Session 2:

From Theory of Change to Logic Model

June 15, 2023

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What Have We Learned So Far?

In Session 1, we learned:

1. **Evidence Building Matters**
   - Data and evaluation are key drivers of AmeriCorps program development, implementation, and continuous quality improvement

2. **The Basics of Building an Effective Intervention**
   - Identifying the need you're addressing for your beneficiaries
   - Clearly describing your beneficiaries ("Target population")
   - Identifying the intervention to respond to the need

3. **Introduction to the Theory of Change**
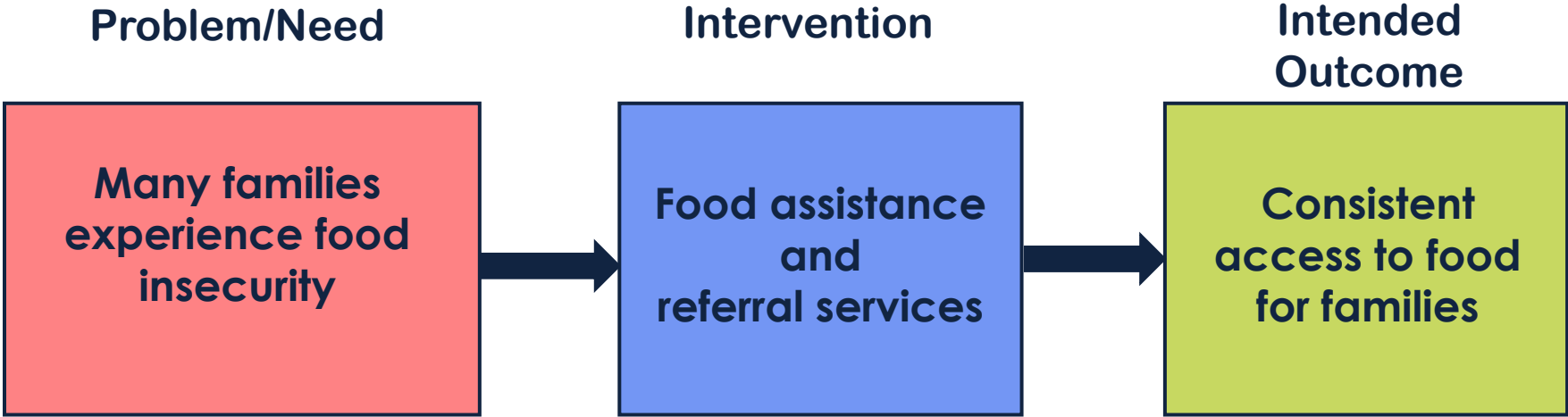
Goals of Today's Training Session

1. Review what a Theory of Change (TOC) is
2. Share and discuss your program TOC's
3. Introduce logic models and their key components
4. Learn how to develop a logic model

Review of the Theory of Change and Its Importance

➢ The general underlying idea of how you believe your intervention will create change

➢ There are three main elements:
   1. The problem or need to be addressed – and for who (your target population or beneficiary).
   2. The specific intervention or set of activities that you have chosen to address the problem or need of your beneficiaries.
   3. The intended outcome or the change you expect to bring about for your beneficiaries if you deliver the intervention according to plan.

Community Problem/ Need → Specific Intervention → Intended Outcome

Example Theory of Change for Nutrition Assistance Program

Problem/Need

Intervention

Intended Outcome

Many families experience food insecurity → **Food assistance and referral services** → **Consistent access to food for families**

Let's Share our Theories of Change

AmeriCorps would like 3-4 programs to share their Theory of Change with the group today!

Please share:
- Name
- Title
- Organization
- State
- Name of program (if applicable)
- Theory of change!

Discussion Questions

1. Was the description clear enough that you could easily restate the components of the program's Theory of Change?

   - *Problem?*

     - *Target population/ beneficiaries?*

   - *Intervention?*

   - *Outcome?*

2. Does the problem/community need align with the intended outcome(s)?

3. What are suggestions for how you could measure whether this intervention is successful?

Problem/Need	→	Intervention	→	Intended Outcome(s)
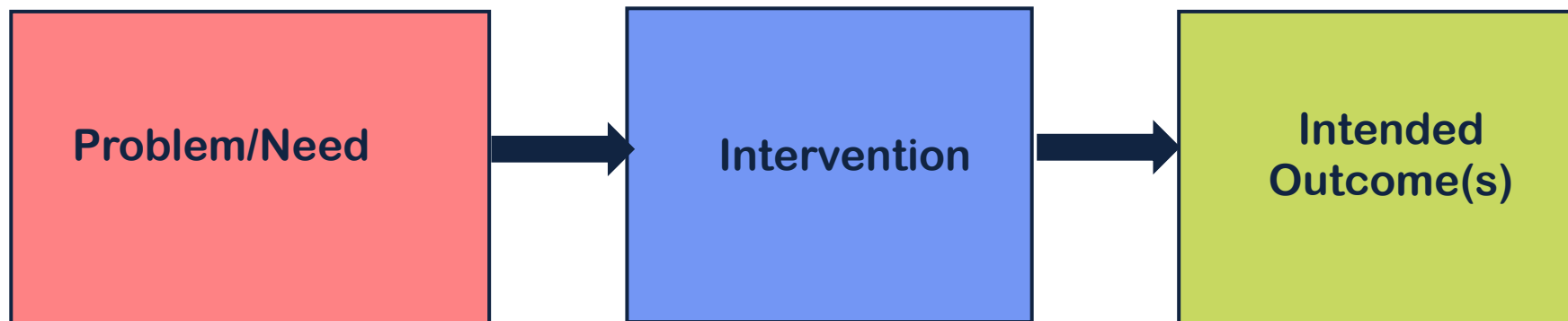
Quick Audience Poll

