

Developing a Basic Logic Model For Your Program

Drawing a picture of how your program will achieve results

Whether you are a grantseeker developing a proposal for start-up funds or a grantee with a program already in operation, developing a logic model can strengthen your program. Logic models help identify the factors that will impact your program and enable you to anticipate the data and resources you will need to achieve success. As you engage in the process of creating your program logic model, your organization will systematically address these important program planning and evaluation issues:

- Cataloguing of the resources and actions you believe you will need to reach intended results.
- Documentation of connections among your available resources, planned activities and the results you expect to achieve.
- Description of the results you are aiming for in terms of specific, measurable, action-oriented, realistic and timed outcomes.

The exercises in this chapter gather the raw material you need to draw a basic logic model that illustrates how and why your program will work *and* what it will accomplish. You can benefit from creating a logic model at any point in the life of any program. The logic model development process helps people inside and outside your organization understand and improve the purpose and process of your work.

Chapter 2 is organized into two sections—Program Implementation, and Program Results. The best recipe for program success is to complete both exercises. (Full-size masters of each exercise and the checklists are provided in the Forms Appendix at the back of the guide for you to photocopy and use with stakeholder groups as you design your program.)

Exercise 1: Program Results. In a series of three steps, you describe the results you plan to achieve with your program.

Exercise 2: Program Resources and Activities by taking you through three steps that connect the program's resources to the actual activities you plan to do.

BASIC LOGIC MODEL DEVELOPMENT

Over the past few years, I have markedly changed my approach to logic modeling. I have become convinced that it makes a considerable difference if you do the outcomes before planning the activities.

I definitely advocate doing the outcomes first! I find that people come up with much more effective activities when they do. Use the motto, "plan backward, implement forward."

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The Mytown Example

Throughout Exercises 1 and 2 we'll follow an example program to see how the logic model steps can be applied. In our example, the folks in Mytown, USA are striving to meet the needs of growing numbers of uninsured residents who are turning to Memorial Hospital's Emergency Room for care. Because that care is expensive and not the best way to offer care, the community is working to create a free clinic. Throughout the chapters, Mytown's program information will be dropped into logic model templates for Program Planning, Implementation, and Evaluation.

Novice Logic modelers may want to have copies of the Basic Logic Model Template in front of them and follow along. Those readers with more experience and familiarity may want to explore the text and then skip ahead to the completed Basic Logic Model for the Mytown Example on page 34.

Demonstrating Progress Towards Change

The Importance of Documenting Progress

According to many funders, grant applications frequently lack solid descriptions of how programs will demonstrate their effectiveness. Some grantees think activities are ends unto themselves. They report the numbers of participants they reach or the numbers of training sessions held as though they were results.

Conducting an activity is *not* the same as achieving results from the accomplishment of that activity. For example, being seen by a doctor is different from reducing the number of uninsured emergency room visits. Tracking data like meetings held or patients enrolled *does* monitor your program's implementation and performance, but those data are outputs (activity data), not outcomes (which refer to the results you expect to achieve in future years).

"Do the outcomes first" is sage advice. Most logic models lack specific short- and long-term outcomes that predict what will be achieved several years down the road. Specifying program "milestones" *as you design the program* builds in ways to gather the data required and allows you to periodically assess the program's progress toward the goals you identify. **For that reason, Exercise 1 isn't filled out from left to right. This exercise asks you to "do the outcomes first." We will focus our attention first on what we have called "your intended results."**

As you implement your program, outcome measures enhance program success by assessing your progress from the beginning and all along the way. That makes it possible to notice problems early on. The elements (Outputs, Outcomes, and Impact) that comprise *your intended results* give you an outline of what is most important to monitor and gauge to determine the effectiveness of your program. You can correct and revise based on your interpretation of the collected data.

BASIC LOGIC MODEL DEVELOPMENT

Exercise 1 – Describing Results

Describe the results you desire—Outputs, Outcomes and Impact

If you were running the Mytown Free Clinic, how would you show that your desired outcome (a reduction in uninsured emergency care) didn't result from a mass exodus of uninsured residents from Mytown, USA or a sudden increase in number of employees offered health insurance coverage by local businesses?

