**Institution: Africa Centre for Project Management**

**Course: PGD001 - Post Graduate Diploma in Monitoring & Evaluation**

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**Module 4 Assignment**

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**Module 4 Questions:**

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

The results framework (RF) organizes the expected results of a project into a series of “if-then” relationships. The statements used in the RF thus articulate the project’s hierarchy of objectives and describe the vertical logic of the project. In other words, they describe the logic of: “If we do this, then this will happen.” (MEAL DPro, 2019)

The structure is organized into: Goal, Strategic Objectives, Intermediate Results, and Outputs.

**Goal** describes the longer-term, wider development to which the project contributes. Goal statements are usually aspirational, focusing on states of sustainability, livelihood, well-being, etc.

**Strategic Objectives (SOs)** express the central purpose of the project. They describe the significant benefits that are anticipated by the end of the project. In most cases, the SOs address the immediate causes of the core problem.

**Intermediate Results (IRs)** statements express the expected change(s) in behaviors, systems, policies or institutions as a result of project outputs and activities.

**Outputs** statements specify the deliverables resulting from project activities. They include products, goods, services, knowledge, skills and attitudes. (e.g. people trained with increased knowledge and skill; quality roads built).

In summary, the RF tells the reader, “if we complete these outputs, our intermediate results will be achieved, which will lead to achievement of our strategic objectives, and contribute to our long-term goal.”

The logframe is a visual representation of the project that describes its key features and the specific logical linkages between them. Like the theory of change and the Result Framework, the logframe is intended to communicate the purpose and main components of a project as clearly and simply as possible.(MEAL DPro, 2019)

A Log frame summarizes, in a standard format:

1. What your project is trying to achieve (Goal/aim)
2. How it aims to do this (strategy/activities)
3. What is needed to ensure success (inputs/outputs)
4. Ways of measuring progress and the potential problems along the way (performance indicators, per project level> output, outcome, impact).

A logical framework is therefore purposed to:

1. Summarize what the project intends to do and how
2. Summarize key assumptions
3. Summarize outputs and outcomes that will be monitored and evaluated

**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)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Objectively Verifiable Indicators** | **Means of Verification** | | **Critical Assumptions** |
| **Overall project Objective/ Goal:**  To eradicate measle outbreak among children under the age of 5 years in Juba South Sudan | | | | |
| **Project Objective 1:**  To improve access to Maternal care services. | * Increase in the number of maternal care resource centers.      * % increase in number of mothers using maternal care resource centers. * % increase in number of opinion leaders promoting child immunization in Juba | | * Resource center reports * Project Evaluation Report. | * Uptake of maternal care services will remain steady. |
| **Output 1.1:**  Maternal Care services provided to mothers in Juba. (200 mothers per month) | * Number of maternal care resource centers set up * Number of mothers using maternal care resource centers | | * Resource center attendance lists * Resource centers constructed * Training reports | * Mothers will attend maternal resource centers for services. |
| **Activities** | **Inputs/resources required** | | **Means of Verification** | **Critical Assumptions** |
| **1.1.1** Set up maternal care resource centers | * Construction workers * Construction materials * Funds | | * Resource centers constructed. | * Caregivers will attend maternal resource centers for services. |
| **1.1.2** Provide information to key opinion leaders on value of child immunization | * Facilitators * Stationery * Funds | | * Training report * Attendance lists * Workshop photos | * Opinion leaders will turn up for the training * Opinion leaders will influence mothers to use the services provided by resource centers |
| **Project Objective 2:**  To reduce the number of reported cases of measles outbreaks in children under 5 in Juba. | * Proportions of mothers accessing maternal care services. * Proportion of children under 5 immunized against measles. | | * Resource center reports | * A great number of children under 5 years in Juba will be immunized against measles |
| **Outputs relating to Objective 2**  **Output 2.1:**  Reduced cases of measle outbreak among children under 5 in Juba | * Number of cold chain boxes procured * Number of IEC materials developed for public sensitizations * Number of children under 5 immunized against measles in Juba South Sudan | | * Resource center reports * Follow up Reports | * Reports on outbreaks will reported. |
| **Activities** | **Inputs/resources required** | | **Means of Verification** | **Critical Assumptions** |
| **2.1.1** Development of IEC materials for the public sensitizations | * Facilitators * Funds | | * IEC materials developed. | * Sensitization materials will help in influencing mothers to immunize their children against measles. |
| **2.1.2** Actual immunization | * Facilitators * Vaccines | | * Immunization reports | * Mothers will bring their children who are under 5 years for immunization. |
| **2.1.3** Procurement of cold chain boxes | * Funds | | * Procurement forms | * The funds will be enough to purchase sufficient cold chain boxes. |

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

***Goal***

To eradicate measle outbreak among children under the age of 5 years in Juba South Sudan

***Strategic Objective 1***

To improve access to Maternal care services

***Strategic Objective 2***

To reduce the number of reported cases of measles outbreaks in children under 5 in Juba.

