# Developing a Logic Model

A Knowledge to Practice Program

# Learning Objectives

By the end of this tutorial, you will:

- Understand the different components of a logic model
- Have the knowledge to use a logic model to plan a program
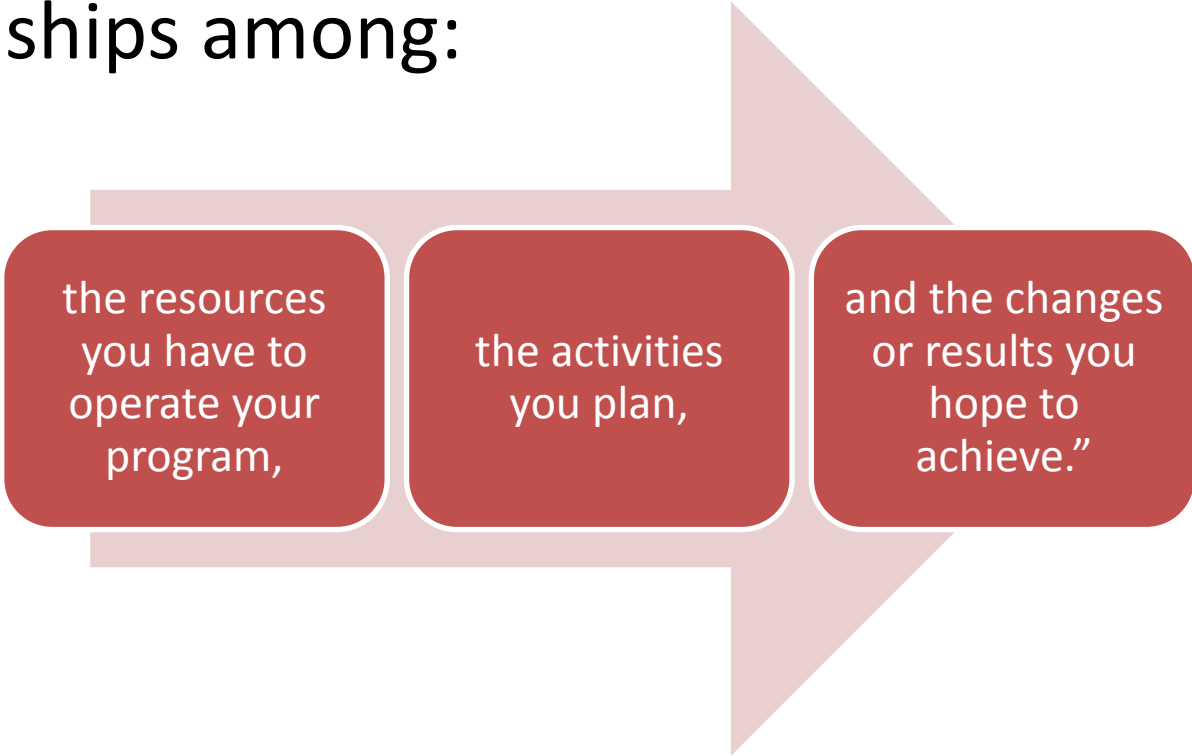
# Outline

Throughout this tutorial, you will cover the following topics:

- Definition of a logic model
- How to use a logic model when planning a program
- Example of an existing program's logic model

# So what is a logic model?

"A logic model is a ***systematic*** and ***visual*** way to present and share your understanding of the relationships among:

| the resources you have to operate your program, | the activities you plan, | and the changes or results you hope to achieve." |
|---|---|---|

Source: W.K. Kellogg Foundation (2004) *Logic Model Development Guide.* Battle Creek, MI, p.1

# Logic models describe how programs work and for what purpose.

# Why use a logic model?

Logic models can be used as a tool to enhance

program planning

program implementation

and dissemination of activities.

They can be also be used to demonstrate the effectiveness of program activities by focusing on outcome-oriented evaluation of projects.

Source: W.K. Kellogg Foundation (2004) *Logic Model Development Guide.* Battle Creek, MI.

