

18th Monitoring and Evaluation Learning Forum

Developing Project Logical Framework

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Main points to discuss and methods

1. How to develop a Project Logical Framework?
2. How to develop Monitoring and Evaluation Work Plan?

Methods:

Group discussion, sharing and lecture, clarifications with Q&A

Introduction to project logical framework

- **A logframe** or **Project logframe** or **Planning Matrix** --- Many people define different definitions but it is all about:
 - a tool for **planning and managing development projects**. It looks like a table (or framework) and aims to present information about the key components of a project in a clear, concise, logical and systematic way.

Introduction to project logical framework (cont)

Why Logframe and what did people say about logframe?

- LFA can be a useful tool, both **in the planning, monitoring and evaluation management of development projects.**
- LFA also provides a handy summary **to inform project staff, donors, beneficiaries and other stakeholders,** which can be referred to throughout the lifecycle of the project.

Introduction to project logical framework (cont)

What did people say about logframe?

- **DANIDA** – A flexible tool for participatory development
- **USAID** – A manager's guide to a scientific approach to design and evaluation
- **EU** – Elements of the cycle of operations
- **WB** – Core reference document throughout the entire project management cycle
- **ADB** – A conceptual and analytical tool for undertaking analysis, project planning and project management
- **NGOs** – Implementing NGOs use to planning, implementing and evaluation in order to get funding from international NGOs or other funding agencies.

Comments/feedbacks



Group Discussion

20 mn

What are your experiences in developing
Project Logical Framework?

30mn

Sharing in plenary

Q & A

How to develop Project Logical Framework

Terminology involved in LFA

Term	Meaning
Goal	The ultimate result to which your project is contributing – the impact of project
Purpose	The change that occurs if the project outputs are achieved - the effect of the project
Outputs	The specifically intended results of the project activities - used as milestones of what has been accomplished at various stages during the life of the project
Activities	The actual tasks required producing the desired outputs
Indicators	Also referred to as measurable or objectively verifiable indicators (OVI) quantitative and qualitative ways of measuring progress and whether project outputs; purpose and goal have been achieved
Means of Verification	Information or data verification required to assess progress against indicators and their sources
Assumptions	Factors external to the project which are likely to influence the work of the project management has little control, and which need to exist to permit progress to the next level in the LFA
Inputs	What materials, equipment, financial, and human resources are needed to carry out the activities of the project?

LFA Product – How it looks like?

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
GOAL	<i>(Measurement of goal achievement)</i>	<i>(Sources of information; Methods used)</i>	<i>(Assumptions affecting Purpose-Goal linkage)</i>
PURPOSE	<i>(End of project status)</i>	<i>(Sources of information; Methods used)</i>	<i>(Assumptions affecting Output-Purpose linkage)</i>
OUTPUTS	<i>(Magnitude of outputs; Planned completion date)</i>	<i>(Sources of information; Methods used)</i>	<i>(Assumptions affecting Inputs-Outputs linkage)</i>
ACTIVITIES	<i>Inputs (Nature and level of resources necessary' cost' Planned starting date)</i>	<i>(Sources of information; Methods used)</i>	<i>(Initial assumptions about the project)</i>

LFA Product – How it looks like? (cont)

Objectives	Measurable indicators	Means of verification	Important assumptions
GOAL: <i>Wider problem the project will help to resolve</i>	<i>Quantitative ways of measuring or qualitative ways of judging timed achievement of goal</i>	<i>Cost-effective methods and sources to quantify or assess indicators</i>	(Goal to supergoal) <i>External factors necessary to sustain objectives in the long run</i>
PURPOSE: <i>The immediate impact on the project area or target group i.e. the change or benefit to be achieved by the project</i>	<i>Quantitative ways of measuring or qualitative ways of judging timed achievement of purpose</i>	<i>Cost-effective methods and sources to quantify or assess indicators</i>	(Purpose to Goal) <i>External conditions necessary if achieved project purpose is to contribute to reaching project goal</i>
OUTPUTS: <i>These are the specifically deliverable results expected from the project to attain the purpose</i>	<i>Quantitative ways of measuring or qualitative ways of judging timed production of outputs</i>	<i>Cost-effective methods and sources to quantify or assess indicators</i>	(Outputs to purpose) <i>Factors out of project control which, if present, could restrict progress from outputs to achieving project purpose</i>
ACTIVITIES: <i>These are the tasks to be done to produce the outputs</i>	INPUTS: <i>This is a summary of the project budget</i>	Financial out-turn report as agreed in grant agreement	(Activity to output) <i>Factors out of project control which, if present, could restrict progress from activities to achieving outputs</i>

LFA – How to develop it?

