

Generic Logic Models for Federal Program Delivery and Diffusion of Innovation

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American Evaluation Association

The Research, Technology, and Development Evaluation and
The Systems in Evaluation TIGs

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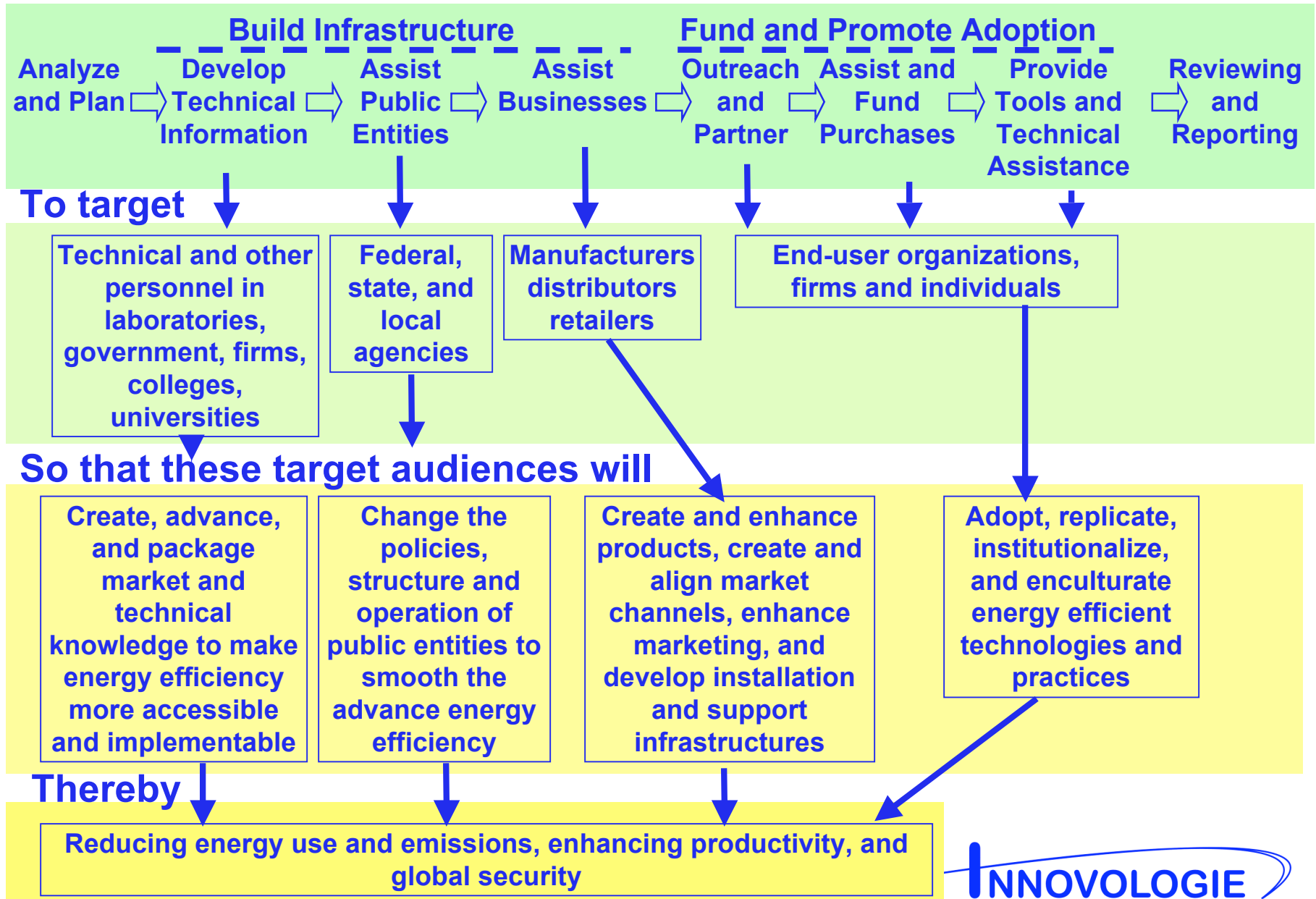
Overview

- The problem
- A high level logic model
- The dilemma, “The magic in the middle”
- A solution
- Diffusion of innovations - a theory of change
- Placement of a theory of change in the logic model
- A generic theory of change and two more focused versions
- Researchable issues deriving from the model
- Summary and conclusions

