Logframe development

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The logframe and its preparation is...

an analytical, presentational and management tool which can help planners and managers:

- analyse the existing situation during project preparation;

- establish a logical hierarchy of means by which objectives will be reached;

- identify the potential risks to achieving the objectives, and to sustainable outcomes;

- establish how outputs and outcomes might best be monitored and evaluated;

- present a summary of the project in a standard format;

- monitor and review projects during implementation

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Advantages of using logframes

- It brings discipline to testing and clarifying means, ends and assumptions

- It has the potential for structuring a collaborative consensus building exercise

- It concisely describes a proposed operation

- It provides a framework for determining how performance should be measured (through the development of indicators)

- It provides the foundation for monitoring, reporting and evaluation.

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The logframe

Objectives	Measurable indicators	Means of verification	Important assumptions
GOAL: *Wider problem the project will help to resolve*	Quantitative ways of measuring or qualitative ways of judging timed achievement of goal	Cost-effective methods and sources to quantify or assess indicators	**(Goal to supergoal)** External factors necessary to sustain objectives in the long run
PURPOSE: *The immediate impact on the project area or target group ie. the change or benefit to be achieved by the project*	Quantitative ways of measuring or qualitative ways of judging timed achievement of purpose	Cost-effective methods and sources to quantify or assess indicators	**(Purpose to Goal)** External conditions necessary if achieved project purpose is to contribute to reaching project goal
OUTPUTS: *These are the specifically deliverable results expected from the project to attain the purpose*	Quantitative ways of measuring or qualitative ways of judging timed production of outputs	Cost-effective methods and sources to quantify or assess indicators	**(Outputs to purpose)** Factors out of project control which, if present, could restrict progress from outputs to achieving project purpose
ACTIVITIES: *These are the tasks to be done to produce the outputs*	**INPUTS:** This is a summary of the project budget (sub-budgets and total as in Annex B)	Financial outturn report as agreed in grant agreement	**(Activity to output)** Factors out of project control which, if present, could restrict progress from activities to achieving outputs

