**LOGICAL FRAMEWORK**

This tool has been adapted to emergency and humanitarian crisis contexts fro*m the Project Cycle Handbook*, Tdh, 2012

The logical framework or logframe is an integral and *compulsory* part of the project document developed for each intervention at Tdh.

It is the *result of the first five steps of strategic planning* (refinement of operational conclusions and recommendations, defining the objective, defining results and activities, defining risks and assumptions, defining indicators and means of verification).

It is a matrix made up of four rows and four columns, in which the key aspects of a project are summarised. It *captures the sequence of cause-effect between activities, results and objectives and enables to visualize the result-chain hierarchy.* The logical framework matrix makes it possible to present the essential elements of the project concisely, while checking their “logical” coherence. You must complete all the boxes in a logical framework. In particular, you must define the means of verification, as well as assumptions and risks.

Properly designing a logical framework is of the utmost importance since it is not only used for project design but also for implementation, monitoring and evaluation. It is also used when drafting reports on the project. It is a planning tool, and if well-developed, enables to capture the strategy of intervention taking into account the complexity of reality.

The logical framework is a *dynamic and living tool* in the sense that it is used to reassess and revise the intervention as necessary over its lifespan. It will be the basis on which the Monitoring Plan will be designed (cf. Project Monitoring Plan tools), which will go more in depth in the definition of the measurement modalities of the indicators.

A variety *of formats* are used for logical frameworks. At Tdh, in the emergency and humanitarian crisis context, there are **two scenarios**:

* *If the project is to be presented as a whole to a specific and previously identified donor,* use the donor’s logical framework format.
* *If the source of funding is not yet known or if the project is to be presented to multiple donors* (e.g. one grant per component),use the Tdh logical framework template presented below.

*Tips for checking the coherency of your logical framework:*

*1. Does the logical framework summarise[[1]](#footnote-1):*

* Where you want to be (set of outputs, outcomes, impacts);
* How you get there (set of activities);
* How you know when you have gotten there (sources of verification);
* Potential problems that may arise along the way (set of assumptions).

If the answer to one of the question is “no”, review your intervention logic and revise your outputs, outcome, activities, assumptions and sources of verification.

*2. Use the “if-and-then” method to verify your intervention logic and ensure that your assumptions are aligned with the objective of the project* as per the figure below:[[2]](#footnote-2)

**

> **IF** “Transitional shelter kits are distributed”

> **AND** “Prices for building materials remain within the project budget”

> **THEN** the outcome, “Improve access to transitional shelter in target communities”, will be achieved.

***LOGICAL FRAMEWORK TEMPLATE***

|  |  |  |  |
| --- | --- | --- | --- |
| **Project Title***Write the project title*. | **Country / Region of intervention***Write the country, region and/or city of intervention.* | **STARTING AND ENDING DATE AND duration***Write the project expected starting and ending date and its duration.* |  |
| **INTERVENTION LOGIC***(what we want to achieve)* | **INDICATORS***(how to measure change)* | **SOURCES AND MEANS OF VERIFICATION***(where and how to get the information)* | **RISKS AND ASSUMPTIONS***(what else to be aware of)* |
| **Objective***Describes the* ***improved situation of the target population at the end of the project*** *owing to the actions completed during the project, meaning the effect of the intervention on the beneficiary group.**The objective:** *Is the central element of the project;*
* *Addresses the main issue identified in the intervention context;*
* *Is one and only one per project.*

*See the Project Cycle Management in Emergencies and Humanitarian Crises Handbook to learn how to define an objective (definition, checklist, etc.).* | *Write the factors and variables that can be measured, or at least accurately described, to show that the objective has been achieved and that the benefits are sustainable. Formulate at least:** *one indicator that measures the improvements for the beneficiary population and,*
* *one indicator that measures the changes in the population’s practices and/or the transformations in institutions making this improvement sustainable.*

