

# Guideline to the Application Format for Larger Projects

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## How to complete a Logframe for larger 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 a full logframe matrix. The structure of the log-frame at outcome level is outcome, outcome indicators, baseline, target and assumptions. At output level the structure is: Output, output indicator, baseline, milestone, target and assumptions.

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
		SOURCE:			
		SOURCE:			
OUTPUTS	OUTPUT INDICATORS	BASELINE [YEAR]	MILESTONE [YEAR]	TARGET [YEAR]	ASSUMPTIONS
		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, and a column for milestones has been added.
- Means of verification is defined as source.

- Activities are not included in the format but presented separately in an activity-log in another spreadsheet.

*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 problems, and defining the content and approach of the project*

### Step 1: ProjectTitle

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

PROJECT TITLE:	VSLA-CREATINGECONOMICLATITUDE FORRURAL FAMILYFARMERSINSOUTHERN TANZANIA
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### Step 2: Long-term impact

Secondly, you should define the long-term impact of the project, meaning 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 challenged that are logically linked to the project's outcome and output. For example:

LONG-TERM IMPACT	EXTREMEPOVERTYANDHUNGERISERADICATEDAMONGPOORRURALFAMILIESINTHE PROJECT AREA.
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### Step 3: Outcome

Thirdly, you must identify the outcome of the project, including the changes **expected** and 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 examples:

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
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OUTCOME 2	150 FARMERS ARE WELL ORGANIZED IN A FARMER'S ASSOCIATION WITH A JOINT VOICE THAT ADDRESS RIGHT GAPS IN THEIR COMMUNITY
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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 a Logframe at outcome level:

OUTCOME 1		OUTCOME INDICATORS	BASELINE [2018]	TARGET [2020]	ASSUMPTIONS
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	135 FARMERS	FAMILY FARMERS ARE INTERESTED IN ORGANIZING IN VSLA'S
		SOURCE: VSLA BOOKKEEPING OF LOANS AND MARKET PLANS			FARMERS ARE WILLING/ABLE TO MAKE A SAVING.  FARMERS ARE CAPABLE OF MAKING LONG-TERM INVESTMENTS
		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	PRODUCTION: 6.000 TSH EDUCATION: 3.600 TSH HEALTH: 2.000 TSH	
		SOURCE: HOUSEHOLD SAMPLING OF 50 FAMILY FARMERS INVOLVED IN THE PROJECT			
OUTCOME 2		OUTCOME INDICATORS	BASELINE [2018]	TARGET [2020]	ASSUMPTIONS
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	60 % OF PEOPLE INVOLVED IN THE PROJECT	RIGHT GAPS WILL BE IMPROVED THROUGH CIVIL SOCIETY BUILDING AND ADVOCACY
			SOURCE: HOUSEHOLD SAMPLING OF 135 FAMILY FARMERS INVOLVED IN THE PROJECT		

**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.

**Milestones** are intermediate sub-goals to your end goal that can be helpful to estimate progress and whether you are on track with achieving your goals during project implementation. Milestones are only relevant for larger projects and output indicators. Milestones act as an early-warning system, indicating at specific points in time **how** your project is expected to progress. Milestones should be set at appropriate intervals, for example every 12 months. This will help you track progress along the predicted path.



**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<sup>1</sup> 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:

Average 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.

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 is 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 assumption 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 tasted as part of the regular project M&E, and any lessons-learned should form the basis of any new project phase.

