Global Poverty Action Fund (GPAF)

Advice on Developing the Logical Framework

This paper gives some brief, supplementary notes on how to develop a logical framework for GPAF projects. However, the main guidance is contained in the DFID publication "Guidance on using the revised Logical Framework" from January 2011 (attached). The DFID publication remains the main reference document for developing a logical framework for GPAF grants, and should always be read thoroughly.

1. Impact, outcomes and outputs (P. 13 – 19 of attached "Guidance on using the revised Logical Framework" 2011)

The revised DFID logical framework contains different terminology to that used in previous versions. However, the changes are in terminology only. In the new version the word '**impact**' replaces the word 'goal'; and the word '**outcome**' replaces the word 'purpose'.

However, there is **no substantive change in the meaning of these words**. Thus:

- The '**impact**' is the higher-level situation that the project will contribute towards achieving. Many different agencies may contribute towards this impact, and it may be influenced by wider socio-economic factors. The impact may not be expected to be seen over the lifetime of the project.

- The '**outcome**' should identify what will change, and who will benefit, over the lifetime of the project. Only one outcome statement is allowed for each project, although there may be multiple indicators associated with this outcome.

- '**Outputs**' are the specific, direct deliverables of the project. To a large extent the outputs should remain within the control of the agency implementing the GPAF project.

Therefore, any **output indicator** defined in the logical framework should represent the direct deliverables of a project (or the deliverables of partners directly supported through GPAF funds). This can cover areas such as beneficiaries reached, services provided, organisations or communities supported through capacity building work, contribution to policy/influencing work, implementation of pilot projects, etc. Basically, **outputs should be within the control of the project**.

Outputs, and associated **output indicators**, should **not** include the results of work in areas such as improved capacity of supported organisations, changes in government policy, wider adoption of lessons from pilot projects, etc., as these are clearly not within the control of the GPAF agency or directly funded partners. These should be placed at **outcome** level.

This issue is important for three main reasons:

1. The GPAF logframes need to be roughly comparable across different agencies in style if not in substance.

2. The key assessment of performance against the logframe throughout the period of the GPAF project will be against outputs. Consequently, it is important that these lie, as far as possible, within the control of the agency concerned.

3. Whilst an assessment of progress towards (and performance against) outcomes will be made, this is more likely to be towards the end of the project period.

2. Developing indicators (P. 27 - 28 of attached "Guidance on using the revised Logical Framework" 2011)

The DFID publication "Guidance on Using the Revised Logical Framework" from 2011 contains a number of different examples of project indicators. All the examples are simple **quantitative** (numeric) indicators, which gives the impression that only quantitative indicators are allowed. This is **not** the case. DFID welcomes the use of qualitative indicators as well.

When using qualitative indicators, it is important that baselines, milestones and targets all contain written (verbal) statements rather than numbers. Two examples of this are shown below – one for a capacity building indicator and another for an indicator of policy change.

Indicator	Baseline January 2011	Milestone 1 January 2012	Milestone 2 January 2013	Target 2014
1. Capacity of supported partner to mobilise communities to achieve improved access to markets	Partner has no ability to mobilise communities	Partner can mobilise communities with assistance from GPAF agency	Partner is capable of mobilising communities independently	At least two communities are mobilised by the partner and can organise themselves to improve their access to markets
2. Policy on use of common grazing land	No policy supports the use of common grazing land by project beneficiaries. There is no consensus on changes required.	Local government officials are persuaded to look into the issue, and attend meetings to discuss.	A new proposed policy is outlined and sent out for consultation.	Policy on use of common grazing land is adopted by local government.

As in all cases of complex social change, care should be taken not to be too ambitious about what can be achieved over the lifetime of a project.

