

LOGIC MODEL EXECUTIVE SUMMARY

Executive
Summary

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Introducing Program Logic Models

- **Definition:** A program logic model is a systematic, visual way to present a planned program with its underlying assumptions and theoretical framework. It is a picture of why and how you believe a program will work. Logic model methodology causes you to describe, share, discuss, and improve program theory – in words and pictures – as you develop (plan, implement, and evaluate) a program.

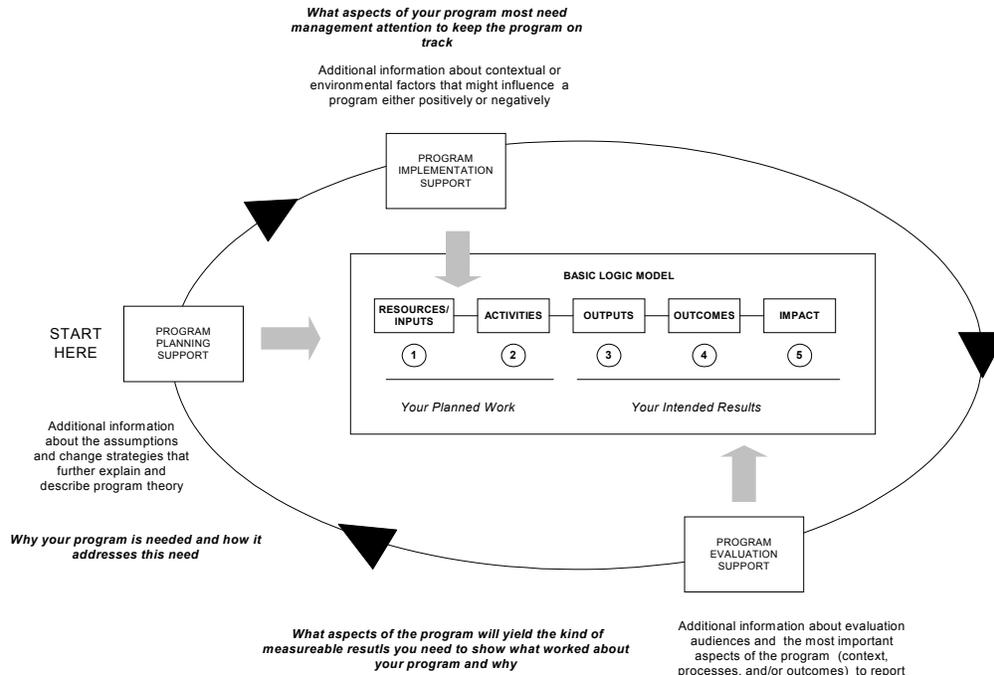
- **Purpose:** Logic models are tools for program planning, management, and evaluation. They can be used at any point in the evolution of a program and can lead to better programs. Program logic models describe the sequence of events for bringing about change and relate activities to outcomes.

- **Logic models have many applications for programs.**

Program stakeholders (staff, participants, funders) can use logic models at every stage of a program.

- ***During program design and planning:*** To clarify program strategy, find “gaps” in the theory or logic of programs, build a shared understanding about the program and how components work together, identify outcomes, and establish timelines.
- ***During program implementation:*** To develop a program management plan, emphasize connections between actions and results, make program adjustments, and provide an inventory of assets and what is needed for program operation.
- ***During program evaluation and strategic reporting:*** To document accomplishments, organize data, prepare reports, and define any variance between the planned program and the actual program.
- **Logic models have many benefits to program development, implementation, and evaluation. Logic models:**
 - Strengthen the case for program investment;
 - Develop a simple image that reflects how and why a program will work;
 - Reflect group process; and
 - Can change over time.
- **Logic models offer *if...then* information that help us think through our programs.**

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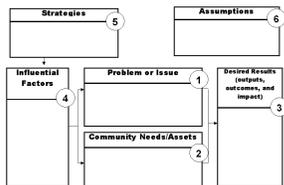


- The basic components of a program logic model are linked** causally by either the time order or the sequence of actions leading from **Resources** to **Impact**. They are depicted numerically by steps 1 through 5:

 - Resources** include the human, financial, organizational, and community resources a program has available to direct toward doing the work. Sometimes this component is referred to as **Inputs**.
 - 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.

YOUR INTENDED RESULTS include all of the program's desired results (outputs, outcomes, and impact).

