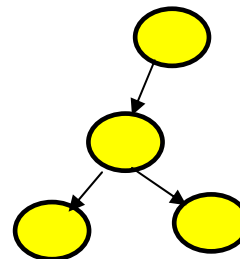


WHAT IS A PROGRAMME LOGIC MODEL?

The programme logic model is simply a schematic representation of the logical sequence and causal relationships among:

- the results and the changes you hope to achieve;
- the activities you plan to do; and
- the resources that you have to operate your programme.

In tracing out the causal relations among its elements, the programme logic model helps us to identify assumptions that may influence the sequence.



HOW THE PROGRAMME LOGIC MODEL CAME ABOUT

Programme logic models have been developed and used extensively during the last 20 years by programme planners and evaluators. The programme logic model approaches have been called different names: “Chains Reasoning” (Torvatn, 1998), “Theory of Action” (Patton 1997), “Performance Framework” (Montague, 1997), “Programme Logic Models” (Framst, 1995, Rush and Ogborne, 1991). Whatever the terminology used, all of these variations relate to what evaluators call “programme theory”.

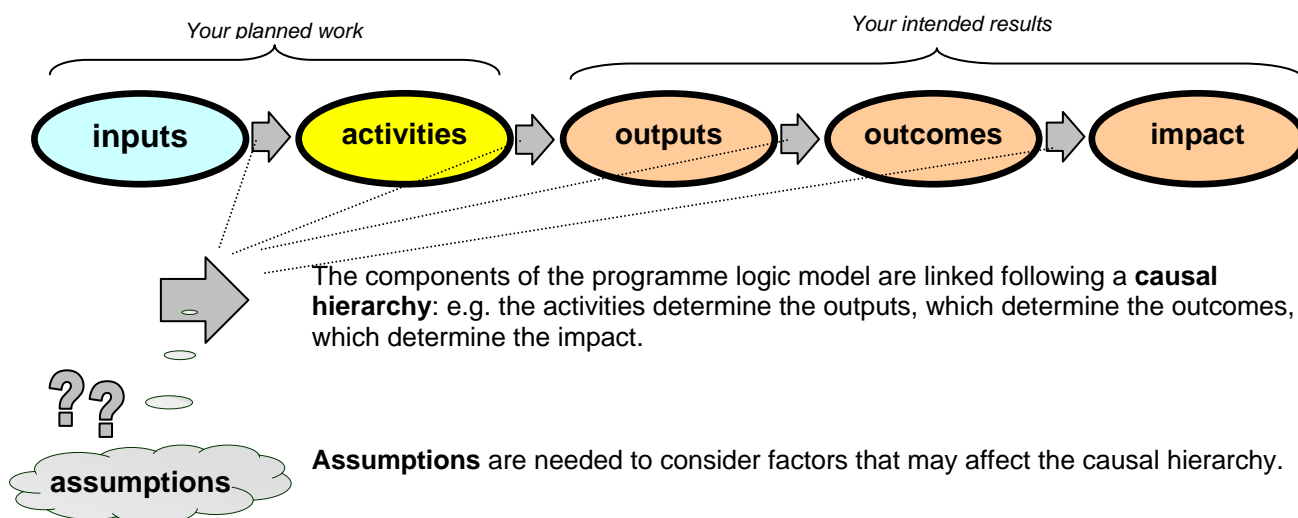
Use of programme logic models came about due to:

- growing disillusionment with programmes that were not meeting their objectives;
- emphasis on accountability and “managing for results” that have forced programme managers to look beyond simply documenting inputs and implementation processes, searching for more coherent ways to describe, measure, and evaluate outcomes.

