

add a  
"And monitor"

KELLOGG

to your computer  
to ease  
viewing  
your work.


# USING LOGIC MODELS FOR PROGRAM PLANNING AND EVALUATION

Presented for: Southern AZ GPA Chapter – December 3, 2015

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Source info

W. K. Kellogg Foundation

<http://www.smartgivers.org/uploads/LogicModelGuide.pdf> 

ACTUAL ~~table~~  
don't use ~~HS~~  
on logic model

LANDSCAPE  
LOGIC MODEL  
Aids in VIEWING  
Body of narrative  
Best

# IF YOU DON'T KNOW WHERE YOU'RE GOING, HOW ARE YOU GOING TO KNOW WHEN YOU GET THERE?\*

for each program

The program logic model is a picture of how your organization does its work — it shows the theory and assumptions underlying the program. A program logic model links outcomes (both short- and long-term) with the program's activities and processes and its theoretical assumptions and principles.

done before you begin writing + redone annually

Theories + assumptions  
goals yr 1 (%)

strategic plan & evaluations  
must look new ea. time, fresh, expanded

grant  
— short term 1yr  
— int term 2-5  
— long term 6+

sneak in logic model in PDF document/word (attachment) or hard copy

- LANDSCAPE better / graphics good / visual rest stimulation  
color columns  
no red or pink unless DIRE

DON'T USE  
PINK OR  
RED  
unless  
DIRE

obstacles always - never 100%  
- 90% OK -

## THE LOGIC MODEL FACILITATES...

- Thinking *dream, objectives*
- Planning *- who, stakeholders, input into design*
- Communications about program objectives and actual accomplishments
- Implementation *- Show Board ONLY LOGIC MODEL / met grant*
- Dissemination of results

→ Said a 2nd monitor to view doc on your computer highly recommended and AOR is \$99 on Amazon. Worth it.

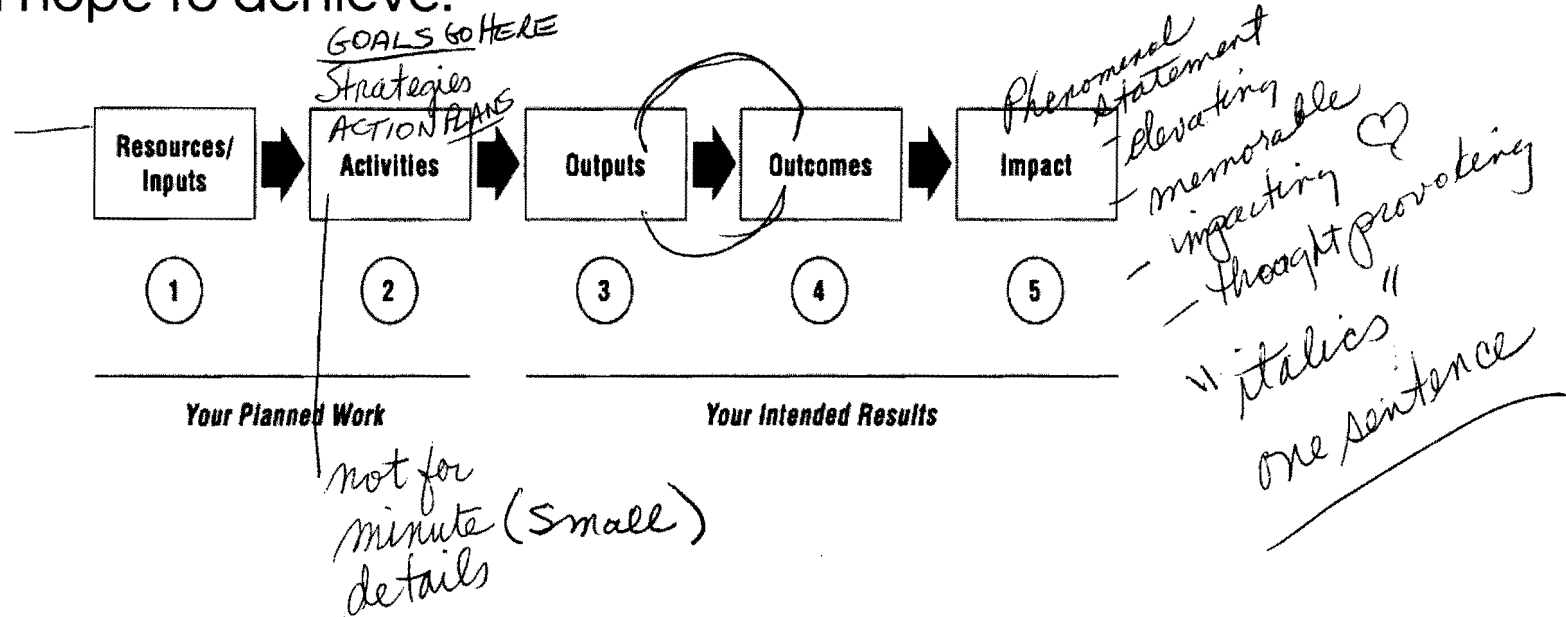
*my ideas*  
scholarships  
subs in schools  
t-shirts/marketing  
tap/percussive/cultural

