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The topic of presentation is

- Lecture 4: Logical framework (SMART Indicators) for FLR intervention

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Logical Framework Approach: for FLR Intervention

01 September 2021

AFoCO-ITTO Capacity Building Workshop on FLR in the Asia-Pacific Region

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- ▶ A precise definition of a problem is important in designing and implementing a project

- ▶ Conduct Situation Analysis/Baselining:
 - Consultation
 - Whom or What does the problem concern?
 - What is the scope of the problem? How big is the problem and how can it be solved?
 - How do we know what the problem is?

The Problem Identification



A project is a **self-contained operation** with a **coherent set of activities** aimed on **achieving clearly defined objectives**, **solving problems of identified target groups**, with **planned tangible results** and **limited timeframe**

- ▶ Utilizing experience and knowledge of the situation
- ▶ Start with Problems that are within your organization's program, mandates/policies
- ▶ Current most important for your organization, sector, country.
- ▶ Problem that can be addressed by the Project (duration, funding and institutional capabilities, mandates and policies)



The diagram illustrates a hierarchical model of problem-solving. At the base, multiple **Causes** (indicated by upward arrows) feed into three intermediate problem boxes: **Problem A**, **Problem B**, and an unlabeled box. These three problems converge into a central **Focal Problem**. Above the focal problem, **Problem C** and another unlabeled box are shown, which together lead to the final, unlabeled outcome at the top. The top of the diagram is labeled **Effects**, with upward arrows indicating the direction of influence from causes to effects.

Cause and Effect in the Problem Tree



- ▶ Once you define all problems associated with the focal problem, you should carefully analyse each of them and determine the cause-effect relationship between them. You should then present them in a way where the problem-cause is shown a level below its problem-effect. Problems not being in direct cause-effect relation are shown on the same level.
- ▶ For example, Focal Problem: “unemployment among young inhabitants of the region”
 - Problem A “gap between professional qualifications and current labour market needs”,
 - Problem B “lack of job seeking skills” and
 - Problem C “escalation of social conflicts”
- ▶ Please note the focal problem must not contain its solution
- ▶ Problem Tree is not a hierarchical structure (their position at the Problem Tree does not show their importance)
- ▶ Remember to involve the project stakeholders in the Project Tree preparation. As it should be a group process, try to involve as many experts/stakeholders as you can.

- ▶ Problem A and B are causes for the Focal Problem, hence they should be positioned below it. They are not interconnected, so they should be positioned at the same level.
- ▶ Problem C is an effect of the Focal Problem (and, indirectly, of Problem A and B), so it should be positioned above it.

Checking the Focal Problem



- ▶ If Core Problem is the highest level, you need to check whether your problem could be fully solved. If not, if you are only somehow partially contributing to the solution of the problem, you should redefine it.
- ▶ If your problem tree was defined correctly you should only go one step down on your problem tree and put the main problem on the level of Overall objective - the problems you can solve during the project realization will become your **Specific project objectives**.
- ▶ When your Problem Tree is finalised, you can check your stakeholders list once again, and clarify whether any new stakeholder was noticed. All new stakeholders identified should be included into your stakeholders' list.
- ▶ Remember that the problem tree is an open logical structure linked to the stakeholder analysis matrix. **Both problem tree and stakeholder analysis matrix allow further development, transformations and adjustments.** They have to be checked and revised at every further phase of the project development process. It can be used as basis for development of several projects.

