Economic Cooperation Organisation and United Nations in Iran

INTRODUCTION TO PROJECT MANAGEMENT FRAMEWORKS

Ali Farzin - United Nations

Project Management Workshop
February 24-25, 2010 Tehran
WORKSHOP

DAY 1
WORKSHOP OBJECTIVE
WORKSHOP GOAL

- To introduce international best practice project management frameworks to ECO Secretariat staff members;
- To support the development of capacity within ECO Secretariat for best practice project management frameworks;
- To support the development of a programme within ECO for dissemination of project management frameworks and techniques to member states.
WORKSHOP OUTPUTS

- Improved knowledge of project management principles and system-wide approaches;
- Knowledge of the PRINCE2 technique;
- Development of project management training proposal document for ECO.
WHY THE NEED FOR A PROJECT MANAGEMENT METHODOLOGY

Project failures are common, due to:

- Non valid and non-feasible initial proposals and business cases that are then planned as projects;
- Insufficient attention to design, quality, definitions, specificity, input requirements, products, techniques, management roles, outcome details, results, etc;
- Poor cost-benefit analysis and estimation;
- Lack of communication about products with rights holders, stakeholders, beneficiaries and target groups;
- Lack of control and measurement (for quantity and quality);

So projects not undertaken according to plan, in time and in budget.
Needs a project management “methodology” – so that commissioners, designers, planners, managers and implementers of a project are on the same page about project results, benefits, organisation, costs and timing.

Will clarify responsibility, authority and accountability.

Principles to follow are that a project: is a finite process (with definite start and end); needs to be managed to succeed; requires clarity about reason for projects existence, about what it wants to achieve and how, and roles and responsibilities.
UNITED NATIONS APPROACH TO PROJECT MANAGEMENT
Composed of:

- Specific Goals and Outcomes;
- Allignment with goals, and with capacities for delivering outputs to achieve outcomes;
- Harmonisation and integration within to raise performance for delivering outputs;
- Result-based frameworks to ensure measurability, specificity, monitoring and evaluation;
- Mutual accountability, information sharing, transparency and participation.
1. UNDAF (United Nations Development Assistance Framework) – overall UN goals and strategy in a country;

2. Country Programmes – individual UN Agency strategy and programme in a country (within UNDAF framework);

3. Country Programme Action Plan – individual UN Agency programmes and projects (including indicative activities and budgets);

EXAMPLE:
UNDP PROCESS
PROJECT LEVEL

- Results based approach (chain of results);
- Team work models;
- Based on PRINCE2 approaches (e.g. in UNDP is Results Management Guidelines)
WORKSHOP
PROGRAMME
A project is a temporary organisation and management environment that is required (according to a specific programme) to produce a specific result at a specified time using predetermined resources. It is thereby created for the specific purpose of delivering one or more products according to that specified programme (“business case”).

A project, by its nature, is set up to deal with change. Controlling change (or change management) is a pre-requisite for project and product configuration.
Enables:

- Better Performance and More Reliable Delivery;
- Better Use of Resources and Improved Effectiveness;
- Better Utilisation of Available Techniques and Practices;
- Improved Change Management.
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**Day 2**

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<td>WORKSHOP SUMMARY, RESOLUTION AND CLOSING REMARKS</td>
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THE PRINCE2 FRAMEWORK
(PROCESSES, COMPONENTS AND DIRECTION)
WHAT IS PRINCE: WHY USE IT

- PRINCE - *PR*ojects *IN C*ontrolled *E*nvironment;
- Framework for Project Planning and Management;
- PRINCE first created for use by UK public sector;
- PRINCE2 created in 1996 and improved version in 2008;
- PRINCE2 is Proven Best Practice: Now Standard in Public and Private Sectors.
PRINCE2 provides the minimum requirements for a properly run and managed project.
PRINCE2 projects focused on delivering specified products to meet a specified business plan.
PRINCE2 principles and method make sure that results delivered match the needs of the customer (and original intended outcome), raise the likelihood of achieving results and reduce risk of failure in performance.
PRINCE2 is process-based, allows clear direction, is pro-active and allows controlled management of change.
PROCESSES AND COMPONENTS

- Made up of 8 management processes;
  - divided into stages - the number of processes that describe what happens in a project and at what stage (these processes cover all activities from start to end);
  - 2008 guidelines propose 7 processes only;
- Made up of 8 components;
- Made up of 3 techniques.
KEY FEATURES OF PRINCE2

