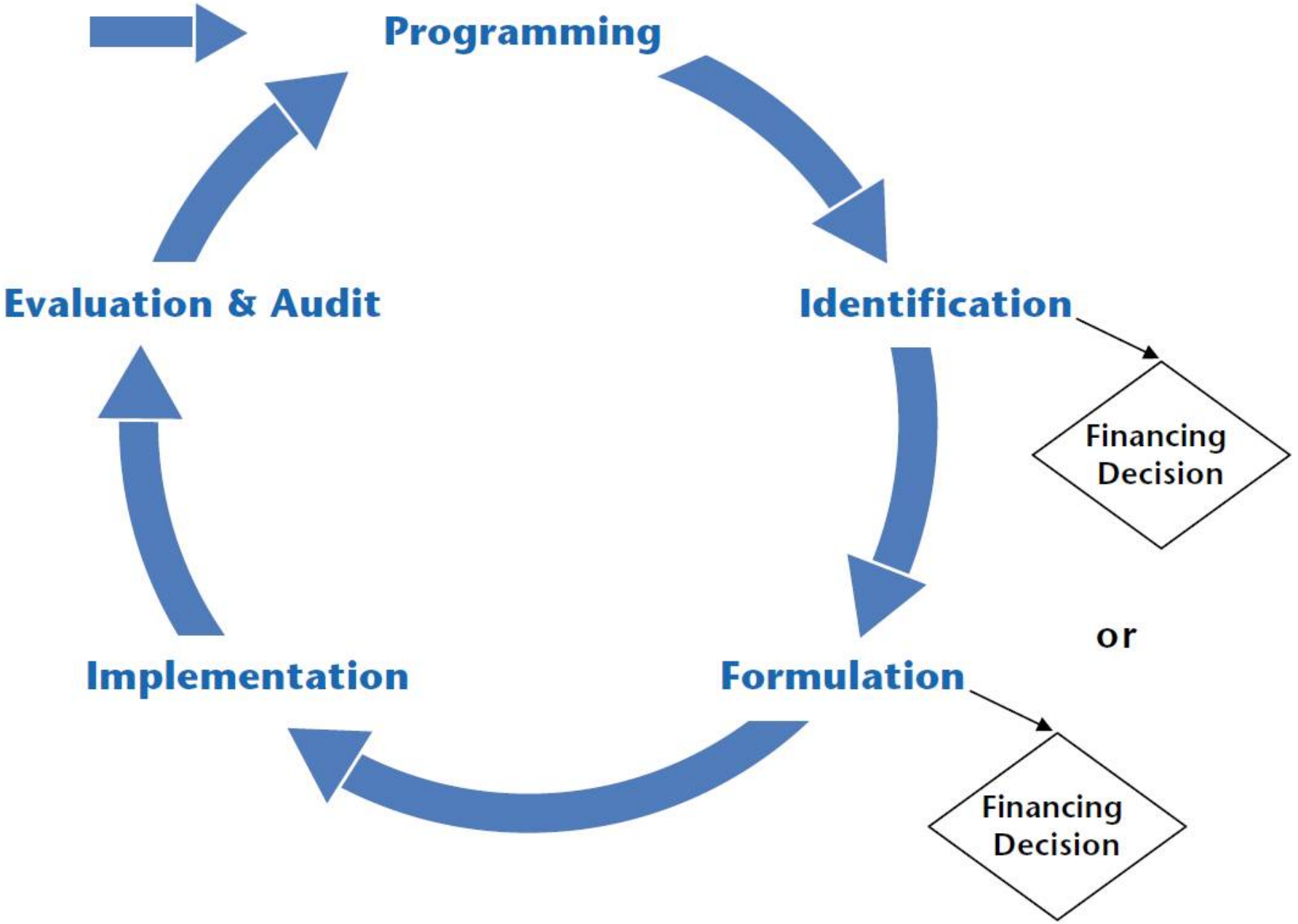
The Logical Framework Approach

- The „Logical Framework“ Approach is a management tool used for design, monitoring and evaluation of international development projects
- The European Commission uses the logframe-approach as a standard for project applications
- The Logical Framework Approach is a project design methodology, the „LogFrame“ is a document and part of the methodology.

