PROPOSAL PREPARATION USING THE LOGICAL FRAMEWORK APPROACH

DAY 2

Facilitators: Damien Sweeney & Martin Pritchard

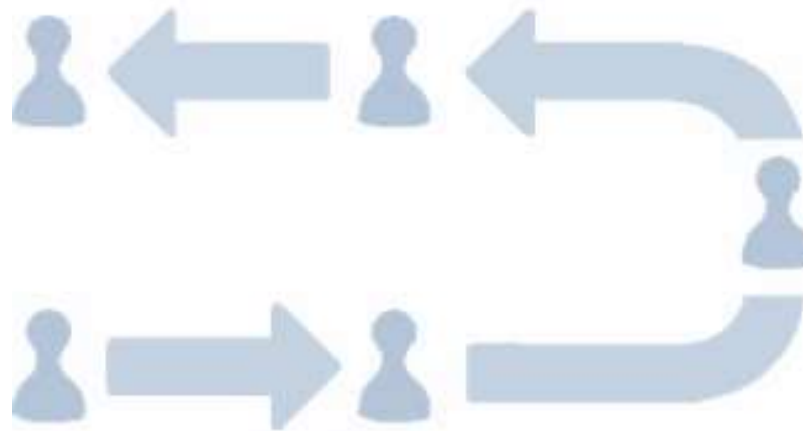Pacific Research & Evaluation Associates

Recap Day 1

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

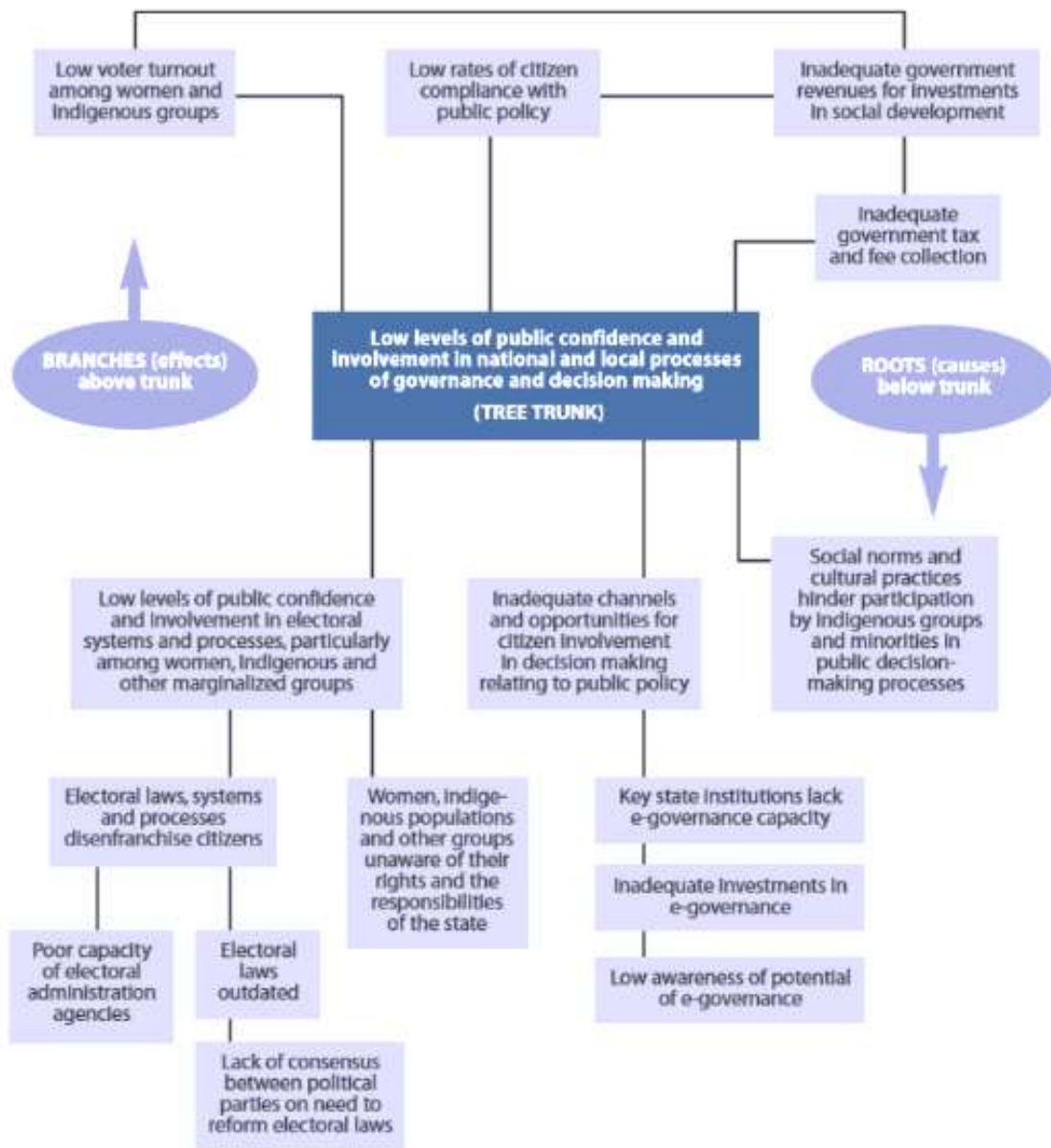# Storytelling

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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

Low voter turnout among women and Indigenous groups

Low rates of citizen compliance with public policy

Inadequate government revenues for investments in social development

Inadequate government tax and fee collection

BRANCHES (effects) above trunk

Low levels of public confidence and involvement in national and local processes of governance and decision making

(TREE TRUNK)

ROOTS (causes) below trunk

Low levels of public confidence and involvement in electoral systems and processes, particularly among women, Indigenous and other marginalized groups

Inadequate channels and opportunities for citizen involvement in decision making relating to public policy

