



**Islamic University of Gaza
Continuing Education Department
Professional Diploma in Social Civil Organization Management**

**Research Paper
Applying Logic framework approach For Analysis &
Planning V.S Local non-Governmental institutional
Behavior and change
In Gaza**

**A Complementary Requirement for Graduation at Professional
Graduate Diploma in Social Civil Organization Management**

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ABSTRACT

This research aims to find out the degree to which applying logical framework (LFA) in the project design, implementation, monitoring and evaluation of the projects implemented by local NGOs have contributed to an institutional and behavioral change. First the research has addressed the question, to what extent LFA being applied by NGOs. Then, the research addresses a case study to find out the impact, risks and challenges that have been experienced in using LFA in PCM for the particular NGO (UHWC).

The research consists of two main parts:

1. The theoretical part:

This part has defined the origin and development of logical framework approach, LFA characteristics, importance, strengths and, weaknesses as well as applications.

The research explains the necessary basic elements to design a project as well as the approach and methodology.

2. The practical part:

This part has been dedicated to explore the extent to which there has been awareness and knowledge of local non-governmental institutions in Gaza of the Logical Framework Approach. To achieve this objective, the research team has made use of telephone calls survey with 40 local non-governmental institutions.

The Union of Health Work Committees institution (UHWC) has been selected as a case study to explore in depth the impact and challenges of applying LFA in the PCM at the institutional and behavioral levels.

The research has concluded to the following:

- To positively create acceptable level of institutional and behavioral change as well as to reduce management risks, it is recommended to apply LFA as an approach and not dealt with as a Matrix.
- LFA by itself represents a good mechanism for continuous learning by the organization through better documentation and reflections (lessons/challenges).
- Logical Frame work Approach and applied tools enhance the credibility, accountability and transparency top down and bottom up as between the NGOs and communities they serve from one hand and to the donors from the other hand.

The research has come up with the following key recommendations:

- To better make use of the LFA, a comprehensive training should be designed and implemented targeting the management staff of organizations at all levels in order to raise skills and knowledge. The culture of participation should be deeply rooted in the organizational culture through continuous practices, learning by doing and coaching.

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- The LFA should not be dealt with as rigid approach rather it is flexible and to continuously respond to the change and any organizational emerging needs.

CHAPTER "1"

INTRODUCTION

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1.1 Introduction:

In practice, even the best project managers can find it difficult to plan major projects without missing important activities, and without failing to spot all significant risks and issues. What's more, once you're immersed in the detail of project planning, it's hard to keep the site of the big picture: What are you trying to achieve and why? What are the risks and assumptions? And how can you tell whether the project is a success once it's implemented?

The Logical Framework Approach (LFA) is a useful technique that can help in these things, thereby making your projects more robust and coherent, more successful.¹

The Logical Framework Approach (LFA) has evolved as a methodology for improving the systematic planning of development projects. Over time, it has evolved from simply a framework for structuring project objectives to more sophisticated, process-orientated approaches for involving stakeholders in project design and management.

Using LFA for project or program design imposes our in assessing what is to be achieved and the assumptions behind what interventions and activities will be required. Many international donors require projects they fund to be designed according to an LFA.

Various groups and facilitators have integrated an extensive range of participatory planning methodologies and tools with the basic LFA.

The Logical Framework Approach (LFA) is an analytical, presentational and management tool which can help planners and managers to:

- Analyze the existing situation during project preparation.
- Establish a logical hierarchy of tools by which objectives will be reached.
- Identify some of the potential risks.
- Establish how outputs and outcomes might best be monitored and evaluated; and
- Present a summary of the project in a standard format.
- Monitor and review Activities during implementation.²

1.2 Background:

The Logical Framework Approach (LFA) was developed in the late 1960's to assist the US Agency of International development to improve its project planning and evaluation system. It was designed to address three basic concerns:

- Planning was too vague, without clearly defined objectives that could be used to monitor and evaluate the success (or failure) of a project.
- Management responsibilities were unclear; and

¹ Mind tools, http://www.mindtools.com/pages/article/newPPM_86.htm

² A project cycle management and logical frame work toolkit, Freer Spreckley (United Kingdom).

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- Evaluation was often an adversarial process, because there was no common agreement as to what the project was really trying to achieve.

The LFA has been adopted as a project planning and management tool by most multilateral and bi-lateral development agencies. The EC³ has required the use of LFA as part of its project cycle management system (PCM) since 1993; it provides a core set of tools with which to undertake assessments of project quality.

Over time, different agencies have modified the formats, terminology and tools of the LFA; however the basic analytical principles have remained the same. Knowledge of the principles of LFA is therefore essential for all staff involved in the design and delivery of EC development assistance.⁴

1.3 Research Objective:

The main aim of this research is to study how much the local non-governmental organizations in Gaza are applying the concept and content of the logical framework approach specifically in analyzing, planning and managing the developmental projects.

To achieve this aim, it must overview these points that guide this research:

- Defining the origin and development of LFA.
- Define the characteristics and main elements of project design and management with LFA as planning tool.
- Learn how to develop measurable progress indicators and how to collect information to verify indicators.
- Learn how to update a log frame during the project lifecycle.

So the non governmental organizations can be able to:

- Organize problem and stakeholders analysis in a participatory approach
- Turn results of analysis into objectives
- Identify a strategy to achieve objectives which take into account
- Stakeholder capacity and resources
- Identify necessary activities to achieve objectives
- Take stock of external risks and assumptions which will influence the project design and its implementation.
- Write and present a log frame for a project.

³ EC: The European Commission is the executive body of the European Union. The body is responsible for proposing legislation, implementing decisions, upholding the Union's treaties and the general day-to-day running of the Union.

⁴ Project cycle management guideline, European Commission (March 2004)

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1.4 Research Questions:

- The extent of knowledge of local non-governmental organizations of the logical framework approach.
- The extent of awareness of non-governmental organizations of the logical framework approach.
- The extent of application of the logical framework approach at projects life cycle in local non-governmental organizations.
- The extent of contribution of applying logical framework approach in making comprehensive plans those are feasible within acceptable levels of risks.

1.5 Research Methodology:

Working on preparing this research requires adoption of a specific methodology to ensure getting the desired results through:

- **Telephone survey:** by communicating with a group of institutions in the Gaza Strip by calling the Executive Director of each institution and ask him/her about his / her knowledge of LFA and whether they use it or not. It's noteworthy to mention that the researchers got the contact list of these institutions from the network of the organizations, and the list contains 61 foundations. The researchers are able to communicate with 80% of them and get feedback of their views on the subject of research.
- **Personal Interview:** an interview has been conducted with the Executive Director of the Union of Health Work Committees, Dr. Yousef Mousa, items have been discussed with him about the possibility of applying the LFA .and its impact in the development of staff performance and increase organizational efficiency and facilitate communication with donor.
- **Documents & Annual reports:** The researchers also have studied the documents & annual reports of the UHWC and have reviewed the institution's web site.

1.6 Research Limitations:

Many limitations have faced the researchers such as:

- Lack of knowledge among some institutions of the logical framework approach.
- Lack of experiences of the logical framework approach.
- Lack of expertise of the logical framework approach.
- Lack of awareness of the importance of the logical framework approach in analyzing, planning, managing projects.
- Difficulty in cooperation with some organizations.

CHAPTER "2"

THEORETICAL PART LOGICAL FRAMEWORK APPROACH (LFA)

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2.1 Introduction

The logical framework is the core reference document throughout the entire project management cycle, because logical framework is

- Based on international standards, methods and terminology.
- Promotes collaboration and ownership.
- Produce objective-driven, client-centered design.
- Improves causal logic.
- Integrates projects with program and strategy.

So when it used during the activity design (including identification, preparation and appraisal and approval) the purpose of the LFA is to produce and soundly document an activity design for a proposed new development activity which includes both

- An activity description, which clearly specifies what the proposed activity is to do and how, and
- A systematic and soundly based activity rationale, which clearly states the case for implementing the proposed activity from the perspective of both the donor and other development partners who would participate in implementation.

The activity description typically specifies

- The activity components and what is to be done in each component
- Roles and responsibilities of all the main participants in implementation, and
- The proposed management and administrative arrangements for the activity, particularly including the part to be played by each of the partners to implementation.

The activity rationale

- Outlines the nature of the development situation, particularly the causes and effects of the key development problems which the activity is designed to improve
- Outlines the cause/effect logic of the proposed activity design, and the expected results of implementing the activity, and
- Justifies the use of Australian and partner resources in terms of the expected benefits of activity implementation (that is, those expected results of implementation which are benefits relative to the policies and priorities of both Australia and the development partners with whom we work, particularly other partner governments).⁵

In this way the activity design makes explicit the means by which the desired ends of the activity are to be attained. That is, it outlines the means-end relationship between what the activity actually does and the attainment of its

⁵ Aus guideline activity design 3.3 the logical framework approach, AusAID (Australia, October 2005).

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objectives, and between the attainment of the lower level objectives of the activity and its higher level (or ultimate) objectives. (For example the relationship between its immediate, Purpose and its ultimate Goal).

We cannot simply sufficiency designing the activities in the logical framework, but we must complete the designing process to produce the reference document namely Logical Framework Matrix (LFM), which is standard analytical product of the LFA, It consists of a matrix with four columns and a number of rows, which summarize selected aspect of an activity design, namely

- What the activity will do, and what it will produce (Activity Description)
- The activity's hierarchy of objectives and planned results (also Activity Description)
- The key assumptions that are being made (Assumptions), and
- How the activity's achievements will be measured, monitored and evaluated (Indicators and Means of Verification).

