



SOAR DISCUSSION - FACILITATOR'S GUIDE

Sample Version
SOAR Analysis

SAMPLE DISCUSSION GUIDE

Program Performance Component **ON TIME**

Question Focus: ☐ Whole of Program ☒ Technical Sector

Agriculture

ASK: How well do we adhere to schedule and deliverables? Was the response timely for project participants and aligned with local needs, events, and seasons?

PART 1 - STRENGTHS AND OPPORTUNITIES

Step 1 (40 minutes): Review questions below and available data sources to discuss responses to some or all of the following questions. Skip any you think are not helpful or relevant. Add more thoughtful analysis as appropriate. Rely on both the documented evidence (look for data, but also compare the program implementation data with the original plans and documents), and discussion with your group members about their experience or understanding. If you feel information is missing, ask the Facilitator, there may be something else available to answer your questions. Or ask an expert from another group if you need verification of something that is not well documented, but someone may have firsthand knowledge of. If questions are still unanswered, have Facilitator make note of them.



PREPARE

IMPLEMENT

Probing Question	Data Source	Data Highlights, Notes
Was the program workplan developed and managed over time with access to key team members?	<ul style="list-style-type: none">• Program Workplan/GANTT (original)• Actively updated workplan/deliverables• Agricultural Season Calendar• Small group members	
What were the successes related to the schedule, why and how did they contribute towards the program results?	<ul style="list-style-type: none">• PDM results (trends as well as specific issues related to timing)• CARM Results (trends as well as specific issues related to timing)	
When did we know about challenges to the schedule and what was done to adjust?	<ul style="list-style-type: none">• Reports• Issues/Change Logs• Small group members	
How well was data on time, scope and budget used to inform adaptive management practices? How effective were the decision-making processes in promoting adaptive management? Were the right people involved in decision-making? How well were program adaptations communicated and implemented by the team?		
Was the project's timing appropriate in accordance with local seasons, holidays, elections, or other factors affecting participant needs and capacities?	<ul style="list-style-type: none">• Reports• PDM results• CARM Results• Evaluation Results	



PREPARE

IMPLEMENT

Step 2 (40 minutes): Complete the Flip Chart template, entering group member names, the Learning Question and Technical Sector (as appropriate).

- Discuss the **Strengths** or successes for this question - what was done well, what has been noteworthy, impactful, or innovative (list 3-5 items on flip chart).
- To the right, enter the **key findings** or evidence from the source data that support this identification.
- Discuss the **Opportunities** to perform better or respond to needs and context differently to see a better result (list 3-5 items on flip chart).
- To the right, enter the **key findings** or evidence from the source data that support this identification.

PART 2 - ASPIRATIONS AND RESULTS

Step 3 (20 minutes): Think about your **'aspirations'** - what or how do you want this program to be, moving forward, or for the next program or renewal phase? Who do you want to be, and what do you want to be part of? This can be personal, about your work, or your team, or the program, or country office or team, or about the communities we serve - wherever you see hope for what comes next. Think of the strengths and opportunities already discussed and imagine a hopeful, impactful future? Think also about What we do - programmatically, what do you see happening, and How we work - in terms of team or organizational practices like CLA? Not too little (I hope I can get my report done on time)), and not too big (hope we have world peace), but somewhere in between!

Take 5 minutes to let each team member write down their own ideas. Now: Share as a group and discuss - how similar are they? How different? Where is the focus? Are there examples of both **What we do** and **How we work**? Facilitators will circulate to hear discussion and ask questions. Now agree on the items (however many there may be) that seem achievable or something you can imagine taking concrete steps toward - something in our control. Note them on the flip chart, trying to make sure you have examples of both types of Aspirations.



PREPARE

IMPLEMENT

Step 4 (25 minutes): Now think about what your program would look like with this Aspiration met. What **Results** would be seen or experienced, either by the program team, program participants, partners or others. How does making this change lead to better performance? Think about the data sources you have reviewed - what is measured, or should be? Be specific or general, whatever makes sense for the aspiration, but try to be as tangible as possible. We don't always know how to capture all the results or improvements we want to see, but we can at least name it! Better team morale, participant satisfaction, greater impact, increased capacity, etc. If it is clear how these **Results** could be measured (e.g., specific PDM questions, budget issues, increased number of participants who could be reached, greater change in outcome indicators), please be specific about what that measurement looks like. If it is a more qualitative change (improved protection processes, better inclusion of adolescent girls, better cluster coordination, earlier identification of issues and better overall outcomes, etc.), that can also be noted.

FACILITATION NOTES:

- Be sure to allow everyone's voice to be heard. For example, start conversations with posing a question, allowing everyone to consider their own responses, make notes, and then go around to hear everyone's initial thoughts. Make sure no single voices dominate the discussion.
- Center your answers to questions around data as much as possible - looking for data first, and then drawing conclusions.
- Note also that there is an element of Tacit Knowledge - what people know through their experience, intuition, and interactions: what they heard or saw in the market (e.g., resale of commodities); what they saw through field visits and observations (e.g., farmers still not using new practices); what participants said in casual conversations (e.g., husband isn't happy with wife participating); what partners reported (e.g., have heard that CRS seeds are of better quality). Prompt people to share any of these types of anecdotes or experiences to add to an understanding of the issue. If things come up that are significant, and were unknown to others, think about how that could have been learned and shared earlier? What difference would it have made?
- Always look for disaggregations and any evidence of different impacts or experiences for different groups, such as gender, age, or other vulnerable groups.
- If there is difficulty coming to consensus on what issues to list, use some secret voting (ask the



PREPARE

IMPLEMENT

Facilitator to help manage), or just use them all! There will be global voting on Action Items in plenary, so more ideas are better.

- **COIN:** When discussing a sensitive issue, use the COIN approach - break it down in terms of 'I' and how an individual experienced and interpreted a challenging situation:
 - **C**ontext (where and when it happened, what was the context)
 - **O**bservation (what actions or behaviors did they observe - just the facts, not an interpretation)
 - **I**mpact (what was the impact of this behavior or action on them (or the team/program) - why does it matter?)
 - **N**ext (what should happen next, how to resolve or fix the issue)