Resource Guide for PROJECT DESIGN

The Resource Guides constitute a continuously evolving project initiated by the Institutional Learning and Research Division (ILR) to enable SFCG staff to quickly and easily access and review a selection of practical and useful resources. Therefore, it is not meant to be a comprehensive bibliography. We welcome contributions of resources to ILR (ilr@sfcg.org).

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This resource guide includes resources for use in project design. There are two major models to use: the logical framework approach and the results framework approach. While there are variations to the logical framework (or log frame for short) approach, it generally looks at the goals, purposes/objectives, outputs/outcomes and activities/impacts of a project, and requires information on indicators and means of verification (or monitoring/evaluation) of these project dimensions. The results framework is similar to the logical framework, and may use similar terminology, but is more focused on the results of the project. Results-frameworks may also be used for programme-level or strategic planning, and thus tend to look at a broader picture. In addition to resources on these methods, this resource guide includes a few resources on one popular approach to design, participatory rural appraisal. Because donors often have their own approaches and guidelines for project design, and such guidelines are important for proposal development, this guide includes a list of resources for each of SFCG's major donors.

MUST READS

1. *Project Cycle Management Manual* by EuropeAid (page 2)

2. *Knowing the What and the How: RBM in UNDP, a Technical Note* by UNDP (page 4)

I. General Planning Resources

These resources provide a broad overview of the design process. While they discuss specific methods, the emphasis is not on these methods, but rather on providing a broad overview of the overall process.

1. **Title:** *Pink-Book: Making Health Communication Programs Work* (section 5)
   By: National Cancer Institute
   Language: English
   Description: 37 pages (section 5). This planning section of this manual provides a good overview of the questions, considerations, issues, and steps that make-up the project design process. The manual does not discuss the use of a specific tool or method, but rather provides a general overview of the design process and its components. While the manual presents design from the perspective of health communication projects, and uses examples from the health field, the concepts apply across fields. Good introduction to project design for those with little background in project management.

Topics:
- Questions to Ask and Answer
- Why Planning is Important
- Planning Steps
- Common Myths and Misconceptions about Planning

Location: http://cancer.gov/pinkbook/page5#, SFCG Library

2. **Title:** *Guide for Designing Results-Oriented Projects and Writing Successful Proposals*
   By: International Planned Parenthood Federation (2002)
   Language: English and Spanish
   Description: 45 pages. This resource provides an overview of the project design process from the perspective of health and social change programs. The guide uses the logical framework approach, but provides a broader look at the process of project design. Gives lots of examples and is most useful for those with basic-intermediate level experience with design.
   Topics:
   - Conducting a Needs Assessment
   - Developing a Conceptual Model
   - Developing a Log Frame
   - Developing Indicators
   - Proposal Writing

   Location: http://www.ippfwhr.org/publications/download/monographs/proposal_guide_e.pdf (English); SFCG Library
   http://www.ippfwhr.org/publications/download/monographs/proposal_guide_s.pdf (Spanish)

II. Logical Framework/Model

These resources outline the most popular design tool and approach – the logical framework. The Logical Framework Approach is an approach to design, while the logical framework is a specific tool. The logical framework asks designers to outline several specific dimensions of the project, including objectives, purpose, results and activities, and develop indicators for each of these dimensions. While log frames are primarily the same across organisations, different organisations and donors use different terminology.

1. **Title:** *Project Cycle Management Manual* (see chapter 5 on the Logical Framework Approach)
   By: EuropeAid Co-Operation Office, European Commission (2004)
   Language: English and French (French version is older version, and while the section on log frames is essentially the same, the steps in the project cycle have been altered).
   Description: 31 pages (log frame chapter; entire manual 157 pages). It is clear and useful and not only for those applying for EU projects. While the manual discusses the entire project cycle (Programming, identification, formulation, implementation, evaluation & audit), chapter 5 is an excellent resource for log frame development, including an overview of four types of analysis that should be conducted prior to developing the log frame and gives examples of various methods. Also provides a column-by-column description of the log frame. This is a good in-depth introduction for beginners, but may be most useful for those with some background in design and log frames.
   Topics:
   - Overview of the Logical Framework Approach
   - The Analysis Stage – stakeholder analysis, problem analysis, analysis of objectives and analysis of strategies
   - Tools for Analysis

- The Planning Stage – description of each Log Frame column
- Using the LFA during formulation, implementation, evaluation and audit

Location: http://europa.eu.int/comm/europeaid/qsm/documents/pcm_manual_2004_en.pdf (English); SFCG Library http://europa.eu.int/comm/europeaid/evaluation/methods/PCM_Manual_FR-mars2001.pdf (French)