2.2 The logical framework approach as a way of thinking:

The Logical Framework Approach is understood more as a set of ideas and way of thinking. The value lies in working through a hierarchy of objectives, ensuring that you consider appropriate indicators and take account of the risks and assumptions. How you go about this process can be quite flexible and does not necessarily need to be captured in a matrix. A respondent in an NGO which has recently started to introduce the Logical Framework Approach reported that people are signing up for training in the approach because they like the thinking process – they see it as a 'thinking tool' but remain averse to the matrix. 'The Logical Framework Approach should be used to challenge ourselves intellectually and help us think.'⁶

2.3 The logical framework methodology:

Logical framework methodology, is a practical and relatively straightforward approach to planning, and could form part of an integrated system of project planning. The other components in the integrated system normally consist of the Work Breakdown Structure (WBS), the Linear Responsibility Matrix (LRM), network analysis and the budget. Used together, this approach allows project planners to keep the log frame uncluttered, while linking it with the other detailed supporting statements. Stakeholder consultation is a useful starting point in preparing the log frame. On the basis of frank and open discussions planners and stakeholders could work together to build commitment and project ownership among the target group that the project is designed to help. On this basis, it is possible to achieve the best chances for project success at the implementation

⁶ World Bank log frame handbook, team technologies, inc. of Middleburg, Virginia (Washington DC).

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and operational stages.

Development projects respond to problems, needs or business opportunities. The process starts with an analysis of the development problem, based on consultation with the stakeholders.⁷

2.4 The logical framework approach use:

LFA can be used throughout management activities in:

- Identifying and assessing activity options.
- Preparing the activity design in a systematic and logical way.
- Appraising activity designs.
- Implementing approved Activities, and
- Monitoring, reviewing and evaluating activity progress and performance⁸

Is ideally suited for the definition and design of soft projects; examples of soft projects include:

- Strategic Planning.
- Corporate Restructuring.
- Business Improvement Projects.
- Quality Implementation Projects.
- Business Planning.
- Marketing Planning.
- Methodology and Cultural Change Projects.
- Commercialization Projects.

Such projects are termed soft because the deliverables of these projects are typically abstract (i.e. cannot touch and feel the results).

Log frame can also be used on *hard* projects as these often do have a soft perspective.

- Examples of hard projects include:
- Heavy Engineering Projects (e.g. Ship Building)
- Building Construction
- Installation of Computer Hardware
- Road and Bridge Construction
- Office Relocation/New Branch Office

Such projects are termed hard because the deliverables of these projects are typically Physical (i.e. can touch and feel the results).⁹

⁷ eskills , www.eskills.net.ph

⁸ Aus guideline activity design 3.3 the logical framework approach, AusAID (Australia, October 2005).

⁹ Logical frame work (log frame) methodology, Herman H. Grant (Caribbean, February 2007).

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2.5 The logical framework approach elements

The elements of the log frame are defined as follows:

- **Intervention logic:** the description of the project according to its hierarchy of objectives – the strategy underlying the project
- **Vision:** the desired state or ultimate condition that a project is working to achieve and to which the project contributes
- **Goal:** a desired impact of a project – ambitious yet realistic; direct benefits to the conservation target; the project is held responsible for achieving its stated goal(s).
- **Objective:** a desired accomplishment or outcome of a project, such as the reduction of a critical threat – the actual change in a problem targeted by the project
- **Results:** the tangible products or services delivered by the project
- **Strategic activity:** A specific action or set of tasks to reach one or more results or objectives; activities can be added as a fifth row under results, but this is no longer current practice among most donors, and activities do not need indicators
- **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; a good indicator meets the criteria of being measurable, precise, consistent, and sensitive
- **Source of verification:** data source for an indicator; it should specify the data collection method(s), geographic scope and frequency, and the responsibility for collecting the data
- **Assumption:** 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 control¹⁰

2.6 The logical framework approach Stages

Drawing up a Log frame has two main stages, **Analysis** and **Planning**, which are carried out progressively during the Identification and Formulation phases of the project cycle:

There are four main elements of the **Analysis Stage**, namely:

- **Stakeholder Analysis**, including preliminary institutional Capacity Assessment, gender analysis and needs of other vulnerable groups such as the Disabled (profile of the main 'players');
- **Problem Analysis** (profile of the main problems including cause and effect relationships);
- **Analysis of Objectives** (image of an improved situation in the future).
- **Analysis of Strategies** (comparison of different options to address a

¹⁰ Logical framework analysis, Meg Gawler (September 2005).

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given situation).

This analysis should be carried out as an iterative learning process, rather than as a simple set of linear 'steps'. For example, while stakeholder analysis must be carried out early in the process, it must be reviewed and refined as new questions are asked and new information comes to light.

In the **Planning Stage** the results of the analysis are transcribed into a practical, operational plan ready to be implemented. In this stage:

- The log frame matrix is prepared, requiring further analysis and refinement of ideas;
- Activities and resource requirements are defined and scheduled, and
- A budget is prepared.

This is again an iterative process, as it may be necessary to review and revise the scope of project activities and expected results once the resource implications and budget become clearer.¹¹

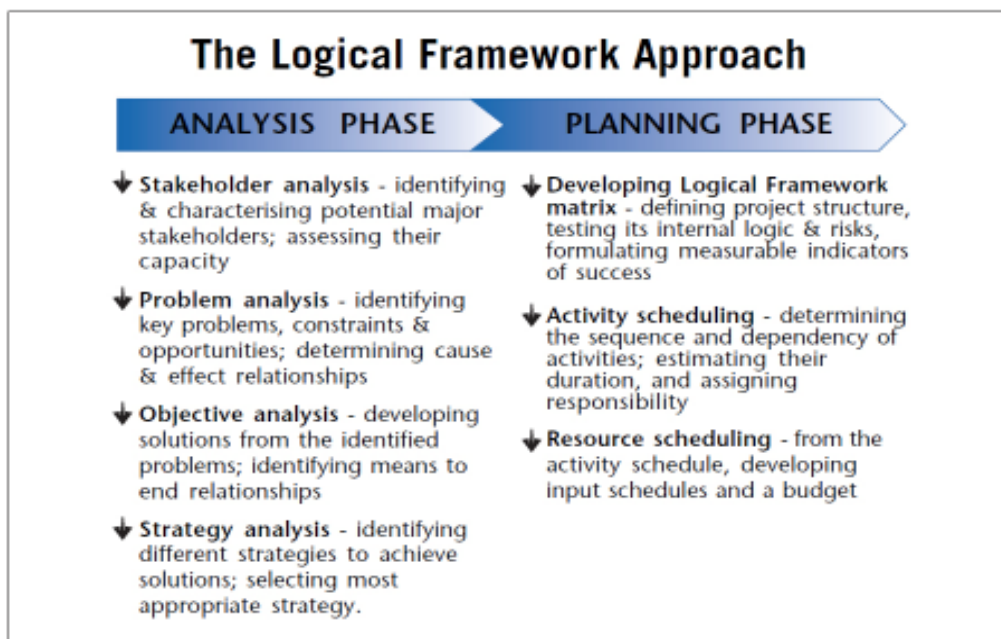


Figure 1, the logical framework approach phases¹²

¹¹ Project cycle management guideline, European Commission (March 2004)

¹² ibid

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2.6.1 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 stakeholder analysis, problem analysis, objective setting and strategy selection – and the logical framework matrix, often called the log frame, 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.¹³

Why logical framework analysis is important?

Logical framework analysis has 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 log frames are used by a large number of international NGOs and GAAs, they provide a common language when discussing projects.

The logical framework approach provides a set of design tools that, when applied creatively, can be used for planning, designing, implementing, monitoring, and evaluating projects. Log frames give a structured, logical approach to setting priorities, and determining the intended purpose and results of a project. Used correctly, log frames can provide a sound mechanism for project development. Logical Frameworks also lay the basis for activity scheduling, budgeting, monitoring, and for evaluating the impact, effectiveness, efficiency, and relevance of a project.

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 log frame 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 log frame matrix provides a concise summary of the project that forms an essential part of the conservation action plan and proposal for funding.

¹³ Logical framework analysis, Meg Gawler (September 2005).

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Log frames provide an easily accessible answer to the question: “Why are we doing the things we are doing?” When used as a management tool, it can also help the project to remain focused during implementation.

LFA-based project assessment, when properly carried out, will:

- Foster reflection within the project implementing institution
- Generate early warnings before things go wrong and allow for corrective decision.
- Improve project monitoring and reporting, and
- Facilitate and improve project evaluation, both internal and external.

As a tool, however, a log frame must not be considered as an end in itself – it is only as good as the field experience and analytical abilities of the people creating and using it¹⁴

When to use logical framework analysis?

The logical framework plays a role in each phase of the project cycle, from planning 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.

LFA is used during the Define phase to help analyze the existing situation, investigate the relevance of the project, and identify potential strategies. During the Design stage it provides a framework for an appropriate project plan with clear objectives, measurable results, and a strategy for risk management.

Then during implementation, the log frame provides a key management tool to support work planning and budgeting. In the Analyze/Adapt phase it provides the basis for monitoring, and the basis for performance and impact assessment.

