

Good planning is a key element of successful MPA management. This sheet gives specific guidance on preparing a Logical Framework Matrix, or logframe, as this planning tool is frequently required by donors and others involved in MPA establishment and management.

With the recognition that good planning is the basis of good implementation and effective management, various methodologies have been developed to assist with, and improve this process. Donors often require plans to be developed in a particular way and presented in a set format. A specific terminology has also developed which may vary (particularly from donor to donor), but in general the principles underpinning the approaches are the same. An effective MPA manager will need to be familiar with some of these terms and approaches, especially if s/he has to seek funds from donors.

PRINCIPAL METHODS

Logical Framework Approach (LFA) - originally developed in the 1970s, this planning process is required by many donors, including the GEF.

Objective Oriented Project Planning (OOPP; originally called ZOPP - the German acronym) - very similar to the LFA.

Results Based Management (RBM) or Results Oriented Assistance (ROA) - now being used by donors such as USAID and Canadian CIDA; it places as much emphasis on management, monitoring and evaluation of a project as it does on design.

The key points of these methods are that they:

- Require the participation of all key stakeholders and those who will be involved in implementing the plan;
- Are objective and/or results oriented, i.e. they focus on what it is to be achieved, as well as on the immediate things that need to be done.

All the methods involve objective-oriented planning, which comprises a series of steps:

- Analysing the existing situation;

- Describing the desired situation, which requires identifying the solutions – often called project objectives;
- Choosing the strategy for meeting the objectives;
- Identifying the actions to be taken and the desired results;
- Analysing the risks or potential hindrances to success and the assumptions.

The plan, for a particular project or initiative, developed using the above process is often summarised in a table that is referred to as a logical framework matrix, or logframe. The three main elements of the matrix are the impact of the project, the project itself, and the external environment.

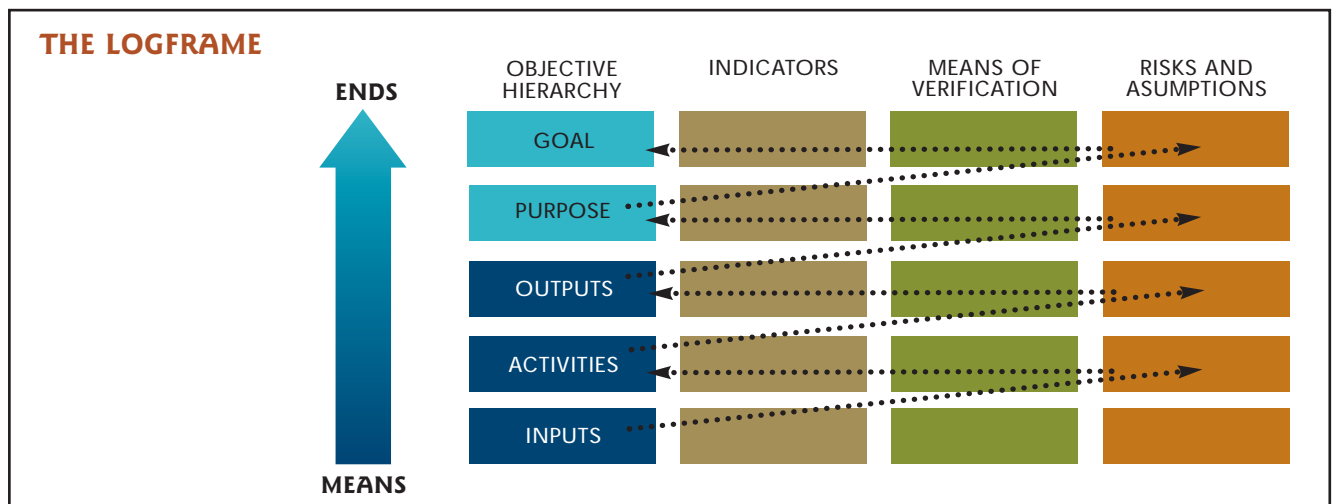
THE LOGFRAME

The logframe summarises the project and its context in a logical manner, so that the connection between the activities (sometimes known as inputs) and the expected results (sometimes called outputs) can be seen.

The framework has both a vertical and a horizontal logic. The vertical logic shows what the project intends to do, the relationships between what will be done and what will be achieved (the 'means to the ends'), and it specifies the main risks and assumptions. The horizontal logic defines how progress and performance will be monitored, and the sources of information for doing this.

OBJECTIVE HIERARCHY - This describes the project in a logical sequence which is broken down into the following components:

Goal or Long Term Objective: The expected long term 'impact' of the project. The Goal describes a desired situation for the environment and/or people that the



project will help to achieve (e.g. integrity of an ecosystem, or survival of a threatened species). Note that the project will not itself be able to achieve this goal, it will only contribute towards it. The timeframe of the goal is usually more than five years.

