

Logic Models: A framework for program planning and evaluation

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What we'll cover

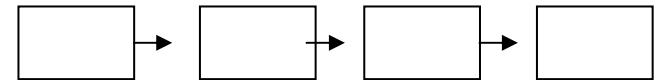
- Logic model role in accountability
- Value to you
- Examples
- Things to watch out for
- Q and A

A bit of history

Dates to late 1960's

Current accountability demands

- Public Sector - GPRA
- Non-Profit Sector
- Private Sector
- International Agencies
- Evaluation



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.

Osborne and Gaebler, 1992

Results is the name of the game!

“The important question any constituent needs to ask is whether or not the program achieves results.”

President Bush, NPR news, 2-7, 05

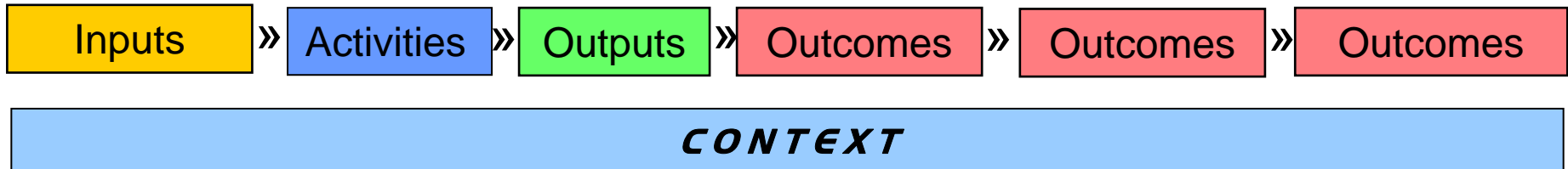
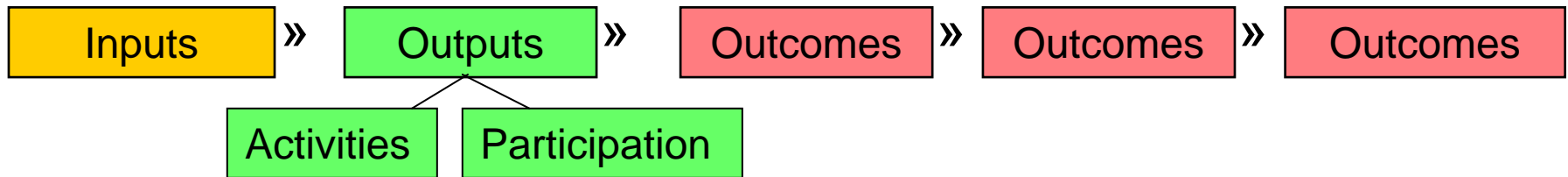


