Logic models to enhance program performance

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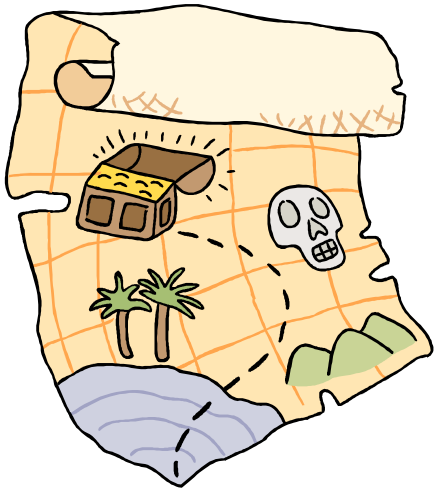
Where are you going?

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

Definition

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 American Heritage Dictionary, 2nd Ed

The accountability era

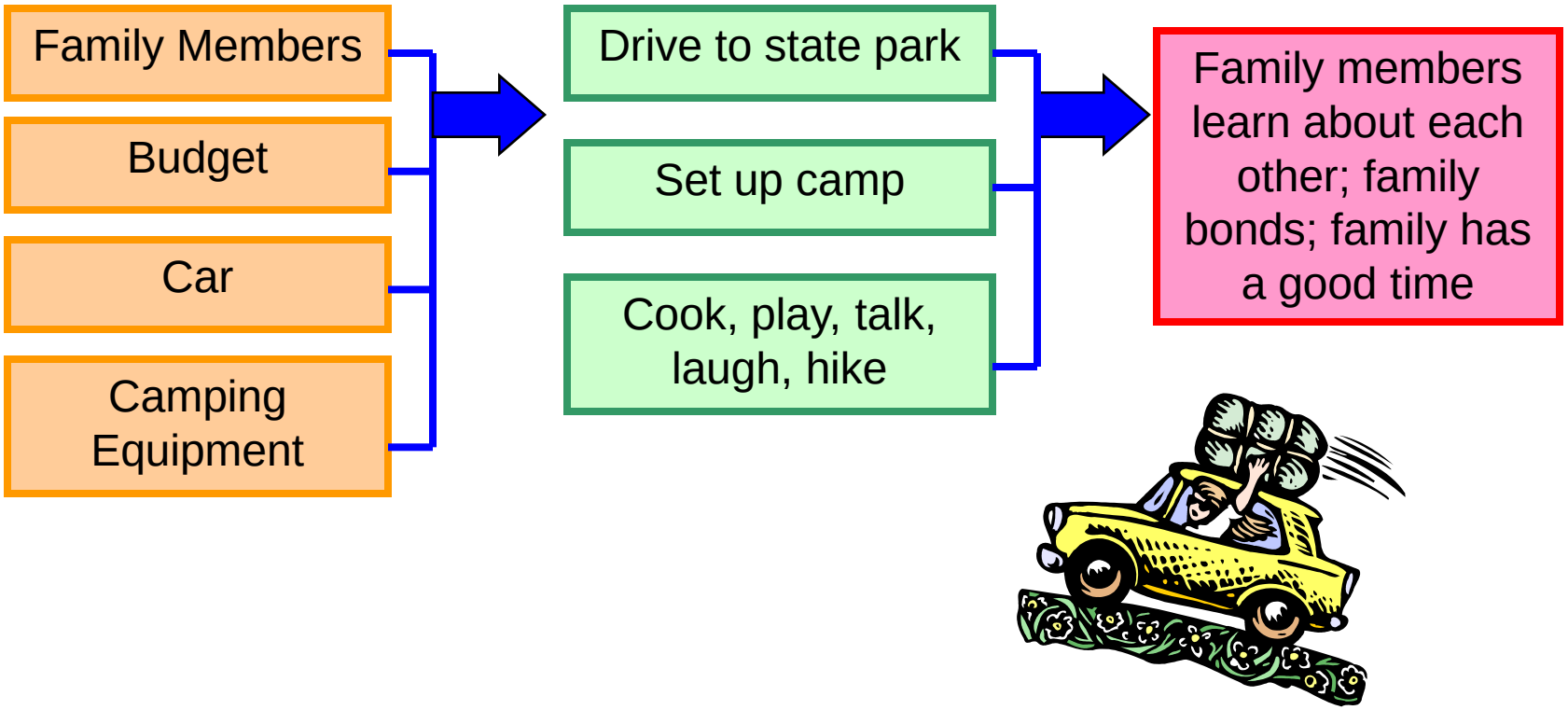
- What gets measured gets done
- If you don't measure results, you can't tell success from failure
- If you can't see success, you can't reward it
- If you can't reward success, you're probably rewarding failure
- If you can't see success, you can't learn from it
- If you can't recognize failure, you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

