LEAP

Learning through Evaluation with Accountability and Planning

Project Design Document Appendices Tool v3.1
Quick Reference Guide

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Copies of resources can be obtained at:

http://www.wvdevelopment.org

Need help or have questions?

For business related questions, please contact your regional office DME team.

For error or bugs in the template, please contact Reynaldo_boniol@wvi.org

Introduction

Important Reminder
Please do not edit or customise the v3 tool Template, because the template contains many advanced formulas, macros and Visual Basic Applications (VBA) codes. Editing or customising the workbook may cause it to not function properly.

The v3 tool is created specifically for the purpose to transfer the basic project design data to Horizon 3.0. For this purpose, several new data fields and a macro function to generate a special file which can be imported into Horizon are added.

The v3 tool does not have all the data fields found in the Horizon 3.0 *Logframe* module. After v3 tool data is transferred to Horizon, you need to fill in the remaining data fields in the system directly to complete project design document appendices.

The v3 tool can be used for the basic project design work done by field staff, but the v3 tool is no longer arequired document in World Vision. Instead, the Horizon 3.0 *Logframe* module is mandatory for ALL projects, no matter the funding source, except for the Assessment and Design Plan Phase. Horizon 3.0 has offline capability, so entering the data into the Horizon *Logframe* module directly from the beginning is also agood option for field staff.

For official review and approval processes, Horizon 3.0 must be used as it tracks the workflow process.

What's New in Version 3?

Here is a list of new changes introduced in the Project Design Document Appendices Tool v3:

- The name of the tool has changed from Programme and Projects Design Document Appendices to **Project Design Document Appendices Tool.**

- The Programme Appendices have been removed, retaining only the Project Design Document Appendices.

- The PDD Tool is now per Project and not per Programme, meaning each Project must now create an individual PDD Appendices file, as opposed from v2 where all Projects were created in one file.

- In the Project Logframe, there are new data/columns added:

  o Technical Programme Number/Name, Area Programme Number/Name and Other Programme Number/Name aligned with LEAP3

  o Programming Category Code and Programming Category Description

  o Indicator Code

  o Means of Verification(MoV) Code

  o Child Well-being Outcome

  o Frequency of Data Collection

- The Detailed Implementation Plan (DIP) is now reduced to five years from six years

- The PDD Tool now has an export function that will generate a flat file (a file without macros or structured relationships) that can be uploaded into Horizon.

Structure of PDD Appendices Tool v3

1. Main Sheet
2. Project Summary
3. Project Logframe
4. Project Monitoring & Evaluation (M&E) Plan
5. Project ITT
6. Project DIP Year 1
7. Project DIP Year 2
8. Project DIP Year 3
9. Project DIP Year 4
10. Project DIP Year 5

Please note that input is not required for some specific data in the project worksheets (for example, Logframe Code, Summary of Objectives and Indicators), as this information is automatically copied from the source worksheet (Project Logframe).

There are also three hidden worksheets that are used to support the various translations and the choices displayed in various dropdown lists. These should only be accessed by the designated tool developer. Editions by users are prohibited as it will cause an error in the data transfer to Horizon 3.0.

Start-up Activities

Setting Up Your Microsoft Excel

The first step before creating your Project Design Document Appendices Template is to enable macros in Microsoft Excel.

Steps

MS Excel 2007 Professional or higher

Before starting the PPD Appendices Tool for the first time, configure your security in Microsoft Excel to disable all macros with notification.

1. Click the **Microsoft Office Button** or **File** tab (for Excel 2010), and then click **Excel Options** or **Options** (for Excel 2010)
2. Go to **Trust Center**
3. Click on **Trust Center Settings**
4. Select **Macro Settings**
5. Select **Disable all macros with notification**…(See *Figure 1* below)
6. Make sure there is a check in the box beside **Trust access to the VBA project…**
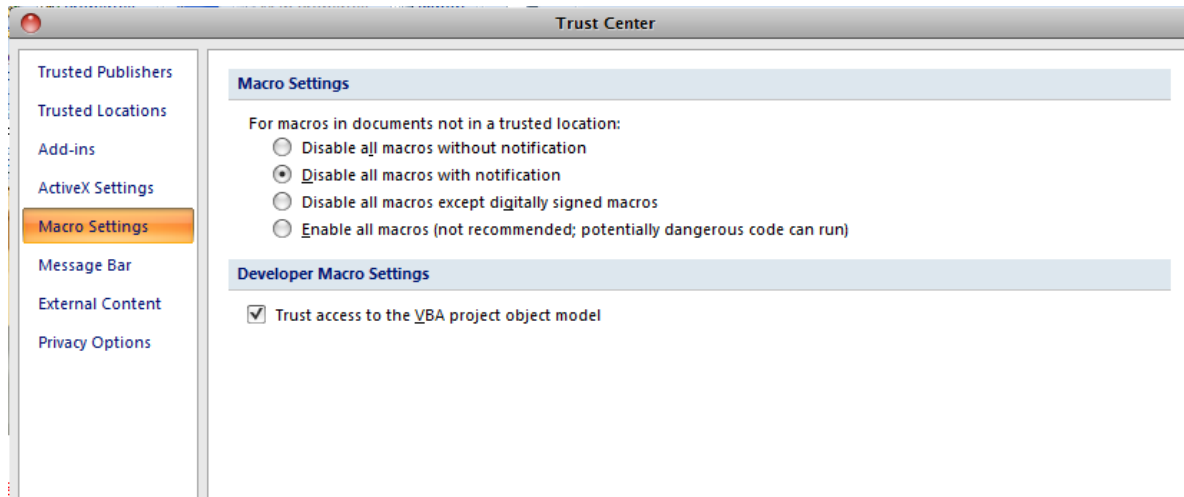
Figure 1: Screenshot of Macro Security Settings

