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Session 5

Project Logic



Session Objectives

By the end of this session, participants should be able to:

- Understand how the project development hypothesis and logic model are the basis of the project's M&E approach



Development Hypothesis (ADS 201.3.4.3)

- Describes the **theory of change, logic, and causal relationships** between the building blocks needed to achieve a long-term goal.
- Explains the relationships between each layer of results often through “if/then” statements that reference the evidence that supports the causal linkages.
- Encouraged: A results chain, that explicitly shows the causal linkages between each layer of results and illustrates the DH.



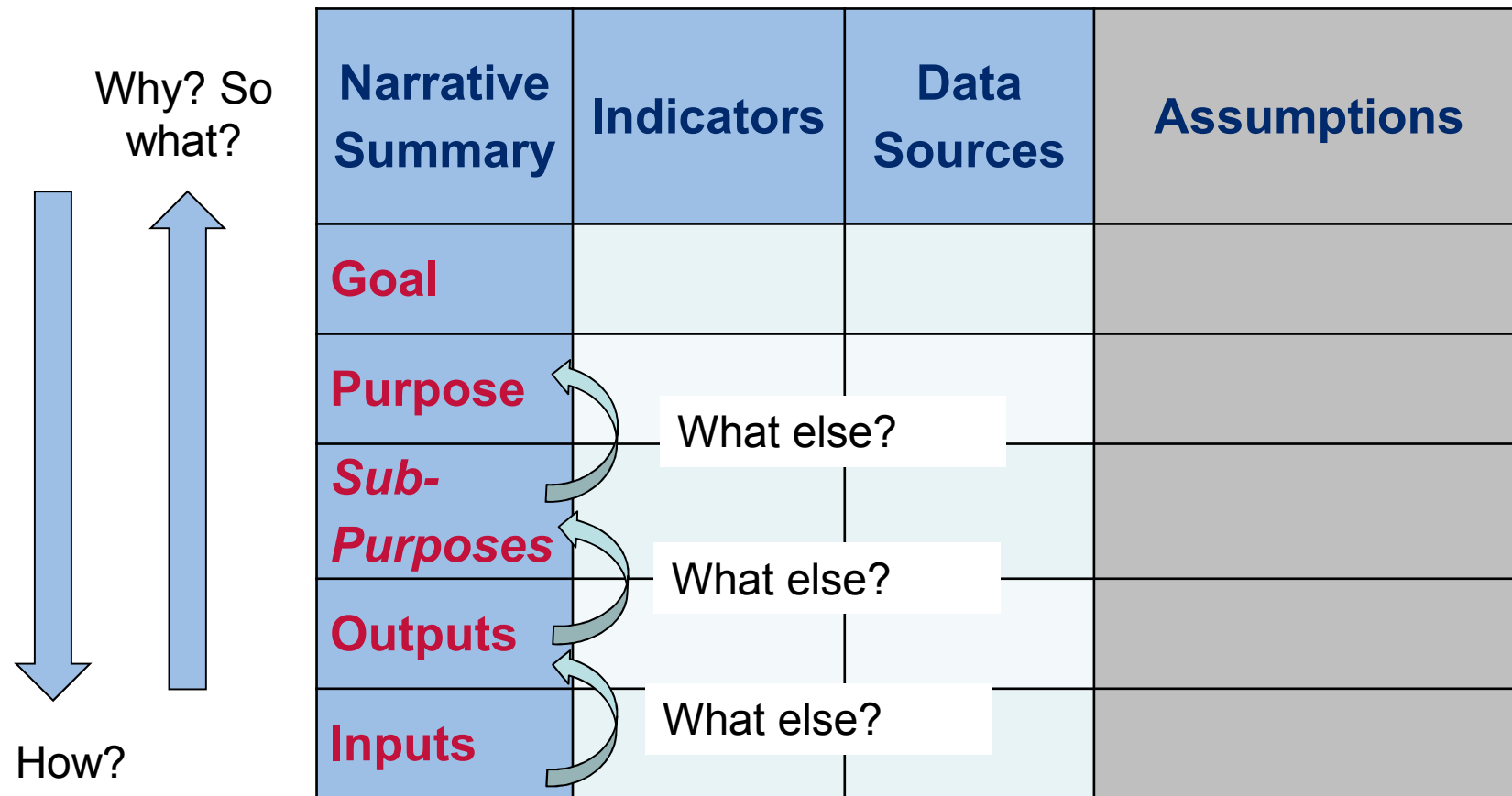
Logical Framework (LogFrame) (ADS 201.3.12.2)

- Tool to improve Project Design by clarifying desired results, identifying what other conditions must exist, and defining how to measure success
- Complements the CDCS Results Framework by carrying the development hypothesis from the overall program to the supporting project and its activities
- Flows from rigorous identification and analysis of the underlying problem
- Provides process to analyze alternative design solutions (causal pathways) to achieving the Project Purpose

Logframe Matrix

Narrative Summary	Indicators	Data Sources	Assumptions
Goal			
Purpose			
<i>Sub-Purposes</i>			
Outputs			
Inputs			

Testing the Causal Logic of the Project Hypothesis





Necessary and Sufficient Conditions in the Logframe

For the selected causal pathway....

