Appendix F

Logic Model How-To

Logic Model Introduction

A logic model is a visual representation of a programmatic effort.

Logic models operate off of two sections: process and outcomes. When considering the process, they detail the inputs, activities, and outputs. Outcomes consider short-term, intermediate, and long-term impacts.[1]

Inputs: the resources, what is invested. Can include monterey resources, staff and volunteer hours, logistical materials and spaces, as well as knowledge, data, etc.

Activities and Outputs: activities are what the program will do. Outputs are the results of the activities, and are often quantifiable.

- Activities examples: the creation and distribution of media, workshops, materials, etc.
- Outputs examples: how many people received the piece of media, how many participants in a workshop, etc.

Outcomes: results of the program.

- Short-term: the first seen effects, often concerning knowledge and attitude of participants.
- Intermediate: seen regarding changes, such as behaviors, normative beliefs, and policy.
- Long-term: the desired results of the program may take years to accomplish. Examples include permanent behavior change and altered laws.

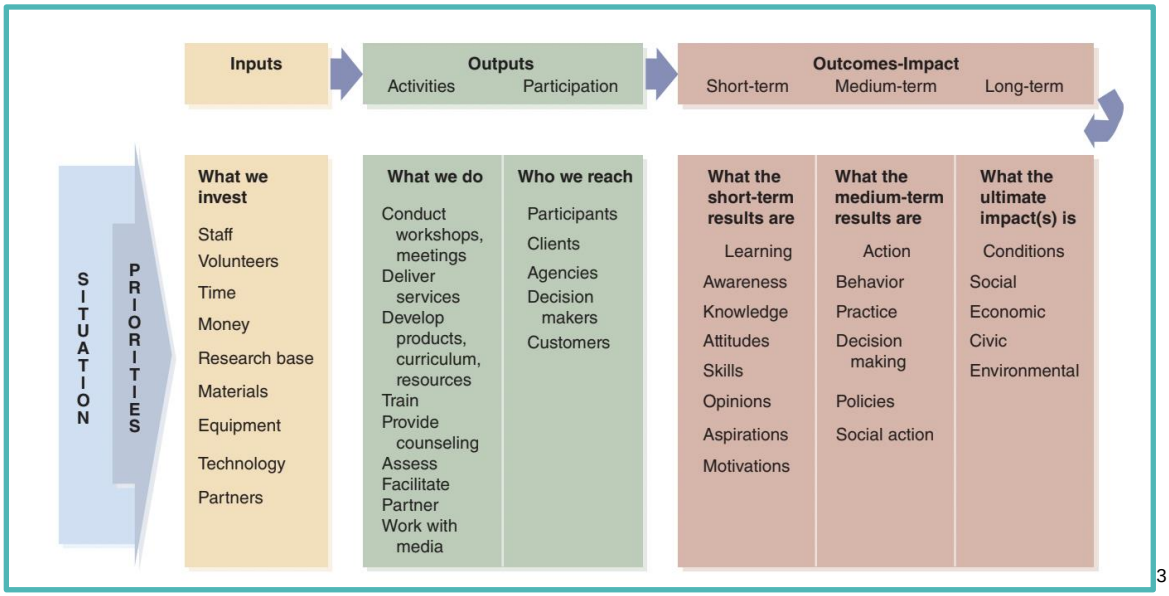
Logic models are helpful in both planning a program, and then evaluating that program. A key feature of a logic model is the fact that it is a living document - they are designed to be updated and changed as new information becomes available, lessons are learned, and experiences are had.

Logic models are to be used as a tool, they should not hinder progress, but rather enhance the process of the formation, implementation, and evaluation of a program. They can be developed for both existing and new programs.

Though using a logic model may seem like an additional step, logic models increase the likelihood that program efforts will be successful because they:

- Communicate the purpose of the program and the expected outcomes.

