

Society for Sustainable Development

Developing a Logical Framework

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What is a logical Framework and why it is important

In various proposal formats, we come across a table or a framework required to be filled by us to give more detailed information about our project. This table is referred to as a Logframe or Logical Framework or Logical Framework Analysis (LFA) or Logical Framework Matrix. This framework is the most important part of the proposal, yet it continues to be the most complicated one. Here we are providing some simple explanations to help NGOs and other development professionals on how to understand and develop this framework in an easier manner.

A Logframe format in a European Commission call for proposals application form:

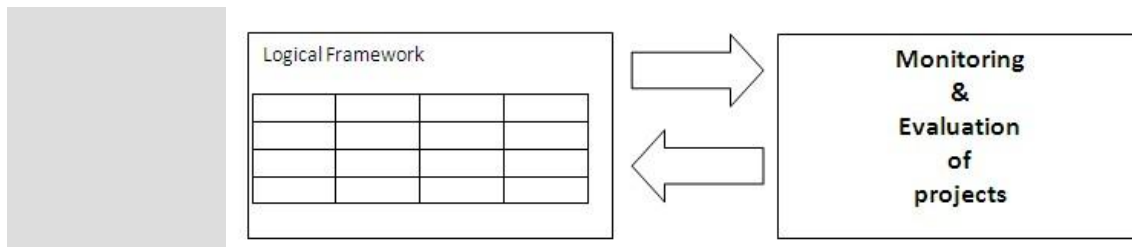
LOGICAL FRAMEWORK FOR THE ACTION				
	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall objectives	<i>What are the overall broader objectives to which the action will contribute?</i>	<i>What are the key indicators related to the overall objectives?</i>	<i>What are the sources of information for these indicators?</i>	
Specific objective	<i>What specific objective is the action intended to achieve to contribute to the overall objectives?</i>	<i>Which indicators clearly show that the objective of the action has been achieved?</i>	<i>What are the sources of information that exist or can be collected? What are the methods required to get this information?</i>	<i>Which factors and conditions outside the Beneficiary's responsibility are necessary to achieve that objective? (external conditions) Which risks should be taken into consideration?</i>
Expected results	<i>The results are the outputs envisaged to achieve the specific objective. What are the expected results? (enumerate them)</i>	<i>What are the indicators to measure whether and to what extent the action achieves the expected results?</i>	<i>What are the sources of information for these indicators?</i>	<i>What external conditions must be met to obtain the expected results on schedule?</i>
Activities	<i>What are the key activities to be carried out and in what sequence in order to produce the expected results? (group the activities by result)</i>	Means- <i>What are the means required to implement these activities, e. g. personnel, equipment, training, studies, supplies, operational facilities, etc.</i>	<i>What are the sources of information about action progress?</i> Costs <i>What are the action costs? How are they classified? (break down in the Budget for the Action)</i>	<i>What pre-conditions are required before the action starts? What conditions outside the Beneficiary's direct control have to be met for the implementation of the planned activities?</i>

An LFA is a management tool for effective planning and implementation of developmental projects. It provides clear, concise and systematic information about a project through a framework. We know about various components of a project such as goal, objectives, activities, results and indicators. The LFA helps in connecting all these components in one framework, presenting the tight relationship between them, leading to the achievement of the expected outcomes.

Why is LFA so important?

Because donors use it. It was first actually developed by USAID during the 1970s, but now every donor is using it in its proposal format. The logframe has become an essential tool for donors not only in planning their own macro-level strategies, but also in seeking in-depth information about small and medium-sized projects funded by them. LFA also gives a clear outlay of how much resources would be needed and how these will be used for various project activities.

The logical framework also aids in the monitoring and evaluation of projects. The framework can be used to examine the progress of the project and co-relate the activities carried out and results achieved.



Inside the logical Framework of a grant proposal

If we really look at the LFA more closely, we will understand that it is not as complicated as it sounds. In fact, the LFA is nothing but putting together your whole project **proposal** in one table with brief descriptions of the projects.

Different terms are applied for various parts of the LFA by different donors. Nevertheless, they mean the same. If we understand the general principles of developing the logframe, it is easier for us to complete LFAs of many different **donor organizations**.

As an LFA is an integral part of a proposal, first we need to complete the proposal so that it becomes an easy reference for writing the logframe. We can always go back and forth from

Defining the components of the Logical Framework in a grant proposal

Goal

A project goal is a very general, high-level and long-term objective of the project. It is different from project objectives because the latter are very specific and have to be addressed alone by the project. But the goal cannot be achieved by the project on its own since there will be other forces like the Government, other agencies etc also working to achieve it. It is a major benchmark to compare work between different projects.

