CHAPTER 4

RESULTS FRAMEWORK AND LOGICAL FRAMEWORK

Translating the Theory of Change into Measurable Project Results

Presented by **Dr Abenet Yohannes, Ph.D** • Jigjiga University

CHAPTER 4

Learning Objectives

By the end of this chapter, participants will be able to:

- Convert a Theory of Change into a Results Framework
- Explain the hierarchy of project results
- Develop clear objective statements
- Apply vertical and horizontal project logic
- Explain “if–then” relationships
- Develop a Logical Framework
- Identify assumptions at each results level
- Select appropriate methods of verification
- Prepare a Results Framework and Logframe for a project

From Theory of Change to Results Framework

The progression of project logic is:

Theory of Change	Explains the complete picture of how and why change is expected.
Results Framework	Organizes the results directly managed or influenced by the project.
Logical Framework	Adds indicators, measurement methods and assumptions.

Why Use a Results Framework?

A Results Framework helps teams:

- Clarify project objectives
- Show the hierarchy of results
- Explain causal relationships
- Communicate the project strategy
- Define project responsibility
- Identify what should be measured
- Support planning and reporting
- Improve coordination among teams

CHAPTER 4

What is a Results Framework?

A RESULTS FRAMEWORK IS

A logic model that organizes project results into a hierarchy of connected objectives.

IT SHOWS

- What the project contributes to
- What benefits it expects to achieve
- What changes must occur
- What deliverables are required

Theory of Change versus Results Framework

Theory of Change	Results Framework
Includes the broad context	Focuses on project responsibility
May include external actors	Includes results managed by the project
Shows multiple pathways	Shows a structured hierarchy
Includes broad preconditions	Converts selected preconditions into objectives
Explains how and why change happens	Summarizes what the project will achieve

CHAPTER 4

Deciding What to Include

When translating the Theory of Change, consider:

- Priority needs
- Expected impact
- Target population
- Organizational capacity
- Partner capacity
- Available funding
- Technical feasibility
- Sustainability
- Strategic relevance
- Other actors operating in the area

