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

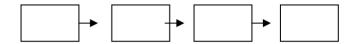


A bit of history

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!

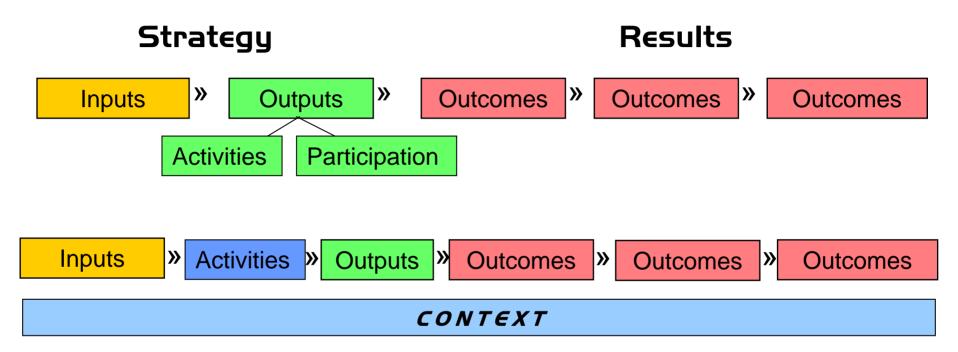
"The important question any constituent needs to ask is whether or not the program achieves " results."

President Bush, NPR news, 2-7, 05





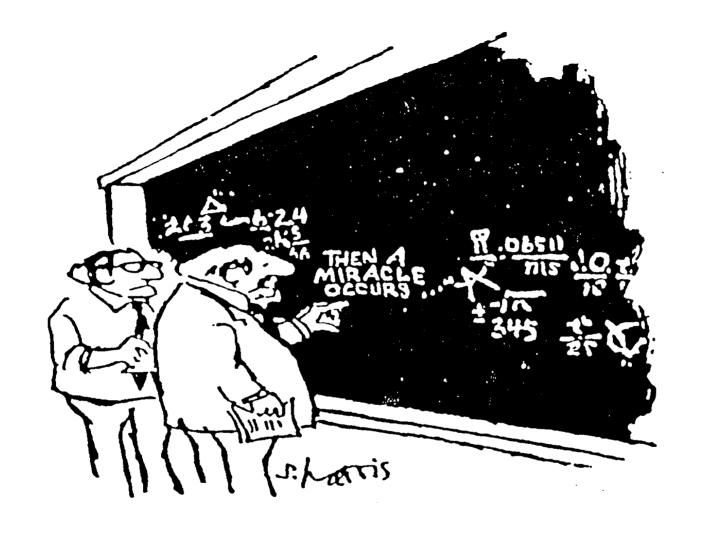
Generic logic model



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 Action - Logic Model Outputs Outcomes - Impact Inputs **Activities** Participation **Short Term** Medium Term Long Term What we What we do **Priorities** Who we reach What the What the What the short term medium term ultimate invest Situation Consider: Conduct **Participants** results are results are impact(s) is workshops. Staff Mission Clients Needs and meetings Conditions Learning Action Vision Volunteers assets Deliver Agencies Social Values Awareness Behavior services Time Symptoms Decision-Mandates Develop Practice Economic Knowledge versus makers products, Money Resources problems Attitudes Decision-Civic curriculum. Local dynamics Customers Research base resources making Skills Environmental Stakeholder Collaborators Train Materials **Policies** engagement Competitors Provide **Opinions** Satisfaction Equipment counseling Social Action Intended Aspirations outcomes Assess Technology Facilitate Motivations Partner **Partners** Work with media Assumptions **External Factors** Evaluation Focus - Collect Data - Analyze and Interpret - Report



