

## MODULE 3:

### IDENTIFYING PROGRAMS, PROJECTS AND ACTIVITIES BASED ON SITUATIONAL ANALYSIS



180 minutes



#### Module OBJECTIVES:

By the end of this module, you are expected to:

- State the importance of the processes of issue/problem clarification and prioritization
- Effectively select and use tools and techniques appropriate for issue clarification and prioritization
- Demonstrate the ability to identify issues and problems that can be included in the appropriate projects, programs and activities using revenues from natural wealth to be included in the annual investment plan
- Identify programs, projects and activities to be pursued or implemented from consensus

#### Module SESSION AND ACTIVITIES:

|                                                                                            |                                                                                                                      |
|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| <b>Session 1:</b>                                                                          |                                                                                                                      |
| <b>ISSUE AND PROBLEM CLARIFICATION AND PRIORITIZATION</b>                                  |                                                                                                                      |
| <b>Activity 1:</b>                                                                         | Towards delineating an issue from a problem                                                                          |
| <b>Session 2:</b>                                                                          |                                                                                                                      |
| <b>TAKING A LOOK AT THE CONDITIONS, PROBLEMS AND RISKS</b>                                 |                                                                                                                      |
| <b>Activity 1:</b>                                                                         | Individual and group workshops on problems and risks identification and prioritization                               |
| <b>Session 3:</b>                                                                          |                                                                                                                      |
| <b>IDENTIFYING PROGRAMS, PROJECTS AND ACTIVITIES FOR POVERTY-ENVIRONMENT MAINSTREAMING</b> |                                                                                                                      |
| <b>Activity 1:</b>                                                                         | Identifying intervention, activities, programs, projects and reforms based on issues, problems, goals and objectives |



## Session 1: ISSUE AND PROBLEM CLARIFICATION AND PRIORITIZATION

When identifying projects, programs or activities, we have to be clarified about some terms first. Here are some:

### Problem and issue

A **problem** although not controversial causes stress on people; an **issue** invites opposing views or opinions gives rise to disputes. An issue may cause a problem but a problem is not always controversial, hence issues are more difficult to settle or find solutions

### Issue/problem prioritization

It is a process of assessing issues and problems in order to determine which are the most important or which are the most appropriate for addressing first. Prioritization of issues or problems produces a ranking of the same on the basis of which two or three are normally chosen during discussion or consultation. It is also applied to lists of project proposals, to identify which are considered to be the most important or the most urgent to undertake..

### Issue/problem clarification

This entails analyzing the problem from different perspectives. It uses techniques (e.g., Problem Tree) which enable the construction of analysis of a hierarchy of causes and effects. It also considers the issue from different perspectives or perceptions of the concerned stakeholders.

### Problem Tree

A **problem tree** ranks problems, providing a visual way to understand the relationships among problems faced by an organization or institution like a local government unit. The problem tree exercise enables a group to identify key problems, debate the cause-effect relationships between them. See the format in the next section.

### Policy Reform

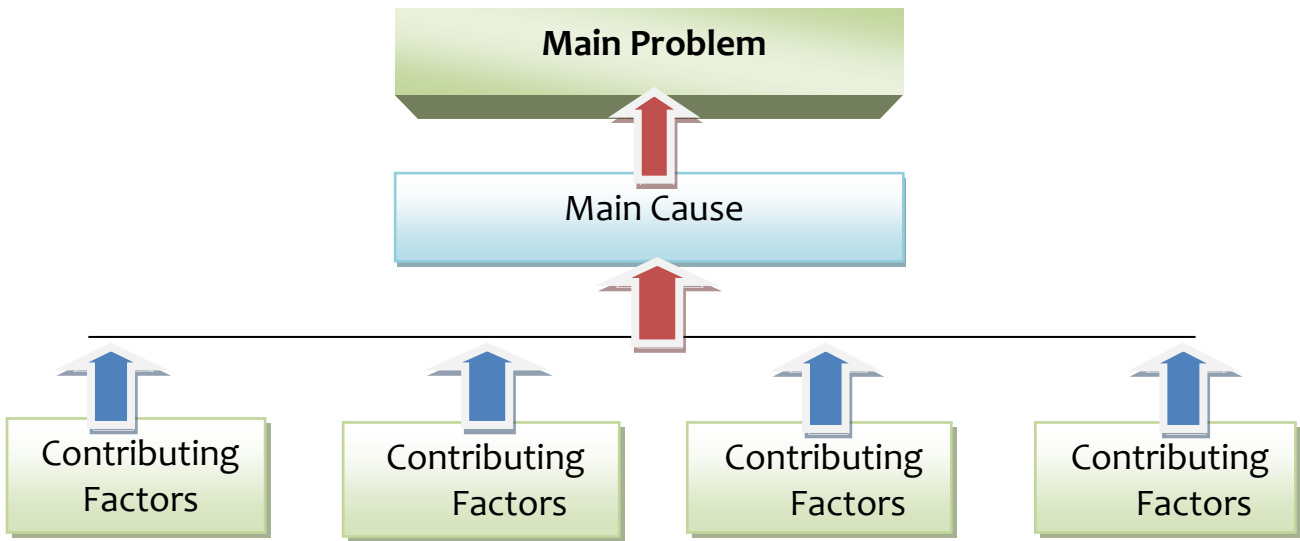
A **POLICY REFORM** is a process in which changes are made to the laws, regulations and institutions – to address a problem or achieve a goal such as economic growth, environmental protection or poverty alleviation.

