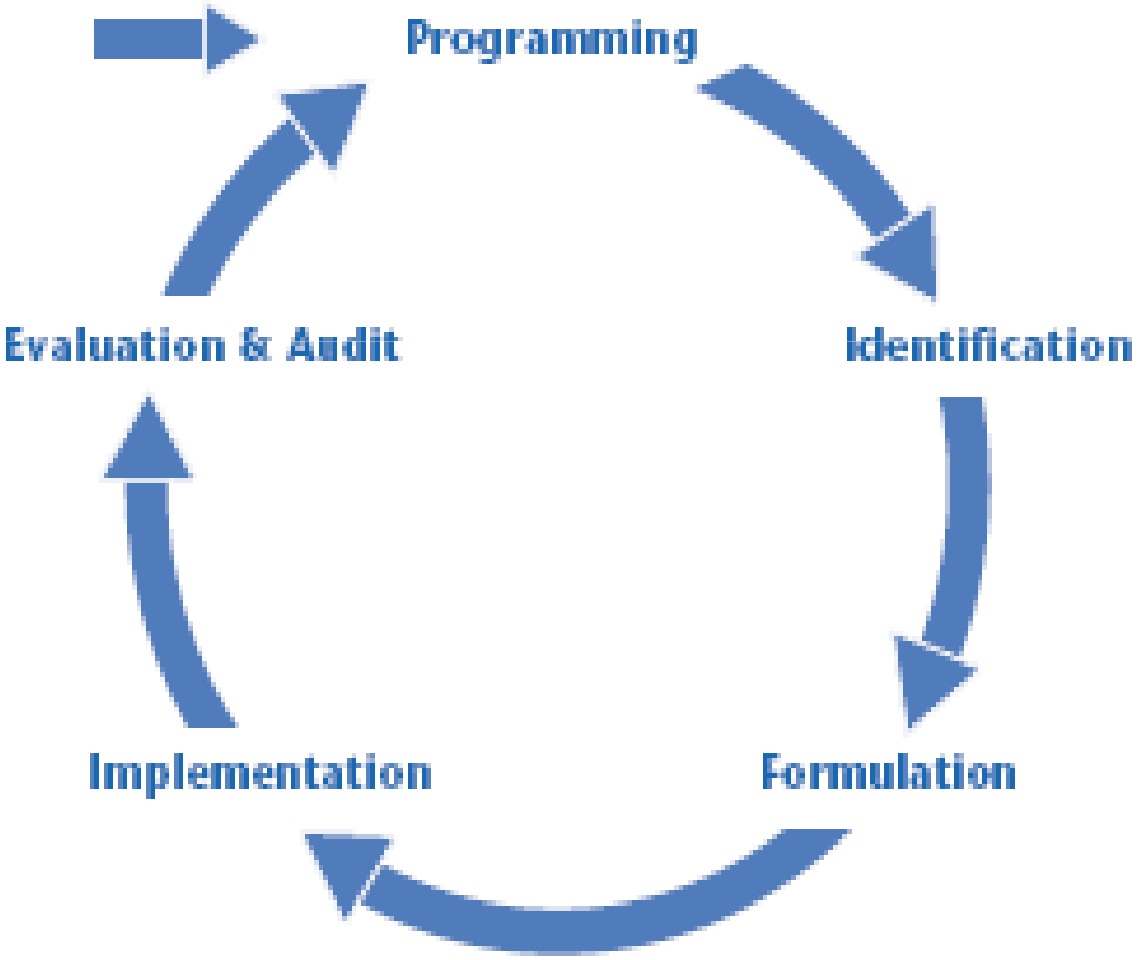
II Project Cycle Management :A Technical Guide
The Logical Framework Approach