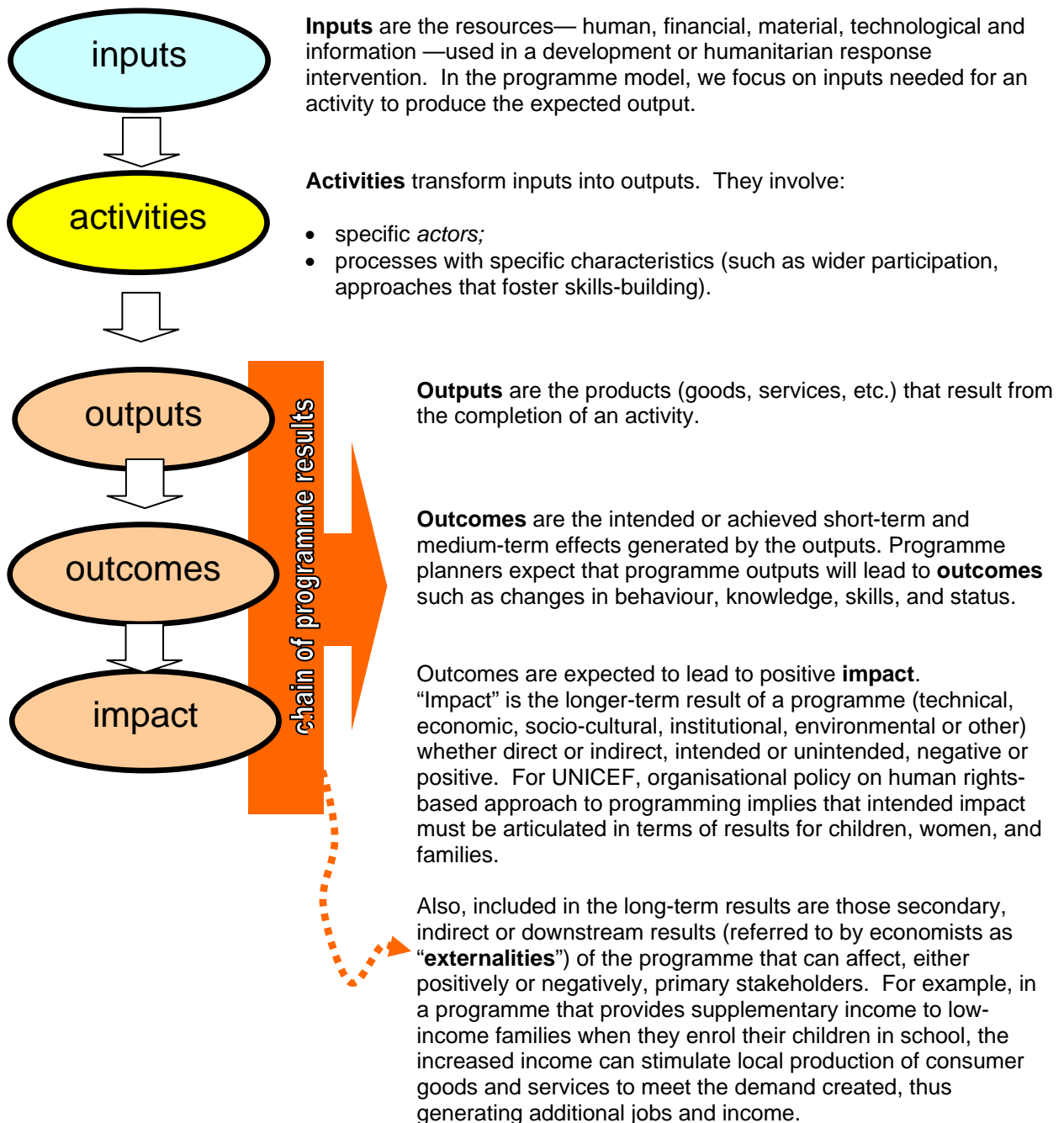
As many managers often do not have clear and logically consistent methods readily available to help them to deal with these new demands, the programme logic model is seen as a powerful tool for identifying the sequence of expected results. This provides a basis for then identifying corresponding indicators and what data to collect and analyse to measure outcomes.

HOW DOES A PROGRAMME LOGIC MODEL WORK?

The components of a programme logic model are:



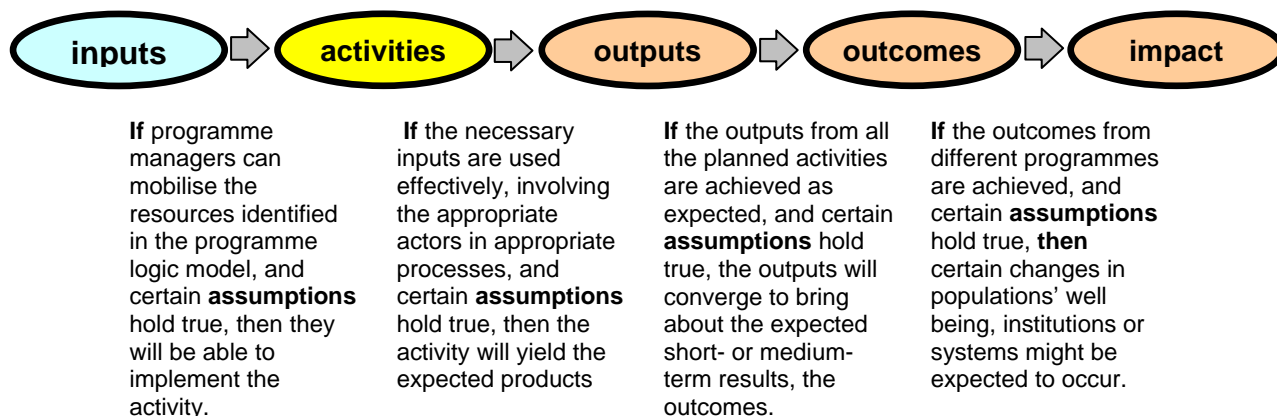
Components of the programme logic model: inputs, activities, outputs, outcomes, impact.