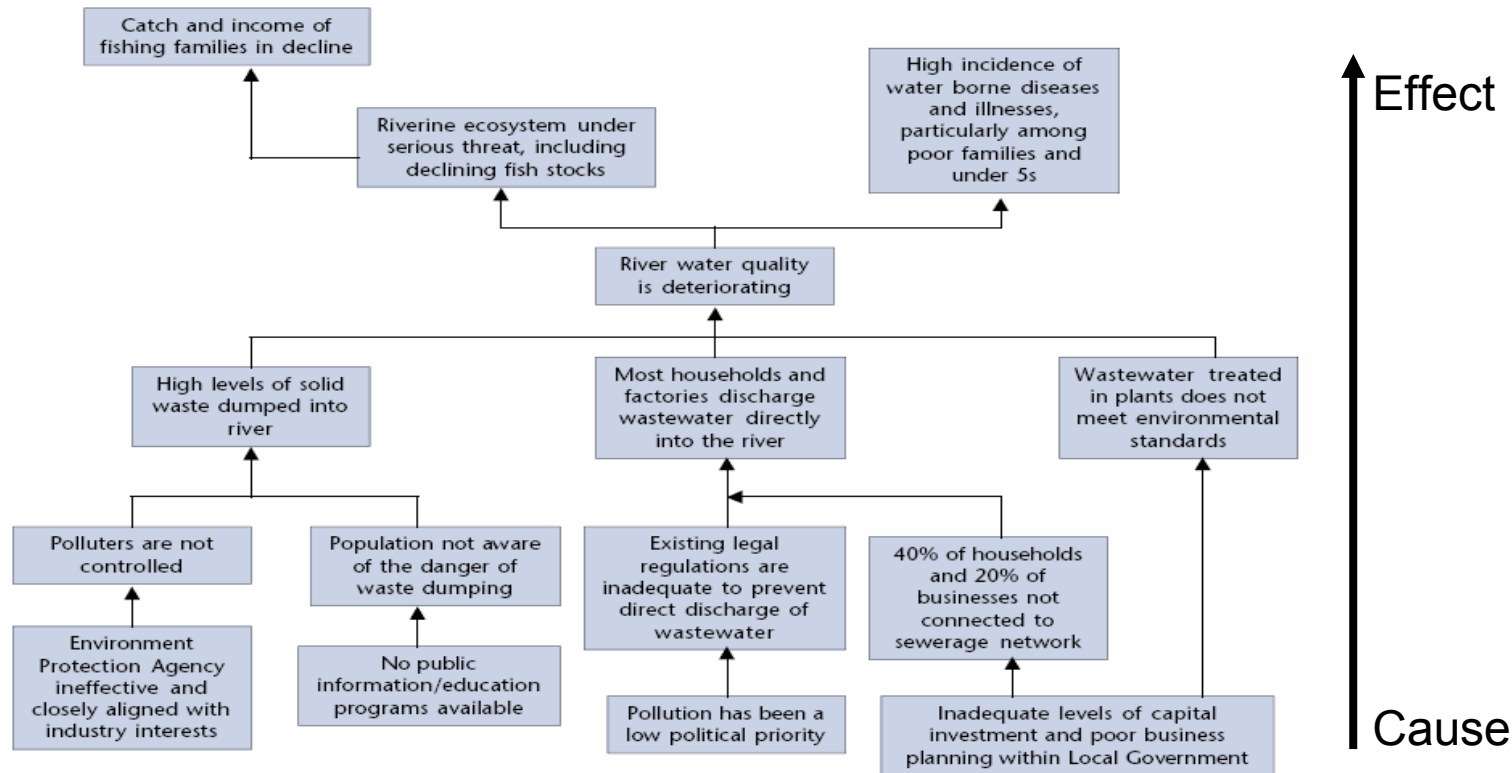**World Health Organization**

How to get there..?

Logframe development usually involves the following steps:

- Problem tree analysis

- Objectives tree analysis

- Alternatives analysis

- Objectives formulation

- Assumptions formulation

- Indicator design & indication of means of verification

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How to get there..? Step 1 – Problem tree

Problem analysis – river pollution

Catch and income of fishing families in decline

Riverine ecosystem under serious threat, including declining fish stocks

High incidence of water borne diseases and illnesses, particularly among poor families and under 5s

River water quality is deteriorating

High levels of solid waste dumped into river

Most households and factories discharge wastewater directly into the river

Wastewater treated in plants does not meet environmental standards

Polluters are not controlled

Population not aware of the danger of waste dumping

Existing legal regulations are inadequate to prevent direct discharge of wastewater

40% of households and 20% of businesses not connected to sewerage network

Environment Protection Agency ineffective and closely aligned with industry interests

No public information/education programs available

Pollution has been a low political priority

Inadequate levels of capital investment and poor business planning within Local Government

Effect

Cause

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How to get there..? Step 2 – Objectives tree

- **Step 1:** Reformulate all negative situations of the problems analysis into positive situations that are:
  - Desirable
  - realistically achievable

- **Step 2:** Check the means-ends relationships to ensure validity and completeness of the hierarchy (cause-effect relationships are turned into means-ends linkages)

- **Step 3:** If necessary:
  - revise statements
  - add new objectives if these seem to be relevant and necessary to achieve the objective at the next higher level
  - delete objectives which do not seem suitable or necessary

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How to get there..? Step 2 – Objectives tree

