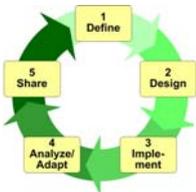




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Logical Framework Analysis

September 2005



Resources for Implementing the WWF Standards

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This document is intended as a resource to support the implementation of the *WWF Standards of Conservation Project and Programme Management*.

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Logical Framework Analysis

1. What Is Logical Framework Analysis?

Logical Framework Analysis or the Logical Framework Approach (LFA) is an analytical process for structuring and systematizing the analysis of a project or programme idea. It is useful to distinguish between LFA, which is a *process* involving stakeholder analysis, problem analysis, objective setting and strategy selection – and the logical framework matrix, often called the logframe, which documents the *product* of the LFA process.

The process of logical framework analysis allows a project to:

- involve stakeholders in the problem analysis and design of the project
- systematically and logically set out the project or programme’s objectives and the means-end relationships between them
- establish what assumptions outside the scope of the project may influence its success, and
- set indicators to check whether the objectives have been achieved.

The logframe matrix summarizes the results of this entire process, and presents the whole project in a nutshell. As shown in Figure 1, the logframe has four columns and four or more rows. Logframe terminology varies among donor agencies, so it is important not to get hung up on the terminology, but rather to understand the logic and the principles involved in building a logframe. Although the names may change, the hierarchy of different levels of the intervention logic remains the same.

Logical Framework			
Intervention Logic	Indicators	Sources of Verification	Assumptions / Risks
Vision			
Goal(s)			
Objectives			
Results			

Comment [G1]: For the intervention logic I have kept to the hierarchy of objectives as described in the Standards, except for the last row. I thought long and hard about using “strategic activities” instead of “results”. Activities are no longer *de rigueur* in logframes. Furthermore, activities do not need indicators.

Figure 1. The logical framework used by WWF.

The elements of the WWF logframe are defined as follows:

Intervention logic: the description of the project according to its hierarchy of objectives – the strategy underlying the project

Vision: the desired state or ultimate condition that a project is working to achieve and to which the project *contributes*

Goal: a desired impact of a project – ambitious yet realistic; direct benefits to the conservation target; the project is held responsible for achieving its stated goal(s)

Objective: a desired accomplishment or outcome of a project, such as the reduction of a critical threat – the actual change in a problem targeted by the project

Results: the tangible products or services delivered by the project

Strategic activity: A specific action or set of tasks to reach one or more results (or objectives); activities can be added as a fifth row under results, but this is no longer current practice among most donors, and activities do not need indicators

Indicator: a measurable entity related to a specific information need, such as the status of a target/factor, change in a threat, or progress toward an objective; a good indicator meets the criteria of being *measurable, precise, consistent, and sensitive*

Source of verification: data source for an indicator; it should specify the data collection method(s), geographic scope and frequency, and the responsibility for collecting the data

Assumption: external factor or fundamental condition under which the project is expected to function, which is necessary for the project to achieve its objectives, and over which the project has no direct control.

2. Why Logical Framework Analysis is Important

Logical framework analysis has been used by WWF for over ten years. It was first developed in the late 1960s, and has been adopted as a project planning and management tool by most government aid agencies (GAAs). A good understanding of the principles of LFA is therefore essential when developing projects for donor funding. Because logframes are used by a large number of international NGOs and GAAs, they provide a common language when discussing projects.

The logical framework approach provides a set of design tools that, when applied creatively, can be used for planning, designing, implementing, monitoring, and evaluating projects. Logframes give a structured, logical approach to setting priorities, and determining the intended purpose and results of a project. Used correctly, logframes can provide a sound mechanism for project development. Logical frameworks also lay the basis for activity scheduling, budgeting, monitoring, and for evaluating the impact, effectiveness, efficiency, and relevance of a project.

Since logical framework analysis begins with planning sessions with stakeholders and partners, it is about people's priorities. Furthermore, it allows information to be analyzed and organized in a structured way, and thus functions as an aid to thinking. Preparation of the logframe with the participation of all stakeholders can help build a project where all involved share the same ideas on where the project is going and why the activities are necessary. The resulting logframe matrix

provides a concise summary of the project that forms an essential part of the conservation action plan and proposal for funding.

Logframes provide an easily accessible answer to the question: “Why are we doing the things we are doing?” When used as a management tool, it can also help the project to remain focused during implementation.

LFA-based project assessment, when properly carried out, will:

- ✓ foster reflection within the project implementing institution
- ✓ generate early warnings before things go wrong and allow for corrective decisions
- ✓ improve project monitoring and reporting, and
- ✓ facilitate and improve project evaluation, both internal and external.

As a tool, however, a logframe must not be considered as an end in itself – it is only as good as the field experience and analytical abilities of the people creating and using it.

3. When to Use Logical Framework Analysis

The logical framework plays a role in each phase of the project cycle, from planning to implementation to evaluation. It can be a master tool for creating other tools, such as the project monitoring plan, the breakdown of responsibilities, the implementation timetable, and the detailed budget. It can become an instrument for managing each stage of the project, and as such, it should be updated regularly.

