Understanding the results chain and developing logical frameworks: A guide for completing Annex A of the UNOPS Call for Proposals

May 2020

WHAT'S A LOGFRAME?

Logical frameworks, or logframes:

- Are an important project planning and management tool
- Provide a visual summary of the project and success indicators
- Establish a hierarchy of results and summarise the logical relationship between planned activities, deliverables (outputs) and desired changes (outcomes and impact)
- Make important planning assumptions clear
- Establish how outputs and outcomes might best be monitored and evaluated.
- Used by almost all institutional donors (with varying terminology)
- Part of the agreement signed between UNOPS and the grantee

WHAT'S THE LOGIC?

Logical frameworks, summarise the cause and effect relationship between planned activities, project deliverables (outputs) and desired changes (outcome and impact). The cause and effect relationship from actitivies > outputs > outcome > impact is also known as the results chain:
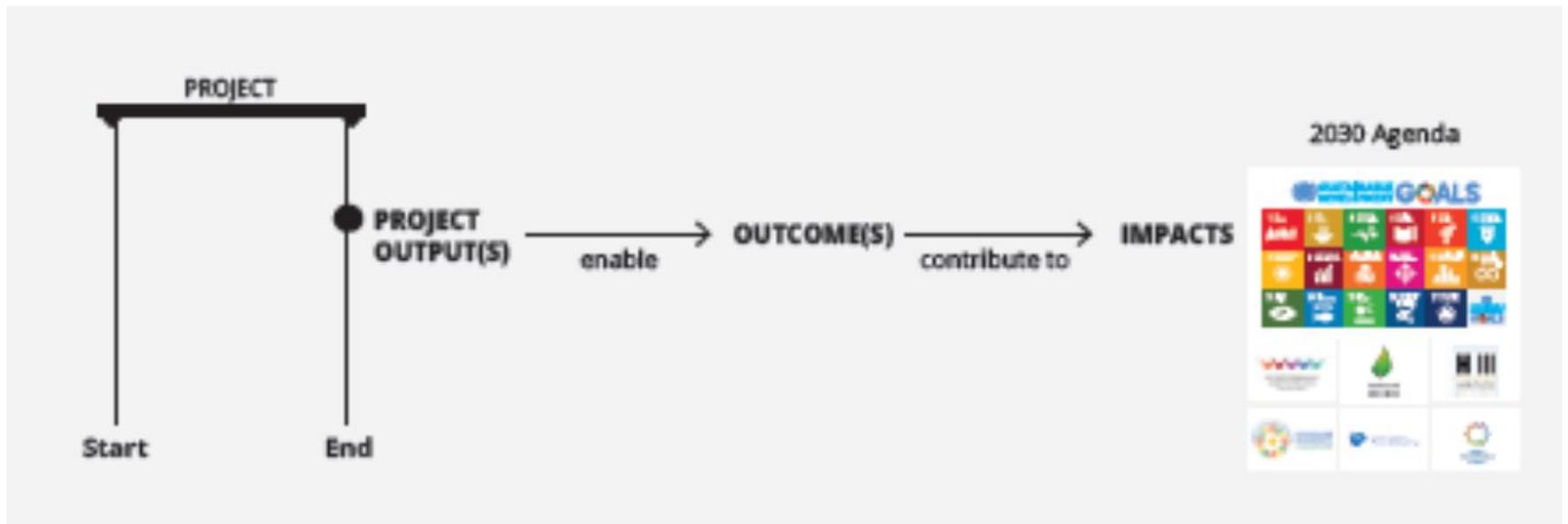
LOGFRAME TEMPLATE

RESULT	INDICATOR	MEANS OF VERIFICATION	BASELINE	TARGET	ASSUMPTIONS
IMPACT					
OUTCOME					
OUTPUTS					
ACTIVITIES					

Results

less	Results	Like…	Timeline
	Impact	Reduced hunger	2 yrs
	Outcome	Land used productively	1 yr
	Output	290948 km2 land released	6 months
	Activity	Mechanical Clearance	< 6 months
more	Inputs	Money, assets Staff	

