

# Logical Framework “Worldview” Assumptions

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The logical framework is an approach to project planning that encourages teams and organizations to think through the logical connections between the use of resources, immediate project results, and long-term goals and impact. The matrix that characterizes this approach is a summary of agreements about project design. As a team of stakeholders builds a logical framework, consensus is developed on the pillars of the project design that are then placed in the matrix.

## **Assumptions about doing logical framework analysis**

The logical framework assumes that development projects are instruments of social change. Properly designed projects will work if they are implemented according to plan.

The logical framework assumes that projects are selected from among alternatives as the most cost-effective way of accomplishing the desired changes.

The logical framework assumes that successful projects are not designed in a vacuum. They are part of a larger system that needs to be understood.

The logical framework assumes that we manage for results and hold managers accountable for results.

The logical framework assumes that development projects are social experiments in an uncertain world. Each project represents a set of related hypotheses about social change. Implementing a project is a process for learning what produces results. Monitoring and evaluation should provide us with information about what we are learning, as well as information needed to keep the project implementation on track according to plan.

The logical framework assumes that understanding cause-effect relationships is the key to social change. IF we produce certain outputs, ASSUMING that certain conditions prevail, THEN we can expect other desired outcomes to result. Each cause-effect relationship is a hypothesis. The hypotheses are linked in a chain from initial actions to ultimate results. The logical framework makes the hypotheses and the linkages explicit.

The logical framework assumes that every development project has the same three basic features: a set of *outputs*, a set of *assumptions* about the context in which outputs are produced, and agreement on the *purpose* or impact to be achieved if the outputs are produced. It also assumes that an appropriate monitoring system is used to show the relationship among these features throughout project implementation.

### ***Cautions for transformative evaluators***

Preoccupation with the matrix can become an obstacle to authentic participatory processes. View the matrix as a record of consensus reached by participatory processes, rather than as a technical tool to be completed by experts.

If objectives and external factors determined in the beginning of a project are given too much emphasis, then administration of the project can become rigid rather than flexible. In people centered projects, flexible administration based on what is learned from systematic and rigorous reflection on actual experience is essential.

Connections among core values in an organization or a project community are not necessarily logical. Some critical aspects of project planning and implementation must be guided by tools other than the logical framework.

Logical framework analysis is based on chronos time -- activities scheduled within relatively brief periods. Transformational development is based on kairos time -- seasonal rhythms, anticipation of when the situation is ripe for harvesting, experiences of the fullness of time.

Sometimes numbers are used to give the appearance of being precise and rigorous, even when they don't make much sense. The value of using a logical framework is in thinking coherently and realistically about project work, whether or not numbers can be used appropriately.