

Introduction on projet cycle and operational instruments

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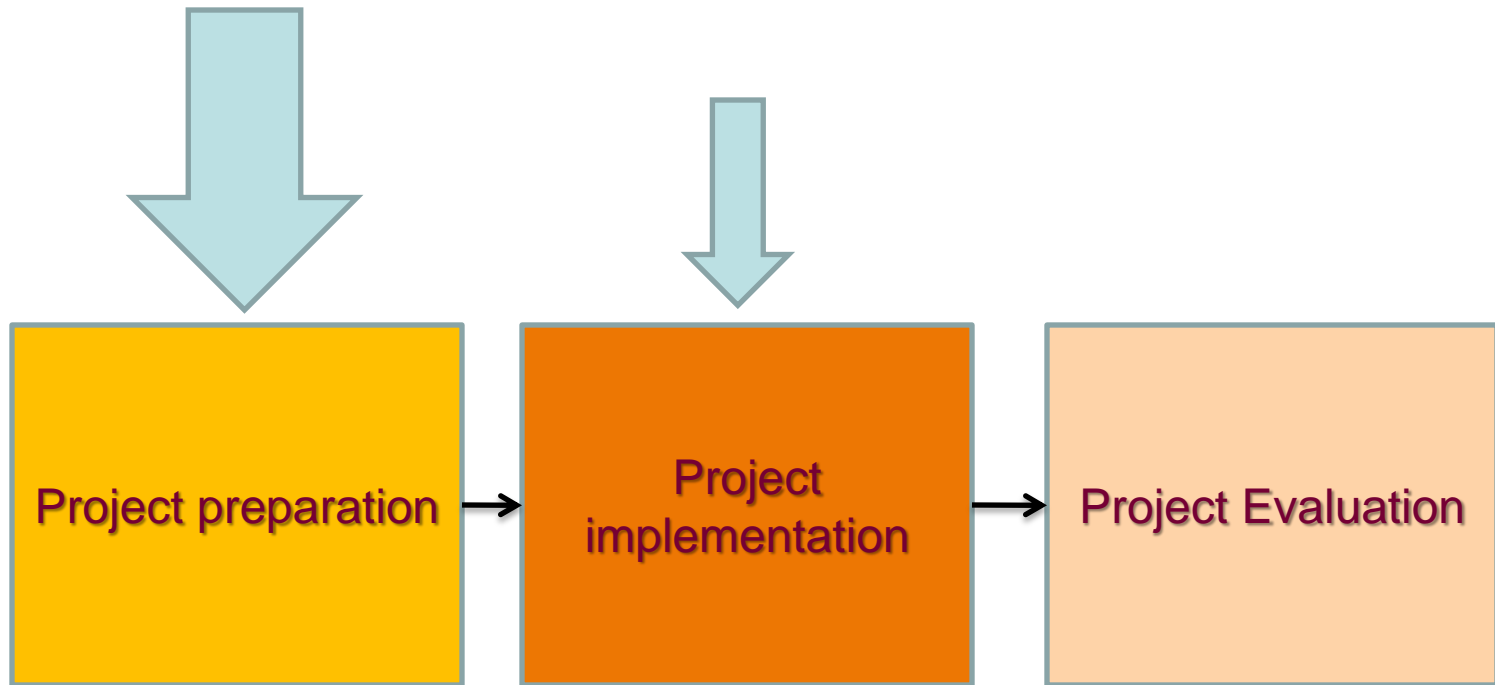


PART I

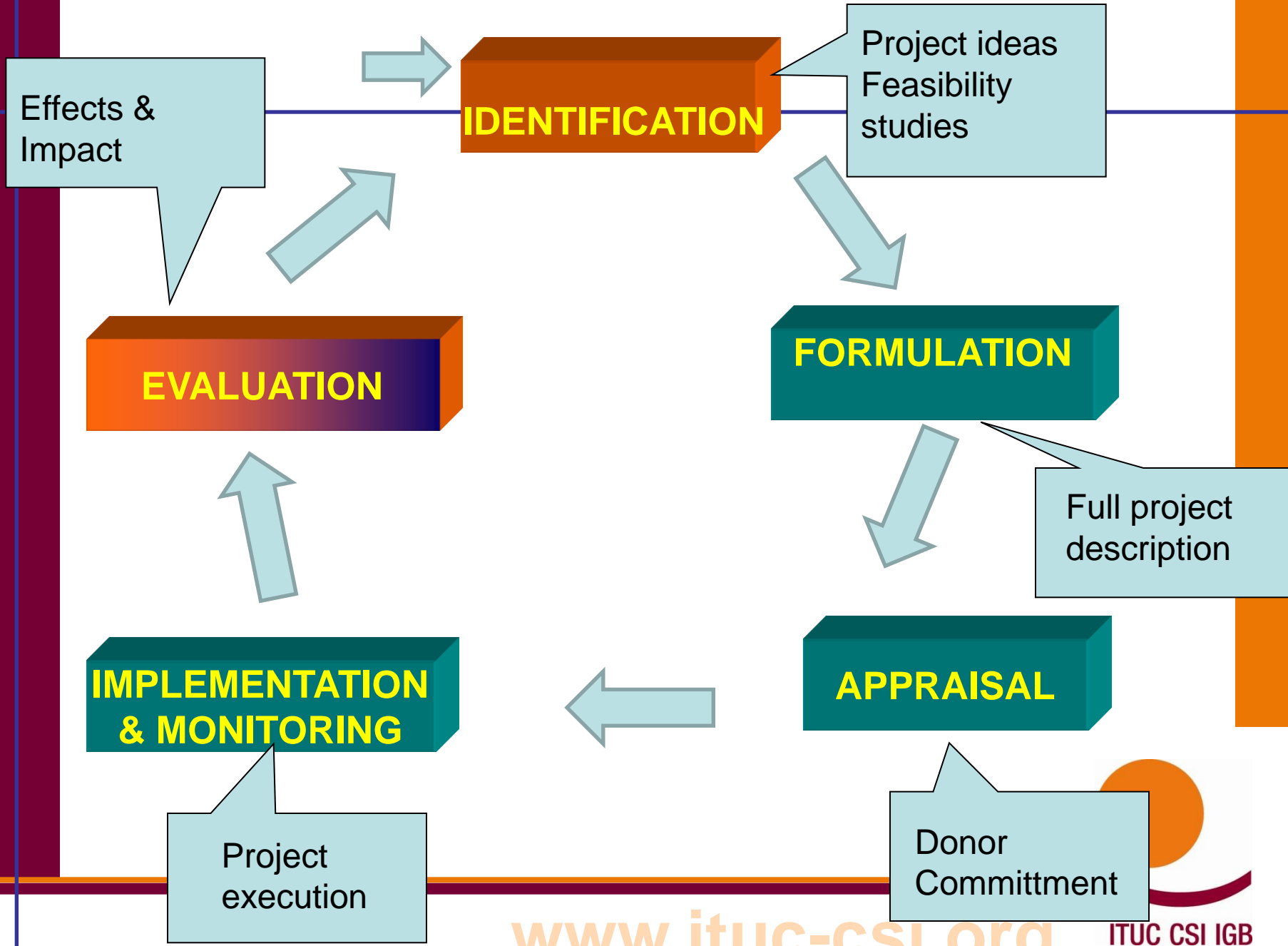
LOGICAL FRAMEWORK

Learning Logic

- ✓ Project 'thinking' methodology
- ✓ Using instruments for project making
- ✓ Elements for management and reporting



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Project-based thinking

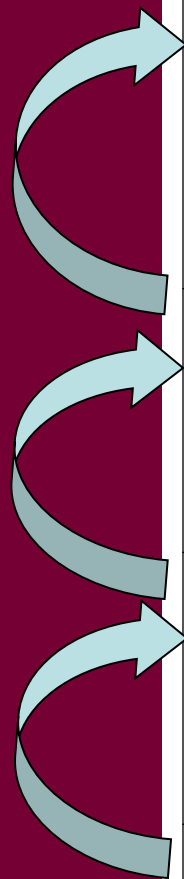
- Logical Framework (LF)
- Work Plan
- Budget
- Application Form: description of the Project proposal

Logical Framework

Before working on the Application Form, Work Plan and Budget, it is necessary to shape the structure of the project...this is mainly done through the Logical Framework (Log Frame), summarising the most crucial elements of the project

LOGICAL FRAMEWORK

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall objectives	<i>What are the overall broader objectives to which the action will contribute?</i>	<i>What are the key indicators related to the overall objectives?</i>	<i>What are the sources of information for these indicators?</i>	
Specific objective	<i>What specific objective is the action intended to achieve to contribute to the overall objectives?</i>	<i>Which indicators clearly show that the objective of the action has been achieved?</i>	<i>What are the sources of information that exist or can be collected? What are the methods required to get this information?</i>	<i>Which factors and conditions outside the Beneficiary's responsibility are necessary to achieve that objective? (external conditions) Which risks should be taken into consideration?</i>
Expected results	<i>The results are the outputs envisaged to achieve the specific objective. What are the expected results? (enumerate them)</i>	<i>What are the indicators to measure whether and to what extent the action achieves the expected results?</i>	<i>What are the sources of information for these indicators?</i>	<i>What external conditions must be met to obtain the expected results on schedule?</i>
Activities	<i>What are the key activities to be carried out and in what sequence in order to produce the expected results? (group the activities by result)</i>	Means: <i>What are the means required to implement these activities, e. g. personnel, equipment, training, studies, supplies, operational facilities, etc.</i>	<i>What are the sources of information about action progress?</i> Costs <i>What are the action costs? How are they classified? (breakdown in the Budget for the Action)</i>	<i>What pre-conditions are required before the action starts? What conditions outside the Beneficiary's direct control have to be met for the implementation of the planned activities?</i>



Logical Framework

- ▶ The Log Frame is a methodological instrument providing better programming, implementation and project evaluation
- ▶ It is a flexible tool which can / must be changed and adapted
- ▶ Used as communication tool (standardised)
- ▶ The Log Frame includes two steps: *analysis* and *programming*

Logical Framework

Analysis

Analysis Stakeholders –

Analysis Problems

The image of reality

Analysis Objectives –

The image of a future,
improved situation

Programming

Develop a strategy:

Selecting the most appropriate strategy
According to the objective

Activities –

Sequence and duration

Resources –

budget



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STAKEHOLDER ANALYSIS

- ❑ **Stakeholders - those influenced by and exert an influence on the project entity**
- ❑ **Mapping of stakeholders and their respective roles**
- ❑ **Which stakeholders should be involved in planning and/or implementing the project**
- ❑ **examples of stakeholders**
 - ◆ **Final Beneficiaries**
 - ◆ **target group**
 - ◆ **Donors**
 - ◆ **Decision makers**

IMPORTANT:

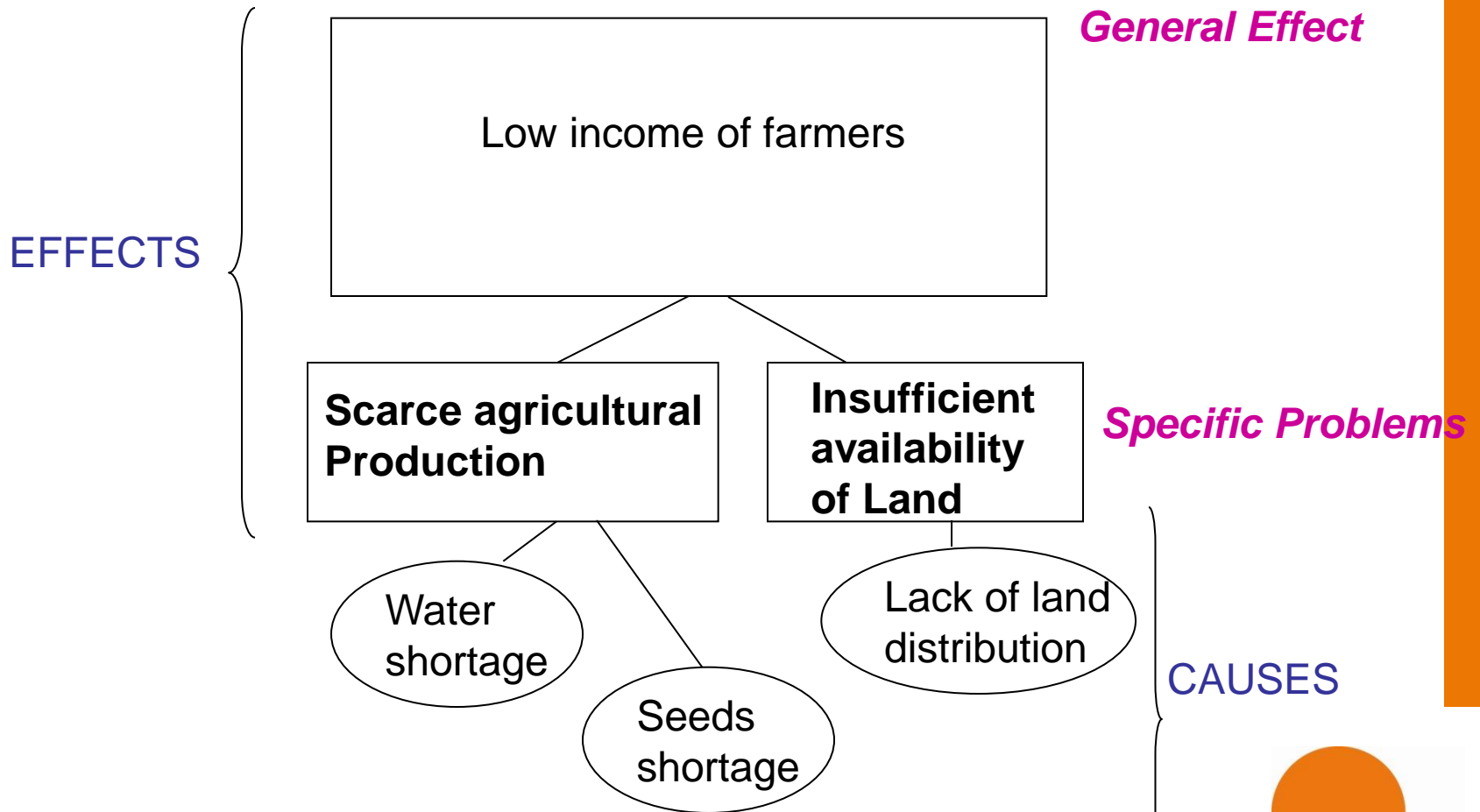
“Target groups” are the groups/entities who will be directly positively affected by the project at the Project Purpose level

