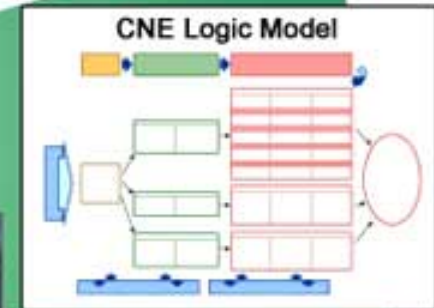
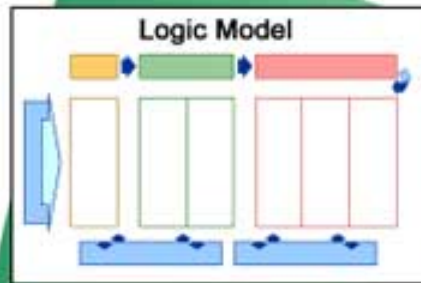


Logic models to enhance program performance



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Where are you going?

How will you get there?

What will tell you that you've arrived?

**A logic model is your
program ROAD MAP**



Logic model is a...

- Picture of your program or intervention
- Graphic representation of the “theory of action” – what is invested, what is done, and what results
- Core of planning and evaluation

Provides a common framework for your work

LOGIC

- *the principles of reasoning*
- *reasonable*
- *the relationship of elements to each other and a whole*

MODEL

- *small object, representing another, often larger object (represents reality, isn't reality)*
- *preliminary pattern serving as a plan*
- *tentative description of a system or theory that accounts for all of its known properties*

The accountability era

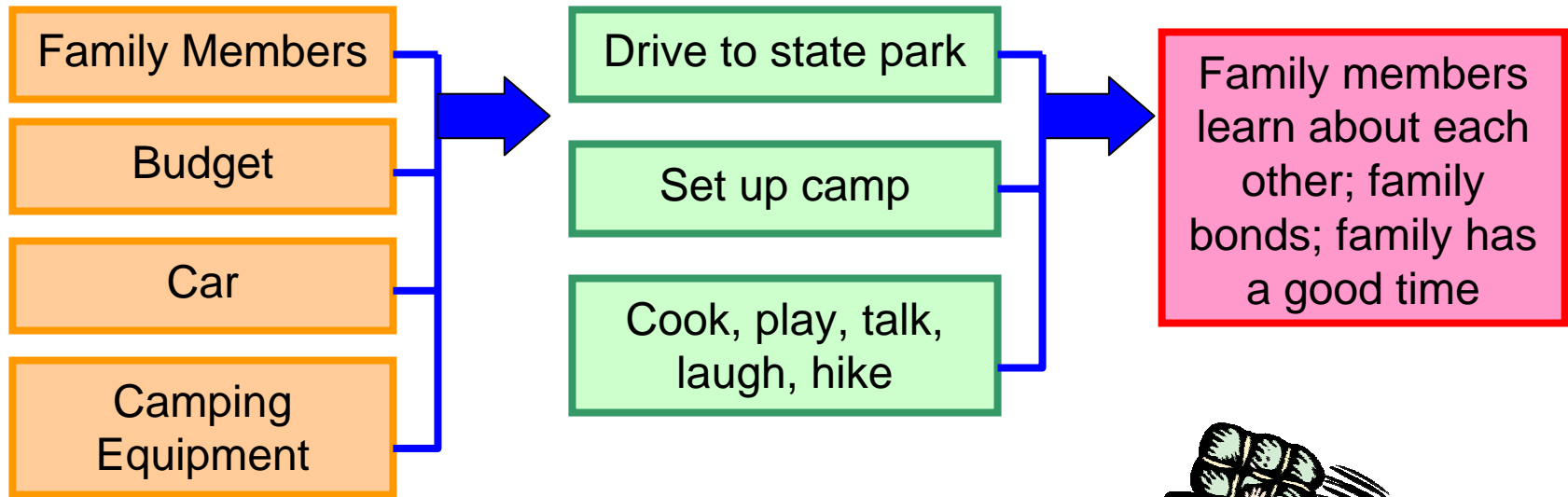
- What gets measured gets done
- If you don't measure results, you can't tell success from failure
- If you can't see success, you can't reward it
- If you can't reward success, you're probably rewarding failure
- If you can't see success, you can't learn from it
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Re-inventing government, Osborne and Gaebler, 1992

Logic model is in widespread use

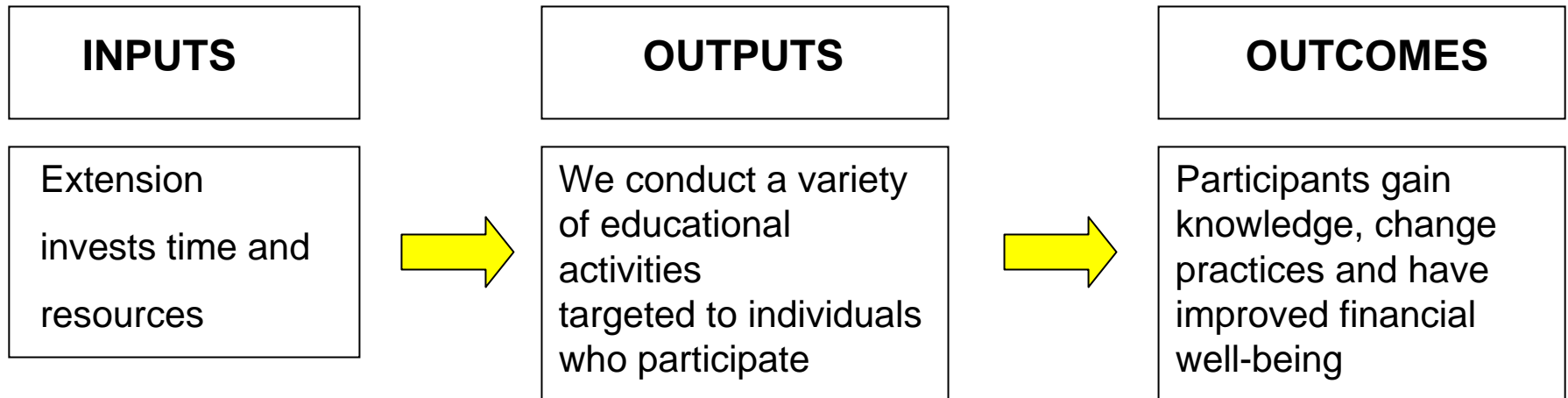
- **Private Sector**
- **Public Sector: GPRA**
- **Non-Profit Sector**
- **International Arena**
- **Evaluators**

Example: Every day logic model – Family Vacation



Example: Financial management program

Situation: Local residents lack knowledge and skills in basic financial management so they are unable to meet their financial goals and manage money to meet their needs.



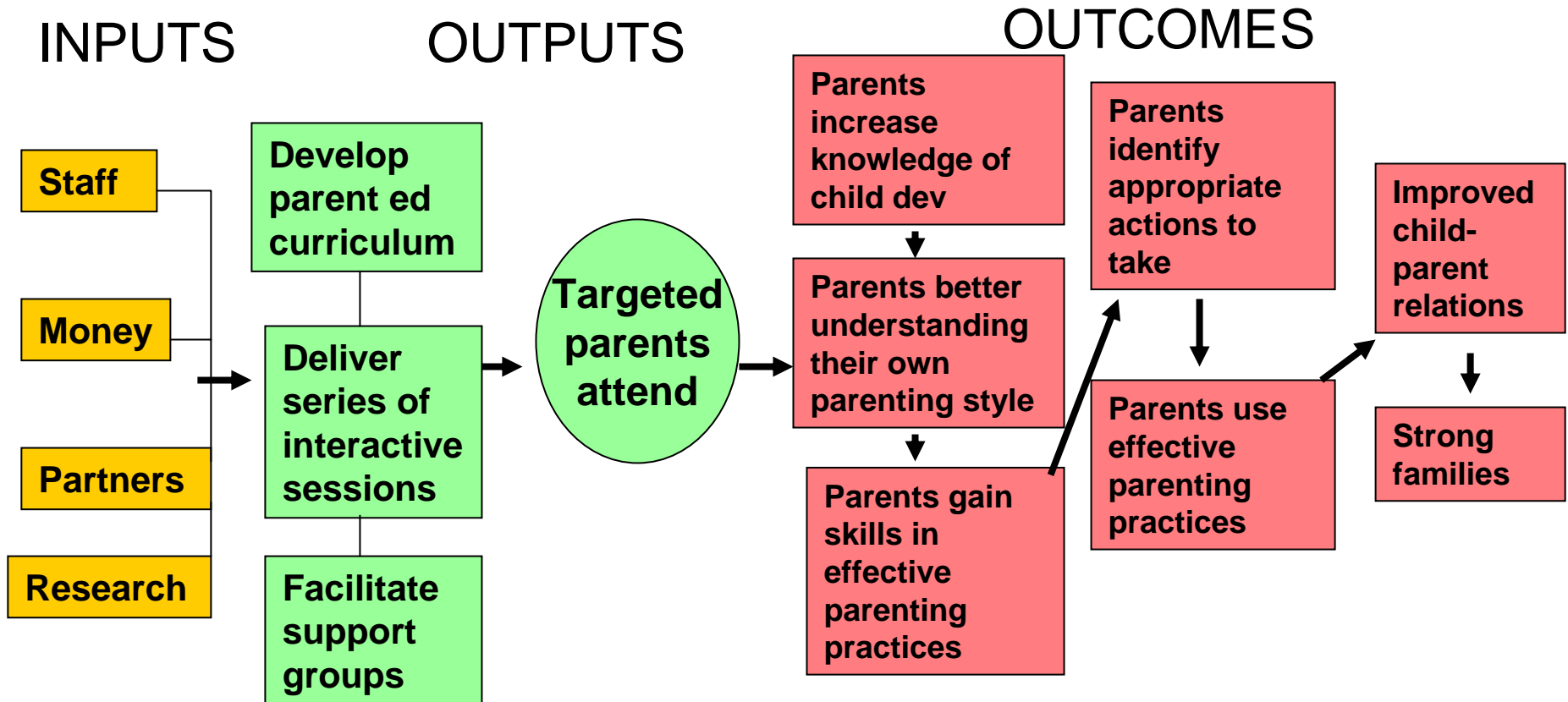
WHAT WE INVEST

WHAT WE DO

WHAT RESULTS

Example: One component of a comprehensive parent education and support initiative

Situation: During a county needs assessment, majority of parents reported that they were having difficulty parenting and felt stressed as a result



Assumptions:

External factors:

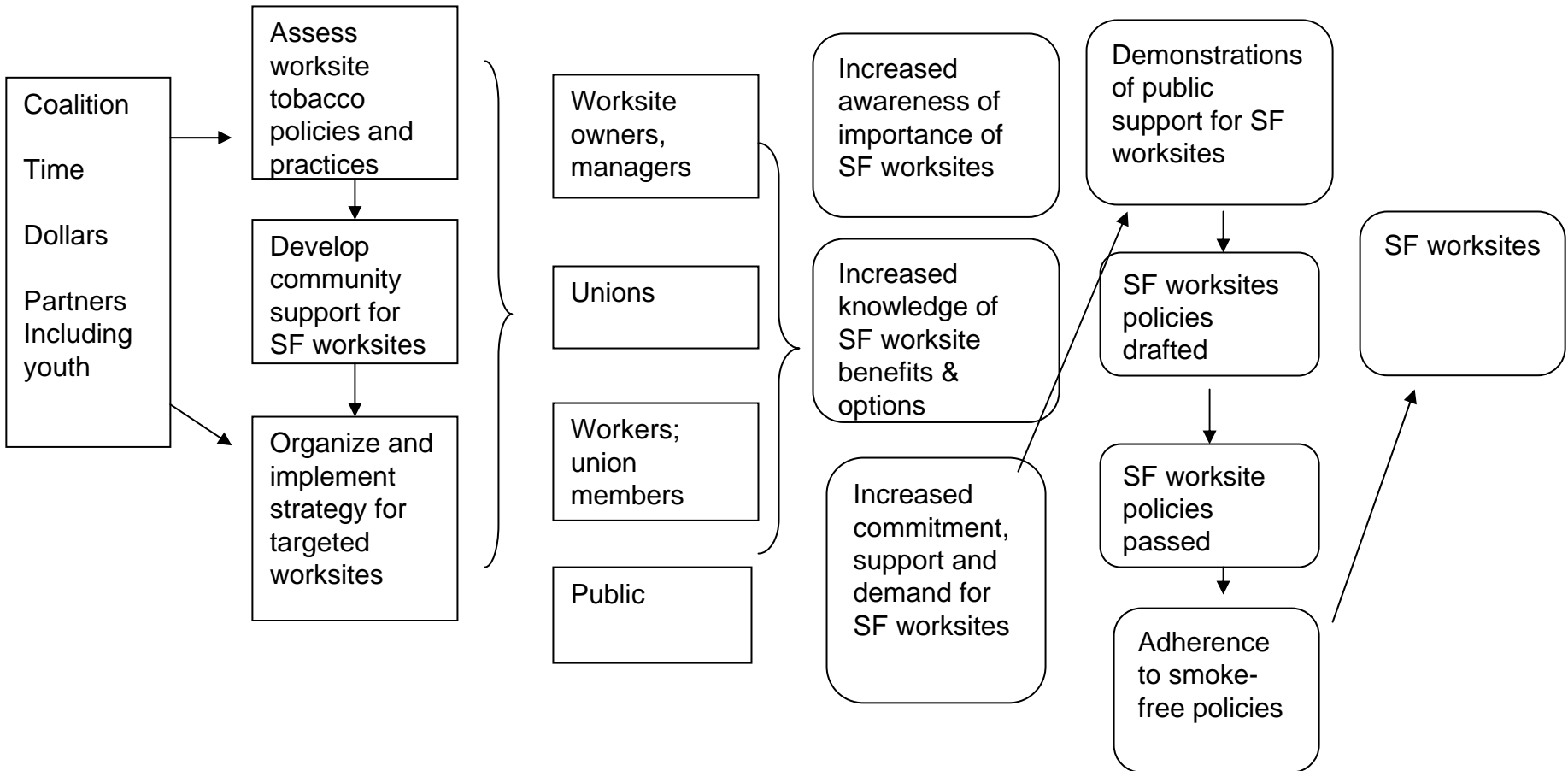
Example: Smoke free worksites

Situation: Secondhand smoke is responsible for lung cancer, respiratory symptoms, cardiovascular disease, and worsens asthma. Public policy change that creates SF environments is best known way to reduce and prevent smoking.

