**AFRICA CENTER FOR PROJECT MANAGEMENT**

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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).

**Answers**

**Indicators** are clues, signs or markers that measure one aspect of a program and show how close a program is to its desired path and outcomes. Indicators are realistic and measurable criteria of project progress. They should be defined before the project starts, and allow us to monitor or evaluate whether a project does what it said it would do. In project planning; indicators form the link between theory and practice. An indicator is a tool to help you to know whether your work is making a difference. Indicators usually describe observable changes or events which relate to the project intervention. They provide the evidence that something has happened – whether an output delivered, an immediate effect occurred or a long-term change observed

**Challenges in determining indicators to employ in monitoring and evaluating a project**

* Many indicators in common use are not well-defined in clear terms, or at least include terminology that could be improved to add greater precision. For instance, “knowledge of dating violence”, “attitude towards violence against women”, “support-seeking behaviour” of victims of violence, or “quality of services” can all mean and imply different things in different circumstances.
* The cost of collecting appropriate data for ideal indicators is prohibitive and this are challenging factors during indicators selection
* Ideal 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.
* **Programmatic and external requirements:** Indicators may be imposed from above by those not trained in monitoring and evaluation techniques.

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

**Answers**

An indicator is a variable whose value changes from the baseline level at the time the program began to a new value after the program and its activities have made their impact felt. At that point, the variable, or indicator, is calculated again. An indicator is a measurement. It measures the value of the change in meaningful units that can be compared to past and future units. This is usually expressed as a percentage or a number. Good Indicators must have the following qualities

**Qualities of Good Indicators**

Good Indicators can said to be roaring **(ROARS)**:

**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);

**Specific:** The measured changes should be attributable to the project, and they should be expressed in precise terms

An easy way to remember this is to say that each indicator ‘ROARS’ (like a lion).

## Characteristics of Good indicators are also SMART:

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

**Measurable:** Indicators should be related 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

**Timebound:** There should be a time limit within which changes are expected and measured

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 manage the project in order to achieve its objectives.

**Fundamental differences between output and outcome indicators**

### Output Indicators:

Indicators that tell us whether the activities and actions we have planned are actually happening as intended are known as **Output Indicators**. These types of indicators will help you to monitor whether you are doing what you planned (outputs) but do not give us an idea of the effect that is brought about by these outputs. That is why it is important to monitor both the implementation of our actions and the changes that we think are being produced as a result – positive or negative, intended or unintended. On other hand **outcome indicators** is the type of indicator which measures the results of the output produced or achievement that occurred because of the activity or services your organization 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.

**Answers**

| **Area**  **Result** | Indicator 1 | **Indicator 2** | Indicator 3 |
| --- | --- | --- | --- |
| **Output** | * Number of maternal care resource centres | Number of people get information on value of immunization | * Number of cold chain boxes purchases |
| **Outcome(s)** | * The number and proportion of population attending maternal care centres | * Percentage of children getting immunization | * Percentages of cold chain boxes utilized |
| **Impact** | * Reduction in measles to children under 5 years | * Percentages of reduced number of children mortality rate in a given society | * Improved economic status of people in a given population |

**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.

**Answers**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Objectives** | **Action/Activities** | **Process Indicators** | **Outcome Indicators** | **Assigned Budget** |
| **Objective 1**  Training in family reunions and reintegration for village elders | * Raising awareness on family reunions * Raising awareness on integrating villages elders | * Number and proportion of people trained * Number of people received services | * Number of people reunited * Family integration after training and awareness | $ 12,000 |
| **Objective 2**  Provision of seeds, fertilizers and other startup tools | * Organize villages meetings * Supply seed, fertilizers and other startup tools * Provide business ideas | * Number of meetings organized * Number of people received seeds, fertilizers and other startup tools * Number of business established | * Percentages of people of involved in farming activities * Percentages of survival of established farming and businesses | $20,000 |

**REFERENCES**

OECD (2010). Glossary of Key Terms in Evaluations and Results Based Management.OECD, 2002, re-printed in 2010.

Roche, C(1999).Impact Assessment for Development Agencies. Oxford: Oxfam/NOVIB.