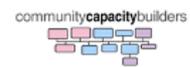


Using Logic Models for Social Impact Measurement

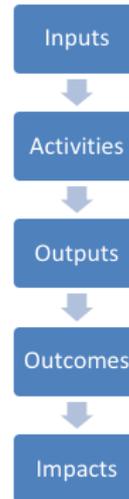


In this lecture we are going to look at using logic models for social impact measurement.

Logic Models

Show the cause-and-effect relationships between the activities a social entrepreneur undertakes and the impacts the social entrepreneur hopes to achieve

Diagram highlights typical components →



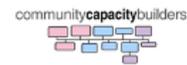
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Logic models show the cause-and-effect relationships between the activities a social entrepreneur or social enterprise undertakes and the impacts they hope to achieve.

The typical components of a logic model are shown in the diagram in this slide.

Logic Models

- Inputs:
 - Resources - human, financial, organisational, community
- Activities:
 - Interventions (processes, tools, events, technology and actions) that use the resources to bring about the results (outputs, outcomes and impact)
- Outputs:
 - The direct products of the initiative's activities
- Outcomes:
 - Changes in the initiative's participants, which are achieved in 1-6 years
- Impacts:
 - Changes occurring in organisations, communities or systems, which are achieved in 7-10 years



These components are:

Inputs: which are resources such as human, financial, organisational, community resources.

Activities: the interventions (processes, tools, events, technology and actions) that use the resources to bring about the results (outputs, outcomes and impact)

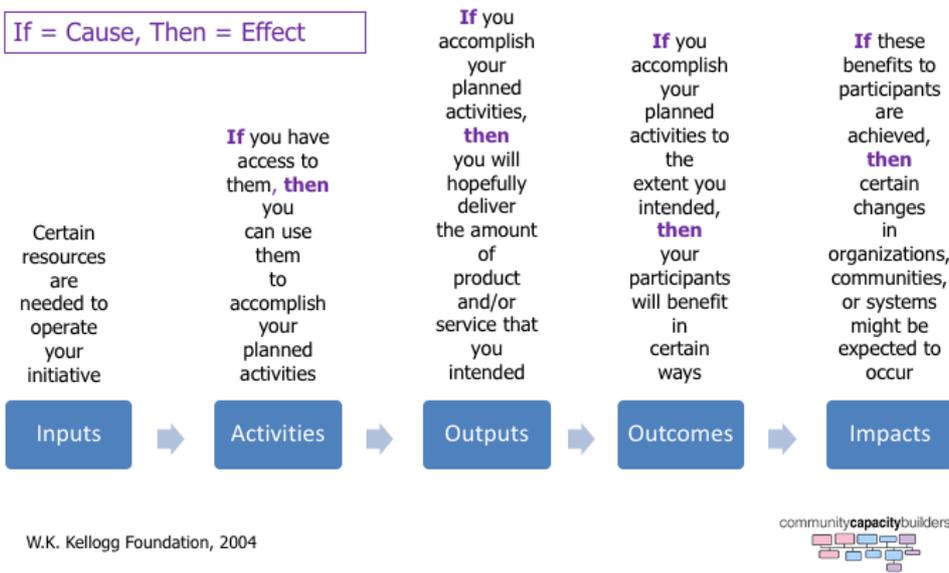
Outputs: which are the direct products of the initiative's activities

Outcomes: the changes in the initiative's participants

And impacts: the changes occurring in organisations, communities or systems

Reading a Logic Model

If = Cause, Then = Effect



This slide shows how you read a logic model. How you read a logic model highlights the cause and effect relationships in the logic model. The word “If” represents the cause, and the word “then” represents the effect.

We start off at Inputs – which are the resources that are needed for your initiative.

Now **If** you have access to those resources, **then** you can use them to accomplish your planned activities.

