LOGIC MODEL FOR SCALE-UP

PURPOSE

The logic model describes the theory of change leading to the innovation being offered at scale—to the point where the innovation becomes part of routine service delivery—and depicts the causal relationships of inputs, processes (activities and participation), outputs, outcomes and impact. It serves as a guide to achieving project objectives for core resource organization staff and the network of in-country partners who are collectively responsible and accountable for scale-up success as the innovation moves from pilot to being offered at scale. It may also be used as a resource during monitoring and evaluation.

HOW IT WAS DEVELOPED AND USED

IRH developed a global project logic model through a series of consultations among headquarters and field staff and partners. The global logic model, which uses a standard logical framework (log frame) format with impact defined as increased availability of SDM, was designed to be broad enough to guide all five country scale-up programs. Consultations involved targeted input from USAID and other stakeholders, discussions about what IRH expected to change due to widespread expansion of method choice once Standard Days Method® (SDM) was incorporated, and consideration of the activities that would be needed to make SDM services broadly available and sustainable.

The logic model was derived from a temporal and systems-oriented relational framework of SDM integration, which outlined the project's theory of change. More closely tied to the ExpandNet model of building evidence before considering going to scale, it defines impact as contributing to Millennium Development Goals. We share both the logic model and the relational framework in the compendium but focus discussion in this section on the more traditional logic model that was used to guide country-level efforts.

The logic model was used in discussions with stakeholders in the early stages of scale-up and served as a reference in subsequent years. During the initial scale-up phase it was used to guide key decisions relating to the range of activities on which to focus and identification of partners critical to ensure SDM integration into the method mix of FP programs.

ATTENTION TO VALUES

The global logic model that was first developed did not explicitly lay out the values embedded in the SDM package of interventions or in a scale-up process. Classic log frames are not designed to incorporate values, as they detail activities that can be monitored. They can be adapted to measure values-oriented results, such as 'favorable attitudes to SDM by policymakers.' Additionally, due to the systems-oriented focus of this framework, end-users were not included in the global log frame. The second, in-country log frame did include a more explicit focus on values and users.

LESSONS LEARNED

- Practically, the participatory approach used to develop the log frame yielded better understanding of scale up processes by all partners, specifically, the breakdown of the process section into activities and participation—that is, listing individuals,

groups, types of organizations that would be reached with interventions.

- Overlay of causal relationships with specific types of monitoring, learning, and evaluation in the same graphic worked well.
- Conceptually, this log frame did not incorporate a developmental, non-linear process such as scaling up within complex systems. Other model types might be more useful, such as logical frameworks from the practice of Developmental Evaluation, which are designed to be adaptable over time and to reflect the non-linear nature of scaling up within complex health systems.

KEY REFERENCES & RESOURCES

USAID Project Starter Logical Framework: http://usaidsite.carana.com/content/logical-framework-lf

DFID, How To Note - Guidance on using the revised Logical Framework, January 2011. http://www.dfid.gov.uk/Documents/publications1/how-to-guid-rev-log-fmwk.pdf

The World Bank, Logical Framework Handbook http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2005/06/07/000160016_20050607122225/Rendered/PDF/31240b0LFhandbook.pdf