Social norms and cultural practices hinder participation by Indigenous groups and minorities in public decision-making processes

Electoral laws, systems and processes disenfranchise citizens

Women, indigenous populations and other groups unaware of their rights and the responsibilities of the state

Key state institutions lack e-governance capacity

Poor capacity of electoral administration agencies

Electoral laws outdated

Inadequate investments in e-governance

Lack of consensus between political parties on need to reform electoral laws

Low awareness of potential of e-governance

SOURCE: UNDP
PME HANDBOOK
p16

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Project group activity

- Continued from Day 1.
- Undertake a problem analysis and develop a problem tree for the issue of concern.

Break

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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

High attendance at training courses
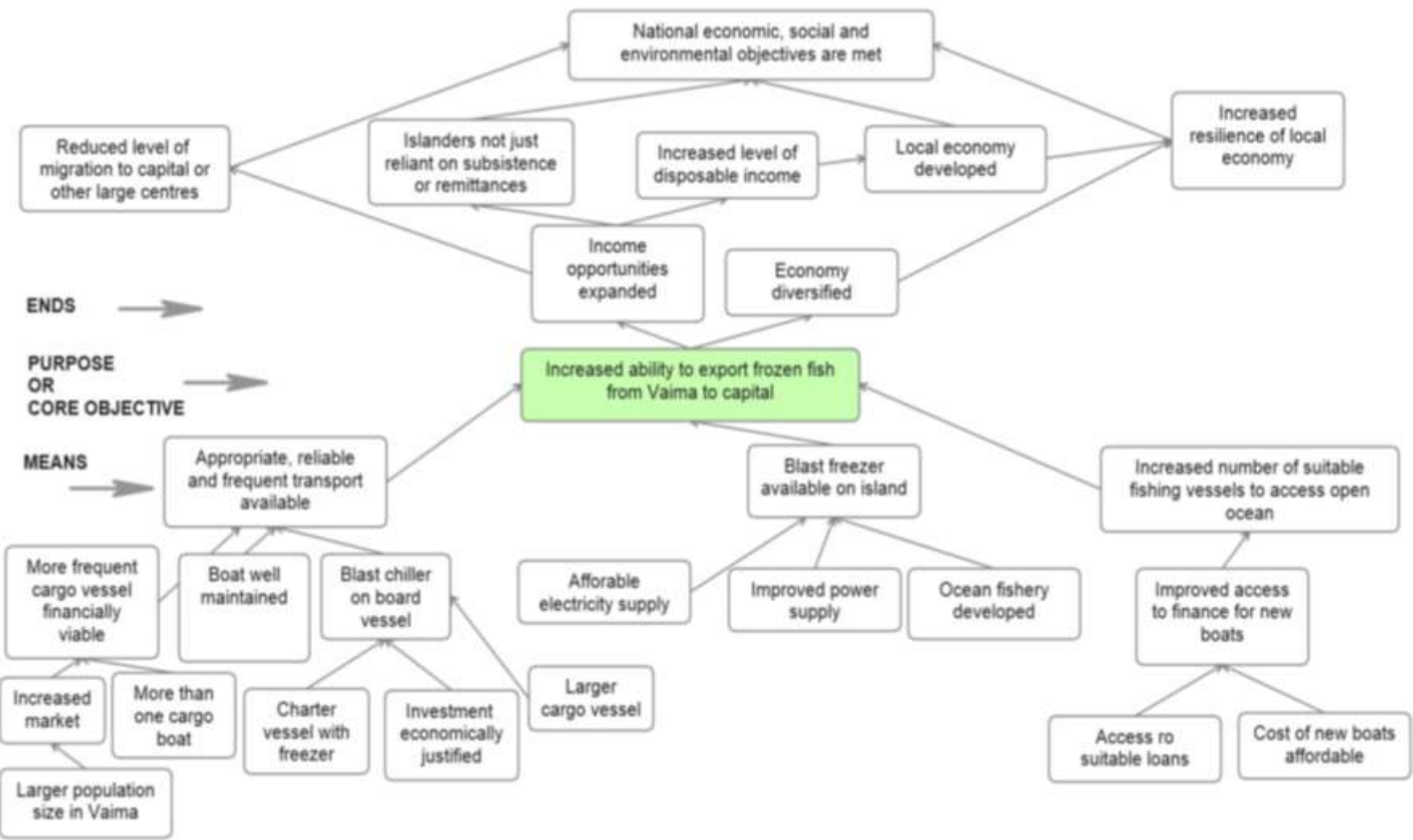
Training course not well advertised

