**AFRICA CENTER FOR PROJECT MANAGEMENT**

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**MODULE 4 ASSIGNMENT**

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

**Answers**

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.” Different organizations may choose to use different terminology and different formats for results frameworks.

The logical framework (logframe)is the third, and most specific, logic model. It 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 RF, the logframe is intended to communicate the purpose and main components of a project as clearly and simply as possible. Logframe templates can also vary from organization to organization, donor to donor.

There are basic differences between the two design approaches, of which the two main are format and terminology. The basic format of a logical framework is that of a matrix, whereas the basic format of a Result framework is a graphic illustration.

The largest challenge though for staff is the terminology differences. Below I have tried to match the RF and LFA terminology as closely as possible. Of course, there are slightly different versions of the RF and LFA, so this table is for the generic versions of both approaches.

**Results Framework                     Logical Framework**

Goal                                              Long-term Objective/Goal

Strategic Objective (SO)                Purpose/Short-term Objective

Intermediate Results (IRs)               Outputs

Strategies                                       ----

Activities                                        Activities

----                                                Inputs

----                                                Risks/Assumptions

Benchmarks                                   Milestones

Targets                                          Targets

**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)

|  |  |  |  |
| --- | --- | --- | --- |
| **OBJECTIVES** | **INDUCATORS** | **MEANS OF VERIFICATION** | **ASSUMPTIONS** |
| **Goal:**  Reduce measles to children under 5 years in the targeted community | G1 % (percentage) reduction in measles among targeted population  G2 % (percentage) of children under 5 years with measles in last two weeks | * Ministry of Health/WHO statistics * Records from village clinics | * There will be a good cooperation among community members |
| **Outcome 1**  Improved access to immunity to children under 5 years | 1.a percentages of children attending maternal care centres  1.b Percentage of children getting immunization  1.c Percentages of cold chain boxes utilized | Household survey  Key informant interview with health committee members | There will be a good responses from community members |
| **Output**  1.1 Maternal care resource centres established | * Number of maternal care resource centres | Community health facility survey | * The fund allocated will be sufficient |
| 1.2 Household training on value of immunization to children under 5 years | * Number of households trained on value of immunization to children under 5years | Household survey  Training attendants | People will have time to attend training |
| 1.2 Purchased cold chain boxes for immunization | * Number of purchased cold chain boxes | Household survey  Hospital and villages clinic records | * The fund allocated will be sufficient |
| **Outcome 2**  Enhanced practice of getting immunization among children under 5 years | * Number of health services officers in health care centres * Percentages of health children under 5 years | Household survey  Hospital and villages clinic records | * Cultural practices do not go against practices promoted |
| **Outputs**  2.1Household knowledge increased on value of immunization to children under 5 years | * Percentages of people who correctly can state the value of immunization | Villages clinic records | * Local political leaders in the community supports implementations |
| 2.2 Households children immunized is increased | * Percentages of immunized children | Villages clinic attendance records | * Care gives continue to provide service |

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

Results frameworks

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

**Development/ programme goal (impact)**

The programme goal (impact) reflects the improvements of a situation in terms of social, economic or any other benefits which respond to identified development needs of the target population under a long-term vision. Usually, several projects will share a common programme goal.

**Project objective (outcome)**

The project objective reflects what the project intends to accomplish. The project objective will reflect the justification for carrying out the project and will summarize the effects it should have. The project objective should try to define the sustainable benefits to the target group. For instance the project objective should explain how the initiative will affect the current situation and what difference it will make for the beneficiaries. Ideally the project should only have a single objective. The number of objectives should be limited to maximum three. Too many project objectives will typically imply that the project is too complex to manage or that the team is trying to design a long-term programme while calling it a project.

**Outputs and costs**

Outputs describe the concrete goods and/or services the project will deliver. These are the products of the activities that will be undertaken. The combination of outputs will achieve the project objective.

Costs:

Information on **the sum of costs of outputs per outcome** should be indicated in the logframe. They are based on the detailed budget included in the Project Proposal.  
In case of multi-partner projects, the logframe as annex of the Project Proposal includes as far as possible information on the share of SPCP contributio to the total costs (in amount as well as %).

**Activities**

The activities define the way the project team intends to carry out the project. They are composed of a set of actions to deliver concrete results. The activities will form the backbone based on which a detailed plan of operations will be developed. The plan of operations will include individual work plans of the team members, their responsibility regarding each activity and its sub-activities.

The matrix should not include an extensive list of project activities, and focus on **what** the project is to deliver and not on **how**. Key activities show the link between activities and outputs. The complete list of activities belongs in the main text of the project document

**Indicators:**

Indicators are quantitative or qualitative references that provide a simple and reliable means to measure project progress and achievements.6 Indicators at different levels of the logframe will demonstrate that the project has completed its activities, delivered its intended results and achieved its objective. They provide a signal of progress (or lack thereof), not scientific proof.

**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.

**Inputs**

Means are physical and non-physical inputs and finances necessary to carry out the planned activities and manage the project.

Inputs are detailed as part of the project document and its budget.

**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.

A *risk* is a ***negative*** statement of a condition that might prevent the project's objectives from being achieved.

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

**Answers**

The Logical Framework Approach (LFA) was developed for the U.S.A.I.D. at the end of 1960s, LFA has been utilized by many of the larger donor organizations for multilateral and bilateral development assistance. Its use is now pervasive among private companies, municipalities, and most if not all of the international development organizations use LFA when assessing, following up and evaluating projects or programs.

The LFA as a tool for strategic planning presents the plan in a matrix called a "logframe". A logframe summarizes the project and its context in a logical manner, so that the connection between the activities (usually referred to as inputs) and the expected results (referred to as outputs) can be seen.

The logframe shows both a vertical and a horizontal logic in its presentation. The logframe presents what the project intends to do, the relationships between what will be done and what will be achieved (the ‘means to the ends’), and the main risks and assumptions as a vertical logic. How the progress and performance will be monitored and the sources of information for doing all of the elements are arranged in a horizontal logic.

During initial stages, it can be used to test project ideas and concepts for relevance and usefulness. By explicitly identifying how the project is to be evaluated, the decision makers can make realistic estimates of project outcomes and can identify problems which might be encountered.

It ensures that fundamental questions are asked and weaknesses are analyzed, in order to provide decision makers with better and more relevant information. It facilitates common understanding and better communication between decision makers, managers and other parties involved in the project. It offers a tool for the identification of problems and corrects solutions to problems and also contributes to clarifying and concretizing the project’s objectives and to specifying correct activities that are necessary to realize the objectives

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