***Do not define more than 2 indicators.*** *At the objective level, as much as possible, define* ***impact indicator (s).*** *They assess the consequences of the programme; the long-term change in conditions for the community; primary and secondary, direct and indirect, positive and negative long-term effects.**However, at the early stage of an emergency or humanitarian crisis, it might be difficult to measure impact and therefore define impact indicators. As soon as the situation stabilizes and/or with the renewal of project phases, you may readjust and choose additional impact indicators.**Have both* ***qualitative and quantitative indicators****. Use humanitarian standards indicators (Sphere, CPMS, and CHS) and Tdh programme indicators of the Emergencies and Humanitarian Crises Programme.* *See the Project Cycle Management in Emergencies and Humanitarian Crises Handbook to learn how to define* ***SMART indicators*** *(tips, traps, checklist for SMART indicators, etc.).* | *Documents or sources, or methods or means to find or produce relevant information to measure the indicator. They are defined at the same time as the formulation of indicators.**See the Project Cycle Management in Emergencies and Humanitarian Crises Handbook to learn how to define means of verification.* | *What are the risks that could prevent from contributing to the objective?**What are the conditions and factors (= assumptions) already in place for the results to be achieved?**Keep in mind that risks and assumptions are* ***external*** *to Tdh, i.e. those that stem form circumstances or events over which Tdh has little or no influence.**See the Project Cycle Management in Emergencies and Humanitarian Crises Handbook to learn how to know the difference between risks and assumptions and learn how to define them.* |
| **FINAL OUTCOME 1***A final outcome is observable behavioural, institutional and societal changes. Project or programme objectives are formulated on the outcome level. They describe the direct medium-term benefits generated by the use of outputs. They specify positive results intended by the project or programme on the target group.* | *Give factors or variables that can be measured, or at least accurately described, and that show that final outcome 1 has been achieved*.***Do not define more than 3 indicators per outcome – ideally 2.*** *At the outcome level,* ***define outcome indicator(s)****. They assess the benefits achieved for the targeted group(s), the medium-term effects of an intervention through the provision of goods and services (longer-term changes).**Have both* ***qualitative and quantitative indicators****. Use humanitarian standards indicators (Sphere, CPMS, and CHS) and Tdh programme indicators of the Emergencies and Humanitarian Crises Programme.* *See the Project Cycle Management in Emergencies and Humanitarian Crises Handbook to learn how to define* ***SMART indicators*** *(tips, traps, checklist for SMART indicators, etc.).* | *Documents or sources, or methods or means to find or produce relevant information to measure the indicator. They are defined at the same time as the formulation of indicators.**See the Project Cycle Management in Emergencies and Humanitarian Crises Handbook to learn how to define means of verification.* | *If outputs 1.1 and 1.2 (or more if more have been defined) are achieved, what are the risks that could prevent them from contributing to the objective?**See the Project Cycle Management in Emergencies and Humanitarian Crises Handbook to learn how to know the difference between risks and assumptions and learn how to define them.* |
| **(INTERMEDIATE OUTCOME)***Add intermediate outcomes if necessary – if you decide to do so, you must define* ***minimum 2 and maximum 3 intermediate outcomes for each final outcome*** *of your logical framework.* *As for final outcomes, define outputs, indicators, means of verification and risks and assumptions.* *Intermediate outcomes are* ***not recommended during the rapid response phase*** *but encouraged for the rehabilitation and reconstruction phase.* *Make sure that the numbering of intermediate outcomes is coherent with the numbering of outputs* |
| **OUTPUT 1.1***Services or products which a project delivers to beneficiaries to support activities and change processes. Outputs are generated by activities. They represent the immediate products of activities.* | *Give factors or variables that can be measured, or at least accurately described, and that show that output 1.1 has been achieved*.***Do not define more than 2 indicators.*** *At the output level,* ***define output indicator(s)****. They measure the quantity of goods or services produced. It is the immediate effect of an activity, tangible products, goods and services or immediate changes that may lead to the achievement of outcomes.**Have both* ***qualitative and quantitative indicators****. Use humanitarian standards indicators (Sphere, CPMS, and CHS) and Tdh programme indicators of the Emergencies and Humanitarian Crises Programme.* *See the Project Cycle Management in Emergencies and Humanitarian Crises Handbook to learn how to define* ***SMART indicators*** *(tips, traps, checklist for SMART indicators, etc.).* | *Documents or sources, or methods or means to find or produce relevant information to measure the indicator. They are defined at the same time as the formulation of indicators.**See the Project Cycle Management in Emergencies and Humanitarian Crises Handbook to learn how to define means of verification* | *If activities are completed, what are the risks that could prevent them from contributing to the output?**See the Project Cycle Management in Emergencies and Humanitarian Crises Handbook to learn how to know the difference between risks and assumptions and learn how to define them.* |
| **OUTPUT 1.2** |  |  |  |
| *Add as many lines as outputs.**There are usually* ***minimum 2 outputs par outcome and maximum 3****.**Outputs are compulsory for all the phases of an emergency or humanitarian project: rapid response, rehabilitation, reconstruction.* |
| **FINAL OUTCOME 2** |  |  |  |
| **OUTPUT 2.1** |  |  |  |
| **OUTPUT 2.2** |  |  |  |
| *Add as many lines as outcomes.**There are usually* ***minimum 2 final outcomes and maximum 3 final outcomes****, especially at during the first stages of the emergency and humanitarian crisis. Final outcome are used during the rapid response, rehabilitation and reconstruction phases.*  |
| **ACTIVITIES** |
| ***FOR FINAL OUTPUT 1.1*** |
| **ACTIVITIES 1.1.1** |  |
| **ACTIVITIES 1.1.2** |  |
| **ACTIVITIES 1.1.3** |  |
| ***FOR FINAL OUTPUT 1.2*** |
| **ACTIVITIES 1.1.2** |  |
| **ACTIVITIES 1.2.2** |  |
| **ACTIVITIES 1.2.3** |  |
| ***FOR FINAL OUTPUT 2.1*** |
| **ACTIVITIES 2.1.1** |  |
| **ACTIVITIES 2.1.2** |  |
| **ACTIVITIES 2.1.3** |  |
| ***FOR FINAL OUTPUT 2.2*** |
| **ACTIVITIES 2.2.1** |  |
| **ACTIVITIES 2.2.2** |  |
| **ACTIVITIES 2.2.3** |  |
| *Activities are those that will be carried out to produce outputs. Give only significant activities.* *Add as many activities per output as needed.* |

1. *Programme/Project Management: The Results-Based Approach*, ICRC, May 2008 [↑](#footnote-ref-1)
2. Adapted from *Project/Programme Planning Guidance Manual*, IFRC, 2010 [↑](#footnote-ref-2)