

Welcome to the Webinar!

Using Logic Models for Program Development

We will be getting started promptly at 9:00 a.m., and until then, you will not be hearing any audio. Feel free to reach out via the Chat function with any questions you may have.

While you're waiting, please type into the Chat ...

- Your name and organization



Your Nonprofit Center Host



Leah Donelan McDermott
Senior Consultant



With Special Thanks To ...

The Paul E. & Klare N. Reinhold Foundation

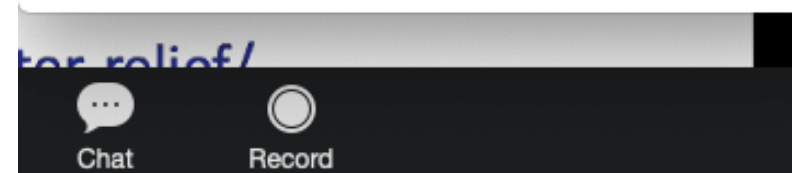
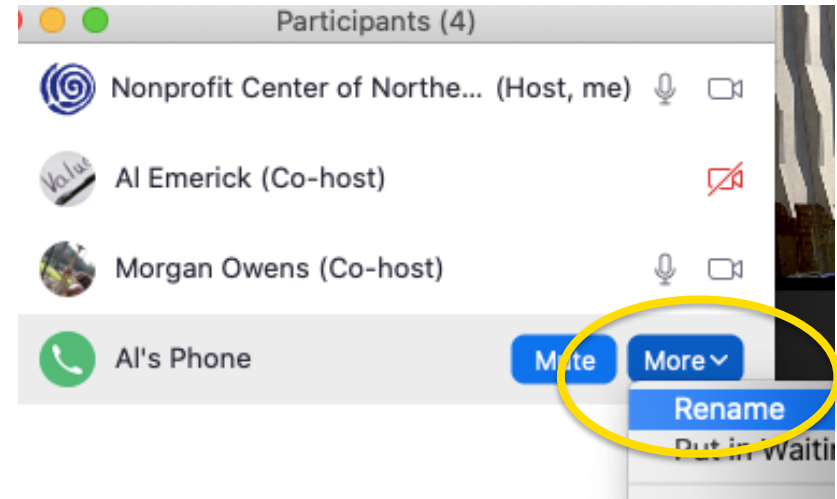
For their generous support of this program, part
of the *Capacity Building for Clay County Nonprofits
Series*

Events and Resources

- Surveying and Feedback
September 21, 9:00-11:00 a.m.
- Please complete the evaluation at the end of the workshop
- Risk Management Resources: <https://nonprofitctr.org/2021-clay-county-series-content-library/>

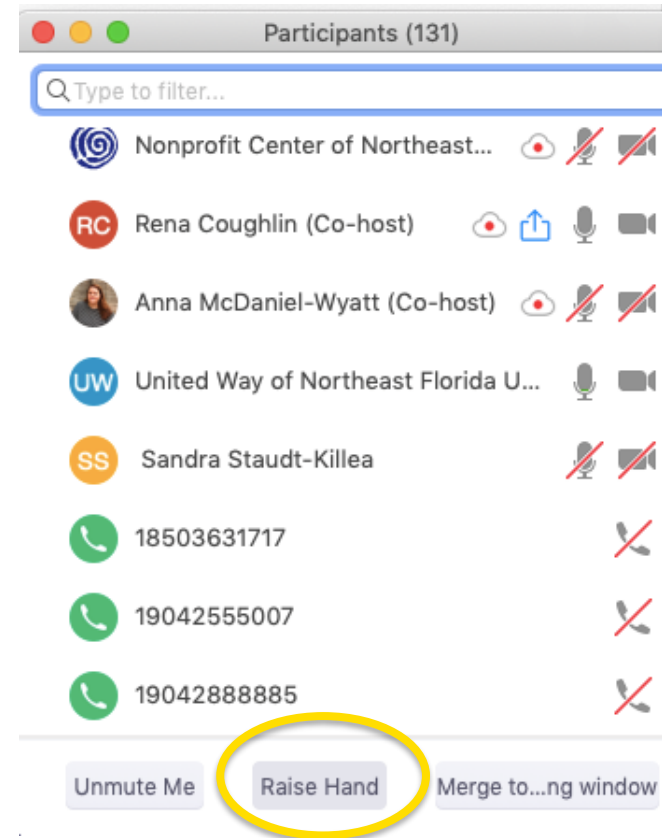
Zoom Housekeeping

- Throughout the session, use the Chat feature at any time – you can chat privately to an individual (such as your host) or to Everyone.
- You can also rename yourself to make it easier for facilitators to identify you in the chat and during breakouts.



Zoom Housekeeping

- We are using closed captioning today! To turn on your closed captioning, click on the “Live Transcript” on your navigation bar and then select “Show Subtitle”.
- We may use Breakout Rooms to give you a chance to talk directly to each other!
- Feel free to use other participant tools such as “Raise Hand.”
- Check out our Zoom Guide at nonprofitctr.org/zoom-guide



Nonprofit Center of Northeast Florida

The Nonprofit Center **connects, strengthens** and **advocates** for a strong nonprofit community.

