



Workshop: Logical Framework Matrix, Monitoring and Reporting

Nicosia, February 2020



Objective: Increase knowledge and share experiences on how to elaborate a robust LFM, an effective internal monitoring system and meaningful reporting mechanisms

Structure of the workshop:

1. LFM vertical logic 1: The results chain:

Practical exercise

2. LFM Vertical logic 2: Assumptions

Practical exercise 2

COFFEE BREAK

3. LFM Horizontal logic: Indicators, values, sources of information

Practical exercise 3

4. Internal monitoring systems and reporting mechanisms

14:00 – 18:00

14:00 – 14:30

14:30 – 15:00

15:00 – 15:30

15:30 – 15:45

15:45 – 16:00

16:00 – 16:45

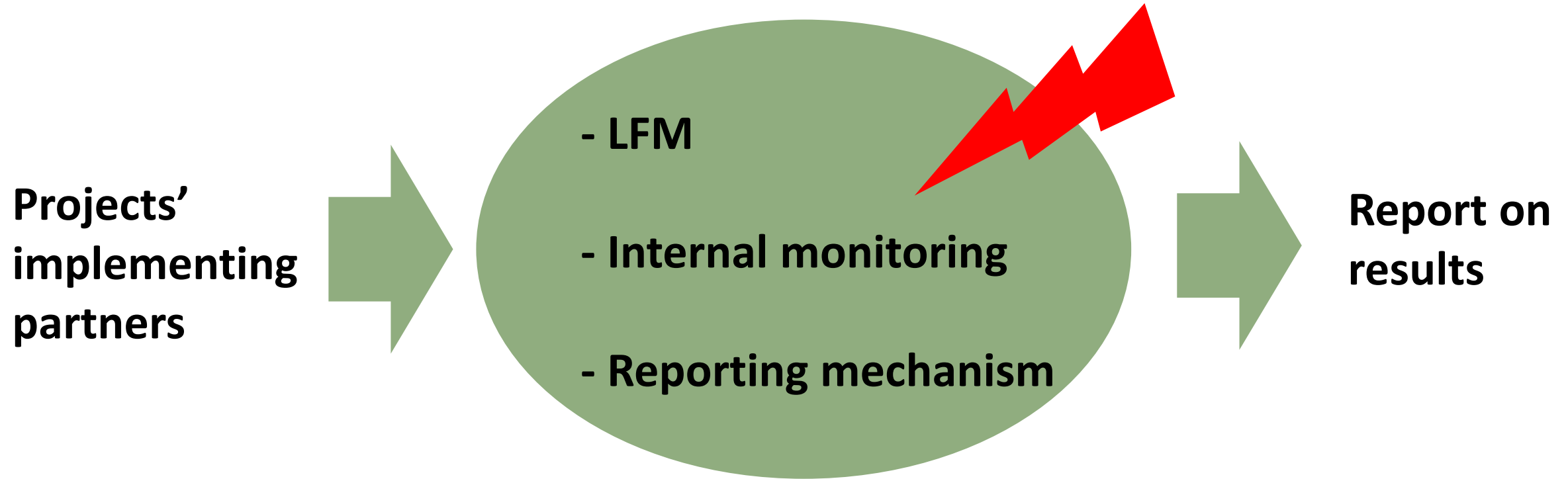
16:45 – 17:15

17:15 – 18:00



Why this workshop?

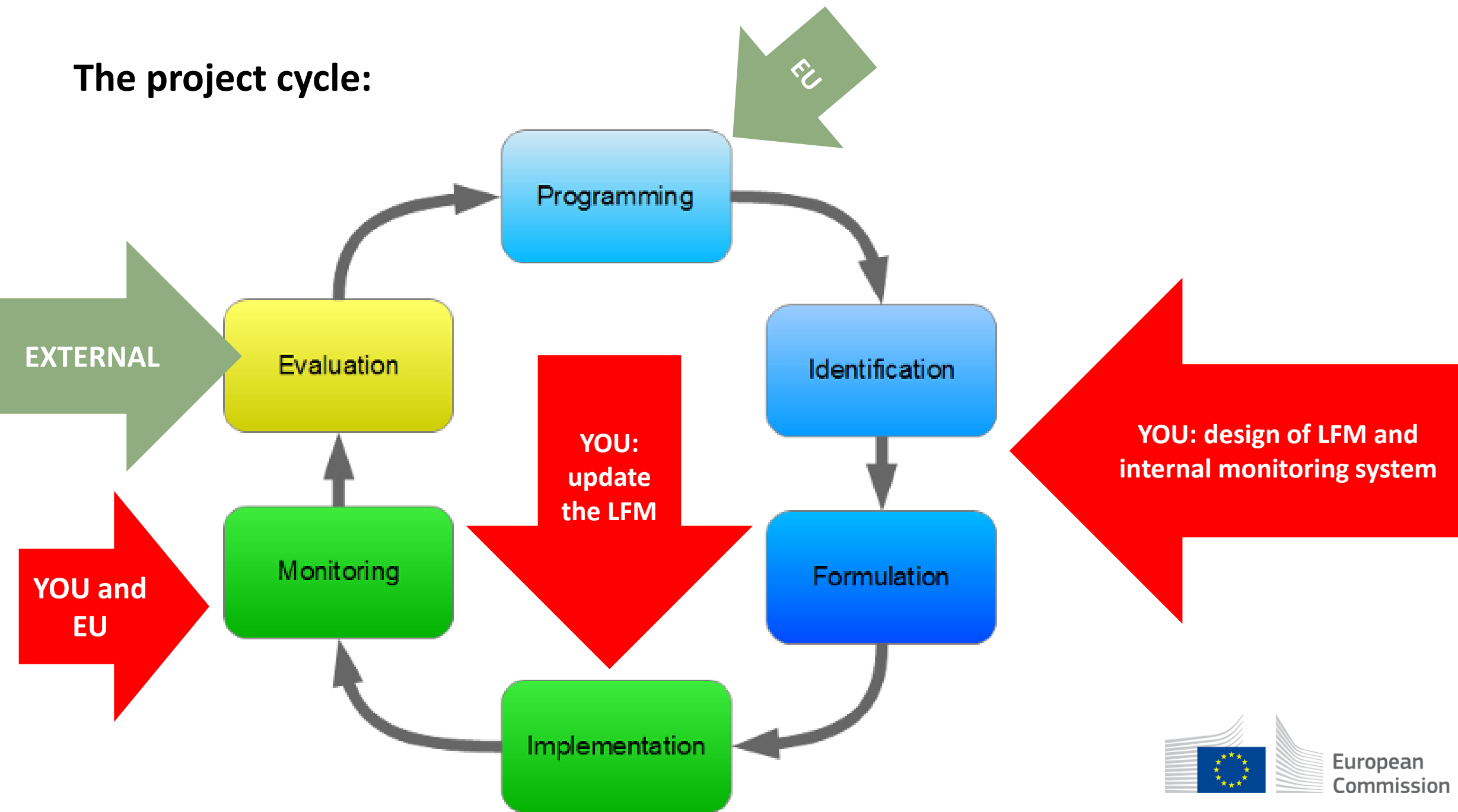
FOCUS ON RESULTS AT GLOBAL LEVEL: The EU aid efforts take place in a wider context, in which development organisations (OECD – DAC) aim at setting up results-based management systems that allow for accountability, communication, steering and learning.



