

## **Minutes of Workshop**

### **Project Cycle Management and Logical Framework Training**

**Catholic Diocese of Bougainville  
06. December 2016**

**Facilitator  
Andrea Heiden  
(HORIZONT3000)**

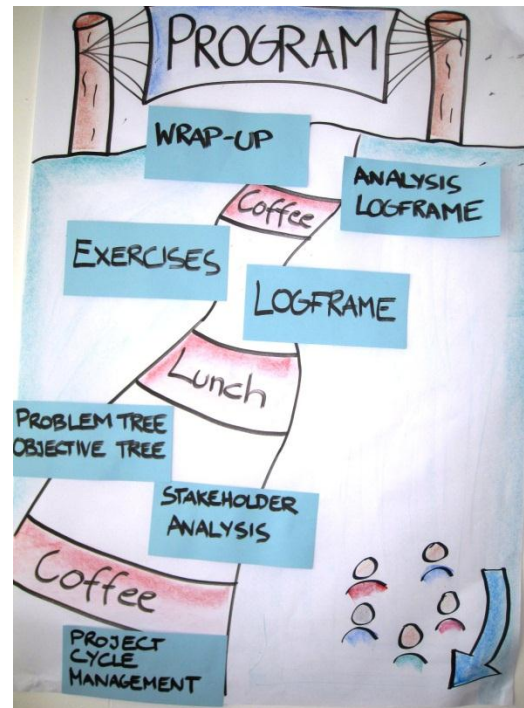


Minutes done by Andrea Heiden, Port Moresby, 11.12.2016

## Participants of PCM and Logical Framework Workshop

1. John Narebo	ACES Arawa
2. Hubert Pinah	SMPB Arawa
3. Andi Siedersleben	DO Buka
4. Kenso McCue	THP Buka
5. James Kowie	Health Manager
6. John Tukana	Deputy of SJC Mabiri
7. Christopher Tamungka	Dean of OST (Occupationalskills training)
8. Julius Longa	Administrator
9. Carina Putz	H3 TA Buka
10. Roland Kornhäusl	H3 TA Buka
11. Martin Wolfer	H3 TA Mabiri
12. Elisabeth Salaban-Hofer	H3 TA Arawa
13. Johannes Salaban Hofer	H3 TA Arawa
14. Andrea Heiden	H3 Vienna

### 1. Welcome and Agenda of the PCM and LogFrame-Workshop



## Agenda of Project Cycle Management (PCM) and Logical Framework

Time	Content
08:30-09:00	<p><b>Welcome and introduction</b> of participants</p> <p>introduction of content and programme overview</p>
09:00-10:00	<p>Input <b>Project Cycle Management</b> – particular elements: Programming, Identification (Analysis), Formulation, Financing, Implementation, Evaluation.</p>
10:00-10:30	<p><b>Coffee break</b></p>
10:30-11:00	<p><b>Stakeholder analysis, potential opponents and supporters</b></p> <p><i>Group work: exercise of an example from Catholic Diocese Bougainville</i></p>
11:00-12:00	<p><b>Problem analysis:</b> Formulation of a problem tree</p> <p><b>Strategic analysis:</b> Selection of strategy</p> <p><b>Objective tree:</b> Formulation of an objective tree</p> <p><i>Group work: exercise of an example from Catholic Diocese Bougainville</i></p>
12:00-13:00	<p><b>Lunch</b></p>
13:00-15:00	<p>Input <b>Logical Framework:</b> background, key elements, relevance</p> <p><b>Formulation / elaboration of a Logical Framework:</b></p> <ul style="list-style-type: none"> <li>• Overall objective, specific objective, results, activities</li> <li>• Assumptions, indicators, sources and means of verification</li> </ul> <p><i>Group work: exercise of an example from Catholic Diocese Bougainville</i></p>
15:00-15:30	<p><b>Coffee break</b></p>
15:30-16:45	<p><b>Continuation of formulation / elaboration of a Logical Framework:</b></p> <ul style="list-style-type: none"> <li>• Quality of objectives/results and activities (vertical and horizontal logic)</li> <li>• Quality of indicators: SMART?</li> <li>• Cross checking (testing) of the Logical Framework</li> <li>• Some hints / dos and don'ts</li> <li>• Clarification of open questions</li> </ul>
16:45-17:00	<p><b>Evaluation</b> of the training, feedback and good-bye</p>

## 2. Objectives of the Workshop

The workshop aims that the participants have an understanding of Project Cycle Management (PCM); they are able to integrate the principles and tools of PCM in their work related to project management.