- Nuggets e-news
- Workshops & Trainings
- Job Posting
- Resource library, website
- Advocacy & Lobbying
- 3 information platforms
- 300 Nonprofit Members
- Staff Consulting
- Peer Convening Groups
- Community Coaches
- Board Bank
- Research

nonprofitctr.org

Welcome Today's Facilitator



Deirdre Conner

(She/her/hers)

**Senior Director, Strategic Initiatives and
Evaluation**

Nonprofit Center



NonprofitCenter
of Northeast Florida

Introductions

- Name and organization
- One win from the last week or two
- One hurdle you are hoping to overcome through a better understanding of program design and logic modeling



NonprofitCenter
of Northeast Florida

Using Logic Models for Program Success

2021 Clay County Series
July 27 2021

Training Sequence

- ✓ TODAY: USING LOGIC MODELS FOR
PROGRAM SUCCESS
- ✓ SEPTEMBER 21: SURVEYING AND FEEDBACK

Today's Objectives

- Understand and clearly define the intended results of your organization's work
- Get comfortable using the different components of a logic model and develop your own logic model
- Use the logic model to strengthen your strategy and program design, and plan your implementation and evaluation



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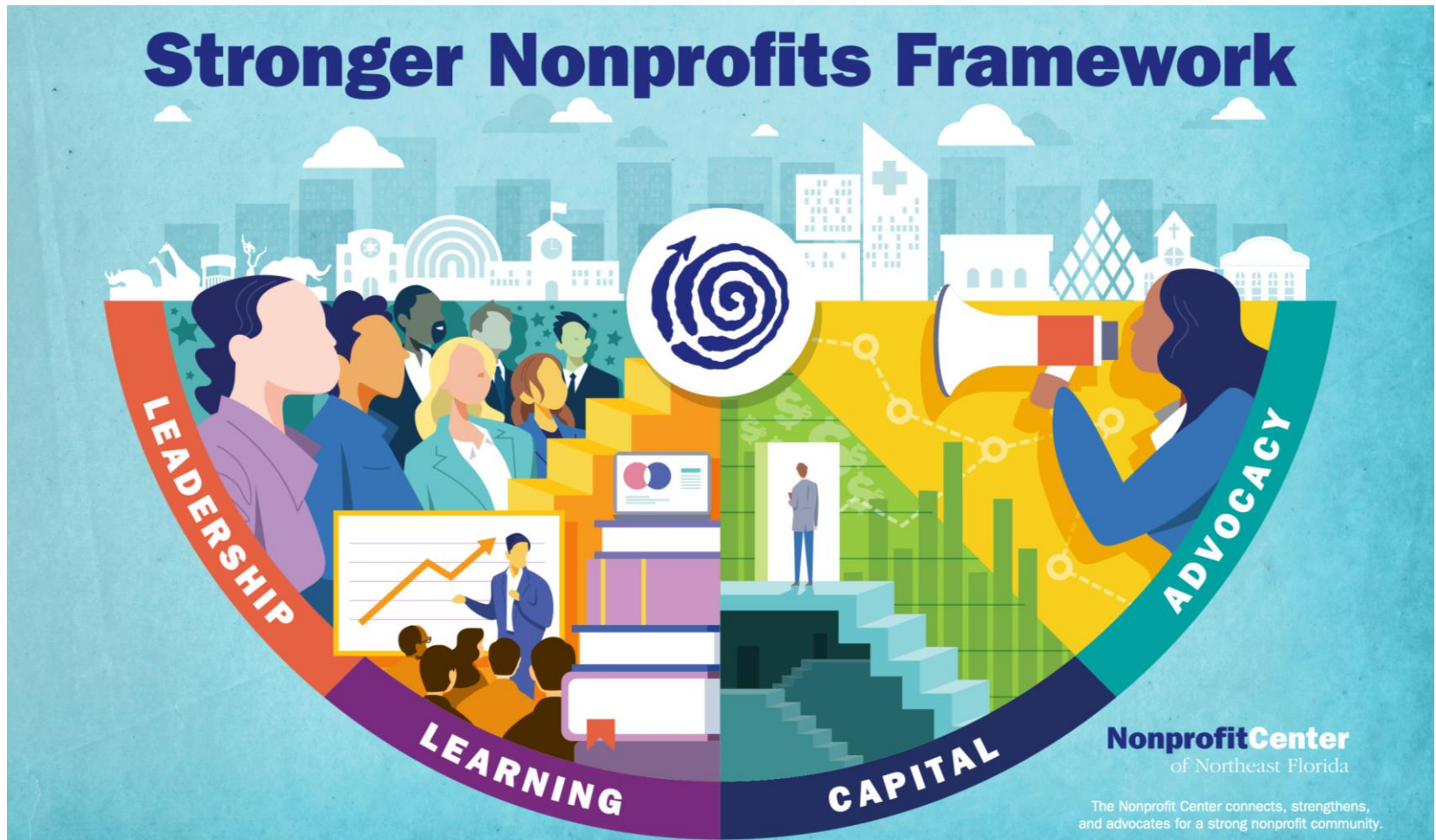
Part 1: Program Strategy & Design

Defining and Designing the Work to Meet
Your Mission

Today's Agenda

- ~~Welcome, introductions, and overview~~
- Why this all matters
- The program lifecycle
- The Learn-Design-Monitor-Evaluate framework
- Tools: Logic Models and Theory of Change
- Problem and goal definition
- Implementation planning
- Next steps and resources

