Logical Framework Approach (LFA)

Sebuah kerangka perencanaan

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Pre-Test!

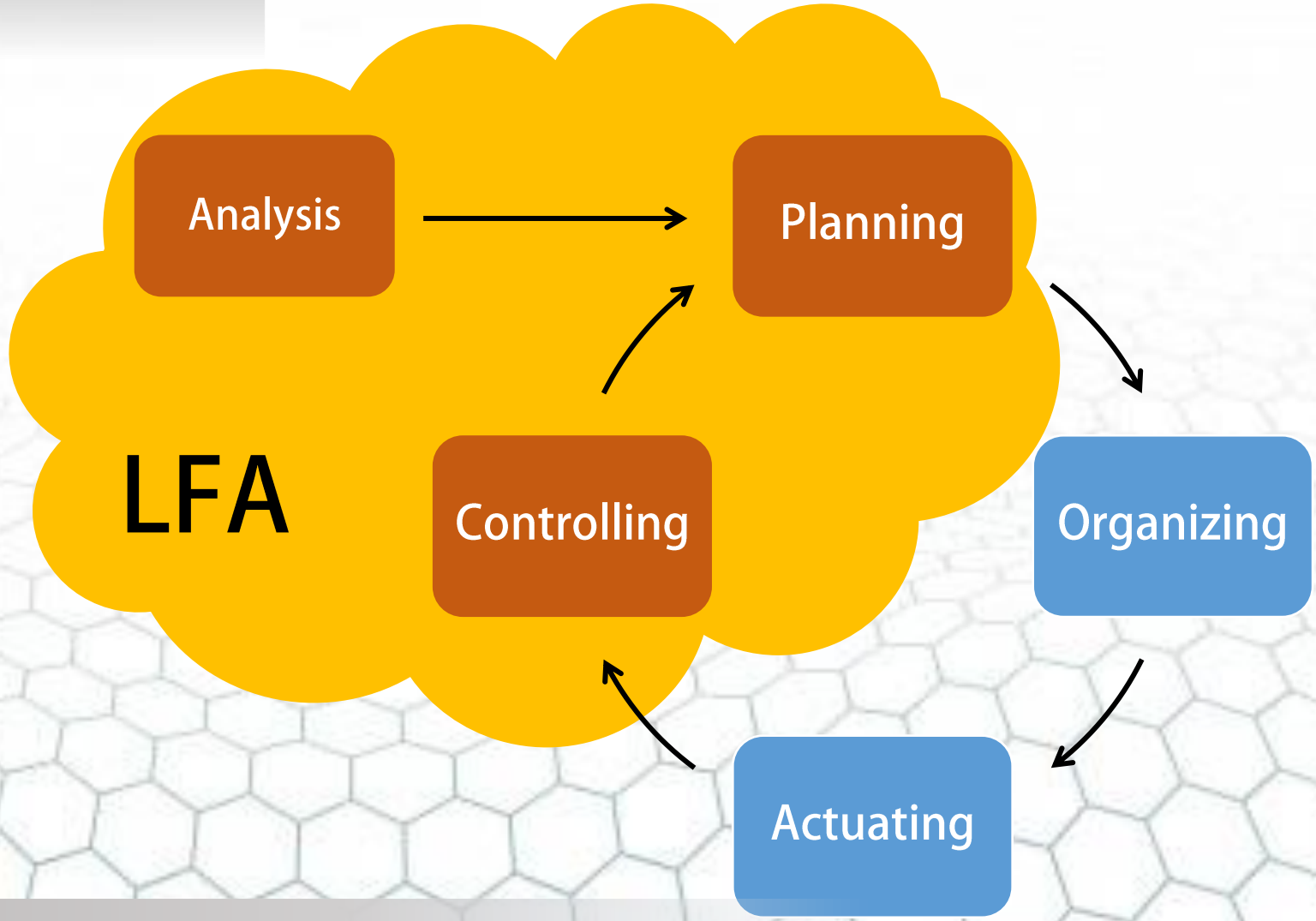
You want to plan a project, mention all important steps you need to do

Mention all general phases you know in managing a project. What tools you know you can use in each phase?

“Give me six hours to chop down a tree and I will spend the first four sharpening the axe”

Introduction

POAC Model



What is LFA

LFA => analytical and management tool

- Used by most multi-lateral and bi-lateral aid agencies, international NGOs, and by many partner governments.
- Developed in the late 1960s to assist the US Agency of International Development
- Designed to address three basic concerns, namely that:
  - Planning was too vague, without clearly defined objectives;
  - Management responsibilities were unclear; and
  - Evaluation was often an adversarial process.