- Focuses on *Business Justification*;
- Pre-Defined Organisational *Team Structure*;
- Provides Clear *Roles and Responsibilities*;
- Emphasises *Products and Deliverables*;
- Emphasises *Manageable Stages*;
- Is *Adaptable* - dependent on Project Conditions.
ENABLES ALL STAKEHOLDERS TO:

- Effectively *Participate* in Projects (both Strategic and Day-to-Day)
- Participate in *Quality Checks*
- Ensure *Requirements are Met*
PROVIDES PROJECTS WITH:

- A Controlled Start, Middle and End;
- Regular Reviews Against Plan;
- Regular Review Against Business Case;
- Clear Decision Points;
- Control of Deviations From Plan and from Risks;
- Critical Involvement of Management and all Stakeholders throughout;
- Establishes Effective Communication Channels.
ALSO:

- a finite and defined life span;
- defined and measurable products;
- a set of activities to achieve the products;
- a defined amount of resources;
- an organisational structure with defined responsibilities;
- a flexible organisational structure and decision points;
- agreed common standards and practices;
- initial agreement on required quality and their continuous monitoring.
ENABLES PROJECT MANAGERS TO:

- Establish Clear *Terms of Reference* (as pre-requisite to start of project and uses a defined structure for delegation and authority - e.g. “management by exception”);
- Uses a Defined Structure for *Decisions*;
- Better Planning and Control by Dividing through Manageable *Stages*;
- Ensure *Resource Commitments* (as part of any approval to proceed);
- Provide Regular, Brief *Management Reporting*;
- Keep Meeting with Senior Managers and Stakeholders to a Minimum but at Vital Points in Process;
- Stakeholders Better Able to be Involved in Decision Making, Quality Control, and Day-to-Day Progress.
PRINCE2 PROCESSES

Directing a Project

- Initiating a Project
- Controlling a Stage
- Managing Stage Boundaries
- Managing Product Delivery
- Closing a Project

Planning
Directing a project (overarching system): undertaken through the project board;

Planning: planning and re-planning the project (ensures that plans are based on required outputs);

Starting up a project: is it a worthwhile project;

Initiating a project: project process begins;

Controlling a stage: day-to-day management activities of project manager;

Managing product delivery: actual activities and quality control;

Managing stage boundaries: assessment of the ongoing merit and value of the project;

Closing a project: controlled ending of project and planning of follow-up and post-project reviews.
PROJECT TECHNIQUES

- Change Control
- Quality Assurance
- Product-based Planning
PROJECT COMPONENTS

Business Case (main control condition).
Organisation (project role and responsibility).
Plans (plan levels based on products).
Controls (information for pro-active problem resolution using stage boundaries).
Management of Risk (structures risk assessment and decisions).
Quality in a Project Environment (standards and quality assurance).
Configuration Management (tracking components of final product).
Change Control (change management techniques).
DIRECTING A PROJECT

- Runs from end of start-up to project closure;
- Aimed at Project Board (PB);
- PB “manages by exception”, monitors via reports, and controls through a number of decision points;
- Four main aspects of PB’s functioning:
  - Initiation (starting the project correctly);
  - Stage boundaries (performance based decisions);
  - Ad hoc direction (monitoring progress, providing advice, reacting to threats);
  - Project closure (confirming project outcomes and ensuring a controlled close).
DP1  Authorising Initiation
DP2  Authorising a Project
DP3  Authorising a Stage or Exception Plan
DP4  Giving Ad Hoc Direction
DP5  Confirming Project Closure
PRINCE2
PLANNING, CONTROL AND M&E SYSTEMS
PROGRAMME AND PROJECT STRUCTURE

- Purpose or Development Goal (development benefits - impact)
- Final Objectives (benefits - outcome)
- Outputs (quantitative targets)
- Activities (work, cost and time relationship - workplan and performance)
- Inputs (level of monetary, physical and knowledge-based resources used up: the programme budget)
- Resources (physical, technological, social, human)
- Timeframe
- Management and organisation
PERFORMANCE FRAMEWORK

Benefits

CRITERIA

efficiency

cost-effective

Performance

Outputs

Activities

Inputs

Techniques

time
cost
work

Costs

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Planning is a complex process.

Is objective and results orientated.

Design flaws lead to problems in assessment of performance and impact of projects.

