# GUIDING PROGRAM DIRECTION WITH LOGIC MODELS

W.K. KELLOGG FOUNDATION

## INTRODUCTION

Planning and evaluation are ingrained in our lives as we try to do things better — whether improving a recipe, planting a garden, or organizing a family trip. With the latter, you choose a destination, find a means of getting everyone there, and share a common understanding of why everyone is taking the trip. Similarly, as a W.K. Kellogg Foundation grantee, you are more likely to reach your destination with careful and collaborative planning in which everyone understands the purpose of the trip and participates in careful evaluation of your progress along the way.

The Kellogg Foundation sees the primary purpose of evaluation as providing grantees with a continuous flow of useful information. A logic model is a valuable tool to help plan your program and to identify what information will be useful.

A logic model is a framework that organizes a program and shows planned results. It helps programs to stay on target and recognize whether they are veering off course. Thus, logic models generally lead to more effective programs, greater learning among stakeholders, and clearer knowledge about what works, as well as what does not. Planning and monitoring your grant progress with a logic model is an important way of systematically evaluating your steps along the way and producing measurable impact.

## LOGIC MODELS IN YOUR PROPOSAL

The Kellogg Foundation does not require a logic model in your proposal, but clear and logical thinking is required. Therefore, using a logic model can make your request more persuasive and clear.

In addition, your program design should reflect knowledge of relevant theories and best practices.

## FOR ADDITIONAL INFORMATION

The W.K. Kellogg Foundation Logic Model Development Guide can be viewed at www.wkkf.org. This detailed, user-friendly resource for creating and using logic models includes how-to examples, useful checklists, and templates.

Printed copies of the Logic Model Development Guide (Item #1209) and this brochure (Item #1213) are available free of charge by calling 800-819-9997, or sending a written request to:

W.K. Kellogg Foundation
P.O. Box 550
Battle Creek, MI 49016-0550

## DEFINING AND USING LOGIC MODELS

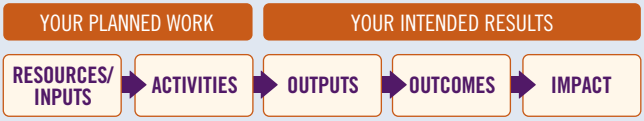
A logic model is both a planning method and a visual way to organize and communicate relationships among all components of your program. It helps you to picture an entire system and the resources you will employ. In general, logic models are used to:

- describe programs clearly and in detail to support understanding and evaluation
- draw logical connections between program resources and targeted key results to support learning and program improvement
- promote a participatory communication process

## LOGIC MODEL ELEMENTS

A logic model illustrates the connections between *your planned work* and *your intended results.* The five basic components of a logic model are displayed in Figure 1.

**Figure 1:** The basic logic model components.

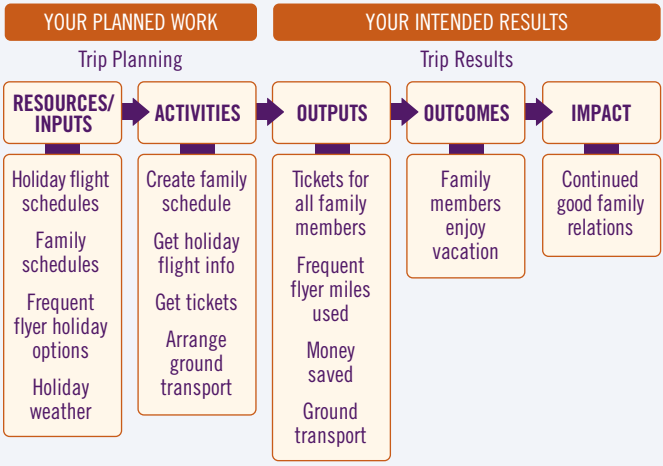



In general, *your planned work* describes the resources and activities suggested by the theory on which your program is based. *Your intended results* include all of the desired results — identified as outputs, outcomes, and impact.

## DEVELOPING A LOGIC MODEL

The simplified example in Figure 2 describes a straightforward, linear process for designing a program. However, it is not uncommon to move around within the model. For example, as you design a program, begin by identifying the intended results that you hope to achieve. Then, determine the resources/inputs and activities that will be required in order for your program to achieve those results.

**Figure 2:** Logic model of a family trip.




Reading the connections from left to right, a logic model provides a chain of reasoning that can be described as "If _____, then _____" statements that connect all elements. Applying this to Figure 2, the reasoning could be stated as: "If we secure holiday flight schedules, then we can get tickets. If we get tickets for all family members, then they will be able to participate in the vacation trip and, ultimately, there will be good family relations because we made time to be together over the holidays."

