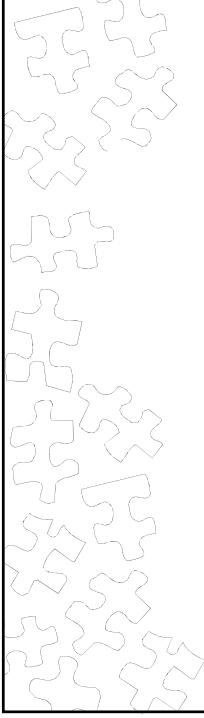


Logic Models

Anna Tatro, MLS
Enoch Pratt Free Library
State Library Resource Center
Grants Collection
atatro@prattlibrary.org

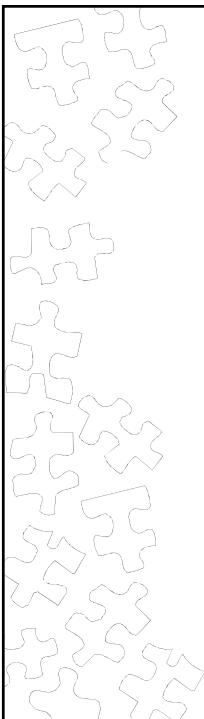
Welcome

- Why are you here?
- What is one thing you want to learn today?



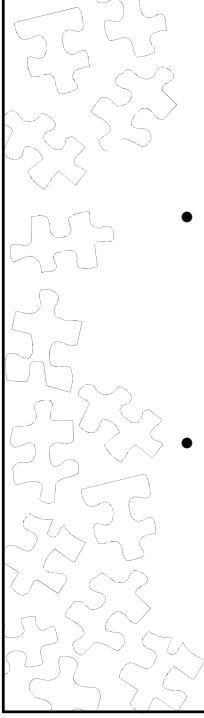
Agenda

- What is a logic model?
- When can a logic model be used?
- How do you create a logic model?
- Why create a logic model?
- Create a basic logic model!



Brief Overview

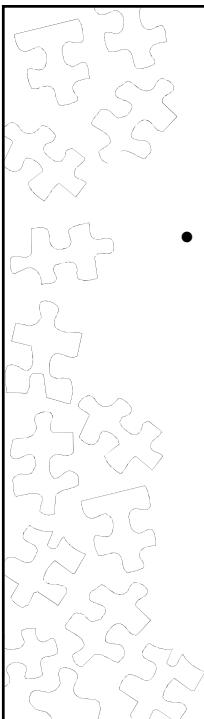
- <https://cyfar.org/what-logic-model>



What is a Logic Model

- A logic model is a tool used by funders, managers, and evaluators to evaluate the effectiveness of a program.
- They can be used during planning and implementation

Wikipedia



Logic Models

- Logic models are a graphical depiction of the logical relationships between the resources, activities, outputs and outcomes of a program

