

PROPOSAL PREPARATION USING THE LOGICAL FRAMEWORK APPROACH

DAY 1

Facilitators: Damien Sweeney & Martin Pritchard
Pacific Research & Evaluation Associates



Ko na mauri

Welcome

Ran Annim

Hello

**Menseng mwahu
Bula vinaka**

Alii

Kia ora

Kia orana

Fakalofa lahi atu

Ekamawir Omo

Malo e lelei

Talofa lava

Talofa

Yokwe



SPC
Secretariat
of the Pacific
Community



SPREP
Secretariat of the Pacific Regional
Environment Programme

<http://office.microsoft.com/en-au/images/?CTT=97>

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

Day 4

Step 6: Activity Scheduling
Step 7: Resource Scheduling
Introduction to Monitoring and Evaluation
Proposal Writing
Donor agencies
Celebration and group performances



SPC
Secretariat
of the Pacific
Community



SPREP
Secretariat of the Pacific Regional
Environment Programme

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



<http://office.microsoft.com/en-au/images/?CTT=97>



SPC
Secretariat
of the Pacific
Community



SPREP
Secretariat of the Pacific Regional
Environment Programme

Collective wisdom



<http://office.microsoft.com/en-au/images/?CTT=97>



What is the Logical Framework Approach (LFA)?

“A systematic and participatory approach for project planning, monitoring and evaluation. An analytical tool to transform ideas into plan for actions (proposals)”

- **Systematic and Participatory** are the two key words.
- Involves a number of steps using a number of different tools
- Requires the participation of stakeholders

The Steps of the Logical Framework Approach (LFA)

- Stakeholder analysis
- Problem analysis
- Solution analysis
- Strategy analysis
- Logframe matrix
- Activity scheduling
- Resource scheduling

What is the Logframe Matrix?

- The Logframe Matrix (LFM) is one of the main outputs of the Logical Framework Approach.
- Documents the projects goal, purpose, outputs and activities, the assumptions and the relationships between all these items.
- Documents the indicators that will help measure the success of the project and where and when the indicator data will be collected from.

What is the Logframe Matrix?

Project description	Indicators	Source of verification	Assumptions
Goal			
Purpose			
Outputs			
Activities			

Generic project proposal structure

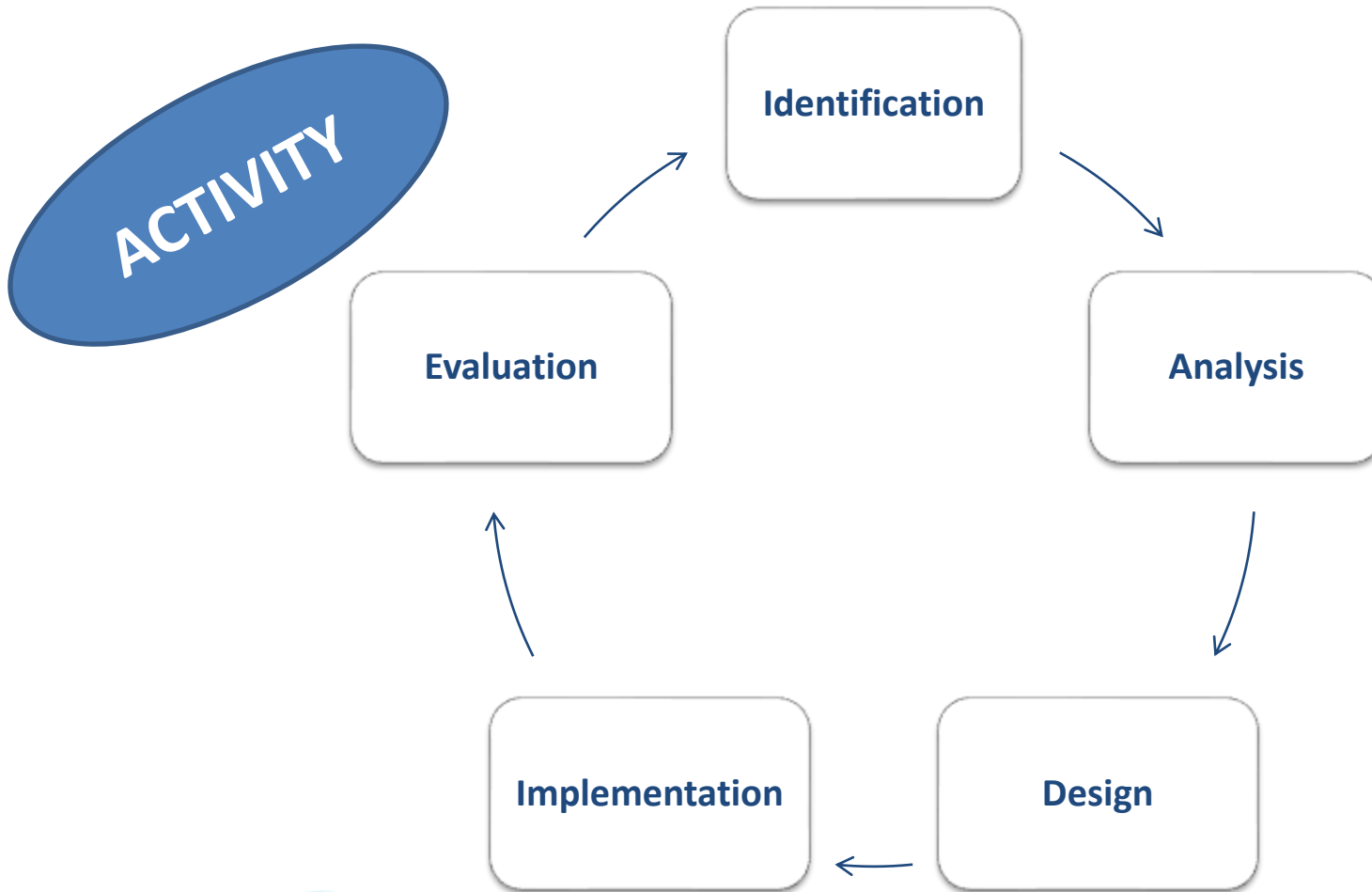
- Project title
- Summary
- Body
 - Background / Context
 - Project need
 - Project goal & implementation
 - Target group
- The project proponent
- Budget and timeline
- Monitoring & Evaluation plan
- Appendices