Checking Your Problem Tree



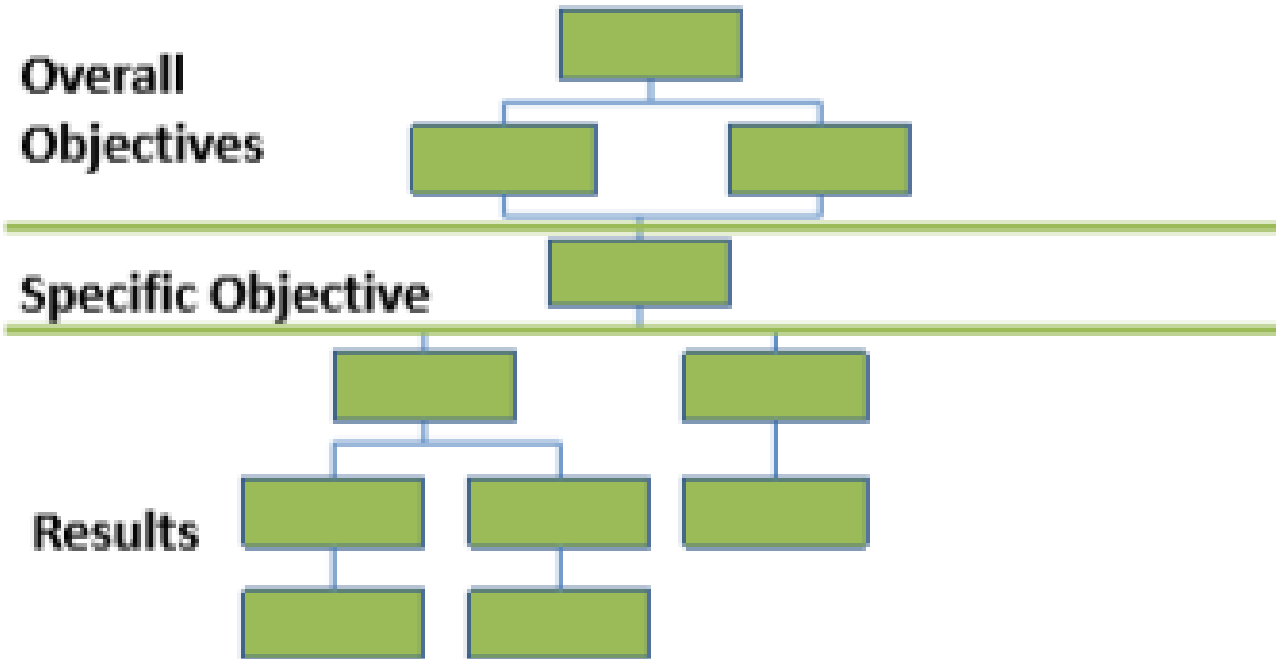
- ▶ Each card or box in the problem tree shall include only one problem, not more than this;
 - ▶ The problems must be real, not hypothetical;
 - ▶ Avoid, as much as possible, defining the problem in the form of negation of the solution (example: lack of fire fighting equipment and training);
 - ▶ Make sure of the sequence of causes and effects, i.e. problems-effects stems from problems-causes;
 - ▶ Get back to the experts, co-applicants and/or affiliated entities and key stakeholders to obtain the information that will help you complete the tree;
-
- ▶ Problem analysis is very important as it justifies the entire project plan, including the objectives and results; therefore, the outcome shall be clear and accurate.

The Objective Tree



- ▶ Problems to Means and Ends relationship and then choosing one or a few specific objective(s).
- ▶ To create an Objective Tree
 - Establish your 'positive' statement based on your Problem Tree, using the levels you had created for the Problem Tree
 - This way an 'Objective Tree' will be created in the basis of 'Problem Tree'
 - The focal problem level will turn into the specific objective
 - Problems above it - into overall objectives
 - Problems below it - into results.