How will you demonstrate that *your program* contributed to the change you intend? A well-crafted logic model can assert it is reasonable to claim that your program made a substantive contribution to your intended change. When programs operate in real communities where influences and forces are beyond your control, evaluation is generally more about documenting a program's contribution rather than proving something. Community-based initiatives operate in complex environments where the scientific certainty of "proof" is seldom attainable. This is where logic models can be especially helpful.

INSTRUCTIONS: Exercise 1 will use the Basic Logic Model Development Template. In particular, you will use the information presented in the gray text boxes that follow about the Mytown example program to determine what results are intended for this program. Example information about outcomes, impacts, and outputs are provided. You will fill in the blank Basic Logic Model Development Template to illustrate first the outcomes and impacts sought and then the outputs. You can then look at the completed template on page 26 to see compare your interpretation with that produced by the Mytown folks.

Exercise 1 uses the Basic Logic Model Development Template

RESOURCES	ACTIVITIES	OUTPUTS	SHORT & LONG-TERM OUTCOMES	IMPACT
<i>In order to accomplish our set of activities we will need the following:</i>	<i>In order to address our problem or asset we will conduct the following activities:</i>	<i>We expect that once completed or underway these activities will produce the following evidence of service delivery:</i>	<i>We expect that if completed or on-going these activities will lead to the following changes in 1-3 then 4-6 years:</i>	<i>We expect that if completed these activities will lead to the following changes in 7-10 years:</i>

Outcomes and Impacts should be SMART:

- Specific
- Measurable
- Action-oriented
- Realistic
- Timed

BASIC LOGIC MODEL DEVELOPMENT

Some logic models number the lists within a column to aid discussion. Some tabular logic models use rows to order and show the relationships among components. Some logic models, like the outcome and activity examples provided in Chapter One, use a box and arrow format to illustrate the "causal linkages" demonstrating how your resources, activities, outputs, outcomes, and impact connect to form chains. These depictions add to the clarity of your logic model/evaluation plan. However, for the most basic of logic models, the inventory approach we illustrate is sufficient to capture your thinking about how a program will work. The other techniques will improve its utility, but the most important task is to first get the component parts categorized and described. Once you have completed the inventory table for this and Exercise 2 feel free to experiment with identifying the relationships among the items across columns.

Short-term outcomes are results you expect to achieve 1 - 3 years after a program activity is underway.

Short-term outcomes are specific changes in things like attitudes, behaviors, knowledge, skills, status, or level of functioning expected to result from program activities. These usually are expressed at an individual level among program participants.

EXAMPLES: Signed Memorandum of Agreement from the local technical college donating clinic space, change in participants' attitudes about the need for a medical home, increase in number of scheduled annual physicals, increased patient follow-up visits, change in staff's awareness of patient scheduling challenges, increased appropriate referrals from ER's.

Insert Mytown's short-term outcomes in the Short & Long term Outcomes Column of the Basic Logic Model Development Template.

Long-term outcomes are results you expect to achieve in 4-6 years.

Long-term outcomes are also specific changes in things like attitudes, behaviors, knowledge, skills, status, or level of functioning expected to result from program activities. These usually build on the progress expected by the short-term outcomes.

EXAMPLES: The clinic serves as a medical home for 500 uninsured patients. The clinic has sustained funding sources: patient co-payments (\$10/visit) provide 20% of the Clinic's operating costs, United Way provides 20%, Memorial Hospital donates 20%, the Medical Society contributes 20% and an endowment established at the Community Foundation provides the final 20%. An annual golf tournament organized by the Kiwanis Club funds special clinic projects. There has been a 25% reduction in uninsured emergency care since Mytown Free Clinic opened five years ago. In the Clinic's fifth year there is a 15% reduction in uninsured ER visits. Seventy-five volunteer administrators and 300 volunteer medical professionals regularly serve at the clinic each year. Five companies donate all necessary medical supplies. Grant funds purchase the computers and software needed to create electronic patient records. For five years patient satisfaction ratings have been 90%.

