

Stonehill College Center for Nonprofit Management &
Grant Professionals Association – New England Chapter
Nonprofit Matters Series 2017-2018
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Logic Models

...Help Frame Your Proposal

Ellen Gugel, GPC, MBA
Grants & More
www.grantsandmore.org



Agenda

1. Introductions
2. Logic Model Defined & Examples
3. Outputs vs. Outcomes
4. Measuring Outcomes
5. Exercise
6. Q&A

Who Am I?

Ellen Gugel, Grants & More

20 years experience grant writing and fundraising in staff roles and as independent consultant

Developed hundreds of successful proposals for social services, education, health, environmental, social change, advocacy, and arts and cultural organizations from small grassroots to \$60M+ organizations

GPC 2010-present (#OH0090006)

MBA, Certificate in Public & Nonprofit Management, Boston University 1997

Currently independent grants & fundraising consultant – see www.grantsandmore.org to learn more

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Who Are You?

Are you connected with an organization and the grant proposal development process?

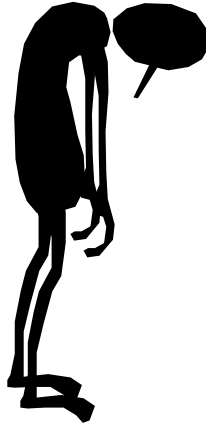
If yes, what is your role in the process in your organization? What type of organization do you do it for? Size? Sector?

Have you developed a logic model before?

What are you hoping to get out of today's workshop?

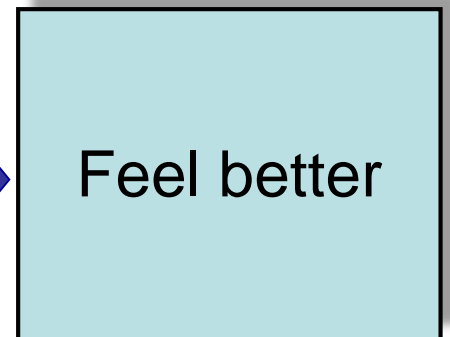
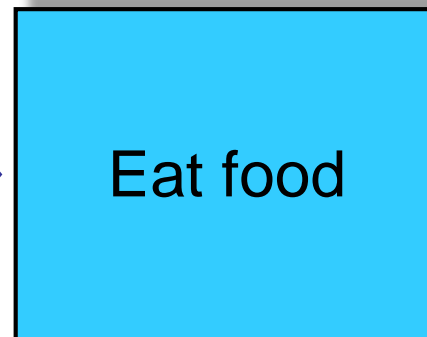
Logic Models

- A depiction showing what the program will do and what it is to accomplish
- A series of “if-then” relationships that, if implemented as intended, lead to the desired outcomes
- The basis of program planning and evaluation
- May also be called “Theory of Change”, “Outcome Map”, “Program Map”, etc.



Everyday example

H
U
N
G
R
Y



Logic Model Example



Logic Models

- Do it first and the narrative “writes itself”
- Does not always lend itself easily to some types of projects or organizations (e.g., capital campaigns, advocacy, basic needs, museum exhibits)
- Outputs vs. outcomes – identify and measure **both**
 - **Outputs** are what you are funded to do (e.g., educated X number of kids)
 - But...so what? Did you make a difference? Did they learn anything?
 - **Outcomes** prove that you did – it is what has changed as a result of your program (e.g., changed observable learning or behavior as a result of curriculum)

