Logical Framework Approach

Logical Framework Matrix

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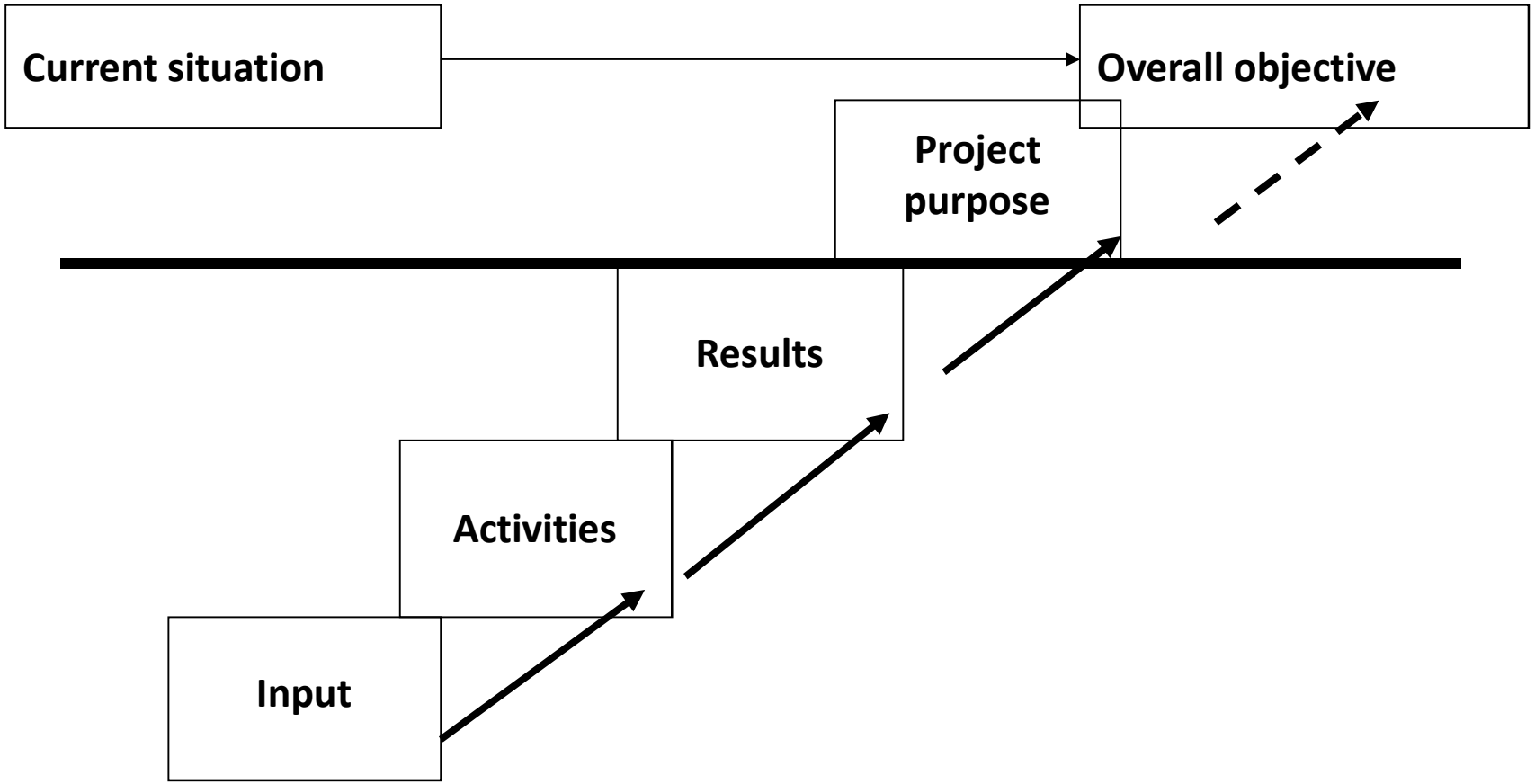
The Logical Framework Approach

Features of LFA :

- results-oriented – not activity driven
- logically sets objectives and their causal relationships
- shows whether objectives have been achieved: Indicators (for M&E)
- describes external factors that influence the project's success: assumptions and risks