Inputs

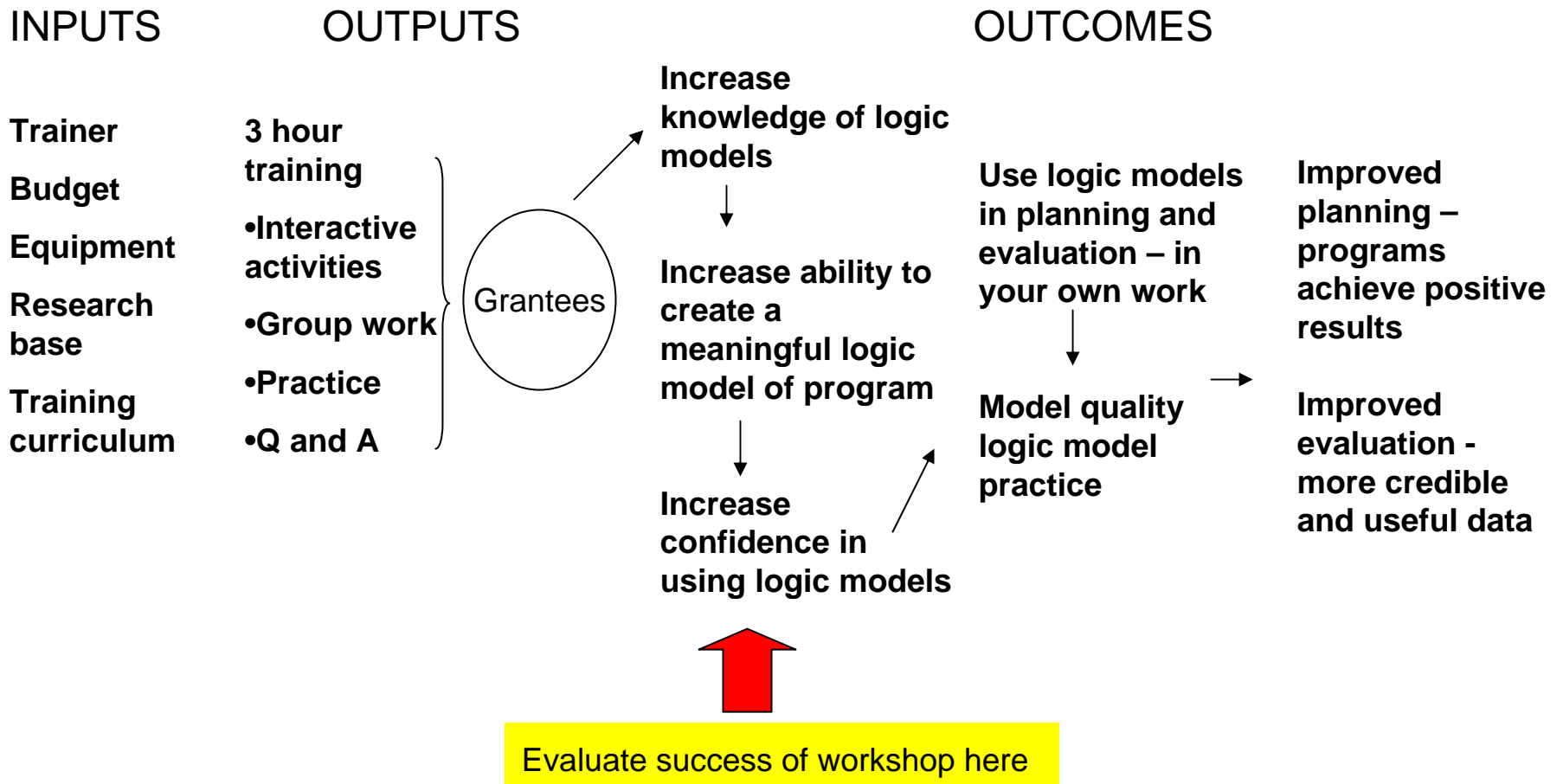
Outputs

Outcomes



Example: Logic model training workshop

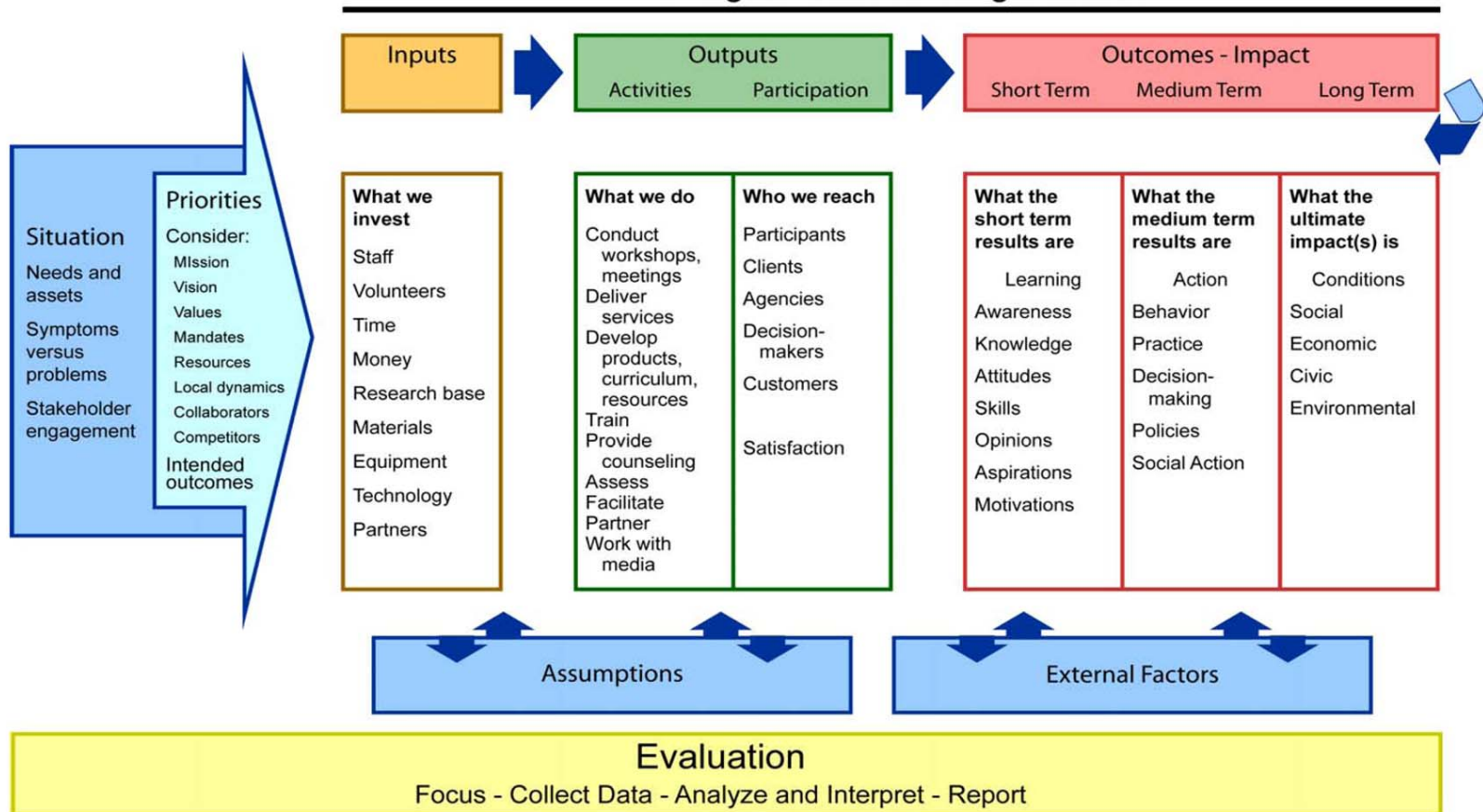
Situation: Funder requires grantees to include a logic model in funding request; grantees have limited understanding of logic models and are unable to fulfill the funding requirement