Objective Tree



Developing Your Strategy /Activities (how/what)

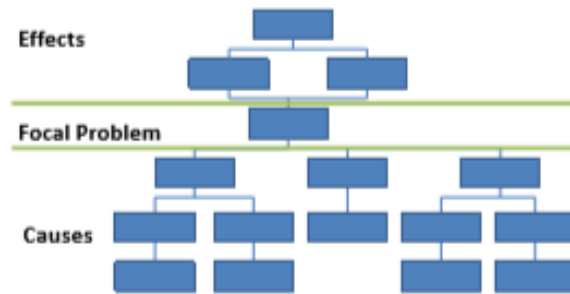


- ▶ A complete Objective Tree consists of a number of 'branches', that means separate, consistent units, each representing an alternative strategy (group of objectives connected by a cause-effect relationship). Each 'branch' **may be a basis for a separate project**. Each represents an **alternative strategy**.
- ▶ Once the Objective Tree has been created and verified, you can begin to define your project strategy.
- ▶ **Project Strategy (defining project activities—costs involved)**
- ▶ Project strategy is a direction in a project that contributes to success and survival of the **project in its environment**
- ▶ In order to ensure the success of your project realisation, you must thoroughly analyse all separate alternative strategies (all separate 'branches' of the Objective Tree) and choose the strategy key to your project. This is one of the most difficult steps in the project development process, because the strategy determines your project **(and will be assessed as the main part of your Concept Note)**.
 - ▶ Decision should be made based on such criteria as policy priorities, budget, human resources, urgency, social acceptance, etc.

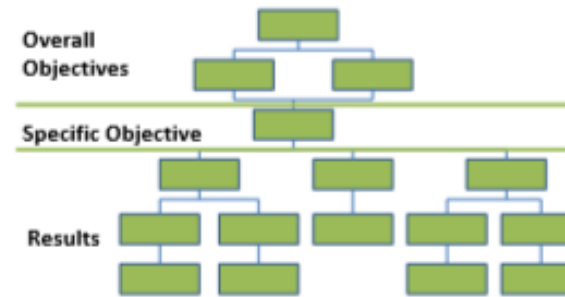
Deciding on Project Strategies / Alternatives



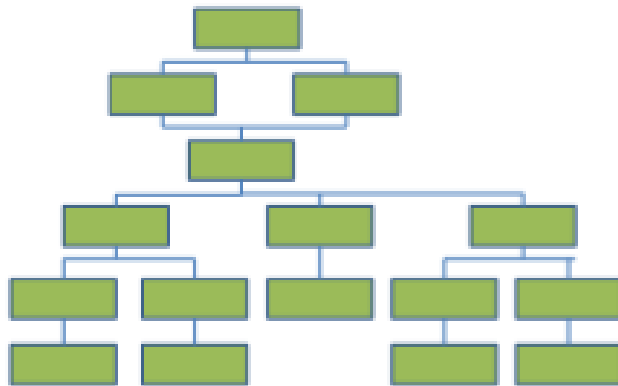
Problem Tree



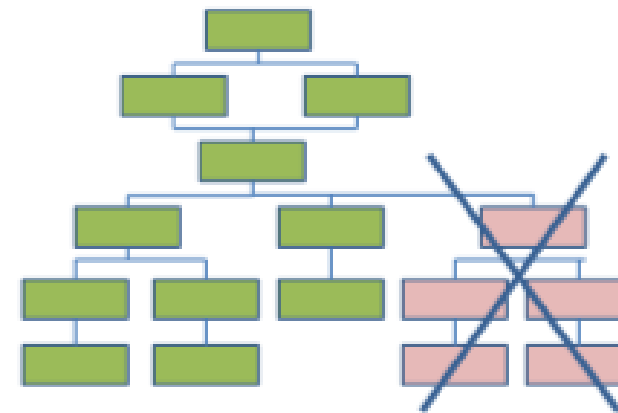
Objective Tree



Objective Tree



Strategy Analysis



Results Framework / Logical Framework



Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
Goal (Impact)			
Purpose/Objective (Outcome)			
Output			
Activities			

Notes:

- Project only contributes to the achievement of **goal** (i.e. national/regional interest)
- **Purpose/Objective** is a statement of desirable and realistic future condition which is attainable within the project timeframe/period
- **Outputs** are specific results to be produced by the project
- **Activities** are specific interventions undertaken to produce the target outputs

