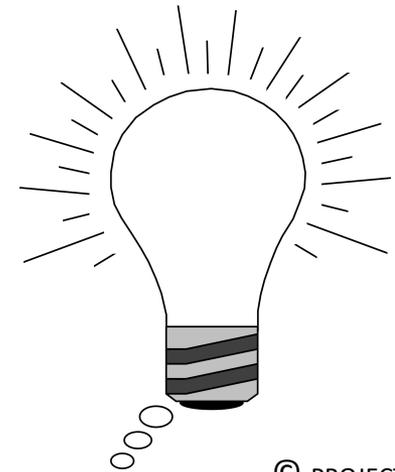
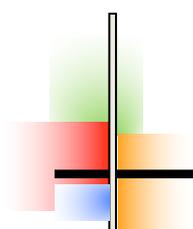


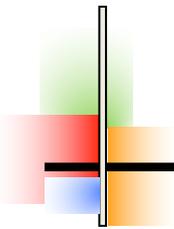
PCM & LFA for KATOS

Logical Framework Analysis a quality tool for Project Cycle Management





Please be informed that we
will be recording this session.



Objectives of the training

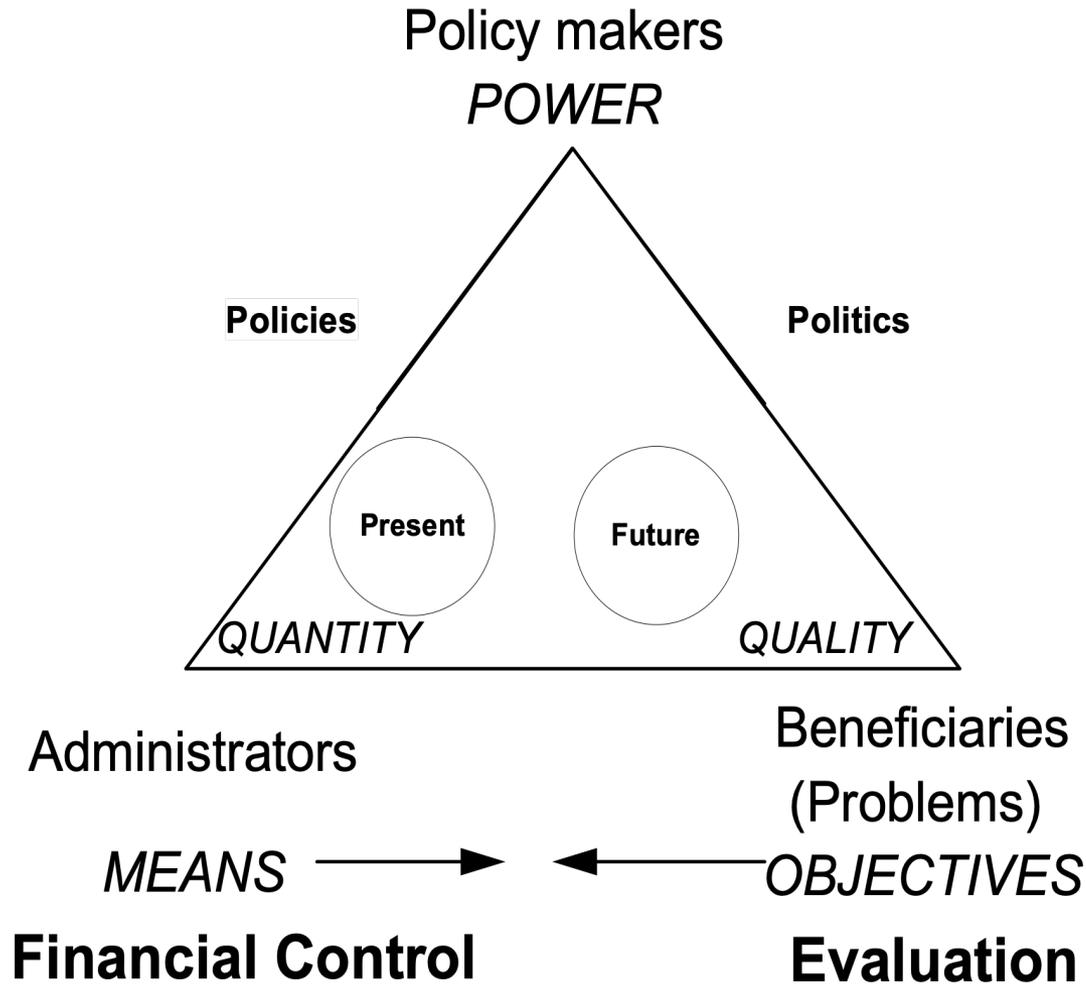
- The **Purpose** of this training is a raised confidence of participants in attaining better quality projects.
- **Results** of this training will be:
 - ✓ Raised awareness of factors that affect the quality of projects
 - ✓ Raised understanding of tools that can influence the quality of projects
 - ✓ Better insight in assumptions that affect the quality of projects