The Project Cycle



Project Cycle Management

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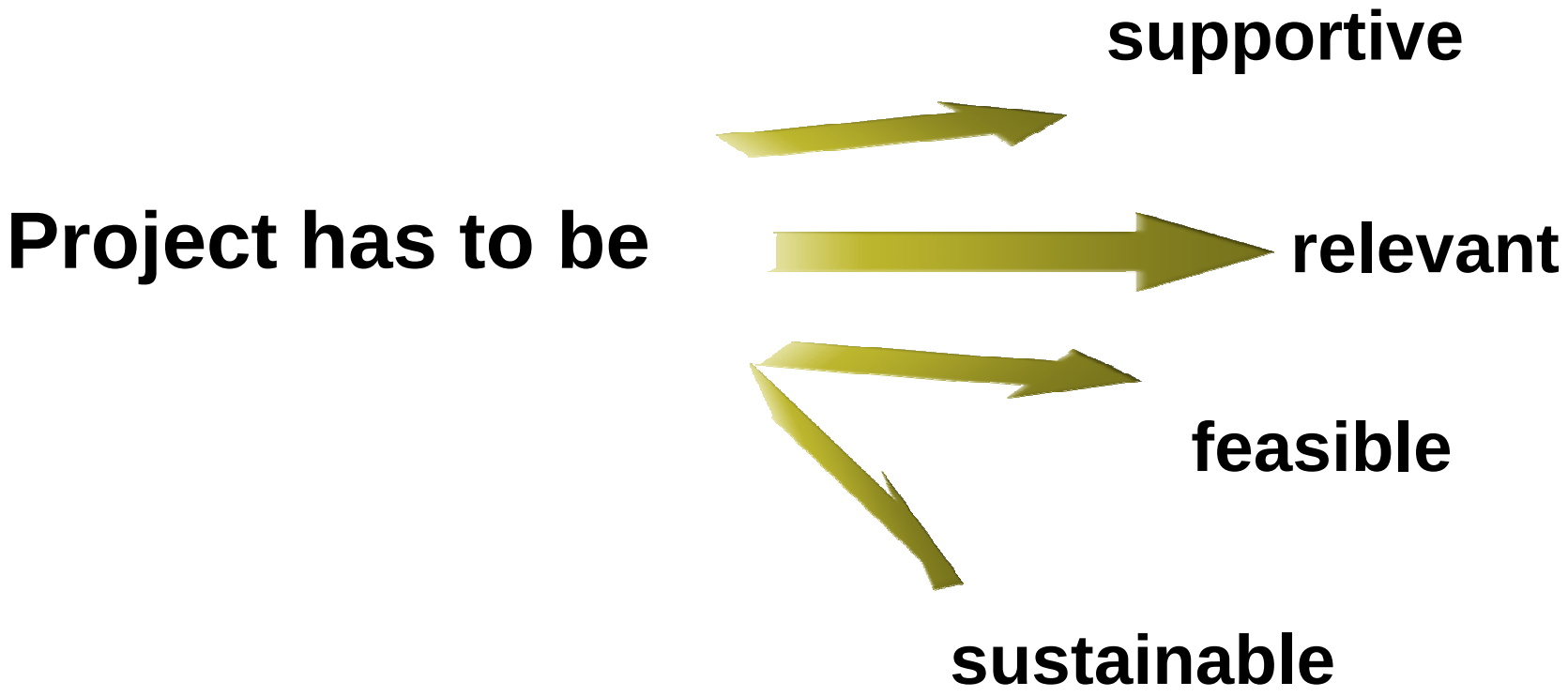


The Logical Framework Approach

is:

- an **analytical process** and;
- a **set of tools.**

It is used to support project planning and management.

It should be thought as an "**aid to thinking**"

= it allows information to be analysed and organised in a structured way

Difference between:

Logical Framework Approach (LFA)	Logical Framework Matrix (LFM)
is an analytical process (involving stakeholder analysis, problem analysis, objective setting and strategy selection)	(while requiring further analysis of objectives, how they will be achieved and potential risks) also provides the documented product of the analytical process

Typical structure of a Logframe Matrix

Project Description	Indicators	Source of Verification	Assumptions
Overall Objective – The project's contribution to policy or programme objectives (Impact)	How the OO is to be measured including Quantity, Quality, Time?	How will the information be collected, when and by whom?	
Purpose – Direct benefits to the target group(s)	How the Purpose is to be measured including Quantity, Quality, Time	As above	If the Purpose is achieved, what assumptions must hold true to achieve the OO?
Results – Tangible products or services delivered by the project	How the results are to be measured including Quantity, Quality, Time	As above	If Results are achieved, what assumptions must hold true to achieve the Purpose?
Activities – Tasks that have to be undertaken to deliver the desired results			If Activities are completed, what assumptions must hold true to deliver the results?