The principles of PCM are understood:

- Participants have an idea of the decisions that have to be taken at each phase of the project cycle.
- Participants know the Logical Framework Approach (LFA) and related tools and terminology.

### Definitions

#### **Project Cycle Management (PCM)**

The PCM defines different phases in the lifetime of a project with well-defined decision making procedures, a well-defined flow of information and management tasks.

#### **What are projects?**

Financing and contribution additional to ongoing activities

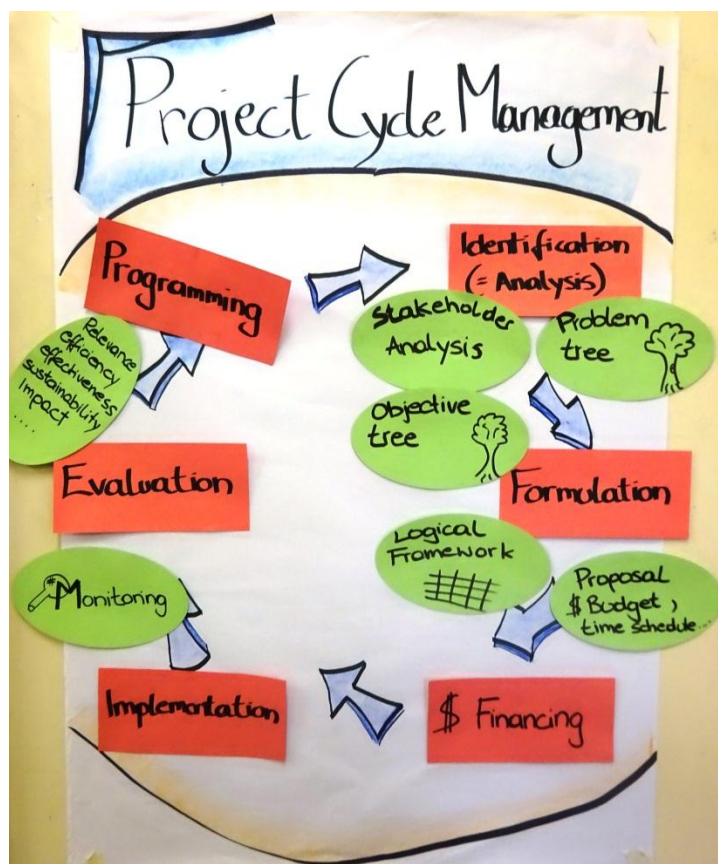
Limited in time and resources

Contribute to process of change

Processes of change taking place in a context that:

- can be very complex & can change continuously;
- many people are involved having an influence on the situation

## 3. How to start with the Project Cycle Management (PCM)?





## Cycle of a Project

### a) Programming

The purpose is to identify the main objectives and sector priorities for co-operation; provide a relevant and feasible programming framework within which programmes and projects can be identified and prepared.

### b) Identification (analysing the situation of the planned project)

The purpose is to identify, assess and select relevant project ideas to be further developed.

### c) Formulation (writing LogFrame and proposal)

The purpose is to elaborate a well-defined and formulated project according to the quality frame.

### d) Financing (doing the budget)

The purpose is to elaborate a realistic project budget that covers the project inputs or costs to achieve the results.

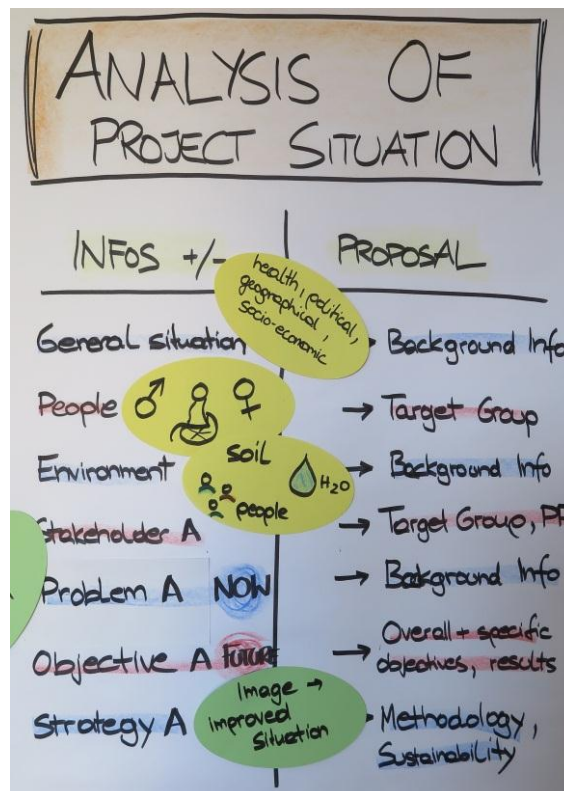
### e) Implementation

The purpose is to prepare and implement the project towards its objectives, using ongoing monitoring and intermediate/mid-term evaluation

### f) Evaluation

The purpose is to ensure accountability and formulate lessons learned - draw conclusions for programming and future action.

