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DEUTSCHE ZUSAMMENARBEIT

**PROJECT: EU4 Energy Transition
Covenant of Mayors in the Western Balkans and Türkiye**

Project Logical Framework

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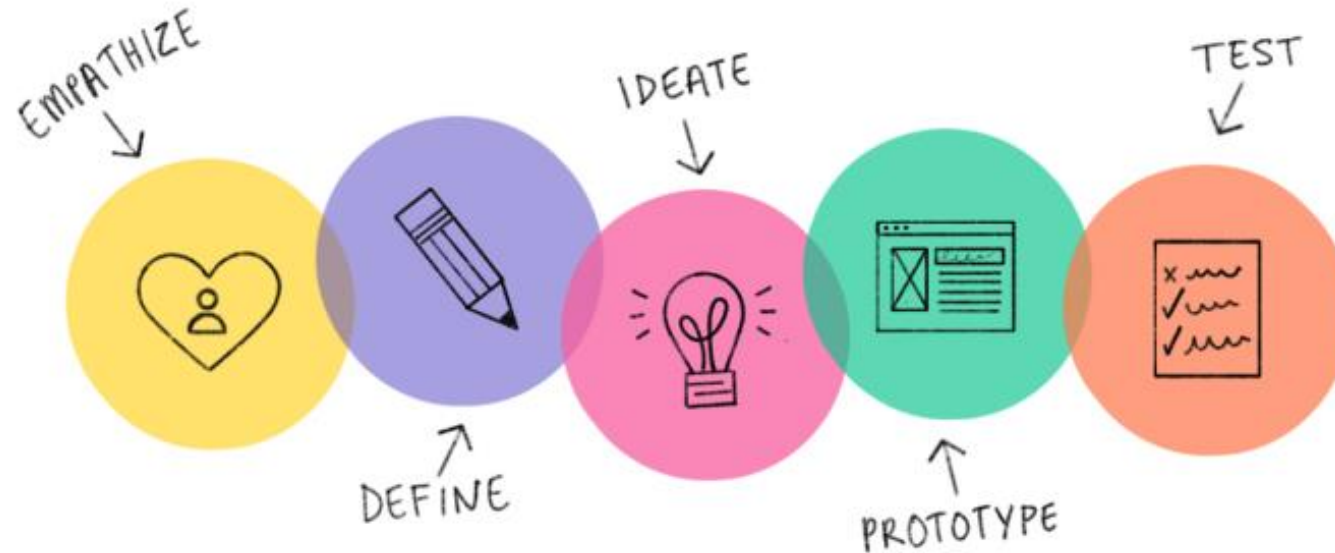


What is a Logical framework?





Design thinking for logical framework



Design thinking is a human-centred approach to problem-solving that emphasises empathy, creativity, and iteration. It involves understanding the needs and perspectives of end-users, generating innovative solutions, prototyping ideas, and iterating based on feedback. Design thinking encourages a mindset shift from problem-centric to solution-centric thinking

AGILE

UNDERSTAND BIG PICTURE



WORK ON SMALL SCALE

LOOK FOR PATTERN

NEW STORY

NOT GETTING IT RIGHT (GOOD OR BAD)

NEW APPROACH NOVEL IDEAS FRESH MINDS



HABITS ARE PART OF THE PROBLEM

PARADOX

OUR VALUES, BELIEFS AND OUR

CO-CREATION

TENSIONS

CONFUSION many ideas messy energetic

UNKNOWN

Wicked PROBLEM

DIFFICULT TO SOLVE

GOALS UNDERSTANDING SOLUTIONS

PERSPECTIVE EXPERIENCE KNOWLEDGE

use a FRAME

COMPLEX

UNIQUE

TOO MANY OPINIONS INCOMPLETE KNOWLEDGE

TRANSPARENCY intentions process objectives

WITH DESIGN THINKING

IRRATIONAL MYSTERIES SYSTEMS

SMART

FOUNDATIONS

ONE SHOT SOLUTION NO TRIAL & ERROR

FEEDBACK FEEDBACK FEEDBACK

INDETERMINATE



REDUCED INFLUENCED DIRECTED

FRAME

UNDERSTAND POINT OF VIEW OF USER

? more than one explanation solving a problem reveals / creates more

NEW IDEA NEW IDEA NEW IDEA

CONNECTIONS

KEEP GOING

SIGNS THINGS ACTIONS THOUGHTS

PLACEMENTS

NEW POSSIBILITY



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What is a Logical framework?