Before planning, **we need to do pre-project analysis.**

1. Situational analysis
2. Stakeholder analysis
3. Needs analysis
4. SWOT analysis (or PEST, PESTLE, etc)
5. Problem analysis, Problem Identification, Problem Prioritization

Stakeholder analysis – Example

Stakeholder	How affected by the problem(s)	Capacity/Motivation to participate in addressing the problem(s)	Relationship with other stakeholders (e.g. partnership or conflict)

Comments/Feedbacks

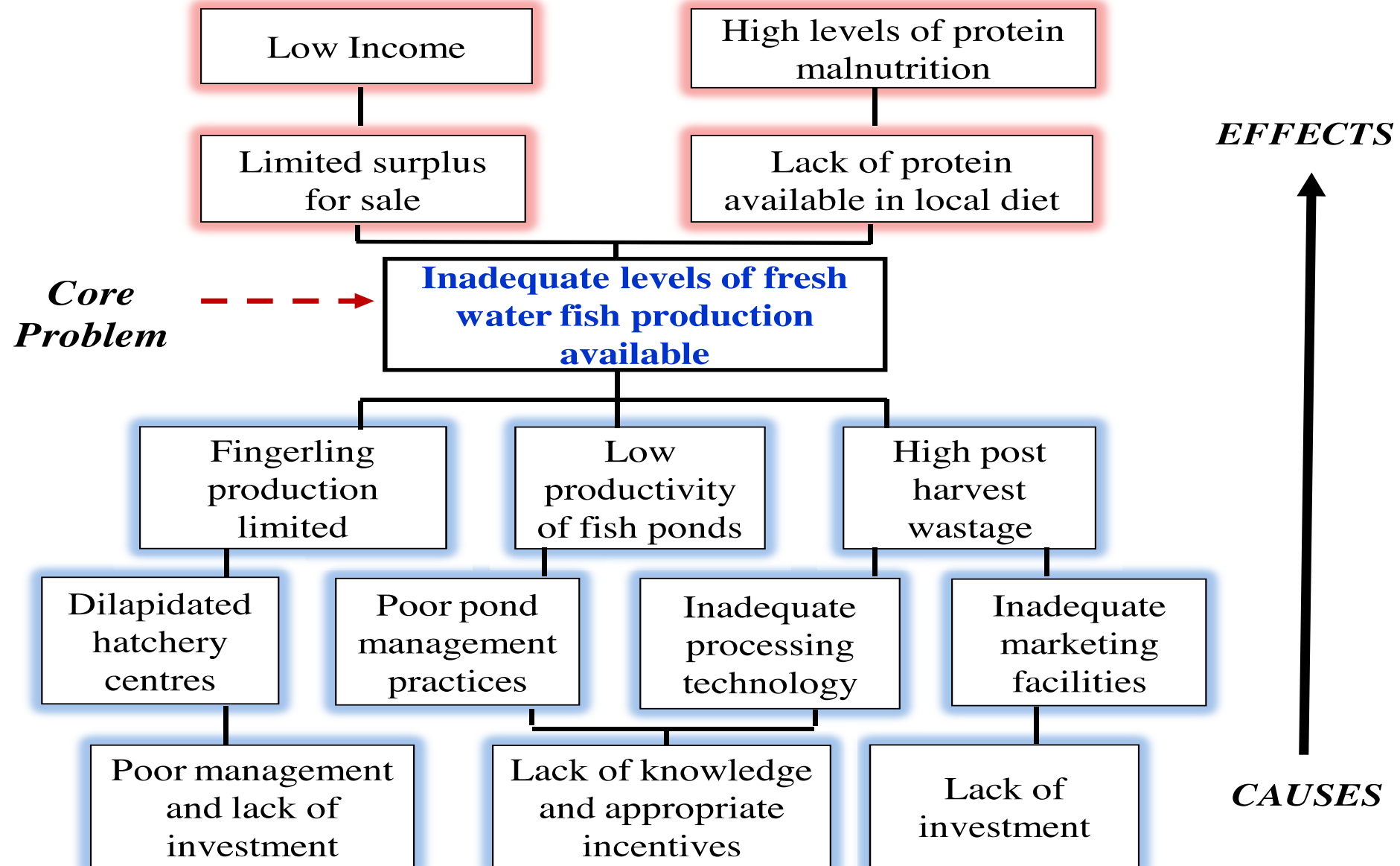


Planning Process

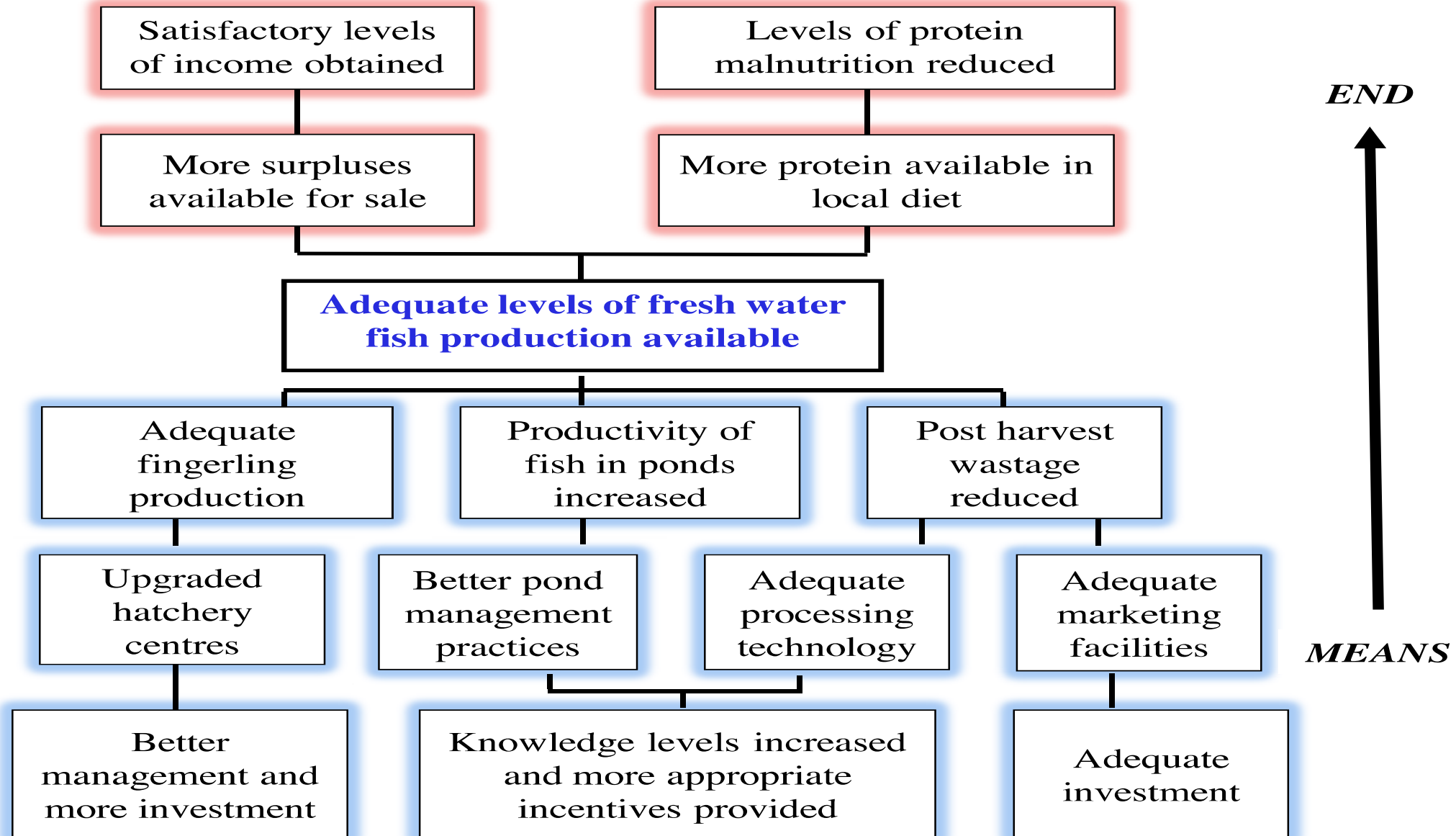
- Problem Tree Analysis
- Objective Tree Analysis

