

Logical Framework Analysis (LFA) in Project Cycle Management

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Projects

- Projects are a set of inter-related activities undertaken to produce certain planned results within the given resources and time frame.
- Development Projects undertake a set of Activities enabling a group of people (beneficiaries) to move from an undesirable situation to a more desirable situation (through empowerment, creation of assets, establishing and sustaining Community Based Organizations etc.)

Logical Framework Approach

- Under LFA, a Project is designed and managed in a step by step logical sequence leading finally to the production of the stated Results the project team want to produce.
- The project team then identify and undertake essentially those Activities which will contribute directly to the production of these Results.
- The project elements are laid down in a tabular format called project planning matrix (ppm) in such a way that the entire project intents become clear at a glance.

Identifying Project elements

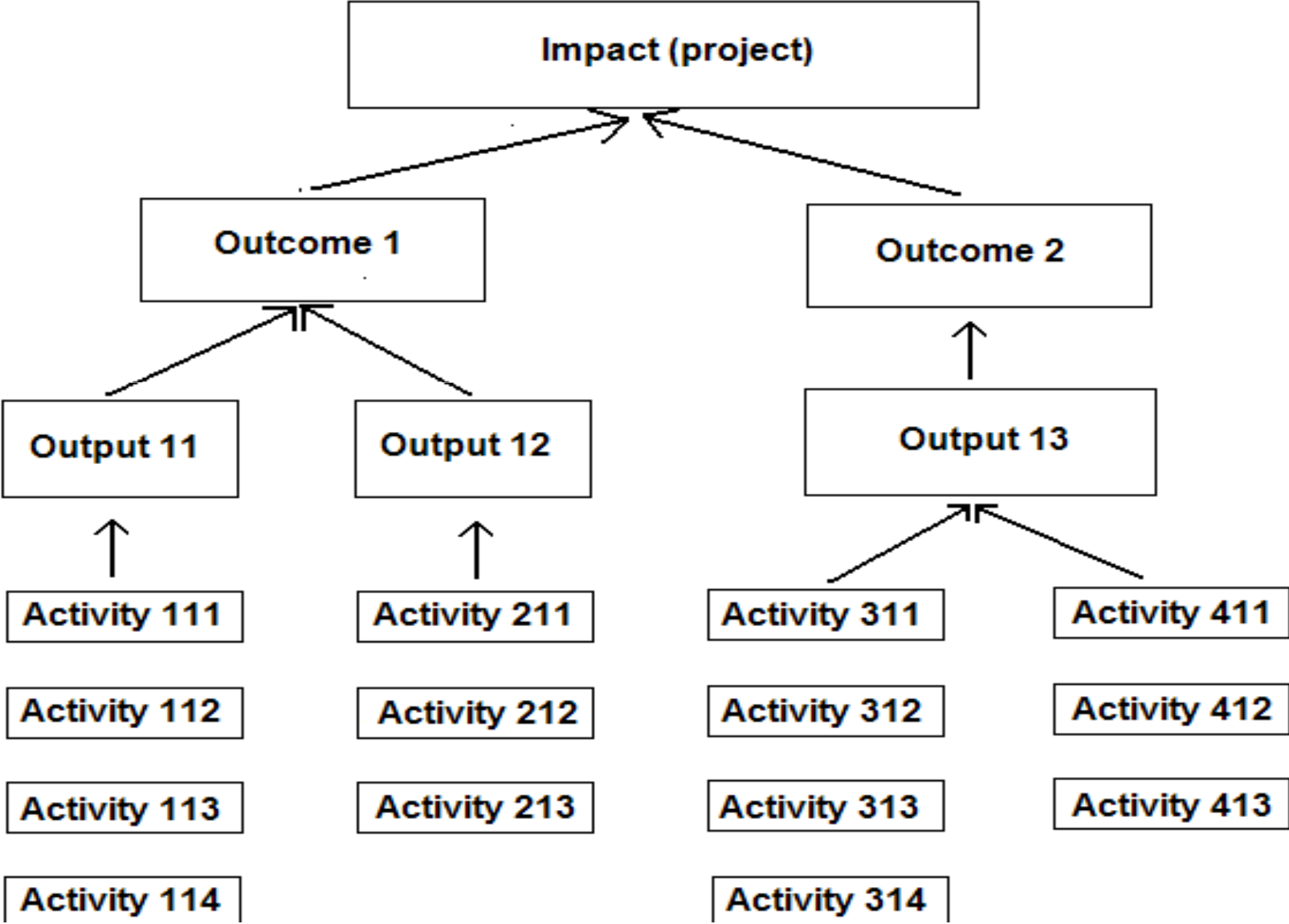
You can take a Horse to the water but can not make it drink

- A thirsty Horse is the Problem
- The water and the man are the Inputs
- Taking the Horse to water is the Activity
- Horse given access to water is the Output
- A drinking Horse is the Purpose
- A happy Horse is the Goal
- Assumptions: Water is drinkable, Owner of water allows horses to drink, No predator is present to scare the horse etc.