A logical framework (or logframe) is **a management tool** that assists in project design by clearly stating the **key components**, how the project is expected to work and how success will be measured



The Logical Framework Approach (LFA) is an analytical process and set of tools used to support project planning and management.

According to the World Bank (2023), “the Logical Framework has the power to communicate the essential elements of a complex project clearly and succinctly throughout the project cycle. **It is used to develop the overall design of a project, to improve the project implementation monitoring and to strengthen periodic project evaluation”. It provides a set of interlocking concepts which are used as part of an iterative process to aid structured and systematic analysis of a project or programme idea (EUROPEAN COMMISSION).**



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What is a Logical framework?

Logical framework is best started early in activity design, and should be thought as an 'aid to thinking'. It allows information to be analysed and organised in a structured way, so that important questions can be asked, weaknesses identified and decision makers can make informed decisions based on their improved understanding of the project rationale, its intended objectives and the means by which objectives will be achieved (EUROPEAN COMMISSION).

A frequent problem with the application of the Logframe approach is that the planning process and the preparation of the matrix are carried out separately from the project proposal or the budget, resulting in inconsistencies between the contents of the Logframe matrix and the description of the project contained in the narrative of the main documents.



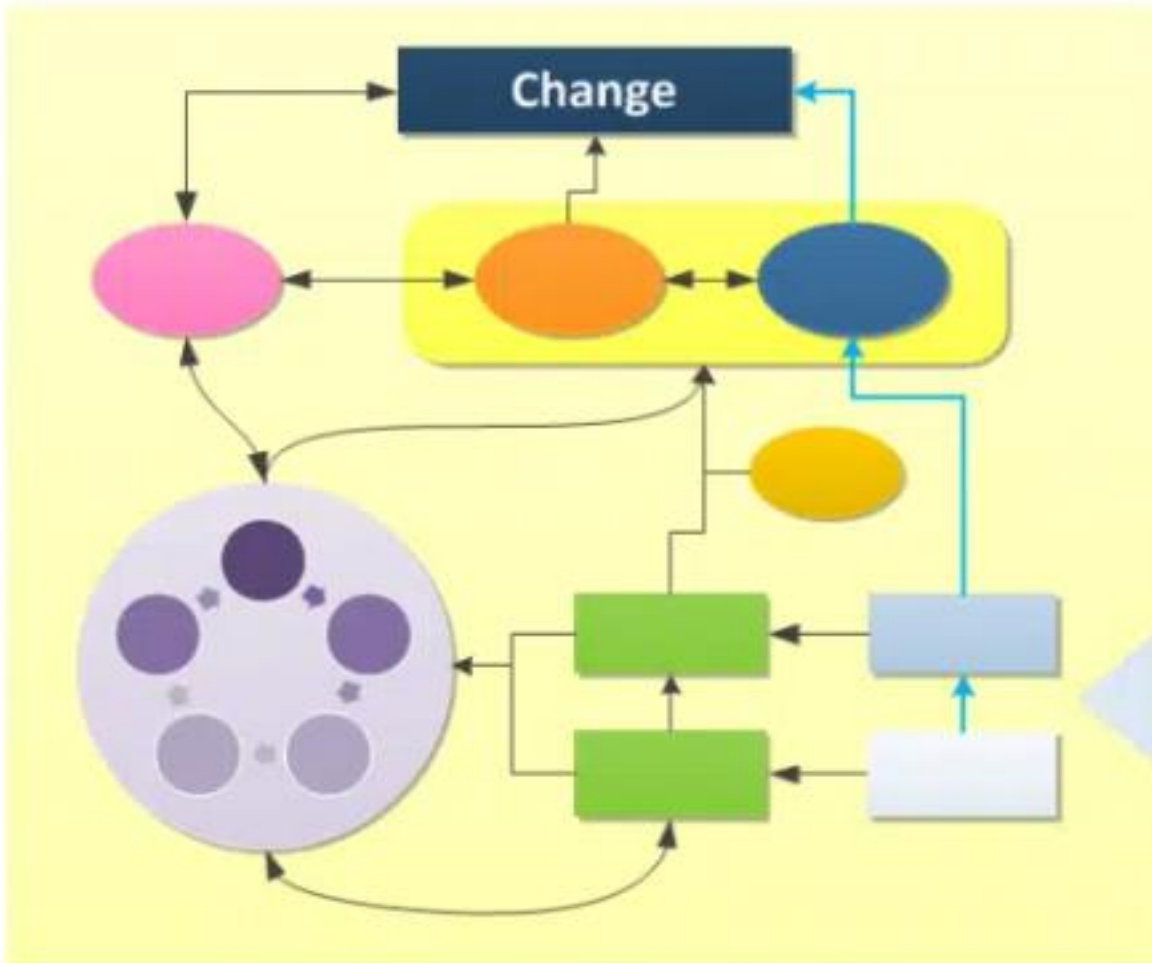
Theory of Change vs Logical Framework – what's the difference?





