

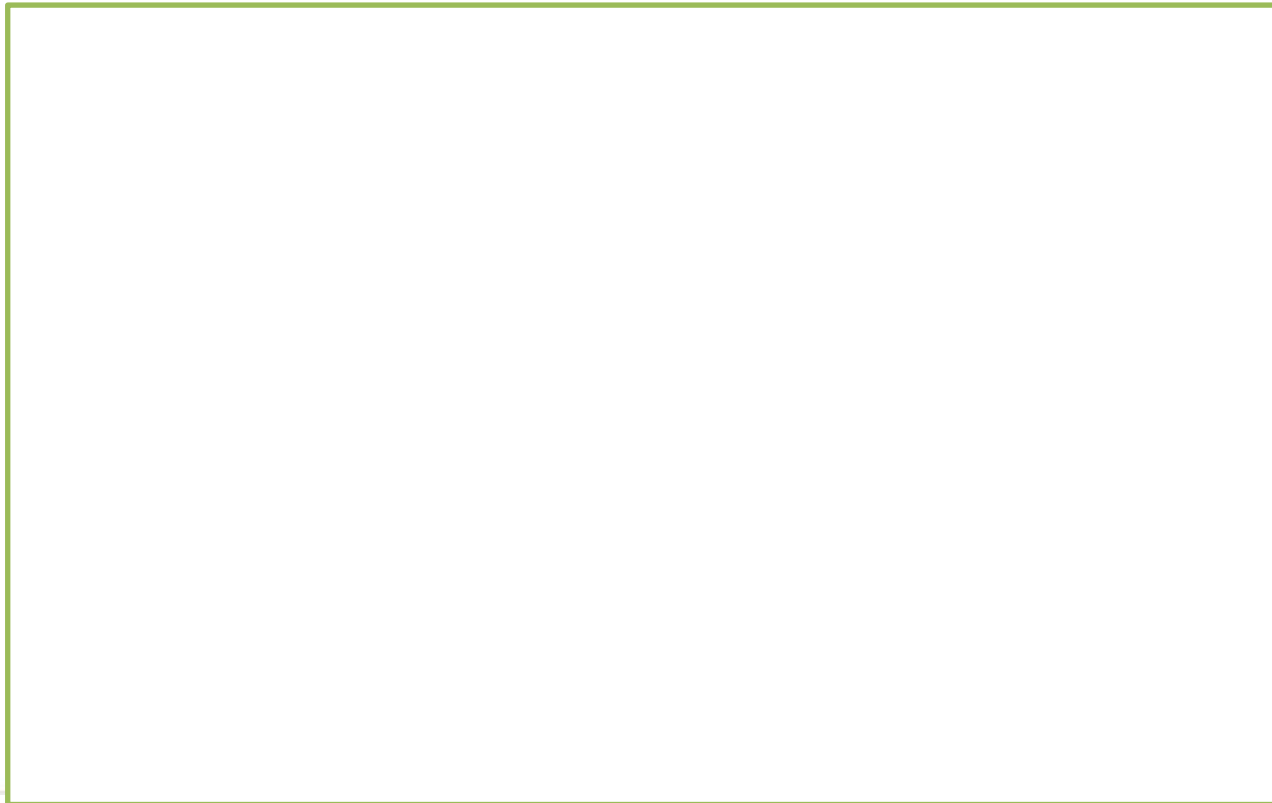
Project Cycle Management (PCM)

Le cadre logique dans la gestion de
cycle de projet

29 September 2015, Brussels, CEBioS
MRV workshop
Facilitateur: Luc Janssens de Bisthoven

Perception individuelle

Draw the objective: a tool to sit comfortably in a tree



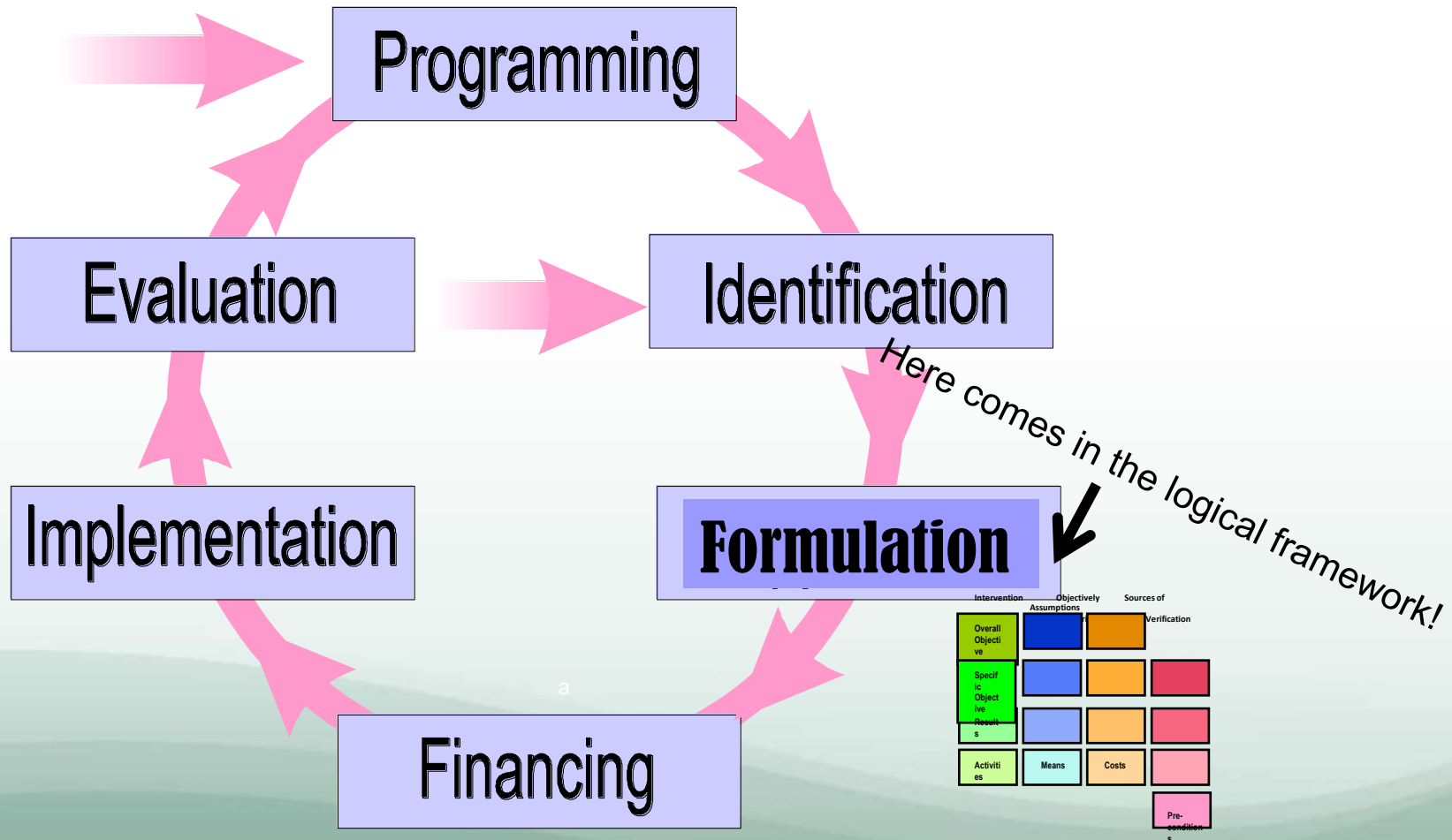
Pourquoi cet atelier?

- Requis par la coopération belge au développement DGD: gestion basée sur les **résultats**
- **Impliquer** tout le monde: chacun a un rôle à jouer à son propre niveau
- **Aligner** les connaissances selon niveau d'intervention
- Meilleure compréhension de la **méthodologie** de la coopération au développement

Pourquoi cet atelier?