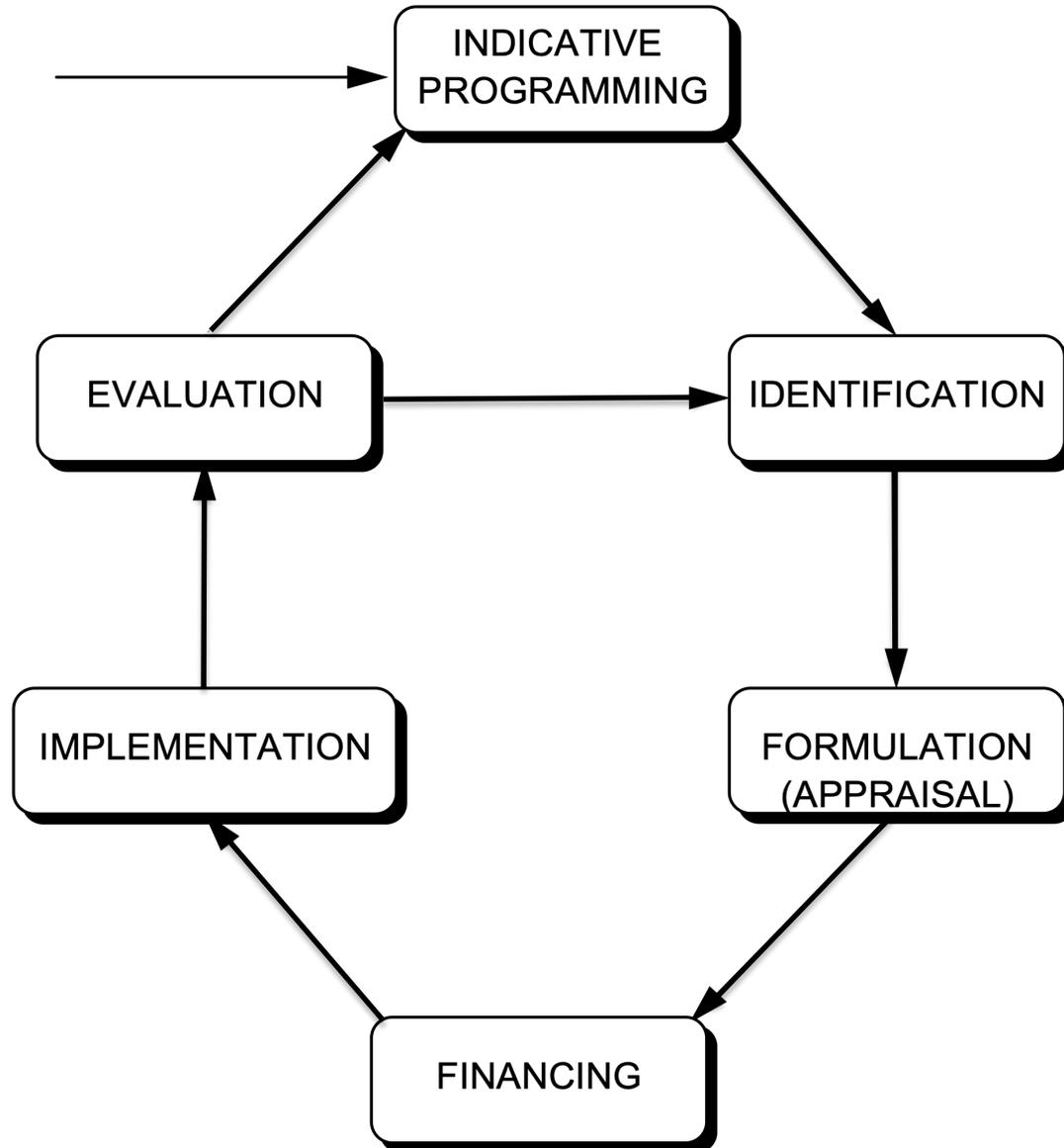
Tentative PROGRAMME

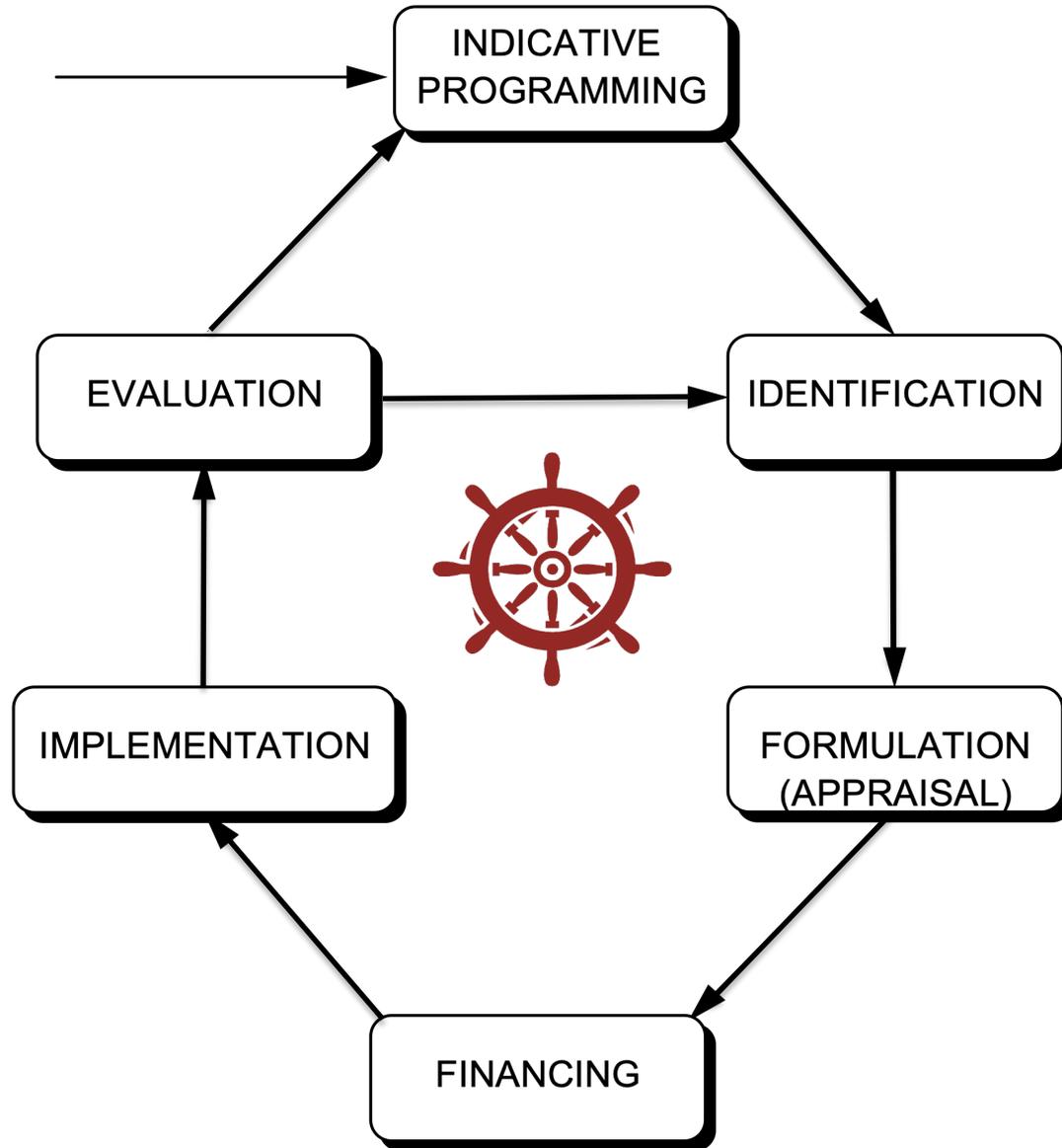
2 two-hour sessions online PCM - LFA Training

- **1st session:**
 - Aid triangle
 - the Project Cycle and its phases
 - Various basic concepts
 - Initiation of 1st part of the LFA procedure
- **2nd session:**
 - From problems to objectives
 - 2nd part of the LFA procedure (Logical Framework Matrix)
 - Applications construction LogFrame Matrix (incl. Capacity building)

