8

Action Profiles

Thischapter demonstrates the amazing utility and vast application of logic models. It includes model examples with tremendous variation in subject content and display. Generally, these models have enough detail to support design, planning, and management as well as evaluation. In several instances, they supported multiple functions. These "practice profiles" include models about civic engagement, corporate giving, international development, public health, sustainability, human services, and environmental leadership. This chapter displays the versatile functionality of logic models.

LEARNER OBJECTIVES

- Describe the benefits and limitations of logic models in practice
- Identify the rationale for model use in multiple contexts
- Recognize and use concepts introduced in Chapters 1–7
- Show how models display problems and support strategy, evaluation, and learning

Strategy, Evaluation, and Learning

Each of the following seven profiles is an exciting example of how people in diverse roles used models to support the design, development, and communication of important work. As often as models assist with evaluation, they help significantly with strategy and tactics. They can be used to improve and prove services and to provide a vision of intentional, hopeful change. While never perfect or comprehensive, models offer an alternative to long narrative and are easily revised to suit a change in context as well as adaptive management. Models can be vital tools in learning—for individuals, teams, and organizations.

We hope these examples inspire and encourage your work across a range of issues. The profiles include: civic engagement, corporate giving, labor practices in Eastern Europe, asthma management, sustainability, homelessness, and an effort to minimize the destructive influence of paint disposal.

Profile 1: Building Civic Engagement

What exciting invitation for a "civic life" could entice a hip population in a progressive West Coast city?

More than 20 years ago, Seattle Works began as The Benefit Gang, a motivated group of twenty-somethings who formed an organization dedicated to involving their generation in the Seattle community. The citizen-led group believed that people in their twenties desired community engagement but needed alternatives to the service clubs and expensive charity balls attended by their parents. Their leaders understood the importance of giving back and sought means of community participation that matched their lifestyle.

Now broadly known as an influential resource, Seattle Works supports energetic volunteer teams that have generated inventive programs recognized for their impact on the community.

Through volunteer and leadership development opportunities, Seattle Works connects young adults with a range of service options. In turn, these volunteers become more civically engaged and take action in their communities.

Volunteerism and civic engagement research points to participant-driven decision making, relationship building, and a variety of opportunities for participation as viable means to increase participation in community service, philanthropic giving, and community action. Seattle Works's targeted population reflects a socio-demographic profile that seeks technology-enhanced support and social networking. Seattle Works increases access to information and opportunities, both of which are important factors in developing engagement.

The model reads from left to right and uses bright green labels to cite primary elements. These include: Opportunities for Engagement, Connections, Learning, Inspiration, Action, Growth, and Goals. The model suggests if opportunities are identified, then connections, learning, inspiration, action, and growth will occur that lead to vital community goals. On the far right, Seattle Works goals are positive changes in volunteerism, philanthropy, leadership, and civic participation. Under the Opportunities for Engagement column, there are five primary sections that could be synonymous with strategies.

Those five include communicating, volunteering, giving, developing leadership, and influencing. Each of these includes specific events, products, or activities. The steps toward the ultimate goals are not linear but do build from the initial connections and learning, and the frequent and recurring involvement is what leads to growth and development. The graphic choice of a "waving flag" (instead of a flat rectangle) was meant to symbolize the fluid nature of people's involvement and the motion of forward progress (see Figure 8.1). The "messiness" in the middle of the model is denoted by white

space and curving arrows. This is intentional and is meant to communicate a relative and intimate interpretation of an individual's change process.

This evidence-based theory of change model was developed in a small group that included Seattle Works staff. Through expert facilitation, a draft model was created. Participants indicate the modeling process clarified the unique work and mission of the organization. Subsequently, it was shared with the Seattle Works board for discussion and development. It is used primarily for communications with board members and other stakeholders.

In 2007, Seattle Works members were surveyed to determine the influence of this organization. Findings from that data collection indicate since becoming affiliated with Seattle Works, respondents volunteer with greater frequency than the national average for comparable age groups; demonstrate more civic engagement in political activities, particularly voting rates; and the majority made a financial contribution to a charitable organization at rates considerably higher than the norm for a comparable population. In addition, respondents are more aware of service opportunities, feel they contribute and are connected to their community, and indicate a good fit for their time, skills, and passion.

Seattle Works was honored with a community service award from the Municipal League of King County in 1996, the History Makers in Community Service Award from the Museum of History and Industry in 1997, the YMCA of Greater Seattle's AK Guy Award in 2002, and Seattle Parks & Recreation's Denny Award for Outstanding Volunteer Service in 2005 and was named an Innovation Hub by the HandsOn Network in 2011.

Will is a key assumption for Seattle Works programs. Their efforts rely on an expectation that people are eager to step up as active community participants early in their careers and adult lives. They believe a vibrant Seattle depends on the civic engagement of young adults who, over time, will continue to demonstrate their mettle as volunteers, voters, leaders, and philanthropic investors bringing positive impact to their communities. After more than two decades of operation, Seattle Works remains a highly regarded organization that launches and supports vital civic capital in the Puget Sound.

References

See the Seattle Works website at www.seattleworks.org.
Creation of this model was led by Dawn Smart at Clegg & Associates. Contact her via e-mail at DSmart@cleggassociates.com.

Profile 2: Better Corporate Giving

Childhood hunger in America is a significant challenge. It is likely to increase as our population grows, climates change, and food prices rise.

In households across every state in our nation, *every day,* children face inconsistent access to nutritious and adequate food. They don't know if *or* from where they

Figure 8.1 Seattle Works Theory of Change Model

Opportunities for Engagement

Communicating:
○ Weekly Email
○ Calander/Community Board
○ Do something! Happy Hours

Volunteering:
○ Hot projects
○ SWDay
○ TW 101
○ TW 201
○ TW 301

Giving:
○ Giving Event

Leadership Development:
○ The Bridge
○ Board works

Influencing:
○ The Conversation
○ Speed Dating with the Candidates
○ Leadership Event
○ Ballot Party
○ Candidate Questionnaire
○ Comcast Conversation

Connections

Meet like-minded people and those with different backgrounds and perspectives for networking, civil discourse, and friendships

Build relationships and networks

Have a fun experience

Easy, simple connection to volunteer opportunities

Learning

Gain "content" knowledge:
• About community
• About seattle's issues and organizations
• Board responsibilities
• Where candidates stand on the issuues

Gain "how to" knowledge:
• Ability to lead a team of peers
• Ways to give back – time, money, leadership, voting
• Make a change in the community

Inspiration

Motivation that provokes thought and action

Gain access:
• To community leaders
• To organizations

Action

Make contributions to the community through time, money, and leadership
• Accomplish a "done in a day" project
• Volunteer for an organization
• Contribute to a worthy cause, specific issue or neighborhood
• Lead a team, lead a group
• Talk to people about upcoming election, voting, issues
• Connect to boards looking for 20s/30s people

Develop further:
• Opportunities to take action best aligned with one's skills, interests, values
• Understanding of the complexity of community
• Refined leadership skills

Growth

Tap their network to get things done

Make decisions with thorough Knowledge and reflecting personal values:
• Confidence that voting choices reflect understanding of issues and options
• Support issues/organizations aligned with values
• Volunteering that makes good use of time, skills, and passion
• More visible and involved leadership roles
• Strategic giving and confidence in the organization

