

1. Introduction

This is a report of a LFA Workshop for the senior staff and stakeholder representatives of ADATS, held at Bagepalli, Kolar District, Karnataka, from 13-15th March 1998.

The Workshop was arranged by ADATS, we understand, following a discussion with a representative of the Project Funding Consortium that has been supporting the Coolie Sangha Building Project activities of ADATS.

1.1. Terms of Reference

INTERVENTION (INDIA) PVT. LTD. has been closely associated with the work of ADATS for several years now, and undertook an "Accompaniment" Project with ADATS from April to September 1996.

The Project Funding Consortium was keen to know how ADATS had benefited from this assignment, and one of the first things we did with ADATS was to document the learning experiences from this assignment.

The Project Director has articulated his notion of the benefit of this exercise in an e-mail which is attached to this document as APPENDIX-A

We were asked to walk the ADATS team through a LFA workshop, where we would systematically go through the steps which would result in a Project Planning Matrix, which explains why the project is doing what it is doing, what it proposes to do and how.

1.2. Participants and Participation

M/s. Ram, Pradeep and Mario Esteves, along with Ms. Maggie, "representing" various constituencies (Women, Children, BCS etc.) in the project contributed their vast experience and intimate knowledge of the area and the people to help produce the LogFrame which is in fact only an outgrowth of the original LFA analysis done by INTERVENTION in 1996.

1.3. The "Millenium Eve Study" LFA Analysis

During the 1996 Study, a careful and critical analysis was made of the ADATS Mission Plan, using the LFA as a framework of analysis.

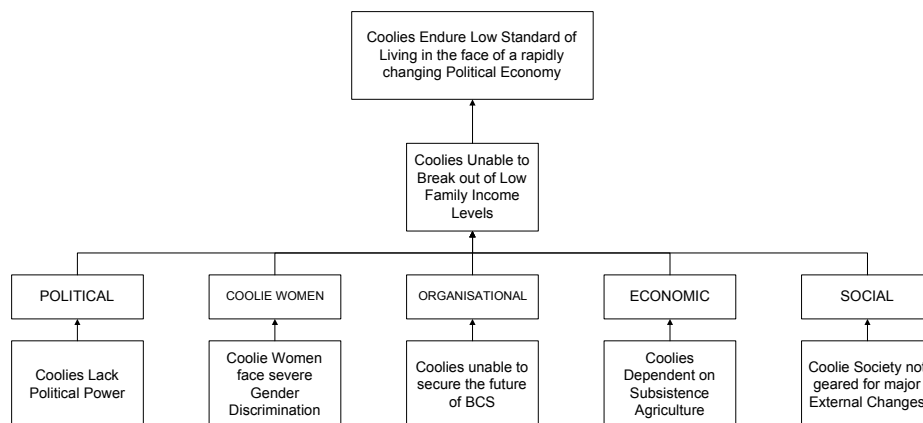
We shall not go into the details of this study, but merely state that we have begun this Workshop from where the 1996 study left off - from an analysis of the Problem being tackled by ADATS, and the resultant Objectives.

For the sake of convenience, we reproduce on the next page, the main elements of the Problem Tree and the Objectives Tree which were used as the starting point of this study.

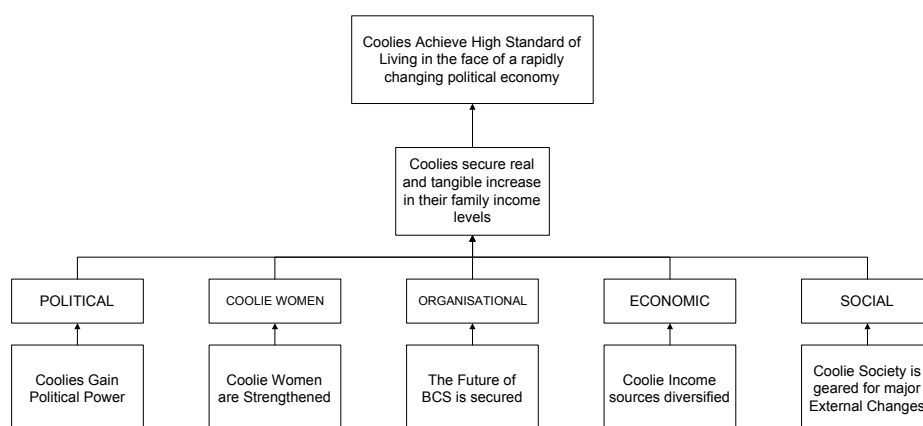
It should be noted that the 1996 study did not go into the activities that would lead to the required outputs, and that a new output introduced in the current analysis was for **Strengthening Coolie Women**.

