

Basis of World Bank's
Logical Framework
Approach to Cycle
Management

What is it?	The Logical Framework is a tool that has the power to communicate the essential elements of a complex project clearly.											
Use to	Develop the overall design of a project, to improve implementation monitoring , and to strengthen periodic project evaluation . In essence, Logframe is a " cause & effect " model of project interventions to create desired impacts for the beneficiaries.											
Basis	<ul style="list-style-type: none">- Based on international standards, methods and terminology- Promotes collaboration and ownership- Produces objective driven, client-centered designs- Improves causal logic- Assumes projects are a learning process- Integrates projects with program and strategy											
Characteristics	<p>Participatory It is a collaborative process to engage views of beneficiaries and key stakeholders</p> <p>Conflict Resolution Model Defines a set of relationships among providers, and users, of results. Provides a structured and focused approach to what can be an emotionally charged negotiation process.</p> <p>Flexible, Process-based Most projects are undertaken under conditions of uncertainty or where learning and innovation are required to achieve long-term impact. Summarizes a set of face-to-face project agreements at a particular point in time which can change as circumstances change.</p>											
Construction	<p>Four Columns</p> <table border="0"><tr><td>First column</td><td>Describes the causal logic of the project's objective and makes the important distinction between program strategy, project impact, project deliverables, and the key component activities.</td></tr><tr><td>Second column</td><td>Identifies the performance indicators and targets of each of these levels</td></tr><tr><td>Third column</td><td>Identifies the source of the data for the performance indicators at each level</td></tr><tr><td>Fourth column</td><td>Describes the other conditions, in addition to project, on which the project depends for its success.</td></tr></table>				First column	Describes the causal logic of the project's objective and makes the important distinction between program strategy, project impact, project deliverables, and the key component activities.	Second column	Identifies the performance indicators and targets of each of these levels	Third column	Identifies the source of the data for the performance indicators at each level	Fourth column	Describes the other conditions, in addition to project, on which the project depends for its success.
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	<p>Advantages</p> <ul style="list-style-type: none">- It helps to ask the right questions- It guides systematic and logical analysis of the key interrelated elements that constitute a well-designed project- It defines linkages between the project and external factors- It facilitates common understanding and better communication among decision-makers, managers and other parties involved in the project- It prepares for the replication of successful results- It ensures continuity of approach when the original project staff is replaced- It provides a shared methodology & terminology among governments, donor agencies, contractors and clients.- Widespread use of the Logical Framework format makes it easier to undertake both sector studies and comparative studies in general <p>Limitations</p> <ul style="list-style-type: none">- Organizations may promote a blueprint, rigid or inflexible approach, making the Logframe a straitjacket to creativity and innovation- The strong focus on results can miss the opportunity to define and improve processes- The logframe is only one of several tools to be used during project preparation, implementation and evaluation, and it does not replace targetgroup analysis, time planning, impact analysis, etc.- The logframe is a general analytic tool. It is policy neutral on questions of income distribution, employment opportunities, access to resources, local participation cost and feasibility of strategies and technology, or effects on the environment.											

Performance Indicators

Performance Indicators define the quality standards of the project . Performance

Project quality reflects the commitment to be responsive to customer

It is the customer not the provider who determinates whether a product or service

Set quality standards with your customers, clients or beneficiaries as well with

Performance indicators listed in the second column of the Logframe, define and

Management Level - Performance Monitoring progress towards the PDO outcome.

Operational Level - Progress Monitoring: rev vs. time plans and disbursement schedule a

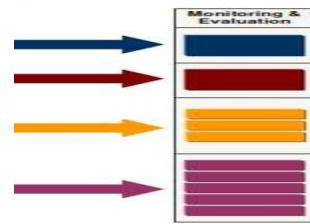
- PROGRAM level Impact:**
 - Is the portfolio working?
 - Is the strategy effective?
- PROJECT level Impact:**
 - Is the project working?
 - Is the benefit worth it?
 - Is the process effective?
- MANAGEMENT level:**
 - producing results?
 - can it be improved?
 - Is there a better way?
- OPERATIONAL level:**
 - Gantt Chart on schedule?
 - Disbursement on schedule?
 - Changing assumptions?

Construction & Targeting Indicators

Build indicators from the objectives in the first column. Ensure that each indicator is measurable in terms of quantity, quality and time (QQT).

ng: reviewing achievement of Outputs and

viewing actual activity implementation status
and milestones.



Outputs are a means to achieve an impact. Therefore cost/benefit analysis should compare project costs rather than the Outputs.

Output Level Indicators

It is the value of the components will bring to the project and the key areas for which the implementation team must work to achieve. The output performance indicators and targets define the implementation management groups terms of accountability.

Indicators Checklist

Specific in terms of quantity, quality, time, location and target.

Measure what is important about the achievement objectives.

Indicators measure change at each level. They are independent from indicators at higher and lower levels.

A cost-effective means of verification is available (statics, interviews and records).

Leading indicators included to evaluate Objectives and Output level achievement before end-of-project.

Resumen del Proyecto	Indicadores de Medida	Monitoreo y Supervision	Suposiciones / Riesgos *
Meta de Cambio:	El indicador o indicadores a utilizar debe ser	Se debe monitorear por medio del Análisis Costo-	
Objetivos:	Se debe medir en términos de Valor Agregado	Deben ser observados en los reportes de EDT	Objetivos a Meta de Cambio
Objetivos del Site:	Los indicadores deben ser los propios de cada	Deben ser observados en los reportes de EDT	Objetivos del Site a Objetivos
Tareas y Procesos:	Se debe dar seguimiento a cuantos y cuales	Información suministrada por las Unidades de	Tareas y Procesos a Objetivos del Site

* Los puntos a considerar como Suposiciones/Riesgos entre los diferentes niveles del análisis son:

