

# The Logical Framework (Logframe) Approach



## The logical framework matrix

**T**he logical framework (logframe) is used to communicate key information about project objectives, outcomes, outputs and activities in a systematic and logical way. It provides a systematic and synthetic description about what the project is trying to achieve and how it will be achieved. In its various uses as a communication tool, the logframe is able to support results-based management:

- It specifies an action plan with various stakeholders, who may have different perspectives to contribute, that builds a joint definition of problems and objectives;
- It provides a results chain that can serve as a strategic road map, illustrating which actions and deliverables are needed to contribute to higher level goals and targets;
- It determines how progress will be measured (specifying key information needs and feeding the process of planning information gathering);
- It acts as a framework for measuring, reporting and communicating progress to key stakeholders, in direct reference to the project's overall strategy and underlying pillars.
- By specifying assumptions and risks, it describes external factors that influence the success of the project's strategy and that need to be reviewed periodically to re-validate or re-calibrate the project's strategic approach.

Used flexibly, the logframe is an adaptable tool that can be updated throughout the project life. The logical framework approach has a lot of benefits:

<b>The Logframe Approach and its Benefits in a Nutshell</b>	
<ul style="list-style-type: none"> <li>▪ Project design is participatory</li> <li>▪ Starts with problem analysis</li> <li>▪ Grounded on the results chain theory</li> <li>▪ Logframe matrix can be used as a flexible management tool</li> <li>▪ Facilitates systematic assessment of the project intervention model, using the logic of 'cause' and 'effect'</li> <li>▪ Presents clear objectives to all stakeholders</li> <li>▪ Clear performance framework</li> </ul>	<ul style="list-style-type: none"> <li>▪ States explicit conditions for success (assumptions) to be monitored!</li> <li>▪ Clear accountability framework</li> <li>▪ Encourages flexibility, by reviewing and revising the logframe in the light of experience gained and changes in external environment</li> <li>▪ Provides an effective way of communicating the project intervention succinctly and clearly.</li> </ul>

The basic logframe matrix contains four columns and four rows, (Figure 1).

<b>Objectives &amp; activities</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Assumptions</b>
<b>Goal</b> (Impact)			
<b>Purpose</b> (Outcome)			
<b>Outputs</b>			
<b>Activities</b>	<b>Means</b>	<b>Cost</b>	

**Figure 1. Basic logframe matrix.**

As shown in Figure 1, the logframe matrix summarises what the project should achieve from development goal down to specific activities. Like a set of Chinese boxes- with one small box fitting into a larger one—the elements of the logframe are arranged in descending in order but are interconnected and feed into a higher level objective:

- The overarching goal to which the project will contribute, normally relates to the Millennium Development Goals and/or national poverty reduction strategy goals. The goal serves as a frame for all elements of the logic model that follow and sets the macro-level context (national development objective) within which the project fits, describing the long-term impact that the project is expected to contribute to. For IFAD projects, the goal should contribute to the realisation of the IFAD country programme targets (RB-COSOP). The goal should specify the target population and geographic location.
- The development objective that will be achieved by the end of the project is usually written in terms of a change in behaviour or circumstances. It thus describes the planned change brought about by the project. In other words, it expresses the sustainable impact on the target group in terms of changes in condition (human, economic, civic, environment, etc.). It explains why the project should be undertaken and states what will be achieved by the project, in the time and with the resources available, if:
  - the project is successfully implemented, as planned, by the project team (i.e., activities and outputs delivered);
  - the outcomes are realised; and
  - the external factors which the project team cannot control (i.e., assumptions and risks underpinning the project strategy) are as expected.

In IFAD, a project logframe should reflect only one development objective. The success of the project is evaluated, or otherwise assessed, based on whether the development objective was achieved.

The outcomes are changes directly attributable to outputs and strengthen the linkage between realisation of outputs and achievement of the development objective. If it adds in clarity, the outcomes may be organised by component. This third level in the logframe reflects the change effected in actors' behaviours and capabilities (i.e., in actors' skills, attitude, knowledge and/or practices) or the changes in performance (efficiency and effectiveness) of local systems (e.g., learning systems, extension, banking systems), which occur as a result of outputs delivered by the project. In other words, outcomes are specified in terms of an improvement in what the actors (individuals, groups, families, organisations, systems, or communities) within the sphere of the project will be capable to do during or after the program. Outcomes capture different types of changes—changes in learning (new knowledge, new skills, different attitudes); changes in action (behaviour or practices, decision-making modalities, policies). Outcomes focused on systemic changes—i.e., changes to overall systems—normally reflect how institutions work in new ways, behave differently or provide different services or resources.

