

项目规划中的逻辑框架分析方法

Logical Framework Approach(LFA) for Programme Planning

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- 行动计划 *Action Plan*
- 监测计划 *Monitoring Plan*
- 实施计划 *Operational Plan*

- 创建团队 *Initial Team*
- 范围与愿景
Scope and Vision
- 目标 *Targets*
- 内容与相关方
Context and Stakeholders

定位
Define

设计
Design

实施
Implement

- 工作计划与预算
Workplans and Budgets
- 筹资 *Fund Raising*
- 能力建设
Capacity Building
- 合作伙伴
Partnerships

项目规划与实施流程
*Programme Planning
and Implementation
Cycle*

分析,调整
**Analyze,
Adapt**

- 分析新数据、进展以及
人员、财务方面的配备
*Incoming Data
Results & Assumptions
Operational functions*
- 调整计划与预算
Adapt Plans and Budgets

评估,分享
**Evaluation,
Share**

- 经验教训
Lessons
- 宣传
Communication
- 反馈与评估
Feedback and Evaluations
- 学习氛围 *Learning Culture*

什么是逻辑框架分析

What's the Logical Framework Analysis (LFA)

- LFA 是一个涉及到以下步骤和内容的流程：
 - 形势与问题分析,
 - 目标设定,
 - 策略选择,
 - 监测指标与方法开发。
- 逻辑框架表是一张记录 LFA 所有流程与信息的表。
- LFA is a process involving:
 - Problem analysis,
 - Objective setting,
 - Strategy selection,
 - Monitoring indicator and method development.
- Logical Framework Matrix (Logframe) is a product documenting the LFA process.

逻辑框架分析包括的内容

Elements of the Logical Framework Analysis (LFA)

- 愿景。希望在较长时间里实现的状态的简要描述。
 - 战略目标。通过项目影响想要实现的外部变化。
 - 近期目标。具体希望实现的目标。
 - 主要行动。
 - 指标。用以衡量行动效果、目标实现与否。
 - 验证方法和渠道。
 - 风险与假设。
- **Vision statement.** A brief summary of the desired state to be achieved.
 - **Goal.** A specific statement detailing a desired impact of a project.
 - **Objective.**
 - **Strategic Activity.**
 - **Indicator.** A measurable entity related to a specific information need.
 - **Method or Source of verification.**
 - **Risks & Assumptions.**

逻辑框架表

Logical Framework Matrix (Logframe)

Action Plan (Intervention Logic) 行动计划	Indicators 指标	Method or Source of Verification 验证方法或渠道	Assumptions & Risks 风险与假设
Vision Statement 愿景			
Goal(s) 战略目标		Geographic scope: Frequency: Responsibility: 地理范围: 频度: 责任人:	
Objective(s) 近期目标			
Strategic Activities 主要行动			

