

# **PROJECT MANAGEMENT: AN INTRODUCTION**

**Amnesty International Portugal**

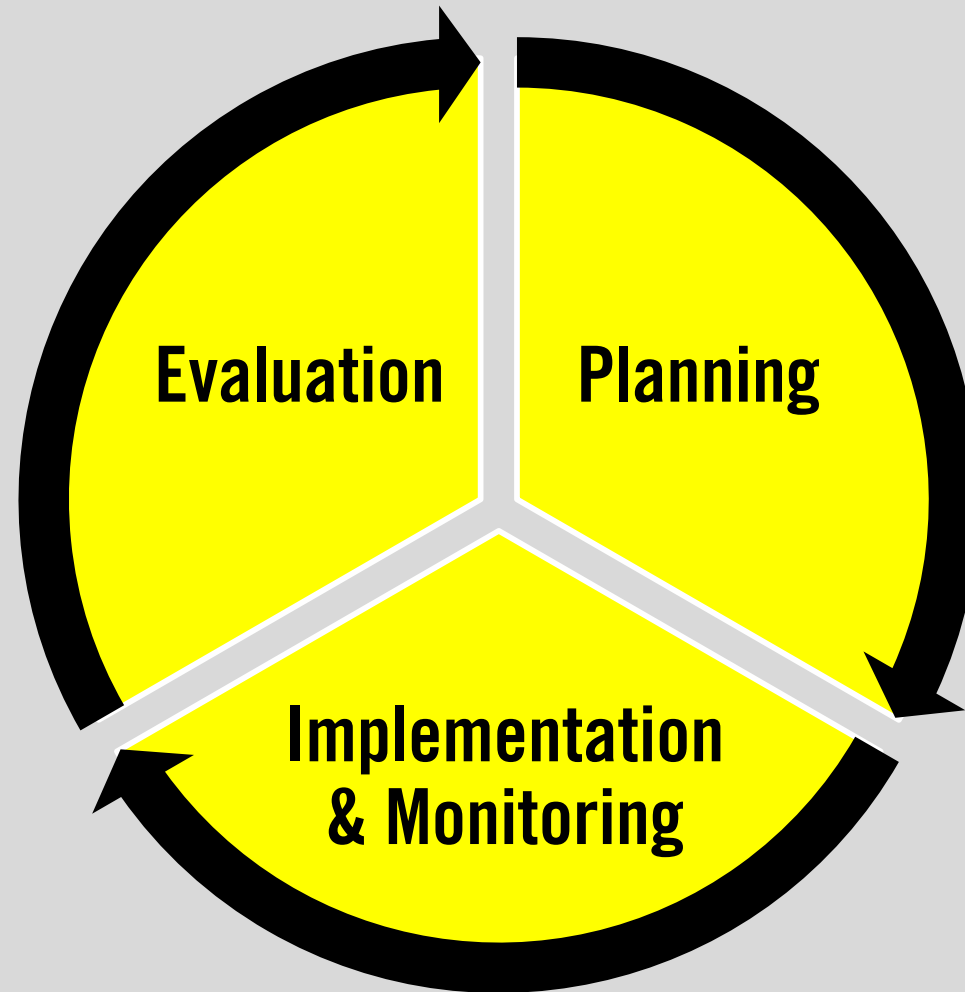
**October, 2016**

---

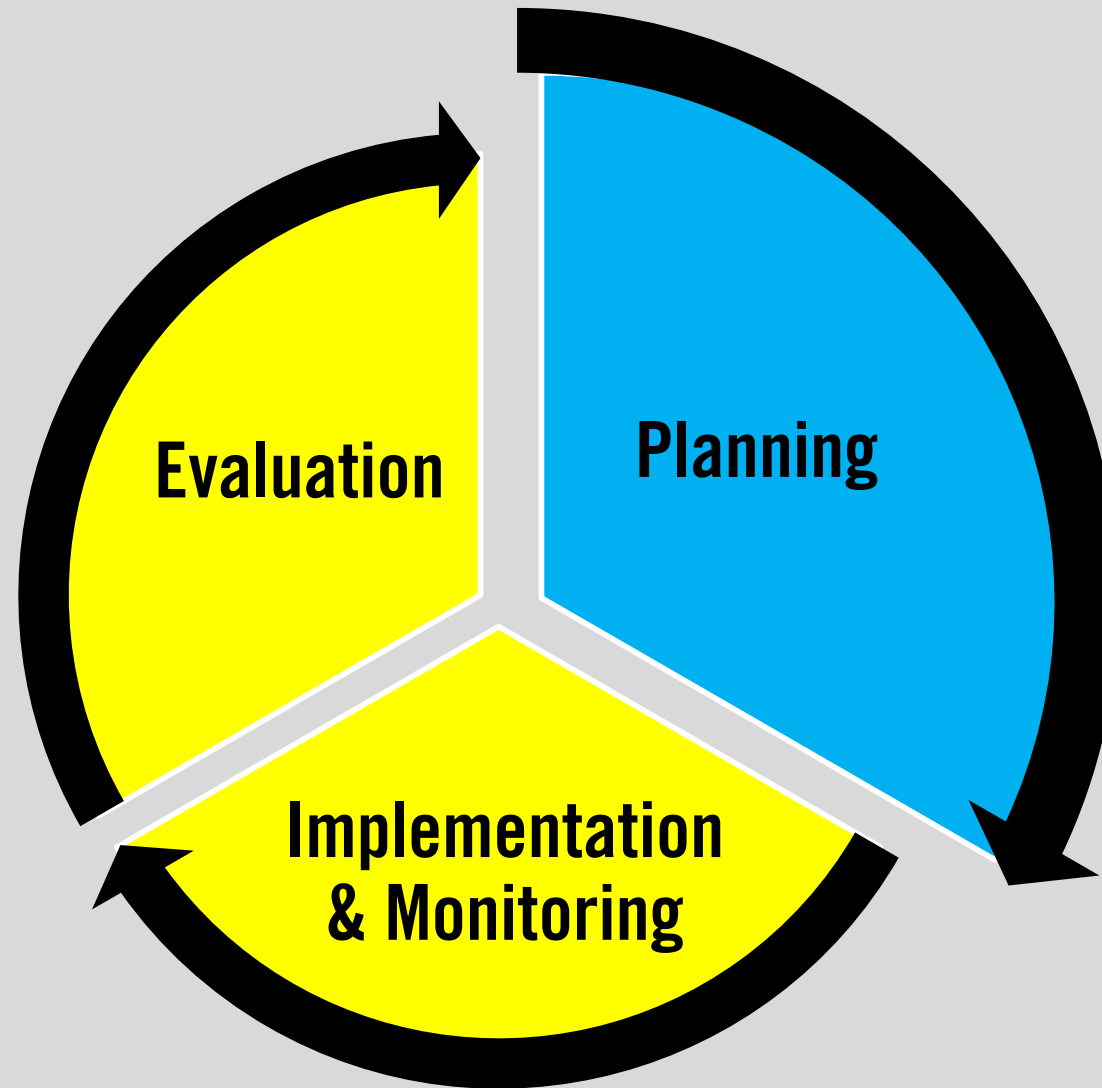
**AMNESTY  
INTERNATIONAL**



# THE PROJECT CYCLE



# THE PLANNING PROCESS