Nonprofit Center Stronger Nonprofits Framework

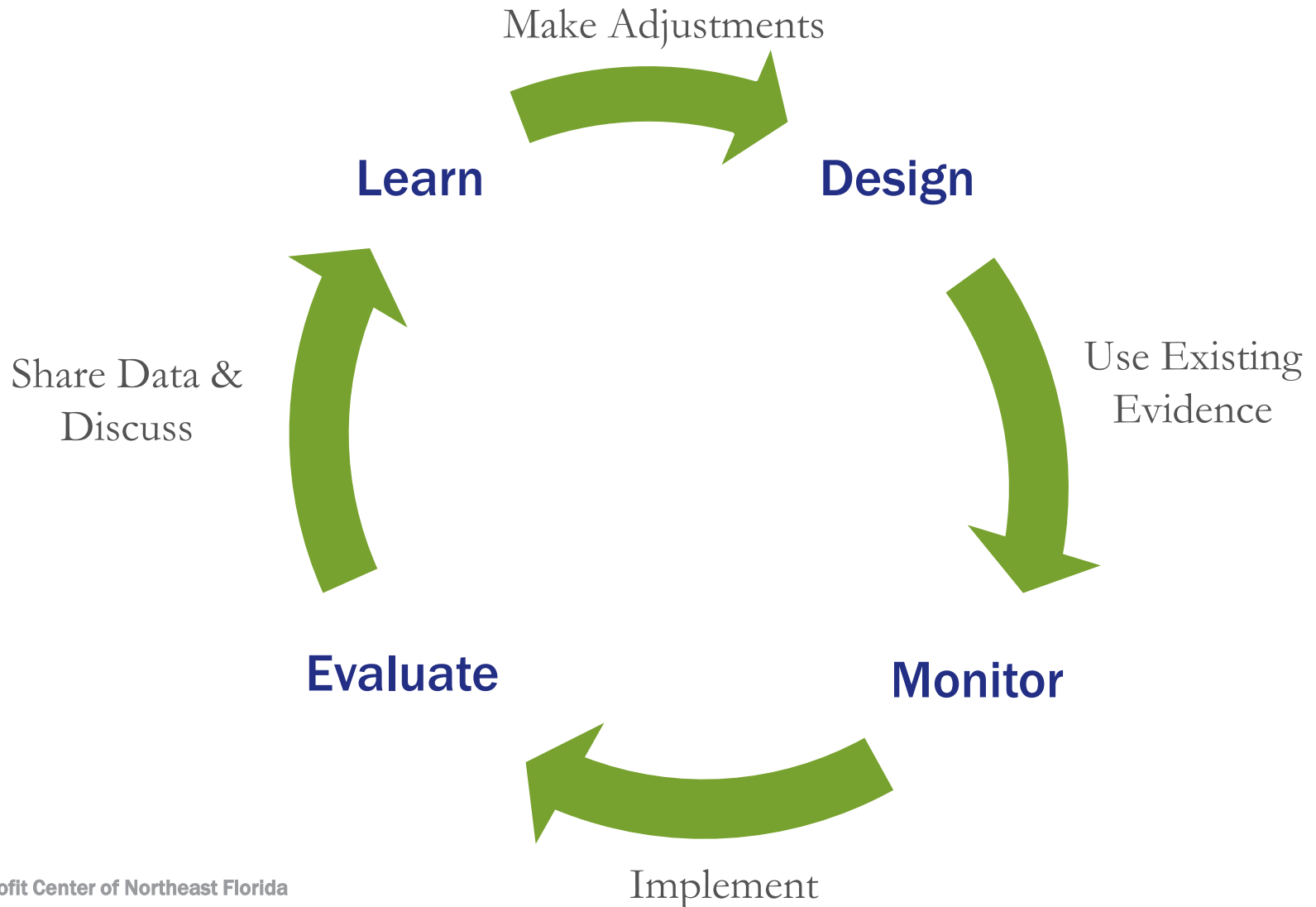


Organizational Learning & Measurement

Organizational culture that is open to, engages in, and promotes continuous learning for the purpose of improving performance and impact.

- An evidence-based mission strategy and a plan to execute it
- Measures of performance, outcomes, and impact
- Culture of continuous improvement, and the curiosity, capacity, and courage to measure the work and apply the knowledge gained to decision-making

Program Lifecycle



Program Lifecycle as a Framework

LEARN

- Understand and foster your a culture of learning
- Identify the problem and specify the solutions
- Identify the counterfactual
- Decide how results will be shared internally and with other stakeholders to identify opportunities

DESIGN

- Clarify underlying rationale and evidence for the program (ie – what are we doing what we are doing, and how do we know it will work?)
- Make adjustments to future programming based on past performance or other evidence
- Plan program implementation and resource needs

MONITOR

- Track and measure implementation
- Collect data and feedback
- Report on indicators of performance and output

EVALUATE

- Collaborate with stakeholders
- Answer evaluation questions:
 - Mission impact
 - Public good impact
- Report on indicators of outcomes
- Process and present the data

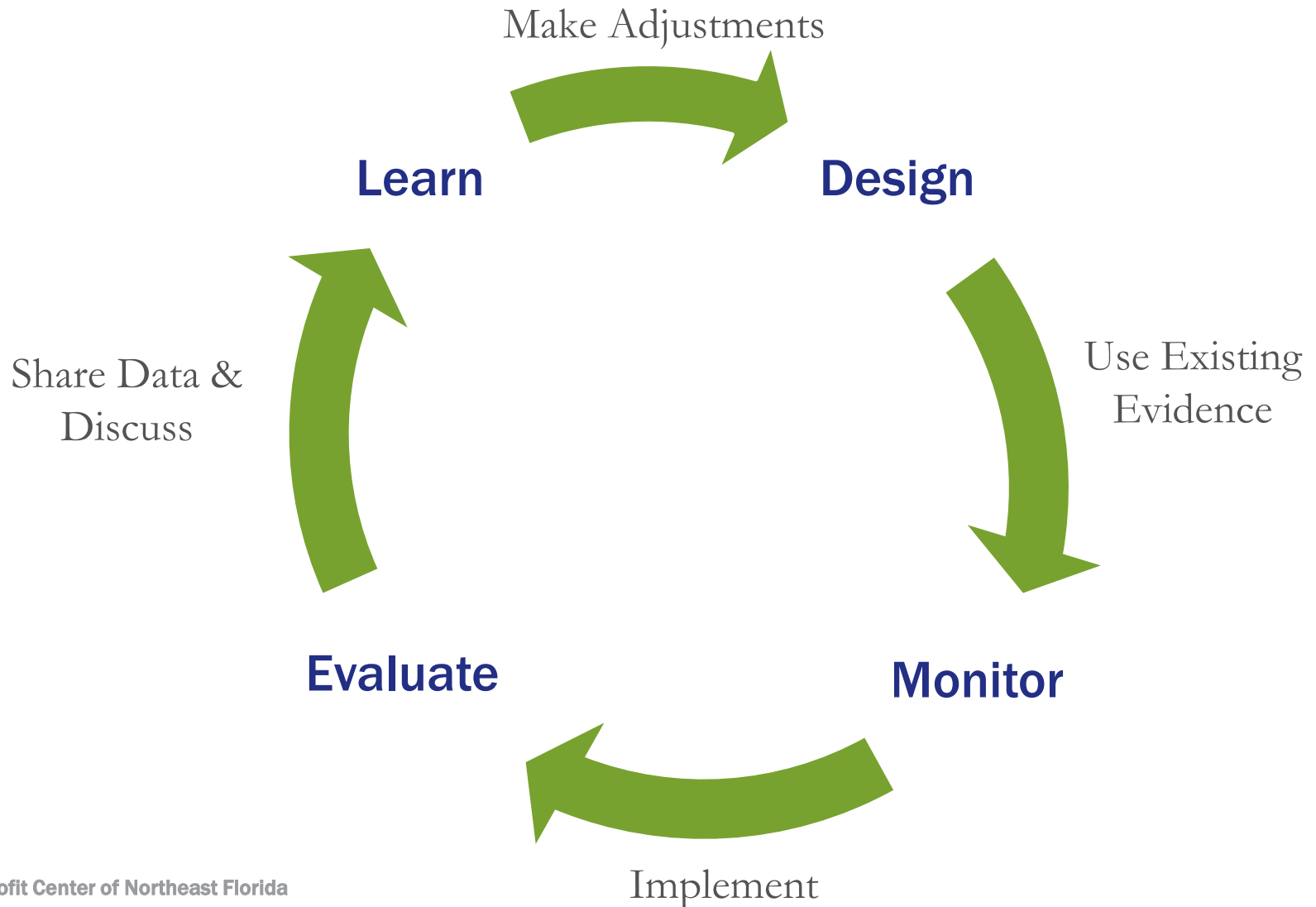
What Could We Apply This Framework To?