Logical Framework Approach



The Logframe Matrix

- The main output of the LFA is the logframe matrix.
- The Logical Framework Matrix is used to present information about project objectives, outputs and activities in a systematic and logical way.
- The basic Logframe matrix contains 16 cells organized into 4 columns and 4 rows, as indicated in the next slide:

Log Frame Matrix – Annex 3

HORIZONTAL LOGIC		VERTICAL LOGIC		
	Intervention Logic	**Objectively verifiable indicators of achievement**	**Sources and means of verification**	**Assumptions and Risks**
Long-term objective				
Short-term objective				
Expected results				
Activities 1, 2, 3, 4…		***Means:***	***Costs:***	**Pre-conditions**

Project design

See the project in a broader perspective

Iceland 2020 – target activities

1. Tourism and extending the tourism season
2. Health and wellbeing
3. “Pure” food and products
4. Finished food products
5. Knowledge and research centres
6. Eco-innovations and eco-friendly energy
7. Labour market and education
8. Labour market and activation
9. Social inclusion

Projects must comply with at least one of the target activities

LFA & Project Design

ANALYSIS STAGE → **PLANNING STAGE**

- **Stakeholder analysis** - identifying & characterising potential major stakeholders
- **Problem analysis** - identifying key problems, 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

- **LF Matrix** - defining project structure, testing its internal logic & risks, formulating measurable indicators of success
- **Activity scheduling –** when will the activities be carried out?
- **Resource scheduling –** what resources will be needed?

Time to start filing the log frame

	Intervention logic	Objectively verifiable indicators	Sources and means of verification	Assumptions
Overall objective	**What is the overall broader objective to which the action will contribute?**	What are the key indicators related to the overall objectives?	What are the sources of information for these indicators?	
Specific objective	**What is the specific project purpose and what is it intended to achieve to contribute to the overall objectives?**	Which indicators clearly show that the objective of the action has been achieved?	What are the sources of information that exist or can be collected? What are the methods required to get this information?	Which factors and conditions outside he Beneficiary's responsibility are necessary to achieve that objective? (external conditions) Which risks should be taken into consideration?
Expec-ted results	**The results are the outputs envisaged to achieve the specific objective – what are they ?**	What are the indicators to measure whether and to what extent the action achieves the expected results?	What are the sources of information for these indicators?	What external conditions must be met to obtain the expected results on schedule?
Activi-ties	**What are the key activities to be carried out and in what sequence in order to produce the expected results? (group the activities by result)**	**Means:** What are the means required to imple-ment the activities.	What are the sources of information about action progress **Costs** What are the action costs? How are they classified?	What pre-conditions are required before the action starts? What conditions outside the Beneficiary's direct control have to be met for the implementation of the planned activities?

Problem Tree Analysis

Purpose:

- to identify major problems and their main causal relationships.