How does the LFA help you develop your project proposal?

LFA output	Project proposal component
Stakeholder analysis	Background / context Project need Target group
Problem tree	Project need
Logframe Matrix	Project goal, objective, outputs and activities Target group Monitoring and evaluation Risk management
Activity schedule	Methodology and implementation
Resource schedule	Budget and timeline

Project Management Cycle

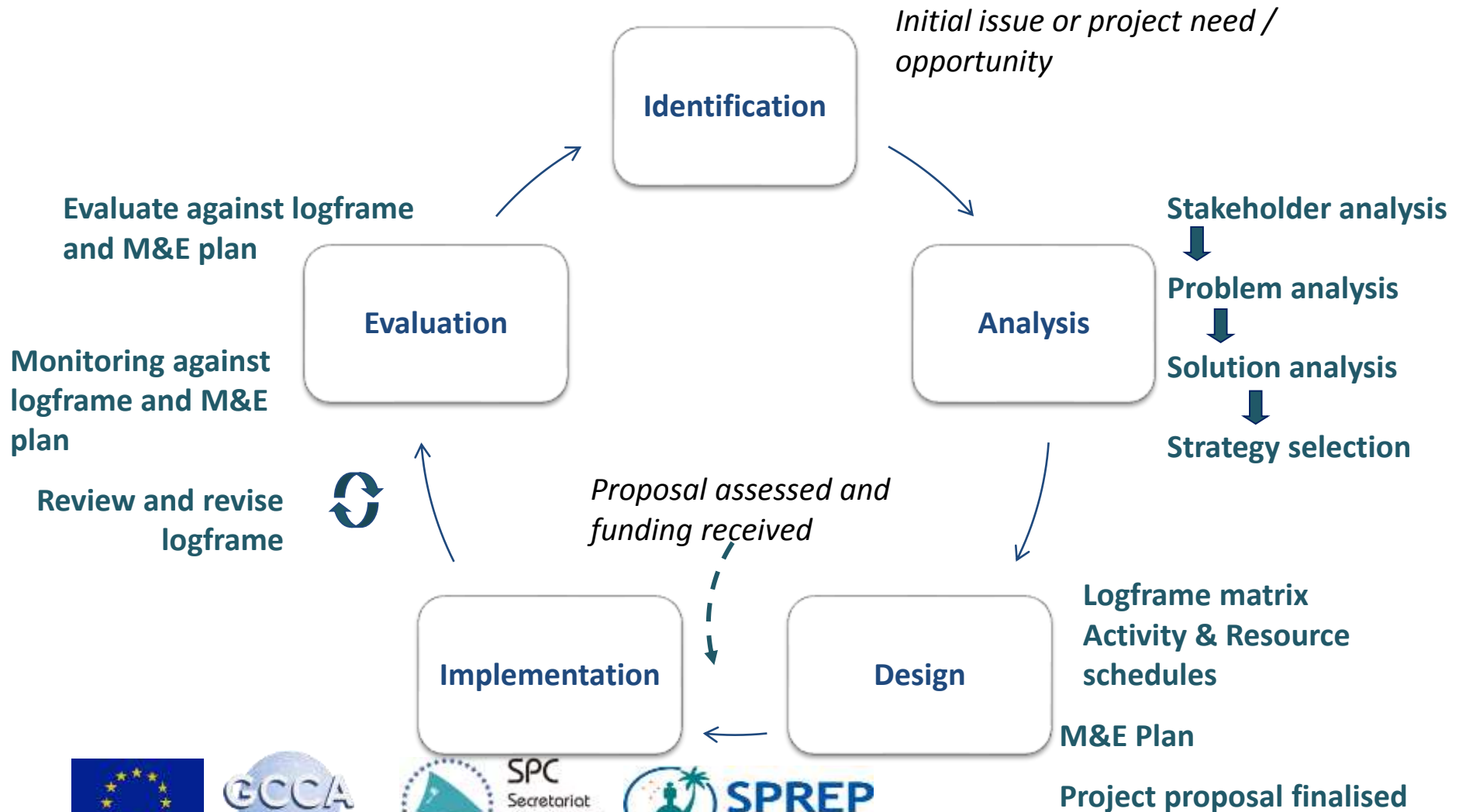


SPC
Secretariat
of the Pacific
Community



SPREP
Secretariat of the Pacific Regional
Environment Programme

LFA & Project Management Cycle



Funded by the European Union



SPC
Secretariat
of the Pacific
Community



SPREP
Secretariat of the Pacific Regional
Environment Programme

Project proposal finalised

Break

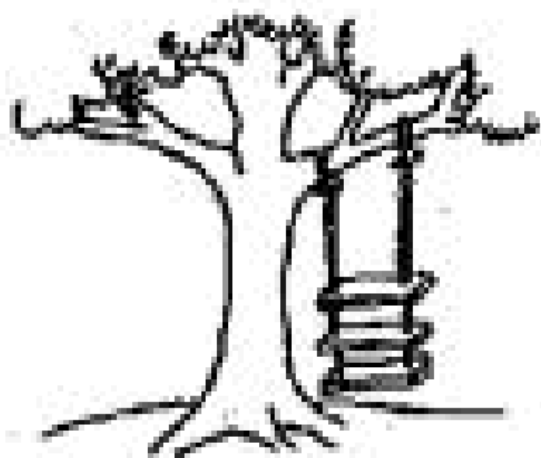


<http://office.microsoft.com/en-au/images/?CTT=97>

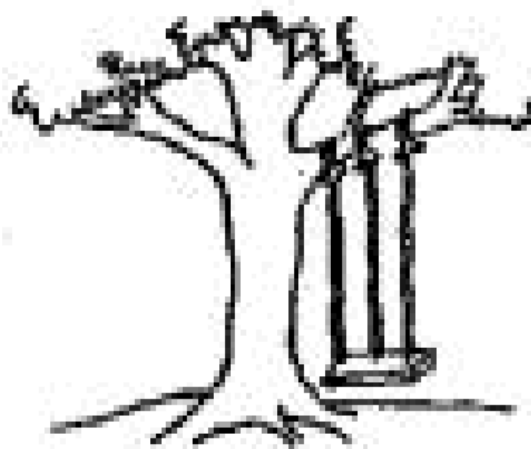
Why use the Logical Framework Approach?

