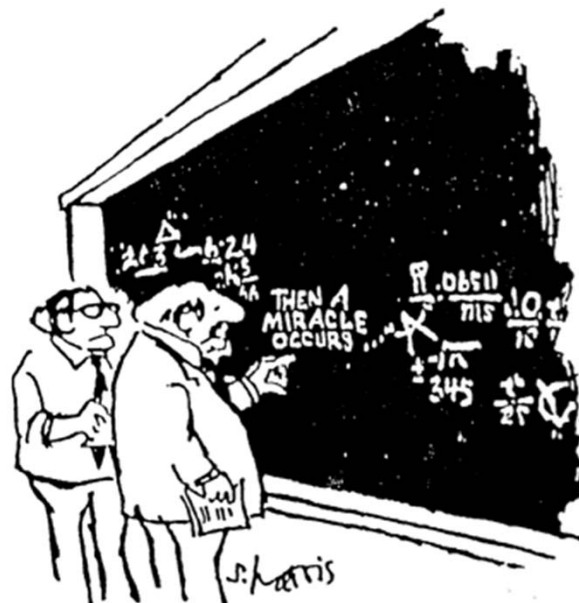


Logic Models

Defining Impact and Change



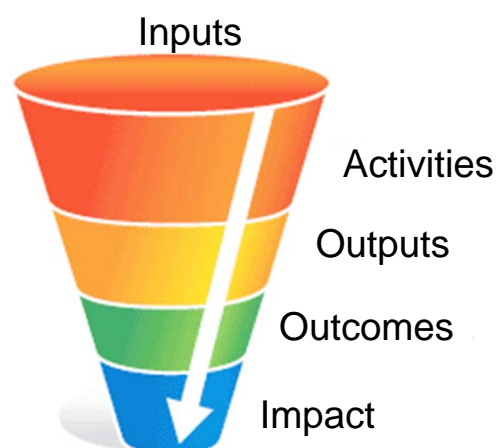
"I think you should be more explicit here in Step Two."

One Tool, Many Names

- ▶ Logic Models or intended impact models
- ▶ Simplification of a program, initiative, or intervention that is a response to a given situation.
- ▶ Roadmap for program management



How is social impact achieved?



Why Logic Models?

- ▶ Motivated by a real desire to increase operational effectiveness
- ▶ Driven by competition.
- ▶ Fueled by interest among funders in performance accountability.



"It may be a model, Captain, but it's highly illogical."

What is a Logic Model?

- ▶ Set of claims about how an organization produces something of value.
- ▶ Starts with inputs and leads to outcomes/impacts.
- ▶ Shows the logical relationships among the resources that are invested, the activities that take place, and the benefits or changes that result.
- ▶ Usually causal in nature.
- ▶ Tells an organization's story and explains why the organization exists.