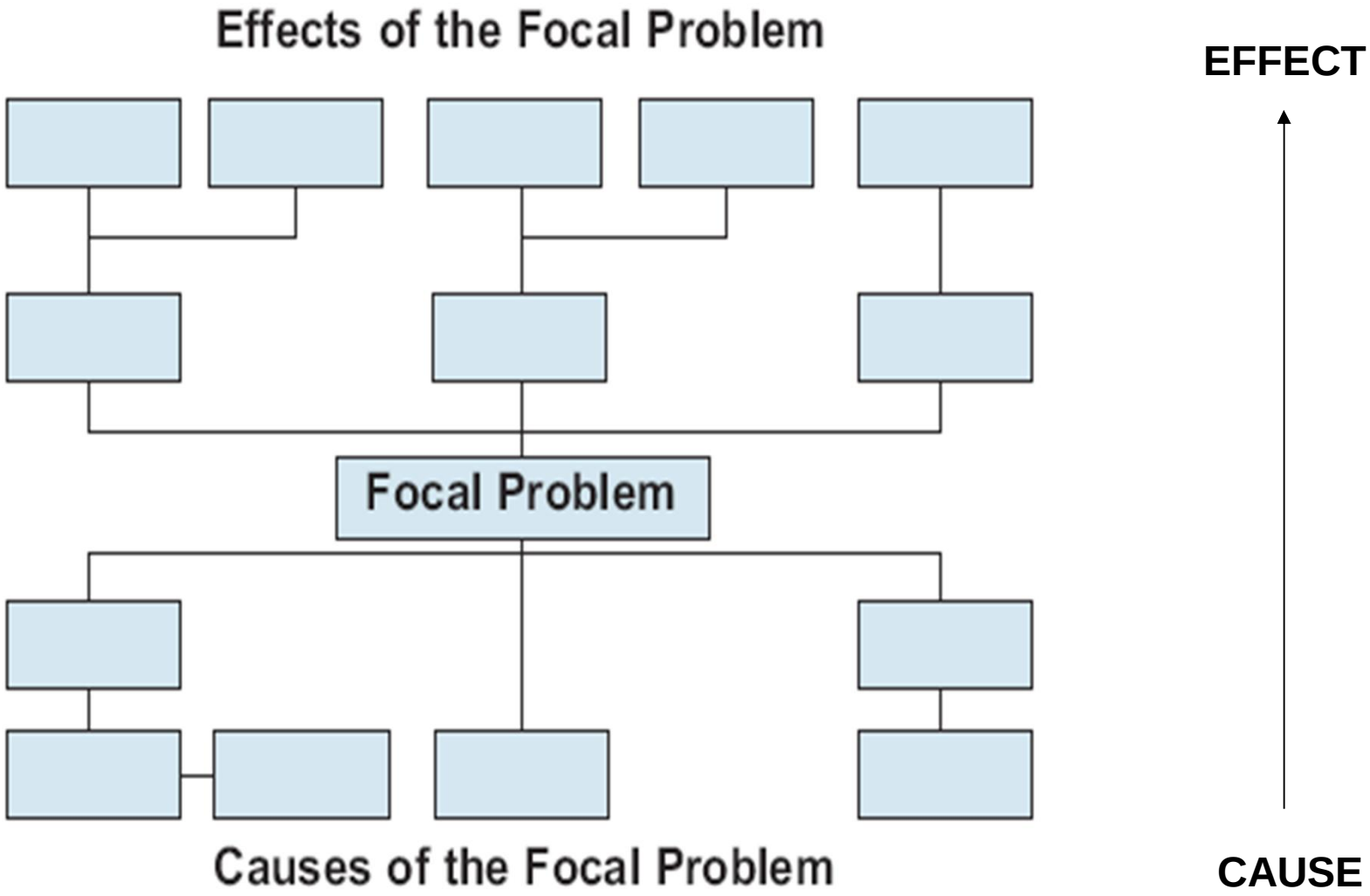
Output:

problem tree with cause and effects

Steps in undertaking Problem Tree

1. Identify the major problems that the project will address. State problems in negative manner.
2. Group problems by similarity of concerns.
3. Develop the problem tree:
   a) Select a focal problem from the list and relate other problems to the focal problem.
   b) If the problem is a cause of the focal problem it is placed below the focal problem
   c) If the problem is an effect of the focal problem is goes above

