WMI ONLINE ACADEMY NOVEMBER-DECEMBER 2023

M&E: MEASURING SUCCESS & INDICATOR DEVELOPMENT (NGO/CBO) FOCUS.

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LEARNING OBJECTIVES

1. Understand what development Success is
2. Understand how to Measure Success
3. Understand what Development indicators
4. Understand how to develop Indicators
5. Understand how to align indicators
6. Understand how to track indicators

MEASURING SUCCESS-(NGO/ CBO) FOCUS

WHAT IS SUCCESS IN NGO/CBO DEVELOPMENT?

- Development *success* refers to the specific criterion established by the NBO/CBOs (internal/external environment) before the development initiatives begins.
- NGO/CBO use the specifications, milestones, and deliverables to evaluate success at the end of development.
- The three criteria of measuring development success are impact, sustainability and contribution to capacity development.

THE THREE CRITERION OF MEASURING DEVELOPMENT SUCCESS

Impact-

- Impact refers to the results of a programme or project that are assessed with reference to the development objectives or long-term goals of that programme or project
- It represents changes in a situation, whether planned or unplanned, positive or negative, that a programme or project brings about.
- It may be assessed only once a significant period has elapsed after the completion of a programme or project
- It may be well assessed through the preparation of baseline data and the setting of indicators for monitoring and evaluation.

THE THREE CRITERION OF MEASURING DEVELOPMENT SUCCESS

Sustainability-

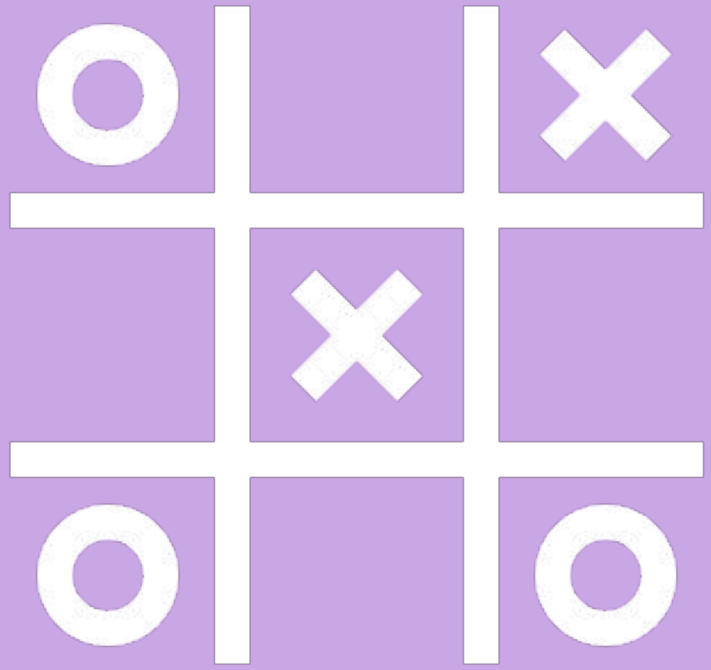
- Sustainability is the durability of positive programme or project results after the termination of the technical cooperation channelled through that programme or project.
- Static sustainability refers to the continuous flow of the same benefits that were set in motion by the completed programme or project to the same target groups.
- Dynamic sustainability refers to the use in, or adaptation of programme or project results to, a different context or changing environment by the original target groups and/or other groups.

THE THREE CRITERION OF MEASURING DEVELOPMENT SUCCESS

Contribution to Capacity Development-

- This relates to the extent to which a programme or project enables target groups to be self-reliant and

……..makes it possible for government institutions, the private sector and CSOs to use positive experiences with the programme or project in addressing broader development issues.



THE BASICS TO MEASURE NGO/CBO DEVELOPMENT SUCCESS

STEP 1: DEFINITION OF NGO/CBO DEVELOPMENT INITIATIVE & SCOPE

- **Define the problem or opportunity:**
  - Identifying the problem or opportunity that your program is designed to address.
  - This will help you determine what your goals and objectives should be (what you want to achieve as success)
  - Consider what needs, gaps, or issues exist in the current situation that your program could address.

- **Conduct a needs assessment:**
  - Conduct a needs assessment to identify the specific needs and priorities of the target population or community.
  - This can help you identify the most pressing issues to address and what you want to achieve through your program as success.

