GF TADs Seminar
On National Project Proposals

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On behalf of the GF TADs Working Group

4th West Eurasia Annual Roadmap Meeting
2-4 April 2013, Bakou, Azerbaijan
Objectives of the seminar

- To push the preparation of national project proposals within the regional context: Governments and donors advocacy for more investment in controlling FMD

- To present an overview of the Logical Framework approach and discuss it as a possible model for the preparation of national project proposals

- To discuss major priorities for investment: Major problems to be solved
Key messages for advocacy

1. FMD causes worldwide and in developing countries much more damage than is often thought
2. FMD control will have favourable and lasting collateral effects through improvement of VS and other disease control programmes
3. Better FMD control is possible with today’s means and methods; the global return on investment is not difficult to show (Rushton 2012)
Annexes to Part A
1. Socio-economics of FMD
2, 3, 4. Tools
5. Building on experience 6. Vaccines
7. Research

Annexes to Part B
1. Activities of the Strengthening Veterinary Services
2. Portfolio

Supporting documents
1. Rushton J. The impact of FMD
2. The PCP FMD
3. The OIE PVS Tool

The Annexes and supporting documents are available on the OIE and FAO websites
## Chronogram of the Global FMD Control Strategy (Component 1)

<table>
<thead>
<tr>
<th>PCP Stage at year 0</th>
<th>PCP Stage at the end of year 5</th>
<th>PCP Stage at the end of year 10</th>
<th>PCP Stage at the end of year 15</th>
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<tbody>
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The Progressive Control Pathway for Foot and Mouth Disease (PCP-FMD)
The OIE PVS Pathway

It is a continuous process aiming to sustainably improve the compliance of Veterinary Services with international standards.
THE LOGICAL FRAMEWORK APPROACH
The Logical Framework is a planning procedure for complete project cycle management.

It is an approach which takes into account the views of all stakeholders.

It agrees on the criteria for project success and lists the major assumptions.
History of LFA

Developed in response to poor planning and monitoring of Development projects

The first logical framework developed for USAID at the end of 1960’s

GTZ was responsible for the development of ZOPP or Zielorientierte Projekt Planung

NORAD made a significant contribution in 1990 with their handbook
The LOGFRAME MATRIX is a participatory Planning, Monitoring & Evaluation tool.

It is a tool for summarizing the key features of a programme and is best used to help programme designers and stakeholders.
## LOGICAL FRAMEWORK MATRIX

<table>
<thead>
<tr>
<th>Narrative Summary</th>
<th>Objectively Verifiable Indicators (OVI)</th>
<th>Means of Verification (MOV)</th>
<th>Important Assumptions</th>
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<tbody>
<tr>
<td><strong>GOAL</strong></td>
<td>Overall objectives</td>
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<tr>
<td><strong>PURPOSE</strong></td>
<td>Outcomes</td>
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<tr>
<td><strong>OUTPUTS</strong></td>
<td>Expected Results</td>
<td></td>
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<tr>
<td><strong>ACTIVITIES</strong></td>
<td>Inputs</td>
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</table>
The Logframe Matrix serves the following functions:

- A tool for planning a logical set of interventions
- A toll for appraising a Programme document
- A concise summary of the Programme
- A tool for monitoring progress made with regard to delivery of outputs and activities
- A tool for evaluating impact of Programme outputs ‘e.g. progress in achieving purpose and goal’
Cause-Effect relationship among objectives at several levels

THE LOGIC OF A PROGRAMME: A SET OF LINKED HYPOTHESES

GOAL

PURPOSE

OUTPUTS

ACTIVITIES
Summary of the LFA

Intervention Logic

- **Goal**
The higher level objectives

- **Purpose (Outcomes)**
The effects/benefits which are expected to be achieved as the result of the project

- **Outputs (Expected results)**
The results/products that the project management is able to guaranty/that the activity will deliver

- **Activities**
The activities that have to be undertaken by the project in order to produce outputs
Objectively Verifiable Indicators (OVI)

- **Goal**
  Measures (direct or indirect) to verify to what extent the goal is fulfilled

- **Purpose (Outcomes)**
  Measures (direct or indirect) to verify to what extent the purpose is fulfilled

- **Outputs (Expected results)**
  Measures (direct or indirect) to verify to what extent the outputs are produced