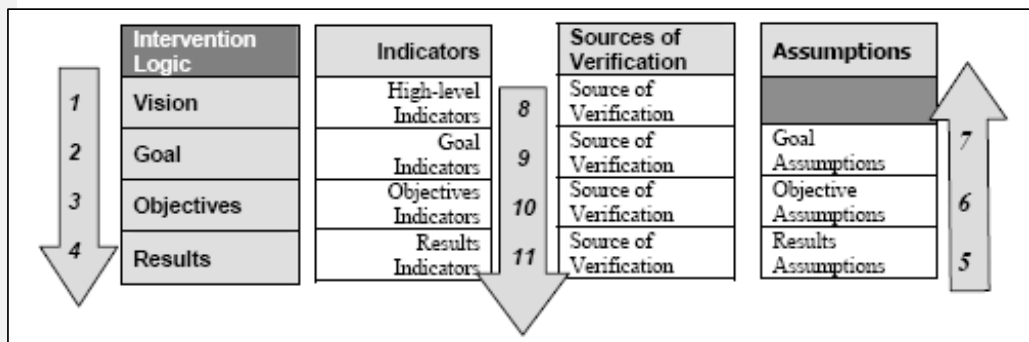


Figure 2, sequence for the development of a logical framework matrix.¹⁵

¹⁴ Logical framework analysis, Meg Gawler (September 2005).

¹⁵ The use and abuse of the logical framework approach, Oliver Bake well and Anne Garbutt (November 2005).

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- **Analyzing the situation:**

Prior to beginning work on activity design and the construction of a Log frame matrix it is important to undertake a structured analysis of the existing situation. LFA incorporates four main analytical elements to help guide this process

- Problem analysis
- Stakeholder analysis
- Objectives analysis, and
- Selection of a preferred implementation strategy.

Remember that effective development planning should be approached as an iterative process, not as a linear set of prescribed steps. For example, while stakeholder analysis is presented in these Guidelines as coming after problem analysis, in practice, stakeholder analysis is ongoing throughout the design process, and does not neatly fit in to any one step. These Guidelines should not be seen as prescribing a formulaic approach to activity design.

The process of applying the analytical tools of LFA in a participatory manner is as important as its products. This is particularly so in the context of development activities where ownership of the idea by implementing partners is often critical to the success of implementation and to the sustainability of benefits. Effective coordination and cooperation (including teamwork) is critical

Ideally, the main analytical tools should be applied in a workshop setting with key stakeholders, so that the initial LFA analysis and the initial findings are developed truly jointly. However, it needs to be recognized that there will be a range of design studies where consultations with counterparts may be extensive, but do not extend to joint design analysis in a workshop setting.

In these circumstances, the design team may need to itself apply the main principles and practices of the LFA to information and input provided by counterparts and stakeholders. In these cases the emerging conclusions of the team's analysis need to be iteratively checked against the knowledge and understanding of our partners through successive consultations.¹⁶

- a. **Problem analysis and the problem tree**

Development activities are usually proposed as a response to addressing development situations, and overcoming identified development problems in those situations. Problem analysis involves identifying what the main problems are and establishing the cause and effect relationships which result in, and flow from, these problems.

The key purpose of this analysis is to try and ensure that 'root causes' are identified and subsequently addressed in the activity design, not just the symptoms of the problem(s). A clear and comprehensive problem analysis provides a sound foundation on which to develop a set of relevant and

¹⁶ Logical framework analysis, Meg Gawler (September 2005).

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focused activity objectives, one main tool used in problem analysis is the 'problem tree.

Important points to note about using the problem tree tool are

- There are two main approaches that can be used to help give focus to the problem analysis, namely:
 1. The 'focal problem' method, whereby development problems (or constraints) are brainstormed by the group, a core or focal problem is identified, and the cause and effect analysis then pivots around the focal problem.
 2. the 'objectives oriented' method, whereby a broad/high level development objective is specified at the start of the analysis, and constraints to achieving this objective are then brainstormed, analyzed and sorted in to a cause and effect logic. Both approaches are equally valid, and which to use is largely up to individual preference and circumstances.
- Ideally, problem analysis should be undertaken as a group learning activity involving stakeholders who can contribute relevant technical and local knowledge. A workshop environment (involving groups of up to 25 carefully selected participants) is an appropriate forum for developing problem trees, analyzing the results, and then proposing solutions.
- As noted, however, some design teams will need to apply the LFA - and its tools, including problem analysis - outside a workshop setting, based on information and feedback provided by counterparts and stakeholders in some other way.
- It may be appropriate to undertake a number of separate problem analysis exercises with different stakeholder groups, to help determine different perspectives and how priorities vary.
- The process is as important as the product. Where a workshop is possible, the exercise should be presented as a learning experience for all those involved, and as an opportunity for different views and interests to be presented and discussed. However, one should not necessarily expect full consensus among stakeholders on what the priority problems are or what the causality of these problems is.
- It is important to recognize that - however produced - the product (the problem tree diagram) should provide a simplified but nevertheless robust version of reality. If it is too complicated, it is likely to be less useful in providing direction to subsequent steps in the analysis.¹⁷

¹⁷ Logical framework analysis, Meg Gawler (September 2005).

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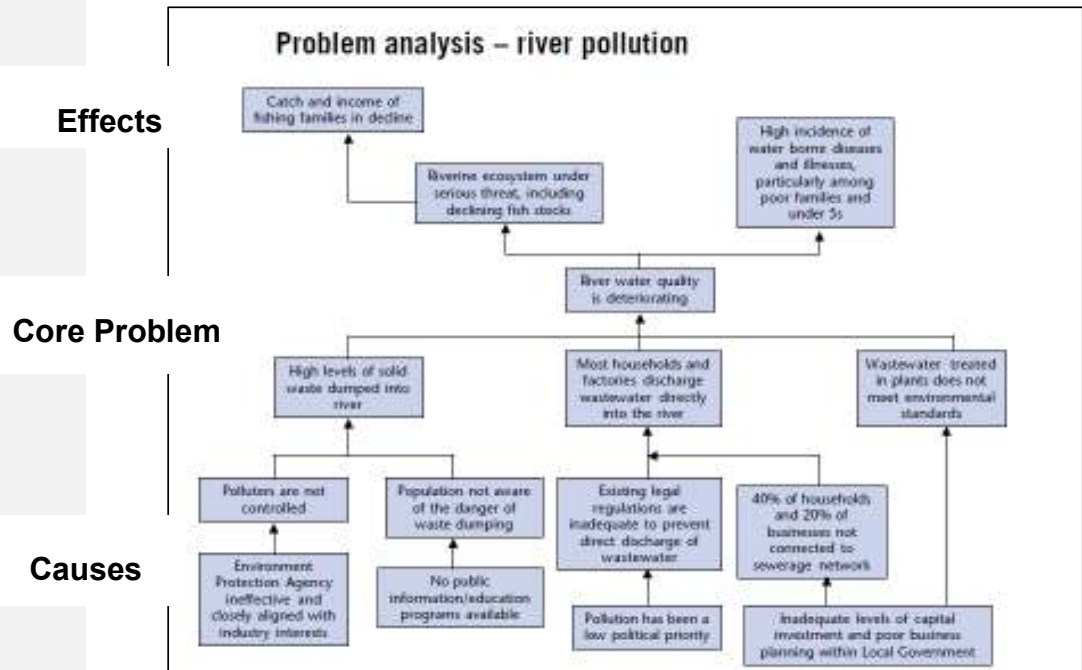


Figure 3, Example of a problem tree.¹⁸

• Preparatory steps

Before starting work on preparing a problem tree

- Clarify the scope of the investigation or analysis. If you are participating in an activity preparation mission, others (perhaps including other donors) will have already identified (at least to some extent) the main development situation they are concerned with, or opportunities they have seen. Understanding this will help you focus and structure the direction of the analysis. You will not want, or be able, to deal with a limitless range of problems. This information should thus help you to identify either an appropriate objective, or focal problem, to help give focus to the problem tree analysis.
- Inform yourself further. Collect and review existing background information on the main issue(s) of concern and/or on the geographic area(s) you will be working in. Are you clear what the main issues are, or are likely to be?

¹⁸ Project cycle management guideline, European Commission (March 2004)

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- Identify the relevant stakeholder group(s). Who needs to be involved to ensure the workshop group (and/or design team) is well informed and can help to analyze and discuss the main issues that the analysis will focus on? For example, if you are looking at a health and sanitation problem which may require a water supply as part of the solution, make sure that you have available to join you a water supply engineer and an environmental health officer (among others). Also, be sure to involve community representatives that you believe would be willing and able to contribute to this kind of exercise. A representative and technically competent reference group is required to help effectively identify, analyze and organize ideas. Participants need to be informed to be useful and productive. They should know why they are doing the analysis, what the process involves and what information they are expected to contribute.

- **Conduct the analysis**

A description of the main steps to follow in conducting a problem tree analysis using the focal problem method is provided at Annex A to these Guidelines. For a workshop situation, cards, marker pens, wall space for display and some means of sticking and moving cards on the display area are essential to undertaking this exercise successfully.

Once a workshop group is generally happy with the main elements of the problem tree, move on to investigating and documenting possible solutions through using stakeholder analysis, the objective tree, alternatives analysis and finally the LFM itself. Remember that planning is an iterative process and that elements of both problem analysis and stakeholder analysis will need to be revisited on an ongoing basis as new information and ideas come to light.¹⁹

- b. Stakeholder analysis**

Having identified the main problems and the cause and effect relationship between them, it is then important to give further consideration to who these problems actually impact on most, and what the roles and interests of different stakeholders might be in addressing the problems and reaching solutions.

On some occasions it may be advisable to undertake the stakeholder analysis (or an initial stakeholder analysis) before embarking on the problem analysis. For example, if it is likely that there are strong competing interests within or between stakeholder groups that may influence their input into the analysis of the development problem, then this should be known beforehand so that the problem analysis can ensure such divergent views and interests are

¹⁹ Project cycle management guideline, European Commission (March 2004)

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appropriately 'captured' and factored into the analysis.²⁰

The main purposes of stakeholder analysis are to

- Understand the interests of different groups, and their capacities to address identified problems, and
- Design activities that appropriately address institutional capacity, distributional and social issues.

