**PGD001 – Postgraduate Diploma in Monitoring and Evaluation**

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**Assignment Number: Module 4**

**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. Thus, the RF articulates the project’s hierarchy of objectives and describe the vertical logic of the project in a causal relationship logic of: “If we do this, then this will happen.” When designing a results framework you will need to make difficult decisions about which theory of change components will be included in your project. This requires thinking about:

1. Which needs have highest priority
2. Which needs your organization has the capacity and resources to tackle
3. Which needs fit with your agency priorities.

A participatory process is used to make these decisions and to ensure that you make the most appropriate choices in your context. It is important to ensure that each statement is related to the one above or below it as you create the result framework. The vertical hierarchy of a results framework means that reading down from the goal statement will tell you how a project plans to achieve the goal. Reading up from the outputs will help you understand why a lower-level result is needed to complete the next, higher-level level result. Thus, the results framework builds out the project’s **hierarchy of objectives**. The main elements of a results framework[[1]](#footnote-1) are;

* Goal Statement: This is the change in health conditions that we hope to achieve
* Strategic (or Key) Objective (SO): The main result that will help us achieve our goal and for which we can measure change
* (Intermediate) Results (IRs): These are those things that need to be in place to ensure achievement of the SO
* Strategies & Activities: What a project does to achieve its intermediate results that contribute to the objective

On the other hand, the logical frameworkis the third, and most specific, logic model after theory of change and results framework. 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.

Originally 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:

1. Planning was too vague, without clearly defined objectives that could be used to monitor and evaluate the success (or failure) of a project;
2. Management responsibilities were unclear; and
3. Evaluation was often an adversarial process, because there was common agreement as to what the project was really trying to achieve.

The LFA is composed of two stages[[2]](#footnote-2) used in project identification and formulation:

1. Analysis stage and
2. 2. Planning stage

These two phases are carried out progressively during the identification and formulation of the project so to ensure the quality of design and therefore its implementation as well as its ex-post evaluation.

**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)

|  |  |  |  |
| --- | --- | --- | --- |
| **Project Description** | **Performance Indicators** | **Means of Verification** | **Assumptions** |
| **Goal:** Reduced prevalence of measles among children of < 5 years within 2 years in South Sudan | * Prevalence of measles * All cause under five (Mortality rate) | * Annual Reports * Surveys * DHS | * Political Stability * No natural disasters |
| **Component Objective**: To achieve universal coverage of measle control interventions through immunizations | * % of children vaccinated against measles | * Community surveys * Health Facility Surveys * Record reviews | * Availability of effective vaccines for measles * Strong political support |
| **Output:** Number of Households who bring the children for vaccination | * Number of Households who turn up/ bring their children for vaccination | * Medical Registers * Activity reports | * Sufficient number of health care personnel * Funds available for campaigns and distribution |
| **Activity:** Measles immunization campaigns/ sensitization drives | * Number of measles campaigns | * Medical Registers * Activity/ Project reports | Funds available for measles immunization campaigns |

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

|  |  |  |
| --- | --- | --- |
| Program Element | Result | Indicator |
| Goal | * Reduced prevalence of measles among children of < 5 years within 2 years in South Sudan | * % reduction in the prevalence of measles |
| Key Objective | * To achieve universal coverage of measle control interventions through immunizations | * % of children vaccinated against measles |
| Intermediate Results | * Increased uptake of measle vaccines * Increased participation of leadership in community mobilization | * % of chidren <5 years who were vaccinated against measles * Number of leaders who participated in community mobilization |
| Activities / Strategies | * Organize measle immunization campaigns * Recruit key medical personnel * Avail and distribute measle vaccines to service points | * Number of campaigns organized * Number of key medical personnel recruited * Number of vaccines availed and distributed to various service points |

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

Goal: This 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 can therefore be defined as the statement of intention that explains the main reason for undertaking the project. Its performance indicator measures the extent to which a sustainable contribution to the goal has been made mainly during evaluations. For example, to reduce malaria morbidity and mortality by 25% by 2021.

Purpose: It is a one purpose statement that 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.

Component Objectives: This is mainly applicable in cases where the project/program is relatively large and has a number of component. The objective statement provides a logical link between the outputs of that component and the project purpose and measures the extent to which component objectives have been achieved and lead to sustainable benefits. Poorly stated objectives limit the capacity of M&E to provide useful assessments for decision-making, accountability and learning purposes. For example, % of individuals with access to treated nets in their households or % of individuals who slept under treated nets the previous night.

Outputs: This 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. Examples can include. number of treated nets distributed to target population, number of individuals who observed treated nets hang-up demonstration.

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. Examples of activities include; number of treated nets distribution campaigns, number of treated nets hang up demonstrations etc

Inputs: These are 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.

*NB: For all the project description, performance indicators, means of verification and assumptions are outlined to clarify them further.*

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.

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.

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.

The [Logical Framework Approach](https://sswm.info/content/logical-framework-approach) (LFA) is an analytical process and set of tools used to support project planning and management. According to the World Bank (2000), “the Logical Framework 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 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 (EUROPEAN COMMISSION 2004). 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. The LFA helps to:

1. Analyse an existing situation, including the identification of stakeholders’ needs and the definition of related objectives;
2. Establish a causal link between inputs, activities, results, purpose and overall objective (vertical logic);
3. Define the assumptions on which the project logic builds;
4. Identify the potential risks for achieving objectives and purpose;
5. Establish a system for monitoring and evaluating project performance;
6. Establish a communication and learning process among the stakeholders, i.e. clients / beneficiaries, planners, decision-makers and implementers.

LFA therefore, incorporates four main analytical elements[[3]](#footnote-3) to help guide the structured analysis process:

* Problem Analysis: involves identifying what the main problems are and establishing the cause and effect relationships which result in, and flow from, these problems (see also [problem and preference ranking](https://sswm.info/planning-and-programming/decision-making/situation-and-problem-analysis/problem-&-preference-ranking), or [problem tree analysis](https://sswm.info/planning-and-programming/exploring-tools/preliminary-assessment-current-status/problem-tree-analysis) as methods for problem identification).
* [Stakeholder Analysis](https://sswm.info/content/stakeholder-analysis): having identified the main problems and the cause and effect relationship between them, it is then important to give further consideration to who these problems actually impact on most, and what the roles and interests of different stakeholders might be in addressing the problems and reaching solutions (see also [stakeholder identification](https://sswm.info/planning-and-programming/exploring-tools/stakeholder-analysis/stakeholder-identification)).
* Analysis of Objectives: objective trees should be prepared after the [problem tree](https://sswm.info/planning-and-programming/exploring-tools/preliminary-assessment-current-status/problem-tree-analysis) has been completed and an initial stakeholder analysis (learn more about it starting by the [stakeholder identification](https://sswm.info/humanitarian-crises/prolonged-encampments/planning-process-tools/exploring-tools/stakeholder-identification) factsheet) has been undertaken. This will give an image of an improved situation in the future.
* Analysis of Strategies: comparison of different options to address a given situation.

1. Designing a Results Framework for Achieving Results: A How-To Guide [↑](#footnote-ref-1)
2. Guide to Logical Framework Approach [↑](#footnote-ref-2)
3. https://sswm.info/planning-and-programming/ensuring-sustainability/ensure-sustainability/participatory-monitoring-and-evaluation [↑](#footnote-ref-3)