

# The Logic Model for Programme Planning and Evaluation

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Planning and evaluation are integral to extension programme. Therefore, it is essential to have a framework for planning as well as evaluation of any extension programme. The Logic models (McLaughlin and Jordan, 1999) have been widely used for describing the effectiveness of a programme. The Logic model tool is based upon a system approach to demonstrate the pathway of transformation of inputs into outputs. It has been adopted by planners and evaluators to succinctly describe the logical linkages among the programme resources, activities, outputs, stakeholders, outcomes of short-, medium- and long-term related to a situation besides the effectiveness of the programme. Logic models are graphical depictions of processes in a context that communicate the underlying assumptions upon which an activity is expected to lead specific results. A sequence of cause- and- effect relationship is illustrated in this model thereby facilitating easy comprehension, execution and evaluation of the programme.

As a planning tool, the logic model presents very precisely the purpose of the programme, its component, the sequence of activities and the outcomes. However, there has been a paradigm shift in the sequence of planning process. Conventionally we make justification of the project with hypothesis that investment of resources is desired to get a product, which will be learnt by the people to use it, and when the product is put in to practice, there will be a change in the situation. Let us take an example of a research project on development and deployment of High Yielding Variety (HYV) of gram. We decide the project with following justifications;

- The investment of time, money and manpower is being made so that there are good HYVs of gram.
- HYVs of gram are needed by the farmers so they would learn how to grow it.
- The farmers need to learn so that they could adopt and grow HYVs of gram for higher productivity.
- If the farmers adopt and grow HYVs of gram, there will be increase in yield and income.
- The enhancement in yield and income will ensure nutritional security and prosperity in area.

Such sequential justification beginning with input to output invites critics' observation that in this conventional design novelty and appropriateness in thought process get limited. Millar *et.al.* (2001) stresses upon emphasizing upon the outcomes or the changed situation which we dream as the basis of planning rather than the justification of investment of resources. According to him the following sequence of questions could facilitate building of rational and appropriate logical model of a plan:

- What is the current situation that we intend to impact?
- What will it look like when we achieve the desired situation?
- What behaviours need to change for that outcome to be achieved?
- What knowledge and skills do people need before the behaviour will change?
- What activities need to be performed to cause the necessary learning?
- What resources will be required to achieve the desired outcome?

## **Planning elements**

The various elements in logic model of planning are described below:

### **1. Situation**

The situation narrates the relevance of the project. It describes the underlined problem and its socio-economic and environmental context and symptoms as well as the scenario what if no ameliorative measures are taken. For example the existing condition of hidden hunger among rural poor and if nutritional security measures like enhancing the acreage and consumption of pulse, vegetables and fruit crops, rate of mortality and disorders would increase.

### **2. Inputs**

Inputs include things that are invested in the projects and/or that have bearing on the project like knowledge, skill, or expertise. The various kinds of inputs could be human resources, fiscal resources, knowledge base, technology base, involvement of collaborators, etc.

### **3. Outputs**

Outputs are the things that we do (like providing products, goods, technology, services etc to our clientele groups) and the beneficiaries we reach (farmers, input dealers, trainers, etc). Information regarding the stakeholders or the people who participated in the project could include their behaviour, their level of satisfaction, the number of people reached, extent of participation, etc.

### **4. Outcomes**

The outcome describes the result of the project. What happened as a result of the project- is the pertinent question. Its solution lies in the outcomes, which could be short-term, medium-term and long- term. Short-term outcomes could include change in awareness, knowledge, skills, motivation, attitude, etc., while the medium-term outcomes could be changes in practices used by the participants, behavior exhibited by people, technologies employed, policies and management strategies used, etc. Improved socio-economic conditions due to increase in income and improved cooperation; improved ecological conditions due to reduction in pollution, conservation of soil and water, check in loss of biodiversity, etc; and also the improved political condition due to stable govt and peoples' empowerment could be the long-term outcomes.

### **5. External influences**

The social, physical, political and institutional environments play a key role in determining the outcome of a project. It is essential to know the collaborators/partners of the project besides the institutional, community and public policies to ascertain the positive and negative forces.

Graphic display of the planning framework (Fig-1) provides easy and early determination of the key indicators for quantification, which could be quite useful during evaluation.

### **Evaluation planning**

Assessment of a programme needs a sound evaluation framework. An evaluation plan could be developed by using logical model. Indicators should be developed to measure the

response with respect to input, output and outcomes. An evaluation plan seeks to answer following questions:

- Were the specific inputs deployed as planned in terms of time, cost and quality/?
- Were the specific activities carried out as per the plan?
- Was the desired level of participation achieved in terms of numbers and characteristics?
- Did the beneficiaries express their satisfaction?
- Was there the desired level of increase in knowledge, awareness and motivation?
- Were the practices adopted to attain the goal?
- To what extent there was change in socio-economic and environmental scenario as a result of the programme?

