

# PROPOSAL PREPARATION USING THE LOGICAL FRAMEWORK APPROACH

## DAY 3

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# Recap Day 2



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# Day 3 overview

- Creating your own Logframe matrix
- Verifying your Logframe matrix.
- Activity Scheduling
  
- Breaks at 10:30am; 12:30pm;3:00pm
- Finish at 4:30pm



# Small group activity

- **Name:** Marshmallow challenge
- **Objective:** Build the highest tower
- **Materials available:** spaghetti and marshmallows.

## Rules:

- You CAN NOT use any other materials
- You can break the spaghetti into shorter lengths
- The tower can not be stuck to the table or desk.
- Time: 12 minutes



# Step 5. Logframe matrix - in detail

Project description	Indicators	Source of verification	Assumptions
Goal (1)	8	9	
Purpose (2)	10	11	7
Outputs (3)	12	13	6
Activities (4)			5

# Goal

- Documents the project's contribution to high level policy or programme objectives (impact)
- The project will only partially contribute to achieving the goal
- The statement should include:
  - a major issue or thematic area
  - focus population and location
  - clear and concise terminology
  - Often starts with the words “*To contribute to.....*”



# Goal

## Examples:

- To contribute to establishing a healthy marine ecosystem that supports local fisheries in the Cook Islands
- To contribute to improved family health, particularly the under 5s, and to improve the general health of the tablelands rivers and lakes system
- **What is wrong with this goal? Can you improve it?**  
“Increase knowledge about sexual and reproductive health.”



# Purpose

- More specific than the goal and describes the desired future state (project's specific objective)
- The project should achieve the purpose
- The statement should refer to:
  - the development outcomes at the end of the project
  - target group
  - specific location
  - time period
  - use verbs like: decreased, increased, strengthened, enhanced, improved





# Purpose

## Example:

- Improved livelihoods of Vava'u fishing community due to higher water quality in mangroves by 2015.
- **What is wrong with this purpose? Can you improve it?**
  - “Train 20 students to promote physical exercise.”
  - “Increased fisheries catch”

# Small Group Activity

In pairs, improve the purpose statements in your learner guide on page 27

- 10 minutes



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# Revised Purpose Statements

- Strengthened prevention and control of mosquito-borne diseases through improved environmental health surveillance and response in Tarawa by 2016
- Improved access to safe and reliable drinking water in Nauru households by 2015
- Enhanced Manihiki lagoon water quality through improved community-based water monitoring by 2014



Design Summary	Performance Targets/Indicators	Data Sources / Reporting Mechanisms	Assumptions and Risks
<p>Impact</p> <p>Economic growth and poverty reduction</p>	<ul style="list-style-type: none"> <li>• Annual gross domestic product (GDP) growth rate of 5% by 2011</li> <li>• A 10% increase in job opportunities in the project area over xx years</li> <li>• A 10% increase in income in the project area over 3 years</li> </ul>	<ul style="list-style-type: none"> <li>• Donors' country reports</li> <li>• Socioeconomic monitoring reports</li> <li>• Household income and expenditure survey</li> </ul>	<p>Assumptions</p> <ul style="list-style-type: none"> <li>• Sufficient political stability</li> <li>• Continued donor financial and institutional support</li> <li>• Sound management of financial resources</li> <li>• Sufficient incentives exist for rural agriculture to expand in response to improved transport.</li> </ul> <p>Risk</p> <ul style="list-style-type: none"> <li>• Decline in commodity prices or access to international markets</li> </ul>
<p>Outcome</p> <p>Improved road transport for economic and social activities</p>	<ul style="list-style-type: none"> <li>• A reduction of vehicle operating cost by 20% after project completion</li> <li>• A 10% increase in school enrolment by 2011</li> <li>• A 10% increase in visits to health facilities in the corridors of influence by 2011</li> <li>• Increased range and frequency of transport services</li> </ul>	<ul style="list-style-type: none"> <li>• Sample surveys of vehicle operators/owners</li> <li>• Socioeconomic monitoring report</li> <li>• Road condition surveys</li> </ul>	<p>Assumptions</p> <ul style="list-style-type: none"> <li>• Increased availability of transport services</li> <li>• Vehicle operating cost savings are passed on to public, making transport services affordable</li> <li>• Vehicle owners respond by improving range and frequency of services</li> <li>• Maintenance arrangements are continued and expanded.</li> </ul> <p>Risk</p> <ul style="list-style-type: none"> <li>• Maintenance budgets are reduced or expended inappropriately</li> </ul>

# Output

- What goods and services the project delivered or produced.
- Project can be held accountable for the delivery of outputs
- Each output should have a unique number assigned
- The statement should refer to:
  - the tangible services or products delivered as a result of the activities
  - use verbs like: delivered, conducted, produced etc.