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The Problem Tree below shows the Focal Problem, it's principal effect, and the main causes of the Problem.



Next we have the Objectives Tree, from which the Project Purpose, the Overall Objective and the Results of the project have been derived.



The categories above the project outputs were used for convenience in analysis. The cause-effect assumption here is that if these project outputs can be delivered by the project, the Project Purpose will be achieved, and if the Project Purpose is achieved, it will contribute substantially to the Overall Objective.

It should be stressed here that ADATS has already analysed their project purpose very clearly, and this exercise merely helped to put it into the LFA format, which helps to communicate the project elements briefly and graphically to many different audiences.

This is the reason that what would normally have been a four day workshop was completed in 3 days time.

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2. Project Design using LFA

This section of the report documents the LogFrame that was developed, as part of the learning process of the LFA technique.

2.1. Stakeholder Analysis

The Stakeholder Analysis is an essential part of the Logical Framework Approach, and is the format in which “Participation Analysis” is done. The methodology¹ followed here has been taken from ODA’s documented source on the Internet.

The URL of ODA (known as DfID or Department for International Development since May 1997) on the Internet was:

<http://www.oneworld.org/oda>

However, this site has been down since the new Labour Government took over, and it would appear that the reconstruction is not over yet

There are two important outputs of Stakeholder Analysis. These are, “Stakeholder Table” and the “Importance Influence Matrix”. Both these are presented as they were developed during the Workshop.

¹ For further information on Stakeholder Analysis methodology, please refer Burgoyne, John, Stakeholder Analysis, in *Qualitative Methods in Organizational Research*, edited by Cassel, Catherine and Symon, Gillian, Section 11, London: 1994, SAGE Publications

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2.1.1. Stakeholder Analysis - Part I

Stakeholder Table

Stakeholder Category	Interests	Potential Project Impact
<u>A. PRIMARY STAKEHOLDERS</u>		
A.1. Member Coolie Families	A.1.1. Identity A.1.2. Status A.1.3. Physical Protection	(+) (+) (+)
A.2. Member Coolie Women	A.2.1. Personal Status A.2.2. Emotional Sustenance	(+) (+)
A.3. Member Coolie Cadre	A.3.1. Recognition A.3.2. Realisation of Leadership Potential	(+) (+)
A.4. Middle Peasant Farmers	A.4.1. Opposition to Project's stand on Feudal Practices and Low Wages	(-)
A.5. Village Touts/Agents	A.5.1. Resentment to declining influence in misrepresenting village matters, Commission Income, Kickbacks	(-)
A.6. Village Officials	A.6.1. Outcome of Development Project Activity A.6.2. Lack of Accountability Under Threat	(+) (-)
A.7. Police Lower Ranks	A.7.1. Resentment of declining capacity to bully and extort	(-)
A.8. Oil Mill Agents	A.8.1. Lost influence to reduce groundnut prices	(-)
A.9. Itinerant Traders and Entertainers	A.9.1. Increased business (fancy items, trinkets, plastic ware)	(+)
A. 10. Middle Peasant Money Lenders	A.10.1. Money Lending A.10.2. Personal Influence	(+) (-)
A. 11. Local Banks	A.11.1. Deposits and Transactions	(+)

