



How to Develop a Program Logic Model

Operation AmeriCorps TA Call #4



Learning objectives



By the end of this presentation, you will:

- Know what a logic model is, and how it can be useful to your daily program operations
- Identify the key components of a logic model

What is a program's theory of change?

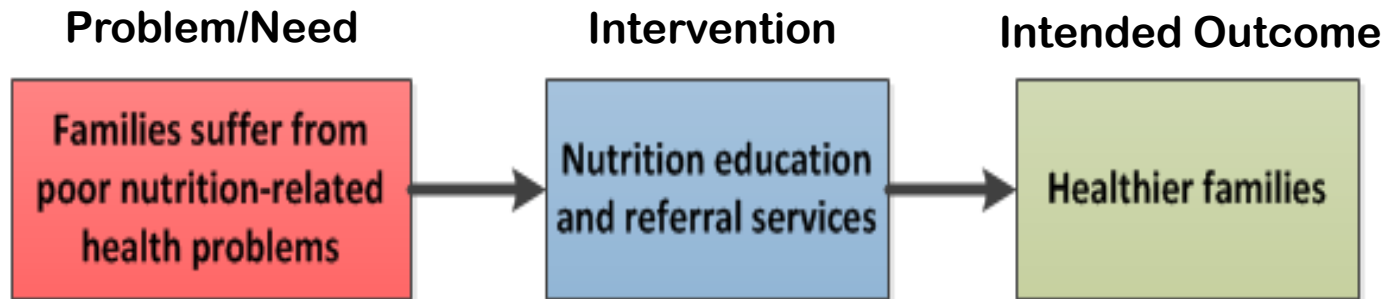
- The general underlying idea of how you believe your intervention will create change.
- There are three main elements:



For an overview of theory of change and evidence, refer to the modules, “Designing Effective Action for Change” and “Evidence: What It Is and Where to Find It”, respectively, located on the Knowledge Network.

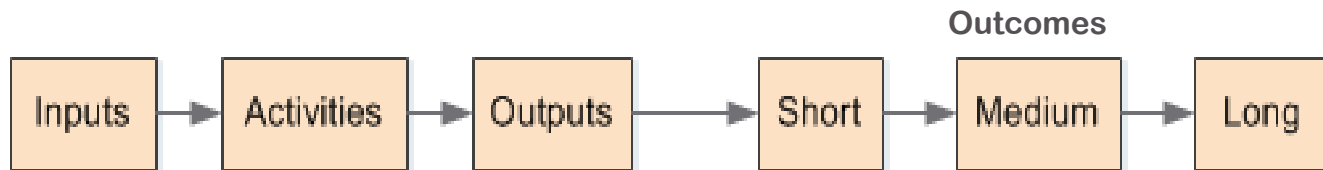
Example of a program's theory of change

Theory of change for a nutrition assistance program:



What is a logic model?

- A detailed visual representation of a program and its theory of change.
- Communicates how a program works by depicting the intended relationships among program components:
 - Inputs or resources
 - Activities
 - Outputs
 - Outcomes

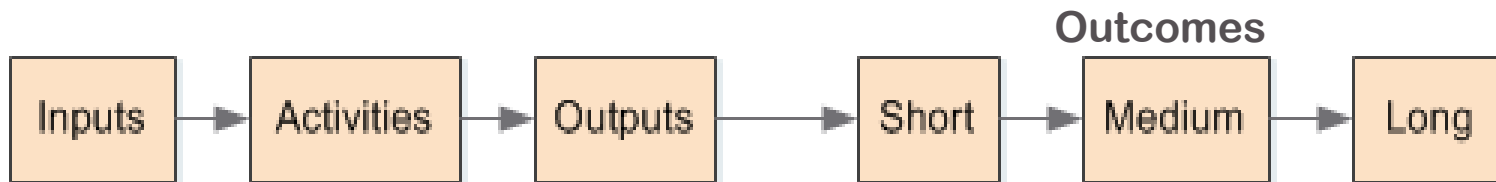


Why develop a logic model?