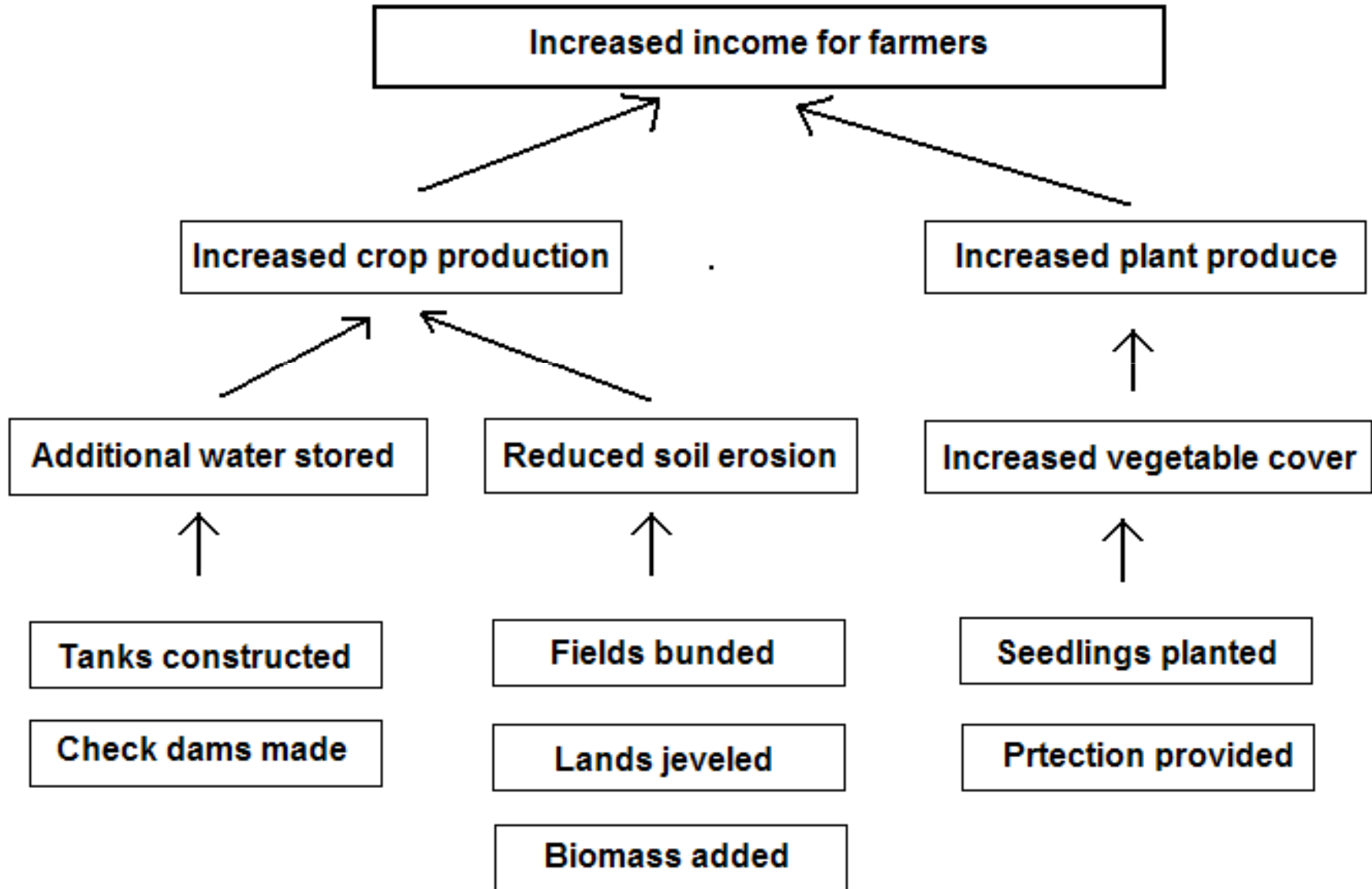
Logic

- If certain Inputs are applied, certain Activities can be produced
- If certain Activities are completed, certain Results can be produced
- If the necessary Results are produced, the Objectives of the project can be achieved
- The above logic works provided certain Assumptions made at each step are fulfilled

Logical sequence



Logical sequence



Project Planning Matrix (RBM)

Narrative Summary	Expected Results	Performance Indicators	Risks and Assumptions
Goal (Long term objective)	Impacts (Ultimate effect)	(Parameters to measure result)	
Purpose (Project objective)	Outcomes (Qualitative results)	(Parameters to measure result)	(Necessary conditions)
Inputs (Man, money, material)	Outputs (Tangible results to be produced by the project)	(Parameters to measure result)	(Necessary conditions)

