

Creating a Logic Model and Theory of Change for Program Proposals

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The 3 parts to this webinar:

- 1) Introduction to logic models and their components
- 2) Creating a logic model
- 3) Theories of Change

Introduction to logic models

*"You've got to be very careful
if you don't know where you're going,
because you might not get there."*

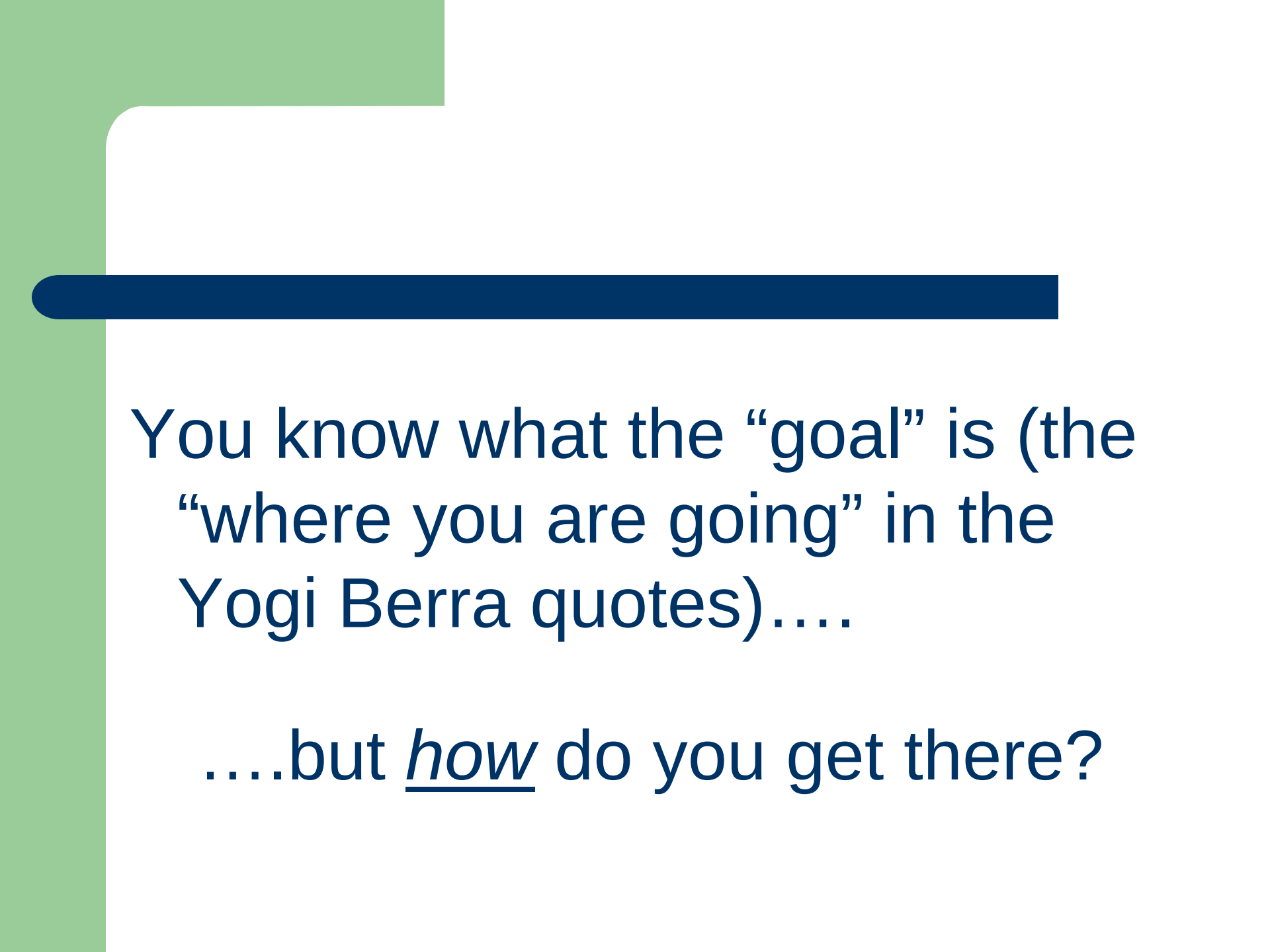
*"If you don't know where you are going,
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Introduction to logic models

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*"If you don't know where you are going,
you'll wind up somewhere else."*

- Yogi Berra



You know what the “goal” is (the
“where you are going” in the
Yogi Berra quotes)....

....but how do you get there?

The Logic Model: More than an evaluation tool

A logic model:

- **Outlines** your project
- **Describes** the events that will bring about change
- **Relates** activities to the outcomes

It answers these questions:

Where are you going?

