

Implementation and Evaluation: Using Your Logic Model to Guide Your Project

Webinar
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Webinar description

- Discuss the benefits of using your logic model for guidance throughout the stages of your project:
 - Planning
 - Implementation
 - Evaluation
 - Mid-course corrections



Learning objectives

- By the end of this webinar, participants will be able to
 - identify the benefits of revisiting the project logic model throughout project implementation and evaluation;
 - describe steps for using the logic model in planning, implementation start-up, and mid-course corrections; and
 - discuss strategies for using the logic model to communicate with the evaluator and inform evaluation planning.



Webinar agenda

- 3:00 – 3:10 Introductory information
- 3:10 – 3:30 Benefits of using and revisiting a logic model
- 3:30 – 3:50 Using a logic model for planning and implementation start-up
- 3:50 – 4:10 Using a logic model for mid-course corrections
- 4:10 – 4:30 Using a logic model to communicate with your evaluator and plan your evaluation

Each segment includes time for questions.

Webinar interactive options

- Polling
- Chat (questions, answers, ideas, and comments)
- Questions and comments by phone

Poll

- I have worked on a project that used its logic model during:
 - A. Grant writing only
 - B. Grant writing, project planning and/or implementation start-up
 - C. Grant writing, project planning and/or evaluation planning
 - D. Grant writing, project planning, evaluation planning, and mid-implementation

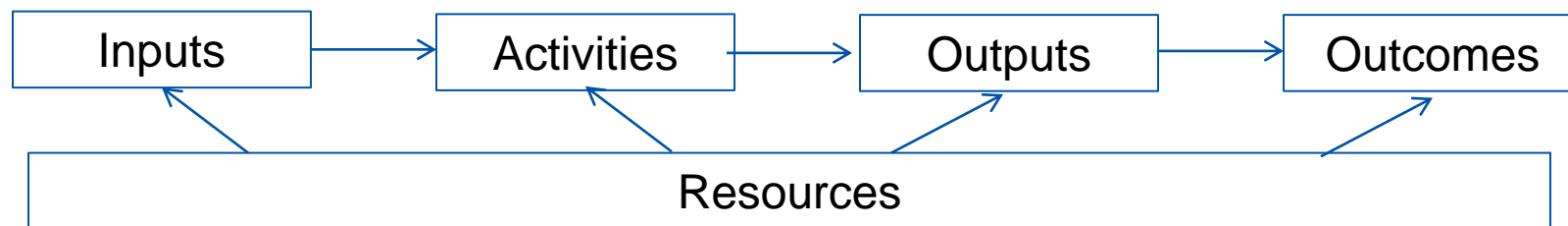


Benefits of using and revisiting a logic model

Do your program stakeholders ever ask...

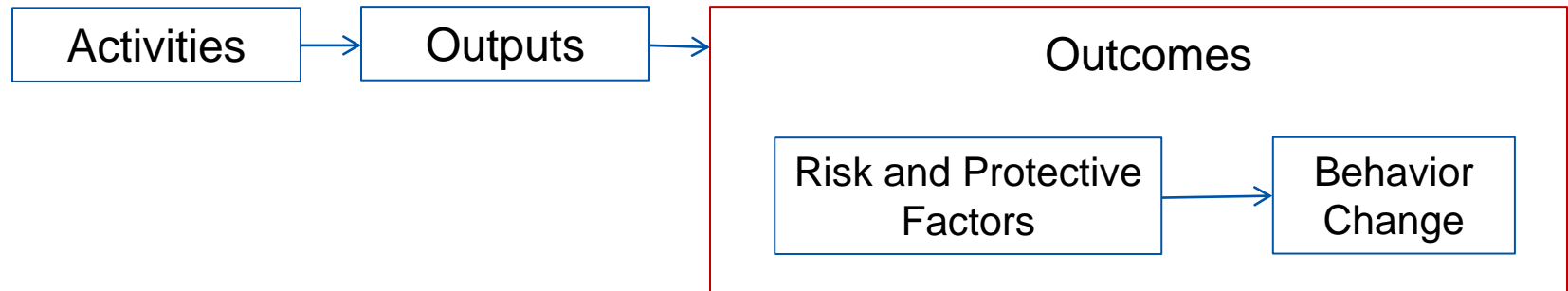
1. How is this project different than what we're already doing?
2. What resources will it take to run the project?
3. Are we reaching the right participants?
4. How will the project activities elicit the desired outcomes?
5. Why do you expect this project to work (when other efforts may not have been successful in the past)?
6. How will we know the project is working?
7. Are we making progress toward our goals?
8. What if the evaluation shows that the project is not working?
9. How can we capitalize on the initial successes of the project?