Bad reviews from past participants

Training course well advertised

Good reviews from past participants

Course boring and not targeted

Course interesting and targeted

ENDS

PURPOSE
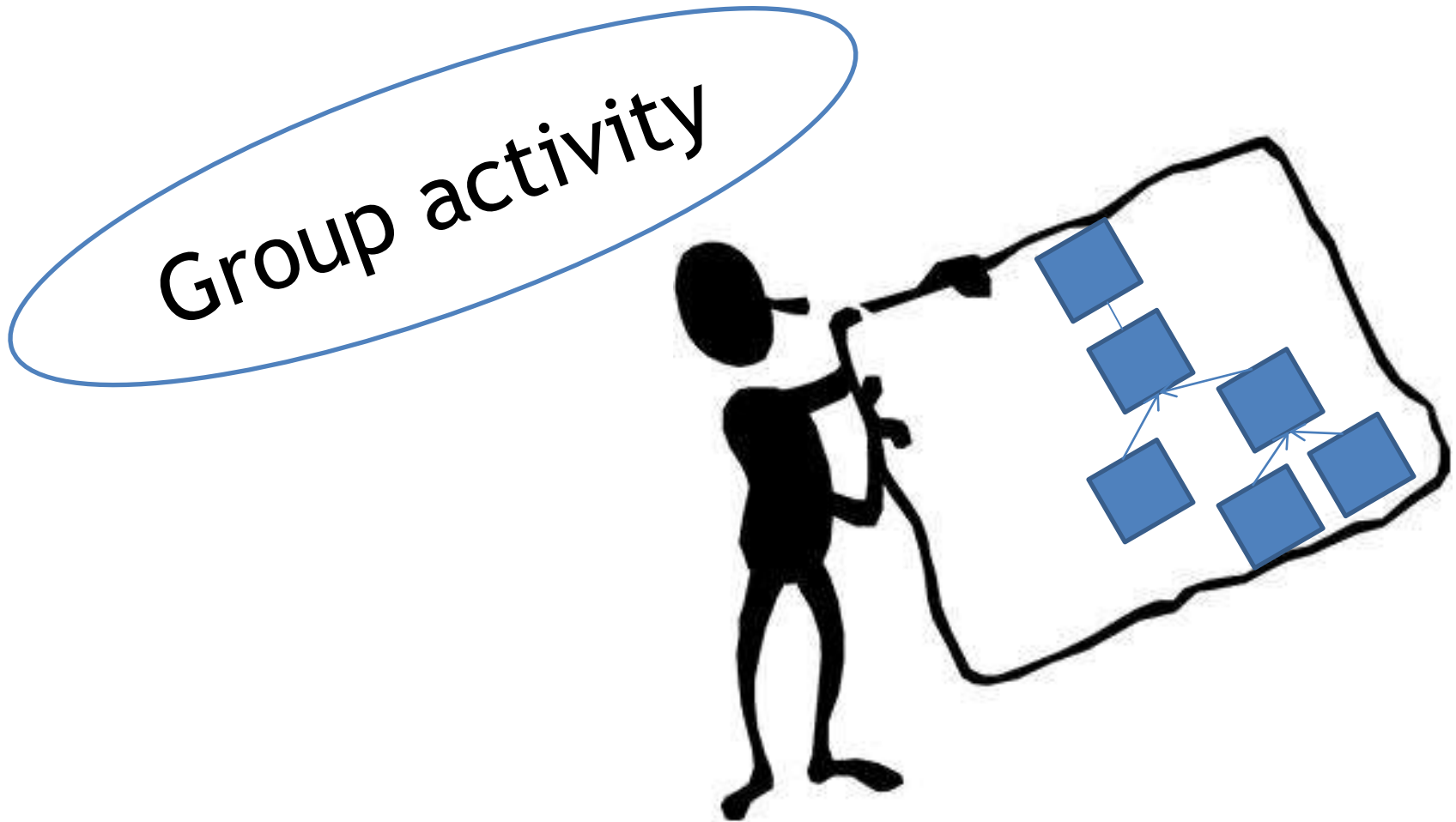OR
CORE OBJECTIVE

MEANS

National economic, social and environmental objectives are met

Reduced level of migration to capital or other large centres

Islanders not just reliant on subsistence or remittances

Increased level of disposable income