- Generate a clear and shared understanding of how a program works
- Support program planning and improvement
- Serve as foundation for evaluation

Key components of a logic model

- Inputs or resources
- Activities (interventions)
- Outputs
- Outcomes (short-, medium- and long-term)



Key components of a logic model



- **Inputs or resources** include the human, financial, organizational, and community resources available for carrying out a program's activities.
- Examples:
 - Funding
 - Program staff
 - AmeriCorps members
 - Volunteers
 - Training
 - Research

Source: W.K. Kellogg Foundation Evaluation Handbook (2004)

Key components of a logic model



- **Activities** are the processes, tools, events, and actions that are used to bring about a program's intended changes or results.
- Examples:
 - Workshops on healthy food options
 - Food preparation counseling
 - Referrals to food programs and resources

Source: W.K. Kellogg Foundation Evaluation Handbook (2004)

Key components of a logic model



- **Outputs** are the direct products of a program's activities and may include types, levels and targets of services to be delivered by the program.
- Examples:
 - # individuals attending workshops
 - # individuals receiving services
 - # individuals receiving referrals

Source: W.K. Kellogg Foundation Evaluation Handbook (2004), Adapted

Key components of a logic model



- **Outcomes** are the expected changes in the population served that result from a program's activities and fall along a continuum, ranging from short to long term results:
 - Short-term: changes in knowledge, skills, and/or attitudes (e.g., ↑ knowledge healthy choices)
 - Medium-term: changes in behavior or action (e.g., ↑ adoption of healthy food practices)
 - Long-term: changes in condition or status in life (e.g., ↑ food security)

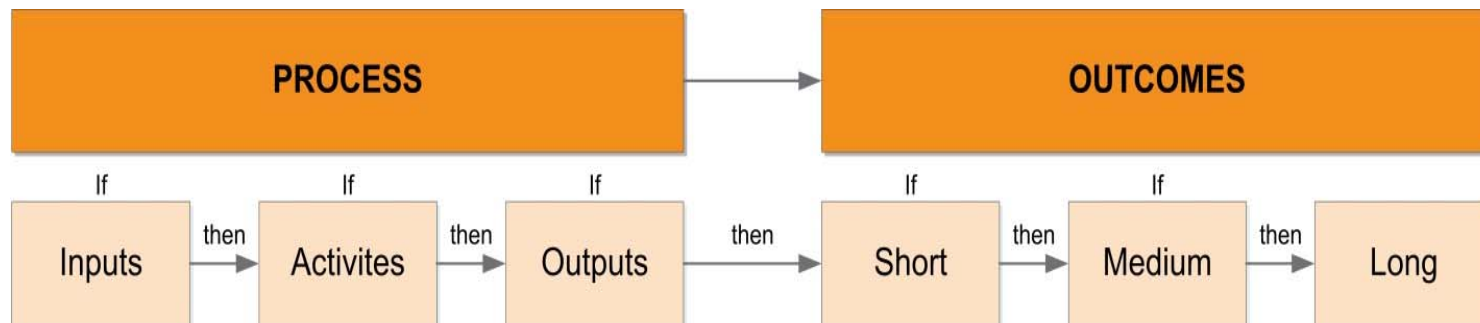
Source: W.K. Kellogg Foundation Evaluation Handbook (2004), Adapted

Difference between outputs and outcomes

| Outputs | Outcomes |
|--|--|
| <ul style="list-style-type: none">• Direct products of a program's activities/services• Often expressed numerically or quantified in some way• Examples:<ul style="list-style-type: none"># attending workshops# receiving services# receiving referrals | <ul style="list-style-type: none">• Changes resulting from a program's activities/services• Quantify changes in knowledge, attitude, behavior, or condition• Examples:<ul style="list-style-type: none">↑ knowledge healthy choices↑ adoption healthy practices↑ food security |

