



WIEGO MONITORING, LEARNING AND EVALUATION TOOLKIT

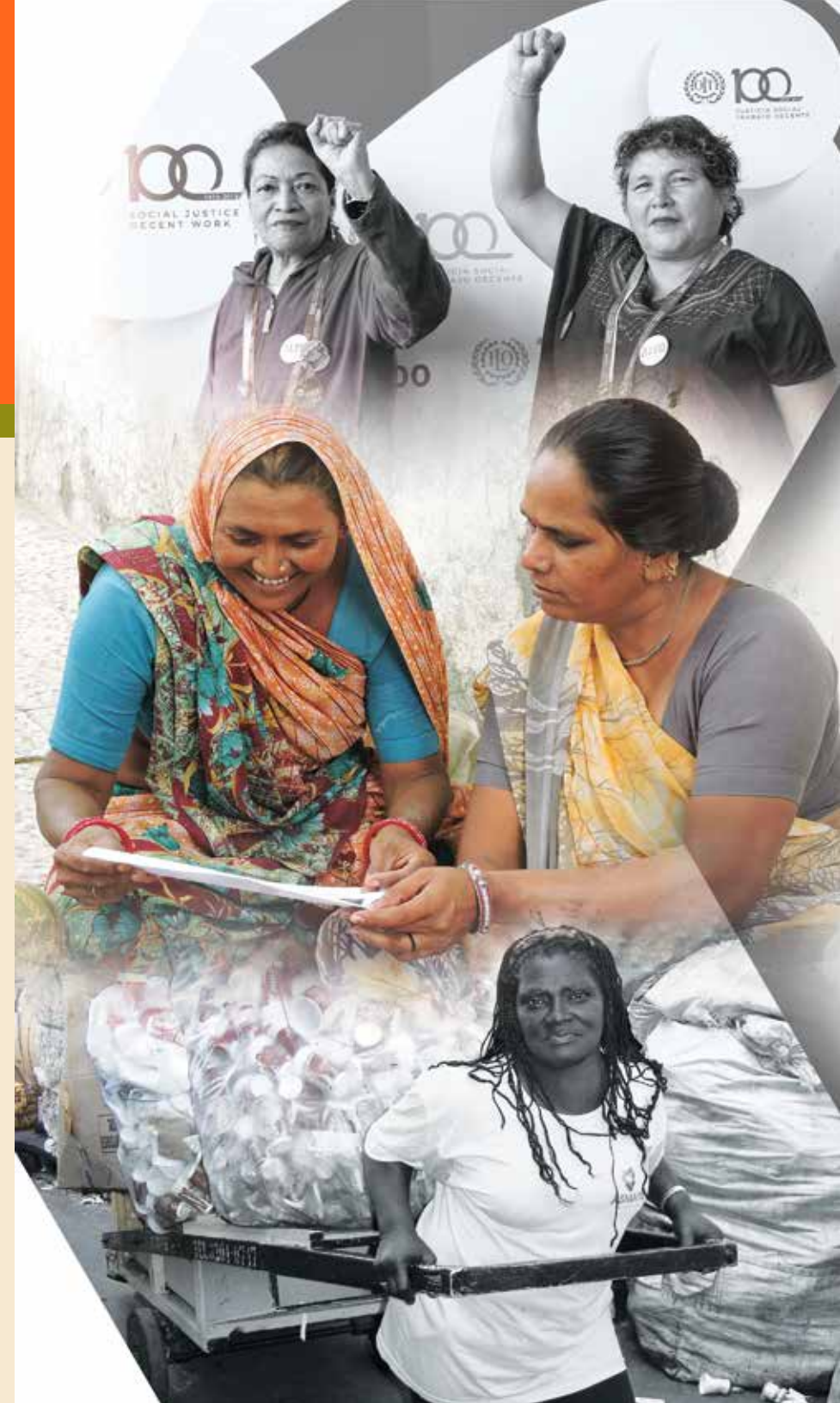
TOOL 8

How to conduct *an online*
participatory outcomes
evaluation workshop:

Analysis and strategic learning

Developed by: **BARBARA KLUGMAN**
with inputs from Carmen Wilson-Grau
and WIEGO team members

MAY 2022





HOW TO CONDUCT AN ONLINE PARTICIPATORY EVALUATION WORKSHOP:

Analysis and strategic learning

We would like to thank Conny Hoitink for her shared expertise on OH, her suggested improvements and review of the French translation. Renata Farias and the translators from Abrapalabra Servicios Lingüísticos for the Spanish and French translation. And Valentina Reid for her work with layout of these tools.

MAY 2022

Cover Photos, from top to bottom:

On the right side is Fidelia Hernández de Subuyuj from Guatemala. She was part of the IDWF delegation, in representation of the affiliate: Sindicato de Trabajadoras Domésticas Similares y a Cuenta Propia (SITRADOMSA) at the C190 meeting in Geneva, Switzerland in 2019. **Photo credit: S. Trevino**

Domestic workers in Delhi are not registered under the social security authority. This has resulted in their exclusion from emergency cash grants, which have been extended to registered groups of unorganized sector workers, such as construction workers. **Photo credit: K. Hughes**

Dona Maria Brás, a tireless force in helping Brazilian waste pickers overcome persecution and gain respect and security as members of cooperatives ventures. She was one of the founders of the Association of Paper, Cardboard, and Recyclable Materials (ASMARE Coop). **Photo credit: S.Dias**

Publication date: May 2022
ISBN number: 978-92-95122-12-3

Published by Women in Informal Employment:
Globalizing and Organizing (WIEGO)

A Charitable Company Limited by Guarantee
Company No. 6273538, Registered Charity No. 1143510

WIEGO Limited
521 Royal Exchange, Manchester
M2 7EN, United Kingdom

www.wiego.org

Copyright© WIEGO

This toolkit can be replicated for educational and organizing purposes as long as the source is acknowledged.

WIEGO'S MLE TOOLKIT has a series of tools, each with a different focus. You may need to use some of them together. Tool 8 is the second half of tool 7

WIEGO MONITORING, LEARNING AND EVALUATION TOOLKITS:

1. How to write an outcome statement

2. How to harvest outcomes you notice in your day-to-day work

3. How to evaluate your training or workshop during and after

4. Where to find outcomes of research uptake and how to use them for learning and adaptation

5. How to conduct a participatory evaluation workshop: Harvesting outcomes

6. How to conduct a participatory outcomes evaluation workshop: Analysis and strategic learning

7. How to conduct an *online* participatory evaluation workshop: Harvesting outcomes

8. How to conduct an *online* participatory outcomes evaluation workshop: Analysis and strategic learning

1 Purpose: Why evaluate effectiveness of WIEGO's training and tools?

3 Finalize, categorize and analyse outcomes from the outcome harvest workshop (Tool 7)

4 Review the quality of outcome descriptions harvested

4 Put harvested outcomes in a spreadsheet

5 Pasting outcomes and contributions into spreadsheet

8 Creating categories for analysing when, where, who, changed what

10 Categorize outcomes

10 Categorizing

11 Analysing

17 Preparation for workshop

18 Reflecting on the significance of the data

19 Preparing materials and facilitators for the workshop

20 Agenda

21 The workshop: Interpreting outcomes and their strategic implications

22 How to save the WIEGO Tool 8 Google Slides to use for your workshop

23 Part 1: Getting started

23 Opening – while people get online

23 Objectives of the workshop

24 Introductions

25 Part 2: How we have generated quantitative patterns from your outcomes

25 Introduction to group work – how we categorized participants' outcomes

27 Part 3: Group interpretation of outcomes and their implications

28 WHO made the changes? WHO did something differently?

30 Are these the types of changes we were hoping to influence?

31 Why are there more changes in some countries than others?

32 What is the significance of the different levels of the changes?

33 How long did it take to influence others?

35 Break using timer

36 Drawing conclusions from interpreting patterns of outcomes

37 Part 4: Outcome chains (in plenary)

38 Part 5: Negative outcomes

38 Close

38 Facilitators' debrief

38 Debrief questions

39 Consolidate decisions and document findings

39 Annex: Planning and evaluation learning questions

39 Before Action Review

40 After Action Review

THE FOCUS OF THIS TOOL

This tool is on how to categorize and analyse outcomes already harvested with informal workers in an online workshop using Tool 7, and how to use this analysis to discuss achievements, challenges, and strategy with the same participants.

Tool 7 took you through how to support participants in a workshop to harvest outcomes:

- WIEGO outcomes – that is changes made by informal workers, Nets or MBOs¹ that WIEGO has influenced directly, for example through a training or other intervention

and

- outcomes that those workers, Nets or MBOs in turn have influenced through their own actions.

In this Tool 8, the WIEGO facilitation team first categorizes and analyses outcomes that were harvested in the Tool 7 workshop; and then in a second online workshop, you facilitate participants interpreting findings and identifying implications for improving their strategies, and potentially for WIEGO to improve your original training workshop.

The online workshops described in these two tools (7 and 8) aims to strengthen capacity of participants in telling their stories and in analysing their influence and its strategic implications. Note: there are separate tools in the WIEGO MLE Toolkit (5 and 6), for doing this in a face-to-face workshop.

¹ MBO refers to 'membership-based organizations' such as organizations of street vendors or domestic workers or waste-pickers or home-based workers. WIEGO uses 'Nets' to refer to networks of such MBOs.



You might need some time to check details of outcomes harvested in Workshop 7 with individual participants to strengthen the specificity or credibility of the outcomes they have drafted.

- How much time you need will depend on whether group facilitators in Workshop 7 ensured people named the necessary details – who changed what, where, when.



1 HOUR: to set up spreadsheet for categorizing outcomes.

2-8 HOURS: for categorizing and analysing outcomes. The amount of time depends on how many outcomes were generated in Workshop 7.

2 HOURS: to prepare for the interpretation and strategy workshop.

3.5 HOURS: for the interpretation and strategy workshop with participants.

SECTION A

**PURPOSE:
WHY EVALUATE
EFFECTIVENESS OF
WIEGO'S TRAINING
AND TOOLS?**



PURPOSE:

WHY EVALUATE EFFECTIVENESS OF WIEGO'S TRAINING AND TOOLS?

WIEGO Tool 7. *How to conduct an online participatory evaluation workshop - harvesting outcomes* – provides a five-part process for harvesting credible outcomes. Tool 8 assumes you have finished Tool 7 and are now ready to categorize and analyse, interpret, and use the findings to reflect on if and how well you and your partners are having the influence you hope to have.

Your evaluation questions for Tools 7 and 8 are:

- Did participants use knowledge and information, or skills gained through WIEGO's intervention?
- Did those actions then influence the person or institution that participants were hoping to influence – their employers, government etc.?

