

*Università degli Studi di Macerata*

17 October 2013

# **Project Cycle Management for International Development Cooperation**

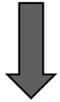
## **Problem tree, Objective tree**

Nicola Brignani

p.67-71 of the *'Project Cycle  
Management Guidelines'*

# Logical Framework approach

## 1. ANALYSIS



## 2. PLANNING

Current situation is analysed in order to design the image of the future “desired situation”. It will facilitate the identification of the appropriate strategies in order to reach the desired situation.

*Objective: to guarantee that the project idea is relevant to the future situation desired.*

The project idea is specified in a plan.

*Objective: to guarantee the development of the project.*

# Logical Framework approach steps

## ANALYSIS

- ✓ Stakeholder analysis
- Problem analysis
- Objective analysis
- Strategy analysis

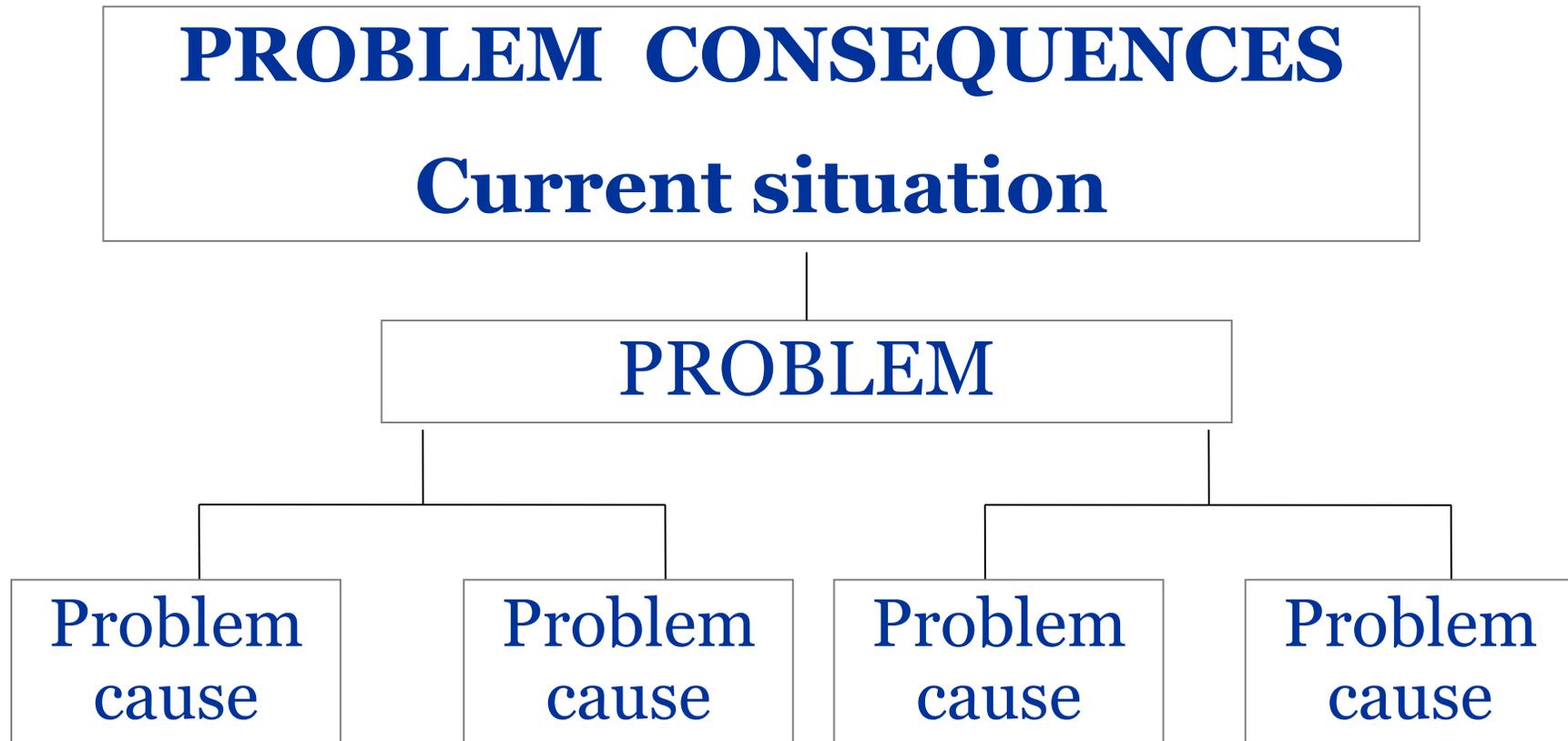
## PLANNING

- LF Matrix
- Activity scheduling
- Resource scheduling

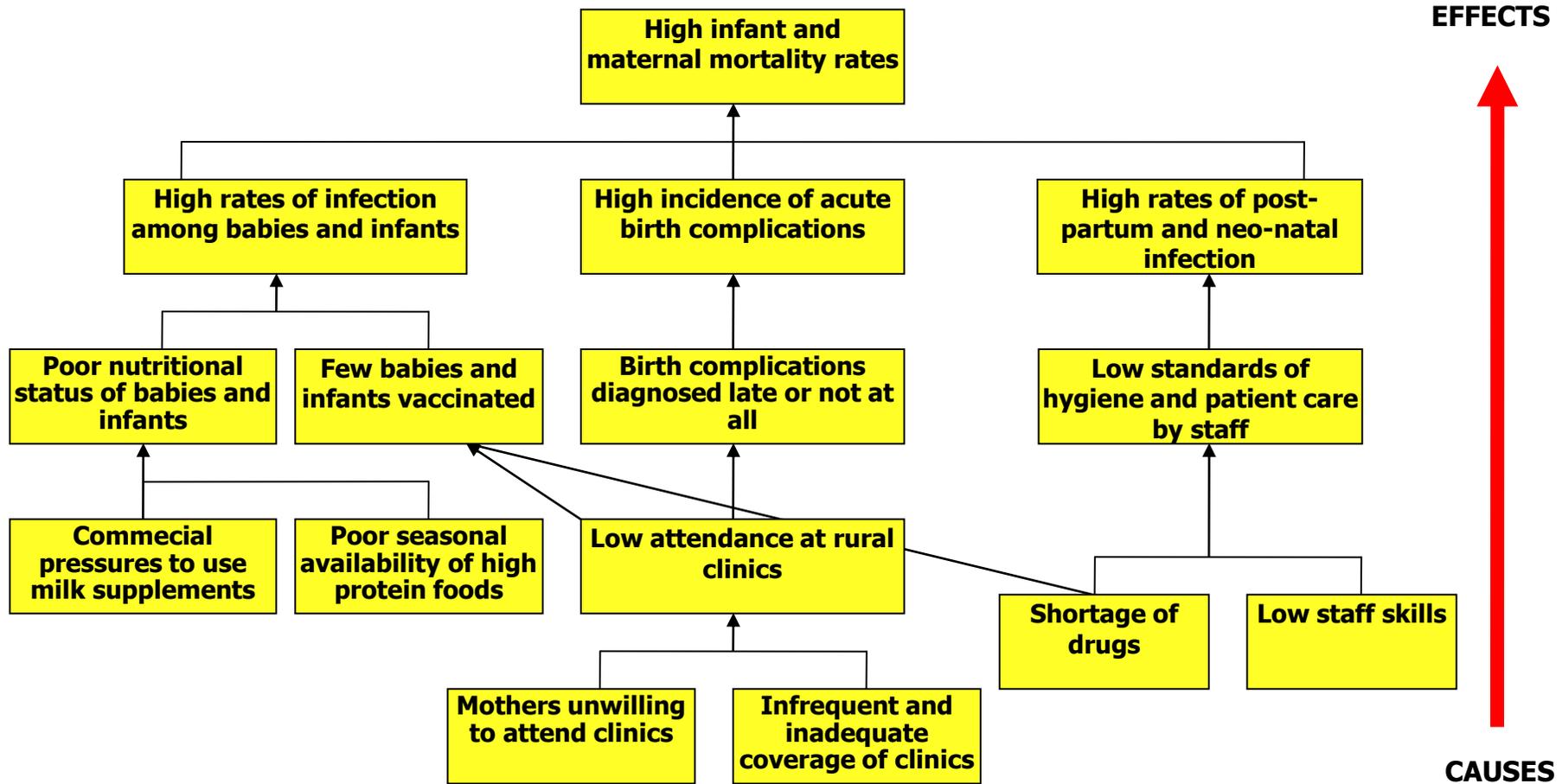
# Analysis of the problems

- To identify the negative aspects of an existing situation and establish the cause-effect relations between the identified problems. This exercise is aimed at:
  - Identifying the object of the analysis
  - Identifying the partners and stakeholders
  - Identifying and building the hierarchy of the problems

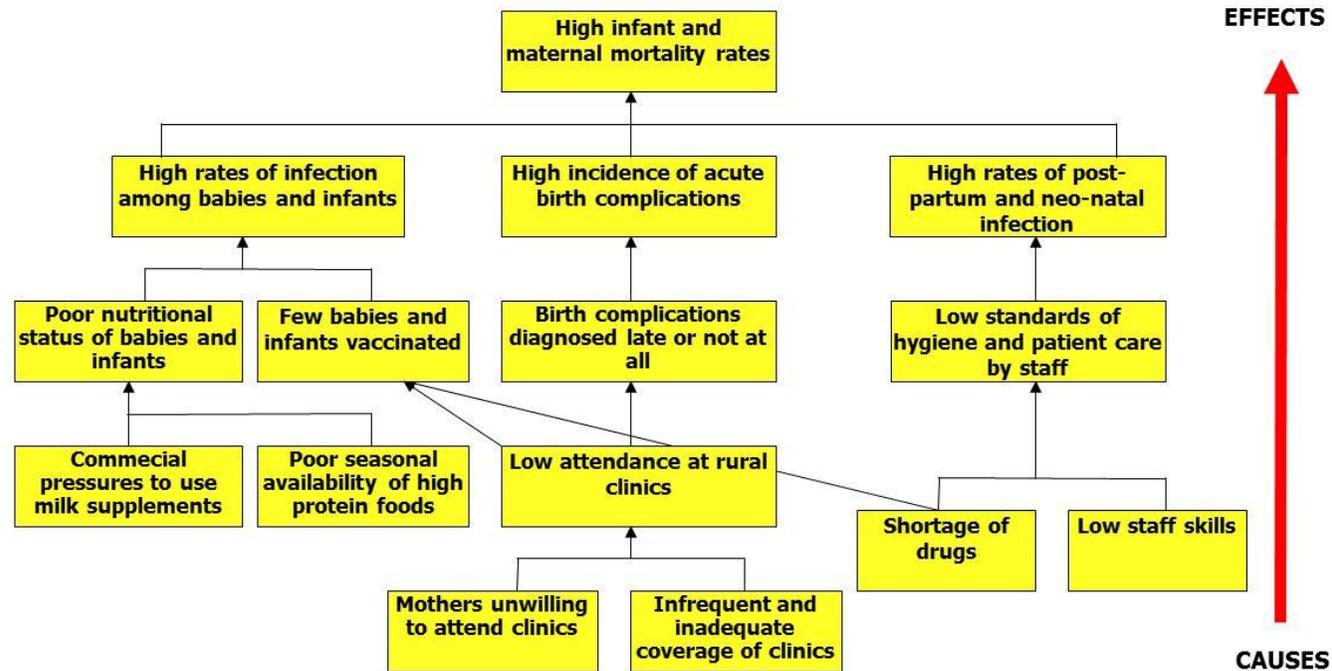
# Problem tree



# Problem tree



# Problem tree



*Once complete, the problem tree represents a summary picture of the existing negative situation*

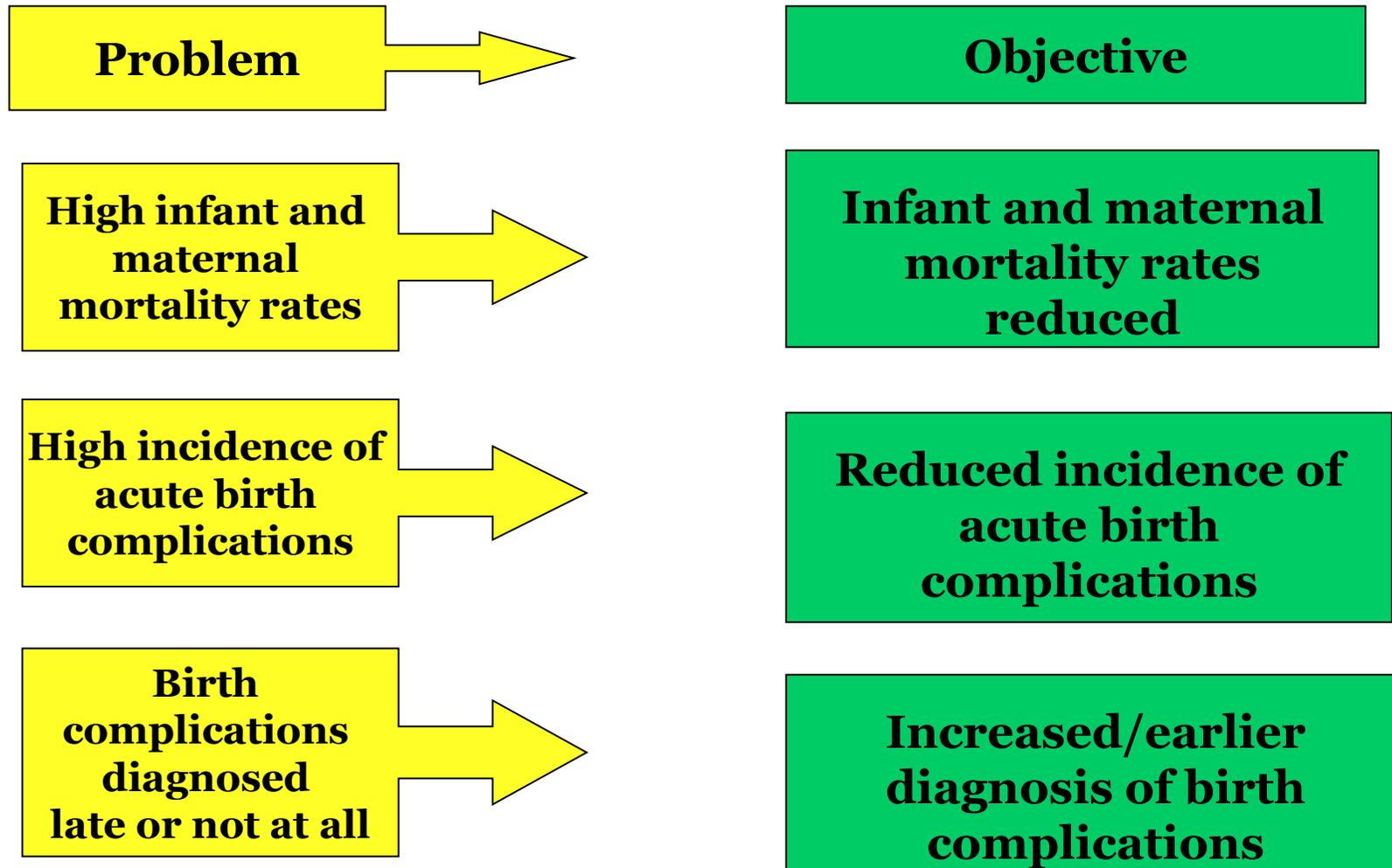
*In many respects the problem analysis is the most critical stage of project planning, as then it guides all subsequent analysis and decision-making on priorities (p.68)*