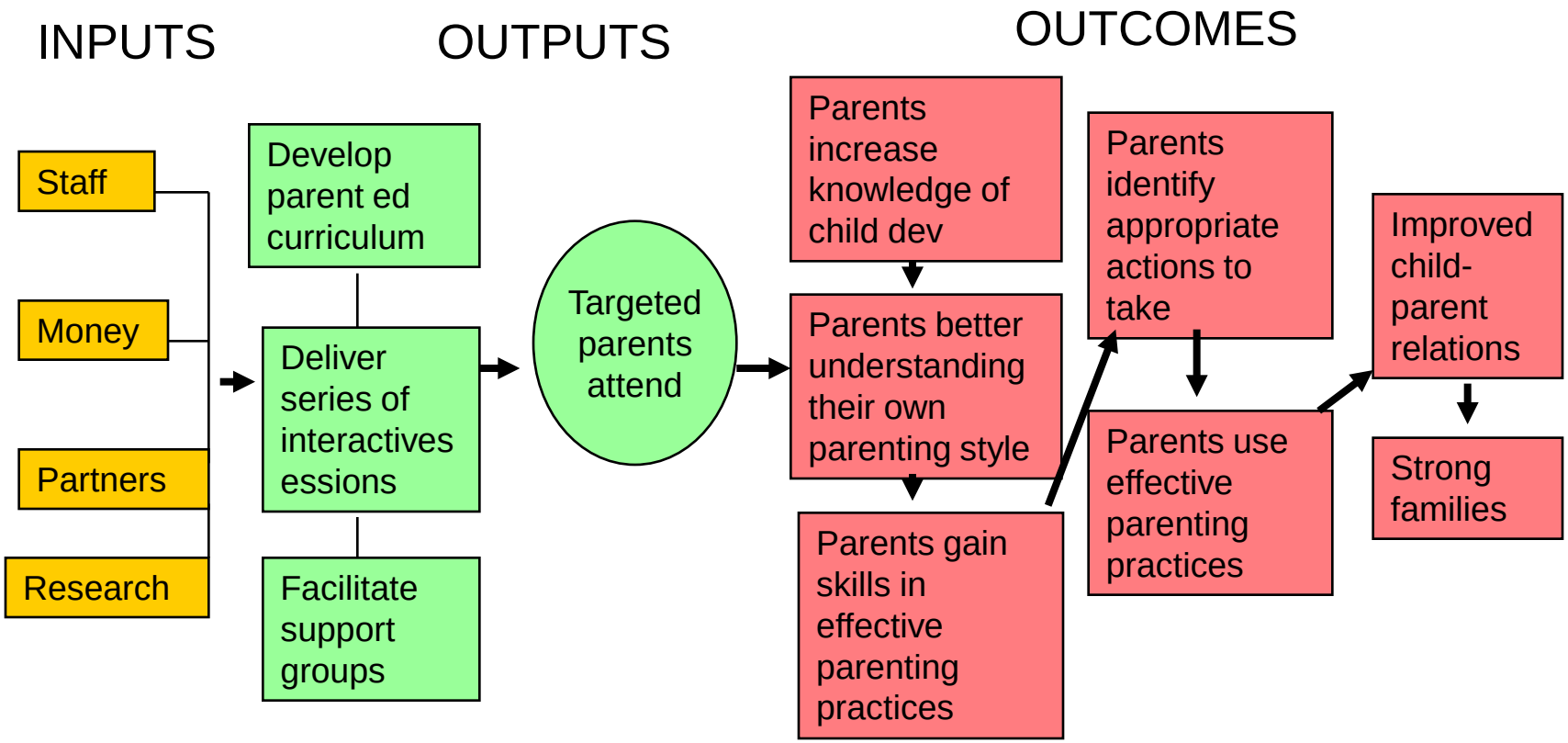
Situation: Individuals with limited knowledge and skills in basic financial management are unable to meet their financial goals and manage money to meet their needs.

INPUTS	OUTPUTS	OUTCOMES
Extension invests time and resources	We conduct a variety of educational activities targeted to individuals who participate	Participants gain knowledge, change practices and have improved financial well-being

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

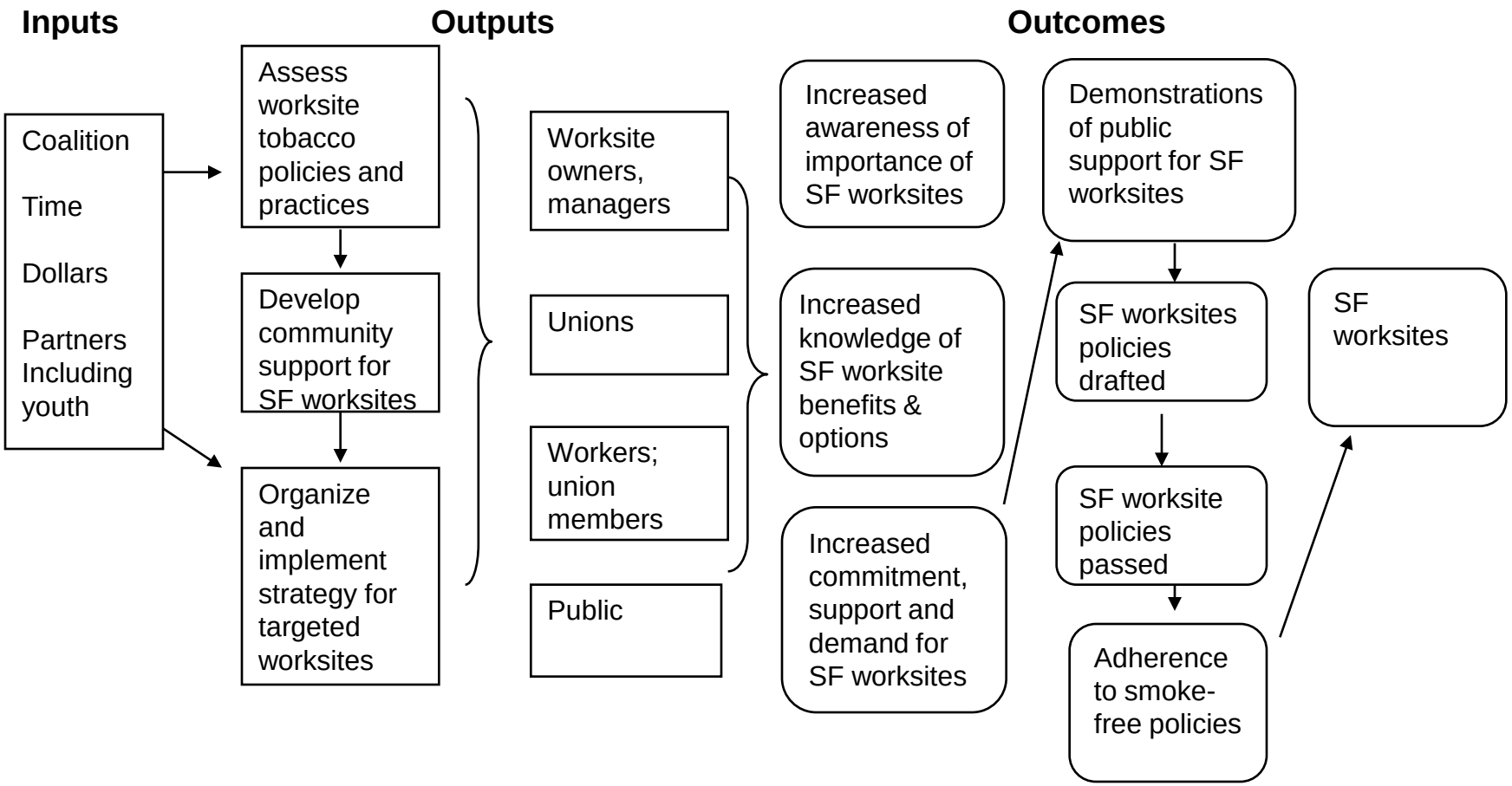


Assumptions:

External factors:

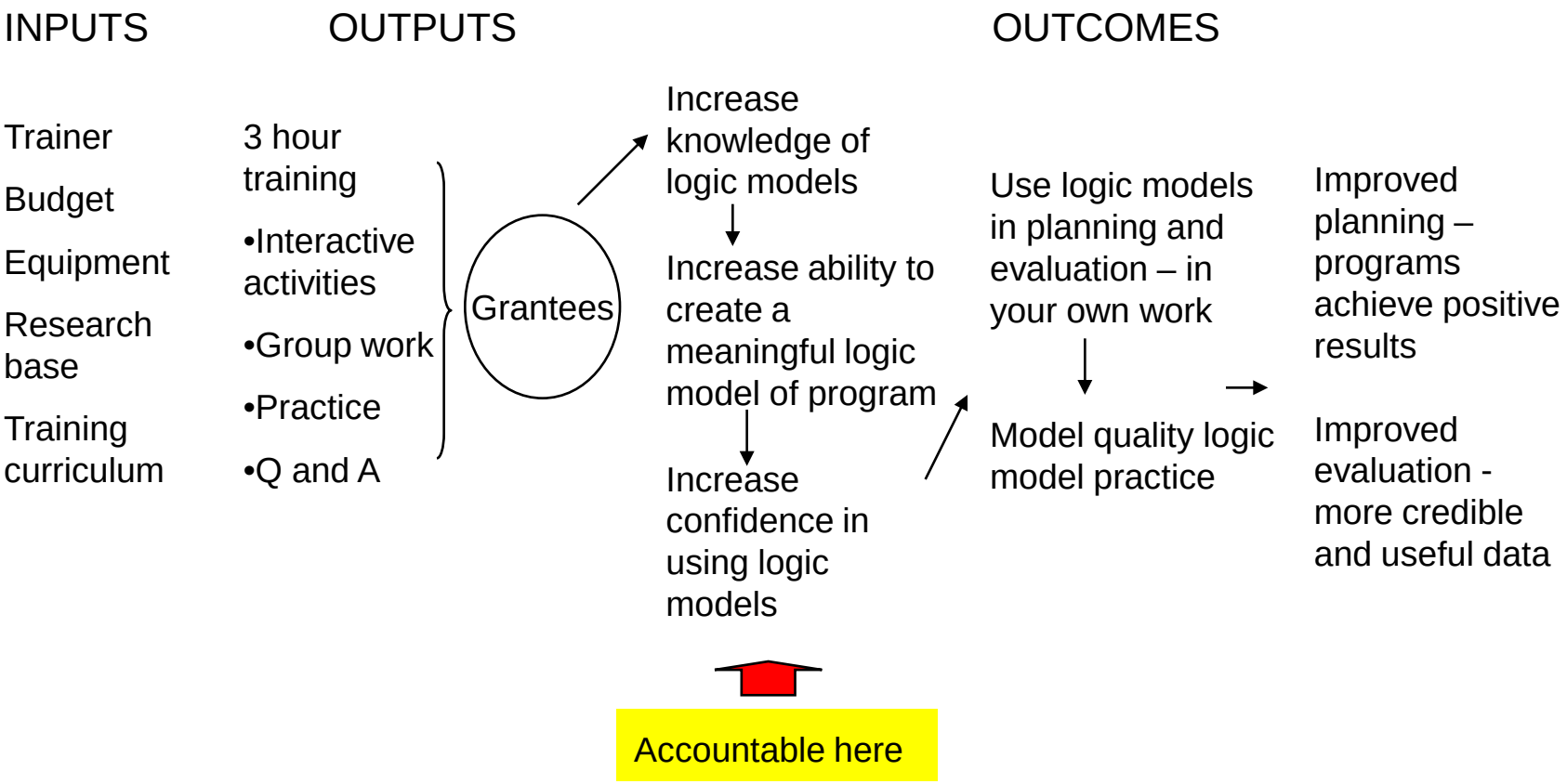
Example: Smoke free worksites

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



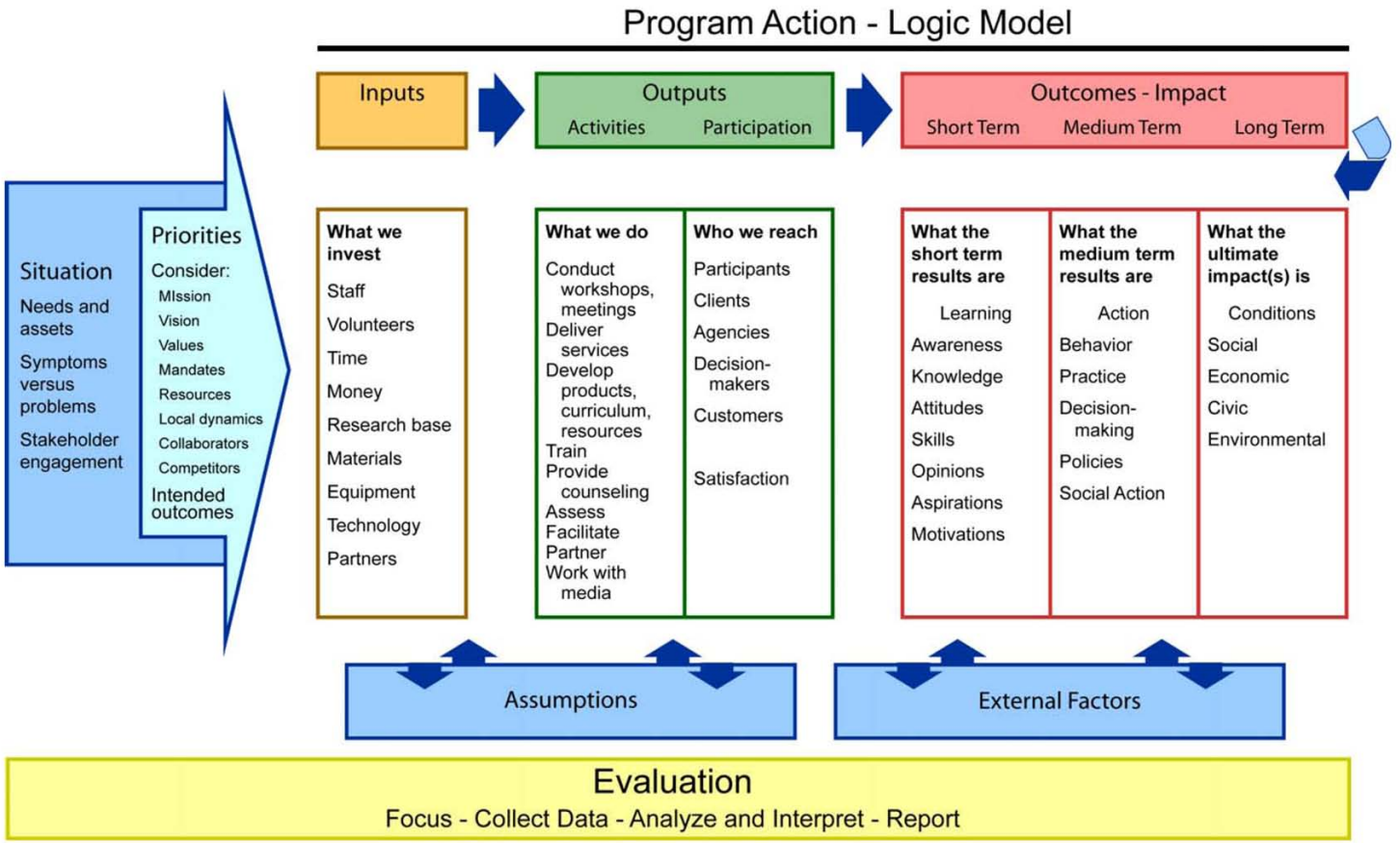
Example: Logic model training workshop

