

*This document is developed in the frame of the 'International Project Monitoring & Evaluation' training webinar conducted on 09.11.2021.  
It is distributed to the training webinar's participants and contain explanation, instructions, examples, and checklist on how to develop project indicators.*

The success of the project activities will be measured by using different **indicators**. Indicators in other words are **measurements**, that provide you, a project, and EU Financial Instrument with **evidence** that project will/ are delivering what is promised in the application. The description of the implemented activities and achieved results in the report submitted to the EU Financial Instruments provide narrative evidence whether **indicators support report with numbers and qualitative evidence, which is easy to verify.**

Indicators are designed by using SMART criteria. It means that indicators are:

- **S**pecific – understood in clear and consistent manner
- **M**easurable – can be summarised 'quantitively'. You should be able to say '% of' or 'number of'
- **A**chievable, **A**ccessible – have a target and be easy to get from the defined source
- **R**ealistic – to the project activities and time
- **T**rackable – can be tracked over time

Indicators are directly connected to the LFM (Table 1.) and measure what you are planning to achieve as a result of the project implementation. Remember, that by setting the **Project Results and Specific Objectives** you are as a **project consortium obliged to deliver** what is promised and indicated in the LFM and application. Thus, **be realistic** and do not overestimate planned targets. It always better to report more than originally planned, than put yourself in a 'trap' with unreachable results and high targets of indicators. The **baseline of indicators** is always '0', whether the target is what you are reaching at.

Overall Objective	SMART Indicator(s)	Source of verification	
Specific Objectives	SMART Indicators	Source of verification	Assumptions
Results	SMART Indicators	Source of verification	Assumptions
Activities	SMART Indicators	Source of verification	Assumptions

**Table 1.** Logical Framework Matrix (LFM)

Make sure, that all planned **Activities, Results, Specific Objectives and** identified Overall **Objective** are covered with developed indicators. Remember, that monitoring refers to the **Activities, Results, Specific Objectives** whether Evaluation is targeted to the **Specific Objectives and Overall Objective.**

You are not obliged to develop indicators for each e.g., Activity. It can happen that one indicator covers a couple of Activities or Results. Be sensible with total number of indicators. It must be realistic for you to collect. More does not mean better.

Indicators might be **quantitative or qualitative**. **Quantitative** indicators have hard measurement e.g., *number, hours, %*. **Qualitative** indicators are softer in measurement e.g., *opinions, statements*.

**Table 2.** presents an example of the developed indicators at different levels of project implementation with *the reference to the LFM, criteria, targets, measurement, and source of verification*. It is a part of the **Monitoring and Evaluation Plan**, where indicators shall be described in more detailed way, whether **LFM** includes only the summary of it: *indicators, source of verification*.

<b>N</b>	<b>Indicator</b>	<b>LFM</b>	<b>Criteria</b>	<b>Targets</b>	<b>Measurement</b>	<b>Source of verification</b>
<b>Operational progress level ('Activities' in the LFM)</b>						
<b>1</b>	Project implementation progress	<b>Ref. to the particular activities(s) in the LFM</b>	Project progress according to the Project Action Plan	Plan vs Results: 90% without delay	%	Project Action Plan, Meeting Minutes of regular Meetings with Partners, Reports from Partners
<b>First target group responses level ('Results' in the LFM)</b>						
<b>2</b>	Impact of the project result(s) on the target group	<b>Ref. to the particular result(s) in the LFM</b>	Responses of the target group on the project result(s)	- 40 feedbacks - Min 90% of positive responses	- Number - %	Survey results
<b>Project Management level ('Activities/ Results' in the LFM)</b>						
<b>3</b>	Cooperation among partners	<b>Ref. to the particular activities(s) /result(s) in the LFM</b>	Atmosphere and cooperation of the project consortium	Min 90% of positive responses	%	Survey results

**Table 2.** Examples of developed indicators

The Following Steps shall assist you in developing indicators. Please, note that these are indicative steps (not an obligation) and may be changed depends on project needs and preferences.

- Step 1.** Define project levels that you are planning to Monitor & Evaluate: *Operational progress, Financial Progress, Project Management, Responses from Target groups*
- Step 2.** Define indicators to under each level with the reference to the LFM using Table 2. as an example
- Step 3.** Use checklist below while developing indicators
- Step 4.** Sum up developed indicators and source of verification in the LFM
- Step 5.** Include Table 2. in the Monitoring & Evaluation Plan

**CHECKLIST**

No	Check	yes/no
1.	There are enough indicators to provide evidence for all planned Activities to be implemented	
2	There are enough indicators to provide evidence for all planned Results to be achieved	
3.	There are enough indicators to provide evidence for all planned Specific Objectives to be achieved	
4.	There are enough indicator(s) to provide evidence for identified Overall Objective be contributed to	
5.	The number of indicators is reasonable to collect and report on	
6.	All defined indicators are SMART:	
6.1	All defined indicators are <b>S</b> pecific – understood in clear and consistent manner	
6.2	All defined indicators are <b>M</b> easurable – can be summarised 'quantitatively' or 'qualitatively'	
6.3	All defined indicators are <b>A</b> chievable – have a target	
6.4	All defined indicators are <b>A</b> ccessible - source of verifications is easy to access	
6.5	All defined indicators are <b>R</b> ealistic – to the project activities, time, and collection	
6.6	All defined indicators are <b>T</b> rackable – can be tracked over time	