- Selon un processus bien défini avec des engagements clairs des parties prenantes, des activités de gestion et des procédures de décision
- Employé par la plupart des INGOs et la coopération
 - Est un instrument **participatif** qui sécurise l'appropriation par les parties prenantes
 - Le besoin **d'objectifs mesurables** par des **indicateurs SMART**
 - **monitoring** et **evaluation**
 - Capacity building: aussi bien le **planning** que le **monitoring et l'évaluation**

The project cycle (generic)



Le cadre logique dans le cycle de projet

Logframe-logical framework

logique

d'intervention

Indicateurs

Sources d'information

Hypothèses

objectif
général

Objectif
spécifique

résultats

activités

Moyens

Couts

Pre-conditions

The logical framework=“logframe”

What?

A **tool**, central within PCM, for the improvement of a coherent and complete project management

A **structure**, composed of a clear relation between the activities, the expected results and the objectives.

Certain assumptions, impacting the progress of the project, are taken into account.

Indicators enable the measuring of results and the adaptation of a project if necessary.

A **matrix** which reflects in a logical way, the most important aspects of a project

Why?

It contributes to strengthen ownership of the project

It gives support for the planning of a project



It gives support for monitoring and evaluation

Example of a logframe for a fisheries project

Intervention Logic	Objectively Verif. Indicators	Sources of Verification	Assumptions
Incomes of artisanal fisherfolk increased			
Price received by artisanal fisher-folk increased			
1. Quality of fish processing improved 2. Access to markets improved			
1.1. To train fish handlers 1.2. To install appropriate equipment etc.	Means	Costs	
			Pre-conditions

Comment construire le cadre logique?

ANALYSIS PHASE

- A) Phase préparatoire
 1. Defining the subject of the project: main problem="ENTITY"
 2. Identification of the **stakeholders**
- B) Phase de l'analyse 
 1. Analysis of the **problems** 
 2. Analysis of the **objectives**
 3. Analysis of the **strategies**

PLANNING PHASE

- C) Développement du cadre logique
 1. Defining the intervention logic
 2. Defining the external factors
 3. Defining the indicators
 4. Defining the sources of verification
 5. Defining the means and costs

A) Preparatory Phase

1. Définir le sujet du projet

La Biodiversité au Bénin et le développement durable sont renforcés (sujet de travail)

2. Identification des parties prenantes

4 étapes:

1. Identification des **acteurs clés** (bénéficiaires, groupes vulnérables, autorités locales, etc.)
2. Détermination des **Intérêts** (benefices, attentes, accessibilité aux ressources, etc.)
3. Définir les **marches de manoeuvres, pouvoir et Influence** (position, relations, pouvoir décisionnel, ressources, etc.)
4. Quelle sera la **stratégie de participation** des acteurs dans le programme?

“forking” (network diagram)

- Beneficiaries



- Suppliers

Analyse des parties prenantes

Partie prenante	Interêt et attitude par rapport au projet	Rôle dans le processus de préparation	Engagement lors de la mise en oeuvre

Exercice: le tableau des parties prenantes

Stakeholder Classification: Interest/Influence matrix

<p style="text-align: center;">A</p> <p>High Interest/Low influence <i>Their interests need to be protected You may well be trying to empower these stakeholders</i></p>	<p style="text-align: center;">B</p> <p>High interest/High influence <i>Work in partnership and keep on all on board</i></p>
<p style="text-align: center;">C</p> <p>Low interest/low influence <i>Keep them informed</i></p>	<p style="text-align: center;">D</p> <p>Low interest/high influence <i>Upset these at your peril!</i></p>

Exercise: transfer stakeholders from previous table



How to construct a logframe?

ANALYSIS PHASE

A) Preparation

1. Defining the subject of the project: main problem="ENTITY"
2. Identification of the stakeholders

B) Analysis

1. Analysis of the problems 
2. Analysis of the objectives 
3. Analysis of the strategies

PLANNING PHASE

C) Development

1. Defining the intervention logic
2. Defining the external factors
3. Defining the indicators
4. Defining the sources of verification
5. Defining the means and costs

Intervention Logic	Objectively Verif. Indicators	Sources of Verification	Assumptions
Overall Objective			
Specific Objective			
Results			
Activities	Means	Costs	
			Pre-conditions

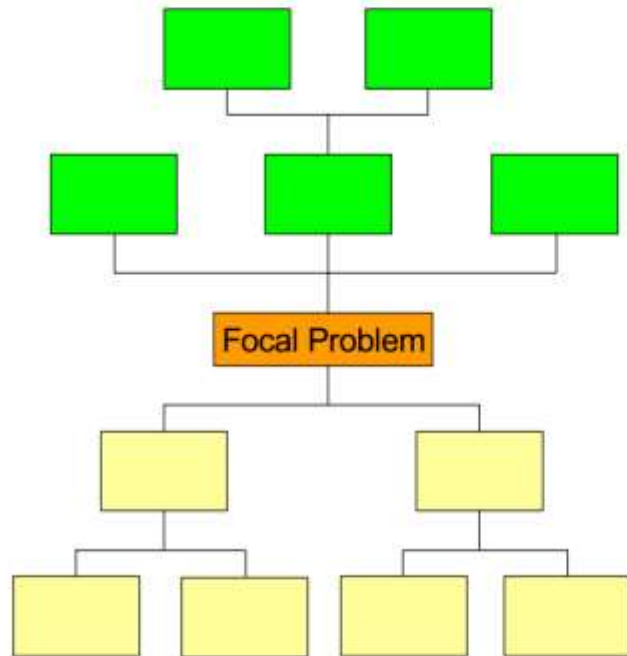
What's in a logframe?

- **Which effects and impact is intended?** (objectives)
 - Long term, society, indirect beneficiaries: **General Objective (impact)**
 - Short term, direct beneficiaries: **Specific Objectives (outcome)**
- **Which are the expected results?**
 - Services and products, output: **Expected ('intermediary') results (work packages)**
- **How to achieve these results?** **Activities**
- **Important factors needed for success ?** **Assumptions**
- **Where to find resources of verification?** **Sources of verification**
- **Which means are required ?** **means**
- **What will it cost?** **costs**

What is *not* in a logframe?

- Who is involved
→ stakeholder's analysis
- Who is doing what and when?
→ Operational plan (chronogramme, Gantt chart)
- What is the background?
→ Context analysis + literature, often introductory chapter in project document

Developing the Problem Tree




EFFECTS

Addressing the effects identifies the indicators


CAUSES

Turning the problem into a positive statement gives the purpose for the intervention

Addressing the causes of the problem identifies outputs and activities



B) Analysis phase

1. Analysis of the **problems** (the actual situation)

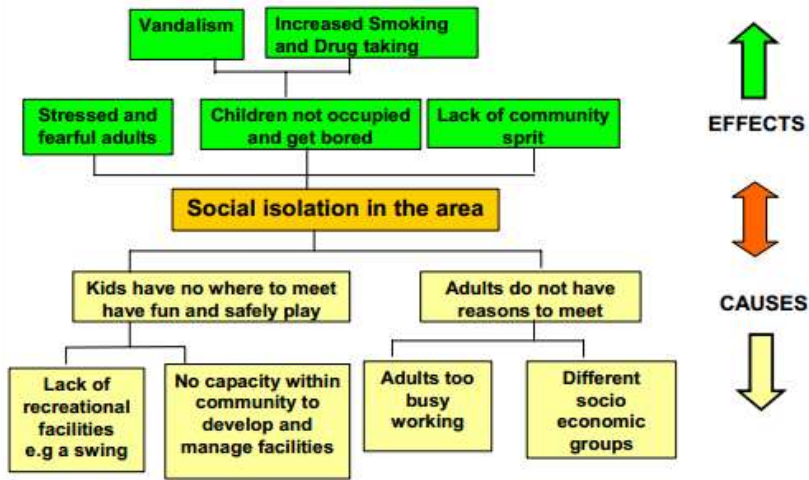
- Verification of the project subject
- Identification of the problems related to the project subject
- Inventory of all the problems of all participants of the workshop
- Establishing a cause-effect hierarchy
- Visualisation of the cause-effect relations in the form of a diagram (problem tree)
 - Typically in a workshop setting with a(n) (external) moderator
 - Involvement of key stakeholders