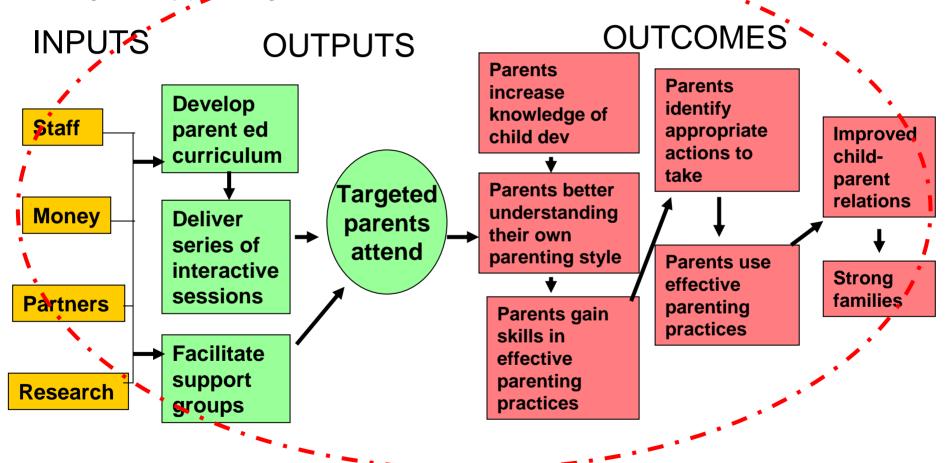
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Simple logic model

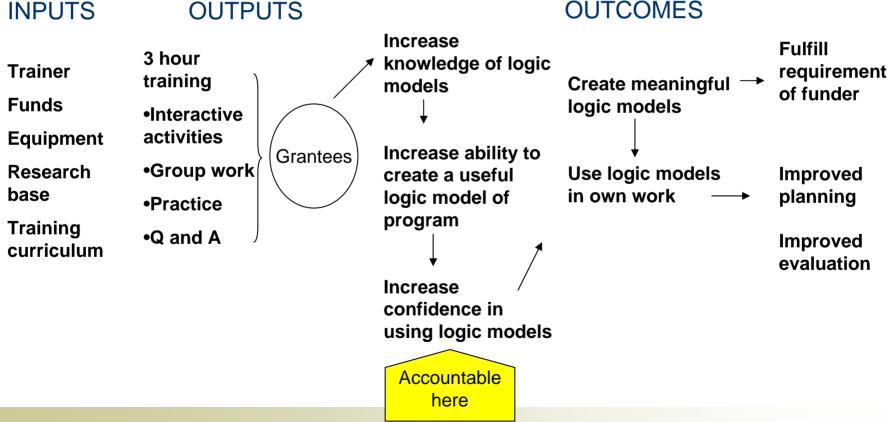
SITUATION: During a county needs assessment, majority of parents reported that they were having difficulty parenting and felt stressed as a result





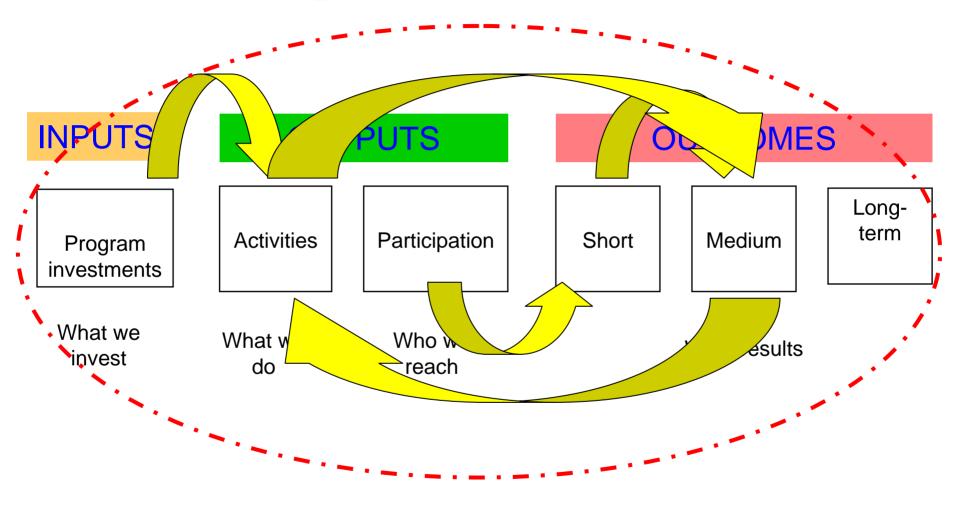
Logic model of a training workshop

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!





