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Module 2 Assignment

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

According to the UNAIDS Introduction to Indicators *‘Indicators are standardized measures that allow for comparisons over time, over different geographic areas and/or across programmes. They can provide vital information on performance, achievement and accountability.’*

Mansfiel, Grunewald (2013) identified a list of 13 characteristics that should be associated with good indicators:

1. Robust
2. Clear/explicit in intent and language
3. Contextualized
4. Meaningful
5. Quick and simple to measure
6. Useable
7. Valid
8. Coherent
9. Used alongside other indicators for an indicator set or ‘basket’
10. Durable: have longevity
11. Described in terms that are themselves defined
12. SMART (Specific, Measurable, Attainable, Relevant and Time-bound)

An additional useful guide in deciding if an indicator is a good indicator is the AIMS criteria identified by the New Economics Foundation. AIMS is an acronym that stands for Action focused; Important; Measurable and Simple.

* Action focused: Will this indicator or the data help your organisation or stakeholders to improve and become more effective? Are you able to influence it?
* Important: Is it relevant and is it a priority?
* Measurable: Are you able to collect information that will tell you what you want and need to know?
* Simple: Is it easy to get without expert assistance is none is available and can be understood by all stakeholders?

A final guide we can look at for developing a good indicator is that by UNAIDS Introduction to Indicators where they state that a good indicator should meet the following five standards:

1. The indicator is needed and useful.
2. The indicator has technical merit.
3. The indicator is fully defined.
4. It is feasible to measure the indicator.
5. The indicator has been field-tested or used operationally.

From the above three sources, we can identify a lot of similarities of what a good indicator should incorporate. A project manager therefore has a lot to consider when deciding which indicators to use and to ensure that the indicators will identify and answer what is required following data collection and analysis.

Thus, there are several potential obstacles or problems that may have an impact on the use of an indicator or on the accuracy/validity of its findings. A project manager needs to take into consideration those limitations. Some examples include that certain data may not be available; the cost, time, energy and expertise needed in collecting some data; the data needed or wanted by donors or the government may be different to the data needed or wanted by the organization, so there will be an increased workload in data collection.

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

In monitoring and evaluation, there are four types of indicators: input, output, outcome and impact. We will look at output and outcome. There is often confusion about the differences between project outputs and outcomes. According to the Parsons et al (2013) “*One easy way to distinguish between outputs and outcomes is to consider whether the indicator describes project effectiveness.”*

A very simple way of identifying the two is to think of output indicators as what your project produces and of outcome indicators as what your project achieves.

*“Output is the immediate results of programme activities. It relates to the direct products or deliverables of programme activities.”* UNAIDS (2010).

Examples of outputs could be the number of people reached or trained; and the number of materials produced and distributed, the number and variety of services provided, the breakdown of the people reached etc. It is important to track output indicators at regular intervals throughout the course of a project. This will assess progress towards your project goals and also identify delays. Although reaching project goals will not guarantee project successfulness, it will, however, increase the likelihood of success.

*“Outcome is the immediate changes that a programme effects on target audiences or populations, also in the medium to longer term.”* UNAIDS (2010).

Examples of outcomes could be change in knowledge, attitudes, beliefs, skills, behaviours, access to services, policies and environmental conditions. Effective outcome indicators typically combine quantitative and qualitative measures, describing the number of people benefitting from a project and the nature of those benefits.

To conclude, an output is what is created at the end of a process, it tells the story of what you produced i.e. your organisation’s activities. Outputs do not take into consideration the value or impact of those activities, that’s where outcomes come into play. An outcome is the achievement or level of performance that occurred due to the activities or the service your organisation provided.

