

Chapter Two

Logical Framework Approach

- ☐ **Introduction**
- ☐ **Stages in LFA**
- ☐ **SWOT Analysis**

- ❖ Core tool used for **project planning & management**
- ❖ It is an effective technique for enabling stakeholders *to identify and analyze problems*, and
- ❖ To define *objectives & activities* which should be undertaken to resolve these problems.
- ❖ After project preparation, the **LFA** is a key management tool *for monitoring during implementation and evaluation*.
- ❖ It provides the *basis for activity schedules & development of a monitoring system, & a framework for evaluation*.
- ❖ *Stakeholders* should be involved *into a planning* as much as possible.

❖ LFA starts with **an analytical process** & gives structure to present the results of this process

LFA makes easier to:

- Set out systematically and logically the level of objectives of projects and the relationship between them.
- Indicate whether they have been achieved.
- Monitor the factors outside the scope of the project which influence its success.

▪ The main results of this process *are summarized in a matrix (the Logical Framework Matrix or, Log frame)* with 16 boxes which shows the most important aspects of a project, summarizing.

- Why a project is carried out (Intervention Logic)
- What *the project is expected to achieve* (Intervention Logic and Indicators)
- How *the project is going to achieve it* (Activities, Means)
- Which *external factors are crucial for its success* (Assumptions)
- Where to *find the information required* to assess the success of the project (Sources of Verification)
- Which **means are required** (Means)
- What *the project will cost* (Cost)
- Which pre-conditions have to be fulfilled before the project can start (Pre-conditions)

The Logical Framework Matrix

	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Overall Objectives				
Project Purpose				
Results				
Activities		Means	Cost	
				Pre-conditions

LFA: TWO STAGES

- Projects are designed to *address problems faced by beneficiaries*.
- A properly *planned project addressing* the real problems of the beneficiaries cannot be achieved without an analysis of the existing situation.
- The *LFA* is *an evolutionary, iterative process starting with thorough analysis of an existing situation* as a basis for later planning.
- It involves *two stages* carried out progressively:
 - ❑ *Analysis stage*
 - ❑ *Planning stage*

❑ **The Analysis Stage** (Context/Situation Analysis), during which the existing situation is analyzed to develop **a vision of the 'future desired situation'** and

❑ ***To select the strategies that will be applied to address problems faced by beneficiaries,*** both women & men, as well as to meet their needs and interests.

❖ ***There are four steps to the analysis phase:***

✓ **Stakeholder Analysis**

✓ **Problem Analysis (image of reality)**

✓ **Analysis of Objectives (image of an improved situation in the future)**

✓ **Analysis of Strategies** (comparison of different options to address a given situation)

❖ **The Planning Phase** during which the project idea will be developed in operational detail.

1. Stakeholder Analysis

- **Stakeholders:** Individuals or institutions that may – directly or indirectly, positively or negatively – affect or be affected by the outcomes of projects.
- *Identifying & characterizing major stakeholders, target groups & beneficiaries, defining whose problems will be addressed by a future intervention.*
- To maximize the *social and institutional benefits* of the project and **minimize its negative** impacts, stakeholder analysis identifies all likely to be affected (either positively or negatively), and how.
- The need to adequately address gender issues- link with project effectiveness & sustainability

- **SA** helps to systematically identify *all gender differences* and the specific interests, problems & potentials.
- **Decisions:**
 - Whose interests & views to give priority
 - Reaching a consensus, compromise