When you open the Tool spreadsheet for the first time, you will see a Security Warning giving you the option to enable the VBA code contained in the spreadsheet (See Figure 2 below). Click on the Options button.
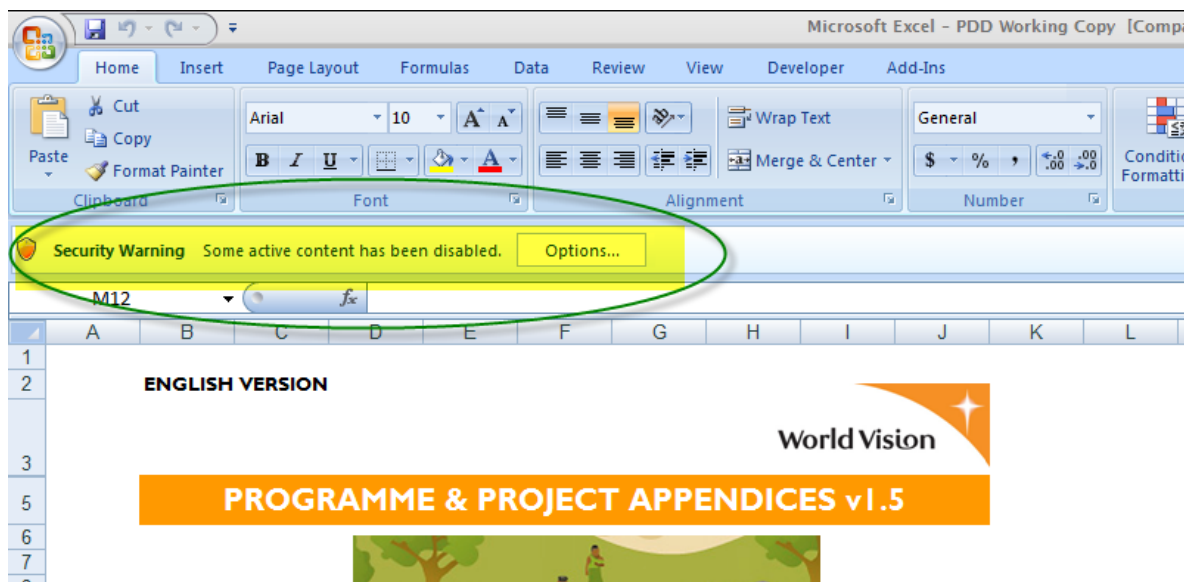

Figure 2: Security Warning

The next screen will allow you to accept the security certificate associated with this code (from Allegro Information Systems). Select 'Trust all documents from this publisher'. This will make Allegro Information Systems a trusted publisher and will automatically allow the code to be run in the future without prompting.
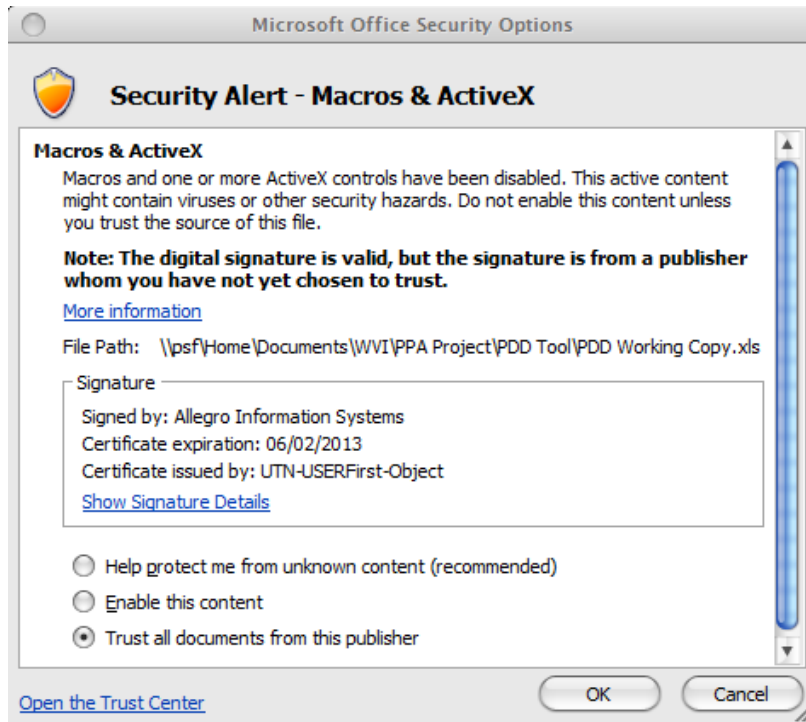
Figure 3: Digital signature screen

Printing the Project Appendices

MS Excel 2007 Professional

1. Click the **Microsoft Office Button** or **File tab**, and then click the arrow beside **Print**:
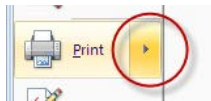

Figure 4: Print selection
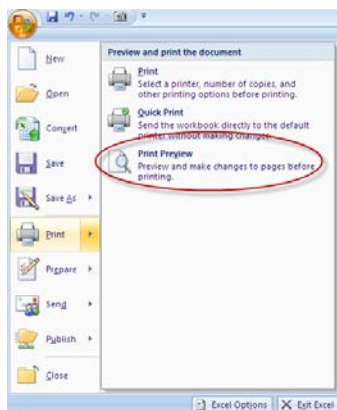
2. Go to **Print Preview**:

Figure 5: Print Preview

3. When you are satisfied with the view, click **Print** and then **OK.**

Changing Print Settings:

In the **Print Preview** screen, you can click on the **Page Setup** button to change the **Print Settings.** You can change the print settings (print area, margins, etc.) as you desire or just use the default settings set for each of the Project Appendices:
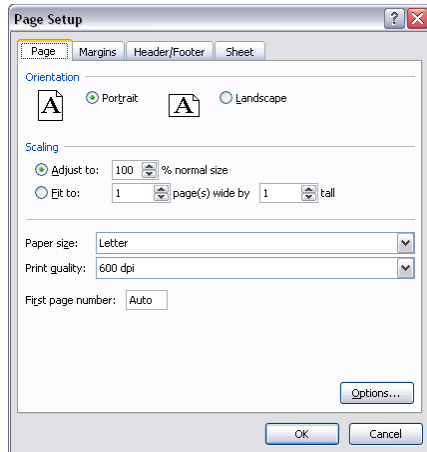

Figure 6: Print Settings

Introduction Page

Figure 7: Introduction Screen

Steps

1. The Introduction page is the first screen you will see. Before starting, please make sure to read and follow the written instructions. After you have completed these required preparatory steps, please click on the **Project Summary** button to begin. (*See Figure 7*)

Overview of the Steps

- Create the Project Summary at the top of the sheet.

