What is Logical Framework?

The Logical Framework (Logframe) or Project Planning Matrix (PPM), which is a presentation of the whole plan in a single “four-by-four” matrix, provides a one-stage summary of what the plan is expected to achieve, how they are going to be achieved, which factors are crucial for the success of the plan, how we can assess our success and where we will find data to do the assessment. It divides the plan into four (4) levels of objectives, namely:

a. An **OVERALL GOAL**, which is the long-term, “ultimate objective” that the entire plan seeks to achieve.

b. **PURPOSE(S)**, describe the anticipated benefits of the plan that would contribute to the achievement of the Overall Goal. Since the Integrated Development Plan is multi-thematic/sectoral, there would be a number of Purposes.

c. The **OUTPUTS/RESULTS** are the third-level objectives that the plan management must achieve as necessary requirements to achieve each of the plan purposes.

d. **ACTIVITIES** are the specific actions or projects that must be implemented in order to produce the Outputs/Results

This hierarchy of objectives are collectively referred to as the **NARRATIVE SUMMARY**.

The Logframe also spells out the indicators that will measure the extent of achievement of each objective (**OBJECTIVELY VERIFIABLE INDICATORS (OVIs)**), the sources of data/information for verifying these indicators (**MEANS OF VERIFICATION (MOVs)**) and the necessary conditions that need to prevail in order for each objective to be achieved (**IMPORTANT ASSUMPTIONS**).

The presentation of the Narrative Summary (consisting of the Overall Goal, Purpose, Outputs/Results and Activities), OVIs, MOVs and Important Assumptions in the Logframe format is summarised in the matrix below:
A Summary of the Logical Framework Format

<table>
<thead>
<tr>
<th>NARRATIVE SUMMARY</th>
<th>OBJECTIVELY VERIFIABLE INDICATORS (OVIs)</th>
<th>MEANS OF VERIFICATION (MOVs)</th>
<th>IMPORTANT ASSUMPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. OVERALL GOAL</td>
<td>These are yardsticks to verify the extent to which Overall Goal has been achieved. Attributes of OVIs are: Note: Quality, quantity, time, location and target group</td>
<td>MOVs specify sources of data for verifying each OVI</td>
<td>These are events or conditions that must prevail in order to ensure the achievement of the Overall Goal</td>
</tr>
<tr>
<td>2. PURPOSE</td>
<td>These are the conditions that will indicate whether the Purpose has been achieved or not. The specify the quality, quantity, time, location and target group(s) of the Purpose</td>
<td>Specific sources of data for each chosen indicator</td>
<td>Important events, condition or decisions outside the control of the plan that must prevail in order for the Purpose to be attained</td>
</tr>
<tr>
<td>3. OUTPUTS/RESULTS</td>
<td>These are the conditions that will indicate whether the Outputs have been achieved or not. The indicate the magnitude of outputs necessary and sufficient to achieve purpose and specify the quality, quantity, time, location and target group of each Output</td>
<td>Specific sources of data for each chosen indicator</td>
<td>Important events, conditions or decisions outside the control of the plan management, necessary for the achievement of each Output</td>
</tr>
<tr>
<td>4. INPUTS/ACTIVITIES</td>
<td>These are the actions that have to be physically undertaken by the plan implementers in order to produce the outputs.</td>
<td>RESOURCES REQUIRED</td>
<td>PRECONDITIONS</td>
</tr>
<tr>
<td></td>
<td>These are the materials, labour, services and other resources necessary to undertake the activities.</td>
<td></td>
<td>Important events, conditions or decisions outside the control of the plan management, necessary for the successful execution of the planned activities</td>
</tr>
</tbody>
</table>

What are Objectively Verifiable Indicators (OVIs) – Column 2?

Objectively verifiable indicators define the performance standards to be reached in order to achieve the objective and specify what evidence will tell you if the overall goal, purpose(s) or results/outputs are achieved. They focus on important characteristics of an objective to be achieved and provide a basis for monitoring and evaluation.