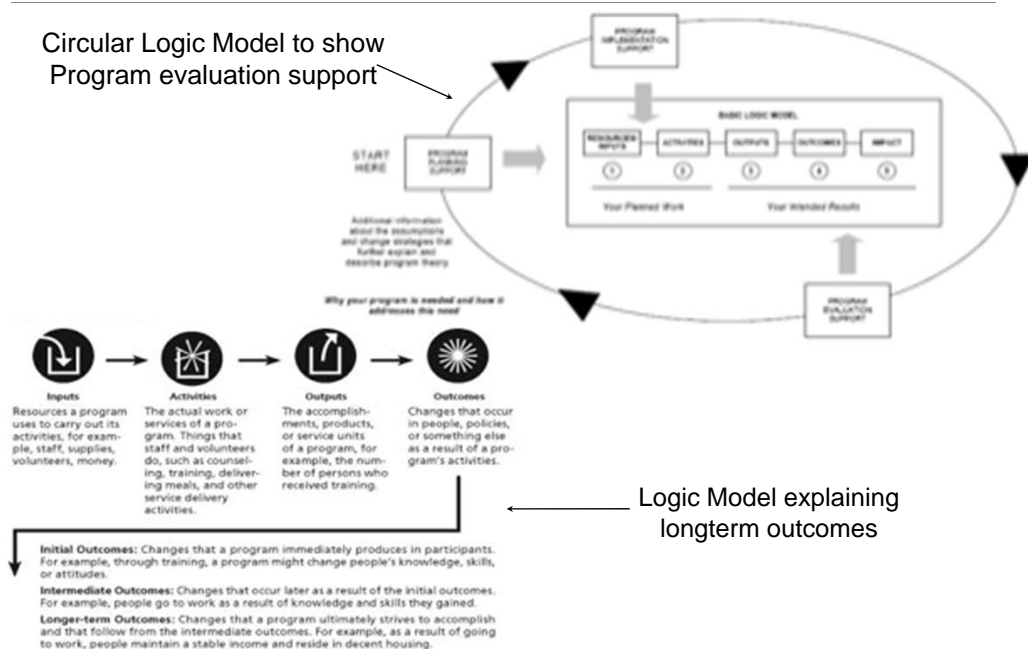
Elements of a Logic Model



- ▶ **INPUTS:** What an organization needs to do its work (facilities, staff, volunteers, grants, etc.)
- ▶ **ACTIVITIES:** The work that is done in an organization's main programs
- ▶ **OUTPUTS:** Units of production (number of hours of service delivered, number of clients served, etc.)
- ▶ **OUTCOMES:** What happens to clients (new skills gained, milestones reached: short, medium, and long term)
- ▶ **IMPACT:** Ultimate result of achieving mission