Purpose (or Short-term Objective): The situations, conditions or behaviour that needs to be changed in order to contribute to the goal. This statement is what will be achieved by the project (e.g. the protection of an area or resource). The purpose usually has a time-frame of 3-5 years.

Outputs (sometimes referred to as Results): The tangible products or services to be delivered, and for which those implementing the project can be held directly accountable for producing (e.g. legislation enacted, management plan produced). Outputs may have a time frame of around a year.

Activities: Specific actions that must be undertaken to achieve particular outputs (e.g. baseline surveys, training courses, staff recruitment, infrastructure development).

Inputs: The resources that are required to carry out activities, i.e. financial, human and physical resources.

INDICATORS - These are used to measure the extent to which the different components of the objective hierarchy are being achieved. Indicators need careful selection (see sheet G1).

MEANS OF VERIFICATIONS - These include the sources of information that will show whether the indicators have been achieved. This column, with the indicators column, provides the basis for developing the monitoring and evaluation programme for the project.

RISKS AND ASSUMPTIONS - These may affect whether the objectives are achieved. A risk is an external factor that may negatively influence the realisation of objective(s) while an assumption is the underlying hypothesis on which the cause-effect relationship is based. Identifying risks and assumptions helps to determine what is under the direct control of MPA management, what requires collaboration with others, and what is beyond the influence of the MPA and its stakeholders. An example of a risk that can be managed is 'cooperation of local communities'. Such a risk may mean that additional project activities are required such as an environmental education or income generation component. Examples of unmanageable risks are the effects of global warming, international commodity prices and government policy.

Logframes are generally used for projects of limited duration with a set budget. An MPA is a permanent institution and, although potentially feasible, it is not usual for an MPA management plan to be drafted in the form of a logframe. The goal and purpose or objective of a logframe is therefore unlikely to be identical to the goal and objectives of the MPA itself. However, the principles used are useful to consider in any form of planning.

The following two examples illustrate how logframes may be used in MPA development. Mnazi Bay-Ruvuma Estuary Marine Park, in Tanzania, has funding through a 5-year UNDP/GEF project to support a broad range of activities, such as baseline assessments and preparation of a management plan, involved in setting up the MPA. A project logframe guides implementation of these project activities, but the Park has separate goals and objectives. Moheli Marine Park, in the Comores, was also set up through a UNDP/GEF project, but in this case it was one component of a much larger biodiversity project and was one 'Result' of the logframe. It is thus important not to confuse the logframe of a project with the management plan itself, and vice versa.

KEY POINTS FOR THE MPA

- If a logframe is required by a donor or for a particular project, get advice on how to prepare it.
- If a logframe is not required, use a more simple planning approach, but follow similar principles (e.g. use a participatory approach, identify clear measurable objectives and define carefully what is required to achieve them, and ensure that there is a monitoring programme to measure success).

Sources of further information

Kareko, J. & Siegel, P. 2003. Planning for Marine Protected Areas. Module 2. p. 39-84. In: Francis, J. et al. (eds.) *Training for the Sustainable Management of Marine Protected Areas: a Training Manual for MPA Managers*. CZMC/UDSM, WIOMSA, The World Bank.

SEACAM, 1999. *From a Good Idea to a Successful Project: a manual for development and management of local level projects*. SEACAM, Maputo, Mozambique. www.seacam.mz

UNDP/GEF, 2002. Project Preparation Manual. Introduction to the LFA. M&E Reference Unit.

www.pops.int/documents/guidance/NIPsFINAL/logframe.pdf

UNEP. 2000. Project Formulation, Approval, Monitoring and Evaluation Manual. Programme Coordination and Management Unit, UNEP, Nairobi, Kenya. www.unep.org/ProjectManual/

Donor guidelines are available as follows:

AusAID, 2000. AusGUIDELines. The Logical Framework Approach www.aid.gov.au/ausguide

CIDA, 2000. PRB-RBM Handbook on Developing Results Chains. Results Based Management Division. www.acdi-cida.gc.ca

European Community – general information on their project approach <http://europa.eu.int/comm/europeaid/>

Finland. Dept. for International Development Cooperation. Ministry of Foreign Affairs. Guidelines for Programme Design, Monitoring & Evaluation. www.global.finland.fi/english/publications/guidelines

NORAD, 1999. The Logical Framework Approach. Handbook for objective-oriented planning. www.norad.no

www.teamusa.com - provides Windows-based Project Cycle Management software for assistance in developing logframes.