Wikipedia

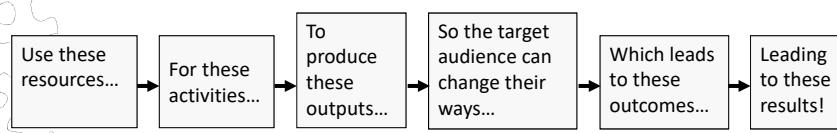
Logic Models

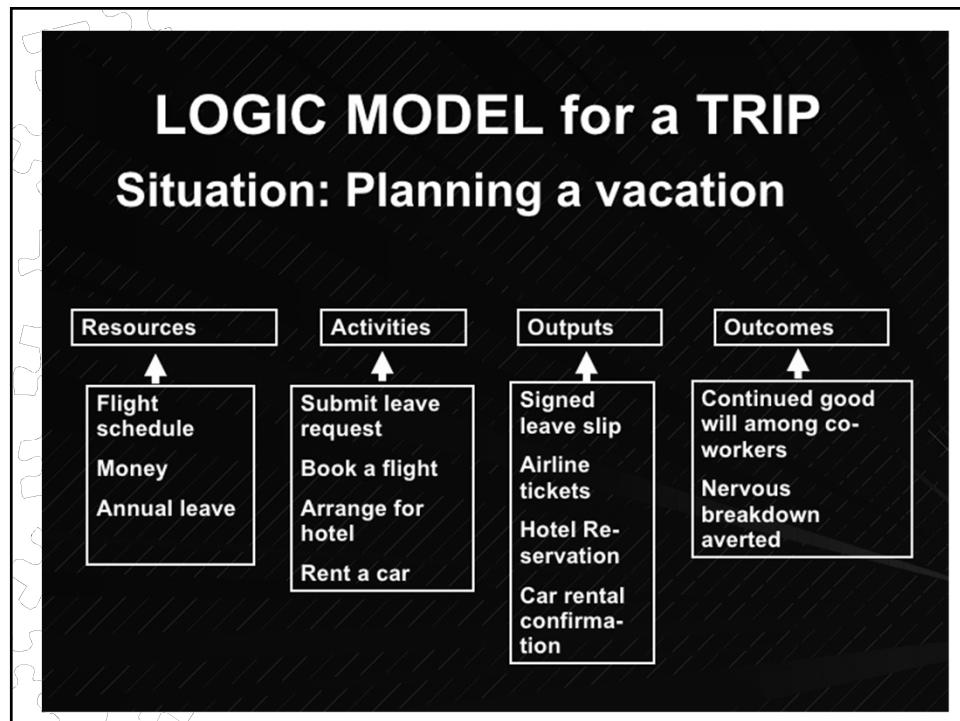
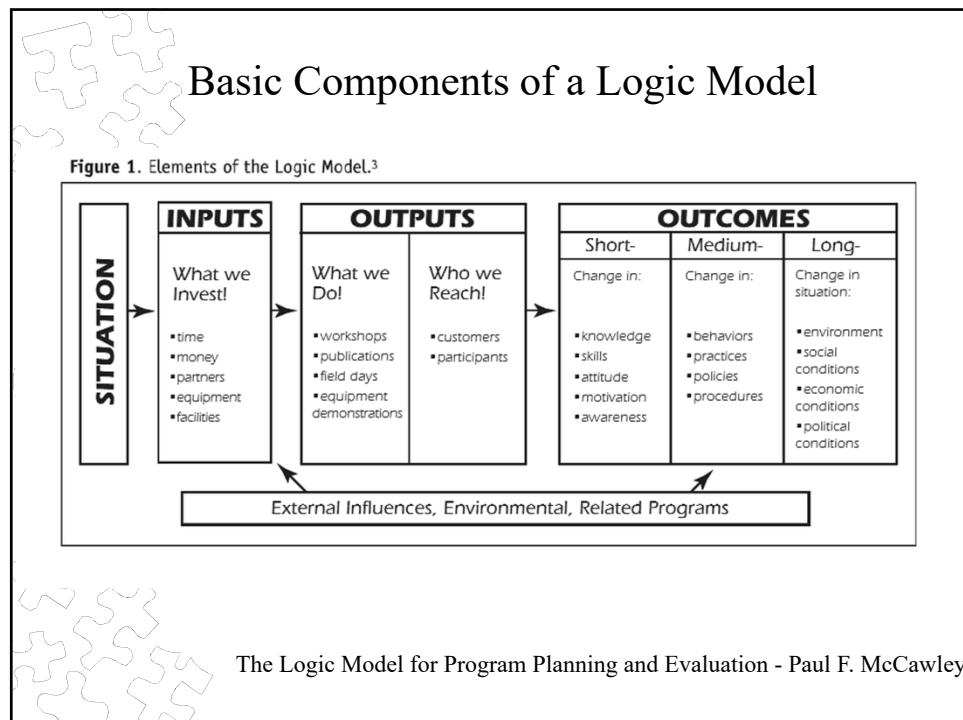
- The program logic model is a picture of how your organization does its work – the theory and assumptions underlying the program.
- Links outcomes (both short- and long-term) with program activities/processes and the theoretical assumptions/principles of the program

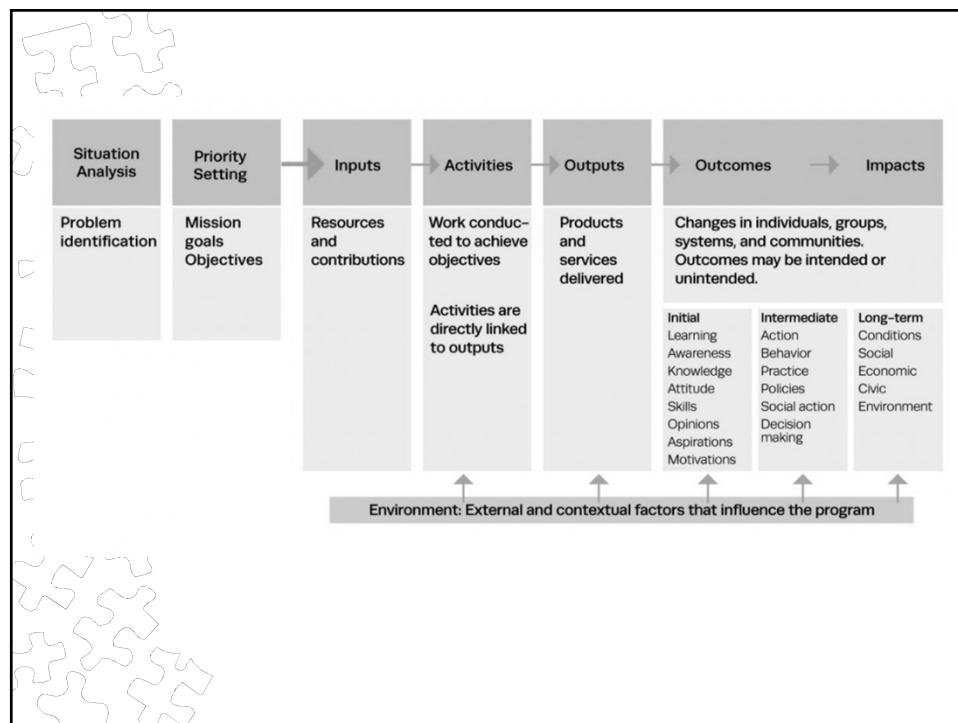
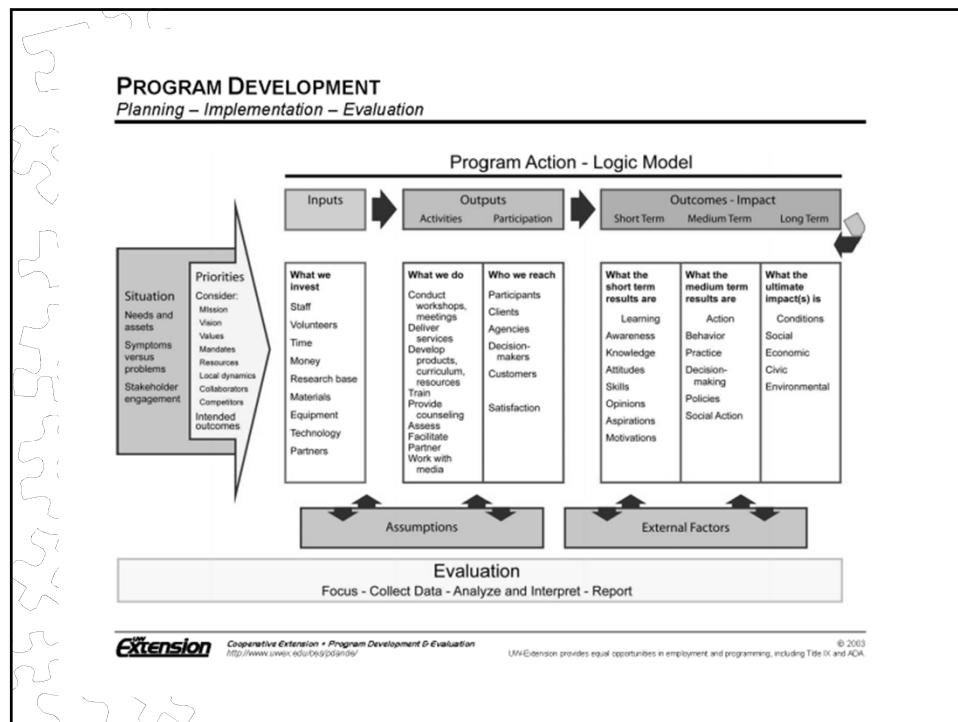
W.K. Kellogg Foundation Logic Model Development Guide