The components defined here reflect the “result-based terminology” that is comparable to a programme hierarchy: intended impact corresponds to the programme goal and outcomes correspond to programme objectives.

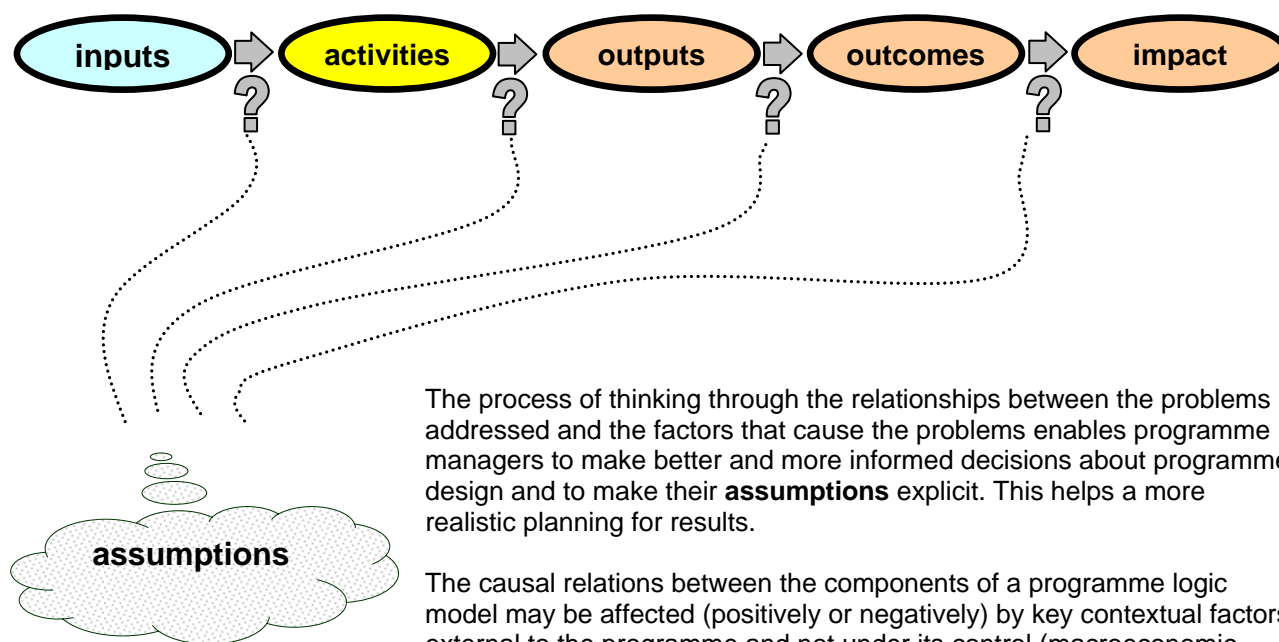
The causal relationship among the programme logic model components

A programme logic model shows the causal connections among its components, the “if...then...” relationship among its parts.



Adapted from: Kellogg Foundation (2001).
Logic Model Development guide (<http://www.wkkf.org/pubs/Pub3669.pdf>)

Contextual factors and assumptions



The process of thinking through the relationships between the problems addressed and the factors that cause the problems enables programme managers to make better and more informed decisions about programme design and to make their **assumptions** explicit. This helps a more realistic planning for results.

The causal relations between the components of a programme logic model may be affected (positively or negatively) by key contextual factors external to the programme and not under its control (macroeconomic conditions, political influences, and weather conditions, for example).

The causal hierarchy might include internal assumptions about complementary programmes managed by other organisations. For example, consider how different organisations and institutions might work to achieve complementary or even the same outcomes, in different partnership arrangements, each organisation filling in a particular niche according to its capacities.