White House photo by Eric Draper

Generic logic model

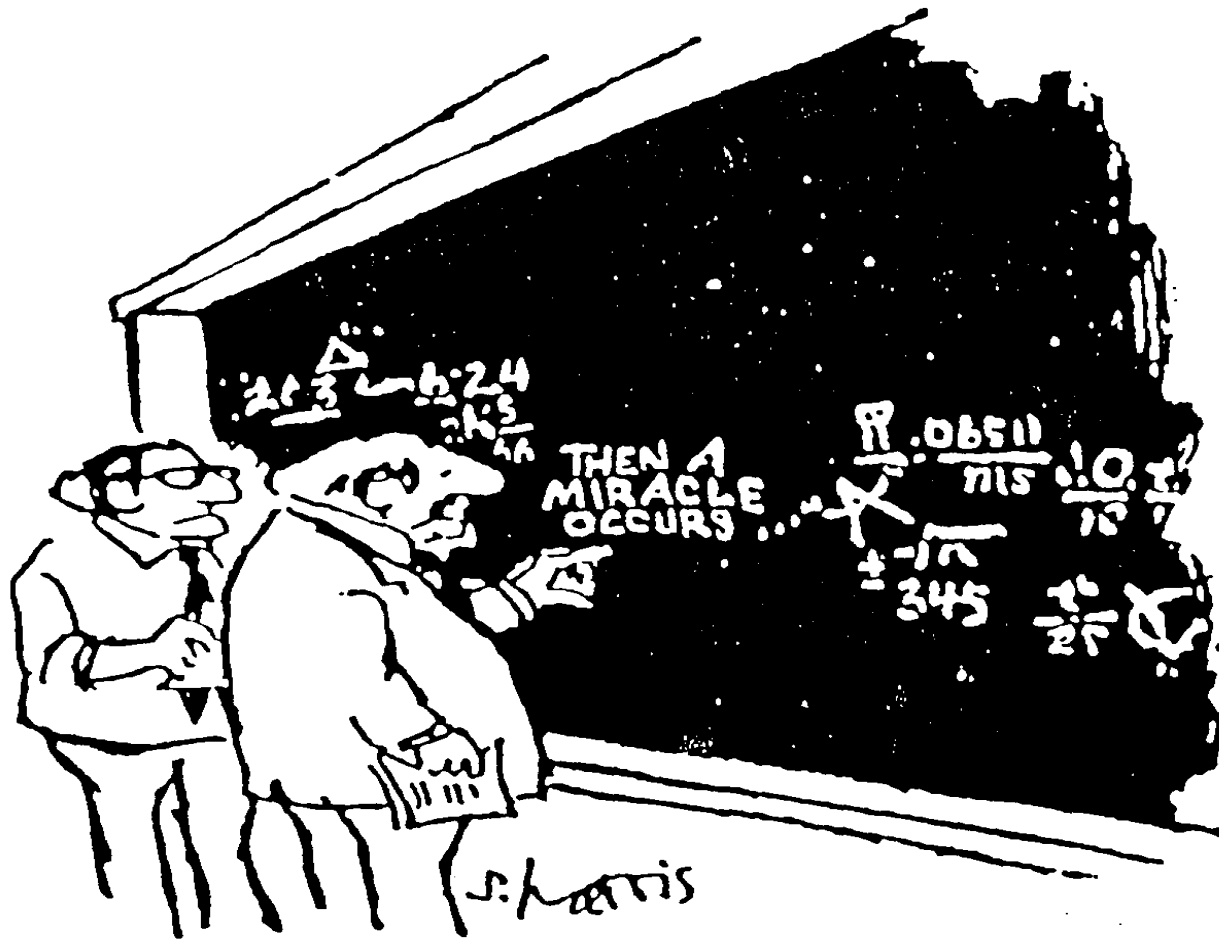
Strategy

Results



A diagram of the theory of how a program is supposed to work

A graphic depiction of relationships between activities and results

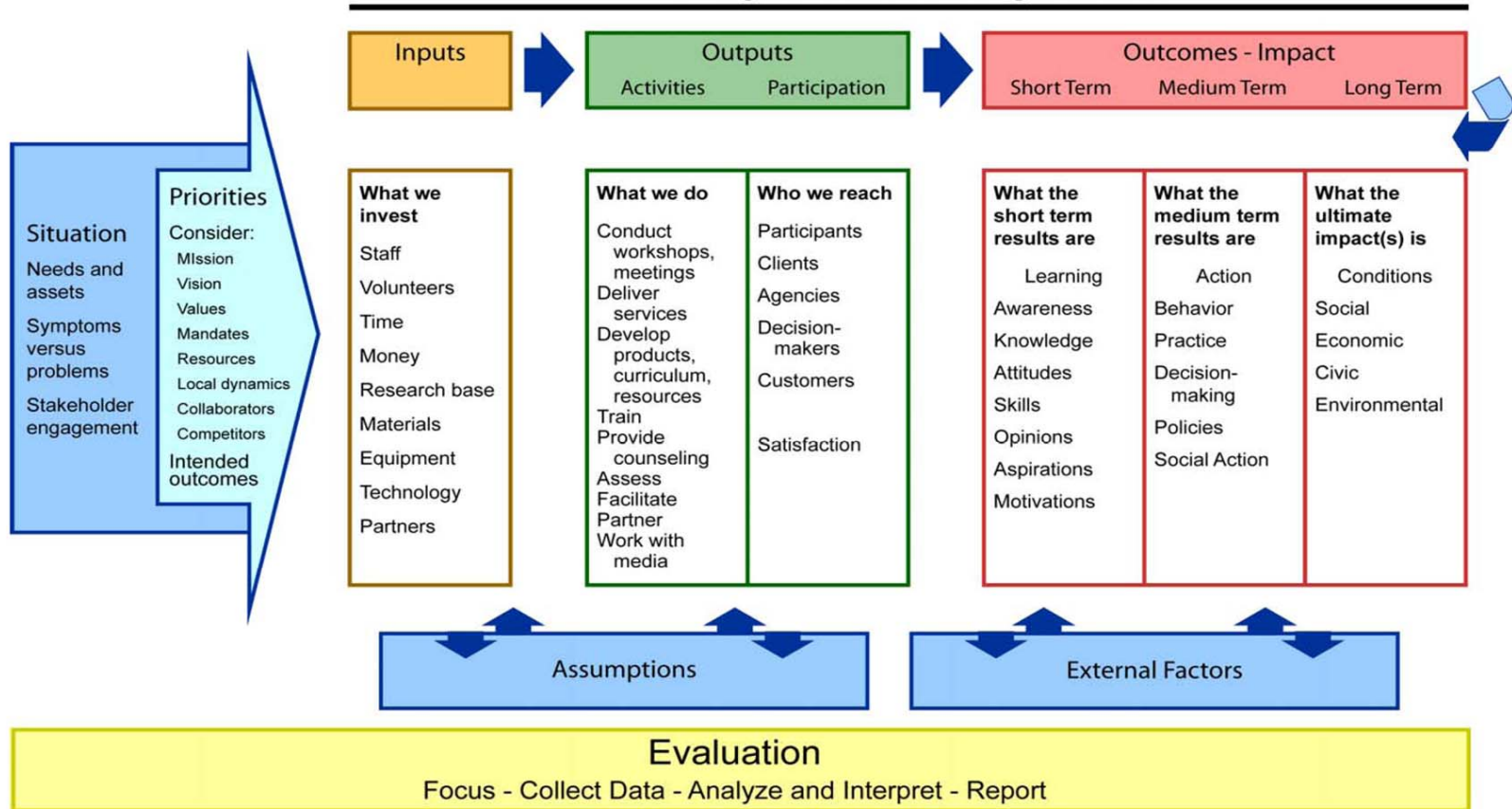


"I think you should be more explicit here in Step Two."

