OOPPP... and beyond

Objectives Oriented Participatory Project Planning

**Objectives
Oriented
Participatory
Project Planning**

and beyond

**Workplanning
Implementation
Monitoring
Evaluation**

and further beyond

**USAID's Strategic Objectives
Results Framework
Results Package**

OOPPP will

- **be participatory**

- **improve the quality of project design**

- **be systematic across projects**

- **maximise the know how and skills of all stakeholders**

- **be helpful to Pact and to Pact's partners**

- **will de-mystify much confusion**

OOPPP...and beyond

The Basic Steps

1. Stakeholder Analysis

2. Probem Identification

3. Objectives Identification

4. Alternatives Analysis - choice of strategy

5. Logframes

6. Workplanning

7. Monitoring

8. Evaluation

Stakeholders

1. Who is affected by the problem environment?

2. Whose voice is usually listened to?

3. Whose voice is usually not heard?

4. Who wil be on our side?

5. Who will be against us?

6. Who will we invite to help us plan?

7. Whose views will we give priority to?

If something is done for me, but not with me, it is done against me.

Identifying Problems

1. **Identify a problem situation**

2. **Check with stakeholders if it is their problem**

3. **Consider all the problems involved in the problem situation (by brainstorming)**

4. **Establish cause/effect relations between the problems**

5. **Build a problem tree**

Alternative Strategies

of all the possible interventions, consider:

- **your available resources**

- **the importance to the target group**

- **the chance of success**

- **the link to government policy**

- **the urgency**

- **the time available to you**

- **your institutional capacity**

Simplified Log Framing - Rows

Goal: the future state, at a high level, to which several interventions will contribute

Purpose: the future state targetted by the intervention itself

Intermediate Result: the future intermediate state that you are responsible for

Actvities: The work that must be done to reach the intermediate state

Simplified LogFraming - Columns

Objective   **What you are aiming to accomplish**

Indicator: **an objective sign that something planned has indeed happened**

Verification: **the information that will let us (or anyone else) see whether the indicator has been reached**

Assumption: **External factors over which the intervention has no direct control, but which are, nevertheless, important for project success**

Workplanning

Provides a working tool for:

- **breaking down activities into tasks**

- **making sure that tasks contribute to activities (and activities contribute to intermediate results**

- **identifying who is responsible for the tasks**

- **providing a budget for each task**

- **identifying a start and finish time for each task**

- **allowing easy monitoring of progress, and periodic review of the intervention**

USAID's
Strategic Objectives and
Results Framework

comes out of a desire to change the pattern of the existing operations system defined by handbooks, policy directives, and guidances

The new system:

a.   **Focuses on the achievement of results, and ensures that all involved, from congress to customers, agree and focus on agreeing objectives**

b.   **Strategic planning becomes a dynamic process and management tool**

c.   **Implementation becomes more a means to an end rather than an end in itself**

d.   **The operating culture within the Agency becomes one of greater collaboration, clearer roles, orientation towards achieving common objectives, and increased attention to participation and customer needs**

e.   **Documentation requirements are reduced and documentation preparation is less burdensome.**

1.Strategic Objective (SO)

A series of 3-4 Objectives which show the basic areas in which the Mission is going to operate.

Strategic Objectives :

- **Are significant, measurable results, both quantitative and qualitative which the operating unit believes it and its partners can achieve**

- **Are results for which the operating unit is willing to be held accountable.**

- **Typically last 5-8 years**

- **Are linked causally upwards to Agency objectives and goals**

- **Are linked causally downwards to intermediate results at two levels.**

- **incorporates a SO Team which is drawn laterally from across the staff of the Mission**

- **They are akin to Purposes in the Logframe**

Results Framework

the analytical framework of how a strategic objective will be achieved, including the set of intermediate and lower level results necessary to reach the objective

- **identifies the critical results necessary to achieve the SO**
  - **through USAID assistance**
  - **through other development partners**

- **illustrates the cause and effect linkages in the strategy.**

- **incorporates organisational responsibilities and time frame for each result**

- **shows integration of results from other SOs**

- **incorporates other actors who contribute to the SO**

In Log frame terms

- **Dispenses with Outputs and Activities**

- **Expands the EOPS box (End of Project Status) so that there are a number of results with cause and effect links between them**

- **Incorporates some of the assumptions which are controlled by other actors**

- **Incorporates Indicators, and some elements of Workplanning**

Results Package

A work unit comprising the people necessary to work on identified elements of the results framework and related activities, along with the respnsibilities, authorities, skills and financial resources necessary for activity implementation and result achievement

The SO Team defines the nature and number of Results Packages and appoints a Result Package manager who is expected to incorporate into the Results Package people outside USAID.

Using OOPPP with smaller NGOs
- a ten step process

1.	Identify with them who are the stakeholders in the problem environment	*Stakeholder Analysis*
2.	Help them to involve the stakeholders in identifying the problems	*Problem Analysis*
3.	With them, turn the problems into desired future objectives	*Objectives Analysis*
4.	Help them to agree on a strategy for reaching their desired future objective(s) which is suitable for their organisation, while appreciating what else has to be done by others	*Alternatives Analysis*
5	Help them to agree on the long term goal and purpose which they want to move towards, and the intermediate results and immediate activities that they will be responsible for	*Logframe - Objectives*
6.	Help them to identify the factors outside their control which may affect their intervention, and help them think how they can help/hinder them	*Logframe - Assumptions*
7.	Help them to agree how they are going to measure their progress towards their future objectives	*Logframe - Indicators and Verification*
8.	Help them to draw up a workplan and budget to guide their interventions	*Workplanning*
9.	Help them to monitor progress every month - to ascertain if they have done what they said they would do	*Monitoring*
10.	Help them to evaluate every six months to see whether their work is having the results hoped for	*Evaluation*