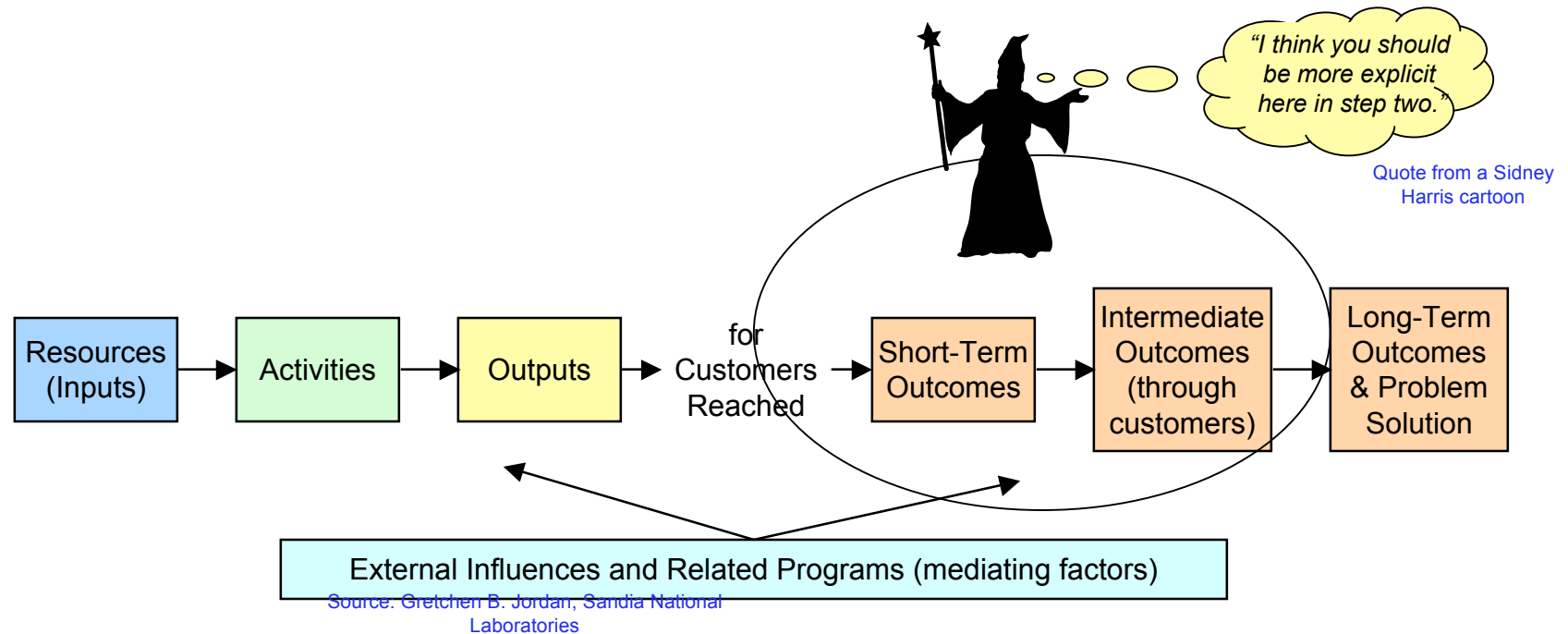
The Problem

- A governmental organization with many offices and programs conducting energy research and delivering a broad range of products and services
- Program managers who need to meet statutory and administrative requirements as well as to respond to intense pressure for accountability from the Office of Management and Budget (Executive Branch), the US Congress, and Departmental Management
- Program managers who have typically done well at defining outputs and long term goals but who are being pressed to demonstrate outcomes that link the outputs to long-term goals — outcomes that have typically been ill-defined
- Program managers who have a passing acquaintance with evaluation who want and need to be more engaged in defining and effectively managing evaluations
- Budgets that could be stretched if tools were available to reduce the current level of customization in current evaluation design activities and to enable managers to modify generic designs to more rapidly define and customize evaluations.

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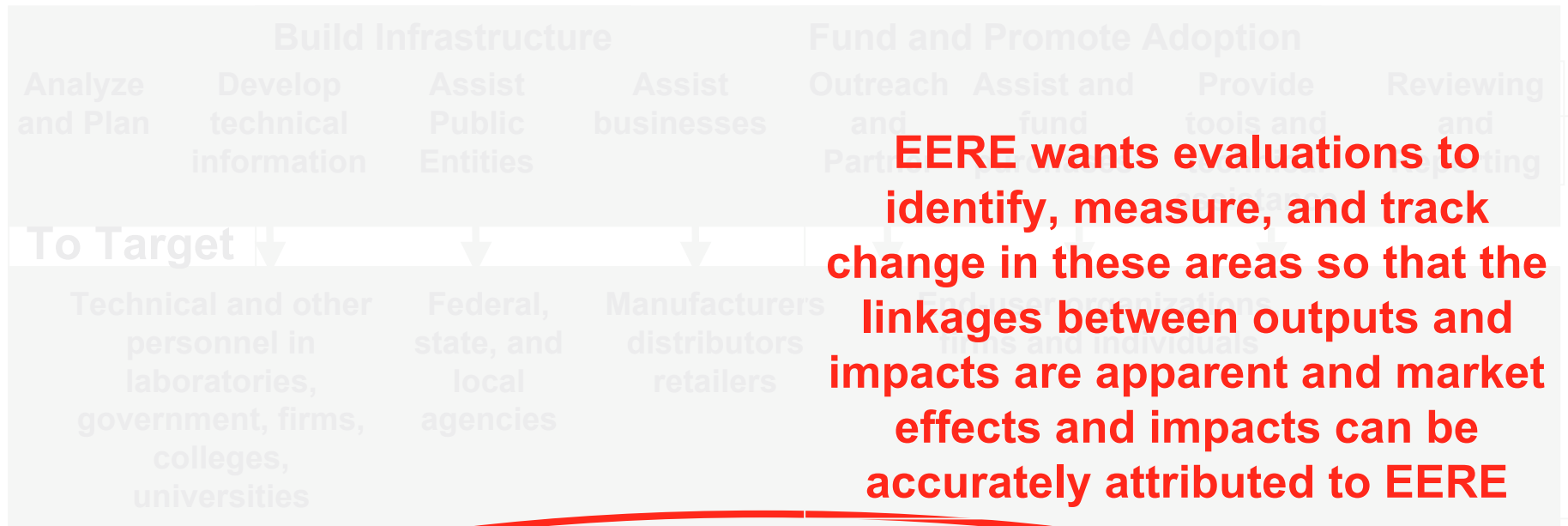
Frequently the “theory of change” associated with a program is not explicit