Project development phases



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

First step: Analysis Phase

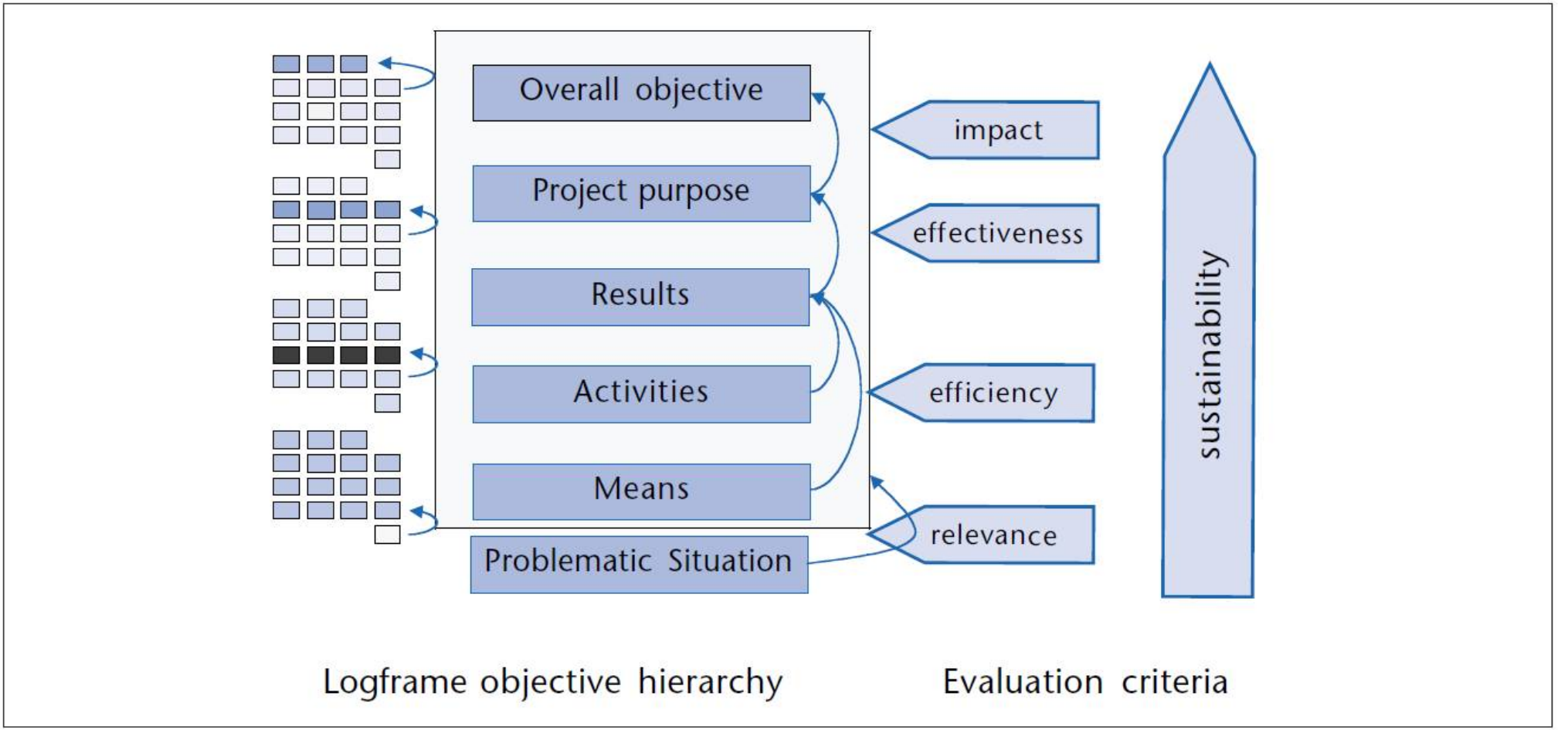
1. Find a **common topic**/problem/setting
   - Imagine the final status that you want to reach
   - How is the situation, when the project is done?
2. Collecting **ideas**: Mind mapping
   - Individual brainstorming → Cluster ideas in the group → Make agreements on the main topics
   - Important: Don't discuss problems now!
3. **Reality Check**: Different possible ways
   - Discuss if the implementation is feasible or not

