Annex B

Annotated Example of a Project Logframe Matrix
This Annex is useful for:

- Managers - to help when revising the project design and its logical framework;
- Consultants - to ensure that the proposed project design is based on good design practice;
- IFAD and cooperating institution staff - to check that the proposed project design meets “good practice” standards.
This Annex provides an example of how to develop and improve the logframe matrix for an IFAD-supported project by giving a “before revision” and “after revision” comparison. The “before” logframe matrix is shown with comments on the problems and how these could be overcome. The “after” logframe matrix shows the partial reworking of the original logframe matrix. The example is based on several IFAD-supported projects and so represents a fictitious project.

There is no such thing as a perfect logframe matrix. The best results come from considerable discussion among key stakeholders, guided by facilitators who have a good understanding of the project context and logframe planning. If the project strategy is put to use by stakeholders after the discussions, then the logframe matrix is simply a support and a reminder.

The intention of this Annex is to provide ideas and tips about the types of issues that require attention and discussion when developing a good logframe matrix. The reworked example is not intended to be perfect or complete. Different people, including those very experienced with logframes, will often have different ideas and opinions about how to structure a project. Therefore, to develop a good logframe requires several rounds of discussion and revision.

The logical framework approach and matrix are discussed in detail in Section 3.

B.1 Reviewing an Existing Logical Framework Matrix

Table B-1 gives an example of a logical framework matrix that has several weaknesses and could be improved.

When you review a logframe matrix or develop one from the start it is helpful to keep in mind its following three uses:

1. Providing a general overview of the project;
2. Providing the basis for project implementation, including the development of annual work plans and budgets;
3. Providing an overview of how project performance will be monitored and evaluated.

The art of developing a useful logframe matrix is to make it specific and clear but not too long. Remember that the detail needed for implementation will be more than what is required to provide an overview for those appraising a project for funding. The lack of adequate detail is why project staff often do not use a logframe matrix to guide project implementation.

When you begin to review or develop a new logframe matrix, it is a good idea first to develop a visual overview of the project’s objective hierarchy. Figure B-1 shows this for the original matrix and Figure B-2 for the reworked example. Such a visual overview makes it easier to understand how the different parts of the project fit together.

When working with a group of stakeholders to develop the project objective hierarchy and matrix, visualise the objective hierarchy on a large wall by using separate cards for each element. The cards can then be moved around as people discuss the best way to structure the project. See the logic testing questions in Table 3-4 in Section 3.4, that can be used to guide this process of refining the structure.
Table B-1 shows the original logframe matrix, with numbers to indicate weak areas. Table B-2 analyses these key weaknesses. In summary, they are:

1. The whole matrix is not detailed and specific enough to provide an adequate overview of the project.
2. There are no activities specified.
3. Inputs are shown for the whole project rather than being specified for particular activities.
4. The outputs are really project components and hence are at too high a level and are too general to be considered outputs.
5. Targets are only partially developed.
6. The risks and assumptions are overly simplified.

Figure B-1. Visual overview of the original project objective hierarchy

- **Goal**: Improve the livelihood of 35,000 families
- **Purpose**: Small farms enabled to intensify and diversify crop production, Landless families increase livestock, fish and income-generating activities as well as homestead gardening
- **Outputs (Components)**: Agricultural Development, Community Development, Rural Credit, Community Infrastructure
- **Inputs**: Project coordinator, PMU, research, extension, training, transport, construction, etc.
Table B-1. Example of the original logframe for an agricultural development project (see Table B-2 for comments corresponding to numbers)

<table>
<thead>
<tr>
<th>Goal</th>
<th>Target</th>
<th>Monitoring</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| Improve the livelihood of 35,000 families | Family income increased by 40% in real terms | Baseline and evaluation surveys | • Economic and political suitability exists.  
• Free market policies exist. |
| Small farmers enabled to intensify and diversify crop production | • Intensity of cropping increased 15%  
• Non-rice crops area increased 10%  
• Yields increased 25% | Surveys and monitoring of target farmers’ group members and control farmers | • Credit, markets and infrastructure are available.  
• Department of agriculture agricultural extension staff are motivated. |
| Increase in landless families’ livestock, fish and income-generating activities as well as homestead gardening | • Poultry/Duck numbers doubled  
• Fish catch increased 45%  
• Homestead garden output doubled  
• Off-farm income doubled | Surveys and monitoring of target families and control families | • NGOs/Department of agriculture extension work together effectively.  
• Specific government departments support project activities. |

