

Evaluation Support guide 1.2

Developing a Logic Model

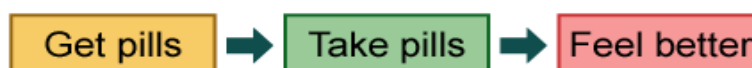


Evaluation can help you to work out what difference you are making through your services or activities. **Evaluation Support Guide 1.1** helps you to clarify your aims, outcomes and activities. This is a practical guide that focuses on how you put together a basic logic model to help you think about your aims, outcomes and activities.

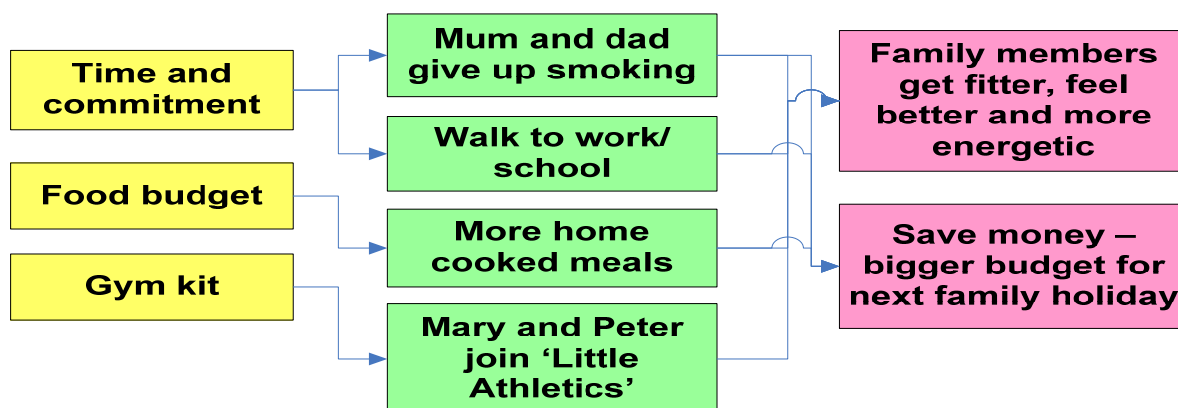
Voluntary and community projects can struggle to show the link between their activities and outcomes and the long term strategic outcomes set by government or funders. Outcomes for individuals and communities take time and sometimes need multiple interventions. It can be a challenge too to know what and when to evaluate. One approach that can help us to get to grips with these challenges is logic modelling. This guide comes out of work that we did with funding from **NHS Health Scotland** to help build understanding about logic modelling. For that reason we focus on health throughout this guide. But the concepts are relevant for any subject area.

A logic model tells the story of your project or programme in a diagram and a few simple words. It shows a causal connection between the need you have identified, what you do and how this makes a difference for individuals and communities. Here are two simple examples:

Curing a headache



Jones Family 'get active' plan



Logic models can help you to:

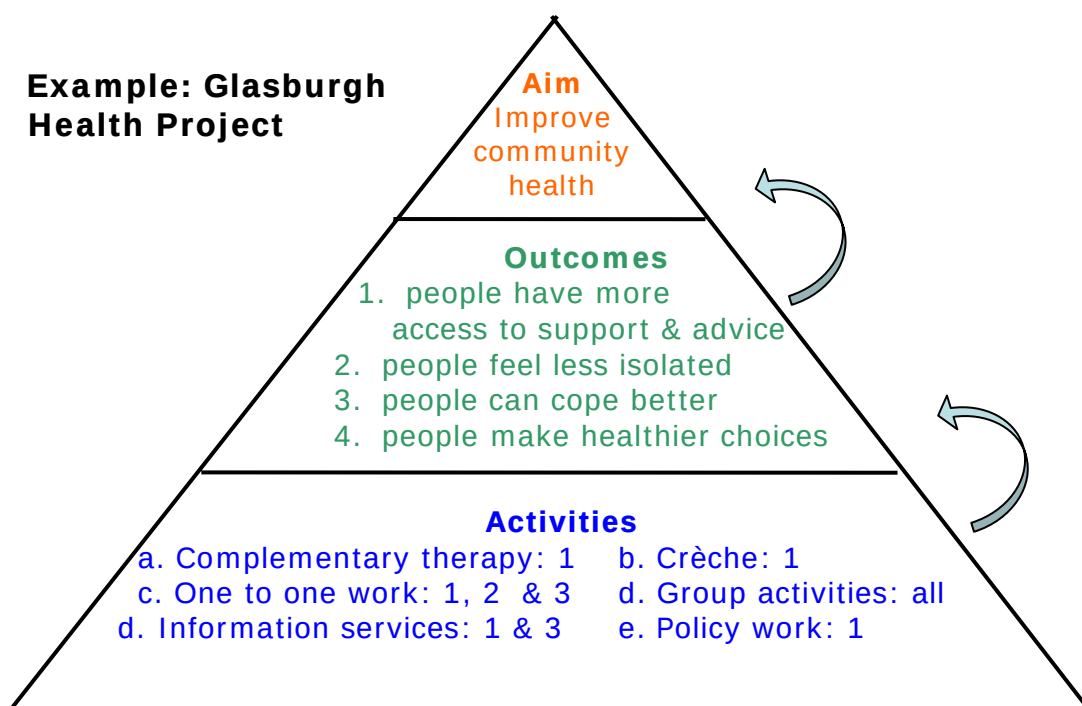
1. Think about why your project or programme exists, why you do what you do and why you think that makes a difference. They can help you explore and develop a shared understanding about these things.
2. Plan a new project. In fact logic modelling is really a fancy word for planning. It can help you to think about the need and what you will do to address that need.
3. Communicate your thinking to people who support or benefit from your work.
4. Develop your evaluation plan. A logic model can help you to identify what you expect to happen, and when. It can therefore provide a pathway or road map for measuring progress.
5. Identify project or programme risks and how you might manage them.

Types of logic models

There are many types of logic model. People use different versions for different purposes. In this Guide we concentrate on the two models that are most frequently used for evaluation.

The Weaver's Triangle

The simplest version of the logic model is The Weaver's Triangle. This planning and evaluation tool is adapted from the Charities Evaluation Services Planning Triangle developed by Jayne Weaver. You can use this model to help you to clarify your aims and activities (see **Support Guide 1.1**: Clarifying your aims, outcomes and activities).



Community projects with a limited number of activities and outcomes will probably find the Weaver's Triangle is enough to help them clarify their logic and identify what to evaluate.

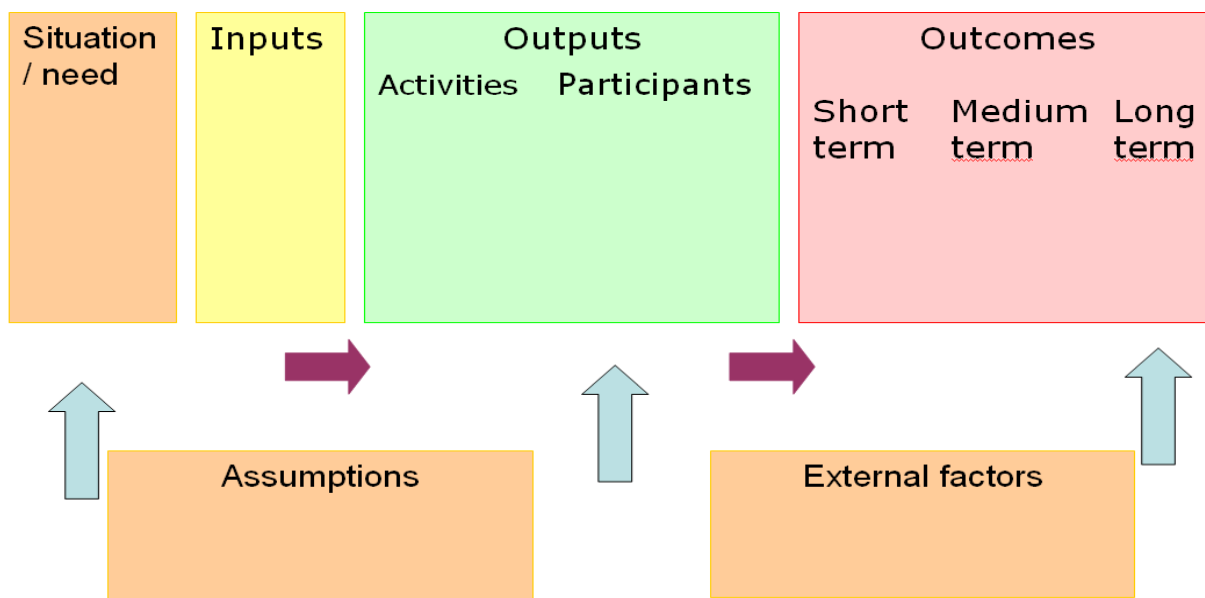
You can make the triangle more sophisticated by drawing arrows or making numbered connections between the activities and outcomes as we have done in the example above. You can also try to sequence your outcomes.

