|  |  |
| --- | --- |
| **TOOL SUMMARY: LOGFRAME CHEAT SHEET[[1]](#footnote-1)** | |
| 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.   * It can be used by project staff when completing both the Logframe and the Results Framework to ensure the proposed results are written correctly. |
| Information Sources | The Logframe Cheat Sheet is a guide in completing the project’s logframe. The main sources of information to complete the logframe include:   1. Results Framework    * Finalized project results (outputs, outcomes, goal) 2. Activity list 3. Project indicators or standard indicator lists 4. External or contextual information or data related to defining the project’s assumptions |
| Who | The Logframe Cheat Sheet can be used by all project staff but is most useful for the point person who coordinates the 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. The factors to consider when determining the lead for this process is his/her familiarity with target population, familiarity with the results from the needs assessment, and experience with all project design tools outlined in the DMEL Framework, in particular the Logframe.   * The person who led the completion of the Problem Tree Analysis, Problems to Objectives, and Results Framework should also lead the completion of the Logframe. This will ensure continuity in the details of the project as well as its logic.   For **RESTRICTED projects** the person responsible for completing the Logframe, 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, including problem analysis and logical framework development with LWR, partners and technical experts. * 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 | * Reviewing the Logframe Cheat Sheet before work begins on developing the project’s Logframe will help ensure that everyone is clear on what is expected in each column and row of the logframe. * The guidance contained in the first column, “Project Results” can also be useful when developing the Results Framework, which most often comes before beginning development of the Logframe. |
| Recommendations | * The Logframe Cheat Sheet help orient the team working on the development of the logframe before starting work, but can also be used to review the completed Logframe. This will assist in double checking that the Logframe’s content adheres to LWR standards before finalizing the project proposal and submitting it for approval. * LWR suggests using a Logframe that outlines 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.   **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 within the actual Logframe Cheat Sheet below.   + Additional SMART criteria for each indicator is detailed during development of the M&E Plan Matrix |
| Tips | * Pay close attention to the section in each “How to write” portion of each objective statement. Make sure that the objective statements are written as outlined in this guidance. * To avoid over-complicating the Logframe, 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.   + Information on ACTIVITY Indicators and Means of Verification are included in the Detailed M&E Plan, **NOT** in the Logframe.     - Please reference the Logframe Template-Definitions-Example and the Detailed M&E Plan for clarification. * 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. |

| **LWR LOGFRAME CHEAT SHEET** | | | |
| --- | --- | --- | --- |
| **Project Results**  (What we want to achieve) | **Indicators**  (how to measure change) | **Means of Verification**  (Data Source/Tools) | **Assumptions** |
| **Definition (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.  ***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 | **Definition (Impact Indicators):** 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. |
| **Definition (OUTCOME):** 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 – and correctly or perhaps also innovatively so – by the targeted groups.   Progress at this level is a necessary step towards achieving the GOAL**.**  **Questions such as:** 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 first before we can achieve our goals and have an impact?[[2]](#footnote-2)  ***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. | **Definition (Outcome Indicators):** 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, including evaluations (baseline + mid-term and final). 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.   * Secondary sources rarely exist at this level.   Start with "light" monitoring. Continue with this light monitoring or, depending on your findings, more targeted monitoring or even special studies.  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:   1. the longer-run sustainability of the project; 2. the contributions of national governments and/or other organizations that may be critical to achievement of the GOAL. |
| **Output:** 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.  **Questions such as:** What are the things that need to be produced or provided through projects for us to achieve our short- to medium- term results? What are the things that different stakeholders must provide?[[3]](#footnote-3)  ***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** remind project management what/when the project is contracted to deliver.  OUTPUT indicators 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, such as 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 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. |
| **Definition (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. There is normally more than one ACTIVITY needed to achieve an individual OUTPUT.  ***Key:*** To avoid over-complicating the logframe 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.   * + Information on ACTIVITY Indicators and Means of Verification are included in the Detailed M&E Plan, **NOT** in the Logframe.     - Please reference the Logframe Template-Definitions-Example and the Detailed M&E Plan for clarification.   *How to write: Put the specific LWR or partner staff (or other actors) responsible for completing the activity as the subject of the infinitive – e.g. Partner staff (Name of Partner) X to do "Y".*  **Example:** LWR partner will conduct mock disaster drills with each community. | | | **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 be spending 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-1)
2. UNDP PME Manual P. 53 Table 5 [↑](#footnote-ref-2)
3. UNDP PME Manual P. 53 Table 5 [↑](#footnote-ref-3)