

AGENTS FOR CITIZEN-DRIVEN TRANSFORMATION (ACT)

HOW TO DEVELOP A LOGFRAME



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This Toolkit is produced as part of the resources to support the capacity strengthening of Civil Society Organisations, Community Based Organisations and CS Networks (CSOs¹) that are participating in the implementation of the EU funded Agents for Citizen-Driven Transformation (ACT) Programme in Nigeria. The content and materials used to develop the Toolkit have been sourced from existing third-party material available online. In addition to those detailed in the References section, the ACT Programme would like to acknowledge the former EU Nigeria SDGN Project material.

PURPOSE

The logical framework approach is a highly effective strategic planning and project approval, design and management tool. It has a matrix that explains what the project intends to do and how, the key assumptions and how outputs and incomes will be monitored and evaluated. approach.

This Toolkit has been developed to support CSOs to put together a logical framework (logframe) matrix for project planning, implementation, monitoring, evaluation and learning, and for fundraising purposes. It is relevant to all those CSOs that are developing programme and project plans and who seek to broaden their institutional donor base, such as the EU. This is not a training manual or handbook, but it may be most useful to those CSOs who have knowledge of Project Cycle Management.

It is easy to feel intimidated when asked to develop a project logframe, but it looks more complicated than it actually is. All the information held in the logframe comes out of a participatory planning and the project cycle procedure. It is well worth the effort for CSOs to develop a logframe as it can go a long way to strengthening all aspects of project design, implementation, monitoring, evaluation and learning. This single document provides evidence of the logic and rationale behind the project plan, it helps to communicate effectively the intentions and expectations of a CSO's project internally and externally.

However, it also has its limitations! The logframe does not provide a full picture of the project or its management process and, if Milestones and Targets are not monitored, it provides no time dimension, and can appear to be static. But, nonetheless, the process of developing the logframe and using it as a means to manage and measure its effectiveness, helps the CSO to ensure that projects are based on clear and achievable rationale that remain valid.

Remember, developing a logframe does not mean that the plans are set in stone. It is important that the CSO sees this tool as flexible to the project's needs (even as they change), and is responsive to everyone involved. It is important that it is adapted to reflect the changes on the ground.

In line with the ACT's commitment to Human Rights and Gender and Social Inclusion, it is anticipated that CSOs' projects and plans demonstrate the mainstreaming of Gender and Social Inclusion and the adoption of a Rights-based Approach.

WHAT IS A LOGFRAME?

Logframes are a source of plans and results for the CSO and its donors. They allow CSOs to communicate clear evidence of what their projects are doing, why, where and how, in relation to what they seek to achieve.

Through its various adaptations, it has become a standard approach by donors globally for grant applications and, in addition, it is recommended as a useful tool for CSOs to manage the project cycle - to adopt, plan, implement, monitor, evaluate and learn from their projects.

The logframe is often referred to as a 'Results Framework', so don't be confused, these are more or less the same tools, with the same purpose – holding much the same content. They are important throughout the project cycle – informing decision-making at each stage including identifying options and risks, designing the project and for developing appropriate ways to monitor, evaluate and learn from project implementation.

WHAT IS THE PURPOSE OF A LOGFRAME?

The logframe has a number of purposes, including:

- **A tool to structure all the components of a programme or a project**, which highlights the logical links and rationale between the Goal, Purpose, Outputs and Activities.
- **A key document in the Project Cycle** – it is formed at the programme development stage and is a key document right through cycle to the final evaluation and learning phase.
- **Regular programme monitoring** - the logframe enables the CSO to monitor whether their project is on track, measuring results achieved against what was expected (targets), using agreed milestones throughout the project's journey. The logframe should be used regularly to monitor progress throughout the project's lifecycle.
- **Annual reviews** - the logframe provides a robust framework for measuring progress and for comparing achieved results against those planned. For instance,

are the milestones being achieved, if not, why not? Does the project still represent good value for money; are previously identified risks/assumptions still valid? This information is used to inform progress when preparing an Annual Review.

- **Project completion reports** - the logframe is used to measure the overall performance of the project over the course of its lifetime, by comparing planned and achieved results and analysing issues and successes along the way.
- **Evaluation** - the logframe can help project evaluations, identifying lessons about what has worked and what has not worked, assessing the direct and indirect results of the project and ensuring greater accountability against expenditure – as well as seeking to determine the contribution of the project towards the achievement of the Goal.

