

FEBRUARY 2009

## Guidance on using the revised Logical Framework

### The 2009 revision to the logframe format

The principal changes to the logframe from the earlier (2008) 4 x 4 matrix are:

- Objectively Verifiable Indicators (OVIs) have been separated into their component elements (Indicator, Baseline and Target), and Milestones added.
- Means of Verification has been renamed 'Source'.
- Inputs are now quantified in terms of funds (expressed in Sterling for DFID and all partners) and use of DFID staff time (expressed as annual Full-Time Equivalents (FTEs)).
- A DFID Share box now indicates the financial value of DFID's Inputs as a percentage of the whole.
- Assumptions are shown at Purpose and Output level only.
- Risks are shown at Activities level only, but also rated at Output level;
- At the Output level, the Impact Weighting is now shown in the logframe together with a Risk Rating for individual Outputs.
- Activities are now shown separately (so do not normally appear in the logframe sent for approval), although they can be added to the logframe if this is more suitable for your purposes.
- A renewed emphasis on the use of disaggregated beneficiary data within indicators, baselines and targets.

### Note

See the last page of this document for version history.

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## The purpose of this document

This guidance aims to help you make the best use of the logical framework (logframe) in designing and managing projects, by:

- Helping **you** design high-quality logframes with clear starting points and targets, strong internal logic, and a strong results focus.
- Ensuring **project officers and advisers** have all the necessary qualitative and quantitative information needed to be able to monitor progress and measure performance throughout the life of the project.
- Ensuring **DFID staff** involved in the consultation and approval process have all the necessary information needed to be able to take informed decisions about the likely success of the project.
- Ensuring **DFID** has robust qualitative and quantitative information to be able to report to the UK public the results achieved with taxpayers' funds, to strengthen project management capacity among partners (demonstrating what success looks like), and to provide evidence of progress to stakeholders.
- Ensuring the logframe contains all the necessary detail against which **DFID and its partners** can monitor project progress as well as measuring and evaluate impact.

This guidance on its own will not enable you to undertake a development activity or intervention. Much of the additional guidance in Annex 7 will help you form a broader picture of what is involved in putting together a logframe.

You should also approach your line manager about available training courses.

*This guidance is a living document: it will be refined in response to your feedback.*

## Guidance or compliance?

Given the variety of aid instruments that are used by DFID, the types of projects on which we work can vary enormously, and may involve a wide range of partners, from long-term arrangements with partner governments and multilateral organisations to short-term humanitarian aid projects funded through NGOs. .

DFID's interest is in ensuring that each project is devised and delivered in the most efficient and effective way, and links to identified objectives set out in a Divisional Performance Framework or Country/Regional Plan.



This symbol denotes a compliance task, something you **must** do, which is usually required to meet DFID's own rules as set out in the Blue Book.

*Where something is not indicated as a compliance task, the emphasis in this guidance is on the importance of your judgement, applied on a case-by-case basis, in deciding how best to proceed*

## Who does this guidance apply to?

This guidance applies to anyone involved in the design, approval or active use of the logframe. It is also relevant for those who are undertaking a joint project where the project documentation does not include the DFID format logframe.

A logframe is mandatory for all DFID projects<sup>1</sup> of a value of £1 million or above. Project staff should decide whether a project under £1m could benefit from use of a logframe.

DFID continues to promote a harmonised approach, including the use of equivalent performance frameworks, but these must include all the information required by the new logframe format. Shared logframes, or equivalent performance measurement frameworks, must be shown to adequately cover all the elements of the DFID logframe. For further information, see the guidance under *Partner-Led Projects* in the *Making Decisions (Approval)* section.

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<sup>1</sup> In ARIES, a project is defined as any activity that involves DFID expenditure.

## The Logframe and the Logical Framework Approach

The use of the logframe is sometimes described in terms of the Logical Framework Approach, which is about applying clear, logical thought when seeking to tackle the complex and ever-changing challenges of poverty and need. In other words, it is about sensible planning.

DFID realises this approach by way of the Development Cycle, which begins with identification of the challenge and progresses through to evaluation and lesson learning to inform and improve future interventions.

It is worth bearing in mind that the logframe comes into play at a very early stage in the project cycle – and can be used as a tool in analysing options for a response through to providing information to be used in an ex-post evaluation of impact.

To apply the Logical Framework Approach, you should:

- Undertake a thorough analysis of the context in which the project will operate;
- Ensure that the experience and opinions of all stakeholders are taken into account;
- Encourage a harmonised approach with partners and other donors; and
- Acknowledge, identify and review risks and assumptions, and develop robust mitigating actions.

In doing so, you may undertake a number of analyses, such as Problem and Objective Trees, SWOT and Stakeholder Analyses, and a Risk Matrix<sup>2</sup>.

In the process, the logframe will help you and your team to:

- Achieve stakeholder consensus;
- Organise your thinking;
- Summarise and link the key aspects and anticipated impact of your project;
- Communicate information concisely and unambiguously; and
- Identify measurable performance indicators and the means of verifying progress.

If used properly, it also:

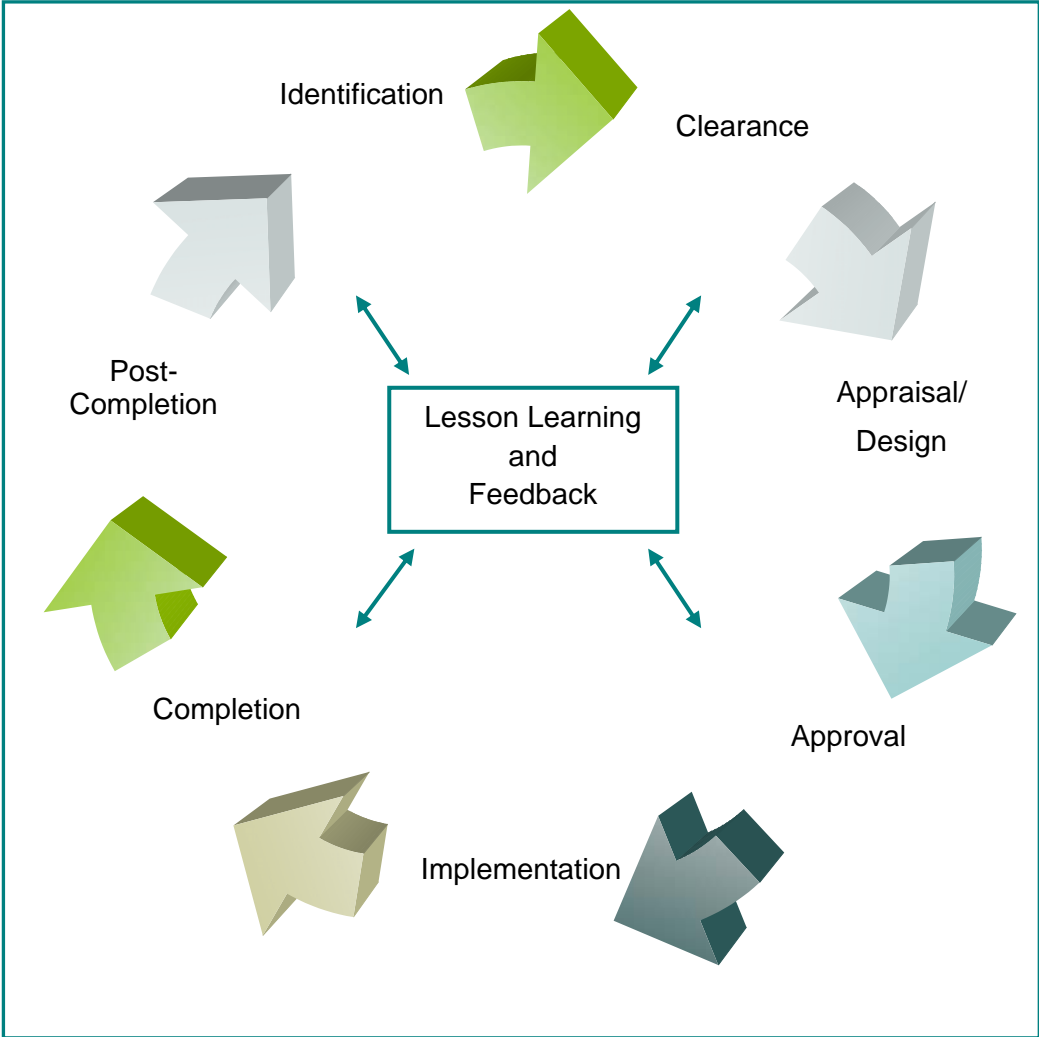
- Brings together in one place a statement of all key aspects of the project in a systematic, concise and coherent way; and
- Provides a framework for monitoring and evaluation where planned and actual results can be compared.

