Africa Institute of Project Management Studies

(AIPMS)

**Course:** Monitoring & Evaluation

**Level:** Postgraduate Diploma

**Course Assignment:** Module 4: assignment

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**Module 4 Questions:**

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

The Logical Framework Approach is an analytical and management tool which is now used (in one form or another) by most multi-lateral and bi-lateral aid agencies, international NGOs and by many partner governments for the management of development projects. (European Integration Office 2011)

Developed in the late 1960s to assist the US Agency of International Development to improve its project planning and evaluation system, the Logical Framework Approach (LFA) was designed to address three basic concerns, namely that: Planning was too vague, without clearly defined objectives that could be used to monitor and evaluate the success (or failure) of a project; Management responsibilities were unclear; and, Evaluation was often an adversarial process, because there was no common agreement as to what the project was really trying to achieve. (European Integration Office 2011)

The LFA has since been adopted as a project planning and management tool by most donors, multilateral and bilateral development agencies. Even though different agencies/donors modify the formats, terminology and tools used in their LFA, the basic analytical principles have remained the same. . (European Integration Office 2011)

Since then the framework has been adapted as a funding pre-requisite by many other funding organizations, and unsurprisingly the framework has become a familiar internal project management approach in many (funding receiving) NGOs type organization.

At its simplest logframe is simply a four –by-four matrixes, filling in the intersections within the matrix encourages project teams to consider wider aspects of a project: in particular to consider how progress or achievement will be recorded.

The first of the two dimensions of the matrix has four headings Goals, Purpose, Output and Activities and the second dimension lists four descriptive aspects - summary, indicators, verifications and Assumptions.

While a result framework is an explicit articulation (graphic display, matrix, or summary) of the different levels, or chains, of result expected from a particular intervention project – program, or development strategy. The results specified typically comprise the longer term objectives (often referred to as “outcomes” or “impact”) and the intermediate outcomes and outputs that precede, and lead to, those desired long-term objectives. Thus, the result framework captures the essential elements of the logical and expected cause-effect relationship among inputs, outputs, intermediate results or outcomes, and impact. (Dawn Robert & Nidhi Khattri, 2012)

Therefore, result framework and logical framework approach are distinct performance management frameworks widely used in the UN (RRB) and NGOs (Logframe) sectors both have strong similarities with strategic performance management frameworks used in other kinds of organization.

The main difference between the logical framework and result framework is that, the labeling of the four logframe dimensions is slightly changed with impact & outcomes replacing Goals, and Purpose.

(Dawn Roberts & Nidhi Khattri 2012) sates that outcomes and impacts are the main focuses of a result framework, project inputs and implementation processes are generally not emphasized, although outputs are often noted. This conceptual presentation of a result chain (outputs, outcomes, and impacts) is often accompanied by a more detailed plan for monitoring progress towards the ultimate objectives through measuring the achievement of outputs, outcomes, and impacts at different intervals of time. Results are typically defined through indicators, which are often, but not always, quantifiable and measurable or observable (some indicators are qualitative).

Finally result framework also often identifies any underlying critical assumption that must be in place for intervention to be successful, that is, to lead to achieving the targeted outcomes & impacts. (Dawn Roberts & Nidhi 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)

The logical framework (LogFrame) helps to clarify objectives of any project, program, or policy. It aids in the identification of the expected causal links—the “program logic”—in the following results chain: inputs, processes, expected outputs, outcomes, and impact. It leads to the identification of performance indicators at each stage in this chain, as well as risks which might impede the attainment of the objectives. The LogFrame is also a vehicle for engaging partners in clarifying objectives and designing activities. During implementation the LogFrame serves as a useful tool to review progress and take corrective action.

Thus, in this assignment the structure of a log frames in table 1.1. it summaries why a project should be undertaken, what it intends to do, what its outputs/end results are, and the assumptions that must be fulfilled for the project to be carried out.

