

Annex 2: Examples of LFA matrixes

LFA stands for *Logical Framework Approach*. For further information on this methodology, see Danida's LFA handbook on:

<http://amg.um.dk/en/menu/TechnicalGuidelines/LogicalFrameworkApproach/LogicalFrameworkApproach.htm>

Generally, the logical framework, or “logframe”, contains one development objective and a maximum of three immediate objectives. In complicated cases, a level of “intermediate objective” may be inserted in the logframe between the levels of “development objective” and “immediate objective”.

Ensuring that activities and outputs materialise is generally the responsibility of programme implementers, whereas reaching the immediate and development objectives is only partly within their control. A range of external factors – such as the general economic and political development in the country, the weather, world-market trends, etc. – usually play an equal or larger role in determining whether objectives are reached.

Normally, the column “target” is not part of the logframe. However, in the context of monitoring and using indicators, it is important to distinguish between objective, indicator and target. Often, these three elements are confused.

Note that the link between the various levels is based on the stated assumptions. The inputs provided will give rise to the planned activities only to the extent that the assumptions underlying the link between these two levels prove valid. The risks in this regard could be listed in the same manner. It is important also to monitor the assumptions. History shows that their failure to hold true may be the main reason why a project or programme disappoints.

Logframe 1: Water and sanitation (Programme phase 2005 - 2010)

