Logical Framework Methodology

Developing a logical framework matrix (LFM)

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Project Management

How the lecture will be conducted?

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1. The lecture is divided into **three blocks**, where each block introduces an issue (1. What is a project and project management, Who is project manager and their role 2. Project management evolution 3. The main elements of a project, types of projects)
2. After each block there is a quiz for feedback on whether you have understood everything.

3. We use **MS Teams**, a shared whiteboard for your engagement and reactions. Also we are working with MS Project.

4. The class is supplemented with **quizzes in vevox**, the link is always in the presentation.

Contents

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1. PART (30 min.)

- Logical Framework methodology
- Purpose of a Logical Framework
- Logical Framework Matrix - what is it?

2. PART (60 min.)

- Working together - Logical Framework Matrix example

Learning objectives

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On the end of this lecture you should be able to understand and explain:

- What is Logical Framework Matrix?
- Why do we use it in project desing?
- What are the parts of 4x4 matrix?

Key readings

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You can find support in the following sources:

Delevic, M. (2011) Guide to the logical framework approach, 2nd edition, European Integration Office

Logframe development, WHO

PART 1

Logical Framework Methodology

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.

We are able to describe the project concisely, clearly and comprehensibly.

With the logical framework methodology, you get to conceptualize, plan, execute and control a project with an approach based on objectives, communication among stakeholders and orientation towards beneficiaries.

Logical Framework Methodology

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- It is a way of describing a project in a logical way so that it is:

- Well designed
- Described objectively
- Can be evaluated
- Clearly structured

Purpose of a Logical Framework

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- 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

Logical Framework Matrix

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- The methodology is composed of a series of steps such as problem analysis, analytical structure, project narrative, etc; as we follow the steps, we complete the logical framework matrix.

- The result of the methodology is the Logical Framework Matrix .

What is the matrix for?

- It is a summary of the project.
- It sets out what the project is intended to do and how it is intended to be done, along with the assumptions it faces and how it will be monitored and evaluated. This is vital when, for example, you want to present the essence of the project to a potential investor.

Logical Framework Matrix

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The answers to the following questions are put into a Logical Framework Matrix:

Goal – what results do we expect?

Purpose – why are we doing this?

Outputs – what are the deliverables?

Activities – what will we do to deliver the outputs?

Indicators of Achievement – how will we know we've been successful?

Means of Verification – how will we check our reported results?

Risks and Assumptions – what assumptions underlie the structure of our project and what is the risk they will not prevail?

