FINALIZE THEORY OF CHANGE AND LOGFRAME

ACTIVITY GUIDE

OVERVIEW

NOTE

This activity guide assumes that you have already created a draft Theory of Change (ToC), and completed the various activities in the Diagnose, Decide and Design phases to create your intervention program.

Throughout the previous phases of the Keystone Design Framework you have been developing a Theory of Change (ToC) to outline how your intervention will promote a healthy, sustainable market that meets your target consumer’s health needs. While your ToC should be largely complete at this point, it will likely require a few more adjustments prior to implementation.

In this activity, you will:

1. Finalize your Theory of Change (ToC), and
2. Develop a Logical Framework (Logframe).
WHEN TO CONDUCT THIS ACTIVITY
It is recommended to follow all steps in the Deliver phase.

TIME, RESOURCE AND STAFFING REQUIREMENTS

| Who will participate in this activity? | • The Team lead will lead the finalization of the ToC in collaboration with the core team.  
| | • A logframe is developed by the Team Lead and Evidence representatives. |
| What time and resources are required? | • Finalizing the ToC could take a few hours; drafting the Logframe could initially take a similar amount of time.  
| | • Both documents will require review and feedback from the core team and so there will be some iteration in the process. |
INSTRUCTIONS

GOALS/OUTPUTS
During this activity, you will

- Refine and finalize your ToC,
- Create a Logframe to serve as a guide for tracking performance.

REVIEWING THE TOC
Review your completed ToC and ask yourself the following questions:

- Are the activities and interventions you have chosen likely to produce the outcomes that you have promised?
- Is there additional work needed, which hasn’t been captured yet in the logic documented to-date?
- Have you come across any risks or dependencies that need to be called out?
  - Dependencies are situations where a perquisite action must be completed, or certain conditions must exist in order for our subsequent actions to succeed.
  - Risks are anything that might cause our actions to not have the desired result.

Revise your ToC as necessary to address these questions, and any other concerns that arise while reviewing the draft ToC. Then you will use the ToC to move on to the next step.

NOTE
It is crucial that you address these questions and address any issues that you find at this step. A weak ToC will result in gaps in execution, so you must be sure that the logic is clear, and that you have laid out the necessary and sufficient steps to get to results.

A template for the Theory of Change is available as part of the Keystone Project Presentation template.
CREATING A LOGFRAME
Now that you have your final ToC firmly in place, it is time to create your Logframe.

Logframe
A logframe is a tool for improving the planning, implementation, management, monitoring, and evaluation of projects.

- The logframe is a way of structuring the main elements in a project and highlighting the logical linkages between them.
- Remember that the Logframe is typically presented in a standardized, table format.
- Review the template and familiarize yourself with the meaning/rationale for each item, so you will know what kind of information to gather to answer each point.

Example

<table>
<thead>
<tr>
<th>Impact (ultimate outcome)</th>
<th>Expected results</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Targets</th>
<th>Source</th>
<th>Frequency</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved sexual and reproductive health and the fulfillment of sexual and reproductive rights for women and adolescent girls in Francophone West Africa (FWA)</td>
<td>Number of CYPs generated over the life of the project (by method)</td>
<td>0</td>
<td>41,885</td>
<td>Routine monitoring</td>
<td>Annually</td>
<td>PSI Program Analytics</td>
<td></td>
</tr>
</tbody>
</table>

Outcomes (intermediate outcomes)

<table>
<thead>
<tr>
<th>Expected results</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Targets</th>
<th>Source</th>
<th>Frequency</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased voluntary use of sexual and reproductive health services by women and adolescent girls when, where, and how they need it</td>
<td>Number of people(^1) provided with modern contraception (by method) through GAC funding</td>
<td>0</td>
<td>39,264</td>
<td>Routine monitoring and Impact 2</td>
<td>Annually</td>
<td>PSI Program Analytics</td>
</tr>
<tr>
<td>Increased informed demand for SRH services by women and adolescent girls in Côte d'Ivoire</td>
<td>Number of adopters(^2) of modern contraceptive methods, disaggregated by age, sex, method</td>
<td>0</td>
<td>11,779</td>
<td>Routine monitoring and exit interviews</td>
<td>Annually</td>
<td>PSI Program Analytics and PSI Tanzania</td>
</tr>
</tbody>
</table>