3. Supplementing quantitative indicators with qualitative information (P. 27 - 28 of attached "Guidance on using the revised Logical Framework" 2011)

Some types of indicators (e.g. number of policy changes, number of organisations with improved capacity, number of times resources are used by policy makers, etc.) will be meaningless if simple quantitative measures are used in isolation. These indicators will need to be supplemented by qualitative description when reporting against the logical framework. When setting indicators, if you want to make this clear by adding clauses such as "number (and description) of policy changes ... " then you can do so. The baseline, milestone and target boxes do not need to be changed. When descriptions are used they should be clearly defined.

4. Milestones and targets (P. 18 of attached "Guidance on using the revised Logical Framework" 2011)

GPAF agencies are reminded that there is scope in the new DFID system for scoring milestones and targets as 'exceeded', as well as 'achieved'. Milestones and targets should be realistic and not aspirational.

The baseline, milestones and targets should be "timebound". The timing of the baseline will depend on when the data was collected and may vary across the logframe. This can be before the start of the project but should be as near as possible to this date.[1]

Finally, targets can be beyond the life of the project funding period. If this is the case there should be a milestone clearly showing the end of the project timeframe for GPAF funding.

5. GPAF project assessment

A significant proportion of the assessment of each GPAF project will be made on performance against the logical framework. This will certainly cover performance against outputs over the lifetime of the project and performance against outcomes by the end of the period. This is partly why it is so important to make sure that the delivery of outputs lies within the control of GPAF agencies and their partners that are directly funded through GPAF money.

The Evaluation Strategy will detail how projects will be assessed. It is likely that the following areas will be taken into account when assessing the performance of a GPAF project:

- Progress against outputs and/or outcomes within the logframe – quantitative and qualitative

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[1] The milestones should coincide where possible with the timing of annual reviews or reporting periods.

- Unintended results and impact that occurred where GPAF funding can be traced as a having a contribution. Note that this is not confined to the indicators contained in the logical framework.

- In relation to Innovation Grants especially, evidence of innovation, learning, scaling up, leverage and influence of others to adopt learning achieved.

- How risk has been assessed and managed

- Value for money savings

6. Reporting

Things to remember when reporting on the progress of your project:

It is expected that there will be a rigorous methodology to ensure that there is robust data to provide evidence for the project's achievements and weaknesses. The ability to show the attribution and contribution of GPAF funding will be an essential part of the data analysis. It will be important to show how this has been used to inform the management of the project.

When reporting against qualitative indicators organisations need to show clearly what has been achieved, its significance and the role the organisation has played.

6. Ensuring all elements of the logical framework are in place (See checklist for completing the logframe in annex 3 of attached "Guidance on using the revised Logical Framework" 2011)

DFID guidelines state clearly that all the different elements of the logical framework must be in place. In addition to impact, outcome and output statements and indicators, you should ensure the following are also included.

- Baseline, milestone and target information

- Sources of information

- Inputs (both in terms of money and human resources)

- Assumptions

- Risk Ratings at output level. A risk analysis and risk matrix should also be included to support the Risk Rating in the logframe

- Impact weighting at output level.

In the case of GPAF projects, it is expected that an activity log be developed (please use the activity log template attached to the logframe template for this). This will show the anticipated activities, how they will contribute to the planned outputs and how they are phased over time. The individual activities can have their own milestones to ensure that the project delivery teams are able to see their own collective progress over time.

A reminder

There is sometimes a natural tendency to predict more than can reasonably be achieved over the lifetime of a GPAF project. As far as possible you should ensure that the logical framework provides an honest, reasonable prediction of what you think you might achieve over the course of the project. Outcomes, outputs and associated indicators should be realistic, not aspirational E.g. Your performance will be judged in terms of actual achievements compared to milestones and targets.