***Intermediate Results***

Increase in the number of mothers accessing Maternal care services

***Intermediate Results***

Increase in the number of immunized children who are under 5 years.

***Outputs***

-Number of maternal resource centers constructed

-Number of opinion leaders sensitized.

***Outputs***

-Number of children under the age of 5 immunized against measles.

-Number of cold chain boxes procured.

-Number of IEC materials developed

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

**(i)Project description** provides a narrative summary of what the project intends to achieve and how. It describes the means by which desired ends are to be achieved.

**(ii)Goal** refers to the sectoral or national objectives for which the project is designed to contribute, e.g. increased incomes, improved nutritional status, reduced crime. It can also be referred to as describing the expected impact of the project. The goal is thus a statement of intention that explains the main reason for undertaking the project.

**(iii)Purpose** refers to what the project is expected to achieve in terms of development outcome. Examples might include increased agricultural production, higher immunization coverage, cleaner water, or improved local management systems and capacity. There should generally be only one purpose statement.

**(iv)Component Objectives** Where the project/program is relatively large and has a number of components, it is useful to give each component an objective statement. These statements should provide a logical link between the outputs of that component and the project purpose. Poorly stated objectives limit the capacity of M&E to provide useful assessments for decision-making, accountability and learning purposes.

**(v)Outputs** refer to the specific results and tangible products (goods and services) produced by undertaking a series of tasks or activities. Each component should have at least one contributing

output, and often have up to four or five. The delivery of project outputs should be largely under project management's control.

**(vi)Activities** refer to all the specific tasks undertaken to achieve the required outputs. There are many tasks and steps to achieve an output. However, the logical frame matrix should not include too much detail on activities because it becomes too lengthy. If detailed activity specification is required, this should be presented separately in an activity schedule/Gantt chart format and not in the matrix itself.

**(vii)Inputs** refer to the resources required to undertake the activities and produce the outputs, e.g., personnel, equipment and materials. The specific inputs should not be included in the matrix format.

**(viii)Assumptions** refer to conditions which could affect the progress or success of the project, but over which the project manager has no direct control, e.g. price changes, rainfall, political situation, etc. An assumption is a positive statement of a condition that must be met in order for project objectives to be achieved. A risk is a negative statement of what might prevent objectives being achieved.

**(ix)Indicators** refer to the information that would help us determine progress towards meeting project objectives. An indicator should provide, where possible, a clearly defined unit of measurement and a target detailing the quantity, quality and timing of expected results. Indicators should be relevant, independent and can be precisely and objectively defined in order to demonstrate that the objectives of the project have been achieved (see below).

Means of verification (MOVs). Means of verification should clearly specify the expected source of the information we need to collect. We need to consider how the information will be collected (method), who will be responsible, and the frequency with which the information should be provided. In short MOVs specify the means to ensure that the indicators can be measured effectively, i.e. specification of the indicators, types of data, sources of information, and collection techniques.

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

A logical framework approach 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 specified needs.

It is an analytical tool for objective oriented project planning and management. LFA enhances planning, analysis and communication (Pandey, 2008). Using LFA helps:

• Clarify the purpose of, and the justification for, a project

• Identify information requirements.

• Clearly define the key elements of a project.

• Analyse the project’s setting at an early stage.

• Facilitate communications between all parties involved.

• Identify how the success or failure of the project should be measured.

LFA is a management tool which facilitates planning, execution and evaluation of a project. In this case LFA also means:

• A format for presentation to donor and partner authorities: project ideas, pre-appraisal reports, project documents, progress reports, etc.

• A summary of the project in the form of a matrix that remains valid during project implementation but can be modified.

• A sequence of analytical tools which is used in an external/internal workshop situation.

**References**

MEAL DPro, 2019. Results Framework and Logframe. Retrieved from https://mealdprostarter.org/c-results-framework-and-logframe/