*(How to transform problems
into objectives)*

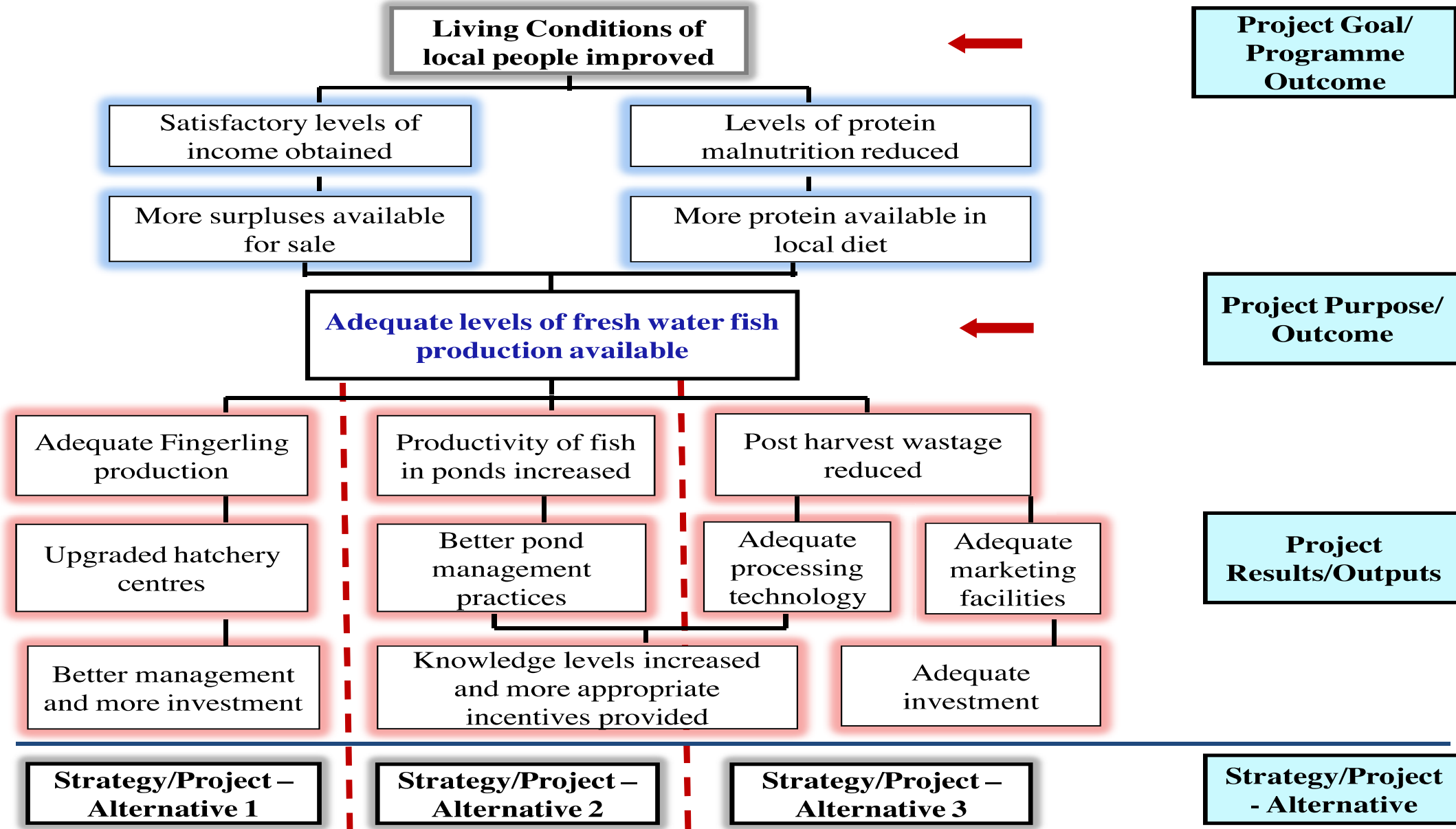
Problem Tree Analysis - Example



Objective Tree Analysis - Example



Analysis of Strategies (Possible Projects) - Example



Comments/Feedbacks



How to develop M & E Workplan?