LFA is used during the *Define* phase to help analyze the existing situation, investigate the relevance of the project, and identify potential strategies. During the *Design* stage it provides a framework for an appropriate project plan with clear objectives, measurable results, and a strategy for risk management. Then during implementation, the logframe provides a key management tool to support work planning and budgeting. In the *Analyze/Adapt* phase it provides the basis for monitoring, and the basis for performance and impact assessment.

4. How to Develop and Use Logical Framework Analysis

Drawing up a logframe has two main stages: the *Describe* – or analysis – stage and the *Design* – or planning – stage. There are four main elements of the first stage:

- stakeholder analysis: identifying and describing potential key stakeholders
- problem analysis: identifying key problems, constraints and opportunities and determining cause-and-effect relationships
- objectives analysis: developing solutions from the identified problems and means-to-end relationships
- strategy analysis: selecting the most appropriate strategies to achieve solutions.

How to carry out a stakeholder analysis is described in a companion document (WWF 2005b) in the series *Resources for Implementing the WWF Standards*. Problem analysis, objectives analysis and strategy analysis are described in depth in WWF 2005a and EC 2004. The analysis stage should be carried out as an iterative learning process. For example, as new information comes to light, the stakeholder analysis will be reviewed and updated.

Briefly, problem analysis involves identification – by the stakeholders – of the negative aspects of an existing situation, and established cause-and-effect relationships between the identified problems. It involves: first defining the project scope and vision, which provides the framework for the analysis; next identifying the major problems faced by the target groups and beneficiaries, and then visualizing the hierarchy of problems in a “problem tree”.

In the objectives analysis, the negative situations of the problem tree are converted into solutions; the hierarchy of the objectives is verified, and means-to-end relationships among the objectives are determined. This ensures that the potential project objectives are firmly based on addressing a range of clearly identified – and real – priority problems.

This is followed by strategy analysis, which is the most challenging analytical phase, as it involves making a judgement about the most effective implementation strategy. When choosing which objectives will be in, and which will be outside the scope of the project, it is helpful to have an agreed set of criteria against which to assess the merits of different intervention options.

It is crucial that the logical framework analysis is grounded in a thorough situation analysis in the initial phase. LFA should be complemented by other analytical tools such as institutional capacity assessment, economic analyses, gender analysis, etc. Developing a project logframe without having effectively gone through the participatory planning exercises described above is the quickest way to develop a project that is unsustainable and does not adequately address real concerns among the stakeholders. One of the pitfalls of the logical framework is that it is quite possible to prepare highly structured projects which appear to meet the logical framework requirements, but which are neither well focused, nor needs oriented.

In the *Design* stage, the results of the analysis are translated into a practical strategy, ready to be implemented. This planning phase includes:

- preparing the logframe matrix – which will require further analysis, debate and refinement of ideas developed during the analysis
- drawing up work plans
- defining resource requirements and preparing the project budget.

This chapter focuses on the logframe matrix. A tool for developing an activity schedule / work plan from the project logframe is given in WWF 2005a, and guidelines on work planning and budgets are available as companion documents in the series (see [WORK PLAN HYPERLINK WHEN AVAILABLE](#) and [BUDGETING HYPERLINK](#)).

In the planning phase, the purpose of the logframe is to define the project structure, test its internal logic, and formulate objectives in measurable terms. The results of the stakeholder, problem, objective, and strategy analyses are used as the basis for preparing the logframe matrix.

When preparing a logframe for submission to a donor, you should adapt the logframe terminology given in Figure 1 above, so that it uses the donor's own terms. Most donors now prefer that Activities not be included in the logframe, but rather presented separately in a Gantt (or other) chart.

The order in which the logical framework is developed is illustrated in the following diagram.

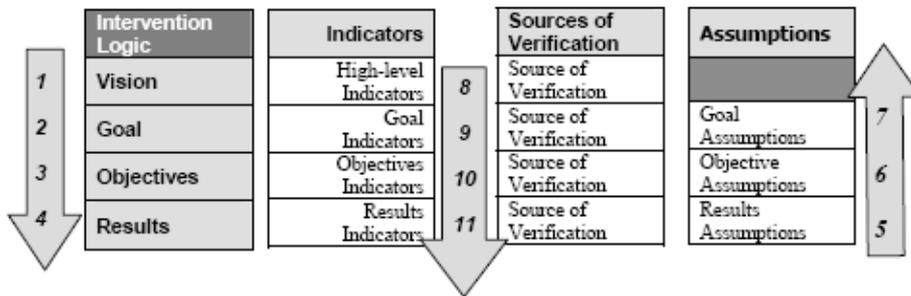


Figure 2. Sequence for the development of a logical framework matrix.
(Numbers refer to the order in which the matrix is developed.)

Again, the preparation of a logframe is an iterative process. For example, identifying indicators will often shed light on the formulation of the project objectives, and the team will go back and reformulate an objective to make it sharper.

