

Annex

B

Manager

M&E staff (project or partners)

Consultants

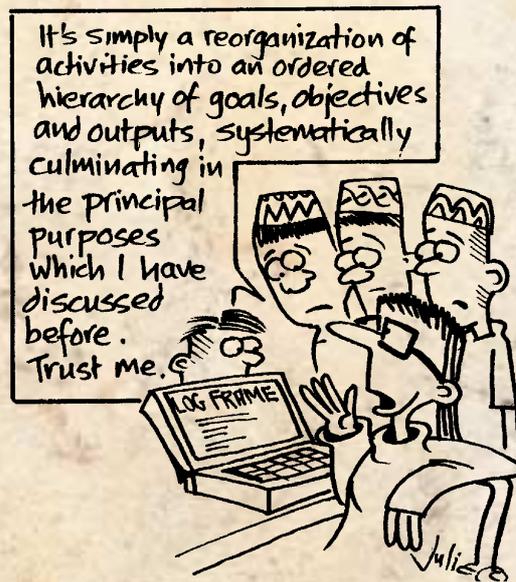
IFAD and Cooperating Institution staff

Annotated Example of a Project Logframe Matrix



Table of Contents of Annex B

B.1	Reviewing an Existing Logical Framework Matrix	3
B.2	Reworked Logframe Matrix	10



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

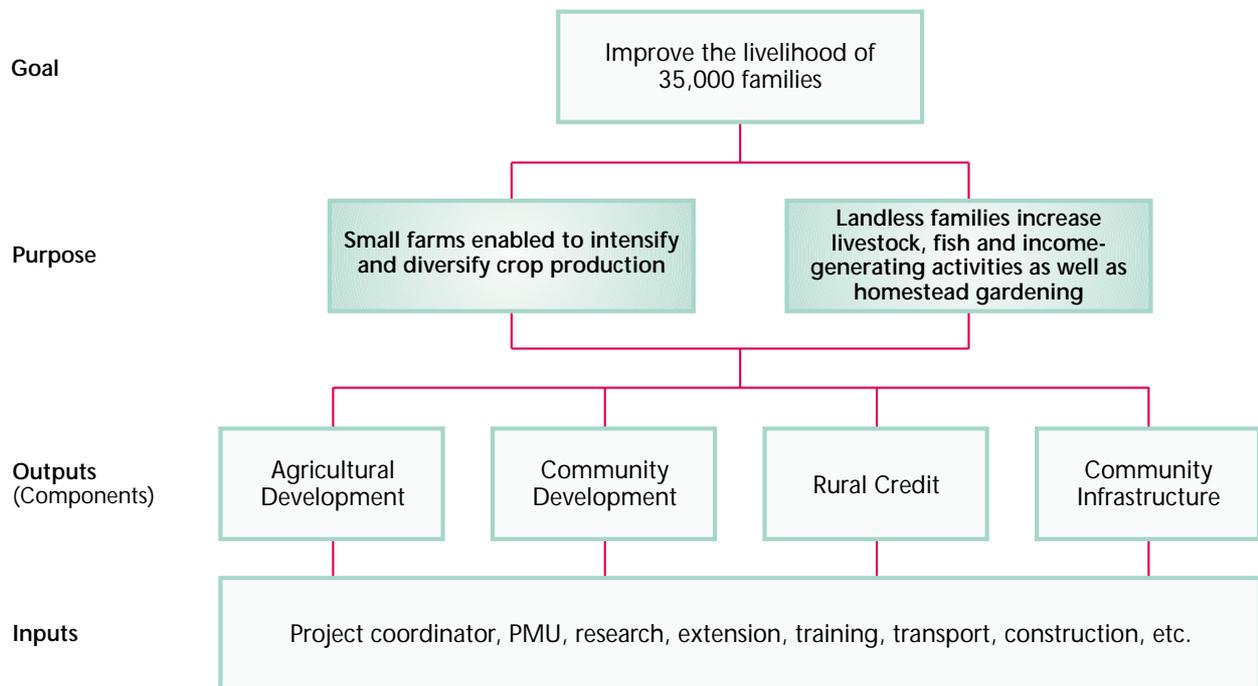


Table B-1. Example of the original logframe for an agricultural development project (see Table B-2 for comments corresponding to numbers)

