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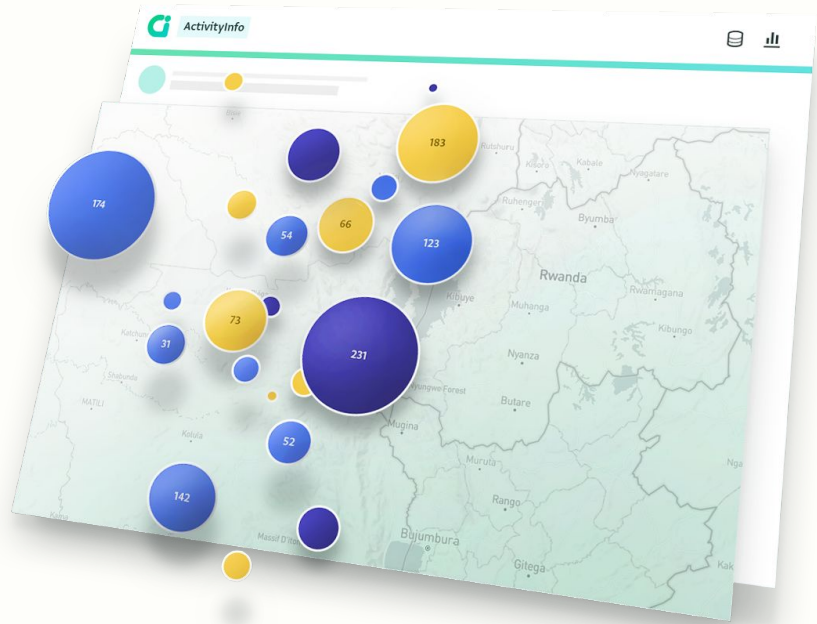
ActivityInfo

From Theory of Change to Database Design for
evidence-based decision making: Results
Framework and Logical Framework

Presented by the ActivityInfo Team

Software for Monitoring & Evaluation

- Track activities, outcomes
- Beneficiary management
- Surveys
- Work offline/online



Webinar series structure



Today's session outline

- What is the Results Framework?
 - Understand the structure of Results Framework
 - Understand how Results Framework is associated with the Theory of change (ToC)
 - Understand why do we need the Results Framework
- How do we develop the Results Framework?
 - Steps to develop the Results Framework
 - Best practices
 - How this is different in an emergency context?
- Moving from Results Framework to Logical Framework (LogFrame or ProFrame)
 - Understand the Logical Framework Elements
 - Understand why do we need the Logical Framework
 - Understand how Logical Framework is associated with Results Framework
- QandAs

Results Framework

Results Framework

The logic models

Theory of change

- long term change
- pathways of change
- Underlying assumptions and supporting evidence

