

LEARNING MATERIAL

PR. / Monitoring and Evaluation

M 13301

PD-101

# Participatory Planning, Monitoring and Evaluation

'Monitoring and Evaluation'. Compiled by V. Satyamurthi, PRIA 1997

August 20 - 25, 2001

ORGANISED BY  
PRIA

LEARNING MATERIAL

# LOGICAL FRAMEWORK ANALYSIS

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LFA IS AN ANALYTICAL TOOL FOR  
OBJECTIVE - ORIENTED PROJECT

PLANNING AND MANAGEMENT

DESCRIBED BY ORIGINATORS :

" SET OF INTERLOCKING CONCEPTS WHICH  
MUST BE USED TOGETHER. IN A DYNAMIC  
FASHION TO PERMIT THE ELABORATION  
OF A WELL DESIGNED OBJECTIVELY  
DESCRIBED AND EVALUABLE PROJECT "

KEY WORDS :

- \* OBJECTIVE ORIENTED
- \* TARGET GROUP ORIENTED
- \* PARTICIPATORY

## ADVANTAGES

- ENSURES A CLEAR STATEMENT OF OBJECTIVES
- FOCUSES ATTENTION ON ASSUMPTIONS/RISKS
- ENSURES THAT FUNDAMENTAL QUESTIONS ARE ASKED
- IDENTIFIES INFORMATION REQUIREMENTS
- GUIDES SYSTEMATIC & LOGICAL ANALYSIS OF KEY ELEMENTS
- FACILITATES COMMON UNDERSTANDING AND BETTER COMMUNICATION BETWEEN ALL PARTIES
- INTRODUCES AND IDENTIFIES INDICATORS

## DISADVANTAGES

- RIGIDITY
- POLICY NEUTRAL
- ONE AMONG MANY
- TIME CONSUMING AND COMPLEX
- REQUIRES TRAINING

EARLY START OF A JOB IN A PROJECT IS THE EARLIEST POSSIBLE TIME THAT A JOB CAN BEGIN, AND WE LABEL IT ES( ).

EARLY FINISH OF A JOB IS ITS EARLY START TIME PLUS THE TIME NEEDED TO COMPLETE THE JOB, AND WE DENOTE IT BY EF( ).

$$\therefore EF(a) = ES(a) + t(a)$$

LATE START (LS) OF AN ACTIVITY AS THE LATEST TIME IT CAN BEGIN WITHOUT PUSHING THE FINISH DATE OF THE PROJECT.

LATE FINISH (LF) OF AN ACTIVITY IS ITS LATE START TIME PLUS ITS DURATION

$$\therefore LF(a) = LS(a) + t(a)$$

or,

$$LS(a) = LF(a) - t(a)$$

TOTAL SLACK (TS) OF A JOB IS THE DIFFERENCE BETWEEN ITS LATE FINISH AND EARLY FINISH TIMES (OR EQUIVALENTLY, DIFFERENCE BETWEEN LATE START & EARLY START).

$$TS(c) = LS(c) - ES(c)$$

or

$$TS(c) = LF(c) - EF(c)$$

A PATH IS A SET OF NODES CONNECTED BY ARROWS, WHICH BEGIN AT THE "START" NODE OF A NETWORK AND END AT THE "FINISH" NODE.

THE LENGTH OF A PATH IN A NETWORK IS THE TOTAL TIME IT TAKES TO TRAVEL THE PATH. THE TIME IS CALCULATED BY INDIVIDUAL TIMES OF CONNECTED NODES ON THE PATH.

A PATH IS CALLED CRITICAL PATH IF IT IS THE LONGEST PATH IN A PROJECT NETWORK.

JOB ON CRITICAL PATHS ARE CALLED CRITICAL JOBS

TO SHORTEN THE COMPLETION TIME OF A PROJECT, WE MUST SHORTEN THE CRITICAL JOBS

## COMPARISON

### PERT

Useful in planning and scheduling of activities in a project whose completion times are uncertain

Concerned with uncertainties

Used in research and development projects

### CPM

a. The amount of time needed to complete various activities of a project is assumed known

b. Concerns with obtaining trade-offs between costs and completion date for projects

c. Used in projects which has been tried out earlier

# OUTPUTS

THE OUTPUTS ARE EXPRESSED AS OBJECTIVES WHICH THE PROJECT MANAGEMENT MUST ACHIEVE AND SUSTAIN WITHIN THE LIFE OF THE PROJECT. THEIR COMBINED IMPACT SHOULD BE SUFFICIENT TO ACHIEVE THE IMMEDIATE OBJECTIVE

RESULTS GUARANTEED BY THE PROJECT AS A CONSEQUENCE OF ITS ACTIVITIES

## CHECK LIST :

WITHIN CONTROL OF PROJECT

ALL NECESSARY FOR ACHIEVING OBJECTIVES

SHOULD BE INCLUDED

ONLY THOSE THAT CAN BE GUARANTEED

FEASIBLE WITHIN AVAILABLE RESOURCES

PRECISELY AND VERIFIABLY DEFINED

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