- **Activities (Inputs)**
  Goods, people and services necessary to undertake the activities
Means of verification (MOV)

- **Goal**
  The source of data/source of information necessary to verify status of goal level indicators

- **Purpose (Outcomes)**
  The source of data necessary to verify status of purpose level indicators

- **Outputs (Expected results)**
  The source of data necessary to verify status of output level indicators

- **Activities (Inputs)**
  The source of data necessary to verify status of activity level indicators
Means of verification

OVI must be

- Valid
- Reliable
- Precise
- Cost effective
- Stated independently from other levels
Assumptions and risks

- Assumptions/hypothesis made about important events, conditions or decisions outside the direct control of the project which could affect the achievement of the goal, the production of outputs, the success of the activity or the start of the project

- Important events, conditions or decisions which are outside the control of the project management
Logframe demands that all hypotheses, assumptions and risks relevant to a programme are made explicit.

An assumption is a positive statement of a condition that must be met in order for objectives to be achieved.

A risk is a negative statement of what might prevent objectives being achieved.
Steps to prepare a Project Proposal

Background:

- Rationale (justification)
- Project beneficiaries
- Project target area
- List of current projects on FMD
Analysis of the situation through Participatory workshops

Stakeholder analysis to identify problems and solutions/objectives, establish their “root causes” and effects.
Summarize them in a Problem tree and an Objective tree
Problem tree

- Low incomes
  - Limited surplus for sale
- High levels of protein malnutrition
  - Lack of protein available in local diet
- Inadequate levels of fresh-water fish production available for use
  - Fingerling production limited
  - Low productivity of fish ponds
  - High post-harvest wastage
    - Inadequate processing technology
    - Inadequate marketing facilities
      - Lack of investment
    - Poor pond management practices
      - Lack of knowledge and appropriate incentives
        - Poor management and lack of investment
        - Dilapidated hatchery centres

Effect
Cause
(Steps to prepare a Project Proposal: cont.)

Project description (intervention logic)

- Goal/overall objective
- Specific objectives (component objectives)
- Purpose or outcome (the effect which is expected to be achieved as a result of the project)
- Outputs (the expected results: tangible products or services that the activity will deliver)
- Activities
- Assumptions and risks
(Steps to prepare a Project Proposal: cont.)

Project sustainability

Logframe Matrix

Implementation / management structure / governance
Action plan and timetable
Budget (including currencies)
Conclusion and overall benefits
Thank you for your attention
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Group discussion
Talking points

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Main Points to Conclude

- Countries to identify their gaps, objectives and activities for FMD control

- Countries’ capability to independently write their own project proposals or further assistance is needed

- Define common areas to focus on for regional control program to feed into regional proposal

- Project proposal format is flexible

- Identify country point of contact to follow up on the progress of drafting national proposal

- List of potential donors for the region/country and how to approach them
Workshop discussions

1- Summary of the major issues and challenges which were addressed by the countries when invited to make their presentation during the PCP assessment sessions:

And then identify major priorities in terms of investment:
Taking into account PCP stage, PVS Gap Analysis (if available) and what is already financed in the country.

- Conclusion:

  i) Most frequent problems to be solved all over the region (e.g. vaccination, control of movements, surveillance, laboratory diagnostic, Veterinary Services efficacy, reporting transparency, legislation...), or

  ii) The situation is very different from one country to another.
Workshop discussions

2. Possibilities to prepare a dossier for submission to OIE

- For endorsement of a national control programme (PCP stage 3)

- Or national or zonal disease recognition (PCP stage 4 and/or 5)
3. **Possibilities to prepare an FMD control project proposal to be presented to governments and development partners:**

   The purpose is not to start preparing a project proposal but to know what the participants think about the possibilities to define such a list of key elements when preparing a project proposal.

- **Objectives of a 5 years programme**
  See objectives of the Global Strategy and relation with PCP stages:

  - **Stage 1:** To gain an understanding of the epidemiology of FMD in the country and develop a risk based approach to reduce the impact of FMD.

  - **Stage 2:** To implement risk based control measures that the impact of FMD is reduced in one or more livestock sectors and/or in one or more zones.

  - **Stage 3:** Progressive reduction in outbreak incidence followed by elimination of Foot-and-Mouth Disease virus circulation in domestic animals in at least one zone of the country.
- Major national investment priorities: e.g. PVS Pathway implementation, training, diagnostic laboratory strengthening, vaccination, control of animal movements, wildlife surveys...

