national healthy marriage resource center

Strengthening Families, Communities, and a Nation – One Marriage at a Time

Use of Logic Models to Monitor and Refine Healthy Marriage Projects

Presentation at Workshop #12:
Strategic Management—Developing a Working Logic Model
at ACF's Healthy Marriage Grantee Training and Technical Assistance Conference

July 23, 2007
Washington, DC

Sharon M. McGroder, MS, PhD, CFLE

Presentation Overview

- What is a logic model?
- Why create a logic model?
- Using your project logic model for performance monitoring and project refinement
  - Document activities, outputs, and immediate outcomes ("project accomplishments")
  - Identify measures of outputs and immediate outcomes ("performance indicators")
  - Establish a data collection system
  - Establish a process for reviewing data, diagnosing problems, making program refinements.
- Take-Away Points

What is a Logic Model?

- A logic model is "plausible and sensible model of how a program is supposed to work."[1]

- A logic model is your road map.[2]
  - Where are you going?
  - How will you get there?
  - What will tell you when you've arrived?

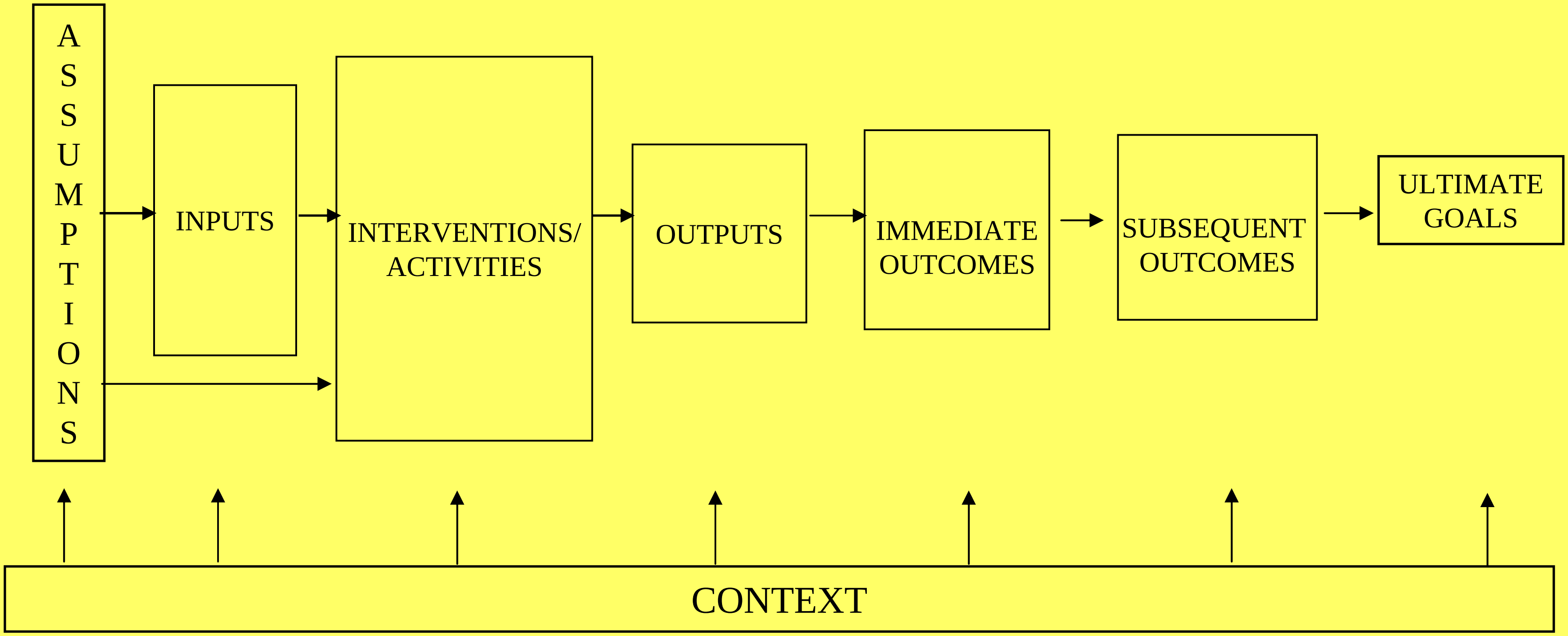
[1] Bickman, L. (Ed.) (1987). Using program theory in evaluation. In New directions for program evaluation series: No. 33. San Fransisco: Jossey-Bass, p. 4.
[2] Taylor-Powell, E. Logic models to enhance program performance. University of Wisconsin-Extension Service. Presentation downloaded on October 6, 2005 from http://www.uwex.edu/ces/pdande/evaluation/pdf/LMpresentation.pdf.

Why Create a Logic Model?