PLANNING AND DESIGNING THE LOGFRAME

Many people see the logframe approach as a top-down imposition by donors, but the CSO can use it as a very effective planning, monitoring and evaluation tool for their own benefit. Josiah Kaplan³ suggests you need to write the logframe with everyone who might be involved in the project, stating that “inclusivity leads to better project planning... inclusion brings the actors around the table to communicate and develop shared objectives”. Participatory planning leads to wider buy-in and, thus, contributes to the project's sustainability.

As part of the preparation in designing a logframe, it is good practice to review the evidence of what has worked in the past and to take account of lessons learned, (from evaluation and research evidence, and taking into consideration lessons from other similar projects), and a full analysis of the context in which the CSO/Project is situated. This can help to inform the plan and enable the CSO to identify realistic targets and potential risks.

An initial Stakeholder Mapping and Analysis needs to take place - to ascertain who the key stakeholders are who are affected by the problem the project aims to address. (*The Stakeholder Mapping and Analysis process is detailed in the EU-ACT Toolkits on Project Cycle Management and Advocacy Strategy Development.*)

The development of the project's 'hierarchy of objectives' in the logframe should take place after a Problem Analysis

² Logframe is the diminutive form of logical framework

³ A researcher from Oxford University, quote in <https://www.theguardian.com/global-development-professionals-network/2015/aug/17/how-to-write-a-logframe-a-beginners-guide>

in consultation with key stakeholders, and the Objectives developed based on the specific needs of the CSO’s constituent group to address that problem (in line with the strategy and sectoral focus of the CSO). Details of how to develop a Problem Tree and an Objective Tree can be found in the [EU-ACT Toolkit on Project Cycle Management](#).

Before completing the logframe structure, the CSO needs to gather the following information from the research and preparation that has already been carried out:

- What is the problem the project is going to address, and what evidence have we gathered that legitimises what we intend to do?
- How does this sit with our CSO’s organisational strategy, is it compatible?
- Who are the project’s key constituents and stakeholders? Are we considering the most marginalised people (eg: women, girls, PWDs, youth, etc)?
- What is the long-term change the project would contribute towards (Goal)?
- What medium-term change (outcome) does the CSO expect to see as a result of their project?
- What will the timeframe be – can we realistically expect to see this change within this timeframe?
- What would indicate progress towards the outcome?
- What would be the means of verification that would provide evidence of progress?
- What combination of objectives should we set to achieve this change?
- What would indicate progress towards the outputs and where will we seek verification?
- What activities will we need to be carried out to achieve those objectives?

- When planning activities it is important to ask - how can we break down each Objective into a series of Activities?
- What assumptions are in place to achieve outputs and outcomes?
- What resources (human, financial, equipment) will the CSO need?
- What potential challenges and risks might the CSO face?

RISK ASSESSMENT AND MANAGEMENT

Whilst assumptions are considered, checked and noted within the logframe, it is recommended that the CSO develops a separate Risk Register to ensure that potential risks are identified and a plan is put in place to mitigate against them. A definition of risk is: *“the effect of uncertainties on an organisation’s objectives”*. Potential risks come and go as dynamics change, and as the operational environment changes. Keeping on top of the risks that may affect your CSO is an ongoing activity, and identifying (and monitoring them closely) during Strategic Planning is crucial. Risks are usually worded in a negative statement. [Also see ACT PCM Toolkit, Section 2.6.](#)

Risk Register (example)

Figure 1: Example of a simple Risk Management and Mitigation matrix
For Likelihood and Impact: H (high), M (medium), L (low)

| Nature of Risk or Uncertainty | Likelihood: High/Medium/Low | Scoring of Overall Impact (if it were to happen) Hi High/Medium/Low | Actions required and who will take responsibility to manage and mitigate the risk |
|---|-----------------------------|---|---|
| Eg: The LGA feels challenged by CSOs who take forward economic development initiatives in this location | M | H | Engagement with LGA during planning Strategic Planning to ensure collaboration and ownership from the start (or they could threaten the project). |

HOW TO COMPLETE THE LOGFRAME MATRIX

When all the above questions have been answered, the information will be put into the logframe matrix. A standard logframe matrix (Fig 1) is divided into four horizontal rows,

detailing the project's long-term to medium-term to short-term objectives, ranging from top (Goal) to bottom (Activities), and four vertical columns detailing the Project Summary, Indicators of Achievement, Means of Verification (MoV) and Assumptions.