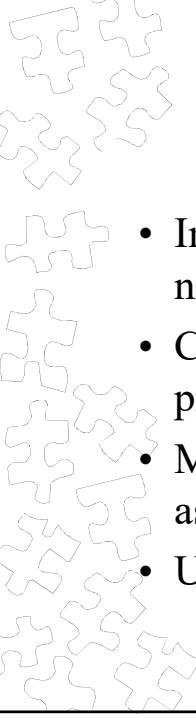
Simply Put...A Logic Model is

- A graphic approach to strategic planning;
- A series of connections (“If - Then”) that link problems and/or needs with the actions taken to achieve goals;
- Serves as a “roadmap” identifying what a program expects and “how” it will be achieved.



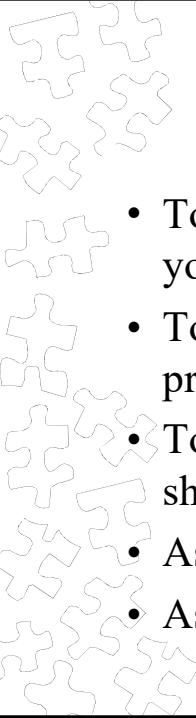






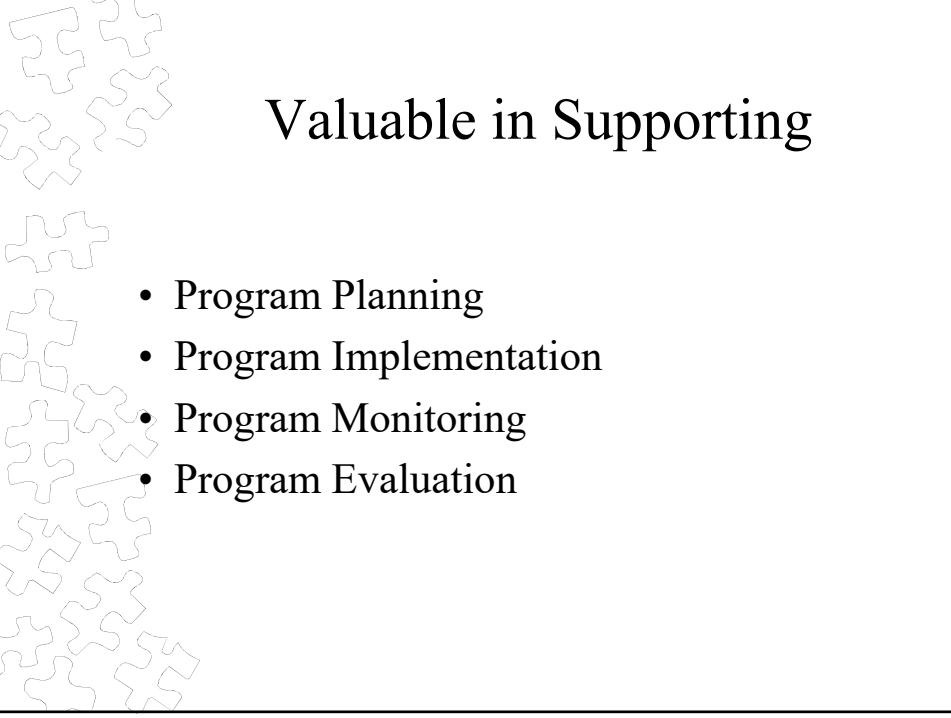
Why use a Logic Model

- Inventory of what you have and what you need to do to operate your program
- Creates a strong case for how and why your program will produce your desired results
- Method for program management and assessment
- Use in a Grant Proposal



