

Logical Framework Approach

The Logical Framework Approach is an *analytical and management tool* which is now used (in one form or another) by most multi-lateral and bi-lateral aid agencies, international NGOs and by many partner governments.

Why?

Planning was too vague, without clearly defined objectives that could be used to monitor and evaluate the success (or failure) of a project

Management responsibilities were unclear;

Evaluation was often an adversarial process, because there was no common agreement as to what the project was really trying to achieve



aid to thinking

Logical Framework
Approach



Logical Framework
Matrix
(Logframe)

Figure 16 – Two main phases of LFA

The Logical Framework Approach

ANALYSIS PHASE

- ↓ Stakeholder analysis - identifying & characterising potential major stakeholders; assessing their capacity
- ↓ Problem analysis - identifying key problems, constraints & opportunities; determining cause & effect relationships
- ↓ Objective analysis - developing solutions from the identified problems; identifying means to end relationships
- ↓ Strategy analysis - identifying different strategies to achieve solutions; selecting most appropriate strategy.

PLANNING PHASE

- ↓ Developing Logical Framework matrix - defining project structure, testing its internal logic & risks, formulating measurable indicators of success
- ↓ Activity scheduling - determining the sequence and dependency of activities; estimating their duration, and assigning responsibility
- ↓ Resource scheduling - from the activity schedule, developing input schedules and a budget

***Iterative
processes***

The Analysis Stage /1

1. Preparatory analysis

Collect key documents
(awareness of involved people and
quality and quantity of available information)

2. Stakeholder Analysis

Stakeholders (definition)
Any individual, group of people, institutions or firms
that may have a significant interest in
the success or failure of the project



needs

e.g. SWOT analysis

NB: Not to be forgotten the distinction among

- Stakeholders** (that may affect or be affected by the project)
- Beneficiaries** (that benefits in whatever way from the project)
 - target groups (directly and positively affected by the project)
 - final beneficiaries(at long term and at large)
- Project partners** (those who implement the project)

The Analysis Stage /2

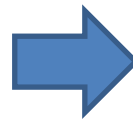
3. Problem analysis

Cause and effect relationships

Framework and subject

Major problems

Hierarchy (tree)



