Basic Guidance for Cross-Cutting Tools:

Logical Framework Analysis

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Resources for Implementing the WWF Standards

Contents

This document is intended as a resource to support the implementation of the
WWF Standards of Conservation Project and Programme Management. Logical framework
analysis is a tool that can be used to help meet several steps of these standards; each project or
programme team will have to determine whether this tool and associated guidance makes
sense for them.

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Logical Framework Analysis

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 situation and stakeholder analysis (also called problem analysis), objective setting and strategy selection, and monitoring indicator and method development – and the logical framework matrix, often called the logframe, which documents the *product* of the LFA process.

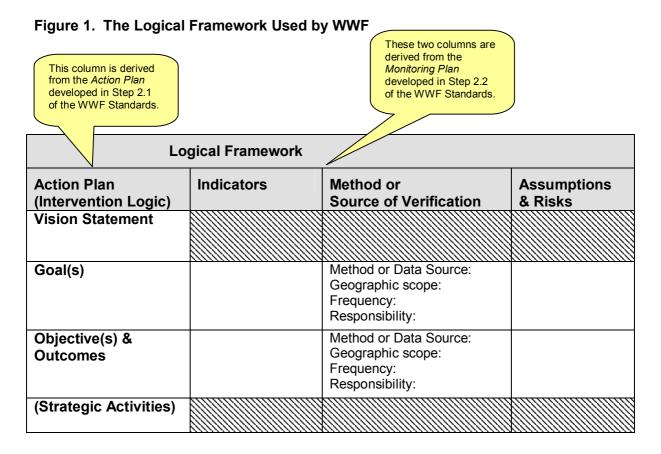The process of logical framework analysis allows a project to:

- 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 specific words, 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.

The elements of the WWF logframe are defined as follows:

- **Action Plan (Intervention Logic)**: The description of the project according to its hierarchy of vision statement, goals, and objectives/results.
- **Vision Statement**: A brief summary of the desired state or ultimate condition that a project is working to achieve. Developed in Step 1.2 of the project cycle.
- **Goal**: A specific statement detailing a desired impact of a project. It describes the desired future state of one or more targets. Developed in Step 2.1 of the project cycle.
- **Objective**: A specific statement detailing a desired outcome (sometimes called a result) of a project such as reducing a critical threat. Developed in Step 2.1 of the project cycle.
- **Strategic Activity**: A specific action or set of tasks undertaken by project staff and/or partners to reach one or more objectives. Activities can be added as a row under results, but this is no longer current practice among most donors, and activities do not need indicators. Developed in Step 2.1 of the project cycle.
- **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. Developed in Step 2.2 of the project cycle.
- **Method or Source of Verification**: The data source for an indicator. Methods are listed if primary data need to be collected; Sources are listed if secondary data will be used. The column typically also specifies the geographic scope and frequency and the responsibility for collecting the data. Developed in Step 2.2 of the project cycle.

- **Assumptions & Risks**: An 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.

Figure 1. The Logical Framework Used by WWF

This column is derived from the *Action Plan* developed in Step 2.1 of the WWF Standards.

These two columns are derived from the *Monitoring Plan* developed in Step 2.2 of the WWF Standards.

Logical Framework			
Action Plan (Intervention Logic)	**Indicators**	**Method or Source of Verification**	**Assumptions & Risks**
Vision Statement			
Goal(s)		Method or Data Source: Geographic scope: Frequency: Responsibility:	
Objective(s) & Outcomes		Method or Data Source: Geographic scope: Frequency: Responsibility:	
(Strategic Activities)			

As shown in Figure 1, the LFA process described in this document has close parallels with the overall adaptive management process described in the *WWF Standards of Conservation Project and Programme Management.* In effect, it is different flavour of the same process – it is up to each project or programme team as to which version makes the most sense. Similarly, there are close parallels between the various outputs of the adaptive management process and the logframe matrix.

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 the logframe has since 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 logframe itself provides a summary of the project design and the planned achievements, supporting the management and communication of the project.

The logical framework analysis approach provides a set of design tools that, when applied creatively, can be used for planning, designing, implementing, monitoring, and evaluating projects. Logframe

analysis gives a structured, logical approach to setting priorities, and determining the intended purpose and results of a project. In particular, a logframe matrix can be a useful tool to help summarize and record your goals, objectives, and activities. Logical frameworks also lay the basis for activity scheduling, budgeting, monitoring, and for evaluation.