- Fill in the nine fields for Project 1. Then click the Project Logframe button. This will take you to the next sheet for Project 1. Fill in all the information required for Project 1 (Logframe, M&E plan, ITT and DIP).

- After all the information is recorded for Project 1, save the file.

- Create a new file for each of the remaining projects and then complete in this same manner.

- Generate a flat file for each project file and save them in your computer. These will be used to import the data into Horizon.

Creating the Project Summary

Figure 8: Screenshot of Project Summary Screen

Steps

1. Fill in all the Project Name and Number (6 digits), Technical Name and Number* (5-digit), Area Programme Name and Number* (5-digit), Other Programme Name and Number* (5-digit), and National Office Name. This data will automatically update all the preceding worksheets.

* If applicable based on Programme Association in PIH.

ATTENTION! The 6-digit Project number must be accurate, otherwise this data will transfer to the wrong Project Logframe in Horizon 3.0 and overwrite that project's logframe data.

Project Name:	Test Project	**National Office Name:**	**WV Cambodia**
Project Number:	123456		
Technical Programme Name:	Test Technical Programme	**Starting Year**	FY2014
Technical Programme Number:	12345	**Ending Year**	FY2018
Area Programme Name:	Test Area Programme		
Area Programme Number:	23456		
Other Programme Name:			
Other Programme Number:			

Figure 9: Project Details

2. After entering all the required data, click on the Project Logframe button:

Important Note: When entering information for the remaining projects, make sure to complete all the Project Appendices for Project 1 and then save the file. Create a new file for the second project and for each of the remaining projects. For more details, please refer to

Encoding Data in the Project Logframe

Figure 10: Screenshot of Project Logframe Screen

Steps

Note: Data for the Logframe Code, Summary of Objectives and Indicators will be automatically copied to the other Project Worksheets.

1. Fill in the **Project Goal** in the Logframe.

2. Complete the **Level of Objectives** columns (Column C, D & E) to create the Logframe Codes. The Levels of Objectives are:

	Level	Description
a.	None	Project Goal
b.	L1	Outcome
c.	L2	Output
d.	L3	Activity

Example:

You enter the Project Goal without a Level Code.

Project 1 Goal: Children in the ADP area enjoy improved education.

Logframe Level	Summary of Objectives
1	Outcome: Integrated farming production increased
1.1	Output: Livelihood Groups established and functioning
1.1.1	Activity: Select and form livelihood groups

Enter the appropriate numbers in the Level of Objectives columns (C, D & E). This information will automatically fill in the Logframe Code column (B):

Figure 11: Logframe Levels

3. After completing the Logframe Levels, fill in the following information in the order listed below. This will allow you to review the logic among the different objectives while you are working with this tool:

   a. Summary of Objectives

   b. Assumptions or Preconditions for the Activity Level

   c. Programming Category and Programming Category Description*

   d. Indicator Code* and Indicator Description

   e. Means of Verification Code* and Description

   f. CWBO Code*.

New field in PDD Appendices Tool v3

Entering Programming Category

In this new version of the PDD Template, the **Programming Category/Description** (T7) should be entered for **each activity**.

ATTENTION! No need to select a T7 code at the Project Goal, Outcome and Output levels. T7 code data for these three levels will not upload to Horizon 3.0.

This can be done by clicking the cell under the Programming Category column (column H) and then either clicking the **Select T7** button:
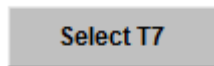
Or by pressing **Ctrl + W**. A pop-up window will appear:

Figure 12: Programming Category Pop-up Window

Select and click a programming category and then click the **Insert Value** button. The value will be automatically entered in the fields for **Programming Category** and **Programming Category Description**:

Summary of objectives	T7	
	Programming Category (Ctrl+W)	**Programming Category Description**
Children in the ADP area enjoy improved education.		
Integrated farming production increased		
Livelihood Groups established and functioning		
Select and form livelihood groups	P01	Advocacy

Figure 13: Programming Category in Project Logframe

Do this for each **Project Activity**.

Entering the Indicator Code and Description

Also included in this new version of the PDD Template is information for the **Indicator Code** and **Indicator Description**. **Manually enter** this information under the Indicator Code and Indicator Description columns (column J and column K) by double-clicking the cell and entering the value. Please **refer to the Compendium of Indicators list in Horizon** for the correct Indicator Code and Description.

ATTENTION! In the data transfer from the v3 Tool to Horizon 3.0, only the Indicator Code uploads. The Indicator Description does not. Accurate Indicator Code is essential.

Tips

If your indicator has not yet been included in the Compendium of Indicators list in Horizon, leave the Indicator Code field blank in the v3 Tool. Later, when it is available, select the Indicator Code in Horizon 3.0 directly.

Summary of objectives	T7		Indicator	
	Programming Category (Ctrl+W)	**Programming Category Description**	**Indicator Code**	**Indicator**
Children in the ADP area enjoy improved education.			I.C1A.861	Prevalence of stunting in childeren under the five years of age

Figure 14: Indicator Code and Indicator Description in Project Logframe

Entering Means of Verification Code and Description

Also included in the v3 Tool is information for **Means of Verification (MoV) and Code** and **Means of Verification Description**. **Manually enter** this information under the Means of Verification Code and Means of Verification Description columns (column L and column M) by double-clicking the cell and entering the value. Please refer to the MoV list in Horizon for the correct MoV Code and Description.

ATTENTION! The MoV Code and Description list is created per office as a master list within Horizon 3.0. Until the master list is ready in your office, you cannot use the MoV Code, and won't be able to transfer MoV Code data from the v3 Tool to Horizon 3.0. Note, only the MoV Code uploads, the MoV Description does not.