Outcomes should be within the scope of the project's control or sphere of reasonable influence, as well as the timeframe. The outcomes should be phrased in terms of change and be measurable. Take care that the outcomes are not re-statements of the outputs.

- The outputs are the products, services or results that must be delivered by the project to achieve the outcomes and the development objective in the time and with the resources available. The outputs are arranged directly under the outcomes/components to which they relate. This fourth level of the logframe

describes the services or results that the project is expected to deliver with the resources and in the time available. They are measurable, tangible and direct products or results of activities. A combination of outputs leads to a desired outcome but is not itself the change the project will produce.

- Activities fall under a fifth level: these are the actions that the project takes in order to deliver the outputs. They are not required during project design and are not shown in the table illustrations.

**Table 1. Logframe matrix with its hierarchy of objectives following the results chain.**

<b>Narrative summary</b>	<b>Objectively Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Assumptions / risks</b>
Overall goal			
Project purpose			
Component outcomes	<i>Hierarchy of objectives</i>		
Outputs			

The direct line from activities to goal is clearly a simplistic view of development projects. The full complexity of projects cannot easily be captured in a logframe. As explained below, there is a need to soften this direct logic with the reality on the ground. In particular, external conditions can disconnect and redirect the results at one level with the higher objective originally envisaged. These risks are captured in the fourth column and lead to a horizontal and vertical reading of the logframe.

