



The Logical Framework

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Sources: EU, EPTISA, CIDT

The Logical Framework

Objectives:

By the end of this session you will be able to:

- Explain why Logical Frameworks are useful
- Understand the causal relationships for each levels (cause and effect structure)
- Develop LogFrame description statements
 - Overall Objectives (Goal)
 - Specific Objectives (Purpose)
 - Expected Results (Outcomes)
 - Activities
- Develop indicators that correspond to the LogFrame description statements
- Identifying assumptions
- Objectively verifiable indicators
- Sources of Verification



Exercise

- What experience do you have working with Logical Frameworks?
- For what purposes have you used Logical Frameworks?

Purposes of a Logical Framework

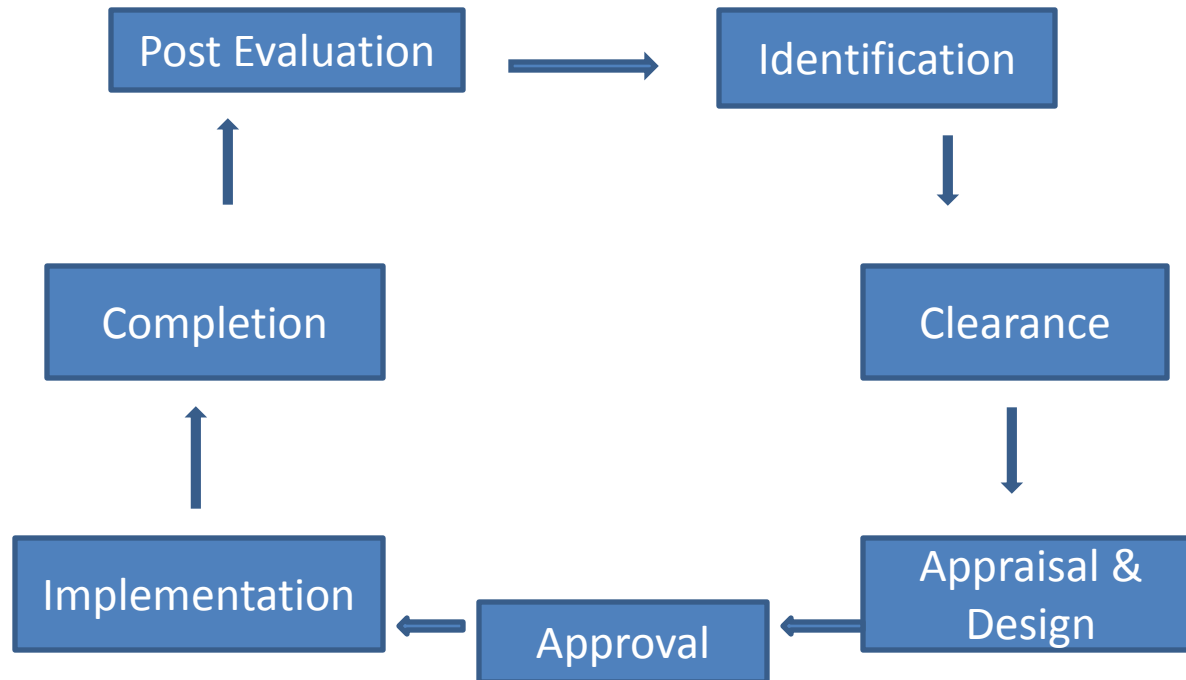
- A **management / systematic** tool –
 - for designing, planning, implementing, and monitoring and evaluating a project (or programme).
- A tool for **systematic thinking**—
 - for relating **inputs** to the implementation of **activities**, activities to the production of **outputs**, outputs to the achievement of a defined **purpose**, and purpose to a high-level **goal** or impact.
- A tool for identifying and assessing risks —
 - by listing **critical assumptions** inherent in project design and implementation.
- A tool for measuring project progress —
 - through **objectively verifiable indicators** and **means of verification**.
- A tool for **developing consensus** and **communicating** a project's intent and strategy

Purposes (con't)

- It brings together all in one place a statement of all the key components of the project and programme .
- Meets requirements of a good project design-
 - by facilitating possible responses to past weaknesses.
- Time saving for project management —
 - Many project staff report that they are often short of time and work around the clock.
- Facilitates implementation.
- Donor funding – new and ongoing
- Facilitates participation by appropriate stakeholders - in the decision making process
- Facilitates team approach - where objectives , OVIs, means of verification and assumptions are agreed to by all participants.

