



## Worksheet: Indicators

### Objectives

- Support monitoring for early warning and adjustment if problems arise
- Support accountability
  - To funders
  - To partners and stakeholders
- Support learning
  - Interrogate and test the theory/ies of change used by the project (i.e., was this intervention an appropriate way to pursue the desired objectives?)

- Determine if the way the intervention was designed and implemented was appropriate, or if it needs to be amended (if there is a desire to undertake similar projects elsewhere)
- Identify unintended consequences
- **RETHINKING M&E:** Often evaluation has been undertaken for accountability reasons (required by the donor); for environmental peacebuilding, though, learning is at least as important.

Based on your theory of change, you will need to design (1) process indicators, (2) outcome indicators, and (3) contextual and assumption/risk indicators. For each, think through the following questions:

- **Process Indicators** – In addition to measuring or counting *what* happened at the input, activity, and output levels, do you have ways of understanding the *how* and *why* of your theory of change at the stages of activity and output? For example, you may include an indicator about the perceptions of the usefulness of a training or why people attended the training or not.
- **Outcome Indicators** – Do you have qualitative indicators for key conversion points that will ascertain how and why an outcome did or did not occur?
- **Context, Assumptions, & Risks** – Do you have indicators to track the key assumptions or risks in your theory of change? As it may be difficult to know which assumptions or risks are the most significant, you might consider

a broad indicator along the following lines: Were there any unintended consequences? If so, describe the consequences and what happened.

When selecting your indicators, consider the following for each indicator you develop:

- Are your indicators feasible, including the availability and cost of information, and whether you will need to generate the data (and how much it will cost)? **Be cautious about developing too many indicators.**
- Do you have **both qualitative and quantitative indicators**? You especially need indicators at “key conversion points” or places along your theory of change where there is insufficient evidence that it might work or an innovative approach you are testing.
- Do you have ways of **understanding the connections between environmental and peace factors**? You may need a dedicated indicator and associated interview or survey question, e.g., what factors contributed to improving trust and “To what degree did X lead to Y?”
- **Be careful about being too SMART!** There is often a desire for SMART (specific, measurable, achievable, relevant, time-bound) indicators, but these often do not capture more qualitative impacts or unintended consequences.
- **Does the indicator need a baseline?** If so, *when* should you take the baseline, or should you have more than one baseline?