A Logical Framework Approach to EU Projects

Dr. Luca Rosi

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At the end of this presentation we will be able to:

- Have an overview on EU funding opportunities available for the Republic of Moldova
- Understand the framework of a project fiche and the general rules to write a project proposal
Acronyms

- CARDS - EU Assistance Programme for Reconstruction Development and Stabilization in the Western Balkans
- CF – Cohesion Fund
- EAFRD – European Agricultural Fund for Rural Development
- EEA – European Economic Area
- EC – European Commission
- EIDHR - European Instrument for Democracy and Human Rights
- ENP – European Neighborhood Partner
- ERDF – European Regional Development Fund
- ESF – European Social Fund
- FP7 - 7th Research Framework Programme
- ISPA - Instrument for Structural Policies for Pre-Accession
- MDGs – Millennium Development Goals
- NGOs – Non-Governmental Organizations
- NSA – Non-State Actors
- PHARE- Poland and Hungary: Assistance for Restructuring their Economies
- SAPARD - Special Accession Programme for Agriculture and Rural Development
- SME – Small and Medium Enterprises
Background (1)

The enlargement of the EU (2004) has brought a historical shift for the Union in political, geographic and economic terms, further reinforcing the political and economic interdependence between the EU and non EU countries like the Republic of Moldova.

In facts, the enlargement has offered the opportunity for the EU and the Republic of Moldova to develop an increasingly close relationship, going beyond co-operation, to involve a significant measure of economic integration and a deepening of political co-operation to promote stability, security and well-being.

As an initial step, through the agreement of an Action Plan, the Republic of Moldova has been invited to enter into intensified political, security, economic and cultural relations with the EU, enhanced cross border co-operation and shared responsibility in conflict prevention and conflict resolution.
Since many challenging factors (e.g. environmental pollution, roads, security, transport, public health issues, etc.) cannot be tackled by individual countries themselves the access to **EU funding opportunities** become vital in order to fulfill common desired strategies according to national plan and programmes.

The EU provides finance in different forms (grants, loans, etc.) and/or in others financial guarantees that may also support specific projects.

EU access to funding can be divided into two categories:
- direct funding through grants;
- indirect funding through national and local intermediaries.
EU’s Neighboring Partnership (ENP)
Since 2004 the EU supports the reform and transition processes underway in the EU’s Neighboring Partner Countries mainly through the European Neighborhood and Partnership Instrument (ENPI), with regional and bilateral programmes, and its highly complementary Multi-country Cooperation Instruments and Thematic Tools.

The Neighbors benefiting from these instruments and tools are: Algeria, Armenia, Azerbaijan, Belarus, Egypt, Georgia, Israel, Jordan, Lebanon, Libya, Republic of Moldova, Morocco, Occupied Palestinian Territory, Russian Federation, Syria, Tunisia, Ukraine.
How does the ENP work?

The EU and each ENP partner reach agreement on reform objectives across a wide range of fields within certain “common” areas:

- Cooperation on political and security issues
- Economic and trade matters
- Mobility
- Environment
- Integration of transport
- Energy networks
- Scientific and cultural cooperation

EU provides financial and technical assistance to support the implementation of projects and goal achievement to countries so long as they meet the strict conditions of Government and Economic reform and other issues surrounding positive transformation.

This process is normally underpinned by an Action Plan, as agreed by both Brussels and the target country.
Funds are allocated to each individual country programmes depending on their needs and absorption capacity as well as their implementation of agreed reforms.

Total budget for the ENP in the framework 2007 – 2013 is approximately € 12 billion (+32% as compared to the Financial Framework 2000-2006).

**Moldova ENP budget (2007-2013) is € 209.7 million**
Cross-Border Cooperation (CBC)

A key priority of the EU Neighborhood Policies is to reinforce the cooperation between regions of EU Member States and Partner Countries thus to support sustainable development along both sides of the EU’s external borders, to improve differences in living standards and to address the challenges arising from the proximity between regions on both sides of the land and sea borders.

The four key objectives of CBC include: economic and social development, addressing common challenges, ensuring efficient and secure borders and people-to-people cooperation.

