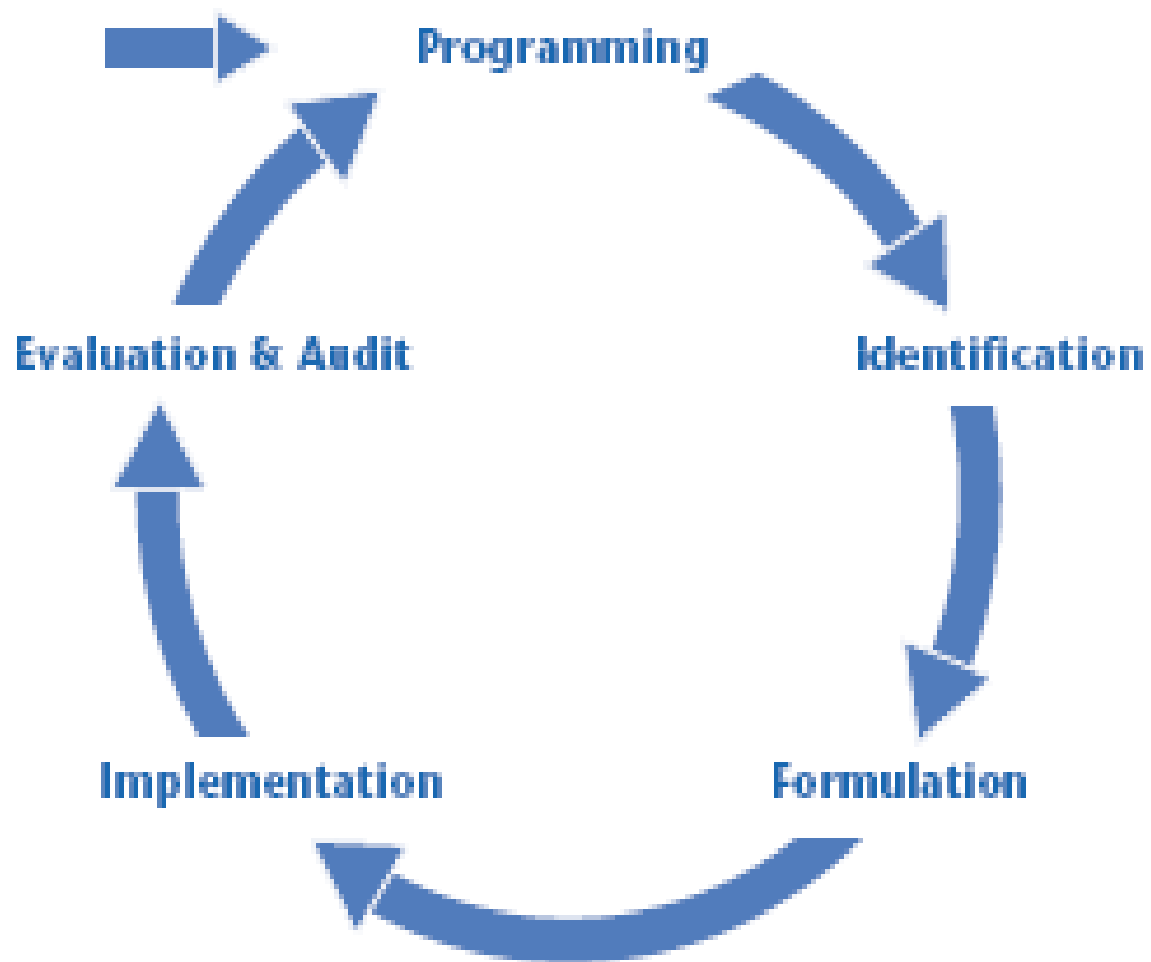


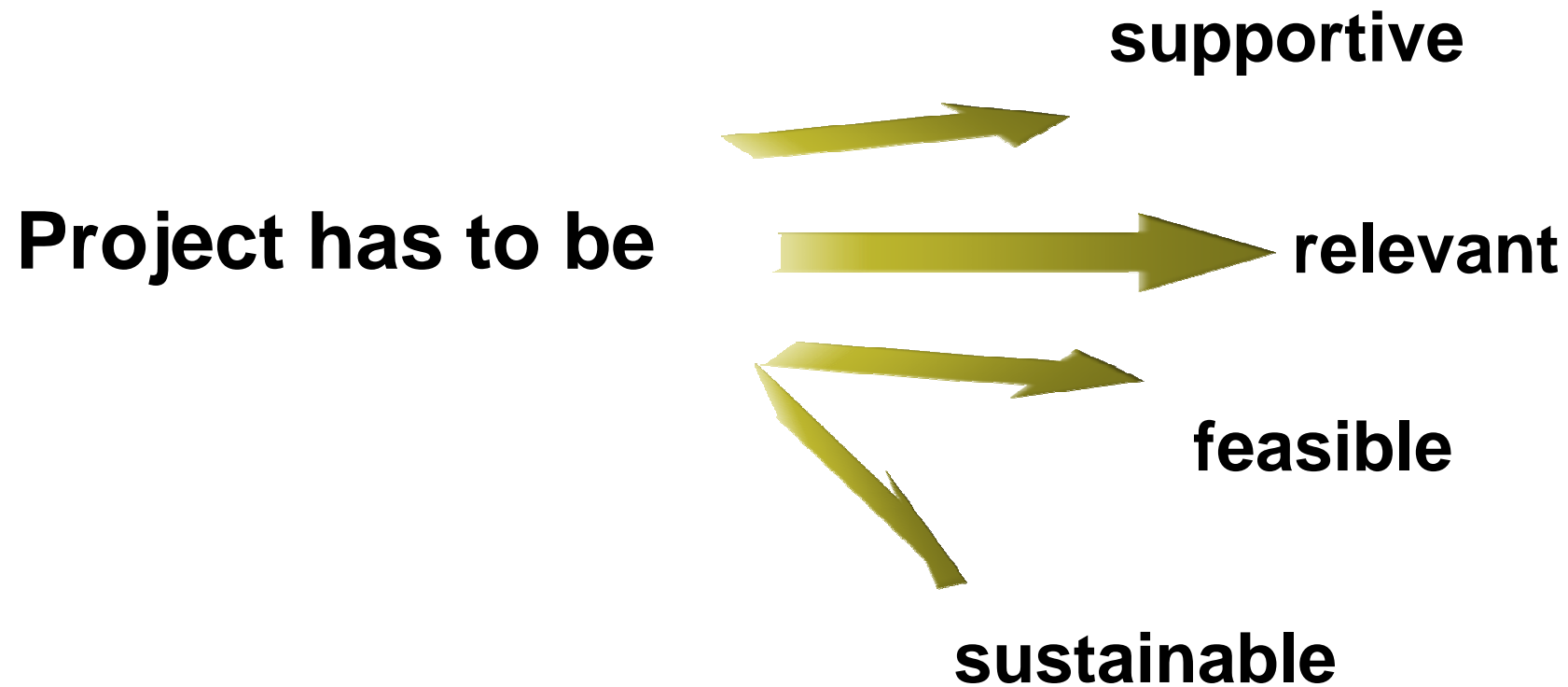


## **II Project Cycle Management :A Technical Guide The Logical Framework Approach**

# The Project Cycle



# Project Cycle Management



is:

- an **analytical process** and;
- a **set of tools**.

It is used to support project planning and management.

It should be thought as an “**aid to thinking**”  
= it allows information to be analysed and organised in a structured way

Difference between:

Logical Framework  
Approach  
(LFA)

is an analytical process  
(involving stakeholder  
analysis, problem  
analysis, objective  
setting and strategy  
selection)

Logical Framework  
Matrix  
(LFM)

(while requiring further analysis  
of objectives, how they will be  
achieved and potential risks)  
also provides the  
documented product  
of the analytical  
process

## Typical structure of a Logframe Matrix

Project Description	Indicators	Source of Verification	Assumptions
<b>Overall Objective</b> – The project's contribution to policy or programme objectives (impact)	How the OO is to be measured including Quantity, Quality, Time?	How will the information be collected, when and by whom?	
<b>Purpose</b> – Direct benefits to the target group(s)	How the Purpose is to be measured including Quantity, Quality, Time	As above	If the Purpose is achieved, what assumptions must hold true to achieve the OO?
<b>Results</b> – Tangible products or services delivered by the project	How the results are to be measured including Quantity, Quality, Time	As above	If Results are achieved, what assumptions must hold true to achieve the Purpose?
<b>Activities</b> – Tasks that have to be undertaken to deliver the desired results			If Activities are completed, what assumptions must hold true to deliver the results?