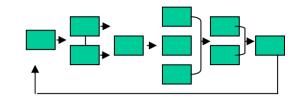
Language: What do you mean by...

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

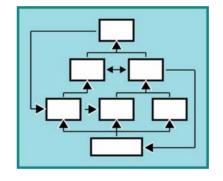


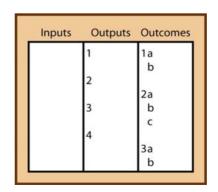
What does a logic model look like?

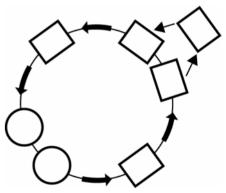
 Graphic display of boxes and arrows; vertical or horizontal



- Relationships, linkages
- Any shape possible
 - -Circular, dynamic
 - Cultural adaptations;storyboards
- Level of detail
 - -Simple
 - —Complex
- Multiple models







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."

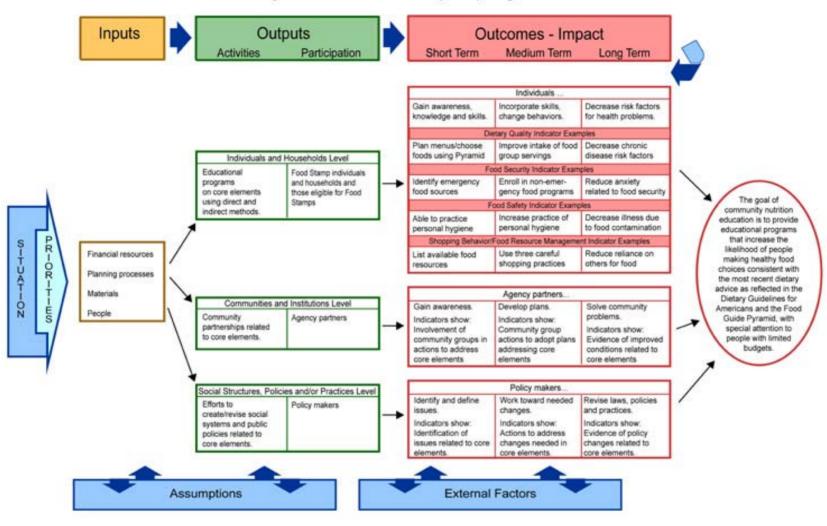
"I can do this"

"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



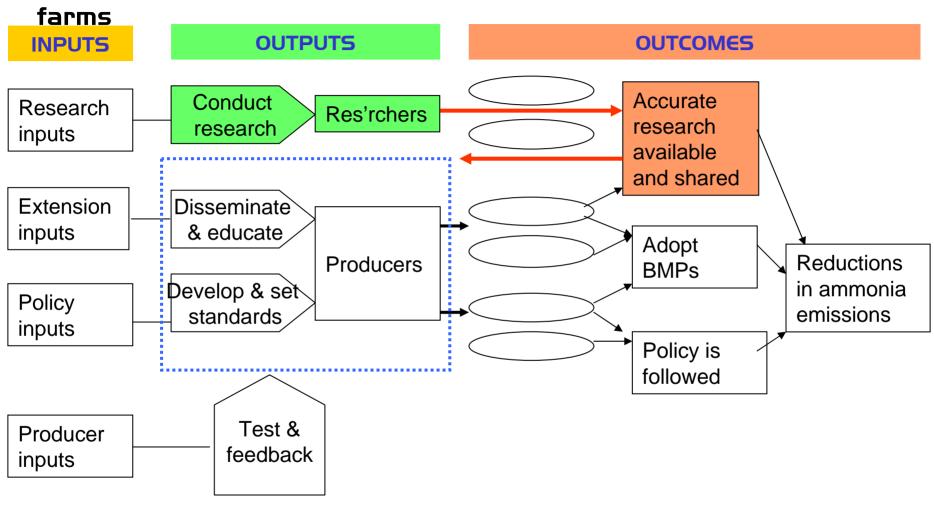
Enhancing Program Performance with Logic Models - Introducing the CNE Logic Model