2. **Title:** *DFID Tools for Development – Log Frame*
   By: United Kingdom Department for International Development (DFID) (2002)
   Language: English
   Description: 9 pages. It provides a basic introduction to Logical Frameworks, a widely used tool for design, implementation and evaluation. This resource is most appropriate for those who are new to log frames and looking for a brief introduction.
   Topics:
   - What is a LogFrame and how does it help?
   - Advantages and Limitations.
   - How to develop a LogFrame
   - Types of Indicators
   - Living LogFrames

   Location: http://www.unssc.org/web1/ls/downloads/toolsfordevelopment%20dfid.pdf , SFCG Library

3. **Title:** *Logic Model Workbook*
   By: Innovation Network
   Language: English
   Description: 20 pages. Provides introduction to Logical Model approach to project planning, which includes goals, resources, activities, outputs and outcomes. Includes helpful discussion of theories of change and their importance in project planning. Provides discussion and examples of how to develop the specific elements included in a logical model. While the log frame used in this resource is similar to those used by other organisations, the terminology used in this resource differs from that used by the dominant donors.
   Topics:
   - Theories of Change
   - Developing a Logical Model (Goals, Resources, Activities, Outputs and Outcomes)
   - Contextual Factors

   Location: http://www.innonet.org/?section_id=62&content_id=143#workbooks, SFCG Library

4. **Title:** *Logic Model Development Guide*
   By: W.K. Kellogg Foundation (2001)
   Language: English
   Description: 48 pages, plus resource list and appendices. Describes what a logic model is and why it is important for project design. Discusses three approaches to logic models and the strengths and weaknesses of each: theory approach models; outcome approach models; and activities approach models. Includes an in-depth description of how to develop a logic model, including exercises. Devotes one chapter to exploring the development of a theory of change logic model. Also explores the utility of logic models for planning project evaluation, including a discussion of developing indicators. Includes additional resources in appendices.

Topics:
- What are logic models?
- Why use logic models?
- Approaches to logic models
- Developing a logic model
- Developing a theory of change logic model
- Using logic models to plan for evaluation

Location: http://www.wkkf.org/Pubs/Tools/Evaluation/Pub3669.pdf, SFCG Library

5. **Title:** The Logframe Handbook: A Logical Framework Approach to Project Cycle Management
   By: World Bank
   Language: English
   Description: 113 pages. This handbook discusses the rationale and essential elements of the Logframe for practitioners. While providing guidelines for World Bank usage, the Handbook is generic enough for use by clients and consultants. Some Bank terminology may vary from general usage.
   Topics:
   - How to design a Project
   - Design Quality Checklist
   - Sample Project Designs

   Location: http://www1.worldbank.org/education/adultoutreach/Doc/LFhandbook.pdf

III. Results Framework

Results-based management and results frameworks are similar to log frames in many ways, but often take a broader look at the context of the project in an organisation. While often used for strategic planning, these resources are useful for project-level design as well, and indeed it is the approach used by USAID. The results frameworks presented in these two resources differ from one another, but are based on the same principles. The UNDP resource provides a good introduction to the thinking behind the results framework, and is a good background resource and complement to the USAID TIPS resource.

1. **Title:** *Knowing the What and the How: RBM in UNDP, a Technical Note*
   By: United Nations Development Programme
   Language: English
   Description: 12 pages. Describes Results-Based Management within the UNDP context (but useful for non-UNDP projects as well). Provides a good explanation of inputs, outcomes, outputs and impact. Discusses the impact of focusing on results in project management and indicator development. Illustrates how these concepts are used in the development of a Strategic Results Framework (SRF), a top-down and bottom-up approach. Best for intermediate-level practitioners.
   Topics:
   - What is results-based management?
   - Outcomes versus Outputs
   - Types of indicators
   - Development of a Strategic Results Framework

   Location: http://www.undp.org/eo/documents/methodology/rbm/RBM-technical-note.doc, SFCG Library

2. **Title:** *TIPS: Building a Results Framework*
   By: U.S. Agency for International Development (2000)
   Language: English

Description: 6 pages. Though the focus of the document is on using results frameworks for USAID projects, the concepts are applicable across other organisations. Results frameworks are often used with strategic planning, but the concepts of defining objectives with various timeframes and identifying linkages are important for project level design. This is an intermediate-level resource more appropriate for those with some background in project design.

Topics:
- What is a results framework?
- Steps in designing a results framework
- Identifying the intermediate results
- Clarifying the linkages between results
- Criteria for strategic objectives and intermediate results
- Example of results framework

Location: http://www.dec.org/pdf_docs/pnaca947.pdf, SFCG Library

IV. Participatory Rural Appraisal

Participatory rural appraisal (PRA, also called Rapid Rural Appraisal, or RRA) is a research approach that is popular in the development field. It is useful in the project design process, and may be useful for conducting a needs assessment or other pre-planning activities.

