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| **ADDITIONAL RESOURCE SUMMARY: LOGFRAME CHEAT SHEET[[1]](#footnote-2)** | |
| Purpose | The purpose of the Logframe Cheat Sheet is to act as guide that provides a summary of definitions of each level of results, examples of how to write each result, and examples of finalized results. |
| Information Sources | **Information already collected through Design Process:**   * Results Framework with Finalized project results (outputs, outcomes, goal)   **Guidance for Logframe Development:**   * Standard indicator lists * External or contextual information necessary to define the project’s assumptions * 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 Cheat Sheet 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 guidance contained in the first column “Objective Statement” can also be useful when developing the Results Framework, which most often comes before beginning development of the Logframe. |
| Recommendations | The Logframe Cheat Sheet can be used to both orient team members before developing the Logframe and to review it afterwards. A review of the Logframe’s content will ensure it adheres to LWR standards before finalizing the project proposal and submitting it for approval.  **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 actual Logframe Cheat Sheet below. * 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. * 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 | * This Cheat Sheet can be used by project staff when completing both the Results Framework and the Logframe to ensure the proposed results are written correctly. * Make sure that the objective statements are written as outlined in the “How to write” guidance below. * ACTIVITIES are only compiled as a list in the Logframe. The Indicators and Means of Verification for each activity are **NOT** included in the Logframe. They are, however, included in the Detailed M&E Plan. * It is important to ensure that the project’s goal is oriented towards more high level development results, as outlined in the first row of the Logframe Cheat Sheet. * The Means of Verification column in the Logframe is a summary of the more detailed plan outlined in the Means of Verification column in the Detailed M&E Plan. Reference the M&E Plan Matrix Cheat Sheet for further clarification. * When consulting the Cheat Sheet chart, read through each box completely before moving on to the adjacent box. |

| **LWR LOGFRAME CHEAT SHEET** | | | |
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| **Objective statement**  (What we want to achieve) | **Objectively verifiable Indicator**  (How to measure change) | **Means of Verification**  (Data Source/Tools) | **Risk and Assumption**  (What else to be aware of) |
| **GOAL (Definition):** 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.  ***How to write: Write as a full sentence, as if already achieved. Put the general population of intended beneficiaries as the subject of the sentence.***  **Example:** The target population in the targeted priority action zone experiences a reduction in deaths and injuries related to disasters. | **Impact Indicators (Definition):** Most projects are not required to develop or collect data for impact-level indicators.  Nevertheless, indicators at the OUTPUT and OUTCOME levels should take into consideration how they tie into already-existing sources of impact indicators created by organizations such as UN (Millennium Development Goals), national governments, Amnesty International, FAO, Freedom House, IFPRI, Transparency International, World Bank, etc. | It is not necessary to complete this box for the GOAL. | It is not necessary to complete this box for the GOAL. |
| **OUTCOME (Definition):** 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-level responses may show themselves by:   * changes in the rate project participants adopt new behaviors or skills promoted by the project; * expansion of project reach or coverage; * new ways of organizing or managing systems; * alterations to policy; or * anything else that shows project OUTPUTS being used by the targeted groups – and correctly or perhaps also innovatively .   Progress at this level is necessary to achieve the GOAL**.**  **Questions to ask:** 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 before we can achieve our GOALS and have an impact?[[2]](#footnote-3)  ***How to write: Write it in a full sentence, as if already achieved. Put the targeted primary beneficiary group(s) whose behavior is expected to change as the subject of the sentence.***  **Example:** Communities in the priority action zone have increased capacity to prepare for and respond to disasters. | **OUTCOME Indicators (Definition):** Focus on demonstrable evidence of a behavioral change, such as adoption or uptake, coverage or reach of OUTPUTS.  If the achievement of OUTCOMES is less than expected, project managers are ***accountable*** for understanding the reasons, and making any necessary changes to project implementation.  ***How to write: Start with # or % of the beneficiaries and proceed with the indicator statement (timeframe and actual target for reaching that target in brackets).