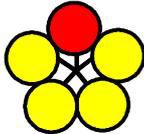


Module 0		
Managing Participatory Development Processes		
Objectives	<p>By the end of the module participants will</p> <ol style="list-style-type: none"> 1. Be familiar with the aspects of developmental projects 2. Be familiar with concepts relating to projects and project management 3. Be familiar with the concepts of the logical framework approach [LFA] 4. Understand the approach for the first five modules dealing with focus areas 	
Learning Time	Approx 3 hours	
Content	<p>Unit 1 Development and Change Unit 2: The Logical Framework Approach – A Tool for Change Unit 3: The LFA and working with focus areas Unit 4: Design, Monitor, Evaluate Change Unit 5: Projects Unit 6: Project Cycles and Decision Points Unit 7: Project Management is Process Management Unit 8: Tailoring the use of the LFA Unit 9: Results, Process and Participation Unit 10: Step-by-Step Approach to PCM</p>	
Methods:	Short inputs by the facilitator, group work, discussion	

Flexibility and Openness

When launching a satellite, flexibility and openness are not necessarily an advantage if the endeavour is to succeed. There are natural laws that must be followed. However, when social aspects are more dominant, flexibility and openness are crucial to success. This means less predictability about outcomes, frequent changes of plans, greater awareness of our own limitations when acting in a changing context. It may ultimately lead to lowering our ambitions: instead of aiming at solving or eliminating a problem, we may be satisfied with transforming the problem to something less harmful, more tolerable etc.

Communication

Within the natural science paradigm, the focus is on analysis in order to get the correct answer. And, generally speaking, there is only one correct answer. Working with social development the "correct" answer in the analytical sense - if it could be found - might not be the acceptable answer to the people involved. The "acceptable" answer, on the other hand, may lead to undesirable results.

To manage development processes is to achieve the optimum balance between the "right" and the "acceptable". That is why communication is so crucial. It fosters the development of shared perceptions of reality. It clarifies where the disagreement lies in a conflict. Communication allows - during time - adaptation of objectives, strategies and actions.

Experience has demonstrated that LFA can open perceptions, options and choices when thoughtfully applied and adapted to local circumstances. This is not easy just as the management of social development is not easy. LFA is no wonder drug, which can substitute for experience, insight and reflection. But it can establish a framework for sharing experience, insight, reflection, choices - and getting to action.

Applied properly, LFA can serve to achieve:

Commitment

Successful development depends not only on the commitment of the direct actors, but also of persons, groups and institutions with interests in the outcome of the development process.

Transparency

Both for those directly involved and those interested in the process, transparency serves to reduce fear, keep track of the process and to deal with real conflicts instead of apparent conflicts.

Structure

LFA offers structure to the design of a development process, as well as to the implementation, monitoring and evaluation of the process.

Participation

Participation can, if managed properly, create and maintain commitment, decrease resistance to change, build alliances and stimulate initiative, energy and creativity.

Flexibility

Flexibility is a means of adapting to the changing context that always surrounds development processes. The LFA establishes a framework that can easily be revised to cope with new opportunities and threats.

LFA is not sufficient to achieve this alone. But it can function as a "master tool" for analysis of and dialogue about development issues.

The aim of the Logical Framework Approach is opening and sharing:

- Perceptions
- Options
- Choices

- Stakeholders
- Policy concerns that the participants must relate to
- Values and principles in the group, community or society
- Uncertainties and risks

Working in the Context Focus serves to set the frame for the project and the options available to us.



Focus on Problems

The problem focus zooms attention in on the situation that we want to address; or the issues that prevent us from achieving a desired situation. When working with problems we can:

- Identify problems and "problem-owners"
- Structure problems and relations between them
- Develop a shared perception of problems
- Develop options for which problems to concentrate on



Focus on Objectives

The objective focus is future-oriented, clarifying our vision of a desired future situation. When we focus on objectives, we can:

- Identify objectives and "objective-owners"
- Structure objectives and relations between them
- Develop options for what objectives to pursue.



Focus on Choice

The choice focus concentrates on comparing and choosing, where the first three focus areas concentrate on developing options. When working in the choice focus we bring in elements from the other focus areas to:

- Estimate the resources that are available
- Create an overview of options
- Assess options
- Make a choice



Focus on Action

The action focus puts wheels under the strategy chosen and selects concrete, specific operations that can be monitored in relation to the context we are acting in. When focusing on action we:

- Specify objectives chosen, results, activities and resources needed
- Identify critical assumptions about the context
- Check that the project is logically consistent
- Establish indicators that allows monitoring of project progress and impact

Working with LFA focus areas is a reiterative process of shifting the focus: we go back and forth through the focus areas, until we are confident that the pertinent decisions to move on can be taken.

Modules 1 – 5 will deal with each of the five focus areas in detail.