Objectives:

Objectives are the specific objectives the project works to achieve within the stipulated time.

Activities or Inputs:

Activities or inputs are actions undertaken by the project or the organization to achieve the set objectives

Outputs:

Outputs are immediate results that we achieve soon after the completion the project or any specific project activity.

Outcomes:

The outcomes are results that have been or that are to be achieved after a period of time, but not immediate.

Impact:

The impact is the longer-term result that has happened because of the activities undertaken in the project.

Indicators:

Indicators are a measure of the result. They give a sense of what has been or what is to be achieved.

Means of Verification:

Data or information based on which the indicators will be measured or monitored

Risks & Assumptions:

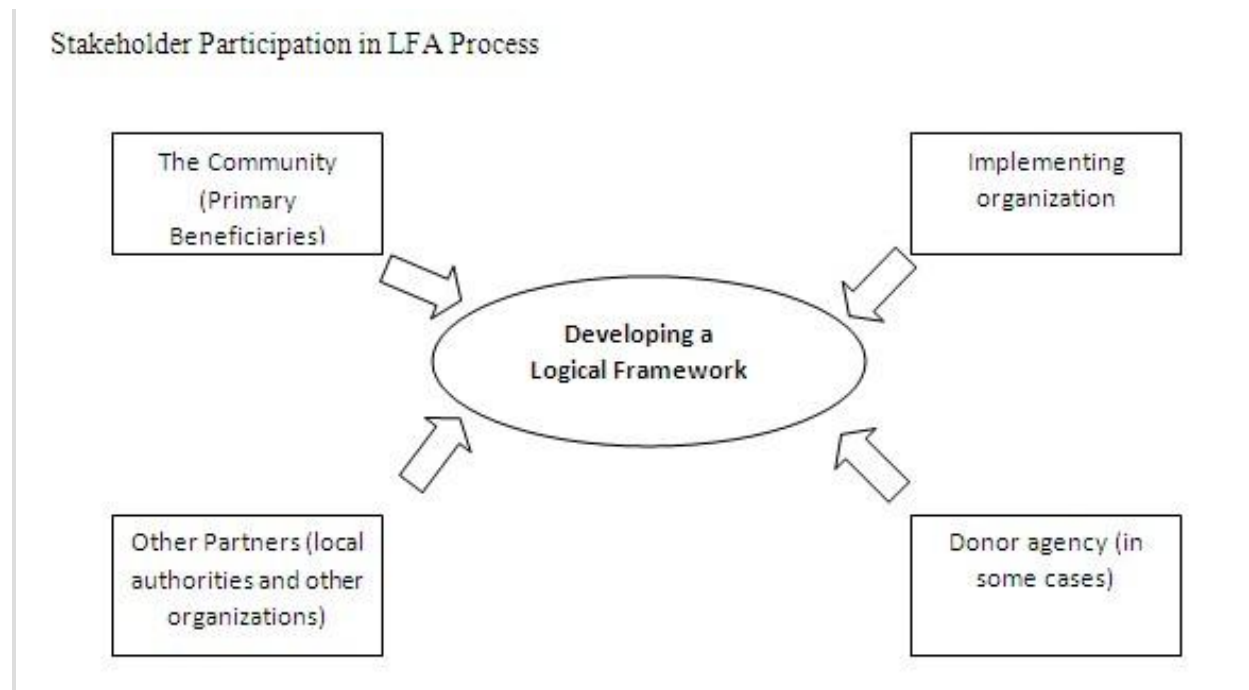
External factors affecting the progress of the project
Costs
Budgetary explanations

A way to develop the Logical Framework in a grant proposal

One of the basic principles of writing down the LFA is that it should be participatory. Participatory because without the participation of all stakeholders, the LFA can never be complete.