**M & E Logical Framework**

|  |  |  |  |
| --- | --- | --- | --- |
| **Project description** | **Indicators** | **Means of verification** | **Assumptions** |
| **Goal:**  To improve health of young children age 5 years and below living in Juba UNMISS protection of civilians site (PoCs) | % Reduction in measles infection among children age 5 years and below. | * Project evaluation * Measles vaccinators reports | * Measles vaccinators will remain committed to their work |
| **Project Purpose:**  To reduce measles infection among children age 5 years and below living in UNIMISS Protection of Civilians site (PoCs) | * % Reduction in dead among targeted children age 5 and below as a result of measles infection. | * PHC reports * Project monitoring report | * Measles vaccinators will remain committed to their work |
| **Output 1.1:**  Information are provided to opinion leaders on importance of measles immunization | * 20 opinion leaders are train on importance of child immunization * Up to 20 opinion leaders are aware of their role on value of child immunization * Up to 15 pinion leaders are able to use the IEC materials for public sensitization and actual immunization | * Training report * Participants attendance sheet * Availability of IEC materials in the maternal care resource centres | * Opinion leaders will disseminate accurate information of the community * Parents will bring their children for vaccination |
| **Activities** | **Inputs** | **Means of verification** | **Assumptions** |
| **1.1.1** Setting up maternal care resources centres | * Technical personnel * Funds | * Site visit * Reports * Photos | * Maternal care resources centres remain functional |
| **1.1.2** Providing information to key opinion leaders on value of measles immunization to children age 5 years and below | * Technical personnel * Meals * Stationary * Funds | * Brochures * Leaflet * Training report | * Opinion leaders will sensitize their community about measles immunization |
| **1.1.3** Procurement of cold chain boxes | * Cold chain staff * Funds * Equipment * Office | * purchase documents | * Cold chain operator will remain committed to his work |
| **1.1.4** Development of IEC materials for public sensitization and actual immunization | * Funds * Stationery * Staff time | * Availability of IEC materials, leaflets, banners etc developed * Immunization register book * Immunization photos | * Information provided in the IEC materials will be used well. |

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

Result framework captures the essential elements of the logical and expected cause-effect relationship among inputs, outputs, activities, outcomes and impact. This question examines in detail the elements of a result framework as explained in Q2 of this assignment.

**M & E Result Framework**

|  |  |  |  |
| --- | --- | --- | --- |
| **Project description** | **Indicators** | **Means of verification** | **Assumptions** |
| **Impact:**  Improved health of children age 5 years and below within the targeted community | * Improve health of children under age 5 by 20% within 1 year 2020 * Increase child enrolment in education by 15% by 2020 | * Evaluation report * Reduction of measles infection cases with in the community * WHO reports |  |
| **Outcomes:**  Measles infection conditions are reduced among the children age 5 years and below. | * Reduction of measles diseases by 25% at the end of year 2020 * Increase knowledge of opinion leaders by 25% on role of child immunization by 2020 * 50 % of the public are aware of the danger associated to measles infection among children age of 5 years and below by the end of 2020. | * EPI reports * WHO reports * Evaluation Reports | * Measles vaccinators are committed to their work * Ministry of health will take full charge of health program |
| **Output:**  Information are provided to opinion leaders on importance of measles immunization | * 20 opinion leaders are train on importance of child immunization * Up to 20 opinion leaders are aware of their role on value of child immunization * Up to 15 pinion leaders are able to use the IEC materials for public sensitization and actual immunization | * Training report * Participants attendance sheet * Availability of IEC materials in the maternal care resource centres | * Opinion leaders are actively participating in measles campaign * Funds will be able to conduct measles campaign |
| **Activity** | **Inputs** | **Means of verification** | **Assumptions** |
| **1.1.1** Setting up maternal care resources centers | * Technical personnel * Funds | * Site visit * Reports * Photos | * Maternal care resources centres remain functional |
| **1.1.2** Providing information to key opinion leaders on value of measles immunization to children age 5 years and below | * Technical personnel * Meals * Stationaries * Funds | * Brochures * Leaflet * Training report | * Opinion leaders will sensitize their community about measles immunization |
| **1.1.3** Procurement of cold chain boxes | * Cold Chain staff * Funds * Equipment | * purchase documents | * Cold chain operator will remain committed to his work * Funds will be available for purchasing cold chain box |
| **1.1.4** Development of IEC materials for public sensitization and actual immunization | * Funds * Stationery * Staff time | * Availability of IEC materials, leaflets, banners etc developed * Immunization register book * Immunization photos | * Information provided in the IEC materials will be used well. |