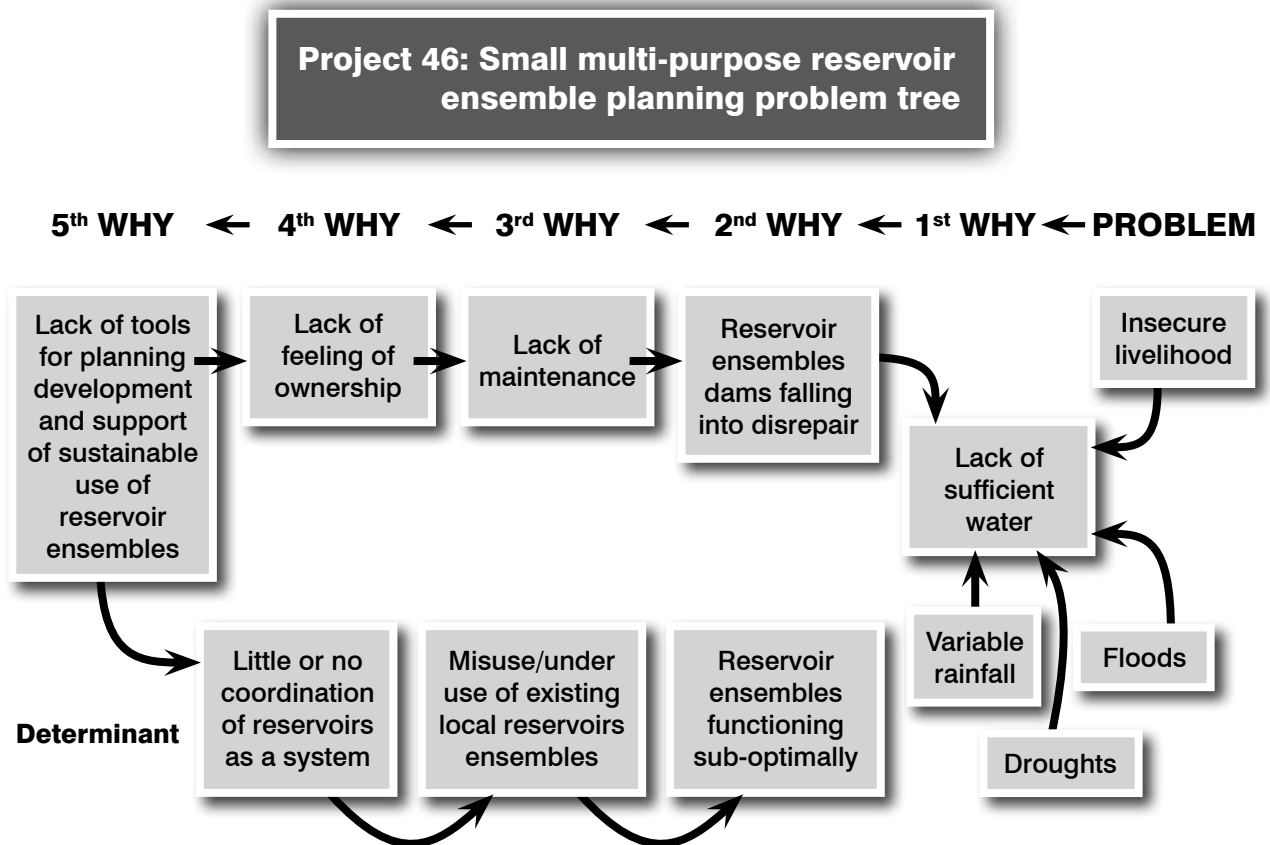
## Preparation to develop a logframe

### Starting off with a problem tree analysis

One useful approach to developing the strategic approach of a project or programme among partners and stakeholders, is to start with the joint development of a problem tree. This step aims to break down the problem into more specific causes, which can then be translated into challenges that can be addressed through collaborative action and, ultimately, transformed into an opportunity statement (framed as one or a set of objective statements) that the project will pursue. The limitation of this approach is that it directs discussions towards problems and on fixing what does not work, rather than towards creative brainstorming on opportunities. Its advantage is that it helps focus the discussion with participants on where their perspectives (regarding what is inhibiting progress) converge and therefore on where and which actions can lead to changes that improve the current state.

There are different ways to illustrate and visualise a problem tree. Ideally, you will have at hand paper and space to draw on—e.g., flip chart, coloured cards, adhesive tape, markers. The key actors first discuss and specify the core challenge that their project will address.

Having agreed on the core challenge, the group develops the first set of problem drivers by asking the simple question 'why is this a problem?'. In most cases, there are more direct drivers or causes, some of which might even be beyond the scope of the project (e.g., weather). The team should focus on the ones that are within the scope of their project. In the same way, the group asks the 'why' question again for each of their identified direct causes in order to reach their secondary and, in some cases, third- and fourth-level causes. Once you have reached the third (or in some cases, fourth and fifth level), you will have identified your root cause, which gives you the leverage and entry point for your project—i.e., where project partners/stakeholders can take action with support of specific project outputs.

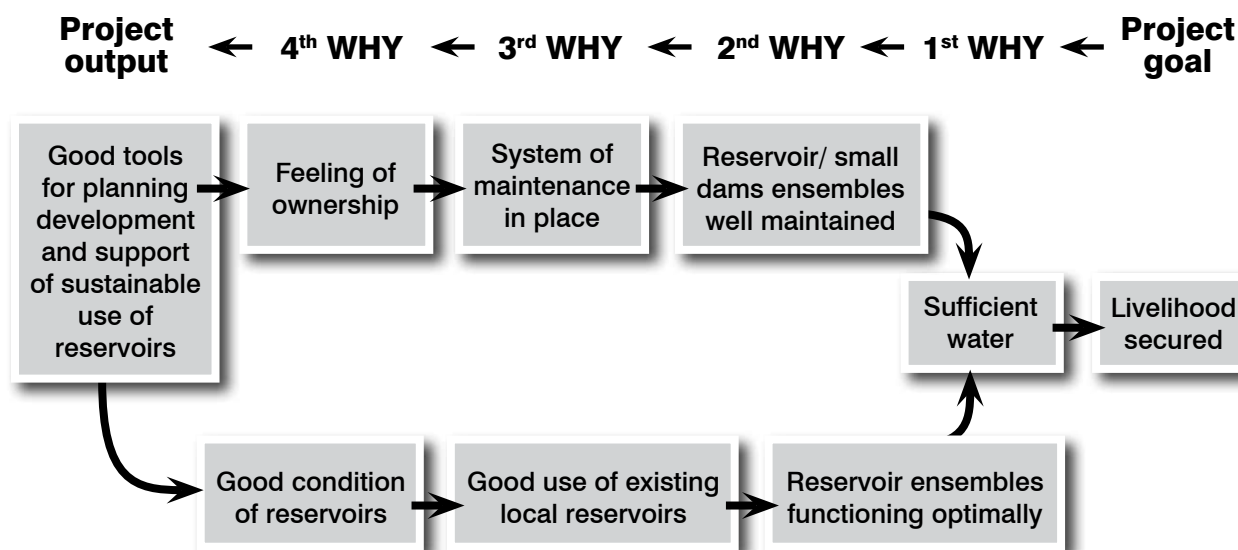


**Figure 2. Problem tree analysis of a research for development project on small reservoirs in semi-arid regions.**

## Transforming problems into opportunities/objectives

The next step would be to turn the focus of the group's thinking towards the opportunities that arise when successfully addressing the identified issues. These opportunities become the project objectives. The opportunities tree follows the same pattern as the problem tree, responding to the question of 'why' or giving reason 'because'. See figure 2 for an example of an Objective Tree and Figure 3 for the transformation of the problems into objectives for the given example.

## Project 46: Small multi-purpose reservoir ensemble planning objective tree



**Figure 3. Objective tree for the research for development project on small reservoirs in semi-arid regions.**

## Filling out the logframe matrix

The process of formulating a logframe builds on a results chain and is normally tackled in the following order:

1. Results hierarchy (Column 1 of the logframe)
2. Assumptions about risks (Column 4 of the logframe)
3. Check vertical logic
4. Verifiable indicators (Column 2 of the logframe)
5. Means of verification (Column 3 of the logframe)

This is also shown in Table 2 with steps and checklists for each column.

**Table 2. Logical framework building on the results chain.**

<b>COLUMN 1 RESULTS HIERARCHY</b>	<b>COLUMN 4 ASSUMPTIONS</b>	<b>CHECK VERTICAL LOGIC</b>	<b>COLUMN 2 INDICATORS</b>	<b>COLUMN 3 MEANS OF VERIFICATION</b>
<p><b>Steps</b></p> <ol style="list-style-type: none"> <li>1. Define the goal and development objective</li> <li>2. Define the outcomes and/or components needed to achieve the development objective</li> <li>3. Define the outputs that support the outcomes/components.</li> <li>4. Define the inputs and processing schedule</li> </ol>	<p><b>Steps</b></p> <ol style="list-style-type: none"> <li>1. List key assumptions (risks) that will affect implementation</li> <li>2. Identify risks that could make the project fail</li> <li>3. Can the project be redesigned to minimize these risks?</li> <li>4. What are the key assumptions if the project is to achieve its objectives?</li> </ol>	<p><b>Steps</b></p> <p>If the outputs are delivered, outcomes are realised and assumptions are correct, will the development objective definitely be achieved?</p> <p>If the development objective is delivered and assumptions are correct, will the project contribute to achievement of the goal?</p>	<p><b>Steps</b></p> <ol style="list-style-type: none"> <li>1. Define two-three indicators to measure or assess the timed achievement of the goal, development objective and each outcome and output</li> <li>2. Check that mandatory indicators at goal and development objective have been included.</li> <li>3. Check whether RIMS indicators can be used.</li> </ol>	<p><b>Steps</b></p> <ol style="list-style-type: none"> <li>1. Define means of verification for each indicator.</li> </ol>
<p><b>Checklist</b></p> <ul style="list-style-type: none"> <li>▪ Single development objective?</li> <li>▪ Future complete language?</li> <li>▪ Concise statements (less than 25 words)?</li> <li>▪ No 'through', 'by' or 'in order' statements?</li> <li>▪ Are the outcomes necessary to achieve development objective?</li> <li>▪ Project management can be expected to deliver outputs?</li> </ul>	<p><b>Checklist</b></p> <ul style="list-style-type: none"> <li>▪ Are assumptions specific and relevant?</li> <li>▪ Are there assumptions that could prevent the project from achieving its objectives?</li> <li>▪ Output to development objective assumptions do not need to be linked to specific outputs</li> <li>▪ Risks have been internalized in the project design wherever possible</li> </ul>		<p><b>Checklist</b></p> <ul style="list-style-type: none"> <li>▪ Do indicators reflect QQT (quantity, quality and time)?</li> <li>▪ Are indicators practical, efficient, cost-effective and verifiable?</li> <li>▪ Output indicators do not measure behavioural change</li> <li>▪ Development objective and goal indicators do measure behavioural change</li> <li>▪ Are 'people' indicators sex-disaggregated?</li> </ul>	<p><b>Checklist</b></p> <ul style="list-style-type: none"> <li>▪ Are means of verification specified precisely?</li> <li>▪ Has maximum use been made of easily usable secondary sources of verification, including service providers?</li> <li>▪ Can the M+E system be developed to provide other information needed for verification?</li> </ul>

## Column 1: Narrative summary

**Questions Column 1 needs to respond to:** What are my objectives? What results do I need to produce to solve the problems of my target group? See for filled examples Table 3. Column 1 is the results hierarchy, setting out the Goal, Development Objective, Outcomes and Outputs succinctly in words. The term 'results hierarchy' is used to emphasise the link to results management, see Table 3 Logical Framework result hierarchy.

**Table 3. Logical framework results hierarchy (column 1 of the logframe)**

<b>Result Hierarchy</b>	<b>Description</b>	<b>Rationale</b>
<b>Goal</b>	The highest level change to which the project can reasonably be expected to contribute and is a consequence of achievement of the development objective. The goal should relate to a specific national objective (e.g., as spelled out in the PRSP).	<b>WHY?</b> Why will we do this project?
<b>Development objective</b>	The end-result of the project if all goes as planned (usually expressed as a sustainable impact on a target group or institution). It is a change that is logically expected to occur once one or more outcomes have been realized. The development objective is usually achieved by the end of project implementation.	<b>WHAT?</b> What are the expected changes in behaviour or circumstances as a result of the project?
<b>Outcomes</b>	A change that is directly attributable to one or more outputs of the project. Outcomes are normally realised during the course of implementation. These are usually at the level of an increase in awareness or skills or access among beneficiaries of the project.	
<b>Outputs</b>	Direct products or services that the project will deliver and for which the project management team can be held accountable.	<b>WHAT?</b> What products and services will the project team deliver in order to achieve the outcomes and development objective?



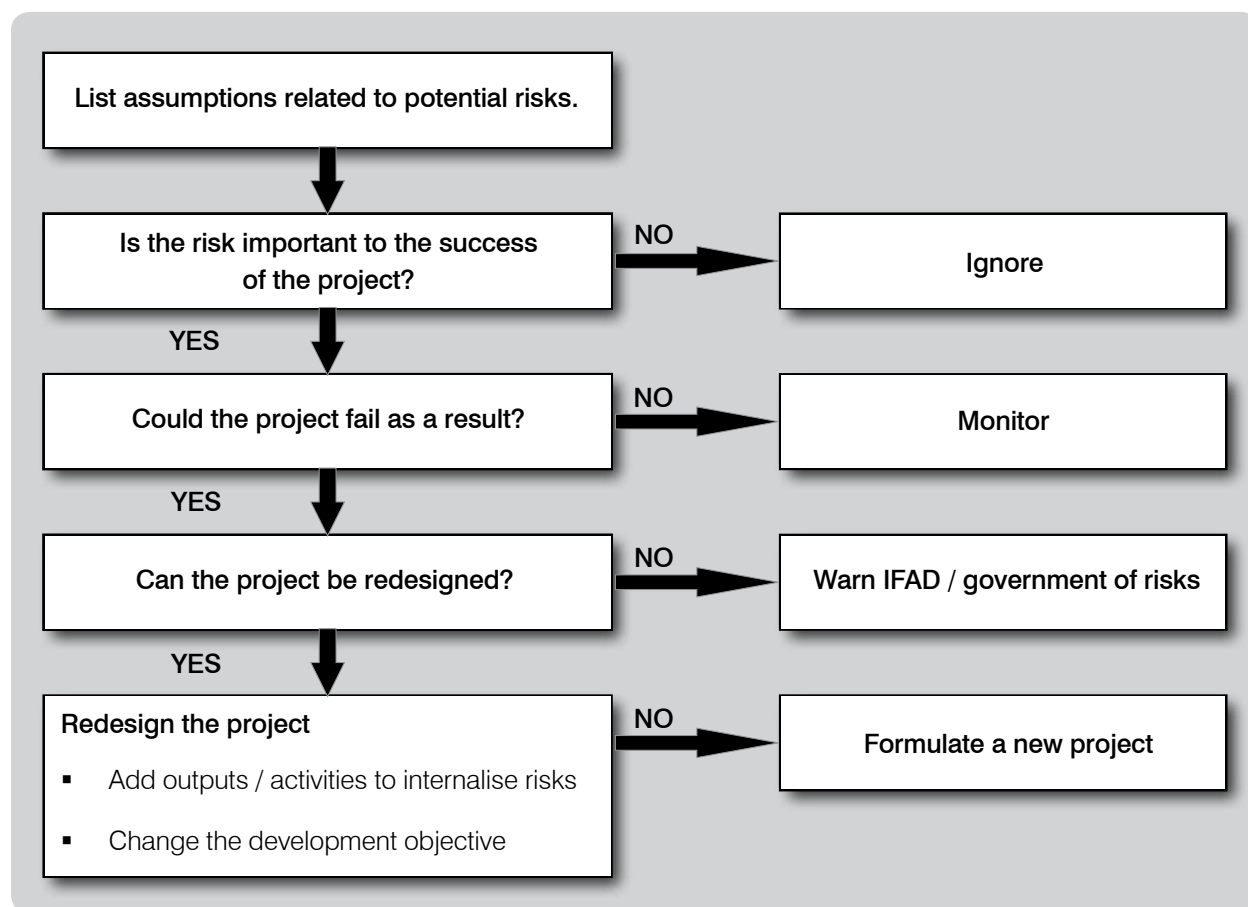
**Table 4. Example of a narrative summary of a logframe.**