## 4. Identification = Analysis of the Project Situation



#### 4.1 Analysis of Stakeholders

Identifying and characterising major stakeholders, target groups and beneficiaries, defining whose problems will be addressed by a future intervention.

Stakeholders are any individuals, groups of people, institutions or firms that may have a relationship with the project or programme. They may – directly or indirectly, positively or negatively – affect or be affected by the process and the outcomes of projects or programmes.

Project partners = those who implement the project / programme in the country or region

Beneficiaries (or target groups) = those who benefit from the implementation of the project



Stakeholder Analysis of Finance Management at Catholic Diocese of Bougainville

#### 4.2 Analysis of Problems

**What are the target group's problems?**

Identifying key problems, constraints and opportunities; determining cause and effect relationships.

*Establishing cause-effect relationships between problems:*

- Word problems as negative situations
- One problem „per card“
- Identify existing problems, not future ones or imagined ones
- A problem is not the absence of a solution, but an existing negative situation!

#### 4.3 Analysis of Objectives

**What options exist to address these problems?**

Developing objectives from the identified problems; identifying means to end relationships.

*Turning the negative aspects into future desired, but realistic situations*

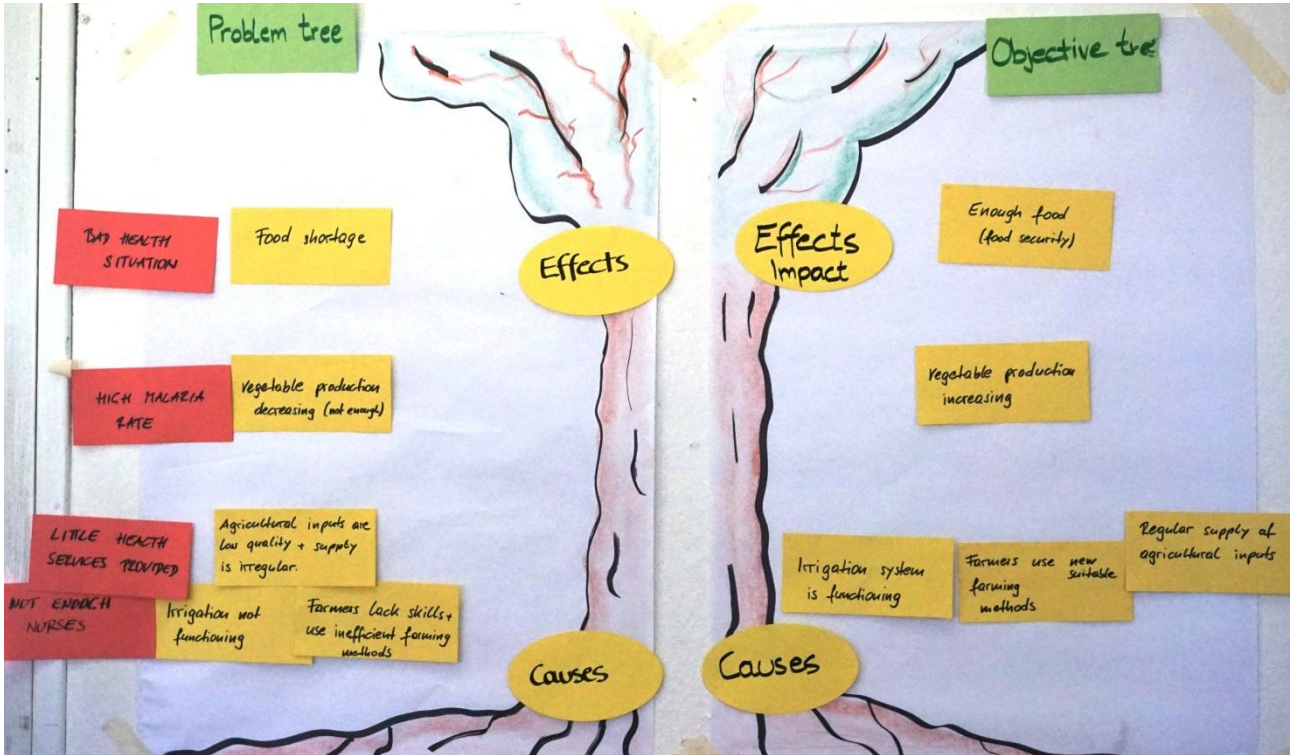