### Goals and Objectives Differentiated

Goal is the purpose toward which a project is directed while objective is something that a project is intended to attain or accomplish (also called purpose or target). Goals may not be strictly measurable or tangible. Objectives must be measurable and tangible. Goals are for longer term, while objectives are for mid-to short-term.

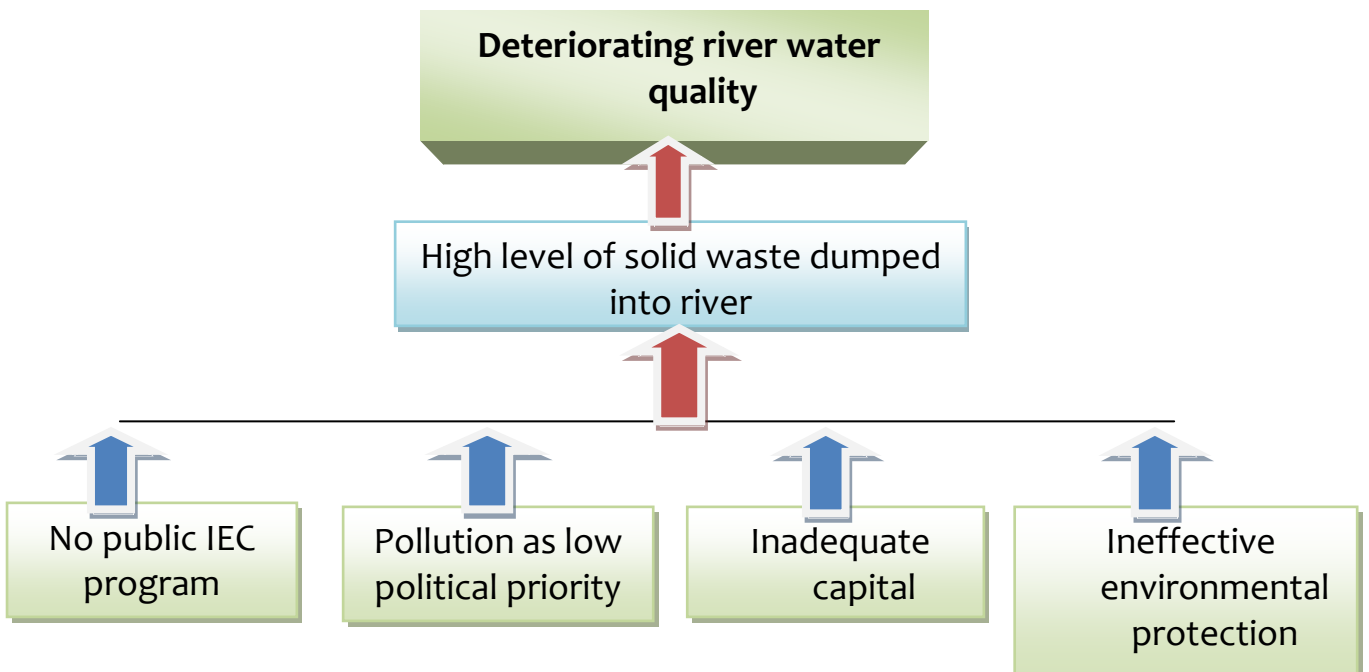
**Problem Tree Format**

(A diagram of cause-effect relationship to identify and prioritize problems)



**Sample Problem Tree**

(A diagram of cause-effect relationship to identify and prioritize problems)





## Session 2: TAKING A LOOK AT THE CONDITIONS, PROBLEMS AND RISKS

### **Risk**

- It is referred to as the probability of some hazardous event or catastrophe, the chance something bad will happen.
- In many cases huge amounts of money are involved. The principal concern is low probability of occurrence of high consequence events, events that lead to damage, loss, injury, death, environmental impairment for example
- Examples would be geophysical risks, risks of things like: landslides, avalanches, earthquakes, floods, hurricanes, tornadoes, forest fires, space debris, sea storms, and hail storms.