Results Framework

- project hierarchy
- causal logic of the model

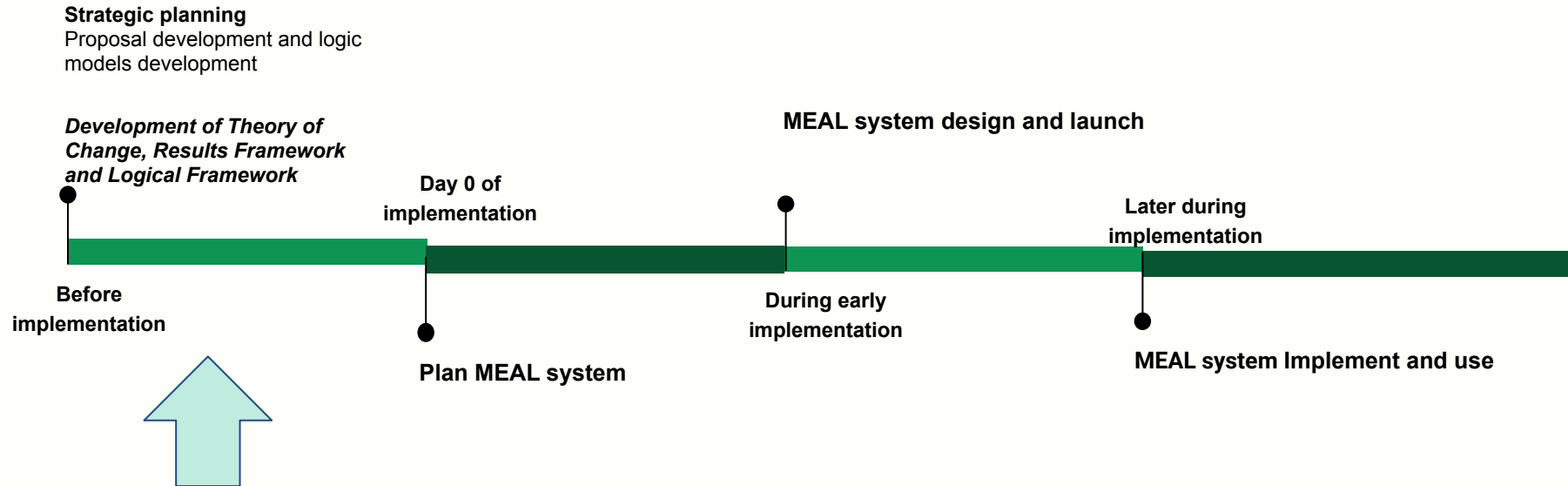
Logical Framework

- High level indicators
- means of verification
- assumptions that need to be in place so that causal logic works

Results Framework

Is which phase we are currently in?

Phase study

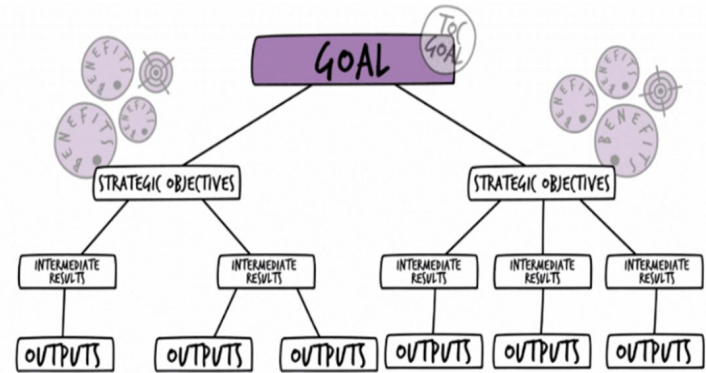


Results Framework

Definition

Results framework is logic model that organizes the results of a project into a series of if-then relationships. The statements in the RF articulate the project's hierarchy of objectives, describing the causal (or vertical) logic of the project.

strategic objectives, and contribute to our long-term goal.”

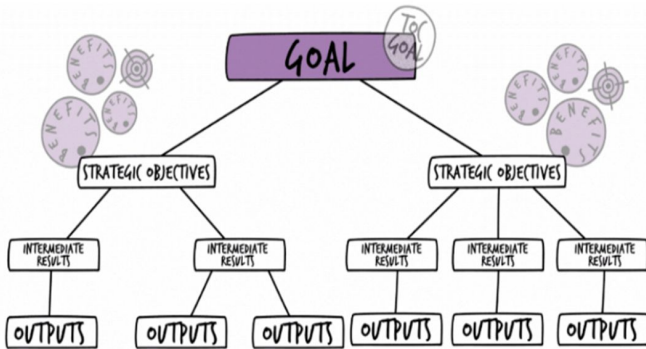


A Results Framework

Results Framework

Definition

strategic objectives, and contribute to our long-term goal.”



A Results Framework

- The **Goal** describes the longer-term, wider development to which the project contributes.
- The **Strategic Objectives** express the central purpose of the project. They describe the significant benefits that are anticipated by the end of the project.
- The **Intermediate Results** express the expected change(s) in behaviors, systems, policies or institutions as a result of project outputs and activities.
- **Outputs** are the deliverables resulting from project activities. They include products, goods, services, knowledge, skills and attitudes.

Results Framework

Why do we need the Results Framework?