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



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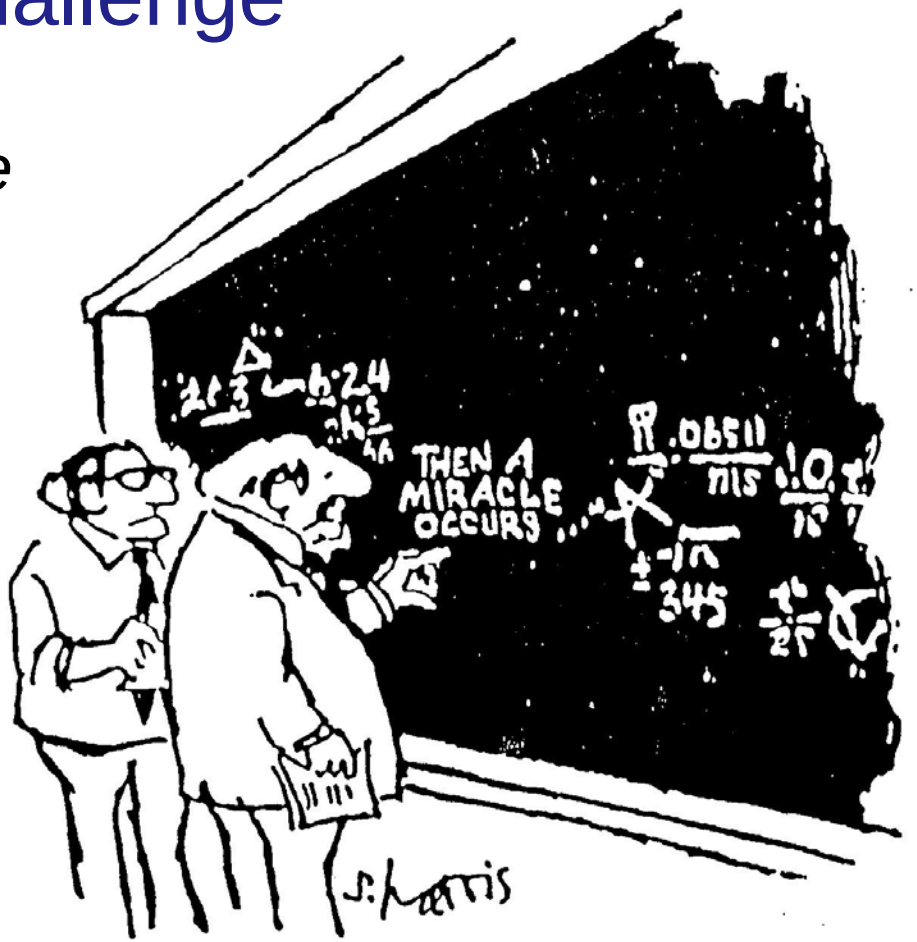
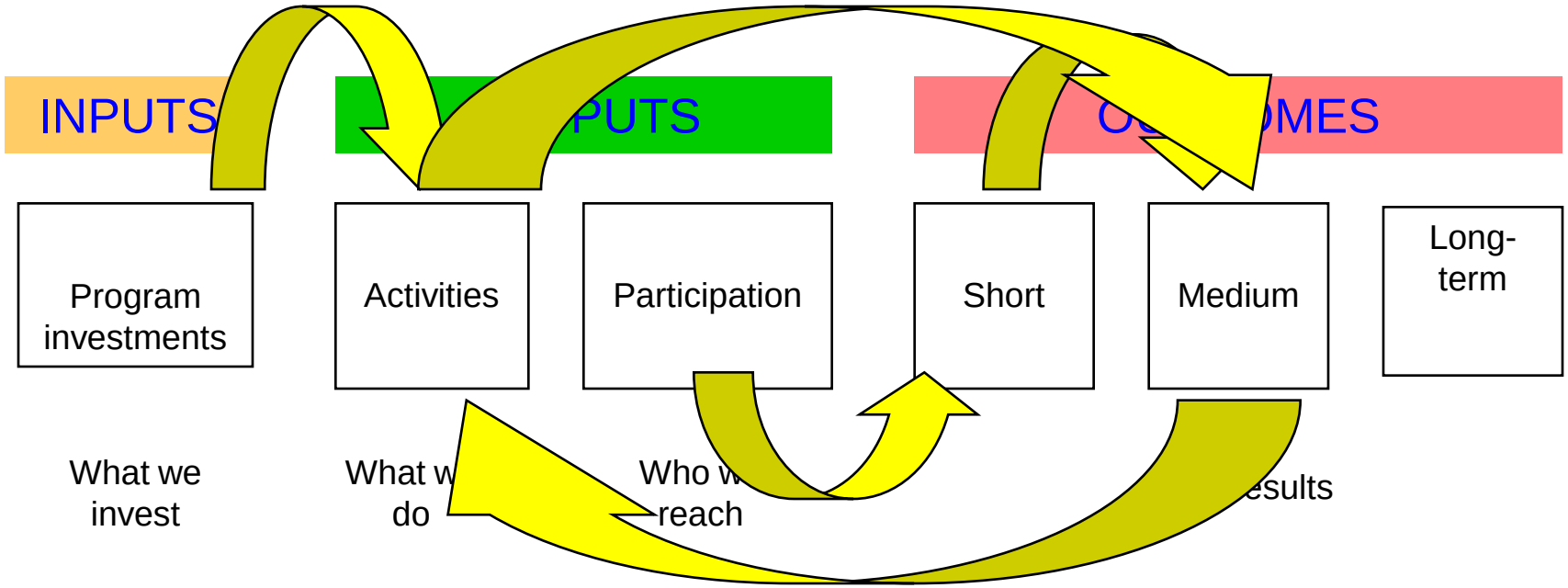
Connecting outputs to outcomes is a challenge