AOR

99 2nd monitor  
amazon

# WHAT IS THE LOGIC MODEL?

A logic model is a systematic, visual way to present and share your understanding of the relationships among the resources you have to operate your program, the activities you plan, and the changes or results you hope to achieve.



# HOW TO READ A LOGIC MODEL

When read from left to right, logic models describe program basics over time from planning through results. Reading a logic model means following the chain of reasoning, or if-then statements, connecting the program's parts.

If / then

3 mos short-term  
6-9 m inter  
longterm duration

1 yr  
2nd yr  
3rd

or 5yr plan  
1 yr  
3 yr  
5 yr  
post

# Volunteers more important than Staff YOUR PLANNED WORK...

Describes what resources you think you need to implement your program and what you intend to do with the resources.

1. <sup>INPUTS</sup> **Resources** include the human, financial, organizational, and community resources that a program has available to direct toward doing the work. Sometimes this component is referred to as **Inputs**.
2. **Program Activities** are what the program does with the resources. Activities are the processes, tools, events, technology, and actions that are an intentional part of the program implementation. These **interventions** are used to bring about the intended program changes or results.   
**copy/paste/abbreviate my Goals for this column instead of rewriting non-impacting true activities.**

\*or- Staff  
(no bullets)

Goals - ~~get~~ get to point

1) money/funding/financial investment

2) Volunteers - 1st

3) Partners TIME - (Independent Sector, org)

4) Staff/Staff time hrly value

5) facilities equip transport

independent sector.org

AZ has own hrly value

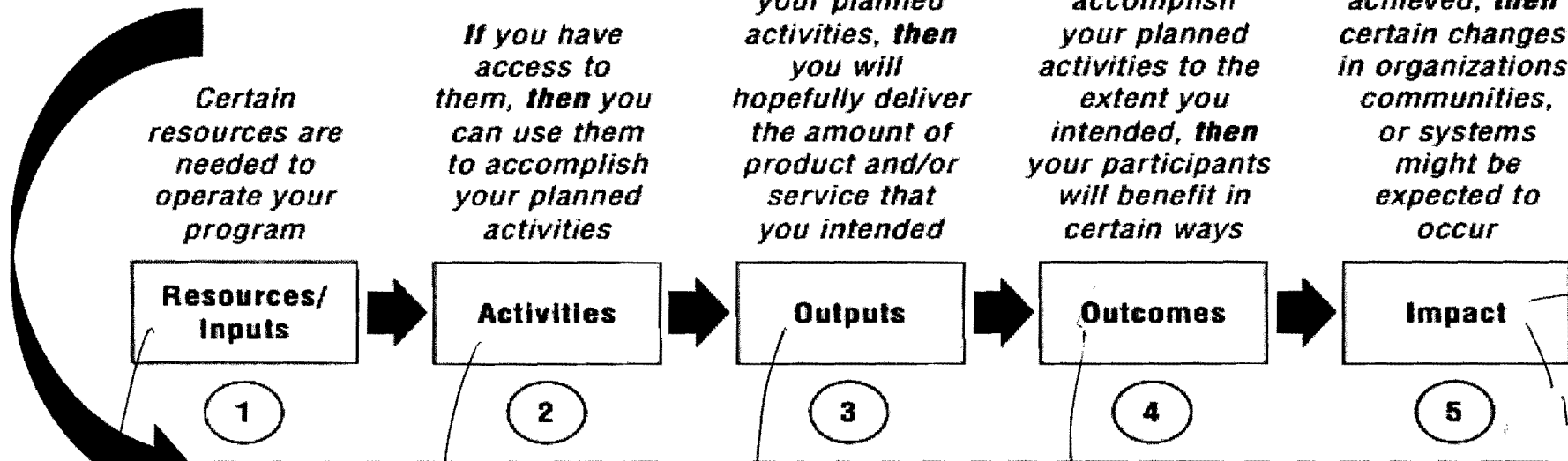
use Nat'l if Nat'l grant

AZ has own

Don't use COLOR FONTS  
italic OK

# READ LEFT TO RIGHT

"Children who once had one goal - to be a part of a cartel - have been able to develop lifelasting goals beyond survival."



