# Problem Analysis

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# Introduction

- Problem analysis is conducted after needs assessment

- It applies different approaches
  - Doctor – Patient Method
  - Expert Method
  - Participatory Diagnosis Method
  - Problem tree Analysis

# Problem Analysis Approaches/Methods continued

1. **Doctor-Patient Method**: In this approach, the Doctor listens while the patient elaborates the problem. The doctor asks probing questions, and thereafter, prescribes the drugs/solution to a problem.In a similar manner, the community tells the planner/investigator the problems so as to develop an appropriate project/solution.

# Problem Analysis Approaches/Methods continued

**2.Expert method**: i.e The expert states and delivers what he/she thinks are the needs of the community.He/she decides what is good for the community due to the search and expertise.She/He quotes books and tries to convince people to believe that those are their needs.

**3.Participatory Diagnosis:** Involving the community members and the one assessing the problem i.e. the use of both the Doctor-Patient and Expert methods.

# Problem Analysis Approaches/Methods continued

**4. The Pyramid/Problem tree analysis**

In the problem tree analysis,one identifies a problem and goes further to identify the root causes of the problem and the interventions at any one stage that can bring improvement to the problem.The problem is seen as broad and can only be solved when specific objectives are set and when broken down into specific causes. It involves drawing a problem tree, from which project objectives can be identified

# What is Problem tree Analysis?

- Is a process of identifying problems, and whenever possible, establish the cause effect relationship with them
- Helps primary stakeholders to identify the causes and effects of the problems they face
- Develop options for which problems to concentrate on

# Purpose of problem tree analysis

- Identifies the major problems and their main causal relationships
- Identifies problems and problem owners
- Structure problems and relations between them
- Develop a shared perception of problems among stakeholders
- Develop options for which problems to concentrate on
- Helps find solutions by mapping out the anatomy of the problem.

# Outline of the Tree steps

- Identity and list the stakeholders
- Identifying and list the main problems
- Identifying a core problem
- Identifying cause and effect
- Checking the logic
- Draft the problem tree diagram

# Drafting the problem tree diagram

- Construct a problem tree showing the cause & effect relationships between problems

- Provide vertical links to:
  - Show cause-effect relationships, and
  - Horizontal links to show joint causes and combined effects

# Checking the logic of the Tree

- Review the structure to ensure that related streams of cause and effect are close to each other on the problem diagram.
- What leads to what
- Do the identified causes lead to the problem

# PROBLEMS TREE STRUCTURE

- The tree structure of the problems shows the way in which all the problems are dependant.

- Each line of the tree structure indicates a relation of cause and effect between two problems connected by this line

# PROBLEM TREE STEPS

1. Start with a brainstorm on all major problems existing within the framework of the situation analysis. With the group, decide which is to be the starter problem. This does not mean discarding the others but simply selecting one as a core problem. This often formulated in quite general terms, for example, “deforestation” or “decreasing food security”.

2. Draw a tree and write the starter problem on the trunk. If you want to look at more than one problem, than you will need to draw one tree per problem. Each

# PROBLEM TREE STEPS

3. Encourage people to brainstorm on the causes of the starter problem.
    - Ask for major problems that cause the starter problem.
    - Alternatively, to avoid a few people dominating, hand out three to five blank cards per person and ask everyone to write down one idea per card.
    - Present the cards and use them as the basis for the discussion on prioritizing problems

# PROBLEM TREE STEPS

4. To focus on the root causes of the problem, discuss the factors that are possibly contributing to it.
    - Examine each factor in relation to each of the other factors and ask "Is it caused by or a cause of the other factor?" If it is caused by the other factor, draw a line with an inward arrow between the pair.
    - Draw the arrow only in the direction of the strongest effect. Do not use two-way arrows.
    - If there is no interrelationship do not draw a line between them at all. When you are finished, the factors with the most outward arrows will generally be the factors that will drive change – the root causes.

# PROBLEM TREE STEPS

5. Focus attention on these root causes and write them onto the roots of the "tree".

6. For each root cause, write down its causes on roots lower down. Use the brainstormed ideas for this.

7. Following the same procedure as in steps 2 and 3, look at what the effects/impacts of the problem are and write down the primary effects on the branches of the tree.

# PROBLEM TREE STEPS

8. For each effect, write down its secondary effects on secondary branches higher up to obtain cause-effect chains.

9. Follow this exercise with an "objectives tree" to identify what actions are needed to tackle the (causes of the) problems as expressed in the problem tree.

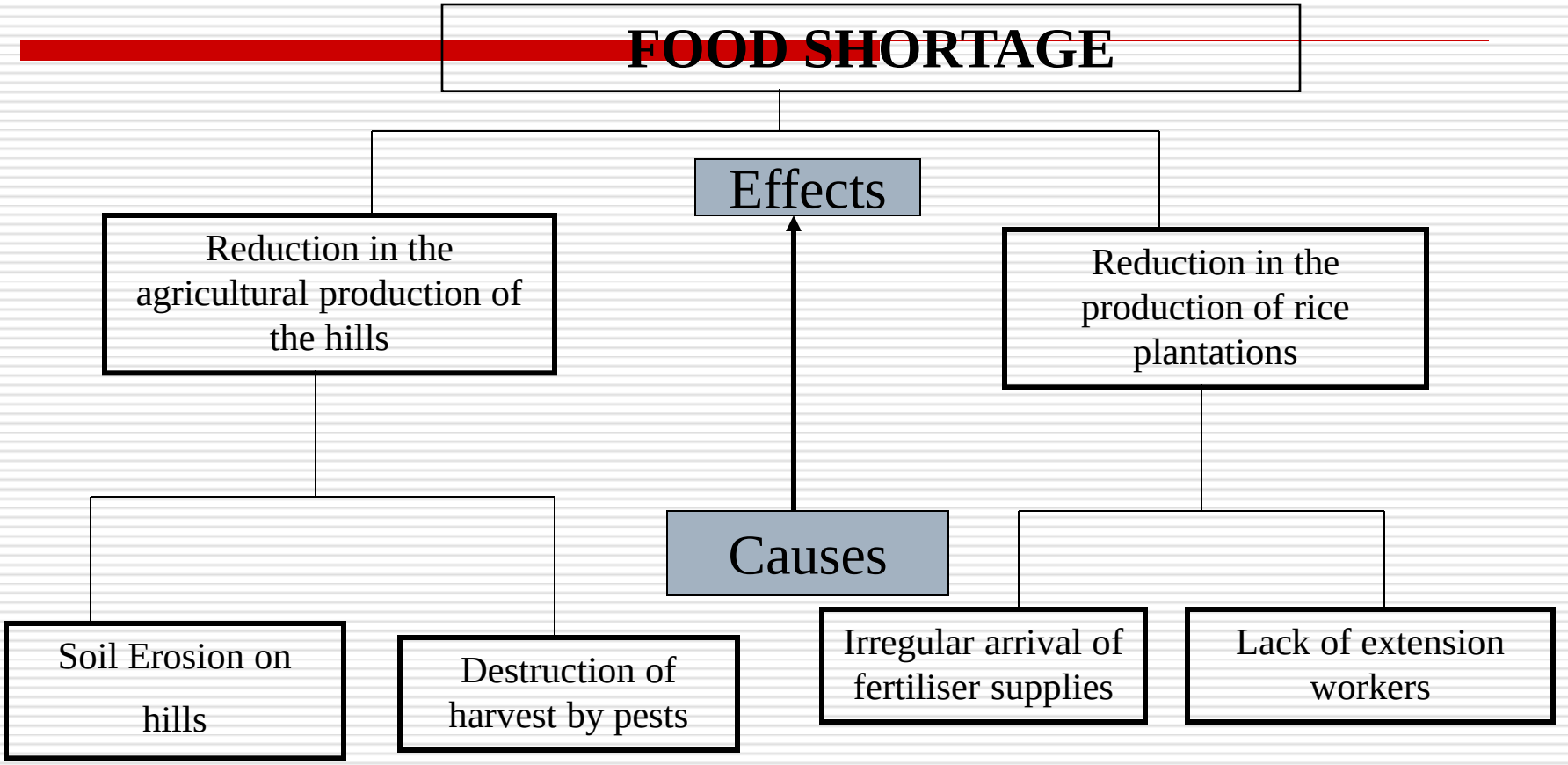
# COMMENTS

- The two “trees” provide a comprehensive though simplified view of cause and effect relationships.