Your learning questions from this are:

- What worked well and what did not work well in the way we did the intervention?
- What changes should we make to how we do our work when we do a similar intervention in other places, or when we repeat the intervention for other people here?
- In what ways did external contextual factors influence participants' abilities to use the information or skills or to influence others?
- Do we and/or participants need to do anything differently in order to more effectively influence others?

To answer these questions, this tool shows you how to analyse the outcomes harvested in the Tool 7 workshop, and how to run a follow-up interpretation and strategy workshop with participants.



→ Everyone on the analysis team should read tools 5 and 6 (the face-to-face versions of these tools) as they carry more illustrative examples. Then read this tool.

SECTION B

FINALIZE, CATEGORIZE AND ANALYSE OUTCOMES FROM THE OUTCOME HARVEST WORKSHOP (TOOL 7)

CONTENTS

- 4 Review the quality of outcome descriptions harvested
- 4 Put harvested outcomes in a spreadsheet
 - 5 *Pasting outcomes and contributions into spreadsheet*
 - 8 *Creating categories for analysing when, where, who, changed what*
- 10 Categorize outcomes
 - 10 *Categorizing*
 - 11 *Analysing*



FINALIZE, CATEGORIZE AND ANALYSE OUTCOMES FROM THE OUTCOME HARVEST WORKSHOP (TOOL 7)

REVIEW THE QUALITY OF OUTCOME DESCRIPTIONS HARVESTED



Some time to check details of outcomes with individual participants

- The facilitator with one other WIEGO person, ideally someone who facilitated one of the small groups, or WIEGO's Impact Coordinator, read all of the outcome descriptions generated during workshop 7.
- Consider if they are outcomes (positive or negative), or are they outputs/contributions that may influence outcomes in future. Remove any that are not outcomes from your list.
- Of the remaining outcomes, consider if they are credible enough (Outcome Harvesting Principle 4).
- If not, ask the group facilitator in which a participant generated that outcome, to engage the participant to generate enough detail to make the outcome credible. The facilitator can then return the improved outcome description to you.
- Set up a timeline for the above process.
- Book a time to do the categorizing after your deadline for all changes in outcome descriptions to come in.

PUT HARVESTED OUTCOMES IN A SPREADSHEET



1 hour to set up spreadsheet for categorizing outcomes

- Decide on what document you will use to categorize outcomes – for example, a Google Sheet; share the link with your analysis team.
- If your programme already has a spreadsheet that you usually use, then use a copy of that and just add any missing categories – see next page.
- Prepare the spreadsheet for categorizing (you can use the version below) with separate columns for the outcome number, each part of the outcome statement (including outcome description, significance, and contribution description), and the categories for analysis.

Your spreadsheet would look something like this:

	OUTCOME STATEMENT			OUTCOME ANALYSIS				
Outcome #	Outcome description	Significance	Contribution description	WHEN?	WHERE (Country)	WHERE (local to global)	WHO changed?	WHAT changed (Type of Outcome)

Pasting outcomes and contributions into spreadsheet

Outcomes:

- Cut and paste each outcome description generated in workshop 7 into column B of your spreadsheet.

Contributions - to fill in the contribution:

- In workshop 7 we only generated outcome descriptions. The contribution for most of these outcome descriptions is the original WIEGO workshop where you strengthened informal workers' knowledge or ability to use particular tools. In Workshop 7 they then described what they had done differently using that knowledge or tool – these are the outcomes.
- So, it is likely that most outcomes will be where informal workers took action after the workshop, using workshop information or tools. For all of these outcomes, the 'contribution' will be the original WIEGO training workshop. You should write the workshop details in the 'contribution description' column in the row of the first outcome done by a workshop participant.
- For all other such outcomes, you just reference that first contribution statement. So, if that is the contribution to outcome number 1, for all subsequent contributions that were the WIEGO workshop, you will write 'See Contribution to Outcome 1'.

→ Some participants may have described additional outcomes the informal worker influenced. For example, if their organization or another actor did something differently after the informal worker used the information from the WIEGO training. In such a case the first outcome (what the worker did differently) will become the contribution description for the subsequent outcome as illustrated in the figure below:













→ See for example the contribution descriptions we have added to the illustrative outcomes from the Annex in Tool 7. The outcome in row one becomes the contribution to row two and so on:

OUTCOME NUMBER	Format for Capturing the Outcome Descriptions				Outcome description	Contribution Description				
	WHEN did the social actor change?	+	WHERE did the change take place?	+			WHO is the social actor?	+	WHAT did the actor do differently?	=
1	On 10th October 2019	+	in Lusaka, Zambia	+	Axolile Sabanda of HomeNet Zimbabwe (participant in previous WIEGO workshop)	+	gave a talk to a group of home-based workers who are thinking of developing a cooperative	=		From 3-5 June, 2019, WIEGO ran a workshop on (name of topic) using (name of tool) for (how many) informal workers from (what sector, MBOs or Nets).
2	On 15th November 2019	+	in Lusaka, Zambia	+	an informal group of home-based workers	+	Invited SEWA (Self Employed Women's Association, India) to run a workshop for them on how to organise a co-operative	=		On 10th October, in Lusaka, Zambia, Axolile Sabanda of HomeNet Zimbabwe gave a talk to a group of home-based workers who are thinking of developing a cooperative.
3	On 3rd December 2019	+	in Lusaka, Zambia	+	an informal group of home-based workers	+	decided to set up as a small company and created a workplan to move forward	=		On 15th November 2019, in Lusaka, Zambia, an informal group of home-based workers, invited SEWA to run a workshop for them on how to organise a co-operative.
4	On 3rd December 2019	+	in Lusaka, Zambia	+	one worker who was part of an informal group of home-based workers	+	decided to set up her own company alone, in competition with the one the rest of the group decided to establish together. NEGATIVE	=		See contribution to outcome 3.

→ After this workshop, when you incorporate these outcome descriptions into WIEGO's MLE system, you will add in the contributions, reflect on the significance of each outcome (drawing on insights generated during this workshop), and write this into the spreadsheet.

Creating categories for analysing when, where, who, changed what

- If not already in your spreadsheet or if you are starting from the beginning, create a list of the likely categories for each **WHEN? WHERE? WHO? WHAT?** column, based on your knowledge of the work.
- For WIEGO, use the categories you already use in your OH system:
 - **Who changed:**

	Informal workers
	Membership-based organization
	Network
	Trade union
	Strategic ally
	Academic/researcher/think tank
	Funder
	Media
	General public
	Company or private sector
	Government

- **What changed:**

Overall intended outcome		
	Specific categories	What we mean by them
Transformed Systems, Models & practices		
	Shift in statistics	Governments incorporate statistics on informal work & informal workers
	Shift in policy	Change in government or corporate policy
	Shift in action or practices	A new action taken, for example, by government, company or employer
Informed understanding & changed mindsets		
	Shift in narrative or message	Target of our advocacy shifts their message or narrative or response to us or our issue
	Shift in curriculum	Drawing on our data or arguments
	New funding	For the first time supporting our work
Strengthened organisation		
	Strengthened Net or MBO governance / policy	Internal Net or MBO policies or practices
	Increased members	More individuals join an MBO, more MBOs join a Net
	New or stronger alliances	New groups join our campaign or issue, agree to our position
	Use of WIEGO tools, evidence or arguments	Workers, their organizations and allies use our tools, data or arguments.
	Increased participation in protest or advocacy	New public mobilizations or presentations to capture media and / or decision-maker attention
	Increased participation in negotiations	New direct negotiations

→ You need two columns for 'where' – one for the country where the change took place, another for the level (local, district, provincial, national, continental, international).

→ You can then create 'drop-down' options of the items in your list for each column, or just make a table like the one below so that every time you use the category (of when? where? who? or what?), you write it exactly the same way.

Possible items in each category, for categorizing outcome descriptions:

WHEN?	WHERE?		WHO?	DID WHAT?
	Country	Level		
2019	Bangladesh	Local	Participant	Increased members
June '19	Brazil	District	Informal Worker(s)	Stronger NET or MBO governance/policy
July '19	Colombia	Provincial	MBO (membership-based organization)	New funding
Aug '19	Ghana	Regional (in a country)	NET (network of organizations)	Used WIEGO research/tools/ ideas
Sept '19	India	National	Trade union	Strengthened alliance
Oct '19	Nepal	Continental	Strategic ally/allies	Increased participation in negotiations (employer/ company)
Nov '19	Pakistan	International	Academics/researchers	Increased participation in advocacy (to government)
Dec '19	Senegal	Other	NGO	Shift in narrative or message
Jan '20	Rwanda		Media	Changed policy
Feb '20	Uganda		The public	Changed practice
	USA		Company or private sector	Other
	Zambia		Individual employer	
	Not applicable		Government	
			Funder	
			Other	

→ In the table above we categorized by month assuming the training workshop was in early June 2019 and we did the outcome harvesting workshop in early March 2020. We have included a generic '2019' just in case a participant cannot remember the month of their action. If you are analysing outcomes over a few years, you could decide to categorize by year.

CATEGORIZE OUTCOMES



2-5 hours depending how many outcomes you need to categorize

Categorizing

- Read Part 8 of WIEGO Tool 6: “Gather and categorize the data – identifying patterns” to be clear how categorization works.
- You are going to do the same process, but rather than participants describing their outcomes and then collectively categorizing, you are going to categorize the outcomes already harvested in workshop 7.



WIEGO's Impact Coordinator can support you to set up and do the spreadsheet analysis.

- Categorize the when, where (country), where (level), who, what for each outcome description in the spreadsheet.
- Using the same content as in Tool 6, this is how your spreadsheet might look (although we have not written in the outcome descriptions).

OUTCOME ANALYSIS				
WHEN?	WHERE (Country)	WHERE (local to global)	WHO changed?	WHAT changed (Type of Outcome)
Sept '19	Zambia	local	Membership-based organization	Strengthened alliance or coalition
2019	South Africa	national	Government	Shift in narrative or message
June '19	South Africa	national	Individual employer	Shift in narrative or message
Oct '19	Rwanda	individual	Informal worker	Increased participation in advocacy to government
Jan '20	Ghana	national	Membership-based organization	Strengthened Net or MBO
July '19	Ghana	regional	Company	Shift in action or practices
July '19	Senegal	international	Membership-based organization	Strengthened alliance or coalition
Feb '20	Kenya	provincial	Membership-based organization	Increased participation in negotiations (with employer)

Analysing

- You can now generate charts to show you the patterns of the outcomes influenced by participants at WIEGO's previous workshop.
- If you have never generated charts in Excel or whatever spreadsheet you are using, you may need to ask WIEGO's Impact Coordinator or another colleague to show you.

OR

- If there are not many outcomes, you can count up numbers of each category manually.
- You can use whatever visual you think will enable participants to easily understand the data.
- Here we show you the basics.

When did the outcomes take place?

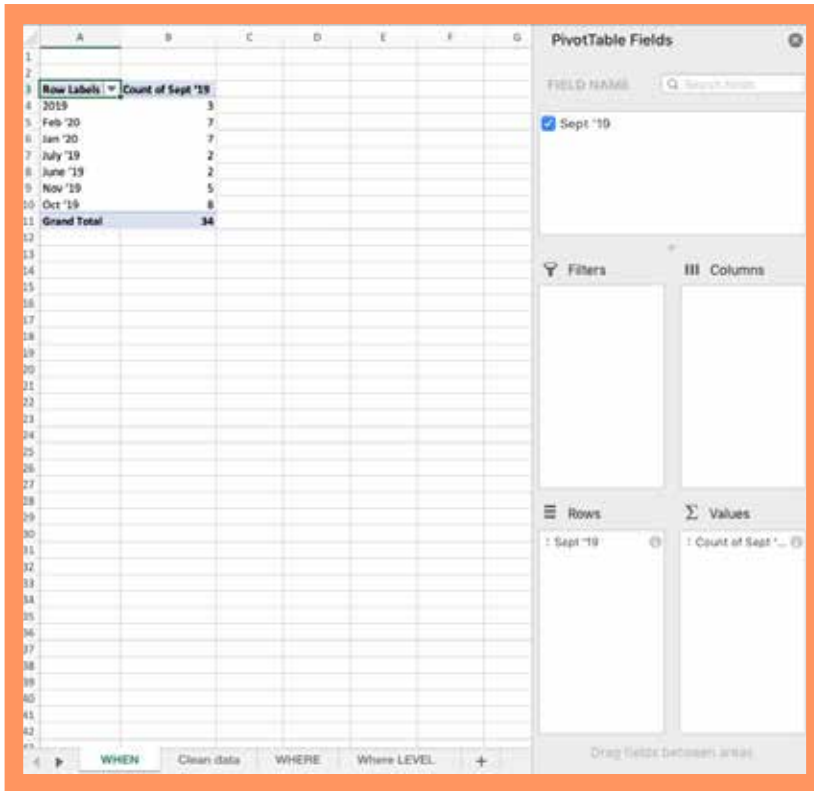
- If you are using Excel, select one column, for example 'When?'
- Click from the toolbar at the top:
 - Insert
 - Tables
 - Pivot table
 - The table/range will show the column and rows in which you have written your options
 - New worksheet
 - OK

The screenshot shows the Microsoft Excel interface with the 'Insert' tab highlighted in the ribbon. A 'Create PivotTable' dialog box is open, displaying the following options:

- Choose the data that you want to analyse.**
 - Select a table or range
 - Table/Range:
 - Use an external data source
 - Choose Connection... No data fields have been retrieved.
- Choose where to place the Pivot Table.**
 - New worksheet
 - Existing worksheet
 - Table/Range:

Buttons for 'Cancel' and 'OK' are visible at the bottom right of the dialog box. The background spreadsheet shows a table with columns for 'Outcome #', 'Outcome description', and 'When?'. The 'When?' column contains dates and locations such as 'Nov '19 Kenya local', 'Jan '20 Rwanda national', '2019 Senegal local', etc.

→ You will see a new spreadsheet like the image below:



→ Drag 'Sept '19' from the FIELD NAME top right into ROWS and do this again to drag it into Values

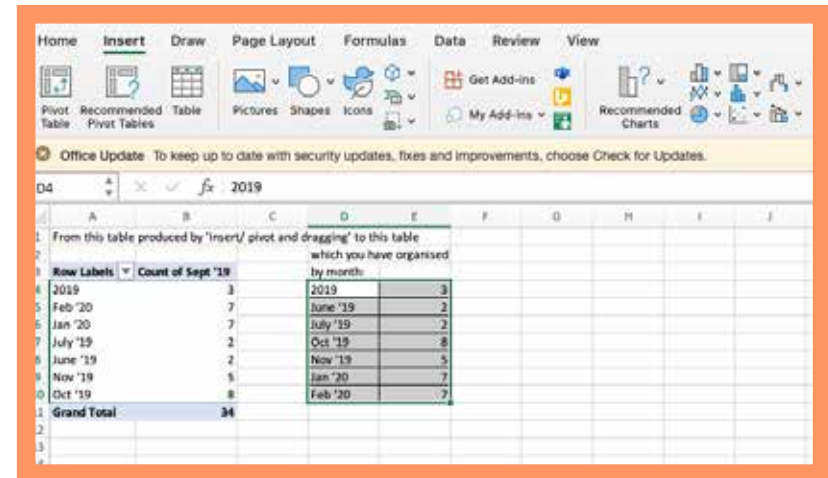
→ Because you will be interested to know how outcomes were generated over time, cut and paste the data on the table by chronological date:

Row Labels	Count of Sept '19	which you have organised by month:	
2019	3	2019	3
Feb '20	7	June '19	2
Jan '20	7	July '19	2
July '19	2	Oct '19	8
June '19	2	Nov '19	5
Nov '19	5	Jan '20	7
Oct '19	8	Feb '20	7
Grand Total	34		

→ Select the table on the right above

→ In the tool bar, click

- Insert
- Chart



→ Click on the type of graph you want, and it will come up as follows:



→ You will do the same for each category. You can choose whatever type of chart you think makes the points most clearly. In fact, you do not have to make a chart if you think the table itself is easy to understand.

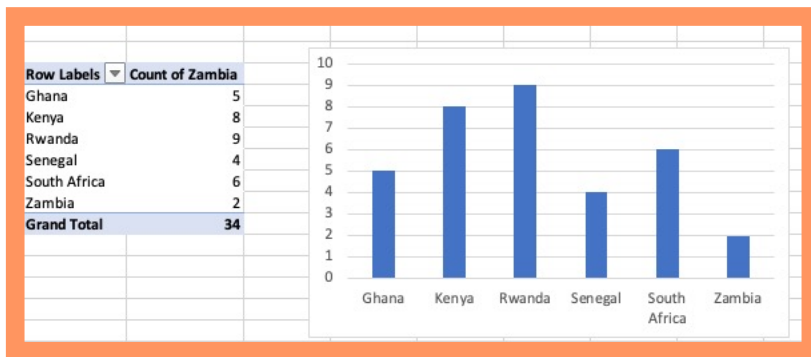
→ You could also use another kind of infographic, depending on what you think will be most easy for participants to understand. For example, if participants are not familiar with graphs, you could use the table, or you could put the numbers of outcomes for each month into an image like a calendar, such as:



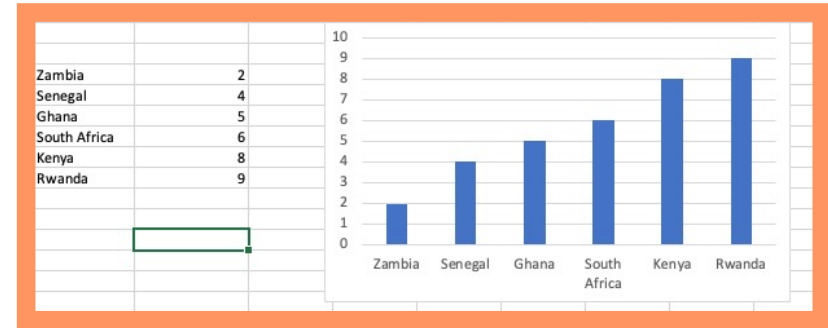
→ You will be presenting these charts to participants in the next workshop, to discuss their meaning and implications which is why they must be self-evident.

Where did the outcomes take place – country

→ Here are other ways of representing the data – in this case for WHERE – country, and we have chosen an upright bar chart:



→ In this layout, the information is not easy to read, you could reorganise the table from lowest to highest and just use the table itself. Or, after doing that, you could again 'insert'/ 'chart' to get an image where the findings are easier to see immediately:



→ Alternatively, you could make a graphic using Tableau, PowerPoint or similar.

→ For the image below we have inserted a map of Africa on a PowerPoint slide:

- Insert
- Icon
- Africa

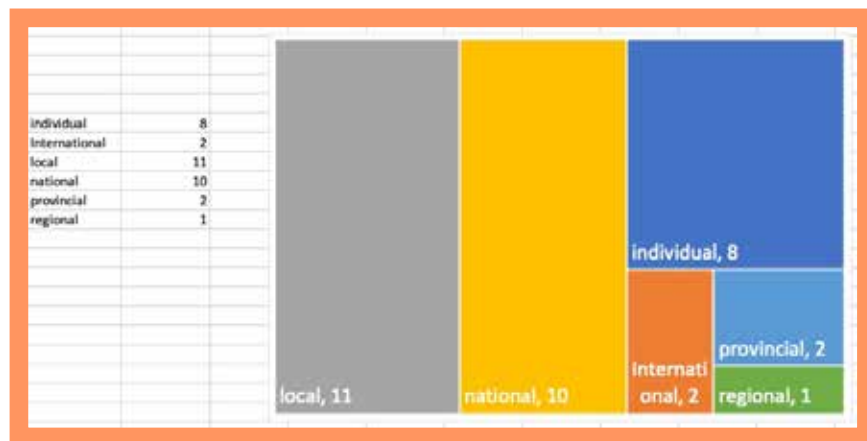
→ Then using

- Insert
- Shape
- Click on a circle
- Move a circle to each country, with the biggest one for Rwanda, then Kenya etc., and put then number of outcomes in each



At what level did the outcomes take place?