- Maps out the project logic: it illustrates the causal relationships that are within project teams' responsibility.
- Supports to map out the visions and the strategic objectives of the project team, thus providing a direction.
- Provides one of the main steps towards evidence based decision making: supports the projects teams to articulate their responsibilities, thus is the basis to enable the choice of key indicators for monitoring, evaluation, accountability and learning.

Results Framework

Clarity in terminology

Organization	Longer-term change	Mid-higher level change	Mid-lower level change	Tangible deliverables
Kellogg Foundation	Impact(s)	Outcome(s)		Outputs
The Bill & Melinda Gates Foundation	Strategic goal	Primary outcome	Intermediate outcome	
USAID Results Framework	Development objective(s)	Intermediate results	Sub-intermediate results	

We will use four-level RF model that includes a hierarchy of objectives made up of a goal, strategic objectives, intermediate results and outputs.

Important note: the inclusion of outputs—often thought of as the project deliverables—clarifies the project’s chosen intervention strategy in a tangible way.

Results Framework

How Results Framework links to Theory of Change?

Similarities



- The TOC and the results framework (RF) are design tools that help describe:
 - a project's logic
 - the desired long-term change
 - what needs to happen for that change to be achieved.

Differences



- The TOC is not a narrative retelling of the RF.
 - The TOC contains the **preconditions** required to achieve a **long-term change**, whether they are inside or outside of the project's direct control or represent contextual factors that may influence project success.
 - The RF only includes interventions that are the direct responsibility of the project team
- The TOC enables the description of interconnectivity between RF elements. For instance, between objective statements

Results Framework

Let's remind ourselves the previous webinar example

Country: Homeland

Context: Homeland received suddenly an influx of refugees from a neighbouring country. There were thousands of refugees crossing the borders each day for the first two years. Currently, we are on the third year of this humanitarian crisis. The priorities have changed. Incoming refugees wish to build in their future in Homeland and NGOs in collaboration with the Government need to identify the **pathways** that lead to integration and through appropriate **interventions** to facilitate this pathway.

What: We are working as part of the MEAL team for the following month, we will support the MEAL system design to facilitate the programming teams operating on the ground.

Timing: The programming team is currently developing the proposal.

Results Framework

Let's build upon this example

Results framework

Goal: Refugees increased economic resilience

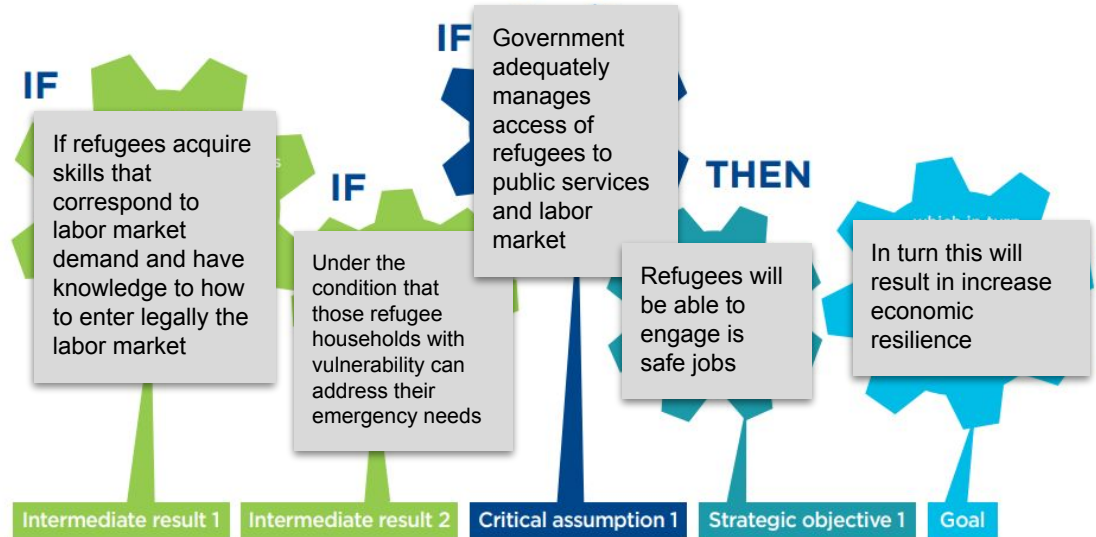
SO: Refugees will engage to legal livelihood opportunities