COLLECTIVE ACCOUNTABILITY
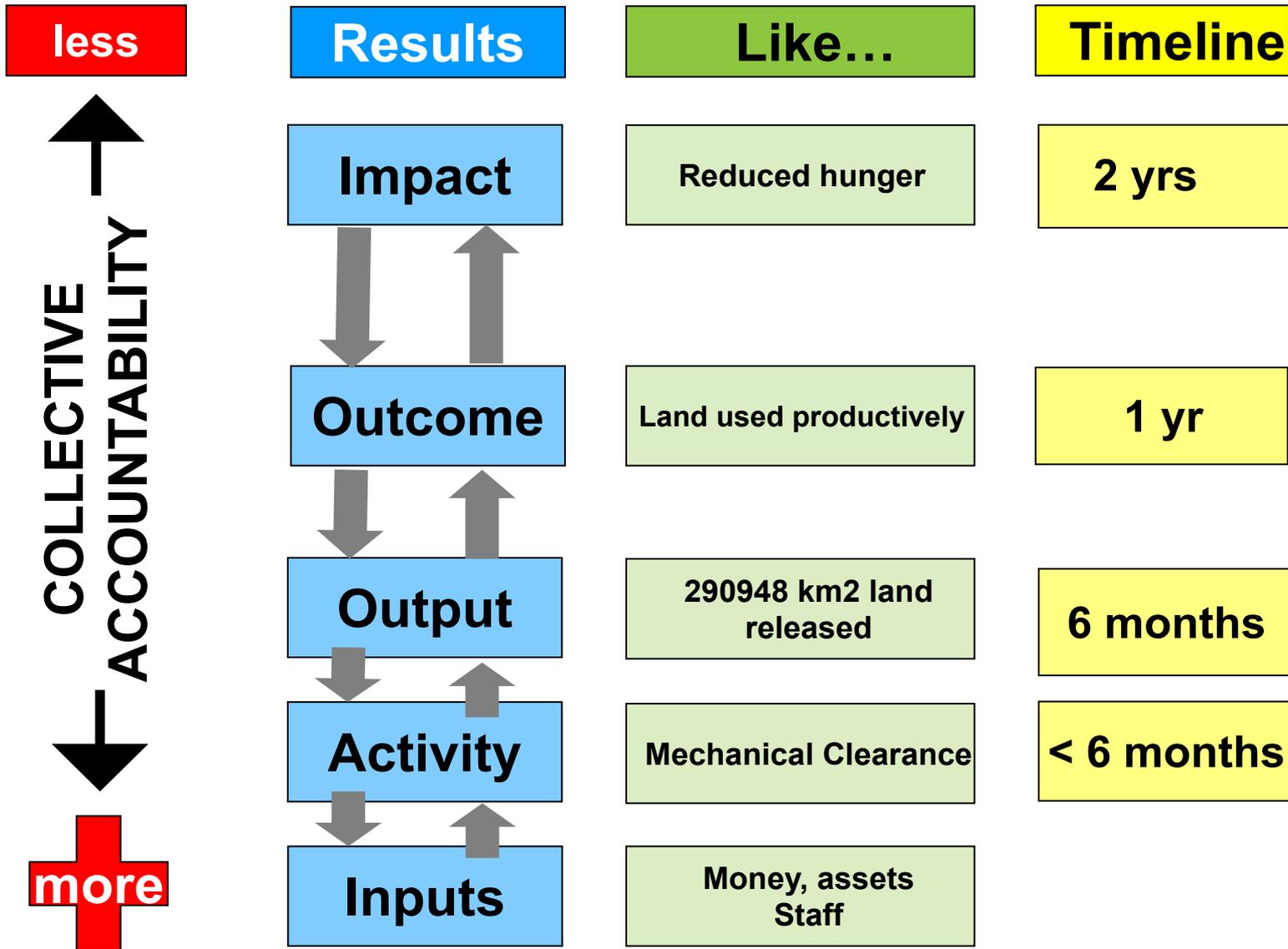
ASSUMPTIONS

RESULT	INDICATOR	MEANS OF VERIFICATION	BASELINE	TARGET	ASSUMPTIONS
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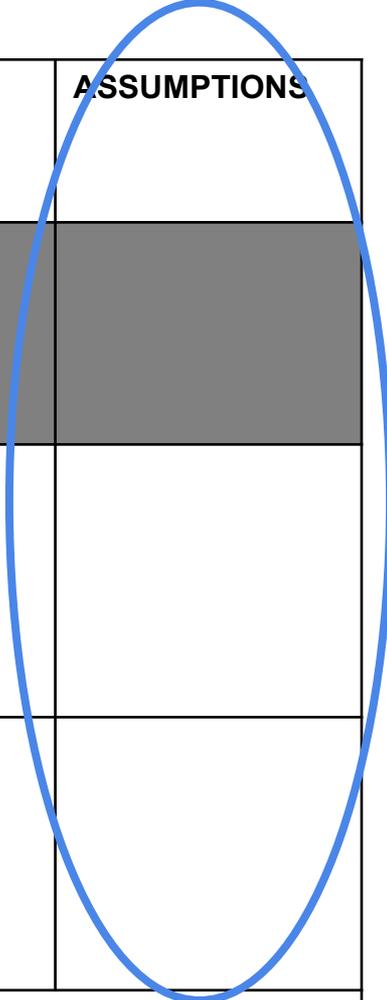
ASSUMPTIONS
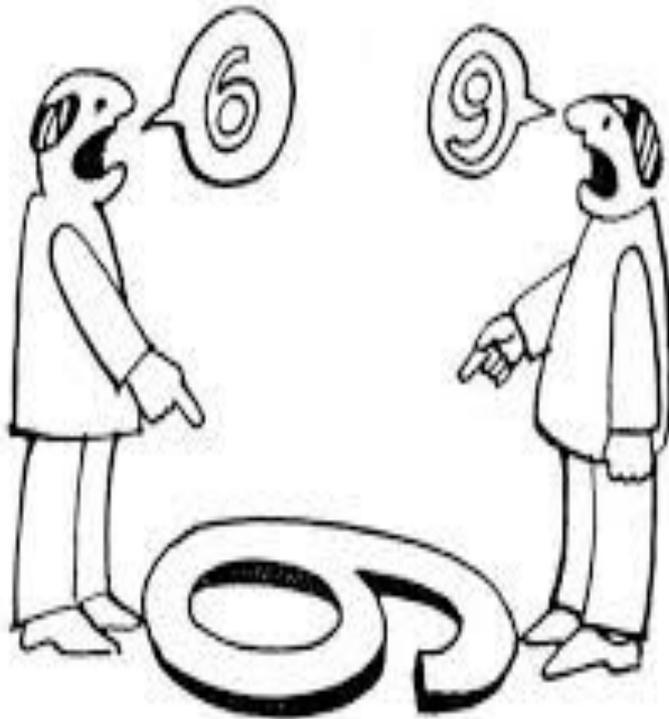
Assumptions are often "hidden" or "implicit" in the project design. The logframe is meant to bring these assumptions to the fore by forcing us to think of those implicit assumptions, and write them into the assumptions column of the logframe. The logical approach then reviews each of the assumptions, and considers whether we can do something about them, or to minimize the risk of these assumptions failing us.

WHAT IS AN ASSUMPTION?

•*Assumptions are the factors or variables that need to be in place for a specific result to be achieved. If the assumptions hold true, the expectation is that the results will be achieved*

- Assumptions form an important part of the chain of results cause-effect logic

•*Assumptions are always stated positively as though they are in place, for example that a condition WILL be met or a requirement WILL be in place.*

•*Grantees are not solely responsible for the delivery of outcomes and often assume that other parties will contribute. Be clear about the role and responsibility of other parties in the achievement of outcomes, for example,* Outcome WFP and FAO WILL provide agricultural inputs so that the community can carry out agricultural activities on released land

•*Grantees are responsible for outputs, but assume that certain conditions will be in place, for example, security levels WILL be conducive for operations.*

CHECKING ASSUMPTIONS

- Do they raise questions that should have been clarified earlier through study?

- Are they manageable by adding interventions to achieve results?

- Do they depend on actions of a known stakeholder? If so, can the stakeholder be influenced to take the necessary action?

- Are they more serious but still could be influenced by changing programme design?

- DO NOT write an assumption that is fully under the project's control, for example: Monitoring activities will be conducted on time

IMPACT

RESULT	INDICATOR	MEANS OF VERIFICATION	BASELINE	TARGET	ASSUMPTIONS
IMPACT					
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IMPACT

- The long term change that the project contributes to
- Beyond the reach of any single project or intervention
- Achieved through the collective action of various parties including, civil society, private sector, government
- Often pitched at national or global levels (such as the SDGs)
- In the UNOPS PSC Call for Proposals, the impact derives from the UNMAS Programme Strategy Vision
- Is not measured at the project level (no indicators required)

OUTCOME

RESULT	INDICATOR	MEANS OF VERIFICATION	BASELINE	TARGET	ASSUMPTIONS
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OUTCOME					
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ACTIVITIES					

OUTCOME

- The changed behavior of individuals or institutions, enabled by one or more outputs being put into use. For example, if land is cleared (= activity) and released (= output), the outcome is when the land is productively used
- The outcome has been prescribed within the CFP (section XX)

OUTPUT

RESULT	INDICATOR	MEANS OF VERIFICATION	BASELINE	TARGET	ASSUMPTIONS
IMPACT					
OUTCOME					
OUTPUTS					
ACTIVITIES					

OUTPUT

- Tangible result of a project such as works, products, services or capabilities
- Concrete and measurable deliverables that result from completion of project activities
- Contain passive verbs: delivered, produced, cleared, released, rehabilitated
- One single idea per output
- Written in past tense
- Recommended: no more than 3 outputs per outcome

