**AFRICAN INSTITUTE FOR PROJECT MANAGEMENT STUDIES**

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**CLASS : POSTGRADUATE DIPLOMA MONITORING AND EVALUATION**

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**COURSE : POSTGRADUATE DIPLOMA MONITORING AND EVALUATION**

**ASSIGNMENT : ASSIGNMENT 4**

**QUESTION : ATTACHED**

**DUE DATE :31st JANUARY, 2020.**

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| **LECTURER’S COMMENTS** | **MARKS SCORED %** |
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1. **Explain the differences between a results framework and a logical framework.**

Frameworks are an open set of tools for project planning, design, management, and performance assessment. They help to identify project elements (goals, objectives, outputs, and outcomes), their causal relationships, and the external factors that may influence success or failure of the project. Therefore, there is a difference between a result framework and a logical framework. A results framework is an explicit articulation (graphic display, matrix, or summary) of the different levels, or chains of results expected from a particular intervention project, program, or development strategy. The results specified typically comprise the longer-term objectives often referred to as outcome or impact and the intermediate outcomes and outputs that precede and lead to those desired longer-term objectives (Gasper, 2000).

A results framework is both a planning and management tool that provides the basis for monitoring and evaluation. It provides a program-level framework for managers to monitor the achievement of results and to adjust relevant programs and activities when necessary. It gives the reader an instant idea of what a program is trying to achieve. Results Framework focuses specially on impact and the outcomes of the work done through the program (Bornstein, 2003).

On the other hand, a logical framework is a tool for improving the planning, implementation, management, monitoring and evaluation of projects. It is a way of structuring the main elements in a project that shows the logical linkages between them (Bakewell,2003)

According to UNESCO (2010) a result framework illustrates the direct relationships between the intermediate results of activities all the way to the overall objectives and goals. It forms a basis for monitoring and evaluation activities at the objective level.

In structure a results framework graphic portrays development hypotheses through which a Mission expects to achieve the Goal. Visually, it brings together several, often quite distinct, streams of results, which function synergistically to produce broad development changes While a logical framework approach provides a structure for logical thinking in project design, implementation and monitoring and 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 specified needs.(Bakewell,2003).

In Results Frameworks, results levels have distinct labels which are associated with the degree of responsibility. Unlike a logical framework which is just a document that gives an overview of the [objectives](https://logframer.eu/content/designing-project-main-logic), [activities](https://logframer.eu/content/activities)and [resources](https://logframer.eu/content/project%E2%80%99s-inputs-resources-and-budget)of a project. It provides information about external elements that may influence the project, called [assumptions](https://logframer.eu/content/identifying-risks-and-assumptions) and also tells you how the project will be monitored through the use of [content/indicators](https://logframer.eu/content/indicators). All this information is presented in a table with four columns and four rows – although variations on this basic scheme do exist.

Additionally, Hailey (2004) notes that, a logical framework acts as a tool which is used in designing, executing and assessing projects via a systematic and visual approach. Not only that, It also outlines the specific inputs needed to carry out the activities/processes to produce specific outputs which will result in specific outcomes and impacts. It seeks to structure the main elements in a project and highlight the rational and consistent linkages between them.

Unlike the result framework which shows results levels with distinct levels, the logical framework helps think through the programme strategy to help clarify where the programme is and where the programme should be. It shows the links between resources, activities, and outcomes, therefore serves as a basis for developing a more detailed management plan. By the means of data collection and the evaluation plan, the logic model helps to track and monitor operations leading to effective management of results. It can serve as the foundation for creating budgets and work plans (Mikkelsen,1995 ) .

The results framework captures the essential elements of the logical and expected cause-effect relationships among inputs, outputs, intermediate results or outcomes, and impact while logical frame work are used to describe program activities and its intended achievements. Results frameworks are used to provide guidance on the specific target results (Norwegian Agency for Development Cooperation,1999).

According to Rossi (1999) Outcomes and impacts are the main focus of a results framework; project inputs and implementation processes are generally not emphasized, although outputs are often noted. This conceptual presentation of a results chain (outputs, outcomes, and impacts) is often accompanied by a more detailed plan for monitoring progress toward 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).The monitoring plan typically includes baseline values and targets expected for outputs and outcomes, and it specifies the measures that will be used for data gathering to ensure that the results framework is actually populated with data, updated with information at key points during program/project implementation, and used in decision making which is the case for Logic framework.