Simplified version of reality

Picture of the negative existing situation

4. Analysis of objectives

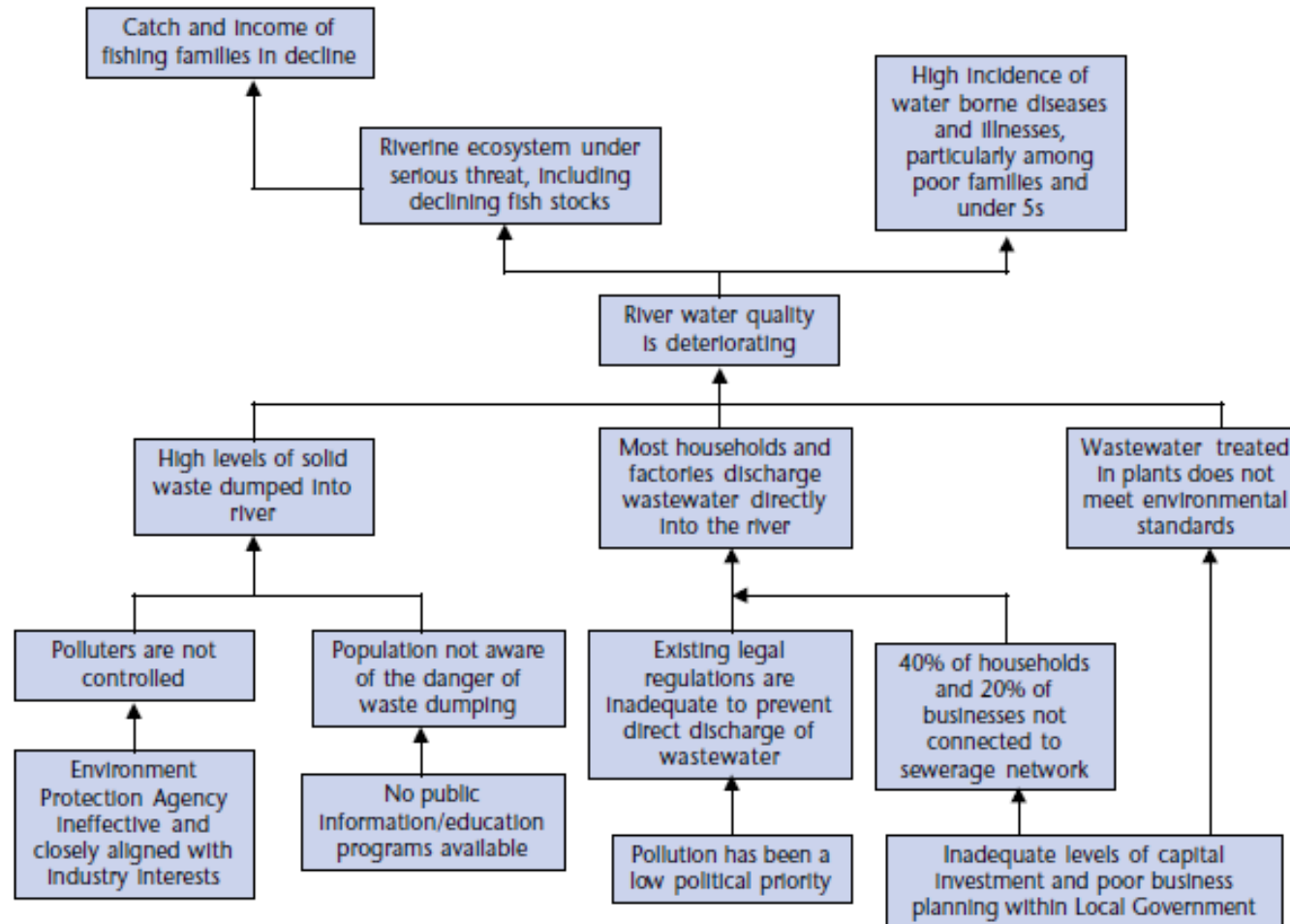
*The negative situation of the problem tree
are converted into solutions, expressed as positive achievements.*



Reformulate all negative solutions into positive situations
that are derirable and realistically achievable