#### 4.4 Analysis of Strategy

**Which options will the project address?**

Identifying the different strategies to achieve objectives; selecting the most appropriate strategy(ies); determining the major objectives (overall objectives and project purpose).

Analysis of Problems = Problem Tree

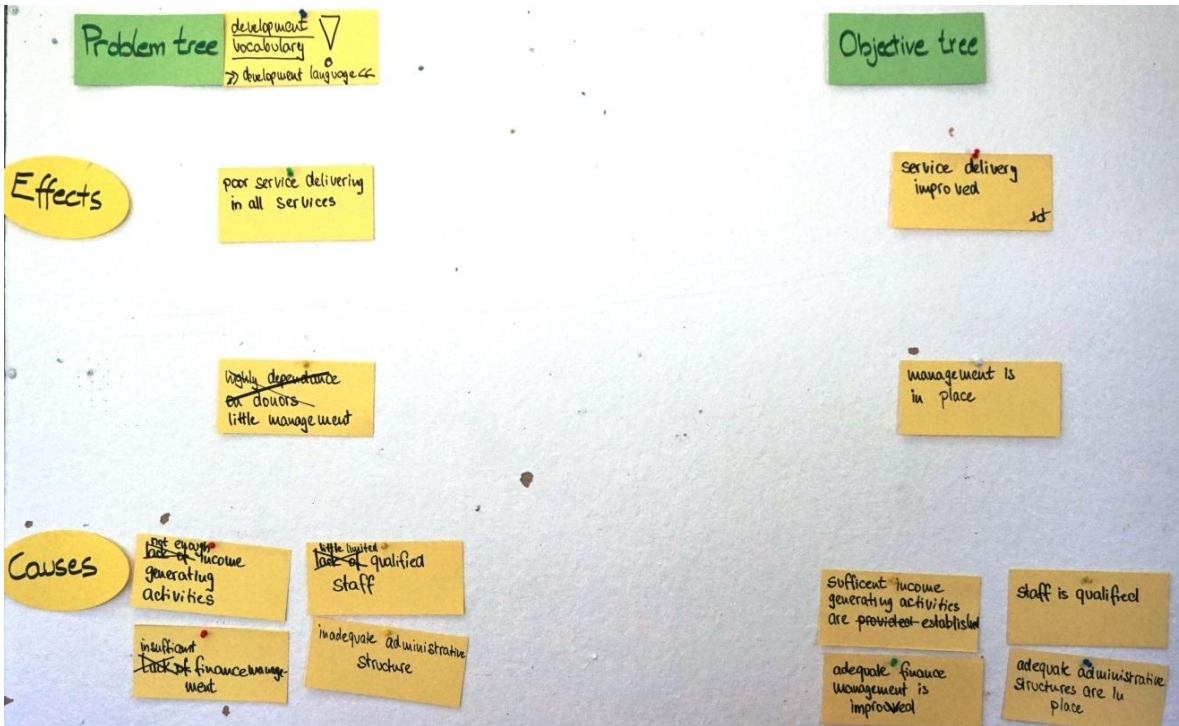
Analysis of Objectives = Objective Tree



Example of a Problem Tree = picture of the current reality which needs to be changed

Example of an Objective Tree = picture of the improved future achieved by the implementation of a project

Example of a problem and objective tree done by group1





## Example of a problem and objective tree done by group 2



## 5. Logical Framework Approach:

The Logical Framework Approach is a methodology for planning, managing and evaluating programmes and projects to improve the orientation towards the achievement of objectives, using tools to enhance participation and transparency.

The Logical Framework Approach (LFA) is an analytical, presentational and management tool. It helps to identify strategic elements (inputs, activities, results, objectives) and their causal relationships, as well as the external assumptions that may influence success and failure. It thus facilitates planning, implementation and evaluation of a project.

The Logical Framework Matrix (LFM) is also known as "logframe" or "logframe matrix". It is a table, consisting of four rows and four columns, that summarise what:

- the project intends to do and how (necessary inputs, activities, results, objectives),
- what the key assumptions are, and
- how activities, results and objectives will be monitored and evaluated.

