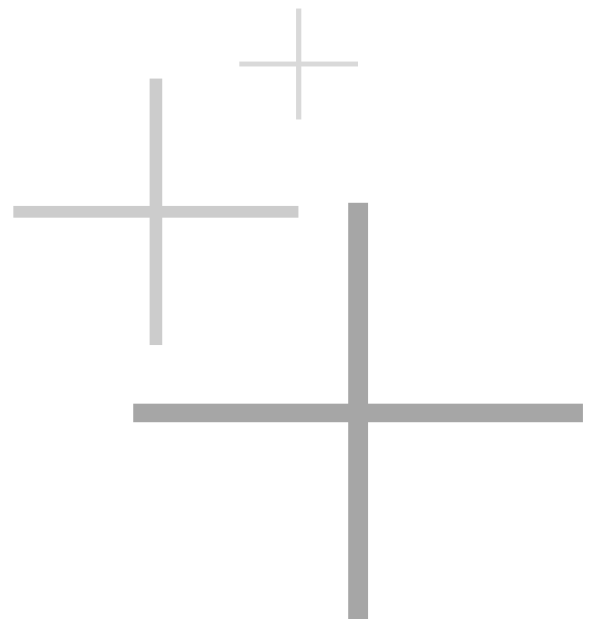


Baskin Clarke Consulting

6. The CPM System

(Conceptualise – Plan –
Monitor)



Who would benefit from this package?

This system is designed for organisations that require formal systems to manage the strategic planning and steering functions. The CPM System is based on the ZOPP methodology, which is being used in 2200 major projects in 126 countries.

What does it involve?

The CPM System uses Teamwork, Visualisation and Facilitation to design and manage SMART projects.

Specific

Measurable

Accepted

Realistic

Timebound

ZOPP Overview³

ZOPP is the acronym for the German expression “Ziel Orientierte Projekt Planung” or objectives oriented project planning. It is a planning methodology for addressing the planning function in the process of managing a development project through its life cycle. As a planning method, ZOPP concerns itself with:

- A systematic analysis of the situation in which the intervention is to be made, so as to have an understanding about how the salient elements in the system are interlinked. This is intended to unearth the root cause of problems, and possible leverage points for the anticipated intervention;
- A transparent identification and assessment of alternative intervention measures and points lead up to the selection of preferred intervention options;
- Scheduling of intervention measures and resources towards the attainment of pre-determined and desired objectives;
- A systematic differentiation between intervention objectives which are attainable within the responsibility / authority of project teams, (given their resource and frame conditions), and those intervention objectives which can only be attained when other frame conditions become favourable.

The ZOPP approach to planning is participatory in its application, enabling respective stakeholders in an intervention initiative to undertake joint planning, consultative / transparent decision making and steering / control of the implementation process. The essential elements of ZOPP – teamwork, visualisation, and facilitation – serve to improve communication and co-operation among stakeholders in a project context.

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³ COMiT: ZOPP Overview

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Main Features of ZOPP

The ZOPP approach:

- Is derived from Management by Objectives (MBO) and the Logical Framework Approach(LFA);
- Comprises additional analytical elements (participation analysis, problem analysis, objectives analysis, analysis of alternatives), and incorporates features of genuine stockholder participation and visualisation / documentation;
- Clarifies the different roles and functions of important stakeholders involved in the development process on the basis of actual competencies and capacities;
- Devises an implementation strategy on the basis of an in-depth situation analysis related to the needs and potentials of the target groups;
- Integrates the different points of view and interests of the stakeholders in the process of planning and management;
- Gives clear guidelines for managing the process of change in the different phases of the project life cycle (identification, design, and implementation);
- Can be used flexibly and brought into line with the factual and administrative needs of users;
- Is open for any additional method that might be helpful (Cost-benefit analysis, Participatory Appraisal etc).

The approach is based on a participatory, interactive working process, which aims to take into consideration the ideas and interest of all stakeholders.

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Strengths of ZOPP

Using ZOPP in a meaningful way will help to:

- Define common and definite objectives;
- Improve communication and co-ordination between co-operating organisations, central offices, projects, and beneficiaries by means of joint planning and transparent documentation of proceedings based on a joint understanding of terms and concepts;
- Encourage all important actors concerned to participate in planning;
- Clarify the scope of responsibility for all actors concerned thereby encourage accountability, ownership and sustainability;
- Provide indicators for steering, monitoring, and evaluating the intended development process;
- Improve the implementability of projects and consequently their impact for intended beneficiaries.

Major Concepts and Instruments of ZOPP

The following features determine the effectiveness of ZOPP:

- Guidance by development principles, especially in conceptualising the project interventions;
- A process oriented approach;
- A set of inter-related instruments which is open (and requires) to be complemented by other planning methods;
- A team approach to planning to counterbalance sectoral or professional egoism;
- Attempts to achieve meaningful compromises in cases of divergent opinions, expectations and interest;
- Techniques to enhance information flow and communication.

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