<table>
<thead>
<tr>
<th>(Component) Outputs</th>
<th>Targets</th>
<th>Means of Verification</th>
<th>Risks</th>
</tr>
</thead>
</table>
| Agricultural development | • New HYV adopted by 30,000 farmers  
• New crops adopted by 30,000 farmers  
• 80 groups involved in marketing  
• 30 embankment/drainage schemes completed  
• STWs purchased by target farmers’ groups using project credit | • Baseline survey records and monitoring by PMU  
• Baseline survey/technical assistance records and monitoring by PMU  
• NGO monitoring  
• Department of agriculture’s engineering records  
• PMU credit monitoring | Technology is not available.  
Department of agriculture is unable to deliver technology.  
(same risk as above)  
Marketing groups do not work.  
Not enough suitable schemes exist.  
Target farmers’ groups cannot manage joint investment. |
| Community development | • 3,000 permanent target farmers’ groups established by NGOs  
• 3,000 target families (some already established) managed by NGOs  
• District NGOs credit delivery doubled  
• Livestock, fish and homestead technology, marketing and other income-generating activities adopted by group members | • NGO monitoring and PMU identification  
• NGO monitoring and PMU identification  
• Credit monitoring  
• NGO monitoring | Contract/Collaboration with department of agriculture extension is problematic.  
Specific government department staff is unable to meet requests from groups |
| Rural credit | USD 1.5 million revolving fund disbursed by NGOs for target family groups | USD 4.0 million credit line disbursed by national credit banks/NGOs for target farmers’ groups | USD 0.7 million risk fund established | National credit bank/NGO records | PMU monitoring | District NGOs fail to meet targets | National credit banks do not disburse credit to NGOs or groups. |
| Community infrastructure | Upgrading of 150 km road | Sealing 25 km road | 35 markets | 15 landing stages | 20 training facilities | Department agriculture’s engineering records | PMU monitoring | Primary stakeholder participation is lacking. Problems with operation and maintenance exist. |

### Inputs

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Targets</th>
<th>MOV</th>
<th>Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualified project coordinator appointed and special account set up</td>
<td>By loan signature</td>
<td>PMU</td>
<td>Suitably qualified and committed person is not available.</td>
</tr>
<tr>
<td>PMU/MU office established and staffed</td>
<td>At loan effectiveness</td>
<td>Routine reporting</td>
<td>Contract delays occur.</td>
</tr>
<tr>
<td>NGO contracts agreed and activated</td>
<td>11 contracts</td>
<td>Routine reporting</td>
<td>-</td>
</tr>
<tr>
<td>Department engineering project director’s office and account set up</td>
<td>Within one month of loan effectiveness</td>
<td>Routine reporting</td>
<td>-</td>
</tr>
<tr>
<td>Technical assistance contract agreed and personnel appointed</td>
<td>3 long-term for PMU</td>
<td>Routine reporting</td>
<td>Delay occurs due to contractual procedures.</td>
</tr>
<tr>
<td>Research</td>
<td>25 research contracts</td>
<td>PMU</td>
<td>Qualified research contractors are not available.</td>
</tr>
<tr>
<td>Adaptive trials</td>
<td>20 workshops</td>
<td>Project implementation reports</td>
<td>-</td>
</tr>
<tr>
<td>Extension inputs</td>
<td>Numbers:</td>
<td>Block supervisor/technical assistance records</td>
<td>Problems occur in the fund flow from PMU to district.</td>
</tr>
<tr>
<td>• Demonstration plots</td>
<td>5,000</td>
<td>PMU monitoring</td>
<td>-</td>
</tr>
<tr>
<td>• Farm visits/Field day</td>
<td>1,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>• Video shows</td>
<td>350</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>• Agricultural fairs</td>
<td>150</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
### Training of:
- Agricultural extension management staff
- District and local extension programming committee members
- Agricultural extension district, community and block staff
- Project management committee
- Group leaders (trained by NGOs)
- Women homestead gardeners/farmers

Refer to Appendix 7 [Note: this is an appendix in the original project appraisal report]

Routine reporting
PMU monitoring

Qualified trainers are not available.