The simplest form of a logframe is shown below (Fig 1), although this isn't a strict format, and the EU logframe is slightly different, including milestones and targets (Fig 3) – but the process of developing the logframe is the same. The matrix includes what the CSO wants to achieve and how to get there – and with good planning it should be both logical and rational. In theory, writing a logframe should make it easier to plan, manage, implement and monitor a project as you can clearly see the sequence in which actions lead towards the overall goal.

Figure 2: Outline of generic Logframe matrix

| <i>(This column is known as – the 'Hierarchy of Objectives')</i> | Project Summary COLUMN 1 | Indicators COLUMN 2 | Means of Verification COLUMN 3 | Assumptions COLUMN 4 |
|--|-------------------------------------|--------------------------------|---|---------------------------------|
| Goal/Overall Objective | | | | |
| Outcome/Specific Objective | | | | |
| Objectives/Outputs | | | | |
| Activities | | | | |

COLUMN 1 (Fig 2)

Column 1 contains the Hierarchy of Objectives, as follows:

- **Goal/Impact**

Details the overall Goal, the highest level of objectives. This is the longer-term vision for the project. In a sentence the long-term social or economic impact should be stated clearly. It is generally not achieved solely by the project, but the CSO should expect their project to demonstrate its contribution to the expected change at Impact level. The terms Goal/Overall Objective/Impact are used interchangeable at this level.

- **Outcome/Purpose**

Details the change that will be evident by the end of the project – medium-term – the project's direct effects. This provides details of the benefits the constituents will derive from the project. It should be measurable (SMART). It should contribute to the achievement of the Goal. Purpose/Specific

Objective/Outcome – are all interchangeable terms used at this level.

- **Outputs/Objectives**

Details of the specific results the project will generate in the short-term, that will collectively achieve the outcome above. The outputs are the tangible results the CSO expects following the activities. They are the specific deliverables of the project, the conditions necessary to achieve the outcome. There should be no more than six outputs; four to five is ideal (too many can make it difficult to measure).

Objectives/Results/Outputs - are all interchangeable terms used at this level.

- **Activities**

The tasks needed, in order for the outputs above to be achieved. The activities address the causes of the problem that has been identified. The activities are the work that is done and managed by the CSO. The activities are the detailed actions that are taken in order to achieve each of the outputs.

COLUMN 2 (Fig 2)

Column 2 details the indicators that should be developed and used to measure the progress towards achieving the outcome and outputs. It is important to choose indicators that will enable the measurement of achievement at the different levels – these need to be achievable within a clear timeline.

- **Impact indicators**

State exactly what is to be measured and where; you must be able to verify it by some objective means

- **Outcome indicators**

State the change that is to be measured; have at least one quantitative and one qualitative indicator, you must be able to verify it by some means.

- **Output/Objective indicators**

Try to keep to no more than three indicators per output; try to keep the process of measurement simple. This is a performance measure. The indicators need to be specific, usable and clearly measurable and you must be able to verify it by some means. (It is useful to have at least 1 quantitative indicator and 1 qualitative indicator.)

What does a good indicator look like?

- Use your experience from other projects and adapt previous indicators accordingly
- Keep your indicators as straightforward as possible, not too many of them, and don't over-complicate them
- Do not try to measure multiple elements within one indicator - an indicator should only be measuring one part of the intervention
- Make sure your indicators can be measured objectively
- An indicator is exactly that – it should 'indicate' the benefits brought about by the achievement of this output/objective (based on evidence and not assumption)

How will you measure whether you have achieved them?

- The CSO should ensure it has a both qualitative and quantitative indicators. Sources of data for quantitative indicators should be available through your routine M&E data systems and records. Qualitative indicators are measuring the results and the change you expect to happen. What will change look like? This is often measured through focus group discussions, case studies, survey feedback, etc.
- It is important for the CSO to gather Baseline information at the start of a project to measure both quantitative and qualitative change and to be able to attribute change directly to the work of the Project.