STEP 1: DEFINITION OF NGO/CBO DEVELOPMENT INITIATIVE & SCOPE

- **Develop program goals:**
  - Once you have identified the needs and priorities, you can develop program goals.
  - Program goals should be broad statements that describe the overall outcomes you want to achieve (impact as success)
  - They should be specific, measurable, achievable, relevant, and time-bound (SMART).
- **Develop program objectives:**
  - After you have developed your program goals, you can develop program objectives.
  - Objectives are more specific and tangible than goals.
  - They should be specific, measurable, achievable, relevant, and time-bound (SMART).
  - Objectives should be developed for each program goal.

STEP 1: DEFINITION OF NGO/CBO DEVELOPMENT INITIATIVE & SCOPE

- **Align program goals and objectives with stakeholders:**
  - Ensure that the program goals and objectives align with the needs and priorities of key stakeholders, such as the target population, funders, partners, and community leaders.
  - This will help you to ensure that your program is relevant and meaningful to those it is intended to serve.

- **Revise and finalize program goals and objectives**:
  - After gathering feedback and input from stakeholders, revise and finalize your program goals and objectives.
  - Ensure that they are specific, measurable, achievable, relevant, and time-bound (SMART) and that they reflect the needs and priorities of the target population and other stakeholders.

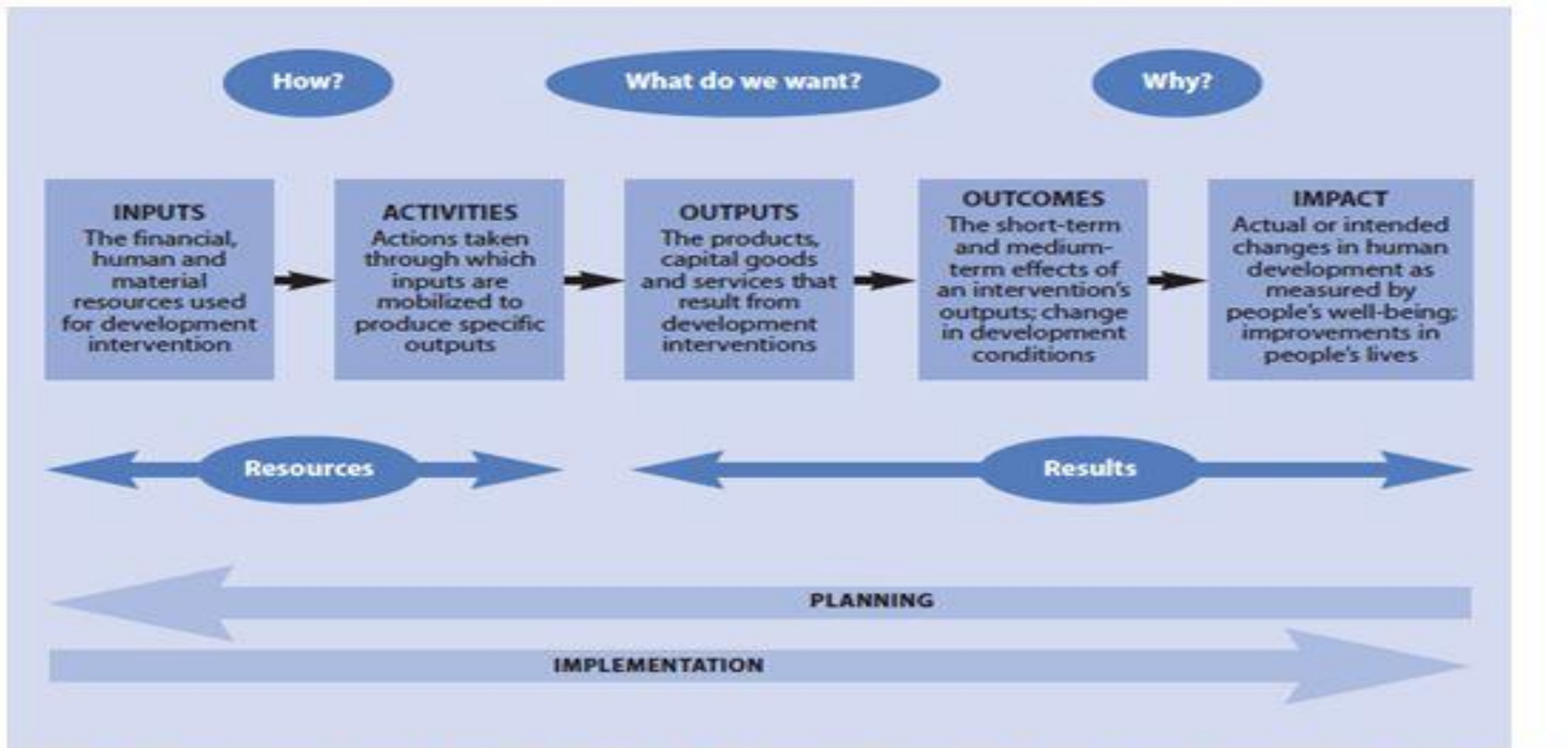
STEP 1: DEFINITION OF NGO/CBO DEVELOPMENT INITIATIVE & SCOPE

- **Define program activities:**
  - Brainstorm a list of potential activities that could be implemented to achieve the program goals and objectives
  - Organize the list of potential activities into categories or themes based on their objectives.

STEP 1: DEFINITION OF NGO/CBO DEVELOPMENT INITIATIVE & SCOPE

- **Continuation of defining program activities:**
  - Determine the resources needed for each activity, including personnel, materials, equipment, and funding. This will help you to prioritize and plan the activities that are most feasible and realistic to implement.
  - Develop a timeline that outlines when each activity will be implemented. This will help you to ensure that the program is well-coordinated and that the activities are aligned with the program goals and objectives.

ILLUSTRATION OF JOURNEY TO SUCCESS



Source: UNDP Handbook on Planning, Monitoring and Evaluation for Development Results (2009, p55)

STEP 2: MONITOR & EVALUATE THE PROJECT SPECIFICATIONS

- **Develop evaluation questions:**
  - Gather relevant stakeholders
  - Review goals, objectives and other materials like plans and TOR