Objective tree – river pollution

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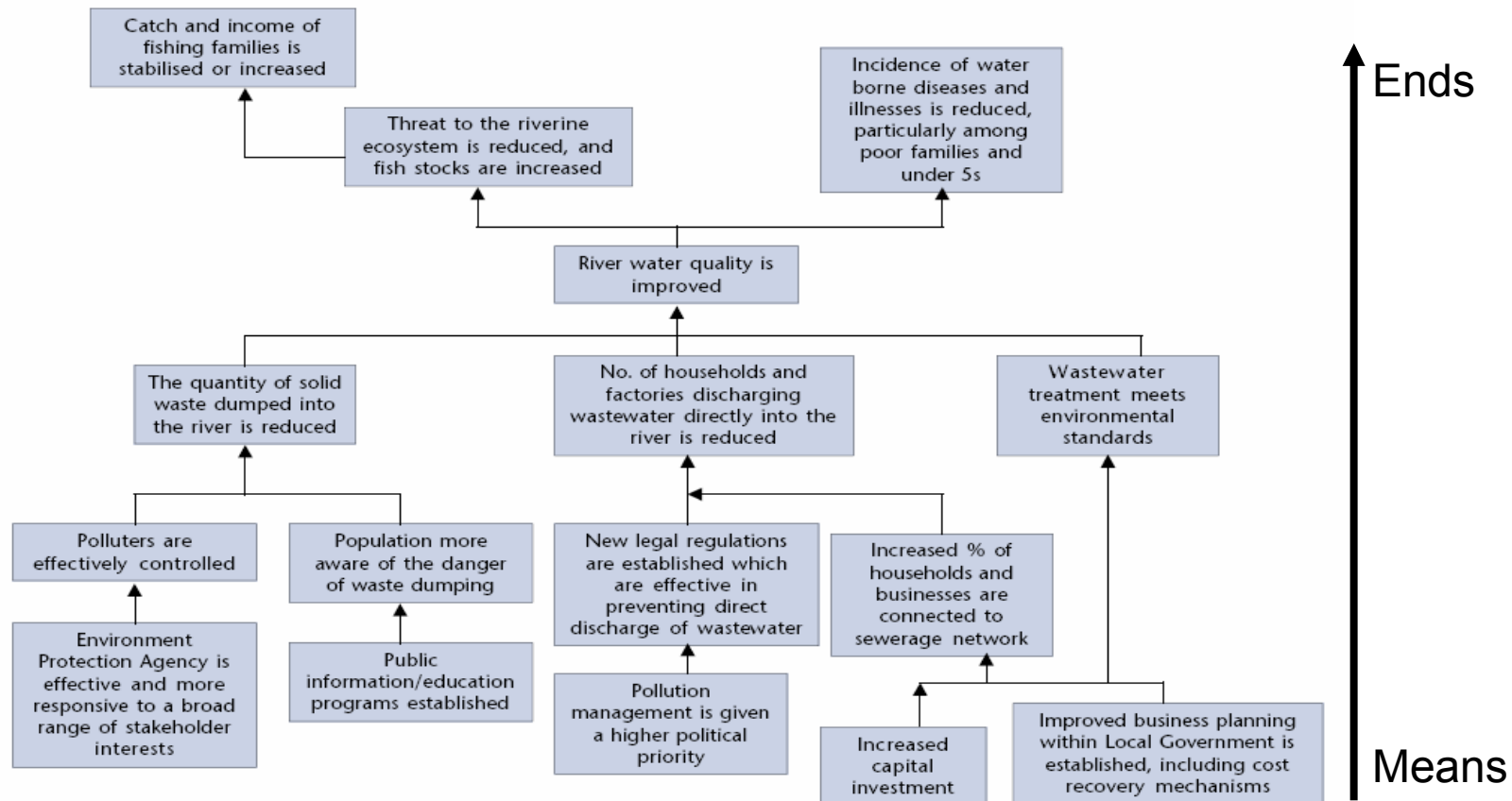
How to get there..? Step 3 – Alternatives/Strategy Analysis

- Should all the identified problems and/or objectives be tackled, or a selected few?

- What is the combination of interventions that are most likely to bring about the desired results and promote sustainability of benefits?

- How is local ownership of the project best supported, including development of the capacity of local institutions?

- What are the likely capital and recurrent costs implications of different possible interventions, and what can realistically be afforded?

- What is the most cost effective option(s)?

- Which strategy will impact most positively on addressing the needs of the poor and other identified vulnerable groups?

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How to get there..? Step 3 – Alternatives/Strategy Analysis

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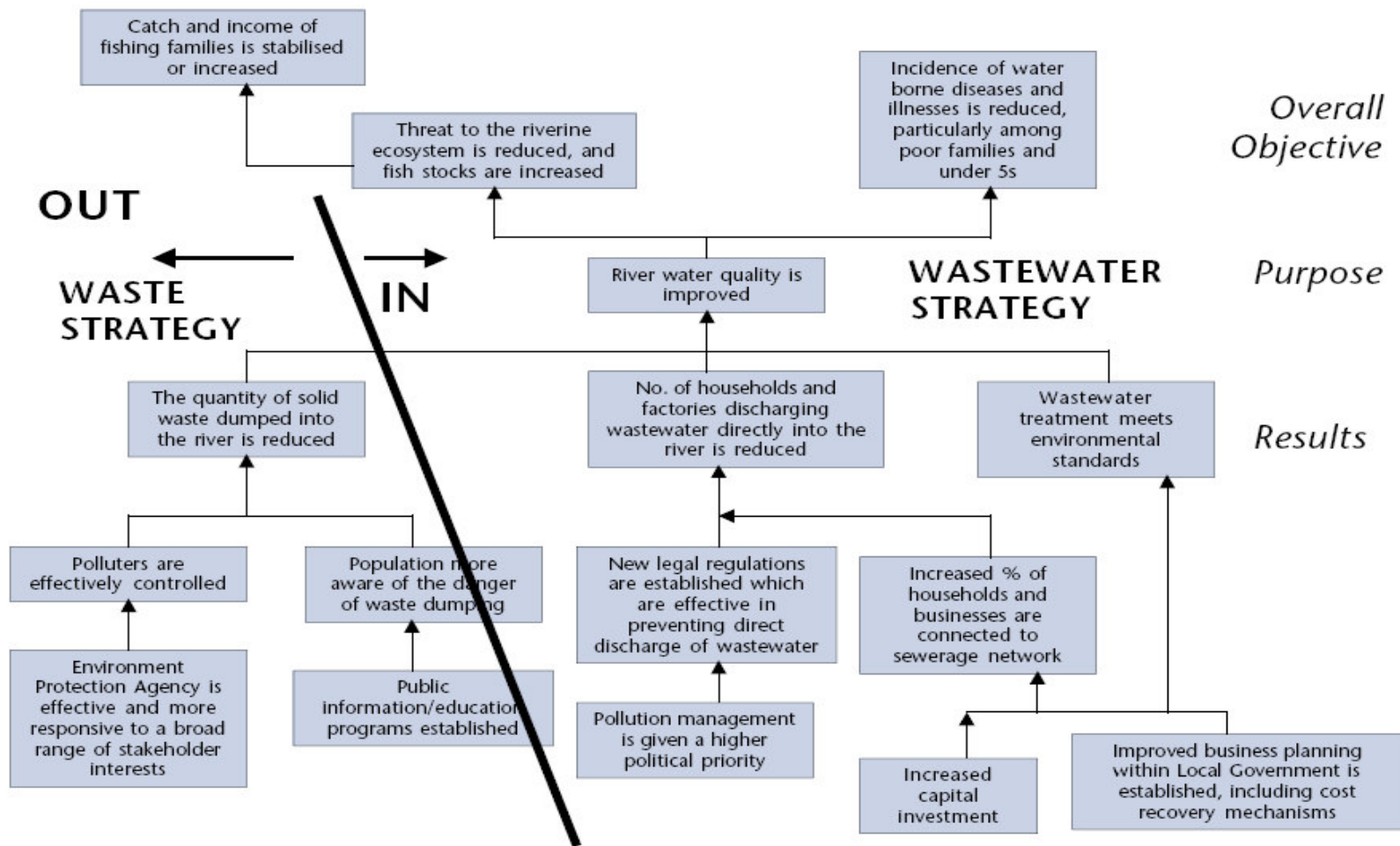
How to get there..? Step 4 – Filling the logframe matrix