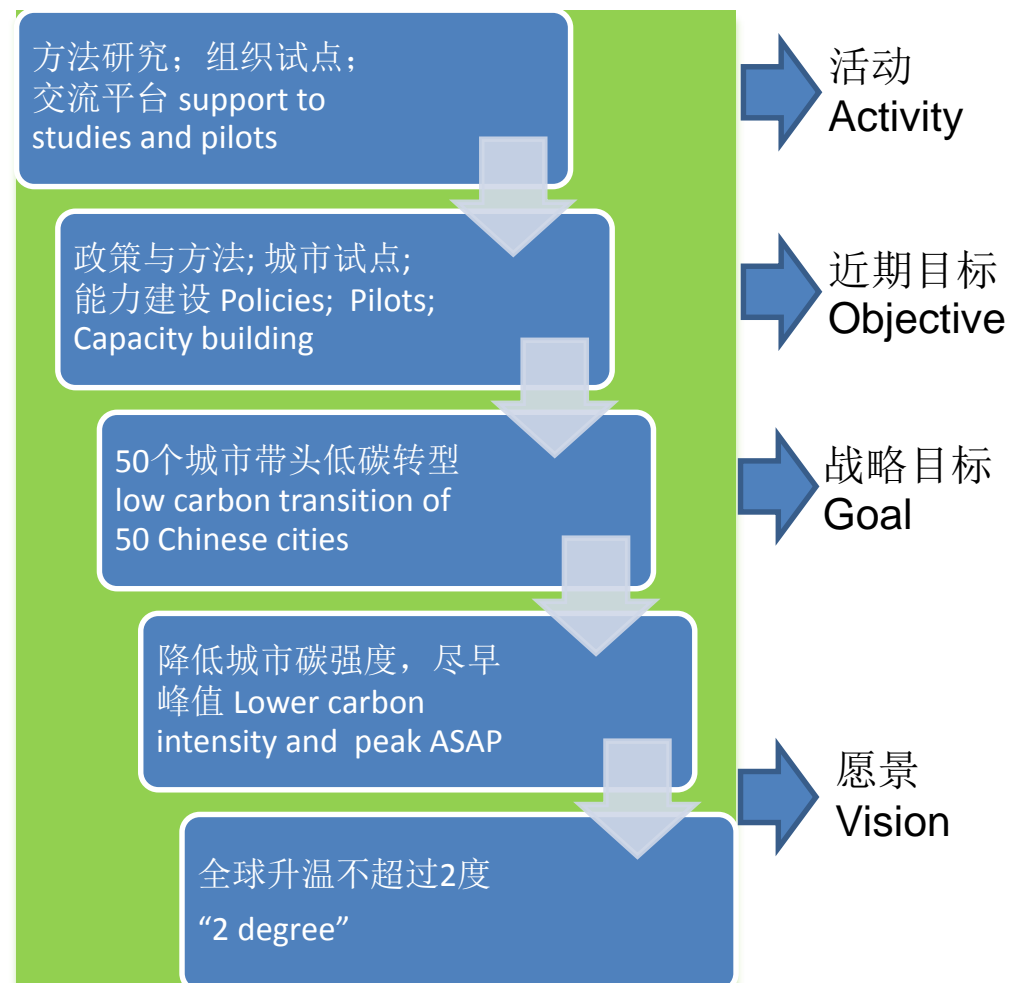
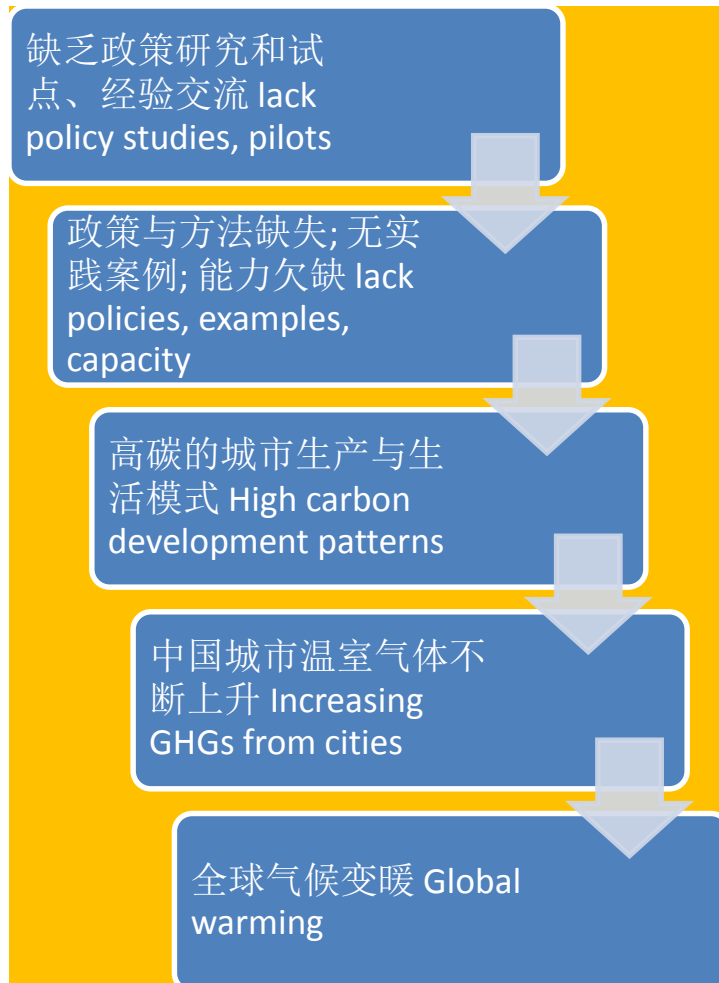
“SMART” 原则

Be “SMART”

- 具体
 - 可测量可衡量
 - 可实现的
 - 有负责人的
 - 在一定时间内
- Specific.
 - Measurable.
 - Achievable.
 - Responsible.
 - Time-bound.

