Logical Framework Approach

The logical framework method is a procedure that allows you to design and organize the basic characteristics of the project in context. The application of this methodology is important not only in the phase of project or program preparation, but it is also a key tool for its implementation and evaluation. It is a procedure with which we are able to describe the project concisely, clearly and comprehensibly.

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

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 constitutes 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.

How it works

The original logical framework was based on a simple grid. It described what a project needed to do to achieve its goal by outlining a hierarchy of objectives. A typical example is shown in the diagram (listed below).

Starting with the narrative summary column, the goal defines the longer-term impact that a project aims to contribute to. The goal may be designed to be achieved after completion of the project, and may depend on the actions of many different agencies, as well as changes in the external environment. The next row down deals with the objectives or purpose of the project– the changes it hopes to directly influence within its lifetime. The outputs row includes the tangible products or services the project aims to produce. The last two rows cover the activities of the project and the resources required (inputs).

The second column – objectively verifiable indicators – defines the information that needs to be collected to indicate whether or how far the goal, objectives and outputs have been achieved. The third column – means of verification – shows the methods that will be used to collect the indicators, such as interviews, observation or review of secondary sources. The final column identifies the key risks and assumptions that might influence the success or otherwise of the project.

When developing a logical framework, it is normal to first work down the left-hand column by identifying the goal, objectives, outputs, activities and inputs. Theoretically, the assumptions column should then be filled in from bottom to top, followed by the middle two columns.

If a logical framework is done properly, the hierarchy of objectives should read logically from the bottom to the top. If the inputs are sufficient the activities can be carried out. If the activities are carried out then the outputs will be produced. If the outputs are produced then the objectives should be realised. And if the objectives are realised they should contribute to the ultimate goal.
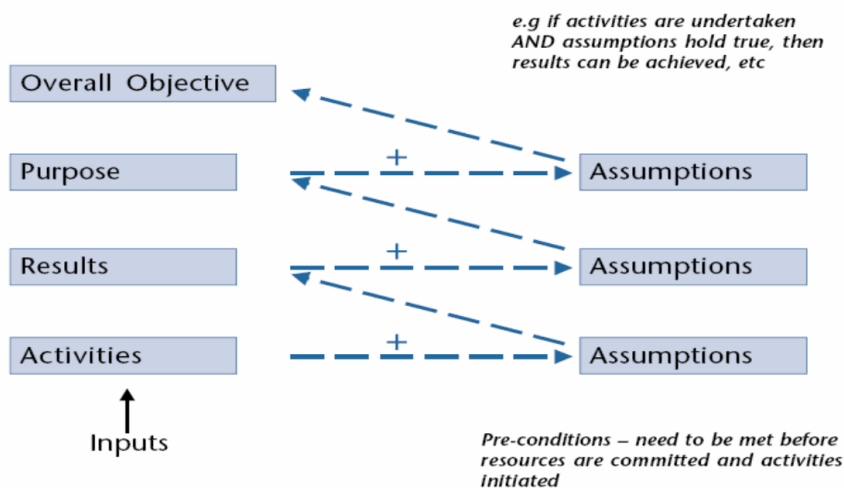
However, the tool recognises that in social development work things do not always go according to plan, and there are many factors that may influence whether outputs translate into objectives or objectives into the goal. The purpose of the assumption's column is to make these external factors explicit at the start of a project or programme, and encourage staff to take appropriate mitigating action. The logic of the logical framework is therefore as follows:

- IF the activities are carried out AND the assumptions are realised THEN the outputs should be delivered.
- IF the outputs are delivered AND the assumptions are realised THEN the objectives should be achieved.
- IF the objectives are achieved AND the assumptions are realised THEN the project or programme will contribute to the goal.
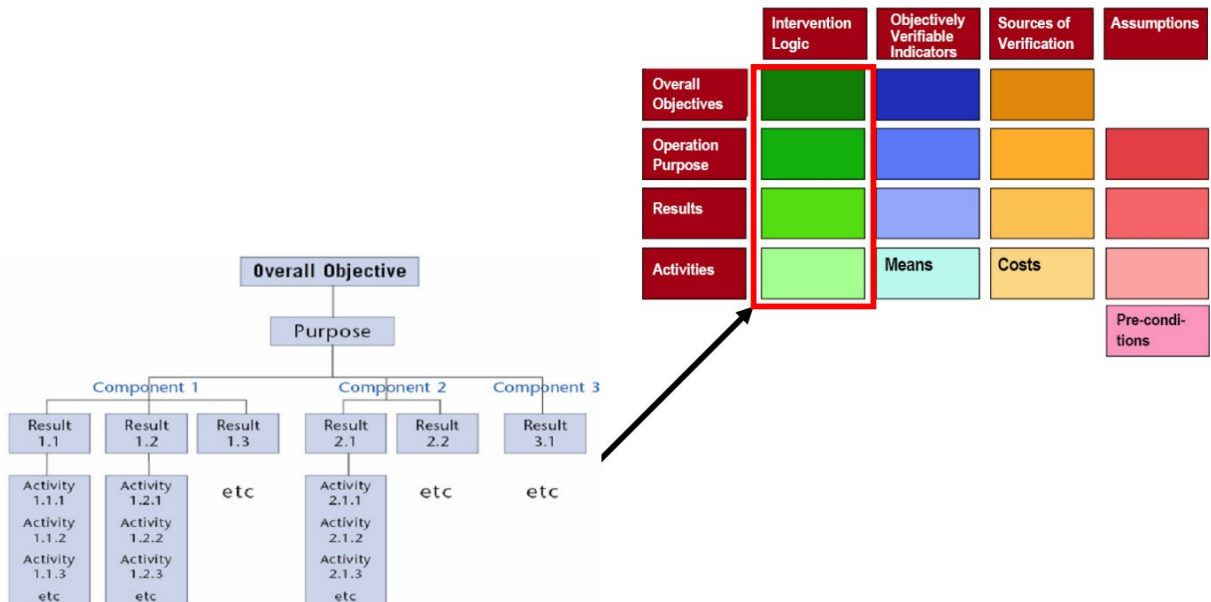
The Logic of LogFrames (If – Then Test)