- **Overall Objective** to be expressed as 'To contribute to…..`;

- **Purpose** to be expressed in terms of benefits to the target group being 'Increased/improved/ etc.

- **Results** to be expressed in terms of a tangible result 'delivered/produced/conducted etc.

- **Activities** to be expressed in the present tense starting with an active verb, such as 'Prepare, design, construct, research

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Objectives tree with reference numbers

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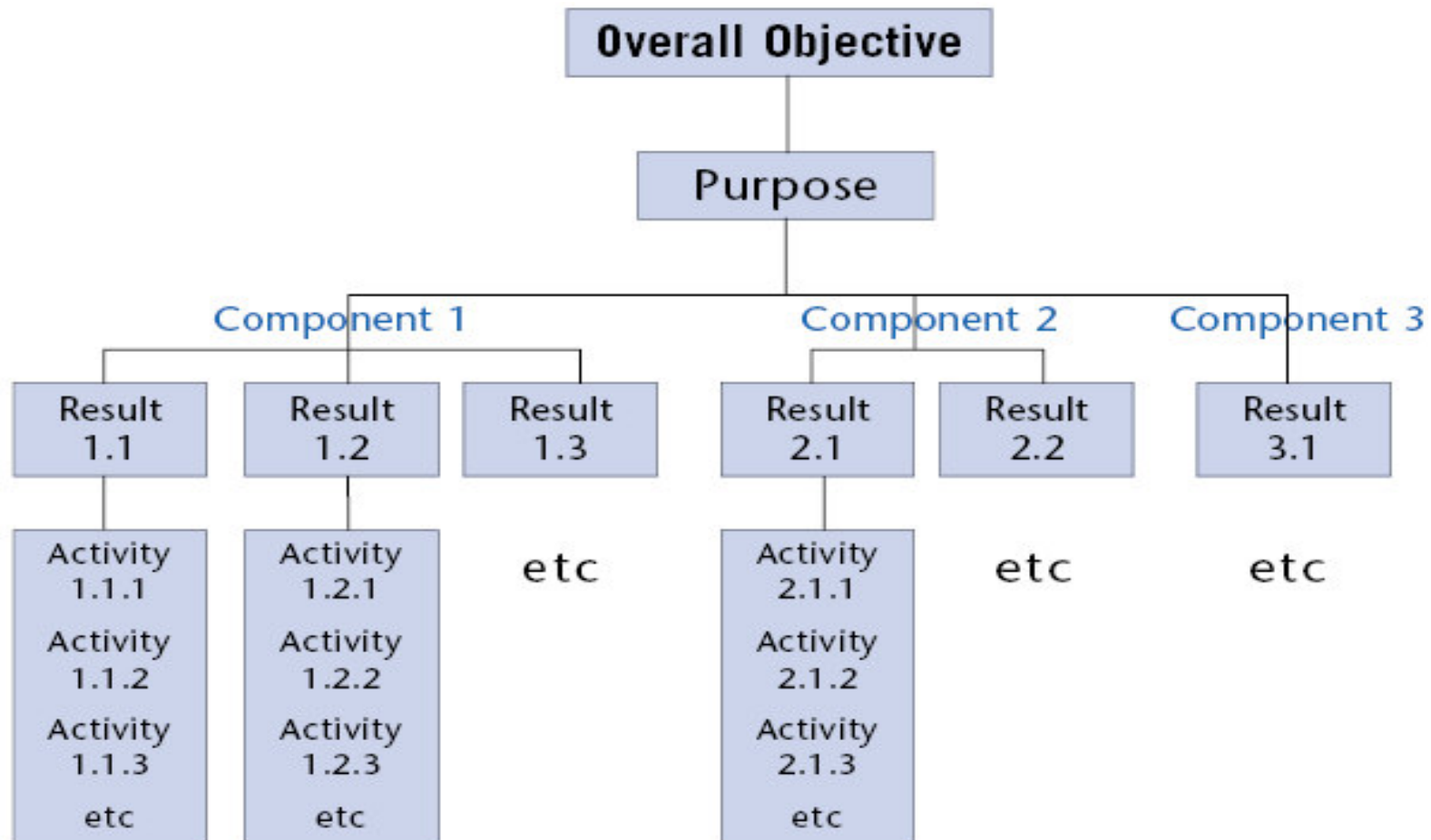
How to get there..? Step 4 – Filling the logframe matrix