However it can become a bit untidy and may limit your ability to question some of the underlying logic assumptions. The Weavers Triangle is not always good at showing visually the connection between different parts of the model or identifying at what point things happen. So, for more complex organisations or programmes, you might want to use the next model.

The Wisconsin Model

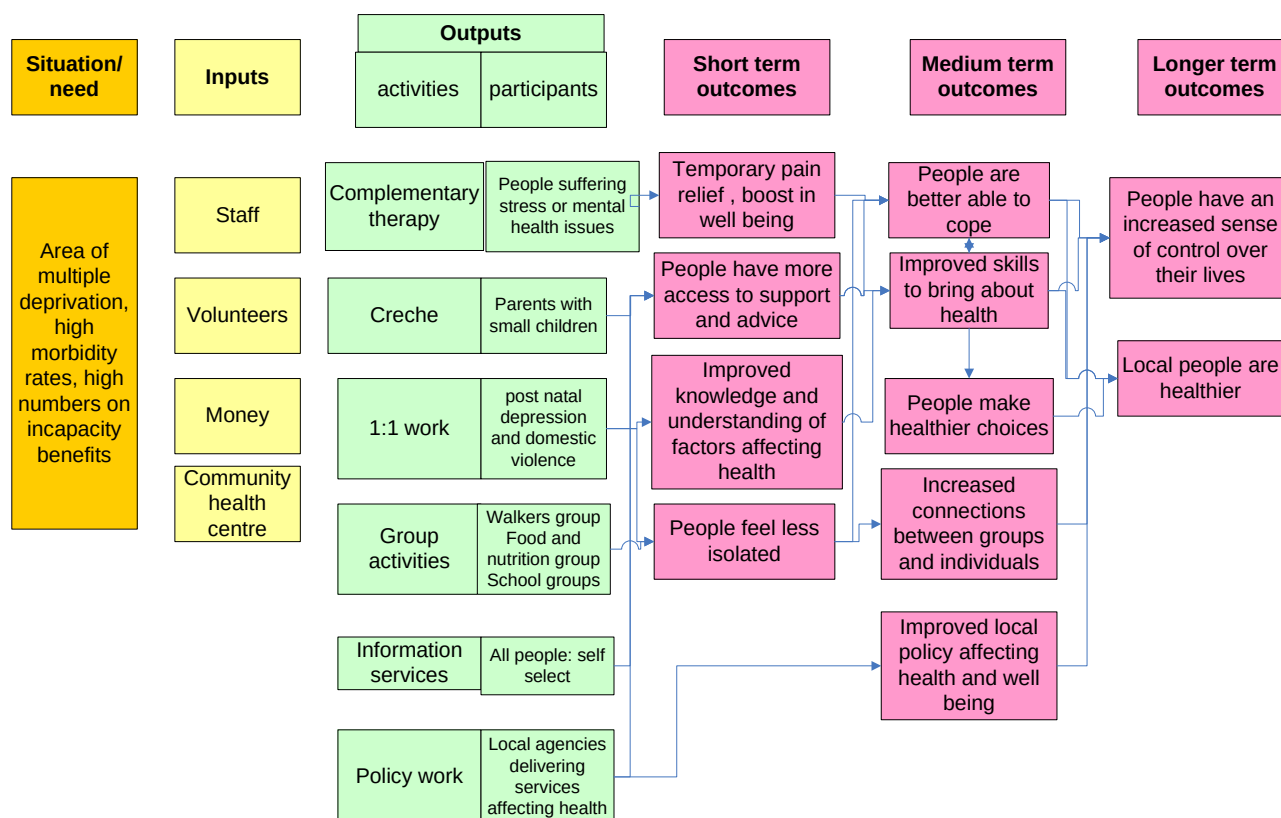
One of the most common formats for logic modelling comes from the University of Wisconsin's United Way programme which is itself drawn from work on log frames. There are references at the end of this Guide.

Here are the components of the logic model framework:



There is an example on the next page (not including assumptions and external factors):

Glasburgh Health Project



This model allows Glasburgh Health Project to show the links between their activities and their immediate planned outcomes and the sequence of outcomes that lead to the 'big' outcomes of the Health Board (*local people are healthier*). It is therefore a richer picture than a Weaver's Triangle.

We can also start to see what Glasburgh needs to evaluate and when. They can see which outcomes they need to measure shortly after the activities begin and which will take longer to happen.

Glasburgh is an example of an **organisation level** logic model. Logic modelling can also be done at **programme level**. For example, a Community Health Partnership or independent funder can develop a model to show how the different *strands* of work or funded projects contribute to the *programme outcomes*.

At a **policy level** you can put together a logic model to show the different areas of work and partners that need to combine to deliver the policy. If you want to know more about this have a look on NHS Health Scotland's website www.healthscotland.com/scotlands-health/evaluation/support/logic-models.aspx

How to develop a Wisconsin type model

In essence you fill in the boxes. The order that you do this in and the time you spend on each, depends upon your current situation. To help you fill in the boxes here are some questions you might want to ask yourself:

	Questions
Situation	What is the problem or issue and for whom? How do we know? Why is this a problem? Who cares if it is resolved? Who else is helping to resolve this issue and how do we fit in? What do we know about the factors affecting this issue (from research or experience)?
Inputs	What resources do we need or are we using? (staff, volunteers, equipment, technology, money, buildings)
Outputs	What are we doing / do we need to do? Who are we reaching or targeting?
Outcomes	What change do we expect as a result of those outputs/activities? Why is this important? Does that lead onto anything else? What will happen immediately, what is the longer term change and what can happen along the way? What is a typical journey for our beneficiaries or service users?

Tips

There is no 'right way'. You can start from the left, or the right, or somewhere in the middle. You might also find that you want to go back and forth between the boxes. For example, you might question whether a particular activity (information sessions) can really deliver a particular outcome (increased skills) and decide to change either the outcome or the activity. This means that you are exploring the assumptions behind your activities and questioning the theory about how you make a difference. That's what this process is all about!

If you are working in a group, take a large piece of paper or a blank wall. Write the headings of the model (situation, outputs, outcomes and so on). It is a good idea to write your own outputs and outcomes on Post It[®] notes so that you can move things around, add and remove them.

You may identify lots of outcomes, but you don't have to include them all in the model. This is not your operational plan. It is a model that broadly describes the journey of change you want to make. But it's not the detail of your day to day work. Also, logic models are linear but life is not!

Testing the Model

One of the benefits of logic modelling is that it allows you to question 'your logic' and to identify things that might go wrong. This is where the **Assumptions** and **External Factors** come in. To help you identify your assumptions and external factors here are some questions to ask yourself:

	Questions
Assumptions	Is it meaningful/ worth doing? You may have accurately identified a problem, but other people might be more concerned about other problems. Ask yourself 'who cares and why?' Is it plausible? Can those activities really deliver those outcomes? Are you setting yourself up for failure by promising too much? Do you understand how you bring about change in the short and long term? Can the outcomes be sustained? Is it doable? Do you have enough resources to deliver your activities? Are your activities practical as well as desirable? Do you have enough commitment from relevant partners? Is it testable? Will you be able to tell if things are progressing (or not)? Will you be able to convince others?
External Factors (this is like a risk analysis)	- What changing factors might help or hinder your work with, or impact on, the people or communities you want to benefit? (Political, economic, environmental, demographic, technological, legal). Can you do anything about these factors? - What agencies can support or threaten your work?

