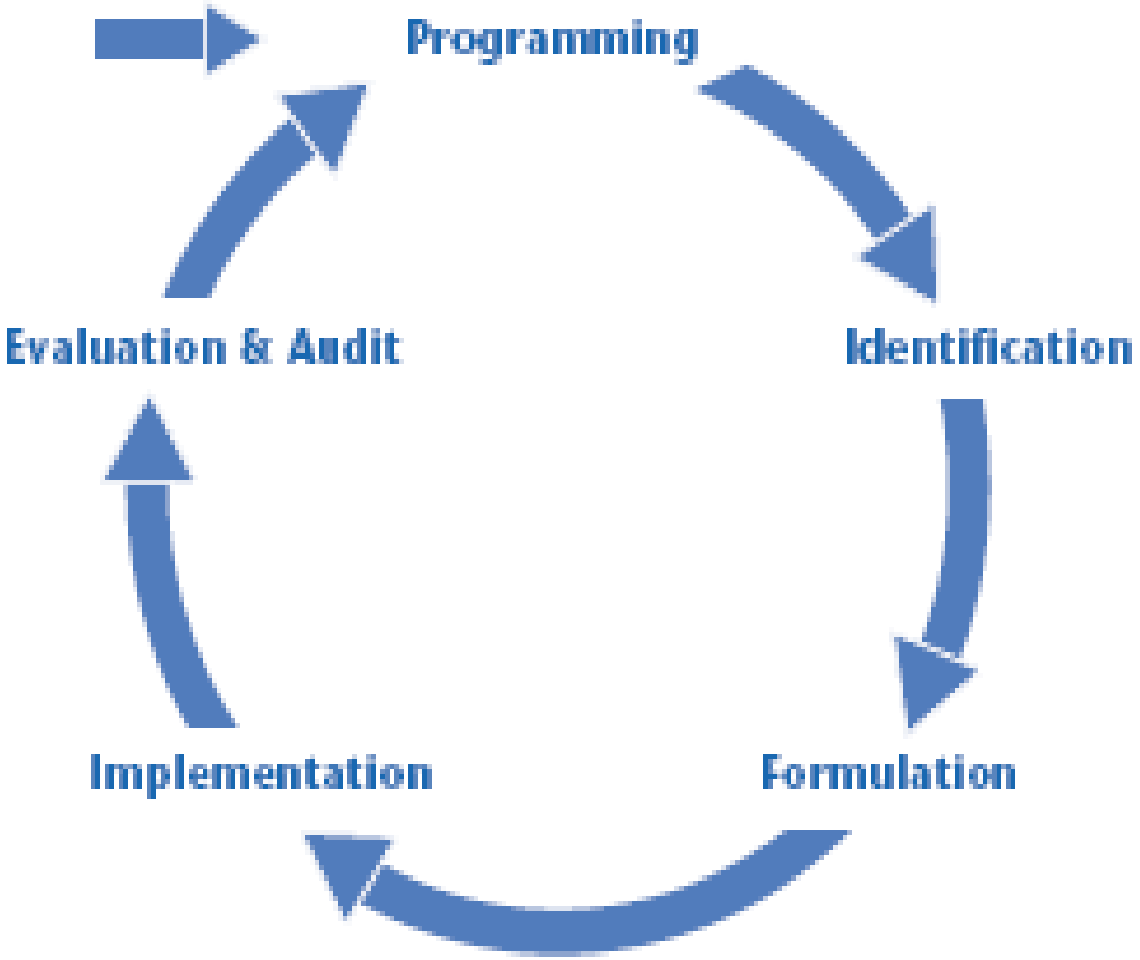
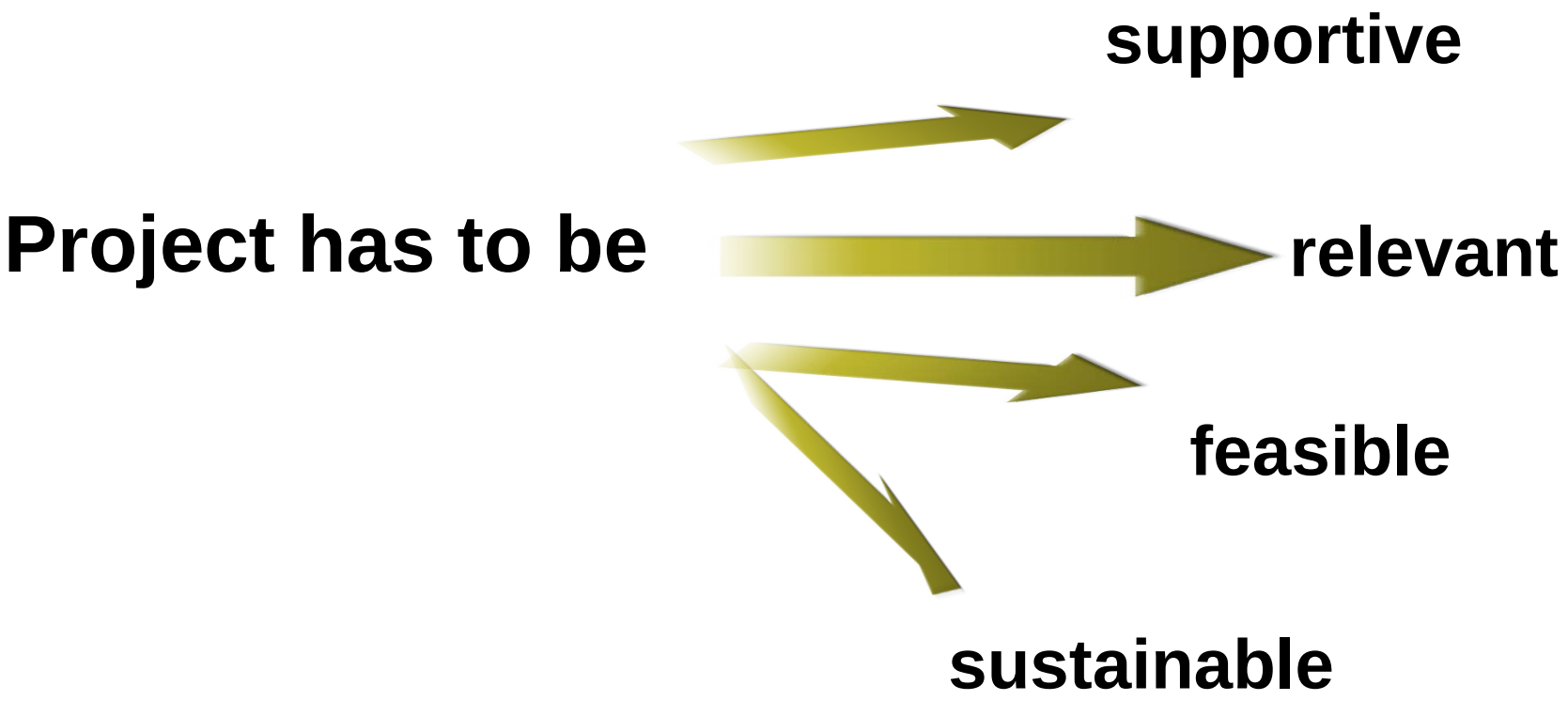
II Project Cycle Management :A Technical Guide
The Logical Framework Approach