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<sup>2</sup> See the Tools for Development Handbook link in the online Blue Book for more information about these analytical tools

# Logframes and the Development Cycle

In the Development Cycle, the logframe begins to appear at the Identification stage, is finalised during the Design and Appraisal stage and, once approved, should remain in active use throughout the Implementation (monitoring) stage. A good quality logframe is also an essential tool for ex-post evaluation.



## Looking at options (pre-Concept Note)

Early versions of the logframe can be used to identify the most appropriate approach and aid instrument. When presented with a number of options, you and project partners must be able to take evidence-based decisions, where possible supported by sound statistics and independently verifiable data.

Using the logframe format to make an early interrogation of alternative project ideas should highlight problems with the underlying logic or gaps in essential baseline information which would need to be resolved before the project can be presented as a viable solution to the identified problem.

At the Identification stage, you should be asking yourself:

- What is the current situation?
- How will this situation evolve without a new intervention?
- Why should DFID be involved in any intervention?
- What difference would DFID's involvement bring about?
- Why are we proposing this solution over others?

## Exploring your choice of Approach (Concept Note)

Once the general outline of the project has been agreed, you should ask yourself:

- How do we provide the right support, in the right way, in order to get there?
- How will we measure progress towards the objectives we set for ourselves?
- What are the key risks to achievement of the objectives, and how do we minimise the impact of these risks?

Relevant information about the development challenge you wish to tackle may already exist in an accessible format. Otherwise, you may need to draw it together, clarifying and confirming humanitarian need or development priorities.

Whether the logframe is describing humanitarian or development projects, multilateral or bilateral projects, it should articulate the 'Goal' – the change we wish to support. For development projects, the Goal normally focuses on achieving one of the Millennium Development Goals, or Climate Change targets. For humanitarian projects, the Goal might be the restoration of peace and security, or the maintenance of basic services.

DFID's contribution to the Goal through this project is articulated in the Purpose statement. There may be a number of DFID projects working towards the same Goal. Ultimately, Project staff must determine relevant Goal statements and realistic Purpose statements, and ensure that these are explicitly linked to objectives identified in the Divisional Performance Framework or Country or Regional Plan.

## Project Design (Project Document)

### Consultation

A major advantage of the logframe approach, if used properly, is that it encourages a harmonised approach with partners and other donors.

The best logframes are built upon clear stakeholder involvement and a participatory team approach is critical in developing a viable project proposal (and, by extension, a robust logframe). In designing a project and constructing a logframe, the team must involve relevant partners; other DFID or HMG teams, other donors and other key and primary stakeholders. How this happens may vary, for example, taking the form of workshops as part of Stakeholder Analysis or 'Visioning'<sup>3</sup>.

Even designing the Concept Note requires a degree of consultation with potential partners and beneficiaries; project officers will need to decide whether a formal, more extended consultation process should begin at Concept Note stage, or once approval for the Concept Note has been received.

Note that this consultation process is separate from completion of the Consultation Record, a task undertaken once project documents have been drafted and prior to submission for approval.

### Robust data

The logframe enables you to present the relevant quantitative and qualitative information underlying your project in a concise and accessible manner.

To make sure your information – in particular, baseline data - is robust, you might need to commission new analysis.



However, before you commission new analysis you **must** check whether sufficiently robust data and analyses are available from existing sources.

What is important is that the data and analysis are current, consistent and as accurate as can be reasonably achieved, disaggregated by sex where appropriate.

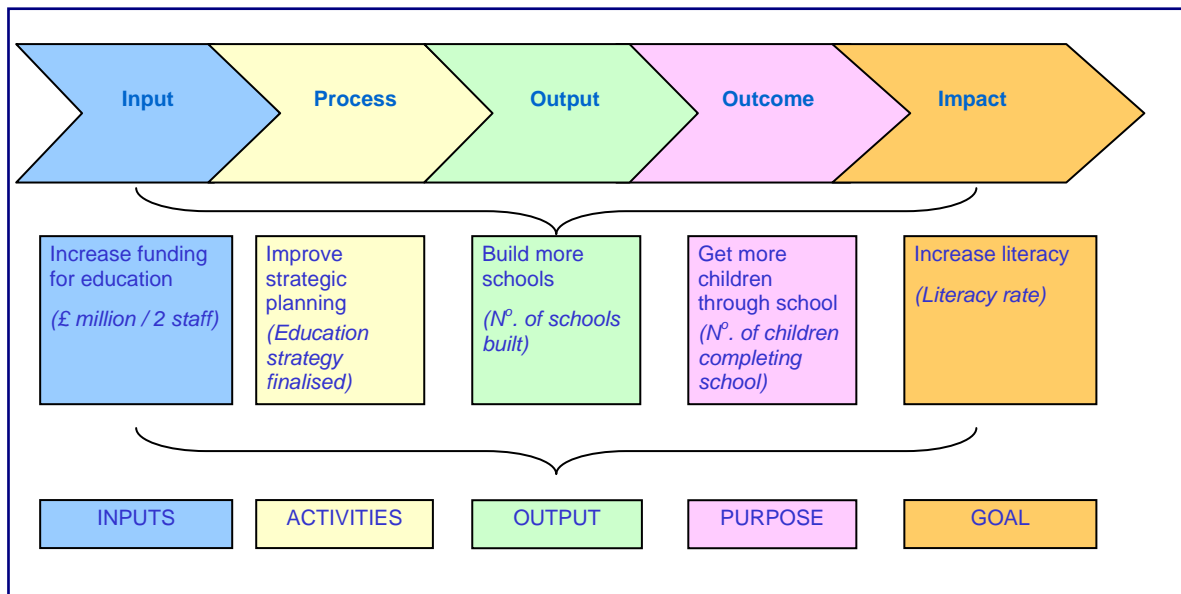
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<sup>3</sup> For more information, you may wish to refer to the Tools for Development Handbook, which has a chapter on both Stakeholder Analysis and Visioning.



## The Results Chain

The logframe is an expression of the “Results Chain” – the results you expect the project to achieve. The box below provides an example of a Results Chain and how it aligns with the logframe format. You will see that the Purpose level in the logframe should be populated with Outcome level indicators; and the Goal level with Impact level indicators.



The Results Chain must be based on evidence about what has worked in the past, so this is a real opportunity to take account of all the lessons learned, evaluation and research evidence available that underpins the design of the project. The evidence will also enable you to identify realistic targets: how much change does evidence suggest might be achieved over the project period?

Without the right information, it is impossible to measure whether or not there has been any change as a result of your activities. To this end, it is essential to demonstrate coherent, robust measures of success in the logframe.

For example, without knowing your baselines, how would it be possible to test whether or not you had achieved a ‘10% improvement in maternal mortality’?

It is also important to have milestones which act as an early-warning system, indicating at specific, relevant junctures how your project is progressing along the predicted trajectory.

Results from more process-driven projects may be challenging, but DFID still needs to be able to report what we are achieving by channelling UK funds into supporting government reform or influencing. For example, policy engagement is likely to be effective when:



- It promotes evidence based policy making;
- Non-state domestic stakeholders are involved in the policy cycle and process;
- It is targeted, sequenced and long term; and
- It is based on clear channels of communication.