### Physical inputs:
- Transport
- Extension
- Construction materials

**Numbers of:**
- 25 vehicles/150 motorcycles
- 1,200 kits
  As per specifications

Project management reports

Procurement delays occur.

### Financial inputs:
- NGO service fees
- Revolving funds
- Credit

**USD 150/50/25 per group**
**USD 1.2 million (disbursed to NGOs)**
**USD 4.0 million (disbursed to national credit banks)**

Project management reports

National credit bank contribution is not provided.
Use own funds totally.
Table B.2. Critical comments on the original logframe matrix (numbers refer to the numbers in Table B-1)

<table>
<thead>
<tr>
<th>Issue</th>
<th>Explanation</th>
<th>Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>General structure of the matrix</td>
<td>No activities are specified and the outputs are, in reality, project components. Inputs are given for the entire project and not for specific activities.</td>
</tr>
<tr>
<td>2</td>
<td>Generality and the fragmented nature of the matrix content</td>
<td>The matrix provides only a very general overview of the project. In this form, the matrix provides insufficient detail to be a useful guide for project implementation. It is also not clear what is to be achieved under each of the components (outputs).</td>
</tr>
<tr>
<td>3</td>
<td>Contents of the second column of the matrix - targets</td>
<td>The targets do not adequately cover the different aspects of the project. They focus too much on quantitative outputs and inputs and not enough on outcomes and qualitative information. The targets do not fully cover the scope of the project for each component, so it is difficult to understand the project fully.</td>
</tr>
<tr>
<td>4</td>
<td>Contents of the third column - monitoring/means of verification</td>
<td>The monitoring mechanisms are very general and so provide little guidance for setting up the M&amp;E system.</td>
</tr>
<tr>
<td>5</td>
<td>Contents of the fourth column - assumptions/risks</td>
<td>At the goal and purpose levels, assumptions are used. At the output level, risks are used. There is no rationale for this, as “assumptions” can be used at all levels.</td>
</tr>
<tr>
<td>6</td>
<td>Gender and other equity differences</td>
<td>There is no indication from the matrix that gender and other equity differences have been specifically considered.</td>
</tr>
<tr>
<td>7</td>
<td>Generality of the goal</td>
<td>The goal “Improving livelihoods” is an extremely broad goal. Yet the project does not intend to directly tackle, for example, the health and education aspects of improving livelihoods. So the project implicitly has a narrower focus than the full livelihood goal.</td>
</tr>
<tr>
<td>8</td>
<td>Targets for the goal level</td>
<td>Increased income is a poor indicator of the overall project goal. Income itself does not necessarily contribute to improved livelihoods. It depends how the increased income is used and how household expenses and work patterns have changed.</td>
</tr>
<tr>
<td>9</td>
<td>Assumptions for the goal level</td>
<td>The assumptions are so general that they would apply to virtually any project anywhere in the world. So they are not very useful for guiding thinking about the long-term sustainability of the project.</td>
</tr>
<tr>
<td><strong>Purpose level</strong></td>
<td>In the original example, there is little difference between the two purposes or between them and the agricultural development output.</td>
<td>There are different ways to structure a logframe matrix. However, for IFAD-supported projects, it is suggested that a separate purpose for each component be used. It is also important to think carefully about whether a project is primarily to achieve a physical change, such as increased agricultural production, or whether it is to focus on institutional and community capacity and the process of development. A good project will achieve both. However, it is important to ensure that capacity-building and institutional development processes are made explicit in the logframe matrix.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>Purpose-level targets</strong></td>
<td>The purpose-level targets are essentially targets for specific aspects of agricultural development. They do not address the issue of increased capacity for self-reliant agricultural, economic and social development.</td>
<td>At the goal and purpose levels, it is important to ask broader questions about institutional change and how achieving specific production targets are actually contributing to improved livelihoods. See the performance questions for the goal and purpose levels in the reworked example.</td>
</tr>
<tr>
<td><strong>Outputs</strong></td>
<td>As mentioned above, what are called outputs in the original example are really the project components. If you look at the outputs as given, it is very difficult to get an overview of what the project aims to achieve. The outputs are written only as a title/heading and not as a result or objective.</td>
<td>Outputs should refer to a relatively specific achievement of the project. They should also be used to give a clear picture of the scope of each of the project components/purposes.</td>
</tr>
<tr>
<td><strong>Agricultural development output</strong></td>
<td>It is not clear what will be achieved under this component. The targets are unclear.</td>
<td>The reworked example shows clear outputs for the project under this purpose.</td>
</tr>
<tr>
<td><strong>Agricultural development targets</strong></td>
<td>“New crops adopted by 30,000 farmers” is a poor indicator. Taken literally it gives no information about what crops have been adopted, to what extent or how successfully.</td>
<td>It is necessary to make clear that information must be collected about what particular crops have been adopted and to what extent.</td>
</tr>
<tr>
<td><strong>Agricultural development assumptions</strong></td>
<td>The risks relate to achieving the component (output) and not to the contribution of the component to the purpose and goal. “Department of agriculture is unable to deliver technology” is an assumption relating to the achievement of the component. “Technology is not available” is potentially a “killer assumption”.</td>
<td>In general, assumptions should relate to how an activity contributes to an output and how an output contributes to a purpose and so forth. For example, in this project, it is being assumed that extra production will, at least in part, be sold to increase household financial resources. The contribution of the increased agricultural production is based on an assumption about sufficient market demand and prices for the production. Clearly identifying assumptions is often a difficult part of the project planning process. Either the project should be changed to ensure that technology is available as a result of project efforts or the purpose and goal need adjusting to be less ambitious.</td>
</tr>
<tr>
<td><strong>Community development output</strong></td>
<td>It is not just the community where capacity development is required. For the project to be successful, the department of agriculture and private sector also need to build their capacity.</td>
<td>This output becomes an institutional development component at the purpose level of the matrix.</td>
</tr>
<tr>
<td><strong>Community development targets</strong></td>
<td>Most of the targets provided are activity or low-level output targets and do not answer the “so what” question.</td>
<td>Make sure there are performance questions that will provide information about, for example, how successful farmers’ groups are in supporting their members to adopt new farming practices.</td>
</tr>
<tr>
<td><strong>Community development targets</strong></td>
<td>“NGO and PMU monitoring” says nothing about what methods or even the general approach that will be used. The MOVs given are so simplified that they provide virtually no information to guide M&amp;E.</td>
<td>Try to be as specific as possible about what monitoring mechanisms and sources of information will be used.</td>
</tr>
</tbody>
</table>
B.2 Reworked Logframe Matrix