COLUMN 3 (Fig 2)

Column 3 provides details of where and how the CSO is going to source the information from that will verify the achievement of the indicators. It is not possible for the CSO themselves to gather evidence of the indicators without additional objectively verifiable data. This must be explained in Column 3 against each of the indicators in Column 2.

COLUMN 4 (Fig 2)

The assumptions in Column 4 need to explain what pre-existing situation should be in place in order for the Objective to be achievable. The statements are written positively, eg: The local communities are willing to report cases of SGBV to the police. These are critical to the success of the project and inherent to the design and implementation. As the foundations to the planning, these need to be checked in advance, if these assumptions are wrong, the project is unlikely to succeed.

Illustrative sample logframe

Fig 3 below is a sample logframe to illustrate content – the information/content would be further expanded in reality. It is in this form to provide guidance; it is slightly different from the EU logframe matrix, (shown in Fig 5). This logframe should provide the CSO with an idea of how all the information outlined above for Columns 1 – 4 should appear in the logframe matrix.

Figure 3: Sample Logframe

| | Project Summary (COLUMN 1) | Indicators (COLUMN 2) | Means of Verification (COLUMN 3) | Assumptions (COLUMN 4) |
|---------------------|--|---|---|---|
| Goal/Impact | Women and Girls feel safe from the threat of Sexual and Gender-based Violence (SGBV) in Lagos State, Nigeria | | | |
| Purpose/ Outcome | There is reduced threat from SGBV in X LGDAs in Lagos State by the end of the project | <ul style="list-style-type: none"> • Increased numbers of SGBV cases charged to court • Less threatening environment for vulnerable people in the community. • 100% (increase in SGBV cases being investigated and resolved by Law enforcement and judicial officials in X LGAs in Lagos State by X date. • Increased feeling of well-being and security experienced by survivors of SGBV by X date | <ul style="list-style-type: none"> • Baseline data collected + annual statistical analysis • Annual perception survey • State/Community Police and Court reports and statistics • Case Studies • Feedback from Traditional Authorities | <ul style="list-style-type: none"> • Law enforcement and court officials are committed, and have the resources, to reduce the cases of SGBV • State funding is available to sustain improved police and court processes, systems and reporting on SGBV crime • Community members are willing to report cases of SGBV to law enforcement agencies |

