**Module 4 Questions:**

**Registration number: Aipms 262/2019**

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

A results framework is therefore a useful management tool, with program implementation assessed in direct relationship to progress in achieving results, at the outputs, outcomes, and impact levels. It helps achieve strategic objectives. The strategic objective is the ultimate driver of a program.

A results framework comprises three components: a Results Diagram; a Results

Measurement Table; and a Monitoring and an Evaluation Workplan. They set out the development

intervention’s s goal, outcomes and outputs, and how these will be measured, monitored and

evaluated over the life of the development intervention. (BOND, 2003)

The 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).

The logframe consists of a 4 x 4 matrix with four column headings: objective or narrative summary/hierarchy of objectives; objectively verifiable indicators (OVIs)/measurable performance indicators; means of verification/ monitoring and coordination; and important assumptions and risk (DFID, 1998).

The four rows relate to the levels of activity, from high level, strategic goals down to detailed lists of activities and input (DFID, 2008).

**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)



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

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| --- | --- | --- | --- | --- |
| **Objectives**  **and Outcomes** | **Indicators** | **Means of Verification** | **Important Assumptions** | **IMPACT** |
| **Objectives** | **Action taken (Tasks)** | **Products or services** | **Intermediate effects** | **Long term effects** |
| **Objective:**  To reduce mass measles out break in Juba | Mass measles campaign carried out. | -Vaccination  -Awareness | The intervention will reduce the % of measles outbreak. | Juba will be measles free area when the intervention is taken. |
| **Outcome:**  Reduced mass outbreak of measles in Juba, South Sudan. | % of the population vaccinated.  # of vaccination centers | Vaccination list and attendance register | Reduction of measles outbreaks | Measles outbreak will be minimize in Juba, South Sudan. |

**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 log frame. They are based on the detailed budget included in the Project Proposal.

In case of multi-partner projects, the log frame as annex of the Project Proposal includes as far as possible information on the share of the contribution 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.

The indicators should be SMART

Specific to the project objective, results and activities it is supposed to measure

Measurable either quantitatively or qualitatively

Available at an acceptable cost

Realistic so that the project team is confident they are likely to occur and achievable, and

Time-specific so that the project team knows when or within which period it can be measured.

The number of indicators should be as few as possible, as many as necessary to assess intended changes. Outcome indicators are used for monitoring, project reviews and evaluations. Output indicators are used during monitoring and review (DFID, 1998).

**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 (NORAD, 1996).

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

A Logical Framework, a planning tool consisting of a matrix which provides an overview of a project’s 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 project’s anticipated results will be monitored.

The logical framework approach was developed in the late 1960s to assist the US Agency of International Development (USAID) with project planning. Now most large international donor agencies use some type of logical or results framework to guide project design (USAID).

Logical Framework Structure consists of a matrix with four columns and four or more rows which summarize the key elements of the project plan. The first column captures the project’s development pathway or intervention logic. How an objective or result will be achieved. Each objective or result should be explained by the objective or result immediately below. Although different donors use different terminology, a Log Frame typically summarizes the following in its first column: The goal / overall objective/ development objective, the purpose / immediate objective, the outputs, the activities.

In developing a log frame, it is very important to pay attention to how the objectives and results are formulated (Catholic Relief Services' (CRS)).

The second and third columns summarize how the project’s achievements will be monitored and consists of the Indicators- a quantitative or qualitative measurement, which provides a reliable way to measure changes connected to an intervention. In essence, “a description of the project’s objectives in terms of quantity, quality, target group(s), time and place”

Sources of verification- Describes the information sources necessary for data compilation that would allow the calculation of indicators (Catholic Relief Services' (CRS)).

Developing objectively verifiable indicators must also be a very careful process.

Lastly, the final column lists the assumptions -the external factors or condition outside of the project’s direct control that are necessary to ensure the project’s success.

**Reference;**

*BOND, 2003. Logical Framework Analysis. London: British Overseas NGOs for*

*Development.*

*DFID, 1998. Engineering KAR Logical Framework Notes. London: Department for International Development (DFID).*

*DFID, 2009. Guidance on using the revised Logical Framework, How to note: a DFID practice paper. London: Department for International Development (DFID).*

*Catholic Relief Services' (CRS) Guidance for Developing Logical and Results Frameworks.*

*European Commission (2004).*Project Cycle Management Guidelines.

*NORAD, 1996. The Logical Framework Approach (LFA): handbook for objectives oriented planning. 3rd ed. Oslo: Norwegian Agency for Development Cooperation (NORAD)*