  - Brainstorm on evaluation questions focusing on the goals, strategies and objectives in the strategic plan and work plan
  - Sort evaluation questions into categories or groups
  - Decide which evaluation questions to answer
- **Develop Evaluation terms and reference**

STEP 2: MONITOR & EVALUATE THE PROJECT SPECIFICATIONS

- **Collect baseline data**
  - Collect quantitative and qualitative data to understand the baseline situation before implementing development initiative.
  - This will help you to set realistic targets to measure the program/project initiative

- **Develop indicators and set realistic targets**
  - Define the characteristics to show the sign of progress or success
  - Set performance target upon the indicators for tracking progress towards impact and success

- **Collect routine data to track progress towards success**
  - Develop tools and methods for data collection
  - Assign data collection responsibilities
  - Reflect on routine data and make program adjustment

STEP 2: MONITOR & EVALUATE THE PROJECT SPECIFICATIONS

- **Evaluate outcome and impact**
- Collect quantitative and qualitative data at the end of the project .
- Compare baseline data with end of project data collection
- This will help you to establish causal links or relationships between the activities carried out and the desired outcomes
- Identify and isolate any external factors that may influence the desired outcomes.
- It is important to be very clear from the beginning of a project or intervention, what the expected objectives and outcomes will be, and to identify what specific changes are expected for what specific population.

STEP 3: ANALYZE AND REFLECT ON KEY AREAS OF THE PROJECT

- **Analyze the project budget**
  - The budget can be an essential indicator of project success.
  - Look at the amount of time spent on the project, and whether or not it exceeded the budget.

- **Analyze, Review and reflect on client satisfaction**
  - Client satisfaction with the project result is vital.
  - If they are not fully satisfied, they must be allowed to provide feedback,
  - Take feedback as insight for future Programme/projects to help generate repeat business.

- **Reflect on expectations, best practices and constrain while assessing the success**

STEP 3: ANALYZE AND REFLECT ON KEY AREAS OF THE PROJECT

- **Review and reflect on internal growth and team satisfaction**
  - It's important that the project team feels good about their role and the project's result.
  - Was the project challenging and interesting?
  - Is the team satisfied with the quality of the deliverables?
  - These factors contribute to the project team's sense of fulfillment and job satisfaction.