1	2	3	4	5
Goal	Target	Monitoring	Assumptions	
Improve the livelihood of 35,000 families 6 7 8 9	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	Target • Intensity of cropping increased 15% • Non-rice crops area increased 10% • Yields increased 25%	Monitoring Surveys and monitoring of target farmers' group members and control farmers	Assumptions • 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	Target • Poultry/Duck numbers doubled • Fish catch increased 45% • Homestead garden output doubled • Off-farm income doubled	Monitoring Surveys and monitoring of target families and control families	Assumptions • NGOs/Department of agriculture extension work together effectively. • Specific government departments support project activities.	
12 (Component) Outputs	Targets	Means of Verification	Risks	
Agricultural development 13 14 15	Targets • New HWY 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	Means of Verification • 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	Risks 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 16 17 18	Targets • 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	Means of Verification • NGO monitoring and PMU identification • NGO monitoring and PMU identification • Credit monitoring • NGO monitoring	Risks Contract/Collaboration with department of agriculture extension is problematic. Specific government department staff is unable to meet requests from groups.	

Rural credit	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Upgrading of 150 km road • Sealing 25 km road • 35 markets • 15 landing stages • 20 training facilities 	<ul style="list-style-type: none"> • National credit bank/NGO records • PMU monitoring 	<ul style="list-style-type: none"> • District NGOs fail to meet targets. • National credit banks do not disburse credit to NGOs or groups.
Community infrastructure	<ul style="list-style-type: none"> • Upgrading of 150 km road • Sealing 25 km road • 35 markets • 15 landing stages • 20 training facilities 	<ul style="list-style-type: none"> • Department agriculture's engineering records • PMU monitoring 	<ul style="list-style-type: none"> • Primary stakeholder participation is lacking. • Problems with operation and maintenance exist. 	
20				
Inputs		Targets		Risks
MOV		MOV		Risks
Qualified project coordinator appointed and special account set up	By loan signature		PMU	Suitably qualified and committed person is not available.
PMU/MU office established and staffed	At loan effectiveness		Routine reporting	
NGO contracts agreed and activated	At loan effectiveness		Routine reporting	
Department engineering project director's office and account set up	11 contracts		Routine reporting	Contract delays occur.
Technical assistance contract agreed and personnel appointed	Within one month of loan effectiveness		Routine reporting	-
Research Adaptive trials	3 long-term for PMU 2 long-term for department		Routine reporting	Delay occurs due to contractual procedures.
Extension inputs:	25 research contracts 20 workshops		PMU Project implementation reports	Qualified research contractors are not available.
• Demonstration plots	Numbers:		Block supervisor/technical assistance records PMU monitoring	Problems occur in the fund flow from PMU to district.
• Farm visits/Field day	• 5,000			
• Video shows	• 1,000			
• Agricultural fairs	• 350			
	• 150			

<p>Training of:</p> <ul style="list-style-type: none"> • 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 	<p>Refer to Appendix 7 [Note: this is an appendix in the original project appraisal report]</p>	<p>Routine reporting PMU monitoring</p>	<p>Qualified trainers are not available.</p>
<p>Physical inputs:</p> <ul style="list-style-type: none"> • Transport • Extension <p>Construction materials</p>	<p>Numbers of:</p> <ul style="list-style-type: none"> • 25 vehicles/150 motorcycles • 1,200 kits <p>As per specifications</p>	<p>Project management reports</p>	<p>Procurement delays occur.</p>
<p>Financial inputs:</p> <ul style="list-style-type: none"> • NGO service fees • Revolving funds • Credit 	<ul style="list-style-type: none"> • USD 150/50/25 per group • USD 1.2 million (disbursed to NGOs) • USD 4.0 million (disbursed to national credit banks) 	<p>Project management reports</p>	<p>National credit bank contribution is not provided. Use own funds totally.</p>