Types of Logic Models

Circular Logic Model to show Program evaluation support

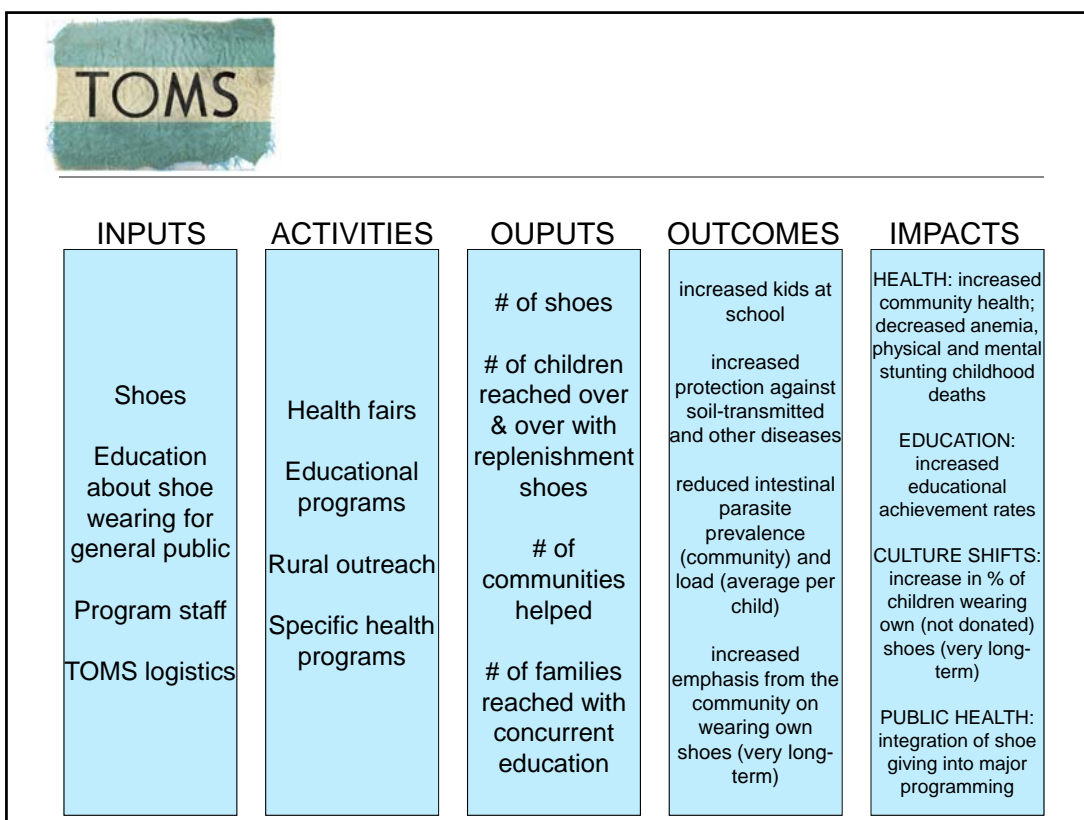


Types of Logic Models

INPUTS	OUTPUTS		OUTCOMES		
	ACTIVITIES	PARTICIPANTS	SHORT TERM	MEDIUM TERM	LONG TERM
<i>What we invest</i>	<i>What we do</i>	<i>Whom we reach</i>	<i>What the short term results are</i>	<i>What the long term results are</i>	<i>What the ultimate impact(s) are</i>
Staff Money Time Volunteers Partners Equipment Materials...	Technical Assistance Fieldwork Research Studies Workshops Conferences Courses Media Work Facilitation Trainings...	Students Scientists Tribes Citizens Private Sector Agencies Planners... ...	Awareness Knowledge Skills Behavior Practices Motivations...	Decisions Policies Social Action Industry Action Restoration Recovery Preservation...	Social Economic Civic Environmental Value Added...

Two Levels, Two Targets

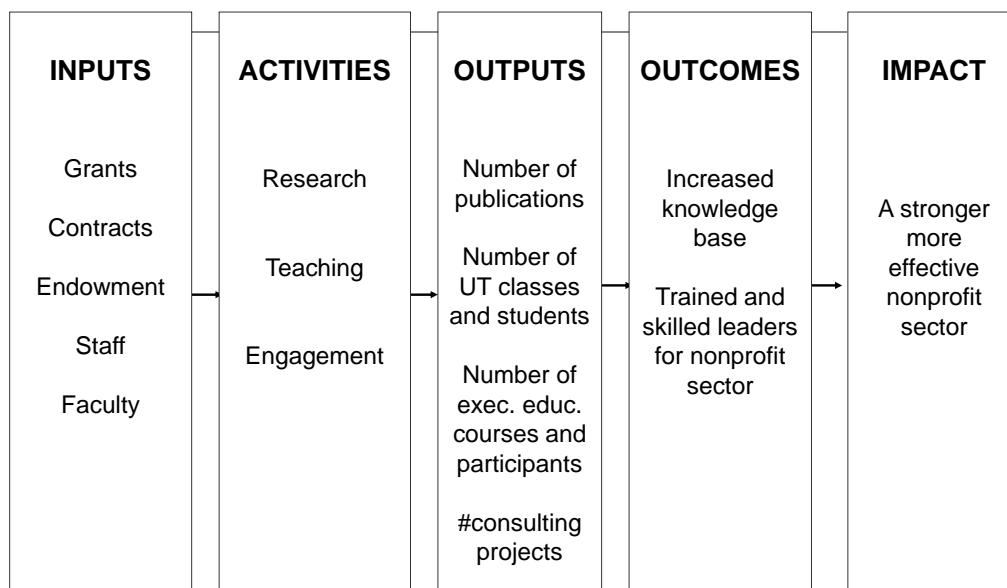
- A logic model can be focused on **an entire organization** or it can cover **a program** within the organization
- Logic models can be focused on the work of grantees or funders



Gardens for Health

INPUTS:	ACTIVITIES:	OUTPUTS:	OUTCOMES:	IMPACT:
PLWHA Community Associations Land Seeds Tools Agronomists Nutritionists	Access to Land Community Gardens Home Gardens Training in sustainable agriculture Training in HIV/AIDS specific nutrition Advocacy	Harvests from community gardens Harvests from home gardens Saved seeds Trained PLWHA agricultural cooperatives	Improved nutritional status Improved food security Improved knowledge of HIV/AIDS specific nutritional needs PLWHA community organization and mobilization around sustainable agriculture	Every HIV+ individual will have access to nutritious food, grown by members of their immediate community Slower disease progression and improved quality of life for PLWHA