Group Discussion

15 mn

What are your experiences in developing **Monitoring & Evaluation Workplan?**

30mn

Sharing in plenary

Q & A

How to develop M & E Workplan?

Comparing RBM and LFA terms

	Logframe	Results Chain
Results	GOAL	Impact <ul style="list-style-type: none">• <i>the positive and negative, intended or unintended results produced by a programme or project</i>
	PURPOSE	Outcome <ul style="list-style-type: none">• <i>the medium-term results or effects of outputs of a programme or project</i>
	OUTPUTS	Outputs <ul style="list-style-type: none">• <i>the tangible products, capital goods and services as well as changes in behavior or in the state of key project partners which result from programme or project implementation</i>
	ACTIVITIES	Activities <ul style="list-style-type: none">• <i>Actions done or work performed so inputs are mobilized or processed to produce specific outputs</i>
	Inputs	Inputs <ul style="list-style-type: none">• <i>Financial, human, material, information and other resources needed to implement the programme or project.</i>

The link between MONITORING and LOGFRAME

	Logframe	Monitoring Questions
Post-implementation	IMPACT	(This is the domain of evaluation and not monitoring, since measuring changes at impact level requires a longer time frame.)
	OUTCOME	Are the intended outcomes being achieved?
Implementation	OUTPUTS	Are outputs leading to the achievement of the outcomes?
	ACTIVITIES	Are activities leading to the expected outputs?
		Are activities being implemented on schedule and within the planned resource requirements?
	INPUTS	Are all resources available on time and in the right quantities and quality?

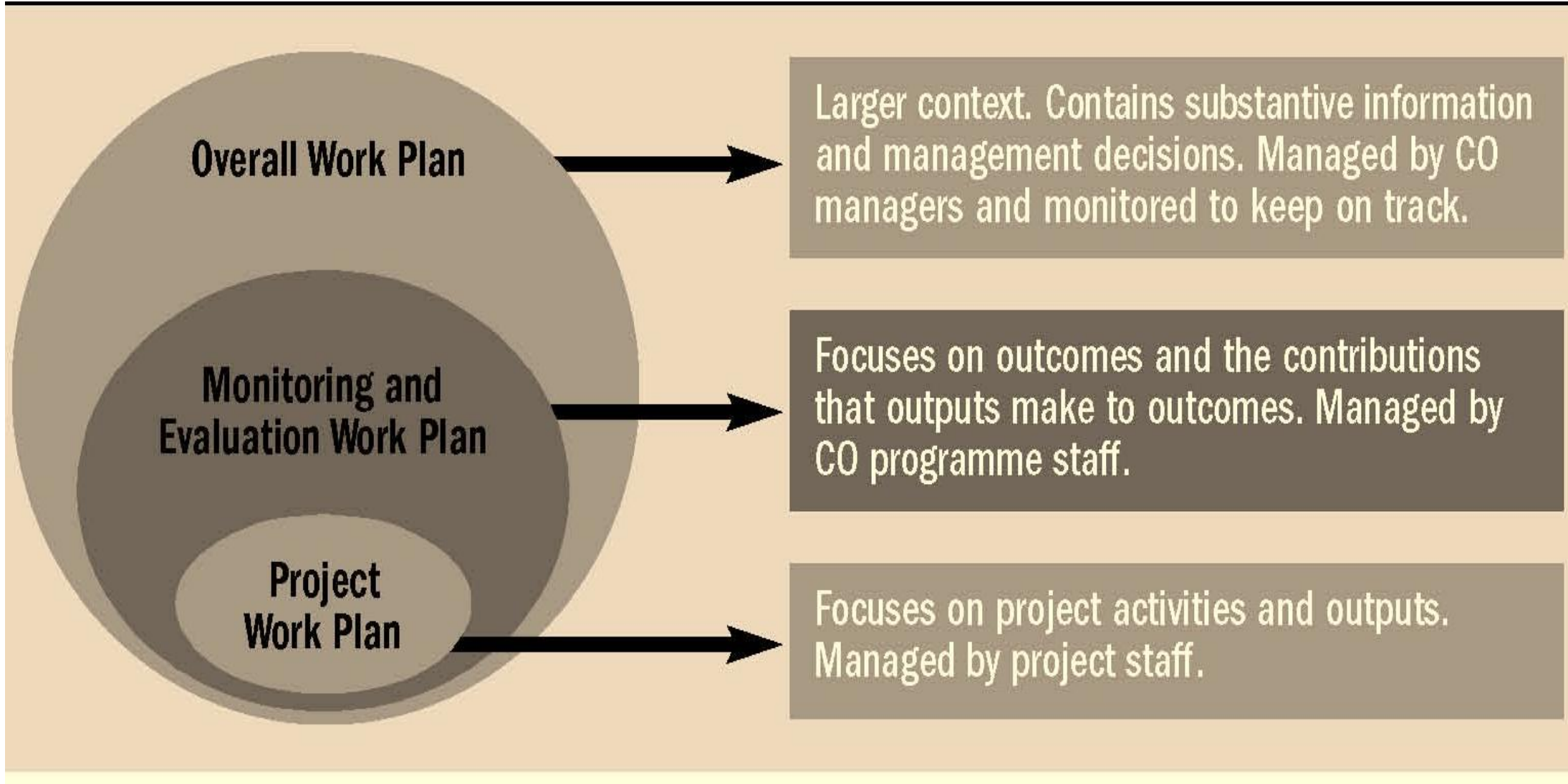
The link between EVALUATION and LOGFRAME