Table B-2. Critical comments on the original logframe matrix (numbers refer to the numbers in Table B-1)

	Issue	Explanation	Solution
1	General structure of the matrix	No activities are specified and the outputs are, in reality, project components. Inputs are given for the entire project and not for specific activities.	Structure the matrix as in the revised example (see Figure B-2), with a purpose for each component and each component having outputs and each output having activities.
2	Generality and the fragmented nature of the matrix content	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).	More detail needs to be included by using a purpose for each component, and outputs and activities for each purpose (see Figure B-2). This will make the matrix longer. However, a summary of the project in terms of the goal and purpose levels can be used on its own.
3	Contents of the second column of the matrix – targets	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.	Use key performance questions and key target indicators as shown in the reworked example. Comparing the reworked matrix to the original version, you can see how having outputs for each component purpose makes it much clearer what interventions the project intends to make.
4	Contents of the third column – monitoring/ means of verification	The monitoring mechanisms are very general and so provide little guidance for setting up the M&E system.	Include more about the information-collection methods. Additional information about M&E needs to be developed in a separate M&E matrix (see Annex D).
5	Contents of the fourth column – assumptions/ risks	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.	A risk is an assumption that may not hold true. For example, there is a risk that the assumption about having a market for increased horticultural production may turn out to be incorrect. The revised matrix example includes only risky assumptions, and not killer assumptions or highly likely assumptions.
6	Gender and other equity differences	There is no indication from the matrix that gender and other equity differences have been specifically considered.	Ensure that, where necessary, there are specific outputs or activities that address equity issues. Include targets/indicators related to equity, for example, female-headed households benefiting equally from the project. Ensure that information is disaggregated according to gender and equity differences.
7	Generality of the goal	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.	Try to make the goal more specific and more representative of the different purposes. It may be necessary to give a more detailed explanation of the scope of the project’s contribution in accompanying documentation.
8	Targets for the goal level	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.	See the performance questions and target indicators for the goal in the reworked example (see Annex C).
9	Assumptions for the goal level	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.	The assumptions should indicate what to look for to see if the project is likely to be sustainable in the longer term. The reworked matrix gives a set of more specific assumptions for the goal.

10	Purpose level	In the original example, there is little difference between the two purposes or between them and the agricultural development output.	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.
11	Purpose-level targets	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.	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.
12	Outputs	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.	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.
13	Agricultural development output	It is not clear what will be achieved under this component. The targets are unclear.	The reworked example shows clear outputs for the project under this purpose.
14	Agricultural development targets	“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.	It is necessary to make clear that information must be collected about what particular crops have been adopted and to what extent.
15	Agricultural development assumptions	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”.	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.
16	Community development output	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.	This output becomes an institutional development component at the purpose level of the matrix.
17	Community development targets	Most of the targets provided are activity or low-level output targets and do not answer the “so what” question.	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.
18	Community development targets	“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&E.	Try to be as specific as possible about what monitoring mechanisms and sources of information will be used.

19	Rural credit targets	These targets are all input targets and will not provide information about the outcomes or impact of the rural credit scheme.	Establish performance questions and indicators that will provide information about repayment and for what the credit is being used.
20	Inputs	Inputs should relate to activities and not the whole project. The original example does not have an activity level.	The use of the second and third columns in the matrix change at the activity level. The second column is used for inputs and the third column for budget information. Monitoring activities is necessary, but it is easy to track what activities have been completed through basic project records. Consequently it is not necessary to provide details about indicators and monitoring mechanisms at the activity level.

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 that 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

that output. If an activity relates to several outputs, then it is usually best to split it up into several specific activities.

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.

