



United Way of
York County, SC

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Logic Model Training Manual

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Logic Model Training Manual

Introduction

Welcome to the United Way of York County's *Logic Model Training Manual*. A logic model is a commonly-used tool to clarify and depict a program within an organization. Logic models link program inputs (i.e., resources) and activities to program outputs and outcomes (i.e., goals) while communicating the logic (theory) behind the program, its rationale for existing.

Logic models can be used to:

1. Identify the outputs and outcomes for your program;
2. Link outcomes to each other and to program activities using the identified logic (theory) for your program (illustrate cause and effect);
3. Incorporate findings from research;
4. Select indicators to measure outcomes;
5. Illustrate why the program is important as well as its fundamental purpose;
6. Depict what outputs must occur before outcomes will be evident;
7. Make mid-course adjustments and improvements in your program; and
8. Become a common reference point for program staff, stakeholders, constituents, and funding agencies.

This manual presents the components, concepts, and uses of a logic model. It also describes in detail the steps necessary to create logic models for program.

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Objectives

1. Identify outcome measures

A measurable change in quality of life achieved by a client between entry into and exit from a program

2. Recognize and understand components of a logic model

Inputs – Agency's resources and raw materials

Activities – Procedures that will be implemented to carry out the program

Outputs – Direct products of program activities

Outcomes – Measurable change in quality of life

3. Learn how to create a logic model

4. Begin to develop a logic model for your program



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What's a Logic Model?

A program logic model is a description of how the program theoretically works to achieve benefits for participants.

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Why Use Logic Models

Road map

A road map to reach program goals

A road map of the program

Framework

Framework to examine outcomes

Graphic representation

Theory of the program

A program's *rationales* are the beliefs about how change occurs with your clients, based on research and/or best practices



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“If-Then” relationships

Sequence of “if-then” relationships

Systematic, visual way to present relationships

Resources you have to operate the program

Activities you plan to do

Changes or results you hope to achieve

Planning and evaluation tool

Tool for planning and evaluating programs

Going through the logic model process will help ensure that your evaluation will yield relevant, useful information



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Focus on outcomes ... answers "So What?" question!

Process Goals vs. Outcome Goals (See next page)

For example, outcomes allow us to:

Show differences in the lives of people

- *Represent the results or impacts that occur because of program activities*

Improve services

- *Be within the scope of the program's control or sphere of reasonable influence*
- *Be generally accepted as valid by various stakeholders of the program*

Focus on clients/consumers

- *Be phrased in terms of **change***
- *Be **measurable***



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Process Goals

Outcome Goals

So What?

Our program will provide emergency shelter to an average of 22 people every night.

Residents of the emergency shelter will obtain stable housing and employment.

Our program will provide social group work for teens after school.

Teens will resist negative peer pressure.

Our Center will provide child day care for 80 children age 2 to 5 years from 7:30 am to 6:00 pm Monday – Friday.

Pre-school age children will demonstrate the knowledge and skills necessary for successful entrance into kindergarten.

Our program will serve 40 older adults Monday – Friday in an adult day care program.

Participants in our adult day care program will maintain their ability to live independently in their own home.



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Outcomes measurements should be expressed as changes in knowledge, attitudes, skills, behaviors, and/or conditions

For example:

- *Improvement in self-esteem*
- *Reduction in social anxiety*
- *Knowledge and skill in using community resources for independent living*
- *Demonstrated ability to manage finances*
- *Demonstration of ability to perform critical job skills*
- *Placement in a job for which the client was trained*
- *Reduced incidence of returning to the same or another abuser*



Components of the Logic Model

| Components | Definitions | Examples |
|-------------------|---|--|
| INPUTS | <ul style="list-style-type: none"> • <i>Resources and raw materials a program uses to achieve program objectives</i> • <i>What we invest to make the program happen</i> | <p><u>Resources</u>: staff, volunteers, money, materials, space, technology</p> <p><u>Raw materials</u>: Clients</p> |
| ACTIVITIES | <ul style="list-style-type: none"> • <i>Activities that use inputs to achieve objectives with raw materials</i> • <i>What we do in our program</i> | Parent training for abusive and neglecting parents |
| OUTPUTS | <ul style="list-style-type: none"> • <i>Measurements of services provided and completion of all services prescribed</i> • <i>The “How Many”</i> | <p>Number of training hours provided</p> <p>Number who complete the entire course and receive a certificate</p> |
| OUTCOMES | <ul style="list-style-type: none"> • <i>Demonstrated benefits to those receiving services</i> • <i>Measurable change in quality of life</i> | Number of those who completed the course who actually demonstrate improved parenting skills |



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Questions to be asked regarding logic model components ...

