PROPOSAL PREPARATION USING THE LOGICAL FRAMEWORK APPROACH

Cook Islands

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Pacific Research & Evaluation Associates
Day 2 overview

• Problem analysis
• Solution analysis
• Strategy analysis
• Introduction to the logframe matrix

• Breaks at 10:30am; 12:30pm; 3:00pm
• Finish at 4:30pm
Storytelling

Problem analysis

- Why undertake a problem analysis?
  - Agree on the core problem
  - Identify the causes and effects to a core problem using stakeholder input
  - Helpful guide to thinking through a problem
  - Leads to the development of a solution tree
  - Lays the foundation for the development of a logframe
Project group activity

• Undertake a problem analysis and develop a problem tree for the issue of concern
Break

Project group activity

• Present your problem tree to the group
Step 3. Solution analysis

- Reframes the problem tree into a solution tree
- The core problem becomes the purpose (or core objective) of the project
- Negative statements rephrased as positive statements
- Cause-effect relationship becomes means-end
- Review the means-end relationship and add steps if required
- Articulates pathways to achieve the purpose - should reflect a theory of change based on evidence (stakeholder input, past practises etc.)
From problem tree to solution tree

Low attendance at training courses

- Training course not well advertised
- Course boring and not targeted

High attendance at training courses

- Training course well advertised
- Good reviews from past participants
- Course interesting and targeted
Solution tree

Group activity
Project group activity

• Undertake a solution analysis and develop a solution tree
  – Remember to check the logic of the means-end relationship.
  – Do you need to add steps?
Lunch

Let's get moving

Rules of attraction
Step 3. Strategy analysis

• Review the different pathways to achieve the core objective against a set of criteria
  – strategic objectives and priorities
  – complementarity with existing or planned projects
  – lessons learnt from previous projects
  – preferences of key stakeholders
  – benefits to the target group
  – cost efficiency and technical feasibility
  – environmental, social and economic impacts
Strategy selection

OUT

WASTE STRATEGY

IN

WASTEWATER STRATEGY

Overall Objective

Purpose

Results

- Incidence of water borne diseases and illnesses is reduced, particularly among poor families and under 5s
- River water quality is improved
- No. of households and factories discharging wastewater directly into the river is reduced
- Wastewater treatment meets environmental standards
- Increased % of households and businesses are connected to sewerage network
- Improved business planning within Local Government is established, including cost recovery mechanisms
- Public information/education programs established
- Pollution management is given a higher political priority
- New legal regulations are established which are effective in preventing direct discharge of wastewater
- Population more aware of the danger of waste dumping
- Environment Protection Agency is effective and more responsive to a broad range of stakeholder interests
- Polluters are effectively controlled
- The quantity of solid waste dumped into the river is reduced
- Threat to the riverine ecosystem is reduced, and fish stocks are increased
- Catch and income of fishing families is stabilised or increased

Source: EC Aid Delivery Methods, Project Cycle Management Guidelines 2004, p72
Project group activity

• Select the preferred strategy for your project
Guest speaker
Break

Step 5. Logframe matrix

- Displays the key elements of a project design and their relationships to each other
- Generally 4x4 matrix
- Should provide enough detail for someone to understand ‘how’ the project will work
- Facilitates project analysis, and guides project implementation and monitoring and evaluation
## Logframe matrix

<table>
<thead>
<tr>
<th></th>
<th>Indicators</th>
<th>Source of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal / Overall</td>
<td>The ‘greater why ‘…</td>
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<tr>
<td>objective</td>
<td></td>
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<tr>
<td>Purpose / Core</td>
<td>Why you did it…</td>
<td></td>
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<tr>
<td>Core objective</td>
<td></td>
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<tr>
<td>Outputs / Results</td>
<td>What you delivered…</td>
<td></td>
<td></td>
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<tr>
<td>Activities</td>
<td></td>
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<tr>
<td></td>
<td>How you did it…</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Logframe terminology: column headings

<table>
<thead>
<tr>
<th>Project description</th>
<th>Indicators</th>
<th>Source of verification</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Narrative summary</td>
<td>Objectively verifiable indicators</td>
<td>Means of verification</td>
<td>Assumptions</td>
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<tr>
<td>Objectives column</td>
<td>Performance indicators</td>
<td>Monitoring systems</td>
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<td>Objectives hierarchy</td>
<td>Performance targets</td>
<td>Source</td>
<td></td>
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<tr>
<td>Intervention logic</td>
<td>Targets</td>
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<td>Results chain</td>
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<tr>
<td>Overall objective (EC, GIZ)</td>
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<tr>
<td>Impact (AusAID, DFID)</td>
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<tr>
<td>Goal (USAID, AusAID)</td>
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<tr>
<td>Vision statement (WWF)</td>
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<tr>
<td>Overall goal (FAO)</td>
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<tr>
<td>Purpose (EC, AusAID, FAO)</td>
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<tr>
<td>Project purpose (GIZ)</td>
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<tr>
<td>Specific objective (EC)</td>
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<tr>
<td>Outcome (AusAID)</td>
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<td>Immediate objective</td>
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<td>Goal (WWF)</td>
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<td>Intermediate goal (FAO)</td>
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<td>Results (EC)</td>
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<td>Expected results (EC)</td>
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<td>Outputs (AusAID, DFID)</td>
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<td>Objective/Results (WWF)</td>
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<td>Activities (EC)</td>
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<tr>
<td>Inputs (USAID)</td>
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</tbody>
</table>
Human matrix

Group activity

Am I an activity, indicator or assumption?
<table>
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<th>Source of verification</th>
<th>Assumptions</th>
</tr>
</thead>
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<td><strong>Goal / Overall objective</strong></td>
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<tr>
<td><strong>Purpose / Core objective</strong></td>
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<td>10</td>
<td>11</td>
</tr>
<tr>
<td><strong>Outputs / Results</strong></td>
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<td>12</td>
<td>13</td>
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<tr>
<td><strong>Activities</strong></td>
<td>4</td>
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<td>5</td>
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</tbody>
</table>
Logframe matrix

• You may need to rewrite elements of the strategy when converting them to the logframe
• Refer to the funding agency guidelines and contact persons for specific terminology and format
• Should be used creatively and productively to help design good projects. If there is a specific need or reason to adapt/modify the format, this should be encouraged
Day 2 evaluation

What you liked best

What could be improved

What you want more of