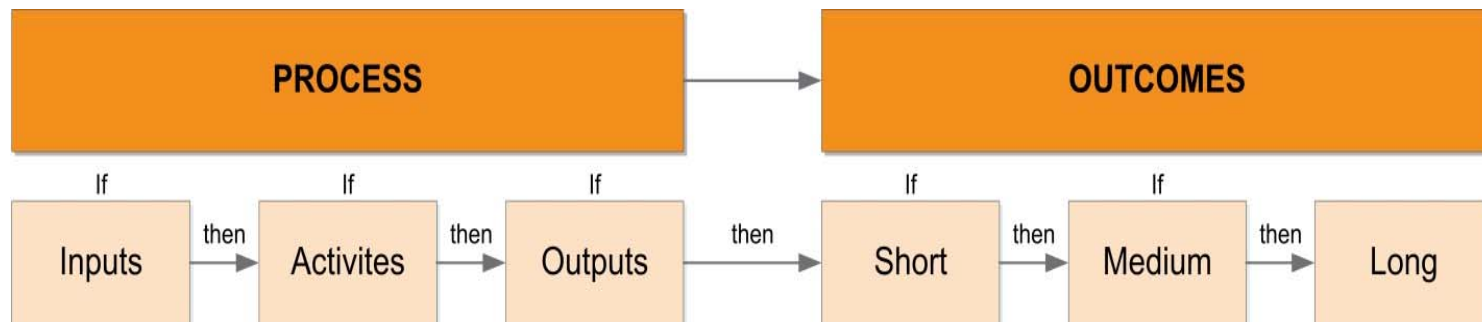
How to read a logic model

- Read from left to right
- Two “sides” to a logic model - a process side and an outcomes side



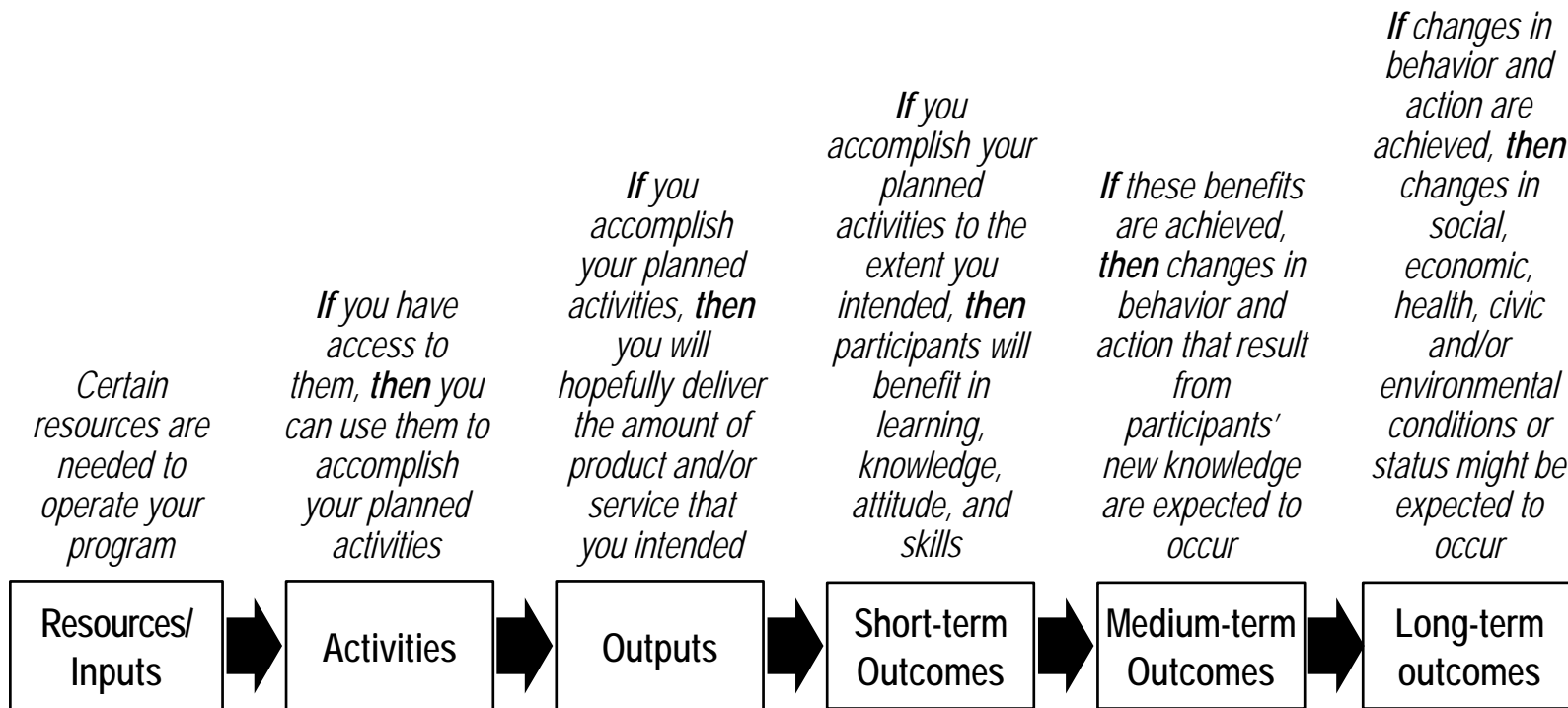
How to create a logic model

- Two main approaches are used to create a logic model:
 - Reverse logic (right to left) – asks “but how” questions
 - Forward logic (left to right) – uses “if...then” statements









How to create a logic model using forward logic

Forward logic uses “if-then” statements.