Advantages

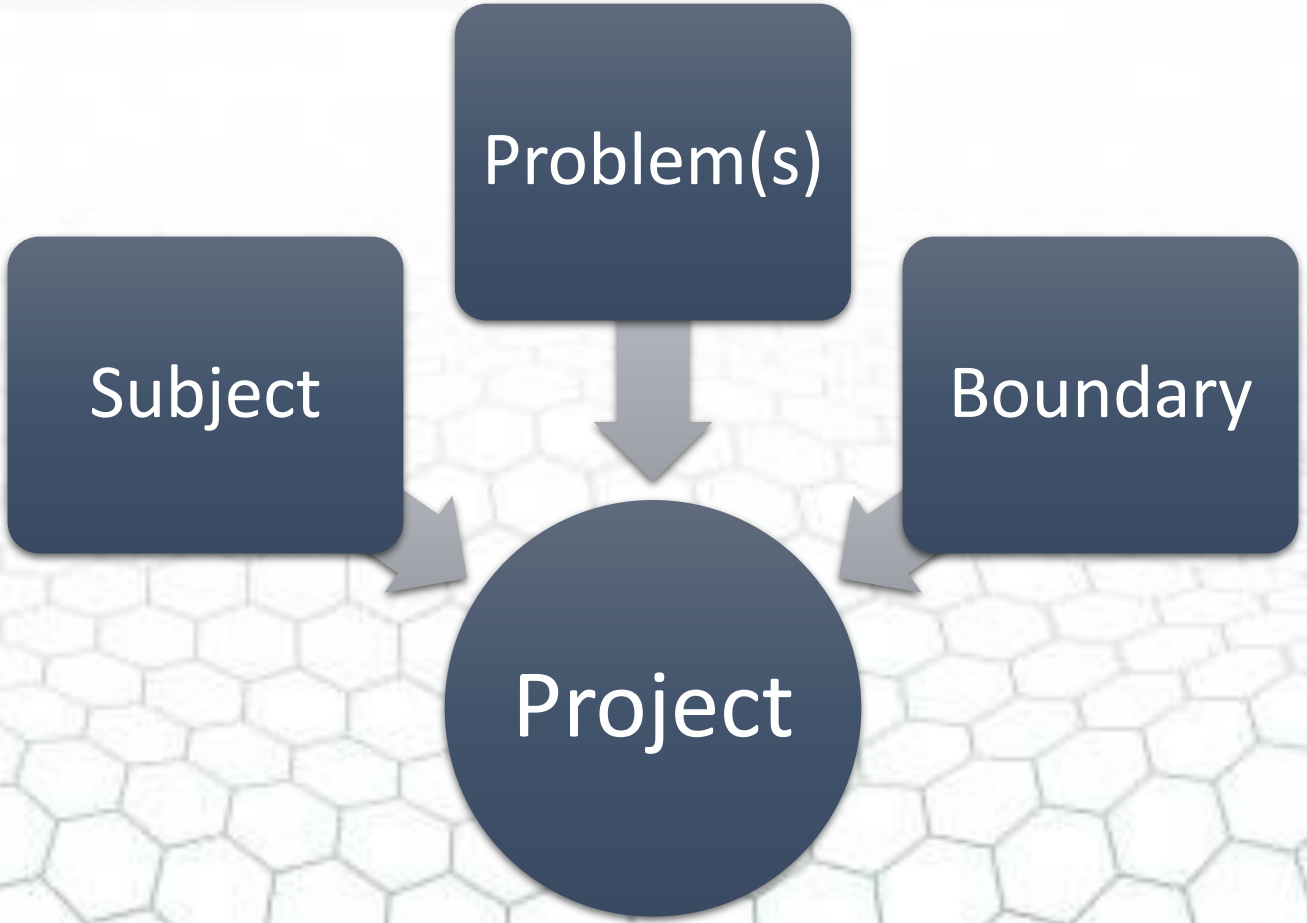

Well designed
Described objectively
Can be evaluated
Clearly structured
LFA

Two Stages

Logframe Approach

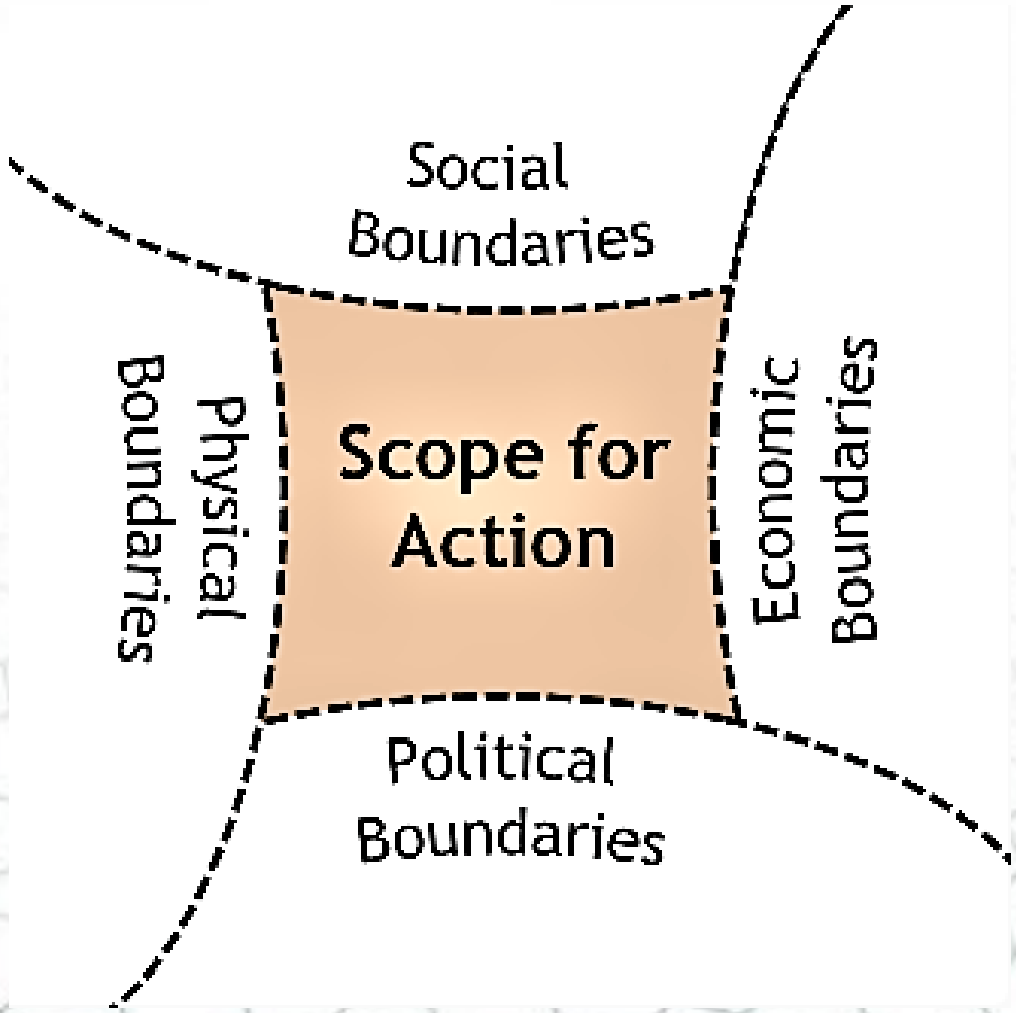
- Analysis Stage
- Planning Stage

Prepatory stage



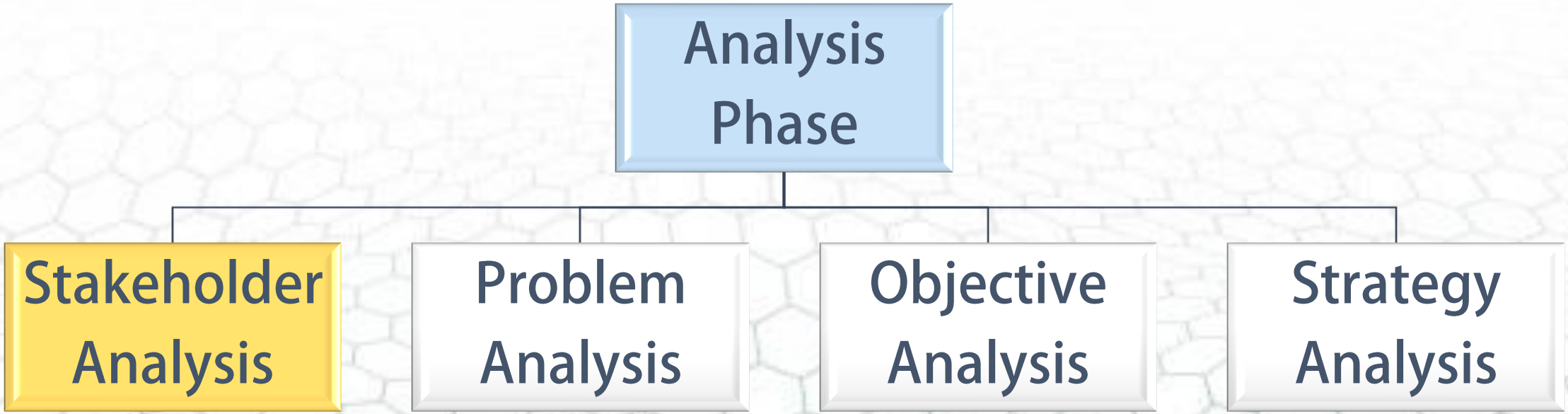
Prepatory stage

Defining boundary: focusing action



Analysis Phase

Four Process

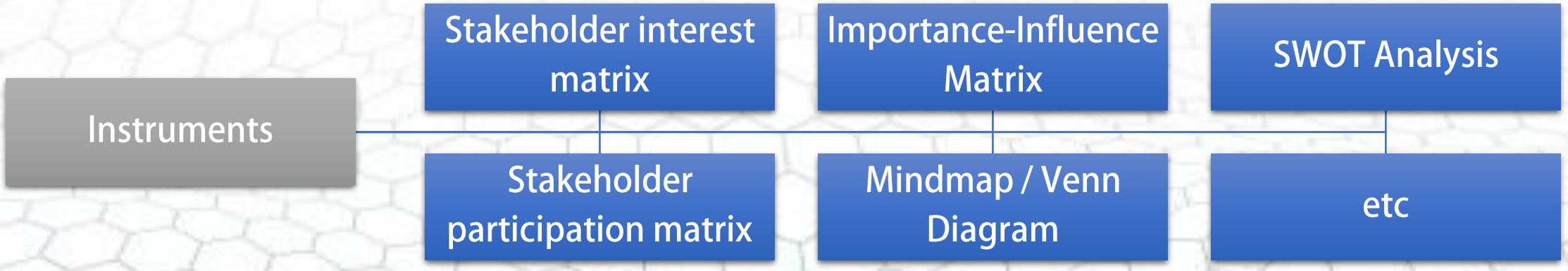


Stakeholder Analysis

- Different groups have different concerns, capacities and interests, and that these need to be explicitly **understood and recognised** in the process of problem identification, objective setting and strategy selection.
- Key Questions:
  - Whose problems or opportunities are we analyzing?
  - Who will benefit or loose-out, and how, from a proposed project intervention?

Stakeholder Analysis

There are a great number of methodologies concerning stakeholder analysis with a wide range of complexity



Stakeholder Analysis

Stakeholder Interest Matrix (version 1)

Stakeholder (list of stakeholder and its basic characteristics)	Problems (How affected by the problem(s)	Interests (and possible actions to address it)	Potential (Capacity and motivation to bring about change)

Stakeholder Analysis

Stakeholder Interest Matrix (version 2)

Stakeholder	Importance	Influence and Power	Interests (Positive impacts)	Concerns (Negative impacts)

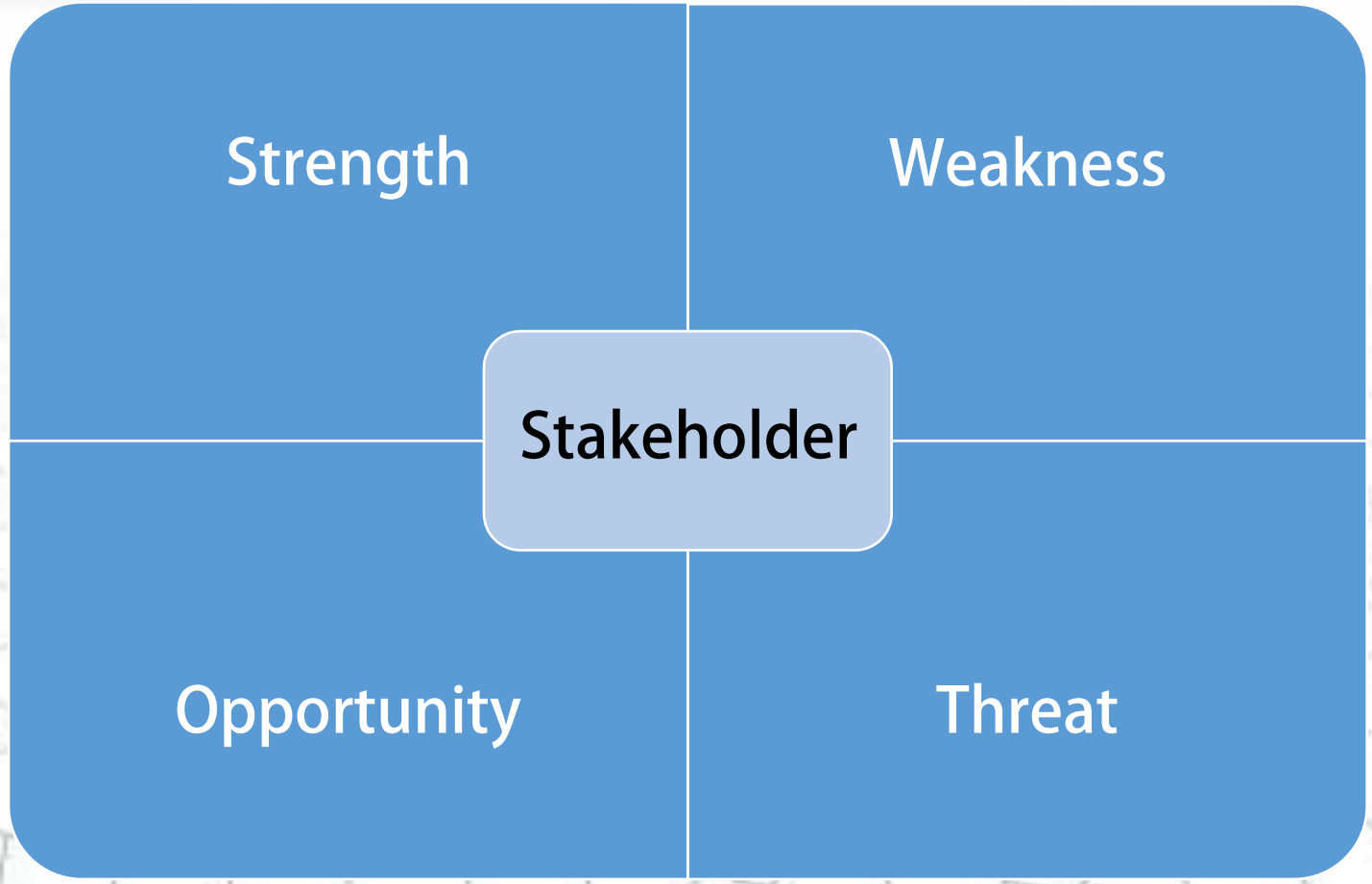
Stakeholder Analysis

Stakeholder Participation Matrix

Type of participation / Cycle stage	Inform	Consult	Collaborate / Partnership	Empower / Control
Identification				
Planning				
Implementation				
MonEv				