I

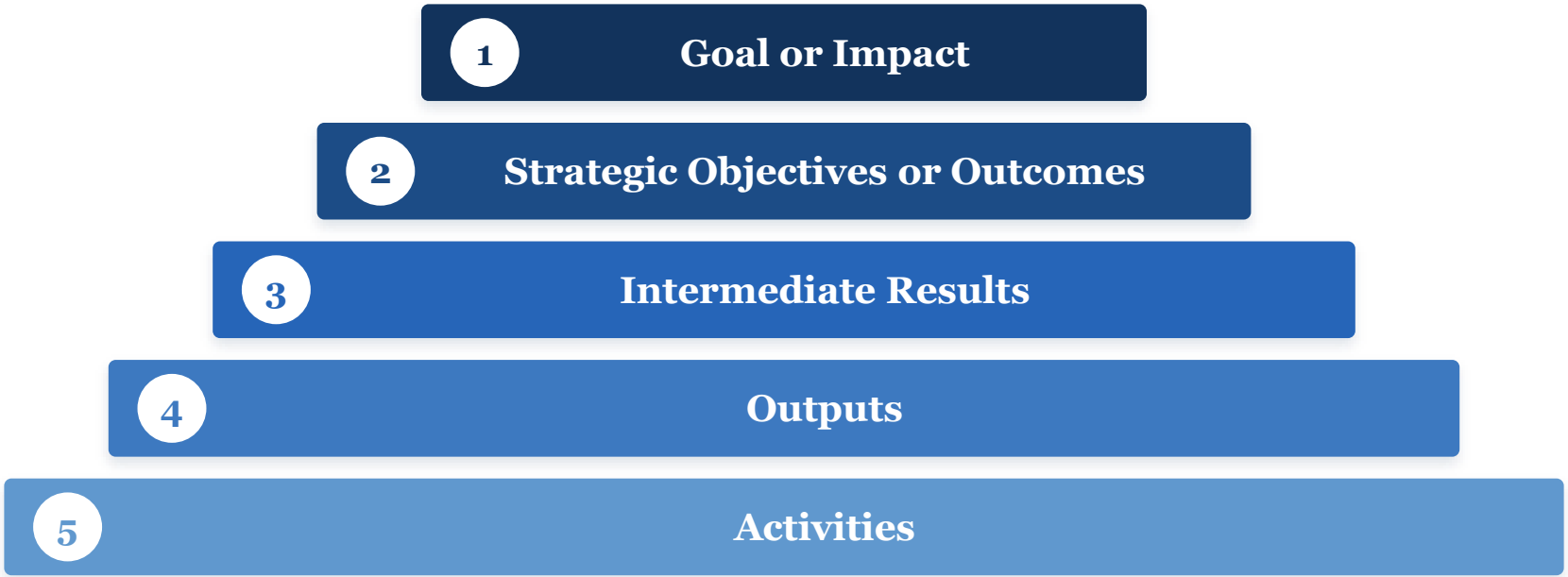
SECTION I

Results Hierarchy

Chapter 4 · Results Framework and Logical Framework

The Results Hierarchy

A standard results hierarchy contains:



Understanding the Hierarchy

The hierarchy moves from:

Goal or Impact	Long-Term Change
Outcomes & Intermediate Results	Benefits and Behavioural Change
Outputs	Tangible Deliverables
Activities	Work Performed

Goal or Impact

THE GOAL

The goal describes the wider, long-term development change to which the project contributes.

EXAMPLES

- Improved livelihoods
- Reduced maternal mortality
- Improved educational achievement
- Increased community resilience
- Reduced incidence of waterborne disease

Characteristics of a Goal Statement

A strong goal statement should:

- Describe significant long-term change
- Identify the population or community
- Be written as an achieved condition
- Avoid describing project activities
- Be aligned with national or sector priorities
- Reflect a change larger than the project itself

Goal Statement Example

Weak Statement

"To improve access to safe water."

Stronger Statement

"Displaced households in the target area experience improved health and well-being through sustainable access to safe water."

Strategic Objectives or Outcomes

A STRATEGIC OBJECTIVE OR OUTCOME DESCRIBES

The significant benefit or change expected among the target population by the end of the project.

EXAMPLES

- Households consistently use safe water sources
- Students demonstrate improved learning performance
- Women increase control over productive assets
- Communities adopt improved sanitation practices

Characteristics of an Outcome

A good outcome statement:

- Focuses on people, institutions or systems
- Describes a meaningful change
- Is influenced by the project
- Is achievable within the project period
- Is more than a deliverable
- Can be measured

Intermediate Results

AN INTERMEDIATE RESULT DESCRIBES

A necessary change in behaviour, practice, access, systems, policy or institutional performance that contributes to an outcome.

EXAMPLES

- Teachers apply learner-centred methods
- Households practise safe water storage
- Local authorities use project data for planning
- Farmers adopt climate-smart techniques

Why Intermediate Results Matter

They make the logic clearer by showing:

- How outputs will be used
- Which behaviours must change
- Which systems must improve
- What must happen before outcomes can be achieved

Without Intermediate Results, project logic often jumps unrealistically from activities to outcomes.

Outputs

AN OUTPUT IS

A direct product, service, capacity or deliverable resulting from project activities.

EXAMPLES

- Teachers trained
- Water points constructed
- Learning materials distributed
- Community committees established
- Case-management services provided

Output Characteristics

A strong output statement should:

- Describe a tangible deliverable
- Identify recipients where possible
- Be produced directly by activities
- Be measurable
- Be within project control
- Avoid claiming behavioural change

Activities

ACTIVITIES

Activities describe the work conducted to produce outputs.

EXAMPLES

- Conduct training
- Procure materials
- Construct facilities
- Mobilize communities
- Develop guidance materials
- Provide technical support

Results Hierarchy Example

Goal	Improved health of displaced households
Outcome	Households use safe and sustainable water services
Intermediate Result	Households adopt safe water-handling practices
Output	Household members receive hygiene education
Activity	Conduct household hygiene sessions

II

SECTION II

Vertical Logic

Chapter 4 · Results Framework and Logical Framework

What is Vertical Logic?