WHY MEASURE SUCCESS?

- Evaluation of development initiative allows NGO/CBO to reflect on the success and failure of projects or program based on metrics set by the team. The common metrics may include;

- **RELEVANCE-**
  - Is the programme or project valid and pertinent? In terms of development issues, problems and priorities at the local/national/regional/global levels, Target groups and direct beneficiaries and NGO/CBO mission and comparative advantage

WHY MEASURE SUCCESS?

- **PERFORMANCE**

- What progress is being made by the programme or project relative to its objective? Including; effectiveness, efficiency, timeliness of inputs and results

- **SUCCESS**

- What has the programme or project done to bring about change? Impact, Sustainability, Or Contribution to capacity development

NB: There is need to develop or select good indicators that will help to describe your success at every stage in detail.

INDICATOR DEVELOPMENT (NGO/CBO) FOCUS

Introduction

WHAT IS INDICATOR?

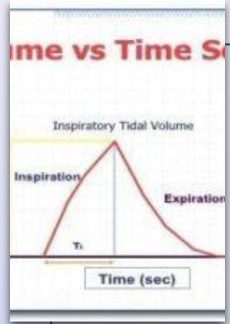
- An indicator is a specific, observable and measurable characteristic that can be used to show changes or progress a programme is making toward achieving a specific outcome/success
- Indicators can be **quantitative or qualitative** and are used to **measure changes over time and assess the effectiveness of interventions.**

CHARACTERISTICS OF GOOD INDICATORS

Valid: accurate measure of a behavior, practice, task that is the expected output or outcome of the intervention

Reliable: consistently measurable over time, in the same way by different observers

Precise: operationally defined in clear terms



Measurable: quantifiable using available tools and methods

Timely: provides a measurement at time intervals relevant and appropriate in terms of programme goals and activities

Programmatically important: linked to the programme or to achieving the programme objectives (Gage and Dunn, 2009)

COMPONENT OF A GOOD INDICATOR

- **Title.** A brief heading that captures the focus of the indicator.
- **Definition:** A clear and concise description of the indicator.
- **Purpose:** The reason that the indicator exists; i.e. what it is for.
- **Rationale:** The underlying principle(s) that justify the development and deployment of the indicator; i.e. why the indicator is needed and useful.
- **Method of measurement:** The logical and specific sequence of operations used to measure the indicator; e.g. data collection tools, sampling frame and quality assurance- Measurement may include the following;

COMPONENT OF A GOOD INDICATOR

- ✔ **Calculation:** The specific steps in the process to determine the indicator value.
- ✔ **Numerator-** The top number of a common fraction, which indicates the number of parts from the whole that are included in the calculation or
- ✔ **Denominator-**The bottom number of a common fraction, which indicates the number of parts in the whole.

- ❑ **Data collection method:** The general approaches (e.g. surveys, records, models, FGD/KII/IDI estimates) used to collect data.

- ❑ **Data collection tools:** The specific tools (e.g. AIDS Indicator Surveys (AIS), FGD/KII/ID guides, Service Provision Assessments (SPA), patient registers, antenatal clinic surveillance) used to collect data

COMPONENT OF A GOOD INDICATOR

- **Data collection frequency**-The intervals at which data are collected; e.g. quarterly, annually, bi-annually. It is important that frequency is consistent with the data collection methodology

- **Data disaggregation**-The relevant subgroups that collected data can be separated into in order to more precisely understand and analyse the findings. Common subgroups include sex, age and risk population.

- **Guidelines to interpret and use data** -Recommendations on how best to evaluate and apply the findings; e.g. outlining what it means if the indicator shows an increase or a decrease in a particular measure

COMPONENT OF A GOOD INDICATOR

- **Strengths and weaknesses**-A brief summary of what the indicator does well and not so well.

- **Challenges**-Potential obstacles or problems that may have an impact on the use of an indicator or on the accuracy/validity of its findings.

- **Relevant sources of additional information-References** to information/materials that relate to the indicator, including background information on the development of the indicator, comparisons with previous versions of the indicator and lessons learned from the use of the indicator or similar indicators in various settings

INDICATORS MAY MONITOR CERTAIN THEMES

- **Behavioral outcome**-Indicators may monitor the effectiveness of initiatives designed to have an impact on behavior related change.

