

## Program Logic Models: Keeping all the Ducks in a Row

The basis of Program Logic Model approaches is that there is a logical flow among the components that comprise the program evaluation plan. Program Mandates flow into Program Areas, and Program Areas have Program Goals. Program Goals are often synonymous with Short-Term Outcomes and should have accompanying logic components such as Inputs, Activities, Indicators, and Measurements. Statements of mixed concepts are often termed Objectives. Objectives often have an outcome and activity component mixed together.

Program Plan				Outcome Plan			Measurement Plan			
Inputs	Activities	Outputs	Target Group	Outcome Statements			Indicator	Outcome Measurement		Design
Resources, Budget Lines	Activities, Tasks, and Strategies	Deliverables	Client Group, Sample, or Community	Short-Term	Intermediate Mid-Term (Impact)	Long-Term (Impact)	Success Indicator; Evidence of Success	Tests: Standardized or Otherwise	Other Measures	Data Measurement Design
<p>Inputs are usually the resources that a program uses to implement activities directed toward goals/short-term outcomes.</p> <p>Budgets will list important inputs.</p> <p>Some inputs are required by funders or accountability/professional bodies, but are not funded (staff qualifications).</p> <p>Participants may contribute to program design and input allocation.</p> <p>An input in evaluation is complexity of measures. Keep Measurements few in number and as simple as possible</p>	<p>Program and Practitioner Activities Should be separately identified from Client or Participant Activities</p> <p>Note and look for the verbs: To encourage To promote To deliver To give To Attend</p> <p>Doing verbs suggest the concept is an activity.</p> <p>Other names for activities are strategies, tasks, procedures.</p> <p>Micro tasks can be grouped into strategies, that can be grouped again into procedures. Multiple procedures often comprise the entirety of an intervention.</p>	<p>Frequency Counts, Occurrences of...</p> <p>Occurrences of workshops, presentations, sessions, and so on are all examples of deliverables.</p> <p>A critical distinction here is that something can be delivered but no change necessarily occurs with participants or targeted groups/clients.</p> <p>Satisfaction Measures should go here. Satisfaction Measures Program Acceptance and Liking, not Client Change</p>	<p>The group of people being surveyed or tested for an evaluation.</p> <p>This is a group receiving service; it is not an employee group.</p> <p>Some different types of sample selection include non-random, randomized, matched group, snow-ball, convenience group sampling. The most common method in evaluation is to use non-randomized sampling. A randomized sample with multiple comparison groups, including at least one control group, is a much better method but not always possible.</p>	<p>Note and look for verbs such as: To have... To be...</p> <p>Outcome is PERSON, CLIENT, or PARTICIPANT CHANGE and identifies what clients or target groups have at the end of an intervention.</p> <p>Look for change in domains:</p> <ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Behaviour</li> <li>• Cognition</li> <li>• Affect</li> <li>• Social Networks</li> <li>• Characteristics</li> <li>• Resources</li> <li>• Etc.</li> </ul> <p>A change occurs from pre to post intervention with the immediate target group or clients.</p>	<p>All outcome Statements at any level should logically flow with one another</p> <p>Short-term outcome is the immediate client change visible right at the end of an intervention; it is the easiest outcome to measure and programs have the greatest control over this change.</p> <p>Intermediate outcome is often the change one would observe after the end of the service and directed toward long-term client change.</p> <p>Sometimes change is referred to the broader community that has contact with the immediate target group.</p>	<p>All Outcome Statements can eventually boiled-down, or be measured, Pre to Post at a Person or CLIENT level, then aggregated at broader levels.</p> <p>Often Long-term outcomes are aggregates of person by person measurements.</p> <p>Long-Term Outcome is sometime referred to as Client Impact</p> <p>Impact or Long-Term Outcome is very often measured at follow-up periods, or with longitudinal time series analyses. Programs have the least control over long-term client change. Sometimes change is referred to in the Broader Society.</p>	<p>Note and Look for Words indicating:</p> <ul style="list-style-type: none"> <li>• Increase</li> <li>• Decrease</li> <li>• Improve</li> <li>• Number of...</li> <li>• Percent</li> <li>• Ratio of ...</li> </ul> <p>Indicators show how one knows an outcome has been reached, usually with a focus on change from a baseline status.</p> <p>Indicators can be for Short-Term, Intermediate, or Long-Term Outcomes. In each case the types of indicators may change.</p>	<p>Program Constructed Measures or Program Surveys are often not reliable nor valid measures of outcome and should be used with caution.</p> <p>Standardized tests are great when resources and training allow for these tests. Many agencies do not have the trained personnel, nor resources to use such instruments.</p> <p>Tests used to develop client clinical profiles are often poor outcome measures, but great for stable diagnostic purposes.</p>	<p>Very Commonly Outcome and Process are mixed together, all measures should be reviewed to ensure the two are not mixed.</p> <p>Counts of change in client characteristics and status are common here but still require a Pre Measure.</p> <p>Money used as a measure is usually a measure of cost effectiveness, not client change. Measures of wealth are an exception.</p> <p>Community change usually still requires measurement of people variables or the environment associated to people regardless of whether or not they received intervention.</p>	<p><u>Collection Method</u></p> <ul style="list-style-type: none"> <li>• Pre Only</li> <li>• Post Only</li> <li>• Pre to Post</li> <li>• Time Series</li> <li>• Follow-Up</li> </ul> <p><u>Sample Selection</u></p> <ul style="list-style-type: none"> <li>• Non-Random</li> <li>• Randomized</li> <li>• Matched Group</li> <li>• Snow-Ball</li> <li>• Convenience</li> </ul> <p><u>Independent Variables</u></p> <ul style="list-style-type: none"> <li>• Groups</li> <li>• Demographic</li> <li>• Programs</li> <li>• Service Types</li> <li>• Area</li> </ul> <p><u>Controls</u></p> <ul style="list-style-type: none"> <li>• Internal</li> <li>• External</li> </ul>