## Analysis Phase



### Stakeholder analysis

- identifying and characterise potential stakeholders
- assess their capacity



### Problem analysis

- identifying
  - key problems
  - constraints
  - opportunities



- determining cause-effect relationships

### Objective Analysis

- developing solutions from the identified problems
- identifying means to end relationships



### Strategy Analysis

- identifying different strategies to achieve solutions
- selecting most appropriate strategy

## Planning Phase

= the results of analysis are transcribed into a practical, operational plan ready to be implemented



### Developing Logical Framework matrix

- defining project structure
- testing logic and risks
- formulating measurable indicators of success



### Activity Scheduling

- determining the sequence and dependency of activities
- estimating their duration
- assigning responsibility



### Resource Scheduling

from the Activity Schedule, developing input schedules and a budget

## The Planning stage Information contained in the Logframe Matrix

Project Description	Indicators	Source of Verification	Assumptions
<p><b>Overall objective:</b> The broad development impact to which the project contributes – at a national or sectoral level (provides the link to the policy and/or sector programme context)</p>	Measures the extent to which a contribution to the overall objective has been made. Used during evaluation. However, it is often not appropriate for the project itself to try and collect this information.	Sources of information and methods used to collect and report it (including who and when/how frequently).	
<p><b>Purpose:</b> The development outcome at the end of the project – more specifically the expected benefits to the target group(s)</p>	Helps answer the question 'How will we know if the purpose has been achieved'? Should include appropriate details of quantity, quality and time.	Sources of information and methods used to collect and report it (including who and when/how frequently)	Assumptions (factors outside project management's control) that may impact on the purpose-objective linkage
<p><b>Results:</b> The direct/tangible results (good and services) that the project delivers, and which are largely under project management's control</p>	Helps answer the question 'How will we know if the results have been delivered'? Should include appropriate details of quantity, quality and time.	Sources of information and methods used to collect and report it (including who and when/how frequently)	Assumptions (factors outside project management's control) that may impact on the result-purpose linkage
<p><b>Activities:</b> The tasks (work programme) that need to be carried out to deliver the planned results  (optional within the matrix itself)</p>	<i>(sometimes a summary of resources/means is provided in this box)</i>	<i>(sometimes a summary of costs/budget is provided in this box)</i>	Assumptions (factors outside project management's control) that may impact on the activity-result linkage



## The *necessary* and *sufficient* conditions

- Achieving the purpose **is necessary but not sufficient** to attain the overall objective;
- Producing the project results **is necessary but may not be sufficient** to achieve the purpose;
- Carrying out project activities **should be necessary and sufficient** to achieve results;
- Inputs should be **necessary and sufficient** to deliver the results.

