

African Centre for Project Management

PGD-Monitoring and Evaluation

Assignment 2

By

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Q1: Explain the differences between a results framework and a logical framework (10mrks).

In M&E, it is common place to make use of frameworks to guide systematic thought processes and implementation of interventions. The results framework and logical framework are just two of those. Though both are aimed at easing the process of project planning and implementation, they have major differences and discussed below. The discussion shows the difference I four broad aspects i.e. definition, purpose, structure and contents.

First and foremost, by definition, a logical framework also referred to as log frame is a matrix type planning tool that helps planners to systematically arrange goals, objectives, and indicators into meaningful and logical relationships (IFRC, 2011). The log frame enables project planners to come up with robust project designs that have increase chances of success (Frankel & Gage, 2016). On the other hand, a results framework is a deliberate presentation either in a graphic/diagrammatic form, a matrix, or written summary of the different levels of expected results and their interlinkage to form a chain of results anticipated from a project, intervention, , program, or development strategy. These results can be distinguished between intermediate and longer term results which can also be interpreted as output, outcome and impact in that temporal sequence (UNDP, 2009).

Secondly, by structure, a logical framework is a tabulated presentation of a standardized summary of the project or intervention detailing the logic behind the intervention. On the other hand, a result frame is a diagram that identifies the different tiers or levels of possible results of an intervention clearly illustrating the causal relationships linking all result levels and the overall goal. Furthermore, the labelling of the four by four log frame differs with impact and outcomes in the results framework replaced by Goals and Purpose in the log frame (Levine, 2007).

Secondly, in terms of their use, the logical framework provides a summary snapshot of the intention action of the project or intervention and the means to do that. in that sense, the log frame projects the key assumptions made during the design phase while also indicating clearly the expected outputs and outcomes that will be subsequently monitored and evaluated (Levine, 2007). In addition, log-frames support in project reporting and ensuring control mechanisms (UNHCR, 2002). On the other hand, the results framework provides a a clear and focused picture of the causal relationships that are possible in order to achieve incremental progress of results from outputs to impact (Roberts & Khattri, 2012).

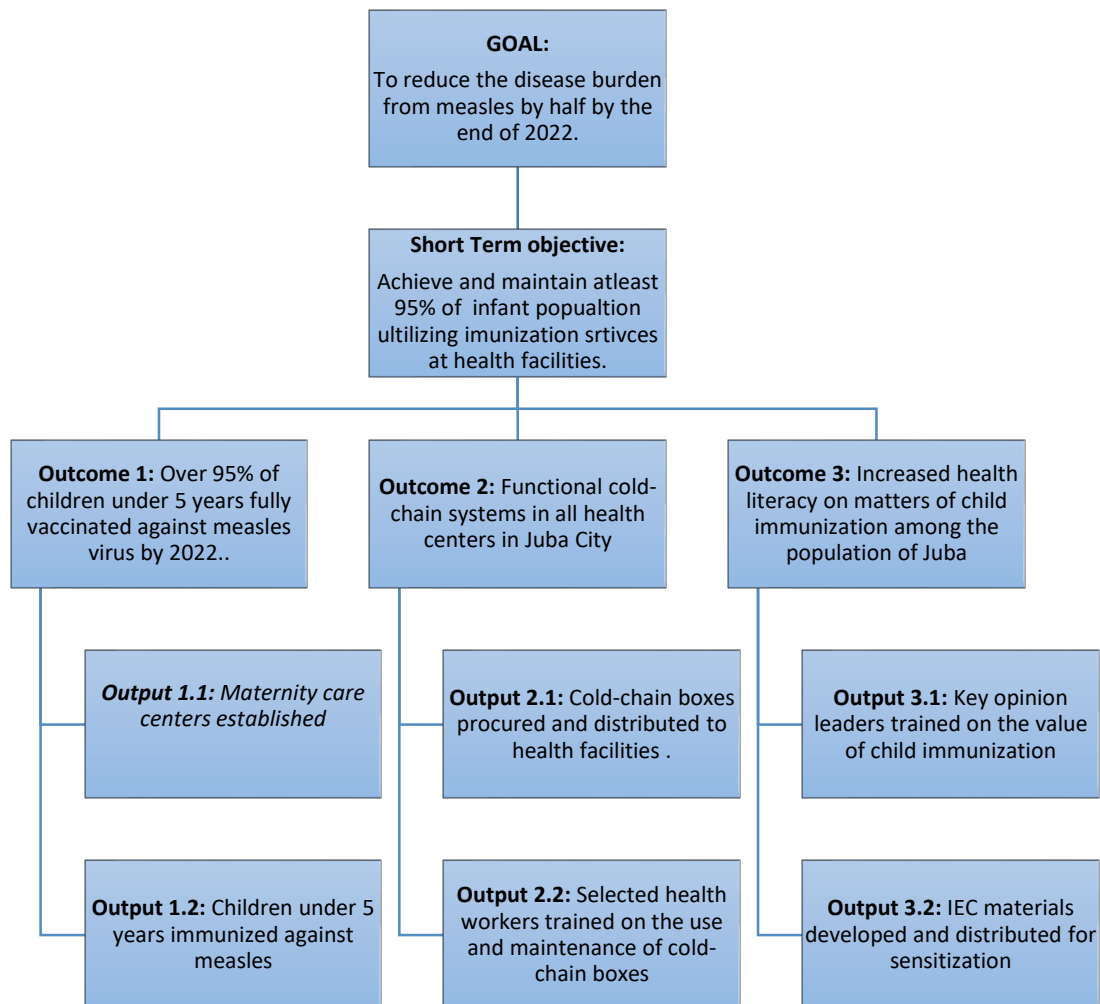
Q 2: Use the dummy project that seeks to roll out mass measles immunization campaign by organization XYT in Juba, South Sudan (ref: Module 2, Q3), to develop an M&E logical framework to facilitate both project management and M&E. (20 mrks)

