Logic Modeling and Strategic Planning: Keys to Program Success

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Reflection Questions

- What does evidence mean to you?
- What types of evidence do you have for your program's value?
- What do you need to be able to generate (any, more, different, better) evidence to support your program's value?

What is a Logic Model?

A logic model is:

- A diagram of theory of how the program is supposed to work
- A graphic depiction of the relationship between activities and results
- A road map to reach program goals

Why use it?

Program Stages	Benefits of the logic model
Planning & Program Design	Finds "gaps" in the theory or logic of a program and works to resolve them Builds a shared understanding of what the program is all about and how the parts work together
Implementation & Management	Focuses attention of management on the most important connections between action and results
Communication, Marketing, & Assessments	Provides a way to involve and engage stakeholders in the design and processes

Logic Model Components
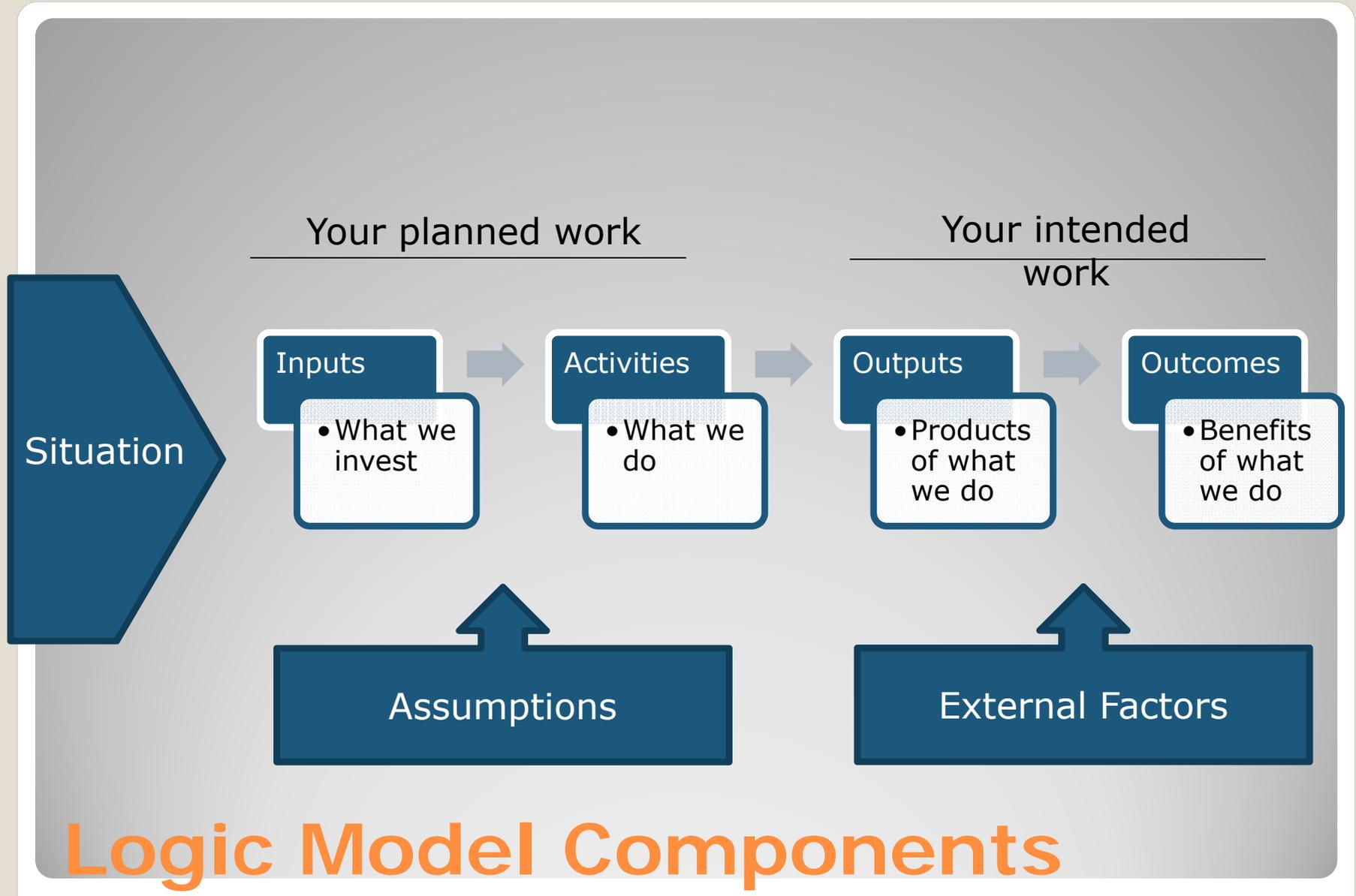
Outputs vs. Outcomes

