



Australian Government

Land & Water Australia

Department of the Environment,  
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# Program Logic

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## Description

A program logic model is a 'picture' of what a project or program will do, and what this is expected to lead to. Logic models link program outcomes (short-, medium-, and long-term) with program outputs and inputs, while articulating the assumptions of the program. Program logic has been widely adopted in the planning and evaluation of natural resource management (NRM) programs in Australia. It forms the basis of the Monitoring, Evaluation, Reporting and Improvement strategy for Caring for our Country.

## Benefits

Program logic is a useful planning, communication and evaluation tool as it articulates what the program is, what it expects to do, and how success will be measured. It is useful for checking the proposed program design for adequacy of cause and effect, and the reasons or assumptions behind this. It can ensure that team members have a common understanding of the program goals and how these will be achieved. It is commonly used as an evaluation framework.

## Limitations

Program logic does not seek to take account of the unintended consequences of actions. As program logic focuses on a single issue, it does not capture the interaction between a range of programs that may have common outcomes. It is a summary of what is being done, and does not work through or document the background rationale and decisions of how and why. It can be challenging to keep the logic simple, focused on the issue at hand and grounded.

### Engagement & Planning Tool

#### When to use

In the early stages of planning and as the basis for evaluation and review.

#### Other tools for similar situations

Bennett's Hierarchy  
Logframes

#### Companion Tools

NRM practice change planning framework

### What is required?

- |                       |   |
|-----------------------|---|
| ✓✓ <b>Skills</b>      | Facilitation skills, especially if a workshop is used. An external facilitator may be helpful.  |
| ✓ <b>Resources</b>    | Staff time to prepare a program logic model. Template or whiteboard. Sticky notes, papers.  |
| ✓✓ <b>Information</b> | Relevant background documentation on the program. In the review stages, information about project or program inputs and any measures of results will be needed. |

✓ = LOW LEVEL

✓✓ = MEDIUM LEVEL

✓✓✓ = HIGH LEVEL



CLIENTS|PEOPLE|PERFORMANCE

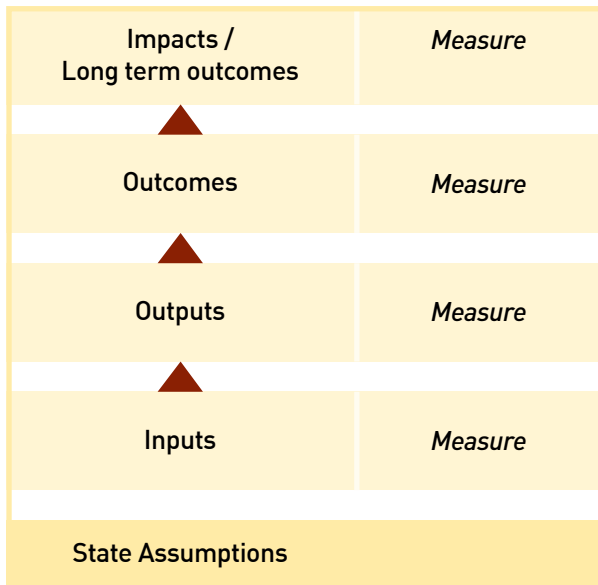
GHD Hassall

**Making Successful Investments in NRM Practice Change**

A RESEARCH PROJECT FUNDED BY LAND & WATER AUSTRALIA, THE AUSTRALIAN GOVERNMENT AND PARTICIPATING REGIONAL NRM BODIES

## Program Logic and Natural Resource Management

Program logic is not a prescribed approach but rather a conceptual model that can be adapted to suit different situations and different theories of change. The diagram at left presents program logic in its simplest form. The table on the next page presents a program logic framework that has been tailored for regional NRM.



## Program Logic & the Practice Change Planning Framework

Program logic helps you outline a strategic overview of what you will do and what you expect to achieve. The practice change planning framework then helps you to identify the 'who, why and how' elements of your implementation plan. It also helps in identifying, and clearly articulating, the assumptions that you have made about why you believe that the planned inputs and outputs will lead to the desired outcomes.

These two tools work well when used together in planning NRM practice change investments.

## Developing a Program Logic

Program logic can be integrated into existing planning processes. The following steps are simply an example of how it may be developed.

