Steps in the Logical Framework Approach (LFA)

The Logical Framework Approach (LFA) comprises two main phases, each one divided into a number of steps.

The two phases are Analysis and Planning as presented in the table below.

The project identification must take place in a situational context. This ‘context’ is usually determined by the political policy or strategy of the responsible governing authority and could be National strategic plans, or Regional or Local administrations goals and objectives.

This context ensures that current and future projects are consistent with these overall strategic objectives, and are compatible with each other and any additional projects (perhaps by third parties) being implemented in the same area or on behalf of the same beneficiaries and end-users.

Without this overarching context, there is a danger that projects are inconsistent with each other, lack cohesion, waste limited financial resources, or fail to achieve the overall policy goals and objectives of the respective authorities.

Two Phases of the LFA approach

<table>
<thead>
<tr>
<th>ANALYSIS PHASE</th>
<th>PLANNING PHASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevance</td>
<td>Feasibility</td>
</tr>
<tr>
<td>Stakeholder analysis</td>
<td>Basic Logical Framework Matrix</td>
</tr>
<tr>
<td>Problem analysis</td>
<td>Risk analysis</td>
</tr>
<tr>
<td>Objective analysis</td>
<td>Indicators and Monitoring plan</td>
</tr>
<tr>
<td>Strategy analysis</td>
<td>Activities and Resources</td>
</tr>
</tbody>
</table>
# Table of main Steps in the LFA process

<table>
<thead>
<tr>
<th>LFA Steps</th>
<th>Tools</th>
</tr>
</thead>
</table>
| 1 Analysis of the project’s Context| Programming/Situational Analysis  
The successful identification of a project depends on the understanding of the ‘Context’ in which the project identification is undertaken.  
This requires that there is clarity on what the larger, long-term and strategic objectives are.  
An understanding of the National, Regional, or Local plans is necessary to avoid the risk of projects being incompatible with previous or current initiatives. |
| 2 Stakeholder Analysis             | Stakeholder analysis matrix  
One of the main keys to the development of an effective project intervention is understanding who the stakeholders are and what their expectations and requirements really are.  
By completing an effective stakeholder analysis the project designers can identify where the project can make a contribution to meeting the expectations of the stakeholders and the wider objectives of the municipality. |
| 3 Problem Analysis/Situation Analysis| Problem tree  
This step is critical to the identification of the project intervention. It must be able to identify real and existing problems that impact on the beneficiaries (and other stakeholders).  
If this stage is inadequately done, the project is likely to be only partially conceived and is unlikely to address the total issues facing the beneficiaries which will result in a partially successful project and a failure to achieve the overall objectives of the municipality.  
Clarity of how problems are identified and described are important factors at this stage, and will assist in the final steps in the LFA approach. |
| 4 Objectives Analysis              | Objective tree  
The success of this step depends significantly on how well the previous step has been accomplished.  
Re-stating problems as Objectives properly will |
<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
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</table>
| **5 Strategy analysis** | **Project scoping**  
Unless the project is small and simple, the analysis is likely to have identified a range of issues that will require a large commitment in time, finances, and other resources.  

This step enables the project designers to narrow the focus of the intervention to a manageable size based on the availability of resources.  

It ensures that the overall size of the project is realistic and “do-able”. |
| **6 Basic Logical Framework (Plan of Activities)** | **Logical Framework Matrix (Logframe)**  
The completion of the LogFrame comprises this and the following two steps. The initial step transfers the information on the scope of the project from step 5 and completes the basic matrix.  

This includes transferring the Overall Objectives, Project Purpose, Results and Activities. At this stage ALL the necessary Activities need to be included in the LogFrame and not simply general descriptions of Activities.  

This means that Activities may need to be broken down to smaller parts if the Activity itself is a complex one. (We will refer back to these Activities when completing the work plan and resource allocation at step 9)  

The completed LogFrame information is useful for transferring the project proposal to particular applications for support, such as the project ToR from the Regional Development Fund, and other National or potentially International donors. |
| **7 Risk Analysis and Risk Management** | **Risk assessment matrix**  
The assessment of external factors, i.e. those things outside of the direct management and control of the project, is an important step to ensure that the project team are aware of ALL the things which must happen if the project is to be successful. |
The completion of the Risk assessment matrix not only identified potential risks to the success of the project, but also describes how the project team will try to address and mitigate these risk factors.

The management of these external risks becomes an important project management activity.

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<tr>
<th>8 Indicators/Measurements of Objectives</th>
<th>Logical Framework</th>
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<td>The compilation of Objectively Verifiable Indicators is the final element of the Log Framework.</td>
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<td>This step seeks to identify what should be measured by the project as evidence of the success of the project Activities and Outcomes.</td>
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<td>These Indicators must be free from subjective opinion and based on robust and objective evidence. This means that anyone can make an assessment of the proposed indicator and reach the same conclusion as to its success (or otherwise).</td>
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<tr>
<td>The higher the project objective the more challenging it can be to identify a reliable indicator. Nevertheless, this step is critical in being able to evidence that the project has reached its objectives.</td>
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<th>9 Activities &amp; Resource Planning</th>
<th>Gantt chart</th>
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<td>This final step adds the ‘administration’ of a project design and includes the planning of Activities, and the allocation of the appropriate resources to achieve the completion of the activities.</td>
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<td>It is useful at this step to also identify in the work plan any project Milestones and the reporting schedule.</td>
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<td>It also finalises the budget.</td>
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<tr>
<td>Overall objectives</td>
<td>Intervention logic</td>
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<tr>
<td>What are the overall broader objectives to which the action will contribute?</td>
<td>What are the key indicators related to the overall objectives?</td>
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<tr>
<td>Project Purpose/Outcome</td>
<td>Project Purpose/Outcome</td>
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<tr>
<td>What specific objective is the action intended to achieve to contribute to the overall objectives?</td>
<td>Which indicators clearly show that the objectives of the action have been achieved?</td>
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<tr>
<td>Results/Outputs</td>
<td>Results/Outputs</td>
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<tr>
<td>The results are the outputs envisaged to achieve the specific objective. What are the expected results? (enumerate them)</td>
<td>What are the indicators to measure whether and to what extent the action achieves the expected result?</td>
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<tr>
<td>Activities</td>
<td>Activities</td>
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<tr>
<td>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)</td>
<td>Means: What are the means required to implement these activities, e.g. personnel, equipment, training, studies, supplies, operational facilities, etc.</td>
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<tr>
<td>PCM Guidebook</td>
<td>Logical Framework Approach Main Steps</td>
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