

Writing a Project Plan Part ONE:

# Developing Outcomes and Objectives



## Booklet 1

Sustainability for MBOs:  
Resource Books for Organizations

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This series of resource books on sustainability was written in response to the expressed needs of Membership Based Organizations (MBOs) of informal workers looking for a basic guide on operational practices and achieving sustainability. The project was initiated by WIEGO (Women in Informal Employment: Globalizing and Organizing), as part of the Inclusive Cities project, a collaboration of local/national MBOs of informal workers, international alliances of MBOs, and support organizations working together as partners to improve the situation of the urban working poor.

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## Overview

### Sustainability for MBOs: Resource Books for Organizations

#### The Booklets

There are currently five Booklets in the series:

1. **Writing a Project Plan Part ONE:  
Developing Outcomes and Objectives**
2. Writing a Project Plan Part TWO:  
Measuring and Sharing the Impact of Your Project Results
3. Writing a Project Plan Part THREE:  
Operational Planning and Activity-Based Budgets
4. Introduction to Proposal Writing
5. Transparent Financial Management for MBOs

Further books will be added to the series as funding allows. Check with [www.wiego.org](http://www.wiego.org) for updates.


#### The Aim


This series aims to assist leaders and managers of MBOs to build more sustainable organizations through strengthening administrative and financial management, as well as establishing more effective planning, monitoring and evaluation systems. The series will also look at issues related to fundraising.

## Using the Booklets


These resource Booklets provide ideas, guidelines and examples that will help decision-makers in your organization address project planning and some administrative systems in your MBO. You will find the following symbols throughout:

 **Tips:** Quick tips to apply to day-to-day operations.

 **Checklists:** Quick evaluation tools to make sure you're ready to move to the next step.

 **Examples:** Case studies and examples showcasing practical applications.

 **Definitions:** Clear descriptions of key words and terms.

 **Learning Activities:** Exercises to help you make the methods and strategies your own, or to help you teach them to others.

# Introduction

## In this Booklet

Booklets One through Three in this series form a basic guide to writing project plans using the *Logical Framework Approach* (LFA). This method is used in many international organizations, and is usually the designated format for describing a project. Included in this Booklet are learning activities designed to guide your group through the process of describing the Objectives and Outcomes of your project within a Logical Framework Project Planning Matrix, also known as a Log Frame. Booklet Two will cover Indicators, Means of Verification and Assumptions (which will form the basis for Monitoring, Evaluation, and Risk Management Plans); and Booklet Three will cover Inputs, Outputs and Activities (which form the basis for the project's budget).

The Logical Framework Approach is not only an effective planning methodology, but has become the most common way for partners in development practices to communicate with each other about their project plans. If you cannot describe your planned project using a Log Frame (Project Planning Matrix), you reduce your ability to effectively communicate your intentions with potential funding partners and other stakeholders.

## Don't Put the Cart Before the Horse: Plan First, Fundraise Later!

Because of the time you've spent listening to and working with your members, you know about the problems they face in their day-to-day lives. Because of your experience, you have a good idea of how to address these issues. Because you know the limitations placed on your organization, you can choose an intervention that fits within its mandate and ability.

In short, you know what problem to solve, and how to solve it. A good Project Plan is going to be able to convince anyone that your solution will work effectively. A thorough Project Plan will prove that your assessment of the situation is valid. It will test your assumptions about what needs to be done. A Project Plan is going to contain information regarding exactly what

resources you will create for your members, how many people you will be able to reach, and how much it's going to cost to do it.

A Project Plan is also going to be a powerful tool to communicate with partners and stakeholders who may not have the knowledge and experience that you do. If you need help from partners—financial or otherwise—to accomplish the change that your project seeks to make, you will need to be able to tell your story clearly, to prove that the need you have identified is significant, and that your project is likely to succeed in meeting that need.

### **Tip**

Often organizations are tempted to create projects in response to a call for proposals from a funding agency. However, effective Project Plans begin by focusing on the needs of your members. Starting with a solid Project Plan will lead to better funding proposals with a higher likelihood of success (using your Log Frame in funding proposals is covered in more detail in Booklet Four).

## Why Use the Logical Framework Approach?

The Logical Framework Approach is a project-based method that has become the international standard for the planning and design of development projects. It's a good matrix for organizing information and is commonly understood.

The Logical Framework Approach allows representatives from all levels of your organization to contribute their experience and ideas to project planning. It's a problem-based process with change (in either condition or behaviour) as the goal. The Logical Framework Approach allows for clear timelines and workloads for your MBO staff, and for consideration of all stakeholders and their interest in the project action and/or Objectives. Finally, working through this process allows for a logic check: the finished Matrix allows project planners to see at a glance that project Activities support the Objectives.

## How Does the Log Frame Approach Work?

### **Definition**

#### **Logical Framework or Log Frame (LF)**

refers to the document resulting from the process.

#### **vs. Logical Framework Approach (LFA)**

refers to the planning methodology.

There are many variations to be found to the traditional Logical Framework Approach, but generally there are seven steps:

1. Participant Analysis (also referred to as Participation Analysis)
2. Problem Analysis
3. Objectives Analysis
4. Alternatives Analysis
5. Defining the Project Elements
6. Assessment of Assumptions (to be covered in Booklet Two)
7. Developing Indicators (also to be covered in Booklet Two)

Steps one through four will lead your planning team through the process of analyzing the situation in which your project will take place (a contextual analysis), and steps five through seven will guide the process of designing the project.