The following points cover some key issues in developing a good matrix and are discussed in reference to the example.

1. **How to detail it.** To outline a large project fully in a logframe matrix does require a considerable amount of detail and quite a few pages. To be a useful guide for project implementation, such detail is necessary. For large projects, each purpose (component) could be considered a separate sub-project with its own logframe matrix. To provide a brief overview of the project, you can use only the goal and purpose levels as illustrated in the reworked example.

2. **Structuring the matrix.** The difficulty of dealing with large projects using a simple four-level matrix is discussed in Section 3. This problem is very clear from the original example. In the reworked example, you can see how having a number of purposes – each with outputs and activities – shows more clearly and exactly what a project will be trying to achieve.

3. **Process- or product-driven.** In the past, rural development tended to focus on products – irrigation schemes, yield increases, infrastructure, etc. More recent approaches are increasingly concerned with building the capacity of people and institutions to guide their own development process. It is much more difficult to be specific about capacity development than, for example, 50 kilometres of road constructed. In the reworked example, under Component Purpose 3, you will find some ideas about how to express capacity development objectives and how to monitor them. The original example falls into the trap of only including those things than can be easily measured and hence focuses on products at the expense of capacity-development processes.

4. **The sideways logic.** It is important to remember that outputs from one part of the project will often be necessary inputs or conditions for another part of the project. The reworked example shows that the rural infrastructure component is an important contribution to the other purposes (components) to be achieved. For example, roads are critical for marketing and enabling access to villages for extension activities.

5. **Where to locate outputs and activities.** Sometimes it is not always clear where an output or set of activities best belongs. In the reworked example, the output "irrigation and drainage scheme expanded and maintained" has a logical home with either the agricultural production or the infrastructure purpose. Just choose one and develop the logic based on that choice. When dealing with activities like training, it is best to put training that relates to a specific output under that output. For example, training of farmers in post-harvest management should go under that output, not a general output related to training. The basic idea is to place all the activities necessary to achieve an output under
6. **Performance questions and target indicators.** You will notice in the reworked example that the second column has both performance questions and target indicators. The performance questions look broadly at what the project should be achieving and are particularly useful where this cannot be monitored using simple quantitative indicators. These questions are especially important at the purpose and goal level where it is often more difficult to have simple quantitative indicators. Diverse qualitative and quantitative information will often have to be gathered and analysed to answer these questions. The target indicators help specify precisely what the project should achieve.