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



Programs aren't linear

Feedback loops and multi-dimensions



Chain of outcomes

SHORT	MEDIUM	LONG-TERM
Seniors increase knowledge of food contamination risks	Practice safe cooling of food; food preparation guidelines	Lowered incidence of food borne illness
Participants increase knowledge and skills in financial management	Establish financial goals, use spending plan	Reduced debt and increased savings
Community increases understanding of childcare needs	Residents and employers discuss options and implement a plan	Child care needs are met
Empty inner city parking lot converted to community garden	Youth and adults learn gardening skills, nutrition, food preparation and mgt.	Money saved, nutrition improved, residents enjoy greater sense of community

Focus of outcomes

- Individual
  - **Child, parent, client, resident**
- Group
  - **family, team, community**
  - **group**
- Agency, organization
- System
- Community

- Child is ready to enter school; farmer implements nutrient management practice
- Families control spending to maintain family financial stability
- Agency institutes policy that encourages physical activity of staff
- Family serving agencies share resources to better meet clientele needs
- Communities develop and preserve decent safe and affordable housing

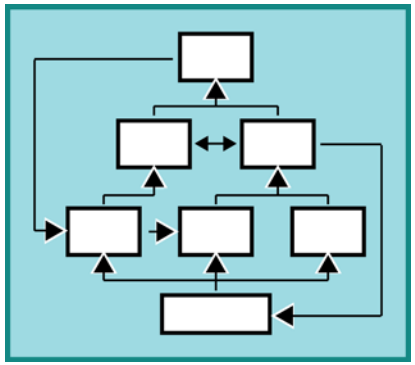
Writing good outcomes

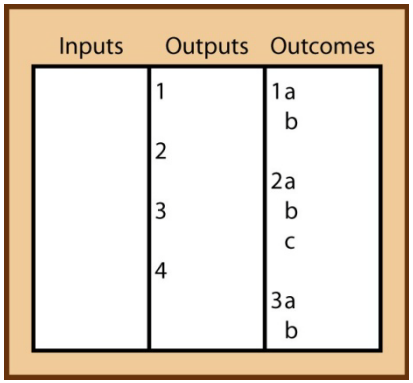
SMART objectives: Specific, measurable, attainable, results-oriented, timed

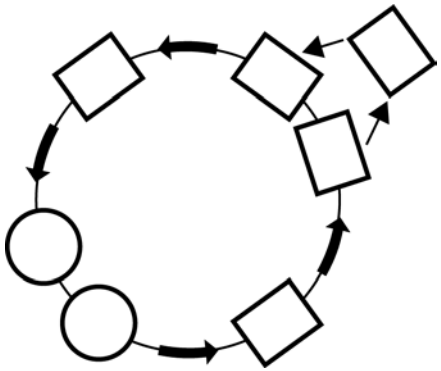
Who/what	Change/desired effect	In what	By when
Families participating in the Family Resource Center	increase	their use of community resources and services	within one year of joining
4 school boards	adopt	policies to improve student nutrition and physical activity	by Dec 2005

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







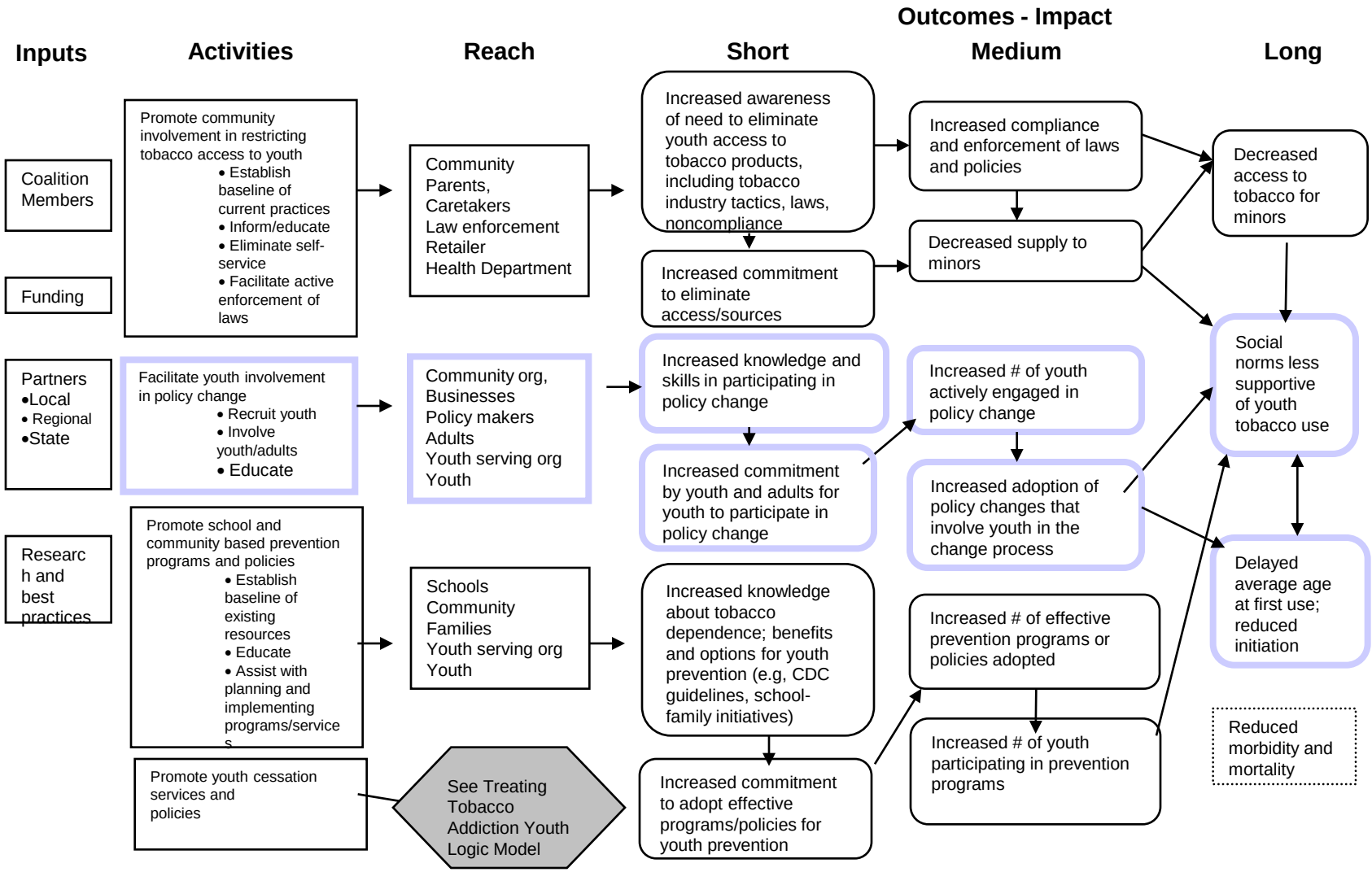
Multiple logic models

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

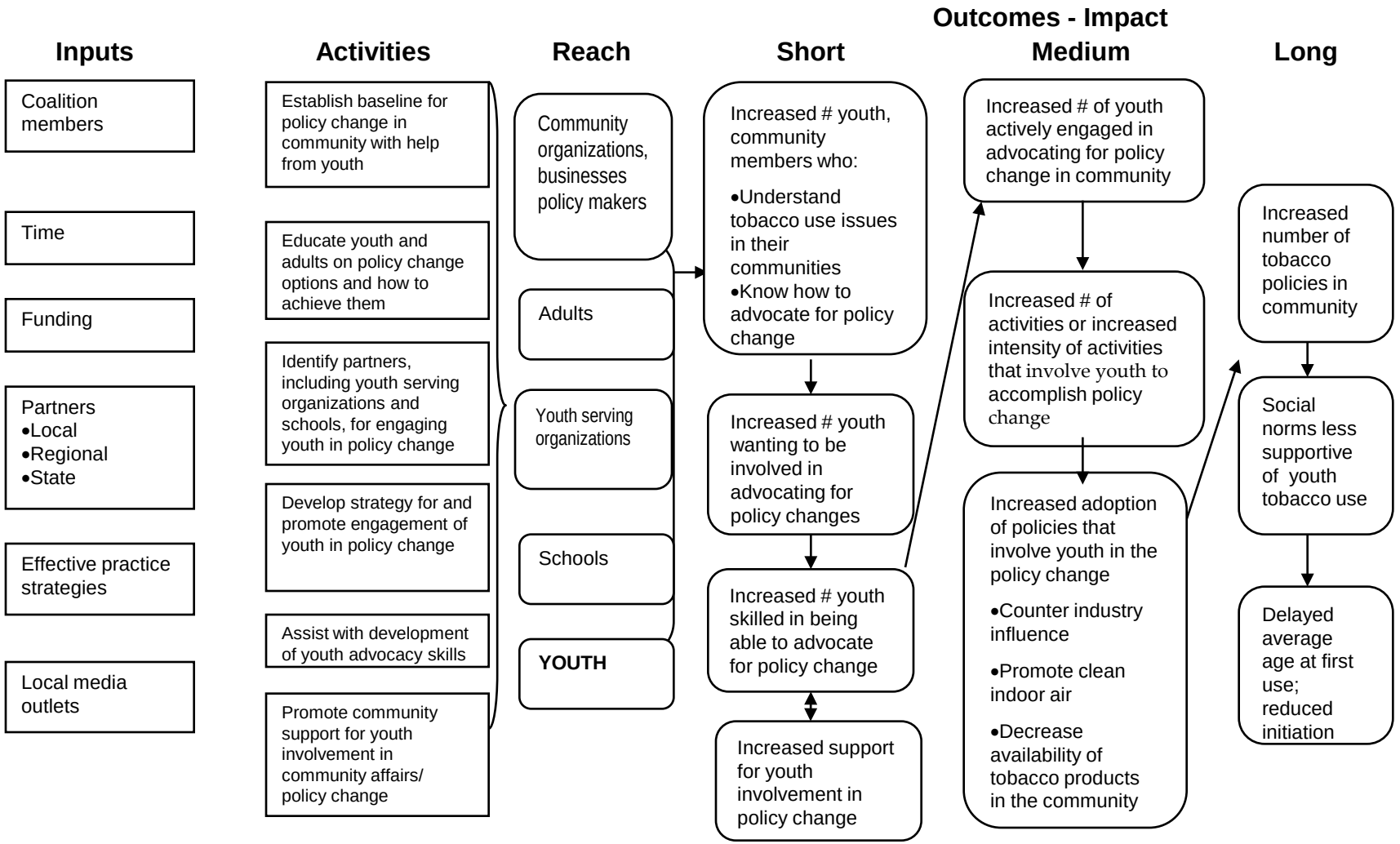
1. Multi-level programs:
   A series of linked models that depict varying levels such as national-state-county levels OR, institution-division-unit levels

2. Multi-component programs:
   A series of models to depict various components (goals, sites, target populations) within a comprehensive initiative

State level logic model: Reducing and preventing youth tobacco use



Component Logic Model Youth: Youth Advocating for Policy Change



Getting started

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

Check your logic model

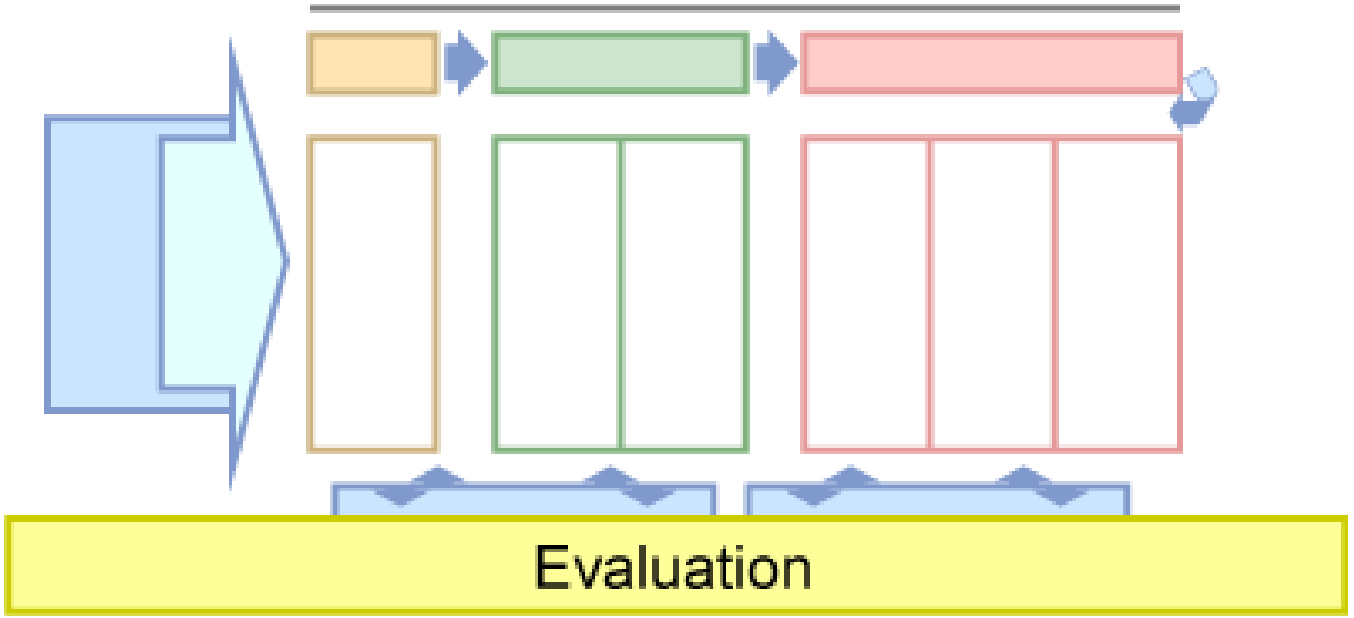
1. Is it meaningful?
2. Does it make sense?
3. Is it doable?
4. Can it be verified?

Limitations

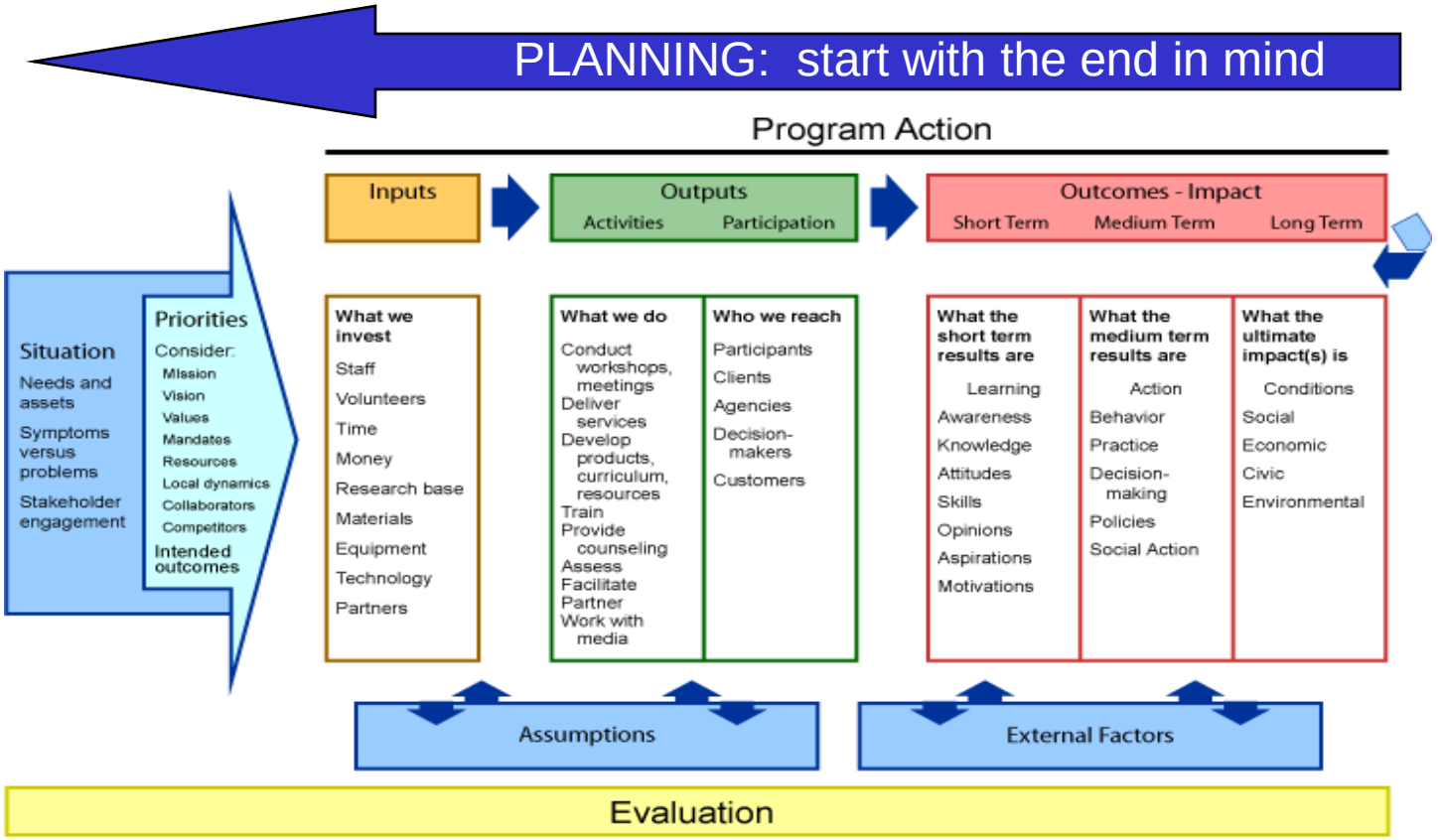
Logic Model…

- **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

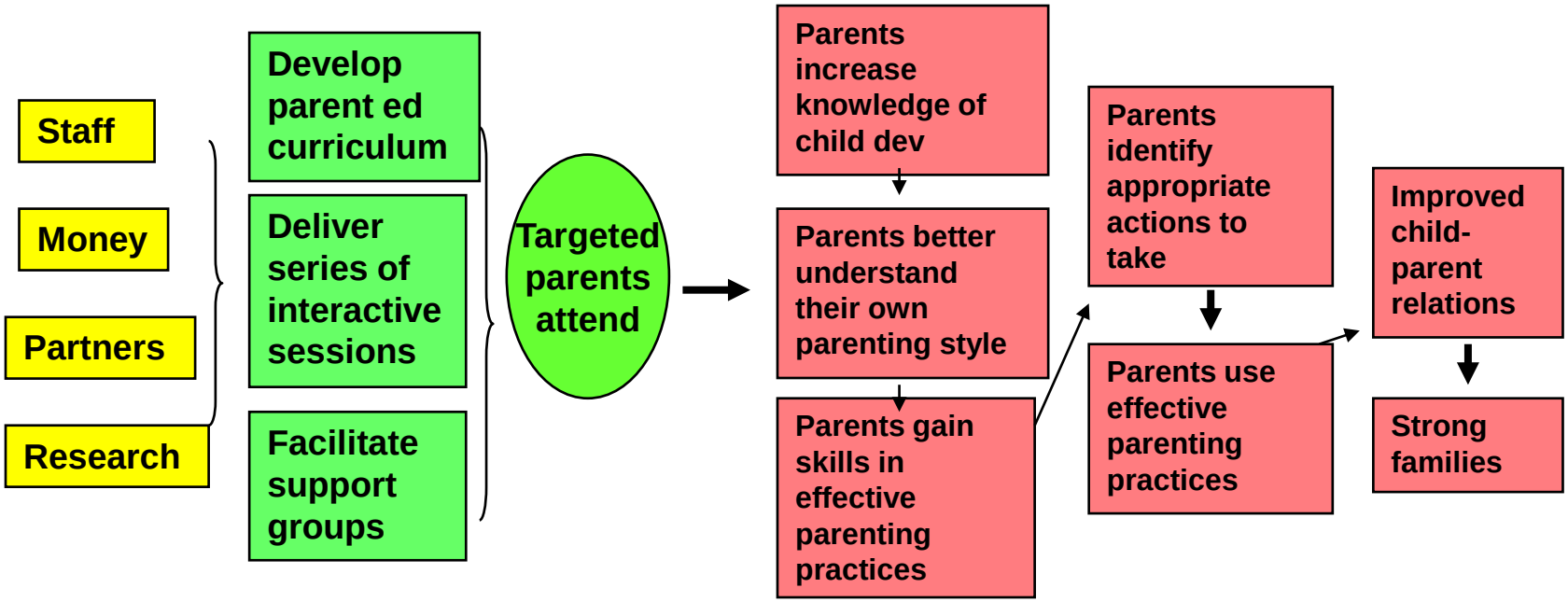


What do you want to know? **How will you know it?**

EVALUATION: check and verify

What does evaluation mean to you?

- Evaluation means asking **good, critical** questions about programs to improve programs and help 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?

WHO might use the evaluation?	*WHAT do they want to know?*	*HOW will they use the info?*
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						

http://www.uwex.edu/ces/lmcourse

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