|  |  |
| --- | --- |
| **ADDITIONAL RESOURCE SUMMARY: LOGFRAME GUIDANCE** | |
| Purpose | This resource provides additional guidance for completion of the Logframe and should be used alongside the guidance provided in the Project Design Workbook, Logframe Cheat Sheet, and Logframe Master Translator. It also provides a completed Logframe example and blank template. |
| Information Sources | **Information already collected through Design process:**   * Results Framework   **Guidance for Logframe Development:**   * Project indicators or standard indicator lists * External or contextual information or data that can help with defining the project’s assumptions * Logframe Cheat Sheet * Logframe Master Translator * Logframe Guidance (this document) * The IFRC Project Planning Guidance Manual has an example of a Logframe on page 40, but uses slightly different terminology than what is proposed in this example and LWR’s Logframe Cheat Sheet. IFRC’s example can be used as an additional reference, but LWR’s terminology should be used as the standard. |
| Who | This resource is useful for anyone on the project team who needs additional guidance developing a Logframe.  \* For further guidance on the grants acquisition process please refer to the LWR Grants Acquisition Manual p. 41 |
| When | * Reviewing the Logframe Guidance before developing the project’s Logframe will ensure that everyone is clear on what is expected in each column and row of the logframe. * The example below, as well as the Logframe Cheat Sheet, provide concrete examples and guidance on completing a quality Logframe |
| Recommendations | The Logframe template that is included in this process is LWR’s standard.   * This template should be used for all UNRESTRICTED funded projects. * This template is the most widely accepted template by major donors, with the main variations being the different terminology for objectives/results.   + The terms used in the logical framework vary across organizations and amongst donors.   + For unrestricted funded projects, the terminology used in the LWR logframe should be followed.     - * For donor funded projects, the terminology used by the donor should be employed when creating the Logframe. Please refer to the Logframe Master Translator to understand more clearly how donor terms match with LWR standard terms. * The blank Word logframe template below can be used when brainstorming and editing the content of the Logframe. Once a draft of the Logframe is completed the content should be transferred to the Project Design Workbook by copying the content into the corresponding cells in the Logframe tab. * Activities can be included in the Logframe in order to show the link between the proposed activities and the Output. Nevertheless, projects can contain vast amounts of activities. Detailing information in each column of the Logframe for every activity can make it difficult to clearly see the logical sequence of the cause-effect relationships of the project. It is therefore recommended to list the project’s major activities in the Logframe, but to define details concerning indicators and means of verification in the project’s Work Plan. * In the example you will see that for Outcome 1, targets for the INDICATORS are placed in parentheses after the indicator. This method can be used if indicator targets are known at this stage (primarily from reliable data obtained during the needs assessment), but often indicator targets are not finalized until baseline data has been collected. Finalized indicator targets should be documented in the project’s Indicator Tracking Table which is developed during the DMEL Process: *Develop detailed M&E plan.*   **SMART Criteria:**   * SMART criteria are: Specific, Measurable, Attainable, Relevant, and Timebound. * SMART criteria should be applied to indicators, not objective statements. (see P. 37 of IFRC Project Planning Guidance Manual for further information on SMART criteria) * It is recommended that objective statements in the Logframe are **NOT** written using SMART criteria. Nevertheless, SMART objective statements can sometimes be used effectively within project proposals to show all the details of the expected result in one statement. * Follow the instructions and examples for writing indicators found within the template below. * As presented in the Logframe, each indicator may not meet all the SMART criteria, but once the M&E Plan Matrix is fully developed the indicators should be SMART. |
| Tips | * + - * Identify different ways to involve stakeholders in project review and adaptation. Build in flexibility to respond to unplanned opportunities.       * You might not work down from Goal to Activities in a linear fashion. It may be easier to move between different levels to some extent. That is fine, because in fact, it is the way creating a logframe sometimes proceeds!       * Unlike other result statements, Goals are usually rather general and abstract, and they describe a desired state that occurs beyond the life of the project. See the Logframe Cheat Sheet for further guidance.       * Focus especially on establishing clear Outcomes since these essentially represent the purpose of the project investment.       * Focus on clear Outputs since these are the deliverables that underpin behavioral change at Outcome level. * Be clear in your Outputs statements about what changes you expect to see among those you are targeting. * Ensure the logic between each level of your objectives by using the “if – and- then” test. * Example: IF…the partner conducts disaster management trainings (activity)…AND…the communities don’t have any unplanned demands on their time (assumption)…THEN…communities have improved awareness of measures to prepare for and respond to disasters (output). * Do not over-specify activities. This can cause you to spend less time on the more important elements of the Logframe (Outcome and Output level objectives). * It is always helpful to define the duration of your proposed project. This will certainly help you to be realistic in finalizing your outcomes, i.e. what is achievable by the end of project. * It is important to monitor critical assumptions during implementation. Your M&E Plan should include this responsibility. * You do not need to have an assumption at each level in the final draft of your Logframe. This is not an exercise to fill in all of the boxes! * Always be realistic in setting targets. Support your arguments for the ones you do set (ideally from benchmark data), and also for the ones you can’t! * How many indicators? Stick to the “less is more” principle. |