7. **Aggregation of outputs.** What the project achieves at a purpose level is an aggregation of all the outputs that lie under that particular purpose. However, it will not always be possible to have sensible aggregate indicators. For example, at the purpose level for agricultural production there is no single indicator that can give a complete summary of increased agricultural production. Instead, it is necessary to talk about the increased area and yields of specific crops. This means that purpose-level indicators may be a compilation of the separate contributions (indicators) for each of the outputs.

8. **Indicative targets.** Increasingly, projects are implemented using a process approach that provides the opportunity for the outputs and activities to be determined with primary stakeholders during implementation. In the first draft of the logframe matrix it will then be necessary to use indicative outputs, activities and indicators.

9. **Monitoring mechanisms.** Monitoring mechanisms will often be the same for different purposes and outputs. For example, a household survey may provide information for many different indicators and performance questions.

10. **Assumptions and risks.** Assumptions should not be only about external conditions but also about the internal logic of the project strategy. For example, when increasing agricultural production to increase income, the assumption is that there is a market for the produce. Remember that if an assumption is highly risky, then the project design should be adjusted to lower the risk.

11. **Gender and other equity differences.** It is important to check that gender and other equity differences have been adequately addressed in both the design and the monitoring and evaluation of the project. Because equity is an issue that cross-cuts many project activities, outputs and components, it is often better that it be integrated rather than included as a separate element. However, this means it may be desirable also to have some cross-cutting objectives and indicators for the project.
A GUIDE FOR PROJECT M&E

Figure B-2. Visual overview of the objective hierarchy for the reworked logframe matrix

Improved livelihoods for 35,000 poor families through increased food security and better income-generation opportunities

Agricultural Production Increased and Diversified
- Undertake participatory research.
- Provide extension support.
- Organise input supplies.

Income Generation Increased and Diversified
- Marketing to local regions improved
  - Research market opportunities.
  - Develop trading relationships.
  - Establish transport system.
- Post-harvest management improved
- Non-agricultural small businesses developed
- Value-adding enterprises initiated
- Increased capacity for business planning

Rural Development Institutions Strengthened
- Capacity of department of agriculture to support local development processes strengthened
  - Conduct organisational assessment.
  - Train staff.
  - Introduce performance incentives.
  - Install facilities and equipment.
- Farmer support established and operating effectively
- Rural development NGOs strengthened and supporting rural development
- Women's enterprise development groups established and operating effectively

Rural Credit Use Expanded
- Community microfinance groups operating effectively
  - Employ and train community facilitators.
  - Establish and train community groups.
- Central bank and revolving fund in place and operating effectively

Rural Infrastructure Built and Maintained
- Roads extended and maintained
  - Establish construction priorities.
  - Issue building contracts.
  - Establish maintenance.
- Irrigation and drainage schemes expanded
  - Design new scheme.
  - Implement physical works programme.
  - Establish and train water users' associations.
- Market centres built and upgraded
- Community training centres built and equipped
- River landing stages constructed and maintained

Project Effectively Implemented
- Project staff and partners working as a committed team
  - Establish roles and responsibilities.
  - Develop individual work plans.
- Participatory planning and M&E systems operational
  - Design M&E system.
  - Train stakeholders in M&E.
  - Conduct annual project review and work planning.
- Stakeholders actively involved in project decision making and planning
- Financial resources properly managed and accounted for
### Table B-3. The reworked (fictitious) logframe matrix

(Note: Only three of the original six purposes have been reworked for this example)

<table>
<thead>
<tr>
<th>Goal</th>
<th>Performance Questions &amp; Target Indicators</th>
<th>Monitoring Mechanisms &amp; Information Sources</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| **Improved livelihoods for 35,000 poor families in the Rutunga province through increased food security and enhanced income-generating opportunities** | Performance questions:  
• For whom has food security changed and in which ways?  
• How has the purchasing power of target households changed?  
• How have project interventions influenced meeting the needs for housing, education and health?  
• How has the diversity and size of the local economy changed?  
• How have interventions affected the workloads, roles and well-being of different household members (women, men, young, old)?  
• How equitably have different social and economic groups benefited from the project’s interventions?  