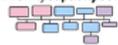
If you accomplish your planned activities, **then** you will be able to deliver your outputs - the amount of product and/or service that you intended

If you accomplish your planned activities to the extent you intended, **then** the participants of your intervention will benefit in certain ways – that’s the outcomes

If these benefits to participants are achieved, **then** certain changes in organizations, communities, or systems might be expected to occur – that’s the impacts

Logic Model Example

Inputs	Activities	Outputs	Outcomes	Impacts
Community development staff	Construct walking trail	Number of people using walking trail	Knowledge and awareness of the importance of healthy eating increases	Obesity rate declines
Venue: community centre	Develop nutrition program	Number of participants attending nutrition program	Knowledge and awareness of the importance of physical activity increases	
Funding for a walking trail	Develop fitness program	Number of participants attending fitness program	Nutritious food consumption increases	
Funding to establish nutrition program	Promote walking trail and programs		Physical activity increases	
Funding to establish fitness program	Recruit program participants			

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This is an example of a logic model for an obesity intervention

For the inputs we have: Community development staff; a Venue: which is a community centre; Funding for a walking trail; Funding to establish a nutrition program and Funding to establish a fitness program.

The activities are: we Construct a walking trail: Develop a nutrition program; Develop a fitness program, Promote the walking trail and programs, and Recruit program participants.

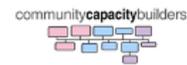
The outputs are: the Number of people using the walking trail; the Number of participants attending the nutrition program; and the Number of participants attending the fitness program.

The outcomes (the changes to people) are: participants' Knowledge and awareness of the importance of healthy eating increases; their Knowledge and awareness of the importance of physical activity increases; Nutritious food consumption increases; and Physical activity increases.

The impact (the system change) in the logic model is a decline in the obesity rate for the target community. Communities are systems. That's the systems change.

Logic Models as Basis of Measurement

- Logic models can be used as the basis of a social impact measurement system by specifying measurable indicators at both ends of each of the cause and effect relationships
 - Social entrepreneurs should track the performance of their interventions in the execution direction of the logic model on an ongoing basis, observing:
 - the combining of inputs to undertake activities
 - the activities being implemented, and
 - the outputs and outcomes achieved from the activities
- Wei-Skillern et al., 2007
- Observing the impacts achieved from the activities is not so clear



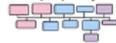
Logic models can be used as the basis of social impact measurement by specifying measurable indicators at both ends of each of the cause and effect relationships

It is recommended that social entrepreneurs track the performance of their interventions in the execution direction of the logic model on an ongoing basis; observing the combining of inputs to undertake activities, the activities being implemented, and the outputs and outcomes achieved from the activities.

