

The Logical Framework Approach

Objectives

The logical framework approach not only provides a project overview, but also forms a basis for monitoring and evaluation. This chapter introduces the most important instrument of the approach, the so-called logframe matrix, and lists the analyses that have to be carried out before it can be used.

Materials

Copies of the matrix and the explanation below for all participants.

Time

1 hour

Procedure

Distribute a short description of a project, or ask participants to describe one of their projects. Let them discuss the internal (horizontal and vertical) logic of their project, filling in the logframe only as a final summary of their discussion.

Explanation

The logical framework approach is used by a number of development agencies, such as the European Union, the US Agency for International Development (USAID), the UK's Department for International Development (DFID), the Canadian International Development Agency (CIDA), the Organisation for Economic Co-operation and Development (OECD) Expert Group on Aid Evaluation and the Australian Government Overseas Aid Program (AusAID).

Before using the logframe, the following analyses have to be carried out:

- Stakeholder analysis: An overview of all persons, groups, institutions and so on that are affected by the project (direct and indirect beneficiaries, target groups, project staff, etc.).
- Problem analysis: Analysis of an existing problem, its linkages to other problems and its reasons and effects. A problem tree can be used as a visualisation method.
- Goal analysis: A description of the future situation. This analysis translates the negative situation outlined in the problem analysis into positive sentences or goals.
- Alternative strategies analysis: This assesses different project strategies and helps to choose the most feasible approach.

The logical framework approach provides a project overview, but also forms a basis for monitoring and evaluation. The most important instrument of the approach is a matrix, the so-called logframe. This consists of four columns in which you fill in a short summary of the project, elements of monitoring and evaluation, and the main project assumptions:

Narrative summary	Objectively verifiable indicators	Means of verification	Important assumptions
Goal			
Purpose			
Results			
Activities			

The logframe follows a horizontal and a vertical logic, whereby the elements are both linked to each other logically and cause each other (see the figure below). The activities influence the assumptions, and the assumptions in turn influence the results, and so on.

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Keywords:

- **Goal:** Broader developmental impact or overall objective. The problem which the project intends to solve. What will be improved in the future?
- **Purpose:** Impact/effect of the project.
- **Results:** What must be achieved in order to fulfil the project purpose? This often takes the form of project milestones, which must be achieved by a specific date.
- **Activities:** What must be done in order to achieve the results?
- **Objectively verifiable indicators:** Indicators that show whether the goal, purpose and results have been achieved, or if the activities have been conducted. The indicators can be quantitative or qualitative, but must be measurable.
- **Means of verification:** Where can we obtain information on the indicators? Can we use existing sources, or do we have to conduct a survey? (for more information on indicators, see <http://www.making-prsp-inclusive.org/uploads/media/Indicators.pdf>)
- **Important assumptions:** The framework and working environment that influence the project. This includes conditions for success as well as risks.

Example

Narrative summary	Objectively verifiable indicators	Means of verification	Important assumptions
Goal: Jamaica to become dominant in the field of competitive bobsledding.	Jamaica seen as a serious winter sports competitor.	The international media report about the success of the Jamaican team.	Other teams are not more successful.
Purpose: For Jamaica to win the gold medal for bobsledding at the 2002 Winter Olympics.	The Jamaican team wins.	Results of the 2002 Winter Olympics.	There is enough snow for the Games to be held, and the Jamaican team qualifies.
Results: Team members selected by (date). Team at full fitness by (date).	Team members capable of running x meters in x seconds by x time.	Fitness report by team doctor.	
Activities: Develop a training schedule. Find a practice venue. Conduct a publicity campaign to recruit team members, etc.	Four-year training schedule, budget and outcomes developed and agreed by x, etc. Inputs: funding, coach, bob, etc.	Schedule written and agreed by coach, team members and team doctor. Budget and means for the project exist.	

☞ Taken from BOND (nd): Logical Framework Analysis. Guidance Note No. 4. Available at: <http://www.gdrc.org/ngo/logical-fa.pdf>

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☞ The Disability Knowledge and Research Programme (DisabilityKar) (2004): Constructing a Logical Framework. Available at: <http://www.kar-dht.org/logframe.html>