Project Elements

- Goal (long term objective)
- Purpose (project objective)
- Results (Outputs, Outcome, Impact)
- Activities (Actions taken to produce results)
- Inputs (man power, material, money etc.)
- Assumptions (necessary conditions)
- Indicators (factors used to measure results)

Goal of a Project

- Goal is the long term (ultimate) objective.
- Ambitious enough and is highly desirable
- In line with country's development policy
- Stated as an end and not as a process
- Region, target groups and timeframe is mentioned

Note: Achievement of Goal requires contribution from several other projects. Example: Millennium Development Goals

Purpose of a Project

- Immediate objective of the project
- One project - one purpose statement
- Stated as an end and not as a process
- Target groups are defined
- Likely to happen on production of Outputs
- Ambitious but Achievable
- It is the responsibility of the Project Team to achieve the Purpose of the project by the end of the project period.

Results of a Project

- Major results to be achieved through application of Inputs and Activities.
- Contribute significantly in realizing the project Purpose.
- Should be precise and verifiable.
- Results are produced at three levels
Outputs, Outcomes and Impacts

Results are further categorized as

Outputs – Outcomes – Impacts

- Outputs are immediate, visible, concrete and tangible results produced by direct application of project inputs and completion of activities.
- Outcomes are medium term results produced by a combination of project outputs linked to project purpose.
- Impacts are long term result linked to the project Goal

Project Activities

- Activity converts Inputs into outputs
- Activities are stated as action to be taken and not as the Outputs to be produced

Note: Mention only those activities which are essential, performed by the project, contribute to the production of outputs and are under the control of the project team.

Assumptions

These are conditions necessary for success of the project.

- Stated as positive condition
- Not under the direct control of the project team
- Can be monitored to some extent.

Indicators

Indicators are criteria based on which the Outputs (results) of a project are evaluated.

Good Indicators are those:

- Where the results are specified in terms of target groups, quality, quantity, time, location etc.
- Which can be applied to measure the changes at different level of project implementation
- Which are factual and directly attributable to one or more of the project interventions.
- SMART indicators (Specific, Measurable, Attributable, Realistic, Time bound)

Impact

- Increase in crop production
- Sustainable utilization of natural resources
- Increased availability of drinking water in quality, quantity, distance, seasons, service level etc.
- Reduction in vector borne diseases
- Improvement in environmental sanitation
- Increase in literacy, employment, diversification of occupations
- Improved off-farm income, acquisition of new assets etc.

Project for increasing Rabi crops in a cluster of villages

Goal: More crop per drop	Impact: Improved earning of the farmers	Indicators	Assumptions
Purpose: Improved Rabi crops through development of local water sources in XX Villages	Outcomes: 1. Farmers growing additional Rabi crops 2. User groups managing local disputes	1. Extent of additional crop grown 2. Nature of disputes solved	Village remains free from political disturbances
Inputs Project fund Project team RLEGP linkages Subsidies	Outputs: 1. Local water sources developed 2. Soil & water conservation measures applied 3. Selected farmers trained in moisture management 4. Water saving devices installed 5. Local user groups formed to manage	1. No. of sources 2. Extent of S&W conservation 3. No of training 4. No. and nature of water saving devices 5. No. of groups	Rainfall and other climatic conditions remain normal

Result chain - Rabi crop yield

Impact: Improved earning of the farmers

Outcomes:

- 1. Farmers growing additional Rabi crops**
- 2. User groups managing local disputes**

Outputs:

- 1. Local water sources developed**
- 2. Soil & water conservation measures applied**
- 3. Selected farmers trained in moisture management**
- 4. Water saving devices installed**
- 5. Local user groups formed**
- 6. User groups trained**

Improvement of drinking water supply in Rajasthan

Narrative summary	Expected Results	Performance indicators	Assumptions and Risks
Project Goal Improved drinking water in Rajasthan	Impact Reduction in water related drudgery and maladies	1. Reduction in drudgery 2. Quantity of time saved	
Project Purpose Sustainable drinking water supply made available in 12 villages in Rajasthan	Outcomes 1. Additional fresh water are being used by the communities. 2. Effective water users groups are managing their respective water sources.	1. Unit cost of water 2. Quantity of additional water made available.	User groups will have access to manage the source Risk: Low
Project Inputs Project fund, team, offices & equipments, Survey, external consultants etc.	Project Outputs 1.1 Most suitable sources of water are identified. 1.2 Identified water sources are developed. 2.1 WUGs are in place to manage the sources. 2.2 WUGs trained to manage water systems	1.1 Number and type of water sources developed 1.2 Number of WUGs 1.3 No. of water sources transferred to the WUAs.	Alternative sources are available Risk: Low