The logic model can help answer all of these questions



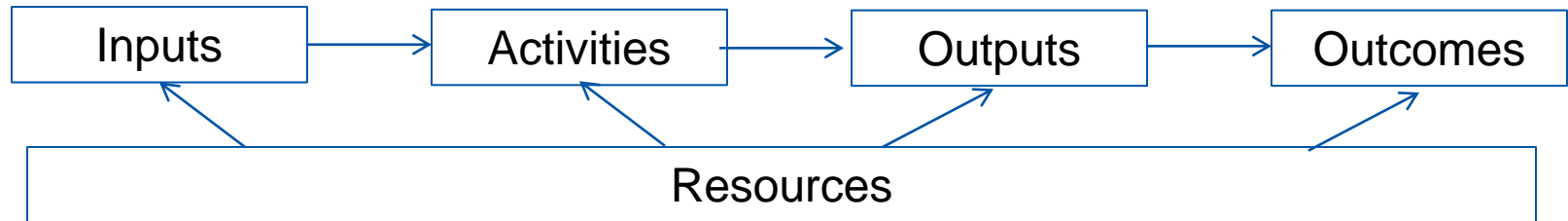
1. **How is this project different than what we're already doing?**
 - Examine the existing initiatives in the community and compare them with the project activities.
2. **What resources will it take to run the project?**
 - What are the inputs associated with the project? Consider costs, materials, people, time, training requirements, space/venue, and other resources needed.
3. **Are we reaching the right participants?**
 - Examine the outputs. How similar are project participants to the project's target population?

The logic model can help answer all of these questions



4. **How will the project activities elicit the desired outcomes?**
 - Identify the risk and protective factors the project activities are intended to address and how these are related to behavior changes.
5. **Why do you expect this project to work (when other efforts may not have been successful in the past)?**
 - Compare the project activities, targeted risk and protective factors, and theoretical framework or empirical evidence underpinning the links between these and expected behavior change.

The logic model can answer all of these questions



6. How do I know the project is working?

- Examine the outcomes and evaluate them against the project's inputs, activities, and community resources.

7. Are we making progress toward our goals?

- Build in periodic checks to examine outputs and short-term outcomes. Realign project inputs or activities where indicated.

8. What if the evaluation shows that the project is not working?

- Re-examine project inputs, activities, and community resources. Can any be changed to improve the project or provide an explanation for evaluation findings?

9. How can we capitalize on the initial successes of the project?

- Are the community resources, inputs and activities transferable to other settings?

Communicates a great deal of information quickly and easily

- Visual presentation that concisely describes not only the community resources, inputs, activities, outputs, and outcomes of the project, but how each will work together and influence the others
- Tool for project marketing
- Allows stakeholders to focus on the elements of the logic model that are most important to their individual mission or stake in the project, while not losing sight of the big picture
- Provides comprehensive answers from multiple perspectives to the question:

Why this project?

Use the logic model as a communication and planning tool

- Identifies who the stakeholders are, and what each can expect to put into and receive from the project. The logic model should specify
 - what resources are required;
 - who will provide those resources;
 - what changes those stakeholders can expect to see.
- Provides a common framework and language for all stakeholders to work from.
- Provides a roadmap for when and how stakeholders can expect to see results.

