

# Logical Framework

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# Content of the presentation

- Brief presentation of the Logical framework approach
- Presentation of the different elements of the Logical framework matrix: **Goal, purpose / outcome, outputs, activities, OVI, MOVs, Assumptions / risks**
- Vertical and horizontal logics of the Logframe
- Selection and definition of indicators
- Assessment of external factors
- Brief presentation on how to prepare the Logframe

# What is Logical Framework Approach (LFA)?

- A systematic and visual approach to designing, executing and assessing projects which encourages to consider the relationships between available resources, planned activities, and desired changes or results
- It presents the **logical flow** of causal outcomes between achievement of a project/programme's activity targets, and the delivery of intended results.
- It is a **systematic planning** procedure for complete project cycle management
- Basis information: **the solution tree** discussion
- A Logframe matrix (often simply called the 'Logframe') serves to translate this broader LFA theory into action

# Elements of the strategy of intervention?

Project description	Definition	Characteristic	Example
<b>Goal</b>	The <b>higher level objective / overall broader impacts</b> towards which the project is expected to contribute (mention target groups)	The overall objective may be beyond the reach of this project on its own	<i>“Increased resilience of coastal infrastructure and the built environment to climate change”</i>
<b>Purpose / Outcome</b>	The <b>effect</b> or the <b>immediate development outcome</b> which is expected to be achieved at the end of the project	This should be <b>clear and brief</b> .	<i>“Strengthened institutional and regulatory systems for coastal climate-responsive planning and development”</i>
<b>Outputs</b>	The <b>deliverable / results</b> envisaged to achieve the purposes (mention target groups)	Describe the <b>project intervention strategies</b>  Should be <b>tangible</b>  the <b>project management</b> should be able to guarantee	<i>“Development and implementation of an integrated coastal zone management plan (ICZM) for the North Coast of ....”</i>
<b>Activities</b>	The <b>key activities</b> “to be undertaken” and “in what sequence in order to produce outputs”	<b>Statements</b> should be <b>brief</b> and with an emphasis on <b>action words</b> .	<i>“Construction of coastal soft protection structures at the 5 vulnerable hotspot locations”</i>

# Objectively Verifiable Indicators (OVI)

- OVI must be valid, reliable, precise, cost-effective and stated independently from other levels.
- Indicators should make clear how the target group will benefit from the realization of outputs.
- Indicators should be specific in terms of:
  - Quality (what?)
  - Quantity (how much?)
  - Time (when, how long?)
  - Target Group (who?)
  - Place (where?)

# Objectively Verified Indicators (OVI)

OVI	Definition	Characteristic	Example
<b>Goal</b>	<b>Features</b> which can be <b>measured or described for measuring the progress</b> in terms of quantity and quality respectively to <b>show a change in situation.</b>	2 Types of OVI: <b>Impacts and Process OVI</b>  <u>Impact indicators</u> : <b>related to the overall goal</b>  Not more than 2 indicators	<i>Number of new infrastructure constructed to withstand condition from climate variability and change</i>
<b>Purpose / Outcome</b>	<b>Conditions at the end of the project</b> indicating that the purpose has been achieved.	<u>Process indicator (PI)</u> : Measures (direct or indirect) to <b>verify to what extent the purpose is fulfilled.</b>  Not more than 2 indicators	<i>Institutional and regulatory frameworks capable of integrating climate risks into coastal zone planning and effective action</i>
<b>Outputs</b>	<b>Direct or Indirect indicators</b> to verify whether and to what extent the outputs are produced	<u>(PI)</u>  Measures the quality and quantity of the outputs  Not more than 2 indicators	<i>Number of technical officers (men and women) trained on modeling and other skills associated with ICZM</i>
<b>Activities</b>	<b>Inputs: Goods, people and services necessary</b> to undertake the activities		

# Means Of Verification (MOV)

- The sources of information that exist or can be collected to inform on the achievement of objectives, outcomes and outputs
  - e.g. reports of ministries, project reports, laws, statistics, assessments / surveys, etc.
- NB: It is useful to also state the means and methods for collecting and reporting information (monitoring).

# External Factors: Assumptions and Risks

**Assumptions /risks** are conditions which could affect the progress of the project and the LT sustainability of the results but which are not under direct control of project management.

An **assumption is a positive statement** of a condition that must be met for the project's objectives to be achieved.