CNE Logic Model - Overview

December, 2002



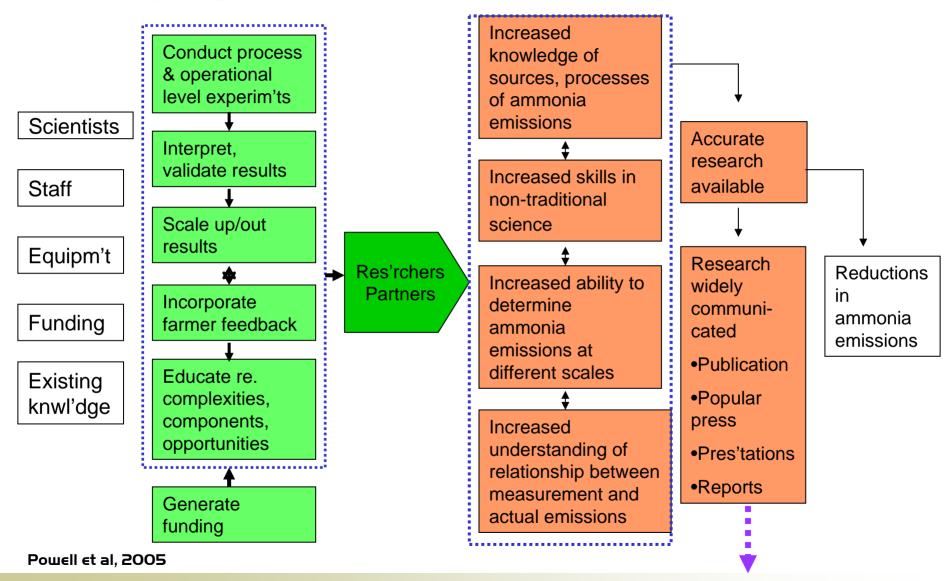
Multi agency partnership: Abating ammonia emissions from dairy



Powell et al, 2005



Multi agency partnership: Research sub-logic model



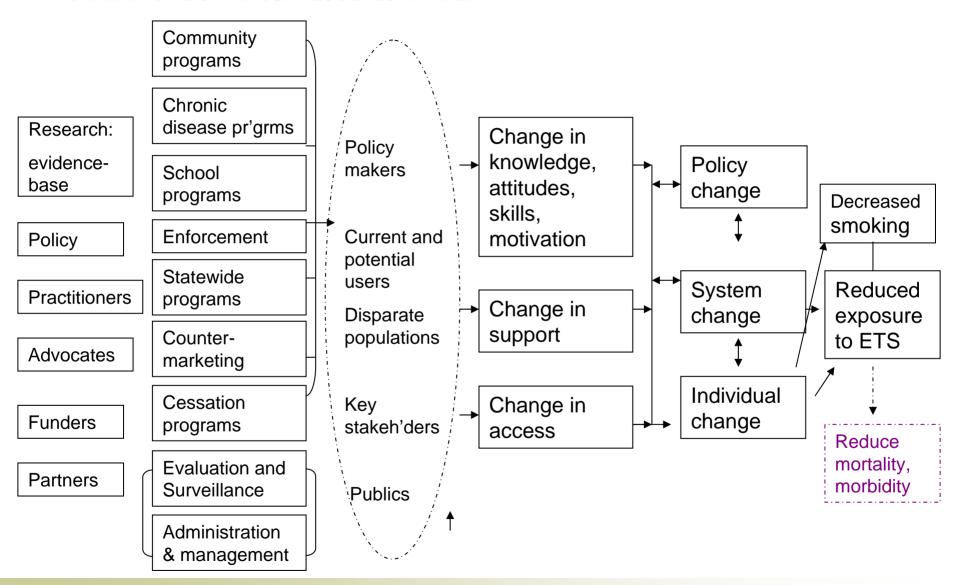


Benefits of logic modeling to this partnership

- Provided framework to discuss and articulate joint work
- Helped facilitate conversation with focus on agreed upon goal that might not 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.

