

GUIDELINE TO THE APPLICATION FORMAT FOR SMALLER PROJECTS

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How to complete a Logframe for smaller projects

The Logframe should be seen as a dynamic tool for planning, monitoring and revising the project as it develops and as circumstances change. It articulates the changes you aspire to achieve and contribute to at different levels, and the new columns for baseline, milestone and targets enable you to measure the results of your project against baseline information and specific targets.

The following is a step-by-step demonstration of how you can complete the Logframe. Be aware that the Logframe should always be completed from top to bottom; contrary to implementation, which follows a bottom-up-logic from input over activities towards outputs and outcome.

Below you can see the structure of the full logframe matrix. The logframe consists of an outcome and output level. The structure of the log-frame is the same at outcome and output level consisting of outcome/output, outcome/output indicators, baseline, target, assumptions and risks.

This guide will take you through the different steps of the different elements of the logframe.

PROJECT TITLE:				
LONG-TERM IMPACT				
OUTCOME	OUTCOME INDICATORS	BASELINE [YEAR]	TARGET [YEAR]	ASSUMPTIONS AND RISKS
		SOURCE:		
		SOURCE:		
OUTPUTS	OUTPUT INDICATORS	BASELINE [YEAR]	TARGET [YEAR]	ASSUMPTIONS AND RISKS
		SOURCE:		
		SOURCE:		

The Logical Framework Approach is by no means a new tool for planning and managing development projects, but the format above is a re-designed version of the Logframe and may differ slightly from the format you already know. The main changes are:

- Previous LFA terminology such as "purpose/development objective", "objectives" and "results" is replaced with "impact", "outcome" and "output" representing the same change levels.
- SMART indicators are divided into separate components (columns): indicator, baseline and targets.
- Means of verification is defined as source.
- Activities are not included in the format but presented separately in an activity-log in another spreadsheet.

① PLEASE NOTE: The best Logframes are a result of a participatory process where the partner and other relevant stakeholders (rights-holders and duty-bearers) have been actively involved in analyzing the context, identifying the problems and defining the content and approach of the project.

Step 1: Project Title

The very first thing is to find a meaningful, easily understood, brief and catchy title, which someone new to the project can grasp without having to read all the details of the project. For example:

PROJECT TITLE:	VSLA - CREATING ECONOMIC LATITUDE FOR RURAL FAMILY FARMERS IN SOUTHERN TANZANIA
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Step 2: Long-term impact

Secondly you should define the long-term impact of the project; that is the overall societal change which you **expect** the project will **contribute** to in the **longer-term**. The long-term impact is in former terminology known as the overall development goal.

The long-term impact is not intended to be achieved by the project alone or within the timeframe of the project. It should consequently be formulated as a *visionary* but *realistic* changed state of affairs, which reflects the identified challenges that are logically linked to the project's outcome and output. For example:

LONG-TERM	EXTREME POVERTY AND HUNGER IS ERADICATED AMONG POOR RURAL FAMILIES IN THE PROJECT AREA.
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Step 3: Outcome

Thirdly you must identify the outcome of the project; that is the changes **expected** as an **immediate consequence** of your project. The outcomes should on the one hand be realistic and likely to materialize once the project outputs are achieved and on the other hand be relevant contributions to the achievement of the long-term impact. An outcome must be formulated as the change, which the target group(s) is expected to experience as a consequence of the project's output. For example:

OUTCOME 1	90% OF 150 RURAL FAMILY FARMERS INVOLVED IN THE PROJECT HAVE ACCESS TO SAVINGS AND LOANS AND APPLY THEIR LOANS FOR PURPOSES THAT INCREASE THE FAMILY'S STANDARD OF LIVING
OUTCOME 2	150 FARMERS ARE WELL ORGANIZED IN A FARMER'S ASSOCIATION WITH A JOINT VOICE THAT ADDRESS RIGHT GAPS IN THEIR COMMUNITY

Try to limit the number of outcomes in order to focus the project and make it manageable. A rule of thumb is to identify no more than three outcomes. Along with the outcomes you must develop **indicators** and (to the extent possible) establish a **baseline** against which you make some concrete **targets** (end-targets) for your project.