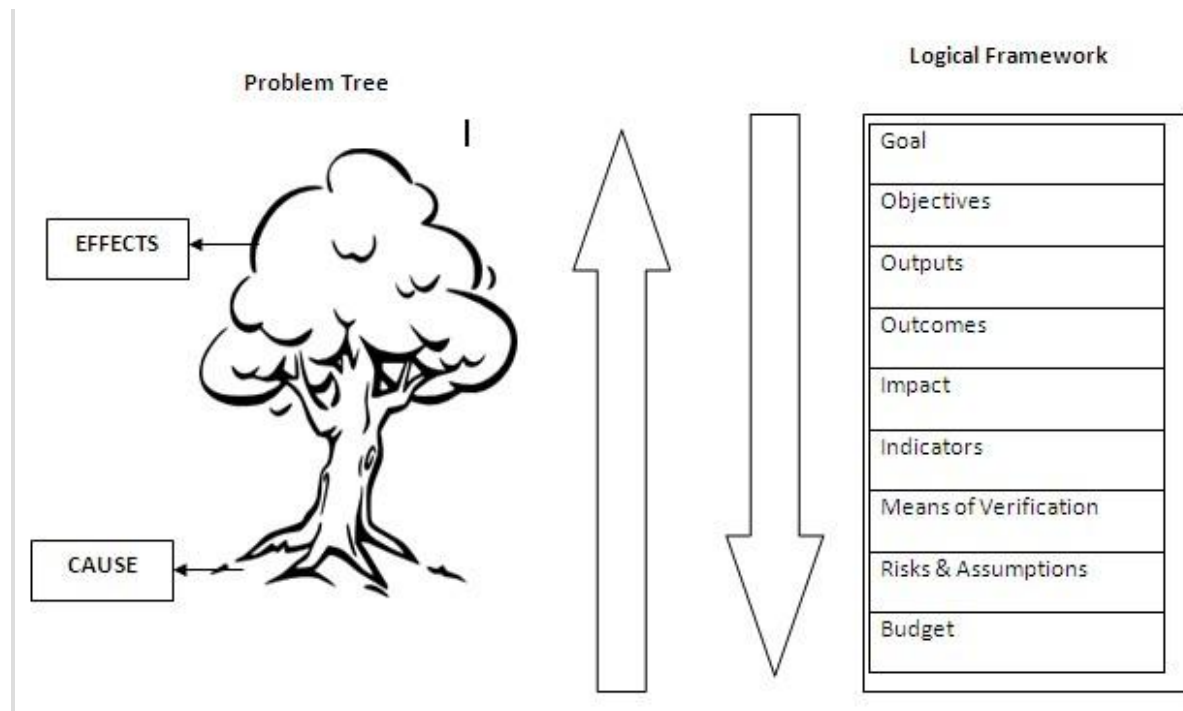
A full and final LFA represents the ideas and concerns of all those stakeholders involved in the projects. These stakeholders can be communities or the direct beneficiaries of the project, the implementing organization, the partner agencies, the local authorities and, in some cases, the donor as well.

Tools such as stakeholder analysis, organizational analysis and SWOT analysis can be very useful at this point. If such exercises have been undertaken earlier, the information collected can be used in improvising the LFA.



The Problem Tree and the Logical Framework

Before thinking of implementing a project, we usually have a reason in mind: a reason as to why a project is required. We may have noticed a problem in a community or its effect and in response to it we may need a project. This cause-and-effect relationship is critical to our understanding in writing a proposal and completing the LFA. To understand the cause-and-effect relationship, we often use the Problem Tree diagram where we keep climbing up and down to understand a situation. Similarly in a logical framework analysis, we have to keep going up and down often and again to refine our goals, objectives and results.



Some more tips on writing the LFA

- Ensure that the logical framework is in line with other components of your proposal
- The logframe should show a clear relationship between the various parts of the project. The goal should be aligned to the objectives; the objectives to the activities; the activities to the results; and the results to the indicators.

- *Do not leave the LFA for the last. As you keep developing the proposal, try filling it up.*
- *Always double-check your LFA after completing the full proposal*
- *Use large sheets or a board while discussing and developing the LFA and then use the actual format to fill it up*

Some examples

The AUSAID Logical Framework

Activity Description	Indicators	Means of Verification	Assumptions
Goal or Impact – The long term development impact (policy goal) that the activity contributes at a national or sectoral level	How the achievement will be measured – including appropriate targets (quantity, quality and time)	Sources of information on the Goal indicator(s) – including who will collect it and how often	
Purpose or Outcome – The medium term result(s) that the activity aims to achieve – in terms of benefits to target groups	How the achievement of the Purpose will be measured – including appropriate targets (quantity, quality and time)	Sources of information on the Purpose indicator(s) – including who will collect it and how often	Assumptions concerning the Purpose to Goal linkage
Component Objectives or Intermediate Results – This level in the objectives or results hierarchy can be used to provide a clear link between outputs and outcomes (particularly for larger multi-component activities)	How the achievement of the Component Objectives will be measured – including appropriate targets (quantity, quality and time)	Sources of information on the Component Objectives indicator(s) – including who will collect it and how often	Assumptions concerning the Component Objective to Output linkage
Outputs – The tangible products or services that the activity will deliver	How the achievement of the Outputs will be measured – including appropriate targets (quantity, quality and time)	Sources of information on the Output indicator(s) – including who will collect it and how often	Assumptions concerning the Output to Component Objective linkage

The DFID Logical Framework

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