

# Programme Indicators : Roles & Responsibilities

## December 2017

### I. COUNTRY OFFICE LEVEL

#### Project Manager

During strategic planning phase of a project :

1. Consults Indicator framework and **list of indicators**, in addition to the **indicator reference sheets**.
2. **Includes** any relevant programme indicator in the project logframe.
3. **Plans** for necessary resources for indicator measurement.
4. Fills in the **contribution matrix (if no programme coordinator)**.
5. Clarifies **targets**, ensure that necessary **baseline** work is planned.

***Note:** a project can include indicators coming from the list of the “main” programme it is “attached to”, but also from other programmes, in the case of multi-sectoral projects (eg. Exploitation-migration)*

During project implementation

1. Participates in **data collection tool design** and/or contextualization.
2. Ensures that relevant and quality data is **collected** to feed into the programme(s) indicator(s) selected for the project as part of the M&E plan.
3. **Analyzes** the quantitative / qualitative data collected with the support of M&E staff. Explore **analysis questions** related to the indicators chosen (consulting the indicator reference sheets).
4. Contributes to the narrative programme **reporting** twice a year. Submits to the programme coordinator the report related to the indicators of the project that he/she is managing or to the delegate.
5. Ensures that the quantitative data is inserted in the **database**.
6. Discusses with programme coordinator about **feedback** received (or, if there is no programme coordinator, with the delegate in discussion with the Regional programme coordinator).
7. **Relays any question** to the Programme coordinator (or the delegate if there is no programme coordinator and interacts with the Regional programme coordinator).

#### Programme Coordinator

1. **Ensures all PM know** about the Programme indicators framework and that all projects consider the framework during strategic planning.
2. **Checks indicator selection** and ensures good understanding of the content of the indicator reference sheets. Ensures that the choice of the indicators is relevant and coherent, that there is enough resources planned to measure them.
3. Fills in the **contribution matrix**.
4. Ensures that **data collection, analysis** is done and **report** is drafted. Proceed to quality check of the data management process.
5. **Receives questions** from PM, shares them eventually with the delegate and the programme regional /HQ level and discuss about feedback
6. **Interact regularly with Regional Programme coordinator and with M&E manager/officer on any issue linked to Programme indicators (from data collection to data analysis and reporting)**.
7. **Documents** issues related to the programme indicators, Propose any adjustment.



8. **Participates** in lessons learned and review process.

## M&E manager – officer

### During strategic planning phase of a project :

1. **Advises** on the choice of indicators in the logframe and resource planning.
2. Helps programme staff in **understanding** indicator measurement modalities.
1. Includes programme indicator measurement in the wider **M&E plan** of the project.
2. Give advice to PM in establishing the target, planning for baseline.
3. **Relays any question** to the programme coordinator

### During project implementation

1. Advises on **data collection tool design** and/or contextualization.
2. Advises on data collection **methods**, assist or lead on the data collection process.
3. Gives **support for data entry**; Adjust local DtB to includes programme indicators.
4. Contributes to the **analysis** by exploring guiding questions in Indicator Reference sheet.
5. Ensures that data is of **quality**.

## Country Representative

1. Ensures that all programme staffs & Q&A staff **know** about the Programme indicator Framework.
2. Ensures that programme coordinator or by default the PM is **liaising** with Regional Coordinator or HQ on this matter, being informed all the time
3. Ensures that Programme Indicator Framework PoIF **is taken into account during strategic planning** of project and budget planning, and indicators included as deemed relevant in the project logframes.
4. Ensures that the **data is collected** according to Indicator Reference sheet guidance.
5. Ensures that **reporting** includes analysis related to Programme Indicators.
6. Follows up on **feedback mechanism** to ensure that HQ/regional level are providing suggestions, questions, inquiries and comments ; to ensure that field receives information on Direct indicators and opportunity to feedback on global programme report.
7. Ensures that issues, **recommendations, lessons learned** are discussed by the programme team (HQ and Regional level) with the programme coordinator (or PM).

