Developing Project Indicators

for NGOs and CSOs

Facilitator

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Initiated by

Welcome and Introduction

Participants work in a group of 5:

Group Activity Instructions

1. Group Self-Introduction

- Each member should briefly introduce themselves by sharing:
- Name, Position, Organization/NGO
- Location or area of work

2. Define Group Expectations

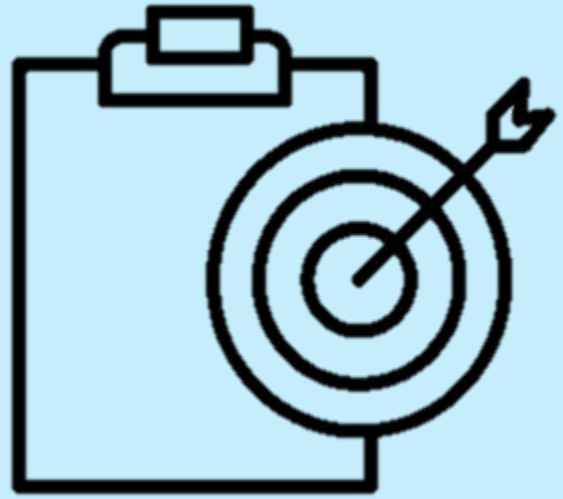
- Collaboratively discuss what your group expects from the session or activity (e.g. shared goals, group dynamics, learning outcomes).
- Write key expectations on cards or paper, making them visible and easy to present.

3. Plenary Presentation

- Nominate one or more group members to present your group's introductions and expectations to the plenary.

Training Objectives

- Identify the role of Monitoring and Evaluation (M&E) in the Project Management Cycle (PMC).
- Explain the importance of indicators in tracking progress and results throughout the PMC.
- Develop SMART indicators that are aligned with project objectives at different result levels.



Day 1

Contents

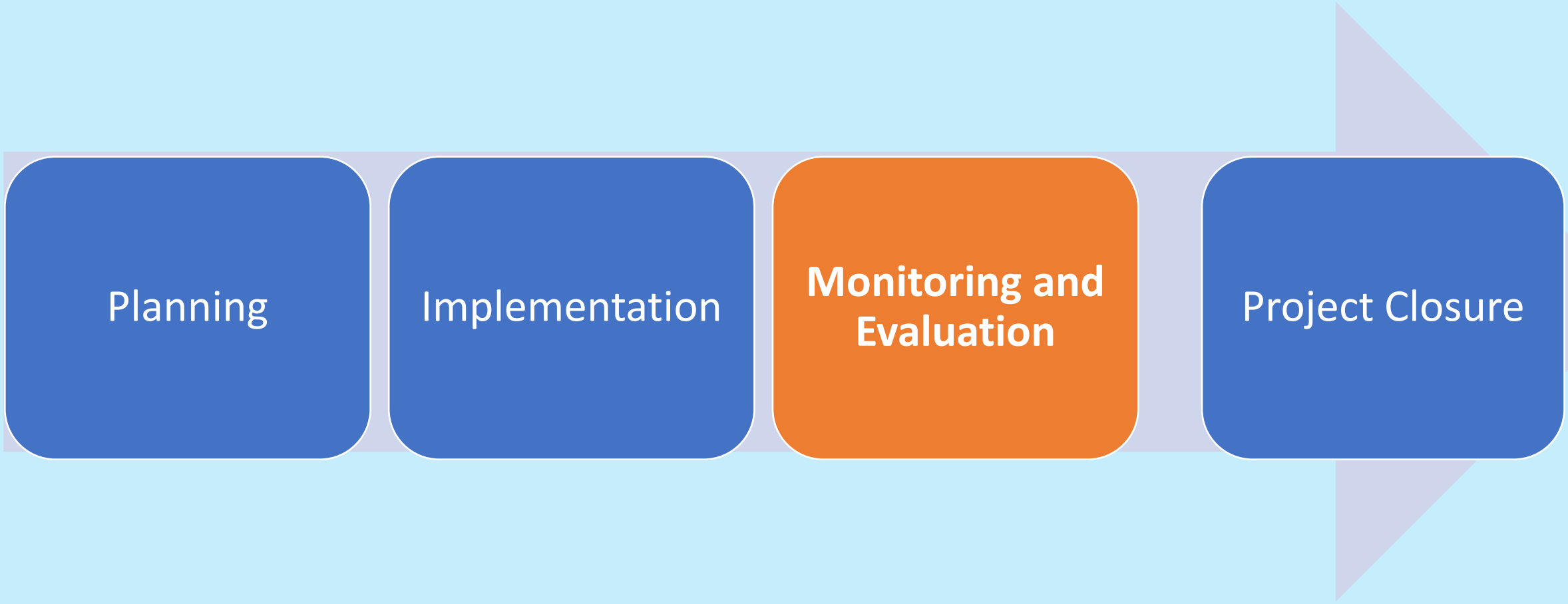
- Welcome, Objectives, Expectations, Pre-test
- Understanding the Project Management Cycle
- The Role of the M&E in the Project Management Cycle
- Introduction to the Logical Framework Approach
- Group work: Designing a Simple Logframe

