DVP's Guide to Writing Goals and Objectives and Developing a Logic Model

Introduction

The Domestic Violence Program (DVP) requires all funded programs write goals and objectives for their program. Developing your program's goals and objectives is a critical task in linking actions to outcomes, and ultimately measuring your impact. While reporting on activities and outputs is important, showing **results and impact** is essential in demonstrating success and effectiveness of approaches, theories and invested resources. DVP has found that many programs need help to enhance their goals and objectives and in developing a solid logic model. To help eliminate some of the barriers that programs face, this document was developed to assist funded programs with the process of writing goals and objectives and developing logic models.

> This document was developed with materials from the Vital Project funded by DVP. The purpose of Vital Project is to build your organization's management and operational capacity through technical assistance and professional development opportunities designed to meet the current and emerging needs of local programs. To learn more about this topic, or to apply for free training and/or technical assistance, please visit www.vitalprojectcolorado.org.

Writing Goals and Objectives

Establishing Problem and Needs Statements

Establishing clear problem and needs statements that are specific to your community is an important first step in writing goals and objectives. First, define the problem exactly as it exists in your particular community. Describe the nature and magnitude of the problem using valid, updated statistical data wherever possible. Once the problem is defined, you can identify what interventions are needed to address those issues.

Problem Statement:

What issues exist in your target community?

EXAMPLES	
	High rates of domestic violence
	Domestic violence's negative consequences on survivors, children, and the community
	Survivors' lack access to services that are crucial to long-term safety
	Perceived or existing barriers to services – i.e., survivors who do not speak English

What are specific issues that exist in your community or area of service?

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Needs Statement:

What's needed to solve the problem?

Prevention of domestic violence
Enhanced services
Culturally appropriate services
Linguistically appropriate services
Increase community awareness so that services can meet survivors' needs

What are specific interventions that can address the issues identified for your community?

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Of the interventions you've identified above, which are in line with your mission and scope of service?

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PRACTICE: Problem and Needs Statements

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Setting Goals and Objectives

Goals: broad statements about a long-term desired outcome that are clear, achievable and realistic.

Objectives: specific and measurable statements of progress toward your goal that will be achieved in a specific timeframe.
- o **Process Objective**: an objective which details <u>what</u> you are doing, <u>how</u> you will do it, and for <u>whom</u>.
- o **Impact (or Outcome) Objective**: an objective which details what changes in <u>knowledge, behavior and/or actions</u> you will achieve through your activities—what will change, for whom, by how much, by when?

Overview

Setting your program's goals and objectives is a critical task in linking actions to outcomes, and ultimately measuring your impact. It is also a specific requirement of DVP funding. DVP is not looking for your overpromise in your goals—instead—what can you work towards that is CLEAR, ACHIEVABLE and REALISTIC for your program? And how can you engage in actions that will help you achieve those goals that are SPECIFIC, MEASURABLE AND TIMELY?

Additionally, we encourage the practice of setting "stretch" goals and objectives that will create a challenge. For example, if your objective has been to serve 100 women in shelter and you have consistently exceeded the objective, think of changing the objective to serve 125 women in shelter.
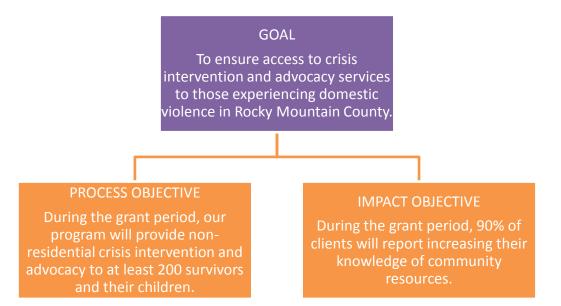
EXAMPLE:

Problem Statement: Approximately 1 in 4 women and 1 in 11 men are victims of domestic violence in Rocky Mountain County, Colorado. Each year, an average of 2,000 domestic violence cases are filed in our county.

> **GOALS & OBJECTIVES TIP**
> When developing your goals for DVP you should include one or two goals that relate to the mission and scope of your programming.

Needs Statement: Those experiencing domestic violence need access to culturally/language-appropriate crisis intervention, advocacy, and safe shelter services for themselves and their children is critical to reducing the likelihood of continued violence and supporting survivors' long-term safety and stability.

GOAL
To ensure access to crisis intervention and advocacy services to those experiencing domestic violence in Rocky Mountain County.

PROCESS OBJECTIVE
During the grant period, our program will provide non-residential crisis intervention and advocacy to at least 200 survivors and their children.