This is an area where we particularly need to learn from each other's experience. If you have examples of good practice, please contact the FCPD Information Desk who will, where appropriate, feed them into the Best Practice Guide.

## Guide to Completing the Logframe

### Project Title/Description

This should be a meaningful, easily understood (plain English) Project Title. All new logframes will eventually be published on the external DFID website. It is therefore important that someone new to the project is able to grasp what it is about without having to delve into the detail. For example:

 PROJECT TITLE	SSSHP – Phase I
 PROJECT TITLE	Strategic School Sanitation Hygiene Project Malawi

**NB:** The Project Title must not be more than 50 characters, including spaces.



### Goal

The Goal is not intended to be achieved solely by the project. This is a higher-level situation that the project will contribute towards achieving. Project staff should be aware of other efforts being made to achieve the goal, so that they can make informed decisions about neglected areas, and sectors where DFID and its partners would have the greatest added value. This information is also important when establishing the hierarchy of objectives (i.e., is your project nested within a broader undertaking?).

DFID also needs to keep track of overall progress towards the desired impact, monitoring steps forwards and being mindful of steps backward. The Goal should therefore be measurable – in particular a measure that gives a steer on where we need to place renewed emphasis.

### INDICATORS AT GOAL LEVEL

Indicators at goal level should be “impact” measures. Indicators should only state what will be measured – i.e. they should not include elements of the baseline or target.

 INDICATOR	Under-five mortality falls by at least 5% points by 2012
 INDICATOR	Under-five mortality

### BASELINES AT GOAL LEVEL





Where possible, all projects **should** have baseline data at Goal level before being sent for approval.

## Purpose

There can only be one Purpose for the project. The Purpose should identify what will change, and who will benefit. For development projects, the Purpose should refer to how the project will contribute to reducing poverty/contribute to the Millennium Development Goals (MDGs).

## INDICATORS AT PURPOSE LEVEL

Indicators at the Purpose level should be “outcome” measures (see the DFID Briefing, ‘The Results Chain’ for more information on this). As with the Goal, indicators should only state what will be measured – i.e. they should not include elements of the baseline or target. The rule is that each Indicator you choose to measure your objectives must be verifiable by some means. If not, you must find another indicator.

 INDICATOR	50% increase in outpatient utilisation rate in targeted areas by 2012
 INDICATOR	Outpatient utilisation rate in targeted areas

**N.B.** For coherence with ARIES, Purpose statements should not be more than 250 characters long, including spaces.

## BASELINES AT PURPOSE LEVEL



All projects **must** have baseline data at Purpose level before being sent for approval.

## INPUTS AT PURPOSE LEVEL

Clarification of inputs is a key part of results-chain thinking. Inputs are specified at the country-level in country plans and the project information contained in logframes should feed up into these.

The input-level boxes show the amount of money provided by DFID and any partners (£) including, where relevant, the government’s own contribution. This only relates to monetary (not in kind) contributions. At Purpose level this is equal to the sum of Inputs for all Outputs. The DFID Share at Purpose Level is a simple, pro rata calculation of DFID’s contribution in monetary terms for all outputs.

Information should also be provided for the total number of Annual DFID Full-Time Equivalent (FTEs) allocated to this project, based on the time individual staff members will spend on the project. It is understood that this may change through the project cycle, and is intended as a management tool. There are no plans as yet for information on FTEs to be collected centrally – they are for you to use as you see fit. An example is given overleaf. Individuals’ names should not be included in the

logframe as these will be published on the external website. If departments want to analyse by names then there is scope within ARIES to include named project staff.

<b>INPUTS (£)</b>	<b>DFID (£)</b>	<b>Govt (£)</b>	<b>French Embassy (£)</b>	<b>Total (£)</b>	<b>DFID SHARE (%)</b>
	1,500,000	n/a	£250,000	1,750,000	86%
<b>INPUTS (HR)</b>	<b>DFID (FTEs)</b>				
	1 FTE (Project Officer) 0.2 FTE (Health Adviser)				

**OUTPUTS**

Outputs are the specific, direct deliverables of the project. These will provide the conditions necessary to achieve the Purpose. The logic of the chain from Output to Purpose therefore needs to be clear.

DFID’s review templates allow for a maximum of 10 Outputs, but Best Practice suggests that if there are more than 6 Outputs, these should be examined closely at the design stage with a view to reducing their number. Even with 6 Outputs, some Outputs will have a very low Impact Weighting.

<b>Output 1</b>	<b>Output 2</b>	<b>Output 3</b>	
All health professionals in selected Central and District Hospitals trained on revised curriculum for patient-centred clinical care	In 4 target districts Ministry of Health professionals delivering all aspects of Primary Health Care (PHC) services in partnership with NGOs and Village Health Committees	Selected Central and District Hospitals achieving year on year improvements in national assessments of patient-centred clinical care	
<b>Impact Weighting</b>	<b>Impact Weighting</b>	<b>Impact Weighting</b>	<b>TOTAL = 100%</b>
30 %	40%	30%	

**IMPACT WEIGHTING**

Once you have defined your Outputs, you should assign a percentage for the contribution each is likely to make towards the achievement of the overall Purpose.

The impact weights of all the Outputs must total 100% and each should be rounded to the nearest 5%. Impact Weightings for Outputs are intended to:

- Promote a more considered approach to the choice of Outputs at project design stage; and
- Provide a clearer link to how Output performance relates to project Purpose performance.

## INDICATORS AT OUTPUT LEVEL

Indicator	Baseline	Milestone 1	Milestone 2	Target (date)
Number of health professionals at selected Central and District Hospitals trained on revised curriculum for patient-centred clinical care				
	<b>Source</b>			

In the earlier version of the logframe, this was often the most poorly completed element of the logframe - both a cause and symptom of bad project design.

Indicators are performance measures, which tell us what we are going to measure not what is to be achieved.

Indicators should be specific, usable and clearly measurable. The basic principle is that “if you can measure it, you can manage it”.

Best Practice suggests a maximum of three Indicators per Output.

You should consider using Standard Indicators where appropriate. For the full list of standard indicators and accompanying How To Note, see Annex 7 – Additional Sources of Guidance.

## BASELINES AT OUTPUT LEVEL

Indicator	Baseline 2008	Milestone 1	Milestone 2	Target (date)
Number of health professionals at selected Central and District Hospitals trained on revised curriculum for patient-centred clinical care	0 Doctors(0 M; 0F) 4 Nurses (0 M; 4F)			
	<b>Source</b>			



**All** projects should have baseline data at all levels before they are approved. *In exceptional circumstances, projects may be approved without baseline data at Output level, but only where specific justification is provided in the Project Document, supported by evidence to justify delayed inclusion of baseline data, and where the project makes provision to obtain baseline data within 6 months of the start date.*

To make sure the baseline data is robust, you might need to commission new analysis.



However, this should be avoided wherever possible. Therefore, you **must** check whether there are data and analyses to draw on from existing sources

(for example, from the World Bank, a partner government statistical office, or analysis produced to support a Joint Assistance Strategy).

What is important is that the data and analysis are current, consistent and as accurate as can be reasonably achieved, and disaggregated (e.g. by sex, ethnicity, or district) where appropriate.

**INPUTS AT OUTPUT LEVEL**

Ideally, you would be able to include information on Inputs at each Output level, which would relate directly to the activities in the Activities Log. Good practice would be to include Input information at both Output and Purpose levels as this would lead to a complete results chain. Inputs at Output and Purpose level are also important for calculating attribution to DFID for Standard Indicators. If you are not able to disaggregate by Output, there is no benefit to be gained by simply splitting the Purpose level inputs across Outputs.

<b>INPUTS (£)</b>	<b>DFID (£)</b>	<b>Govt (£)</b>	<b>French Embassy (£)</b>	<b>Total (£)</b>	<b>DFID SHARE (%)</b>
	500,000	n/a	£25,000	525,000	95%
<b>INPUTS (HR)</b>	<b>DFID (FTEs)</b>				
	0.5 FTE (Project Officer) 0.1 FTE (Health Adviser)				

**CAPTURING GENDER**

It is important to ensure logframe indicators are disaggregated by sex or are sensitive to gender.

