IAEA TC

RESULT–BASED MANAGEMENT PROCESS:

PROJECT DESIGN & FORMULATION, IMPLEMENTATION, EVALUATION

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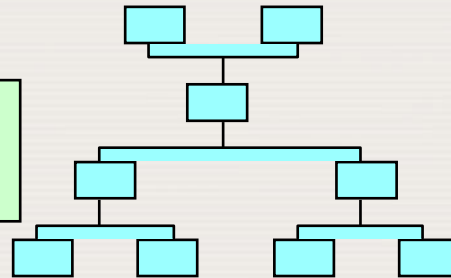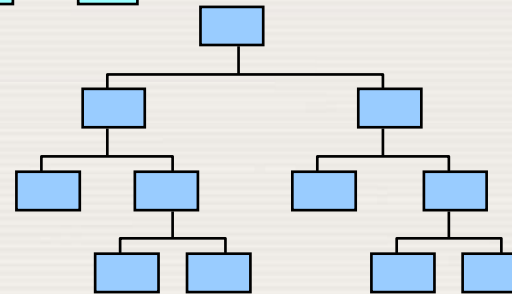**27 May 2009**

Logical framework methodology

- **Who are the clients or beneficiaries?**
- **Counterpart mission and mandate**
- **What is our business about?**

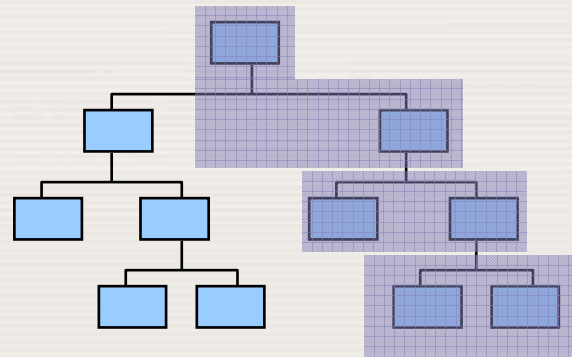**1. Stakeholder Analysis**

2. Problem Analysis

3. Objective Analysis
(**Programme identification**)

4 . Alternative Analysis
(Project formulation & Matrix)

