



## Country of Birkingham

### Section 1 Directions: The Five Whys

**STEP 1:** You and your team have been asked to determine the cause of backlogs and the problem that should be addressed in the Country of Birkingham.

**STEP 2:** To determine the cause, perform the five why analysis.

**STEP 3:** State the problem that needs to be addressed.

### Scenario:

The country of Birkingham is a democracy that is slowly emerging from a colonial past and changing from an agrarian economy to a more technologically driven one.

During the colonial era, the rulers used the police to keep the population in line. The country's new leadership—mostly men—is focused and diligent, driven by memories of suffering under the colonial past. Birkingham is economically prosperous though somewhat fragile. Socially, it is conservative and generally patriarchal, with customs and norms changing very slowly from so-called traditional gender and age roles.

The country is experiencing growing pre-trial detention populations and case backlogs. A majority of detainees have not been charged; prosecutors are simply not filing cases. Prosecutors suggest that the problem is a lack of dependable evidence.

After recent elections and reforms, many prosecutors are new to the job, but they are highly educated, smart and capable. In a development hailed by many, a majority of prosecutors are female. Some of the better qualified become judges fairly quickly, a position with prestige and accompanied by a higher salary capable of supporting a family. The focus of these new prosecutors, therefore, is on remaining prosecutors only for a short time until they can move on to become judges. Some prosecutorial leaders identify the problem with the backlog to be that many prosecutors want to become judges and suggest ameliorating the situation by raising pay and incentives. Other prosecutors suggest that the problem is a break in the justice chain.

By contrast, the police are mostly male, poorly educated, and burdened by a prejudicial history. Many people remember that in the past the police were credibly accused of indiscriminate use of violence and harassment, especially against vulnerable populations. The complaints against the police continue to the present time. Although there are indications of a desire for reform at the police leadership level, most police are poorly paid and equipped. They lack essential supplies, including air-conditioning and paper for copy machines. The quality of police investigations is suffering.

## Country of Birmingham (continued)

Perform the five-why analysis:

**State the problem that needs to be addressed.**

**1. Why?**

**2. Why?**

**3. Why?**

**4. Why?**

**5. Why?**

## Country of Birmingham (continued)

### Section 2 Directions: What Are We Trying to Accomplish?

**STEP 1:** Now that you have determined the root problem to be addressed, determine the change objective (the reason for your project.)

**STEP 2:** Develop a list of outcomes you and your team will deliver in order to achieve the change objectives, using the if-then strategy.

**STEP 3:** Create a list of inputs (activities) that will deliver the outcomes.

#### Remember:

<b>Change objective:</b>	The impact anticipated by the project
<b>Outcomes:</b>	The specific results the project team must deliver by managing the inputs—e.g., 80% of Birmingham National Police is trained in using the equipment
<b>Inputs:</b>	Steps the project team will take to achieve the outcomes—e.g., provide equipment to the National Police; train the National Police to use the equipment

#### If-then strategy

- **If** we achieve a [insert *change objective*], **then** we will contribute to the *strategic goal*
- **If** we produce [insert *outcomes 1, 2, 3, etc.*], **then** we will achieve [change objective]
- **If** we manage [insert *inputs 1, 2, 3, etc.*], **then** we can deliver [outcomes]

#### Change Objective:

Outcomes	Inputs

## Country of Birmingham (continued)

### Section 3 Directions: Measuring for Success

Going back to the outcomes you and your team developed, you are now to determine success measures, verifications, and assumptions for each outcome.

#### Remember:

Measures must be:

**Valid:** they accurately measure the objective

**Verifiable:** clear, non-subjective evidence exists or can be obtained to measure the outcome

**Targeted:** quality, quantity, and time targets are specified

**Independent:** each objective has a separate measure

**Assumptions:** external conditions that must exist for the project logic to be valid. These are conditions over which the project team does not have control. These conditions can be political, cultural, and economic climate, resources, management support, etc.

#### Example:

**80%** (quantity) of the National Police Force follow human rights standards **100%** of the time (quality) in the next **six months** (time).

#### Outcome:

Success Measures	Verification	Assumptions

#### Outcome:

Success Measures	Verification	Assumptions

**Country of Birkingham** (continued)

<b>Outcome:</b>		
<b>Success Measures</b>	<b>Verification</b>	<b>Assumptions</b>

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