INTRODUCTION

All projects are designed according to a **results framework**. A results framework is an explicit statement of the results expected from the project and describes the key elements of the project, highlighting the cause-effect relationship between inputs, activities, outputs, outcomes, and impacts. This cause-effect chain is sometimes called the **vertical logic** of the project. Different terms are used for the results framework, including logical framework (logframe), theory of change, and logic model. The Asian Development Bank utilizes a process called the **Design Management Framework** (DMF), which we will be using in this exercise.

All results frameworks have five elements in their vertical logic:

Inputs: Inputs are the materials and resources required to make the project go.
**Activities:** These are the organized parts of the project, and depend on the inputs. These are the specific steps that lead to changed behavior, knowledge, capacity, understanding, etc.
Outputs: Outputs are what the project produces. These are the results of the activities.
Outcomes: This is a description of what the project intends to accomplish by the end of implementation.
Impacts: This is the longer-term goal or objective of the project.

In this exercise we will practice developing the **design summary** section of the DMF matrix, which describes each of these elements. In developing our DMF, we will work from the top down; we will describe the overall **impact** of our proposed project and then work through the **outcomes**, **outputs**, **activities**, and **inputs**.
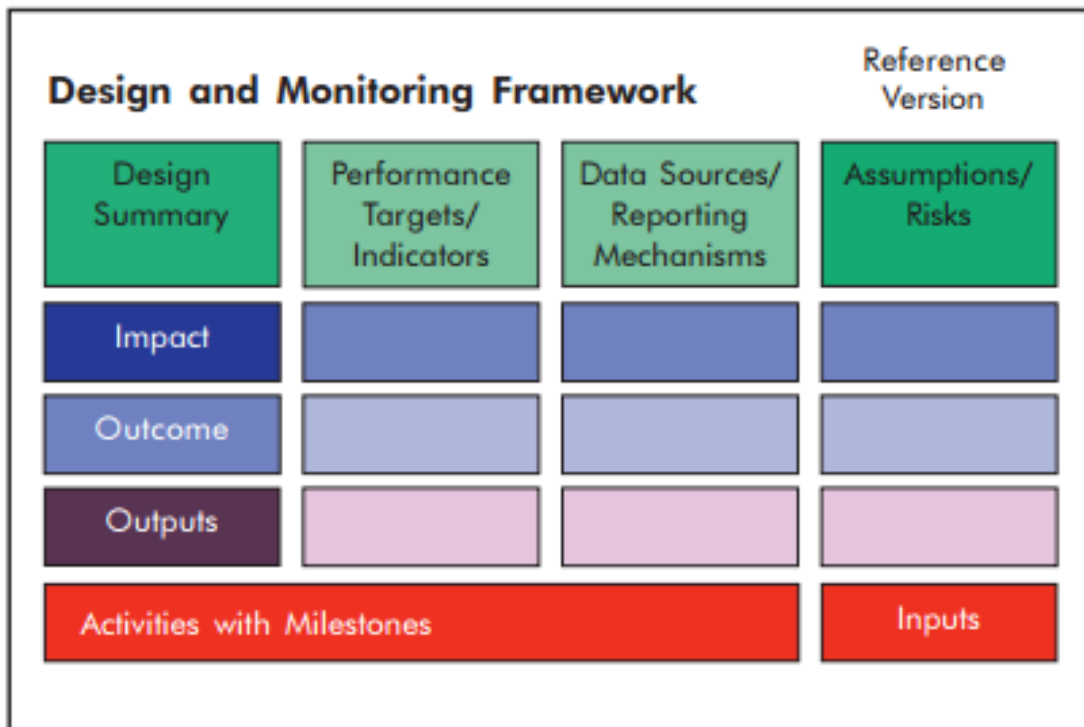
Asian Development Bank DMF Matrix. Source: Asian Development Bank 2007. Guidelines for Preparing a Design and Monitoring Framework.

STEP 1: IMPACTS

As noted above and in the training module, the project's **impacts** are the medium- to long-term changes that the project expects to achieve. Impacts are higher-order changes in systems, communities, or organizations. Your impact statement can come from your objectives tree, or it may already have been stipulated in your project's concept note. Impacts are contingent on factors outside the control of the project, and monitoring of impacts should be specified in the project design. A useful approach is to think about the current status of the system or problem of focus, and compare it to the desired state. Then describe the gap between the current status and the desired state as an impact of the project.

When developing your impact statement, bear in mind the following guidelines:

- Ensure that there is a direct means-end relationship between the outcome and the impact.
- Clearly state a desired result and do not phrase an action such as "to develop", "to contribute to", etc. Emphasize results, not actions.
- Do not summarize the logic of the project by using connecting words such as "through", "by", or "for".
- Express the expected beneficial consequences or impact on a defined group of people, reflecting that development is about conferring benefits on people.
- Describe results that can be measured.
- Ensure that the impact statement is based on evidence and research.
- Test the wording with stakeholders

Examples:

"The health, nutrition, and psychosocial development of the rural populations in the 12 poorest provinces has improved".

"Increase small producers' productivity and market access for targeted commodities in the project region".

- ✓ Short, clear, concise
- ✓ Specified impact expected
- ✓ Specifies target group of beneficiaries
- ✓ Can be measured if appropriate indicators are specified.