IR1: Vulnerable refugees are enabled to meet their urgent needs

IR2: Refugees acquire skills and knowledge that correspond to the Homeland labor market

TOC

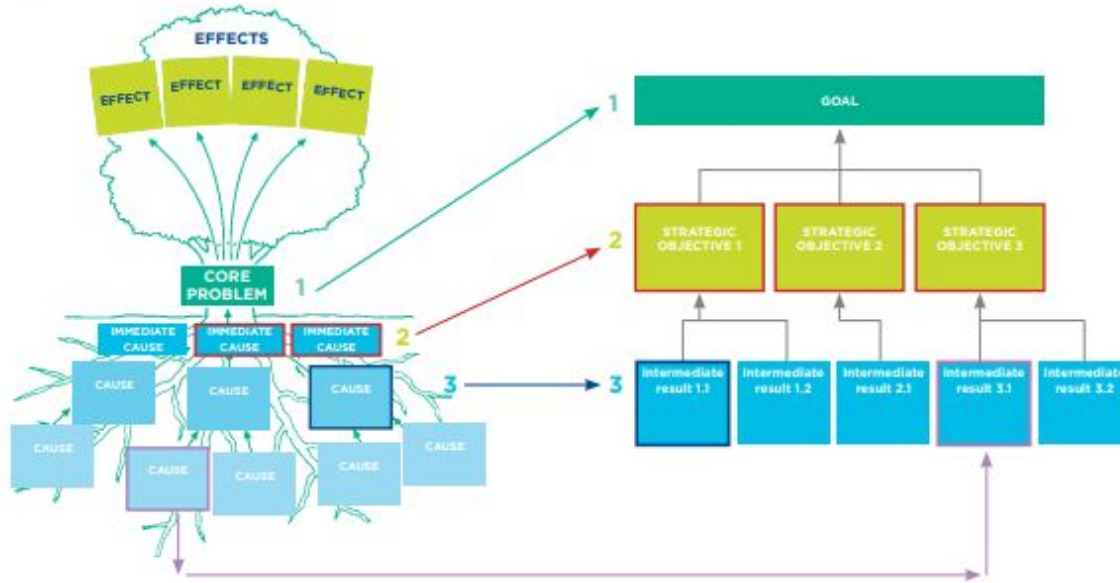
[From IR to SO, from SO to goal]



Results Framework

Where does the problem tree fits?

Figure 5.3: From problem tree to results framework

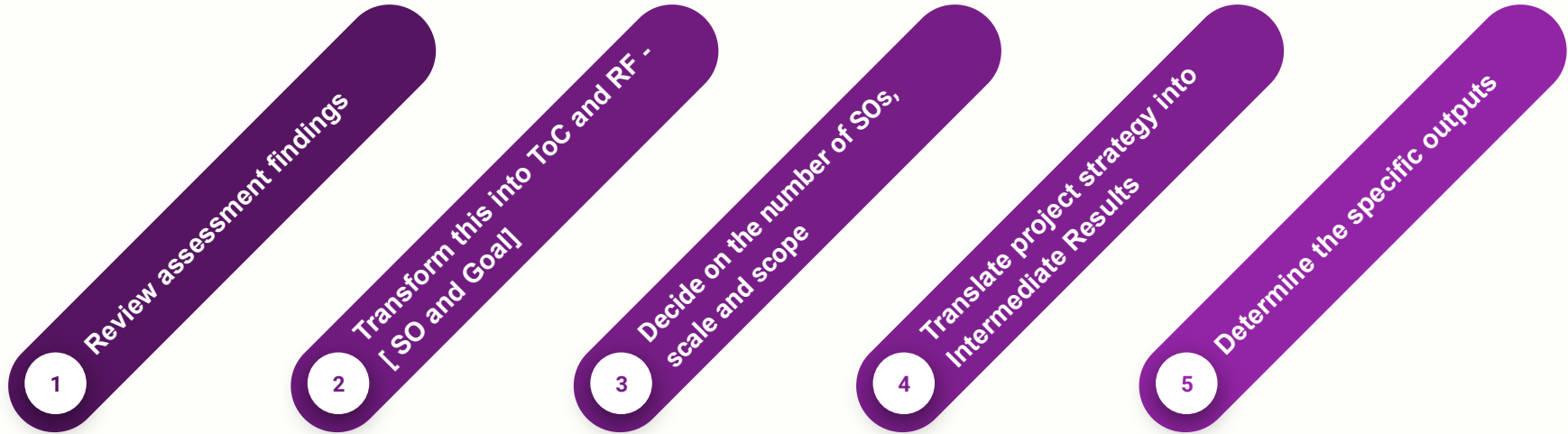


For example, if the problem tree’s core problem is: “**Refugees suffer from economic exclusion**”, the mirrored, positive statement is “**Refugees have increased economic resilience**”

In flipping the problem and causes, you have begun to map a “pathway of change” that will be refined in subsequent steps.

How to develop the Results Framework

How to develop the Results Framework



How to develop the Results Framework

Best Practices

Write all objectives statements clearly and be sure to include information indicating:

Who changes? Individuals? Communities? Populations? Governments? Institutions?

What changes? Coverage? Behavior? Knowledge? Technologies? Models? Data? Systems? Policies?

What is the direction or nature of the change? Increased? Decreased? Improved? Reduced?
Adopted? Established? Used? Integrated?

The vertical logic of the project becomes clear as you explore the linkages between the levels of the RF. The logic of the hierarchy is organized as follows:

The long-term change is articulated at the top of the hierarchy.

Going down the hierarchy of objectives demonstrates how a result will be achieved by achieving the result(s) below it.

Going up the hierarchy of objectives demonstrates why a lower-level result is necessary to achieve the next-level result.

How to develop the Results Framework

How does this differ in an emergency context?

- **Strategic objectives usually reflect Sphere standards for the sector.** Write the SO to focus on the end result and the goal on the ultimate benefit in a way that remains valid from the initial response through the recovery period.
- **In an emergency context, projects are designed to address immediate needs, while thinking long-term.** At the start, an emergency response typically focuses on service delivery to address these immediate needs. At the same time, the project strategy should strive to build capacities and coping mechanisms of those affected, aiming for a quick return to livelihood activities, increasing household and community resilience to shocks, and strengthening civil society from the start. Be sure to consult Sphere as a source of evidence-based strategy options and criteria for comparing options.
- **Emergency responses must be flexible so that they can be adjusted over time.** Donors expect emergency interventions to be responsive to changing needs and priorities, and this flexibility demonstrates that you understand the emergency context

The Sphere movement **was started in 1997** by a group of humanitarian professionals aiming to improve the quality of humanitarian work during disaster response. With this goal in mind, they framed a **Humanitarian Charter** and identified a set of **humanitarian standards** to be applied in humanitarian response.

ProPack I: The CRS Project Package
<https://www.crs.org/our-work-overseas/research-publications/propack-i-crs-project-package>

The Sphere Standards
<https://spherestandards.org/>

Moving to Logical Framework

Logical Framework

Definition

Logical Framework is a logic model that describes the key features of the project (objectives, indicators, measurement methods and assumptions) and highlights the logical linkages between them. With the inclusion of these additional items, the Logframe provides the basis for later developing the MEAL plan.

Figure 16: Logframe template

Objectives statements	Indicators	Measurement methods	Assumptions
Goal			
Strategic objectives			
Intermediate results			
Outputs			
Activities			

Logical Framework

Objective Statements:

The first column of the Logical Framework includes the objectives statements that were first created for the RF.

The objectives statements define the “vertical logic” of the project.

Logical Framework includes an objectives statement that was not included in the results framework: activities. Activities describe the work that will be conducted to deliver the project outputs. The Result Framework did not include any activity-level statements, so you will need to develop those statements to include in the Logical Framework.