**The logic model was created initially by program evaluators, but it has been adapted to program planning as well.**

Before you can create your logic model, you need to **describe your program.** Two of the main questions to be answered are:

**1. What is the need for the program?**

- Public health or other problem addressed

**2. Who are you target groups?**

- Various audiences

You might define the **need** in terms of:

It's consequences for the state or community

The size of the problem overall

The size of the problem in various groups of your population

And/or significant changes or trends in the problem

**Let's use a workplace breastfeeding program as an example.**

| What is the size of the problem overall? | Louisiana has the second lowest percentage of women initiating breastfeeding, as well as the lowest percentage breastfeeding at 6 months |
| :--- | :--- |
| **What is the size of the problem in various groups of your population?** | There is a lack of awareness among mothers and employers about the requirements under the Fair Labor Standards Act to provide basic support for nursing mothers. |

Source: Centers for Disease Control and Prevention. *Breastfeeding Report Card 2013*. http://www.cdc.gov/breastfeeding/data/reportcard.htm

Source: Health Resources and Services Administration (HRSA). (2008). The business case for breastfeeding: steps for creating a breastfeeding friendly worksite: bottom line benefits. Rockville, MD: U.S. Department of Health and Human Services, HRSA.

**"The target groups are the various audiences that your program needs to move into action in order to make progress on the public health problem."**

# For example:

The target group for the workplace breastfeeding program is :

- Businesses with 50 or more employees

You also need to know what the goal and objectives are for your program.

The **Goal**

- is the purpose of the program.
- Includes long-term statements describing a desired condition or future that your program is working towards.

In the case of a health program it would be related to the disease or health behavior you are trying to change.

# To write goals, ask yourself and key contacts from your target population:

1. What effect do I hope to have on the identified need in this community?

2. What is the overall improvement we want to achieve?

3. What are the goals of my target population, what do they want to achieve or see happen as a result of this program?

**Goals should be set with input from your target audience. This will help your program be more successful!**

# For example, the workplace lactation program goal could be:

To spark cultural and behavioral change in the New Orleans workplace, so that every woman who chooses to breastfeed her child is supported by her employer with an accommodating work environment, resulting in healthier babies, mothers, and a more productive workforce.

**Objectives**

- are smaller, measurable steps that will help you achieve the goal of your program.

They are often related to **knowledge, skills, and attitudes.**

# Objectives should be SMART!

**S** = Specific (detailed and focused)

**M** = Measurable (able to be measured)

**A** = Action-oriented (tied to a specific activity)

**R** = Realistic (reflects reality for program and the people in your target population )

**T** = Time-bound (includes a timeline for completion)

# For example, the workplace lactation program objectives could be to:

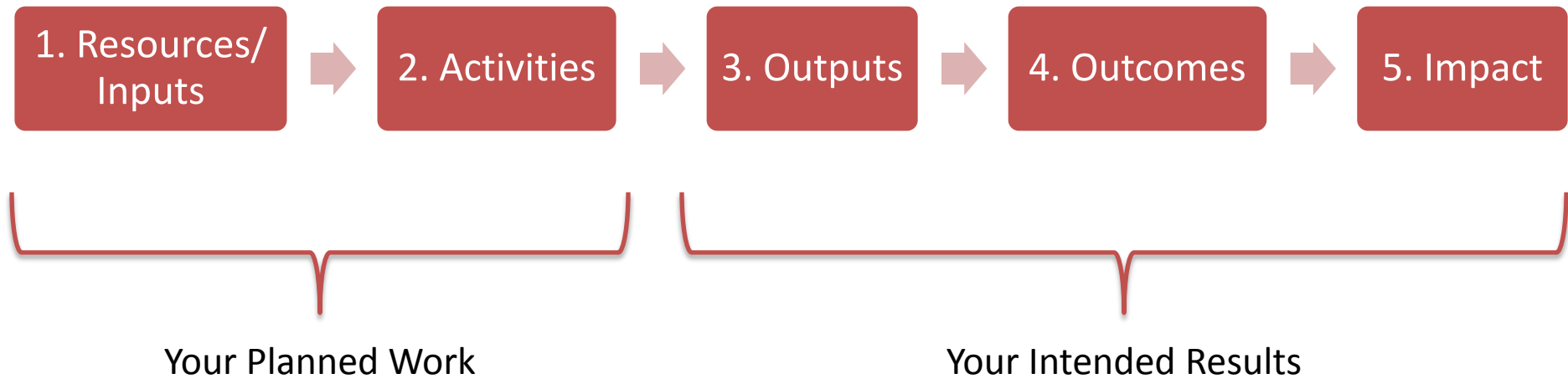- Increase businesses' capacity to support breastfeeding in the workplace by 2015.
- Increase in access to breastfeeding and pumping options in New Orleans businesses/organizations by 2015.