Local economy developed

Increased resilience of local economy

Income opportunities expanded

Economy diversified

Increased ability to export frozen fish from Vaima to capital

Appropriate, reliable and frequent transport available

Blast freezer available on island

Increased number of suitable fishing vessels to access open ocean

More frequent cargo vessel financially viable

Boat well maintained

Blast chiller on board vessel

Afforable electricity supply

Improved power supply

Ocean fishery developed

Improved access to finance for new boats

Increased market

More than one cargo boat

Charter vessel with freezer

Investment economically justified

Larger cargo vessel

Access ro suitable loans

Cost of new boats affordable

Larger population size in Vaima

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.
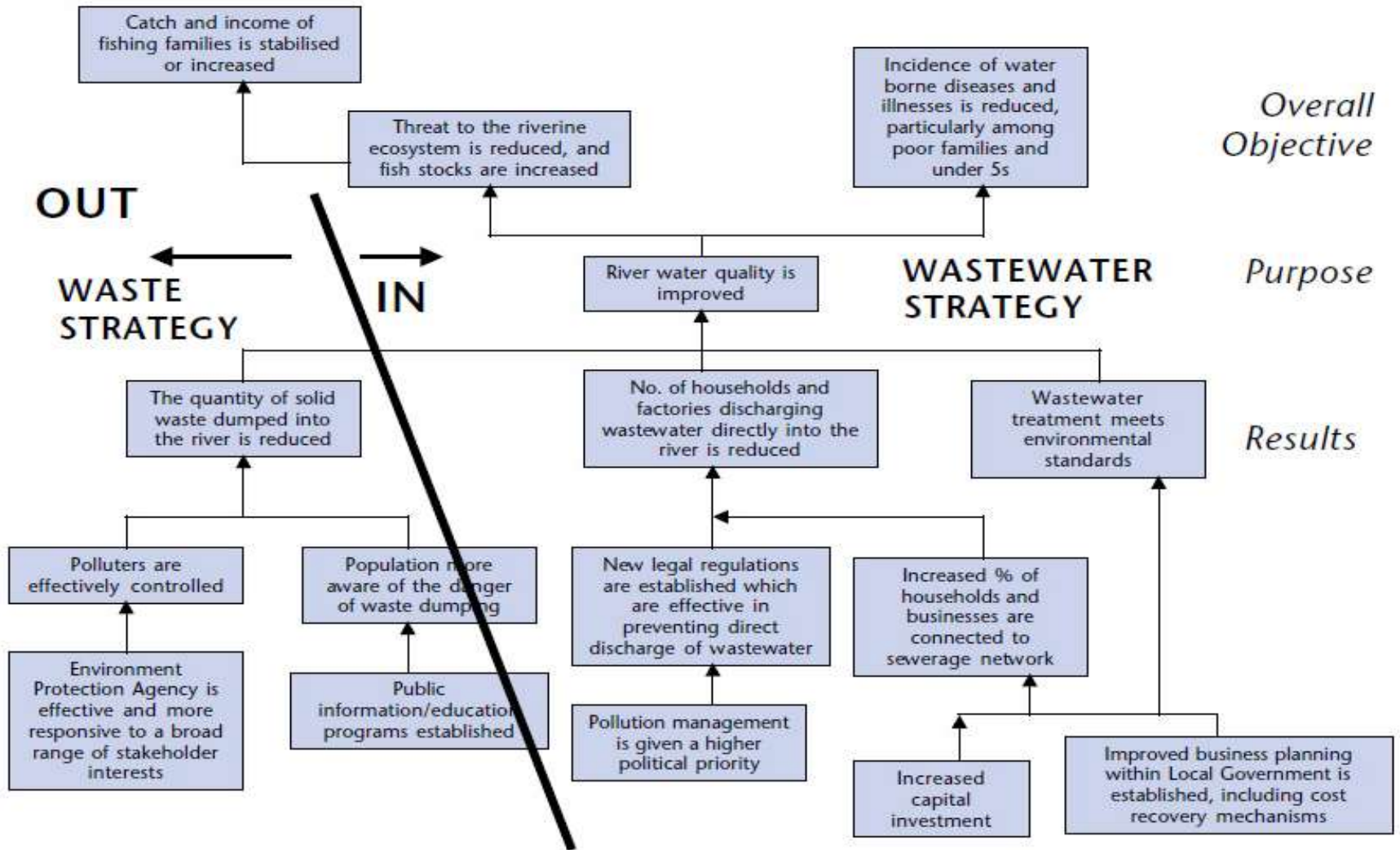 – Do you need to add steps?
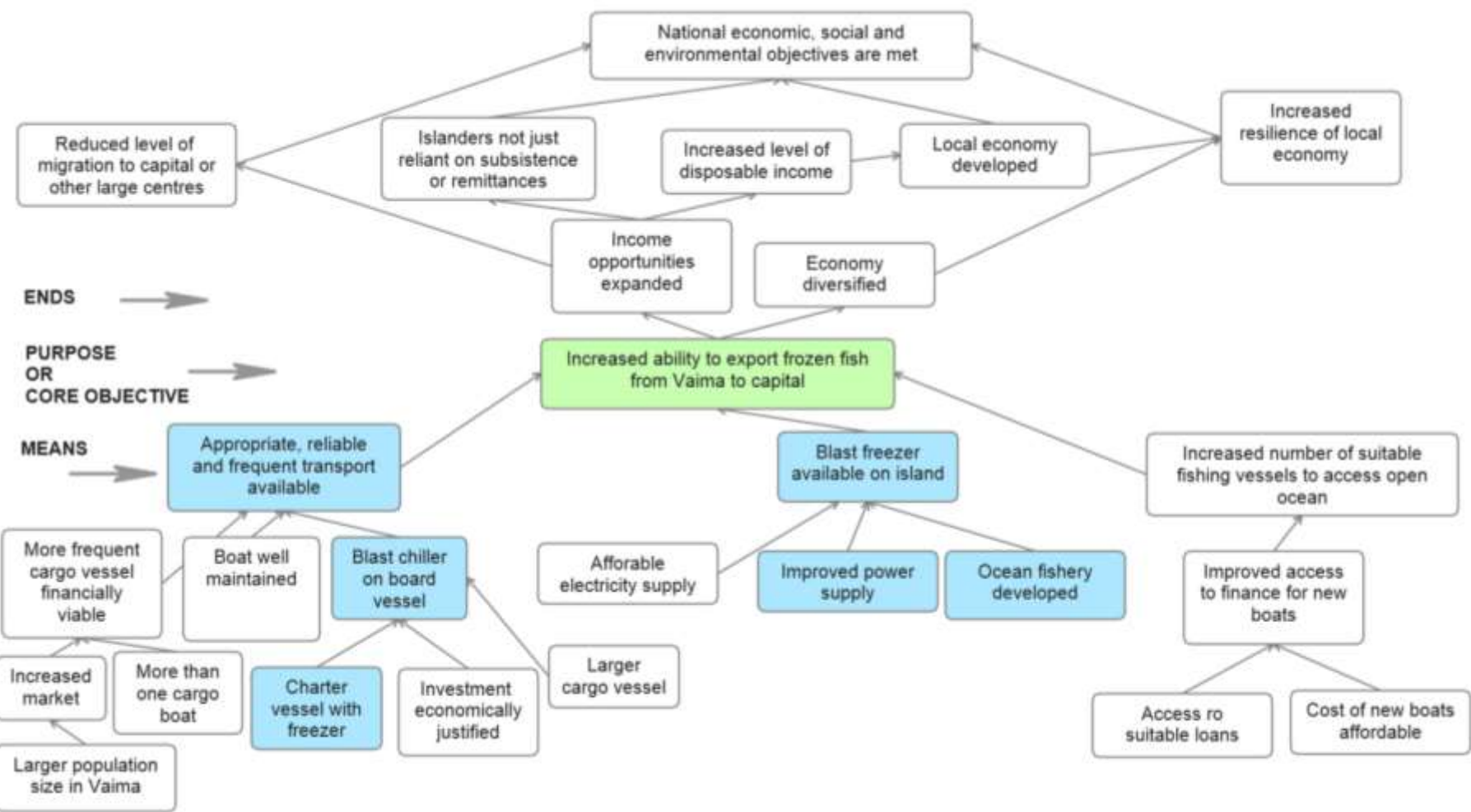
Lunch