Logical Framework Matrix

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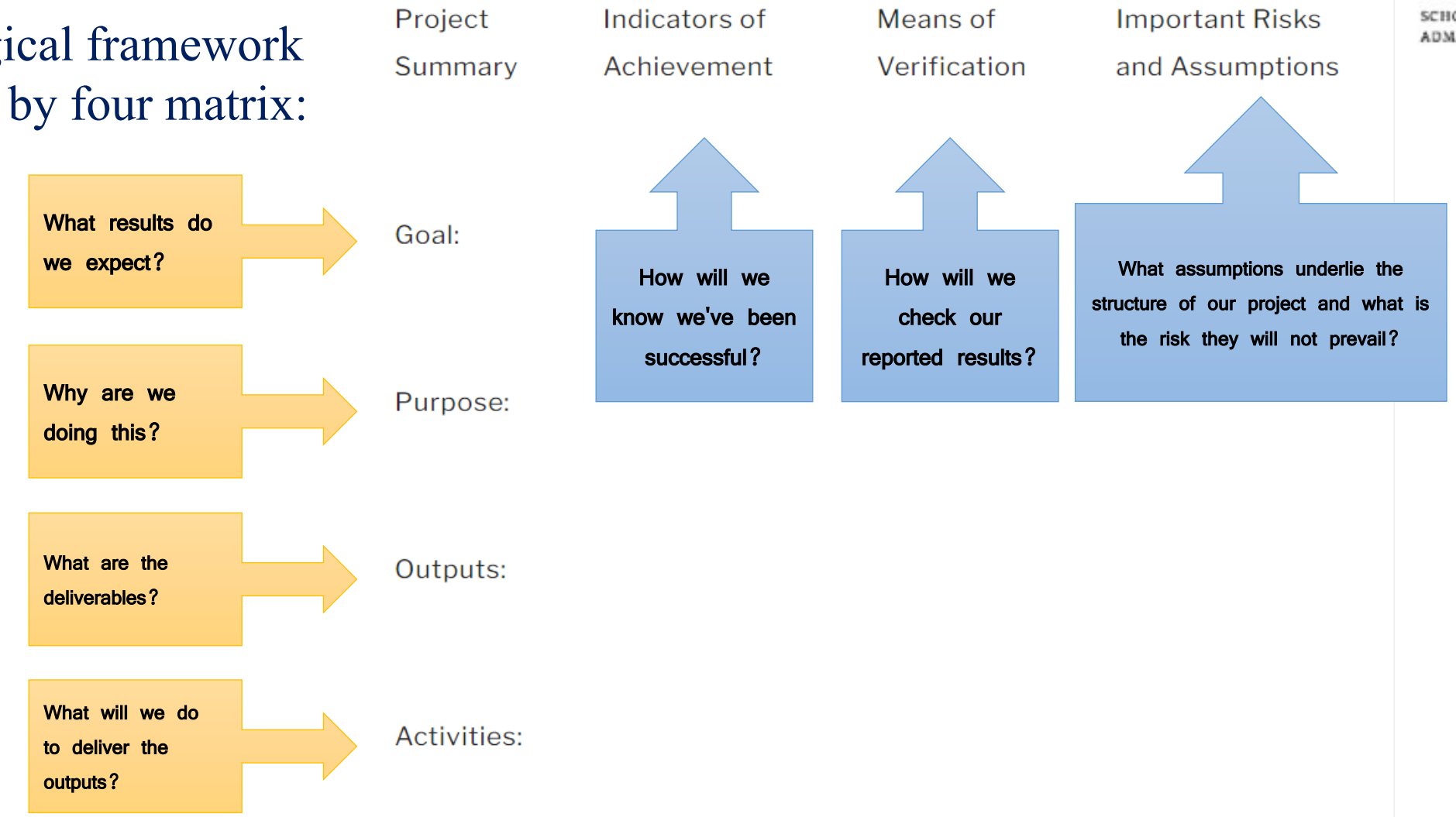
The Logical framework is a four by four matrix:



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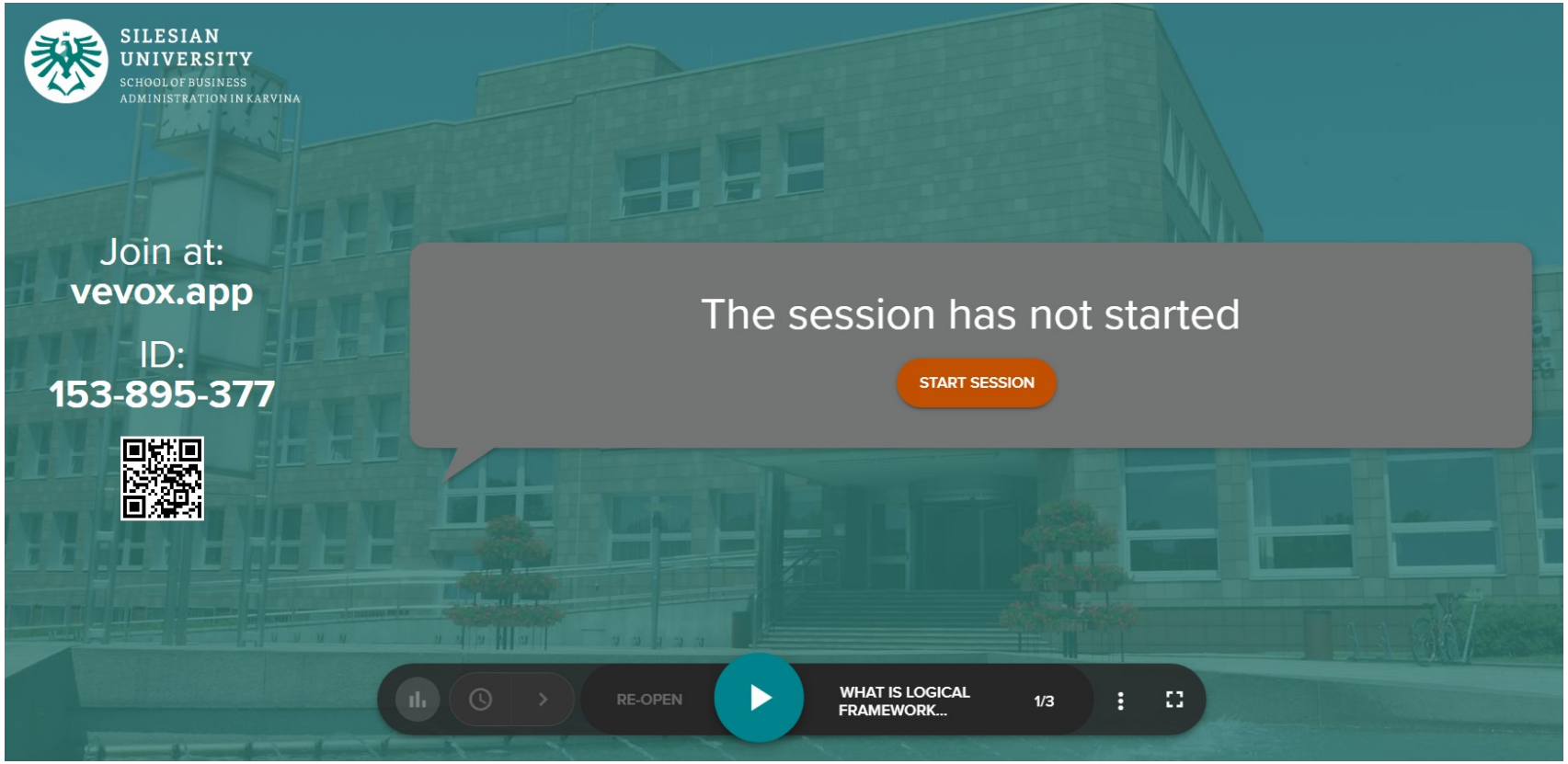
Vevox questions



PART 2

Working together – Logical Framework Matrix Example

- 4x4 interactive matrix
- organizes answers to 4 questions
- has 3 ‘directional’ logics – vertical, horizontal and zigzag

Objectives	Success Measures	Verification	Assumptions
Goal			
Purpose			
Outcomes			
Inputs			

Working together – Logical Framework Matrix Example

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- Logical Framework Planning Questions and Steps:
- What are we trying to accomplish and why?
- How will we measure success?
- What other conditions must exist?
- How do we get there?

Objectives	Success Measures	Verification	Assumptions
Goal			
Purpose			
Outcomes			
Inputs			

Working together – Logical Framework Matrix Example

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Questions populate the framework grid

What are we trying to accomplish and why?

How will we measure success?

What other conditions must exist?

How do we get there?

Objectives	Success Measures	Verification	Assumptions
Goal WHY?			
Purpose WHY?			
Outcomes WHAT?			
Inputs HOW?	WHO? WHEN?		

