



Program Evaluation and Logic Models

ScWk 242 – Session 10 Slides

Review – Program Evaluation

- **Seeks to answer the overall question of whether a program (or policy, initiative, project, etc...) is effective or not.**
- **How is program evaluation different from group research designs, which also seek to determine program effectiveness?**
 - ***Generally larger in scope and goes beyond testing two groups for statistically significant differences on a few outcome measures***
 - ***Uses a variety of research methods to assess a variety of questions***

Program Evaluation Tasks

- **Program evaluation also can include research activities focused on:**
 - *collecting information about the needs of a community to inform program development (formative evaluations),*
 - *documenting the types of services delivered, how they are delivered, and the number and type of participants (process)*
 - *As well as short-term, intermediate, and long-term outcomes.*
- **Used in both government and not for-profit organizations. In for-profit organizations it is easy to determine effectiveness since the goal is money, in other programs it may be more difficult to determine what the program should be achieving.**
- **In order to determine program effectiveness, program evaluation strategies usually involve the creation of a logic model.**

Logic Models and Evaluation

Logic models typically provide a comprehensive description of three core aspects of a program (or policy, initiative, project, etc....):

- **Inputs:** Concrete things that are invested in the program—these are the core aspects of a program that allow the program to actually be implemented (e.g. funding, staff, office space, etc...).
- **Outputs:** Include the activities (e.g. actual services) that are delivered by the program (e.g. counseling, education, training, etc...), and participation in these services by clients.
- **Outcomes:** Includes **short-term outcomes** (e.g. acquisition of knowledge) **intermediate outcomes** (e.g. changes in behavior), and **long-term outcomes** (e.g. larger-scale outcomes related to the ultimate impact on the program).

Types of Logic Models

- ***Community/Local Logic Model***
 - Depicts a community's theory of change to address a particular problem of focus, the behavior(s) contributing to the problem, the local factors thought to contribute to the behaviors. These local contributing factors present opportunities for intervention using evidence based strategies (programs, policies, practices)
- ***Intervention-Specific Logic Model***
 - Depicts how a set of activities associated with a given intervention (program, policy or practice) are related to the outcomes that result from implementing the intervention

Sample: Community Logic Model

For Preventing Alcohol-Involved Traffic Crashes

Substance-
Related
Consequences

Substance
Use

Intervening
Variables

Strategies
(Examples)

Alcohol-involved
traffic crashes
Among 15 to
24 year olds

Underage
BINGE
DRINKING

Underage
DRINKING
AND DRIVING

Young Adult
BINGE
DRINKING

Young Adult
DRINKING
AND DRIVING

Easy RETAIL ACCESS to
Alcohol for youth

Low ENFORCEMENT of
alcohol laws

Easy SOCIAL ACCESS to
Alcohol

Low PERCEIVED RISK of
alcohol use

SOCIAL NORMS accepting
and/or encouraging
youth drinking

PROMOTION of alcohol
use (advertising, movies,
music, etc)

Retailer Education

Enforce underage
retail sales laws

Social Event
Monitoring and
Enforcement

Youth Education

Media Advocacy to
Increase Community
Concern about
Underage Drinking

Restrictions on
alcohol advertising in
youth markets
interventions

Prevention Interventions

Interventions may combine various strategies...

- Participant based programs, typically guided by curriculum or manual
- Policies that affect how, where and under what conditions substances are sold, purchased, possessed, and used
- Practices include rules and standards for implementing policies as well as non-participant based universal approaches for communicating prevention messages to target populations