Example of logframe at outcome level:

OUTCOME		OUTCOME INDICATORS	BASELINE [2018]	TARGET [2020]	ASSUMPTIONS AND RISKS
1	90 % OF 150 RURAL FARMERS INVOLVED IN THE PROJECT HAVE ACCESS TO SAVINGS AND APPLY THEIR SAVINGS FOR PURPOSES THAT INCREASE THE FAMILY'S STANDARD OF LIVING	NUMBER OF FARMERS INVOLVED IN THE PROJECT THAT APPLY THEIR LOANS FOR PURPOSES INCREASE THE FAMILY'S STANDARD OF LIVING	0 FARMERS NO ACCESS TO LOANS SOURCE: VSLA BOOKKEEPING OF LOANS AND MARKET PLANS	135 FARMERS	FAMILY FARMERS ARE INTERESTED IN ORGANIZING IN VSLA'S FARMERS ARE WILLING/ABLE TO MAKE A SAVING FARMERS ARE CAPABLE OF MAKING LONG-TERM INVESTMENTS RISKS: FAMILIES MAY USE LOANS FOR URGENT NEEDS INSTEAD OF INVESTMENT. FAMILIES ARE CHALLENGED IN MAKING WEEKLY SAVINGS.
		AVERAGE LEVEL OF INVESTMENTS IN PRODUCTION/EDUCATION/HEALTH AMONG FAMILY FARMERS INVOLVED IN THE PROJECT	THE AVERAGE OF INVESTMENT (2017): PRODUCTION: 3.000 TSH EDUCATION: 1.800 TSH HEALTH: 1.000 TSH SOURCE: HOUSEHOLD SAMPLING OF 50 FAMILY FARMERS INVOLVED IN THE PROJECT.	PRODUCTION: 6.000 TSH EDUCATION: 3.600 TSH HEALTH: 2.000 TSH	
		OUTCOME 2	OUTCOME INDICATORS	BASELINE [2018]	
2	150 FARMERS ARE WELL ORGANIZED IN A FARMER'S ASSOCIATION WITH A JOINT VOICE THAT ADDRESS RIGHT GAPS IN THEIR COMMUNITY	PROPORTION OF PEOPLE WITH IMPROVED ACCESS TO BASIC RIGHTS	40 % OF PEOPLE INVOLVED IN THE PROJECT SOURCE: HOUSEHOLD SAMPLING OF 135 FAMILY FARMERS INVOLVED IN THE PROJECT	60 % OF PEOPLE INVOLVED IN THE PROJECT	RIGHT GAPS WILL BE IMPROVED THROUGH CIVIL SOCIETY BUILDING AND ADVOCACY RISKS: REMARKABLE IMPROVED ACCESS TO RIGHTS MAY BE A LONG-TERM PROCESS.

Indicators tell you *what you are to measure*, in relation to your outcome and output. As the example shows above, the first outcome indicator measures the number and the second the average level. Indicators can either be quantitative; measuring, frequency, percentage, proportion, number, prevalence or rate etc. or they can be qualitative reflecting people's knowledge, skills, attitude, actions, influence, well-being, etc. in regard to a particular issue or situation.

The indicator does **not** set a target for the measurement. Instead the actual performance measurement will appear in the column: **Target**.

Targets are the goals of the expected change to be achieved during the project implementation. In the target you define your end goal. By 2020 you expect that farmer's that 135 farmers take loans for purposes that increase family standards and invest a total of 11.600 TSH in production, education and health. The target must be specific and measurable signs of change. Targets should be disaggregated where appropriate.



Baseline data is the information that describes the initial situation (related to the specific indicator) at the start of a project in order to compare progress at a later stage. The baseline should to the extent possible be established prior to project implementation, but in some cases, it will be necessary to collect baseline data as part of the project inception phase.

Baseline data can, as indicators, be either quantitative or qualitative. Quantitative data can be established by counting ¹ heads/frequency/size or by consulting existing statistics or public figures. Qualitative data on the other hand can be established through observation, questionnaires, interviews, focus group discussions about behavioral patterns, quality of practice, level of knowledge, etc. It is important that the baseline data and analysis is *current, consistent* and as *accurate as possible*, and *disaggregated* (e.g. by sex, age, profession) when appropriate.