***  **Example:** % of people in participating communities who practice 5 or more disaster preparedness measures identified in the community DM plan (*80% in 2 years)* | **OUTCOME indicators** are generally monitored and measured via regular, on-going data collection from the project, including evaluations (baseline, mid-term and endline). Some OUTCOME indicators may only be measured at the baseline and endline but should still be included in the indicator tracking table.  OUTCOME indicators normally can only be collected by the project itself because they are specific to behavioral changes in response to interventions in the specific project and its action area.  At midterm, do a formal evaluation of OUTCOMES to that point, and promptly make any course corrections indicated by the evaluation (which will include interpretation of any qualitative and quantitative data). | **OUTCOMES to GOALS:** Assumptions that will affect achievement of the GOAL concern:   * the longer-term sustainability of the project; * the contributions of national governments and/or other organizations that may be critical to achievement of the GOAL; * the influence of market fluctuations |
| *This level of result is not required but may be helpful for projects with large scopes.*  **INTERMEDIATE RESULTS (Definition):** These results would be identified during development of the Results Framework and reflect Problem Analysis results that have more than three levels of causes. There must be a continued strong “if-then” logic between the Intermediate Result and the Outcomes and Outputs linked to it.  ***How to write: Write it in a full sentence, as if already achieved. Put the targeted primary beneficiary group(s) whose behavior is expected to change as the subject of the sentence.*** |  |  |  |
| **OUTPUT (Definition):** 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.  **Questions to ask:** What are the things that need to be produced or provided through projects to achieve our short- to medium- term results?[[3]](#footnote-4)  ***How to write: Write it in a full sentence, as if already achieved. Put the targeted primary beneficiary group(s) receiving the OUTPUTS as the subject of the sentence.***  **Example:** Communities have Community Disaster Management Plans tested by Community Disaster Management Committees (CDMCs). | **OUTPUT indicators (Definition):**  Allow project management to track what is to be delivered, when, and, most importantly, to what effect.  Project management is ***directly accountable*** for delivering the OUTPUTS to those targeted.  ***How to write:******The targeted number of beneficiaries who received the goods, services, knowledge, or skills within the project timeframe for reaching that target (timeframe and actual target for reaching that target in brackets)***  **Example:** # of participating communities that have a tested Disaster Management Plan *(16 [out of 20] within 2 years)* | **OUTPUT indicators** are generally measured in terms of immediate effects of goods and services delivered. This could include pre/post-training scores on tests (written or verbal) or practical assessments; for organizational development, creation of certain structures, documents, systems; kilometers of roads or number of schools rehabilitated, and so on.  Sources for monitoring and evaluating OUTPUT indicators typically include the project’s programmatic, administrative and management record-keeping systems. | **OUTPUTS to OUTCOMES:** Assumptions at this level are those affecting uptake/adoption of the OUTPUTS that are outside the control of project management. |
| **ACTIVITIES (Definition):** These describe the functions to be undertaken and managed in order to deliver the project’s OUTPUTS to the targeted beneficiaries and participants. Normally more than one ACTIVITY is needed to achieve an individual OUTPUT.  ***Key:*** To avoid over-complicating the Logframe, ACTIVITIES are only compiled as a list in the Logframe. Information on Indicators and Means of Verification for each ACTIVITY is included in the Detailed M&E Plan, **NOT** in the Logframe.   * Please reference the Logframe Guidance and the Detailed M&E Plan for clarification.   ***How to write: Begin with the infinitive verb followed by the ACTIVITY. Include the number of ACTIVITIES that will take place over the life of project, and by when the ACTIVITIES will be completed.***  **Example:** Conduct 10 mock disaster drills, one in each target community, by Q4 2013. | | | **ACTIVITIES to OUTPUTS:** The assumptions concern conditions outside the direct control of project management, but that must nevertheless be met for the OUTPUTS to be delivered.  The project itself should not spend money to mitigate any of these external conditions. If any project funds are allocated to mitigating them, then they should be included as ACTIVITIES. |

1. The creation of these instructions and the Logframe Cheat Sheet borrowed heavily from the following documents: 1. Stetson, V., Sharrock, G., Hahn, S. 2004. “ProPak: The CRS Project Package: Project Design and Proposal Guidance for Project and Program Managers.” Catholic Relief Services, Baltimore, MD.; 2. IFRC (International Federation of the Red Cross and Red Crescent Societies). 2010. *Project/ Program Planning Guidance Manual*. Geneva: IFRC. [↑](#footnote-ref-2)
2. UNDP PME Manual P. 53 Table 5 [↑](#footnote-ref-3)
3. UNDP PME Manual P. 53 Table 5 [↑](#footnote-ref-4)