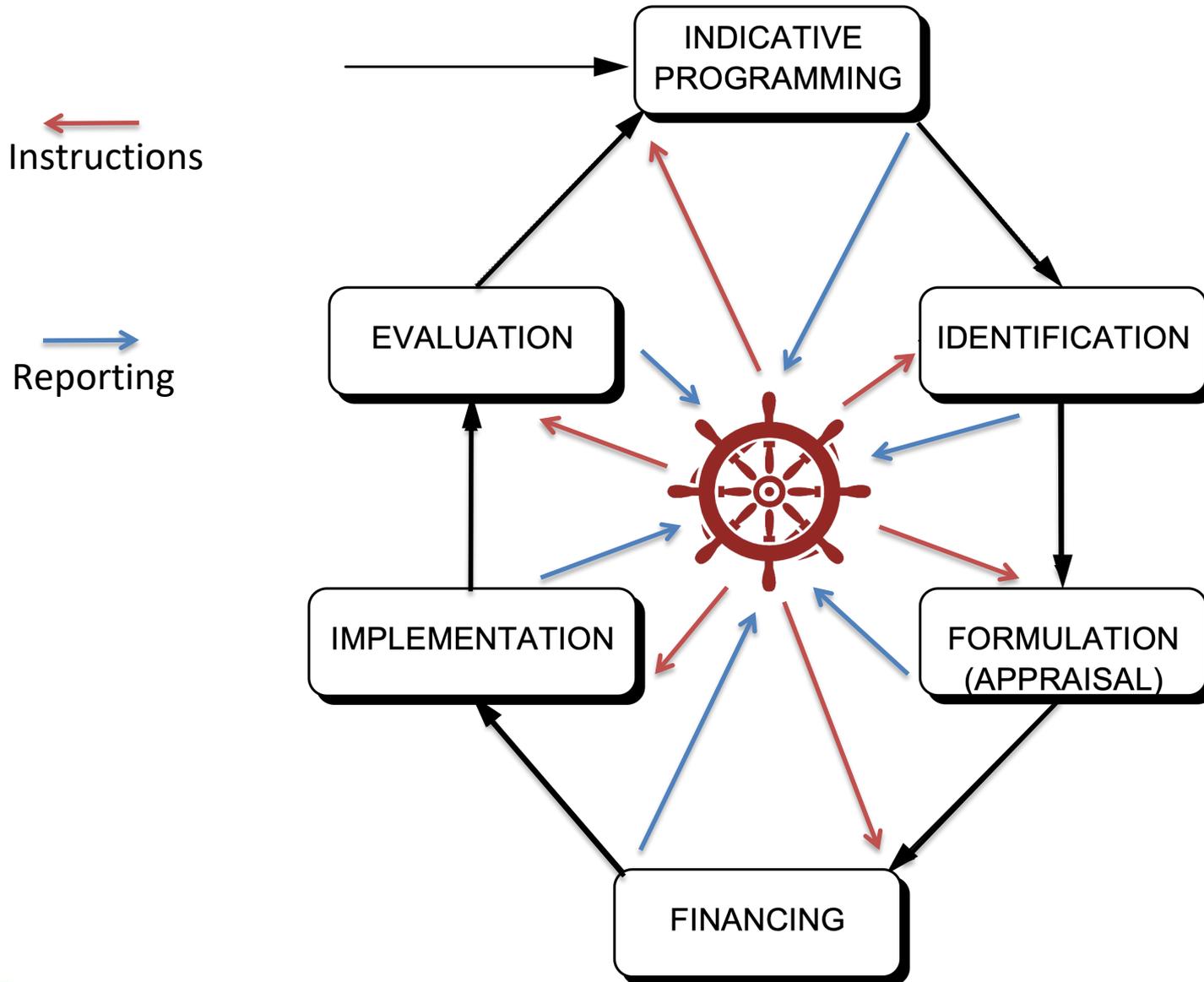
AID triangle





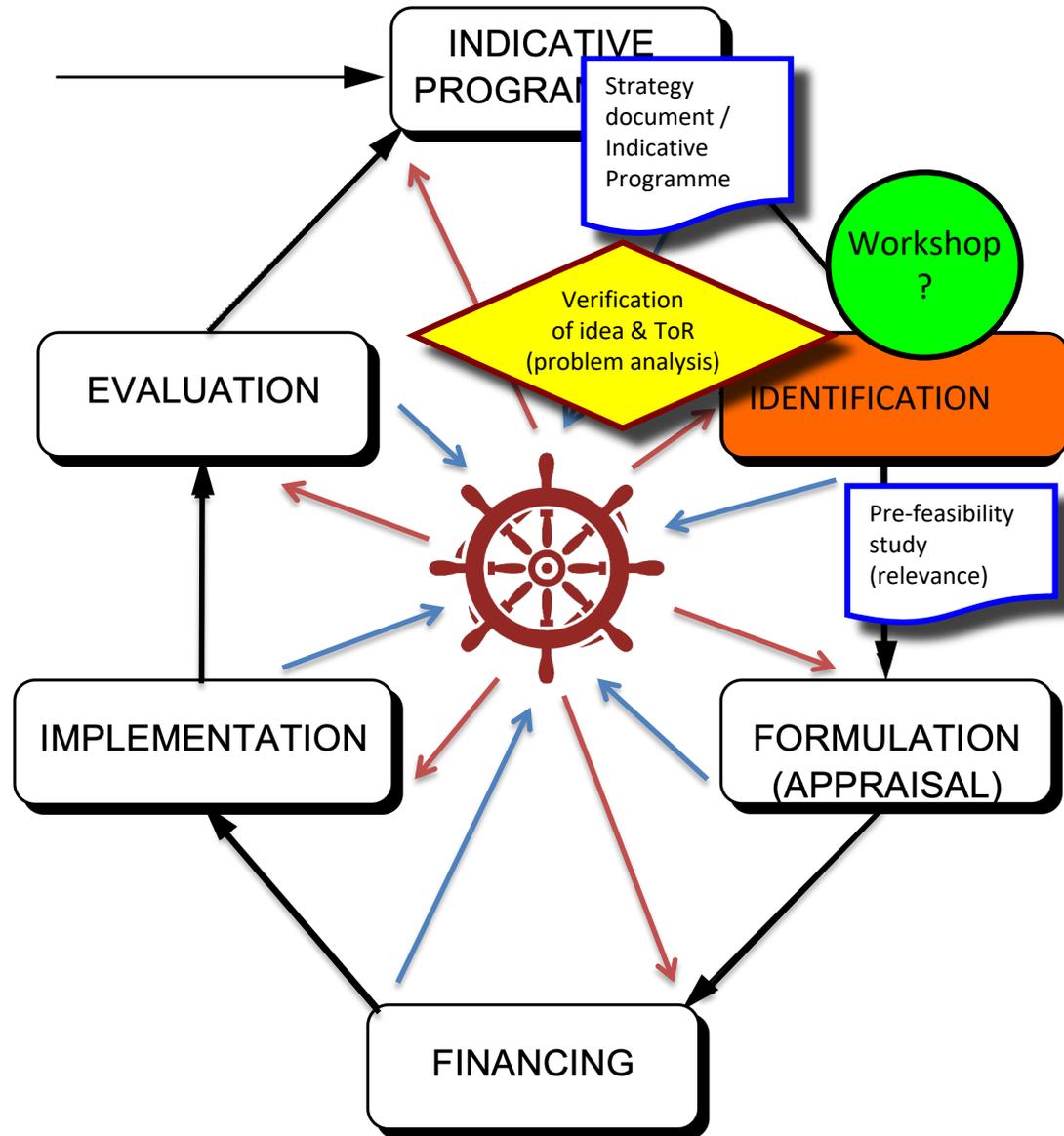


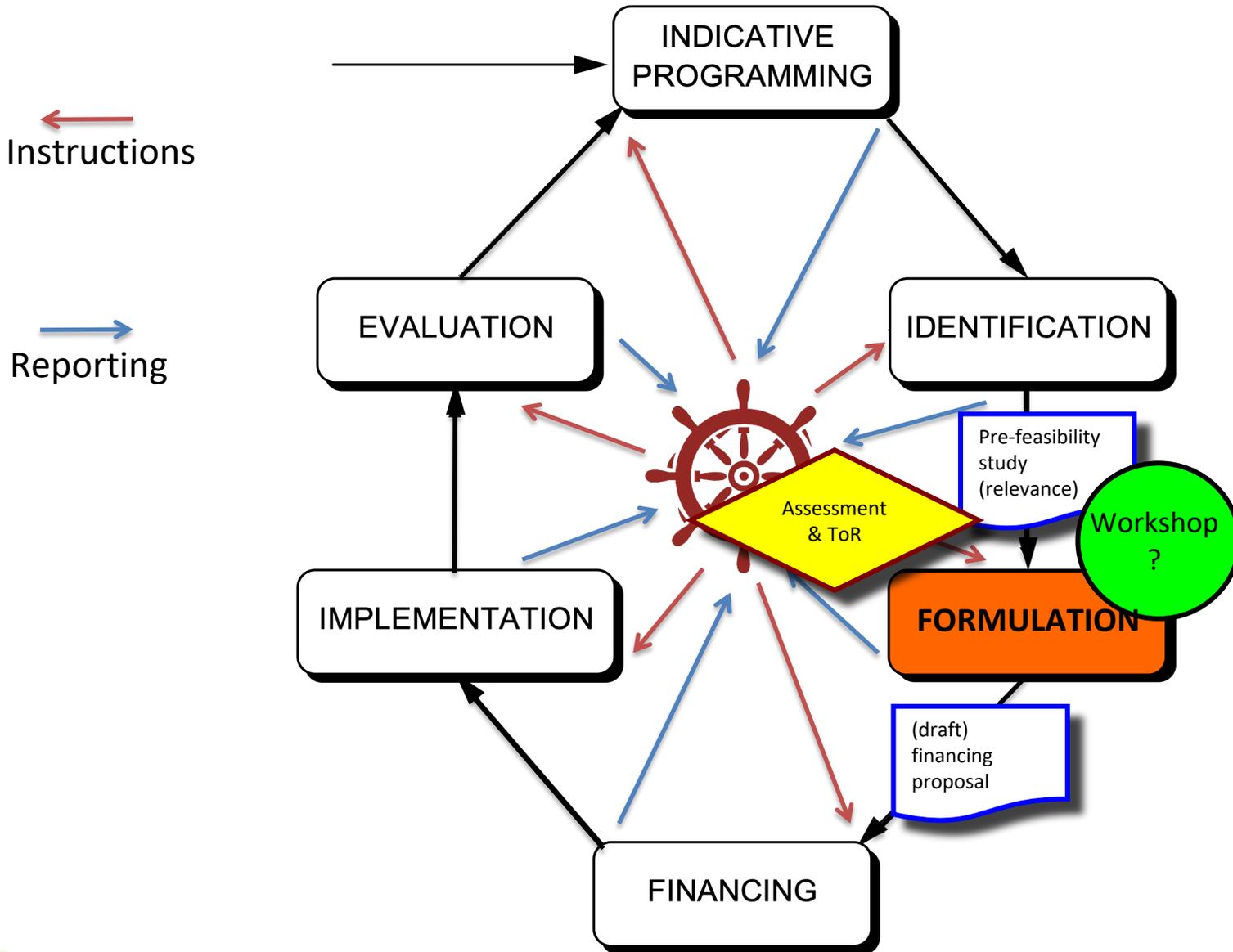
Interaction between Project Cycle Managers and Field