- Projects are sometimes poorly designed
- Projects focus on the symptoms of the problem, not the root cause
- Projects not monitored and there is often no evaluation criteria to determine if a project was successful

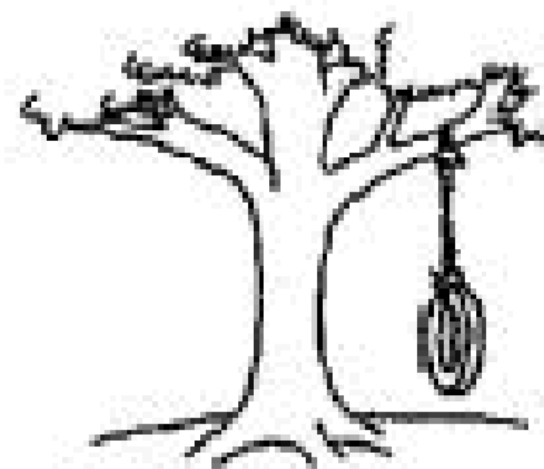




**As proposed
by the project
sponsor.**



**As specified
in the project
request.**



**What the
customer
really wanted.**

<http://www.effectiveeng.com/en-100701.htm>



SPC
Secretariat
of the Pacific
Community



SPREP
Secretariat of the Pacific Regional
Environment Programme

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>



SPC
Secretariat
of the Pacific
Community



SPREP
Secretariat of the Pacific Regional
Environment Programme

“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”

ADB Guide to LFA (1998)

“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)



SPC
Secretariat
of the Pacific
Community



SPREP
Secretariat of the Pacific Regional
Environment Programme

Project ideas



<http://office.microsoft.com/en-au/images/?CTT=97>



Step 1. Stakeholder analysis



Step 1. Stakeholder analysis

- Different points of view
- Collective knowledge
- Get “Buy-in”

- Types of stakeholders:
 - Target group
 - Beneficiaries
 - Donors
 - Implementation groups
 - Government / NGOs / Private sector



Stakeholder analysis

Stakeholder description	Interest and how they are affected	Relationship with others



SPC
Secretariat
of the Pacific
Community



SPREP
Secretariat of the Pacific Regional
Environment Programme

SWOT

Strengths

What advantages does your organisation have in relation to the project?
What is your organisation particularly good at?

Weaknesses

What is your organisation not so good at?
What could be improved upon?
What necessary skills are missing that you might need for delivering the project?

Opportunities

Where do you see the best forthcoming opportunities for the project?
What is changing in the outside world that might create new opportunities for the project in the near future?

Threats

What obstacles does the project face?
What are others doing that might create problems for the project in the near future?
What high-risk things are you doing that might make you vulnerable to external impacts?



Lunch



<http://office.microsoft.com/en-au/images/?CTT=97>

Logframe Rhapsody



<http://office.microsoft.com/en-au/images/?CTT=97>

Stakeholder analysis - class activity

- Read the case study on page 12 of the learner guide.
- Complete a stakeholder analysis:
 - Who are the stakeholders?
 - What is their interest in the issue?
 - Are there conflicts to manage?



Stakeholder analysis - Project group activity

- Break up into project groups
- Complete the stakeholder matrix for your issues
- Present your stakeholder matrix back to the class



Recap



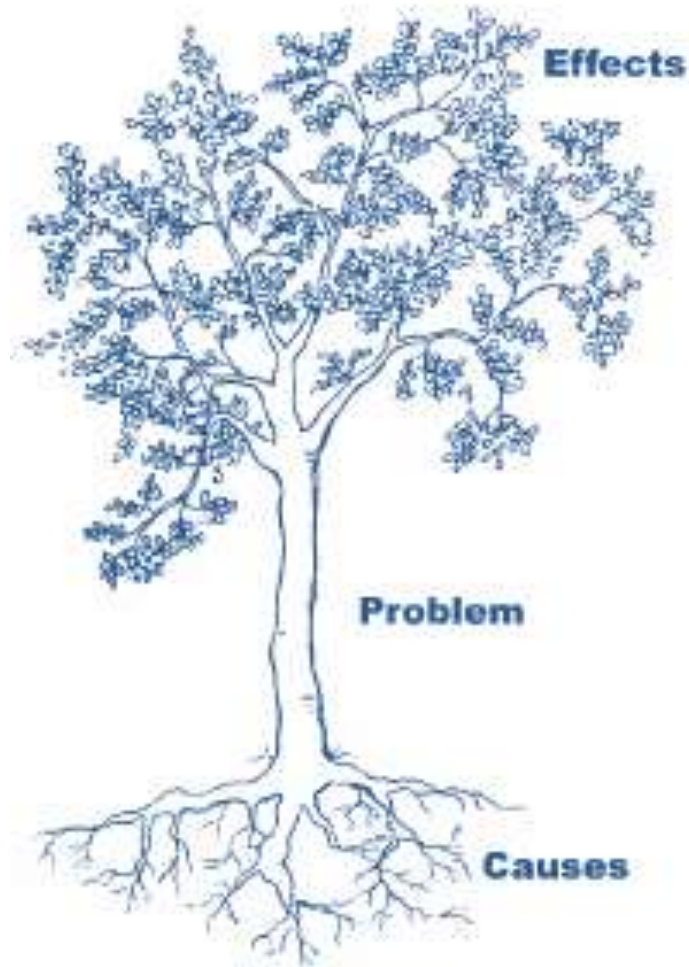
<http://office.microsoft.com/en-au/images/?CTT=97>

