PROPOSAL PREPARATION USING THE LOGICAL FRAMEWORK APPROACH

Cook Islands

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Welcome

Kia ora

Fakaalofa lahi atu

Hello

Bula vinaka

Kia orana

Malo e lelei

Talofa

Talofa lava

Overview of the training

Day 1
Introduction to the LFA
Project Management Cycle
Step 1. Stakeholder Analysis
Step 2. Problem analysis

Day 2
Step 3. Solution Analysis
Step 4. Strategy Analysis - Selecting solutions
Step 5. Logframe Matrix

Day 3
Step 5: Logframe Matrix
Guest Speaker presentation

Day 4
Step 6: Activity Scheduling
Step 7: Resource Scheduling
Proposal Writing
Donor agencies
Celebration and group performances
Training objectives

• To build participant capacity in proposal preparation using the logical framework approach. By the end of the four days, participants will be able to:
  – describe and perform all the steps of the Logical Framework Approach to develop a verified quality logframe matrix
  – describe and complete the key components of a funding application by pulling relevant data from the logframe matrix.
  – more aware of the donors and grant funding programs that can be accessed by PSIS to fund climate change adaptation projects.
Day 1 overview

- Introductions
- Harvesting the collective knowledge
- Introduction to LFA & proposal writing
- Project ideas
- Stakeholder analysis
- Problem analysis

- Breaks at 10:30am; 12:30pm; 3:00pm
- Finish at 4:30pm
Introductions

Conversation
Quiz

Collective wisdom
What is the Logical Framework Approach?

What is the Logframe Matrix?
“These concepts and processes [stakeholder analysis, problem/solution analysis, strategy selection] are far more important to sector analysis and project design than the mere mechanical use of the 16-box frame to describe and summarize the major elements of a project”

“In order to help avoid common problems associated with the use of the LFM....

➔ emphasise the importance of the LFA process at least as much as the matrix product
➔ ensure it is used as a tool to promote stakeholder participation, dialogue and agreement on activity scope, rather to impose ‘external’ concepts and priorities”
AusGuideline 3.3 (2005)
Project Management Cycle

- Identification
- Analysis
- Implementation
- Design
- Evaluation

ACTIVITY
LFA & Project Management Cycle

Identification

Initial issue or project need / opportunity

Analysis

Stakeholder analysis
- Problem analysis
- Solution analysis
- Strategy selection

Design

M&E Plan
- Logframe matrix
- Activity & Resource schedules

Implementation

Proposal assessed and funding received

Evaluation

Review and revise logframe

Monitoring against logframe and M&E plan

Evaluate against logframe and M&E plan

Project proposal finalised
Break

Why use the Logical Framework Approach?
As proposed by the project sponsor.

As specified in the project request.

As designed by the senior architect.

As produced by the engineers.

As installed at the user's site.

What the customer really wanted.

Critiques of the LFA

• Reduces complex situations to dot points and linear structure.

• Complex problems are about experiments that make sense in hindsight, yet LFA sets up projects to be judged by criteria of what they set out to achieve, rather than emergent outcomes

• For more on complexity:
  http://en.wikipedia.org/wiki/Cynefin
  http://www.youtube.com/watch?v=N7oz366X0-8
If only I had used the LFA...
Take Note

The logframe matrix is only as good as the process that led up to it.

The logframe matrix is a simplification and should only be seen as such.

The logframe matrix should be revised regularly, and changes can be used to inform the evaluation.
Project ideas

Logframe Rhapsody

Step 1. Stakeholder analysis
## Stakeholder analysis

<table>
<thead>
<tr>
<th>Stakeholder description</th>
<th>Interest and how they are affected</th>
<th>Capacity and motivation to change</th>
<th>Opportunities to address stakeholder interests</th>
<th>Relationship with others</th>
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## SWOT

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
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<tbody>
<tr>
<td>What advantages does your organisation have in relation to the project?</td>
<td>What is your organisation not so good at?</td>
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<td>What is your organisation particularly good at?</td>
<td>What could be improved upon?</td>
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<td>What necessary skills are missing that you might need for delivering the project?</td>
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<table>
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<tr>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
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<tbody>
<tr>
<td>Where do you see the best forthcoming opportunities for the project?</td>
<td>What obstacles does the project face?</td>
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<td>What is changing in the outside world that might create new opportunities for the project in the near future?</td>
<td>What are others doing that might create problems for the project in the near future?</td>
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<td>What high-risk things are you doing that might make you vulnerable to external impacts?</td>
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Lunch

Stakeholder analysis

• Role play
  – Who are the stakeholders?
  – Conduct a stakeholder analysis.
  – How may they define the problem differently?
Project group activity

• Develop a stakeholder matrix for the issue of concern
Recap

Break

Step 2. Problem analysis

Creating a problem tree
Problem analysis

Step 1
What is the cause of this?

Step 2
What is the effect of this?

Step 2 cont’d

Immediate effect

CORE PROBLEM

Immediate cause

Secondary cause
Changing behaviours

- Changing the human condition is not simple
- Need to think beyond building knowledge

**Theory of planned behaviour**
- Personal beliefs
- Normative beliefs
- Control beliefs

**Community-based social marketing**
- Communication
- Prompts
- Incentives
- Norms
- Commitment
- Convenience

Behaviour change
Problem analysis activity

• Issue of concern is low success rate in funding applications. This is believed to result from not demonstrating use of the logical framework approach in proposals.

• Create a problem tree.
Day 1 evaluation

What you liked best

What could be improved

What you want more of