

Expected duration: This project will have a duration of three (3) years.

Estimate of costs: (US\$)

| <u>Type expenditure</u> | <u>Estimated cost</u> |
|-----------------------------|-----------------------|
| - import of plant materials | \$ 3,000 |
| - preparation of tech-packs | \$ 40,000 |
| - establishment of nursery | \$ 120,000 |
| - training | \$ 20,000 |
| - technical assistance | \$ 25,000 |
| - miscellaneous | <u>\$ 21,000</u> |
| Total | \$ 229,000 |

Implementing agency: Ministry of Agriculture

Notes:

As pointed out earlier, the nine elements included here represent the minimum information that should be included in a project profile. Some persons prefer to include other elements, such as **Justification** and **Strategy**.

Often, there are special conditions which might justify the execution of the project. There might include such things as changing market trends, positive or negative ecological conditions, good leadership potential, or availability of complementary support. Under **Justification** one should identify those items which emphasize the importance of the project.

Strategy is the description of how the project implementors are going to achieve the expected outputs identified in the project profile. In the description of strategy one should answer such questions as: Who is going to do what? When? and How? The activities are an essential part of the strategy.

A brief analysis of how the information presented in Profile #1 relates to the information presented in Chapter 5 results in the following:

| <u>Element</u> | <u>Explanation</u> |
|--|---|
| Title: | Relates to specific objective but is more general. |
| Definition of underlying problem: | Is a summary of the problems found in the upper portion of the problem tree. |
| Goal: | Relates to overall strategy and is the same for all projects falling within the same strategy. Was defined considering all the objectives in the higher levels of the objective tree. |
| Specific objective: | Was taken from the top objective in circle #1 of Figure 5.3 Has been reworded. |
| Expected outputs: | Were obtained from the lower levels of the objective tree (Figure 5.3). They have been reworded. |
| Activities: | Are a logical extension of the expected outputs. They are the specific actions |

which have a cost element and must be implemented to achieve the desired outputs.

Estimate of costs: By analyzing each one of the activities it is possible to identify the goods and equipment, finance, and manpower necessary to implement each activity. (Project finance does not include costs of goods, materials, or personnel but only those funds used as cash.) Manpower inputs are quantified as man-months and their value can be estimated. Given this breakdown of needs, a preliminary rough estimate of total costs can be made.

Expected duration: Based on an analysis of the activities and a realistic assumption of the time required to effectively execute all of them.

Executing agency: Is usually the institution or agent most interested in or most capable of executing the project.

Profile #2

Title: Improving the productivity and quality of papaya in Barbados.

Definition of problem and/or justification: Papayas are presently (1988) produced on a very small scale due to disease problems and market uncertainty. Production is scattered throughout the island. Farmers tend to let their plants grow naturally with little or no use of chemicals to control pests and disease problems. Irrigation and windbreaks are generally not good during production. Access to agricultural credit is difficult for small farmers, and little or no facilities or equipment are available for proper postharvest handling of fruit.

Goal: Increase the domestic supply and exports of good quality fruit from Barbados.

Specific objective:

1. Improve production/postharvest practices of selected fruit (papaya) farmers.
2. Facilitate access to agricultural credit and the necessary infrastructure for the production of good quality papaya.

Expected outputs:

1. A minimum of 50 fruit farmers trained in the proper methods and techniques of papaya production.
2. An effective mechanism established for small farmers to access credit from the agricultural development bank.
3. At least 10 irrigated papaya farms in operation.
4. Adequate postharvest handling facilities and equipment operating in major production zones.

Activities:

1. Training of farmers in proper production and postharvest handling practices for papaya.
2. Establishment of credit facility for fruit farmers within the national Agricultural Development Bank.
3. Technical assistance for the design of irrigation systems and postharvest handling facilities and equipment.

Expected duration: This project will have a duration of five (5) years.

Estimate of costs: (US\$)

| <u>Type expenditure</u> | <u>Estimated cost</u> |
|-------------------------|-----------------------|
| - training costs | \$ 25,000 |
| - | |

Annex 13 - The logical framework

An interdisciplinary team carrying out a thorough description of a commodity system will be able to identify the priority problems in each component of the system (see Chapter 5), and with these, establish objectives which will lead to a project profile (see Annex 12). Since most people have limited experience writing projects, or profiles of projects, there is a need for a method of determining whether the project profile is logically conceived or not. The **logical framework format** is a valuable tool which does just that.