Outputs vs. outcomes



Not how many worms
the bird feeds its young,
but how well the fledgling flies

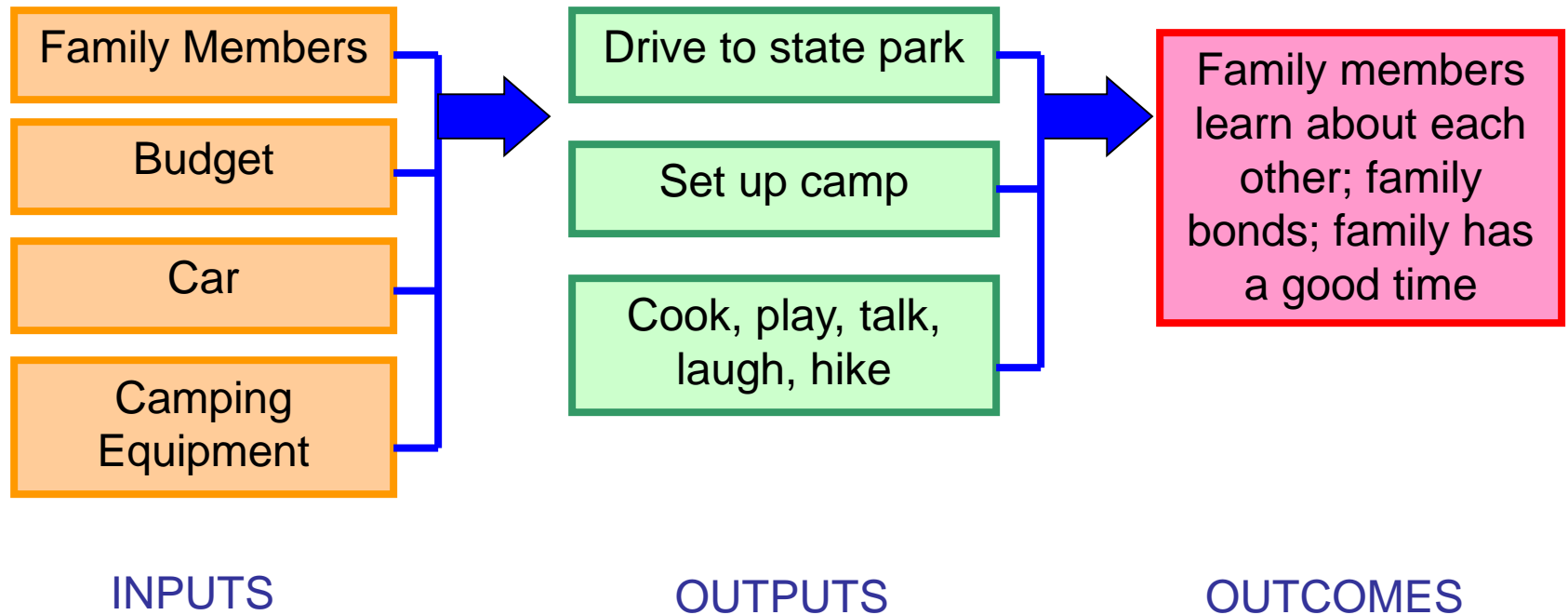
(United Way of America, 1999)

Example:

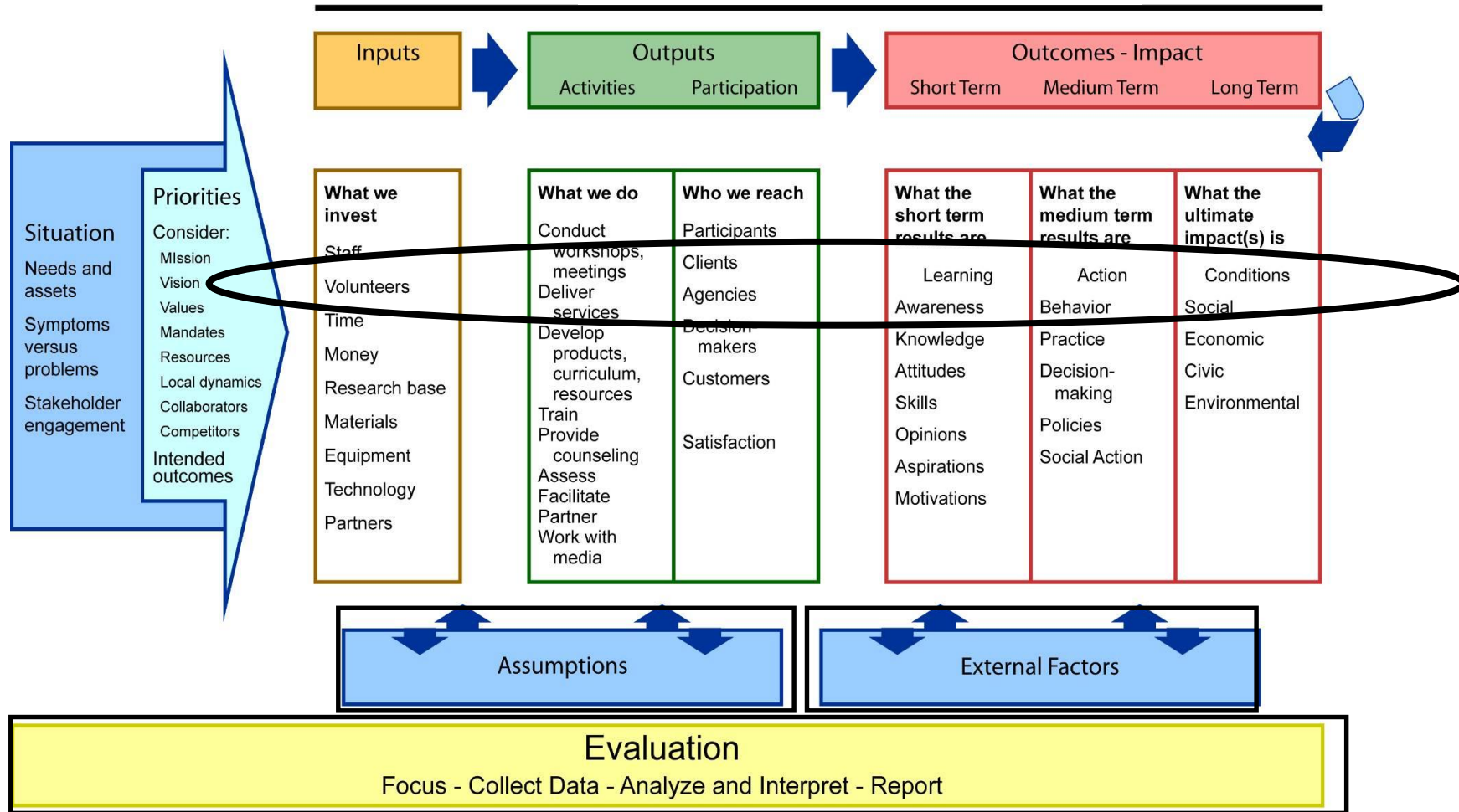
Number of patients discharged from state
mental hospital is an **output**

Percentage of discharged who are capable
of living independently is an **outcome**

Every day logic model – Family Vacation



Fully detailed logic model



Inputs

What we invest

Staff

Volunteers

Time

Money

Research base

Materials

Equipment

Technology

Partners

OUTPUTS

What we do

Who we reach

ACTIVITIES

- Train, teach
- Deliver services
- Develop products and resources
- Network with others
- Build partnerships
- Assess
- Facilitate
- Work with the media

PARTICIPATION

- Participants
- Clients
- Customers
- Agencies
- Decision makers
- Policy makers

Satisfaction

OUTCOMES

What results for individuals, families, communities.....

SHORT

Learning

Changes in

- Awareness
- Knowledge
- Attitudes
- Skills
- Opinion
- Aspirations
- Motivation
- Behavioral intent