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

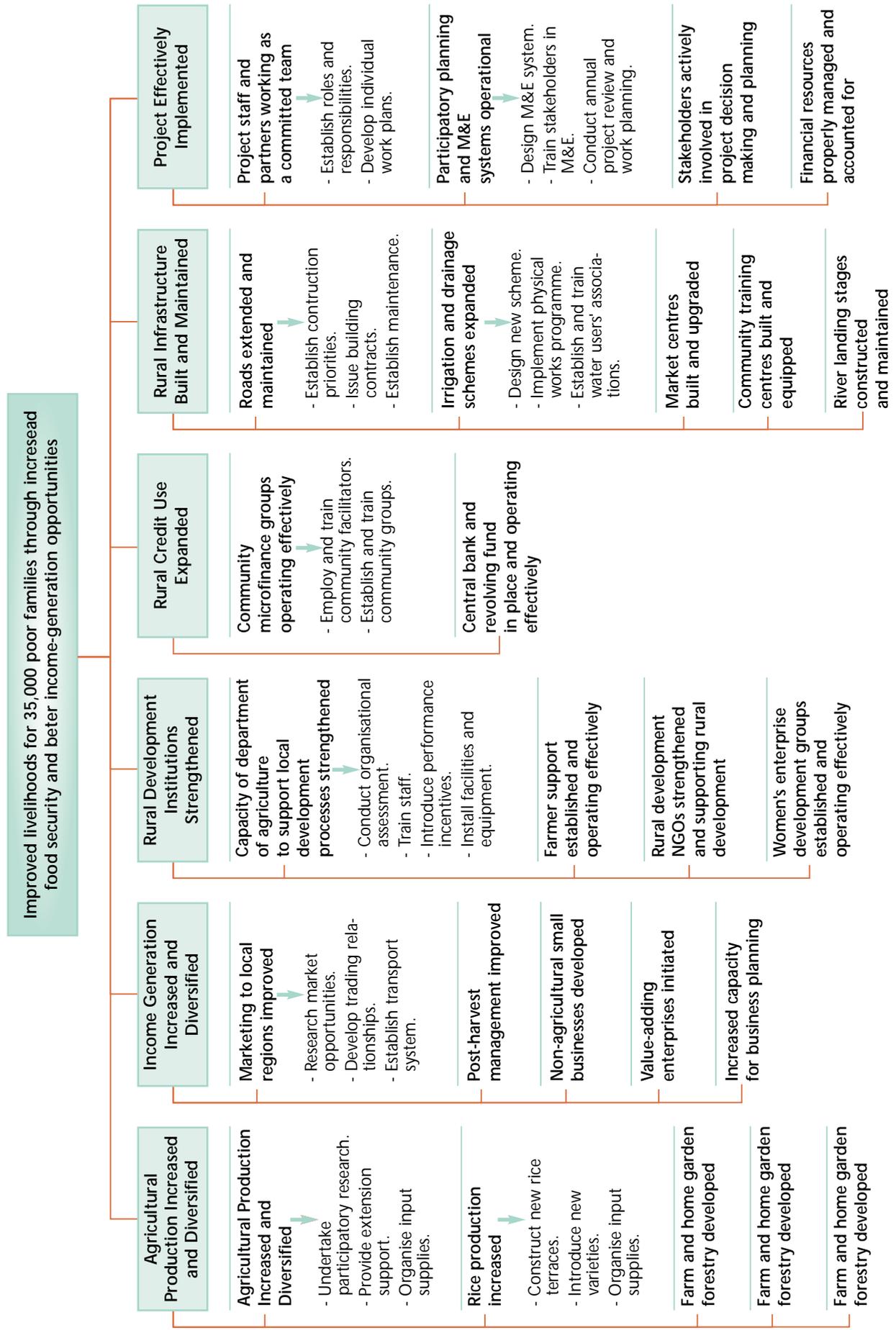


Table B-3. The reworked (fictitious) logframe matrix (Note: Only three of the original six purposes have been reworked for this example)

