

CE3 Project Design & Logic Model Template (with M&E Definitions)

Blue text indicates drafting guidance and instructions.

Funding Opportunity Title: Cyber Exercises and Experiential Education (CE3)

Funding Opportunity Number: DFOP0016659

Assistance Listing Number: 19.665

Priority Region and Countries: Global

Period of Performance: 24 Months

Problem Statement	Problem Statements describe: • “Who” - Demographics of the potential project/activity customers, recipients, beneficiaries, and stakeholders engaged - including anyone who may affect or be affected by the project/activity implementation). • “What”- The scope and subject matter of the issue, the extent or the size and scale of the issue, the severity or gravity, and the urgency. • “Where” - Geographic or specific locations where the issue takes place. • “When” - Timing of the issue or problem • “Why” - The underlying root cause(s) of the issue or problem, or perpetuating factors that give rise to it (politics, beliefs, customs, norms, power structures, etc.)) • “How” - How the issue affects relevant populations, and some context around the issue the project would address. <i>Draft a clear, concise, and well-supported statement of the problem to be addressed and why the proposed project is needed. To be edited and refined in partnership with CDP/SPC upon award.</i>
Theory of Change (TOC)	A TOC refers to a statement of expectations regarding the process by which planned activities will lead to stated objectives. It is a brief statement that ties your logic model together by summarizing why, based on available evidence and consideration of other possible paths, the changes described in your logic model are expected to occur. <i>Draft a Theory of Change (TOC), to be edited and refined in partnership with CDP upon award.</i>
Project Goal	A project goal is the highest-level outcome to be advanced and/or achieved through the project. The goal specifies the change the project will bring or contribute to. The goal statement should be clear: it should state specific accomplishments, define subjective terms, and define the target population. <i>Draft a project goal that aligns to the program description and purpose described in Section A of the NOFO, to be edited and refined in partnership with CDP upon award.</i>
Project Objective(s)	Project objectives are listed within the NOFO and represent the results that the project will materially affect and be held accountable to demonstrate impact on within the period of performance. The objectives are the steps that will guide the project to attaining its goal(s). • Objective 1: The creation of five or six (5-6: please specify in project application) in-person engagements that offer a hands-on, immersive / scenario-based cybersecurity policy-learning experience. These engagements should feature sessions that simulate a cyber crisis or event, offering participants the chance to develop their skills in policy analysis, decision-making, and crisis management. These 5-6 engagements should be

	distributed over the course of the next 2 years and targeted at university students or young professionals (under age 30). • Objective 2: Offer or facilitate access for all participants to fora and/or opportunities for professional connection, alumni engagement, communication, socialization, research, and networking amongst relevant personnel on a regional basis.
Project Assumptions	Project assumptions describe the conditions needed for one step of the project to advance to the next, and for the project to ultimately achieve its stated goal. Consider: What must occur, and which stakeholders or grantees need to be involved, for the project to be successful? How and why will proposed activities lead to proposed outputs, and how will outputs lead to outcomes? <i>List project assumptions and a brief explanation of each below.</i>
External Factors	Factors outside of the award recipient's control that may influence the progress and overall success of the project. Consider: What factors (e.g., Change in government or policies, such as NGO restrictions; Change in political situation; Involvement from other donors or implementers) are not in the control of the award recipient that could affect expected activities, outputs, and outcomes of the project? <i>Provide a bullet list and brief explanation of external factors below.</i>

