Logical Framework Analysis

Objectives

✓ To introduce Logical Framework Analysis (LFA) and its uses

✓ To become familiar with the main steps involved in conducting an LFA

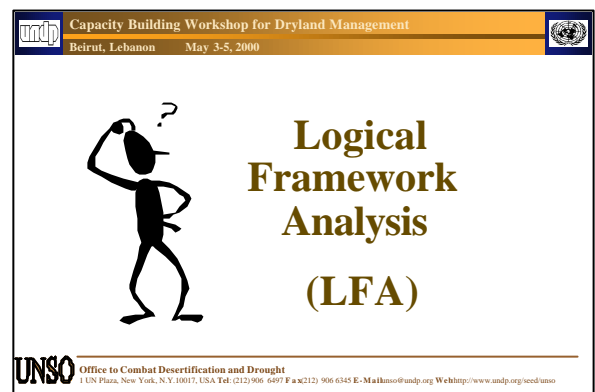✓ To provide the necessary background for the working group exercise on the Project Planning Matrix

DURATION: 30 Minutes

ACTIVITY: Presentation on the main features and steps in conducting an LFA

MATERIALS: Slides

Slide 0

Title: Logical Framework Analysis (LFA)

Slide 1

There is no set methodology for developing and implementing a dryland management programme. There are many techniques and methodologies available but there is not, and most likely never will be, a single blueprint.
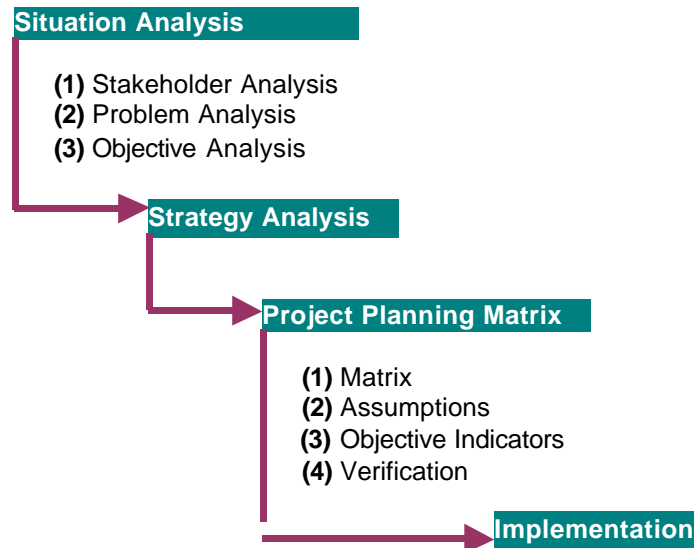
The logical framework (or logframe) approach provides a set of designing tools that, when used creatively, can be used for planning, designing, implementing and evaluating projects. The purpose of LFA is to undertake participatory, objectives-oriented planning that spans the life of project or policy work to build stakeholder team commitment and capacity with a series of workshops.

The technique requires stakeholders to come together in a series of workshops to set priorities and plan for implementation and monitoring.
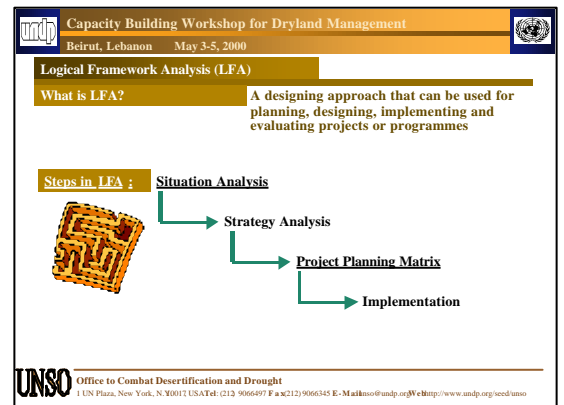
Steps in an LFA

There are 4 major steps in conducting an LFA, each with a set of activities to be carried out as outlined below:

Situation Analysis

(1) Stakeholder Analysis
(2) Problem Analysis
(3) Objective Analysis

Strategy Analysis

Project Planning Matrix

(1) Matrix
(2) Assumptions
(3) Objective Indicators
(4) Verification

Implementation

What follows is an introduction to these steps to understand the general principles in undertaking an LFA.

