





Module	5	Unit	5
Focus on Action			
Example of Project Logic			
<p><b>Development Objective:</b> Pollution of Lake Nathla from all-important sources reduced.</p>			
<p><b>Immediate Objective:</b> By 1998, Nathla Environmental Agency (NEA) regulates most important economic and domestic activities affecting Lake Nathla by an appropriate, mostly accepted and efficient mix of instruments.</p>		<p><b>Assumptions:</b> From immediate objective to development objective</p> <p>Regulation does not stimulate behaviour leading to new types of pollution.</p> <p>Bylaws are grossly respected and sanctions effectively followed up by judicial system.</p>	
<p><b>Outputs:</b></p> <ol style="list-style-type: none"> <li>1. Reference standards for discharges established.</li> <li>2. Bylaws for gradual introduction of norms, permits, incentives, sanctions and inspection procedures prepared.</li> <li>3. Staff and management skilled in environmental management.</li> <li>4. Monitoring programme established.</li> <li>5. Credit fund for mitigating measures functioning.</li> </ol>		<p><b>Assumptions:</b> From outputs to immediate objective</p> <p>Polluting interest groups accepts dialogue and compromises.</p> <p>Transparency and standards for civil servants performance maintained.</p>	
<p><b>Activities:</b></p> <ol style="list-style-type: none"> <li>1.1 Collect and analyse international and regional standards.</li> <li>1.2 Prepare national norms for effluents.</li> <li>2.1 Prepare and approve regulatory strategy.</li> <li>2.2 Prepare draft bylaws.</li> <li>3.1 Define staff development policy and training plan.</li> <li>3.2 Identify and use external training courses.</li> <li>3.3 Organise internal seminars and On-the-Job training.</li> <li>4.1 Establish database on pollution sources and recipient quality.</li> <li>4.2 Subcontract laboratories and universities to perform field monitoring.</li> <li>5.1 Define credit fund objectives and mechanisms.</li> <li>5.2 Prepare legal and procedural basis.</li> <li>5.3 Promote fund and finance pilot schemes.</li> <li>5.4 Seek additional funding based on pilot experience.</li> </ol>		<p><b>Assumptions:</b> From activities to outputs</p> <p>Bylaws and norms are approved by Ministry of the Environment.</p> <p>Civil Service reform provides sufficient incentives for continuity of staff in NEA.</p> <p>Laboratories and universities willing and able to cooperate.</p> <p>Polluters willing to make use of Credit Fund.</p>	
<p><b>Inputs:</b> NEA staff (half-time), NEA Director is Project Manager. Additional operating budget for 1995-1998. 24 workmonths technical assistance financed by.... Initial funding for Credit Fund.</p>		<p><b>Preconditions:</b> National Assembly approves General Environmental Law giving NEA sufficient legal faculties.</p>	



