



## How to Design a Logic Model of an Organization or Program

Logic models are a powerful means to depict the “system” of an organization or one program. It helps consultants and leaders to see the big picture and to more readily identify the connections between major activities in the organization. Here are some basic guidelines to follow:

### General Guidelines

1. The size of the logic model should be such that readers can easily study the model without extensive reference and cross-comparisons between many pages. Ideally, the logic model is one or two pages long.
2. The level of detail should be sufficient for you to grasp the major items that go into the organization or program, what processes occur with those inputs, the various outputs produced by the organization or program, and the overall benefits (or outcomes) that occur for clients who have participated in the organization or program.
3. It's best to use a team to develop a logic model, whether it's focused on an organization or a program.

### Identifying Processes

Even though a logic model first depicts the inputs to a process, it's usually easiest to first start by depicting the processes in the organization or program, and then thinking about what was needed (what inputs) for the organizational or program processes.

1. Include only the major, recurring processes in the program, rather than one-time processes. For example, do not include the initial activities to build the program, such as “construct the building” or to “register with government authorities.”
2. Include primarily the processes required to continue to deliver services to your clients. For example, “hold training sessions for clients” or “conduct certification assessments of clients.”

## **Identifying Inputs**

1. It's not unusual that an organization or one program includes similar inputs, e.g., funding, facilities, funding, time, experts, best practices, etc., or even what other processes produced outputs that became inputs to the processes depicted in your logic model.

## **Identifying Outputs**

1. Now think of what more tangible results were produced by the organization or program. Usually outputs are easy to count, e.g., number of books written, students taught, clients served, etc.

## **Identifying Outcomes**

Outcomes are different from outputs in that outcomes are units or measures of changes in people who participated in the processes of the organization or program, e.g., changes in the clients in a program.

### **Short-Term Outcomes**

Think of changes in the client almost immediately after they come out of the organization or program. If the program is about educating or developing the client in a way that his/her life is changed, then short-term outcomes are usually in regarding to new knowledge gleaned by the clients.

### **Intermediate Outcomes**

Intermediate outcomes are usually in regard to what the client does with the new knowledge, often during the first several months from the program. Usually the client applies the new knowledge somehow to develop a skill.

### **Long-Term Outcomes**

Long-term outcomes are usually in regard to some overall change in the client as a result of regularly practicing the skill, e.g., a new attitude or perspective or change in values for the client.

After reviewing these guidelines, the best way to learn how to develop a logic model is to analyze several examples. Do a web-based search for logic models and you'll find many.