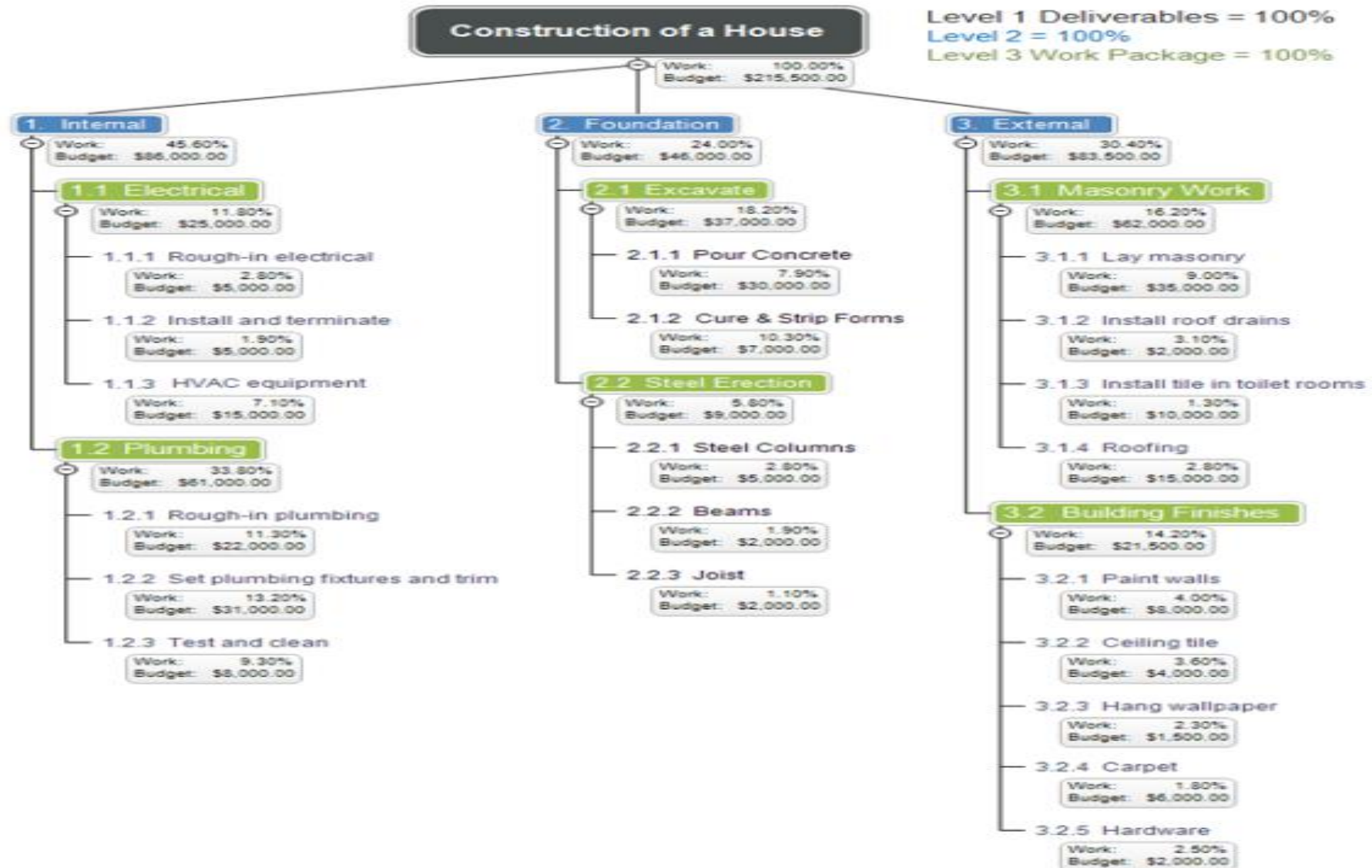
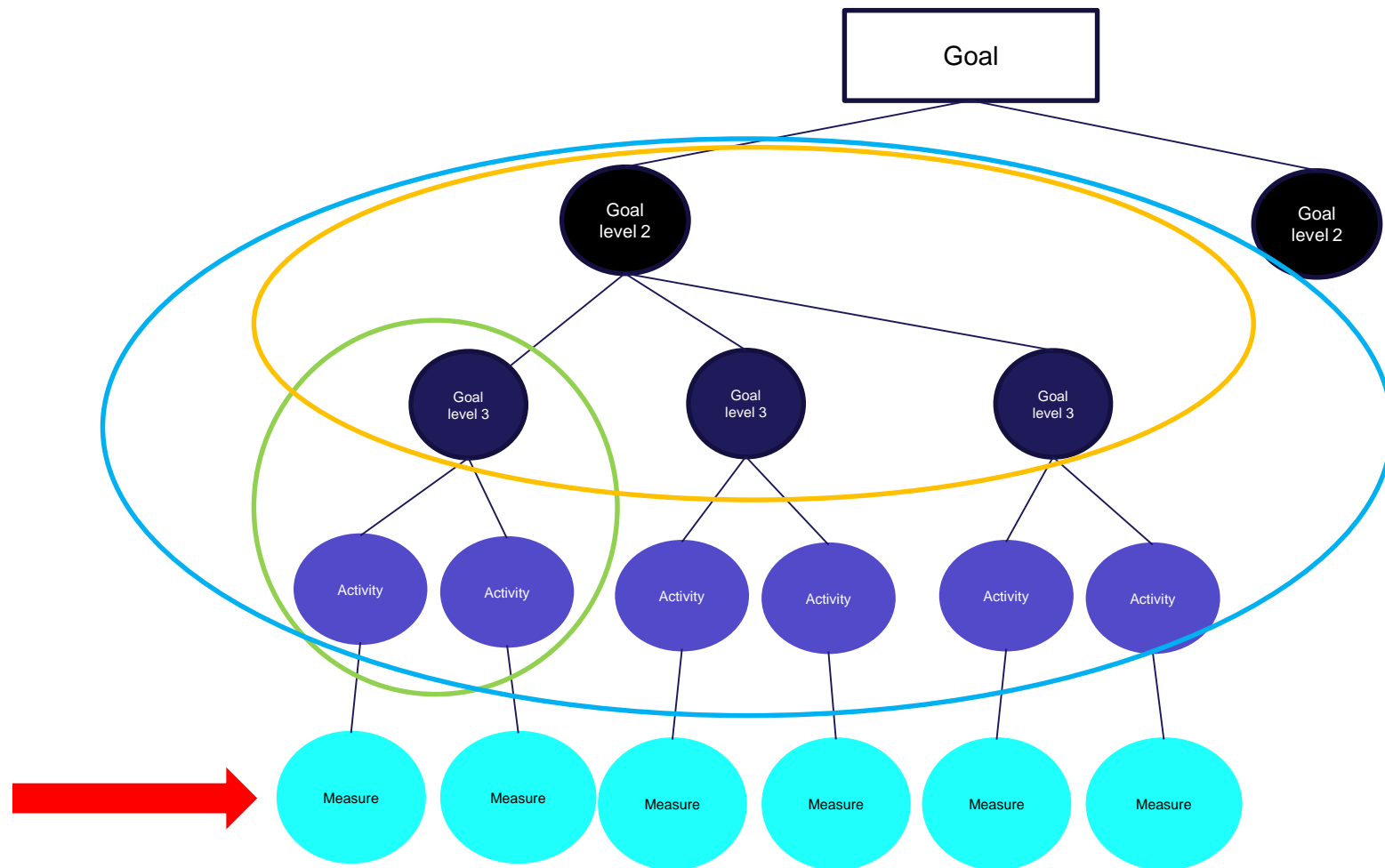


# WBS- Work Breakdown Structure





# 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