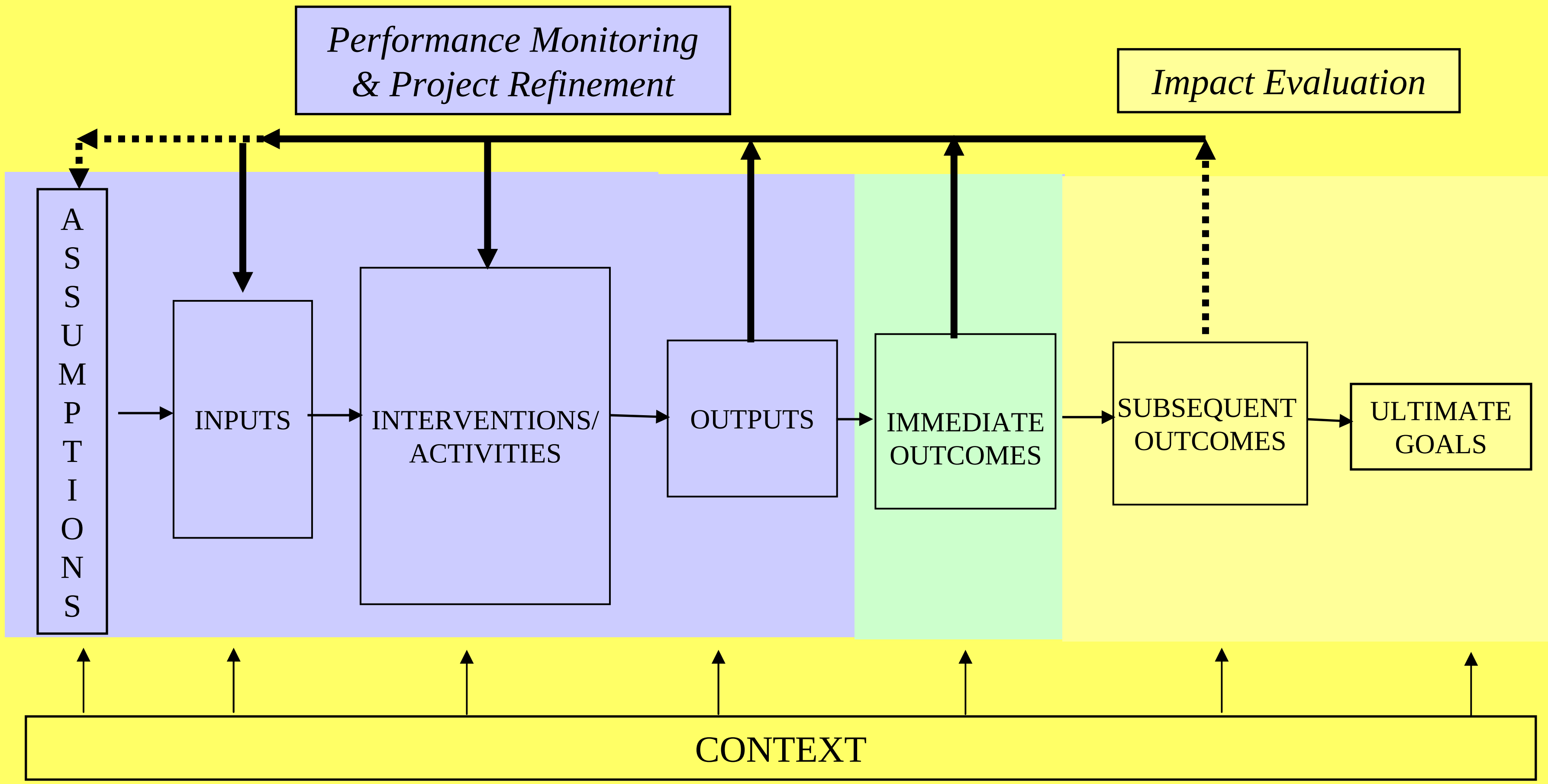
Purposes of a Logic Model

1. Project planning
   - What do you want to achieve, for whom?
   - How will you get there? What will it take to make a success?
   - What constitutes “success”? How will you document this?
2. **Performance monitoring and project refinement**
   - **Are you doing what you proposed to do?**
   - **Are you producing what you said you’d produce?**
   - **Are you achieving the desired results?**
3. Impact evaluation
   - Does it make a difference in participants’ lives?

Logic Model Framework



Logic Model Framework



national healthy marriage resource center

www.healthymarriageinfo.org

Using Logic Models for Performance Monitoring and Project Improvement

1. Specify “outputs” and “immediate outcomes”
2. Identify/create measures (“performance indicators”)
3. Establish a data collection system
4. Establish a process for periodically reviewing “output” and “immediate outcome” data to:
   – diagnose problems and identify possible solutions
   – document project accomplishments and successes

Specify and Measure "Outputs"

1. Capacity outputs
   – # program facilitators trained
   – # marriage education workshops conducted
2. Process outputs
   – # and type of referral agreements
   – # and type of outreach/recruitment efforts
   – # and type of procedures for enrollment/registration/intake
   – # and type of procedures to promote participation/attendance
   – Development of an MIS
   – Process for using MIS information for project refinement
3. Service delivery outputs
   – Content of program (topics covered)
   – Dosage of program (min. per topic, min. of hw, total minutes)
   – Intensity of program (hours per session)
   – Program model/format
   – #, % of proposed, and type of clients served
   – # and % "completed" program

Sample Output Measures: *Capacity*

- Number of program sites operating each year?
  (% of program sites proposed?)
- Number of facilitators trained in marriage education curriculum?
  (% of facilitators proposed?)
- Number of marriage education "workshops" held per year
  (% of workshops proposed?)
- Number of supplemental "events" held per year
  (% of events proposed?)
- Number of follow-up services provided per year
  (% of follow-up services proposed?)