The Logframe is should be preferable 2 pages; maximum 3 pages.



## How PCM and LFA connect

Project Cycle Management = The decision making process as defined by the organisation.  
 Logical Framework Approach = project management method and tools.

	Objectively verifiable indicators	Sources of verification	Assumptions & risks
<b>OVERALL OBJECTIVE</b> ↓ Contribution to ...SDGs	<b>IMPACT</b> - has smeth. In the wider environment changed to the better? ↳ contribution to...	Internat. + national = <u>external</u> sources	
<b>SPECIFIC OBJECTIVE</b> <span style="border: 1px solid black; padding: 2px;">1</span> Relevance → Having an answer to the target groups' needs	<b>OUTCOME</b> is the target group better off at the end of the project?	internal + <u>more</u> external sources	negative → killer assumptions
<b>RESULTS</b> <span style="border: 1px solid black; padding: 2px;">3-5</span> Effectiveness → Choosing the right and optimal strategy, doing the right thing?	<b>OUTPUT</b> Quantity = absolute Quality = %	internal sources (Monitoring / quarterly annual)	
<b>ACTIVITIES</b> <span style="border: 1px solid black; padding: 2px;">3-5</span> Efficiency → doing the things right?	<b>INPUT</b> means & costs	internal sources (Monitoring / monthly annual)	

← MY PROJECT →

Columns and Rows of a Logical Framework Matrix

### A Logical Framework Matrix consists of:

#### The first column of the Logframe Matrix

##### Overall objective

It explains why the project is important to society in a longer-term. Has something in the wider environment changed to the better? It contributes to one or more of the Sustainable Development Goals (SDGs) beyond the project duration.

##### Specific objectives

It addresses the core problem (benefits to be received by the target group) within the project duration. *Is the target group better off* at the end of the project, due to the intervention (project implementation)?

##### Estimated Results of the Project

Results describe the services to be delivered to the intended target group.

A result is a product of activities undertaken that lead to the Specific Objective and describes the services to be delivered to the intended target group.

It is advisable to have 3-5 results which are specific.

## **Main Activities of the Project**

Activities address how the project's good and services will be delivered. An activity is an action taken or work performed (intervention) in a project in order to reach specific results by using inputs, such as funds, (technical) advisors and other types of resources.

Activities inform how the project's good and services will be realised by the organization and how the problems of the target group will be addressed. Activities produce the expected results. Regarding educational and training activities it is important to mention how the candidates will be identified and selected for training.

It is advisable to have only 3-5 major activities per result.

## **The second column of the Logframe Matrix**

### **Objectively Verifiable Indicators = OVIs**

An indicator is the quantitative or qualitative factor that provides a simple and reliable basis for assessing achievement, change or performance. A unit of information measured over time that can help show changes in a specific condition. They describe the projects objectives in operationally measurable terms. Specifying OVIs helps to form the basis for the project's monitoring and evaluation system.

It is advisable to have only 1-2 (max. 3) indicators per result and per objective!

OVIs should be:

- 1 Specific (to the objective)
- 2 Measurable (quantitatively, qualitatively)
- 3 Available at an acceptable cost
- 4 Relevant (to information needs of manager)
- 5 Time bound

## **The third column of the Logframe Matrix**

### **Sources of Verification (SoV)**

SoV are documents, statistics, reports and other sources providing information that makes it possible to check the indicators. Existing sources should be used as much as possible to reduce costs; at the same time it has to be assessed how reliable the information is.

It should be specified how often the information will be retrieved – and by whom.

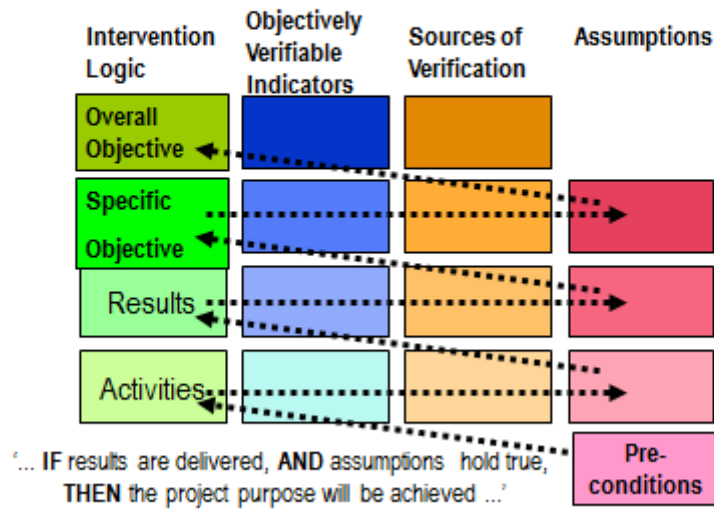
## **The fourth column of the Logframe Matrix**

