Program Design Considerations

Utilizing Theory of Change and Logic Models

Presentation Objectives

- Reasons For and Important Considerations During Program Design
- Steps for Program Design
- Tools for Program Design (Theory of Change and Logic Models)
- How Tools Fit Into a Grant Application

Program Design

5 Reasons for Program Design

- You want to make sure….
  - There is really a need for the program
  - The design you are considering actually meets the needs of the intended participants
  - The program you are considering has been shown to be effective
  - The program has been appropriately adapted to fit your context
  - The program is actually working for the participants

Consider the Context

- The is the design intended for the geography? (urban, rural, remote)
- Is the design intended for a certain population and have you taken their unique needs into consideration?
- Is the design part of a larger delivery system? Does a system exist to support the program?
- How will the program be perceived by potential participants?
- Does it appropriately consider aspects of diversity?

Involving Key Stakeholders

- Involve many stakeholders with differing points of view
- Stakeholders can include:
  - Staff
  - Participants
  - Funders
  - Influential people in the community
  - Target Population
  - Other agencies
- This involvement can help determine what is important and create balance in values, principles and practicalities

Program Design Inclusions

- Need for program
  - Assesses population needs, what is currently available and what gaps may exist
  - e.x. Mental Health Assessment
- Program objectives and outcomes
  - What will the program accomplish for participants?
- Program principles
  - Fundamental norms, rules and values that guide the program (e.x. Being inclusive, client focused, faith focused…)
- Program components
  - Specific set of inter-connected activities provided (e.x. a housing program might include an assessment of housing need, individual case management, landlord education, etc)
- Budget/Cost
  - What will it cost to implement the program

Program Design Inclusions

- Funding Strategy
  - How will the program be funded? Can it be done with the current budget?
- Governance
  - Existing organization governance, collaborative between several organizations. Needs to include process for decision making.

Steps of Program Design

Steps for Program Design

- Identify a potential need

- Conduct a needs assessment

- Research potential programs for filling need

- Select an evidence-based design

    - This means a design that has been previously implemented and evaluated and has demonstrated some ability to produce a desired outcome for the target group.

    - If such program does not exist, components of a program may be selected and adapted, or a new program may be designed. If a new program is innovative, it should be noted with reasons for trying something new.

Steps for Program Design

- Develop the program design (using a Logic Model!)
- Pilot the program
- Roll out the program
- Monitor and evaluate
- Consult with stakeholders

- Other Considerations for success
  - Involve stakeholders at all stages
  - Adapt program models to meet your population's needs
  - Build monitoring and evaluation into your program

Tools for Program Design

Theory of Change and Logic Models

What is Theory of Change?

○ An illustration of how and why a desired change is expected to happen.

○ A map of what happens between the program you want to implement and the change it needs to cause
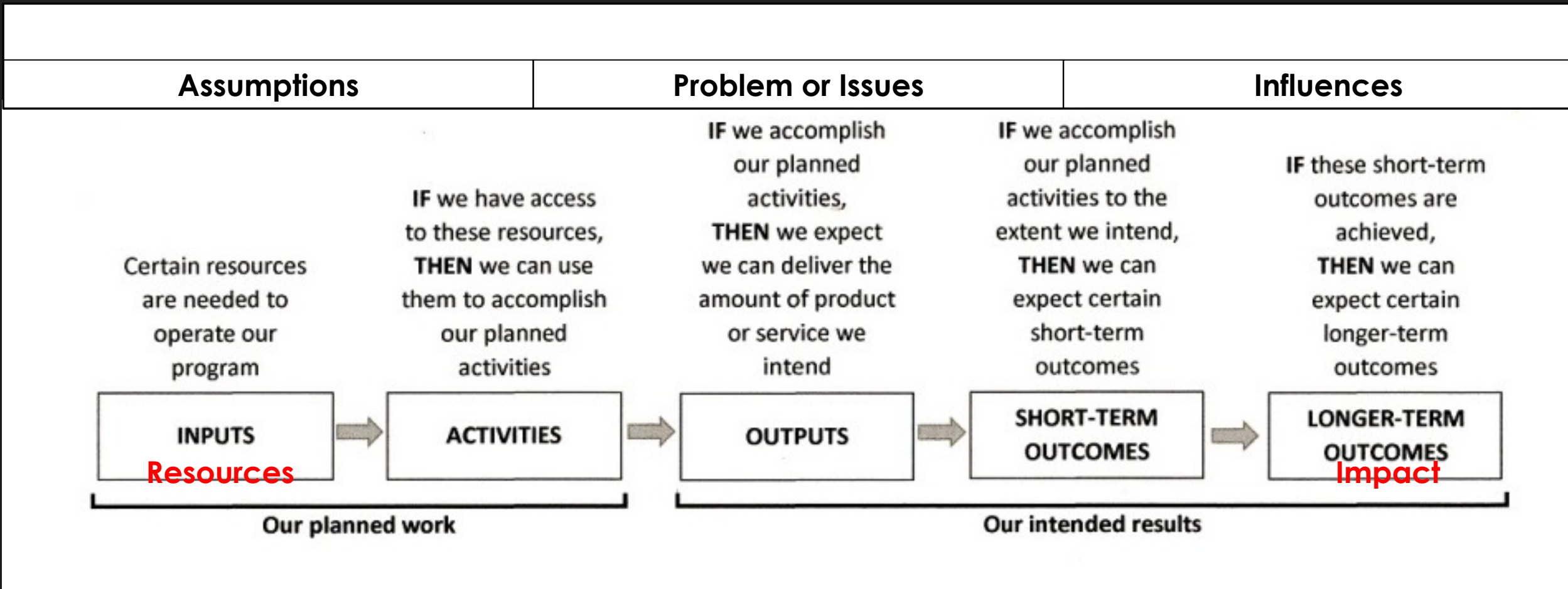
What is a Logic Model?