# The Planning stage

## First Column (Intervention Logic)

### Writing objective statements

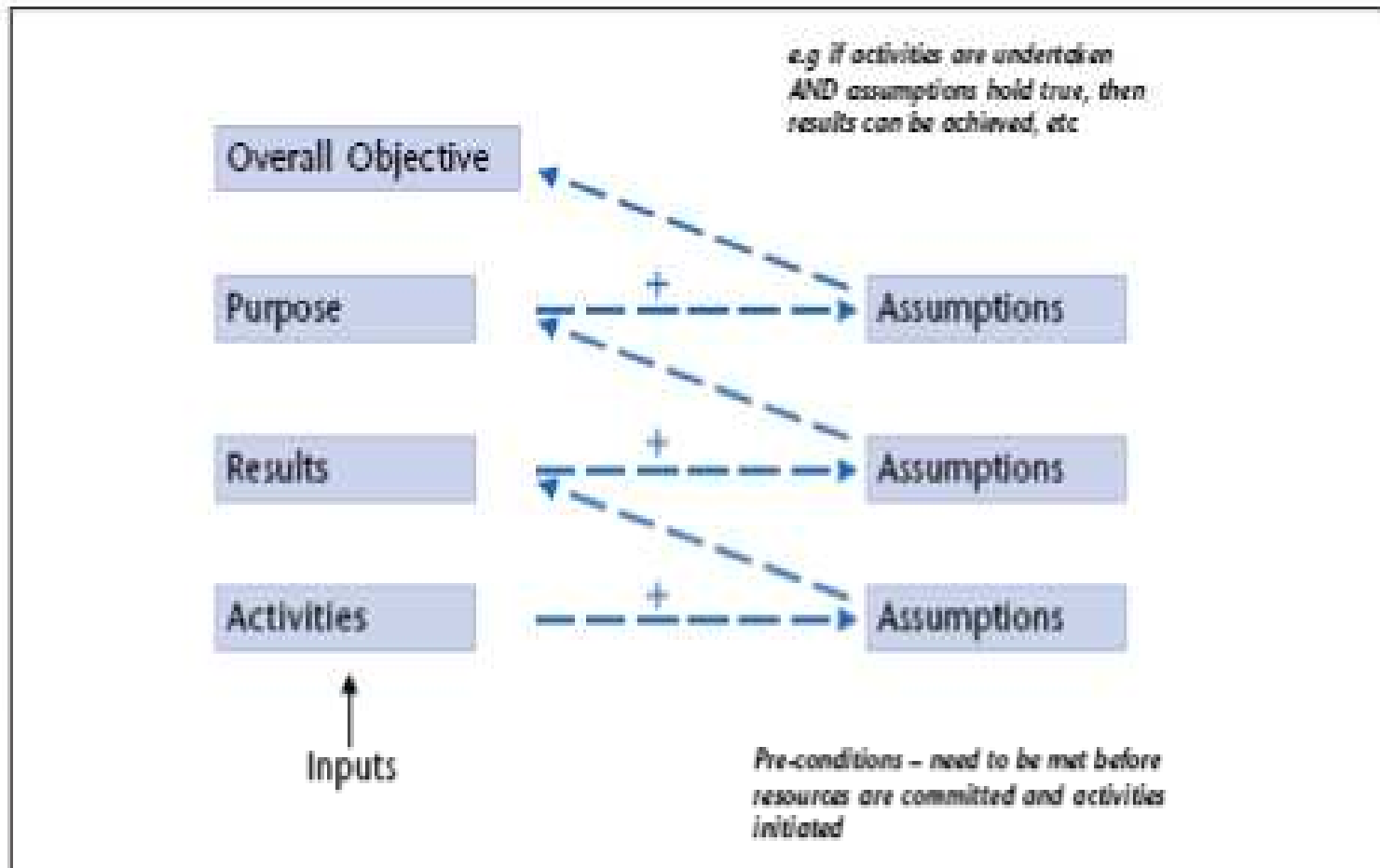
Objective statements in the Logframe Matrix should be kept **as clear and concise as possible**.

It is also useful to standardise the way in which the hierarchy of project objectives is described.

A useful convention to follow in this regard is:

	<b>has/have to be expressed in terms of</b>
<b>Overall objective</b>	<b>in terms of “<i>to contribute to...</i>”</b>
<b>Purpose</b>	<b>in terms of benefit to the target group being “<i>increased/improved/etc</i>”</b>
<b>Results</b>	<b>in terms of a tangible result “<i>delivered/produced/conducted/etc</i>”</b>
<b>Activities</b>	<b>in the present tense starting with an active verb <b>such as</b> “<i>prepare, design, construct, research</i>”</b>

# The Planning stage Fourth Column Assumptions



## Objectively\* Verifiable Indicators (OVI)

describe the project's objectives in operationally measurable terms (**quantity, quality, time, or QQT**).

They are formulated in response of the question:

*“How would we know whether or not what has been planned is actually happening or happened? How do we verify success?”*

\*The meaning of Objectively Verifiable indicator s that **the information collected should be the same if collected by different people.**

## Objectively Verifiable Indicators (OVI)

OVI's should be **measurable in a consistent way and at an acceptable cost.**

OVI's should be defined:

- during the Formulation Stage
- but they often need to be specified in greater detail during Implementation.

A good OVI should also be **SMART**:

- **S**pecific to the objective it is supposed to measure;
- **M**easurable (either quantitatively or qualitatively);
- **A**vailable at an acceptable cost;
- **R**elevant to the information needs of managers;
- **T**ime-bound – so we know when we can expect the objective/target to be achieved

## Source of Verification (SOV)

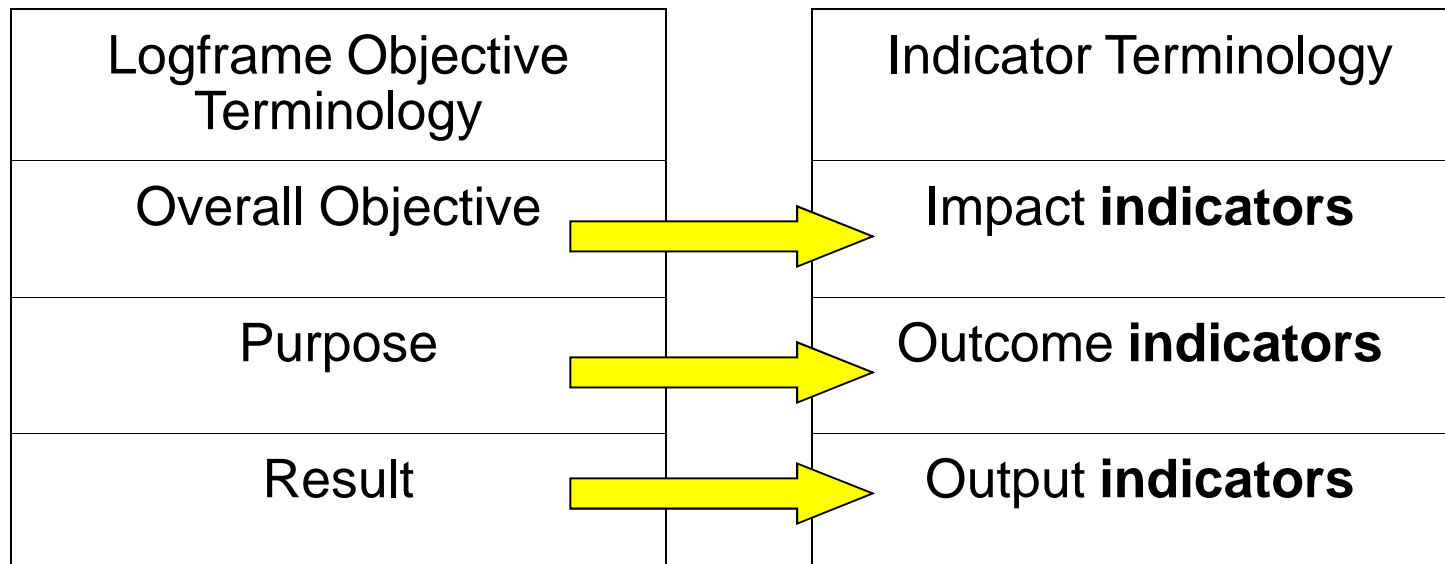
It should be considered and specified at the same time as the formulation of indicators.

It should specify:

- HOW the information should be collected and/or the available documented source;
- WHO should collect/provide the information;
- WHEN/HOW REGULARLY it should be provided

The main point is to build it on existing systems and sources (where possible and appropriate) before establishing new ones.

## Link between Logframe and Indicators Terminology





## Completing the draft Logframe Matrix Example of key elements

Project description	Indicators	Means of Verification	Assumptions
<b>Overall objective</b> To contribute to improved family health, particularly the under 5s, and to improve the general health of the riverine eco-system	- Incidence of water borne 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 summarized in an Annual State of the Environment report by the EPA.	
<b>Purpose</b> 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 the Environmental Protection Agency and the River Authority, and reported monthly to the Local Government Minister for Environment (Chair of Project Steering Committee)	- The public awareness campaign conducted by the Local Government impacts positively on families sanitation and hygiene practices - Fishing cooperatives are effective in limiting their members exploitation of fish 'nursery' areas
<b>Result 1</b> Volume of waste-water directly discharged into the river system by households and factories reduced	- 70% of waste water produced by factories and 80% of waste water produced by households is treated in plants by 2006	- Annual sample survey of households and factories conducted by Municipalities between 2003 and 2006	- River flows maintained above X mega litres per second for at least 8 months of the year - Upstream water quality remains stable
<b>Result 2</b> Waste-water treatment standards established and effectively enforced	- Waste water from 4 existing treatment plants meets EPA quality standards (heavy metals and sewerage content) by 2005	- EPA audits (using revised standards and improved audit methods), conducted quarterly and reported to Project Steering Committee	- EPA is successful in reducing solid waste disposal levels by factories from X to X tons per year
Etc			

## LOGFRAME MATRIX OF THE PROJECT

The logframe matrix should evolve during the project lifetime: new lines can be added for listing new activities as well as new columns for intermediary targets (milestones) when it is relevant and values will be regularly updated in the column foreseen for reporting purpose (see “current value”).