If you do not have the baseline data when filling out the log-frame format, you can provide the data later, when a baseline is established.

There are both **outcome indicators** and **output indicators**. Best practice suggests a maximum of three indicators per outcome/output and remember that an indicator is only useful if you are able to establish a baseline for it! If not, you will need to create another indicator

Examples of right and wrong outcome indicators:

<u>Average</u> level of investments in production/education/health among family farmers	
Increased investments in production/education/health among family farmers by 2020	

The first indicator above states that, you will measure the average level of investments, but it does not indicate to what extend you expect farmers to invest. The last indicator is wrong because it does not state *what will be measured* and includes a target (*increased*) and timeline (2020).

Source (also known as Means of Verification) is indicating where you are getting your information and data from; i.e. the information you need in order to demonstrate what has been accomplished in relation to the target.

Assumptions are external situations, events, conditions or decisions outside the direct control of the project, which positively must be in place in order for the project to succeed.

¹ Counting can be based on actual numbers or sampling from a representative group/entity.

In the VSLA-project example the change logic is based on a Theory of Change assuming that farming families involved in the project will be able to make investments improving their standard of living if they are organized and trained in VSLA groups. The assumptions are thus that a) family farmers are interested in organizing, willing/able to make a saving, and capable of making sound investments that improve standard of living.

The assumptions at outcome and output level will not necessarily be the same. The assumptions that are entirely outside of the control of the project must be tested as part of the regular project M&E, and any lessons-learned should form basis for any new project phase.

Risks are defined as any uncertainty that may affect the outcome of a development project. Risks may be linked to the context, programmatic set up or project activities. Overall the purpose of a risk analysis, is to assess a given development project’s possibility of achieving its planned project results. By conducting a risk analysis, you can identify and better deal with the risks that may challenge or constitute a barrier to the implementation of your project.

Step 4: Outputs

Finally, you must define the outputs of the project; the outputs are the **specific, exact** and **verifiable results** of the project, which are **very likely to be guaranteed** as a direct consequence of the activities. Outputs are the products and deliverables *necessary* to achieve the outcome, and the change logic between output and outcome level must therefore be clear and coherent.


The output level follows the same structure as the outcome level indicating the specific, exact and verifiable results of the project. The actual measurement is indicated in the columns: Indicator, Baseline and Target.



Below is an example of a logframe at output level. It is recommended to have no more than 3 indicators per output.

OUTCOME 1		90% OF 150 RURAL FAMILY FARMERS INVOLVED IN THE PROJECT HAVE ACCESS TO SAVINGS AND LOANS AND APPLY THEIR LOANS FOR PURPOSES THAT INCREASE THE FAMILY’S STANDARD OF LIVING			
OUTPUTS		OUTPUT INDICATOR	BASELINE [2018]	TARGET [2020]	ASSUMPTIONS AND RISKS
	FAMILY FARMERS ARE ORGANIZED IN VSLAS AND TRAINED IN VSLA-TECHNIQUES	NO. OF FAMILY FARMERS (M/K) ORGANIZED IN VSLAS	THERE EXIST NO VSLAS IN THE PROJECT AREA	AT LEAST 200 FARMERS, EQUALLY REPRESENTING MEN AND WOMEN, ARE ORGANIZED IN 10 WELL-FUNCTIONING VSLAS.	FARMERS ARE WILLING TO BE ORGANIZED IN VSLA GROUPS RISK: FARMERS TRUST LEVEL IS LOW AND THEREFORE PEOPLE ARE RELUCTANT IN JOINING VSLA GROUPS.
		SOURCE: VSLA MEMBERSHIP LISTS			
		PROPORTION OF VSLA GROUPS THAT ARE WELL-ORGANIZED WITH	0 VSLA GROUPS	10 VSLA GROUPS ARE WELL-ORGANIZED WITH CONSTITUTIONS AND FUNCTION ACCORDINGLY	VSLA GROUPS ARE CAPABLE OF RUNNING INDEPENDENTLY AFTER COMPLETING ONE CYCLE UNDER SUPERVISION