LFA
two main stages

Analysis Phase

Stakeholder analysis
- **identifying and characterise potential stakeholders**
- **assess 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

= the results of analysis are transcribed into a practical, operational plan ready to be implemented

Developing Logical Framework matrix
- **defining project structure**
- **testing logic and risks**
- **formulating measurable indicators of success**

Activity Scheduling
- **determining the sequence and dependency of activities**
- **estimating their duration**
- **assigning responsibility**

Resource Scheduling
from the Activity Schedule, developing input schedules and a a budget

The Planning stage
Information contained in the Logframe Matrix

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 *(optional within the matrix itself)*	*(sometimes a summary of resources/means is provided in this box)*	*(sometimes a summary of costs/budget is provided in this box)*	Assumptions (factors outside project management's control) that may impact on the activity-result linkage

EIPA

The *necessary* and *sufficient* conditions

- Achieving the purpose **is necessary but not sufficient** to attain the overall objective;
- Producing the project results is **necessary but may not be sufficient** to achieve the purpose;
- Carrying out project activities should be **necessary and sufficient** to achieve results;
- Inputs should be **necessary and sufficient** to deliver the results.

First Column (Intervention Logic)

Writing objective statements

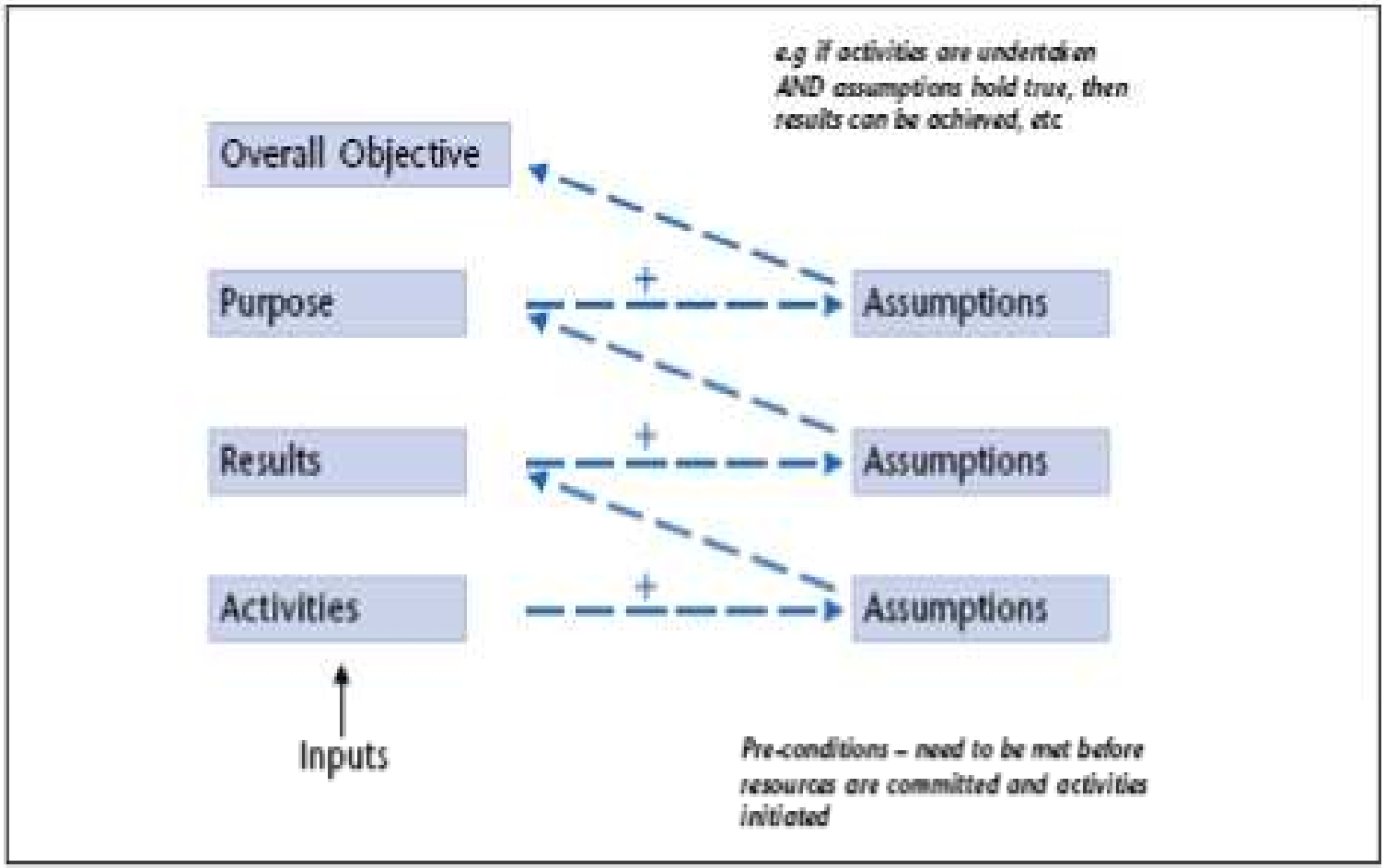
Objective statements in the Logframe Matrix should be kept **as clear and concise as possible**.

