

## ANNEX I. GUIDANCE NOTE ON USING DEVCO'S REVISED LOGICAL FRAMEWORK (PRAG 2015)

To date, DEVCO hasn't made any guidance note available in order to promote a harmonised approach and ensure the best use of the revised logical framework in designing and managing DEVCO-funded projects. This is something that CONCORD's Funding for Development and Relief (FDR) working group is strongly advocating for considering that such a tool would be of help not only for project implementers, but also within DEVCO, for EUD staff and evaluators.

### GENERAL COMMENTS ON THE REVISION OF THE LOGICAL FRAMEWORK FORMAT

- In the PRAG 2015, an amended version of the logical framework was introduced as a result of the quality assurance reform within DEVCO. DEVCO tried to match the need for quality and simplification (due to budget cuts, etc.).
- It seems that DEVCO got inspired by other donors (especially DFID), introducing the **results chain terminology**.
- The log-frame should be used as a **flexible tool for monitoring performance** and not only as an administrative document. DEVCO tried to make it more useable so that it is used as a tool not only during the preparation, but also during the implementation and the evaluation of the action. In fact, applicants are now expected to send the updated logical framework with their reports to the donor. It must be used as a flexible project management tool that can be revised and updated to orient and facilitate the management system towards results.
- The **principal changes** to the 2015 logical framework from the earlier matrix are captured below:
  - Objectively verifiable indicators (OVIs) have been separated into their component elements (Indicators, Baseline, Current value, Targets).
  - A column for milestones (intermediary targets) can be added by the applicant when it is considered relevant.
  - Regarding the third level of the intervention logic, expected results were replaced by outputs. Considering that expected results used to be defined as "the *outputs/outcomes* helping to achieve the specific objective", applicants often used to include both output and outcome indicators under expected results. Now, the expectation is for applicants to only include output indicators at this level.<sup>1</sup>
  - A renewed emphasis on the use of disaggregated data by sex (within Indicator, Baseline, Current value, Target).
- The table below captures how **DEVCO's terminology for logical frameworks** has recently evolved<sup>2</sup>:

PRAG 2014	Intervention logic	Overall Objective(s)	Specific objective	Expected results	Activities
PRAG 2015	Intervention logic	Impact	Outcome(s)	Outputs	Activities
PRAG 2016	Results chain	Impact	Outcome(s)/ Intermediary outcomes	Outputs	Activities

### HOW TO COMPLETE THE LOGICAL FRAMEWORK

- For the time being, there is no clear guidance from DEVCO as to *what is optional vs. mandatory* to fill in at the proposal stage and what is required to complete at the reporting stage.
- For instance, on the *baseline*, DEVCO first told CONCORD members that the Baseline does not have to be filled in at full proposal stage but can be derived from an activity to be undertaken at the beginning of the project. More recently however, DEVCO desk officers encouraged CONCORD members to fill in the logical framework to the maximum extent possible. In case an applicant wouldn't be able to provide all the information, it should provide a justification in the logical framework, explaining when the information will be provided, or referring to the guidelines of the call (e.g., when a baseline is specifically mentioned as an activity to be included in the project).

<sup>1</sup> DEVCO introduced the concept of intermediary outcomes in the PRAG 2016 in order to enable applicants to better integrate expected results (understood as outputs/outcomes) into the logical framework.

- As a general rule, at full proposal stage, you are therefore expected to insert in the template all the information you can reasonably present.
- The table below captures recommendations made by DEVCO on the revised logical framework.

