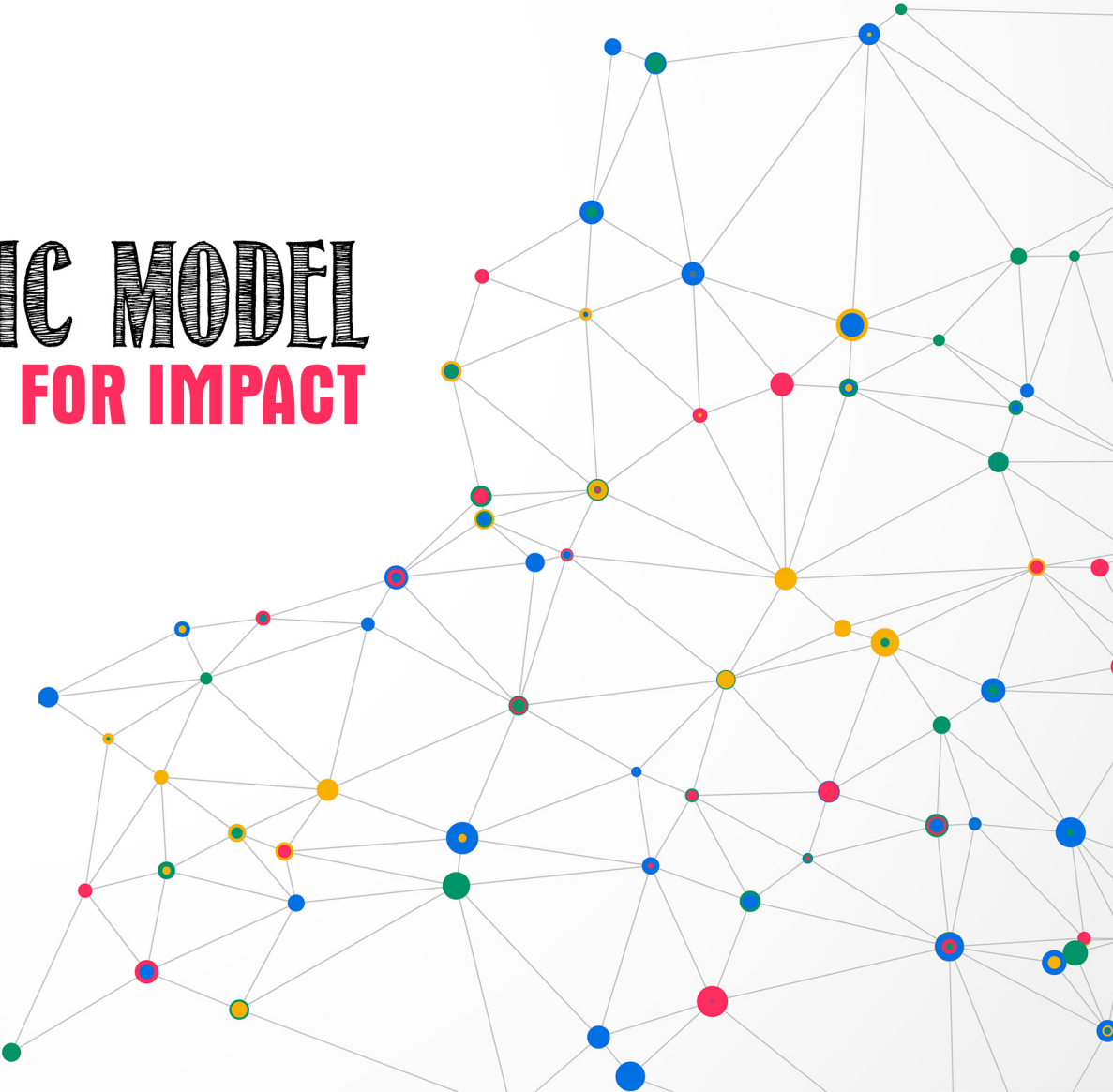