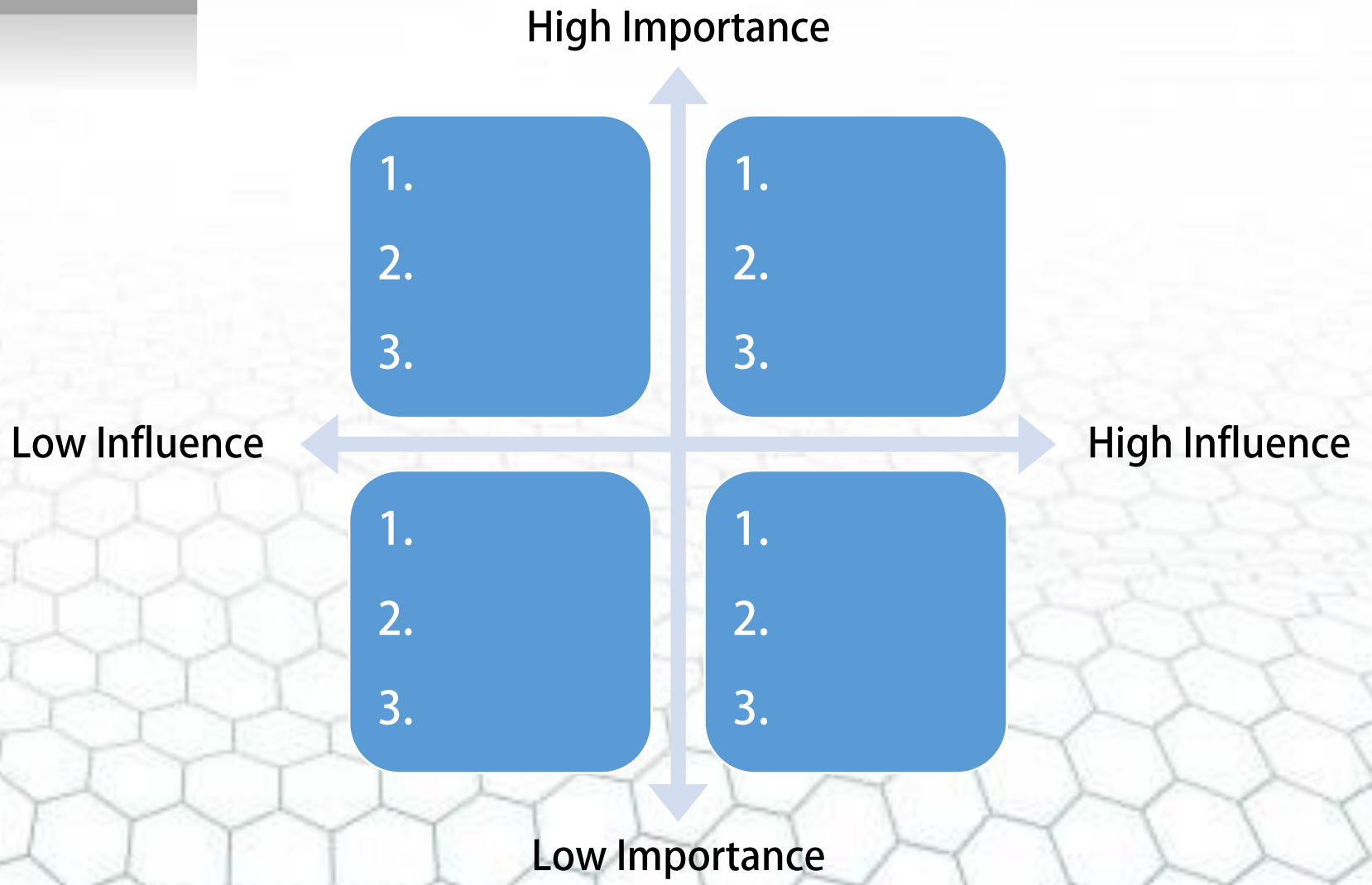
Stakeholder Analysis

SWOT Matrix



Stakeholder Analysis

Importance-Influence Matrix



Stakeholder Analysis

Example

Stakeholder and basic characteristics	Problems (How affected by the problem(s)	Interests (and possible actions to address it)	Potential (Capacity and motivation to bring about change)
Fishing families: X families, low income earners, small scale family businesses, organised into informal cooperatives, women actively involved in fish processing and marketing	Pollution is affecting volume and quality of catch Family health is suffering, particularly children and mothers	Maintain and improve their means of livelihood Support capacity to organise and lobby Implement industry pollution control measures	Limited political Influence given weak organisational structure Keen interest in pollution control measures
Industry X: Large scale industrial operation, poorly regulated and no unions, influential lobby group, poor environmental record	Some concern about public image Concern about costs if Environmental regulations enforced	Maintain/increase profits Raise their awareness of social and environmental impact Mobilise political pressure to influence industry behaviour Strengthen and enforce environmental laws	Have financial and technical resources to employ new cleaner technologies Limited current motivation to change
Households: X households discharge waste and waste water into river, also source some drinking water and eat fish from the river	Aware of industrial pollution and impact on water quality Health risks	Want access to clean water Want to dispose of own waste away from the household	Potential to lobby government bodies more effectively Appear willing to pay for improved waste management services Limited understanding of the health impact of their own waste/ waste water disposal
Local government Etc.			

Stakeholder Analysis

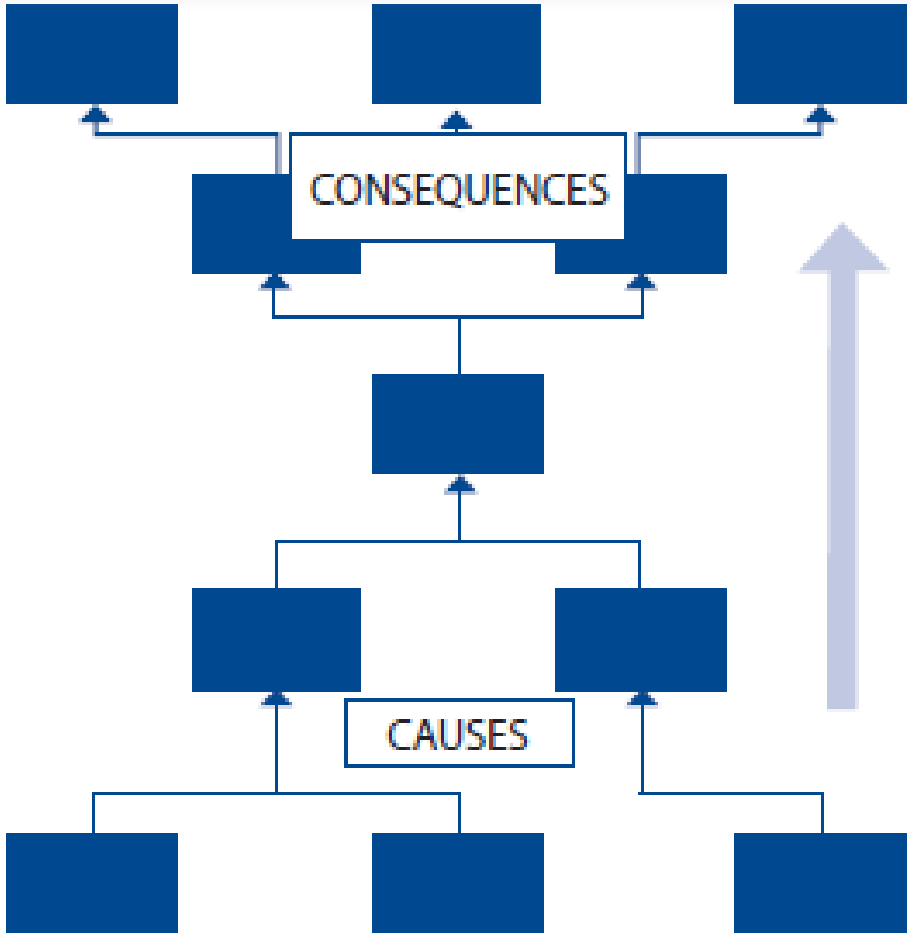
Note!

Sometimes it's useful to categorize all stakeholders.

