

Glossary and Usage of Terms

Activities The action steps or tasks to be undertaken, and resources necessary to produce Outcomes.

Assumptions External factors that influence project success over which the project manager lacks direct control. Assumptions can be monitored, influenced, and sometimes managed.

Baseline data Data describing the conditions when a project is started. Provides a basis to assess the nature and extent of change caused by the project.

Bottom-up In LogFrame terms, beginning at the Input level and using *If-Then* thinking to link to Outcomes, Purpose, and Goal. Bottom-up thinking can test the causal logic of a strategy and validate top-down planning.

Chunking The logical grouping of information into “chunks” according to appropriate criteria.

Chunking logic Criteria chosen for organizing project elements, which may include phase, function, discipline, and so on. Be clear about your logic.

Coupling Situations in which one element of a project affects or depends upon an element from another project. Coupling (or dependencies) can be acknowledged by making Assumptions in the LogFrames.

Disaggregation Breaking down a large or complex Objective into smaller components—chunking down.

End of project status (EOPS) The set of success Measures that signals achievement of the project Purpose, and thus the

success of the project. Identify and gain agreement on these Measures in advance.

Evaluation An orderly examination of progress at each level of Objective using evidence. Examines the validity of hypotheses, and identifies redesign and replanning actions. Evaluation examines Outcome-Purpose and Purpose-Goal linkages, while monitoring examines the Input-Outcome linkage.

Execution The process and systems for moving plans into action and achieving project Objectives.

Flow diagram A graphic tool depicting the operation of a system as a network of activities. Shows origins, directions, and sequences of decisions and events.

Gantt chart Also called a bar chart, this graphic tool helps schedule and monitor project tasks and activities. Gantt charts display key activities vertically and estimate activity duration against a horizontal time scale.

Goal The higher level, broader strategic, or program Objective immediately above project Purpose. Goal specifies the “Then” statement for which the project Purpose (plus Purpose-level Assumptions) provides a plausible “If.”

Horizontal logic A term that expresses the combination of Objectives, Success Measures, and Means of Verification at each level.

Hypothesis An educated guess; a predictive statement about a causal relationship involving uncertainty. The predicted and intended means-end relationship between each level in the Logical Framework constitutes a set of linked, If-Then hypotheses.

If-Then thinking A way to express cause-effect, means-ends relationships as a series of If-Then links.

Indicators Part of Success Measures. Indicators are targeted by a description of quantity, quality (performance), and time as well as by cost and client/customer.

Inputs Activities and resources (time, money, and people) needed to produce each Outcome.

Leading indicators Success Measures that are observable now, which also predict the future status of Objectives.

Linked hypotheses A series of predictive If-Then statements about project relationships, which show up in the Objectives column of the LogFrame.

Logical clusters A bundle of activities and Outcomes based on a real or imagined similarity of implementation. Cluster themes can be drawn from across different projects, programs, or organizational elements to provide synergy, operating economies, or other implementation benefits

Logical Framework A set of interlocking concepts organized into a 4×4 matrix, which helps to logically design sound projects.

Management contract An agreement that the Project Manager will deliver Outcomes given the required Inputs (and valid Assumptions) aimed at achieving Purpose.

Manageable interest Defines the responsibility of the Project Manager, which is to deliver Outcomes that will achieve Purpose aimed at delivering the agreed upon Goal. The Project Manager commits to produce Outcomes by effectively managing the activities, given appropriate levels of resources. It is within his/her manageable interest to modify activities and do whatever else is necessary to produce Outcomes.

Master activity list A thorough list of all the key activities required to produce project Outcomes. It serves as a basis for creating three core management tools—resource budget, schedules, and agreement charts.

Matrix for the Logical Framework A 4×4 matrix that displays the interrelationships of the design and evaluation components of a project. The matrix is divided into four *rows* (for Goal, Purpose, Outcomes, and Inputs) and four *columns* (for Objectives, Success Measures, Verification, and Assumptions).

Means of Verification The source and means of obtaining data that will be used to verify an indicator or Measure (e.g., market share as determined by the marketing department).

Monitoring The management function of following the progress and overseeing the operations of a project. Monitoring focuses on the Input-to-Outcome linkage of the Logical Framework in contrast to evaluation, which focuses on Outcome-to-Purpose and Purpose-to-Goal linkages.

Network A graphic representation of the logical sequence of activities and events required to reach a specified Objective.

Objective A desired project result or intention. Can be an Outcome, Purpose, Goal, Super Goal, or Vision.

Objectives Tree A visual tool using If-Then logic to clarify relationships among Objectives in complex environments.

Outcomes The specifically intended results believed necessary and sufficient to achieve Purpose. Outcomes can be expected to result from good management of Input activities.

Outputs A term used in some public sector LogFrames to express what we call Outcomes.

Program A “strategy” consisting of groups of projects all contributing to the same Goal. A *program* is managed to achieve a Goal, just as a *project* is managed to achieve a Purpose.

Project Classic definition: An organized system of interrelated activities and processes established to achieve specified Objectives on time and without budget. Schmidt definition: Engines of Change.

Project cycle A systems perspective of a project that considers the three distinct phases of a project (design, implementation, and evaluation) as an integrated system.

Project design A summary of what the project is expected to achieve (Goal and Purpose), what it must deliver to achieve Purpose (Outcomes), and how it will deliver Outcomes (Inputs). The key elements of a project design may be summarized in the Logical Framework format.

Project Implementation Management System (PIMS) A set of interrelated management tools and techniques for managing the project cycle that are based on a common set of management principles and a common language.

Project Manager The individual who holds himself or herself personally accountable for project success by accepting responsibility for producing the agreed-upon Outcomes with given Inputs.

Purpose What is hoped to be achieved by undertaking the project; the real motivation. Purpose describes the anticipated change in behavior or system conditions expected when the required Outcomes are produced.

RAP (Rapid Action Planning) session Focused workshops which build key products with a core team quickly, while establishing good team norms.

Reporting Providing relevant project information to appropriate people for timely decision making. Includes both formal and informal communications, such as reports, meeting notes, or personal discussions.

Scientific method Procedures for pursuing knowledge through formulating a hypothesis and testing its validity through experimentation.

Strategic hypothesis Represents a prediction that *if* the expected results at one level of the LogFrame hierarchy are achieved, and *if* the Assumptions at that level are valid, *then* the expected results at the next higher level will be achieved.

Strategy An organized set of initiation programs and projects undertaken in order to achieve the organization's vision.

Success Measures Measures that have quantity, quality, and time targets (and sometimes, customer and cost). Stated in terms such that an informed skeptic and a proponent of the project would agree on what progress has or has not been made. Measures established during the design phase of a project provide the basis for subsequent monitoring and evaluation.

SWAG Acronym for the term "Scientifically Wild-Assed Guess," an approach for targeting Measures when there is little valid or prior experience. Considered more scientific than a simple WAG. Not to be confused with the less accurate guestimating technique known as PFA (Plucked from Air).

System A set of interrelated elements which work together to reach the overall Objectives. Systems are sometimes described as a strategy or throughput process for producing Outcomes from given Inputs.

Top-down thinking Planning that proceeds from the general to the particular, or from the broad to the detailed. In the LogFrame, this begins with Goal and Purpose, then proceeds to Outcomes and Inputs.

Vertical logic A way to summarize the If-Then linkages among Objectives.

Work breakdown structure Tool for disaggregating a system or Objective into component parts. Each Outcome is broken down into smaller components. The process continues to develop logical work packages that can be costed, scheduled, assigned, and implemented.

Zig-Zag logic A term which expresses the vertical logic of linked Objectives plus Assumptions.