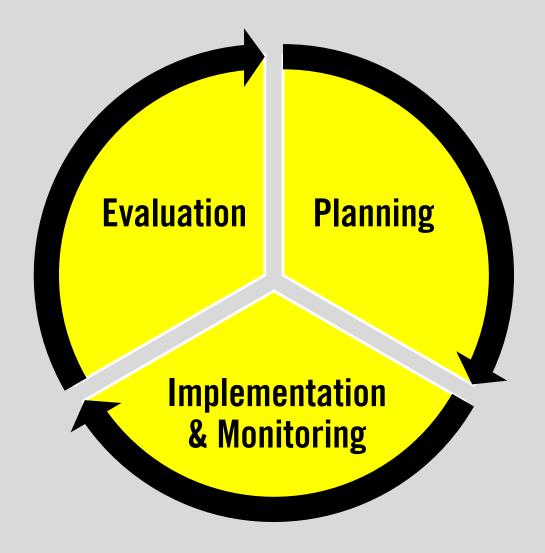
# PROJECT MANAGEMENT: AN INTRODUCTION

Amnesty International Portugal

October, 2016

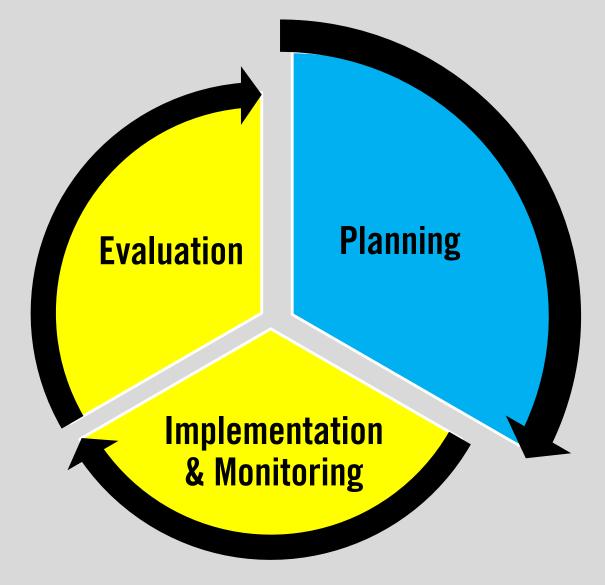


### THE PROJECT CYCLE





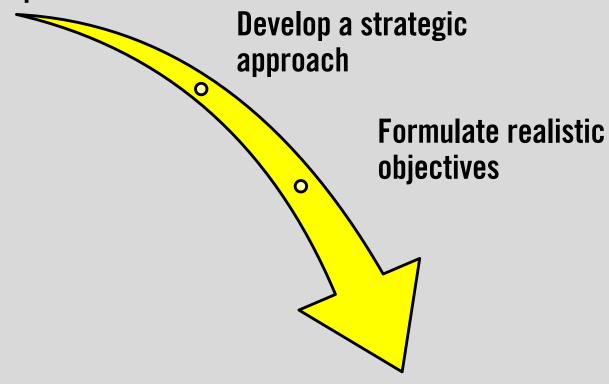
# THE PLANNING PROCESS





#### **SETTING THE VISION**

Articulate a clear and relevant problem statement



#### PROBLEM STATEMENT: EXAMPLE

#### The problem:

The Caribbean region has the second highest adult HIV prevalence rate in the world (1 per cent), second only to sub-Saharan Africa. In some countries the rates are higher for young people, especially young girls. For example, in Belize and Jamaica, young girls aged 15-19 have three times the levels of infection of boys the same age.

#### The approach:

To increase the access to and utilization of services in order to decrease the transmission rates of HIV, especially for young people and vulnerable groups.