Use three general categories (primary, secondary, tertiary), or just split them to four specific categories (beneficiaries, partners, donors, opponents)

Primary	Secondary	Tertiary
• Users / Beneficiaries (male, females, children, elderly, etc.)	• Local authority • Direction of municipality technical services • Traditional authorities • NGO and development projects • Businesses and suppliers • Decentralised government services • Research institutions • School and university • Services providers	• Financial institutions and donors • National authorities (at all levels) • Opinion leaders • Civil society • Foreign cooperation agencies • Media

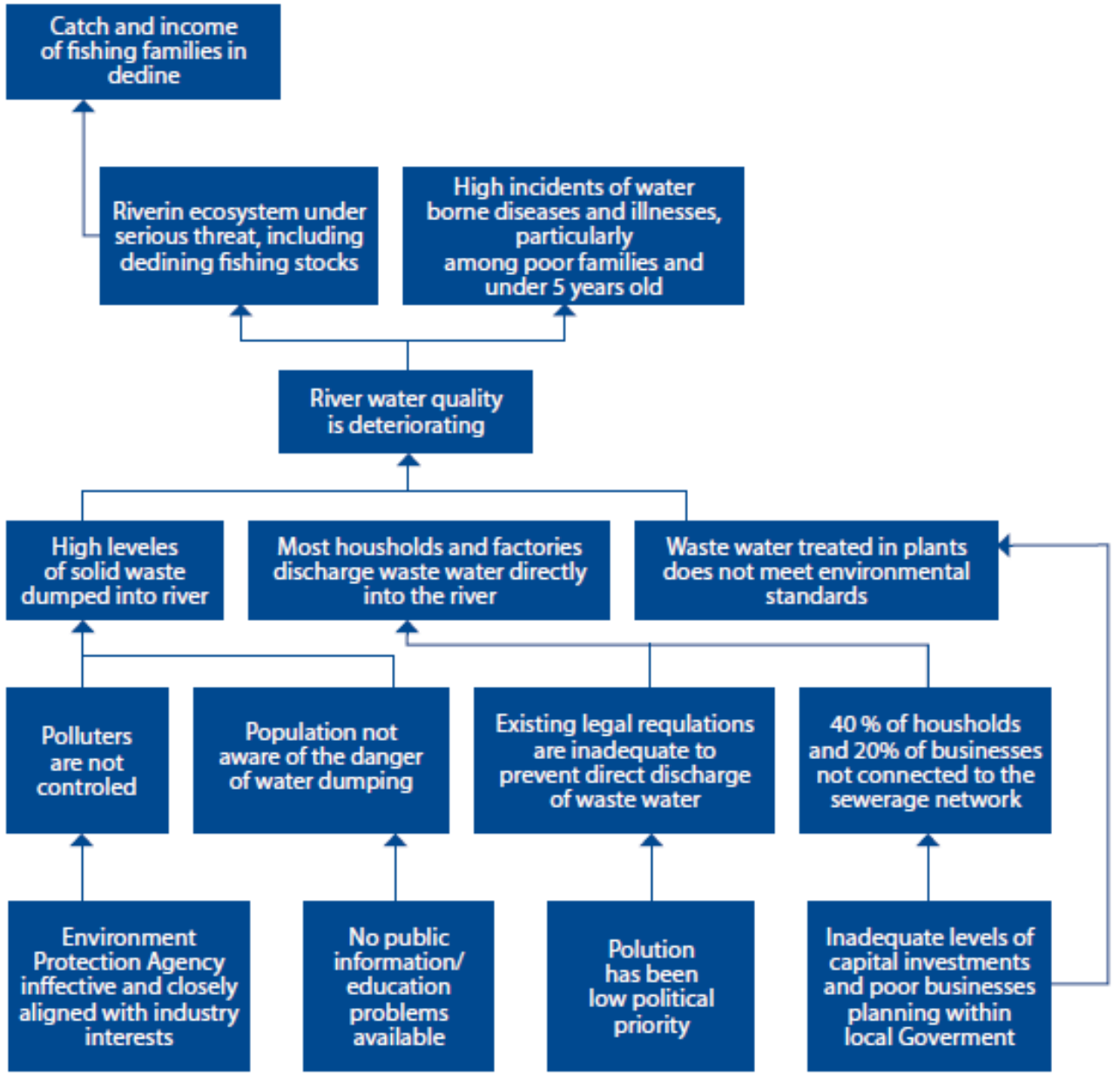
Problem Analysis



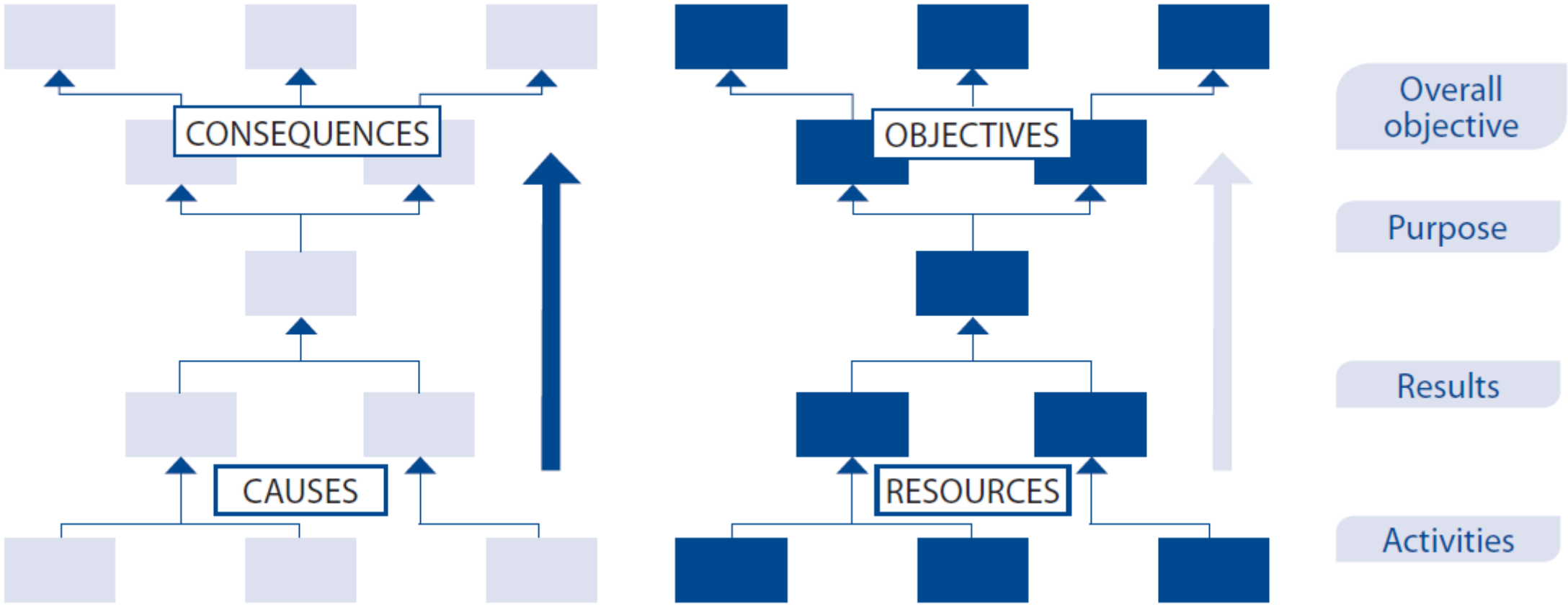
- Identify all major problems
- Start with one problem
- Identify causal correlation of other problems
- Sort in hierarchy of cause-effects relationship
- All starting nodes are called sources.
- Sources needs to be divided to based on controllability