Narrative summary	Objectively verifiable indicators	Means of verification	Assumptions / risks
<p><b>Goal:</b> To achieve sustainable and equitable poverty reduction and to improve the quality of life of the disadvantaged rural households in targeted areas.</p>			
<p><b>Purpose:</b> To improve income-generating and livelihood opportunities for 50,000 poor rural households in targeted areas.</p>			
<p><b>Outcome 1:</b> To increase agricultural production and productivity.</p>			
<p><b>Outputs:</b>            1.1 Farmers trained            1.2 Demonstrations held            1.3 Irrigation infrastructure constructed</p>			

## Column 4: Assumptions (and risks)

Assumptions explain under which circumstances the project can be successful and the risks describe the actual endangering event to the project. Identifying and assessing risks can be done in a number of ways from the stakeholder analysis, the problem tree analysis, the organisational capabilities matrix, the general work of the design team, etc. Reviewing these risks throughout the design can help planners rethink and redesign the project to make it more effective. During implementation, those and other risks considered likely to happen need to be monitored. In particular, these are external factors that cannot be controlled but that are important for the success of a project.

Once risks are identified, the project team must assess how probable and how critical each risk is to the success of the project. The way to do this is shown in Figure 4. The risks which need to be monitored, or which IFAD and the government need to be warned about must be addressed by assumptions in Column 4 of the logframe.



**Figure 4. How to analyse risks (for column 4 of the logframe).**

To better track progress towards targets, relevant measurements need to be taken. Given the complex challenges the development projects face and the elaborate combinations of possibilities and risks that surround the results chain, it is necessary to plan these measurements in advance. For this reason, column 2 specifies what indicators will be sought for tracking and communicating progress.

## Column 2: Indicators

**These are the questions that need to be answered to evaluate progress:** How will I know that my objectives are being met? How will I know that my interventions are successful and are having the intended outcomes/impact?

The logframe defines the indicators that will be used to monitor progress and overall achievement, and how these indicators will be monitored or where the data can be found. Finally, it reflects the assumptions behind the logic of how activities will eventually contribute to the goal plus the associated risks for the project if the assumptions turn out to be incorrect.

A common pitfall is to look at these indicators as targets or outputs; but they should not be seen that way. Where direct measurement is difficult, indicators are indirect and imperfect measures of the objective, outcome and output targets. M&E work is costly, so selection of indicators must consider the different means (and costs) of collecting information. Some indicators may give the right information, but when the means of getting this is carefully considered, it might become impractical—e.g., too complex or expensive. Indeed, the higher up the results chain one moves, the more distant and difficult measurement becomes, and the bigger the pitfalls in measuring.

A few tips:

- Use as few indicators as necessary.
- Include a measurable target and baseline where possible.
- Indicators should be practical, efficient, cost-effective and verifiable (i.e., means of verification available).
- If direct measures are not available, use 'proxy' indicators (e.g., the mandatory household asset index is used as a proxy for incomes, which are difficult to measure).
- Development objective level indicators measure the 'end-of-project' situation and generally relate to impact on primary stakeholders and sustainability.

There are no absolute rules about what makes a good indicator, however the SMART characteristics (specific, measurable, attainable, relevant, timely) are a useful guide.

- Specific – Indicators need to be specific and should reflect the essential aspects of the result in precise terms.
- Measurable – Quantifiable indicators are preferred because they are precise, can be aggregated and allow further statistical analysis of data. However, development process indicators may be difficult to quantify and qualitative indicators are useful as they can help explain the story behind the numbers. Often, qualitative information can be quantified.
- Attainable/achievable – The indicator (or information) must be attainable/ achievable in terms of cost, time and human resources using appropriate collection methods.
- Relevant – Indicators should satisfy the management information needs of those who will use the data. Indicators must be selected in such a way that they would be useful to partners in charge of implementation.
- Timely – Information on an indicator needs to be collected and reported at the right time to influence management decisions.