The level of the outcomes can be fun to read in this format where the size of the box gives you a sense of at what level there were most and least outcomes. Again, use the pivot table to generate your table on a new sheet; select the table, and insert, whatever format you think is clearest, for example:

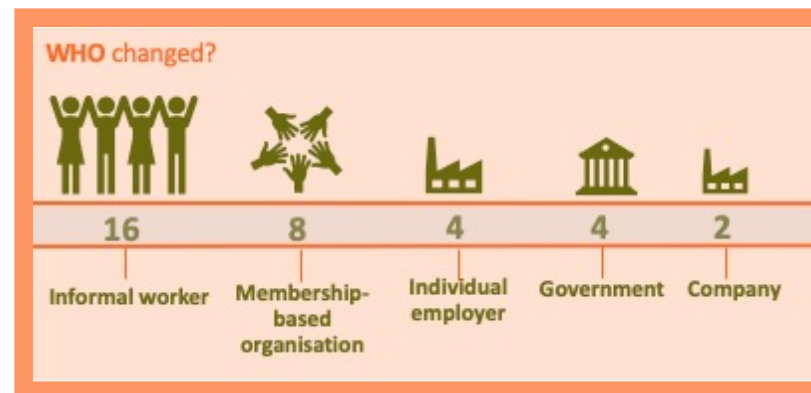


Or, in PowerPoint or similar, you could create graphics for each level (here we've used icons) and change their sizes in line with the numbers of outcomes:

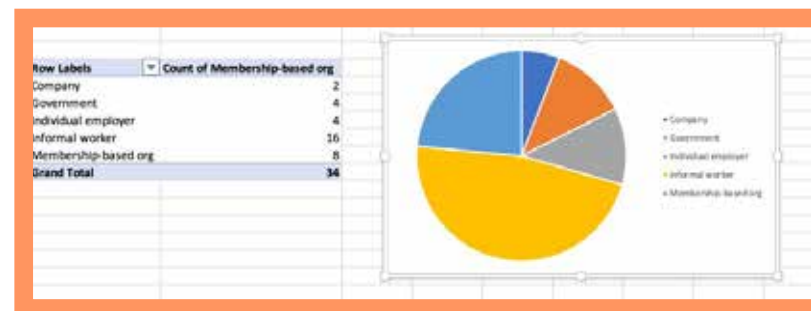


Who is the actor in the outcome?

- For WHO, you can create an image or a chart.
- Here is an example of an image done in the same way as the one above:



- To create a graph, select the WHO column and insert a pivot table.
- Then insert a chart – we have chosen a pie chart:



To get the labels linked to the chart, and to show the actual numbers, click

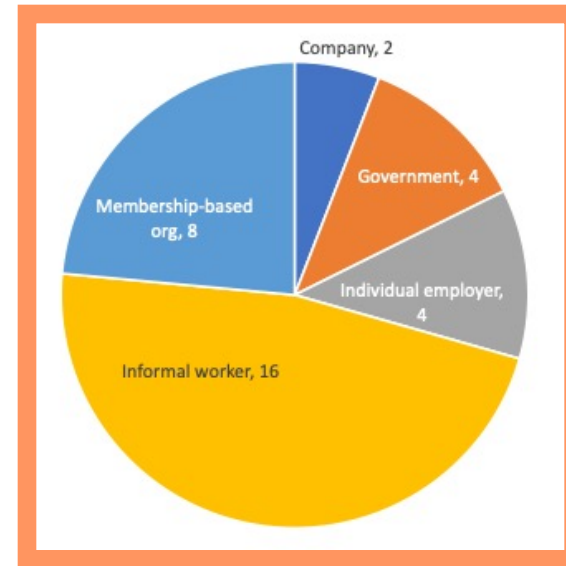
→ 'Design' in the toolbar

→ 'Quick layout' (on the far left under Design):

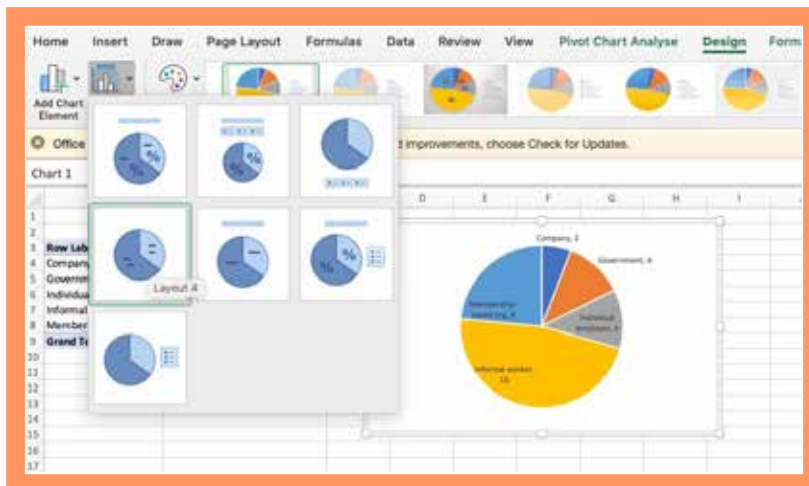
Circle design and circle 'quick layout'



→ You may need to then select the writing in the chart to make it bigger; and easier to read in this case we have changed the colour of some of the labels that were too dark for the background colour:

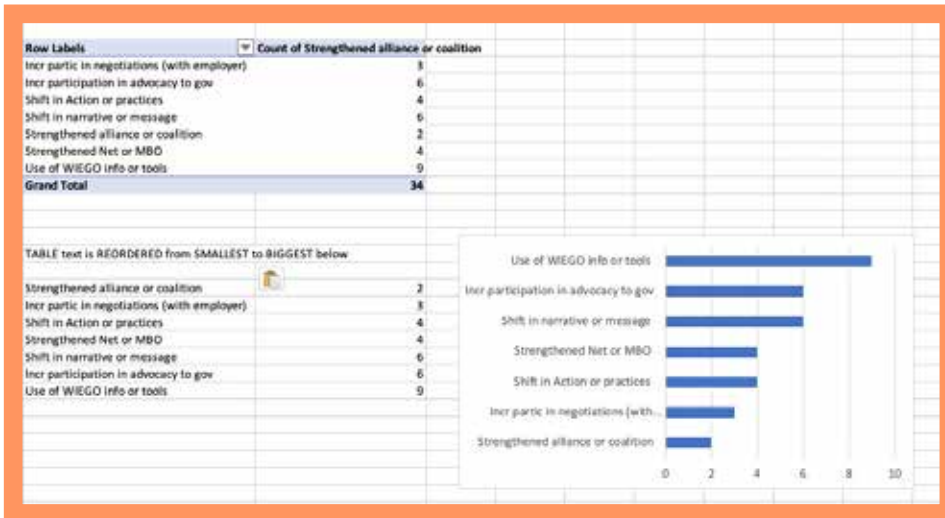


→ And choose the layout that makes each part of pie easiest to read:

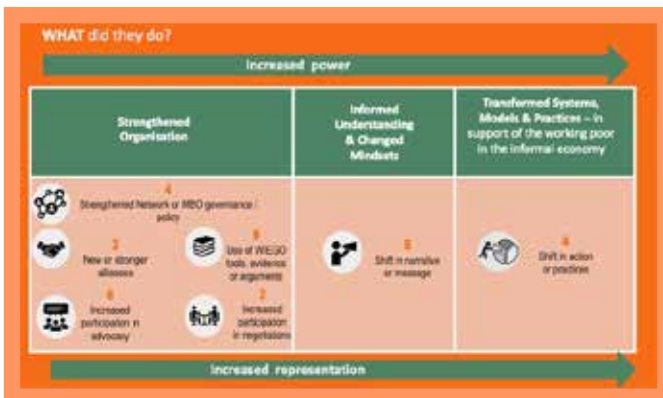


What type of change did the actor make?
 What did the actor do differently?

- For the WHAT changed, again select the column, click insert, pivot table, and then drag from the field name into rows and into values.
- Then reorganise the table from lowest to highest values.
- Then select the table and insert, chart.



- Or, in PowerPoint or similar, you could create graphics for each type of change (here we've used icons) and organize them according to your Theory of Change and add the numbers of outcomes for each change.



SECTION C

PREPARATION FOR WORKSHOP

CONTENTS

- 18 Reflecting on the significance of the data
- 19 Preparing materials and facilitators for the workshop
- 20 Agenda



PREPARATION FOR WORKSHOP



2 hours

REFLECTING ON THE SIGNIFICANCE OF THE DATA

→ Look at the data you have generated and think about its significance in relation to the evaluation questions.

Your evaluation questions are:

- Did participants use knowledge and information, or skills gained through WIEGO's intervention?
- Did those actions then influence the person or institution that participants were hoping to influence – their employers, government etc.?

Your learning questions from this are:

- What worked well and what did not work well in the way we did the intervention?
- What changes should we make to how we do our work when we do a similar intervention in other places, or when we repeat the intervention for other people here?
- In what ways did external contextual factors influence participants' abilities to use the information or skills or to influence others?
- Do we and/or participants need to do anything differently in order to more effectively influence others?

- Consider what issues the findings may raise for WIEGO
- Consider what issues the findings may raise for the informal workers who have generated these outcomes
- You will have these ideas in mind when you facilitate the follow-up workshop

PREPARING MATERIALS AND FACILITATORS FOR THE WORKSHOP

- Prepare a presentation of the findings to use in the workshop e.g. on PowerPoint
- Set up a planning meeting with the group facilitators
- Discuss how to run the breakout groups during the workshop.
- Hold the meeting with facilitators:
 - go through the evaluation questions and the 'Planning and evaluation learning questions' in the Annex of this tool. Discuss the overall purpose and how the workshop aims to support participants in using the findings to strengthen their influence;
 - go through each slide and discuss the potential significance of the findings with them in relation to the evaluation questions;
 - plan the timing of the workshop together and draft a script making each person's tasks and timing clear;
 - book a time for a debrief, probably the day after the workshop.
- See 'preparation' boxes for the Parts 2 and 3 of the workshop which consider chains of outcomes and negative outcomes.



→ If participants generated any chains of outcomes – that is where they used the information/ tools from the WIEGO training workshop and that in turn influenced others to do something differently, then either prepare slides showing one or a few of these chains, or before the workshop, approach the participant who described these outcomes and prepare them to present the chain during the workshop.

→ Read WIEGO MLE Toolkit, Tool 1: *How to write an outcome*, on chains of outcomes.



→ If participants wrote up negative outcome descriptions, put them into one or a few slides titled 'Negative Outcomes' to use during the workshop.

→ Read WIEGO MLE Toolkit, Tool 1: *How to write an outcome*, on negative outcomes.

- Finalize the script and share it with the producer, small group facilitators and (if you have translation) with translators (see separate WIEGO note on managing translation online).
- All facilitators (of the overall workshop and of the groups) should ideally print out the script, which includes the images of the findings, the evaluation questions etc. so that they can track the timing and process of facilitation even while having a particular slide up in Zoom or whatever platform you are using.
- Your participants will already know about the date and time and link for the second workshop, but you may need to send a reminder.
- In addition to slides of the findings, prepare the rest of your slides for the workshop (see below).
- In your Google Slides, under 'SHARE', ensure that everyone with the link can edit the document.