Towards identifying objectives

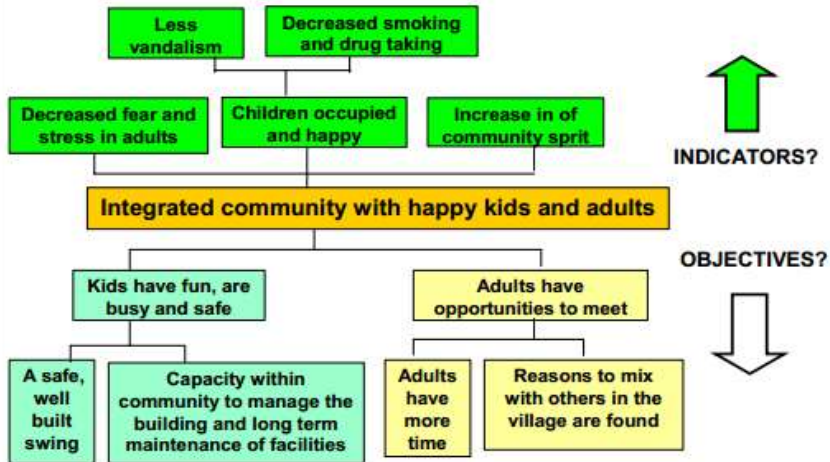
Analysis of the objectives (the desired situation)

- Translation of the problems (negative) to objectives (positive)
- Verification of the hierarchy of the objectives
- Visualisation of the cause-effect relations in the form of a diagram (objective tree)

The Problem Tree



An Objectives Tree



Problem tree- analysis



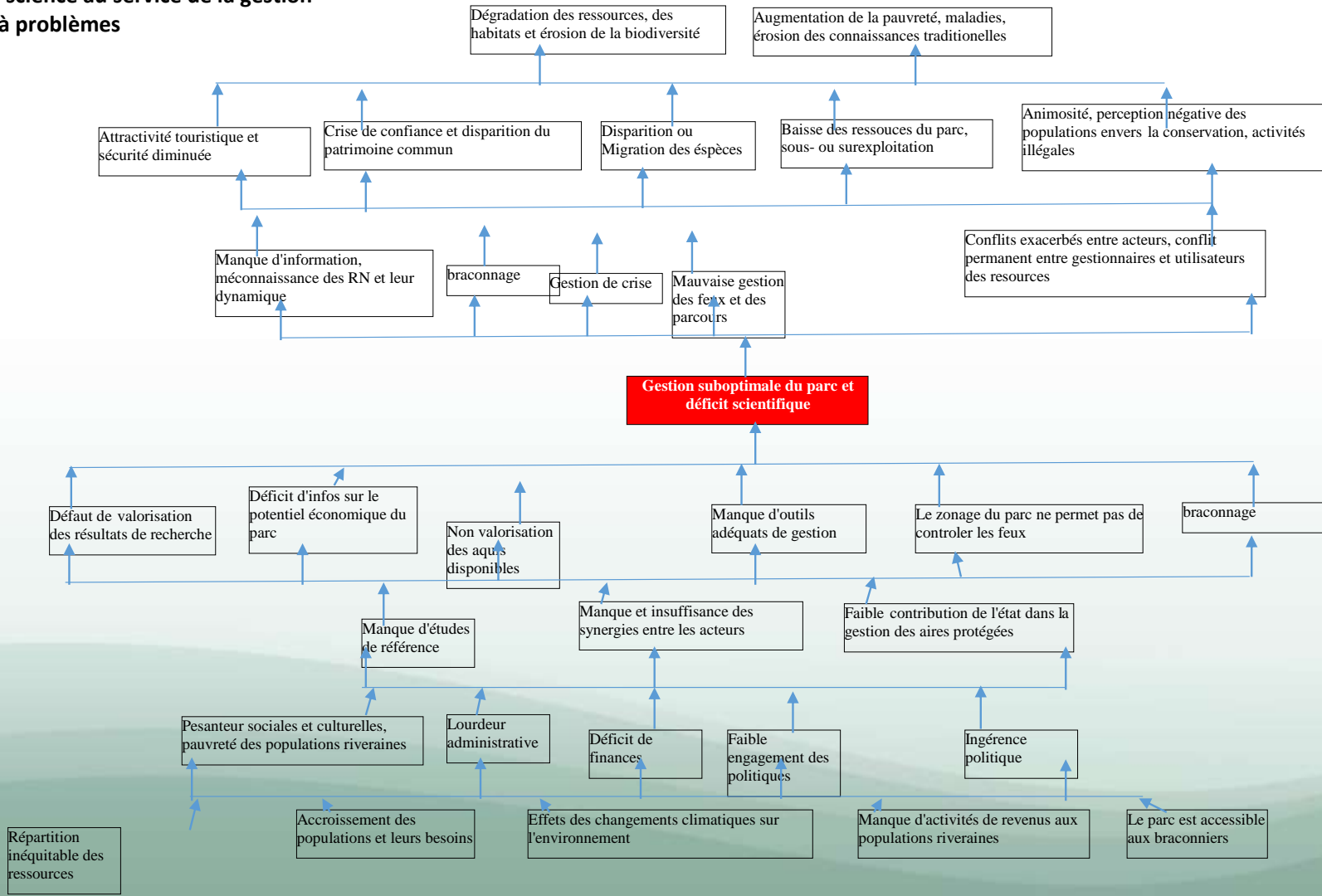
Why cards?

- No influence of neighbour → independent thinking
- Can be moved, removed
- Interactive, participative, iterative