It is not so clear to observe the impacts achieved from the activities

Logic Model Example

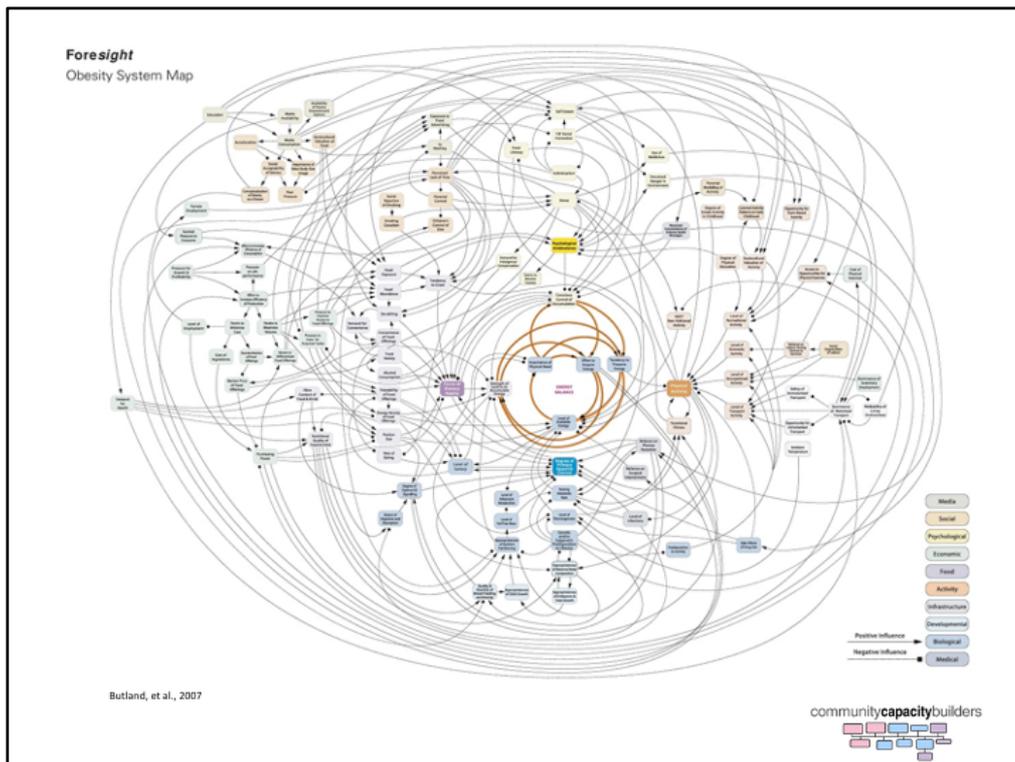
Inputs	Activities	Outputs	Outcomes	Impacts
Community development staff	Construct walking trail	Number of people using walking trail	Knowledge and awareness of the importance of healthy eating increases	Obesity rate declines
Venue: community centre	Develop nutrition program	Number of participants attending nutrition program	Knowledge and awareness of the importance of physical activity increases	?
Funding for a walking trail	Develop fitness program	Number of participants attending fitness program	Nutritious food consumption increases	
Funding to establish nutrition program	Promote walking trail and programs		Physical activity increases	
Funding to establish fitness program	Recruit program participants			

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For the example of an obesity intervention

It is not so clear to say that activities of the initiative contributed to a change in the obesity rate for the target community.

So it is not clear to say that the activities of the initiative contributed to impact, when the word impact has the meaning attributed to the impact component of a logic model. That meaning is systems change.



The reason it is not so clear to say that activities of an initiative contributed to a change in the obesity rate for the target community is because obesity is a wicked problem.

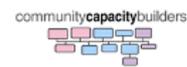
And as we saw in Unit 2 when we looked at Wicked Problems, there are a multitude of causal factors that influence obesity and the multitude of interdependencies between these causal factors.

It is therefore not feasible to suggest that the activities of an initiative that addresses a couple of underpinning causal factors for a wicked problem, would address the wicked problem in its entirety.

Meanings of Social Impact

- Changes to people's lives as a result of an initiative that are significant or lasting
- The outcomes of an initiative after what would have occurred without the initiative is removed from the equation
- The targeting of the root causes of a social problem
- The meaning attributed to the impact component of a logic model

Rangan, Appleby and Moon, 2011, p. 10



Now while it is not clear to say that the activities of the initiative contributed to impact, when the word impact has the meaning attributed to the impact component of a logic model.

We can still refer to measuring social impact because as we saw in the previous lecture the word impact has a range of meanings in addition to the meaning attributed to the impact component of a logic model.

In this context, we are particularly interested in the meaning "the outcomes of an initiative after what would have occurred without the initiative is removed from the equation."

References

- Rangan, K. V., Appleby, S., & Moon, L. (2011). The Promise of Impact Investing. *Harvard Business School, Background Note*, (512-045).
- Wei-Skillern, J., Austin, J., Leonard, H. and Stevenson, H. (2007), *Entrepreneurship in the Social Sector*, London: Sage Publications
- W.K. Kellogg Foundation (2004) *Logic Model Development Guide*, Updated January 2004, W.K. Kellogg Foundation, Michigan