Certain resources are needed to operate your program

If you have access to them, then you can use them to accomplish your planned activities

If you accomplish your planned activities, then you will hopefully deliver the amount of product and/or service that you intended

If you accomplish your planned activities to the extent you intended, then your participants will benefit in certain ways

If these benefits to participants are achieved, then certain changes in organizations, communities, or systems might be expected to occur

Your Planned Work

Your Intended Results

recipe

Goals Accomplish

no decrease or increase  
accountability  
quantitative

measurable  
- objectives  
smart objectives  
end of year 1  
enroll 100% of eligible youth in Centers education  
# of parents signing agreement

Use "#"  
sign  
not actual numbers but "#"  
symbol

road  
no core  
1 sentence  
italic  
Children who once had one goal - to be a part of the cartel - have been able to develop lifelasting goals beyond survival

too - too volatile - no control  
parents, care givers, location,

## YOUR INTENDED RESULTS...

- signs in sheets etc*
3. **Outputs** are the direct products of program activities and may include types, levels, and targets of services to be delivered by the program.
  4. **Outcomes** are the specific changes in program participants' behavior, knowledge, skills, status, and level of functioning. Short-term outcomes should be attainable within 1 to 3 years, while longer-term outcomes should be achievable within a timeframe of 4 to 6 years. The logical progression from short-term to long-term outcomes should be reflected in the impact, occurring within about 7 to 10 years.
  5. **Impact** is the fundamental intended or unintended change occurring in organizations, communities, or systems as a result of program activities within 7 to 10 years. In the current model of WK Kellogg Foundation grantmaking and evaluation, impact often occurs after the conclusion of project funding.

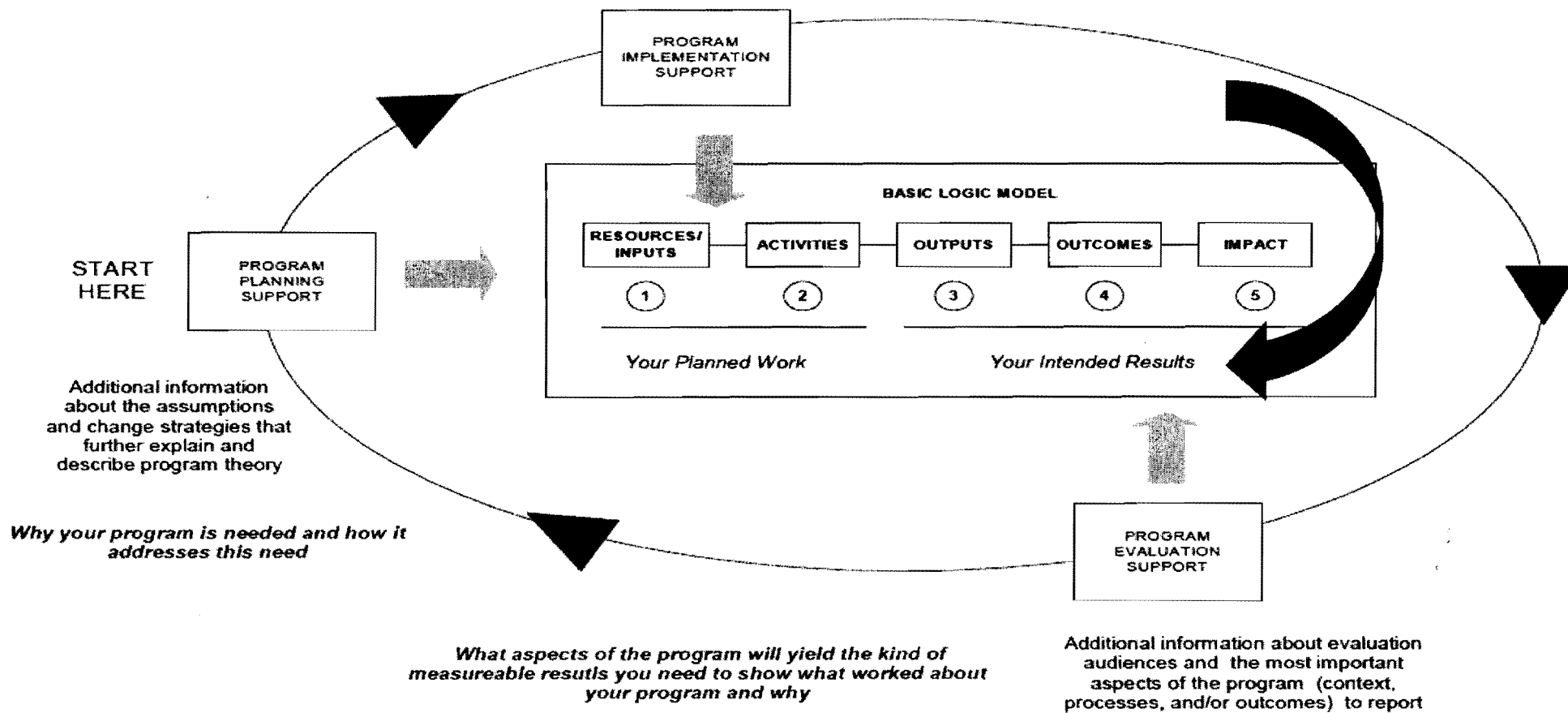
*use funder's language in your goals — check out previous funders/online*  
*5 ~~years~~ yrs out for outcome*