It is also useful to standardise the way in which the hierarchy of project objectives is described.

A useful convention to follow in this regard is:

	has/have to be expressed in terms of
Overall objective	**in terms of "*to contribute to...*"**
Purpose	**in terms of** benefit to the target group **being "*increased/improved/etc*"**
Results	**in terms of** a tangible result **"*delivered/produced/conducted/etc*"**
Activities	in the present tense starting with an active verb **such as "prepare, design, construct, research"**

Fourth Column Assumptions



Objectively* Verifiable Indicators (OVI)

describe the project's objectives in operationally measurable terms (**quantity, quality, time, or QQT**).

They are formulated in response of the question:

"*How would we know whether or not what has been planned is actually happening or happened? How do we verify success?*"

*The meaning of Objectively Verifiable indicator s that **the information collected should be the same if collected by different people**.

Objectively Verifiable Indicators (OVI)

OVI's should be **measurable in a consistent way and at an acceptable cost.**

OVI's should be defined:

- during the Formulation Stage
- but they often need to be specified in greater detail during Implementation.

Second and third columns

Indicators and Source of Verifications

A good OVI should also be **SMART**:

- **S**pecific to the objective it is supposed to measure;
- **M**easurable (either quantitatively or qualitatively);
- **A**vailable at an acceptable cost;
- **R**elevant to the information needs of managers;
- **T**ime-bound – so we know when we can expect the objective/target to be achieved

Source of Verification (SOV)