Using the flipchart and the cards, develop an impact statement for your project. Once you have completed this task, write it in the space below.

STEP 2: OUTCOME

The project outcome is a description of what the project intends to accomplish by the end of implementation, as opposed to the impact, which is focused on medium- and longer-term changes. The project outcome clearly states the problem that the project will address. The phrasing of the outcome statement determines the nature and the scope of the outputs that are necessary. Outcome statements generally describe a change in behavior of the beneficiaries of the project, but can also describe performance changes in a system, organization, or institution. Your outcomes should be drawn from your objectives tree. A useful approach for thinking about outcomes is to think about the main challenges or barriers that stand in the way of achieving the impacts. Overcoming these barriers can provide the basis for your outcomes.

When preparing your project outcome statement, follow these guidelines:

- Make one statement that is clear and focused. If there are several subprojects or components, these all need to be encapsulated in the same project outcome statement.
- Use "change" language rather than "action" language to reflect accomplishments.
- Phrase your statement as an improvement over baseline conditions (which will be described in the performance targets and indicators column).
- The project outcome should be achievable.

Example outcome statements include:

"Capacity plans financed, improved, sustained".

"The rural population in target provinces uses improved secondary health care services".

Using the flipchart and the cards, develop an outcome statement for your project. Once you have completed this task, write it in the space below.

STEP 3: OUTPUTS

Outputs are the physical and/or tangible goods and services delivered by the project. The outputs describe the scope of the project. These are the things that are needed to achieve the outcomes. Outputs should be drawn from the objectives tree level just below the level that specifies the outcome. Note that sometimes the difference between outputs and outcomes causes some confusion. The World Bank recommends considering outputs as the particular goods or services provided by an intervention or project, whereas the outcome is generally thought of as the benefit of that particular good or service. For example, an output might be "distribution of nutrition supplements", whereas the associated outcome would be "improved nutrition intake". You may find it useful to think of the outputs as the "stepping stones" that will lead from the current situation to the improved situation.

When developing your outputs, bear in mind the following guidelines:

- Each output should be necessary to the outcome you came up with in the previous step.
- Include only outputs that can be delivered by the project and are feasible with the resources available.
- Components are not outputs; rather components are a collection of outputs which are grouped together for administrative and accounting purposes.

Examples of outputs include:

- Government policy on capacity development approved.
- Capacity development plans finalized.
- Agency leadership in place.
- Agency staff skills upgraded.
- Hospital staff applies newly acquired health care skills.
- Improved health care infrastructure is operational.
- Hospital staff applies newly acquired health care skills.

Using the flipchart and the cards, develop an outputs statement for your project. Once you have completed this task, write it in the space below.

STEP 4: ACTIVITIES

Activities are the tasks that produce the outputs. These are the core parts of the project and will eventually feed into the **implementation schedule** of the project.

As you create your list of activities, bear in mind the following guidelines:

- List only the activities that are the main steps in producing the outputs.
- Do not restate your output as an action.
- Activities should be feasible and realistic given the inputs that are available.
- Include completion dates or milestones for each activity.

Examples of activities include:

- Build 3 schools
- Develop and publish curriculum guide for health education
- Revise/establish procedures for reviewing applications
- Technical modification of pond design
- Construction of ponds according to modified design
- Tree planting

Using the flipchart and the cards, develop an activities statement for your project. Once you have completed this task, write it in the space below.

STEP 5: INPUTS

Inputs are the resources that are required to implement the activities and produce the outputs. Inputs include things like consulting services, personnel, infrastructure, equipment, materials, funds, etc. Inputs are generally broken down according to who is contributing the input. Refer to the matrix on the last page for an example.

When compiling you inputs, bear in mind the following:
- Inputs are listed by financier or provider.
- Also include in-kind contributions from relevant stakeholders.

Using the flipchart and the cards, develop an inputs statement for your project. Once you have completed this task, write it in the space below.

Next, write out the "vertical logic" of your project design in words. Does it make sense? Is it feasible?

Design Summary

Impact
The transport system of Arusha is functioning well.

Outcome
SBC provides safe and reliable public transport services.

Outputs
1. Bus fleet is well maintained.
2. Drivers observe safety and traffic regulations.

Activities	Inputs
1.1 Establish and follow the bus maintenance schedule. 1.2 Establish and operate an inventory control system. 1.3 Obtain preferential import license for spare parts. 1.4 Procure spare parts. 1.5 Upgrade mechanical workshop. 1.6 Upgrade skills of bus mechanics.	**ADB** – $15 million • Consulting services 50 PMs – $1.25 million • Civil works – $2 million • Equipment – $8 million • Training– $2.75 million • Contingencies – $1 million
2.1 Introduce a national bus driver license and examination system. 2.2 Establish bus safety and operating regulations. 2.3 Train and test bus drivers. 2.4 Introduce incentives for safe driving.	**Government** – $5 million • Personnel 150 PMs – $2 million • Transport and logistics – $1.5 million • Operating expenses – $1.5 million

Example of completed DMF. Source: Asian Development Bank 2007. Guidelines for Preparing a Design and Monitoring Framework p25.