# Analysis of objectives

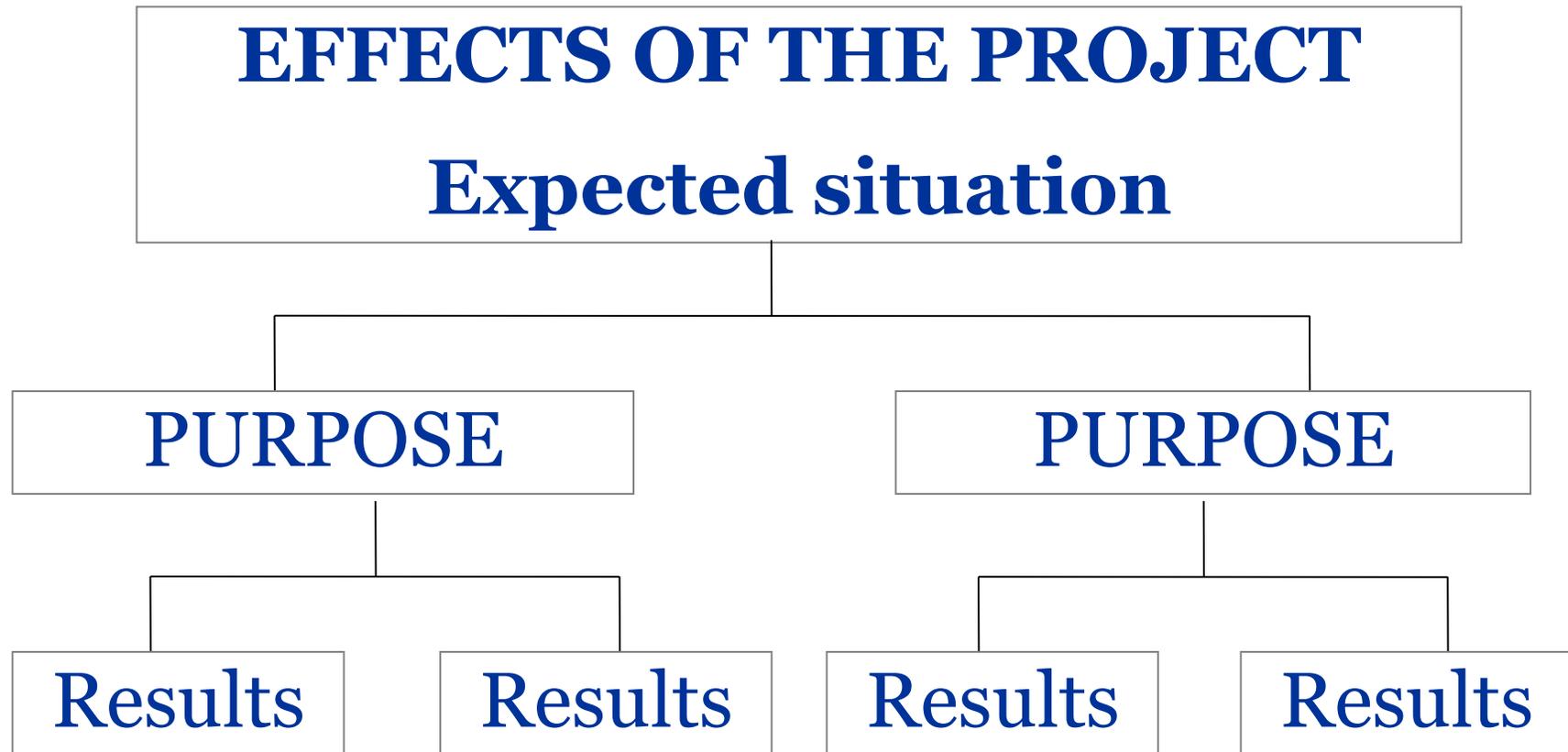
- This methodology allows:
  - To describe the future scenarios deriving from the problems' solution.
  - To verify the objectives' hierarchy.
  - To clarify in a diagram the means-ends relations.