- Describe the activities expected to lead to the desired outcomes.
- Become a reference point for everyone involved in the program, therefore improving communication and efficiency.
- Improve program staff's abilities in regards to planning, implementation, and evaluation.
- Involve stakeholders, enhancing the likelihood of resource commitment.
- Incorporate findings from other research and demonstration projects.
- Identify potential obstacles to the program so that staff can address them early on.[1]



[3]

How To Create a Logic Model

Since logic models are fluid documents, there aren't many hard and fast rules. However, there are some items to consider.

Components of a good logic model:

- Displayed on one page.
- Visually engaging.
- Audience specific.
- Appropriate in its level of detail.
- Useful in clarifying program activities and expected outcomes.
- Easy to understand.
- Reflective of the context in which the program operates.[1]

For a more clear step-by step guide on how to create a logic model, see the steps below:

1. Determine the purpose of the logic model.
    a. Examples: a work plan, involving stakeholders, developing an evaluation plan, etc.
2. Gather stakeholders.
    a. Program planners, program managers, epidemiologists, evaluators, etc.

3. Determine the focus for the logic model. What level of detail is needed?
    a. Example: one project, a single objective, a multiyear effort, etc.
4. Understand the situation. Use the program objective or goal as your anchor. Set priorities and clarify expectations
5. Explore the research, knowledge base, and what others have done/are doing. Compile research findings and lessons learned, applicable program theories, and resources. Identify and discuss assumptions you are making and contextual factors
6. Construct a series of linked activities and outcomes or statements using a "left-to-right" or "right-to-left" approach, also known as backwards planning. Then connect the activities with arrows to show linkages.
    a. A left-to-right approach would begin with considering resources, and end with the outcomes. The SMARTIE framework[2] (see below) still applies with this approach.
    b. A right-to-left approach, otherwise known as backwards planning, is an approach that begins with the outcomes and ends with the resources.[1]

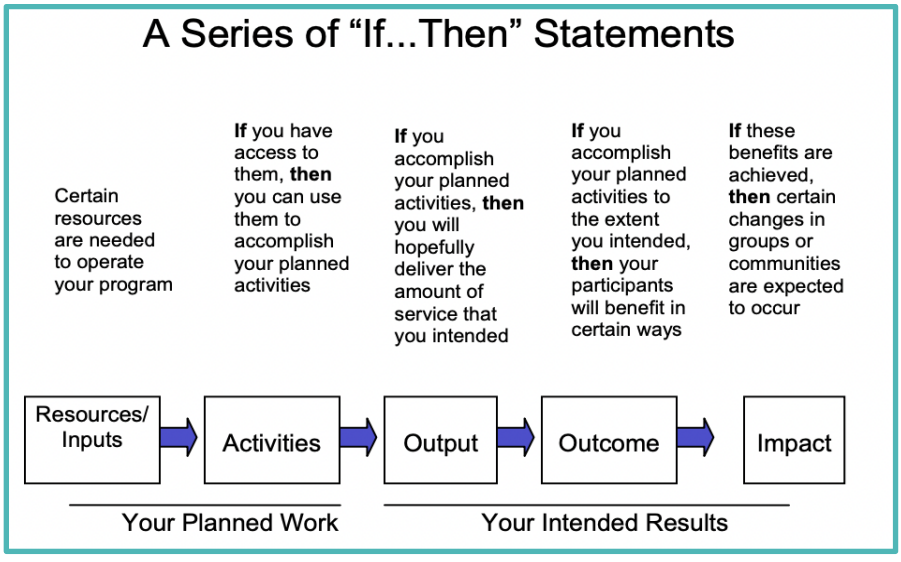
Left-to-right approach[1]

The left-to-right approach consists of asking "if, then" statements and then connecting the pieces that arise from these statements concerning resources, activities, and outcomes. For example, a program planner or evaluator can ask the following to describe a program:

> If we have _____ and _____, we can (do) _____ and _____, which will result in _____ and _____.

The first two blanks consider resources, the third and fourth are the activities developed, and the fifth and sixth are the outcomes.

Continue to ask this question model as you develop immediate, intermediate, and long term outcomes.



