Writing a Project Plan Part TWO:

Measuring and Sharing the Impact of Your Project Results

WIEGO

Women in Informal Employment
Globalizing and Organizing

Booklet 2

Sustainability for MBOs:
Resource Books for Organizations

Table of Contents

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.

Acknowledgments

Thank you to the many workers, organizers and their organizations that contributed, directly or indirectly, to the production of this series of Booklets. Special thanks are due to Davine Thaw who contributed many hours imparting her deep knowledge of the Logical Framework Approach to WIEGO and its partner organizations around the world; and to WIEGO's partner organizations Asiye eTafuleni (AeT) and the Self Employed Women's Association, Delhi (SEWA Bharat) for allowing us to share their planning processes in order to illustrate the instructions written herein. Last but not least, sincere thanks to The Bill & Melinda Gates Foundation for their generous support.

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 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 forums, and is usually the designated format for describing projects. Booklet One in the series covered the process of describing the Objectives and Outcomes of your project within a Logical Framework Project Planning Matrix. This Booklet acts as a guide to the completion of the Matrix begun in Booklet One, through developing Indicators and Means of Verification (which will form the basis for your Monitoring and Evaluation Plans), and Assumptions (which will form the basis for your Risk Register). Booklet Three will cover Inputs, Outputs and Activities (which form the basis for the Project 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), then you reduce your ability to effectively communicate your intentions and plans with potential funding partners and other stakeholders.

LFA Step 6: Assumptions

This section begins where Booklet One left off: with a partially completed Log Frame Project Planning Matrix (PPM) containing Objectives and Outcomes. The next step in the Approach is drafting the *Assumptions*.

Assumptions refer to conditions that are necessary for the success of your project, but which are beyond the control of your organization. You may enter as few or as many Assumptions as necessary for each Project Element. Within the Log Frame, Assumptions are stated as positive conditions, and as if that condition is already in place: You're assuming that these favourable conditions will exist so that your project can proceed.
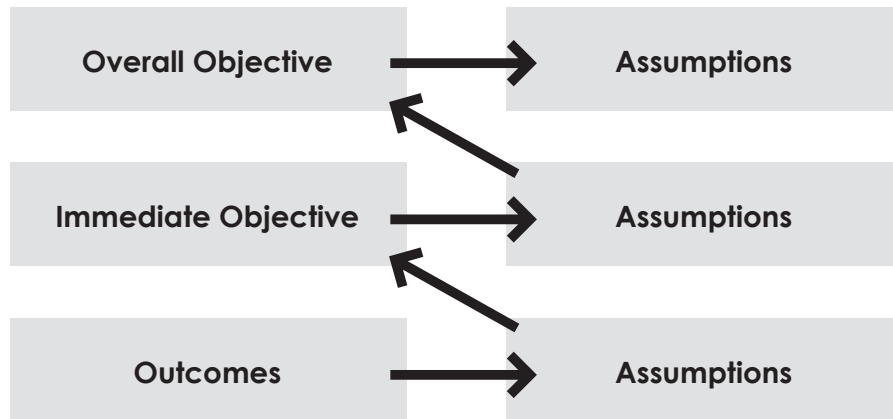
💬 Example

In Booklet One, the Risk Resiliency Project was used to illustrate the formulation of Outcomes and Objectives. When the project planning team added Assumptions to the PPM, the result was as follows:
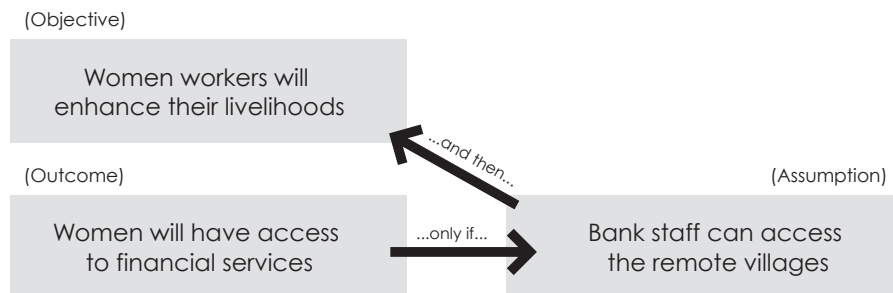
Project Elements	Assumptions
Overall Objective: By December 2018, 2,500 households in 10 villages of District A—representing 10,000 individuals—will have higher household incomes and improved quality of life.	None
Immediate Objective: By December 2018, 2,500 Informal agricultural women workers in 10 villages of District A will have enhanced livelihoods and resiliency to risk through collective bargaining, direct market linkages and access to financial services.	Market prices for products will stay at or above 2013 levels. Market demand for products will stay at or above 2013 levels. Sufficient crops are harvested to make up for any losses caused by natural disasters.