# Outputs

## Examples:

- 1. River water quality standards developed
- 2. 20 students trained in peer education strategies
- 3. New patrol boat purchased to monitor fisheries
- 4. 4 week radio program on composting household waste produced



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## Outputs

1. 100 km of provincial and secondary roads and bridges rehabilitated

2. Procedures established and tested for maintenance of provincial and secondary roads using LBES methods

3. Sound and sustainable road maintenance policies and practices established

- 1. Reduced roughness on 100 kilometers (km) of roads by end 2011

- 40 bridges repaired to good condition

- 2.1. Maintenance systems implemented and tested by end 2011

- 3.1. Road maintenance policies established

- 3.2. Maintenance training provided

- Road condition survey

- Project progress and supervision, and completion reports

- Road maintenance reports

- Field surveys

## Assumptions

- No interruptions from force majeure

- Preservation of the Project Management Unit (PMU)

- PMU staffed with qualified people

## Risks

- High staff turnover in PMU

- Possibly low labor availability, especially for women, on a seasonal basis

# Activities

- The **main tasks** that need to be carried out to achieve the outputs.
- Each activity will be assigned a unique number that includes the number of the output it is associated with
- (Detailed supporting tasks will be documented in the Activity Schedule - don't include them here)
- The statements should use:
  - present tense written with active verb
  - use verbs like: train, provide, produce, establish, create, conduct etc.



# Activities

## Examples:

- 1.1. Conduct baseline study of the use of LFA in PSIS
- 1.2 Train PSIS government staff in the use of LFA
- 2.1 Review existing river water quality standards in Samoa and other PSIS
- 2.2 Purchase monitoring buoy for Manihiki lagoon



<b>Project Information</b>	<b>Indicator</b>	<b>Source of Verification</b>	<b>Assumptions</b>
<p><b>Goal:</b></p> <p>To contribute to the diversification and strengthening of the local economy and meeting the sustainable development needs of Vaima</p>	<p>30% of island economy derived from frozen fish exports by 2016</p>	<p>National statistics office</p>	
<p><b>Purpose:</b></p> <p>Increased fishing income from export of frozen fish from Vaima to the capital by 2016</p>	<p>40% increase in frozen tuna exported by 2015</p> <p>60% increase in frozen tuna exported by 2015</p> <p>65% increase in net income for ocean fishers</p>	<p>kg of cargo exported before, during and after</p> <p>Income survey before and after</p>	<p>Tuna stocks remain stable / fishery well managed</p> <p>Continued demand / market for frozen tuna</p> <p>Price for tuna does not fall</p>
<p><b>Outputs:</b></p> <p>1. Appropriate, reliable and frequent cargo transport established</p> <p>2. Blast freezer installed on island</p>	<p>Fortnightly trips between Vaima and capital commencing mid-2014</p> <p>Over 60% of cargo space filled on 80% of trips</p>	<p>Shipping schedule reports</p> <p>Ship log</p>	<p>Fishers able to access microloans</p> <p>Fishers able to catch tuna</p> <p>Blast freezer does not break down</p> <p>There is 24hr power supply to freezer</p>



<b>Activities:</b>	<i>INPUTS</i>	<i>BUDGET</i>	Charter vessel well maintained and does not break down  Fuel for generator available / affordable
1.1 Find suitable charter vessel	Project team time	\$XXXXXX	
1.2 Develop agreement with charter vessel	Government partners' time		
1.3 Develop shipping schedule	NGO time and reports (CBA fishing charter)		
2.1 Purchase blast freezer	Donor funds		
2.2 Upgrade or replace existing generator			
2.3 Test run blast freezer			
3.1 Identify fish stocks			
3.2 Engage with fishers and determine likely fishing effort			
3.3 Develop fishery management plan and communicate to fishers			



# Group activity

Complete the:

- Goal
- purpose
- Outputs
- Activities

... components of the logframe matrix for the group project.

- 30 minutes



# Break



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# Logframe matrix - Assumptions