- **WHO CAN PARTICIPATE** Local and regional authorities, NGOs, cultural or scientific institutions, and other key organizations in an eligible region
- **HOW IT IS IMPLEMENTED** Joint Managing Authorities launch calls for proposals, award and sign grant contracts
- **BUDGET** €1.1 billion for the period 2007-2013
Neighborhood Investment Facility (NIF)

The NIF focuses on the key sectors of energy, environment and transport, while also providing support to SME development and social sector infrastructures on countries with ENP Action Plans agreed with the EU. On a case-by-case basis, other Neighborhood countries may also benefit from NIF grant support for projects of cross border or regional nature to which the EU and its Neighboring partners attach particular interest.

- **WHO CAN PARTICIPATE** Public administrations
- **HOW IT IS IMPLEMENTED** Contributions to infrastructure projects are exclusively grants
- **BUDGET** EU allocation of €700 million for 2007-2013 + member state contributions
Support for Improvement in Governance and Management (SIGMA)

SIGMA focuses on strengthening public management in areas such as administrative reform, public procurement, public sector ethics, anti-corruption, and external and internal financial control. On a demand-driven basis, it has been assisting countries in installing governance and administrative systems appropriate to a market economy, functioning under the rule of law in a democratic context.

- WHO CAN PARTICIPATE Public administrations via National Contact Points
- HOW IT IS IMPLEMENTED Demand-driven short/medium-term support (1 day to 6 months)
- BUDGET €5.9 million for 2008-2010 for ENPI East and South countries
- WEBSITE http://www.sigmaweb.org
Technical Assistance and Information Exchange (TAIEX)

TAIEX was introduced to the ENPI in 2006 to offer short-term assistance and advice to Partner Countries as they implement their ENP Action Plans in the approximation, application and enforcement of EU legislation.

It is mainly demand driven and contributes to the delivery of appropriate tailor-made expertise to address problems at short notice. Assistance is given through expert missions, workshops or seminars and study visits.

- **WHO CAN PARTICIPATE** Civil servants working in public administrations, Judiciary and Law Enforcement authorities; Professional and commercial associations
- **HOW IT IS IMPLEMENTED** Requests originate from beneficiary public administrations
- **BUDGET** yearly envelope of €5 million for ENPI East and South countries
- **WEBSITE**
  http://ec.europa.eu/europeaid/where/neighbourhood/overview/taiex_en.htm
Twinning (1)

The Twinning programme provides a framework for administrations and semi-public organizations in the beneficiary countries to help developing modern and efficient administrations, with the structures, human resources and management skills needed to implement the *EU acquis* (the accumulated legislation, legal acts, and court decisions which constitute the body of EU law).

Twinning projects set out to deliver specific, guaranteed results. The parties agree in advance on a detailed work programme to meet an objective concerning priority areas of the acquis, as set out in the Accession Partnerships.

Since 2004, Twinning has been available to countries in the ENPI region.
Twinning (2)

On a demand driven base, the twinning projects bring together public sector expertise from EU Member States and partner countries, with the aim of enhancing co-operation activities. The partner country retains ownership.

Since the programme's launch in 1998, over 1,100 Twinning projects have been launched in beneficiary countries.

- **WHO CAN PARTICIPATE** Joint projects shared by two partner administrations
- **HOW IT IS IMPLEMENTED** Awarded to EU Member States following a call for proposals
- **BUDGET** varies annually from country to country – average amount is €1 million
- **WEBSITE**
  http://ec.europa.eu/europeaid/where/neighbourhood/overview/twinning_en.htm
Erasmus Mundus II – Action 2 Partnerships (EM)

The EM programme is designed to foster institutional co-operation in the field of higher education between the EU and third countries and to boost exchanges of students, researchers and academic staff. EM promotes partnerships and gives academics from third countries the chance to enhance their skills and qualifications. It also offers students an opportunity to benefit linguistically, culturally and educationally through studies in another country, something particularly important for students from vulnerable groups.