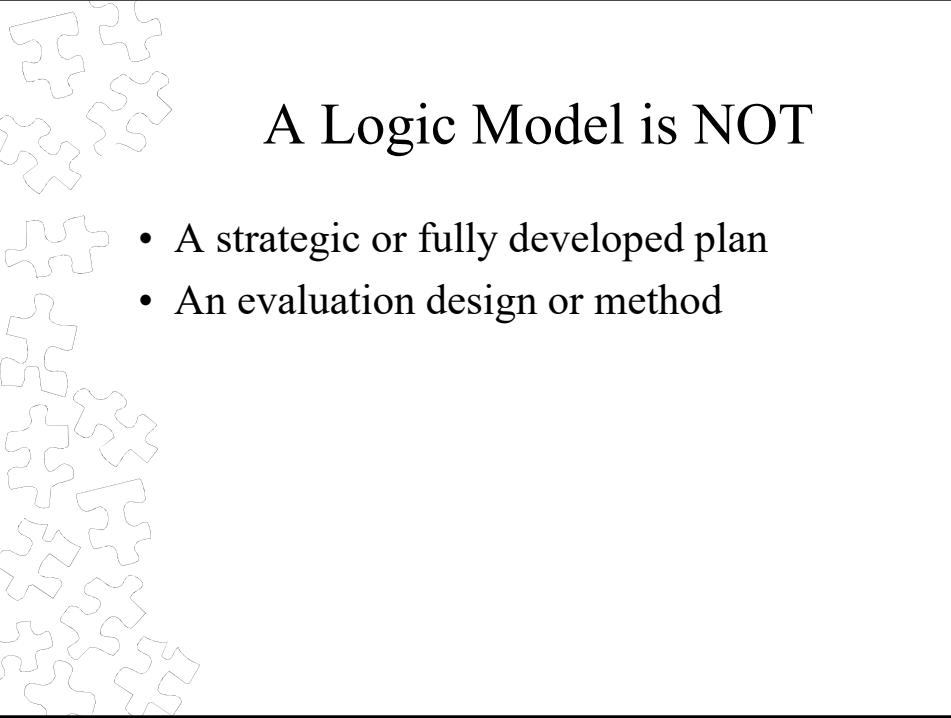
Logic Models are useful:

- To build understanding and clarity about your program
- To identify resources needed for your program
- To identify the sequencing of activities that should be implemented
- As a basis for program evaluation
- As a communication tool for stakeholders



Valuable in Supporting

- Program Planning
- Program Implementation
- Program Monitoring
- Program Evaluation



A Logic Model is NOT

- A strategic or fully developed plan
- An evaluation design or method

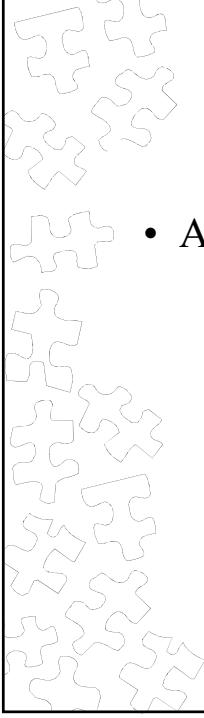
First Step

Clearly articulate the problem/situation
your work is trying to solve

—
The Logic Model starts with a problem
you want to solve, and ends with intended
outcomes

Problem Statement

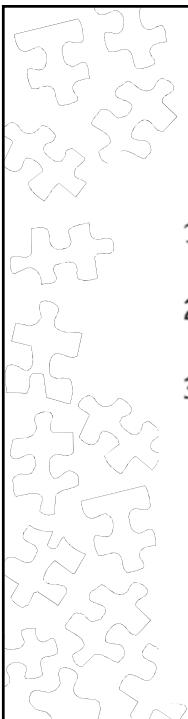
- The problem that frames a particular challenge for the population you work with
 - How do we solve this problem?
 - What issues do we want to address?



Logic Model

- ACTIVITY:

What is a problem/situation you are trying to fix or solve?



Start Thinking About

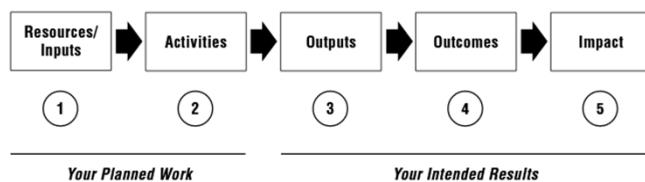
- 1) What is the current situation that we intend to impact?
- 2) What will it look like when we achieve the desired situation or outcome?
- 3) What behaviors need to change for that outcome to be achieved?
- 4) What knowledge or skills do people need before the behavior will change?
- 5) What activities need to be performed to cause the necessary learning?
- 6) What resources will be required to achieve the desired outcome?

Identifying & Defining the Parts

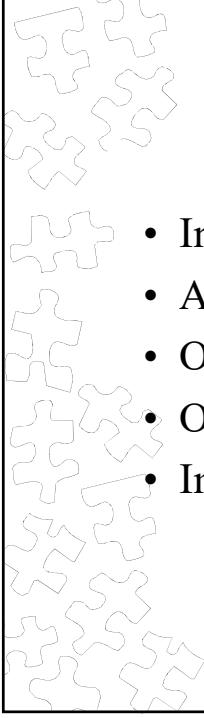
- Identifying inputs, outputs, and outcomes helps to answer questions like:
 - What resources are required to successfully carry out the program?
 - What are you going to do to make sure the program has an impact on the identified problem?
 - Who makes up the primary audience that the program is trying to engage?
 - What is the ultimate goal of the program?