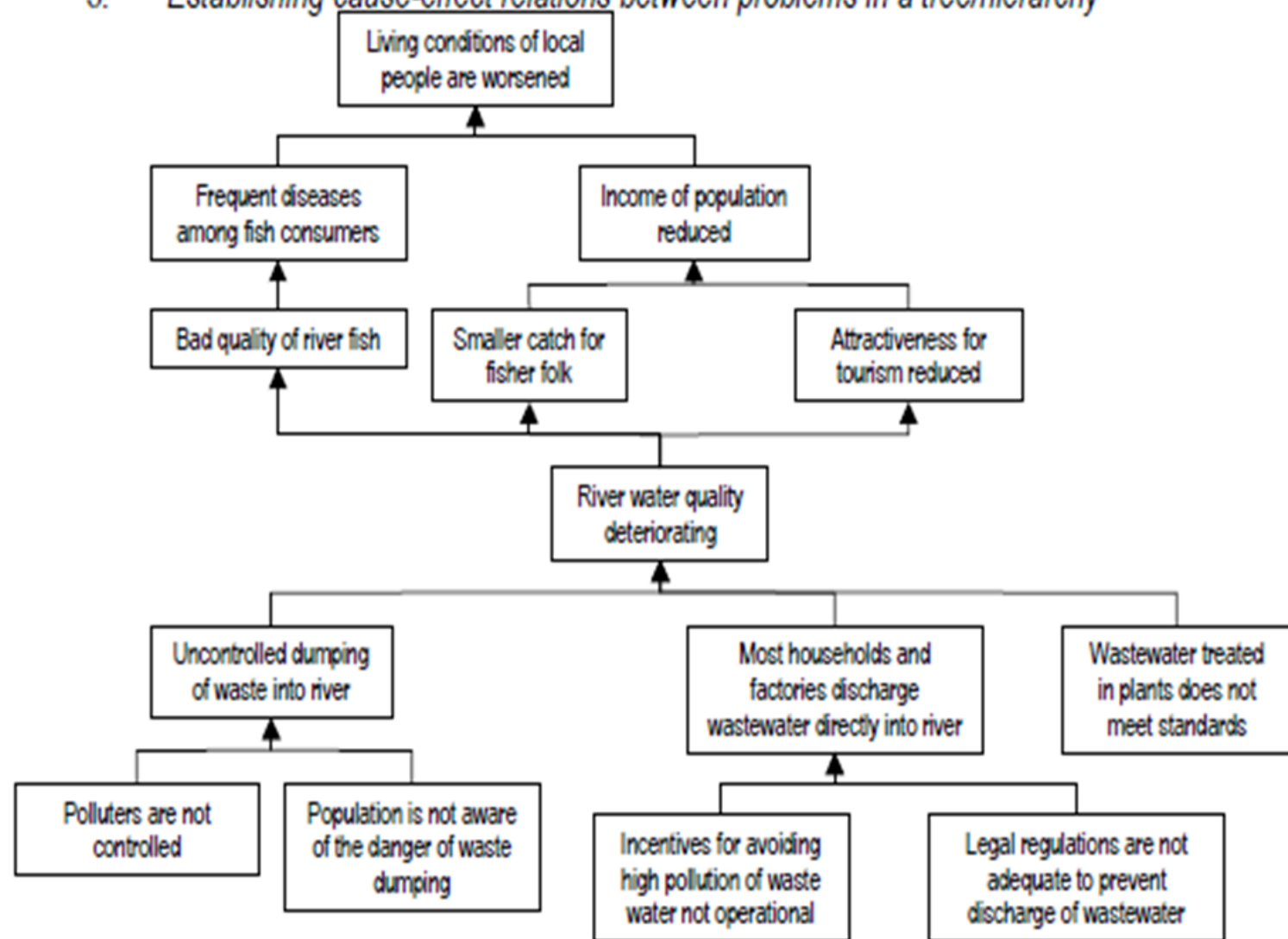
<i>Stakeholder</i>	<i>Characteristics</i> <ul style="list-style-type: none"> • social, economic • gender differentiation • structure, organisation, status • Attitudes... 	<i>Interest & expectations</i> <ul style="list-style-type: none"> • interests, objectives... • Expectations 	<i>Sensitivity to and respect of cross-cutting issues (environment, gender equality, etc.)</i>	<i>Potentials & deficiencies</i> <ul style="list-style-type: none"> • resource endowment • knowledge, experience... • potential contribution 	<i>Implications and conclusions for the project</i> <ul style="list-style-type: none"> • possible action required • how to deal with the group
fisherfolk	<ul style="list-style-type: none"> • traditionally important source of income for communities • small but active co-operative 	<ul style="list-style-type: none"> • basis for living is maintained • decrease in income is at least stopped • resistance in case rights to catch fish are limited 	<ul style="list-style-type: none"> • very much aware of impact of external pollution on their fishery grounds • Benefits of fishery rather remain with men 	<ul style="list-style-type: none"> • familiar with river and watershed • know pollution hot spots • strong support for pollution control measures 	<ul style="list-style-type: none"> • awareness raising among all fisherfolk • Include pollution control measures
industry x	<ul style="list-style-type: none"> • important economic factor (strong lobby) • no trade unions • strong lobby & influence on government 	<ul style="list-style-type: none"> • maximise profits • interest in image; strong resistance in case of profit losses 	<ul style="list-style-type: none"> • little awareness of the impact of wastewater on ecosystem 	<ul style="list-style-type: none"> • financial resources for new technologies • Resource-saving potential through clean technologies 	<ul style="list-style-type: none"> • raise their awareness on impact of polluted wastewater on region • consider raising their image with project measures
households	<ul style="list-style-type: none"> • most households discharge waste & wastewater into river, not aware of danger 	<ul style="list-style-type: none"> • get access to wastewater network • get somebody to collect waste 	<ul style="list-style-type: none"> • very little awareness of the impact of waste & wastewater on ecosystem 	<ul style="list-style-type: none"> • potentially willing and capable to pay for services 	<ul style="list-style-type: none"> • raise their awareness on impact of polluted wastewater on region • sensitise them concerning cost of environmental protection
etc. ...					