OUTPUT
Examples

1) Prioritized routes are surveyed and cleared
2) Land is released for productive use
3) Risk Education is delivered to conflict affected people

ACTIVITIES

RESULT	INDICATOR	MEANS OF VERIFICATION	BASELINE	TARGET	ASSUMPTIONS
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ACTIVITIES

- The tasks we need to do to deliver the outputs planned
- Action verbs: prepare, design, research, train
- Only the main activities, and always related to an output
- Concrete and measurable
- One single idea

ACTIVITIES Examples

Output	Activity
Land released for productive use	• Submit technical plan in response to tasking orders to UNMAS • Deploy to task site • Conduct Non-technical survey and community liaison • Conduct technical survey • Remove and dispose of hazardous items • Conduct land handover ceremony • Submit completion report and update information management systems
Risk Education is delivered to prioritized communities.	• Prioritize communities in accordance with Protection Cluster Strategy • Develop and test RE materials • Deploy RE team to community • Meet with officials and conduct relevant liaison • Deliver RE sessions to community (at a time when women are available) • Complete pre and post test survey

INDICATORS

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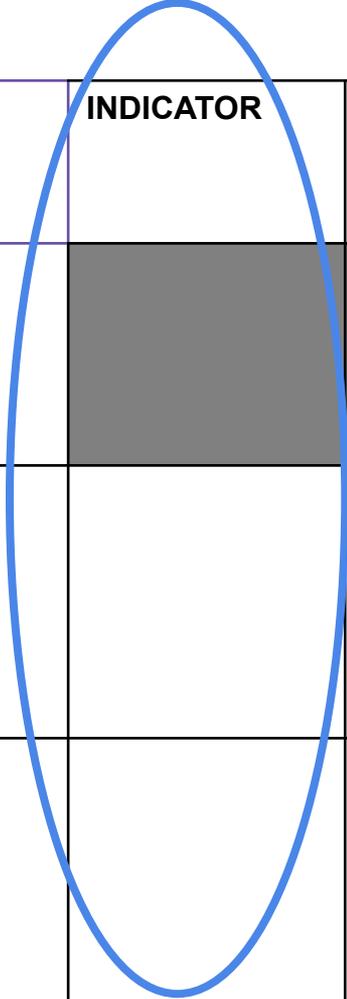
INDICATORS

- State how we will MEASURE the delivery of project outputs and outcomes
- No indicators needed for activities or impact
- Gender-sensitive (always disaggregate sex and age when possible)
- Use quantitative indicators that must include the measurable unit (percent, number)

INDICATORS

- **Relate specifically to the result to be monitored to ensure that the right thing is measured**
- **Have a precise operational definition so that no matter who measures progress, they will reach the same conclusion**
- **Must be attainable in terms of effort required to collect the data. It is more cost effective to rely on existing data sources/information management systems**
- **Should be realistic in terms of the number of indicators used to track results. Avoid having too many indicators to save staff time.**
- **Have baseline and target values**

INDICATORS
Examples

Often, one output or outcome will require more than one indicator:

Output	Indicator
Prioritized routes are surveyed and cleared	1) KM of route surveyed 2) KM of route cleared
Land is released for productive use	1) Sqm of land released 2) # and % of clearance task completions where land handover ceremonies were held
Risk Education is delivered to conflict affected people	1) # of RE beneficiaries (disagregated by age and gender)

MEANS OF VERIFICATION

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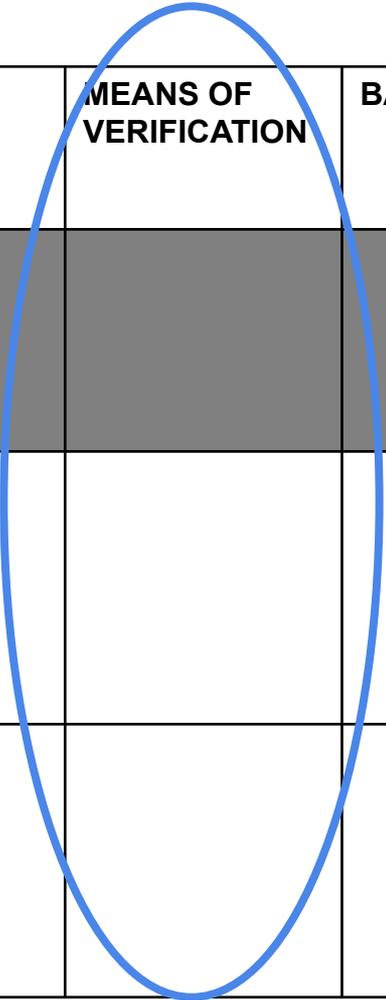
MEANS OF VERIFICATION

What is the data source for the indicator?

