Putting the Logic Back in Your Logic Model
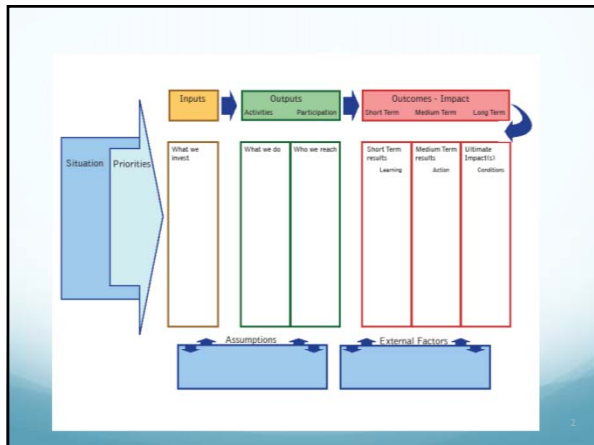
Demystifying Logic Models for Grant Writers

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Benefits of Program Hypothesis

- Helps focus programs on problems rather than on activities

- Links program activities to outcomes

- Provides a basis for long-range planning

- Provides a framework for monitoring and evaluation of the service provision process

- Can provide a database for cost benefit and cost effectiveness studies

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Goals

- Statements of Expected Outcomes
- Need not be measurable or achievable
- Serve as constant focal point and give direction to the program
- Why the program is funded and implemented
- Statements of preferences or values

Relationship Between Goals and Objectives

Objectives

- Results to be achieved
- Manner in which the results will be achieved
- Outcome Objectives
  - The "ends"
- Process Objectives
  - The "means"
- Activities
  - Details of implementation

Elements of a Good Objective

- Clear
- Time Framed
- Target of Change
- Results
- Criteria
- Responsibility

Easier Way to Remember

- Specific
- Measurable
- Achievable
- Realistic
- Time Limited
- That = SMART

Outcome Objectives

- State clearly what effect the intervention will have on the target population
- Flow from the problem analysis and focus on the reduction of a problem or an improvement in the quality of life
- The "ends"

Process Objectives

- Spell out the way we're going to get to our outcome objectives

- The "means"

Outcome and Process Objectives

Time Frame (month / date / year or target date)	Target of Change	Products (process) or results (outcomes) to be achieved	Criteria used to document, monitor or measure products or results	Responsibility for implementing and measuring achievements

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Elements of a Systems Framework

Inputs → Throughputs → Outputs → Outcomes

Resources and raw materials	Conversion process (activities)	Service products or completion	Measurable changes

Think of it as a Recipe

Inputs	Throughputs	Outputs	Outcomes
Eggs, sugar, flour, cocoa	Mix, stir, shape cookies, bake	Three dozen cookies, full bellies, laughter	25% increase in family and marital satisfaction

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Inputs

- What resources (inputs) do we need?
  - Clients
  - Staff
  - Material Resources
  - Facilities
  - Equipment
- Variables related to program input (table 8.1)
- Define elements in terms useful for monitoring. evaluation and reporting

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Throughputs

- What action / intervention (throughputs) is needed?
- Intervention or program activities
  - Counseling, job training, day care, residential treatment, etc.
- Elements of intervention
  - Service definition – narrows the focus; what the program is intended to provide and to whom
  - Service tasks – Activities that go into the service definition; use of a client flow chart from entry to exit to ensure uniformity
  - Method of intervention – Defines the way in which the service will be delivered

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Outputs

- The purpose of measuring outputs is to determine:
  - How much of an available services a client actually received – the "How much" is defined as a "unit of service"
  - Answer gives "intermediate" or "medium term" result

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Outputs

- Whether the client completed treatment or received services as specified in the program design
  - Defines what we mean by completion
  - Answer provides "final" output
- Quality of services
  - Use of standards a must for comparability

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Outcomes

- Measurable change in "quality of life" achieved by client

- Do clients improve as a result of the service?

- Categories of measurement – how do we define improvement?
  - Numerical counts
  - Standardized measures
  - Levels of functioning scales
  - Client satisfaction

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Outcomes

- Intermediate – the change in quality of life that can be measured to the point of service completion.

- Final – the lasting changes in quality of life that can be measured at some designated follow-up point.

Program Hypothesis (Inputs)

- What types of clients do you expect will benefit from this program?

Program Hypothesis (Inputs)

- What types of staff should be employed in this program to provide the expected services and serve the clients you have defined?
  - What do we need to consider – age, gender, ethnicity?
  - Degrees, certification or experience needed?

Program Hypothesis (Inputs)

- What resources, facilities, or equipment will be needed to carry out the services and meet the needs of clients?

Program Hypothesis (Throughputs)

- What kinds of services, service tasks, and methods of intervention are most relevant to address the problems and work with the client population as defined in the program design?

Program Hypothesis (Outcomes)

- Given the program hypothesis, what outcomes do you expect to achieve, and what outcomes do you not expect to achieve, given the limitations of the program?
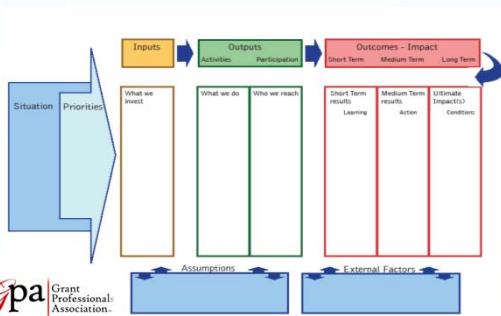
Program Hypothesis

- Mission Statement
- Program Goals
- Program Objectives

The Logic Model

Precede Proceed Model