

# Project proposal writing Project planning tool: the Logical Framework Matrix

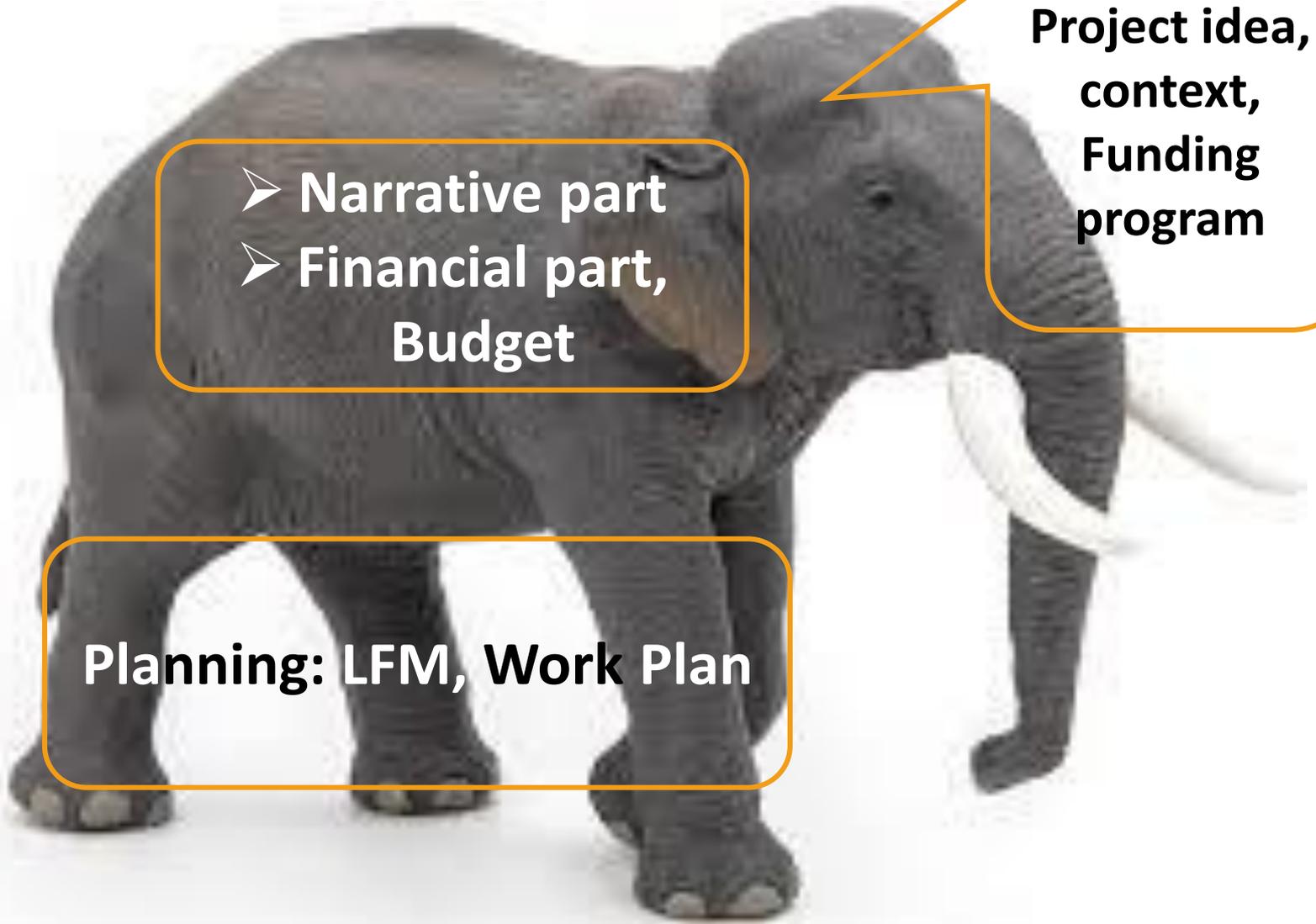
March 24<sup>th</sup>, Bologna

# Project proposal writing: one project, many parts



- ✓ **Project idea**
- ✓ **Context**
- ✓ **Funding program**

# Project proposal writing: one project, many parts



**Project idea,  
context,  
Funding  
program**

- **Narrative part**
- **Financial part,  
Budget**

**Planning: LFM, Work Plan**

- Tool for analysis and **planning**
  
- **clear and concise visual presentation** of all the **key components of a plan**
  