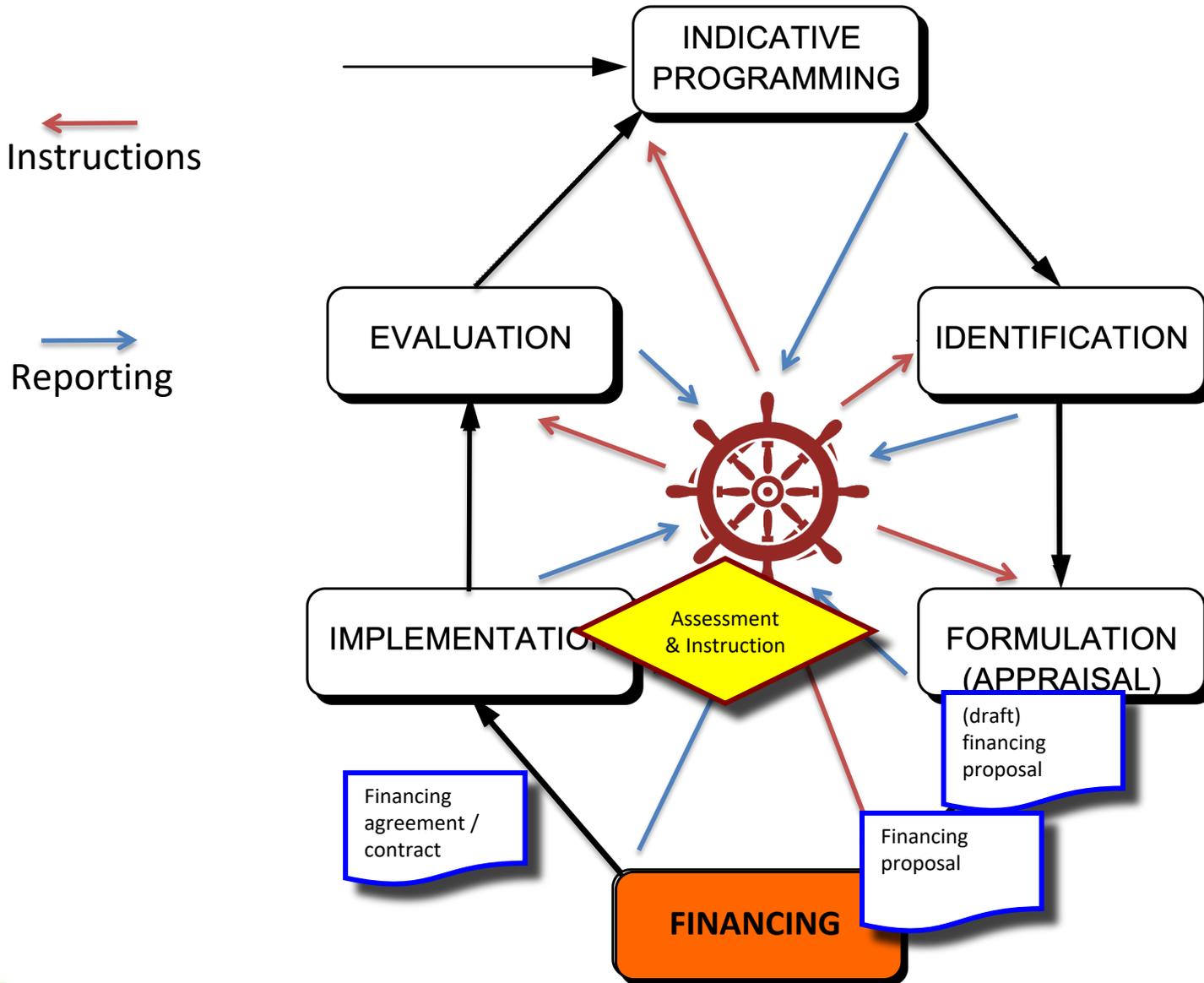


II
← Instructions

→ Reporting

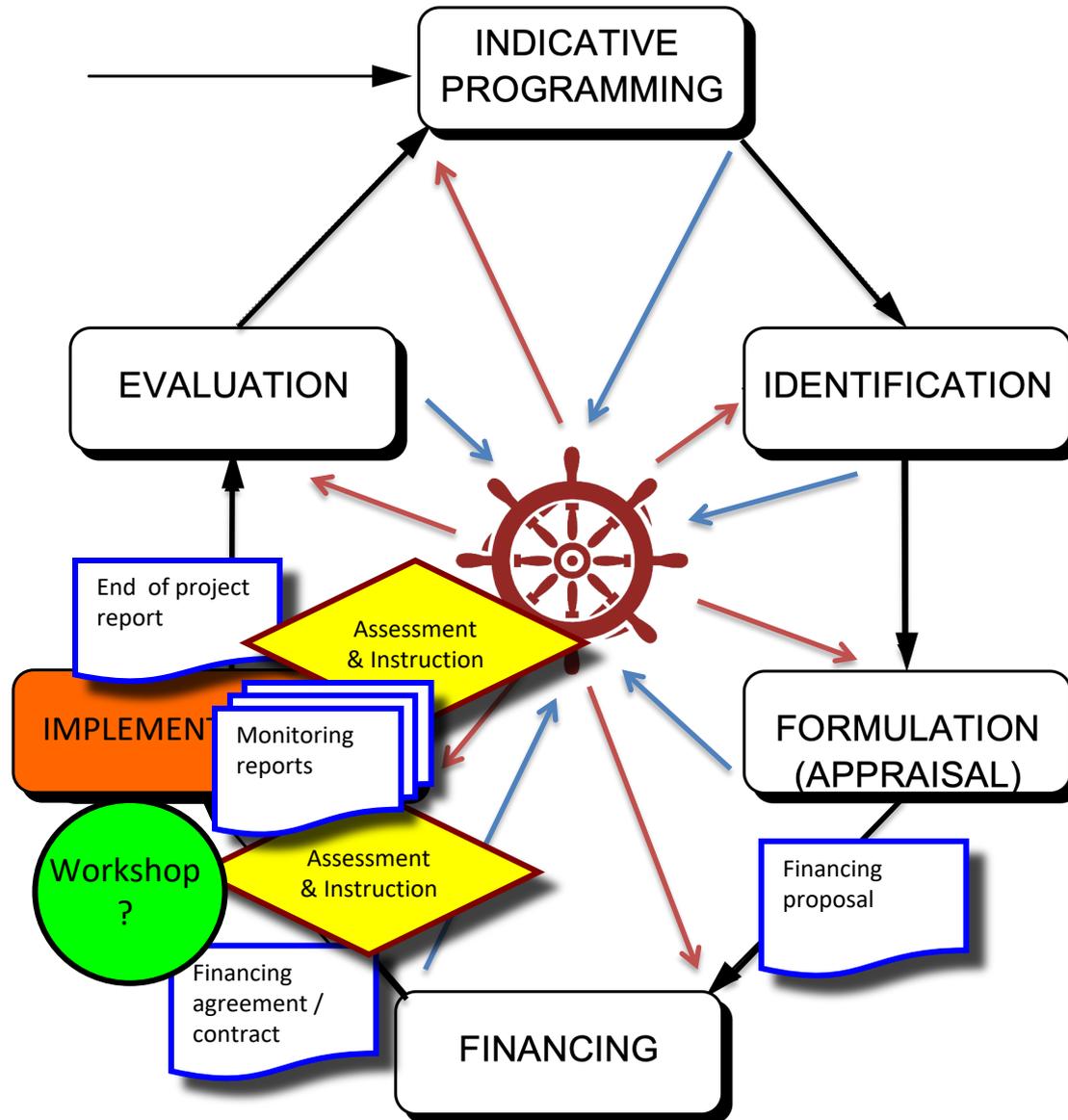


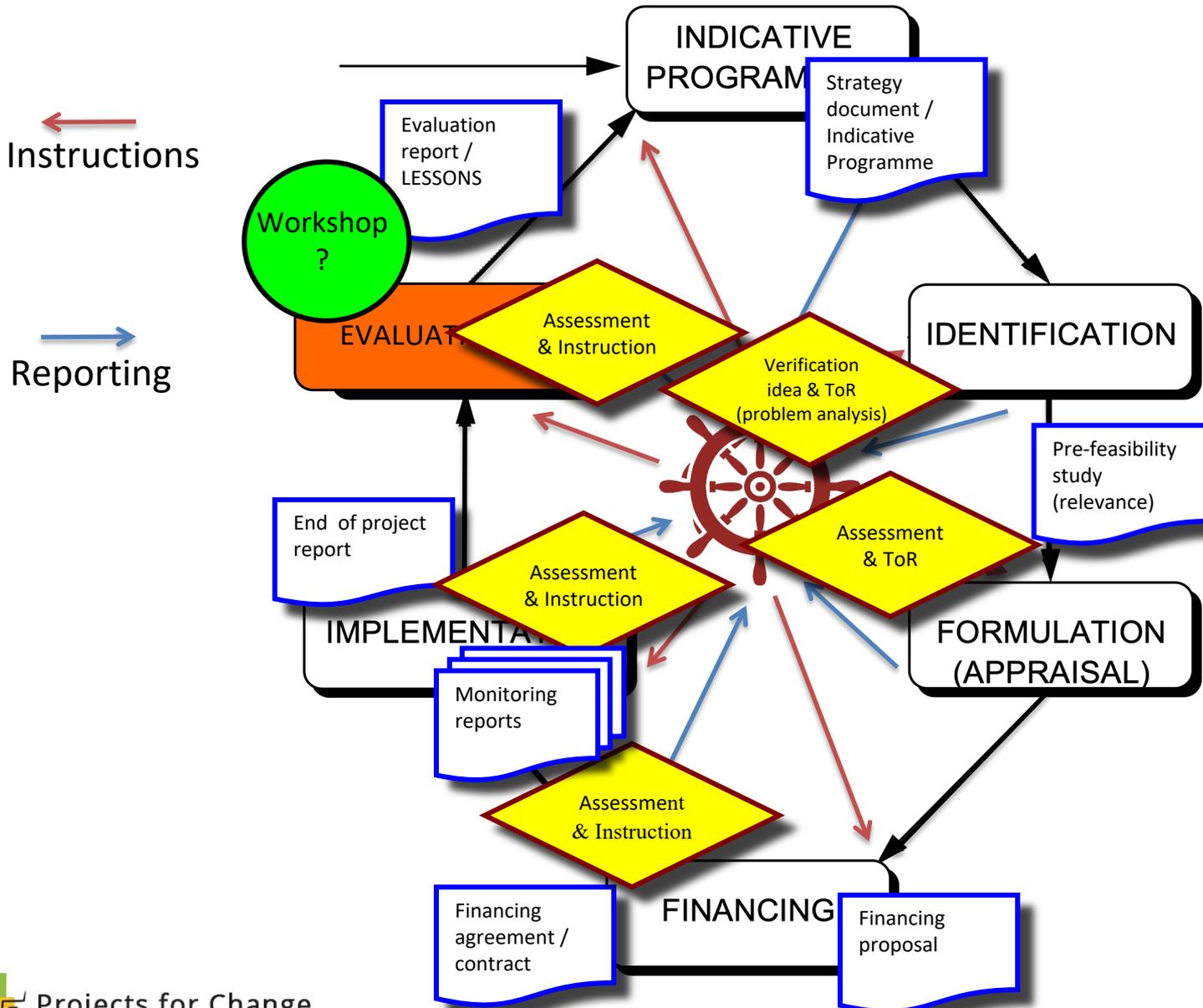


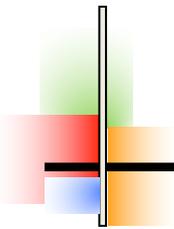


← Instructions

→ Reporting

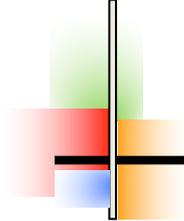






Lessons Learnt

- Projects fail to solve the initial problems
- Actually they often cause new problems
- Often the ownership is not clear
- Assumptions were wrong, ignored or even not known
- Budgets overspend
- Politically driven - short lifespan – trendy
- Hidden agenda's
- **PCM:** ... poor instructions (ToRs) ... unclear procedures ...
- **FIELD:** ... poorly designed and / or poor implementation ...



What are the steps of planning?

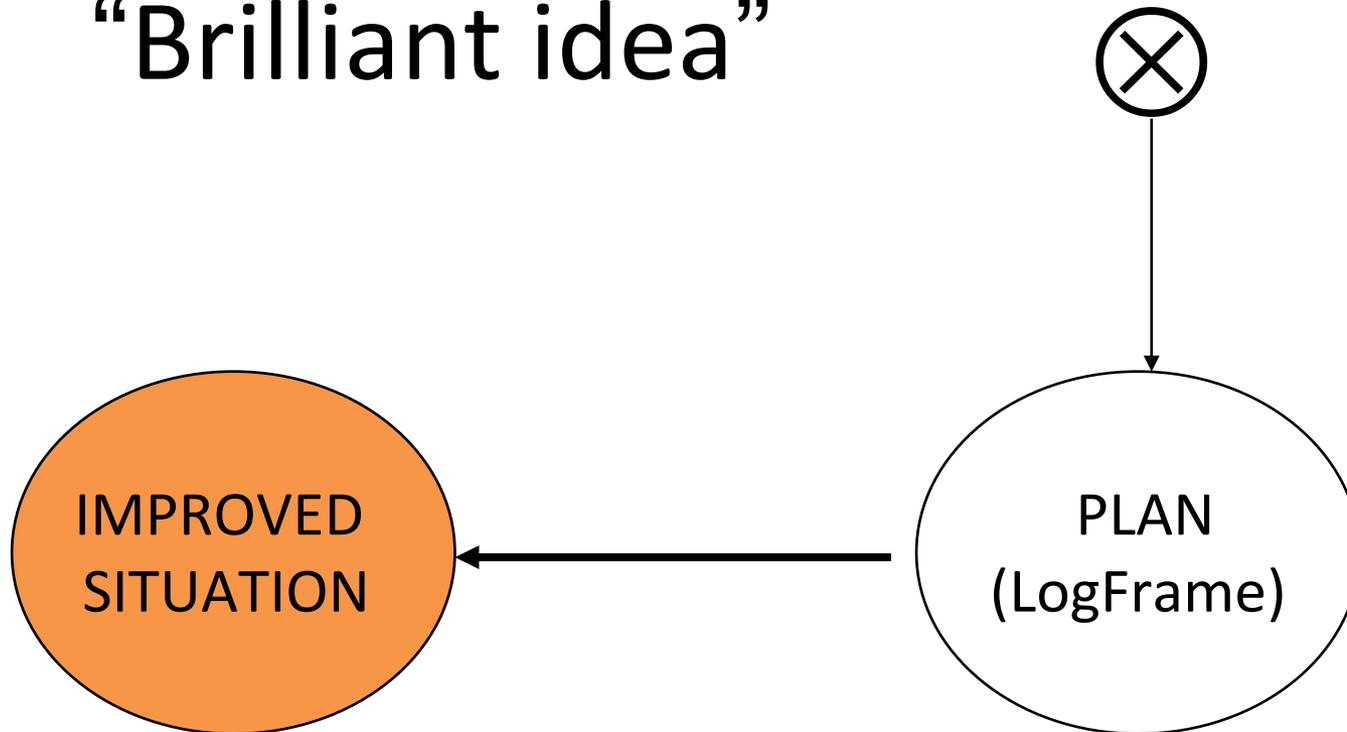
Most people start with the proposed activity, ...

but ...

That is not often leading to success ...

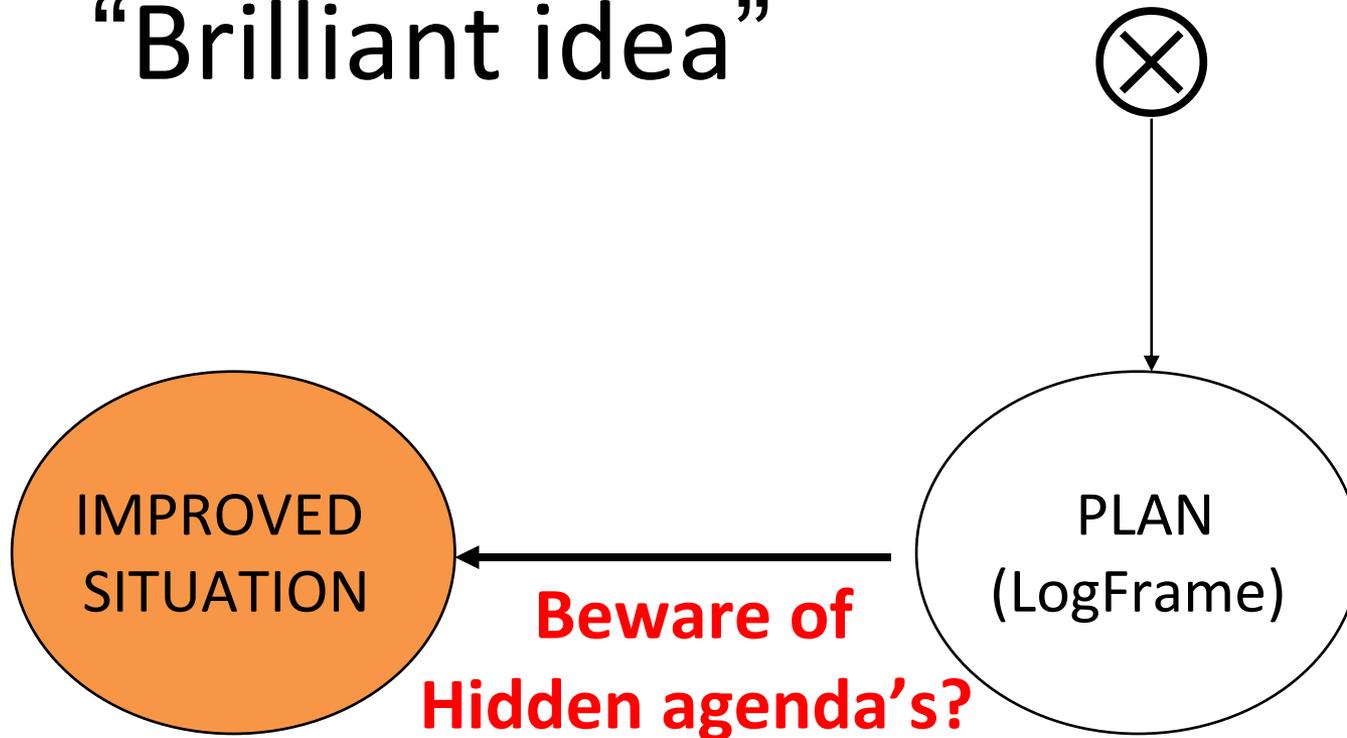
“Planning”