Water Supply Project

Impact: Reduction in water related drudgery and maladies

Outcomes

- 1. Additional fresh water are being used by the communities**
- 2. Effective water users groups are managing their respective water sources**

Project Outputs

- 1.1 Most suitable source of water identified**
- 1.2 Most suitable water sources are developed**
- 2.1 WUGs are in place to manage the sources**
- 2.2 WUGs are trained to manage water supply systems**

LFA for a multi-cycle training programme

Narrative summary	Expected Results	Performance Indicators	Risks and Assumptions
Goal Sustainable management of NRM in India	Impact Better management of NRM in the project area		
Purpose Intensive field oriented multi-cycle (3) training imparted to selected field practitioners	Outcome 1.Enhanced analytical Capacity of NRM practitioners 2.Trained practitioners Applying their skills to improve NRM	1. Quality of planning by the trained persons. 2.Extent of participation by the practitioners	Practitioners will get chance to plan independently
Inputs Funds Resource Persons Training Institute Field Evaluation	Outputs 1.1 Training strategy and logistics are in place 1.2 Training modules are developed 1.3 Training courses are conducted 2.1 Improvements made for next cycle of training 2.2 Field performance of the trainees are reviewed	1.1 Feedback of the participants 1.2 Feedback of resource persons/others 2.1 Relevance of the improvements introduced	The practitioner would continue to work with the PIO

Multi-cycle training programme for NRM practitioners

Impact : Better management of NRM in the project area

Outcome

- 1. Enhanced analytical capacity of NRM practitioners**
- 2. Trained practitioners applying their skills to improve NRM**

Outputs

- 1.1 Training strategy and logistics are in place**
- 1.2 Course content and the training modules are developed**
- 1.3 Training courses are conducted**

- 2.1 Improvements made for next cycle of training**
- 2.2 Field performance of trainees are reviewed**

Work Breakdown Structure (WBS)

Impact: Better management of NRM in India				
Outcome 1 Enhanced analytical capacity of the participants in each cycle of training			Outcome 2 Trained practitioners applying their skills to improve NRM	
Output 1.1 Training strategy and logistics are in place	Output 1.2 Course content and the training modules are developed.	Output 1.3 Training courses are conducted.	Output 2.1 Improvements made for next cycle of training	Output 2.2 Review field performance of trainees
Activity 111	Activity 121	Activity 131	Activity 211	Activity 221
Activity 112		Activity 132	Activity 222	Activity 222

Write the Purpose statement and the Result Chain
i.e Outputs, Outcomes and Impact for the following
projects

1. WATSAN project

Purpose: Improved environmental sanitation achieved in 30 villages of Haryana in 2 years.

2. Project on Primary Education

Purpose: Improved primary education in general and girl child education in particular in 30 villages of Bihar

3. Community based NRM project

Purpose: Improved livelihood in 30 villages of AP through development of existing land and water resources.

Purpose: Improved environmental sanitation achieved in 30 villages in Haryana

Impacts: Better living conditions

Outcomes:

1. Improvement in general village aesthetics/environment
2. Water borne diseases reduced due to improved sanitation

Outputs:

- 1.1 Awareness on sanitation and health is increased
- 1.2 Number and design of Toilets approved and finalized by users
- 1.3 Construction of Toilets completed as per norms
- 2.1 Sources of safe drinking and adequate domestic water developed
- 2.2 Waste water disposal system put in place
- 2.2 Village sanitation committee established in each village
- 2.3 Village common fund created for maintenance and follow ups

Purpose: Improved primary education in general and girl child education in 30 villages of Bihar

Impacts: Better primary education in the Block

Outcomes:

- 1.Improved attendance in the school in general
- 2.Improved attendance of girl child

Outputs:

- 1.Awareness programme for the parents are completed
- 2.Existing gaps in the local schools are identified
- 3.Major operational gaps in the schools are addressed
- 4.Selected teachers are trained to act as animators
- 5.System for annual review and monitoring established

Purpose: Improved livelihood in 30 villages of XX District, AP through development of existing land and water resources

Impact: Improved community based NRM practices for better livelihood options in the rainfed areas

Outcomes:

1. Improved management of natural resources by community in 60 villages of Chhindwara district, MP
2. Improvement of livelihoods particularly amongst the poor farmers

Outputs

- 1.Planned Soil and water conservation measures are in place
- 2.Selected wastelands brought under afforestation/ vegetation cover
- 3.Energy saving practices adopted
- 4.Improved farming practices adopted
- 5.Village level institutions, capacities and systems developed for spi. groups
- 6.Alternative income opportunities provided for special groups
- 7.System for Effective project management and implementation in place