Developing a logic model: A short guide

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A logic model is a visual representation of how the work and activities of an organization are expected to be related to the outcomes or goals an organization is working towards. However, if every single activity an organization undertakes were listed, the model would span pages upon pages, and be too hard to read. For this reason, logic models are typically fit to one page, by grouping major activities and major outcomes together.

An overview of what should be in each column of the logic model is found on the following page. Suggestions for approaching evaluation of the logic model, by the column of the model, are also included.

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Logic Model Template

Planned Program			Planned Program Impacts		
Resources/Inputs	Activities	Process Outputs (e.g., was it done?)	Short term outcomes/ measures *0-2 years*	Intermediate outcomes/ measures *2-5 years*	Impact (long term outcomes)/ measures *5 + years*
What resources are available to support all program activities, including evaluation activities? • Financial resources • In-kind resources • Human resources	What activities will we DO in order to reach our goals?	How will we measure if these activities were done? • Attendance logs • Reports/records • Products created	What are short term outcomes & how will we measure them? E.g.: • Knowledge • Attitudes	What are intermediate outcomes & how will we measure them? E.g.: • Behaviors • Group level change	What are long term outcomes & how will we measure them? E.g.: • Community level change

Assumptions: What factors and features do we assume to be in place in order for the activities to run smoothly? E.g., continued funding, continued MOUs.

External Factors: What factors and features might alter the ability to follow through with the activities or the impact of the activities? E.g., local and national political climate, existing tension between organizations and communities, etc.

Resources:
Are all resources listed that the organization will need in order to undertake all activities listed? Resources can be financial resources, human resources, or in-kind resources.

Activities:
All activities must be related to at least one outcome. One way to test if program activities are accurately tied to outcomes is to construct a series of *If… then* statements and evaluate if they seem sensible.

Create *If…then* statements for every activity and ensure that each activity relates in a valid way to an outcome. If you see no relationship between an activity and an outcome, it should not be included.

Outputs:
Outputs are the same as *process indicators*, or a measure that an activity has been completed. It is not a measure of the impact of an activity (the impact is referred to as an "outcome"). For example, if the activity is to hold multiple trainings, you will know if trainings were indeed held by seeing the dates of the trainings in a training log, and you could also count the number of attendees, or the number of products distributed (if the activity was "distribute products"). It is also possible that number of attendees or products could be an outcome measure, if one of the goals of the program was to increase the number of people attending each training. In such a case, number of attendees could be both an output (showing it was done) and an outcome (showing if the number of attendees increased or decreased over a given time period).

For every activity listed, you need to have a way to measure if the activity is being completed as expected. Thus, for each activity, make sure there is a corresponding process measure, and that it seems like an appropriate measure.

Outcomes:
This logic model lists 3 outcome time periods. Each short-term outcome must relate back to at least one activity, using *If…then* statements. *If…then* statements also must work between short and intermediate, and intermediate and long-term outcomes.

You also must have a way to measure each outcome. If you can't measure the outcome, you can't list it in the logic model. Why? Because the purpose of the logic model is to be able to assess progress towards the stated program outcomes/goals. If you can't measure it, there is no way to know if the program is successful.

For outcomes, the more ways you can measure an outcome, or something related to an outcome (e.g., a proxy measure), the better. You need to be able to show change over time, so you would need to have data for multiple time periods.