A results framework also often identifies any underlying critical assumptions that must be in place for the intervention to be successful, that is, to lead to achieving the targeted outcomes and impacts.

The other difference between the two frameworks is the structure, with the result framework the elements that can be found are; Goal Statement, under this one it brings out the change in health conditions that we hope to achieve for instance. The other element is Strategic Key Objective which looks at the main result that will help us achieve our goal and for which we can measure change. Besides that, Intermediate Results, this indicates the things that need to be in place to ensure achievement of the Started objectives. The other one is Strategies and Activities this looks at what a project does to achieve its intermediate results that contribute to the objective .Furthermore, it indicates the means by which project achievement may be measured (Mikkelsen,1995).

With the Logic framework structurally consists of a matrix with four columns and four or more rows which summaries the key elements of the project plan and these include the projects hierarchy of objectives. The first column captures the projects development pathway or intervention logic. Basically, how an objective or result will be achieved. Each objective or result should be explained by the objective or result immediately below. Besides that, it also summaries the goal/overall objectives/development objectives, the purpose/immediate objective, outputs and activities (Turban, 1985).

A logical framework is therefore purposed to Summarize what the project intends to do and how, summarize key assumptions and also outputs and outcomes that will be monitored and evaluated

In summary, even though both frameworks are used in management they differ in structure, components and application, theresult frameworkshows the causal relationships among the various intermediate results that are critical to achieving the strategic objective. A logical framework acts as a tool for improving the planning, implementation, management, monitoring and evaluation of projects while result framework is both a planning and management tool that provides the basis for monitoring and evaluation. It provides a program-level framework for managers to monitor the achievement of results and to adjust relevant programs and activities when necessary. It gives the reader an instant idea of what a program is trying to achieve. Results Framework focuses specially on impact and the outcomes of the work done through the program

Not only that, a Logic frameworkis a dynamic planning and management tool that logically relates the main elements in programed project design and helps ensure that an intervention will achieve measurable results. It helps to identify strategic elements (inputs, outputs, purposes, goal) of a program, their causal relationships, and the external factors that may influence success or failure. It can provide the basis for monitoring progress achieved and evaluating program results.

**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.**

**XYZ Logical Framework**

**Project Description: mass measles immunization campaign**

**Strategic Goal**: to roll out mass measles immunization campaign by organization XYT in Juba, South Sudan

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| **LOGICAL FRAMEWORK**: **MASS MEASLES IMMUNIZATION CAMPAIGN** | | | | |
|  | PERFORMANCE INDICATOR | MEANS OF VERIFICATION | | ASSUMPTIONS |
| **GOAL**: Reduced measles morbidity and mortality | * Measles incidence and prevalence rate. * Measles specific death rate | * Annual Reports * Surveys * Health and demographic surveillance system * Demographic and health surveys | | * Political stability * Environmental stability (No natural disasters) |
| **PURPOSE:** To reduce measles morbidity and mortality by 99.5% by 2020. | * Coverage of control interventions | * Annual reports * Surveys * Record reviews | | * Problem of drug resistance will be reduced through effective and affordable drugs |
| **OBJECTIVES:**   * Set up maternal care resource centers. * Provide information to key opinion leaders on value of child immunization * procure cold chain boxes * develop IEC materials for the public sensitizations and actual immunization | * Number of material care resource centers. * Number of leaders who information is being provided to. * Number of cold chain boxes procured. * Number of IEC materials provided | * Community surveys | | * Availability of treatment(MMR) * Subsidies in MMR vaccine * High community awareness and acceptance of MMR vaccine |
| **OUTCOME**  This will lead to…  -Helping in having healthy babies by the mothers if child immunization is conducted in the area. | -Number of healthy babies increased.  -Number measles cases reduced.  -Number of children immunized in a week increased. | * Annual reports * Surveys * Record reviews | -Mortality rate will be reduced in children as they will be able to receive vaccination on time. | |
| **ACTIVITIES** | The Organization XYT will  1. Set up maternal care resource centers  2. Provide information to key opinion leaders on value of child immunization  3. procure cold chain boxes  develop IEC materials for the public sensitizations and actual immunization | | | |
| **INPUTS** | 1.For the project to be done it will need human resources to sensitize from the community(80) and health personnel to reach in all areas (20).  2.The overall budget is $ 8000  3 The activity is planned to start on 1st February,2020 to 1st February 2021. | | | |

