



# **GTZ's Planning and Management Framework (1980-2003)**

**Lecture**

**at Academy of Management under the President  
of the Kyrgyz Republic**

**Bishkek, 16.06.10**



## Contents:

- **The generation and development of Logical Framework (LF) – GOPP**
  - Background,
  - adaptation and deployment at GTZ
  - output of GOPP – the PPM
  
- **Project Cycle Management**
  - the derivative of GOPP,
  - the de-standardization of PCM



## **Project Definition**

**“A project, by definition, is a temporary activity with a starting date, specific goals and conditions, defined responsibilities, a budget, a planning, a fixed end date and multiple parties involved”.**

**So, if talking about a project look for the following aspects:**

- **Starting date**
- **Specific goals and conditions**
- **Defined responsibilities**
- **A budget**
- **A planning**
- **A fixed end date**
- **Parties involved**



# History and genesis of the Logical Framework

**„The logical framework was developed in the late 1960s by the Consultants Practical Concepts Incorporated at the request of USAID.**

**The method emerged from corporate and military planning contexts marked by strong central authority and control around a relatively clear set of goals with a dominant single objective.“**

**(Fons van der Velden, Consultant in the Netherlands)**



## **GOPP = Goal-Oriented Project Planning**

**The “start” of systematic and standardised planning at  
GTZ in the early 80s**

- **1980-1983 – adoption, adaptation to GTZ needs and piloting (inclusion of Problem Analysis, which was not part of Logframe)**
- **late 1983 – introduction as standard tool**
- **1995-1998 – phase of further development: Project Cycle Management (PCM)**
- **2003 – GOPP de-standardised and replaced by AURA – Contract and Cooperation Management**



# The Logical Framework Approach

## Analysis Phase

- **Stakeholder analysis** – identifying & characterising potential major stakeholders; assessing their capacity
- **Problem analysis** – identifying key problems, constraints & opportunities; determining cause & effect relationships
- **Objective analysis** – developing solutions from the identified problems; identifying means-to-ends relationships
- **Strategy analysis** – identifying different strategies to achieve solutions; selecting most appropriate strategy

