## Preliminary Exercise (A3 Template)

3 1 2 **Problem Stakeholders Solutions** What is the current problem / the Who has the power to influence the societal challenge (beyond academia Who is impacted / affected by the What are your solutions to the Who has an interest in solving the outcomes of your projects? (decision or research) that you want to address problem? (Try to be specific with your problem that you address through makers, influential people within the problem? through your project? Choose one target group!) your project? community, gatekeepers, ...). clearly defined problem. Specify for this problem: Briefly specify for each group: Briefly specify for each group: Briefly specify for each group: Briefly specify for each solution: - **WHY** is the status quo problematic? - **HOW** are they affected? - **HOW** can they change the outcomes / What - **HOW** could they contribute and help? - **HOW** does the solution address the problem? - WHAT are the underlying causes for this - WHY is it a problem for them / In how far are is their role? - WHY are they interested in solving the - WHICH underlying causes from the problem problem? there demands not met? problem? (block 1) are addressed?

## **Vision Building**

Imagine you are X years **in the future** – where X is three times the duration of the project. For example, imagine you are six years in the future if your project lasts two years in total.

#### What has changed in the past years?

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- What does the target group do differently now?
- For whom has there been improvements? What kind of improvements?
- What new opportunities, relationships, etc. have resulted after the project?
- What changes were particularly important for these improvements to occur? Without what change would the project have no meaning?

**Obstacles**: What ALMOST led to failure, and how were these obstacles averted or overcome?

### Changes

**WHAT** main changes have occurred? Specify for each change: **WHO** has benefitted from the change? **HOW** did that change occur?

### **Obstacles**

For the **most important** changes: write down the obstacles that almost prevented that change from happening.

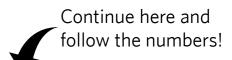
### **Work-arounds**

For the **most hindering** obstacles: write down the solution or solutions with which you overcame the obstacle.





# Logic Model (A3 Template)



10 **Activities Outputs Outcomes** Inputs **Impact** 7 6 What resources are needed to What are the main steps during What will be created as a result What are the long-term carry out your project your project (workshops with What are the short-term changes What are the mid-term changes changes you would like to see of your activities (guidelines, (financial, organisational, citizens, data gathering & related to your project (especially related to your project (especially handbooks, conferences, related to the topic of your infrastructural, personnel awareness changes)? behaviour and practice changes)? analysis, community building exhibitions etc.)? project? etc.)? etc.)? Briefly specify for each main Which (in)formal networks, Briefly specify for each main Briefly specify: Briefly specify: From the goals and changes you partnerships and cooperation do activity: output: defined previously, formulate your - WHAT needs to change in awareness, in - WHAT needs to change in common you need? impact goals and briefly specify: - WHAT is the activity? - **WHAT** is the output? attitudes, in knowledge, in practice, in policies, in strategies or competences/skills of your stakeholders in networks of your stakeholders in order to - WHAT should change in the long-- WHO is involved? - WHICH activity/ies led to this order to reach mid-term outcomes? reach your impact goals? output? Draw an arrow from the - WHY are these groups involved / - WHO is affected by the change? - WHO is affected by the change? - **FOR WHOM** is there improvement? activity/ies to the output. What is their expertise? - WHO is this output targeted at? - **Draw an arrow** from the short-term - **Draw an arrow** from the mid-term - **WHY** is that change desirable for - **HOW** are they involved? outcome to its related mid-term outcome(s). outcome to its related impact(s). Afterwards, jump to to block 8 "Inputs". 11 Gaps Try linking outputs and outcomes together. Do you identify any gaps? Which outcomes are not addressed through your outputs? What activities and outputs would be needed to achieve these outcomes? Process **Pathways to Impact** 12

Assumptions

What are the most important changes resulting from your project and why? What are the underlying assumptions that justify linking those elements together? Try to make those assumptions explicit for the most important links. Beyond that: what are the underlying norms and values that inform your understanding of this change process overall? This will help you to critically reflect on your logic model.

Monitoring

Which are the most important **activities** and **outputs** that you think are worth monitoring? Do they lead to the desired **outcomes**? Which are the **most important outcomes** without which your project would have no meaning anymore? Use this to prioritize what you want to keep track of. How do you collect evidence for this (feedback forms, interviews, quantitative indicators, document analysis, ...)?



