

How to create a logic model for your pilot project.

The following guide outlines the key components and definitions you will need to create a project logic model for your pilot project.

Evaluation is important as an accountability mechanism to demonstrate responsible use of public resources. Good evaluation reflects clear thinking and responsible program management.

An evaluation typically assesses quality through the examination of process and outcome. Process variables describe the components needed to provide service and the methods and procedures used in the provision of service. Outcomes are the final endpoints or goals of the service.

A successful evaluation depends on:

1. A solid rationale or theory of why a program is expected to achieve a particular outcome
2. Clear documentation of goals and process, including resources, activities and outputs
3. Clearly articulated expected outcomes and outcome indicators
4. Methods to ensure reliable and valid data are collected to demonstrate program success

Generally, there are three primary components to an evaluation:

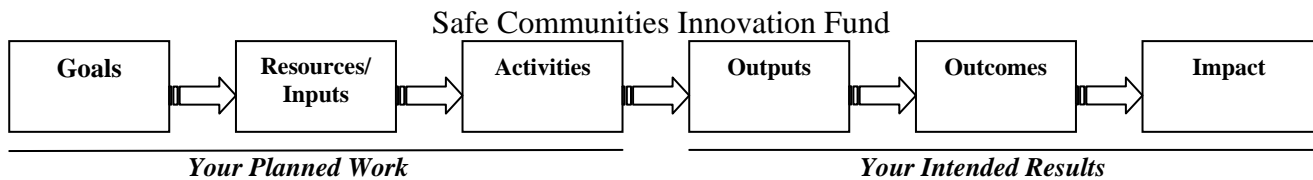
- 1) Logic Model
- 2) Evaluation or Measurement Framework
- 3) Evaluation Plan

Logic Modeling

Logic modeling is common recommended practice in effective program planning, implementation, and evaluation—it can greatly enhance the participatory role and usefulness of evaluation as a management and learning tool. Developing and using logic models is an important step in building community capacity and strengthening community voice. The ability to identify outcomes and anticipate ways to measure them provides all program participants with a clear map of the road ahead. Map in hand, participants are more confident of their place in the scheme of things, and hence, more likely to actively engage and less likely to stray from course – and when they do, to do so consciously and intentionally.

Basically, a program logic model is a picture of how your program works—the theory and assumptions underlying the program. A program logic model links outcomes (both short- and long-term) with program activities and the theoretical assumptions/principles of the program. The logic model provides a road map of your program, highlighting how it is expected to work, what activities need to come before others, and how desired outcomes are achieved.

The most basic logic model uses words and/or pictures to describe the sequence of activities thought to bring about change and how these activities are linked to the results the program is expected to achieve.



YOUR PLANNED WORK describes resources needed for implementation and what you intend to do.

1. **Program goal** – A one sentence overview of what the program is designed to accomplish and for whom. A program goal should include a target group(s), which comprises the individuals, groups or communities to whom the program’s activities are directed. Goals must be realistic and activities must link goals to the desired outcomes.
2. **Resources/Inputs** include the human, financial, organizational, and community resources a program has available to direct toward doing the work.
e.g., funding, staff and volunteers, time, facilities, equipment, supplies
3. **Activities** are the processes, techniques, tools, events, technology, and actions of the planned program. They are an intentional part of the program implementation and may include *products, services* and *infrastructure*. These interventions are used to bring about the intended program changes or results.
e.g., products could include promotional materials and educational curricula; services could include education and training, counseling, or health screening; and infrastructure could include the structure, relationships and capacity used to bring about the desired results