## Logic model

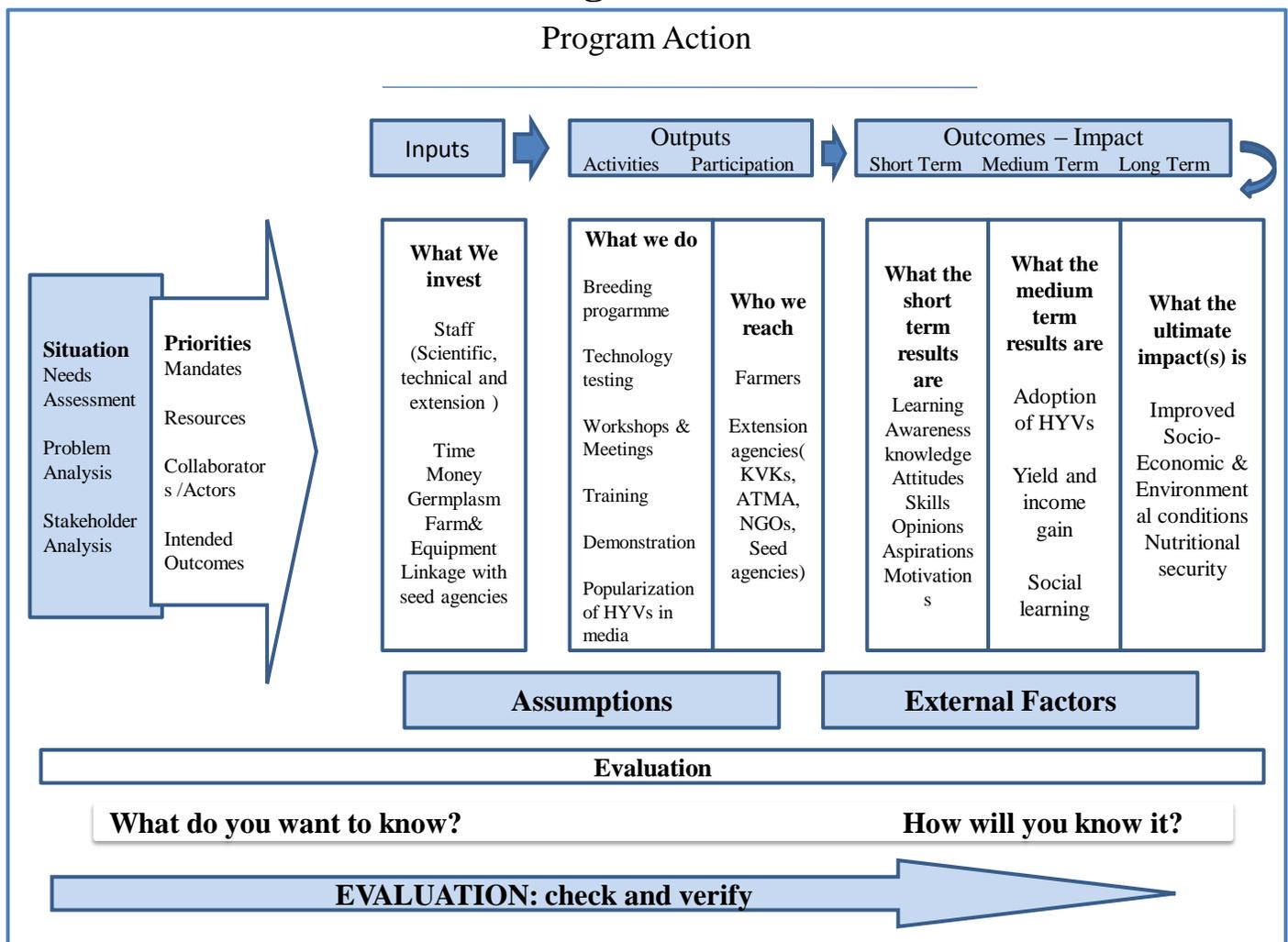


Fig-1: Logic model of planning and evaluation

### Reference:

- McLaughlin, J.A. and G.B. Jordan. 1999. Logic models: a tool for telling your program's performance story. *Evaluation and Planning* 24:65-72.

- Millar, A., R.S.Simeone, and J.T.Carnevale..2001.Logic models: a systems tool for performance management. *Evaluation and Program Planning* 24:73-81.
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