Planning Phase: Extracting **results**

4. Analysis of Objectives
   - Compare the results of the reality check (3) with the common ideas (2)
   - Did the results change? Are there new results? Can results be deleted?
5. Interventional Level
   - **Extract the „results“ of your project for the Logframe**
   - You should restrict your results under 10

Step by step...

Figure 13: Link between Evaluation Criteria and the Logframe



3.rd. Step: **Assumtions**

- Feasibility of the project is determined by external factors: the assumtions. (Collumn 4 of the Logframe)
- Project managers have no influence on the assumtions but have to design the project facing them.
- What is important for the success of the project, what can be dangerous or an advantage?
- SWOT Matrix can help

Figure 18 – SWOT matrix

Strengths	Weaknesses
• Grassroots based and quite broad membership • Focused on the specific concerns of a relatively homogenous group • Men and women both represented • Provide a basic small scale credit facility	• Limited lobbying capacity and environmental management skills • Lack of formal constitutions and unclear legal status • Weak linkages with other organizations • Internal disagreements on limiting fishing effort in response to declining fish stocks
Opportunities	**Threats**
• Growing public/political concern over health impacts of uncontrolled waste disposal • New government legislation in preparation on Environmental Protection – largely focused on making polluters pay • The river is potentially rich in resources for local consumption and sale • New markets for fish and fish products developing as a result of improved transport infrastructure to nearby population centers	• Political influence of industrial lobby groups who are opposed to tighter environmental protection laws (namely waste disposal) • New environmental protection legislation may impact on access to traditional fishing grounds and the fishing methods that can be employed

Step 4: **Purpose**/aim of the project

- What is reached, when all the results are realized?
  - ➔ The attainment of the project aim includes therefore the attainment of all the project-results.
- Which impact has the project then?
- Which specific aim follows the project, to help reaching the overall objective?
- Short and clear definition!

How to formulate...

A common problem in formulating objective statements is that the purpose statement is formulated as a re-statement of the sum of the results, rather than as a higher-level achievement.

For example:

BAD PRACTICE	GOOD PRACTICE
Purpose is sum of results: ***"Water treatment is improved and levels of direct discharge into the river reduced"***	Purpose is consequence of results: ***"Improved quality of river water"***
Results: 1.1 Direct discharge of waste-water into the river reduced 1.2 Waste water treatment standards improved and enforced 1.3 Public awareness of environmental management responsibilities improved	

Step 5: Clarify **Overall Objective**

- It`s an aim on a higher, future level of the project
- It describes the long-term effects on society, which should be reached through the project.
- It “gives a contribution to…” political European aims.
- Question: Which contribution affords the Project aim beyond in a wider political, society context, especially in an european context?