1 · 1		DEMOCRATIC FOUNDED CONSTITUTIONS AND FUNCTION ACCORDINGLY			RISK: VSLA GROUPS SELF- MANAGEMENT IS MAY BE WEAK.
	SOURCE: SOURCE: CONSTITUTIONS, VSLA BOOK KEEPING, VSLA ELECTIONS AND MANAGEMENT.				
1 · 2	FAMILY FARMERS ARE MAKING SAVINGS	AVERAGE LEVEL OF SAVINGS (TSH) AMONG FAMILY FARMERS (M/K) ORGANIZED IN VSLAS	FAMILY FARMERS DO NOT SAVE	FAMILY FARMERS ARE CAPABLE OF SAVING 500 TSH IN AVERAGE PER VSLA MEETING	FAMILY FARMERS ARE CAPABLE OF MAKING SAVINGS RISKS: EXTERNAL EVENTS SUCH AS DISEASE OR DEATH MAY HINDER FAMILY FARMERS MAKING SAVINGS.
	SOURCE: VSLA GROUP'S BOOKKEEPING.				
OUTCOME 2		150 FARMERS ARE WELL ORGANIZED IN A FARMER'S ASSOCIATION WITH A JOINT VOICE THAT ADDRESS RIGHT GAPS IN THEIR COMMUNITY.			
OUTPUTS		OUTPUT INDICATOR	BASELINE [2018]	TARGET [2020]	ASSUMPTIONS AND RISKS
2 · 1	THE FARMER'S ASSOCIATION ASSESS LOCAL NEEDS AND IDENTIFY CRUCIAL RIGHT GAPS	NUMBER OF COMMUNITY MEETINGS LEAD BY FA	0 COMMUNITY MEETINGS	QUARTERLY COMMUNITY MEETINGS	THE FA HAS LEGITIMACY TO REPRESENT COMMUNITY AND ASPIRE LOCAL NEEDS
		DESCRIPTION OF ADVOCACY ISSUES AND ADVOCACY PLAN	0 ISSUES ARE ADDRESSED THROUGH ADVOCACY	ADVOCACY PLAN OUTLINED	THE ASSOCIATION IS WORKING ACCORDING TO ITS ADVOCACY PLAN
SOURCE: ADVOCACY PLAN AND FA REPORTS.					
2 · 2	THE FARMER'S ASSOCIATION IS LINKING WITH LIKE- MINDED STAKEHOLDERS	FREQUENCY OF MEETINGS WITH LIKE-MINDED STAKEHOLDERS	0 MEETINGS	QUARTERLY MEETINGS WITH LIKE-MINDED STAKEHOLDERS	THERE ARE LIKE-MINDED ORGANIZATIONS PRESENT IN THE COMMUNITY
		NUMBER OF JOINT ADVOCACY INITIATIVES WITH LIKE-MINDED STAKEHOLDERS	0 INITIATIVES	COOPERATION BETWEEN LIKE-MINDED STAKEHOLDERS IS FORMALIZED	STAKEHOLDERS IN THE AREA ADDRESS ISSUES RELEVANT FOR THE FA
SOURCE: ADVOCACY LOG-BOOK					
2 · 3	THE FARMERS ASSOCIATION IS LINKING WITH RELEVANT GOVERNMENT INSTITUTIONS AND VOICING ISSUES	NUMBER AND DESCRIPTION OF BYLAWS OUTLINED OR AMENDED	0 BYLAWS	2 BYLAW	LOCAL AUTHORITIES RECOGNIZE FA AND ARE COOPERATIVE
	SOURCE: BYLAWS				

Examples of right and wrong output indicators:

No. of family farmers (M/K) organized in VSLAs	
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Level of knowledge on VSLA-techniques among family farmers (M/K)	
At least 100 family farmers (SO men and SO women) are organized in VSLAs and trained in VSLA-techniques by 2020.	

The two first indicators tell you, what they will measure whereas the last indicator includes the target and year.

PLEASE NOTE: Output indicators are mostly very concrete and related to specific products, etc., but they can at times be performance-oriented pointing towards the change expected at outcome level.

