

The IDL Guide to Logical Frameworks or the 'LogFrame'

Remember:

- ◆ One project one Purpose
- ◆ The Purpose is the change, attributable to the project, that we want to bring about. It is one step beyond the Project Manager's direct responsibility.
- ◆ Think cause and effect between the different levels of objectives. Will the Activities result in the Outputs, will the Outputs result in the Purpose.
- ◆ Think "necessary and sufficient" - Are **all** the components (including project interventions, OVIs, and Risks and Assumptions) **necessary**? Are they **sufficient**?
- ◆ Are any of the external risks and assumptions too risky to leave outside the influence of the project? If so, include new project activities to reduce the risks (internalise the externality).
- ◆ Are any of the external factors "**killer assumptions**" - ones that could render the whole project void? If so, don't proceed, or make sure they are dealt with some other way.
- ◆ **IF - AND - THEN** test - no important steps missed:
IF we do these Activities **AND** the activity-level assumptions hold true, **THEN** the Outputs will be achieved.
IF we produce these Outputs **AND** the Output-level assumptions hold true, **THEN** the Purpose will be achieved. Etc.

◆ The Manageable Interest of the project comprises the four boxes on the bottom-left of the log-frame. These are the limits of the Project Manager's responsibility and he or she can be contracted to provide them.

NARRATIVE SUMMARY (Intervention Logic)	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION (MoV)	EXTERNAL RISKS & ASSUMPTIONS
Goal			
<p>The broader "why" for the project. Other projects and players will also contribute to meeting this higher-level objective. You can define a "super-goal" above this level if it helps to further justify the project.</p> <p>There may be more than one goal.</p>	<p>OVIs define our interpretation of what is acceptable performance at each level of the project's objectives.</p> <p>3 essential elements: ◆ Quality ◆ Quantity ◆ Time (QQT)</p> <p>OVIs must be SMART: ◆ Specific ◆ Measurable ◆ Achievable ◆ Relevant ◆ Time-bound</p>	<p>Where do we, or the project's monitors/ reviewers/ evaluators go to find the information for measuring the OVIs?</p> <p>Do pre-, mid- or post-project surveys need to be done? (In which case they must be designed into the project.)</p>	<p>[Goal to Super-Goal assumptions and risks - not usually very meaningful.]</p>
Purpose			
<p>The desired change in the relevant institution/ organisation/ environment/ people that THIS PROJECT will actually bring about.</p> <p>If we design the project right, the Purpose will necessarily be achieved if the Outputs are delivered to the right QQT, and if the Output-to-Purpose external assumptions hold true.</p> <p>The rule is one project one Purpose.</p>	<p>The Purpose-level OVIs define the expected Project Impact, which is what we evaluate.</p> <p>One school of thought defines it as the end-of-project impact. Others (more pragmatically) accept that a project's impact may not be measurable until some time after the project finishes.</p>	<p>As above</p>	<p>Purpose to Goal</p> <p>What assumptions must hold true about external events for the project Purpose to contribute to the Goal(s) to the required QQT?</p> <p>What external risks might prevent the project Purpose contributing to the planned Goal(s)?</p>
Outputs			
<p>The "deliverables" of the project - what the project will achieve and leave behind as a result of the project's resources being mobilised to their best effect.</p> <p>The Project Manager is contractually responsible for delivering the project's Outputs - no more no less.</p>	<p>Output-level OVIs are the information we use to monitor the project's progress.</p> <p>They should include intermediate milestones that can be checked off en route, to ensure that we are on course to achieve the project's Outputs before it is too late, or to provide the basis of each tranche of funding, for example.</p> <p>Output OVIs essentially define the Project Manager's TOR</p>	<p>As above</p>	<p>Output to Purpose</p> <p>What assumptions must hold true about external events for project Outputs to result in the planned Purpose being produced to the required QQT?</p> <p>What external risks might prevent project Outputs resulting in the planned Purpose?</p>
Activities			
<p>The things that those involved actually do during the life of the project to produce the Outputs above.</p>	<p>Monitoring Activities is an internal matter for project management, so this box is not usually used to set Activity-level OVIs.</p> <p>Instead you can usefully use this box to summarise the projects inputs/resources.</p>	<p>Use this box to summarise total project costs by major category and /or financial year.</p>	<p>Activity to Output</p> <p>What assumptions must hold true about external events for project Activities to result in the planned Outputs being produced to the required QQT?</p> <p>What external risks might prevent project Activities resulting in the planned Outputs?</p>
Pre-conditions			
<p>Is there anything that the host organisation must do/ have in place before project activities can start?</p>			