Pre-test

Training Pre-Test Instructions

At the start of the session, participants will scan the provided QR code to access the pre-test form.
Once accessed, participants should complete the form as instructed.
The pre-test is designed to assess baseline knowledge and guide the training focus.

Project Management Cycle



Project Management Cycle: Planning

Purpose	Key Activities	Outputs
Create a roadmap for implementation, monitoring, and control.	• Define scope, deliverables, and work breakdown structure (WBS) • Develop schedule, budget, and resource plan • Identify risks and create a risk management plan • Establish communication, procurement, and quality plans	• Project Management Plan • Gantt Chart or Timeline • Risk Register • Communication Plan

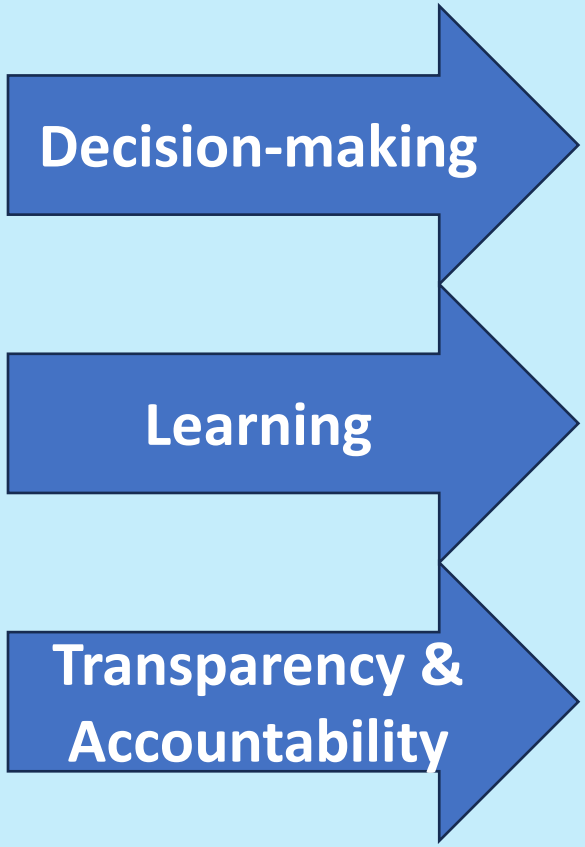
Project Management Cycle: Implementation

Purpose	Key Activities	Outputs
Deliver project outputs by mobilizing resources and managing teams.	• Assign tasks and manage team performance Coordinate procurement and stakeholder engagement • Ensure quality assurance and maintain documentation • Facilitate status meetings and team collaboration	• Completed Deliverables Progress Reports • Issue Logs • Updated Plans (if changes occur)

Project Management Cycle: M&E

Purpose	Key Activities	Outputs
Track performance and ensure alignment with the plan.	• Monitor KPIs, milestones, and budget Manage scope changes, risks, and issues • Conduct quality control and performance reviews • Report to stakeholders and adjust plans as needed	• Performance Dashboards Change Requests • Updated Risk and Issue Logs • Status Reports

Role of M&E in PMC



Helps project managers adjust strategies in real-time

Promotes understanding of what works and what doesn’t

Provides data for reports to donors and stakeholders

Decision-Making Benefits

Benefit	Description	Example
Evidence-Based Planning	M&E provides reliable data to guide project design and resource allocation	Baseline data reveals priority areas for intervention
Adaptive Management	Real-time monitoring helps adjust strategies and activities	Mid-year review shows low uptake → revise outreach
Risk Mitigation	Early warning signals help prevent or reduce negative impacts	Monitoring reveals delays → trigger contingency plan