Outcomes:	Assumptions (continued)
1. By 2018, 2,500 Informal agricultural women workers in 10 villages of District A have access to government social security schemes.	Local government officials process the applications for services in a timely fashion.
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).	Women are willing to miss work to attend meetings. Women are able to travel to meetings. Women understand the value of membership in a producers' cooperative.
3. By 2018, 2,500 Informal agricultural women workers in 10 villages of District A will have access to market linkages.	Women are no longer compelled to use middlemen to sell their products.
4. By 2018, 2,500 Informal agricultural women workers in 10 villages of District A will have access to financial services.	Bank staff is able to access remote villages (roads will not be washed out by floods).
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.	None

Assumptions as they appear in the matrix work in two directions—both on the project element in the same row, and in between levels of progression up the matrix (from Outcomes to the Immediate Objective; and from the Immediate Objective to the Overall Objective).

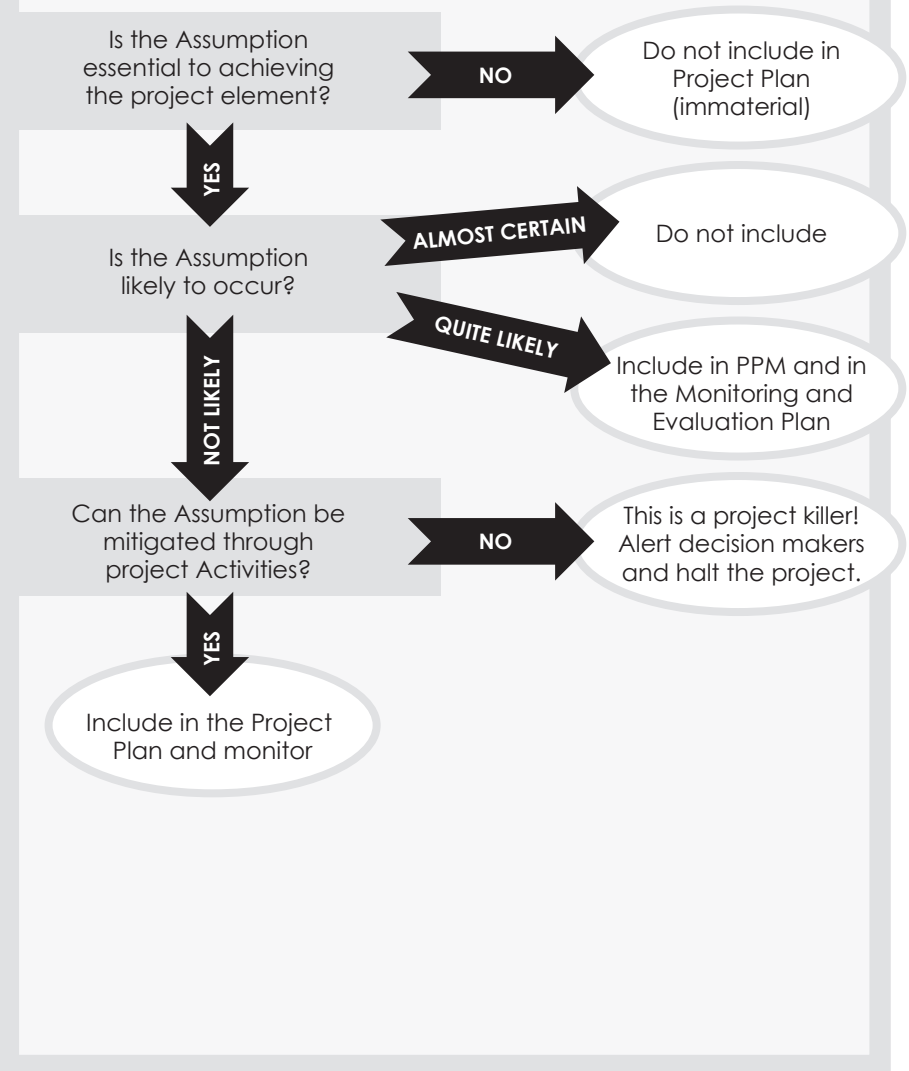| Overall Objective | → | Assumptions |
| Immediate Objective | → | Assumptions |
| Outcomes | → | Assumptions |