	<b>Results chain</b>	<b>Indicators</b>	<b>Baseline</b> (incl. reference year)	<b>Current value</b> Reference date	<b>Targets</b> (incl. reference year)	<b>Sources and means of verification</b>	<b>Assumptions</b>
<b>Overall objective: Impact</b>	The broader, long-term change which will stem from the project and a number of interventions by other partners.	Measure the long-term change to which the project contributes.  To be presented disaggregated by sex.	Ideally, to be drawn from the partner's strategy		Ideally, to be drawn from the partner's strategy	To be drawn from the partner's strategy.	
<b>Specific objective(s): Outcome(s)</b>	The direct <b>effects</b> of the project which will be obtained at medium term and which tend to focus on the changes in behaviour resulting from project  Outcome = Oc  (possibly) intermediary Outcome = iOc	Measure the change in factors determining the outcome(s).  To be presented disaggregated by sex	The starting point or current value of the indicators.	The value of the indicator at the indicated date	The intended value of the indicators.	Sources of information and methods used to collect and report (including who and when/how frequently).	Factors outside project management's control that may impact on the outcome-impact linkage.
<b>Outputs</b>	The direct/tangible <b>outputs</b> (infrastructure, goods and services) delivered by the project.  Output = Op Op 1.1. (related to Oc 1) Op 1.2. (related to Oc 1)	Measure the degree of delivery of the outputs.  To be presented disaggregated by sex.	Idem as above for the corresponding indicators.		Idem as above for the corresponding indicators.	Idem as above for the corresponding indicator.	Factors outside project management's control that may impact on the output-outcome linkage.

	(...) Op 2.1. (related to Oc 2) (...)						
<b>Activities</b>	<p><i>What are the key activities to be carried out, to produce the outputs? (Group the activities by result and number them as follows:</i></p> <p>A 1.1.1. – "Title of activity " A 1.1.2. – Title of activity " (related to Op 1.1.)</p> <p>A 1.2.1. – "Title of activity " (...) (related to Op 1.2.)</p> <p>A 2.1.2. – Title of activity " (...) (related to Op 2.1.)</p> <p>(...)</p>	<p><b>Means:</b></p> <p><i>What are the means required to implement these activities, e. g. staff, equipment, training, studies, supplies, operational facilities, etc.</i></p> <p><b>Costs</b></p> <p><i>What are the action costs? How are they classified? (Breakdown in the Budget for the Action)</i></p>	<p><i>Factors outside project management's control that may impact on the output-outcome linkage.</i></p>				

The Coordinator may unilaterally amend the activities, outputs, all the indicators and the related targets, baselines and sources of verification described in this logical framework in accordance with Article 9.4 of the General Conditions. Any change must be explained in the reports, whenever possible anticipatively. In case of doubt it is recommended to check beforehand with the Contracting Authority that the proposed modifications do not impact the basic purpose of the action.

Although it is allowed to have more than one specific objective, essentially in complex programmes, it is a good practice to determine only one specific objective/(main) outcome. When necessary, intermediary outcomes with their related (outcome) indicators should figure in the line of the outcomes: the sequence of abbreviations in this case should be: Oc (main outcome); iOc1 (intermediary outcome 1) iOc2, (...); Op1.1. (output related to intermediary outcome 1), Op 1.2, Op 2.1., Op2.2. (...).

**Definitions:**

“Impact” means the primary and secondary, long term effects produced by the Action.

“Outcome” means the likely or achieved short-term and medium-term effects of an Action’s outputs.

“Output” means the products, capital goods and services which result from an Action’s activities.

“Indicator” is the quantitative and/or qualitative factor or variable that provides a simple and reliable means to measure the achievement of the Results of an Action.

“Baseline” means the starting point or current value of the indicators.

“Target” (or results Goal) means the quantitatively or qualitatively measurable level of expected output, outcome or impact of an Action.

A “logical framework matrix” (or “logframe matrix”) is a matrix in which results, assumptions, indicators, targets, baselines, and sources of verification related to an action are presented.

The intervention logic tells how, in a given context, the activities will lead to the outputs, the outputs to the outcome(s) and the outcome(s) to the expected impact. The most significant assumptions developed in this thinking process are to be included in the logframe matrix.