VERTICAL LOGIC

Vertical logic describes the causal relationship between the levels of the results hierarchy.

IT ASKS

- How will a higher-level result be achieved?
- Why is a lower-level result necessary?

Reading the Logic Downward

GOING DOWNWARD ASKS

How will this result be achieved?

EXAMPLE *How will improved household hygiene be achieved?*

Through:

- Increased knowledge
- Access to handwashing facilities
- Community follow-up
- Behaviour-change communication

Reading the Logic Upward

GOING UPWARD ASKS

Why is this result necessary?

EXAMPLE *Why are volunteers trained?*

So that:

- They deliver accurate messages
- Households improve knowledge
- Households adopt safer practices
- Disease risk decreases

“If–Then” Relationships

Results logic can be expressed as: if lower-level results are achieved, then higher-level results are expected to occur.

IF

volunteers are trained and supported,

→

THEN

they will provide quality hygiene education.

IF

households receive and understand the education,

→

THEN

they are more likely to adopt safer practices.

Testing “If–Then” Logic

Ask:

- Is the connection plausible?
- Is evidence available?
- Are important steps missing?
- Are assumptions visible?
- Could another explanation exist?
- Does this relationship apply to all target groups?

Weak versus Strong Vertical Logic

Weak Logic

Training conducted

▼

Improved livelihoods

Stronger Logic

Training conducted

▼

Participants gain skills

▼

Participants apply skills

▼

Income-generating activities improve

▼

Household income increases

▼

Livelihoods improve

III

SECTION III

Writing Results Statements

Chapter 4 · Results Framework and Logical Framework

Three Questions for Every Result

A clear results statement should answer:

1

Who will change?

2

What will change?

3

What direction of change is expected?

Who Will Change?

Possible subjects include:

- Children
- Women
- Households
- Farmers
- Teachers
- Health workers
- Community groups
- Government institutions
- Service providers
- Local organizations

What Will Change?

Possible changes include:

- Knowledge
- Skills
- Attitudes
- Behaviour
- Access
- Coverage
- Quality
- Income
- Systems
- Policies
- Institutional capacity
- Service use

Direction of Change

Use clear change words such as:

- Increased
- Improved
- Reduced
- Decreased
- Adopted
- Established
- Strengthened
- Expanded
- Integrated
- Used
- Maintained

Formula for Results Statements

A useful formula is:

Target group + **Direction of change** + **Result area**

EXAMPLE

"Targeted households increase their use of safe drinking-water sources."

Writing Statements as Achieved Results

Write objective statements as if the change has already occurred.

Activity Language	*"Train community volunteers."*
Output Language	*"Community volunteers are trained in hygiene promotion."*
Intermediate Result Language	*"Community volunteers consistently deliver quality hygiene messages."*

Examples by Results Level

Level	Example
Goal	Target communities experience improved health
Outcome	Households use safe and sustainable water services
Intermediate Result	Households adopt safe water practices
Output	Households receive hygiene education
Activity	Conduct community hygiene sessions

Common Writing Mistakes

Avoid:

- Combining several results in one statement
- Using vague words such as “enhance” without explanation
- Writing activities as outcomes
- Describing donor or project actions instead of participant change
- Using technical language that stakeholders cannot understand
- Claiming change beyond the project’s realistic influence

IV

SECTION IV

The Logical Framework

Chapter 4 · Results Framework and Logical Framework

What is a Logical Framework?

A LOGICAL FRAMEWORK, OR LOGFRAME, IS

A matrix that summarizes the project's objectives, indicators, measurement methods and assumptions.

It provides the foundation for detailed MEAL planning.

Standard Logframe Structure

Objectives	Indicators	Measurement Methods	Assumptions
Goal			
Outcomes			
Intermediate Results			
Outputs			
Activities			

Column 1 — Objectives

The first column contains:

- Goal
- Strategic Objectives or Outcomes
- Intermediate Results
- Outputs
- Activities

This column represents the project's vertical logic.