- **WHO CAN PARTICIPATE** Higher education institutions and students
- **HOW IT IS IMPLEMENTED** Through grant agreements following calls for proposals
- **BUDGET** €29 million for 2009-2010 in the ENPI countries (similar amount for 2010-2011)
Trans-European mobility scheme for university studies - Tempus IV

Tempus supports the modernization of higher education in the Partner Countries (Western Balkans, Eastern Europe and Central Asia, North Africa and the Middle East) to promote the voluntary convergence with EU developments deriving from the Lisbon Strategy and create more jobs and growth.

The programme’s implementation is undertaken by the EU’s Education, Audiovisual and Culture Executive Agency (EACEA).

- **WHO CAN PARTICIPATE** Public or private higher education institutions, networks of higher education, in the EU or Partner Countries, etc.
- **HOW IT IS IMPLEMENTED** Through annual calls for proposals managed by EACEA
- **BUDGET** Approximately €35-39 million allocated annually in the ENPI countries
Cooperation in Urban Development and Dialogue - CIUDAD

CIUDAD promotes mutual understanding, dialogue and cooperation between local actors through the provision of capacity building for the modernization and strengthening of local and regional government. CIUDAD focuses on three themes: 1) Environmental Sustainability and Energy Efficiency; 2) Sustainable Economic development and reduction of social disparities; 3) Good governance and sustainable urban development planning.

- **WHO CAN PARTICIPATE** Consortia of organizations including local authorities, universities, NGOs, and other organizations working on urban sustainable development issues, both from the EU and ENPI Partner Countries.
- **HOW IT IS IMPLEMENTED** Through grants managed by the EU Delegations
- **BUDGET** €14 million for 2009-2012 of which €3 million for technical assistance
- **WEBSITE** n.a.
EU Thematic Tools
Apart from the ENPI, which is strictly geographical and concerns only its Neighborhood countries, the EU also has a number of so-called **Thematic Tools** which are global and from which the Partner Countries can benefit.

The FP7 is an example of thematic tool in the area of Research.

**Please note:** For the purpose of this presentation the following list is obviously not exhaustive. Available funding and information for programmes in individual countries can be found on EU Delegation websites.
The Thematic Tools (1)

- **EIDHR (European Instrument for Democracy and Human Rights)**
  BUDGET €554.4 million for 2007-2010 - minimum of €77.4 million for ENPI countries

- **Environment & Sustainable Management of Natural Resources**
  BUDGET €470 million for 2007-2010 - €25.5 million for ENPI countries

- **Food Security (part of MDGs)**
  BUDGET €925 million for 2007-2010 - €30.6 million for ENPI countries

- **Investing in People**
  BUDGET €541 million for 2007-2010 - €32 million for ENPI countries
The Thematic Tools (2)

- **Instrument for Stability (IfS)**
  BUDGET over €2 billion for 2007-2013 – almost €1.6 billion for crisis response and preparedness

- **Migration and Asylum**
  BUDGET €205 million for 2007-2010 - €107 million for ENPI countries

- **Non-State Actors (NSA) & Local Authorities in Development**
  BUDGET over €900 million for 2007-2010 – €40 million earmarked for ENPI countries
Instrument for Pre-Accession Assistance (IPA)
IPA is the financial instrument for countries engaged in the accession process to the EU for the period 2007-2013 and replaced previous pre-accession assistance instruments such as PHARE, ISPA, SAPARD, CARDs, etc.).

It is based on strategic multi-annual planning in accordance with the guidelines included in the Multi-annual Indicative Financial Framework (MIFF) which provides information on the Commission’s intentions in terms of indicative financial allocation by country and by component.

The general aim of IPA is to:

- Enhance the efficiency of coherence of aid
- Strengthen institutional capacity
- Secure cross-border cooperation
- Support economic and social development
- Sustain rural development
IPA’s beneficiary countries

The rules of participation for implementing the different programmes launched under the IPA are flexible enough to ensure that the participation in the award of procurement or grant contracts is open to all natural and legal persons and international organizations nationals of or legally established in:

- A Member State of the EU or the European Economic Area (EEA);
- Candidate countries (the former Yugoslav Republic of Macedonia, Croatia, Turkey)
- Potential candidate countries (Albania, Bosnia and Herzegovina, Iceland, Montenegro, Serbia including Kosovo)
- A country that is a beneficiary of the ENPI
Eastern Partnership
In addition to the presented line of financing the EC put forward other concrete actions for enhancing partnership with Eastern Europe and Southern Caucasus countries (including the Republic of Moldova) and support project financing in order to strengthen political, social and economic security, stability and prosperity to come closer to the EU.