Insert Mytown's long-term outcomes in the Short & Long Term Outcomes column of the Basic Logic Model Development Template.

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Impact refers to the results expected 7-10 years after an activity is underway — the future social change your program is working to create

Impacts are the kinds of organizational, community, or system level changes expected to result from program activities and which might include improved conditions, increased capacity, and/or changes in the policy arena.

EXAMPLES: Specific reduction in inappropriate emergency room use, increased donations of clinic supplies to meet identified needs, a stable supply of medical volunteers, an endowment supporting 35% of the clinic's operating funds, 900 patients served/year.

Insert Mytown's impacts in the Impact Column of the Basic Logic Model Development Template.

Outputs are data about activities.

They are the direct results of program activities. They are usually described in terms of size and scope of the services or products delivered or produced by the program. They indicate if a program was delivered to the intended audiences at the intended "dose." A program output, for example might be the number of classes taught, meetings held, materials distributed, program participation rates, or total service delivery hours.

EXAMPLES: Number of patients referred to the Free Clinic from Memorial ER/year, the number of patients screened/year, the number of qualified patients enrolled in the Free Clinic/year, the average number of patient visits/day, the total number of patient visits/year, the number and specialties of medical volunteers, the number of volunteer administrators trained, the number and locations of clinic posters distributed, the number of potential patients calling for information/ month.

Insert Mytown's outputs in the Outputs Column of the Basic Logic Model Development Template

BASIC LOGIC MODEL DEVELOPMENT

EXERCISE 1



Check-list

Exercise 1 Checklist: Review what you have created using the checklist below to assess the quality of your draft.

Progress Toward Results Quality Criteria		Yes	Not Yet	Comments Revisions
1.	A variety of audiences are taken into consideration when specifying credible outputs, outcomes, and impacts.	<input type="checkbox"/>	<input type="checkbox"/>	
2.	Target participants and/or partners are described and quantified as outputs (e.g. 100 teachers from 5 rural high schools).	<input type="checkbox"/>	<input type="checkbox"/>	
3.	Events, products, or services listed are described as outputs in terms of a treatment or dose (e.g. 30 farmers will participate in at least 3 sessions of program, or curriculum will be distributed to at least 12 agencies).	<input type="checkbox"/>	<input type="checkbox"/>	
4.	The intensity of the intervention or treatment is appropriate for the type of participant targeted (e.g. higher risk participants warrant higher intensities).	<input type="checkbox"/>	<input type="checkbox"/>	
5.	The duration of the intervention or treatment is appropriate for the type of participant targeted (e.g. higher risk participants warrant longer duration).	<input type="checkbox"/>	<input type="checkbox"/>	
6.	Outcomes reflect reasonable, progressive steps that participants can make toward longer-term results.	<input type="checkbox"/>	<input type="checkbox"/>	
7.	Outcomes address awareness, attitudes, perceptions, knowledge, skills, and/ or behavior of participants.	<input type="checkbox"/>	<input type="checkbox"/>	

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8.	Outcomes are within the scope of the program's control or sphere of reasonable influence.	<input type="checkbox"/>	<input type="checkbox"/>	
9.	It seems fair or reasonable to hold the program accountable for the outcomes specified.	<input type="checkbox"/>	<input type="checkbox"/>	
10.	The outcomes are specific, measurable, action-oriented, realistic, and timed.	<input type="checkbox"/>	<input type="checkbox"/>	
11.	The outcomes are written as change statements (e.g. things increase, decrease, or stay the same).	<input type="checkbox"/>	<input type="checkbox"/>	
12.	The outcomes are achievable within the funding and reporting periods specified.	<input type="checkbox"/>	<input type="checkbox"/>	
13.	The impact, as specified, is not beyond the scope of the program to achieve.	<input type="checkbox"/>	<input type="checkbox"/>	

BASIC LOGIC MODEL DEVELOPMENT

Exercise 2—Describing Actions

Linking It All Together

Exercise 2 illustrates exactly how you plan to put your program theory to work. It leads you to identify the resources and activities your program will need to achieve your intended results. This exercise documents your knowledge of the community resources you have available and specific activities your program will implement.