Stakeholder analysis is about asking the questions: "Whose problem" and, if an activity is then designed: "Who will benefit?" Stakeholder analysis is thus an essential element of both poverty and gender analysis. Stakeholder analysis also helps to determine who needs to change the way they operate/work in order to address problems and thus achieve desired objectives.

The main steps in stakeholder analysis include

- Identifying the principal stakeholders (these can be at various levels, eg local, regional, national)
- Investigating their roles, interests, relative power and capacity to participate
- Identifying the extent of cooperation or conflict in the relationship between stakeholders, and
- Interpreting the findings of the analysis and defining how this should be incorporated into activity design.²¹

When looking at who the stakeholders are, it is useful to distinguish between the 'target group' and the 'final beneficiaries'. A summary of the terminology used in these Guidelines is provided below.

- **Stakeholders:** Individuals or institutions that may – directly or indirectly, positively or negatively – be affected by or affect an Activity.
- **Beneficiaries:** Are those who benefit in whatever way from the implementation of the Activity. Distinction may be made between:
- **Target group(s):** The group/entity who will be directly positively affected by the Activity at the Activity Outcome level. This may include the staff from partner organizations;
- **Final beneficiaries:** Those who benefit from the Activity in the long term at the level of the society or sector at large, e.g. "children" due to increased spending on health and education, "consumers" due to improved agricultural production and marketing.
- **Partners:** Those who implement the Activity in-country (who are also stakeholders, and may be a 'target group').²²

²⁰ ibid

²¹ Aus guideline activity design 3.3 the logical framework approach, AusAID (Australia, October 2005).

²² Mande, <http://www.mande.co.uk/logframe.htm>

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- **Tools for conducting stakeholder analysis**
There are a variety of tools that can be used to support stakeholder analysis. Some suggested options are described below, namely:
- **Stakeholder analysis matrix**

Stakeholder and basic characteristics	Interests and how affected by the problem(s)	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
Fishing families: c.20,000 families, low income earners, small scale family businesses, organised into informal cooperatives, women actively involved in fish processing and marketing	<ul style="list-style-type: none"> • Maintain and improve their means of livelihood • Pollution is affecting volume and quality of catch • Family health is suffering, particularly children and mothers 	<ul style="list-style-type: none"> • Keen interest in pollution control measures • Limited political influence given weak organizational structure 	<ul style="list-style-type: none"> • Support capacity to organize and lobby • Implement industry pollution control measures • Identify/develop alternative income sources for women and men
Industry X: Large scale industrial operation, poorly regulated and no-unions, influential lobby group, poor environmental record	<ul style="list-style-type: none"> • Maintain/increase profits • Some concern about public image • Concern about costs if environmental regulations enforced 	<ul style="list-style-type: none"> • Have financial and technical resources to employ new cleaner technologies • Limited current motivation to change 	<ul style="list-style-type: none"> • Raise their awareness of social and environmental impact • Mobilise political pressure to influence industry behaviour • Strengthen and enforce environmental laws
Households: c.150,000 households discharge waste and waste water into river, also source some drinking water and eat fish from the river	<ul style="list-style-type: none"> • Aware of industrial pollution and impact on water quality • Want to dispose of own waste away from the household • Want access to clean water 	<ul style="list-style-type: none"> • Limited understanding of the health impact of their own waste/ waste water disposal • Potential to lobby government bodies more effectively • Appear willing to pay for improved waste management services 	<ul style="list-style-type: none"> • Raise awareness of households as to implications of their own waste disposal practices • Work with communities and local government on addressing water and sanitation issues
Environmental protection agency: Etc	etc	etc	etc

Figure 4, Example of Stakeholder analysis matrix²³

- **SWOT analysis:**

SWOT is undertaken in three main stages, namely:

- Ideas are generated about the internal strengths and weaknesses of a group or organization, and the external opportunities and threats
 - The situation is analyzed by looking for ways in which the Group/organization's strengths can be built on to overcome identified weaknesses, and opportunities can be taken to minimize threats
- A strategy for making improvements is formulated (and then subsequently developed using a number of additional analytical planning tools).²⁴

²³ Project cycle management guideline, European Commission (March 2004)

²⁴ ibid

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Strengths	Weaknesses
<ul style="list-style-type: none"> • Grassroots based and quite broad membership • Focused on the specific concerns of a relatively homogenous group • Men and women both represented • Provide a basic small scale credit facility 	<ul style="list-style-type: none"> • Limited lobbying capacity and environmental management skills • Lack of formal constitutions and unclear legal status • Weak linkages with other organizations • Internal disagreements on limiting fishing effort in response to declining fish stocks
Opportunities	Threats
<ul style="list-style-type: none"> • Growing public/political concern over health impacts of uncontrolled waste disposal • New government legislation in preparation on Environmental Protection – largely focused on making polluters pay • The river is potentially rich in resources for local consumption and sale • New markets for fish and fish products developing as a result of improved transport infrastructure to nearby population centers 	<ul style="list-style-type: none"> • Political influence of industrial lobby groups who are opposed to tighter environmental protection laws (namely waste disposal) • New environmental protection legislation may impact on access to traditional fishing grounds and the fishing methods that can be employed

Figure 5, Example of SWOT analysis ²⁵

• **Venn diagrams:**

- Venn Diagrams are created to analyze and illustrate the nature of relationships between key stakeholder groups.
- The size of the circle used can help indicate the relative power/influence of each group/organization

The spatial separation is used to indicate the relative strength or weakness of the working relationship/interaction between different groups/organizations.

²⁵ Project cycle management guideline, European Commission (March 2004)

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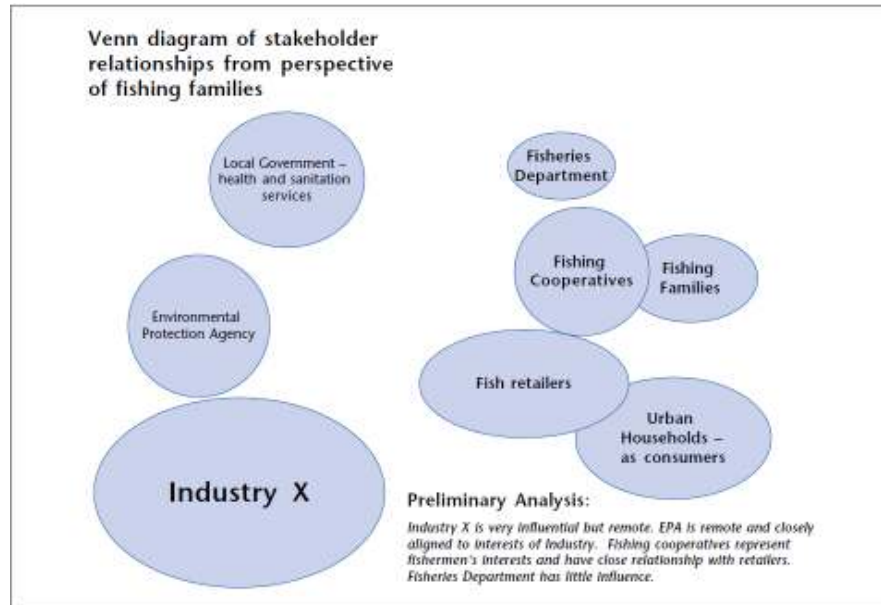


Figure 6, Example of Venn diagrams ²⁶

• **Spider diagrams:**

Spider diagrams can be used to help analyze and provide a visual summary of institutional capacity. The collection of relevant information can be undertaken using a variety of tools, including inspection of administrative record and management reports, interviews with staff and clients, and observation of operations/activities 'on the ground'.

An example of an analysis of the Environmental Protection Agency is shown in Figure 7 below. This indicates that:

- The agency has relatively strong technical and financial management skills/capacity, and that its policy and planning systems are also fairly robust
- However, the agency has some critical shortcomings in terms of transparency and accountability, its relationship with other agencies and with its clients.²⁷

²⁶ ibid

²⁷ Project cycle management guideline, European Commission (March 2004)

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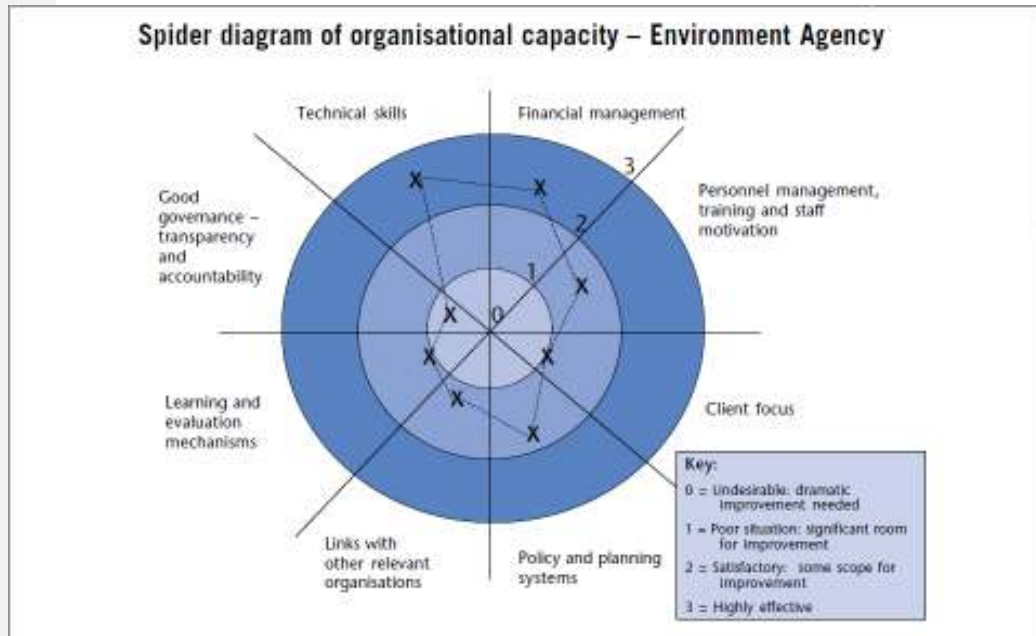


Figure 7, Example of Spider diagrams²⁸

c. Analysis of objectives

Objective trees should be prepared after the problem tree has been completed and an initial stakeholder analysis has been undertaken.