Exemple from DGD programme

2.1. La science au service de la gestion

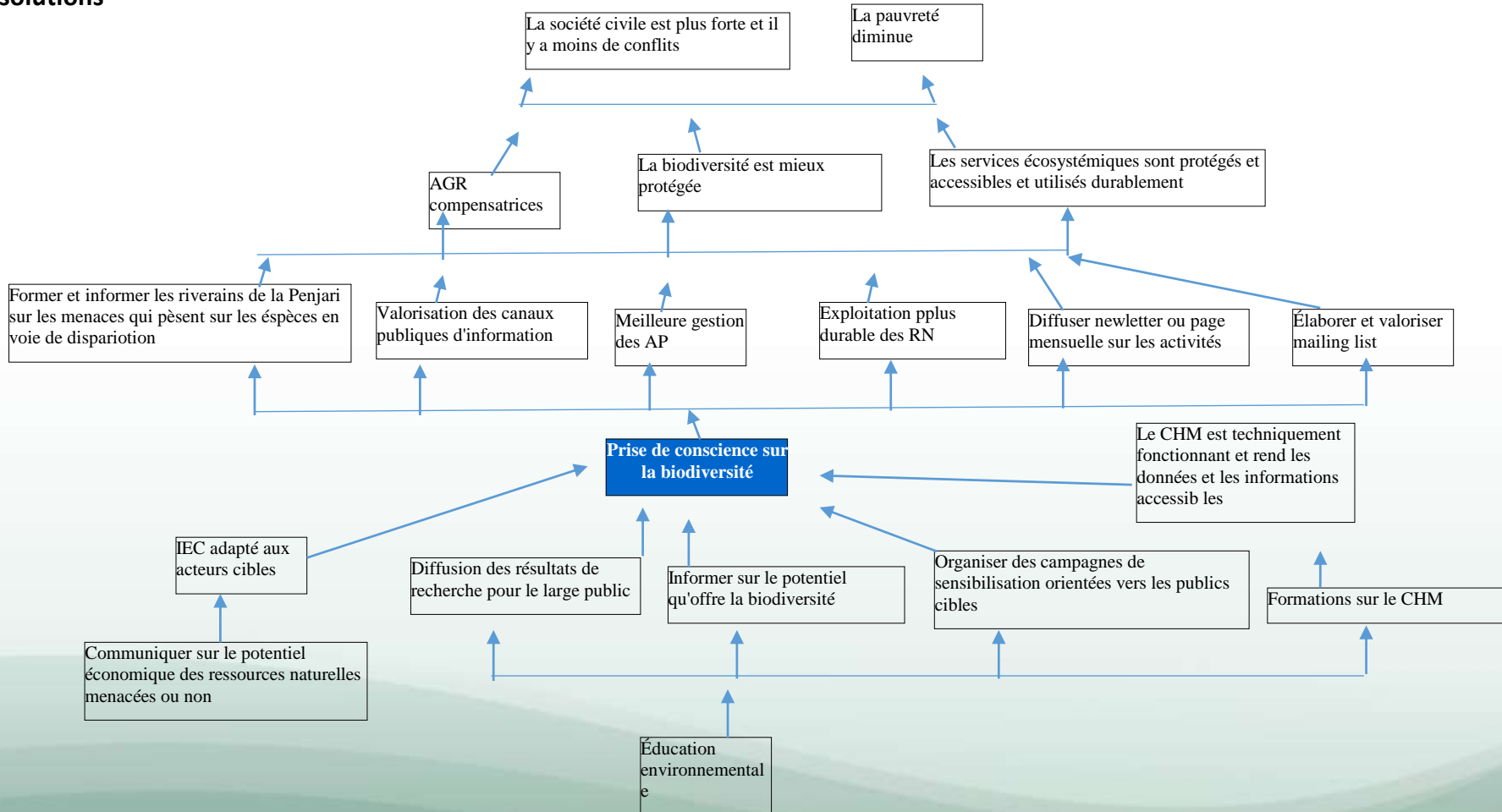
Arbre à problèmes



Exemple from DGD programme

1.2. CHM et sensibilisation

Arbre à solutions



Construct a simplified Problem and objective tree

Exercise

Each person has colour cards

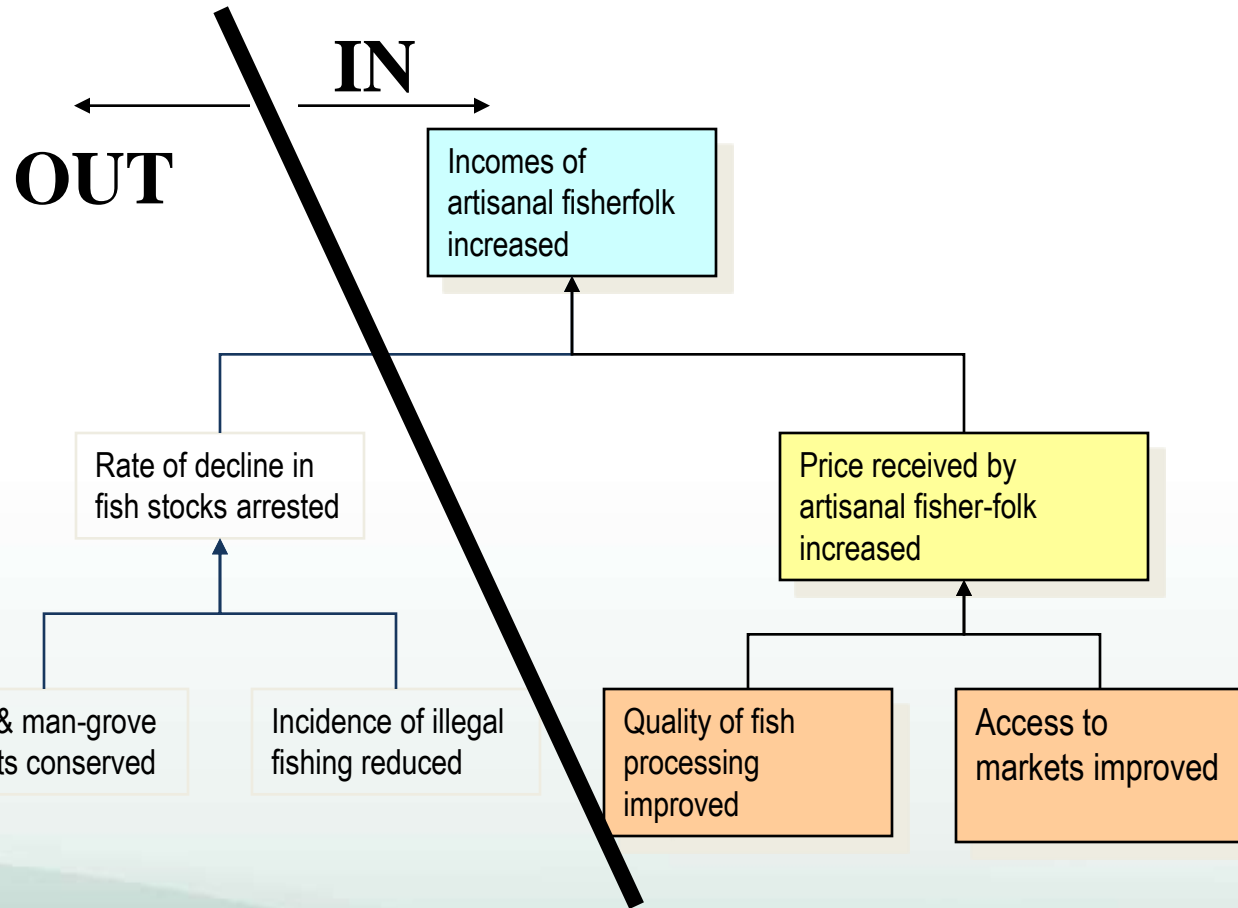
- Central focus, problem
- Reasons (bottom)
- Effects (top)

} Hierarchy, visualisation

- Turn problems into solutions (- \longrightarrow +)
- Be as broad as possible (out of comfort zone)

Strategy- analysis

OVERALL OBJECTIVE



SPECIFIC OBJECTIVE

RESULTS

Decision based on: budget, priorities, human resources available, social acceptability, urgency, ...

Towards a logframe...

- A) Preparatory phase
 1. Defining the subject of the project
 2. Identification of the stakeholders
- B) Analysis phase
 1. Analysis of the problems
 2. Analysis of the objectives
 3. Analysis of the strategies
- **C) Development of the logical framework**
 1. **Defining the intervention logic**
 2. **Defining the external factors**
 3. **Defining the indicators**
 4. **Defining the sources of verification**
 5. **Defining the means and costs**