- **Direct impact on the problem of focus** -Indicators may monitor the impact of the problem as well as social and economic consequences, including its effects on individuals, families, communities and governments. ***For example is the % of populations at higher risk who are HIV infected***

- **Infrastructure**- Indicators may show the contributions of core organizations/institutions, service sites and services needed to support an effective response such as hospitals, clinics, laboratories, schools, training center etc. ***For example, the percentage of health facilities that offer ART.***

INDICATORS MAY MONITOR CERTAIN THEMES

- **Policy**-Indicators may monitor the existence and/or effectiveness of government policies

- **Programme/service delivery**-Indicators may monitor the existence and/or effectiveness of programmes, including indicators related to the delivery of services, training, knowledge, attitude and intentions.

For example, the % of populations at higher risk who were tested for diabetes in the past 12 months and who know their result.

DIFFERENT KINDS OF INDICATORS

It is important to remember the difference between process and results indicators.

- **Process indicators** are used to monitor the number and types of activities carried out.

Example:

The number and percentage of female clients screened

DIFFERENT KINDS OF INDICATORS

- **Results indicators** are used to evaluate whether or not the activity achieved the intended objectives or results.

Examples include

- *Selected indicators of knowledge, attitudes and practices as measured by a survey*
- *The perceptions of survivors about the quality and benefits of services provided by an organization or institution as measured by individual interviews (bott, guedes and claramunt, 2004)*

DIFFERENT KINDS OF INDICATORS

- Results indicators can be developed at the output, outcome and impact levels. (Bott, guedes and claramunt, 2004)

- **Output indicators-I**llustrate the change related directly to the activities undertaken within the programme. ***For example % of traditional leaders in community x who completed the training on international human rights standards related to violence against women and girls whose knowledge improved.)***

DIFFERENT KINDS OF INDICATORS

- **Outcome indicators-** Relate to change that is demonstrated as a result of the programme interventions in the medium-to-longer term. ***For example the number of decisions in the informal justice system of community x related to violence against women that reflect a human rights-based approach.***

- **Impact indicators-** Measure the long-term effect of programme interventions. ***For example the prevalence of violence against women and girls in community x.***

COMING UP WITH GOOD INDICATOR TO MEASURE SUCCESS

WHAT DO WE CONSIDER BEFORE COMING UP WITH A GOOD INDICATOR?

- **Availability of data**: some data may be considered ‘privileged’ information by agencies, projects, or government officials.
- **Resources**: consider the cost of collecting appropriate data for ideal indicators and technical skills needed if unrealistic then avoid.
- **Programmatic and external requirements**: indicators may be imposed from above by those not trained in monitoring and evaluation techniques.
  - *Reporting schedules may not be synchronized (e.G. Fiscal vs. Reporting year).*
  - *Different stakeholders’ priorities may diverge*

WHAT DO WE CONSIDER BEFORE COMING UP WITH A GOOD INDICATOR?

- *In general, programmes should stay away from indicators that activities cannot affect, that are too vague, that do not currently exist and cannot realistically be collected, or that do not accurately represent the desired outcome. (Gage and dunn, 2009)*
- *When quantitative indicators of success cannot be identified, qualitative methods offer a valuable alternative.*

HOW TO COME UP WITH A GOOD INDICATOR TO MEASURE SUCCESS

INTRODUCTION

- CBOs/NGOs may consider using both quantitative and qualitative indicators Develop specific, measurable indicators that will be used to track progress and measure the success of the program or intervention.
- The process of developing SMART indicators is a collaborative & may includes participation from key stakeholders such as programme staff, beneficiaries, funders, and other relevant partners.
- It is important to
  - Identify programme goals and objectives and identify outcomes and outputs,
  - Develop indicator statements and ensure the indicators are SMART,
  - Test and refine the indicators,
  - Monitor and evaluate progress, and review and update the indicators on a regular basis.
  - The following are some suggested steps, you to develop indicators that are specific, measurable, achievable, relevant, and time-bound, and that can effectively track progress towards achieving your goals

1. DEVELOP AN INDICATOR FRAMEWORK

- Start by reviewing the program goals and objectives to determine what the program is trying to achieve. This will help you identify the key areas where data needs to be collected and tracked.
- All potential indicators should be evaluated using the international indicator standards to ensure that they can and will provide useful data
- Most countries – as well as most projects – have developed indicator frameworks.
- Indicator frameworks correlate key objectives, project activities and/or work plans and results with specific indicators and the methods for collecting data for those indicators.
- Many of these frameworks use the structure of the 'logic model' or 'logical framework' (i.e. logframe), which has been widely used at the project level in development work.