How to note

Guidance on using the revised Logical Framework

Please note this version is an update from the earlier February 2009 guidance to reflect minor amendments to the Logical Framework template

The 2011 revision to the logframe format

The Logical Framework (logframe) was significantly re-designed in February 2009. In January 2011 a slightly amended logframe template was introduced at the same time as the launch of the new DFID Business Case. Given the extent of changes that took place in February 2009 it was only necessary to make minor amendments in January 2011. These amendments are as follows:

- Results Chain terminology aligned across DFID (the terms Goal and Purpose in the old logframe template have been replaced by Impact and Outcome)

- Rows added to allow achieved results to be captured alongside the planned results determined at project design stage

- Word version of the logframe template removed – excel is the preferred format for logical frameworks from January 2011

- Indicator numbering introduced within logframe template

The amended logframe template was introduced alongside the new DFID Business Case. This allows project teams to design newly approved projects from January 2011 on the understanding that achieved results will be captured within the logframe at the various review stages. This also facilitates the new approach to project scoring, which places greater emphasis on comparison of planned and achieved results, which was introduced in January 2012 (further information can be found in the **'Reviewing and Scoring Projects'** How To Note (link at Annex 4).

It should be noted that Results Chain terminology changes have been reflected throughout this document.

Note

See the last page of this document for version history.

Removal of the £1m mandatory threshold and implications for logframes

From January 2011 Departments must use the new DFID Business Case <u>for all newly approved projects</u>. Since the logframe is an integral element of the Business Case all newly approved projects *regardless of project value* must also now contain a logframe.

In the interests of proportionality and to address issues of burden, two different approaches to logframe completion, based on project value, are recommended:

1. For those projects over £1m
2. For those projects under £1m

Newly approved projects over £1m:

Full logframe required (no different to old £1m+ approach). This means the requirement for full information at Impact (Goal), Outcome (Purpose) and Output level, generally with several indicators of performance for each.

Newly approved projects under £1m:

Projects in this category are most affected by the change. The approach proposed therefore recognises the additional work this change will place on project officers who manage lower-value projects. It is recommended that a shortened version of the existing logframe be used for projects in this category, where the **minimum requirements** are stipulated as follows:

- <u>Impact:</u> impact statement required for these projects (the inclusion of impact indicators is at the discretion of the project team).

- <u>Outcome:</u> Minimum of 1 outcome-level indicator (additional indicators also at the discretion of the project team)

- <u>Output:</u> Minimum of 1 output, and a minimum of 1 output-level indicator for each (again decision on any additional indicators at discretion of project team, based on value/complexity of project)

As a minimum this approach would enable low value projects to specify one output indicator for a project, along with an associated outcome indicator, and an Impact statement. The overarching question for project approvers, when reviewing the design of a project, should be whether the proposed logframe is sufficiently detailed to monitor performance throughout the project's lifetime.

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.

Contents

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 4 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 Business Case does not include the DFID format logframe.

From 1 January 2011, logframes are mandatory for all newly-approved DFID projects[1] regardless of value, removing the previous £1m mandatory logframe threshold. A proportionate approach to logframe design, based on project value, is recommended following this change (see page 2 for further information on this approach).

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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[1] 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[2].