Working together – Logical Framework Matrix Example

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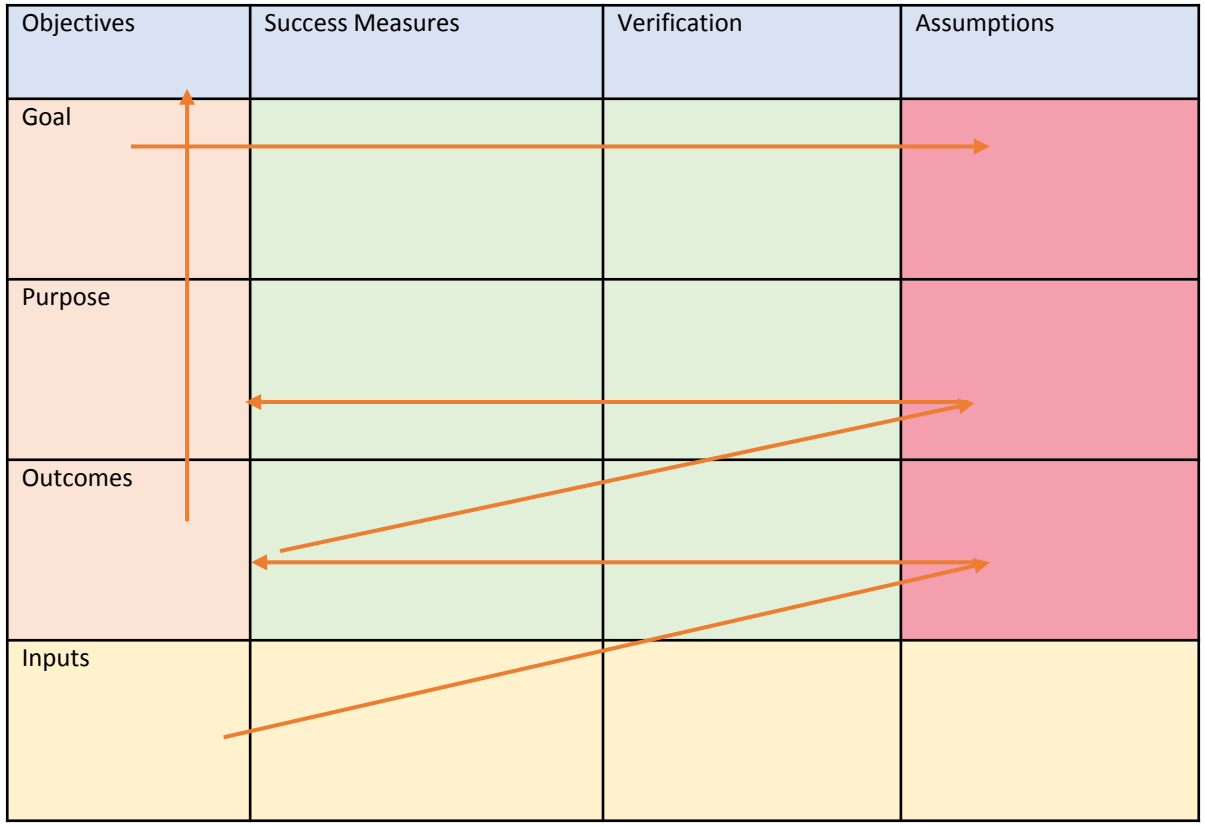
- Vertical logic – Define and align objectives
- Horizontal logic – Describe success and how to verify it
- ZigZag logic – Incorporates critical assumptions
- We use If - Then hypothesis If something happen, then something other happens.



Working together – Logical Framework Matrix Example

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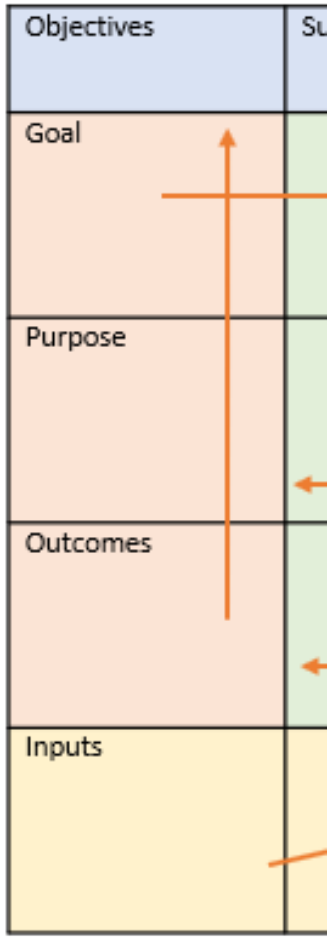
Vertical logic - What are we trying to accomplish and why?

- Identifies ***what*** Objectives the project aims to reach, ***why***, and ***how***



Key definitions:

- Goal = WHY – big picture context/benefit (what you dream to happen)
- Purpose = why – change expected after finish of the project
- Outcomes = What – deliverables (what you can put in place)
- Inputs = How – tasks & resources (good management of them)

If 'inputs', then 'outcomes'

If 'outcomes', then 'purpose'

If 'purpose', then 'goal'.