Feel like Seattle is their community

Feel they are making the difference they want to see

Be inspired to do more

Goals

Increased volunteerism

Increased philanthropy

Increased leadership

Increased civic participation

Source: Seattle Works, 2006.

will get their next meal. Hunger has broad implications for human development: increased susceptibility to illness, cognitive and behavior limitations, and associated impairment of academic achievement. ConAgra Foods, via its charitable giving through the ConAgra Foods Foundation, has chosen this cause and used logic models inside and outside to align its important work. The focus is ending childhood hunger. ConAgra Foods Foundation intentionally chose ending childhood hunger as its primary cause in 2006. The giving program distributes funding nationwide, through a dozen community intervention programs, and through far-reaching brand promotions. In 2011, 2.5 million meals were distributed as a result of a 30-minute news special combined with a company-led consumer campaign that paired products purchased with donations (see www.childhungerendshere .com). Over the past 20 years, ConAgra Foods has led the charge against child hunger in America with donations of more than $50 million and 275 million pounds of food. ConAgra's community involvement platform, Nourish Today, Flourish Tomorrow®, focuses on ending hunger, teaching kids and families about nutrition, and improving access to food.

Business and Social Interests

Aligning business and social interests isn't a new idea. It's a vital feature of corporate social responsibility (CSR) and informs corporate giving. ConAgra's active social profile in association with food, specifically childhood hunger, is logical. What is new is how ConAgra and other corporate givers can tackle common work and how a select cause can become a focal point for synergies across an enterprise. ConAgra assembled its primary Washington, D.C., grantees with national reach to sharpen its aggregated aim at ending childhood hunger with shared resources.

They used logic models and modeling to advance their plans and evaluation. ConAgra considered their primary grantees as anchors for a portfolio. Foundation staff wanted to document the current grants in relation to each other, establish indicators that could inform progress monitoring, and aggregate data to gauge outcomes. These vital summaries will allow them a practical, fact-based format to review best bets for additional foundation funding with existing or new grantees.

ConAgra Food's operating principles are simplicity, collaboration, imagination, and accountability. ConAgra employees are also expected to display "leadership attributes," specifically authenticity, vulnerability, and courage. These principles and attributes were key to their foundation's approach with four important non-profit partners: Feeding America, Share Our Strength, Congressional Hunger Center, and the Food Research and Action Center.

- Feeding America, formerly America's Second Harvest, is a nationwide network of more than 200 local food banks supplying more than 60,000 community-based agencies. This network helps feed 37 million Americans each year.
- Share Our Strength mobilizes individuals and industries to fight hunger and supports nutrition education.

- Congressional Hunger Center focuses on domestic and international anti-hunger leadership development.
- Food Research Action Center influences public policy and coordinates public–private partnerships to eradicate hunger and under-nutrition.

While all these organizations have active and long roles in antihunger work, their staff had never convened to see or understand the roles each played among key strategies supported through ConAgra funding.

Our firm used highly participatory processes to ensure that multiple perspectives were expressed and reflected in any products. A thorough review of internal and external ConAgra documents along with several phone conferences were essential to inform a preliminary draft of both a theory of change (TOC) and a program logic model. The TOC, shown in Figure 8.2, remained largely unchanged over the project. It simply documented the knowledge-based strategies that would most likely influence childhood hunger.

Reducing Childhood Hunger

The ConAgra Foods Foundation theory of change, read from left to right, identifies five strategies for current funding: public awareness and education, public policy and thought leadership, public program utilization, direct service (feeding efforts), and food donations. Emerging funding strategies include cause marketing as well as innovation, replication, and social enterprise solutions. By integrating these strategies where appropriate, the expectations are that the U.S. food distribution systems will both improve nutrition for children and increase food access. These outcomes will ultimately contribute to the planned result of ending childhood hunger. This logic model represents a framework for how planned work can be organized by and with ConAgra Foods Foundation staff, corporate functions, grantees, and other stakeholders. The key code identifies grantees by their contribution to relevant strategy.

Next, grantees were approached about a meeting to articulate their organizations' work and contribute to a collective view that would inform the ConAgra theory of change and program logic models. Prior to this meeting, grantee representatives were asked to consider *only* their work (relative to ConAgra strategies) with internal colleagues. This was designed to ensure that inside discussions defined a shared understanding of responsibilities associated with ConAgra support. Armed with this information, they could then confidently articulate their representative portion *vis-á-vis* peers from other grantee organizations.

Setting the stage for better understanding about models and vibrant participation, we provided stakeholders with a brief and practical introduction to logic models. Using adult learning techniques, we asked organization representatives working in small groups to plan an ideal event by specifying what they'd do and get. Then we deconstructed the activities and primary strategies relative to intended outcome. This easy, kinesthetic activity offered a simple way to practice transferring what they'd learned in the orientation to action steps in co-creating a model. It

Figure 8.2 ConAgra Foods Foundation Theory of Change Model
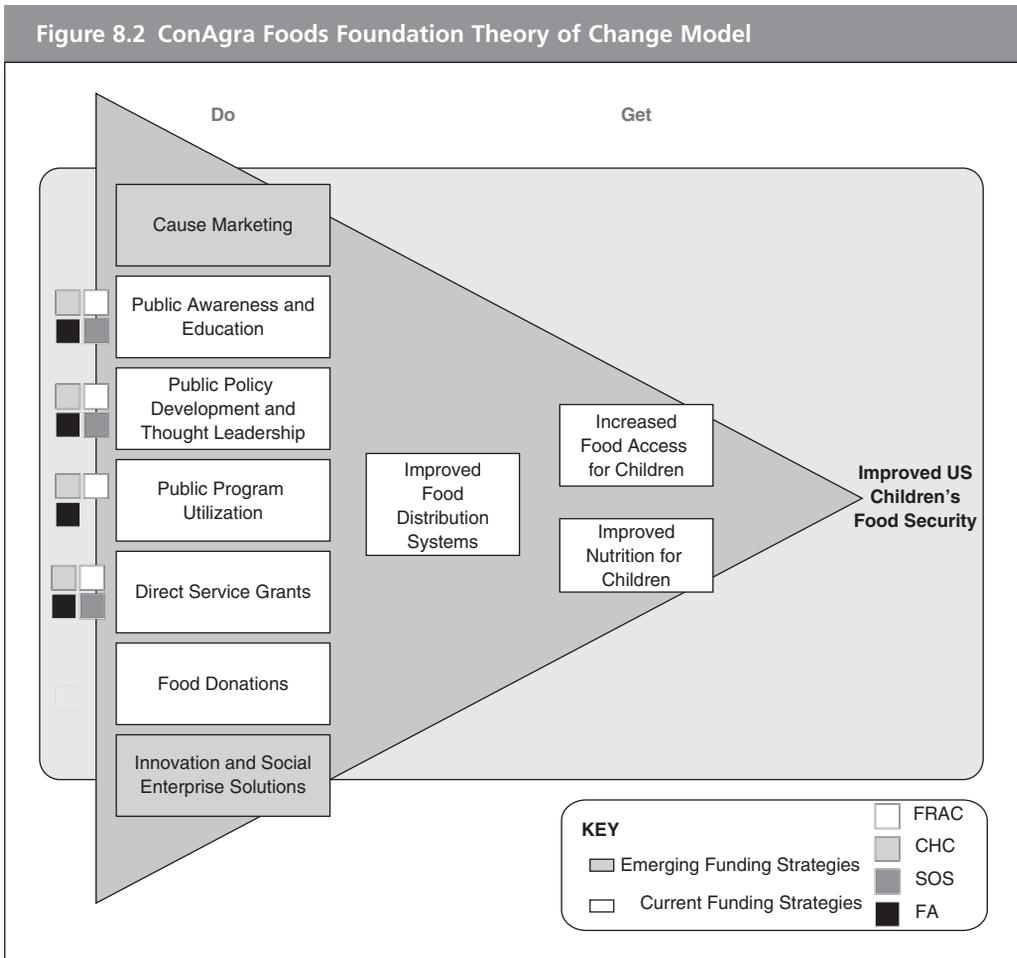
Source: ConAgra Foods Foundation, 2011.

anchored the essential elements of a logic model. The latter allowed a review of common elements in relation to planned results and introduced a quality continuum from plausible to strategic.