EXAMPLE OF LOGICAL MODELS USED FOR INDICATOR DEVELOPMENT

DEVELOPMENT GOAL &OBJECTIVE

Describes the project's real outcome—the impact that the project's outputs will have on the beneficiary, institution, or system in terms of changed behavior or improved performance. The development objective defines the project's success.

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PROJECT OUTPUTS

Define what the project can be held directly accountable for producing—the project's deliverables, the goods and services it will produce. Typically, outputs are independent, synergies, and integrated.

↓

PROJECT INPUT/PROCESS

Clusters of activities that define how the products and services will be delivered (technical assistance, physical infrastructure, and the like).

Illustrative Logical Framework with Indicators
from
Monitoring and Evaluating Gender-based Violence Prevention and Mitigation Programs
(USAID, MEASURE Evaluation and the Inter-agency Gender Working Group)

Goal: To improve the national response to violence against women

Objective	Activities	Indicators	Means of Verification	Assumptions
To improve access to justice for survivors of rape in conflict settings	• Facilitate access to legal aid networks; • Foster reconciliation and confidence building through improved linkages between local stakeholders • Raise awareness of rule of law, and human rights, including GBV among CBOs and civil society organizations • Align customary law with international standards	• Percentage of staff of the Legal Aid Department of the National Ministry of Justice trained on rule of law and human rights principles, including GBV • Number of workshops conducted aimed at improving linkages between health providers, legal aid networks, and lawyers' associations • Number of GBV awareness raising sessions conducted by CBOs • Percent increase in GBV cases reported, registered and resolved by official law enforcement and judiciary authorities.	• Annual reports • Programme training records • Program records • Crime statistics	Stable political situation, sustained political commitment, and adequate financing

Source: Frankel and Gage 2007

CONT…

- The aggregated list of individual indicators in a framework constitutes an indicator set, whether the framework is for a specific project or a national framework that includes a range of different indicators relevant to the thematic area
- Ensure that the program goals and objectives align with the needs and priorities of key stakeholders, such as the target population, funders, partners, and community leaders. This will help you to ensure that your program is relevant and meaningful to those it is intended to serve
- The framework helps to make indicators SMART- Specific, Measurable, Attainable, relevant and within time frame.

2. NGOS AND CBOS MAY HARMONIZE INDICATORS

- The following are suggested harmonization approach
- **Indicators Standards**
  - There are a number of international, national or program indicator standards & tools developed by different sectors/agencies like UN which can be invaluable resource for selecting and building suitable indicators sets for your project
  - However, a good indicator should meet the following five standards:
    1) The indicator is needed and useful.
    2) It has technical merit.
    3) It is fully defined.
    4) It is feasible to measure the indicator.
    5) It has been field-tested or used operationally

2. NGOS AND CBOS MAY HARMONIZE INDICATORS

- **Indicator sets**- CBO/NGO can decide to select and us harmonized indicator sets that have been widely used and accepted in national and global monitoring and evaluation. This is if your program is in the similar sector. ***For example of the indicators Global fund and PEPFAR (president's emergency plan for AIDS relief).***
- **Indicator registry-** There exist indicator registry which prioritizes indicators that meet standards and it provides complete metadata on key indicators, which makes it easier for M&E professionals to understand and use them-
- The registry may be in business, UN mellenium/sustainable goals, environment, economics and health
- The global M &E pyramid could help in harmonizing indicators

GLOBAL M& E INDICATOR PYRAMID

BASE-PROJECT LEVEL INDICATORS

- Project-level indicators at the base is critical because it is the foundation of the pyramid.
- Since projects and the activities that are part of them are the foundation of the response to problem being addressed by the interventions by the CBO/NGO, it is crucial to track their performance.
- Project level indicators will only be applicable to the project, but data from a subset of them can often be aggregated for higher-order use at the subnational, regional or national levels

NATIONAL LEVEL INDICATORS

- In the pyramid, the designation of national-level indicators also includes subnational indicators; for example, provincial, state and/or municipal
- Indicators at the national and subnational levels aggregate data from the project level to provide an overview of a country's response/interventions to the problem being addressed.