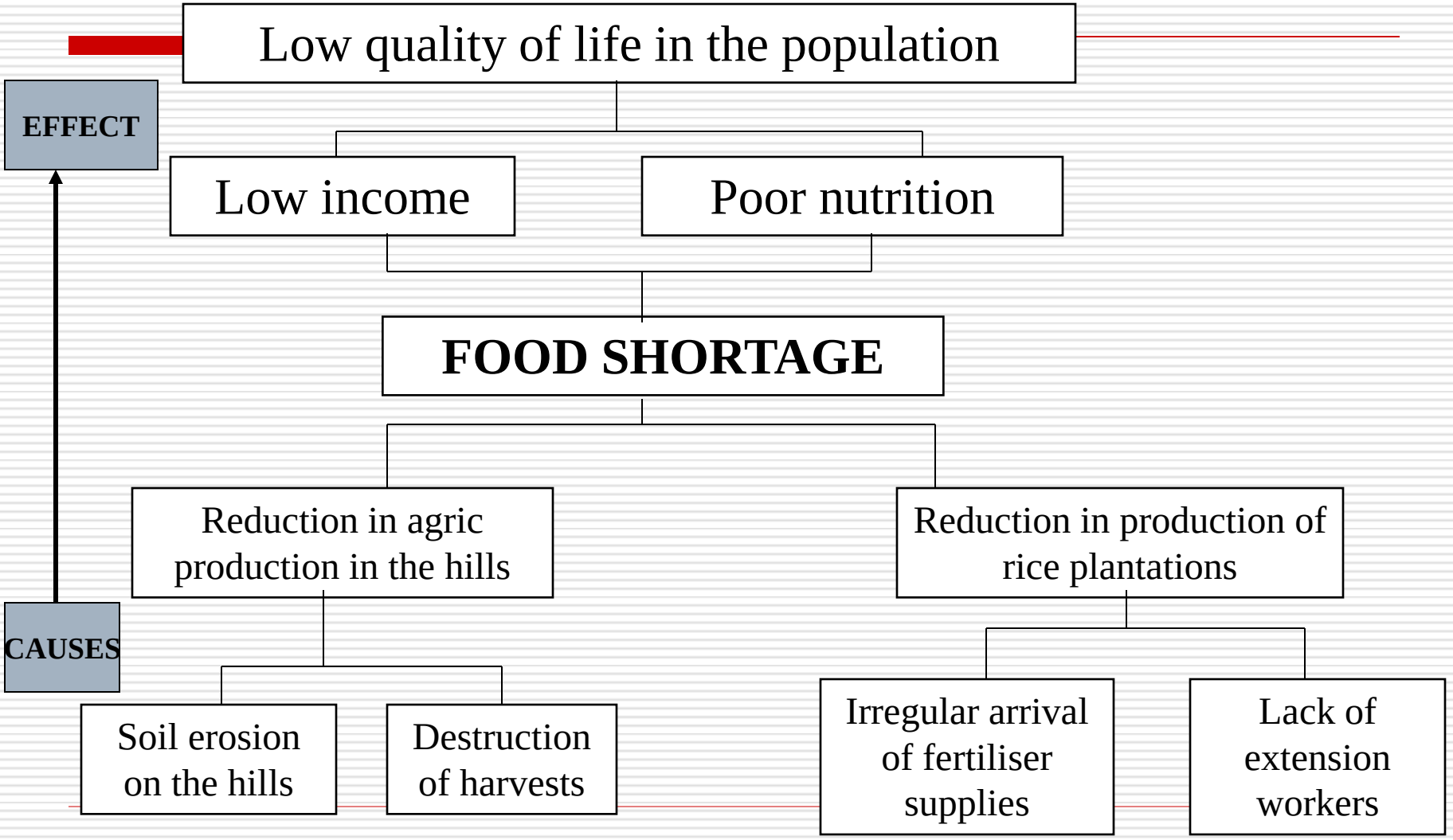
- In this way, the process of creating a logical framework can become more accessible to primary (and other) stakeholders, making it easier to involve them in revising the project design or developing their own activities.

- Linkages are represented with lines or arrows. If arrows are to be used, make sure that everyone is clear about what arrows mean as they are not a universally understood symbol.

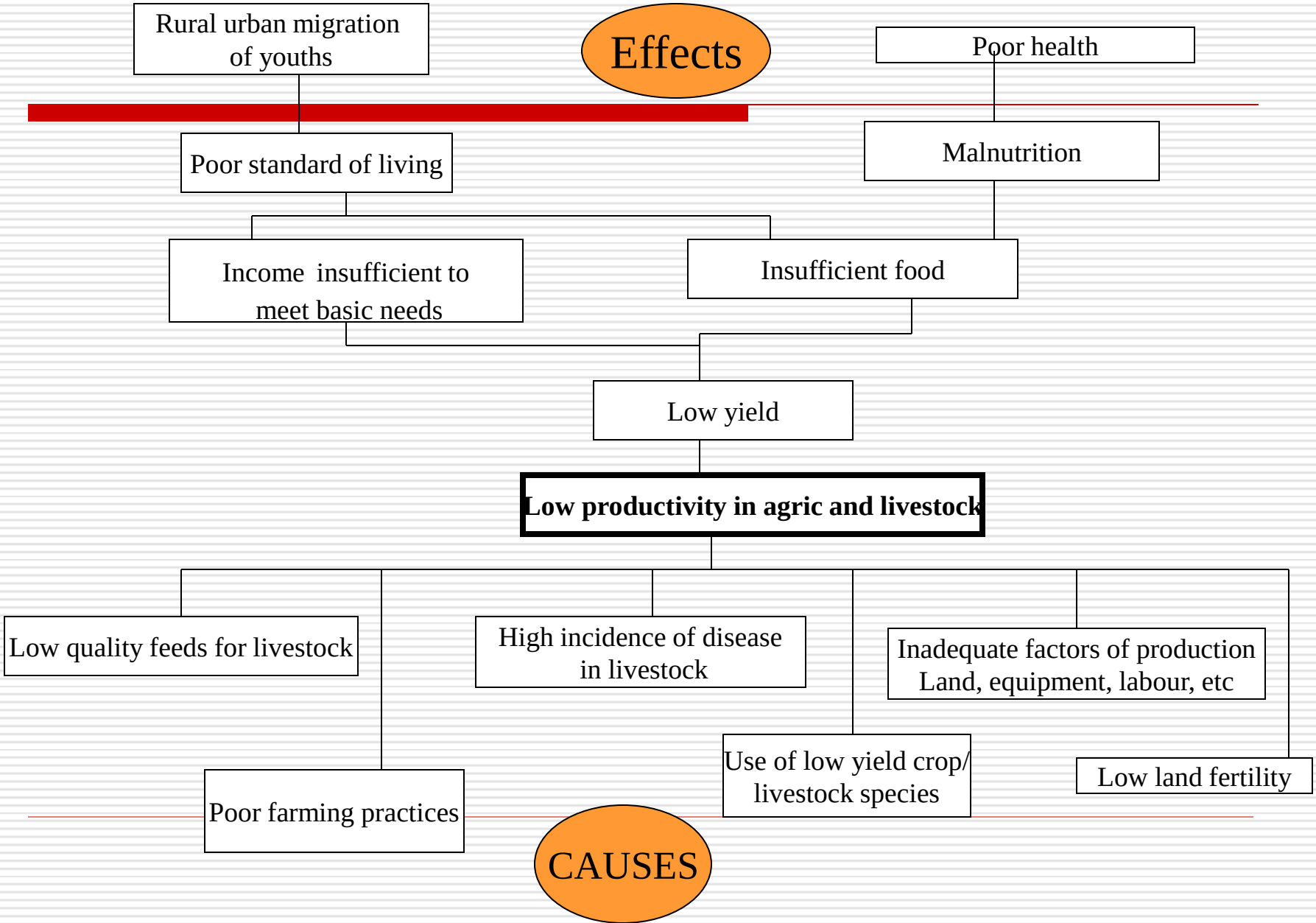
# PROBLEM DIAGRAM



# PROBLEM TREE
# EXAMPLE



# EXAMPLE 2


Rural urban migration of youths
Effects
Poor health
Poor standard of living
Malnutrition
Income insufficient to meet basic needs
Insufficient food
Low yield
Low productivity in agric and livestock
Low quality feeds for livestock
High incidence of disease in livestock
Inadequate factors of production Land, equipment, labour, etc
Use of low yield crop/ livestock species
Low land fertility
Poor farming practices
CAUSES

# Objective Tree -Setting Objectives

- Fine statements that show what is to be achieved by the project
- The 'problem tree' is often followed by an 'objectives tree.'
- The problem tree is converted into an objectives tree by rephrasing each of the problems into
  - Positive desirable conditions - as if the problem had already been solved and more.

# The objective tree cont.

- When mapping, causes that lead to effects now become means that lead to ends

- For example,
  - 'Shortage of water' becomes 'improve water supply.' or water supply improved
  - 'Poor yields' would become 'yields increased'

# Analysis of objectives

- After rewording the –ve statements, you should then check;
  - Are the statements clear and unambiguous?
  - Are the links between each statement logical and reasonable?
  - Will the achievement of one help support the attainment of another that is above it in the hierarchy?
  - Is there a need to add any other positive actions and/or statements?

# Objective analysis

- Consist in choosing which are the changes desired by choosing the objective to be reached at the end of the project and by defining the sub-objectives in detail.