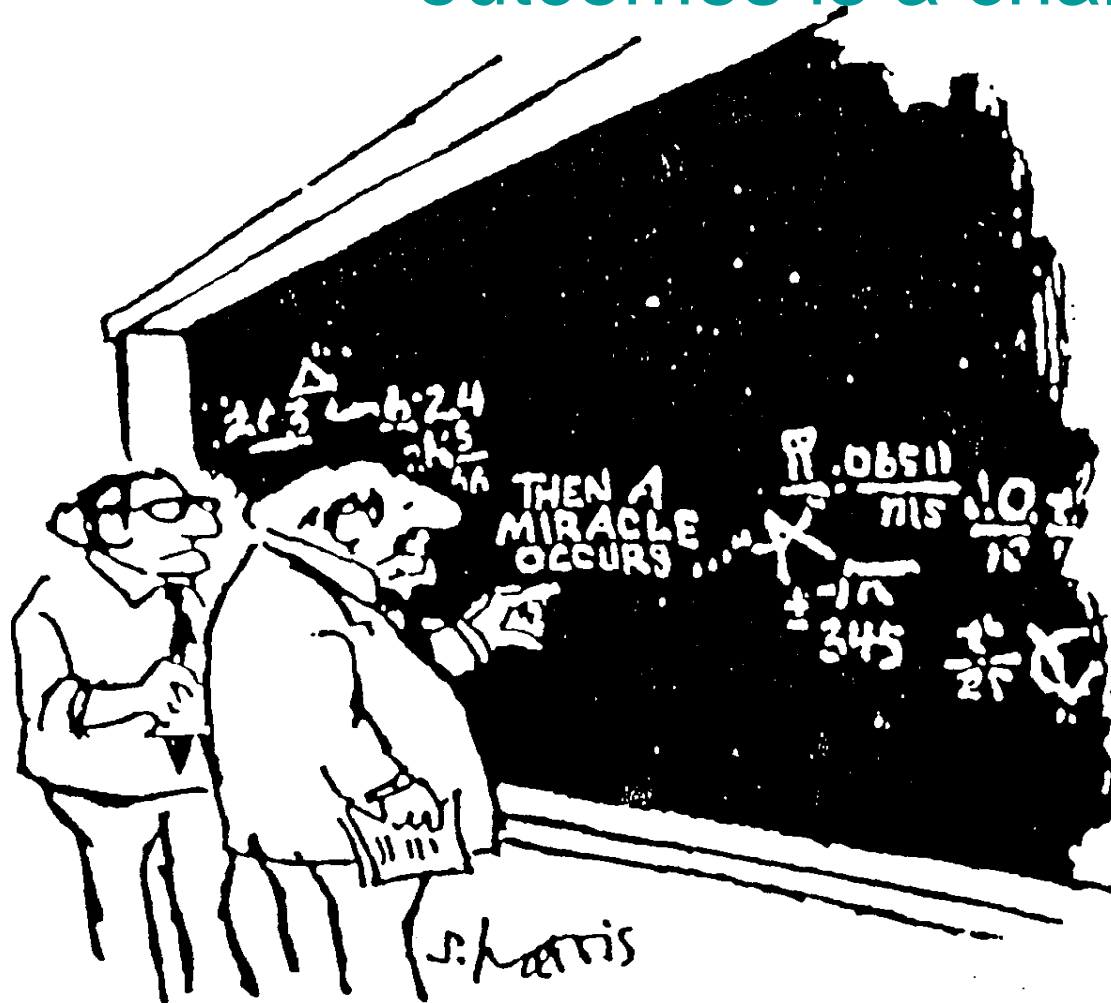
PROGRAM DEVELOPMENT

Planning – Implementation – Evaluation

Program Action - Logic Model

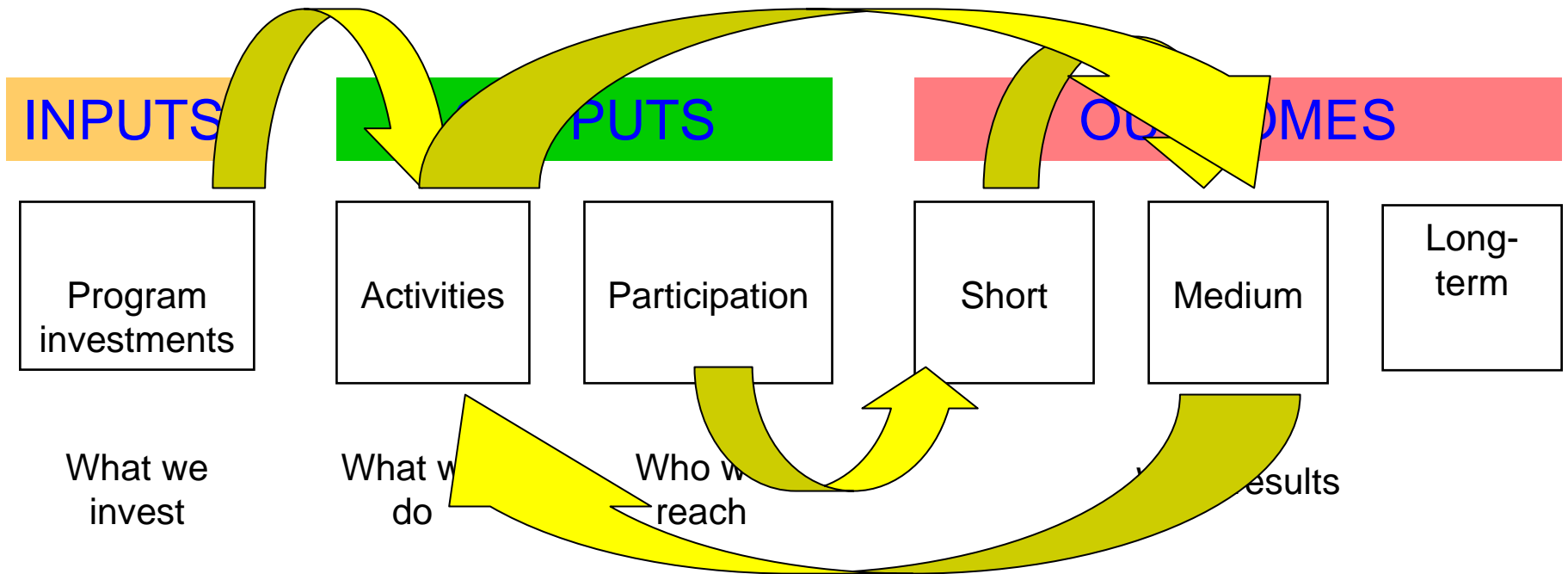


Connecting outputs to outcomes is a challenge



"I think you should be more explicit here in Step Two."

Programs aren't linear



Chain of outcomes

SHORT

Seniors increase knowledge of food contamination risks

Participants increase knowledge and skills in financial management

Community increases understanding of childcare needs

Empty inner city parking lot converted to community garden

MEDIUM

Practice safe cooling of food; food preparation guidelines

Establish financial goals, use spending plan

Residents and employers discuss options and implement a plan

Youth and adults learn gardening skills, nutrition, food preparation and mgt.

LONG-TERM

Lowered incidence of food borne illness

Reduced debt and increased savings

Child care needs are met

Money saved, nutrition improved, residents enjoy greater sense of community

Focus of outcomes

- **Individual**
 - **Child, parent, client, resident**

Child is ready to enter school; farmer implements nutrient management practice
- **Group**
 - **family, team, community group**

Families control spending to maintain family financial stability
- **Agency, organization**

Agency institutes policy that encourages physical activity of staff
- **System**

Family serving agencies share resources to better meet clientele needs
- **Community**

Communities develop and preserve decent safe and affordable housing

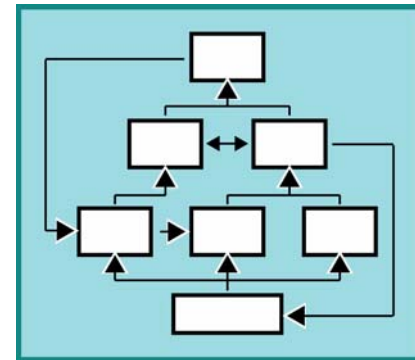
Writing good outcomes

SMART objectives

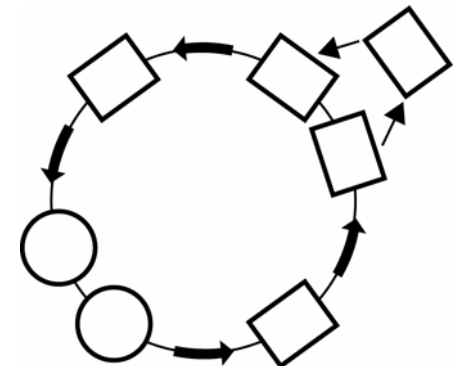
Who/what	Change/desired effect	In what	By when
Families participating in the Family Resource Center	increase	their use of community resources and services	within one year of joining
4 school boards	adopt	policies to improve student nutrition and physical activity	by Dec 2005

What does a logic model look like?

