

TOOLS FOR SOUND PLANNING (Logical Framework Analysis)



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1. STAKEHOLDER MAPPING

WHAT IS IT?

- Diagram which visualises dependencies between ends users and suppliers around the topic and any tensions between the parties
- In the diagram below, (+) shows a positive attitude towards the topic; (-) shows the opposite attitude

WHAT DOES IT OFFER?

- Holistic perspectives of problem environment
- Ideas on who needs to be involved
- Basis for the later commitment to the initiatives

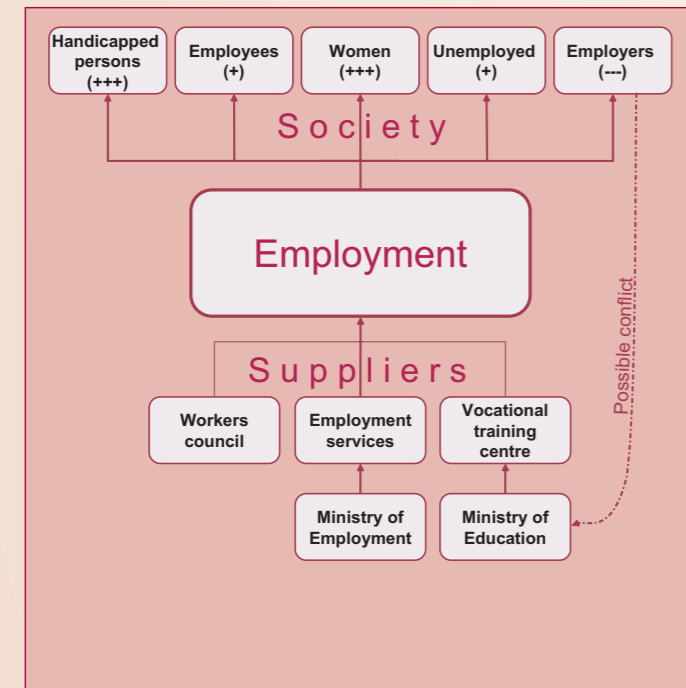
GOOD PRACTICE:

- Ensure clear focus and framework before starting
- Include all potential stakeholders to identify all real issues
- Account for potential opposers as well as supporters

PITFALLS:

- Only considering the stakeholders already sitting around the table
- Ignoring end-users, being exclusively supply-driven

Example of Network Diagram



2. PROBLEM IDENTIFICATION AND ANALYSIS

WHAT IS IT?

- Discussion about exactly which problems people face and need to be tackled
- Diagram visualising the cause-effect logic which explains how one problem leads to or reinforces another

WHAT DOES IT OFFER?

- Mutual understanding of the wider and more holistic context of each specific problem
- Understanding that other people have different problems but that they are all interrelated
- Analysis of root causes instead of symptoms

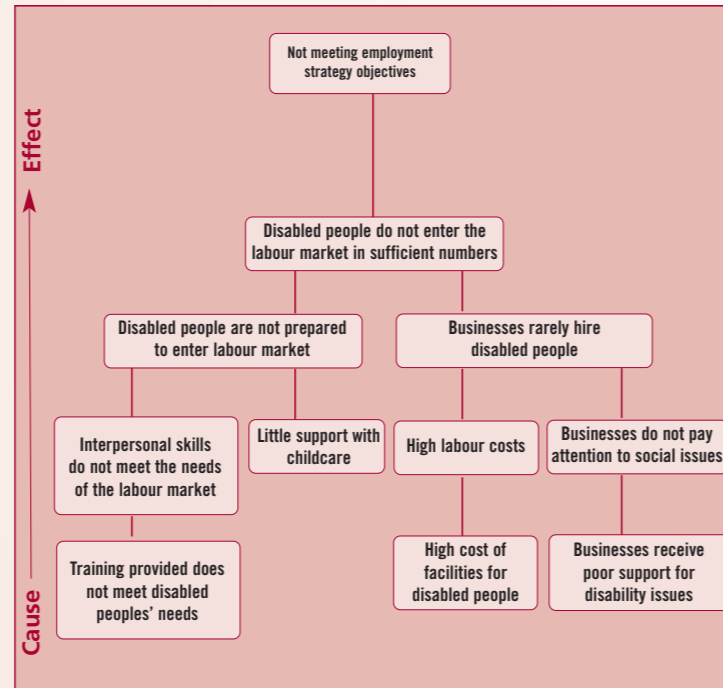
GOOD PRACTICE:

- Include all the problems of all parties involved: don't judge and select
- Ensure people really listen to problems of others
- Be specific about exactly which undesirable situations need tackling

PITFALLS:

- Formulate problems just in terms of what needs to be done
- Blaming others instead of describing the actual situation
- Linking problems with weak causality

Example of Problem Tree



3. ANALYSIS OF OBJECTIVES AND PRIORITY OPTIONS

WHAT IS IT?