| Scaling up measles vaccination among children in Juba City. <i>Log frame</i> | | | |
|--|--|--|---|
| OBJECTIVES | INDICATORS | MEANS OF VERIFICATION | ASSUMPTIONS |
| Goal: To reduce the disease burden from measles by half by the end of 2022. | <ul style="list-style-type: none"> Incidence rate for measles among children under 5 years Case fatality rate for measles among children Under 5 years | <ul style="list-style-type: none"> Pediatric ward medical registers Hospital medical records | <ul style="list-style-type: none"> <i>All children who get measles infection are reported at the hospital and hospital have all the necessary resources to manage measles cases.</i> |
| Outcome 1: Over 95% of children under 5 years fully vaccinated against measles virus by 2022. | <ul style="list-style-type: none"> Proportion of children under 5 years fully vaccinated against measles | <ul style="list-style-type: none"> Household surveys | <ul style="list-style-type: none"> <i>Resources like staff, vaccines and cold-chain systems are available at the health centers.</i> |
| Output 1.1: Maternity care centers established | <ul style="list-style-type: none"> number of maternity care centers established | <ul style="list-style-type: none"> Field monitoring visit checklists. | <ul style="list-style-type: none"> <i>Resources are available for the establishment of these centers.</i> |
| Output 1.2: Children under 5 years immunized against measles | <ul style="list-style-type: none"> Number of children under 5 years fully vaccinated against measles | <ul style="list-style-type: none"> EPI registers at the immunization Clinic | <ul style="list-style-type: none"> <i>Parents bring their children for immunization</i> <i>Vaccines are available at the health facilities.</i> |
| Activities <ul style="list-style-type: none"> Construction of maternity care centers | <ul style="list-style-type: none"> Hardware materials Visibility and communication materials Public address system | | |

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| <ul style="list-style-type: none"> • Launching of maternity care centers • Community mobilization for measles vaccination • Measles vaccination at static and outreach posts | <ul style="list-style-type: none"> • Vaccines • Cold chain storage facilities • Tally sheets • Medical Supplies • Transport facilitation | | |
| Outcome 2: Functional cold-chain systems in all health centers in Juba City | <ul style="list-style-type: none"> • Number of health facilities in Juba with functional cold-chain systems | <ul style="list-style-type: none"> • Field monitoring and site visit reports | <ul style="list-style-type: none"> • <i>All cold chains will be installed and will remain functional</i> • Resources will be available for the installation of cold chains • The security around Health facilities will be good to prevent vandalism of cold-chain systems. |
| Output 2.1: Cold-chain boxes procured and distributed to health facilities | <ul style="list-style-type: none"> • Number of cold chain boxes successfully distributed to health facilities | <ul style="list-style-type: none"> • Distribution lists | <ul style="list-style-type: none"> • There will be no logistical challenges in distributing the cold-chain boxes. |
| Output 2.2: Selected health workers trained on the use and maintenance of cold-chain boxes | <ul style="list-style-type: none"> • Number of focal persons trained on the use and maintenance of cold-chain boxes | <ul style="list-style-type: none"> • Training report | <ul style="list-style-type: none"> • All selected participants turn up for the training |
| Activities <ul style="list-style-type: none"> • Procurement of cold-chain boxes • Distribution of cold chain boxes • Training of focal persons on the use | <ul style="list-style-type: none"> • Transportation facilitation • Funds | | |

| | | | |
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| and maintenance of cold-chain boxes | | | |
| Outcome 3: Increased health literacy on matters of child immunization among the population of Juba | <ul style="list-style-type: none"> Proportion of population with clear knowledge about childhood vaccine preventable diseases and vaccination centers. | <ul style="list-style-type: none"> Community survey | <ul style="list-style-type: none"> All people who receive information about vaccine preventable diseases will utilize this information for decision making. |
| Output 3.1: Key opinion leaders trained on the value of child immunization | <ul style="list-style-type: none"> Number of key opinion leaders trained on the value of child immunization | <ul style="list-style-type: none"> Training report | <ul style="list-style-type: none"> Opinion leaders will attend training sessions. |
| Output 3.2: IEC materials developed and distributed for sensitization | <ul style="list-style-type: none"> Number of IEC materials developed segregated by type Number of IEC materials distributed to health facilities. | <ul style="list-style-type: none"> Distribution list | <ul style="list-style-type: none"> All IEC materials developed will be appropriate for the context |
| Activities <ul style="list-style-type: none"> Mobilization of key stakeholders Training of key opinion leaders Development of IEC materials Distribution of IEC materials | <ul style="list-style-type: none"> Stationary Transport facilitation Graphics designers Training manuals Refreshments Hall/venue | | |

