieved »* (Jim Parsons, Caitlin Gokey, & Monica Thornton, 2013)*. The outcome indicators allow to focus on the changes measurement (immediate, intermediate or long-term) that result from the activities and their outputs.*

*For example, in a water, sanitation and hygiene project, it can be said that the indicator "number of latrines built in the camp" is an output indicator while the indicator "proportion of households using built latrines" or “proportion of household who adopt handwashing practices at key moment” are outcome indicators.*

*To choose and define your indicators here are some key features to consider:*

*Validity: It is the ability of the indicator to reflect what it is supposed to measure, that is, to provide the benchmarks necessary to assess the state or evolution of the phenomenon for which he was chosen. An indicator is in particular supposed to vary in the same direction with what it measures.*

*Reliability: An indicator must be able to give the same results when repeating the measurement several times under identical conditions and on the same elements. The sources of error that may affect the reliability of the measurements are numerous, of course. They can come from the collection tool, the person providing the information, the way questions are asked, and so on.*

*Precision: The indicator should be well formulated with clear and simple terms to avoid confusion. This means that the wording should clarify the definition, measurement and specific parameters (e.g. disaggregation, periodicity, etc.)* (Squires, J. E., Estabrooks C. A, O'Rourke H. M., Gustavsson P., & Newburn-Cook C. V., 2011)*.*

*Measurable: The measurement of the indicator should not be commented, approximated. The measure must be indisputable and recognized by all parties.*

*Opportunity: The indicator to provide a measure at appropriate and appropriate time intervals in relation to the aims and activities of the program.*

*Important for the program: An indicator is useful when it allows project / program managers to better understand the operation of their project in order to make changes, if necessary. An indicator is also useful when it is easy to use and a large number of people can easily understand it, including non-specialists. (Kaduwa, C., Module 2: Understanding indicators, lecture notes, Monitoring and evaluation, Strathmore University, delivered in April 2019)*

*Thus, good indicators allow first and foremost to remain focused on the task at hand, while knowing what one has to do and when it has to be done for the success of the project or program. In addition, indicators also save a lot of time to decision makers because the implementation of the project will be based on a solid foundation, which avoids getting lost in guesswork and saves time and money.*

**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.

|  |  |
| --- | --- |
| *Organization* | *XYT* |
| *Project Title* | *Support immunization through awareness-raising and capacity building of immunization services to prevent outbreaks of measles in Juba* |
| *Donor* | *DFID* |
| *Duration* | *18 months* |
| *Allocation* | *USD 800,000* |
| *Direct beneficiaries* | *150,000 people* |
| *Project Summary* | *The measles mass campaign intervention aims at increasing the number of vaccinated children under 5 years of age through mopping up those who have never been immunized or did not completed their immunization schedules to complete their schedule and hence cut the transmission chain and halt the spread of the outbreak.* |
| *Objectives* | *O1. Improve access of eligible children to measles vaccination*  *O2. Enhance routine services to prevent and respond to measles outbreak* |
| *Impact indicators* | *I.1. Increased number of vaccinated children under age of 5 years in targeted areas*  *I.2. Proportion of detected measles cases who received appropriate care* |
| *Outcome indicators* | *I.1.1. Measles death rate*  *I.1.2. Proportion of parents and care givers who believe that there some children should not be vaccinated or might be hurt by vaccination.*  *I.2.1. % of health center personnel that passed both theoretical and practical tests* |
| *Output indicators* | *1. Number of vaccinated children*  *2. Number of cold chain boxes received by health centers*  *3. Number of parents and care givers sensitized on measles vaccination*  *4. Number of health center personnel trained* |

**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.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| *Project title* | *Community reintegration for returnees affected by crisis in South Sudan* | | | *Schedule* | | |
| *Objective* | *Contribute to the improvement of the living conditions of the returnees affected by the crisis* | | | *Month1* | *Month2* | *Month3* |
| *Outcome 1* | *Communities informed and educated on peaceful cohabitation and conflict resolution* | | |  |  |  |
| *Indicator 1* | *Number of communities who are implementing their local plans* | |  |  |  |
| *Indicator 2* | *Proportion of returnees who report to live in peaceful community* | |  |  |  |
| *Indicator 3* | *Proportion of returnees who have access to land* | |  |  |  |
| *Activity 1* | *Develop IEC materials on conflict resolution and land rights* | | *X* |  |  |
| *Indicator* | *Number of IEC materials developed* |  |  |  |
| *Cost* |  |  |  |  |
| *Activity 2* | *Organize awareness raising sessions for members of community structures (female, mixed and youth), traditional leaders and local authorities on land rights and equitable access to land* | | *X* | *X* |  |
| *Indicator* | *Number of people trained on land rights and equitable access to land* |  |  |  |
| *Cost* |  |  |  |  |
| *Activity 3* | *Support local authorities and community leaders through the organization of stakeholder meetings for the joint development of local community plans and the implementation of those plans* | |  |  |  |
| *Indicator* | *Number of local community plans developed and implemented* |  | *X* | *X* |
| *Cost* |  |  |  |  |
|  |  |  |  |  |  |
| *Outcome 2* | *Returnees are economically empowered* | | |  |  |  |
| *Indicator 1* | *Household Dietary Diversity Score* | |  |  |  |
| *Indicator 2* | *Proportion of targeted returnees who have their own source of income and/or assets* | |  |  |  |
| *Activity 1* | *Provide small livestock and off farm inputs to targeted returnees and/or relatives* | | *X* |  |  |
| *Indicator 1* | *Number of livestock distributed* |  |  |  |
| *Indicator 2* | *Number of off farm inputs distributed* |  |  |  |
| *Cost* |  |  |  |  |
| *Activity 2* | *Train targeted returnees and/or relatives on small livestock care, fisheries and managing off farm inputs* | | *X* | *X* |  |
| *Indicator* |  |  |  |  |
| *Cost* |  |  |  |  |
| *Supporting activities* | *Activity 1* | *Baseline survey* | |  |  |  |
|  | *Cost* |  |  |  |  |
|  | *Endline survey* | |  |  |  |
|  | *Cost* |  |  |  |  |
| *Activity 2* | *Office running cost & Equipments* | | *x* | *x* | *x* |
|  | *Cost* |  |  |  |  |
| *Activity 3* | *Staffing* | | *x* | *x* | *x* |
|  | *Cost* |  |  |  |  |