- Single events
- Small programs
- Large programs
- Fundraising campaigns
- Comprehensive initiatives
- Local programs
- National programs
- Whole organizations

Program Design

Driving Continuous Improvement

Program Lifecycle



Starting with the End in Mind

LEARN

- Understand and foster your a culture of learning
- Identify the problem and specify the solutions
- Identify the counterfactual
- Decide how results will be shared internally and with other stakeholders to identify opportunities

DESIGN

- Clarify underlying rationale and evidence for the program (ie – what are we doing what we are doing, and how do we know it will work?)
- Make adjustments to future programming based on past performance or other evidence
- Plan program implementation and resource needs

Your Program Design Team

- Program managers
- Executive or other leadership
- Front-line staff
- Clients and constituents
- Other stakeholders?

**“If you don’t know where you are going,
any road will get you there.”**

- Cheshire Cat, *Alice in Wonderland*

So, Now What?

- Problem definition
- Goal definition
- Effectiveness evidence
- Inputs
- Activities
- Looking ahead to outputs, outcomes, and impact

Your Turn: Breakout Sessions

- Get ready, get set, break out!
- You will be automatically and randomly added to a breakout group to discuss the questions on the next slide
- Make sure to ...
 - Note the breakout group number at the top of your screen
 - Introduce yourselves so everyone in the group knows who they are talking to
 - Elect a “spokesperson” to report out

Setting the Scene: Discuss

What will you focus on today? A program, comprehensive initiative, a whole-organization logic model?

Briefly share the program **AND** the problem it is trying to solve.

Simplified Example: Chewy's Chin Rescue



Tools: Theory of Change and Logic Model

Theory of Change: How

- Defines the problem you are working to solve and the specific ways your intervention(s) help
- How does your work effect change? What is your “secret recipe”?
- What evidence exists to support your theory?

