

# Upfront Thinking

Employ this approach to connect measurement and strategy.



A common mistake we see organizations make when measuring impact is viewing measurement as disconnected from strategy.

It's difficult to show impact without defining the problem that's being solved. Upfront Thinking - especially the first three steps in a measurement framework - is essential.

We start the process by asking three key questions:

- 1 What's the problem you're trying to solve?
- 2 What's your role in the solution?
- 3 How will you know when you're making progress?

## MEASUREMENT FRAMEWORK



## Critical tools for Upfront Thinking

How Upfront Thinking is Positioned to Solve the Problem

### 1

## THEORY OF CHANGE



**Identify the big problem and potential solutions to solve it**

A theory of change shows how a desired change is expected, with all of the possible pathways leading to change, and why you think they lead to change. When planning an intervention, theory can guide decisions about design and set up hypotheses to test over time.

### EXAMPLES

- Social Ecological Model
- Transtheoretical Model
- Diffusion of Innovation
- COM-B Model\*

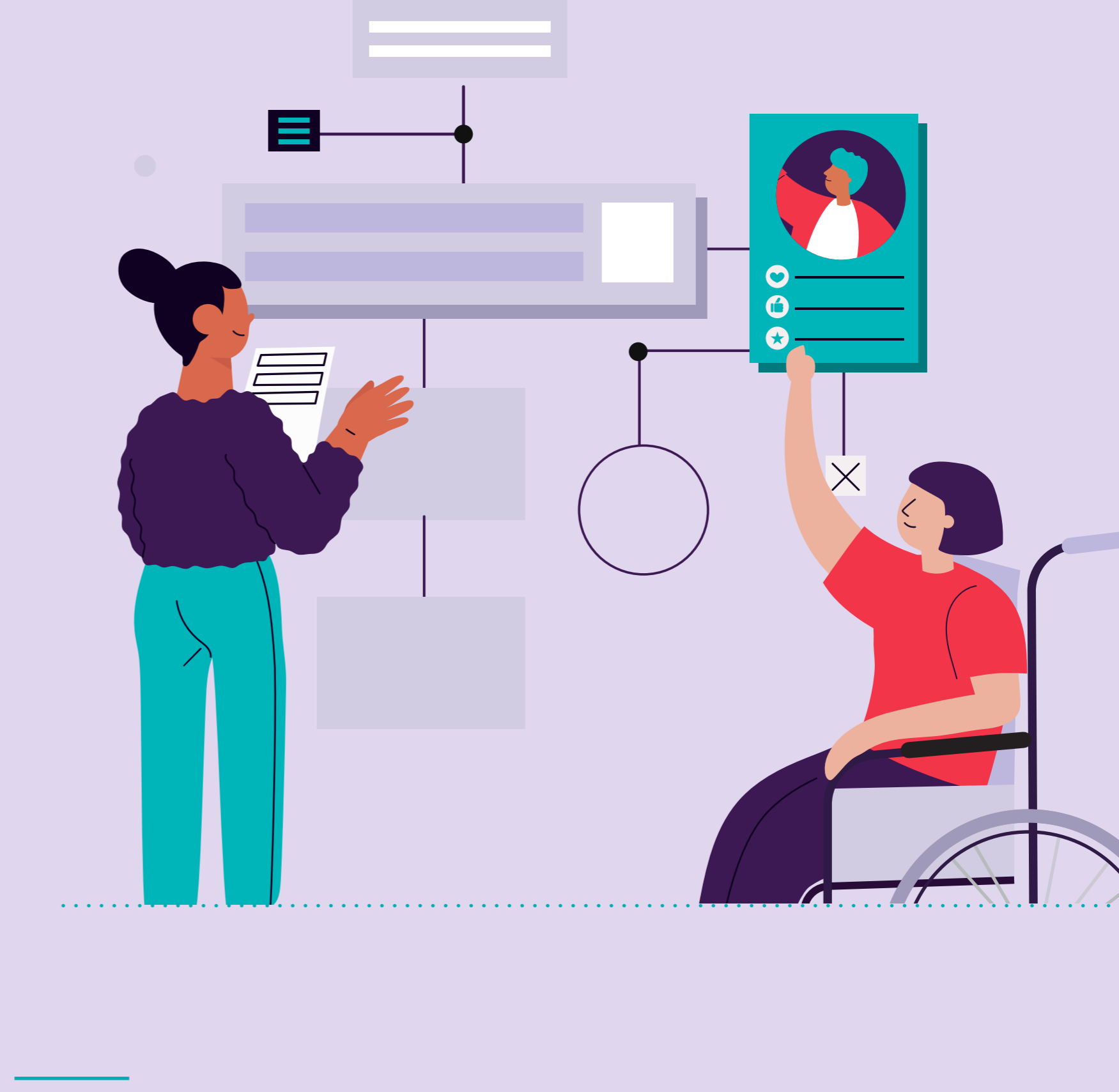
\*To see descriptions of more traditional theories that are the foundation of COM-B [click here](#).

### 2

## LOGIC MODEL

**Identify your role in the solution and what you'll do**

A Logic Model zooms in on the specific pathway that your program will tackle. A logic model portrays a neat, orderly structure for a particular pathway of change, which makes it easier to monitor program implementation.



### EXAMPLES

- TheGlobalFund
- unicef
- THE URBAN INSTITUTE
- WASH ALLIANCE International

### 3

## LOGFRAME



**Identify what you'll measure with the resources you have and how you'll monitor and evaluate success**

A Logframe is a table that provides an overview of a project's goal, activities, anticipated results, and assumptions. A logframe specifies the components of a project and its activities and how they relate to one another. It also identifies the measures by which the project's anticipated results will be monitored.

### EXAMPLES

- care
- Gavi The Vaccine Alliance
- World Health Organization
- Save the Children

## KEY TERMS

- Impact:** The longer-term, bigger development issue to address. Some donors refer to impact as 'Goal' or 'Objective.'
- Outcomes:** The central purpose of the project. Outcomes can be broken down by short-term, intermediate, or long-term outcomes.
- Outputs:** The deliverables resulting from project activities (knowledge, attitudes, skills, products, goods, and services).
- Activities:** The main tasks to be completed for an output to be achieved (e.g., the number of people who need to be reached or the number of clinics to be opened). Some donors refer to activities as 'Processes,' 'Interventions,' or 'Strategies.'
- Inputs:** Some donors ask for Inputs rather than 'Activities'. Inputs are resources that are transformed into outputs.
- Indicators:** Performance indicators that signal achievement throughout a project. They define success and add clarity to outcomes.

We hope these tools help guide your Upfront Thinking so you can maximize data use, learn from programs, and capture your impact.