- A tool used to implement a theory of change
- A logic model is a picture/roadmap of how your program is supposed to work
- It explains that your strategy is a good solution to the problem you are addressing
- Explains visually what activities will bring about change and the results you expect to see
- Keeps all partners moving in the same direction, providing a common language and a common point of reference

When Can a Logic Model Be Used?

- During planning
- During implementation of program
- During staff and stakeholder orientation
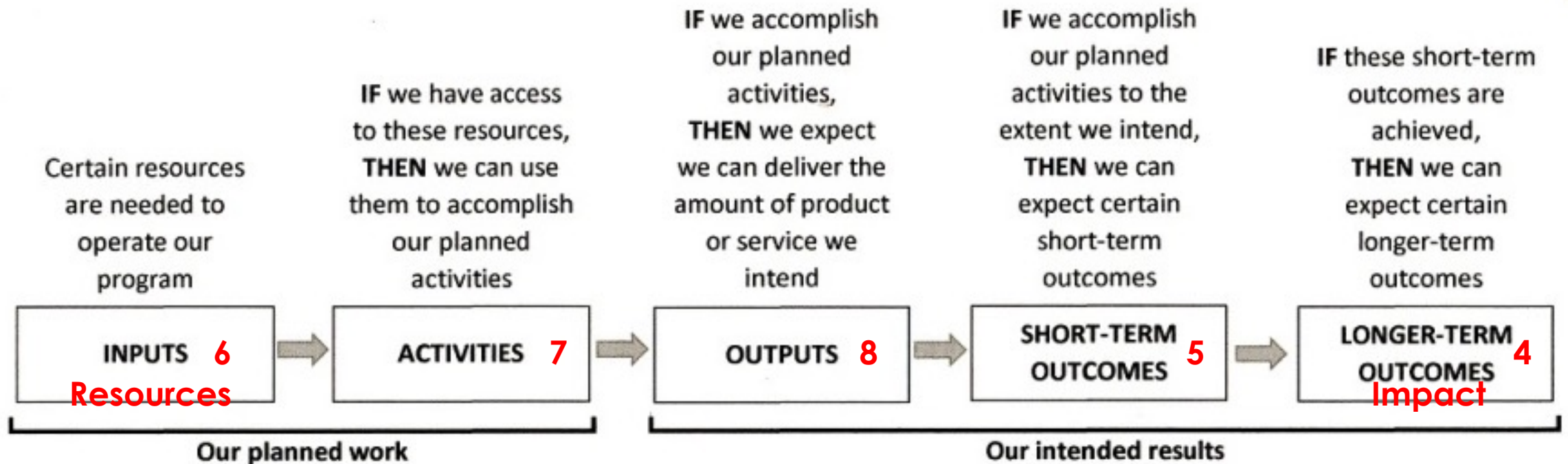- During program evaluation
- During advocacy

Logic Model Diagram

Assumptions	Problem or Issues	Influences

Certain resources are needed to operate our program

IF we have access to these resources, THEN we can use them to accomplish our planned activities

IF we accomplish our planned activities, THEN we expect we can deliver the amount of product or service we intend

IF we accomplish our planned activities to the extent we intend, THEN we can expect certain short-term outcomes

IF these short-term outcomes are achieved, THEN we can expect certain longer-term outcomes