- The objectives analysis is a methodology step allowing:

- to describe the future situation which will prevail when the problems are solved;
- to identify and treat on a hierarchical basis the

# Objective tree construction

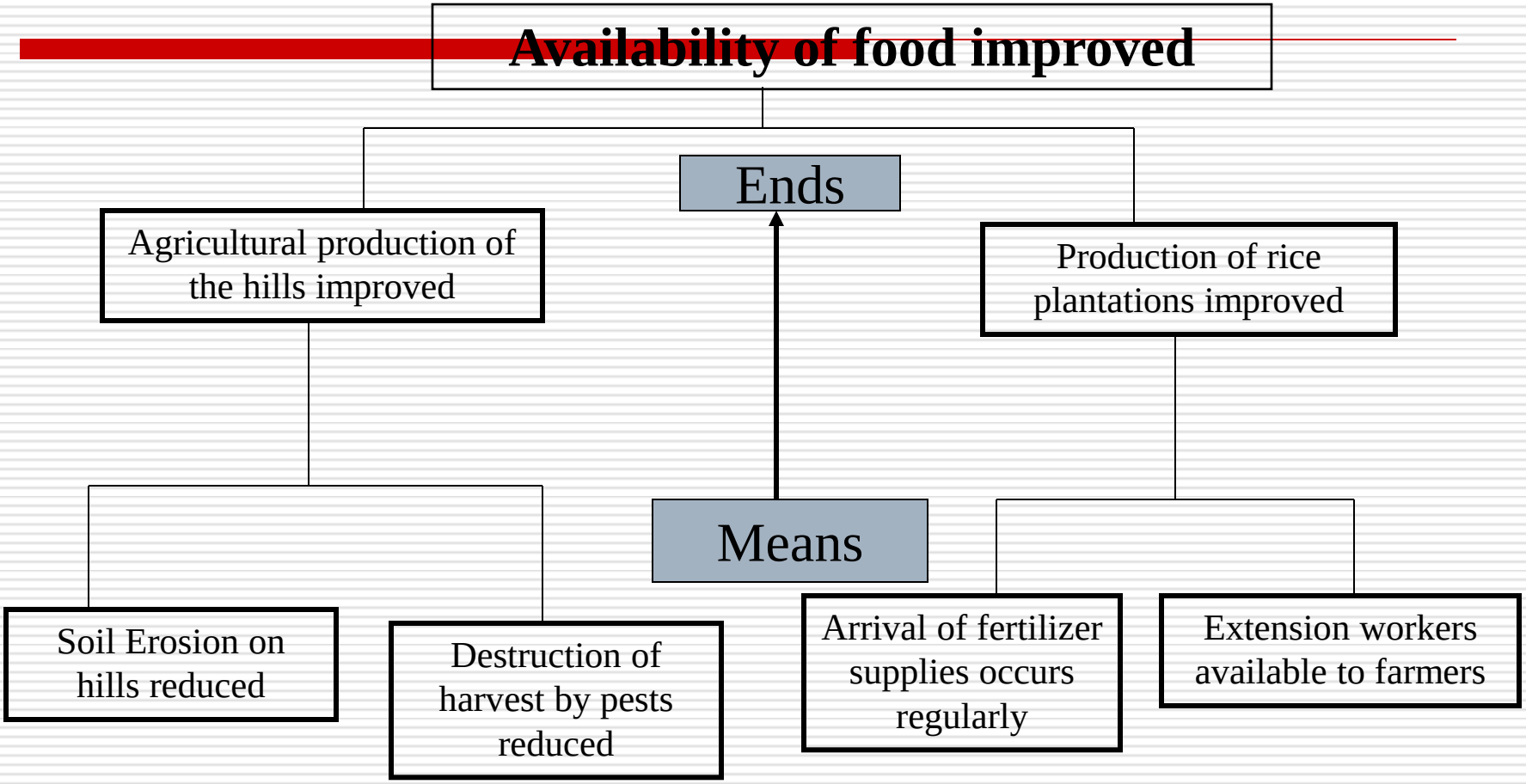
- To build the tree structure of objectives, use the tree structure of the problems and reformulate each problem into an objective which will correspond at the positive future state to continue
- Taking the problem tree as your base, invert all the problems in order to make them into objectives. This process than leads into an "objectives tree" with the central objective simply being the inverse of the central problem.
- Ask participants then to look at these objectives and discuss which of these can be tackled the project.
- The problem and objectives trees are a first step towards producing a logical framework matrix

# TIPS

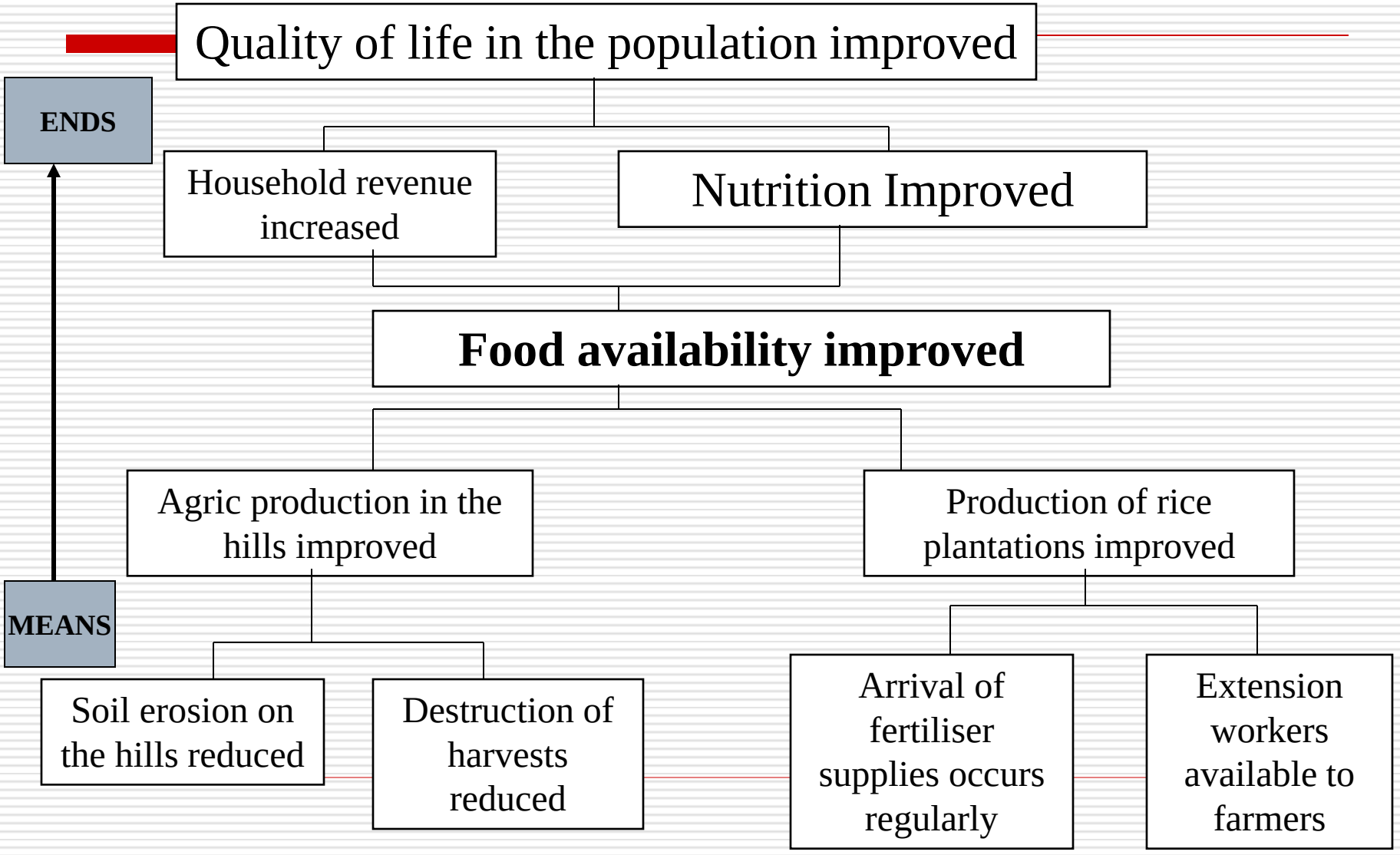
- The problem and objectives tree provide a comprehensive though simplified view of cause and effect relationships. In this way, the process of creating a logical framework can become more accessible to primary (and other)

- Linkages are represented with lines or arrows. If arrows are to be used, make sure that everyone is clear about what arrows mean as they are not a universally understood symbol.

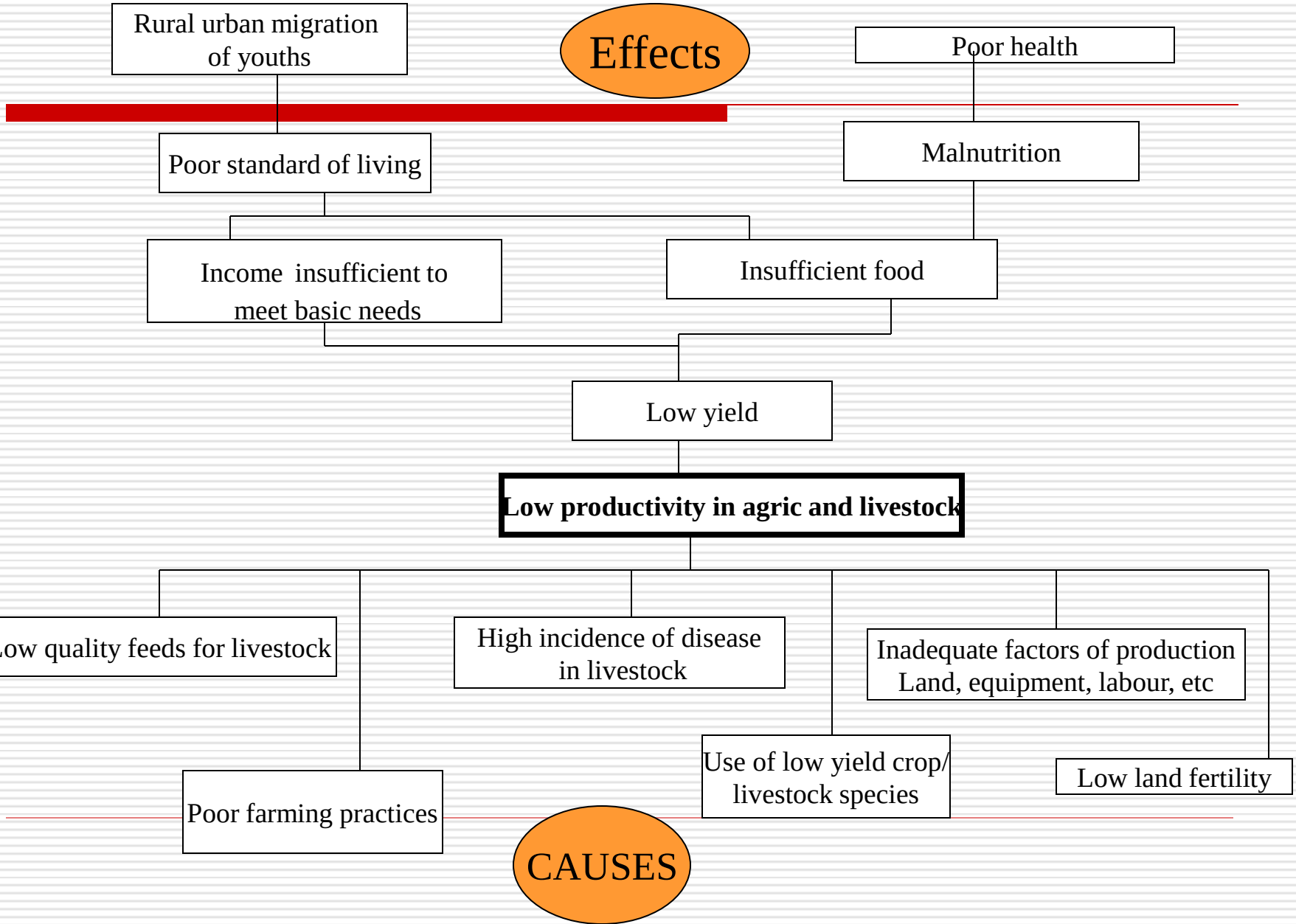
# OBJECTIVES TREE



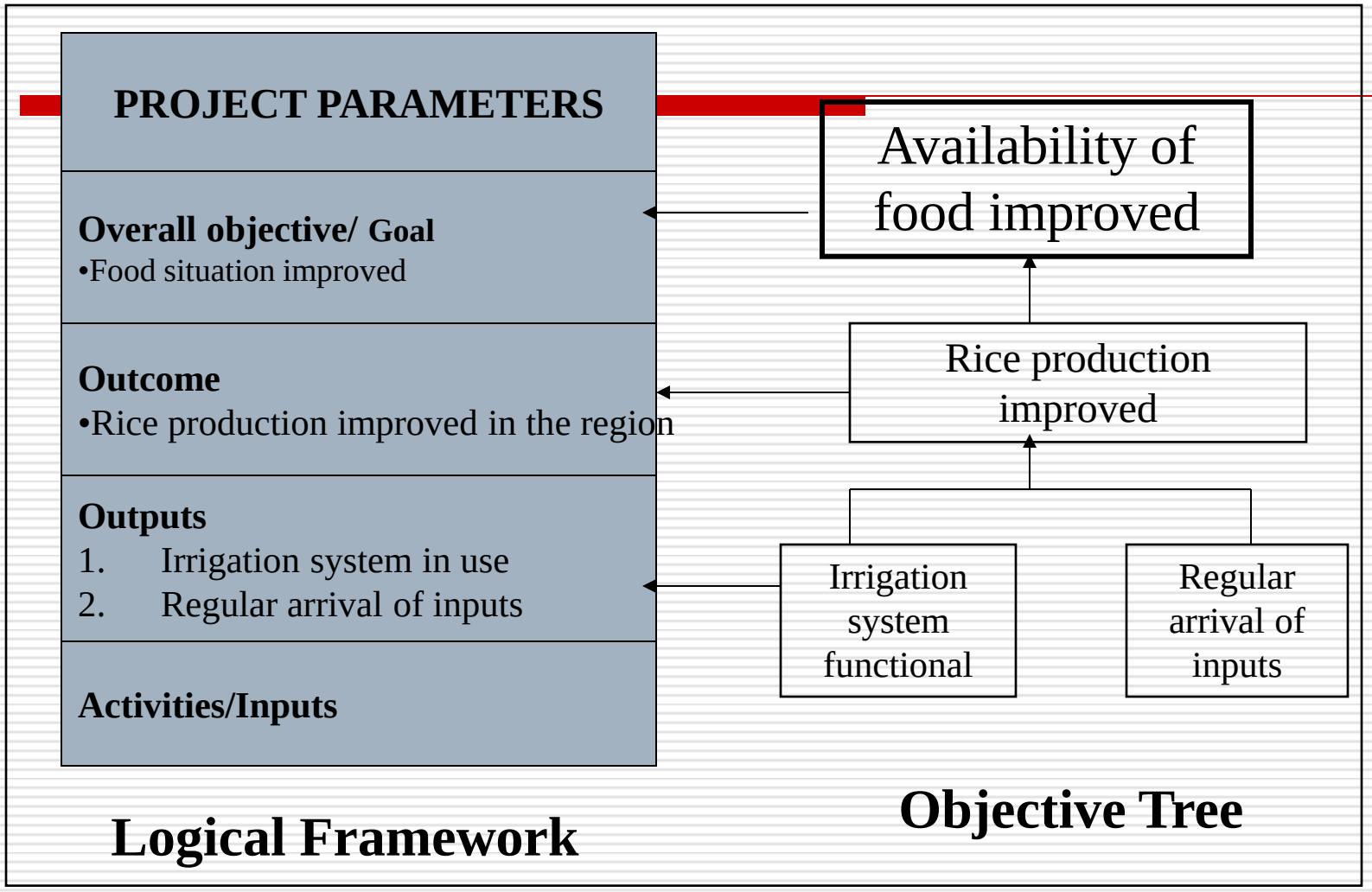
# OBJECTIVES TREE



# Construct an objectives tree of example three below



# OBJECTIVE TREE AND LOGICAL FRAMEWORK



# Focusing the project

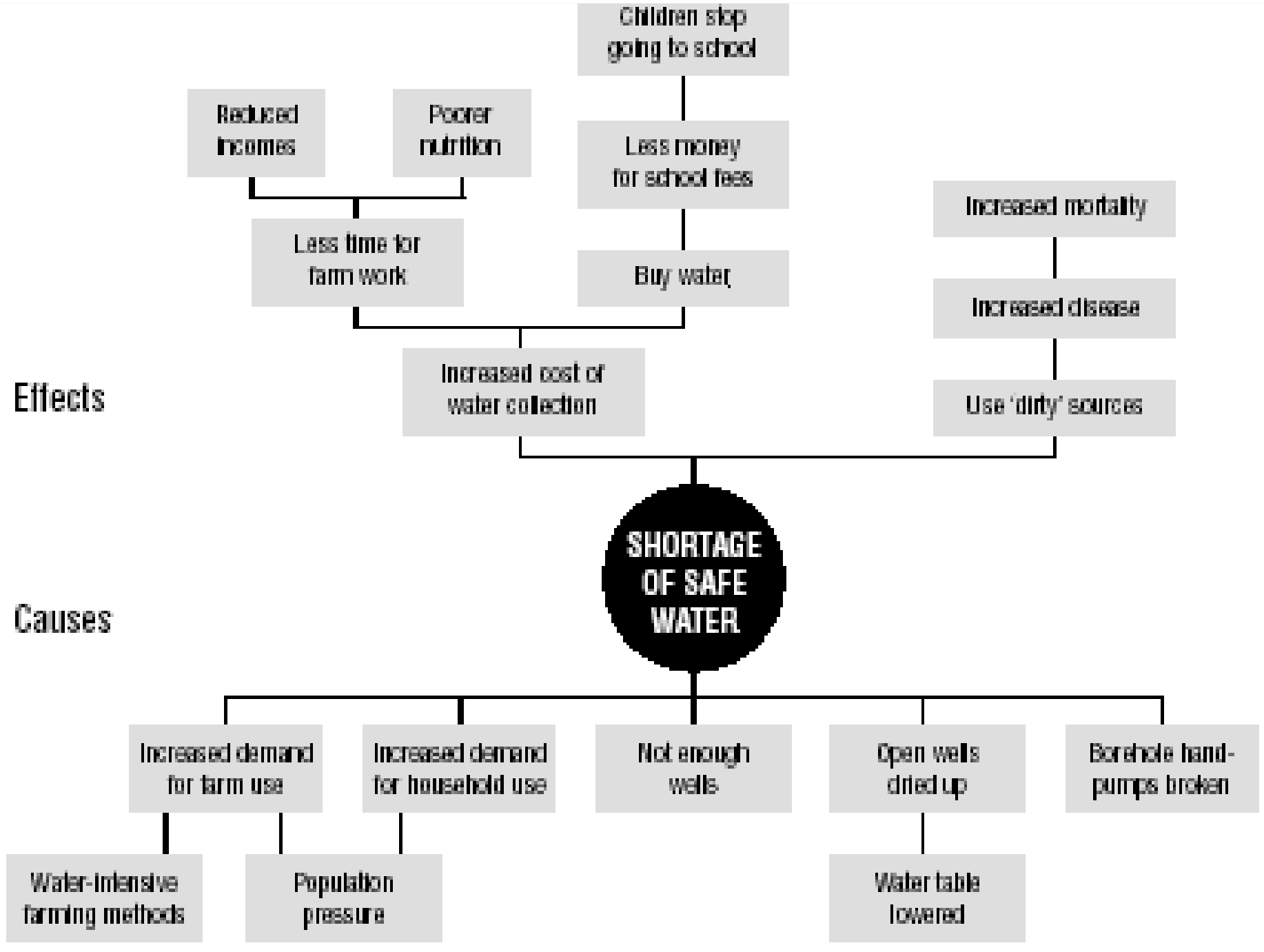
- If we try to address all of the objectives we have identified, we will find we have a very expensive and lengthy project.
- It is therefore necessary to focus on one or a few areas of the objectives tree.
- Ask the following questions:
  - Which objectives should we address?
  - Which combination of objectives are most likely to bring about the most positive change?