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

#### 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 & 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]	MILESTONE [2019]	TARGET [2020]	ASSUMPTIONS
1 1	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 50 MEN AND 50 WOMEN ARE MOBILIZED AND ORGANIZED IN 5 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
		SOURCE: VSLA MEMBERSHIP LISTS				
		PROPORTION OF VSLA GROUPS THAT ARE WELL-ORGANIZED WITH DEMOCRATIC FOUNDED CONSTITUTIONS AND FUNCTION ACCORDINGLY	0 VSLA GROUPS	5 VSLA GROUPS ARE WELL-ORGANIZED WITH CONSTITUTIONS AND FUNCTION ACCORDINGLY	10 VSLA GROUPS ARE WELL-ORGANIZED WITH CONSTITUTIONS AND FUNCTION ACCORDINGLY	VSLA GROUPS ARE CAPABLE OF RUNNING INDEPENDENTLY AFTER COMPLETING ONE CYCLE UNDER SUPERVISION
		SOURCE: SOURCE: CONSTITUTIONS, VSLA BOOKKEEPING, 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 300TSHIN AVERAGE PER VSLAMEETING	FAMILY FARMERS ARE CAPABLE OF SAVING 500TSHIN AVERAGE PER VSLAMEETING	FAMILY FARMERS ARE CAPABLE OF MAKING SAVINGS
			SOURCE: VSLA GROUP'S BOOKKEEPING.			
OUTCOME 2		150FARMERSARE WELLORGANIZED IN A FARMER'S ASSOCIATION WITH A JOINT VOICE THAT ADDRESS RIGHT GAPS IN THEIR COMMUNITY.				
OUTPUTS		OUTPUT INDICATOR	BASELINE [2018]	MILESTONE [2019]	TARGET [2020]	ASSUMPTIONS
2 · 1	THE FARMER'S ASSOCIATION ASSESS LOCAL NEEDS AND IDENTIFY CRUCIAL RIGHT GAPS	NUMBER OF COMMUNITY MEETINGS LEAD BY FA	0 COMMUNITY MEETINGS	SEMI-ANNUAL COMMUNITY MEETINGS	QUARTERLY COMMUNITY MEETINGS	THE FA HAS LEGITIMACY TO REPRESENT COMMUNITY AND ASPIRE LOCAL NEEDS
		SOURCE: SUMMARY OF COMMUNITY MEETING AND ATTENDANCE LIST				
		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	THE FA IS FAMILIAR WITH RIGHTS AND PROCEDURES
		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	SEMI-ANNUAL MEETINGS WITH LIKE-MINDED STAKEHOLDERS	QUARTERLY MEETINGS WITH LIKE-MINDED STAKEHOLDERS	THERE ARE LIKE-MINDED ORGANIZATIONS PRESENT IN THE COMMUNITY
		SOURCE: MEETINGS SUMMARY AND REPORTS WITH OTHER ACTORS				
		NUMBER OF JOINT ADVOCACY INITIATIVES WITH LIKE-MINDED STAKEHOLDERS	0 INITIATIVES	LIKE-MINDED STAKEHOLDERS COOPERATE IN AN INFORMAL WAY	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	1 BYLAW	2 BYLAWS	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	😊
Level of knowledge on VSLA-techniques among family farmers (M/K)	😊
At least 100 family farmers (50 men and 50 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 for outcome:*

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 larger 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 and Influence of each Stakeholder

After mapping the main stakeholders, you must conduct a more detailed stakeholder assessment. Initially, by listing the different stakeholder’s main interest 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	INTERESTED IN BETTER FARMING OPPORTUNITIES, ACCESS TO MARKETS AND BETTER INCOME  AFRAID OF FRAUD IN COOPERATIVES AND HESITATING TO TRUST THE CONCEPT
	DISTRICT RURAL DEPARTMENT	INTERESTED IN BETTER FARMING CONDITIONS IN THE DISTRICT. INTERESTED IN POSITIVE PUBLICITY  AFRAID OF A STRONGER CIVIL SOCIETY AND LOOSING INFLUENCE/POWER
	COLLECTORS/TRADERS	INTERESTED IN CONTINUOUSLY BEING ABLE TO BUY PRODUCE FROM THE PROJECT AREA  AFRAID OF LOOSING MONEY AS FARMERS COLLECTIVELY SET A HIGHER PRICE

*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 powerholders are consequently likely to be opponents to the project and may pose a risk to the success of the project.*

After completing the list of the stakeholder’s interest and fear, you are recommended to conduct a power assessment; mapping and assessing the individual stakeholder’s positive interest in and ability to influence the project issue. The purpose of a power analysis is to assess whether key stakeholders are opponents or allies to the project and their degree of influence. An opponent with high influence may be able to affect project results negatively whereas an ally with high interest in the project and influence may be involved as a key ally in order to achieve the project results. Mapping the different stakeholders helps you determine the project strategy for stakeholder involvement.