Program rationales in grant proposals are usually strong. Grantees tend to have a very good sense of *what* they want to do. However, they frequently fail to make specific connections between their program and related best practice literature and practitioner wisdom that could *and should* support their approach and their work.

To connect actions to program results, this exercise links your knowledge of what works with specific descriptions of what your program will do. It requires you to anticipate what will be needed to support program activities. The elements that comprise your program implementation act as a game plan for the program you propose.

Most logic models list activity items and resources (like planning meetings, curriculum purchase or design, training workshops, and service delivery). Depending on the nature of your effort, other types of products and processes may be included. Management-oriented logic models also include program and evaluation development, staff and volunteer training, recruitment of partners and participants, and the publicity needed to support your work along the way.

As mentioned earlier, if your program addresses multiple issues you may find it helpful to go through the exercises for each issue in turn and then aggregate them into a larger model that highlights the relationships among issues.

We recommend referring to a literature review on the problem your program is designed to address when you specify program activities. From this explicit knowledge of what works, you can more clearly connect the abstract strategies supporting the program to its concrete activities.

When Exercise 2 is complete and you are satisfied that you have an accurate inventory of the Mytown program's component parts, transfer the information to the **Basic Logic Model Development Template**. Remember you have already filled in the three columns on the right with what you have learned about the intended results for the Mytown program example.

What activities are planned? Based on what you know about effective ways to solve problems or build assets, what specific activities have you planned?

I would emphasize that people may well change their minds about the activities that are the most useful after having done the results work.

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EXAMPLES: Personnel Committee launches and completes search for full-time director. Director is hired and oriented to the board and the community. Board and staff visit the Anywhere Free Clinic to learn from its experience and to select documents to replicate (i.e., policies and procedures, job descriptions, equipment needs, budgets, funding strategies, volunteer and patient records). Board and staff conduct program planning retreat. Based upon Anywhere's funding plan, board secures Free Clinic's first-year funding. Marketing Committee creates public relations campaign in collaboration with Volunteer Committee to secure volunteers and patients. Facility Committee creates and completes MOA with technical college to secure a clinic facility. Quality Assurance Committee creates evaluation plan in cooperation with Memorial Hospital's Emergency Room staff and the local Chamber of Commerce.

Summarize Mytown's activities in the Activities column of the Basic Logic Model Development Template

What resources are needed? Once you have specified what you plan to do, determine the resources you will need to support the solutions your program proposes. For some types of programs, it may also be helpful to describe the influential factors you are counting on to support your efforts in the community.

EXAMPLES: Medical Society/Memorial Hospital Task Force for the Uninsured will become a Free Clinic Board of Directors and secure a 501© (3) status from the IRS. The Board will recruit 7-10 additional representatives from drug companies, the local technical school, Mytown's United Way, the Chamber of Commerce, the Community Foundation, the Volunteer Center, the Nurses Association, etc. During a 6-month planning period, board committees will be launched; staff will be recruited/hired/oriented; a site visit will be conducted; and the Clinic's first-year's funding (\$150,000/year) will be secured. Committees will create an MOA with Memorial Hospital and the Medical Society to secure equipment required: 5 exam tables, 7 desks, 5 blood pressure cuffs, 5 otoscopes, 5 stethoscopes, 5 PDR's, 1 set of scales, 10 thermometers, three computers, one first aid emergency kit.

Summarize Mytown's resources in the Resources column of the Basic Logic Model Development Template

BASIC LOGIC MODEL DEVELOPMENT**Check-list**

Exercise 2 Checklist: Review what you have created using the checklist below to assess the quality of your draft.