“Final beneficiaries” are those who will benefit from the project in the long term at the level of the society or sector at large

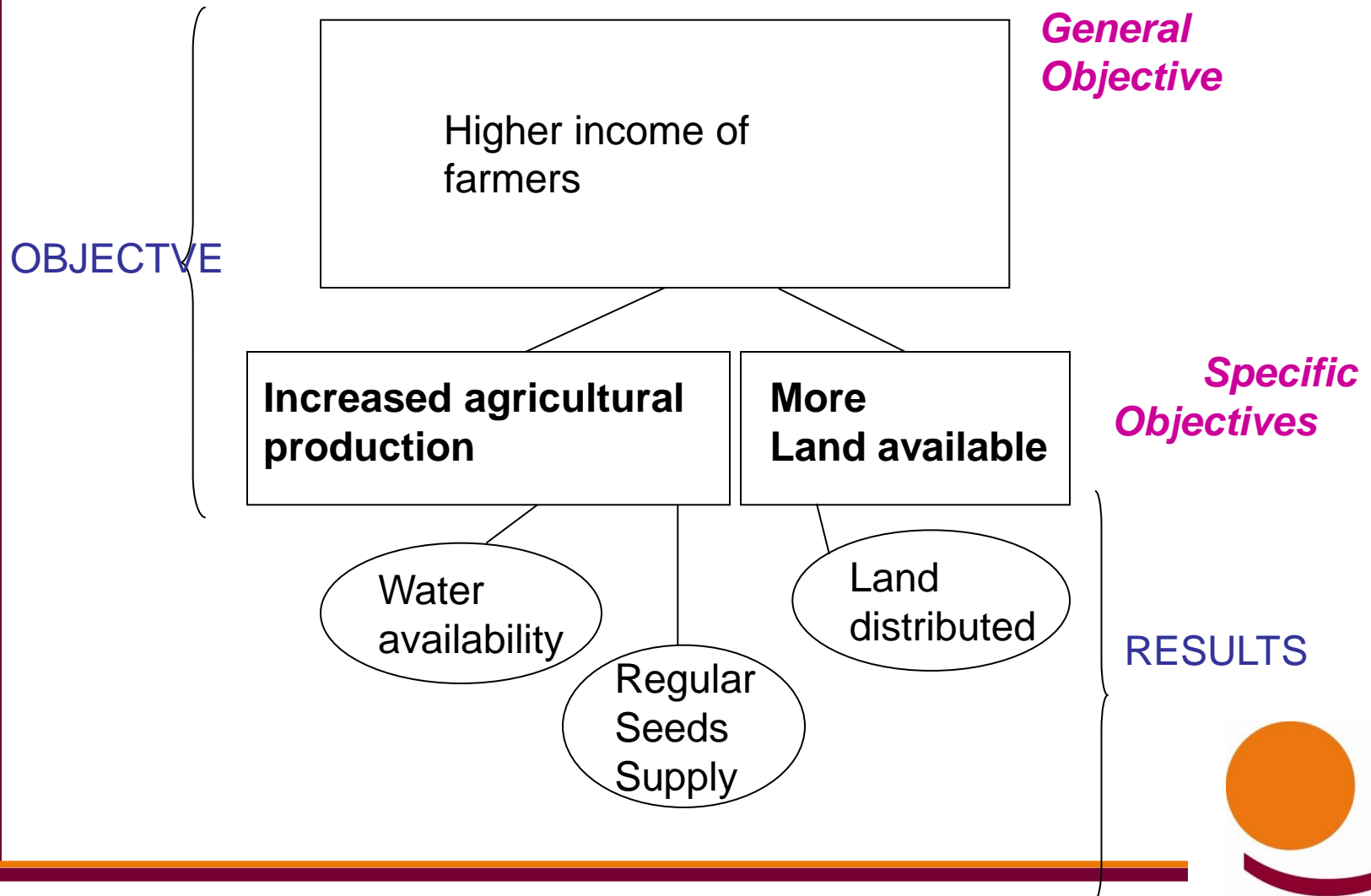
PROBLEM ANALYSIS

- ❑ Finding “the roots of the evil”: what is the problem to be solved?
- ❑ Who owns the problem?
- ❑ One focal problem, focus!
- ❑ Find the causes and effects to the focal problem
- ❑ Select the primary cause that you can tackle

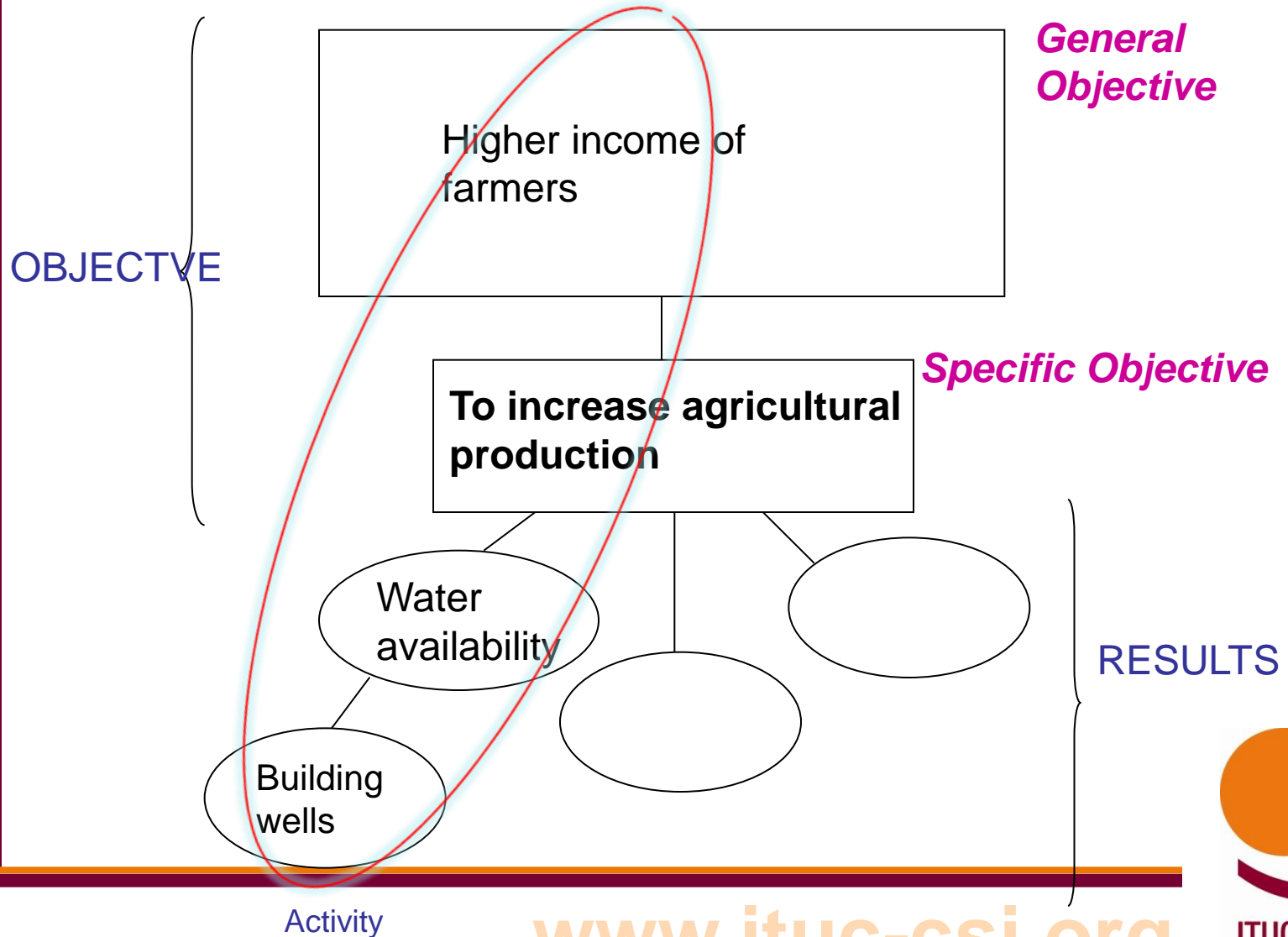
@ *Problem Analysis*: Cause/Effect relation



Objectives Analysis: transforming the specific problem into immediate objective

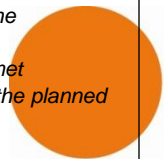
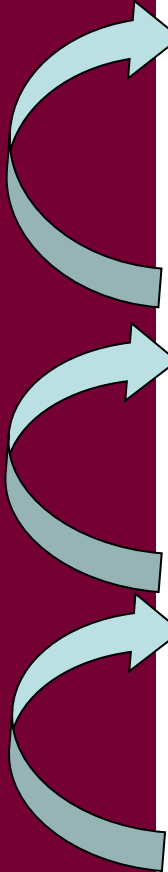


Objectives Analysis: transforming the specific problem into immediate objective



LOGICAL FRAMEWORK

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OBJECTIVES ANALYSIS

- ❑ **1- Project objective or Project Purpose;** refers to the effects which the project is expected to create for the beneficiaries. It states what will be achieved by the end of the project. Only 1 project objective suggested.

