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**5-12-06
Memorandum**

To: CTAP Steering Committee members

From: Jim Gruber, ANEI

Re: Proposed Logic Model Process for CTAP

Date: May 12, 2006

A subgroup agreed to meet this coming Wednesday, May 17th (9:00-1:00 at DOT) to develop draft logic model for CTAP. This group includes Ansel, David Preece, Carolyn Russell, Bill Scott, Mike Speltz (part of session) and Joanne Cassulo. The plan is to bring this draft to the full Steering Committee at your meeting the next day, Thursday, May 18th. I would like to extend the invitation to anyone else on the Steering Committee to participate in this session.

This memorandum provides some brief background on logic models and lays out a proposed process for developing a logic model for CTAP. This approach was laid out by Paul Markowitz who has conducted a number of logic model sessions. The two attached examples are from his work. I look forward to seeing you on Wednesday.

Background on Logic Models

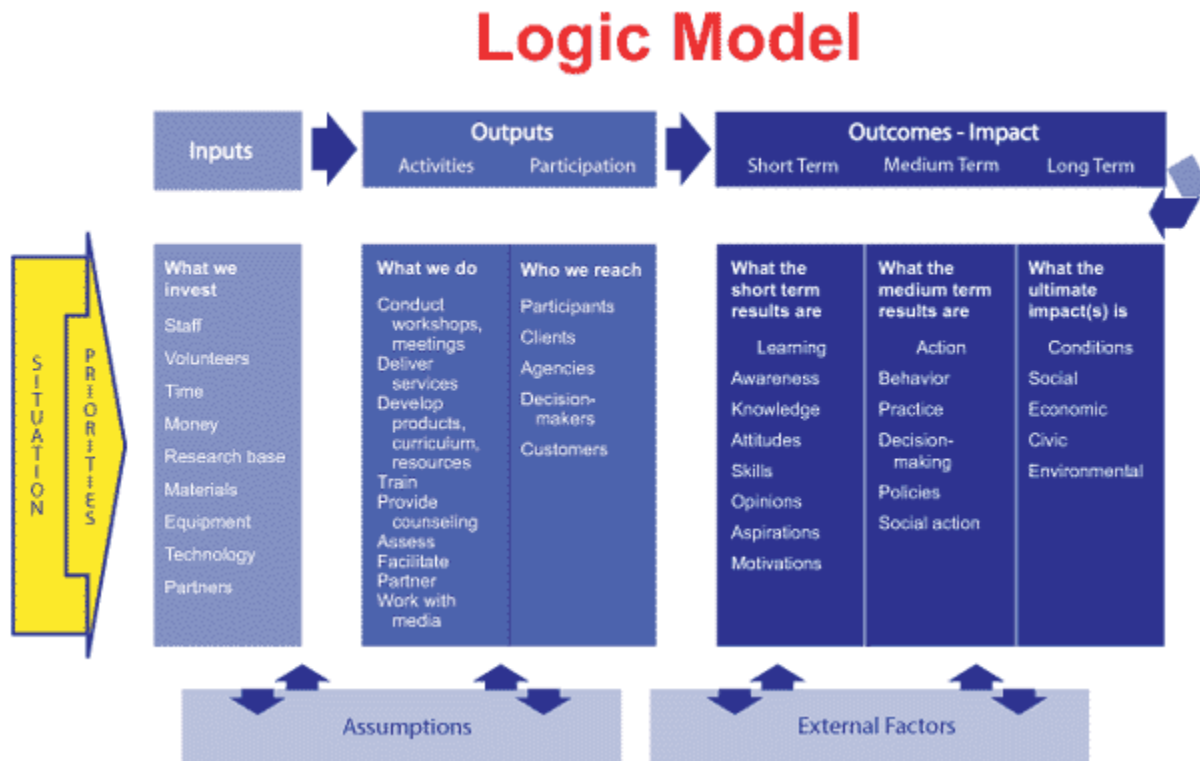
We believe the development of the logic model for CTAP will be a critical step in helping to integrate the goals, strategies, and other information generated to date into a comprehensive workplan.