For example, as in the illustration here, each of the positive conditions listed next to the Outcomes is necessary not only for the Outcome to be achieved; but for the Outcome to lead to the Objectives.

(Objective)

Women workers will enhance their livelihoods

(Outcome)

Women will have access to financial services

...and then...

...only if...

(Assumption)

Bank staff can access the remote villages

✍ Checklist

Once drafted, each of your project Assumptions needs to be filtered before being included in the final draft of the Log Frame as follows:

Is the Assumption essential to achieving the project element?

NO → Do not include in Project Plan (immaterial)

YES

Is the Assumption likely to occur?

ALMOST CERTAIN → Do not include

QUITE LIKELY → Include in PPM and in the Monitoring and Evaluation Plan

NOT LIKELY

Can the Assumption be mitigated through project Activities?

NO → This is a project killer! Alert decision makers and halt the project.

YES

Include in the Project Plan and monitor

The 'Risk Resiliency Project' Tests its Assumptions

Imagine the planners of the 'Resiliency Project' included the following Assumptions under Outcome 4:

> *The roads will not be washed out by floods.*

When put through the Assumption Filter (as per above) the results are as follows:

Is this condition necessary to achieve the outcome?

Yes: If the bankers cannot access the villages, then they won't be able to deliver financial services to the Target Group.

Is the problem underlying the Assumption likely to occur?

Quite Likely: There have been regular problems with roads during the rainy season in some of the project locations.

Therefore this Assumption must be included in the Monitoring Plan and/or the Risk Register.

For another example, imagine that the planning team included the following Assumption under Outcome 2:

> *Women will want to become members of producers' cooperatives.*

As it is written, this is a killer Assumption. If none of the Target Group decides to join the producers' cooperatives, then this Outcome cannot be achieved and the entire project will fail. Through discussion of past experience, the project team realized that the problem isn't usually motivation; but the fact that the women may not be aware of the opportunity due to isolation, that they lack the resources to get to and from meetings, and that they are reluctant to miss a day of work and any related income. So, the Assumption was changed to read:

> *Women are willing to miss work to attend meetings.*
>
> *Women are able to travel to meetings.*
>
> *Women understand the value of membership in a producers' cooperative.*

Taking the first of these as an example, the filtering process goes as follows:

Is this condition necessary to achieve the project Outcome?

Yes: If women aren't willing to miss some work, they won't be able to join or become involved in a producers' cooperative.

Is the Assumption likely to occur?

Not likely: This is a problem only some of the time.

Can the Assumption be mitigated through project Activities?

Yes: Field workers will do ongoing outreach to generate awareness. Regular co-op meetings could be held outside of work hours, and/or in locations more easily accessible to women workers. Where training attendance is required, a small per diem could be offered to offset lost income.

So, this Assumption will be included in the PPM and monitored.

☞ Tip

Activities Arising from Assumptions and Risks

As you go through the process of evaluating your Assumptions and writing your Risk Register, many Activities required to carry out monitoring and mitigating may come up that were not originally included in the Project Plan. Make sure that all of these Activities are noted, and then added to the Activities Worksheet when the time comes (covered in detail in Booklet Three of this series). This will ensure that the Activities are included in your Operational Plan, and that the expenses associated with the Activities are eventually included in your Budget.

Assumptions to Risks: Building a Risk Register from Your Log Frame

The remaining valid Assumptions in your Log Frame represent important components to your project's overall success. As with the Assumption Test above, the team needs to not only pay attention to these necessary conditions, but—in many cases—devise an ongoing mitigation strategy, or a 'Plan B', in the event of the worst-case scenario coming to pass. It's important to do this in the early planning stages for a few reasons. First, in the case of some mitigation strategies, resources need to be in place for immediate action at project outset. Second (and as mentioned above), some of these mitigation or contingency plans may require ongoing staff time and expenses which need to be included in the project Activities and Budget. Third, your project partners will sometimes need assurance that existing risks can be remedied, and that you have a solid plan based on research and experience to do so.