- Diagram visualising objectives placed in a means-end relationship to each other
- Description of the desired situation in the future if all problems were to be resolved

WHAT DOES IT OFFER?

- Clarity on what the intervention will achieve and what must be achieved by others
- Commitment to a common vision

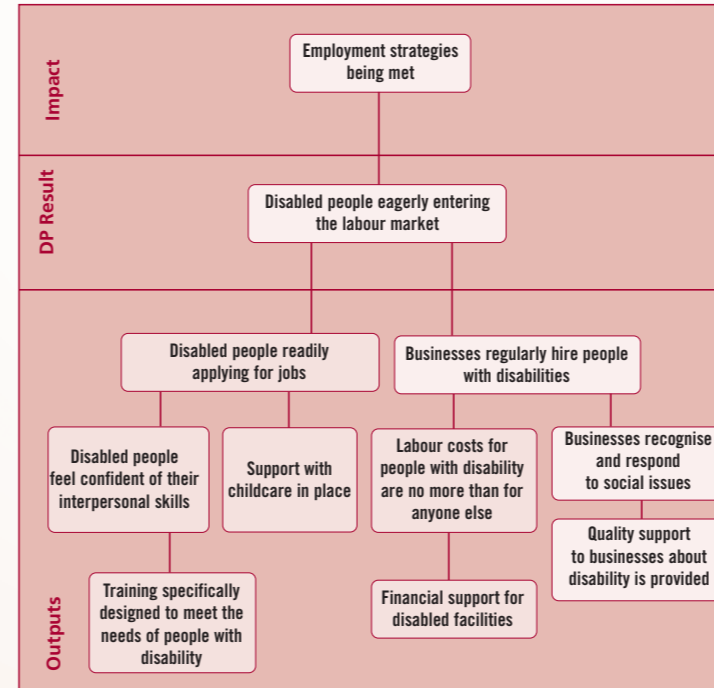
GOOD PRACTICE:

- Stay close to the original, concrete problems
- Formulate goals as the desired future situation and not as improvements of the present poor situation
- Check consistency of means-end logic

PITFALLS:

- Proposing solutions (the actions you will take) rather than setting the goals you want to achieve
- Excluding goals only because they are outside your control
- Forcing priorities on others

Example of Objectives Tree



4. LOGICAL FRAMEWORK MATRIX

WHAT IS IT?

- Schematic summary of the planned intervention under prevailing assumptions

WHAT DOES IT OFFER?

- Coherence between the activities and the different levels of objectives
- Explicit risk management (Assumptions)
- End-user orientation

GOOD PRACTICE:

- Include all the objectives from the analysis either as things to achieve or as external factors which others must achieve
- Add additional conditions for success which were not discussed in the analysis
- Check that the internal logic of the plan is completely consistent
- Differentiate in different matrixes between 'WHAT should happen' and 'HOW it should happen' (capacity building)

PITFALLS:

- Approaching the matrix as just a paper exercise
- Over-simplifying the plan
- Ignoring threatening preconditions or assumptions

Example of Logical Framework Matrix

	Objectives	Indicators	Evidence	Assumptions
Impact	Work opportunities for people with disabilities are greater than the number of people with disabilities seeking work	80% of companies have disabled facilities and are recruiting disabled people by the 2010 The number of job vacancies is greater than the number of disabled people seeking work by 2010	Company survey Employment agencies survey	
Result	People with physical disabilities are able to find work and are enjoying the working environment	By 2009 all people with physical disabilities who live in city x and who are seeking work can find work	Employment agency annual survey	People with disabilities register with the employment agencies
Outputs	1. Businesses regularly hire people with disabilities 2. Businesses have recognised and put in place the necessary facilities and employment conditions to recruit people with disabilities 3. Businesses are receiving and using support offered by the Employment Agencies to put in place suitable disability access facilities and conditions of employment	1. In city x, 65% of businesses are able to hire people with disabilities by 2008 2. 65% of business in city x have registered with the local Employment Agencies for disability access status by 2007 3. 35% of businesses in city x have made use of the disability access status support by 2007	1. Chamber of Commerce and local employment agencies annual records 2. Register of disability access status with local employment agencies 3. Register of disability access status with local employment agencies	1. People with disabilities are keen to be employed 2. Businesses trust the disability access status as a quality mark that they will benefit from 3. Businesses have the time to register 3.1. The employment agencies don't make accessing the support bureaucratic
Activities	1.1. Businesses are specifying in their recruitment advertisements the disability access status (DAS)	Budget € 000	Source of funds 1. Own funds	Start dates 1. 2007
Etc...				