The **Logical Framework** (Rosenberg & Posner, 1979) was developed for the United States Agency for International Development as a tool to help conceptualize a project and analyze the assumptions behind it. Since the development of the **Logical Framework**, it has been adopted, with various adaptations (GTZ, 1983), by a large number of bilateral and international development organizations. The **Logical Framework** has proven extremely valuable for project design, implementation, monitoring, and evaluation.

As was seen in the preparation of the project profile, there is a logical interrelationship between the overall Problem, the Goal, the Specific Objective, the Expected Outputs, and the Activities. The **Logical Framework** facilitates an analysis of these interrelationships and their relationships with the surrounding environment.

From the analysis of the project profile (see Annex 12), it is evident that there is a logical interrelationship as follows:

Goal

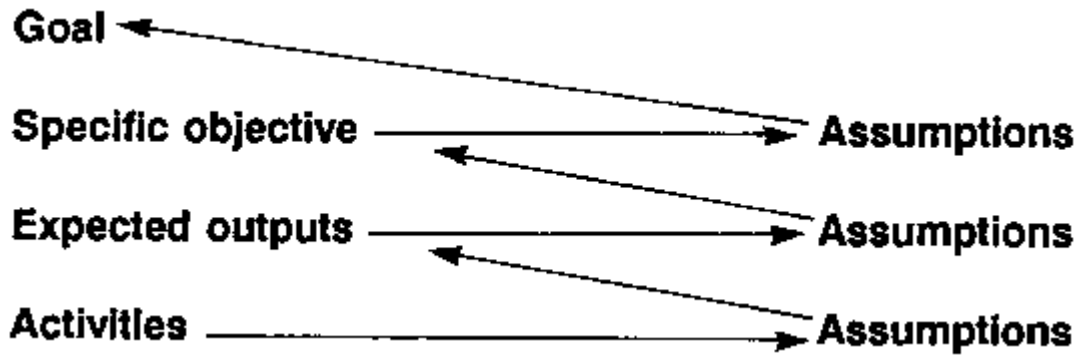
Specific objective

Expected outputs

Activities

However, projects cannot be considered in isolation since they are affected in one way or another by the surrounding environment, people, institutions, politics, climate, and others. Since most of these external factors are outside the control of the project, certain assumptions have to be made. Some assumptions can be derived from the **Objectives Tree**. Given these assumptions, a more realistic graphical portrayal of the situation is the following:

The graphic



The assumptions should be worded as a positive condition (agricultural policy will be changed to favor fruit crops; farmers will have access to credit). Only important assumptions which are likely to occur should be included. Those which are almost certain to occur or almost certain not to occur should be avoided.

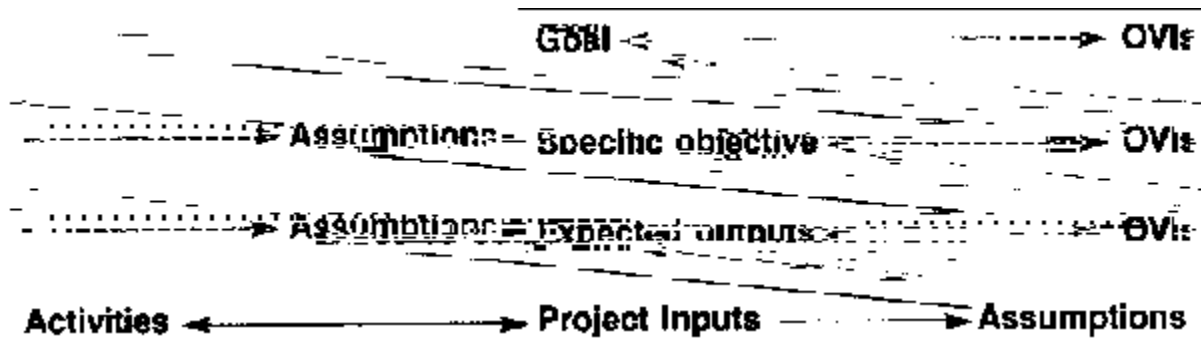
If the assumptions related to the activities to be implemented prove correct, then the next higher levels, expected outputs, is achieved. Similarly, if the assumptions corresponding to expected outputs prove correct, then the specific objective will be achieved. Finally, if the assumptions corresponding to the specific objective are correct, then the final goal will be achieved. In the case of the assumptions corresponding to the goal, these, when achieved, will sustain the goal over the long term. This demonstrates the vertical logic contained in the **Logical Framework**.