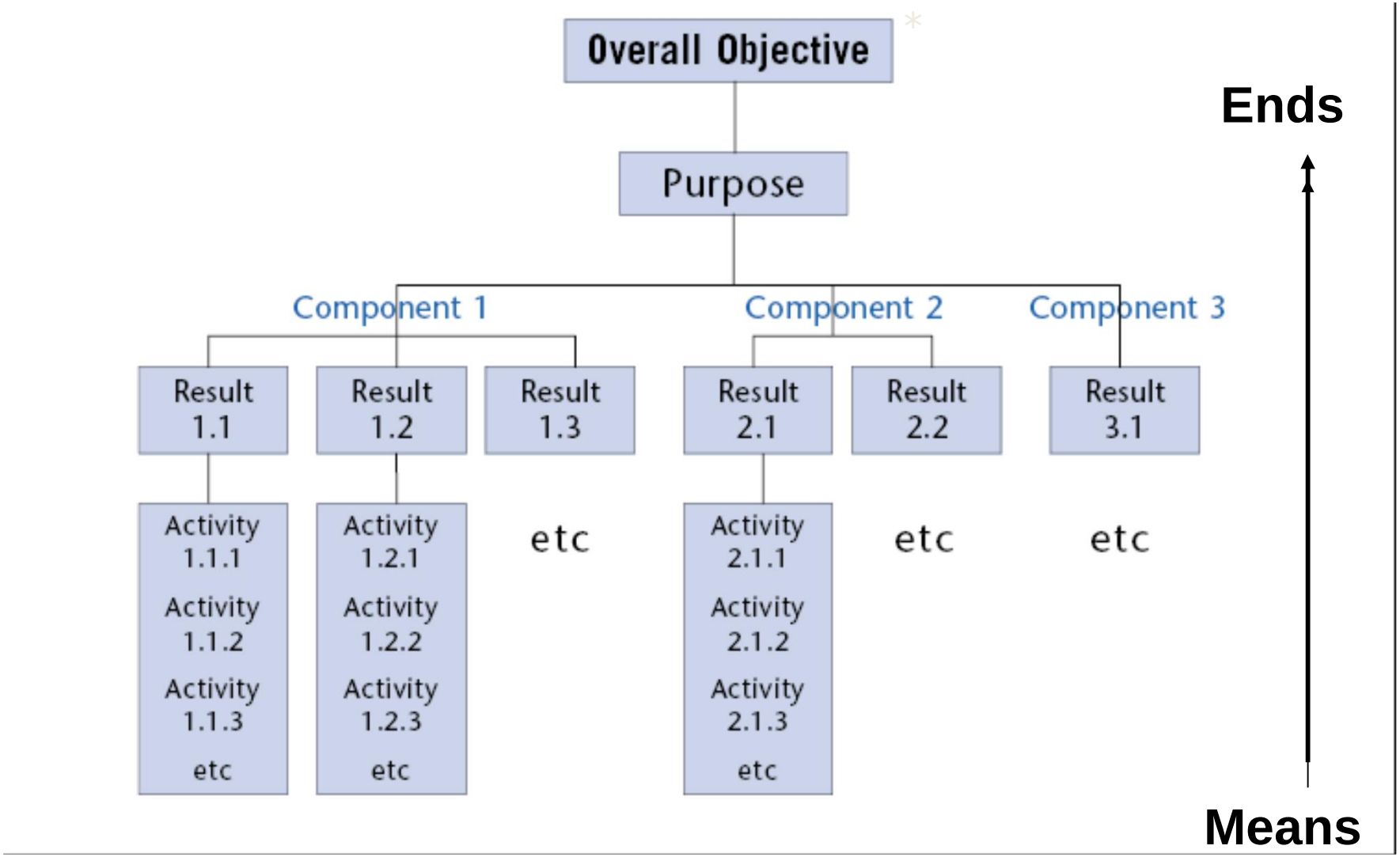
Problem Tree



Analysis of Objectives

- Transforming the problem tree into an objectives tree by restating the problems as objectives.
- Problem statement converted in to positive statements
- Top of the tree is the end that is desired
- Lower levels are the means to achieving the end.

Objectives Tree



The relationship between the problems tree and the objective tree

PROBLEM TREE	OBJECTIVE TREE
• Focal problem	Project Purpose
• Effects	Overall Objectives
• Causes	Results

Strategy Analysis (i)

- The aim of strategy analysis is division of the objectives tree into more consistent smaller sub-units that may, compose the core for a project.
- Each of the sub-units of the objective tree can represent an alternative strategy for the future project.
- The project objectives set the framework for the strategy of the project.

Strategy Analysis (ii)

Criteria for selection of the project strategy:

1. RELEVANCE: the strategy corresponds to the needs of the stakeholders.
2. EFFECTIVENESS: the lower level objectives of the strategy will contribute to achievement of the project purpose
3. EFFICIENCY: cost-effectiveness of the strategy in transforming the means into results.
4. CONSISTENT with development policies
5. SUSTAINABILITY of the project
6. ASSUMPTIONS and RISKS