## Definition

### Project Elements

These terms will be referred to often in the pages and Booklets to follow. They are the major elements that make up a Project Plan and/or a Log Frame. Examples of these elements will be included as the concepts are introduced, but this introduction would not be complete without a basic inventory of the terminology.

**Target Group (also known as [a.k.a.] Direct Beneficiaries):** The group of people that your project will provide direct benefit to. For an MBO, this is probably your members.

**Indirect Beneficiaries (a.k.a. Beneficiaries – differentiated from ‘Target Group’):** The group of people that will benefit from your project, but who have not been directly targeted by the project action. For example, if your members are the Target Group, and your project supports your members to increase their livelihoods, then the families of those members would also benefit indirectly.

### Tip

The language used in the Logical Framework Approach is technical, and you will want to use it to be clear with other external parties who speak this same language. However, we don't recommend you make a practice of speaking of or to your members as “Beneficiaries” or “Target Groups.” Unless you're calling them by their given names, “members” will do just fine!

### **Overall Objective (a.k.a. the Project Aim or the Development Goal):**

A description of the behaviour change you expect to see in your Indirect Beneficiaries as a result of achieving your project Objectives. This is the overall aim of your project. There is usually one Overall Objective.

### **Immediate Objective (a.k.a Specific Objective, or Project**

**Purpose):** A description of the behaviour change you expect to see in the Target Group as the result of your project action. There is usually one Immediate Objective.

**Outcomes (a.k.a. Expected Results or Results):** These are descriptions of expected changes in condition that your project will achieve in order to reach the project Objectives.

**Outputs:** Resources created by the project in order to achieve the Outcomes.

**Inputs:** The raw materials needed to carry out the Activities and achieve the Outputs. These will include anything with an associated cost.

**Activities:** The list of things your organization will do to achieve the Outcomes/Results and Outputs.

# LFA Step 1: Participant Analysis

Your project action will not take place in a vacuum, but rather in a community where there are many competing and complementary interests at play. In order for your project to achieve lasting change, it must meet the needs of this community as well as the needs of your Target Group. A Participant Analysis allows your team to have a thorough look at all of the potential players that could affect your project—negatively or positively—and to gain a better understanding of the project community's issues. Where these influences have the potential of affecting your project's success in a significant way, strategies to avoid problems will be included in your Project Plan.

## Definition

### Participants

*Participants* can be groups or individuals, including the Target Group and Beneficiaries, as well as any other stakeholders that may be affected by the project, such as government officials or community members.

## Learning Activities

### Conducting a Participant Analysis

**Step 1:** With your planning team, make a list of all possible participants. This list will include anyone that has an interest in your project—either negative or positive.

**Step 2:** Prioritize this longer list of participants. Among your planning team, decide on the 6 – 10 participants who could potentially have the most significant impact on your project's success.

**Step 3:** Conduct a more detailed analysis of your prioritized participant list by filling out the following table.

Participant	Problems	Interests	Potential	Linkages
[name the group or individual]	[describe any significant problems being faced by this participant]	[describe the main interests and needs of the participant, and try to do so from their point of view]	[describe the greatest strengths and weaknesses of this participant]	[describe any conflicts, or history of collaboration, or dependency that this participant has either with your organization or with other groups]

At the end of this process your team will have a more complete idea of who needs to be consulted as part of your project planning.

## Tip

Many organizations have preferred to conduct the Participant Analysis a little later in the LFA process—particularly when the project you are planning represents only a fraction of your organization's activities and influences. When this is the case, your planning team might want to consider conducting the Participant Analysis after the boundaries of the project have started to take shape, which is usually after the Alternatives Analysis Step.

## LFA Step 2: Problem Analysis

What is the problem that your project seeks to solve? A Problem Analysis is a way of thoroughly exploring the problems facing your Target Group. The problems are not considered on their own, but as part of a complex web of causes and effects. Creating a *Problem Tree* will give your planning team a visual guide for exploring these relationships and interconnections.

### Tip

In order for the Problem Tree to be as useful and reliable as possible, it's important to include representatives from all levels of your organization in the process of creating it, including your members, or at the very least some of the key member leaders.

### Learning Activities

#### Making a Problem Tree

The goal of the Problem Tree is to identify a *Focal Problem* and an Objective for your project. This activity should be conducted with representatives from all levels of your organization, from administrators to frontline workers. You will be writing statements on cards (roughly one third of a letter-sized paper or a recipe card), and placing them on a wall chart that should be approximately 3' high by 4' wide. You will need to set aside at least two hours to carry out this activity.

### Tasks

1. Define the *Focal Problem*. This is a negative statement. It should be specific and based on experience—and from the perspective of the Target Group. What would the members of your MBO describe as the most significant problems in their lives?

The Focal Problem doesn't have to be the most important problem in need of solving. Rather, it is a problem that the team can agree on, which will become the starting point for developing your Problem Tree.

#### Rules for Problem Statements:

- Write the statement as a negative.
- Use as much real information as you can, backed with as much evidence as possible.
- Stick with what you know: Use problems that have been identified through things like needs assessments, focus groups, interviews, and desktop research.
- Avoid using a 'lack of' something as a problem wherever possible (Example: "There is a lack of food" should read more like: "We/They are hungry").
- Don't use problem statements that narrow the focus by suggesting a solution. For example, "no Internet access" suggests that providing Internet access is the solution, whereas "women are not aware of government programmes" opens up the problem to more possible solutions (of which Internet access might be one).