In its simplest form, the objective tree uses exactly the same structure as the problem tree, but with the problem statements (negatives) turned into objective statements (positives). However, the results of the stakeholder analysis may have helped to give better focus to priority problems and not all of the original problem statements may therefore need to be translated into objective statements.

While the problem tree shows the cause and effect relationship between problems, the objective tree shows the means - end relationship between objectives (i.e. the means by which desired ends – or results – will be achieved). This leads directly into developing the activity's narrative description in the LFM.

Once the negative statements from the problem tree have been re-worded to positive statements, you should then check

- Are the statements clear and unambiguous?

²⁸ ibid

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- Are the links between each statement logical and reasonable? (Will the achievement of one help support the attainment of another that is above it in the hierarchy?)
- Is there a need to add any other positive actions and/or statements? More detail may be required.
- Are the positive actions at one level sufficient to lead to the result above?
- Do the risks to achieving the objectives and also having sustainable outcomes appear to be manageable?
- Is the overall structure simple and clear? Simplify if possible or necessary.

Once these main points have been checked, the proposed objective tree structure can be circulated for further comment and feedback²⁹

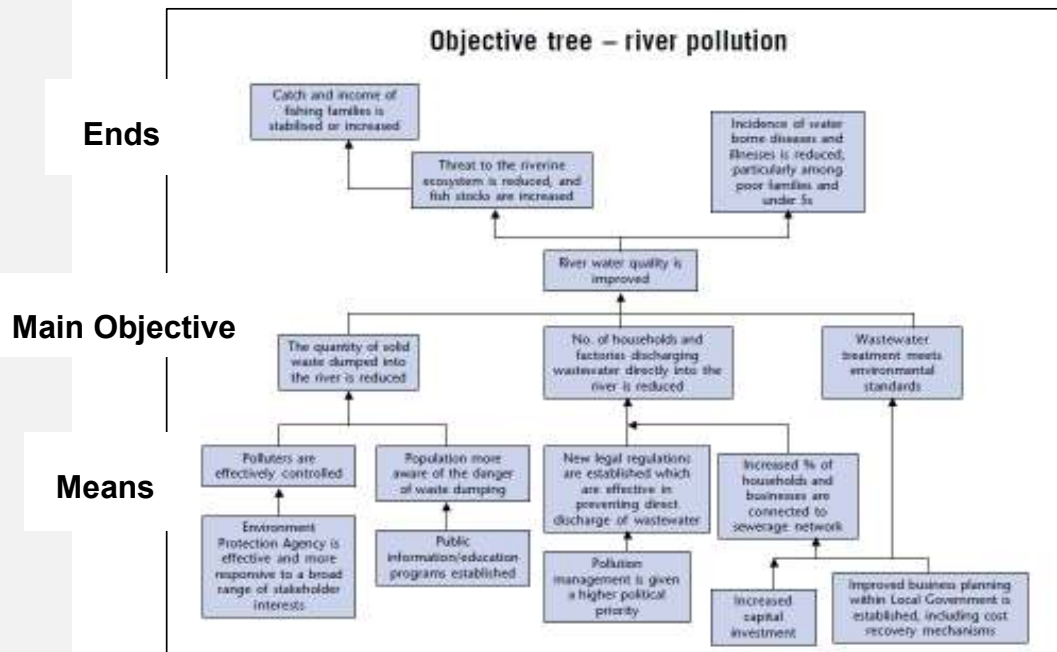


Figure 8, Example of a objective tree³⁰

d. Analysis of alternative strategies

During the process of analyzing the problems, stakeholder issues and developing a draft objective tree, views on the potential merits or difficulties and risks associated with different possible interventions should have been developed and discussed. These options then need to be further scrutinized to help firm up the likely scope of the activity before more detailed design takes place.

²⁹ Aus. guideline activity design 3.3 the logical framework approach, AusAID (Australia, October 2005).

³⁰ Project cycle management guideline, European Commission (March 2004)

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The type of questions that might need to be asked (and answered) could include

- Should all of the identified problems and/or objectives be tackled, or a selected few?
- What is the combination of interventions that are most likely to bring about the desired results and promote sustainability of benefits?
- What is the likely capital and recurrent cost implications of different possible interventions and what can be realistically afforded?
- Which strategy will best support participation by both women and men?
- Which strategy will most effectively support institutional strengthening objectives? and
- How can negative environmental impacts be best mitigated?

To assess alternative interventions in a workshop setting, it is useful to identify and agree on a number of assessment criteria against which alternative interventions can be ranked or scored. Criteria that may be used to help make a broad assessment of different intervention options could include the expected

- Benefits to target groups – level of benefits, equity and participation
- Sustainability of the benefits
- Ability to repair and maintain assets post-activity
- Total cost and recurrent cost implications
- Financial and economic viability
- Technical feasibility
- Contribution to institutional strengthening and management capacity building
- Environmental impact, and
- Compatibility of activity with sector or program priorities.

An activity design should demonstrate that the main alternative options have been assessed and considered. There is always more than one way to solve a development problem. The aim is to find the best way.

However, it is important to emphasize again that activity planning is not a linear process. One does not move mechanically from one step to the next, always in a forward direction, and Arrive automatically at the best solution. Planning is an iterative and creative process, and selecting a design option often involves significant leaps in thinking which cannot be neatly slotted into a 'stage' in the planning process.³¹

³¹ Aus guideline activity design 3.3 the logical framework approach, AusAID (Australia, October 2005).

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• **Link to the Log frame matrix**

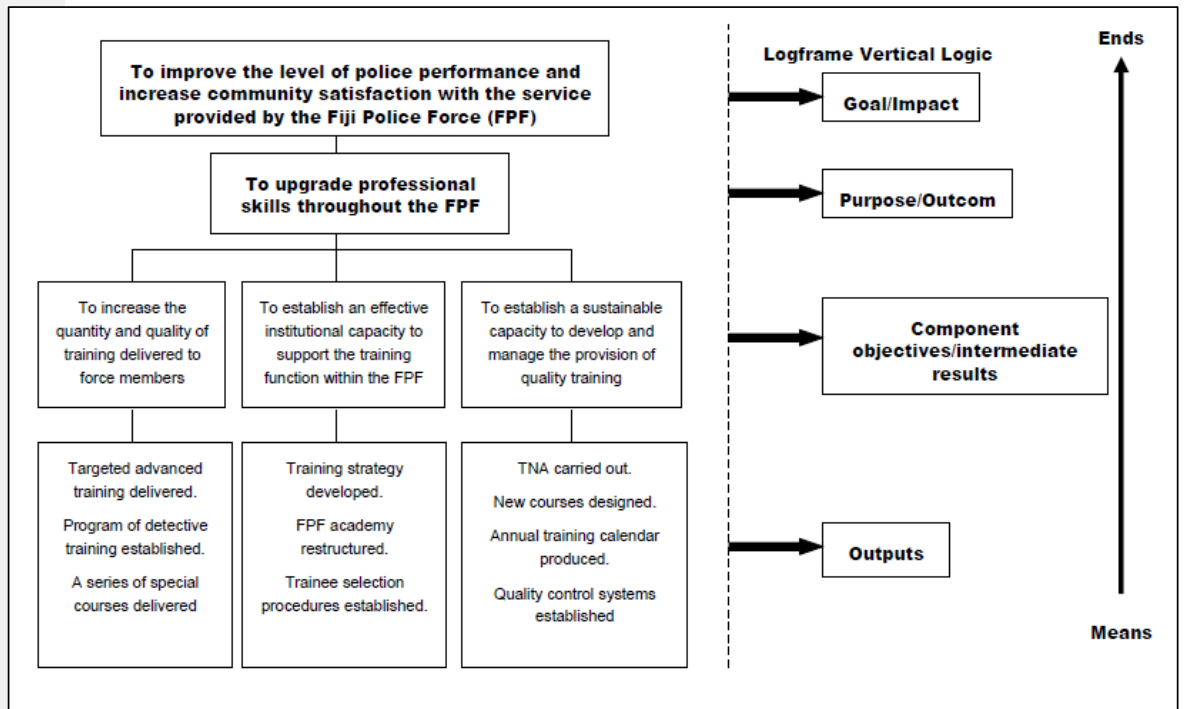


Figure 9 Example of a objective tree- link to Log frame objective hierarchy³²

Figure 9 shows how the objective tree can be used to start framing the objectives hierarchy in the first column of the Log frame matrix. Objectives at the top of the tree should help frame goal and purpose statements, while further down the tree component objective and output statements can be identified. However, it should not be expected that the objective tree can be transposed directly, without further adjustment, into the hierarchy of the activity description in the matrix. Further adjustment and refinement of statements is usually required and checking of the 'means-ends' logic should be ongoing as the matrix is developed.³³

2.6.2 Logical Framework Planning:

The Logical Framework Approach elegantly weaves together top-down and bottom-up approaches to project management. It brings together the classical, top-down, "waterfall approach" for identifying the activities in a project, with a rigorous bottom-up checking process to make sure that these activity lists are comprehensive. It then reinforces this with a rigorous risks and assumptions analysis, which is again thoroughly checked. And it concludes by identifying the

³² Project cycle management guideline, European Commission (March 2004)

³³ Aus guideline activity design 3.3 the logical framework approach, AusAID (Australia, October 2005).