AGENDA

Amount of time in minutes	Actual time <i>Fill in for your time zone</i>	Topic
PART 1: Getting started		
5		Welcome and purpose of workshop
15		Introductions
PART 2: Preparing for group work		
15		How we have generated quantitative patterns from your outcomes
PART 3:		
50		Group interpretation of outcomes and their implications
15		Break
45		Plenary: Drawing conclusions on interpreting outcomes
PART 4:		
15		Outcome chains
PART 5:		
15		Negative outcomes
5		Closing
Next day		
30		Facilitators debrief

SECTION D

THE WORKSHOP: INTERPRETING OUTCOMES AND THEIR STRATEGIC IMPLICATIONS

CONTENTS

- | | | | | | |
|----|--|----|---|----|---|
| 22 | How to save the WIEGO Tool 8 Google Slides to use for your workshop | 27 | Part 3: Group interpretation of outcomes and their implications | 35 | Break using timer |
| 23 | Part 1: Getting started
<i>23 Opening – while people get online</i>
<i>23 Objectives of the workshop</i>
<i>24 Introductions</i> | 28 | <i>WHO made the changes? WHO did something differently?</i> | 36 | Drawing conclusions from interpreting patterns of outcomes |
| 25 | Part 2: How we have generated quantitative patterns from your outcomes
<i>25 Introduction to group work – how we categorized participants' outcomes</i> | 30 | <i>Are these the types of changes we were hoping to influence?</i> | 37 | Part 4: Outcome chains (in plenary) |
| | | 31 | <i>Why are there more changes in some countries than others?</i> | 38 | Part 5: Negative outcomes
<i>38 Close</i>
<i>38 Facilitators' debrief</i>
<i>38 Debrief questions</i> |
| | | 32 | <i>What is the significance of the different levels of the changes?</i> | 39 | <i>Consolidate decisions and document findings</i> |
| | | 33 | <i>How long did it take to influence others?</i> | 39 | <i>Annex: Planning and evaluation learning questions</i>
<i>39 Before Action Review</i>
<i>40 After Action Review</i> |



THE WORKSHOP:

INTERPRETING OUTCOMES AND THEIR STRATEGIC IMPLICATIONS



3 hours in total with a 15-minute break

The workshop will interpret and discuss implications of three types of information:

1. Quantitative patterns – using the proportions of different types of actors, types of changes, the timing and location of changes to understand if and how well the initiative is showing signs of progress towards your intended outcomes or other unintended outcomes. This may also raise questions about whether the WIEGO workshop needs improvements, or what kinds of actions by participants were more influential than others.

2. Changes over time – to share insights about how one action from an informal worker using the information or tools from the training WIEGO workshop, can influence others over time.
3. Negative outcomes – what we can learn from them.

If the group is small, you may have decided to do this whole workshop in plenary, but we are assuming that there will be deeper participation and learning if people work in groups.

Within WIEGO: on WIEGO's Google Drive you'll find a link to the slides for this workshop which you can then duplicate and save with your own title and adapt to suit your workshop, so that the template remains for others to use.

How to save the WIEGO Tool 8 Google Slides to use for your workshop

You will find the link in the WIEGO MLE Toolkit folder, in a file called 'Link to Toolkits 7 and 8 Google Slide template'.

- Go into the link.
- To save the template, click on:
 - File
 - Duplicate
 - Entire Presentation
 - Put in your own name for the file
 - Save to your Google Drive
- To ensure the group facilitators can use the same document, you have to make it shareable. Click on the yellow box that says 'SHARE' and choose '**all those with the link**' and click so they have the option to '**edit**', not just to 'view' or 'comment'.
- Copy the link to share with facilitators.
- If you are not in WIEGO, you can create your own Google Slides using the ideas and images in this tool.

PART 1: GETTING STARTED

Opening – while people get online



10 minutes before the official start time

- To create a warm environment in case people join early, put on some music and ensure in Zoom you are sharing sound so participants can hear it.
- Use Zoom **Share Screen** to put up your first slide which is the title of this event:

SLIDE 1

WELCOME to our WIEGO workshop!

A participatory evaluation workshop:
interpreting outcomes for strategic learning



- To get people comfortable, welcome them as you see them join.
- Ask how they are, check if they have something to drink; something to write on; talk as you would when people walk into a room – what is happening with Covid-19 in their space, or the latest political issues or their families...



5 minutes

- At the start time, or whenever enough people have joined, formally welcome everyone.

Objectives of the workshop

- Choose Slide 2 with the objectives of the workshop:

SLIDE 2

Objectives of the workshop:

To interpret the outcomes we identified in the last workshop and use them to strengthen our strategies:

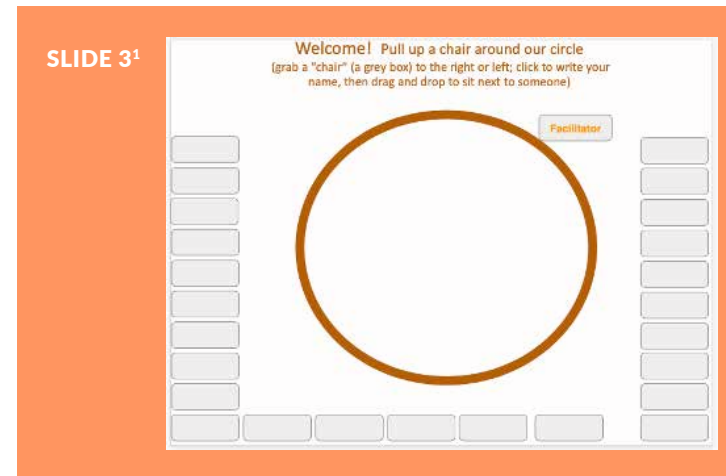
- How is our work influencing change?
- How can we strengthen our influence?
- Must WIEGO improve its training materials or workshop process?
- If so, what needs improving?

Introductions



15 minutes assuming there are about 15 participants and that they already know each other so you don't need deep introductions.

- Explain that we're going to do introductions in the same way we did at the first workshop; we're going to pretend to sit around a table together, using Google Slides
- In the CHAT, put the link to the Google Slides (see above)
- From here continue the same introduction process explained in Tool 7 **unless** exactly the same group is in this workshop – which is your intention. In that case you can use Slide 3 from Workshop 7 which already has everyone's names, so you can jump straight into people going around clockwise to introduce and greet everyone (see instructions in Tool 7).



While the facilitator is taking everyone through introductions, **THE PRODUCER SHOULD:**

- organise participants into breakout groups in preparation for Step 3;
- about 4 people per group;
- put one facilitator into each group;
- label the Google Slides so that there is one slide per group i.e., 'Group 1', 'Group 2'.

1 Inspired by "Power Up Conversations Appropriate Tech: Google slides and Facebook live" by Lydia Morgan, Young Women's Trust, June 2020.

PART 2: HOW WE HAVE GENERATED QUANTITATIVE PATTERNS FROM YOUR OUTCOMES



15 minutes explaining

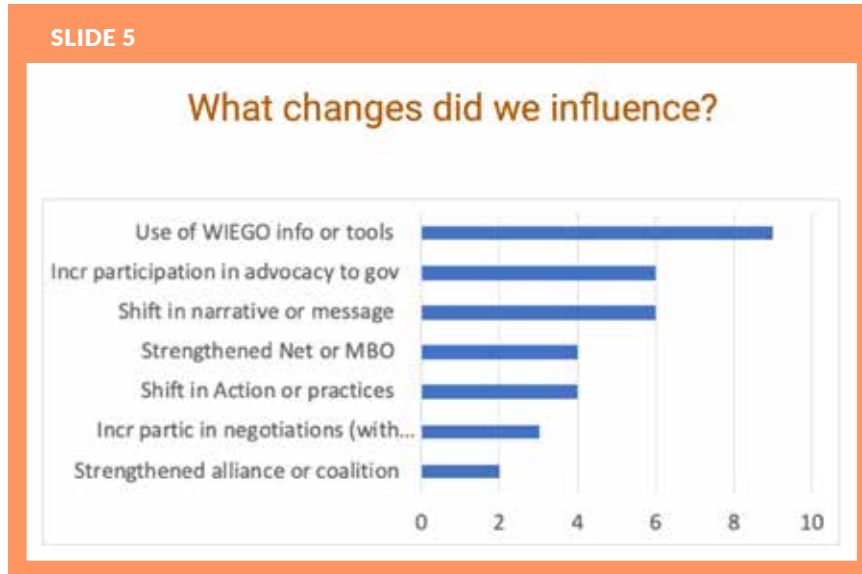
- how you categorized outcomes and
- the group task

Introduction to group work – how we categorized participants' outcomes

- Explain how you have categorized the outcomes by giving one or two examples:
 - read out an outcome generated by a participant during workshop 7 (you could even use the slide where it was written in workshop 7)
 - ask the group:
 - when did this happen?
 - in what country?
 - at what level is the outcome?
 - who is the actor in the outcome?
 - what did the actor do?
 - to each of these questions, invite participants either just to speak out, or to write their responses in the chat
 - agree on the answer for each
- Explain that you have done this for all of the outcomes and then added up the categories for each of 'when', 'where', 'who', 'did what'.
- Show participants your slide on: What changes did we influence?

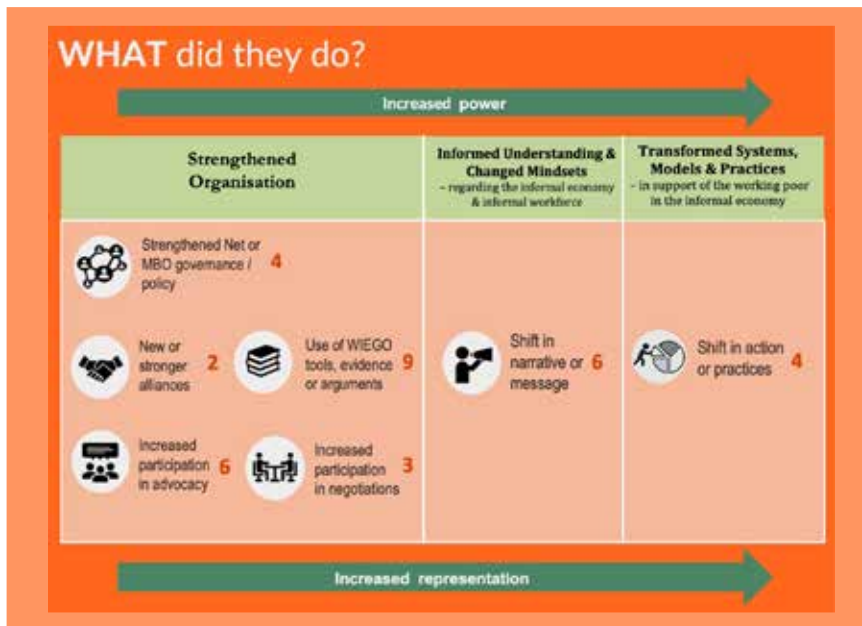
Types of changes participants influenced:	
Strengthened alliance or coalition	2
Increased participation in negotiations (with employer)	3
Shift in action or practices	4
Strengthened Net or MBO	4
Shift in narrative or message	6
Increased participation in advocacy to government	6
Use of WIEGO information or tools from the last workshop	9
Total	34

→ Alternatively:



- Explain how this shows that in 9 of the outcomes the change was that one of the participants had used information or tools from the WIEGO workshop; in 6 of the outcomes, the change was that participants, or someone who participants influenced, participated in advocacy to government when they had not done so before.
- Do not go through the whole slide but use this one simply to make clear what you have done.
- Say that the idea for this workshop is to talk about these findings, to see what we can learn from them.
- We are going to break into groups to have these conversations, and then bring our main ideas back to share with everyone.
- Producer starts the breakout groups.