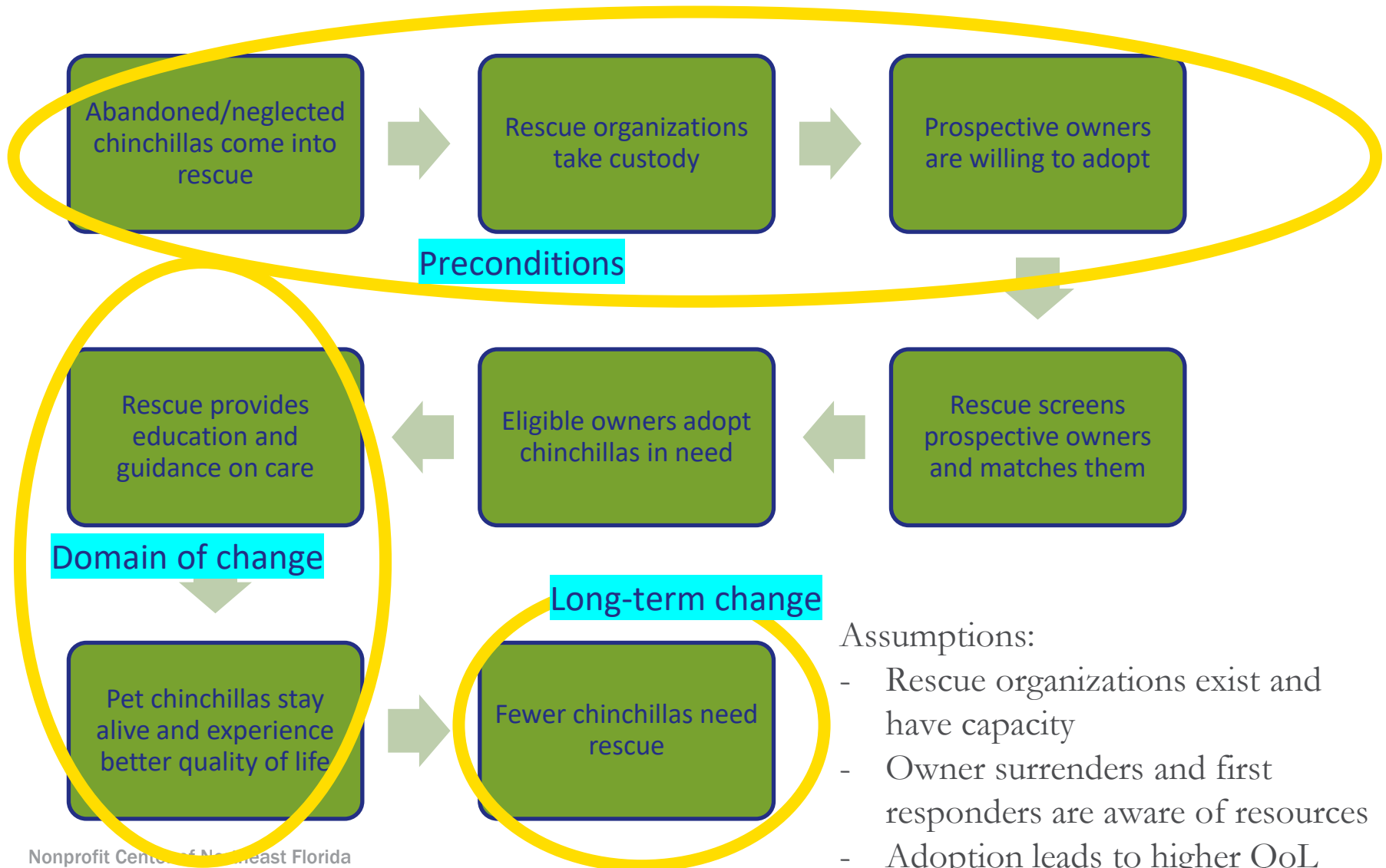
Logic Model: What

- Serves as a roadmap to program implementation and evaluation
- How will you achieve the work and what will the results be?
- How will you measure performance and outcomes?

What is a Theory of Change?

- Clarifies how change happens
- It establishes ...
 - The specific need for your program
 - What your work does, and for whom
 - Why and how you do the work
 - What you expect to achieve
- Helps you surface key assumptions and preconditions
- Helps you communicate, evaluate, and iterate more effectively

Simplified Example TOC: Chewy's Chin Rescue



Your Turn: Theory of Change

Fill in the statement:

If we serve [target population]
with [services at x dosage and y duration] ...
then we can achieve [statement of outcomes].

OR draw your Theory of Change diagram!

Theory of Change Hypothesis Statement

If we serve abandoned and neglected chinchillas
with rescue, adoption, and owner education ...
then we can achieve a safe, appropriate, and loving
long-term home for all pet chinchillas.

Getting Down to the Details: Logic Models

- Simplified picture
- Shows **logical relationships**
- Portrays the **underlying rationale**
- Describes a **sequence of events**

Uses of Logic Models

- **Planning** –
 - Framework and process for planning to bridge the gap between where you are and where you want to be
- **Management** –
 - Displays the connections between inputs, activities and outcome
 - During implementation, logic models can be used to track and monitor operations, processes and functions

Uses of Logic Models

- **Consensus Building** –
 - Development of logic models builds common understanding about how a program, project, or initiative will work
- **Communication** –
 - Provide a representation that helps describe your work and expected impact
- **Evaluation** –
 - Help determine what to evaluate and when to evaluate
 - Help develop indicators of success

Logic Model Limitations

- Models, not reality
- Focus on *expected* outcomes, and sometimes the unexpected happens
- Challenge of causality

Logic Models

Core Elements and Key Considerations

What is a Logic Model?

Organization:																																																																																																																																											
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Reading Logic Models

- Read from left to right as a series of “If ... Then” statements
- Lines and arrows show the relationships between your logic model components
- Will not be static or drawn in from left to right

Basic Logic Models

Organization:	
Title:	
Problem Statement:	
Goal Statement:	

Inputs		Activities		Outputs		Outcomes		Impact	
<i>resources you will use</i>		<i>what you will do</i>		<i>results of activities</i>		<i>results you expect to achieve after a program activity is underway</i>		<i>the future social change your program is working to create</i>	
						Short	Long		

Your Planned Work				Your Intended Results					

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--	--

Our Simplified Example: Chewy's Chin Rescue

**Sad
Chinchillas**
☹️



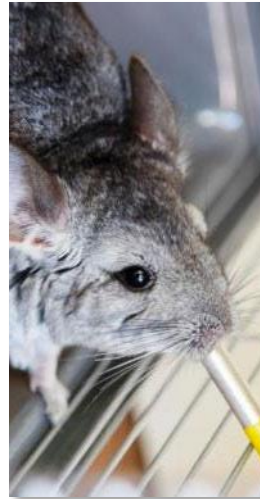
A Problem

**Rescue
Facility
with Cages**



An Input

**Chin
Ownership
Education**



An Activity

**Chins Find
New
Homes**



An Output




**Chins Are
Safe and
Cared For**



An Outcome

Your Beginnings

Problem Statement:	
Goal Statement:	

Your Planned Work		Your Intended Results	
			
Rationale: reasons for proposing your solution		External Factors: that will influence your program	

Problem Statement

What is it?

- Concisely identifies the problem you are trying to solve

How do I develop it?

- Ask who, what, why, where, when, and how?
- Identify what is currently happening

Strengthen This Problem Statement




Chinchillas are abandoned by their owners.

Brainstorm

- Who
- What
- When
- Where
- Why
- How

Your Beginnings

Problem Statement:	
Goal Statement:	

Your Planned Work		Your Intended Results	
			
Rationale: reasons for proposing your solution		External Factors: that will influence your program	

Goal Statement

What is it?

- Broad statement of desired accomplishment or condition

Be sure to




- Identify one target population
- Be specific, but not too specific

Brainstorm

- Who
- What
- When
- Where
- How

Your Beginnings

Problem Statement:	
Goal Statement:	

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Rationale aka Intervention Logic

What is it?

- The underlying reason why you expect the program to achieve its results
- To put it another way ...

Why is what you are doing a good idea?

UNDERLYING
RATIONALE



**Good Ideas x Effective Implementation
= Social Impact**

— *Right Fit Evidence for the Social Sector*

What is the Underlying Rationale?