In addition to some advance reading, this experiential learning helped prepare participants for a critical review of the preliminary ConAgra logic models. From the outset, the dual challenge was concurrent attention to both program and measurement. To ensure utility and validity, it was critical that both these purposes were considered in the development work. Initial organizing questions included How and where did grantees "see" their organization in the strategies ConAgra had funded to date? and what would be appropriate indicators of progress against childhood hunger in the ConAgra portfolio? The primary strategies and relative activities (program) were tackled first. Through a facilitated process, an exhaustive list of grantee activities was cited and grouped in strategies. It was important to name

strategies that held shared meaning. Then, relative to the activities and strategies, their associated outputs and outcomes were identified.

Measuring and Managing

A version of the socially constructed model generated by the DC antihunger grantees and their funder is shown in Figure 8.3. Note, again, the intended result on the far right of this graphic is "improved children's food security." While the version displayed here does not explicate the assumptions for resources/inputs (far left), they can be generally identified as well-managed grantee partners and financial capital, as well as supporting functions like public relations, communications, marketing, product promotions, and others. Because the model needed to support the creation of a monitoring and measurement system, it was practical to identify reasonable outputs and related short-term outcomes.

In this model (see Figure 8.3), the impacts (far right) are likely to occur if the long-term outcomes do. In this way, a dependent chain of "if–then" steps is projected from the cited strategies (at the far left). The model is not a substitute for action planning that would detail by which grantee, when, with whom, and how (tactically) each strategy plays out over time. But it does provide a high-level road map to specify what information will be gathered and what indicators will suggest progress. At a point in time, this anti-hunger portfolio-level model reflects the aggregate investment and associated metrics for selected ConAgra grantees.

Modeling, the process of creating multiple versions of a display, is generative. Additions and changes to models are crucial as they adapt to capture knowledge. While this case "backed into" a model as documentation from existing plans and work, more often, modeling happens at the design phase. Modeling adds tremendous value in an initial (and ongoing) convening of multiple stakeholders to launch, manage, and evaluate projects, programs, or change work.

The ConAgra models are dynamic and will change. Any model, like a photograph, is simply a snapshot in time. To remain relevant, it must be revised. As evaluation provides feedback about what's working, what's not, and rate of return on investment, changes in the grantee portfolio can occur. This "steers the ship" based on performance data and changing contextual factors.

Alignment, Accountability, Action

These models and associated modeling supported plans and communication with external partners. It was critical to citing grantee accountabilities. It offered an important way to specify relative and shared outputs from activities that would influence outcomes. This evaluation capability is a challenge—often considered a "resource drain and distraction for nonprofit organizations."

Ultimately, the indicators from the four grantees were used to inform an electronic reporting template. For ConAgra, it allows annual aggregation and can be used to describe value for its corporate giving. Like other corporate funders, ConAgra uses this information in internal communications and planning as well as

Figure 8.3 ConAgra Foods Foundation Portfolio Logic Model

CAGF & Partner Inputs

STRATEGIES	OUTPUTS	SHORT-TERM OUTCOMES	LONG-TERM OUTCOMES	IMPACT
Cause Marketing	**Issue Visibility/Reach** # and type of media exposure/coverage # and type of campaigns & placement/venues % consumer market penetration	Increased dissemination and access to information on hunger issues	Increased public interest in child hunger issues	Improved Food Distribution Systems
Public Awareness & Education	# and type of events/presentations & #participants **Knowledge/Ideas** # and type of research projects, publications	Increased issue visibility & interest among policy makers/influentials Increased issue/policy knowledge	Increased public demand for positive food policies	
Public Policy Development & Thought Leadership	# and type of demonstration/pilot programs, # and type participants # and type of effective practices communicated to inform policy **Leadership/Influence** # and type of coalitions, partnerships formed/operating	Increased policy level adoption of effective practices	More positive food policies	
Public Program Utilization	# and type of leadership development programs, # and type of participants # and type of legislative and regulatory contacts	Increased alignment of food policy allies/advocates More food policy leaders/advocates and allies	Increased effectiveness of public hunger relief programs in reaching eligible/in need populations	
Direct Service	**Feeding** # and type of participants Pounds and type of food # and type of locations Frequency/quality of meals & snacks **Volunteerism & Capacity** # and type of participants # and type of placements # contact hours & value # and type of capacities supported	Increased utilization of food access points More food access points More volunteers available More entities have access to capacity building support for operations	Improved capacity & operations among participating hunger relief organizations	Increased Food Access for Children
	Nutrition Education # and type of participants # and type of sessions/courses/events/ publications distributed # contact hours	Increased participation in nutrition education Improved nutrition related attitudes & knowledge	Improved skills and behaviors associated with healthy eating (including self-efficacy) Increased preparation & consumption of targeted foods	Improved Nutrition for Children
Food Donations	**Food Pounds** Estimated Food $ Value # and type of sites	More food available		Improved US Children's Food Security
Innovation, Replication & Social Enterprise Solutions	# and type of new approaches/projects implemented # and type of proven approaches/projects taken to scale	More diversity and scale across problem-solving pathways	Better strategies to end hunger	

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with external stakeholders. With a clear picture, foundation staff can better manage emphasis within strategies that could have yields as the context for antihunger efforts changes.

Some of the important exploration, documentation, and accountability in this corporate giving example provides vital context for related internal CSR efforts. At ConAgra, CSR translates to "Good for You, Good For Community, Good for the Planet." These planks address an enormous range of issues, including food safety and quality, health and nutrition, biotechnology, animal welfare, workplace, suppliers, community investment, water stewardship, sustainable packaging, and climate change. Corporate philanthropy is included in the community plank.

We created proprietary models of ConAgra's cause and corporate giving in relation to other corporate functions. Those models are early inputs for strategic and structural decisions that will drive the childhood hunger cause across the enterprise. Importantly, they provide an initial view of how functional areas can cooperatively contribute to ConAgra's CSR profile. Explicating the potential synergies for functions like government relations, sales, and supply chain relative to a specific CSR cause supports "shared value" for multiple stakeholders.