GLOBAL LEVEL INDICATORS

- Global-level indicators provide a strategic perspective on the global response/interventions.
- Essentially, the aggregation of data from national-level indicators in use in multiple countries provides the data for the global-level indicators
- The aggregated data associated with global-level indicators can provide much-needed feedback on the performance of the indicators themselves.
- Insights from global data and trends can be applied to national and project-level indicators to improve performance at those levels.

3.DETERMINE DATA SOURCES FOR YOUR INDICATORS

It is Important to determine the sources of data for your indicator to measure progress. This may include surveys, program records, administrative data, or other sources. The way to do this is to

- **Determine the types of data needed:**
  - Determine the types of data you need to collect.
  - This may include qualitative data such as interviews or focus groups, or quantitative data such as surveys or administrative data.
- **Identify potential sources of data:**
  - Once you have identified the types of data you need to collect, identify potential sources of that data.
  - This may include internal sources such as program records or external sources such as publicly available data or research studies.

3. DETERMINE DATA SOURCES FOR YOUR INDICATORS

- **Evaluate the quality of potential data sources:**
  - Evaluate the quality of potential data sources to determine if they are appropriate and reliable sources of data.
  - Consider factors such as the relevance, accuracy, completeness, timeliness, and credibility of the data.
- **Determine the feasibility of collecting data:**
  - Determine the feasibility of collecting the data from each potential data source.
  - Consider factors such as the cost, time, and resources required to collect the data, as well as any ethical or legal considerations.

3. DETERMINE DATA SOURCES FOR YOUR INDICATORS

- **Prioritize data sources:**
  - Prioritize data sources based on their relevance, quality, and feasibility.
  - This will help you to focus on collecting the most important data and to ensure that you have the necessary resources to collect and analyze that data.
- **Develop a data collection plan:**
  - Finally, develop a data collection plan that outlines the specific data sources, methods, and tools that will be used to collect the data.
  - This plan should also include details on how the data will be analyzed and reported to stakeholders.

4. REFINING AND TESTING INDICATORS

It is important to review indicators to ensure that they are relevant, feasible, and meaningful. Test the indicators with stakeholders to ensure they accurately measure progress and outcomes. This can be done as follows:

- **Review the program goals and objectives:**
  - Start by reviewing the program goals and objectives and the initial set of indicators on the logical framework that you have developed.
  - This will help you to identify any potential gaps or areas for improvement.
- **Gather input from stakeholders:**
  - Gather input from stakeholders, such as program staff, target population, partners, and funders, to refine the initial set of indicators.
  - Solicit feedback on the relevance, feasibility, and clarity of the indicators and ask for suggestions on additional indicators that could be useful.
  - This can be done through FGDs, KII, Surveys etc

4. REFINING AND TESTING INDICATORS

- **Revise the indicators:**
  - Based on the input from stakeholders, revise the initial set of indicators.
  - Ensure that the revised indicators are specific, measurable, achievable, relevant, and time-bound (SMART) and that they are aligned with the program goals and objectives.
- **Test the indicators:**
  - Test the revised indicators by collecting and analyzing data.
  - This will help you to identify any issues with the indicators, such as problems with data collection or analysis, or issues with the validity or reliability of the indicators.

4. REFINING AND TESTING INDICATORS

- **Refine the indicators:**
  - Based on the results of the testing, refine the indicators as needed.
  - This may involve revising the wording of the indicators, adjusting the data collection methods, or changing the criteria used to measure progress towards achieving program goals and objectives.

4. REFINING AND TESTING INDICATORS

- **Repeat the testing and refining process:**
  - Continue to test and refine the indicators until you have a set of indicators that are valid, reliable, and aligned with program goals and objectives.
- **Finalize the indicators:**
  - Once you have a set of indicators that are well-tested and refined, finalize the indicators and include them in the program monitoring and evaluation plan.