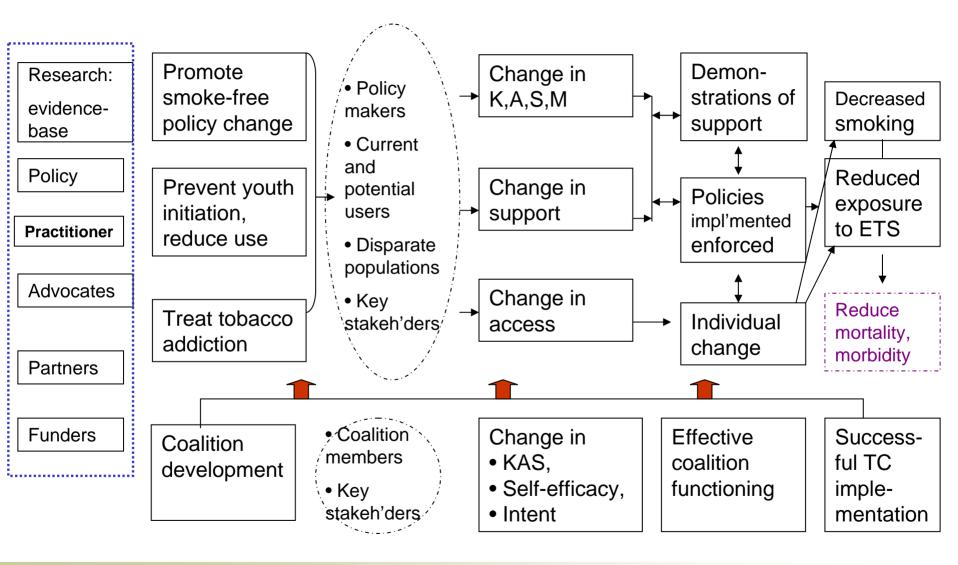


Tobacco Control: Global View





Tobacco Control: Statewide View - Community Program



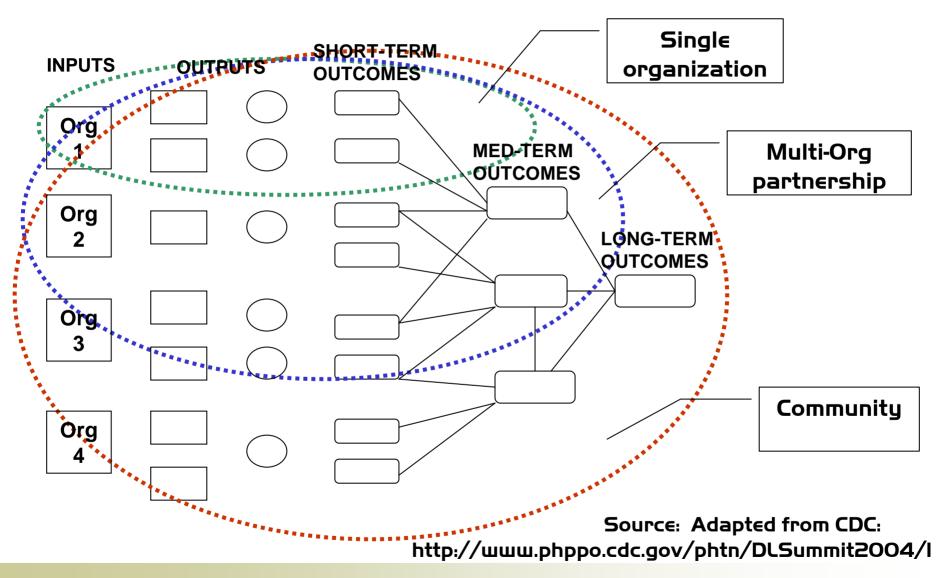


Tobacco Control: Local view - smoke-free environments

OUTCOMES Increased awareness of **Public** importance of SF Demonstrations of public policies support Organize and Coalition implement SF Flected officials Increased campaign Time SF policies drafted, knowledge of SF Form improved benefits and options Money committee SF: Mars of public Municipal areas/events Develop **Partners** buildings. SF public policies grassroots Increased including grounds, & support commitment, implemented youth Worksite vehicles support, demand for Educate contacts •Public SF environments Research community areas & and best SF public policies events Organize Residential practices Worksites adhered to and earned media owners, mgrs Increased enforced Residence knowledge and skills Identify and to participate in SF work with public policy change Community supportive Increased activists policy makers availability of cessation support Change in intent to Media and services make services/support available 24