- **Basis for monitoring:**
  - How the project will work
  - What it is going to achieve and how
  - What factors relate to its success and how they are connected
  - How the progress will be measured

# LFM: how to start



LOGICAL FRAMEWORK MATRIX – LFM			
<p><b>Wider Objective:</b> What is the overall broader objective, to which the project will contribute?</p> <ul style="list-style-type: none"> <li>• [redacted]</li> </ul>	<p><b>Indicators of progress:</b> What are the key indicators related to the wider objective?</p> <ul style="list-style-type: none"> <li>• [redacted]</li> </ul>	<p><b>How indicators will be measured:</b> What are the sources of information on these indicators?</p> <ul style="list-style-type: none"> <li>• [redacted]</li> </ul>	
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# LFM: wider objective VS specific objective

**WIDER/OVERALL OBJECTIVE:** medium/long-term aim that the project **contributes to.**

- It will not be achieved by the project alone
- It explains why the project is important in terms of long-term benefits
- It shows how the project fits into the regional or sectoral strategies/policies of the donor/promoter

**SPECIFIC OBJECTIVE:** what is expected to be **achieved by the end of the project.**

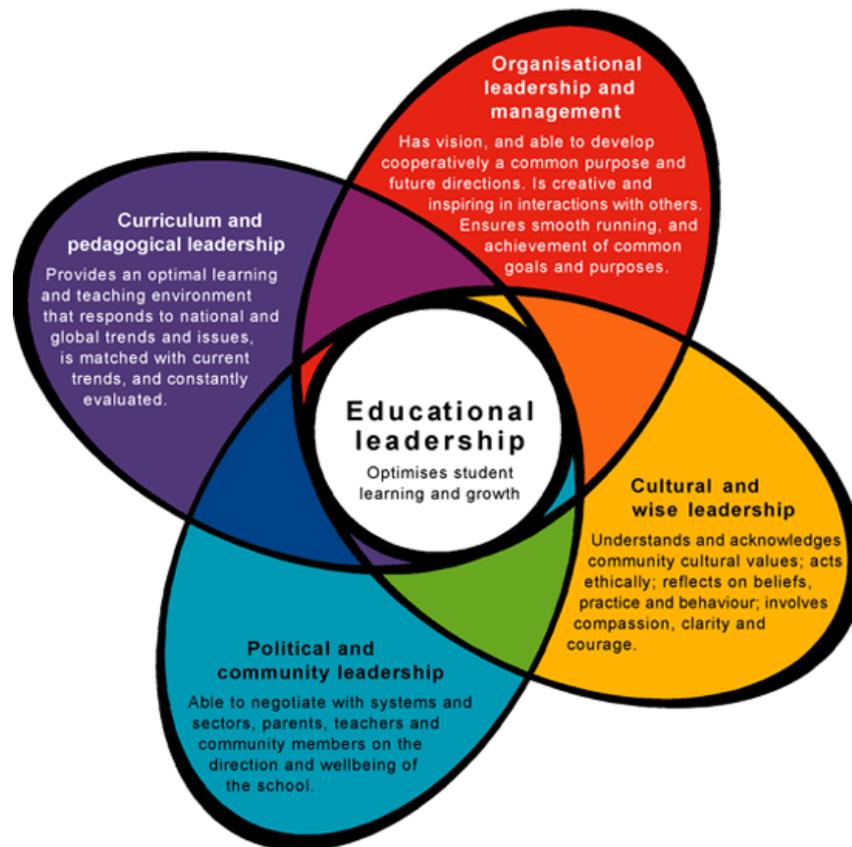
- the purpose that the intervention/project should be able to achieve
- the positive solution to the identified problems
- the reason why the project is implemented
- *SMART: Specific, Measurable, Accurate, Realistic and Time-bound*

**enhancement and modernization of the internationalization strategies pursued by Asian universities**

tailoring of innovative, transparent, and inclusive internationalization strategies by Asian universities

consolidation of a diffuse and long-lasting engagement towards HE internationalization strategies in the three countries involved

establishment of a network of European and Asian universities, supporting the effective integration of the higher education systems of Myanmar, Laos, and Sri Lanka within a regional and global framework



## *Development of a Joint Master study programme in Educational Leadership in Sri Lanka, Myanmar, Laos*

# LFM: wider objective?



## Project: Development of a Joint Master study programme in Educational leadership in *Sri Lanka, Myanmar, Laos*

- To establish an innovative training course for educational leaders in participating universities 
- To improve student learning through the development of professional competencies of principals and other educational leaders 
- To strengthen the economy of the involved countries through better qualified human resources 
- To increase the efficiency and effectiveness of primary and secondary schools in *Sri Lanka, Myanmar, Laos* 
- To define standards of competences for educational leaders in *Sri Lanka, Myanmar, Laos* 