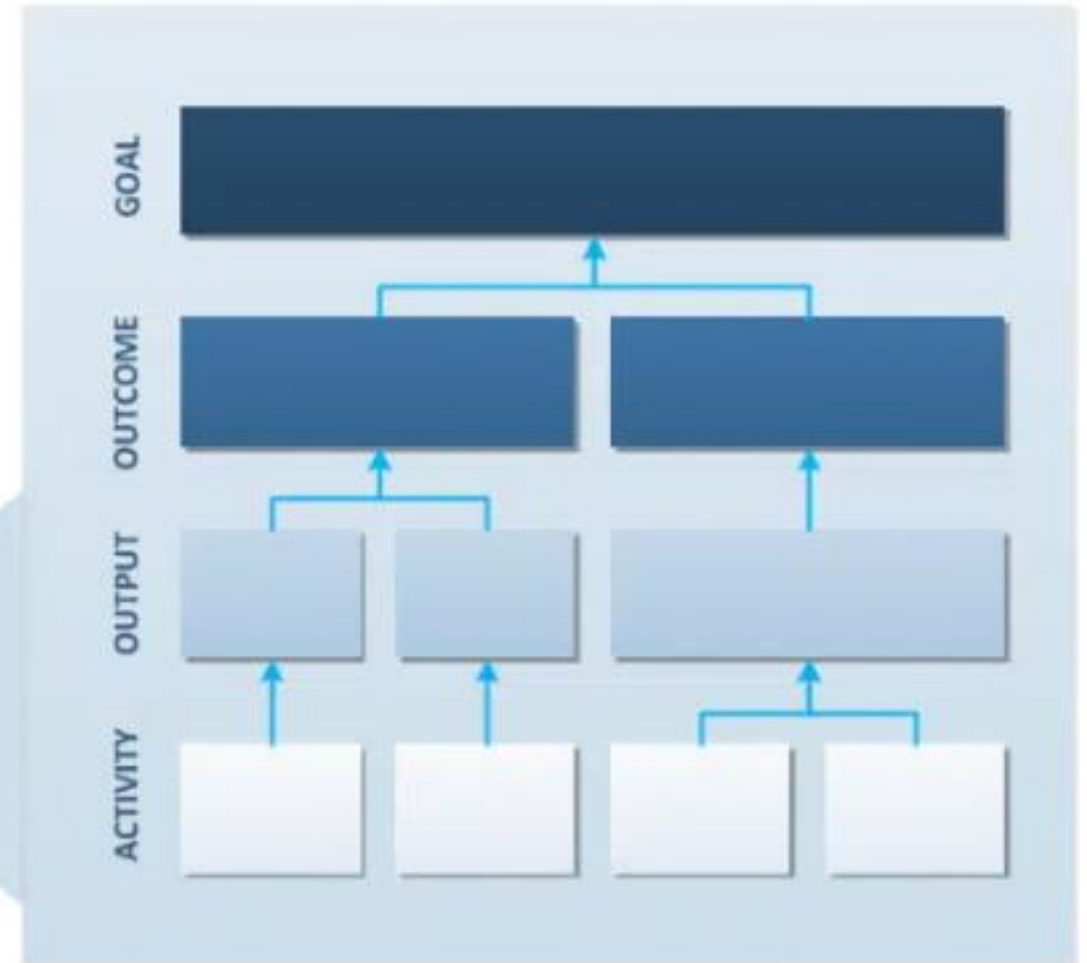
Theory of Change

Shows the big picture with all possible pathways – messy and complex



Logical Framework

Shows just the pathway that your program deals with – neat and tidy





How you will start with the goal or the activities?

