**PGD001 – Postgraduate Diploma in Monitoring and Evaluation**

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**Date of submission: 18th September 2019**

**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).

* As a good program manager focus should be given to the indicators that have the highest quality and most useful to help monitor and evaluate programme activities. This is because ideally, one need to select indicators that will yield highest level of measurement in terms of signposting if the project interventions are on track.
* Whereas, there are changing factors in the real world, the selection criteria of indicators should take into consideration clear link that will exist in programme activities as often outlined by the logical/ monitoring and evaluation. Elsewhere, the there should be links between programme activities and needs which will support continuous decision-making.
* There programme manager should ensure that indicators are well-defined in clear terms. This should avoid terminology that could be improved to add greater precision. For instance, “attitude towards violence against women”, “support-seeking behaviour” of victims of violence, or “quality of services” which can all mean and imply different things in different circumstances.
* Again, the more defined an indicator, the less room there will be for later confusion or complications. For example, “percentage of women accessing health services at X facility from TIME A to TIME B who state that they received appropriate care and assistance” or “percentage of men who state that it is not acceptable to hit, slap, punch their wives with hands or other objects under any circumstances.”
* It is important to note that not all indicators may not be practical; the feasibility of using certain indicators can be constrained by the availability of data and financial and human resources. The requirements and needs of donors, the government, organization headquarters and others may need to be given priority.

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

It is important to note that the characteristics of good indicators will be cross-cutting be it for output or outcome indictors and are described as follows;

* Indicators should be **valid** i.e accurate measure of a behaviour, practice, task that is the expected output or outcome of the intervention
* Must be **reliable** i.e consistently measurable over time, in the same way by different observers
* Should be **precise** i.e operationally defined in clear terms
* Should be **measurable** i.e quantifiable using available tools and methods
* Should be **timely** i.e provides a measurement at time intervals relevant and appropriate in terms of programme goals and activities
* And should be **programmatically important** i.e linked to the programme or to achieving the programme objectives (Gage and Dunn, 2009)

However, there are fundamental differences that exist between the two as highlighted below;

* 1. **Output Indicators**are used to monitor the number and types of activities carried out and they are mostly quantitative in nature.  Examples include:
* The number and types of services provided
* The number of children/people trained
* The number and type of materials produced and disseminated
* The number and percentage of female clients screened
  1. **Results Indicators**are used to evaluate whether or not the activity achieved the intended objectives or results. The indictors are mainly qualitative in nature. Examples include:
* Measuring of knowledge, attitudes and practices as measured by a survey
* Behaviour change measurement on beneficiaries
* Measuring the perceptions e.g about the quality and benefits of services provided etc

It is important to note that results indicators can be developed at the output, outcome and impact levels.

**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 for XYT

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| --- | --- |
| Result Level | Indicators |
| Impact: Example for the impact can be;   * 1. Reduced prevalence of measles among children of < 5 years within 2 years in South Sudan | 1. Percentage of < 5 years children who are reached with mass measles immunization program |
| Outcome: Some of the outcomes include;   1. Positive perception among parents for taking children below <5 years on maternal care clinics and immunization 2. Established maternal care clinics with effective personnel system | 1. Percentage of parents who have a positive perception for taking <5 years children on maternal clinics and immunization 2. Percentage of maternal care clinics and centers with effective personnel system |
| Output: Key activities include;   1. Setting up maternal care resource centers 2. Providing information to key opinion leaders on value of child immunization 3. Procurement of cold chain boxes 4. Development of IEC materials for the public sensitizations and actual immunization | 1. Number of maternal care resource centers. 2. Number of times/Type of information to key opinion leaders on value of child immunization is provided 3. Number of cold chain boxes procured 4. Number and type of IEC materials for the public sensitizations and actual immunization that were developed and |

**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 WORK PLAN AND BUDGET MATRIX**

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| --- | --- |
| Project title: | Reintegrating returnees into their original family systems |
| Budget Year: | 2019 |
| Country of Operation: | South Sudan |
| Population Planning Group(s): | Refugees and Host Community/Family |
| Total Budget: | SSP 50,000 |
| Organization: | Malakal Community Empowerment Organization (MACEPO) |
| Project Implementation Period: | 01-10-2019 to 31-12-2019 |

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| **Results Chain** | |
| **Goal:** | Building resilience of returning migrants through family reintegration and economic community empowerment |
| **Objective:** | Contribute to durable reintegration of returning migrants and build resilient of communities |
| **Outcomes:** | **Outcome 1:** Improved self‐esteem and sufficiency for returnees through support that will enable them economically dependent  **Outcome 2:** Improved livelihood and economic conditions in target communities  **Outcome 3:** Returnees and their families in target communities practice safe and informed migration |

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| **Outcome** | **Output** | **Activity** | **Date** | **Responsible Person** | **Budgeted Amount** | **Budget Source** |
| Improved self‐esteem and sufficiency for returnees through support that will enable them economically dependent | Provision of individual assistance to selected returnees for their skills development, job placement and reintegration in the community. | Individual based trainings on skills development, job placement and integration among individual returnees | 15 - 30 Oct 2019 | Project coordinator/ officer | SSP 4000 | Donor X |
| Provision of individual assistance to selected returnees for development of small business opportunities. | Support with startup funds e.g cash transfer for small businesses to returnees | Dec 2019 | Project coordinator/ officer | SSP 18000 | Donor X |
| Improved livelihood and economic conditions in target communities | Provision of community agricultural support to improve the economic situation of returning migrants and livelihood conditions in the target communities | Project support of seeds, fertilizers and other startup tools for agricultural based livelihoods | December 2019 | Project coordinator/ officer | SSP 8000 | Donor X |
| Community gate keepers and groups/CBOs have the knowledge and skills family reintegration acceptance of returnees | Trainings in family reunions and reintegration for village elders, opinion leaders, pastors, youth and vigilante groups | November 2019 | Project coordinator/ officer | SSP 7500 | Donor X |
| Returnees and their families in target communities practice safe and informed migration | Pre‐decision orientation for returning migrants, family members and target community members. | Trainings and group meetings for returnees on family reintegration and reunion. | November 2019 | Project coordinator/ officer | SSP 8000 | Donor X |
| Capacity of officers, local CBO staff and local youth volunteers to provide migration counselling increased | Training of youth volunteers and CBO staff to acquire knowledge and skills for pyscho-social support and counselling of the returnees | 01 – 14 October 2019 | Project coordinator/ officer | SSP 4500 | Donor X |