Working together – Logical Framework Matrix Example

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Vertical logic ->What are we trying to accomplish and why? ↓

Save the farm ↑

They will come (players, fans) ↑

Build the football field ↑

Cut the corn, etc

Objectives	Success Measures	Verification	Assumptions
Goal WHY?			
Purpose WHY?			
Outcomes WHAT?			
Inputs HOW?			

Working together – Logical Framework Matrix Example

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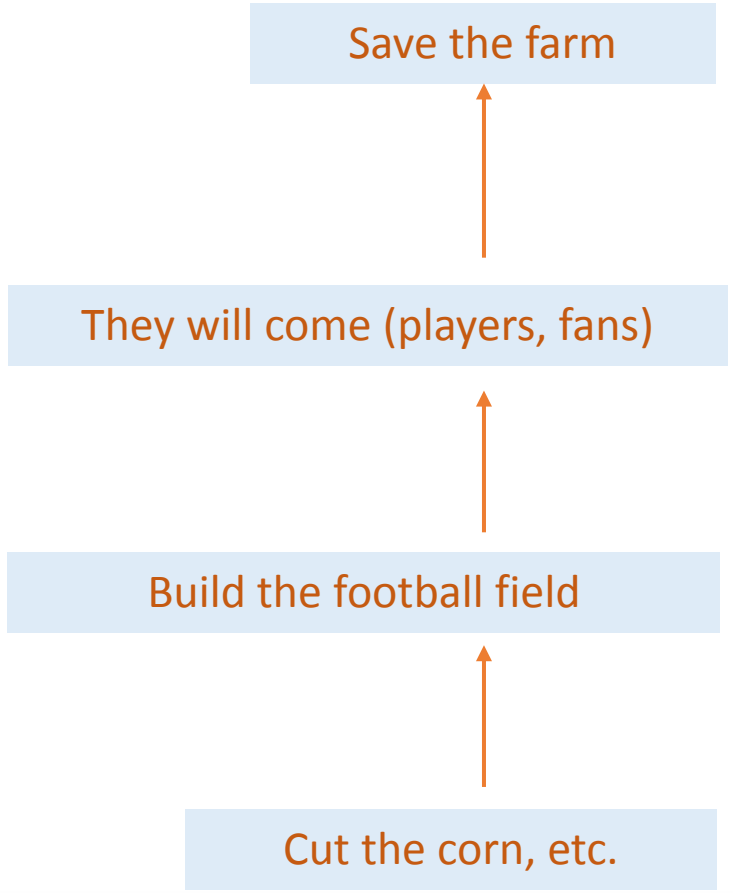
Vertical logic ->What are we trying to accomplish and why?

Goal	=	WHY
Purpose	=	WHY
Outcome	=	WHAT
Inputs	=	HOW



Working together – Logical Framework Matrix Example

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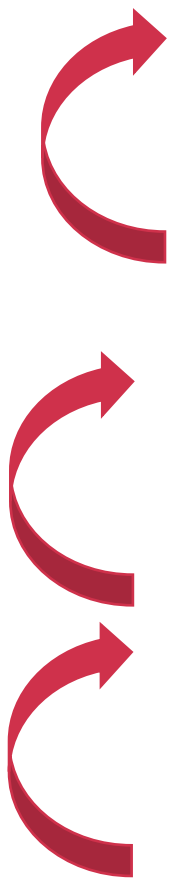
Vertical logic -> What are we trying to accomplish and why?