Example:

You have a headache. In the past, you've taken medicine for headaches and you felt better. You checked WebMD and they recommend you take medicine.

What rationales are embedded within this logic model?

Underlying Rationales

- In the past, medicine has been effective at relieving headaches.
- There is research to back up your experience.
- It does not give you side-effects.
- It is readily and inexpensively accessible.



Underlying Rationale: How to Research

- Is your program novel or innovative? Or does it adhere to existing evidence-based practice?
- Check out resources such as the Campbell Collaboration, or just search for your type of program and “systematic review” (for our example, we could google “hurricane recovery systematic review” and come up with many useful articles and literature focusing on our area.
- Getting clear about the underlying rationale for your program both helps make it better & strengthens the case

Your Turn! Think, Pair, Share

- **Think** about the project you've identified today. What is your problem, goal, and intervention logic? (3 minutes)
- **Pair** with a fellow participant and discuss your statement and any challenges or barriers you foresee in honing it (5-10 minutes).
- **Share** out with the larger group any conversation takeaways.





External Factors

What are they?

- Conditions that influence a program's success, specifically ones you do not control.
- Even if it's outside your sphere of influence, it's worth noting them.

Worked Example: Beginnings

Problem Statement:	
Goal Statement:	

Your Planned Work		Your Intended Results	
 Rationale: reasons for proposing your solution		 External Factors: that will influence your program	 

Break

- Take a stretch break
 - You need one
 - You deserve one
- **Reconvene at 10:35 am**

Our Simplified Example: Chewy's Chin Rescue

**Sad
Chinchillas**
☹️



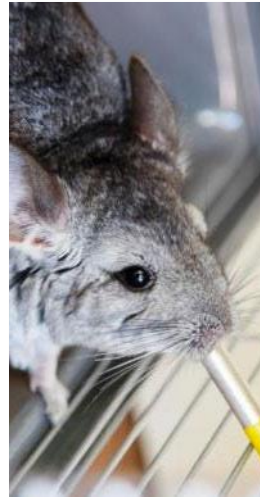
A Problem

**Rescue
Facility
with Cages**



An Input

**Chin
Ownership
Education**



An Activity

An Output

An Outcome

Your Planned Work

Inputs		Activities
<i>resources you will use</i>		<i>what you will do</i>
	→	
	→	
	→	
	→	
	→	
	→	
	→	
Your Planned Work		

Inputs

What are they?

- What is needed to execute the program (or the activities of the program)

Examples:

- Staff
- Money
- Time
- Equipment
- Partnerships

Inputs: Level of Detail

Not Enough	Just Right	Too Much
Supplies	Art Supplies	25 brushes, 50 bottles of paint, 250 sheets of paper

Activities

What are they?

- What the program does with the *inputs* to address the *problem* (and reach the *goal*)

Worked Example: Planned Work

Inputs		Activities
<i>resources you will use</i>		<i>what you will do</i>
	→	
	→	
	→	
	→	
	→	
	→	
Your Planned Work		

Our Simplified Example: Chewy's Chin Rescue

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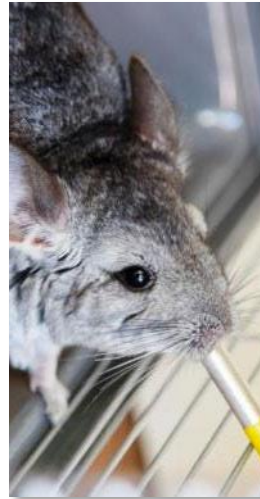
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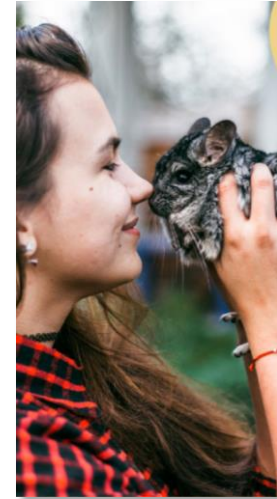
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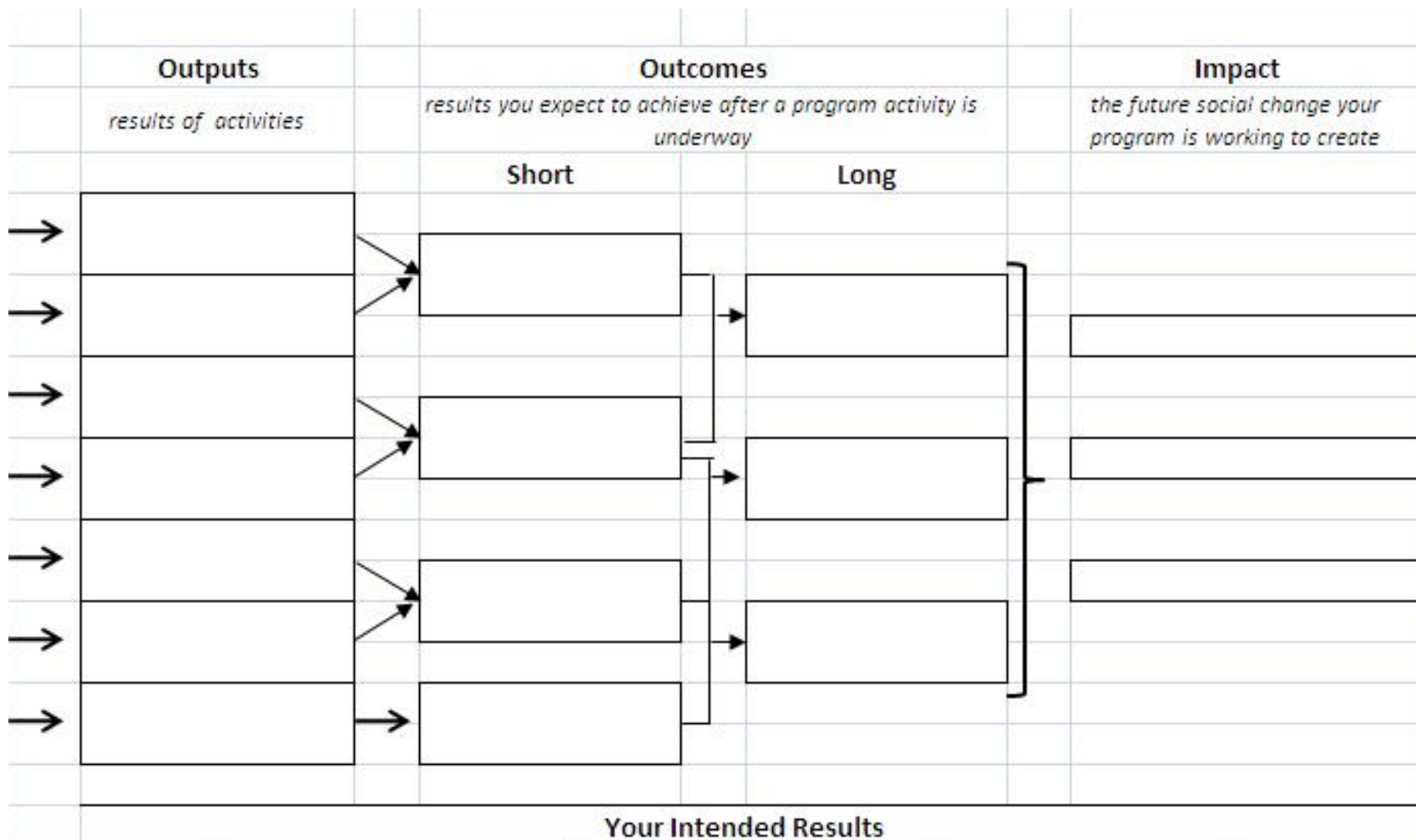
An Output