问题树(简化)与逻辑框架分析

Problem Tree(simplified) and Logical Framework Analysis (LFA)



LFA应用案例

An example of using LFA

- 项目名称：低碳城市发展项目。
- 项目规划编制时间：2009年
- 项目规划实施时间：2010-2015
- Project Name: Low Carbon City Initiative
- Strategic Plan developed in 2009
- Project Period: 2010-2015

LFA应用案例

An example of using LFA

- 愿景：到2050年，城市在中国减少温室气体排放过程中起到关键作用，并帮助全球减排愿景和实现全球升温不超过2度。
 - 战略目标：到2020年，50个中国城市通过编制和实施低碳发展规划实现降低碳排放强度50%以上。
- **A. Vision Statement**
 - By 2050, Chinese cities play a key role in enabling China to reduce its GHG emissions, contributing to the realization of a global vision of GHG emission reductions and limiting global average temperature increase to 2 ° C.
 - **B. Goal**
 - By 2020, 50 Chinese cities have reduced their carbon emission intensity by at least 50 percent by developing and implementing climate change action plans.

LFA应用案例

An example of using LFA

- 目标1:

– 到**2015**年保定和上海通过示范展示城市如何综合低碳转型并实现减碳**XX**吨。

- **Objective 1**

– By 2015, Baoding and Shanghai have demonstrated how cities can operationalize low carbon development paths, and reduced [XX] carbon emissions through solutions provided by business and industry.

1. Provide capacity building and technical assistance
2. Provide policies and governance recommendations
3. Map business opportunities
4. Organize public campaigns and information sharing
5. MRV capacity building and utilize the methodology.
6. Facilitate international exchange and cooperation
7. Explore one to two new pilot cities

LFA应用案例

An example of using LFA

- **目标2:**

–到**2015**年，建立一个城市广泛参与的关于低碳发展知识、工具和方法的技术支持和交流平台。

- **Objective 2**

– By 2015, establish a resource hub based on the concept and methodology of low carbon city development as a technical support center, used by number of cities.

1. Conduct workshops and dialogues
2. Develop guidelines/models for China's cities
3. Organize training courses
4. Build an online information sharing platform

LFA应用案例

An example of using LFA

- **目标3:**

–到**2015**年，建立起一个至少**50**个城市参与的低碳城市网络，共享经验，实现可测量的减排。

- **Objective 3**

– By 2015, establish a Low Carbon City Network in which at least 50 Chinese cities are regularly engaged, sharing experiences on low carbon city development that leads to measurable carbon emission reductions.

1. Establish a Low Carbon City Network with recruitment approaches.
2. Provide technical assistance and capacity building to Network member cities.
3. Develop an annual low carbon city ranking report
Organize Annual Low Carbon City Forum
4. Facilitate development of national policies

逻辑框架表 应用案例

Logframe example

Logical Framework for Low-Carbon City Initiative 2010-2015

Vision Statement: By 2050, Chinese cities play a key role in enabling China to reduce its GHG emissions, contributing to the realization of a global vision of GHG emission reductions and limiting global average temperature increase to 2°C.

	Intervention Logic	Indicators	Source of Information	Risks/Assumptions
Project Goal	By 2020, 50 Chinese cities have reduced their carbon emission intensity by at least 50 percent by developing and implementing climate change action plans	<ul style="list-style-type: none"> # cities in network CO2 emissions reduced # population in cities 	<ul style="list-style-type: none"> Internal documentations Official statistics from government and statistic institutions 	
Objective 1	By 2015, Baoding and Shanghai have demonstrated how cities can operationalize low carbon development paths and reduce [xx] carbon emission through solutions provided by business and industry	<ul style="list-style-type: none"> CO2 emissions reduced Low carbon plan # businesses/enterprises engaged 	<ul style="list-style-type: none"> Partners' documentations/third-party verification Related government reports, public announcements, media coverage List of enterprises 	1. China adopts a low carbon development strategy. 2. Experiences gained from Baoding and Shanghai are typical and easy to be learned and used by other Chinese cities. 3. Low carbon development strategy is adopted by Chinese cities resulted from either national policies or local motivations. 4. Ambitious and achievable low carbon targets are clearly defined for Chinese cities.
Objective 2	By 2015, a resource hub on the concept and methodology of low carbon city development has been established as a technical support center used by [# of] cities	<ul style="list-style-type: none"> # organizations participating in the resource hub # cities WWF connects to resources via the hub concept \$\$/RMB leveraged via hub # Guidelines/recommendations 	<ul style="list-style-type: none"> List of organizations List of cities Announcements from partner institutions Reports of guidelines 	
Objective 3	By 2015, at least 50 Chinese cities are regularly engaged in the Low Carbon City Network, sharing experiences on low carbon city development leading to measurable carbon emission reductions	<ul style="list-style-type: none"> # cities engaged formally in LCC Network CO2/energy emissions reductions # workshops for sharing experiences # ranking reports on low carbon cities 	<ul style="list-style-type: none"> Agreement with cities, media clipping, summary and coverage Official statistics from government and statistic institutions Internal documents, published reports 	