



# How to elaborate a winning project proposal?

## Hints of Logical Framework Approach and Project Cycle Management

*Euro-Mediterranean Cooperation Summer School  
Cagliari, November 8th 2018*

## What about this session?

- What is a project?
- Hints of “Project Cycle Management”
- The “Logical Framework Approach” as project design method
- “Old” and “New” Logical Framework
- From an idea to a project: a concrete example

# What is a project?

A project is a series of activities aimed at bringing about clearly specified objectives within a defined time-period and with a defined budget.

A project should also have:

- Clearly identified **stakeholders**, including the primary target group and the final beneficiaries;
- Clearly defined **coordination, management and financing** arrangements;



# What is a project?



A project should also have:

- A **monitoring and evaluation** system (to support performance management); and
- An appropriate level of **financial and economic analysis**, which indicates that the project's benefits will exceed its costs.

A **well-formulated project** should derive from an appropriate balance between the EC's (or other donor) policy priorities and the partner's priorities and competences.

# Project Cycle Management

In 1992, the European Commission adopted “**Project Cycle Management**” (PCM), a set of project design and management tools based on the **Logical Framework Approach**, which was already widely used by many donors, including several Member States, other international organisations and the UN family, and used or partly used by many partner organisations of the EC.

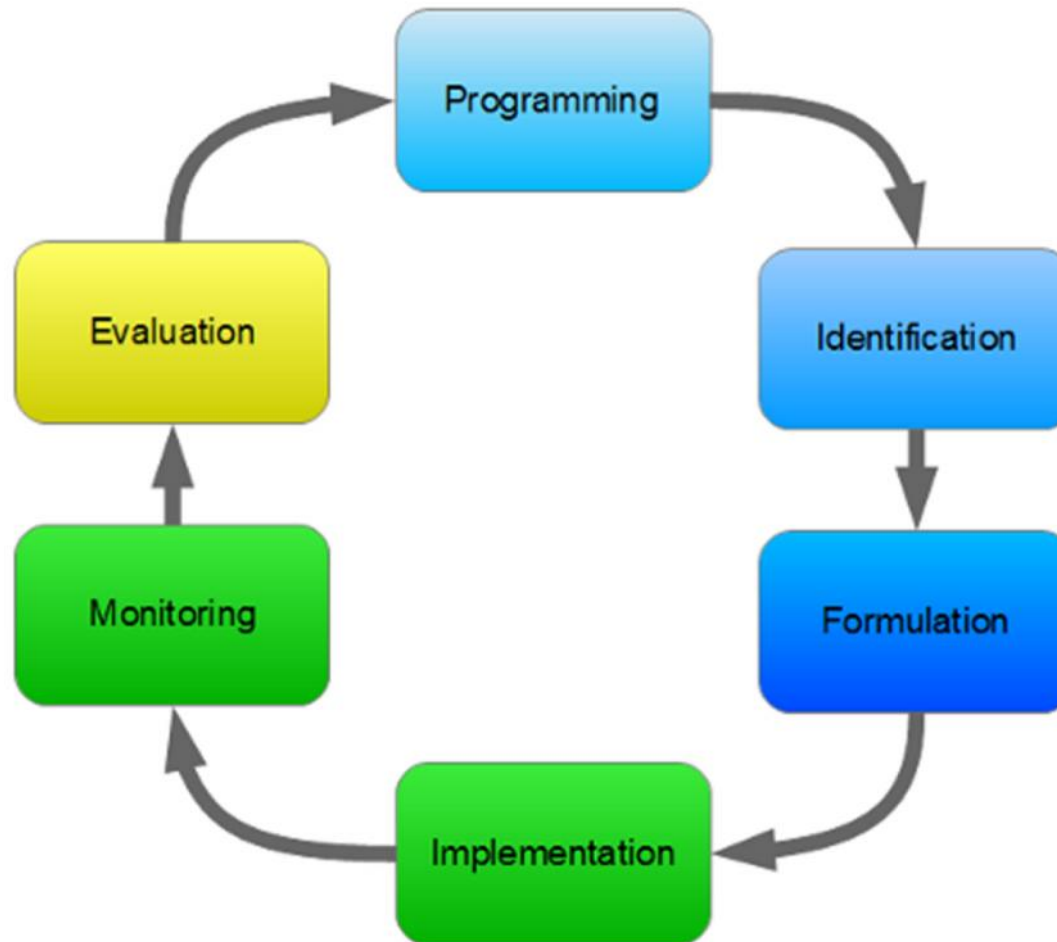


## PCM: a definition



The way in which **projects** are planned and carried out follows a sequence beginning with an agreed strategy, which leads to an idea for a specific action, which then is formulated, implemented, and evaluated with a view to improving the strategy and further action.

# PCM phases



# PCM main principles

This cycle highlights three main principles:

1. **Decision making criteria and procedures are defined at each phase** (including key information requirements and quality assessment criteria);
2. **The phases in the cycle are progressive** – each phase should be completed for the next to be tackled with success;
3. **New programming and project identification draws on the results of monitoring and evaluation** as part of a structured process of feedback and institutional learning.



## PCM ensure that:

- projects are *supportive of overarching policy objectives of the European Commission and of partners*;
- projects are *relevant to an agreed strategy and to the real problems of target groups/beneficiaries*;
- projects are *feasible*, meaning that *objectives can be realistically achieved* within the constraints of the operating environment and capabilities of the implementing agencies;
- *benefits* generated by projects are likely to be *sustainable*.

## To support this aims, PCM:

- requires the **active participation** of *key stakeholders* and aims to promote *local ownership*;
- uses the **Logical Framework Approach** to support a number of key assessments/analyses (including stakeholders, problems, objectives and strategies)



# Purposes of the Logical Framework

- A **systematic** tool –
  - for designing, planning, implementing, and monitoring and evaluating a project (or program).
- A tool for **organizing thinking**—
  - for relating **inputs** to the implementation of **activities**, activities to the production of **outputs**, outputs to the achievement of a set of desired **outcomes**, contributing – in turn – to the achievement of an intended **impact**.
- A tool for **identifying and assessing risks** —
  - by listing **critical assumptions inherent in project design and implementation**.
- A tool **for measuring project progress** —
  - through **objectively verifiable indicators and means of verification**.
- A tool for **developing consensus** and **communicating** a project's intent and strategy