5. SET INDICATOR TARGETS

- Indicators are used to measure achievement.
- They measure the actual results from an activity, project or programme.
- Targets are the quantitative goal or objective for an activity, project or programme.
- They are the expected results. Essentially, indicators are used to determine if targets are being met.
- While there is no standard formula for setting targets, there are a number of factors to consider when determining them

FACTOR TO CONSIDER WHEN SETTING INDICATOR TARGETS

- **Baseline data**
  - What is the situation at the outset of the activity, project or programme?
- **Historical trends**
  - What pattern of change has occurred over time? Is the same pattern likely to continue?
- **Stakeholders' expectations**
  - What do key stakeholders (e.G. Government officials and programme implementers) believe can/ should/must be accomplished?

FACTOR TO CONSIDER WHEN SETTING INDICATOR TARGETS

- **Stakeholders' expectations.**
  - What do key stakeholders (e.G. Government officials and programme implementers) believe can/ should/must be accomplished?
- **Expert opinions and research findings.**
  - What do the experts think about targets? What has previous research indicated that is relevant to target setting?
- **Performance of similar activities, projects or programmes.**
  - How have similar efforts performed at other times and/or in other settings? With other implementing agencies and/or partners?

6. ESTABLISH A MONITORING AND EVALUATION PLAN

It is important to develop a plan for how the indicators will be tracked, measured, and reported over time. This plan should include the frequency of data collection, data analysis procedures, and reporting requirements.

- The following steps have been suggested to develop the plan

- ❑ Develop a plan for how the indicators will be tracked, measured, and reported over time. This plan should include the frequency of data collection, data analysis procedures, and reporting requirements.
- ❑ To develop a plan for how the indicators will be tracked, measured, and reported over time, you can follow these steps:

6. ESTABLISH A MONITORING AND EVALUATION PLAN

- **Define the data collection methods:**
  - determine the data collection methods that will be used to track and measure the indicators over time.
  - This may include surveys, interviews, observations, focus groups, or administrative data.
- **Determine the data sources:**
  - Determine the data sources that will be used to collect the data for each indicator.
  - This may include program records, participant surveys, partner data, or publicly available data.

6. ESTABLISH A MONITORING AND EVALUATION PLAN

- **Establish data collection procedures:**
  - Establish procedures for collecting and managing the data, including the frequency of data collection, the roles and responsibilities of staff involved in data collection, and the protocols for data management, storage, and security.
- **Identify data analysis methods:**
  - Determine the data analysis methods that will be used to analyze the data and to calculate the indicators over time.
  - This may include statistical analysis, trend analysis, or comparative analysis.

6. ESTABLISH A MONITORING AND EVALUATION PLAN

- **Develop a reporting plan:**
  - Develop a plan for reporting the indicators over time, including the frequency of reporting, the format of the reports, and the intended audience.
  - This may include regular progress reports for internal stakeholders or annual reports for external stakeholders.
- **Assign roles and responsibilities:**
  - Assign roles and responsibilities for tracking, measuring, and reporting the indicators over time, including staff members responsible for data collection, analysis, and reporting.

6. ESTABLISH A MONITORING AND EVALUATION PLAN

- **Establish a timeline:**
  - Establish a timeline for tracking, measuring, and reporting the indicators over time, including milestones for data collection, analysis, and reporting.
- **Monitor and evaluate the plan:**
  - Monitor and evaluate the plan for tracking, measuring, and reporting the indicators over time, and make adjustments as needed based on the results of the monitoring and evaluation.

CONCLUSION

- **Success can be measured in two basic ways.**
  - One way involves setting goals or targets (for example: a certain number of inspections should be conducted each year), and then comparing actual activity to the goal.
  - The second way involves tracking results, i.E., Looking for trends and changes in activities or results over time (for example, a finding that 25% more inspections were conducted this year than last year may indicate an improvement in this activity).
  - Tracking can either be routine (e.G., Annually) or periodic.

CONCLUSION

- Tracking can be applied to any of the success measures (impact, sustainability and contribution to capacity development)

- The goal-setting approach works only when realistic goals can be set

- **An important issue to monitor project progress is how to define success.**

- **Defining success is developing a good indicator to point out how success looks like**

- A good indicator will help track not only how many events are held and how many people have participated (outputs), but also how people have changed their attitudes or behaviours as a result (outcomes), especially over time

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THE END

THANK YOU!