

Programme tree

The logic model `programme tree` and its elements

The logic model `programme tree` was developed by Wolfgang Beywl and Univation. We use it to understand and describe our evaluation objects and to structure our line of action – be it evaluation or consulting. It is also used as a basis for communication about the evaluation object and our tasks and it helps to develop our designs. Program managers can use it to reappraise and further develop their concepts. Generally it helps us to foster the evaluation's (process) use and utilization.

The following list gives descriptions of the programme tree's elements. The examples given are taken from the field of employment promotion.

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| Context | Environment of the program on a local to international scale, including law, politics, social/cultural and other conditions that will have an influence on the program. (Will probably change on the long run only and irrespective of the program.) |
| example | Laws in the field of labor and employment promotion, unemployment rates, a society's opinion towards unemployment |
| Incomes | What people targeted by the program bring with them when entering in terms of knowledge, attitude, behavior, needs, values, age, health etc. (Can be influenced by preselecting participants.) |
| example | Previous qualifications (or a lack thereof), experiences on the job, conditions that make search for employment difficult like addiction to drugs or alcohol, poor health etc. |
| Inputs | Money, staff or other resources that are invested in a program. (Mostly influenced by the program's sponsors.) |
| example | Number and qualifications of the team members who do trainings with the target group, sum of money available for hiring staff or rooms, buying appliances etc. |
| Structure | Organizational structure, legal form of the institution or institutions that manage the program as well as further stakeholders/institutions and organizations involved including information about their links and responsibilities concerning the program. (Can be influenced by the selection of contractors and partners by sponsors and program managers as well.) |
| example | Program guidelines dictate that the program has to be put into action by a network of institutions or by |

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| | a department of administration or has to include vocational schools. |
| Context, incomes, inputs and structure form the program's conditions . | |
| Concept | Theoretical design of the program: Which results are when to be achieved with which target group by which means under which conditions. |
| example | Project applications, curricula, etc. |
| System of goals | Whole of the program's goals. Might be given on three levels as (ultimate) goals, intermediary aims and objectives of a program. |
| example | „Adequate services of childcare enable parents to take up jobs.“ |
| Activities | Actions of the program's staff, volunteers or other groups of people. These are also called interventions, when they are directly aimed at achieving goals (mostly while working with the target group). Other activities include program management, team meetings etc. |
| example | Interventions: trainings such as job application trainings, counselling, coaching |
| Outputs | Results of the program in form of countable services and products. |
| example | Number of participants, produced/distributed number of books or flyers about the program's services, number of trainings or coaching sessions that have taken place |
| Outcomes | Intended results in the members of the target group that are caused by the program's interventions |
| example | Extended knowledge about job application, skills |
| Impacts | Results concerning characteristics of communities, organizations, institutions or other groups of people. |
| example | Improved cooperation between training firms and labor administration, improved supply of trainings for people unemployed |
| not-intended Results | Results (outcomes or impacts) that weren't intended by the program and are not foreseeable at the start of the program. If they are to be judged negative or positive is only to be decided retrospectively. |
| example | Enlarged desirability of an urban district, where lots of offers are made for people unemployed, for settlers |

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Outputs, outcomes and impacts form the program's (intended or not intended) **results**.

At our German website you'll find references and further examples of the programme tree's use by Univation and others over the years.

[download](#) elements of the programme tree here from the german page

Source URL (modified on 18.03.2015): <https://univation.org/en/programme-tree>