Project Logic Model Worksheet

So often, the activities we propose as part of a strategy are driven by existing constraints – current staff, activities that are already underway, that we don't take the time to really consider if what we're proposing will have the desired impact. Going through a step by step process to line up the goals, targets, budget items, activities, and results can be enormously helpful. The following chart is a simple example of a Project Logic Model for some educational activities a community was planning.

Need: Education

Asset: Neighborhood Groups

Goal: To educate local citizens – youth and adults – so that they develop living skills that are compatible with the goals of sustainable development.

Target: 150 people will have made measurable changes in their patterns of consumption by 2006.

Strategy: To complete 15 neighborhood demonstration projects where groups of people come together to discuss sustainable lifestyles and then work to support common and individual efforts to live more sustainably.

INPUTS (partners, $, staff, resources)	ACTIVITIES (what does the program do with the inputs?)	RESULTS (Changes in knowledge, skills, behavior, social and environmental conditions, etc.)		
		Short-term	**Medium-term**	**Long-term**
Workshop Leader from the Earth Institute $30,000 printed materials	Identify neighborhoods and participants Convene discussion groups Establish support networks Hold regular follow-up visits	Increased knowledge about sustainable living practices	Changed behavior: more energy conservation, fewer vehicle miles traveled, use of clotheslines instead of dryers	Improved social networks in neighborhoods, Improved neighborhood safety Improved local environmental conditions Money savings for participants

The *inputs* are the resources that will be used on the project. In this case, they needed a workshop leader, $15,000, and printed materials. More information about how the budget was determined is below.

The *activities* are the workplan items and tasks that will help achieve the strategy. The tasks and activity breakdown is critical to developing a budget that works, and making sure that the resources, timeline, and other factors are reasonable.

The *results* are broken down into short, medium, and long term, so that you can make direct links between the inputs, the activities, and what you're trying to achieve. This can help you prepare evaluation materials, because often results are not immediate, and so it's important to understand how to track your success over time.

Budget Worksheet

People are often intimidated by the prospect of constructing a budget for a project they've never done before. The money that will be required seems intangible, hard to estimate. It is possible, however, to break it all down into manageable parts.

There are two main parts to any budget – the revenue side, or where the money is coming in, and the expense side, or where the money is going out. The revenue might be from grants, contracts, income from sales, fees paid for services, in-kind contributions, donations, and special events. The expenses typically fall into seven main categories:

Personnel costs: fringe benefits (health insurance, vacation and sick pay, retirement), taxes, and liability insurance;

Office services: rent, communication, utilities, insurance, trash removal, maintenance.

Equipment: permanent items that could be depreciated – computers, machinery, vehicles.

Supplies: paper, pencils, flip charts, printer cartridges, light bulbs, etc.

Travel: airfare, mileage, accommodations, per diem rates, and other incidental costs.

Publications: printing, postage, copying, periodicals, books, etc.

Professional services: legal, accounting, engineering – the people who are not on staff.

To complete a project budget, it's important to break the strategy down into the individual tasks, which the project logic model calls activities, and estimate how much time, materials, and other resources each task will take. For the example given above, this process might look like this:

Activity/Task	Time & Effort	Materials	Other Resources
Identify neighborhoods and participants	Five weeks 10 hours per week	1,000 flyers	Public Service Announcements Phone calls Internet ads

Convene discussion groups	15 introductory meetings with Workshop Leader 3 hours/meeting	Discussion Course Materials from Earth Institute	Space rental fees for meeting rooms Travel costs for Workshop Leader Refreshments for participants
Establish Support Networks and hold regular follow-up visits	Ten weeks after each course 2 hours per week	Letters to participants	Travel costs for Workshop Leader

From there, it's easier to build a project budget. Each item that is needed for the different tasks and activities has a cost, and you can organize it into the budget categories like this:

PROJECT COST WORKSHEET

Budget Line Item	Assumptions	Cost
Personnel		
salaries	Workshop Leader part-time	$10,000
fringe benefits	pro-rated health insurance	$2,000
taxes and insurance	payroll taxes @ 15%	$1,500
Office Services		
rent	office space for one year	$7,200
communications	phone, internet, ads	$980
utilities	electricity, heat, water	$400
maintenance	trash removal, cleaning	$400
insurance	liability	$250
Equipment		
computer	used or low cost	$750
Supplies		
flip charts	2 per workshop @$25	$375
workshop refreshments	$15 per workshop	$225
Travel		
mileage	$.34 per mile for 350 miles	$84
incidentals	$10 per diem	$150
Publications		
publicity flyers	1000 @ $2 each	$2,000
Discussion Course books	150 @ @20 each	$3,000
Professional Services		
none anticipated		$0
Other Costs		
space rental for meetings	$25 per meeting	$375
contingency	unanticipated expenses	$311
TOTAL		**$30,000**

You can do the same thing for the income you expect for the project.

PROJECT INCOME WORKSHEET

Budget Line Item	Assumptions	Income
Grants	Community Foundation	$20,000
Contributions	100 memberships @ $25	$2,500
Course Fees	150 fees @ $25	$3,750
Special Events	Fundraiser for Simple Living	$4,000
TOTAL		**$30,250**

This is obviously a very simple example, for a project that would not last more than one year. Obviously, if several years are involved, this basic worksheet would need to be expanded.

For more information about Project Logic Models, visit the Kellogg Foundation web site at:

http://www.wkkf.org/Pub/Tools/Evaluation/Pub3669.pdf