Problem Analysis

Example



Objective Analysis

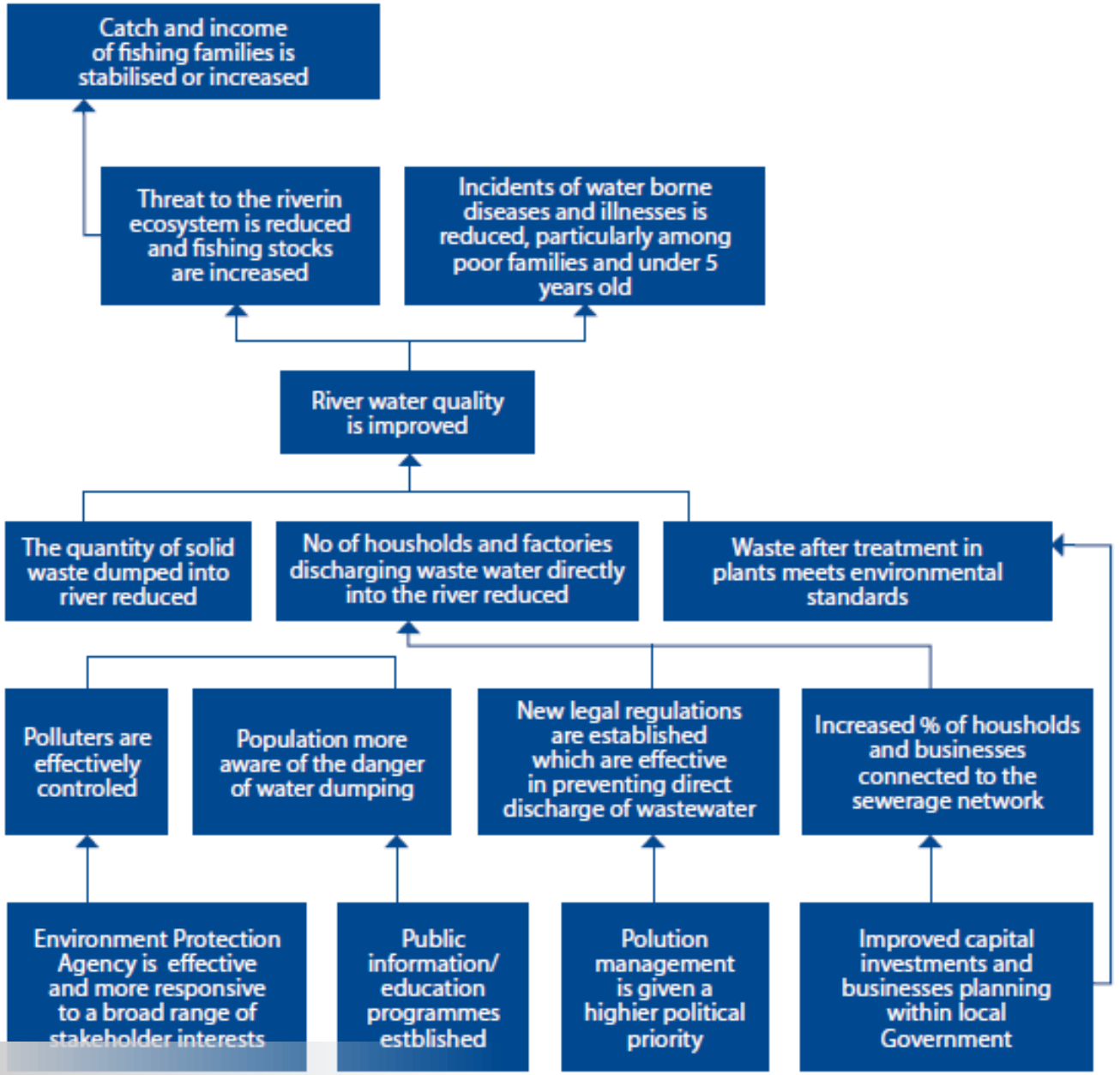


Objective Analysis

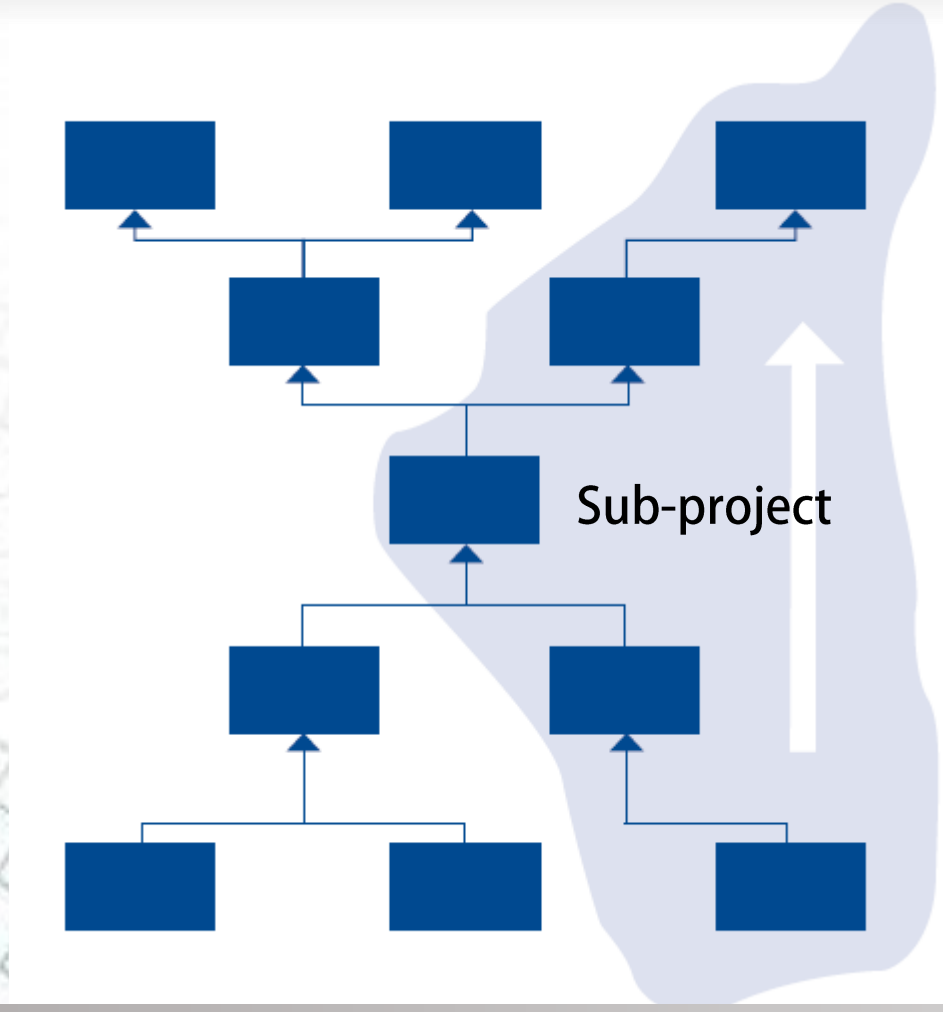
- Reformulate all negative situations of the problems analysis into positive situations that are desirable
- Check the means-ends relationships to ensure validity and completeness of the hierarchy (Caution: Every cause-effect relationship does not automatically become a means-end relationship. This depends on the rewording.)
- If necessary, revise statements or add/delete new objectives

Objective Analysis

Example



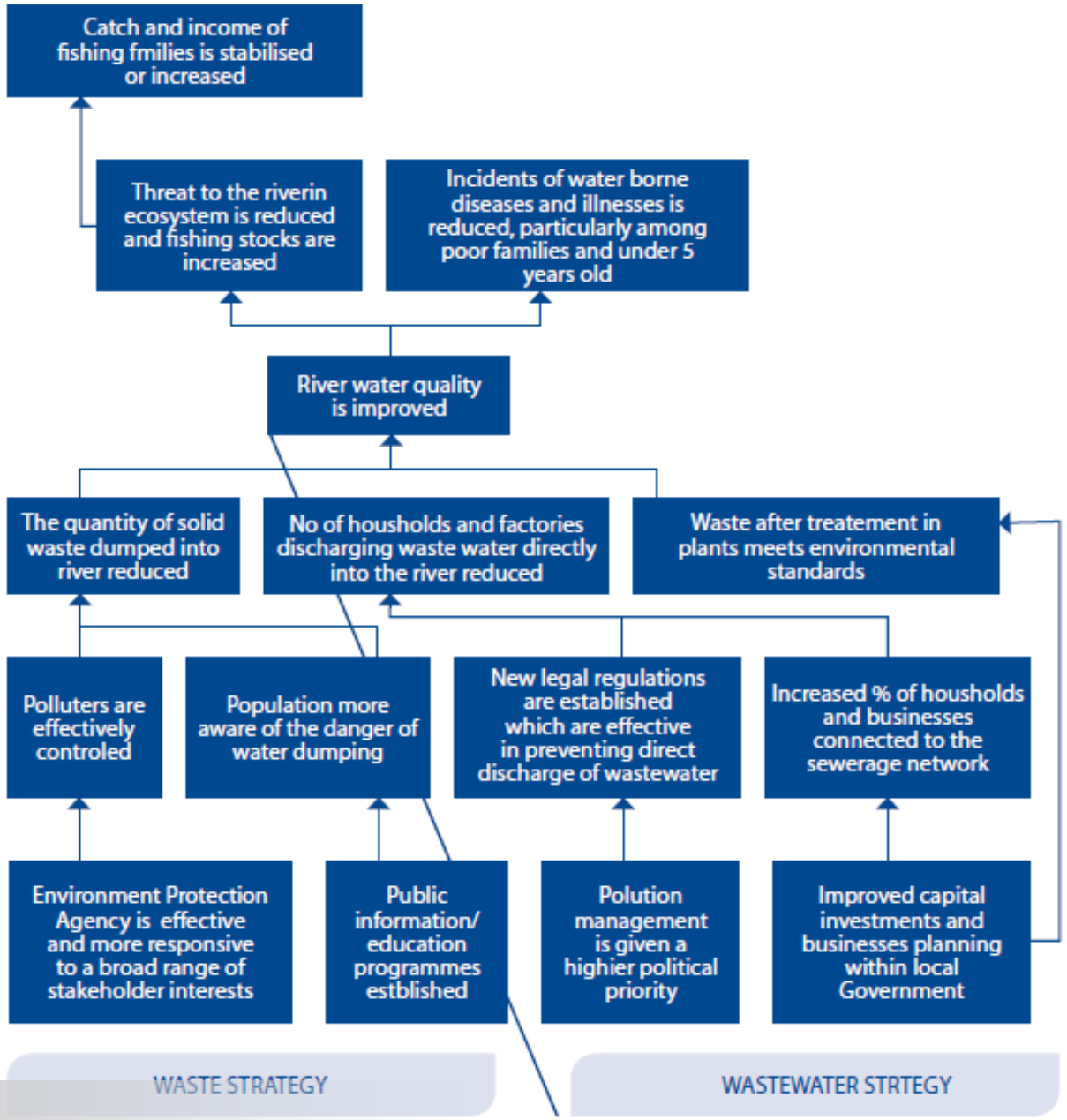
Strategy Analysis



- Identify differing "means-ends" ladders, as possible alternative options or project components.
- Eliminate objectives which are obviously not desirable or achievable or pursued by other projects in the area.
- Make an assessment of the feasibility of the different alternatives.
- Select one of the alternatives as the project strategy.
- If agreement cannot be directly reached, then: Introduce additional criteria, or; Alter the most promising option by including or subtracting elements from the objectives tree.