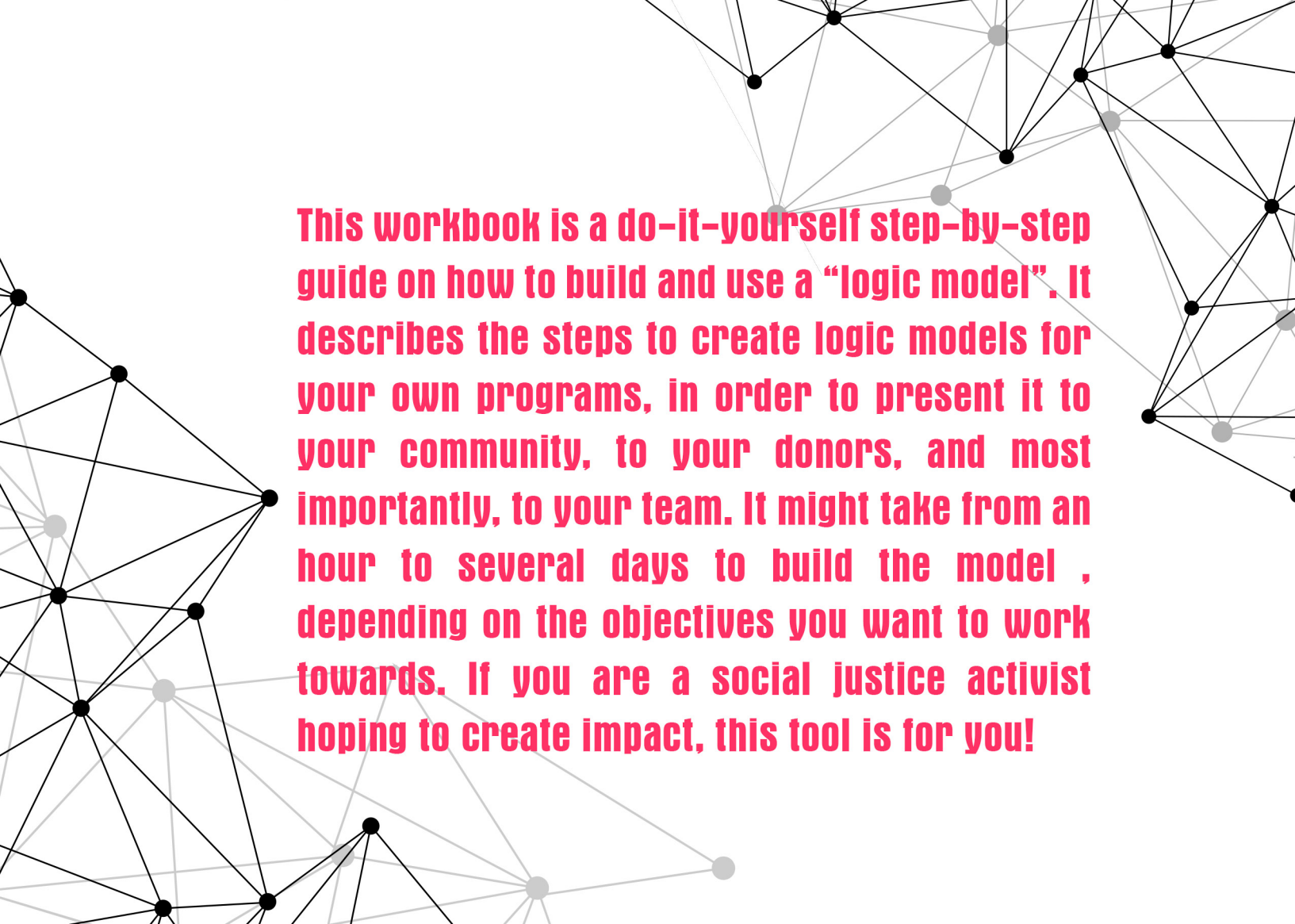