2. Problem Analysis

- ❑ **PA-** identifying key problems, constraints & opportunities, determining cause & effect relationships.
- ❑ Problem analysis identifies the negative aspects of an existing situation and establishes the ‘cause and effect’ relationships between the problems that exist. *It involves three steps:*
 - I. Identification of the stakeholders affected by the proposed project;
 - II. Identification of the major problems faced by target groups and beneficiaries (What is / are the problem/s? Whose problems?);
 - III. *Visualization of the problems* in form of a diagram, called “**problem tree**” or “**hierarchy of problems**” to establish cause – effect R/Ships.

A procedure which allows to:

1. Analyse an existing situation
2. Identify key problems in this context (=negative existing situations)
3. Establishing cause-effect relations between problems in a tree/hierarchy



Effects

Causes

❑ Two common *difficulties experienced* during problem identification and analysis:

➤ Inadequate problem specification, and

➤ the statement of ‘absent solutions’:

■ *Inadequate problem specification* occurs when a problem is specified in insufficient detail so that it does not communicate the true nature of the problem.

■ *Statements such as ‘poor management’* need to be broken down so that we understand what the problem is, and can therefore analyze & understand what the problem is, and can therefore analyze the underlying causes - *for example, the management problems might include poor financial control, late delivery of key services, etc.*

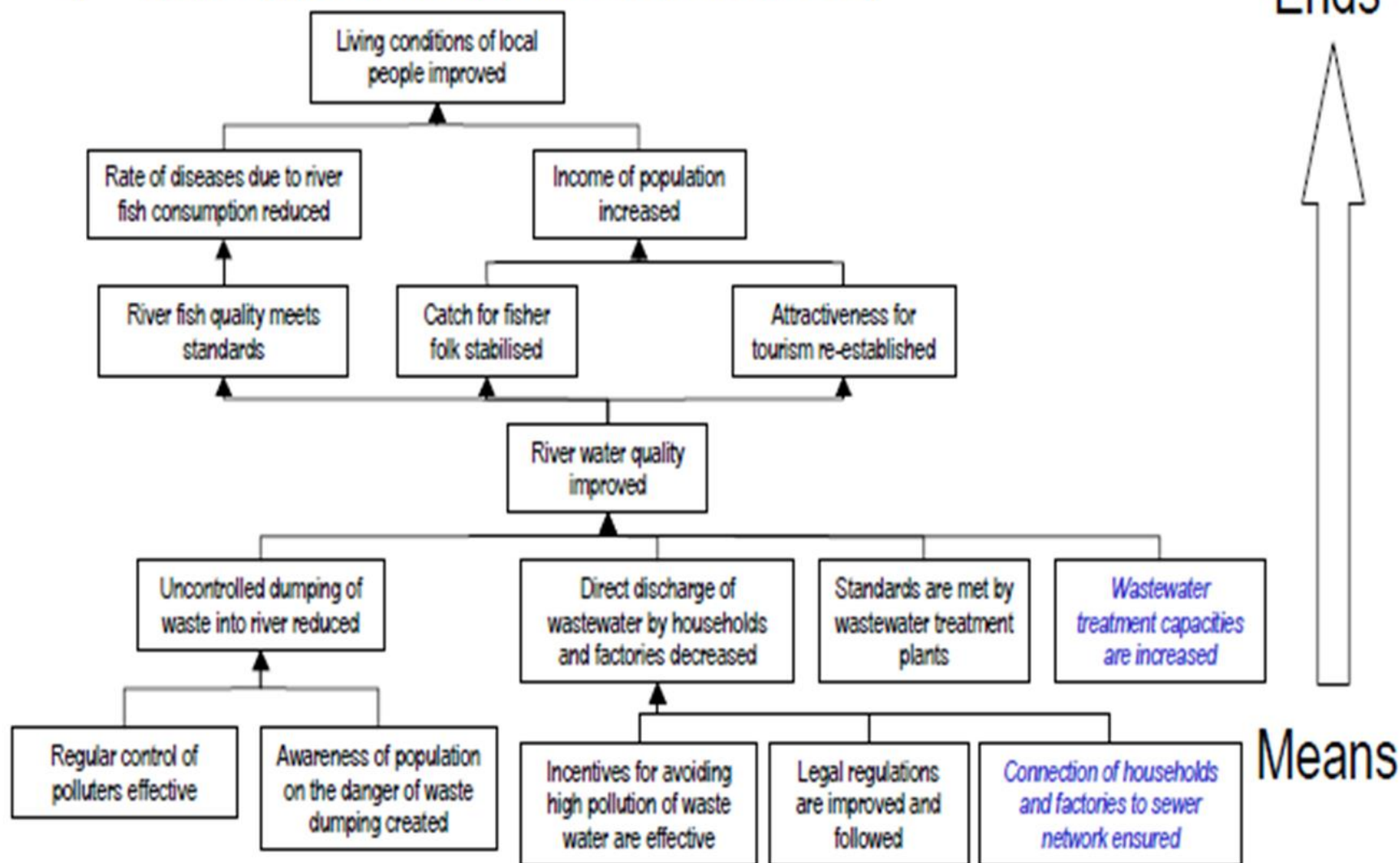
- **Absent solutions** are problem statements that do not describe the current negative situation, but describe the absence of a desired situation.
- For example, ‘Lack of trained staff’ does not describe the specific problem (staff has insufficient or inappropriate skills), and
- risks biasing the intervention towards the absent solution (‘training’) when in fact it might be an issue of recruitment or personnel management.

