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

**FRIDAH KIREMA**

**MODULE 2**

**UNDERSTANDING INDICATORS IN MONITORING AND EVALUATION**

**SUBMITTED FEBRUARY 2020**

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

An indicator is a variable which is used to measure an achievement and to reflect change which is connected to an intervention in a reliable manner (Parsons, Gokey, & Thornton, 2013). Indicators are an essential part of effective monitoring and evaluation. They can provide vital information on performance, achievement and accountability. (UNAIDS, 2010)Within the Results Based Management (RBM), the results chain has are outputs, feeding into activities, while lead to outcomes and lead to impacts. There are indictors developed for ac of the elements of the results chains. Indicators can be used to track resources, measure whether the project is meeting its goals, ensure that projects are implemented as planned can also provide information in terms of Value for Money (VfM) (Parsons, Gokey, & Thornton, 2013) There should be at least one indicator for each outcome or objective . A programme manager needs to show that the indicators chosen are indeed relevant and attributable to the project intervention. Indicators are important to measure how the implementation is progressing the results achieved.

The programme manager must first decide which areas of the programme are necessary to monitor

The challenge then would be how to come up with SMART indicators. Meaning **Specific, Measurable, Available / Attributable and Reliable and Targeted.**

Clear title and definition, clarity on how the data to meet that indicator would be collected and the frequency of data collection

The main point that the indicators should address include

* Validity: Does the indicator measure results
* Sensitive : when the results change, will it continue to susceptible
* Useful: Will the information be useful for decision making, accountability and learning? The notes that indictors should (AFB, 2011)
* Owned, so stakeholders agree that the indicator makes sense?

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

In Results Based Management, results chain moves from inputs which make it possible to implement activities, leading to outcomes and them the impacts of an intervention. Having indicators for each of the stages in the results chain in important to measure the progress and success of a programme.

An output is he immediate results of programme activities. This term relates to the direct products or deliverables of programme activities, such as the number of materials distributed (UNAIDS, 2010)

Output indicators describe the delivery of products for example, number of people trained, number and qualification of staff hired etc. On the other hand, outcome indicators describe what the project achievements in terms of short-term changes – the real world changes and they advance transparency and accountability to donors and beneficiaries (Parsons, Gokey, & Thornton, 2013)

**Output indicators are also referred t as process indicators while outcome indicators are also called result indicators**

**Outcome indicators** relate to change that is demonstrated as a result of the program interventions in the medium-to-longer term (e.g. the number of decisions in the informal justice system of community x related to violence against women that reflect a human rights-based approach.)

**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.**

|  |  |
| --- | --- |
| Results Chain | Verifiable Indicators |
| Impact | * Decrease in child mortality rate over xx period of time due to measles |
| Outcomes | * Increase level of uptake of immunization as a preventive measure * Reduction in number of cases of measles in children under 5 |
| Outputs | * # of maternal health centers established * # of children under 5 immunized against measles |
| Activities | * Sensitization package developed * Development of IEC materials for public sensitization * Procure of cold chain boxes * Carrying out immunization exercises * Establishment of maternal resource centres * Deliver information sessions to opinion leaders on value of child |

**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.**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Objective** | **Indicators** | **Activity Implementation Work Plan** | | | | | | | | | | | |  |
| **To promote family and community cohesion** | **Increase in feeling of togetherness and cohesion within the community** |  |
| **Activities** |  | **Month 1** | | | | **Month 2** | | | | **Month 3** | | | | **Budget (SSP)** |
|  |
|  | **WK1** | **WK2** | **WK3** | **WK4** | **WK1** | **WK2** | **WK3** | **WK4** | **WK1** | **WK2** | **WK3** | **WK4** |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Trainings in family reunions and reintegration for village elders, opinion leaders, pastors, youth and vigilante groups | # of training packages on reintegration developed  # of people trained on family reintegration  % of gender represented  # of people attending the meeting broken down age and gender target group |  |  |  |  |  |  |  |  |  |  |  |  | 6000 |
| Provision of seeds, fertilizers and other startup tools | # of returnees receiving startup kit of seed and fertilizers  # returnees provided startup tools for starting income generating activities  # of returned provided funds based on needs for startup. |  |  |  |  |  |  |  |  |  |  |  |  | 40000 |
| Facilitate group meetings with returnees and families | # of meeting carried of returnees and their families  # of |  |  |  |  |  |  |  |  |  |  |  |  | 4000 |

**References**

AFB. (2011). Project level results framework and baseline guideline document. Retrieved January 18, 2020, from http://www.oecd.org/env/cc/48332155.pdf

Parsons, J., Gokey, C., & Thornton, M. (2013). Retrieved January 17, 2020, from https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\_data/file/304626/Indicators.pdf

UNAIDS. (2010). An Introduction to Indicators. *UNAIDS Monitoring and Evaluation Fundamentals*. Retrieved January 17, 2020, from http://files.unaids.org/en/media/unaids/contentassets/documents/document/2010/8\_2-Intro-to-IndicatorsFMEF.pdf