

Logic Model Development Guide

Introduction

At the core of most good program planning, management and evaluation is a well-constructed logic model.

Logic models are visual tools that depict a sequence of events that is expected to create a change and help address a problem or issue.

They show the *logical relationship* between the need you will address, the services you will provide, and the changes you expect to see as the result.

Definition of a Logic Model

- A logic model is a visual outline for a project plan that maps out the logical links between desired outcomes & chosen strategies
- Demonstrates the assumptions underlying the selection of specific strategies and the desired outcomes
- Shows the logical relationship between the need you will address, the services you will provide and the changes you expect to see as a result

Components of a Logic Model

1. Issue

- What problematic condition exists that demands a programmatic response? Review community data or needs assessment data.
- Review or determine associated protective factors and risk factors

2. Goals

A goal is a broad, generalized statement about what is to be accomplished in the long- term. A goal is meant to:

- *Focus on a condition or outcome of interest based on real community need*
- *Establish the direction and reasoning of a strategy*
- *Avoid defining the problem in terms of a preferred solution*
- *Be framed in a way to build consensus*

Examples:

“Good” goal statements:

1. To increase early academic success in XYZ school district
2. Decrease in tobacco use in young adolescents in Cooltown, USA

“Needs Work” goal statements:

1. To provide tutoring to at-risk students in Alexander elementary school
2. To implement anti-tobacco social marketing campaign

3. Target population

Target population is the specific group that you plan to impact. This group should logically connect to your identified goal and be a group that it is feasible for you to impact.

Examples:

Good	Needs Work
Preschool Program: 3-5 year olds with low socio-economic status in XYZ School	Everyone in Cooltown, USA
Social Marketing: children and adolescents aged 10-13 in Cooltown, USA	Some 4 th grade students

4. Services (strategies)

Services and strategies are what you will deliver to your target population. These strategies should be research based and appropriate to your community's readiness for change.

5. Outputs

Outputs are the tracking of your service delivery. The outputs clarify the who, what, when and how of your strategy implementation.

6. Outcomes (long-term, short-term, and intermediate)

- **Short-Term Outcomes:** immediate effects of the strategy (changes in knowledge, attitudes, skills, or behaviors).
- **Intermediate Outcomes:** longer term effects of strategy that are generally achieved one year after the implementation of the strategy (changes in knowledge, attitudes, skills or behaviors).
- **Long-Term Outcomes or Impact:** achieved generally in 4-6 years, and usually show change in conditions, health, norms, policies, and systems.

What Is a **Measurable** Outcome?

- Describes the extent of change (how much)
- Identifies the target population (for whom)
- Specifies the behavior, condition, or knowledge you hope to change (what)
- Includes a date or time frame by which the change can be expected (by when)

"Good" example: ABC Preschool Program

- Short term outcome: All 80 students who receive the Perry Preschool program meet at least 90% of the 58 key developmental indicators upon completion.

- Intermediate term outcome: 80% of students who participate in Perry Preschool program are on-track academically in the first grade; 80% of students who participate demonstrate less antisocial behavior and misconduct in the first grade.
- Long-term outcomes: 25% reduction in early academic failure in Alexander School District within the next 5 years

About Outcomes

- There is no right number of outcomes
- Don't discard an outcome because it's affected by other force
- Outcomes should not go beyond the strategy's purpose or target population

Creating the Logic Model

- Involve program staff and possibly community stakeholders and representatives from the target population in the discussion
- Gather information and data on your issue and articulate the problem you will address
- Identify the goals of the program
 - Answer the question: What is this program/project intended to do?
- Specify the population or populations you want to target
 - Answer the question: What group are we trying to impact?
- Outline the services you provide
 - Answer the question: What strategies (programs, project, policies) will we implement to achieve our goal?
- Identify the outputs
 - Answer these questions: How will we know we did what we said we'd do (with fidelity)? What services? How often will services be delivered? To how many participants? Who? What? When? Where? How?
- Identify outcomes
 - Answer this question: Based on the services we will provide what changes can we expect to see in our target population?

Putting the Logic Model to Use -Your evaluation plan

How will you measure your outputs?

How will you measure your outcomes?

How will you monitor your implementation?

- Review and update it regularly

ISSUE: A concise description of the priority problems and consequences that you will seek to address.

GOAL: A broad, generalized statement about what is to be accomplished in the long- term.

TARGET POPULATION: *The specific group that you plan to impact.*

INPUTS		PROCESS EVALUATION		OUTCOMES		
Resources	Strategies	Amount of Services Process Outcomes (Outputs)	Short-Term Outcomes	Intermediate-Term Outcomes	Long-Term Outcomes	
What RESOURCES are dedicated to this program/project? <ul style="list-style-type: none"> ➤ Money ➤ Staff ➤ Volunteers ➤ Staff time ➤ Volunteer time ➤ Supplies ➤ Facilities 	What SERVICES are provided? <ul style="list-style-type: none"> ➤ Curriculum that is implemented ➤ Training that is available to participants ➤ Activities implemented in community ➤ Education materials that are created and disseminated ➤ Partnerships that are formed 	Target #s &Types of amounts: <ul style="list-style-type: none"> ➤ # aiming to achieve & Tracking # of participants that attend the program ➤ # aiming to achieve && Tracking # of hours of community forums ➤ # aiming to achieve && Tracking # of brochures distributed 	Types of Short-term benefits (Learning) <ul style="list-style-type: none"> ➤ Changes in: ➤ Awareness ➤ Knowledge ➤ Attitudes ➤ Skills ➤ Opinion ➤ Aspirations ➤ Motivation ➤ Behavioral Intent (benefits that can be expected in the short-term)	Types of Intermediate benefits: (Actions) Changes in: <ul style="list-style-type: none"> ➤ Behavior ➤ Decision-making ➤ Policies ➤ Social Action (benefits that can be expected soon, but not immediately)	Types of Long-term benefits: (Conditions) Changes in: <ul style="list-style-type: none"> ➤ Conditions ➤ Social (well-being) ➤ Health ➤ Economic ➤ Civic ➤ Environmental (benefits that cannot be expected for several years)	