A **risk is a negative statement** of a condition that might prevent the project's objectives from being achieved

To ensure a proper vertical logic, It is essential to attribute assumptions to the corresponding level of intervention

<b>Goal</b>	<i>Ex. Environmental and social impact assessment is completed and approved without delay</i>
<b>Purpose / Outcome</b>	Assumptions at outcome level are relevant for achieving the development objective or impact <i>Ex. There is not disruptive government led restructuring of the various ministries involved in coastal management</i>
<b>Outputs</b>	Assumptions at output level must be relevant for achieving the project's objective(s). <i>Ex. There is political stability that allows for the review and adoption of the ICZM plan</i>
<b>Activities</b>	Assumptions at activity / input level which are relevant for achieving project outputs. <i>Ex. Vendor tendering process; procurement for construction companies; oversight for timely completion of the construction work; quality control inspections</i>

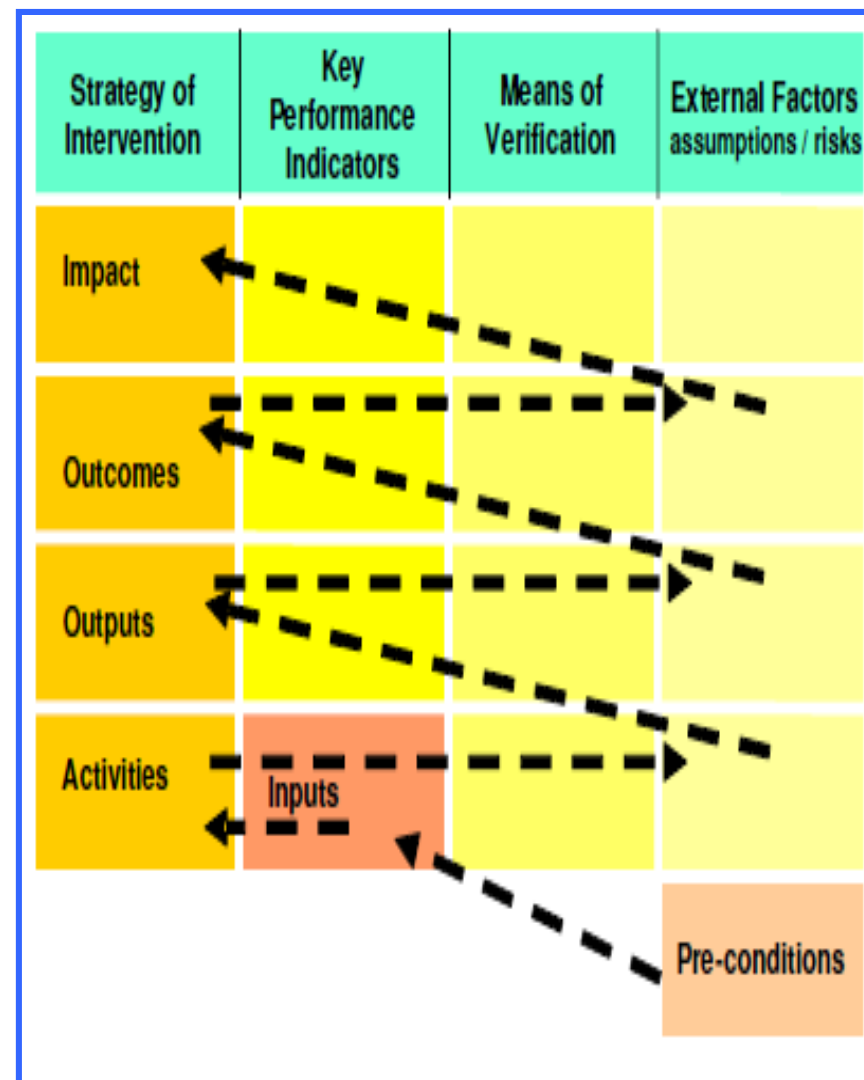


# Vertical and Horizontal logics of the Logframe

- **Vertical logic** identifies what the project intends to do (strategy of intervention) and shows the causal relationship between the different levels of the objective system (column 1) and the assumptions and risks (column 4) that are beyond the control of project management.
- **Horizontal logic** presents the logical link between indicators and objectives

# Vertical logic of the Logframe

- **IF** inputs / means are provided, **AND** the **preconditions fulfilled**, **THEN** activities can be undertaken;
- IF activities are undertaken, AND the **assumptions hold true**, THEN outputs will be produced;
- IF outputs are produced, AND the **assumptions hold true**, THEN outcomes will be achieved;
- IF outcomes are achieved, AND the **assumptions hold true**, THEN the project contributes to the development objective (impact).