# Issues to consider are:

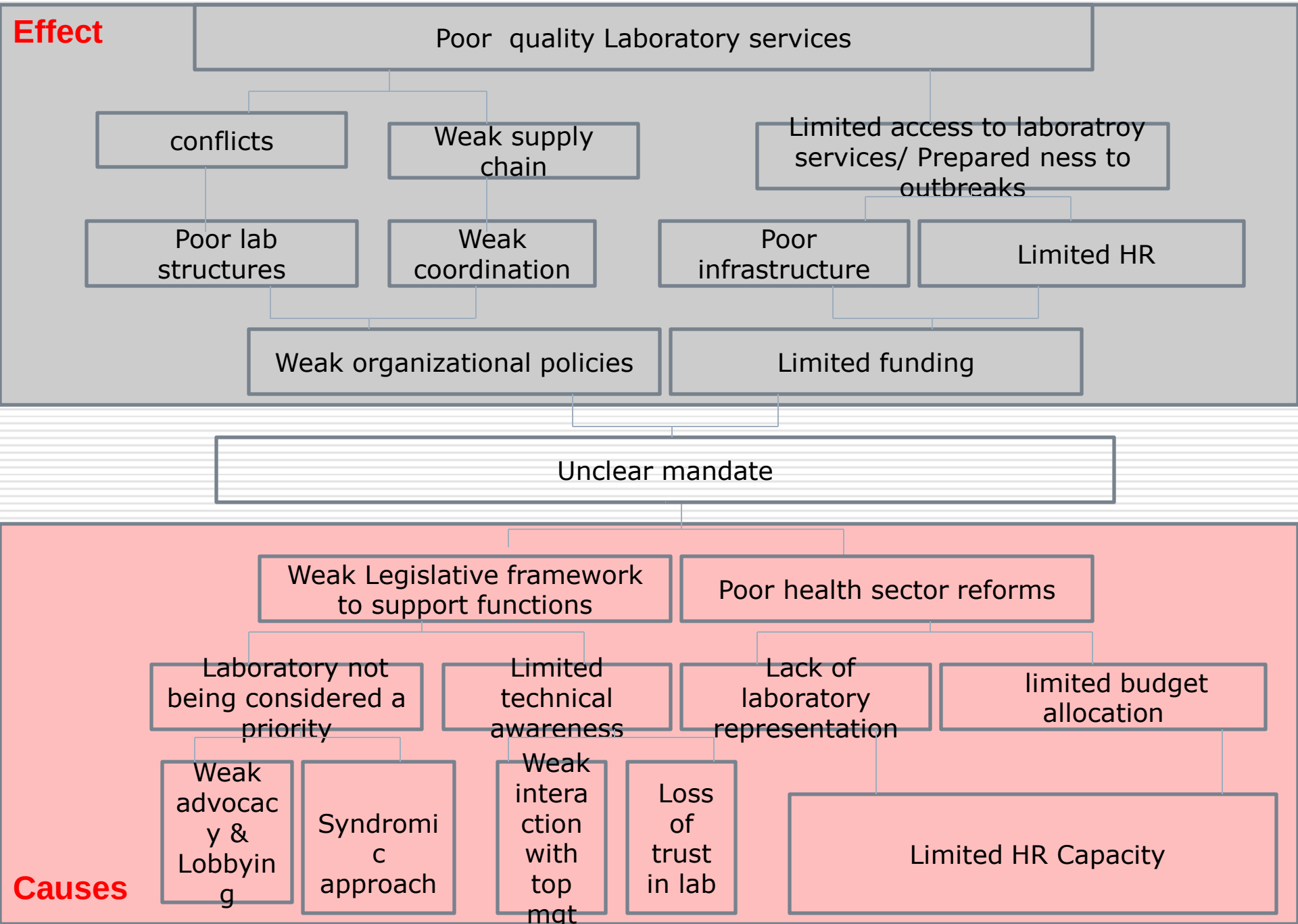
- cost
- benefits to primary stakeholders
- likelihood of achieving the objectives
- risks
- whether other organisations are already addressing the problem
- sustainability
- environmental impact.

# Conclusion

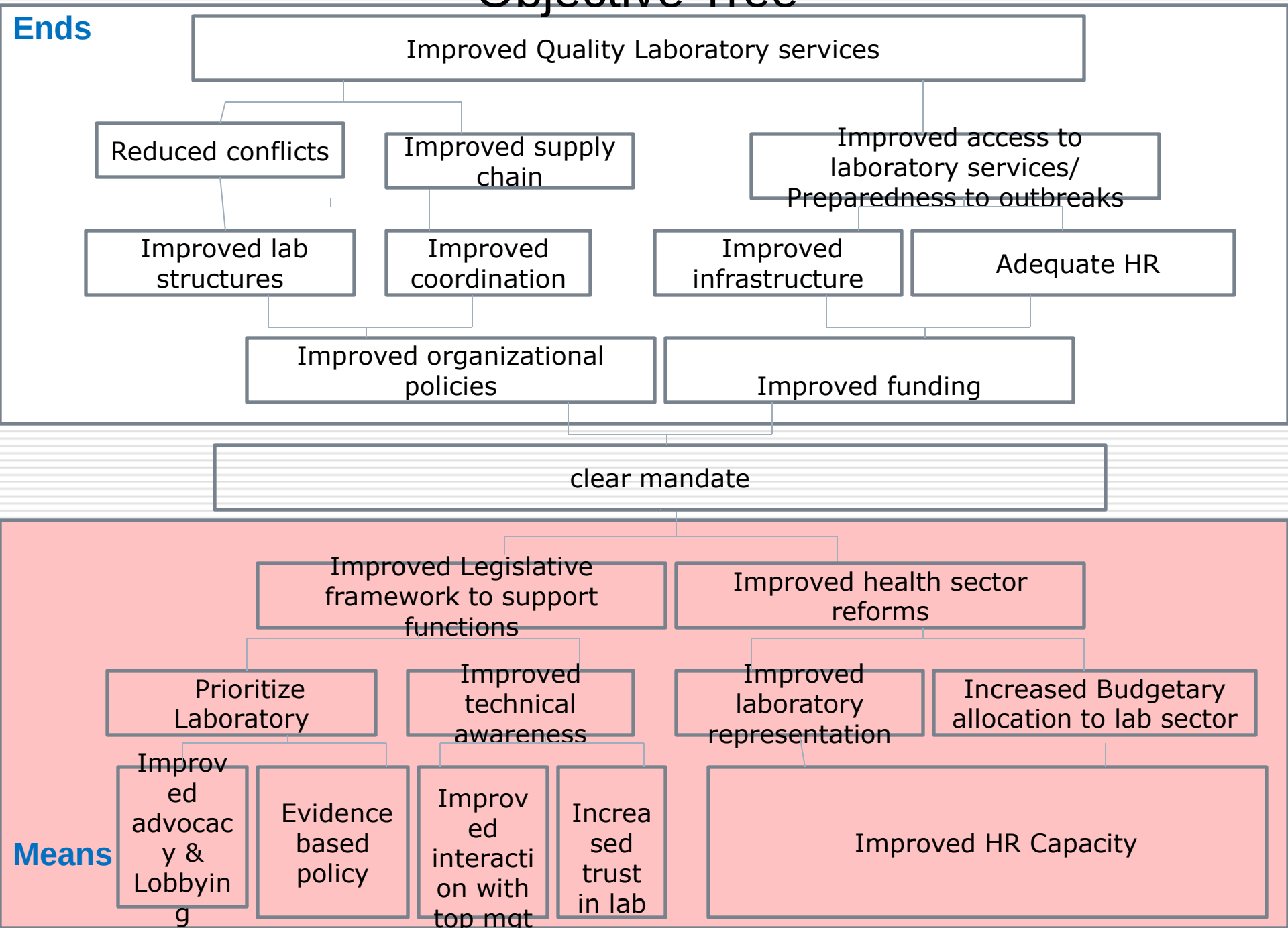
- Problem analysis is important because it enables stakeholders to establish the cause & effect relationship of their problems
- It is critical that all stakeholders are involved in the problem analysis
- Make use of all available information to formulate problems
- Identify the causes & effects of problem
- Draw the problem tree


