The Logic Model

An Outcomes-Based Program Model

What is a Logic Model?

"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."

WK Kellogg Foundation

The Logic Model

Why Use One?

Purpose of a Logic Model

- Tactics! (how things will look on the ground)

- A picture that tells a story of what you'll put into and get out of a program

- A simple description of your program that you can share with the whole team, including new staff

- A tool to help you identify your assumptions

Purpose of a Logic Model

- A logic model is not…
  - A theory
  - A reality
  - An evaluation model or method

- A logic model is…
  - A framework for describing the relationships between resources, activities and results
  - A common approach for planning, implementation, evaluation and reporting

Benefits of Developing a Logic Model

- Ensures program has INTENT

- For shared vision/understanding

- Makes the strategic into operational (tactics)

- Directs resource allocation and prioritization

- So program can be replicated

Benefits of Using a Logic Model

- Provides a summary of key elements

- Shows the cause-and-effect relationships between the activities and the outcomes

- Helps develop program performance measures for ongoing monitoring

Logic Model: Best Practices

- Be simple and clear—only include the necessary elements

- Make it a one-pager—append details to the model

- Get everyone involved in its development
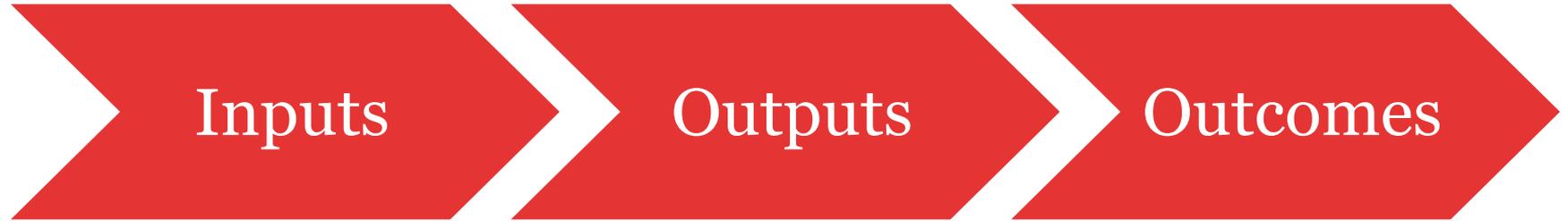
Logic Model: Revisit It!