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

**Project Goal:** This is higher development objective to which the project is supposed to contribute, for example to raise adult literacy level among adults in Juba County.

**Project purpose/objective:** Description of desired situation that is supposed to be achieved through a tangible project. For example to reduce illiteracy among adults in Juba County through imparting reading and writings skills.

**Outputs:** Products or services, tangible or intangible, resulting directly from the implementation of activities. For example increase in number of learners being able to read & write.

**Outcomes:** Changes resulting from the use of outputs, during the project period or soon after, include unintended changes. For example improved livelihood of adults in Juba County.

**Impact:** Lasting and significant changes in people’s lives- including unintended changes, whether positive or negative- to which the project contributes, directly or indirectly. For example enhanced human well-being and living conditions in the community.

**Activities:** Actions or series of actions undertaken, using inputs, to produce planned outputs. Examples of activities include; hiring of staff, trainings, community mobilization, purchasing of equipment etc.

**Indicators:** Quantitative or qualitative evidence used to assess the extent to which intended changes are achieved. For example % of vulnerable people living above the MDG targets on income, food security and social services.

**Inputs:** The resources necessary to carry out project activities. For example human, financial, technical and material.

**Means of verifications:**

Means of verification indicate what source of information will be used to verify progress towards, or achievement of, indicators. Means of verification should clearly describe where, and in what form, the necessary data will be obtained. For example progress & impact report or evaluation report

**Assumptions and risks:**

Assumptions and risks are external factors that lie outside the team’s control but are likely to influence the project’s success. An *assumption* is a ***positive*** statement of a condition that must be met for the project's objectives to be achieved. For example, high national economic performance.

A *risk* is a ***negative*** statement of a condition that might prevent the project's objectives from being achieved. For example, poor community participation in the project.

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

The logical framework approach provides a structure for logical thinking in project design, implementation and monitoring & evaluation. It makes the project logic explicit, provides the means for a thorough analysis of the needs of project beneficiaries and links project objectives, strategies, inputs and activities to the specific needs. (AIPMS Module 4 notes 2019). Therefore, the responses to this question elaborate the structures for logical thinking in project designing, implementation and M & E.

Logical thinking observes and analyse phenomena, reactions, and feedback and them draw conclusions based on that input. They can justify their strategies, actions, and decision, based on the facts they gather.

Moreover, the logical framework is said to provide structure for logical thinking because log frame work logically require thought of as an aid to think. It allows information be analyzed and organized in a structured way, so that important questions can be asked, weakness identified and decision maker think thoroughly and can make informed decisions based on their improved understanding of the project rational, its intended objectives, and the means by which objectives will be achieved.

We can also say logical framework approach provides the structure for logical thinking because of describing a project in a logical ways so that it is well designed, described objectively, can be evaluated and clearly structured to achieve it end results. (European Integration Office 2011).

Logical framework approach also requires logical thinking because it helps analyse an existing situation, including the identification of stakeholders needs and the definition of the related objectives; establish a causal link between inputs, activities, results, purpose and overall objective (vertical logic), it also define the assumptions on which the project logic builds, identify the potential risks for achieving objectives and purpose; establish a system for monitoring and evaluating project performance, establish a communication and learning process among the stakeholders. i.e. clients/beneficiaries, planners, decision – makers and implemented.