Step 5: Activities

The logframe should not include activities in the matrix. Instead activities are listed in a separate activity-log in the second spreadsheet as shown below. The activities must relate to specific outputs and should be realistic according to the time available and be appropriate to the situation in the partner organization/ country, in terms of institution and culture etc.. Activities should be stated in terms of actions being undertaken rather than completed outputs.

Example of an activity-log:

Activities		
Outcome 1:	Output 1.1	Launching and training of VSLA concept in 5 villages
		Organize family farmers into VSLA groups
		Train VSLA groups in VSLA techniques
	Output 1.2	Supervise VSLA groups weekly during first cycle
		Monitor VSLA performance
Output 1.3		
Outcome 2:	Output 2.1	Organize VSLA groups in a Farmer's Association
		Train Farmer's Association in rights, duties and advocacy
		Train Farmer's Association in participatory planning
		Mapping and networking with stakeholders

	Output 2.2	Regular meetings with stakeholders
		Advocacy initiatives
	Output 2.3	Regular meetings with relevant duty bearers
		Amending of community bylaws
		Launching of bylaws.

How to complete a stakeholder analysis for smaller projects

A stakeholder in a development project is any person, civil society organization, interest group, government agency, institution, etc. with a significant interest in and/or influence on the particular development issue addressed by the project.

The purpose of a stakeholder analysis is to identify key stakeholders relevant for the project context and analyze their relation to the development issue; i.e. their interests (motivation). constraints or fear (resistance). ability to influence the outcome of a project and role in the project. An adequate analysis will provide you with valuable information of key actors relevant to the project agenda and help you find ways best to engage the stakeholders in favor of the project, while managing the risks posed by stakeholders who are opposing the project. A stakeholder analysis may not only include actors involved in the project, but should provide a sufficient list of relevant actors that play a crucial role in relation to the development issue.

The basic steps in undertaking a Stakeholder Analysis are as follows.

Step 1: Identifying the main stakeholders

Using a brainstorm methodology and involving a group of people with substantial context knowledge you will be able to identify the main stakeholders in your project. The list of stakeholders should provide a description of persons, institution, organizations or enterprises with a stake in the project. The point of departure is therefore identifying who might be interested in the project issue to be addressed, who can influence the issue to be addressed and who are already working with the issue to be addressed.

A stakeholder analysis should include:

- The people intended to benefit from the project (*rights-holders*).
- Decision-makers who can indirectly or directly influence the issue to be addressed (*moral and formal duty bearers*).
- Organizations and institutions who are working with the same or similar development issues in the project context (*Other actors*).

Start by listing the various stakeholders and subsequently select (up to) ten main stakeholders (rights-holders, duty-bearers and other actors) and place them in the column “who?” as shown in the matrix below.

KEY STAKEHOLDERS	WHO
	KARIBU COOPERATIVE
	DISTRICT RURAL DEPARTMENT
	COLLECTORS/TRADERS

Step 2: Mapping/assessing the interest/fear of each stakeholder

After mapping the main stakeholders, you must conduct a more detailed stakeholder assessment. Initially by listing the different stakeholder’s main **interests in** or **fear of** the project (and the desired change) in the column next to the “Who”.

KEY STAKEHOLDERS	WHO	INTEREST IN / FEAR OF THE PROJECT
	KARIBU COOPERATIVE	<p>INTERESTED IN BETTER FARMING OPPORTUNITIES, ACCESS TO MARKETS AND BETTER INCOME</p> <p>AFRAID OF FRAUD IN COOPERATIVES AND HESITATING TO TRUST THE CONCEPT</p>
	DISTRICT RURAL DEPARTMENT	<p>INTERESTED IN BETTER FARMING CONDITIONS IN THE DISTRICT. INTERESTED IN POSITIVE PUBLICITY</p> <p>AFRAID OF A STRONGER CIVIL SOCIETY AND LOOSING INFLUENCE/POWER</p>
	COLLECTORS/TRADERS	<p>INTERESTED IN CONTINUOUSLY BEING ABLE TO BUY PRODUCE FROM THE PROJECT AREA</p> <p>AFRAID OF LOOSING MONEY AS FARMERS COLLECTIVELY SET A HIGHER PRICE</p>

① PLEASE NOTE: If you are working with a sensitive human-rights issue your project may constitute a threat to traditional power structures and power relations. Traditional power-holders are consequently likely to be opponents to the project - and may pose a risk to the success of project.