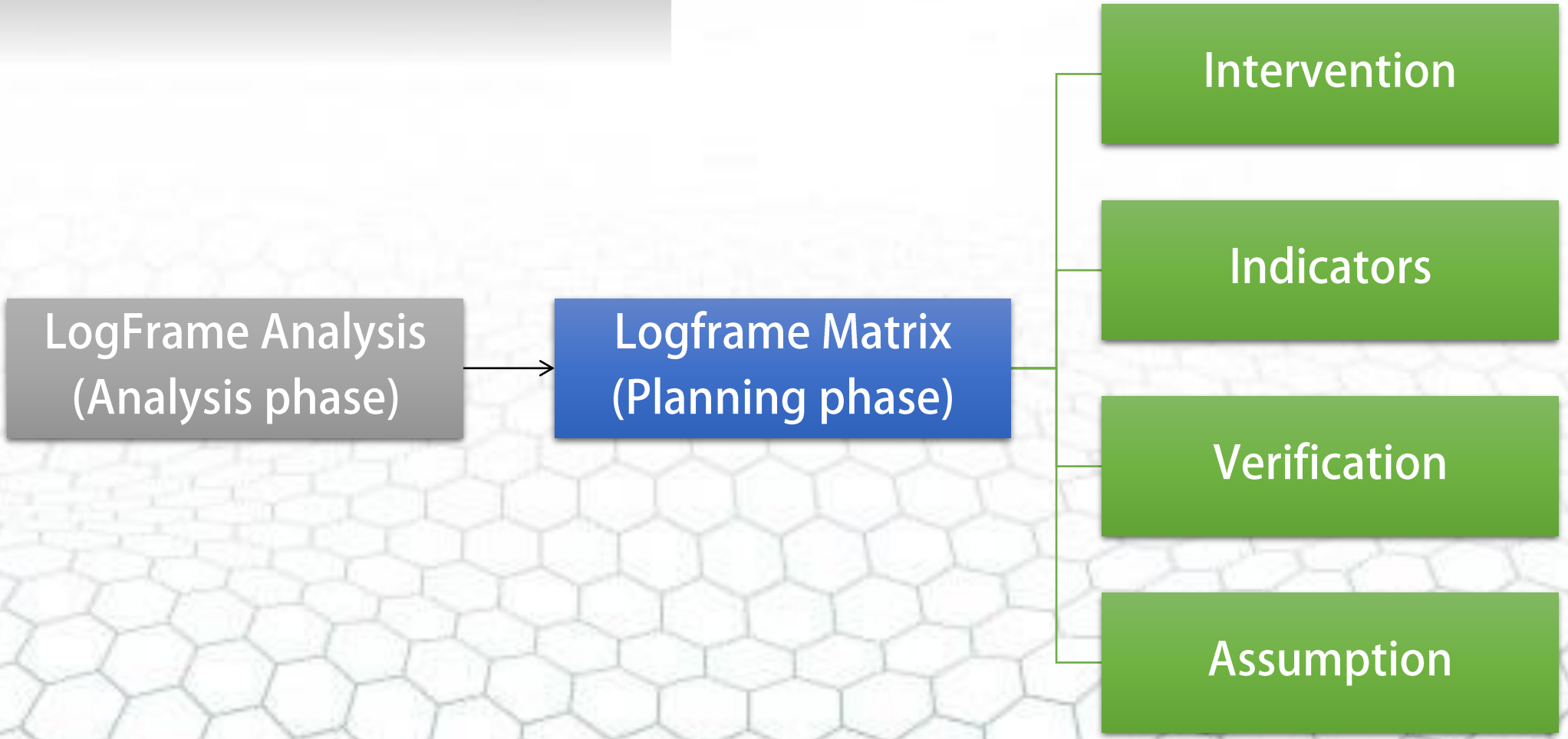
Strategy Analysis

Example



Planning Phase

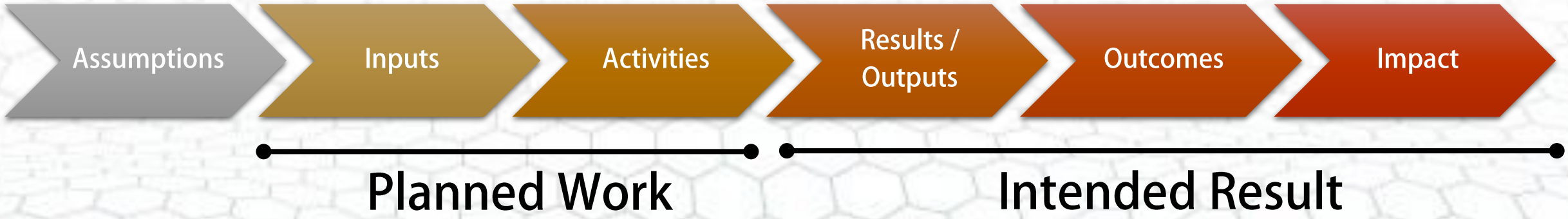
LogFrame Matrix



LogFrame Matrix

Logic of intervention	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Overall Objective (1)	(10)	(11)	(9)
Purpose (2)	(12)	(13)	(8)
Results (3)	(14)	(15)	(7)
Activities (4)	Means (16)	Costs (17)	(6)
			Preconditions (5)

LogFrame Matrix



Intervention Logic

Logic of intervention
Overall Objective
Purpose 1. 2.
Results 1.1 1.2... 2.1
Activities 1.1.1 1.1.2 1.2.1 2.1.1...

What is the overall objective that the project will contribute to?
Project importance to society in terms of the long-term benefits which are not achieved by the project alone

What is the purpose of project to be realised by the project?
Project purpose describes intended situation at the end of the project.

What are concrete visible results to contribute to realisation of project purpose? What changes and improvements will be achieved by the project?
Tangible products and services delivered or competences and capacities established directly as a result of project activities by the completion date.

What activities are required and in what order in order to achieve the expected results?
Specific tasks (work programme) to be undertaken during the project's lifetime in order to obtain results. (sometimes optional within the matrix itself).

Inputs & precondition

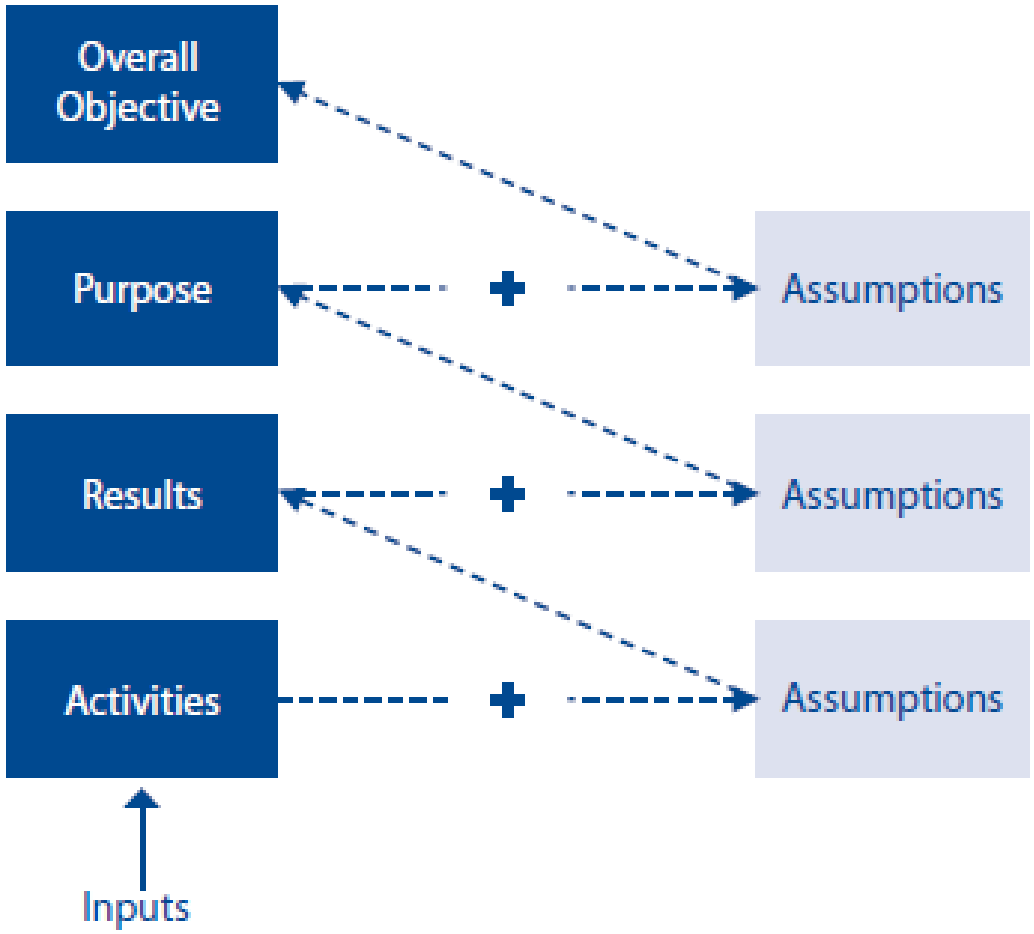
Last row of LFM: Inputs and Precondition

Inputs = recources (filled with **means** in col. 2 and **costs** in col. 3)

1. can be related directly to the specified activities
2. are necessary and sufficient conditions to undertake the planned activities
3. are precisely and verifiably defined (quantity, quality, cost)

Precondition (col. 4):
Assumption that makes activities are doable with given inputs

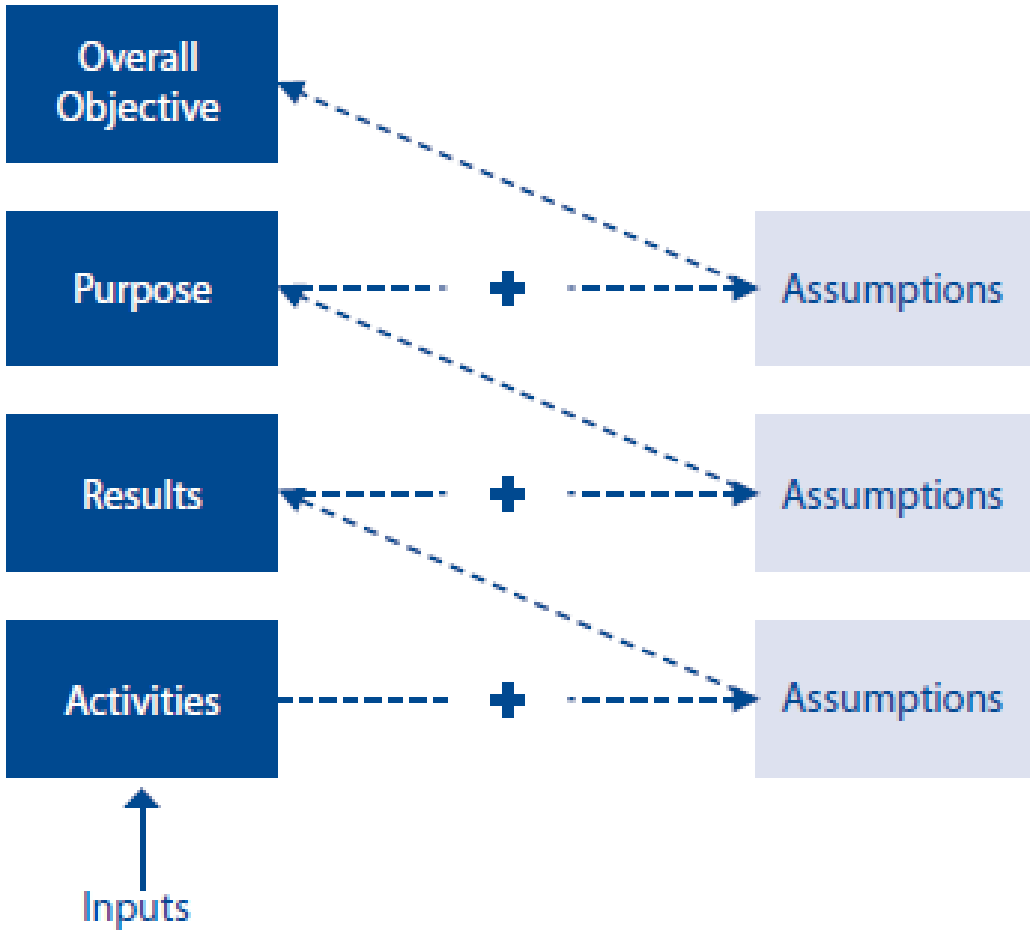
Assumptions



In brief, we can say that assumptions:

- can be derived from the objectives tree
- are worded as positive conditions
- are linked to the different levels in the matrix
- are weighted according to importance and probability

Assumptions

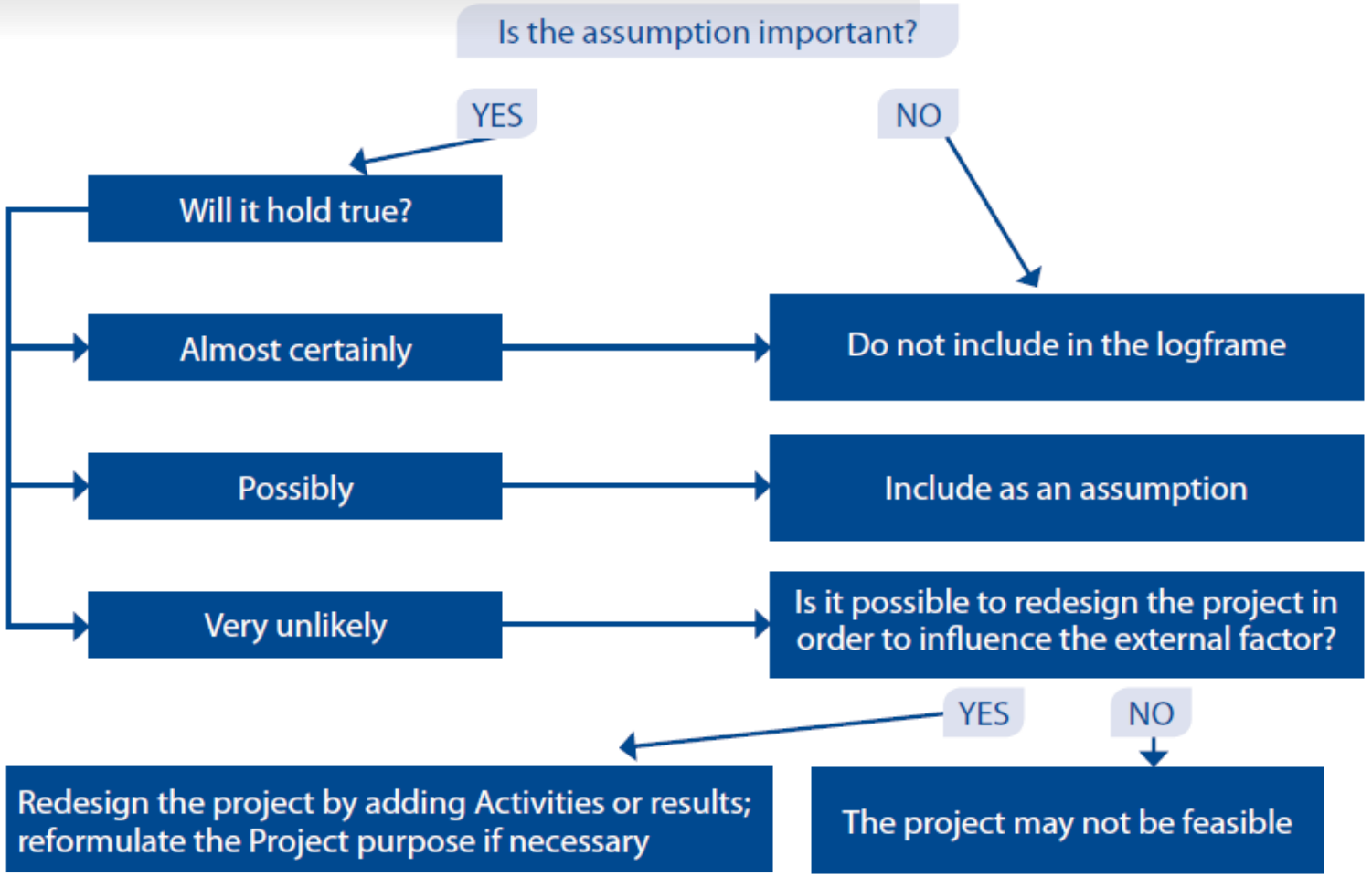


Assumptions are external factors that have the potential to influence (or even determine) the success of a project, but lie outside the direct control of project managers.

In brief, assumptions:

- can be derived from the objectives tree
- are worded as positive conditions
- are linked to the different levels in the matrix
- are weighted according to importance and probability

Assumptions

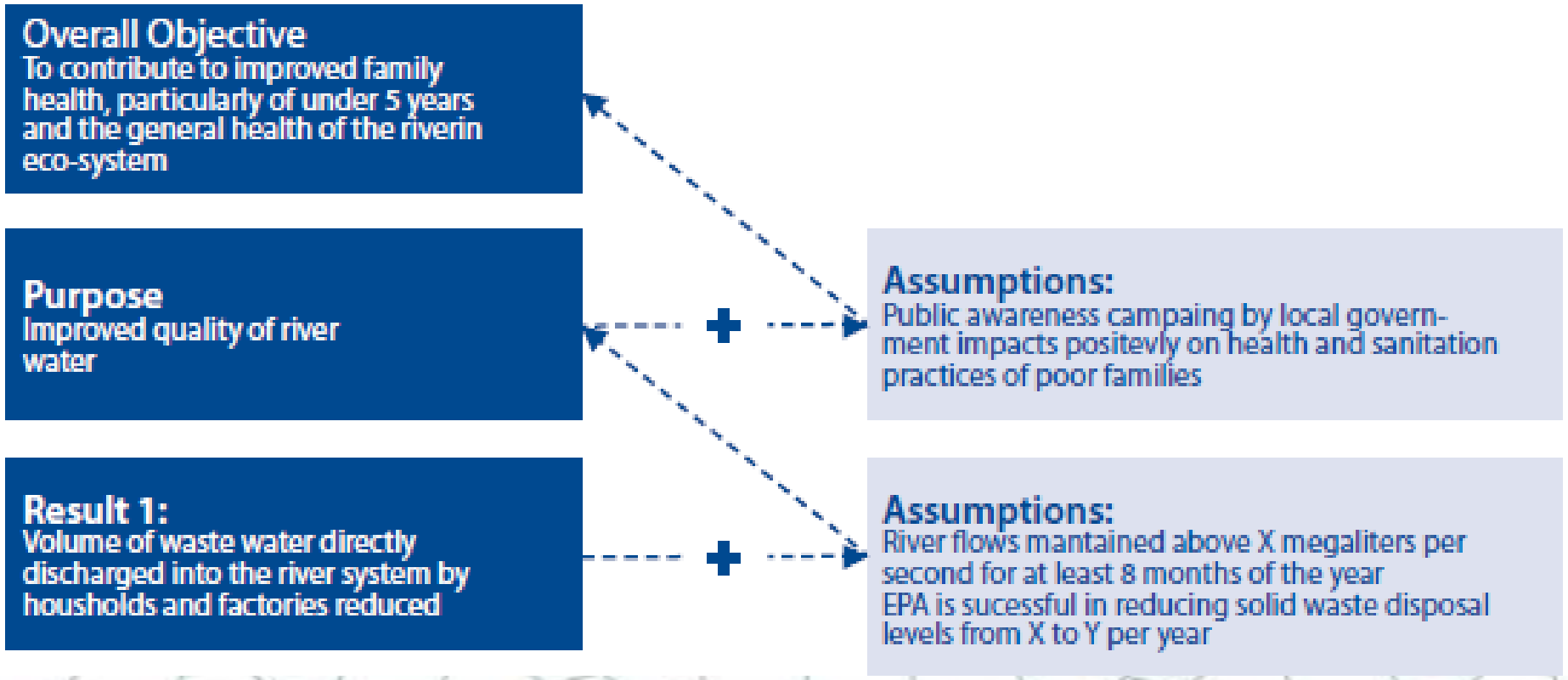


Assumptions which are either **very likely** to occur or are **not very important** for the outcome of the project should be **deleted.**

If an assumption is determined as being both **very important** for the outcome but **not likely** to occur, then it is a **killing factor.** If killing factors are found, the project must either be **changed** to avoid these factors, or the project must be **abandoned.**

Assumptions

Example



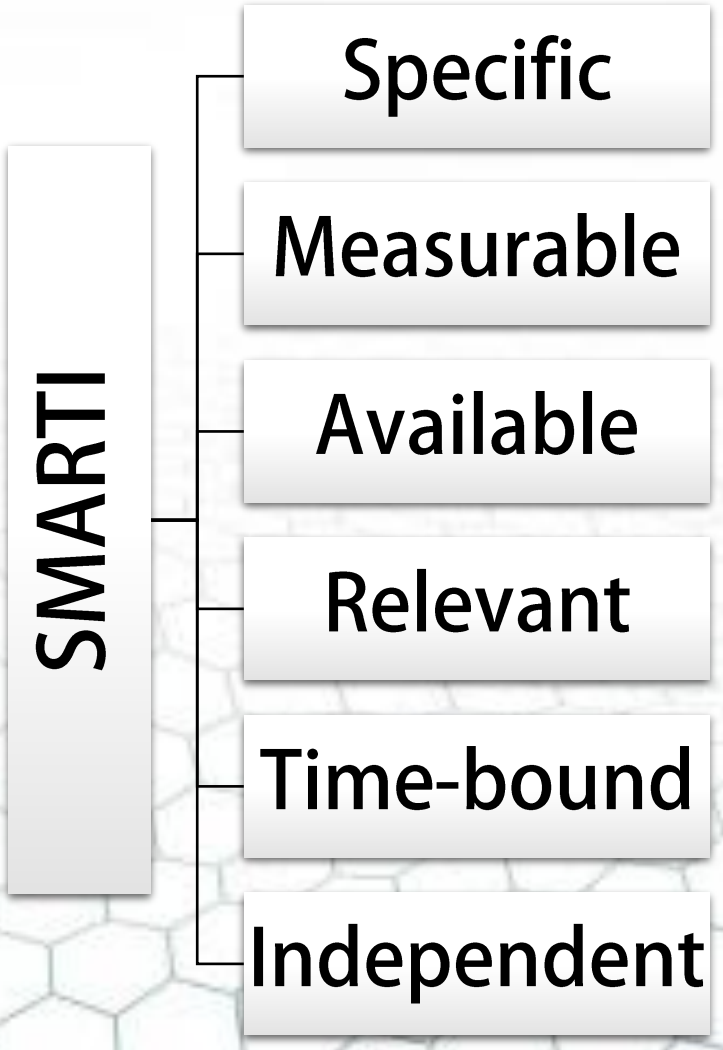
OVIs

Objectively Verifiable Indicators (OVIs) describe the project's objectives in operationally measurable terms, specify the performance standard to be reached in order to achieve the goal, the purpose and the outputs.