This can make it difficult for programs to:

- show intermediate progress, full range of outcomes/ benefits
- attribute outcomes to program activities

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So that these target audiences will

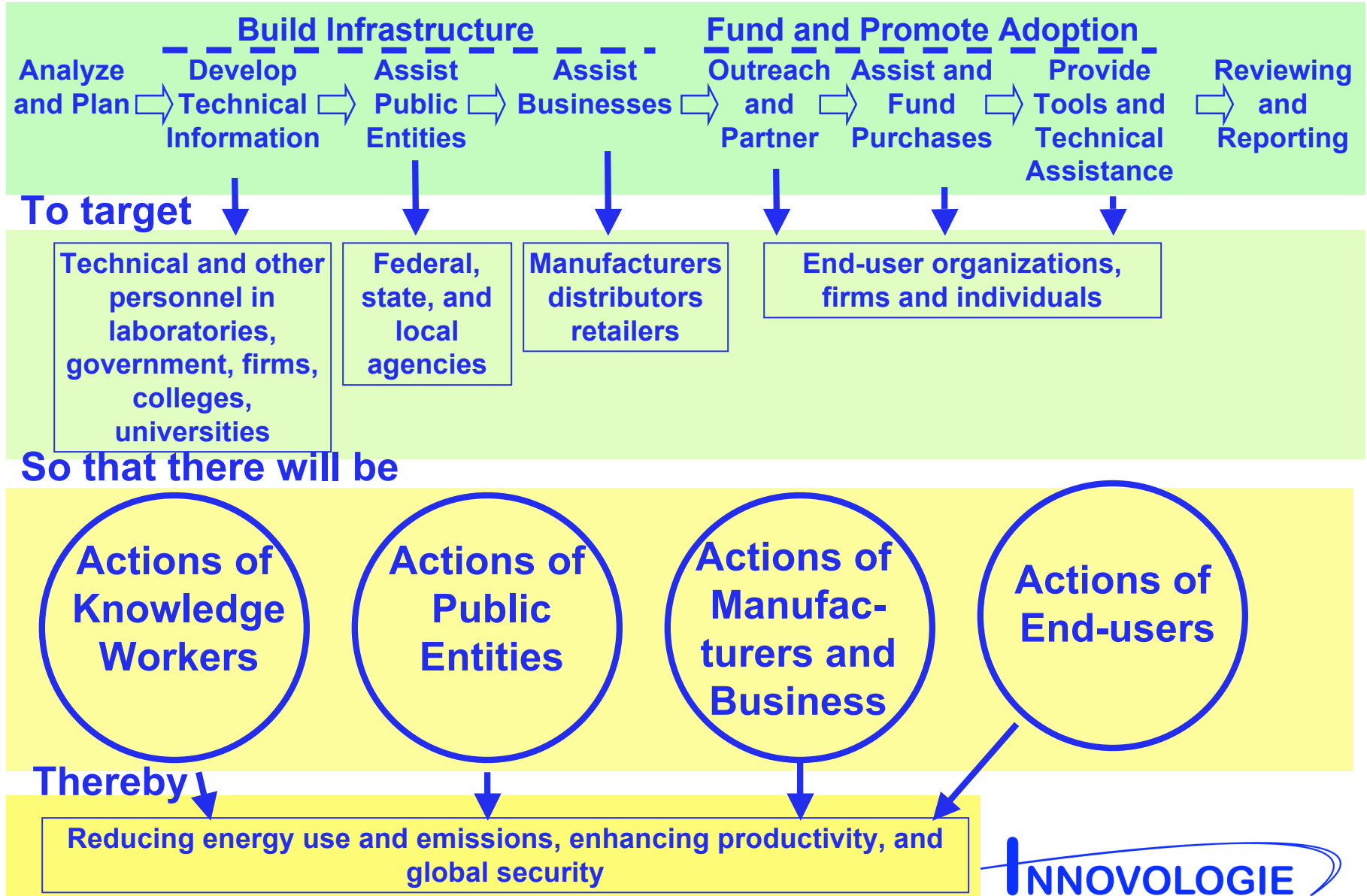
- Create, advance, and package market and technical knowledge to make energy efficiency more accessible and implementable
- Change the policies, structure and operation of public entities to smooth the advance energy efficiency
- Create and enhance products, create and align market channels, enhance marketing, and develop installation and support infrastructures
- Adopt, replicate, institutionalize, and enculturate energy efficient technologies and practices

Thereby

Reducing energy use and emissions, enhancing productivity and global security, creating sustainable habitats