## Basic Principles of the “Logframe”

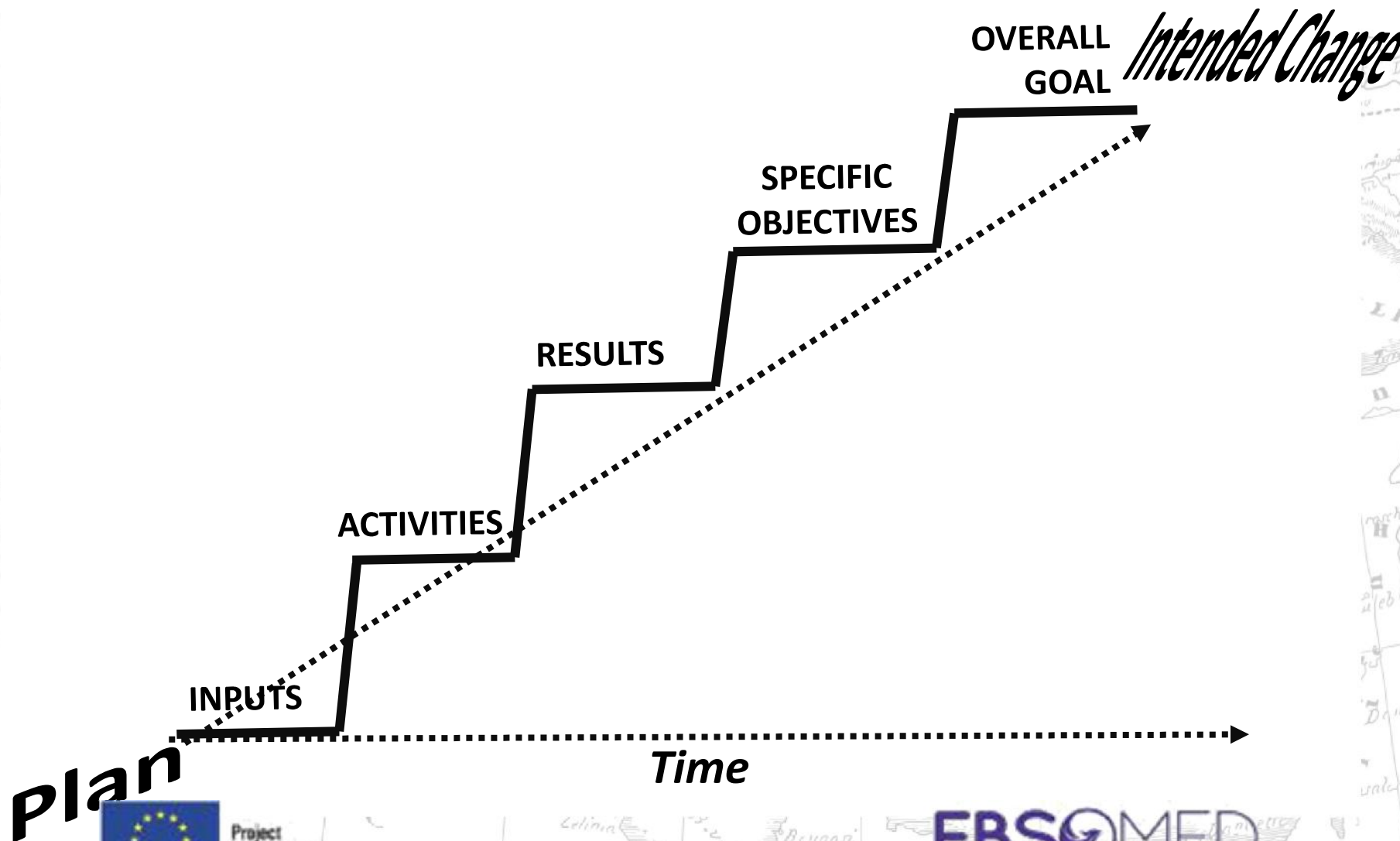
- **Concise** - normally the “ Matrix” is not longer than 2 sides of paper
- **A free standing document** – easy to understand for those sighting it for the first time
- A basis for **monitoring and evaluation** – must be reviewed and amended regularly
- Should build on through **situation analysis, stakeholder mapping** and an associated **problems/objectives tree**

# The “old” Logical Framework

Project Description	Indicators	Source of Verification	Assumptions
Overall Goal (also called overall objective)	<p>If the <b>OBJECTIVES</b> are accomplished; Then this should contribute to the overall goal</p>		
Specific Objective(s)	<p>If <b>DELIVERABLES</b> are produced; Then the <b>OBJECTIVES</b> are accomplished</p>		
Expected Results	<p>If the <b>ACTIVITIES</b> are conducted; Then <b>RESULTS</b> can be produced</p>		
Activities	<p>If adequate <b>RESOURCES/INPUTS</b> are provided; Then the <b>ACTIVITIES</b> can be conducted</p>		



# We move along a clearly defined causality



**Plan**

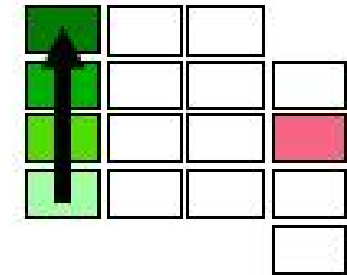


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# Intervention Logic in the Logical Framework

## ■ Vertical logic

- Identifies what the project intends to do and achieve
- Clarifies the causal relationships (means to end)
- Specifies important assumptions and risks



## ■ Horizontal logic

- Specifies indicators to measure progress
- Identifies the sources / means by which indicators will be verified



# The “new” Logical Framework

Project Description	Indicators	Source of Verification	Assumptions
Overall Goal <b>IMPACT</b>	The broader, <b>long-term change</b> which will stem from the project and a number of interventions by other partners.		
Specific Objective(s) <b>OUTCOME (S)</b>	The direct <b>effects</b> of the project which will be obtained at medium term and which tend to focus on the <u>changes in behaviour</u> resulting from project		
Expected Results <b>OUTPUTS</b>	The direct/tangible <b>outputs</b> (infrastructure, goods and services) delivered by the project.		
Activities	key activities to be carried out, to produce the outputs		



# A short (and hopefully fun) story of the Logical Framework...



# The fish soup development story...

## Inputs or resources

- Parents get together fish, fresh vegetables, water, barley, spices, pot, source of heat

## Activities

- Mother or father carefully prepare and cook all the ingredients

## Output / Expected Result

- A cooked soup 😊 Children able to taste this (delicious) soup

## Outcome / Specific objective

- Children consider the soup delicious and ask for fish soup once a week

## Impact /Overall objective

- Children grow up healthy

Parents control

Parents influence

Parents worry



# Outputs

What the project generates directly through its activities on the short-term – the processes, goods and services that it produces.

For example: Workshops, training manuals, research and assessment reports, guidelines and action plans, strategies, and technical assistance packages, amongst others.

You control activities and outputs.

# Outcomes

Observable changes in the behaviour of partners – individuals, groups, organisations, institutions – that potentially contribute to the long-term, sustainable improvement in people's lives or the state of the environment envisioned in the mission of the organisation.

You influence outcomes



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# Impact

Long-term, sustainable changes in the conditions of people and the state of the environment that structurally reduce poverty, improve human well-being and protect and conserve natural resources.

Impact normally happens after the project ends and is a result of the **convergence of outcomes**

You contribute to impact.

# Indicators in the “new” LogFrame

Project Description	Indicators	Baseline	Current value	Target	Source of Verification	Assumptions
<b>IMPACT</b>	Long-term change to which the project contributes	From Partner’s strategy	(@Y1,2,3)	Ideally from Partner’s strategy		
<b>OUTCOME (S)</b>	Factors determining: Outcomes Oc Intermediary Outcomes iOc	Linked to situation analysis	(@Y1,2,3)	Linked to change in behavior (Don’t promise the moon!)		
<b>OUTPUTS</b>	Measure delivery	What currently exists	What you are adding (@Y1,2,3)	Where you want to get		
<b>Activities</b>	Means and costs					



# SMART Indicators

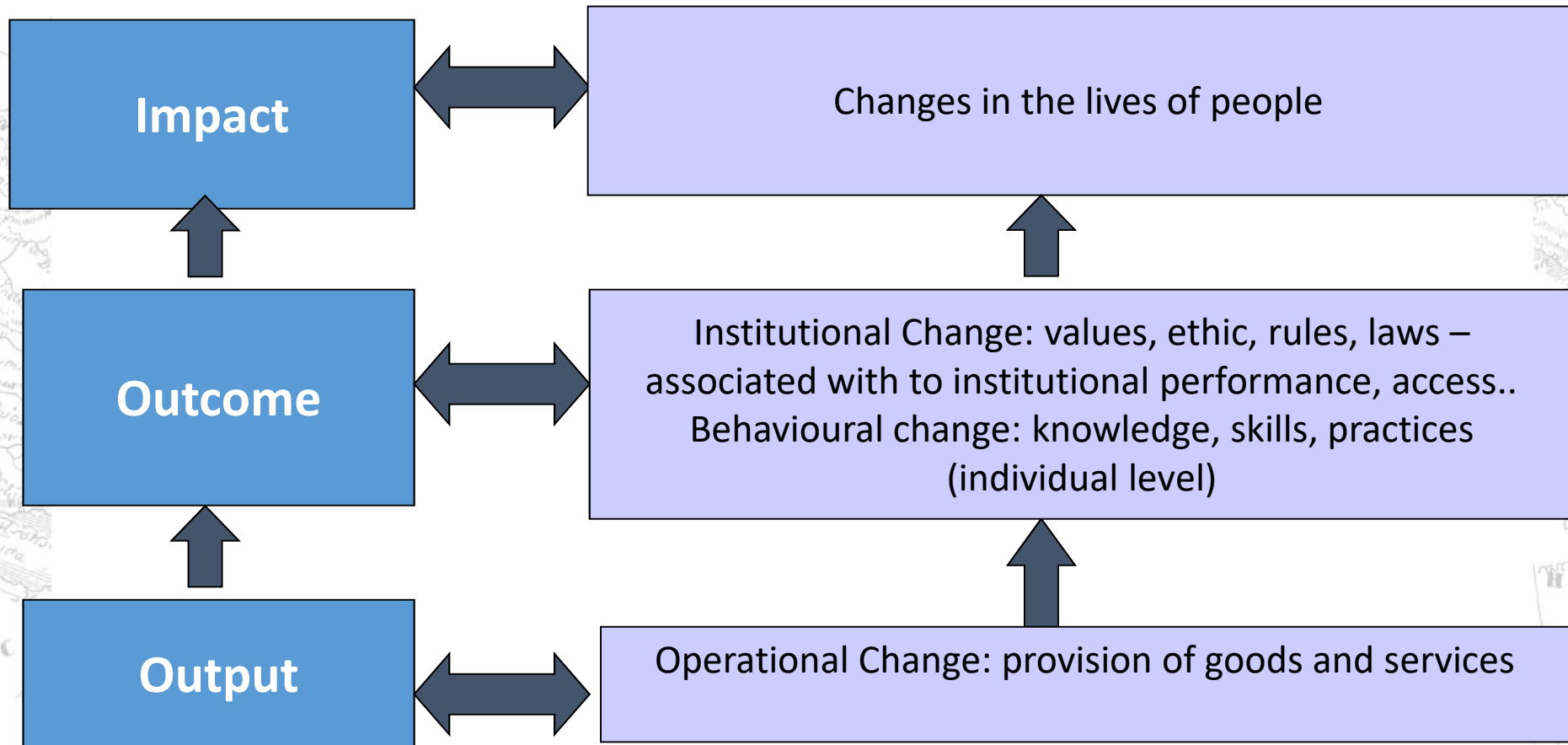
## Definition

Indicators are “a description of the project’s objectives in terms of quantity, quality, target group(s), time and place”

<b>S</b>	<b>Specific</b>	
<b>M</b>	<b>Measurable</b>	
<b>A</b>	<b>Achievable</b>	Or: acceptable, applicable, appropriate, attainable or agreed upon (to stress the importance of common understanding)
<b>R</b>	<b>Relevant</b>	Or: reliable, realistic (when achievable/attainable is not used)
<b>T</b>	<b>Time-bound</b>	



# Types of Change related to Indicators



# The essence of “Theory of Change”: linking activities to intended outcomes

I am cutting rocks



I am building a temple



# From an idea to a project: an example

“MedDiet -  
Mediterranean diet and enhancement of  
traditional foodstuff”

[www.med-diet.eu](http://www.med-diet.eu)

Strategic project funded by European Union in  
the framework of the ENPI CBC  
Mediterranean Sea Basin Programme 2007-  
2013.

Budget of around 5 ML Euros.



## First steps:

- Analysis of **ENPI CBC MED** priorities / ToRs
- Identification of the fundamental **motivation** behind the project
- Identification of **needs / problems**
- Precise **definition of the context** within which it operates





## What came out:

Mediterranean Countries have **in common eating habits based** on a high consumption of vegetables, such as legumes, cereals, fruit, dried fruit, low consumption of meat and dairy products, **olive oil as a main source of fats**, moderate consumption of wine

The Mediterranean Diet is considered a **low-risk diet because of its negative effects on health**. Various studies have associated the Mediterranean Diet with better health thanks to the protective effects against various diseases





## And more:

The Mediterranean Diet is a set of skills, knowledge, habits and traditions ranging from the landscape to the table: from the products of the land and the sea to our dishes

The Mediterranean Diet is a “Lifestyle” ...