Q 3: Making references to the elements of a results framework, use the dummy project in Q2 above to construct a results framework. (20mrks)



Q 4: Briefly explain, with examples, the key components of a logical framework (10 mrks)

The logical framework has the following major components arranged in a 4 by 4 matrix. The rows include the goal, purpose/objectives, outputs, activities and inputs. The columns contain objectives, indicators, means of verification and key assumptions. These components are explained below.

- **Goal**

Goal is the highest level desired end for which the project/intervention is designed to sustainably contribute to. A clear describes the longer term impact expected after the project implementation within the macro-context of other interventions (MacArthur, 2009). Based

in the example in question 3 above a goal can be like “to reduce the disease burden from measles by half by the end of 2022.”

- **Purpose/objectives**

The purpose describes the outcome that the project is expected to achieve soon after the end of the project life. In most cases it related to the conditions, situations or behavior pattern that has to be changed first in order to contribute to the goal (IFRC, 2011). An example could be like to Increase the level of health literacy on matters of child immunization among the population of Juba

- **Outputs**

Outputs are the specific results and tangible products (goods and services) produced as a result of an activities or series of tasks (Asoka, Thomas, & Stephen, 2009). An example could be rural water sources renovated or traditional chiefs trained in handling local conflicts.

- **Activities**

Activities are the specific tasks undertaken to achieve the required outputs. Examples of activities are conducting health awareness sessions, renovation of a health facility.

- **Inputs**

Inputs are the resources needed to undertake the planned activities and to produce the outputs (WEDC, 2011). Examples include; personnel, equipment, and materials.

- **Indicators**

Indicators are statement used to measure progress through particular information collected along the implementation process. As much as possible, an indicator should provide a clearly defined unit of measurement. Together with indicators targets detailing the quantity, quality and timing of expected results are set. Examples of indicators are; number of children immunized against measles, number of health workers trained on the use and maintenance of cold-chain boxes

- **Means of verification (MOVs)**

Means of verification is an avenue/source through which the expected the information will be obtained. This can spell out the how, the who, the when and where information will be obtained to populate the indicators trackers. Common examples of means of verification include Examples of means of verification include, training reports, facility reports/registers, surveys, annual reports among others

- **Risks and Assumptions**

Assumptions are the conditions that have the potential to affect the progress or success of the project and the project managers have no direct control. An assumption is a positive statement of a condition that must be fulfilled if project objectives to be achieved (WEDC, 2011). For example: for an activity of training local leaders on conflict resolution, an

assumption is that the local leaders will find time and be available for the training. A risk is a negative statement of conditions that have to be avoided if the project objectives have to be met (UNDP, 2009). An example of a risk for example for an activity involving installation of solar panels on health facilities a risk could be vandalism of the installed solar panels.

Q5: A logical framework approach (LFA) provides the structure for logical thinking... Explain what this phrase means.

The Logical Framework Approach (LFA) is basically an analytical process and set of tools used to support objectives-oriented project planning and management (IFRC, 2011). Although the LFA is largely premised on the logical framework, the two are different. Therefore, it is useful to distinguish the Logical Framework Approach (LFA), which is an analytical process, from the Logical Framework Matrix (LFM), also called Logframe matrix (Asoka, Thomas, & Stephen, 2009).

By design, the LFA provides a set of interrelated concepts that facilitate an iterative process leading to a structured and systematic analysis of a project or intervention (Frankel & Gage, 2016). Inherently, the LFA provided for a logical style of describing a project in a way that is: well designed, objective, relatively easy to evaluated and with clear structure. While using the LFA, relevant information is obtained, analyzed and organized in a structured way. Throughout the process, there is opportunity to ask the important questions, deeply interrogate the potential weaknesses, and make informed decision based on an enhanced understanding of the project objectives, methodology and rationale. While using the LFA project designers are aided to: carry out situation analysis including the needs assessment and stakeholder mapping.

After that there is a deliberate process of establishing a causal link between inputs, activities, results, purpose and overall objective of the intervention. This is termed as the vertical logic. Then, the assumptions upon which the project logic builds are identified (IFRC, 2011). Similarly, the potential risks to the project implementation are highlighted. In the same process, a system for monitoring and evaluating the project performance is established with clear indicators. In the end, a communication and learning process is laid out to allow knowledge sharing among the stakeholders (UNDP, 2009).

Reference

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