As sectors converge, organizations of many types partner, and new alliances form, talented professionals need tools and processes that improve chances of success. Logic models and modeling offer great value to design, strategic planning, monitoring, and evaluation. They can contribute enormously to alignment and integration because they offer a picture that displays these powerful principles. When people and organizations can clearly see their role, it is more likely they can fully contribute. This case also offers a gentle reminder that accountability is central to social change. It cites not only the intentions of a large corporation but also its grantee partners, who publicly called out their own work.

Ultimately, consumer awareness and action in communities all across the country are necessary to progress against this devastating problem. Along the way, savvy corporate funders and their colleagues will get further faster on complex social issues with potent tools and processes.

References

This content is adapted from a feature article, "Corporate Giving Gets Smarter," in *The Foundation Review,* Spring 2012.

Kotler, P., Hessekiel, D., & Lee, N. (2012). *Good works: Marketing and corporate initiatives that build a better world . . . and the bottom line.* New York: Wiley.

Creation of this model was led by Phillips Wyatt Knowlton, Inc.

Profile 3: Kyrgyzstan Decent Work Country Programme

From 2006 through 2009, the International Labour Organization (ILO) supported a Decent Work Country Programme (DWCP) in the Kyrgyz Republic with 40 community-based projects. In 2010, the ILO hired a team of consultants to conduct an independent evaluation of its support to the program.

Based on an extensive review of documents, evaluators drafted a logic model (Figure 8.4) to conduct program design analysis. This model helped to show the entire program concept, or theory, at a glance and to visualize some gaps in the program logic. For example, the model showed a midterm outcome that was not related to a program priority (see "other areas of work" at roughly one o'clock on the orbital model).

Kyrgyzstan's DWCP had three main priorities:

- Priority A: **Employment creation, skills, and employability for women and men** covers issues such as creating more job opportunities for both young women and men, including improving their work abilities, in order to increase their employability.
- Priority B: **Improving the national Occupational Safety and Health (OSH) system** focuses on upgrading policies, programs, and practices pertaining to the Kyrgyz national Occupational Safety and Health system.
- Priority C: **Reducing the decent work deficit in the informal economy** focuses on extending decent work reality and standards to other sectors of work, in particular the informal economy.

Because the program theory included several chains of intended outcomes contributing to three overlapping priority areas, a graphical representation was used given that a narrative description may have been inadequate or easily misinterpreted. The authors used a priority-centered "orbital" model with mid-term outcomes on the low orbit and the short-term outcomes on the high orbit. On this first, more complex model, the evaluators purposefully used shades of gray and made the center (priorities) dark, mid-term outcomes lighter, and short-term outcomes lightest. The importance of the three priorities suggested they would be best in dark and placed at the center to immediately attract the reader's attention. The arrows show the theory behind the DWCP as illustrated by outcome chains leading to each priority. To read the model, begin from the outside and move toward the center.

As the evaluation process unfolded, it became clear to the evaluators that the core of the DWCP could be presented as a combination of subregional project activities implemented in Kyrgyzstan that contributed to DWCP outcomes. To visualize this finding, evaluators developed a simpler orbital model that showed several projects that made major contributions to the implementation of the DWCP (Figure 8.5). The project shaded gray in this second model was the only "national" project (i.e., a project implemented exclusively in Kyrgyzstan).

This model helped demonstrate the actual nature of the DWCP (combination of activities implemented under independent subregional projects) as opposed to the theory described in program documents and illustrated in Figure 8.4. The two models were presented in the same way and could be easily compared. The evaluators indicate this simpler version "represented evidence in a way that helped the evaluation team to introduce some findings in a clear and convincing manner." This profile demonstrates that models can be used to illustrate both theory and the actual program as implemented. The relative contrast can be informative for operations staff.

Figure 8.4 Kyrgyzstan DWCP Theory of Change With Outcomes

SHORT-TERM OUTCOMES

MID-TERM OUTCOMES

PRIORITES

"Other areas of work"

Short- term outcome 1.2.1. ILO's constituents, stakeholders, and intermediaries apply tools and approaches that are grounded in ILO core values to assist enterprises, including cooperatives, to increase employment and income opportunities for young women and men.

Short-term outcome 1.1.2. Constituents take action to alleviate the socio-economic impact of HIV/AIDS in the world of work.

Short-term outcome 1.1.1 Labour market situation of youth in Kyrgyzstan is documented through ILO School-To-Work Transition Survey and other data collection exercises that allow for labour market development analysis and planning.

Short-term outcome 4.1.1 Implementation of the state poverty reduction programs through a series of increases of minimum wage by improvements of the national legislation in line with the international labour standards

Short-term outcome 2.1.1 Improved working conditions in selected high-risk industrial sector.

Short-term outcome 3.3.1 Information base on the geography, magnitude and characteristics of child labour is developed and accessible to the partners

Mid-term outcome 4.1 Policy of the partners is aimed at developing institutional mechanisms of the social partnership system through enhanced activity of the tripartite commissions and promotion of collective bargaining at all levels.

Mid-term outcome 1.2. ILO's constituents are equipped with practical tools and methodologies for applying an integrated approach to employment creation

Mid-term outcome 1.1. Capacities of the government and social partners' institutions are enhanced to formulate labour market policies and effectively contribute to implementation of employment strategies and programmes

Mid-term outcome 2.1. Review and upgrading of the Kyrgyz national OSH system.

Mid-term outcome 3.3 Strengthened capacity of the Government and social partners in Kyrgyzstan to address the worst forms of child labour and increased awareness of population of the hazards of the WFCL

Priority 2. Improving the national Occupational Safety and Health system

Priority 1. Employment creation, skills and employability for women and men

Priority 3. Reducing decent work deficits in the informal economy

Mid-term outcome 3.2 ILO constituents and key partners apply integrated local development strategies including the rural and urban informal economy.

Mid-term outcome 3.1. Improved local social dialogue in agriculture and other sectors of informal economy, particularly in the textile industry.

Short-term outcome 3.2.1 Cooperative development in agriculture sector.

Short-term outcome 3.1.1 Knowledge of actors within the labour administration system of the principles of good governance and their relevance for a sound labour and social policy has increased

Short-term outcome 3.1.2 Provision of decent and safe living and working conditions in rural informal economy through local economy development

Figure 8.5 Kyrgyzstan DWCP Theory of Change

Source: Independent Evaluation of the ILO's Decent Work Country Programme for Kyrgyzstan: 2006–2009. International Labour Organization, 2010.

This evaluation focused on the ILO's strategic positioning in the country and its approach to setting an ILO agenda as well as the composition, implementation, and evolution of ILO national strategies as they relate to the Decent Work Agenda. The evaluation team concluded that:

- The DWCP in Kyrgyzstan was focused on the priorities jointly developed by the ILO and its constituents. Those priorities were relevant to the challenges Kyrgyzstan faced and were in line with key ILO strategic documents.

- Although it focused on the three clearly defined priorities relevant to the country context, the program was not based on a clearly defined logic model and was not logically coherent.

The evaluation team used primarily qualitative methods to collect data on the DWCP results. During data collection, the evaluation team reviewed 33 documents, interviewed 56 stakeholders, and conducted direct observation of several ILO projects. Evaluators recommended that the DWCP develop a coherent program logic based on priorities. The new DWCP program logics should be coherent and focused on the priorities identified by the tripartite constituents rather than on the existing regional projects with secure funding.