Logframe matrix

The logical framework approach

- **A tool for managing the complete programme cycle, creates the basis for:**

  - **planning**

  - **implementation**

  - **evaluation**

  - **in the form of a matrix**

- **Used to best advantage in participatory processes involving all relevant stakeholders in all phases**
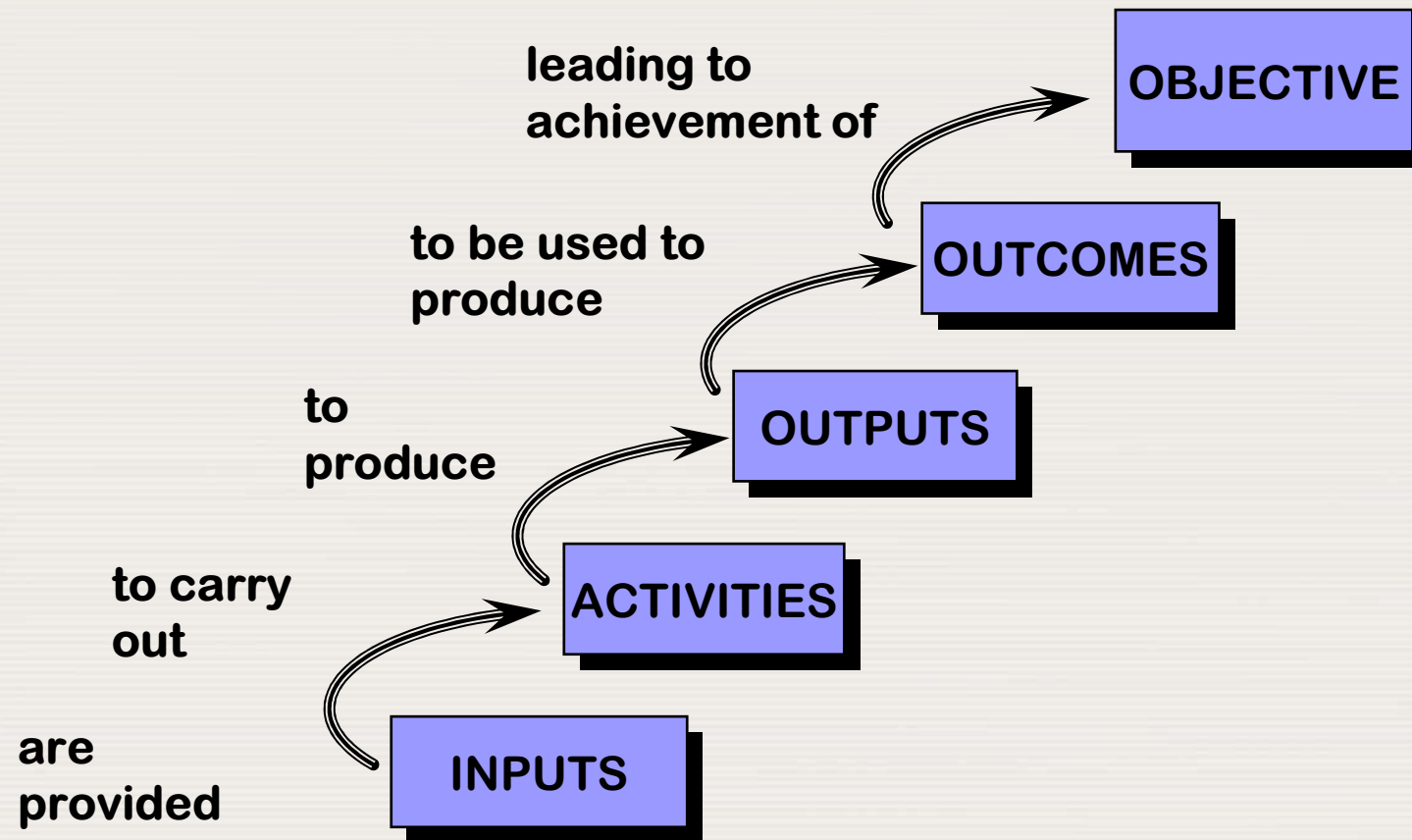
Project Design Elements

- **Objective**
- **Outcomes**
- **Performance Indicators**
- **Outputs**
- **Activities**
- **Inputs (Resources)**

Key terms

Impact	**Long term effect or change on the identified need**
Objective	**Results to be achieved**
Outcomes	**Intermediate benefit or changes**
Performance Indicators	**Features (yardsticks) used to measure progress towards achieving expected results**
Outputs	**Immediate products/services to be delivered**
Activities	**Actions or tasks which transform inputs into outputs**
Inputs	**Resources (organizational, financial, human, material)**

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Linkages Between Design Elements

leading to
achievement of → **OBJECTIVE**

to be used to
produce → **OUTCOMES**

to
produce → **OUTPUTS**

to carry
out → **ACTIVITIES**

are
provided → **INPUTS**

Logical Framework (Logframe) Matrix

Design Elements	Indicators	Means of Verification	Assumptions
Objective			
Outcomes			
Outputs			
Activities			
Inputs			