The content of this workshop is in line with :

- **EU Better Regulation Package (2015),**
- **OECD-DAC Better Criteria for Better Evaluation (Dec. 2019)**
- **Results Oriented Monitoring (ROM) Handbook (Oct. 2019).**

The project cycle:



Part 1. Vertical logic 1: The results chain

	Results chain	Indicator	Baseline	Target	Current value	Source of verification	Assump tions
Impact (Overall objective)							
Outcomes (Specific objective(s))							
Outputs							
Activities	Means Costs						





Terminology:

Results
(OECD DAC definition)



Impact
(Overall Objective)

Change to which the intervention will **contribute**, tends to be long term
- at country, regional, sector level

Outcome
(Specific Objective)

Mid term changes in the behaviour of the target groups
- **under control of the target group**

Outputs

Goods / services directly delivered by the project
- **under control of the intervention**

Activities

What the project does to produce the results (**Utilisation of resources**)

Inputs

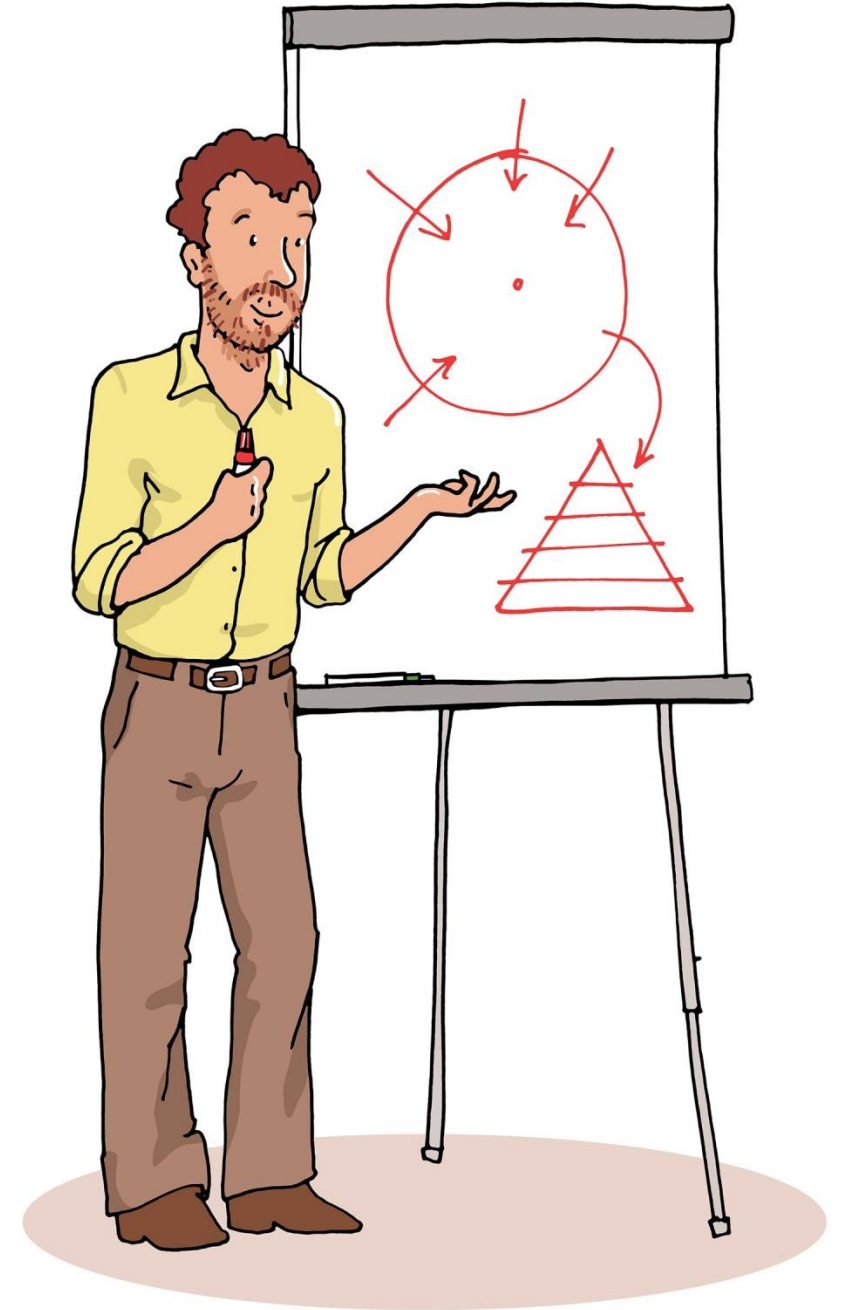
Financial / Human / Physical **Resources**



European
Commission

SMART definition of Results

- Results statements should comply with the SMART criteria: **S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**ime-bound.