(the goal)

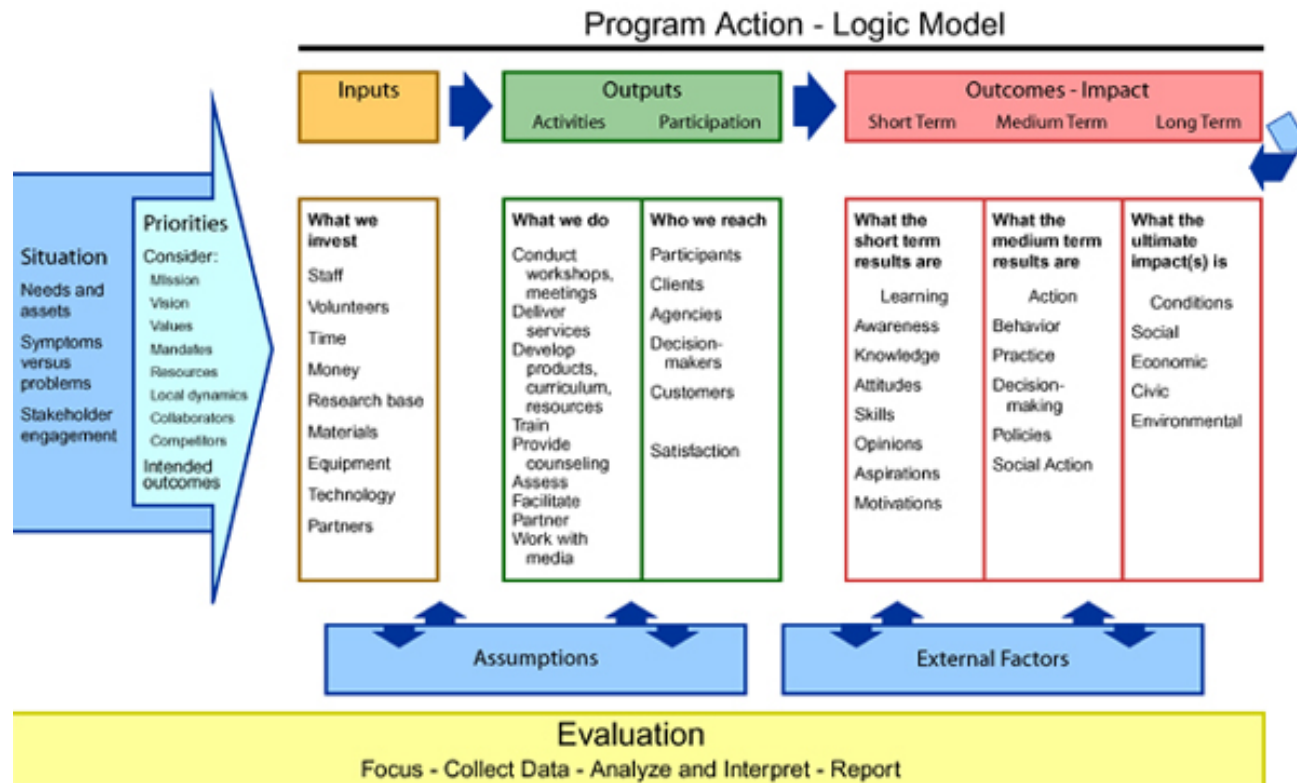
How will you get there?

(the steps and activities that get you from the beginning of your project to the goal)

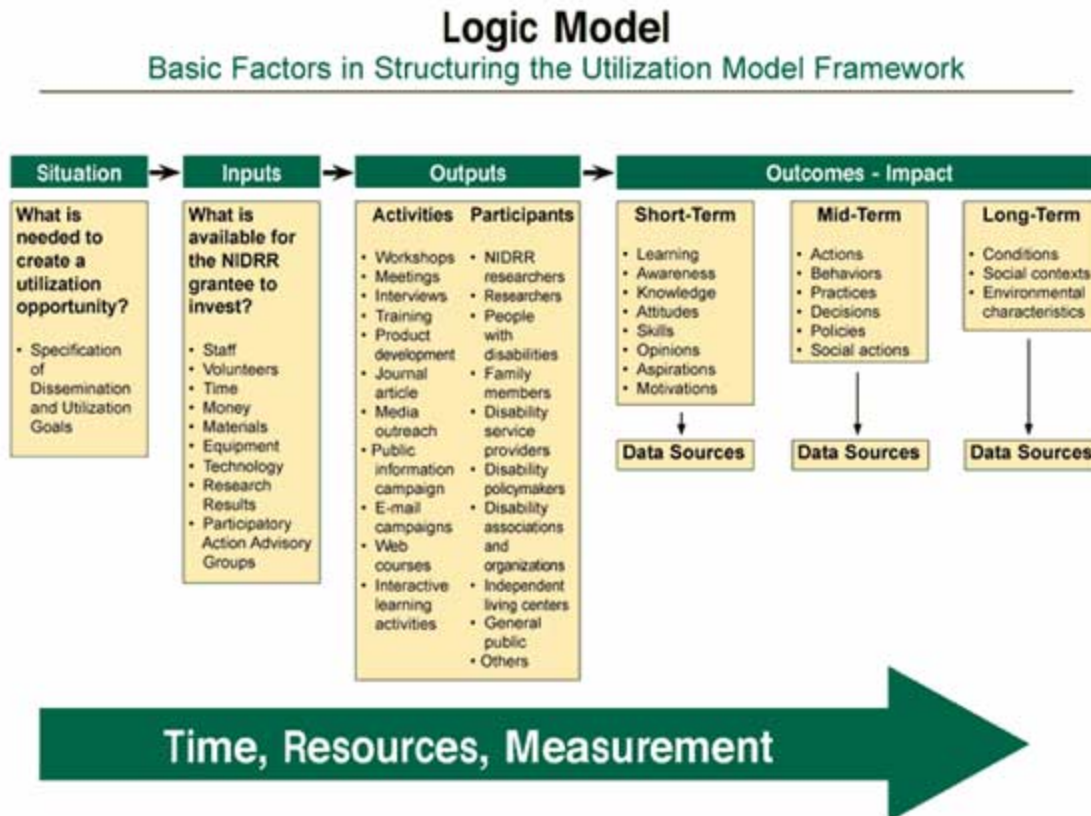
What will show that you've arrived?