The process

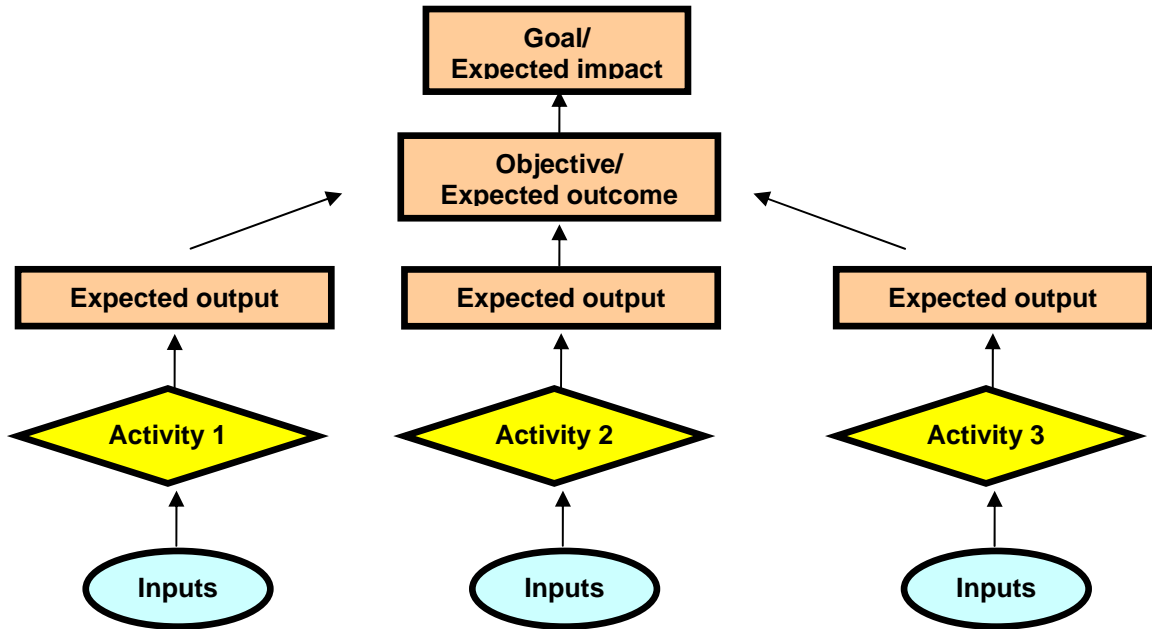
Programme logic model approaches involve ideally more than producing a simple diagram or graphic. They can be used in a highly participatory process, facilitating dialogue and discussion among programme partners and yielding a clear, common understanding of the programme intent and strategy. The participatory approaches to programme logic modelling include ZOPP (Ziel Orientierte Projek Planung) or Objectives Oriented Project Planning. The methods and techniques of Visualisation in Participatory Planning (VIPP), familiar to many UNICEF staff, are entirely complementary to participatory approaches to programme logic modelling.

See: GTZ (1997). ZOPP - Objectives-oriented Project Planning (http://www.gtz.de/pcm/download/english/zopp_e.pdf).

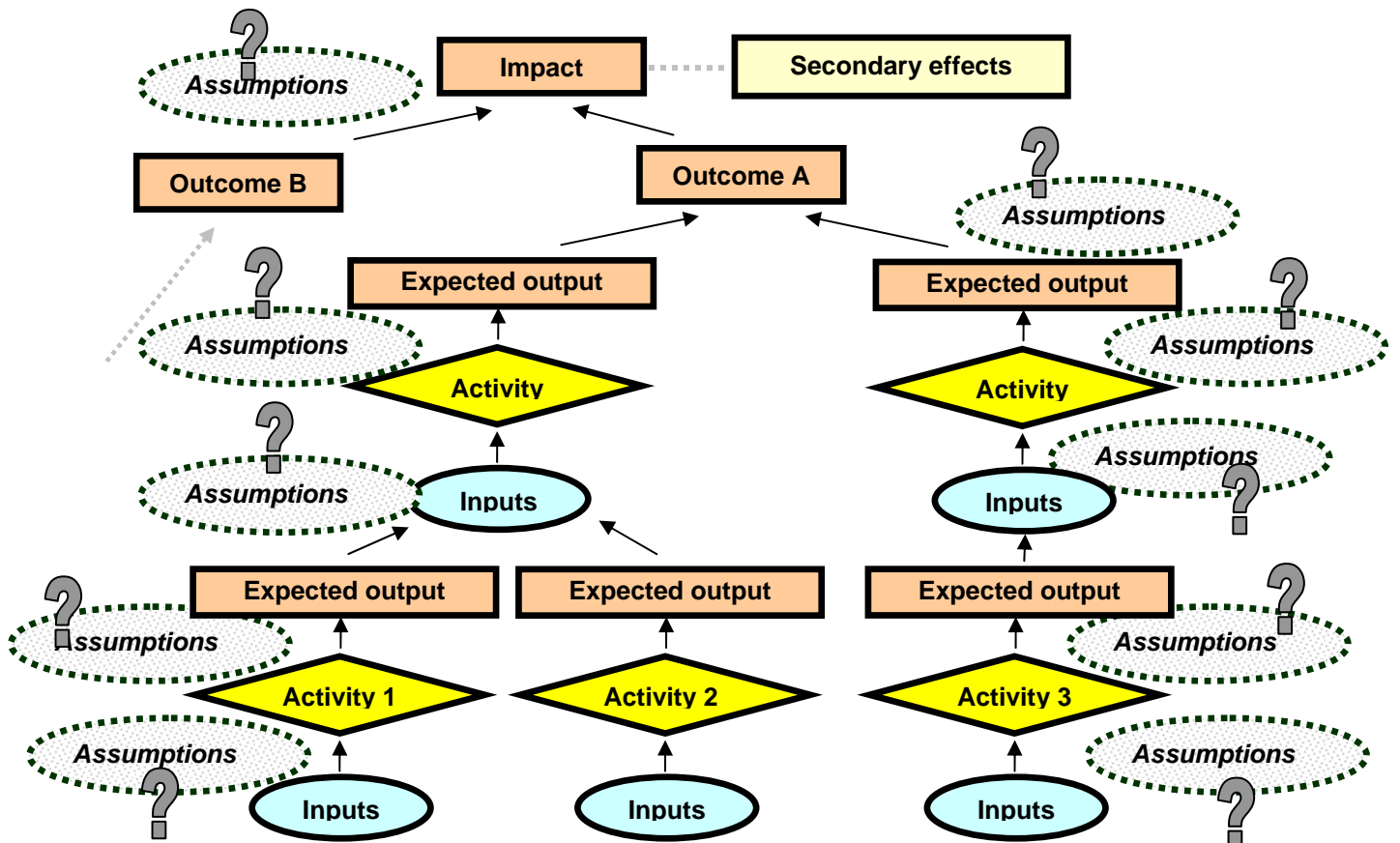
COMPLEX PROGRAMME LOGIC MODELS

In practice the chain of components may be more complex than the linear pattern presented so far. For example:

An outcome may be determined by a set of concurrent activities

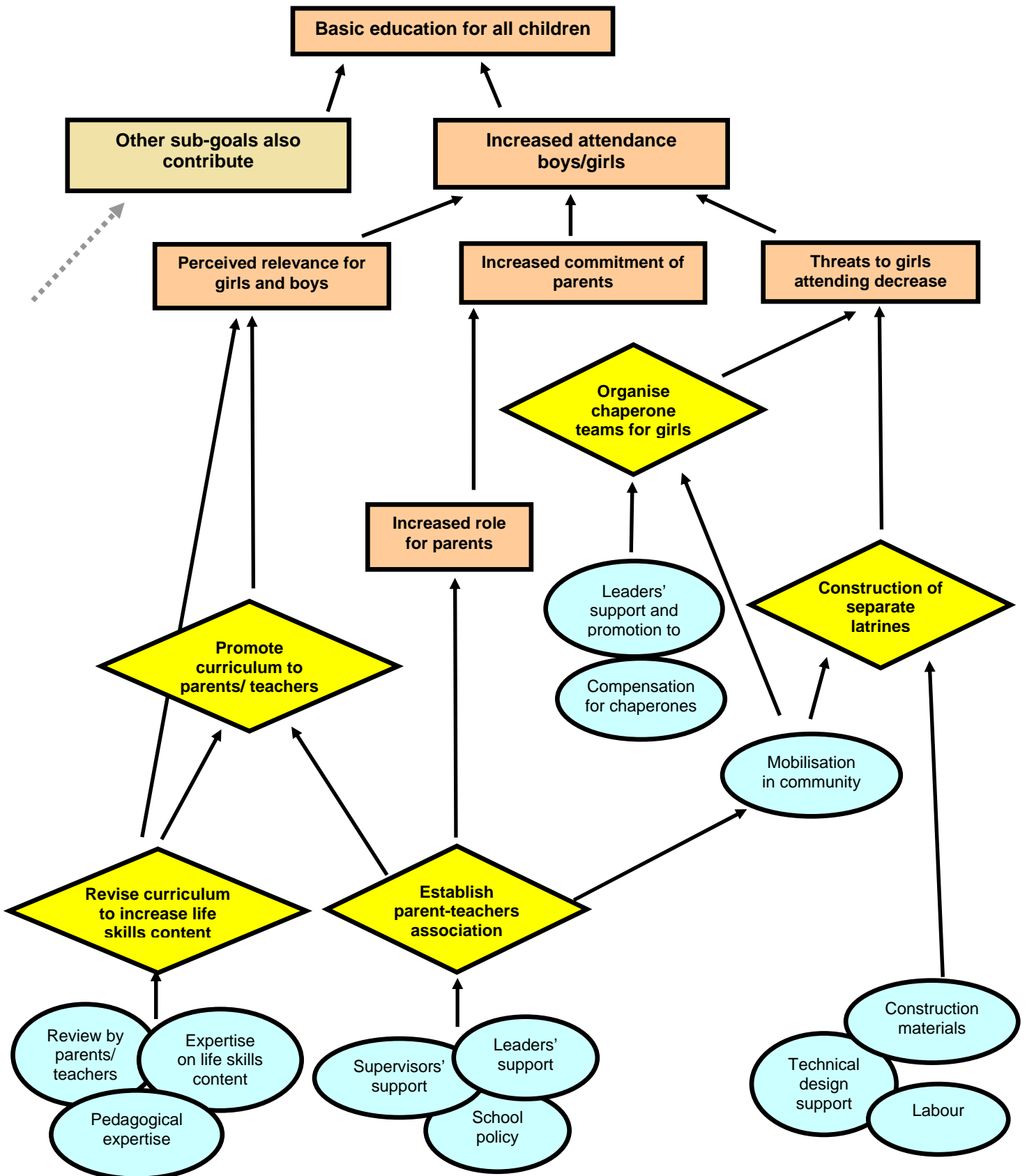


The output of an activity or project may become the input for another activity or project



EXAMPLE OF A PROGRAMME LOGIC MODEL

A programme logic model can help in tracing out the sometimes-complex lateral causal links between different streams of activities.



SUMMARY: THE WHY, WHAT, WHO, WHEN, HOW OF PROGRAMME LOGIC MODELS

WHY?

A programme logic model should create an explicit understanding of the components of a programme (and of the contextual factors influencing them) and of its logic in order to:

- Provide a basis for better planning, monitoring, evaluation;
- Enhance communication of the programme among programme stakeholders.

WHAT?

Programme logic models need to state:

- The **components** of a programme;
- The different **actors** involved and their various contributions and roles at different points in the programme, including the populations intended to benefit from the programme outputs, outcomes and impact;
- The **logic connections**, critical linkages and sequencing amongst the activities (if...then...). This means to identify what to do — and in what sequence — in order to achieve the ultimate outcomes and impact desired;
- The **assumptions** to be made on such connections. The analysis of the external factors affecting the components of the programme logic model provides the basis for managers to address risk factors or to make strategic decisions that could lead to greater effectiveness and sustainability.

WHO?

All relevant stakeholders must be involved in the preparation/revision of programme logic models:

- Developing and using programme logic models with programme partners can involve considerable discussion, but tends to lead to a much more realistic programme logic model and M&E plan than one drawn up by one person. Time must be allowed for this participatory process.
- Programme logic models may become an opportunity to involve partners and primary stakeholders in a truly participatory fashion.
- The more participatory the process, the more it can help to test the logical sequence envisioned by programme planners against the logic of other participants, including primary stakeholders.

WHEN?

Developing programme logic models is an ongoing process.

- Programme logic models can be produced and employed at all stages of the project cycle: as a reference in defining indicators for a monitoring plan; as a reference in defining evaluation questions; as a tool in the actual design and implementation of evaluations.
- Developing a programme logic model, especially identifying and organising its components, is an iterative process. Programme logic models should be continuously adapted. They require careful review and, often, several revisions, so it is important to test and retest the logical connections and completeness.

HOW?

Developing a programme logic model is an iterative process that should include the relevant stakeholders of a programme. It requires many of the same basic steps as good programme formulation.

(See core content sheet "[Steps in developing programme logic models](#)")