References

For additional information, contact Alexey Kuzmin at alexey@processconsulting.ru and Craig Russon at russon@ilo.org.

The evaluation report for this work is found at *Independent Evaluation of the ILO's Decent Work Country Program: Kyrgyzstan: 2006–2009.* Retrieved December 22, 2011, from http://www.ilo.org/public/english/bureau/program/dwcp/download/eval-kyrgyzstan.pdf

Profile 4: Alabama Tackles Asthma

Twenty-three million adults and children suffer from asthma in the United States, incurring an estimated $13 to $20 billion in direct medical costs and indirect costs due to lost productivity annually. In Alabama, 1 in 10 residents is diagnosed with asthma. It is a substantial chronic health issue with significantly different prevalence for gender and race. Women experience asthma at a rate twice that for men and have a nearly double rate of death. African Americans have an incidence rate of 3 percentage points more but double the rate of death for the Caucasian or white population.

Led by the Alabama Department of Public Health and co-created with the Alabama Asthma Coalition, public health officials and a broad assembly of stakeholders built a 5-year strategic plan to affect asthma. This plan was the basis for an overarching and generic model that guided multiple committees to author committee models with specific activities and outcomes.

The model generates its own evidence base for community- and statewide programs (see Figure 8.6). A primary activity of the model is to act as a surveillance system. It will collect data, establish baselines in areas where no data exist, and map disparate populations and areas of poor air quality or high emissions. This initially informs comprehensive annual burden reports. In this way, the surveillance system enables other aspects of the program to rely on data. Short-term outcomes include acquisition of baseline data as well as a continuing stream of information that will be used to inform activities, programs, and policymaking efforts.

Three gross areas are identified in the model, reading left to right: inputs, outputs, and outcomes. The meta-model is intended to be generic; the color-keyed

letters refer the reader to specific committee pages for more detailed descriptions of the activities and outcomes. The activities listed on this page are intended to be implemented in the coming years, with selected activities to continue throughout the cooperative agreement. These activities are jointly performed by separate committees, from different viewpoints. For instance, both the Community/School (C) Committee and the Environmental (E) Committee will be working on implementing Tools for Schools in schools. However, the C Committee will be working on the educational programs and public awareness, while the E Committee will work from the indoor and outdoor air quality aspect. Once the program has been implemented by those committees, the project will be picked up by the Advocacy and Policy (A) Committee to bolster statewide adoption and public support for asthma-friendly policies and ordinances. The model also includes a specific list of both assumptions and external factors.

Each committee has its own "nested" logic model that coordinates with the meta-model but gives more details regarding each planned activity and its intended outcomes, as well as tailored inputs, assumptions, and external factors. Future logic models will include separate models for each intervention planned during a particular time frame and thus allowing for ease in adapting activities as needs change or evaluation shows the efficacy of the planned interventions.

After providing an initial overview of logic models, Public Health staff sent each committee labeled sheets (a template) for them to prepare relevant and focused content for their committee models. In a social process, the facilitator provided a chance for review of each model and its fit with a larger view. This provided an important opportunity for engagement.

The logic model shown here has been used as a guide to where interventions and activities are leading—the ultimate outcome—as well as showing which committees have parts to play during the process. It has been adapted and changed as there is discovery about what works and what doesn't. For example, funding has been limited in some of the work associated with schools, but the "No Idling Campaign" exceeded expectations. School bus drivers attended an in-service and signed a pledge not to idle buses more than 5 minutes, resulting in gas cost savings and less emissions in the environment.

In this case, modeling was an asset for several reasons: It helped connect stakeholders, engaged vital expert contributions, provided a common communication platform, and managed expectations for more realistic timelines, resources, and program design. The nested models contributing to a whole also ensured important alignment among work teams.

Note that the model includes short-, medium-, and long-term outcomes, which are planned to reduce healthcare utilization due to asthma, reduce disparities among those who suffer asthma, and improve quality of life for patients and their families.

This exciting public health work to reduce asthma in Alabama was part of the CDC National Asthma Control Program. Staff expect models will be revised to serve future planning, monitoring, and evaluation needs as their work continues through 2014.

Figure 8.6 Alabama Asthma Program Logic Model

Program: Alabama Astham a Program (AAP)

Situation: Overarching Model of Alabama Asthma Program-5 year Strategic Model

Inputs	Activities	Outputs		Outcomes	

		Activities	*Participation*	*Short*	*Medium*	*Long*

Inputs

AAP and CDC Cooperative Agreement

2009 Alabama Burden Report

Alabama Asthma Coalition–individual members and strategic committees: Healthcare (**H**) Community/School (**C**) Environmental (**E**) Date and Survillance (**D**) Advocacy/Policy (**A**)

ADPH Partners, ADEM, ALSDE, AL Medicaid, EPA, AL Cooperative Extension System, AL Hospital Assn.. and other Partners

Activities

Establish surveillance system, collect data, establish baselines, analyze data; map disparate population and locations of poor AQ/high emissions   **D**

Survey healthcare providers; offer EPR3 training and educator certification classes; pharmacy education with instructional stickers on medications   **H**

Implement Tools for Schools in 15-30 schools per yr; offer mini-grants to schools; educ. Prog. through 4-H and FFA   **CE**

Implement AQ Flag program in 10-30 schools per year in areas where AQ date available   **CE**

APP will actively recruit new members and advocate/ assist regional/area asthma coalitions

Outputs – Participation

Comprehensive Annual Burden Reports; Disparate populations and areas with high emissions/poor AQ mapped; fact sheets   **D**

List number of providers using EPR3 guidelines; additional trained providers; number of certified asthma educators; number of pharmacies participating; number of stickers given out   **H**

Work with EPA & IAQ to assess air quality in schools; educ. programs in schools and programs w/4H and FFA   **CE**

Number of schools with flags & education program; follow-up surveys   **CE**

# of regional asthma coalitions; # of members; reports of activities

Outcomes – Short

Data reported to programs and decision-makers to inform programs and policies   **DA**

On-line Resources Directory for asthma care continually updated   **H**

Increased number of providers following EPR3 guidelines and teach patient Self-management education   **HA**

Expand programs to additional schools each Year   **CE**

Increase education of asthma burden, air quality, and triggers; increased awareness   **CE**

Created a larger network of people in AL concerned with asthma issues

Outcomes – Medium

Permanent Asthma surveillance within ADPH with data available on website   **D**

Improved infrastructure and use of available funds; better informed public health practice   **DA**

Quality of asthma care and self-management increase; medication adherence increased; improved medical management of asthma   **HA**

Statewide adoption of T4S and AQ Flag Programs; broader public awareness of asthma and AQ issues; more public support for AQ policies and ordinances **CEA**

Public and organizational policies supportive of asthma issues   **A**

Outcomes – Long

Healthcare utilization due to asthma reduced.

Asthma disparities reduced.

Quality of life with asthma improved.

External Factors

Political factors can have an impact on APP and state/community policies.
Current economic factors in Alabama.
Gulf oil spill may have currently unknown effects on air quality and asthma.

Assumptions

EPR3 guidelines are the gold standard.
Data sources can and will provide valid data.
People with asthma want the intervention and they can act on it.
Environmental assessments will show air quality problems.