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The LFA approach begins by analysing the existing situation and developing objectives for addressing real needs.

A situation analysis has as its core task to find out the actual state of affairs with respect to an issue to be analysed; it is focussed by problems and an attempt to understand the system which determines the existence of the problems

The analysis phase is the most critical, yet most difficult, phase of the logframe approach. The analysis phase consists of three stages,

I. Analysis of stakeholders
II. Analysis of problems
III. Analysis of objectives.

We will begin by looking at the stakeholder analysis…

I. Stakeholder Analysis

Projects are influenced by many actors. Their different interests, potentials, deficiencies and other characteristics play a role in the process of designing and implementing a project. It has been a frequent experience in development that influential groups were not sufficiently considered in the planning, and hence caused disturbances in the implementation. Thus it is usually necessary and expedient to analyse participants in a project as part of the planning process.

In using the LFA approach, the stakeholder analysis is an analysis of the problems, fears, interests, expectations, restrictions and potentials of all:
- important groups
- organisations and institutions
- implementing agencies
- other projects and
- individuals

who may have an influence on a situation/(intended) project or are themselves affected by it. Those analysed in detail should be limited to those who are perceived to:

- be able to contribute to questions to be answered
- be important with regard to decisions to be taken.

They should constantly be referred to in developing the LFA. Key questions to ask in preparation for developing the logframe are:

➢ Who will be involved in the logframe development?
➢ Where will the development be conducted?
➢ Who will facilitate the development of the logframe?
➢ What background materials, papers and expertise may be needed?
➢ What materials and logistics are required?

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II. The Analysis of Problems

The analysis phase usually begins with an analysis of problems. The problem analysis is undertaken by identifying the main problems and developing a 'problem tree' through an analysis of cause and effects.

It starts by focusing on the problems and as such it:

➢ analyses only those issues which are identified to be problematic, be guided by problem view i.e. **-Which are the problems the project is addressing?**

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Logical Framework Analysis (LFA)
Situation Analysis   (2) Problem Analysis

-Which are the problems the project is addressing?

-What are the root causes of those problems?

-What is the larger picture in which those problems and their root causes exist?

- What are the links between the problems?

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- narrows the focus with respect to the scope of analysis and at the same time digging deep into these problems and their causing factors, i.e. **What are the root causes of those problems?**

- In connection with the focus on problems is the system those problems exist in. A System's understanding means one can

- understand how the system (in which the problem and its causing factors occur) operates i.e. **What is the larger picture in which those problems and their root causes exist?**

- widening the view with respect to analysing the interlinkages and feed-back mechanisms between components of the system i.e. **- What are the links between the problems?**

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A main output of the problem analysis is the problem tree. Brainstorming techniques can be used to identify the main problems. Before the brainstorming exercise commences it is important that the facilitator explain the process and the group agrees on some rules for brainstorming. The tree can be developed as follows:

(1) Commence by identifying the main problems that need to addressed
(2) The main problems should be written on card, and stuck on the wall.
(3) High order problems should not be described as 'lack of' something, for example lack of knowledge, but instead they should be described as an effect, for example lack of knowledge may become 'destructive forest harvesting practices'
(4) After all of the problems are displayed on the wall they should then be clustered into groups of similar issues
(5) At this stage a simple 'weeding' exercise can be undertaken. The aim of the weeding exercise is to remove any problems that are clearly not problems that can be addressed by the project.

Developing the Problem Tree

The problem tree is developed by moving problems from the clusters of problems on the wall and by adding new problems that emerge as the tree is developed. Problems can be moved up or down the tree as required. The tree should end up with one

main problem and a series of lower order problems that branch out below the main problem.

