1) WHAT IS A LOGIC MODEL CHART & HOW DO I CREATE ONE?

2) THE BASICS OF WRITING AN EVALUATION PLAN

December 5, 2015
What is a logic model and is it really necessary?

**ANSWER:** It’s an at-a-glance look of all the building blocks required to bring about a given long-term goal. It shows how a program/project operates to provide services to its beneficiaries.

- **YES!!!** It is necessary because:
  1) it is required to be submitted as a part of the MO-specific application
  2) it supports program planning and continuous improvement
  3) it serves as a foundation for evaluation
**Basic Components**

- **Inputs/resources**: include the human, financial, organizational, & community resources available for carrying out a program’s activities.

- **Activities**: are the processes, tools, events, & actions that are used to bring about a program’s intended changes or results.

- **Outputs**: are the direct products of a program’s activities & may include types, levels, & targets of services to be delivered by the program.

- **Outcomes**: are the expected changes in the beneficiaries that result from a program’s activities and typically range from short to long term results.
Two main approaches are used to create a logic model:

1. **Reverse Logic (right to left)** – asks “but how” questions.

2. **Forward Logic (left to right)** – uses “if…then” statements.
Creating a Logic Model cont…

**REVERSE LOGIC**

- **What is the desired long-term outcomes?**
  - Increase # of health families. **But how?**

- **What is the desired intermediate outcome?**
  - Increase # of families using healthy food practices. **But how?**

- **What is the desired short-term outcomes?**
  - Individuals gain knowledge of healthy food choices. **But how?**

- **What outputs are needed to achieve the outcomes?**
  - 200 families complete an educational workshop. **But how?**

- **What activities are needed to achieve the outcomes?**
  - Conduct four educational workshops per month. **But how?**

- **What inputs are needed to achieve the outcomes?**
  - Funding, program staff, ACMs, volunteers, research.
Creating a Logic Model  cont...

FORWARD LOGIC

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 participants will benefit in learning, knowledge, attitude, and skills.

If these benefits are achieved, then changes in behavior and action that result from participants’ new knowledge are expected to occur.

If changes in behavior and action are achieved, then changes in social, economic, health, civic, and/or environmental conditions or status might be expected to occur.

Certain resources are needed to operate your program.

If you accomplish your planned activities to the extent you intended, then participants will benefit in learning, knowledge, attitude, and skills.

If these benefits are achieved, then changes in behavior and action that result from participants’ new knowledge are expected to occur.

If changes in behavior and action are achieved, then changes in social, economic, health, civic, and/or environmental conditions or status might be expected to occur.

<table>
<thead>
<tr>
<th>Project Resources</th>
<th>Core Project Components</th>
<th>Evidence of Project Implementation &amp; Participation</th>
<th>Evidence of Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INPUTS</strong></td>
<td><strong>ACTIVITIES</strong></td>
<td><strong>OUTPUTS</strong></td>
<td><strong>OUTCOMES</strong></td>
</tr>
<tr>
<td>What we invest</td>
<td>What we do &amp; the frequency of what we do</td>
<td>Direct products from program activities</td>
<td>Changes in knowledge, skills, attitudes, opinions</td>
</tr>
<tr>
<td><em>(# and types of ACMs)</em></td>
<td>Services</td>
<td>Number Impacted</td>
<td>Participants increase knowledge of:</td>
</tr>
<tr>
<td>“Food for All”</td>
<td>• ACMs will manage volunteers recruitment bi-weekly</td>
<td>60 volunteers will be recruited to assist Food for All’s local food drives and distribution</td>
<td>• Food resource management practices</td>
</tr>
<tr>
<td>Partners</td>
<td>• ACMs will provide a minimum of 3 hours of nutrition education classes per week for at least 4 months</td>
<td>• 150 families will be provided nutrition education courses</td>
<td>• Food safety practices</td>
</tr>
<tr>
<td>• 5 Local businesses</td>
<td>• ACMs will help the Culinary Coordinator to provide and support organized food security programs at events monthly for the duration of the project (1 year)</td>
<td>• 300 families in the community will receive services from one of Food for All’s program to increase healthy living and reduce hunger.</td>
<td>• Healthy nutrition practices</td>
</tr>
<tr>
<td>• 30 Volunteers</td>
<td>• ACMs will manage volunteers recruitment bi-weekly</td>
<td></td>
<td>• Cooking techniques</td>
</tr>
<tr>
<td>• 4 Chefs</td>
<td>• ACMs will provide a minimum of 3 hours of nutrition education classes per week for at least 4 months</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Nutritionists</td>
<td>• ACMs will help the Culinary Coordinator to provide and support organized food security programs at events monthly for the duration of the project (1 year)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 2 Fiscal Officers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 2 Culinary</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 10 AmeriCorps Members</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funding</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Local grants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Federal grants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Fundraising</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• In-kind</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Private donations</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
How can this help me with writing an Evaluation Plan?

