Corporation for NATIONAL & COMMUNITY SERVICE

How to Develop a Program Logic Model

Operation AmeriCorps TA Call #4

AmeriCorps | Senior Corps | Social Innovation Fund | Volunteer Generation Fund

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

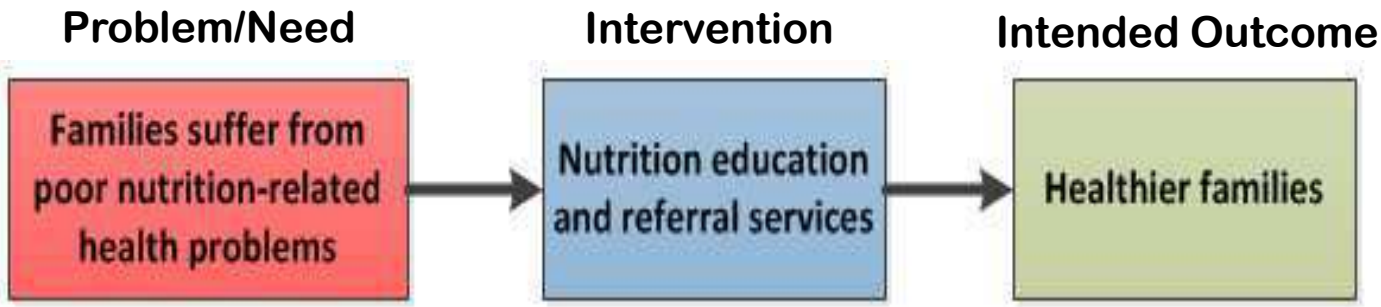
What is a program's theory of change?

- 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.

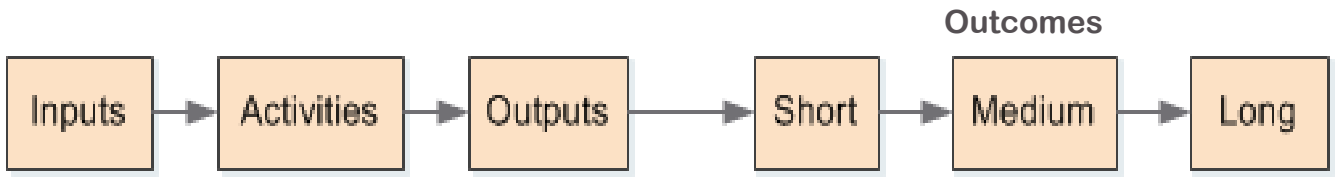
Example of a program's theory of change

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

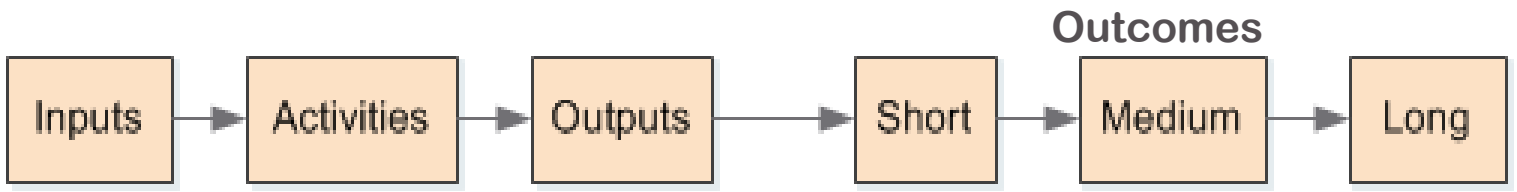


Why develop a logic model?

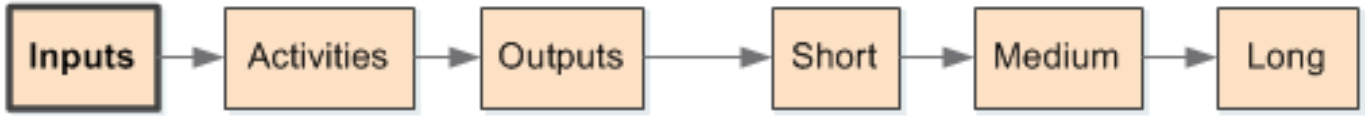
- Generate a clear and shared understanding of how a program works
- Support program planning and improvement
- Serve as foundation for evaluation

Key components of a logic model

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



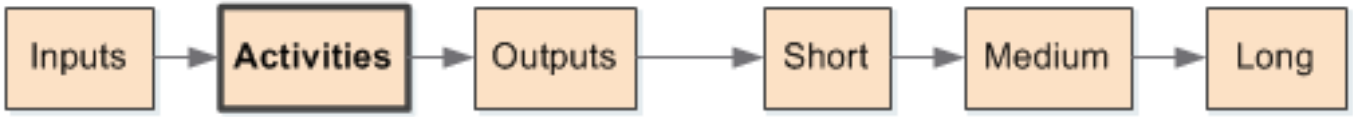
Key components of a logic model



- **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)