Interventions – Logic Models

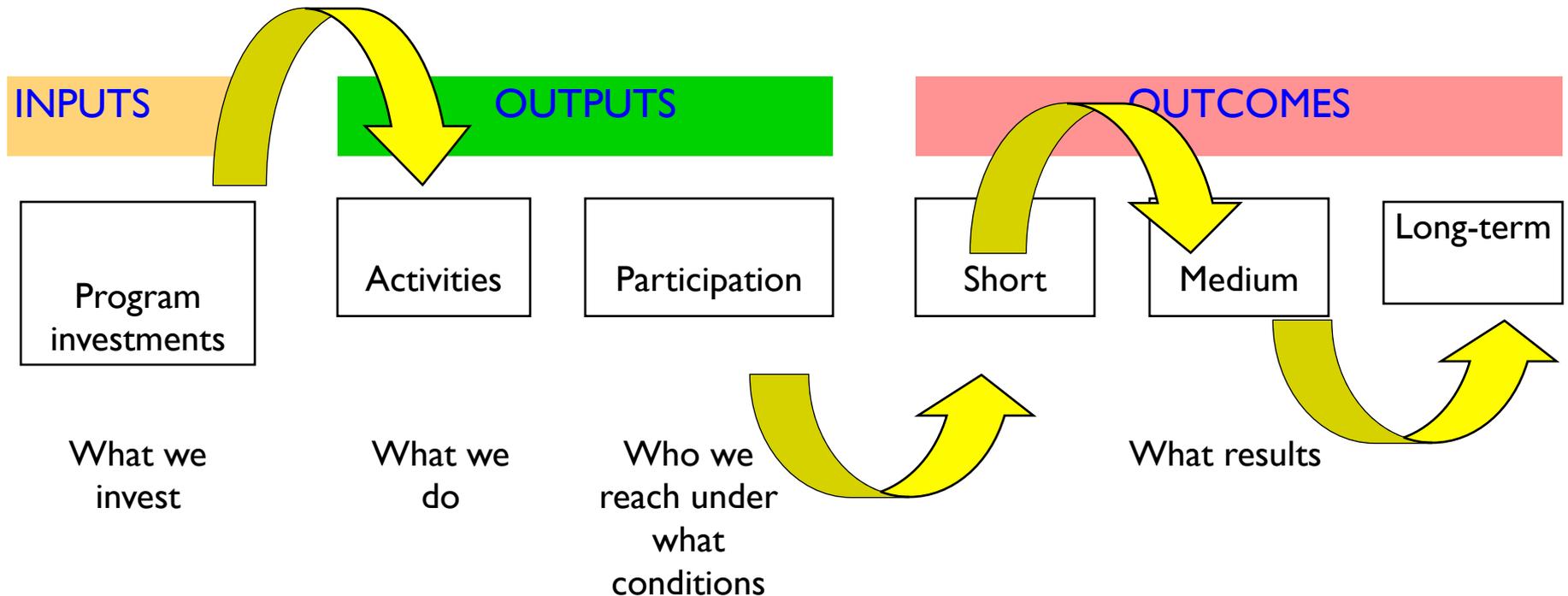
- What outcome(s) is the program aiming to achieve among which population(s)? Why?
- What theories is the program based on?
- What activities are implemented to accomplish this outcome?
- What are the immediate effects of these activities?
- What underlying factors (e.g. risk and protective factors) does this outcome contribute to over time?
- What long term changes or impacts does the program contribute to?

Logic Model Elements

- **Inputs** - what is invested by the implementing organization(s)
- **Outputs** - program activities, who and how many reached
- **Outcomes** – immediate results of program activities
- **Impacts** – cumulative changes to community conditions (e.g. changes in risk/protective factors, substance use and consequences)

Intervention-Specific Logic Model

Theoretical Framework on which intervention is based



Theoretical Framework

- Explains established the theory that the intervention is based on
- Theory should be empirically tested and empirically supported in multiple research studies
- Logic model details how the proposed intervention applies and incorporates established theory

Organizational Inputs

What we Invest:

- What investments does the strategy require?
- What organizations make/will make these investments?

Consider:

- ▣ Staff
- ▣ Expertise (including needed training)
- ▣ Partners and volunteers
- ▣ Time
- ▣ Money
- ▣ Technology/equipment
- ▣ Space
- ▣ Materials

Organizational Outputs

What we do

- Actions taken to accomplish outcomes
 - Training
 - Education
 - Presentations
 - Facilitate
 - Work with media

Who we reach

- Characteristics of target population
- Geography
- Age
- Universal, selective, indicated
- Other characteristics