IMPACT OBJECTIVE
During the grant period, 90% of clients will report increasing their knowledge of community resources.
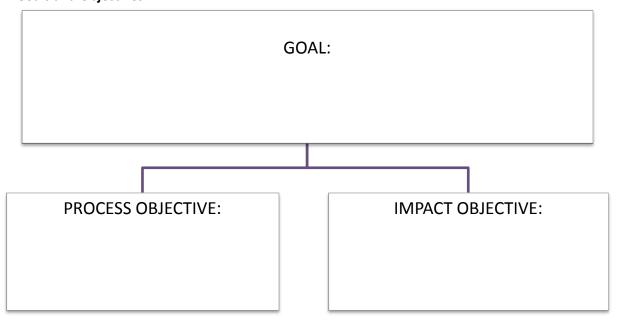
Where Goals and Objectives Go Wrong

DVP has found the following challenges among funded programs when submitting their grant applications for goals and objectives:

Challenge	Example
Goals are outside the scope of what is achievable for the organization	"End domestic violence in the United States"
Goals are too vague	"Improve survivor outcomes."
Goals aren't realistic for the organization	"Educate every Denver-metro community member about DV prevention strategies."
Objectives can't be measured	"75% of survivors will never experience domestic violence again."
Objectives aren't specific	"Help survivors improve their coping skills."

PRACTICE: Goals and Objectives

GOAL:

PROCESS OBJECTIVE:	IMPACT OBJECTIVE:

Goals & Objectives Checklist
Use the following checklist to review the goals and objectives from above.

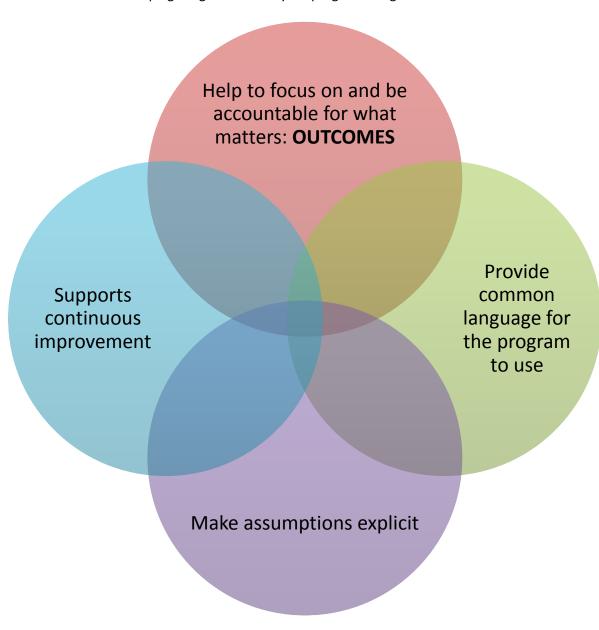|		
Are Goals achievable by my organization?	Y	N
Are Goals within the scope of my organization's mission	Y	N
Are Goals clearly defined, not vague/ overly general?	Y	N
Are Goals realistic—meaning we have the resources and capabilities to make it happen?	Y	N
Are Goals specific and defined to our community?	Y	N
Are process objectives detailing what action we will undertake for whom, with what desired results?	Y	N
Are impact objectives measurable with defined targets for changes in target audience behavior, attitude, skill or knowledge?	Y	N
Are objectives time-specific and is that time frame realistic for the desired change (especially as it relates to outcomes)?	Y	N

Notes on how to improve your goals and objectives:

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Developing a Logic Model

Logic models are critical tools in implementing evaluation efforts. The good news is you've already developed or revised many of the components in this worksheet —the problem and needs statements and the goals and objectives. Now it's time to take the "logic" further—how the resources or inputs your program dedicates added to the activities you engage in lead to the measurable impact you seek.

Logic models are flowcharts that depict program components. Models can include any number of program elements, showing the development of a program from theory to activities and outcomes. Program infrastructure, inputs, processes, and outputs are often included. The process of developing logic models can serve to clarify program elements and expectations for program stakeholders.

So what are the benefits of developing a logic model for your program? Logic models:

Help to focus on and be accountable for what matters: **OUTCOMES**

Provide common language for the program to use

Supports continuous improvement

Make assumptions explicit

Below is some helpful logic model terminology and examples of each term:

Term	Definition	Example
Problem Statement	What issue exists in your target community	Approximately 1 in 4 women and 1 in 11 men are victims of domestic violence in Rocky Mountain County, Colorado. Each year, an average of 2,000 domestic violence cases are filed in our county.
Needs Statement	What's needed to solve the problem listed in the problem statement	Those experiencing domestic violence need access to culturally/language-appropriate crisis intervention, advocacy, and safe shelter services for themselves and their children is critical to reducing the likelihood of continued violence and supporting survivors' long-term safety and stability.
Inputs and Resources	What your organization has to invest in delivering programming	Staff time and experience, money, collaborations and partnerships in community, property, equipment, materials, crisis line, etc.
Activities	What you do to carry out your programming	• 24-hour crisis line • Short-term emergency shelter • Non-residential supportive services/advocacy, individual counseling, and group support • Community Education presentations
Participation	The products of your actions	• 200 survivors and their children will receive crisis intervention and advocacy • 100 survivors and their children will be sheltered in the short-term emergency shelter • 7,000 crisis calls will be answered by the 24-hour crisis line • 50 community education presentations to at least 100 community members
Outcomes	The change you achieve relating to your mission	• Short Term: o As a result of providing crisis intervention and advocacy to 200 survivors, 90% will report in a survey they have increased their knowledge of community resources. o As a result of providing shelter to 100 survivors, 90% will report in a survey they have enhanced their safety strategies. • Medium-Term: o As a result of receiving outreach advocacy, 50% of clients will report in a 6 month follow-up phone call that they have utilized at least 3 community resources given by the program. o As a result of staying in shelter, 50% of clients that attend a 6 month alumni group will report utilizing at least 1 safety strategy from their personalized safety plan. • Long-Term: o As a result of receiving outreach advocacy, 25% of clients will report in a 1 year follow-up phone call that they have increased their stability and self-reliance. o As a result of staying in shelter, 25% of clients that attend a 1 year alumni group will report that they have increased their stability and self-reliance.

PRACTICE: Inputs and Resources

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PRACTICE: Activities

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PRACTICE: Participation

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We've already explored the concept of outcomes a little bit thus far—we know that outcomes are changes achieved through actions or activities we engage in. Some outcomes are short or medium term, and over which your organization may have significant control. Some longer term outcomes may be the result of multiple factors and actors—where it would be difficult to isolate the specific role your organization played—like achieving a major shift in public opinion about domestic violence within the United States, when you serve a specific county in Colorado.
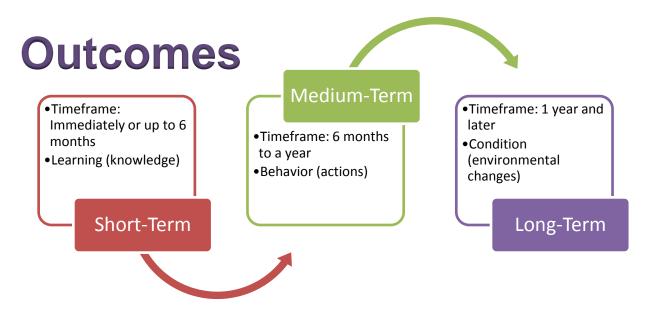
We tend to narrow outcomes to behavior, attitude, skills and knowledge change in individuals, as this is the level we can more easily measure and track. But as reference, there are a wide range of outcomes that might be achieved or to which your organization might contribute.

Outcomes mean changes in:
- Knowledge
- Skill
- Behavior
- Motivation
- Decisions
- Policies
- Conditions
- Individuals
- Communities
- Organizations
- Systems
- Processes

One way you can think of outcomes you might see as related to the passage of time are by looking at changes you may see in the short, medium and long term.
- **Short-term** can be defined as immediately to up to 6 months, and you are most likely to achieve changes in knowledge and understanding.
- **Medium-term** might be 6 months to a year, and you may be able to achieve measurable behavior change, different decision-making and application of skills.
- **Long-term** extends beyond 1 year to years out—where changes in the community, policy or institutions might be observed.

Outcomes

Short-Term
- Timeframe: Immediately or up to 6 months
- Learning (knowledge)

Medium-Term
- Timeframe: 6 months to a year
- Behavior (actions)

Long-Term
- Timeframe: 1 year and later
- Condition (environmental changes)

Now use what you've learned in developing your outcomes objectives coupled with the information on outcomes (short-term, medium-term, and long-term) you've learned above to develop outcomes you might expect to see as a result of the other components you've already worked on.

PRACTICE: Short-term Outcomes

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> **LOGIC MODEL TIP**
> *Short-term outcomes* are those changes that can be seen immediately upon participation in an activity. For example, 60% of students receiving educational materials will demonstrate increased awareness of domestic violence issues as demonstrated through pre & post-testing

PRACTICE: Medium-term Outcomes

> **LOGIC MODEL TIP**
> *Medium-term outcomes* are those changes that can be seen 6 months to a year after participation in an activity. For example, 4 of 6 schools the program partnered with will report decreased incidences of teen dating violence.

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PRACTICE: Long-term Outcomes

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> **LOGIC MODEL TIP**
> *Long-term outcomes* are long-last changes that can be seen in the community. For example, after two years of partnering with 6 schools in the community, school-related teen dating violence will have decreased by 30% in participating schools as reported by school staff.

Final Thoughts

You can use the information from this Guide, specifically what you wrote in the Practice sections, to inform and revise your logic model for DVP. We hope you have found the resources and exercises contained within this guide to be useful, practical and applicable to your program.