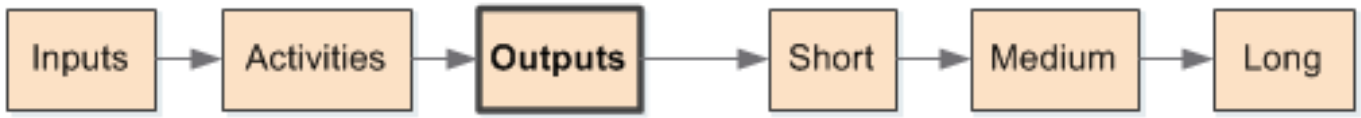
Key components of a logic model



- **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)

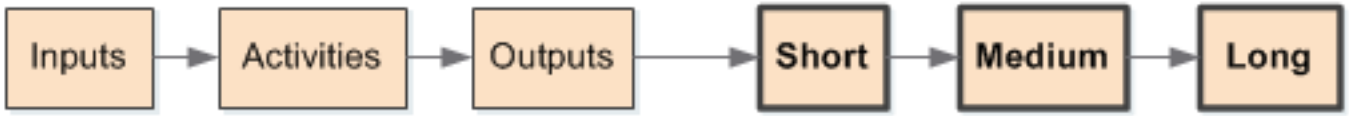
Key components of a logic model



- **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)

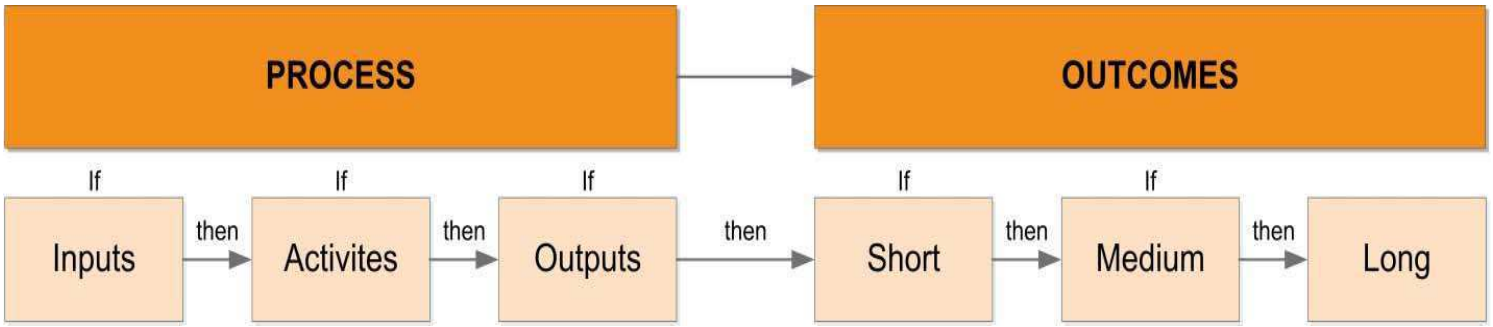
Source: W.K. Kellogg Foundation Evaluation Handbook (2004), Adapted

Difference between outputs and outcomes

Outputs	Outcomes
• Direct products of a program's activities/services • Often expressed numerically or quantified in some way • Examples: # attending workshops # receiving services # receiving referrals	• Changes resulting from a program's activities/services • Quantify changes in knowledge, attitude, behavior, or condition • Examples: ↑ knowledge healthy choices ↑ adoption healthy practices ↑ food security