	Mandatory vs Optional	Comments/ recommendations by DEVCO
<b>Intervention logic</b>	Mandatory at full proposal stage	<ul style="list-style-type: none"> <li>· Have <b>only one specific objective</b> which will be the main outcome of the project, especially for smaller projects led by NGOs. According to DEVCO/06, having more than one Specific Objective/Outcome is relevant for large programmes (like those developed with IOs).</li> <li>· Include <b>expected results</b> under outputs</li> </ul>
<b>Indicators</b>	Mandatory at full proposal stage	<ul style="list-style-type: none"> <li>· Outcome indicators have to be used under outcomes (and intermediary outcomes in the PRAG 2016).</li> <li>· Output indicators have to be used under outputs.</li> </ul>
<b>Baseline</b>	Mandatory/optional at full proposal stage	<ul style="list-style-type: none"> <li>· Where possible, complete the baseline data for your project (knowing that this can be changed during implementation, e.g. at interim report with an explanation).</li> <li>· When the baseline is to be conducted in the first months of the action, mention it clearly in the logical framework.</li> </ul>
<b>Current value</b>	Mandatory to be filled in <i>only at reporting stage</i>	<ul style="list-style-type: none"> <li>· Current value is to be filled during the interim and final reports when something has moved.</li> <li>· Not necessarily to be updated yearly at the level of outcome and impact indicators, and in general for those indicators that cannot be measured on the short term but only at the outcome level.</li> </ul>
<b>Targets</b>	Mandatory at full proposal stage	<ul style="list-style-type: none"> <li>· Fill in targets if the information is available (knowing that this can be changed during implementation, e.g. based on the project's baseline)</li> </ul>
<b>Sources and means of verification</b>	Mandatory at full proposal stage	
<b>Assumptions</b>	Mandatory at full proposal stage	<ul style="list-style-type: none"> <li>· Considered as those factors outside the project management control, which may have an impact on your logic of intervention/ results chain</li> </ul>

- **Completing the columns Indicators, Baseline, Current Value and Targets:** we are required to put a statement of what will be measured in the *Indicators column*, the baseline in the *Baseline column* and the target by the end of the project in the *Targets column*.
  - For example: Indicator at Outcome level – percentage of female farmers using organic pesticides; Baseline – 15%; Target by project end - December 2018 – 65%. If the first project year ends on 31 December 2016, we would put this date in the Current Value column and the achievement to that date e.g. 33%.



## ANNEX - DEVCO'S REVISED LOGICAL FRAMEWORK MATRIX (PRAG 2015) WITH COMMENTS

The logical framework matrix will evolve during the lifetime of the project: new lines will be added for listing the activities as well as new columns for intermediary targets (milestones) when it is relevant and for reporting purpose (see “current value”) on the achievement of results as measured by indicators.

	Intervention logic	Indicators <sup>3</sup>	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
<b>Overall objective: Impact</b>	The broader, long-term change which will stem from the project and a number of interventions by other partners.	Measure the long-term change to which the project contributes.  To be presented disaggregated by sex.	Ideally, to be drawn from the partner's strategy <sup>4</sup>		Ideally, to be drawn from the partner's strategy	To be drawn from the partner's strategy.	
<b>Specific objective(s): Outcome(s)</b>	The direct <b>effects</b> of the project which will be obtained at medium term and which tend to focus on the changes in behaviour resulting from project  Outcome = Oc (Oc 1; Oc 2; etc.)	Measure the change in factors determining the outcome(s).  To be presented disaggregated by sex	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 may impact on the outcome-impact linkage.
<b>Outputs</b>	The direct/tangible <b>outputs</b> (infrastructure, goods and services) delivered by the project.  Output = Op Op 1.1. (related to Op 1) Op 1.2. (related to Op 1) (...) Op 2.1. (related to Op 2) (...)	Measure the degree of delivery of the outputs.  To be presented disaggregated by sex.	Idem as above for the corresponding indicators.	The value of the indicator at the indicated date	Idem as above for the corresponding indicators.	Idem as above for the corresponding indicator.	Factors outside project management's control that may impact on the output-outcome linkage.
<b>Activities</b>	<i>What are the key activities to be carried out, to produce the outputs? (Group the activities by result and number them as follows:</i>  A 1.1.1. – “Title of activity “ A 1.1.2. – Title of activity “ (related to Op 1.1.)  A 1.2.1. – “Title of activity “ (...) (related to Op 1.2.)  A 2.1.2. – Title of activity “ (...) (related to Op 2.1.) (...)	<b>Means:</b>  <i>What are the means required to implement these activities, e. g. staff, equipment, training, studies, supplies, operational facilities, etc.</i>  <b>Costs</b>  <i>What are the action costs? How are they classified? (Breakdown in the Budget for the Action)</i>					<i>Factors outside project management's control that may impact on the output-outcome linkage.</i>

The Coordinator may unilaterally amend the outputs, all the indicators and the related targets, baselines and sources of verification as well as the activities described in this logical framework in accordance with Article 9.4 of the General Conditions.