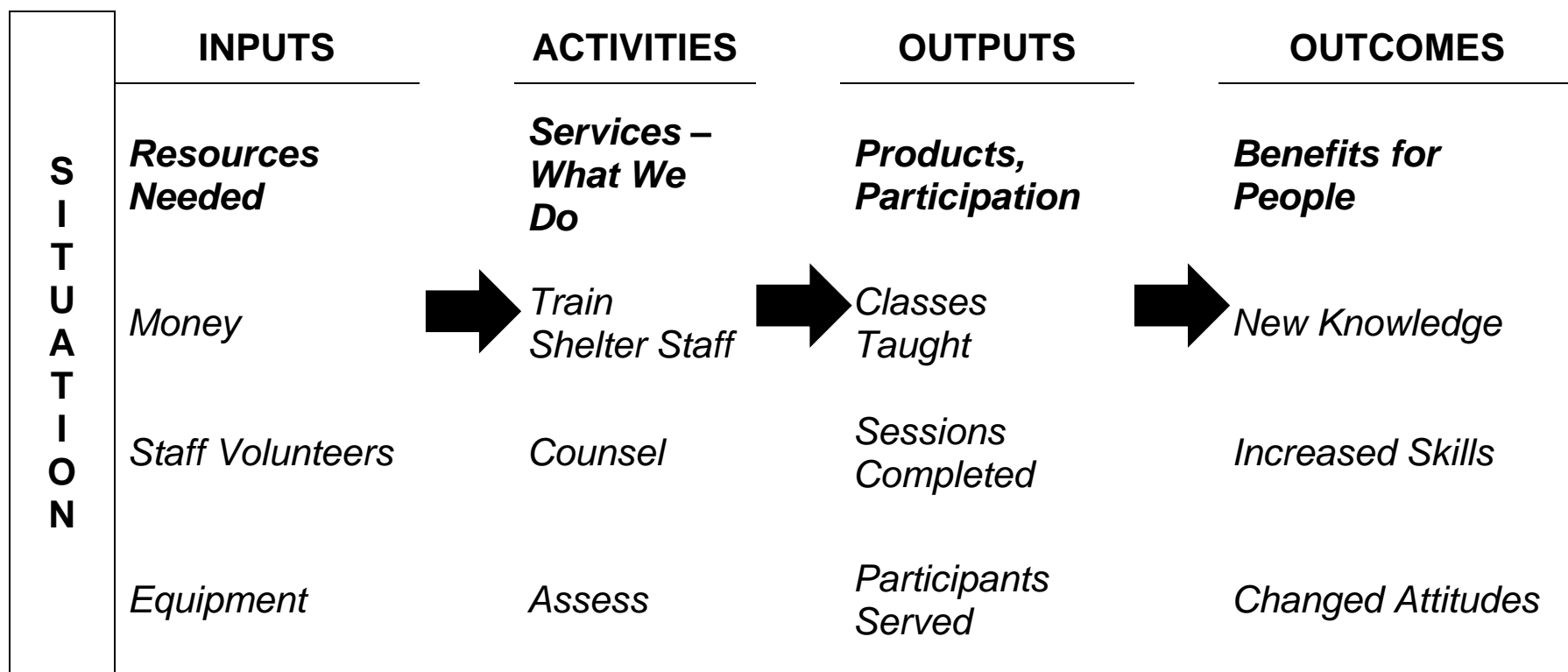
- Inputs**
- What types of clients (in terms of demographic, descriptive, or diagnostic characteristics) do we expect will benefit from this program, given our assumptions and our expected results?
 - What types of staff should be employed in this program to provide the expected services and serve the clientele we have defined? What degrees, certification, or experience should staff members have?
 - What resources, facilities, or equipment will be needed to carry out the services and meet the needs of clients?
- Activities**
- What kind of services, service tasks, and methods of intervention are most relevant to address the problems and work with the client population as defined in the program design?
- Outputs**
- Given program expectations, what mix of services represents a full complement of services?
 - What is the minimum volume or quantity of these services that could be expected to produce a measurable result?
- Outcomes**
- What outcomes can we expect to achieve?
 - What outcomes do we not expect to achieve, given the limitations of the program?