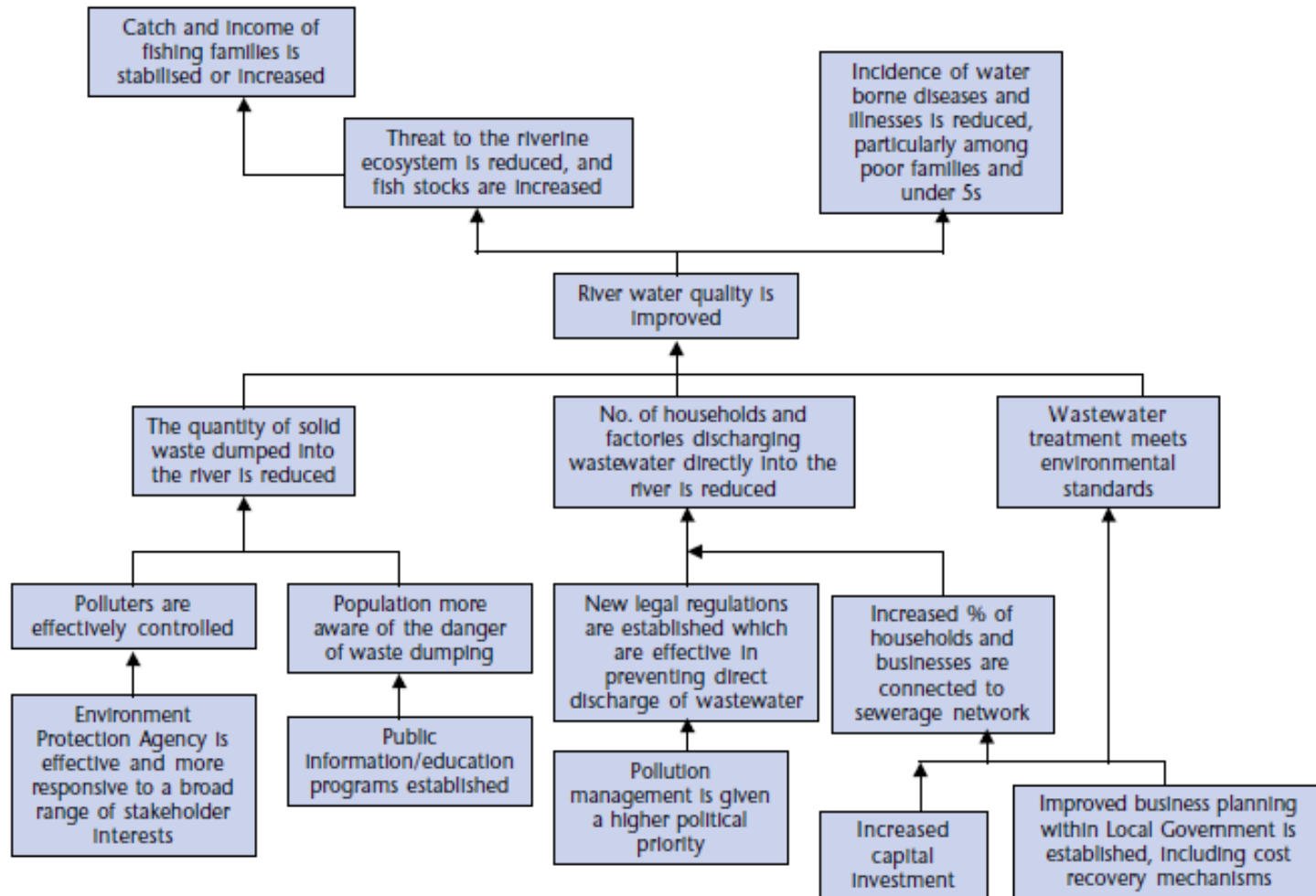
The Analysis Stage /3

Problem analysis – river pollution



The Analysis Stage /4

Objective tree – river pollution



The Analysis Stage /5

5. Analysis of strategies

Should all the identified problems and/or objectives be tackled, or selected a few?

What is the combination of interventions that are most likely to bring about the desired results and promote sustainability of benefits?

What is the most cost effective option?

Which strategy will impact most positively on addressing the needs of stakeholders?

The Planning Stage /1

LFM

Project Description	Indicators	Source of Verification	Assumptions
Overall objective: The broad development impact to which the project contributes – at a national or sectoral level (provides the link to the policy and/or sector programme context)	Measures the extent to which a contribution to the overall objective has been made. Used during evaluation. However, it is often not appropriate for the project itself to try and collect this information.	Sources of information and methods used to collect and report it (including who and when/how frequently).	
Purpose: The development outcome at the end of the project – more specifically the expected benefits to the target group(s)	Helps answer the question 'How will we know if the purpose has been achieved'? Should include appropriate details of quantity, quality and time.	Sources of information and methods used to collect and report it (including who and when/how frequently)	Assumptions (factors outside project management's control) that may impact on the purpose-objective linkage
Results: The direct/tangible results (good and services) that the project delivers, and which are largely under project management's control	Helps answer the question 'How will we know if the results have been delivered'? Should include appropriate details of quantity, quality and time.	Sources of information and methods used to collect and report it (including who and when/how frequently)	Assumptions (factors outside project management's control) that may impact on the result-purpose linkage
Activities: The tasks (work programme) that need to be carried out to deliver the planned results <i>(optional within the matrix itself)</i>	<i>(sometimes a summary of resources/means is provided in this box)</i>	<i>(sometimes a summary of costs/budget is provided in this box)</i>	Assumptions (factors outside project management's control) that may impact on the activity-result linkage

The Planning Stage /2

Figure 25 – Logframe Matrix – General Sequence of Completion

Project Description	Indicators	Sources of verification	Assumptions
Overall objective ①	⑧	⑨	
Purpose ②	⑩	⑪	⑦
Results ③	⑫	⑬	⑥
Activities ④ <i>(optional inclusion in the matrix)</i>	<i>Not included</i>	<i>Not included</i>	⑤ <i>(optional inclusion in the matrix)</i>