A logic model can serve as a framework for your evaluation plan. It can help you focus your evaluation by identifying:

- **Questions want/need answered**
- **Aspects of program to evaluate**
- **Type of evaluation design**
- **Information to collect**
- **Measures and data collection methods**
- **Evaluation timeframe**
What are you looking for in an Evaluation Plan?

- Evaluations are a plan to build capacity:
  - Looks at a program’s daily operation(s).
  - Are you actually serving the intended population according to the initial design?
  - Are you delivering the core program activities you initially planned to or had planned to deliver in the way you designed?

- Implement a design that includes assessment of program outcomes and a study comparison group; helps to determine if your outcomes are a result of your AmeriCorps project.
Applicants should include the following elements in their Evaluation Plan:

- A description of theory of change or why the proposed intervention is expected to produce the proposed results;
- Clear and measurable outcomes that are aligned with the theory of change and will be assessed during the evaluation;
- Concrete research questions (or hypotheses) that are clearly connected to the outcomes;
- A proposed research design for the evaluation;
- Qualifications needed for the evaluator; and
- An estimated budget.
Evaluation Plan Outline

I. Introduction
   a. Program Background and Problem Definition
   b. Overview of Prior Research

II. Program Theory, Logic Model and Outcomes of Interest

III. Research Questions to be Addressed in the Study

IV. Study Components
   a. Evaluation Design
   b. Sampling Methods
   c. Analysis Plan

V. Internal Review Board Clearance (if applicable)

VI. Evaluator Qualifications

VII. Reporting Results, Timeline, and Budget
STRENGTHS- characteristics of your AmeriCorps project that give it an advantage over other organizations providing the same type of service

- What advantages does your organization have over other organizations?
- What do you do better than anyone else?
- How can you leverage resources better than anyone else?
STRENGTHS continued…

– What do others see as your strengths?
– What indicators will show that you are successful in meeting your performance targets?
– Make a list of organizations that provide the same type of service(s) that you provide. What sets you apart from other organizations that provide the same service?
WEAKNESSES - characteristics that place your organization at a disadvantage relative to others

- What could you improve?
- What should you avoid?
- What do others likely see as weaknesses in your organization? In the way you administer your AmeriCorps project?
- What do other organizations like yours offer that you do not?
OPPORTUNITIES - elements that the project could exploit to its advantage

What opportunities have you been able to expound on? Useful opportunities can come from such things as:

• Changes in technology and markets on both a broad and narrow scale
• Changes in government policy/regulations related to administering your AmeriCorps project
• Changes in social patterns, population profiles, lifestyle changes, and so on
• Local events
THREATS - elements in the environment that could cause trouble for your project

- What obstacles do you face?
- Are quality standards or specifications for your job or service changing?
- Is leveraging funds increasingly becoming a challenge?
- Could any of your weaknesses seriously threaten your organization’s ability to provide ongoing services?
# DATA