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

Relationship between assumptions and the intervention logic

e.g if activities are undertaken AND assumptions hold true, then results can be achieved, etc

Pre-conditions – need to be met before resources are committed and activities initiated

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-condi-tions 5

	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Overall Objectives				
Operation Purpose				
Results				
Activities		Means	Costs	
				Pre-condi-tions

Overall Objective

Purpose

Component 1   Component 2   Component 3

| Result 1.1 | Result 1.2 | Result 1.3 | Result 2.1 | Result 2.2 | Result 3.1 |

Activity 1.1.1   Activity 1.2.1   etc   Activity 2.1.1   etc   etc
Activity 1.1.2   Activity 1.2.2   Activity 2.1.2
Activity 1.1.3   Activity 1.2.3   Activity 2.1.3
etc   etc   etc

Standard Logframe matrix and definition of terminology

	Project Description (Intervention Logic, Objective Hierarchy) The **intervention logic** of the Logframe identifies what the project intends to do (strategy of intervention) and shows the causal relationship between the different levels of the objectives.	Performance Questions and Indicators (Objectively Verifiable Indicators, Targets) Indicators measure whether the objectives on each level are achieved whereas standards define the level of expected performance	Monitoring Mechanisms (Means of Verification, Source of Verification-information) Means of verification indicate where and in what form information on the achievement of objectives and results can be found, e.g. reports of ministries, project reports, laws, statistics, assessments, etc.	Assumptions (External Factors) Assumptions are conditions which could affect the progress of the project 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.
Overall objective (Goal, Development Objective)	What is the overall objective that the project will contribute to? Definition: Project importance to society in terms of the long-term benefits which are not achieved by the project alone Scope of project management: The project will partially achieve the overall objective	What indicators are linked to overall objective? Definition: Measures the extent to which a contribution to the overall objective has been made. Features which can be measured or at least described precisely in terms of quantity and quality respectively and which show a change in situation. Used during evaluation. However, it is often not appropriate for the project itself to try and collect this information.	What are information sources for these indicators? Above mentioned	Not required for overall objective
Project purpose (Project Development Objective, Specific Objective)	What is the purpose of project to be realised by the project? Definition: Central specific objective(s) of the project in terms of sustainable benefits to be delivered to the beneficiaries. Project purpose describes intended situation at the end of the project. Scope of project management: The attainment of the purpose is primarily dependent on the project results(outputs), but depends also on factors beyond the project's control. Hint: Projects or programmes should have one purpose.	Indicators showing the extent to which project purpose has been achieved? Definition: Conditions at the end of the project indicating that the purpose has been achieved. NB: Include appropriate details of quantity, quality and time. Helps understand whether the purpose has been achieved Purpose indicators are commonly used for project reviews and evaluations.	What are information sources for these indicators? Above mentioned	Factors and conditions not under direct project control, but necessary to achieve the overall project objective? Hint: To ensure proper vertical logic, it is essential to attribute assumptions to the corresponding level of intervention (in this box assumptions at purpose level which are relevant for achieving the overall objective need to be stated).
Results (Outputs)	What are concrete visible results to contribute to realisation of project purpose? What changes and improvements will be achieved by the project? Definition: Tangible products and services delivered or competences and capacities established directly as a result of project activities by the completion date. Scope of project management: Results are under the control / responsibility of project management Hint: For clarity a minimum one result statement for each corresponding project component is recommended.	What are the indicators showing whether expected results have been achieved? Definition: Measures of the quantity and quality of results. Result indicators are predominantly used during monitoring and review.	What are information sources for these indicators? Above mentioned	Factors and conditions not under direct project control, but necessary to achieve the project purpose? Hint: Formulate assumptions at result level which are relevant for achieving the project's purpose (s).
Activities	What activities are required and in what order in order to achieve the expected results ? Definition: Specific tasks (work programme) to be undertaken during the project's lifetime in order to obtain results. (sometimes optional within the matrix itself). Scope of project management: Critical factors for carrying out activities are professional skills, the availability of sufficient financial resources and the absorption capacity of the local partners as well as of the target groups and beneficiaries. Hint: The matrix should not include an entire list of project activities, but focus on **what** the project is to deliver and not on **how**.	Means What resources are required for implementation of listed activities? (by type of PRAG contract) Sometimes a summary of resources/means is provided. Indicate what are the inputs required, main resources to be applied e.g.: technical assistance, personnel, equipment, training, studies, supplies, etc	Costs What are the costs for each of the means? Sometimes as a summary of cost and budget is to be provided What are the means/actions costs, breakdown of the budget.	Factors and conditions not under direct project control, but necessary for results to be achieved as planned? Hint: Formulate assumptions at activity / input level which are relevant for achieving project results.
				Preconditions What pre-requisites must be fulfilled for project implementation to start? Sometimes optional within the matrix itself