But how does one know if they have achieved the next highest level or not?

To answer this question, the **Logical Framework** includes **Objectively Verifiable Indicators** (OVIs). These OVIs specify the evidence which will tell you if an expected output, specific objective, or goal is reached. They define target and support groups (who?); quantify (how much?); qualify (how well?); set times (by when?); and determine location (where?). As an example:

Indicator: small farmers increase crop yields

Quantify: 300 farmers with less than 5 acres of land increase production by 25%

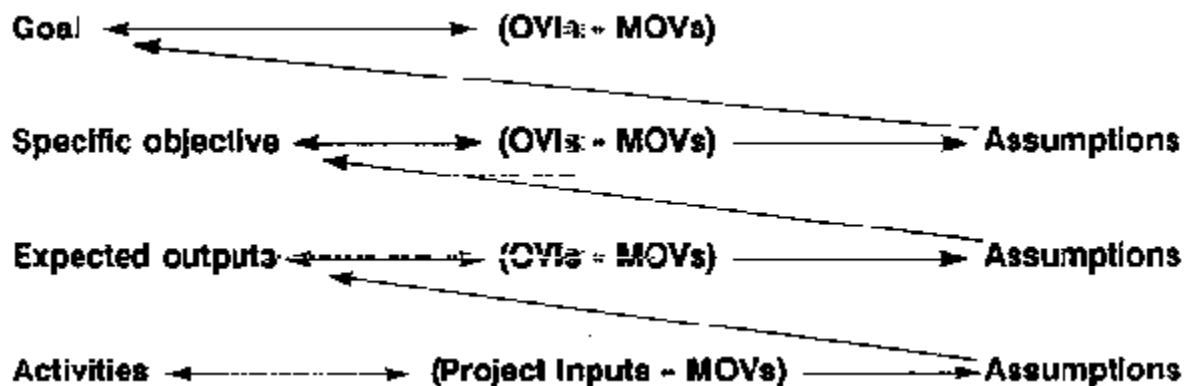


To use the indicators, a source of information to verify each indicator should also be identified. In other words, what is the evidence that the objectives have been met? In the **Logical Framework**, this column is referred to as the Means (Source) of Verification (MOV). The MOVs should identify: what information to collect? in what form? who is to collect it? and with what frequency? In selecting the sources of information, some important questions to ask are:

- Is the information available on a regular basis?
- Is the information reliable?
- Is the cost of collecting information within budget?
- Are there persons available to collect information?

If there are no reliable sources to verify the indicator, then other verifiable indicators must be found.

With the addition of the column for MOVs the **Logical Framework** is complete as shown below. The relationships indicated by the arrows are the logic of the framework. It is important to note that the assumptions are outside the control of the project but must be recognized as influencing its outcome.



The **Logical Framework** is sometimes referred to as a **Project Planning Matrix (PPM)**. It provides in a one or two page format a summary of a project:

- **Goal/Specific objective** answers the question why a project is being proposed.
- **Expected outputs** tell what the project is expected to achieve.
- The **Activities** specify how the project is going to achieve the desired results.

- The **Assumptions** identify which external factors are crucial for the success of the project.
- The **OVI**s specify how the success of the project can be determined.
- The **MOV**s identify where the information required to assess the success of the project can be found.

Once a project has been introduced into the **Logical Framework** and analyzed for its logical consistency, it can be considered acceptable for submission to potential donors. The following, as an example, is the Barbados paw paw project (Annex 12, Profile #1) placed in a **Logical Framework** format.