# Now, let's go through the steps to building a logic model.

The most basic logic model is a picture of how you believe your program will work. It includes:

Your Planned Work **and** Your Intended Results
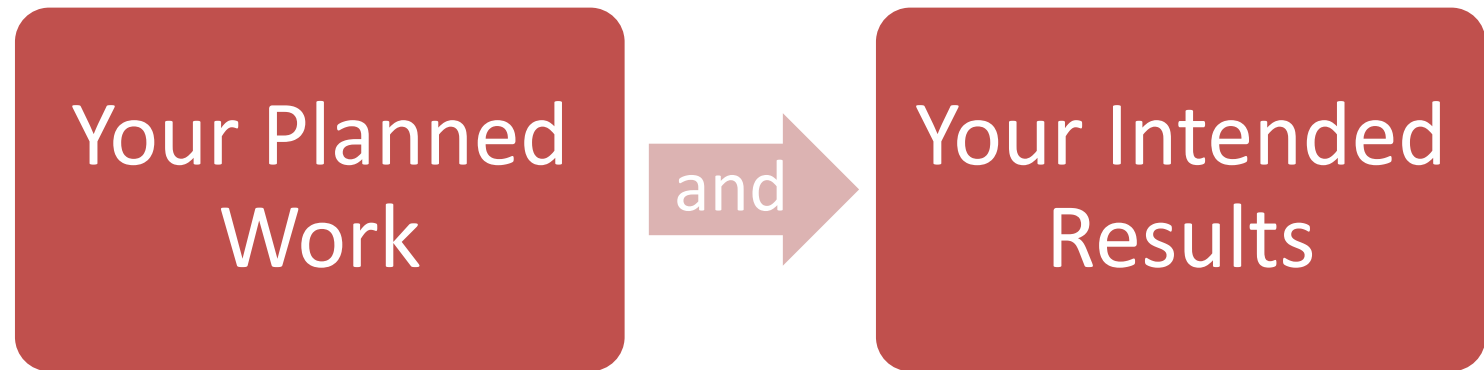
# The different parts of a logic model include:

| 1. Resources/Inputs | → | 2. Activities | → | 3. Outputs | → | 4. Outcomes | → | 5. Impact |
|---|---|---|---|---|---|---|---|---|

Your Planned Work

Your Intended Results
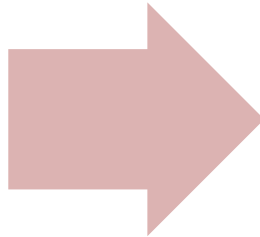
**1. Resources/ Inputs**

**Resources and Inputs** are what we invest!

These investments can be **materials, persons and resources** will you need to make the program work.