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Program Logic Model Components

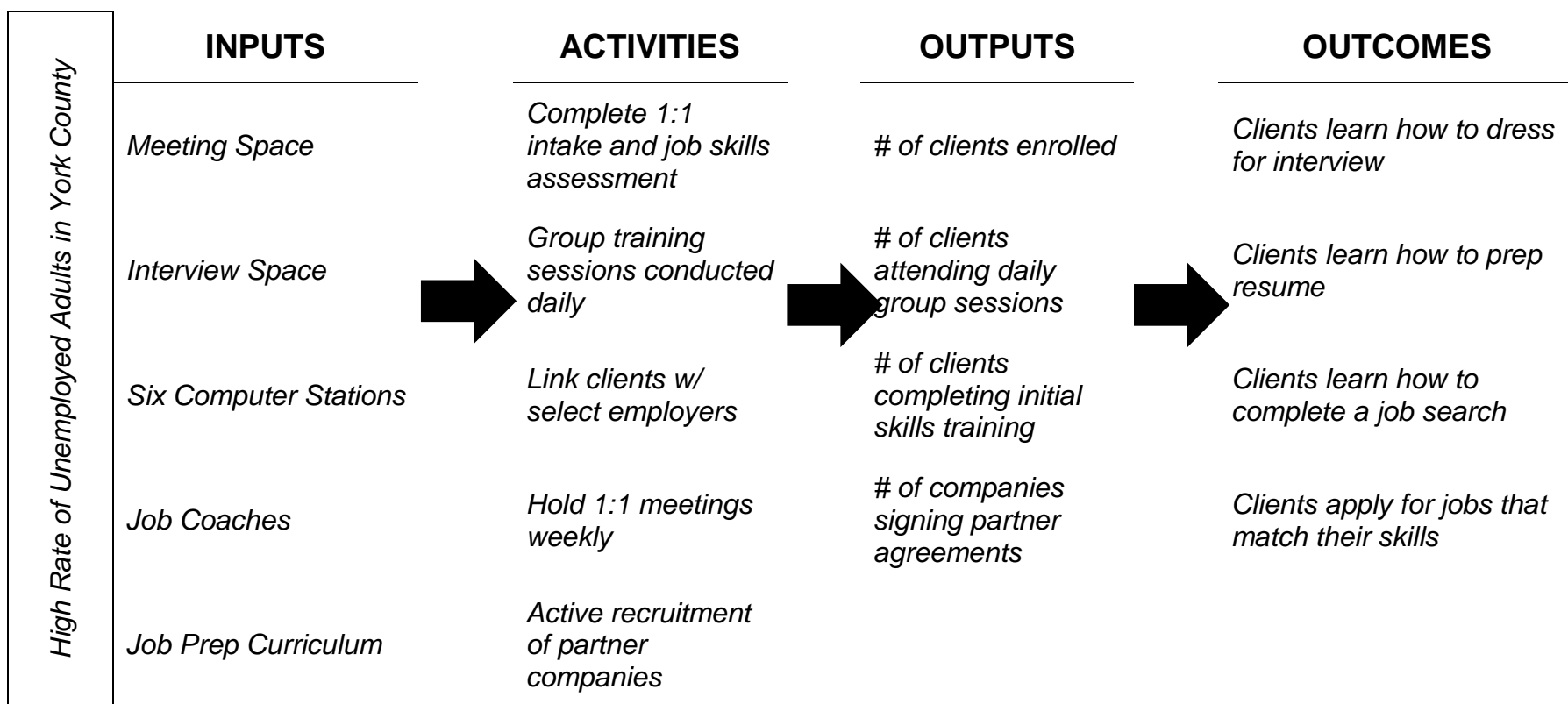




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Example of a Program Logic Model



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Creating a Logic Model for Your Program

Need

- Document the need US Census data, County Health Rankings, needs assessment results
- How large is the problem? Scope of problem, how many impacted? what's the undesirable condition?

Who are you trying to influence?

- Be clear and very specific Demographics, specific problem or issue, trend over time
- Be reasonable How many clients can you serve? capacity of staff? size of facility?

Steps

- Start with your **Outcomes** What kinds of changes you want to see? what will be different?
- List specific **Activities** Hire program manager, recruit 15 clients; purchase 10 curriculum
- Identify **Inputs** Look at your program's budget: personnel, facilities, materials, equipment
- Lastly, **Outputs** How many staff hired? clients recruited? books purchased?



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Points to Ponder ...