Learning Benefits

Benefit	Description	Example
Continuous Improvement	M&E identifies what works and what doesn't	Evaluation shows peer-led training is more effective
Knowledge Sharing	Lessons learned can be shared across teams and projects	Case studies inform future fisheries interventions
Innovation Support	Insights from M&E encourage experimentation and refinement	Outcome harvesting reveals unexpected positive impacts

Transparency Benefits

Benefit	Description	Example
Stakeholder Trust	Open reporting builds credibility and confidence	Regular updates shared with community and donors
Performance Tracking	Clear indicators show progress against commitments	Dashboard shows % of targets met quarterly
Ethical Governance	M&E ensures responsible use of resources and fair processes	Participatory M&E includes voices of marginalized groups

Project Management Cycle: Closure

Purpose	Key Activities	Outputs
Finalize the project and capture lessons learned.	• Deliver final outputs and obtain stakeholder approval Release resources and close contracts • Conduct post-project evaluation and document lessons • Archive project documents and celebrate achievements	• Final Deliverables Project Closure Report • Lessons Learned Document • Client Sign-off

Logical Framework (Logframe)

The **Logical Framework Approach (LFA)** is a structured methodology used for **designing, managing, and evaluating projects**, especially in international development and NGO work. It helps clarify a project's goals, activities, and expected results by organizing them into a logical sequence.

Logical Framework (con't)

Core Component of LFA

Hierarchy of Objectives	Indicator	Means of Verification	Risk/Assumption
Goal – long-term impact	How success is measured	Where data will come from	Factors affecting goals (external)
Purpose – immediate effect	Indicator of change	Data source	Conditions needed to achieve purpose (external)
Outputs – deliverables	Output indicators	Verification methods	Factors influencing output delivery (external)
Activities – tasks to be done	Inputs/resources	Monitoring tools	Preconditions for implementation (internal)

Logical Framework: Example

Hierarchy of Objectives	Indicator	Means of Verification	Risk/Assumption
Goal – Improve nutritional status of rural households	% reduction in malnutrition among children under 5	Health center records, nutrition surveys	Continued access to basic health services
Purpose – Increase availability of diverse vegetables at household level	% of households harvesting ≥3 types of vegetables	Household survey, garden logs	Households maintain interest and effort
Outputs – 1. Home gardens established 2. Households trained in composting and planting	1. 100 gardens established 2. 80 households trained	Training attendance sheets, garden inspection reports	Weather conditions remain favorable; Training is well attended
Activities – **1.** Conduct training workshops 2. Distribute starter kits (seeds, tools) 3. Provide follow-up support	Inputs: Trainers, materials, transport, monitoring tools	Activity reports, distribution logs	Timely procurement and delivery of inputs

Group Exercise (1)

Activity: Developing a Project Logframe

Instructions:

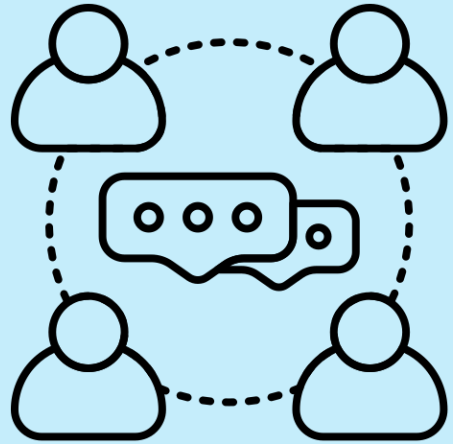
- Participants will be divided into five groups.
- Each group will receive a sample case study for analysis.

Logframe Development:

Using the case study, each group will collaboratively develop:

- Project Goal
- Project Objectives
- Expected Outputs
- Key Activities

- Each group will present their preliminary logframe to the plenary.