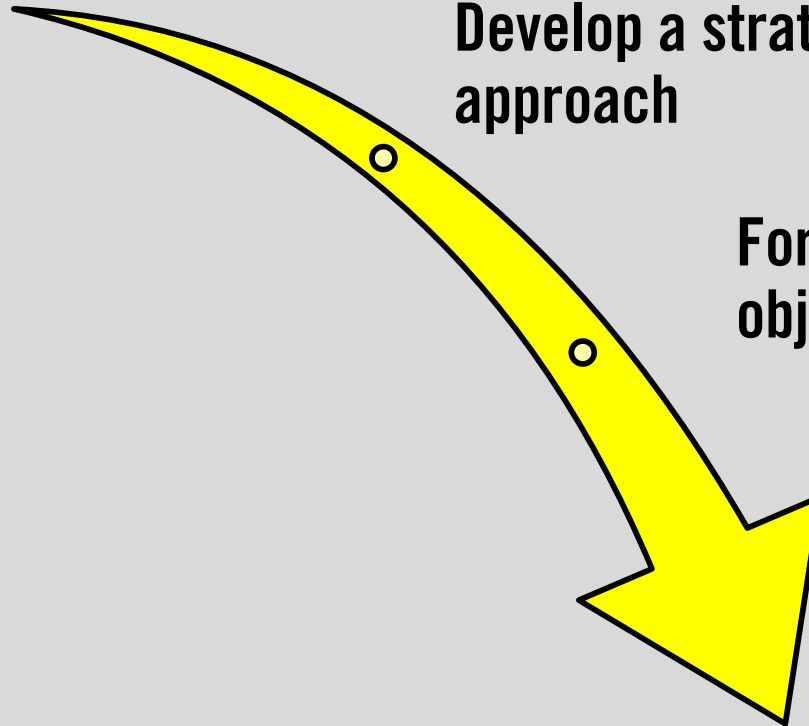


# SETTING THE VISION

**Articulate a clear and  
relevant problem statement**

**Develop a strategic  
approach**

**Formulate realistic  
objectives**



# 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.

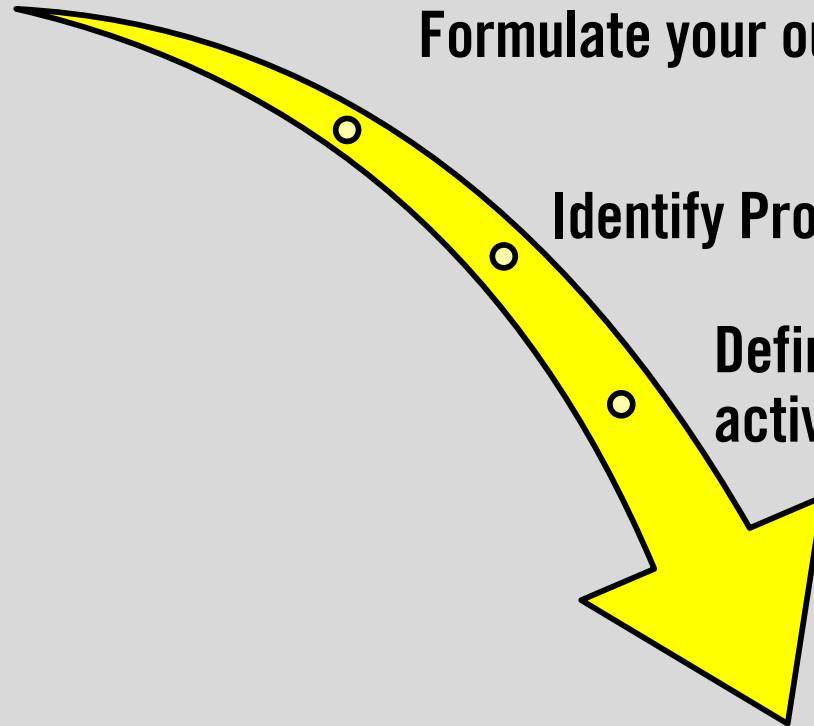