Logical Framework (Project Planning Matrix - PPM)

Project Title: Institutional development for fruit production Country: Barbados
Estimated Duration of Project: 18 months Date PPM prepared: September 9, 1989

| Summary of Objectives/Activities | Objectively Verifiable Indicators | Means/Source of Verification | Important Assumptions |
|---|--|---|---|
| Goal: Increase the domestic supply and exports of good quality fruit from Barbados | National production and exports of paw paw and two other priority fruits will increase by 10% between July 1989 and July 1992 | 1. Ministry of Agriculture national production statistics. 2. Ministry of Trade export statistics. | 1. Market prices will remain favorable. 2. Satisfactory marketing infrastructure will be in place. |
| Specific Objectives: Improve the specific production and marketing services available to fruit producers in Barbados. | 1. Annual increases in the number of farmers in Barbados growing fruit on a commercial scale. 2. Improved institutional structure for services in credit, technical assistance, research, nurseries, and distribution of farm inputs. | 1. Ministry of Ag. annual survey of farmers. 2. Comparison of organizational charts and number of employees in key divisions of Ministry of Ag. each year: 1989, 1990, 1991, 1992. 3. Annual budgets of Ministry of Ag. | 1. Agricultural policy will be modified in favor of fruit crops. 2. Fruit farmers will have access to credit and technical assistance. |
| Expected Outputs: 1. Improved planting material available. 2. Established research. 3. Tech-packs for paw-paw and other fruit. 4. Effective mechanism for production and distribution of planting material. 5. Well-trained MOA staff. 6. Effective system for distribution of farm inputs | 1. Number of farmers receiving improved planting material. 2. New research structure and full staff in operation. 3. One tech-pack published each year 1990-1992. 4. Same as #1. 5. Noticeable | 1. Interviews with farmers. 2. Ministry of Ag. budget and annual reports. 3. Published documents. 4. Interviews with farmers. 5. Periodic evaluations of staff members. 6. Annual reports of | 1. MOA must prioritize crops and facilitate imports of plant material. 2. MOA to restructure research/extension divisions. 3. MOA to hire graphic arts specialist. 4. Extension agents will coordinate closely |

Postharvest Institute For Perishables (PIP) NEWS

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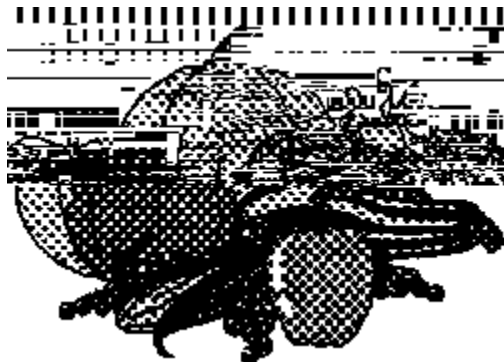
Volume 3 Number 1 November 1992

The purpose of this newsletter is to inform interested persons of what is happening at PIP. We used to publish newsletters on a more regular basis but (with more expenses than you can imagine) were compelled to drop the activity. Well, we're back in the newsletter business again and we hope to bring you up-to-date on our recent activities.

What is PIP?

PIP was established in 1981 under a multi-year cooperative agreement with the United States Agency for International Development (USAID). The goals of the cooperative agreement are to:

- Increase availability of perishable food commodities without increasing production areas.
- Improve basic diets of people in developing countries by reducing postharvest losses.
- Reduce the costs of perishables by improving the efficiency of marketing systems.
- Help develop private sector agribusinesses associated with marketing, processing, preserving, packaging, storing, transporting, and general handling of perishable commodities.



What Does PIP Do?

PIP provides technical assistance and training to developing countries, Eastern Europe, and the former Soviet Union in many subject areas relating to the reduction of perishable food losses.

PIP's Information Center (PIPIC) provides documents on postharvest handling of perishables to clients around the world.

Where is PIP Located?

PIP is located at the University of Idaho's College of Agriculture, in Moscow, Idaho. The State of Idaho produces a wide array of perishable food commodities for domestic and export consumption, which provides an appropriate background for PIP's activities.

PIP's Network

PIP interacts with many international organizations and countries to pursue its mandate of reducing perishable food losses. For example, PIP collaborated with the ASEAN Food Handling Bureau in Malaysia and the Inter-American Institute for Cooperation on Agriculture (IICA) in Costa Rica to produce and publish the Commodity Systems Assessment Methodology (CSAM) manual. PIP also works with some 100 countries through the PIP Information Center (PIPIC), which collects and stores relevant publications on perishable food commodities and sends them to agricultural and research organizations around the world. PIP often works directly with developing country governments, USAID missions, and other donor organizations such as the World Bank on technical assistance/training projects.

PIP also collaborates with a number of consulting firms responsible for various long-term USAID projects abroad. PIP is a sub-contractor on several of these projects. Finally, PIP utilizes consultants at academic institutions and the private sector to complete assignments requested by donor agencies.

Where PIP Worked in 1992

- **Morocco/MAPP** - Agribusiness Promotion Project to increase trade and investment links between U.S. and Moroccan firms - DAI/USAID
- **Cameroon** - Assessment of Fertilizer Sector Reform Program (FSSRP) - Abt Associates/USAID
- **Africa** - Agribusiness development and promotion, of private/public sector collaboration at ion - Abt Associates/USAID
- **Morocco** - Agribusiness Trade and Investment Conference - Coordinated simultaneous translation of conference and prepared conference proceedings in English and French - Abt Associates/USAID
- **Niger** - Onion Marketing Study-Updated information on domestic and export marketing of Nigerian onions and evaluated future market potential - Abt Associates/USAID
- **Bolivia** - Cochabamba Regional Development Project (CORDEP). Postharvest assistance in perishables - DAI/USAID
- **Guatemala** - Assessment of small farmer coffee production and marketing systems; training of coffee project personnel in CSAM methodology - USAID/Guatemala

CSAM Publication

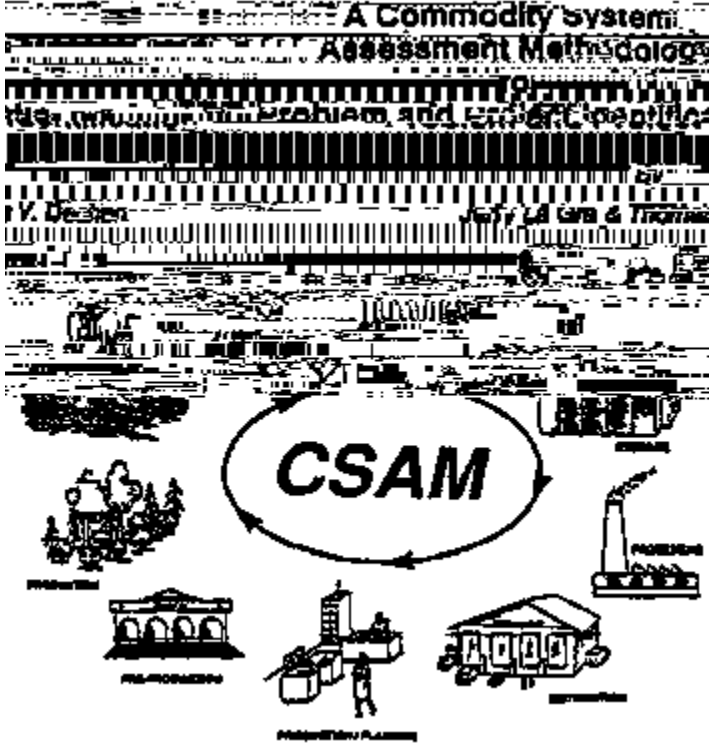
The Commodity Systems Assessment Methodology (CSAM) is a systematic approach to identifying postharvest commodity system problems in developing countries. It is an effective training and information gathering tool to assist developing country personnel pinpoint important system constraints and develop appropriate solutions to those constraints.

The CSAM was developed by IICA, the ASEAN Food Handling Bureau and PIP. PIP published 1,000 English copies of the manual and has already sold about 900 copies to individuals and various international organizations.

The CSAM sells for US\$25 and is available through PIP.

PIP and IICA are currently working on a Spanish version of the manual to be published in early 1993.

A Commodity Systems Assessment Methodology for Problem and Project Identification



by Jerry La Gra & Thomas V. Dechert

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