☞ **Tip**

There are many formats for conducting risk analysis and writing Risk Management Plans. Investing some time in desktop research to learn how similar organizations have done this work is time well spent. Through this research you will find a format that suits the needs of your organization, your members and your project partners. (For the purposes of this Booklet, a simple Risk Register format will be used as an example in the pages to follow.)

Whatever format your group chooses, a Risk Management Plan or Statement should include the following information:
a) Identify the risk.

b) Analyze the risk—how would you rank the potential impact it could have on your project?

c) What is the quality of the risk? How likely is it to occur (low, medium, high)?

d) Select one of the following approaches to describe your planned response, and describe your proposed actions:

   Avoid—Eliminate the threat by eliminating the cause.

   Mitigate—Identify ways to reduce the probability or the impact of the risk.

   Accept—Nothing will be done.

   Transfer—Make another party responsible for the risk (buy insurance, outsourcing, etc.).

e) Monitoring: How will you monitor for the occurrence of risks? If they occur, how will you monitor their management?

Risk Register for the 'Resiliency Project'

Risk Name/Description	Floods wash out roads.	Women can't leave work to attend meetings.
Risk Number (related project element from PPM)	Outcome 4	Outcome 2
Probability (1=unlikely and 3=very likely)	1	2
Impact (1=moderate impact and 3=high impact)	3	2
Risk Score	4	4
Mitigation	N/A	Field workers visiting women at work to teach them the value of Co-op membership, wherever possible accompanied by peers (other CBO members). Schedule regular co-op meetings outside work hours.
Contingency	Create disaster relief plans in advance of events, keep communications open if project is suspended by weather event, have plans to resume project as soon as possible.	Offer a small per diem for orientation and training days.
Action Taken by	Project Coordinator	Field Team and Area Coordinator
Timeline for Action	Disaster relief plan is drafted by end of 1st quarter. Target Group awareness of disaster relief plan by end of 4th month, and ongoing throughout project with special emphasis during rainy season.	Immediate and ongoing

Eventually, all of the Assumptions from the Resiliency Project PPM will be converted into risks, as in this example. Unlike Assumptions, risks are stated in the negative, as if they have already happened (much as in the Problem Statements of Booklet One). Essentially, the risks describe what will come to pass if the conditions listed in the Assumptions column of your PPM—which are out of your control—*do not* come to pass.

The risk listed in the first example above, for instance, originates from the Assumption "bank staff is able to access remote villages":

> ### *Floods wash out roads.*

The 'Probability' row ranks the likelihood of this thing coming to pass (1); and the 'Impact' row ranks the potential effect this risk could have on project success (3). The combined score for this risk is then noted in row four (4). After rankings like this are assigned to all risks in the table, the planning team will be better equipped to decide which risks are of the highest priority.

The 'Mitigation' and 'Contingency' rows contain actions that will eventually be added to Activities or Monitoring Plans for the project. 'Mitigation' describes action taken to prevent the risk from coming into play. In the first case there is no potential Mitigation action that could be taken by this project team, as there is no action within their means to prevent the road from washing out. However, they can create a Plan B as indicated in the 'Contingency' row. This is the planned action taken if the assumed risk comes into play during project action. As noted here, the planning team is confident that a disaster relief plan will allow them to sustain the project over interruptions due to weather events.

The next example of a risk is taken from the Assumption "Women are willing to miss work to attend meetings.":

> ### *Women can't leave work to attend meetings.*

The planning team has determined that the likelihood of women not wanting to miss work to attend meetings is 'somewhat likely' (2), and that the impact of non-attendance at meetings would be the same (2) —for an overall risk score of 4. Unlike the first example, both a mitigation strategy and a contingency plan have been identified. The planning team will work to prevent the risk from coming to pass, but have a plan to deal with it if the mitigation strategies are not completely successful.