Figure 3: Sample Logframe cont'd

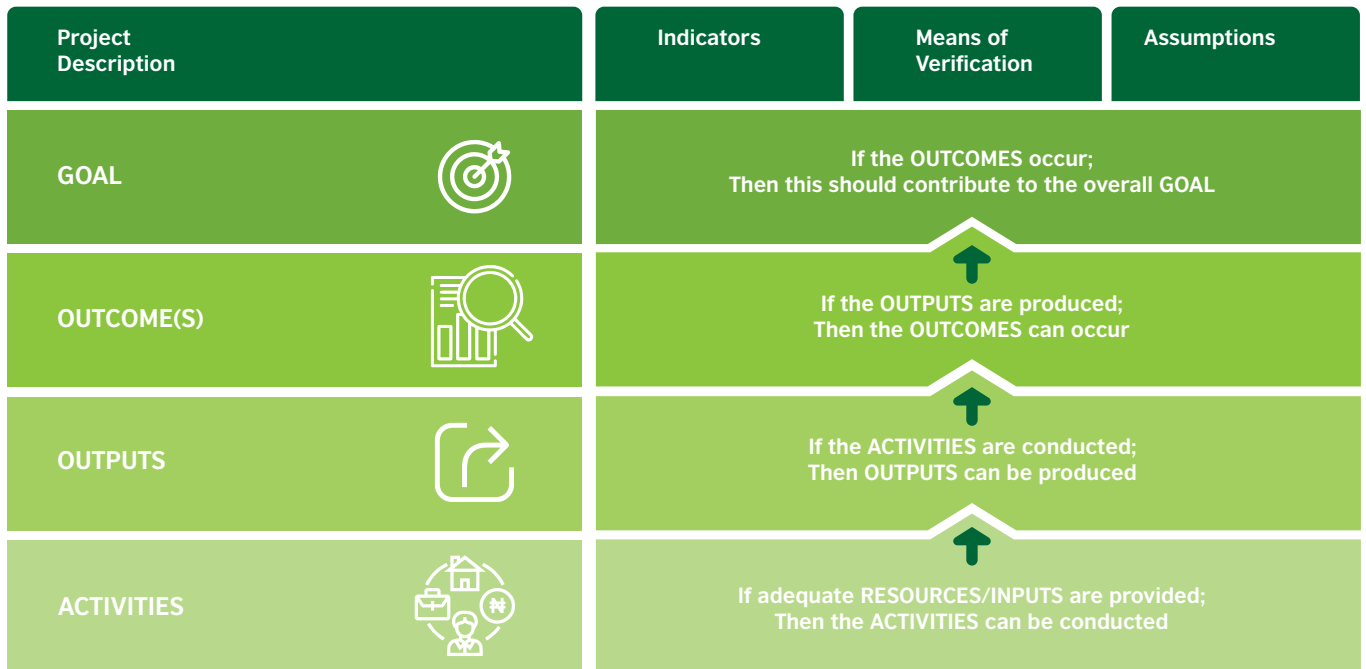
| | | | | |
|---------------------------------------|--|--|--|--|
| <p>Objectives/ Outputs</p> | <ol style="list-style-type: none"> 1. To strengthen the capacity of law enforcement officials to establish effective documentation and case management of SGBV in X LCDAs in Lagos State by X date. 2. To strengthen rights-based community structures with X no CBOs/CSOs in X LCDAs in Lagos State by X date. 3. To strengthen links between CBOs/ CSOs and law enforcement agencies around SGBV, in X LCDAs in Lagos state by X date. 4. To raise awareness through communicating information and data on SGBV by X no of Media agencies in X LCDAs in Lagos State by X date. | <ul style="list-style-type: none"> • No of SGBV court hearings/prosecutions • Increase in community trust in the law enforcement agents • Increase in the number of SGBV cases reported to the police • Increase in numbers of people who are aware of their rights to live free of SGBV • Minutes of meetings between CBOs/ CSOs and law enforcement bodies • Increased number of media articles providing details of processes to follow in the event of SGBV • Reduced stigma by survivors of SGBV • More open discussion on SGBV on the media channels/in papers | <ul style="list-style-type: none"> • Police and court documentation • Annual Perception Survey • Police, court and CBO/CSO documentation and documented action • Feedback and community focus groups • Feedback from users of appropriate community services • CBO/CSO plans and reports • Media reports/ articles • Annual perception survey • Feedback from community • Listeners' and readers' data from media agencies | <ul style="list-style-type: none"> • Commitment by Media, CBOs and CSOs to engage with Law enforcement agencies, and vice versa |
|---------------------------------------|--|--|--|--|

Figure 3: Sample Logframe cont'd

| Activities | | | | |
|------------|--|--|---|--|
| | <p>1.1 Conduct sustained advocacy on key legal frameworks with 3 divisional stations in X LCDAs</p> <p>1.2 Provide training in the development of recording systems</p> <p>2.1 Support local CBOs/CSOs to gather information and to establish systems to liaise with law enforcement agencies and key health providers</p> <p>2.2 Support male advocates against SGBV</p> <p>3.1 Provide training to Media agencies on communicating human-rights approach to influence SGBV support, reporting and effective legal response</p> | <ul style="list-style-type: none"> • No of training events with police, court officials and CBOs/CSOs • No of awareness raising campaigns • No of male advocacy groups established • Improved collaboration between CBOs/CSOs and law enforcement agencies on issues of SGBV • No of people reporting SGBV to CBOs/CSOs and to law enforcement agencies • No of reports in the media | <ul style="list-style-type: none"> • Training reports • Feedback from community • Public Perception Survey • Media data published on numbers of SGBV reports and court procedures • Reports on CBO/CSO partners' engagement , outputs and outcomes • Reports and data on SGBV in media and social media | <ul style="list-style-type: none"> • Funding in place • The necessary skills are available • Face to face engagement with stakeholders is allowed |