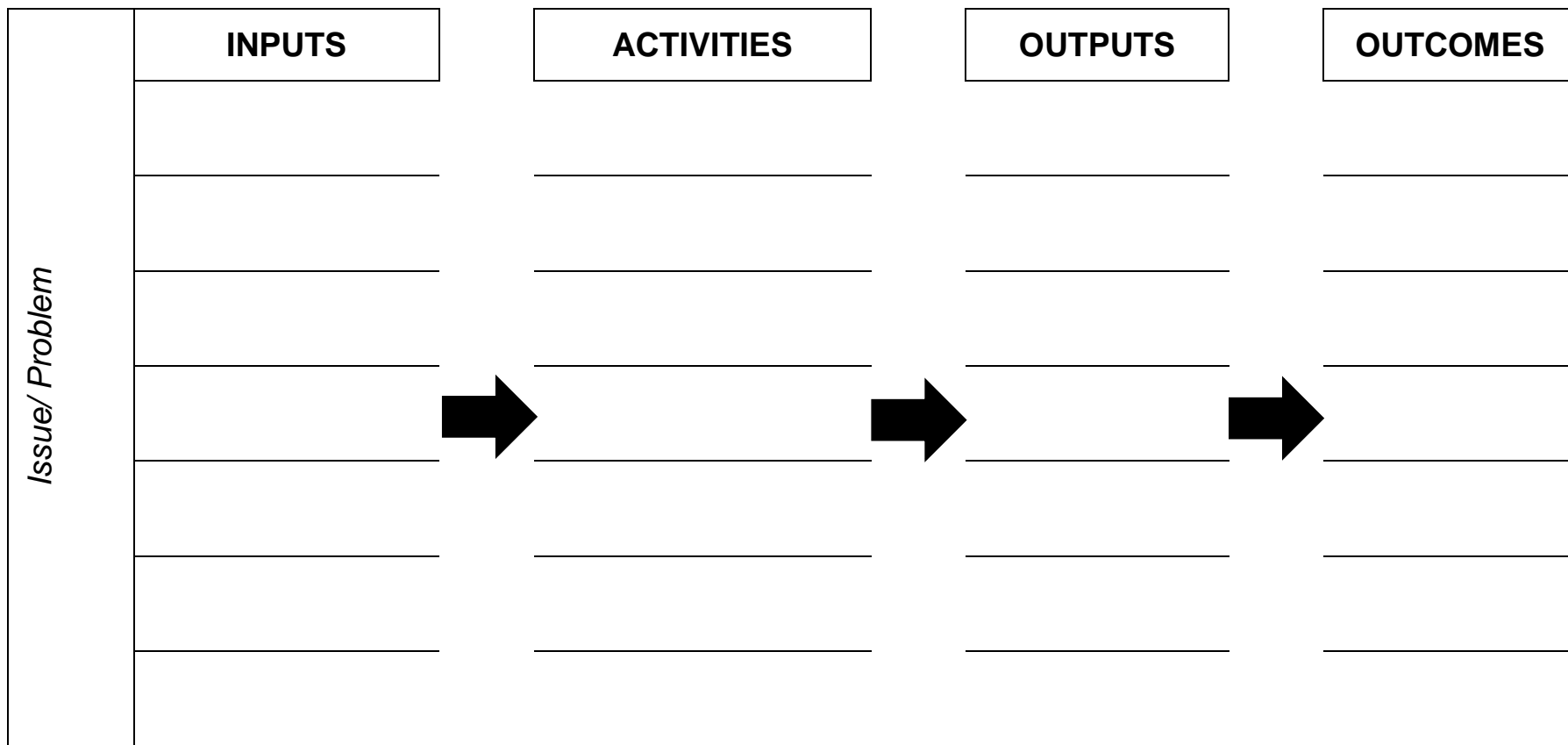
- 1. Relax!** *The first logic model you develop might be a little rough but it will get easier*
- 2. Broad range of stakeholders** *Encourages “buy-in” and support*
- 3. Identify potential barriers** *As early as possible—community factors may counter the direction of program outcomes and/or influence the achievement of outcomes*
- 4. Engage partners** *Both supporters and inhibitors, complementary and competing*
- 5. Plan for sustainability** *Plan for longevity of your program by diversifying sources of funding, partnering with other agencies, integrating program into existing systems*
- 6. Consider feasibility** *Are the activities doable given the program’s resources?*



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Logic Model Template





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Reviewing Your Logic Model

- Is the NEED for the program clear?
- Is the TARGET POPULATION clear?
- Are the OUTCOMES focused on the client (not what the program will do)?
- Are the OUTCOMES within the scope of the influence of the program?
- Is this OUTCOME truly important to you? To others?
- Is the OUTCOME written using language that most people will understand?
- Are there unintended consequences?
- Can you see the connections of all parts of the logic model – the INPUTS, ACTIVITIES, OUTPUTS, and the OUTCOMES?
- In examining the relationship between each part, ask – “If this is done, then is it more likely that will happen?”
- Are the ACTIVITIES doable given the program’s resources?
- Are the ACTIVITIES sufficiently described to provide a good understanding of what staff does?
 - Duration and intensity?
- Is your LOGIC MODEL presented on one page?
- Remember, a LOGIC MODEL is a representation ... in “real life” programs are not linear!