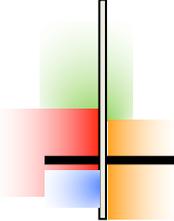
“Brilliant idea”



Who's improved situation?

“Brilliant idea”

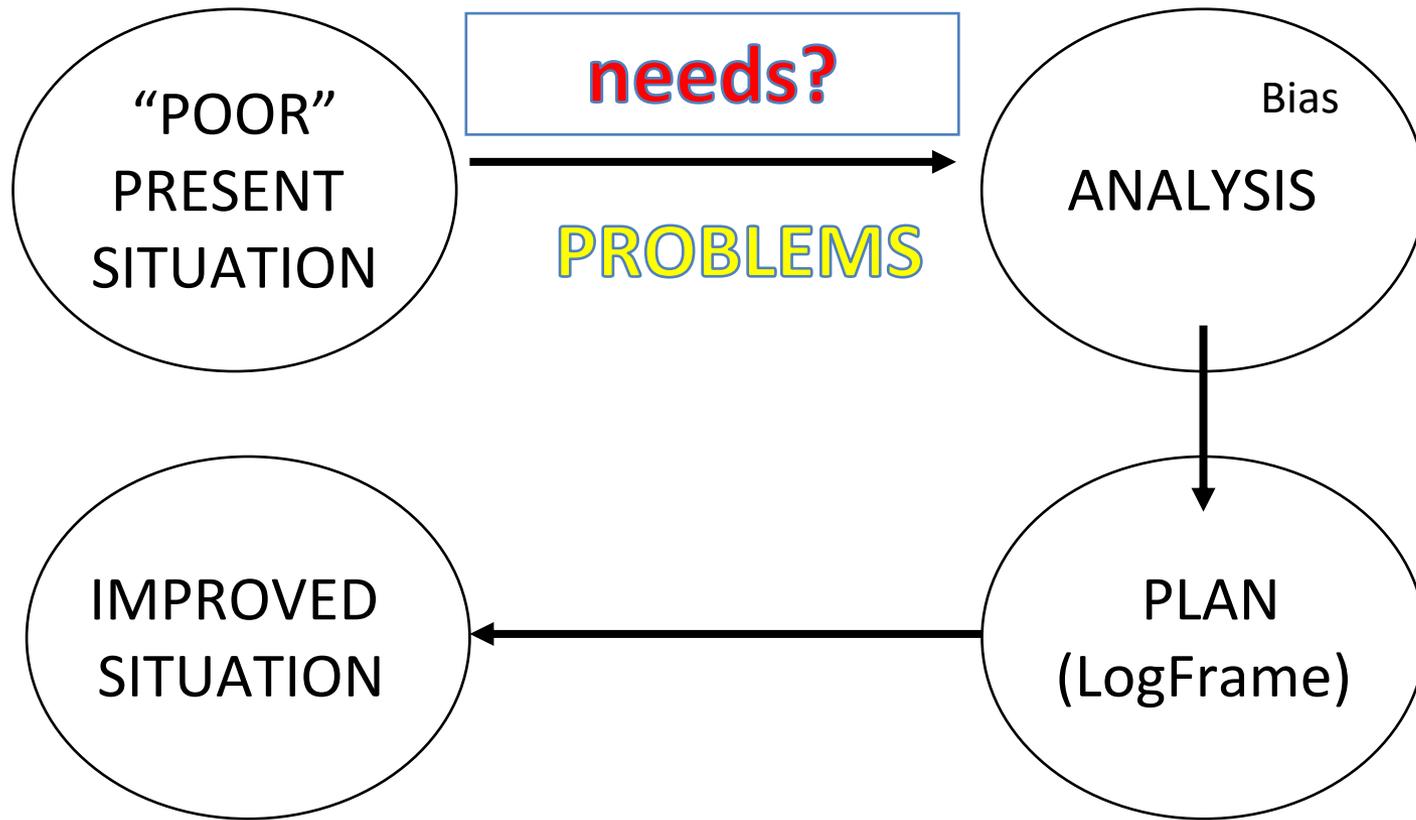




Why 'the idea' might be a flop?

- Too technical
- Who cares?
- Not clear why ...
- Why not another idea?
- Context not clear
- Too simplistic
- Does not relate to our strategy
- Hidden agendas
- Etc.

Pitfalls in “better” planning



Differences between 'NEEDS' and 'PROBLEMS'

NEEDS are

- Positive
- Wish, desire,
- DREAMS / ILLUSIONS
- Solutions
- Easy ...
- Who cares?

PROBLEMS are

- Negative
- Pain, frustration, emotion
- Owner
- Difficult, knowledge!
- See, verify!
= ANCHOR of PROJECT /
= RELEVANCE!

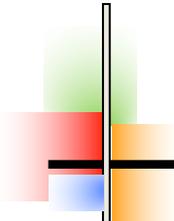
Examples of 'NEEDS' and 'PROBLEMS'

NEEDS:

- A better judiciary syst.
- Strengthened org.
- Water system improved
- Project implemented
- Staff trained
- Etc.

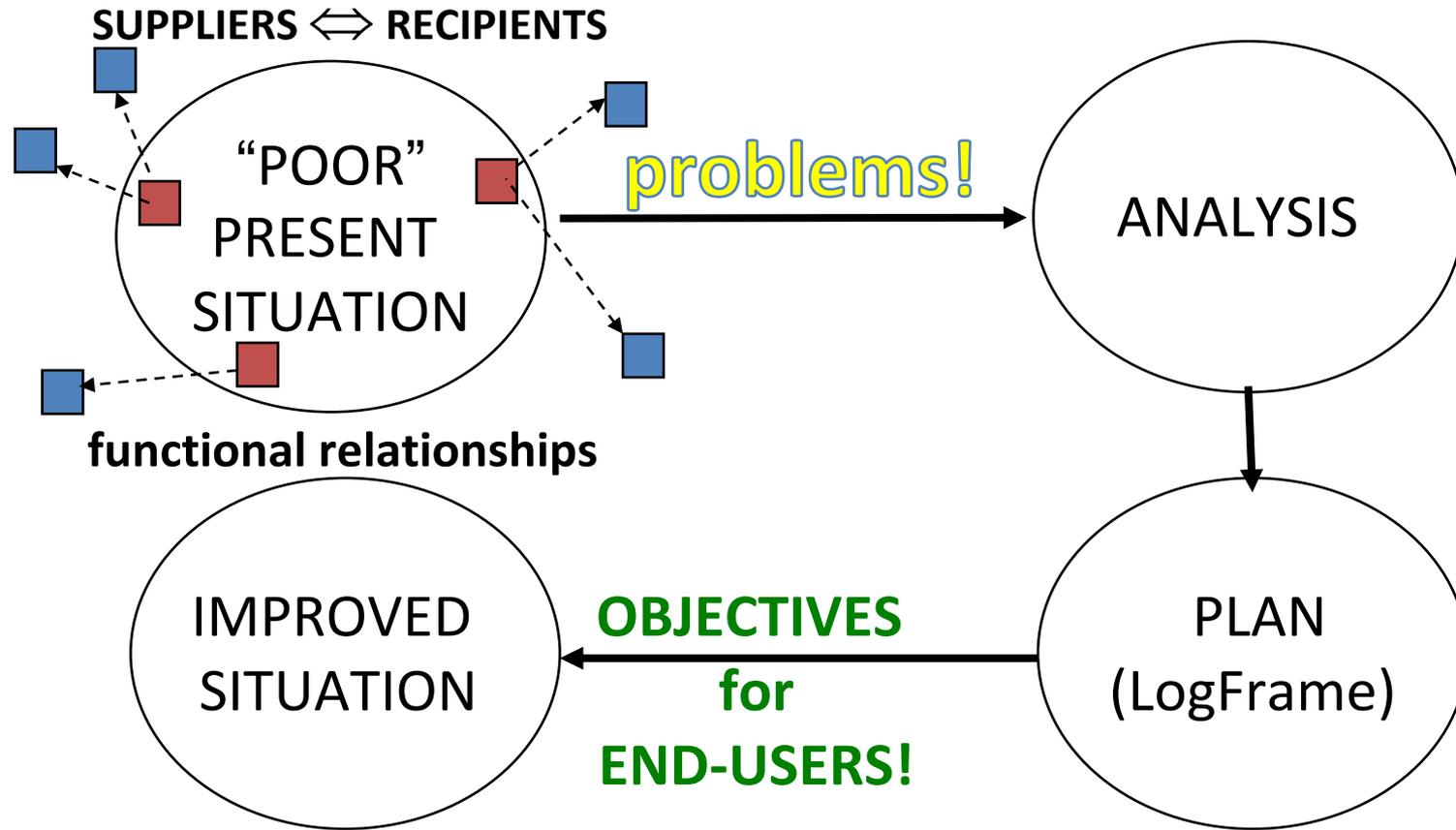
PROBLEMS:

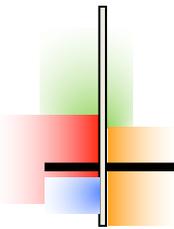
- High crime rate
- Corruption
- Crops lost
- Too low income
- Breakdowns
- Absenteeism
- Etc.