MEDIUM

Action

Changes in

- Behavior
- Decision-making
- Policies
- Social action

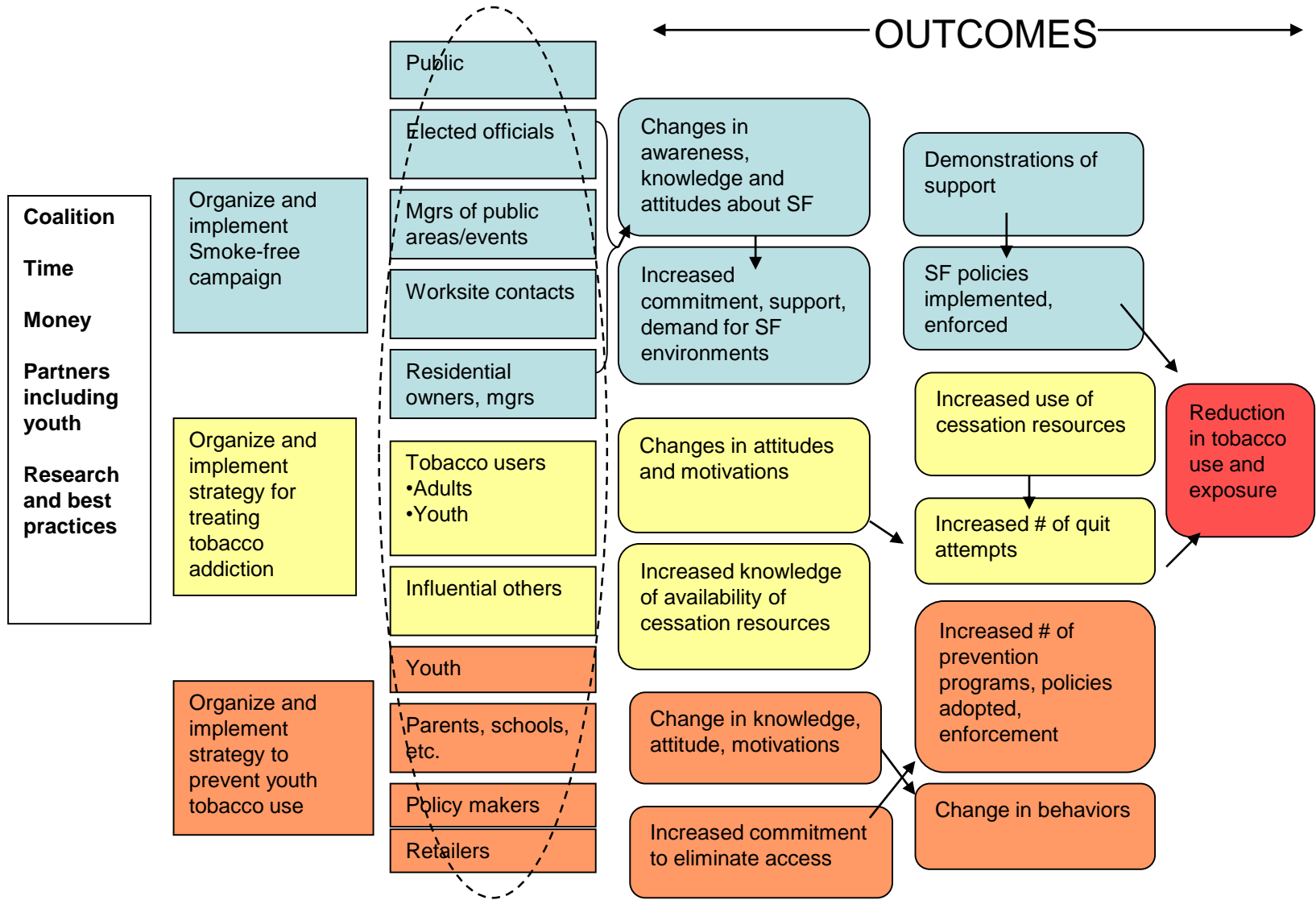
LONG-TERM

Conditions

Changes in

- Conditions
- Social (well-being)
- Health
- Economic
- Civic
- Environmental

Statewide Tobacco Control: Smoke-free environments



A logic model makes the connections between activities and outcomes EXPLICIT.



Measuring Outcomes

- How will you know it when you see it?
- What will be the evidence?
- What are the specific indicators that will be measured or tracked?
- Often expressed as #, %

Measuring Outputs & Outcomes – Choosing Measures

- Keep it simple!
- Measure what matters!
- Identify and measure both outputs and outcomes
- Limit the number of indicators (metrics) to a few measurable or observable changes – the outputs (funded activities) that predict the outcomes – and the outcomes that show how you change the lives of your target population or conditions in your community
- Choose metrics that are already being collected or are easily incorporated into existing processes and systems
- What number and/or percentage of clients/students demonstrated a change in access, knowledge, attitude, skills, behavior, or overall condition?