Figure 24 – 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

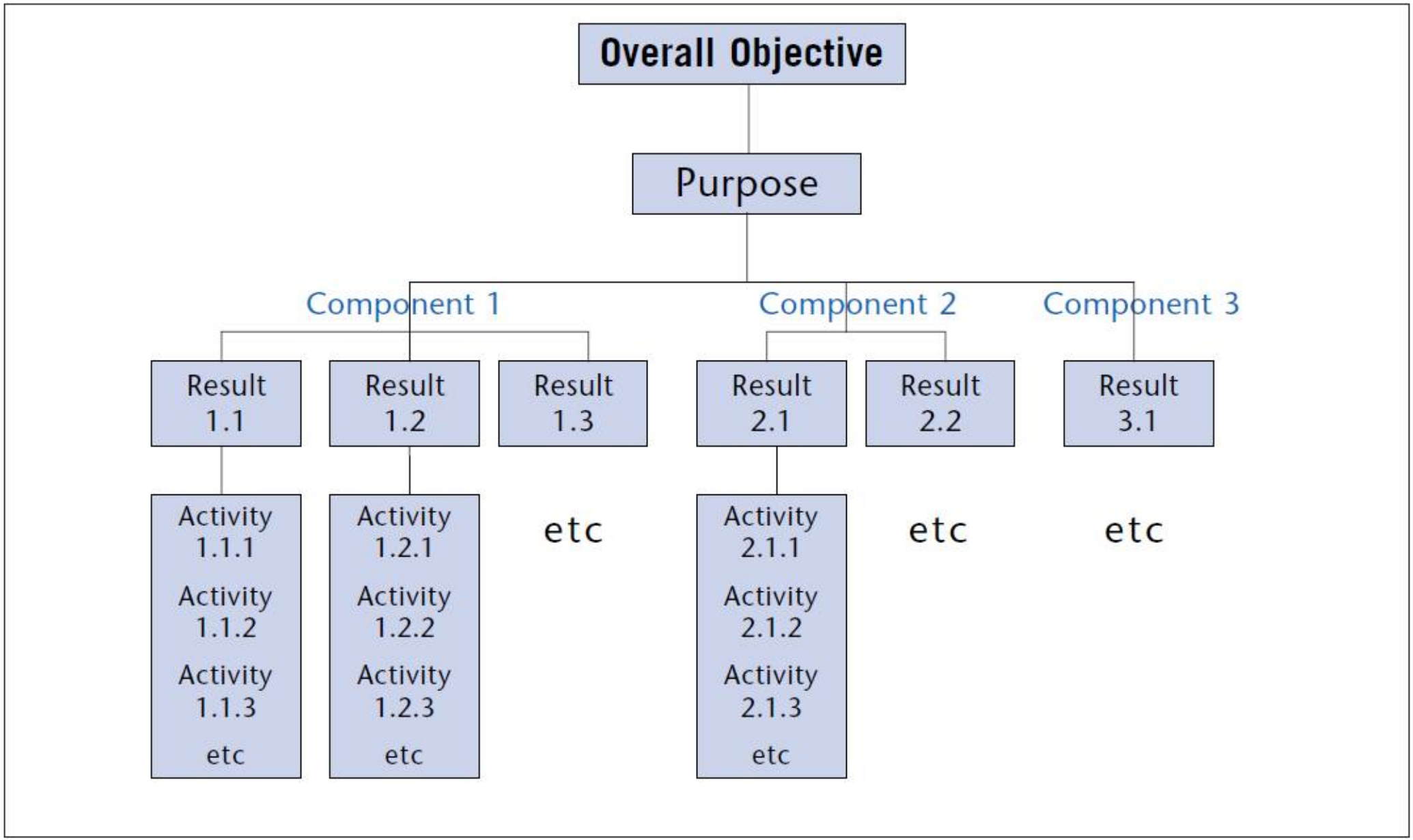
Figure 34 – Example of key elements of a draft Logframe Matrix

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			

Developing particular **activities**

- These are concrete measures, which should be done during the project, to reach the aims. Every result includes a number of activities.
- Follow the question, which actions/activities are necessary, to be able to reach the particular results.
- Collect activities for every result.