Log Frame Code*	L1 Outcome	L2 Output	L3 Activity	Summary of objectives	T7 Programming Category (Ctrl+W)	Programming Category Description	Indicator Code	Indicator	Mov Code	Means of Verification
Project Goal				Children in the ADP area enjoy improved education.			I.C1A.861	Prevalence of stunting in childeren under the five years of age	MOV 1.1	Government Records

Figure 15: Means of Verification Code and Means of Verification Description in Project Logframe

Selecting Child Well-Being Outcomes (CWBO)

Finally, included in the v3 Tool is information for **Child Well-Being Outcomes (CWBO)**. Enter this information by clicking under the CWBO column (column P) in each **Outcome Level** and then clicking the **Select CWBO** button:
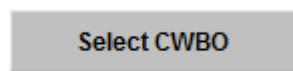
Or by pressing **Ctrl+W**. The CWBO pop up will appear:
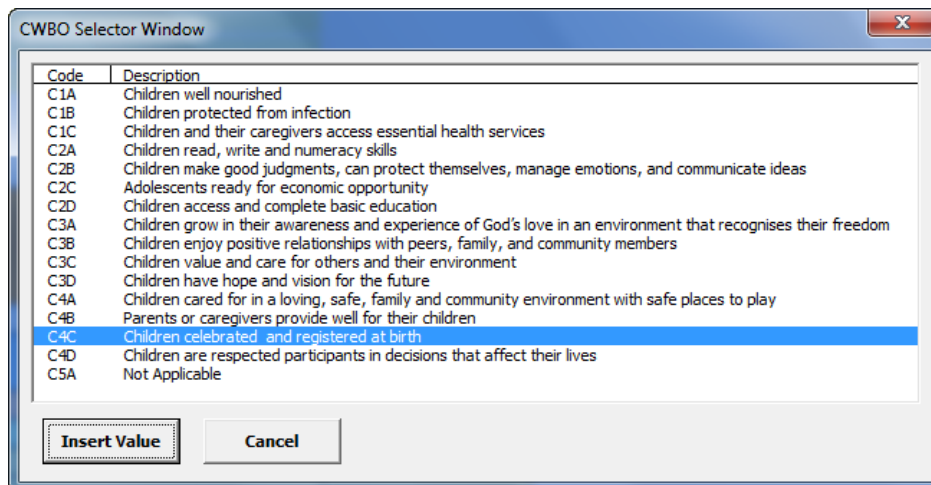

Figure 16: Child Well-Being Outcome Pop Up Window

Select and click on the value and then click the **Insert Value** button and the value will populate the CWBO column.

Tips

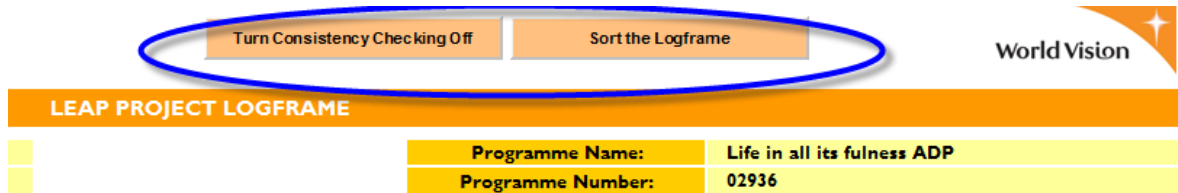*If the particular outcome does not contribute to any of CWBOs, please select C5A: Not Applicable. All Outcomes should have one of the16 available CWBO Codes.*

Entering activities at a later time or re-numbering activities

This new version allows you to re-number existing items or to add new items out of sequence and then re-order the Logframe. At the top of the Project Logframe screen are two new buttons. One is labelled **Turn Consistency Checking On/Off** and the other is **Sort Logframe**.

To add items out of order or to re-number existing items, click on the Turn Consistency Checking Off button. It will change to read 'Turn Consistency Checking On', indicating that you can now enter items out of sequence.

Once you have finished entering or editing the level numbers, you should click on the Sort button to re-sort the Project Logframe. Once you have done this, you should click on the 'Turn Consistency Checking On' button to ensure correct entry of future items.

Figure 17: Logframe Editing: Levels Consistency Check and Sorting

Important Notes:

For Project Goals with more than one indicator: Fill in the information in the five rows allotted per Project Goal. Just enter the information for the Indicator, Indicator Code, MoV Code, MoV Description and Assumption columns; there is no need to enter the Logframe Code, Summary of Objectives, Programming Category Code and CWBO columns.

For Project Outcomes/Outputs with more than one indicator: Fill in the level columns with the same code as the original, and then fill in the Indicator Code, Indicators, MoV Code and MoV Description columns; there is no need tore-enter the Summary of Objectives, Programme Category Code, Assumption and CWBO code columns as these are not going to transfer to the Horizon 3.0 *Logframe*. Provide as much information as necessary.

Tips

For efficient indicator monitoring, three is the suggested maximum number of Indicators per Project Goal, Outcome and Output. If you enter more than three in Horizon 3.0, an alert will ask you to consider the implications of adding more.

After all the data fields have been completed, click on the Project M&E button to proceed to the next worksheet:

Encoding Data in Project Monitoring & Evaluation Plan

Figure 18: Screenshot of Project M&E Plan Screen

Steps

Note: Data for the Logframe Code, Summary of Objectives and Indicators will be automatically copied from the Project Logframe Sheet. Even though activities appear on the M&E tab, there is no need to complete the indicator details for activities.

1. Fill in the Indicator Definition and Unit of Measure for that specific indicator (all indicators must have a clear unit of measurement, such as households, acres, numbers, person, etc.). Continue to fill in the Data Sources, Data Collection Methodology, Frequency of Data Collection and Who is Responsible columns.

   - Indicator Definition: This data will be transferred to Horizon 3.0.