As previously stated, key stakeholders must agree on these indicators in advance because they will be used for project evaluation. In this case, they are AS*M*ART—Agreed and SMART. Also, indicators should, as far as possible, include estimates of quantity, quality and time (QQT). An example of how to create a QQT indicator is shown in Table 5.

**Table 5. How to construct a verifiable indicator (column 2 of the logframe).**

<b>STEP 1</b>	Basic Indicator	Business development skills training provided.
<b>STEP 2</b>	Add quantity (HOW MUCH?)	Business development skills training provided to at least 1000 entrepreneurs.
<b>STEP 3</b>	Add quality (WHAT?)	At least 1,000 entrepreneurs (50% women) trained in basic bookkeeping and business planning skills.
<b>STEP 4</b>	Add time (WHEN?)	At least 1,000 entrepreneurs (50% women) trained in basic bookkeeping by end of PY2. At least 1,000 entrepreneurs (50% women) trained in business planning skills by end of PY2.

It is not always possible to assess all indicators in terms of QQT. In some cases, it may be necessary to have two indicators—e.g., one quantitative and one qualitative. Indicators at the output level should not involve changes in behaviour by key stakeholders or institutions; indicators of outcomes and the development objective generally will do so.

Indicators should be disaggregated by sex and, if possible, by other important groups (e.g., youth, indigenous people) and geographical location (e.g., ‘flood-prone areas in northern X’). All ‘people’ indicators must be disaggregated by sex, (see example below). The middle one is preferred because it gives a SMART indicator.

<b>Column 1 (Outputs)</b>	<b>Column 2 (Indicators)</b>
<i>1.2.1 Village Development Committees established</i>	<i>Number of VDCs established</i>
<b>1.2.1 Village Development Committees established</b>	<b>140 VDCs established by 2010</b>
<i>1.2.1 Village Development Committees established in 140 participating villages</i>	<i>Number of VDCs established</i>

Finally, indicators provide a basis for monitoring progress in the delivery of outputs and progress towards achieving outcome, thus underpinning the M&E plan of the project. The indicators contained in the logframe are those most useful for assessing results, but they are not the only indicators in a project M&E system.

### **Column 3: Means of Verification**

The means of verification (MoV) column (Column 3) specifies how information will be collected. MoVs may be either existing sources of information (e.g., official government statistics; statistics collected by partner organisations, in particular service providers) or data especially collected for the project (e.g., through surveys). If a project needs to undertake special MoV surveys, the activity must be included as part of the project's M&E system and the cost added to the budget. Information from service providers should be used as much as possible.

The project M&E system should include information from sources other than those directly generated by the project staff. Activities are usually tracked through project accounting, the MIS system or specific parts of the M&E system.

The logframe can be used to systematically identify and appropriate 'MoV' for each indicator chosen. The following questions may assist in the identification of the appropriate MoV.

- How should the information be collected? e.g., sample surveys, administrative records, national statistics (as in the census), workshops, focus groups, observation, PLA (participatory learning and action) methods (e.g., participatory mapping, Venn diagram, matrix ranking). Also, stories can give a meaningful picture of a situation.
- What source is most appropriate? e.g., Who should be interviewed? Does the Bureau of Statistics already collect the required information? Is the source reliable and representative?
- Who should do it? e.g., extension staff, service providers, project management, an independent team?
- When and how often should the information be collected, analysed and reported? e.g., monthly, annually, according to seasonal cropping cycles?

Narrative summary	Objectively verifiable indicators	Means of verification	Assumptions
<p><b>Goal:</b> To achieve sustainable and equitable poverty reduction and improve the quality of life of the disadvantaged rural households in targeted areas</p>	<p>No. of households with improved household asset index**</p> <p>% reduction in prevalence of child malnutrition**</p> <p>Reduction in the proportion of households living below the poverty line</p>	<p>Impact surveys (RIMS survey)</p> <p>DoA and DoH statistics</p>	<p>Continued and sufficient market demand</p> <p>Benefits not offset by disruption of political and civil stability</p>
<p><b>Purpose:</b> To improve income-generating and livelihood opportunities for 50,000 poor rural households in targeted areas</p>	<p>% of households reporting increased income</p> <p>No. of households with improved food security</p> <p>% of targeted households engaged in new income-generating activities</p>	<p>Periodic household surveys</p> <p>DoA statistics on income and expenditure</p>	<p>Sufficient market demand and adequate price</p> <p>Increase in availability of social services not undermined by population growth</p>
<p><b>Outcome 1:</b> To increase agricultural production and productivity</p>	<p>% increase in agricultural production</p>	<p>Project records</p> <p>Records from trainers</p>	<p>Sufficient rain</p>
<p><b>Outputs</b></p> <p>1.1 Farmers trained</p> <p>1.2 Demonstration held</p> <p>1.3 Irrigation infrastructure constructed</p>	<p>No. of people trained by type and gender</p> <p>No. of demonstrations held on farmers' land</p> <p>No. of irrigation schemes rehabilitated/reconstructed</p>		