Once the Risk Register is complete, the project team will have some new Inputs and Activities to add to the Operational Plan. For instance, all Inputs and action necessary to create a disaster relief plan will need to be listed under the Activities for Outcome 2. Under Outcome 4, training per diems (among other things) will need to be estimated and added to the list of Inputs as well as the Project Budget (design and drafting of Activities, Operational Plans, and Project Budgets are covered in Booklet Three).

LFA Step 7: Developing Indicators and Means of Verification

Indicators and Means of Verification form the foundation for your project's Monitoring and Evaluation Plan. Monitoring project performance and measuring the impact of your project is crucial for many reasons. Indicators set the standard to which you expect your team to carry out the project, and test the integrity and quality of Outcome delivery. Impact measurement ensures that the legacy of project Outcomes includes organizational learning. A strong Monitoring and Evaluation Plan allows you to collect data that will strengthen future project design, and will bolster communications with outside partners regarding your ability to make directed change.

Indicators

📑 Learning Activities

Choosing Indicators with Your Planning Team

The first level of consideration when designing Indicators is to determine what kind of information you need to collect for monitoring and reporting. Going through your PPM from top to bottom, ask your project team to brainstorm answers to the following questions for each Objective and Outcome:

1. How will you know that the project is progressing on time and on budget?

2. How will you know that the quality of the project is being maintained?

3. What would prove that the Outcomes and Objectives have been achieved?

4. What kind of information and evidence would you like to share externally?

5. What do you as an organization want to learn from the project?

Once this long list is constructed, the process of developing and evaluating potential Indicators can begin.

All good Indicators have the following qualities:

They are substantial: The results are significant enough to be meaningful.

They are independent: Indicators are designed to reflect the particular dynamics of each Objective and Outcome. As such, they must function independently from other Indicators. Using the same Indicator for more than one project element *does not work*.

They are factual: Indicators are not based on supposition or feelings, but rather are observable and objective behaviours or conditions.

They are plausible: The link between the change being measured and the project action is clear (i.e., you can prove that the change comes as a result of the project).

They are obtainable: It's possible to collect reliable data that will support the Indicator.

Given that these requisite qualities are in place, Indicators can be:

- **Quantitative** (measuring an amount such as inventory, sales figures, attendance records, etc.)

- **Qualitative** (measuring a change in the quality of a condition through things such as surveys, anecdotes, observations, informal reporting from the Target Group, etc.)

- **Behavioural** (measuring a change in the behavior or condition of the Target Group, Beneficiaries, and/or other stakeholders)

Indicators can be either direct or indirect (indirect indicators are also know as *proxy* indicators). In most cases, indirect Indicators are used in situations where direct Indicators are difficult or impossible to measure. Multiple Indicators for each project element are much more effective than using only one. Finally, Indicators should be formulated from the perspective of the Target Group wherever possible.

💬 Example

Direct and Indirect/Proxy Indicators

The Risk Resiliency Project's **Immediate Objective** is:

"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."

In the process of developing Indicators, the planning team decided that an increase in income for the members of the Target Group would be one way of knowing (combined with other Indicators) that the project had been successful. In addition, this information would indicate whether the quality of the project was being maintained in terms of providing benefits to the Target Group. This was also information that the team wanted in order to prove the validity of their project design and to report strategically to external partners and stakeholders. The team also agreed that increases in income for the women workers (a quantitative Indicator) would meet the requirements for a good Indicator.

However, from experience the team knew that it would be difficult to collect reliable information regarding actual changes to the incomes of this particular Target Group. They knew it would be virtually impossible to measure all the cash changing hands in day-to-day transactions, and that the women in this particular group were sometimes reluctant to provide detailed information regarding their income. Their solution was to make this an indirect/proxy Indicator. Instead of counting the women's actual income, they decided to ask the women to report changes in their income levels via the following questions during co-op meetings:

'Has your income increased as a result of membership in the producers' cooperative?' and

'If so, by what percentage has your income increased?'

This question eliminated the need for the women to divulge private details regarding their actual income. For additional indirect verification, the proxy questions could also have asked if the women have increased ready-money and savings, if they have purchased more household equipment since the project began, etc.

In short, an indirect indicator measures things like anecdotal evidence (answers to proxy questions) or a condition created by a change in quantity or quality (more savings, equipment, etc. resulting from increased income) rather than the actual change itself (an increase in income).