THEN

IF

AND

The Results Process/Chain

Inputs → Activities → Outputs → Outcomes → Objective

Plan Back

←

Implementation → Results →

Evaluate Results

←

Project Results

Inputs	Activities	Outputs	Outcomes	Objective

Plan Back

←——————————————————————————————————

| Experts Equipment | Deliver, Provide | Publications, Studies completed | Learned skills applied: Studies used | Conditions improved; Health / longevity |
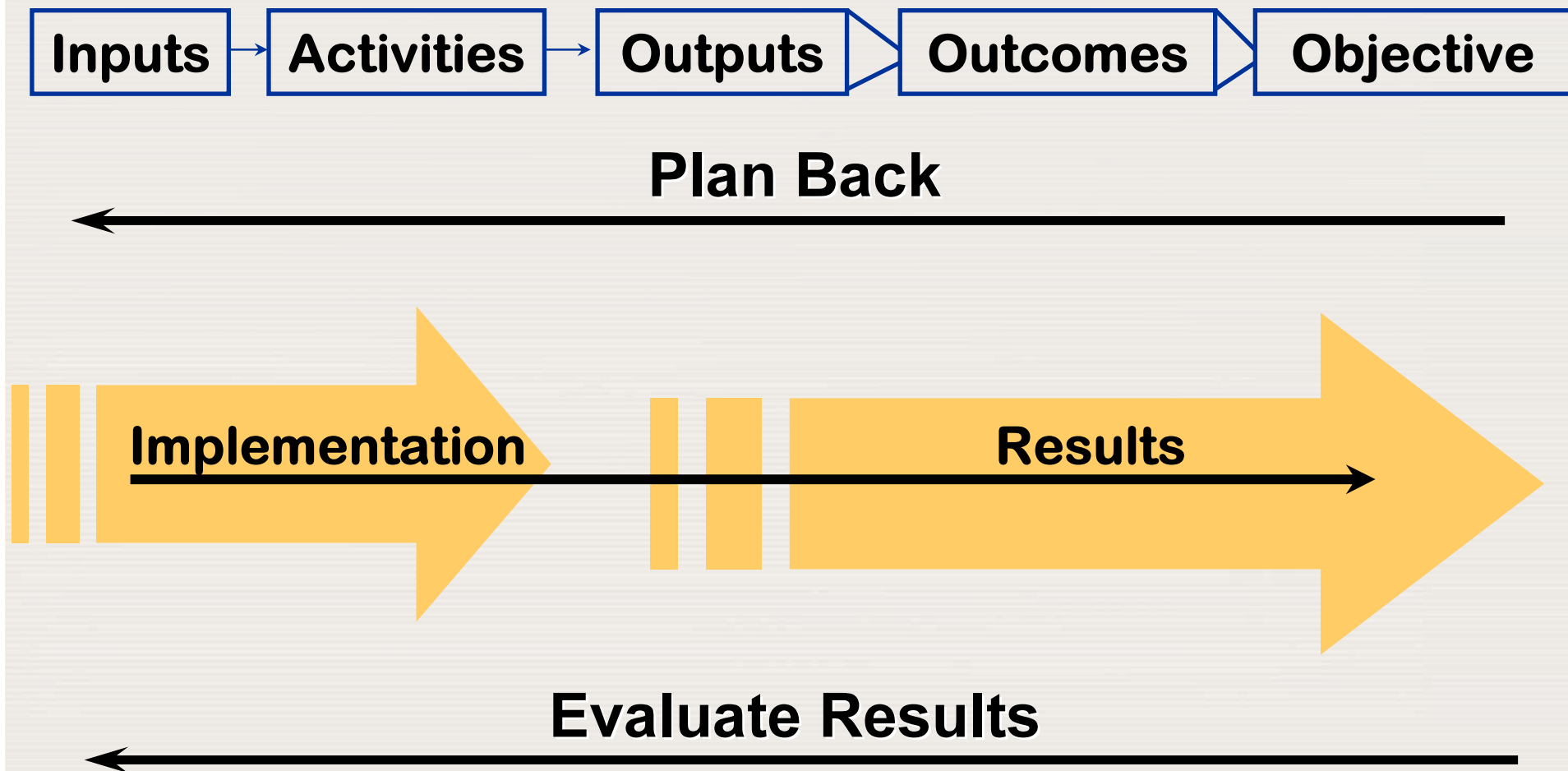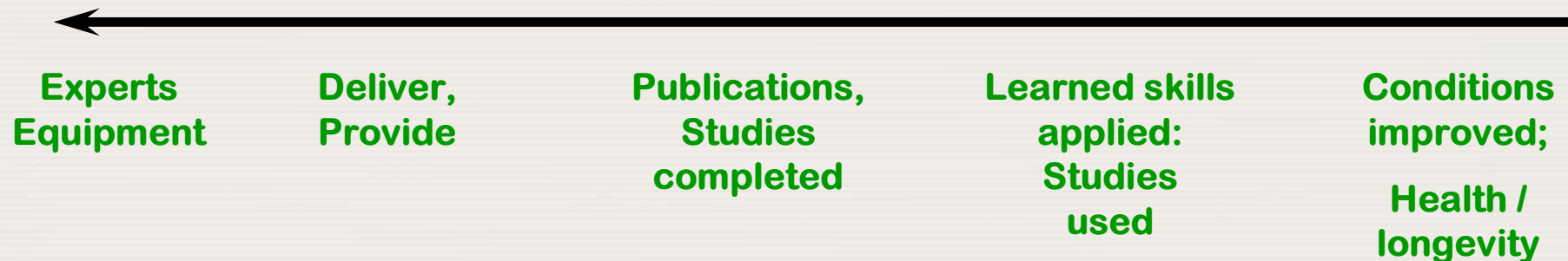
Completing the Logframe Matrix

