



Foundations of Evaluation and Performance Measurement



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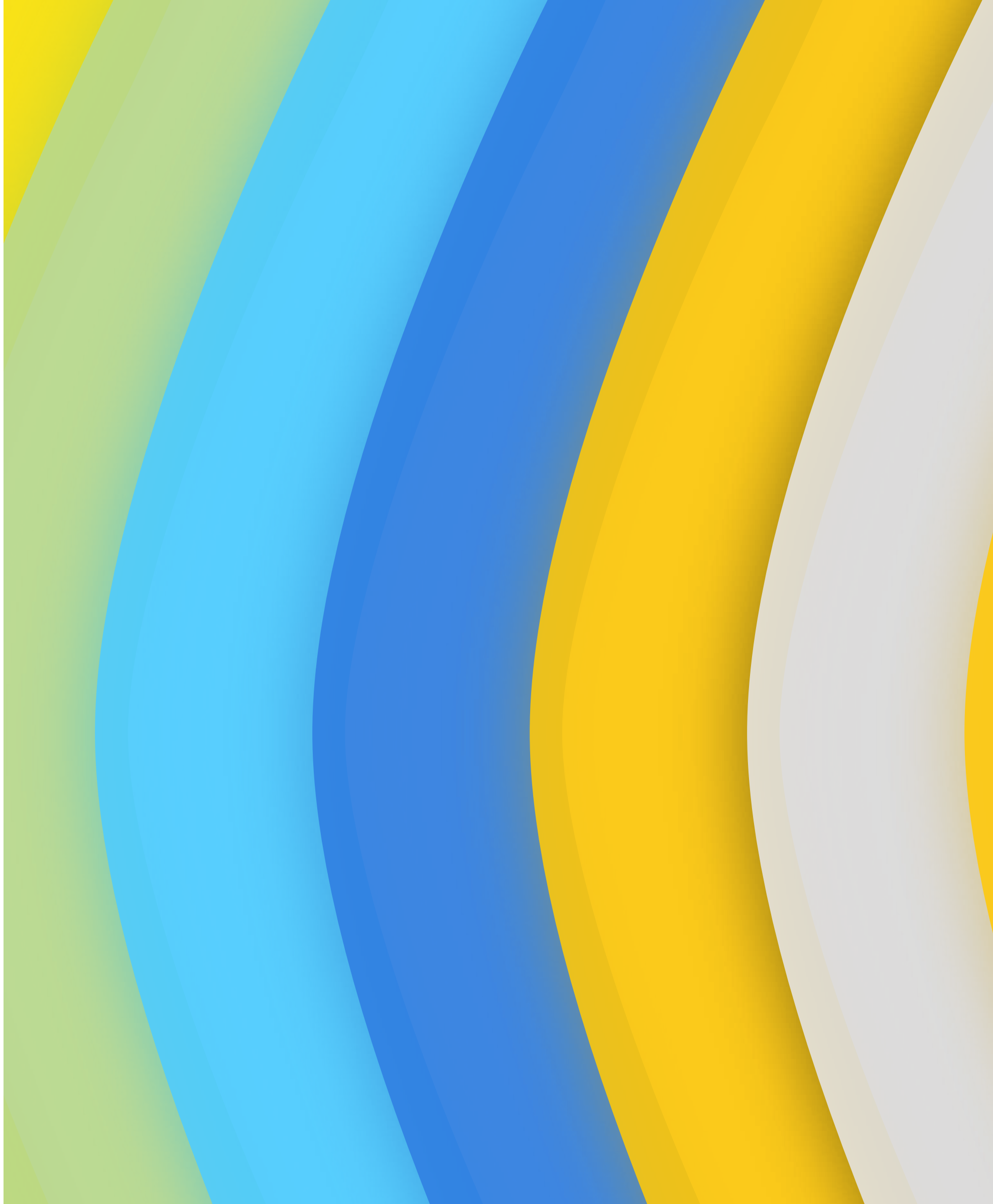


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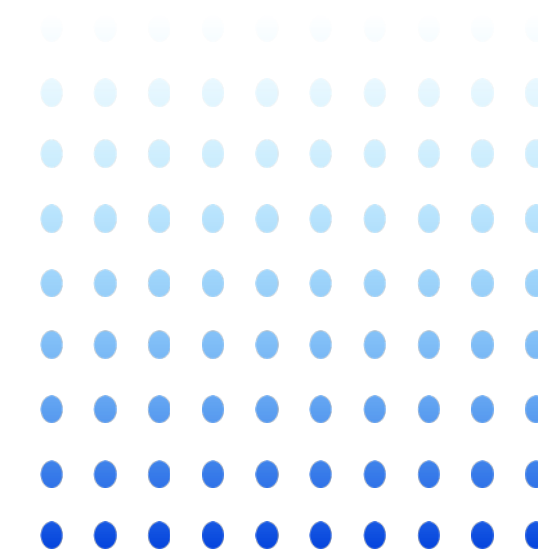