Sex disaggregation will measure males and females separately, for example: primary enrolment rate (boys and girls); number health professionals trained (by male/female).

Gender sensitive indicators should include a specific gender element, for example, the number of **women teachers** working in remote areas; the number of new training places **open to women**; the poverty rate in **female-headed households**, etc). See Annex 6 for further information on addressing gender in logical frameworks.

## Milestones

Indicator	Baseline 2008	Milestone 2009	Milestone 2010	Target (end 2010)
Number of health professionals at selected Central and District Hospitals trained on revised curriculum for patient-centred clinical care	0 Doctors (0 M; 0F) 4 Nurses (0 M; 4F)	10 D (5M; 5F) 15 N (7M; 8F)	15 D (8M; 7F) 15 N (7M; 8F)	25 D (13M; 12F) 34 N (14M; 20F)
	<b>Source</b>			

Milestones should be set at appropriate intervals, which will be determined by the individual characteristics of your project. They are intended to help you track progress, and therefore you should consider the specific trajectory of your project, taking into account all relevant factors, including the sequencing of activities and the release of data from the source of monitoring information.



Milestones **should** be included at both Output and Purpose level prior to project approval.

It is recognised that relevant, measurable milestones may be more difficult to find at Goal and it is therefore recommended, but not mandatory, that you include these at this level.

## Targets

Indicator	Baseline 2008	Milestone 2009	Milestone 2010	Target (Aug 2010)
Number of health professionals at selected Central and District Hospitals trained on revised curriculum for patient-centred clinical care	0 Doctors(0 M; 0F) 4 Nurses (0 M; 4F)	10 D (5M; 5F) 15 N (7M; 8F)	15 D (8M; 7F) 15 N (7M; 8F)	25 D (13M; 12F) 34 N (14M; 20F)
	<b>Source</b>			



Targets **must** be Specific, Measurable, Achievable, Relevant and Time bound, thereby indicating the desired result at the end of the project.

In line with the guidance for Indicators and baselines, targets **must** be included wherever baseline data is available and should be disaggregated by sex where appropriate.



## SOURCE

Indicator	Baseline 2008	Milestone 2009	Milestone 2010	Target (Aug 2010)
Number of health professionals at selected Central and District Hospitals trained on revised curriculum for patient-centred clinical care	0 Doctors(0 M; 0F) 4 Nurses (0 M; 4F)	10 D (5M; 5F) 15 N (7M; 8F)	15 D (8M; 7F) 15 N (7M; 8F)	25 D (13M; 12F) 34 N (14M; 20F)
	<b>Source</b> NGO training reports (quarterly) Regional MoH reports (annual)			

The 'Source' provides a list of the information you need in order to demonstrate what has been accomplished. If this is the responsibility of an external organisation, for example the World Bank, you could put: 'World Bank Governance Indicators'. This section can be revised as more, or better, information becomes available. The frequency with which project staff will obtain information from stated sources should be indicated (as in the examples above).

## ASSUMPTIONS

As part of the design phase, you will need to define the important assumptions you are making, which should be linked to the realisation of your project's Purpose and individual Outputs.

The assumptions at these levels will not necessarily be the same. Assumptions that can be realised through project activities should be incorporated into the project design and deleted from the Assumptions column. If, at the end of the design phase, assumptions remain that are outside the scope of the project, these should be monitored on a regular basis, with provisions for this monitoring incorporated into the project design. The influence of non-project investments should be captured in this column (for example, the success of an infrastructure project may rely on maintenance activities undertaken by the government or other partners).

## RISK RATING

This directly links to the Risk Matrix. Risk ratings should be recorded as Low, Medium or High.



The risk rating **must** relate to a robust analysis (including a risk matrix) in the submission.

## Check: Is it logical?

It is important to check the logic of the logframe (see Box 2). This is:

**IF** we undertake the activities **AND** the assumptions hold true, **THEN** we will create the outputs.

**IF** we deliver the outputs **AND** the assumptions hold true, **THEN** we will achieve the purpose.

**IF** we achieve the purpose **AND** the assumptions hold true, **THEN** we will contribute to the goal.

## Terminology and Harmonisation

Until the point is reached where all those engaged in humanitarian and development activities use a single language, DFID will have to work with the fact that multiple partners mean differences in terminology and approaches.

DFID has played a leading role in ensuring harmonisation of approaches, and is committed to continuing in this vein. However, it is important that in pursuing a harmonisation agenda, we do not relax our requirements for robust monitoring and evaluation tools.

Differences in language and approach should not be an excuse for gaps in information. In fact, the revised logframe format has already been used by DFID teams when negotiating with partners. DFID needs the information in the logframe in order to report to UK taxpayers that funds are being used in the best possible way and delivering measurable results.

However, we are not fixated with formats. If partners develop equivalent monitoring frameworks that include all the information required by DFID's own format, we do not need to insist on using our own matrix. It is the information contained within it that is essential.

## Making Decisions (Approval)

### DFID-led projects



**Logframes must be created for all projects for £1m and above** before they are submitted for approval, subject to the exceptions shown below. You should use your judgement as to when a logframe may be useful for projects below this value.

The **only exception on timing** is in relation to **rapid onset disaster relief projects**. In such situations, and where appropriate, it is acceptable for the logframe to be completed after project approval.

The **only exemption** is for contributions to the Highly Indebted Poor Countries initiative (Debt Relief).

### Partner-led projects

DFID encourages the use of shared documentation as part of our harmonisation commitments. When working in partnership with other donors it is good practice to produce joint documentation, and where another donor takes the lead in producing the documentation this can be used when submitting for approval.



However, if you are submitting a project document for approval that does not include a DFID logframe, you **must** provide assurance that there is an alternative logframe or equivalent performance measurement framework which adequately covers all the elements of the DFID logframe. In this case, you should include a copy of the partner's logframe or framework with your Project Document. In order to achieve this level of assurance, you may wish to use the information in the joint framework to populate the DFID logframe for submission. Alternatively, you could use the logframe checklist at Annex 6.



If a partner provides a logframe or framework that does not address all the elements of a DFID logframe, so requiring further analysis to meet DFID's needs, **DFID should provide it**. If there are gaps in the analysis that cannot be reasonably filled by DFID, the project officer will need to provide a robust argument as to why the framework provided can be used appropriately to manage and evaluate the project.

## Is your project on track? (Implementation and Monitoring)

The logframe provides a distillation of the key information needed by programme managers to ensure that projects are being implemented efficiently and results measured against clear targets. By referring back to the logframe, managers can keep a running watch on progress, taking action where required.

### Making changes to the logframe

Logframes are dynamic, subject to change throughout the active life of the project to which they refer. Changes to a logframe are normally made during a formal review, or in response to circumstances.



At all times, changes in the logframe **must** be the result of consultation and agreement among project partners, in order to allow full discussion of the implications of the changes proposed. Changes have an effect downwards as well as up, and changes at Activity and Output level may affect someone else's Purpose, so consulting upwards and downwards about proposed changes is always valuable.

**At Activity level**, project officers have discretionary authority to agree changes to the logframe.



**Changes at Output level must** be approved by the appropriate programme manager. However, you should be mindful of the impact any changes at this level would have on the Purpose (and therefore whether the change should therefore be approved as below).



**Changes to the Goal or Purpose statement must** be approved at the same level as that at which the original project document was approved (for example, by the Secretary of State if s/he approved the original project).



**Changes at Goal or Purpose level to the Indicators, Baselines, Milestones or Targets must** be approved by the appropriate Deputy Director or Director.

### Process of making changes

Changes to your logframe to add rows and columns for additional Outputs, Indicators, etc, are most easily made by using the Excel format (found in Excel under File>New>Templates on My Computer>Project Management).

Once you have achieved your desired format, you can copy and paste directly into a Word document. If you prefer to use the Excel format, there is no need to transfer.