THE LOGIC MODEL

A ROADMAP FOR IMPACT



A background network diagram consisting of black and grey nodes connected by thin black lines, forming a complex web of connections. The nodes are scattered across the page, with some clusters and some isolated points.

This workbook is a do-it-yourself step-by-step guide on how to build and use a “logic model”. It describes the steps to create logic models for your own programs, in order to present it to your community, to your donors, and most importantly, to your team. It might take from an hour to several days to build the model , depending on the objectives you want to work towards. If you are a social justice activist hoping to create impact, this tool is for you!

WHAT IS THE LOGIC MODEL?

The „Logic Model” is a tool to describe your organization, initiative or project: what needs/issues/problems you are trying to address and how, what change you want to create, which goals you want to reach. This tool is called „logic” because it is supposed to show the logic of how and why change happens. It also aims to describe the effectiveness of programs, initiatives and activities. Besides that, it is also a visual roadmap, that presents the connection between the available resources, the activities you are doing and the expected goals you have during program planning, design, implementation and evaluation.

The “Logic model” presents a picture of how your initiative is supposed to work. It explains why your strategy is a good solution to the problem at hand. Effective logic models make an explicit, often visual, statement of how you will create change and the results you expect to see for your community. A logic model keeps participants making effort in the same direction by providing a common language and point of reference.

Some additional points before you dive into work:

- There are different logic model formats existing, but they all are showing the same concept.
- Besides in format, logic models can differ widely in level of detail.
- A logic model can be applied on any level of a venture: even an entire organization, or just specific parts of a program.
- Sometimes you might be too involved in a program to see that a step is missing in the program logic. For this reason, it is important to have several other staff or team members to contribute to the development of the logic model.

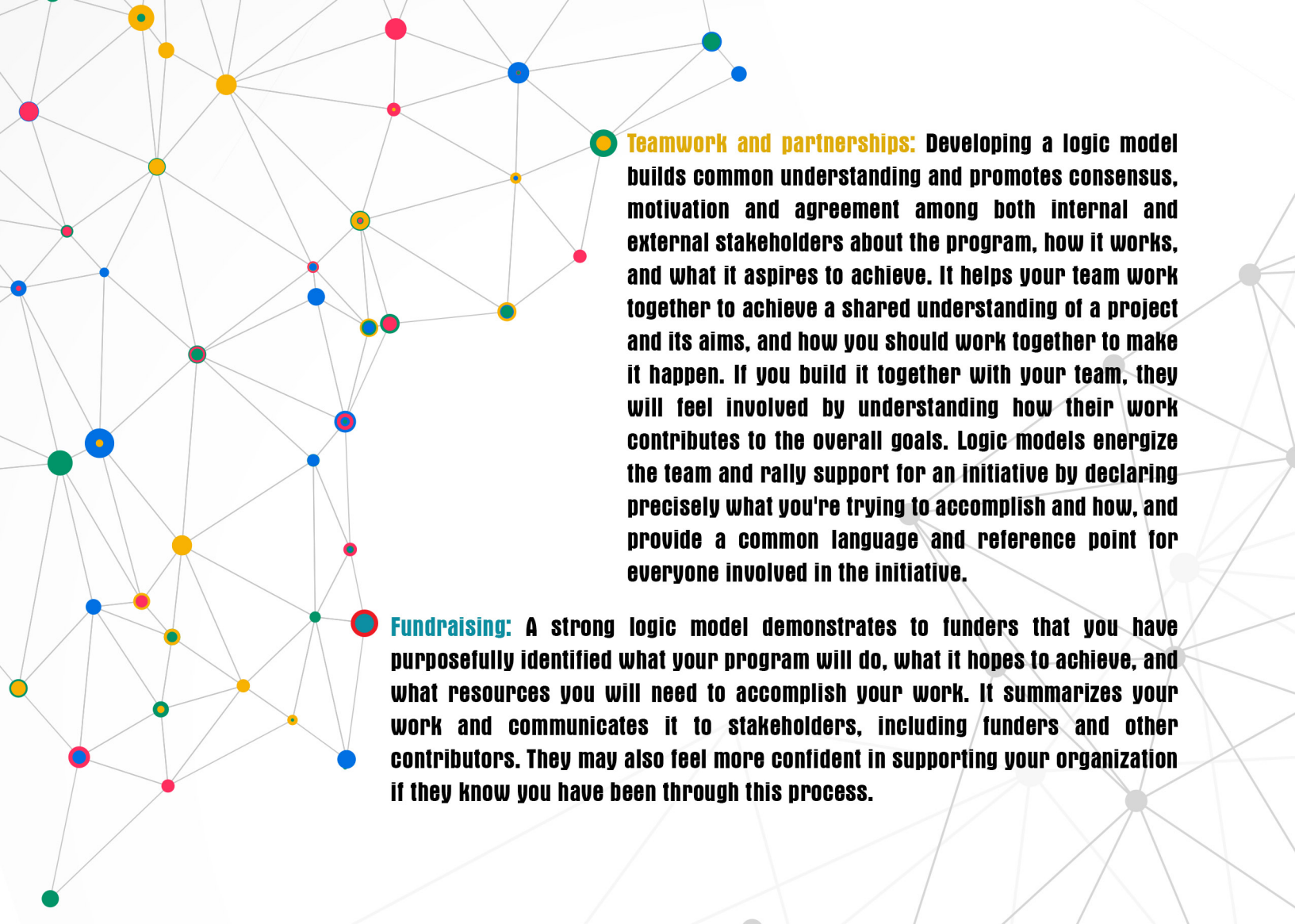
WHY TO USE A LOGIC MODEL?

Planning and strategy: The logic model is a great tool for developing new projects. Its structure helps you think through your program strategy – it helps you clarify where you are now and where you want to be in the future.

Efficiency: A logic model is an agreed statement of what the purpose of your initiative is. It can help you understand what problems might emerge while you are working towards your goal, if you can see a missing link between where you are now and where you want to be in the future.

Program management: Because it "connects the dots" between resources, activities, and impact, the logic model can be a good start to build a comprehensive work plan for your team. It also helps to track and monitor operations and budget.

Communication: A well-built logic model is a powerful communications tool. It can show stakeholders at a glance what your program is doing (activities) and what it is achieving (outcomes), emphasizing the link between the two. It also quickly tells the "story" of the project's aims.



Teamwork and partnerships: Developing a logic model builds common understanding and promotes consensus, motivation and agreement among both internal and external stakeholders about the program, how it works, and what it aspires to achieve. It helps your team work together to achieve a shared understanding of a project and its aims, and how you should work together to make it happen. If you build it together with your team, they will feel involved by understanding how their work contributes to the overall goals. Logic models energize the team and rally support for an initiative by declaring precisely what you're trying to accomplish and how, and provide a common language and reference point for everyone involved in the initiative.

Fundraising: A strong logic model demonstrates to funders that you have purposefully identified what your program will do, what it hopes to achieve, and what resources you will need to accomplish your work. It summarizes your work and communicates it to stakeholders, including funders and other contributors. They may also feel more confident in supporting your organization if they know you have been through this process.



LOGIC MODEL

Like a road map, a logic model shows the route traveled (or steps taken) to reach a certain destination, and how far you want to go.

GUIDELINE TO BUILD YOUR PROGRAMS' LOGIC MODEL



STEP 1: WRITE UP YOUR “PROBLEM STATEMENT”, VISION AND MISSION

What is the challenge/problem you are trying to solve? Whose situation are you trying to change with your program/initiative? How is it to be done? Who is going to be involved in solving this problem? What do you need to implement your program/initiative successfully? The problem being addressed by the program needs to be well defined so that all your team and stakeholders working on it have the same understanding of the problem. This ensures that everyone agrees on the program’s mission before you even begin the activities. A clear definition of your problem statement will guide you and your team and kick-start your work together.

Vision: If your program or initiative is to be successful, what would the world (or your community) look like in 10 or 20 years? If our organization was operating at our very best what would we be achieving? What is your promised land?


Mission: How does your organization/program intend to achieve its vision? A mission statement could include: what you are good at; what you do, for whom and how. It should reflect the values of the organisation and its specificity.



HERE WE HAVE AN EXAMPLE OF THE VISION AND MISSION STATEMENT OF PHIREN AMENCA:

Vision of Phiren Amenca: Phiren Amenca challenges stereotypes, antigypsyism and racism in Europe to improve the situation of Roma (youth), and achieves recognition of Roma youth activism, participation, and self-organization, as well as a capacitated Roma youth civil society on all levels.

Mission: Phiren Amenca is a network of Roma and non-Roma volunteers and voluntary service organizations creating opportunities for non-formal education, dialogue and engagement, in order to challenge stereotypes and racism.





STEP 2: LIST YOUR RESOURCES

The inputs are the resources and assets needed to implement your activities: consider key areas such as human resources (the people in your team, experts, volunteers), office supplies (equipment), technical (an office space, a projector), educational (training materials), financial resources in order to operate the program. It often helps to create two columns of resources: one of the things you have (e.g., office space, computers and other electronic equipment, staff, volunteers) and another that you wish you would have, or things that would be helpful but are not critical for a successful program.



STEP 3: LIST ALL YOUR ACTIVITIES

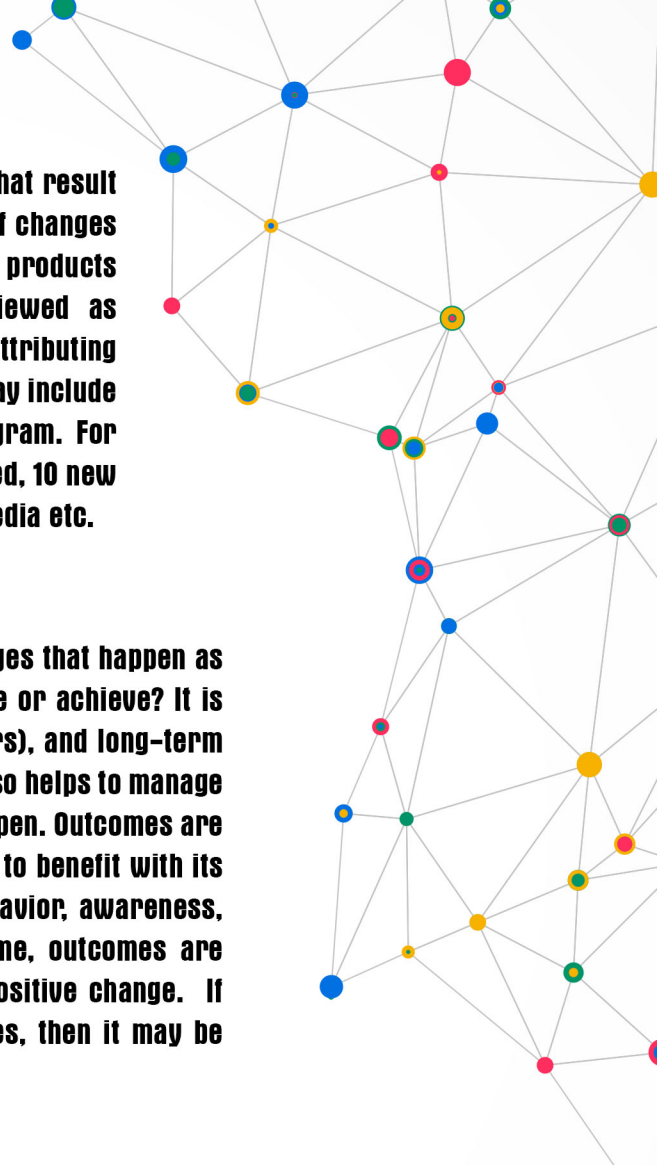
List here everything you do with the above mentioned resources. Those activities should be listed here which you plan to implement, for example: trainings, conferences, workshops, staff meetings, festivals, campaigns and other interventions that will be carried out as part of the program to create the hoped results. The program should take actions based on their target audience's characteristics and aim to engage these audiences in its actions.

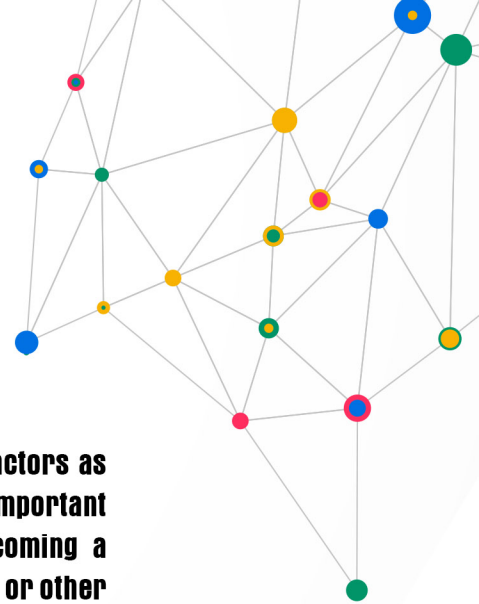
STEP 4: DEFINE THE OUTPUTS

Outputs are tangible results, products, capacities, or deliverables that result from the activities, quantified (expressed in numbers). What kinds of changes were generated directly or indirectly by the activities? They can be products that are produced from program activities. Outputs can be viewed as quantifying activities and providing numeric values or attributing percentages. They are the direct results of program activities and may include types, levels and targets of services to be delivered by the program. For example: 100 participants at the conference, 5 new booklets published, 10 new volunteers recruited, 20 percent growth of engagement on social media etc.

STEP 5: IDENTIFY THE OUTCOMES

Outcomes are the ultimate program goals: in other words, the changes that happen as a result of the activities and outputs. What will the program change or achieve? It is helpful to split outcomes into short-term (1 year), mid-term (3 years), and long-term (5+ years) so that it is easier to recognize progress over time. It also helps to manage expectations about the speed/pace of how the hoped results will happen. Outcomes are the positive results for those people whom the organization wanted to benefit with its programs: specific changes in program participants' learning, behavior, awareness, knowledge, skills, status and level of functioning. Most of the time, outcomes are difficult to be measured numerically, this is a rather qualitative positive change. If program inputs and outputs will not result in the desired outcomes, then it may be necessary to rethink the logic behind the program.



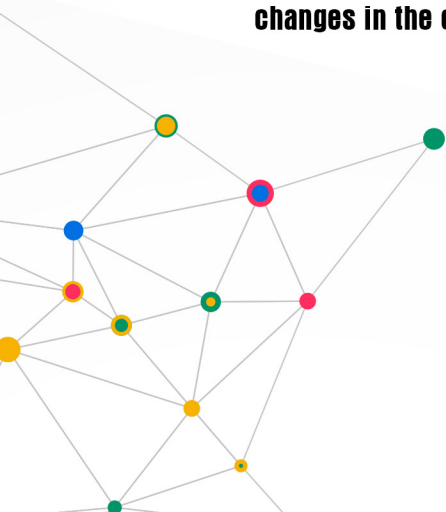


STEP 6: IMPACT

Impact is the effect that the activity carried out and its results have on people, practices, organizations and systems. Impacts are the long-term or indirect effects of your outcomes.

STEP 7: LIST EXTERNAL FACTORS

Programs and activities are always influenced by external or outside factors as they are not taking place in a vacuum. When creating a logic model it is important to identify factors that might help or prevent the program from becoming a success. For example, the changing political/economical/legal landscape, or other organizations and stakeholders that might be hostile for some reason, or potential changes in the organization's team or in the community or the wider society.



STEP 8: START BUILDING A LOGIC MODEL TABLE

After all of the above mentioned categories and components (mission, resources, activities, outputs, outcomes, impact, external factors) have been defined and written up, they can be put together to form an outline of a logic model. These can be visually arranged in a table like the example of a completed logic model below. You can also find a blank template that can be printed and used.



CONCLUSION

A well-built logic model will be a visual tool that will help you to outline the intended activities and results of a program and it will clarify your goals and objectives. Moreover, it will also help your team and the other stakeholders to see how program inputs will lead to the overall strategic objective. It will serve as a platform to discuss external factors that can affect a program's success and help to create monitoring indicators. Keep in mind: the logic model is a living document, and from time to time it needs to be evaluated.



1



2



3



4



5

RESOURCES / INPUTS

Certain resources
are needed to operate
your program

ACTIVITIES

If you have access to
them, then you can use
them to accomplish your
planned activities

OUTPUTS

If you accomplish your
planned activities, then
you will hopefully
deliver the amount of
product and/or service
that you intended

OUTCOMES

If you accomplish your
planned activities to the
extent you intended, then
your participants will
benefit in certain ways

IMPACT

If these benefits to
participants are
achieved, then
certain changes in
organizations,
communities, or
systems might be

YOUR PLANNED WORK

YOUR INTENDED RESULT

Source: W.K. Kellogg Foundation, Logic
Model Development Guide, p. 3.



