|  |
| --- |
| **TOOL SUMMARY: LOGFRAME TEMPLATE-DEFINITIONS-EXAMPLE** |
| Purpose | The purpose of the Logframe is to SUMMARIZE the entirety of the project’s logic by outlining it’s expected results (Goal, Outcome, Output, Activities), how the achievement of the results will be measured (indicators), how the data to measure the results will be collected and verified (Means of Verification), and the assumptions made about the logic between each level of the expected results (Assumptions). * The logframe matrix consists of a table with four rows and four columns, in which the key aspects of a project are summarized. It sets out a logical sequence of cause-effect relationships based on the results chain/objectives hierarchy.
* The Logframe does not show every detail of a project. Further details, such as the proposal, budget, Detailed M&E Plan, and activity schedule, can be provided in other documents that accompany the Logframe,
	+ All additional project documents should refer to and be developed based upon the Logframe.
* It is a living document, which should be consulted and altered throughout the intervention’s life cycle.
 |
| Information Sources | 1. Results Framework
2. Project Design Workbook
3. Detailed M&E Plan
4. Project indicators or standard indicator lists
5. External or contextual information or data that can help with defining the project’s assumptions
 |
| Who | The development of the project’s Logframe is one of the most important components of the project’s design. Many people will be involved in developing the Logframe, but one person should be assigned responsibility during the proposal kickoff meeting to manage feedback, do version control, and ensure that the final draft is completed on time. 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.* Identify different ways to involve stakeholders in project review and adaptation. Build in flexibility to respond to unplanned opportunities.
* It is good to have one reviewer of the Logframe who is not part of the core proposal development team. An outside perspective can help identify gaps in logic or missing details resulting from the familiarity of the proposal development team with the project proposal.

For **RESTRICTED projects** the person responsible for the completion of all 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 LWR, partners and technical experts.
* Writes sections including: Project Design Book, which may include Problem to Objectives, Results Framework, Logframe, Implementation Plan and/or Performance Monitoring Plan (PMP) 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 Logframe is developed after the Results Framework is completed. The results chain/objectives hierarchy developed in the Results Framework is transferred to the first column of the Logframe and then work begins on completing the remaining three columns (indicators, means of verification, assumptions). The completed Logframe will be the foundation for completing the M&E Plan Matrix in the DMEL Process of *Create detailed M&E plan.* * The example below, as well as the Logframe Cheat Sheet, provide concrete examples and guidance on completing a quality Logframe
 |
| Recommendations | 1. The logframe template that is included in this process is LWR’s new standard
	* This template should be used for all UNRESTRICTED funded projects
2. 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.
			- 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.
		+ 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.
3. 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.
4. 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 and detailing information in each column of the Logframe for every activity can make it difficult to clearly see the logical sequence of cause-effect relationships of the project. It is therefore recommended to list the project’s major activities in the Logframe, but that the details concerning indicators and means of verification be defined in the project’s Work Plan.
5. In the example you will see that for Outcome 1, targets for the INDICATORS are placed in parenthesis 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 projects Indicator Tracking Table which is developed during the DMEL Process: *Develop detailed M&E plan.*
6. **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.
	* SMART criteria should be applied to indicators, not objective statements. (reference P. 37 of IFRC Project Planning Guidance Manual for further information on SMART criteria)
	* Follow the instructions and examples for writing indicators found in the Logframe Cheat Sheet
	* Additional SMART criteria for each indicator is detailed during completion of the M&E Plan Matrix
 |
| Tips | 1. Identify different ways to involve stakeholders in project review and adaptation. Build in flexibility to respond to unplanned opportunities.
2. 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!
3. 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.
4. Focus especially on establishing clear Outcomes since these essentially represent the purpose of the project investment.
5. 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.
6. 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).
7. 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).
8. 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.
9. It is important to monitor critical assumptions during implementation. Your M&E Plan should include this responsibility.
10. 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!
11. 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!
12. How many indicators? Stick to the “less is more” principle.
 |

| **LWR LOGICAL FRAMEWORK TEMPLATE** |
| --- |
| ***[Project Name] LOGFRAME*** |
| **RESULTS/OBJECTIVES** | **INDICATORS** | **MEANS OF VERIFICATION** | **ASSUMPTIONS** |
| **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-1)** |
| --- |
| **OBJECTIVES**(What we want to achieve) | **INDICATORS**(How to measure change) | **MEANS OF** **VERIFICATION**(Where / how to get information) | **ASSUMPTIONS**(What else to be aware of) |
| **Goal:** The long-term results that an intervention seeks to achieve, which may be contributed to by factors outside the intervention – perhaps only in a given region, or perhaps in the nation as a whole. 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 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).

There may be more than one OUTPUT needed to achieve a single OUTCOME. | **Output Indicators:** 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 statements** | **Indicators** | **Means of** **verification** | **Assumptions** |
| **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: LWR partner will conduct mock disaster drills in each community.1.1.b: LWR partner will meet with each community to coach them how to create community disaster management plans. 1.1.c: LWR partner will develop and translate community DM awareness materials. | 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:** Partner will help each community disaster management committees create community disaster management plans**1.3.b:** Partner will help community disaster management committees develop a communication and dissemination campaign for the community disaster management plans | 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:** Partners will sponsor mangrove planting events with each community**2.2.b:** Partners will work with the local government forestry office to train communities on how to properly plant mangroves | 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:** Local university will conduct a training in each community on natural resource management.**2.2.b:** Local university and education department will create DRM and environmental education modules to be used in all target schools | 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:** Partner will help communities create or strengthen land management advocacy groups in each community**2.3.b:** Partner will work with community land management advocacy groups to lobby the local government for land stewardship rights. | 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-1)