Word Templates for the Logframe and Activities Log can be found in Word under: File>New>Templates on my computer > Project Management.

## **Assessing Impact (Evaluation)**

A robust logframe with clear, well-defined Purpose and Outputs provides those tasked with carrying out Annual Reviews and Project Completion Reports with a strong framework for measuring what the project has delivered.

The logframe is also used in evaluating projects as it can help with:

- Identifying lessons about what has worked and not worked;
- Assessing the direct and indirect benefits of a project; and
- Ensuring greater accountability.

There are a number of methods for assessing or evaluating impact, including impact evaluations. It is important to consider the nature, extent and timing of the review and evaluation process through project design and in developing the logframe.

## **Annex 3: Frequently Asked Questions**

### **Q. Why has the logframe format been revised?**

**A.** Recent reports<sup>4</sup> have highlighted weaknesses in our current logframes. The revised format is designed to help address those weaknesses by: encouraging the identification of objectives at the right level; more robust specification of indicators; increased coverage of baseline and target information; and better quantification of results.

### **Q. Is the revised format mandatory?**

**A.** Yes. From 2nd February 2009 all projects that have not yet been approved should use the new format.

### **Q. Should existing projects be translated into this revised format?**

**A.** Yes: although this exercise will be sequenced. Initially, departments will be asked to translate priority projects. All remaining projects (with more than 12 months to run) should have their logframe translated into the new format at Annual Review stage.

### **Q. What do I do if my project has less than one year to run (i.e., I have to do a Project Completion Report before 31 January 2010)?**

**A.** If your project has less than 12 months to run (i.e. if your next project report is a PCR) you are not required to translate your current logframe into the new format. However, you may wish to do so, as this process may give you an insight into the quality and quantity of your data prior to final evaluation. At Project Completion Report stage you should complete the PCR template using the information available to you in your current logframe.

### **Q. Will the new fields of the logframe be recognised in the Annual Review, Summary Review, and Project Completion Report?**

**A.** Yes. Annual and Summary Review and Project Completion Report templates are currently being revised in order to accommodate the revised logframe format.

### **Q. Will the new information required in this logframe be synchronised with ARIES?**

**A.** FCPD is working to ensure that the new information required by the logframe is assimilated into ARIES. However, it is unlikely that DFID will be able to produce central reports based on the additional fields until 2011. The more immediate benefit from the changes will be seen in more robust project management information.

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<sup>4</sup> Including Country Programme Evaluation Synthesis reports, the 'Baseline Audit of the State of M&E in DFID' Drew & Albone (2008) and 'Assessing the Quality of DFID Project Reviews' Agulhas (2007)

**Q. If no baseline data is available, should DFID commission its own survey to collect it?**

**A.** In all but exceptional circumstances, DFID should not undertake any independent large scale data collection exercises. We should instead work with government and donor partners to support national information systems and increase the availability and quality of data available through these.

Where funds are channelled through partner organisations (for example, multilaterals and non-governmental organisations) DFID should use their information and monitoring systems. Where partners require support to strengthen these systems, DFID should work with them to ensure this happens.

Consideration should be given in developing the logframe indicators as to the availability and source of data (for baselines and subsequent monitoring).

**Q. I need to commission a survey/collect data and this will cost money. Can I request funding for this at concept note stage?**

**A.** Yes. The person approving the concept note will have to exercise their judgement as to whether or not this would be a worthwhile investment. To support your case, you will need to confirm that a.) the information does not already exist, b.) there is no alternative measure that you could use, c.) you have sufficient complementary evidence to justify collection of additional data (i.e. you have sufficient evidence to show that you proposed project will address an identified need).

**Q. Does the logframe cover the period of direct investment or the time over which we would expect to see impact arising from the project?**

**A.** The project period (i.e., the period covered by the logframe) is normally that which covers all *activities* required to achieve the Outputs.

There may be project activities that deal solely with monitoring outcomes (Purpose-level), in which case the project (and therefore the logframe) would come to an end once the Outcome-monitoring was complete.

**Q. Where there are data with long time lags is it possible to have different baseline years and target years for different levels of the logframe?**

**A.** The date of the baseline data should be as close to the start date of the project as possible and would normally be the same throughout the logframe. For some indicators, where there are long time lags in generating data, it may be necessary to use an earlier baseline.

Output targets should relate to when each specific Output is expected to be achieved (these may be different, for example if one Output has to be delivered before another one - building clinics say, before supplying equipment).

Purpose-level targets should be for the year when all DFID activities are completed (given the logic that the sum of the Outputs should achieve the Purpose).

You may also wish to consider using complementary or proxy indicators at the different levels. Milestone data must be available at reasonable intervals during the project if it is to be of any value.

**Q. What has happened to Risks?**

**A.** Risks cited in logframes are often generic, and difficult to measure. In order not to trivialise the role of risk management by inserting a précis in the logframe, the separate risk matrix, monitoring and mitigation plans should be devised through a robust process of risk assessment. A project cannot be approved without substantial evidence that risks have been identified and a plan is in place to monitor them.

**Q. What are the implications for the Publishing Project Information (PPI)?**

**A.** There is a longstanding commitment to publishing project information and certain project documentation on the DFID website as part of the commitment to increasing transparency of aid spend. There is currently concern over data quality and we need to raise awareness that certain project data must now be written with an external audience in mind. For example, the Project Title, Component Title, Project Purpose fields entered in ARIES (or PRISM), as well as in the Quested documentation, should be meaningful to an outsider, correctly spelt and punctuated with proper use of capital letters, and avoiding acronyms and abbreviations.

A searchable database, currently being tested, will be provided on the DFID website enabling access to project title/descriptions, purpose, dates, location, sector, financial information, some Aid Effectiveness indicators and whether or not conditions are attached. This information is sourced from ARIES (and PRISM) so entering correct and meaningful project data is of great importance: poor quality data raises issues of reputational damage.

Documents in scope for publication in 2009, sourced from QUEST, are the Concept Note, Logframe and Project Document for all projects from Jan 2009, within which conditionality information is available. Authors need to be aware that these documents must now be appropriate and meaningful to an external audience, correctly spelt and punctuated with proper use of capital letters, avoiding acronyms and abbreviations, ensuring sensitive or Restricted data is contained in an Annex, rather than the document body. We hope to publish historical documents once authors have reviewed and given consent, but there are no firm plans at present.

**Q. What is meant by ‘appropriate and meaningful to an external audience’?**

**A.** All descriptions should be understandable for an external audience, which could be a consultant or a member of the UK public. Use of technical jargon may make it quicker and easier for experts to talk with each other, but the purpose of the logframe is to provide a clear, concise summary of the project information which is relatively straightforward and easy to understand. More detailed, specialist information should be provided in the attendant project documentation.



**Q. What is the timeline for PPI?**

**A.** The first stage of the project going live in late March 2009 will publish summary information only. The second stage, proposed to go live around autumn 2009, will include publication of full text of almost all the Project Documents, Logframes and Concept Notes written after 1 Jan 2009. However Annual Reviews will not be published as they sometimes contain personal information. Project owners should refer to compliance tasks in Section B5 of the Blue Book when writing documents.

**Q. If changes are approved to the project, and consequently its logframe, which version will be available on the external website?**

**A.** Initially project documents including the logframe should be declared as records and published on the website. A decision as to whether or not to publish subsequent versions has yet to be taken.

**Q. If consultants or partners have designed the logframes, will training in the revised format be available to them?**

**A.** No specific training has been planned centrally to consultants or partners. It will be the responsibility of programme managers to ensure consultants understand the revisions to the logframe format.

**Q. Are standard indicators mandatory?**

**A.** Standard indicators are mandatory for relevant bilateral projects. Projects will be relevant if they are working towards a result with a corresponding standard indicator. For example, if a primary health project is aiming to increase measles immunisation, it should use the standard indicator related to immunisation. They will also be relevant if we expect the project to 'buy' any of these outputs or outcomes, even if it is not a key performance criterion of the project. Additional guidance is available in the How To Note on Standard Indicators.