# LFM: specific objectives?



- To organise a train the trainers session for educators
- To make the new Master curricula and teaching methods compatible with the Master programme system of the involved countries
- To develop and implement a joint, modern, interdisciplinary Master program in Educational Leadership compatible with the Japanese/Chinese/Indian universities' system
- To establish a regional Educational Leadership Network for exchange of experiences and formulation of recommendations for further improvement
- To appoint a quality assurance committee
- To validate new teaching materials



**DELIVERABLES** = results that will be obtained during the project and will lead to the specific objectives

- divided in **outputs** (tangible) and **outcomes** (intangible)
- logically linked to a specific project phase (**work packages**)
- **specific and realistic** in relation to the duration of the project, as well as measurable
- **should not be mistaken with activities**: the deliverables focus on what the consortium wishes to achieve through activities

## TANGIBLE (output)

- Publications, articles, reports
- Training materials
- Conference materials
- Handbooks, guides, plans
- Networks
- Promo campaign
- Recommendation reports
- Analyses

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## INTANGIBLE (outcomes)

- Skills
- Knowledge
- Capacities
- Improvement in policies, working methods
- Strategic thinking
- Institutional change
- Awareness
- Visibility

## ACTIVITY

Organisation of first project meeting

Development of a training course on security procedures in scientific laboratories

Update of teaching materials for a module of a Master programme in Animal Health



## DELIVERABLE

*Project Communication and Promotion Plan approved by the consortium*

*15 laboratory technicians have acquired new competences*

*Updated/New syllabus is approved and published/uploaded on-line*

# LFM: useful terms

	<b>has/have to be expressed in terms of</b>
<b>Wider objective</b>	in terms of “to contribute to...”
<b>Specific objectives</b>	in terms of benefit to the target group being “increased/ improved”
<b>Deliverables</b>	in terms of a tangible or intangible results “delivered/produced/conducted”
<b>Activities</b>	in the present tense starting with an active verb such as “prepare, design, develop, research”

# Group exercise 1



**Task:** write down a preliminary version of Column 1 of the Logical framework matrix describing the Intervention logic of your project idea.

**LFM template to be used:** Erasmus+ CBHE

**Document of reference:** concept note drafted at the end of Module 1

**Output:** column 1 drafted

- General objective
- Specific objectives
- Deliverables (outputs and outcomes)
- Activities