The MATRIX is a methodology to structure the project planning process;

Planning is an iterative element of Project Cycle Management;

Emphasis on the analytical steps within the planning process;

Organises all relevant information in a systematic overview;
Stagnant Growth per capita
Weak Demand
Weak Saving and Investment
Low Purchasing Power
Low Capacity Utilisation
Low Value Added
Inflation
Fiscal Imbalance
Budget Deficit
Trade Distortion
Rising Unemployment
Low Labour Absorption
Low Labour Productivity
Inefficient Production Technique
Non-Optimal Subsidy, Forex Rate, Tariffs and Market Prices
Inappropriate Labour Market Institutions
Rent Structures
Inconsistent Macroeconomic
Inappropriate Development Policy
Culture

High Poverty
Welfare Loss
High Poverty
Rising Unemployment
High Income Inequality
Rising Informal Sector
High Female Illiteracy in Q1
High Vulnerability to Disease and Malnutrition in Q1

Inappropriate SHD policy
Brain Drain
High Poverty
Low Labour Productivity
**PLANNING**

- Plays an important role in all processes:
  - Planning an Initiation Stage;
  - Planning a Project;
  - Planning a Stage;
  - Updating a Project Plan;
  - Accepting a Work Package;
  - Producing an Exception Plan

- Produces a **Product Checklist**;
- Updates the **Risk Log**.
- PL1  Designing a Plan
- PL2  Defining and Analysing Products
- PL3  Identifying Activities and Dependencies
- PL4  Estimating
- PL5  Scheduling
- PL6  Analysing Risks
- PL7  Completing a Plan
KEY CONTROLS

- Project Mandate / Project Brief
- Business Case
- Project Initiation Document (PID)
- Project Plan / Stage Plan
- Communication Plan
- Risk Log / Issues Log
- Exception Report
- Highlight Report
- End Stage Report
- Lessons Learnt Report
- End Project Report
1) Acceptance Criteria
2) Business Case
3) Checkpoint Report
4) Communication Plan
5) Configuration Item Record
6) Configuration Management Plan
7) Daily Log
8) End Project Report
9) End Stage Report
10) Exception Report
11) Follow-on Action Recommendations
12) Highlight Report
13) Issue Log
14) Lessons Learned Log
15) Lessons Learned Report
16) Off-Specification
17) Post-Project Review Plan
18) Product Checklist
19) Product Description
20) Project Approach
21) Project Brief
22) Project Initiation Document
23) Project Issue
24) Project Mandate
25) Project Plan
26) Project Quality Plan
27) Quality Log
28) Request for Change
29) Risk Log
30) Stage Plan (or Exception Plan)
31) Work Package
MONITORING AND EVALUATION
M&E REQUIREMENTS

- Baseline data
- Programme structure
- Indicators
- Management information systems
- M&E responsibilities
- M&E resources
- Reporting requirements
- Timeframe
- Implementation plan
- Implementation responsibilities
- Institutional arrangements
Being *SMART* about programme monitoring, control and evaluation

- Specific and transparent indicators
- Measurable and verifiable indicators
- Attainable and objective indicators
- Relevant and meaningful indicators
- Track-able and timely indicators
Substantial (reflects the essential content of an objective in precise terms)

Plausible (the effects observed are resulting directly from the intervention)

Target orientated (specifies what is to be expected in terms of quality, quantity, time and location, in order for the next higher objective to be achieved)

Independent (only applies to one single objective)

Measurable (it can be empirically assessed - by means which are economically justifiable)

Verifiable (it can be assessed objectively by independent evaluators)
Parameter which details the extent to which a project objective has been successfully achieved (performance).

Sign to show changes against what was planned.

The measured change has to be compared to a baseline or target (basis for m&e).

Specifies objectives and outputs, and their meaning.
Levels of indication:

- Resource level
- Input level
- Activity level
- Output level
- Outcome level

Characteristics of good indicators: specific, precise and verifiable in terms of:

- Quantity
- Quality
- Time
- Location or area
What evidence can be used to verify the level of achievement of the indicator?

Sources of data - statistics, reports, surveys, files, minutes, etc.
ASSUMPTIONS

- Conditions that are necessary for the success of the project, but which are not under the direct influence of the project.
- Assess conditions according to importance and probability.
STARTING A PROJECT
IDENTIFYING A PROJECT: ANSWERS THE QUESTIONS:

Is this project a correct response to problems and needs and suitable for ECO support?