There are other types of risks. Examples are as follows:

- A. Recurring-type Risk Events** (Recurring risk events are predictable to some extent. You know they will happen, but not the degree)
  - Changes in market conditions
  - Changes in operational requirements
  - Changes in social, political and environmental considerations
  - Changes in taxation or currency exchange values
  - Changes in inflation
  - Extreme and unusual weather conditions
- B. Non-Recurring Risk Events** (Non-recurring risk events tend to be unpredictable, i.e. they happen at random. You know of them but hope to avoid them)
  - Natural hazards: off-site accidents, fire, flood, earthquake and their side effects
  - Unavailability of resources, transportation, services
  - Project financing cash flow restrictions
  - Commercial failure of service provider
- C. Internal Business Risk Events** (These risks, within the business organization or their immediate stakeholders, should be more obvious)
  - Management over-optimism
  - Over-aggressive schedule demands
  - Management incompetence
  - Failure of communication
  - Inadequate staffing, or staff overloading
  - Failure of internal support
  - Financing or budget shortfall
  - Insolvency
- D. Project Management Risk Events** (These risks arise from undisciplined project management)
  - Milestone failure due to unrealistic schedule
  - Failure due to inappropriate delivery system

- Realization of error in a planning assumption
- Inability to provide or obtain bonding coverage
- Damage to professional reputations

**E. Technological Risk Events** (These risk events arise out of the technology involved in the project)

- Working in unsafe conditions resulting in accident
- Unacceptable operational and maintenance or safety
- Design unsuitable or inappropriate as a solution
- Design not completed or not feasible
- Technology suddenly becomes obsolete
- Performance unattainable
- Sheer size of project or its complexity causes collapse
- Technological incompetence revealed

**F. Legal Risks** There are always legal risks, such as:

- Unexplained contractual failure
- Suit by an insider disrupting this project
- Suit by an outsider affecting this project
- Liability claim
- Licensing challenge or delay
- Patent rights contested
- Force majeure: "Irresistible compulsion excusing contract completion" (e.g. war, strike, act of god, etc)

### CONCEPT OF NEGOTIATION

- A process by which two parties try to reach a mutually acceptable solution to a problem or accomplish something that neither party could do on its own.
- The goal is to satisfy both parties' interests and achieve a "win-win" situation where each party gains something it wants in exchange for making concessions and feels treated fairly.

#### WHAT ARE THE STEPS for a successful NEGOTIATION?

1. **Know your and other person's interests and priorities.** Probe deeply and go beyond position to understand both of your needs, wants, and concerns. You are more likely to reach a successful outcome when you build on interests. Remember that money is not usually the priority.
2. **Create many options for solutions.** The first idea may not be the best. By exploring possible agreements or parts of an agreement and not getting stuck on one outcome, you increase the potential to maximize joint gains.
3. **Know the BATNA (best alternative to a negotiated agreement).** What happens if you can't reach an alternative? What is the other person's fallback position? Your objective is to find agreement that is better than the BATNA.

4. **Legitimize your requests.** Use external standards or precedents when setting quantitative values. It provides the basis for a fair agreement and builds trust.
5. **Communicate efficiently; listen carefully and deliver a clear message.** Good two-way communication helps reach agreement more quickly and clarifies the underlying assumptions. Know what you are listening for.
6. **Build a relationship with the other person.** Separating the people issues from the substantive issues will help to preserve and enhance the relationship.
7. **Don't commit unless you've compared your options to your BATNA.** Know what issues to include in the agreement and the steps to take to reach an agreement.