3. Analysis of Objectives

- **AO-** developing objectives from the identified problems, identifying *means to ends relationships*
- Analysis of *objectives is a methodological approach* employed to:
 - *Describe the situation in the future once the problems have been remedied, with the participation of representative parties;*
 - *Verify the hierarchy of objectives;*
 - *Illustrate the means-ends relationships in a diagram.*
- The ‘**negative situations**’ of the problem tree are converted into solutions, expressed as ‘**positive achievements**’.

A technique to:

- 1) describe the future situation that will be achieved by solving the problems
- 2) identify potential solutions for a given situation
- 3) turn the negative aspects into positive ones (desired, realistic)



4. Analysis of Strategies

- AS- *identifying the different strategies to achieve objectives; selecting the most appropriate strategy(ies); determining the major objectives (overall objectives & project objectives)*
- *It involves selecting the strategy(ies) which will be used to achieve the desired objectives.*
- Analysis of Strategies involves deciding what objectives will be included **IN** the project, and what objectives will remain **OUT**, and what the Project Purpose and Overall Objectives will be. This step requires:
 - ✓ **Clear criteria for making the choice of strategies,**

✓ **The identification of the different possible strategies to achieve the objectives.**

- In the hierarchy of objectives, the different clusters of objectives of the same type are called strategies.
- One or more of them will be chosen as the strategy for future operation.
- The ***most relevant and feasible strategy is selected*** on the basis of a number of criteria to be agreed upon for each project individually.

