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Logic Model Guide for Evaluation Designed for Community Groups, Nonprofits, and Educators

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Logic Model Guide

Introduction

Some grant programs require a logic model that displays all the activities included in a proposed project and how those activities will play out over time. Details will include who leads activities and who participates, what is done in each activity, and how activities will be evaluated in terms of their impacts.

Wait. What is a logic model?

A logic model is a visual illustration of an organization's projects, programs, resources, and expected outcomes. Logic models display an organization's activities over time and can include metrics and methods of evaluation.

Why should we make a logic model?

Logic models serve as a valuable tool for program planning and evaluation, helping to determine how resources ultimately lead to long-term program outcomes. They can be forward facing for planning or backward facing for assessment and evaluation. Logic models can be required for grant programs and can give funders an idea of how organized and successful your proposal is.

How should we use this guide?

Use this guide to help you put specific pieces of information in your logic model. In the following pages you'll see an example column on the right along with frequently asked questions about the contents of that column. At the end of this guide, you will find a complete logic model template based on the examples provided.

There are different approaches to building a logic model, and sometimes the terminology may be different. In this guide, we will provide information on five different categories: inputs, activities, outputs, outcomes, and impacts.

Keep in mind that this guide provides suggestions and recommendations based on best practices. But nothing in this guide should be taken as a strict rule to follow. Logic models will vary in how they look depending on the organization and the activities. Sometimes your logic model might have only one input but many different activities. Or perhaps you have one main activity that will produce many different outcomes and impacts. Feel free to be flexible and adapt the information provided here to suit your needs.

1. Inputs

<i>Example Inputs</i>
• Partner agencies • Continued funding • Superfund
• Grantees • Trainers • Program staff • Clearinghouse • Community organizations
• Program staff • Clearinghouse • Grantees • Community Organizations
• Training data • Program reports

What are inputs?

Inputs are the “who” or “what” in your organization. They include all resources used by the organization or program. Inputs can include personnel (e.g., leaders, interns, volunteers), financial resources (e.g., grant funding, donations, organizational budget), affiliated experts (e.g., researchers, teachers), organizational documents, and others.

Why do we include inputs?

Inputs are the starting point, thinking from left to right, in the logic model. All inputs serve to support the program's functioning. They encourage program participation and ensure the current and future success of the program. Inputs may include a range of resources, from monetary support to the time of program facilitators and volunteers.

In the example on this page, we have provided the inputs column from a complete example logic model (see page 7). In this case, inputs are broken up into different sections to reflect how they will be used for different activities, which are the next part of the model.

What questions about inputs should we consider when creating our logic model?

1. Who works to facilitate the functioning of the program?
2. Who puts time and energy into the program?
3. What groups or organizations have contributed monetary resources?
4. What organizations have you collaborated with to create or execute the program?
5. How would a program report on activities from last year inform activities for this year?
6. How can existing training or educational materials be used to support new activities?

2. Activities

Example Activities

Provide funding to training programs:

- Produce RFAs
- Distribute funds

Support and promote worker safety and health training:

- Educate organized and unorganized workers
- Provide workers with skills
- Meet training needs

Support and promote grantees and activities:

- Provide news and information
- Convene partners to exchange ideas
- Coordinate and partner with communities and other agencies

- Enter data annually
- Conduct organizational review

What are activities?

Activities are the “how” in your organization. They are specific actions undertaken by the organization or program to fulfill its mission. Items listed in the activities column should connect back to inputs in the first column of the logic model.

Why do we include activities?

Activities are the vehicles through which organizations can conduct programs for intended audiences. This is where learning and community building takes place,

as organizations can share information that will advance their mission and be useful and practical for their audiences.

In a grant proposal, the activities should be directly related to the goals of the proposed project. Reviewers of your proposal will look to see that activities are specific and reflect the overall project's purpose.

What questions about activities should we consider when creating our logic model?

1. What events are part of the program?
2. What is the activity's relation to the organization's mission?
3. How will audiences interact with program content?
4. How will audiences be kept engaged?
5. How will inputs be leveraged?
6. Are activities described in specific and measurable ways allowing for future evaluation?
7. What is the frequency of activities (monthly, annually, etc.)? Does that help differentiate different kinds of activities?