Programs as "systems"



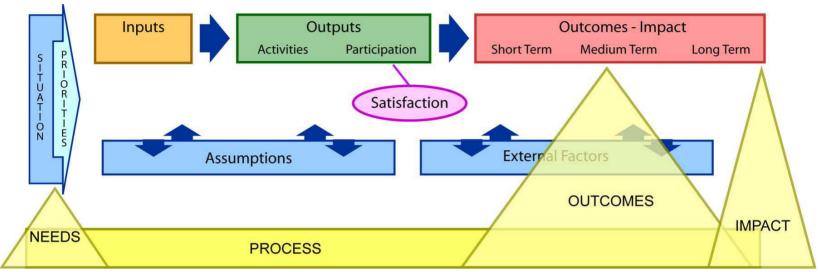


Logic Model and Planning

- 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



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?

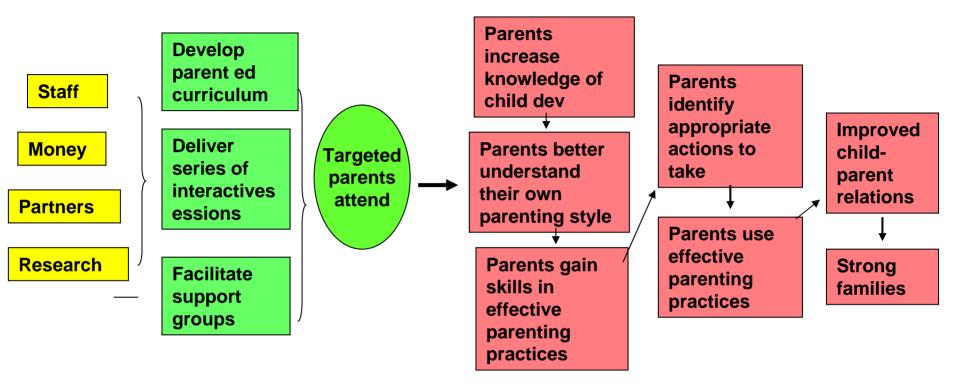
Is the program making a difference?

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? # and quality of support groups?

Who/how many attended/did not attend? Did they attend all sessions? How effectively? 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

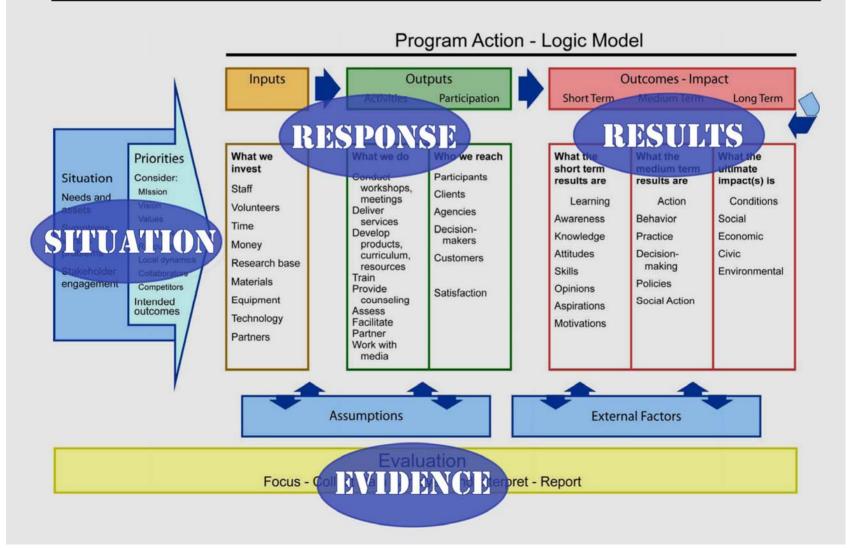
I. Focus:						
2. Questions	3. Indicators	4. Timing	5. Data collection			
			Sources	Methods	Sample	Instruments



Logic model and reporting

PROGRAM DEVELOPMENT

Planning - Implementation - Evaluation



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
-Sri Lankan saying