- Cost of the national strategy: use of the PVS Gap Analysis (FMD control has to be mentioned in the Government priorities), WB costing exercise (when preparing the Global FMD Control Strategy)

- Advocacy: use of the PVS Evaluation and Follow Up reports...
4. **Expected support** from regional and international organisations.

5. **Format of national project proposals:**

   - Logframe approach, widely used by many donors: This approach is a guide. It can be very flexible and be adapted to specific donor’s requests and uses.

- **Conclusion:**

   Eventual agreement to harmonise the project proposal formats,
   Discussions on possible other formats

6. **Regional axes** to be included in national project proposals:
   Coordination, leading laboratories, vaccine banks, control of transboundary animal movements...
7- Conclusions: the way forward

Preparation of national and regional project proposals
How, when?

e.g.:
- How countries can identify their gaps and activities.
- Identify point of contact to follow up on the progress of drafting proposals
- Identify needs and financial support to help in writing national project proposals
- Definition of what a regional control program entails and who is to be in charge of writing the project proposal
- List of potential donors for their region and how to approach them
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Outline Project Proposals
Examples

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Example N°1- Project title

Table of content
List of abbreviations and acronyms
Project summary
Objectives
Justification
  - Overall rationale
    a) Sector context
    b) Lessons learnt
  - Specific justifications per activity
    Activity 1)
    Activity 2)
    Activity 2.1)
    Activity 2.2)
    Activity 3)
Detailed description of activities
Methodology
  a) Governance
    (i) Institutional context
    (ii) Financial management
    (iii) Project Steering Committee
  b) Overview of Methodology per activity
Duration and indicative action plan for implementing the action

Sustainability
  (i) financial; (ii) at institutional level and (iii) at policy level.

Logical framework

<table>
<thead>
<tr>
<th>Overall objectives</th>
<th>Specific objective</th>
<th>Expected results</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intervention Logic</td>
<td>Objectively verifiable indicators of achievement</td>
<td>Sources and means of verification</td>
<td>Assumptions</td>
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</tbody>
</table>
Example N°2- Project title

Table of content
List of abbreviations and acronyms
Project summary
1 Analysis of the situation
- Problem analysis and problem tree
- Analysis of objectives and objective tree
2. Intervention logic
- Goal
- Purpose
- Outputs
- Activities
3. The Logframe matrix
- Overall objectives
- Specific objectives
- Expected results
- Activities
- Assumptions and risks
- Indicators and means of verification
4. Implementation, resource and cost schedules
5. Action plan. Timetable
Example N°3

NATIONAL PROPOSAL FOR FMD CONTROL PROGRAMME

Project information
Executive summary

1. Background
   1.1. Rationale (justification)
   1.2. Project beneficiaries
   1.3. Project target area
   1.4. List of current projects on FMD

2. Analysis of the situation
   2.2. Problem tree (through participatory workshop)
   2.2. Objective (through participatory workshop)

3. Project description (intervention logic)
   3.1. Goal/overall objective
   3.2. Specific objectives (component objectives)
   3.3. Purpose or outcome (the effect which is expected to be achieved as a result of the project)
   3.4. Outputs (the expected results: tangible products or services that the activity will deliver)
Example N°3- Template

3.5. Activities
3.6. Assumptions and risks

4. Project sustainability
5. Logframe Matrix

<table>
<thead>
<tr>
<th>Activity Description</th>
<th>Indicators</th>
<th>Means of Verification (MOVs)</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal/Impact</td>
<td>Indicators</td>
<td>MOVs</td>
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<tr>
<td>Purpose/Outcome</td>
<td>Indicators</td>
<td>MOVs</td>
<td>Assumptions</td>
</tr>
<tr>
<td>Component Objectives/Intermediate Results</td>
<td>Indicators</td>
<td>MOVs</td>
<td>Assumptions</td>
</tr>
<tr>
<td>Outputs</td>
<td>Indicators</td>
<td>MOVs</td>
<td>Assumptions</td>
</tr>
<tr>
<td>Work program (optional)</td>
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</table>

6. Implementation / management structure / governance
7. Action plan and timetable
8. Budget (including currencies)
9. Conclusion and overall benefits