### Developing the BATNA

To develop your BATNA, ask yourself questions like:

- What are the alternatives that satisfy my interests if we cannot agree?
- What are the pluses and minuses of these alternatives?
- Which is my BATNA- the one I will really choose- and how can I improve it?
- What alternatives does the other *side* have, and what are the merits of each?
- Which looks best, and how can I lessen its attractiveness (make it harder to achieve , convince that it is unwise or costly, etc)

### REFUSAL SKILLS

Not all issues are negotiable. It is important that negotiators must be able to:

- Know when an issue is and is not negotiable.
- Be able to say "no" or "I refuse to negotiate this issue"

There are times when negotiators should not negotiate. Negotiators must always have the option of saying "no" to negotiations. There are clear reasons for doing so, such as the issue being illegal, inappropriate, it will hurt other people, or they do not think they can keep their word. We will save considerable time and trouble by not persuading others to make agreements they do not wish to make and if you do not let others persuade you to agree to something you do not wish to do.



## Session 3: IDENTIFYING PROGRAMS, PROJECTS AND ACTIVITIES FOR POVERTY-ENVIRONMENT MAINSTREAMING

### Difference between PROJECT AND PROGRAM

**PROJECT** -- a series of activities aimed at bringing about clearly specified objectives within a defined time-period and with a defined budget. A project has:

- clearly identified stakeholders, including the primary target group and the final beneficiaries;
- clearly defined coordination, management and financing arrangements;
- a monitoring and evaluation system (to support performance management); and
- an appropriate level of financial and economic analysis, which indicates that the project's benefits will exceed its costs.

#### **Examples of PROJECTS**

- A health service reform and expansion project, implemented primarily by the Department of Health or the partner government and with financial support of other donors, costing Php 30M over 10 years;
- An emergency relief project coordinated by the UN and implemented through NGOs, costing Php 5M over one year;
- Business promotion projects, providing grants to non-profit organizations of up to Php 200,000 over a maximum time line of 2 years;
- A road and bridge building project, using a contracted project manager, costing Php 50M over 5 years;

**PROGRAM** -- a broad area of work done by governments or non-governmental agencies required to implement policy decisions. Like projects, programs may vary significantly in scope and scale. How to define a program depends essentially on how the responsible authority chooses to define it.

#### **Examples of PROGRAMS**

- One that covers a whole sector (e.g. Health Sector Program);
- One that focuses on one part of the health sector (e.g. Primary Health Care Program);
- One that has a 'package' of projects with a common focus/theme (e.g. ASEAN-EU university links program)

#### **Points of Emphasis:**

- In real work, the process of identifying programs and projects would entail the participation of or consultation with various stakeholders—individuals, groups, sectors and institutions.
- The **Annual Investment Plan (AIP)** can be referred to and considered in identifying or prioritizing the projects or programs.
- In choosing priority projects or programs, criteria can be used as guides.



## Points of Reflection

1. What are the local government targets with respect to the millennium development goals, local or provincial commitments and in consideration of the current paradigm of green growth economy?
2. Based on (1), what doable projects can be undertaken within the next 2- 5 years based on the proposed objectives. The following can be samples of goals as guidance:
  - *Increased job creation through economic growth*
  - *Enhanced social development with Direct Poverty Reduction Measures*
  - *Improved Physical Planning and Sustainable Management of the Environment*
  - *Infrastructure and Logistics Support*
  - *Good Governance*





## EXERCISES

- With your local government unit as context, think about the problems, conditions and or risks that are socio-economic, environmental as well as governmental and political in nature. Then indicate whether they pose either present or future risks/conditions that need to be addressed. Next is rank them based on degree of urgency. Use Worksheet A to list your answers.

### WORKSHEET A

Individual

Local government’s problems, conditions and risks

| Conditions/Problems/Risks | Explanation (Present or Future?) | Rank |
|---------------------------|----------------------------------|------|
| a.                        |                                  |      |
| b.                        |                                  |      |
| c.                        |                                  |      |
| d.                        |                                  |      |
| e.                        |                                  |      |
| f.                        |                                  |      |
| g.                        |                                  |      |
| h.                        |                                  |      |
| i.                        |                                  |      |
| j.                        |                                  |      |

- Next, think about a project, program or activity that can be implemented and financed using your local government’s share (revenues) from the national wealth. Present it using the template (Worksheet # 2) below. Work by starting with the item (condition/problem/risk) from Worksheet A that ranked 1, then rank 2 and so on...

**WORKSHEET B**

Program/Project/activity based on conditions and risks

| Conditions/Problems/Risks | Project/Program/Activity |
|---------------------------|--------------------------|
| a.                        |                          |
| b.                        |                          |
| c.                        |                          |
| d.                        |                          |
| e.                        |                          |

3. The facilitator might ask you at a designated time to share your answers to a small group/plenary.

4. During the small group discussion, it would be helpful to read and understand first the process of NEGOTIATION.



**YOUR NOTES:**

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