   - Unit*: Free text at activity level. This data will not transfer to Horizon 3.0, rather 'N/A' is displayed as default. Please amend the relevant Unit in Horizon 3.0 directly.

   - Data Source*: Enter the relevant Data Source referring the Compendium of Indicator. In Horizon 3.0, system auto populate Data Source based on the Indicator Code referring the Compendium of Indicator database.

   - Data Collection Methodology*: Enter the relevant Data Collection Methodology referring the Compendium of Indicator (Global and National list). In Horizon 3.0, system auto populate Data Collection Methodology based on the Indicator Code referring the Compendium of Indicator database

   - **ATTENTION! Frequency of Data Collection:** In Horizon 3.0, there are a variety of options to set up a frequency. These are on a monthly basis, weekly basis or annual basis. If you select monthly basis, the options are: every month, every two months, every three months, every four months or every 6 months. If you select weekly, the options are: every week, every two weeks or every three weeks. If you select annual, the only option is every year.

     The same set of options exists within Horizon 3.0. You can select one from the dropdown list, however**, only when you select 'Monthly 6', will the related data be transferred to Horizon 3.0 using the v3 tool.** You can find following list in the v3 tool.

     o Monthly 1, Monthly 2, Monthly 3, Monthly 4, Monthly 6
     o Weekly 1, Weekly 2, Weekly 3
     o Yearly 1

   - Who is Responsible*: In Horizon 3.0, this is mentioned as the *Action Owner* in the Detailed Implementation Plan (DIP) and dropdown list. Please select the relevant list in Horizon 3.0.

ATTENTION! The items with (*) are not going to transfer to Horizon 3.0. Horizon has more fields and the required fields are different from the v3 Tool.

2. After completing the worksheet, click on the Project ITT button to proceed to the next worksheet:

Click Here to proceed ------▶ | Project ITT

Encoding Data in the Project Indicator Tracking Table (ITT)

Figure 19: Screenshot of Project ITT Screen

ATTENTION! Only when 'Monthly 6' is entered as the 'Frequency of Data Collection' will 6-60 Month Targets numbers be transferred into Horizon 3.0. The other data in the ITT sheet will not be transferred to Horizon 3.0.

STEPS

Note: For the Logframe Code, Summary of Objectives and Indicators, units will be automatically copied from the Project M&E Plan.

Introduction

To work with the ITT, you must have a clear understanding of the strategies that each project will implement to achieve the desired change, as well as the time required to achieve or progress to that degree of change. Remember, the ITT is not just a table to distribute targets along the project lifespan; the data must be supported by an appropriate strategy.

1. Complete the Project Indicator Tracking Table by filling in the data fields for:

   a. **Baseline*:** The Baseline column will be filled in after the ADP has performed the baseline study. When data won't be collected, please indicate '0'.

   In Horizon, there are two options to show baseline data depending on the type of data.

   o World Vision data: Use the numerator/denominators %

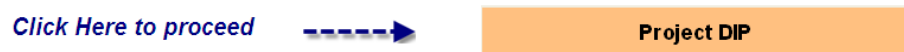   o Secondary data (not WV data): Use a numerical value.

b. **Target and Achieved Columns*:** These fields should be filled in by the overall team, and should be a numerical value. The first target to be determined is:

b.1 **LOP (Life of Project) Target***

b.2 **6-60 Month Targets:** After the LOP Target is determined, the annual and then six-month targets will be determined and input in the appropriate columns. **Targets will remain unchanged** along the project life span; an exception would be made in agreement with the funding office(s), partner(s) and stakeholder(s). See Semi-annual and Annual Management Report Guidelines for details.

b.3 **6-60 Month Achieved*:** The column for targets achieved will be filled in with the data collected from the regular monitoring activities in the project.

c. **Variance Column*:** This column shows the difference between the Targets vs. Achieved Numbers — how much the current numbers differ from their targets. If the variance % is <90% or >110%, then a brief explanation should be given in the column for 'Variance Explanation'.

Excerpt from the Semi-annual and Annual Management Report Guidelines:

'Variance of $\pm$ 10 % between the targets and what has been achieved should be noted in the table itself — it refers to the ITT — and, if necessary, explained in detail here in the narrative. Do not repeat information verbatim in the ITT and this narrative section. For instance, if the actual results for a given output are significantly below the target (by 10% or more), details should be given to explain the variance.'

d. The **FY Achievement %*** is a set of three columns that will support the analysis and reflection of the progress achieved by the project on an annual basis. The Target columns automatically calculate the sum of the targets for that particular Fiscal Year. The Achieved Target columns will automatically calculate the sum of the Achieved columns for the period.

e. **The LOP Target*** column is the sum of the total targets set for the project management cycle. Once the LOP targets are established, they will remain unchanged for the life span of the project.

f. Similarly, the **LOP Achieved*** column is the sum of the achievements for the period and the % of LOP Achievement will reflect the progress toward the LOP target.

g. The **Explanation of Target Variance*** column indicates the variance above or under 10% for the period analysed. A concise response should be provided in the column for target variance explanation or in the narrative section or your report, following the recommendation for the Semi-annual and Annual Management Reports.

Note: For frequently asked questions about the ITT, see How to Work with the ITT in the Appendices section of this guide.

2. After completing the worksheet, click on the Project DIP button to proceed to the next worksheet:

Click Here to proceed ------▶ Project DIP

Encoding Data in the Project Detailed Implementation Plan (DIP)

Figure 20: Screenshot of Project DIP Screen

Attention! From the DIP sheet in v3, only monthly target numbers are transferred to Horizon.

Steps

Note: Data for the Logframe Code and Summary of Objectives will be automatically copied from the Project Logframe Sheet.

Introduction

The Detailed Implementation Plan (DIP) provides a detailed, time-phase implementation plan for each fiscal year of the project life span in the programme cycle. The use of the DIP will provide an overview of all the activities of a project during its life cycle (up to five years). Likewise, this appendix should:

- Reflect the interaction of resources, activities and achievement of outputs

- Serve as a management tool that guides and directs the annual implementation of the project.