Among the others Eastern Partnership implies:

- Gradual VISA liberalization for easier travel and measures to tackle illegal immigration
- Promotion of democracy and good governance
- Sector reform and environment protection
- Socio-economic imbalances reduction and increase stability
Guidance for drafting projects fiches
The Situation we face

Where we want to be
Achieved the desired situation
Situation changed
A Better Future

Current Situation
Where we are now?
Unhappy about current situation?
Need for changes?

Future Situation
Where we don’t want to be!
Still unhappy!
Nothing has changed!
General rules for drafting a project fiche

A project fiche sets out clearly the priority axes (objective and purposes), the envisaged operations (results and activities, means and costs), the implementing methods (with a feasible time-plan) and includes the conditions and assumptions for the realization of the project, and the necessary indicators for the monitoring and evaluation of implementation.

In facts a project should always …

💰 Be consistent with and supportive of, broader policy and Priorities but
💰 Create/develop something ‘new’, rather than simply support ongoing activities

And have …

✔ clearly defined objectives which address identified needs
✔ a clearly identified target group(s)
✔ clearly defined management responsibilities
✔ a start and finish date
✔ a specified set of resources and budget in agreement with the specific EU line of funding
Why Projects Fail?

- not linked to broader programme or policy framework
- set rigid targets and processes (inflexible)
- set optimistic goals to attract finance - false expectations
- end abruptly and usually too short term
- ‘driven’ by aid professionals and not locally owned
- induce insecure state of ‘project culture’
- force relationships to be contractual
The key element to set a project management strategy is based on the so called SMART TEST objectives (Rosi L., 2005) technique so that the impact of the project result:

- **Specific**
- **Measurable**
- **Available - Achievable**
- **Relevant**
- **Time-bound**
- **Ecological – Equitable – Environmental**
- **Sustainable**
- **Team-builder**

Description of the project strategy
The Logical Framework Approach

The Logical Framework Approach is a rigorous process, which if used as intended by the creators will impose a logical discipline on the project design team. If the process is used with integrity the result will be a high quality project design.

Writing the proposal should happen following the Logical Framework Matrix, a working sheet built around a logical connection of 16 cells in a 4 columns by 4 row matrix.

The logic that connects the cells in the left most column (Vertical Logic represents the hierarchy of objectives of the project) while the remaining columns (Horizontal logic) describes:

- how the achievement of the objective will be measured or verified
- how this information will be obtained
- what are the external factors that could prevent the project manager and staff from achieving the next level objective.
The Logical Framework Matrix

<table>
<thead>
<tr>
<th>Objectives &amp; activities</th>
<th>Indicators</th>
<th>Means of verification</th>
<th>Assumptions</th>
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</thead>
<tbody>
<tr>
<td>Goal (Impact)</td>
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<tr>
<td>Purpose/ (Outcome)</td>
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<td>Outputs</td>
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<td>Activities</td>
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<td>Pre-conditions</td>
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What needs to be fulfilled before activities can start
To provide the text in the cells of the logframe the project writers are asked to address and answer a number of questions which on the surface seem self evident. However, articulating the answers to these apparently self evident questions exposes many unstated assumptions and hypotheses.

One common misuse of the logframe is to design the project first and attempt to "fill in" the logical framework matrix as an after thought. This usually defeats the whole purpose of the logical framework approach and the design methodology of the project.

Before drafting a logframe matrix have ready a clear:

- situation and problem analysis
- stakeholder analysis

It is tempting to say always start at the situation analysis stage, and from there determine who are the stakeholders but a common argument is that the stakeholders define the problem so it may be necessary to start with identifying the stakeholders instead.