Logical Framework (Logframe) Template

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal				
Outcomes				
Outputs				
Activities				

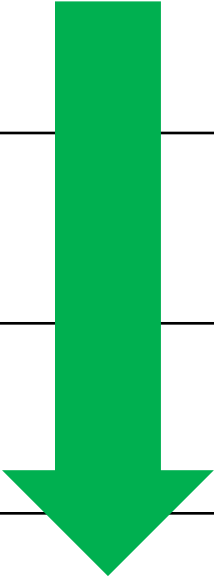
Top down

Bottom up



The Logframe Matrix

First step: Top-Down

Project Structure	Project summary	Indicators of performance	Means of verification	Risks and Assumptions
Goal				
Outcomes				
Outputs				
Activities				



A Hierarchy of Objectives

Goal - *greater why*

The long-term impact of the project

Outcomes- *why*

What we hope to achieve - the immediate impact of the project

Outputs - *what*

Specific results produced by activities. The TOR & deliverables

Activities - *how*

Units of work undertaken to produce outputs



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Goal of the Project



It is a long term goal (mostly at the national level) this particular project together with other projects contribute to its achievement



Example:

- improving the quality of life in the community Z

*The goal is defined as
“it contributes to ...”*



Goal of the Project



Tips for Setting a Project Goal

1. There should be only **one goal** per project
2. The goal should be connected to the **vision** for development.
3. It is difficult or **impossible to measure** the accomplishment of the goal using measurable indicators, but it should be possible to prove its merit and contribution to the vision.



Outcomes of the Project

It should address the core problem in terms of the benefits to be received by the project beneficiaries or target group *as a direct result of the project*. A project will likely have multiple objectives.



Characteristics:

- Specific
- Measurable
- Applicable
- Realistic
- Timely

SOURCE: NEBIU, B. (2022): *Developing Skills of NGOs, Project Proposal Writing*.
Szentendre: The Regional Environmental Centre for Central and Eastern Europe.



Outcomes of the Project

Requirements of
drafting the project
objective:

- percentages or figures
- place specified
- target group specified
- time-specific
- positive desired state



Example:

- Increase the number of families from village Z in quantity X who live in a clean garbage-free environment within Y years.
- Improve the water supply in quantity X and quality Y for the population of village Z in the next N years.



Outputs of the Project

Results describe the services or products to be delivered to the intended beneficiaries.

This is what the project team is promising to deliver.

The results are more detailed than the objectives and the goal, and should be possible to measure through the use of objective indicators.



Activities of the Project

The tasks to be undertaken to achieve the aspired results.



Activities:

...are linked to specific outputs

... are usually specific tasks that are allocated to individuals or groups

... be designed having regard to the skills and expertise of the agency and stakeholders

... should be listed in chronological order under each output in the logframe

“Activities are defined using an action verb in a present tense, eg. Design, draw up, search, construct...”



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The Logframe Matrix



Second step: Work Across

Project Structure	Project summary	Indicators of performance	Means of verification	Risks and Assumptions
Goal				
Outcomes				
Outputs				
Activities				



Indicators allow to measure the progress in terms of quantity, quality and time.

-Impact indicators: related to the overall goal, helps to monitor the achievement and the impact of the project.



Example: “Incidence of water borne diseases, skin infections and blood disorders caused by heavy metals, reduced by 50% by 2025”.

-Outcome indicators: related to the purpose and results.



Example: “Concentration of heavy metal compounds (Pb, Cd, Hg) and untreated sewerage; reduced by 25% (compared to levels in 2023) and meets established national health/pollution control standards by end of 2025”.



Define the means of verification

What are **the sources of information/data** to **verify** outcomes and accomplishments?

These may include:

Publications;

Surveys;

Project notes, minutes, reports and records;

Photographs, tapes, videos etc.



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Important assumptions/risks

Conditions which are important to the outcome of the project but may not be controlled by the project

May be external to the project

Important to the project success

Closely related to sustainability issues



Third step: bottom - up

Project Structure	Indicators of performance	Means of verification	Risks and Assumptions
Goal			
Outcomes			
Outputs			
Activities			

If (under Activities) → *then* (between Outputs and Indicators of performance) → *and* (between Activities and Risks and Assumptions)



What are the most common mistakes when writing project proposal?

1

Not understanding the context

2

Not defining the problem

3

Not setting SMART objectives

4

Not designing a logical framework

5

Not writing clearly and concisely

6

Not following the guidelines and format





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Key findings

- A logframe is a table that lists your project activities, short term outputs, purpose and long- term goal. It is supposed to show the logic of how the activities will lead to the outputs, which in tern lead to the outcomes, and ultimately the goal
- A logframe is different to a theory of change. For more information on the differences see our blog post [“Theory of Change vs Logical Framework – what’s the difference?”](#)



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Homework

Create your logical framework



EU4ETTR PROJECT SOCIAL MEDIA ACCOUNTS



*EU4 Energy Transition: Covenant of Mayors in
Western Balkans and Türkiye*



EU 4 Energy Transition TR



EU4ETTR Project



EU4EnergyTransitionTR (EU4ETTR)