

Athletes4society

T O O L K I T

KNOW YOUR GAME:
PUBLIC VALUE
TRIANGLE & LOGIC
MODEL



Conducted as part
of the Erasmus+
Athletes 4 Society
Project: Empowering
the public value of
sport through athletes
as role models.



**How to build a societal impact
programme that involves
athletes as role models?**



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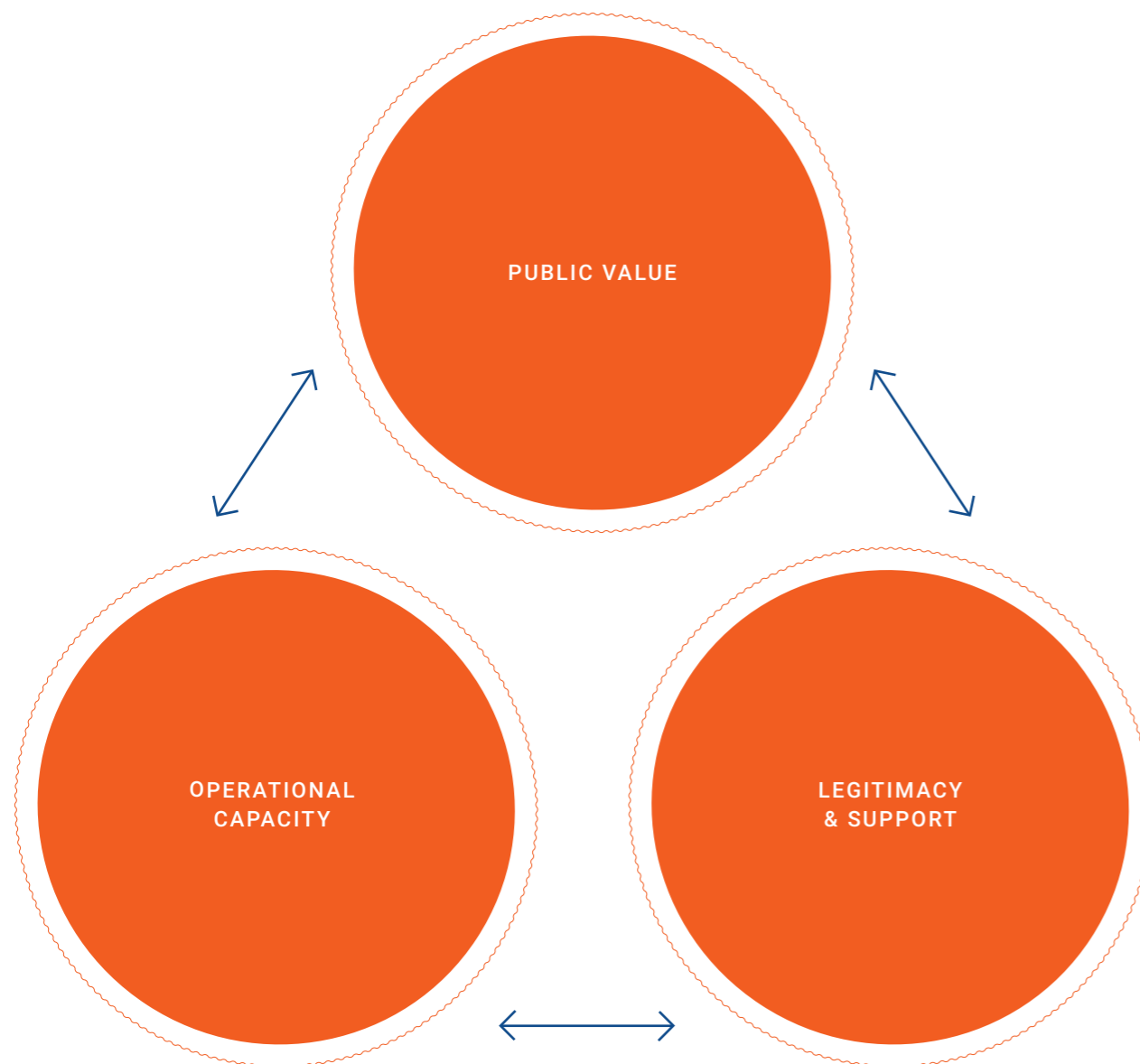
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Public value triangle^{1,3,4}

Professor in public value management Mark Moore indicates that public organisations should focus on creating public value (PV). PV includes the collective perceptions of what individuals within society perceive as valuable and can be material (e.g., sheltering the homeless) as well as immaterial (e.g., feelings of safety that homeless people experience).