The matrix below is an analytic tool that can help you undertake a power assessment. Use the matrix below by placing each stakeholder according to your answer to the following questions:

- How much formal or informal **influence** (low, medium, high) does the stakeholder have on the outcome of the project and this the desired change?
- How much **interest** (low, medium, high) does each stakeholder have in the success of the proposed project and thus the desired change?

INFLUENCE ON THE DESIRED CHANGE	HIGH	COLLECTOCS		DISTRICT RURAL DEPARTMENT	
	MEDIUM			KARIBU COOPERATIVE	
	LOW				
		LOW	MEDIUM	HIGH	
		INTEREST IN THE DESIRED CHANGE			

Based on the result of the power assessment fill in the third column in the stakeholder analysis matrix and conclude on the stakeholder's level of influence and interest.

KEY STAKEHOLDERS	WHO	INFLUENCE/POWER RELATED TO THE PROJECT ISSUE
	KARIBU COOPERATIVE	LOW INFLUENCE HIGH INTEREST
	DISTRICT RURAL DEPARTMENT	MEDIUM HIGH INFLUENCE MEDIUM INTEREST
		HIGH INFLUENCE
	COLLECTORS/TRADERS	LOW INTEREST

### Step 3: Determining the Strategy for Stakeholder Involvement

You are now able to categorize the different stakeholders and make strategies for their respective involvement in the project. Thus:

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 are assessed to 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:

INFLUENCE ON THE DESIRED CHANGE	HIGH	POTENTIAL PROJECT OPPONENTS (STRATEGIC ADVOCACY/CAPACITY BUILDING)		POTENTIAL PROJECT SUPPORTERS AND ALLIES (CLOSE ENGAGEMENT)	
	MEDIUM				
	LOW	UNAWARE/UNINTERESTED (AWARENESS RAISING)		BENEFICIARIES (EMPOWERMENT)	
		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 4A: How will the project achieve the expected outcome?

Example of full stakeholder analysis:

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

## How to complete a target group analysis for larger 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 CKUs 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 Farmer
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 characteristics as well as the differences within the groups.

If you start with 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 status, gender, age, etc.

Ultimate Target Group	Who and 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)	Who and How Many	500 Rural Farmers
	Common Characteristics	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.

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)	Who and How Many	District Agricultural Department DISTRICT AGRICULTURAL OFFICER + 4 EMPLOYEES
	Common Characteristics	Iringa District Office 80/20 MEN AND WOMEN
	Who and How Many	Regional Agricultural Department REGIONAL OFFICER FOR AGRICULTURE
	Common Characteristics	Man IRINGA REGIONAL OFFICE
	<i>Insert more rows if necessary</i>	

## How to complete a risk analysis for larger projects

### Introduction

A risk is defined as any uncertainty that may affect the outcome of a development project. Risk 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. A risk management tool is not intended to block projects from being implemented, but rather to ensure that the potential risks are known and – to the extent possible overcome or mitigated.

The purpose of a risk analysis is therefore to identify possible risk factors and find possible solutions. An example of solutions may be:

- Take actions that prevent that the risk occurs.
- Reduce the consequences of the risk through mitigation actions.
- Involve other stakeholders and share the problem-solving process.

The identification of risks is largely subjective, and different people might have different estimations of the relevance, likelihood, and impact of a certain risk. Therefore, it is important that the analysis is conducted by more than one person and involves people with elaborate knowledge. A risk management analysis consists of 4 steps: 1) identify the risk factors, 2) assessing the likelihood of the risk, 3) weighing the risk's project impact, and 4) identifying mitigation actions.

The 4 steps are shown in the matrix below. This guideline gives you a step-by-step demonstration of how you can complete a risk analysis.

Note that the project should only list relevant risks; hence redesign that if it includes risks with perceived high impact and high probability (killer risks) and exclude risks from the analysis that are perceived as insignificant. Do include risks that have a relatively high likelihood and have a minor impact on the project or risks that have a major and significant impact of the project but relatively low likelihood.