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. When used as a management tool, it can also help the project to remain focused during project implementation.

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

When to Use Logical Framework Analysis

Logical framework analysis plays a role in each phase of the project cycle, from design 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.

Good LFA involves going through some of the thinking in the *Define* phase (Step 1) to help develop a project vision and to analyze the existing situation, although the outputs from these steps (except the vision statement) are not explicitly captured in the traditional logframe matrix. LFA then involves going through the steps in the *Design* phase (Step 2) including in particular, developing the *Action* and *Monitoring Plans*. During the *Implementation* phase (Step 3), LFA provides a key management tool to support work planning and budgeting. Finally, in the *Analyze/Adapt* phase (Step 4), LFA provides the basis for the basis for performance and impact assessment.

How to Develop and Use Logical Framework Analysis

1. Conduct Situation Analysis and Identify Key Stakeholders

The first step involves doing an analysis of the situation at your project site, identifying key direct threats, indirect threats, opportunities, and associated stakeholders and determining cause-and-effect relationships among the various factors. This process is outlined in detail in the Basic Guidance on Conducting a Situation Analysis. One tool for portraying the result of the situation analysis is a conceptual model. Another technique involves developing a problem tree (see WWF 2005 and European Commission 2004 for more detailed descriptions of the problem tree methodology).

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.

2. Develop Action Plan: Goals, Objectives/Results, and Activities

The second step involves doing an analysis of how you will convert the negative situations in the conceptual model or problem tree into solutions. In particular, it involves developing goals, objectives and results, and strategic activities, and then ensuring that 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 process is outlined in detail in the [Basic Guidance on Developing an Action Plan](#) .

One of the most challenging parts of this process 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.

3. Develop Monitoring Plan: Indicators and Methods/Sources of Verification

The third step involves figuring out how you will measure the results of your project. In particular, it involves developing indicators for each goal and objective (indicators and methods are generally not done for your vision statement or for strategic activities). If the indicator is to be assesed using primary data (data the project team collects itself), you also need to develop the method you will use to collect this data. If the indicator is to be assessed using secondary data, you need to identify the source of verification. This process is outlined in detail in the [Basic Guidance on Developing a Monitoring Plan](#).

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 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.

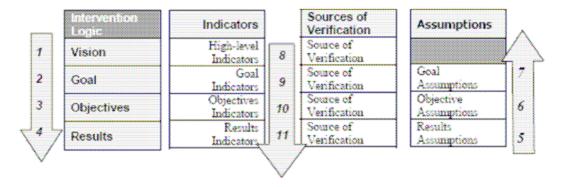### 4. Summarize Work in the Logframe Matrix

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 analyses in the previous steps are used as the basis for preparing the logframe matrix, which is a summary of your work. Once you have developed your basic Action Plan, you can put the components into the appropriate place in the far left-hand column of your logframe matrix. You can then fill out the subsequent columns based on your Monitoring Plan.

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 matrix is developed is illustrated in Figure 2.

Figure 2. Sequence for the Development of a Logical Framework Matrix.
Numbers refer to the order in which the matrix is developed.

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 your team may need to 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:

- **Vision:** Expressed as "To contribute to…"
- **Goal:** Expressed in terms of benefits to the conservation target to be realized by the end of the project.
- **Objectives:** Expressed as outcomes to be realized.
- **Results:** Expressed as activities completed or milestones reached (note that this is a different use of the term results than in the WWF Standards – it is more akin to what the standards term "outputs." See Box 1 in the Basic Guidance to Results Chains for more details).
- **Activities**: Expressed in the present tense with an active verb ("Prepare, design, conduct…").
- **Assumptions**: Expressed as if….then statements. Assumptions can be both positive things that you assume need to happen or negative risks that can cause problems for your project.

In summary, logical framework analysis can be a helpful tool for project design. It is important to keep in mind, however, that like any tool, it can be used well, or it can be used poorly. Specific points to keep in mind include:

- Logical framework analysis rarely produces good results if it has not been preceded by a thorough situation analysis in the field, including a stakeholder analysis.
- Logical framework analysis can easily result in an impractical or unrealistic action plan, especially if project staff and partners are not involved in the design process.
- 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.
- Logical framework analysis does not readily enable monitoring of unintended consequences.
- Logical framework analysis is very time-consuming, and requires a substantial commitment from the project team, stakeholders and project partners.
- Finally, 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.