# DEVELOPING AN INFLUENCING STRATEGY

**Outline your  
theory of change**

**Formulate your outcomes**

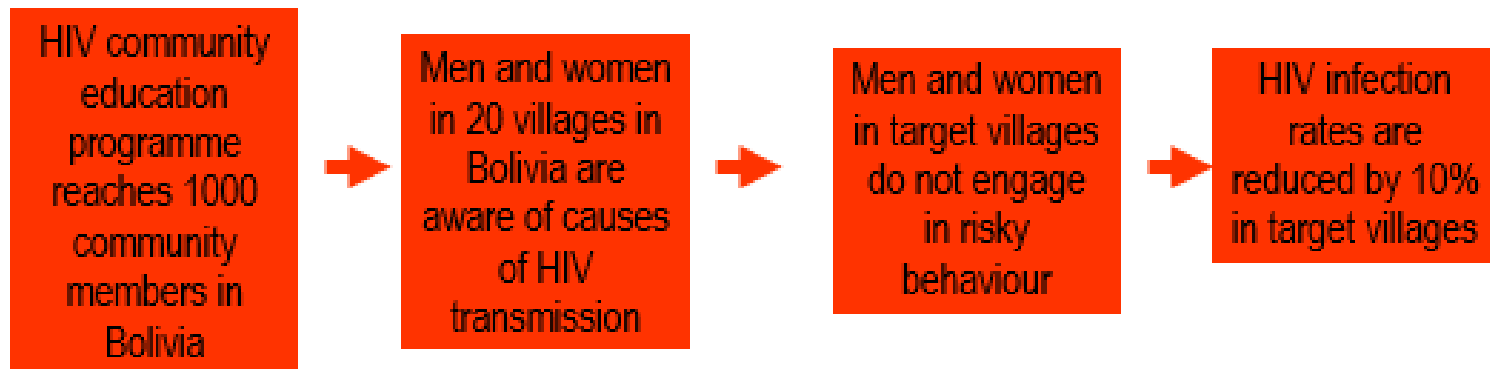
**Identify Progress Markers**

**Define your outputs and  
activities**