I understand more about how to develop a theory of change.

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree

From Theory of Change to Logic Models

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# Quick Audience Poll

How much do you know about program logic models?

- I know very little about logic models
- I know what logic models are and what they are used for
- I know how to create a logic model
- I have developed a logic model before

What is a Logic Model?

- A detailed visual representation of a program and its theory of change in action.

- Communicates how a program works by depicting the intended relationships among program components:

  - Inputs or resources

  - Activities

  - Outputs

  - Outcomes

Inputs → **Activities** → **Outputs** → **Short-term outcomes** → **Medium-term outcomes** → **Long-term outcomes**
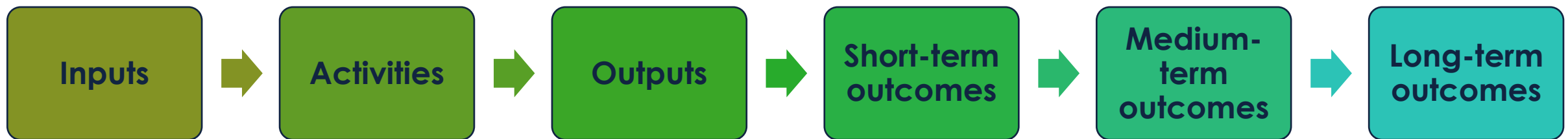
# Why Develop a Logic Model?

- Generate a clear and shared understanding of how a program works

- Support program planning and improvement

- Support transparency and accountability

- **Serve as foundation for data collection, performance measurement, and evaluation**

Two Major Sides to a Logic Model

- Read from left to right
- Two "sides" to a logic model - a process side and an outcomes side
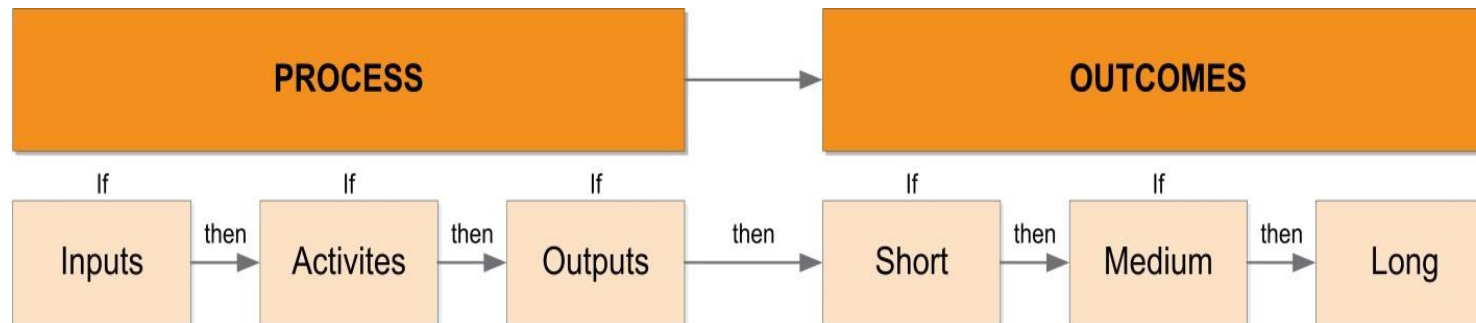
Example Logic Model for Nutrition Assistance Program
Need: *Many families experience food insecurity*

	Process		Outcomes		
INPUTS	ACTIVITIES	OUTPUTS	Short-Term	Medium-Term	Long-Term
What we invest	**What we do**	**Direct products from program activities**	**Changes in knowledge, skills, attitudes, opinions**	**Changes in behavior or action that result from participants' new knowledge**	**Meaningful changes, often in their condition or status in life**
	Food assistance & referral services				Consistent access to food for families

