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**Logical Framework Training for Research Partners
supported by DFID's Central Research Department**

DRAFT REPORT

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Table of Contents

1.	Purpose of Logical Framework Training Consultancy	1
2.	The Specific Objectives	1
3.	Summary of Outputs.....	1
4.	Recommendations.....	2
	Annex 1: Terms of Reference	3
	Annex 2.....	5
	Annex 3.....	6
	Annex 4.....	7
	Annex 5.....	8

1. Purpose of Logical Framework Training Consultancy

The terms of reference for this consultancy are presented in Annex 1. In summary the key activities were:

- 1 Design a one day workshop to provide research partners with a basic understanding of the logical framework approach
- 2 Prior to the workshop critically review and comment on five Logical Frameworks
- 3 Deliver a one day workshop to provide research partners with a basic understanding of the logical framework approach (LFA) and logical frameworks (logframes) so they are able to appreciate the strengths and weaknesses in their own (critically reviewed) logframes.

2. The specific objectives of the workshop were that participants should have:

- An overview to the logical framework approach and how it can aid programme planning and management.
- An understanding of the logic behind the logical framework
- An ability to define and formulate basic risks and assumptions, activities, outputs, purpose and goal.
- An ability to identify different types of indicator (i.e. activity, output, purpose)

3. Summary of Outputs

Nine logical frameworks were critically reviewed prior to the workshop thus providing useful critique during the session. The workshop was held on 28 November by Philip Dearden (CIDT) and Bob Grose (HLSP) with a 15 minute presentation by Joanne Carpenter (Panos) on the M&E scoping study produced by Nicholas Perkins¹. A copy of the workshop objectives and timetable is presented in Annex 2.

The workshop was attended by a range of researchers who are working with DFID (A list of participants is presented in Annex 3). The workshop was also attended by Dylan Winder and Murali Sivakolunthu of CRD DFID. The participants represented a valuable cross-section of ages, gender and length of service, such that the sharing experiences of the workshop were very positive and productive. A copy of participants objectives for attending the day are presented in Annex 4.

During the training workshop participants undertook a series of short practical exercises related to their work. A summary of the Workshop Evaluation is presented in Annex 5. All of the comments indicated a high level of satisfaction with both the training contents/methodology and the trainers. A number of useful suggestions are made for future workshops.

It was the intention with this workshop that there may be possibilities for follow up with several partners. A number of DFID research partners have asked for follow up and this support is ongoing via CIDT.

¹ Perkins N. et al (2006) Proving our Worth: Developing capacity for the monitoring and evaluation of communicating research in development. October 2006.

4. Recommendations

Recommendations for DFID CRD are as follows.

The Central Research Department should:

1. Provide research staff, who are working in partnership with DFID, opportunities for Logical framework training at the appropriate time. During the workshop the importance of early training at the research design stage was discussed. Ideally the training should be provided at the earliest possible stages in the commissioning or competitive tendering process. Several of the feedback comments also support training being provided at an earlier stage.
2. Consider the development of a two-day Research Project Management course for Research Managers. This course should cover the topics covered in this one day course in a more depth and in a more experiential manner. One suggestion maybe to have the two days of the course about a month apart which would allow some development time in between the days . Additional topics such as the importance of communication of any research findings to key groups/stakeholders should also be covered. .
3. Develop a Research Project Management Guide/Toolkit that can be used by Research Managers working on DFID Research funded projects. This should use examples from the existing successful research projects to illustrate some of the key DFID Project Cycle Management tools including stakeholder analysis, problem analysis, risk analysis, logical framework analysis. The importance of Monitoring, Review and Evaluation should also be covered in this Guide/Toolkit. Ideally this practical easy-to-use guide/toolkit should be an interactive and made available both on line and on CD Rom.

Annex 1: Terms of Reference

Logical Framework Training for Research Partners supported by DFID's Central Research Department

Background

The new Monitoring and Evaluation Guidance for Research Programmes (available at www.dfid.gov.uk/research/evaluations.asp), produced by DFID's Central Research Department emphasises that all centrally funded research programmes must use the logframe as the basis of monitoring and evaluation. There is now a requirement for all research programmes to have in place an agreed logframe, which is reviewed at regular stages during the course of the research. The research programme will be assessed at the mid-term review and the final programme review against the logframe.

DFID only requires all programmes over £1 million to have in place a logframe.

There is a need to improve the skills of researchers to:

- produce logframes that are logical and realistic;
- integrate the logframe into the research management cycle
- use the logframe as an M&E tool.

Objectives of a one-day training in logical frameworks

The overall purpose of the one-day training is to provide research partners with a basic understanding of the logical framework approach and logframes so they are able to appreciate the strengths and weaknesses in their own logframes.

What participants should achieve:

- An overview to the logical framework approach and how it can aid programme planning and management.
- An understanding of the logic behind the logical framework
- Ability to define and formulate basic risks and assumptions, activities, outputs, purpose and goal. MOVs and OVIs
- Ability to identify different types of indicator (i.e. activity, output, purpose)

Consultants Outputs:

1. Prior to the one-day workshop review 5 logframes of programmes supported by the communications team. Draw out the strengths and weaknesses in the logframes.
2. Run a one-day workshop to include the following:
 - Overview to Logical Framework Analysis and logframes, using the critique of programmes logframes as examples.
 - A session that allows each programme to critique its own logframe (they could be asked to prepare this prior to the workshop) with the objective of improving the logframe.
 - A short session to allow CRD to talk programmes through the new DFID reporting requirements
 - A session on developing indicators and how to monitor indicators.