Means of Verification

Means of Verification accompany each of the Indicators. While the Indicator tells us what is to be measured, the Means of Verification describe the metric used, what form the information will be in, and who will be providing it.

If special data-gathering methods are required, the project planning team must determine whether the added costs will outweigh the benefits. If the answer to this question is 'no' then the accompanying indicator needs to be rethought.[1]

☞ Tip

The 'Outsider' Test for Indicators and Means of Verification

When designing Indicators and corresponding Means of Verification, ask yourself the following question: If another person—including someone from outside the organization who is not familiar with the Target Group—stepped in to take this measurement, *would they get the same result as me*? If the answer is 'no', then the Indicator needs to be rethought.

Indicator Design: Q.Q.T.L.

To review, the S.M.A.R.T. rule[2] is the standard for drafting Objectives and Outcomes in your PPM. For indicators, the Q.Q.T.L. rule is used:

Quantity: What is the target for this measurement?

Quality: How do you characterize the change in condition or behaviour being measured?

Time: When will the information be collected?

Location: Where will the information be collected?

---

[1] Many Log Frame formats combine the Indicators and Means of Verification into one component. The example used in these booklets, however, lists the Indicators and Means of Verification separately. This format allows for careful consideration of Means of Verification as it affects the overall effectiveness of the Indicator.

[2] The S.M.A.R.T. principle is described in detail in Booklet One.

To return to the Resiliency Project example, so far the project team has decided that they will use an indirect Indicator, asking women from the Target Group to report their own increases in income by a percentage. When the Q.Q.T.L. rule is applied, the result is as follows:

Quantity: According to their research and experience, the team estimates that 90% (this is the target) of the Target Group will report that their incomes have increased by 25% or more as the result of project Outcomes.

Quality: As stated above, the quality attached to this change is *increase*.

Time: The team agrees that they want to reach this goal by the end of the project (the end of 2018).

Location: This indicator will apply to all project locations (cities, villages, regions, etc.).

Thus, the indicator will read:

Percentage of women workers in 10 villages of District A who report an increase of 25% or more in their income as a result of membership in a producers' cooperative by the end of 2018: 90%[3]

The Means of Verification for this Indicator will describe what information is being collected, and who is providing the information:

Surveys of members taken at the beginning of each quarter by field workers during the course of regular meetings.

---

[3] Note the format of this Indicator has the description of the Indicator followed by a colon and the target (90%). This is not the only format for writing Indicators, and your organization might prefer another method. Regardless of format, however, your Indicators should all include a target value.

A Completed PPM

To see a full size final PPM for the Resiliency Project, please go to Appendix 1 on page 28.

A Note on Formatting and Numbering in Your PPM

As illustrated in the previous example, a numbering system in the PPM cross-references all Indicators, Means of Verification and Assumptions with their corresponding Objective or Outcome. A numbering system like the one used here helps to maintain the clarity and usefulness of the information—particularly as different project elements are used for accompanying project documents such as the Risk Management Plan, the Monitoring and Evaluation Plan, the Operational Plan, and the Budget.

Mapping Future Impact: Building a Monitoring and Evaluation Plan from your Log Frame Project Planning Matrix

Just as Assumptions form the basis for a Risk Management Plan, the Indicators and Means of Verification from the PPM form the basis for your project's Monitoring and Evaluation Plan. This plan will be a detailed guide for your team as to data collection methods, storage of data, frequency of collection, responsibility, and how the findings are compiled and shared.

Your Monitoring and Evaluation Plan will describe your method for monitoring the progress of projects and programmes, and for evaluating the results. It will link your Project Plan to the actual activities carried out and final reporting. It will lay down the groundwork and systems that will enable your organization to communicate—with evidence—that the project met its targets, if the project is worthy of expansion and/or continuation, and if it provided lasting benefit to stakeholders, Beneficiaries and the Target Group. A Monitoring and Evaluation Plan should include the following:

a) A description of your project planning method (focus groups, Logical Framework Approach, etc.) including research and consultation with your Target Group (or your needs assessment);

b) A narrative description of Aims and Objectives using S.M.A.R.T. descriptions;

c) A description of how you will monitor your project's impact: What kind of data you will use—qualitative or quantitative—and how you will collect the data. Methods for collection can include many things, such as log-books or journals; minutes and photographs of meetings; focus groups, data collection, surveys, interviews, observations, questionnaires, etc. Also, include information regarding when and at what interval you will collect data. Will it be formative (for learning purposes throughout the project) or summative (an assessment of results at the end of the project)?

d) A method for evaluating impact including how you'll assess whether or not the actual Outcomes measure up to your original plan, and how you will assess your Target Group's rating of the impact of your project?

e) Your methods for reporting the impact, and to whom, once evaluation is complete.