The Project Cycle



Project Cycle Management



It specifies:

- **general objectives**
- **financial envelopes**
- **specific objectives and expected results for each co-operation area**
- **crosscutting issues taken into consideration (gender, environment)**

Phase 2
Identification
Purpose

- identify project ideas that are consistent with general objectives of the program
- assess the quality criteria of these project ideas

Phase 3
Formulation
Purpose

- Confirm the relevance and feasibility of the project idea
- Prepare a detailed project design, including the management and cooperation arrangements, financing plan, cost-benefit analysis, risk management, monitoring, evaluation and audit arrangements;

- Prepare a detailed budget

Phase 4
Implementation
Purpose

- **Deliver the results, achieve the specific objective and contribute effectively to the overall objective of the project;**
- **Manage the available resources efficiently;**
- **Monitor and report on progress**

Definition of Monitoring, Evaluation and Audit

They are carried out at different stages of the project:

Monitoring:

Assessment of the efficiency, effectiveness, impact, relevance and sustainability

Done ☐continuously

Evaluation:

Ongoing analysis of project progress towards achieving planned results

Done ☐occasionally

Audit:

Assessment of:

- The legality and regularity of project expenditure and income
- Whether project funds have been used efficiently and economically
- Whether project funds have been used effectively

Done ☐normally end of the project.

EIPA

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)

is an analytical process (involving stakeholder analysis, problem analysis, objective setting and strategy selection)

Logical Framework Matrix (LFM)

(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

Stakeholder Analysis

Key steps

1. Identify the general development problem or opportunity being addressed/considered;

2. Identify all those groups who have a significant interest in the (potential) project;

3. Investigate their
   - respective roles
   - different interests
   - relative power
   - capacity to participate (strengths and weaknesses)

1. Stakeholders

= Individuals or institutions that may – directly or indirectly, positively or negatively – **affect or be affected** by a project or programme.

2. Beneficiaries

= those who **benefit in whatever way** from the implementation of the project. Distinction maybe made between:

- **Target group(s):** The group/entity who will be directly positively affected by the project at the Project Purpose level.

This may include the staff from partner organisations;

- **Final beneficiaries:** Those who benefit from the project in the long term at the level of the society or sector at large,

Project partners

= Those who implement the projects in-country (who are also stakeholders, and may be a “target group”)

Stakeholders include:

- **Users groups**: people who use the resources or the services in an area;
- **Interest groups**: people who have an interest in , an opinion about, or who can affect the use of, a resource or service;
- **Beneficiaries** of the project
- **Decision-makers**
- **Those often excluded** from the decision-making process.

Stakeholders could belong to one or more of these groups.

Stakeholders may also be divided in two main types:

Primary Stakeholders

who benefit from, or are adversely affected by, an activity. They are the reason why a project is carried out – the end users.

Secondary Stakeholders

include all other people and institutions with an interest in the resources or area being considered.