PROGRAM DEVELOPMENT

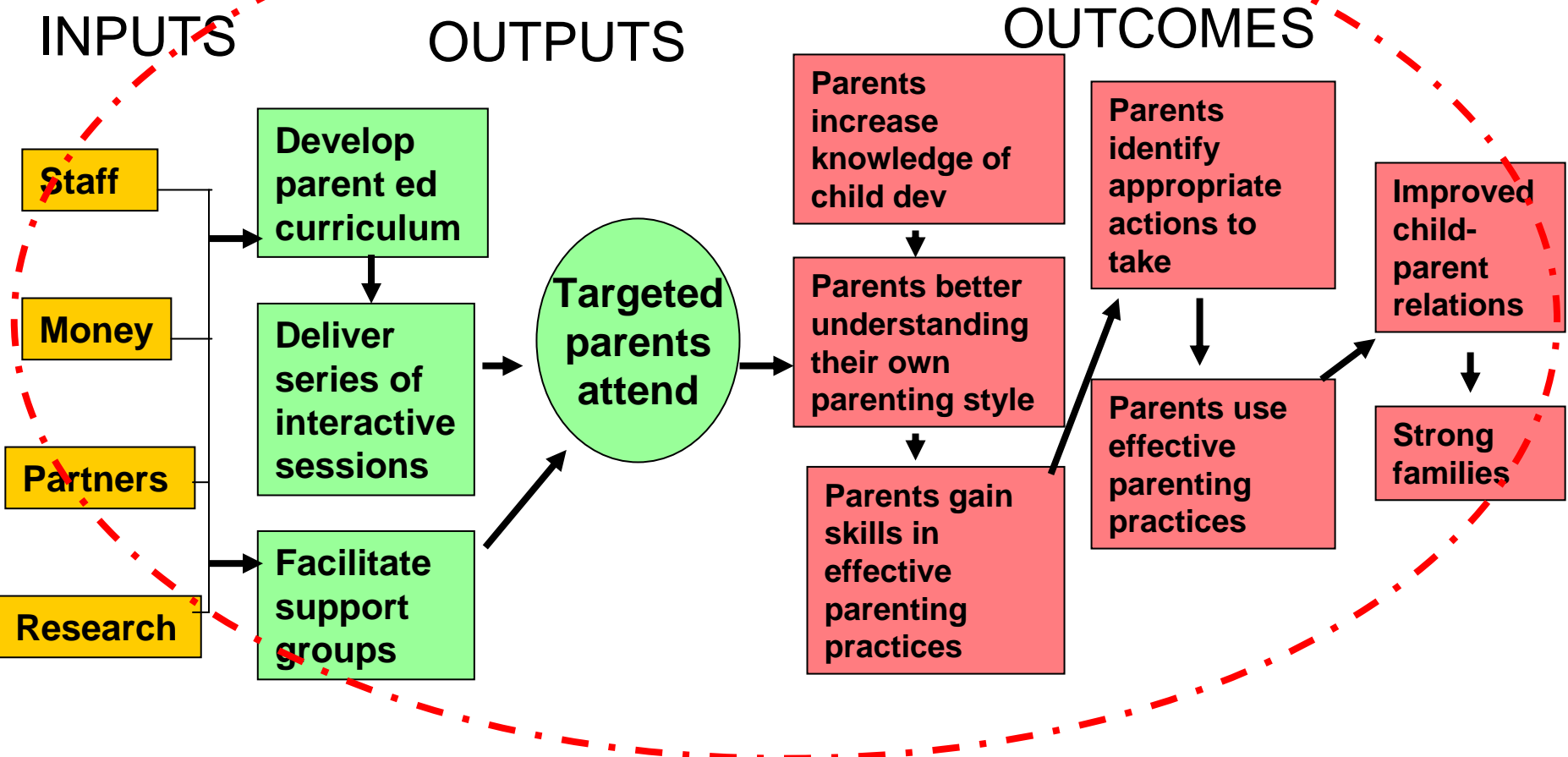
Planning – Implementation – Evaluation

Program Action - Logic Model



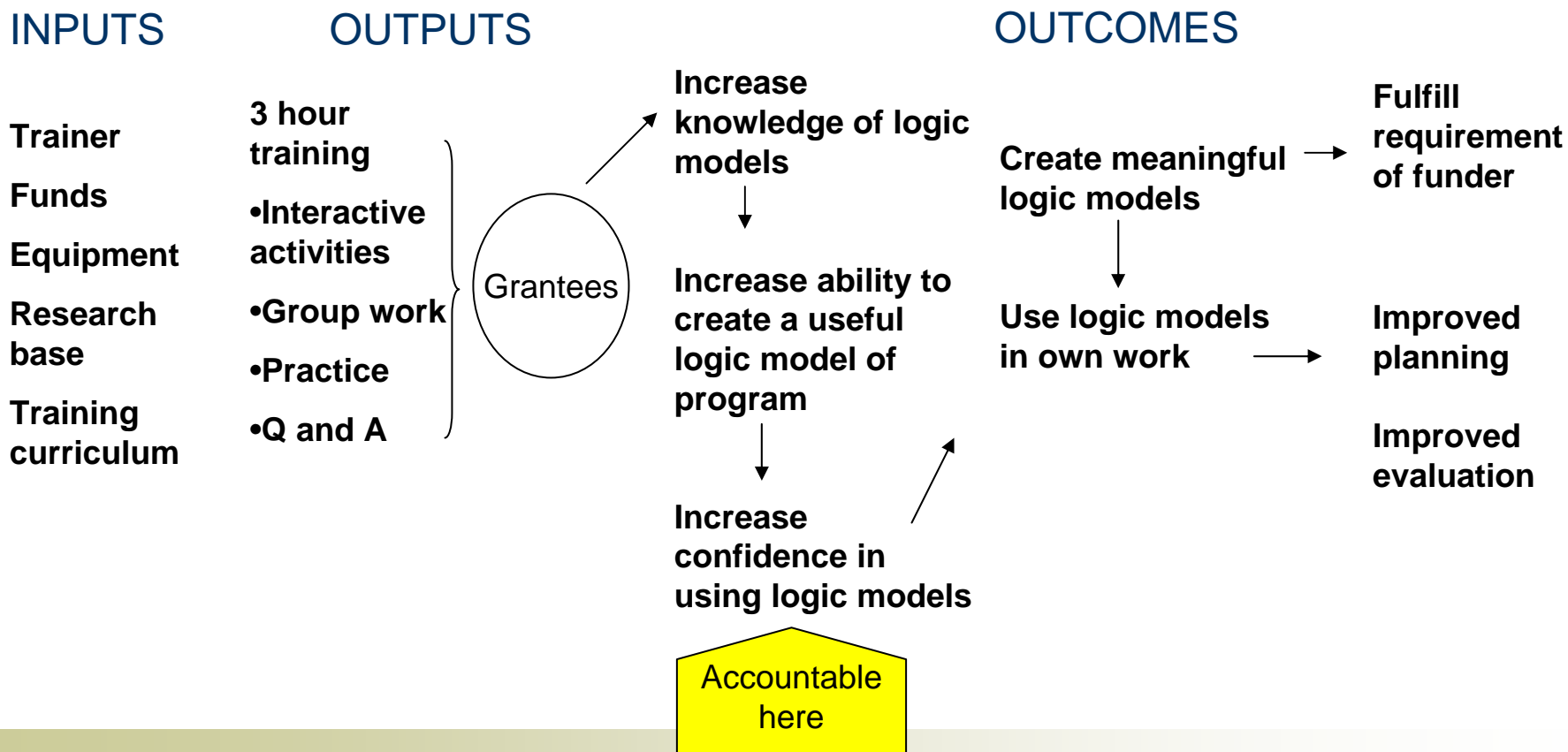
Simple logic model

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

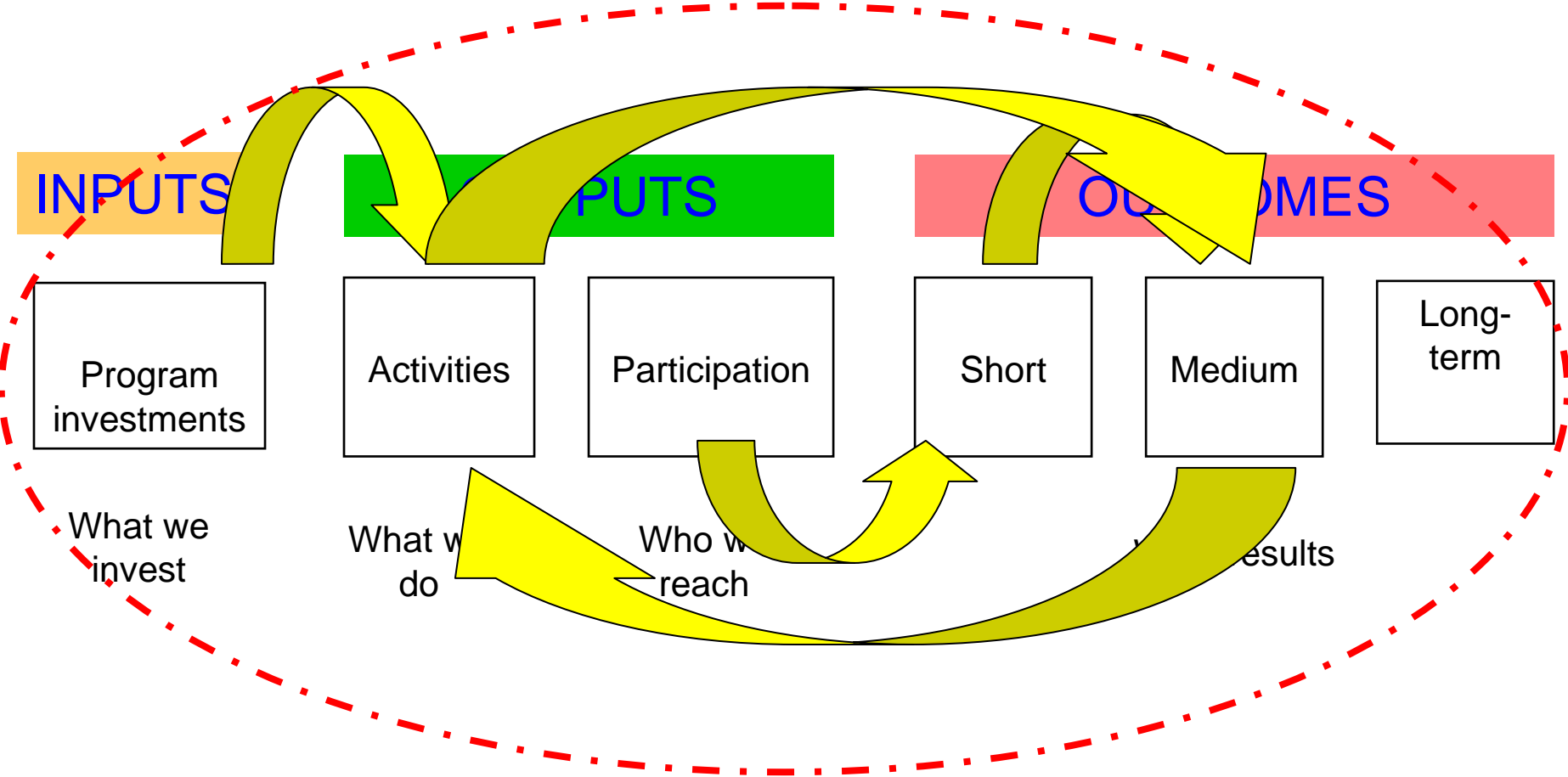


Logic model of a training workshop

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



Programs are not linear!

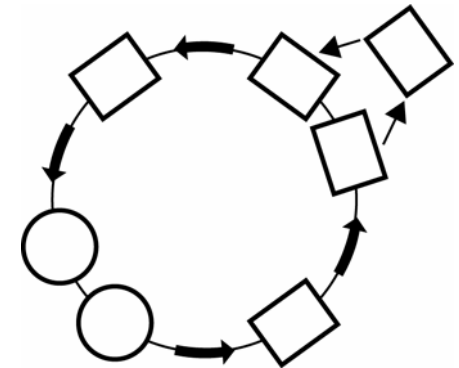
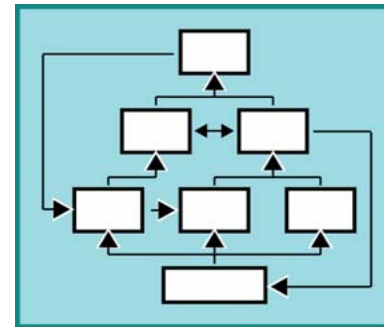
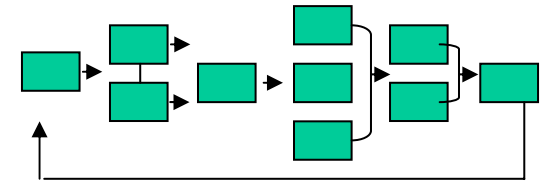


Language: What do you mean by...

- Goal = Impact
- Impact = Long-term outcome
- Objectives (participant focused) = Outcomes
- Activities = Outputs
 - Outputs may signify “tangible” accomplishments as a result of activities

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

So, why bother? What's in this for you?

“This seems like a lot of work.”

“Where in the world would I get all the information to put in a logic model?”

“I'm a right brain type of person – this isn't for me.”

“Even if we created one, what would we do with it?”

What we are finding:

- Provides a common language
- Helps us differentiate between “what we do” and “results” — **outcomes**
- Increases understanding about program
- Guides and helps focus work
- Leads to improved planning and management
- Increases intentionality and purpose
- Provides coherence across complex tasks, diverse environments

- Enhances team work
- Guides prioritization and allocation of RESOURCES
- Motivates staff
- Helps to identify important variables to measure; use evaluation resources wisely
- Increases resources, opportunities, recognition
- Supports replication
- Often is required!