In which order?

	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Overall Objectives	1	9	10	
Operation Purpose	2	11	12	8
Results	3	13	14	7
Activities	4	Means	Costs	6
			Pre-conditions	5

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How to get there..? Step 4 – Filling the logframe matrix

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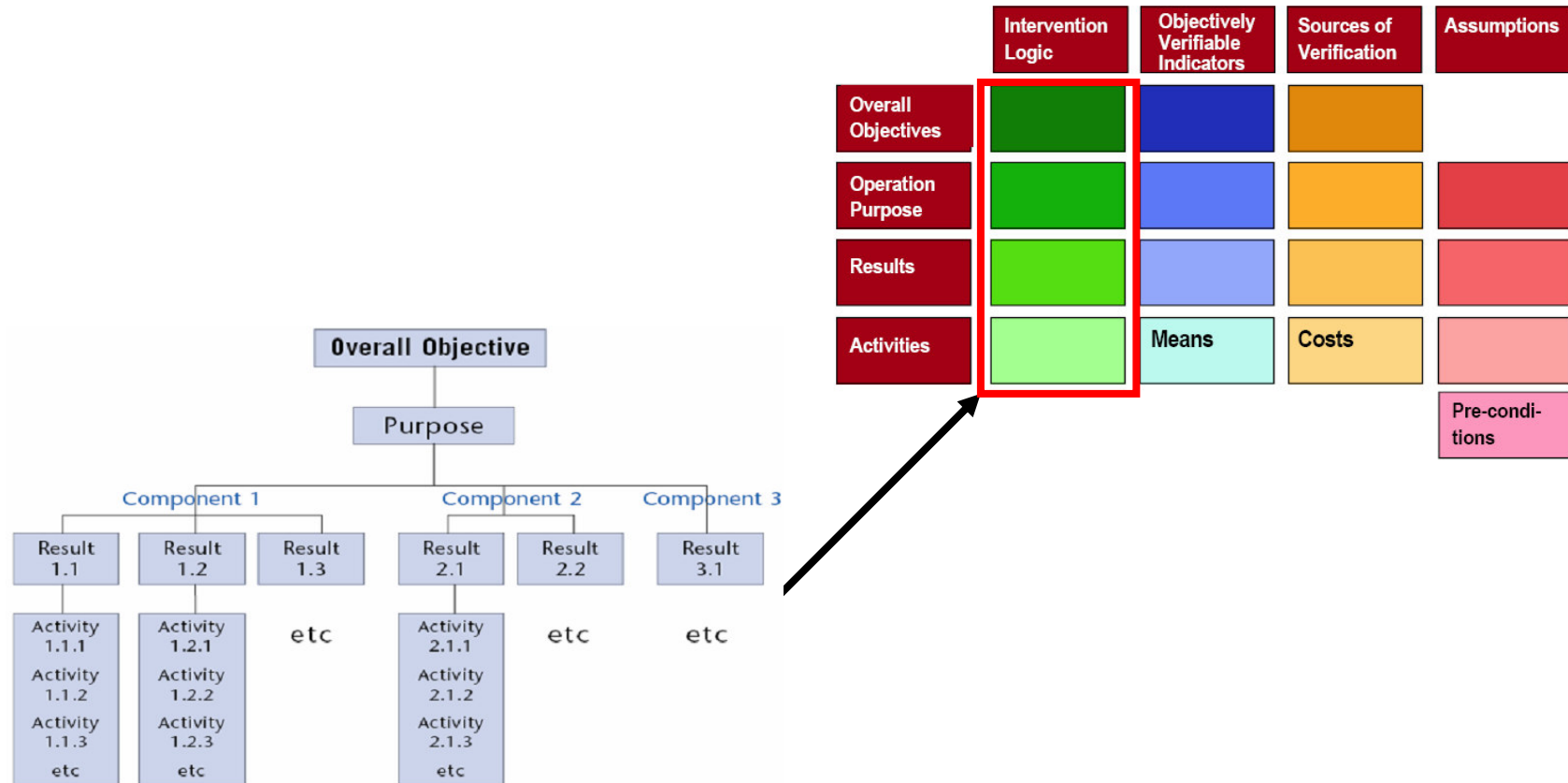
How to get there..? Step 4 – Filling the logframe matrix