#### DEVELOPING AN INFLUENCING STRATEGY

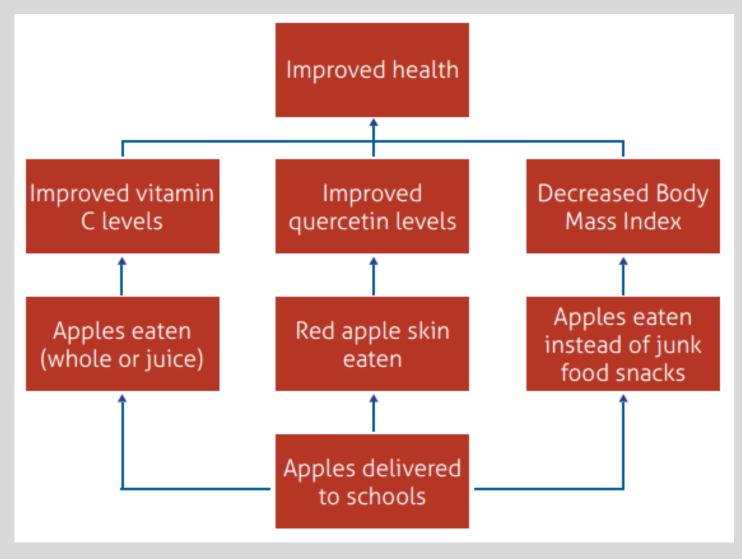




#### THEORY OF CHANGE: EXAMPLE

#### What does a theory of change look like? HIV community Men and women Men and women HIV infection education in 20 villages in in target villages rates are programme Bolivia are reduced by 10% do not engage reaches 1000 aware of causes in target villages in risky community of HIV behaviour members in transmission Bolivia

#### THEORY OF CHANGE: EXAMPLE



Source: www.betterevaluation.org/ ODI

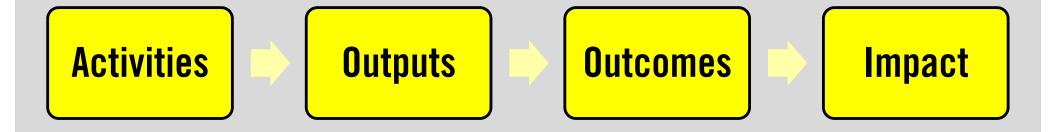


# RESULTS FRAMEWORK MODEL

Outcomes	Indicators	Means of Verification
Output 1		
→ Activity		
→ Activity		
→ Activity		
Output 2		
→ Activity		
→ Activity		
→ Activity		



### **RESULTS CHAIN**





#### **RESULTS CHAIN: EXAMPLE**

- Drafting of policies and plans
- Development of protocol
   and guidelines
- Institutional strengthening trainings, workshops
- Procurement of contraceptives
- Surveys, data collection
- Assessments, analysis, research
- Development of sexual education courses/ curricula
- -Coordination of consultations, south-south exchanges
- Participation in conferences, internationa fora
- Creation of practitioner networks
- Advocacy, outreach awareness-raising

- Policy frameworks based on evidence and incorporating the needs of adolescents and youth and other vulnerable groups
- Strengthened institutional capacity to deliver sexual and reproductive health, FP services; medical protocols and guidelines
- Enhanced capacity to deliver sexual education through course curricula
- Greater availability of and capacity to produce reliable data and analysis on population and development
- Advocacy skills and tools adopted by national institutions
- Stronger international partnerships and cooperation

- Beneficiaries supported through strengthened policies, plans, and programmes on SRH, adolescent pregnancy and gender equality
- -Beneficiaries protected through comprehensive sexual and reproductive rights
- Beneficiaries benefit from improved SRH and FP health services
- -Greater learning, knowledge and awareness of SRH and gender equality issues
- Behavioural change favouring better sexual and reproductive health, decreased risk of adolescent pregnancy, prevention of STIs
- Fewer incidents of discrimination and violence against women
- Emerging population issues addressed through evidence-based data and analysis

- Enhanced sexual and reproductive health and rights, lower prevalence of STIs
- Reduction in adolescent pregnancy rates
- Greater gender equality and elimination of violence against women