	Theory into Action Quality Criteria	Yes	Not Yet	Comments/Revisions
1.	Major activities needed to implement the program are listed.	<input type="checkbox"/>	<input type="checkbox"/>	
2.	Activities are clearly connected to the specified program theory.	<input type="checkbox"/>	<input type="checkbox"/>	
3.	Major resources needed to implement the program are listed.	<input type="checkbox"/>	<input type="checkbox"/>	
4.	Resources match the type of program.	<input type="checkbox"/>	<input type="checkbox"/>	
5.	All activities have sufficient and appropriate resources.	<input type="checkbox"/>	<input type="checkbox"/>	

BASIC LOGIC MODEL DEVELOPMENT

Here we include a flowchart that summarizes the steps to complete your basic logic model. Keep in mind that you could use this inventory style template to then further describe the relationships among the components using numbered items, rows, or boxes and arrows as we mentioned earlier.

Flowchart for Exercises 1 & 2—Describing Results, Resources, and Activities

Exercise 1 Describing Results

Resources	Activities	Outputs	Outcomes	Impact
			4	

Step 1.1

For each of the specific activities you have planned to do, what short-term and then long-term outcomes do you expect to achieve as indicators of the progress made by your program toward its desired results?

↓

Resources	Activities	Outputs	Outcomes	Impact
		3		

Step 1.2

For each of the specific activities that you have planned to do, what outputs (service delivery or implementation targets) do you hope to reach through the operation of your program?

↓

Resources	Activities	Outputs	Outcomes	Impact
				5

Step 1.3

For each of the specific activities you have planned to do, what impact do you expect to achieve in your community?

Exercise 2 Describing Resources and Activities

Resources	Activities	Outputs	Outcomes	Impact
	2			

Step 2.1

Knowing what you know about what works to solve problems or build assets as specified in the theory of change for your program, what specific activities have you planned to do?

↓

Resources	Activities	Outputs	Outcomes	Impact
1				

Step 2.2

What resources are available to your program to support the specific activities you have planned to do (for some programs, it may also be important to state those influential factors you are counting on to support your work)?

THEORY-OF CHANGE

Logic Model Development Program Implementation Template – Exercise 1 & 2

RESOURCES	ACTIVITIES	OUTPUTS	SHORT & LONG-TERM OUTCOMES	IMPACT
<p><i>In order to accomplish our set of activities we will need the following:</i></p>	<p><i>In order to address our problem or asset we will accomplish the following activities:</i></p>	<p><i>We expect that once accomplished these activities will produce the following evidence or service delivery:</i></p>	<p><i>We expect that if accomplished these activities will lead to the following changes in 1-3 then 4-6 years:</i></p>	<p><i>We expect that if accomplished these activities will lead to the following changes in 7-10 years:</i></p>
<ul style="list-style-type: none"> ● IRS 501(c)(3) status ● Diverse, dedicated board of directors representing potential partners ● Endorsement from Memorial Hospital, Mytown Medical Society, and United Way ● Donated clinic facility ● Job descriptions for board and staff ● First year's funding (\$150,000) ● Clinic equipment ● Board & staff orientation process ● Clinic budget 	<ul style="list-style-type: none"> ● Launch/complete search for executive director ● Board & staff conduct Anywhere Free Clinic site visit ● Board & staff conduct planning retreat ● Design and implement funding strategy ● Design and implement volunteer recruitment and training ● Secure facility for clinic ● Create an evaluation plan ● Design and implement PR campaign 	<ul style="list-style-type: none"> ● # of patients referred from ER to the clinic/year ● # of qualified patients enrolled in the clinic/year ● # of patient visits/year ● # of medical volunteers serving/year ● # of patient fliers distributed ● # of calls/month seeking info about clinic 	<ul style="list-style-type: none"> ● Memorandum of Agreement for free clinic space ● Change in patient attitude about need for medical home ● Change in # of scheduled annual physicals/follow-ups ● Increased # of ER/physician referrals ● Decreased volume of unreimbursed emergencies treated in Memorial ER 	<ul style="list-style-type: none"> ● Patient co-payments supply 20% of clinic operating costs ● 25% reduction in # of uninsured ER visits/year ● 300 medical volunteers serving regularly each year ● Clinic is a United Way Agency ● Clinic endowment established ● 90% patient satisfaction for 5 years. ● 900 patients served/year