PLANNING ACCORDING TO Logical Framework Analysis

PLANNING ACCORDING TO Logical Framework Analysis





How to get information on the **problems?**

- 1st from documents (ToR, reports, studies, proposal)
 - Highlight problems identified with a yellow textmarker
- 2nd from Stakeholders represented in a participatory LFA workshop

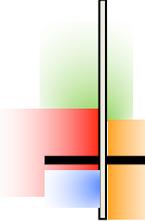
1.3. Country background

The Federal Democratic Republic of Ethiopia ('Ethiopia') is the second most populous nation in Africa (112 million in 2019)¹ and the fastest growing economy in the region. It is also one of the poorest, with a per capita income of \$790, although it aims to reach lower-middle-income status by 2025. The country is divided into ten Regional States², largely based on ethnicity, and two 'chartered cities' -Addis Ababa and Dire Dawa-. The 2018 Ibrahim Index of African Governance (IIAG) showed a decline in Overall Governance from 47.4 in 2016 to 46.5 in 2018. Ethiopia ranks 118 (out of 126) on the World Justice Project Rule of Law Index (score: 0.39) but compliance with the rule of law has increased from 43 in 2016 to 44.8 in 2018 (IIAG). The IIAG shows a decrease in respect for human rights (35.6 in 2015 to 31.1 in 2018) and gender (59.7 in 2016 to 53.8 in 2018) while its scoring on the World Economic Forum's Gender Gap Index has also remained virtually unchanged: 0.652 in 2017 and 2018³.

1.4. Current situation in the sector

Following decades of authoritarian rule, Ethiopia is currently engaged in sweeping reforms ushered in by the new Prime Minister (Abiy Ahmed) since April 2018 that have included lifting the state of emergency, the release of 'political' prisoners and ending a long-standing dispute with Eritrea (for which the Prime Minister was awarded with the Nobel Peace Prize for 2019). Civil society has also begun to re-emerge following the passing of an amended CSO law. A reform process of the justice system has been formalised through the establishment of a Legal and Justice Affairs Advisory Council (LJAAC) in July 2018 under the Office of the Federal Attorney-General and a Judicial System Reform Advisory Council under the Federal Supreme Court. The LJAAC has a three-year mandate and has identified eight focus areas for reform, including the criminal justice system. The process is expected to see new legislation covering criminal procedure and the law of evidence, the introduction of restorative justice approaches (including diversion, compensation, plea-bargaining and alternative sentencing), prison administration reform and the introduction of prosecution-led criminal investigation. A new strategy for legal aid is also under development.

All of the main criminal justice institutions in Ethiopia – police, prosecution, courts, prisons and (public and private) legal aid services - at both Federal and Regional level have serious capacity gaps dealing with the most common crimes, including crimes against women and children, in compliance with the law and human rights of users (both alleged perpetrators, victims and witnesses). In addition, there is a clear need to strengthen coordination, cooperation and



PROBLEMS identified from case

1. We make an inventory of the problems identified
 - Check their quality
2. Place on a board
3. And then try to see their interrelationship
(Cause – Effect)
 - Start with a problem felt by society and ‘fork’ down and up

UNLAWFUL^{GER}
MIGRATION

TRAFFICKING^{GER}

TERRORISM^{UN}

TRANSNATIONAL^{UN}
CRIME

Smuggling^{GER}

Decrease R. for
Human rights

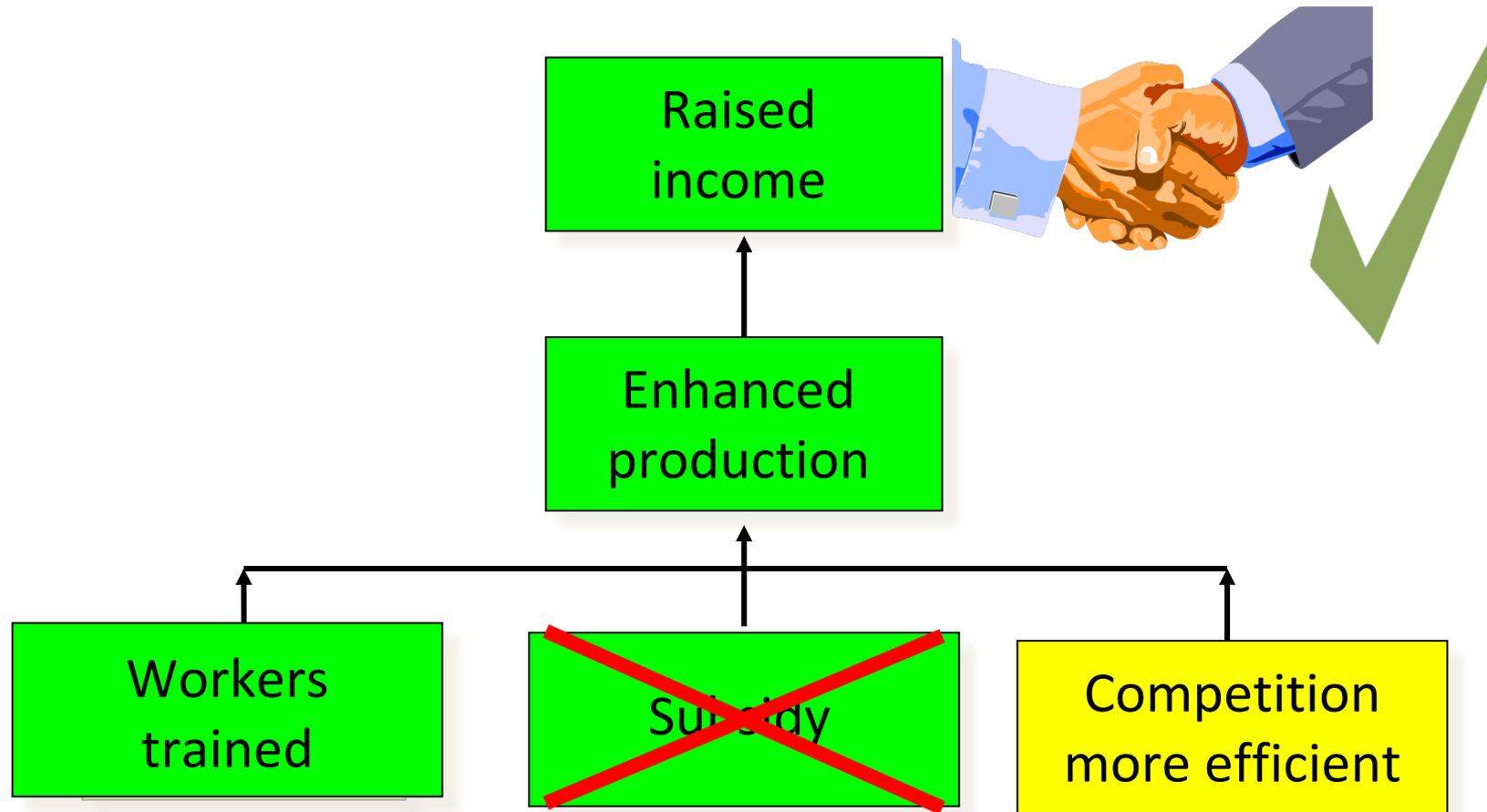
CORRUPTION^{UN}

WHO TO LEAD^R
COORDINATION?

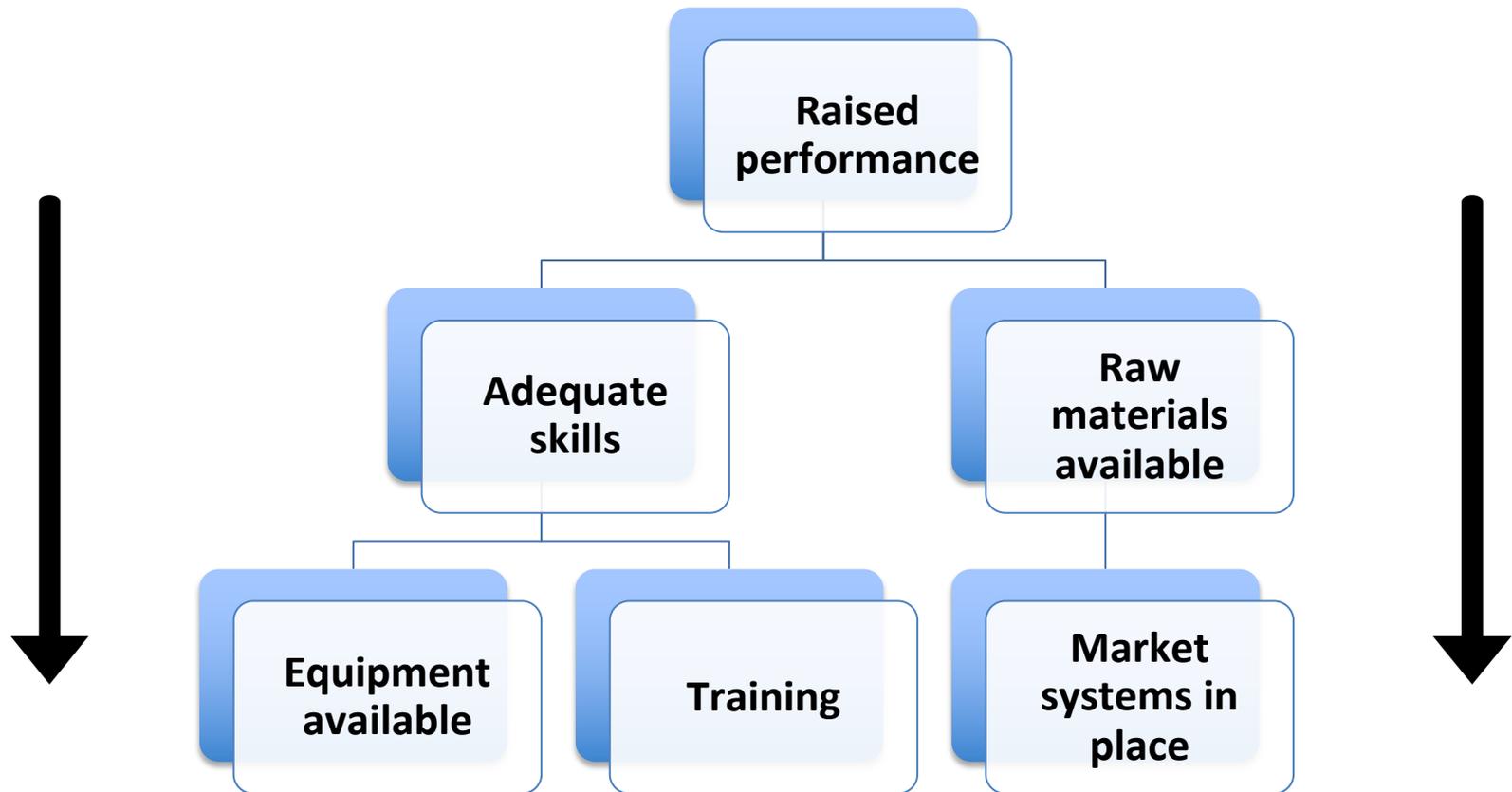
Legislation,^R
Policies, strategies
delayed?