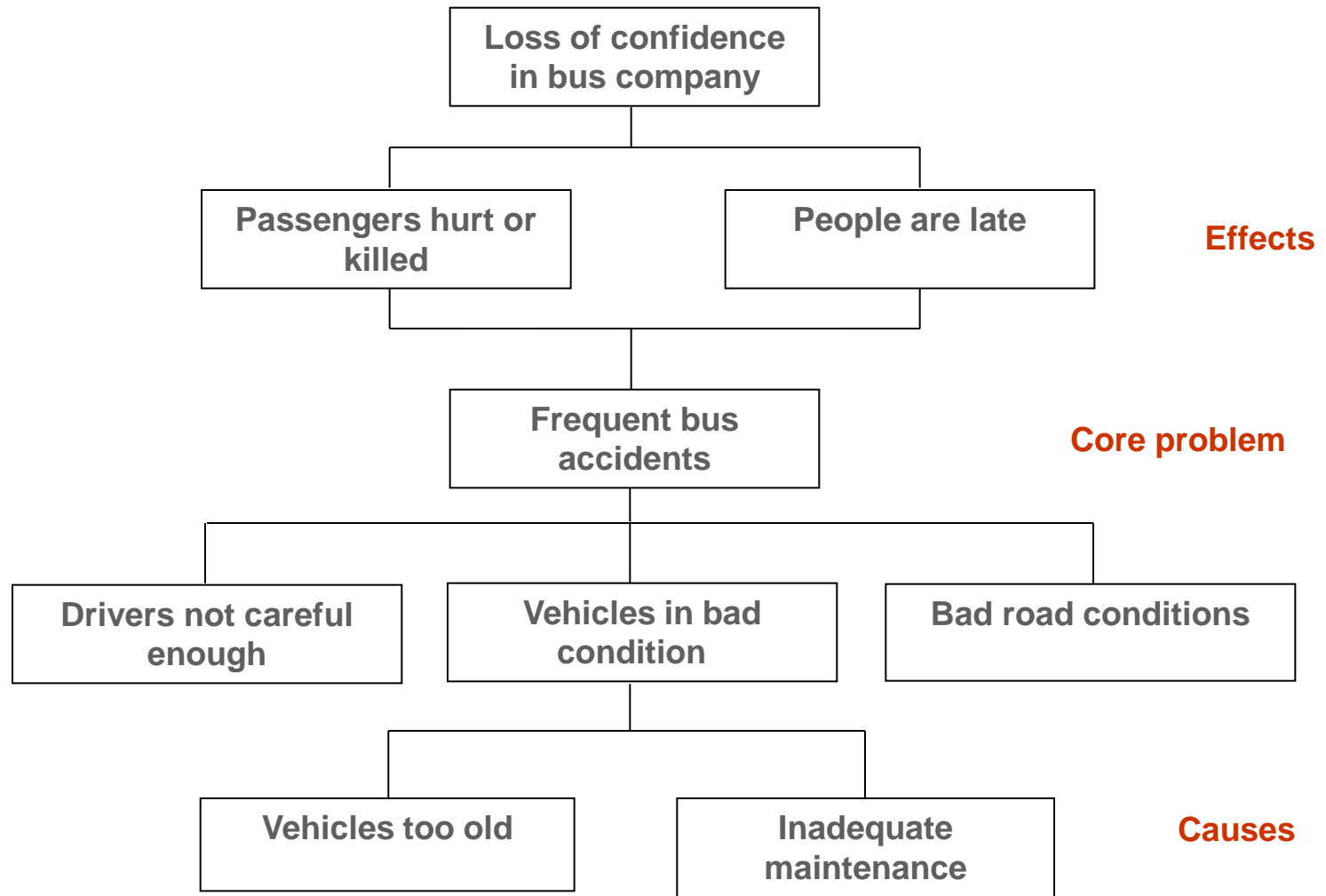
## Planning Phase

- **Developing Logical Framework Matrix** – defining project structure, testing its internal logic & risks, formulating measurable indicators of success
- **Activity scheduling** – determining the sequence and dependency of activities; estimating their duration, and assigning responsibility
- **Resource scheduling** – developing input schedules and a budget from activity schedule