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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[2] 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.
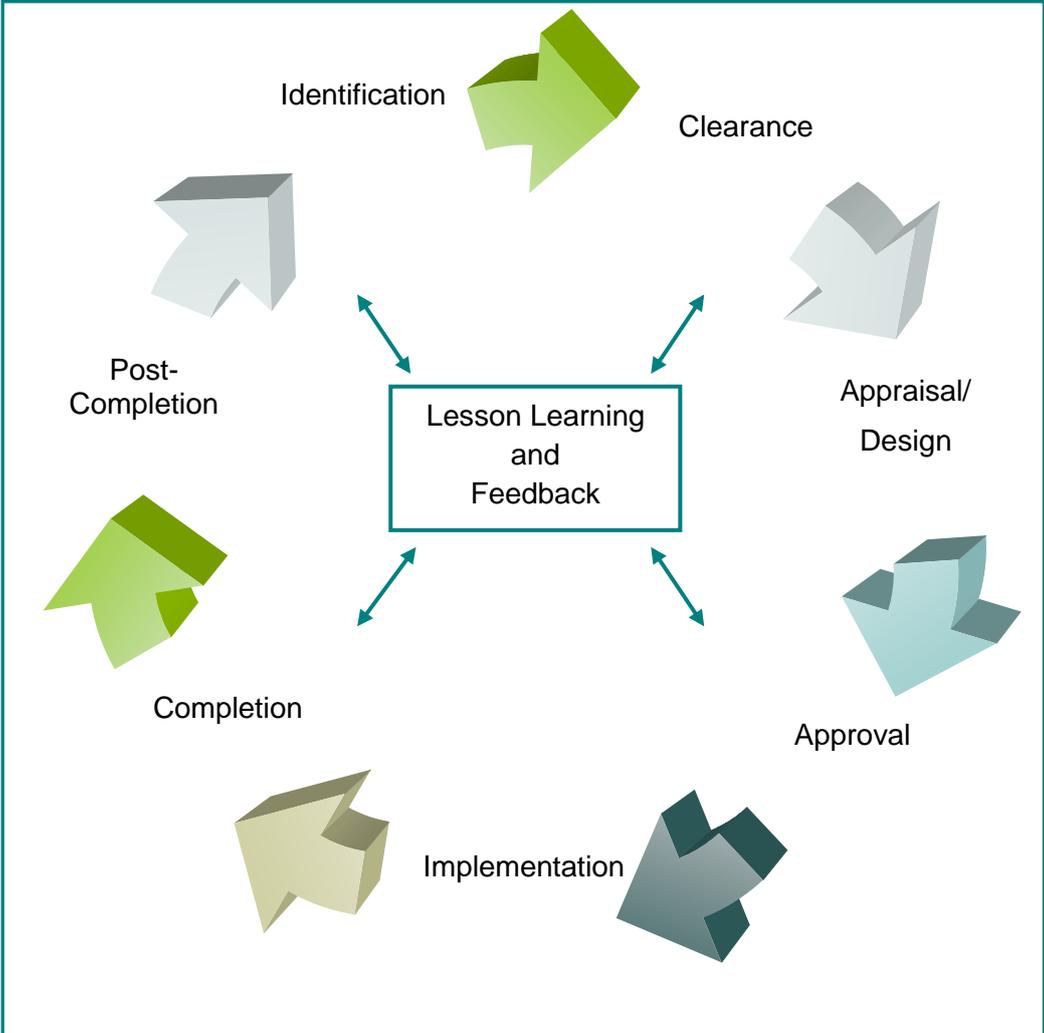
Looking at aid intervention options

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 (further information on appraisal of options can be found within the new DFID Business Case How To Note – see link included in Annex 4 below).

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

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 'Impact' – the change we wish to support. For development projects, the Impact normally focuses on achieving one of the Millennium Development Goals, or Climate Change targets. For humanitarian projects, the Impact might be the restoration of peace and security, or the maintenance of basic services.

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

Project Design

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'[3].

Even exploring possible approaches 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 when exploring possible approaches, or once approval for a specific approach has been received.

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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[3] 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. Note that the 'Purpose' and 'Goal' terminology as defined within the pre-2011 logframe format has been changed in the below diagram to Outcome and Impact.

Input	Process	Output	Outcome	Impact
Increase funding for education (£ million / 2 staff)	Improve strategic planning (Education strategy finalised)	Build more schools (N°. of schools built)	Get more children through school (N°. of children completing school)	Increase literacy (Literacy rate)
INPUTS	ACTIVITIES	OUTPUT	OUTCOME (formerly PURPOSE)	IMPACT (formerly GOAL)
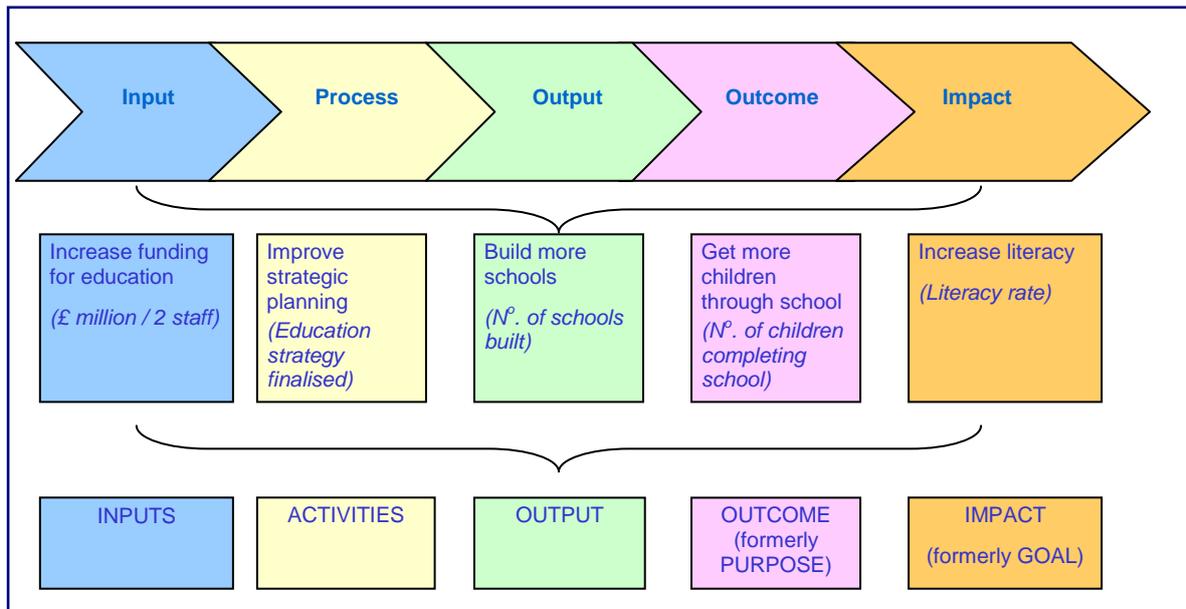
The Results Chain must be based on evidence about what has worked in the past, so this is a real opportunity to take account of all the lessons learned, evaluation and research evidence available that underpins the design of the project. The evidence will also enable you to identify realistic targets: 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.

Guide to Completing the Logframe

Project Title/Description

This should be a meaningful, easily understood (plain English) Project Title. All newly-approved logframes from January 2011 are being published on the external DFID website. It is therefore important that the Project Title is clear and allows someone new to the project to be able to grasp what the project 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.

Impact

The Impact 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 impact, 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 Impact should therefore be measurable – in particular a measure that gives a steer on where we need to place renewed emphasis.

INDICATORS AT IMPACT LEVEL

Indicators at impact 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 IMPACT LEVEL

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

Outcome

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

INDICATORS AT OUTCOME LEVEL

Indicators at the Outcome level should be "outcome" measures (see the DFID Briefing, 'The Results Chain' for more information on this). As with the Impact, 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, Outcome statements should not be more than 250 characters long, including spaces.

BASELINES AT OUTCOME LEVEL

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

INPUTS AT OUTCOME 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 Outcome level this is equal to the sum of Inputs for all Outputs. The DFID Share at Outcome 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 Equivalents (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.

INPUTS (£)	DFID (£)	Govt (£)	French Embassy (£)	Total (£)	DFID SHARE (%)
	1,500,000	n/a	£250,000	1,750,000	86%
INPUTS (HR)	DFID (FTEs)				
	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 Outcome. The logic of the chain from Output to Outcome 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.

Output 1	Output 2	Output 3	
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	
Impact Weighting	Impact Weighting	Impact Weighting	TOTAL = 100%
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 Outcome.

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 Outcome 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				
	Source			

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 <u>three Indicators per Output</u>.