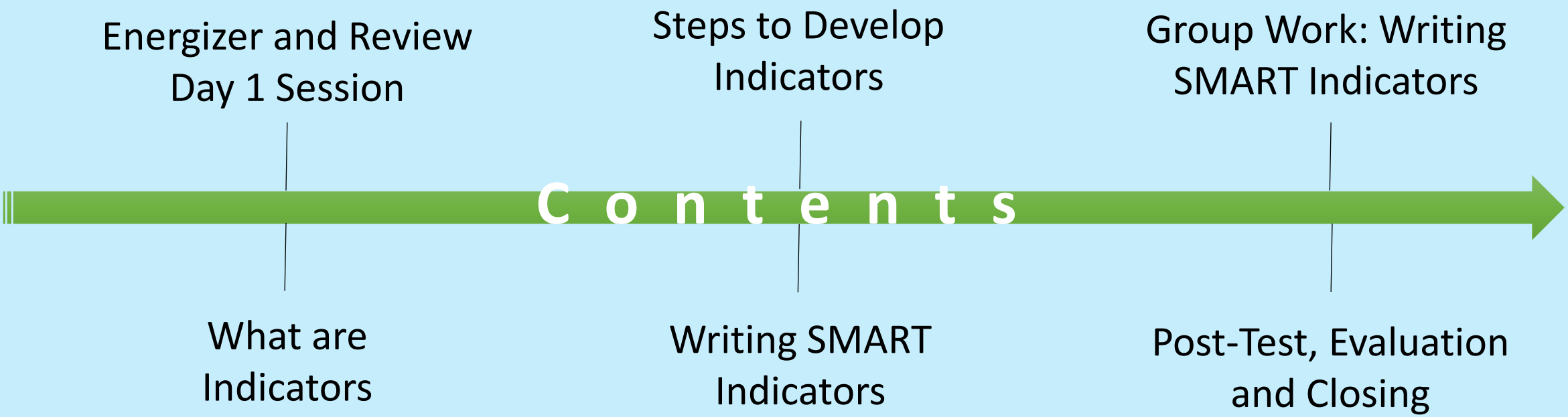


Day 1: Wrap-up

Training Evaluation

At the end of the session, participants will complete a training evaluation to provide feedback on content, facilitation, and overall effectiveness.
The evaluation form will be accessible via Google Form.
Participants are encouraged to share honest reflections to help improve future trainings.

Day 2


Energizer and Review Day 1 Session
Steps to Develop Indicators
Group Work: Writing SMART Indicators
Contents
What are Indicators
Writing SMART Indicators
Post-Test, Evaluation and Closing

What are Indicators

An indicator is a specific, observable, and measurable variable used to assess progress toward an intended result

What Indicators Do?

- **Measure change** over time (e.g. increase in income, reduction in disease)
- **Signal progress** toward goals, outputs, or outcomes
- **Support decision-making** by providing evidence
- **Enable accountability** to stakeholders and donors

Type of Indicators: Quantitative Indicators

These are **numerical measures** that track changes, outputs, or impacts.

Indicator	Context	Example
% of households with access to clean water	WASH project	85% of surveyed households report access
Number of trainings conducted	Capacity building	12 workshops held in Q1
Average income increase per fisher	Livelihoods	$45/month increase post-intervention
% of women participating in decision-making	Gender empowerment	60% of committee members are women
Reduction in child malnutrition rate	Nutrition	15% decrease over 12 months

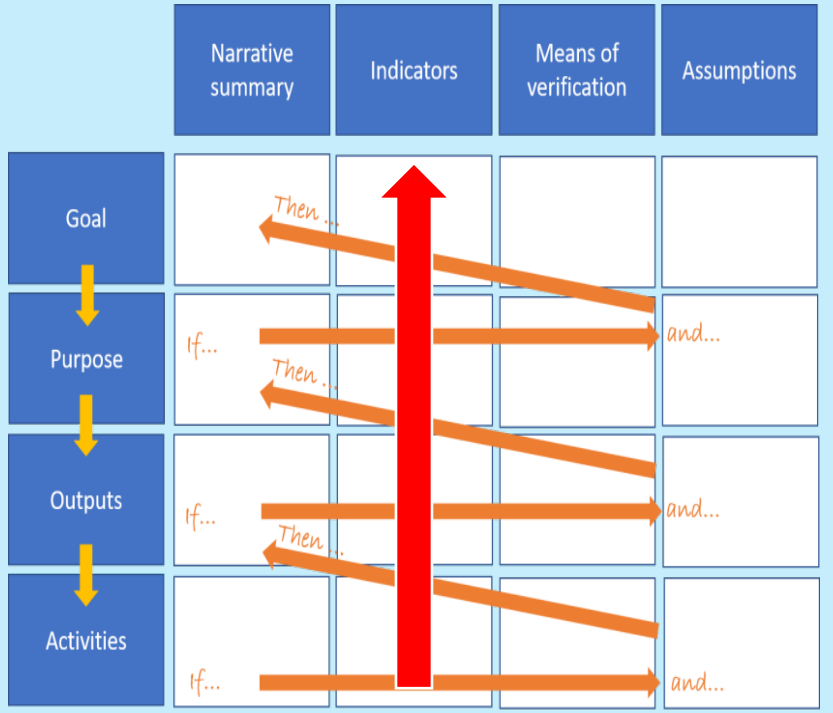
Type of Indicators: Qualitative Indicators