What are these?

- Train youths
- Elaborate a strategy or a new piece of legislation
- Build something (classroom, shelter...)
- Conduct a study tour

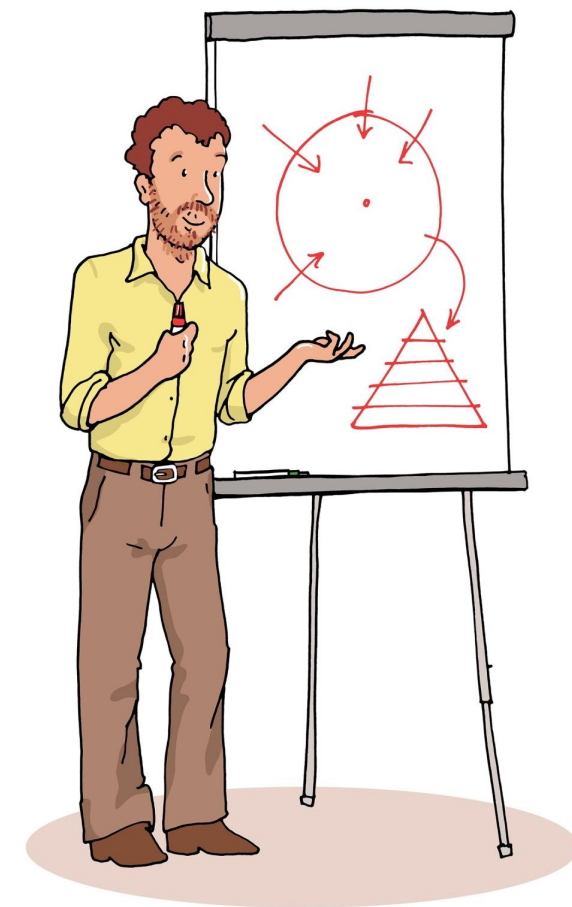


ACTIVITIES: we do this in order to produce results

What are these?

- Youths' skills are improved
- Local authorities' awareness of the importance of recycling waste increased
- Facilities are improved / more accessible

OUTPUTS: Goods, services delivered by the Project, under the control of the Project, they generate some changes...



What are these?

- Increased employment for youth
- Improved legislation in place
- Safer environment for women affected by violence

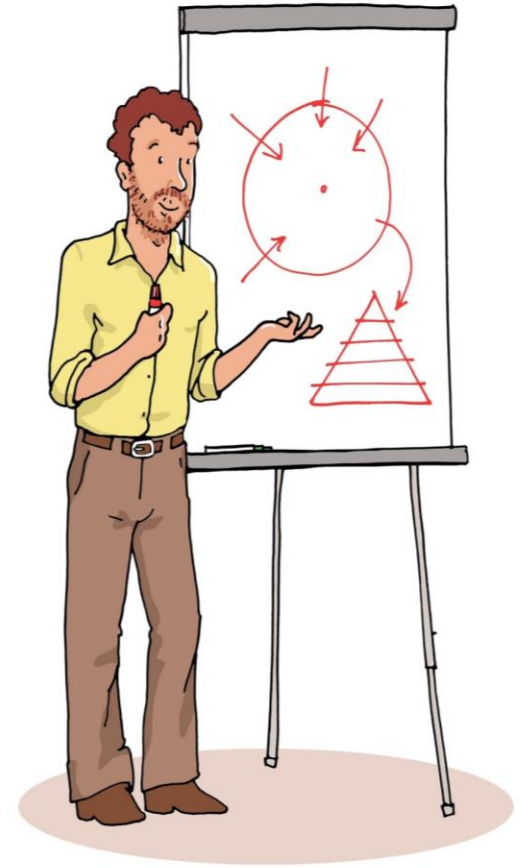
OUTCOMES: Mid term changes in the behaviour of the target groups / under control of the target group



What are these?

- To contribute to the eradication of poverty (SDG 1)
- To improve human rights situation
- To contribute to the elimination of GBV (SDG 5)

OVERALL OBJECTIVES/ IMPACT: Change to which the intervention will contribute, tends to be long term - at country, regional, sector level



What does our results chain look like?

Impact (Overall Objective)

OO: To contribute to reduced poverty amongst youths in the city/region of...

Outcome (Specific Objective)

SO 1: Increased employment of youths in the city / region of...

Outputs

OP 1.1: Youths' technical skills are improved
OP 1.2 Youth's social skills are improved
OP 1.3 Companies accessing subsidies to engage youths as interns

Activities: Train youths; Lobby local bodies to pay subsidies, Promote interest of companies to engage youths....