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)			
	Source			

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 Business Case, 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 Outcome levels as this would lead to a complete results chain. If you are not able to disaggregate by Output, there is no benefit to be gained by simply splitting the Outcome level inputs across Outputs.

INPUTS (£)	DFID (£)	Govt (£)	French Embassy (£)	Total (£)	DFID SHARE (%)
	500,000	n/a	£25,000	525,000	95%
INPUTS (HR)	DFID (FTEs)				
	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 3 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)
	Source			

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 Outcome level prior to project approval.

It is recognised that relevant, measurable milestones may be more difficult to find at Impact 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)
	Source			

Targets **must** be Specific, Measurable, Achievable, Relevant and Time bound (i.e. SMART), 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)
	Source			
	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 Outcome 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 outcome.

IF we achieve the outcome **AND** the assumptions
hold true, **THEN** we will contribute to the impact.

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 newly-approved projects from January 2011 regardless of value before they are submitted for approval, subject to the exceptions shown below.

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 Business Case 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 Business Case. 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 3.

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. Such circumstances would include revisions to align with the principles underpinning the new scoring approach around expected results. This will allow the project to be scored following consideration of actual results achieved against expectation.

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 Outcome, 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 Outcome (and therefore whether the change should therefore be approved as below).

Changes to the Impact or Outcome statement must be approved at the same level as that at which the original Business Case was approved (for example, by the Secretary of State if s/he approved the original project).

Changes at Impact or Outcome 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, Milestones etc, can be made by using the Excel format (found in Excel under File>New>Templates on My Computer>Project Management).

Note there is no longer a logframe template available in Word format.

Assessing Impact (Evaluation)

A robust logframe with clear, well-defined Outcome and Outputs provides those tasked with carrying out Annual Reviews and Project Completion Reviews 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.

Project Scoring at Annual Review/Project Completion Review

The new approach to project scoring was introduced in January 2012, both for (i) pre-January 2011 projects valued at £1m and above and (ii) all approvals from January 2011 onwards using the new Business Case. This approach allows for over and underachievement against project deliverables to be captured and used to inform the project score assigned at review stage. As such it is desirable for project teams to consider what over and underachievement would look like against indicator milestones and define these at project design stage when completing the DFID Business Case. To facilitate this the logframe has been amended to allow for achieved results to be captured against those planned. This comparison of planned and achieved results, and the stated levels constituting over and underachievement, would inform the project score awarded.

Annex 1: 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 2: 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

Business Case 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 the Business Case 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.

Outcome and Impact

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

If a fair share of benefits to men and women is part of the Impact and Outcome, 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 the Business Case 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.

Indicator	Baseline	Target
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 3: Checklist for completing the logframe

Logframe Section	Details	Checklist for Approval
Project Title	A meaningful, easily understood (plain English) Project Title	Does this Title adequately describe the project for external stakeholders?
BENEFITS	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.	
Impact	The Impact 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 impact level should be "impact" measures.	Is there a clear logic leading from the Outcome to the Impact?
BENEFITS	The Impact 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 Impact 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 Impact, and assess whether or not more should be done if it is off track.	
Outcome	There can only be one Outcome for the project. The Outcome 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 Outcome level should be "outcome" measures (see the Results Chain briefing for more information on this).	Is the Outcome clear, concise and directly linked to the Outputs? Does the Outcome identify *what* will change, *who* will benefit, and (if a development project) *how* it will contribute to the MDGs or Climate Change?
BENEFITS	The Outcome provides clarity about the specific results that we aim to achieve by virtue of *this particular project*.	
Outputs	Outputs are the specific, direct deliverables of the project. These will provide the conditions necessary to achieve the Outcome. The logic of the chain from output to Outcome therefore needs to stand up to scrutiny.	Are the Outputs expressed clearly and concisely? Is the sum of the Outputs likely to achieve the Outcome? Have you kept the number of Outputs to a minimum?
BENEFITS	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 Outcome.	
Indicators	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> ***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". Examples of indicators include Number of girls and boys enrolled in primary school;	Do the indicators *only* respond to the question: 'what will you measure?' (i.e. they should not respond to the question: 'what will you