Testimonials

“Wow – so that is what my program is all about”

“I’ve NEVER SEEN OUR PROGRAM ON ONE PAGE BEFORE”

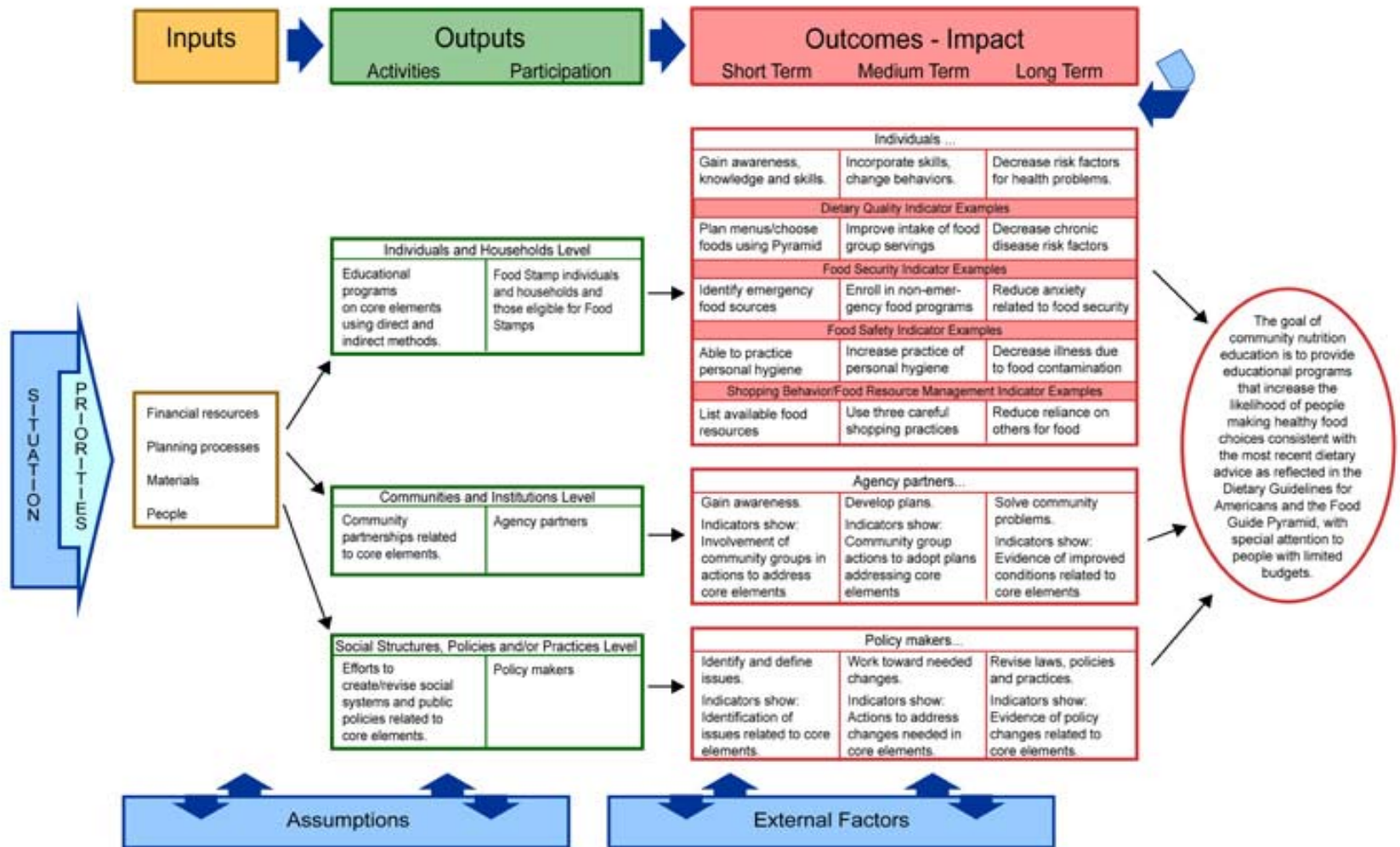
“I’m now able to say no to things; if it doesn’t fit within our logic model, I can say no. “

“I can do this”

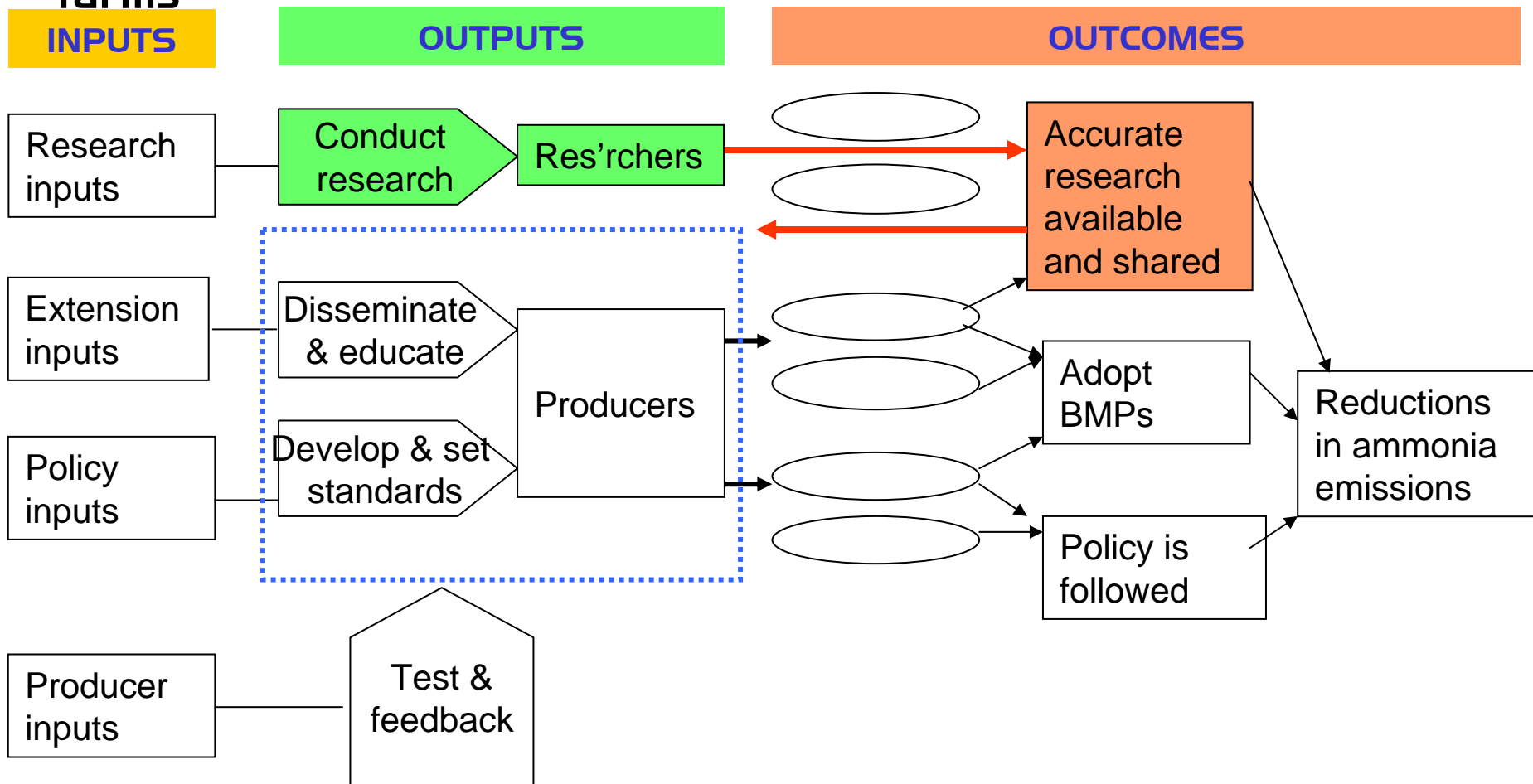
“This took time and effort but it was worth it; our team never would have gotten here otherwise.”