Sample Output Measures: *Process*

- An established system of referrals
  - Number (%) of referrals from each collaborating agency?
  - Which are the most effective (cost-effective) referral sources?
  - Why families declined to be referred?
- Outreach/recruitment efforts
  - Number of self-referrals (% from each effort/activity/“door”)?
- Establish procedures: enrollment, registration, intake
  - Number enrolled (% of all referred, by referral source; % from each point of intake)?
  - How many referred actually enroll?
  - Why families declined to enroll?
- Establish procedures to promote attendance
  - Number and frequency of calls to registrants prior to/during program?

Sample Output Measures: *Service Delivery*

Participation

- Participant characteristics
  - Reaching intended target population?
  - Who is more/less likely to participate? Complete the program?
  - Which groups have the best outcomes?
- Number of participants receiving each program service
  - % of participants receiving marriage education?
  - Number of “unduplicated” participants (new, total YTD, total PTD)?
- Number of participants in each marriage education session (“attendance”)
  - % of sessions with full attendance (at full capacity)?
  - % of participants completing each session?
  - % of participants completing *all* sessions (i.e., receiving entire curriculum)?

Sample Output Measures: *Service Delivery*

Content

- Number (which) marriage education content topics received by each participant
  - % of participants receiving… (*content/topic*)?

Dosage, Intensity, Program Model/Format

- Duration of each content topic received by each participant; total duration
- Number and frequency of sessions, dose per session
- In-home? Community setting? Small group? One-on-one?

Specify and Measure “Outcomes”

1. Capacity outcomes (benefits to *organization*)
   - Increased budget for marriage education
   - Increased staff time allocated to marriage education
2. Process outcomes (benefits to *system*)
   - Marriage education integrated into existing service delivery systems
   - Marriage education leverages and complements other services
3. **Service delivery outcomes (benefits to *clients*)**
   - **“Reactions” (Immediate Outcomes)**
   - **“Learning” (Immediate Outcomes)**
   - “Transfer” (Subsequent Outcomes)
   - “Results” (Subsequent Outcomes)

Sample “Immediate Outcome” Measures

1. “Reactions”/Customer Satisfaction (post-only)
   - Ratings of content, format, setting, facilitator, materials
     - “How useful to you was the information presented in this workshop?”
     - “The time spent on each topic was…” (too short/about right/too long)
     - “The setting was conducive to learning/was not private enough.”
     - “The facilitator was knowledgeable/personable/well-prepared.”
     - “The materials were clear/useful/hard to understand/not relevant to me.”
   - Satisfaction
     - “Overall, I found this workshop useful.”
     - “I enjoyed this workshop.”
     - “I would take another course/attend another workshop.”
     - “I would refer friends.”
     - “Why have you stayed involved in this program?”

Sample “Immediate Outcome” Measures

2. “Learning” (pre/post, or post-only)
   - Knowledge/Insights
     - “I know more about (*content/topic*) than I did before the workshop.”
   - Skills
     - “I learned new skills for (*content/topic*).”
   - Attitudes/Beliefs/Values
     - Confidence: “I believe we can handle whatever conflicts arise in the future.”
     - Commitment: “To what degree do you feel committed to maintaining your relationship?”
   - Behavioral Intentions
     - “I plan to use the communication skills presented in the workshop.”

Establish a Data Collection System

Purpose of a Management Information System (MIS):

- Track Outputs (program referrals, enrollment, participation, etc.)
- Track Immediate Outcomes (reactions, learning)
- Provide descriptive information on participants
- Document challenges, solutions, successes, accomplishments (intended and unintended)
- Track Subsequent Outcomes?

Uses of MIS:

- Program management tool
- Outcomes/impact evaluation
- Progress reports to ACF
- Final (evaluation) report to ACF

Establish a Process for Periodically Reviewing “Output” and “Immediate Outcome” Data

- Conduct “plus/delta” sessions immediately following each workshop
- Hold focus groups with participants
- Hold regular (monthly?) team meetings to review:
  - MIS data on referrals, enrollments, participation/attendance
  - Facilitator post-workshop data
  - Participant pre-/post-workshop data
  - Anecdotes, experiences of program staff and participants
  - Findings from focus groups
- Action planning

Take Away Points

- Select outputs and outcomes—and corresponding measures—that reflect project logic.
- Collect a manageable amount of key information that will help you track program implementation and performance.
- Clearly document/track program participation and completion.
- Document challenges and accomplishments.
- Establish processes for using this information for continuous project improvement.