Risk managementmatrix				
Risk factor	Likelihood		Impact	Mitigating actions
	RARE	<input type="checkbox"/>	INSIGNIFICANT	<input type="checkbox"/>
	UNLIKELY	<input type="checkbox"/>	MINOR	<input type="checkbox"/>
	LIKELY	<input type="checkbox"/>	MAJOR	<input type="checkbox"/>
	ALMOST CERTAIN	<input type="checkbox"/>	SIGNIFICANT	<input type="checkbox"/>
	RARE	<input type="checkbox"/>	INSIGNIFICANT	<input type="checkbox"/>
	UNLIKEL	<input type="checkbox"/>	MINOR	<input type="checkbox"/>
	Y LIKELY	<input type="checkbox"/>	MAJOR	<input type="checkbox"/>
	ALMOST CERTAIN	<input type="checkbox"/>	SIGNIFICANT	<input type="checkbox"/>
	RARE	<input type="checkbox"/>	INSIGNIFICANT	<input type="checkbox"/>
	UNLIKEL	<input type="checkbox"/>	MINOR	<input type="checkbox"/>
	Y LIKELY	<input type="checkbox"/>	MAJOR	<input type="checkbox"/>
	ALMOST CERTAIN	<input type="checkbox"/>	SIGNIFICANT	<input type="checkbox"/>
	RARE	<input type="checkbox"/>	INSIGNIFICANT	<input type="checkbox"/>
	UNLIKEL	<input type="checkbox"/>	MINOR	<input type="checkbox"/>
	Y LIKELY	<input type="checkbox"/>	MAJOR	<input type="checkbox"/>
	ALMOST CERTAIN	<input type="checkbox"/>	SIGNIFICANT	<input type="checkbox"/>

### Step 1: Identification of risk factors

The first step in a risk analysis is to identify the various risks associated with your project. These risks will typically fall within different categories such as, for example, contextual risks which are risks that may arise in a particular geographical/political context, project activities which are typically risks linked with activities, assumptions and project strategy, or organizational risks which are typically risks associated with planning, coordination, management, and operation of the project.

FOCUS AREAS		
CONTEXTUAL RISKS	PROJECT ACTIVITIES	ORGANIZATIONAL RISKS
EXTERNAL: SOCIAL, POLITICAL, ECONOMIC, ENVIRONMENTAL SITUATIONS	INTERNAL: PROJECT ACTIVITIES, ASSUMPTIONS AND RESULTS	INTERNAL: ORGANIZATIONAL CAPACITY
INSTITUTIONAL FRAMEWORKS AND LAWS	PROJECT STRATEGY	COMPETENCE WITHIN STAFF
RELATIONS WITH EXTERNAL ACTORS	TARGET GROUP	OPERATION AND PLANNING
	MONITORING	PUBLIC SUPPORT,

	INPUT AND BUDGET	INSTITUTIONAL SUSTAINABILITY AND LEGITIMACY OF PARTNER ORGANIZATION  PARTNERSHIP
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The risks should be worded to clearly identify what the cause and effect of the risk is. The risk should be listed in priority order with the most overriding risks first. Below is an example of two risks:

RISK FACTOR
VSLA MEMBERS MAY USE LOANS FOR URGENT NEEDS RATHER THAN LONG-TERM INVESTMENTS DUE TO EXTREME POVERTY
GOVERNMENT AUTHORITIES MAY NOT ALLOCATE BUDGET FOR FIGHTING FGM AS IT IS A LOW PRIORITY
<i>Insert more rows if necessary...</i>

Risks shall be listed in the first column of the risk management matrix in the application template for A-projects.

## Step 2: Risk Assessment

Next step entails an assessment of the individual risks along the following two dimensions: **likelihood** and project **impact**. The scale below provides a definition of the different levels of defining the likelihood and impact of a certain risk. The definitions give you a better understanding of the categories and help you determine the likelihood and impact of a certain risk.