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<u>B. SECONDARY STAKEHOLDERS</u>		
B.1. ADATS	B.1.1. Fulfilment of organisational mission	(+)
	B.1.2. Resources to deepen and widen work with Coolies	(+)
B.2. ADATS Staff	B.2.1. Self-Actualisation	(+)
	B.2.2. Leadership Recognition	(+)
B.3. Coolie Sangha	B.3.1. Collective Strength to oppose feudal institutions	(+)
	B.3.2. Opportunity to discover alternatives in democratised society	(+)
B.4. Donors	B.4.1. Enhancement of donor credibility	(+)
	B.4.2. Fulfilment of Country Strategy Commitments	(+)
B.5. International Environment Movements	B.5.1. Synergistic Funding	(+)

<u>C. EXTERNAL STAKEHOLDERS</u>		
C.1. Political Parties	C.1.1. Election Alliances with Coolie Sangha	(+/-)
C.2. Civic Body Functionaries	C.2.1. Perception of ADATS as a body capable of providing leadership	(+)
C.3. Neutral Population of Villages	C.3.1. Perception of Coolie Sangha as a body capable of providing leadership	(+)
C.4. Ex-Senior Staff	C.4.1. Project Mission	(+)
C.5. Support Institutions	C.5.1. Development Experience, Expertise	(+)
C.6. Social Scientists/ Academicians	C.6.1. Social Experiments	(+)
C.7. Applied Scientists	C.7.1. Field Experiments	(+)

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2.1.2. Stakeholder Analysis - Part II

IMPORTANCE/INFLUENCE MATRIX

Although the ODA methodology proposes a relatively simple 2 x 2 or 3 x 3 matrix, we have found it much more useful to use a 9 x 9 matrix, which helps projects to distinguish between almost similar stakeholders and generate revealing discussions on relative importance and relative influence.

On the subject of scaling, there is a body of research to support the view that “the use of the one-to-nine scale [is preferred] as a reflection of our mental ability to discriminate different degrees of strengths of dominance among a few objects” (SAATY, 1980, p.53)

Please see Importance/Influence matrix overleaf.

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2.2. Project Planning Matrix

The Project Planning Matrix was finalised with considerable expertise by the project functionaries, who have already been monitoring the project systematically without the LFA format.

We have presented all the objectives discussed at the workshop, on the next page.

We have used interesting process indicators and qualitative indicators where no quantitative indicators were available, and for the future, the team has been requested to look for at least three such indicators to produce what is known as “Convergent Validity”.

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2.3. Activities

We have tried in this workshop not to change the activity list and budget prepared by the project in the 2nd Consortium Project Application (1998-2001).

Accordingly, we have summarised the activity groups and included them as the last but one element of the LFA Matrix.

2.4. Means

The means required to carry out the activities have been summarised from the budget contained in the Project Application mentioned in the previous section.

We have no doubt that the next time the project prepares it's Matrix, the budget will be directly related to the activities as the "fall out" of the Project Results.

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3. Evaluation of the Workshop & Follow-up

On Sunday, 15th, participants were asked to evaluate the workshop. There was unanimous agreement that it was an useful exercise, and that LFA was an easy to use format for project planning, perhaps just as double-entry book-keeping is useful for presenting accounts in a systematic way.

Mr. Ram Esteves felt that the facilitation was good and that the exercise gave him an opportunity to come to terms with the linguistics of LFA, which are so important for stating what will be done and how. This has particular significance for project results, which were previously stated as means or processes, when they should be stated as completed actions.

The team felt that there were several areas which could benefit from external monitoring, using qualitative research methods. Having done this exercise with INTERVENTION, Mr. Ram Esteves felt that there might be a role for INTERVENTION to participate in Result to Project Purpose monitoring and Project Purpose to Overall Objective evaluation. This is also an opportunity for Indicators Research, to fine tune the indicators, and make sure that they are measuring what we want them to measure and think they are measuring.