Activities should be clearly linked to outputs and specific targets and scheduleded along the fiscal year.

1. For activities in the current fiscal year DIP, establish the targets in **numbers,** under the month in which they will be delivered. Please note that outputs/objectives can only be tracked when the activities have already been completed. This data will serve as a source of information for the internal project reports (monthly or quarterly, or workload distribution) and the project's budgeting process. Cells containing numbers greater than 0, thus indicating a target, will be automatically coloured green and the numbers across a row totalled in the amount column.

   The DIP for the current fiscal year should include all the details necessary to describe the activities and output objectives in the Semi-annual and Annual Management Reports. The DIP for Year 2 up to Year 5 can be worked in line with your project logframe and the life of the project. Remember to list the activities that are 'key' to achieving the output objectives, as well as their associated costs. You can use this detail to assist with your project budgeting process, and to inform your partners on how resources can be raised and allocated in a timely manner to assure the project implementation.

   In some cases, the output objectives and activities will need to be adjusted to the pace of development in the communities and based on the local context; therefore, it is likely that

activities might be changed, replaced or abandoned, and, consequently, will need to be rescheduled. To manage these minor changes into the project implementation, you should work on the DIP for the current year targeted along the fiscal year (under the month columns). Once the first six months have been completed, you can work on and update the next six months (DIP Year 2), taking into account what happened in the last six months of the first year of implementation. At the end of the DIP Year 2, the next six months (DIP Year 3) can be completed and updated, and so on, depending on the project life cycle.

2. **Person Responsible:** Names of persons to carry out the activity or output should be provided in this column.

3. **External Partner/Supplier fields**: Those resource people, enterprises or organisations from which we will receive a specific service associated with the activity.

   Complete this section for all the DIP worksheets (Year 1 – 5) if necessary.

4. Once you have completed all the DIP worksheets, you are done with the Project worksheets.

Special Note: From time to time, a valid circumstance will necessitate 'minor' changes in the DIP. In this situation, activities have been abandoned and new ones are created without changing the outputs. You can use/unhide the blank rows in the Project Logframe to accommodate such changes (**See Allotment of Rows after Project Activities**), fill out the Level of Objectives columns (B, C, D) following the Logframe Code sequence, and enter the new activities. This information will automatically be copied into the DIPs, and you will be able to set the appropriate targets along the fiscal year. Abandoned activities will remain in the DIP as part of the project's records. Explanation for these minor changes will be included into the Semi-annual and Annual Management Reports.

Entering Data for Additional Projects

To enter data for a new project, simply save the current file, and then create a new file for the new project and repeat the process for all projects.

Transferring Data from PDD Appendices Tool v2 into PDD Appendices Tool v3

To transfer data from PDD Appendices Tool v2 into PDD Appendices Tool v3, please follow the following steps:

1. **Project Summary -** Enter the necessary information for national office name, project number/name, and associated programme number/name(s)

2. **Project Logframe**

   • **Manually copy** all applicable data from v2 to v3

   • Select Programming Category at activity level

   • Manually enter Indicator Code and Description.

   • Manually enter the Means of Verification Code and Description.

   • Select CWBO Code at the outcome level.

3. **Project M&E Tab:** Manually copy where necessary from v2 to v3.

4. **Project ITT Tab:** Manually copy where necessary from v2 to v3.

5. **DIP Year 1, 2, 3, 4 and 5:** Manually copy where necessary from v2 to v3.

6. **Save the file.**

Exporting the PDD for upload into Horizon

When the PDD Tool for a project is complete, the next step is to generate an export file that will enable the user to import the data into Horizon.

ATTENTION! MS Excel 2007 Professional

Before you generate a flat file (Excel sheet), ensure that Excel is set to open with just one sheet. The steps (in Excel 2007) are:

1. Open Excel
2. Click on Office Button > Popular > Excel Options
3. Set **'Include this many sheets'** to **one (1)** (per the picture below)
4. Click OK to confirm.
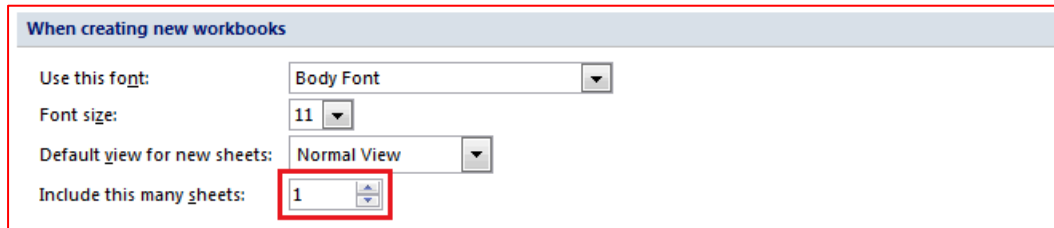
Now you are ready to move on.

Generating can be done by clicking the **Generate Export File for Horizon** button located in the Project Summary worksheet:

Figure 21: Generate Export File in Horizon Button in Project Summary

Click **Ok** in the pop-up confirmation window:
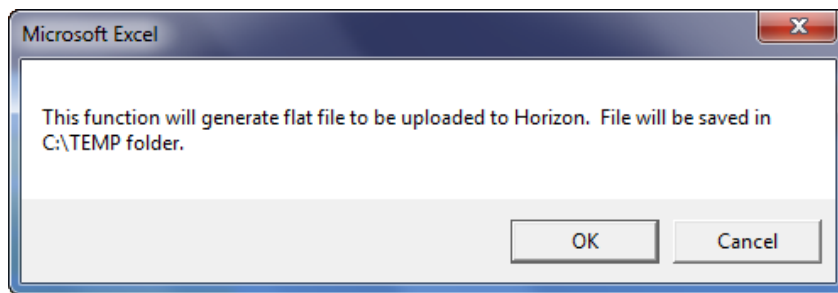
The exported file will then be located in your **Temp** folder (for example,. C:/Temp)

ATTENTION!

The newly generated flat file must not be edited. This will cause a significant risk in the data import function in Horizon 3.0.