# Problem Analysis: Bus Example

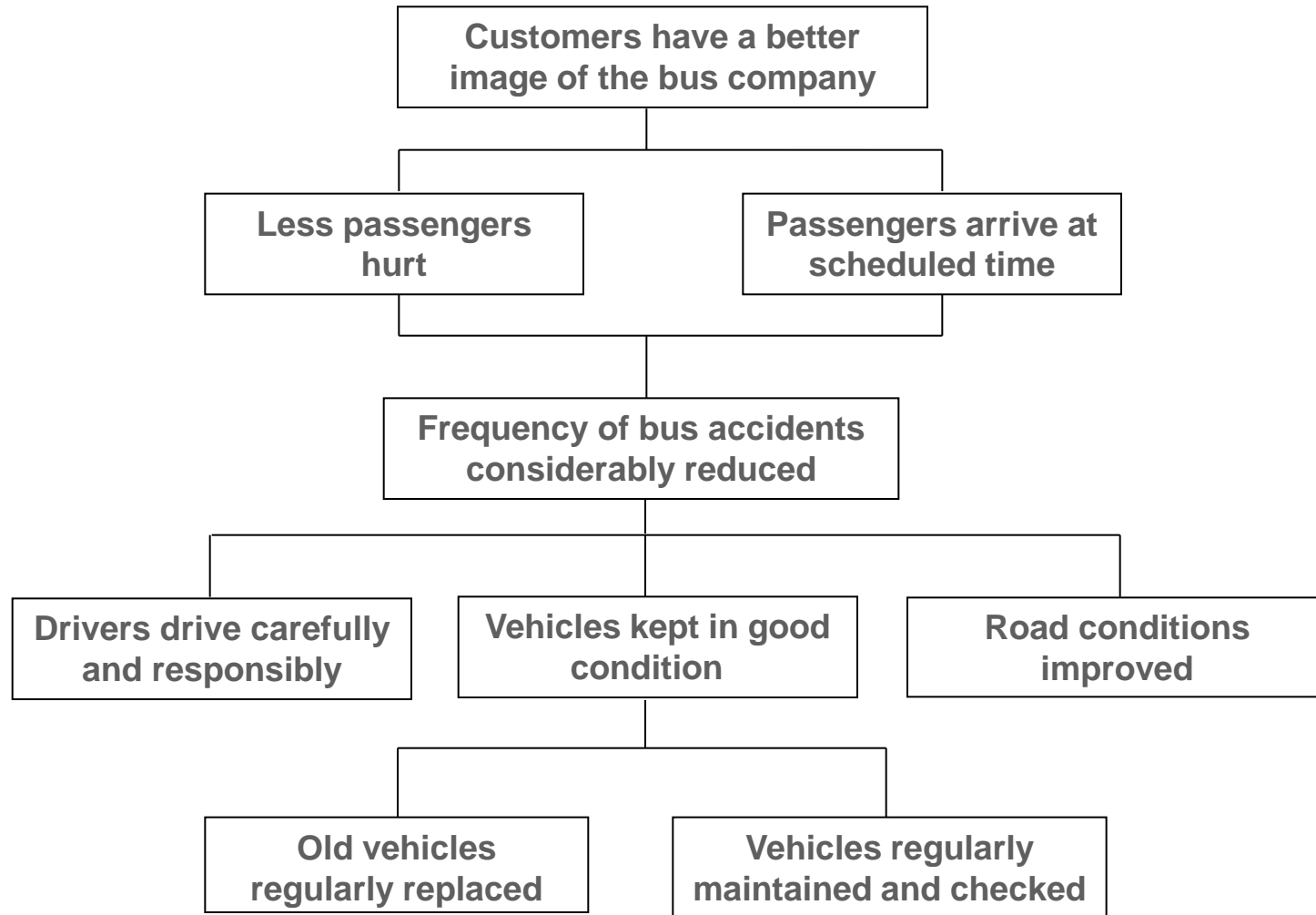
Cause – Effect Relationship





# Objectives Analysis: Bus Example

Means - End Relationship





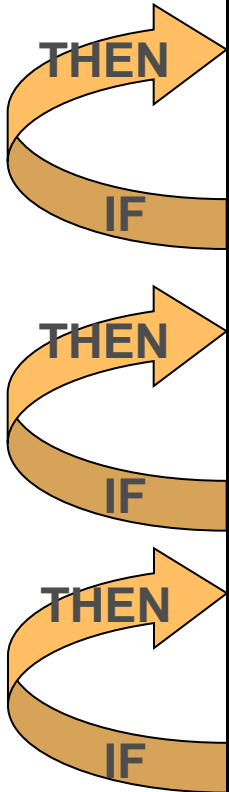


# The Structure of a Logframe Matrix

<b>Project Description</b>	<b>Indicators</b>	<b>Source of Verification</b>	<b>Assumptions</b>
<b>Overall Objective</b>			
<b>Purpose</b>			
<b>Results</b>			
<b>Activities</b>			