Figure 27 – Objective tree with reference numbering



When the objective hierarchy is read from the bottom up, it can be expressed in terms of:

IF adequate **inputs/resources** are provided, **THEN** **activities** can be undertaken;

IF the **activities** are undertaken, **THEN** **results** can be produced;

IF **results** are produced, **THEN** the **purpose** will be achieved; and

IF the **purpose** is achieved, **THEN** this should contribute towards the overall **objective**

If reversed, we can say that:

IF we wish to contribute to the overall **objective**, **THEN** we must achieve the **purpose**

IF we wish to achieve the **purpose**, **THEN** we must deliver the specified **results**

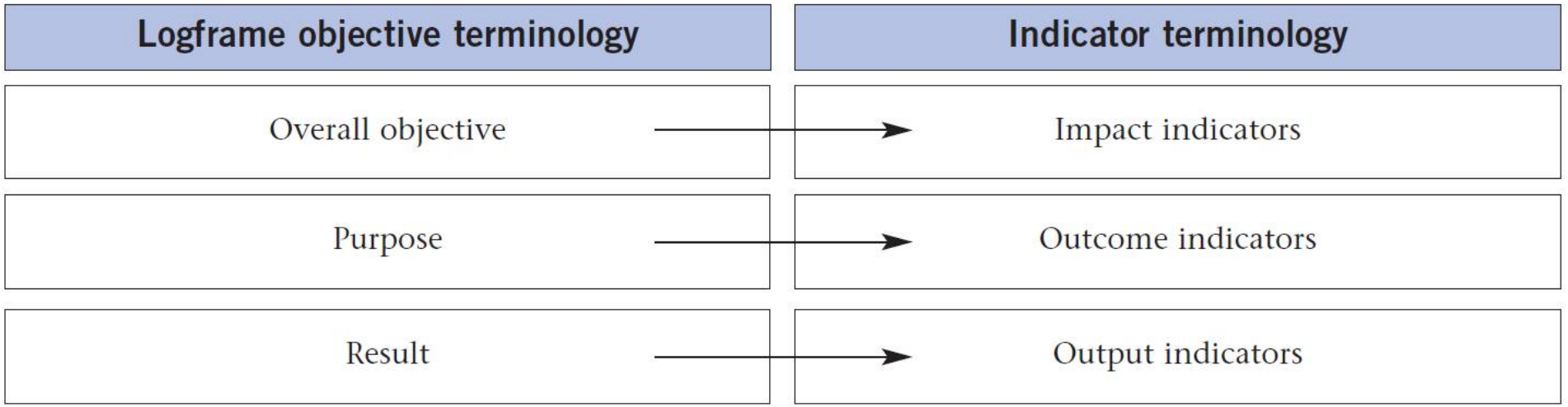
IF we wish to deliver the **results**, **THEN** the specified **activities** must be implemented; and

IF we wish to implement the specified **activities**, **THEN** we must apply identified **inputs/resources**.

Creating **indicators**

- This means to **collect the tools**, with which you will evaluate the process and the tasks of the project in the team
- Indicators should describe the **measurable consequences of activity** implementation
  - Tools might be for example: regularly evaluations in your team during the project, timetables with the tasks, gantt diagrams, etc.

Figure 32 – Link between logframe and Indicator Terminology



Sources for the **verification**

These are the official final-products, which are also prooved in the end

This can be for example websites, a guide line, a tool box with methods/results, certificates, surveys etc.

Example

Figure 33 – Example of an indicator and source of verification

Project description	Indicator	Source of Verification
Purpose Improved quality of river water	**The Indicator:** Concentration of heavy metal compounds (Pb, Cd, Hg) and untreated sewerage **The Quantity:** Is reduced by 25% compared to levels in 2003 **The Quality:** And meets established national health/pollution control standards **The Time:** By end of 2006	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).

Resource

- Please remind, that also „resources“ are important for the project.
- Collect the resources you already have (like experiences in this field, etc.) and the resources you still need to be able to accomplish the project.

Let's go :-)

EU-Project-Development Matrix

Projectname	Project Description	Indicators (for internal Monitoring)	Sources of verification	• Assumtions (External factors that may have influence, Chances and Riscs)
Overall objective	•	•	•	•
Project Aim/ Purpose	•	•	•	•
Results	•	•	•	•
Activities	•	•	•	•