2. Discuss the Focal Problem with your team. Ensure that everyone agrees on the problem statement, and that it's clear. Write the Focal Problem on a card and place it in the middle of your 'chart' area.



3. Begin to explore the cause and effect relationships around the Focal Problem. What causes have led to this problem? What are the effects of the problem on the lives of your Target Group members and Beneficiaries? Write each cause and effect on a separate card, placing causes below a problem and effects above.

### Example

#### Repairing a Broken Problem Statement

As mentioned in the rules above, it's important to avoid writing a Problem Statement that suggests a solution. To follow are some examples to illustrate this point.

✗

No internet access

No taps

Lack of food

Lack of money

✓

No access to government information

No potable water

Hunger

Not able to meet the basic needs of their family

### Tip

- Avoid repeating a cause or effect. Rather, link a single cause to more than one problem.
- Make sure all problems, causes, and effects are real, based on experience and/or knowledge, and that they have a significant impact on your Target Group.
- Be as specific as possible.

4. As your Problem Tree grows, begin to consider the interdependencies of the problems, causes and effects that are accumulating. On the chart, working from the bottom-up, check that the relationships between causes and effects make sense, and sketch in the connections lightly with a pencil.
5. Cluster related statements, and adjust the level of placement according to any hierarchy that develops.
6. Continue to review the logic to make sure that the cause and effect relationships make sense.
7. When the Problem Tree is complete and the final logic check has been done, draw permanent lines between the cards to further delineate the hierarchy of problems, causes and effects.



## Example

### Building a Problem Tree around a Focal Problem

In this example, a non-profit working with informal agricultural women workers constructs a Problem Tree. Based on their on-the-ground knowledge from daily interactions with their Target Group, they identified and agreed on the following Focal Problem:

**Women don't have enough income to feed their families.**

The group decided that this Focal Problem would not work because the mention of 'feeding their families' suggested the solution of providing nutrition, when, in fact, the problem was much more complicated than that. So, after further discussion, the Focal Problem was changed to:

**Women can't meet the basic needs of their families.**

Once this Focal Problem was written on a card and placed in the center of the work area, the group began to work on causes and effects that surrounded this problem. The resulting Problem Tree is pictured on the facing page.

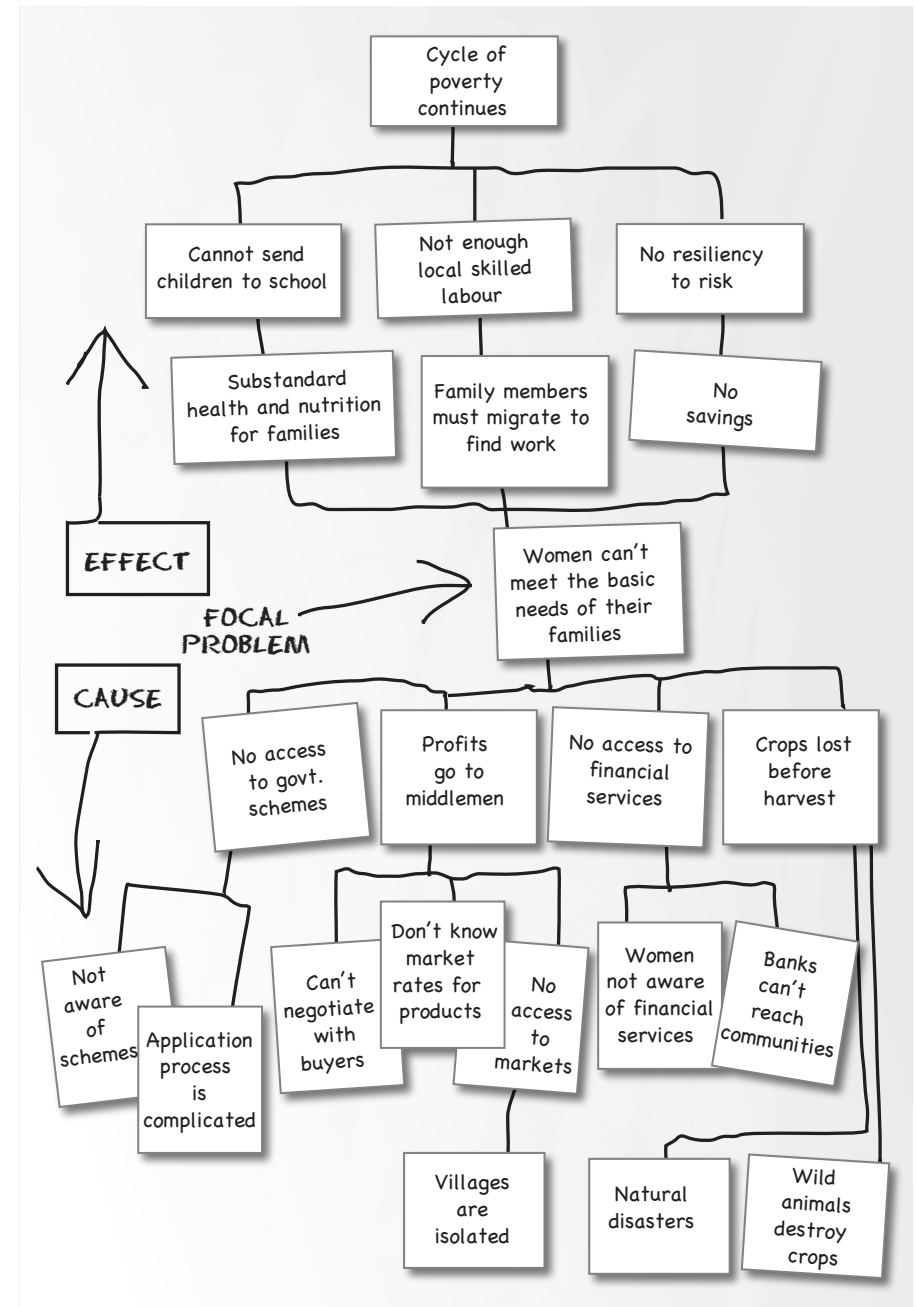
The causes for the Focal Problem were written directly below and the effects directly above. From there, as further cause and effect relationships were explored, the tree grew to include a complicated hierarchy of problems. This was done by asking the question 'why?' in response to each problem, cause or effect as follows:

Women have no access to government social security schemes.

Why? Because...

The women are not aware of the government schemes  
...and...

The application process for government schemes is complicated and time consuming



# LFA Step 3: Objectives Analysis

## Learning Activities

### Turning the Problem Tree into an Objectives Tree

Once the Problem Tree is complete, it can be replaced by an Objectives Tree that will provide the foundation for your Log Frame. As Problems become Objectives, cause-effect chains (one thing causing another to happen) become means-end chains (we do this to achieve something else). You'll need to set aside at least two hours to carry out this activity.

1. With a new colour of card, turn each statement in your Problem Tree into a positive statement, as if it has already occurred. These Objective statements should be positive, realistic and desirable. For example:

The Problem...	...becomes an Objective
Women farmers are not aware of government social security schemes.	Women are aware of government social security schemes.
Women farmers do not have the ability to expand their businesses.	Women farmers are able to expand their businesses through access to microfinance.
Women are losing profits to middlemen.	Women have access to direct market linkages.

2. Not all Objectives result from a simple reversal of a Problem Statement, as with the example on page 13. Take, for example, the Problem Statement:

***Natural disasters (floods and extreme weather events) damage crops***

Since natural disasters are out of the project's control and are ultimately unpreventable, simply stating that the problem will be eliminated or reversed is an ineffective solution. The Objective Statement needs to fit logically in the means-end chain, while remaining realistic. As such, the following Objective Statement could be chosen by the planning team:

***Strategies are in place for responding to damages caused by severe weather events***

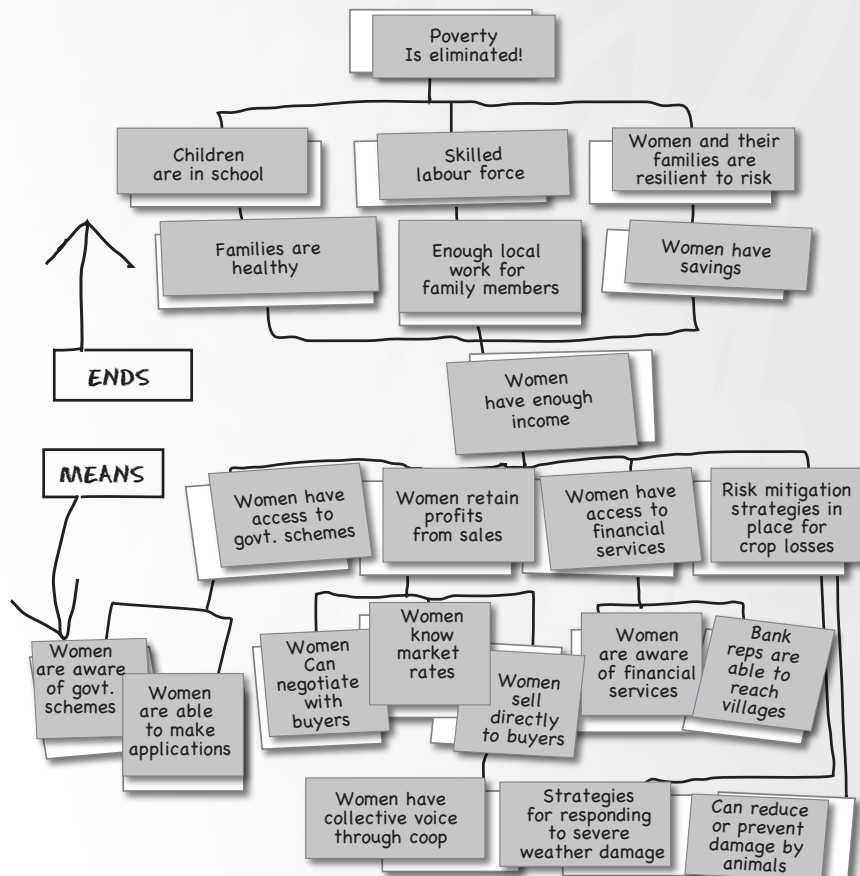
In this way, the Project Plan will include measures to reduce these problems to the extent that it can.

3. As Problems become Objectives, cause-effect relationships become means-end relationships. During this process it may be necessary to add or delete cards in order to maintain the logic of your objectives tree.

## Example

### The Problems Facing Informal Agricultural Workers are Transformed into Project Objectives

Here we return to the example of the non-profit considering the problems of informal agricultural workers. The diagram below illustrates the results of transforming their Problem Tree (as depicted on page 13) into an Objectives Tree.