Design Elements	Verifiable Indicators	Means of Verification	Assumptions
Objective To restore….			
Outcomes			
Outputs **1**	**3**	**4**	**2**
Activities			
Inputs			

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Performance indicators – why?

- **Key to the success of results-based management is the ability to <u>measure</u> results**

- **Performance indicators are the means to do that**

- **Performance indicators contribute to:**

  - **<u>Objectivity</u> of performance assessment by describing results in measurable terms**

  - **<u>Transparency</u> of project management by making results 'visible', i.e. observable, measurable**

"If you can't measure it, it doesn't exist."

Performance indicators – what?

- **Performance indicators are used to objectively measure or verify results, i.e. change**

- **In IAEA terminology,**

  - **The term 'performance indicators' is used only on the outcome level in the logframe matrix**

  - **On the activity and output level, the term 'verifiable indicators' is used**

Performance indicators – how?

- **Performance indicators must be**
  - **Specific and clear: Is it clear exactly what the PI is measuring?**

  - **Measurable, in either qualitative or quantitative terms**

  - **Relevant, to the subject of the outcome**

  - **Timely trackable/attributable: Will the change occur within the reporting period and can change be reported?**

  - **Attainable, in terms of accessibility, finances, equipment, skills and time (dependent on the target value)**

Performance indicators - example

To formulate PIs, answer the relevant questions, including:

- **What?**

- **When?**

- **Compared to what? (baseline)**

Example:

In the year 20xx, the population size of species Y has decreased by z% compared to its size at project start.

Means of verification

- **Means of verification define the source of information and the means of collecting it:**

  - **Who provides the information?**

  - **In what form should the information be available?**

- **Examples: national statistics, reports, publications**

Logframe during the programme cycle: monitoring and evaluation

- **Monitor on each level of the logframe matrix:**
- **Project level**
  - **Is the strategy working?**
  - **Is it sustainable?**
- **Management level**
  - **Producing the outputs?**
  - **Can it be improved?**
  - **Is there a better way?**
- **Operational level**
  - **Workplan on schedule?**
  - **Implementation rate?**

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Summary

Results Hierarchy	Indicators	Means of Verification	Assumptions
Objective: The result of this project			
Outcome: The change in beneficiary behaviour, system or institutional performance; because of the combined outputs, strategy and key assumptions.	Indicators to measure change at project level.	People, documents, events, information sources from the M&E system of the project	**Outcome to Objectives** Risk related to overall project impact.
Outputs: The actual deliverables. What is the project accountable for.	Indicators to measure the delivery of project products.	idem...	**Outputs to Outcome** Risk related to project effectiveness.
Activities: The main activity clusters that must be undertaken in order to accomplish the Outputs.	Indicators to measure the performance of actions, tasks.	idem..	**Activities to Outputs** Risk related to the efficiency for producing the outputs.
Inputs: Resources (organizational, financial, human, materials).	Indicators to measure the use of resources.	Documents	**Inputs to Activities** Risks related to the translation of inputs to activities.

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