A lower-level result is **necessary** if it must be satisfied for the higher-level result to be achieved.

Results at the lower level, *when taken together*, must be **sufficient** to achieve the higher level result.

Example:

Increased access by micro-entrepreneurs to credit	+	Increased knowledge of micro-entrepreneurs about profitable investments	+	Increased incentives for micro- entrepreneurs to invest
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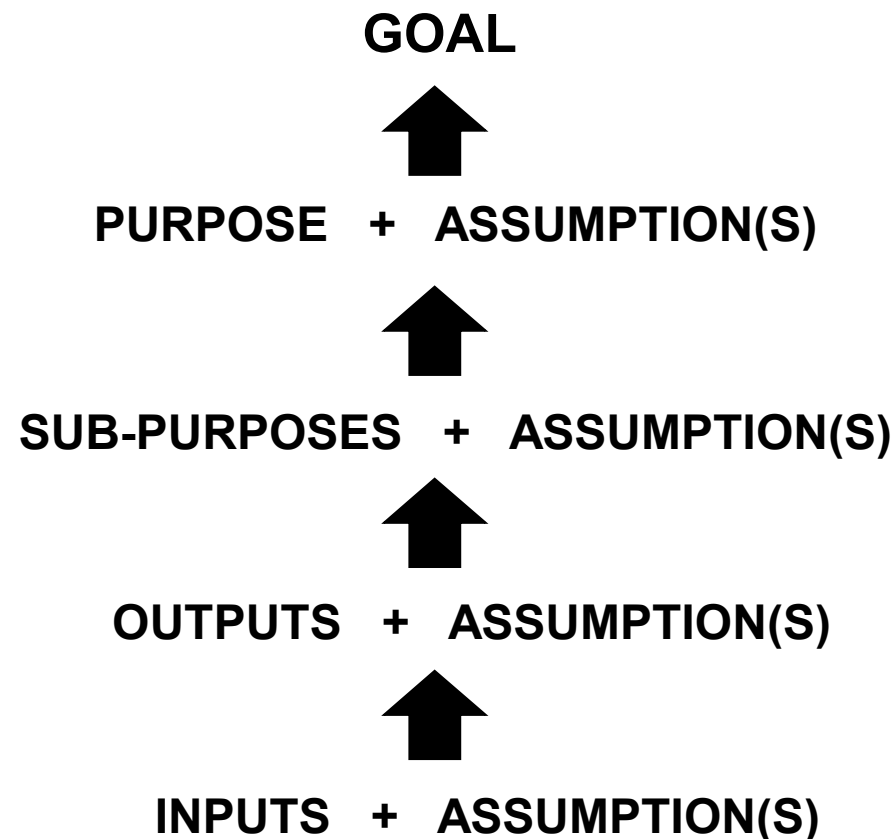
Are individually necessary and, when taken together sufficient, to result in...

RESULT: Increased investment by micro-entrepreneurs in businesses in conflict areas