**Resources** include the human, financial, organizational, and community components your program needs to invest in the work in order to reach its goals. Resources are sometimes referred to as **inputs.**

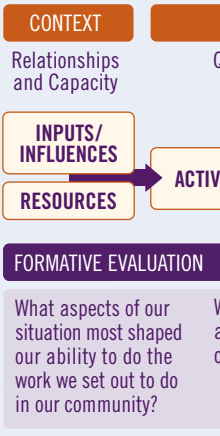
**Activities** are what your program will do with the resources, based on your theoretical assumptions of what is needed to reach your program's goals. Activities are the actions, tools, events, technology, and processes that are intentional components of implementing your program.

**Outputs** are the direct products you anticipate from activities. These may include the types, levels, and targets of services delivered through your intervention/activities.

**Outcomes** are your goals, stated as specific changes in participants' behaviors, knowledge, skills, status, or functions. Your expectations of outcomes should vary with different time frames, the level of investment, the duration of activities, and the specific nature and scope of the problem being addressed.

**Impact** is the fundamental intended or unintended change occurring in organizations, communities, or systems as a result of your program. Sometimes it can take as long as a decade after its end before the impact of your program is fully realized!

**Figure 3:** Example



## USING A LOGIC MODEL TO DESIGN EVALUATION

A logic model also helps you create a framework for evaluation by identifying questions for each component. These enhance the clarity and usefulness of your evaluation by focusing on questions that produce answers of real value for you and your stakeholders. The right questions produce the most useful data.

Evaluation can generally be divided into two domains — formative and summative. *Formative evaluation* helps fine-tune your program design and the quality of its implementation. *Summative evaluation* helps prove whether or not your program achieved its planned outcomes. See Figure 3.

The three categories of evaluation are context, implementation, and outcomes. **Context** explains the relationships and capacity of your program within the economic, social, and political environment of your community. **Implementation** describes the extent of activities and the quality and quantity of their outputs. **Outcomes** focus on the degree of effectiveness, magnitude, and satisfaction with progress toward desired change that can be attributed to your program.

evaluation logic model.

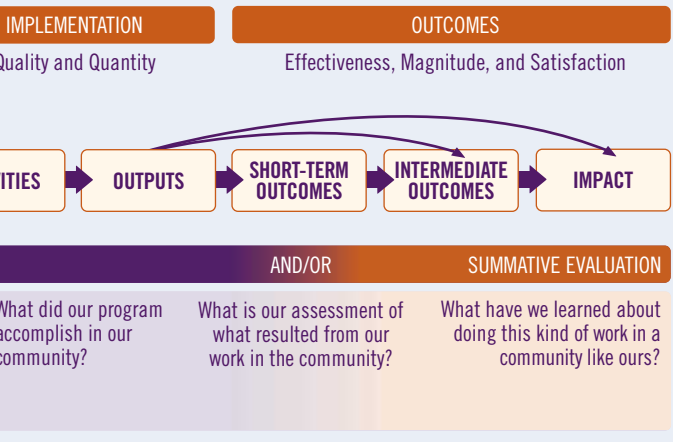
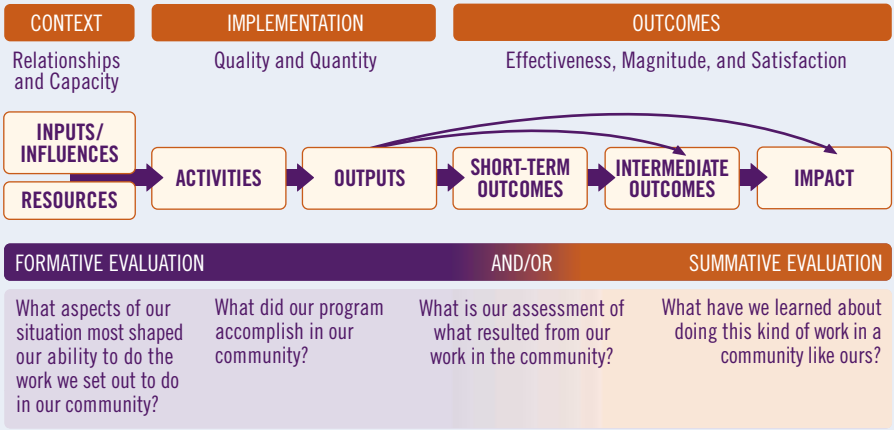


**Figure 3:** Example evaluation logic model.



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