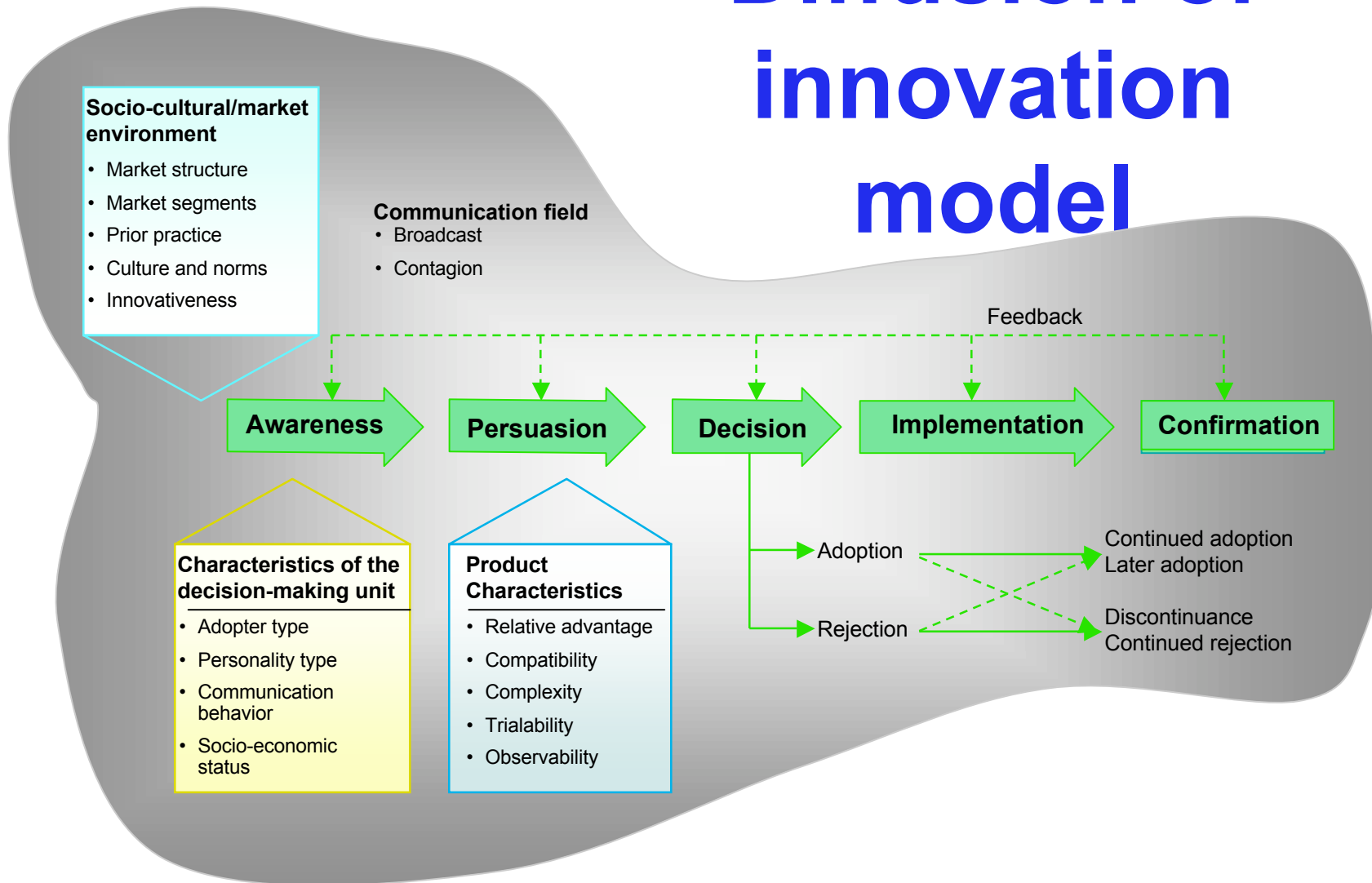
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The Solution