As with many of the examples in this Booklet series (e.g. Log Frames, Risk Registers, etc.) there are many formats for constructing a Monitoring and Evaluation Plan, and research is a great way to find the solution that best meets your needs. For the purposes of this Booklet, a simple 'Performance Measurement Framework' combined with a 'Learning and Sharing Framework' (often separate documents, but combined here) will be used as an example.

As mentioned in earlier Booklets, it's important to remember that your Project Plan will continue to adjust and change as you move through the LFA process. As you create detailed listings of strategies for Risk Management and your Monitoring and Evaluation Plans, you are also adding to staff time and other expenses—including, in some cases, the need for third party consultants or evaluators. All of these Inputs need to be accounted for in the Operational Plan and Budget (details of which will follow in Booklet Three).

💬 Example

The Performance Measurement Framework

To follow is an excerpt from an example of the Performance Measurement Framework (including Learning and Sharing) that was developed by the project planning team for the Risk Resiliency Project.

Please Note: For the purposes of this example, this Performance Measurement Framework excerpt includes Indicators for *Outcome 1 only*. The finished Performance Measurement Framework will include similar detail for *each and every Indicator in the PPM*— including Indicators that correspond with the Overall and Immediate Objectives as well as each of the Outcomes.

This Framework expands the Indicators and Means of Verification from the PPM to include more detailed information regarding the source of the data, the collection method, the person(s) responsible, and how the information will be recorded and shared. This is but one example of the possible ways to collect the required information (as listed in points a through e above).

Project Elements	Indicators	Baseline Data	Targets	Data Sources	Data Collection Method
Outcome 1. By 2018, 2,500 informal agricultural women workers in 10 villages of District A have access to government social security schemes.	1.a. Number of women holding government issued ID cards	Will assess at time of co-op membership registration, but existing data would put estimate at less than 5%	2,500	ID application documents	Area coordinators to collect co-op data on hard copy forms Summarize in an Excel spreadsheet at head office monthly Oversight: Project Coordinator
	1.b. Percentage increase in women workers' awareness of available government schemes	Five point questionnaire conducted for each woman at time of membership.	100% of co-op members	Survey of co-op members through five point questionnaire taken at regular co-op meetings in all districts	Area coordinators to collect co-op data on hard copy forms Summarize in Excel spreadsheet at head office monthly Third party analysis of baseline and end-line data Included in Annual Report template with narrative background (annual)

Frequency	Responsibility	Audience	Formative/ Summative	Method for Sharing
As-needed and ongoing	Project Coordinator	Staff Co-op members Participating government officials Funders	Formative	Stat reports produced for monthly staff meetings and participating officials Stats adapted for reporting to co-op members (translation to local languages, and/or for oral presentation) Outcomes harvested for funder reports
Once during final quarter of project period	Area coordinators to collect co-op data Summarize in an Excel spreadsheet at head office monthly Oversight: Project Coordinator	Staff Co-op members Funders External stakeholders Media list (for particular successes)	Summative	Stat reports produced for monthly staff meetings and participating officials Stats adapted for reporting to co-op members (translation to local languages, and/or for oral presentation) Outcomes harvested for funder reports Included in external reporting to stakeholders, including Annual Reports Media releases

Conclusion

This booklet has taken the Objectives and Outcomes drafted in Booklet One of this series, and created a completed Project Planning Matrix by adding Assumptions and Indicators. This Booklet has also covered the basics on how to create a Risk Management Plan from the PPM Assumptions, and a Monitoring and Evaluation Plan from the Indicators and Means of Verification.

However, this is not yet a complete plan. The Project Elements described in the PPM are considered 'high level': they are descriptions of overall project achievements. The building blocks of those achievements are the Outputs your project team creates through acquiring Inputs and carrying out Activities. Booklet Three in this series will discuss those building blocks in detail by guiding you through the process of drafting an Operational Plan, including an Activities-based Budget.