“It helped us to think as a team – to build a team program vs. an individual program.”

The Community Nutrition Education (CNE) Logic Model – Overview

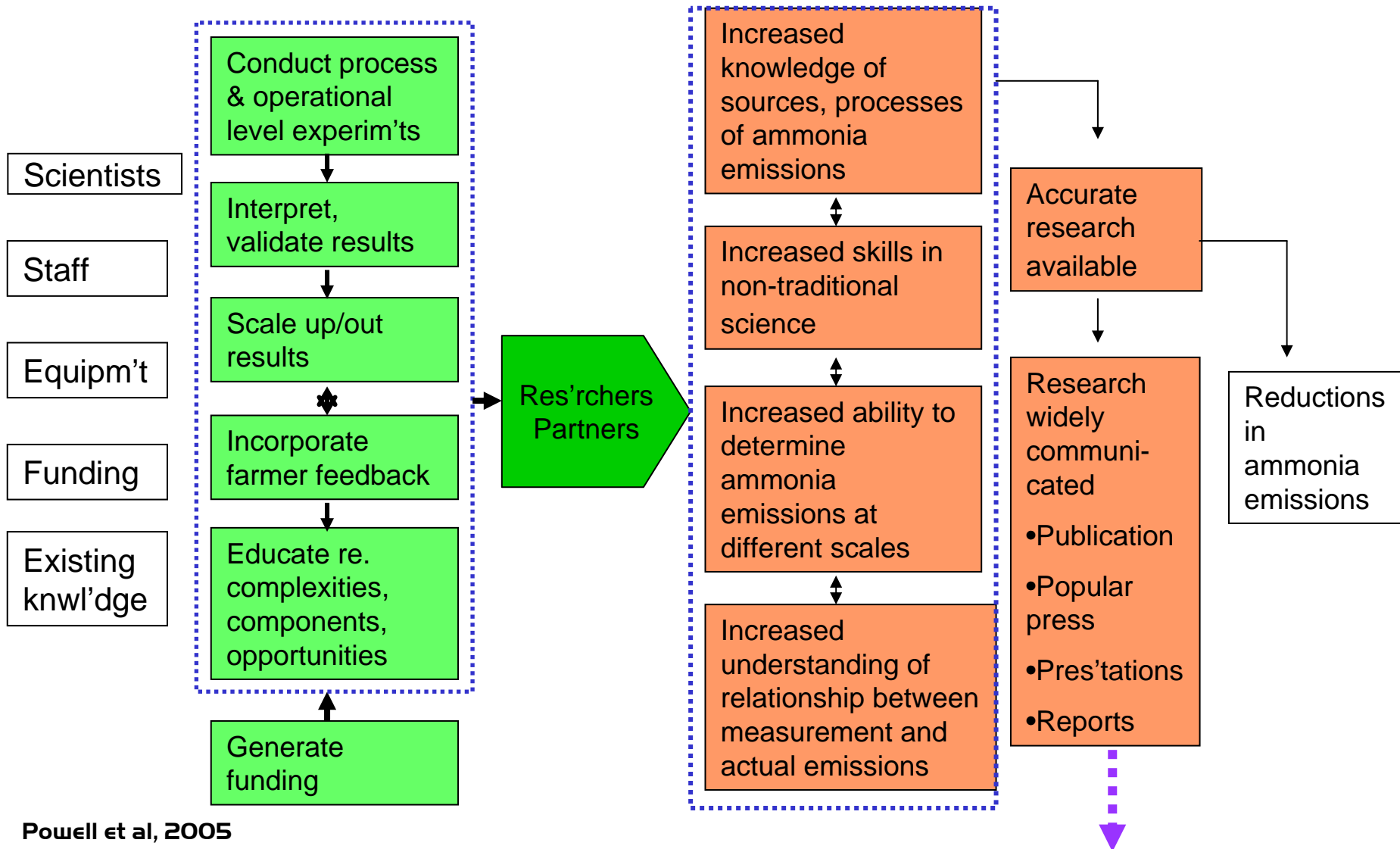


Multi agency partnership: Abating ammonia emissions from dairy farms



Powell et al, 2005

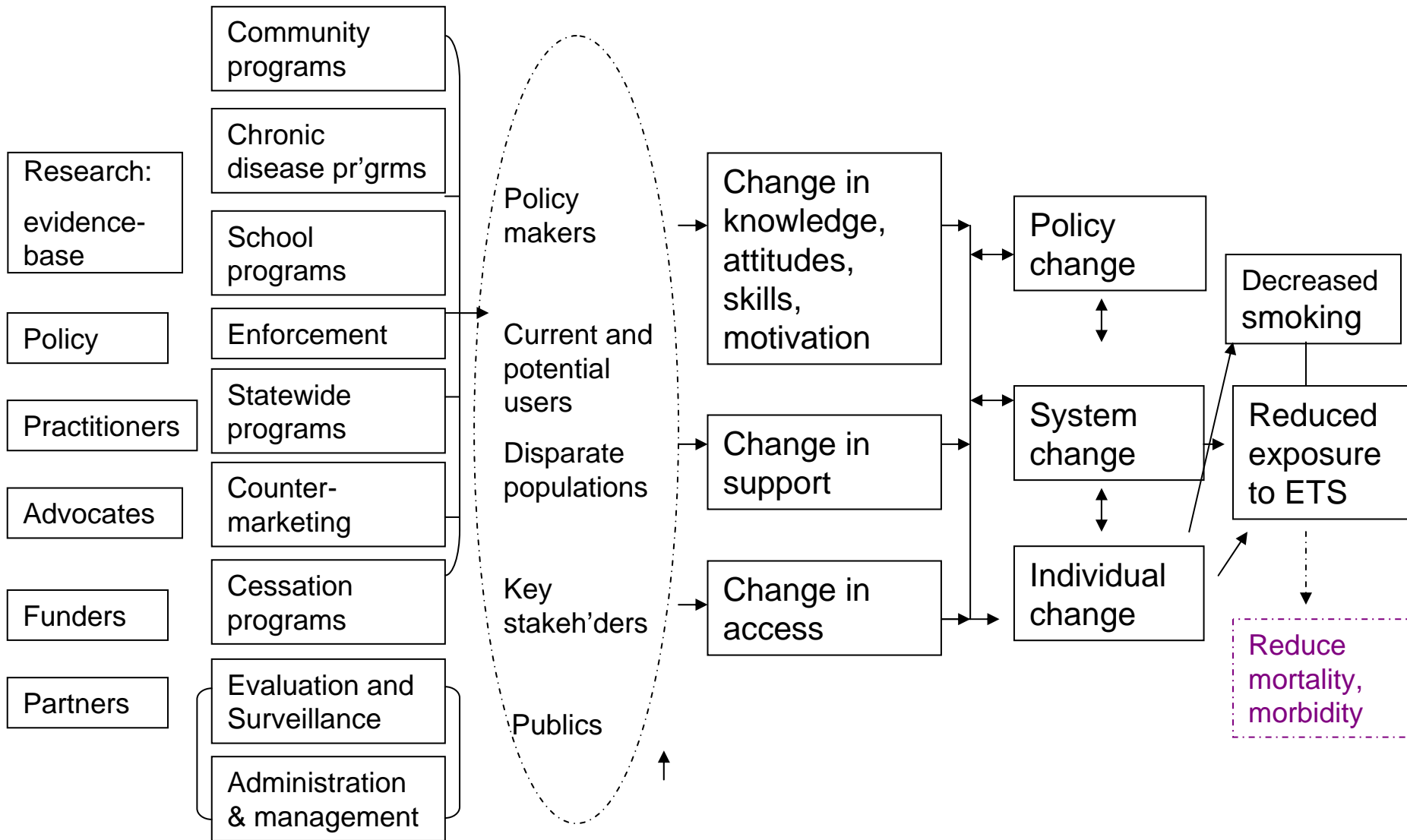
Multi agency partnership: Research sub-logic model



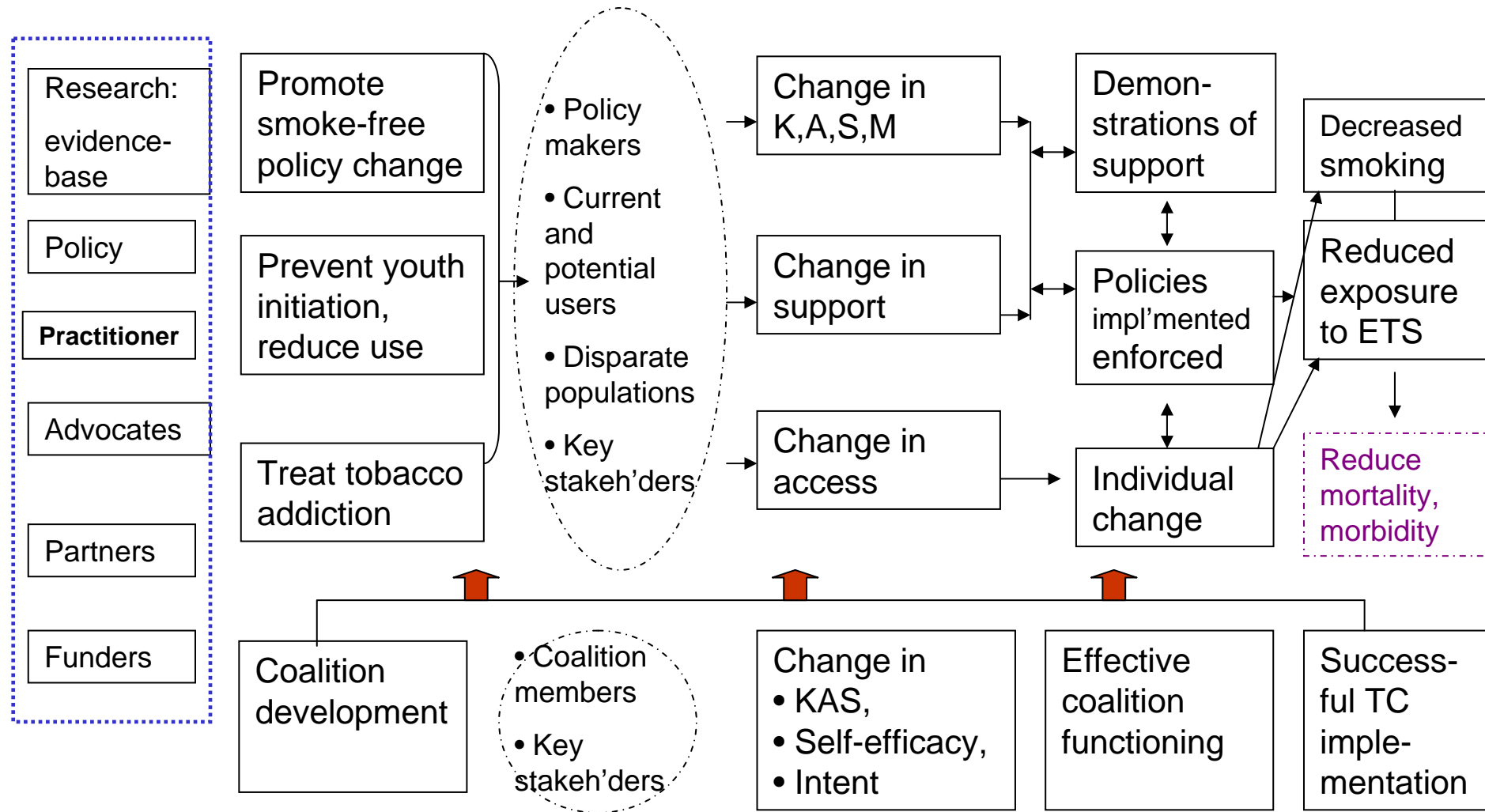
Benefits of logic modeling to this partnership

- Provided framework to discuss and articulate joint work
- Helped facilitate conversation with focus on agreed upon goal that might not have happened otherwise
- Shows contribution of each partner and how result depends upon all
- Keeps end outcome upfront and center
- Provides way to communicate about the partnership that has been presented at national conference
- Separates indicators of achievement - # papers published, # and type of experiments completed – from theory of change. Indicators of achievement are part of evaluation plan for the partnership.

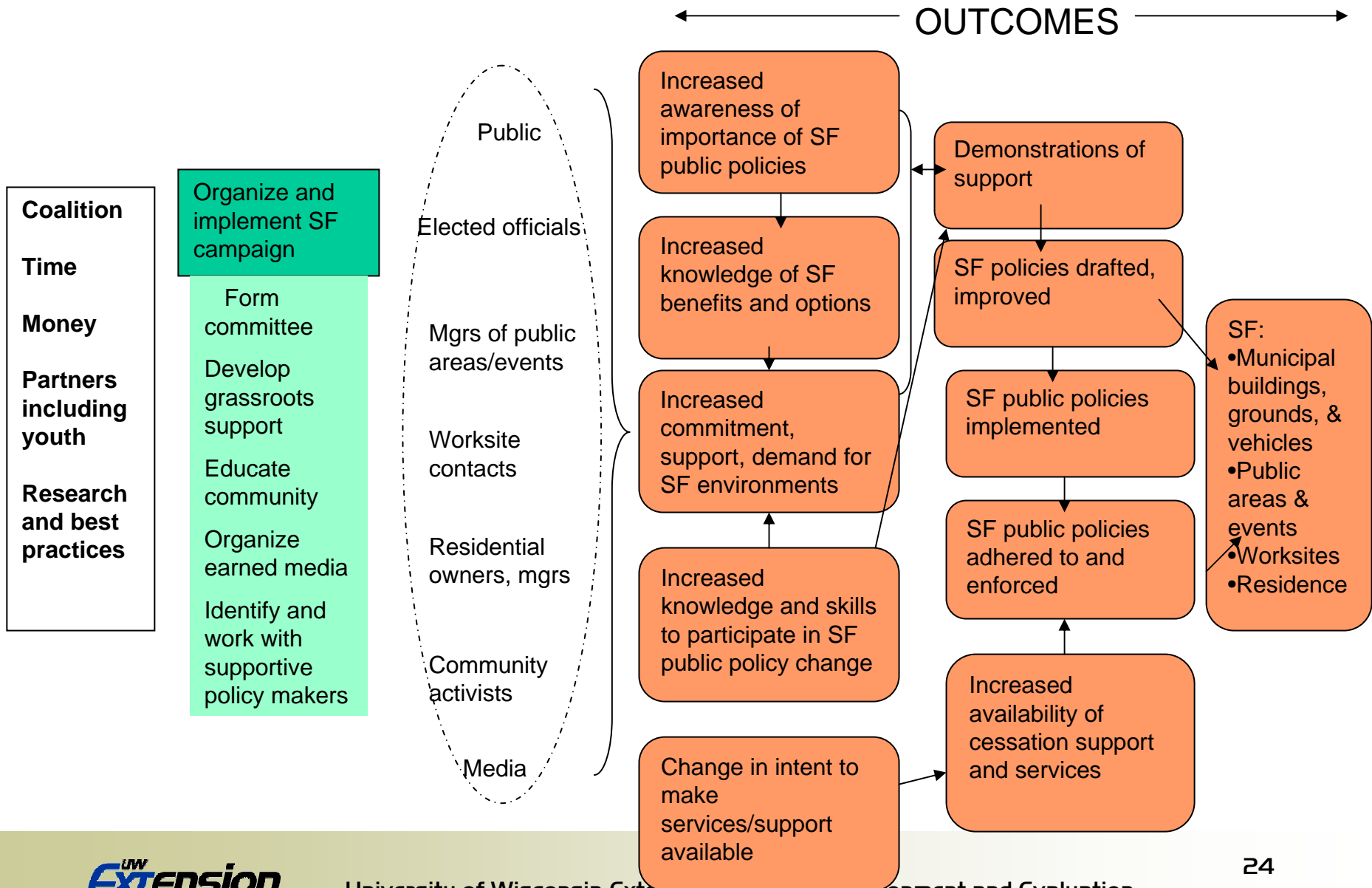
Tobacco Control: Global View



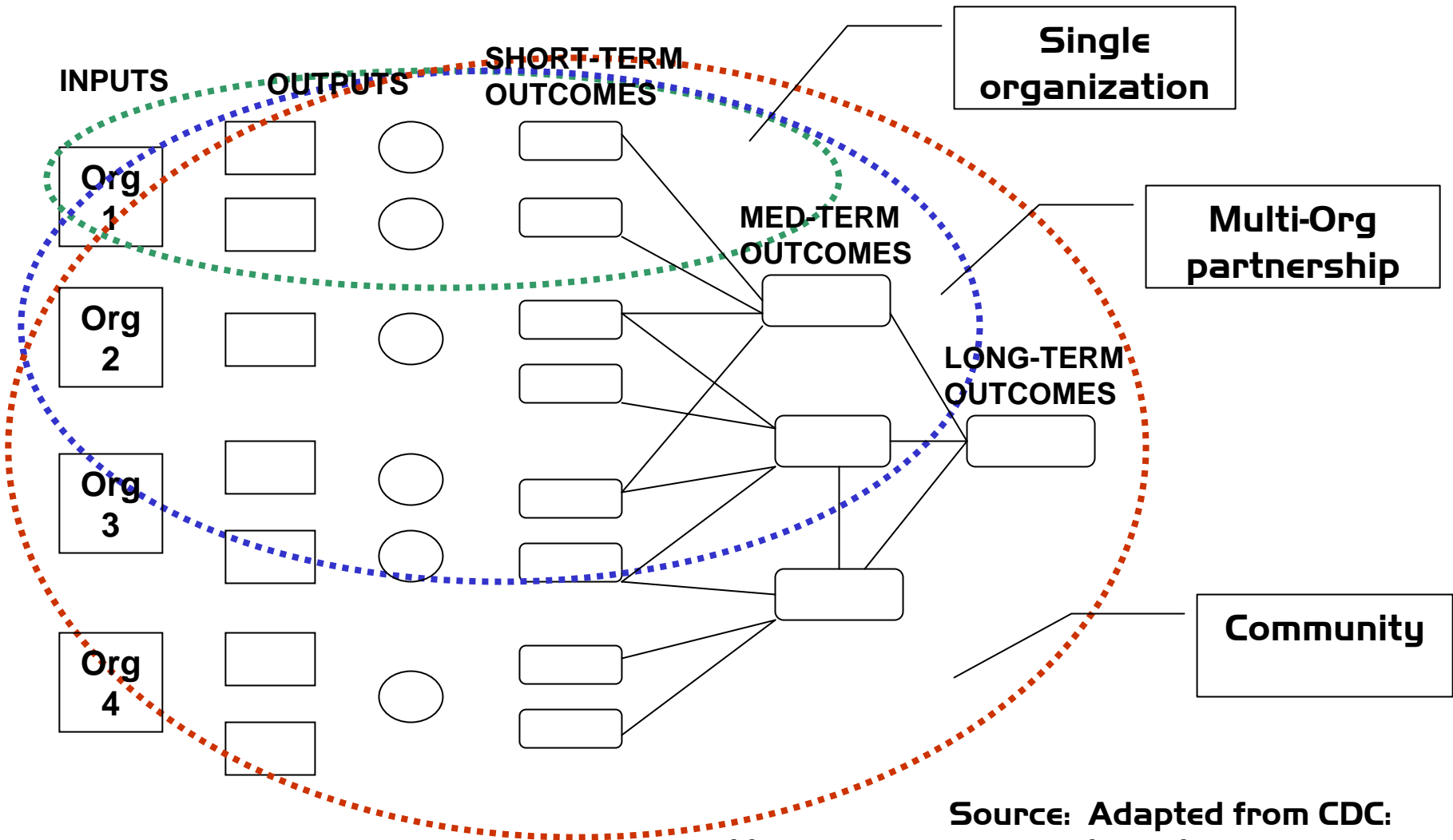
Tobacco Control: Statewide View - Community Program



Tobacco Control: Local view - smoke-free environments



Programs as “systems”

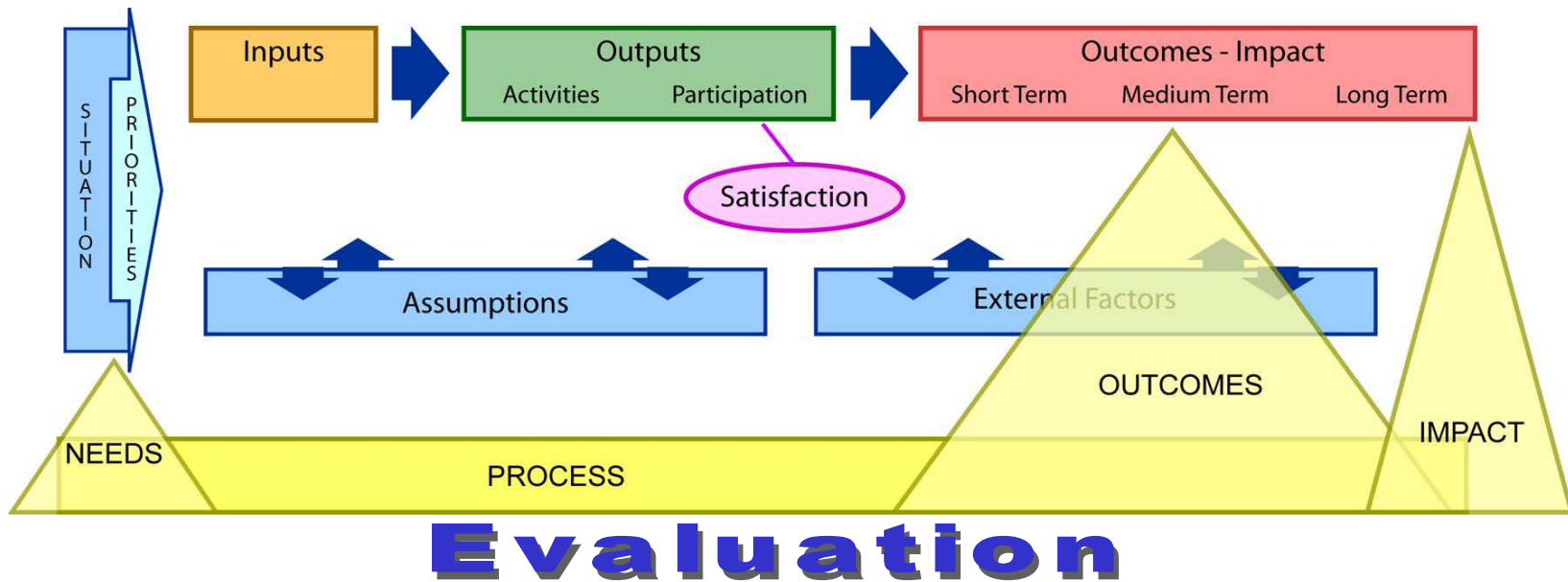


Source: Adapted from CDC:
<http://www.phppo.cdc.gov/phtn/DLSummit2004/>

Logic Model and Planning

- Applies at any level: national plan, statewide plan, individual plan of work, specific project/activity plan
- Model vs. more detailed program plan/management plan
- Focus on outcomes: “start with end in mind”

Logic model and evaluation



Needs/asset assessment:

What are the characteristics, needs, priorities of target population?

What are potential barriers/facilitators?

What is most appropriate?

Process evaluation:

How is program implemented?
Fidelity of implementation?

Are activities delivered as intended?

Are participants being reached as intended?

What are participant reactions?