- Discuss the logic model at team meetings

- Post the logic model on your office wall or your program website

- Alter it as situations change

- Use it to re-focus

The Logic Model

The Elements of A Logic Model

The Logic Model: A Basic Diagram
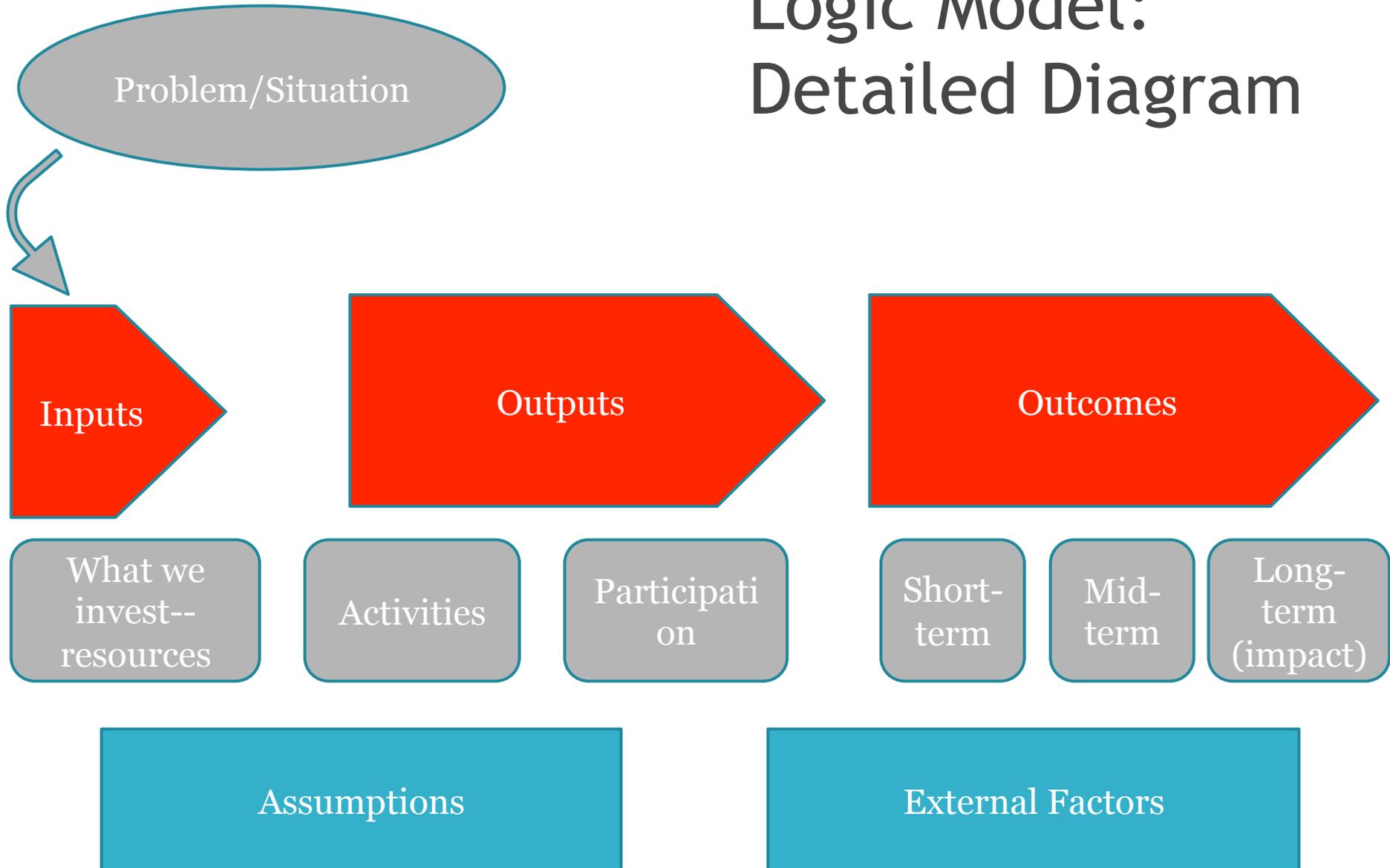
Inputs → Outputs → Outcomes

Try It Out!

- Try to create a simple logic model using an activity you know and understand well!

For an example about baking chocolate chip cookies, download "Logic Models: A Practical Example" from the right hand sidebar of the Program Design: Logic Models Toolkit page

Logic Model: Detailed Diagram

Problem/Situation

Inputs

Outputs

Outcomes

What we invest--resources

Activities

Participation

Short-term

Mid-term

Long-term (impact)

Assumptions

External Factors

Problem/Situation

- Problem: the issue or challenge your program is going to address
  - Is the problem relevant to your mandate, mission and vision?

- Has to fit with organization's mandate, mission and vision

Example:
Diversify Funding

Our organization has unstable/unsustainable funding because we only tap one source

Inputs

Outputs

Outcomes

What we invest--resources

Activities

Participation

Short-term

Mid-term

Long-term (Impact)

Assumptions

External Factors

Try It Out! What's the Problem?

Using the Logic Model Worksheet found on the right hand sidebar of the Program Design: Logic Models Toolkit, try the following:

- Identify a current program or a program that you hope to run. What is the problem that this logic model is addressing? What are you trying to remedy?

Inputs

- Inputs: material, human, financial, organizational, and community resources, that go into your program
  - What will you need?
  - What do you have access to?
  - What can you get through collaboration and partnerships?
  - Are there any items that you cannot get?

Example:
Diversify Funding

Our organization has unstable/unsustainable funding because we only tap one source

Inputs

Staff, available trainings, guidance from experts

Outputs

Activities

Participation

Outcomes

Short-term

Mid-term

Long-term (Impact)

Assumptions

External Factors

Try It Out! What will you need?

Using the Logic Model Worksheet you have already begun, ask yourself the following:

- What materials will you need to implement this program you have developed to address this problem?
  - ▫ Staff, material, financial, resources…..

Outputs

- Program Activities: what the organization does to address the problem at hand and try to achieve the program's intended outcome

- Participation/Outputs: direct results of program activities—often numbers!

Example:

Diversify Funding

Our organization has unstable/unsustainable funding because we only tap one source

Inputs

Staff, available trainings, guidance from experts

Outputs

Attend grant-writing training

2 staff attend at least two trainings

Outcomes

Short-term

Mid-term

Long-term (Impact)

Assumptions

External Factors

Try It Out! What are the Outputs?