<table>
<thead>
<tr>
<th>Scope</th>
<th>Quantitative Methods</th>
<th>Qualitative Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Less in-depth data across a larger number of study participants</td>
<td>More in-depth data on fewer study participants</td>
</tr>
<tr>
<td>Data collection</td>
<td>Collect data using structured instruments (closed-ended survey items &amp; rating scales)</td>
<td>Collect narrative data using semi- or unstructured instruments (open-ended survey items, interviews, observation, focus groups)</td>
</tr>
<tr>
<td>Data format</td>
<td>Numeric</td>
<td>Non-numeric (text-based)</td>
</tr>
<tr>
<td>Data analysis</td>
<td>Statistical (ex., frequencies, means, crosstabs, regression models)</td>
<td>Non-statistical (ex., content analysis)</td>
</tr>
<tr>
<td>Results</td>
<td>More objective; more generalized to a larger population; able to provide evidence of program impact</td>
<td>More subjective; less generalized to a larger population; NOT able to provide evidence of program impact</td>
</tr>
</tbody>
</table>

Combining qualitative & quantitative data methods may provide more in-depth answers to your research questions
DATA cont…

**BENEFITS OF DATA**

- Measures the value of a project in terms of:
  - Cost effectiveness
  - Commitment to administer & provide quality services
  - Individualized/innovative approaches to provide services
  - More timely interventions to address issues/concerns
Focuses on the benefit(s) of AmeriCorps Members providing services as opposed to utilizing other organizations. It also benefits ACMs:

1. Life experiences that perpetuates a continuous cycle to volunteer
2. Become a strong leader in the community
3. Improved work readiness skills
4. Improved communication skills
5. Improved problem-solving skills
6. Improved team-building skills and working cooperative/collaboratively with others
7. Improved timeliness and time management skills
8. Improved ability to be resourceful and innovative
# Do I Have to Submit an Evaluation Plan?

<table>
<thead>
<tr>
<th>If you are applying for...</th>
<th>The following evaluation requirements apply:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your <em>first</em> three-year AmeriCorps grant</td>
<td>You are not required to submit an Evaluation Plan with your application. However, if you are planning to recompete for funding, it is highly recommended you begin the process.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Your <em>second</em> three-year AmeriCorps grant</td>
<td>You are required to submit an Evaluation Plan with your application and complete the evaluation during the second three-year grant period.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Your <em>third</em> three-year AmeriCorps grant</td>
<td>You are required to submit a report detailing the results of the evaluation conducted during the second grant period with your application. An Evaluation Plan submitted for the third three-year grant period will build upon results of the evaluation from the second three-year grant period.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>An AmeriCorps grant <em>beyond</em> your third three-year grant award</td>
<td>You are required to submit an Evaluation Plan for each successive three-year grant period and a report with findings.</td>
</tr>
<tr>
<td>YEAR</td>
<td>STATUS</td>
</tr>
<tr>
<td>------</td>
<td>--------------</td>
</tr>
<tr>
<td>1</td>
<td>New</td>
</tr>
<tr>
<td>2</td>
<td>Continuation</td>
</tr>
<tr>
<td>3</td>
<td>Continuation</td>
</tr>
<tr>
<td>4</td>
<td>Re-compete</td>
</tr>
<tr>
<td>5</td>
<td>Continuation</td>
</tr>
<tr>
<td>6</td>
<td>Continuation</td>
</tr>
<tr>
<td>7</td>
<td>Re-compete</td>
</tr>
<tr>
<td>8</td>
<td>Continuation</td>
</tr>
<tr>
<td>9</td>
<td>Continuation</td>
</tr>
</tbody>
</table>
Things to Remember:

- There is no one best logic model or evaluation plan.
- Logic models/evaluation plans represent intention.
- Logic models/evaluation plans can be changed and fine-tuned as the program changes and grows.
- Programs do not need to evaluate every component of a logic model.
- Logic models serve as a framework for performance measurement activities and evaluation plans.
Resources for Logic Model Development

W.K. Kellogg Foundation Logic Model Development Guide

Innovation Network Logic Model Workbook
http://www.innonet.org/client_docs/File/logic_model_workbook.pdf
Evaluation Resources:
https://www.nationalserviceresources.gov/evaluation-americorps
COMMENTS?

QUESTIONS?

CONTACT ME...

christine.gardner@ded.mo.gov

(573) 526-7559