Logic models as communications tools

- Use your logic model with your stakeholders and community partners to
 - refine your project mission, goals, and objectives;
 - identify the most important desired outcomes;
 - identify the “critical pathways” to maximize efficiency; and
 - secure additional resources.



Let's hear from you

- What are some examples of times you have shared your logic model to
 - get a community partner on board?
 - communicate the goals of to an influential stakeholder?
 - secure additional resources?
 - get staff buy-in?



Provides a roadmap for how all project activities work together

The logic model provides justification for **ALL** of your project activities by showing how various components work together. For example:

- How do the curriculum we have selected and other project activities fit together and complement each other to produce desired outcomes?
 - For example, how does parent night support project retention and parent-child communication (an adulthood preparation subject for C-PREP grantees) about information youth receive as part of the curriculum?

Defines implementation and evaluation targets/ objectives

The logic model can lay out exactly what the project is expected to accomplish – both in how the project is implemented, and what impact it is expected to have on participants and the community.

- Planning is more efficient when stakeholders know the specifics about the project: How many sessions? Who are the participants?
- The logic model shows what *should* happen during project implementation. A careful process evaluation can compare how the project was actually implemented to those expectations.

Helps to interpret evaluation results

When the evaluation shows expected outcomes:

- How did we reach our goals?
- Were the outcomes uniform across all participants, or did some show better outcomes than others?
- Are all of the project inputs and community resources necessary to support project activities and achieve observed outcomes?

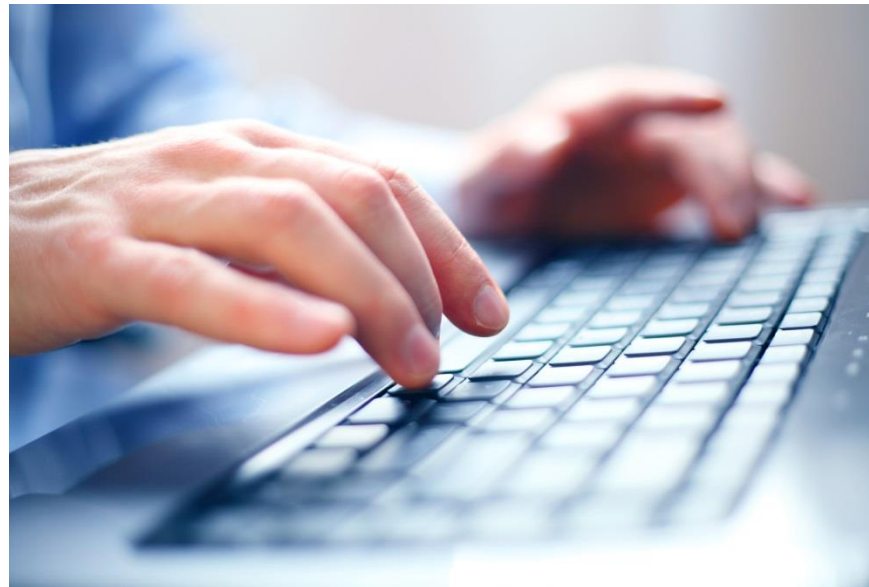
Helps to interpret evaluation results

When the evaluation does not show the expected project outcomes, revisit the logic model to provide potential explanations:

- Did the project reach its intended participants?
- Was the project implemented with fidelity?
- Are there community resources or community context that could be driving evaluation results?
- Were all the necessary resources provided?
- Are we measuring the outcomes appropriately (e.g., at the right time, with the right individuals)?

Questions for webinar participants

- At your project site, who needs to know the information we've shared so far?
- How can you keep the project logic model on your team's radar for the duration of the grant?



Summary

- Logic models can be used through all phases of an intervention and evaluation.
- As a communication and planning tool, your logic model provides a common understanding to stakeholders, community partners, your staff, and your local evaluator.
 - Easier to communicate clearly and quickly using the logic model than describing the entire project verbally or sharing the entire written implementation plan
- The logic model should integrate the curriculum or program with other project activities.
- The logic model should guide changes in response to implementation challenges or unexpected evaluation outcomes.