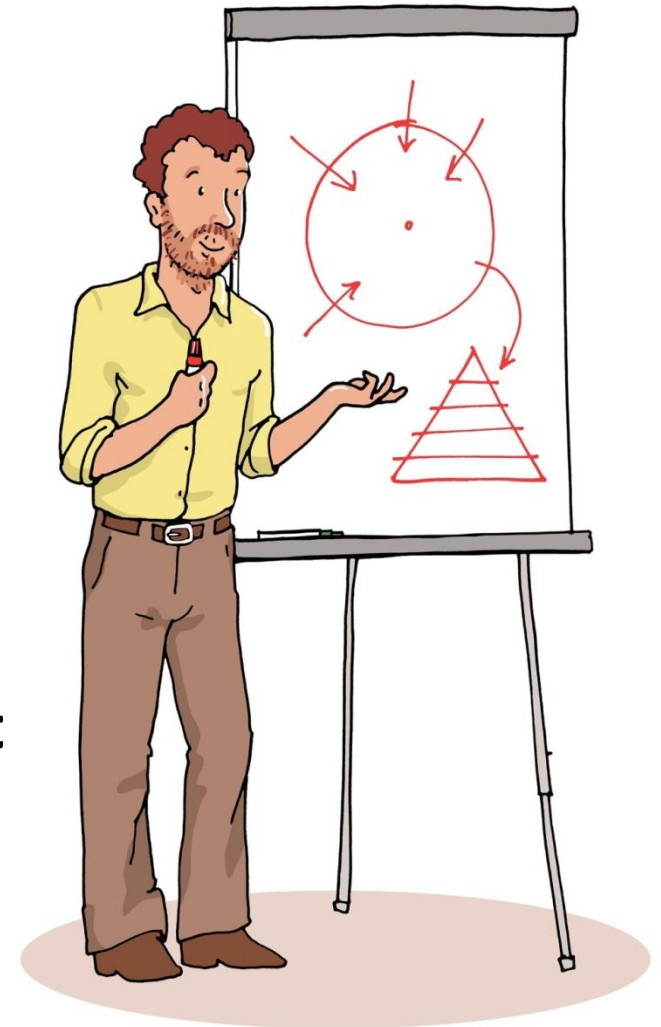
Good practices to build your RESULTS CHAIN (1)

- Check the **level / inter- dependency** of expected results
- Be **specific** (Who/where is the target group? What topic is the focus?)
- **No causal links** in a single results statement
 - "To strengthen the education system management *in order to* improve quality and equity [of the education system]"
 - "To promote democracy *through* the support to electoral processes, citizen participation and transparency"

Links such as "in order to", "by" and "through" should be avoided in the formulation of outputs/objectives

Good practices to build your RESULTS CHAIN (2)

- You can have **more than one outcome**: in this case each output should be linked to the corresponding outcome (use numbering)
- Results should be identical in logframe and other parts of your project document
- **Mainstreaming**: Include specific results and / or indicators on cross-cutting issues: **gender, human rights, environment / climate change, private sector.**



Q&A




Questions?
Doubts?
Comments?



Practical exercise 1

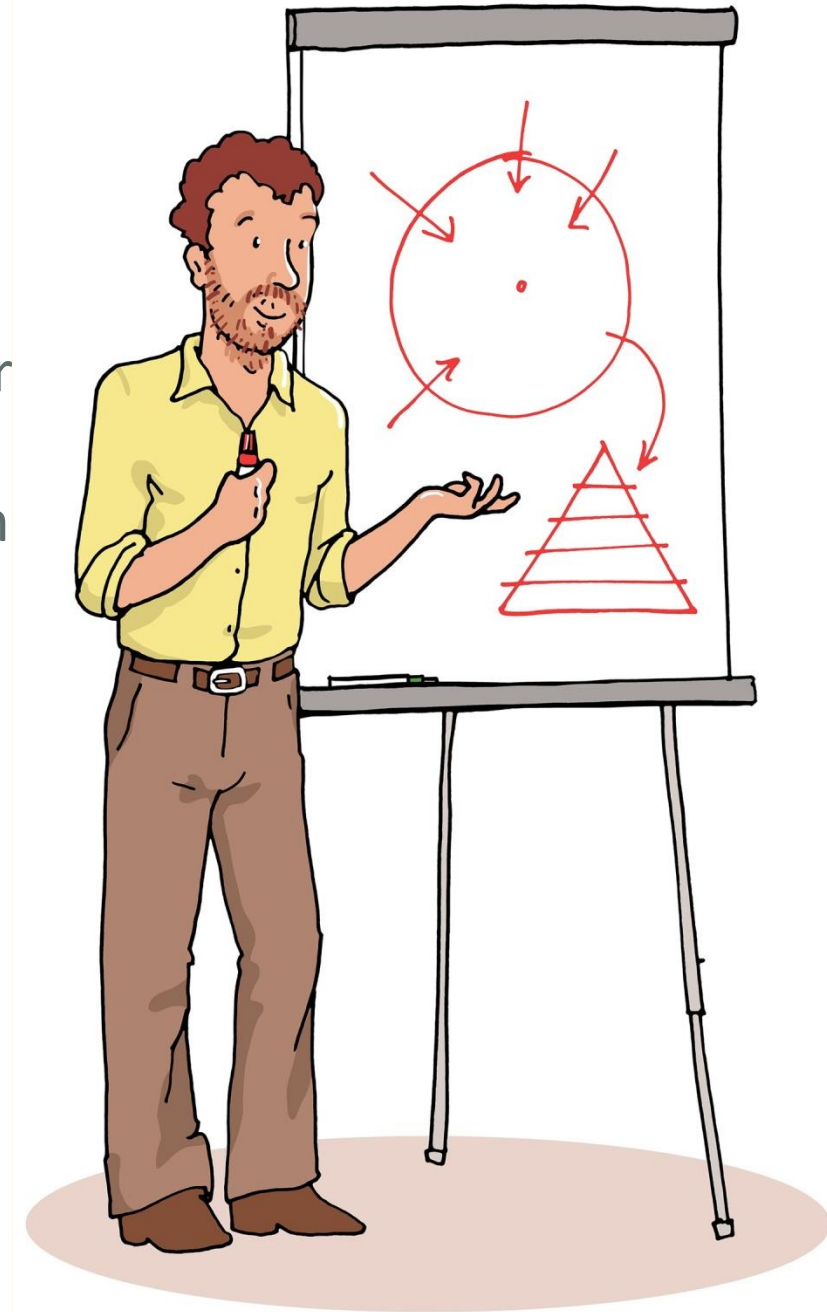
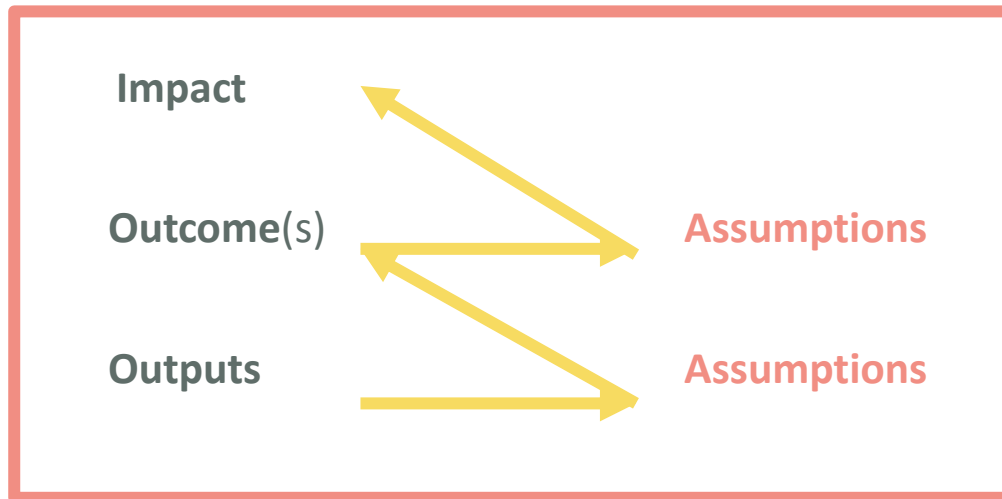
Part 2. Vertical logic 2: Assumptions