Outputs: Accomplishments or products of program activities or number of people exposed to the program

e.g. Number of clients that completed financial training

Outcome: What difference does it (accomplishment or product) make?

e.g. Percentage of clients that track their spending using a budget

| Short Term	Medium Term	Long Term
Changes in knowledge, skills, attitudes, opinions	**Changes in behavior or action that result from participants' new knowledge**	**Meaningful changes, often in their condition or status in life**
E.g. Participants increase in knowledge and skills of financial management	**E.g.** Establish financial goals and use budget	**E.g.** Reduced debt and increase savings

SMART: Specific, measurable, attainable, results, timely

Who/what	Changes/desired effect	In what	By when
Clients to	Increase	Their earnings by at least 10%	Within six months of completing program
Fathers	Create	A budget to manage their spending	By the end of the program

Writing Good Outcomes

Unintended Outcomes

- Can be positive, negative, or neutral
- Key questions:
  ◦ What might result other than what is intended?
  ◦ How else might the program unfold?
  ◦ Who might be affected, unintentionally, and/or negatively?
  ◦ How might the external environment have unintended influences?
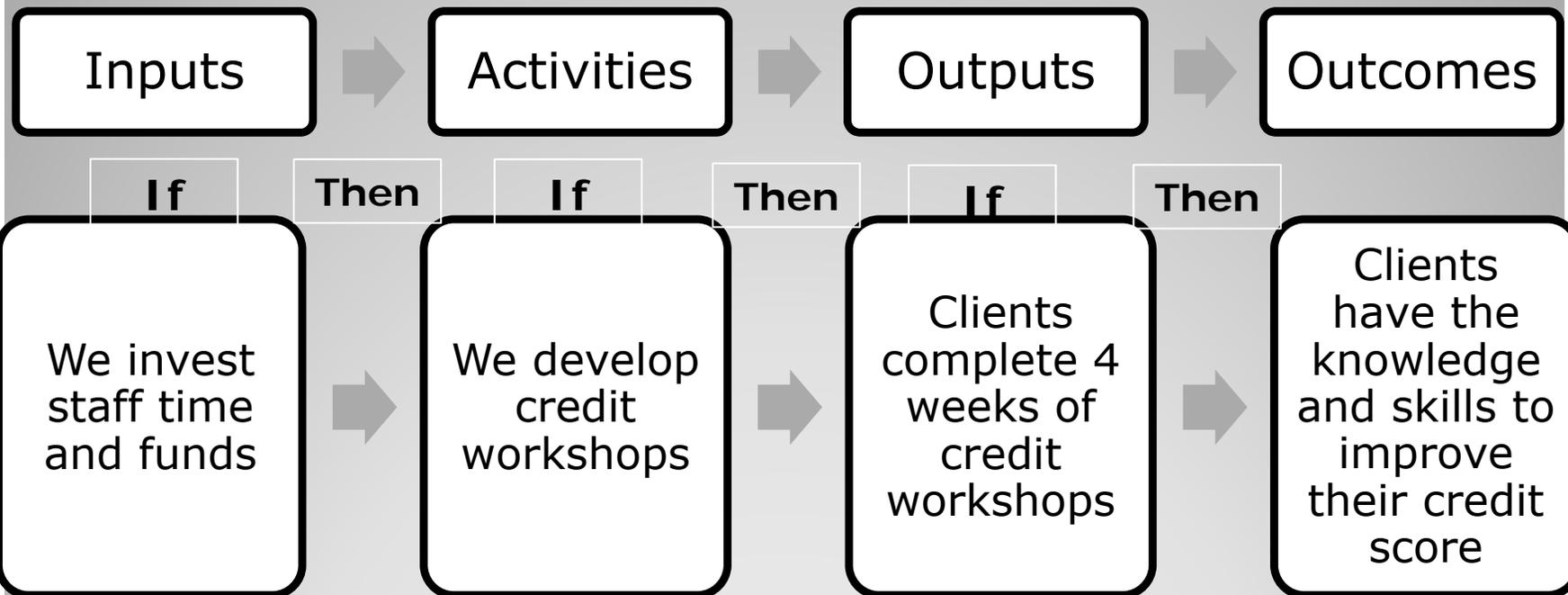
The Logic
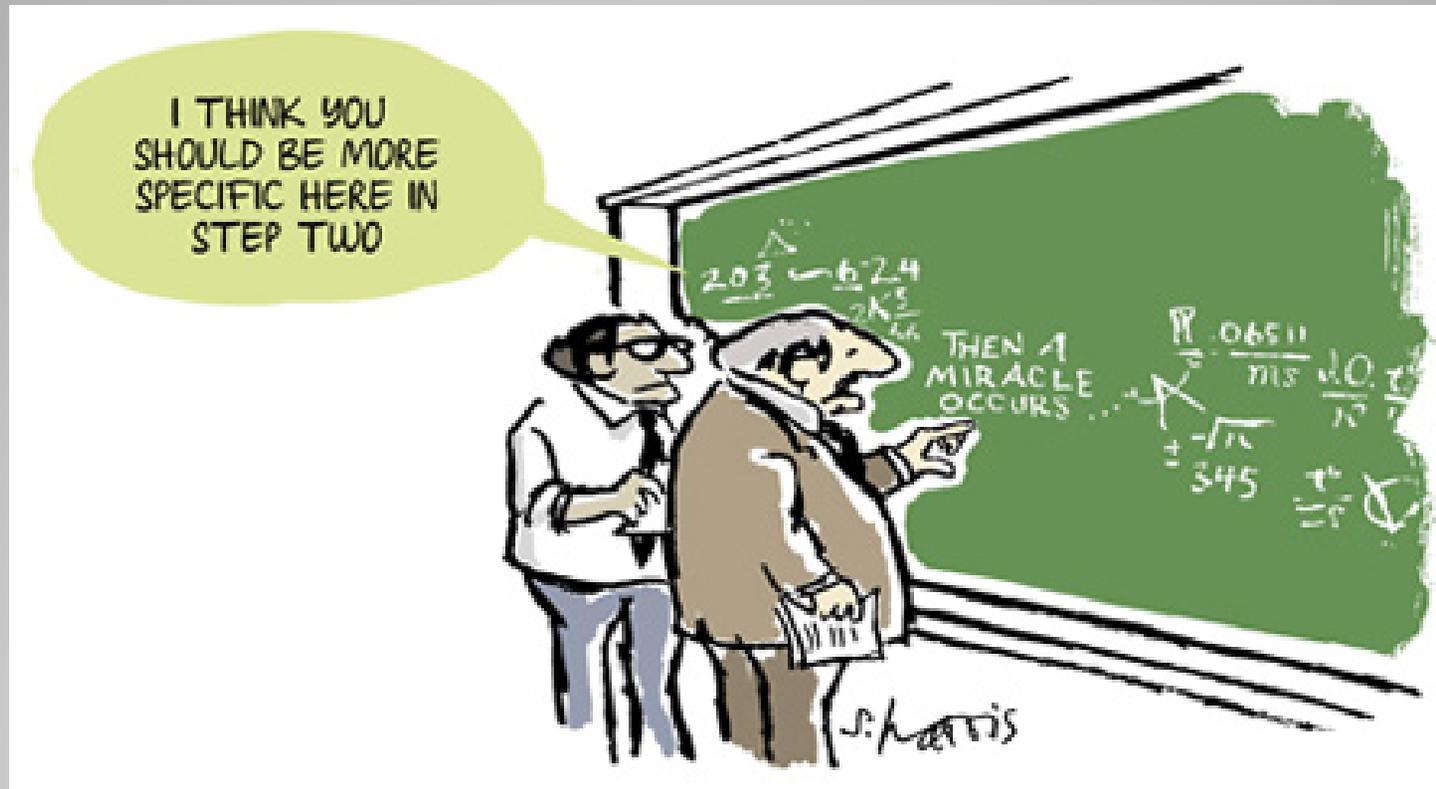
"A theory of change is a description of how and why a set of activities – be they part of a highly focused program or a comprehensive initiative – are expected to lead to early, intermediate, and longer term outcomes over a specified period."
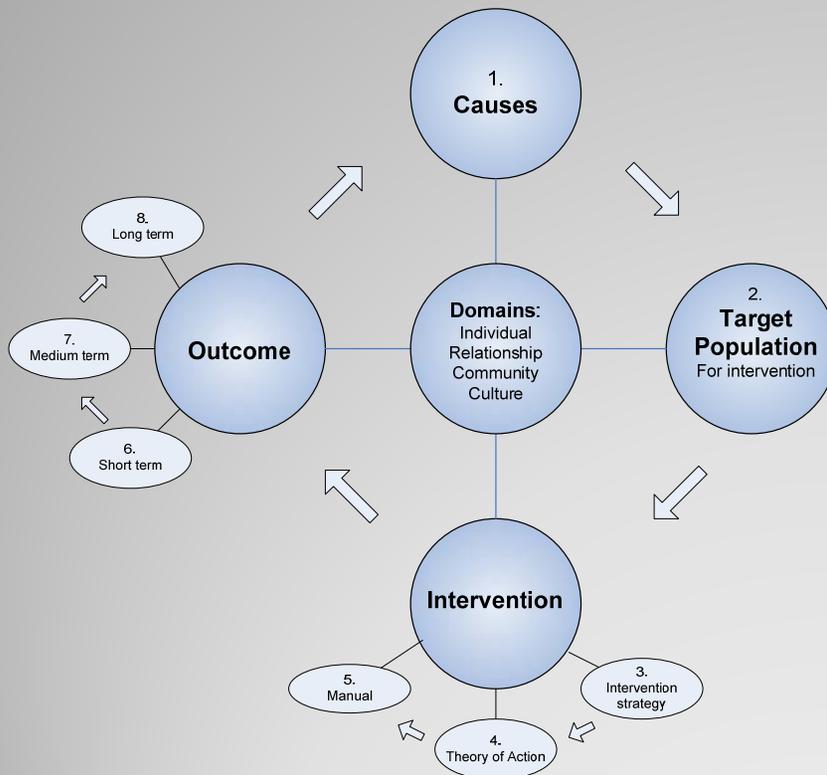
Anderson, 2000