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controls needed to monitor and manage the project through to successful conclusion.

It does this within the framework of the Log frame Matrix, This cross-references seven key areas of the project to ensure that the key questions are asked:

- Goal - what results do we expect?
- Purpose - why are we doing this?
- Outputs - what are the deliverables?
- Activities - what will we do to deliver the outputs?
- Indicators of Achievement - how will we know we've been successful?
- Means of Verification - how will we check our reported results?
- Risks and Assumptions - what assumptions underlie the structure of our project and what is the risk they will not prevail? ³⁴

The answers to these questions are put into a Logical Framework Matrix (Log frame) and become the output of the Logical Framework Analysis exercise. The Log frame is a four by four matrix, shown below:

Log frame Matrix			
Project Summary	Indicators of Achievement	Means of Verification	Important Risks and Assumptions
Goal			
Purpose:			
Outputs:			
Activities:			

Figure 10: Example of the Log frame Matrix ³⁵

The process has significant value for any size of project. It helps identify the big picture and allows you to see how other items cascade down from it. As well, it helps flesh out the core assumptions that are used in the project development process.

³⁴ Mindtools, http://www.mindtools.com/pages/article/newPPM_86.htm

³⁵ ibid

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Project Description	Indicators	Source of Verification	Assumptions
Overall objective: The broad development impact to which the project contributes– at a national or sectoral level (provides the link to the policy and/or sector programme context)	Measures the extent to which a contribution to the overall objective has been made. Used during evaluation. However, it is often not appropriate for the project itself to try and collect this information.	Sources of information and methods used to collect and report it (including who and when/how frequently).	
Purpose: The development outcome at the end of the project – more specifically the expected benefits to the target group(s)	Helps answer the question 'How will we know if the purpose has been achieved'? Should include appropriate details of quantity, quality and time.	Sources of information and methods used to collect and report it (including who and when/how frequently)	Assumptions (factors outside project management's control) that may impact on the purpose-objective linkage
Results: The direct/tangible results (good and services) that the project delivers, and which are largely under project management's control	Helps answer the question 'How will we know if the results have been delivered'? Should include appropriate details of quantity, quality and time.	Sources of information and methods used to collect and report it (including who and when/how frequently)	Assumptions (factors outside project management's control) that may impact on the result-purpose linkage
Activities: The tasks (work programme) that need to be carried out to deliver the planned results (optional within the matrix itself)	(sometimes a summary of resources/means is provided in this box)	(sometimes a summary of costs/budget is provided in this box)	Assumptions (factors outside project management's control) that may impact on the activity-result linkage

Figure 11: Information contained in the Log frame Matrix³⁶

❖ Sequence of completion

The preparation of a Log frame matrix is an iterative process, not a just a linear set of steps. As new parts of the matrix are drafted, information previously assembled needs to be reviewed and, if required, revised. Nevertheless, there is a general sequence to completing the matrix, which starts with the project description (top down), then the assumptions (bottom-up), followed by the indicators and then sources of verification (working across).³⁷

Project Description	Indicators	Sources of verification	Assumptions
Overall objective ①	⑧	⑨	
Purpose ②	⑩	⑪	⑦
Results ③	⑫	⑬	⑥
Activities ④ <i>(optional inclusion in the matrix)</i>	<i>Not included</i>	<i>Not included</i>	⑤ <i>(optional inclusion in the matrix)</i>

Figure 12: Log frame Matrix–General Sequence of Completion³⁸

³⁶ Project cycle management guideline, European Commission (March 2004).

³⁷ *ibid*

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❖ **First Column: Intervention Logic:**

If-then causality

The first column of the Log frame matrix summarizes the 'means-end' logic of the proposed project (also known as the 'intervention logic').

When the objective hierarchy is read from the bottom up, it can be expressed in terms of:

IF adequate **inputs/resources** are provided, **THEN activities** can be undertaken

IF the **activities** are undertaken, **THEN results** can be produced

IF results are produced, **THEN the purpose** will be achieved

IF the **purpose** is achieved, **THEN** this should contribute towards the overall **objective**.

If reversed, we can say that:

IF we wish to contribute to the overall **objective**, **THEN** we must achieve the **purpose**

IF we wish to achieve the **purpose**, **THEN** we must deliver the specified **results**

IF we wish to deliver the **results**, **THEN** the specified **activities** must be implemented

IF we wish to implement the specified **activities**, **THEN** we must apply identified **inputs/resources**.

❖ **Second and third columns:**

Indicators and Source of Verification

Once the project description and assumptions have been drafted (columns 1 and 4 of the matrix), the next task is to identify indicators that might be used to measure and report on the achievement of objectives (column 2) and the sources of that sources information (column 3). Because one reads across the matrix when analyzing indicators and means of verification, this is referred to as the '**horizontal logic**'.

Indicators:

Objectively Verifiable Indicators describe the project's objectives in operationally measurable terms (quantity, quality, time – or **QQT**). Specifying OVIs helps to check the feasibility of objectives and helps form the basis of the project's monitoring and evaluation system. They are formulated in response to the question "How would we know whether or not what has been planned is actually happening or happened? How do we verify success?" OVIs should be measurable in a consistent way and at an acceptable cost.

A good OVI should also be **SMART**:

- **Specific** to the objective it is supposed to measure.
- **Measurable** (either quantitatively or qualitatively).

³⁸ *ibid*

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- Available at an acceptable cost.
- Relevant to the information needs of managers.
- Time-bound – so we know when we can expect the objective/target to be achieved.

In addition, Indicators should be independent of each other, each one relating to only one objective in the intervention Logic, i.e. to either the Overall Objective, the project purpose or to one result. For example, indicators at the level of a Result should not be a summary of what has been stated at the Activity level, but should describe the measurable consequence of activity implementation. It is often necessary to establish more than one indicator for each objective statement. For example one indicator may provide good **quantitative** information, which needs to be complemented by another indicator focused on **qualitative** matters (such as the opinions of target groups). At the same time, the trap of including too many indicators should be avoided. The guiding principle should be to collect the minimum amount of information required to help project managers and evaluators determine whether objectives are being/have been achieved.³⁹

- **Fourth Column: Assumptions:**

Assumptions are external factors that have the potential to influence (or even determine) the success of a project, but lie outside the direct control of project managers. They are the answer to the question: “What external factors may impact on project implementation and the long-term sustainability of benefits, but are outside project management’s control?”

The assumptions are part of the **vertical logic** in the log frame. This works as follows:

- Once the Activities have been carried out, and if the Assumptions at this level hold true, results will be achieved.
- Once these Results and the Assumptions at this level are fulfilled, the Project Purpose will be achieved.
- Once the Purpose has been achieved and the Assumptions at this level are fulfilled, contribution to the achievement of the Overall Objectives will have been made by the project.⁴⁰
- This relationship is illustrated in Figure 14.

³⁹ Project cycle management guideline, European Commission (March 2004).

⁴⁰ *ibid*

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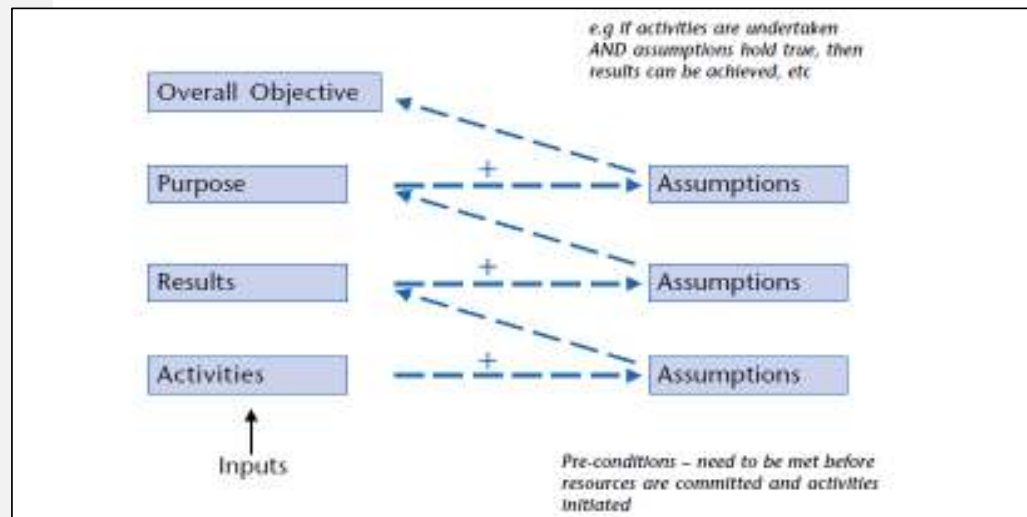


Figure 14: Relationship between assumptions and objective hierarchy. ⁴¹

❖ Implementation, resource and cost schedules

Once the Log frame matrix is considered sound, the structure can then be used as a framework for preparing implementation, resource and cost schedules. These schedules should be clearly and logically linked to Log frame components and outputs through the use of appropriate reference numbers.

Activities leading to outputs can (as appropriate) be specified in more detail and scheduled on a Gantt chart format (implementation schedule). The inputs required for each set of activities and/or outputs can then be specified and also scheduled over time. Finally, the cost of inputs can be determined and an activity budget estimate and cash flow calculated. ⁴²

2.7 The logical framework approach

Strengths & Weaknesses:

❖ LFA Strengths:

- During initial stages can be used to test project ideas and concepts for relevance and usefulness.
- When designing log frames help to make comprehensive plans that are feasible within acceptable levels of risks.
- Log frames can form the basis of 'contracts' with explicit statements of what will be delivered.
- During implementation the log frame serves as the main reference for drawing up detailed work plans, terms of reference, budgets, etc.

