

Session 2.1 – Developing a Logical Framework Approach

Aim

To understand the Logical Framework Approach as a tool to describe major elements of a project in a structured manner, answering questions about the why, what and how of a project, as well as the who, where and when.

Outcome of this session

By the end of this session participants will be able to:

- Formulate project goal, purpose and objectives
- Distinguish between outputs, outcomes and impact;
- Develop a results chain for a project.
- Identify key assumptions and risks associated with the implementation of a project.
- Develop an LFA
- Prepare a brief project description (narrative) based on LFA.

Key points

1. The LFA is an analytical, presentational and management tool with different elements
2. The development of an LFA is an iterative process
3. The product of a LFA process is LFM (logframe matrix)
4. The different levels of results (output, outcome, impact) form a result chain

Materials and handouts

2.1.1 LFA definitions

2.1.2 LFA explained

Handout 2.1.1 – LFA definitions

Goal refers to the sectoral or national objectives to which the project is designed to contribute in a sustainable way, eg increased incomes, improved nutritional status, reduced crime, reduced HIV prevalence. The goal helps set the macro-level context within which the project fits, and describes the long-term impact that the project is expected to **contribute** towards (but not itself achieve or be solely accountable for).

The **‘project goal’** is the higher order objective to which the project is intended to contribute. The goal is:

- Beyond the reach of the project
- Contributing towards the national strategic framework
- Other projects contribute to the same goal

Project Purpose refers to what the project is expected to achieve at the end, or soon after, the project life. Examples might include increased agricultural production, higher immunisation coverage, cleaner water, improved legal services, reduced HIV infection among a specific target group. There should generally be only one purpose statement. The **‘project purpose’** is the stated objective of the project and it is:

- Within the reach of the project
- ‘Owned’ by the project partners
- Project is assessed against achievement of purpose

Impact – usually describes ‘big picture’ changes that your project is working toward but that you alone cannot bring about. Impact illustrates the underlying goal of your work; it answers why the work is important. Example: Reduced HIV/AIDS infection OR Spread of HIV/AIDS controlled.

Outcome is a medium term development result that is the logical consequence of achieving a combination of outputs. For instance, an outcome could be “adoption of safe sexual practices by commercial sex workers”. This outcome may result from a combination of various outputs like sex workers provided with condoms, sex workers made more aware of the effects of HIV infection and modes of its transmission, sex workers capacity to negotiate condom use enhanced, brothel owners more supportive of condom use and so on.

Outputs refer to a short term development result that is the consequence of one or more development activities. These are the specific results and tangible products (goods and services) produced by undertaking a series of tasks or activities. Examples as given above in the outcome section. The delivery of project outputs should be largely under project management's control.

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Activities refer to the specific tasks undertaken to achieve the required outputs. Examples; training peer educators, conducting HIV/AIDS awareness raising seminar, providing needles and syringes to IDUs or providing condoms to sex workers etc. However, the Logframe matrix should not include too much detail on activities otherwise it becomes too lengthy. Detailed activity planning should be done in the Work Breakdown Structure.

Inputs refer to the resources required to undertake the activities and produce the outputs, eg as personnel, equipment, and materials. However, inputs should not be included in the LFM..

Building a Results Chain: Exercise

Please arrange the following in a logical order by marking each statement with a number from 1 to 5.

1. More knowledge about PCM
2. Improved proposal writing skills
3. Training in PCM for 18 people
4. 18 people trained in PCM
5. More resources in HIV/AIDS sector

Solution:

1. Training in PCM for 18 people
2. 18 people trained in PCM
3. More knowledge about PCM
4. Improved proposal writing skills
5. More resources in HIV/AIDS sector

Assumptions and Risks:

Projects are always subject to influence by factors outside the direct control of project managers. Most of the social development projects require the cooperation of a number of different stakeholder groups, are often implemented in poorly resourced and unstable environments, and require behavioural change on the part of participants.

Assumptions refer to conditions which could affect the progress or success of the project, but over which project managers have no direct control, eg price changes, rainfall, land reform policies, non-enforcement of supporting legislation. An assumption is a positive statement of a condition that must be met in order for project objectives to be achieved. For example; government remains supportive of HIV/AIDS reduction related activities, or law and order remains under control in the project area. A risk is a negative statement of what might prevent objectives being achieved. For example, outbreak of violence in different ethnic or sectarian groups in the project area, sudden increase in the prices of

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commodities, or hindrances created by local administration in project implementation.