- Graphic display of boxes and arrows; vertical or horizontal
 - Relationships, linkages
- Any shape possible
 - Circular, dynamic
 - Cultural adaptations; storyboards
- Level of detail
 - simple
 - complex
- Multiple models



Inputs	Outputs	Outcomes
	1	1a b
	2	
	3	2a b c
	4	3a b



Multiple logic models

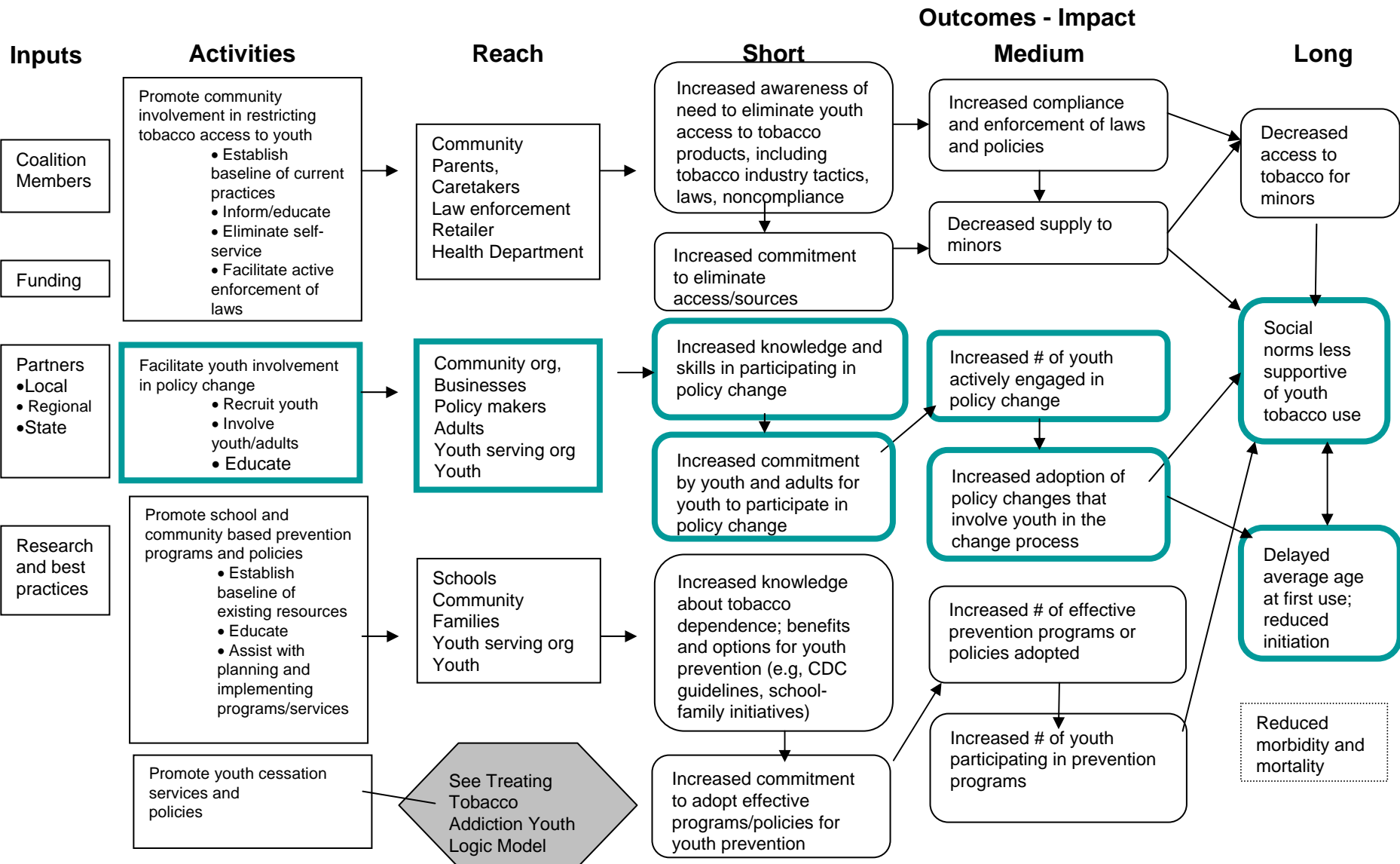
Multiple models may be needed to describe and explain complex initiatives or systems.

1. Multi-level programs: Series of linked models to depict varying levels such as national-state-county levels OR, institution-division-unit levels
2. Multi-component programs: Series of models to depict various components (goals, sites, target populations) within a comprehensive initiative