**Q. Where can I get more examples of good and bad indicators?**

**A.** See Annex 4 for some example indicators, and pointers on how to improve indicators which are not sufficiently robust.

**Q. How do I decide between having a comprehensive set of indicators and a set that is manageable?**

**A.** There is evidence that programmes perform and are monitored better when they have a small number of well-defined indicators. The onus is on you to decide the best set of indicators which will provide you with adequate information for tracking progress towards your stated objectives (outputs and purpose). Best practice suggests a maximum of 3 indicators per Output. If you find you need more, you can add rows and columns using the Excel version of the logframe.

If they are relevant to your project, you should use the standard indicators, but these can be complemented by other indicators to give a more rounded impression of

progress. For example, the number of teachers trained could be complemented by additional indicators for % vacancies reported in schools, etc.

**Q. Will the standard indicators branch out into addressing issue of quality (for example, the quality of teaching as opposed to the number of teachers trained)?**

**A.** The key purpose of the standard indicators is to allow us to communicate evidence of what our funding achieves. They were chosen on the basis of:

- How easily they could be understood by the UK public;
- How easily they could be measured and aggregated across programmes; and
- How consistent they were with other donors' standard indicators.

Standard indicators do not cover everything DFID does and you should therefore not rule out the inclusion of other indicators in logframes as appropriate.

At present there are no plans to expand the list of standard, aggregatable indicators, but FCPD will work with colleagues across DFID to produce a toolkit of 'suggested' indicators (covering as much of our work as possible) to assist in programme design.

**Q. How does the logframe address time lags in development processes?**

**A.** The Results Chain has a time dimension: it is important to acknowledge that it may take some years for Inputs to be translated into Impact and the logframe summarises a limited period during which changes can be observed. It is important that, at the outset, you factor in adequate funds for monitoring and evaluation that will address the fact that, at Purpose (Outcome) and Goal (Impact) level, the logframe may measure changes which are a result of earlier Inputs, or indeed may fail to capture impact realised after the project end-date. The measurement of changes at these levels during the logframe period is useful in maintaining a results focus in project management.

**Q. Where can I get more advice and support?**

**A.** Your first port of call should be this document, together with the suggested additional guidance (Annex 7). An initial programme of targeted logframe training is being provided to selected members of staff, who will be expected to champion the use of the revised format in their departments. Questions on the guidance should be referred in the first instance to the FCPD Information Desk.

## Annex 4: Example Indicators

Indicators should describe what is to be measured, and are needed to assess progress against objectives. Good practice suggests that indicators should not include targets, or set direction for progress (so there's no such thing as a 'SMART indicator!').

Some examples of good and bad indicators:

Bad indicators	The problem?	Better indicators
Increased primary enrolment	The indicator should not include any element of the target (so 'increased' should be removed).	Net primary enrolment rate
Improved effectiveness of district agricultural extension services	Vague. It is not clear how 'effectiveness' will be measured. Also, the indicator should not include any element of the target ('improved')	Level of client satisfaction with district agricultural extension services
Strengthened capacity of parliament	Vague, 'capacity' needs to be more clearly defined in order to be measurable.	Published records of votes & position of parliamentarians  Number of parliamentary inquiries conducted  Public perception of parliamentary effectiveness
By 2012, 40,00 children in targeted communities vaccinated against measles	The indicator should not include the target (there should be no target date, or target number included)	Number of one year olds vaccinated against measles
Court systems providing effective access to citizens	Vague, what does 'effective' mean? How will it be measured?	Percentage of citizens who say that they have access to court systems to resolve disputes
Access to improved sanitation rises to 45%, to improved drinking water rises to 90%	The indicator should not include the target (there should be no % rises)	Proportion of population with access to sanitation Proportion of population with access to improved drinking water

## **Annex 5: Gender in logical frameworks**

Section 3.3 of DFID's Gender Manual (2008), 'Policy, action and resources', identifies ways in which gender issues can be mainstreamed in project design and implementation. The following text has been drawn from that document, with changes to reflect the revised logframe format.

### **Gender in logical frameworks**

In the context of projects, the logframe or other performance management framework agreed between the donor and partner government/civil society organisation is the key document for mainstreaming gender. It fulfils many functions:

- It provides a structured framework for participatory project design discussions.
- It presents in summary form the agreed key aspects of the project. It is the point at which DFID signs off on a project.
- It is an instrument of accountability. Project managers are accountable for delivering what is specified in the project framework; they are not accountable for what is not.
- It provides the basis for budgeting, marking, and review (including Annual Review) processes.

### **When and if to include gender**

Policy and project documentation, which is typically substantial, is important for planning, discussion and approval purposes. However, subsequent management, budgeting and review processes focus on the logframe, which serves as a stand-alone document. Therefore:

- If gender issues are relevant to the policy or project, explicit references are required in the logframe.
- Inclusion of gender issues in Social and Institutional Annexes or in Social and Institutional Appraisal sections of project documents alone is not sufficient.

### **How and where to include gender**

The extent to which gender issues are included in logframes depends on the motivation, influence and knowledge of the people involved in drawing them up. In many situations, members of staff with the motivation to include gender equality issues lack the influence to put this into practice. In this situation, it is important to bear in mind that almost any mention of gender/women in the logframe is better than nothing, and advocacy activities should be geared to this end. This ensures that at least some attention is paid to gender issues in processes of management, resource allocation, and monitoring – and it opens the door to increasing attention to gender issues in review processes.

However, where you are in a position to address gender issues more systematically in the logframe, it is useful to bear the following points in mind.

## Target groups

It should always be clear from the logframe who the policy/project is targeting.

- This should be clear from the use of sex-disaggregated indicators.
- It should be clear which Activities and Outputs are targeted to women, which to men, and which to both.
- Replacing general terms such as “the poor” or “poor farmers” with, where appropriate, “poor men and women” and “poor male and female farmers” makes women as well as men clearly visible and avoids misunderstanding.

## Purpose and Goal

The promotion of a fair share of benefits for women and men, or women’s empowerment, should be an aspect of the purpose and goal of all development policies/projects concerned with impacting on people’s lives. This should be reflected in Purpose and Goal Indicators and, where possible, in the wording of the Purpose/Goal statement.

If a fair share of benefits to men and women is part of the Goal and Purpose, specific Activities/Outputs are required to address barriers to equal access to resources, opportunities, services and/or influence (as identified in the Social Appraisal). These activities need to be specified in the logframe, and resourced.

## Outputs

- It may be useful to have one Output specifically concerned with targeted Activities for women. However, it is important not to ghettoise women’s activities within one Output with a very small claim on resources and no influence on the rest of the policy/project. Targeted Outputs of this kind should complement activities to mainstream gender throughout the project. Benefit for women as well as men should be considered as an aspect of each Output.
- It is of primary importance to include gender-specific Output indicators in order to be clear about the intended beneficiary.

## Activities

Working towards a fairer and more equal share of benefits for women and men almost always requires targeted Activities to overcome traditional barriers to accessing resources, opportunities, services or influence in a fair and equal way. These Activities need to be specified and backed up with human and financial resources. Resource allocation is directly linked to the Activities in a logframe.

## Gender-sensitive indicators

What are they designed to measure?

Gender-sensitive indicators allow measurement of benefit to women and men. Depending on the project, this might include:

- The impact/effectiveness of Activities designed to promote access for women and men to new resources, opportunities, services and/or influence;

- The impact/effectiveness of targeted Activities designed to address needs or rights specific to women or men;
- The impact/effectiveness of Activities designed to develop gender-awareness and skills amongst policy making, management and implementation staff;
- The impact/effectiveness of Activities to promote greater gender equality within the staffing and organisational culture of development organisations, for example, the impact of affirmative action policies.

## HOW DO THEY MEASURE?

Gender-sensitive indicators may reflect quantitative or qualitative aspects of change.

### QUANTITATIVE INDICATORS

Quantitative indicators refer to the women and men involved in or affected by any particular group or activity. Quantitative indicators draw on the sex-disaggregated statistics collected before and during the initiative.