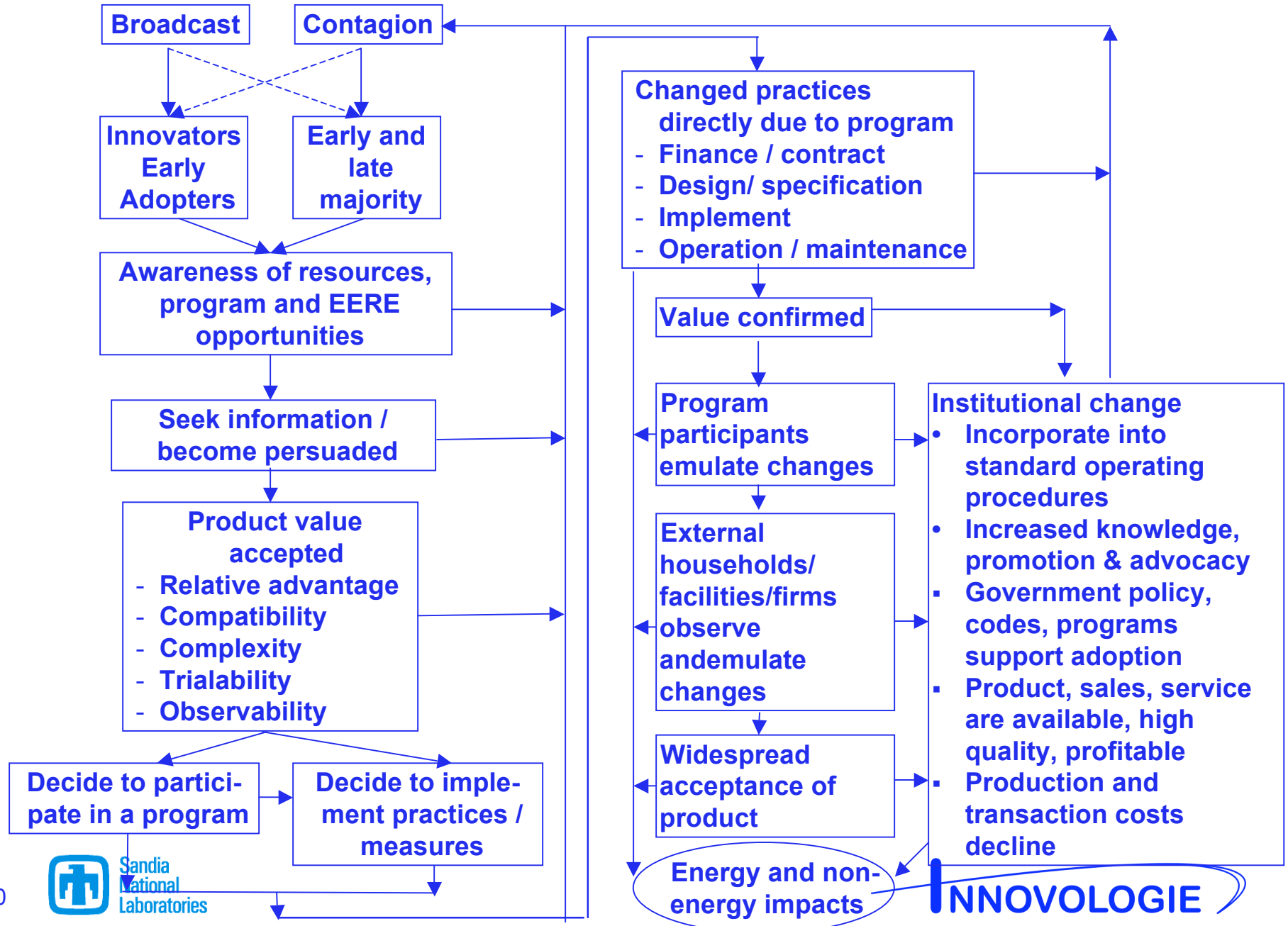
- A generic logic model that encompasses the range of program delivery activities from which program managers can choose relevant elements to develop a logic model customized to their own program
- The inclusion of a widely accepted theory of social change in the outcome space of the logic model that will aid program managers to systematically describe how their program outputs will lead to their desired long term goals

Diffusion of innovation model



Source: Everett Rogers 2003 as modified by Innovologie, LLC. 2005

A Version of Diffusion of Innovation to Link Outputs and Impacts



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As an example, insert the diffusion of innovations model here to help define and identify the path between outputs and long term outcomes (impacts)

So that these target audiences will

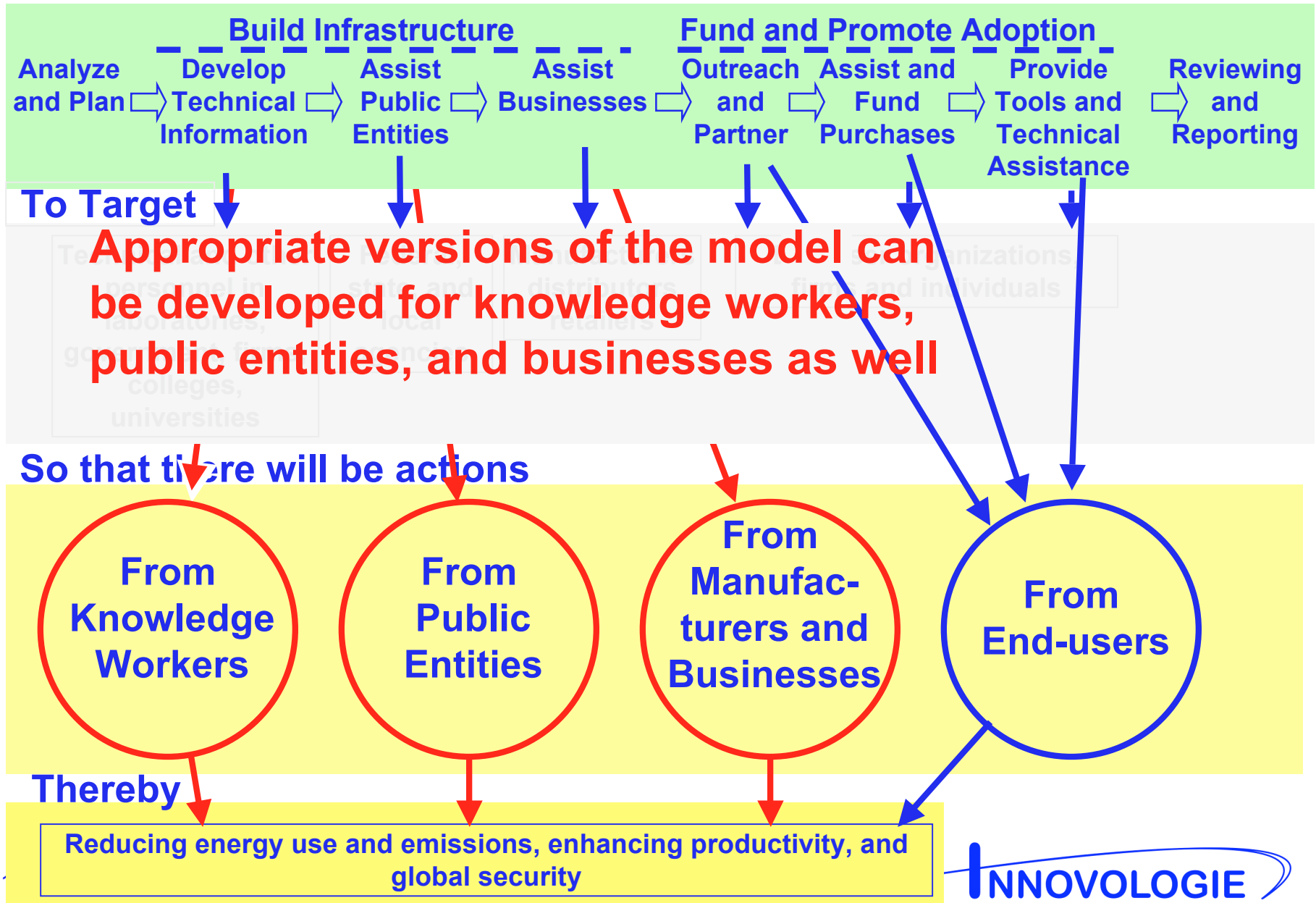
<p>Create, advance, and package market and technical knowledge to make energy efficiency more accessible and implementable</p>	<p>Change the policies, structure and operation of public entities to smooth the advance energy efficiency</p>	<p>Create and enhance products, create and align market channels, enhance marketing, and develop installation and support infrastructures</p>	<p>Adopt, replicate, institutionalize, and enculturate energy efficient technologies and practices</p>
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Thereby