Outcomes and Impacts

Short Term Outcomes resulting from outputs

- Awareness
- Knowledge
- Opinions
- Attitudes
- Aspirations
- Skills

Intermediate Outcomes and Impacts that occur over time

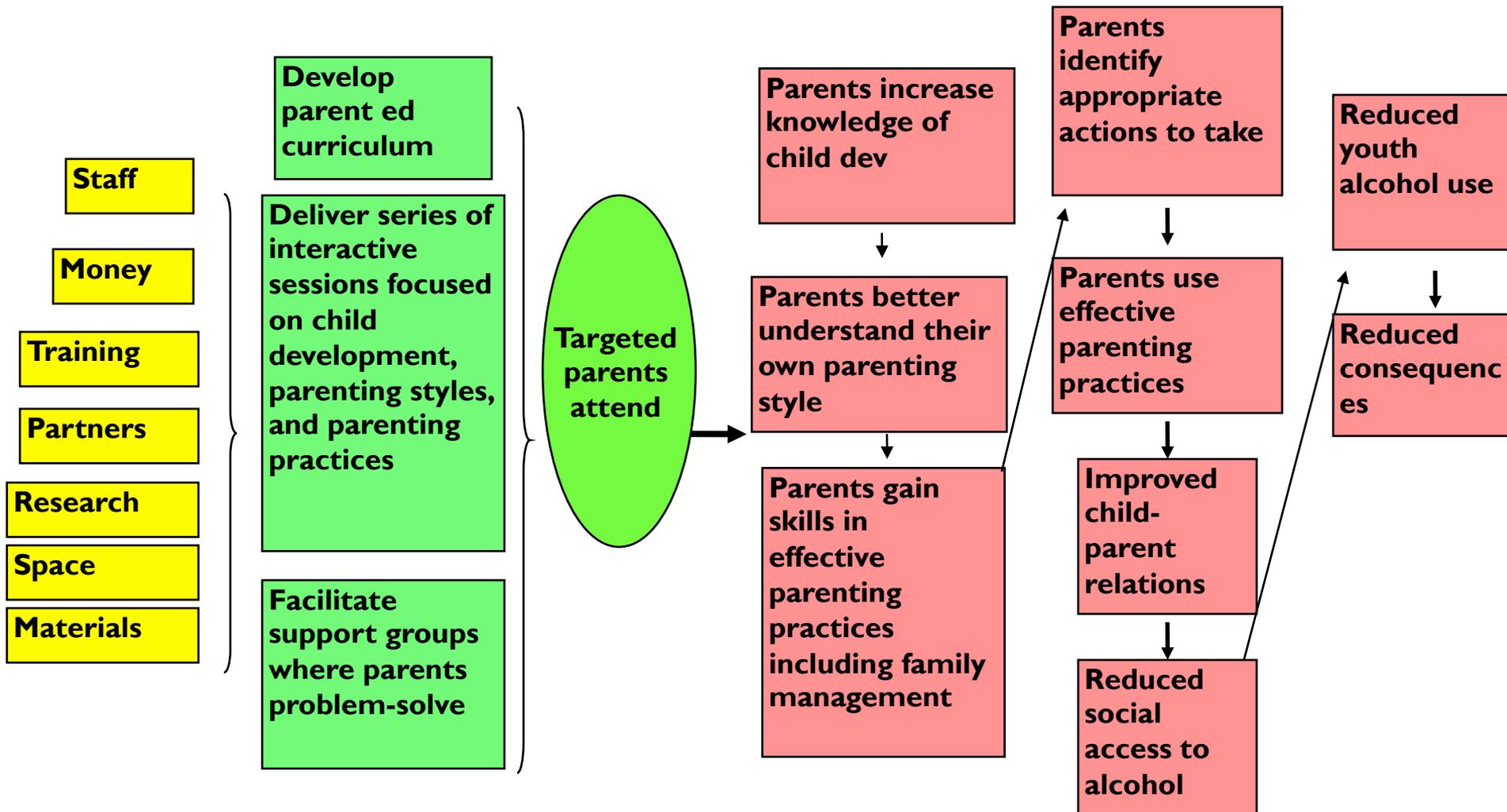
- Decision making
- Action, Behavior, Practice
- Policies
- Social Action
- Consequences (health, social, economic, etc.)