*The negative situations identified in the problem tree are transformed into positive and already reached situations.*

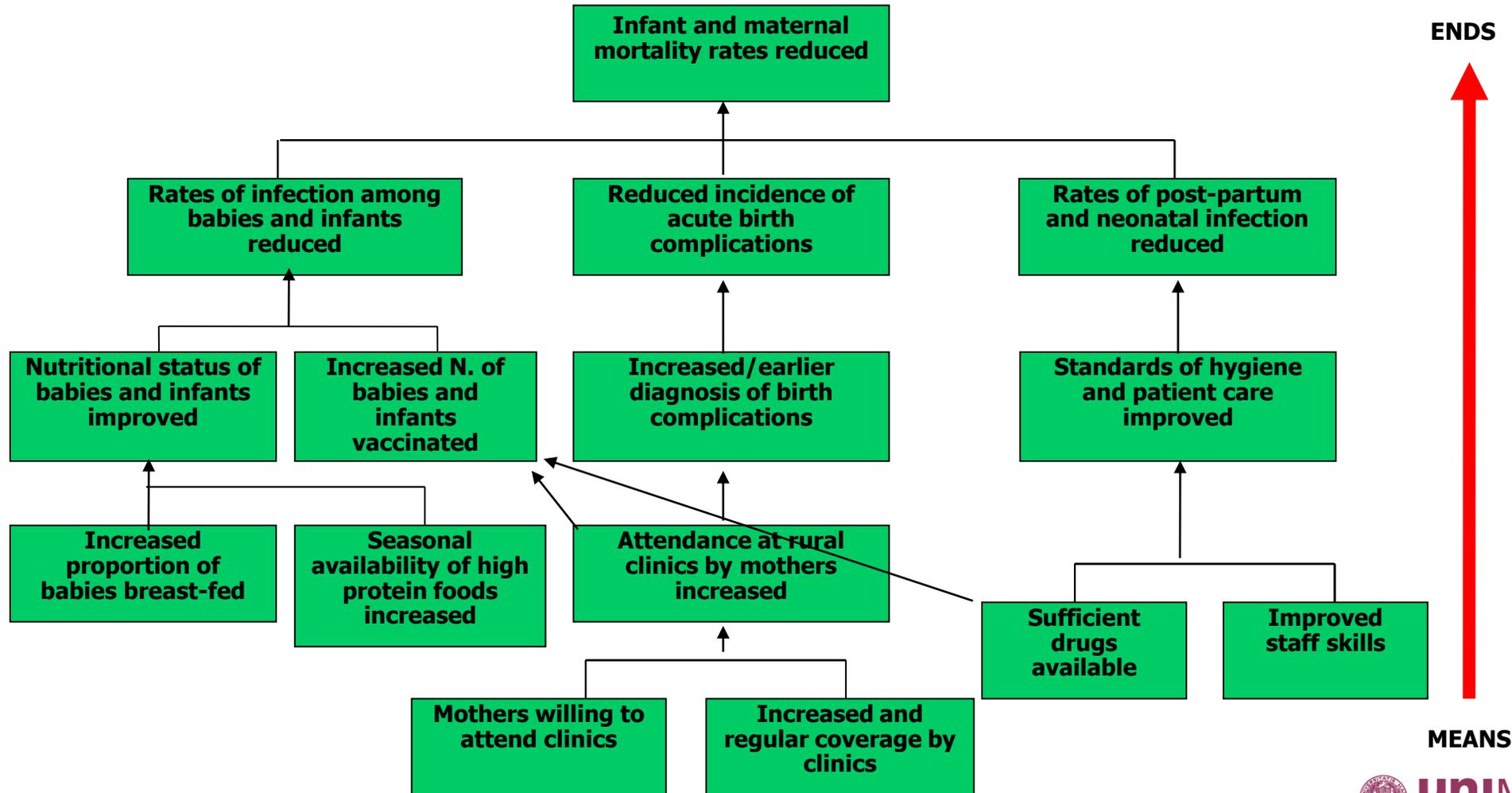
# Transformation of the problems into objectives