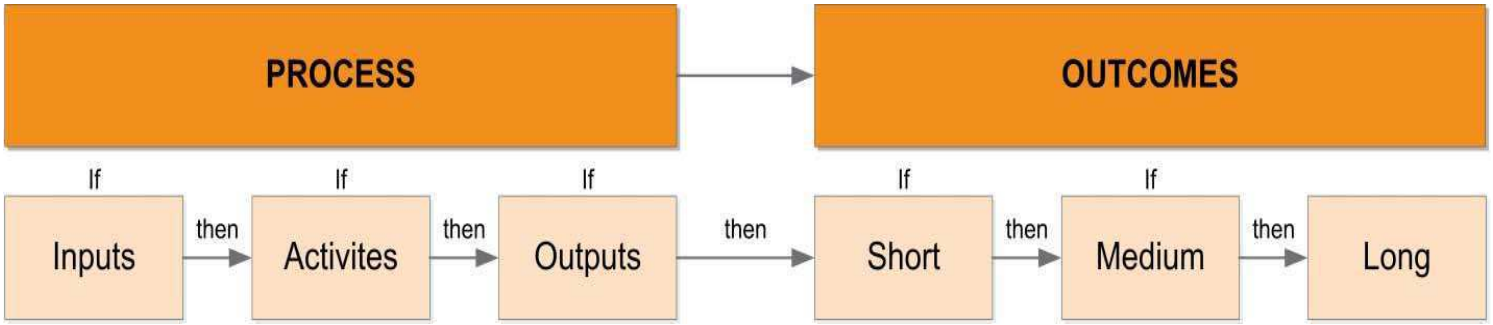
How to read a logic model

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



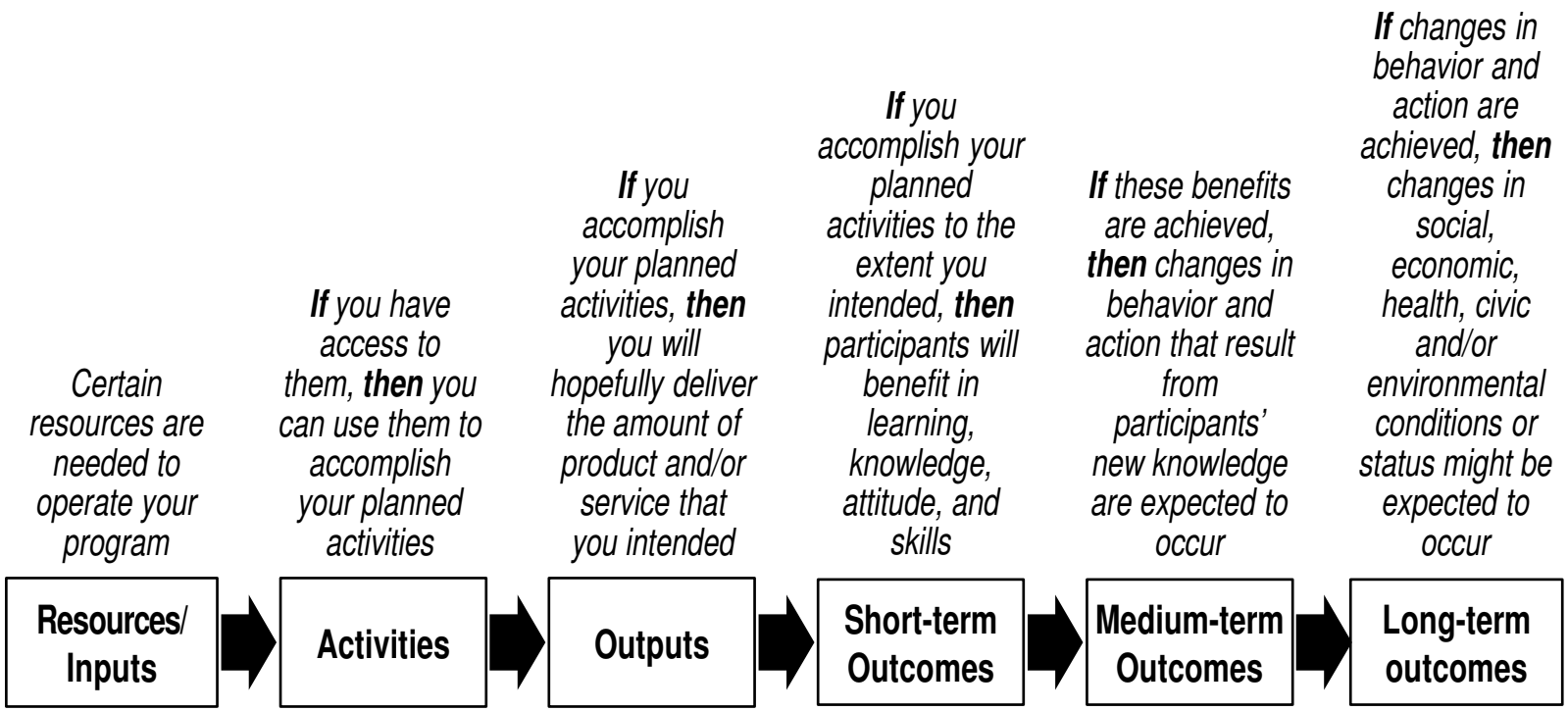
How to create a logic model

- 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
Cash and in-kind project support **1 Program Director** **10 AmeriCorps S/N Members** **2 VISTA members** **1 NCCC team (10** members)	**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** **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. NCCC carry out the logistics for a newly developed annual "Life After High School" Fair.	**# of high school seniors tutored** **# of campus visits completed** **# of high school seniors completing at least one campus visit** **# of mock interviews completed** **# of resumes reviewed** **# of dollars raised** **# of mentors trained in student engagement curriculum** **# of individuals trained to use data collection system** # of Volunteers engaged # of partnerships established (with business, military branches, colleges and local AmeriCorps programs) # of individuals engaged as presenters at Fair.	**Seniors report feeling more knowledgeable about their post-secondary opportunities** **Seniors report feeling more confident in their ability to compete for college admission or career opportunities**	**Seniors submit applications for one or more of the following: job, internship, college, financial aid, scholarships, military service** **Seniors interview for college, a job or internship, or military or national service opportunities** **Trained volunteers augment AmeriCorps member** activities and assist NCCC teams with logistics for the Life After Fair.	**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.** **Volunteers take over implementing major components of the** student engagement curriculum, mentor training, and Life After High School Fair.

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