(the indicators and measures that show that you achieved the goal)

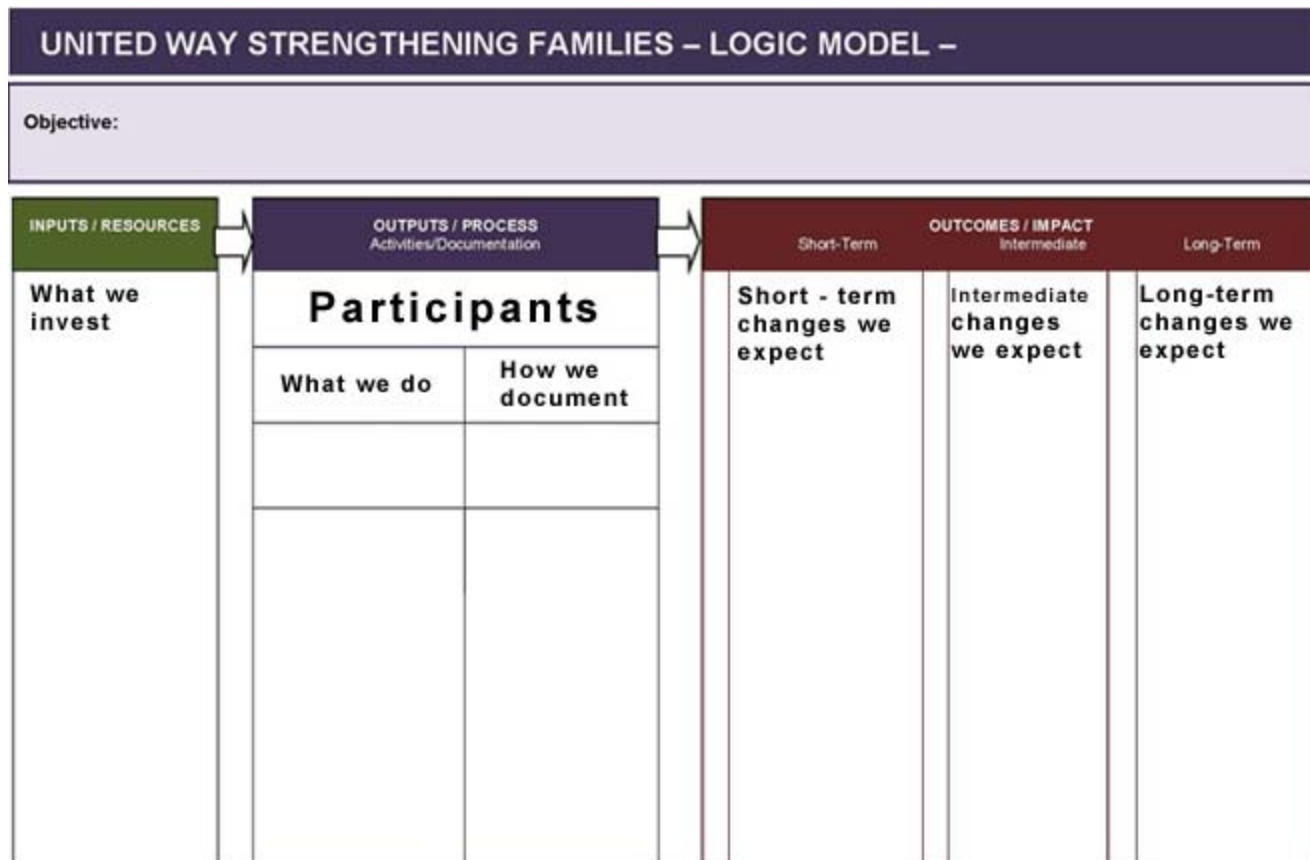
There can be different templates



There can be different templates



There can be different templates



Why do a logic model?

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One answer:

Because the donor says we have to!

Why do a logic model?

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Because the donor says we have to!

But why do donors want to see logic models in proposals?

Why do a logic model?

well planned
+
well designed
=
high chance of 'success'

(while using a *reasonable* amount of resources)

Do the elements of the project relate to each other “logically”?