 - Outputs** are the direct products of program activities and may include types, levels and targets of services to be delivered by the program.
 - Outcomes** are the specific changes in program participants' behavior, knowledge, skills, status and level of functioning. Short-term outcomes should be attainable within 1-3 years, while longer-term outcomes should be achievable within a 4-6 year timeframe. The logical progression from short-term to long-term outcomes should be reflected in impact occurring within about 7-10 years.
 - Impact** is the fundamental intended or unintended change occurring in organizations, communities or systems as a result of program activities within 7-10 years. In the current model of WKKF grantmaking and evaluation, impact often occurs after the conclusion of project funding.
- There are varied approaches to logic models.** Each one clarifies program assumptions. There is no single, best approach.

LOGIC MODEL EXECUTIVE SUMMARY**Using the logic model throughout the life of your program****① PROGRAM PLANNING****CLARIFYING PROGRAM THEORY:**

1. **PROBLEM OR ISSUE STATEMENT:** Describe the problem(s) your program is attempting to solve or the issue(s) your program will address.
2. **COMMUNITY NEEDS/ASSETS:** Specify the needs and/or assets of your community that led your organization to design a program that addresses the problem.
3. **DESIRED RESULTS (OUTPUTS, OUTCOMES AND IMPACTS):** Identify desired results, or vision of the future, by describing what your program is expected to achieve (short term and long term expectations).
4. **INFLUENTIAL FACTORS:** List the factors you believe will influence change in your community.
5. **STRATEGIES:** List general successful strategies or “best practices” that have helped communities like yours achieve the kinds of results your program promises.
6. **ASSUMPTIONS:** State the assumptions behind *how* and *why* these change strategies will work in your community.

② PROGRAM IMPLEMENTATION

RESOURCES	ACTIVITIES	OUTPUTS	SHORT & LONG-TERM OUTCOMES	IMPACT
<small>Are there sufficient staff, materials, and space to deliver the program?</small> 5	<small>Will the program be delivered as intended or will there be modifications?</small> 4	<small>Are the outputs that you expect to produce measurable and achievable?</small> 1	<small>Are the short-term and long-term outcomes measurable and achievable?</small> 2	<small>Are the impacts that you expect to produce measurable and achievable?</small> 3

DEMONSTRATING YOUR PROGRAM'S PROGRESS:

- ① **OUTPUTS:** For each program activity, identify what outputs (service delivery/implementation targets) you aim to produce.
- ② **OUTCOMES:** Identify the short-term and long-term outcomes you expect to achieve for each activity.
- ③ **IMPACT:** Describe the impact you anticipate in your community in 7-10 years with each activity as a result of your program.
- ④ **ACTIVITIES:** Describe each of the activities you plan to conduct in your program.
- ⑤ **RESOURCES:** Describe the resources or influential factors available to support your program activities.

③ PROGRAM EVALUATION

Evaluation Focus Area	Audience	Question	Use
1	2	3	4

Focus Area	Question	Indicators	Technical Assistance Needed
		5	6

PROGRAM EVALUATION QUESTIONS AND INDICATORS:

- ① **FOCUS AREA:** From your program theory logic model, list the components of the most important aspects of your program.
- ② **AUDIENCE:** Identify the key audiences for each focus area. Who has an interest in your program?
- ③ **QUESTIONS:** For each focus area and audience, list the questions they may have about your program.
- ④ **INFORMATION USE:** For each audience and question you have identified, identify the ways you will use the evaluation information.
- ⑤ **INDICATORS:** Describe what information could be collected that would indicate the status of your program and its participants for each question.
- ⑥ **TECHNICAL ASSISTANCE NEEDED:** Indicate the extent to which your organization has the evaluation and data management expertise to collect and analyze data that relates to this indicator.

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Developing a logic model for your program

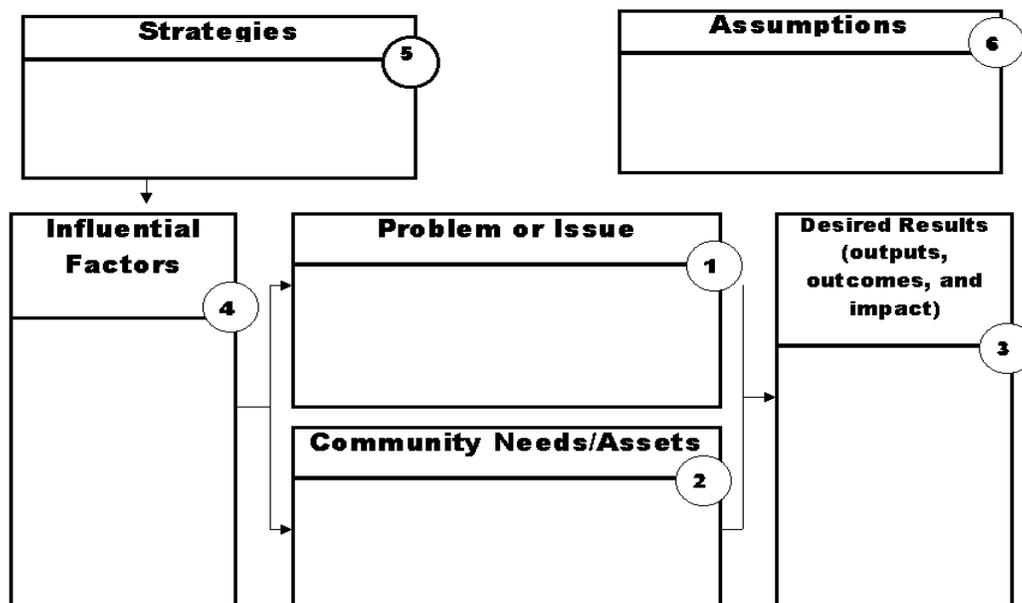
- **Program plans are built upon a program's theory.**