Module 2: Creating an Evaluation Framework



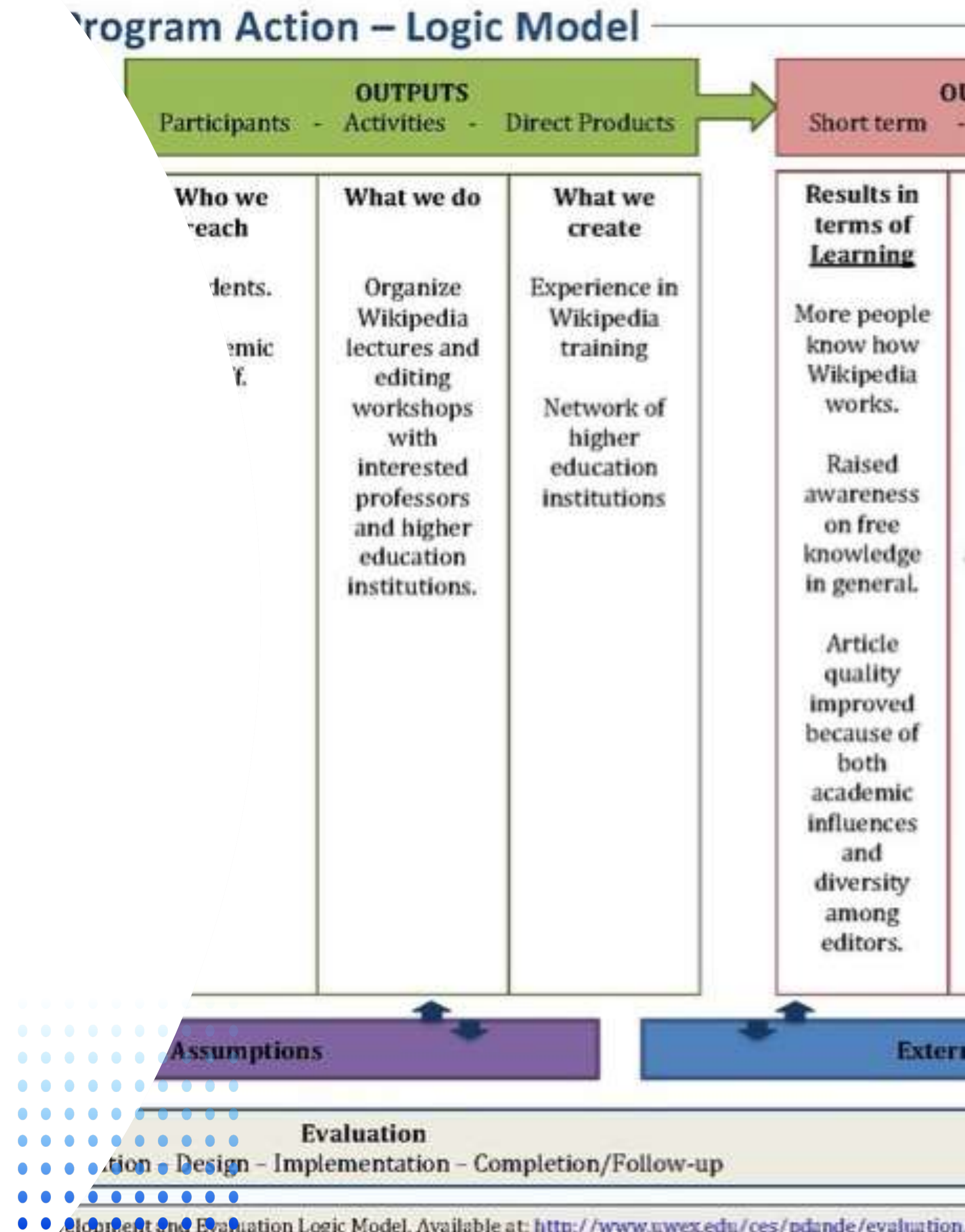
Working with Indicators



Module 1 Recap

In Module 1, we discussed:

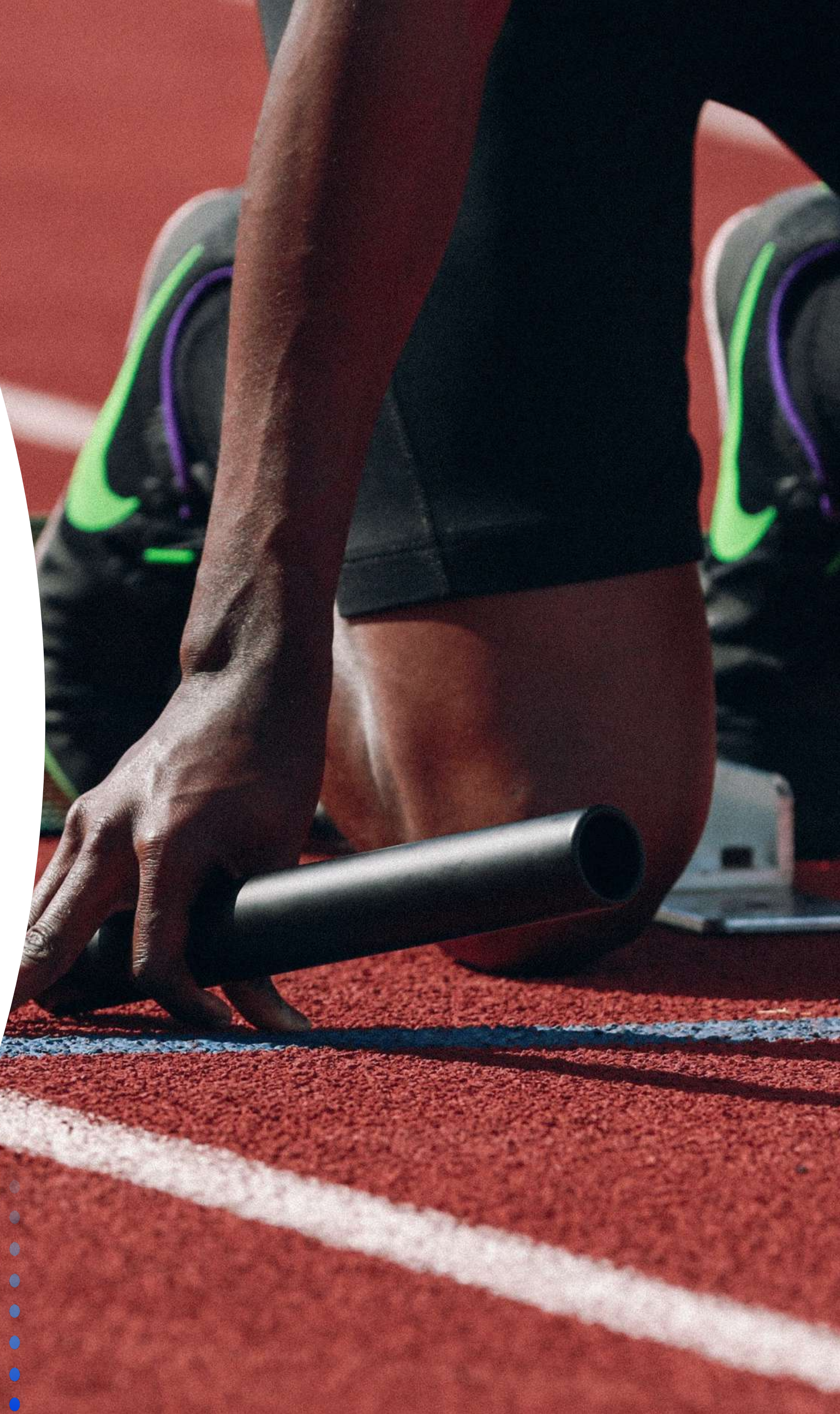
- ✓ Outputs vs. outcomes
- ✓ Realistic and measurable outcomes
- ✓ Elements of a logic model
- ✓ Creating a logic model



Module 2 Learning Goals

Concepts to explore in Module 2:

- realistic and measurable performance indicators
- clear and measurable targets
- elements of an evaluation framework



Indicators

...signal that something happened or is happening.

...are signs of progress or change.



Qualities of Indicators



Indicators can be **seen**,
counted or **measured**.

Indicators point to
progress
toward outcomes.

The background of the slide is a photograph of a taxi at night, viewed from the rear. The taxi is a light-colored sedan with a yellow 'TAXI' sign on its roof. The scene is illuminated by city lights, creating a bokeh effect in the background. Two semi-transparent colored boxes are overlaid on the top left: a blue box containing a large white 'R' and the word 'Realistic' below it, and a yellow box containing a large white 'M' and the word 'Measurable' below it. In the top right corner, there is a decorative pattern of small yellow dots arranged in a grid.

R

Realistic

M

Measurable

Using Indicators

Indicators need to be **realistic** and **measurable**. They connect to realistic and measurable outcomes.

