

# Resource Handbook

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## Participatory Situation Analysis & Project Planning (PSAPP)

Ebba Augustin  
SAANED Philanthropy & Development Advisory  
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## Table of Content

List of abbreviation

Introduction

### Part 1: Skills and approaches for participatory Situation Analysis and Project Planning

- 1.1 What is Results Based Management (RBM)
- 1.2 What is participatory planning?
- 1.3 How much and what type of participation
  - 1.3.1 Project conception
  - 1.3.2 Level of implementation
  - 1.3.4 Resource available for the *PSA*
- 1.5 Skills for participatory facilitation and analysis
  - 1.5.1 Participatory facilitation
  - 1.5.2 Inquisitive questioning
  - 1.5.3 Listing skills
  - 1.5.4 Visualization
- 1.6 Approaches for conducting a *PSA*
  - 1.6.1. Semi-structured interviews with key informants
  - 1.6.2 Focus group discussions
  - 1.6.3 Field observation
  - 1.6.4 Local history profile and trend analysis
  - 1.6.5 Priority or preference ranking
  - 1.6.6 Community, village or area meeting
- 1.7 Managing meetings

### Part 2: Preparing and implementing PSAPP

- 2.1 Preparing and implementing a *PSA*
  - 2.1.1 Frame the area of intervention
  - 2.1.2 Form PSAPP team
  - 2.1.3. Data collection (secondary data review)**Error! Bookmark not defined.**
  - 2.1.4 Initial stakeholder analysis
  - 2.1.5 Decision on type and level of participation in the situation analysis and planning
  - 2.1.6. Develop a plan for the *PSA*
- 2.2 . Steps and tools of a participatory situation analysis
  - 2.2.1 Stakeholder analysis

- 2.2.2 History Analysis
- 2.2.3 Problem analysis
- 2.2.4 Influencing factors analysis

### **Part 3. Planning**

#### 3.1 Results based project planning

- 3.1.1 Formulating objectives/results
- 3.1.2 Deciding on the strategic approach
- 3.1.3 Risk Assessment
- 3.1.4 Result (impact) chain
- 3.1.5 Development of outcome indicators
- 3.1.6 Operational and strategic planning
- 3.1.7 M&E plan

#### 3.2 Proposal writing & budget development

- 3.2.1 Proposal writing
- 3.2.2 Proposal template
- 3.2.3 Project overview matrix
- 3.2.4 Budget development

### **Annex**

1. Glossary of Terminology
2. Comparison of terminology by international development agencies
3. Further resources (on the web)

## Introduction

This training handbook has been developed for the Gender Social Fund (GSF) of CIDA Jordan office to provide a practical guide to project planning that follows the Results Based Management Approach that CIDA advocates. The objective of the initiative was to improve the quality of project proposals that are developed as a result of GSF Request for Proposals and at the same time introduce a more participatory and hence more sustainable approach to project appraisal and planning.

The manual development was conducted in four steps over a period of 2 years:

1. Development of two training manuals on a very practical version of RBM and participatory planning and analysis approaches as well as skills and tools those are required for the process.
2. Planners, trainers and project coordinators of Jordan's umbrella NGOs were trained in three TOT courses on the CIDA version of RBM, **Participatory Situation Analysis and Project Planning (PSAPP)** as well as basics in participatory facilitation and training.
3. In a next step the trainees in turn trained their local CBO partners in the *PSAPP*; a process that took half a year and was accompanied by coaching support.
4. The feedback received and lessons learnt in this process were analyzed, the original training material adapted accordingly and merged into one handbook. This has led to further limiting the analysis steps required under *PSAPP* and including case study into the handbook that illustrates how the visual tools are used on two different levels of society. Short personal lessons learnt are included into the chapters of the handbook.

The **PSAPP** approach is the result of 12 years of participatory planning in the Middle East on all levels of society. It includes training and coaching in Syria, Lebanon, Egypt, Jordan and Palestine. Results based management is well advanced, but shortcuts are common and the appraisal process that leads to the formulation of objectives is often disconnected from RBM Planning.

This approach is born out of the experience, that planners often struggle to make the move from analysis to planning, and that too many projects are developed in a close circle of "experts" that develop plans with little relevance to the people concerned. The consequences are all too familiar; projects follow blueprints and lack creativity in problem solving, bypass real needs of communities, lack ownership and hence often fall apart as soon as funding dries up. The malaise of shortcuts in planning of development initiatives that leave the people concerned out of the planning process creates cynicism, donor dependencies and reinforces the suffocating paternalisms that many countries in the Arab Region currently struggle to free themselves from.

The manual, training and the templates introduced are designed for the use by larger umbrella NGOs and development initiatives of some complexity. For use with small community based organizations (CBOS) the tools and templates need to be reduced in complexity while maintaining the logic of the analysis and planning flow. This is important to keep in mind when using this training handbook with CBOs! A simplification of the templates and tools is part of the TOT for **PSAPP**.