❖ *The following are possible criteria:*

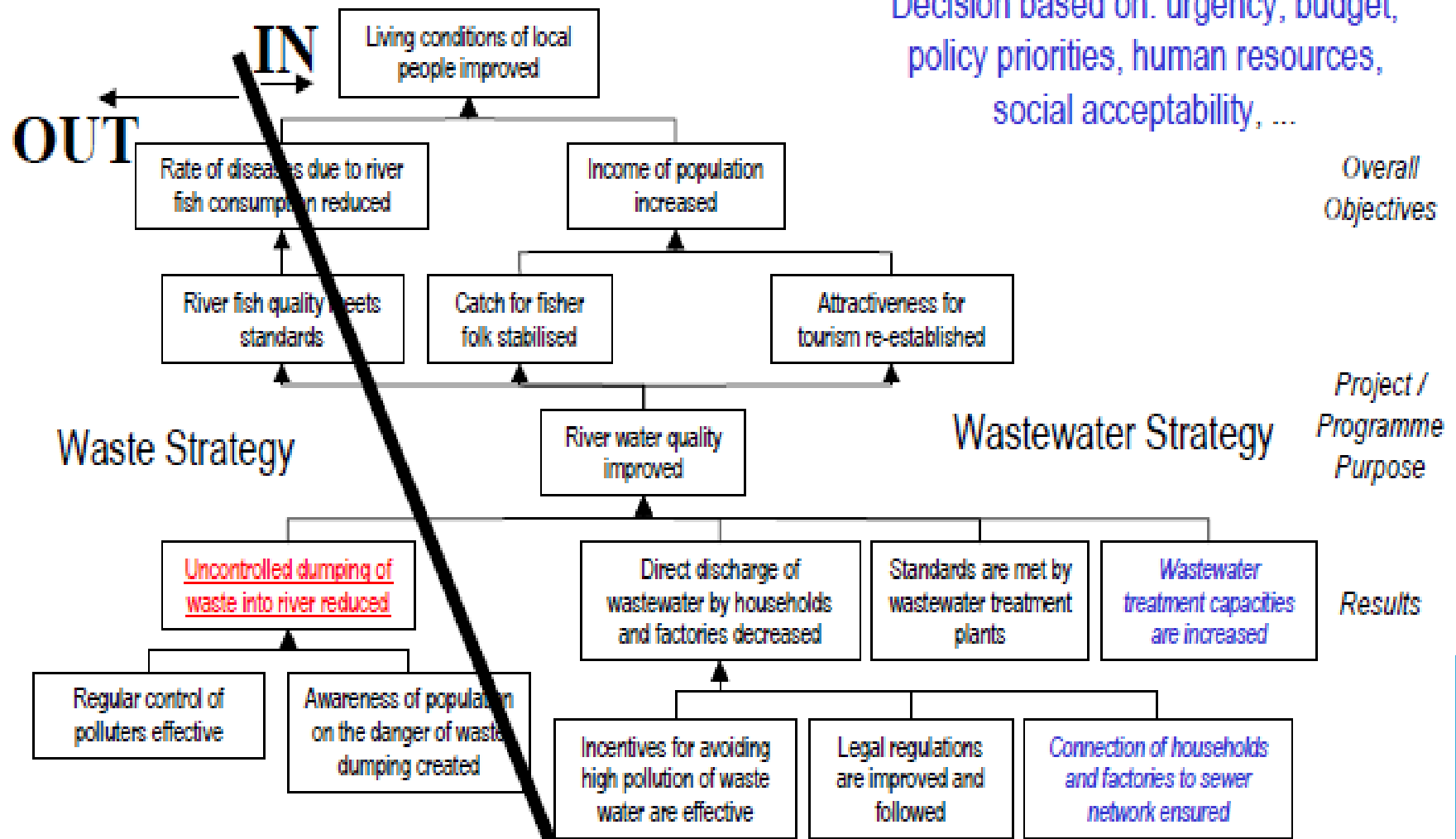
- Priorities of and attractiveness to target groups, *including time perspective of benefits*
- *Resource availability:*
 - *external funds*
 - *counterpart / partner institutions' funds*
 - *expertise required / available*
- Existing potentials and capacities (of target group/s).
- Relevance for sector / agreed strategy between partners and relevance for contribution to overarching policy objectives.

- Relationship and complementarity with other action
- Social acceptability
- Contribution to reduction of inequalities (e.g. gender)
- Urgency

A technique to:

- 1) identify possible solutions that could form a project strategy
- 2) select one or more strategies
- 3) decide upon the strategy to form the project

Decision based on: urgency, budget,
policy priorities, human resources,
social acceptability, ...