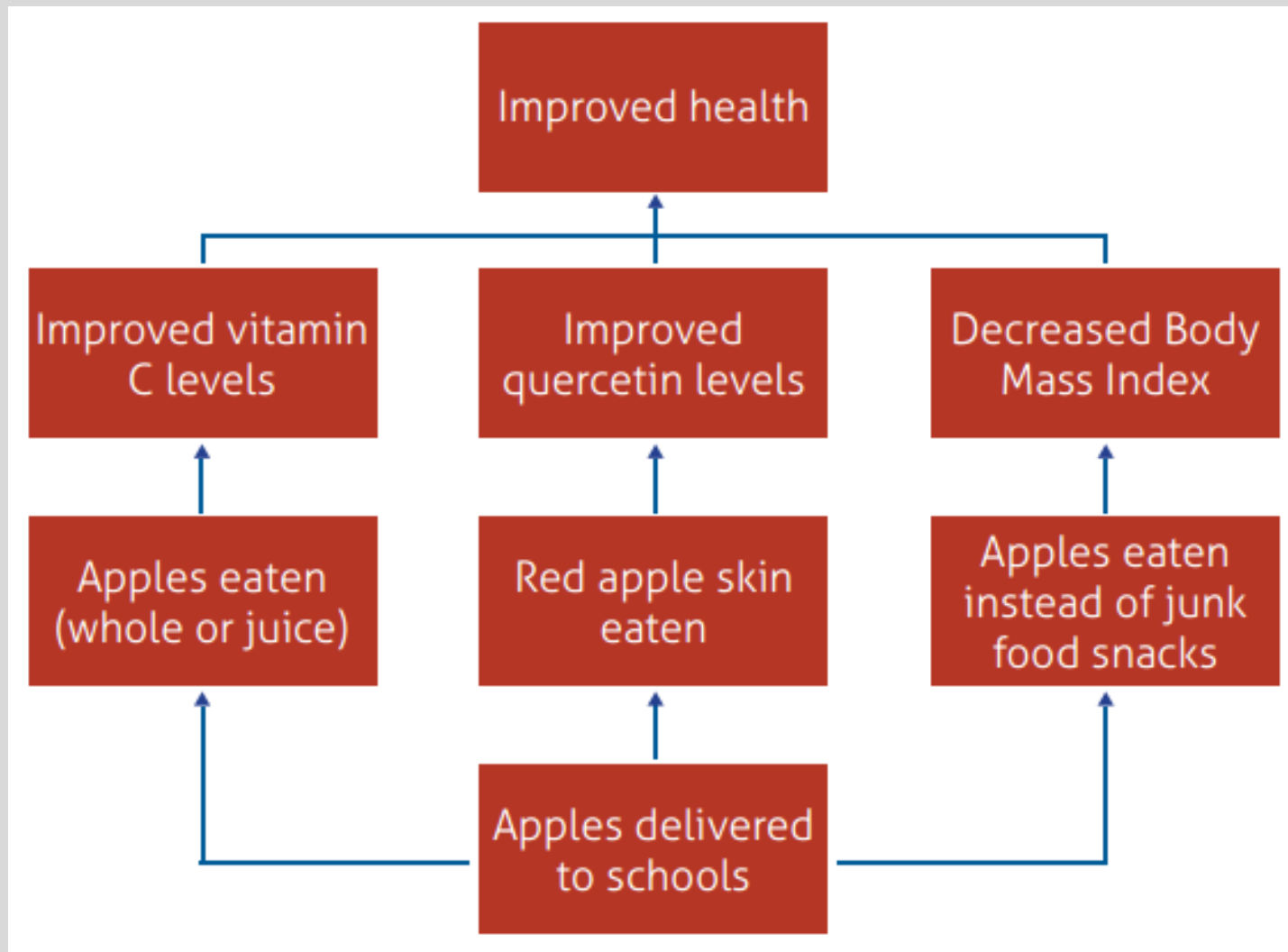


# THEORY OF CHANGE: EXAMPLE

## What does a theory of change look like?



# THEORY OF CHANGE: EXAMPLE



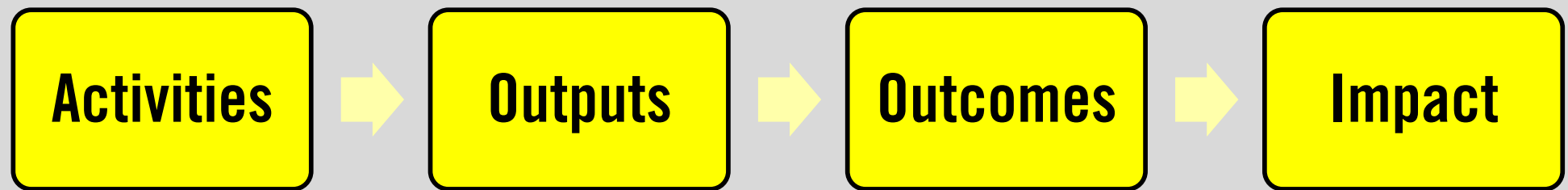
Source: [www.betterevaluation.org/](http://www.betterevaluation.org/) ODI