A logic model is a systematic way to present the major components of a program, including planning, management, and evaluation. Simply put, a logic model describes the connection between your activities and the long-term intended outcomes. It draws a direct relationship between the activities that are undertaken with the long-term impacts that are trying to be achieved and helps gain clarity on “what we do” (activities/outputs) versus what we are trying to achieve (outcomes/impacts). Logic models attempt to show the links in a chain of reasoning

about "what causes what" in relationship to the desired outcome or goal. Two critical questions that logic models can help answer are:

- What is the purpose of a particular activity?
- Will the activities achieve the intended result?

Below is a basic conceptual diagram of a logic model.



Overview

The visual representation of the connection is to start at the left with one or more activities and move to the right by describing direct results from the activities as outputs and continuing to the right by describing increasing levels of outcome. Many short-term outcomes lead to longer term outcomes (sometimes called intermediate outcomes) which eventually lead to long-term outcomes (or impacts). An additional complexity of logic models allows for the representation of the potential for external factors to influence outcomes.

A logic model may be a very complicated picture of cause and effect, and challenging for other observers to utilize. As a result of this complexity, it may be difficult for others to pick up a logic model and fully understand the "logic" that such a diagram represents. The diagram can be a starting point to pose questions and cultivate discussion among the individuals and organizations interested in project development implementation.

Some terminology typically used in logic modeling is as follows:

- **Activity:** Actions taken or work performed in a project to produce specific outputs.

- **Output:** the products, goods and services produced such as training, technical assistance, and conferences. Outputs are a description, often quantitative, about activity levels. Outputs are under the direct control of you or your organization.
- **Outcome:** the changes or benefits caused by the outputs of a project or program activities in the external world. Outcomes result from outputs and are influenced by at least one factor outside of your organization.
- **Impacts:** the ultimate outcome that the program desires to achieve and frequently describes changes in the condition or status of people. Impacts are a kind of outcome. The term “impact” is used to express the longer-term and more significant outcomes than shorter term outcomes. One way to consider the difference between impacts and outcomes is that impacts are universally valued, while outcomes are chosen as strategic options to accomplish community improvements.
- **External factor or constraint** – a factor that will influence outcomes or impacts that is not under the organization’s control.

These terms are closely related to terms that you may be familiar with from work in strategic planning, including:

- **Objective:** a planned change in the external world that is the result of a project activity. Outcomes are measures of objectives.
- **Goal:** visionary targets in the external world. Impacts are measures of goals.

Logic models can also serve as invaluable tools in monitoring and evaluating project results. Logic modeling results in the identification of specific outputs and outcomes that a particular project or program is designed to achieve which serve as a starting point for selecting indicators for evaluating specific project/program results. The end result of logic model and performance monitoring and evaluation for complex projects is a more efficient use of your time and a greater level of success. In addition, engaging team members in logic development and reporting project performance strengthens the potential for network building.

Proposed Process

Review key results from CTAP planning process to date: *What have we done to date?* Review core documents generated from kick-off conference, large group planning sessions, and Steering Committee meetings. This will be provided to you before the Wednesday session.

Hold a general discussion: *What the key points for further consideration?* Provide time for participants to discuss what they believe are the major results from the CTAP planning process to date.

Identify specific outcomes: *What are the specific, measurable changes we would like to see related to CTAP?* Each individual identifies specific outcomes that you would like CTAP to achieve. Individuals place their individual outcomes on a flipchart, group these according to similar themes, and generate collective outcomes.

Identify specific activities/outputs: *What specific activities can we undertake to help accomplish a specific outcome?* Focusing on one outcome at a time, each individual identifies specific activities that could be conducted under CTAP. Be as specific as possible. Again, individuals write these activities on individual pieces of paper and place each activity under a specific outcome. Meld similar ideas.

Define impacts: *What are the long-term, significant outcomes we are trying to achieve?* Looking at the outcomes identified earlier, use a brainstorm and consensus approach to define impacts.

Consider constraints/external factors: *What external factors affect our ability (either positively or negatively) to achieve our outcomes and impacts and implement our activities?* Conduct a group brainstorm starting with the outcomes and moving to the activities. Identify related actions that might be necessary to address these external factors.

Connect the dots and cross-check: *Does it all make sense?* Prepare a flowchart of outcomes, activities/outputs, and impacts – and draw specific linkages between the three components of the logic model. See whether there is a logical flow from activities to outcomes to impacts and modify as necessary. Achieve consensus on the final product.

Review key results again: *Did we leave anything out?* Take another look at the major results from the planning sessions and make sure the key points are reflected in the logic model. Modify as necessary.