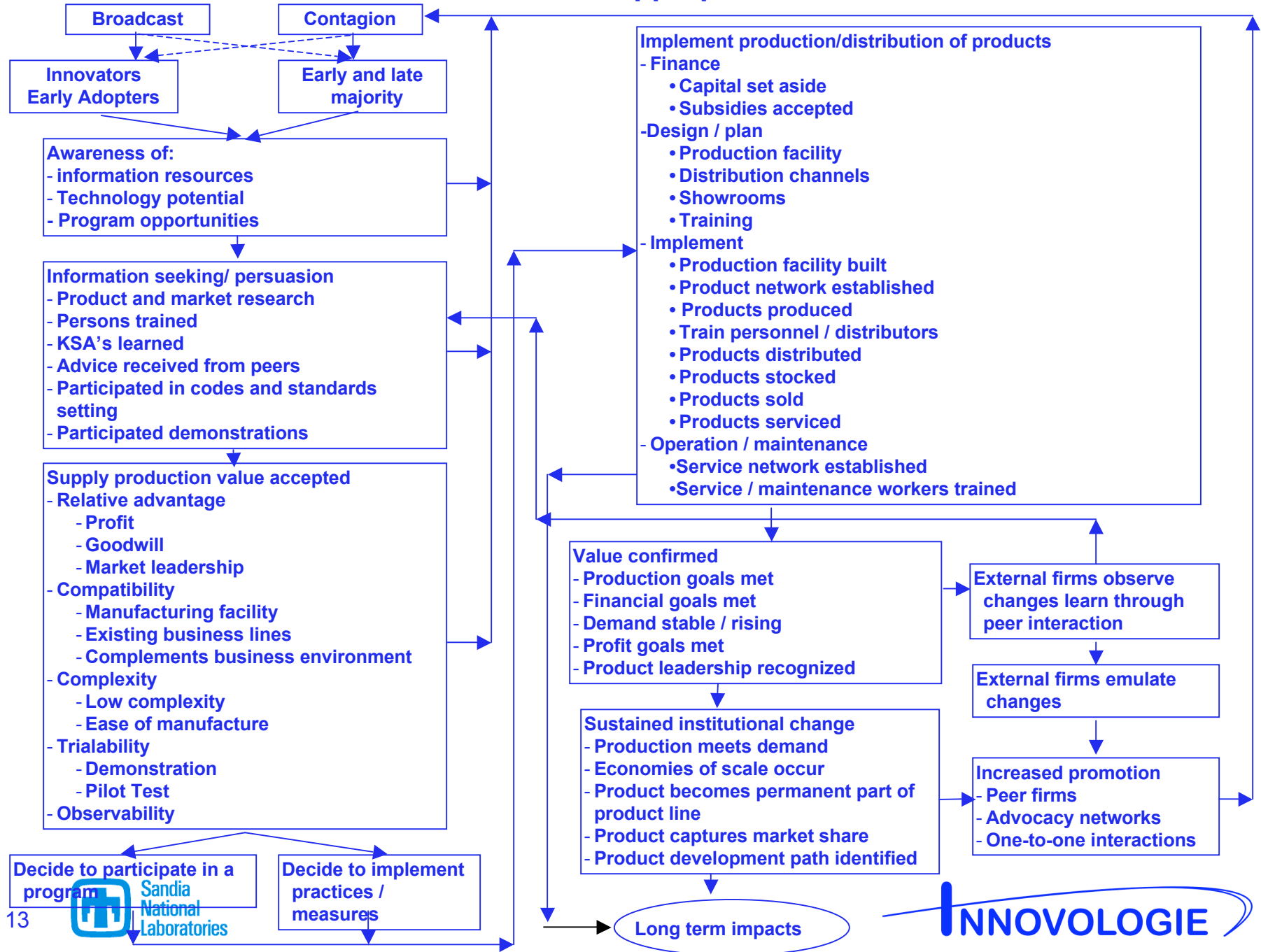
Reducing energy use and emissions, enhancing productivity, and global security