Esercizio 1
Stakeholder Analysis

Problem Analysis

How to establish a Problem Tree

1. From the problems identified through the brainstorming exercise, **select an individual starter problem**;

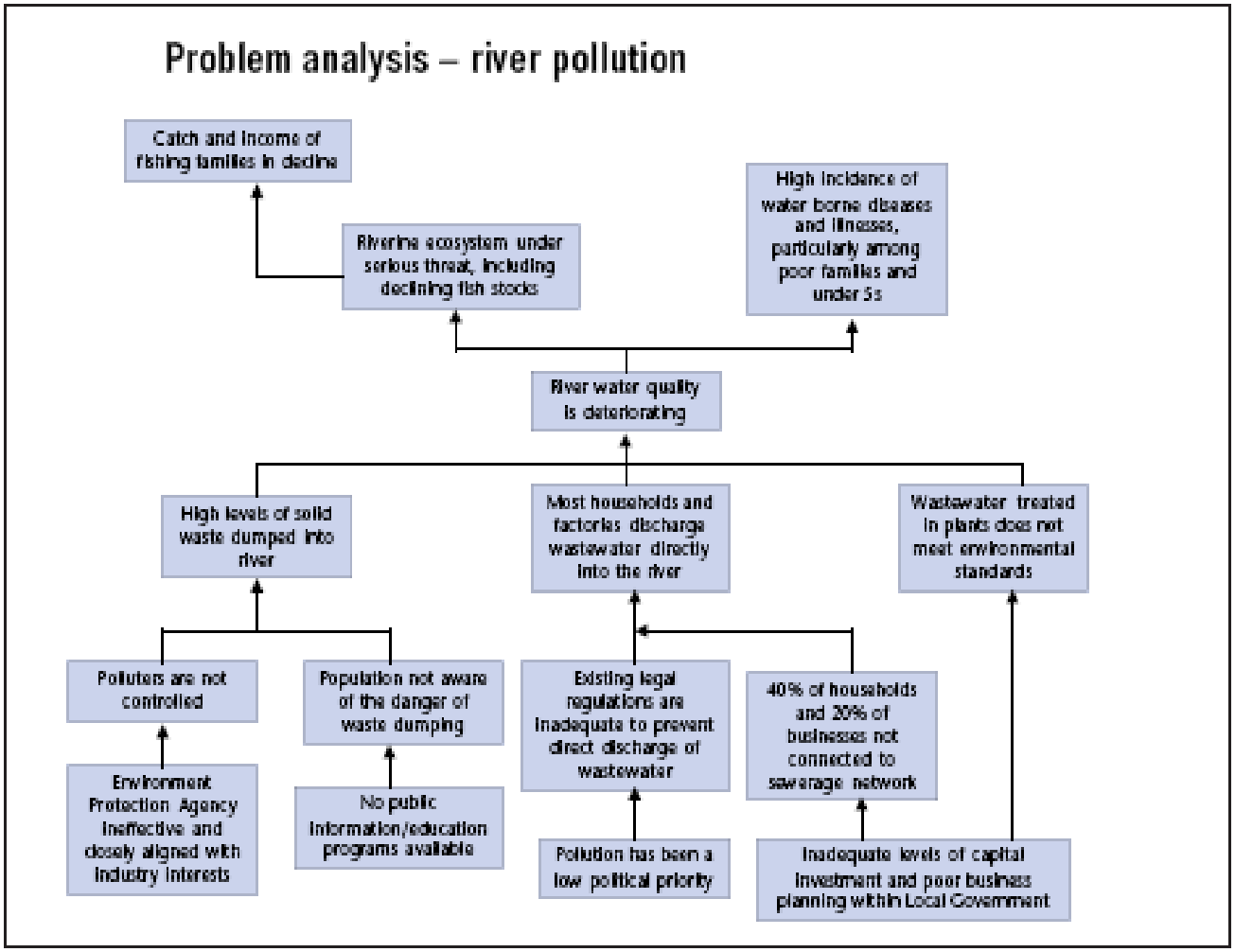
2. Look for **related problems to the starter problem**;

3. Begin to establish a hierarchy of cause and effects:
   - **Problems** which are **directly causing the starter problem** are put below
   - **Problems** which are **direct effects of the starter problem** are put **above**

4. All other problems are then sorted in the same way – the guiding question being “What causes that?”. If there are two or more causes combining to produce an effect, place them at the same level in the diagram.

Problem Analysis

An example



Effects

Causes

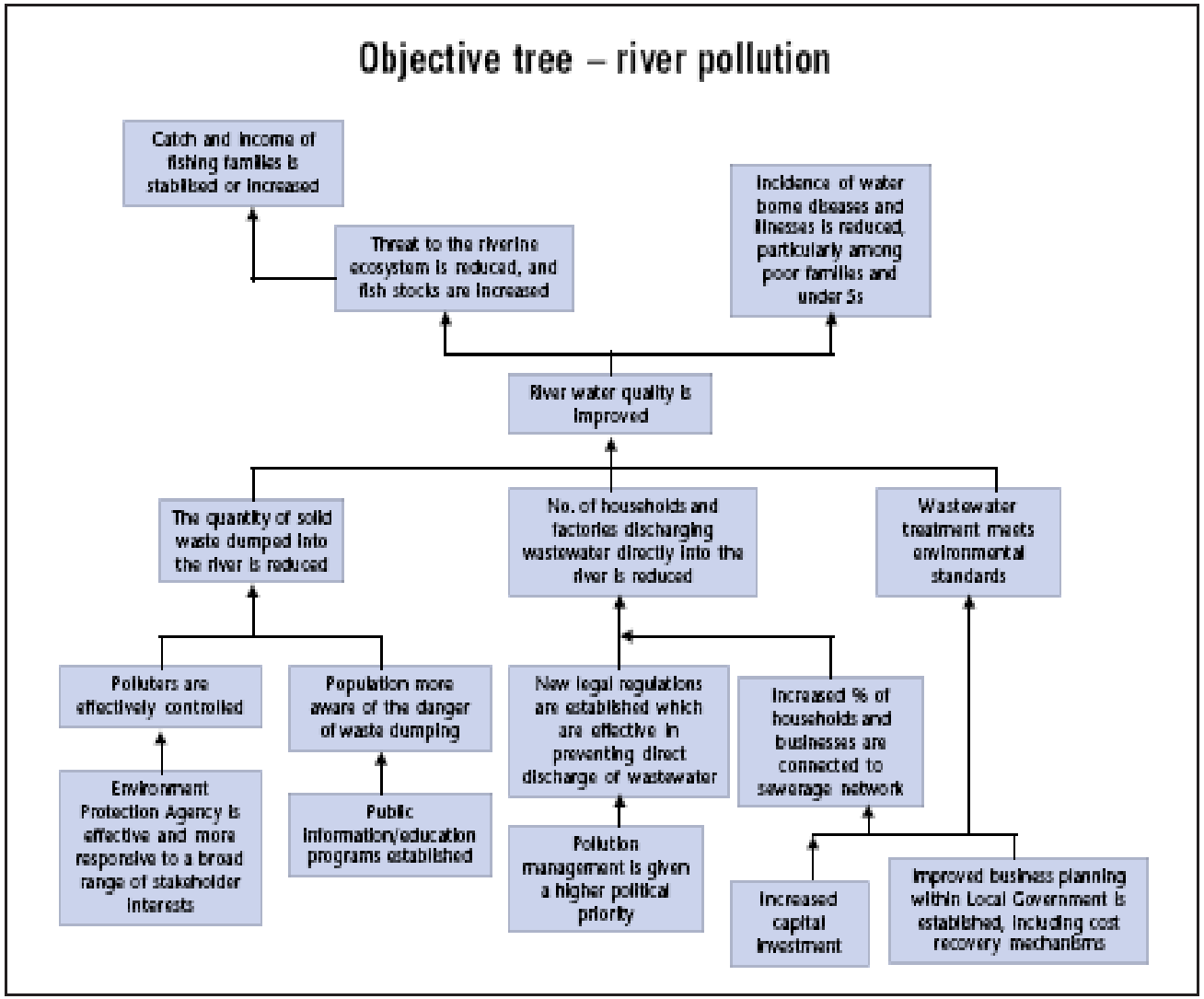
Esercizio 2
Problem Analysis

Analysis of Objectives

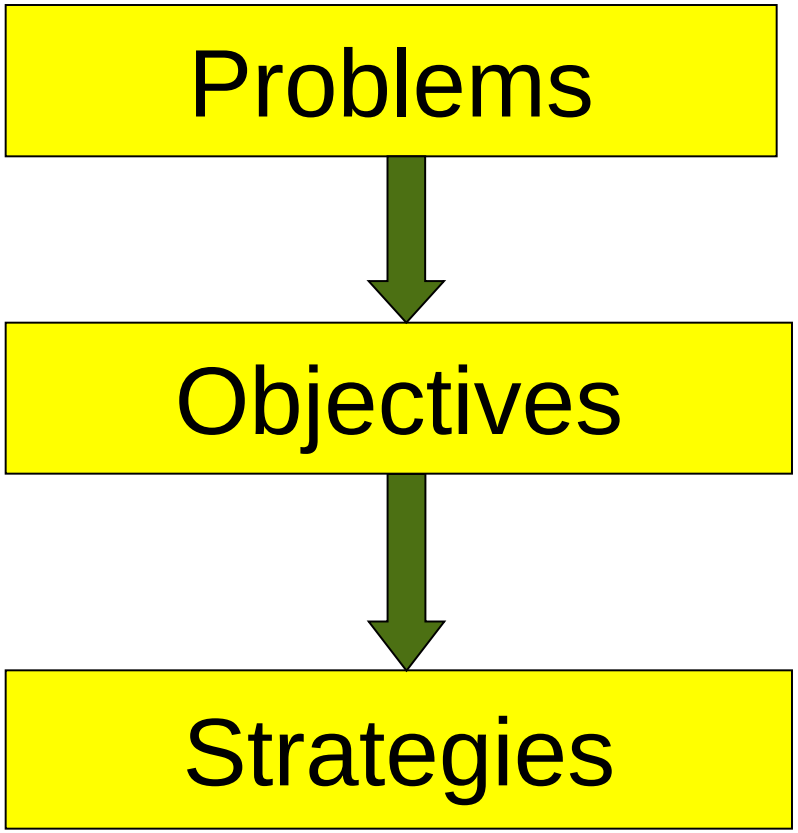
Reformulate all negative situations of the problem analysis into positive situations that are:

- desirable
- realistically achievable

Analysis of Objectives



Analysis Stage
Review



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

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

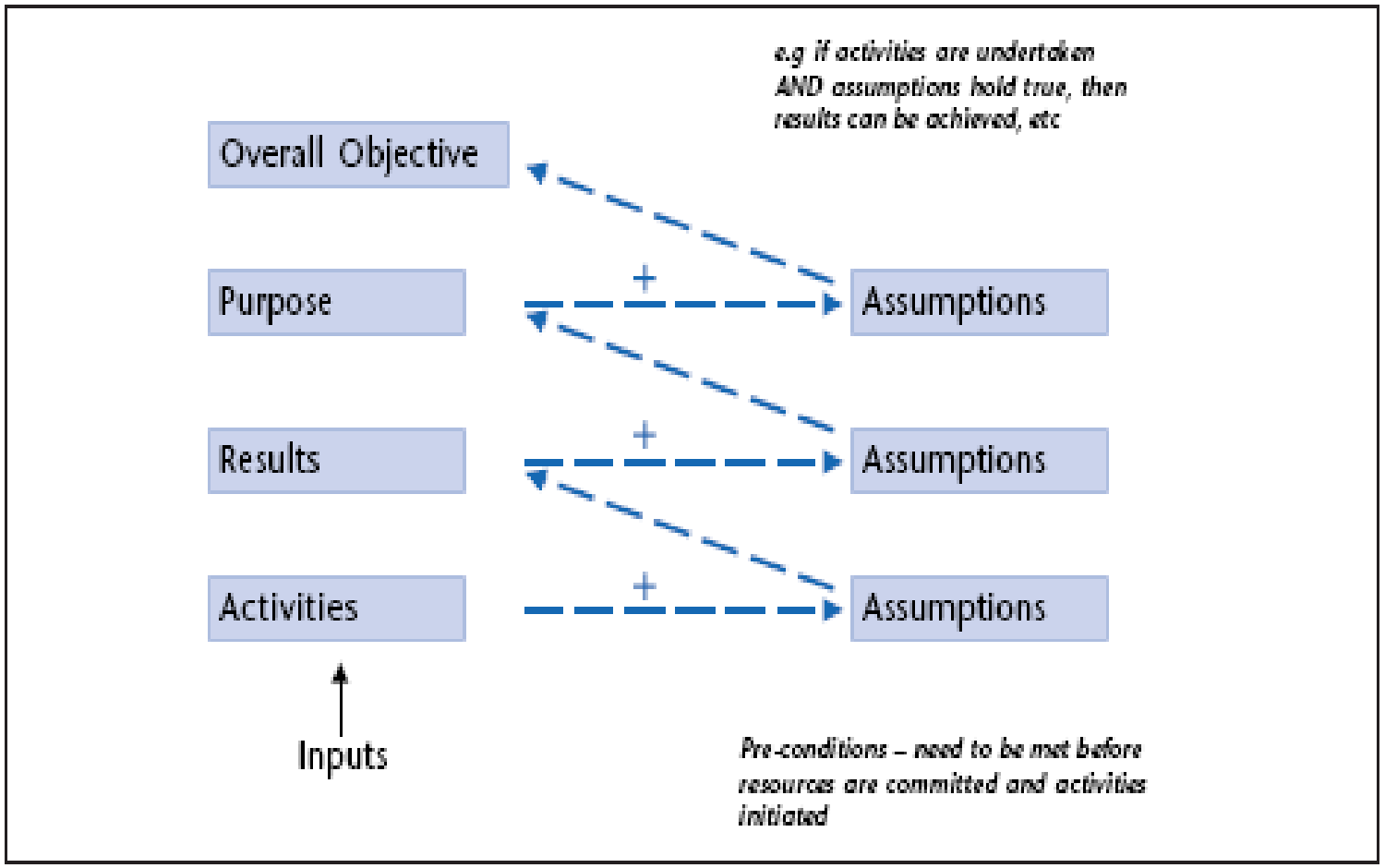
Objective statements in the Logframe Matrix should be kept **as clear and concise as possible**.