Has the grant applicant considered more than the goal:

- the activities to reach the goal?
- the resources needed?
- the assumptions that will affect the project?

And do these elements, together, logically lead to the impact proposed?



"It may be a model, Captain, but it's highly illogical."

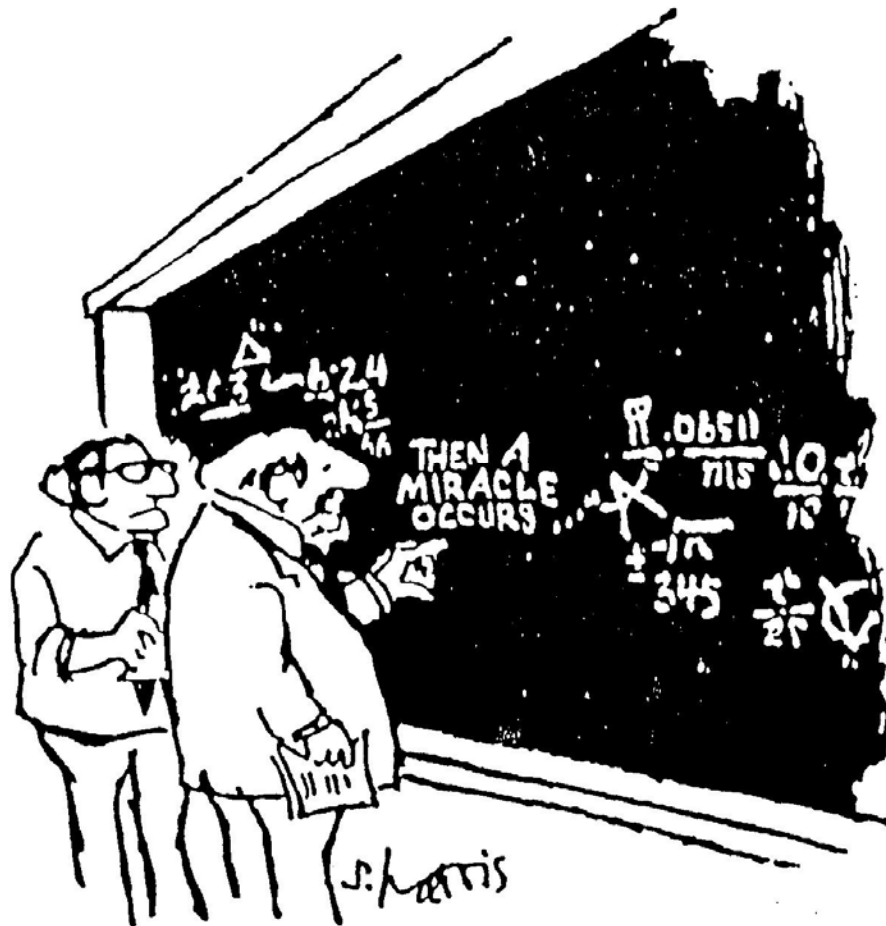
When logic models are useful

During project design and planning...

During project implementation...

*When it is time to write reports and
evaluate your success...*

Logic models show the relationships between the steps in a project, from planning to the end stages.



"I think you should be more explicit here in step two."

Components of a Logic Model

- Goal
- Objectives
- Inputs
- Activities
- Outputs
- Outcomes
- Indicators*
- Assumptions/
external factors

*Indicators may be left out and included in a separate evaluation measures table.

Sample logic model

Project goal: The change(s) to population, system or policies that your project will help to achieve.

<u>Objective 1:</u> The tangible thing your project aims to achieve.	<u>Inputs:</u> The resources that support project implementation.	<u>Activities:</u> What you propose to “do” to cause the change.	<u>Outputs:</u> The amount of product or unit of service provided.	<u>Outcomes:</u> The changes that will occur in your target population or system as a result of your project.	<u>Indicators:</u> The specific, observable conditions that are evidence that your program is achieving its outcomes.
	<u>Ex:</u> Human resources, funding, time, venues, materials, participants, clients	<u>Ex:</u> Courses, trainings, health care interventions, counseling sessions, meetings	<u>Ex:</u> Number of clients served, number of hours of service provided, number of participants trained	<u>Ex:</u> Fewer/ less severe mental health symptoms, improved reading skills, decreases in cases of infections	<u>Ex:</u> Improved grades, improved attendance rates, fewer positive infection test results

The Project Goal

The goal is the long-term change to communities, systems, policies or organizations that your project will help to achieve.

Sometimes, a single project might not achieve a goal by itself. Rather, it will make a valuable contribution toward achieving the goal.

Examples of project goals

- Refugee families are accessing community services and resources.
- More teachers are working in the Johnson county school system.
- Low-income families have stable housing.
- Torture survivors heal physically and psychologically from torture-related trauma.
- Obesity is reduced in the community.

Objectives

Objectives are the tangible, accomplishable things you aim to achieve during the life of the project.

They help you and the others who implement your project to develop a shared vision, and they help you to prioritize how you spend your time.

Objectives are *always* attainable within the scope of the project - unlike goals, which might not be fully accomplished by one project alone.