	Results chain	Indicator	Baseline	Target	Current value	Source of verification	Assump tions
Impact (Overall objective)							
Outcomes (Specific objective(s))							
Outputs							
Activities	Means Costs						

Role of Assumptions

- External, necessary and positive conditions – not under project management/EU control – that must hold in order for the results chain to be valid
- Key element of a solid project design and implementation

IF....AND IF... THEN (from the bottom up)



Examples of assumptions

At **activity** level:

1. Community leaders appoint relevant and qualified staff for capacity building (training, mentoring, certification, etc.) to be provided by the project.
2. Local key stakeholders willing to collaborate (e.g. being interviewed) in order to elaborate a strategy or a new piece of legislation.



Examples of assumptions

At **output** level:

1. Training participants have the freedom to apply the new skills and knowledge acquired through the EU-funded intervention in their communities / jobs.
2. Local administration personnel are not rotated too frequently
3. People are interested in accessing the new services and facilities

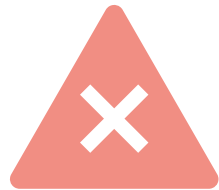


Examples of assumptions

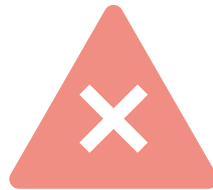
At **outcome (SO)** level:

1. Economic growth / stability continues in region X.
2. New government to be elected in 2020 will continue to support gender equality and women's empowerment.
3. New parliament to be elected in 2021 does not abolish / amend the recently enacted piece of legislation





Not assumptions



1. Procurement / payment / contracting delays prevent the implementation of some activities.
2. Qualified experts or staff can be identified.
3. **At impact / OO level:** not necessary to identify assumptions, because there is no other level above that.

These types of internal/management factors can be used to define risks, and mitigation measures should be developed.

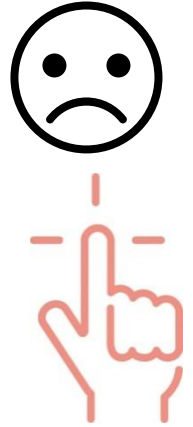




Good practices for defining ASSUMPTIONS

- Should **not be too critical** (avoid “killer” assumptions)
- Should be provided at **activity, output and outcome/SO** levels
- Should be specific enough to be **monitored** (avoid "lack of...")
- Just the **most important** on each level.
- Avoid **repeating** the same assumptions on different levels!
- **Risks / assumptions** are 2 sides of the same coin if you are not sure an assumption will hold true, then it is probably a risk

Are these (good) assumptions?



- The government will donate the land in order to construct the new shelter.
- Funds from other donors will be available to co-fund the project together with EU funds.
- Project staff will receive their salaries on time.
- Lack of crimes in project areas.
- Girls / women will be allowed by their parents / husbands / to participate in gender – related trainings / debates.

Q&A






Questions?
Doubts?
Comments?

Main constraints
you face?