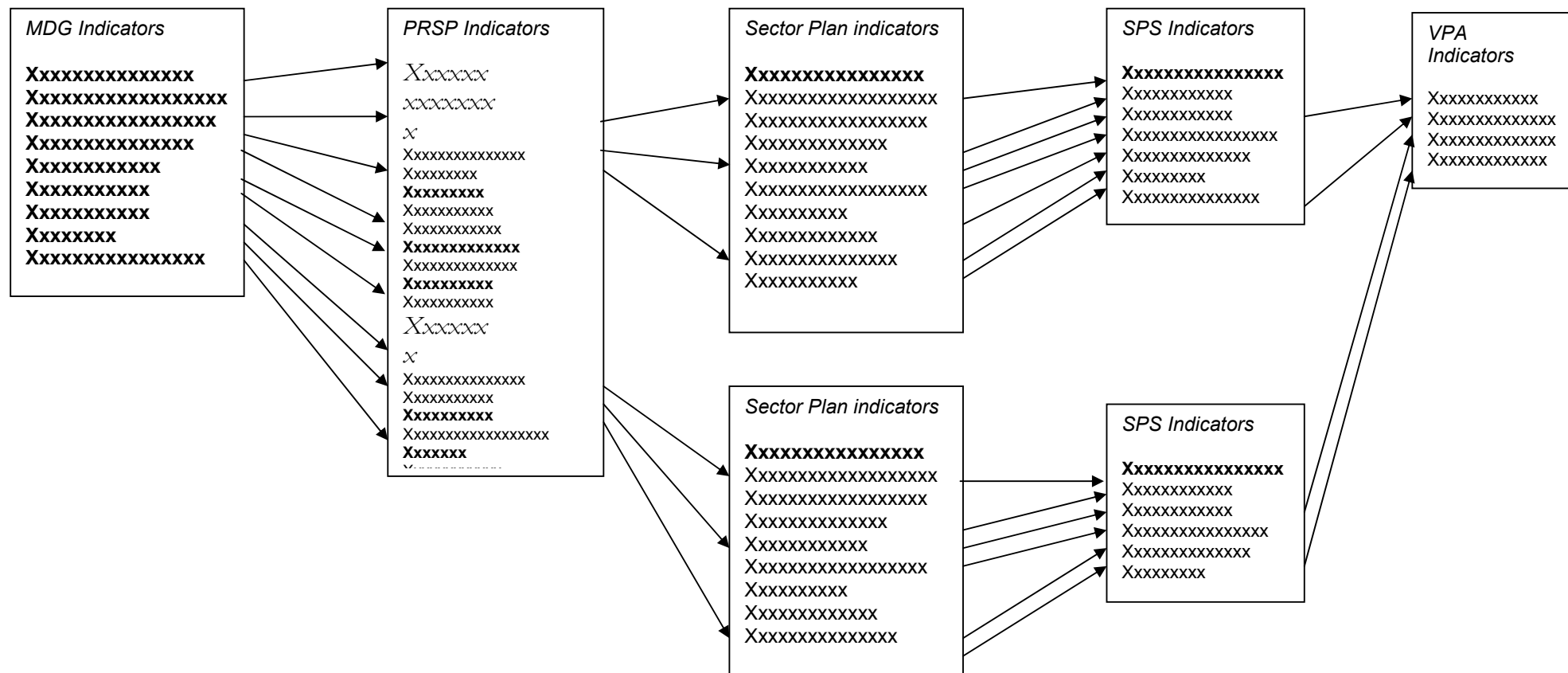
	Indicators	Targets	Means of verification	Assumptions
Development objective: Improved health situation especially among the poor	No. of people with water borne diseases	Reduced by 20% by 2020	National health statistics	
Immediate objectives: 1. Water supply sustainably improved 2. Sanitation condition sustainably improved	1. No. of people with access to clean water 2. No. of people with access to pit latrines	1. 1 mill. by 2015 2. 750.000 by 2015	1. National statistics combined with spot tests 2. National statistics combined with spot tests	Well-maintained wells supply the majority of the target group with 100% of their drinking water.
Outputs: 1.1 Wells constructed in all villages in target area 1.2 Water User Groups (WUG) established 1.3 Private well artisans trained and certified 2.1 Promotion pit latrines constructed in all villages in target area 2.2 Private pit latrin artisans trained and certified	1.1 No. of wells constructed 1.2 No. of WUG 1.3 No. of entrepreneurs certified 2.1 No. of pit latrines 2.2 No. of entrepreneurs	1.1. 5000 by 2010 1.2. 1000 by 2010 1.3. 100 by 2008 2.1. 5000 by 2010 2.2. 100 by 2008	1.1 WUG completion reports 1.2 Minutes from WUG meetings 1.3 Training reports with participants' signatures 2.1 WUG completion reports 2.2 Training reports with participants' signatures	The community can afford paying local artisans to repair existing and build new wells.
Activities: 1.1.1 Identify sites for well construction 1.1.2 Develop participatory construction methodology 1.1.3 Supervise construction 1.2.1 Develop guidelines for WUG 1.2.2 Election of Water User Group members 1.3.1 Develop training curriculum for well entrepreneurs 1.3.2 Identify artisans trainees 2.1.1 Identify sites for promotion latrines 2.1.2 Test and develop construction methodology further 2.2.1 Develop curriculum for pit latrine construction training 2.2.2 Identify pit latrine artisan trainees	1.1.1 No. of sites 1.1.2 Methodology approved 1.1.3 No. of sites supervised 1.2.1 Guidelines approved 1.2.2 No. of members 1.3.1 Curricula approved 1.3.2 No. identified 2.1.1 No. of sites 2.1.2 Methodology approved 2.2.1 Curriculum approved 2.2.2 No. of trainees	1.1.1. 5500 by 2007 1.1.2. 1 by 2006 1.1.3. 5000 by 2010 1.2.1. 1 by 2006 1.2.2. 10.000 by 2007 1.3.1. 1 by 2006 1.3.2. 125 by 2006 2.1.1. 5500 by 2006 2.1.2. 1 by 2006 2.2.1. 1 by 2006 2.2.2. 125 by 2006	1.1.1 Site reports and spot checks 1.1.2 Approval (minutes or report) 1.1.3 Supervision reports 1.2.1 Approval (minutes or report) 1.2.2 District progress reports 1.3.1 Approval (minutes or report) 1.3.2 District progress reports 2.1.1 District progress reports 2.1.2 Approval (minutes or report) 2.2.1 Approval (minutes or report) 2.2.2 District progress reports	The well and pit latrine siting process is not influenced by local power holders. The construction supervision is effective and construction quality is therefore not compromised.
Inputs: A. GoX and community manpower B. Funds from GoX and GoD C. Local construction materials (sand, stones, hard wood, water)	A. Man power B. Funds on time C. Materials availed by community on time	A. GoX: 1.000 man hours; Community: 100.000 man hours B. 10 mill. DKK and 100 mill. local \$ C. No delays due to lack of material	A. Semi-annual programme reports B. Financial statements and semi-annual programme reports C. District progress reports	The community is willing to cost share. Qualified GoX manpower available

Logframe 2: Agriculture (Programme phase 2004 – 2008)