Using a Logic Model for Planning and Implementation Start-Up

Using your logic model for planning: Inputs

Inputs

- Resources
- Staff
- Partners
- Training

Planning Questions

- Where will you seek in-kind donations?
- What are your hiring and supervision needs?
- Which community partners will you involve?
- Who will train staff on prevention strategies?

Using your logic model for planning: Strategies

Strategies

- Abstinence education program for youth
- Parent education
- Public awareness campaign

Planning Questions

- What will be the location(s) of your project implementation?
- Who will be recruited to participate?
- How will you involve parents?
- What media venues will you use to promote your prevention messages?

Using your logic model for planning: Outputs

Outputs

- # Schools served
- # Students served
- # Hours of education for students
- # Parents served
- # Hours of education for parents
- # PSAs

Planning Questions

- How will you measure these outputs?
- Who will be in charge of collecting data?
- How often will you collect these data?
- How will you store and manage data?
- How will you monitor program fidelity?

Using your logic model for planning: Outcomes

Outcomes

- Perceived social and psychological risks associated with sexual activity
- Perceived harm from STIs
- Intent to delay sexual initiation
- Efficacy in resisting sexual advances

Planning Questions

- How will you measure attitudes, intentions, and behaviors?
- Will these measures be appropriate for the age and culture of your participants?
- Do your measures flow logically from your goals and activities?

Logic models as part of staff training

- Useful for staff training to
 - create staff buy-in;
 - help staff understand their role and their importance in the shared vision; and
 - help staff understand which risk and protective factors are being targeted and how these factors are expected to lead to desired outcomes.



A note about staff training and turnover

- A major training difficulty can be the need for continual training due to staff turnover (Elliott & Mihalic, 2004).
 - Your logic model can be an important resource for new staff joining your project to get up to speed quickly about all the components of the project and how they work together to produce desired outcomes.



Logic models illustrate the theoretical framework for staff

- In addition, training should ensure that staff not only understand the project components but also the rationale and theory behind them (Borelli, 2011).
 - This increases their ability to work flexibly with different youth while maintaining adherence to the underlying theory.
- The logic model is the simplest way to illustrate the rationale and theory behind the project components.



Let's hear from you

- Can anyone share examples of how they used their logic model
 - during planning?
 - after award?
 - during start-up?
- What ideas do you have now?



Questions or comments

Implementation and evaluation:
Using your logic model to guide your project



Summary

- The logic model can inform multiple elements of implementation planning.
- Your logic model is an important tool to help program delivery staff to understand the theoretical framework of the intervention, which risk and protective factors are being targeted, and how those are expected to lead to desired outcomes.



Using logic models for mid-course corrections

Continuous Quality Improvement (CQI)

- CQI is a systematic approach that uses information obtained through program monitoring and evaluation to make improvements throughout the lifecycle of a project (National Child Welfare Resource Center for Organizational Improvement and Casey Family Programs, 2005).



CQI questions that link back to your logic model

Inputs/Resources	Activities	Outputs	Outcomes
Do you have enough resources?	Are the selected settings feasible for implementation?	Are you reaching your target population at the selected settings?	Is your evaluation plan feasible?
Are you fully staffed?	Do you need to make cultural adaptations to your activities?	Are you serving enough parents?	Is it capturing your critical outcomes?
Are you missing any critical partners?	Are partners supporting your prevention activities?	Is the dosage of your intervention high enough?	Do your data suggest benefits from your project so far?

Program adaptation vs. program drift

- **Program adaptation** at its best is a cautious process designed to allow a curriculum to be delivered faithfully in situations where it otherwise might not fit.
 - Typical examples include adding approved materials or activities and language and cultural adaptations (Aarons, in press; Lau, 2006).
- 1. **Program drift** is a misapplication or mistaken application of the model, often involving
 - technical error,
 - abandonment of core and requisite components, or
 - introduction of counterproductive elements.
- Drift is often found to result in loss of downstream benefits to participants (Elliott & Mihalic, 2004).