## LFA Step 4: Alternatives Analysis

The Problem Tree and the resulting Objectives Tree began with a single Focal Problem. As mentioned above, this Focal Problem is not meant to represent the most significant issue on the table; but rather a starting place for your planning team's discussion of Problems and Objectives.

In fact, when the Objectives Tree nears completion as in the preceding example, any one of the cards—each of which now contains a potential Objective—could be the starting point for a Project Plan. The network of connecting means-end branches of the Tree represent many alternative paths connected to a similar goal or aim.

Chances are, if your Problem Analysis and Objectives Analysis were thorough, the resulting network of problems and solutions would require a project that is too large for most MBOs and NGOs to take on. The Alternatives Analysis will guide your project planning team in identifying several smaller projects within the Tree and in deciding which should be a priority.

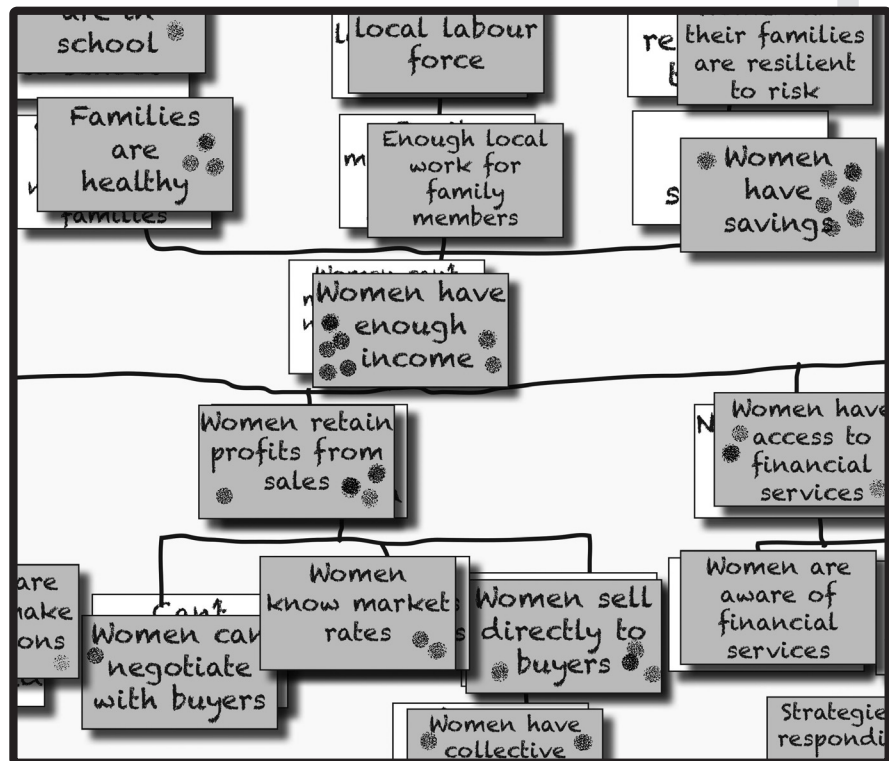
### Learning Activities

#### Conducting an Alternatives Analysis

##### Step 1

Return to your Objectives Tree, and ask your group to identify the Objectives that are:

- a high priority for your Target Group
- a good fit for your organization's mandate and mission



One way to rank the Objectives is by using stickers or dots. Give each member a fixed number of stickers (or, where stickers are not available, assign a certain number of dots that can be made using a marker) — around three to five dots for each member of the team. The individual participants can then rank the Objectives by marking them with dots<sup>1</sup>. If one Objective is particularly important, individuals should feel free to apply more than one dot from their quota in the same place. When all the dots have been applied, the team will have new information to guide them towards possible starting points for the Alternatives Analysis.

<sup>1</sup> This technique is called a 'Dotmocracy' exercise.

## Step 2

With the new information supplied by the ranking process, the group can now identify a few alternative means-end branches (minimum three) to explore as the basis for potential project approaches. Using the connecting lines as guides, start to group clusters of Objectives together into smaller projects. Eliminate any Objectives that are obviously undesirable or unattainable. For clarity's sake, give each approach a temporary name.

## Step 3

Establish a criterion and assess the alternatives identified in Step 2. The criterion that guides this process can be based in part on generic criterion, and in part on criterion that your planning team identifies as a priority. Some possible criterion could be selected from the list below (but your team may want to add other items particular to your area of work):

- Total Cost: At a glance, is the potential cost of this project a size that your organization can manage?
- Benefits: What benefits will the project deliver directly to the Beneficiaries, including the Target Group?
- Likelihood: Based on experience and research, how confident are the planning team members that the Objectives (both Immediate and Overall) can be reached?
- Social Risks: Could the project action negatively affect conditions in the target community such as social, domestic, political, etc.?
- Sustainability: Will the Target Group themselves have the tools to maintain the project benefits after the project ends?
- Cost Effectiveness: Does the project have the potential to be cost-effective and/or more cost-effective than alternative solutions?
- Organizational Capacity: Does your organization currently have the capacity to carry out the project, or will you have to increase your capacity (additional staff, equipment, etc.)?

- Experts: Will your project create a need for technical assistance or other third party consultants?
- Gender Issues: How does your project address gender issues, particularly as they affect the lives of girls and women?
- Socio-Cultural Issues: How well does your project address social or cultural barriers that contribute to the underlying problem your project seeks to solve?
- Local Interest: Are the people living and working in the project area (including Beneficiaries) motivated to make the change your project seeks to make? How motivated will they be to take part?
- Environment: What effects (positive or negative) will your project have on the environment?
- Expansion: Is the project going to be scalable (does the project have the potential to expand post-project), and/or will the project be replicable in another setting or with another group or by another organization, etc.?
- Innovation: What is new or different about your solution? Will you use a unique approach or technology to replace a traditional development approach?