* Initials in each box indicate the committee(s) responsible for initiative

References

Contact Debra Hodges (at debra.hodges@adph.state.al.us), Alabama Department of Public Health. See also:

Williamson, D. E., Miller, T. M., & McVay, J. (2009). *Alabama asthma burden report.* Montgomery, AL: Alabama Department of Public Health. Retrieved December 22, 2011, from http://adph.org/steps/assets/ALAsthmaBurden.pdf

Profile 5: Resilient Communities

A "world of resilient communities and re-localized economies that thrive within ecological bounds" is an exciting vision. This is the work of the Post Carbon Institute (PCI). Created in 2003, PCI is leading the transition to a more resilient, equitable, and sustainable world.

Alarming changes reflecting fundamental crises face our planet. Experts in economics, ecology, political systems, social justice, public health, and the environment can each cite complex challenges in their respective content areas. As these challenges converge and interact, they affect every living thing. Identifying those intersections for both vulnerabilities and opportunities is vital to building a more resilient society. The PCI suggests the following assumptions are essential in future planning:

- None of our global problems can be tackled in isolation.
- We must focus on responses not just solutions.
- We must prepare for business unusual.

The PCI theory of change model (see Figure 8.7) is read counterclockwise, beginning with mission and continuing through audiences, strategies, focusing events, desired shifts, and impact.

The model uses variations in contrast to sequentially lead the reader through the information. The stylized area around focusing events, crises, and windows of opportunity was included to emphasize this area: an integral part of strategy formulation/implementation that can be easily overlooked in logic models/theories of change. The increased contrast around the area of *impact* was chosen to add emphasis, implying the role the rest of the model serves in contributing to impact. Authors elected to design the model in grayscale, since it is so common to see beautifully color-rendered models lose significance when they are printed—which is often in black and white.

Innovation Network staff created the model based on content gathered from interviews with PCI staff, fellows, board members, volunteers, funders, and peers. A literature review of assessment areas for similar thought leadership organizations was conducted and also informed the work. The model is based on interview theme analysis, field approaches to evaluation of like entities, and a thorough review of PCI documents. Iterative feedback on versions of the model contributed to its development.

Models provided an interactive and important approach to discovering a representative consensus by stakeholders. The theory of change model was presented

in tandem with recommendations for monitoring and evaluation approaches. It has also helped support refinement of strategy and related work plans. While the model relies on evidence collected during interviews, literature, and document review, it also helped generate a hypothesis about the connection between organization strategies and desired outcomes. In this regard, the model was largely successful.

The modeling process was an asset to the PCI. It created a way to capture the many and varied perspectives of vital stakeholders about the organization's planned work. It enabled staff to find agreement on key audiences, strategies, and desired shifts. It also helped staff to sharpen their understanding and language regarding key points of the organization's work—generating a clarity and focus that was vital to their organization development.

References

Additional detail regarding this model can be secured via contact with Johanna Morariu at Innovation Network, jmorariu@innonet.org.
For more on the Post Carbon Institute, see http://www.postcarbon.org/about/

Figure 8.7 Post Carbon Institute Theory of Change

Post Carbon Institute: Theory of Change

Mission: To provide individuals, communities, business, and governments with the resources needed to understand and respond to the interrelated economic, energy, and environmental crises that define the 21st century. We envision a world of resilient communities and re-localized economies that thrive within ecological bounds.

INFLUENCE AUDIENCES
–Nonprofit Organizations and Funders
–Individuals and Communities
–Local, State, and Federal Governments
–Academics and Prominent Voices in Related Fields

IMPACT
Resilient communities and re-localized economies thrive within ecological bounds

STRATEGIES

Analysis and Synthesis
Create high quality research products that connect the dots between economic, energy, environmental, and (in)equality issues.

Fellows
Link fellows and their networks. Integrate, share, and amplify fellows' work and ideas. Learn from data draw on fellows' expertise to inform PCI's work.

Relationship and Partnership-building
Build and sustain relationships with influencers and decisionmakers—in federal, state, and local government, in business, in the media, and among nonprofit and funding organization

Communications
Effectively communicate with audiences to promote spread and uptake of messages

Link to Actionable Information
Link to practical, actionable information from link-minded peers

Credibility and visibility
Strengthen and grow organization and fellows' credibility and visibility

Organizational Strength and Capacity
Grow and prepare PCI so that the organization can continue to operate through the systemic shocks resulting from economic, energy, environmental, and(in)equality crises of the 21st century

DESIRED SHIFTS

Practice and Policy Change

Discourse Change

Individual and Public Will Change

Focusing Events, Crises, and Windows of Opportunity
–Direct attention to economic, energy, environmental, and (in) equality issues
–Create awareness and interest in the solutions offered by PCI
–Contribute to individual and public demand for change

Source: Innovation Network & PCI, 2010.

Profile 6: Sheltering Families

Michigan's challenging economy has created structural unemployment and increases in poverty. These conditions affect people in serious, life-altering ways. Fortunately, there's an important resource for homeless families in East Lansing called Haven House. It provides emergency housing and support services for one- and two-parent families with children. The shelter helps families who are homeless prepare for permanent housing by developing and promoting self-sufficiency, stability, and financial responsibility.

Through an applied experience, students in a Michigan State University (MSU) evaluation course became acquainted with the services of Haven House. The first model draft was created by working with the MSU professor and describing what happens to clients when they come into shelter. This initial work was given to the students, who then met with staff to ask clarification questions and direct program questions. Several meetings and associated modeling were required to edit and revise the display to accurately represent the Haven House program.

The model (see Figure 8.8) describes Haven House programs, including case management. It portrays the evolution of a client in the shelter, barriers, and possible outcomes and includes external and internal forces that affect outcomes. Read from left to right, the Haven House model is based on the typical elements of a program logic model with some important adaptations. The program components appear in a single column, but this version of the model explicates both the crisis response and the intervention to obtain housing and its implementation. The organization's response and specificity in the service delivery raises important feedback issues about a key constituency: Haven House clients. The original model uses color to code elements of the plan to column headers. Note that in this display, immediate and long-term outcomes are cited. Important context is also articulated.

As part of a broader evaluation plan, students focused on assessment of client satisfaction as well as changes in knowledge and skill. For this reason, they posted, on the model, constructs about client feeling and learning. These constructs guided the creation of features that indicate intended feelings (e.g., hopeful, valued) and new skills like budgeting. To determine the influence of Haven House, one aspect of the evaluation included a client survey. These data were collected and analyzed for sharing with staff. They provided important feedback and insight from the client's perspective. One resident shared, "I loved the experience. It was something I needed at 18 so that I can grow, meet different people, and learn new ways to do different things." Another said, "Overall it's a good program and if the rules are followed then success will come." The model is a valued communication tool in external relations. It also helps staff to visualize their role and the barriers residents face. Participants indicate the modeling process and associated evaluation work were clarifying. Angie Mayeaux, Haven House director, says, "Much of the services we provide are difficult to articulate. The modeling pushed staff to really look at what they do and how they do it. Our staff also took some pride in seeing their work captured in the logic model."

References

For more information, see www.havenhouseel.org.