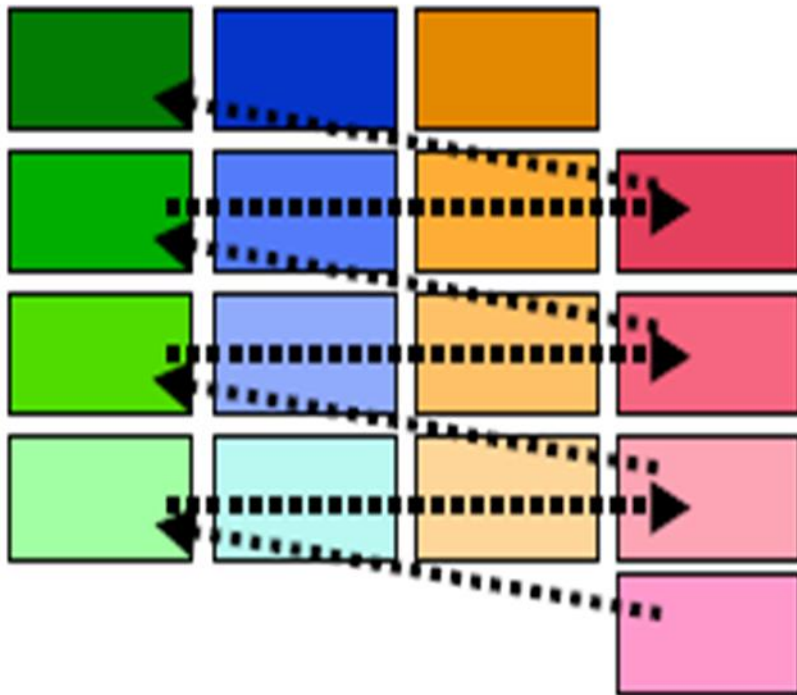
The Planning Stage

❖ The Log frame Matrix

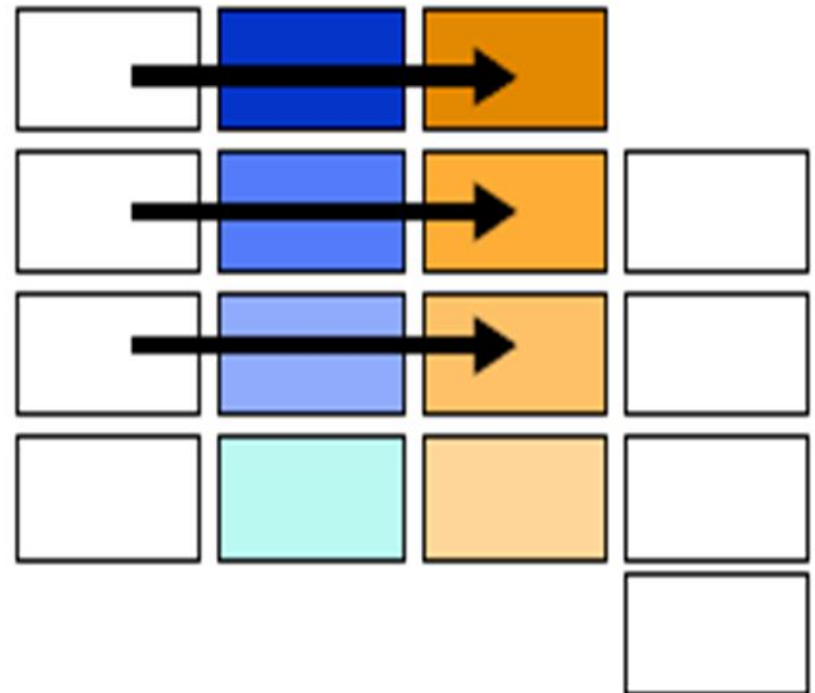
- ❖ *The main output of the LFA* is the *logical framework matrix*. It is a way of presenting the substance of an intervention in a comprehensive form. *The matrix has four columns and four rows:*
- ❖ *The vertical logic identifies what the project intends to do, clarifies the causal relationships and specifies the important assumptions and risks beyond the project manager's control.*
- ❖ *The horizontal logic relates to the measurement of the effects of, and resources used by the project through the specification of key indicators, and the sources where they will be verified.*