Goal	Performance Questions & Target Indicators	Monitoring Mechanisms & Information Sources	Assumptions
<p>Improved livelihoods for 35,000 poor families in the Rutunga province through increased food security and enhanced income-generating opportunities</p>	<p>Performance questions:</p> <ul style="list-style-type: none"> 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? <p>Target indicators:</p> <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> 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.
<p>Component Purposes</p>	<p>Performance Questions & Target Indicators</p>	<p>Monitoring Mechanisms & Information Sources</p>	<p>Assumptions</p>
<p>1) Agricultural production increased and diversified in a sustainable way</p>	<p>Performance questions:</p> <ul style="list-style-type: none"> 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? 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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.

	<p>Target indicators:</p> <ul style="list-style-type: none"> • 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 Beshra River reduced to target levels • (See also the indicators for each output.) 	<ul style="list-style-type: none"> • Environmental impact assessment process put in place • Questions in household/farm surveys 	<ul style="list-style-type: none"> • Changes do not have a disproportionate negative impact on overall labour use at the household level.
<p>2) Income generation Greater market access, chain management, value adding, rise in non-agricultural small enterprise development and more diverse means of household income</p>	<ul style="list-style-type: none"> • 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? <p>Target indicators:</p> <ul style="list-style-type: none"> • 60% of households benefiting from at least a 20% increase in purchasing power • 100% increase in off-farm employment opportunities 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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. • Project-induced changes in the local economy increase household income by more than costs increase. • 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.
<p>3) Institutional development Government, private sector and NGO sector institutions are able to support sustainable agricultural and economic development effectively</p>	<p>Performance questions:</p> <ul style="list-style-type: none"> • In what ways has the performance of the agricultural research and extension system changed? 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • The department of agriculture has sufficient financial and human resources to support development. • Increased business involvement will not exploit disadvantaged groups.

	<ul style="list-style-type: none"> 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? <p>Target indicators:</p> <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Participatory impact monitoring of NGOs and farmers' and women's groups Field observations by project and implementing partner staff Monitoring of private sector activities 	<ul style="list-style-type: none"> 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.
<p>4) Rural credit Rural credit use expanded</p>	<p>Example of matrix structure – details not included in this example.</p>	<p>Example of matrix structure – details not included in this example.</p>	<p>Example of matrix structure – details not included in this example.</p>
<p>5) Rural infrastructure Establishment of rural infrastructure</p>	<p>Example of matrix structure – details not included in this example.</p>	<p>Example of matrix structure – details not included in this example.</p>	<p>Example of matrix structure – details not included in this example.</p>
<p>6) Project management Effective project management</p>	<p>Example of matrix structure – details not included in this example.</p>	<p>Example of matrix structure – details not included in this example.</p>	<p>Example of matrix structure – details not included in this example.</p>

Component 1. Agricultural Production – Outputs and Activities				
Outputs and Activities	Performance Questions & Target Indicators	Monitoring Mechanisms & Information Sources	Assumptions	Assumptions
Output 1.1 Horticultural and vegetable production increased	<p>Key performance questions:</p> <ul style="list-style-type: none"> 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? <p>Key target indicators:</p> <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<p>Key Inputs</p> <ul style="list-style-type: none"> 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 	<p>Costs</p> <p>Include costs for activities here.</p>	<p>Assumptions</p> <ul style="list-style-type: none"> Production systems appropriate to the local conditions can be developed. 	

Outputs and Activities	Performance Questions & Target Indicators	Monitoring Mechanisms & Information Sources	Assumptions
1.1.2 – Establish and implement cooperative extension scheme between department of agriculture, private sector, farmers’ groups and NGOs.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	
Outputs and Activities	Performance Questions & Target Indicators	Monitoring Mechanisms & Information Sources	Assumptions
Output 1.2 Increased rice production	Example of matrix structure – details not included in this example.	Example of matrix structure – details not included in this example.	Example of matrix structure – details not included in this example.
Activities for Output 1.2	Key Inputs	Costs	Assumptions
1.2.1 – Construct new rice terraces.	Example of matrix structure – details not included in this example.	Example of matrix structure – details not included in this example.	Example of matrix structure – details not included in this example.
1.2.2 – Introduce new varieties.	Example of matrix structure – details not included in this example.	Example of matrix structure – details not included in this example.	Example of matrix structure – details not included in this example.