“SMART” objectives are:

- **Specific** – they refer to locations, time periods and observable actions, behaviors or achievements;
- **Measurable** – they use numbers, percentages, frequencies or ratios, so that you can monitor your progress;
- **Appropriate** – they fit your organization and your project’s goal;
- **Realistic** – while achievable, they are also challenging and meaningful; and
- **Time-bound** – they include a specific timeline for achievement.

The value of SMART objectives

Well-written SMART objectives identify *what* success means for your project and *how* you will demonstrate success. SMART objectives specify:

- WHO will be reached – the target population?
- WHAT will be achieved – what change do we want to see in the population?
- WHERE – in what location will each objective occur?
- WHEN – over what time period will change occur?

Inputs

Inputs are the human, financial, organizational, and community resources available to your project that will support project implementation (i.e., expertise, staff, time, organizational profile, collaborative partners, funding).

Activities

Activities are the procedures, processes, events, actions or interventions that you propose to use to cause changes in the target systems or population. Activities are what you **do** with your inputs.

Outputs

Outputs are the products of the activities; they are the direct deliverables of project activities.

Outputs include things such as the number of clients served or the number of hours of training provided and the number of people trained.

Outcomes

Outcomes are the changes that will occur in your target population or systems, as a result of your activities and outputs.

Outcomes are project *results*.

More on outcomes....

Outcomes can be changes that will take place in the short-term, medium term or the long-term.

Long-term outcomes (and even mid-term outcomes) might take place after your project is finished; that is, outside of the time scope of your project.

More on immediate, short term, medium term and long term outcomes

- Reactions: How did participants respond? (satisfaction, interest, weakness, strengths of the program—usually collected by surveys)
- Short term/Learning Outcomes: What are the changes in participants' Knowledge, Attitudes, Skills, and Aspirations (KASA)?
- Intermediate/Behavioral Changes: What are the specific behavioral changes exhibited or reported by participants?
- Long term/Situation Outcomes: How have the participants' person and working lives changed as a result of the program?

Final quiz before we start our logic model

Choose in the following scenarios the statement that is an example of an input, output and outcome (each scenario of 3 statements contains one of each):

Teen leadership scenario:

- 60 teens attended a summer leadership program.
- The local Y and two high schools partnered to design a teen leadership program
- 90% of teens participating in a summer leadership program learned new leadership skills

Refugee Integration Scenario:

- More low-income immigrants and refugees attend more free community-based arts and cultural events
- Newsletters about free community events are distributed in three languages
- Volunteers work with a local library and community center to develop a project to reduce idleness and isolation among low-income immigrants and refugees



Outcome or Output?