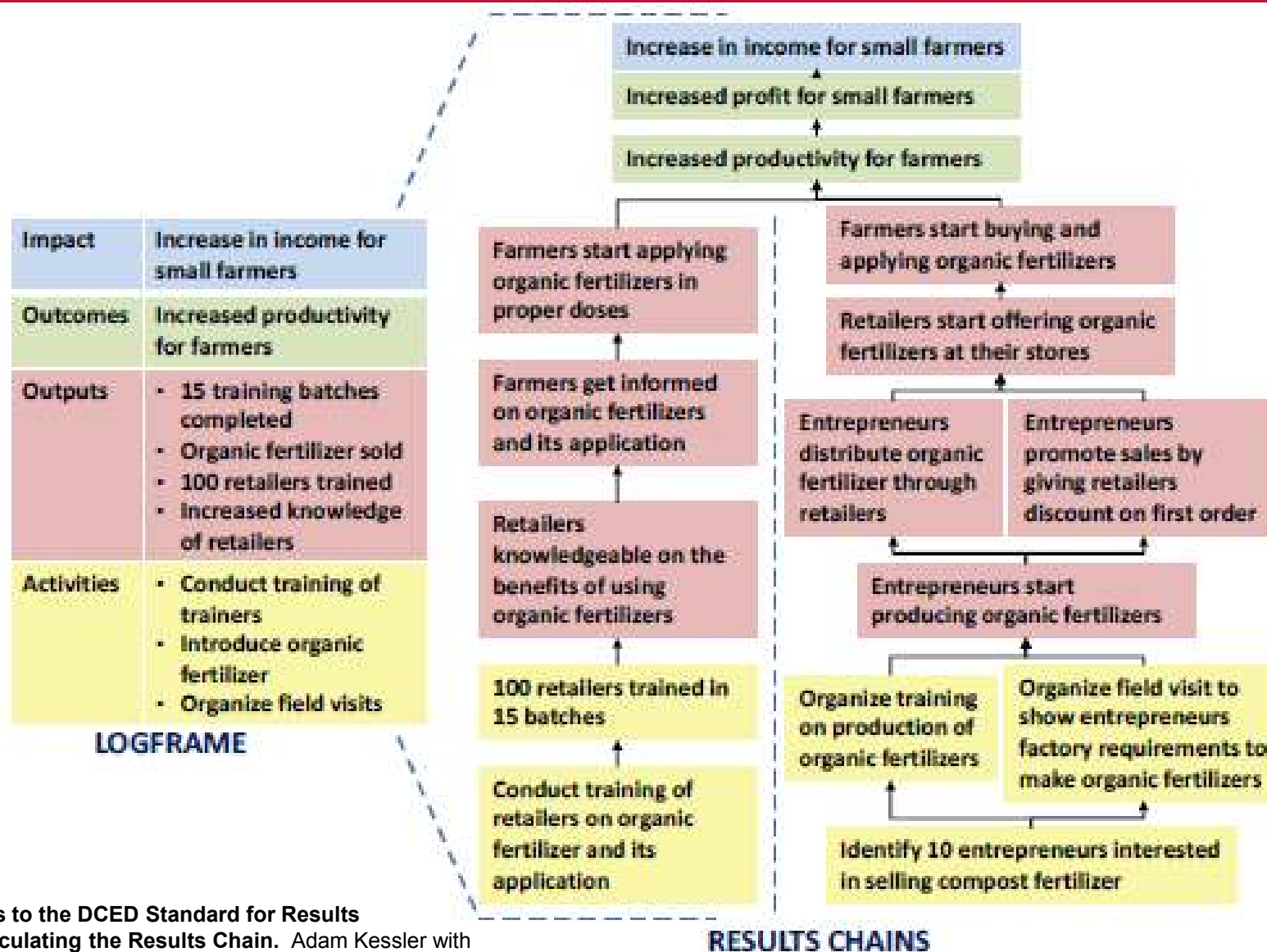
Adding Assumptions to the Project Hypothesis

Assumptions are **outside of the Mission's control**, but **critical to the project's success**

The inputs/ results at each level plus assumptions constitute **necessary and sufficient conditions** to lead to the next higher level (except at the purpose → goal)



Illustrative Relationship between a LogFrame and Results Chain



Sustainability is:

An *ongoing design consideration* that affects:

- *What* results we seek
- *How* we design
- *Who* is involved, including inter-relationships and incentives

Sustainability Analysis is NOT:

- An end-of-design ritual

Sustainability “Analysis” becomes:

- Documentation of how sustainability was considered/ *addressed throughout the design process*
- Identification of significant assumptions for realizing sustained development
- **Specification of how progress toward sustainability will be measured and monitored**

Gender analysis examines:

- Relevant gaps in the status of males and females, (including by age ethnicity, race, LGBT, disability, location, etc.) that could hinder overall project outcomes and be reduced through project design.
- Identifies possible differential effects the project on men and women and provides insights about key gender gaps, needs, and opportunities

Gender analysis is an integrated part of project design:

- Document how gender issues were considered/ addressed ***throughout the design process***
- Gender considerations should be reflected in the LogFrame and M&E Plan, including gender-sensitive indicators and sex-disaggregated data.
- Consider how to track gaps between the extent to which females and males are participating in and benefiting from project activities
- Evaluation can probe into intended and unintended positive and negative changes



What are the challenges encountered during project design

- Gaps in logic or evidence
- Not a good sense of what is not known
- Many assumptions
- Unclear understanding how to achieve higher level results
- Multiple causal pathways
- Fluidity in operating conditions – changing actors, incentives, and operational realities



How do we address this?

- Use M&E to **test our hypotheses** and **examine causal logic** of the CDCS RF and Project LogFrames. **Question assumptions!**
- Engage in **evaluations or other analytical work** to understand observed phenomena, fill gaps, and probe unintended outcomes
- **Build iterative reflection into management processes** (partner meetings, quarterly report, Big Picture Reflection, portfolio reviews, AARs, deliverables)
- **Engage stakeholders** around new knowledge and learning