Source: W.K. Kellogg Foundation Evaluation Handbook (2004), Adapted

How to create a logic model using reverse logic

- What is the desired long-term outcome?
 - Increase # of healthy families. **But how?** 
- What is the desired intermediate outcome?
 - Increase # of families using healthy food practices. **But how?** 
- What is the desired short-term outcome?
 - Individuals gain knowledge of healthy food choices. **But how?** 
- What outputs are needed to achieve the outcomes?
 - 200 families complete an educational workshop. **But how?** 
- What activities are needed to achieve the outcomes?
 - Conduct four educational workshops per month. **But how?** 
- What inputs are needed to achieve the outcomes?
 - Funding, program staff, AmeriCorps members, volunteers, research. 

Example logic model for wildlife conservation program

| Project Resources | Core Project Components | Evidence of Project Implementation and Participation | Evidence of Change | | |
|---|---|---|--|--|---|
| INPUTS | ACTIVITIES | OUTPUTS | OUTCOMES | | |
| | | | Short-term | Medium-term | Long-term |
| What we invest (# and type of AmeriCorps members) | What we do | Direct products from program activities | Changes in knowledge, skills, attitudes, opinions | Changes in behavior or actions that result from new knowledge | Meaningful changes, often in condition or status in life |
| <p>Cash and in-kind project support</p> <p>1 Program Director</p> <p>10 AmeriCorps S/N Members</p> <p>2 VISTA members</p> <p>1 NCCC team (10 members)</p> | <p>Provide individual case management to high school seniors to include: tutoring sessions, organizing and chaperoning college campus visits, training in financial aid, researching scholarship opportunities, developing college and career plans with students, mock interviews and resume writing assistance</p> <p>VISTA members develop a system for data collection and analysis, for resource development, student engagement, and curriculum design. The VISTAs also develop and strengthen volunteer and mentoring program opportunities.</p> <p>NCCC carry out the logistics for a newly developed annual "Life After High School" Fair.</p> | <p># of high school seniors tutored</p> <p># of campus visits completed</p> <p># of high school seniors completing at least one campus visit</p> <p># of mock interviews completed</p> <p># of resumes reviewed</p> <p># of dollars raised</p> <p># of mentors trained in student engagement curriculum</p> <p># of individuals trained to use data collection system</p> <p># of Volunteers engaged</p> <p># of partnerships established (with business, military branches, colleges and local AmeriCorps programs)</p> <p># of individuals engaged as presenters at Fair.</p> | <p>Seniors report feeling more knowledgeable about their post-secondary opportunities</p> <p>Seniors report feeling more confident in their ability to compete for college admission or career opportunities</p> | <p>Seniors submit applications for one or more of the following: job, internship, college, financial aid, scholarships, military service</p> <p>Seniors interview for college, a job or internship, or military or national service opportunities</p> <p>Trained volunteers augment AmeriCorps member activities and assist NCCC teams with logistics for the Life After Fair.</p> | <p>All graduating seniors know their immediate next step in life as they either have a job opportunity or internship or are enrolled in the military, AmeriCorps or a post-secondary institution.</p> <p>Volunteers take over implementing major components of the student engagement curriculum, mentor training, and Life After High School Fair.</p> |

Things to remember

- There is no one best logic model.
- Logic models represent intention.
- A program logic model can change and be refined as the program changes and develops.

Resources for logic model development

W.K. Kellogg Foundation Logic Model Development Guide

<http://www.wkkf.org/resource-directory/resource/2006/02/wk-kellogg-foundation-logic-model-development-guide>

Innovation Network Logic Model Workbook

http://www.innonet.org/client_docs/File/logic_model_workbook.pdf

Resources for logic model development

University of Wisconsin Extension: Program Development and Evaluation

<http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html>

CDC Program Evaluation Resources:

<http://www.cdc.gov/eval/resources/index.htm>

Measuring Program Outcomes: A Practical Approach (United Way)

Developing and Working with Program Logic Models (Bureau of Justice Assistance)

Questions



If you have questions, please ask now