Step 4. 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

Catch and income of fishing families is stabilised or increased

Threat to the riverine ecosystem is reduced, and fish stocks are increased

Incidence of water borne diseases and illnesses is reduced, particularly among poor families and under 5s

Overall Objective

OUT

WASTE STRATEGY

IN

River water quality is improved

WASTEWATER STRATEGY

Purpose

The quantity of solid waste dumped into the river is reduced

No. of households and factories discharging wastewater directly into the river is reduced

Wastewater treatment meets environmental standards

Results

Polluters are effectively controlled

Population more aware of the danger of waste dumping

New legal regulations are established which are effective in preventing direct discharge of wastewater

Increased % of households and businesses are connected to sewerage network

Environment Protection Agency is effective and more responsive to a broad range of stakeholder interests

Public information/education programs established

Pollution management is given a higher political priority

Increased capital investment

Improved business planning within Local Government is established, including cost recovery mechanisms

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

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ENDS →

PURPOSE
OR
CORE OBJECTIVE →

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Project group activity

- Select the preferred strategy for your project
- Justify your preferred strategy by identifying the criteria you used

Break

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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

	Indicators	Source of verification	Assumptions
Goal / Overall objective	The 'greater why '…		
Purpose / Core objective	Why you did it…		
Outputs / Results	What you delivered…		
Activities	How you did it…		

UNDP / OECD LOGFRAME

Results	Indicators	Baseline	Target	Means of Verification	Risks & Assumptions
Impact statement (Ultimate benefits for target population)	Measure of progress against impact				Assumptions made from outcome to impact. Risks that impact will not be achieved.
Outcome statement (Short- to medium-term change in development situation)	Measure of progress against outcome				Assumptions made from outputs to outcome. Risks that outcome will not be achieved.
Outputs (Products and services—tangible and intangible—delivered or provided)	Measure of progress against output				Assumptions made from activities to outputs. Risks that outputs may not be produced.
Activities (Tasks undertaken in order to produce research outputs)	Milestones or key targets for production of outputs				Preconditions for implementation of activities.