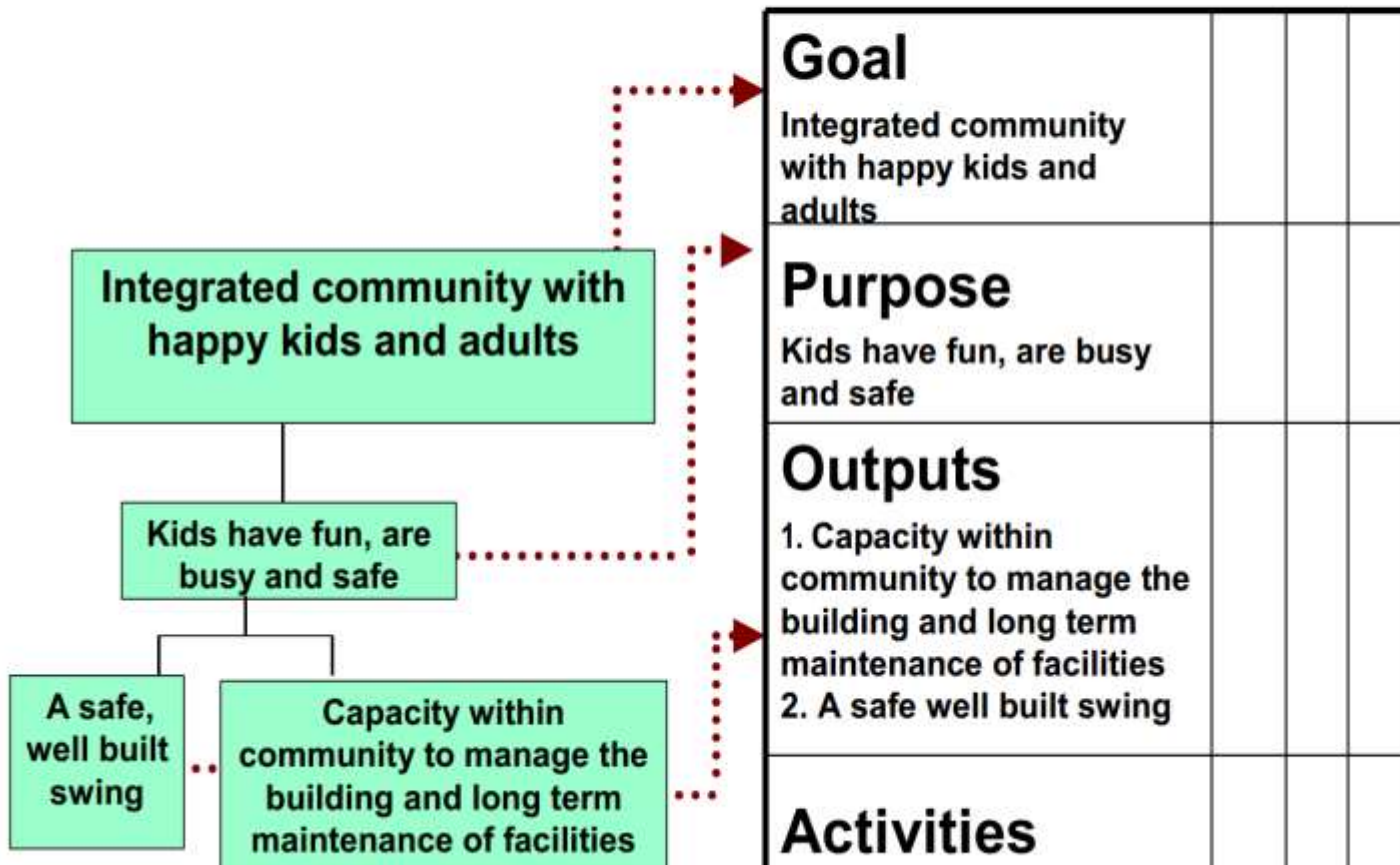


Defining the intervention logic (= first column of the logframe)

Departing from the objective tree, translate the objectives to:

- **Overall objectives (OO):**
the social and/ or economic long term benefits to which the project will contribute (long-term objective)
- **Specific objectives (SO):**
the key project objective that indicates the benefit(s) the major project beneficiary will obtain (short-term objective)
- **Intermediate Results (IR):**
the services or products to be realised by the project
- **Activities:**
the measures to be taken by the project to ensure the outputs
- **Means and costs:**
the means and costs necessary to implement the activities

Linking with the logframe objectives



INTERVENTION LOGIC

OVERALL OBJECTIVE(S) (OO)

ACADEMIC
DEVELOPMENTAL

End



SPECIFIC OBJECTIVE (SO)

Means

ACADEMIC
DEVELOPMENTAL

End



RESULTS

Means

End



ACTIVITIES (A)

Means

End



INPUTS (I)

Means

MEANING

The higher level development and/or academic objectives towards which the project is expected to contribute (benefits for indirect beneficiaries).

WHY?
TO CONTRIBUTE

The development and/or academic objective(s) which the project is expected to accomplish (benefits for direct beneficiaries)

WHAT?
TO ACHIEVE

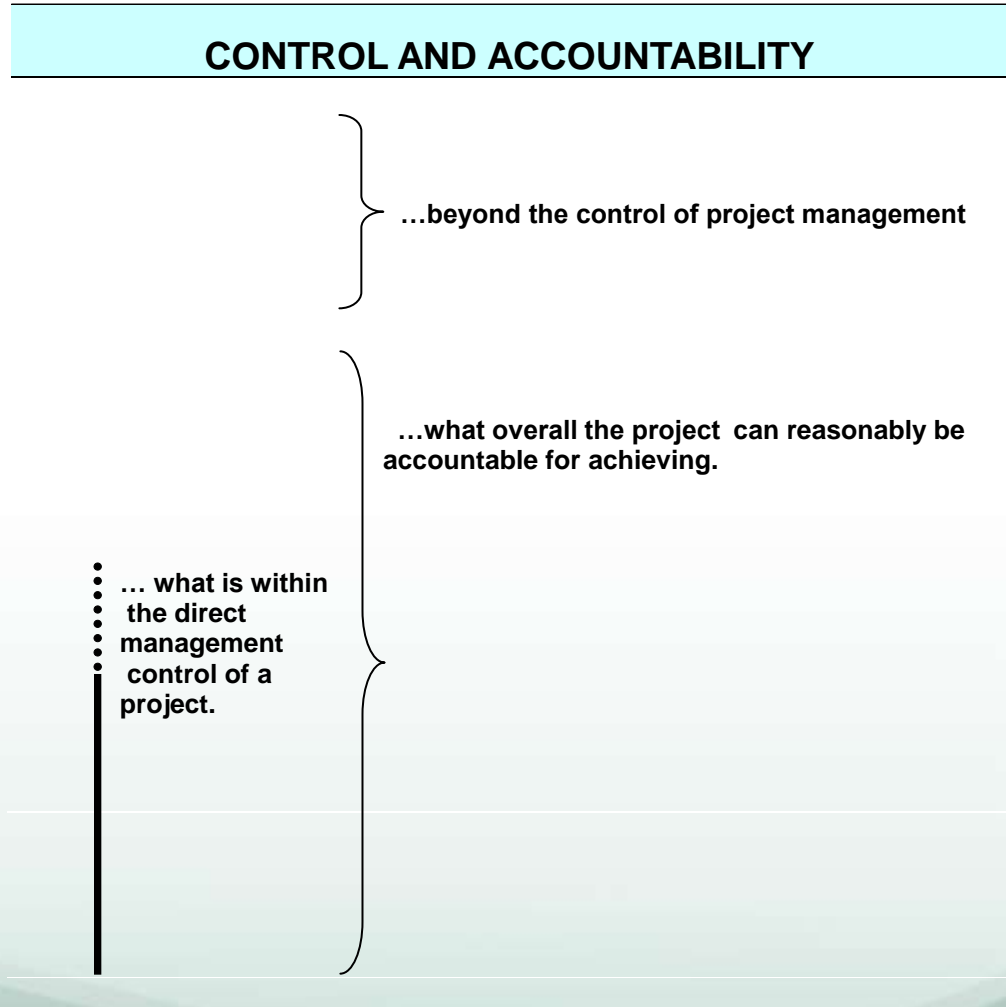
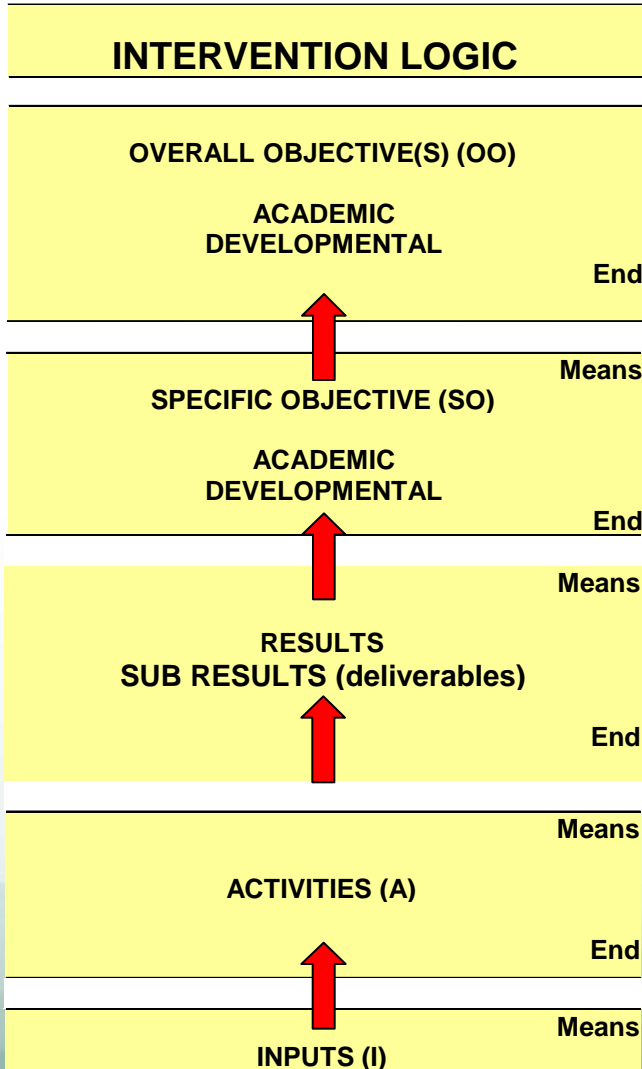
Results that the projects needs to deliver (sufficient and necessary) to ensure the accomplishment of the SO