LIKELIHOOD	DEFINITION	IMPACT	DEFINITION
RARE	MAY OCCUR IN EXCEPTIONAL CIRCUMSTANCES	INSIGNIFICANT	MINIMAL DAMAGE OR DISRUPTION
UNLIKELY	COULD OCCUR AT SOME TIME	MINOR	SOME DAMAGE OR DISRUPTION
LIKELY	WILL PROBABLY OCCUR IN MOST CIRCUMSTANCES	MAJOR	SERIOUS DAMAGE OR DISRUPTION
ALMOST CERTAIN	EXPECTED TO OCCUR IN MOST CIRCUMSTANCES	SIGNIFICANT	MASSIVE DAMAGE OR DISRUPTION

Each of the identified risks must now be placed in the matrix and assessed according to its likelihood and impact on your project. In the risk management matrix, you can conclude the likelihood of a risk in the second column and impact in the third column.

The assessment of the likelihood and impact gives you an overview of the combined risk for each risk factor. You can use the matrix guideline below for estimating the combined risk. The matrix shows the hierarchy of risks at different levels. For example, it shows that all risks evaluated as almost certain or likely combined with major or significant impact should be addressed as 'killer risks'. As a starting point 'killer risks' should be removed from the project and alternative strategies/activities should be considered. The reason for this is that killer risks are very likely to occur and will have a significant impact on the achievement of the results of the project (outputs, outcome, and impact). Correspondingly, risks with low likelihood and low impact are categorized as insignificant risks with no noteworthy impact on the achievement of project results and should not be mentioned as well.

LIKELIHOOD	Almost Certain	MINOR	MAJOR	KILLER RISK	
	Likely	MINOR	MINOR		
	Unlikely	INSIGNIFICANT		MINOR	MAJOR
	Rare			MINOR	MINOR
		Insignificant	Minor	Major	Significant
	IMPACT				

Projects should therefore only list relevant risks that are likely or almost certain will occur and have minor impact on the project. Likewise, projects should list risks that have major or significant impact but lower likelihood. Below in the matrix the relevant levels of risks are yellow or orange.

### Step 3: Risk mitigation

Mitigating actions are actions you can take with the purpose of responding to a given risk, reducing its impact and ability to have a negative impact on the project outcome. Often projects are implemented in a complex context where change and risks can impact project results. Identifying mitigating actions helps the project's ability to adapt and respond to changes that may occur in the project context. Mitigating actions are key to risk management and should be described as specific and realistic as possible. Mitigating actions may be alternative strategies, additional actions that may support the planned project activity or special points of attention that may be activated if needed. The purpose of taking mitigating actions to reduce the chance of the risk occurring is not necessarily to remove the risk, but to contain it to an acceptable level.

*Example of risk factors and mitigating actions:*

RISK FACTOR	MITIGATING ACTIONS
VSLA MEMBERS MAY USE LOANS FOR URGENT NEEDS RATHER THAN LONG-TERM INVESTMENTS DUE TO EXTREME POVERTY	<ul style="list-style-type: none"> <li>- ENSURE VSLA GROUPS HAVE A SOCIAL FUND FOR URGENT NEEDS.</li> <li>- COMBINE VSLA LOANS WITH BUSINESS PLAN FOR EACH MEMBER.</li> <li>- CONSIDER FINANCIAL INJECTION OF VSLA'S.</li> </ul>
GOVERNMENT AUTHORITIES MAY NOT ALLOCATE BUDGET FOR FIGHTING FGM AS IT IS A LOW PRIORITY	<ul style="list-style-type: none"> <li>- PROMOTE PARTICIPATORY BUDGETING AND COMMUNITY PARTICIPATION IN BUDGET PLANNING AT COUNTY LEVEL.</li> </ul>
<i>Insert more rows if necessary...</i>	

*For each risk factor in the risk management matrix, briefly describe the planned mitigation actions to be taken in the fourth column.*

## **Conclusion**

The risk management matrix should function as an ongoing tool to assess risks and project results regularly in the project implementation. Project staff should regularly assess whether the identified risk factors are occurring and which mitigating actions should be taken as measures to ensure project progress. Risk management is most effective if it is applied as an active tool in project implementation. In the application format, you can describe how the project will assess risks and respond during project implementation below the risk management matrix.