Break



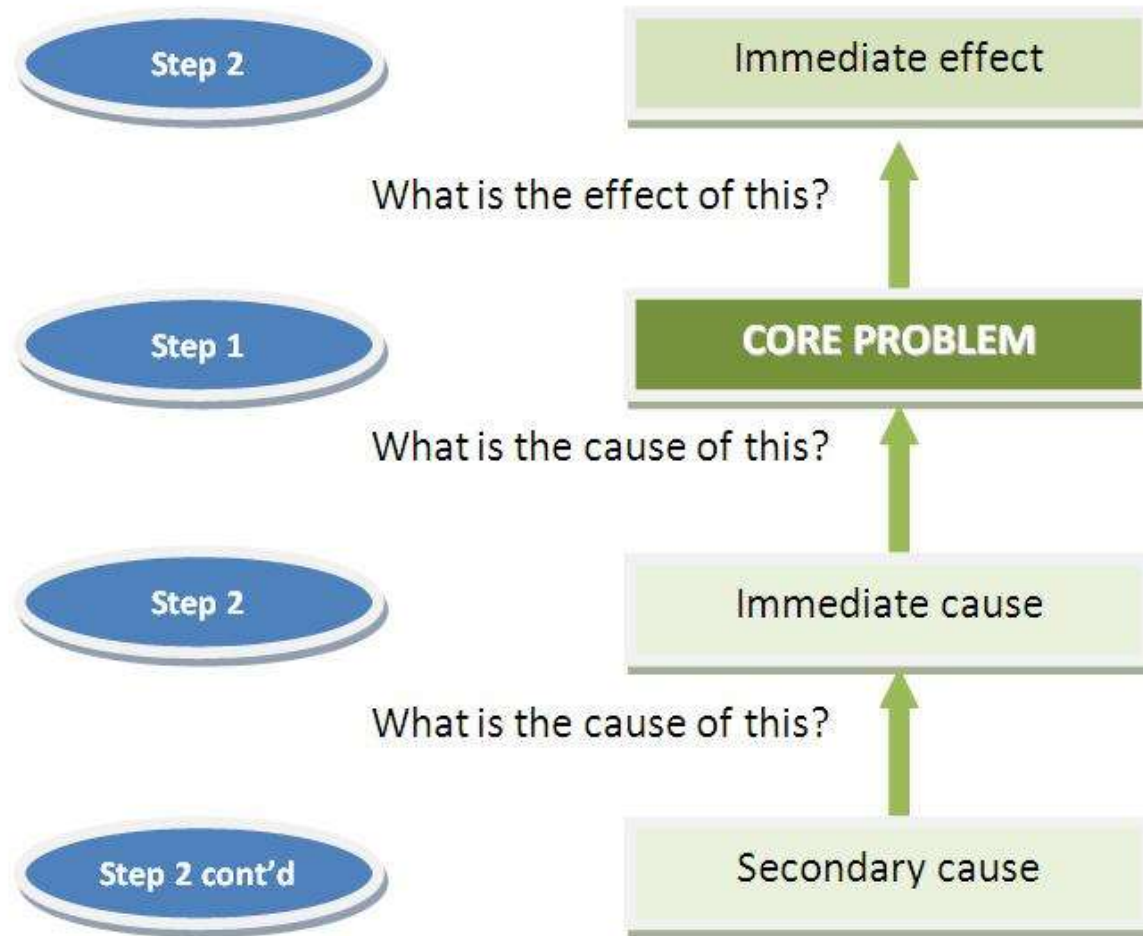
<http://office.microsoft.com/en-au/images/?CTT=97>