HOW
TO PRODUCE

The activities that have to be undertaken by the project in order to produce results.

WHAT TO DO
TO DO

Means necessary to undertake the activity
WHAT NEEDED
TO PROVIDE



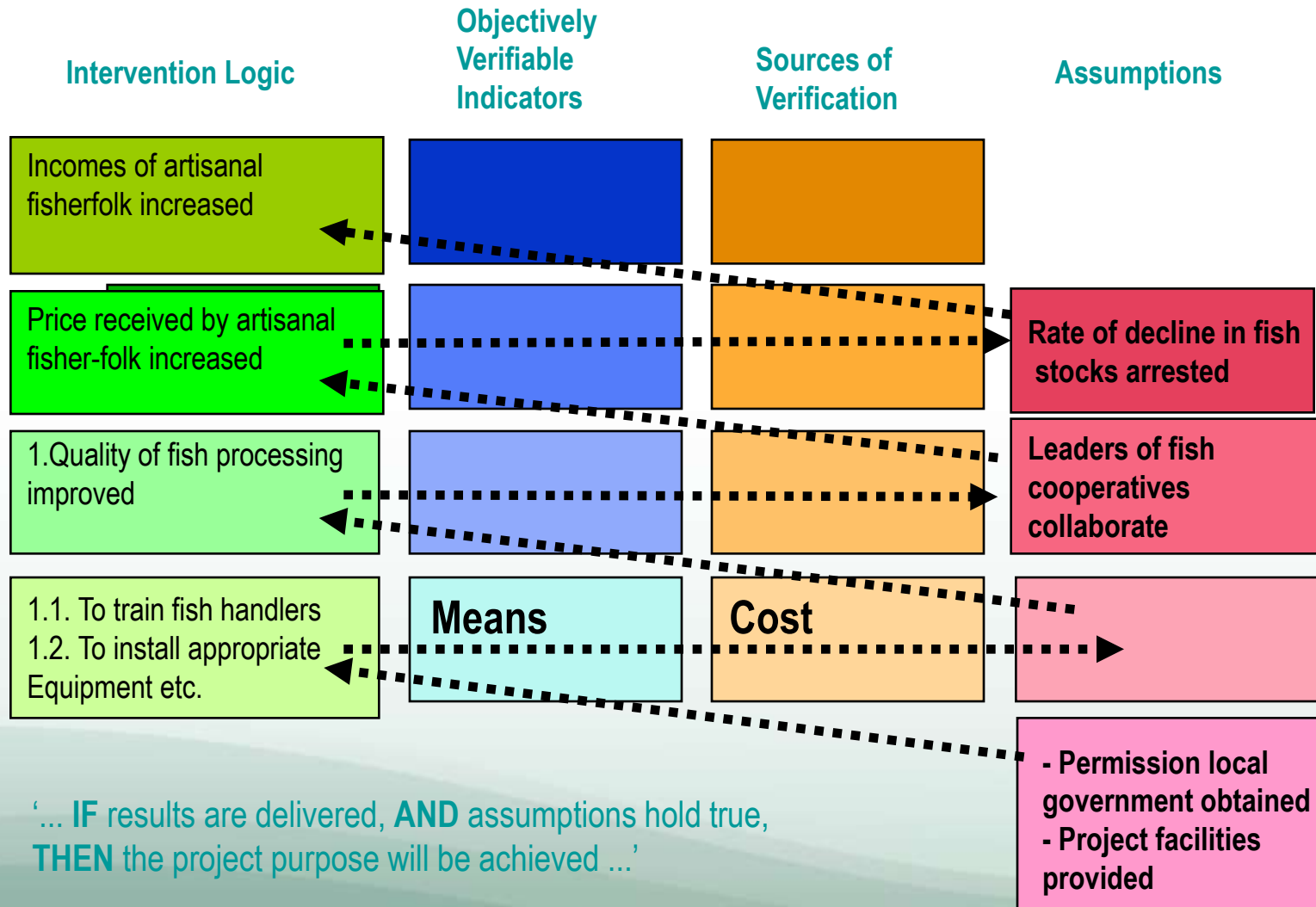
Grouping of IR: EXAMPLE

II. Specific Objectives (SO)	
Specific Academic objective	
The knowledge base and scientific capacity of Kenyatta University to maximize benefits from ISFM (Integrated Soil Fertility Management) have been enhanced.	
Specific Developmental objective	
The incomes of smallholder farmers in Central Kenya have been raised through improved water conservation and better marketing strategies.	
III. Intermediate Results (IR)	
(1) Research related Irs (if applicable)	
IR 1	Options for water conservation and improved water use are available.
IR 2	Efficiency of markets ascertained, constraints identified, and best marketing strategies selected.
IR 3	Mechanisms underlying positive water/nutrient interactions are elucidated.
(2) Capacity building related Irs	
IR 4	Degree and non-degree related training targeting constraints to ISFM adoption is provided.
(3) Extension related Irs	
IR 5	Existing farmer groups are strengthened and empowered in collective marketing.
IR 6	Options for improving water use efficiency (WUE) and water conservation are evaluated & adapted.