Practical exercise 2

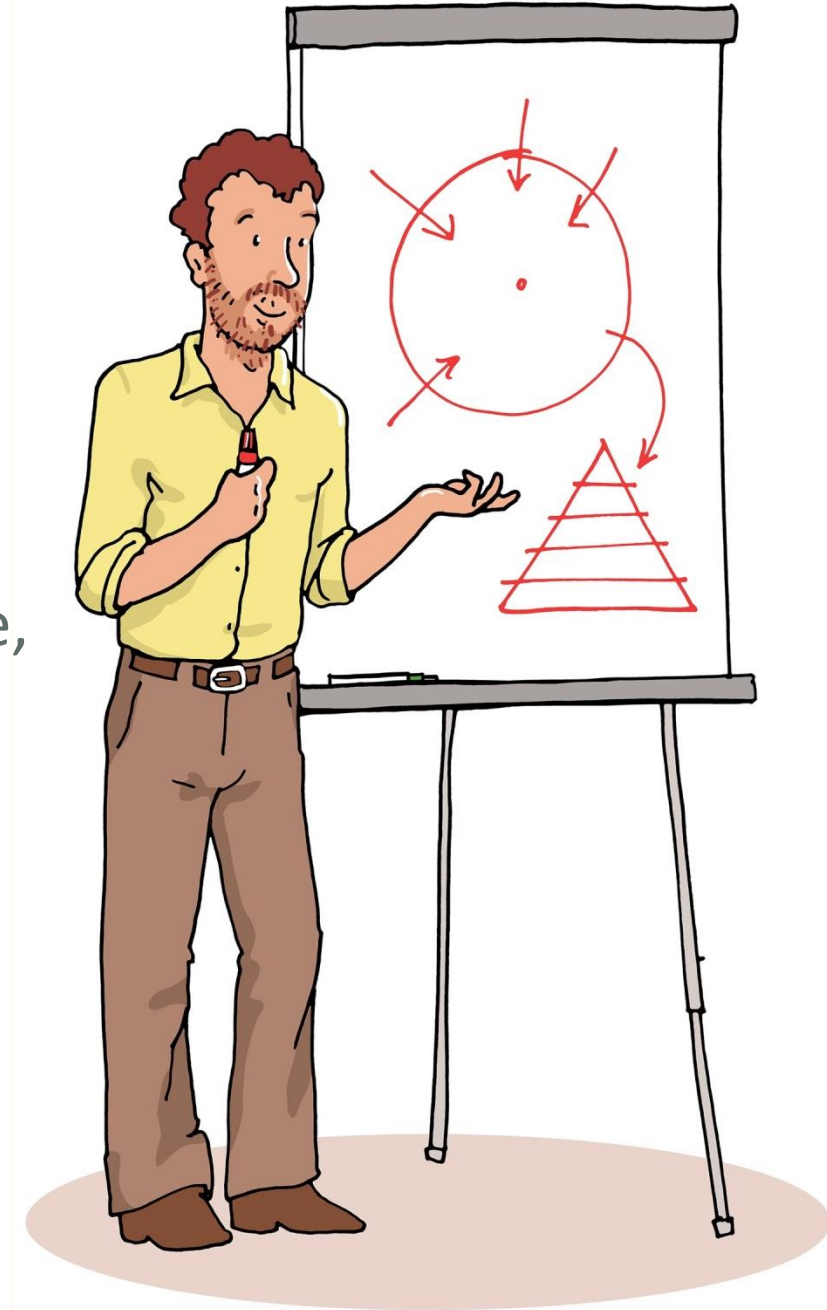
Part 3. Horizontal logic: Indicators, values, sources of information

	Results chain	Indicator	Baseline	Target	Current value	Source of verification	Assump tions
Impact (Overall objective)							
Outcomes (Specific objective(s))							
Outputs							
Activities	Means Costs						

What is an indicator?

It is a factor used to measure progress in the achievement of expected results

- **Quantitative:** can be easily counted. "Number of", "Percentage of" or you may use a ratio, a rate, an average, an index, etc.
- **Qualitative:** measures quality, opinions, perceptions, systems development etc. "Status of", "Level of", "Extent to which", "Degree of", you may also use ranking etc.



Defining indicators along the results chain

Impact (Overall Objective)

Indicators coming from national/international strategies/plans, e.g. SDG indicators, or other indicators, but **LONG TERM** (e.g. % incomes; **Number of reported incidences of violence against women at country level**)

Outcome (Specific Objective)

Indicators measuring change in behaviour / perceptions / systems - focus on the target group, e.g. **# of youth who have found a job / established their own business**

Outputs

Indicators measuring the quality or quantity of goods and services delivered by the EU-funded intervention to the target groups. e.g. **# of facilities constructed / improved; % of youth demonstrating increased knowledge...**



Good practices for defining indicators

- Should be **RACER**: relevant, accepted/acceptable, clear, easy to measure, robust, **AND** disaggregated when relevant.
- Good mix of **qualitative** and **quantitative** indicators.
- At least **one indicator per result statement**, total no. should be reasonable for monitoring/reporting (less is better).
- **Disaggregate** by sex or other criteria, if relevant
- Build on **YOUR capacities** and existing systems.
- Include **EURF**, **SDG** and **country indicators** when relevant / possible.

The EU Results Framework

A milestone in results-oriented management was set in 2015 with the establishment of the EU Results Framework (EU RF), to report on the results of EU development cooperation at corporate level.

The levels of the EU RF

26 results statements taken from the new EU Consensus

CORPORATE LEVEL

LEVEL 1

Partner country progress

Measures: Development Progress in EU partner countries (impact level)

Source: International databases



31 indicators
23 SDG indicators

LEVEL 2

EU Contribution

Measures: EU contribution to development progress in EU partner countries
(output / outcome level)

Source: Results reported by implementing partners and EU services



30 indicators

LEVEL 3

Policy Priority mainstreaming

Measures: Mainstreaming of policy priorities (measured by budgetary
commitment towards specific priorities)

Source: EU internal monitoring system for financial and admin follow-up



10 indicators



Usefull links for results statements and indicators

EU Results Framework

<https://sustainabledevelopment.un.org/sdgs>

<https://europa.eu/capacity4dev/results-and-indicators>

<http://indicators.developmentresults.eu/home.cfm>

Are these good examples (**output** level)?

1. Number / % of youth who have benefited from VET/skills
2. Number / % of youth who completed training / demonstrate improved skills
3. Number of women aware of their rights
4. Number of victims of human rights violations directly benefiting from assistance
5. Number / status of facilities / classrooms
6. Status of legal texts
7. Number of local bodies' policies developed or revised with CSO participation



Are these good examples (**output** level)?

