

# How to use logic models for successful project planning – *tools, techniques and cases*

2013 Cultural Leadership Summit

Hong Kong

27 May 2013

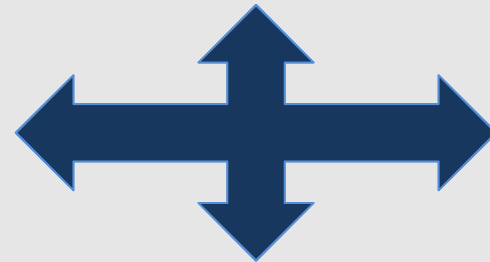
National *Arts* Strategies  
National *Arts* Strategies

# Agenda

- Introductions
- What are logic models
- Why are they useful
- Elements of a logic model
- Examples
- Exercise
- Wrap up

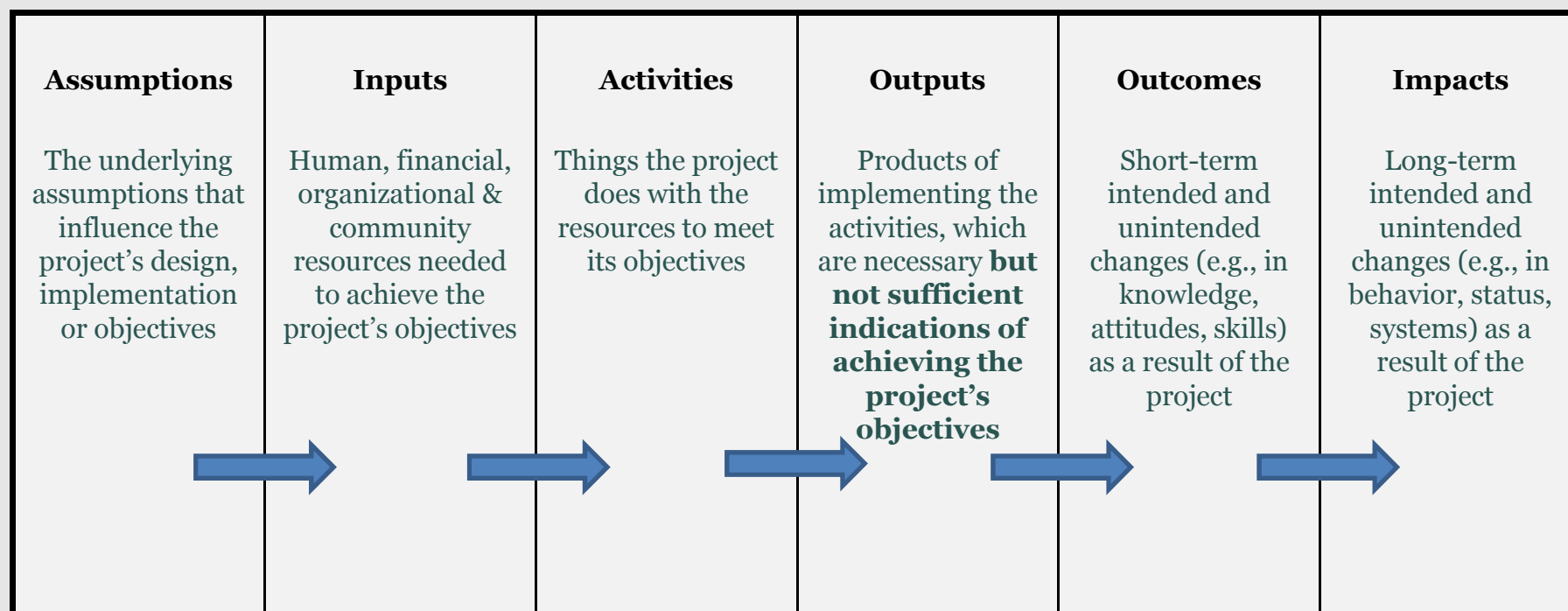
# What is a Logic Model?

A series of **If/Then** statements visually depicting **the flow** of what you have in terms of resources, how you plan to use those resources and what results or outcomes you expect to happen as a result.



# Logic Models

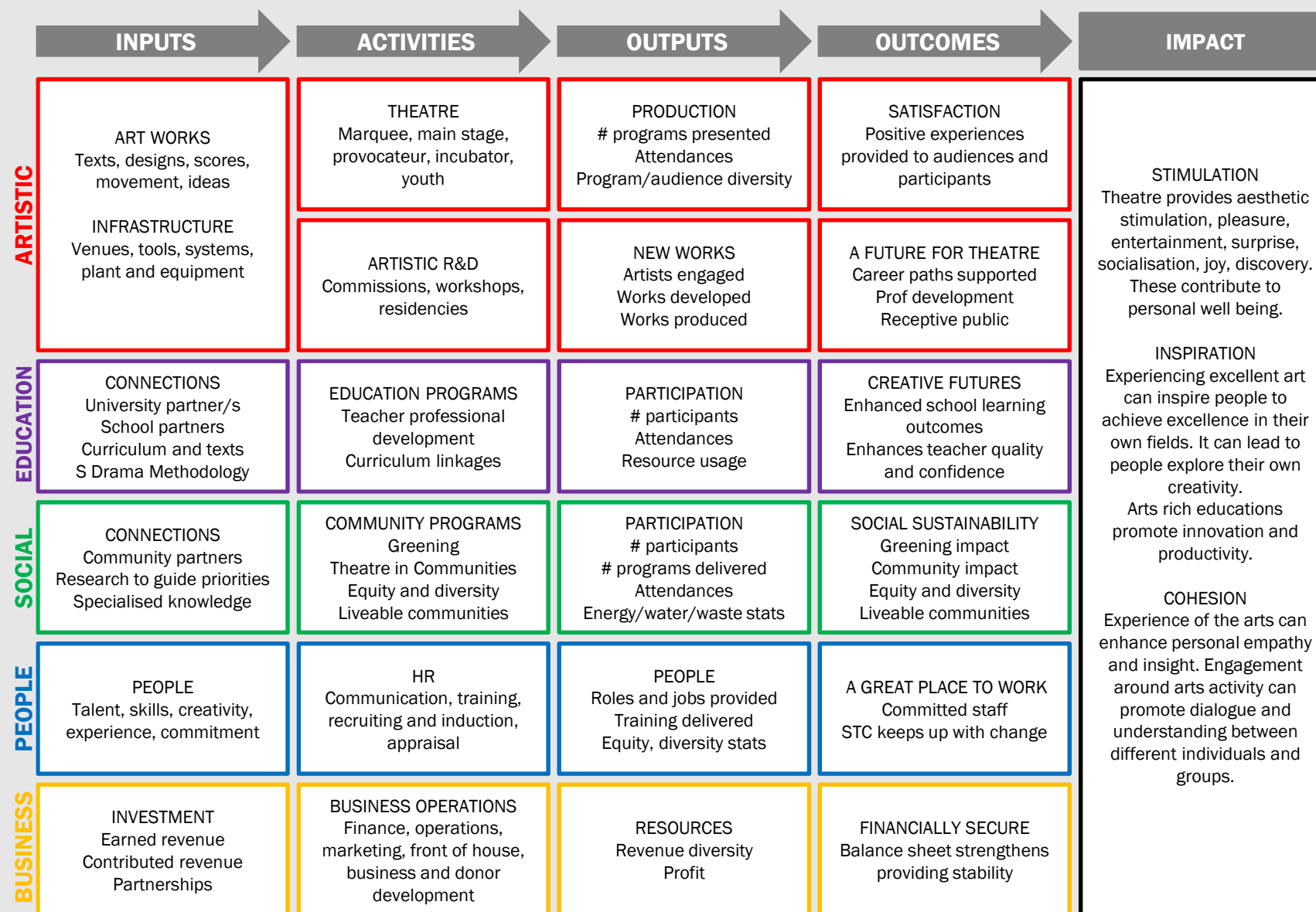
## Left to Right or... Right to Left



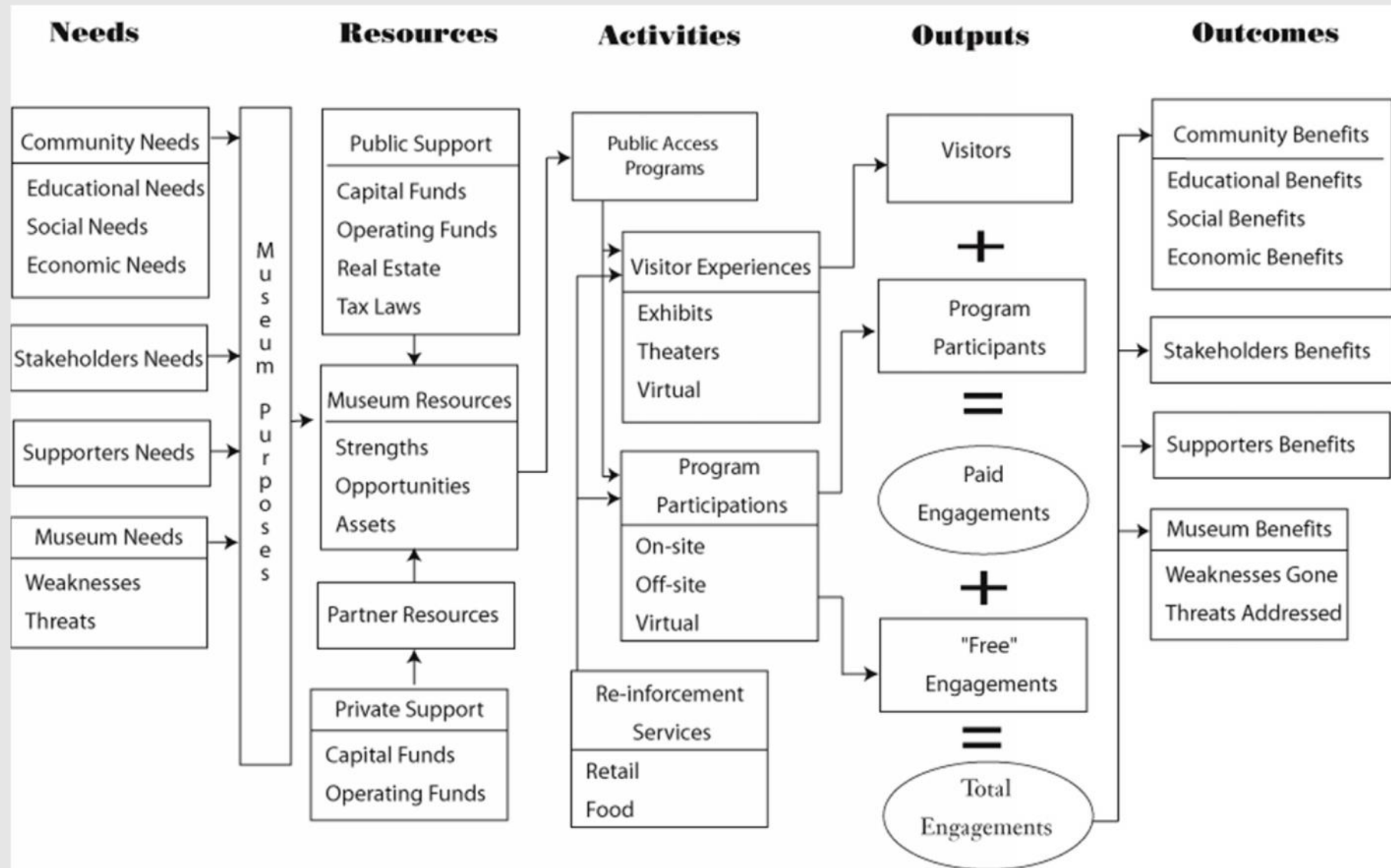
## Example: NAS Chief Executive Programme