These capture **perceptions, experiences, or observed behaviors**—often through interviews, focus groups, or open-ended surveys.

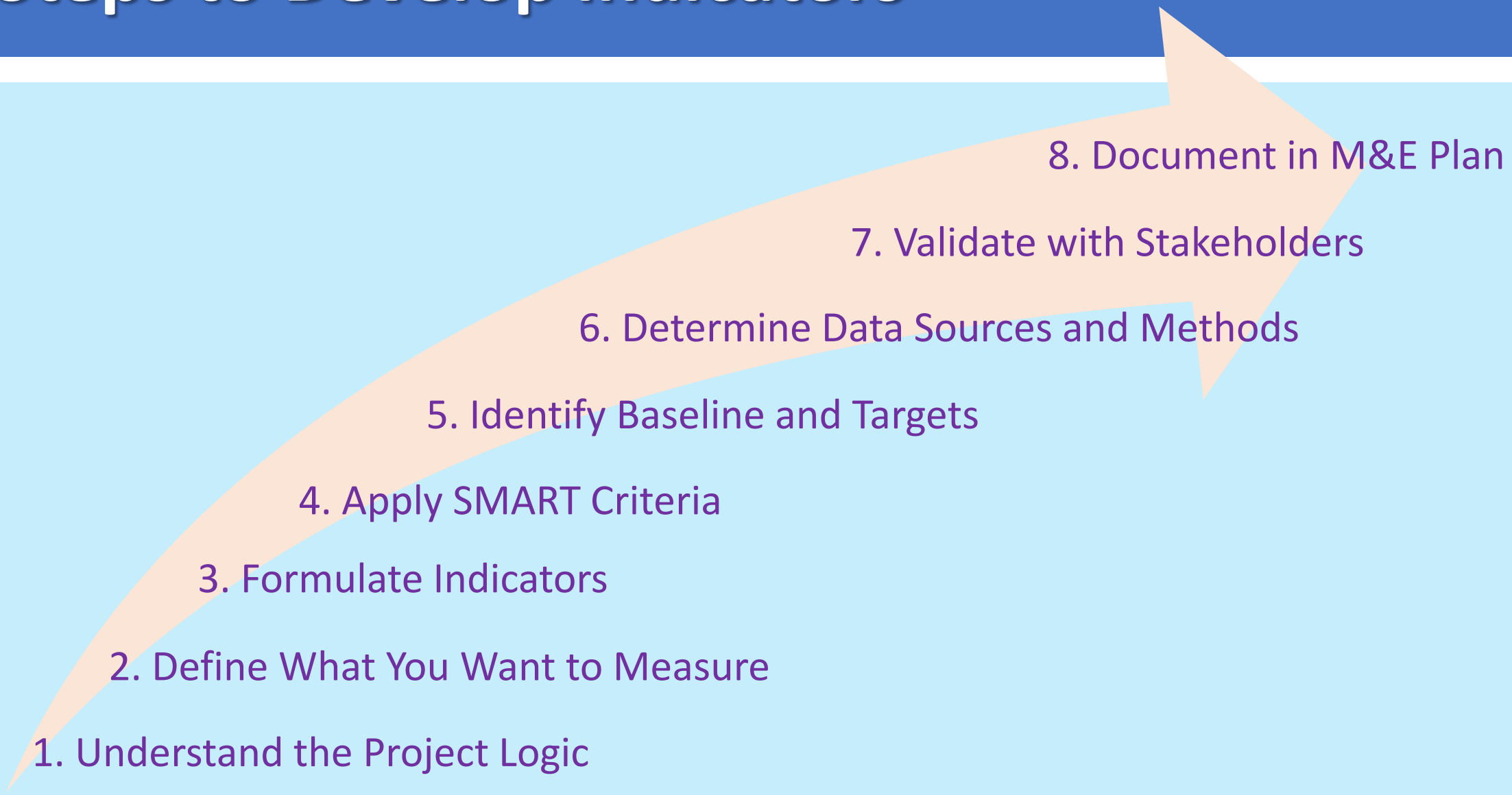
Indicator	Context	Example
Perceived improvement in household food security	Nutrition	“We now eat vegetables daily from our garden” (FGD quote)
Satisfaction with training content	Capacity building	80% rated training as “very useful” on Likert scale
Community trust in fisheries co-management	Governance	“The new system feels fairer and more transparent”
Women's sense of agency in household decisions	Gender	“I now discuss purchases with my husband”
Observed changes in conflict resolution practices	Social cohesion	Facilitators note fewer disputes during meetings