Exporting the Revised CY DIP/ITT into Horizon

To transfer the Revised Current-Year DIP and ITT, delete the other DIP sheets from the flat file. For example, if the v3 Tool is from FY2013 to FY2017 and you are going to update the FY2014 DIP only, delete the DIP sheets for FY2013, FY2015, FY2016 and FY2017.

To delete a sheet, right click the sheet tab to be deleted, and then select 'Delete'.
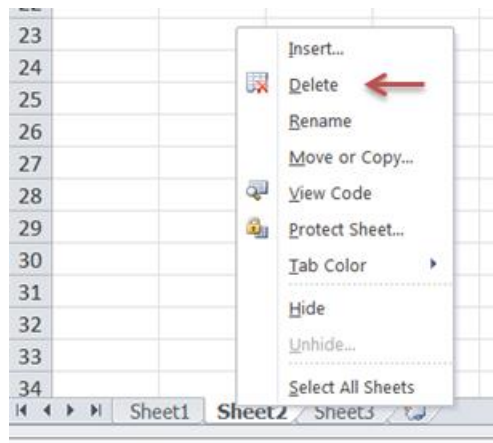
Appendices

Appendix A: Frequently Asked Questions (FAQs) about PDD Appendices — ITT and DIP

Question	Answer
1) Should targets be cumulative?	*Yes. All targets should be cumulative to offer a better understanding of how each period contributes to achievement of programme and project long-term targets.*
2) Should you change targets during the life of the project?	*Targets should not be changed, unless there are major changes in the environment that are out of the project's control; otherwise, deviations between the targets originally planned and those actually achieved will not be traceable, and reflection on what does or doesn't work well will not be evidence-based.* *Notes can be made to record the reasons for re-examining targets; however, this should never lead to changing the targets to make performance look better.* *Also it is important to keep in mind that WV DME Policy standard 9 refers to the negotiation and agreement among relevant partners on any needed changes to design documents along the life of the programme (LEAP 2nd Edition, page 99).*
3) Can you use words or colours, in place of numbers, for indicating targets (for example, high, medium, low … red, green, yellow)?	*Yes. Colour levels can easily be made numeric red =1 yellow =2 and so on, by using specific scorecards. The TDI Field Guide for Qualitative Indicators can provide good examples.*
4) If outcomes are at a contribution level, then should targets/achieved include the realisation of other partners?	*The nature of the outcome level is that full attribution is not possible; therefore, outcome targets will always include contribution from others. During the evaluation process, this contribution will be assessed; however, it cannot be tracked in the ITT.*
5) With a new project, do you start from '0' for the output level, since WV, at that point, has done nothing, or does the baseline reflect what already exists?	*In a new project, outputs measure the immediate result of the activities implemented during the timeframe of a given project; therefore, the baseline should be '0', as no activities have yet occurred.* *For outcomes, however, the existing situation/assets represent the baseline; since no programmes or projects arise from a 'blank space' — there is always something that WV builds upon.*
6) In the second/third cycles, does the Life of the Programme or Project (LOP) achieved from the current cycle become the baseline for outcome and outputs for the next one?	*Yes, if the project continues working with the same outputs and outcomes, then the LOP of the first cycle is the baseline for the next. This linkage is part of the rationale for having an ITT and DIP for a five-year period.*
7) How do you set targets at outcome/goal level for the end of the project if these are at contribution level, and plans of all partners are not known?	*When we are at the outcome and goal levels, we talk about a contribution, because we can never assure that our efforts will result in 100% of the required improvement. That said, we cannot fully determine what the best required improvement would look like at the end of project.* *Contribution does mean that WV is only one 'contributor' among others, it is an acknowledgement of the limited influence we can*

		actually have on change (at higher levels).
		Although we can never assure a 100% result, and we do not always know what partners plan, we should still have an idea of and be able to estimate how much we believe our efforts will achieve. Depending on the time, available money, and other inputs that we invest, we can estimate the percentage of our contribution to the overall achievement of the desired change. The evaluation will then show the accuracy of our estimation.
8)	**Some outcomes can be monitored; can the Achieved column be updated if data is available?**	*Some outcomes will be monitored, rather than evaluated. For example, if one of the outcomes in a Food Security project is 'improved harvest results', then you can evaluate the outcome directly after each harvest, perhaps once or twice a year. And you should certainly monitor it at those intervals (whenever a harvest is collected), rather than waiting to evaluate it at the end of a project cycle (losing chances to intervene if needed). Once data is collected and available, the Achieved column will be updated.*
9)	**Should baseline figures be added to targets and achieved at output level?**	*At output level, you would always start with '0'. Thus, your 'Achieved column' will accurately reflect what WV has achieved in the corresponding period.*
10)	**When should the ITT be updated or revised?**	There are four instances when the project ITT should be updated:
		1. ***After completing the baseline study.*** *The baseline study will provide a consistent data source, and the new data should be entered in the ITT Baseline column accordingly.*
		2. ***After each monitoring activity.*** *According to the Project M&E Plan, objectives will be monitored periodically; the information collected will be used to update the ITT, particularly in the Achieved columns.*
		3. ***Every six months for semi-annual and annual reporting****. The six-month report requirement demands the revision and reflection of the ITT based on the monitoring reports and the process for recording changes that have occurred at all levels of the project and programme objectives.*
		The frequency of updates depends on how the outputs and outcomes are formulated; those that can be measured at six-month intervals should be measured, while others may only be measured for the annual report.
		For instance, we know that achieving an output is more than completing the activities; it must also reflect at least a low level of change (for example, understanding of the training topic, or even the application of part of it). That said, we will not always be able to measure this level of change at six-month intervals, because the process requires data collection, which can be quite costly. On the other hand, there are situations when we can collect semi-annual data for outcome levels (see the answer for question 9 above). For example, assessing how many people have changed their mindset following training against HIV and AIDS stigmatisation requires a larger measurement effort, which can be done as part of an evaluation, rather than at annual intervals.
		However, one should not delay updating the ITT until right before the Semi-annual or Annual Management Report is due. This would prevent any opportunity to learn more about the

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<td>project's performance and could also have implications for the project management by exception approach.</td>
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<td>4. After an evaluation. The evaluation period provides a perfect opportunity for an outside project review, and the project staff can identify, and reflect upon, what's going well on the project and should remain as is, or what's not going well and needs to be changed. This process should start with the ITT update, to ensure that the evaluation team works with most current data available.</td>
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<td>11) Isn't it a step back to set targets at the activity level in the DIP?</td>
<td>No. We need to see the information from a different perspective. Targets at the activity level will serve as the basis for the internal work plan, help keep sponsors informed and interested in sponsoring their child, and — most of all — inform the LEAP budgeting process. We don't want to reinforce the idea that we are implementing and reporting on activities for the sake of doing something we believe might be good. Rather, we need to track and analyse targets with this question in mind: Have the activities chosen and implemented actually led to the required change at different levels?