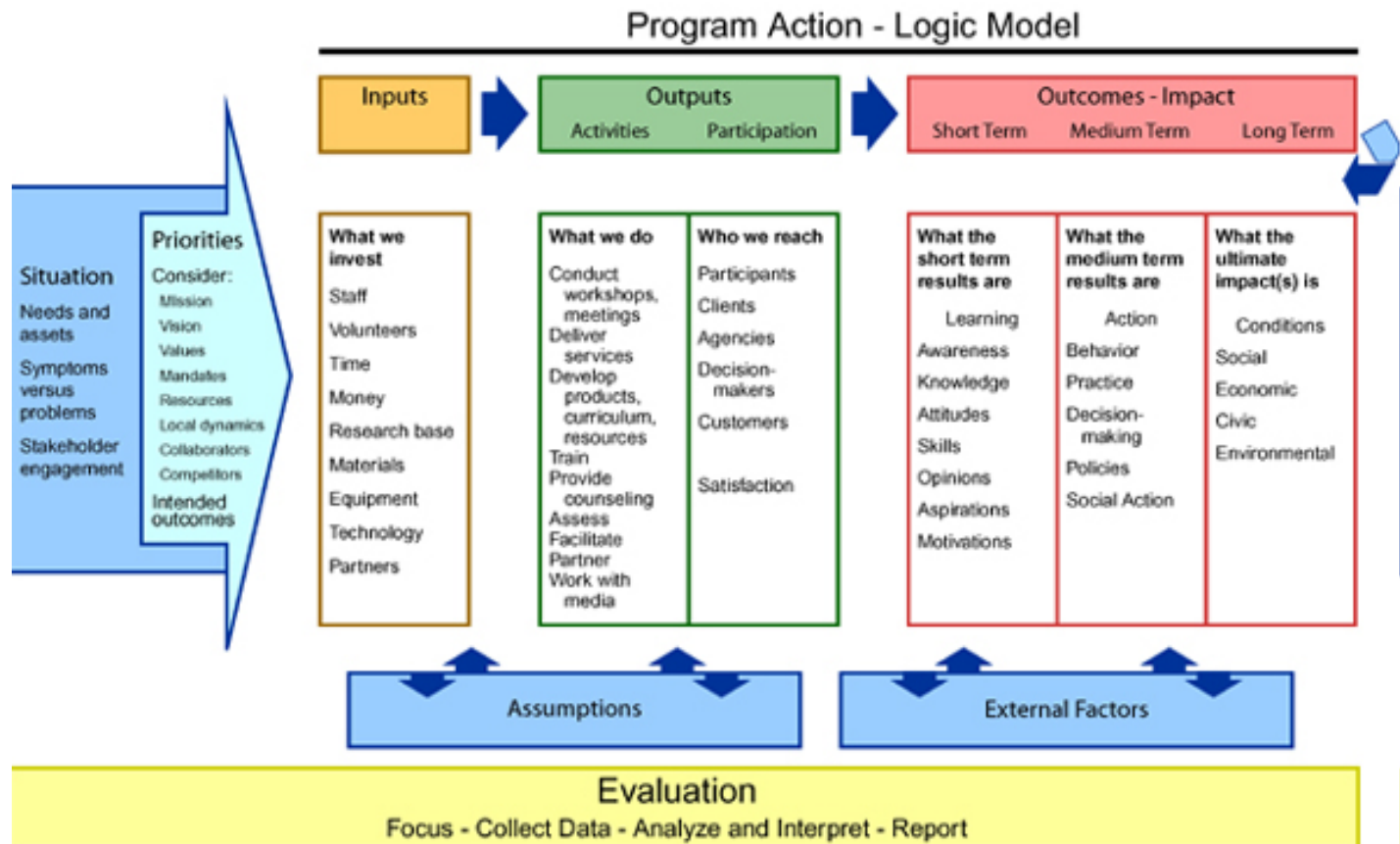
Creating a logic model

Logic Model Tip: Models do not need to be drawn to scale



Now if you'll follow me into the next room,
we'll take a look at some of the long term outcomes

Building your logic model



Sample logic model

Project goal: Torture survivors heal from the wounds of torture.

	<u>Inputs:</u> The resources that support project implementation.	<u>Activities:</u> What you propose to “do” to cause the change.	<u>Outputs:</u> The amount of product or unit of service provided.	<u>Outcomes:</u> The changes that will occur in your target population or system as a result of your project.	<u>Indicators:</u> The specific, observable conditions that are evidence that your program is achieving its outcomes.
<u>Objective 1:</u>					

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<u>Objective 1:</u> 150 torture survivors living in the targeted community have improved mental health after one year.					

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<u>Objective 1:</u> 150 torture survivors living in the targeted community have improved mental health after one year.				Clients report they have less severe mental health problems; clients less dependant on others, are better able to provide for themselves; clients' family relationships improve; clients feel less helpless	

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<u>Objective 1:</u> 150 torture survivors living in the targeted community have improved mental health after one year.			150 clients receive intake assessments and XX number of counseling sessions; XX hours of counseling provided; XX nbr. psychiatric consults provided	Clients report they have less severe mental health problems; clients less dependant on others, are better able to provide for themselves; clients' family relationships improve; clients feel less helpless	

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<u>Objective 1:</u> 150 torture survivors living in the targeted community have improved mental health after one year.		Intake and follow-up assessments; counseling sessions; psychiatric consults and meds prescribed; supervision of mental health staff; case mgt	150 clients receive intake assessments and XX number of counseling sessions; XX hours of counseling provided; XX nbr. psychiatric consults provided	Clients report they have less severe mental health problems; clients less dependant on others, are better able to provide for themselves; clients' family relationships improve; clients feel less helpless	

Sample logic model

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<u>Objective 1:</u> 150 torture survivors living in the targeted community have improved mental health after one year.	Donations; grants from foundations and federal sources; mental health and admin staff at the org; clients; appropriate office space for counseling; psychiatry consultant time	Intake and follow-up assessments; counseling sessions; psychiatric consults and meds prescribed; supervision of mental health staff; case mgt	150 clients receive intake assessments and XX number of counseling sessions; XX hours of counseling provided; XX nbr. psychiatric consults provided	Clients report they have less severe mental health problems; clients less dependant on others, are better able to provide for themselves; clients' family relationships improve; clients feel less helpless	

Indicators: How do we know that we are making progress in meeting our identified outcomes?

- Population --% of individuals who would report some change
- Threshold (minimum progress to confirm achieving outcome)
- Timeline (period in which this would be reported)

Example of a quantifiable indicator

Objective/Outcome: Communicable diseases are decreased in XYZ refugee camp by the end of the project period.

Quantifiable indicator: Percentage of children vaccinated against communicable diseases by the end of the project as compared to the percentage of those vaccinated at the start of the project (baseline.)

Back to our example:

Indicator: Percentage of children in XYZ refugee camp vaccinated against communicable diseases by the end of the project as compared to the percentage of those vaccinated at the start of the project (baseline.)

Indicator: 4,000 children in XYZ refugee camp are vaccinated against communicable diseases by the end of the project period.

Indicator: 11,000 vaccines are administered to children in XYZ refugee camp by the end of the project period.

Assumptions and External Factors

Assumptions represent beliefs or ideas about why the specific strategies and activities implemented by the program will lead to the desired outcomes.