Grouping Intermediate Results (IR)

- In the case of an integrated project, Intermediate Results (IR) may be grouped, e.g.:
 - IR related to RESEARCH
 - IR related to EXTENSION
 - IR related to CAPACITY BUILDING

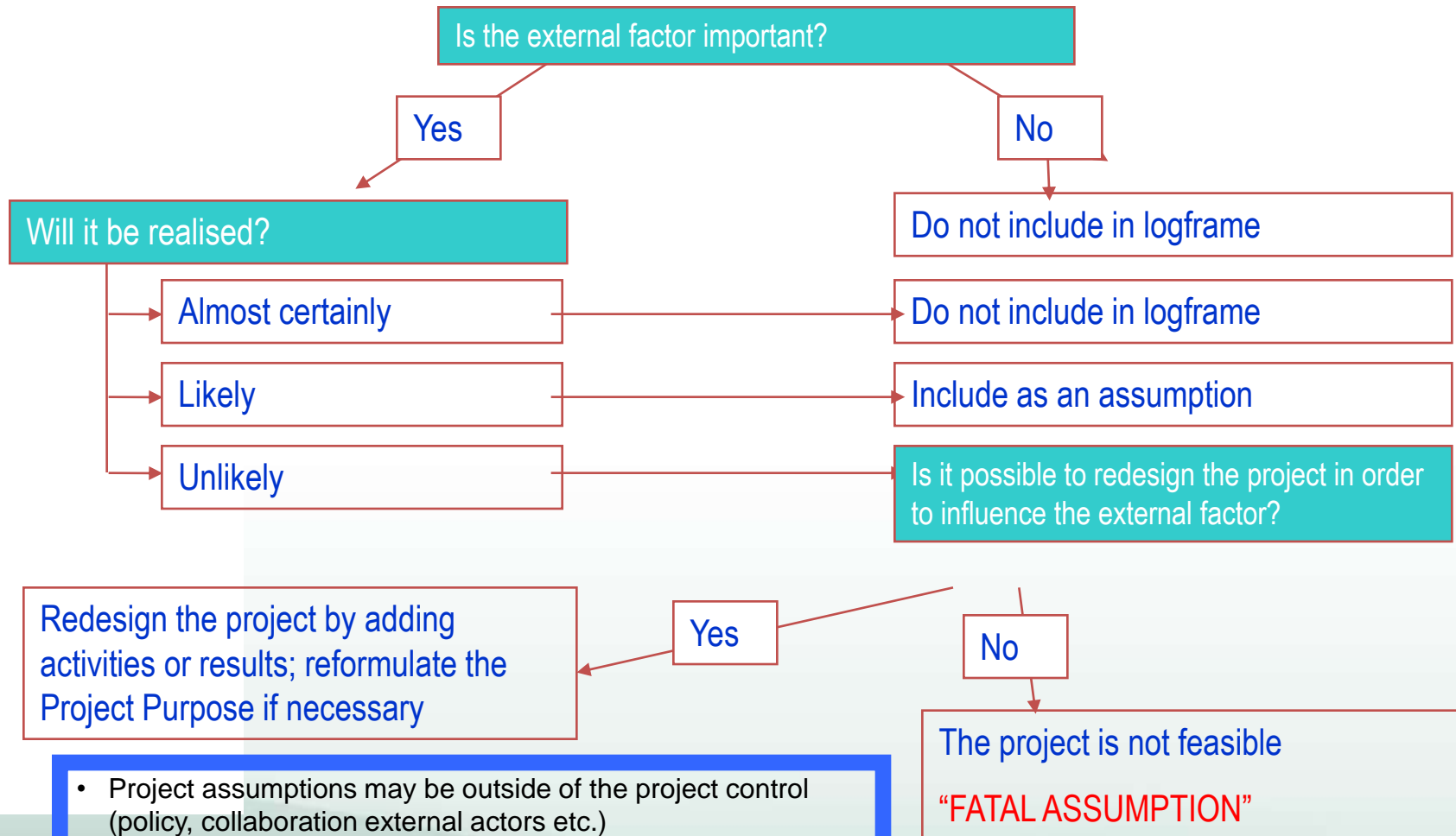
External factors in the logical framework



Defining the external factors (assumptions en pre-conditions)

- **Assumptions**: external factors falling outside the direct control of the intervention, but that are vital to the success of the project
- **Pre-conditions**: external factors that must be met before the project starts
 - **External factors from the objective tree**: objectives that are not included in the logical framework, but are important for the realization of the set objectives
 - **Other external factors**

Assessment of Assumptions (hierarchy of assumptions!)



- Project assumptions may be outside of the project control (policy, collaboration external actors etc.)
- Other assumptions may have university policy implications (staffing policies, incentives, space for resources generation etc.) – Should be taken up prior or during implementation

Defining the indicators

- The indicators represent an **operational description** of the specific objectives and the intermediate results (normally NOT for overall objectives and activities!)
- The indicators facilitate an **objective project management**
- Thanks to the indicators, the intervention logic will be **operational and measurable** (monitoring and evaluation)
 - Often, it is necessary to establish several indicators for one objective. Together, these will provide reliable information on the **achievement of the objectives**.

Indicators

- An indicator consists of:
 1. A variable (**what?**)
 2. A target group (**who?**)
 3. An initial value and a target value (**how much?**)
 4. The time needed for change (**when?**)
 5. A location (**where?**)

Indicators: an example

- **Objective:** Pollution load of wastewater discharged into the Blue river is reduced

- **Select the indicator:** Concentration of heavy metal compounds (Pb, Cd, Hg)...

- **Define the targets:**
 - **Define the quantity (how much?):** Concentration of heavy metal compounds (Pb, Cd, Hg) is reduced by 75% compared to year x levels ... (particular attention should be paid to the availability of baseline information)
 - **Define the quality (what?):** ... to meet the limits for irrigation water ...
 - **Define the target group (who?):** ... , used by the farmers of Blue village, ...
 - **Define the place (where?):** ... in the Blue river section of the District ...
 - **Determine the time (when?):** ... 2 years after the project has started

SMART Indicators

- **SPECIFIC**
- **MEASURABLE**
- **AGREED UPON**
- **REALISTIC & SENSITIVE**
- **TIME BOUND & COST EFFECTIVE**

Some criteria for good indicators

<ul style="list-style-type: none"> ○ Valid 	<ul style="list-style-type: none"> ○ Does the indicator directly represent the objective it is intended to measure?
<ul style="list-style-type: none"> ○ Objective 	<ul style="list-style-type: none"> ○ Is the definition precise and unambiguous about what is to be measured?
<ul style="list-style-type: none"> ○ Reliable 	<ul style="list-style-type: none"> ○ Are the data consistent or comparable over time?
<ul style="list-style-type: none"> ○ Accessible 	<ul style="list-style-type: none"> ○ Can data be collected easily, on a timely basis at reasonable costs?
<ul style="list-style-type: none"> ○ Useful 	<ul style="list-style-type: none"> ○ Will the data have utility for decision-making and learning?
<ul style="list-style-type: none"> ○ Owned 	<ul style="list-style-type: none"> ○ Do partners and stakeholders agree that this indicator makes sense to use?

<i>Key result areas</i>	<i>Indicators (quantitative and full descriptive data)</i>
KRA 1: Research	<ul style="list-style-type: none"> • Articles in international peer reviewed journals • Articles in national peer reviewed journals • Conference proceedings (full paper) • Conference abstracts • Chapters in books (based on peer review) • Books with international distribution (author or editor) • Working/technical papers/popularising literature/articles in national journals, electronic journals etc • Conference contributions (posters, lectures) • Patents • Other
KRA 2: Teaching	<ul style="list-style-type: none"> ▪ Number of courses/training programmes developed ▪ New of substantially updated curriculum ▪ Textbooks development ▪ Learning packages developed (distance learning, CD-rom etc) ▪ Laboratory manuals ▪ Accreditation (labs, programmes etc) ▪ Excursion guides ▪ Other
KRA 3: Extension and outreach	<ul style="list-style-type: none"> ▪ Leaflets, flyers or posters for extension ▪ Manuals or technical guides ▪ Workshop or training modules package ▪ Audio visual extension materials ▪ Consultancy / contract research ▪ Policy advice/papers ▪ Other
KRA 4: Management	<ul style="list-style-type: none"> ▪ New institutional procedures / policies ▪ Lab or departmental management inputs ▪ Systems development (e-management, software etc) ▪ Research protocols ▪ Other
KRA 5: Human resources development	<ul style="list-style-type: none"> ▪ Msc. ▪ Phd. ▪ Pre-doc ▪ Training in Belgium ▪ Other
KRA 6: Infrastructure Management	<ul style="list-style-type: none"> ▪ ICT equipment ▪ Laboratory equipment ▪ Physical infrastructure (incl. land) ▪ Library equipment (incl. books) ▪ Transport
KRA 7: Mobilisation of additional resources/opportunities	<ul style="list-style-type: none"> ▪ Flemish travel grants ▪ Flemish PhDs ▪ Other PhDs ▪ Spin off projects ▪ Other
KRA 8: Other	<ul style="list-style-type: none"> ▪ Inventory

Qualitative indicators

- PCM favours **measurable indicators**
- Effects and processes of change are not easily captured by such indicators:
 - Team work, consultation
 - Work ethics
 - Self confidence
 - ...
- use **soft indicators** (qualitative indicators): stories, cases, questionnaires, evaluation forms, rating scales, tests, ...