**Chins Are
Safe and
Cared For**



An Outcome

Your Intended Results



Outputs

What are they?

- Measurable, tangible, and direct results of activities
- Data, deliverables, units of service, what you can count
- How many, how much

Examples:

- Hours of service provided
- Number of partnerships formed
- Number of clients served

Outcomes

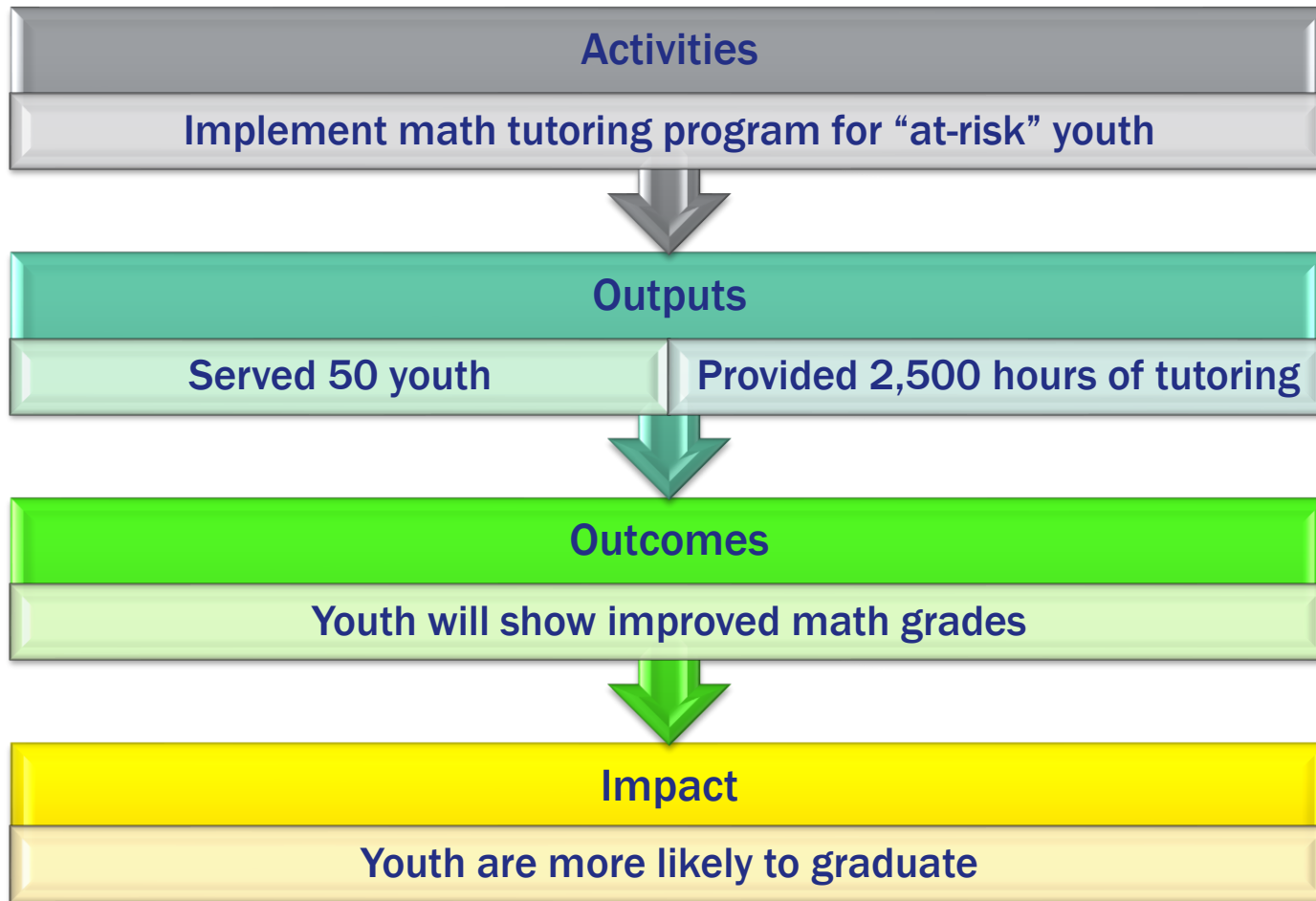
What are they?