Indicators are also called:

- Outcome Indicators
- Performance Indicators
- Indicators of Success
- Key Performance Indicators (or KPIs)



Indicators: Examples, Newcomer Women Speaking English

Anticipated Project Outcome	Indicators
<p>Newcomer mothers have improved English skills.</p>	<ul style="list-style-type: none">• How much training they completed• Test scores• Women report they are speaking more English every day



Indicators: Examples, Newcomer Women Speaking English

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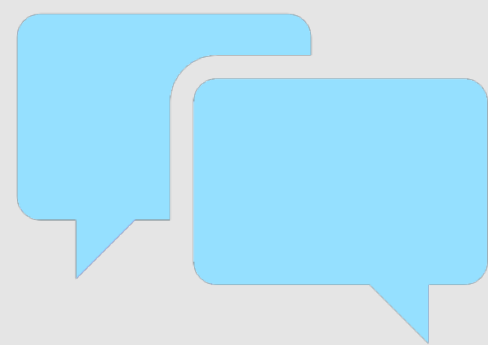
Indicator Types

Quantitative

Numbers/counts

Examples:

visits to website
participants engaged
test scores

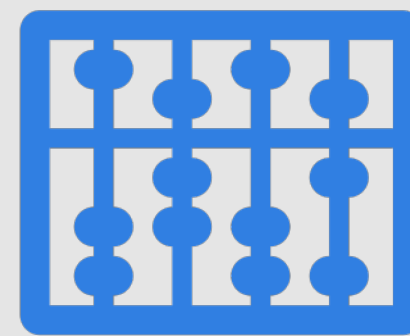


Qualitative

Feedback, stories

Examples:

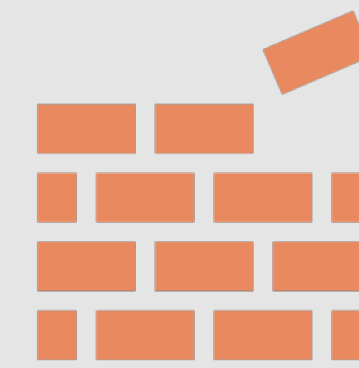
Perceptions,
opinions
attitudes,
commitment or
satisfaction

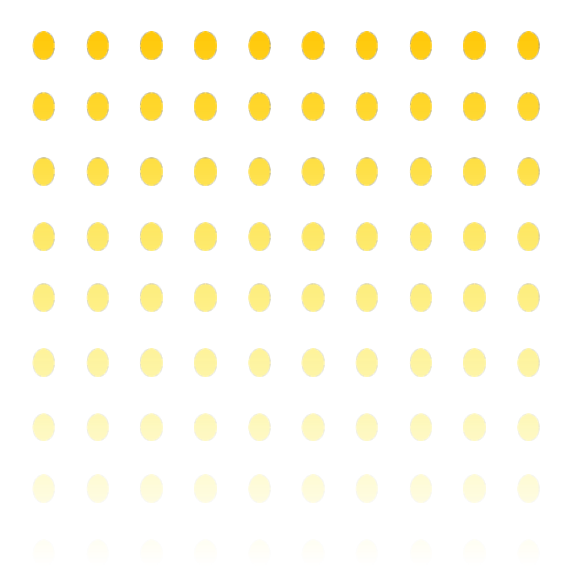


Outputs as Indicators

Outputs can be included as indicators

*be cautious about using outputs as the sole indicator





Add Targets to Indicators

You can attach targets to indicators, setting specific goals to reach.

Targets should be realistic.

You can add targets to one or more indicators.

Targets can help show improvement and lessons learned; they may increase over time.

Funders may request targets, especially for multi-year programs.



Indicators with Targets: Newcomer Women Speaking English

Indicators	Indicators (with Targets)
<ul style="list-style-type: none">• Amount of training completed• Test scores• Women report they are speaking more English every day	<ul style="list-style-type: none">• 80% of participants completed all 7 English training modules• 75% of participants achieved a consistent testing average of 80% or higher• Women report they are speaking more English every day



Indicators with Targets: Examples, Newcomer Women Speaking English

Anticipated Project Outcome	Indicators (with Targets)
<p>Newcomer mothers have improved English skills.</p>	<ul style="list-style-type: none">• 80% of participants completed all 7 English training modules• 75% of participants achieved a consistent testing average of 80% or higher• Women report they are speaking more English every day



Choosing Indicators

Choose indicators you
can manage.

Don't include too many
indicators: **one to three
per outcome** is enough.

Check: Are Your Indicators SMART?

—
Is each indicator:


Specific
Measurable
Achievable
Relevant/realistic
Timebound?




Double-Check:
Are Your Indicators **Time-Bound**?

Make sure to plan indicators that meet the timing of your reporting requirements.





Take Away

- ✓ Indicators show progress toward outcomes.
 - ✓ Targets can be attached to one or more indicators.
 - ✓ Choose 1-3 indicators for each outcome.
 - ✓ Ensure indicators are SMART.
- 





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