1. **Title:**   *Participatory Rural Appraisal*
   By: The World Bank Group (2002)
   Language: English
   Description: 3 pages. This short piece provides a brief introduction to Participatory Rural Appraisal, including a discussion of the core principles of PRA. Also includes a brief description of PRA techniques, with links to in-depth descriptions of these techniques. Best for those with little or no background in PRA, or those looking for more information on specific PRA tools.
   Topics:
   - What is PRA?
   - Key Principles of PRA
   - PRA Techniques
   - Links to descriptions of PRA diagrammatic techniques

   Location: http://www.worldbank.org/wbi/sourcebook/sba104.htm, SFCG Library

2. **Title:**   *RRA Manual*
   By: Catholic Relief Services
   Language: English
   Description: 119 pages. This manual provides an in-depth discussion of Rapid Rural Appraisal (RRA) and Participatory Rural Appraisal (PRA). The manual provides an overview of RRA/PRA, and how the techniques fit-in the spectrum of research methods, discusses the methodological principles of RRA/PRA and provides a step-by-step overview of the approach, and describes several specific tools and techniques that can be used with the approach. Very useful for those seeking to design and implement a RRA/PRA, but may be best for those at an intermediate level with some background in research methodologies.
   Topics:
   - What is RRA/PRA?
   - Relationship between RRA/PRA and other research methods
   - Methodological Principles
   - Steps to implementing a RRA/PRA
   - Tools and techniques for PRA/RRA

Location: http://www.catholicrelief.org/publications/pdf/Gen1199_e.pdf , SFCG Library

V. Resources by Donor Country

Many donors have their own approach or guidelines for project design and/or project management. While these approaches differ from donor to donor, most of these approaches are simply variations on the general logical framework or results framework approaches, but may use different terminology or slightly different steps in the project management process. The resources used by SFCG's major donors are listed here for use when applying for funding from a specific government or international organization.

Australia: AusAid
- Guide to Program Management, http://www.ausaid.gov.au/ausguide/default.cfm

Canada: Canadian International Development Agency (CIDA)
- "The Logical Framework: Making it Results-Oriented," *English*:http://www.acdi-cida.gc.ca/cida_ind.nsf/0/c36ebd571b6fa02985256c620066cd6f?OpenDocument, *French*: http://www.acdi-cida.gc.ca/cida_ind.nsf/vall/E47EA42F83A4277A85256C62001E69F0?OpenDocument
- CIDA Project Development Guide, http://www.acdi-cida.gc.ca/cida_ind.nsf/vall/520CCF879A8E9C9C85256C360056BDDC?OpenDocument

Denmark: Danish Ministry of Foreign Affairs (DANIDA)
- Guidelines for Project Management, English and Spanish http://www.um.dk/cgi-bin/MsmGo.exe?grab_id=1&page_id=16581632&query=guidelines&hiword=GUIDELINE+GUIDELINESIN+GUIDELINESO+guidelines+.

European Union: EuropeAID
- Log Frame and Project Cycle Management, http://europa.eu.int/comm/europeaid/qsm/documents/pcm_manual_2004_en.pdf

Finland: Finnish Ministry of Foreign Affairs, Department for International Development Cooperation,
- "Guidelines for Programme Design, Monitoring and Evaluation," http://global.finland.fi/julkaisut/yleis/pdme/index.html (1997), click on "project design" in right hand column

Sweden: Swedish International Development Agency (SIDA)
- "The Logical Framework Approach: A Summary of the Theory Behind the Method" (2004) (English, French, Portugese): http://www.sida.se/sida/jsp/sida.jsp?d=118&a=2379&searchWords=framework

Switzerland: Swiss Agency for Development and Co-operation (SADC)

- "Getting to Know PEMT" – While this publication is not specifically on design/planning, it provides an overview of the Swiss approach to the project cycle – Planning, Evaluation, Monitoring, and Transference into Action (PEMT)
  English: http://www.sdc.admin.ch/ressources/deza_product_e_11.pdf
  French: http://www.sdc.admin.ch/ressources/deza_product_f_11.pdf
  Spanish: http://www.sdc.admin.ch/ressources/deza_product_s_11.pdf
  German: http://www.sdc.admin.ch/ressources/deza_product_d_11.pdf

United Kingdom, Department for International Development (DFID)
- "Tools for Development" (see chap 5 on Logical Frameworks as well as other parts)
  http://www.dfid.gov.uk/pubs/files/toolsfordevelopment.pdf

United Nations High Commissioner for Refugees (UNHCR)
- "Operations Management Handbook for UNHCR's Partners; Chapter 3: Planning" (2003), http://www.unhcr.ch/cgi-bin/texis/vtx/partners?id=3bdeb7123 (see link for Operations Management Handbook near bottom of page)

United States, U.S. Agency for International Development (USAID)
- Results Framework, http://www.dec.org/pdf_docs/pnaca947.pdf

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Institutional Learning and Research Division, Search for Common Ground (June 2004)