# Think of all the things your program has available to direct towards the work.
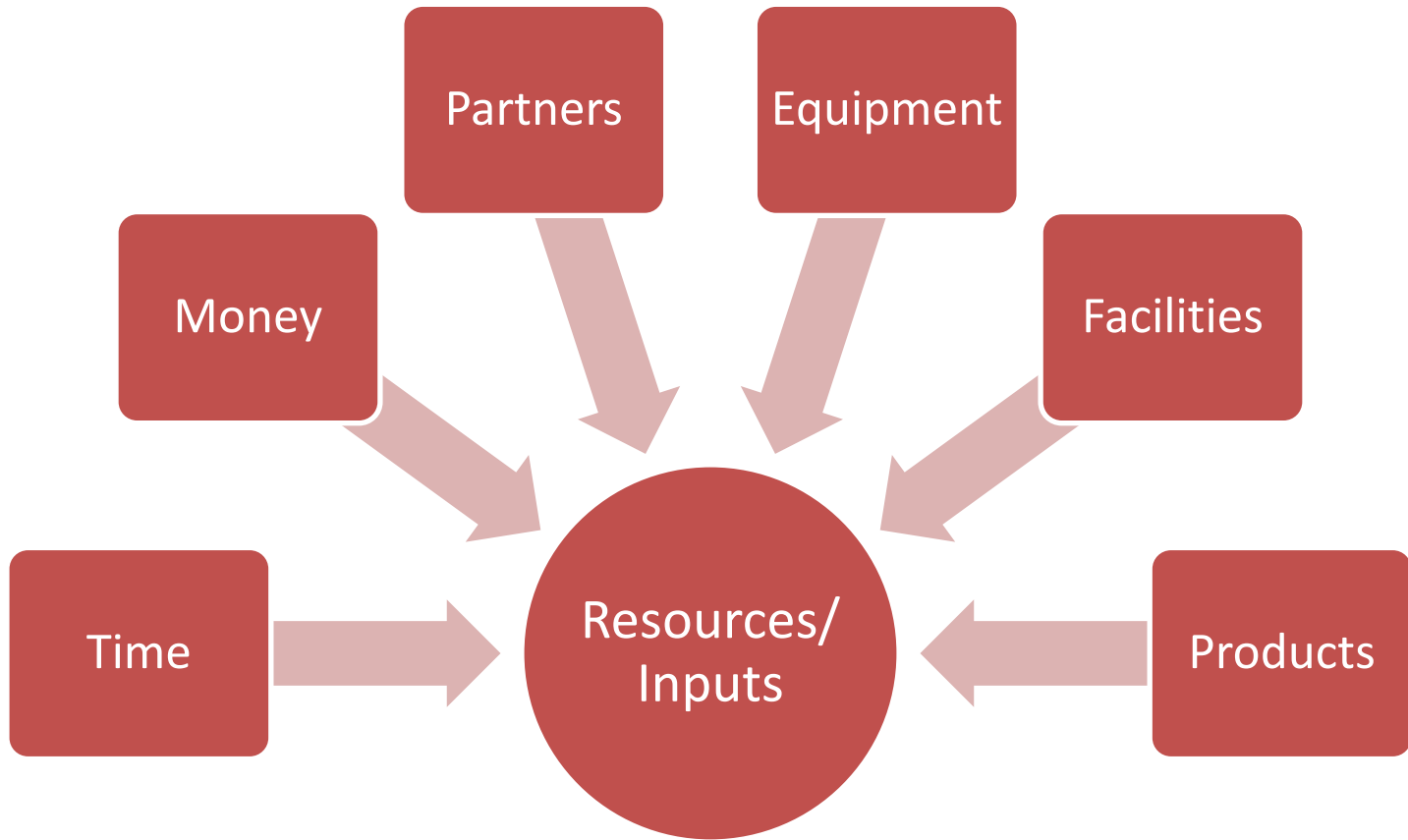
# Workplace Lactation Example:

## 1. Resources/Inputs

- WK Kellogg Funding
- Program staff
- LBC Staff
- Program Tools
- Marketing and education materials
- Best practices literature on workplace lactation support
- Social marketing contractors
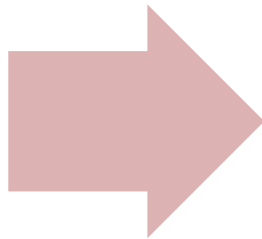
**2. Activities**

**Activities** are what we do!

This includes all the things that are an **intentional** part of **program implementation.** It's what the program does with the resources.