Will it contribute to the results expected from ECO development operations in the current regional programme cycle?
IDENTIFIES AND TESTS

This process identifies the project concept and tests it against ECO’s mandate and its strategic development (or programme) results framework – in order to decide to go ahead or not go ahead with proposed project.
Example: Identification of Challenges

A typical problem structure

High Levels of Poverty

- Rising Unemployment
- Stagnant per capita income
- High levels of income inequality

Weak labour absorption
unproductive labour
inappropriate investment policy

- lack of appropriate skills
- inappropriate macro-economic and development planning

- low quality of health
- low quality of education

Inappropriate Sustainable Development Policy
Development Solutions

- Poverty Alleviation
- Increased Employment
- Increasing Per Capita (Real) Income
- Reduced Income Inequality

- More productive labour
- More support to SME’s
- More appropriate investment policy
- More intra-regional trade
Development solutions (continued)

- More productive labour
- Better education
- More appropriate working skills
- Better health
- More CSR
- Higher quality SHD policy
STAGES OF PROJECT JUSTIFICATION

- Problem and Challenge Identified;
- ECO / Consultant – Undertake Root Cause Analysis;
- Solution (Project) and Project Approach Identified:
  - Strategy and Log-frame
  - Scope and Structure of Project – Outcomes Outputs, Activities and Inputs
  - Partners
  - Financing
  - Execution and Implementation Structure
- Produce Initial Concept Paper or Project Brief;
- Justify – a project appraisal committee accepts or rejects the proposal;
- Approval and green light for next step.
STARTING UP A PROJECT

- First step - pre-project process; Ensures that pre-requisites are in place; Existence of a Project Mandate starts work of this stage (obtained from a higher level directive showing reason and product);

- Six aspects:
  - Establish a **management team**;
  - Produce a **Project Brief**;
  - Set out the **Project Approach** (solution strategy)
  - Client’s **quality expectations** clarified;
  - Develop a **Risk Log**;
  - Develop the initiation **Stage Plan**.
SU1  Appointing a Project Board Executive and Project Manager
SU2  Designing a Project Management Team
SU3  Appointing a Project Management Team
SU4  Preparing a Project Brief
SU5  Defining Project Approach
SU6  Planning an Initiation Stage
Initiation covers **planning and definition** (plans and costs the project and defines how product quality is to be achieved);

- Confirms acceptable *Business Case*;
- Ensures investment is justified, taking into account *risks of project*;
- Enables **PB to take ownership** of project;
- Establishes **baselines**;
- Produces the *Project Initiation Document* (what, why, who and how of project);
- Generates template *Quality Log, Issue Log and Lessons Learned Log* for use by project;
- Enables **management review** before making any further commitment of resources;
- Generates next Stage Plan.
IP1 Planning Quality
IP2 Planning a Project
IP3 Refining a Business Case and Risks
IP4 Setting Up Project Controls
IP5 Setting Up Project Files
IP6 Assembling a Project Initiation Document
Business Case (Plan)

- Shows reason and benefits of project;
- Driving force of project;
- Benefits involve financial gain, reduced cost, improved means and capacities to achieve results, reaching standards etc;
- Constantly reviewed and progress measured;
- Opportunities to discover new benefits utilised;
- Ability to adjust (within tolerance);
- Deviations from original Business Case controlled by Project Board.
Methodology to structure the project planning process.

Planning is an iterative element of Project Life-Cycle Management.

Emphasis on the analytical steps within the planning process.

Organises all relevant information in a systematic overview.

Identifies Root Causes.
Stakeholder Analysis

- Who are the stakeholders?
- What are their interests, restrictions and potentials?

Problem Analysis

- Tool to describe an existing negative condition in the lives of people.
- Deficiency (e.g. “low standard of living”)
- Constraint (e.g. “low level of activity or production”)
- Relate cause and effect (problem tree).

Objectives Analysis

- Tool to describe a situation that would exist after solving the problems.
- Identify means-ends relationships in a diagram.
- Reformulate all negative conditions in the problem tree into positive conditions that are both desirable and realistically achievable.
Systematic search for the best project approach (*how to reach the objective?*)

Set up criteria for the assessment of alternatives, such as:

- Resources availability
- Political feasibility
- Social impact
The development challenges are transformed into development solutions (i.e. programmes and projects) and become the objectives of project formulation.

A choice has to be made about the number of objectives that can be aimed at – this depends on the resources available and the knowledge at hand. It requires an understanding of consistency and feasibility.