<i>Assumptions</i>	<i>Inputs</i>	<i>Activities</i>	<i>Outputs</i>	<i>Outcomes</i>	<i>Impacts</i>
<ul style="list-style-type: none"> <li>• Leaders need greater skills to deliver local civic value</li> <li>• Little or no national effort to organize/train leaders from different types of organizations/disciplines</li> <li>• Few voices are heard / views represented in the arts and culture field</li> <li>• Organizational structures may be isolating arts from the local community</li> </ul>	<ul style="list-style-type: none"> <li>• 50 leaders from around the world, from many different arts and culture disciplines</li> <li>• NAS team</li> <li>• 2 university partners motivated and challenged by this programme</li> <li>• A wonderful retreat-like setting for the final convening</li> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Application process and interviews</li> <li>• Learning cycles</li> <li>• Learning plans completed by all participants</li> <li>• Mid-programme evaluation by each leader</li> </ul>	<ul style="list-style-type: none"> <li>• Leaders will blog and/or be digitally video interviewed about related topics (80%)</li> <li>• All 50 Leaders will attend 3 in-person events</li> <li>• Leaders will participate in each learning cycle (95%)</li> <li>• Leaders will share programme frameworks with their staff and board (95%)</li> </ul>	<p>Leaders will:</p> <ul style="list-style-type: none"> <li>• have more diversified professional networks by geography, viewpoint and discipline</li> <li>• have a greater awareness of their own strengths and weaknesses</li> <li>• will involve others in change and share transformative leadership concepts</li> </ul>	<ul style="list-style-type: none"> <li>• Leaders have a broader strategic and operational view – beyond a particular discipline</li> <li>• Organizations are more connected to their local communities</li> <li>• The direction of the arts and culture field will be determined by a larger number of leaders/voices</li> </ul>

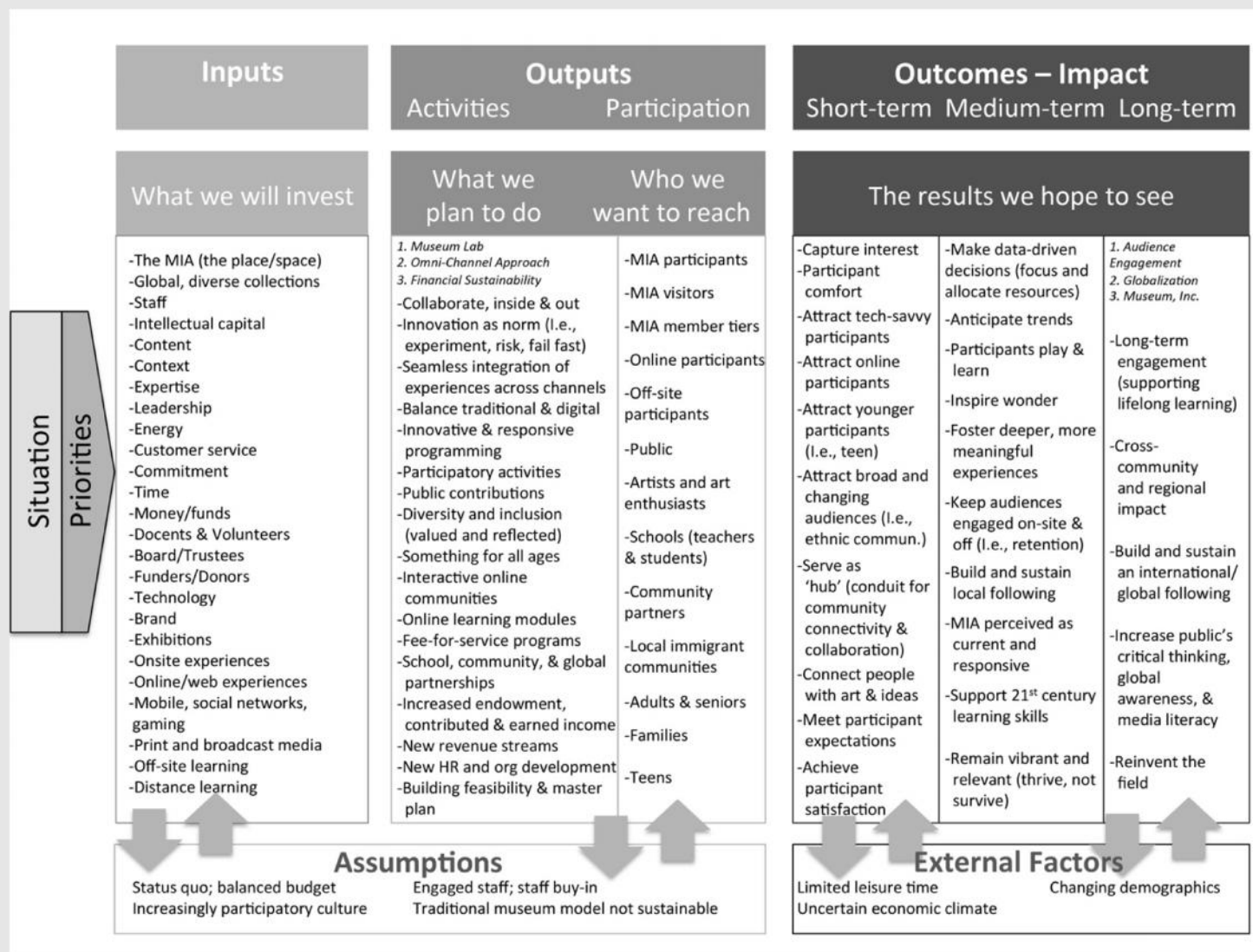
# Example: Inputs to impact Sidney Theatre Company



