



Program Logic (PL)

Brief Description

The Program Logic method (PL) offers an opportunity to relate resources, planning, interventions and expected results to each other and represent them visually. This reveals the logic that underpins all stages of a project. The Program Logic method (PL), which is based on the Logic Model approach practiced internationally for over 30 years, is particularly suitable as a planning tool. It also offers a solid basis for writing funding applications.

Program Logic (PL) Method

Planning		Implementation		Results
I Resource Stock-Take	II Planning Activities	III Carrying out the Intervention	IV (immediate) Outcomes	V (broad) Impact (intended and unintended)

Block, Unger, Wright (2008, own illustration)

Prerequisites

- Sufficient time to collate the elements of the method and document them in writing

Applications

- Writing a project funding application
- Conducting a stock-take
- Strategic intervention planning
- Effective internal and external communication about planned or completed projects
- Planning an evaluation
- Continuous learning and improvement of practice



Process Overview

1. Recruiting colleagues to participate in the process, forming a working group.
2. Setting aside time, organising regular meetings.
3. Describing the planning phase (I Resource Stock-Take, II Planning Activities)
4. Describing the implementation phase (III Carrying out the Intervention)
5. Describing the results (IV Outcomes, V Impact)

Resources Required

Time:

The effort required for the PL method can vary. A half working day can be sufficient for developing a project overview. If the components are to be used in a funding application, several intensive meetings plus time for research and writing are required.

Personnel:

The working group should preferably include those responsible for planning and implementing the (envisaged) project. However, project management alone may also use the PL method or delegate this task to one specific team member.

Materials:

Materials for documentation (writing pad, computer etc.)

Existing concepts etc. as background

Other Costs:

Budget for research (literature search) costs where necessary.

Detailed Working Steps

1. Recruiting Colleagues, Forming a Working Group

Those contributing to the planning, implementation and evaluation of a (envisaged) project should participate in the process. Depending on the size of the team it may make sense to invite a selection of team members to participate. To be considered are not only paid staff but also volunteers and target group representatives.

2. Setting aside Time, Organising Regular Meetings

A time slot that all involved can integrate into their work schedules must be found for the meeting(s). Where appropriate, regular meetings must be organised.

3. Describing the Planning Phase

I. Resources / Prerequisites

The process starts with a stock-take: How much personnel, what financial resources and accommodation are available for the project, or have to be applied for, to be able to develop, implement and evaluate it? Which prerequisites are present in the community/municipality or social setting and available for the project's activities?



II. Planning Activities

This includes all activities to be carried out to develop a project. They are, for example, considering whether personnel need further training in order to be qualified to carry out the intervention. In addition, the concept for the preventive or health promotion project must be clarified. Selecting and assessing the needs of the target group are also part of this component: who is to be reached with what?

III. Carrying out the Intervention

At this point, all activities included in the service (to be) created for the target group are described.

4. Describing the Results

IV. Outcomes

The hoped-for results of the intervention for the target group or its environment are listed/described here.

V. Impact

In this section, the (possible) effects that go beyond the immediate (target-group-specific) impact (effects on the social determinants of health) are described here. These include not only intended but unintended effects: if, for example, a self-help group responding to concerns within a district emerges from a language course for migrants.

Please Note:

- Using the PL method is an opportunity to gain an overview that may lead to a more detailed representation of program logic using the Developing Local Objectives and Strategies (ZiWi) Method.
- The simplicity of the method is at the same time its strength and its weakness. It does not allow in-depth exploration. Strategy development is omitted and the method does not make links to the context of the setting.

Further Advice

The method enables the description of individual components of a project, e.g. to satisfy information requests from funding bodies.

It offers the foundations for better communication. One point is that it promotes internal discussion and this may also support internal quality assurance. It can also increase transparency for the outside observer and provide arguments to justify the project, e.g.: "To develop a particular project (refer to box III) we need the following resources (box I), otherwise we are unable to carry out the necessary planning activities (box II). (See diagram)

When all components are worked through, they can serve as the basis for a funding application.



Participatory Quality Development in HIV Prevention

www.pq-hiv.de/en
Wright/Block/Unger



Further Reading and Links:

Harvard Family Research Project, <http://www.gse.harvard.edu/hfrp/>

Learning from Logic Models in Out-Of-School Time.

http://www.gse.harvard.edu/hfrp/projects/afterschool/resources/learning_logic_models.html

Logic Models Workbook. The Health Communication Unit at the Center for Health Promotion, University of Toronto,

<http://www.thcu.ca/infoandresources/publications/logicmodel.wkbk.v6.1.full.aug27.pdf>

A Guide to Developing Public Health Programmes: A generic programme logic model.

Published in March 2006 by the Ministry of Health, Wellington, New Zealand.

In pdf format:

[http://www.moh.govt.nz/moh.nsf/0/3980073CB3F0231ECC257146001881DD/\\$File/Public-Health-Programmes.pdf](http://www.moh.govt.nz/moh.nsf/0/3980073CB3F0231ECC257146001881DD/$File/Public-Health-Programmes.pdf)

McNamara, C. Guidelines and Framework for Designing Basic Logic Model.

http://www.managementhelp.org/np_progs/np_mod/org_frm.htm

Link for comparison of PL and Theory of Change (see also ZiWi Method):

http://www.evaluationtoolsforracialequity.org/evaluation/resource/doc/TOCs_and_Logic_Models_forAEA.ppt

Wissenschaftlicher Text über die Erstellung eines „Programmbaums“ für eine wirkungsorientierte Evaluation:

Beywl, W. (2006). Demokratie braucht wirkungsorientierte Evaluation - Entwicklungspfade im Kontext der Kinder- und Jugendhilfe. In Projekt eXe (Hg) Wirkungsevaluation in der Kinder- und Jugendhilfe: Einblicke in die Evaluationspraxis. München: Deutsches Jugendinstitut.

(Academic text on developing a "program tree" for outcome evaluation:

Beywl, W. (2006). Democracy needs outcome evaluation - Paths towards its development in the context of children's and youth services. In Project eXe (Ed.): Outcome Evaluation in Children's and Youth Services: Insights into Evaluation Practice. Munich: German Youth Institute. (In German))