Column 2 — Indicators

Indicators measure

- Progress
- Performance
- Change
- Achievement

Examples

- Percentage of households using safe water
- Number of teachers trained
- Proportion of students meeting learning standards
- Percentage of complaints resolved within the required period

Column 3 — Measurement Methods

Measurement methods explain how the project will obtain data.

- Household survey
- Attendance register
- Observation checklist
- Focus group discussion
- Key informant interview
- Project records
- Government information system
- Evaluation study

Means of Verification

"Means of verification" may refer to: Data source · Collection method · Document · Tool · Responsible source

Indicator	Means of Verification
Percentage of households using safe water	Household survey and observation
Number of teachers trained	Training attendance records
Student learning achievement	Standardized assessment

Column 4 — Assumptions

ASSUMPTIONS

Assumptions are external conditions that must hold for the project logic to succeed.

EXAMPLES

- Communities remain willing to participate
- Government staff remain available
- Security conditions allow implementation
- Markets remain accessible
- Partners provide agreed services

V

SECTION V

Horizontal Logic

Chapter 4 · Results Framework and Logical Framework

What is Horizontal Logic?

Horizontal logic connects

- Objectives
- Indicators
- Measurement methods
- Assumptions

It tests whether each result

- Can be measured
- Has a credible data source
- Depends on clearly identified external conditions

Horizontal Logic Example

Objective	Indicator	Method	Assumption
Households use safe water	% using safe source	Household survey	Water sources remain functional

Testing Horizontal Logic

Ask:

- Does the indicator measure the objective?
- Is the measurement method appropriate?
- Can the data be collected reliably?
- Are the assumptions external?
- Are assumptions important enough to monitor?
- Is the cost of measurement reasonable?

VI

SECTION VI

Assumptions at Each Results Level

Chapter 4 · Results Framework and Logical Framework

Activity-to-Output Assumptions

ACTIVITY

Conduct teacher training.

EXPECTED OUTPUT

Teachers complete the training.

ASSUMPTIONS

- Teachers attend
- Trainers are available
- Materials arrive on time
- Security allows the event

Output-to-Intermediate Result Assumptions

OUTPUT

Teachers trained.

INTERMEDIATE RESULT

Teachers apply new teaching methods.

ASSUMPTIONS

- Teachers are motivated
- Supervisors provide support
- Schools have required materials
- Class sizes allow application

Intermediate Result-to-Outcome Assumptions

INTERMEDIATE RESULT

Teachers apply effective methods.

→

OUTCOME

Students improve learning performance.

ASSUMPTIONS

- Students attend regularly
- Teaching time is sufficient
- Families support learning
- Schools remain operational

Outcome-to-Goal Assumptions

OUTCOME

Students improve learning performance.

GOAL

Young people improve long-term educational and livelihood opportunities.

ASSUMPTIONS

- Further education is accessible
- Labour markets remain functional
- Qualifications are recognized
- Social barriers do not prevent participation

Selecting Assumptions

Include an assumption when it is

- Important to project success
- Outside direct project control
- Uncertain
- Possible to monitor
- Relevant to the connection between results

Do not include

- Project responsibilities
- Activities already planned
- Conditions certain to occur
- Vague statements with no management value

Assumptions and Risk Management

An assumption can be converted into a risk.

ASSUMPTION	RISK	MITIGATION
Government continues supplying essential materials.	*Government supply is delayed or stopped.*	▪ Develop alternative suppliers ▪ Maintain buffer stocks ▪ Monitor government commitments

VII

SECTION VII

Developing the Framework

Chapter 4 · Results Framework and Logical Framework

Step-by-Step Process

1. Review the Theory of Change
2. Select results within project responsibility
3. Develop the results hierarchy
4. Test vertical logic
5. Write clear results statements
6. Identify critical assumptions
7. Develop indicators
8. Select measurement methods
9. Test horizontal logic
10. Validate with stakeholders

This process is iterative — teams may need to revise earlier steps.