1. Number of project staff hired
2. Number of progress reports sent to the EU
3. Number of youth trained (if the output is “Facilities improved”)
4. Number of classrooms built in order to provide appropriate training
5. % of youths’ income



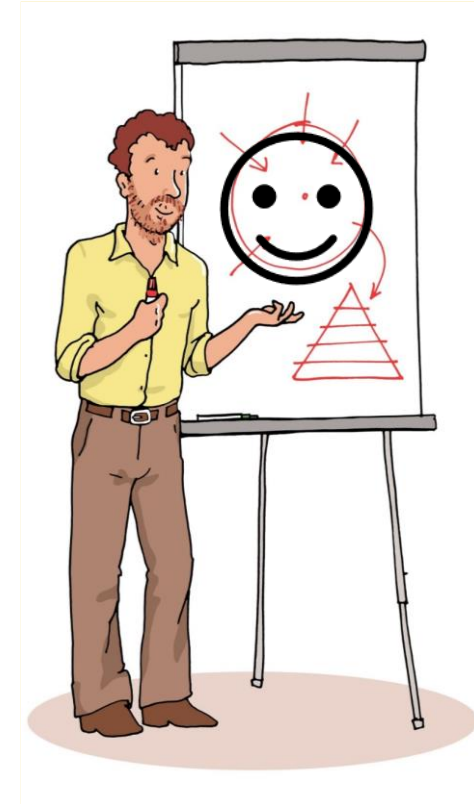
Are these good examples (**outcome level**)?

1. Number of youth trained
2. Number of youth who demonstrate better knowledge
3. % of women receiving training about their rights
4. % of women owning properties or driving cars (in countries where this is still illegal)...
5. 20% reduction in violence against women in year 3



Are these good examples (**outcome level**)?

1. Number of jobs for youth created
2. Number of women of reproductive age using modern contraception method
3. % of people accessing the new infrastructure
4. Number of girls replicating training on gender related issues in their communities
5. Number of beneficiaries with access to financial services



Are these good examples (impact level)?

1. % of youth below the international poverty line
2. Universal Health Coverage (UHC) index
3. Number of reported crimes / incidences of violence against women at country level

1. % of women in managerial positions *
2. Crime / violence in region or city X *

1. Level of satisfaction with judicial system in province X **
2. Level of income amongst youth from the project **



It will depend on the scope / ambition of your project



Are these good examples (impact level)?

1. Number of youth trained
2. Number of youth who demonstrate better knowledge
3. % of income (when the project is about water and sanitation)
4. Rate of poverty and school enrolment rate in the northern part of Cyprus



Disaggregated indicators

Whenever **relevant**, indicators at ALL levels must be disaggregated by sex, age, origin, TC/GC communities...).

And when is it “**relevant**”?:

- When your target groups / beneficiaries belong to these categories and your project aims to change their lives.
- When the indicators refer to people, activities / benefits / services for people...
- Disaggregation/s must be defined in the **indicator**, the **target** value and the **baseline**. It is an objective and not only a way to report!

Lack of disaggregation > invisibility > discrimination!

Why a baseline?

Baseline is necessary to know **your point of departure**

Sometimes baseline is **“0”** = **when there was nothing** done / existing before the project start. This is easy...

Sometimes baseline is **not “0”** = **when the project wants to change or improve** some existing activities, outputs or outcomes, e.g. increase incomes, decrease disease, increase use of... Then, you need a **baseline survey or study at the beginning of the project** (if not: proper monitoring and evaluation is not possible)

Think of this activity in the project design, implementation and budget!


Target value, current value and sources of information

Target value: is the **goal** of the indicator, it reflects the change at the end of the project (direct relationship with the baseline value).



Current value: is the situation of the indicator at **some point** during the implementation, e.g. year 2, year 3, semester 1, semester 2...

Source of information (verification): where do you get the information or data to measure the indicator? e.g. internal monitoring system, project data base, survey X, study Y, local bodies' statistics, focal group discussions... **Important:** they must be **realistic, accessible** for the project, specific for each level of the LFM (one or two per level = **the most important ones**).

Are these good examples? Imagine that we are in July 2020...

Indicator	Baseline Year 2019	Current value (July 2020)	Target value 2022	SoV
Status of strategy / policy / legal text	There is no policy / strategy / legal text...	Strategy / policy / legal text elaborated	Strategy / policy / legal text adopted / enacted / published	CSOs acts / Local body / community journals.
% of youth participation in bi-communal activities (sex, age, community)	100 1) 40% women. 2) 30% below 20 y/o 3) 30% GCc	25% increase 1) 40% women 2) 40% below 20 y/o 3) 30% GCc	100% increase 1) 50% women 2) 50% below 20 y/o 3) 50% GCc	Statistics from project database. 

Are these good examples? We are designing a new project...

Indicator	Baseline Year 2019	Current value	Target value 2022	SoV
Number of youth who found a new job	0		200	Government statistics 
Rate of income (sex / age)	100 Euro / month Sex: ? Age: ? <i>TBC by baseline study</i>		20% Sex: TBC Age: TBC	Project database Final survey / study 

Can we change the LFM during the implementation?

Absolutely YES! Life changes = project context changes... So we need to adapt / update the planning

And what can we change?

Activities, outputs, indicators, values (base and target), sources of verification and assumptions; and then **inform the EU** (e.g. letter, next monthly / progress report).

To change the outcomes: consult with the EU

You can't change the overall objective!

Q&A

ROM
RESULT ORIENTED
MONITORING

Questions?
Doubts?
Comments?



Practical exercise 3

Part 4. Internal monitoring systems

What is monitoring and why is it important?

Monitoring: “**Continuing** function that uses systematic collection of **data** on specified **indicators** to provide **management** and the main **stakeholders** of an ongoing development intervention with indications of the extent of **progress** and **achievement** of objectives and progress in the use of allocated funds”.