*What aspects of your program most need management attention to keep the program on track*

10

Additional information about contextual or environmental factors that might influence a program either positively or negatively



Road map



## LOGIC MODEL PURPOSE

- The purpose of a logic model is to provide stakeholders with a road map that describes the sequence of related events that connect the need for the planned program with the program's desired results. Mapping a proposed program helps you **visualize** and **understand** how **human and financial investments** can **contribute to achieving your intended program goals** and can **lead to program improvements.**
- A logic model brings program concepts and dreams to life. *It lets stakeholders try an idea on for size and apply theories to a model or picture of how the program would function.*

# TUTORIAL

*don't use "increased awareness"*

INPUTS	STRATEGIES	OUTPUTS	LONG-TERM OUTCOMES	LONG-TERM IMPACT
<b>Resources dedicated to or consumed by the program</b>	<b>What the program does with the inputs to fulfill its mission</b>	<b>The direct quantitative product of program activities</b>	<b>Benchmarks for participants during and after program activities</b>	<b>Changes in systems and processes after the funding is expended</b>
<b>e.g.</b> -Money -Staff and staff time -Volunteers and volunteer time -Facilities -Equipment and supplies -Transportation -Partner agency cash or in-kind commitments	<b>e.g.</b> -Provide... -Educate... -Counsel... -Create... -Conduct...	<b>e.g.</b> -Number of classes taught -Number of sessions conducted -Number of educational materials distributed -Number of hours of service delivered -Number of participants served	<b>e.g.</b> -New knowledge -Increased skills -Changed attitudes or values -Modified behavior -Improved condition -Altered status	<b>e.g.</b> -New approaches -New services -Stronger partnership working agreements

**Modified Examples Follow**

Table 1. Teenage Pregnancy Prevention Logic Model

Inputs (Resources, Contributions)	Activities (Actions, Tasks, Strategies)	Outputs (Products: Tangible, Counted)	Outcomes		
			Immediate (Focused on Learning)	Intermediate (Focused on Action)	Longer-Term (Large-Scale Effect)
Superintendent approval	Meet with school staff and coordinate/schedule school services	Number of program participants who complete or remain enrolled in the program	Positive changes in participants' views of marriage [Variable: Future Orientation]	Increase in delay of onset of sex	Decrease in rates of teen pregnancy, especially among younger teens
Curricula/program	Collect data: pre/post and annual surveys, attendance	Number of adolescents who understand that abstinence from sexual activity is the only certain way to prevent pregnancy and STDs	Increased decision-making skills [Variable: Importance of Abstinence]	Increase in number of participants remaining abstinent	Decrease in rates of abortion
Student/parental consent	Teach/Implement educational intervention	Number of youth who commit to abstain from sexual activity until marriage	Increased self-efficacy skills for sexual abstinence [Variable: Self-Efficacy for Sexual Abstinence]	Increase in number discontinuing sex	Decrease in rates of out-of-wedlock births
Administrative and financial partners	Develop media campaigns	Number of participants who intend to avoid situations and risk behaviors, such as drug use and alcohol consumption, which makes them more vulnerable to sexual advances and urges	Increased awareness of the negative consequences of premarital sex [Sexual Attitudes about Future]	Increased parental involvement	Decrease in rates of STDs
Federal/state grant programs	Participate in community coalitions/boards/action teams				
Program personnel	Generate reinforcement of our abstinence message				
Incentives	Supply businesses with materials				
Parental involvement	Maintain an abstinence web page				
Community involvement					