INPUTS → ACTIVITIES → OUTPUTS → SHORT-TERM OUTCOMES → LONGER-TERM OUTCOMES

Resources

Impact

Our planned work

Our intended results

Logic Model Diagram

Assumptions 2	Problem or Issues 1	Influences 3

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| INPUTS   6
Resources | ACTIVITIES   7 | OUTPUTS   8 | SHORT-TERM OUTCOMES   5 | LONGER-TERM OUTCOMES   4
Impact |

Our planned work

Our intended results

Components of a Logic Model

○ **"If – Then Logic"**

○ Problem or Issues

　　○ What is the problem(s) you are trying to address with this program (or as an organization if you are using it for organizational strategic planning)

○ Assumptions

　　○ Hypothesis - We assume that if we implement this program, it will impact the problem in this way

○ Influences

　　○ Positive or negative influences that could enhance or derail your program. These could be regional culture, geography, policy, etc.

Components of a Logic Model

- Impact
  - In 7-10 years, what is your overarching pie in the sky goal with this program
- Long Term Outcomes
  - In 1-3 years and 3-5 years (depending on length of grant), what do you hope to accomplish with this program
- Resources
  - What resources do you need in order to effectively implement this program? Funding, partnerships, staff, volunteers?
- Activities
  - Once you have resources, what activities/things do you need to do to get the program up and going and implemented
  - Once you are up and going, what activities/things do you need to do to maintain the program, collect data, know if the program is effective, etc.
- Outputs
  - This is confirmation of activity completion. You are putting completion goals/numbers to your activities.

Examples of a Logic Model (Org Strategic Plan)

Logic Model and Project Plan

Assumptions	Problem or Issues	Influences
If the Darr Family Foundation invests in programs that reduce barriers to education/effective learning for multiple years, the achievement gap will shorten.	Students that fall into the achievement gap, are more likely to experience lower earnings, poor health and incarceration. The unrealization of human potential is the economical equivalent of a permanent recession.	High rates of poverty, single parent families, lack of parenting skills/education, lack of job skills, inadequate access to primary and preventative health care, inadequate state funding.

Resources	Activities	Timeline	Outputs Short	Short- & Long-Term Outcomes	Impact	Measurement	Methods	Responsibility
in order to accomplish our set of activities we will need the following:	In order to address our problem, we will conduct the following:	When will each activity be implemented:	We expect that once completed or underway these activities will produce the following evidence of service delivery:	We expect that if completed or ongoing these activities will lead to the following changes in 1-3 years, then 4-6 years:	We expect that if completed these activities will lead to the following changes in 7-10 years:	In order to evaluate the program, we will measure the following:	In order to evaluate the program, we will use the following measurement tools:	Who is responsible for carrying out each activity:
*60% of annual funding will be allocated to one collaborative program that works to shorten and close the local achievement gap

*40% of annual funding will be allocated to smaller grants for individual agencies still working to shorten and close the achievement gap | *Gather pertinent local data to help shape the RFP

* Meet with SPS, CFO and ECP

*Update website and application process

 *Design RFP

* Educate agencies on new grant making process

*Release RFP in July 17

*Grant applications are received and reviewed in Fall17 and SP18 | *ED will gather data - Winter 17

*ED will meet with key partners Winter 17

*ED will update website and design RFP Spring17

*ED will educate agencies on new grant-making process Spring 17

*DFF will release new RFP July 17

*ED will compile submitted applications Sept 15, 2017 and March 15, 2018 and release them to the BOD for review | *New grant-making process will be implemented in FY18 for Fall17 and SP18 grant cycles | *Funded programs will reduce barriers or increase access to education/effective learning in a targeted population and be able to provide program specific data to support success | *Local data will show a reduction in achievement gap | *DFF will measure funded program effectiveness in relation to school-based performance indicators agreed upon before program inception | *DFF will rely on grantee using both quantitative and qualitative evaluation methods to measure the success of the program and will report results to the DFF quarterly | *Grantee |

Examples of a Logic Model (Funder's Program)

Ag Magnet School Logic Model

Resources

Ag Magnet School established in partnership with SPS and MSU

Activities

1. **Build School**
2. **Develop 5th grade immersive curriculum based in agri-science and agri-business**
3. **District Wide Initiatives**
- Student-Led Advocacy regarding Farm to School programming and policy
- Implement a student-Led Farmer's Market
- Re-establish FFA
- Create and implement a 4th grade Experience SPS immersive field trip experience aligning with the Ag School
- Create and implement an EXPLORE summer school experience-based learning at the Ag School.
- Create and implement GOCAPS experiences at the Ag School.