Objectives	Success Measures	Verification	Assumptions
Goal **WHY** Save the farm			
Purpose **WHY** They will come (players, fans)			
Outcomes **WHAT** Build the football field			
Inputs **HOW** Cut the corn Plow the field			

Working together – Logical Framework Matrix Example

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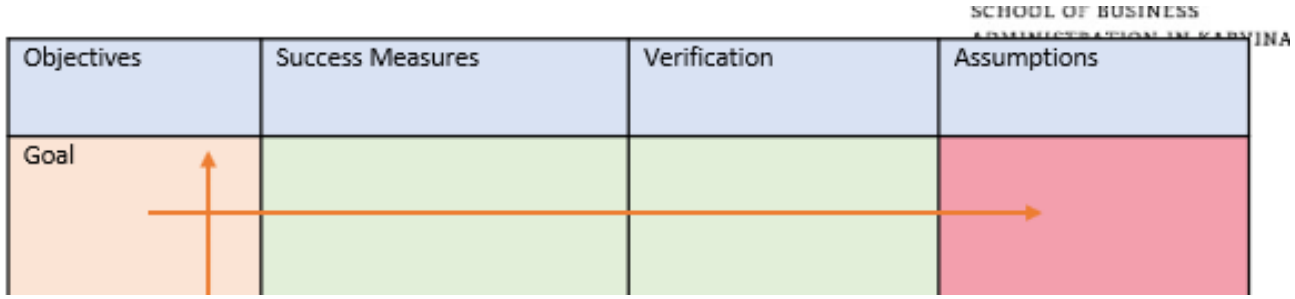
Horizontal logic

How will we measure success?

Key definitions:

- Clarifies success in advance with specific indicators and targets
- Identifies the means to verify measures



Working together – Logical Framework Matrix Example

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Horizontal logic- – How will we measure the success?

Objectives	Success Measures	Verification	Assumptions
Goal **WHY** Save the farm	1. Pay the bank 3 mil. CZK by 30.6.2023	1. Bank records	
Purpose **WHY** They will come (players, fans)	1. 12- 15 professional players 2. 20 000 fans	1. Count players 2. Ticket sales	
Outcomes **WHAT** Build the football field	1. Build standard football stadium 2. Seating areas for fans	1. Inspection 2. Count the seats	
Inputs **HOW** Cut the corn Plow the field			

Working together – Logical Framework Matrix Example

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ZigZag logic

What other conditions must exist? (what else must be true?)

Key definitions:

- Incorporate elements outside the project
- Assumptions highlight risks, interfaces, and important conditions.

Working together – Logical Framework Matrix Example

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ZigZag logic – What other conditions must exist?

Objectives	Success Measures	Verification	Assumptions
Goal **WHY** Save the farm	1. Pay the bank 3 mil. CZK by 30.6.2022	1. Bank records	1. 50% of revenue goes to expense, rest to repay bank
Purpose **WHY** They will come (players, fans)	1. 12- 15 professional players 2. 30 000 fans **THEN**	1. Count players 2. Ticket sales	1. Fans willing to pay 600 CZK per ticket. 2.Fans know about the football matches
Outcomes **WHAT** Build the football field Publicity of stadium	1. Build standard football stadium **THEN** 2. Seating areas for fans 3. All potential fans are informed	1. Inspection 2. Count the seats	1. Get permit to build 2. Labour available
Inputs **HOW** Cut the corn Plow the field	WHO **WHEN**		

IF

IF

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Testing your project design

The Implementation equation:

- ***If*** Inputs plus Assumptions, ***Then*** Outcomes
- ***If*** Outcomes plus Assumptions, ***Then*** Purpose
- ***If*** Purpose plus Assumptions, ***Then*** Goal

Objectives	Success Measures	Verification	Assumptions
Goal **WHY** Save the farm	1. Pay the bank 3 mil. CZK by 30.6.2023	1. Bank records	1. 50% of revenue goes to expense, rest to repay bank
Purpose **WHY** They will come (players, fans)	1. 12- 15 professional players 2. 30 000 fans	1. C[illegible] players 2. Ticket sales	1. Fans willing to pay 600 CZK per ticket. 2. Fans know about the football matches
Outcomes **WHAT** Build the football field Publicity of stadium	1. Build standard f[illegible] stadium 2. Seating areas for fans 3. All potential fans are informed	1. Inspection 2. Count the seats	1. Get permit to build 2. Labour available
Inputs **HOW** Cut the corn Plow the field	**WHO** **WHEN**		