Or



PART 3: GROUP INTERPRETATION OF OUTCOMES AND THEIR IMPLICATIONS




50 minutes i.e., 10 minutes to interpret each set of data – on who? on changed what? on when? on where (country)? and on at what level?



Each facilitator should have the link to the Google Slides and the instructions below reminding them of the plan for breakout groups.

Producer should send a note to participants every 10 minutes alerting them to move on to the next topic.

In plenary the workshop facilitator will explain the group work, but you as breakout group facilitator, will have to explain again once you get into your group.

- Once everyone is in the group, welcome them and ask each person to introduce themselves so you know who is in the group.
- Invite them to share their views and be comfortable to speak up and remind them that if they do not want to just speak, they can raise their hand online when they want to speak. They do this by:
 - Clicking on 'participants' at the bottom of Zoom
 - The list of participants comes up and there (or after clicking...) they'll see an option of which they should click on. 
 - or just speaking out

- Explain the plan for the group work:
 - We are going to look at the kinds of things that we all did after the last WIEGO workshop – who took what actions, when and where.
 - We are going to talk about what lessons we can learn from this, for example,
 - Does the WIEGO training workshop/toolkit need to be improved?
 - Did we, as participants, manage to use the information to influence others – our organizations? Our employers? Government policy? What made this easy or difficult?
 - Did the external context influence our ability to influence others? How?
 - Do we need to continue what we are doing, or to do anything differently in order to influence others more effectively?
 - We will share our main thoughts when we go back into plenary.
 - Ask now, or after discussing the first slide, if another group participant would like to report back to plenary rather than you doing it.
 - Share Screen and click on Google Slide 2 to remind participants of the objectives of the workshop.

SLIDE 2

Objectives of the workshop:

To interpret the outcomes we identified in the last workshop and use them to strengthen our strategies:

- How is our work influencing change?
- How can we strengthen our influence?
- Must WIEGO improve its training materials or workshop process?
- If so, what needs improving?

WHO made the changes? WHO did something differently?

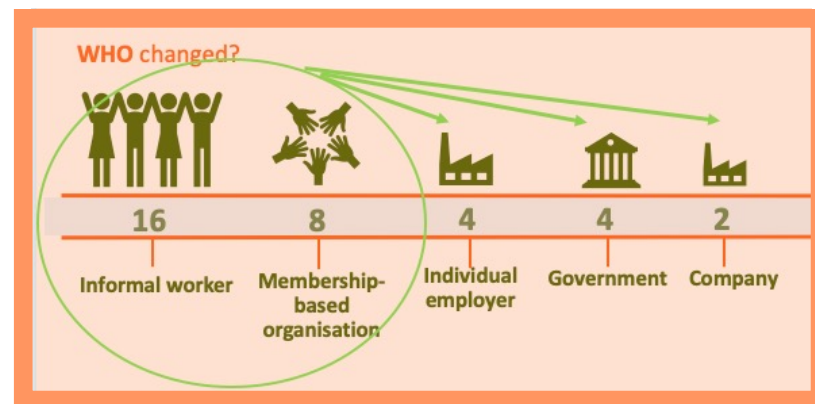
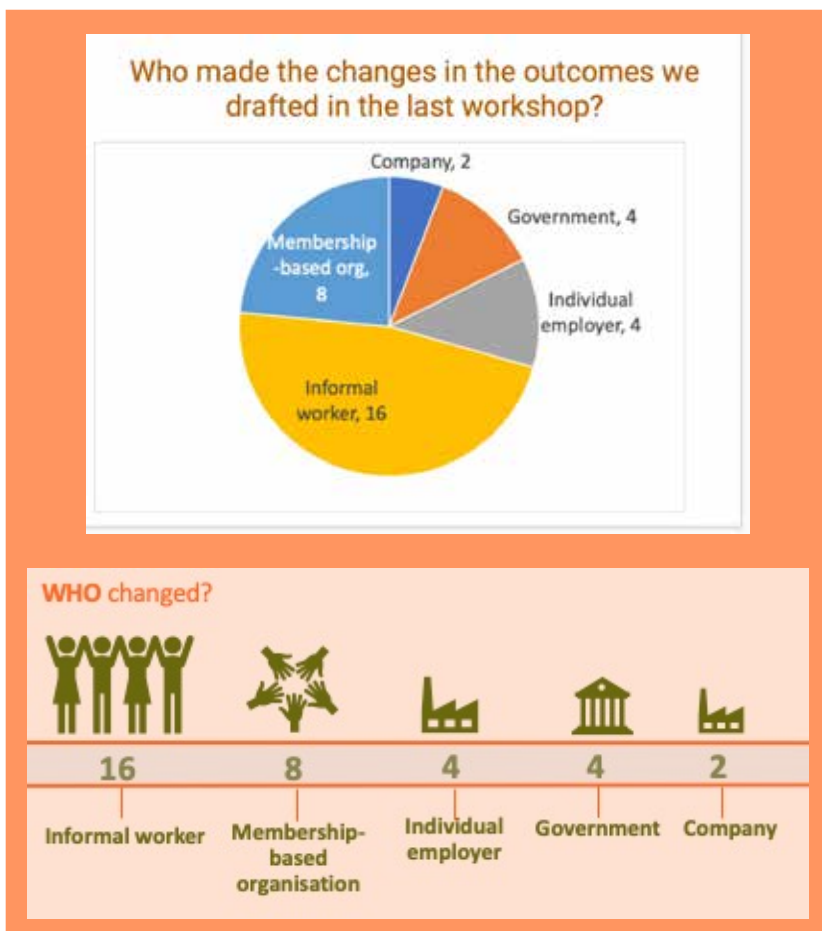
Interpret the findings

→ Begin by analysing WHO made the changes: put up slide 7 or 8. (Here we are using the examples from this Tool but in real life it will be whatever was generated from the actual outcomes from the last workshop.)

→ Ask the group members – are these the people or groups who you wanted to influence? Do the numbers make sense to you or would you expect something different?

These are the kinds of issues that might come up:

→ Given that the WIEGO workshop was with these participants, you would expect that the first outcomes from the workshop would be for informal workers to use the new information and tools. So, from WIEGO's side, we are not surprised that almost half of the outcomes were made by informal workers (16 out of 34) – you can draw participants' attention to this by highlighting it in the slide, for example:



→ Depending on how many workers were in the original capacity strengthening workshop, WIEGO may have hoped more workers would take action. So, you might ask:

◦ 'What stopped some of you from taking action'?

→ Responses to this question will alert you to

◦ whether the workshop itself needs improvement – was the information not clear? Was there not enough practice time during the workshop?

or

- Did the organizational or external context of some participants influence their ability to take action?
- WIEGO would have expected that the first group influenced by participants would be their own organizations – so the finding that eight actors in outcomes are MBOs makes sense to WIEGO. You could ask participants:
 - Did you focus first on your own MBO, or if rather on your own individual or corporate employers, and if so, why?
 - What was your strategy?
 - Looking back, how well did it work? Why?
 - Do you think your strategy (for how to use the information and toolkit) is working well or might you change it? Why?
- Participants may be surprised that some of the actors are companies, government, or individual employers, as the workshop was not long ago so participants or their organizations have influenced these decision makers in a short period of time.
- Participants may open a conversation about 16 having taken action alone, eight describing actions taken by their MBOs. How did this come about?
- Participants may be surprised that they took so few or so many actions. They may discuss why this is the case. Did some participants take many actions and even influence others to take actions, whereas other participants did not, or did fewer? If so, discuss why this is – is it about them operating in more or less conducive contexts? Is it about the quality of MBO support?
- You can ask,
 - Does anything surprise you?
 - Does anything worry you?
 - Did you expect the group to have influenced different actors?

Summarise the strategic insights:

- If any key themes, or areas of agreement or disagreement come out of the conversation in your small group, discuss these with participants and write them up on the 'post-it' for your group number in Slide 10 with particular attention to:
 - What lessons can WIEGO learn about if and how to address these issues in your training or toolkit or other interventions?
 - What lessons can participants gain about strengthening their ability to take action and to influence others?
- Ask if another group participant would like to report this back to plenary rather than you doing it. One person could do all of the reporting, or a different group member can report on each topic (in which case as facilitator, keep a note on who is reporting on which one, or write that person's name on the group slide).

Looking at WHO made the changes in the outcomes, what did we expect?
What is surprising? What ideas does it give us for moving forward?

Group 1:

Group 2:

Group 3:

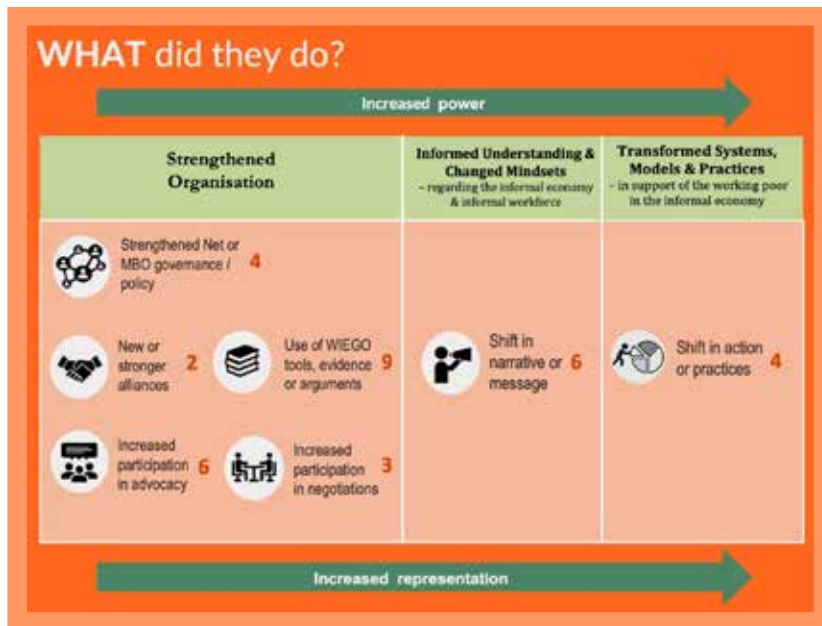
Group 4:

Group 5:

Are these the types of changes we were hoping to influence?