**The results chain**

### **Tips in formulating the logframe**

Objective statements in the results hierarchy (goal, purpose, outcomes and outputs) should be written in future complete language.

Objective statements should not include the words 'through', 'by', 'via' or 'in order to' because such words refer to a different logical level.

The logframe should have only one development objective statement. Multiple development objectives diffuse project efforts and weaken the design.

Output statements should be written as management objectives which the project team can implement.

Risks should be managed as far as possible by changing the project design.

Indicators of behavioural change should only be used at the development objective and outcome levels. Indicators at the output level should relate to non-behavioural changes.

Indicators at the development objective level should be independent of outcomes and outputs (i.e., not a restatement). Likewise, indicators at the outcome level should not be a restatement of outputs.

Means of verification (MoV) should be specified precisely (e.g., if a survey or special type of official statistics source is needed, say so – do not just put 'progress reports' or 'Ministry of Agriculture').

## **Some considerations when using the logframe approach**

### **Attribution *versus* contribution**

When developing the logframe matrix, it is important to remember the point of attribution and contribution and what your project will be held responsible for at the end. Any project has a sphere over which it has direct control (e.g., outputs), a sphere that can be influenced (e.g., project purpose), and a sphere of concern (impact level) that is determined by a set of factors that may not be related to the project itself. While the project will be held accountable for producing stated outputs and achieving the project purpose, it will contribute but not be accountable to achieving the Overall Goal.

### **Some challenges**

- The logframe resembles the logic and a linear structured thinking. It does not capture and accommodate complexity that is often part of our development projects' reality. The use of logframe therefore needs to be complemented with other tools to measure and analyse progress in a way that can help management address the additional complexities.

- The formulation of indicators for the outcomes section is difficult within the logframe approach and template, often because the logframe is not actor-oriented and because outcomes have a qualitative aspect that is more difficult to measure. Qualitative tools are described in this compilation, and an accompanying paper on the use of Outcome Target Indicator Plans (work in progress) facilitates the specification of actor-oriented outcomes.
- One key challenge in developing a logframe is to undertake the technical work earlier described in a participatory way, as suggested for the problem and objective trees indicated at the beginning of this article. This can be done by explaining the tool to stakeholders and advancing as much as possible with the group's participation. However, once stakeholder inputs are understood and key agreements reached, some of the technical fine-tuning of the logframe (to meet the specifications and standards already set) is best done within the project team. Opportunities to present these to the stakeholders during a future design, start-up or annual review event should be used to re-confirm the logframe and ensure that all participants are aware of the targets set, the measures to be used and the methods proposed for data collection.

## Acronyms and abbreviations

<b>Logframe</b>	Logical Framework
<b>IFAD</b>	International Fund for Agricultural Development
<b>RB-COSOP</b>	Results-based Country Strategic Options Paper
<b>MoV</b>	Means of Verification
<b>RIMS</b>	Results and Impact Management System
<b>QQT</b>	quantity, quality and time
<b>M&amp;E</b>	monitoring and evaluation
<b>PRSP</b>	Porcity reduction strategy paper
<b>OVI</b>	objectively verifiable indicators
<b>SMART</b>	specific, measurable, attainable, relevant, timely
<b>ASmart</b>	Agreed and specific, measurable, attainable, relevant, timely
<b>PY2</b>	project year 2
<b>VDC</b>	village development committee
<b>MIS</b>	management information system
<b>PLA</b>	participatory learning and action



## References and further reading

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Adapted from materials obtained from Maria Donnat, IFAD, Asian Institute of Technology, Thailand, 16-20 April 2011, and Tawfiq El Zabri, IFAD M&E Workshop, Kandy, Sri Lanka, 21 July 2012.

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