4 x 4 Matrix



5 Key Questions

1. **First Column:** What are we trying to Accomplish and Why? (objectives)
2. **Second Column:** How will we Measure Success? (indicators)
3. **Third Column:** How do we validate the accomplishments/ achievements? (means of verification)
4. **Fourth Column:** What Other Conditions Must Exist? (external factors)
5. **4th Row:** How to achieve the outputs

The Logical Framework Matrix

Narrative Summary	Objectively Verifiable Indicator	Mean of Verification	Important Assumption
<u>Goal</u> Higher level objective			
<u>Purpose</u> Immediate objective			
<u>Outputs</u> Deliverables			
<u>Activities</u> Methods/Ways and Means/Interventions			

Log Frame in Details



Narrative Summary (action verb)	Objectively Verifiable Indicator	Means of Verification	Important Assumption
Goal (Long Term Objective) Higher level objective; Usually program or sector objective (The project will contribute to)	Indicators for program success or improvement in sector performance. Impact indicators National/Regional	Goal indicators are verified thru sector and/or country reports generated by the national planning agency or implementing agency.	Goal level assumptions are factors or conditions that may affect operations in the long run (socio-political, economic, bio-physical disturbances)
Outcome (Immediate/ Project Objective) Results; benefits to target group	Refer to results to be achieved by end of implementation. Stated in benefit form. (events, occurrences, changes in condition/attitude/behavior)	Results are verified thru agency and/or donor evaluation reports. It may also involve data gathering process like survey, interview and observation.	Result level assumptions are conditions or factors necessary to sustain gains. Components of exit strategies (institutional, technological dev.)
Output (Project Deliverables) Services, systems, facilities, infrastructure to be provided. Will result to achievement of Outcome.	Output indicators provides the quality, quantity, and time attributes of the output objective. Measurement is done during implementation.	Indicators are verified thru completion reports. Includes PCR, field visits, inspection	Output level assumptions pertain to conditions or factors that may affect implementation Project/Institutional Operations
Activities/Input Actions necessary to achieve outputs	Statement of Interventions in terms of actions to be done under the project, sequential/methodological, including resources needed	Verified through progress reports, monitoring and audit reports, disbursement reports.	Pre Condition Assumptions are factors that must be satisfied before implementation can start according to plan. Pre-planning Activities

The SMART Indicator



SPECIFIC (What and Who of the Intervention)

- As precise as possible “those that can be achieved”
- Clear on what is being measured
- Specific to certain objective

MEASURABLE (measurement of progress)

- Those that can only be collected/generated
- Be mindful of the statement in terms of scope, external factors
- Presence/absence expertise, number and time of staff
- Presence/absence of baseline information

ACHIEVABLE (What of the Intervention)

- Be mindful of the project duration, staff complement, budget

RELEVANT

- Review the description of project’s output, outcome, goal
- Direct benefits

TIME-BOUND (ensures project progress)

- Clear understanding of timelines, deadlines
- Review sequence of activities

- ▶ Sustainability is the likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended.
 - will continue to benefit the project's Target Groups and Final Beneficiaries also after its completion,
 - Replication or multiplier effect
 - Sustainability leads to identification/complementation of areas of interest in the future (project development)
- ▶ Points to consider:
 - financial (showing how will the activities be financed after the funding ends);
 - institutional (presenting how the structures allowing the activities will continue to exist at the end of the action and whether the results of the action will be considered local, owned by the beneficiaries);
 - Lead to policy and political and program support (policy/program implementation and improved legislation)
 - Perceived beneficial environmental impact
 - Capacity building and cooperation among AFoCO Member Countries (sub-grouping)



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THANK YOU FOR
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ATTENTION!

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- ▶ The European Union's Project 'Support to Ukraine's Regional Development Policy'
- ▶ 26 Developing a Project Concept Note Practical Manual
- ▶ References:
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