First Column:
Intervention Logic
(if-then)

Second and third columns:
Indicators and Source of Verification

Fourth Column:
Assumptions

The Planning Stage /3

Intervention logic (1st column)

Objective hierarchy	Example of how to write statements
<i>Overall objective</i>	To contribute to improved family health, particularly of under 5s, and the general health of the riverine eco-system
<i>Purpose</i>	1. Improved river water quality
<i>Results</i>	1.1 Reduced volume of waste-water directly discharged into the river system by households and factories 1.2 Waste-water treatment standards established and effectively enforced
<i>Activities</i> <i>(may not be included in the matrix itself, but rather presented in an activity schedule format)</i>	1.1.1 Conduct baseline survey of households and businesses 1.1.2 Complete engineering specifications for expanded sewerage network 1.1.3 Prepare tender documents, tender and select contractor 1.1.4 Identify appropriate incentives for factories to use clean technologies 1.1.5 Prepare and deliver public information and awareness program 1.1.6 etc

The Planning Stage /4

Assumptions (4th column)

Assumptions are external factors that have the potential to influence the success of a project, but lie outside the direct control of the managers



How risky the project is?

The only remaining assumptions that should remain in the logframe matrix should be those which are likely to hold true, but which nevertheless need to be carefully monitored during the project implementation

The Planning Stage /5

Indicators and source of verification (2nd and 3rd columns)

Objectively verifiable indicators

(helps to form the basis of the project's monitoring and evaluation system)

SMART

Specific to objective to be measured

Measurable

Available

Relevant

Time-bound (so we know when we can expect the target is achieved)

Test whether or not the indicators can be realistically measured:

Specify:

-**How** the information should be collected (studies, surveys, etc)

-**Who** should collect the information

-**When/how** regularly (monthly, annually, etc)

EXAMPLE/1

Intervention logic		Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
General objective	Increasing competitiveness and access market for quality products originated in Euro-Mediterranean countries	10% increase in high value horticultural exports from Euro-Mediterranean region	National statistical offices, FAOSTAT, UN COMTRADE	
Specific objective	Strengthening the cross-border partnership between SMEs and SMSs clusters operating in the horticultural agro-food chain of quality products certified as organic and/or GlobalGap through mobilisation of key actors, good practices sharing, qualification of human capital and enhancement of institutional competences	at least n. 50 cross-border agreements between SME clusters and SMEs	Signed agreements	• Institutions and SME clusters willingness to cooperate • Clear responsibilities of institutions • Willingness to support and invest in competence development and consolidation within partner institutions and organizations • Local stakeholders willing to be involved • Political changes or instability • Peace conditions • Cultural barriers • Rigid bureaucratic institutional structures not open to changes and innovation

EXAMPLE/2

Intervention logic		Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Main expected results	4. To mobilise key actors and promote experience and good practice sharing	n. 1 Permanent Advisory Cross-border Technical Table (TT) set up and run along the whole project, composed of institutions and SME clusters, aimed at sharing knowledge, identifying needs and viable solutions in the field of agro-food quality products and standards	Official acceptance of invited participants to take part to TT Meetings minutes Attendance sheets	Institutions and SME clusters willingness to cooperate and share experiences Skilled personnel to carry out specific activities Continued attention of policy makers to agro-food quality products and standards issues and policy makers' commitment to the development and implementation of relevant policies at the national level
		n. 5 meetings of the Permanent Advisory Cross-border Technical Table (TT) organised and participated n. 1 working paper including technical recommendations based on identified needs and viable solutions, adequate to local institutional capacities, in the field of horticultural agro-food quality products and standards for better competitiveness and market access in the Euro-Med area produced cross-border policy-makers meeting to discuss and validate the working paper organised and attended	TT meeting minute establishing the expert working group (composed of selected TT members) charged with the drafting of the working paper Official declaration accepting the technical recommendations suggested in the working paper	

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