Presentation

How to fill out a Log Frame
### Structure of a Logframe Matrix

<table>
<thead>
<tr>
<th>HORIZONTAL LOGIC</th>
<th>VERTICAL LOGIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intervention Logic</td>
<td>Objectively verifiable indicators of achievement</td>
</tr>
<tr>
<td></td>
<td>Sources and means of verification</td>
</tr>
<tr>
<td></td>
<td>Assumptions and Risks</td>
</tr>
<tr>
<td>Long-term objective</td>
<td></td>
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<tr>
<td>Short-term objective</td>
<td></td>
</tr>
<tr>
<td>Expected results</td>
<td></td>
</tr>
<tr>
<td>Activities 1, 2, 3, 4…</td>
<td>Means:</td>
</tr>
<tr>
<td></td>
<td>Costs:</td>
</tr>
</tbody>
</table>
Why do we use LogFrame?

- Used by major Donors to design, implement and monitor projects
- Used for planning at all stages of the project cycle
- Clarifies expectations of stakeholders
- Standardises and systematises planning process
- Differentiates types of objectives
- Checks the logic of the project design
- Helps to assess project risks
Hierarchy of objectives

- Current Situation
- Inputs
- Activities
- Expected results
- Short-term objective
- Long-term objective

Project

Diagram showing the relationship between current situation, inputs, activities, expected results, short-term objective, and long-term objective.
Long-term objective

Why is the project relevant to society, in terms of the longer-term benefits to beneficiaries and the wider benefits to other groups? The long-term objective will not be achieved by the project alone, but will require the impacts of other programmes and projects as well.

Example: Youth unemployment decreased by 20%

Short-term objective

A specific change in a situation to be achieved immediately (on short term) after the termination of the project.

Defined in terms of the benefits to be received by the project beneficiaries or target group as a result of utilising the services provided by the programme.

Example: A business college functioning
**Terminology**

**Expected results**
The specific results that can be expected to be produced by the project itself. It should be possible for the project management to be **held accountable** for their delivery.

*Example:* Business college renovated and equipped
  - 30 trainers trained
  - 10 business curricula developed
  - 4 of the college's managers trained

**Activities**
The actions to be performed in order to transfer inputs into results.

*Example:* Train trainers
  - Implement of Management training
  - Identify and purchase of equipment

**Inputs**
The resources of the project.

*Example:* 6 work months of consultancy
  - 12 months of training
  - Resources for equipment and renovation
## Confusing Words

<table>
<thead>
<tr>
<th>Long-term objective:</th>
<th>Wider Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Overall Objective</td>
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<tr>
<td></td>
<td>General Objective</td>
</tr>
<tr>
<td></td>
<td>Development Objective</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Short-term objective:</th>
<th>Specific Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Immediate Objective</td>
</tr>
<tr>
<td></td>
<td>Project Purpose</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expected results:</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Outcomes</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Activities:</th>
<th>Actions</th>
</tr>
</thead>
</table>

<table>
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<tr>
<th>Inputs:</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Means</td>
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</table>
LogFrame - Objectives

- Long-term objective
- Short-term objective
- Expected results
- Activities

Narrative
Writing Objectives and Results

1. The verb should show a completed state (Typically the past tense)
2. Objectives are positive
3. Put the word at the end of the sentence
4. Typical language for expressing objectives

Reduced - Minimized – Established - Improved - Enlarged - Maximized
Strengthened - Achieved – Functioning - Enhanced - Reinforced - Decreased

Examples:
- Unemployment decreased
- Management capacity enhanced
Writing Activities

1. Be specific and show action
2. Use present tense
3. Put the verb at the front of the sentence
4. Typical language for expressing activities

   Set up - Determine – Establish - Advise - Hold - Run
   Develop - Identify – Select - Conduct - Train

Examples:  - Train 30 trainers
           - Select 30 potential trainers
### LogFrame - Indicators

<table>
<thead>
<tr>
<th></th>
<th>Narrative</th>
<th>Indicators of achievement</th>
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How indicators are described

Target group (for whom/what to be measured)
- Quantity (how much)
- Quality (how well)
- Time (by when)
- Location (where)

Example
- Define objective - e.g. education status improved
- Define target group - e.g. graduates completing degree courses
- Specify quality - e.g. number of graduates completing degree courses increased
- Specify quantity - e.g. number of graduates completing degree courses increased from 500 to 1000
- Specify timeframe - e.g. number of graduates increased from 500 to 1000 per year by the year 2004
- Specify place - e.g. number of graduates from the Business College completing degree courses increased from 500 to 1000 per year by the year 2004
Some characteristics

• Indicators are quantitative
• Indicators let you know that something is changing or has changed
• Indicators are measurable
• Indicators are selected/created by people
• Indicators can be different from situation to situation
Indicators should be SMART

S  – Specific - in terms of quantity, quality and time

M  – Measurable - objectively verifiable at acceptable costs

A  – Achievable - from existing sources or with reasonable efforts

R  – Realistic - to objectives and sensitive to change

T  – Timely - to ensure usefulness to managers
LogFrame – Sources of measurement

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Sources of Measurement

Specify

- Source of information
- Means of collection

Specify

- Format
- Who
- How regularly
### Assumptions and Risks

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- **Pre-conditions**

- **Assumptions and Risks**
The Role of Assumptions

- Long-term objective
  - contribute to
  - together with

- Short-term objective
  - achieve
  - together with

- Expected results
  - produce
  - together with

- Activities
  - allow
  - together with

- Assumptions and Risks

- Assumptions and Risks

- Assumptions and Risks

- Pre-Conditions
Fourth Column: Assumptions

• **Assumptions**: factors outside project management’s control that may impact on the purpose-objective linkage (e.g. change in Government policy; change in client attitude; change in labour market situation)

• **Pre-conditions**: Things that have to be met before the project can start (e.g. Government financing; new regulation)
Example

Long-term objective
Decreased youth unemployment
Over 10 years 5% per year
Over 10 years 5% per year
National economy recovers steadily
National vocational training strategy continues

Short-term objective
Business College functioning
300 students certified per year
Balanced budgets
*10 classrooms
Yearbooks and other records
*College staff stays
*General facilities
*State grants continue
*10 two-year curricula
Accounts
*Not more than normal drop-out rate

Expected results
1. College renovated and equipped
2. Curricula developed
3. Trainers trained
*10 classrooms
*General facilities
*10 two-year curricula
*30 trainers
Site visits
Progress reports
Enough trainers can be identified
Building can be identified

Activities
*Identification and renovation of buildings
*Purchase and installation
* Develop Training curriculum and train trainers
Input
Costs

Assumptions and risks
Pre-conditions
All parties provide the agreed contributions
No major changes in expert or purchasing prices