How to Read the Logframe

Vertical Logic



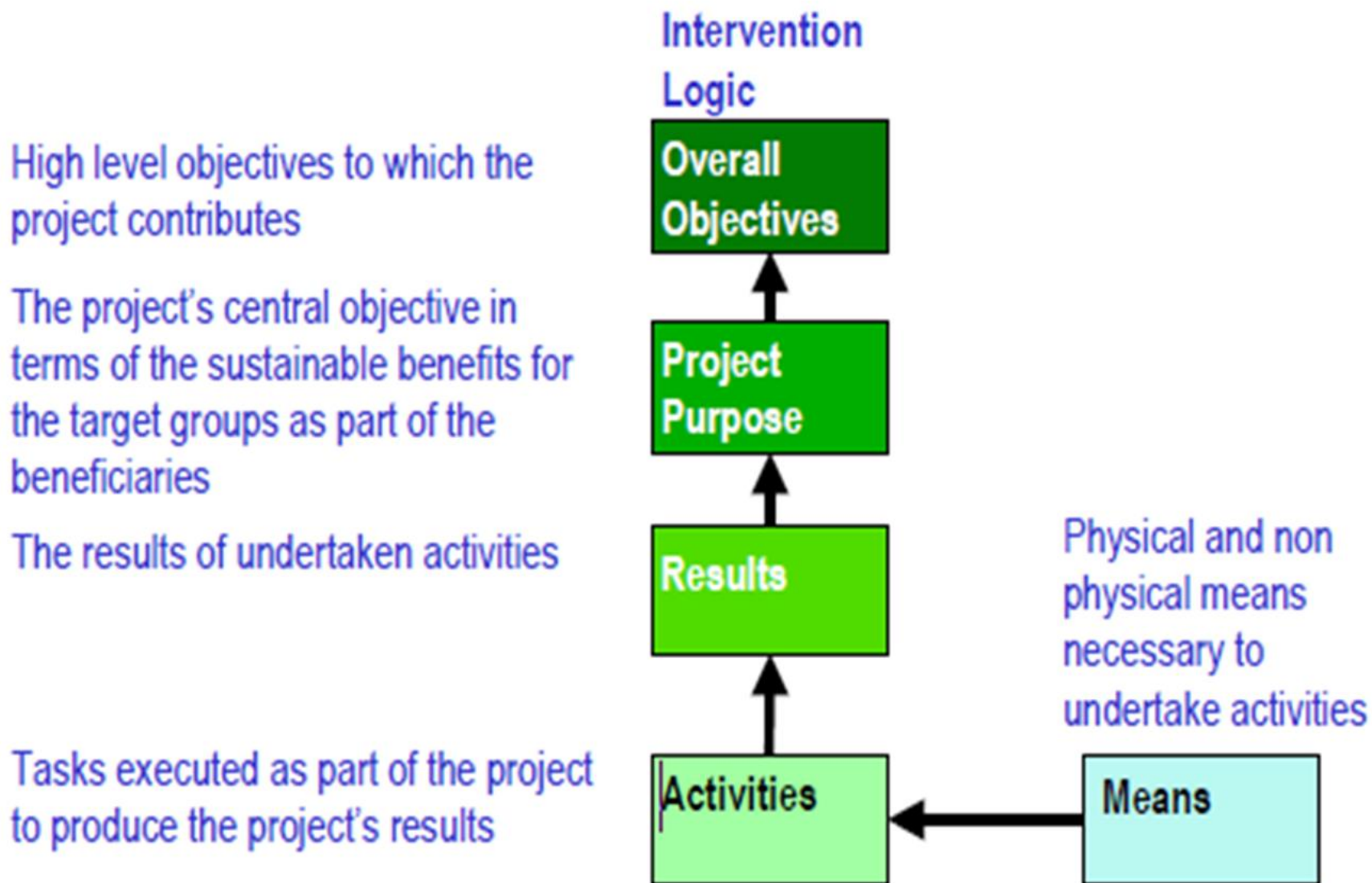
Horizontal Logic



First Column: Intervention Logic

- The ***first*** column of the Logical Framework is called ***“Intervention Logic”***.
- *It sets out the basic strategy underlying the project:*
 - ✓ *Means (2nd column, 4th row) - both physical and non-physical - allow to carry out Activities;*
 - ✓ *By carrying out these Activities, the Results are achieved;*
 - ✓ *Results collectively achieve the Purpose;*
 - ✓ *The Project Purpose contributes to the Overall Objectives.*

Levels of Objectives



Second Column: OV Indicators

- **They are the detailed description of:**
 - *The Overall Objectives*
 - *The Project Purpose*
 - *The Results*
- *The physical and non-physical Means (inputs) necessary to carry out the planned Activities are placed in the 'bottom' row of the second column, i.e. there are no Indicators for Activities in the logical framework matrix.*
- *A rough estimation of the necessary resources should be presented in this box.*
- *The Activities are related to the different Results.*
- *Indicators for Activities are usually defined during the preparation of an Activity Schedule specifying the Activities in more detail.*

❖ *Critical Assumptions*

- *Define the systems environment and sustainability issues*
- *Factors which project management cannot, or chooses not to control*
- *Outside the project's interventions*
- *Essential to project success: necessary conditions*
- ***Results-to-purpose assumptions** are the critical success factors.*

❑ The vertical logic in the log frame, i.e. the relationship between the 1st and the 4th column, works as follows:

- ❖ Once the Pre-conditions are met, the Activities can start up;
- ❖ Once the Activities have been carried out, and if the Assumptions at this level hold true, Results will be achieved;
- ❖ Once these Results and the Assumptions at this level are fulfilled, the Project Purpose will be achieved;
- ❖ Once the Purpose has been achieved and the Assumptions at this level are fulfilled, contribution to the achievement of the Overall Objectives will have been made by the project.