Here, the sources of information should be available through routine data systems and records.

### QUALITATIVE INDICATORS

Qualitative information refers to perceptions and experiences. Qualitative information is vitally important. It is not enough to know that women are participating in an activity: the quality of their participation and experience – whether as members of parliament, as pupils in a primary school class, or as users of public services – is all-important.

Qualitative indicators (as well as quantitative indicators relating to visible change at the community-level) should be developed in conjunction with beneficiary groups. In Project Documents it is legitimate to use a phrase like “quantitative and qualitative indicators to be developed with beneficiary groups in first 6 months of the project”. This creates the space to develop indicators in conjunction with beneficiary groups once they have fully understood the nature of the project. (What changes would they like to see? What will the change look like? How can it be measured?). This process should take place using qualitative methods such as focus group discussions and informal interviews.

It is only possible to set targets for qualitative change if baseline data is available. This requires baseline surveys: it is highly unlikely that appropriate baseline data will be available from secondary sources. Where baseline data is available on experiences and perceptions, targets for qualitative change can be set.

Where baseline data is not available – or is not easily aggregated into numbers and percentages – it is necessary to resort to general statements of improvement.

<b>Indicator</b>	<b>Baseline</b>	<b>Target</b>
Staff knowledge, skills and attitudes on mainstreaming gender equality among participating organisations	Varying %ages between participating organisations at start of project [date]	Significant improvement (measured as a change in like-for-like percentages) by end of Year 3 [date]
Volume and quality of media reporting on gender violence	X (e.g., no of column inches, no. of reports, survey of attitudes displayed (e.g., +ve, neutral, -ve) at start of project [date]	Significant improvement (measured as a numerical change in column inches and/or reports, and as a change in surveyed attitudes) by end of Year 3 [date]

Information on qualitative indicators should be collected through evaluation surveys. Depending on the indicator, these might be questionnaire surveys reviewing perceptions and experiences of agreed indicators, or participatory methods such as focus group discussions and case studies.

The greater the degree of existing gender inequality, the more subtle changes are likely to be. It is important in this context for indicators to recognise the significance of modest gains and breakthroughs.

## Annex 6: Checklist for completing the logframe

Logframe Section	Details	Checklist for Approval
<b>Project Title</b>	A meaningful, easily understood (plain English) Project Title	Does this Title adequately describe the project for external stakeholders?
<b>BENEFITS</b>	All stakeholders can quickly and easily understand what the project is about. This is particularly important given the fact that all DFID Logframes from January 2009 will be published on the external website from Q3 2009. All other logframes will be uploaded on to the website in due course.	
<b>Goal</b>	The Goal is not intended to be achieved by the project. This is a higher-level identified situation that the project will contribute towards achieving. Indicators at goal level should be “impact” measures.	Is there a clear logic leading from the Purpose to the Goal?
<b>BENEFITS</b>	The Goal provides the final link in the chain from inputs and activities up through outputs to the ultimate achievements that a number of stakeholders are striving for. By defining the Goal we are acknowledging that we are participating in a multi-stakeholder effort to achieve impact in a defined area. If it is well defined, we can see how many of our projects are contributing to this Goal, and assess whether or not more should be done if it is off track.	
<b>Purpose</b>	There can only be one Purpose for the project. The Purpose should identify what will change, who will benefit and (for development projects) how it will contribute to reducing poverty/contribute to the Millennium Development Goals (MDGs) or Climate Change. Indicators at the Purpose level should be “outcome” measures (see the Results Chain briefing for more information on this).	Is the Purpose clear, concise and directly linked to the Outputs?  Does the Purpose identify <i>what</i> will change, <i>who</i> will benefit, and (if a development project) <i>how</i> it will contribute to the MDGs or Climate Change?
<b>BENEFITS</b>	The Purpose provides clarity about the specific results that we aim to achieve by virtue of <i>this particular project</i> .	
<b>Outputs</b>	Outputs are the specific, direct deliverables of the project. These will provide the conditions necessary to achieve the Purpose. The logic of the chain from output to Purpose therefore needs to stand up to scrutiny.	Are the Outputs expressed clearly and concisely?  Is the sum of the Outputs likely to achieve the Purpose?  Have you kept the number of Outputs to a minimum?
<b>BENEFITS</b>	Well-defined Outputs tell us exactly what we expect to see as a result of our project. If the individual desired situations (Outputs) have not materialised by the end of the project, we are unlikely to achieve our Purpose.	
<b>Indicators</b>	In the earlier version of the logframe, this was often the most poorly completed element of the logframe.  Indicators are performance measures, which tell us <u>what we are going to measure</u> <b>not</b> what is to be achieved.  Indicators should be specific, usable and clearly measurable. The basic principle is that “if you can measure it, you can manage it”. Examples of indicators include  Number of girls and boys enrolled in primary school;	Do the indicators <i>only</i> respond to the question: ‘what will you measure?’ (i.e. they should not respond to the question: ‘what will you achieve?’)



	<ul style="list-style-type: none"> <li>- % of citizens who say that they have access to court systems to resolve disputes;</li> <li>- Number of publicly advertised meetings on security issues as a result of the project</li> <li>- % survey respondents over age 18 (male/ female) able to identify 3 or more civil rights in x and y districts</li> </ul> <p>The rule is that each Indicator you choose to measure your objectives must be verifiable by some means. If they are not, you must find another indicator.</p> <p>Best Practice suggests a maximum of three Indicators per Output.</p> <p>You should consider using Standard Indicators where appropriate. For the full list of standard indicators see Annex 7 – Additional Sources of Guidance.</p>	<p>Is it clear that these are measurable?</p> <p>Are the indicators disaggregated where possible?</p> <p>Were Standard Indicators considered for this project?</p>
<b>BENEFITS</b>	By making sure that indicators are really only a statement of ‘what you are going to measure’, and by using the standard indicators where appropriate, it will be clearer for project managers to get a handle on the data, and be confident that projects have the necessary information to <i>measure results</i> .	If there are more than 3 indicators per output, is this justified?
<b>Baselines</b>	<p><b>All</b> projects of more than 6 months in length should have baseline data at <i>Purpose and Output levels</i> before they are approved. Only in exceptional circumstances can projects be approved without baseline data at <i>Output level</i>. Where this is justified in the project documentation, the project should make provisions to obtain baseline data within 6 months of the start date.</p> <p><i>Where possible, you should ensure that your project has baseline data at Goal level.</i></p> <p>To make sure the information– in particular baseline data - is robust, you might need to commission new analysis. However, this should be avoided wherever possible: you are encouraged to draw data and analyses from existing sources (for example, from the World Bank, a partner government statistical office, or analysis produced to support a Joint Assistance Strategy).</p> <p>What is important is that the data and analysis are current, consistent and as accurate as can be reasonably achieved, and <i>disaggregated by sex where appropriate</i>.</p>	<p>Is the baseline data robust?</p> <p>Is the data clearly relevant to the outputs, purpose and goal?</p> <p>If there is no baseline data, does the project documentation provide:</p> <p>a.) A justification for this</p> <p>b.) A timeline in place to ensure baseline data will be collected within the first 6 months of the project?</p> <p>Are baselines disaggregated by sex, poverty etc?</p>
<b>BENEFITS</b>	Clarifies the rationale for the project in a concise and accessible way. Provides the foundation on which targets are built. You may already be pulling this information together, and clarifying and confirming humanitarian and/or development needs and priorities. The logframe should present the salient quantitative and qualitative information in a concise and accessible manner.	
<b>Milestones</b>	Milestones should be set at appropriate intervals, which will be determined by the individual characteristics of your project. Each will have a different trajectory, based on a number of factors, including the sequencing of activities and the release of data from the source of monitoring information	Are the Milestones appropriate to the context:
<b>BENEFITS</b>	Milestones help with regular monitoring of progress towards the target. By taking into account the project context, they provide a reasonable outline for	Have they been thought through in relation to the