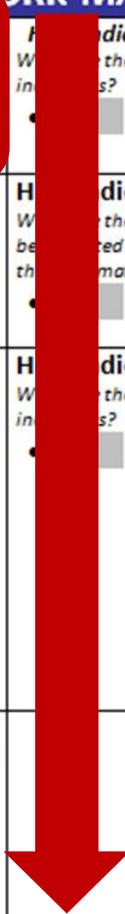
**Duration:** 30 minutes



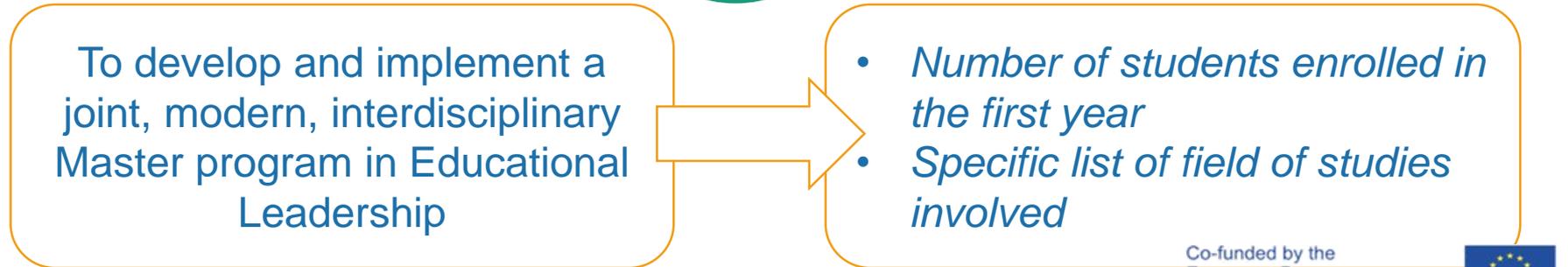
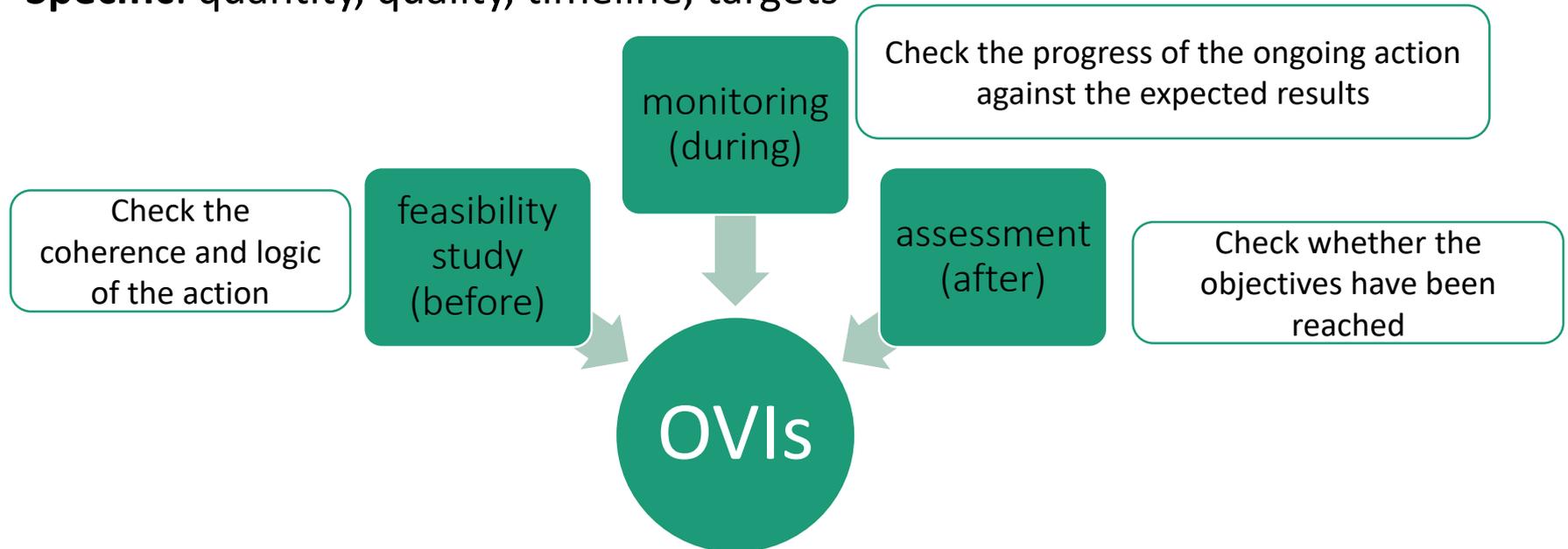
# LFM: indicators of progress

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- **Objectively verifiable indicators (OVIs):** describe the project objectives in measurable terms
- **Specific:** quantity, quality, timeline, targets



## Level 1

- **Wider Objective**
- *What are the key indicators related to the wider objective?*

## Level 2

- **Specific Objectives**
- *What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are achieved?*

## Level 3

- **Outcomes and outputs**
- *What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?*

# LFM: indicators of progress

## LOGICAL FRAMEWORK MATRIX – LFM

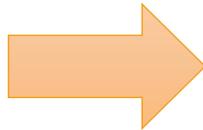
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➤ Which sources, where and how to find info, facts & figures necessary to verify –through OVIs- whether the project objectives have been reached / project outcomes have been met

➤ **Sources:**

- ✓ **Internal** to the project (es. narrative/financial reports and documents, questionnaires, surveys)
- ✓ **External** to the project (publications, papers, manuals, on-line platforms, feedbacks from stakeholders)

QUANTITATIVE  
INDICATOR:  
Number of students  
enrolled in the first  
year

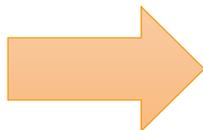


SOURCE:  
Student **register**  
at the university

**External sources:**

- ✓ **accessibility**
- ✓ **accountability**
- ✓ **relevance**
- ✓ **0-limited costs**

QUALITATIVE  
INDICATOR:  
Usefulness of the  
training Programme



SOURCE:  
Participants' final  
**questionnaires**

## Level 1

- **Wider Objective**
- *What are the key indicators related to the wider objective?*

## Level 2

- **Specific Objectives**
- *What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are achieved?*

## Level 3

- **Outcomes and outputs**
- *What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?*

For each level:

What sources of information?