Outcome evaluation:

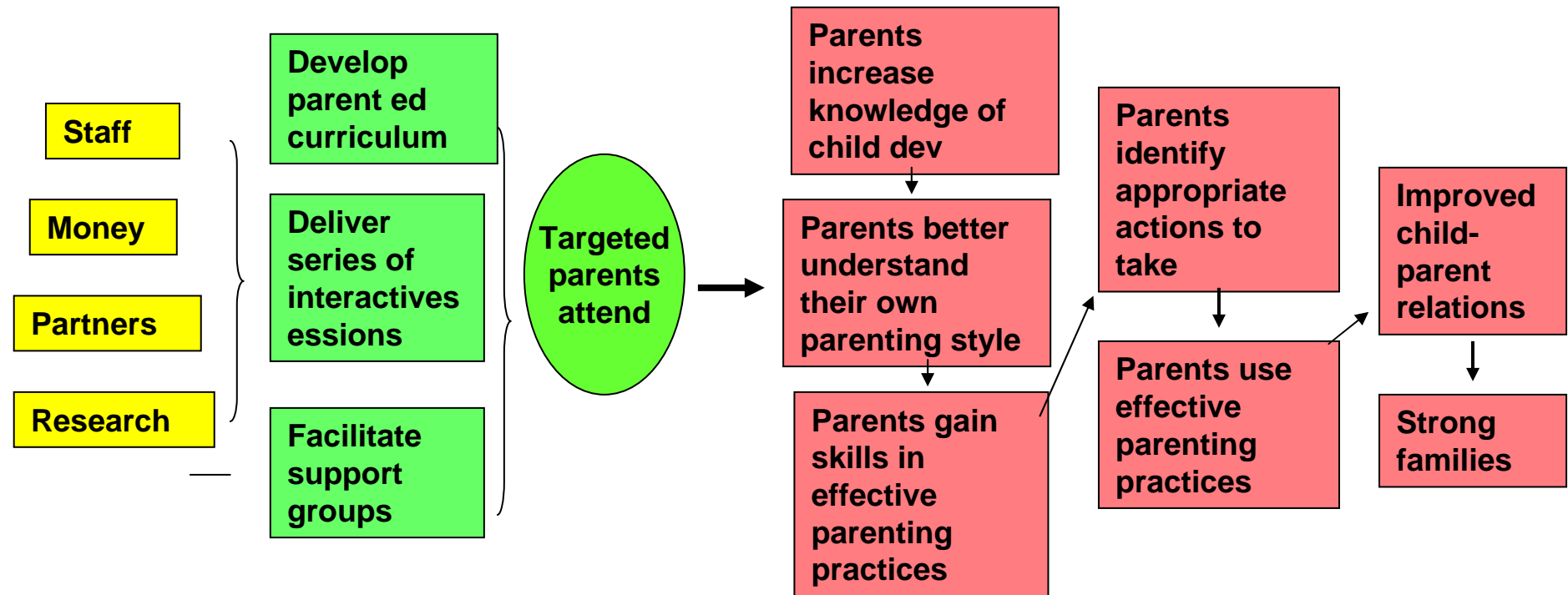
To what extent are desired changes occurring? For whom?

Is the program making a difference?

What seems to work? Not work?

What are unintended outcomes?

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



What amount of \$ and time were invested?

How many sessions were actually delivered? How effectively? # and quality of support groups?

Who/how many attended/did not attend? Did they attend all sessions? Supports groups? Were they satisfied – will they come again?

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?

Data collection plan

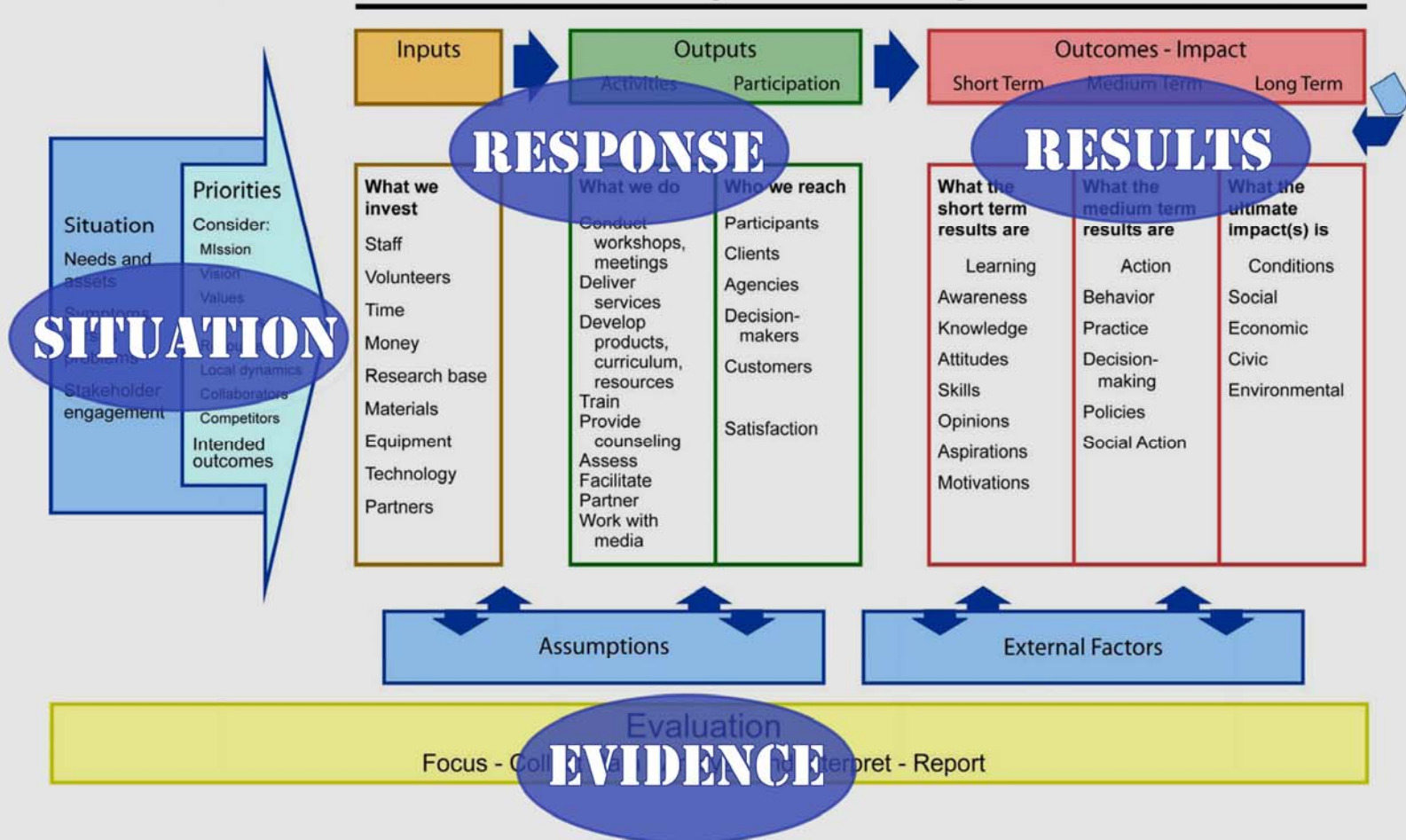
I. Focus:						
2. Questions	3. Indicators	4. Timing	5. Data collection			
			Sources	Methods	Sample	Instruments

Logic model and reporting

PROGRAM DEVELOPMENT

Planning – Implementation – Evaluation

Program Action - Logic Model



What logic model is not...

- A theory
- Reality
- An evaluation model or method

It is a framework for describing the relationships between investments, activities and results.

It provides a common approach for integrating planning, implementation, evaluation and reporting.

Cautions:

- Time consuming - paperwork
- Too much focus on outcomes
- Too little focus on testing the theory
- Perfecting the key to the wrong lock
- Attending to context only at front end
- Universal vs. context specific mechanisms
- Viewing logic model as reality
 - “Pyrennes not the Alps”

Summing up

- Demonstrates accountability with focus on outcomes
- Links activities to results: Prevents mismatches
- Integrates planning, implementation, evaluation and reporting
- Creates understanding
- Promotes learning
- A way of thinking – not just a pretty graphic

References

- www.uwex.edu/ces/lmcourse
- www.uwex.edu/ces/pdande
- <http://www.cdc.gov/eval/index.htm>
- <http://ctb.ku.edu/>
- <http://www.innonet.org/>
- <http://www.eval.org/>

“We build the road and the road builds us.”
-Sri Lankan saying