Health COMpass

Breaking Down the Components of a Logic Model

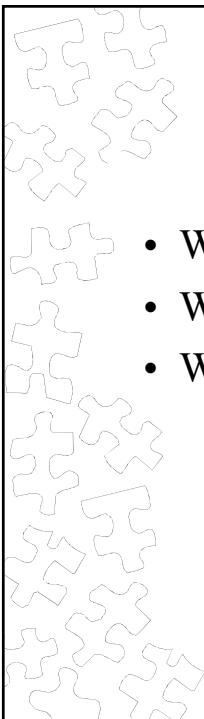


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Defining the Parts

- Inputs
- Activities
- Outputs
- Outcomes
- Impact



Inputs

- What we invest
- What resources do you think you need?
- What do we already HAVE?

Inputs include the resources, contributions, and investments that go into a program

- Examples

- Staff
- Volunteers
- Internet Connection/Computer
- Partners
- Expertise
- Grant Money
- Human Resources
- Transportation

How much Detail?

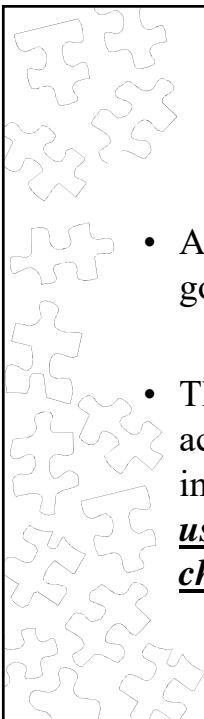
Not specific enough	Just right	Too specific
Home-buying resources	Clear financial records	W2 forms 1099s Tax returns Bank statements Pay stubs Utilities bills Credit report
Staff	3 full-time staff 1 part-time	1 project lead @ 40 hrs/wk 2 project associates @ 40 hrs/wk 1 part-time support person @ 20 hrs/wk
Supplies	Art Supplies	25 paintbrushes 50 bottles of paint 250 sheets of paper 25 coffee cans Dishwashing liquid



Activities/Outputs

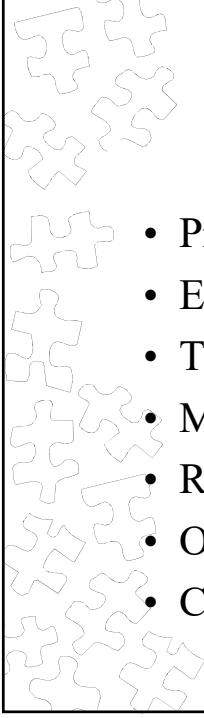
- What the program does with the INPUTS
- Methods and actions undertaken to achieve outcomes
- Key Activities/Services to address the need

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Activities/Outputs

- Approach by which the program will achieve its goals.
- The processes, tools, events, technology, and actions that are an intentional part of the program implementation. These interventions/actions are **used to bring about the intended program changes or results.**



EXAMPLES

- Promotional materials
- Educational curricula
- Trainings
- Meetings
- Research
- Outreach
- Collaboration

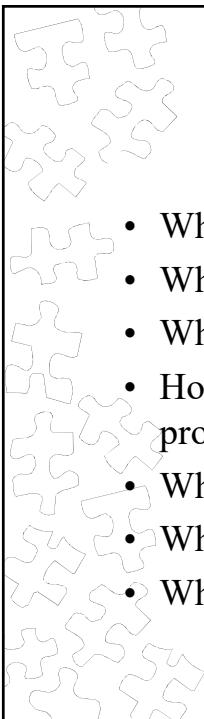
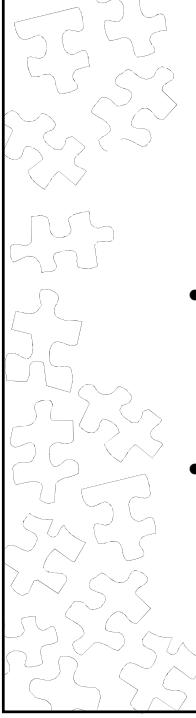


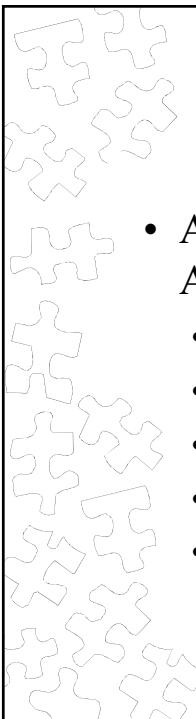
Table Discussions

- What IS your program? What does your program do?
- Who comes to your program? Who is served?
- What do they gain? How do they benefit?
- How do you know/how would you know that your program is a success?
- Who are the stakeholders?
- What skills or resources are you missing?
- Who do you need help from?



Let's talk about Outcomes

- How do you know when you are successful?
- How do you know when you need to change something?



OUTCOMES

- A direct result of your INPUTS and ACTIVITIES
 - What are your desired results?
 - What happened as a result of our program?
 - How do we know if we have been effective?
 - How do we measure success?
 - What do those investing in your program want to know?

SMART OBJECTIVES (Framing OUTCOMES)

1 SPECIFIC

What do I want to accomplish?

2 MEASURABLE

How will I know when it is accomplished?

3 ACHIEVABLE

How can the goal be accomplished?