Logframe terminology: column headings

Project description	Indicators	Source of verification	Assumptions
• **Project description** • Narrative summary • Objectives column • Objectives hierarchy • Intervention logic • Results chain	• **Indicators** • Objectively verifiable indicators • Performance indicators • Performance targets • Targets	• **Source of verification** • Means of verification • Monitoring systems • Source	• **Assumptions** • Assumptions and Risks

Project description	Indicators	Source of verification	Assumptions
Goal (USAID, AusAID) Overall objective (EC, GIZ) Impact (AusAID, DFID) Vision statement (WWF) Overall goal (FAO)			
Purpose (EC, AusAID, FAO) Project purpose (GIZ) Specific objective (EC) Outcome (AusAID) Immediate objective Goal (WWF) Intermediate goal (FAO)			
Results (EC) Outputs (AusAID, DFID) Expected results (EC) Objective/Results (WWF)			
Activities (EC) Inputs (USAID)			

Human matrix
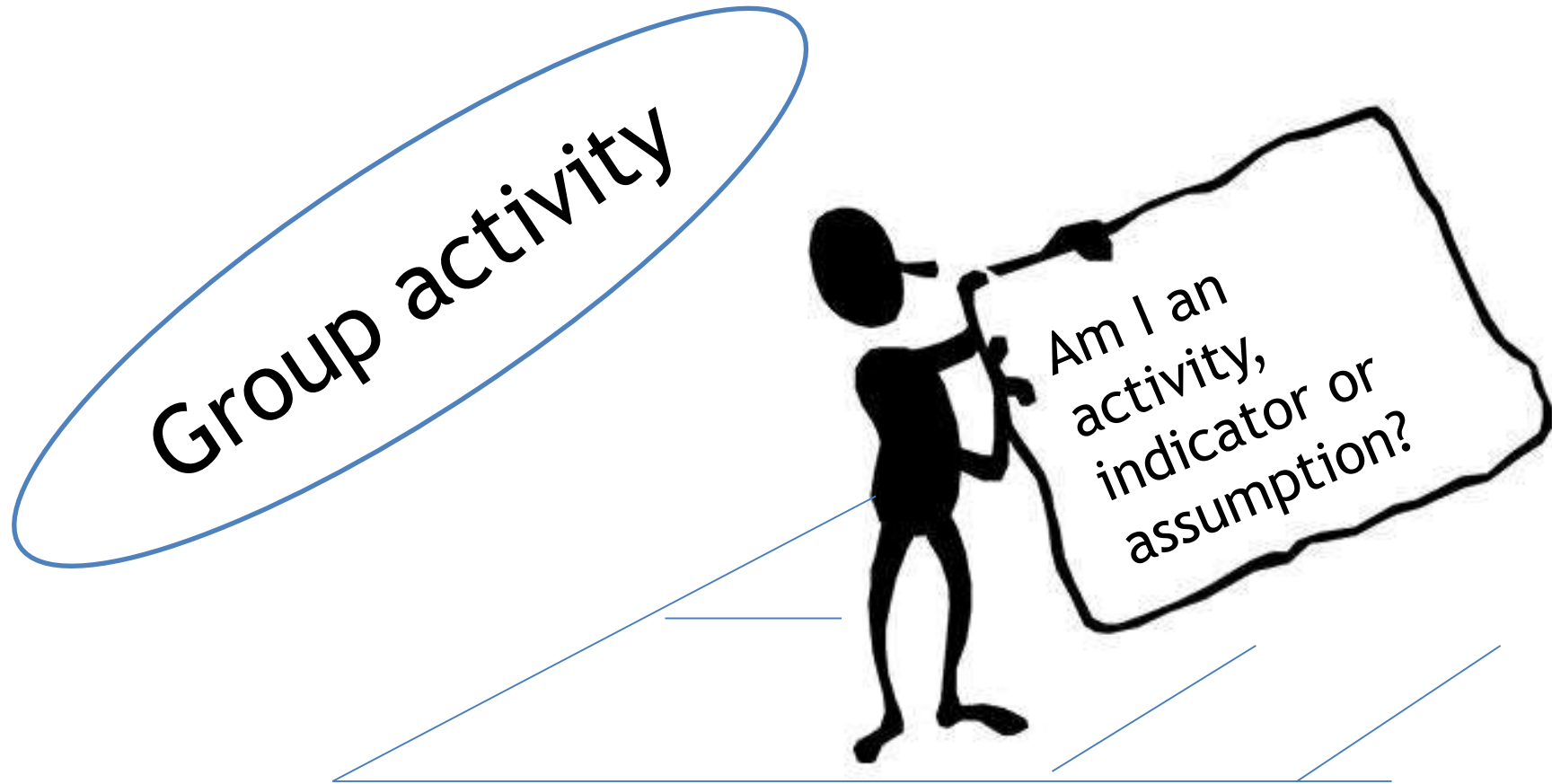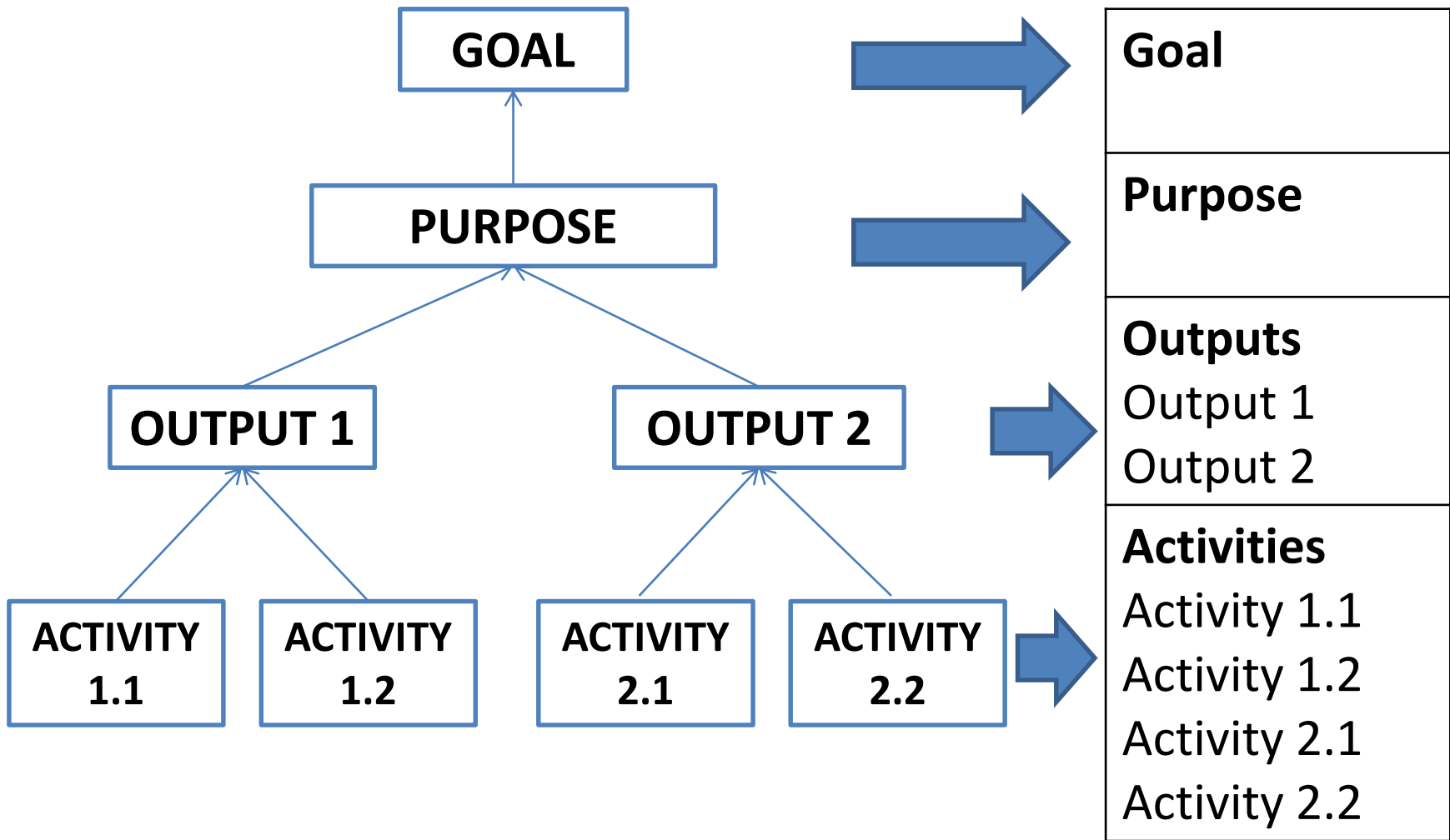
	Indicators	Source of verification	Assumptions
Goal / Overall objective	**1**	**8**	**9**	
Purpose / Core objective	**2**	**10**	**11**	**7**
Outputs / Results	**3**	**12**	**13**	**6**
Activities	**4**			**5**

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

1. What you liked best

2. What could be improved

3. What you want more of