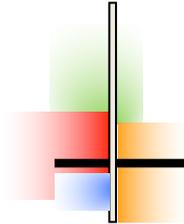
JUSTICE INSTITUTIONS
Serious cap.
gaps in crimes

The 'Logic' reasoning ... up and down



The Results Oriented reasoning





“FORKING”

Built a tree by “Forking” down and up.

“Forking” provides insight in other components
(and other stakeholders)
that are needed to achieve the higher objective.
These can either be incorporated into the
project design or if this is not possible be
monitored as apparent RISKS.

So ... lets try an example ...

What is the problem?

e.g. Lack of Training

=

The most commonly mentioned problem.
Proposals are full with 'Lack of Training'

is that the real problem ?

So, lets find out which problem
will be solved by “training”?

(Lack of) Training

So, **WHY** DO WE NEED ...

(Lack of) Training

Poor performance

This is real existing problem which you can SEE and VERIFY



Lack of Training

This is a “Lack of ... solution” you can NOT yet SEE and VERIFY as it has not happened yet!

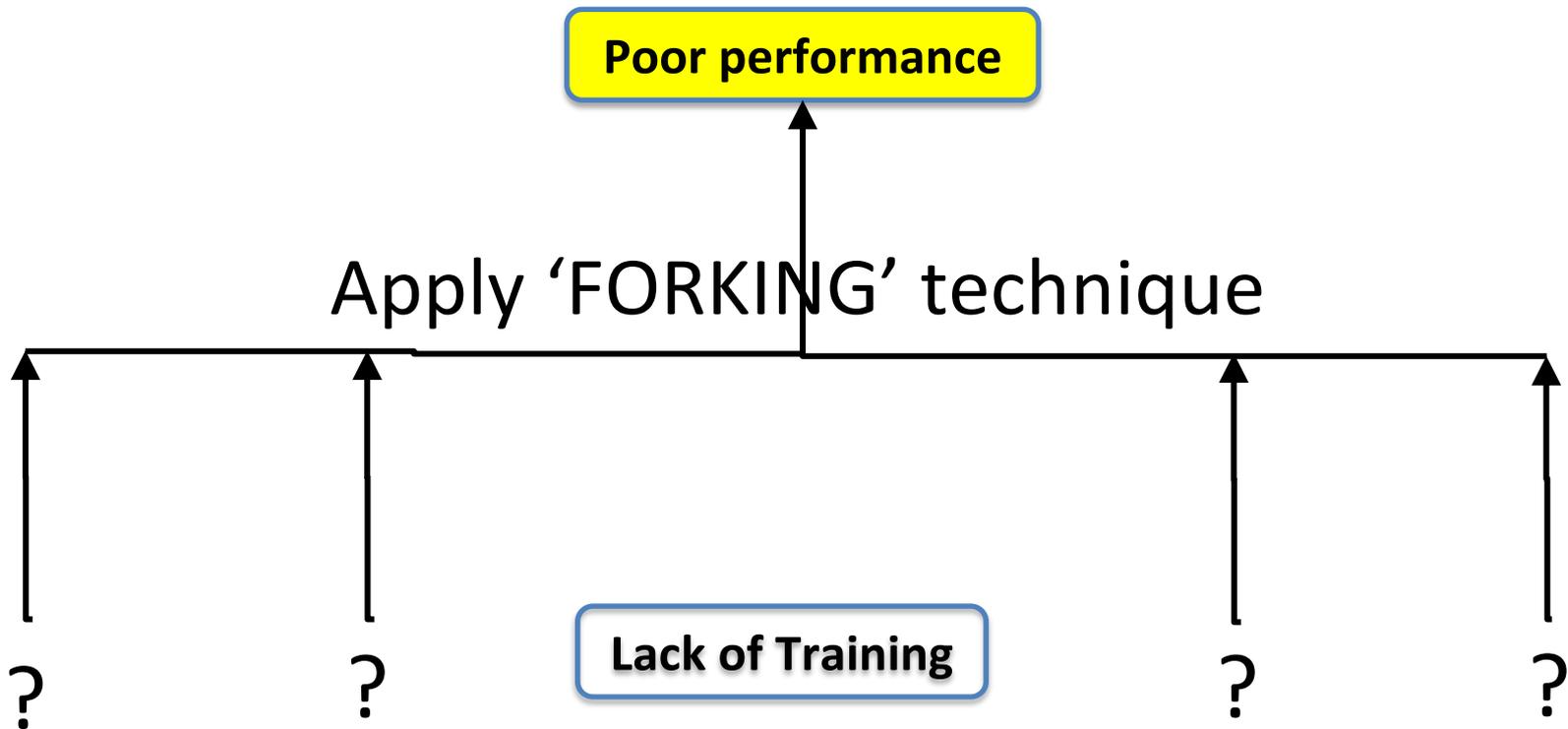
So ... it is NOT A PROBLEM

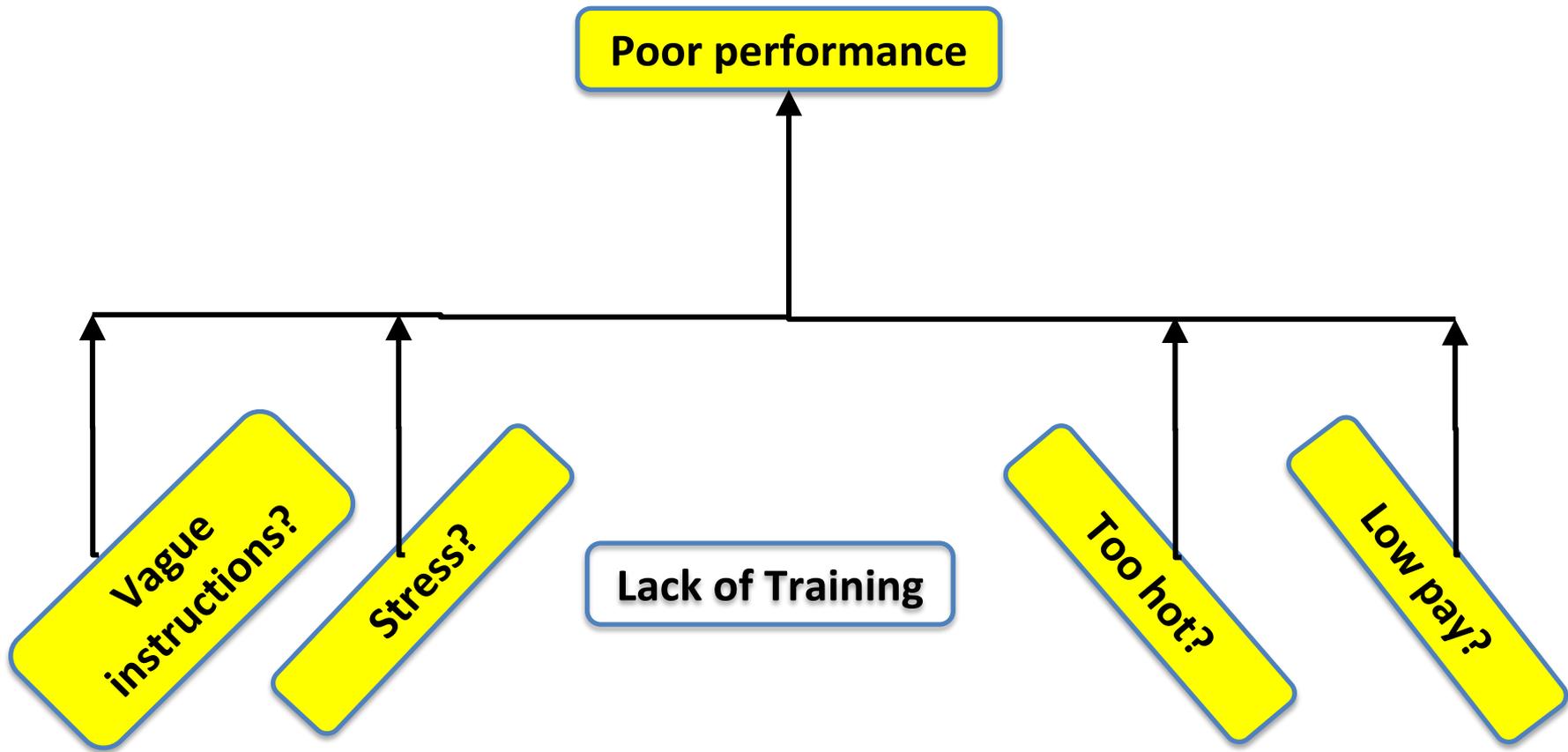
Poor performance

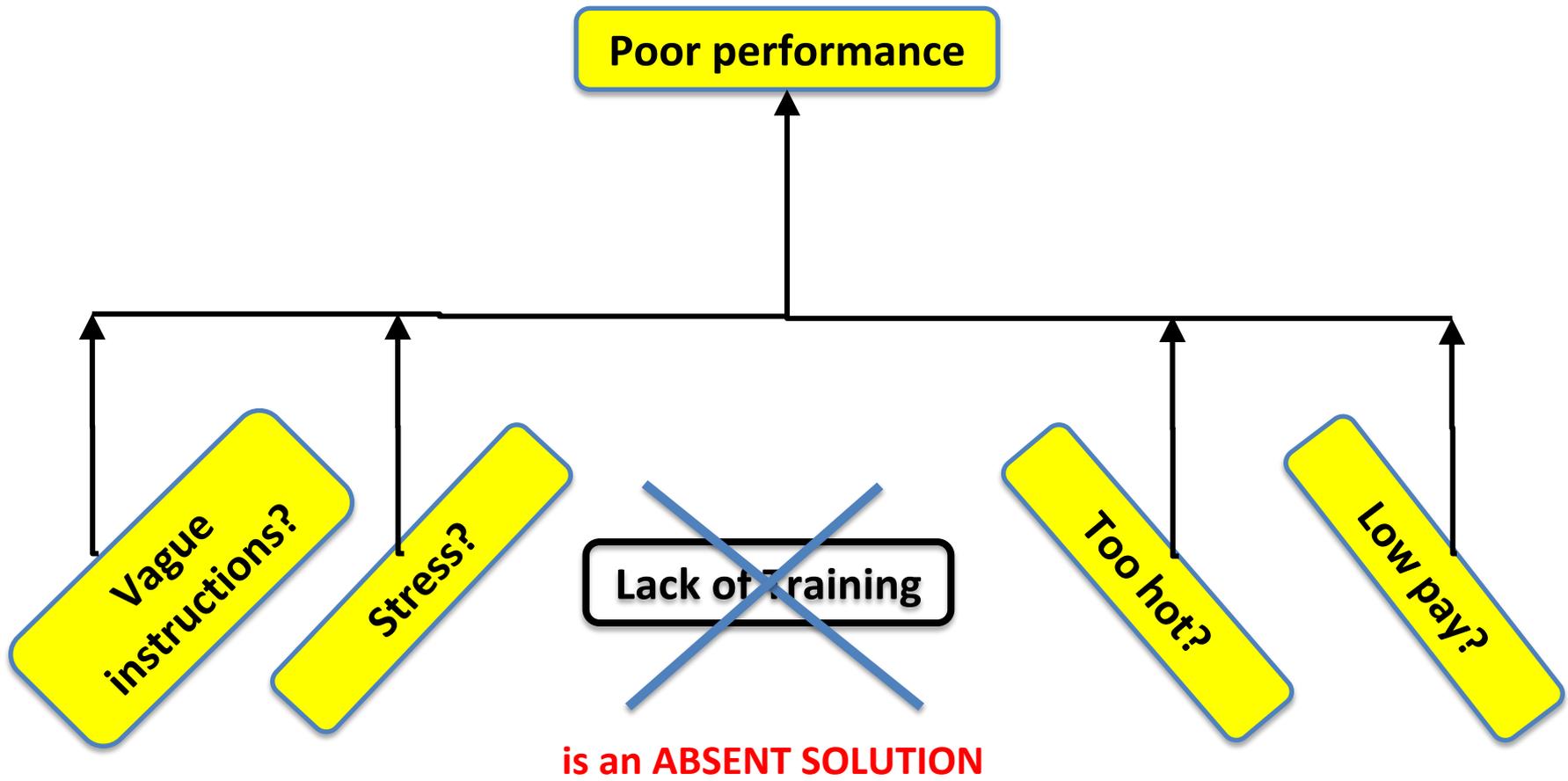


**WHY?
is there poor performance**

Lack of Training





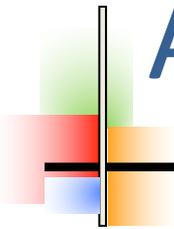


ABSENT SOLUTION

Poor performance

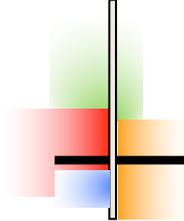


Please NOT AGAIN !!!
As you are apparently betting on the wrong horse



ABSENT SOLUTIONS are often:

- **Hidden agenda's**
- **Only one option**
- **Simplistic perception of reality**
- **A copy of one's own beliefs systems**
- **Place the reader on the wrong foot**
- **Short Sightedness**
- **Indicator of poor analysis**
- **A BIG RISK TO THE PROJECT**
- **And a reason to **REJECT** the proposal**



“Why FORKING”

Through “FORKING” discovering ‘Blind Spots’

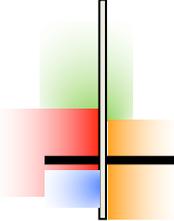
or ASSUMPTIONS (potential **RISKS**)

... is key
in planning, monitoring and evaluation

“RINGING THE BELL”

actually ...
it demonstrates

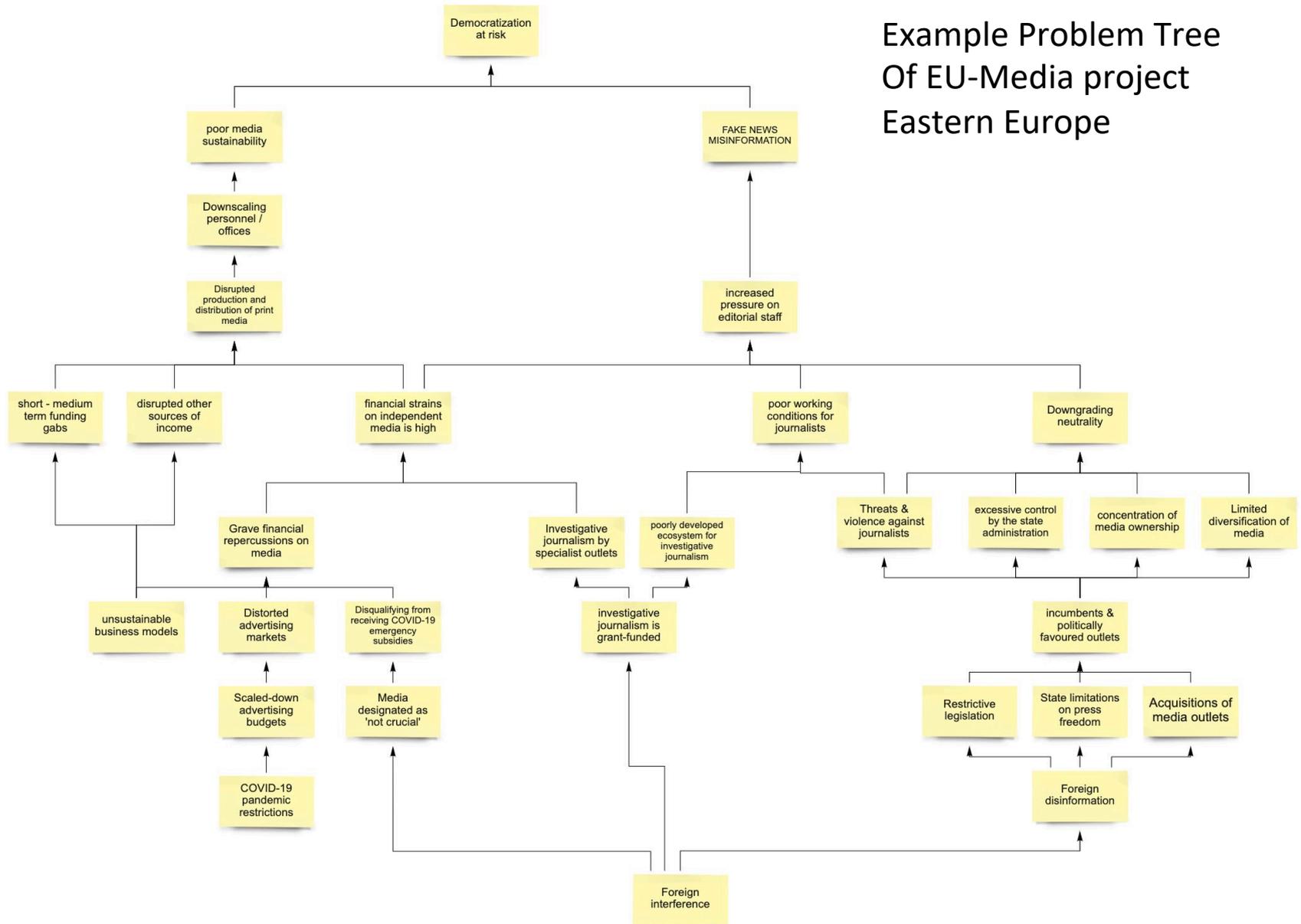
Quality



The steps of LFA Planning

- WHO has the pain (end-users)?
- WHY involved (problems experienced)?