Outputs

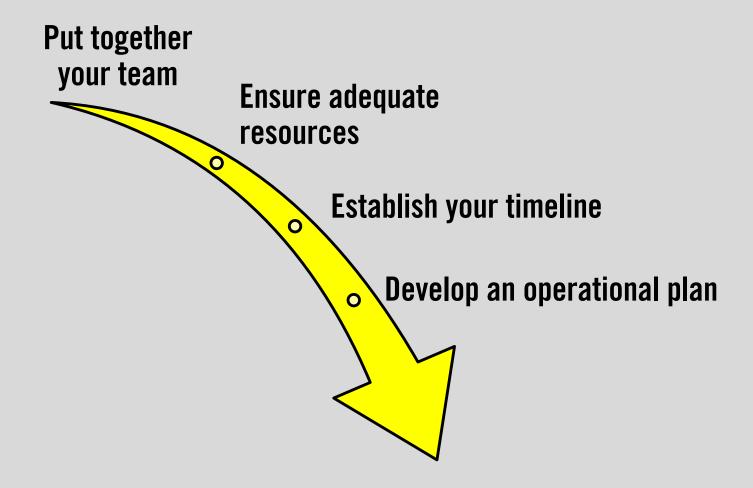
Outcomes

Impacts

Source: UNFPA



#### **PLAN YOUR WORK**



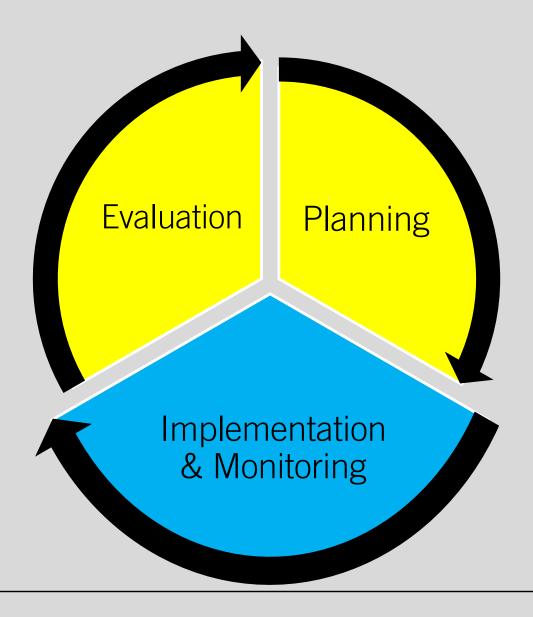
#### OPERATIONAL PLAN WITH MONITORING FRAMEWORK

Outcome:													
Expected Outputs	Planned	Time-frame			Responsible	Budget		Monitoring Framework					
	Activities	Q1	Q2	Q3	Q4	Party	Funding source	Budget des cription	Amount	Expenditures	Progress towards outputs		
Output 1											Status of progress to target		
Targets:											contribution to country programme outcome		
											, , , , , , , , , , , , , , , , , , , ,		
Output 2													
Targets:													
Output3													
Targets:													
Total													