Target indicators:  
• 75% of families with food secure under average seasonal conditions  
• 30% increase in household expenditure on housing, education and health  
• Equal livelihood improvements for female- and male-headed households | Sample household surveys (baseline, mid-term, end of project and three years after completion)  
• Participatory impact monitoring to complement household surveys  
• Field observations by project and implementing partner staff  
• Analysis of relevant government statistics  
• Project monitoring reports  
• Analysis of local economic activity (baseline, mid-term, end of project and three years after completion) | • Continued and sufficient market demand exists for locally produced commodities and other products.  
• Project benefits are not offset by declining government services and social benefits.  
• Increased agricultural production and economic activity is not offset by the demands of population growth.  
• Agricultural production can be profitable in a context of declining terms of trade for agricultural commodities.  
• Productive capacity of natural resources is not degraded by intensification.  
• People and institutions have the capacity to adapt to continually changing circumstances.  
• Benefits are not offset by disruption of traditional livelihood strategies. |

<table>
<thead>
<tr>
<th>Component Purposes</th>
<th>Performance Questions &amp; Target Indicators</th>
<th>Monitoring Mechanisms &amp; Information Sources</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| **1) Agricultural production**  
Agricultural production increased and diversified in a sustainable way | Performance questions:  
• How have the diversity, level of production and productivity of agriculture changed in the target area?  
• What innovations have been developed or recommended and to what level have they been adopted?  
• How have the environmental impacts of agriculture changed? | Land use and cropping pattern records kept by participating communities, farmers’ groups and agricultural department  
• Sample surveys of crop yields and gross margin analysis undertaken by department of agriculture  
• Participatory monitoring systems established with farmers’ groups | • The productive capacity of the area is sufficient to meet food needs and provide surplus for sale.  
• Sufficient market demand and adequate price for produce exist.  
• Increased diversity and intensity of production is financially profitable. |
### 2) Income generation

**Greater market access, chain management, value adding, rise in non-agricultural small enterprise development and more diverse means of household income**

**Target indicators:**
- Area of horticulture and vegetable production increased to 4,000 hectares
- 60% of farmers achieving 70% of target yields in years with average seasonal conditions
- Area of non-rice crops increased by at least 10% for small farmers
- 70% of farmers adopting at least one environmentally sustainable practice
- Chemical load in Besha River reduced to target levels
- (See also the indicators for each output.)

**Performance questions:**
- What value-adding or post-harvest initiatives have been established and what have the economic consequences been?
- What changes have occurred in the movement of products from the local area?
- In what ways and how successfully have markets for particular products been developed?
- How have the levels and diversity of household income generation changed?
- How have household roles changed?

**Target indicators:**
- 60% of households benefiting from at least a 20% increase in purchasing power
- 100% increase in off-farm employment opportunities

**Performance questions:**
- Questions in household survey
- Monitoring by NGOs and women’s groups
- Analysis of local economic activity (baseline, mid-term, end of project and three years after completion)
- Participatory impact monitoring to complement household surveys and economic study
- Field observations by project and implementing partner staff

**Target indicators:**
- Level of increased income is sufficient to make a significant difference in household ability to purchase livelihood needs.
- Food and other livelihood necessities are available for purchase.
- Increased economic activity flow benefits poor households and not middlemen.
- Changes do not have a disproportionate negative impact on overall labour use at the household level.

### 3) Institutional development

**Government, private sector and NGO sector institutions are able to support sustainable agricultural and economic development effectively**

**Performance questions:**
- In what ways has the performance of the agricultural research and extension system changed?

**Target indicators:**
- Organisational assessment of the department of agriculture activity (baseline, mid-term, end of project and three years after completion)
- Reporting by NGOs, farmers’ and women’s groups

**Performance questions:**
- The department of agriculture has sufficient financial and human resources to support development.
- Increased business involvement will not exploit disadvantaged groups
<table>
<thead>
<tr>
<th>4) Rural credit</th>
<th>5) Rural infrastructure</th>
<th>6) Project management</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rural credit use expanded</strong></td>
<td><strong>Establishment of rural infrastructure</strong></td>
<td><strong>Effective project management</strong></td>
</tr>
<tr>
<td>Example of matrix structure – details not included in this example.</td>
<td>Example of matrix structure – details not included in this example.</td>
<td>Example of matrix structure – details not included in this example.</td>
</tr>
</tbody>
</table>

**Target indicators:**
- How successful have the farmers’ and women’s groups and NGOs been in supporting agricultural development and new income-generating activities?
- In what ways are private sector businesses contributing to development?