Objectives

1. **Fall 2020—school opens serving 40 students in Year 1, 80 in Year 2, and 120 by Year 3.**
2. **Annually, students will have proficient understanding of farming practice and how to implement practice at home.**
3. **Annually, students will have proficient understanding of college/career pathways into Ag related fields.**
4. **Annually, increase lottery applications for the Ag School**
5. **Annually, increase the number of SPS students enrolling in Ag-based electives in Jr. High and HS.**
6. **By 2023, a district wide Farm-to-School policy is implemented**
7. **By 2022, an SPS farmer's market is established**
8. **In 2021, an Experience SPS 4th grade farm field trip is implemented**
9. **By 2021, EXPLORE has a farm-based summer school experience on the Ag School campus**
10. **By 2023, opportunities for GOCAPS experiences are implemented on the Ag School Campus**

Impact

1. **Decrease food insecurity among SPS students**
2. **Increase post-secondary educational attainment in agri-business/science among SPS students**
3. **Increase enrollment of SPS students at the MSU Darr College of Agriculture**

Examples of a Logic Model (Program for Grant App)

Logic Model

Assumptions	Problem or Issues	Influences
If Diversity and Inclusion was well funded, we could create a self-sustaining program, educate the student population, and help minorities feel more included across campus.	Diversity and Inclusion has very limited funding on campus. It is becoming more necessary to talk about and is expanding.	There is a lack of education of diversity at large. There is racial discord in America. Evangel has limited funding especially since COVID-19.

Examples of a Logic Model (Program for Grant App)

Resources	Activities	Outputs Short	Short & Long Term Outcomes	Impact
In order to accomplish our set of activities we will need the following:	*In order to address our problem or asset we will conduct the following activities:*	*We expect that once completed or underway these activities will produce the following evidence of service delivery:*	*We expect that if completed or ongoing these activities will lead to the following changes in 1-3 years, then 4-6 years:*	*We expect that if completed these activities will lead to the following changes in 7-10 years*
Samantha Jones, Professional grant writer

Evaluation Plan

Crosswalk staff to work on project

For the Culture Staff

Communication Materials

Partners:
Community Life Staff
Cathy Williams, Registrar
Jennifer Pulley, Retention Specialist
Amanda Dixon, Executive Assistant to the Vice President for Student Development | Apply for Diversity and Inclusion grants from Christian Funders.

Work with Samantha Jones on grant writing.

Get statistics from Evangel regarding current diversity on campus and diversity events.

Learn what other Christian colleges are doing regarding Diversity and Inclusion.

Poll Evangel students to see what they believe the most pressing Diversity topics are.

Create pre/post survey for Evangel students regarding their understanding of Evangel's Diversity efforts. | Diversity and Inclusion Discussions will be increased by 25%.

Student body will be more diverse by 10%.

At least 4 diverse speakers will come to Evangel's campus per year.

Survey will be sent to all students to determine effectiveness of on campus events.

Community will be surveyed to know if Evangel is known for Diversity and Inclusion efforts.

2 Diversity and Inclusion staff will be added.

There will be consistent funding from the University to Diversity and Inclusion. | Invite influential speakers on Diversity to attend campus.

Expand Hispanic Heritage Day to 3 days by 2021 and a week by 2022.

Expand Allyship Day to 3 days by 2021 and a week by 2022.

Expand Black History to one week by 2021. Be able to invite Black Shop Owners, artists, musicians, and dancers. Invite Influential Black Pastors to preach. Hold open discussion sessions where we have prizes, food, and activities.

Purchase and sell For the Culture merchandise that can help fund projects. | Minorities will feel more welcomed on Evangel's campus.

Springfield will know Evangel for its celebration of diversity and students will expect these events every year.

There will be a consistent outline for diversity celebrations throughout the year.

For the Culture will be self-sustaining and can use profits made from the year before to function.

Students will be educated on topics of Diversity.

Influential Leaders will know Evangel as a University that champions Diversity and Inclusion. |

How Does This Fit Into A Grant Application

Examples of a Logic Model (Program for Grant App)

Data for Needs Statement

Logic Model

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Examples of a Logic Model (Program for Grant App)

OBJECTIVES

Resources	Activities	Outputs Short	Short & Long Term Outcomes	Impact
BUDGET	**PROGRAM NARRATIVE**			**GOALS**
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FORMATIVE/PROCESS EVALUATION

SUMMATIVE/OUTCOME EVALUATION

Logic Model Activity

Welcome Back

- What did you learn?

- What was harder than you anticipated?

- What was easier than you anticipated?

Questions?

THANK YOU!

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