The manual provides a step by step approach in participatory situation analysis and project planning. Each analytical step provides a building block for the actual project planning that culminates either in a proposal for funding or a strategic/operational plan. The entire process is accompanied by appropriate visual tools' each step building on the knowledge and conclusions gained in the previous one. The different steps are accompanied by quotes from Sun Tzu; even after more than 2500 years passed since his death his words still echo his wisdom in strategic thinking. The author of this manual essentially is a pacifist, but knowledge of the rules of the game and strategic thinking are as essential for chess players as they are for strategic planning in development.

*PSAPP* has four characteristics that attempts to alleviate key shortcomings of a number of current project planning approaches:

1. It provides a step by step guide how to turn conclusions gained during the appraisal into a feasible project framework (proposal);
2. Each analysis and planning step is conducted visually and iterative- creating a common platform for participatory planning in a multi-disciplinary planning team or with community or stakeholder groups;
3. It provides all the necessary analysis and planning steps (and tools) - but not more; so it is simple to implement. Experienced planners can add further analysis steps and tools if they see fit.<sup>1</sup>
4. *PSAPP* introduces a practical terminology that can be adapted to fit the requirements of different funding organizations.

The *PSAPP* process and tools outlined below would not have been possible without the support and assistance of my friends and colleagues in the region. My gratitude and thanks goes to Hala Ghosheh, the Director of the GSF at the PSU in Amman for her support at all times, her encouragement and valuable insights! Rania Sweity has been a wonderful co-coach, inspiring and cheerful colleague in the redrafting of the manual! Yes, indeed, we both learned a lot on the way! Thanks also to Marwa Sharafeldin in Egypt and my Syrian colleagues in Aleppo and Damascus for their feedback, critique and encouragement provided during training and testing of the approach in Egypt and Syria. Last but by no means least thanks to the trainers of the Jordanian umbrella NGOs that have trained their local CBO colleagues in the first version of the *PSAPP* process and the trainees that have given us valuable insights into what needed to be adapted and what was valued as originally planned.

The manual is composed of four parts:

1. The first part introduces the underlying concepts of *PSAPP* and the skills required to plan and implement a Participatory Situation Analysis and based in its findings to develop the outline of a development initiative. This chapter explains s Results Based Management,

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<sup>1</sup> An excellent source for any analysis and planning is the resource site businessballs! Check out [www/businessballs.com](http://www.businessballs.com)

the concept of participation, the skills and PRA approaches required to lead a participatory analysis and planning process.

2. Part two covers the preparation and the implementation of a Participatory Situation Analysis.
3. Part three introduces the steps and tools required for the analysis process, either in the planning team or with stakeholders in a participatory process in the field.
4. Part four contains session guides for trainers, covering a five day training course of four sessions each day to introduce development planners and representatives of stakeholders to the *PSAPP* approach.

The manual is complemented by an annex with useful background information such as a collection of all templates used in the manual, a glossary of terminology, useful web -resources and a comparison of key planning terms by donor agencies.

The following formatting is used to distinguish the different elements of the manual:

***This sign precedes an introduction of important background information to the topic at hand.***

BACKGROUND

***This sign introduces a step by step guide on how to conduct the respective analysis or planning move.***

HOW TO...

***Light blue insets introduce key concepts that are covered in the current chapter. Additional concepts and their explanations can be found in the glossary in the annex.***

DEFINITION:

***Light brown insets contain a summary of key lessons learnt or real life case studies of the author.***

TIPS

***Grey boxes with a blue outline and a square with a (?) contain key questions for the respective analysis step.***

?

***Light purple boxes precede the case study. Each analytical and planning step is followed by an illustrative example of the case study introduced in this handbook.***

Case Study

***Light red boxes highlight important information that readers should remember from the respective chapter***

Remember

## List of abbreviations

<b>CB</b>	Capacity building
<b>CBO</b>	Community based organization
<b>CDA</b>	Community Development Association
<b>CDC</b>	Community Development Center
<b>CIDA</b>	Canadian International Development Agency
<b>CS</b>	Civil Society
<b>DAC</b>	Development Assistant Committee
<b>HR</b>	Human resources
<b>IDRC</b>	International Development Research Center
<b>JNCW</b>	Jordan National Council for Women
<b>JOHUD</b>	Jordan Hashemite Fund for Human Development
<b>JTV</b>	Jordan Television
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MoDC</b>	Method of data gathering
<b>MOSA</b>	Ministry of Social Affairs
<b>MoV</b>	Means of Verification
<b>MP</b>	Member of Parliament
<b>NDI</b>	National Democratic Institute
<b>NGO</b>	Non Governmental Organization
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>OP-plan</b>	Operational Plan
<b>OVI</b>	Objectively verifiable indicator
<b>PRA</b>	Participatory Rapid/Rural Appraisal
<b>PSA</b>	Participatory Situation Analysis
<b>PSAPP</b>	Participatory Situation Analysis and Project Planning
<b>RBM</b>	Result Based Management
<b>RFP</b>	Request for Proposal
<b>SNTV</b>	Single-non-transferable voting system
<b>TA</b>	Technical assistance
<b>TOT</b>	Training of Trainers
<b>YWCA</b>	Young Women Christian Association