⁴¹ Ibid

⁴² Aus guideline activity design 3.3 the logical framework approach, AusAID (Australia, October 2005).

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- Log frame provides indicators against which the project progress and achievements can be assessed.

❖ **LFA Weaknesses**

LFA has become widely accepted as a useful and necessary tool for project planning. However, it does have weaknesses, including:

- focusing too much on problems rather than opportunities and vision;
- being used too rigidly, leading people into a 'blueprint' approach to project design;
- limited attention to problems of uncertainty where a learning or adaptive approach to project design and management is required; and
- A tendency for poorly-thought-through sets of activities and objectives to be entered into a PPM table, giving the appearance of a logical framework when in fact the key elements of the analytical process have been skipped.
- It is more difficult to use the LFA to review and/or restructure ongoing activities which were not designed using LFA principles and practices.⁴³

⁴³ portals <http://portals.wi.wur.nl/ppme/content.php>

CHAPTER "3"

PRACTICAL PART/ FIELD RESULTS & CASE STUDY

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3.1 The results of telephone calls survey:

Telephone calls and field visits have been made with a number of executive managers of local non-governmental institutions to see the degree of awareness in these institutions in Gaza strip to the logical framework approach, and to what degree the institutions are using the approach.

The following table shows the results of calls and field visits:

NO.	Organization Name	Executive Director	Telephone No.	Range of Using LFA			
				Always	Sometimes	Rarely	Never
1.	Palestinian Medical Relief society	Mr. Abd Elhadi Abu Khousa	08-2827837	√			
2.	Union Of Health Care Committees	Dr. Raed Sabah	08-2841406	No Respond			
3.	Union of Agriculture work committees	Mr. Mohamed El Bakri	08-2879959	√			
4.	Union Of Health work Committees	Dr. Yousef Mousa	08-2824272	√			
5.	National Society for rehabilitation of Disabled	Mr. Kamal Abu Kamar	08-2861266		√		
6.	Arabic Center For Agriculture Development	Mr. Mohsen Abu Ramadan	08-2828106	No Respond			
7.	Gaza Center For Small Projects Development " Bassma"	Mr. Yehya Edrees	08-2834677	√			
8.	Gaza Community Mental Health Program	Dr. Eyad El Saraj	08-2824073	√			
9.	Atfaluna Society for Deaf children	Mr. Mohamed El Sherif	08-2865468		√		
10.	Palestine Red Crescent society	Mr. Younis El Jaro	08-2864750	√			
11.	Central Blood Bank Association	Dr. Zead Shaat	08-2864597				√
12.	Palestinian Agriculture Relief Committees	Mr. Abdel Elkareem Ashour	08-2805041				√
13.	Al Dameer For Human Rights	Mr. Khaleel Abu Shamala	08-2826660				√

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14.	Palestinian Hydrology Group	Mr. Reyad Jnena	08-2866868	√			
15.	Foundation of culture and free thought	Mrs. Maryam Zakout	08-2066030	No Respond			
16.	Democracy & Workers Right Center	Mr. Karem Nashwan	08-2853011	No Respond			
17.	Centre for Education and Culture- Al_Nosirat	Dr. Abdel Rahman El Jamal	08-2551224			√	
18.	Maan Development Center	Mr. Fady El Hindi	08-2837033				√
19.	Women's Affair Center	Mrs. Naela Aaesh	08-2877311	√			
20.	Palestinian Farmers Association- Khan Younis	Mr. Ashour El Laham	08-2067935	No Respond			
21.	Educational Guidance Center	Mr. Husam Hamouna	08-0480790	√			
22.	The Palestinian Working woman Society Center	Mrs. Shadya Shahin	08-2857996			√	
23.	Taghreed Association for Culture and Arts	Mr. Mohamed Ali Naser	08-2450924	No Respond			
24.	Al- Nagda Association For Women	Mr. Nabil Attallah	08-2862559	√			
25.	Al_Wafa Charitable Society	Mr. Tayseer El Beltagy	08-2801188			√	
26.	Maghazi Cultural Center	Mr. Abdel Raouf El Talaa	08-2553715	No Respond			
27.	Jabalya Association for Rehabilitation	Mr. Hussein Abu Mansur	08-2481807			√	
28.	Educational Guidance Center	Mr. Husam Hamouna	08-0480790	√			
29.	Hadaf Center for Human Rights	Dr. Yousef Safi	08-2820216	√			
30.	Caramel Society for Culture and Community Development	Mr. Ayman El Hour	08-2551022	No Respond			

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31.	Palestinian Association for Development and Reconstruction PADR	Mrs. Manal Awad	08-2866355				√
32.	El Wedad Society for Community Rehabilitation	Mr. Mahmud Khalifa	08-2825513		√		
33.	The Society of Wemen Graduates	Mrs. Hayfa Shaber	08-2875918			√	
34.	Center for Labor Studies	Mr. Nabil Attallah	08-2888134			√	
35.	Gaza Group for Culture and Development	Mr. Ghazi Sabah	08-2830014	√			
36.	Basma Foundation for Culture and Arts	Mr. Nahed Hanouna	08-2824908		√		
37.	El Fokhary Association for Rural Development	Mr. Nael El Ammour	08-2069065	√			
38.	El Shabab Development Association	Mr. Emad Asfour	08-2082165				√
39.	El Attaa Charity Association	Mrs. Ibtisam El Zanin	08-2482130	√			
40.	Cultural Society for the Protection of Heritage	Mr. Abdel El Rahman El Saleebi	08-2475210				√

Table 1: Relationship between assumptions and objective hierarchy

The results of telephone calls that had been conducted to 40 local non-governmental institutions are the following:

- 37.5% of local non-governmental institutions **Always** use the LFA and in all project cycle life.
- 10% of local non-governmental institutions **sometimes** use the LFA.
- 15% of local non-governmental institutions **rarely** use the LFA because they are implementing institutions.
- 17.5% of local non-governmental institutions **never** use the LFA.
- 20% of local non-governmental institutions had **No Respond**.

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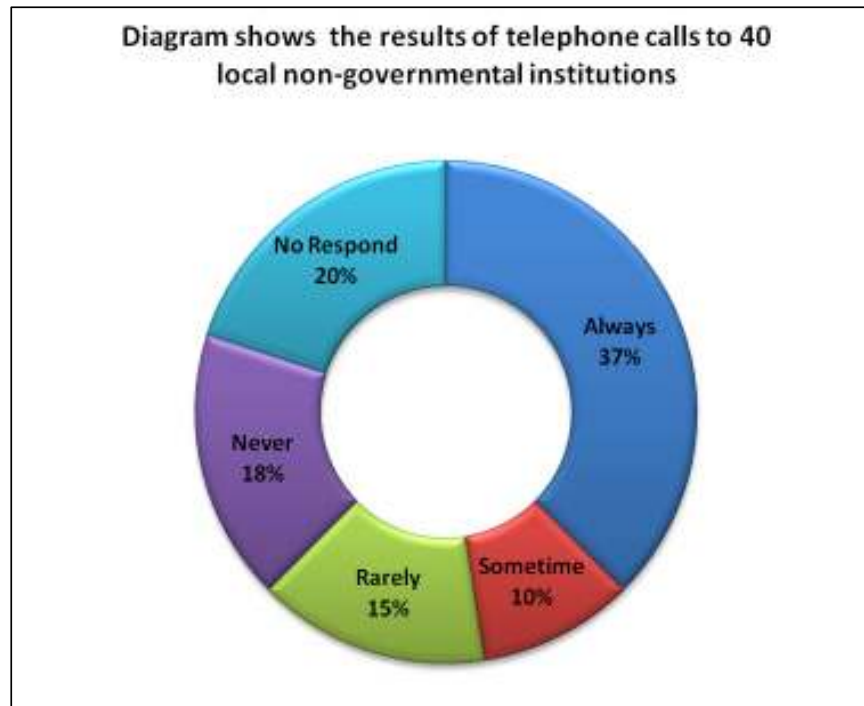


Figure 15: Diagram shows the ratios the extent of using LFA at local non-governmental institutions/ Gaza strip

3.2 Case study:

❖ About UHWC:

The Union of Health Work Committees (UHWC) is a Palestinians Non-governmental organization established in 1985 in Gaza to provide holistic health care services to the population in Palestine. Through its focus on marginalized sectors of society, the UHWC is committed to raising the level of primary and secondary health care services within the community through its four primary health care centers and one hospital (Al-Awda) and concentrate its efforts to ensure that individuals and families have equal financial and geographical access to quality health care.

UHWC employed 357 professional, administrative, support and others who provide comprehensive health services to more than 380,000 Palestine people who attend our medical instillations which are distributed all over Gaza strip and also seek to Help Palestinians to achieve their full potential in human development terms under the turmoil and difficult circumstances in which they live to participate in future of their community and play roles in sustainable development.

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❖ **UHWC Mission Statement:**

"Health for all deprived and marginalized peoples"

UHWC is a nongovernmental grass rooted organization that provides comprehensive health services through a developmental community and social framework to all sectors of the Palestinian people especially the marginalized ones (women and children). The UHWC also contributes in related public and sectarian policies to achieve a comprehensive health system based on the international human rights constitutions. The UHWC provides its services through its primary and secondary health care centers in Gaza Strip.