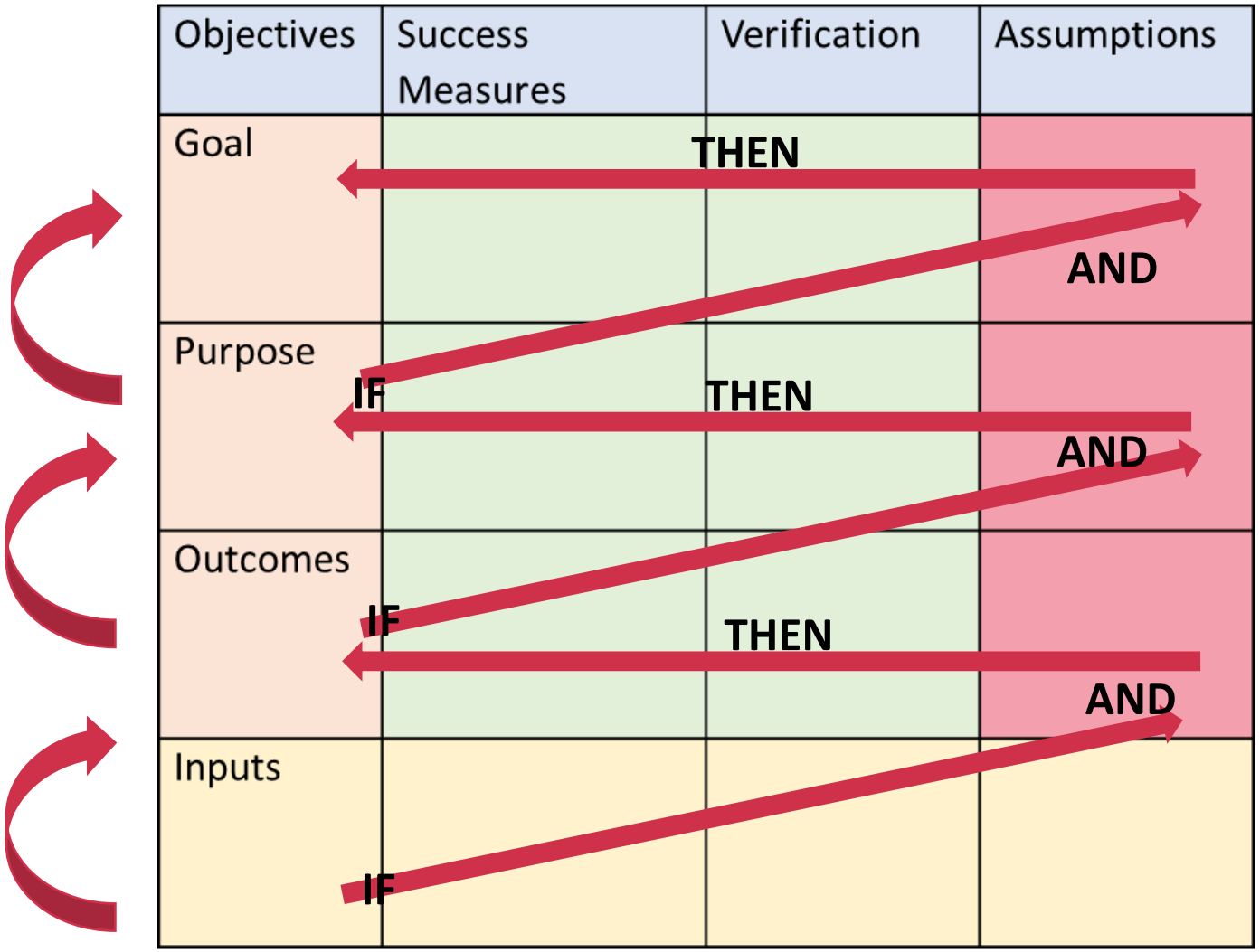
IF THEN

IF THEN

IF

Working together – Logical Framework Matrix Example

Testing your project design



The Implementation equation:

- ***If*** Inputs plus Assumptions, ***Then*** Outcomes
- ***If*** Outcomes plus Assumptions, ***Then*** Purpose
- ***If*** Purpose plus Assumptions, ***Then*** Goal

Logical Framework Matrix

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- ***Rely on common sense when building logical framework!***
- ***It make distinction from 'what we can' to 'what we want to' achieve.***

Logical Framework Matrix

- Rely on common sense when building logical framework!
- It make distinction from ‘what we can’ to ‘what we want to’ achieve.