3. Outputs

What are outputs?

Example Outputs

- Training materials
- New curriculum and training
- Trained workers
- Training evaluations
- Increased capacity of grantees

● Data to support informed decision-making and policy development
● White papers and policy recommendations ● Recommendations to companies to improve policies and practices ● Weekly newsbrief ● Webinars, grantee meetings
● Reports to Congress ● Reports to funding agencies

Outputs are the quantifiable, direct products of the activities. These can include documents that have been created, revised, or edited; audiences that have been reached, trained, or changed in some way; or ongoing activities that have been established on a regular basis (e.g., educational webinars or presentations).

Why do we include outputs?

Outputs are direct, immediate results from activities. They represent productivity in quantifiable terms (number of event attendees, number of tangible products, etc.). Outputs can also be linked to

audiences and indicate how they may have received and interacted with information from your organization.

Outputs (along with outcomes and impacts) should be reported in a way that reflects data or records that the organization keeps when carrying out activities.

What questions about outputs should we consider when creating our logic model?

1. What demographic was most impacted by the program?
2. How many people participated in the program events?
3. What was the program's duration?
4. What records are being kept on program activities, such as number of participants, physical brochures or handouts distributed, and slides/information presented?
5. What did participants walk away from activities with, as shown by questions asked or survey questionnaires completed?

4. Outcomes

What are outcomes?

Example Outcomes

- Trained workers who can recognize workplace hazards
- Trained workers who understand how to take action
- Safer company practices/policies
- Updated policy and regulation

- | |
|---|
| |
| <ul style="list-style-type: none"> ● Increased grantee knowledge base ● Improved capacity to effectively train, communicate, collaborate, build/sustain partnerships, and accomplish organizational goals |
| <ul style="list-style-type: none"> ● Continued funding |

Outcomes can be described as the short-term results of the program. You have already established who is doing something, what they are doing, what their activity produced; outcomes describe what happened immediately after your outputs. These could be behavioral changes in individuals or groups because of program participation. (These are sometimes called “short-term impacts.”)

Why do we include outcomes?

Outcomes are what you hope to see in participants, such as increased knowledge levels or changed behaviors. These are visible impacts sometime after the activities took place (for example, one week or one month). Outcomes are measurable and serve to directly connect program activities to outputs to goals.

Outcomes can be measured in many ways. Surveys could be sent to participants, follow-up meetings could be scheduled, or even informal discussions about program takeaways via phone, email, or text.

What questions about outcomes should we consider when creating our logic model?

1. Have participants reported behavior changes because of program participation? How so?
2. Are program participants benefiting from participating?
3. Are behavior changes short-term or long-term?
4. How do participants characterize their program participation?
5. Are program participants engaging with the organizations in new ways (such as joining a Facebook group or subscribing to a newsletter)?

5. Impacts

What are impacts?

<i>Example Impacts</i>
● Increased worker empowerment ● Improved safety culture in the workplace
● Increased worker empowerment ● Improved and enforced policies and regulations ● Reduced morbidity and mortality
● Increased job opportunities ● Increased protection of workers

- Improved links between workers, workplace, and communities
- Reduced occupational health disparities

Impacts are the long-term results of the program. These can be planned results (i.e., they will not come to fruition for years) as well as actual results (i.e., changes that have already come to pass). Of all the logic model components, these should be most aligned with the major goals or mission of the organization (or this specific program).

Why do we include impacts?

Impacts are important in evaluating program performance and program alignment with the organization's goals. The documentation of impacts demonstrates the organizations past successes and future capabilities. Impacts are usually broad in scope; they may be somewhat intangible or may not be as measurable as outcomes.

What questions about impacts should we consider when creating our logic model?

1. Did the program achieve the set goals?
2. What have been barriers to achieving program goals?
3. How could the program be improved upon to ensure goals are met?
4. What will the program's legacy be?
5. Will the program continue on a consistent basis?