Logical Framework

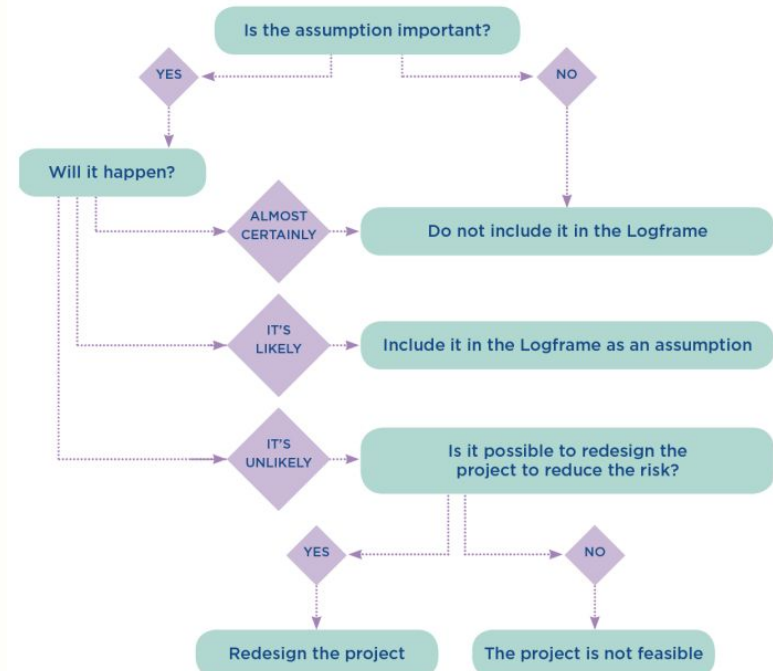
Assumptions:

Before completing indicators and measurement methods, it is helpful to first complete the assumptions.

Assumptions are especially important in the Logical Framework because they complement the “vertical logic” of the hierarchy of objectives by introducing the “horizontal logic” of the project.

Making the assumptions explicit provides a reality check by pointing out that vertical logic succeeds if and only if the assumptions at each level of the Logical Framework hold true.

Figure 18: Decision tree for selecting Logframe assumptions



Logical Framework

Indicators:

Is a **critical step** in the MEAL process

Indicator is a measure used to track progress, reflect change or assess project performance.

When identifying indicators for the Logical Framework, start by asking “What information do I need and why do I need it?”

Ask yourself, do I need data to:

- Comply with donor reporting requirements?
- Appreciate the level of project progress and achievement?
- Analyze any variance between expected and actual performance?
- Understand how change is happening? Understand why change is happening?
- Share and discuss results with community groups, government agencies or other organizations?

Logical Framework

Measurement Methods

The fourth column of the Logical Framework identifies the measurement methods that will be used to collect data about your indicators.

Measurement methods identify how the project will gather the data to track the indicators.
Measurement methods can be divided into two categories: quantitative and qualitative.

Logical Framework

Why do we need it? How this differs from RF?

How is similar?

- Like the theory of change and the Results Framework, the Logical Framework is intended to communicate the purpose and main components of a project as clearly and simply as possible

How this differs?

- The Logical Framework includes information that is missing in the ToC and the Results Framework

Why do we need it?

- It brings us a step closer to MEAL plan and supports actively the indicators development
- It supports Project teams to develop a common understanding that enables the use of MEAL system

Results Framework and Logical Framework

Key messages

- Treat TOC, Results Framework, and Logical Framework as living documents
- Participatory development of logic models
- The sequence of the development of logic models facilitates the process and enables the MEAL system design

How to develop a Theory of Change

Resources

MEAL DPro Guide

<https://www.pm4ngos.org/meal-dpro-guide/>

ProPack I: The CRS Project Package

<https://www.crs.org/our-work-overseas/research-publications/propack-i-crs-project-package>

Practical Guidance on Developing a Project's Theory of Change

<https://www.crs.org/our-work-overseas/research-publications/practical-guidance-developing-projects-theory-change>

Time for Q&A!

Thank you!