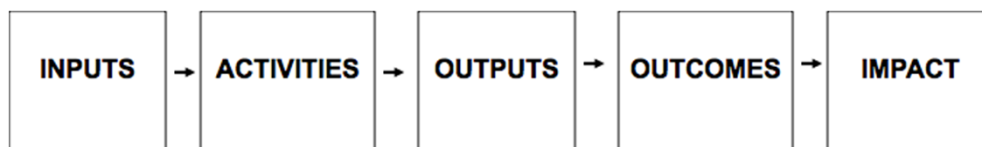
Example: RGK Center



How Do You Use a Logic Model?

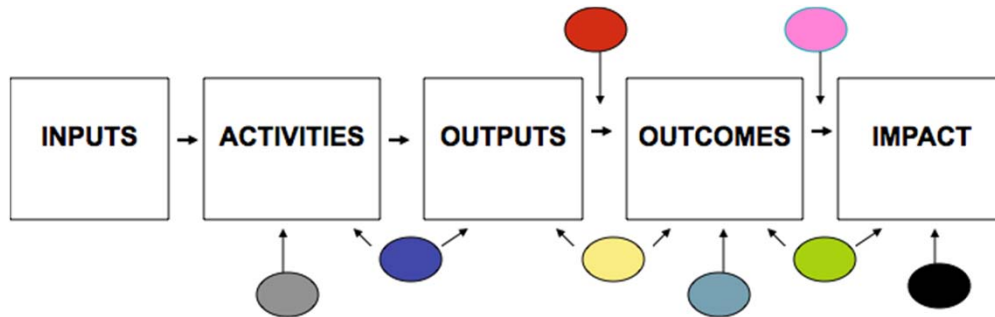
- ▶ Drive planning
- ▶ Guide implementation
- ▶ Connect to performance measurement
- ▶ Improve internal alignment and commitment
- ▶ Secure external support

Real World Social Challenges



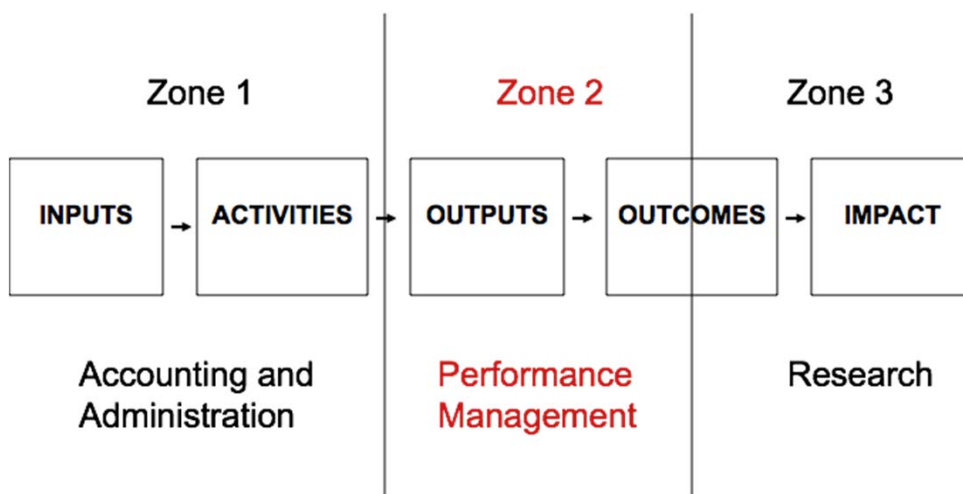
- ▶ Causality weakens as one moves left to right.
- ▶ The time horizon of programs and patience of funders are too short to measure many long-term outcomes.