Planning Monitoring & Evaluation Toolkit



Projects with a strong emphasis on innovation and transnational co-operation can benefit from applying the EQUAL "Partnership Development Toolkit" publication (available at <http://europa.eu.int/comm/equal>)

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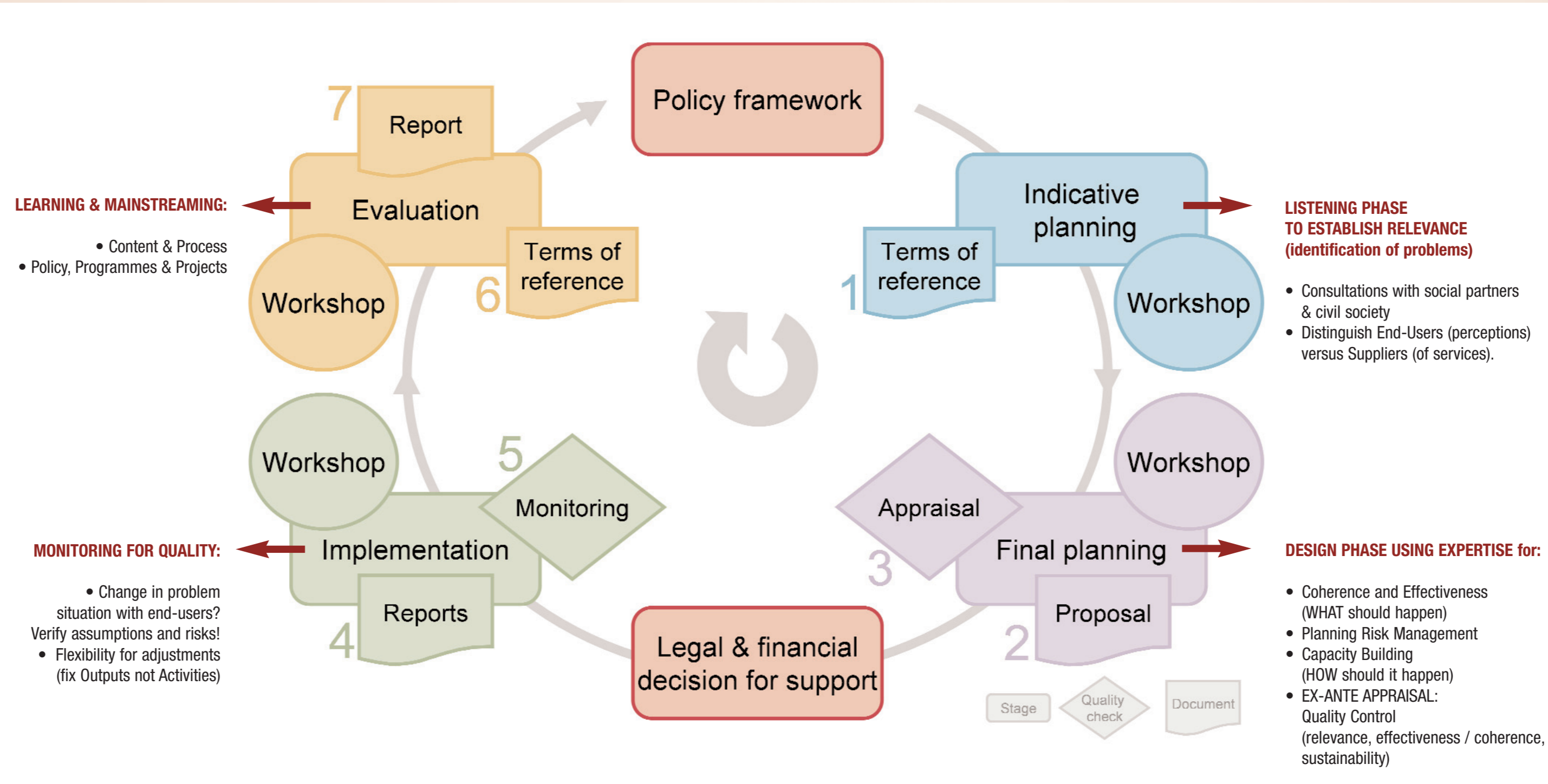
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PRINCIPLES OF SOUND PLANNING AND QUALITY ASSURANCE

- Stakeholder engagement for transparency and commitment
- Efficient decision making: focused on results and outputs
- Concrete agreements on deliverables and responsibilities
- Clear guidance on methods, procedures and processes to be followed (Terms of reference)
- (Self-)monitoring and (auto-)evaluation of concrete achievement
- Continuous reflection on quality allows for corrective action - avoid surprises during implementation
- Learning from experiences - planning for dissemination of lessons



SOUND PLANNING DURING THE LIFECYCLE OF AN INTERVENTION



FACILITATED PARTICIPATORY PROCESS IN WORKSHOPS

- Enhanced communication between partners and stakeholders
- Equality in participation
- Motivated potential stakeholders
- Professional neutral facilitator / moderator
- Added value from combined expertise & experience
- Visualisation tools to focus discussion
- Appropriate procedures and workshop products