**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 Name:** XYT

**Project Name:** Measles Immunization

**Project Time Period:** 06/01/2020 – 5/01/2021

|  |  |
| --- | --- |
| Need | South Sudan has seen an increase of 38% in measles related deaths in children under 5 since 2016.  The government has been unable to acquire the number of measles vaccinations needed to serve the country.  Without support from donors and NGOs, measles related deaths are expected to continue to rise at 13% per year. |
| Project Description | The project will involve setting up of 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. |
| Goals | Provide measles immunizations for all under 5-year olds in the country.  Reduce overall deaths from measles.  Increase awareness on the importance of measles vaccination |
| Objectives | Set up maternal care resource centers  Provide information to key opinion leaders on the importance of immunization.  Procurement of cold chain boxes.  Development of IEC materials for the public.  Immunize children under 5. |
| Output Indicators | 75% of elders, chiefs and relevant stakeholders will be informed on the importance of immunization.  IEC materials will be made available for the public throughout each local dispensary, clinic and hospital.  85% of children under 5 throughout South Sudan will receive measles immunization. |
| Outcome Indicators | Knowledge and attitudes of the public to the importance of immunization against measles will see a positive influence towards acquiring the vaccinations.  Access to the measles immunization will increase by 90% throughout the country due to it being readily available and easily accessible.  Local lobbying groups will push for a change in national policy for the importation of measles immunizations. |
| Impact Indicators | South Sudan will see a decrease of 53% in measles related deaths in children under 5 which will continue to increase over the following years.  A change in policy will result in South Sudan being able to import measles vaccinations from 2021 onwards. |
| Staffing | Project manager in each location to oversee all staff and project.  All government clinics to provide 2 staff per day to immunize and support from national and international NGOs working within each area. |
| Partnerships | DFID  Medical Council of South Sudan and local government clinics and staff.  Key opinion leaders, chiefs, village elders and stakeholders.  Medical focused NGOs in the areas where maternal care resource centers are established. |
| Evaulation | Project M&E manager to oversee collection of data from each center. DFID will hire an external M&E expert to monitor and evaluate throughout duration of project. |
| Sustainability | Due to a change in policy in 2021, the Medical Council of South Sudan will take over full responsibility in importing the measles vaccination. |

**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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|  | **Objectively Verifiable Indicators** | **Means of Verification** | **Assumptions and Risks** | **Inputs/Budget (# x cost = subtotal)** | **Timeline** |
| **Goal:** Reintegrating returnees into their original family settings. |  |  |  |  |  |
| **Purpose:** To guarantee the successful reintegration of returnees by ensuring adequate support and resources. | * Successful reintegration of returnees. | * Project evaluation reports. | * Continued funding. |  |  |
| **Results:**   1. Successful reintegration of returnees to their families and communities. 2. Knowledge in small start-up business’ and availability of resources. 3. Accessibility to micro-finance loans. | * 89% successful reintegration of returnees to their families and communities. * An average of 2 new successful business ventures per community. * 93% successful repayment of loans over 5 years. | * Project progress reports. * Testimonies from returnees, their families and community members. * Monthly monitoring visits. | * Returnees successfully reintegrated. * Business ventures are successful. * Adequate micro-finance loans available. * Sufficient repayments made. |  |  |
| **Activities:**   * 1. Facilitate group meetings for returnees on family reintegration and reunion.   2. Conduct trainings in family reunions and reintegration for village elders, opinion leaders, pastors, youth and vigilante groups.   3. Provision of seeds, fertilizers and tools for agriculture business start-up opportunities.   4. Conduct trainings in best practice for business, budgeting and savings.   5. Provision of micro- finance loans for small business opportunities for returnees. | * Following group meetings, returnees experienced a 79% increase on family reintegration. * Training seminars saw an overall turnout of community leaders of 82%. * Leaders within a community expressed an 86% increase in sensitization towards returnees. * An increase in availability of 92% in provisions and resources for business start-ups. * 3 trainings per community held in business development with a 97% turnout of returnees. * Availability of micro finance loans increased by 76%. | * Pre-post questionnaire. * Project progress reports. * Monitoring and evaluation visits by MACEPO and external experts. * Attendance lists. * Focus groups following trainings and seminars. * Photos from the trainings and seminars. * Micro-finance contract forms. | * Returnees are willing to attend group meetings on reintegration. * Communities are willing to attend training seminars and accept returnees to their family and community. * Returnees are interested in business start up opportunities and will complete loan repayments. * Information provided will be used well. * Sustained funding from MACEPO. | * Facilitators (12x500 = 6,000) * Trainings (50x50 = 2,500) * Venues (10x50 = 500) * Meals (1,500) * Stationary (500) * Transport (2,000) * Seeds, fertilizers, tools (12,000) * Micro-finance loans (25x1,000=25,000) | **Activities Timeline:**   * 1. Week 1, 2 & 3.   2. Week 4, 5 & 6.   3. Week 1 through 12.   4. Week 7, 8 & 9.   5. Week 10 onwards. |
|  |  |  |  | **Total Budget: SSP 50,000** |  |

**References**

Mansfield, W. & Grunewald, P. (2013) ‘The use of Indicators for the Monitoring and Evaluation of Knowledge Management and Knowledge Brokering in International Development’ Report of a workshop held at the Institute for Development Studies 8th March 2013.

New Economics Foundation (2000) ‘Develop Good Indicators’ <https://www.nefconsulting.com/our-services/evaluation-impact-assessment/prove-and-improve-toolkits/develop-good-indicators/>

Parsons, J. Gokey, C & Thornton, M. (2013) ‘Indicators of Inputs, Activities, Outputs, Outcomes and Impacts in Security and Justice Programming’ UKAID Department for International Development

UNAIDS Monitoring and Evaluation Fundamentals (2010) ‘An Introduction to Indicators’