To maximize the communications potential of a logframe, it is useful to observe certain conventions in the formulation of the intervention logic, i.e.,

- Vision: expressed as “To contribute to...”
- Goal: expressed in terms of benefits to the conservation target realized by the end of the project
- Objectives: expressed as impacts realized
- Results: expressed as tangible products and services delivered
- Activities: expressed in the present tense with an active verb (“Prepare, design, conduct...”).

Assumptions are usually progressively identified during the analysis phase, and the probability of their holding true is further analyzed to help assess the feasibility of the project and the probability of success. To decide whether to include an assumption in the logframe, you first ask “Is it important?” If the answer is “yes”, you continue by asking “What is the likelihood of this assumption holding true?” If it is almost certain to happen, you can leave out of the logframe. If it is *likely* to happen, then you include it in the logframe and in your monitoring plan. If it is unlikely, then you need to think about how to redesign the project to address it. If the assumption is unlikely and you cannot redesign your project to address it, then your project is probably not feasible.

Indicators further describe the project's objectives in measurable terms: quantity, quality, geographic scope, time, etc. You may wish to establish both quantitative and qualitative indicators for each objective. An indicator is considered to be objectively verifiable when the data can be collected different people with comparable results. Whenever you develop an indicator, you must simultaneously identify its source of verification – where, how and by whom you will get the information. This is important, as the source of verification provides a reality check as to the feasibility of the indicator chosen. If data for a given indicator is too difficult or too expensive to collect, then you need to find another indicator that is simpler and cheaper to measure.

It is useful to set performance criteria for your indicators. For example if an objective is “minimal stress from human uses in the Danube River”, and your indicator is the number of fecal coliform bacteria per 100 ml of river water, then your performance criteria could be something like:

0-9 = excellent; 10-100 = medium; 100-2000 = poor; >2000 = very bad.

It is also useful to run each indicator through a list of data collection questions, and to record the results in a data collection matrix, e.g.: What is to be measured (what is the indicator)? Where will it be measured? How many measurements? With what frequency? By whom? Using what data sources?

A key question to keep in mind when developing indicators is “Who is going to use this information?” Ownership of a project will be enhanced when the information needs of stakeholders are known and are considered to be of primary importance. This is why it is so important to continue using participatory methods (as you will have done during the initial analysis phase), when setting indicators and developing and implementing your monitoring programme.

Preparation of the logframe with the participation of all stakeholders can help to build a project where all involved share the same ideas on where the project is going and why the activities are necessary. The logframe resulting from this process will provide a concise summary of the project, which becomes an essential part of the conservation action plan, and a key element in proposals for funding.

5. Lessons

The logical framework approach provides an excellent tool for project design, but it also has a number of potential weaknesses, e.g.:

- ✘ Logical framework analysis rarely produces good results if it has not been preceded by a thorough situation analysis in the field, including stakeholder analysis.
- ✘ While it has the potential to involve participants, LFA can easily set up an impractical or unrealistic problem / objective framework, depending on the representativeness (or not) of the participants.
- ✘ It may be difficult to get consensus on what the project priorities should be.
- ✘ Problem analysis can be difficult in cultures where it is inappropriate to discuss problems.

- ✘ The logical framework structure is based on a linear view of change, whereas change in the real world is complex, often involving different interacting parallel processes, as well as iterative and cyclic processes.
- ✘ Logframes do not readily enable monitoring of unintended consequences.
- ✘ LFA analysis is very time-consuming, and requires a substantial commitment from the project team, stakeholders and project partners.
- ✘ There is a danger that the process of developing a logical framework together with stakeholders can raise unrealistic expectations beyond what the project can actually deliver. In addition, because of the thoroughness of the problem analysis, the LFA approach can lead to idealistic over-planning if the project design team leader or facilitator does not sufficiently emphasize realism and likely budgetary limits. This is probably the greatest danger of the logical framework approach.

The logframe should be first and foremost a tool to engage stakeholder commitment and to support project management. Every effort should be made to avoid it becoming a religion or a means of rigid control. The participatory process of logical framework analysis is as important, or more so, than the resulting logframe matrix.

6. Example

An example of a logframe can be found in the GEF [Agulhas Biodiversity Initiative](#).
INSERT HYPERLINK WHEN EXAMPLE IS AGREED.

Comment [G2]: I believe we need a different example. The problem with the Qinling panda one is that the indicators just repeat the objectives and results, and indicators are often what are most difficult for people.

Comment [G3]: If you like this example, put the file on connect, then add hyperlink. Feel free to use another example if anyone has a better one.

7. References

The material in this paper has been drawn from a number of excellent sources. The authors are especially indebted to EC 2004 and WWF 2005a.

EC. 2004. *Project Cycle Management Guidelines*. pp 57-94.

<https://intranet.panda.org/documents/document.cfm?uNC=10751203&uFolderID=7706&uDocID=20146>.

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INSERT HYPERLINK WHEN STAKEHOLDER ANALYSIS PAPER IS POSTED.

WWF College for Conservation Leadership. 2002. Module syllabus Project Design.

8. Acronyms

EC	European Commission
GAA	Government aid agency
LFA	Logical Framework Analysis, also Logical Framework Approach