CHECKING TO ASSESS THE RATIONALE OF THE LOGFRAME

Figure 4: Checking the rationale



For a thorough review of the logframe content, run through the tick box exercise below:

| CSO Checklist | Yes | No |
|--|-----|----|
| Project Summary (the detail of the hierarchy of objectives are measurable) | | |
| Is the logframe clear, logical and rational and do the Assumptions hold true? | | |
| Is the logframe consistent with the CSO's Strategy and Theory of Change? | | |
| Do the outcome indicators measure what will change and who will benefit, where and by when? | | |
| Do the output indicators measure the tangible results of the activities that will be delivered by the project, are the outputs measurable (SMART)? | | |
| Are all indicators relevant and is there a mix of quantitative and qualitative? | | |
| Are all indicators clearly defined, and measurable? | | |
| Means of Verification (from where/whom the CSO will collect the information for the indicators?) | | |
| Has the CSO considered using learning from other projects? | | |
| Are baselines included for indicators? | | |
| Are the targets and milestones realistic and achievable? Do the targets take into account time for project mobilisation and potential risks? | | |
| Is the logframe Gender and Socially Inclusive? Will your findings data be disaggregated by sex and disability? | | |
| Is project source information clear and based on robust data sources? | | |
| Is the CSO clear who will collect information, learning and report against the project logframe? | | |
| Are the risks clear, managed and regularly reviewed? | | |

THE EU LOGFRAME MATRIX

Below (Fig 5) is a sample template for the EU logframe matrix, this looks slightly different to the logframe matrix above, with additional columns. It provides a very useful description of the information required within the framework, which is applicable to any logframe template. (When developing a funding proposal, it is important for the CSO to check with the donor as they may have their own preferred matrix to share with applicants.) But the slight variation in detail shouldn't put the CSO off as the information required is the same as in the model above, apart from additional requests for information which the CSO needs to have to hand. The contents of the column on the left (Results Chain in the EU version, and Project Summary in Fig 2) requires the same information, but uses slightly different terminology, ie:

Goal = Overall Objective/Impact

Outcome = Specific Objective(s)/Purpose/Change(s) you will see

Outputs = Outputs/Objectives

Activities = Actions to achieve Outputs

In addition:

Means - Staffing and other Resources required (in summary)

Budget - Summary breakdown of the Activity costs (under headings)

Baseline

This is the starting point or current value of the indicators, eg: numbers of girls in schools in a specific community at a specific date. The baseline 'reference year' is usually the starting point of the project, providing the relevant baseline data and the date when the baseline survey was carried out.

Milestones

These are intermediary targets – the numbers expected to be achieved as the project progresses, usually provided on an annual basis (for a multi-year project), or quarterly (for a one year project). These accumulate across the project period, building towards the achievement of the final target at the end of the project.

Target

This means the quantitative or qualitative measurable level of expected output, outcome or impact (by the end of the project). The achievement of the target could be verified by an end-line survey, using the baseline information as a reference point.

EU LOGFRAME - PROJECT MATRIX

The logframe matrix should evolve during the project's lifetime: new lines can be added for listing new activities as well as new columns for intermediary targets (milestones) when it is relevant and values will be regularly updated in the column foreseen for reporting purpose (see "current value").

“ When developing a funding proposal, it is important for the CSO to check with the donor as they may have their own preferred matrix to share with applicants. ”

Figure 5: EU logframe matrix, with completion guidelines

| | Results chain | Indicators | | Baseline (reference date) | Milestone (Reference date) | Targets (incl. reference year) | Sources and means of verification | Assumptions |
|--|--|---|--|--|--|--|--|--|
| Overall objective: Impact | The broader, long-term change which will stem from the project and a number of interventions by other development partners. | Measure the long-term change to which the project contributes. To be presented disaggregated by sex and disability. | | To be drawn from the CSO's strategy Baseline data | | Ideally, to be drawn from the CSO's strategy | To be drawn from the CSO's strategy End-line data | |
| Objective(s): Specific Outcome(s) | The direct effects of the project which will be obtained at the end of the project and which tend to focus on the changes in behaviour resulting from project (Outcome=Oc) | Measure the change in factors determining the outcome(s). To be presented disaggregated by sex and disability | | The starting point or current value of the indicators. | The value of the indicator at the indicated date | The intended value of the indicators. | Sources of information and methods used to collect and report (including who and when/how frequently). | Factors outside project management's control that should be in place in order to achieve the outcome/ impact linkage |
| Outputs | The direct/tangible outputs (infrastructure, goods and services) delivered by the project. Output = Op Op 1.1. (related to Oc1) Op 1.2. (related to Oc1) (...) Op 2.1. (related to Oc2) (...) | Measure the degree of delivery of the outputs. To be presented disaggregated by sex. | | As above for the corresponding indicators. | | As above for the corresponding indicators. | As above for the corresponding indicator. | Factors outside project management's that should be in place in order to achieve the output/ outcome linkage |

