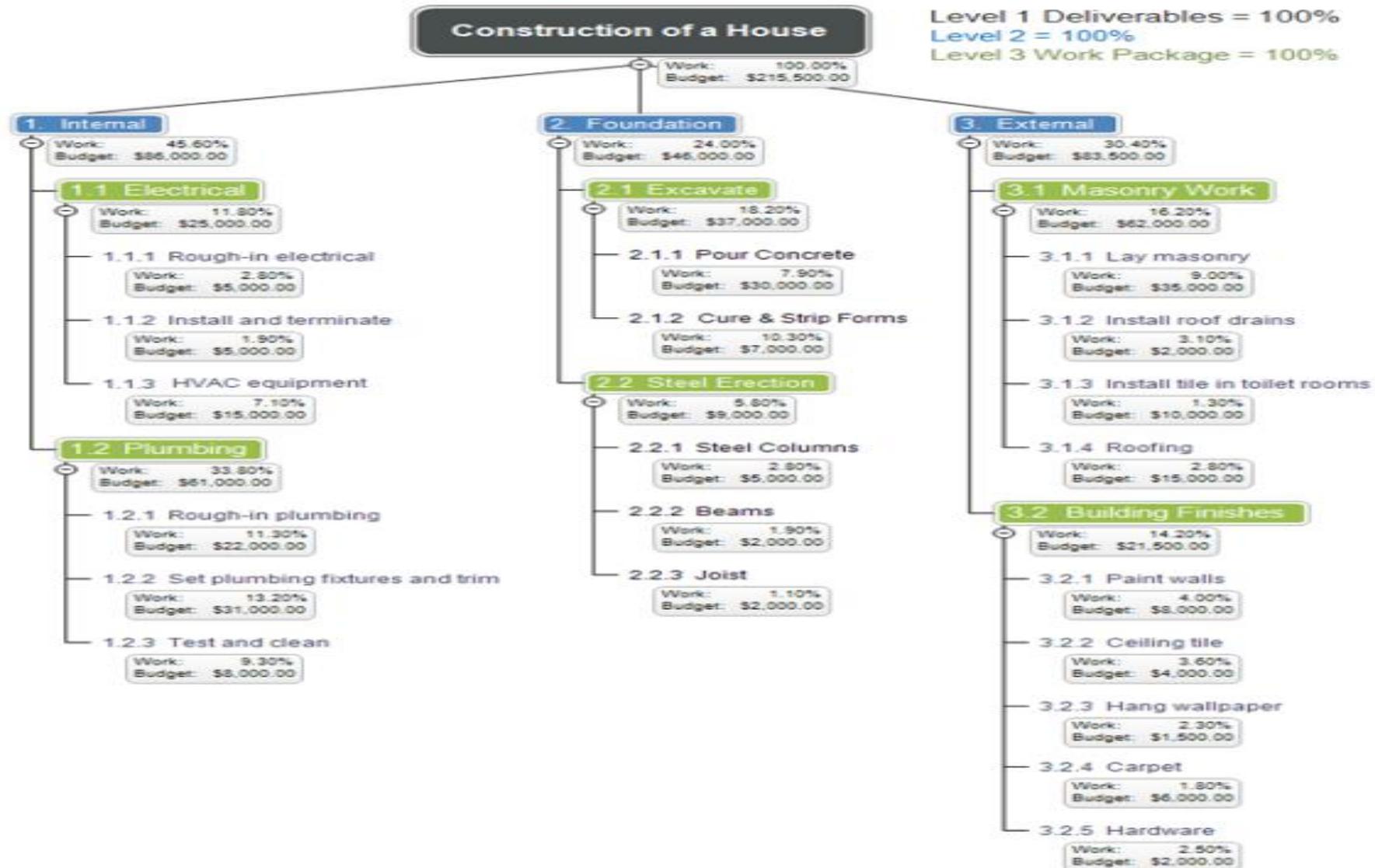
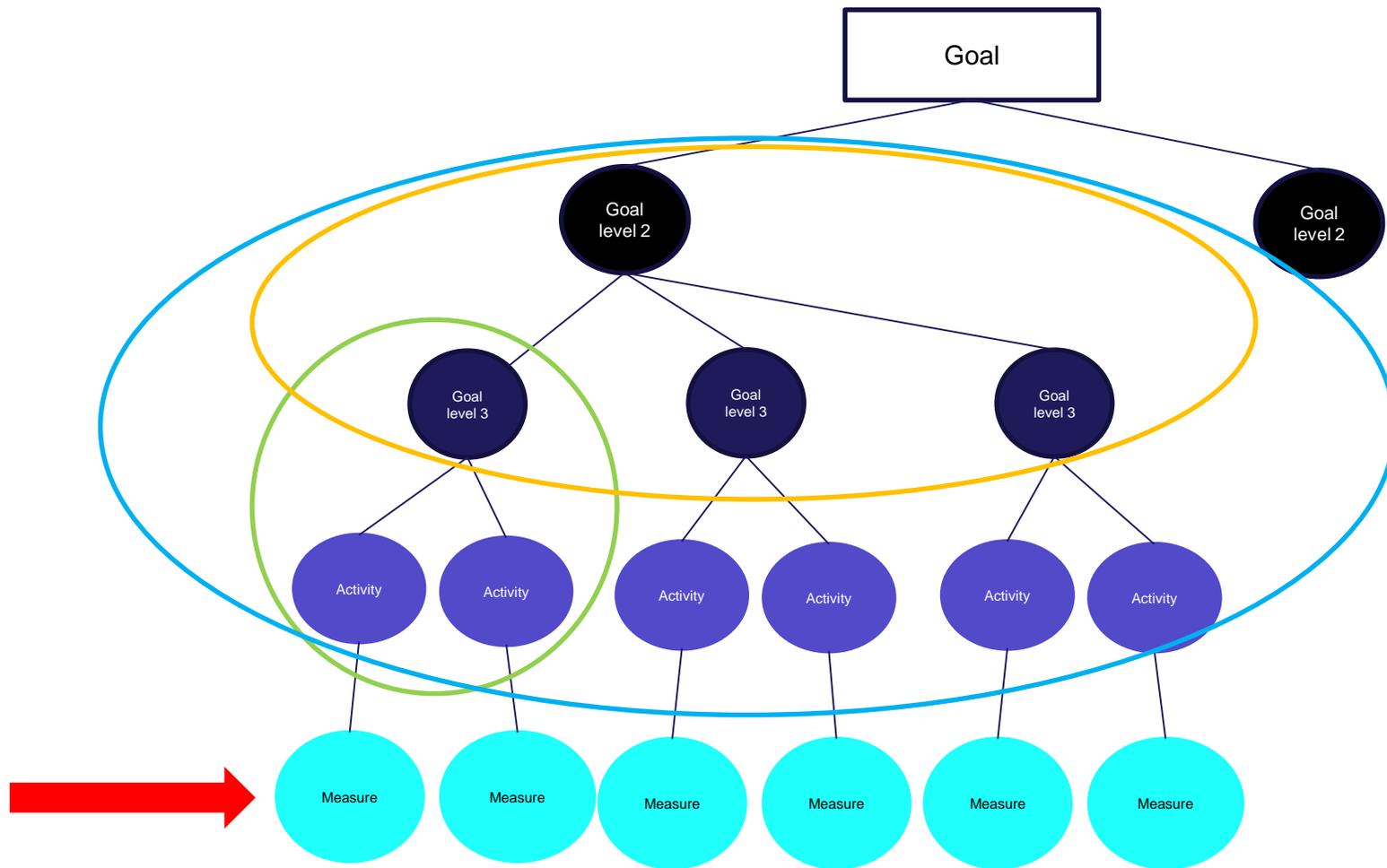


WBS- Work Breakdown Structure





What is an indicator?

- An indicator is something that helps you understand where you are, which way you are going and how far you are from where you want to be.
- A good indicator alerts you to a problem before it gets too bad and helps you recognize what needs to be done to fix the problem
- Each indicators will have baseline information (value of the indicators in the beginning of the project) and target: the expected value of the indicator at the end of the project.

Example:

- Indicator: # of women who increase knowledge about their rights, base line: # of women who have knowledge about their rights in the beginning of the project (20%) Target: at least 95 % of women trained increase their knowledge about their rights.

(OECD-DAC Working Meeting on Managing for Development Results, 2004)

Indicators - definition

- Indicators
 - measure whether results have been achieved
 - can be qualitative or quantitative
 - do not change over time and
 - should be neutral and integrated in the project process
 - help decision makers make relevant decisions, negotiate and communicate
 - illustrate the cause and effect relationships between inputs and results

3 dimensions, 7 steps

- 1. Planning
 - Formulation of goals
 - Formulation of results
 - Identification of indicators
- 2. Implementation
 - Follow-up of results
 - Reporting of results
- 3. Result based leadership (management)
 - Integration of recommendations from evaluations
 - Using information generated by implementation