Activities refer to the specific tasks undertaken to achieve the required outputs

The Logframe matrix should not include too much detail on activities otherwise it becomes too lengthy

If detailed activity specification is required, this should be presented separately in an activity schedule/Gantt chart format and not in the matrix itself

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How to get there..? Step 4 – Filling the logframe matrix

- **Assumptions** refer to conditions which could affect the progress or success of the project, but over which project managers have no direct control, e.g. price changes, rainfall, land reform policies, non-enforcement of supporting legislation

- An assumption is a *positive* statement of a condition that must be met in order for project objectives to be achieved.
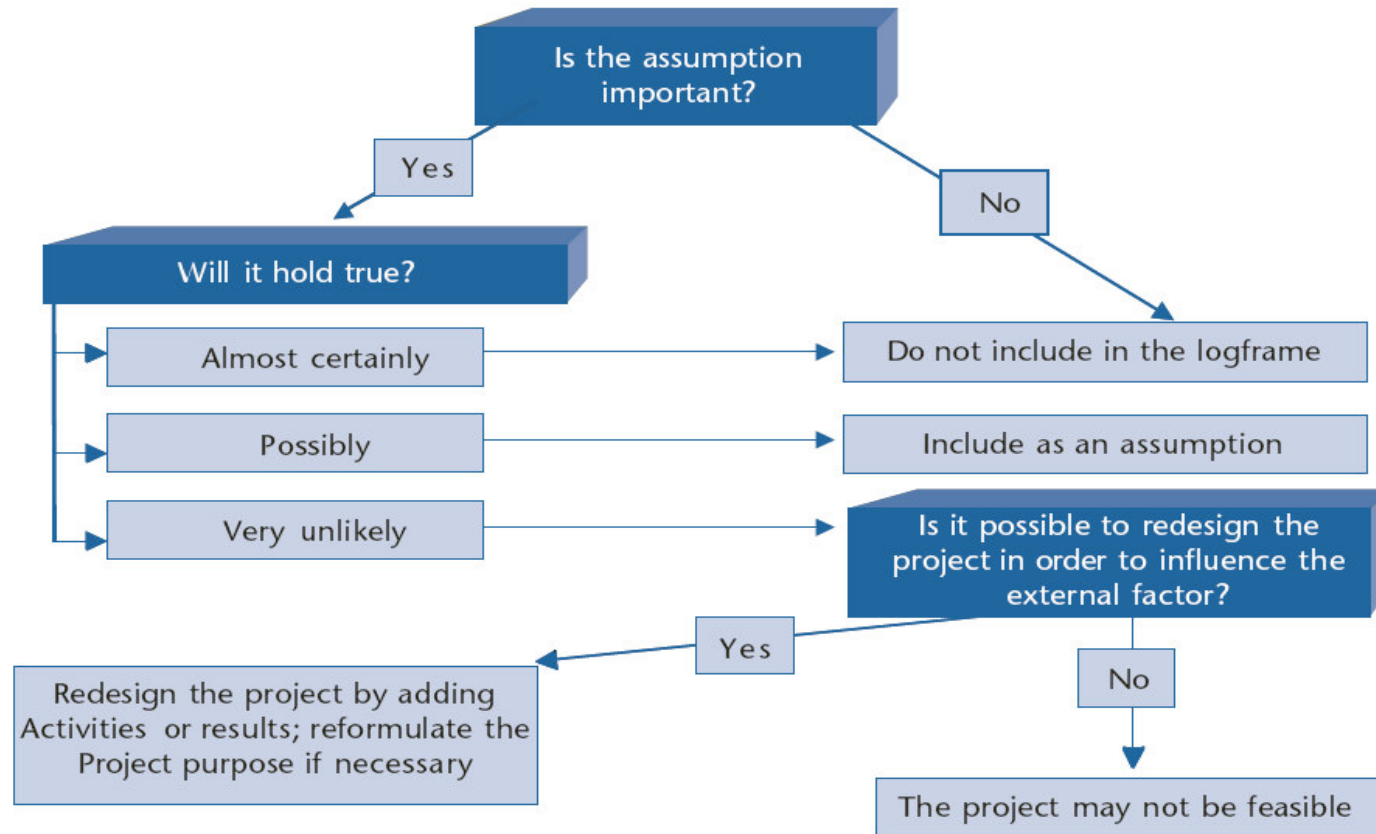
- A risk is a *negative* statement of what might prevent objectives being achieved.

