

## Workshop Fifteen – Project Evaluation

**What are programme logic models?** <http://unesdoc.unesco.org/images/0018/001862/186231e.pdf>

Logic models have been described in a number of ways, using a variety of names:

*“a logic framework,” “a log frame,” “a planning tool,” “a framework to help explain and record how the programme works and the theories and assumptions underlying the work,” “a sensible model showing how the project is supposed to work” “a model to show the logical relationships between the different components of the project - it helps to provide a simplified picture of the complete intervention.”*

The model links outcomes (short- and long-term) with programme activities and processes and the theoretical assumptions underlying the programme. The model provides a planning framework, highlighting how the programme is expected to develop and in what order to stage activities, and looks at how desired outcomes are achieved. It includes an analysis of the inputs necessary to get the project up and running and also provides an opportunity to help develop indicators used to monitor the progress of the project towards anticipated goals and outcomes. Typical components of a programme logic model are shown in the diagram below.

### **What are the benefits of using a programme logic model?**

There are many benefits of using such a system, extending beyond the development of a coherent research framework. A number of observed benefits are detailed below:

#### **Programme planning and design**

Developing a logic model helps to clarify thinking and to review activities and outcomes against project aims and objectives. Once the project is underway, the model can be used as an ongoing tool to ensure activities are on-target and to make necessary modifications.

#### **Fostering joint ownership and commitment to project goals**

In an ideal world, the first stages of building up the logic model will be undertaken as a joint exercise, involving all key players in project design and implementation. This will include project staff, funders, representatives of the concerned community and other key players in local community infrastructure. This early approach to joint working should help establish productive working relationships and shared understanding among the different stakeholders. Moreover, it promotes a shared vision and understanding of the underlying theories and assumptions of the project.

#### **Reviewing assumptions on which project is based**

In complex community projects which aim to bring about change through a variety of different channels (increasing knowledge, building local capacity and skills, building empowerment and self-confidence), the mechanisms for achieving each planned outcome and the underlying theories often remain obscure to project staff. The logic model should help everyone involved in the project (particularly project staff and concerned populations) to understand the anticipated mechanisms for bringing about change.

## **Getting Started**

### **Carrying out a needs assessment**

Typically, if it has not already been done, a needs assessment is used to review the programme's aims and objectives and proposed methods of working prior to project implementation. In planning the needs assessment, care is required to include different stakeholders and different interest groups within the community. As far as possible, care should be taken to ensure that the views of the most vocal, or more powerful, members of the community will not dominate the discussion. Needs assessments also provide an early opportunity to involve the local community through a process of consultation.

#### **A needs assessment should achieve the following:**

- Enable a programme's aims and objectives to be specified more clearly.
- Ensure the programme addresses the issues and priorities identified by the community itself.
- Provide an initial check that issues thought to be important by outsiders reflect the priorities of the community.
- Determine which problems/issues identified by a group within the community represent wider concerns.
- Provide information on the major stakeholders in the community.
- Indicate the extent to which the community concerned may be mobilised and a community development approach, if appropriate, be adopted. In doing this, it is important to assess community strengths. If the community is cohesive, displaying high levels of integration and involvement, pre-existing networks will be worth tapping into.
- Check on perceptions, interpretations and acceptability of promotion materials, messages, or other interventions.
- Test the appropriateness of implementation approaches and procedures.
- At this stage, a priority is to create a baseline from which change can be measured.

#### **Qualitative methods to gather data about the community might include:**

- In-depth interviews with key informants in the target community, taking care to identify and include leaders in any interest groups or rival factions.
- Interviews may take the form of baseline videos which beneficiaries may find enjoyable both to make and participate in.
- Focus group discussions with professionals working in the community and with local people.
- These may be drawn from local clubs, associations, institutions e.g. schools, community centres, women's groups, farmers gathering at a market, etc.
- Inviting participation from members of the public e.g. using the media, mounting a citizen's forum or public debate about the programme's aims and objectives
- Participant Observation at local events and groups, talking to people informally, and recording observations in field notes
- Systematic collection of the views of larger cross-sections of people using semi-structured questionnaires which contain open questions allowing individuals to express themselves freely

## **Logic Models**

### **Step 1: Determine the purpose of the logic model, who will use it and for what?**

- Why are you formulating a logic model?
- Is your purpose to fulfil an administrative requirement?
- To show your funders what you are doing?
- To complete a grant proposal?
- To determine a work plan? To evaluate your programme?
- To improve the quality of your work?
- To involve all stakeholders in a participatory process to build project understanding and commitment?
- Make sure that everyone working on the model understands its value.

### **Step 2: Involve others**

- Who should participate?
- Who should facilitate?

### **Step 3: Set the boundaries for the logic model**

- What will the logic model depict?
- A single, focused activity (for example a single puppet show to educate about HIV and AIDS within a specific setting), or a more comprehensive initiative involving a number of different but complementary activities?
- For example, a number of puppet shows running alongside the distribution of leaflets and community outreach work carried out over a number of months.
- What level of detail is needed?
- Who will use the logic model? How?

### **Step 4: Understand the situation**

The information needed for this step can be obtained from the needs assessment described in section 2.3.

### **Step 5: Write a situation statement**

This statement will form the foundation of your logic model. It will be based on the following questions:

- What is the problem/issue?
- Why is this a problem? (What causes the problem?)
- For whom does this problem exist and at what levels (individual, household, group, community, society in general)?
- Who has a stake in the problem? (Who cares whether it is resolved or not?)
- What do we know about the problem/issue/people that are involved?
- What research and experience do we have?

Program: \_\_\_\_\_ (name) \_\_\_\_\_ Logic Model (uses text boxes: add/change boxes and arrows as needed)  
Situation:

