

Using Logic Models to Bring Together Planning, Evaluation and Action

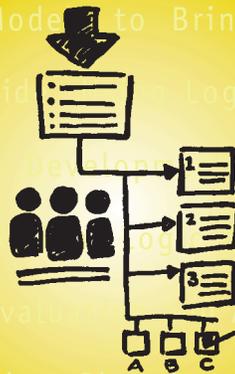
Logic Model Development Guide

The Community Health Worker Evaluation Tool Kit

A Project of the University of Arizona

Rural Health Office
and

College of Public Health



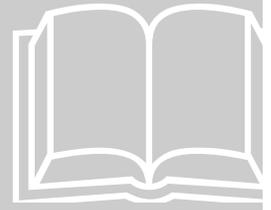
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Workbook



USING LOGIC MODELS TO BRING TOGETHER
PLANNING, EVALUATION & ACTION

Logic Model
Development Guide



USING LOGIC MODELS TO BRING TOGETHER PLANNING, EVALUATION, & ACTION

Logic Model Development Guide



To help people help themselves through the practical application of knowledge and resources to improve their quality of life and that of future generations.

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Introduction

Nonprofits today are being pressed to demonstrate the effectiveness of their program activities by initiating and completing outcome-oriented evaluation of projects. This guide was developed to provide practical assistance to nonprofits engaged in this process. In the W.K. Kellogg Foundation's experience with community-based programming, both program staff and grantees have found the logic model to be an invaluable tool – one that facilitates thinking, planning, and communication related to program intended objectives, actual accomplishments, and benefits and value to the community they serve. In the pages of this guide, we hope to give staff of nonprofits and community members alike sufficient orientation to the underlying principles and language of this model to use it throughout program planning, implementation, and dissemination of results.

The premise behind this guide – and our view of the role of evaluation in programming – is a simple one: Good evaluation reflects clear thinking and responsible program management. There is an even more fundamental objective that we seek to address with this guide, however. It deals with the “empowerment” of social service practitioners in the development of knowledge related to the planning, design, implementation, and learning from social service program interventions. The historic absence of a functional participatory relationship between researchers/evaluators and service practitioners has weakened the utility of evaluation for individuals who work at the “ground level”. What to evaluate? What are reasonable ways to evaluate community based programming? What are appropriate reasonable indicators of its “outputs, outcomes, impacts”? What issues/questions can best frame learning that will promote effective interventions? Such questions too often have been left to the expertise and domain of funders, policy makers, and academics and have not been sufficiently informed by practitioners who deal with the complexities of social problems at the ground level. Learning and using the empowering tools and skills in “logic modeling” can serve to increase the voice of practitioners in the planning, design, implementation, analysis, and “knowledge” generation domains. In general, logic modeling can greatly enhance the participatory role and usefulness of evaluation as a management and learning tool.

Developing and using logic models is an important step in building community capacity and in strengthening community voice. The ability to identify outcomes and anticipate ways to measure them provides *all* program participants with a clear map of the road ahead. As a project develops and evolves, evaluation provides the basis for communicating with key stakeholders and documenting program results. Hopefully, the *Logic Model Development Guide* will enhance the ability of nonprofits to design and deliver programs to improve community life *and* share their results with colleagues in philanthropy and others interested in promoting positive change in communities.

Preface

In an increasingly visual world, the logic model is a useful, graphic program management and evaluation tool. Logic models can help nonprofit practitioners demonstrate the need for their programs, think through what resources will be required to implement plans, and develop an evaluation process. A logic model can also create a common language among program stakeholders – the program designers, staff or practitioners, funders, participants, and community residents who have a stake in a particular program. By creating logic models, project decisionmakers can gather information and learn about programs as they evolve, and funders can better understand the logic behind a grantee’s program concept, the potential for its success, and the possible benefits of investment.

The ***Logic Model Development Guide*** was created to help a variety of audiences—program stakeholders, evaluators, funders, and interested others—explore the benefits of logic models and learn how to create them. This resource can be used to aid in guided instruction and as technical support for program staff working through program planning, implementation, and/or evaluation.

The Guide contains four chapters and two comprehensive appendices.

- **Chapter 1** presents a basic introduction to the logic model as an action-oriented tool for program planning and evaluation and offers an array of sample logic models.
- **Chapter 2** consists of exercises and examples focused on the development of a simple program logic model. Exercises include practical examples, checklists for reviewing content and quality, and a template for developing a logic model.
- **Chapter 3** gives instruction as to how to build on a basic logic model to explore and explain the theory-of-change that describes the rationale for your program. A template and a checklist are provided.
- **Chapter 4** offers two exercises that afford the reader with an introduction as to how the basic logic modeling techniques introduced in the previous chapters can be applied to inform thinking about what should be included in an evaluation plan. Templates and checklists are also provided.

The ***Resources Appendix*** provides logic model development resources (references and Web sites worth visiting). The ***Forms Appendix*** includes blank templates to copy when developing your own Logic Models.

The ***Logic Model Development Guide*** is a collaborative effort representing valuable contributions from the entire W.K. Kellogg Foundation Evaluation Unit staff. Special thanks for the dedicated involvement of Cynthia Phillips, a primary writer and consultant throughout the development of this guide, and Work Volf Consultants, LLP, for formatting and editorial assistance. In addition to these contributions, many respected colleagues also provided useful critique of this resource in the review process. Thanks to Beverly Anderson Parsons, In Sites; Andrew Hahn and students at Florence Heller Graduate School for Advanced Studies in Social Welfare, Brandeis University; Marc Osten, Summit Consulting Collaborative; Sally Bond, The Program Evaluation Group; Joel Meister and Eva Moya, University of Arizona; Amy Coates-Madsen and staff at Maryland Association of Nonprofit Organizations; and Gail Randall, Greater Worcester Community Foundation.

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