Interpret the findings

→ Put up the slide on 'What did they do'/'What changes did we influence'



→ From WIEGO's perspective, its most basic expectation was that participants would use the information/tools from the WIEGO workshop. What is exciting is to see that within a few months they have been able to do more than that – the participants themselves, or their MBOs have been able to participate more in advocacy to government (6), and a few in negotiations with employers (3) and four decision makers (whether government or companies/employers) have shifted their practices; two have used the information to influence others to form alliances with them. All of these changes align with WIEGO's own theory of change.

Summarise the strategic insights:

- As with the previous topic, draw out any shared conclusions, or areas of disagreement and write these up on Slide 10 on the 'post-it' of your group number.
- Encourage another group participant to report this back to plenary.
- Keep a note on who is reporting on this one, or write that person's name on the group slide.

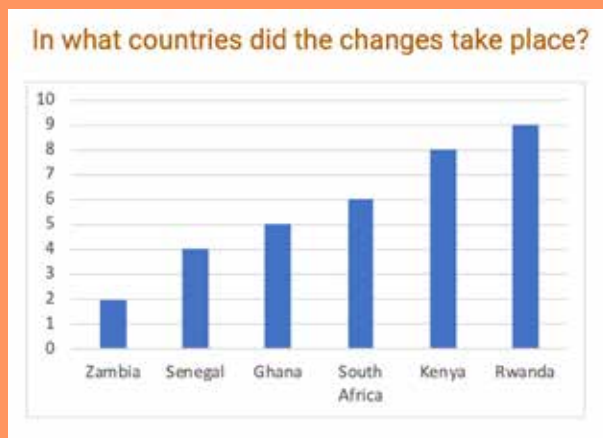
- Ask the group members – are these the types of changes we expected?
- Again, use the structured learning approach laid out in Annex: "Planning and evaluation learning questions" to encourage discussion of the kinds of changes participants made themselves, or influenced others to make.
- Ask if anything about this is expected or unexpected, surprising, worrying etc.
- Does it suggest WIEGO's strategies, and those of the participating Nets or MBOs are working well? Not so well? Why?
- Are these factors within their control or not because of the external context?

Why are there more changes in some countries than others?

Interpret the findings

- Check the time. The producer will also have broadcast a message about the time left.
- Put up the slide on countries where the outcomes took place.

SLIDE 8



OR SLIDE 12



- Ask the group members – is this what you would have expected?
- Discuss for example, why are we seeing more activity in one country/region than another?
- Are there external factors that made it easier or harder to take action, or to influence others in some countries/regions? Is it because of the strength of our MBO or Net?
- What ideas can we get from participants in countries/regions with many outcomes?
- What do the findings mean for the way WIEGO did the training or toolkit or other intervention?
- What should WIEGO keep doing; what should it do differently next time?

Summarise the strategic insights:

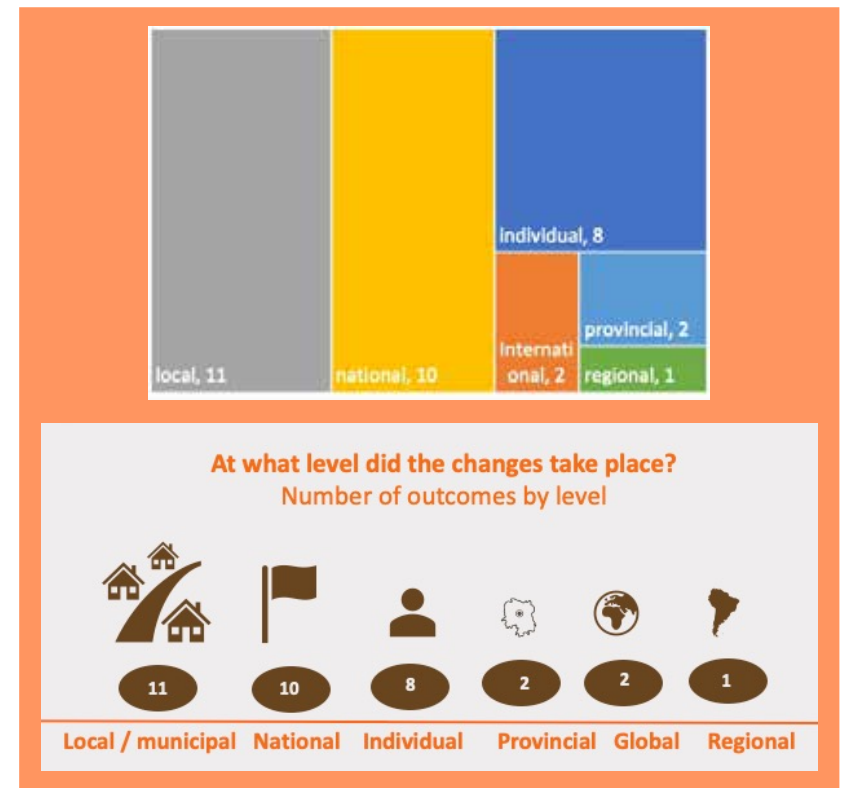
- As with the previous topic, draw out any shared conclusions, or areas of disagreement and write these up on Slide 16 on the 'post-it' of your group number.
- Encourage another group participant to report this back to plenary.
- Keep a note on who is reporting on this one, or write that person's name on the group slide.



What is the significance of the different levels of the changes?

Interpret the findings

- Put up the slide you have made on 'At what level did the changes take place?'



- Ask the group members – is this what you would have expected?
- Use the planning and learning questions in the Annex to draw out whether what happened differs from what group members would have expected.
- Is anything surprising?

- What might influence the level of the changes?
 - Is it about the specific context such as the level of government decision-making on informal worker policy – is it local/ municipal? Provincial? National?
 - Are any group members trying to use regional or international platforms to influence policy or practice?

Summarise the strategic insights:

- As with the previous topic, draw out any shared conclusions, or areas of disagreement and write these up on Slide 19 on the 'post-it' of your group number.
- Encourage a group participant to report this back to plenary.
- Keep a note on who is reporting on this one, or write that person's name on the group slide.

What is the significance of the levels of change?

Group 1:

Group 2:

Group 3:

Group 4:

Group 5:

How long did it take to influence others?

- Put up the slide on when the changes took place.

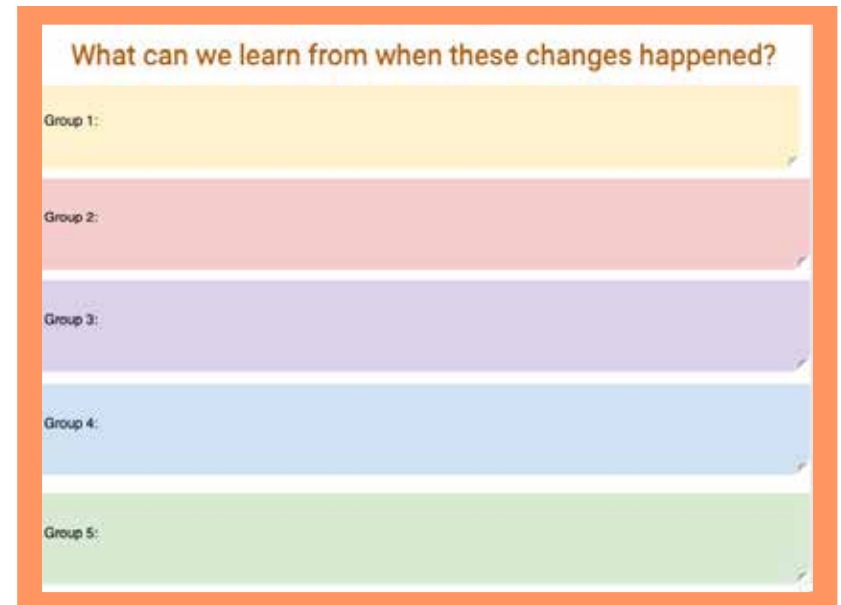


- Remind participants that the workshop was in early June 2019 and we did the outcome harvesting workshop in early March 2020.
- Again, use the learning approach to encourage group members to discuss when most and when few outcomes took place. Ask what can we learn from when these changes took place?
- Ask if anything about this is expected or unexpected, surprising, worrying etc.

- Why are there no outcomes in August, September, and December? Is this by chance, or something else? Is it when participants take some time off for religious holidays or other reasons?
- It looks like some of us took action immediately, and others took action only just before this workshop? What seemed to make you decide when to use the toolkit, or take whatever actions the workshop is focusing on? Was having the evaluation in workshop an impetus for action – did you think you'd better start doing things because you have to report back at the workshop in March? Or was it that actions you took soon after the workshop, by January and February had influenced your MBO or employer or others to take further actions?

Summarise the strategic insights:

- As with the previous topics, draw out any shared conclusions, or areas of disagreement and write these up on Slide 22 on the 'post-it' of your group number.
- Encourage a group participant to report this back to plenary.
- Keep a note on who is reporting on this one, or write that person's name on the group slide.



Tell participants we are going to join the others to see what we've all learnt.

