What is the Logical Framework Approach?
LFA - DEFINITION

The logical framework approach is an analytical, presentational, and management tool which can help planners and managers to;

LFA Definition-cont..

- Analyse the existing situation during project preparation;
- Establish a logical hierarchy of means by which objectives will be reached;
- identify potential risks;
- Establish how outputs and outcomes are best monitored and evaluated;
- Present a summary of the project in a standard format; and
- Monitor and review projects during implementation.
DISTINCTION BETWEEN THE LOGICAL FRAMEWORK APPROACH AND THE LOGICAL FRAMEWORK MATRIX

DISTINCTION BETWEEN LFA & LFM

The approach involves problem analysis, stakeholder analysis, developing a hierarchy of objectives and selecting a preferred implementation strategy.
DISTINCTION BETWEEN LFA & LFM

The product of this analytical approach is the matrix (the Logframe), which summarises what the project intends to do and how, what the key assumptions are, and how outputs and outcomes will be monitored and evaluated.

The Log-Frame Matrix Structure

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Performance Indicator</th>
<th>Means of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>Xxxxx</td>
<td>xx</td>
<td></td>
</tr>
<tr>
<td>Purpose</td>
<td>Xxxxx</td>
<td>Xxxxx</td>
<td>Xxx</td>
</tr>
<tr>
<td>Component Objectives</td>
<td>Xx</td>
<td>Xxxxxxx</td>
<td>Xxxxxx</td>
</tr>
<tr>
<td>Outputs</td>
<td>Xxxxx</td>
<td>Xx</td>
<td>Xxx</td>
</tr>
<tr>
<td>Activities</td>
<td>xxxxxxx</td>
<td>Xxx</td>
<td>xxx</td>
</tr>
</tbody>
</table>
The history of LFA

LFA was first formally adopted as a planning tool for overseas development activities by USAID in the early 1970s. Its origins can be traced back to private sector management theory, such as the ‘management by objectives’ approach which initially became popular in the 1960s.

The history of LFA

LFA has since been adopted, and adapted as a planning and management tool by a large number of agencies involved in providing development assistance. These include the British DFID, Canada’s CIDA, the OECD Expert Group on Aid Evaluation, the International Service for National Agricultural Research (ISNAR), Australia’s AusAID and Germany’s GTZ. AusAID has been using LFA as a formal part of its activity cycle management procedures since the mid-1980s.
When should LFA be used?

LFA can be used throughout the activity management cycle in:

- **Identifying** and assessing activities that fit within the scope of organisation programs;
- **Preparing** the project design in a systematic and logical way;
- **Appraising** project designs;
- **Implementing** approved projects; and
- **Monitoring**, **Reviewing** and **Evaluating** project progress and performance.
Who should be involved?

Project planning and management should always be approached as a team task. This requires that adequate opportunity be given to colleagues and key stakeholders to provide input to the process and product of LFA.

This can be supported by:

- Taking time to explain the principles of LFA and clarifying the terminology used;
- Integrating effective team work and adult learning methods into meetings with stakeholder groups; and
- Ensuring that stakeholder groups are involved in the initial situation and/or problem analysis.
LFA is, however, not a tool that all community members should necessarily be required to understand or use. While ‘logical’ in concept, its effective application poses many challenges, even to the experienced user.

STAGES OF LFA

Prior to beginning work on project design and the construction of a Logframe matrix, it is important to undertake a structured analysis of the existing situation. LFA incorporates four main analytical elements to help guide this process:
Analysing the situation

• Problem Analysis
• Stakeholder Analysis
• Objectives Analysis and,
• Selection of a preferred implementation strategy.

Problem Analysis and the Problem Tree

Development projects are usually proposed as a response to addressing and overcoming identified development problems.
Problem analysis involves

• Identifying what the main problems are and,
• Establishing the cause and effect relationships between these problems.

The key purpose of this analysis is to try and ensure that ‘root causes’ are identified and subsequently addressed in the project design, not just the symptoms of the problem(s). A clear and comprehensive problem analysis provides a sound foundation on which to develop a set of relevant and focused project objectives.
If Jane goes to the doctor with a bad headache, and the doctor prescribes a pain killer without any further detailed diagnosis, the doctor is treating the **effect** and not the **cause** of Jane’s problem. Without finding out what is causing the headache in the first place, it is likely that pain will persist as soon as the medication wears off. Projects which only address the effects of problems, and not underlying causes, are therefore unlikely to bring about sustainable benefits.

### THE PROBLEM TREE

- One main tool used in problem analysis is the ‘problem tree;
- At the centre of the problem tree is the main problem;
- Below the problem tree are the causes of the problem and,
- At the top of the problem tree are the effects of the problem/s at stake.
Important Points to note when using the Problem Tree Tool

• There are two main approaches that can be used to help give focus to the problem analysis, namely the ‘focal problem’ method and the ‘objectives oriented’ method.
• Problem analysis should be undertaken as a group learning activity involving stakeholders…..
• Explanation is provided in slide “26”.