# Objective tree



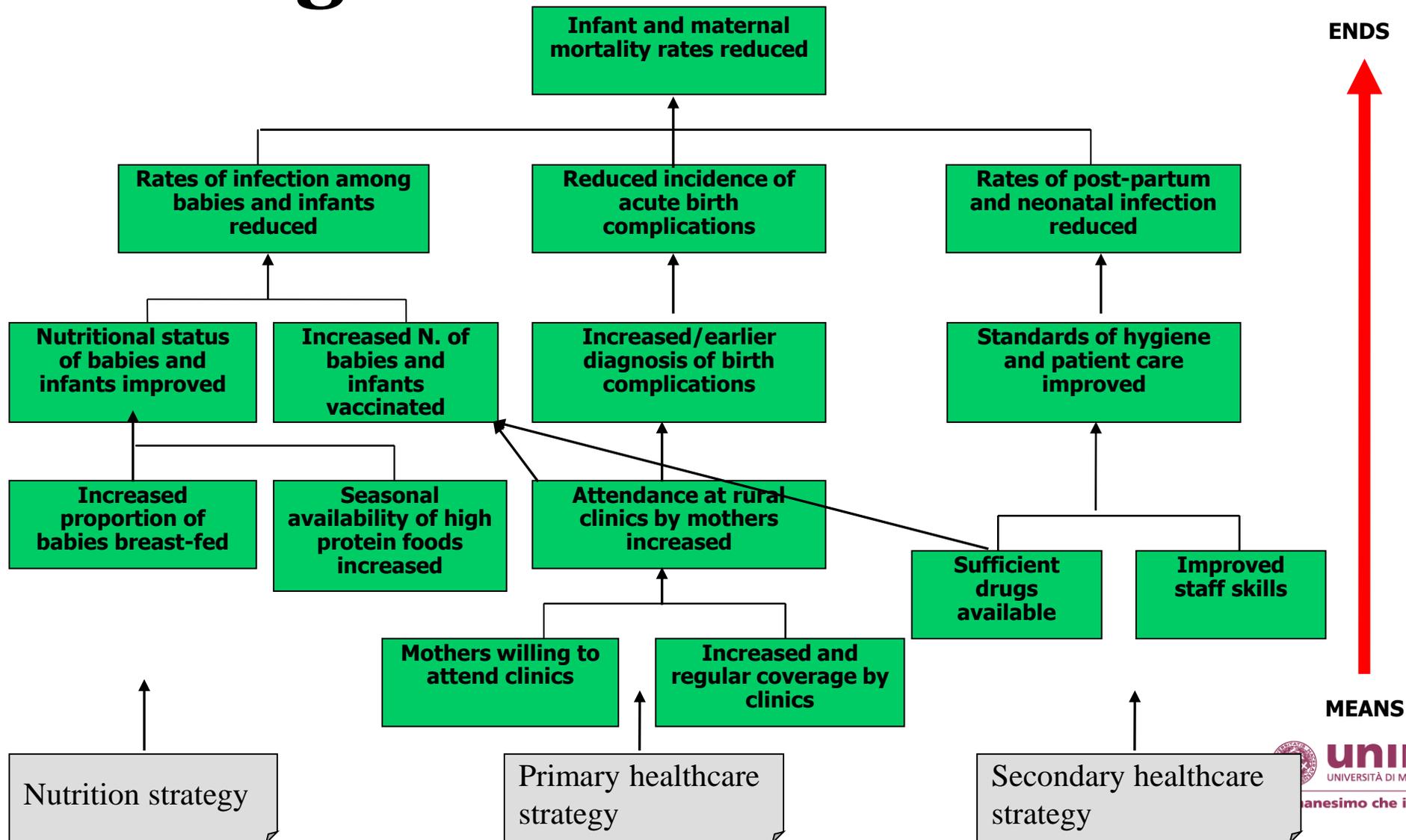
# Objective tree



# Analysis of possible strategies

- The different groups of similar Objectives identified in the Problem tree become Strategies.
- The most appropriate and feasible strategy is selected on the basis of different criteria (**priority, budget, timing**).
- This phase requires therefore 2 steps:
  - **Definition** of the different strategies allowing to reach the project's purpose.
  - **Choice** of the project's strategy.

# Analysis of possible strategies



**The project aims at solving  
– or reducing – a definite problem**

n.brignani@t33.it

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# **Project Cycle Management for International Development Cooperation**

## **Logical Framework tool**

Nicola Brignani

p.71-81 of the *'Project Cycle  
Management Guidelines'*

# Logical Framework approach

## 1. ANALYSIS



## 2. PLANNING

Current situation is analysed in order to design the image of the future “desired situation”. It will facilitate the identification of the appropriate strategies in order to reach the desired situation.

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# Logical Framework approach steps

## ANALYSIS

- ✓ Stakeholder analysis
- ✓ Problem analysis
- ✓ Objective analysis
- ✓ Strategy analysis

## PLANNING

- **LF Matrix**
- Activity scheduling
- Resource scheduling

# Proposal formulation

- Logical Framework is a methodology allowing to check if the intervention is properly structured.
- It supports the implementation of monitoring and evaluation actions.

# Logical framework

	<b>Intervention logic</b>	<b>Verifiable indicators</b>	<b>Sources of verification</b>	<b>Assumptions</b>
<b>General objective</b>				
<b>Project purpose</b>				
<b>Results</b>				
<b>Activities</b>		MEANS	MEANS	

# LF description

- The column **Intervention logic** indicates the contents of the project.
- The column **Indicators** gives the tools to verify if the objectives are reached and the results achieved.
- The column **Sources of verification** indicates what information have to be used in order to apply the indicators.
- The column **Assumptions** includes the external factors affecting (positively or negatively) the project's impementation.

# Intervention logic

The following hierarchy is designed:

- **GENERAL OBJECTIVE:** long term benefits for the society.
- **PROJECT PURPOSE:** benefits for the project's beneficiaries.
- **RESULTS:** concrete services/goods made available by the project.
- **ACTIVITIES:** how the project's services/goods will be delivered.