Whether assumptions or risks are used, the purpose is the same, namely to assess and address external impacts on the project and improve where possible, the robustness of the design.

An **indicator** is a pointer. It is a number, a measurement, a fact, an opinion, or a perception that helps you to measure progress towards achieving results. Examples: No of service providers trained, No of households reached, percentage of peer educators who can describe three mode of HIV transmission.

SMART results?

Specific: the result should state clearly what the programme is trying to achieve such as “ IDUs more aware of harm reduction methods” or “IDUs provided with needles and syringes”

Measurable: the result should be able to be measured fairly easy without massive resources devoted to research and evaluation: a measurable result might be “200 100 IDUs provided with needles and syringes”

Achievable: within the available resources: if funds and outreach workers are only sufficient to reach 100 IDUs, then a result of reaching 1000 IDUs would not be achievable

Relevant: the result must contain an activity which is effective in HIV prevention among IDUs and relevant to the IDUs: a result to teach IDUs to bake cakes would not be relevant

Time constrained: the result must contain a limit to the time it will take to be achieved, otherwise it is difficult to measure: for example to ‘100 IDUs reached in three months’ or ‘50 IDUs trained in peer education within one year’.

Handout 2.1.2 – LFA Explained

1. Logical Framework Approach: OVERVIEW

LFA is an analytical, presentational and management tool which can help planners and managers:

- analyse the existing situation during project preparation;
- establish a logical sequence of activities and various types of results
- identify the potential risks to achieving the results;
- establish how results will be monitored and evaluated;
- present a summary of the project in a standard format;
- monitor and review projects during implementation.

A distinction is usually made between what is known as the Logical Framework Approach (LFA) and the Logical Framework Matrix. The approach involves problem analysis, stakeholder analysis, developing a results chain and an implementation strategy. The product of this analytical approach is the matrix (the Logframe), which summarizes what the project intends to do and how, what the key assumptions are, and how outputs and outcomes will be monitored and evaluated

The Logical Framework Approach is an aid to thinking, not a substitute for creative analysis.

2. When to use

LFA can be used throughout the project management cycle in:

- identifying and assessing activities;
- designing the project;
- appraising project designs;
- implementing projects; and
- monitoring and evaluating project progress and performance.

3. Vertical logic

Developing an LFA involves linking inputs with activities and then activities with desired results. This can be expressed in terms of:

- IF inputs are provided, THEN activities can be undertaken;
- IF activities are undertaken, THEN outputs will be produced;
- IF outputs are produced, THEN outcomes will be achieved;
- IF outcomes are achieved, THEN the project purpose will be supported;
- IF the project purpose is supported, this should then contribute towards the overall goal.

Each level thus provides the rationale for the next level down: the goal helps define the purpose, the purpose the outcomes , and so on.

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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.

The necessary and sufficient conditions within the vertical logic are another way of viewing this issue. These indicate that:

- Achieving the purpose is necessary but not sufficient to attain the goal. This is because the project is but one of a number of projects or initiatives that contribute to the goal.
- Producing the project outputs is necessary but may not be sufficient to achieve the outcomes. Other factors beyond the project's control are again likely to have an influence on achievement of outcomes.
- Carrying out project activities should be necessary and sufficient to produce the required outputs (although some risks will always remain).

4. Strengths and weaknesses

For all its potential advantages LFA provides no magic solution to identifying or designing good programs or projects, no matter how clearly understood and professionally applied.

To help avoid the common problems and possible dangers, those using the Logframe should:

- Emphasise the importance of the LFA process as much as the matrix product.
- Ensure stakeholders participate in the analytical process.
- Treat the matrix as a presentational summary. Keep it clear and concise.
- Be prepared to refine and revise the matrix as new information comes to light.
- Expect the first Logframe to be a draft which will require reworking.
- Do not place too much emphasis on detailed target specification within the matrix during the planning stages.

When LFA is used in a flexible manner and a consultative approach is taken, it is a powerful analytical tool to support project planning and implementation.

Overheads of presentations of day 2