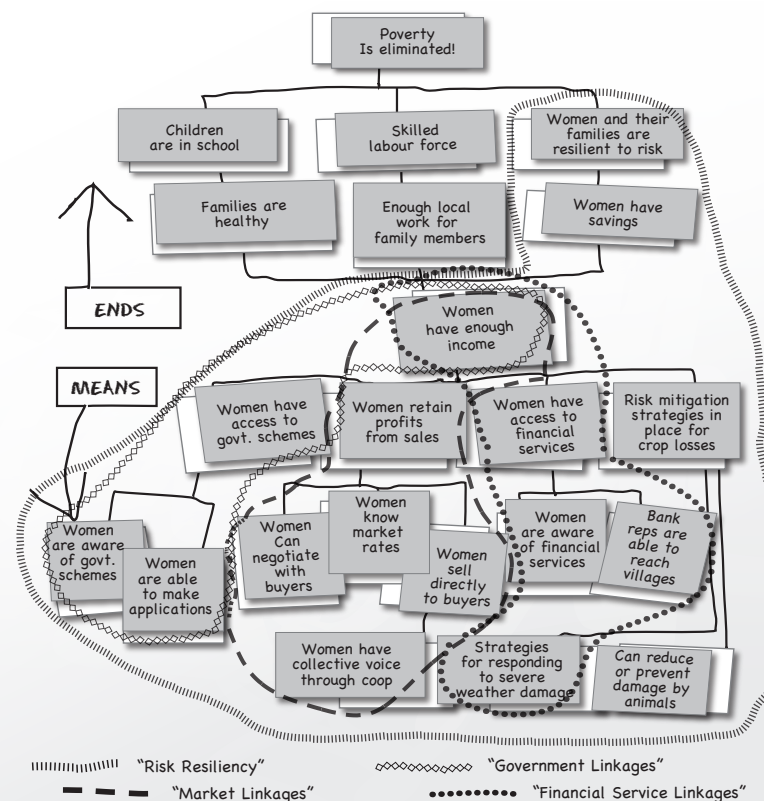
The criterion that applies to your project can form the basis for a ranking table to use in the Alternatives Analysis. A quick Internet search will produce many examples of potential Alternatives Analysis formats—from the very simple to the extremely complicated. Many ranking systems can be used, from a very simple high/low or +/- ranking system, to actually assigning a complex currency value or by using qualitative information in each category. A thorough review of these options is beyond the scope of this Booklet. Your group will need to choose a ranking system that works for you, and a simple approach is recommended for starters.

## Example

### Using Your Objectives Tree to Conduct an Alternatives Analysis

In order to further demonstrate the process of the Alternatives Analysis, this example returns to the informal agricultural women workers' project referred to earlier.

The planning team identified four alternate project approaches from their Objectives Tree: 1) Market Linkages; 2) Government Linkages; 3) Financial Service Linkages; and 4) Risk Resiliency.



The team then created the following table in order to conduct the Alternatives Analysis; with the number 1 representing the lowest score and 4 the highest:

Criterion	Market Linkages	Govt. Linkages	Financial Service Linkages	Risk Resiliency
Affordable for Organization	2	3	4	1
Benefits to Beneficiaries	3	1	2	4
Sustainable by Target Group after Project	3	4	2	1
Fits Within Organizational Capacity	2	4	3	1
Need for Experts to Complete	2	1	4	3
Addresses Gender Issues	4	2	1	3
Addresses Environmental Issues	3	1	2	4
Addresses Social and/or Cultural Barriers	3	2	1	4
Scalable or Replicable	3	2	4	1
Innovative Approach	3	1	2	4
<b>Total Score</b>	<b>28</b>	<b>21</b>	<b>25</b>	<b>26</b>

In this case, the planning team chose a simple ranking from 'least' to 'most', and worded their criteria accordingly. For instance, after discussion the team agreed that the Risk Resiliency alternative was the least affordable for the organization, so it received a ranking of '1', while the Financial Services alternative was the most affordable for the organization and therefore received a score of '4'.

Based on this ranking system, the Market Linkages alternative scored the highest. However, the planning team decided that, based on their experience, the Risk Resiliency alternative—which scored a close second—should still be considered the top option. Despite the low ranking in affordability, the group decided that this integrated approach would be the most effective; and that a targeted fundraising campaign would offset some of the cost.

## LFA Step 5: Defining the Project Elements

In this step of the LFA process, your planning team will use the Objectives Tree as a source for a list of Objectives and Outcomes. These will be the foundation for your finished Log Frame. First, the project elements will be sketched in using the Objectives Tree as a source, and then each element will be enhanced using S.M.A.R.T. principles.

### Tip

One way to understand the components of the Log Frame is to look at who the Elements affect:

The Project Element	The Actor
Overall Objective	All Beneficiaries, both direct and indirect
Immediate Objective	Direct Beneficiaries
Everything else (Outcomes, Results, Activities, Outputs, etc.)	Project actors (the MBO or NGO—you!)

It's essential to keep these relationships in mind when drafting Objectives and Outcomes. For example, if an Objective is worded to reflect a behaviour or action on the part of the MBO, it must be reworded to describe the specific behaviour change for the Target Group and/or Beneficiaries.