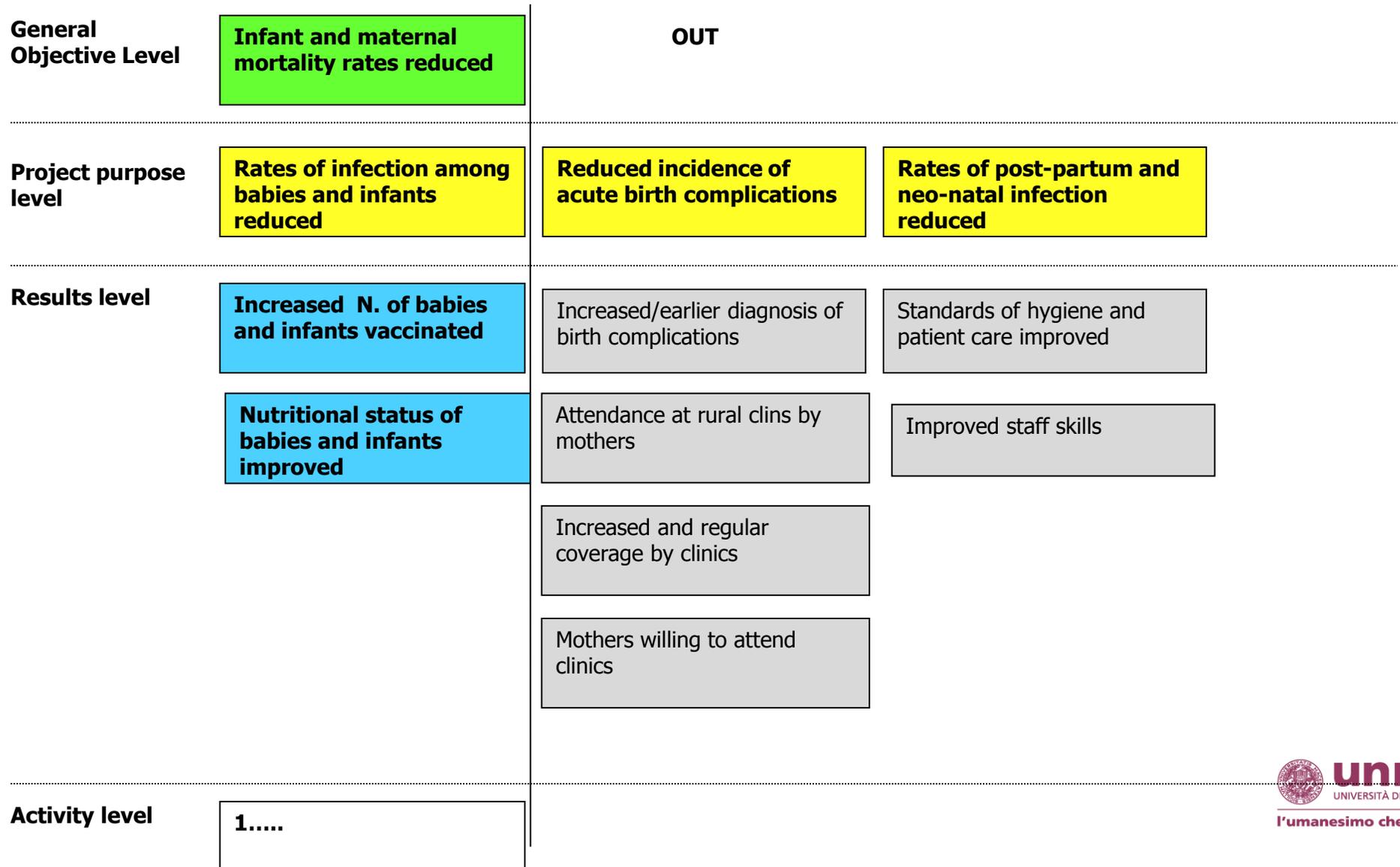
# Vertical logic

- If-then logic:
  - ✓ *If* the resources are provided *then* the activities can be performed.
  - ✓ *If* the activities are performed *then* the results are produced.
  - ✓ *If* the results are produced *then* the project's purpose is achieved.
  - ✓ *If* the project's purpose is achieved *then* the general objective is pursued.

# Horizontal logic

- Indicators specify how the achievement of objectives and results can be verified and measured.
- They are established according to questions such as “How to realise if what I have planned has really happened or not?”
- There are not indicators without sources of verification.

# Intervention logic



# Identifying the objective

- Once the Problem and Objective trees are designed and the possible strategies are identified, the project's purpose (or specific objective) has to be chosen.
- If only one specific objective or purpose is chosen, the project is clearer.

# Results, activities, assumptions

- Once the specific objective and the relevant strategy are chosen, the means-ends relations must be analysed again.
- “Results” and “Activities” have to be inserted in the Logical Framework.
- The elements that we have not inserted are out of the project. They can be considered as “assumptions”.

