

Suggested structure for a logical framework matrix

STRATEGY	INDICATORS (objectively verifiable)	VERIFICATION SOURCE	RISKS / ASSUMPTIONS and MITIGATING MEASURES
<p>Designated goals (outcome)</p> <ul style="list-style-type: none"> Usually multiyear Implementing organisation has a direct, though not complete, influence over them Can contribute to the attainment of sectoral, national or international goals (plausibility) 	<p><i>Impact indicators</i></p> <p>Degree to which the goals have been attained</p>	<ul style="list-style-type: none"> Must be described in the final report Other documents or sources demonstrating the attainment of the goals 	<ul style="list-style-type: none"> External factors at global / national level that could obstruct the attainment of the results and goals
<p>Results (output)</p> <ul style="list-style-type: none"> Must be achieved before the completion of the activity Realisation lies within capabilities of the implementing organisation What, how much, where, when and for whom? 	<p><i>Output indicators</i></p> <p>Degree to which the results have been achieved</p>	<ul style="list-style-type: none"> To be described in progress reports, combined with financial reports 	
<p>Activities (throughput)</p> <p>Tasks that must be performed in order to achieve the aforementioned results</p>	<p><i>Progress indicators</i></p> <p>Have the activities been implemented?</p>	<ul style="list-style-type: none"> Other documents or sources showing the activities that have taken place / the results that have been attained 	<ul style="list-style-type: none"> Risks at activity level that could obstruct the implementation of activities / responsible deployment of resources
<p>Means (input)</p> <ul style="list-style-type: none"> Financial Human resources Other resources <p>Preferably with a breakdown by goal</p>	<p><i>Progress indicators</i></p> <p>Is there a logical relationship between the resources deployed and the activities implemented?</p>		

MATRA Manual Logical Framework

What is a logical framework (logframe)?

A logframe is an instrument for systematic analysis of the efficiency and effectiveness of a project in advance. The logic of the framework is clear from the links between the component parts. The relationship between the parts must be explained logically.

The logframe in diagram form

The diagram should be drawn up to make the link between goals, results and activities clear:

- Goals should be formulated in a clear and concise way. It is important that achieving these goals is the final result of the project and those goals can be attributed to the implementation of the project. There must be no uncertainty about the impact of the project, for example because it is not clear at the end whether the project is responsible for the goals being achieved or if they have largely been achieved through other, external activities or circumstances.
- Results should be formulated in such a way that achieving them makes it likely that the project goals will be realised. One or more results are necessary per goal. If the prescribed results are achieved to a satisfactory extent, it follows logically that the goal has also been achieved. In the example of raising environmental awareness, this might be a specific group of people who have learned about an information campaign or taken part in a survey.
- The results must also be linked to indicators, which make it possible to determine whether the results are sufficient to contribute to achievement of the goal concerned. If awareness must have risen by 10% as the consequence of a project, that means that it must be shown in a survey, for example, that a group of people of a certain size are now interested in environmental problems (and were not before). There is considered a logical link between the involvement of a sufficiently large group of people and increased environmental awareness.
- Activities are planned and implemented to achieve results. To ensure that implementation of the project does not become too complex, the number of activities should be limited to three per result. Here, too, it should be clear that these activities are responsible for the desired result. The link between the activities and the results is important in respect of functional efficiency. Activities that do not clearly contribute to the results are not functional for the project, and those that only lead to partial achievement of the results are only functional to a limited extent and are therefore inadequate. Non-functional or inadequate activities result in a loss of efficiency: they do not lead to the desired result or lead to an at least partially undesirable result.

Risks

Projects are conducted in an environment in which external factors can have an impact on the result. These factors can affect the progress of the project and therefore the achievement of its goals in either a positive or negative sense. A realistic estimation and assessment of these factors can ensure that risks are avoided by proposing measures to be taken if they arise. Especially in a situation in which external factors can have a negative impact on the project, it may be possible to take action to limit the risks.

It is therefore advisable to take external factors – which may affect the project either negatively or positively – into account and, where necessary, to propose measures to respond to them.