For example, an Immediate Objective that reads:

***By 2018, training will be given to 1,000 street vendors in community 'X' regarding how to access government programmes.***

needs to be edited to describe the change in the Target Group's behaviour:

***By 2018, 1,000 street vendors in community 'X' will be aware of how to access to government programmes.***

## Identifying Outcomes

Outcomes are the changes in condition that your project delivers in order to benefit your Target Group. These changes can include things like increases in the availability of tools and resources, increased awareness, or better access to crucial information and services.

### Example

Focusing on the group of Objectives selected in the Alternative Analysis, the project planning team identified cards that describe a benefit being delivered to the Target Group. Using the 'Risk Resiliency Project' as an example, the following cards describe the benefits being delivered:

Informal agricultural workers **have access to government schemes.**

Informal agricultural workers **have knowledge of current market rates for their produce.**

Informal agricultural workers **have access to financial services.**

Informal agricultural workers **have collective bargaining power through membership in producers' cooperative(s).**

Each of these describes a change in condition that will be created for the Target Group through the project's Activities. Therefore, each of these could be an *Outcome*.



## Identifying Immediate Objectives

In review, an Immediate Objective is defined as the description of a change in behaviour within the Target Group brought about by the project Outcomes.

Following from this, the relationship between Outcomes and Objectives is similar to the one between cause and effect. Because your organization created a change in condition (as described in the Outcomes), the Target Group is able to change their behaviour:

Because the project has provided...	The Target Group is now...
...access to government social security schemes	...demonstrating resiliency to risks associated with injury and poor health
...producers' cooperatives	...negotiating directly with buyers
...knowledge of current market rates for produce	...able to demand a fair price for their goods
...access to financial services	...saving money and investing in their businesses through microfinance

What the project provides are *Outcomes*. What the Target Group does with the Outcomes becomes the Immediate Objective.

### Example

A project can have several Outcomes; but all of them will contribute to a single Immediate Objective. Referring back to the 'Risk Resiliency Project', it's not difficult to see how the actions of the Target Group described in the table above can be summed up into one Immediate Objective:

***Informal agricultural women workers have enhanced their livelihoods and resiliency to risk through collective bargaining, direct market linkages, and access to financial services.***

## Identifying Overall Objectives

Just as the Outcomes 'cause' the Immediate Objective, the Immediate Objective 'causes' the Overall Objective<sup>2</sup>. The chain reaction of Outcomes to Objectives here continues as the behaviour of the Target Group (as described in the Immediate Objective), influences the behaviour of the Beneficiaries.

<sup>2</sup> Within the cause-effect relationships of the project elements of LFA, it's important to also consider countervailing forces, or external conditions over which the MBO has no control. These will be discussed further as 'Assumptions' in Booklet 2 in this series.

## Example

Keeping in mind that the Overall Objective refers to a change in the behaviour of indirect Beneficiaries (excluding the Target Group), any and all of the following are being indicated as potential Overall Objectives for the 'Risk Resiliency Project'.

*Children are able to attend school.*

*The need for migration to find work decreases.*

*Workers have better access to healthcare.*

A potential Overall Objective for the project could include all of these elements as follows:

***The families of informal agricultural workers have higher household incomes and an improved quality of life.***

## Tightening up Your Project Elements: The 4 Ws

Now that your project planning team has identified some basic Project Elements, you can begin the process of bringing them up to an acceptable Log Frame standard, which you will eventually test using the S.M.A.R.T. principle.

## Tip

When you write your Project Plan, keep the audience in mind. Imagine a reader that has never visited the location of the project, and has limited knowledge of your organization and the Target Group. While it's important to be as brief as possible, it's also important to give enough information so that your Project Plan will make sense to anyone.

The process of writing the Log Frame document now begins, as each project element is polished until it answers the following questions:

- **When** will this happen, or when will it happen by?
- **What**, exactly, is the change in condition or behaviour?
- **Who**, exactly, (including the number of individuals) is affected?
- **Where** will it take place?

The answers to these questions, in many cases, will be based on your needs assessments, research, experience, and any other consultation with the Target Group that's been done in preparation for creating the Project Plan. Based on that evidence, you will be able to edit each of the project elements to clearly describe what will be achieved.

## Example

The 'Risk Resiliency Project' planning team drafted the following Immediate Objective:

***...The families of informal agricultural women workers have higher household incomes and an improved quality of life...***

This statement needs to be reshaped in order to include the 4 Ws:

**When:** By December 2018 (the end date of the project)

**What:** Higher household incomes and an improved quality of life

**Who:** 10,000 people (who are the families of the 2,500 women informal agricultural workers that make up the Target Group)

**Where:** 10 villages [list the names of the villages] in District A

With this enhanced information, the new Overall Objective will read:

***By December 2018, 2,500 households in 10 villages of District A—representing 10,000 individuals—have higher household incomes and improved quality of life.***

By the same process, the Immediate Objective from the same project is transformed from:

***Informal agricultural women workers have enhanced livelihoods and resiliency to risk through collective bargaining, direct market linkages and access to financial services.***

to

***By December 2018, 2,500 informal agricultural women workers in 10 villages of District A, have enhanced livelihoods and resiliency to risk through collective bargaining, direct market linkages and access to financial services.***

Now you can follow the same process for all project elements, including the Outcomes.