●Different ways to measure. Think about cost effectiveness and delays

●Possible means: reports (with pictures), focus group discussion reports, qualitative and quantitative surveys, KAPB surveys, technical reports, IMSMA

●If reliable data not readily available and cannot be obtained at very low cost, a different indicator should be considered

MEANS OF VERIFICATION

Output	Indicator	MoV
Prioritized routes are surveyed and cleared	1) KM of route surveyed 2) KM of route cleared	1.1, 1.2) Task completion document
Land is released for productive use	1) Sqm of land released 2) # and % of clearance task completions where land handover ceremonies were held	1.1) Task completion document 1.2) Handover ceremony attendance sheet
Risk Education is delivered to conflict affected people	1) # of RE beneficiaries (disagregated by age and gender)	1.1) RE session attendance sheet

BASELINE AND TARGET

RESULT	INDICATOR	MEANS OF VERIFICATION	BASELINE	TARGET	ASSUMPTIONS
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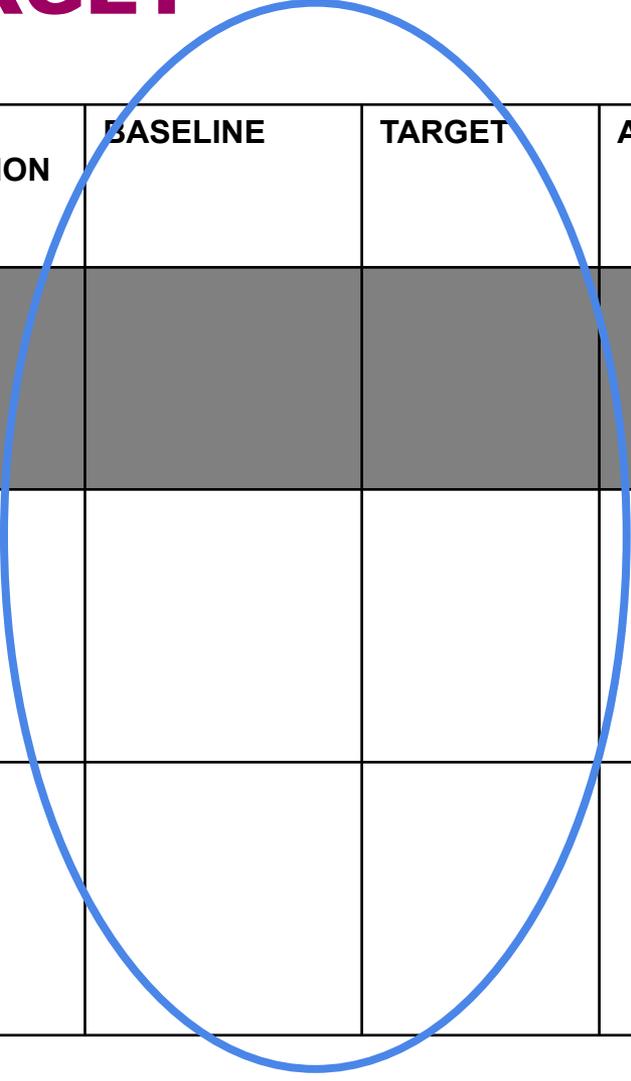
Baselines and Targets

- The **baseline** is the status of the indicator at the beginning of an intervention

    - *Without a baseline we cannot tell if we are making progress*

- The **target** is the status of the indicator which is planned to be achieved at the end of the intervention

    - *Without a target we cannot tell if we have achieved the result*

Output	Indicator	MoV	Baseline	Target
Prioritized routes are surveyed and cleared	1) KM of route surveyed 2) KM of route cleared	1.1, 1.2) Task completion document	100 KM route suspected as hazardous	100 KM route surveyed 25 KM cleared
Land is released for productive use	1) Sqm of land released 2) # and % of clearance task completions where land handover ceremonies were held	1.1) Task completion document 1.2) Handover ceremony attendance sheet	10,000 sqm suspected as hazardous 0 handover ceremonies completed	5000 sqm land released 4 handover ceremonies completed
Risk Education is delivered to conflict affected people	1) # of RE beneficiaries (disagregated by age and gender)	1.1) RE session attendance sheet	0 RE beneficiaries in target are	50,000 beneficiaries (15,000 women, 15,000 men, 10,000 girls, 10,000 boys) receive RE