Logic models: A key tool to assess program drift

- Refer to it regularly to compare what is happening to what was intended
- Use your logic model to inform fidelity monitoring tools to capture activities that are supposed to occur and to ensure that risk and protective factors identified in the logic model are addressed
- Identify errors, omission of core components, or additions that are counterproductive
- Reset your course
- Provide feedback
 - Learn what happened and why
 - Retrain
 - Continue monitoring and providing support guidance

Considering logic model revisions?

- When the logic model may need to be revised, it will be important to discuss with your project officer if you are considering making changes to your intervention approach.



Questions or Comments?



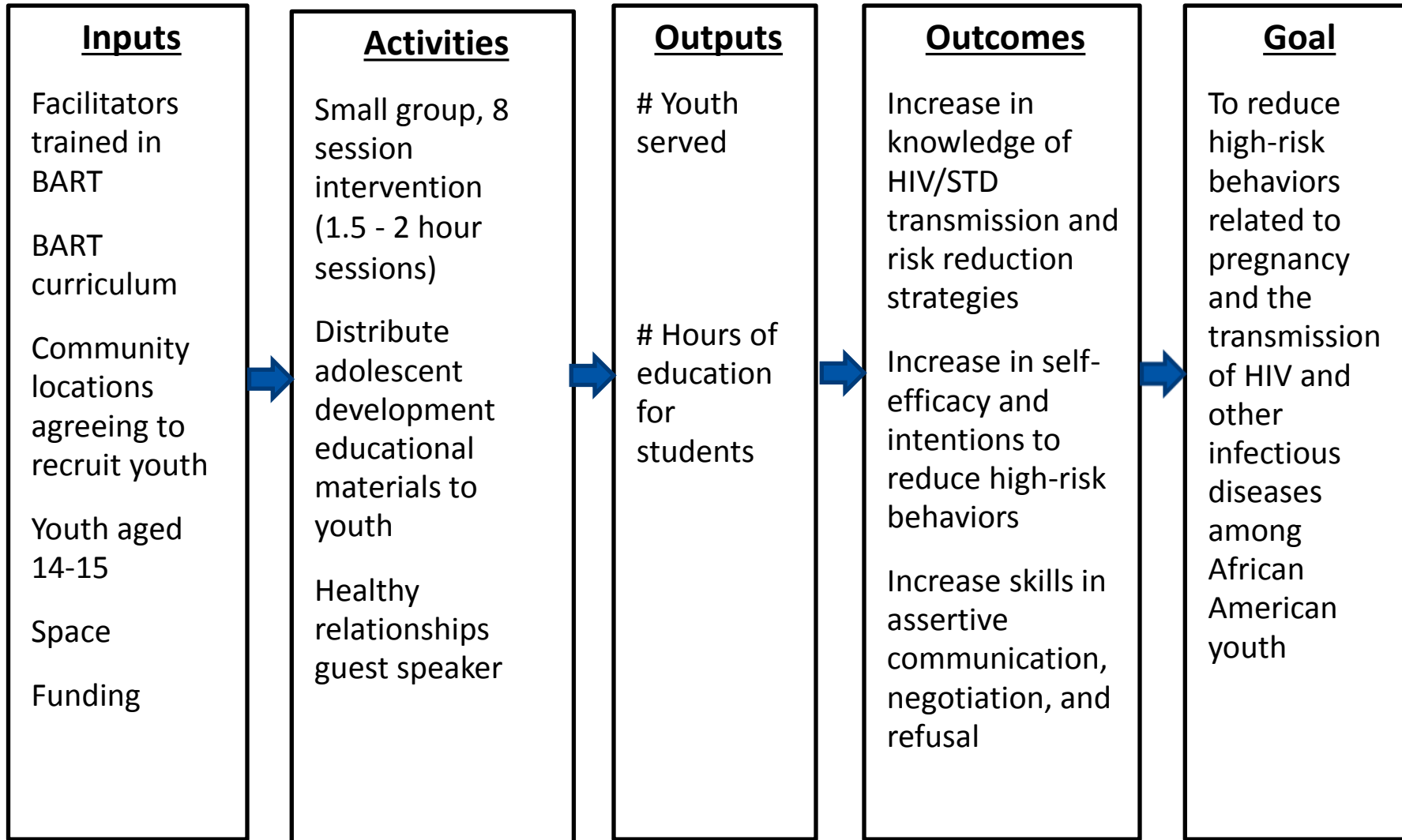
Case Study

Implementation and evaluation:
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Original project logic model

Implementation and evaluation:
Using your logic model to guide your project



Summary

- Your logic model can facilitate implementation of continuous quality improvement within your project.
- Refer to the logic model to assess intervention “drift”.
- When the logic model may need to be revised, discuss with your project officer if you are considering making changes to your intervention approach.
- Compare what is happening over time to the logic model and keep the logic model updated to facilitate a common understanding among all involved in your project.



Using a logic model to communicate with your local evaluator and plan your evaluation

Communicating with your local evaluator using the logic model

- The logic model can be a tool for project managers to communicate with their local evaluator about project activities and desired outcomes.
 - Project staff help to collect and report critical data about the project INTO the evaluation.
 - They can then expect to get interim findings and project outcomes OUT of the evaluation.
- Keep your local evaluator updated about changes to the project and the logic model.
- Refer to the logic model during discussions about evaluation design, sampling, measures, implementation evaluation, data collection, analysis, and timeline.

Elements of evaluation planning that the logic model can inform

The logic model provides the evaluation roadmap from community resources and inputs to activities, outputs, short- and long-term outcomes.

- What evaluation questions *should* we ask? Given our resources, what evaluation questions *can* we reasonably expect to answer?
- What is the most appropriate evaluation design?
 - What will the project outcomes be measured against?
- How will implementation be evaluated?