The problem tree is constructed by selecting a problem from the list and relating this problem to a starter problem using the cause-effect rationale described below:

If the problem is a cause of the starter problem it is placed below the starter problem
If the problem is an effect of the starter problem it goes above
If it is neither a cause or effect it goes at the same level

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The example shown of a problem tree highlights that the effect (loss of biodiversity) is the problem. Below it are lower order causes such as decreasing numbers of elephants and decreasing numbers of varieties of maize. These in turn are the effects of other causes, perhaps root causes including hunting, and the use of pesticides.

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As mentioned earlier there are three components to a situation analysis. First the stakeholder analysis, then the problem analysis and next, the objective analysis.

III. Objectives Analysis

An objectives'-analysis in a wide sense is a procedure for systematically identifying, categorising, specifying and - if required - balancing out objectives of all parties involved in a specific situation (for which those objectives apply).

The objectives-analysis and the problems-analysis influence each other: the more information one has about the problem situation, the more specifically one can formulate objectives; the kind and outline of the objectives analysed influence the perception of problems.

The problem tree is transformed into an objectives tree by restating the problems as objectives. The objectives tree can be viewed as the positive mirror image of the problem tree. It is usually necessary to reorder the position of objectives as you develop the tree.

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Situation Analysis   (3) Objective   Analysis

Example of an Objectives Tree   top of the tree is the END desired
                                       lower levels are the MEANS to the end

End

Improve or increase biodiversity

Sustain elephant population at optimum levels

Establishing economic incentives for local populations to project elephants | Effective human population programme | Efficient means of controlling poaching | Good legislation

Means

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The objectives tree can be considered as an 'ends - means' diagram. The top of the tree is the end that is desired and the lower levels are the means to achieving the end. Based on this objectives tree, certain means are feasible and some are perhaps outside the scope of the problem. Nonetheless, these means provide the foundation for developing programmes, projects or strategies to address the problems discussed earlier.

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Logical Framework Analysis (LFA)

Strategy Analysis   -   searching for and deciding on solutions
                        -       follows the problems and objectives analysis
                        -       prerequisite to designing action strategies

Conducting a Strategy Analysis:
1. ordering sequence of the problem and objective trees
2. clustering objectives
3. feasibility of different interventions
4. continuous task in project management

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After completing the situation analysis, the next major step in the LFA is the strategy analysis. A strategy analysis or analysis of alternatives is a systematic way of searching for and deciding on problem solutions. It follows the problems and objectives analysis and is a prerequisite to designing action strategies.

The strategy analysis phase involves the selection of a strategy to achieve the desired results. The strategy comprises the clusters of objectives to be included in the project. The main objective becomes the project purpose and the lower order objectives become the outputs or results and activities.

In addition to examining the logic, strategy analysis also looks at feasibility of different interventions. As such, it is a continual process throughout the life of the project.

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Points to consider

+overall concepts, strategic plans, objectives

+people, target groups, organizations, agencies

+methods, procedures, processes

+technologies, services, products, outputs

+measures, actions, materials, inputs

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All alternative strategies considered must contribute to solving a problem, or in other words: they must be suitable steps towards the attainment of identified guiding objectives (=relevance).

Choices among different solutions to problems may concern
- overall concepts, strategic plans, objectives
- people, target groups, organisations, agencies
- methods, procedures, processes
- technologies, services, products, outputs
- measures, actions, materials, inputs

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An example of a strategy analysis is provided. In this example it is unlikely to choose "efficient human population programme" (identified in the objectives analysis) but rather one or all of the other means. The process of making choices should be carried out in a very methodical way, giving due consideration to the ends/means relationship in the objectives tree.
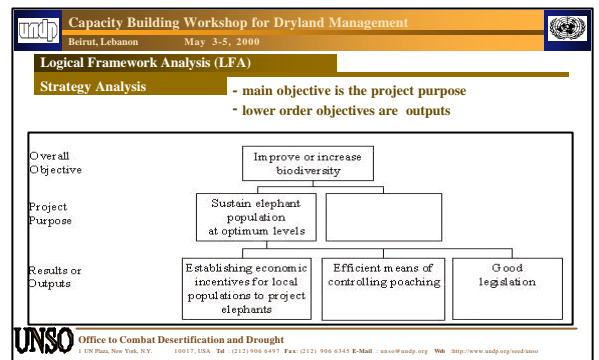
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The Project Planning Matrix provides a one-page summary of:

➤ **Why** a project is carried out (= who/what will benefit ?)