- A session for around 1 hour that introduces the concept of stakeholder analysis and what this means in terms of identifying and engaging with different stakeholders in the M&E (i.e. who is the M&E information for?).
 - A 15 minute presentation by Jo Carpenter from Panos, on a short scoping study produced by two M&E specialists.
3. Produce a short report on the workshop to include:
- Follow-up support that is needed
 - participants expectations and whether or not they were met
 - lessons/actions for CRD
 - a critique of the 5 logframes which were appraised prior to the workshop, drawing out the common strengths and weaknesses

Timing

The workshop will take place on 28 November 2006 at DFID, Palace Street, London

Participants

Approximately 15 participants from the Communications Team supported research programmes.

Annex 2



Logical Framework Training for Research Partners supported by DFID's Central Research Department 28th November 2006

Objectives

By the end of the workshop participants will have:

- An overview of the logical framework approach and how it can aid programme planning and management,
- An understanding of the logic behind the logical framework,
- An ability to define and formulate basic risks and assumptions, activities, outputs, purpose and goal, means of verification and indicators,
- An ability to identify different types of indicators i.e. activity output, purpose.

Timetable

09.00	Registration and Coffee.
09.15	Welcome, Workshop objectives, Introductions. Introduction to projects
09.20	Introduction to the Project Cycle and Project Cycle Management tools.
09.30	The basis of good Logframe - Problem Analysis and Problem Trees Formulating a Hierarchy of Objectives for the Logical Framework
11.00	Tea/Coffee
11.15	Risk Analysis and Assumptions in the Logical Framework
12.00	Performance Indicators and Means/Sources of Verification.
13.00	Lunch
13.45	Logframe critiquing exercise
15.00	Tea/Coffee
15.15	Stakeholder analysis for Monitoring and Evaluation
16.15	Monitoring and Evaluation - Panos
16.30	Communicating with the Logical Framework and Action planning.
16.50	Evaluation and Feedback.
17.00	Finish

5. Annex 3

Project	Project Leader/ Main Contact	Job Title	Institute	Email	Contact (tel)
PANOS Research Communication Programme (RELAY)	Joanne Carpenter	Deputy Director of Programmes	PANOS	teresa.hanley@panos.org.uk	+44 (0)20 7278 1111
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CIMRC	Megan Lloyd Laney	Communication Consultant	Commsconsult	commsconsult@gn.apc.org	

Annex 4

Participants Objectives for attending the day

- Clarify purposes of log frame
- Learn more about the different stages in the log frame
- To definitely learn more about the logic
- How to ensure the process is participatory
- How to identify smart indicators @ the outset of a programme/project
- Guidance on how to measure the outcomes of communications products
- Better understanding of how SMART indicators can be used in communications projects
- How to get collective ownership of a log frame so that everyone allowed on the project understands and wants to monitor against it
- Awareness of how log frames relate to other evaluation techniques, such as outcome mapping
- Learn more about verification indicators
- How communications projects can cross gap between goal & purpose
- Nest log frames
- Measuring impact within time frame
- Reporting formats
- Learn more about verification indicators
- To make the process far less painful

Annex 5

Participants Feedback (Presented on anonymous post-its at the end of the day)

- Very good presentation – after 9 years I finally understand log frames!
Excellent
- Great hand outs – will be very helpful for future, and to share with colleagues
- Supporting materials are great
- Facilitator – clear explanations. Re-visiting questions participants had. Was happy to clarify points and made sure everyone understood. Thank you!
- A bit more context of how e.g. stakeholders link to log frame
- Very useful, particularly in putting flesh on bones that can be read in manuals. Next time perhaps more time spent on specific challenges in evaluating processes rather than projects, and in assessing and measuring impacts on large but relatively ill-defined audiences/target groups. i.e. issues specific to communications projects rather than research or implementation projects
- Good overview. Perhaps more critique and examples of good and bad log frames (time!!). More specific sharing of individual purpose, output and indicators etc.
- Examples more relevant to communication projects would have been helpful
- Good big thinking prep. Work and useful tools
- Good to get understanding of how should be used
- Critiquing done on log frames very useful
- Clear exposition of the logic of logical framework is very useful
- A bit hurried in parts
- More guiding questions etc to support thinking about next steps or how to share learning etc.
- Thanks for critiquing exercise this will be very helpful and look forward to receiving some more support
- Interesting, very useful – would have been more useful at earlier stages in our planning process
- Useful day – plenty of insight into how log frames should work. Would be useful to have more practical exercises on indicators & MOVs. Also perhaps for trainers to have had more insight into specific challenges for these comm. Projects
- Clearer process for critiquing section would have been useful
- Lots of very useful information

- I agree that log frames are excellent way to communicate between organisations
- Background to log frames very useful but would have been good to explain up front explicitly how our expectations would be met and when?
- Sprinkling of communication log frame examples please through the day (e.g. instead health re-form)
- Need to learn more about log frames through more examples. I found the critique too heavy
- The examples could have been more directly relevant to “research communication”
- Recommendations on common indicators across programmes would be very useful