Program Theory

Inputs → Activities → Outputs → Outcomes

If | Then | If | Then | If | Then

We invest staff time and funds → We develop credit workshops → Clients complete 4 weeks of credit workshops → Clients have the knowledge and skills to improve their credit score

"If-Then" relationships

Activity

Cookie Baking Logic Model

Cultural adaptations

Source: One Sky Center, Oregon Health & Science University. (2008). *Culture-based interventions: The Native Aspirations Project.*

- Is the logic model culturally appropriate?

- What can be done to the logic model to make it suitable for the cultural context?

Logic Model Indicators...

- Are well defined measures to show an occurrence of an event, accomplishment, or change

Properties of Indicators

- **Relevant**: Useful to the program being assessed
- **Valid**: Accurately reflect the underlying concept
- **Reliable**: As little measurement error as possible
- **Practical**: Possible to obtain the data within the time and resources available
- **Culturally appropriate**: Relevant to the cultural context
- **Adequate**: There is no correct number or type of indicators

Quantitative and Qualitative Indicators

- Quantitative indicators are often expressed as numbers or percentages.
  - *E.g. Number of women that participated in all four workshops*

- Qualitative indicators relate to the *perceptions/quality of the change being measured*
  - *E.g. The quality of the women's participation in the four workshops*

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References