| **LWR LOGICAL FRAMEWORK TEMPLATE** | | | |
| --- | --- | --- | --- |
| ***[Project Name] LOGFRAME*** | | | |
| **OBJECTIVE Statement** | **OBJECTIVELY VERIFIABLE INDICATOR** | **MEANS OF VERIFICATION** | **RISK AND ASSUMPTION** |
| **Goal** | | | |
| **Outcome 1** |  |  |  |
| **Output 1.1** |  |  |  |
| **Activities 1.1** (*List all the activities for the output here, but do not complete columns 2-3 (see example below))* | | |  |
| **Output 1.2** |  |  |  |
| **Activities 1.2** | | |  |
| **Output 1.3** |  |  |  |
| **Activities 1.3** | | |  |
| **Outcome 2** |  |  |  |
| **Output 2.1** |  |  |  |
| **Activities 2.1** | | |  |
| **Output 2.2** |  |  |  |
| **Activities 2.2** | | |  |
| **Output 2.3** |  |  |  |
| **Activities 2.3** | | |  |
| *Continue to add additional rows for outcomes, outputs and activities as necessary* | | | |

| **LWR Logical Framework (logframe) – Definition of Terms[[1]](#footnote-2)** | | | |
| --- | --- | --- | --- |
| **OBJECTIVE STATEMENT**  (What we want to achieve) | **OBJECTIVELY VERIFIABLE INDICATOR**  (How to measure change) | **MEANS OF** **VERIFICATION**  (Where / how to get information) | **RISK AND ASSUMPTION**  (What else to be aware of) |
| **GOAL:** The high-level, long-term results that an intervention seeks to achieve. Factors outside the intervention may contribute to the GOAL. Think of the GOAL as a larger, longer-term hope or aspiration. The GOAL statement is important in defining the scope of change the project expects to achieve. | **Impact Indicators:** Most projects are not required to develop or collect data for impact level indicators. | Is not required for GOALS | Is not required for GOALS |
| **OUTCOMES:** The primary result(s) that an intervention seeks to achieve, most commonly in terms of the knowledge, attitudes or practices of the target group. These describe the noticeable or significant benefits that are actually achieved and enjoyed by targeted groups by the end of the project (EOP). | **OUTCOME Indicators:** Focus on demonstrable evidence of a behavioral change, such as adoption or uptake, coverage or reach of OUTPUTS. | How the information on the indicator(s) will be collected (can include who will collect it and how often) | External conditions not under the direct control of the intervention. These are necessary if the OUTCOME is to contribute to reaching intervention GOAL. |
| **Outputs:** The tangible products, goods and services and other immediate results from ACTIVITIES that lead to the achievement of OUTCOMES. They are:   * delivered to… …demonstrably and effectively received by …the targeted primary beneficiaries (as a result of the ACTIVITIES undertaken).   More than one OUTPUT may be needed to achieve a single OUTCOME. | **OUTPUT Indicators:** Allow project management to track what is to be delivered, when, and, most importantly, to what effect. | As above | External factors not under the direct control of the intervention which could restrict the OUTPUTS leading to the OUTCOME. |
| **Activities:** The collection of tasks to be carried out in order to achieve the OUTPUTS. These describe the functions to be undertaken and managed in order to deliver the project’s OUTPUTS to the targeted beneficiaries and participants   * **Process Indicators:** focus on implementation progress as reflected in project and partner staff’s work plans, project events and corresponding budget expenditures. * These indicators are NOT included in the logframe. | | | External factors not under the direct control of the intervention which could restrict progress of activities. |

