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Strategia Netherlands

Module4

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) is a graphic representation of a strategy to achieve a specific objective that is grounded in cause-and-effect logic. ... The **Results Framework** is an important tool because it helps managers identify and focus on key objectives within a complex development environment.

The Results Framework represents a development hypothesis or a theory about how intended change will occur. The Result Framework shows how the achievement of lower level objectives (IRs) leads to the achievement of the next higher order of objectives. In short, a person looking at a Results Framework should be able to understand the basic theory for how key program objectives will be achieved. The Results Framework is an important tool because it helps managers identify and focus on key objectives within a complex development environment[[1]](#footnote-1).

**Logical framework** (as sometimes called **logframe**) is a project matrix that makes a brief presentation of impact, effect, output and activities along with verifiable indicators, means of verification and assumptions. It provides an at-a-glance view of the project plan for managers and a basis for **M&E** needs and purposes

The 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.

Furthermore, it indicates the means by which project achievement may be measured[[2]](#footnote-2).

**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)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Inputs | Process | **Outputs** | **Outcome** | **Impact** |
| * Human resources * Understanding the scope of the project * Campaign curriculum | * setting up maternal care resource centers, * providing information to key opinion leaders on value of child immunization; * procurement of cold chain boxes; * development of IEC materials for the public sensitizations and actual immunization | * Number of mass measles campaign session conducted * Number of key opinion leaders informed on value of child immunization * Number of maternal care resource centers established | * Opinion leaders engagement * Routine immunization coverage * Drop-out rate | * Under-five mortality rate * Future deaths prevented |

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

**Impact**:

Prevent the future under-five death and reduce mortality

**Objective1**: Opinion leaders engagement increased

**Objective2**: Routine immunization coverage increased

**Objective3**: Drop-out Eliminated

**Activity1**: Setting up maternal care resource centers

**Activity4**: Development of IEC materials for the public sensitizations and actual immunization

**Activity3:** Procurement of cold chain boxes

**Activity2**: Providing information to key opinion leaders on value of child immunization

**Q 4:** Briefly explain, with examples, the key components of a logical framework (10 mrks)[[3]](#footnote-3).

**Impact:** the ultimate result to which the project is contributing.

Example:Jamaica’s dominance of competitive bobsledding.

**Outcome**: The change that occurs if the project outputs are achieved.

Example: Jamaica wins the gold medal for bobsledding at the 2002 Winter Olympics.

**Outputs**: The specifically intended results of the project activities – used as milestones of what has been accomplished at various stages during the life of the project.

Examples:Team members selected by (date)/ Team at full fitness by (date)/etc.

**Activities**: The actual tasks required producing the desired outputs.

Examples: Develop training schedule/Find practice venue/publicity campaign to recruit team member, etc

**Inputs**: What materials, equipment, financial and hum resources are needed to carry out the activities of the project?

Examples: Funding, Coach, bob-Sled, snow, Medical advisor, etc.

**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” (see also [participatory monitoring and evaluation](https://sswm.info/planning-and-programming/ensuring-sustainability/ensure-sustainability/participatory-monitoring-and-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).  
LFA is best started early in activity design, and should be thought as an ‘aid to thinking’. 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 (EUROPEAN COMMISSION 2004). A frequent problem with the application of the logframe approach is that the planning process and the preparation of the matrix are carried out separately from the [project proposal](https://sswm.info/planning-and-programming/implementation/project-design/project-proposal-writing) or the [budget](https://sswm.info/planning-and-programming/implementation/project-design/budget-allocation-and-resource-planning), resulting in inconsistencies between the contents of the logframe matrix and the description of the project contained in the narrative of the main documents. Therefore, the application of the LFA should come first, and then provide the needed information for completing the other required documents.  
There is a clear distinction between the [Logical Framework Approach](https://sswm.info/content/logical-framework-approach) and the Logical Framework Matrix. The first refers to the steps involved in planning and designing the project. These steps include a stakeholder analysis, cause-effect analysis, objectives analysis, and alternatives analysis culminating in the design of the project. The matrix, which summarises the final design of the project, usually comprises 16 frames organised under 4 major headings (SALDANHA and WITTLE 2002).

Before starting with the activity design and the construction of the logframe matrix, it is important to undertake a structured analysis of the existing situation. LFA incorporates four main analytical elements to help guide this process:

1. 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).
2. [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)).
3. 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](https://sswm.info/planning-and-programming/exploring-tools/stakeholder-analysis/stakeholder-analysis) has been undertaken. This will give an image of an improved situation in the future.
4. Analysis of Strategies: comparison of different options to address a given situation.

**Bibliography**

1. <https://sswm.info/planning-and-programming/decision-making/planning-community/logical-framework-approach>
2. <http://www.gdrc.org/ngo/logical-fa.pdf>

1. <https://www.ndi.org/sites/default/files/Performance%20Monitoring%20and%20Evaluation%20Tips%20Building%20a%20Results%20Framework.pdf> [↑](#footnote-ref-1)
2. Strategie Netherlands, Module4, Course notes [↑](#footnote-ref-2)
3. <http://www.gdrc.org/ngo/logical-fa.pdf> [↑](#footnote-ref-3)