	Indicators	Targets	Means of verification	Assumptions
Development objective: Standard of living of the target population sustainably improved	A. Proportion of population below \$1 per day (MDG indicator 1) B. Agriculture generated income per head pr year – disaggregated by gender C. Type of housing improved e.g. from straw to tin roof (proxy indicator) D. Average no. of days pr year with inadequate food	A. 10% by 2030 B. Men: 500 U\$ by 2030. Women: 450 U\$ by 2030 C. 50% of all houses tin/tile roofed by 2030 D. 5 by 2030	A. National statistics B. Sample survey in 5 districts C. Sample survey in 5 districts D. Sample survey in 5 districts	
Immediate objectives: 1. Famine management improved 2. Management capacity of middle and top level managers in MoA increased 3. Organisational systems and procedures improved	1.a Potential famine situations acted on timely by MoA 1.b No. of large scale famine situations 2.a Form of meetings (from monologue to dialogue) 2.b Transparent decision making 2.c Staff turnover on middle and top level 3.a Monthly computerised financial reports 3.b Computerised monitoring reports 3.c Quality assurance: No. of user-complaints to MoA	1.a All situations by 2020 1.b Reduced with 50% by 2020 2.a 90% of all meetings are dialogue oriented by 2010 2.b 80% employees assess decision making as transparent by 2010 2.c Reduced by 30% by 2010 3.a 12 timely quality reports pr yr by 2009 3.b 4 timely quality reports pr yr by 2009 3.c Reduced with 40% by 2009	1.a Feedback systems based on key farmers reports 1.b As above 2.a Survey among employees + observations 2.b Check budgets 2.c Survey among employees + observations 2.d Personnel roster 3.a Check reports 3.b Check reports 3.c Check complaints register	Improved management of MoA HQ will lead to improved extension, plant protection and other user services
Outputs: 1.1 Early warning system database established 1.2 Procedures for collecting early warning data produced 2.1 MoA officers trained in modern management (communication, feedback, conflict management, facilitation) 2.2 Exchange visits to other relevant ministries conducted	1.1 Early warning reports based on new database approved 1.2 Procedures approved 2.1a No. Trained 2.1b Quality of training 2.2a No. of participants 2.2b No. of trips	1.1 One approval by 2007 1.2 One approval by 2007 2.1a 30 top and mid level managers by 2007 2.1b Minimum 80% of all participants rate training as satisfactory and useful 2.2a 30 top and mid level managers by '07 2.2b 3 by primo 2007	1.1 Check approval 1.2 Check approval 2.1a Training reports 2.1b Training evaluation reports 2.2a Training reports 2.2b Training eval. reports	Structural reforms will not reduce the no. of government officers to a level which makes it impossible to perform routine activities and at the same time develop the organisation

	Indicators	Targets	Means of verification	Assumptions
2.3 On site facilitation and coaching of managers done 2.4 Analysis of organisational capacity gaps cum baseline survey completed 3.1 MoA officers trained in various professional issues (e.g. word processing) 3.2 Organisational structures and procedures analysed 3.3 Financial, monitoring and quality assurance systems updated	2.3 No. of consultations by external consultant or advisor 2.4 Analysis/baseline report approved 3.1a No. Trained 3.1b Quality of training 3.2 Report containing the analysis approved 3.3a Computerised financial system approved 3.3b Computerised monitoring system approved 3.3c Quality assurance system described and tested	2.3 40 by primo 2008 2.4 One approval by ultimo 2006 3.1a All relevant officers by 2008 3.1b Minimum 80% of all participants rate training as satisfactory and useful 3.2 One approval by ultimo 2006 3.3a One approval by ultimo 2007 3.3b One approval by ultimo 2007 3.3c One test report by mid 2007	2.3 Advisor/consultant reports 2.4 Check quality of report 3.1a Training reports 3.1b Training evaluation reports 3.2 Check report 3.3a Check system and approval 3.3b As above 3.3c Check test report	Local quality programmer is available ...
Activities (examples): 1.1.1 Identify most suitable early warning system 1.1.2 Identify programmer 1.1.3 Programming & testing ...	1.1.1 Proposal approved 1.1.2 Programmer contract approved 1.1.3 Test programme approved ...	1.1.1 One approval by mid 2006 1.1.2 One approval by mid 2006 1.1.3 One approval by ultimo 2006 ...	1.1.1 Check approval 1.1.2 Check approval 1.1.3 Check approval ...	MoA is committed to prioritise these activities - thus making manpower available on time
Inputs: A. GoX manpower B. Funds from GoX & GoD	A. Manpower available on time B. Funds available as scheduled	A. GoX: 1.000 man hours in the whole programme period B. 5 mill. DKK and 50 mill. local \$	A. Semi-annual programme reports B. Financial statements and semi-annual programme reports	

Annex 3. Alignment: how global, national, and sector indicators are (ideally) linked



The figure shows the ideal indicator hierarchy.

In principle, the Millennium Development Goals (**MDG**) provide the overall framework. All MDG indicators should therefore be included in the **PRSP** list of indicators. The PRSP is likely to include a number of additional indicators, especially in fields not covered directly by the MDGs.

All the PRSP indicators should in turn be included in the various **Sector Plans or Strategies** prepared by line ministries. The sector plans add indicators required for the ministries' planning and management processes.

The Sector Programme Support (**SPS**) Document uses a subset of the indicators in the ministry's Sector Plan.

Finally, the **VPA** indicators should consist of a subset of the SPSD indicators.