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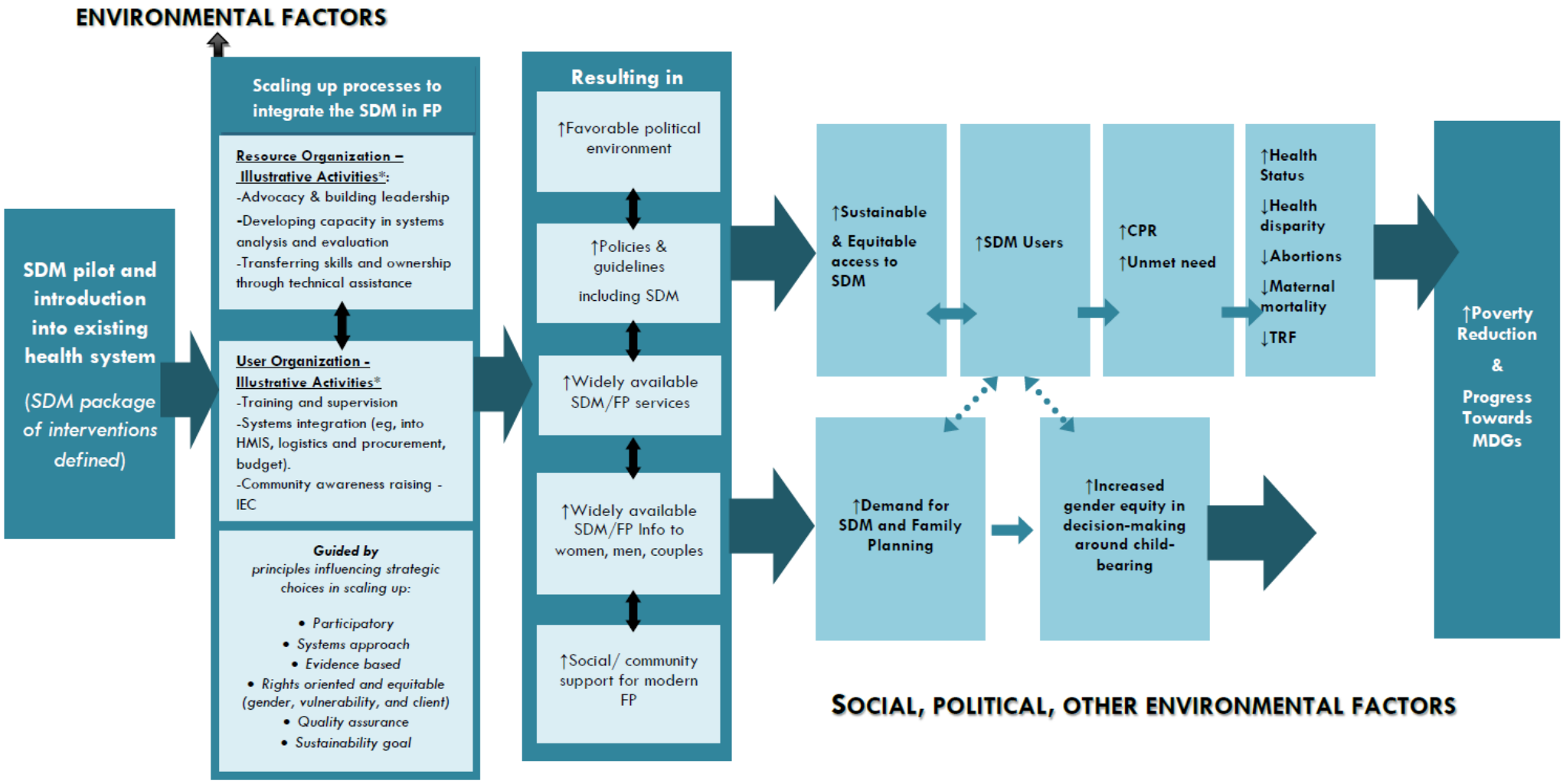
RELATIONAL FRAMEWORK OF SDM INTEGRATION INTO NATIONAL FP/DEVELOPMENT PROGRAMS



**The ExpandNet terms for scale-up are used for this framework. The arrow between the user and resource organization shows the fluidity between the two; organizations may move from user to resource or activities may switch around between user and resource organization, especially as countries go further along in the process of scale-up. Likewise, various results influence each other and shift throughout the scaling up process.*

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LOGIC MODEL FOR MONITORING PERFORMANCE AND EVALUATING FAM SCALE-UP AT THE COUNTRY LEVEL

In-Country Program Perspective: What IRH and its network of in-country partners are collectively responsible and accountable for

Objective: Reduce unmet need by increasing FAM use

INPUTS	PROCESS		OUTPUTS/OUTCOMES		
	Activities	Participation			
What we invest	***What the program does***	***Who is reached***	***Short-term changes***	***Medium term changes***	***Long-term changes***