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

Appendix 1

A Completed PPM

The final PPM for the Resiliency Project, complete with Indicators and Means of Verification, looks like this:

Project Elements	Indicators	Means of Verification	Assumptions
Overall Objective: 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.	OO.a. Percentage increase from baseline of the number of producers' co-op members reporting that their children regularly attend school: 50% OO.b. Percentage increase from baseline of the number of co-op members reporting decreases of 10% or more in days lost at work or school for themselves and their family members due to illness: 30% OO.c. Percentage of family members surveyed that report an increase in quality of life due to women in family joining a co-op: 80%	Base- and end-line surveys of all producers' co-op members (baseline taken at moment of membership) (Indicators OO.a and OO.b) Doorstep survey of 25 households in each of the 10 villages for a total of 250 households or 10% of households (Indicator OO.c)	None
Immediate Objective: 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.	IO.a. Percentage of women workers in 10 villages of District A who report an increase of 25% or more in their income as a result of co-op membership, by the end of 2018: 90% IO.b. Number of women accessing government social security schemes: 800	Proxy surveys of co-op members taken at the beginning of each quarter by field workers during the course of regular co-op meetings (Indicators IO.a and IO.b)	IO.i: Market prices for products will stay at or above 2013 levels. IO.ii: Market demand for products will stay at or above 2013 levels. IO.iii: Sufficient crops are harvested to make up for any losses caused by natural disasters.

Project Elements	Indicators	Means of Verification	Assumptions
Outcomes:			
1. By 2018, 2,500 informal agricultural women workers in 10 villages of District A have access to government social security schemes.	1.a. Number of women holding government issued ID cards: 2,500 1.b. Percentage Increase in women workers' awareness of available government schemes: 100%	ID application documents (facilitated through co-op) (Indicator 1.a) Five point questionnaire, baseline for each woman at membership registration and end-line at regular meetings during final quarter of project (Indicator 1.b)	1.i: Local government officials process the applications for services in a timely fashion.
2. By 2018, 10 member-led producers' co-ops will be effectively representing and serving a membership of 2,500 informal agricultural women workers in 10 villages of District A (250 members in each village).	2.a. Increase in membership of producers' co-ops: 2,500 2.b. Number of elected leaders who have received leadership training: 60 2.c. Number of co-op members who report that their interests are being represented by co-op leaders: 70%	Membership records (Indicator 2.a) Leadership training attendance records and evaluation results (Indicator 2.b) Co-op member survey taken in the first quarter of each project year (Indicator 2.c)	2.i: Women will be able to miss work to attend meetings. 2.ii: Women will be able to travel to meetings. 2.iii: Women will understand the value of membership in a producer's co-op.
3. By 2018, 2,500 informal agricultural women workers in 10 villages of District A will have access to current market information and market linkages.	3.a. Number of women workers trained in market linkages and negotiation skills: 250 3.b. Decrease in women who report selling to a middleman: 100% 3.c. Increase in the percentage of women who know how to access current market rates: 80%	Training documentation, including attendance records and final evaluation results (Indicator 3.a) Survey taken during regular co-op meetings at the beginning of each quarter (Indicator 3.b and 3.c)	3.i: Women are no longer compelled to use a middleman to sell their products.
4. By 2018, 2,500 informal agricultural women workers in 10 villages of District A will have access to financial services.	4.a. Number of women who have active bank accounts: 2,500 4.b. Number of women who have accessed micro-loan products through self-help groups: 500	Bank records (Indicator 4.a and 4.b).	4.i: Bank staff is able to access remote villages.
5. By 2018, 2,500 informal agricultural women workers in 10 villages of District A will be aware of risk mitigation strategies to counteract or reduce damages to crops caused by natural disasters.	5.a Percentage of women co-op members who have increased awareness of risk mitigation strategies: 100% 5.b Number of women who have accessed micro-insurance products through co-op programs: 800	Baseline taken at moment of membership, and survey conducted at end of risk mitigation training info sessions and at regular co-op meetings (Indicator 5.a) Micro-insurance records (Indicator 5.b)	None

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**.

WIEGOGlobal   @WIEGOGlobal

Women in Informal Employment
Globalizing and Organizing