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

**Results Framework**

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

A logical framework is a planning tool consisting of a matrix which provides an overview of a projects goal, activities and anticipated results. It provides a structure to help specify the components of a project and its activities and for relating them to one another. It also identifies the measures by which the projects anticipated results will be monitored (Rossi, 1999).

The framework consists of a matrix with four columns and four or more rows which summaries the key elements of the project plan and these include the projects hierarchy of objectives. The first column captures the projects development pathway or intervention logic. Basically, how an objective or result will be achieved. Each objective or result should be explained by the objective or result immediately below. Besides that, it also summaries the goal/overall objectives/development objectives, the purpose/immediate objective, outputs and activities (Turban, 1985).

The second and third columns summarize how the projects achievements will be monitored and consists the following; indicators, a quantitative or qualitative measurement which provides a reliable way to measure changes connected to an intervention. In essence a description of the projects objectives in terms of quantity, quality, target groups, time and place ( Bornstein, 2003).

Additionally, a Guijt (2004) note, Sources verification as another important component in the logical framework which describes the information sources necessary for data compilation that would allow the calculation of indicators. Information sources for instance can be Annual reports, Health and demographic surveillance system and Record reviews.

Lastly, the final column lists the following, assumptions; the external factors or condition outside of the projects direct control that are necessary to ensure the project’s success Below is an example of a logical framework for National Malaria control program for clarity seek. The assumption in the logical framework indicates important events, conditions or decisions beyond the project’s control, which are necessary if achieving the objectives is going to contribute towards the overall goal.



Source: (Department of Health,2004).

In conclusion, it can be said that a logical framework is a table that presents a standardized summary of the program and its logic. In the malaria program example above, it states the goal, purpose and objectives of the program along with performance indicators, data sources and assumptions for each. Hence, it’s an important tool for planning.

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

The Logical Framework Approach (LFA) is an analytical process and set of tools used to support objectives-oriented project planning and management. It is a way of describing a project in a logical way so that it is well designed, described objectively, can be evaluated and also clearly structured (Mikkelsen,1995).

Gasper (2000) also notes that, the Approach provides the structure for logical thinking because it allows information to be analysed and organised in a structured way, so that important questions can be asked, weaknesses identified and decision makers can make informed decisions based on their improved understanding of the project rationale, its intended objectives and the means by which objectives will be achieved.

Not only that, Norwegian Agency for Development Cooperation (1999) also adds that, the Logical Framework Approach has the power to communicate the essential elements of a complex project clearly and succinctly throughout the project cycle. It is used to develop the overall design of a project, to improve the project implementation monitoring and to strengthen periodic project evaluation. It also provides a set of interlocking concepts which are used as part of an iterative process to aid structured and systematic analysis of a project or programme idea hence considering it as the approach that provide the structure for logical thinking**.**

The Approach is also considered the structure for logical thinking because it helps to analyse an existing situation, including the identification of stakeholders needs and the definition of related objectives, establish a causal link between inputs, activities, results, purpose and overall objective (vertical logic),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 implementers (Hailey,2004).

Besides that, the approach also provides the basic elements needed for designing complex projects and assisting in their execution, monitoring and evaluation. It has the power to communicate the essential elements of a complex project clearly and succinctly throughout the project cycle. For this reason it is used to develop the overall design of a project and improve the project (Department of Health, 2004).

Additionally, It is expected that projects designed with logical framework Approach have well-formulated objectives and measurable targets to make it possible to monitor progress and assess results. Indicators need to be established, means of verification determined and assumptions explicitly stated all this needs thinking in achieving them.

Conclusively, it can be said that logical framework Approach provides the structure for logical thinking because it allows information to be analysed and organized in a structured way, so that important questions can be asked, weaknesses identified and decision makers can make informed decisions based on their improved understanding of the project rationale, its intended objectives and the means by which objectives will be achieved.

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