

Module 2



Models

Logic Model &

Project Design Matrix (PDM)



Learning Objectives

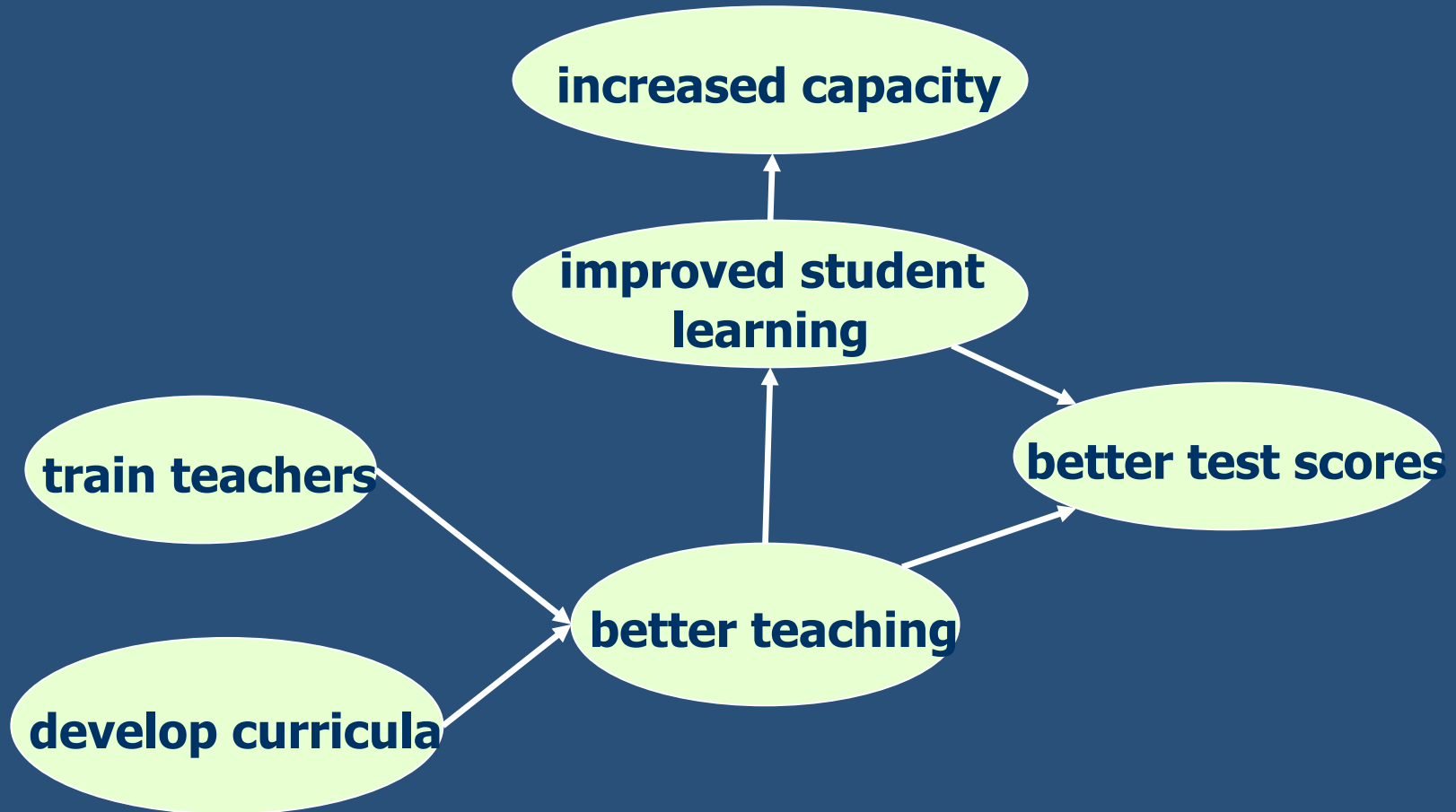
- To understand concepts and use of program/project models
- To discuss how PDM can be used for evaluation



What is a Model?

- A simplified abstraction of a project/program
- It shows the major parts, or elements, of the program/project and their relationships
- Often depicted in a schematic overview

Model





Models Help Us:

- Visualize a program/project in context
- Identify the relationships among various components
- Think more analytically about cause and effect
- Identify key assumptions that can be tested



Models Require that We Know

The program/project's objectives:

- What was the project designed to do?
- What are the problem(s) to be addressed?
- What are the explicit and implicit assumptions?