➤ **What** the project is expected to achieve (= utilisation of services)

➤ **How** the project is going to achieve its outputs/results (= measures executed)

➤ **Which** external factors are crucial for the success of the Project (= risks and frame conditions)

➤ **How** we can assess the success (= indicators)

➤ **Where** we will find the data required to assess the success (= means of verification).

It is developed from the strategy analysis by filling in the columns of the matrix as will be shown below, starting with the **Narrative Summary.**

The Narrative Summary has 4 main components:

(1) GOAL
The development goal describes the developmental benefits which the respective target groups can expect to gain from the program or the project

(2) PROJECT PURPOSE
The purpose of a program or a project describes the changes in behaviour, structures or capacity of the target groups which directly result from the utilisation of the deliverable outputs or results the program or project will be expected to yield.

(3) OUTPUTS / RESULTS
The outputs or results describe the goods and services, the direct deliverables which are contributed from the side of a project or program.

Outputs or results must express the nature, scope and intensity of support or of the solution being sought. This includes:
(1)provision of information on support / solution
compatibility of support / solution with prevailing frame conditions
(2)access to support / solution by specific target-groups, including gender-aspects
(3)availability of support / solution

(4) INPUTS/ACTIVITIES
Measures / tasks carried out by the project / program in order to achieve and obtain the outputs/results (actions)

The next major part of the matrix are the Objectively Verifiable Indicators:

For each cell of the narrative summary, indicators need to be developed. Objectively verifiable indicators or OVI should meet the following criteria:
- ➢ Measurable: An indicator must be able to be measured in either quantitative or qualitative terms
- ➢ Feasible: An indicator should be feasible in terms of finances, equipment, skills and time.
- ➢ Relevant and Accurate: An indicator should reflect what we are trying to measure in an accurate way.
- ➢ Sensitive: An indicator should be capable of picking up changes over the time period that we are interested in.
- ➢ Timely: An indicator should be able to provide information in a timely manner.

Indicators should show who is benefiting from the project and allow for evaluation of the intended and unintended impacts of the project on various social groups and stakeholders. This requires the collection of information separately for men and women, for different ethnic groupings, for different age groupings (children, adults, elderly) and for different economic (rich, poor) and social groupings (agriculturists, pastoralists, businesses).

The third main section of the matrix are the Means of Verification

Once indicators have been developed, the source of the information and means of collection (means of verification (MOV)) should be established for each indicator. An MOV should test whether or not an indicator can be realistically measured at the expense of a reasonable amount of time, money and effort. The MOV should specify:

➢ The format in which the information should be made available (e.g. reports, records, research findings, publications).
➢ Who should provide the information.
➢ How regularly it should be provided.

The final part that completes the matrix are the assumptions

The aim of specifying assumptions is:

(1) to assess the potential risks to the project concept right from the initial stages of project planning

(2) to support the monitoring of risks during the implementation of the project (assumptions can be specified by indicators and are an object of monitoring the frame conditions of a project / program and the changes in the frame conditions)

(3) to provide a firm basis for necessary adjustments within the project whenever it should be required.

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The operational phase of a project commences when implementing activities begin in order to achieve the expected outputs/results. In many cases this may be one or two years after the project concept had been established at the end of the design phase (as laid down in the PPM of the project appraisal). In the meantime framework conditions may have changed, so that a verification of the PPM must take place during the

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Implementation — operational phase of a project to achieve the expected outputs/results

Plan of Operations

+workplans / work schedules

+project budget / resources plans

+personnel plans

+material and equipment plan / procurement plan / staff training plans

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operational planning. The project purpose and development goal, however, should be altered only in exceptional cases when major changes have occurred.

Implementation should have a plan of operations i.e. the detailed plan for the implementation of project. It is established by the project team and will be documented as:
- workplans / work schedules
- project budget / resources plans
- personnel plans
- material and equipment plan / procurement plan / staff training plans.

The work plan and the project budget constitute the core of the Plan of Operations.