
ANNEX 1

GUIDELINE FOR PREPARATION OF A LOGICAL FRAMEWORK

INTRODUCTION

1. The logical framework is a tool to help strengthen project design, implementation, monitoring and evaluation throughout the 'project cycle'. In other words, it is a method for organizing the project graphically. It provides details of what the project will accomplish; how it will accomplish it and how the researcher will know whether it has been accomplished.
2. The logical structure linking the components takes the form: **IF** [activities] **AND** [assumptions] **THEN** [outputs] is achieved. **IF** [outputs] **AND** [assumptions] **THEN** [purpose], and so on.
3. The logical framework consists of a 4 × 4 table as shown below. Format of a Logical Framework is given below:

Narrative Summary	Objectively Verifiable Indicators[OVI]	Means of Verification [MOV]	Risks and assumptions
Goal:			
Purpose:			
Outputs:			
Activities:	Inputs		

Note: * Logical framework must follow the concept of “SMART” [Specific, Measurable, Achievable, Relevant (to the project purpose and goal) and Time-bound] and OVI must be built in QQT (Quality, Quantity and Time) with M (Managerial control) format.

* Budget summary in this LF format must be provided with output and activities wise and by year. It is just a summarized table of financial summary in the text.



= the area of direct project responsibility.

4. The components of the matrix are:
 - a. the project **Goal** refers to a general, often lofty, the higher level objective or longer-term impact of the project on national or

development agency objectives; it indicates the share of the contribution of the proposed project only partially not fully, i.e. statement of final point of achievement. It is not necessary to define OVI, MOV and assumption in the case of Goal setting.

- b. the **Purpose** is the measurable near-term impact of the project which is the final accomplishment of the project, and to which the project contributes; : it is the compound or cumulative results of Activities and Output performed at the end of the project.
 - c. the **Outputs** are the results or deliverables of the project that the project can guarantee;
 - d. the **Activities** the action strategy to produce the outputs;
 - e. the indicators are measurements to verify to what extent the objectives at each level are achieved, targeted in terms of quantity, quality and time with managerial ability;
 - f. the means of verification are the specific sources of information necessary to verify the indicators at each objective level;
5. The assumptions are important events, conditions and decisions outside the control of the project that are necessary for meeting the objectives.
 6. The procedure for constructing the logical framework is given below.

Define the overall goal

7. The rationale for the project: A portfolio of projects may share the same goal. The goal, at project level, will already have been defined as the National strategic PURPOSE that the project seeks to address.

Define the purpose

8. Why is the project being done, in terms of the desired impact? The project purpose means the impact which it is hoped to generate by producing project outputs. The project should only have one clearly stated purpose which is not a reformulation of the outputs, and which is outside the management responsibility of the project. Other projects may well contribute towards this *Purpose*.

Define the outputs

9. What is the project to accomplish? These are the results or products appropriate to the project purpose, the delivery of which is ensured by the project leader.

10. The outputs should be clearly stated as results and all of them should be necessary for accomplishing the purpose of the project. Outputs can be written to show their sequence over time. It is **important** not to re-state *Activities* as Outputs.
11. In the case of process projects, it may only be possible to specify outputs for the first year or so, in which case the final output would indicate that, by a certain date, the logical framework would be re-written with a new set of outputs approved by the appropriate stakeholders.

Define the activities

12. How will the project be accomplished? Activities are the action components needed to accomplish the outputs, and are the responsibility of the project implementation team.
13. Each objective at the output level should have an activity or group of activities associated with it; the activities defining the action strategy for accomplishing each output. Do **not** re-state outputs as activities.

Verify the verticallogic

14. Use the IF [] AND [] THEN [] logic path to check links between the objective levels. Another way of doing this is to ask the question **how** in moving down the hierarchy, and the question **why** in moving upwards.

Goal:		Assumptions	
Purpose:		Assumptions	
Outputs:		Assumptions	
Activities:		Assumptions	

15. The if/then relationship between the purpose and goal should be logical and not omit important steps. The vertical logic among activity, output, purpose, and goal should be realistic as a whole.