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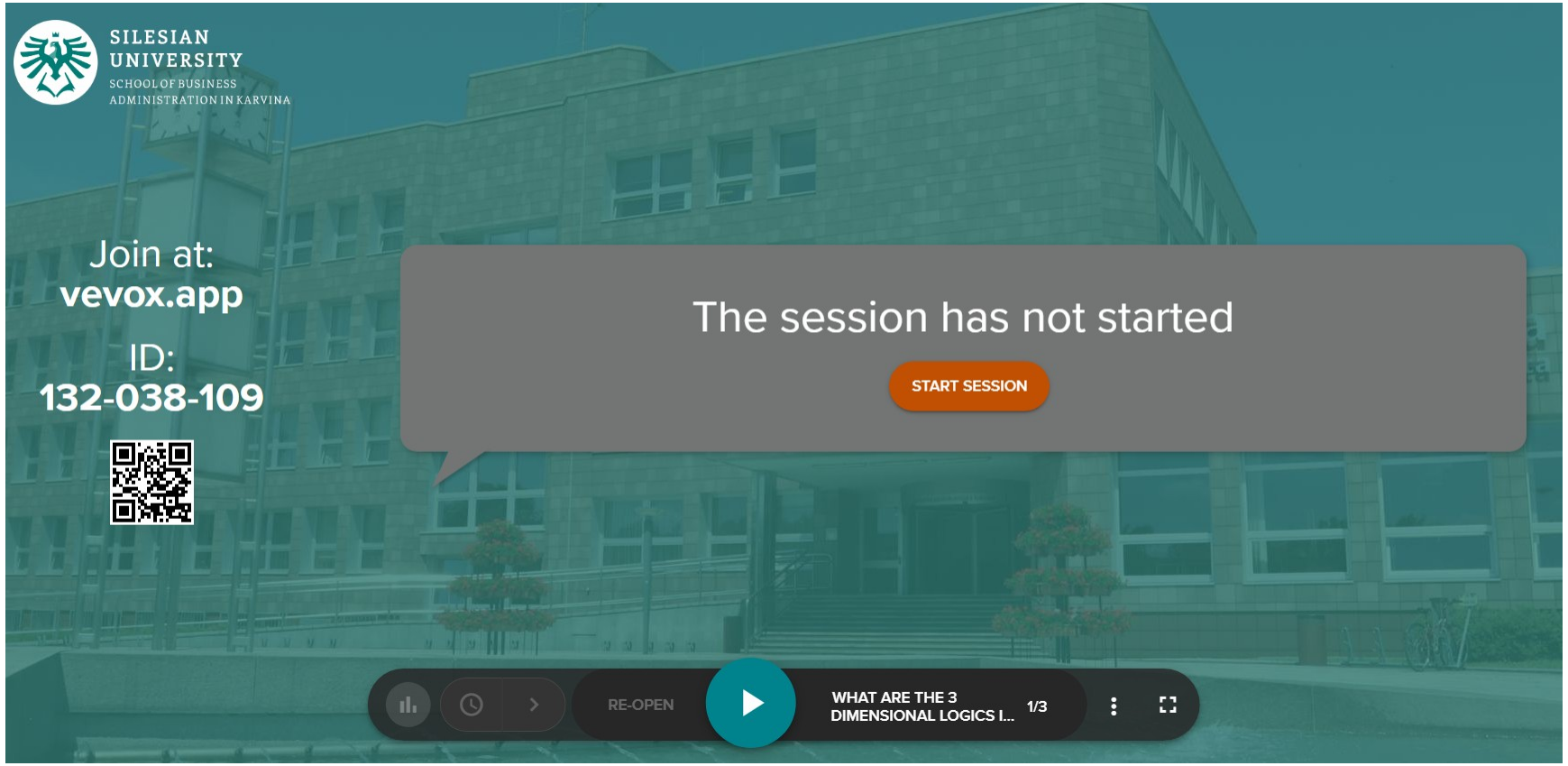
Vevox questions



References

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