Inputs	Activities	Outputs	Short-term Outcomes	Long-term Outcomes
What We Invest	What We Do	What We Get	What We Achieve	Impact
<i>(e.g., Money, staff time, materials, infrastructure)</i>	<i>(e.g., Training, meetings, conduct assessments, conduct awareness raising campaigns)</i>	<i>(e.g., Increased buy-in, knowledge, skills, capacity, engagement, collaboration)</i>	<i>(e.g., Legislation, regulations, policies drafted/enforced; increased U.S. telecom-related exports; PPPs established; improved data flows, protection, privacy; adoption of principles)</i>	<i>(e.g., Partner country economic growth; innovation-driven efficiencies positively affect environmental outcomes; partner country governments support U.S. positions on cyberspace in international fora)</i>
Objective 1: The creation of five or six (5-6: please specify in project application) in-person engagements that offer a hands-on, immersive / scenario-based cybersecurity policy-learning experience. These engagements should feature sessions that simulate a cyber crisis or event, offering participants the chance to develop their skills in policy analysis, decision-making, and crisis management. These 5-6 engagements should be distributed over the course of the next 2 years and targeted at university students or young professionals (under age 30).				
• <i>Input</i> • <i>Input</i> • <i>Input</i>	• <i>Activity</i> • <i>Activity</i> • <i>Activity</i>	• <i>Output</i> • <i>Output</i> • <i>Output</i>	• <i>Outcome</i> • <i>Outcome</i> • <i>Outcome</i>	
Objective 2: Offer or facilitate access for all participants to fora and/or opportunities for professional connection, alumni engagement, communication, socialization, research, and networking amongst relevant personnel on a regional basis.				

Logic Model Terms and Definitions

Terms	Definitions
Activity	A specific action undertaken over a specific timeframe through which inputs are mobilized to produce specific outputs. An activity can be a sub-component of a program, project, or process.
Assumption	Assumption refers to a fact or condition that is accepted as true. For performance management, assumptions are beliefs about the context in which a program, project, or process is undertaken. For example, “The country’s government will remain stable,” or “The supply of electricity will be consistent.”
Goal	The highest-order outcome or end state to which program, project, process, or policy is intended to contribute.
Impact	Impact refers to a result or effect that is caused by or attributable to an initiative, program, project, process, or policy. Impact is often used to refer to high-level effects that occur in the long term, and can be intended or unintended, and positive or negative.
Input	Input refers to resources provided for program implementation (e.g., money, staff, time, equipment).
Logic Model	Logic model refers to a rigorous methodology used for program or project design that focuses on the causal linkages between project inputs, activities, outputs, short-term outcomes, and long-term outcomes. It is a visual representation that shows the sequence of related events connecting a planned program/project’s objectives with its desired outcomes.
Objective	Objective is a statement of the condition or state one expects to achieve toward accomplishing a program, project, or process goal. It is a desired result that meets the criteria of being specific, measurable, attainable, relevant, and timebound.
Outcome	Outcome refers to the result or effect that is caused by or attributable to the project, program, or policy of the program activities. Outcomes could be intended or unintended, positive or negative, direct or indirect. Some outcomes of interest for security cooperation are whether partner capability is being built to meet standards, to what extent, and whether it is achieved within a desired time frame. Three types of outcomes include: • Short-term: Immediate effects of the initiative or activities often focused on the knowledge and attitudes of the intended audience (often observable within or shortly following project lifetime). • Intermediate: Intermediate effects on behavior or normative or policy changes (often 2-5 years following project lifetime). • Long-term/Impact: Long-term, visionary changes observed over time that have been influenced by and/or contributed to by the interventions (often 5+ years following project lifetime).
Output	Output refers to the direct, tangible results of initiatives. A deliverable or product, good, or service directly resulting from a security cooperation initiative or activity, such as the number of training events and the number of unit members trained. These early work products often serve as documentation of progress during implementation and monitoring.
Problem Statement	This is a clear and concise description of the issue, challenge, or need the program seeks to address and serves as the program focus. Developing a problem statement provides the basis and reasons for implementing a program.

Program	Program refers to a set of projects, processes, or activities that support a higher-level objective that are typically implemented by several parties without a specified timeframe and may cut across sectors, themes, and/or geographic areas.
Project	Project refers to a set of activities intended to achieve a defined product, service, or result within specified resources and implementation schedules. A set of projects makes up the portfolio of a program.
Theory of Change	Theory of Change (TOC) refers to a statement of expectations regarding the process by which planned activities will lead to stated objectives. It is a brief statement that ties your logic model together by summarizing <i>why</i> , based on available evidence and consideration of other possible paths, the changes described in your logic model are expected to occur.