Define the important assumptions

16. These should be defined at the following levels:
 - a. at the purpose level,
 - b. at the output level,
 - c. at the activity level, and
 - d. at the goal level.

17. Important assumptions are **external conditions or factors** over which the project chooses not to exert control or does not have control, but on which the accomplishment of objectives depends.
18. If assumptions fail, they will cause problems, and possibly failure of the project. Check that assumptions are not the second type, known as **Killer Assumptions**, or the project may be rejected. Ask what the probability of the assumption not holding is.
19. The **Purpose** plus **Assumptions** at that level should describe the critical conditions for achieving the **Goal**.
20. The **Outputs** plus the **Assumptions** at that level should produce the necessary and sufficient conditions for achieving the **Purpose**.
21. The **Assumptions** at the **Activity** level should not include any pre-conditions; these may be placed below the activity level assumptions, as separate items.

Define the measurable indicators

22. Indicators should be defined at:
 - a] Goal level
 - b. Purpose level,
 - c. Output level,
 - d. At the Activities level
23. It is important that indicators are measurable and manageable. They are constructed in four to six stages. For example if an Output is *Improved household incomes in target area*, then an indicator for this may be developed as follows:
 - a. Define the indicator - **Increased use of improved varieties**
 - b. Indicate the **Quality** - *Use of hybrid tomato varieties* increased
 - c. Indicate the **Quantity** - **40% increase** in the use of hybrid tomato varieties
 - d. Indicate the **Time** - 40% increases in the use of hybrid tomato varieties **by 2016 and so on** (*based on project nature and project starting date*).
 - e. Indicate **where** - 40% increase in the use of hybrid tomato varieties by 2016 in **10 target villages**
 - f. Indicate by **whom** - 40% increase in the use of hybrid tomato varieties by 2016 in 10 target villages by **women farmers**

24. Note that the **where** and **by whom** elements of the indicator are more important for *development* type of projects, but are also relevant to research focused activities.
25. Indicators should define in measurable detail the result of achieving the Output. They must be targeted. Targeting involves putting numbers and dates on indicators, and this is important if monitoring [at the output level] and evaluation [at the purpose level] are to be carried out effectively.
26. The Purpose indicators should also have measures of **quantity, quality, time**, with managerial control [QQT M] measures and be **independent** from the Outputs.

Define the means of verification

27. The means of measuring the objectively verifiable indicators [OVIs] at each of the log frame levels [Goal, Purpose, Output and Activity] should be described
28. Identify sources of information for verifying the indicators, in order to demonstrate what has been accomplished.
29. At the Activity level these would follow the NARDF requirements, of progress, annual and final reports.
30. At the Output level these will often be the publication details for papers, articles, talks and lectures, etc. At the higher [developmental] objective levels these will often be publication of government or aid agency statistics. The activities should identify any actions required for gathering means of verification.

Review the logical framework

31. To set up a monitoring and evaluation system, complete the logframe, paying particular attention to the INDICATORS and VERIFICATION columns. The completed logframe then forms the basis for the project monitoring and evaluation plan.

KEY QUESTIONS

Asking these questions can help in constructing the logical framework.

Goal

- a. What is the overall problem which the project is trying to solve?
- b. How will the project contribute to its solution?
- c. How will the contribution be measured?
- d. What other key conditions need to be met and what are the risks?

Purpose

- a. What will be the project's direct effects and impacts?
- b. How will these help to solve the problem?
- c. How will the effects and impacts be measured?
- d. What other key conditions need to be met if the project is to contribute to the goal and what are the risks?
- e. How will the benefits be sustained?

Outputs

- a. What will the project deliver?
- b. How will the outputs be measured?
- c. What other key conditions need to be met if the outputs are to achieve the purpose and what are the risks?

Activities

- a. What is going to be done?
- b. What know-how, goods and equipment are required?
- c. What finance is required?
- d. What other key conditions need to be met if the activities are to produce the outputs and what are the risks?
- e. According to nature of the Project, activities such as baseline survey, internal/external monitoring, hoarding board display, public hearing, post project survey, video documentary preparation, ownership of the project and mechanism of project sustainability shall be mandatory to propose in PCN & FPP.