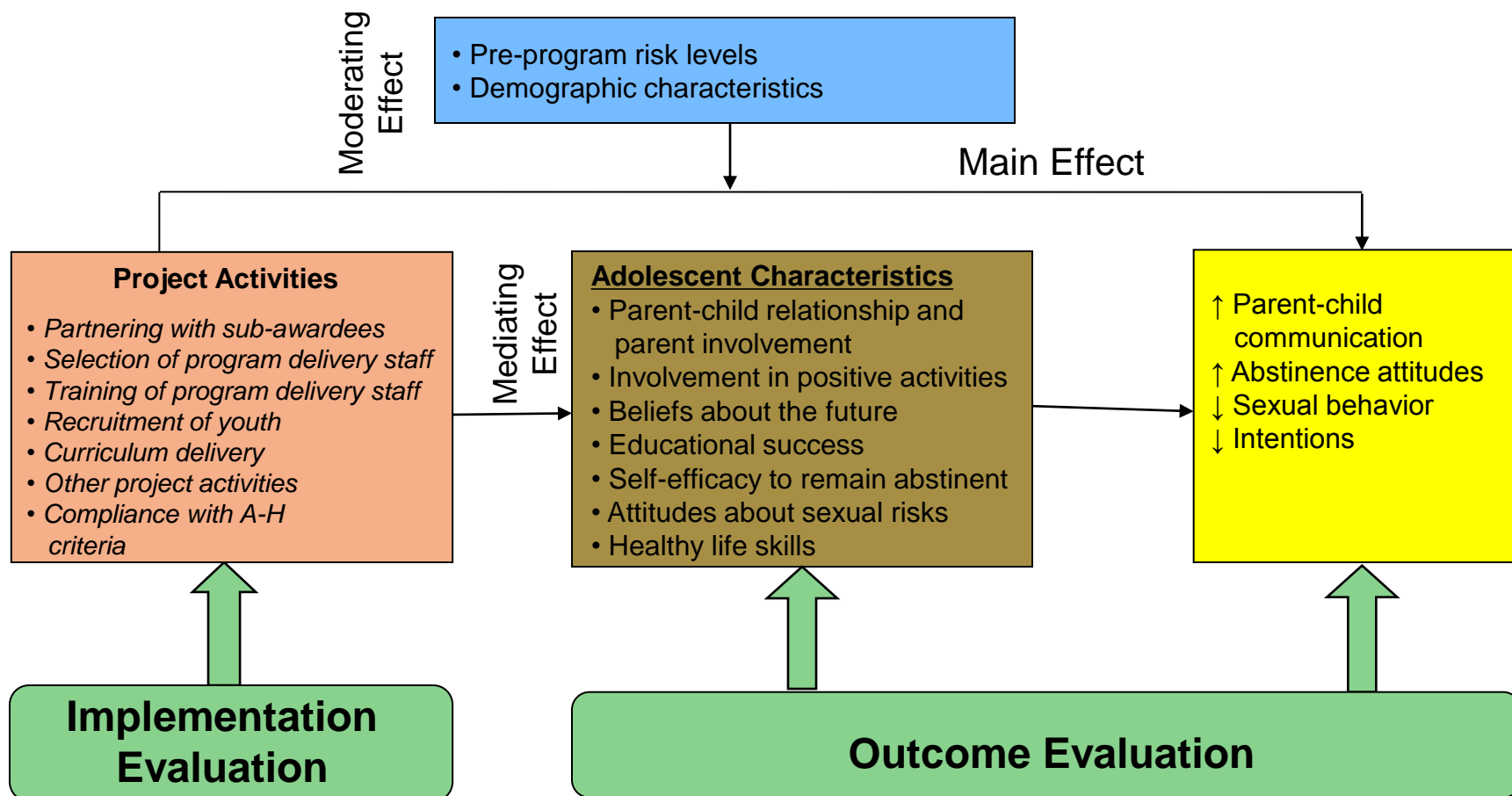
Elements of evaluation planning that the logic model can inform



- What is the timeline for data collection, analysis, and reports of evaluation findings (including interim findings, short-term outcomes, and longer-term outcomes)?
- What is the most appropriate and practical way to measure elements of the logic model?
 - Consider the most rigorous approaches and balance them with the resources available to you and the practicality of collecting and analyzing those data.
- Analytic approaches should always be developed in consideration of expected stakeholder questions:
 - How will we know the project worked?
 - Why did we see the outcomes we did?
 - How can the successful elements of the project be transferred to other settings?

Discussion: Using the logic model for analysis planning

Implementation and evaluation:
Using your logic model to guide your project



Questions and comments

Implementation and evaluation:
Using your logic model to guide your project



Take home points

- Revisit the logic model throughout project implementation and evaluation
- Explain the benefits of doing this to your team
- Use your logic model in project planning, implementation start-up, and mid-course corrections
- Refer to the logic model to communicate with your local evaluator and to inform evaluation planning
- Seek technical assistance through your Project Officer if needed about your project's logic model, implementation, or evaluation

Resources

- Guo, R., Bain, B. A., & Willer, J. (2011). Application of a logic model to an evidence-based practice training program for speech-language pathologists and audiologists. *J Allied Health*, 40(1), e23-e28.
- Hulton, L. J. (2007). An evaluation of a school-based teenage pregnancy prevention program using a logic model framework. *J Sch Nurs*, 23(1), 104-110.
- Lane, A. J., & Martin, M. t. (2005). Logic model use for breast health in rural communities. *Oncol Nurs Forum*, 32(1) 105-110.
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- Torghele, K., Buyum, A., Dubruiel, N., Augustine, J., Houlihan, C., Alperin, M., & Miner, K. R. (2007). Logic model use in developing a survey instrument for program evaluation: Emergency preparedness summits for schools of nursing in Georgia. *Public Health Nurs*, 24, 472-479.