OVIs → Targeting

OVIs

A good OVI is SMARTI



OVIs

Example

Objective: improved quality of river water

1. **Identify indicator:** e.g. Concentration of heavy metal compounds (Pb, Cd, Hg) and untreated sewerage
2. **Specify target group:** water accessible to population
3. **Quantify:** level of concentration is reduced by 25%
4. **Set quality:** meet established national health pollution control standards
5. **Specify time frame:** between 2005 and 2007
6. **Set location:** Vojvodina

OVI: the level of concentration of heavy metal compounds (Pb, Cd, Hg) and untreated sewerage of the water accessible to population of Vojvodina are reduced by 25% between 2005 and 2007 to meet established national health pollution control standards.

Source of Verification

Source of Verification (SOV) will help to test whether or not the indicators can be realistically measured at the expense of a reasonable amount of time, money and effort.

4W of SOV

- **WHAT** information to be made available, *(e.g. from administrative records, special studies, sample surveys, observation, etc.)*
- **WHERE**, in what form the information/documented source should be collected *(e.g. progress reports, official statistical documents, etc.)*
- **WHO** should collect/provide the information *(e.g. Field extension workers, contracted survey teams, the project management team)*
- **WHEN/HOW** regularly it should be provided *(e.g. monthly, quarterly, annually, etc.)*

Source of Verification

Check the usefulness of the **OVI**

1. Is the information **available** from existing sources (statistics, records, etc.)?
2. Is the information **reliable** and up-to-date?
3. Is **special data-gathering** required?
4. If so, do the **benefits** justify the costs?
5. Avoid **costly** and/or **unreliable** indicators.

OVI-SOV for Activities

Note!
For activities intervention,
OVI column is filled with **means of respective activities** and
SOV column is filled with **cost of respective activities**

Both are regarded as inputs

Example

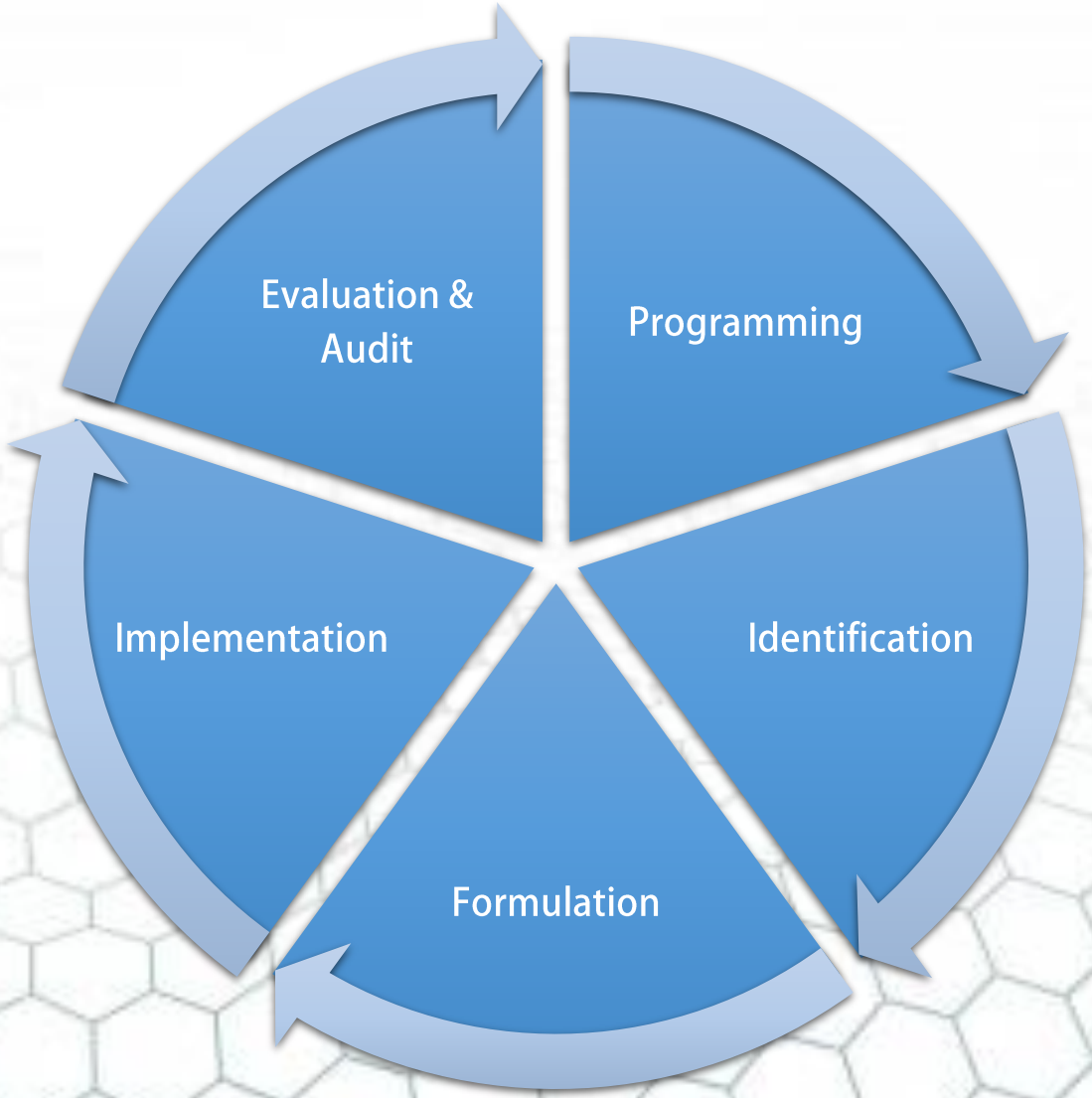
Logic of intervention	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Overall Objective To contribute to improved family health, particularly to under 5 years old and to improve general health of riverin ecosystem	Incidents of water born diseases, skin infections and blood disorders caused by heavy metals, reduced by 50% by 2008, specifically among low income families living along the river	Municipal hospital and clinic records, including maternal and child health records collected by mobile MCH teams. Results summarised in Annual State of the Environment report by the EPA.	
Purpose Improved quality of river water	Concentration of heavy metal compounds (Pb, Cd, Hg) and untreated sewerage reduced by 25% compared to levels in 2003 and meets established national health/pollution control standards by end of 2007	Weekly water quality surveys jointly conducted by EPA and the River Authority and reported monthly to the Local Government Minister	The public awareness campaign conducted impacts positively on families sanitation and hygiene practices Fishing cooperatives are effective in limiting their members exploitation of fish areas
Results 1 Volume of wastewater directly discharged into the river system by hausholds and factories reduced	70% of waste water produced by factories and 80% of wastewater produced by households is treated in plants by 2008	Annual sample survey of households and factories conducted by municipalities between 2003 and 2008	River flows maintained above X mega litres per second for at least 8 months of the year Upstream water quality remains stable
Etc..			

Project Cycle Management

What is PCM

The European Union (EU) uses project cycle management to make sure that it funds projects that are aligned with its objectives.

The European Commission adopted project cycle management in 1992 as its primary set of project design and management tools.



Stages of PCM

- **Programming:** what the developmental priorities are and comes to an agreement of a strategy paper and indicative program.
- **Identification:** the completion of the fiche, or financing proposal, after a delegation makes an initial assessment.
- **Formulation:** determines if the project is feasible and if it will deliver on the benefits it proposes by completing the proposal, along with technical & administrative provisions.
- **Implementation**
- **Evaluation:** Evaluation determines if the project achieved its planned goals by completing an evaluation study, which is planned and managed by a task manager.
- **Audit:** The audit will see if the project was completed in compliance with law and rules, and if other criteria has been met. The process is usually managed by an audit task manager.

Corresponding LFA

PCM	Key Questions	LFA
Programming	What are the countrys development priorities? What do the donors focus on?	Prepatory Stage, Stakeholder Analysis
Identification	Is the project concept relevant to priority local needs and consistent with a donors policy priority?	Problem Analysis, Objective Analysis, Strategy Analysis
Formulation	Is the project feasible? Will it deliver sustainable benefits?	Logframe Matrix
Implementaton	Are results being achieved and resources efficiently and effectively used? What corrective action should be taken?	Execution of all activities in LFM
Evaluation & Audit	Were planned benefits achieved, will they be sustained and what lessons have been learned?	Assesment on OVI of the LFM

Post-Test!

You are aware that literacy quality in Indonesia is a major problem.

You want to initiate a literacy project in a city to contribute solving that problem

Formulate a simple Logframe Matrix step by step of the project

Thank you!