Logframes and the Project Cycle

- LF appears at identification phase through to monitoring and for ex-post evaluation.



Applying the Logical Framework Approach

- Simply means applying clear logical thought when tackling problems or challenges
- To apply the Logical Framework Approach:
 - Undertake a thorough analysis of the context in which the project will operate;
 - Ensure that the experience and opinions of all stakeholders are taken into account;
 - Encourage a harmonised approach with partners and other donors; and
 - Acknowledge, identify and review risks and assumptions, and develop robust mitigating actions.
- To accomplish the above – preparatory analysis, stakeholder analysis, SWOT

Overview of the Logical Framework Approach

- Log frame matrix, a documented product of the LFA is prepared before a project proposal and makes its integral part.
- The two Main Stages of Logical Framework Approach:
 1. Analysis stage; and 2. Planning stage

1. Analysis Stage

- Preparatory Analysis
- Stakeholder Analysis
- Problem Analysis
- Analysis of Objectives
- Analysis of Strategies/Alternatives

2.The Planning Stage: The Logframe Matrix

- The **results of the logical framework analysis** are presented and **further analysed in the Logframe matrix**.
- The matrix essentially provides a summary of the project down to the activity level.
- The Logframe consists of a matrix with four columns and four (or more) rows, summarising the key elements of a project:

Logic of Intervention	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Overall Objectives			
Specific Objective			
Expected Results			
Activities			

Logic of the Framework




- **Overall Objective** (intervention logic) - The highest level of objectives. The goal constitute the long-term *vision for the project*. State the long-term social and/or economic (impact) benefits to which the project will contribute, and describe why the project is important for the beneficiaries and for the society.
- **Specific Objective** (project purpose) - States the expected outcomes, or direct effects, of the project. These are the benefits which the beneficiaries derive from the project. The purpose states why the project is needed by the beneficiaries. SMART.
- **Expected Results** (Outcome) - States the service(s) the beneficiaries will receive from the project. What the project will be responsible for delivering.
- **Activities** - Activities constitute *the means to achieve the goals*. The activities shall tackle the *causes/reasons of the focal or core* problem(s), the roots of the tree. The activities are the work that is done by those involved in the project.



Causal Logic Modeling (Cause and Effect)

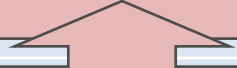
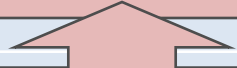
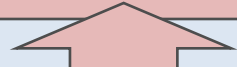
Cause and Effect Modeling

- A systematic tool that visually shows, through a graphic illustration or picture, how a particular initiative occurs through logical relationships.

	Project Description	Indicators	Source of Verification	Assumptions
	Label?			
	Label?			
	Label?			
	Label?			



The Logic of LogFrames (If – Then Test)

Project Description	Indicators	Source of Verification	Assumptions
Overall Objective / Goal	<p>If the OBJECTIVES are accomplished; Then this should contribute to the overall goal</p> 		
Specific Objective(s)/ Outcome(s)	<p>If DELIVERABLES are produced; Then the OBJECTIVES are accomplished</p> 		
Expected Results/ Deliverables/ Outputs	<p>If the ACTIVITIES are conducted; Then RESULTS can be produced</p> 		
Activities	<p>If adequate RESOURCES/INPUTS are provided; Then the ACTIVITIES can be conducted</p>		



Writing Description Statements

Project Description

Goal

The broad development impact to which the project contributes – at a national or sector level

Statement Wording: “To contribute to...”

Objective(s)/
Outcome(s)

The development outcome at the end of the project – more specifically the expected benefits to the target group(s)

Statement Wording: “Increased, improved, etc.”

Deliverables/
Outputs

The direct/tangible results (goods & services) that the project delivers, and which are largely under project management control

Statement Wording: “delivered/produced/conducted, etc.”

Activities

The tasks (work program) that need to be carried out to deliver the planned results

Statement Wording: “Prepare, design, construct, research, etc.”