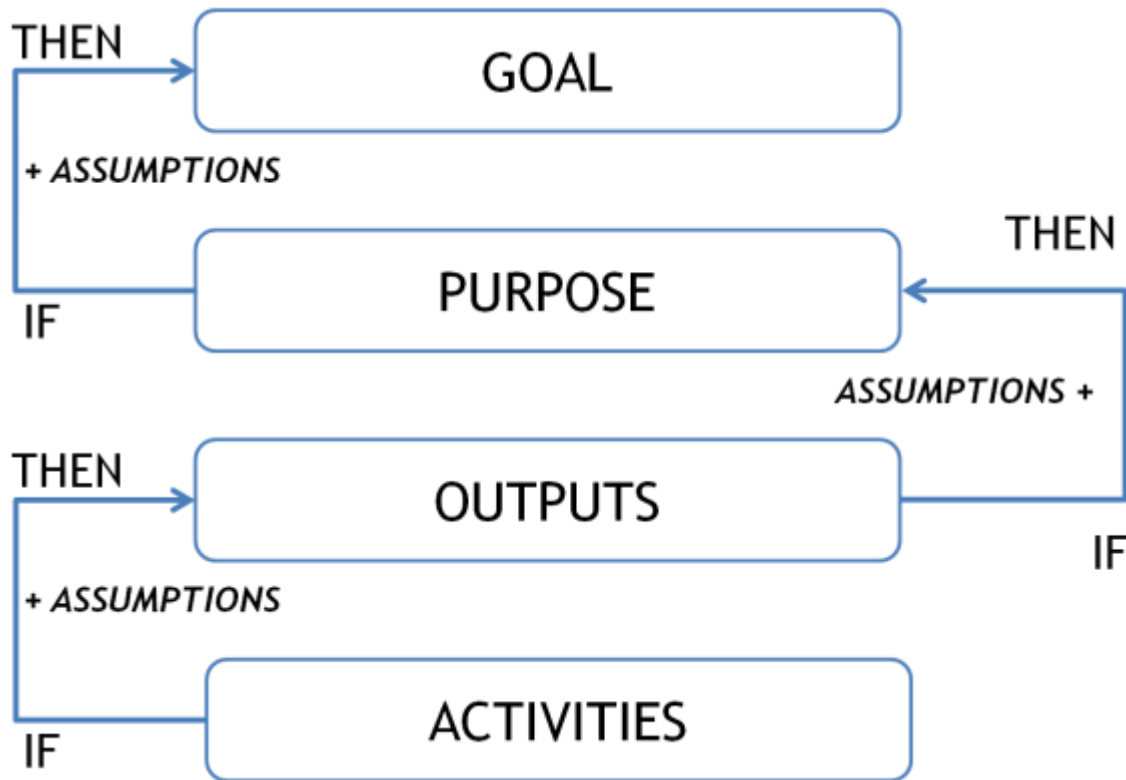
Project description	Indicators	Source of verification	Assumptions
Goal	1	8	9
Purpose	2	10	7
Outputs	3	12	6
Activities	4		5

# Logframe matrix - Assumptions

- Key factors outside the direct control of the project
- Worded as a positive statement of a condition that must be met in order for the project's output, purpose or goal to be achieved.
- Can be converted to risks that can be assessed



# Logframe matrix - Assumptions



•Cost of living does not exceed CPI 3% increase / year

•Fish price remains high  
•Fish stocks remain high

•Fishermen are able to attend the workshop  
•Outer island ferry does not break down



# Logframe matrix - Assumptions

Assessing assumptions as risks:

- Turn the positive assumption statement into a negative risk statement
- Assess the risk on the risk matrix to determine how it should be treated

# Group activity - Assumptions

Turn assumptions into a risks and assess the risk on the risk matrix. What action should be taken?

**Assumption 1:** Local DRR officer knows how to use smartphone

**Assumption 2:** Tsunami warning system covers PSIS

**Assumption 3:** Rural communities know how to respond to tsunami warning

	<i>High</i>	Manage risk	Manage risk	Rethink or redesign project
	<i>Medium</i>	Manage risk	Manage risk	Manage risk
	<i>Low</i>	Do not include	Manage risk	Manage risk
		<i>Low</i>	<i>Medium</i>	<i>High</i>
Likelihood				
		Impact		

# Group activity

- Define assumptions and assess risks for the group example
- Populate the matrix
- 10 minutes



# Logframe matrix - Indicators and Sources of verification

Project description	Indicators	Source of verification	Assumptions
Goal	1	8	9
Purpose	2	10	7
Outputs	3	12	6
Activities	4		5

# Logframe matrix - Indicators

- Sets targets to measure:
  - outputs created / delivered
  - project's success (objective achieved?)
  - how much has the project contributed towards achieving the goal
- Quantitative and Qualitative (ideally choose both)
- Include quantity, quality, timeframe (QQT)
- Baseline and post-program data



# Logframe matrix - Sources of verification

- Related to the specific indicators
- Documents:
  - **Where** the indicator data will come from (source)
  - **How** it will be collected
  - **Who** will collect the data
  - **When** the data will be collected
- Consider:
  - Existing sources
  - Time / cost / difficulty of collecting data