Assumptions may relate to:

- The problem or existing situation and its underlying cause(s)
- Project operations and the ability to carry it out as planned
- Expected outcomes and benefits
- The motivation and behavior of participants
- Resources and staff assumed to be available
- Evidence of interventions producing the expected outcomes

What makes assumptions so important in making a logic model?

Assumptions underlie much of what we do. They may be based on deep experience or data, or bias and convenience.

It is often these underlying assumptions that hinder success or produce less-than-expected results.

One benefit of a logic model is that it can help us make our assumptions explicit.

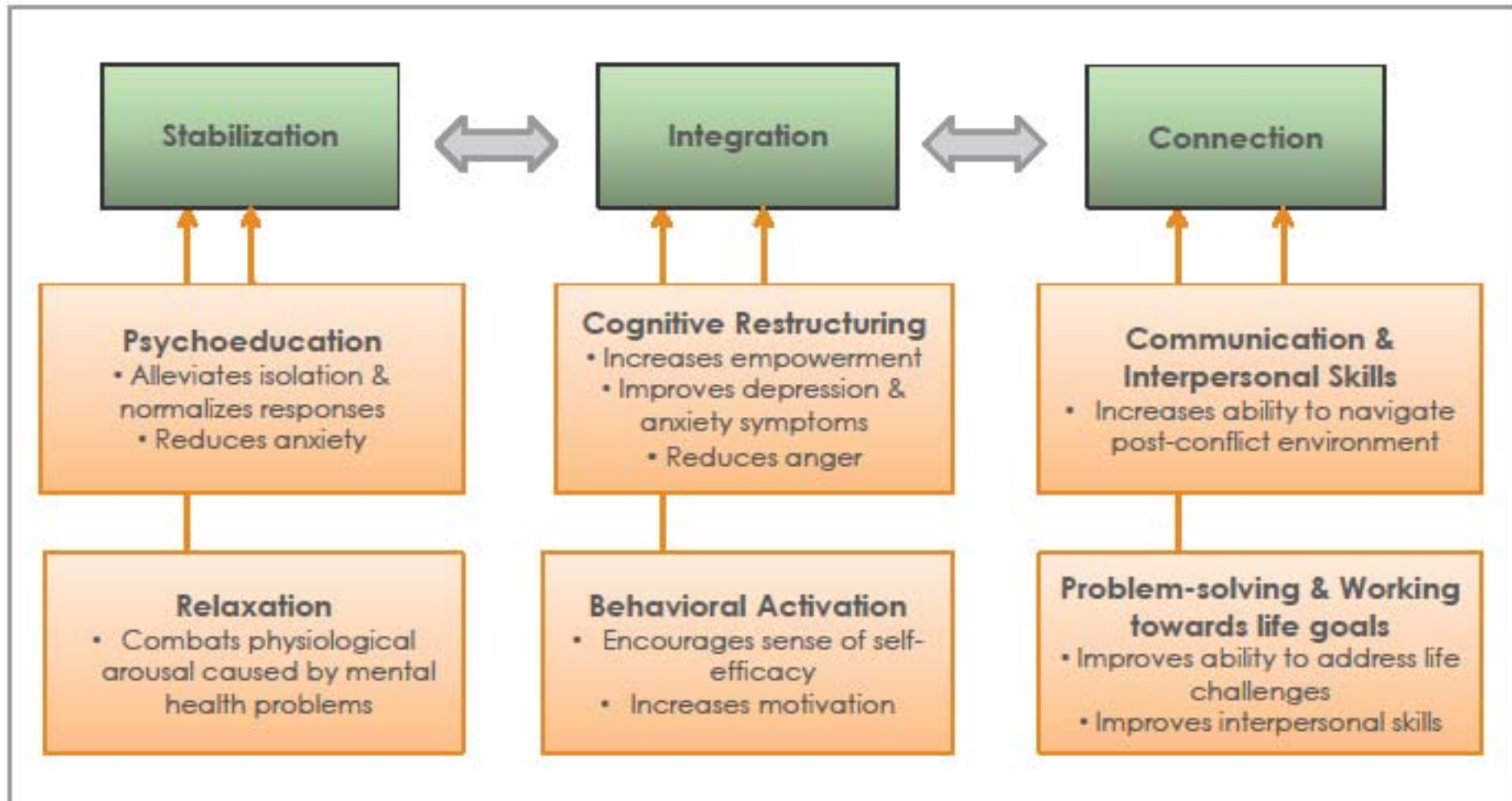
Examples of assumptions

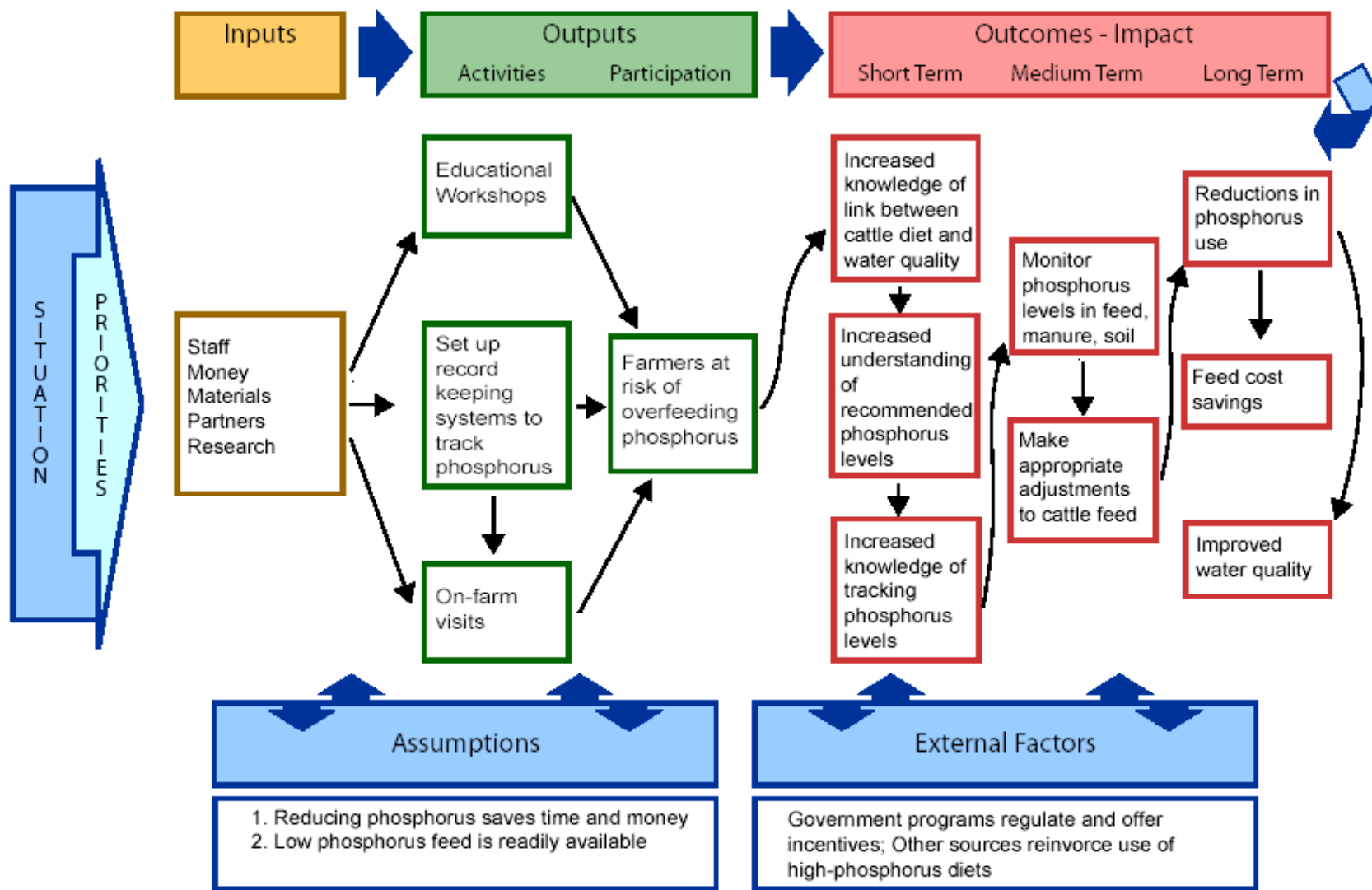
- Community coalitions are an effective strategy for addressing community problems.
- Our partners will participate actively in program delivery.
- The funding will be adequate and available when needed.
- The target participants want to learn new ways of doing things and change their behaviors.

Key Assumption: Why do you think your program will work?

- A theory of change explains how and why your activities can be expected to lead to the outcomes you want.
- Usually one activity does not result in your desired outcome, but is a link in a chain of impact resulting from several activities.