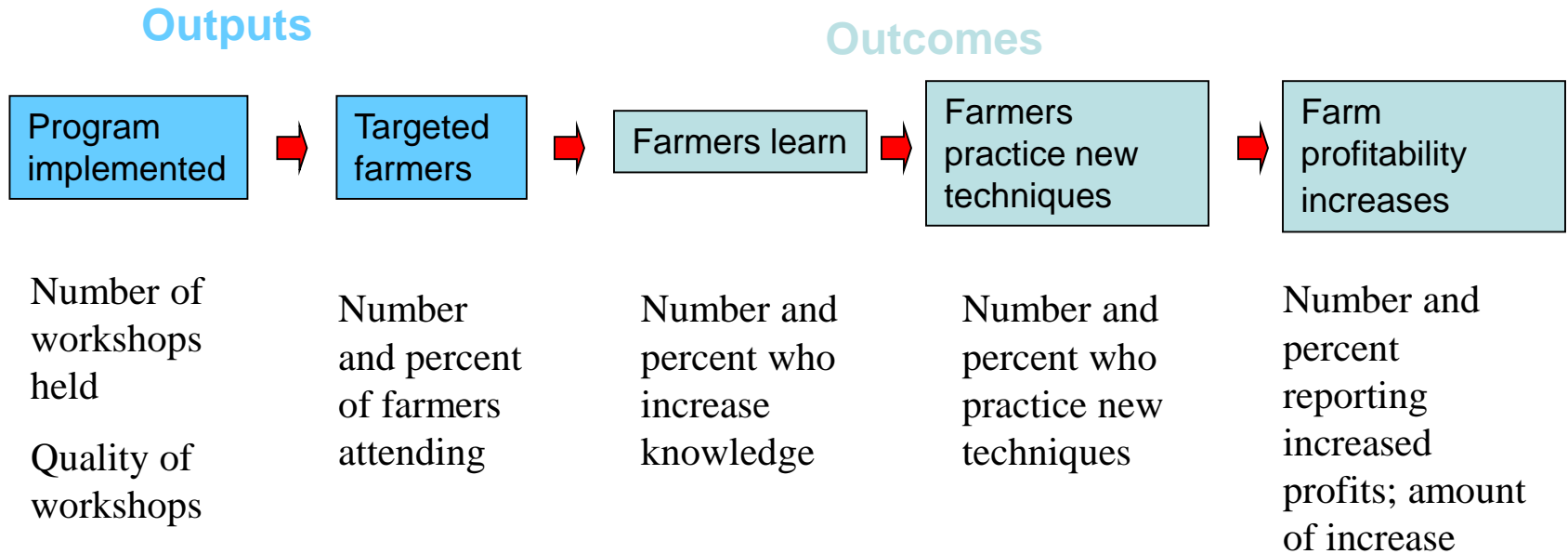
Measuring Outcomes – Quantitative examples

- Pre- and post surveys of clients, students, parents of students (e.g., did they learn anything, attitude change, behavior change, increase in knowledge)
- Percentage of clients against community benchmark (e.g., teen birth rate among the population served dropped below community or state average)
- Percentage of clients who succeed (at whatever the program is intended to do, e.g., get a job, keep a job for a certain time, attain next level of ESOL, etc.)
- Retention rate
- Graduation rate, grades/test scores improved
- Fewer student suspensions, fewer disciplinary episodes
- Many more examples – depends on program

Measuring Outcomes – Qualitative examples

- Testimonials from parents, teachers
- Students write in their own words
- Success stories
- Awards, recognition
- Quotes from others like government officials, partners

Logic model with indicators for Outputs and Outcomes



The “Five Whys”

- Another tool to help understand the motivating “why” behind the “what” we want to do. Asking “Why” at least five times will usually get you to the root outcomes you want to achieve – Maryn Boess, GrantsMagicU)
- <https://charitychannel.com/the-five-whys-digging-deep-to-rediscover-your-passion/>

Resources

- University of Wisconsin-Extension, Cooperative Extension – Program Development and Evaluation:

<https://fyi.uwex.edu/programdevelopment/logic-models/>

- Logic Model Builder: <http://www.innonet.org>
- Grants & More resources: <http://www.grantsandmore.org/resources> - links to free search engines, logic model templates, and more
- Grant Readiness Checklist for your organization, program/project: <http://www.grantsandmore.org/grantchecklist.html>
- Associated Grant Makers (AGM) Common Proposal Forms (includes budget, proposal and reporting forms): <http://www.agmconnect.org/>

- Grant Professionals Association (GPA):

<https://www.grantprofessionals.org/>

- GPA New England Chapter:

<https://www.grantprofessionals.org/massachusetts>
www.grantsandmore.org



Q & A

Thank you!

Ellen Gugel, GPC

Grants & More

emgugel@verizon.net

www.grantsandmore.org

<http://www.grantsandmore.org/resources.html>

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