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)

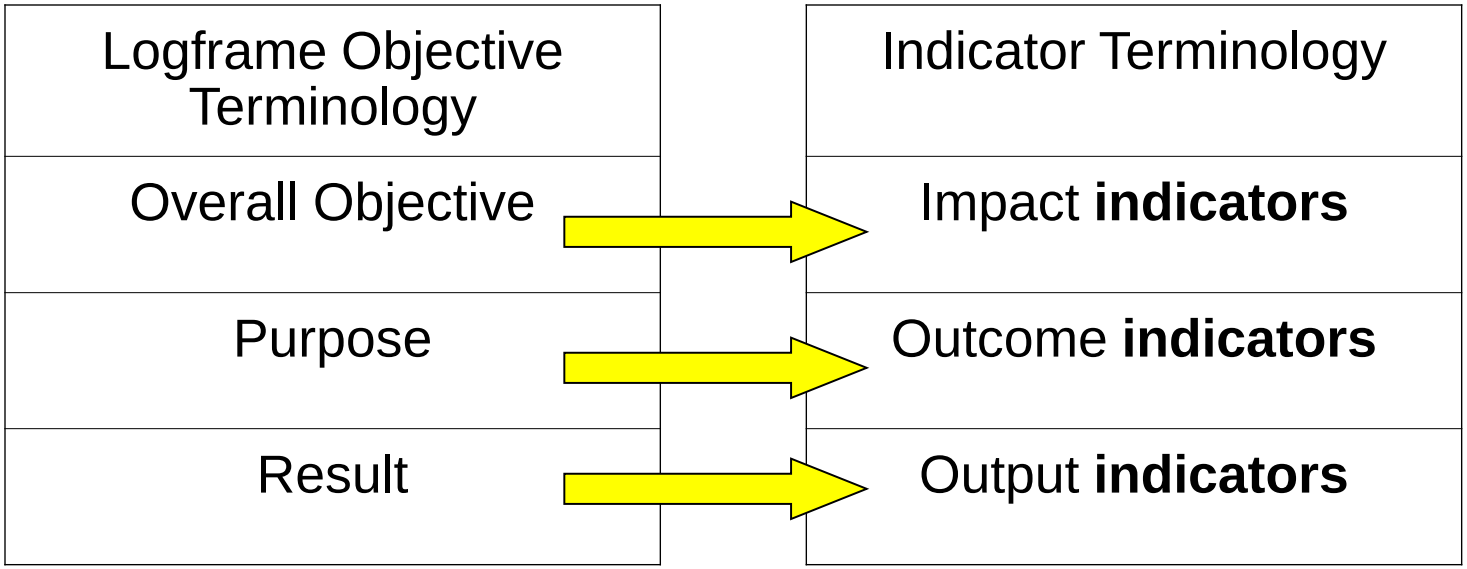
It should be considered and specified at the same time as the formulation of indicators.

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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