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# Overall Objective (*Impact*)

To contribute to increase the awareness of the Mediterranean Diet, as an integral part of MED lifestyle and a vehicle for the development, stability and solidarity in the Programme area



## Specific Objective (*Outcome*)

Increased awareness of consumers and of SMEs about the advantages of the Mediterranean Diet (MD) by reinforcing the capacity of schools, local authorities, chambers of commerce / business organizations and policy making institutions to implement effective and sustainable initiatives for safeguarding MD in Egypt, Greece, Italy, Lebanon, Spain and Tunisia.



## Expected results (*Outputs*) - I

4. Increased capacity of schools and local authorities of Egypt, Greece, Italy, Lebanon, Spain and Tunisia to implement initiatives aiming at increasing the awareness about the advantages of the Mediterranean Diet (MD) among children, young people and other groups of consumers.



## Expected results (*Outputs*) - II

5. Improved capacity of chambers of commerce and business organizations of Egypt, Greece, Italy, Lebanon, Spain and Tunisia in stimulating SMEs (restaurants) in proposing foodstuff coherent with an authentic MD.
6. Improved capacity of policy making institutions of Egypt, Lebanon and Tunisia in designing policies and instruments aimed at safeguarding the MD.



# Activities - I

## WP4 Increasing awareness on the Mediterranean Diet among children, young people and consumers

- 4.1 Building a shared Mediterranean Knowledge System of Med Diet
- 4.2 Nutrition education initiatives by primary and secondary schools
- 4.3 Nutrition education initiatives for consumers

...directly related to Expected Result (Output) n. 4



## Activities - II

### WP5 Improving competences among SMEs in offering an authentic Mediterranean Diet

5.1 Creation of a MedDiet Quality Label for restaurants

5.2 Pilot projects for the implementation of the MedDiet Quality Label for restaurants

...directly related to Expected Result (Output) n. 5



## Activities - III

### WP6 Institutional capacity building for safeguarding the Mediterranean Diet

6.1 Study visits to EU best practices on policies/measures/initiatives concerning the safeguard of Med Diet products and foodstuff

6.2 Project works

...directly related to Expected Result (Output) n. 6

# Partnership: who involve?

Public and private bodies with relevance concerning:

1. Mediterranean diet and traditional products
2. Relations with companies, schools and institutions
3. Localization in the Mediterranean countries/regions that face the Med Basin



# Partnership: final composition - I

## 1. Mediterranean diet and traditional products:

- Mediterranean Diet Foundation – ES
- Oil Cities Association – IT
- Oil Cities Association – ES
- "Routes des Oliviers" Foundation – GR
- INRAT – Agriculture Ministry Agency - TN



# Partnership: final composition - II

## 2. Relations with companies, schools and institutions

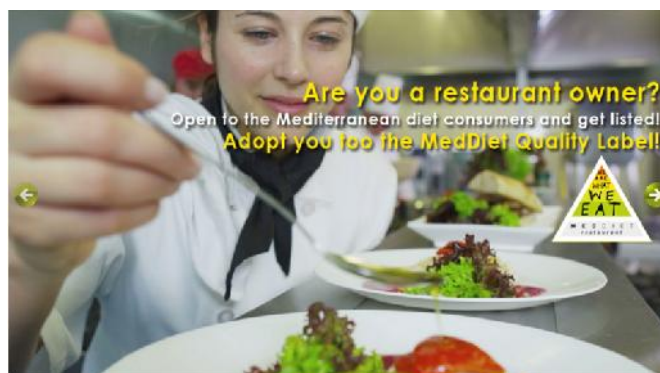
- Unioncamere – IT (LEAD PARTNER)
- CSPI CCIAA di Cagliari – IT
- Forum CCIAA dell'Adriatico – IT
- CCI Messina – GR
- CCI Tunis – TN
- CEEBA – EGP
- CCI Beirut – LB

# Partnership: final composition - III

## 3. Localization in the Mediterranean countries



# MedDiet by images...





**Thanks for your attention!!!**

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