❖ **UHWC Vision:**

- Provides holistic health care services.
- focus on marginalized sectors of society,
- Committed to raising the level and quality of primary & secondary health care services.
- Ensure that all individuals and families have equal access to quality health care.
- fostering community participation, self-reliance, and a sense of social justice,
- Actively promotes the personal and collective maturity necessary to build a civil society, based on freedom and independence, in Palestine.

❖ **The Goals of UHWC:**

- **Overall Goal:**

- To contribute in improving the health status of the Palestinian individuals and groups and to decrease morbidity and mortality rates aiming to actualize the concept "Comprehensive Health Development Approach".⁴⁴

- **Specific objectives:**

- To contribute in achieving a comprehensive health system that meets the health needs of the Palestinian society.
- Providing quality primary and secondary health services to the Palestinian people especially the needy sectors (Women and Children).
- Reinforcing the concept "Comprehensive Health" as an integral part of the educational and developmental process based on the participation of individuals and groups in identifying and fulfilling the variety of needs.
- Affecting the related public and sectarian policies towards achieving a comprehensive health system.
- Working towards reinforcing the role of civil society organizations especially health institutions.

⁴⁴ Union of health work committees, www.UHWC.org

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- Working towards developing the skills of health personnel on both administrative and professional levels.
- Promote the concept and the role of good governance for the rehabilitation of effective leadership in Palestine.
- Promoting volunteerism, entrepreneurship and tender.
- Work to expand and strengthen relations with Arab and international institutions.
- Benefit from the UHWC services an average of three hundred thousand beneficiaries annually (direct beneficiaries).

❖ **Health services provided by the UHWC:**

UHWC provides health and community services, through various programs and projects as follows:

- Primary health care program:
- Community Services Program:
- Secondary Health Services Program

This case study aims to explain the impact of using the Logical framework approach for analyzing & planning projects of the Union of Health Work Committees, and note the extent of change the manner and performance of the institution to reach better results suit with the policy of working with donors, therefore an interview was conducted with the Executive Director of the Union of Health Work Committees. Dr. Yousef Mousa.⁴⁵

3.2.1 The case study's questions:

- Does the UHWC organization use the Logical Frame Work Approach in Analyzing and planning their projects?
- To what depth is the organization using the logic Framework Approach?(In specific stage in the project or in all project cycle life)
- Does the organization notice the change (positive or negative) after using this approach?
- To what extent does the use of the Logical Frame Work Approach contribute in reaching the integrated project plan with an acceptable level of risk?

we conclude that the organization is one of the first users of logical framework approach in Gaza, it has been using the approach since 5 years in analyzing, planning and implementing of its projects, they begin with of analysis phase (analysis of the status, need assessment, Problem analysis, objective analysis, stakeholders analysis , strategy analysis and the end of the assessment results of the project),then planning phase (developing logical framework matrix, activity scheduling, Recourses scheduling), implementation phase, ending with evaluation & auditing the project.

⁴⁵ ibid

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Then Dr. Mousa has said that LFA has "Multi If Approach" which means:

When the objective hierarchy is read from the bottom up, it can be expressed in terms of:

IF adequate **inputs/resources** are provided, **THEN activities** can be undertaken

IF the **activities** are undertaken, **THEN results** can be produced

IF results are produced, **THEN the purpose** will be achieved

IF the purpose is achieved, **THEN** this should contribute towards the overall **objective**

If reversed, we can say that:

IF we wish to contribute to the overall **objective**, **THEN** we must achieve the **purpose**

IF we wish to achieve the **purpose**, **THEN** we must deliver the specified **results**

IF we wish to deliver the **results**, **THEN** the specified **activities** must be implemented; and

IF we wish to implement the specified **activities**, **THEN** we must apply identified **inputs/resources**.⁴⁶

Also Dr. Yousef Mousa added that it's a professional way of planning and managing projects that depends on adding the correct information based on needs assessment and analysis conducted before the Planning phase.

Then he confirmed that the approach is easy to apply especially when the institution is the implementing agency where facilitates communication between the donor and the implementing agency to accelerate the implementation of the action plan for the project.

Then he continued that the logical framework approach is considered as a reference during the implementation of the action plan This is to see how closely the implementation phase to the planning phase by using indicators and source of verification.

After that Dr. Mousa emphasized that the approach provides us lessons from the project. For example, this part of the project is excellent, other part achieved partial success and another failed miserably.

He has commented on the assumptions and risks that give us a picture of the external environment of the project and enhance the transparency between the donor and the implementing institution

This takes into account the probability of the occurrence of any emergency situation that may delay any activity; therefore, it disclaims responsibility in the event of delay in any activity.

Dr. Yousef Mousa has ended talking about the sequence of completion which the logical framework approach is depending on.

⁴⁶ Project cycle management guideline, European Commission (March 2004).

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3.2.2 Opportunities and Challenges:

Applying the logical framework methodology in the Union of Health Work Committees organization was a quantum leap. The results are not guaranteed, especially when faced with the employees in the organization, this is what Dr. Mousa has said. He talked about some of the obstacles he faced at the beginning of working on this methodology which is new in the labor market in the Gaza strip in terms of accepting of the methodology and to changing the style of work applied for several years' precedent, including the change of policies and regulations of the institution. It is difficult for a lot of managers to convince the workers of this methodology. The institution which required increasing in financial and human resources and re-arrangement of the administrative structure, In contrast, the conviction of the Executive Director of the institution, Dr. Yousef Mousa has clarified the effectiveness and the importance of this methodology, Particularly in facilitating communication with donors and it has urged him to work hard to learn this methodology to be able to raise the level of awareness within the institution methodology, and then the rehabilitation staff to work with this methodology and its application in various projects.

3.3.3 Case Study Conclusion:

Through the individual interview conducted with Dr. Yousef Mousa and some of the workers in the association, and reviewing the documentation of the association "annual reports, and previous implemented projects in the association", the researchers has concluded to:

- Logical Frame work Approach provides integrated and comprehensive vision for the project requirement.
- Logical Frame work Approach provides comprehensive vision for the staff in the association.
- Logical Frame work Approach gives the expected results from the project.
- Logical Frame worke Approach provides the organization with the benefited lessons.
- Logical Frame work Approach provides documents which show the degree of project success or failure in each phases, and its reasons
- Logical Frame work Approach enhances the credibility and transparency between the association and the donors examining the external and internal environment, and to clarify the assumptions and risks that surround or facing the project.
- Logical Frame work Approach creates specific administrative system and formula between the team works in the association, also between the other associations.

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CONCLUSION

This research has reviewed the degree of knowledge and awareness in the local non-governmental institutions in Gaza strip of the logical framework approach, and to what degree these institutions are using this approach. To what extent using the logical framework approach contributed in reaching the integrated projects plans with an acceptable level of risk.

The research consisted of two main parts:

1. The theoretical part:

This Research defined the origin and development of logical framework approach; it referred the characteristics, importance, strengths and weaknesses of it, and also reviewed many uses of logical framework approach in management activities.

The research also explained the basic elements necessary to design a project; it also explained that the methodology consists of two main phases which are analysis phase and planning phase.

2. The practical part:

This chapter measured the extent of awareness and knowledge of local non-governmental institutions in Gaza of the logical framework approach, therefore, telephone calls had been conducted to 40 local non-governmental institutions and according to these calls we concluded the following:

- 37.5% of local non-governmental institutions **Always** use the LFA and in all project cycle life.
- 10% of local non-governmental institutions **sometimes** use the LFA.
- 15% of local non-governmental institutions **rarely** use the LFA because they are implementing institutions.
- 17.5% of local non-governmental institutions **never** use the LFA.
- 20% of local non-governmental institutions had **No Respond**.

The Union of Health Work Committees institution (UHWC) was selected as a case study because it's one of early users of this approach in analyzing and planning all its projects, so we interviewed the executive director of the UHWC Dr. Yousef Mousa to show the impact of using the approach on the work of the institution, and according to that we concluded the following:

- a. It's necessary for the key managers to use LFA as approach not as matrix, because using it as an approach help managers to contribute in reaching integrated projects plans with an acceptable level of risk.
- b. Logical Frame work Approach provides integrated and comprehensive vision of the project requirement.
- c. Logical Frame work Approach measures results during implementing the project.
- d. Logical Frame work Approach provides the organization with the benefited lessons learned after the end of each project.

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- e. Logical Frame work Approach provides documents which show the degree of project success or failure in each phases, and its reasons.
- f. Logical Frame work Approach enhances the credibility and transparency between the association and the donors examining the external and internal environment, and to clarify the assumptions and risks that are surrounding or facing the project.

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RECOMINDATION

This research has discussed both the theoretical and practical parts of LFA and the impact of applying this approach in the administrative system of the institutions.

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According to that, the researchers suggest some recommendations:

- a. The local non- governmental institutions should be aware of the importance of using LFA as an approach not as tool like matrix by providing training for NGO's sector – key managers to contribute in reaching integrated projects plans with an acceptable level of risk.
- b. The need to change the methodology of work of employees in all local non-governmental institutions in Gaza to the logical framework approach, because it makes the work more fluently and sequential.
- c. The need to draw attention to the executive directors in local non governmental institutions that the work by logical framework approach facilitates communication with the donors.
- d. The need to highlight to the executive directors in local non governmental institutions that the work by Logical Framework Approach enhances the credibility and transparency between the institutions and the donors, because the approach examines the external and internal environment ,and to clarify the assumptions and risks that may face the project.
- e. The need to draw attention to the local non governmental institutions that the Logical Framework Approach gives a clear vision of the requirements and needs of the projects.
- f. The need to draw attention to the executive directors in local non-governmental institutions that the smoothness and depth in working by the Logical Framework Approach especially in the analysis phase can help to discover the real problems and thus they can identify the most important and projects with high priority.

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