4 RELEVANT

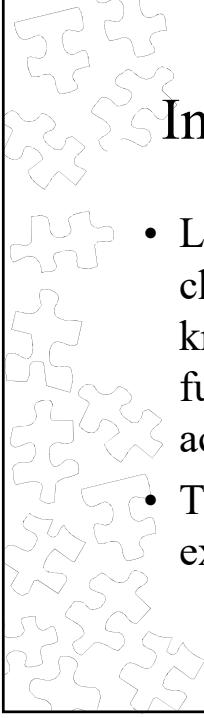
Does this seem worthwhile?

5 TIME BOUND

When can I accomplish this goal?

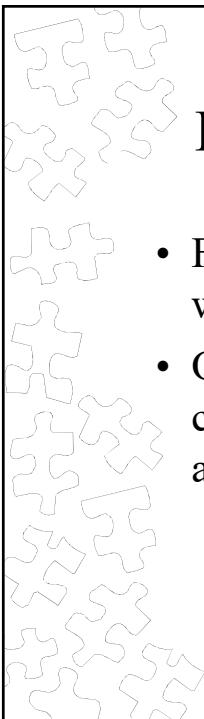
Short Term Outcomes

- Short-term outcomes are specific changes in things like
 - Attitudes
 - Behaviors
 - Knowledge
 - Skills
- These usually are expressed at an individual level among program participants.



Intermediate/Medium Outcomes

- Long-term outcomes are also specific changes in things like attitudes, behaviors, knowledge, skills, status, or level of functioning expected to result from program activities.
- These usually build on the progress expected by the short-term outcomes



Long Term/Impact Outcomes

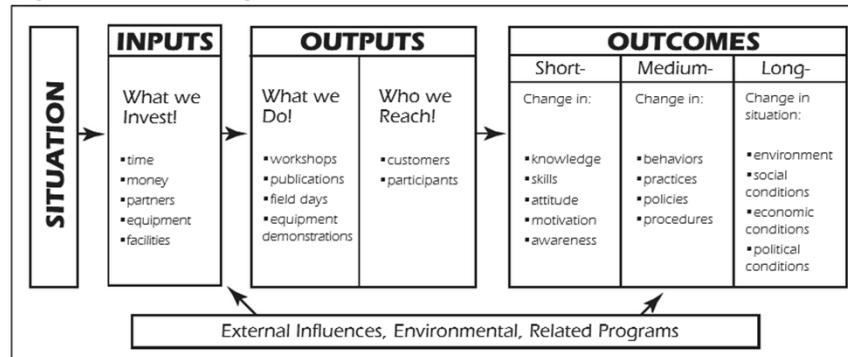
- Future social change your program is working to create.
- Organizational, community, or system level changes expected to result from program activities.

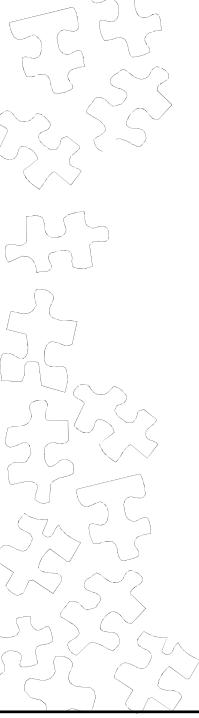
Assumptions & External Factors

- Assumptions
 - Beliefs about the community and environment
 - Should be determined before the program starts
- External Factors
 - Positive and negative influences
 - Cult