Example: Intervention-Specific Logic Model

INPUTS

OUTPUTS

OUTCOMES/IMPACTS



Benefits of Establishing Evidence

- Helps to maximize evaluation resources by identifying key outcomes for evaluation
- Helps to identify evaluation questions of interest
- Helps to identify evaluation methods, instruments and measures
- Helps to plan for timing of evaluation data collection

Logic Model & Evaluation Questions

- ***Needs assessment:***

- What are the characteristics, needs, priorities of target population?
- What are potential barriers/facilitators?

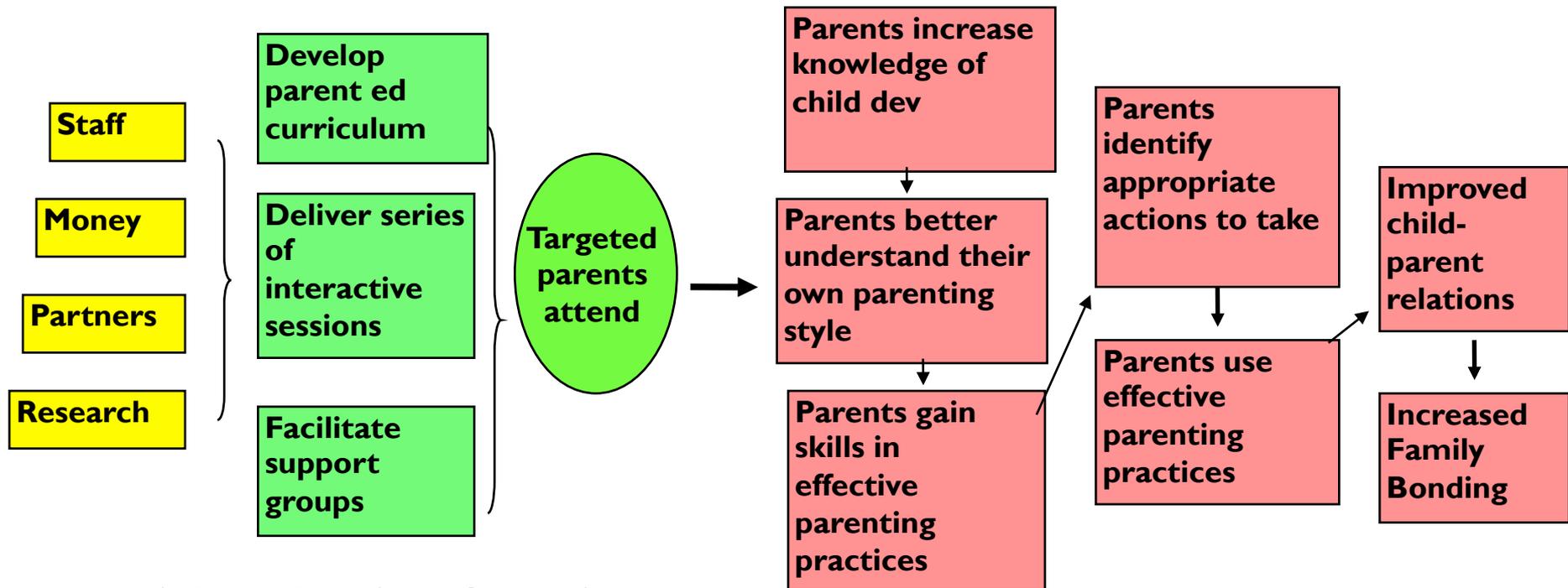
- ***Process evaluation:***

- How is program implemented?
- 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?



Potential Evaluation Questions

What amount of \$ and time were invested?

What did partners do?

How many sessions were actually delivered?

**Lessons delivered as designed?
Support groups delivered**

Who/how many attended/did not attend?

**Did they attend all sessions?
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?

Developing an evaluation plan for your logic model

1. Goal/Theory:						
2. Evaluation Questions	3. Indicators	4. Timing	5. Data collection			
			Data Sources	Methods	Sample	Instruments
Inputs						
Outputs						
Outcomes						

Logic Models - Summary

- 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 picture