How to collect the facts & figures?

# From theory to practice: TOOLKIT LFM



## Level 1

- **Wider Objective**
- enhancement and modernization of the internationalization strategies pursued by Asian universities, especially in terms of the capabilities displayed by local governance and IRO staff in drafting efficient and sustainable strategies, in designing and supervising innovative education projects, and in managing growing networks of mobility flows within their respective regions and beyond.

Asian HEIs enter/gain better placement in international and regional education rankings;

Education Index and Rankings

## Level 2

- **Specific Objectives**
- the tailoring of innovative, transparent, and inclusive internationalization strategies by Asian universities, characterized by a strong emphasis on students and faculty members as the real protagonists and catalysts behind an effective modernization of local HES

Universities have implemented new policies and strategies for international relations

Universities regulations and policies; Universities websites and regulations;

## Level 3

- **Outcomes and outputs**
- University governance engagement

Meetings with University governance and National governance are organized

Meetings minutes

OVI

SOURCES



# Group exercise 2



**Task:** write down a preliminary version of Columns 2 and 3 of the Logical framework matrix assigning OVIs and sources of OVIs measurement to the different levels of the intervention logic.

**LFM template to be used:** Erasmus+ CBHE

**Document of reference:** Column 1 drafted within Exercise 1 and + concept note drafted at the end of Module 1

**Output:** columns 2 and 3 drafted

- OVIs assigned
- Sources defined

**Duration:** 30 minutes



## LOGICAL FRAMEWORK MATRIX – LFM

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# LFM: assumptions & risks



External factors beyond our control that nevertheless influence the successful achievement of objectives at all levels and project feasibility over time.

Column 4 reflects our recognition of these external factors and integrate them within our Intervention logic

Goal: mitigate negative impact in order to increase our probability of success (mitigation strategy).

**SO:** to develop and implement a joint, modern, interdisciplinary Master program in Educational Leadership

**OVI:** *number of students enrolled in the first year*

**Assumption:**  
*Educational Leadership is an appealing field of study for our target audience*

**Mitigation:** a) *Professional profile and career opportunities clearly identified;*  
b) *Convincing promotional campaign organized*



# LFM: assumptions & risks

Project Description (Objective Summary)	Indicators (Objective Indicators)	Means of Verifications	Assumptions
<b>Goal (Development Objective):</b> The higher-level objective towards which the project expected to contribute			
<b>Purpose (Immediate Objective):</b> The effect which is expected to be achieved as the result of project			
<b>Outputs:</b> The results that the project management should be able to guarantee			
<b>Activities:</b> The activities that have to be undertaken by the project in order to produce the outputs	<b>Inputs</b> Good and services necessary to undertake activities		

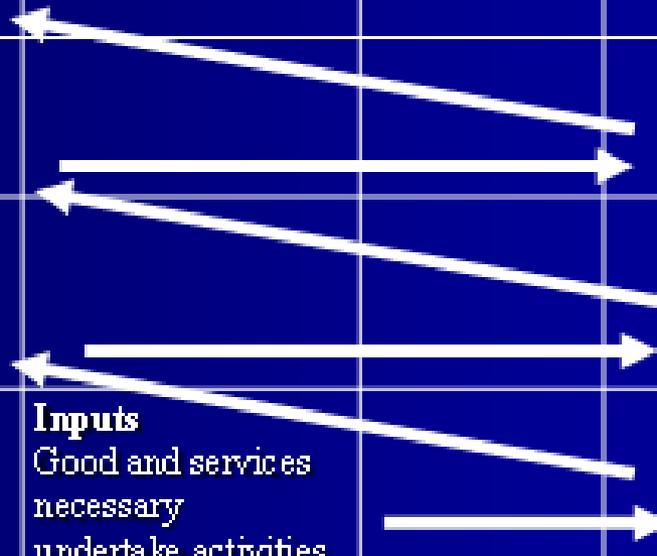


Figure 4.1 How To Read The Logical Framework Matrix

Adapting the project design to the call for proposal's specific forms and documents:  
LFM → one approach, different models

- APPEAR model
- KOICA model
- European Commission DG INTPA model  
(former DGDEVCO - EuropeAid)

# Wrap up - LFM

## ➤ The entire project summarized in a table



### Core Elements of a Project's Design

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### Roadmap for Project Planning, Monitoring & Evaluation

## LFM:

- **General and specific objective**
- **Deliverables**
- **Activities**
- **Indicators**

Complete the draft of the LFM of your project idea including column 4