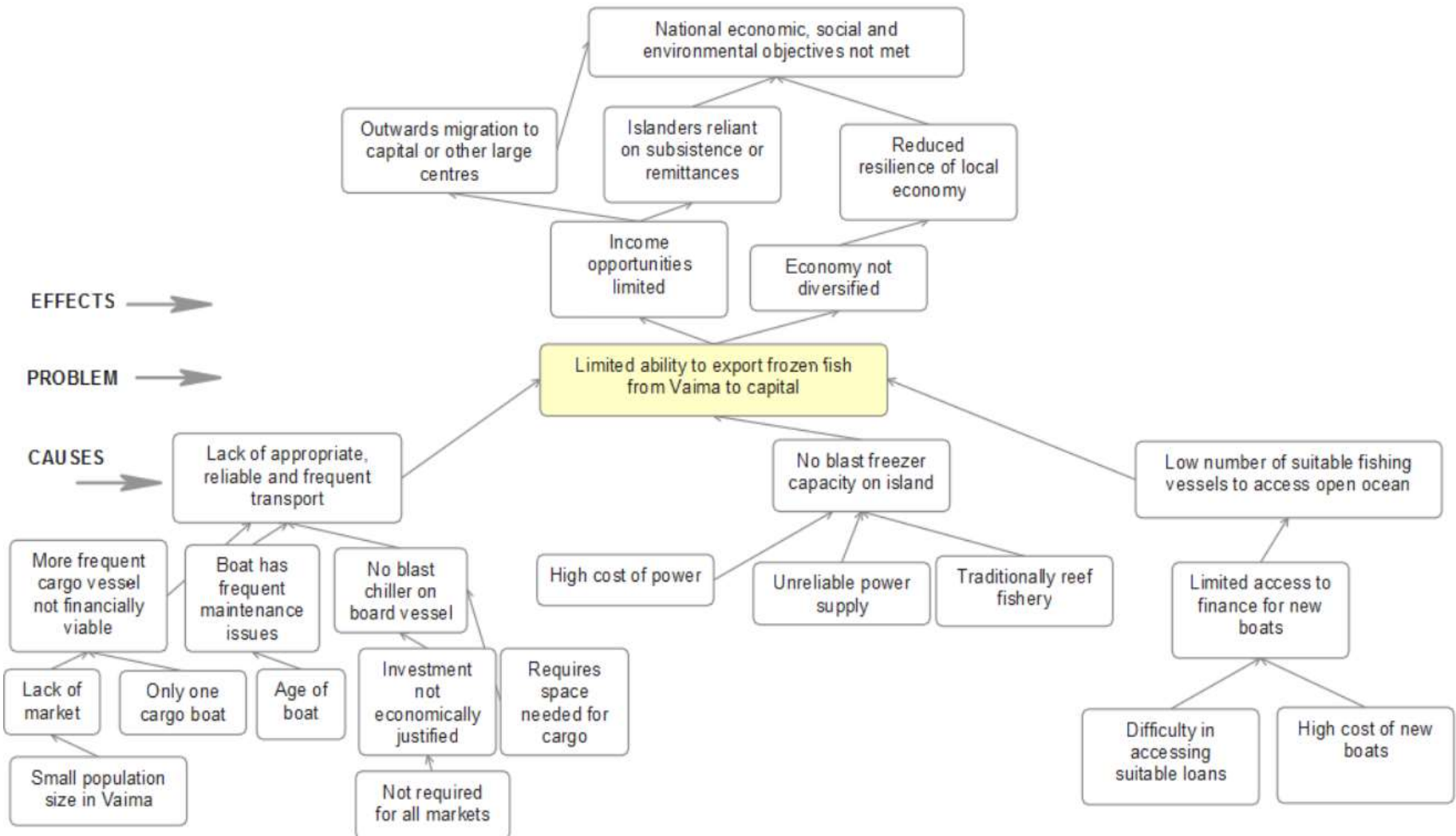
Step 2. Problem analysis



Creating a
problem tree

Problem analysis





doview.com model



SPC
Secretariat
of the Pacific
Community



SPREP
Secretariat of the Pacific Regional
Environment Programme

Defining the core problem

- Phrased as a negative statement
- Related to a development issue (human or environmental)
- The problem should be solvable
- Should not be the absence of a solution

Poor statement

“No pesticides available” is not a good problem statement

Improved statement

“Crops are infested with pests”

Problem analysis activity

- Select an issue of concern for the whole group.
- What is the core problem?
- Identify the causes and effects.
- Create a problem tree.



Day 1 evaluation

1. What you liked best

2. What could be improved

3. What you want more of