Soft indicators

<p>Key working skills</p>	<ul style="list-style-type: none"> ➤ Basic literacy ➤ Presentation skills ➤ Basic numerical skills ➤ Time keeping ➤ Better attendance
<p>Practical skills</p>	<ul style="list-style-type: none"> ➤ Ability to complete forms ➤ Planning ➤ Capability to make choices ➤ Prioritising
<p>Personal skills</p>	<ul style="list-style-type: none"> ➤ Communication skills ➤ Better team-working skills ➤ Capability to make choices
<p>Personal development</p>	<ul style="list-style-type: none"> ➤ Behaving in appropriate manner in the right contexts ➤ Confidence in going into new situation ➤ Greater capacity to learn ➤ Interest in the local community and environment
<p>Personal control</p>	<ul style="list-style-type: none"> ➤ Confidence about the future ➤ Sense of belonging ➤ Being positive / hopeful about the future ➤ Being in control of own emotions

Defining the sources of verification

- The sources of verification describe where and how to find the **information** with regard to the indicators
- Issues to be analysed:
 - Do there exist external sources of verification?
 - If so, are they specific enough, reliable and accessible?
 - If not, how can the information with regard to the indicators be obtained?

Defining the means and the costs

- The **resources** required for the implementation of the planned activities and for the management of the project:
 - human resources
 - physical resources
 - financial resources
- **Costs:** translation of the identified resources in monetary terms

Quality check of the logframe

- Is the **vertical logic** complete and accurate?
- Are the **indicators** and **sources of verification** accessible and reliable?
- Are the **assumptions** and **preconditions** realistic and complete?
- Is the logframe **sustainable**?
- Are the **activities** correctly formulated?

Are the indicators and sources of verification accessible and reliable?

If.....and the assumptionholds, will then the.... be achieved?



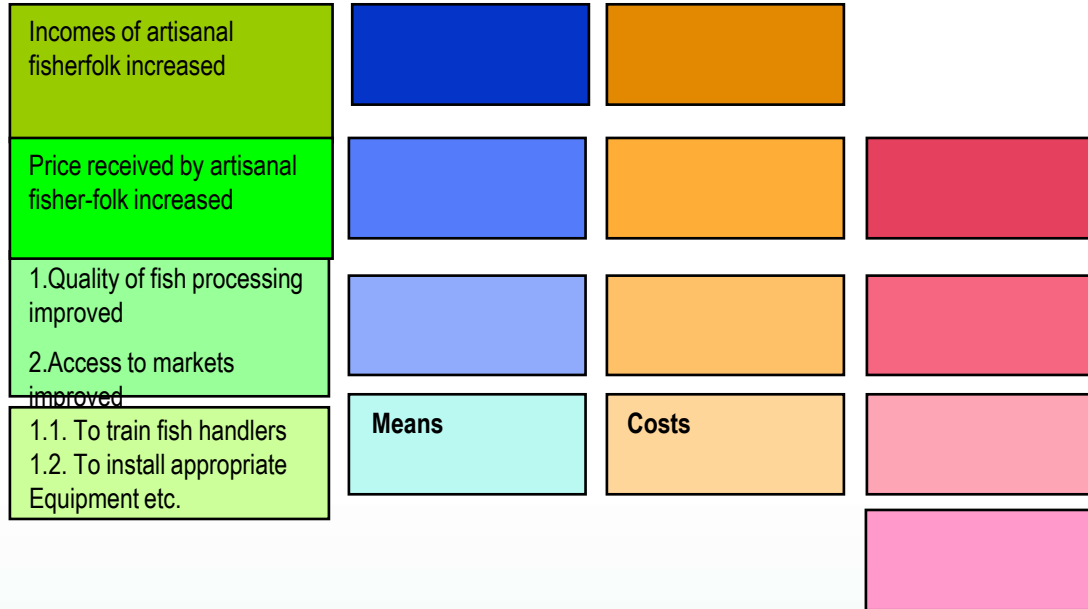
- Do the indicators meet the quality criteria (valid etc.)
- Are the indicators accompanied by clear targets (who, what, when etc.)?
- Are the indicators complete (do they measure the attainment of the specific objective in full) and referring to objectives/ results in a numbered manner?
- Are the OVI (objectively verifiable indicators) sufficiently ambitious (target level) or do they seem to have been formulated conservatively?
- A good OVI should be SMART: Specific – Measurable - Available at acceptable cost - Relevant with regard to objectives - Time bound
- Are the SOV (Sources of Verification) reliable and accessible?

A last check...

0. GENERAL			
Full title: Environmental Health and Ecology			
Summary:			
I. Overall Objectives (OO)	Key Indicators (OVI) and targets	Source of Verification (SOV)	Assumptions
Objectives for indirect beneficiaries (society)			
OO0	Improved ecosystem and environmental health in Jorima town and surroundings, and Gigele Gibe area (overall development)	RI, 0 Established improved local infrastructures for the possible improvement of environmental health and better ecosystem functioning	SOV, 0
II. Specific Objectives (SO)	Key Indicators (OVI) and targets	Source of Verification (SOV)	Assumptions
Objectives for direct beneficiaries (stakeholders)			
SO0	To study and improve the aquatic and forest ecosystem, and investigate and develop environmental health measures and sanitation (specific development)	RI, 0 Established guidelines to improve ecosystem status, based on scientific evidence	SOV, 0 Project reports and publications Low staff turnover Political support Stakeholder participation
III. Intermediate Results (IR)	Key Indicators (OVI) and targets	Source of Verification (SOV)	Assumptions
Services to direct beneficiaries			
	river and	SOV, 0 Project reports and publications	Commitment and integration of the project team Timely release of budget Necessary laboratory and field equipments delivered in time

Activities to be done in order to produce the services

Operational Plan (Chronogramme)



OPERATIONAL REPORT FOR THE AP AS COMPARED TO THE OPERATIONAL PLAN INCLUDED IN THE AP

PROJECT TITLE:

INTERMEDIATE RESULTS/ ACTIVITIES	APR												Responsible South	Resp North	Executed budget	Report on Activity	
	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR					
1. Available inclusion of research, education and extension related IR																	
1.1. 0																	
1.2. 0																	
1.3. 0																	
1.4. 0																	
1.5. 0																	
IR 2 0																	
2.1. 0																	
2.2. 0																	
2.3. 0																	
2.4. 0																	
2.5. 0																	

Gantt chart

(a variation of operational plan)

'Simple Privacy' project plan	Months												
	1	2	3	4	5	6	7	8	9	10	11	12	
Present to partners	■												
Review data protection regimes		■	■	■	■	■							
Develop drafts of three key elements						■	■	■	■				
Test and refine three key elements								■	■	■	■		
Report to partners and write up											■	■	■



Thank you!