How to Develop a Logic Model

- Two main approaches are used to create a logic model:
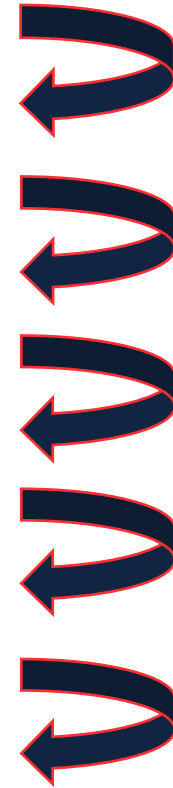 - Reverse logic (right to left) – asks "but how" questions
  - Forward logic (left to right) – uses "if…then" statements
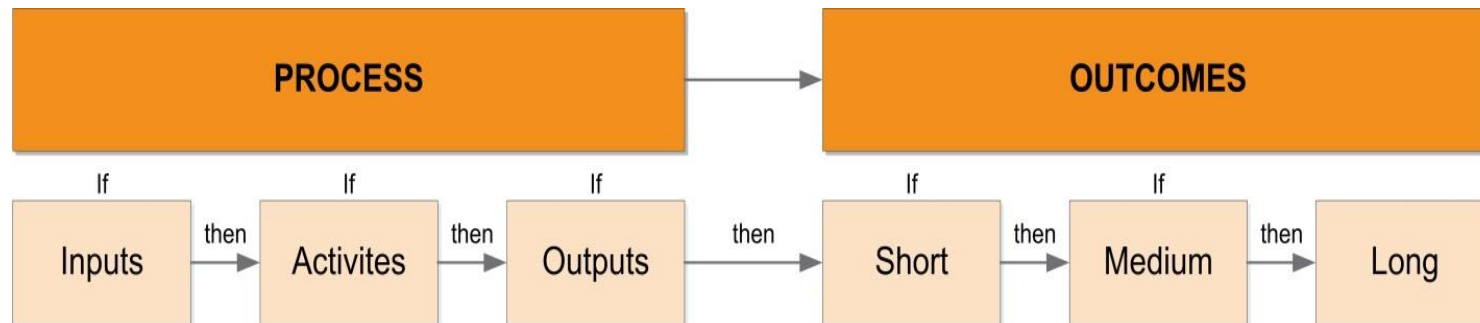
How to create a logic model using reverse logic

➢ **What is the desired long-term outcome?**

    Families have consistent access to food ***But how?***

➢ **What is the desired intermediate outcome?**

    Families begin using vouchers and food pantries. ***But how?***

➢ **What is the desired short-term outcome?**

    Families gain knowledge of how to access federal food

    assistance. ***But how?***

➢ **What outputs are needed to achieve the outcomes?**

    200 families complete our webinar on how to apply for assistance. ***But how?***

➢ **What activities are needed to achieve the outcomes?**

    Conduct educational webinars on food assistance access. ***But how?***

➢ **What inputs are needed to achieve the outcomes?**

    Funding, program staff, AmeriCorps members, volunteers, research.

How to create a logic model using forward logic

Forward logic uses **"if-then"** statements.

If changes in behavior and action are achieved, *then* changes in social, economic, health, civic and/or environmental conditions or status might be expected to occur

If these benefits are achieved, *then* changes in behavior and action that result from participants' new knowledge are expected to occur

If you accomplish your planned activities to the extent you intended, *then* participants will benefit in learning, knowledge, attitude, and skills

If you accomplish your planned activities, *then* you will hopefully deliver the amount of product and/or service that you intended

If you have access to them, *then* you can use them to accomplish your planned activities

Certain resources are needed to operate your program

| Resources/ Inputs | → | Activities | → | Outputs | → | Short-term Outcomes | → | Medium-term Outcomes | → | Long-term outcomes |

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

Questions?

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Getting Ready for the Next Session: Homework on Logic Models

1. Think about expanding your ToC into a logic model!

2. What are the major components of the program you're planning and developing?

3. Focus on Inputs, Activities, Outputs, and **Outcomes**

Inputs → Activities → Outputs → Short-term outcomes → Medium-term outcomes → Long-term outcomes

Logic Model

Problem	Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes
The community problem that the program activities (interventions) are designed to address.	Resources that are necessary to deliver the program activities (interventions), including the number of locations/sites and number/type of AmeriCorps members.	The core activities that define the intervention or program model that members will implement or deliver, including duration, dosage, and target population.	Direct products from program activities.	Changes in knowledge, skills, attitudes, and opinions. These outcomes, if applicable to the program design, will almost always be measurable during the grant year.	Changes in behavior or action. Depending on program design, these outcomes may or may not be measurable during the grant year.	Changes in condition or status in life. Depending on program design, these outcomes may or may not be measurable during the grant year. Some programs, such as environmental or capacity-building programs, may measure changes in condition over a period as short as one year.

Questions to consider as you create a logic model

Component		Questions to consider
	Inputs/ Resources	What resources do you need to implement your program?
	Activities	What activities will be or are being carried out to achieve your program's desired outcomes?
	Outputs	What are the direct products of your program's activities?
Outcomes	Short-term	What changes in knowledge, skills, and/or attitudes do you expect from your program?
	Medium-term	What changes in behavior or actions do you expect from your program?
	Long-term	What changes in status or condition do you expect from your program?

Thank you!

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