Important Points to note when using the Problem Tree Tool

• It may be appropriate to undertake a number of separate problem analysis exercises with different stakeholder groups, to help determine different perspectives and how priorities vary;
• The exercise should be presented as a learning experience for all those involved, and as an opportunity for different views and interests to be presented and discussed…..
Important Points to note when using the Problem Tree Tool

• It is important to recognise that the product (the problem tree diagram) should provide a simplified but nevertheless robust version of reality because;
• If it is too complicated, it is likely to be less useful in providing direction to subsequent steps in the analysis.

(i) Focal problem’ method - development problems (or constraints) are brainstormed by the team, a core or focal problem is identified, and the cause and effect analysis then pivots around the focal problem; or
(ii) Objectives oriented’ method – a broad/high level development objective is specified at the start of the analysis, and constraints to achieving this objective are then brainstormed, analysed and sorted into a cause and effect logic.
Preparatory Steps : Before starting work on preparing a problem tree

- Clarify the scope of the investigation or analysis;
- Inform yourself further;
- Identify the relevant stakeholder group(s) and
- Conduct the analysis.

Once the team is generally happy with the main elements of the problem tree, move on to investigating and documenting possible project solutions through using stakeholder analysis, the objective tree, alternatives analysis and finally the Logical Framework Matrix itself. Remember that planning is an iterative process and that elements of both problem analysis and stakeholder analysis will need to be revisited on an ongoing basis as new information and ideas come to light.
Stakeholder Analysis

Having identified the main problems and the cause and effect relationship between them, it is then important to give further consideration to who these problems actually impact on most, and what the roles and interests of different stakeholders might be in addressing the problems and reaching solutions.

Main Purposes of Stakeholder Analysis

• To better address distributional and social impacts of projects, programs and policies; and

• To identify existing or potential conflicts of interest, and factor appropriate mitigation strategies into activity design.
Stakeholder analysis is about asking the questions: “Whose problem” and, if a project intervention strategy is proposed: “Who will benefit”. Stakeholder analysis is thus an essential element of problem analysis.

**Main Steps in Stakeholder Analysis**

- Identifying the principal stakeholders (these can be at various levels, eg local, regional, national);
- Investigating their roles, interests, relative power and capacity to participate;
- Identifying the extent of cooperation or conflict in the relationship between stakeholders; and
- Interpreting the findings of the analysis and defining how this should be incorporated into project design.
When looking at who the stakeholders are, it is useful to distinguish between the ‘target group’ and the broader group of stakeholders (the target group is one of the principal stakeholders).

**Target group**

The target group are those who are directly affected by the problem/s in question and who might be beneficiaries of any proposed project solution. The groups who might be specifically considered in any such analysis would depend on the nature of the problems, and could include:
Target Groups-Examples

- Men/women;
- Rich/poor;
- Young/old;
- Small scale/large scale farmers;
- Rural/urban dwellers;
- Landowners/landless; and
- informal traders.

Other Stakeholders

Stakeholders include both the target group and other government or private agencies (or groups) who have an interest in, or a responsibility for, addressing the identified development problems. Stakeholders might include individuals, communities, institutions, commercial groups, policy makers or Government line agencies.

For most bilateral aid projects the partner government’s implementing line agencies will be primary stakeholders. Adequate analysis of their roles, interests and capacity to participate should therefore be factored into project preparation.
**Analysis of objectives**

Objective trees should be prepared after the problem tree has been completed and an initial stakeholder analysis has been undertaken.

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**Objective Trees**

In its simplest form, the objective tree uses exactly the same structure as the problem tree, but with the problem statements (negatives) turned into objective statements (positives).....
Objective Trees

• While the problem tree shows the cause and effect relationship between problems, the objective tree shows the means - end relationship between objectives.

• This leads directly into developing the project’s narrative description in the Logical Framework Matrix.....

Once the negative statements from the problem tree have been re-worded to positive statements, the following checks become necessary:
Re-worded Statements

• Are the statements clear and unambiguous?
• Are the links between each statement logical and reasonable? (Will the achievement of one help support the attainment of another that is above it in the hierarchy?)
• Is there a need to add any other positive actions and/or statements? More detail may be required.
• Are the positive actions at one level sufficient to lead to the result above?
• Is the overall structure simple and clear? Simplify if possible or necessary.

Analysing Alternative Strategies

During the process of analysing the problems, stakeholder issues and developing a draft objective tree, views on the potential merits or difficulties associated with different possible project interventions are likely to have been developed and discussed by the design team.....
Analysing Alternative Strategies

These options then need to be further scrutinised to help firm up the likely scope of the project before more detailed design takes place.

Questions To Be Asked Include

• Should all of the identified problems and/or objectives be tackled, or a selected few?
• What is the combination of interventions that are most likely to bring about the desired results and promote sustainability of benefits?
• What are the likely capital and recurrent cost implications of different possible interventions, and what can be realistically afforded?........
Questions To Be Asked Include

• Which strategy will best support participation by both women and men involved?
• Which strategy will most effectively support institutional strengthening objectives?
• How can negative environmental impacts be best mitigated or avoided?