How to get there..? Step 4 – Filling the logframe matrix

Relationship between assumptions and the intervention logic

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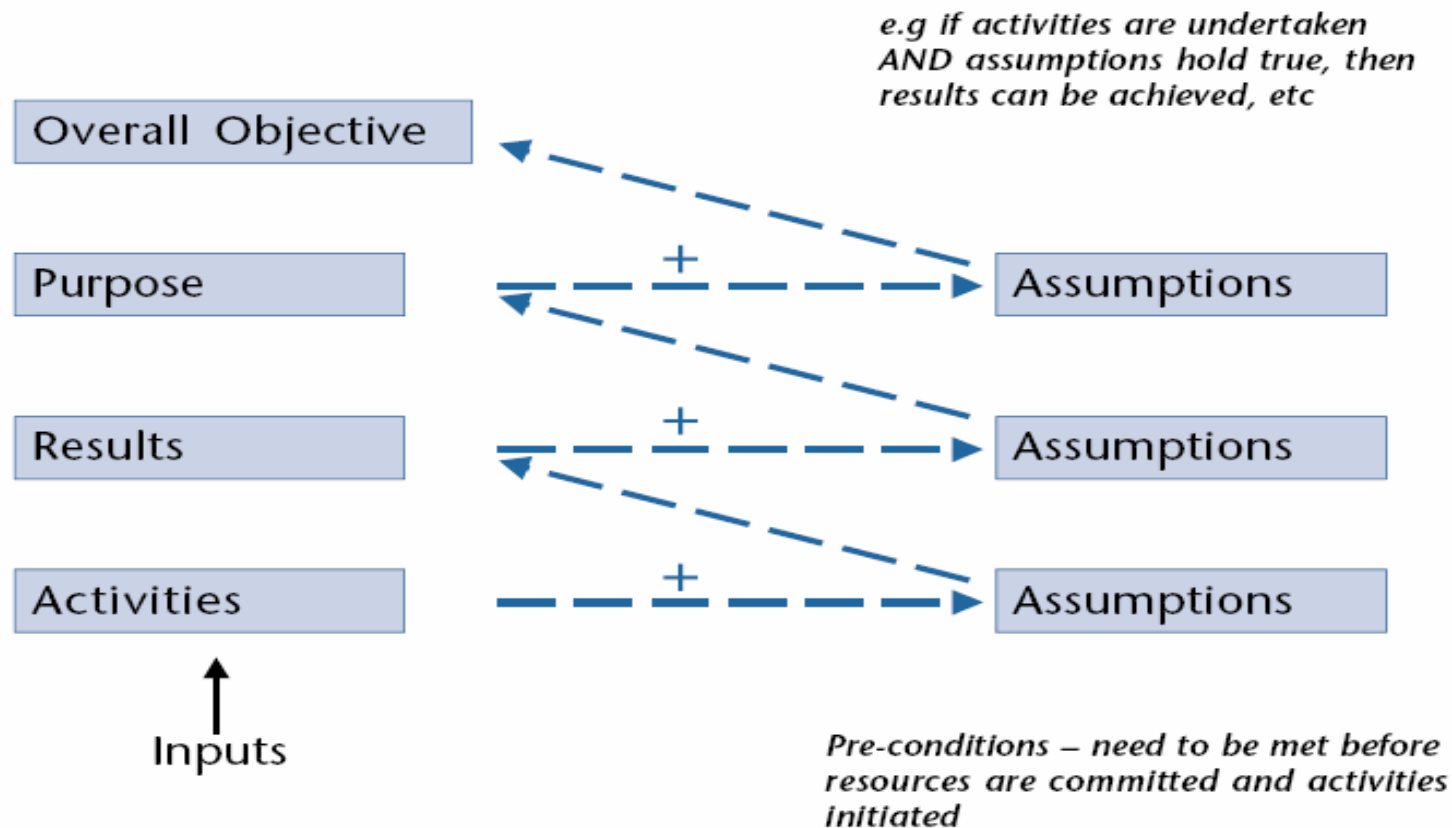
How to get there..? Step 4 – Filling the logframe matrix