# Logframe matrix - Indicators and Sources of verification

	Indicators	Source of verification
<p><b>Output :</b> Increased capacity of doctors to identify dengue fever</p>	<ul style="list-style-type: none"> <li>• All doctors (18) receive accredited training by mid 2013</li> <li>• Post-program dengue knowledge test scores are on average 90% or above</li> </ul>	<ul style="list-style-type: none"> <li>• Training attendance sheet completed by trainer, reviewed by PM in Sept 2013</li> <li>• Assessment spreadsheet at Tarawa clinic. PM to review data in Dec 2013</li> </ul>

# Group activity

- Define indicators and sources of verification for our Vaima Island case study
- Start with the Goal indicator
- 15 minutes





# Logframe matrix - Reviewing the logframe matrix

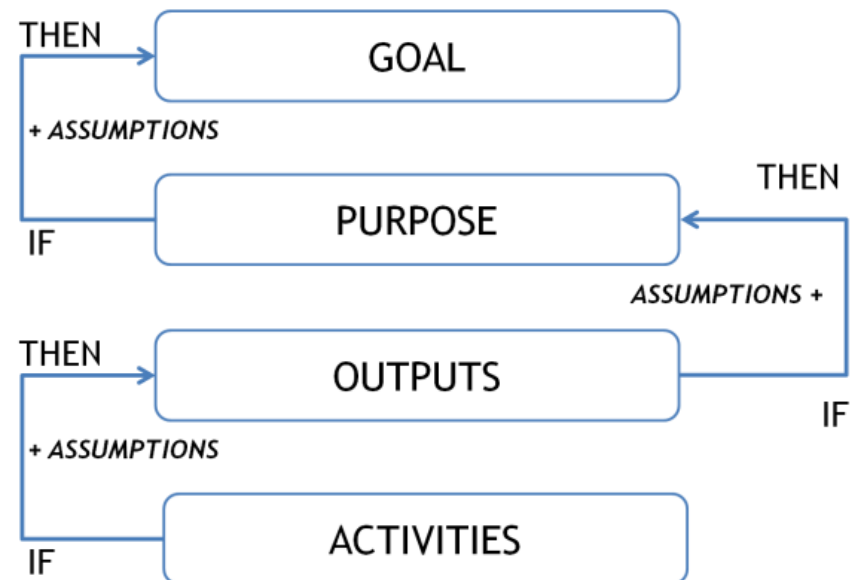
Checking that the logframe make sense

## Vertical logic

Check the means-end relationship (column 1) and assumptions (column 4)

## Horizontal logic

Check if indicators (and sources) are a good measure of goal, objectives, outputs. Are targets realistic?



# Group activity

- Verify the vertical and horizontal logic of the Vaima Island matrix
- 5 minutes



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# Project group activity

- Review project team's solution tree
- Complete the logframe matrix for your project



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# Lunch



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# Activity - Knots



Image Source: <http://www.trendhunter.com/trends/helena-dietrich>

# Project group activity continued.

- Review project team's solution tree
- Complete the logframe matrix for your project



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# Recap - LFM



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# Step 6. Activity scheduling

- Process to create a list of all activities required to deliver project outputs and results
- Steps:
  1. List all project activities
  2. Break activities into two or more manageable tasks
  3. Identify responsibilities
  4. Determine the timeline of activities
  5. Determine key milestones



# Activity schedule

			2013			
Ref. #		Responsibility	Q1	Q2	Q3	Q4
1	<b>Output:</b> LFA training held					
1.1	<b>Activity:</b> Organise training workshop	PM				
1.1.1	<b>Task:</b> Commission training team	PM				
1.1.2	Identify participants	PM				
1.1.3	Organise venue	SEC				
1.1.4	Deliver training	PREA				

# Gantt chart

Name	Start	End	Milesto	%	Resources
Start up	03/08/09	12/08/09	false	57	
Draft initial plan	03/08/09	08/08/09	false	80	Joan
Stakeholder meeting	10/08/09	11/08/09	false	0	Jen Jim Joan
Get sign off on initial plan	11/08/09	12/08/09	true	0	
Main Phase	03/08/09	11/09/09	false	0	
Develop detailed plan	12/08/09	19/08/09	false	0	Jim Joan
Hire staff	12/08/09	19/08/09	false	0	Jen
Conduct background research into materials	03/08/09	08/08/09	false	0	Jen
Meet with Council	19/08/09	20/08/09	false	0	Joan
Buy materials	20/08/09	27/08/09	false	0	Jen
Council Approval on plans	27/08/09	28/08/09	true	0	Joan
Build whatever	28/08/09	11/09/09	false	0	Tom Sam

# Gantt chart



# Project group activity

Develop part of an activity schedule

1. Select an activity from the logframe matrix for your project
2. Complete the activity schedule worksheet

- 15 minutes



# Break



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# Guest speaker



# Day 3 evaluation

What you liked best

What could be improved

What you want more of