**Target indicators:**
- New strategic plan and annual work plans for department of agriculture effectively implemented
- 500 farmers’ groups operating effectively
- 20 NGO organisations effectively supporting development
- 300 women’s enterprise groups operating effectively
- Participatory impact monitoring of NGOs and farmers’ and women’s groups
- Field observations by project and implementing partner staff
- Monitoring of private sector activities

**Target indicators:**
- Farmers/Women are willing to participate in the support groups
- The incentives for adopting new agricultural-production or income-generating activities are enough for people to be interested in the extension support offered by the farmers’ groups and department of agriculture.
## Component 1. Agricultural Production - Outputs and Activities

<table>
<thead>
<tr>
<th>Outputs and Activities</th>
<th>Performance Questions &amp; Target Indicators</th>
<th>Monitoring Mechanisms &amp; Information Sources</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| **Output 1.1 Horticultural and vegetable production increased** | Key performance questions  
- To what extent have horticultural and vegetable production increased?  
- Who is benefiting from this increase and in what ways?  
- What are the environmental impacts of increased production and how are they being managed?  

Key target indicators:  
- 2,000 hectares of orchards established and producing  
- 3,000 hectares of mixed vegetable production developed  
- 15,000 farmers participating in at least one form of horticultural or vegetable production  
- 10,000 families benefiting from additional seasonal labour | - Land use and cropping pattern records kept by participating communities, farmers' groups and agricultural department  
- Sample surveys of crop yields and gross margin analysis undertaken by department of agriculture  
- Participatory monitoring systems established with farmers' groups  
- Environmental impact assessment process put in place | - Horticultural and vegetable crops are a financially, environmentally and socially sound way of increasing overall agricultural productivity.  
- The human resources for successful intensive production can be developed.  
- Farmers are willing to adopt new cropping systems. |

### Activities for Output 1.1

<table>
<thead>
<tr>
<th>Key Inputs</th>
<th>Costs</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1.1 - Through participatory research with farmers, identify optimal horticultural and vegetable crops and appropriate production systems.</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
- 25 person months of external research consultancy support  
- Research and development coordinator  
- Resources for 20 field research sites  
- Training for 20 department of agriculture staff in participatory research methods  
- Training for 30 department of agriculture staff in latest production methods for potential crops | Include costs for activities here. | - Production systems appropriate to the local conditions can be developed. |
### Outputs and Activities

<table>
<thead>
<tr>
<th>Output 1.2 Increased rice production</th>
<th>Performance Questions &amp; Target Indicators</th>
<th>Monitoring Mechanisms &amp; Information Sources</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.1 - Construct new rice terraces.</td>
<td>Example of matrix structure – details not included in this example.</td>
<td>Example of matrix structure – details not included in this example.</td>
<td>Example of matrix structure – details not included in this example.</td>
</tr>
<tr>
<td>1.2.2 - Introduce new varieties.</td>
<td>Example of matrix structure – details not included in this example.</td>
<td>Example of matrix structure – details not included in this example.</td>
<td>Example of matrix structure – details not included in this example.</td>
</tr>
</tbody>
</table>

### 1.1.2 - Establish and implement cooperative extension scheme between department of agriculture, private sector, farmers’ groups and NGOs.

- Participatory extension coordinator/facilitator
- Contracts for extension support given to private sector and NGO groups
- Training for 200 people in participatory extension and for the trainer
- Mobilisation support for farmer field schools

Include costs for activities here.

- Sufficient agricultural extension capacity is available to support farmers in adopting new cropping systems.

### 1.1.3 - Organise input supplies.

Include costs for activities here.