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.

Example

Figure 3 presents a sample logframe matrix for the Island Marine Reserve.

Figure 3. Sample Logframe Matrix for the Island Marine Reserve.

Logical Framework			
Action Plan (Intervention Logic)	**Indicators**	**Methods or Source of Verification**	**Assumptions & Risks**
Vision Statement: A healthy marine ecosystem, characterized by diversity and abundance of flora and fauna, with adequate structure and function that allows future generations to benefit from this rich natural heritage			
Goal(s): By 2015, at least 100% of the northern bioregion & 25% of the western bioregion of the rocky reef habitat will contain healthy populations of key species.* * Healthy populations of species at the top of the	Presence and density of representative species of fish and invertebrates	**Data source:** FCD & other projects **Data collection method:** Transects (Download from website) **Geographic scope:** Marine reserve **Frequency:** Every 2 years **Responsibility:** Michel	Effects related to global climate change will remain constant. Local governments & communities will remain supportive of marine conservation.

	Logical Framework		
Action Plan (Intervention Logic)	**Indicators**	**Methods or Source of Verification**	**Assumptions & Risks**
food chain, such as cod and sharks, and an abundance of other key species, such as lobster, black coral, etc.	% cover of representative species of sessile organisms	**Data source:** FCD & other projects **Data collection method:** Transects (Download from website) **Geographic scope:** Marine reserve **Frequency:** Every 2 years **Responsibility:** Michel	
	Population of "key" indicator species (identified in the Biodiversity Biovision, chapter 8)	**Data source:** FCD & other projects **Data collection method:** Population census at selected sites (Download from website) **Geographic scope:** Marine reserve **Frequency:** Annually **Responsibility:** Michel	
Objective SF1: By 2007, 40% of local fisheries products meet the quality standards of international and national markets.	% of fisheries products that meet the quality standards of the national market	**Data source:** Registries in processing centres **Data collection method:** Request from processing centres **Geographic scope:** Marine reserve & buffer zone **Frequency:** Annually **Responsibility:** Ann Marie	Quality standards of markets will help ensure sustainability of fishing.
	% of fisheries product that meets the quality standards of the international market	**Data source:** Registry of National Fisheries Institute **Data collection method:** Request from NFI **Geographic scope:** Marine reserve & buffer zone **Frequency:** Annually **Responsibility:** Ann Marie	
Objective SF2: By 2007, all of the artisanal fishermen in the island marine reserve that have been trained in the use of alternative fishing techniques are using the new, sustainable fishing gear	% of artisanal fishermen that have been trained in the use of alternative fishing techniques that are using the new, sustainable fishing gear	**Data source:** Registries in processing centres **Data collection method:** Review registries of fishing gear on boats involved in alternative fishing techniques **Geographic scope:** Marine reserve & buffer zone **Frequency:** Every 4 months **Responsibility:** Ann Marie	Markets will continue to pay a higher price for sustainbly fished species – thus, fishermen will have incentive to use sustainable fishing gear.
Objective SF3: By 2008, all four of the local fisheries cooperatives have improved their processing and marketing systems and have accessed new markets that offer a better per-unit price for their products	# of tons of fisheries products sold by the cooperatives to new, high value markets	**Data source:** Cooperatives' registries; Quality control certification from the National Fisheries Institute; Central Bank registry of fisheries products that leave island marine reserve **Data collection method:** Review records from cooperatives, NFI, & Central Bank **Geographic scope:** Marine reserve & buffer zone **Frequency:** Annually **Responsibility:** Francois	Markets will continue to pay a higher price for sustainbly fished species. Fishermen will not be inclined to overfish to make more money in the short term.
Objective SF4: By 2010, at least 50% of the local fishing fleet is using sustainable fishing techniques.	% of boats using sustainable fishing gear	**Data source:** Park and FCD fishing gear registries **Data collection method:** Review Park and FCD registries **Geographic scope:** Marine	Sufficient sustainable fishing gear is available for those interested.

Logical Framework			
Action Plan (Intervention Logic)	**Indicators**	**Methods or Source of Verification**	**Assumptions & Risks**
		reserve & buffer zone **Frequency:** Every 4 months **Responsibility:** Francois:	

References

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

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