We use the information during the reflection time for the emi-annual and Annual Management Reports to inform about the outputs achieved or in progress (in case activities are still not completed but in progress). At the same time, we can analyse whether the activities have actually produced the expected or planned output by asking ourselves: Have we done the right thing?</td>
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Appendix B: How to Work with the ITT Step by Step

Introduction	◆ The Indicator Tracking Table (ITT) provides an overview and snapshot of the project status, as well as information to all stakeholders and partners to use towards making necessary changes to the implementation strategy. ◆ Field staff involved in programming must understand how to: ✓ use the ITT to quickly explain the project status ✓ explain the data components of each indicator ✓ keep a systematic process to collect and analyse the information in line with the semi-annual, annual report and evaluation ✓ revise the ITT to reflect changes in the context or donor requirements. ✓ use the information to communicate the project and programme status to different audiences (direct participants, local partners and donors).

Step 1 **Establish the units of measurement for each indicator and the baseline data**	◆ Complete the Project ITT by completing the data fields for: • **Unit**: All indicators need a clear unit of measurement (for example, households, acres, numbers, children or peopleIndicate the unit by which each indicator will be measured during the project monitoring process. • **Baseline**: The Baseline column will be filled after the programme has performed the baseline study. Please make sure that the baseline study includes all the indicators to be measured (quantitative and qualitative). There may be some objectives and indicators that are not scheduled to start for several months or years in the project life, but even those indicators need to be measured during the initial baseline study to help measure change over time. ✓ The baseline results which have been 'fixed' are put in the Baseline column of each indicator measured (generally as goal and outcome indicators). Usually output level indicators start with '0'; however, in very rare cases — depending on the output— they might have to be 'baselined'. Data at goal and outcome levels are collected according to the project's M&E Plans, and the timing for data collection will mostly likely depend on the type of objectives formulated. When data will not be collected, please use a '0'.

Step 2
 	
Set the targets to be achieved
	Target column: Should be completed by the team, using numbers or scales. The first target to be determined is:
	
	a. *LOP (Life of Project) target:* The LOP target refers to the target to be reached at the end of project implementation, and needs to be determined by the project team.
	
	    • The LOP column will be the sum of the total targets set for the project management cycle.
	
	b. After the LOP is determined, ***the annual and six-month targets will then be fixed and provided in the appropriate column***. This implies that appropriate data collection (see comments under Step 1) will be timed according to what the project M&E Plan indicates.
	
	   When data will not be collected***, please use a '0'.***
	
	Notes:
	
	Once the baseline data is entered, the PDD Appendices will be updated, particularly ones for the ITT, DIP and M&E Plan.
	
	Targets will remain unchanged along the project life span. *Targets should not be change, unless there are major changes in the environment that are out of the project's control; otherwise deviations between the targets originally planned and those actually achieved will not be traceable, and reflection on what does or doesn't work well will not be evidence-based.*
	
	Notes can be made to record the reasons for re-examining targets, but this should never lead to changing the targets in order to make performance look better.
	
	Also it is important to keep in mind that the WV DME Policy Standard 9 states that any changes to design documents needed during the programme life must be negotiated and agreed upon by all partners; this action cannot be taken unilaterally.

Step 3 **Enter the monitoring data in the target achieved column**	♦ The ***Targets Achieved*** column will be filled in with the data collected from the regular monitoring activities in the project. ♦ Similarly, the ***LOP Achieved*** column will be the sum of the achievements for the period and will reflect the progress toward the LOP target. This column will be automatically calculated once you have entered the data for target achievements along the project life span.

	For qualitative indicators, targets could change along the life span of the project only if they are defined according to participants' perception and experience. They may or may not be included in the ITT. If they are not included, then a special table should be prepared for qualitative indicators. However, formulation of qualitative indicators might not be easy, as they look at opinions, behaviours and attitudes rather than at tangible products. Qualitative indicators can be measured in quantities (for example, we look at the % of people who have changed their perspective in terms of stigmatising HIV and AID infected community members.) See examples on how to introduce qualitative indicators into the ITT in the following material. **Download the Qualitative Indicators Quiz and Guide**

Step 4 **Interpret and explain the variance: analysis of the ratio between targets and actual data.** **(< 90% and > 110%)**	***Target Variance Explanation Column*** ◆ Based on the analysis of the data collected and the difference between your targets and the actual data, you can reflect on the variance between these two groups of data. ◆ Briefly explain the variance for the period reported, following the recommendation for the Semi-annual and Annual Management Reports. For example, 'Due to the electoral period, most families were temporarily moved out of the villages'.) ◆ In the narrative of the Semi-annual and Annual Management Reports, you will explain in detail the current situation for your project (targets variances that are < 90% and > 110%). For example, 'Even though families where not available to provide information on targets, the project is confident that in two weeks, life will be back to normal and activities and information will be collected and reported on for the next period'.
Step 5 **FY Achievements %**	• The FY Achievement % columns would show the percentages of how the targets are met per fiscal year. Once you have set the targets and the achievement data is entered, the columns will show you the progress made. This information, which helps substantiate performance and achievements of your projects, can be reported back to your different partners through the Semi-annual and Annual Management Reports.

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