### Tip

There are many formats (sometimes referred to as a Project Planning Matrix) used by different organizations for Log Frame documents. Regardless of which one your organization uses, if your project elements are well-defined and well-written, they will be easily adaptable to any format.

## Writing S.M.A.R.T. Definitions

Now that your project elements have been rewritten, it's time to put them to the S.M.A.R.T. test.

### Definition

#### S.M.A.R.T.

This acronym describes the standard of detail to which all Objectives and Outcomes should be written. Though there are some variations in what the letters stand for, generally your project elements must be written to include the following qualities:

**Specific:** The reader must know exactly to what or whom the Objectives and/or Outcomes refer.

**Measurable:** It must be possible to measure the change in condition described in the Outcomes and the change in behaviour described in the Objectives.

**Attainable:** It must be reasonably likely that the Objectives and Outcomes are attainable or achievable given your organization's resources, expertise and experience.

**Relevant:** The Objectives and Outcomes must be relevant not only to the needs of the Target Group, but to the mission and vision of your organization as well.

**Timely:** A timeframe must be indicated. Often this is expressed as a date by which each Objective and Outcome will be achieved.

## Checklist

### How S.M.A.R.T. is This?

Go through the following checklist for each of your project elements—they are not complete until each of them meets all these requirements:

S.M.A.R.T. component		Immediate Objective	Overall Objective	Outcome 1	Outcome 2	(etc.: one column for each Outcome)
Specific	It's clear exactly who and how many people will be affected.					
	A change in behaviour is clearly described for Objectives.					
	A change in condition is clearly described for Outcomes.					
Measurable	It's possible to measure the change in condition or behaviour described.					
Attainable	Our organisation has the resources and experience to achieve the Outcomes.					
	It's highly likely that the Target Group will be willing and able to achieve the Immediate Objective once the Outcomes are achieved.					
	We know we can reach the Target Group numbers and locations specified in the Project Plan.					
Relevant	The project is a good match for our organisation's mission and/or mandate.					
	The project element is in line with the needs expressed by the Target Group.					
Timely	The timeline for achieving the project element is clearly stated and reasonable.					

## Example

### Using a Project Planning Matrix to Write Your Log Frame

In this example, the planning team begins to enter the Risk Resiliency Project into a standard Project Planning Matrix. In this format, the Activities will be listed on a separate document with a separate Activities Worksheet for each Outcome (this process will be covered in detail in Booklet Three).

Project Elements	Indicators	Means of Verification	Assumptions
<p><b>Overall Objective:</b></p> <p>By December 2018, 2,500 households in 10 villages of District A—representing 10,000 individuals—will have higher household incomes and improved quality of life.</p>			
<p><b>Immediate Objective:</b></p> <p>By December 2018, 2,500 Informal agricultural women workers in 10 villages of District A will have enhanced their livelihoods and resiliency to risk through collective bargaining, direct market linkages and access to financial services.</p>			
<p><b>Outcomes:</b></p> <p>1.</p> <p>By 2018, 2,500 Informal agricultural women workers in 10 villages of District A have access to government social security schemes.</p>			

2. By 2018, 10 member-led producers' cooperatives will be effectively representing and serving a membership of 2,500 informal agricultural women workers in each of 10 villages of District A (250 members in each village).			
3. By 2018, 2,500 Informal agricultural women workers in 10 villages of District A will have access to market linkages.			
4. By 2018, 2,500 Informal agricultural women workers in 10 villages of District A will have access to financial services.			
5. By 2018, 2,500 Informal agricultural women workers in 10 villages of District A will have awareness of risk mitigation strategies to counteract or reduce damages to crops caused by natural disasters.			

The *Indicators and Means of Verification* will form the foundation of your Monitoring and Evaluation Plans, and will be discussed in detail in Booklet Two.

Assumptions will form the basis for your Risk Register, and will also be discussed in detail in Booklet Two.

Inputs will become the foundation for your Project Budget, and will be discussed in detail in Booklet Three.

## Conclusion

What you have in your hands now is a Log Frame that is well on its way to completion. As mentioned above, Booklets Two and Three will walk your team through not only completing the Project Planning Matrix, but also a Project Budget, Monitoring and Evaluation Plan, and a Risk Register.

Project planning using the Logical Framework Approach needs to be flexible. Keep in mind that as you refine the plan it will continue to adjust and alter. Expect that the work you have done so far will change as it becomes finalized. As you will learn in Booklets Two and Three, development of detailed monitoring and risk-readiness strategies can often lead to the addition of new Activities and related expenses to the overall Plan.

Remember that when making decisions about which problems to focus on for development with the Logical Framework Approach, you'll need to refer back to the needs and desires your members have already expressed, and — ideally — ensure that there is active participation of member leaders in the project planning process.

Finally, please look to Booklet Three for an evaluation format to test the validity of your completed Log Frame.



**About WIEGO:** Women in Informal Employment: Globalizing and Organizing is a global research-policy-action network that seeks to improve the status of the working poor, especially women, in the informal economy. WIEGO builds alliances with, and draws its membership from, three constituencies: membership-based organizations of informal workers, researchers and statisticians working on the informal economy, and professionals from development agencies interested in the informal economy. WIEGO pursues its objectives by helping to build and strengthen networks of informal worker organizations; undertaking policy analysis, statistical research and data analysis on the informal economy; providing policy advice and convening policy dialogues on the informal economy; and documenting and disseminating good practice in support of the informal workforce. For more information see [www.wiego.org](http://www.wiego.org).



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