One Major Limitation



The problem of “noise” is most fields where problems are complex and important
(Low r-square associated with most models)

Adjusting to What Is Possible



SOCKET

HARNESSING THE PASSION

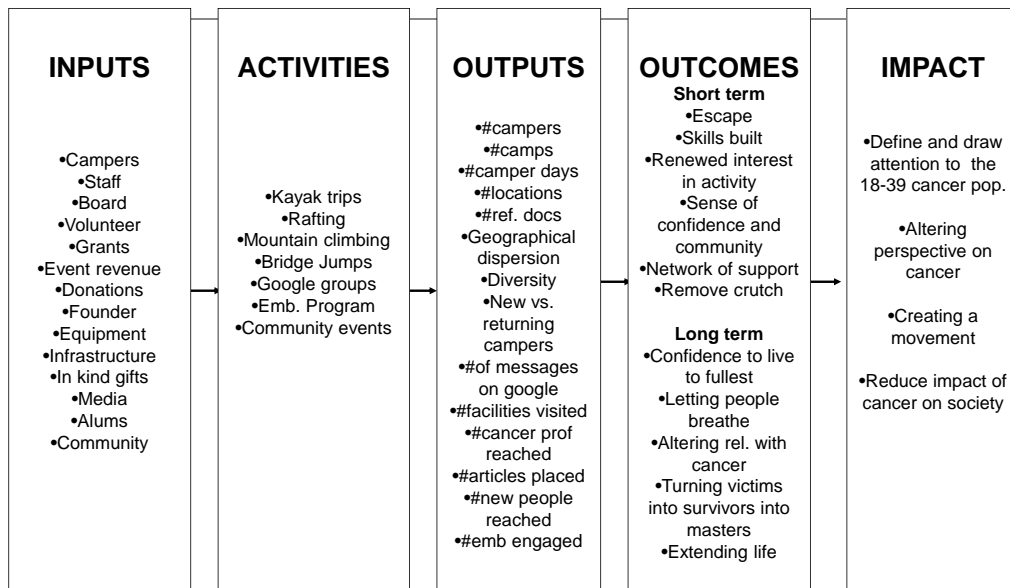


SOCKET

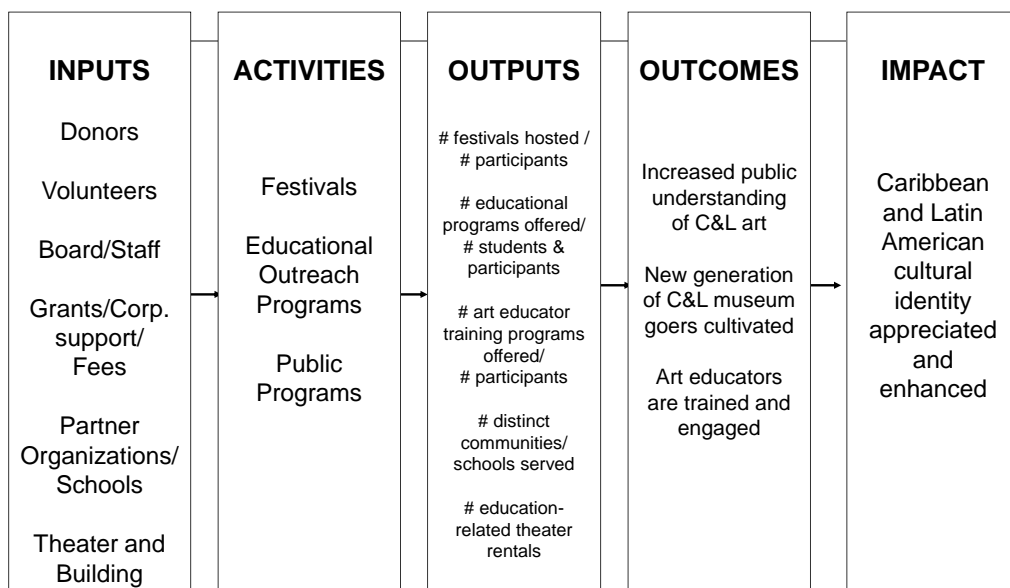
HARNESSING THE PASSION

INPUTS:	ACTIVITIES:	OUTPUTS:	OUTCOMES:	IMPACT:
<ul style="list-style-type: none"> + sOcket balls + Children & Families + Teachers/Trainers + Skills Training + Subsidies 	<ul style="list-style-type: none"> + sOcket Youth Teams + Ball Production Centers + World Cup 2010 Marketing & Publicity Campaigns 	<ul style="list-style-type: none"> + Youth Team Training Sessions + sOckets distributed + sOcket games played 	<ul style="list-style-type: none"> + Increased Amounts of Supplemental Electricity + Reduced dependence on biomass & kerosene + Additional hours to study at night + Reduced sOcket ball Prices + Improved Economic Development + More Community and School Tournaments 	<ul style="list-style-type: none"> + Increased Amounts of Electricity + Improved Health + Improved Education + Improved Environment + Infrastructure Policy Change + Improved Community Building
→	→	→	→	