Children stop going to school
Reduced incomes
Poorer nutrition
Less money for school fees
Increased mortality
Less time for farm work
Buy water
Increased disease
Effects
Increased cost of water collection
Use 'dirty' sources
SHORTAGE OF SAFE WATER
Causes
Increased demand for farm use
Increased demand for household use
Not enough wells
Open wells dried up
Borehole hand-pumps broken
Water-intensive farming methods
Population pressure
Water table lowered

# Problem Tree



# Objective Tree



# Logical Framework Approach

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# Purpose of Logical framework

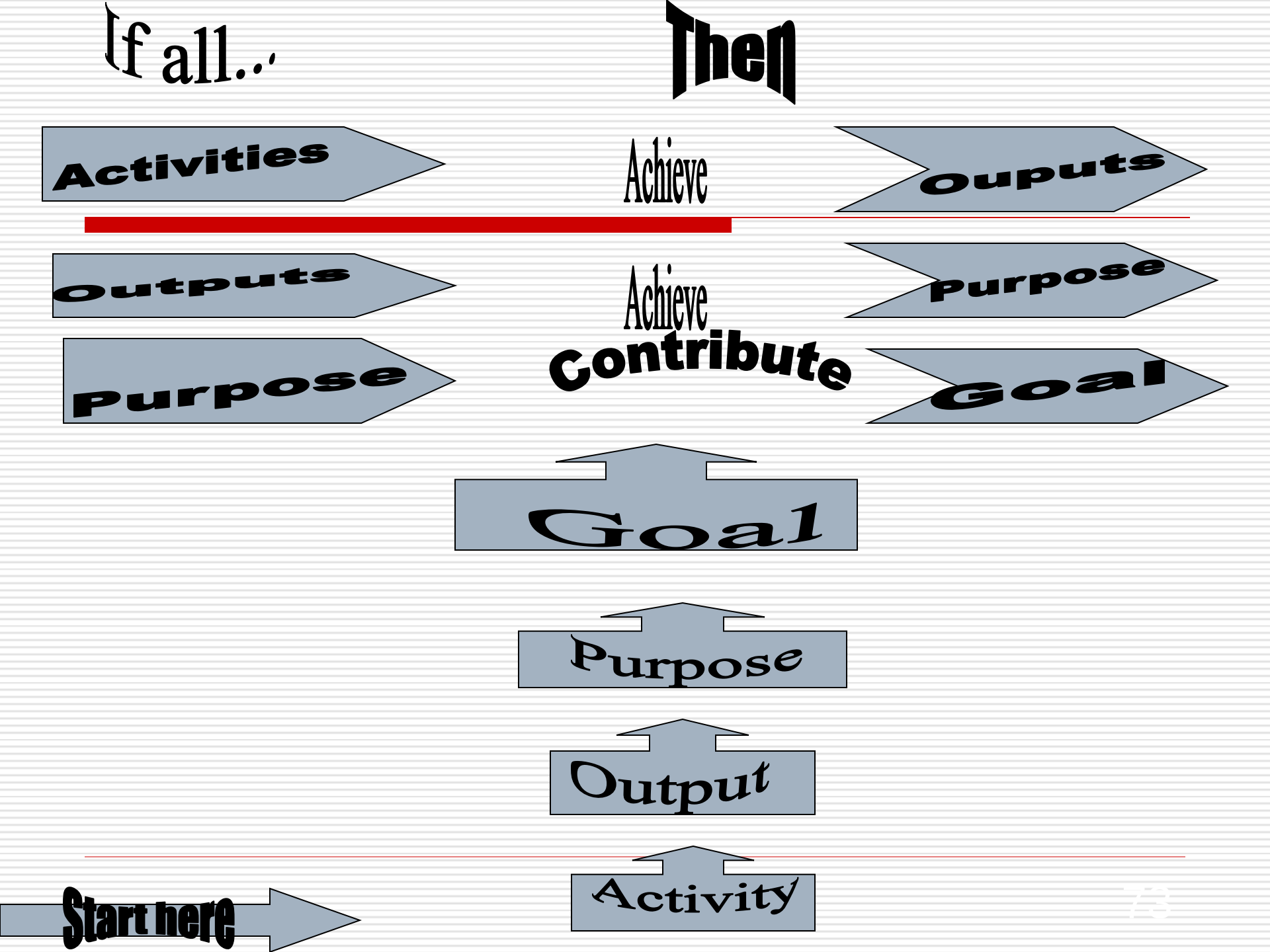
- A **systematic** tool: for designing, planning, implementing, monitoring & evaluating a project (research or a programme).

- A tool for **organizing thinking:** for relating **inputs** to the implementation of **activities**, activities to the production of **outputs**, outputs to the achievement of a defined **purpose**, and purpose to a high-level **goal** or impact.

- A tool for **identifying and assessing risks: by listing critical assumptions**

# Purpose of Logical framework

- A tool for measuring project progress: through **objectively verifiable indicators** and **means of verification.**
- A tool for **developing consensus** and **communicating** a project's intent and strategy


If all..
Then
Activities
Achieve
Ouputs
Outputs
Achieve
Purpose
Purpose
Contribute
Goal
Goal
Purpose
Output
Activity
Start here

# Cause-effect example

If
feeder roads are upgraded
then,
women will take more agricultural produce to market
then,
household income will increase
and women's economic status will improve

# The Logframe Matrix

- The main output of the LFA is the logframe matrix.
- The Logical Framework Matrix is used to present information about project objectives, outputs and activities in a systematic and logical way.
- The basic Logframe matrix contains 16 cells organized into 4 columns and 4 rows, as indicated in the next slide:

# Structure of the LOG Frame

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Assumptions |
|---|---|---|---|
| Goal | | | |
| Purpose | | | |
| Outputs | | | |
| Activities | Inputs | Budget | |

# Components of the LFM

- **Goal refers to higher impact objective which the project contributes to sustainably.**
- **Can be sectoral or national/development objectives** , e.g. increased incomes, improved nutritional status, reduced crime.
- The goal helps to set the macro-level context within which the project fits, and describes the long-term impact that the project is expected to ***contribute towards*** (but not itself

# Components of the LFM

- **Its important to put a face to the Goal e.g reduced poverty is without a face but poverty levels among rural families in northern Uganda region reduced has a face.**

# Check list for Goal level Statement

- State the goal as a completed action in the future using a strong action verb.
- Expressed as a desired end.
- Consistency with strategic development objective, mission and policy guidelines
- Target groups defined
- Stated clearly in variable terms
- Its not a summary of the outcome

# Components

- **Purpose refers to what the project is expected to achieve in terms of sustainable** development outcome at the end, or soon after, the project life.
- It's a beneficiary behavior change or change in systems, institutional performance because of the combined output and assumptions
- Examples might include increased agricultural production, higher immunization coverage, cleaner water, or improved legal services. There should

# Check list for Outcome level Statement

- The project has asingle outcome
- Describes change in behavior or performance
- Outside your control
- Formulated in the future tesnse
- Direct like to Goal

# Components - Outputs

- The specific results produced by the management of inputs
- The outputs describe the project deliverables, the goods and services for which the project implementers are accountable
- Outputs can be tangible deliverables (reports, technical manuals, training packages etc) or intangible like knowledge and experience

# Check list for Output level Statement

- Out put is written in past tense
- Only out puts which can be delivered by the project
- Each output is a necessary means to achieve the project
- Outputs are integrated
- All outputs are feasible within the resources available
- Outputs are precisely defined and verified.

# Components - Activities

- The activities describe the tasks performed to produce the various project deliverables ( Outputs)
- They reflect the processes and methods the project team will use to attain the planned outputs
- They provide the starting point for the implementation planning process
- Activities are stated in terms of actions being undertaken while outputs are stated as completed actions

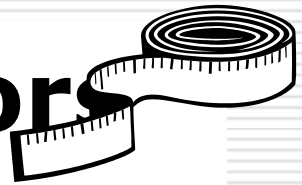
# Check list for Activity level Statement

- Activity is an action strategy for accomplishing each project component
- The relationship between inputs and activity has to be realistic
- The inputs described at activity level define the resources required for accomplishing the outcomes

# Components

- **Inputs refer to the resources required to undertake the activities and produce the** outputs, e.g. as personnel, equipment, and materials.

# Components - Indicators Measure achievements



- Indicator is a unit of performance measurement
- A *baseline study* might be needed to be able to measure the final results?
- The process of setting up indicators shows *if* the objectives are vague
- Indicators should answer the questions:

  *For whom? What? When? Where? How much? What quality?*

# Components

- **Means of verification (MOVs). Means of verification should clearly specify the** expected source of the information we need to collect.
- We need to consider how the information will be collected (method), who will be responsible, and the frequency with which the information should be provided.

# Components

- **Assumptions.**
- **Assumptions refer to conditions which could affect the progress or** success of the project, but over which project managers have no direct control, e.g. price changes, rainfall, land reform policies, non-enforcement of supporting legislation.
- An assumption is a ***positive statement of a condition that must be met in order for project*** objectives to be achieved.