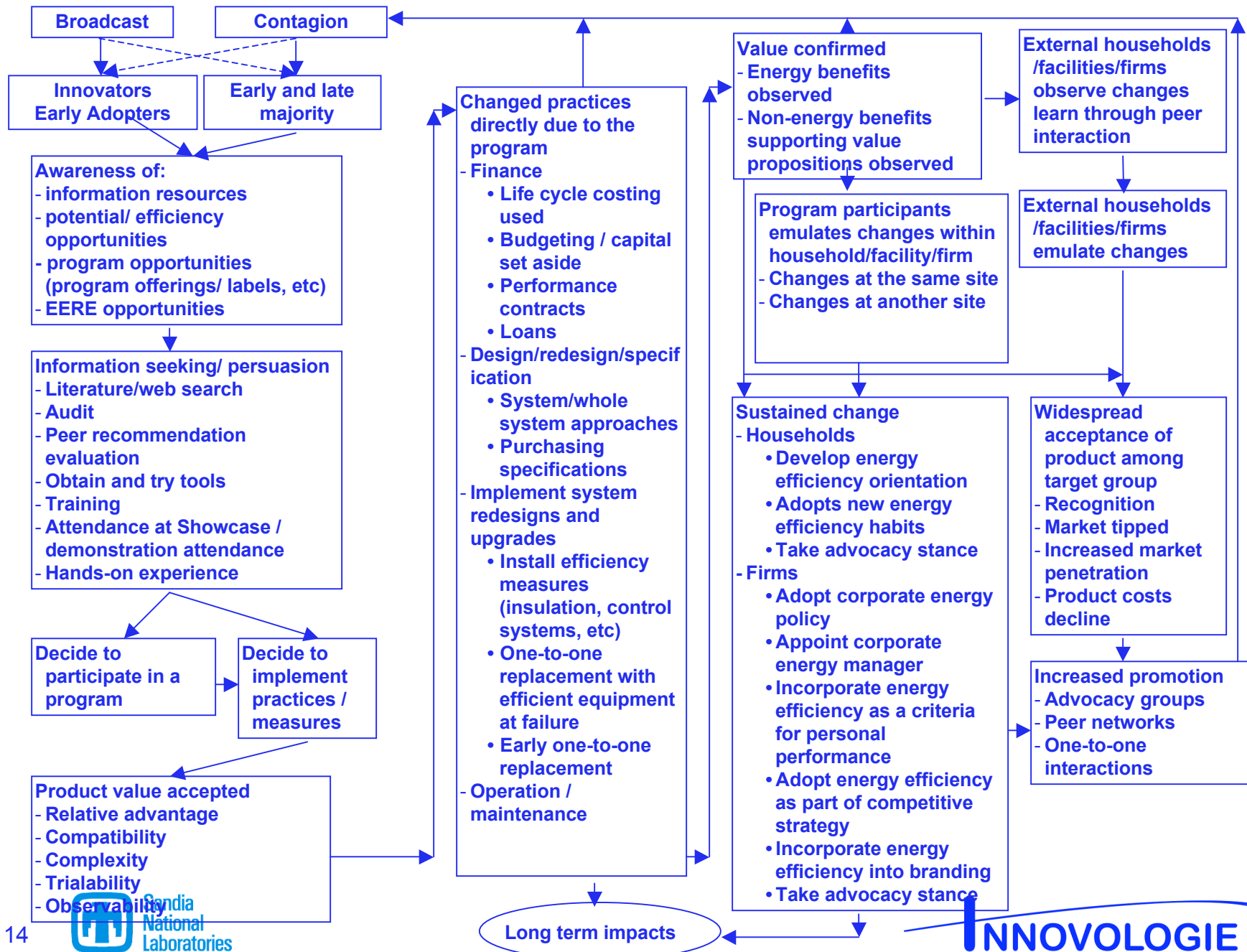
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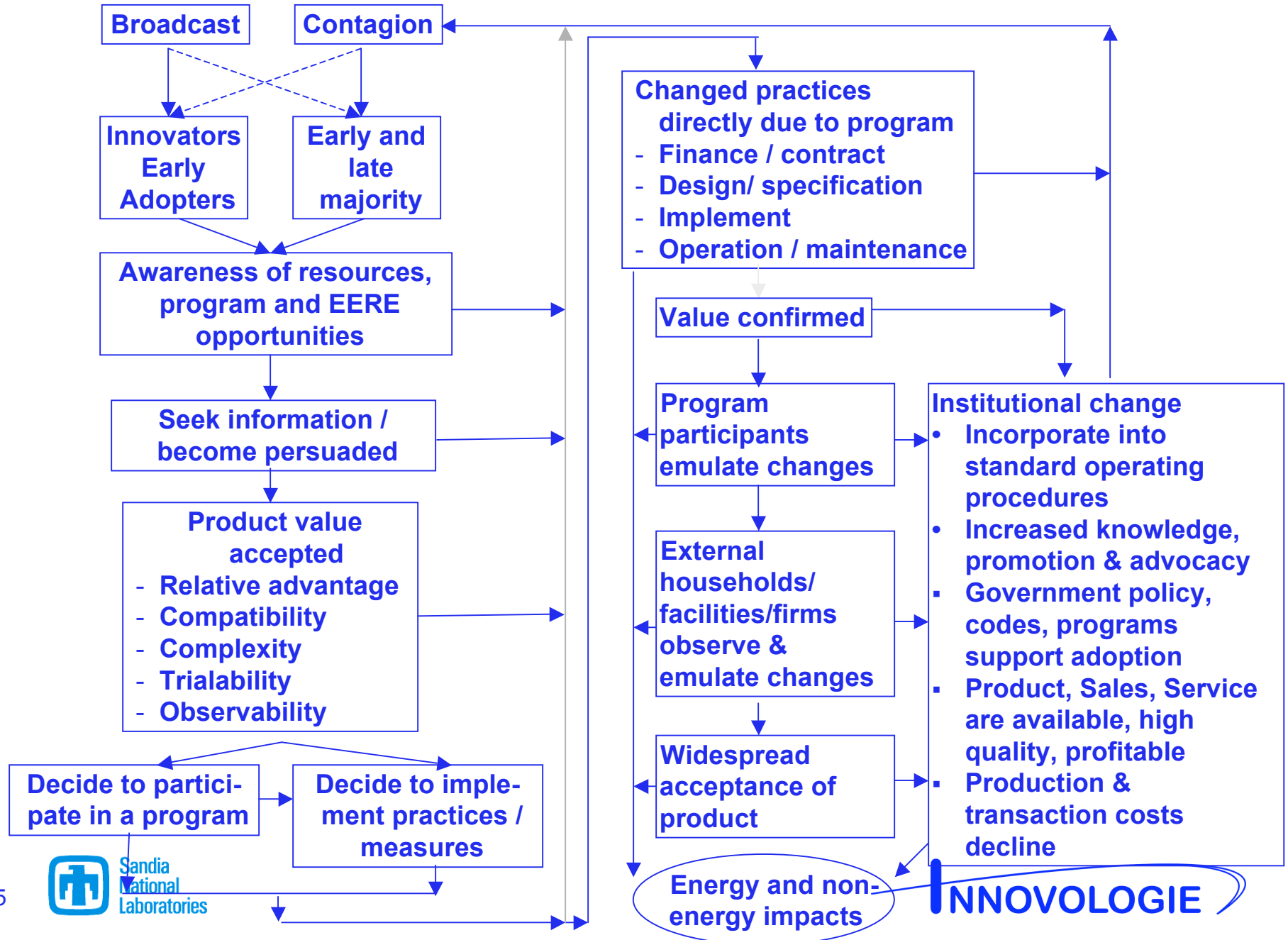
A Generic Version of the Diffusion Model Appropriate to Manufacturers and Businesses