funded in state agency but not for nat'l  
Good LOGIC MODEL

coord + plan  
coordinate & plan

doesn't work

Provide

update + incorporate links from community partners

↓ - #!  
use symbol - and NOT actual numbers

This was for a STATE AGENCY - not nat'l

# Sample Logic Model for the Mythical Rural-State *Pro Se* Project

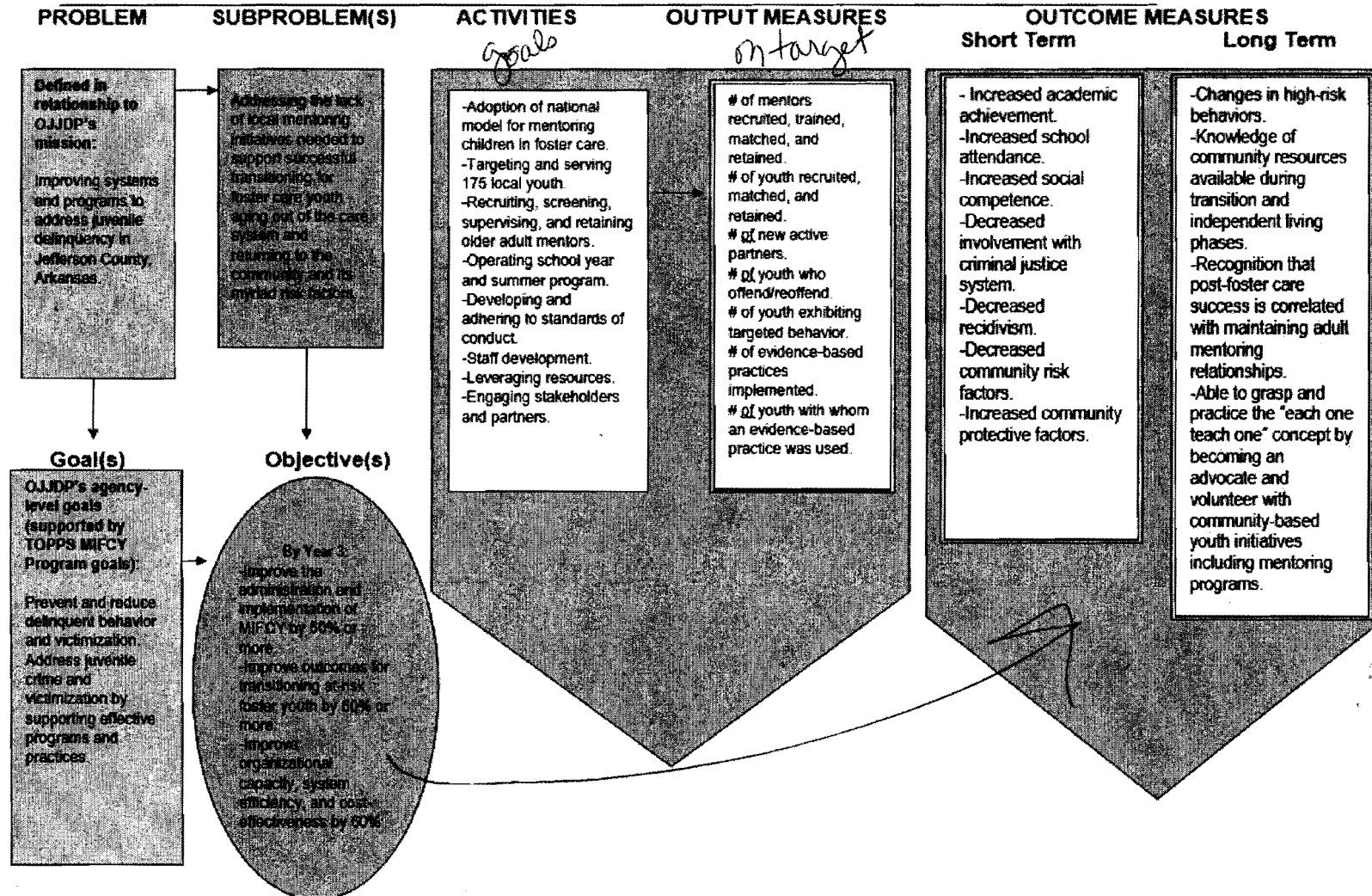
Resources/ Inputs	Activities OK	Outputs Can't scan / confirm	Outcomes too loose need measurements % when	Impact
<p>X% of salaries of staff attorney</p> <p>Y% of salary of paralegal</p> <p>Z% of salary of secretary</p> <p>W% of salary for technology director</p> <p>\$Y for consultant help in developing forms and packets</p> <p>Purchase of computers, related hardware, and software</p> <p>Communications costs</p> <p>In-state travel costs</p> <p>Training expenses</p> <p>Operating costs</p>	<ul style="list-style-type: none"> <li>Train and prepare attorneys and paralegals for <i>pro se</i> assistance to clients</li> <li>Develop simplified court forms and packets for common civil legal problems</li> <li>Provide client tutorials, training, and individual assistance on use of forms</li> <li>Develop community computer access</li> <li>Develop on-line access to materials and <i>pro se</i> assistance</li> <li>Work with court system</li> </ul>	<ul style="list-style-type: none"> <li>X number of attorneys and Y number of paralegals trained</li> <li>Development of X number of simplified court forms and packets covering common legal problems related to the following civil areas: public entitlements, housing, consumer rights, and employment</li> <li>Completion of training/tutorials to X number of clients</li> <li>Community computer access arranged in 15 locations throughout the state</li> <li>Technology selected to make possible on-line access</li> </ul>	<p>Short-term (by end of project):</p> <ul style="list-style-type: none"> <li>A <i>pro se</i> project will be established at the Low-Income Legal Clinic to assist low-income individuals in representing themselves in court for various civil legal matters</li> <li>Simplified court forms and packets will be available on-line for the most common legal problems, including rights to public entitlements, housing, consumer rights, &amp; employment</li> <li>Low-income clients will have the computer skills to access and use simplified court forms and packets</li> <li>Low-income clients will be familiar with civil court processes</li> </ul> <p>Longer-term (within 5 years):</p> <ul style="list-style-type: none"> <li>Courts will have written guidelines on court protocol for clients acting <i>pro se</i> to assist them with court appearances</li> <li>Low-income clients will feel empowered to represent themselves in various civil matters</li> <li>The number of low-income individuals who choose to represent themselves in selected civil matters will have increased by X% per year</li> </ul>	<p>Long-term (within 7-10 years):</p> <ul style="list-style-type: none"> <li>Low-income people will commonly and successfully represent themselves in court on simple civil matters</li> <li>Courts will have systems and protocols in place to support <i>pro se</i> representation</li> <li>A system will be in place to ensure that each <i>pro se</i> case receives on-line support from paralegals and attorneys from initial request through satisfactory resolution and record keeping</li> </ul>