Level of Indicators

Type	Purpose	Example
Impact indicator	Reflect long-term change	Reduction in poverty rate, improved health
Outcome indicator	Assess short- to medium-term effects	% of participants adopting new practices
Output indicator	Measure deliverables	Number of trainings held, reports produced
Input indicator	Track resources used	Budget spent, staff hours



Steps to Develop Indicators



1. Understand the Project Logic

What Is Project Logic?

Project logic is the underlying rationale that explains how and why a project is expected to achieve its intended results. It connects resources, activities, and outcomes in a structured way—often visualized through a logic model or Theory of Change (ToC).

Core Components of Project Logic

Component	Description	Example
Impact	Long-term, systemic change	Reduced overfishing, gender equity
Outcomes	Changes resulting from outputs	Improved knowledge, behavior change
Outputs	Immediate products or services delivered	Number of workshops held
Activities	Actions taken to achieve results	Training sessions, awareness campaigns
Inputs	Resources used to implement the project	Funding, staff, equipment

2. Define What You Want to Measure

Element	Description	Example
Objective	Clarify the goal or change you aim to achieve	“Improve gender equity in fisheries governance”
Indicator	Specify what will show progress toward the objective	“% of women participating in decision-making bodies”
Measurement Focus	Decide whether you're measuring inputs, outputs, outcomes, or impact	Outcome: “Behavioral change in resource use”
Data Type	Choose between quantitative (numbers) or qualitative (descriptions)	Quantitative: “Number of trainings held” Qualitative: “Perceived confidence among participants”
Unit of Analysis	Identify who or what is being measured	Individual, household, community, institution
Timeframe	Define when and how often measurement will occur	Quarterly, annually, end-of-project

3. Formulate Indicators

Element	Description	Example
Indicator Definition	A specific, observable, and measurable sign of progress toward an objective	"% of households using improved fishing gear"
Type	Quantitative (numeric) or Qualitative (descriptive)	Quant: "Number of trainings held" Qual: "Perceived confidence among trainees"
Level	Input, Output, Outcome, or Impact	Outcome: "Change in community attitudes toward conservation"
Unit of Measurement	What is being counted or described	Individuals, households, institutions
Disaggregation	Breakdown by sex, age, location, etc.	"% of women participating in decision-making"
Frequency	How often data is collected	Monthly, quarterly, annually

4. SMART Criteria

What Are SMART Indicators?

SMART is an acronym that helps ensure indicators are well-formulated and useful for monitoring and evaluation. SMART indicators make it easier to measure progress, track performance, and communicate results clearly.

4. SMART Criteria (con't)

Criteria	Description	Example
S – Specific	The indicator clearly states *what is being measured*, for whom, and where.	Number of farmers trained in composting techniques
M – Measurable	The indicator can be *quantified* or assessed through evidence.	% of trained farmers applying compost after 3 months
A – Achievable	The indicator is *realistic and feasible* given available resources and time.	70% adoption rate is realistic if support is in place
R – Relevant	The indicator is *aligned with the project objective or result being tracked*.	Indicator measures behavior change directly linked to outcome
T – Time-bound	The indicator includes a *clear timeframe* for expected achievement.	By the end of the 6-month implementation period

4. SMART Criteria (con't)

Example of a SMART Indicator

Project Objective: Improve hygiene practices among rural households.

SMART Indicator:
"By the end of the project, at least 75% of target households regularly use handwashing stations with soap at critical times (after toilet use, before eating)."