Source: UNDP

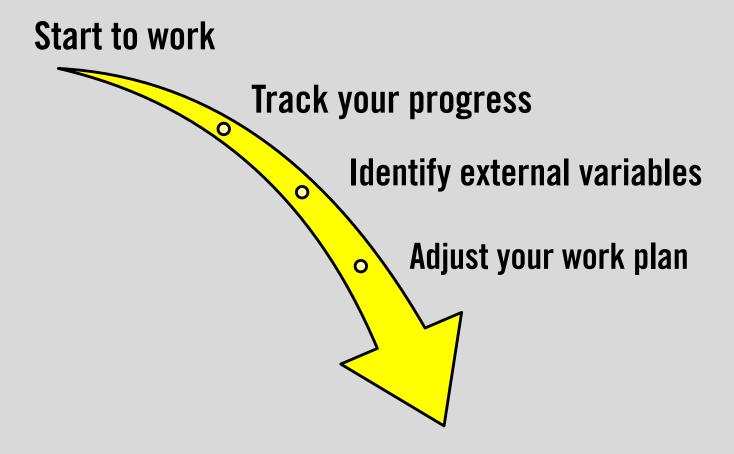


### **IMPLEMENTING AND MONITORING**





#### IMPLEMENTING AND MONITORING





### MONITORING FRAMEWORK

#### II. Monitoring and Evaluation Plan

Outputs	Indicators (Illustrative)	Baseline	Indicative M & E activities	Timeline	Frequency of Information Collection	Responsible Parties	Uses of Information	Assumptions Risks
Project Goal: integrity of the	Sustainable Land Manage ASALs	ement provides	the basis for economic	development , for	od security an	d sustainable livelih	oods while rest	oring the ecological
Project purpo pastoral distric	se: To provide land users ts	and managers	with financial incentives	s, enabling policy	y, institutional	and capacity for effe	ective adoption	of SLM in four agr
Improvement in rangal and condition	At least 25% of the nameland registering improvement in rangeland condition in pilot districts (using range condition me assurements) by mid-term and 50% cumulative by end of the project.	Various statistics report that about 80% of rangelands badly degraded Various statistics report that about 70% of the wood are degraded	Baseline report augmented by rangeland condition sampling under the M&E system Project reports through documentaries	Annually	Be fore and after activity im plem entatio n	Project Team UNDP-CO	Project re view s, Succe sisse and thema is catudies do cumentation	The traditional coping me charisms among a grop estonalists to deal with climate variability are compromised by immigration, barriers to mobility, and by pervets emarkets
improvement in food security	Level of dependency on food aid in target landscapes reduced by at least 30%; Number of food secure days increased by at least 40% for more than 50% of the population in the target landscapes	Various statistics indicate that over 65 % of people in ASAL depend in part on food aid and face substantive food in security	So cio -econ omic baseline s and consequent sample assessments and project reports captured from the field	Annually	Annually	Project Team UNDP-CO	Project re views, Succe sees and thematic studies do cumentation	The traditional coping me chan issue among a grop setonalists to deal with climate variability are compornised by immigration, barriers to mobility, and by pervessemarkets
Carbon mitigate d from sustain able charcoaling	At least half a million tons of carbon dioxide mitigated from sustainable charcoal in the districts by mid-term and a million cumulative at the end of the project.	Cumently no sus tainable charcoaling – no carbon miti gated from it	Reports of the charcoal associations on extent of adoption of sustainable charcoal augmented by records of carbon chedits ready for sale and/or sold	Quarterly	Quarterly	Project team	Project reviews, Successies and thematic studies documentation	Climate varietility, notably drought and floods may compound risk a such as crop and live stock pest or dise ase outbreaks that may reduce the impact of SLM practices.
Improvement in woodlands can dition	At least 25% of woodlands showing recovery as measured by regeneration and improvements in	Various statistics report that about 70% of the wood ands are	Baseline report augmented by ecological sampling under the M&Es yetern linked; Project reports	Quarterly	Quarterly	Project learn	Project reviews, Successes and thematic studies documentation	Climate variability, notably drought and floods may compound risks such as crop and live stock

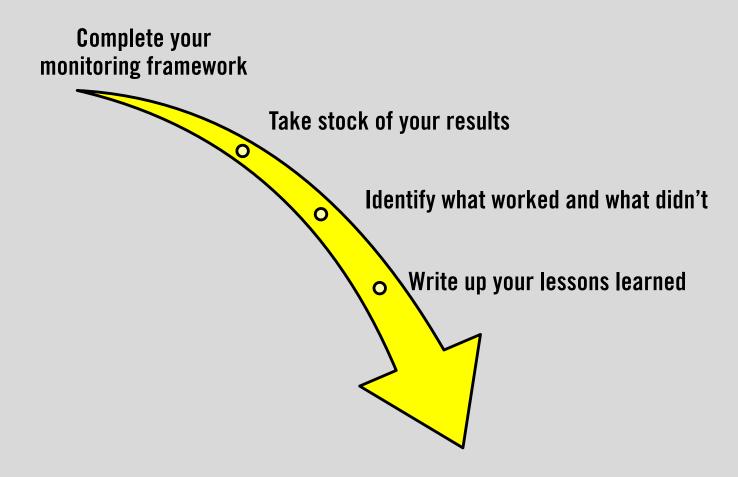
Source: UNDP



# **EVALUATING Evaluation Planning** Implementation & Monitoring



#### **EVALUATING YOUR WORK**





#### **EXAMPLE OF A LESSON LEARNED**





#### Input #4. Lessons Learned

Issue Category	Number of Findings	Examples	Improvement Actions
Project Management	7	Project timing didn't take into account quarter and year-end close periods Changeover leadership didn't involve business unit	Project plan includes post-go-live support effort     Include BU active involvement as stakeholders and on Steering Committee
Training	11	Insufficient training resulted in lack of adoption and frustration     No documentation or flowcharts for new processes	Emphasize change management work stream as key component of overall plan     Provide documentation, processing timelines, and process flows for new processes
System	13	Work Authorization as configured doesn't block overcharging     People in secured sites can't access the portal	Perform detailed fit-gap to determine areas of customization     Review infrastructure access as a part of overall plan
Process	13	ODC's are still being charged to wrong projects resulting in long- term cleanup     W-9 information was required but that wasn't clear a head of cutover	Focus on detailed conversion strategy and process mapping to new environment     Perform process fit-gap to minimize surprises

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Source: Quest



#### **GROUP EXERCISE: DEVELOP YOUR PROJECT PLAN**

#### Task:

- Write a problem statement and objectives
- Develop a theory of change
- Outline your project plan

Group 1	Refugees
Group 2	Human Rights Defenders
Group 3	Human Rights Education

