



FACILITATOR TRAINING for

Participatory multi-stakeholder WORKSHOPS

applying Logical Framework Analysis (LFA)

About planning workshops

Project Managers often struggle formulating project or tender proposals. Current formats require information that is not in one head. Beneficiaries and collaborating agencies are to be consulted to generate such information.

They are to form an active consortium or partnership of industrial - or development actors, however they have to find a solution for the leadership paradox: strong leadership is required, but imposing the project design may have de-motivating effects on ownership and contributions by the partners.

This paradox can be overcome by using an *external neutral facilitator* in a multi-stakeholder consultation *workshop*, in which an agreement is reached on the analysis of the situation and on the most feasible design based on the best available knowledge of the partners, taking their interests into account. Such workshops may take any time from half a day up to several days.

Many organizations have discovered the advantages and the enhanced quality of plans being made by actively involving the key actors, as opposed to plans being made by individuals or consultants. Therefore, there is a fast growing demand in the European market for persons who possess the facilitation skills needed in order to conduct successful project planning workshops.

About facilitation

The facilitator ensures the optimum use of the different capabilities of the group, and reduces many of the well-known counter-productive elements of the group planning process. The facilitator sets an objective agenda, organizes the venue and creates a safe environment, stimulates the discussion and empowers all participants to contribute effectively, while making sure that no time is lost. A good facilitator will speed up the communication process between participants considerably, and will improve the analytical quality of the process with the help of sophisticated visual techniques.

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In order to accomplish these tasks, a facilitator needs to be able to, for example:

- estimate the 'forces' ('hidden agendas') among the participants (stakeholders)
- determine a logical sequence for analysis and decision making
- know what to do next at any moment
- lead discussions quickly to conclusions by asking the right question
- visualise each step taken by the group in the planning process
- make sure the workshop achieves its objectives within the time limit

The context and the LFA tool

• Project / Programme Cycle Management (PCM) is a management method introduced by the European Commission (1992) to enhance the identification, formulation (appraisal), implementation and evaluation of projects and programmes. It aims at assuring quality through a consistent approach to all phases of the intervention cycle, ensuring beneficiary-orientation (relevance), a comprehensive perspective on interventions (feasibility and sustainability) and effective monitoring and evaluation. The key instruments for PCM are the Terms of Reference (ToR) to launch specific phases and the Quality Appraisal or assessment techniques used after each phase. ToR instructs the use of Logical Framework Analysis (LFA) all through the phases of the project cycle while the Quality Appraisal technique applied by the desk officer on the proposals checks whether all the required information that is to be generated by the LFA is available and the right participatory processes have been followed.

* The fundamental tool of PCM is the LFA method (Logical Framework Analysis or Approach). LFA is step-by-step procedure applying specific techniques in a participatory workshop setting for creating ownership among stakeholders, better focus on beneficiaries, realistic and measurable result-oriented objectives, quick decision-making, transparency of proposals and reporting, and easier management, monitoring and evaluation during the implementation of projects and programmes. The key strength of LFA is that when well facilitated it enables effective communication in a structured way, thereby stimulating each stakeholder's input. Visualization techniques are used to anchor the issues discussed and decisions made. The LFA technique also offers a framework within which alterations can be made, depending on the type of project or programme, the phase in the project cycle and the complexity of the issues to be resolved between the stakeholders.

LFA process provides information on:

WHO (for and by who: end-users & institutions),

WHY (which problems in which context - 'relevance'),

WHAT (will be done and achieved under which assumptions - 'feasibility') and

HOW (will it be done: Capacity Building - 'sustainability').

About the Moderation course

The skills required for the facilitation of a Logical Framework Analysis (LFA) workshop constitute a well-described and formalized body of knowledge. In principle, these can be learned by almost any person who is willing to take the effort, according to the experience of the trainers of the **PCM Group** and **Bureau Frank Little** who deliver this training in collaboration since 1993. Established as a Centre of excellence for this method, its members have built up a substantial experience both as facilitators and as facilitator trainers over the last 18 years.

In the 5 days of this training you will become very familiar with details of each step of the LFA workshop procedures and get enough practice to become a professional moderator able and confident to properly guide a group of participants with often different perceptions and interests through the LFA analysis and planning exercise.

About the training method

The programme will involve a limited amount of theory on the LFA planning process, as most time will be spent on actually facilitating a group workshop in a role play. Each participant in turn plays the role of the facilitator, while the other members of the group act as participants in a planning workshop. Each person thus receives personal feedback on his/her performance as a facilitator, as well as tips and techniques for effective facilitation.

This is a hands-on approach to facilitator training which offers the highest chances of actual acquisition of the necessary skills. We have been using this method for the past ten years to train GOPP facilitators.

The LFA moderator training programme

- After setting the scene with introductions and expectations and clarifications on commonly used concepts, the LFA planning procedure is established with a demo exercise in which participants work through the entire planning process.
- How to apply this planning procedure with groups?
- Participants will start the role-play with a stakeholder analysis (Network Diagram) followed by an analysis of the problem situation, practicing the basic discussion leading techniques.
- How to create a coherent and agreed image of today and the future?
- Logical relationships of problems and of objectives will be established by the group with the help of visual techniques.
- How to facilitate deciding on the scope of the intervention?
- How to make a group decide on an internally consistent intervention?
- Establishing the intervention logic making use of the hierarchy of objectives.
- How to do a risk assessment or analysis of assumptions and make a comprehensive plan?
- Techniques for specifying and quantifying the chosen objectives will be practiced.
- How to acquire and organize a facilitation assignment (Terms of Reference and Logistical requirements)

The organization of the training

This training is highly intensive and lasts for the full 5 days. Only a maximum number of 12 participants can join and the training is run by two trainers. The first day we start at 09.30 hours and all other days we begin at 09.00. Some evenings (Monday, Tuesday and Thursday) the training will continue until about 20.30. On Wednesday we offer 'space for shopping' or relaxing and stop at 18.00. The course ends at 17.00 hours on Friday.

The Certification

Participants will receive a Certificate of Attendance.