Using the model to develop a monitoring and evaluation plan

A logic model gives you a causal roadmap or a pathway of cause and effect. From here you can begin to identify the things that tell you whether you are making expected progress. The table sets out some evaluation questions.

	Evaluation questions	Process
Situation	Is our analysis of the problem correct? Has it changed?	Environmental scanning, research
Inputs	Are resources available and being used as planned?	Financial, people and resource management
Activities	Are we delivering the activities as planned and to agreed standards?	Recording activities Checking satisfaction Quality checks
Participants	Are we reaching the right people? What factors are affecting take up?	Recording participation Asking participants
Outcomes	Are we making a difference?	Collecting information at the beginning and end

Your evaluation can also test out whether your **assumptions** were right and what **external factors** helped or got in the way of your plans. This might be particularly helpful if you want to replicate your project or programme.

Example: The Jones Family decided to get active (see page 1). Their evaluation plan might look like the following

Were they motivated, did they have their gym kits?	Ask each other! Check the gym bag!
Did they do what they said they would do?	Number of days without smoking for Mum and Dad Number of home cooked meals, number of times they walk to work
Did they get fitter?	Weight check before and after one month. Ask each other how they are feeling, how much energy they have and so on. Use a pedometer to measure distance walked to work each week.
Were the assumptions right?	Did they have enough time to walk to school? Did home cooked meals save them money?
External factors?	Local gym closed down (hindered plan) Mum's best friend also gave up smoking (helped)

Measuring the right outcomes at the right time

The logic model gives you a structure for measuring the right outcomes at the right time. So, for example *Glasburgh Health Project* might measure their short term outcomes (such as *pain relief*) for all of their participants and then follow up a sample of participants for a medium term outcome (such as *people are better able to cope*). They may not have the resources to measure the long term outcome (*people are healthier*). However they could refer to research to say that it is reasonable to assume that if people have pain relief and are better able to cope then longer term they will be healthier.

See our website for guides to help you evaluate outputs and outcomes.

And finally two things we have learnt from doing logic modelling

One of the most useful aspects of logic modelling is **involving people** (staff, volunteers, partners and other stakeholders) in the process. Often the process of creating the logic model is more useful than the diagram produced at the end.

Logic models are never perfect. Don't spend too much time refining your model. Get it to a 'good enough' point and then get on with the work! But **revisit** your model so that you can modify it to reflect any major changes in your understanding about the logic and assumptions of your programme.

What next?

Now that you know how to use logic models to clarify your aims, outcomes and activities, you are ready to think about your indicators. You can find out more in **Support Guide 2.1: Developing and Using Indicators**.

References

University of Wisconsin main citation: E Taylor-Powell, S Steele & M Douglass (1996): Planning a program evaluation. Retrieved April 2002, from University of Wisconsin-Extension-Cooperative Extension, Program Development and Evaluation Unit Web site:
www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html

Another good site is the **Kellogg Foundation**:
www.wkkf.org/Pubs/Tools/Evaluation/Pub3669.pdf

This work was originally commissioned by NHS Health Scotland on behalf of the Scottish Government's Implementation Steering Group for Community-led Health Improvement. For more tools and information, please see:
www.healthscotland.com/understanding/evaluation/index.aspx

The Scottish Community Development Centre has resources and a logic model for community-led health improvement
www.scdc.org.uk/uploads/understanding_community_led_health.pdf

If you need advice about evaluation, or would like a copy of this guide in large print, Braille or audio, please contact Evaluation Support Scotland on info@evaluationsupportscotland.org.uk or 0131 243 2770. For other Evaluation Support Guides please visit our website: www.evaluationsupportscotland.org.uk