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| **TOOL SUMMARY: RESULTS FRAMEWORK** |
| Purpose | The purpose of the Results Framework is to verify the logic between the proposed project results using “if-then” logic and to visually present the project’s final strategy for achieving its goal. * It is a representation of the finalized Objectives Tree where the final solutions (groups of objectives) are selected and the objectives that cannot be addressed by the project are discarded. It is laid out in graphic form based on a hierarchy of results.
* A Results Framework includes the overall expected result of the project (goal) and the additional intermediate results along the results hierarchy (activities, outputs, outcomes) necessary to achieve it.
* The framework also conveys the development hypothesis implicit in the strategy and the cause-and-effect linkages between the intermediate results and the goal.
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| Information Sources | 1. Problem Tree results
2. Objective Tree results
3. USAID Tips: BUILDING A RESULTS FRAMEWORK
4. Logframe Cheat Sheet
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| Who | The completion of the Results Framework should be coordinated/facilitated by one person who leads the entire project design process. For **UNRESTRICTED projects** this will often be the LWR Program Manager, but can be a representative from the partner or even the LWR Country Director. For **RESTRICTED projects** the person responsible for the completion of the Problem Tree as well as the remaining aspects of the project design is the Technical Design Coordinator, who is selected during the Proposal Kickoff Meeting. The Technical Design Coordinator:* Leads the technical design workshop with participation from LWR, partners and technical experts. The technical design workshop covers the problem analysis (Problem Tree), development of possible solutions to the problem by creating expected results (Objectives Tree) and confirming the logic of the selected results (Results Framework and Logical Framework)
* Writes sections including: Project Design Workbook, which may include Problem to Objectives, Results Framework, LogFrame, Implementation Plan and/or M&E Plan Matrix depending on donor guidance.

For proposals under the threshold ($500,000), the Decision Maker will identify the Technical Design Facilitator. For proposals over the threshold, the Decision Maker and the Deputy Director for NBD will select the Technical Design Facilitator.\* For further guidance on the grants acquisition process please refer to the LWR Grants Acquisition Manual. |
| When | The Results Framework is completed after completing the Objective Tree and provides the content, the project results, for the first column of the Logframe.  |
| Recommendations | * It is recommended that Results Framework be completed for every project.
* LWR recommends using only 4 levels of results (Goal, Outcome, Output, Activities), but recognizes that some projects may require an Intermediate Result, in particular projects with large scopes. Intermediate Results would fall between the Outputs and Outcomes and would follow the same formula for writing the objective statement as the Outputs and Outcomes. Outputs (or multiple Outputs) would lead to an Intermediate Result and Intermediate Results (or multiple Intermediate Results) would lead to the Outcome.
	+ Intermediate Results are normally identified as necessary during the development of the Results Framework and reflect problem analysis results that have more than 3 levels of causes. There must be a continued strong “if-then” logic between the Intermediate Results and the Outcomes and Outputs linked to it.
* The completion of a Results Framework is required for all project proposals over $500,000
* The project design team can use the Word format below to create the Results Framework.
* The graphic can be manipulated (size and number of boxes) to reflect the number of objective statements (Goals, Outcomes, Outputs) for the project.
* If the Word template is used it must be transferred to the Project Design Workbook under the Results Framework tab once completed.
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| Tips | * Identify different ways to involve stakeholders in project review and adaptation. Build in flexibility to respond to unplanned opportunities.
* The Results Framework is normally developed from the Goal down to the Activities, but you might not work down from Goal to Activities in a perfectly linear fashion. It may be easier to skip around among 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.
* Focus especially on establishing clear Outcomes since these essentially represent the purpose of the project investment. It also helps to ensure that the focus of the design of the project is on the ultimate impacts the project seeks to achieve rather than focusing on activities.
* 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).
	+ Activities should be chosen based on their ability to most effectively address the causes of the problem identified in the problem analysis.
* 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.
* There can be more Outputs and Outcomes than outlined below. Add or subtract more boxes as needed.
* It is important to ensure that the project’s goal is oriented towards more high level development results, as outlined in the Logframe Cheat Sheet.
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**Output 1.c:**

**Outcome 1:**

**Outcome 2:**

**Output 1.b:**

**Output 2.b:**

**Output 2.d:**

**Output 2.c:**

**Goal:**

**LWR RESULTS FRAMEWORK Template**

**Outcome 3:**

**Output 3.d:**

**Output 3.c:**

**Output 3.b:**

**Output 1.d:**

**Output 3.a:**

**Output 2.a:**

**Output 1.a:**