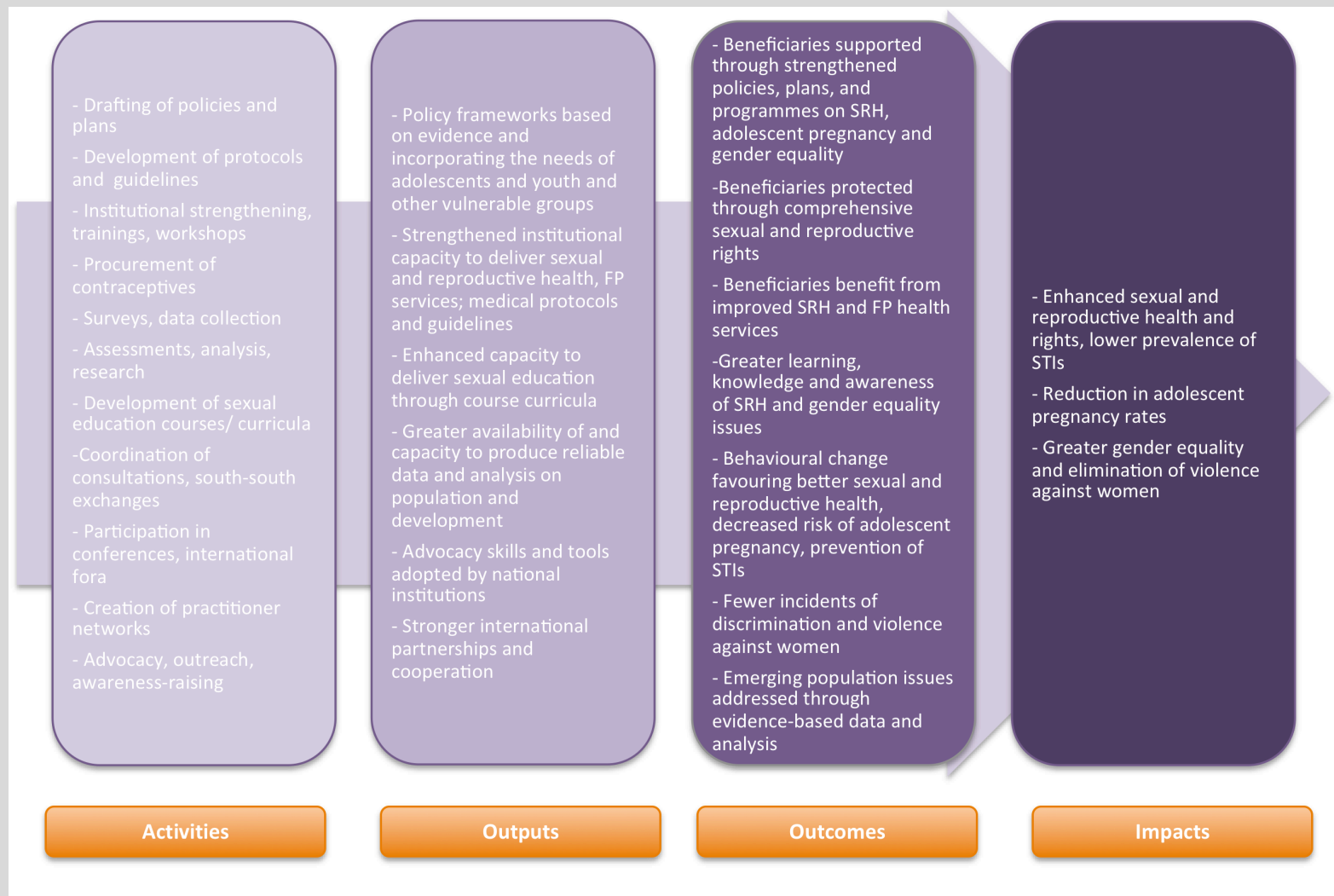
# RESULTS FRAMEWORK MODEL

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

# RESULTS CHAIN



# RESULTS CHAIN: EXAMPLE



Source: UNFPA

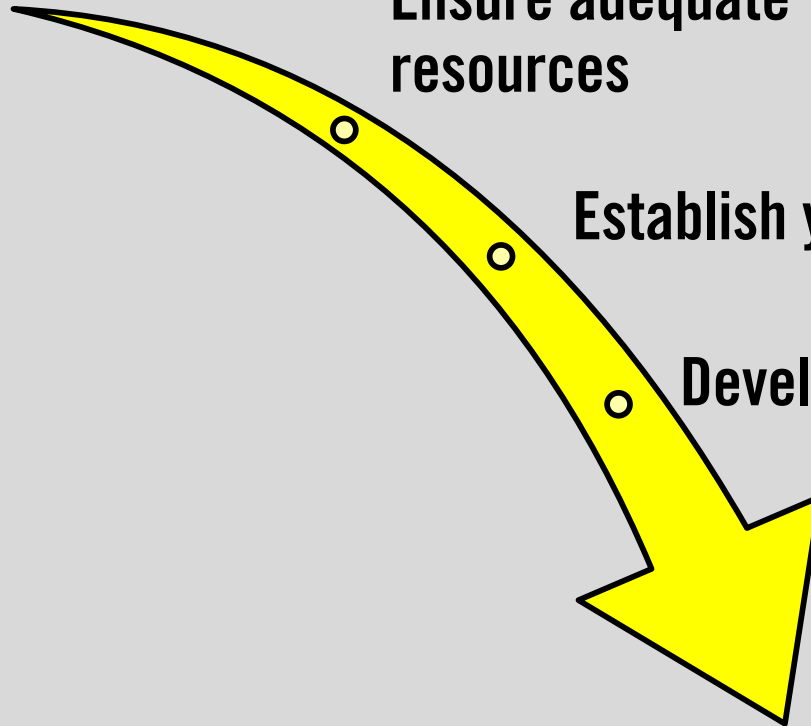
# PLAN YOUR WORK

**Put together  
your team**

**Ensure adequate  
resources**

**Establish your timeline**

**Develop an operational plan**



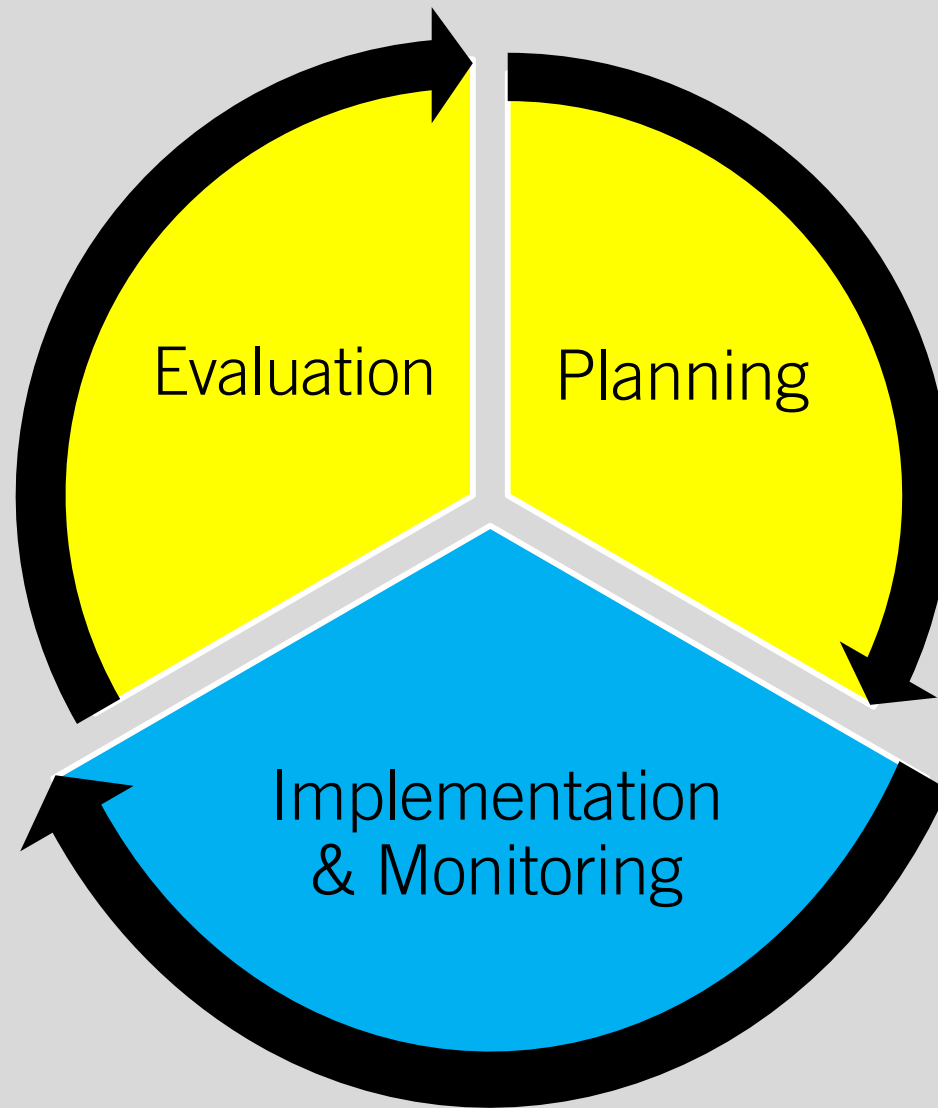
# OPERATIONAL PLAN WITH MONITORING FRAMEWORK

**Table 20. Example of an Annual Work Plan format with monitoring component**

Outcome:											
Expected Outputs	Planned Activities	Time-frame				Responsible Party	Budget			Monitoring Framework	
		Q1	Q2	Q3	Q4		Funding source	Budget description	Amount	Expenditures	Progress towards outputs
Output 1 Targets:											<i>Status of progress to target contribution to country programme outcome</i>
Output 2 Targets:											
Output 3 Targets:											
Total											