Producer

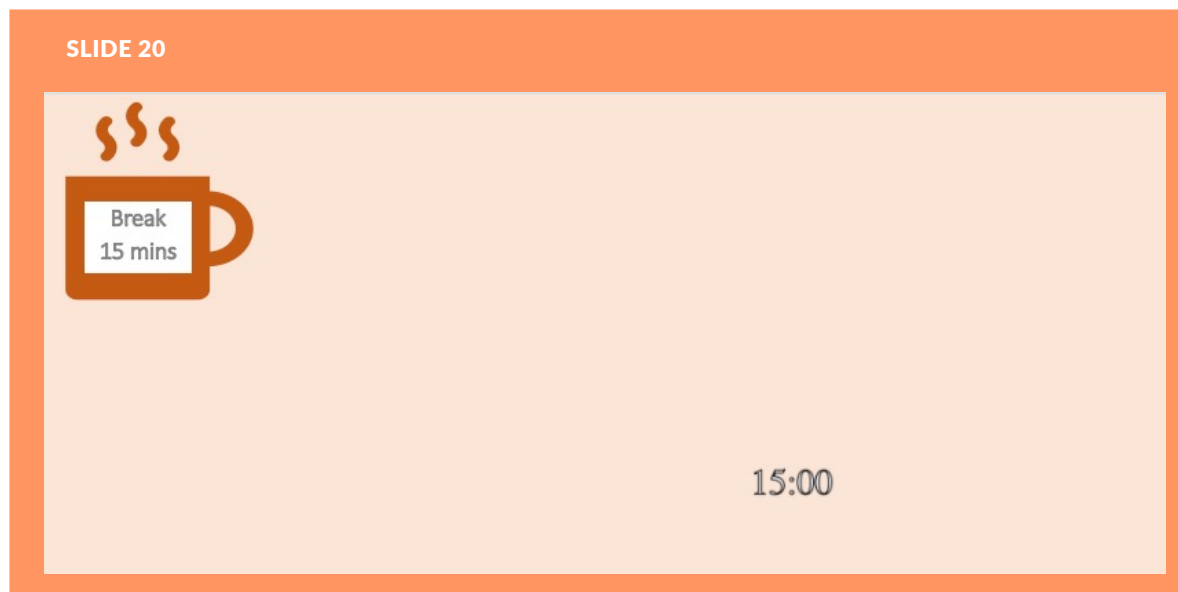
- Send out a note 5 minutes before the end of the group discussions and again 2 minutes before, so facilitators know they need to finish up.

BREAK USING TIMER



15 minutes

- When the producer alerts people that they're about to come back into plenary, Share Screen with your PowerPoint, with the sign that there's a break
- As people come back into the plenary, tell them there's a 15-minute break and ask them to keep an eye on the screen which will show how much time is left
- Once everyone is back, indicate again that we're taking a 15-minute break
- Click on the PowerPoint slide with the clock (it should be the same as your 'break' slide as below) and click on the timer so it starts counting down. Below you can see an image of the slide before you click it to get started (For instructions on how to set up the clock see "Preparation" section of the WIEGO Tool 7)



DRAWING CONCLUSIONS FROM INTERPRETING PATTERNS OF OUTCOMES



45 minutes

- Welcome everyone back
- Say that we're going to have report-backs, going through one topic at a time
- Share Screen to Slide 10

Looking at WHO made the changes in the outcomes, what did we expect?
What is surprising? What ideas does it give us for moving forward?

Group 1:

Group 2:

Group 3:

Group 4:

Group 5:

- Invite each group to report on issues that came out of their conversation in relation to the social actors in the outcomes.
- Draw out any broad conclusions which may include proposals on actions WIEGO and participants should take together, or that specific groups plan to take forward.
- Ensure WIEGO note-taker is writing up those conclusions.
- Repeat this for each topic.
- Your challenge is going to be timing – encourage people to be very focused in reporting back. Alternatively, as facilitator you can read all the groups' responses and then invite discussion.

PART 4: OUTCOME CHAINS (IN PLENARY)



15 minutes



- If participants generated any chains of outcomes – that is where they used the information/tools from the WIEGO training workshop and that in turn influenced others to do something differently, then either prepare slides showing one or a few of these chains, or before the workshop, approach the participant who described these outcomes and prepare them to present the chain during the workshop.
- Read WIEGO MLE Toolkit, Tool 1: *How to write an outcome*, on building a chain of outcomes over time.

- This section will depend a) on whether you still have time and b) on whether any participants in workshop 7 generated any chains of outcomes. If they did, you will have identified them and written up one or two of them onto Google Slides to use in this plenary section. Here we give an example for illustration.
- The purpose of this session is just to make more explicit the theory of change underlying WIEGO's capacity strengthening efforts – that if workers have more knowledge and confidence on an issue, they will leave the workshop and use that information and confidence to influence others, who in turn influence others.

- Note this is an illustrative example but you will be using one generated from the workshop in Tool 7:

Chain of outcomes:
Group 1: Name of participant:

WHEN? Month? Year? Over what period?	WHERE? Which town & country?	WHAT LEVEL? Local, provincial, national, regional, international?	WHO? You? – Your name & org Your MBO or Network? A government official? An employer?	WHAT? What did you or your organisation or employer or government do?
On 10th October 2019.	in Lusaka, Zambia	local	I, Axolite Sabanda, of HomeNet Zimbabwe	gave a talk to a group of home-based workers who are thinking of developing a co-operative...
On 15 th November 2019	in Lusaka, Zambia	local	an informal group of home-based workers	invited SEWA (Self Employed Women's Association, India) to run a workshop for them on how to organise a co-operative
On 30th November 2019	in Lusaka, Zambia	local	an informal group of home-based workers	decided to set up as a small company and created a workplan to move forward
On 3rd December 2019	in Lusaka, Zambia	local	one worker who was part of an informal group of home-based workers	decided to set up her own company alone, in competition with the one the rest of the group decided to establish together. NEGATIVE

- Read the chain of outcomes (or in advance you may have asked the person who wrote the outcomes to read them in this session)
- Ask if any other participants have any insights to share on these changes
- Does this example give you ideas to inform your approach going forward?

PART 5: NEGATIVE OUTCOMES



15 minutes



- If participants wrote up negative outcome descriptions, you will have put them into one or a few slides titled 'Negative Outcomes' to use during the workshop.
- Read WIEGO MLE Toolkit, Tool 1: *How to write an outcome*, on negative outcomes.

This section will depend on a) whether any participants in workshop 7 generated any negative outcomes and b) whether you still have time to discuss these in plenary.

Negative outcomes usually provide great opportunities for learning.

- You could ask the participant who named the negative outcomes (in the workshop in Tool 7) questions like:
 - Why did this happen?
 - Is there anything you could have done to prevent this outcome?
 - Does it create any new opportunity?
 - Would you do anything differently going forward?
 - Could WIEGO have done anything differently in its workshop?
- Then ask the whole group:
 - What lessons does it raise for you about how you engage people or organizations you want to influence?

Close

- Discuss any next steps in relation to the work WIEGO is doing with these participants
- Thank everyone
- Close

Facilitators' Debrief

Facilitators and producer take a 30-minute break, OR, you will have arranged to debrief the day after this workshop.

Debrief questions

The aim of the debrief is to draw out insights about:

- How WIEGO's overall strategy is working.
- What, if anything, WIEGO might need to do differently to support workers in taking action after the workshops.
- If and in what ways to improve WIEGO's tools or workshop process.
- How well these two online outcome harvesting and interpretation workshops have gone and make decisions about what to improve next time you run one.

Use the evaluation questions in the Annex to organise the debrief. Generally, these are the kinds of issues you will discuss:

- Given what we had hoped to achieve, what do the findings and discussion during the workshop mean for us going forward in having the influence we hoped this training or toolkit, or conference or other intervention would enable?
- Looking back, are there ways we could have done the intervention better?
- Are there changes we should make in the tools/materials?
- Are there changes we should make in our strategy?

- Decide on action steps – who will do what by when.
- Record key ideas that have come up as well as all decisions made.

Consolidate Decisions and Document Findings

After the workshop, you will file all the outcomes harvested and categories in your usual format for recording harvested outcomes.

ANNEX: Planning and evaluation learning questions

We routinely reflect on our actions – whether small actions or entire campaigns, grantmaking strategies or capacity development initiatives – we use the ‘Before-Action Review’ and ‘After-Action Review’ approach into which we have added the W³ approach:

What? So what/why? Now what?¹

Before action review questions

These are the kinds of questions you will use when developing the toolkit and planning the training workshop:

- What changes are we hoping to influence?
- What will these changes look like? – that is who will do what differently after our intervention?
- What challenges might we encounter in influencing people/institutions to make these changes?
- What have we learnt from similar situations?
- When will we debrief on the activity in an ‘After Action Review’? (other evaluators call it a ‘debrief’)

¹ *The Before- and After-Action Review questions are adapted by Barbara Klugman from Darling, M. et. al., ‘Emergent learning: a framework for whole-system strategy, learning, and adaptation’, The Foundation Review, 8(1) 2016: 59-73, pp68 also drawing from ‘What, So What, Now What? W3’, Liberating Principles, Liberating Structures: including and unleashing everyone, <http://www.liberatingstructures.com/principles/> accessed 22 Oct 2018.*

After Action Review questions

These are the kinds of questions you will ask when planning the outcome harvest workshop, and again during the workshop, when analysing the outcomes participants have generated.

WHAT?

What happened?

What facts or observations stood out?

- What changes was the intervention/ overall strategy hoping to influence?
- What actual changes (outcomes) happened? – that is, have any of the people or institutions that we engaged with changed the way they are talking about the issues, taken action on the issues, changed policies or practices?
 - Were any of these changes (outcomes) unexpected?
 - Which were positive – that is, in line with our objectives?
 - Were any negative – that is, undermining our objectives? If so, which?
 - To what extent do these outcomes indicate we are making the progress we had hoped to make by now in the strategy?

SO WHAT?

WHY are the above important?

What patterns or conclusions are emerging?

What hypotheses can we make?

- Were there other contributing factors – other actors? shifts in context? Did the context stay the same, or did it increase or diminish the chances of our activity/ strategy having the influence we had hoped for?
- What helped us to get the results we hoped for? What was it about our strategy/activities that contributed to influencing the changes?
- What stopped us from doing so?
- What challenges were we not prepared for and how did we/they handle them?
- What lessons can we draw from the negative outcomes?

NOW WHAT?

What actions make sense?

- What aspects of how we did our strategy/activities will we continue with or improve?
 - In making this decision, consider whether there have been shifts in context we need to take account of; windows of opportunity that are opening or closing.
- Which aspects of our strategy/activities will we change in order to be best positioned to achieve our strategic objectives?
- What steps will we take?
Who will do what by when?

NOTES

We will improve WIEGO's MLE Tools as we use them.
Please let us know if you have any suggestions: info@wiego.org

Copyright © WIEGO

This toolkit can be replicated for educational and organizing purposes as long as the source is acknowledged.

NOTES

A series of horizontal dashed lines for writing notes, organized into two columns. The left column contains 20 lines and the right column contains 20 lines.

ABOUT WIEGO

Women in Informal Employment: Globalizing and Organizing (WIEGO) is a global network focused on empowering the working poor, especially women, in the informal economy to secure their livelihoods. We believe all workers should have equal economic opportunities, rights, protection and voice. WIEGO promotes change by improving statistics and expanding knowledge on the informal economy, building networks and capacity among informal worker organizations and, jointly with the networks and organizations, influencing local, national and international policies. Visit www.wiego.org.