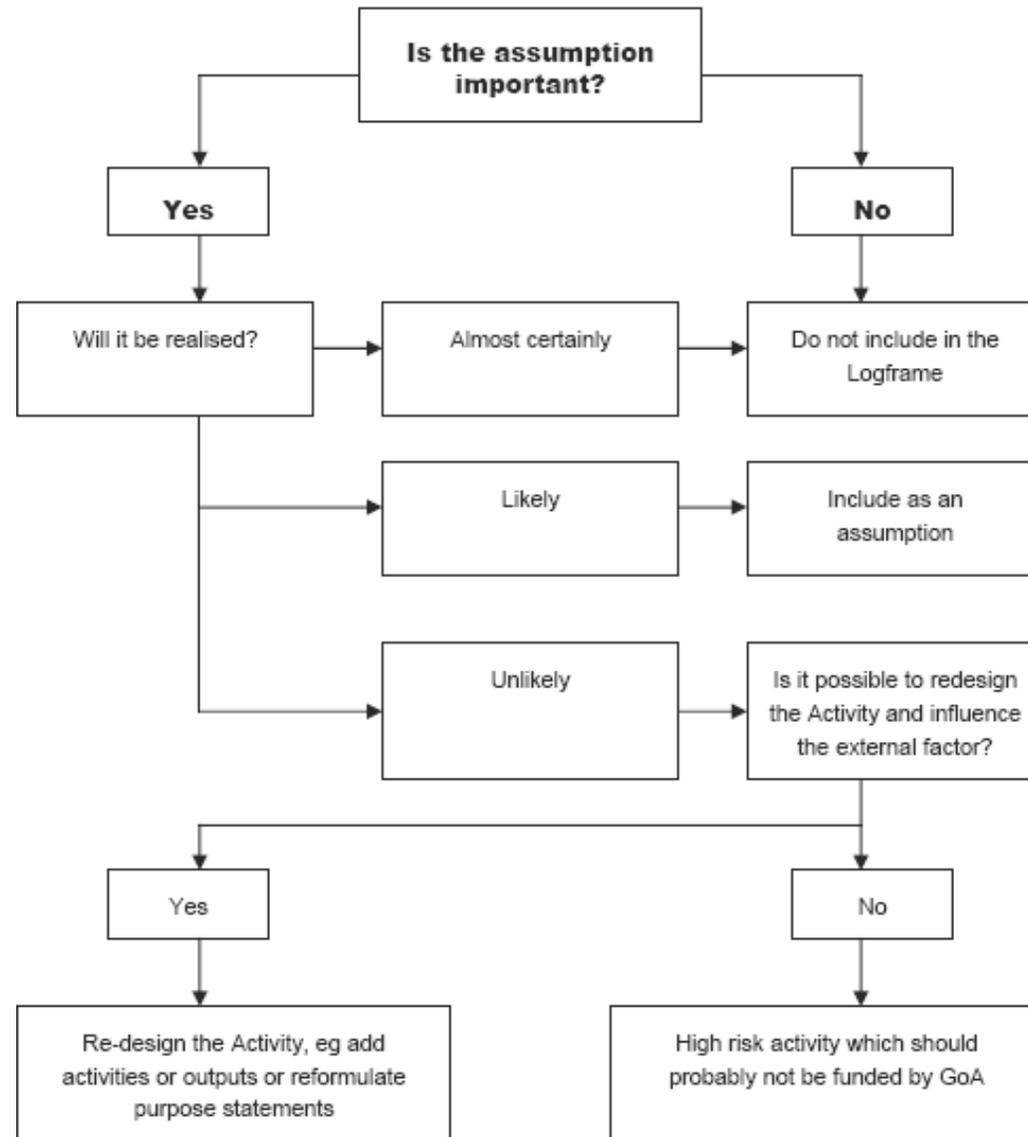
# Indicators and sources of verification

- You will discuss with issue with my colleague Alessandro Valenza

# Assumptions

- Assumptions are external factors, which will affect the project's implementation and long-term sustainability but lie outside its control.
- The probability and significance of these assumptions being met should be estimated as part of assessing the feasibility/riskiness of the project.

# Assumptions



# Our Logical Framework

	Intervention logic	Indicators	Sources of indicators	Assumptions
General objective	<b>To reduce infant/babies and maternal mortality rates in the country</b>	Infant/babies mortality rate reduced from x to y from year 201.. to year 201.. Mortality rate of pregnant/taking care of children women reduced from x to y from year 201.. to year 201..	Stats of Health Ministry (ex ante, in itinere, ex post)	
Project purpose	<b>To reduce the rates of infection among babies and infant in the region of ...</b>	Rate of babies' and infants' infections reduced from x to y in hospitals and clinics concerned from year 201.. to year 201..	Data provided by hospitals and clinics concerned (ex ante, in itinere and ex post)	
Results	<p><b>Regular system of vaccination of infants and babies in 2 hospitals and 3 clinics located in the region of ...</b></p> <p><b>Improved nutritional status of infants and babies of monitored by 2 hospitals and 3 clinics located in the region of..</b></p>	<p>Number of under 5 babies vaccinated in hospitals and clinics concerned ... increased from x% to y% from the year 201.. to year 201..</p> <p>Number of under 5 babies properly fed in the region of ... increased from x% to y% from the year 201.. to year 201..</p>	<p>Clinical data on vaccination provided every 3 months by hospitals and clinics concerned</p> <p>Survey on the nutritional status of infants and babies in the region of ...</p>	Increased and regular coverage by clinics
Activities	<ol style="list-style-type: none"> <li>1. To renovate the hospital's and clinic's equipment</li> <li>2. To provide hospitals and clinics with ambulances dedicated to vaccination</li> <li>3. To encourage mothers to breastfeed</li> <li>4. To guarantee logistic for regular supply of high protein foods and drugs...</li> </ol>	<p>Technical assistance</p> <p>Supply of equipment</p> <p>Supply of drugs</p> <p>Awareness campaign</p>		<p>Maintenance of equipment is guaranteed by local experts/companies</p>  <p><b>UNIMC</b> UNIVERSITÀ DI MACERATA</p> <p><i>l'umanesimo che innova</i></p>

# LF represents the project in one page

n.brignani@t33.it