Stakeholder Participation

The process should involve:

- Project managers
- MEAL staff
- Technical specialists
- Field teams
- Partners
- Community representatives
- Government actors
- Donors, where appropriate

Quality Checklist for the Results Framework

Confirm that:

- ✓ The goal describes long-term change
- ✓ Outcomes describe benefits for target groups
- ✓ Intermediate Results describe necessary changes
- ✓ Outputs are direct deliverables
- ✓ Activities produce outputs
- ✓ "If–then" relationships are credible
- ✓ Statements identify who and what changes
- ✓ Assumptions are explicit
- ✓ The framework reflects project responsibility

Quality Checklist for the Logframe

Confirm that:

- ✓ Objectives are clear
- ✓ Indicators measure the intended result
- ✓ Methods of verification are practical
- ✓ Assumptions are relevant
- ✓ Vertical logic is credible
- ✓ Horizontal logic is aligned
- ✓ Data can be ethically collected
- ✓ The framework is understandable
- ✓ Donor requirements are addressed
- ✓ The Logframe can guide implementation

VIII

SECTION VIII

Common Problems

Chapter 4 · Results Framework and Logical Framework

Common Results Framework Problems

Avoid:

- Too many results
- Missing Intermediate Results
- Outputs presented as outcomes
- Unclear causal relationships
- Results beyond project influence
- Activities placed at outcome level
- Unmeasurable statements
- No stakeholder participation

Common Logframe Problems

Avoid:

- Indicators that do not match objectives
- Weak or unavailable data sources
- Assumptions copied from unrelated projects
- Too many indicators
- Activities used as indicators
- Vague methods of verification
- No baseline or target
- Treating the Logframe as a static document

IX

SECTION IX

Practical Exercise

Chapter 4 · Results Framework and Logical Framework

Group Exercise

Participants should select one project and prepare:

1. Goal
2. One or more outcomes
3. Intermediate Results
4. Outputs
5. Activities
6. Critical assumptions
7. Preliminary indicators
8. Methods of verification

Exercise Step 1 — Results Framework

Complete the following hierarchy:

Level	Results Statement
Goal	
Outcome	
Intermediate Result	
Output	
Activity	

Exercise Step 2 — Logframe

Complete:

Objectives	Indicators	Measurement Methods	Assumptions
Goal			
Outcome			
Intermediate Result			
Output			
Activity			

Peer Review Questions

Groups should review each other's frameworks:

- Is the hierarchy logical?
- Are the results clear?
- Are outputs confused with outcomes?
- Are assumptions external and important?
- Do indicators match the results?
- Are methods of verification realistic?
- Are any essential steps missing?

Chapter Summary

In this chapter, we learned that:

- The Results Framework translates selected Theory of Change pathways into project objectives.
- The hierarchy includes goal, outcomes, Intermediate Results, outputs and activities.
- Vertical logic explains how results connect.
- "If–then" relationships test the causal chain.
- Results statements should identify who changes, what changes and the direction of change.
- The Logframe adds indicators, measurement methods and assumptions.
- Horizontal logic aligns results, measurement and external conditions.
- Results Frameworks and Logframes should be reviewed and updated.

Knowledge Check

1. What is the purpose of a Results Framework?
2. What is the difference between an output and an outcome?
3. What is an Intermediate Result?
4. What is vertical logic?
5. How are “if–then” statements used?
6. What are the four main columns of a Logframe?
7. What is horizontal logic?
8. What makes an assumption appropriate for a Logframe?
9. What are means of verification?
10. Why should stakeholders participate in the process?

Action Planning

Each participant should identify:

- One project with a weak results hierarchy
- One missing Intermediate Result
- One unclear objective statement
- One critical assumption
- One measurement-method problem
- One action to improve the framework
- A responsible person
- A completion date

THANK YOU

Questions and Discussion

Dr Abenet Yohannes, Ph.D
Email: abenetyohannes@gmail.com
Jigjiga University

A strong Results Framework explains what the project intends to achieve. A strong Logframe explains how progress will be measured and what conditions must hold for success.