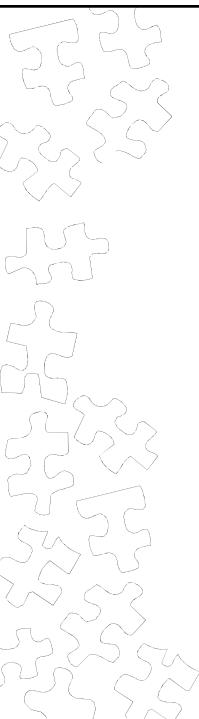
Look at the Logic Model Again

Figure 1. Elements of the Logic Model.³



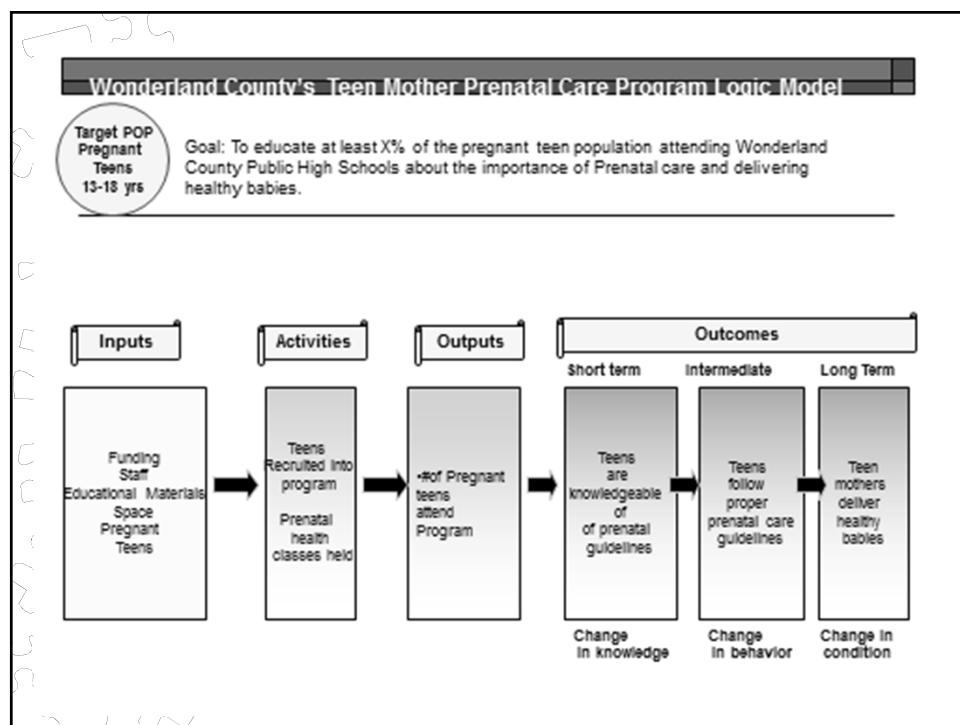


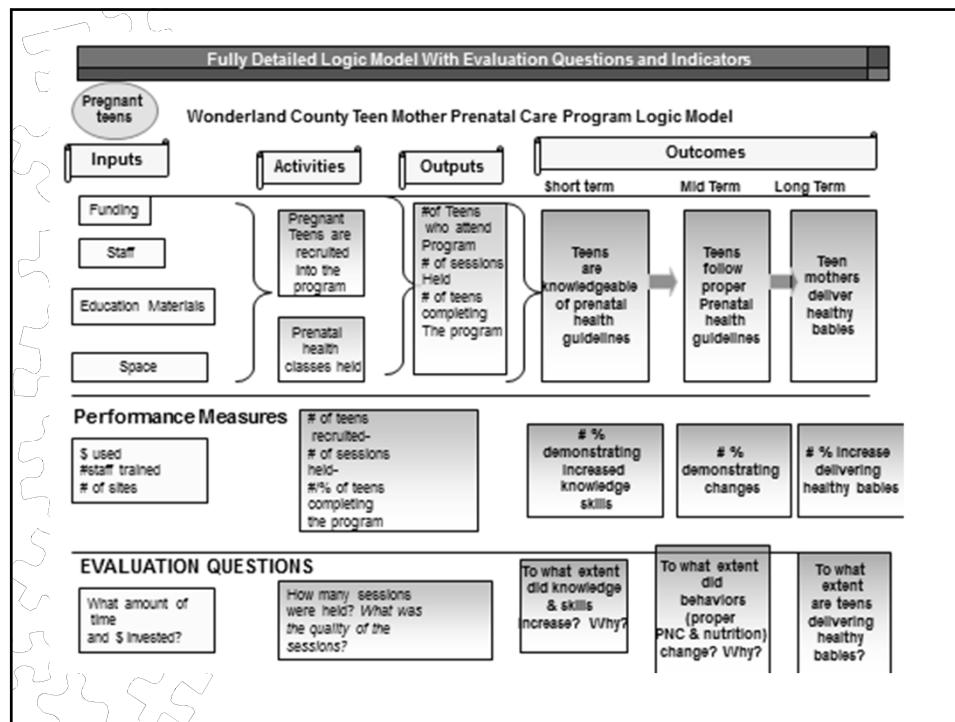
**Let's take a
BREAK**



ACTIVITY

Using Logic Models as a Basis for Performance Measures and Evaluation





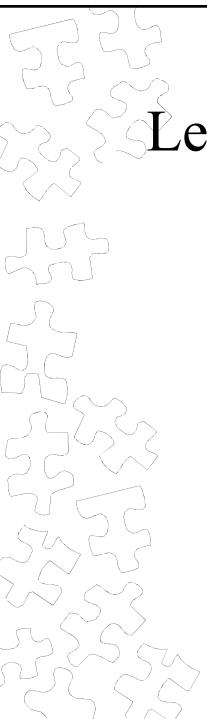
Measures Across the Logic Model Spectrum

Area	Definition	Example Measure
Resources/ Inputs	Measure of resources consumed by the organization.	Amount of funds, #of FTE; materials; equipment etc.
Activities	Measure of products and services provided as a direct result of program activities.	# of technical assistance requests responded to; # of products produced/delivered
Customer Reached	Measure of target population receiving outputs.	% of target population trained; # of target population receiving technical assistance
Customer Satisfaction	Measure of satisfaction with outputs	% of customers satisfied with training; % of customers “very satisfied” with assistance received
Outcomes	Accomplishment of program goals and objectives (short-term and intermediate outcomes, long term outcomes –impacts)	% change in knowledge;% change in behavior;% increase/decrease in a condition

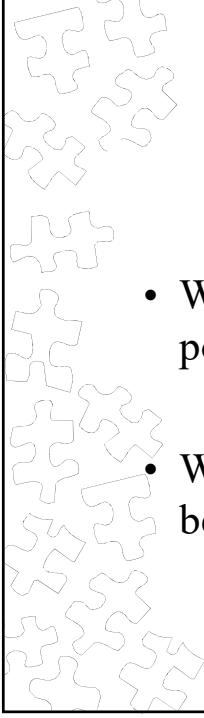


SMART OBJECTIVES (Framing OUTCOMES)

- 1** **SPECIFIC**
What do I want to accomplish?
- 2** **MEASURABLE**
How will I know when it is accomplished?
- 3** **ACHIEVABLE**
How can the goal be accomplished?
- 4** **RELEVANT**
Does this seem worthwhile?
- 5** **TIME BOUND**
When can I accomplish this goal?

