

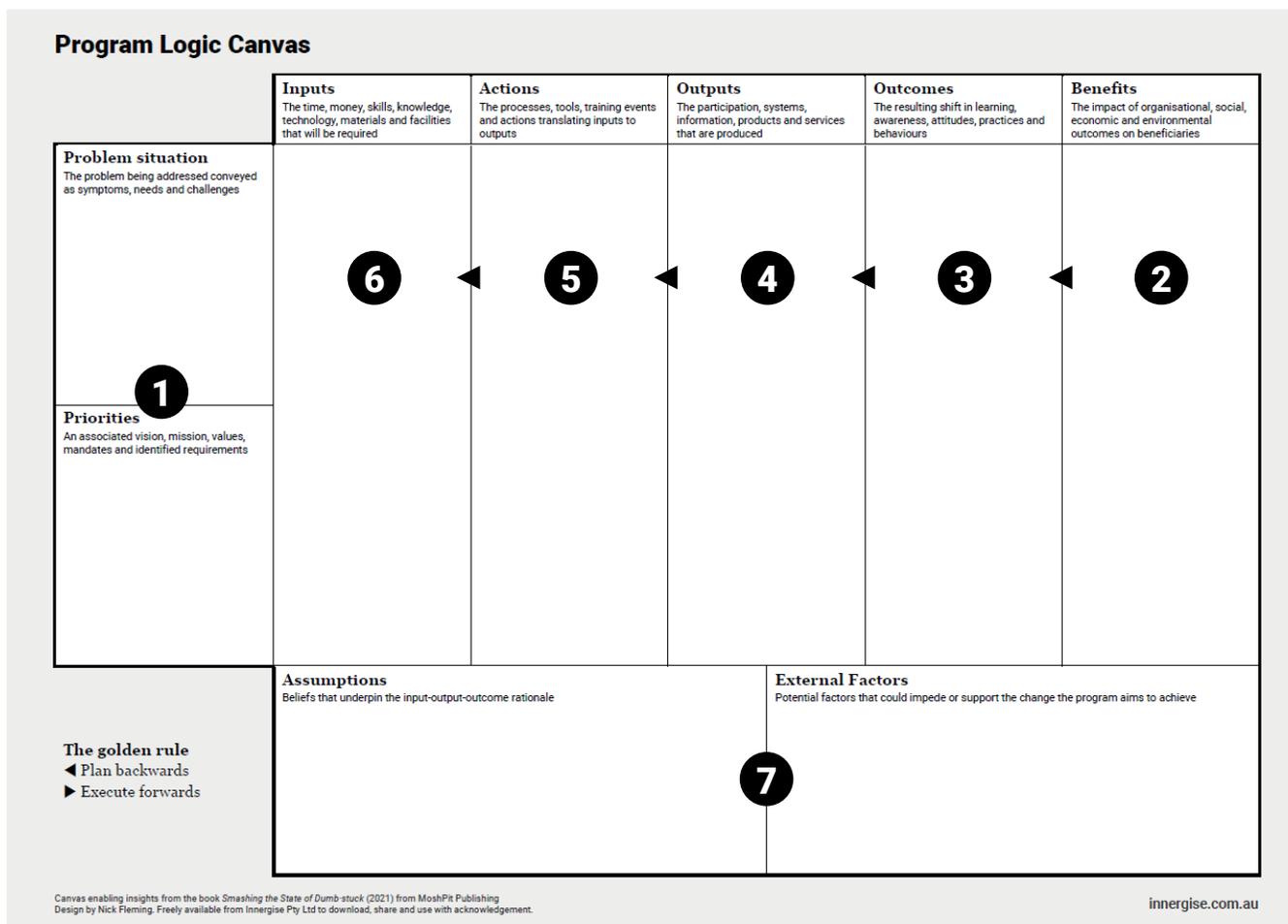
Program Logic Canvas

When people draft a plan of action to respond to a problem, the thoughts and actions usually arise from “what we usually do in these situations”. But more of the same is unlikely to deliver better outcomes. How then do you ensure delivery of the outcomes you need?

Program logic mapping is a key tool in the arsenal of all good problem-solvers. It ensures clear links are drawn between actions and outcomes. Critically, it ensures you focus only on the actions and resources necessary to deliver the desired outcomes. Thus, it ensures action is both efficient and effective. This tool can also be applied to review existing programs, identifying gaps in action as well as those that add no value and can be stopped.

The golden rule that must be followed for program logic to be powerful and valuable is *plan backwards, implement forwards*. That is, plans of action must start with the end in mind (the outcome). Further insights to program logic, its benefits and traps are available in *Smashing the State of Dumb-stuck*.

Suggestions about how to use this canvas are provided below. Explore and test your own ways to make it more powerful, sharing your experiences and examples with others.



Steps to using the Program Logic Canvas

1. Clearly state the problem situation with any priorities or directives that have been given to guide its resolution, e.g., consistency with existing business principles or government policies.
2. Specify the benefits you want to deliver to whom when the problem is solved. State the benefits in the words the beneficiary would use.
3. Define the outcomes that would need to occur for the benefits to be delivered.
4. Identify the deliverables: the products, services and other outputs needed to deliver the outcomes.
5. Name the key activities that are essential to produce the deliverables.
6. Define the key resource inputs that are required for the activities to be undertaken effectively.
7. Conclude the initial draft by identifying the key assumptions that underpin the rationale, and external factors that could impede or facilitate the delivery of your program of work.

Program Logic Canvas

	Inputs The time, money, skills, knowledge, technology, materials and facilities that will be required	Actions The processes, tools, training events and actions translating inputs to outputs	Outputs The participation, systems, information, products and services that are produced	Outcomes The resulting shift in learning, awareness, attitudes, practices and behaviours	Benefits The impact of organisational, social, economic and environmental outcomes on beneficiaries
Problem situation The problem being addressed conveyed as symptoms, needs and challenges					
Priorities An associated vision, mission, values, mandates and identified requirements					
The golden rule ◀ Plan backwards ▶ Execute forwards	Assumptions Beliefs that underpin the input-output-outcome rationale		External Factors Potential factors that could impede or support the change the program aims to achieve		

Program Logic Canvas

EXAMPLE

e.g. food product manufacturing business

	Inputs The time, money, skills, knowledge, technology, materials and facilities that will be required	Actions The processes, tools, training events and actions translating inputs to outputs	Outputs The participation, systems, information, products and services that are produced	Outcomes The resulting shift in learning, awareness, attitudes, practices and behaviours	Benefits The impact of organisational, social, economic and environmental outcomes on beneficiaries
<p>Problem situation The problem being addressed conveyed as symptoms, needs and challenges</p> <p>Food manufacturing plant is operating with increasing pressure from investors, customers and staff to reduce its greenhouse gas footprint. Directors and managers are concerned about the vulnerability of operations to climate change threats to the supply chain and the facility.</p>	<p>Range of logistics partners Expertise in commercial option analysis and negotiations</p> <p>Government subsidies Investment from industrial park partners</p> <p>Mechanical engineering and automation expertise</p>	<p>Partner with logistics firms using electric vehicles, green energy and route optimisation</p> <p>Co-invest in large solar panel and battery installation with industry park partners to optimise ROI</p> <p>Simplify and automate the plant for maximise flexibility and adaptability while minimising energy and waste</p>	<p>Scope I emissions (onsite generators, transport, etc) elimination</p> <p>Scope II emissions (purchased energy) eliminated</p> <p>Scope III emissions (employee commuting, raw material sourcing, waste disposal) largely eliminated</p>	<p>Net zero emissions from a more climate-resilient and profitable business, by 2030</p>	<p>Company directors: "We've been competent, responsible and effective in sustaining the business and confidence of its investors"</p> <p>Executive management: "We focused on the things that made a material difference to the business"</p> <p>Employees: "We're proud to work for a company that's part of the solution - not embarrassed to be part of the problem!"</p> <p>Investors: "We have confidence our capital is secure in a business with very competent management"</p>
<p>Priorities An associated vision, mission, values, mandates and identified requirements</p> <p>Actions and investments must meet business investment guidelines and be prioritised to deliver maximum return on investment.</p> <p>Works at the facility must meet local and state planning regulations.</p>	<p>Temporary production partner while plant modernisation occurs</p> <p>Seasonal food production / farming partners</p> <p>Engineering and climate risk analysts, management consultants</p>	<p>Streamline and simplify packaging, making fully recyclable (with instructions on all labels)</p> <p>Source and diversify food inputs locally to enhance resilience and minimise transport distances</p> <p>Analyse physical and systemic risk of the plant in supply chain and infra networks</p>	<p>Manufacturing plant resilience substantially improved (vs heat, storms, floods, power outages, etc)</p>		
<p>The golden rule ◀ Plan backwards ▶ Execute forwards</p>	<p>Assumptions Beliefs that underpin the input-output-outcome rationale</p> <p>That industry park tenants wish to co-invest in renewable energy</p> <p>That there are sufficient alternative and equally resilient producers of seasonal produce with whom to partner</p> <p>That plant automation will prove profitable within an acceptable investment horizon</p>		<p>External Factors Potential factors that could impede or support the change the program aims to achieve</p> <p>Trends in social expectations</p> <p>Moves by competitor organisations</p> <p>Reliability of energy and food product inputs</p> <p>Adequacy of circular economy and recycling facilities</p>		