A Generic Version of the Diffusion Model Appropriate to End-users



The Diffusion of Innovation and the Important Questions



The Diffusion of Innovation and the Important Questions

Is the word spreading through program channels and to whom is it being spread?

In response to program activities are target audiences aware of the program and the technologies and practices being promoted by the program?

In response to program activities, are the target audiences seeking more information and becoming persuaded?

Do the program's products, and the technologies and practices the program is trying to sell, have the "right stuff"?

Are the target audiences deciding to implement because of the program?

Are target audiences implementing their decisions to adopt and can adoption be traced to the program?

When target audiences adopt do they value what they have done?

Do target audiences repeat the behavior in the same or different ways?

Do others observe the changes to behavior and decide to investigate or try the behavior?

Do the changes to behavior become ingrained or do the target audiences revert to earlier behaviors?

What we have done

- Created a generic logic model
- Added to the model using a theory of change
- Transformed that to a generic tool that program managers can use to develop logic models and to develop researchable questions and metrics

What the tool does - I

- The identification of key activities and the theory of change provides a common framework for implementation and evaluation across all programs in a complex multi-program environment
- It helps to move us from simplistic, ad-hoc, and post-hoc explanations of behavior to a scientifically grounded understanding of programs
- It moves logic modeling from a descriptive analytic posture to a program defining posture
- As a result of using the tool, management and program managers will share a common understanding of how all programs work

What the tool does - II

- The tool should help program managers better understand their programs and better define and manage evaluations
- Common language and approach should help to increase communication about programs and evaluation among all players
- The generic model should help to rapidly detect details missing from our understanding of programs
- It should focus attention on the important details rather than all the details
- In multiprogram environments it could move us in the direction of:
 - Common researchable questions
 - Common metrics
 - Shared evaluations and evaluation resources

You can contact us at

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