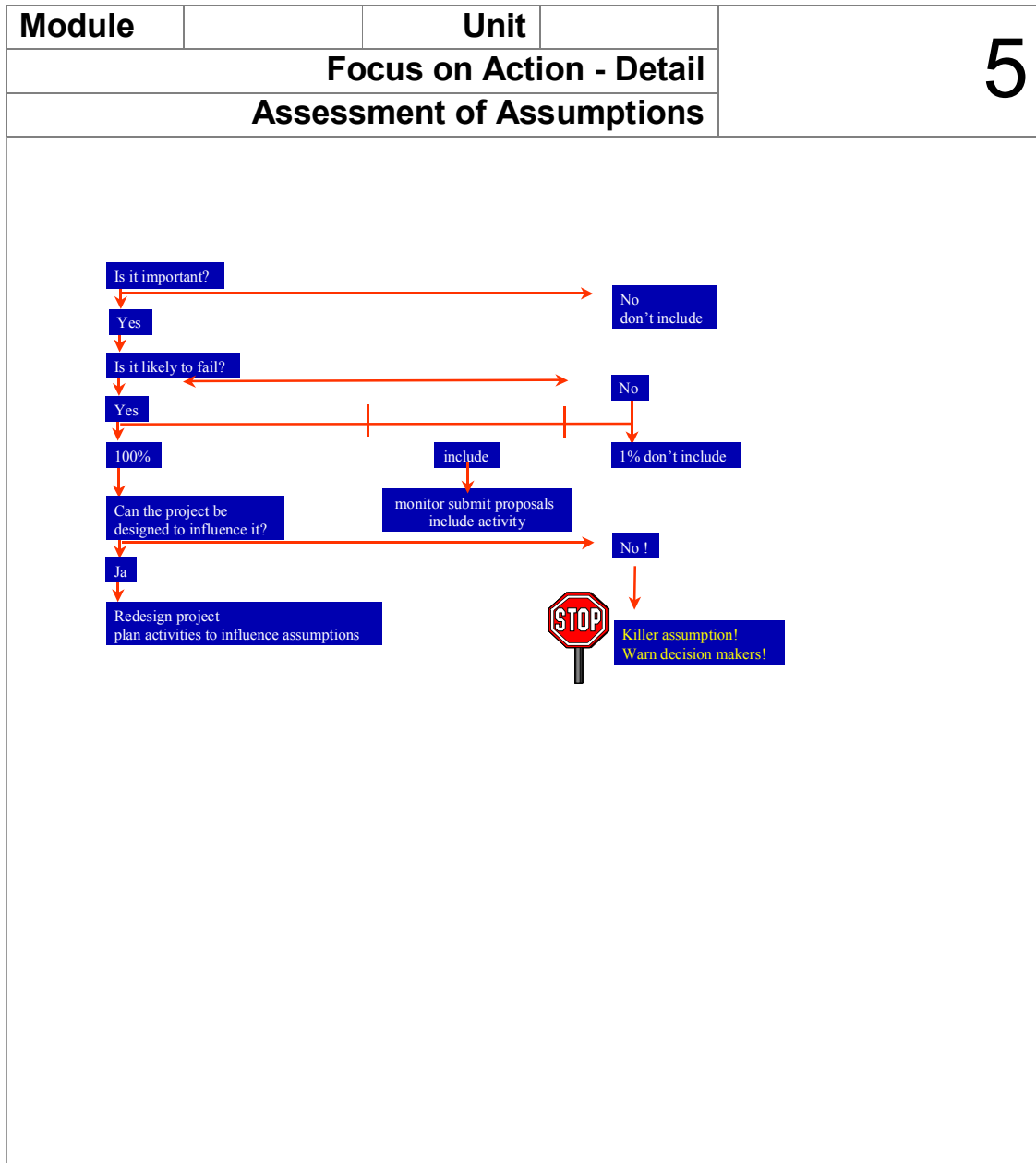
<p>A specific statement in a planning process - an objective, a result, a time-table - will always be a strait-jacket if plans cannot be changed when the situation so warrants.</p> <p><b>We advocate specificity in planning because this allows for transparency and communication as regards the constant modifications of forecasts or plans which form the essential feature of planning with complexity, uncertainty and conflicts.</b></p>	
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<p>But if it is not done properly, there will be no yardsticks enabling us to learn precisely how far we got. For a project worth maybe 1 million US\$, it represents a small effort to become measurable so that outsiders can check what is going on.</p> <p>Indicators have been used extensively in engineering project work for centuries. Whether constructing a bridge or an aeroplane, work is performed according to detailed specifications, and conformity to specifications is tested in various ways - from test of concrete quality to X-ray tests of welding.</p> <p>The concept of verifiable indicators in LFA introduces this well-known and well reputed practice in relation to projects in socio-economic areas.</p>	
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Project Element	Verifiable Indicator	Means of Verification	Assumptions	
Development Objective				
Immediate Objective				
Outputs				
Activities				
Inputs				



Simplified matrix		
Project Elements	Indicators	Assumptions
<p><b>Development Objective:</b> Incidence of water-borne diseases in Nathla South-East Area decreased by 50% in June 1998 compared to present situation.</p>	<p>Health clinic records study in 1998 shows min. 50% reduction of treated water-borne diseases compared to this year study. Registered infant mortality rate in area attributable to waterborne diseases shows min. 50% decrease.</p>	<p>Health authorities conduct hygiene awareness campaigns.  Approximately 1000 latrines installed before June 1998.</p>
<p><b>Immediate Objective:</b> Financially and technically sustainable, uninterrupted supply of safe water of 2230 households in Nathla South-East Area by June 1998.</p>	<p>Uninterrupted supply confirmed by company records for 2. quarter of 1998.  Review in June 1998 confirms technical system quality and financial balance.  Staff performance assessment (interviews, tests) in June 1998 confirms human and managerial capacity to run utility.</p>	<p>Continued ability and willingness to pay for piped water.</p>
<p><b>Outputs:</b> 1. Piped system rehabilitated and extended. 2. Tariff and debtor policy, adequate for full cost recovery, implemented. 3. Operation and maintenance, finance, administration and customer service performed according to standards defined in internal procedures.</p>	<p>1. Engineers certificates by end 1997 have no major snags. 2. Utility operates from 1998 with min. 2% net contribution. Accumulated debtors owe less than 10 % of monthly turnover. 3. Performance according to standards confirmed in report to board by mid-1997. Standards and procedures approved by management end 1996.</p>	<p>Tariff Proposal approved by National Water Tariff Board.  Public customers accept cut-off policy.</p>
<p><b>Activities:</b> 1.1. Detect and repair leakages. 1.2. Design and install extension, drill 2 new wells and install chlorification equipment. 2.1. Analyze existing cost structure and prepare budget forecasts, incl. depreciation costs. 2.2. Prepare new tariff proposal. 2.3. Implement new tariff and effective cut-off policy towards debtors. 3.1. Prepare standards and internal procedures. 3.2. Train staff in standards and procedures. 3.3. Define and introduce performance assessment of staff, and other staff policies stimulating performance.</p>	<p><b>Inputs:</b> Water Utility Management (1/3 time). Water Utility Staff (1/3 time). Funds for contracting of local plumbers for minor repairs. Funds for rehabilitation (engineer and turnkey contract). Funds for consultancy services (procedures-staff development).</p>	<p><b>Preconditions:</b> The Water Utility is given autonomous legal status.</p>