VERTICAL LOGIC

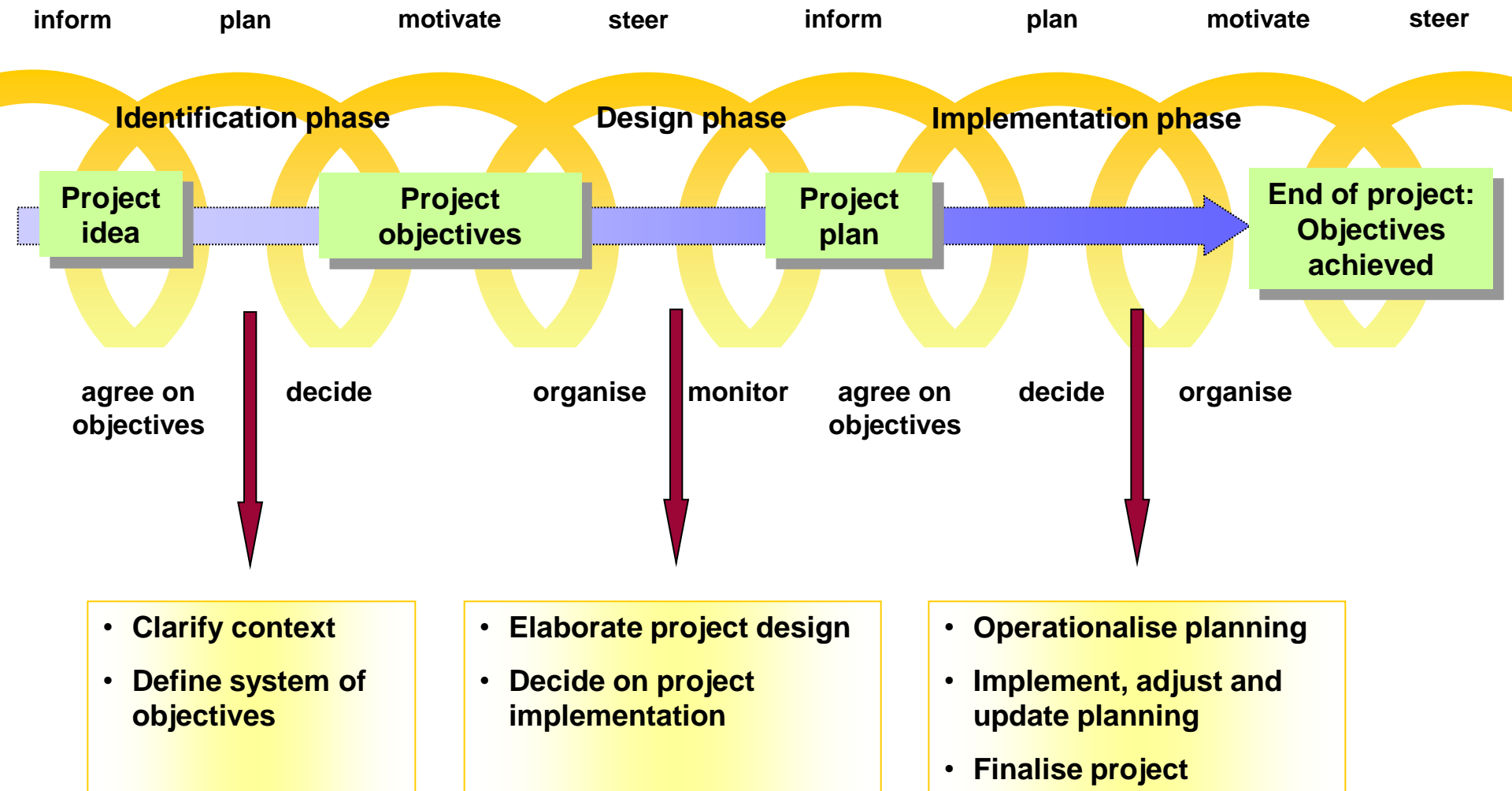


	<b>Narrative summary</b>	<b>Objectively verifiable indicators</b>	<b>Means of verification</b>	<b>Important assumptions</b>
	<p><b>Overall Goal</b> The broader development impact to which the project contributes at a national &amp; sectoral level</p>	<p>Measures of the extent to which a contribution to the goal has been made. Used during evaluation.</p>		
	<p><b>Purpose</b> The development outcome expected at the end of the project. All components will contribute to this</p>	<p>Condition at the end of the project indicating that the Purpose has been achieved. Used for project completion and evaluation.</p>	<p>Sources of information and methods used to collect and report data</p>	<p>Assumptions concerning the purpose/goal linkage</p>
	<p><b>Results/Outputs</b> The direct measurable results (goods &amp; services) of the project which are largely under the control of project managers</p>	<p>Measures of the quantity and quality of outputs and the timing of their delivery. Used during monitoring and review</p>	<p>Sources of information and methods used collect and report data</p>	<p>Assumptions concerning the output/component objective linkage</p>
	<p><b>Activities/Inputs</b> The tasks carried out to implement the project and deliver the identified outputs. Implementation/work programme targets. Used during monitoring</p>	<p><b>Resources Needed for Implementation</b> At the input/activity level the resources required are stated. The planner has to have an overview of the proposed expenditure for each of the project components including the expected income generated (i.e. from local taxes, etc.)</p>		<p>Assumptions concerning the activity/output linkage</p>

HORIZONTAL LOGIC



# Project Cycle Model





## Major reasons why GOPP was discontinued as standard planning tool at GTZ

- the GOPP approach and its internal logic were too linear and monocausal to adequately deal with the more complex environment and setting of today's projects and programmes
- too much focus on output level and too little on result / impact
- GOPP came to be seen more as a ritual than a critical planning tool for fostering adequate interventions and solutions
- GOPP was implemented through workshops that had to take place at defined intervals with little relevance for everyday work on the ground
- The outcome of these workshops often proved unrealistic because of the specific group dynamics that evolved during these sessions



**Thank you**