• Staff (IRH and partners)
• Trainers
• Supervisors
• Time
• Financial resources
  o IRH
  o Others
• Research Findings
• In-country FAM resource organizations
• Partners (global and in-country)
• Policy Guidelines and procedures
• FAM resources
  o Training materials
  o IEC materials
  o Supplies (ie, CycleBeads and client instructions)
	• Provide technical assistance
	• Advocate for integration of FAM into service delivery
	• Develop/adapt /disseminate IEC materials
	• Create awareness in potential users (dissemination of IEC messages)
	• Provide FAM support services (MIS, procurement, etc.)
	• Train providers
	• Supervise service delivery
	• Training of trainers
		• Potential FAM clients
		• Other FAM stakeholders
		• Community members
		• Policy makers
		• Training Institutions
		• Students (medical, nursing, etc.)
		• FP providers:
		  o Community health workers
		  o Private FP practitioners
		  o Commercial outlets
		• Program and clinic managers
			• Increased awareness of fertility and FAM
			• FAM integrated into existing FP programs (national, sub-national organizations): Policies and norms, IEC, MIS/reporting, national surveys, procurement, training programs, supervision systems
			• Trained providers
			• Service delivery systems (public, private practitioners and commercial outlets) provide FAM
				• Improved attitudes towards FAM (among policy makers, providers, donors and clients)
				• Increased demand for FAM
				• FAM services sustainably included in RH systems
				• Increased provider competence
				• Increased fertility knowledge
				• Increased use of FAM
					• Reduced unmet need

Input/Resource Monitoring	**Input/Resource Monitoring**		**Outputs Monitoring/Outcomes Monitoring**		
Evaluation on process, systems strengthening, and outcomes					

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LOGIC MODEL FOR MONITORING PERFORMANCE AND EVALUATING FAM SCALE-UP AT THE GLOBAL LEVEL

Global Project Perspective: What IRH and its technical partners are responsible and accountable for

Objective: Expand family planning choices by making FAM available

INPUTS	PROCESS		OUTPUTS/OUTCOMES		
	Activities	Participation			
What we invest	***What the project does***	***Who is reached***	***Short-term changes***	***Medium term changes***	***Long-term changes***

• Staff:
  o Technical
  o Management
  o Support
• Technical Partners
• Time
• Financial Resources
  o USAID/W
  o USAID/Missions
• Knowledge
	• Conduct and disseminate research
	• Advocate for FAM Integration(MIS, Policy, Procurement, etc.)
	• Engage/expand and maintain partners
	• Mentor in-country resource organizations
	• Provide Technical Assistance
	  o *Strategic Planning*
	  o *Quality Assurance*
	  o *Monitoring and Evaluation*
	• Develop/adapt training resources
	• Train trainers
	• Develop, adapt, and disseminate IEC resources
	• Procure supplies
		• Partners (Global and In-country)
		• Host governments (national, regional other)
		• Policy makers
		• Donors including USAID Missions
		• Pre-service training Institutions
		• Research institutions
		• Community leaders
		• In-country FAM resource Organizations
		• Other FAM stakeholders
			• Research findings available
			• Partnership with FAM resource organizations strengthened
			• Diverse partners
			• Sensitized policy makers and partners
			• Coordinated vision for FAM scale-up
			• FAM integrated into existing FP national and organizational programs: Policies and norms, IEC, MIS/reporting, national surveys, procurement, training programs, supervision systems
			• FAM training resources available
			• FAM trained trainers available
			• FAM IEC resources available
			• FAM supplies available in public, private and commercial outlets
			• Strengthened research capacity
				• Research findings utilized
				• Increased capacity of FAM resource organizations to provide FAM technical services
				• Increased stakeholder awareness of FAM
				• Broadened base of support
				• Improved capacity of governments, partners and commercial outlets to provide FAM
				• Improved services by addition of FAM
					• Increased availability of FAM

Input/Resource Monitoring	**Input/Resource Monitoring**		**Outputs Monitoring/Outcomes Monitoring**		

Evaluation on process, systems strengthening, and outcomes