How to get there..? Step 4 – Filling the logframe matrix

- *Indicators* specify how the achievement of project objectives will be measured and verified. They provide the basis for monitoring project progress (completion of activities and the delivery of results) and evaluating the achievement of outcomes (purpose and overall objectives)

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How to get there..? Step 4 – Filling the logframe matrix

Indicators need to be:

- ***Objectively Verifiable:*** information collected should be the same if collected by different people (i.e. it is not open to the subjective opinion/bias of one person)

- ***SMART:*** **S**pecific to the objective it is supposed to measure; **M**easurable (either quantitatively or qualitatively); **A**vailable at an acceptable cost; **R**elevant to the information needs of managers; **T**ime-bound – so we know when we can expect the objective/target to be achieved

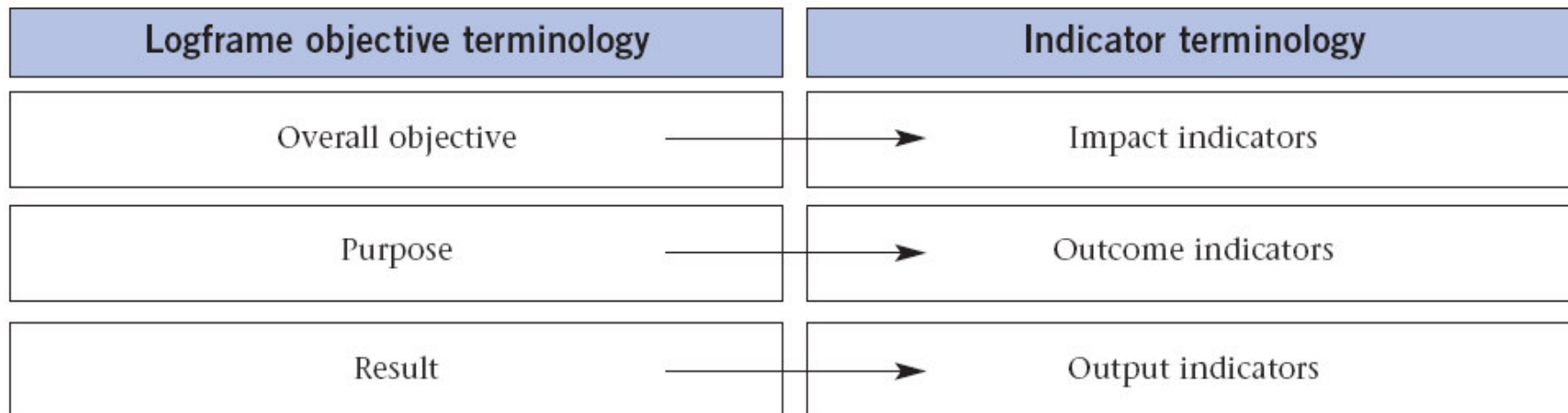**World Health Organization**

How to get there..? Step 4 – Filling the logframe matrix

Indicators need to be:

- **Valid:** Does the indicator directly represent the objective it is intended to measure?

- **Objective:** Is the definition precise and unambiguous about what is to be measured?

- **Reliable:** Is the data consistent or comparable over time?

- **Accessible:** Can data be collected easily, on a timely basis at reasonable costs?

- **Useful:** Will the data have utility for decision-making and learning?

- **Owned:** Do partners and stakeholders agree that this indicator makes sense to use?

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How to get there..? Step 4 – Filling the logframe matrix

Logframe objective terminology	Indicator terminology
Overall objective	→ Impact indicators
Purpose	→ Outcome indicators
Result	→ Output indicators

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How to get there..? Step 4 – Filling the logframe matrix

Sources of verification

- Different means (and costs) of collecting information must be considered when choosing appropriate indicators

- Some indicators may give the information you would ideally like to have, but when the means of getting this is carefully considered it might become impractical, e.g. too complex or expensive.

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How to get there..? Step 4 – Filling the logframe matrix

- *How* the information should be collected (e.g. from administrative records, special studies, sample surveys, observation, etc) and/or the available documented source (e.g. progress reports, project accounts, official statistics, etc.)

- *Who* should collect/provide the information (e.g. field extension workers, contracted survey teams, the district health office, the project management team)

- *When/how regularly* it should be provided. (e.g. monthly, quarterly, annually, etc.)

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How to get there..? Step 4 – Filling the logframe matrix

Means and Costs details will be further developed in the modules 1-4 & 1-5

Else, we're done with the logframe now !!!