Figure 8.8 Haven House Program Logic Model

Logic Model for Haven House Program

| RESOURCES | PROGRAM COMPONENTS | CRISIS RESPONSE | DEVELOP PLAN TO OBTAIN HOUSING | IMPLEMENT PLAN | IMMEDIATE RESULTS | LONG-TERM OUTCOMES |

Facility

Federal and State Funding

Community Donations

Staff Expertise

Interagency Network

Daily Plans

Weekly Plans

Referrals

Advocacy

Informal Interactions

Encourage Affirm
Provide for Immediate Needs
Validate Support

Encourage Affirm
Teach Knowledge and Skills
Develop Plan
Identify Clients' Needs
Validate Support

Encourage Affirm
Help Clients Search for Housing:
Hold Accountable for Progress
Identify Additional Needs
Aid in Practicing Skills
Address Emerging Barriers
Validate Support

Clients will Learn:
Prioritizing   Budgeting   Back-Up Planning   Life Skills
Realistic Expectations

Context: Financial Aid
Stereotypes   Economy
Housing

Clients Obtain Affordable Housing upon Exit

Practice Skills Independently and Develop Self-Sufficiency

Clients will Feel:
Valued   Respected   Hopeful
Self-Efficacy   Self Esteem

Source: Haven House, 2007.

Profile 7: Environmental Leadership

Paint can have significant unintended environmental impacts—contaminating groundwater, harming fish and other aquatic life. Because it is combustible and contains solvents, it is also considered a hazardous waste. While most paint sold is now latex instead of oil based, managing leftover paint is a big and costly challenge for Americans. Nationwide, households generate some 75 million gallons of leftover paint. This is about 10% of the amount of paint purchased annually. At more than $8 per gallon, the estimated cost to manage it is substantial. In Oregon, paint is the single largest contributor to household hazardous waste programs.

In 2002, product stewardship for postconsumer paint began when paint manufacturers, local state and federal agencies, and retailers, along with consumer and environmental agencies, formed the Paint Product Stewardship Initiative (PPSI). Facilitated negotiations by the Product Stewardship Institute (PSI) helped to create an industry-managed postconsumer paint management system. After many years, in 2009, Oregon became the first state in the United States to enact a law that identifies product stewardship as the preferred method to reduce environmental impacts and costs associated with leftover paint.

Oregon's statewide system for the collection of postconsumer latex- and oil-based paint is based on six goals originally created by the PPSI:

- **Goal 1:** The pilot project is a collaborative and cooperative process.
- **Goal 2:** Establish a paint stewardship organization (PSO), which operates under the direction of the paint industry.
- **Goal 3:** Consumers (including painting contractors) generate no or less waste paint and containers.
- **Goal 4:** The statewide postconsumer paint management system should be designed to ensure that it is environmentally beneficial, economical, and convenient. With these considerations, the system should strive to use methods highest on the following waste management hierarchy: reuse, recycling (into paint or other products), energy recovery (generally applicable to oil-based paint), and proper disposal.
- **Goal 5:** Identify cost-effective alternatives for using postconsumer paint products and explore means to expand the market for products containing postconsumer paint.
- **Goal 6:** Measure and evaluate the performance of the pilot project, and ensure the results and learning that the evaluation generates are transferable and relevant to the rollout of a national postconsumer paint management system.

The PPSI formed an evaluation committee to ensure overall accountability and implementation of the last goal.

The Oregon program is composed of a diversity of interconnected systems, actors, and processes. The major components of the Oregon program are the paint stewardship organization (PaintCare), the oversight by the Oregon Department of Environmental Quality (OR DEQ), the paint market, and the leftover paint management system (see Figure 8.9 for original drawing).

There are multiple points of access to this model. A reader might start from the left at the PPSI and freely flow through the graphic, gaining an understanding of the flow of paint from manufacturer to recycling, exiting the graphic on the right side where the learning from the PPSI pilot program is transferred to other states in the United States. On the other hand, a user may simply begin clicking on the numbered paint "splatter" evaluation questions because it's more fun. Through strategic placement of basic design elements and principles of graphic design, the model allows the user to take and be taken on a visual journey, free and flowing or abrupt and acute, both representing practical, though abstract and ambiguous, program space and the fluidity of paint.

The model (see Figure 8.10) is intended to be accessible and used at many levels—from the surface, a user can glance at the primary actors, processes, and systems involved, while closer inspection and a look below the surface gives access to the program's underlying research and data that are embedded in the model and influence the shapes of the systems, placement and engagement of actors and processes, and the connections between program components. Hotlinks take the viewer/user to documents for associated purposes. The model uses multiple colors to key attention to functional areas. The refined model versions were created in Adobe Illustrator.

The evaluation team developed a "fuzzy" logic model with the intent of expanding the accessibility and use of the evaluation (and program) and the evaluation process to a greater diversity of stakeholders over a longer time. Authors of the model refer to it as " fuzzy" because it embraces fluid and approximate reasoning and varied context and assumptions with the aim of improving the capacity of models of program theory to navigate nonlinearity, feedback loops, adaptive agents, and other key concepts of complexity integral to the life cycle of environmental programs and policies. Subsequent integration of Web 2.0, graphic design and arts, and data visualization with traditional logic models gives the evaluator the capacity to embed an unlimited type and quantity of content into a web-based model of the program (see Figure 8.10).

The PPSI required considerable research, conceptualization, design, and planning completed prior to program implementation. It relies on evidence and generates some hypotheses.

The model was created before the program was implemented. The model represents the theory of the program as agreed upon by the evaluation committee. After the model was created and when the PPSI had a better view of how everything related, the model influenced evaluation questions and performance measures as well as the effort and the views of the evaluation committee, the PPSI, and pilot program as a whole.

Model creators project constant adaptation of the model. It has been in constant flux since inception. The graphic has generally remained constant after consensus of the evaluation committee, but it is constantly evolving as the committee completes its work and that information is embedded in the model.

As a web-based tool, there is the option to integrate social media to encourage constant feedback and discussion. Currently, there is a dedicated Facebook page that users can access from the website to leave comments and feedback, ask questions, or start discussions.

At the time of the evaluation committee's reporting (1 year after program implementation), much of the data collected establishes baselines of cost, volume, consumer behavior, and so forth. Some of these findings influenced the model. For instance, larger fees resulted in widening the green arrows, finding out where exactly disposed paint goes requires adding an arrow where there was none, and identifying the companies contracted for transportation and recycling requires new pop-up boxes and additional text to describe them.