- Observed changes that result from your program

Two Types:

- Short-term – what you see right away
- Long-term – link short-term to impact; often build on short-term.

Activities vs. Outputs vs. Outcomes



Impact

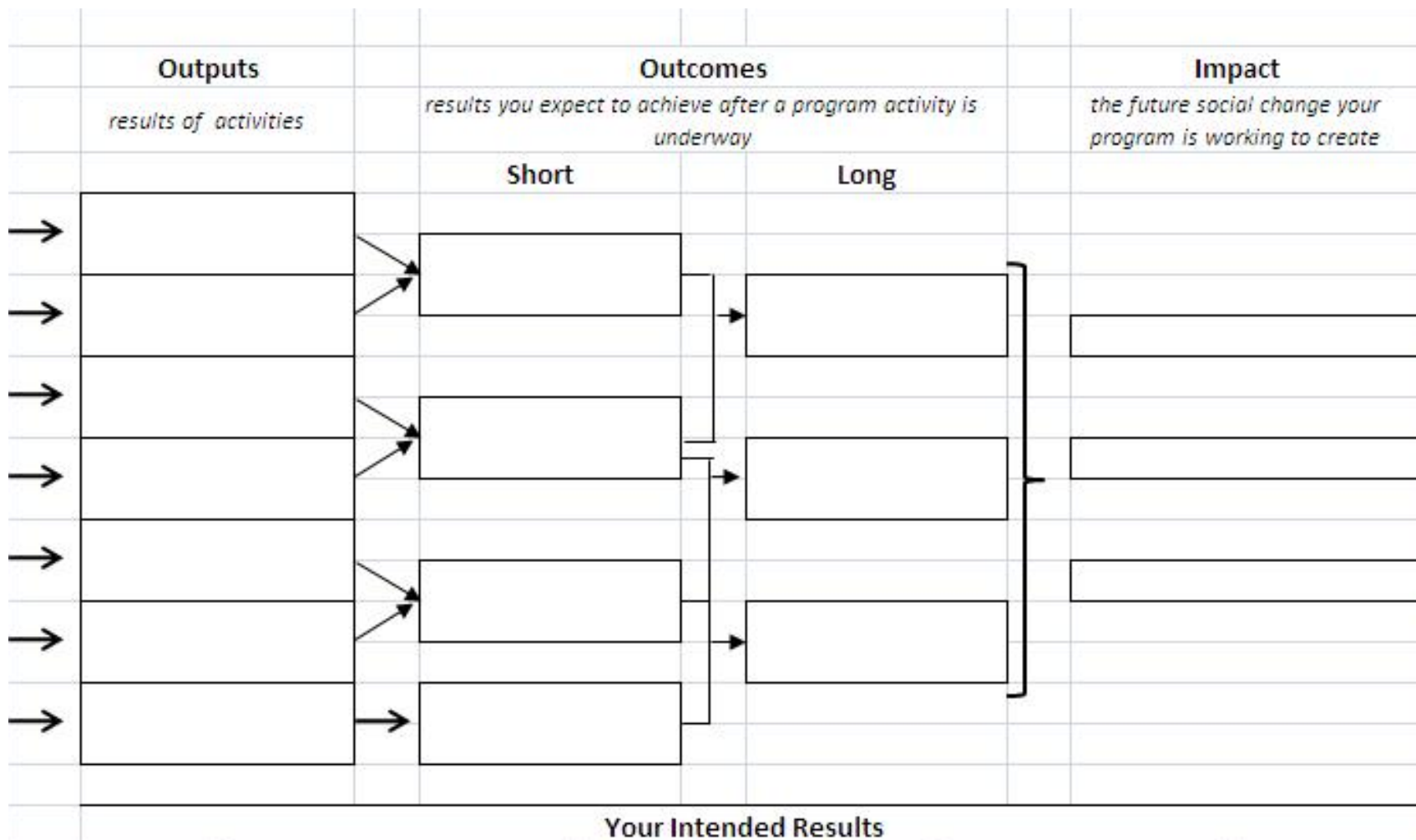
What is it?

- The future social change you will create at the organizational, community, or systems level

Be sure that it:

- Focuses on 7-10 years down the road
- Improves conditions, increases capacity, changes policy, or has some other lasting effect
- Relates to your goal statement

Worked Example: Intended Results



Now It's Your Turn

- Building your draft logic models
 - Fill out Logic Model chart
 - Draw in your arrows (or don't)
 - Don't be afraid to move the order around
 - Keep notes of the expanded work – rationale, inputs, activity detail
 - DO NOT worry about coming up with the exact right measurements! We will work on that in Session 2.

Come back together at

Think-Pair-Share

- What worked well?
- What was tricky?
- What are your next steps?

The Culture of Creating Your Model

- Why is support and buy-in important to your program's success?
- Who are your stakeholders?
- How can you get their feedback?

Next Steps

Work on Filling Out Your Logic Model

- Use the the Excel or Word document, or try an online builder
- Schedule time with your team to discuss it

Follow Up

- Schedule a virtual appointment with me or Leah to review your logic model and/or theory of change progress and questions:

<https://calendly.com/deirdre-conner/>

September: Surveying and Feedback

- In the next session, we will focus on how to design processes that will help you hone your program and measure it.

Questions?

Upcoming Events

- **Development Professionals Convening** – July 28, noon-1 p.m.
- **Emotional Intelligence** – August 3, 9 a.m.-noon
- **Board Roles & Responsibilities** – August 4, noon-1:30 p.m.
- **Resilient Financial Strategy** – August 24, 9 a.m.-noon
- **Jessie Advocacy Series: Building Your Advocacy Platform** – September 10, 9-11 a.m.
- **Clay County Series: Surveying & Feedback** – September 21, 9-11 a.m.

For more information visit nonprofitctr.org

Contact

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Thank you!



NonprofitCenter
of Northeast Florida

Connect • Strengthen • Advocate