Time frame: 0 – 3 years.

Example: *Improve the bargaining position of the transport union in country X, by building a strong internal organisation*

- ❑ **2- Overall/General Objectives -Development Objectives;** Long term perspective, ie social welfare, economic growth, health system...to which **the project will contribute** at the society level. The GO cannot be reached by one single project, other interventions will also lead to its realisation. Many GO possible.

Time frame: several years

Example: *Contribute to the establishment of better wages, improvement of social security, safe working conditions and employment benefit*

RESULTS ANALYSIS

❑ 3- Outputs/Results;

they describe the products/services that the project is expected to achieve after the activities are finished. The combination of the results should be sufficient to achieve the project objective

Example:

Result 1: *A new generation of capable and innovative leaders, which includes women, is filling a considerable number of the leadership positions in the supported transport union (Leadership formation);*

Result 2: *Key members of the trade union staff have all received professional training in organisational skills and are implementing the new approved organisational structure (Organisational capacity)*



Improve the bargaining position of the transport union in country X, by building a strong internal organisation

..... ACTIVITIES

□ 4- Activities;

Work, actions, investigations, tasks to be carried out by the project staff in order to achieve the results. The activities need to be target oriented, and linked to each expected results

Example:

(Res 1): *Leadership formation*

Activity 1: Training of current union leaders in effective leadership skills

Activity 2: Formation of staff and would- leaders in leadership skills

(Res 2): *Organisational Capacity*

Activity 3: Improvement and change of organisational structures

Activity 4: Training of union staff in organisational skills and knowledge

EXAMPLE

'What the project will do'

'...how you measure the project'

Intervention Logic

OV Indicators

SOV

Assumptions

General Objective

To which the project is contributing in the long term

Measuring Achievement of Objectives
Results in quantitative
Qualitative and time criteria

Where and how to find information on achievement of Objectives
Results and Activities

External Factors Influencing Positively or Negatively the Project

Specific Objective

Concrete contribution of the project to the beneficiaries

Results

Services/products of activities

Activities

Actions implemented

WORKSHOP 1: cause-effect relation

Problems and objective analysis

The population in the Kudoweiba village is suffering from very harsh conditions, having been hit by draught. Children between 0 and 4 years are the most affected part of the population. According to assessment studies, insufficient feeding favours the spreading of diseases that provoke a high rate of infant mortality, in a situation characterised by limited access to health and sanitary support. Indeed, the rice production, which was the main feeding resource for the whole village, is now compromised by the lack of water. On the other hand, the scarce health structures available in the region are too distant from Kudoweiba village, and it is very difficult to access them.

EXAMPLE

'What the project will do'

'...how you measure the project'

Intervention Logic

OV Indicators

SOV

Assumptions

General Objective
To which the project is contributing in the long term

Measuring Achievement of Objectives
Results in quantitative
Qualitative and time criteria

Where and how to find information to verify the achievement of Objectives
Results and Activities

External Factors Influencing Positively or Negatively the Project

Specific Objective
Concrete contribution of the project to the beneficiaries

Results
Services/products of activities

Activities
Actions implemented

....INDICATORS

- ❑ Indicators are a measurement instrument (before and after) at the level of activities, results and objective
- ❑ They describe the objective, results and activities in operational and measurable terms, and they enable:
 - Evaluation of the sustainability of the project
 - Monitoring on-going
- ❑ Indicators should answer the questions:

How/What? (quality)

How much? (quantity)

Who? (target group)

When? (time frame)

Where? (place)

Specific
Measurable
Available
Relevant
Time-bound

...INDICATORS Objective (exemple)

Specific Objective: *Improve the bargaining position of the transport union in country X, by building a strong internal organisation*

- *In year X N.... of negotiation have been opened with the government*
- *% of successfull negotiations*
- *joint planning and committment on specific discussion tables with government*

....INDICATORS Results (examples)

Result 1: *A new generation of capable and innovative leaders, which includes women, is filling a considerable number of the leadership positions in the supported transport union (Leadership formation);*

Quantitative indicators:

- In year X 30% of the new capable and innovative leaders are women
- In year X the new leaders are filling 75% of the leadership positions in the union
- The leaders have completed 80% of the trainings needed

Qualitative Indicators:

- Specific guidelines for leadership are included in the trade union organisation's formal policy and indicate selection procedures
- Selection procedures for leadership actively promote the selection of women
- Every month leaders in a key position report on negotiation meetings

.... INDICATORS Activities : MEANS

- Experts and personnel
- Travel
- Equipment/services
- Premises

.....all the items necessary to implement the activities

....SOURCES OF VERIFICATION

- ❑ They are documents , reports and other sources that provide information/proof on the contents of the indicators
- ❑ SOV need to be:
 - Specific enough
 - Reliable
 - Available, can easily be obtained
- ❑ If we cannot describe the SOV for each indicators than those indicators need to be replaced

Examples: *Evaluation reports of leadership training courses; TU leadership protocols concerning members of leadership positions; reports on meetings with governments...*

PRE CONDITION and ASSUMPTIONS

- ❑ The Precondition defines what is needed before the action starts
- ❑ Assumptions describe situations and conditions, which are necessary for project success, but which are beyond the control of the project management
- ❑ Assumptions answer the question: Which are the external factors that are not influenced by the intervention but affect the realisation of the intervention significantly?
- ❑ Usually described as positive consequences/stakeholders attitude (laws, political commitments, behaviours)
- ❑ Assumptions on each level of intervention logic: general objective, specific objective, results or activities.
- ❑ If external factors are too negative, they should not be included assumptions in the log frame (killer assumptions)

... ASSUMPTIONS (example)

At specific objective level:

More open attitude of the government towards the unions

At result level:

- *Current leaders within the organisation have a positive approach towards women assuming leadership position*
- *Unions maintaining willingness, motivation and joint position in negotiations with government*
- *Etc...*

	Intervention Logic	OVI	SOV	Assumptions
General Objective				
Specific Objective				
Results				
Activities				

Project making capacity

Technical capacity

Knowledge of the Field situation

Background

Moldova is one of the most relevant countries of origin of migrant workers to Europe. Migrant workers are eventually target of violations of fundamental labour/rights, as well as, victims of trafficking and exploitation.

The present proposal aims at developing an innovative protection system of potential migrant workers between the country of origin and destination.

Through the transnational trade union partnership, the project will set up 'info points' in Moldova at territorial level (run by trade unionists), to provide assistance and protection to migrants, raising awareness on their rights.

This will eventually contribute to improving legal and sustainable labour migration systems

...Log Frame (1)

► Specific Objective

To improve assistance and protection to migrant workers

Log Frame (2)

▶ General Objective:

Contribute to legal and sustainable labour migration systems

...Log Frame (3)

- ▶ Expected results

*Local Trade Unionists **trained***

...Log Frame (4)

▶ Activities

Training local trade unionists (3 trainings –
2days X 10 people)

...Log Frame (5)

▶ *Indicators*

- *Increased rights protection/wages and conditions of workers*

▶ *General Objective*

- *Contribute to legal and sustainable labour migration systems*

...Log Frame (6)

▶ Indicators

- *n...of applications/cases carried out every day*

▶ Specific Objective

- *To improve assistance and protection of migrant workers*

...Log Frame (7)

▶ *Indicators*

- *Improved capacity*

▶ *Results*

- *10 local trade unionists trained*

...Log Frame (8)

▶ *Indicators (Means)*

- *Human resources & services*

▶ *Activities*

- *3 trainings – 2days X 10 persons*

...Log Frame (9)

► Sources of Verification

- *Interviews of migrated workers*
- *Registration data of applications/cases carried out*
- *Registered attendances And Training final test*
- *Costs*
- *Indicators G.O.
(Increased rights protection/wages and conditions of workers)*
- *Indicators S.O.
(n...of applications/cases carried out every day)*
- *Indicators Results
(Improved capacity)*
- *Indicators Means
(HR & services)*