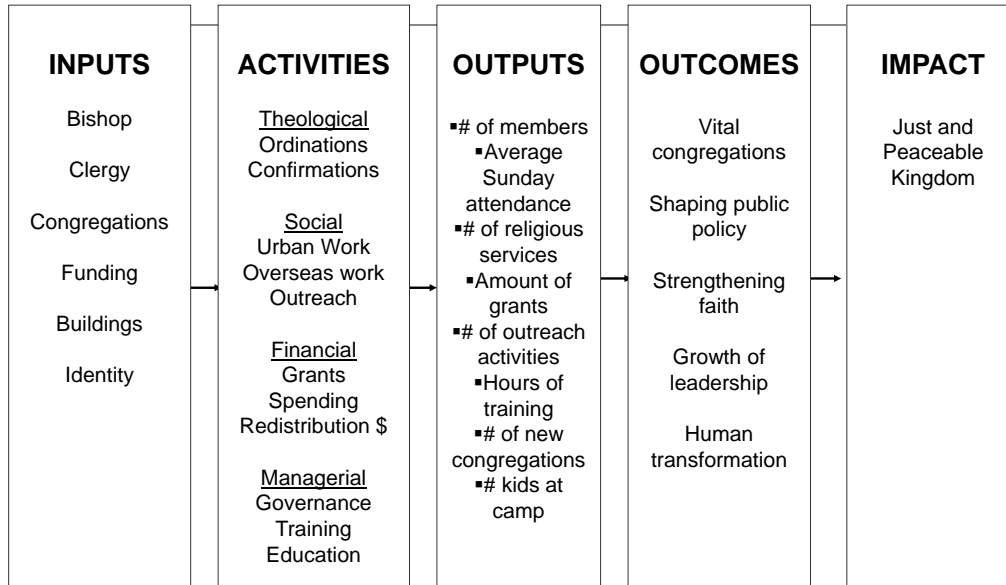
FD Logic Model



El Museo del Barrio: Outreach Programs

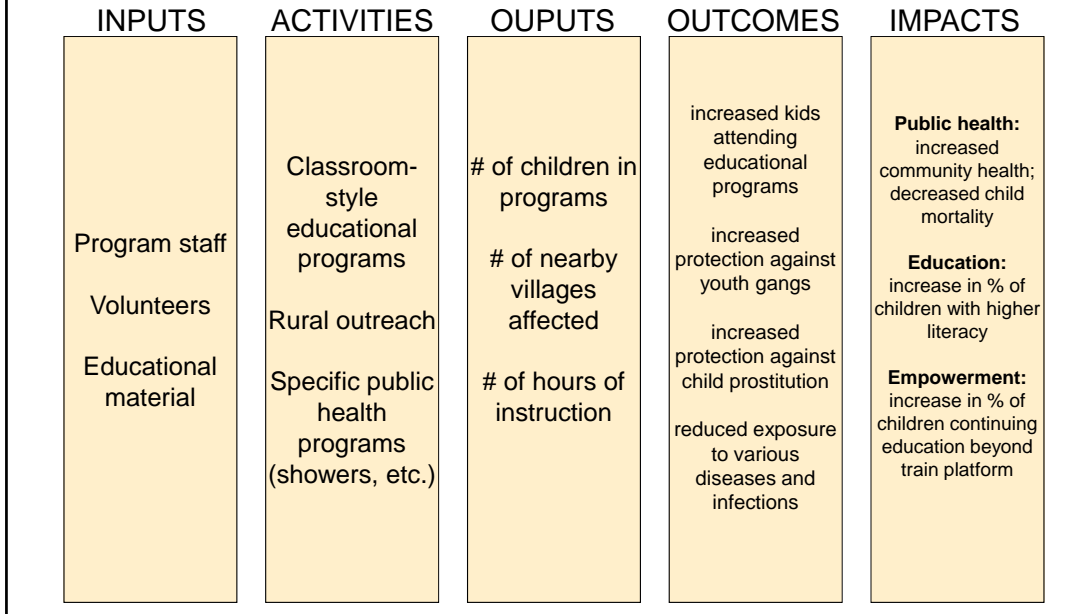


Example: Episcopal Diocese of MA

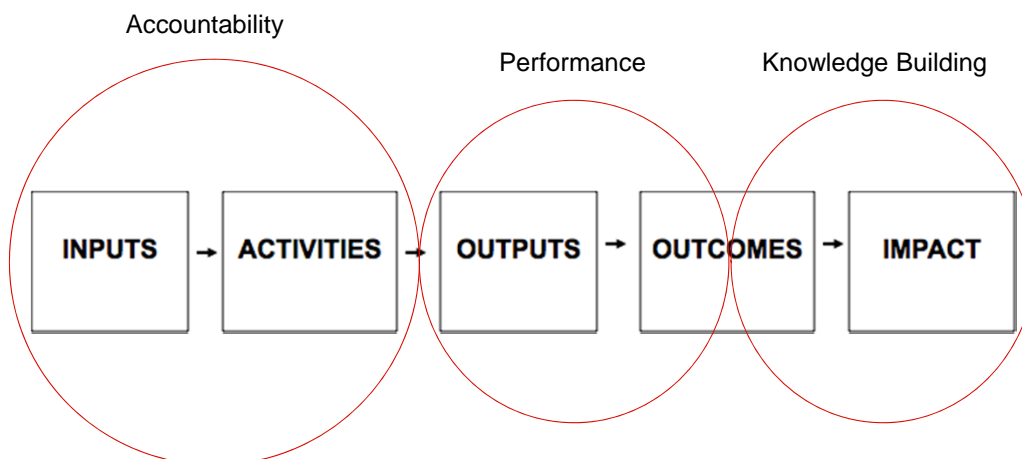


TRAIN PLATFORM SCHOOLS
SOUTH OF CALCUTTA





Three Lenses of Logic Models



Other examples



Nontraditional
Employment for
Women

NEW creates long-term, livable wage employment opportunities for women who had been victims of domestic violence.



In 1978, less than two percent of all construction workers were women.

LAYING THE FOUNDATION

By 2005, the number had risen to three percent.

Today, NEW Graduates from the 80s and 90s are leaders on their projects and in their unions—instructors, organizers, delegates, foremen, shop stewards.

GAINING POWER

In 2005, the Building and Construction Trades committed to placing women in ten percent of all apprenticeship openings.

MEASURING PROGRESS

NEW has placed over 575 women in the construction trades since 2005. NEW graduates started apprenticeships in 20 building trade unions this year.

BUILDING THE FUTURE

NEW is partnering with unions, contractors, and owners to increase the number of women working on construction projects across New York City.