Examples of Goal Statements

- Provide training to mothers and children to make them more healthy (bad)
- Healthy mothers and children (fair)
- To promote trade in the Pacific ACP countries (good)
- To contribute to the achievement of universal primary education (MDG 2) for children with hearing impairment in rural areas in 13 Provinces of PNG (good)



Developing Statements

Objective Hierarchy	Examples of How to Develop Statements
<i>Goal</i>	To contribute to the achievement of universal primary education (MDG 2) for children with hearing impairment in rural areas in 13 provinces of Papua New Guinea
<i>Specific Objective(s)/ Outcome(s)</i>	1. Existing barriers in education and basic health care services for hearing impaired children are eliminated.
<i>Deliverables/ Outputs</i>	1.1 Availability of qualitative primary educational and basic ear health care services for children with hearing impairment increased 1.2 Children with hearing impairment included into mainstream primary education supported
<i>Activities</i>	1.1.1 Select and train 13 field based teachers and 13 community health workers, 20 base teachers and 20 hearing impaired assistants. 1.1.2 Provide the DERU base teachers and field teachers, as well as the community health workers with a university-based, basic pre-service training 1.1.3 Select and train 4 national programme supervisors 1.1.4 Etc. 1.2.1 Train 6000 teachers (in-service and pre-service) on deafness



The Logic of LogFrames

Project Description	Indicators	Source of Verification	Assumptions
Goal			
Objective(s)/ Outcome(s)			If the horizontal logic is followed AND assumptions hold true; Then the project will likely succeed.
Deliverables/ Outputs			
Activities			



Identifying Assumptions

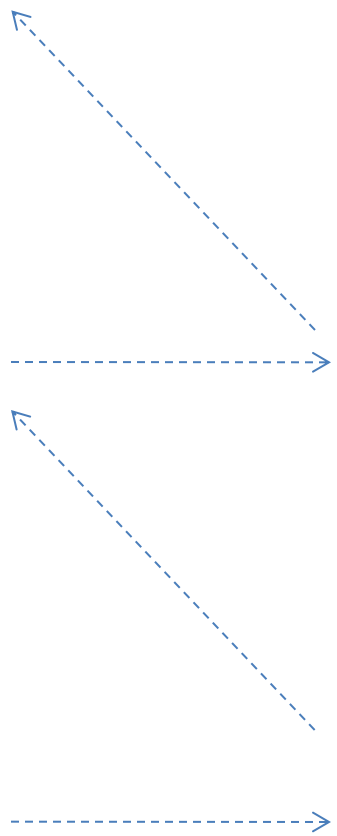
Goal:
To contribute to improved health, particularly of under 5s

Objective(s)
Improved river water quality

Outcome 1
Reduced volume of fecal waste discharged into the river system

Assumption(s)

Assumption(s)





Illustrative Assumptions

	Project Description	Indicators	Source of Verification	Assumptions
OB / Goal	To contribute to the achievement of universal primary education (MDG 2) for children with hearing impairment in rural areas in 13 provinces of Papua New Guinea			
Deliverables/ Objectives/ Outcomes	1. Existing barriers in education and basic health care services for hearing impaired children are eliminated.			Elections - due in May/June 2007 which may see changes in government appointments, especially in Ministry of Education - have no negative consequences towards the current supporting attitude of the governmental officials
Outputs	1.1 Availability of qualitative primary educational and basic ear health care services for children with hearing impairment increased			Special Education Resource Centres at the local level cooperate fully
Activities	<p>1.1.1 Select and train field based teachers & 13 Community health workers, 20 base teachers and 20 hearing impaired assistants</p> <p>1.1.2 Provide the DERU base teachers and field teachers, community health workers</p>			<p>Availability of well qualified candidates</p> <p>Agreement reached with University of Divine Word</p>

Define Objectively Verifiable Indicators

- Basic principle – if you measure it you can manage it
- Performance Measures – describe the project's objectives in operationally measurable terms
- Specify the performance standard to be reached in order to achieve the goal, the purpose and the outputs
- The necessary and sufficient test
- Specified in terms of quantity, quality, time, target group and place
- SMART

SMART Indicators

A good OVI is SMART:

Specific to the objective it is supposed to measure and substantial, i.e. it reflects an essential aspect of an objective in precise terms.

Measurable either quantitatively or qualitatively, in a factual way. Each indicator should reflect fact rather than subjective impression. It should have the same meaning for project supporters and to informed sceptics.

Available at an acceptable cost, based on obtainable data. Indicators should draw upon data that is readily available or that can be collected with reasonable extra effort as part of the administration of the project

Relevant to the information needs of managers and plausible, i. e. the changes recorded can be directly attributed to the project

Time-bound so we know when we can expect the objective/target to be achieved



Means of Verification

- Describe the sources of information that will demonstrate what has been accomplished.
- The rule is that the indicators you choose for measuring your objectives must be verifiable by some means. If they are not, you must find another indicator (reformulate or find new one).



THE END