	- % of citizens who say that they have access to court systems to resolve disputes; - Number of publicly advertised meetings on security issues as a result of the project - % survey respondents over age 18 (male/ female) able to identify 3 or more civil rights in x and y districts 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. Best Practice suggests a maximum of three Indicators per Output.	achieve?') Is it clear that these are measurable? Are the indicators disaggregated where possible?
BENEFITS	By making sure that indicators are really only a statement of 'what you are going to measure', it will be clearer for project managers to get a handle on the data, and be confident that projects have the necessary information to *measure results.*	If there are more than 3 indicators per output, is this justified?
Baselines	**All** projects of more than 6 months in length should have baseline data at *Outcome and Output levels* before they are approved. Only in exceptional circumstances can projects be approved without baseline data at *Output level*. Where this is justified in the Business Case, the project should make provisions to obtain baseline data within 6 months of the start date. Where possible, you should ensure that your project has baseline data at Impact level. 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). What is important is that the data and analysis are current, consistent and as accurate as can be reasonably achieved, and *disaggregated by sex where appropriate.*	Is the baseline data robust? Is the data clearly relevant to the outputs, outcome and impact? If there is no baseline data, does the Business Case provide: a.) A justification for this
BENEFITS	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.) A timeline in place to ensure baseline data will be collected within the first 6 months of the project? Are baselines disaggregated by sex, poverty etc?
Milestones	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: Have they been thought through in relation to the sequencing of activities and
BENEFITS	Milestones help with regular monitoring of progress towards the target. By taking into account the project context, they provide a reasonable outline for budget preparation.	

Targets	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 *disaggregated by sex where appropriate.*	*Are the targets* achievable within the set timeframe?
BENEFITS	Essential to describing the tangible results envisaged, and tracking progress to those. Essential for project management and for communicating intended results to all stakeholders.	
Source	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?
BENEFITS	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.	
Impact Weighting	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 Outcome. 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 - 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 outcome performance.	Do all the Impact Weightings sum to 100%? Is each to the nearest %%? Do they seem reasonable?
BENEFITS	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 Outcome 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 Outcome. 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?
DFID Share (%)	A simple, pro-rata calculation of DFID's contribution in monetary terms.	Is the calculation correct?
BENEFITS	Through this simple pro-rata calculation, DFID will be able to determine the relative productivities of different development partner inputs.	
Inputs	These boxes show the amount of money provided by DFID and any partners (£) including, where relevant, the government's own contribution. Also required is information on the number of DFID Full Time Admin-Funded Equivalents (Admin FTEs) 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?
BENEFITS	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.	
Assumptions	As part of the design phase, you will need to define the important assumptions, which are linked to the realisation of your project's individual *outputs,* as well as those which are critical to the realisation of the *outcome*	Can the Assumptions be

	and impact: these will not all be the same.	monitored?	
	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.	Is there a plan in place to monitor the assumptions?	
BENEFITS	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 Impact. 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.		
Risk Rating	This directly links to the Risk Matrix. Risk ratings should be recorded as *Low, Medium or High* and **must** relate to a robust analysis (including a risk matrix) in the submission.	Is there a robust risk analysis and risk matrix that supports the Risk Rating in the logframe?	
BENEFITS	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.		
ACTIVITIES	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.		
BENEFITS	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.		
Milestones per Activity	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.		
BENEFITS	Milestones help to track progress towards the target, acting as an early warning signal for project managers.		

Annex 4: Additional sources of guidance

- [Impact Weightings for Outputs Guidance](#)
- [Guidance on Risk Management in DFID](#)
- [Reviewing and Scoring Projects': How To Note](#)

Versions

1.0	Issued Monday 2nd February 2009
1.1	Issued Wednesday 11th March 2009
2.0	Issued 17 January 2011