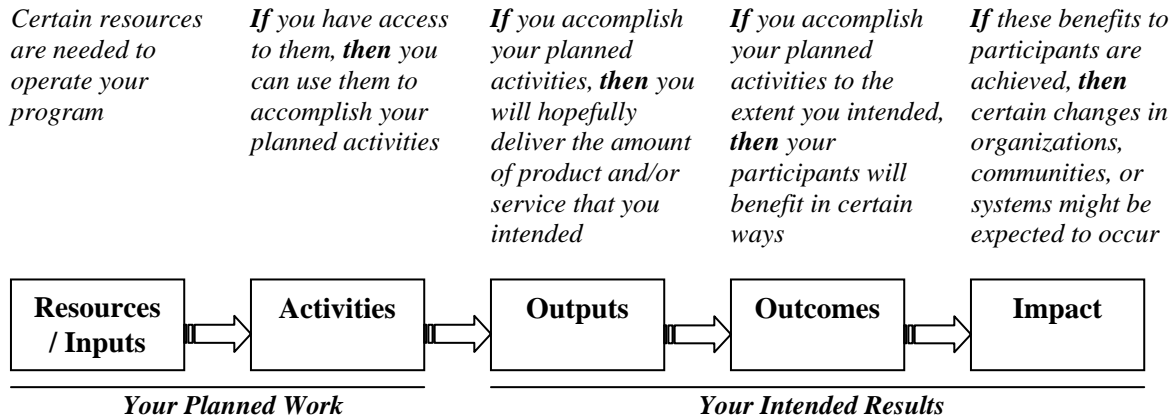
YOUR INTENDED RESULTS include all of the program’s desired results.

4. **Outputs** are the *direct results* of program activities and are usually described in terms of the *size and/or scope of the services and products delivered or produced* by the program. They indicate if a program was delivered to the intended audiences at the intended “dose”.
e.g., the number of classes taught, meetings held, or materials produced and distributed; program participation rates and demography; hours of each type of service provided
5. **Short- or Mid-term Outcomes** are the *specific changes in program participants’ awareness, attitudes, behaviors, knowledge, skills, status or level of functioning* expected to result from program activities and which are most often expressed *at an individual level*.
Short-term outcomes should be attainable within 1 to 3 years. Program managers are held accountable for achieving these shorter term outcomes.
6. **Impacts, or Long-term Outcomes**, are *organizational, community, and/or system level changes* expected to result from program activities. They are the fundamental intended or unintended changes that occur. They reflect the social and economic consequences of a program (e.g., changes in social, economic, environmental conditions).
Long-term outcomes should be achievable within a 4 to 6 year timeframe. Program managers are rarely accountable for long-term outcomes.
Examples include improved conditions, increased capacity, and/or changes in the policy arena.

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When defining outcomes, the direction of change should always be specified (e.g., increase, decrease, enlarge, improve, prevent, shorten, etc.).

When “read” from left to right, logic models describe program basics over time. Reading a logic model means following the chain of reasoning or “**If...then...**” statements which connect the program’s parts. The figure below shows how the basic logic model is read.



At any time in the lifespan of the initiative the logic model can be used to test the congruence between planned work and intended results. The model can be used as a “project mirror”, especially when initiating new or modified activities. All activity should align with outcomes and impacts.

IMPORTANT: Incongruence in logic should not be thought of as “wrong”. It may be an indication that stakeholder expectations have shifted—requiring that the model and subsequent expected outcomes require adjustment or that modified or additional activities be assessed for appropriateness.

Logic models help to ensure that a program can be accountable to its stakeholders. Thinking about a program in logic model terms prompts the clarity and specificity required for success, and often demanded by funders and your community. Using a simple logic model produces:

1. An inventory of what you have and what you need to operate your program;
2. A strong case for how and why your program will produce your desired results; and
3. A method for program management and assessment.

Program planners and implementers should use a Logic Model to periodically examine the extent to which program intentions are being realized. At a minimum, periodic reviews should be conducted annually throughout the life of the program—more often (6 months) in the early stages of development and implementation.

Questions to pose:

- Are our goals and assumptions still valid in light of our accomplishments?
- Do we have sufficient resources to sustain our actions?

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- Are we purposeful in our actions? Does each of our actions link directly to our expected outcomes?
- Are our expected outcomes SMART? That is, are they Specific, Measurable, Action-oriented, Realistic and Timed?

A less than positive answer to these questions should lead to a re-examination of program scope and purpose and if need be, adjustments to the logic model.

Evaluation or Measurement Framework

The evaluation framework organizes expected outcomes, outlines indicators of success, presents suggested evaluation strategies and raises any potential evaluation issues. This document can be used as a blueprint for future evaluation and informs and guides evaluators in developing an evaluation plan.

Evaluation Plan

The evaluation plan initiates evaluation processes and timelines. It should be looked at as the action plan for all evaluation activity, listing key inputs, processes and outputs.