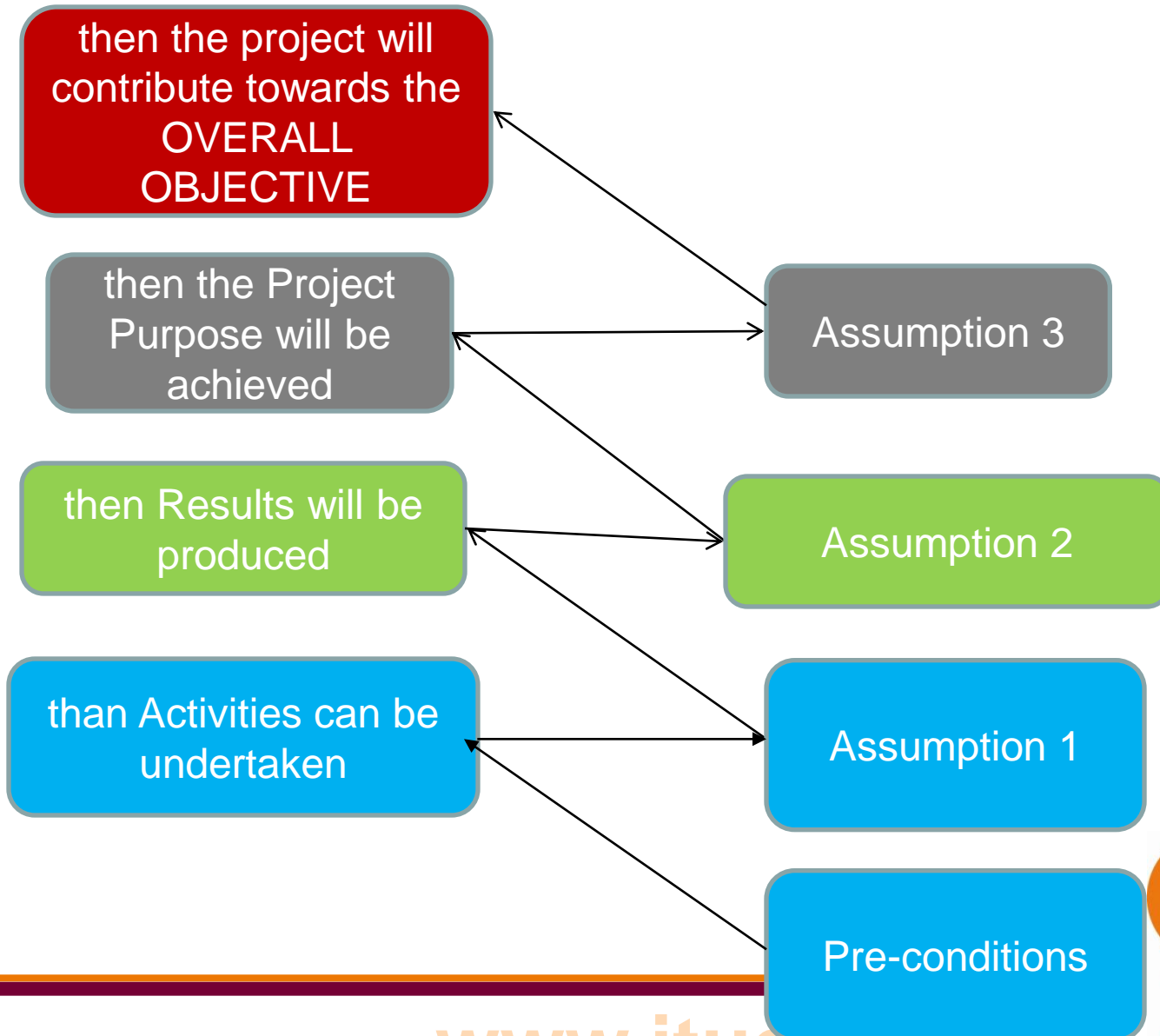
...Log Frame (10)

▶ Assumptions

- *Positive attitude of governmental authorities for responsible migration*
 - *Active motivation and participation of the unionists (+)*
 - *Political will and collaboration of trade union centres (+)*
- ▶ **G.O.**
(legal and sustainable labour migration)
 - ▶ **S.O.**
(to improve assistance and protection)
 - ▶ **Results**
(unionists trained)
 - ▶ **Activities**
(training)

	Intervention Logic	Indicators	SOV	Assumptions
GENERAL OBJECTIVE	<i>Contribute to the development of legal and sustainable labour migration systems</i>	<i>Increased rights protection/wages and conditions of workers</i>	<i>Interviews of migrated workers</i>	
SPECIFIC OBJECTIVE	<i>To improve assistance and protection to migrant workers</i>	<i>-n...of applications/cases carried out every day</i>	<i>Registration data of applications/cases carried out</i>	<i>Positive attitude of governmental authorities for responsible migration</i>
RESULTS	<i>Local trade unionists trained</i>	<i>Improved capacity</i>	<i>Registered attendances and Training final test</i>	<i>Active motivation and participation of the unionists (+)</i>
ACTIVITIES	<i>Training to unionists 3 trainings – 2days X 10 persons</i>	MEANS: <i>-Human resources -Services</i>	Costs:	<i>Political will and collaboration of trade union centres (+)</i> Pre-conditions: <i>If there is funding available</i>

How to Relate Assumptions



WORKSHOP 2:

How to measure the project,
complete the log frame

Spot further activities and insert
them in the log frame, describe
the results of the new activities,
and define relative indicators and
SOV (at results and activity level)

...assumptions...if necessary!

The Log frame is not more than a tool that can contribute to improved planning: the success depends on many other factors!