## 1. Regional level

### Regional Coordinator

1. Ensures that all programme Coordinators, project managers in Country office and Q&A **staff know** about the Programme indicator Framework and provide technical guidance to new staff.
2. **Advice on programmatic direction** and **meaning** of the indicators related to the outcomes and objectives 2016-2020. Guide the project managers and/or programme coordinators in choosing the relevant indicators for their projects, Explain the indicator reference sheets to the teams if there is any doubt.
3. Provides advice on **how to contextualize** indicators locally, as well as data collection tools.
4. Ensures that the **contribution matrix is up to date**.
5. Ensures that PoIF is taken into account during **strategic planning** of project and budget planning, and indicators included as deemed relevant in the project logframes.
6. **Receives country reports, feedback, compile**. Use the data to provide programmatic advice.
7. **Send regional report** to HQ, discuss with HQ, feedback to countries.
8. **Address issues**, recommendations of country offices and relay any question, doubt, suggestion to HQ.
9. **Compiles lessons learned for the region**



## Regional advisors (Q&A, Wash, Protection)

1. Support the **development** of the PoIF (guidance, process, Indicators, measurement modalities, DtB).
2. Contribute **resolving issues** and answering questions coming from Country offices, Regional level and HQ.
3. Follow up on data quality : accompany if needed, data collection and analysis processes, especially for pilot indicators.
4. **Review and comment the programmatic report**
5. Participate **review – lessons learned process**.

## 1. HQ level

### Programme (technical advisor and Head of Programmes) team HQ DAH : Thematic specialists team

1. **Leads** on the **development** of the PoIF (definition of strategic objective, outcomes, indicators, approaches, measurement modalities). Ensure that programme indicators are SMART and relevant for the programmes.
2. **Ensures** that the PoIF is being **implemented** by Country offices, Regional level, and HQ.
3. Ensures that sufficient **resources** is being mobilized for programme level indicators measurement (cfr budget planning).
4. Ensures that the PoIF **contributes to the objectives stated** in the guidance.
5. Ensures that any **issues, question, comment are addressed** to adequately guide the country offices and regional level. **Manages the Helpdesk** function (single email serving as hotline for this matter).
6. Ensures **good communication** between Regional /HQ and Country level.
7. Provides **quality guidance and feedback**.
8. **Collects data for Direct indicators**, enter the data in the data base, analyse these and draft corresponding report, resorting to analytical guidance in the indicator reference sheet.
9. **Compiles programmatic report**.
10. **Documents issues and lessons** learned Participate in lessons learned, review process.
11. **Requests expertise** when needed (external, internal).

### Technical Division staff (Wash, Protection, M&E)

1. **Support the development** of the PoIF (guidance, process, Indicators, measurement modalities, DtB)
2. **Advises** on data collection methods and tools.
3. **Review and comment the programmatic report**
4. Follow up on data quality : accompany if needed, data collection and analysis processes, especially for pilot indicators.
5. **Contribute** in addressing issues and answering questions coming from Country offices, Regional level and HQ, by participating in the Helpdesk function.
6. Q&A : **Lead on review – lessons** learned process.

### Geo- Zones – DAH desks

1. **Participate the development** of the PoIF.
2. **Facilitate communication** between levels and functions. Are informed along the process.
3. **Review and comment the programmatic report**.
4. **Contribute** resolving issues and answering questions coming from Country offices, Regional level and HQ, by orienting to the Helpdesk function.

## 5. Q&A : Participate in review – lessons learned process.

In case of **disagreement**, project teams, programme coordinators, delegates and regional programme coordinators are encouraged to solve the issue through dialogue. Involving, first, Q&A staff at national, regional level (if any) or HQ level, who may help resolving the issue through provision of technical advice (about, for example, questions of feasibility, relevance of the indicators). If no agreement can be reached, then the Zone at HQ level can provide support to help finding a solution. As a last instance, the programme team at HQ level can be consulted.

**December 2017**