

Innovation Framework

Logic Model

Description:

Just as the corporate sector builds a strategic plan focused on the goals of the organization, a very popular and critical tool in the social sector is a logic model. The key difference is that the focus is on the positive social change the organization wants to see for its constituents, rather than for the organization itself. The basic components of a logic model framework are as follows:

Note: This is a highly iterative process where you will be constantly jumping back and forth.

Outcomes (desired outcomes): The benefits or changes for individuals or populations during or after participating in program activities. Outcomes may relate to behavior, skills, knowledge, attitudes, values, condition, or other attributes. This is the change that has occurred for participants. This is the point of your work.

Indicators of success with targets: Targets are, for example, the number and percent of beneficiaries that you want to achieve the outcome. Indicators are observable and measurable on an ongoing basis. These tell you whether you're making any progress toward your outcome target or not;

Measurement techniques: These are the means by which you collect information to understand your indicators. These may include observation, surveys, tests, financial tracking, questionnaires and the like.

Inputs: These are the resources dedicated to or consumed by the program. **Activities:** These are what the program does with the inputs to fulfill its mission. The inputs plus the activities create the outputs.

Outputs: These are the direct results of activities and usually are measured in terms of the volume of work accomplished—for example, the numbers of classes taught, counseling sessions conducted, educational materials distributed. They are important because they are intended to lead to a desired benefit for participants or target populations.

Framework Guide:

First, describe who your primary constituents are across the short, medium and long term. These may be the same people or it may change slightly over time depending on your model. These are the people whose lives you hope to help improve/empower in some way through your work.

Next, define the desired outcomes. This is the change you/they hope to see as a result of your solution/innovation. It is often helpful to a phrase like "will have" such as "will have become more economically stable" or "will have gained access to critical healthcare solutions". Be fairly broad here as it will keep you from being myopic. To note, this is highly correlated to your constituent's WHY and to the problem you are working to solve together.

Third, consider how you will know if this change occurred. This is/these are your indicators of success. These are your KPI's. This is often expressed as a percentage. For example, "85% of participants will have new employment opportunities". A percentage helps as the size of your target population may vary.

Fourth, how will you capture these indicators. Observation? A survey? Some action taken? Decide how you'll measure and note it down.

NOTE: I'd recommend spending about 75% of your time on these first four steps. If you do this well and truly understand it, the rest should flow much more easily. Organizations encounter challenges when they start with the next steps.

Fifth, what resources will you need? Be specific and note these down. What do you have on-hand and what do you need to procure?

Sixth, how will you put these inputs/resources in action? These are your activities. **And finally,** once you put your inputs/resources into your activities, what will the result be. These are your outputs. Note that outputs are different than outcomes and this can seem confusing at times. For example, teachers (inputs) may teach (activity) a class and fifteen people complete it (output). This tells me how successful my inputs and activities were employed. It does not tell me if I have achieved my outcomes. It should get me there but completing a class doesn't necessarily mean someone has learned. **REMEMBER:** This is an iterative process. You'll want to jump back and forth.

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	SHORT TERM	MEDIUM TERM	LONG TERM
Constituents			
Desired Outcome			
Indicators of Success			
Measurement Technique			
Inputs			
Activities			
Outputs			