Source: UNDP

# IMPLEMENTING AND MONITORING



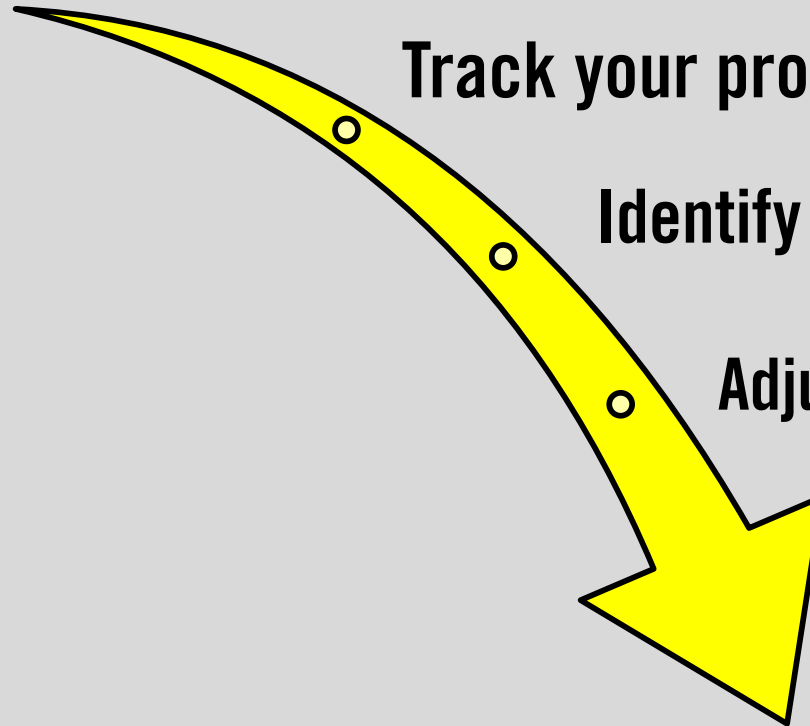
# IMPLEMENTING AND MONITORING

**Start to work**

**Track your progress**

**Identify external variables**

**Adjust your work plan**



# MONITORING FRAMEWORK

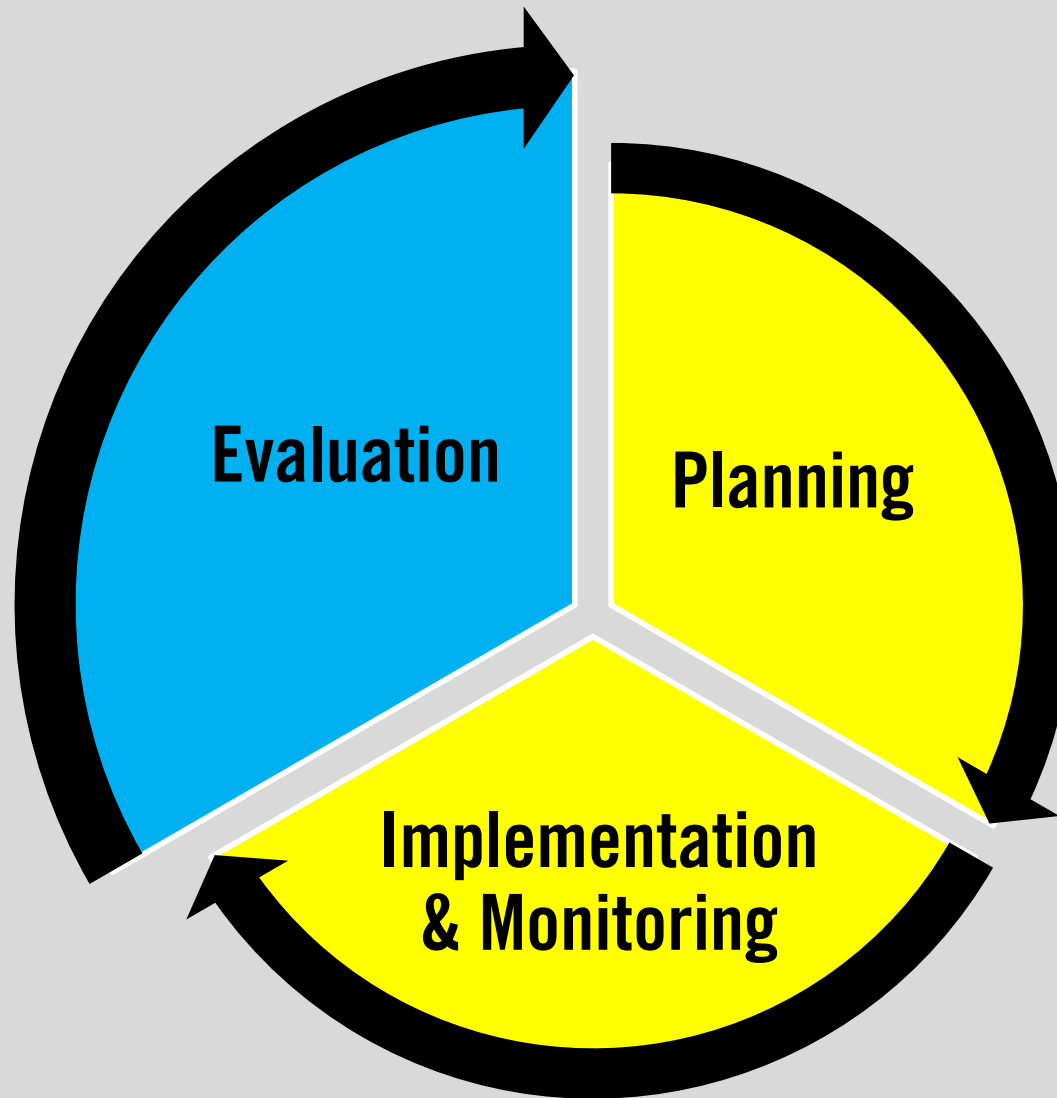
## II. Monitoring and Evaluation Plan

Outputs	Indicators (Illustrative)	Baseline	Indicative M & E activities	Timeline	Frequency of Information Collection	Responsible Parties	Uses of Information	Assumptions/Risks
<b>Project Goal:</b> Sustainable Land Management provides the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the ASALs								
<b>Project purpose:</b> To provide land users and managers with financial incentives, enabling policy, institutional and capacity for effective adoption of SLM in four agro pastoral districts								
Improvement in rangeland condition	At least 25% of the rangeland registering improvement in rangeland condition in pilot districts (using range condition measurements) 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 woodlands are degraded	Baseline report augmented by rangeland condition sampling under the M&E system Project reports through documentaries	Annually	Before and after activity implementation	Project Team UNDP-CO	Project reviews, Successes and thematic studies documentation	The traditional coping mechanisms among a group pastoralists to deal with climate variability are compromised by immigration, barriers to mobility, and by perverse markets
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 insecurity	Socio-economic baseline and consequent sample assessments and project reports captured from the field	Annually	Annually	Project Team UNDP-CO	Project reviews, Successes and thematic studies documentation	The traditional coping mechanisms among a group pastoralists to deal with climate variability are compromised by immigration, barriers to mobility, and by perverse markets
Carbon mitigated from sustainable 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	Currently no sustainable charcoaling – no carbon mitigated from it	Reports of the charcoal associations on extent of adoption of sustainable charcoal augmented by records of carbon credits ready for sale and/or sold	Quarterly	Quarterly	Project team	Project reviews, Successes and thematic studies documentation	Climate variability, notably drought and floods may compound risks such as crop and livestock pest or disease outbreaks that may reduce the impact of SLM practices
Improvement in woodlands condition	At least 25% of woodlands showing recovery as measured by regeneration and improvements in	Various statistics report that about 70% of the woodlands are	Baseline report augmented by ecological sampling under the M&E system Project reports	Quarterly	Quarterly	Project team	Project reviews, Successes and thematic studies documentation	Climate variability, notably drought and floods may compound risks such as crop and livestock

Source: UNDP



# EVALUATING



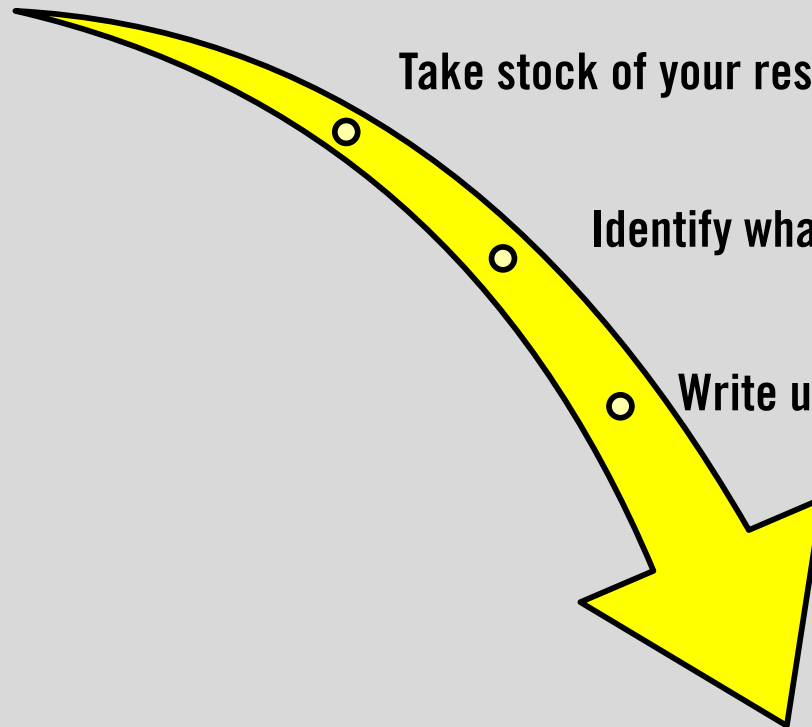
# EVALUATING YOUR WORK

**Complete your  
monitoring framework**

**Take stock of your results**

**Identify what worked and what didn't**

**Write up your lessons learned**



# EXAMPLE OF A LESSON LEARNED



## Input #4. Lessons Learned

Issue Category	Number of Findings	Examples	Improvement Actions
Project Management	7	<ul style="list-style-type: none"> <li>Project timing didn't take into account quarter and year-end close periods</li> <li>Changeover leadership didn't involve business unit</li> </ul>	<ul style="list-style-type: none"> <li>Project plan includes post-go-live support effort</li> <li>Include BU active involvement as stakeholders and on Steering Committee</li> </ul>
Training	11	<ul style="list-style-type: none"> <li>Insufficient training resulted in lack of adoption and frustration</li> <li>No documentation or flowcharts for new processes</li> </ul>	<ul style="list-style-type: none"> <li>Emphasize change management work stream as key component of overall plan</li> <li>Provide documentation, processing timelines, and process flows for new processes</li> </ul>
System	13	<ul style="list-style-type: none"> <li>Work Authorization as configured doesn't block overcharging</li> <li>People in secured sites can't access the portal</li> </ul>	<ul style="list-style-type: none"> <li>Perform detailed fit-gap to determine areas of customization</li> <li>Review infrastructure access as a part of overall plan</li> </ul>
Process	13	<ul style="list-style-type: none"> <li>ODC's are still being charged to wrong projects resulting in long-term cleanup</li> <li>W-9 information was required but that wasn't clear ahead of cutover</li> </ul>	<ul style="list-style-type: none"> <li>Focus on detailed conversion strategy and process mapping to new environment</li> <li>Perform process fit-gap to minimize surprises</li> </ul>

31

Source: Quest

# GROUP EXERCISE: DEVELOP YOUR PROJECT PLAN

## Task:

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

<b>Group 1</b>	<b>Refugees</b>
<b>Group 2</b>	<b>Human Rights Defenders</b>
<b>Group 3</b>	<b>Human Rights Education</b>