# What does the intervention look like? What will be done with, for, or to the target population?

Publications or tools

Workshops or demonstrations

Outreach events or activities

Educational sessions

Technology applications

Media campaigns

# Workplace Lactation Example:

## 2. Activities

- Outreach to businesses/organizations and assist them in establishing lactation programs
- Survey employers regarding awareness of the law
- Award 'Breastfeeding Friendly Workplace Support Award' to organizations that meet criteria
- Provide businesses with breastfeeding education materials to distribute to employees
- Work with partners/champions to provide the education and materials needed to help women prepare for breastfeeding in the workplace

**3. Outputs**

**Outputs** are **direct results** of program activities.

They are described in terms of **size and scope** and should include both **quantity and quality**.

# Activities and Outputs can be number of classes taught, number of meetings held, materials produced or distributed, etc. For example:

**Activities**

Distributing educational pamphlets about risks for obesity

Provide nutrition education classes

**Outputs**

# of *culturally relevant* pamphlets distributed

# of classes delivered by an instructor with an MPH

# Workplace Lactation Example:

## 3. Outputs

- (#) of businesses or employers who we outreach to, in regards to federal law and best practices
- (#) of businesses that receive technical assistance in establishing lactation policies
- (#) businesses that are awarded the 'Breastfeeding Friendly Workplace Support Award'
- (#) of businesses that receive educational materials to distribute to employees
- (#) of partners/champions provided with requested materials

**4. Outcomes**

**Outcomes** are the specific changes in program participants' **behavior, knowledge, skills**, **beliefs or attitudes**.

The **key *short-term* things** you are **trying to change** within your target population **as a result of your program.**

# Outcomes are:

- Short-Term (attainable within 1 to 3 years)

- Change is often expressed at an *individual level*

- Connected to your *program objectives*

# Workplace Lactation Example:

## 4. Outcomes

- Increase businesses' capacity to support breastfeeding in the workplace
- Increase in access to breastfeeding and pumping options in New Orleans businesses

**5. Impact**

**Impact** is the *long-term change* you are trying to effect in your target population.

It might include **change in health status, improved conditions, increased capacity,** and/or **changes in the policy arena**.

# Impact is:

- Long-Term (Often not seen until 7 to 10 years later and occurs after the conclusion of project funding)

- Change is often expressed at the *organizational, community, and/or system level*

- Connected to the *goal of your program*

# Workplace Lactation Example:

## 5. Impact

- To spark cultural and behavioral change in the Louisiana workplace, so that every woman who chooses to breastfeed her child is supported by her employer with an accommodating work environment, resulting in healthier babies, mothers, and a more productive workforce

**The pieces of a logic model can help you visualize and understand what is going into your program and what you hope to achieve.**

# Here is the complete logic model for the workplace lactation program:

| 1. Resources/ Inputs | 2. Activities | 3. Outputs | 4. Outcomes | 5. Impact |
|---|---|---|---|---|

**1. Resources/ Inputs**

- WK Kellogg Funding
- Program staff
- LBC Staff
- Program Tools
- Marketing and education materials
- Best practices literature on workplace lactation support
- Social marketing contractors

**2. Activities**

- Outreach to businesses/ organizations and assist them in establishing lactation programs
- Survey employers regarding awareness of the law
- Award 'Breastfeeding Friendly Workplace Support Award' to organizations that meet criteria
- Provide businesses with breastfeeding education materials to distribute to employees
- Work with partners/champions to provide the education and materials needed to help women prepare for breastfeeding in the workplace

**3. Outputs**

- (#) of businesses or employers who we outreach to, in regards to federal law and best practices
- (#) of businesses that receive technical assistance in establishing lactation policies
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**4. Outcomes**