	budget preparation.	sequencing of activities and monitoring information?
<b>Targets</b>	Targets should be Specific, Measurable, Achievable, Relevant and Time bound and thereby indicate the desired result at the end of the project. In line with the guidance for Indicators and baselines, targets should also be <i>disaggregated by sex where appropriate</i> .	<i>Are the targets achievable within the set timeframe?</i>
<b>BENEFITS</b>	Essential to describing the tangible results envisaged, and tracking progress to those. Essential for project management and for communicating intended results to all stakeholders.	
<b>Source</b>	The 'Source' provides a list of the information you need in order to demonstrate what has been accomplished. If this is the responsibility of an external organisation, for example the World Bank, you could put: 'World Bank Governance Indicators'. This section should be revised as more, or better, information becomes available.	Is the source information reliable? Has the frequency of availability of the source information been taken into account in the Milestones?
<b>BENEFITS</b>	Of most benefit to project officers, who will have a clear indication from the outset of the information they will need to collate and analyse throughout the lifetime of the project.	
<b>Impact Weighting</b>	Project teams are asked at the outset of a project to assign percentages for the contribution each Output is likely to make towards the achievement of the overall Purpose.  The impact weights of all the outputs must total 100% and each should be to the nearest 5%. Impact Weightings for Output are intended to <ul style="list-style-type: none"> <li>• promote a more considered approach to the choice of Outputs at project design stage, and</li> <li>• provide a clearer link to how output performance relates to project purpose performance.</li> </ul>	Do all the Impact Weightings sum to 100%? Is each to the nearest %?  Do they seem reasonable?
<b>BENEFITS</b>	Impact Weightings for Outputs should facilitate good project management and performance review. This increases the onus on project managers to demonstrate that there is a coherent link between Outputs and Purpose and thereby contributes to a new methodology for scoring projects: It enables the Annual Review and PCR scores to take account of the relative importance of each Output in achieving the Purpose.  This quick-glance view of the risk rating and the impact weighting can be helpful in making decisions, and in determining the level of oversight an Output requires	If you have trouble weighting them – have you chosen the correct Outputs?
<b>DFID Share (%)</b>	A simple, pro-rata calculation of DFID's contribution in monetary terms.	Is the calculation correct?
<b>BENEFITS</b>	Through this simple pro-rata calculation, DFID will be able to determine the relative productivities of different development partner inputs.	
<b>Inputs</b>	These boxes show the amount of <u>money provided by DFID and any partners</u> (£) including, where relevant, the government's own contribution.  Also required is information on the number of <u>DFID Full Time Admin-Funded Equivalents (Admin FTEs)</u> allocated to this project, based on the time individual staff members will spend on the project. For example: 0.2 x Environment Adviser and 0.33 Project Officer	Is all the information included?  Is the allocation of FTEs proportionate to the scale/projected impact of the project?
<b>BENEFITS</b>	DFID will be better placed to provide strong Value for Money (VfM) data to its beneficiaries, to the UK public, partner governments, and other key stakeholders. Without explicit reference to inputs it is difficult to calculate, even in a crude form, the value for money achieved by projects. As one way of addressing this gap, more work is being done on economic appraisals.	
<b>Assumptions</b>	As part of the design phase, you will need to define the important	Can the

	<p>assumptions, which are linked to the realisation of your project's individual <i>outputs</i>, as well as those which are critical to the realisation of the <i>purpose and goal</i>: these will not all be the same.</p> <p>Assumptions which can be confirmed through project activities should be incorporated into the project design and therefore deleted from the assumptions column. If, at the end of the design phase, assumptions remain that are outside of the scope of the project, these should be monitored on a regular basis.</p>	<p>Assumptions be monitored?</p> <p>Is there a plan in place to monitor the assumptions?</p>
<b>BENEFITS</b>	<p>The process of defining assumptions helps you to identify the external factors that are needed for - or may prevent - the long-term sustainability of your project. This process can therefore you evaluate whether or not your original plan needs to be redesigned, and whether your chain of thought is in fact logical and should contribute to the realisation of the Goal. The process helps to clarify what influential factors are (or are not) within the control of your project such that you can be sure the decisions you make are based on as broad as possible an understanding of the context in which the project will operate.</p>	
<b>Risk Rating</b>	<p>This directly links to the Risk Matrix. Risk ratings should be recorded as <i>Low, Medium or High</i> and <b>must</b> relate to a robust analysis (including a risk matrix) in the submission.</p>	<p>Is there a robust risk analysis and risk matrix that supports the Risk Rating in the logframe?</p>
<b>BENEFITS</b>	<p>This quick-glance view of the risk rating and the impact weighting can be helpful in making decisions, and in determining the level of oversight an Output requires. By separating the narrative relating risks from the logframe, the aim is to emphasise the importance of robust risk appraisal and management.</p>	
<b>ACTIVITIES</b>	<p>Activities can either be recorded as part of the logframe, or in a related, but separate, sheet. The decision as to how to present the project information for approval, and how to use it for monitoring purposes, rests with Project Staff. See <a href="#">Annex 2</a> for the Activity Log Template.</p>	
<b>BENEFITS</b>	<p>Activities are the foundation of the project – they articulate the requirements for management and are the building blocks for realistic budgeting. They tell us exactly what will be done, and therefore allow us to appraise what outputs can be reasonably expected.</p>	
<b>Milestones per Activity</b>	<p>The number and frequency of milestones will depend on the needs of the individual project. It is up to the Project Staff, and those approving the project, to ensure that there is sufficient information to enable efficient, effective and timely monitoring. The frequency and rigour of this monitoring must be sufficient to ensure that obstacles to project progress are addressed promptly in order to meet the milestones. Additional Milestones can be added by highlighting the last column and going to: Table/Insert/Insert Columns to the Right.</p>	
<b>BENEFITS</b>	<p>Milestones help to track progress towards the target, acting as an early warning signal for project managers.</p>	

## Annex 7: Additional sources of guidance

Standard Indicators Guidance: see the News panel on the Results Network's inSight pages (AEAD)

Guidance on the strengthened approach to Economic Appraisals: see the News panel on the Results Network's inSight pages (AEAD)

Impact Weightings for Outputs Guidance (ARIES)

[http://dfidinsight/Stellent/groups/quest/documents/document/pub\\_012462.pdf](http://dfidinsight/Stellent/groups/quest/documents/document/pub_012462.pdf)

Managing Fiduciary Risk in DFID's bilateral aid programmes (January 2008)

[http://dfidinsight/Stellent/groups/quest/documents/document/pub\\_008363.pdf](http://dfidinsight/Stellent/groups/quest/documents/document/pub_008363.pdf)

Guidance on Risk Management in DFID  
Quest # 1728204

Guidance on Evaluation and Review for DFID staff

[http://dfidinsight/Stellent/groups/quest/documents/document/pub\\_009941.pdf](http://dfidinsight/Stellent/groups/quest/documents/document/pub_009941.pdf)

Writing for an External Audience

[http://dfidinsight/Other/Departments/CommunicationsDivision/DFIDWebsite/PUB\\_006398](http://dfidinsight/Other/Departments/CommunicationsDivision/DFIDWebsite/PUB_006398)

AusAid Guide to Logical Framework Approach:

<http://www.ausaid.gov.au/ausguide/pdf/ausguideline3.3.pdf>

Outcome Mapping guidance from the Asian Development Bank

<http://www.adb.org/Documents/Information/Knowledge-Solutions/Outcome-Mapping.pdf>

### ***And finally....***

The Results Network has been set up to connect DFID colleagues on issues related to results. It includes: a **discussion group**, where members can seek advice, provide feedback or share good practice with colleagues; **key documents**, easy access to information on the main results topics; and **training and resources** - opportunities for staff to become more results orientated & find links to useful resources.

Link: <http://dfidinsight/Other/Departments/IFDE/AEAD/ResultsNetwork/index.htm>

## Versions

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1.1	Issued Wednesday 11 <sup>th</sup> March 2009