Example Logic Model: Worker Education and Training Program (NIEHS)

<i>Inputs</i>	<i>Activities</i>	<i>Outputs</i>	<i>Outcomes</i>	<i>Impacts</i>
• Partner agencies • Continued funding • Superfund	Provide funding to training programs: • Produce RFAs • Distribute funds	• Training materials • New curriculum and training • Trained workers • Training evaluations • Increased capacity of grantees	• Trained workers who can recognize workplace hazards • Trained workers who understand how to take action	• Increased worker empowerment • Improved safety culture in the workplace
• Grantees • Trainers • Program staff • Clearinghouse • Community organizations	Support and promote worker safety and health training: • Educate organized and unorganized workers • Provide workers with skills • Meet training needs	• Data to support informed decision-making and policy development	• Safer company practices/policies • Updated policy and regulation	• Increased worker empowerment • Improved and enforced policies and regulations • Reduced morbidity and mortality
• Program staff • Clearinghouse • Grantees • Community Organizations	Support and promote grantees and activities: • Provide news and information • Convene partners to exchange ideas • Coordinate and partner with communities and other agencies	• White papers and policy recommendations • Recommendations to companies to improve policies and practices • Weekly newsbrief • Webinars, grantee meetings	• Increased grantee knowledge base • Improved capacity to effectively train, communicate, collaborate, build/sustain partnerships, and accomplish organizational goals	• Increased job opportunities • Increased protection of workers • Improved links between workers, workplace, and communities • Reduced occupational health disparities
• Training data • Program reports	• Enter data annually • Conduct organizational review	• Reports to Congress • Reports to funding agencies	• Continued funding	

Note: Simplified version of National Institute of Environmental Health Sciences, Worker Education and Training Program (WETP) Logic Model, 2012. URL: https://tools.niehs.nih.gov/wetp/1/12FallMeeting/wetp_logic_model.pdf

Template for Logic Model: A Format with Some Language to Use in Your Logic Model

<u>Inputs</u>	<u>Activities</u>	<u>Outputs</u>	<u>Outcomes</u>	<u>Impacts</u>
• Funding from _____ • Professional trainer • Volunteer staff • Paid interns • Organization activity facilitators/instructors affiliated with _____ • Leadership and guidance from _____	• Convene training sessions for _____ • Hold a workshop on _____ • Offer monthly _____ classes • Establish after school & summer camps for _____ • Coordinate community events focused on raising awareness, engaging community leaders in advocacy, and motivating policy change surrounding _____	• Trained _____ people in _____ • Instructed local small businesses on best practices for _____ in the community • Provided _____ for _____ • Created opportunities for _____ • Created _____ activities for _____ • Sponsored and organized a town hall meeting that serves as an educational event and a call-to-action for _____ • Provided an opportunity for community members to share recommendations on _____	• Enhanced focus on _____ within the community • Increased community support and involvement in _____ • Formed a new partnership with _____ • Established contacts between the community & _____	• Mitigated environmental health hazards in _____ community • Increased community awareness about _____ • Trained personnel to support continued efforts from _____ and its partners to determine what the community should do about _____ • Established a Community Action Plan to protect _____ from _____

6. Metrics Descriptors

What are metrics descriptors?

We recommend the following metrics descriptors for use in your logic model. A *metric descriptor* is an active word that represents a measurable activity carried out by your organization. The words used in the logic model should be as specific as possible and be supported by evidence you can gather for evaluation purposes. The list provided here is not exhaustive but it is representative of the language that should be used.

- **Determining** where the environmental health threat is most often found.
- **Describing** principles related to environmental justice and health.
- **Explaining** how environmental hazards can contaminate drinking water and endanger communities.
- **Examining** the detrimental effects of environmental contaminants in our homes and environment.
- **Discovering** why some contaminants are especially dangerous for vulnerable populations, like children, the elderly, and pregnant women.
- **Assessing** the local history of environmental justice in the community.
- **Identifying** methods of reducing environmental hazards in the community.
- **Detecting** what environmental safety looks like and how it can be maintained. **Identifying** examples of environmental hazards to look out for.
- **Understanding** how environmental health threats affect local communities.
- **Advancing** environmental justice around the environment and community health.
- **Connecting** health education and environmental science as shared contributors to good overall community health.
- **Sharing** knowledge about environmental exposure prevention in relation to home maintenance and repairs.
- **Facilitating** a shared sense of responsibility in protecting one another from environmental health risks.

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