## Example: Using Arrows to show relationships



## Example: Variation using Assumptions & External Factors





## *Exercise – Building a Logic Model* (30min)

- Choose case example to apply
- Form groups of 4-5 people
- Sketch out a logic model together (15 minutes), then
- Turn to the group closest to yours and compare models – ask questions (15 minutes)

# Logic Model Activity – Case A

- *Organisation:*
- *Initiative:* Develop new events and marketing strategies to engage 18-24 year olds
- *Goal:* Increase participation of 18-24 year olds by 15% by September 2013
- *Budget:* HK\$562,500

# Logic Model Activity – Case B

- *Event:* Annual Fundraising Gala
- *Goals :* Raise HK\$1.17M (US \$150K) and make the donors feel good about continuing to support the organisation
- *Location:* Grand Hyatt Hotel
- *Invitees:* Mid-level to Major donors
- *Budget:* HK\$450,000 plus in-kind support

# Debrief

- Helpful? In what way?
- Did anything surprise you?
- Did you get “stuck?” If so, where?
- Are there elements of a logic model you co-created that you want to share?

# A logic model...

- Helps focus a project by making assumptions and expectations explicit
- Articulates a theory of action
- Is a systematic and visual way to represent an underlying theory of change
- Increases stakeholders' understanding about a project
- Can help us create more successful projects

# Further Resources

- Evaluation Toolkit -  
<http://toolkit.pellinstitute.org/evaluation-guide/plan-budget/using-a-logic-model/>
- Logic Model Development Guide -  
<http://www.wkkf.org/knowledge-center/resources/2006/02/wk-kellogg-foundation-logic-model-development-guide.aspx>
- University of Wisconsin online course -  
<http://www.uwex.edu/ces/lmcourse/>
- Innovation Networks' tools -  
[http://www.innonet.org/index.php?section\\_id=4&content\\_id=16](http://www.innonet.org/index.php?section_id=4&content_id=16)
- Blog post on Logic Models -  
<http://createquity.com/2012/06/in-defense-of-logic-models.html>

# 谢谢

Thank you!