Assessing Alternative Interventions: Criteria That Could Be Applied

• Benefits to target groups - equity and participation;
• Total cost and recurrent cost implications;
• Financial and economic viability;
• Technical feasibility;
• Ability to repair and maintain assets;
• Sustainability;
• Contribution to institutional strengthening and management capacity building;
• Environmental impact; and
• Compatibility of project with sector or program priorities.
Objective Tree: Link to the Logframe matrix

- Objective tree can be used to start framing the objectives hierarchy in the first column of the Logframe matrix;
- Objectives at the top of the tree should help frame goal and purpose statements, while further down the tree component objective and output statements can be identified.

The Logframe matrix

The results of the logical framework analysis are presented, and further analysed, through the development of a Logframe matrix. The matrix should provide a summary of the project design and, when detailed down to output level, should generally be at most five pages long.....
The Logframe matrix

The Logframe matrix has four columns and usually four or five rows, depending on the number of levels of objectives used to explain the means-ends relationship of the project.

VERTICAL LOGIC

- The **vertical logic** identifies what the project intends to do, clarifies the causal relationships, and specifies the important assumptions and uncertainties beyond the project manager's control.
HORIZONTAL LOGIC

• The horizontal logic defines how project objectives specified in the project description will be measured, and the means by which the measurement will be verified.
• This provides the framework for project monitoring and evaluation.

TERMINOLOGY-BRIEF DESCRIPTION

• Project description provides a narrative summary of what the project intends to achieve and how. It describes the means by which desired ends are to be achieved (the vertical logic)……
TERMINOLOGY-BRIEF
DESCRIPTION

• **Goal** refers to the sectoral or national objectives to which the project is designed to contribute, e.g., increased incomes, improved nutritional status, reduced crime;

• **Purpose** refers to what the project is expected to achieve in terms of development outcome at the end, or soon after, the project life……..

TERMINOLOGY-BRIEF
DESCRIPTION

• **Component Objectives.** Where the project or program is relatively large and has a number of components (output/activity areas) it is useful to give each component an objective statement;

• **Outputs** refer to the specific results and tangible products (goods and services) produced by undertaking a series of tasks or activities;………..
TERMINOLOGY-BRIEF
DESCRIPTION

• **Activities** refer to the specific tasks undertaken to achieve the required outputs;
• **Inputs** refer to the resources required to undertake the activities and produce the outputs;
• **Assumptions.** Assumptions refer to conditions which could affect the progress or success of the project, but over which project managers have no direct control, e.g. price changes, rainfall, land reform policies etc……

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TERMINOLOGY-BRIEF
DESCRIPTION

• **Indicators.** Indicators refer to the information we need to help us determine progress towards meeting stated project objectives. An indicator should provide, where possible, a clearly defined unit of measurement and a target detailing the quantity, quality and timing of expected results.
TERMINOLOGY-BRIEF
DESCRIPTION

• Means of verification (MOVs). Means of verification should clearly specify the expected source of the information we need to collect. We need to consider how the information will be collected (method), who will be responsible, and the frequency with which the information should be availed.

MANAGEMENT INFLUENCE

• The Logframe helps to indicate the degree of control managers have over the project. Managers should have considerable direct control over inputs, activities and outputs, but can only be expected to exert influence over the achievement of project purposes through the way in which outputs are managed. Project managers usually have no direct influence over achieving the goal, and can only be expected to monitor the broader policy and program environment to help ensure the project continues to be contextually relevant.
Overall Considerations

• An effective proposal has to make a compelling case. Not only must the idea be a good one, but also so must be the presentation. All of the requirements of the funding source must be met: prescribed format, necessary inclusions, deadlines, etc.
The following must be observed

• The proposal should have a clear, descriptive title;
• The proposal should be a cohesive whole, building logically, with one section leading to another; this is an especially important consideration when several people have been involved in its preparation;

Observations – cont..

• Language should be clear and concise, devoid of jargon.
• Explanations should be offered for acronyms and terms which may be unfamiliar to someone outside the field.
• Each of the parts of the proposal should provide as brief a narrative as possible, with supporting data relegated to an appendix.
What is a Proposal?

• A proposal is a request for financial assistance/support to implement a project.
• A proposal must justify each item in the list of things one wants, so that a donor agency can decide if it wants to provide some or all of those things.
• It should be an honest "sales" document. Its job is to inform and to convince.

What is a Proposal? Cont…

• It is not a place to preach, boast or to deceive. If you are convinced it is a good idea and should be supported, your project proposal should honestly report it to decision makers who weigh its merits against other donation commitments.
• It should clearly indicate how and when the project will end, or become self-supporting.
• Proposals should be neat and tidy, preferably typewritten, and without any extraneous or unnecessary information.
Contents of a Proposal

- Cover Letter
- Title Page (Cover):
- Summary or Abstract
- Problem Statement or Needs Assessment
- Goals and Objectives
- Methodology
- Beneficiaries (Target Group)

Contents of a Proposal

- The Organization (Profile)
- The Schedule / Work Plan
- Performance Monitoring Plan
- Future Funding
- Budget
- Appendices (Attachments)
THE END