Evaluation: is more in depth, usually “half term” (change the project) and “final” (impact).

Monitoring can be: **1) external** (by the EUD / ROM system); **2) internal** (by the project staff).

Important for: **1) project management** (how are we doing? / what do we need to change?), **2) accountability** (to EU, government, beneficiaries), **3) learning** (what to change next time?)

What do we need internal monitoring for?

A **monitoring system** comprising: **1) a leader** (PM, M&E officer, Gender expert...); **2) a clear distribution of responsibilities** (who collects data for what?); **3) timing** (when to collect the data?); **4) and consolidation of results.**
>>>> **Put the system in writing** (you can adapt it for each project).

A **sound** system is: **1) simple** but straightforward; **2) realistic** in relation to our capacities (we can't spend more time monitoring than implementing...); **3) robust.**

It is **robust** because it is based on the **LFM** and the **calendar of activities** (or "implementation schedule").

Example of calendar of activities / IS / work plan

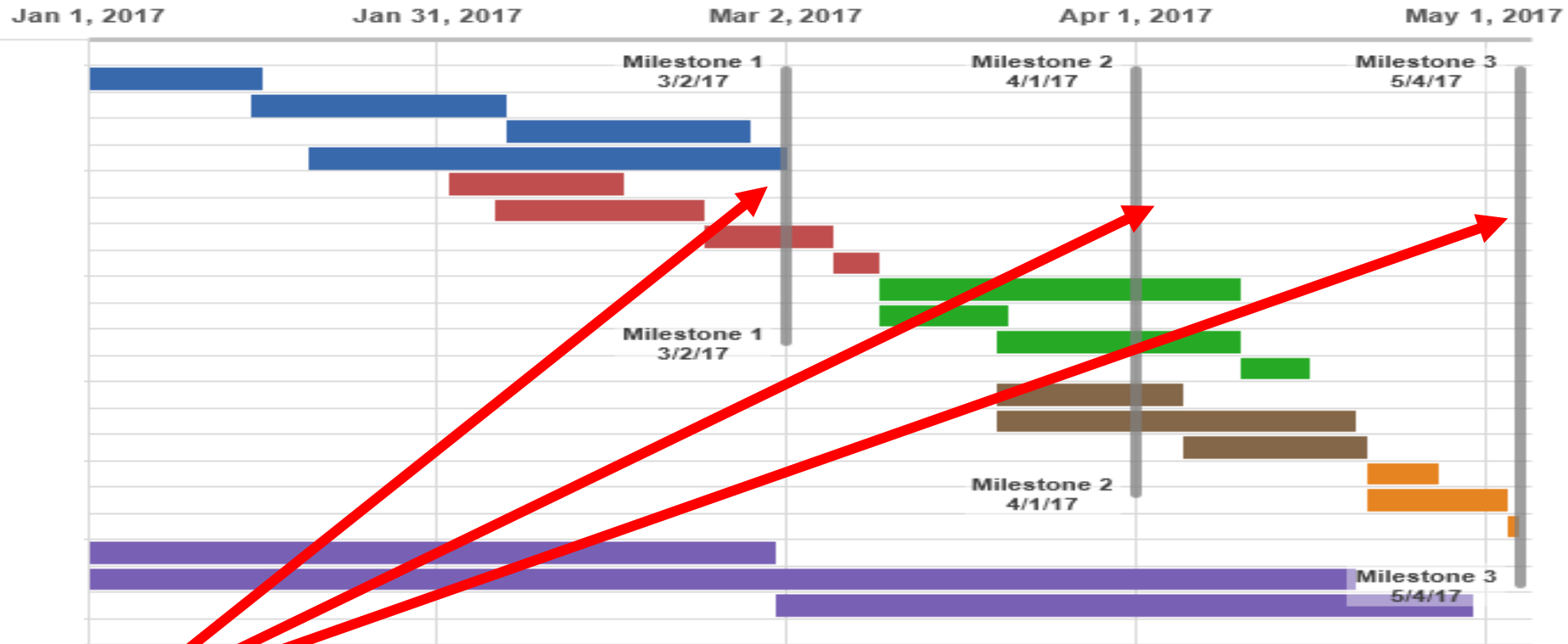
PROJECT TIMELINE



Activities....

and

Outputs....



You can insert milestones: significant events or stages in the lifespan of the project, for instance?

Part 5. Reporting mechanisms

What is reporting and why is it important?

“The report shall describe the implementation of the **project** according to the **activities** envisaged , **difficulties** encountered, and **measures** taken to overcome **problems**, eventual **changes** introduced, as well as the **degree of achievement of its results** (impact, outcomes or outputs) as measured by corresponding **indicators**.

Important: 1) contractual obligation with your donors, **2) transparency and accountability** of public funds, **3) to show you are doing a great job!!**

A good report:

Explains the **activities** executed (with enough detail, but not too much!).

Explains the **difficulties**, the reasons and the mitigation measures: **it is OK to make mistakes and to correct (we are learning, and “development is not mathematics”)**, but it is not OK to hide them...

Explains the **changes**, e.g. due to new context, situations, etc. (and the changes in the budget, the LFM, the calendar...).

Informs about the level of achievement of results: here is where most projects fail... Why?

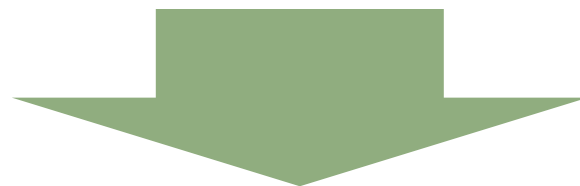
Sound / updated LFM

Clear calendar of activities



Use them

Sound internal monitoring system



The report is almost done!

Q&A

ROM
RESULT ORIENTED
MONITORING

Questions?
Doubts?
Comments?



Thank you!