YRI Theory of Change





Resources on Theory of Change

- *Theory of Change: a Practical Tool for Action, Results, and Learning*, Organizational Research Services, 2004, prepared for the Annie Casey Foundation
(<http://www.aecf.org/upload/publicationfiles/cc2977k440.pdf>)
- *The Community Builder's Approach to Theory of Change: a Practical Guide to Theory Development*, Andrea A. Anderson, PhD. See www.theoryofchange.org (web based community of practice on this topic) for much more on this topic. Co-sponsored by the Aspen Institute.

Testing your model's logic

- Do the inputs, outputs and outcomes link together in a sequence to achieve the desired result? Do they logically flow (If...then)
- Can the program as described be implemented with available resources? What if it needs to be scaled back?
- What might be unintended or negative outcomes?
- Does the one page graphic communicate well to someone who doesn't know your program?

Resources

- “Enhancing Program Performance with Logic Models,” University of Wisconsin Extension, 2003. <http://www.uwex.edu/ces/lmcourse/>
- “Logic Model Development Guide,” W.K. Kellogg Foundation, 2004. <http://www.wkkf.org/knowledge-center/resources/2006/02/WK-Kellogg-Foundation-Logic-Model-Development-Guide.aspx>
- “Logic Model Workbook,” Innovation Network. www.innonet.org/client_docs/File/logic_model_workbook.pdf