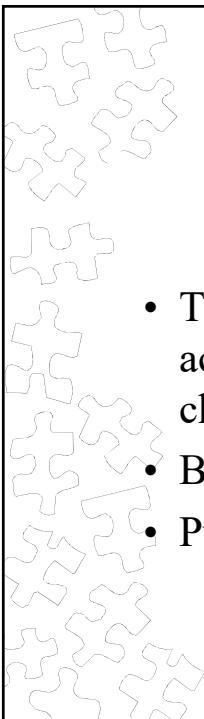


Let's build our own Logic Model



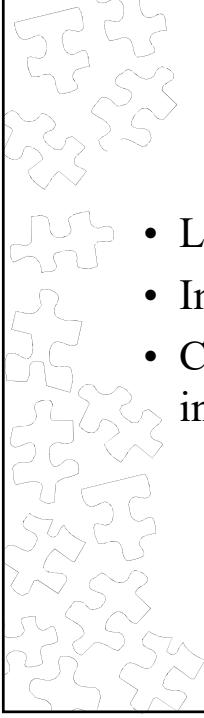
Long Term Outcome

- What is the VISION of change for the population
- What conditions change as a result of behaviors



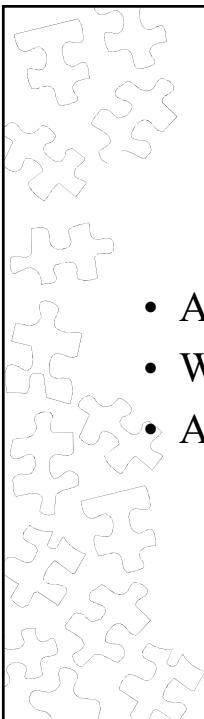
Intermediate Outcome

- Things people do different as a result of the activities that will produce a LONG TERM change
- Behaviors that result from learning
- Putting Learning into Practice



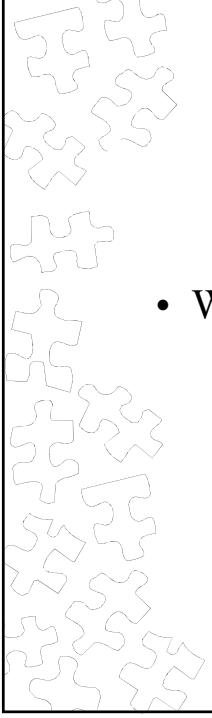
Short Term/Initial Outcomes

- Learning that results from involvement
- Increased awareness of an issue
- Change in behavior, attitude, skills or intentions



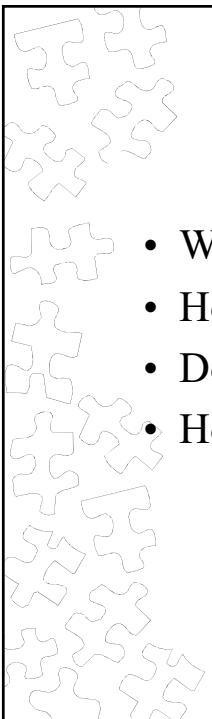
Activities

- Actions supported by resources invested
- What we do to produce the outcomes
- Audience identification



Inputs/Resources

- What is needed to produce the activities



Review of Logic Model

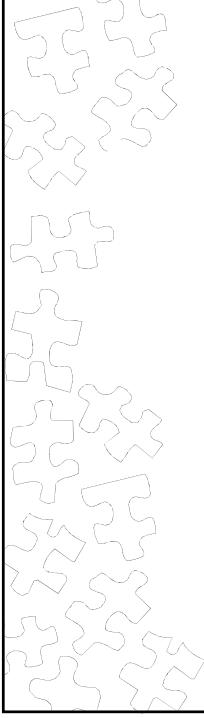
- What stands out to you?
- How are the various components related?
- Do some sections seem harder than others?
- How can this be used to plan evaluation?

Review of Logic Model

- Are the outcomes really outcomes?
- Is the longest term outcome
 - meaningful?
 - logical?
 - realistic?
- Do the activities/outputs realistically lead to outcomes?
- Do we have the resources needed for the activities?
- Does the logic model represent the program's purpose?
- Does it respond to the situation?
- How will the context of the program and community affect the resources, outputs and outcomes?

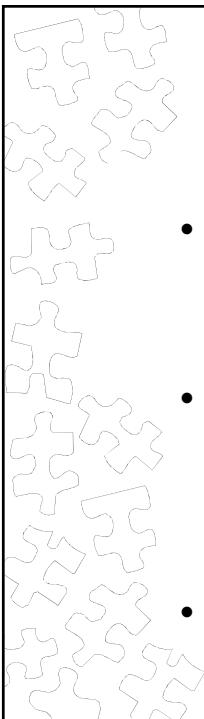
How often do we revisit a Logic Model

- <https://cyfar.org/what-logic-model>



Wrap-Up

Lingering Questions??



Additional Resources

- University of Minnesota
 - <https://cyfar.org/what-logic-model>
- University of Wisconsin Extension
 - <https://fyi.uwex.edu/programdevelopment/logic-models/>
- W.K. Kellogg Foundation Logic Model Development Guide

Evaluation

- Please fill out your evaluation for the Nonprofit Institute
- For me, list one thing you learned on a sticky note and put it on the big notepad

Web Sites for Training Materials:

<http://www.charlescountymd.gov/fas/grants/other-grant-trainings-and-funding-opportunities>

<https://www.csmd.edu/community/institutes/nonprofit-institute/>