### **Assumptions**

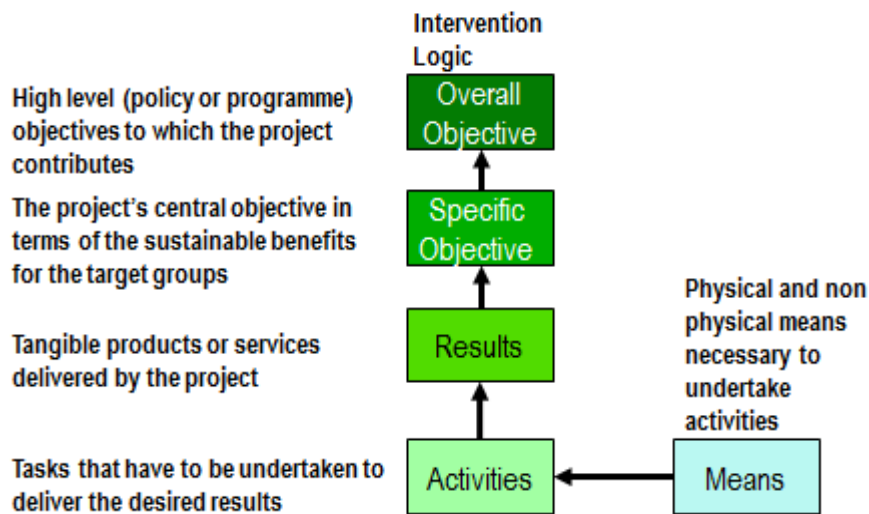
They are external factors that lie outside the control of the project management but can have an influence on – or even determine – the success of a project. The aim of identifying assumptions is to identify and assess risks to and dependencies of the project right from the beginning.

Not being able to control external factors does not mean they cannot be influenced. ↔ risk assessment

# The Logframe Matrix



## The first column of the Logframe Matrix





Example of a Logframe Matrix



## Example of an elaborated Logical Framework done by w/shop-participants

### Project Description Finance Management for Catholic Diocese Bougainville

#### 1 Project Partner

The Catholic Diocese in Bougainville is one of the main social service providers in health, education, family life, HIV/Aids counselling & awareness and Callan Services. However, the Catholic Diocese faces some challenges as it lost much of its capacity, infrastructure and facilities during the crisis.

One difficulty is little appropriate administrative and financial procedures and processes. There is no adequate systematic finance management system in place to fully accomplish the diocesan finances and administration. Furthermore, the Diocese wants to enhance its Incoming Generating Activities (IGA) in order to become less dependent from donors. Thus, the conference center would like to increase its income.

The management of the Callan Services for Disabled Persons wants to enhance their management and administration as it faces some challenges in the area of financial management.

The Catholic Health Agency presently manages 13 health centres and 11 sub-health centres. The agency is managed by the Catholic Health Secretary, and has its own payroll and accounting staff. The Health Agency would like to progress in order to benefit from a professionalization of its finance and administrative management.

#### 2 Objective

To address these challenges, the Diocese of Bougainville would like to apply for a Volunteer from HORIZONT3000 in order to assist with financial management systems. The volunteer will work as a finance management trainer and support several partners, especially Callan Services, Catholic Health offices, as well as the diocesan administration in the area of financial management.

Thus, it is aimed to improve the financial and administrative management of the Diocese of Bougainville and its entities in order to better provide social services to the people of Bougainville in a sustainable way.

#### 3 Elaboration of a proposal and Logical Framework

Kindly develop a proposal in order to apply for an advisor / volunteer at HORIZONT3000.

Please elaborate together with the team:

- a stakeholder analysis
- a problem analysis ("problem tree")
- an objective analysis ("objective tree")

After that, please develop a Logical Framework together with the team with following elements:

- Overall Objective
- Specific Objectives
- Results
- Activities
- Assumptions,
- Objectively Verifiable Indicator
- Sources of Verification



# Logical Framework for Finance Management (group1)





# Logical Framework for Finance Management (group2)