The Vertical Logic

Intervention Logic

Overall Objectives

Project Purpose

Results

Activities

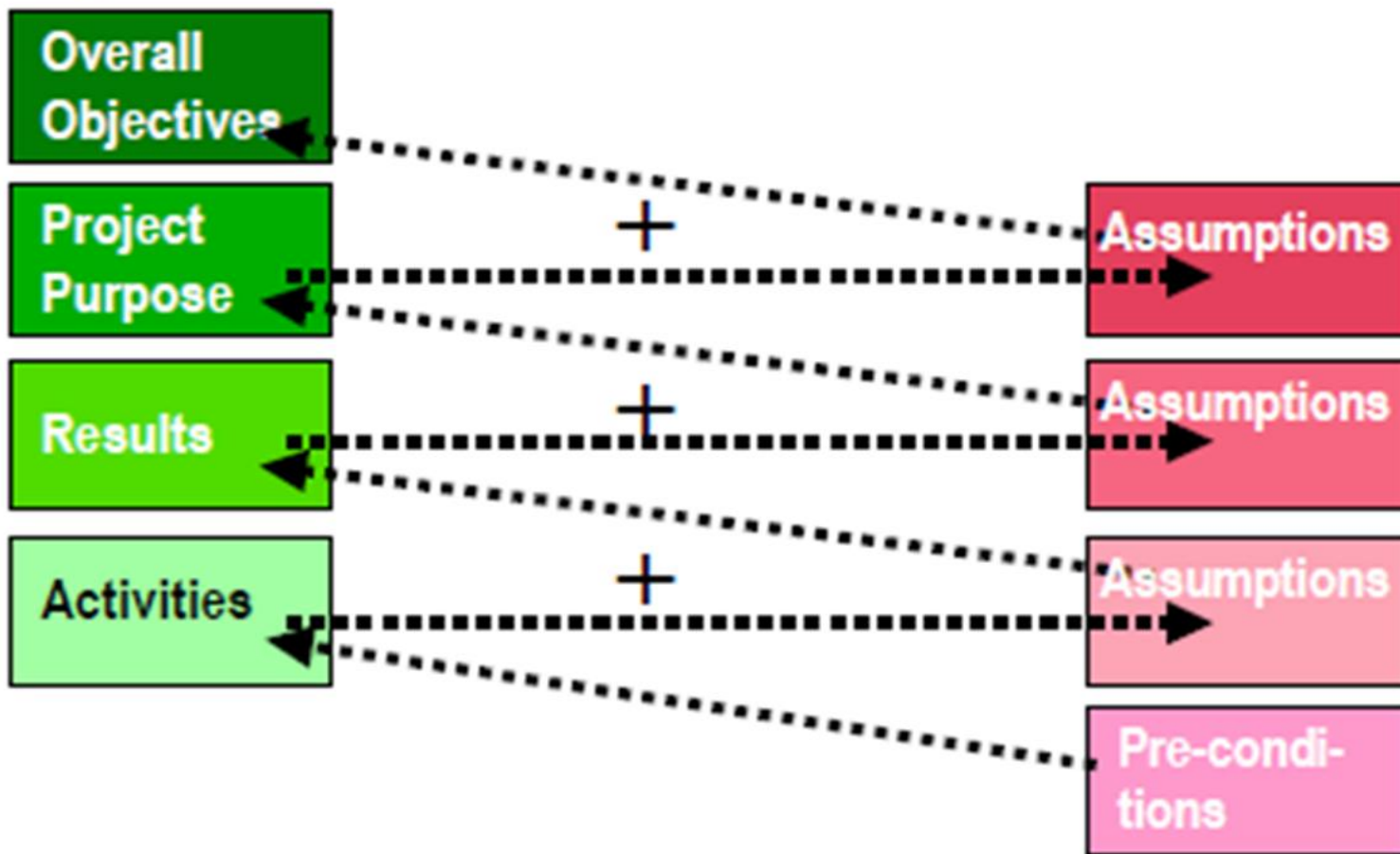
Assumptions

Assumptions

Assumptions

Assumptions

Pre-conditions



SWOT/C analysis to establish SMART goal

SWOT Analysis



Internal

- Poor reputation
- Weak management
- conflict among workers

Weaknesses

Negative

Challenges

- poor market
- Bad governance
- Stiff competition

External

SWOC

Strength

positive

- Strong brand
- Popularity
- Cost advantage
- Skilled manpower

Opportunity

- Strategic alliance
- Government incentives
- Promising market

END!!