[1] Evaluation Guide: Developing and Using a Logic Model

Appendix F

Backwards Planning

Though it can sometimes make sense to start with resources and work up to outcomes, oftentimes, it can be helpful to start with outcomes, and work backwards. When using this approach, one can follow the next steps:

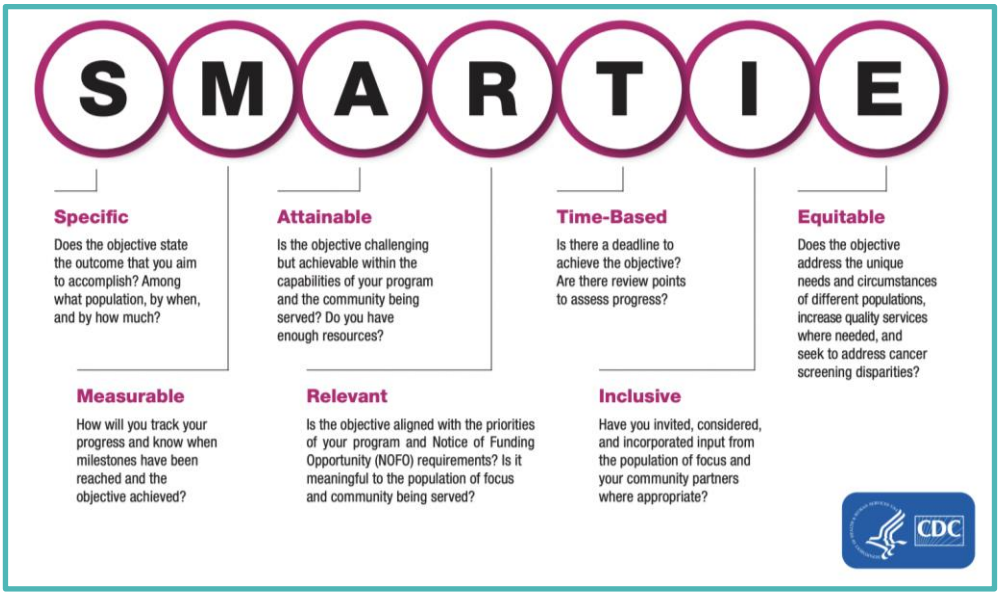
1. What needs to be done in the midterm for outcomes to be met?
2. Before the midterm, what needs to happen?
3. What activities need to be done in the short term to meet the immediate outcomes?
4. What resources are needed to perform the activities?[3]

SMARTIE Goals & Outcomes[2]

When determining the outcomes of the program, and the goals and objectives that guide these outcomes, it is important to ensure that they follow the SMARTIE framework. Meaning, goals, objectives, and outcomes should be:

Specific
Measurable
Attainable
Relevant
Time-based
Inclusive
Equitable

Following the SMARTIE framework for setting objectives and outcomes allows for a logic model to promote a program that has a higher chance of success.



[2] National Breast and Cervical Cancer Early Detection Program, Writing Effective Objectives:

Miscellaneous Tips

- Before creating the logic model on a computer or technical program, you can start with a physical representation. Write ideas on sticky notes or sheets of paper, and work them

under various headers. As ideas evolve, you can move the notes or sheets around to create a physical representation of the eventual final draft of the logic model.

- Strive to involve stakeholders throughout the process of creating the logic model in order to have representation from various perspectives.
- Logic models can be created in a variety of ways, including on Word, and through a variety of templates available online.

Resources & References

[1] Evaluation Guide: Developing and Using a Logic Model:
https://www.cdc.gov/dhdsp/docs/logic_model.pdf

[2] National Breast and Cervical Cancer Early Detection Program, Writing Effective Objectives:
https://www.cdc.gov/cancer/nbccedp/pdf/smartie-objectives-508.pdf

[3]Health Communication, Strategies and Skills for a New Era, Chapter 8: Implementation and Evaluation

Program Evaluation Framework Checklist for Step 2: Describe the Program:
https://www.cdc.gov/evaluation/steps/step2/index.htm