# Vertical and Horizontal logics of the Logframe

- For measuring and reporting the achievement of objectives, relevant indicators (column 2) and the corresponding means of verification (columns 3) need to be identified at different levels.

Project Description	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Goal			
Purpose			
Outputs			
Activities		Means and Costs	


tion:

During the process of defining performance indicators it is necessary to revisit the quality and appropriateness of project objectives (are they clear, feasible, specific enough?). It may be necessary to adjust the objectives in an iterative process.

# How to prepare the Logframe


## First Stage — TOP DOWN

Project Description	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Goal			
Purpose			
Outputs			
Activities		Means and Costs	




## 2<sup>nd</sup> Stage — WORK ACCROSS

Project Description	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Goal			
Purpose			
Outputs			
Activities		Means and Costs	



## 3<sup>rd</sup> Stage — BOTTOM UP

Project Description	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Goal			
Purpose			
Outputs			
Activities		Means and Costs	



# How to prepare the Logframe

- **Impact / Goal:** What are we trying to achieve? Why are we working on this problem? What is our overall goal?
- **Outcome / purpose:** Where do we want to be in five years? What are the most immediate things we are trying to change? What are the things that must be in place first before we can achieve our goals and have an impact?
- **Outputs:** What are the things that need to be produced or provided through projects or programmes for us to achieve our short- to medium- term results? What are the things that different stakeholders must provide?
- **Activities:** What needs to be done to produce these outputs?

# Goal / impact statement formulation

- Impact statement should ideally use a verb expressed in the past tense, such as '*improved*', '*strengthened*', '*increased*', '*reversed*' or '*reduced*'
- They are used in relation to the global, regional, national or local social, economic and political conditions in which people live
- Impacts are normally formulated to communicate **substantial and direct changes in these conditions over the LT** such as reduction in poverty and improvements in people's health and welfare, environmental conditions or governance
- The SDG and other international, regional and national indicators are generally used to track progress at the impact level.

# Outcome formulation

- An **outcome statement** should ideally use a verb expressed in the past tense, such as *'improved'*, *'strengthened'* or *'increased'*, in relation to a global, regional, national or local process or institution.
- An outcome should **not be stated as** “support provided to Y” or “technical advice provided in support of Z,” but **should specify the result** of efforts and that of other stakeholders for the people of that country
- An outcome statement should **avoid phrases such as** “to assist/support/develop/ monitor/identify/follow up/prepare X or Y.”
- Similarly, an outcome should not describe how it will be achieved and should **avoid phrases such as** “improved through” or “supported by means of.”

- In formulating outputs, the following questions should be addressed:
  - What kind of policies, guidelines, agreements, products and services do we need in order to achieve a given outcome?
  - Are they attainable and within our direct control?
  - Do these outputs reflect an appropriate strategy for attaining the outcome? Is there a proper cause and effect relationship?
  - Do we need any additional outputs to mitigate potential risks that may prevent us from reaching the outcome?
  - Is the output SMART—specific, measurable, achievable, relevant and time-bound?



## Output formulation (cont...)

- Outputs must be deliverable within the respective project cycle
- Typically, more than one output is needed to obtain an outcome.
- If the result is mostly beyond the control or influence of the programme or project, it cannot be an output.
- Outputs generally include a **noun** that is qualified by a *verb describing positive change*.
  - Study of environment-poverty linkages *completed*
  - Police forces and judiciary *trained* in understanding gender violence
  - National, participatory forum *convened* to discuss draft national anti-poverty strategy
  - National human development report *produced and disseminated*

## Formulation of indicators

The process of formulating indicators should begin with the following questions:

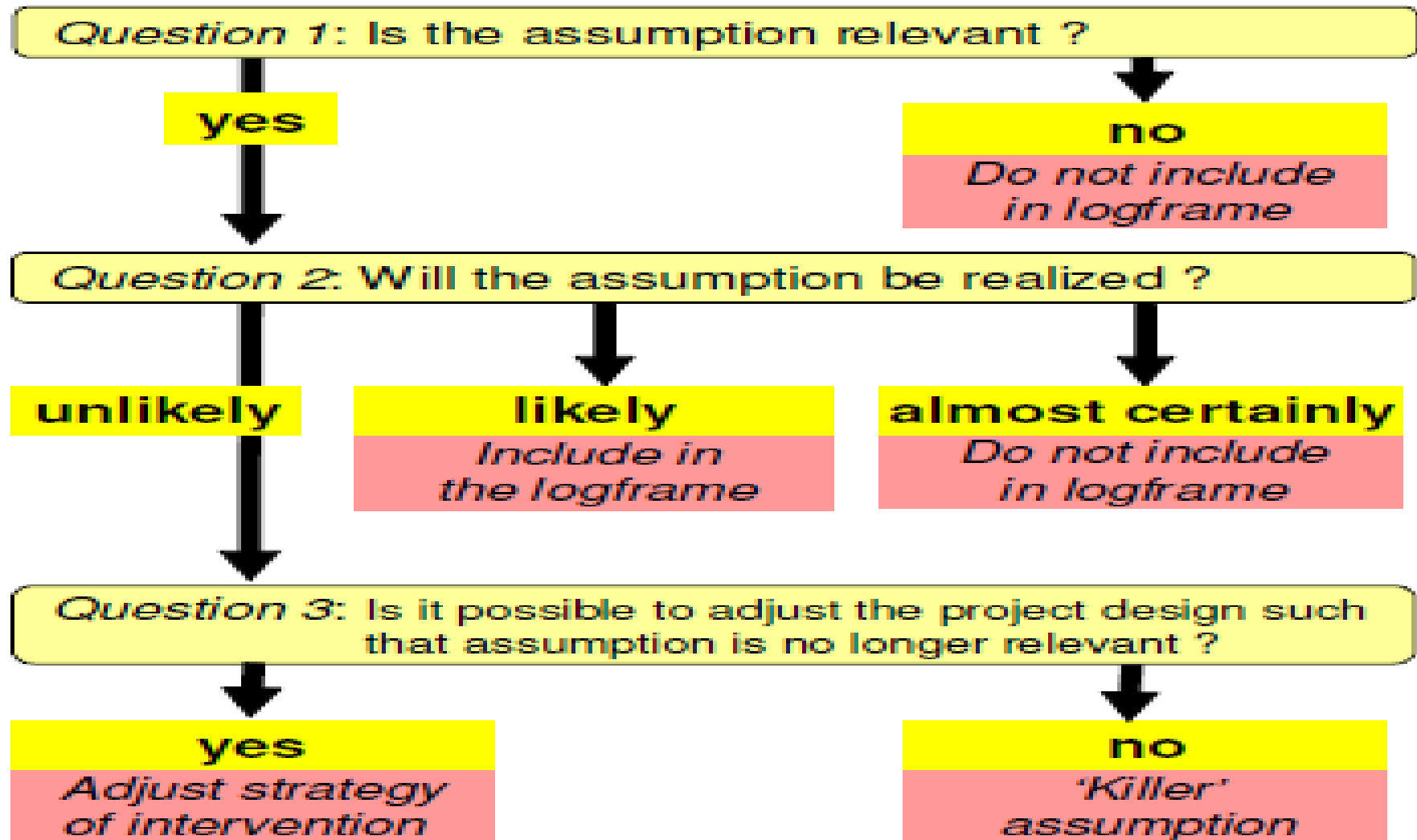
- How can we measure that the expected results are being achieved?
- What type of information can demonstrate a positive change?
- What can be feasibly monitored with given resource and capacity constraints?
- Will timely information be available for the different monitoring exercises?
- What will the system of data collection be and who will be responsible?
- Can national systems be used or augmented?
- Can government indicators be used?

- **Quantitative indicators** are statistical measures that measure results in terms of:
  - Number
  - Percentage
  - Rate (example: birth rate—births per 1,000 population)
  - Ratio (example: sex ratio—number of males per number of females)

- **Qualitative indicators** reflect people's judgements, opinions, perceptions and attitudes towards a given situation or subject.
  - Qualitative indicators measure results in terms of:
    - Compliance with...
    - Quality of...
    - Extent of...
    - Level of ...

# Assessment of external factors

## Screening assumptions



## Logframe matrix serves the following functions

- A tool for **planning** a logical set of interventions
- A tool for **appraising** a Programme document
- A **concise summary** of the Programme
- A tool for **monitoring** progress made with regard to delivery of outputs and activities
- A tool for **evaluating** impact of Programme outputs, e.g. progress in achieving purpose and goal.

***Thank you.***