Characteristics of Good Indicators

1. Indicators measure what is important: It specifies in terms of magnitude
2. Indicators must be plausible: the indicators should reflect observable results.
3. Indicators are independent at different levels: Each indicator reflects evidence of achievement. The same indicator cannot be used for the next higher level.
4. Indicators should be based on obtainable data: Indicators should draw-up data that is readily available, or can be collected with reasonable efforts.
5. Indicators must be targets that specify:
   - Quantity: How much is enough to achieve next level?
   - Quality: What quality should it be?
   - Time: When do we need it?
   - Location: Where do we need it?
Steps for defining Indicators

Objective: Agricultural production increased

Step 1: Identify indicator: “small farmers increase rice yield”
Step 2: Quantify: 10,000 small farmers (owing three acres or less) increase production by 50%
Step 3: Qualify: Same quality of harvest as 1984 crops
Step 4: Indicate time: Between October 1985 and October 1990
Step 5: Indicate location: district-wide

10,000 small farmers in the district (owing three acres or less) increase their rice yield by 50% between Oct. 1985 and Oct 1990 maintaining same quality of crops as 1984

Step 6: Combine

What are Means of Verification (MOVs) – Column 3?

Means of verification give an exact description of where to find the data to verify the indicator. Before settling on each MOV, the planning team needs to ask the following questions:

- What information?
- Where can we get it or who will provide it?
- How reliable are the sources?
- Is special data gathering required?
- Is it within our means (in terms of cost, time and know-how) to get it?

Indicators for which no suitable means of verification can be identified must be replaced by verifiable indicators

What are Important Assumptions?

Assumptions are important factors outside the control of the plan but necessary for the success of the plan. Assumptions are worded as positive conditions and are weighted according to their importance and probability. Example:
Assessment of Assumptions

1. Question: “Is the assumption important?”
   - Yes
   - No: Don’t include

2. Question: “How likely will it occur?”
   - Almost certain: Don’t include
   - Quite likely: include it in PPM
     - Try to influence it
   - Not likely

3. Question: “Can the project be re-designed?”
4. Yes
   - No:
     - Killer Assumption
     - Stop Project
     - Warm decision makers

Redesign Project

It must be noted that although the Logframe is conceptually a single matrix, it may be practically prudent to separate the “Activities” section from the rest as shown in the example below. In this case the Activities matrix is understood to be just a continuation of the main matrix.
### An Extract of a Logical Framework

<table>
<thead>
<tr>
<th>DESCRIPTIVE SUMMARY</th>
<th>OBJECTIVELY VERIFIABLE INDICATORS</th>
<th>MEANS OF VERIFICATION</th>
<th>IMPORTANT ASSUMPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OVERALL GOAL:</strong></td>
<td>To reduce poverty by facilitating processes that ensure sustainable and equitable growth.</td>
<td>The incidence of poverty within the district reduced from 56.5% in 2000 to 32% in 2005.</td>
<td>Household survey</td>
</tr>
<tr>
<td><strong>Purpose 1:</strong></td>
<td>Agricultural productivity and output increased</td>
<td>The yield (in metric tons per hectare) of major crops (maize, rice and cassava) increased from current average of 45% of national achievable rate to 65% by 2005. The output (in tons) of major crops increased by 80% by 2005</td>
<td>District department of agriculture records</td>
</tr>
<tr>
<td><strong>Result 1.1:</strong></td>
<td>Agricultural extension services improved</td>
<td>- 27 qualified extension agents are working effectively within the district - At least 40% of farmers use locally adaptable farming techniques by 2004</td>
<td>- District Department of agriculture - Farmers’ survey</td>
</tr>
<tr>
<td><strong>Result 1.2:</strong></td>
<td>Access to farming inputs increased</td>
<td>- 80% of farmers have access to inputs by 2004 - Increase in number of farmers using improved inputs</td>
<td>District department of agriculture records Field survey</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>RESOURCES NECESSARY FOR IMPLEMENTATION</th>
<th>PRECONDITIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RESULT 1.1:</strong> Agricultural extension services improved</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.1 Conduct in-service training for extension agents</td>
<td>- Resource persons, training materials, other logistics</td>
<td>- Extension agents remain in the district.</td>
</tr>
<tr>
<td>1.1.2 Provide logistics for extension agents</td>
<td>- 10 motorcycles, clothes, boots, etc</td>
<td></td>
</tr>
<tr>
<td>1.1.3 Facilitate the formation of 20 farmer groups/cooperatives</td>
<td>10 extension agents</td>
<td>- Farmers will be ready to be in groups/cooperatives</td>
</tr>
<tr>
<td>1.1.4 Embark on group farmer extension system</td>
<td>10 extension agents,</td>
<td>- Farmers will be prepared to bear the cost of planting material needed for demonstration</td>
</tr>
</tbody>
</table>