| **EXAMPLE 1: COMMUNITY DISASTER MANAGEMENT (DM) PROJECT** | | | |
| --- | --- | --- | --- |
| **Objective statement** | **Objectively verifiable Indicator** | **Means of** **verification** | **Risk and Assumption** |
| **Goal:** The target population in the targeted priority action zone experience a reduction in deaths and injuries related to disasters | | | |
| **Community Disaster Management Capacity Building** | | | |
| **Outcome 1:** Communities in the priority action zone have increased capacity to prepare for and respond to disasters. | 1a: % of people in participating communities who practice 5 or more disaster preparedness measures identified in the community DM plan (*80% in 2 years)*  1b: % of targeted communities with identified response mechanisms in place (*80% in 2 years)* | 1a: Focus group discussions during CDMC meetings *(monthly, by CDMC members & partner field officers).*  1b: CDMC meetings/DM plans (*collected & verified by partner project manager)* | - The political and security situation remains stable allowing community-level actions to be carried out. |
| **Output 1.1:** Communities have Community Disaster Management Plans tested by Community Disaster Management Committees (CDMCs). | 1.1: # of participating communities that have a tested Disaster Management Plan *(16 [out of 20] within 2 years)* | 1.1: Copies of DM plans (*collected by partner project manager)* | - The economy remains stable, and food shortages do not become acute. |
| **Activities 1.1:**  1.1.A: Conduct 10 mock disaster drills, one in each community, by December 2014.  1.1.B: Coach 10 communities on how to create community disaster management plans by October 2014.  1.1.C: Develop and translate all community DM awareness materials in 10 communities by July 2014. | | | People in the community have no new demands on their time preventing them from participating |
| **Output 1.2:** Communities have established early warning systems to monitor disaster risks. | 1.2: % of communities with an early warning system in place *(90% within 2 years)* | 1.2: Field officer’s report | - The security situation in the country does not prevent implementation of the DM plan. |
| **Activities 1.2:**  **1.2.A:** Local government will build early warning towers | | |  |
| **Output 1.3:** Communities have improved awareness of measures to prepare for and respond to disasters. | 1.3: % of people [of which 50% are female]in participating communities who can identify at least 5 preparedness and 5 response measures. *(75% within 1 year)* | 1.3: Focus group discussions *(every 3 months, by field officers) –* cross-checkedduring annual disaster simulation *(annually by CDMC members & partner field officers)* | - Local political leaders support implementation of the findings of the VCA. |
| **Activities 1.3:**  **1.3.A:** Create disaster management committees and community disaster management plans in 10 communities by April 2014.  **1.3.B:** Help 10 disaster management committees develop a communication and dissemination campaign for the community disaster management plans by May 2014. | | | People in the community have no new demands on their time preventing them from participating |
| **Climate Change Resiliency through Mangrove Rehabilitation** | | | |
| **Outcome 2:** Communities in the priority action zone have increased resiliency to climate change | 2: % increase in hectares of actively managed community mangrove forests by the end of the project *(35% increase by end of project)* | 2: Government aerial survey (annually from government reports)  2: Community maps and site visits from field officers.  2: Community activity tracking data. | - Favorable climatic conditions will contribute to forest restoration. |
| **Output 2.1** Communities have an increased area of protected local mangrove resources | 2.1: % mangroves planted, alive one year after project start *(75% after first year)* | 2.1: CBOs tracking systems for growth rates and mortality rates of mangroves *(measured* *monthly by community representatives, reported quarterly by country office)* | - Major weather events do not affect treatment sites shortly before or after planting. |
| **Activities 2.1:**  **2.1.A:** Conduct mangrove planting events in 10 communities by June 2014.  **2.2.B:** Train 10 communities on how to properly plant mangroves by May 2014. | | | Local government officials are effective training facilitators. |
| **Output 2.2:** Community members and youth have an increased knowledge of natural resource management. | 2.2.a: % increase in knowledge on natural resource management of people who attended training *(30% increase in knowledge)* | 2.2.a: Pre and post testing of people on NRM knowledge *(recorded by trainers after each training, submitted to project manager quarterly)*  2.2.a: Training records and reports *(recorded by trainers after each training, submitted to project manager quarterly)* | - training participants use the knowledge obtained during trainings |
| 2.2.b: % of DRM and environmental education modules included or scheduled to be included into school curriculum *(100% (5 out of 5) in each project’s school’s curriculum)* | 2.2.b: Teacher lesson plans *(checked by project manager every quarter)*  2.2.b: Modules in existence *(checked by project manager every quarter)* |
| **Activities 2.2:**  **2.2.A:** Conduct a training in 10 communities on natural resource management by July 2014.  **2.2.B:** Create DRM and environmental education modules to be used in 7target schools by August 2014. | | | Local universities will continue free outreach services. |
| **Output 2.3:** Adults and youth have increased and improved alternative livelihood opportunities | 2.3.a: # of community land management advocacy groups established and/or strengthened *(10 community groups)* | 2.3.a: Capacity strengthening sessions log (collected by field officers, gathered by project manager) | - Advocacy groups continue to be active after project end  - Communities will protect mangroves after being granted stewardship rights. |
| 2.3.b: # of communities granted stewardship rights over the management of community land *(10 communities)* | 2.3b: Copy of official government land stewardship title. |
| **Activities 2.3:**  **2.3.A:** Create or strengthen 10 land management advocacy groups, one in each community, by September 2014.  **2.3.B:** Each community land management advocacy groups will lobby the local government for land stewardship rights by December 2014. | | | Community members will have time to dedicate to advocacy. |

M&E Plan Matrix Cheat Sheet

TOOL

1. For more detailed guidance see LWR Logframe Cheat Sheet [↑](#footnote-ref-2)