

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 evalaution**.
In essence, Logframe is a **"cause & effect" model** of project interventions to create desired impacts for the beneficiaries.

Basis

- Based on international standards, methods and terminology
- Promotes collaboration and ownership
- Produces objective driven, client-centered designs
- Improves casual logic
- Assumes projects are a learning process
- Integrates projects with program and strategy

Advantages

- It helps to ask the righth 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 is for the replication of successful results
- It ensures continuity of apporach when the original project staff is replaced
- It provides a shared methodology & terminology among goverments, 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

Characteristics

Participatory

It is a collaborative process to engage views of beneficiaries and key stakeholders

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.

Flexible, Process-based

Most projects are undertaken under conditions of uncertainty or where learning and innivation are required to achive long-term impact. Summarizes a set of face-to-face project agreements at a particular point in time wich can change as circusntance s change.

Limitations

- Organizations may promote a blueprint, rigid or infelxible apporach, 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, emplyment opportunities, access to resources, local participation cost and feasibility of strategies and technology, or effects on the enviroment.

Construction

Four Columns

First columm

Describes the causal logic of the project's objective and makes the important distinction between program strategy, project impact, project deliverables, and the key componetn 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 depents for its success.

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 determines 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

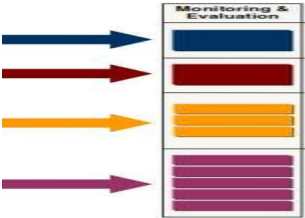
Construction & Targeting Indicators

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

*Management Level - Performance Monitoring: progress towards the PDO outcome.
Operational Level - Progress Monitoring: review vs. time plans and disbursement schedule*

PROGRAM level impact: <ul style="list-style-type: none">- Is the portfolio working?- Is the strategy effective?	
PROJECT level impact: <ul style="list-style-type: none">- Is the project working?- Is the benefit worth it?- Is it sustainable?	
MANAGEMENT level: <ul style="list-style-type: none">- Producing results?- Can it be improved?- Is there a better way?	
OPERATIONAL level: <ul style="list-style-type: none">- Gantt Chart on schedule?- Disbursement on schedule?- Changing assumptions?	

ng: reviewing achievement of Outputs and
reviewing 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 to 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 se	Se debe monitorear por medio del Analisis Costo-	
Objetivos:	Se debe medir en terminos 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	Informacion suministrada por las Unidades de	Tareas y Procesos a Objetivos del Site

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