Figure 8.9 Paint Product Stewardship Initiative Concept
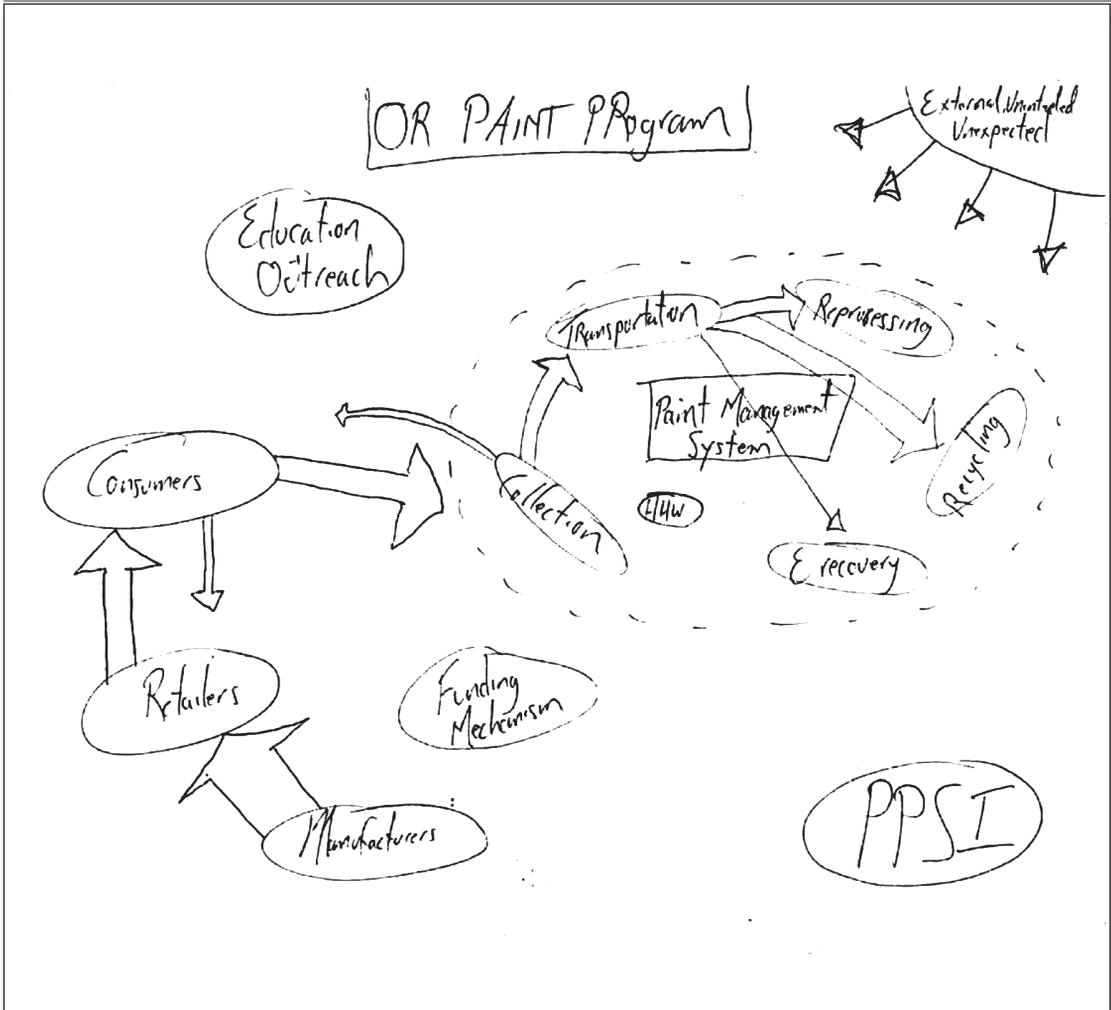
Source: Paint Product Stewardship Initiative, 2011.

Figure 8.10 Paint Product Stewardship Initiative Logic Model
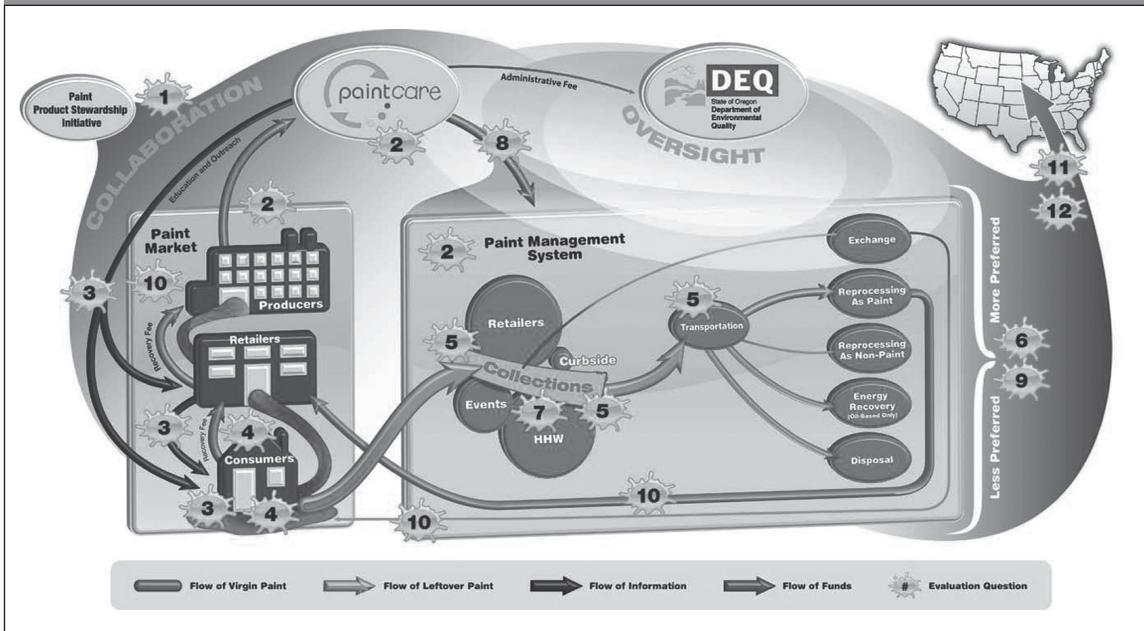
Source: Paint Product Stewardship Initiative, 2011.

References

Matt Keene, Policy Office, U.S. EPA, and Chris Metzner, a graphic artist, were deeply involved with the development of the PPSI models. They can be reached via email at mattkeene222@gmail.com and chris@chrismetzner.com, respectively.

Visit the live website: Retrieved December 22, 2011, from http://www.PaintStewardship Program.com

Download required scripts for pop-up boxes: Retrieved December 22, 2011, from http://flowplayer.org/tools/demos/overlay/index.html

Oregon Department of Environmental Quality, Paint Product Stewardship. Retrieved December 22, 2011, from http://www.deq.state.or.us/lq/sw/prodstewardship/paint.htm

IN SUMMARY

Logic models are a potent tool for many reasons and multiple functions. They are robust communication platforms that can anchor a shared construction that eventually serves strategy development, monitoring, evaluation, and learning. These field profiles offer a big range of subject matter content and use. Each was created in a process that reflected particular circumstances. They vary considerably in display and frame problems, both implicit and explicit. The preceding chapters suggest ways to both test and improve their quality.

LEARNING RESOURCES

Reflection

1. What features of logic models are most common in the field profiles shown in this chapter? Why?

2. Which model is most like the one you might create? Why does it resonate with your communication style or purpose?

3. Which model is most difficult to interpret? Can you name the reasons? Are there changes you would make to simplify or clarify it?

4. Which model represents work that's most likely to garner the intended results?

5. Can you articulate assumptions for each model? How would you cite the problem(s) each solves?

6. Consider contextual barriers and facilitators for each model. Try to name some for each.

Exercises

1. Revisit Chapter 4 and consider quality principles for each model. How does this influence your perception of the model's potential to describe work and associated results? Are there changes you would make?

2. Explain the purpose of a given model and its content. Then ask two small groups to draw a model. Compare it to the figure shown. What differences are there? Why? Any improvements?

3. Prepare an evaluation design for the ConAgra Foods Foundation (Profile 2). How do the models help or hinder? What questions does the process raise?

4. Try to locate an evidence base for each of the models. How does your discovery inform corrections or edits to the models?

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