- WHAT should happen (Service plan)? And WHAT NOT? = ASSUMPTIONS & **RISKS** (content)?
- WHOM will implement? (Suppliers)
- HOW should it happen (Capacity plan)?
 - ASSUMPTIONS & RISKS (process)?
- COSTS (budgets)?
- WHEN (time schedule / deadlines)?

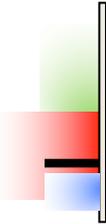
Example Problem Tree Of EU-Media project Eastern Europe





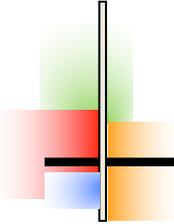
Recap 1st session: QUALITY in Results Based Management

- **Concept of 'AID Triangle':** introduction of EVALUATION as Quality Concept in development
- **Introduction of the project cycle:** phases, characteristics of the phases, processes, documents, decision moments, role of LFA
- **Planning process:** 'Hidden agenda's' > Analysis phase and Planning phase
- **'Needs' versus 'Problems':** emphasis on Analysis
- **How to identify problems? Exercise on case:** Highlighting **problems (past)** and **objectives (future)**
- **Establishing logic:** upwards and downwards ('FORKING')
- **'FORKING':** to identify Assumptions and Risks
- **Steps in the LFA procedure:** WHO, WHY, WHAT, WHAT NOT, HOW



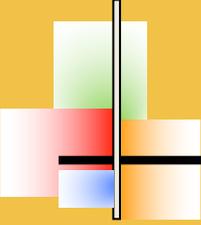
Key messages 1st session: QUALITY in Project Cycle Management

- Assessment or appraisal (ex-ante) and Evaluation (ex-post) looks at **RELEVANCE**, FEASIBILITY AND SUSTAINABILITY
- Assess the RISKS of the project design: Quality Analysis process, **real existing problems of particular end-users** identified, placed in a logic hierarchy reading cause - effect (upwards) and effect - cause (downwards: “Forking” to identify Assumptions or RISKS).
 - Planning starts with WHO: THE END-USERS as we need to ask them what problems they experience (the WHY).
 - Assure a thorough **IDENTIFICATION** phase



Impression of the session

**Please share in the chat a
comment on this first session**



CLOSURE of the 1st SESSION

We will send you a brief evaluation after the second session.

Hope you liked this session ...

ASSIGNMENT FOR NEXT WEEK:

Choose a project and try to find out:

For WHO? (the End-users)

WHY a project? (the problems)

Try to make a problem tree of your project

See you next week