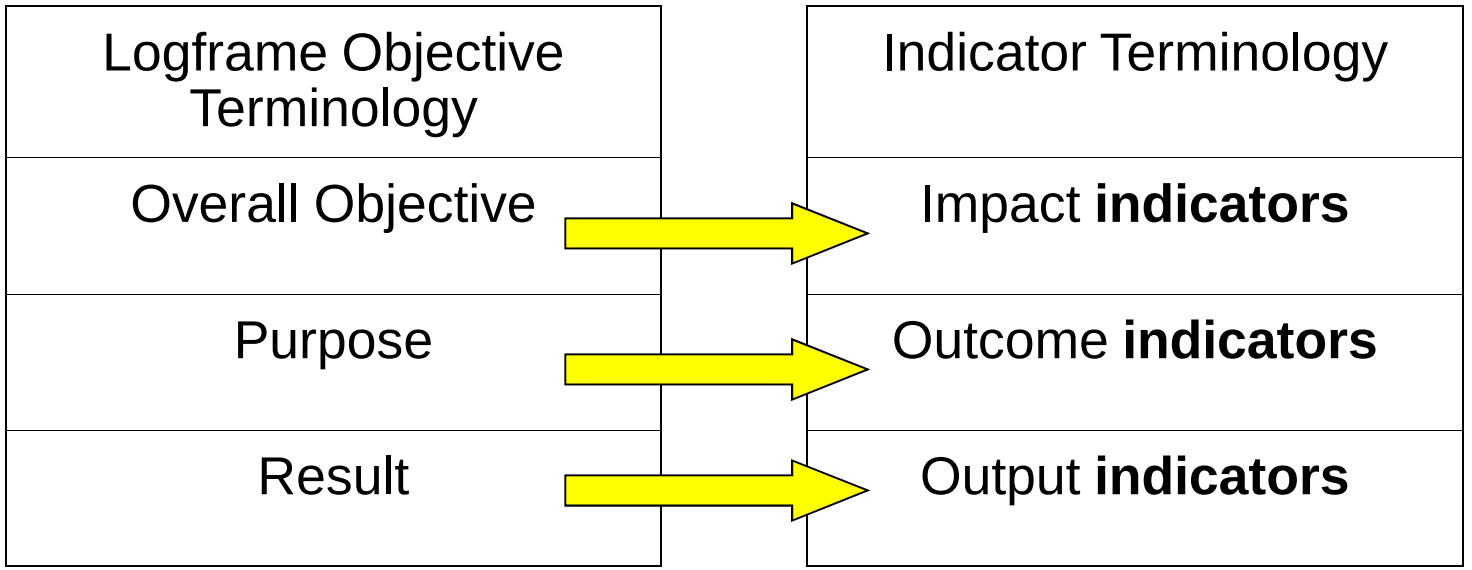
It should be considered and specified at the same time as the formulation of indicators.

It should specify:

- HOW the information should be collected and/or the available documented source;
- WHO should collect/provide the information;
- WHEN/HOW REGULARLY it should be provided

The main point is to build it on existing systems and sources (where possible and appropriate) before establishing new ones.

Link between Logframe and Indicators Terminology



Completing the draft Logframe Matrix
Example of key elements

Project description	Indicators	Means of Verification	Assumptions
Overall objective To contribute to improved family health, particularly the under 5s, and to improve the general health of the riverine eco-system	- Incidence of water borne diseases, skin infections and blood disorders caused by heavy metals, reduced by 50% by 2008, specifically among low-income families living along the river	- Municipal hospital and clinic records, including maternal and child health records collected by mobile MCH teams. Results summarized in an Annual State of the Environment report by the EPA	
Purpose Improved quality of river water	- Concentration of heavy metal compounds (Pb, Cd, Hg) and untreated sewerage; reduced by 25% (compared to levels in 2003) and meets established national health/pollution control standards by end of 2007	- Weekly water quality surveys, jointly conducted by the Environmental Protection Agency and the River Authority, and reported monthly to the Local Government Minister for Environment (Chair of Project Steering Committee)	- The pubic awareness campaign conducted by the Local Government impacts positively on families sanitation and hygiene practices - Fishing cooperatives are effective in limiting their members exploitation of fish 'nursery' areas
Result 1 Volume of waste-water directly discharged into the river system by households and factories reduced	- 70% of waste water produced by factories and 80% of waste water produced by households is treated in plants by 2006	- Annual sample survey of households and factories conducted by Municipalities between 2003 and 2006	- River flows maintained above X mega litres per second for at least 8 months of the year - Upstream water quality remains stable
Result 2 Waste-water treatment standards established and effectively enforced	- Waste water from 4 existing treatment plants meets EPA quality standards (heavy metals and sewerage content) by 2005	- EPA audits (using revised standards and improved audit methods), conducted quarterly and reported to Project Steering Committee	- EPA is successful in reducing solid waste disposal levels by factories from X to X tons per year
Etc			

Exercise #4
The Logframe Matrix

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