<sup>3</sup> Present indicators disaggregated by sex when relevant to the type of intervention and type of indicator you need (e.g. for some process indicators it may not be relevant). The Guidelines of a call for proposals may specify requirements about gender integration throughout the action so you should reflect that in your indicators.

<sup>4</sup> Include a Baseline and Target value of your Impact level Indicators. You can indeed draw this from your broader strategy, or from ongoing national/regional strategic plans. By the end of the project, you will be requested to report on the contribution that your project has made towards achieving the Impact and Impact level Indicators.

## Definitions:

A **“logical framework matrix”** (“logical framework”): is a matrix in which results (encompassing Outputs, Outcomes and Impact), assumptions, indicators, targets, baselines, and sources of verification related to an action are presented. The intervention logic (results chain as of PRAG 2016) tells how, in a given context, the activities will lead to the outputs, the outputs to the outcome(s) and the outcome(s) to the expected impact. The most significant assumptions developed in this thinking process, considered as those factors *outside* the project management control, are to be included in the logical framework matrix.

**“Impact”** (Overall Objective): means the long term effects produced by the Action. It refers to the overall problem we are trying to address. It is a desired state where a need or problem no longer exists or is significantly improved. It is not intended to be achieved solely by the project but other interventions and projects will contribute towards it.

**“Outcome”** (Specific Objective): means the likely or achieved short-term and medium-term effects that derive from the Action’s outputs. This is what you plan to achieve by the end of your project, and refers to the change we want the project to make. **The EU still recommends projects to have only 1 main Outcome/Specific Objective. Otherwise it will look like the project has an overly complicated project design.**

**“Output”**: means the products, capital goods and services which result from an Action’s activities. Outputs are the specific, direct deliverables of the project which are under the control of project management. These will provide the conditions necessary to achieve the Outcome/Specific Objective.

**“Indicator”**: is the quantitative and/or qualitative factor or variable that provides a simple and reliable mean to measure the achievement of the results (encompassing outputs, outcome and impact) of an Action. **The indicator represents what you will be measuring (e.g. number of people trained, percentage of children vaccinated). It will become a SMART indicator in conjunction with the baseline and the target value, not as a statement in itself.**

**“Baseline”**: means the starting point or present value of the indicators. **At proposal development stage, you should include it if such baseline is available, for instance from an ongoing intervention or if there is an obvious source of information to be used as reference (e.g. OECD/WB reports or official national statistics). The reference year for the baseline is interpreted as the start of the project or close to it. If it is not available, the baseline can of course be produced as one of the first activities of the project. However, it is advised not to leave any cell empty, but to explain when and how the baseline will be obtained.**

**“Current Value”**: means the value of the indicator at the reference date. **This column will be filled in for reporting purposes. The reference year will be Year 1 for the first reporting period and so on. This column is foreseen for reporting progress in reaching the target value of your indicator, as sort of milestones along the project implementation. For some indicators, especially Outcome and Impact Indicators, it may not be possible to report progress on a yearly basis because of the longer term nature of the change they measure.**

**“Target”**: means the quantitatively or qualitatively measurable level of the indicator at the stage of expected output, outcome or impact of an Action. **This should be indicated at proposal development stage as the desired value or goal for each respective indicator. The reference year will generally be end of project, but some outputs indicators may be reached before according to the design of the project and timeframe. We can expect some flexibility and be able to review and adjust the target value during the project life-span according to the progress in the implementation and any change in the context.**