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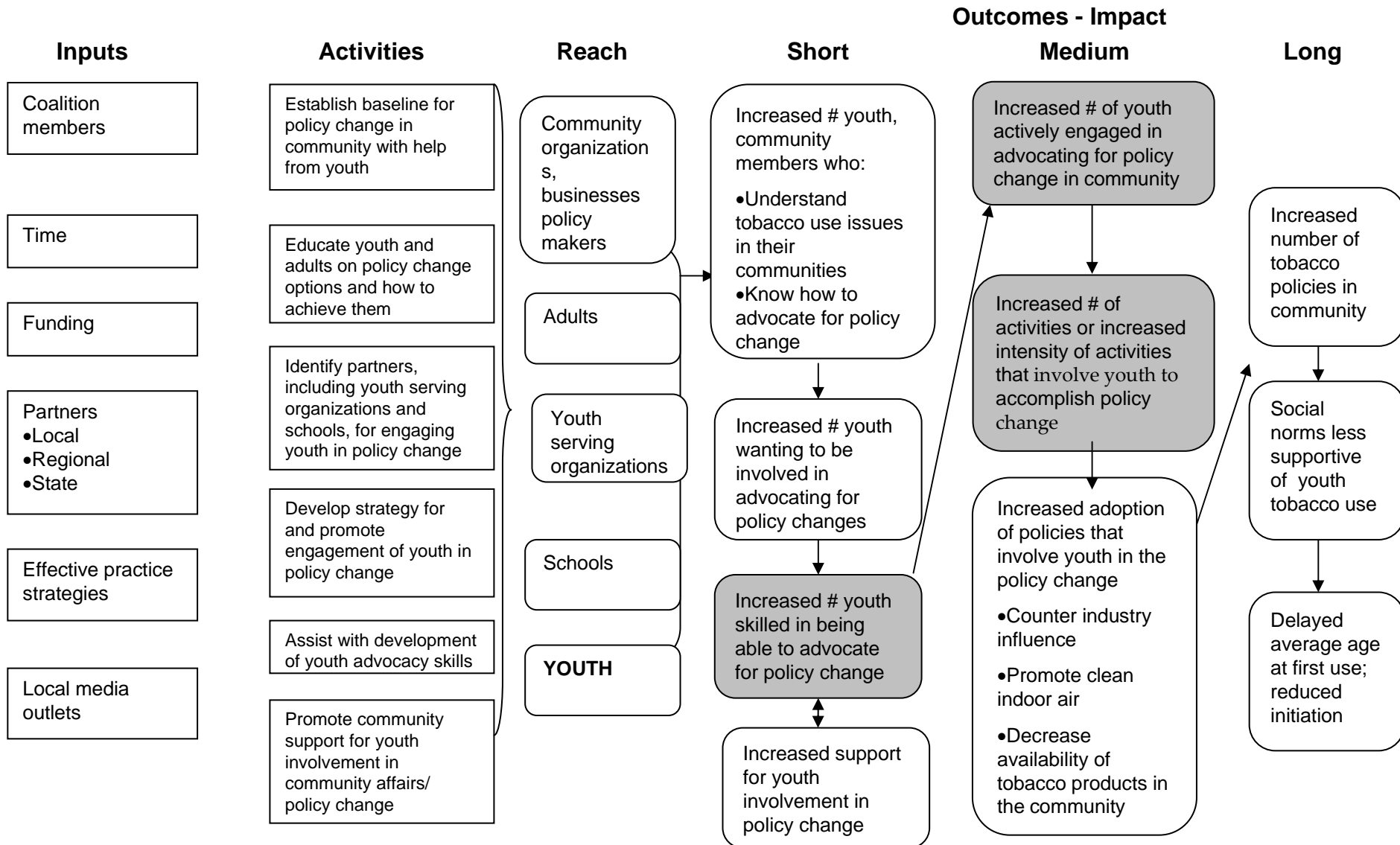
State level logic model: Reducing and preventing youth tobacco use





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Component Logic Model Youth: Youth Advocating for Policy Change



- Determine purpose of logic model
 - Who will use it? For what?
- Involve others **Group process**
- Set boundaries for logic model
- Understand situation
- Explore research, knowledge base, what others are doing/have done

Check your logic model

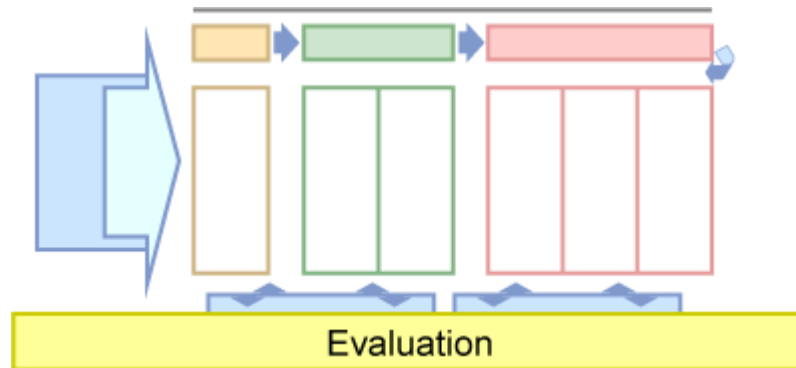
1. Is it meaningful?
2. Does it make sense?
3. Is it doable?
4. Can it be verified?



Logic Model...

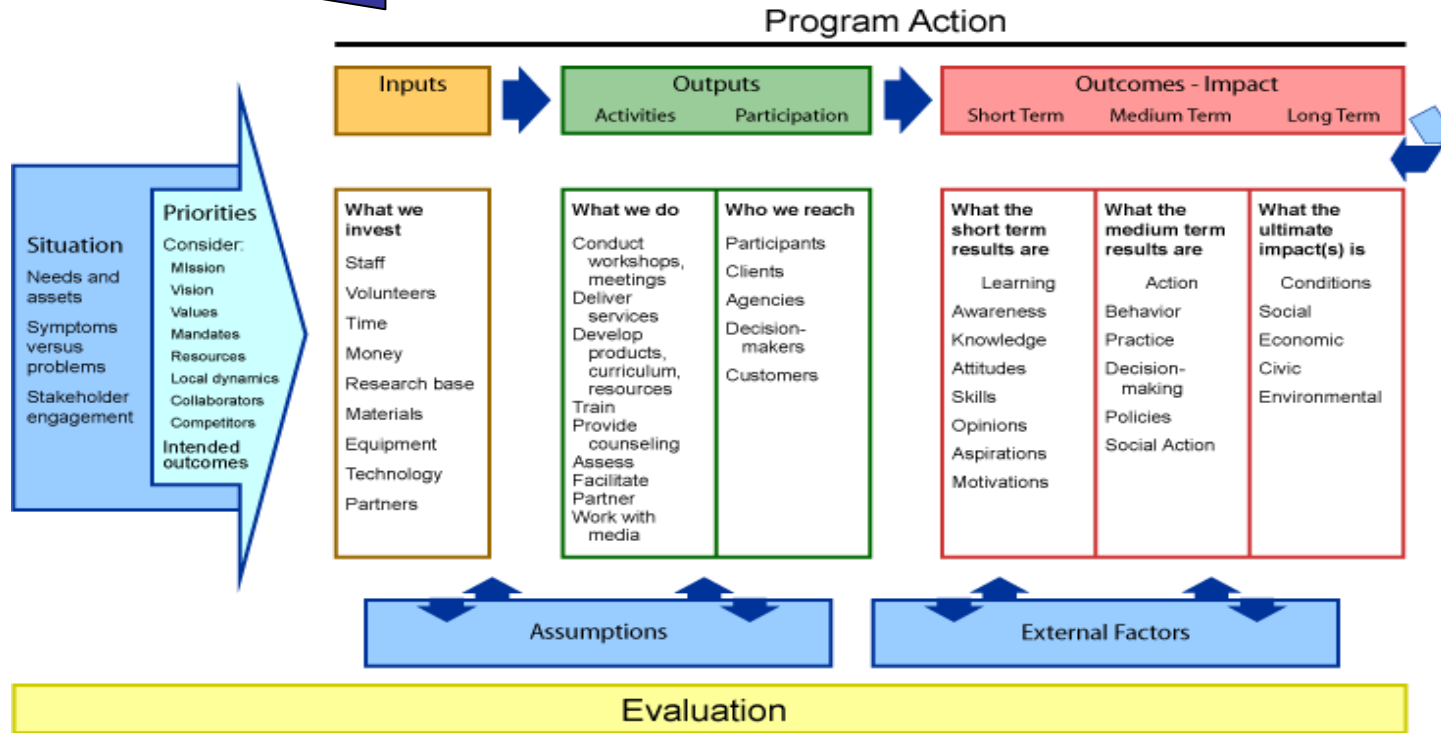
- **Represents reality, is not reality**
- **Focuses on expected outcomes**
- **Challenge of causal attribution**
 - ✓ *Many factors influence process and outcomes*
- **Doesn't address: Are we doing the right thing?**

Where does evaluation fit?



From beginning to end

PLANNING: start with the end in mind



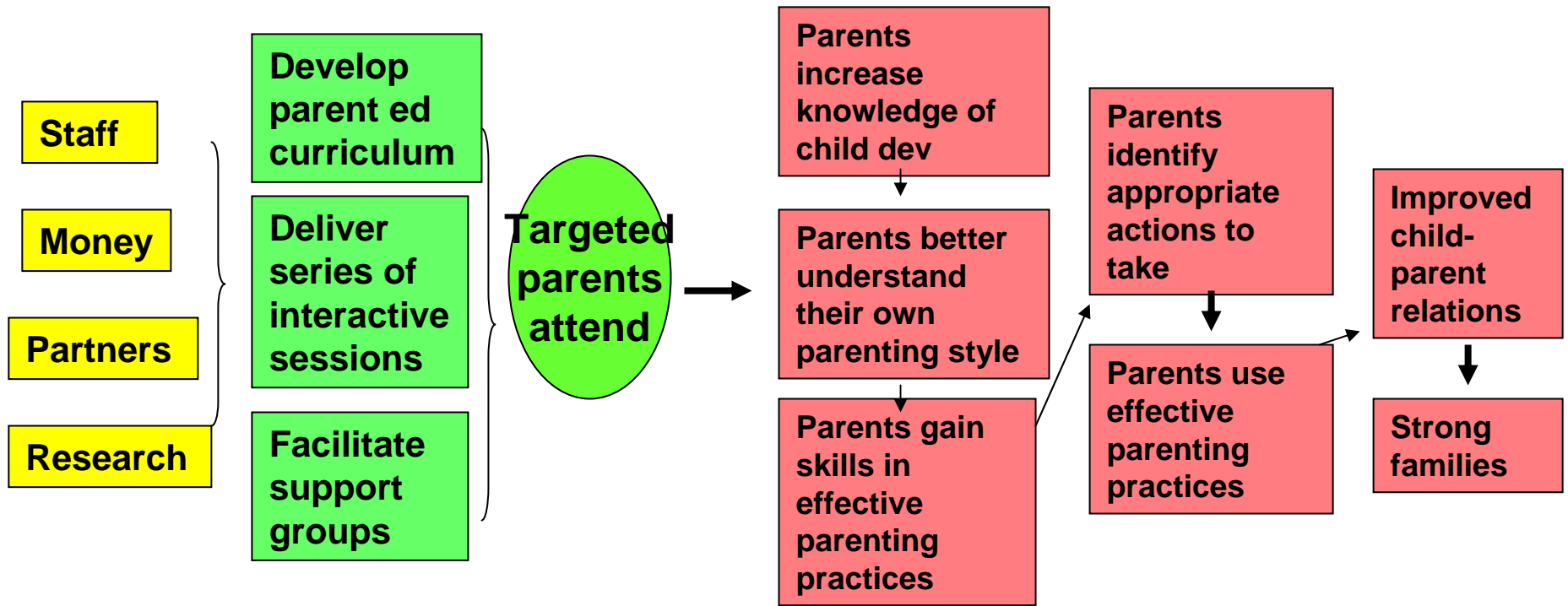
What do you want to know?

How will you know it?

EVALUATION: check and verify

What does **evaluation** mean to you?

- Evaluation means asking **good, critical** questions about programs that will help improve them AND them be accountable for the wise use of resources.



EVALUATION: What do you (and others) want to know about this program?

What amount of \$ and time were invested?

Were all sessions delivered? How effectively?

Did all parents attend that we intended? Who did/not not? Did they attend all sessions?

To what extent did knowledge and skills increase? For whom? Why? What else happened?

To what extent did behaviors change? For whom? Why? What else happened?

To what extent are relations improved? Does this result in stronger families?

Prioritize

Lots of questions and so little time

Prioritize evaluation questions

Evaluation purpose

- Need
- Context
- Process
- Outcomes

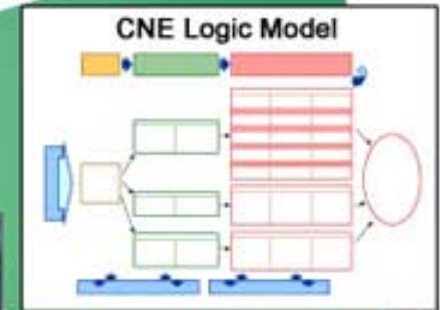
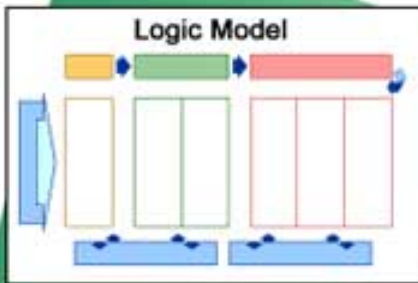
Stakeholder needs

Who wants to know what about your program?

<i>WHO might use the evaluation?</i>	<i>WHAT do they want to know?</i>	<i>HOW will they use the info?</i>
You – staff		
Participants		
Funder		

Developing an evaluation plan based on your logic model

1. Focus:						
2. Questions	3. Indicators	4. Timing	5. Data collection			
			Sources	Methods	Sample	Instruments
Inputs						
Outputs						
Outcomes						



www.uwex.edu/ces/lmcourse

www.uwex.edu/ces/pdande