Constructing a program theory answers important questions:

- What is the problem your program is attempting to solve/what issue does the program address?
- What needs or assets led to addressing this issue?
- What are the program's desired results?
- What influential factors could influence change in your community?
- Why do you believe the program will work? What has worked in other communities?
- Why will your program's approach be effective?

- **During program implementation, the ends inform the means.**

- Consider how you will demonstrate progress toward change.
- *Do the outcomes first!* Defining what you plan to accomplish will help you design a stronger plan and demonstrate to funders why they should invest in your program.
- Define desired results. Specify program outputs, outcomes, and impact – both short term and long term.
- Connect your program's theory to program activities and outcomes.
- What activities are planned?
- What resources will be needed to implement program activities?



LOGIC MODEL EXECUTIVE SUMMARY

Using your logic model to plan for evaluation.

- **It's important to ask questions that prove and improve your program's success.**
 - *Formative evaluation questions*—provide information that can improve program activities and short-term outcomes. Answers to formative questions can generate periodic reports.
 - *Summative evaluation questions*—demonstrate the impact of your program based on results. They are often asked at the end of a program.
- **Consider your evaluation from various vantage points:**
 - *Context*—how the program functions within the community.
 - *Implementation*—the extent to which activities are executed as planned.
 - *Outcomes*—the extent to which the program generates intended changes in individuals, organizations, communities, or systems.
- **Determine what you will evaluate**
 - There is real benefit in establishing a clear purpose for your evaluation. Your evaluation should benefit your program.
 - What is your focus area?
 - *Context*—Relationships or capacity?
 - *Implementation*—Assessing quality or quantity?
 - *Outcomes*—Measuring effectiveness, magnitude, or satisfaction?
- **Evaluation should provide information that is helpful to your program's audiences. Describe your program's audiences**—staff, board, clients, funders, volunteers, etc.
 - Ask your audiences what information they need or want. Involve them in setting program evaluation priorities so the data gathered will answer the questions they will ask.
 - As you prioritize the questions evaluation will answer, decide how evaluation information should be used. Ask evaluation questions that will benefit your program.
- **Establish indicators that describe what success will look like.**
 - Keep indicators as simple as possible.
 - Design ways to gather the data you need to compare against indicators chosen.
- **Determine the types of technical assistance your organization may need to gather and analyze program data and evaluate program success.**

LOGIC MODEL EXECUTIVE SUMMARY**Flowchart for Evaluation Question Development**

Evaluation Focus Area	Audience	Question	Use
1			

Focus Area

What is going to be evaluated? List those components from your theory and/or logic model that you think are the most important aspects of your program. These areas will become the focus of your evaluation.

**Audience**

What key audience will have questions about your focus areas? For each focus area you have identified, list the audiences that are likely to be the most interested in that area.

**Question**

What questions will your key audience have about your program? For each focus area and audience that you have identified, list the questions they might have about your program.

**Information Use**

If you answer a given question, what will that information be used for? For each audience and question you have identified, list the ways and extent to which you plan to make use of the evaluation information.

Evaluation Focus Area	Audience	Question	Use
2			

Evaluation Focus Area	Audience	Question	Use
3			

Evaluation Focus Area	Audience	Question	Use
4			

- At the ends of Chapters 2, 3, and 4, you will find Exercise Templates filled in with information from the examples provide. These demonstrate how each Template can be used.
- **Blank Exercise Templates are available in the *Forms Appendix*.** They are not the only way to create program logic models. We encourage you to adapt the Templates to meet *your* needs. Work on flip charts, make each box of a template into a full sheet of paper, or create a model flowchart on your computer. Be creative! The logic model design should fit *your* program.
- **Additional logic model resources are provided in *Resource Appendix*.**