GLOSSARY

| | |
|------------------------------------|---|
| Evaluation | Evaluation is a process that critically examines a project or a programme. It involves collecting and analysing information about the project's or programme's activities and outcomes. The purpose of an evaluation is to make judgements about its effectiveness and to inform future decisions. |
| Gender and Social Inclusion | Gender and Social Inclusion (G&SI) is a concept that addresses improved equal access for all, including women, girls, youth, poor people, people with disabilities, ethnic minority groups, older people, children, LGBTQI+, etc – those people who are often traditionally excluded from development initiatives. It supports more inclusive policies and mindsets and increases voice and influence by all. |
| Hierarchy of Objectives | The hierarchy of objectives is a tool that helps us to analyse and communicate the project objectives. It organises the objectives into different levels based on their level of importance, or hierarchy. |
| Human Rights-Based Approach | A human rights-based approach (or a rights-based approach) to development means that all forms of discrimination, based on human rights, must be prevented. It also means that priority should be given to people who are often the most marginalised or excluded from development, and who face the biggest barriers to realising their rights. |
| Indicators | An indicator is a means of measuring actual results against planned or expected results in terms of quantity, quality and timeliness. It is a marker which when used over time shows that the progress that has been made. It is important to ensure a balance between quantitative and qualitative indicators to ensure the validity of the findings. |
| Milestones | A milestone is a marker in a project timeline that signifies a change or stage in development. Milestones show key events and map forward movement towards the final target in the plan. They act as signposts through the course of the project and help the CSO to ensure that the progress of the project is on track. |
| Monitoring | Monitoring is a continuous data collection and analysis process to assess the performance of a project against its intended progress or results. |
| Project Cycle | The project cycle refers to a series of interconnected activities developed from planning to the achievement of a project's goal, outcome and objectives. It moves from the initiation of a project through a sequence of phases to its evaluation and closure, and supports effective project management from start to finish. |
| Project Logframe | The logical framework (project logframe) is a planning and monitoring tool that sets out the objectives of a project and how their achievements will be measured. It is a concise document, and usually no more than two pages in length. Funders often request the preparation of a logframe to be submitted with a project funding proposal. |
| Results Framework | A results framework is very similar to a logframe. It provides the basis for monitoring the achievement of results and to adjust activities when necessary. The information is organised into a series of 'if-then' relationships and describes the vertical logic of the project. |
| SGBV | Sexual and Gender-based Violence (SGBV) encompasses many different acts of violence against women, children and men, ranging from rape to genital mutilation. |
| SMART Objectives | SMART stands for Specific, Measurable, Achievable, Relevant and Timebound. Using SMART when developing Outcomes and Objectives ensures that they are attainable within a certain timeframe. It eliminates guesswork, sets a clear timeline, and makes it easier to track progress and identify missed milestones. |

| | |
|-----------------------------|---|
| Stakeholder Analysis | Stakeholder analysis is a process of systematically gathering and analysing qualitative information to determine whose interests should be taken into account when developing and implementing a project. |
| Stakeholder Mapping | Stakeholder mapping is the process of identifying and categorising key stakeholders involved in achieving the objectives of the CSO's project. |
| Targets | A target is a marker in a project timeline that signifies the final change that is expected by the end of a project period. Milestones show key events and map progress towards the achievement of the final target. |
| Theory of Change | A theory of change is a description of why a particular way of working will be effective, showing how change happens in the short, medium and long term to achieve an intended impact. It is usually presented on one page, and can be represented in a visual diagram, as a narrative or both. |

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Find out more**Agents for Citizens Driven Transformation (ACT)**

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