- A risk is a ***negative statement of what***

# Vertical Logic

- Constructing the project description of the matrix involves a detailed breakdown of the chain of causality in the project design. This can be expressed in terms of:
  - IF inputs are provided, THEN activities can be undertaken;
  - IF activities are undertaken, THEN outputs will be produced;
  - IF outputs are produced, THEN component objectives will be achieved;
  - IF component objectives are achieved, THEN the project purpose will be supported; and
  - IF the project purpose is supported, this should then contribute towards the overall goal.

# Logical Framework Matrix

- The ***vertical logic identifies what the project intends to do, clarifies the causal*** relationships, and specifies the important assumptions and uncertainties beyond the project manager's control.
- The ***horizontal logic defines how project objectives specified in the project description*** will be measured, and the means by which the measurement will be verified.
- This provides the framework for project monitoring and evaluation.

# Language of the LFA

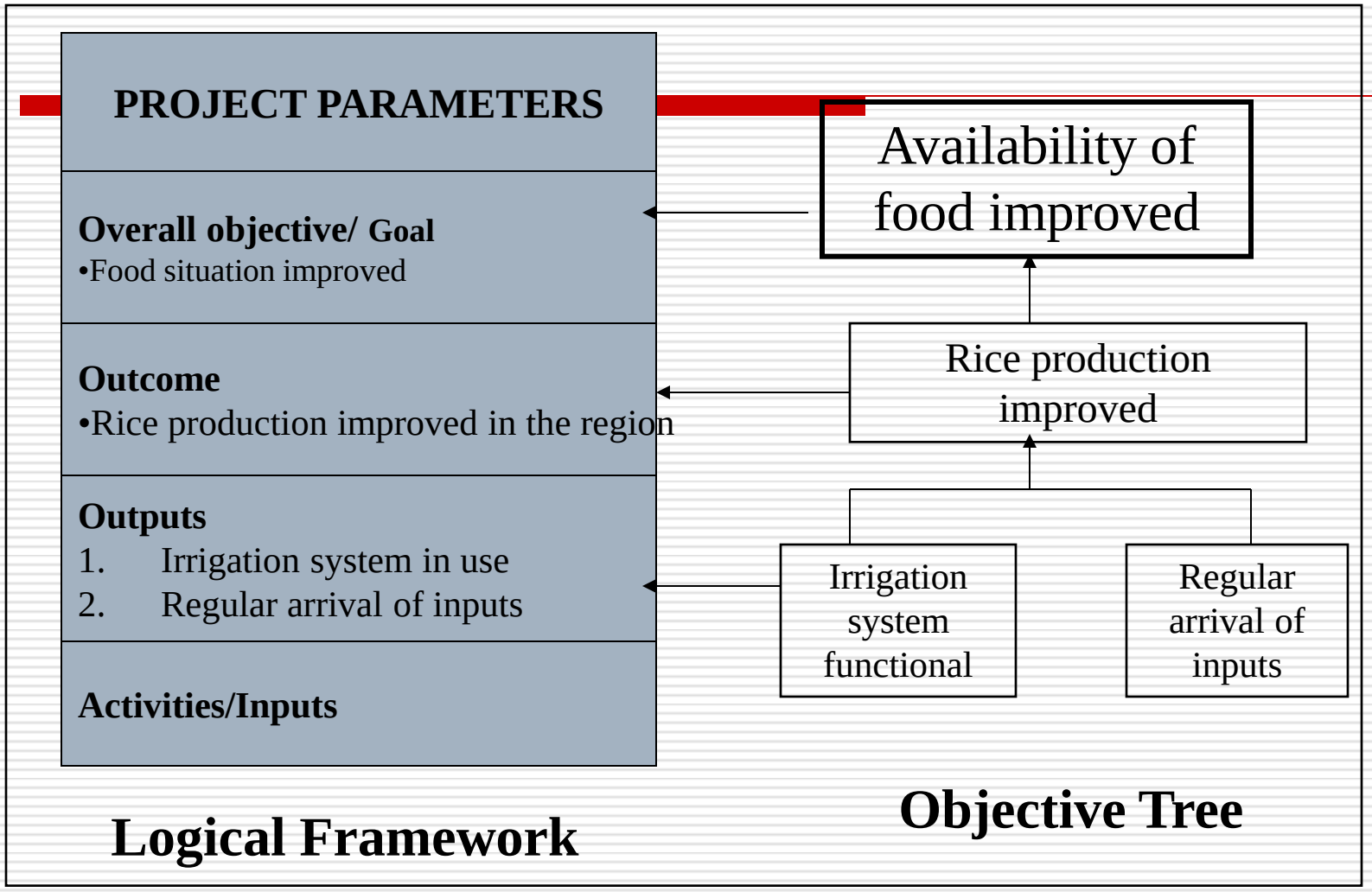
- Weak action Words  which is not encouraged for use include( facilitate,support, enhance, strengthen etc)
- Strong action Words which is encouraged to use include (installed, increased, reduced,conducted,completed,established)

# Limitations of using LFA



- LFA may become a straight jacket if used in a non-flexible manner - e.g. as a blueprint that cannot be changed
- LFA is out-put oriented and not so much process oriented
- LFA is only one tool among others and should be used during project preparation, implementation and evaluation
- It cannot replace other tools such as cost-benefit analysis, time planning
- Working with LFA demands a certain knowledge of how the tool(box) works

# OBJECTIVE TREE AND LOGICAL FRAMEWORK



# Components and Writing of Fundable Project Proposals

Presented
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# Detailed Project Proposal -*Outline*

- Project title
- A Summary
- The Body
  - Introduction
  - (Interpretation of the terms of reference)
  - Institutional capacity of applying organisation
  - Problem statement
  - Project description
  - Implementation schedule, strategy and team
  - Cost estimates – budget
  - Monitoring and evaluation
  - Risks and assumptions
  - Sustainability
  - Conclusion.
- Backup information/attachments

## Introduction cont'd

**Format/components:**

- Title/Cover Page
- Executive Summary
- Background Information on the Organization
- Background and Context of the Project
- Problem Statement and Need
- The Proposed Project/intervention and its Description:
- Project Justification
- Goal and Objectives
- Implementation Plan
- Proposed Budget
- Monitoring and Evaluation Plan
- Sustainability Mechanisms/Plans
- Annexes

# 1. Title/Cover Page:

- This is the first page of the proposal document.
- It outlines the key aspects a donor would like to know at a glimpse or glance.
- It should outline the title of the proposal.

## 2. Executive Summary:

- **The executive summary is a summary of the written proposal.**
- **It should contain the salient points or critical elements in the proposal.**
  - ❖ **the kind of things which a donor selecting proposals for funding would want to know before reading the rest of the proposal, if time allows, or interest grows.**
- **Try to limit it to one page or two**

## 2. Executive Summary: cont'd

**Note the following:**

- **Be specific and brief.**
- **Briefly mention the intervention/project you intend to do and its importance, purpose and outputs.**
- **State the total cost of the project in an appropriate currency.**

## 3. Background Information on the Organization:

- This section includes a brief description of the organization.
- The section should respond to questions such as:
  - ❖ What is this organization? I.e. faith based, interdenominational, umbrella org etc
  - ❖ Who are the founders? (i.e. was it a group of professional women, doctors, farmers, what triggered its founding etc)
  - ❖ When was this organization found?

# 3. Background Information on the Organization: cont'd

- Questions the section should respond to: cont'd:
  - ❖ Why was it found? (i.e. founding purpose/objectives)
  - ❖ What is your vision, mission, values, guiding principles.
  - ❖ What is the organizational focus (areas of programme intervention)

# 3. Background Information on the Organization: cont'd

- Questions the section should respond to: cont'd:
  - ❖ What are your achievements?
  - ❖ What is your track record in the project being proposed?
  - ❖ Who are your previous and current supporting partners/donors?

# 4. Background and Context of the Project:

- This section should employ a funnel structure approach to the background to the project in question by providing information on the project at the wider level down to the narrow level.

- For example the background to an OVC project could begin with the OVC situation at national level, district and then sub-county level.

## 5. Problem Statement and Need:

- The problem, its root causes and effects should be carefully analyzed.
  - The project intervention (s) should be directed to the root causes and not the symptoms.
- What are the causes of that problem?
- How widespread is the problem within the target community? (This could be at national, district or grassroots level)
- Are there any evidences in form of data to support the case?
- What is the effect of this problem on the people, children, community etc

# 6. The Proposed Project/intervention and its Description:

- Having articulated the problem in the above section, you propose the best intervention (s) /solution (s) on how that problem could be addressed.

- Describe this proposed solution (s)/ intervention by mentioning:
  - The proposed activities,
  - Beneficiaries and
  - Beneficiary participation and
  - Outputs.

# 6. The Proposed Project/intervention and its Description: cont'd

- Under this section you may have a single intervention or a number of them.
  - ❖ Questions to ask your self may include:
    - ➢ What are the proposed activities that will address the needs of the target people?
    - ➢ Who are the people targeted for these activities (women, men, children etc)?

# 6. The Proposed Project/intervention and its Description: cont'd

- Questions to ask your self may include: cont'd
  - How many beneficiaries are targeted per each specific activity etc?
  - How many of each category of beneficiaries are direct beneficiaries?
  - How many of each category are indirect beneficiaries?