Step 3: Determining the strategy for stakeholder involvement

Based on the assessment of each stakeholder's interest and fear of the project, you may determine how the project will involve and engage the stakeholder. A prerequisite hereto is to consider the relationship between level of interest and level of influence.

Stakeholders with a high degree of interest in and influence on the project issue are likely to be supporters and allies in your project. These should consequently be engaged actively in the project to make use of their power and attentiveness to achieve the desired change. Those stakeholders who have high interest, but low influence will often turn out to be the rights-holders of the project. The project should therefore be designed to protect their interests and to empower them to *claim their rights and hold duty-bearers accountable*.

Stakeholders with a low degree of interest in the success of the project will require a different type of engagement. Those with high power and low interest have the potential to obstruct or slow down the project, and you should consequently seek to apply a constructive engagement approach consisting of non-confrontational advocacy and capacity building, in an attempt to alter their view of the development issue addressed by the project. Finally, stakeholders with low power and low interest may simply be unaware of the potential benefits of the project, and they should primarily be engaged through awareness raising.

Stakeholders can therefore be categorized as shown in the matrix below. This matrix can help you determine your strategy for involvement of a certain stakeholder:

INFLUENCE ON THE DESIRED CHANGE	HIGH	POTENTIAL PROJECT OPPONENTS (STRATEGIC ADVOCACY/CAPACITY BUILDING)		POTENTIAL PROJECT SUPPORTERS AND ALLIES (CLOSE ENGAGEMENT)	
	MEDIUM	UNAWARE/UNINTERESTED (AWARENESS RAISING)		BENEFICIARIES (EMPOWERMENT)	
	LOW				
		LOW	MEDIUM	HIGH	
INTEREST IN THE DESIRED CHANGE					

The last step in the stakeholder analysis is thus to fill in the rightmost column with brief information about your strategy for involving the different stakeholders. Your strategy for involving the different stakeholders should be reflected further on and unfolded more in detail in the application section A4: How will the project achieve the expected outcome?

Example of full stakeholder analysis:

	WHO	INTEREST IN / FEAR OF THE PROJECT	INVOLVEMENT IN THE PROJECT
KEY STAKEHOLDERS	KARIBU COOPERATIVE	<p>INTERESTED IN BETTER FARMING OPPORTUNITIES, ACCESS TO MARKETS AND BETTER INCOME</p> <p>AFRAID OF FRAUD IN COOPERATIVES AND HESITATING TO TRUST THE CONCEPT</p>	<p>BENEFICIARIES</p> <p>EMPOWERMENT</p>
	DISTRICT RURAL DEPARTMENT	<p>INTERESTED IN BETTER FARMING CONDITIONS IN THE DISTRICT. INTERESTED IN POSITIVE PUBLICITY</p> <p>AFRAID OF A STRONGER CIVIL SOCIETY AND LOOSING INFLUENCE/POWER</p>	<p>BOTH POTENTIAL OPPONENTS AND POTENTIAL SUPPORTERS</p> <p>CLOSE ENGAGEMENT AND CAPACITY BUILDING AS WELL AS STRATEGIC ADVOCACY</p>
	COLLECTORS/TRADERS	<p>INTERESTED IN CONTINUOUSLY BEING ABLE TO BUY PRODUCE FROM THE PROJECT AREA</p> <p>AFRAID OF LOOSING MONEY AS FARMERS COLLECTIVELY SET A HIGHER PRICE</p>	<p>POTENTIAL PROJECT OPPONENTS</p> <p>STRATEGIC ADVOCACY AND CONSTRUCTIVE ENGAGEMENT.</p>

How to complete a target group analysis for smaller projects

Introduction

The target groups are the groups expected to gain something from the results of the project. For example, parts of the population whose specific rights and needs are addressed, professionals whose capacity is strengthened or the general public whose awareness is increased as part of the project.