Logframe		Evaluation Questions	
Post-implementation	IMPACT	Impacts <ul style="list-style-type: none"> What changes did the program or project bring about? Where there any unplanned or unintended changes? 	Sustainability <ul style="list-style-type: none"> Are the benefits likely to be maintained for an extended period after assistance ends?
	OUTCOMES	Effectiveness <ul style="list-style-type: none"> Were the program/project objectives achieved? Did the outputs lead to the intended outcomes? 	Relevance <ul style="list-style-type: none"> Were the program/project objectives consistent with the beneficiaries' needs and with government and funding agency policies?
Implementation	OUTPUTS		
	ACTIVITIES	Efficiency <ul style="list-style-type: none"> Were all resources available on time and in the right quantities and quality? 	<ul style="list-style-type: none"> Were activities implemented on schedule and within budget? Were outputs delivered economically?
	INPUTS		

Comments/Feedbacks



Overall Work Planning




How to plan for it?

- Decide what kinds of M & E you want to do within your organization?
- **Output M&E versus Outcome M&E?**

What Tools?

Selecting the Right Monitoring Tools

REPORTING AND ANALYSIS	VALIDATION	PARTICIPATION
<ul style="list-style-type: none">■ Annual project report (APR)■ Progress and/or quarterly reports■ Work plans■ Project/programme delivery reports and combined delivery reports■ Substantive project documentation	<ul style="list-style-type: none">■ Field visits■ Spot-check visits■ External assessments/monitoring■ Client surveys■ Evaluations	<ul style="list-style-type: none">■ Outcome groups■ Steering committees/mechanisms■ Stakeholder meetings■ Focus group meetings■ Annual review
 Learning takes place through all monitoring tools or mechanisms		

What Methods?

OUTPUTS --- Quantitative Research Methods:
Household survey, checklist, etc.

OUTCOMES --- Qualitative Research Methods:
FGDs, Case studies/MSK, KII, etc.

M& E Framework: Two examples

Outcome 1:

Output	Indi.	Basel.	Target	Data sources	Collection methods	When	Responsible person	Use of info.

OUTCOME	OUTCOME INDICATOR(S)	DATA SOURCE(S)	METHOD OF DATA COLLECTION/ ANALYSIS	FREQUENCY OF DATA COLLECTION/ ANALYSIS	WHO IS RESPONSIBLE	WHO WILL USE THE INFORMATION

Comments/Feedbacks



Key messages about LFA (EU)

- Taking enough time for a good analytical phase
- Stakeholders and their environment are dynamic.
- The analysis should be evidence- based
- The outputs of the analytical phase (trees and matrix) should be specific enough in the way they are stated.

Recommended textbook to read