Breakdown:

- **Specific:** Targets handwashing with soap at critical times
- **Measurable:** Percentage of households
- **Achievable:** 75% is based on previous baseline and program support
- **Relevant:** Directly supports improved hygiene practices
- **Time-bound:** To be achieved by the end of the project

5. Identify Baseline and Target

Element	Definition	Purpose
Baseline	Initial measurement of a condition before project activities begin	Serves as a reference point to assess change or progress
Target	Desired level of performance or outcome to be achieved	Guides planning, resource allocation, and evaluation

6. Determine Sources and Methods

Element	Description	Example
Data Source	Origin of the information used to measure indicators	Household surveys, project reports, field observations
Data Collection Method	Technique used to gather data from the source	Interviews, focus groups, questionnaires, remote sensing
Primary Data	Collected directly from original sources	Baseline surveys, key informant interviews
Secondary Data	Existing data from other sources	Census data, government reports, academic studies
Qualitative Methods	Capture descriptive, experiential insights	FGDs, case studies, participatory mapping
Quantitative Methods	Capture numeric, measurable data	Structured surveys, monitoring logs, sensor data

7. Validate with Stakeholders

Element	Description	Example
Purpose	Ensure that project plans, indicators, and assumptions reflect stakeholder realities and priorities	Confirm that gender indicators align with community norms
Who to Involve	Key informants, beneficiaries, partners, government reps, technical experts	Fishers, women's groups, local authorities
Validation Methods	Workshops, focus group discussions (FGDs), key informant interviews, feedback sessions	Conduct participatory review of logframe and indicators
Timing	During planning, after draft M&E tools, or before finalizing project documents	Validate baseline tools before data collection begins
Benefits	Builds ownership, improves relevance, reduces risk of misalignment	Stakeholders feel heard and contribute to better outcomes

8. Document in M&E Plan

Section	Description	Example
Project Overview	Basic details: title, duration, scope, partners, objectives	“Community-Based Fisheries Management, 2025–2027”
Theory of Change & Logic Model	Visual and narrative explanation of how change is expected to happen	Diagram linking inputs → activities → outputs → outcomes → impact
Indicator Matrix	Table of indicators with baseline, targets, frequency, sources, and responsibilities	“% of women in fisheries committees – baseline: 20%, target: 50%”
Data Collection Plan	Tools, methods, timing, and roles for gathering data	Household surveys, FGDs, quarterly monitoring

8. Document in M&E Plan (con't)

Section	Description	Example
Monitoring Workplan	Schedule of monitoring activities and outputs	"Monthly field visits, quarterly progress reports"
Evaluation Strategy	Mid-term and final evaluation plans, methodologies, and learning goals	Mixed-methods evaluation with stakeholder feedback
Reporting & Learning	How findings will be shared and used	Stakeholder workshops, policy briefs, dashboard updates
Annexes	Supporting materials: indicator definitions, tools, glossary, risk matrix	Checklist templates, data flow diagrams

Group Exercise (2)

Enhancing the Project Logframe

Instructions:

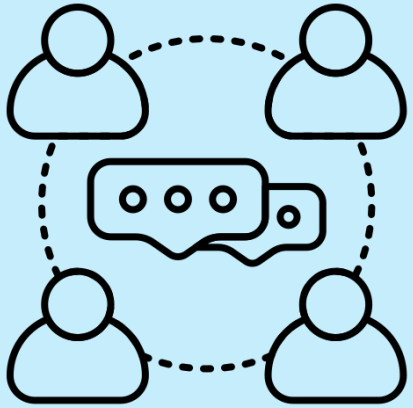
- Participants will return to their original groups from Exercise 1.
- Each group will continue developing their project logframe using the same case study.

Task Focus:

- Groups will now complete the remaining cells of the logframe matrix with a special emphasis on:
  - **Indicator development** (goal, purpose, outputs, and activities)
  - Means of verification
  - Key assumptions

Reporting:

- Upon completion, groups will present their updated logframe to the plenary.
- Presentations should highlight how indicators were selected and how they align with the project logic.



Post-Test

Training Post-Test Instructions

At the end of the session, trainees will scan the QR code provided to access the post-test form.

This assessment is designed to measure knowledge gained during the training.

Trainees should complete the form independently and submit their responses as instructed.

Training Evaluation

End-of-Training Evaluation

At the conclusion of the session, participants will scan the provided QR code to access the training evaluation form.
Please take a few minutes to complete the form thoughtfully.
Your feedback is essential for improving future sessions and tailoring content to your needs.