In DMCCDs application form the target groups are divided into following three levels:

1. **The ultimate target group:** the larger group of people who will ultimately benefit from the outcome of the project.
2. **The primary target group:** the people actively and directly involved in the project activities. The people for whom the project wants to bring about change and who benefit directly from the project.
3. **The secondary target group:** the people indirectly or directly involved in the project whose involvement is often instrumental in the sense that the project aims at targeting them with the goal of causing them to influence a certain issue or problem. Often the secondary target group are moral and legal duty bearers who are engaged in relation to advocacy activities.

Normally, the ultimate target group constitutes a broad group of right holders; i.e. individuals and groups that are likely to experience an improvement of their entitled rights as an outcome of the project.

Among the larger group of rights-holders, a project will typically involve a proportion of this group (representatives selected, for example on the basis of their affiliation with a civil society group or their position as a potential role model) as the primary target group.

Key duty-bearers most often form part of the secondary target group, but if they are not involved instrumentally in the project but benefit directly from the project. they can also form part of the primary target group.

In case the project contains a component of organizational capacity development of the implementing organization, the involved staff, board members, volunteers etc. will also qualify as a primary target group.

Please note that whereas the ultimate target group typically is one group, the primary and secondary target group often consist of more than one group each.

The basic steps in undertaking a target group analysis are as follows.

Step 1: Identifying target groups

The first step is to identify and list the different target groups of relevance to your project.

	WHO
ULTIMATE TARGET GROUP	2500 FAMILY MEMBERS
PRIMARY TARGET GROUP(S)	500 RURAL FARMERS
SECONDARY TARGET GROUP(S)	MINISTRY OF AGRICULTURE: REGIONAL AGRICULTURAL DEPARTMENT DISTRICT AGRICULTURAL DEPARTMENT

Step 2: Describing the groups

When the various target groups have been identified, you must make an analysis in order to estimate how many belong to the respective groups and describe the common characteristic as well as the differences within the groups.

If you start by the **ultimate target group**, you must make an estimate of the number of people belonging to the group (it will typically be significantly larger than the primary target group) and briefly describe the general characteristics of the group in regard to location, socio-economic, gender, age, etc.

ULTIMATE TARGET GROUP	WHO & HOW MANY	2500 FAMILY MEMBERS
	COMMON CHARACTERISTICS	60/40 WOMEN AND MEN, 1500 CHILDREN. 10 VILLAGES IN IRINGA DISTRICT BELOW OR CLOSE TO POVERTY LINE

After describing the ultimate target group, continue to the **primary target group(s)**. Here, you must make a qualified estimate of the number of people (possibly divided into different groups) that are directly involved in the project and indicate the number of men / women (boys / girls) and, if relevant, their age.

ⓘ PLEASE NOTE: If you have more than one primary target group, please enter the size and description of each group separately.

PRIMARY TARGET GROUP(S)	<i>WHO & HOW MANY</i>	500 RURAL FARMERS
	<i>COMMON CHARACTERISTICS</i>	AGE 20-40 60/40 WOMEN AND MEN 10 VILLAGES IN IRINGA DISTRICT BELOW OR CLOSE TO POVERTY LINE
	<i>Insert more rows if necessary</i>	

Finally, you must describe the **secondary target group(s)**. The description must include an estimate of the number of people belonging to the group (possibly divided into different groups) and a brief description of the general characteristics of the group(s) e.g. their location and any other relevant common features.

① *PLEASE NOTE: If you have more than one secondary target group, please enter the size and description of each group separately.*

SECONDARY TARGET GROUP(S)	<i>WHO & HOW MANY</i>	DISTRICT AGRICULTURAL DEPARTMENT DISTRICT AGRICULTURAL OFFICER + 4 EMPLOYEES
	<i>COMMON CHARACTERISTICS</i>	IRINGA DISTRICT OFFICE 80/20 MEN AND WOMEN
	<i>WHO & HOW MANY</i>	REGIONAL AGRICULTURAL DEPARTMENT REGIONAL OFFICER FOR AGRICULTURE
	<i>COMMON CHARACTERISTICS</i>	MAN IRINGA REGIONAL OFFICE
	<i>Insert more rows if necessary</i>	