- 1 Select or develop a suitable program logic template.
- 2 Gather existing information to fill parts of the template (eg contractual agreements may state the long term outcomes you are aiming towards or required activities).
- 3 A workshop is useful for developing the program logic. If possible, include project/program staff and key stakeholders in this process, as diverse views are beneficial. This also helps to develop a shared understanding of the activities, purpose and intent of a program, and the underlying assumptions. As a group, populate the template. Start with the 'givens'; that is, those elements identified in Step 2, and work up and down the template to fill it out and revise it. Sticky notes/paper sheets are useful.
- 4 Use the practice change planning framework iteratively with program logic, to check and revise your understanding, assumptions and decisions.
- 5 State all assumptions
- 6 List the *External Factors* - things outside the program that interact with, and influence, the program and its success.
- 7 Check your logic. Read the boxes from bottom to top as a series of statements starting with 'IF ..... and followed by 'THEN.....'.
- 8 Treat the program logic as a living document - keep revisiting and refining it.

# NRM Program Logic

This table presents an example of a program logic framework for use in the regional NRM context. It can be adapted to suit the specific situation and theory of change within an organisation or program.

	Outcomes	Definitions	Example
Long term goals ↑	<b>Vision for NRM in the region</b>	Aspirational vision for the state of the catchment in 20-50 years. Defined in regional strategies, used to guide planning and set a context	<i>Biodiversity conserved</i> <i>Sufficient suitable habitat for specific species in place</i>
	<b>Improved state of the asset</b>	Condition of the resource is improved in line with regional targets	<i>X ha of native vegetation</i> <i>Connected corridors link X% of native vegetation habitat</i>
	<b>Enhanced social state</b>	Land managers, organisations, communities, institutions and industries are better positioned (individually and collectively) to contribute to NRM in their everyday activities	<i>Farmers willing to manage native vegetation and working together to manage corridors and other NRM issues</i> <i>Organisations promote benefits of native vegetation</i>
Intermediate outcomes ↑	<b>Landscape or industry changes</b>	Aggregate of the enduring changes made across the region or industry	<i>Total ha of native vegetation reestablished (and surviving)</i> <i>Km of riparian corridors connected</i>
	<b>Practice change</b>	Ongoing changes in management practice of land managers, organisations, communities, institutions and industries that is carried out in addition to the projects	<i>Stock excluded as required</i> <i>Further trees planted beyond project funds</i> <i>Existing native vegetation managed for biodiversity</i>
	<b>Changes in capacity and willingness</b>	Changes in knowledge, attitude, norms, skills, aspirations, confidence, resource allocation, social networks and partnerships of land managers, organisations, communities, institutions and industries	<i>Active seeking of opportunities for management and establishment of native vegetation/habitat</i> <i>Group formed and active</i>
Outputs ↑	<b>Outputs—Biophysical</b>	Project deliverables – immediate results that are concrete and tangible	<i>No. trees planted</i> <i>Ha fenced</i>
	<b>Outputs—Non-biophysical</b>	Immediate, non-biophysical result of activities, generally related to people's involvement, eg: <ul style="list-style-type: none"> <li>▶ Community plans agreed</li> <li>▶ EOI responses received</li> <li>▶ Participation in events</li> <li>▶ Management agreements</li> </ul>	<i>Revegetation plan agreed</i> <i>No. people involved with the tree planting and training exercise</i> <i>Management agreement signed</i>
Inputs ↑	<b>Project activities</b>	Activities carried out directly by the project, eg by staff and project managers	<i>Media releases and communications</i> <i>Revegetation plans developed</i> <i>Trees and materials purchased</i> <i>Training activity provided</i>
	<b>Foundational activities</b>	Activities that inform decisions about projects eg regional NRM strategies, investment plans, research, data gathering, planning	<i>Mapping of areas of habitat and identification of potential corridors and gaps</i> <i>Research to identify critical habitat needs</i>
	<b>State Assumptions</b>	What assumptions underlie this logic?	<i>That training, communication and individual plans are the most effective way to stimulate this change</i>

## For further information

This fact sheet is one of a series prepared for the Making Successful Investments in NRM Practice Change project.

For further fact sheets and information visit the NRM Practice Change website:

[www.hassall.com.au/australian\\_division](http://www.hassall.com.au/australian_division)

### REFERENCES & LINKS

- ▶ Program Development and Evaluation Unit, University of Wisconsin.  
<http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html>
- ▶ Zammit C, Cockfield, G Funnell, S (2000) An outcomes-based framework for evaluating natural resources management policies and programs, Published by Land and Water Australia Social & Institutional Research Program.

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