Models Require that We Know

The action logic of the program/project

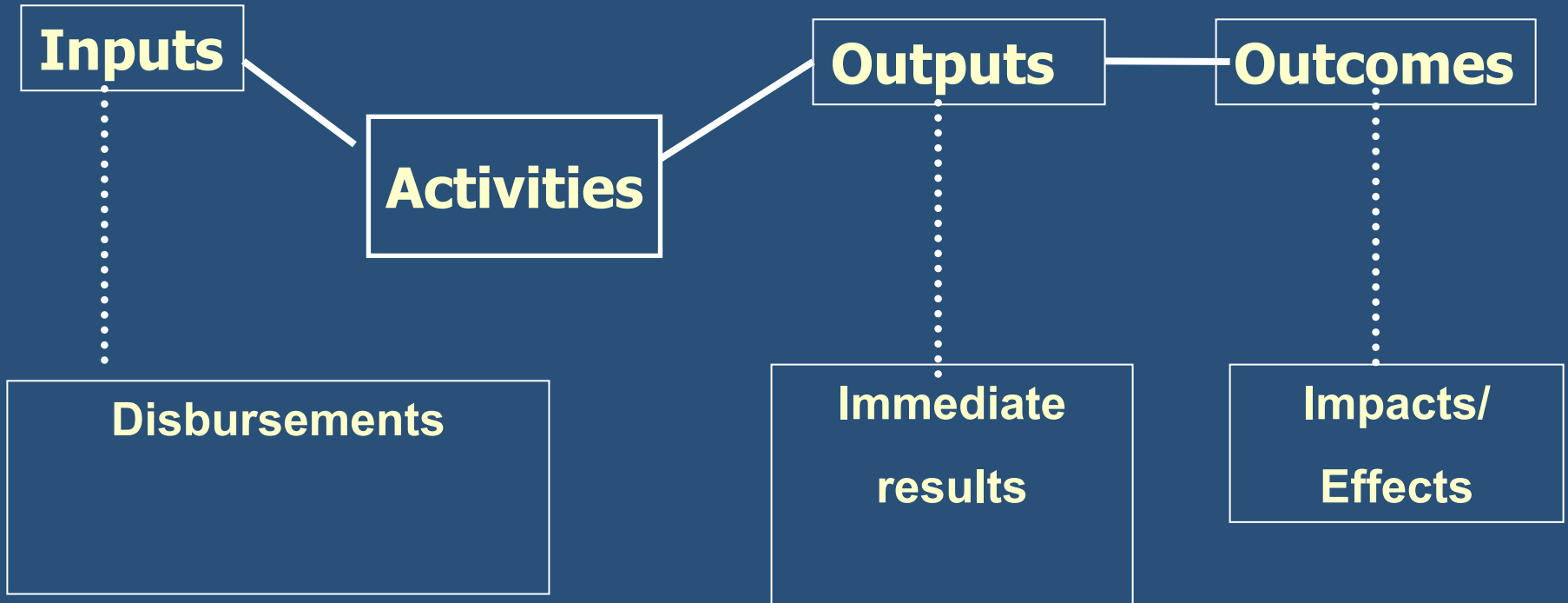
- How was it designed to meet the objectives?
- What are the interventions and activities?
- What effects are expected?
- How will the program/project produce these effects?



Program/Project Logic Model...

- Articulates a theory (a group of “if...then” statements) about what will happen with the program/project intervention.
- Provides a visual way of depicting project theory.
- Highlights relationships and assumptions among key program/project elements.
- Might identify very long-term goals, such as poverty reduction.

Schematic Overview





Logic Model....

- “If” we improve teaching skills and teaching materials
 - “then” students will learn mathematics and science
- “If” students learn mathematics and science
 - “then” they will have higher test scores.

What is the Project Design Matrix (PDM)?



- A type of project logic model
- Used for formulation & implementation of JICA projects
- Lists project components such as:
 - Overall Goal, Project Purpose, Output, Activities, Inputs
 - Verifiable indicators, Means of verification, Important Assumptions

PDM Terminology

Logic Model:

PDM:

Impact

=

Overall Goal

Outcomes

=

Project Purpose



Output

=

Outputs

Activities

=

Activities

Inputs

=

Inputs



PDM Components

- **Input: resources**
 - People, money, books, facilities, etc.
- **Activity: what the program does**
 - Trains people
- **Output: products or services**
 - A calculation of effort or activity
 - How many people have been trained?



PDM Components (cont'd)

- **Project Purpose: benefits to target groups, intermediate outcomes**
 - Results, changes of beneficiaries
 - Intermediate results
 - People get better paying jobs as a result of the training program
- **Overall Goal: long term benefits, end outcomes**
 - Achievement of the project's goals
 - As more people obtain better paying jobs, poverty will be reduced



PDM Components (cont'd)

- Indicators and Means of Verification
 - Target of achievement & indicators
 - How to measure the achievement
- Important Assumptions
 - External factors that affect project performance
 - Risks



Example: Goal , Purpose and Outputs

- Income of farmers increased

Overall Goal



- Agricultural production increased

Project Purpose



- Irrigation systems established

Outputs



- Construct irrigation systems (activities)

Case: Goal and Purpose

Goal: To upgrade the capacity of students in mathematics and science

Purpose: To improve the quality of education in mathematics and science by improving teaching capacity.

Inputs

Activities

Outputs

Discussion: Case Inputs/Activities/Outputs?

Inputs?

Outputs?

Activities?

Case:

Inputs/Activities/Outputs?

Inputs:

- Money
- Experts

Outputs:

- Number of teachers trained
- Number of trainers increased

Activities:

- Develop teaching material
- Conduct training at national level
- Conduct training at district level



PDM of Case

- Look at PDM of the case in the workbook
 - It helps you identify what to evaluate.
 - Is project logic relevant?
 - Are objectives clear enough?
 - Are objectives measurable?



PDM and JICA Evaluation Activities

- PDM gives us information on the target project
 - Objectives and indicators
 - Causal relationships in a project
 - Means of verification
 - External factors that affect the project

PDM as means to confirm project overview at the planning stage of evaluation study



PDM and JICA Evaluation Activities (cont'd)

- Do not modify PDM at the stage of evaluation for the sake of ‘good evaluation results’
- PDM should be changed based on evaluation results (esp. ex-ante, mid-term)



Other Sources of Information

- Other sources to clarify the content of target project
 - Project documents
 - Previous evaluation reports
 - Monitoring reports
 - Hearing from experts, project staff, etc



End of Module 2

Any questions?