google for good examples

— Good —

Client did on own

### THREE-YEAR LOGIC MODEL FOR JEFFERSON COUNTY MIFCY PROGRAM



non/feedback | evaluations from everyone involved

qualitative  
quantitative

## USING YOUR LOGIC MODEL TO PLAN FOR EVALUATION – 1

- For the **formative evaluation** (conducted at specific frequencies during the program's planning and implementation phases). The data collection and analysis process provides information that can improve program activities (*not goals, but processes*) and *short-term outcomes*.
  - ✓ **Qualitative monitoring** should evaluate context (how the program functions within the community). **Quantitative monitoring** should evaluate your progress in collecting the data add numbers to your **Outputs** for final stakeholder reporting.

# USING YOUR LOGIC MODEL TO PLAN FOR EVALUATION – 2

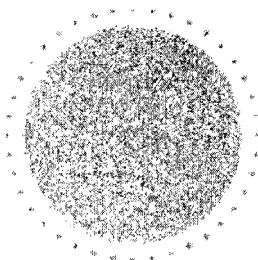
- For the **summative evaluation** (conducted at the end of the program's funding timeframe). How will you know you achieved the intended outcomes (**intermediate- and long-term**)?
  - ✓ For the outcomes' monitoring, evaluate how the program generated the intended changes in individuals, organizations, communities, or systems.
  - ✓ *The summative evaluation incorporates both qualitative and quantitative findings from the formative evaluation.*

*Can tell by the time you are intermediate, what the outcome will be.*



# QUESTIONS

**Be the Shining Light!™**



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