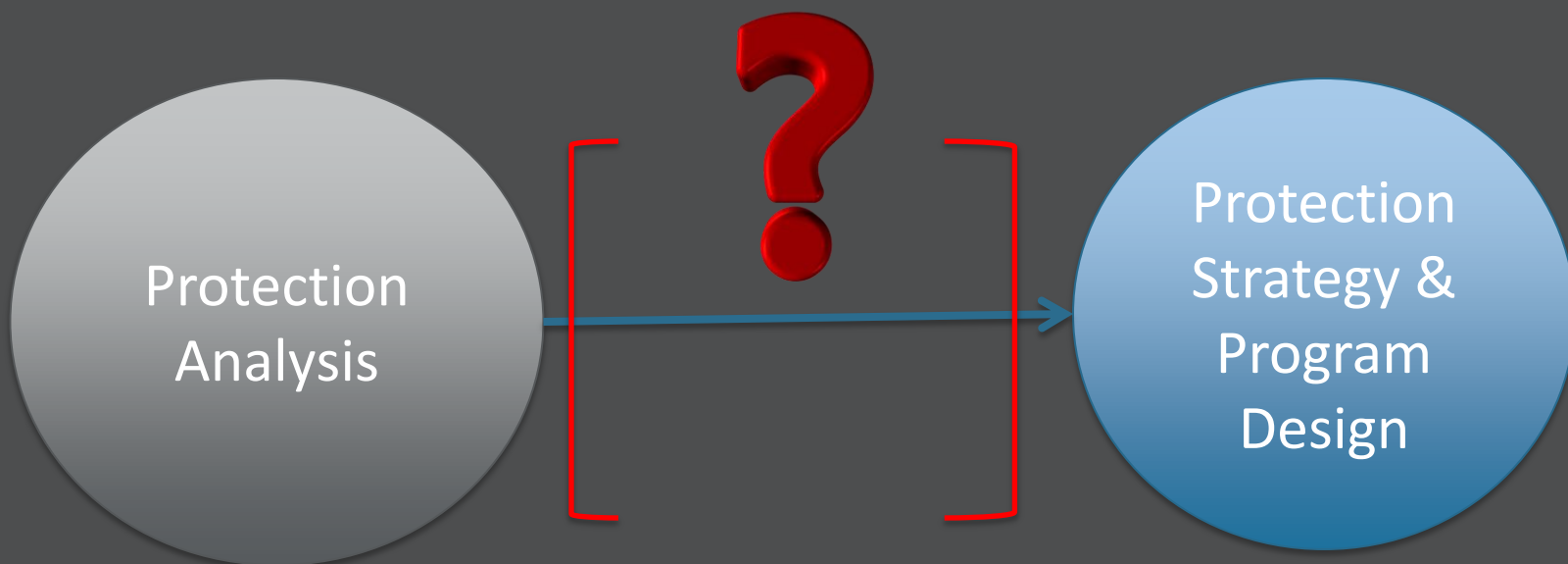




Outcome-Oriented Methods

Lebanon: Benefits and challenges of using a causal logic exercise to support protection strategies & program design

Exploring the steps between Protection Analysis and Design



What we did...

Workshops

Consultations

REVIEWS

Field Visits

On-Line Discussion

Forums

Observations

Interviews

Discussions

Desk Reviews Exploring

Tools

Reviewing Guidance

What we found first...

1. Lots of log frames
2. Global indicator development
3. Checklists of pre-determined response activities
4. Guidance on the program cycle
5. Process

But through discussions, we discovered...

- Better problem-solving methods
- More flexibility
- Stronger relationships, coordination, collaboration, and complementarity
- Opportunities to reflect, adapt, and change course
- Importance of thinking beyond pre-determined models and activities

What did this all mean?

We needed to explore a problem-solving approach and what methods might help us measure results and achieve a protection outcome.

One method kept popping up

THE CAUSAL LOGIC

What is “results-based” about a causal logic exercise?

- Requires a **clear articulation of the problem** to be solved and what specific factors contributing to risk need to be changed to bring about the desired outcome.
- Shows all the **pathways that might lead to change**, even those not related to the program.
- Necessitates constant **questioning of our underlying assumptions** and how programming activities relate to protection priorities
- Helps to ensure programs are designed according to our best understanding of the current context and forces different actors to understand and **account for the actions of others**

So we dug deeper...



A Case Example

Lebanon

From Discussion to Application

- **Discussion:** In-country roundtable on program design, with a focus on using a causal logic to understand pathways and assumptions manifested in response strategies
- **Application:** Applying causal logic to the theory of engaging men and boys in GBV prevention and response in Lebanon context



Exploring threats, vulnerabilities, capacities related to eviction and the pathways to reduce this risk

Questions explored during the causal logic exercise

- What is the **protection standard** you are trying to achieve?
- Breakdown the **threat, vulnerability, and capacity** for this risk. Use an ecological framework to explore these factors.
- Based on the analysis above, illustrate what **changes are needed** in terms of policy, practice, behavior and attitudes?
- Describe what **assumptions** you are making about the changes; is there **evidence to support this logic**?
- What **actions** are needed that can influence the change? (as seen at multiple levels)
- List the **assumptions** about your proposed actions.
- What **actors** are needed to bring about change?
- How will you **prioritize** your actions? Describe the **sequencing** that supports your logic.

**What happened when actors
thought through the pathways
needed to reduce risk?**

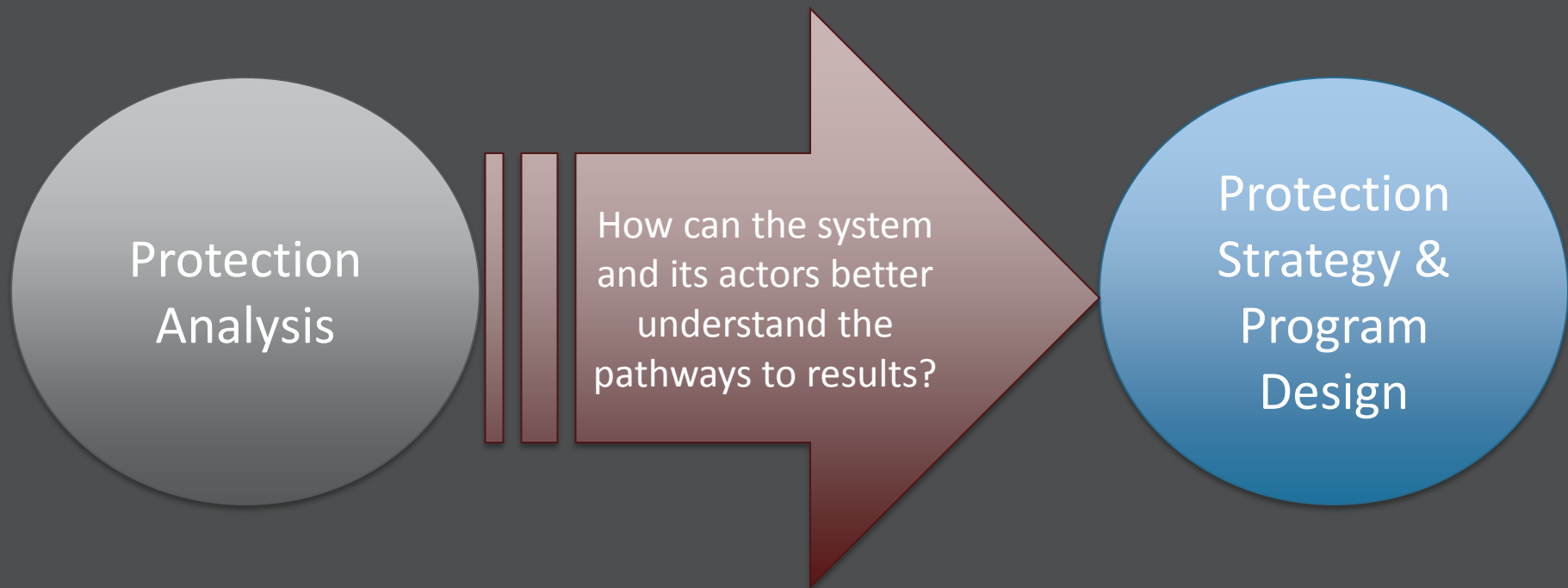
Reflection on benefits...

- Provided an opportunity to remove the “agency hat”
- Enabled collective thinking among a diverse set of actors
- Challenged actors to reflect on assumptions and pre-determined actions
- Helped to look at sequencing, prioritization, complementarity, and contribution
- Explored the changes needed in behavior, attitudes, policy and practice that could be seen as interim results
- Highlighted gaps in the current response

But, some obstacles ...

- Generalizations skew pathways; needs to be grounded in the context
- To do effectively, there must be trust among actors — requires actors removing “agency hats”
- Requires time—process can be lengthy
- Without real ownership and leadership, no one will move it forward
- Not practical within the current system

But, if this method is relevant to results-based protection, how can it be made more practical?



Some helpful lessons



- Value in an **external actor** and **follow-up support**
- A **diversity of actors** helps to challenge thinking
- Pre-consultations, **expectations** set from start
- **Trust** should not be taken lightly
- **One pen-holder** but a **collective action** plan
- Don't be fooled by the **rhetoric of having no time**
- Cannot be viewed as a **one-off** exercise
- Relevance depends on **purposefully designed information management system**

Questions?