Component 3. Institutional Development – Outputs and Activities				
Outputs and Activities	Performance Questions & Target Indicators	Monitoring Mechanisms & Information Sources	Assumptions	
Output 3.1 Capacity strengthened of department of agriculture to support local development process	<p>Key performance questions:</p> <ul style="list-style-type: none"> 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? <p>Key target indicators:</p> <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<p>Key Inputs</p> <ul style="list-style-type: none"> 4 months of institutional development specialist input Training coordinator Funding for 50 staff to attend international training courses 22 months of external training specialist input Training logistic and workshop costs Staff performance assessment coordinator Incentives payment scheme costs 	<p>Costs</p> <p>Include costs for activities here.</p> <p>Include costs for activities here.</p> <p>Include costs for activities here.</p>	<p>Assumptions</p> <ul style="list-style-type: none"> The incentives and human resources are adequate for improved performance to be achieved. Conditions exist within the department of agriculture for staff to apply new capacities and skills. 	
3.1.1 – Conduct organisational assessment and design organisational capacity-building strategy.				
3.1.2 – Implement training programme for 300 staff.				
3.1.3 – Introduce performance incentives.				<ul style="list-style-type: none"> Performance monitoring system is in place. Managers have sufficient skills to establish and run performance incentive system.

<p>3.1.4 – Install and upgrade facilities and equipment.</p>	<ul style="list-style-type: none"> • 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 	<p>Include costs for activities here.</p>	<ul style="list-style-type: none"> • Capacity to use and maintain facilities exists or is developed.
<p>Outputs and Activities</p>			
<p>Output 3.2 Farmer support groups established and operating self-reliantly</p>	<p>Performance Questions & Target Indicators</p> <p>Key performance questions:</p> <ul style="list-style-type: none"> • How successful are farmer support groups in enabling their members to improve agricultural production? <p>Key target indicators:</p> <ul style="list-style-type: none"> • 3,000 farmer support groups operating effectively • 60% of farmers changing practices as a result of interaction with farmer support groups 	<p>Monitoring Mechanisms & Information Sources</p> <ul style="list-style-type: none"> • 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 	<p>Assumptions</p> <ul style="list-style-type: none"> • Adequate NGO and department of agriculture capacity exists to support farmers' groups. • Farmers have time to attend group meetings.
<p>Activities for Output 3.2</p>			
<p>3.2.1 – Establish NGO capacity to mobilise farmers' groups.</p>	<p>Key Inputs</p> <ul style="list-style-type: none"> • Farmers' group development coordinator • 10 support contracts for NGOs 	<p>Include costs for activities here.</p>	<p>Assumptions</p> <ul style="list-style-type: none"> • NGO organisations have credibility with farmers.
<p>3.2.2 – Train 50 community mobilisers.</p>	<ul style="list-style-type: none"> • Trainer, workshop, travel costs 	<p>Include costs for activities here.</p>	
<p>3.3.3 – Train 200 farmers' group representatives.</p>	<ul style="list-style-type: none"> • Trainer, workshop, travel costs 	<p>Include costs for activities here.</p>	

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	



IFAD - INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT • FIDA - FONDS INTERNATIONAL DE DÉVELOPPEMENT AGRICOLE
 FIDA - FONDO INTERNACIONAL DE DESARROLLO AGRÍCOLA • الصندوق الدولي للتنمية الزراعية - IFAD

Via del Serafico, 107 • 00142 Rome, Italy • Tel. +39-0654591 • Fax +39-065043463 • e-mail ifad@ifad.org • oemailbox@ifad.org • Web Site www.ifad.org