FIGURE 1: THE PUBLIC VALUE TRIANGLE



Based on this concept, Mark Moore developed a practical theory for creating public value, namely the 'public value triangle'. This strategic triangle shows that public value can be created within a programme if the programme has following components: (a) public value proposition, (b) legitimacy & support, and (c) operational capacity.

0.1. Organisations need to define their public value proposition.

Organisations are often preoccupied with practicalities to keep their organisation running. As a result, they often overlook their social contribution. For example, although sport organisations main focus is on the achievements of their elite athletes, they can also focus on increasing sport participation and promoting a healthy lifestyle among children.

0.2. There is a need for support from the environment.

Support can come from the political, financial, and social environment. For instance, the minister of sport can provide political and financial resources and support, but parental support and support from teachers are also important in creating a healthy lifestyle for children.

0.3. Organisations need sufficient organisational capacity, such as financial, human and logistic resources.

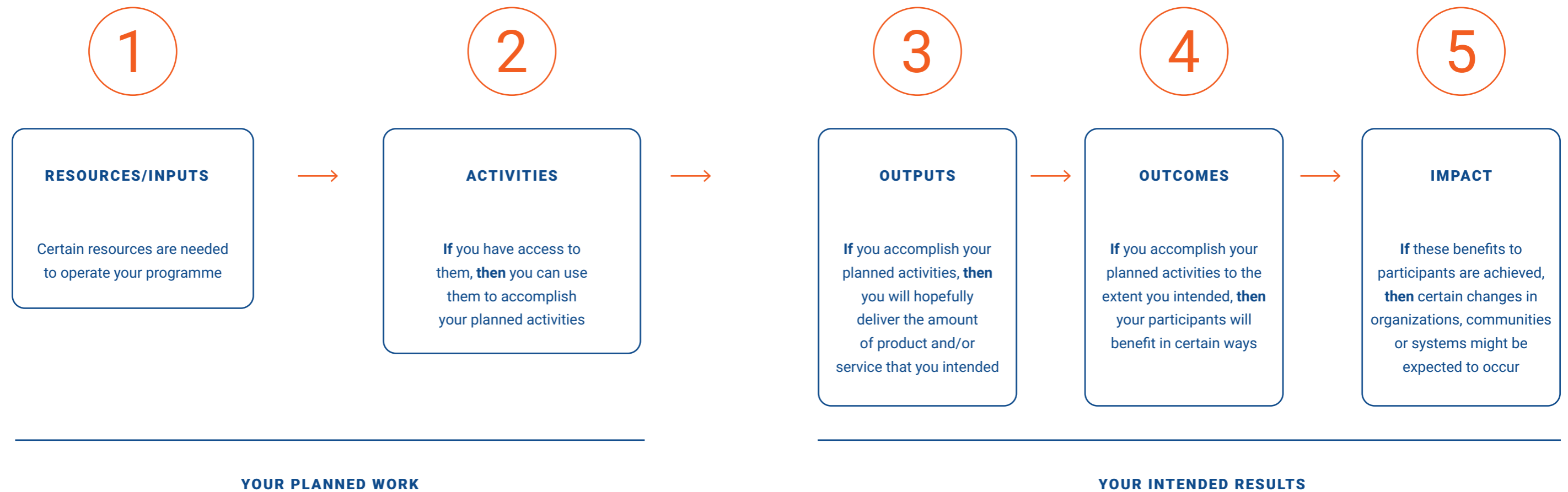
An organisation must have **sufficient capacity to enable their public value proposition**. If the organisation lacks this capacity, it will not be able to create public value. For instance, in order to create a healthy lifestyle for children, sports infrastructure and coaches/trainers are needed.

As you can see in figure1, these three components are interconnected. In fact, the lines represent a feedback system: as public value increases, there will be more support from the environment, which increases the operational capacity of the organisation, which in turn allows more public value to be created. It is important to emphasize that **a strong, successful programme has a balanced triangle**.

Logic model^{2,5}

A logic model is a **formalised way for organisations to structure their programme, policies and/or campaigns**. Logic model theories can often be captured in a series of “if-then” statements; ‘if’ something is done with or for the programme participants, ‘then’ something should change (see figure2).

FIGURE 2: A SIMPLE LOGIC MODEL



A logic model contains 6 different components:

1. _____ **The context or the environment** entails the size and nature of the problem.
2. _____ **Input or resources** are the financial, human, and organisational resources that are needed to operate a programme.
3. _____ **Activities or throughputs** are the kind of actions which have been taken in the programme.
4. _____ The **outputs** of the programme encompass the direct and immediate results of the inputs and activities.
5. _____ The **outcomes** of the programme are the subsequent short-term and long-term behavioural changes resulting from the programme implementation.
6. _____ The **impact** of the programme includes the broader intended and unintended changes which occur as a consequence of the programme.

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