Outputs (immediate outcomes)

<table>
<thead>
<tr>
<th>Expected results</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Targets</th>
<th>Source</th>
<th>Frequency</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased knowledge of SRHR among women and adolescent girls</td>
<td>Percent of female clients who report correct knowledge of side effects</td>
<td>0</td>
<td>90%</td>
<td>Exit interviews</td>
<td>Annually</td>
<td>PSI Tanzania</td>
</tr>
</tbody>
</table>

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\(^1\) The “number of people” will be a count variable, inclusive of adopters and continuing users, and disaggregated at minimum by age and sex. Due to the sensitivity of SRH programming in some areas, data collection on further disaggregation (marital status, educational attainment, etc.) may not be feasible.

\(^2\) Adopters includes those who have never previously used modern contraception and lapsed users.
ANCHORS AND INDICATORS
You should identify specific “anchor” points within the TOC where you will measure key performance indicators (KPI) and by which you will compare your progress against your goals over time. Ideally these are aligned with the metrics identified in the Decide stage.

Defining Anchors
There are three types of “anchor” points:

- Outcomes
- Outputs
- Activities

Defining indicators (S.M.A.R.T.)
The Logframe is built around performance. To measure performance, you need to find the right indicators. We often use the mnemonic SMART to remind us what goes into a good indicator. A good performance indicator is:

- **Specific** – able to demonstrate success in the particular area that your intervention focuses on.
- **Measurable** – quantifiable and able to track/measure success.
- **Actionable** – able to be implemented by a specific person.
- **Realistic** – results can realistically be achieved, given available resources.
- **Timely** – result(s) can be achieved within the timeframe of the intervention.

Value for Money Indicators
Value for Money (VFM) indicators also need to be included and called out explicitly in your Logframe. Not all VFM indicators will have costs set against them, so it is also worth highlighting where cost per output or outcome is required. It is also essential to plan a budget and accounting system to track costs in meaningful, programmatic ways.

FINALIZING THE LOGFRAME
To review, a good logframe will:

- **Have well-defined, results-based indicators** (If we achieve (X) for indicator (Y), then (Z) will result) that will be measured and evaluated at appropriate “anchor” points within the ToC.
- **Outline a logical flow** from the proposed activities to the desired outcome in terms of market function and/or target consumer behavior.
- **If the ToC requires a reader to accept unvalidated assumptions or fill in logical gaps, it is likely that the logic is not adequately defined.** Remember, the Logframe is a document that will guide everyone who works in the Deliver phase — which may include players who are not part of the team that created the Logframe. Unless the logic is documented and all assumptions explained, we cannot assume it will make sense to outside audiences.

ALIGNING THE LOGFRAME TO THE TOC
While the Logframe will be based on your ToC, there will rarely be a direct 1-to-1 correspondence between the activities in a TOC and Logframe indicators.
A single activity in the ToC may have several different effects, which in turn are measured by several indicators. Meanwhile, not every activity in the Logframe will be an "anchor" requiring evaluation of key performance indicators.

In other words, your ToC does not have to map directly to the Logframe and it is acceptable if there are more indicators than activities.

*Example*

Increasing access to condoms for the target consumer may have the effect of decreasing infection rates for sexually transmitted diseases, while also reducing pregnancy rates. Having the flexibility to draw this out will capture the complexities of all the possible effects and benefits of each activity.
CONCLUSION

Your final product will be a single table that lists SMART indicators, along with the sources you will draw data from, and how often each indicator should be assessed.

Each indicator will appear only once in this table; therefore, the relationships between activities and their effects on indicators may not be entirely obvious. This necessarily reduces the information you are able to share, but it should not compromise the logic or quality of your planning.

Summarize your table in the Keystone Project Presentation template, and include the full version in your project folder. Then return to the Keystone Manual and continue with the next phase.