EXAMPLE

On the following pages you can find one example of a Logic Model, developed by a youth organization whose aim is to tackle multiple (intersectional) discrimination affecting Roma LGBTQ+ people, and a blank table you can use for developing and structuring your own Logic Model.

VISION: Creating a powerful Roma LGBTQ+ community, capable to advocate for their rights and needs.

GOALS: Creating working groups dealing with Roma LGBTQ+ topics and issues. Creating dialogue between Roma and LGBTQ+ community members in order to enhance tolerance and equality.

PROBLEM →

The Roma communities on the one hand can be understood as oppressors and on the other hand as oppressed.

Domestic racism

In informal and formal spaces: lack of advocacy

Housing

Healthcare: dehumanizing treatment, refusing treatment, lack of public healthcare

Segregated education

Exclusion, violence, harassment in education

Women's vulnerability, economic dependence

Tensions between the social classes

Family: taboos, slow process of acceptance or family exclusion

No marriage or adoption

Arranged or forced marriages

Hurtful jokes in the community

Problems with connecting

Dehumanization in the trans community

Sex-workers are overrepresented

Lack of visibility of the lesbians

INPUT →

Increased number of stakeholders and donors,

Better informal and formal network

Professional support

Media representation of the involved participants

LMBTQ+ and civic communicational sources

Visibility by media

Place and Infrastructure

Volunteers

Community (core of the community)

Resources

Strategy

ACTIVITIES →

Introduction of the organization

Creating videos to enhance tolerance (sharing on social media)

Tolerance workshops for: Health visitors/family care givers /educators/ school psychologists /social workers

Mapping supporters

Direct communication with LMBTQ+ people

Lobby activities

Trainings and meetings

Team-building trainings

Operating successfully on social media platforms

Action groups

Management activities

Needs assessment

Legal aid

OUTPUT / OUTCOME →

Needs assessment: quality and quantity

Creating working groups

Contacting schools and NGOs

Organizing 12 activities in 3 years

Involving well-known (famous) people (4-5)

Meetings with the community

Capacity building meetings with organizations

Facebook group with 30 participants

Agreements

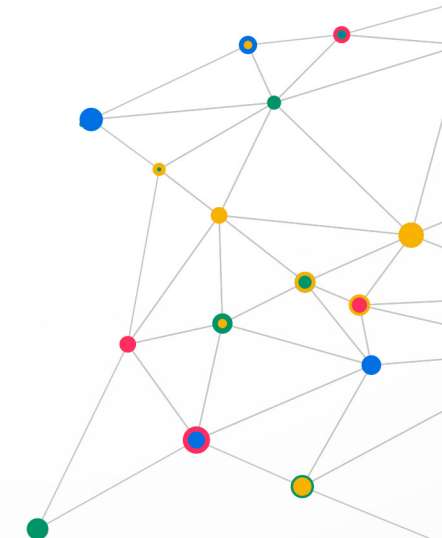
IMPACT

A society where Roma people can live proudly, confident in their Roma identities.

Roma people are capable to represent themselves and advocate for their own and their micro and macro communities needs and rights.

The integrated identity theory will be more powerful.

Inclusive social environment and agreements.



VISION:

GOALS:

PROBLEM →

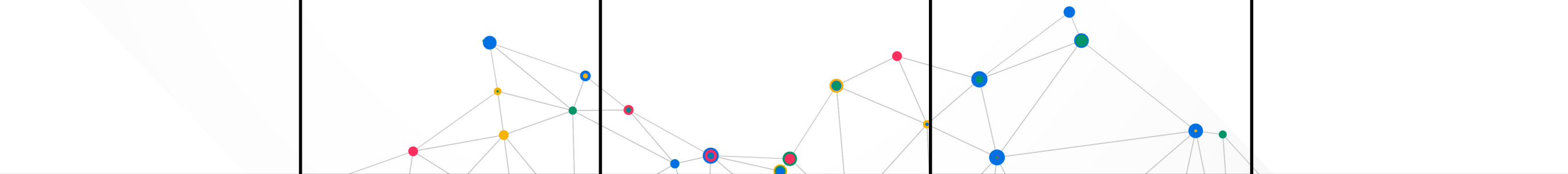
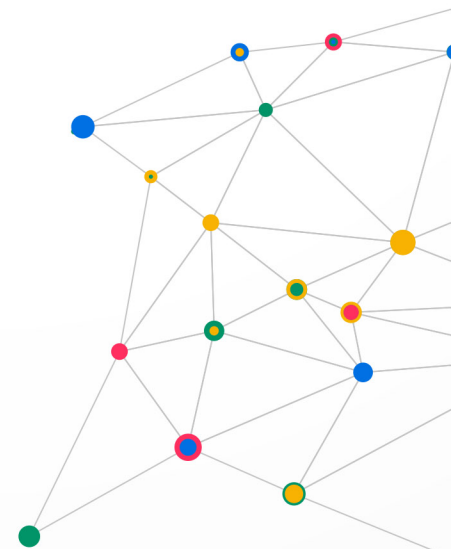
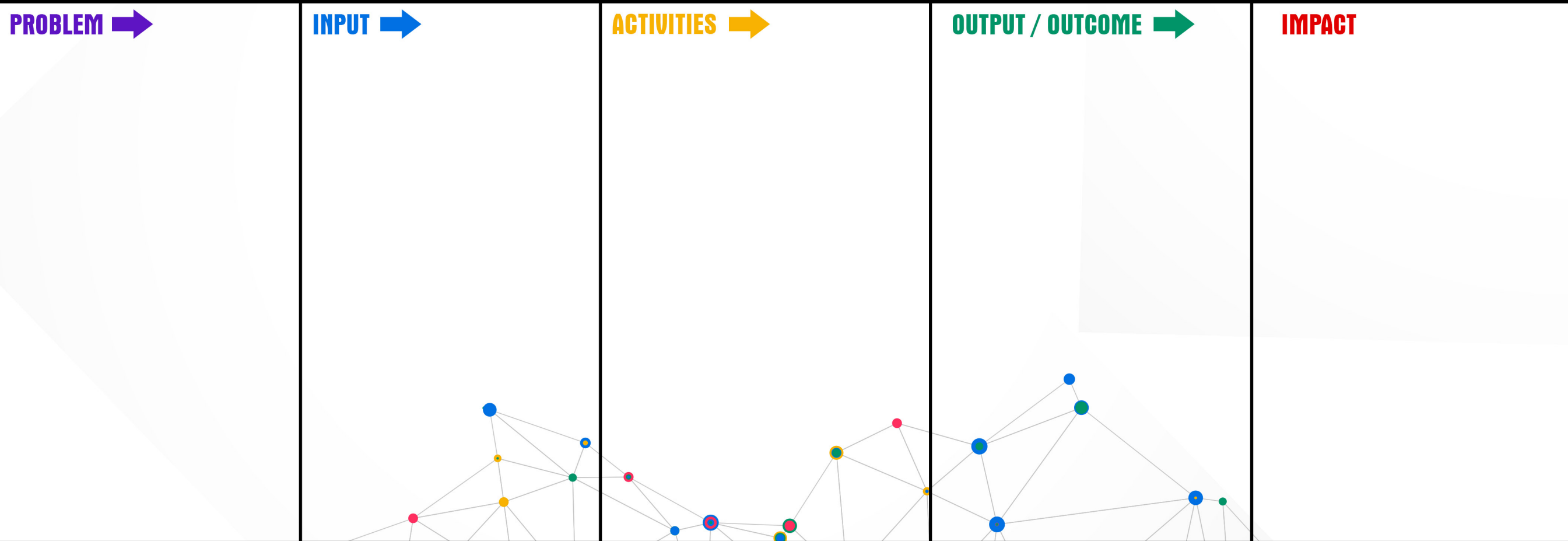
INPUT →

ACTIVITIES →

OUTPUT / OUTCOME →

IMPACT

EXTERNAL FACTORS:





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