- Increase businesses' capacity to support breastfeeding in the workplace
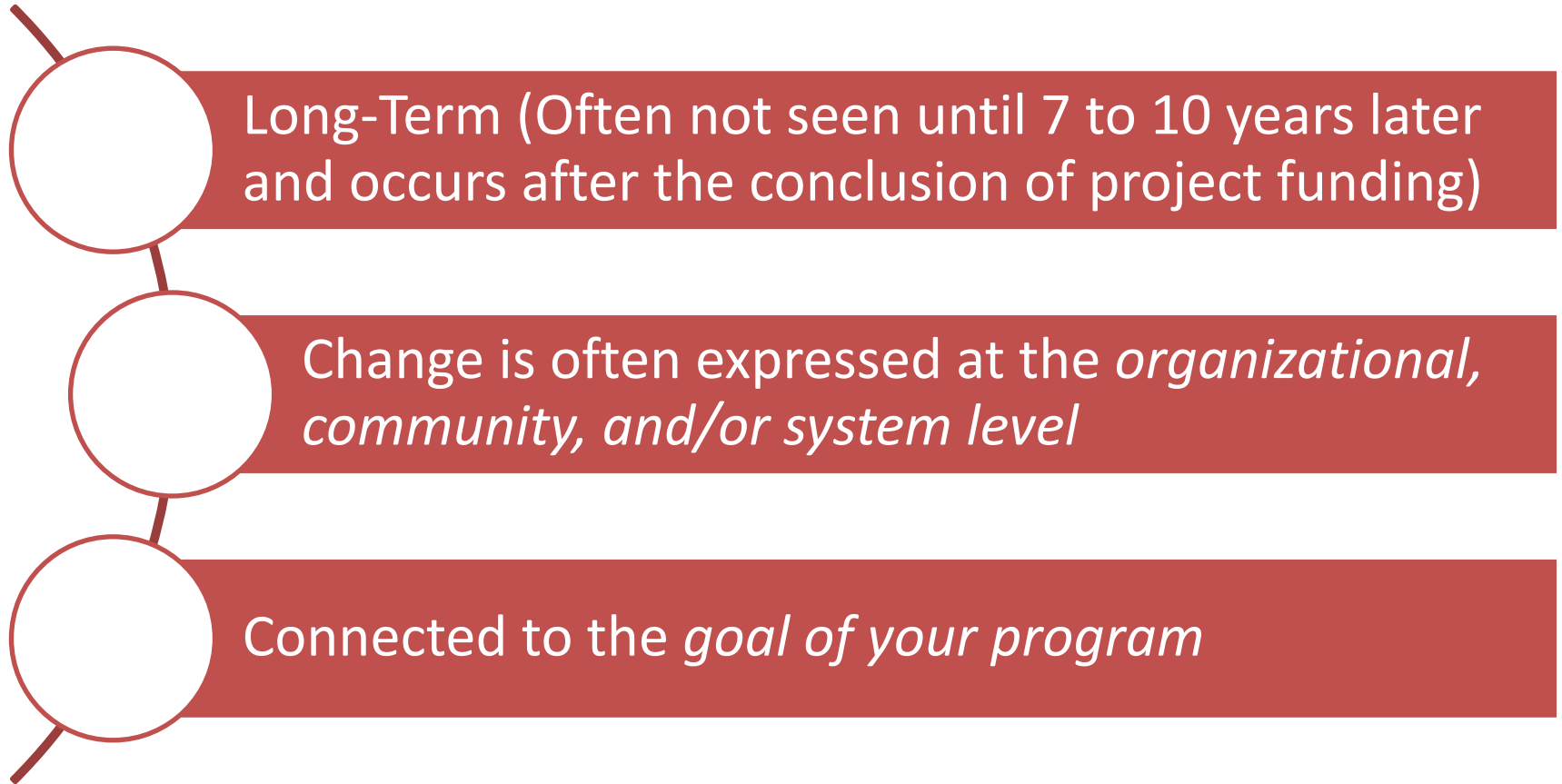- Increase in access to breastfeeding and pumping options in New Orleans businesses
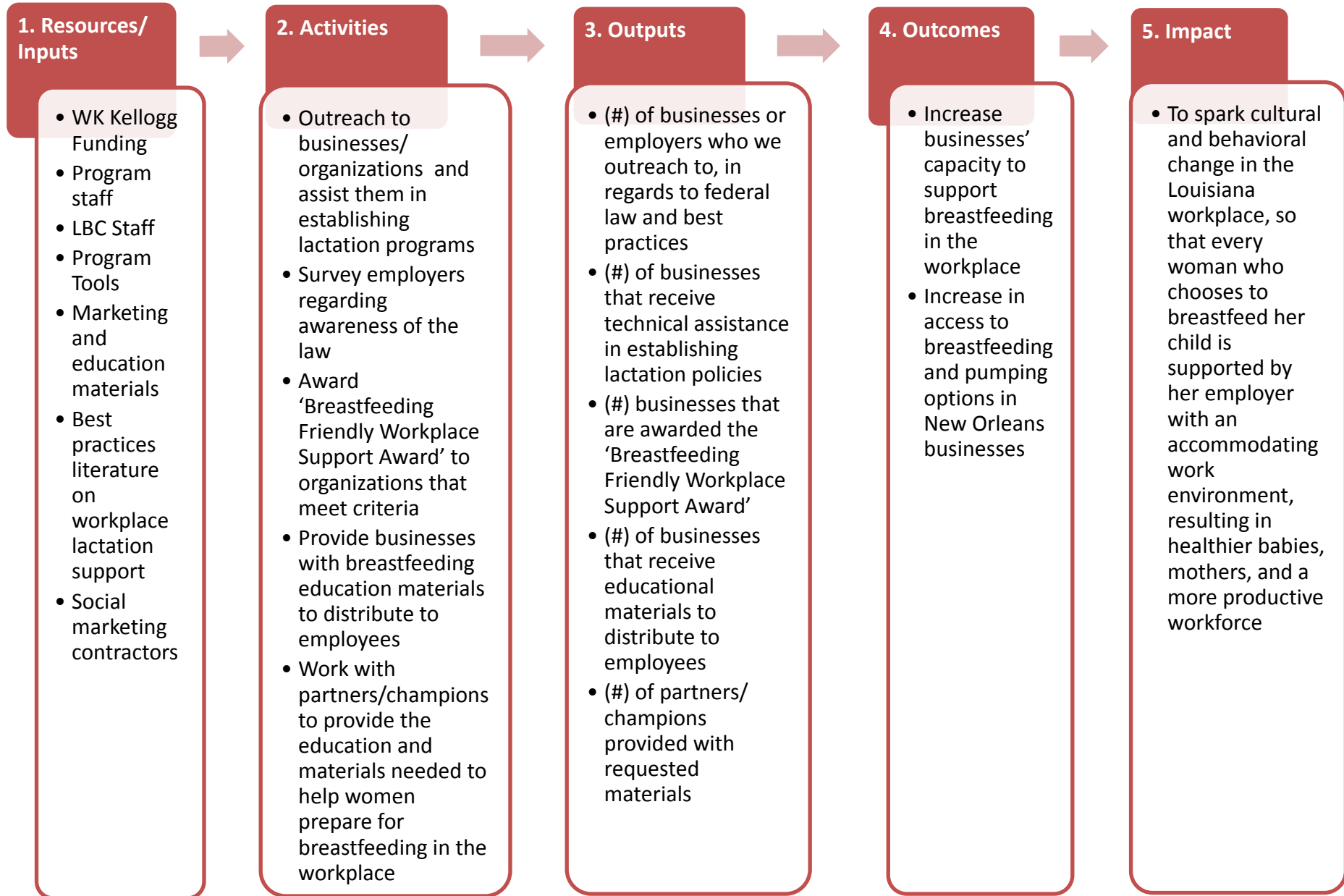
**5. Impact**

- To spark cultural and behavioral change in the Louisiana workplace, so that every woman who chooses to breastfeed her child is supported by her employer with an accommodating work environment, resulting in healthier babies, mothers, and a more productive workforce

# Conclusion

- Logic models help describe how and why programs work

- Logic models can be used as tools to enhance program planning, implementation and dissemination.

- Logic models can help connect the need for a planned program with the program's desired results.

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