# 7. Project Justification:

- This section states why the project should be carried out now.
- May include pointing out a gap in service delivery in that are/sector
- It highlights the preconditions which favour the implementation of this project in terms of:
  - Local needs and aspirations,
  - Available inputs, and
  - The existing government policy
  - Social-economic situations Etc

# 7. Project Justification: cont'd

Questions to ask your self: cont'd

- Are there favorable market conditions?
- How favorable are the climatic factors?
- How favorable are the social-economic conditions?
- How favorable is the government policy?

# 8. Goal and Objectives:

## a) Goal:

- The goal is the long term desired situation that is to be achieved through several activities.

- You may ask yourself the following questions:
  - What is my overall aim/objective for this project?

# Examples of Goals

- Improved sanitation facilities/ practices and access to clean water to 900 marginalized households of Mutukula Town, Muleba Town and Bukoba Municipality for sustainable livelihoods by the end of December 2013.

- The general objective of this proposal is to raise funds for continued intervention in addressing the problem of the needy children and their homes given the increased number of AIDS orphans, prevalence of children in difficult circumstances and poverty in rural homes.

## 8. Goal and Objectives:

## b) Objectives:

- Output objectives are more specific aims which the project is to achieve.

- They are immediate targets, easily translated into concrete outputs, whose achievements lead to the fulfillment of the project purpose.

- Objectives should be SMART (Specific, Measurable, Achievable, Realistic and Time bound). Next slide

Objectives should be ***"SMART"***:

- ***S****pecific* to avoid differing interpretations
- ***M****easurable* to monitor and evaluate progress (preferably numerical)
- ***A****ppropriate* to the problems, goal and your organization
- ***R****ealistic* achievable, yet challenging and meaningful
- ***T****ime-bound* with a specific time for achieving them

# Performance Indicators Should be:

- Practical, Targeted, Qualified, and independent
- S - specific indicating precisely what will change
- I - immediate showing time frame
- M - measurable, shows acceptable proof of success
- P - practical, relevant to hierarchy and cost effective
- L - logical displaying linkages of one level to another
- E - evaluable i.e. should show how much change has to occur for the project to be effective

# 9. Implementation Plan:

- This section entails identifying the project implementation team and evolving an organizational and administrative set up to successfully implement the project.

- Under this section, you need to present a work plan outlining activities, targets and schedules.

- See an example of a work plan:

# Example of a Work Plan

| ACTIVITY | TIMING | | | |
|---|---|---|---|---|
| | Jan | Feb | March | April |
| Mobilization | xxxxxx | | | |
| Sensitization | | xxxxxx | xxxx | |
| Selection of committees | | | xxxx | |
| Training of committees | | | | xxxxxx |

# 9. Implementation Plan: cont.

- Some key issues to consider are:

  - What is the composition of the team that will be involved in the implementation of this project?

    - Is the team already in place?

    - If no, how many are in place?

  - Illustrate the proposed project chart (oganogram) and show how it will link to the main organizational procedures/organization chart.

# Key Personnel

- The recommended length for this section is half a page or less.
- An interested donor will want to be convinced of the human resources for the tasks proposed.
- In this section, describe:
  - Who will work on the project?
  - What responsibilities will they have?
  - What proportion of their time will be used to support the project?
  - What qualifications do they have?

# 10. Proposed Budget

- This is the estimate of the cost of inputs in financial terms.
- You will enumerate the costs of planned inputs and activities.
- Although estimates must be realistic, keep in mind that a budget is a forecast rather than a definitive statement of costs and prices.

# 10. Proposed Budget: cont'd

- The key questions to ask are:
  - What unit should I use to estimate?
  - What is the cost of each unit?
  - How many units should I plan for?
  - What is the total cost of all the units?

# 10. Proposed Budget: cont'd

- You also need to ask yourself the following questions?
  - What is the budget ceiling for the donor?
  - How much can I manage given my capacity?
  - What is the duration of the project?
  - Have I considered overheads to be incurred e.g. salaries, allowances, rent, equipments, office running, etc.

Note:

See an example of a budget format:

# Example1: Budget Format

| Activity | Unit | Unit cost | Qty | Amount |
|---|---|---|---|---|
| 1.Training of 5 Counselors for 2 days | | | | |
| a) Accommodation | Nights | 10,000 | 10 | 100,000 |
| b) Meals | Days | 20,000 | 10 | 200,000 |
| **Sub Total** | | | | **300,000** |

# Example II: Cost Estimate for the Research Project

| Activity | Quantity 1 | Unit1 | Quantity 2 | Unit2 | Unit Price | Total |
|---|---|---|---|---|---|---|
| 1. Produce Research Materials | 3 | Researchers | 30 | Questionnaire | 2000 | 3x30x2000=180,000 |
| 2. Field Travel: | | | | | | |
| Dr. Namara | 1 | Researcher | 300 | Kilometre | 840 | 1x300x840=252,000 |
| Mr. Lwanga | 1 | Researcher | 900 | Kilometre | 840 | 1x900x840=756,000 |
| Dr. Kugonza | 1 | Researcher | 950 | Kilometre | 840 | 1x950x840=798,000 |
| *3. Per Diem*: | | | | | | |
| Dr. Namara | 1 | Researcher | 2 | Night | 110,000 | 1x2x110,000=220,000 |
| Mr. Lwanga | 1 | Researcher | 4 | Night | 110,000 | 1x4x110,000=440,000 |
| Dr. Kugonza | 1 | Researcher | 4 | Night | 110,000 | 1x4x110,000=440,000 |
| 5. Data Analysis | 3 | Data Analyst | 2 | Days | 300,000 | 2x6x300,000=3,600,000 |
| 6. Report Drafting | 3 | Researcher | 2 | Days | 500,000 | 3x2x500,000=3,000,000 |
| 7. Dissemination of Findings | 40 | Participants | 1 | Drinks | 1,000 | 40x1x1000=40,000 |
| **TOTAL** | | | | | | **9,756,000** |

# 10. Proposed Budget cont'd

## Budget explanation:

- The budget explanation enables you to justify certain items within the budget that a donor might raise questions on.

- This could be how you arrived at certain figures, why certain costs may be high, why you are requesting for certain items.

# 11. Monitoring and Evaluation Plan

- A monitoring and evaluation plan describes in your project proposal exactly how you would know whether your planned interventions have been achieved.

**Note:**

At times donors are keen to know whether you have a comprehensive monitoring and evaluation framework/plan?

# 11. Monitoring and Evaluation Plan cont

- **Things to Note about the M and E framework:**
  - Normally the framework would indicate strategies for monitoring and evaluation,
  - Monitoring and evaluation indicators,
  - Reporting mechanisms/guidelines
  - Information sharing,
  - Logical frameworks (process, outputs, outcomes and impact indicators)
  - Monitoring and evaluation timetable, etc.

# Monitoring and Evaluation cont.

- Who?
  - Self, External
- What?
  - Inputs, Progress, Time, etc
- When?
  - Periodic, Mid, Terminal
- How?
  - Reports, Inspection

# 12. Sustainability Mechanisms/Plans

- Donor support is normally for a given period.
  - This could be a year or less or more.
  - Which ever the case, donors are interested to know how the proposed interventions can be sustained after the funding period.

- The sustainability plan therefore indicates how you will manage the interventions after the end of the funding period.

  - In this case provide the short term and long term strategies.

## 12. Sustainability Mechanisms/Plans: cont'd

- Some of the strategies may be focused on covering overhead/capital costs/administrative costs e.g. salaries, stationery, fuel etc.

- Some organizations set up IGAs e.g. businesses projects to generate income such as schools, shops, clinics etc.

## 12. Sustainability Mechanisms/Plans: cont'd

- **Some of the strategies may be focused on ensuring that interventions continue even after the funding e.g.**
  - **"send a cow strategy" where by one beneficiary passes on an in calf to the next one,**
  - **" the revolving fund scheme"**

## 12. Sustainability Mechanisms/Plans: cont'd

- Some strategies are focused on establishing implementation structures where the beneficiaries are actively involved in the development process such as:
  - "Establishment of water user committees",
  - "Establishment of maintenance committees" etc.
- Donors would also be interested to know that you have the capacity to raise resources beyond them as this would ensure continuity of the interventions.

# Crosscutting Issues

- Gender
- HIV/Aids
- Environment
-

# Annexes:

- Ideally a proposal should not exceed 12 pages minus annexes.
  - In this case the additional information should be placed in the annexes.
  - This information could be the logical framework for project monitoring.
  - The information could also be a description of your organization.
    - If you have a brochure it suffices.

# Annex

## Type of information in the annex: continued

- The legal entity
- The organization constitution
- List of board members and their contacts
- Organogram

## Annex

## Type of information in the annex: continued

- Number of employees and proportion of professional staff.
  - ❖ Under this, you could include short resume/CV of the staff already on board or to be recruited who will work on the proposed project.
- The size of your current budget and your major funding sources

## Annex

## Type of information in the annex: continued

- Institutional goals and key areas of technical and geographical operation

- Track record in relation to the type of project you are proposing to implement e.g.:
  - ❖ experience in planning
  - ❖ Managing
  - ❖ Implementing and evaluation of such projects as well as your achievement in this area

# Annex Summary

- Logical Framework
- Implementation Schedule (Time line)
- Information dissemination Plan
- Organisation Chart
- Location Map
- Detailed Budget
- Equipment Schedules
- M&E Plan

# Thanks for your participation

Questions and Concerns are welcome