### Activities for Output 1.2

<table>
<thead>
<tr>
<th>Key Inputs</th>
<th>Costs</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>
# Component 3. Institutional Development - Outputs and Activities

<table>
<thead>
<tr>
<th>Outputs and Activities</th>
<th>Performance Questions &amp; Target Indicators</th>
<th>Monitoring Mechanisms &amp; Information Sources</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| **Output 3.1** Capacity strengthened of department of agriculture to support local development process | Key performance questions  
• How successful has the department of agriculture been in facilitating agricultural and economic development in the province?  
• How satisfied are key clients with the service and support of the department?  
Key target indicators:  
• All staff with revised job descriptions, performance targets and work plans  
• Management structures, equipment and facilities in place to enable staff to carry out responsibilities adequately  
• 75% of staff adequately carrying out their work plans and meeting performance targets | Activity and performance monitoring system established within department of agriculture  
• Interviews with key clients (farmers, businesses, NGOs)  
• Organisational assessment of the department of agriculture activity (baseline, mid-term, end of project and three years after completion)  
• Participatory impact monitoring with farmers’ groups | Department of agriculture can and will play a key role in the development process.  
• The department is able to reorient towards being more client oriented and working in partnership with other stakeholders including the private sector. |

## Activities for Output 3.1

<table>
<thead>
<tr>
<th>Activities for Output 3.1</th>
<th>Key Inputs</th>
<th>Costs</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.1 - Conduct organisational assessment and design organisational capacity-building strategy</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
• 4 months of institutional development specialist input | Include costs for activities here. | The incentives and human resources are adequate for improved performance to be achieved. |
| 3.1.2 - Implement training programme for 300 staff |  
• Training coordinator  
• Funding for 50 staff to attend international training courses  
• 22 months of external training specialist input  
• Training logistic and workshop costs | Include costs for activities here. | Conditions exist within the department of agriculture for staff to apply new capacities and skills. |
| 3.1.3 - Introduce performance incentives |  
• Staff performance assessment coordinator  
• Incentives payment scheme costs | Include costs for activities here. | Performance monitoring system is in place.  
• Managers have sufficient skills to establish and run performance incentive system. |
### Outputs and Activities

#### 3.1.4 – Install and upgrade facilities and equipment.
- 5 four-wheel drives
- 20 motor bikes
- 5 field stations upgraded
- 2 new field stations
- Office equipment and computer system upgrade
- Research and laboratory equipment

Include costs for activities here.

- Capacity to use and maintain facilities exists or is developed.

#### Outputs and Activities

<table>
<thead>
<tr>
<th>Performance Questions &amp; Target Indicators</th>
<th>Monitoring Mechanisms &amp; Information Sources</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| **Output 3.2 Farmer support groups established and operating self-reliantly**

Key performance questions
- How successful are farmer support groups in enabling their members to improve agricultural production?

Key target indicators:
- 3,000 farmer support groups operating effectively
- 60% of farmers changing practices as a result of interaction with farmer support groups

- Group record keeping and monitoring system
- NGO and department of agriculture group support the monitoring system that is developed.
- Participatory impact monitoring with farmers’ groups

- Adequate NGO and department of agriculture capacity exists to support farmers’ groups.
- Farmers have time to attend group meetings.

<table>
<thead>
<tr>
<th>Activities for Output 3.2</th>
<th>Key Inputs</th>
<th>Costs</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| **3.2.1 – Establish NGO capacity to mobilise farmers’ groups.**

- Farmers’ group development coordinator
- 10 support contracts for NGOs

Include costs for activities here.

- NGO organisations have credibility with farmers.

| **3.2.2 – Train 50 community mobilisers.**

- Trainer, workshop, travel costs

Include costs for activities here.

| **3.3.3 – Train 200 farmers’ group representatives.**

- Trainer, workshop, travel costs

Include costs for activities here.

- NGO organisations have credibility with farmers.
### List of Booklets in the Guide

| Section 1. Introducing the M&E Guide | Annex A. Glossary of M&E Concepts and Terms |
| Section 2. Using M&E to Manage for Impact | Annex B. Annotated Example of a Project Logframe Matrix and Logframe Explanation (relates to Section 3) |
| Section 3. Linking Project Design, Annual Planning and M&E | Annex C. Annotated Example of an M&E Matrix (relates to Section 5) |
| Section 4. Setting up the M&E System | Annex D. Methods for Monitoring and Evaluation (relates to Sections 3, 6 and 8) |
| Section 5. Deciding What to Monitor and Evaluate | Annex E. Sample Job Descriptions and Terms of Reference for Key M&E Tasks (relates to Section 7) |
| Section 6. Gathering, Managing and Communicating Information |  |
| Section 7. Putting in Place the Necessary Capacities and Conditions |  |
| Section 8. Reflecting Critically to Improve Action |  |