Using the Logic Model Worksheet you've already started, ask yourself the following:

- What is your organization going to do to address this problem?
  - Your activities

- What is the immediate response to these activities?
  - Numbers!

Outcomes

- Changes in skills, knowledge, attitude, behaviours and conditions
  - ▫ **Must be measurable**

Outcomes

- Short-term, Medium-term, and Long-term Outcomes
  - The distinction is about **sequence: which comes first, second, and last**

- When describing the outcomes, include the direction of change, if necessary
  - Increase, decrease, slow, quicken….

Outputs vs. Outcome

- Outputs: what you have achieved in terms of immediate response
  - For example, we offered financial literacy training and 10 people attended—we trained 10 people to manage their money

- Outcome: answers the "so what?"
  - Now that these 10 people are trained, they each save more money (ex. 10% more per month)

Example:

Diversify Funding

Our organization has unstable/unsustainable funding because we only tap one source

Inputs

Staff, available trainings, guidance from experts

Outputs

Attend grant-writing training

2 staff attend at least two trainings

Outcomes

Submit 5-7 grants

Receive 3-5 grants

Increase in $ from different sources

Assumptions

External Factors

Try It Out! So What?

Using the Logic Model Worksheet you've already started, answer the following:

- What are you hoping to achieve?

- What changes are your activities going to bring about?

- What order will they fall in?

External Factors and Assumptions

- External factors: context of the program
  - what's happening around us?

- Assumptions: explain how and why the activity will lead to the outcome or how one step leads to the next
  - What unlikely assumptions have you made? How will you make sure your activities are still successful?

Example:
Diversify Funding

Our organization has unstable/unsustainable funding because we only tap one source

Inputs

Outputs

Outcomes

Staff, available trainings, guidance from experts

Attend grant-writing training

2 staff attend at least two trainings

Submit 5-7 grants

Receive 3-5 grants

Increase in $ from different sources

That attending grant-writing training will improve our grant writing skills and make us more likely to receive grants

Funders are currently interested in collaborative projects and proposals

Try It Out! What Else Impacts Success?

Using the Logic Model Worksheet you've already started, ask yourself the following:

- What is happening in the world around you that can have an affect on your program?
  - How can you maximize/minimize the effects of said happening?

- What are the assumptions underlying your logic model?
  - How can you account for the risks in your assumptions?

Indicators and Evaluation

- Logic Models don't specifically ask for or illustrate indicators or targets for evaluation

- As an organization, you still must develop indicators and methods of evaluation to determine that your activities are yielding your outcomes

Logic Model: Its Role in Evaluation

- Helps to show what needs to be evaluated
  - Outputs, outcomes...

- Evaluation is ongoing

- Logic model can change depending on evaluation findings

Logic Model Examples

Interested in checking out some examples of logic models? Try the right hand sidebar of the Program Design: Logic Models Toolkit page

The Logic Model

How is it Different from a Theory of Change Model?

Logic Models and Theory of Change Models

- Logic models and theory of change models can tell the same or similar stories

- Use different language

- Can be used with different purposes, ie. A theory of change may be more effective if you know what you want to change (your outcomes) but don't know how to change it (your activities)

An Example

Our organization has unstable/ unsustainable funding because we only tap one source

Input

Staff, available trainings, guidance from experts

Outputs

Attend grant-writing training

2 staff attend at least two trainings

Outcomes

Submit 5-7 grants

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Theory of Change: An Example

Finance

Diversify Funding

Receive grants from different funding sources	Have corporate sponsorship	Have donor base
↓	↓	↓
Submit grants to different funding sources	Find committed and relevant corporate partner	Amass donors to provide funds
↓	↓	↓
Complete training on grant writing	Conduct organization self-assessment to find good corporate match	Connect with potential donors and share brand information
↓		↓
Be selected for AMP		Develop brand image

- Two previous slides tell the same/a similar story using different models

Logic Model and Theory of Change Language: A Rough Translation

Theory of Change	Logic Model
Priority	Problem
Outcome	Long-term Outcome
Preconditions	Short-term and medium term outcomes
Indicators/Preconditions	Outputs
Interventions	Activities
Assumptions	Assumptions

Quiz

1. Why would you use a logic model to design your program?
2. What are the key elements of a logic model?
3. What is the difference between an output and an outcome?
4. Why is identifying your assumptions an important step in your logic model?
5. How can your logic model guide your evaluation?

Are you in need of additional supports?

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