One or more criteria are used to match the objectives and resources together – depending on ones purpose, on global goals and standards or on existing constraints.
WORK GROUPS
(FIRST DAY)
NEED FOR CHANGE AND FOR ADOPTION OF BEST-PRACTICE PROJECT MANAGEMENT TECHNIQUES

Need for strategic repositioning with regard to programme and project management, given changing working environments and available methodologies. The evolving dynamics of ECO’s relationships and inter-actions with member states and other countries, as well as its need to prompt development and modernization, impact upon the strategy for generating value added. In particular, the varying level of project implementation capacity highlights a critical challenge for ECO to advocate and coordinate strategic programming and project activities – in innovative new directions, and for effective programme delivery. Modern project management methods will raise delivery by prompting strategy development, proactive planning, and both value and efficiency gains at the process level. In addition to improved delivery, enhanced collaboration necessitates the clarification of roles and responsibilities within processes and teams.
ISSUE AND CHALLENGE

Issue:
the scope and quality of project management approaches and methods used by ECO Member States in designing and implementing sustainable development projects is considered to have significant room for improvement;

Challenge:
to institutionalise improved project management methods that are in accord with international best practices.
1. Discuss the stated issue and challenge (*Project Mandate*): identify and specify the precise problem; identify and specify the precise solution; list in priority order the main actions required to be taken to resolve the problem (and achieve the required result); 30 minutes.

2. Choose a capacity development type of action that has been listed above: to be undertaken over a two year period as a “project” in order to ensure that best practice standards are introduced and implemented in ECO; list the “project” activities required to achieve results (*Project Brief*); maximum 10 actions; justify that the chosen project is feasible, effective and sustainable; 30 minutes.
What are the main components of the Business Case?

What could then make up the P.I.D. in this ECO project?

What are the risks involved – and the chance of success?
RUNNING A PROJECT
CONTROLLING A STAGE

- Monitoring and control activities;
- Core of Project Managers work;
- Includes: authorising work to be done; gathering work progress information; identifying changes; reviewing the situation; reporting; taking necessary corrective action; risk and issue management;
- Produces the Work Packages;
- Produces the Highlight Report;
- Produces the Project Issues;
- Updates the Risk Log;
- Produces an updated Stage Plan.
- **CS1** Authorising Work Package
- **CS2** Assessing Progress
- **CS3** Capturing Project Issues
- **CS4** Examining Project Issues
- **CS5** Reviewing Stage Status
- **CS6** Reporting Highlights
- **CS7** Taking Corrective Action
- **CS8** Escalating Project Issues
- **CS9** Receiving Completed Work Package
MANAGING PRODUCT DELIVERY

- Task (or Team) Managers work;
- Ensures that: planned products are created and delivered; divided tasks are authorised and agreed; work conforms to requirements; progress assessment is regular; products meet quality criteria; approval is obtained for completion of products;
- Produces Team Plans;
- Updates Quality Log and Risk Log;
- Produces Project Issues (to update the Business Case) and Checkpoint Reports (for the project manager).
- MP1  Accepting a Work Package
- MP2  Executing a Work Package
- MP3  Delivering a Work Package
MANAGING STAGE BOUNDARIES

- This process produces information on which the PB takes critical decisions on project continuity;
- Assures PB that all products are achieved as defined;
- Provides PB with information to approve current stages completion and authorises the next stage (together with delegated tolerance levels);
- Provides evidence and lessons that can improve later stages of the project;
- Produces an **End Stage Report** (from project manager to PB);
- Produces a **Current Stage Plan** (to show performance with respect of original plan);
- Produces the **Next Stage Plan**;
- Produces a **Revised Project Plan**;
- Updates the **Risk Log** and the **Lessons Learned Log**;
- Revises the **Business Case** if necessary;
- Makes required changes to structure and staffing.
- SB1  Planning a Stage
- SB2  Updating a Project Plan
- SB3  Updating a Project Business Case
- SB4  Updating the Risk Log
- SB5  Reporting Stage End
- SB6  Producing an Exception Plan
Configuration Management

- Essential part of project control;
- Focuses on controlling products (outputs) being delivered;
- Knows what the status of products is, where they are at any time and who is active on them;
- Knows the status of components of products;
- Knows how standards and techniques are changing with respect to product.
CLOSING
A
PROJECT
CLOSING A PROJECT

- Ensure a controlled close of the project;
- Responsibility of the Project Manager;
- Check extent to which objectives of Project Initiation Document have been met;
- Confirm clients acceptance of product;
- Ensure sustainability mechanisms are in place;
- Make recommendations for follow-up action;
- Complete the Lessons Learned Report;
- Produce an End Project Report;
- Produce a Post Project Review Plan;
- Issue an End Project Notification.
- CP1  Decommissioning a Project
- CP2  Identifying Follow on Actions
- CP3  Evaluating a Project
PRINCIPLES OF PROJECT EVALUATION
Programme Cycle

Goals

Constraints

Development Culture

Techniques

Outcomes

Problems and Challenges

Identification

Participation, Solutions and Choices

Programme Formulation

Performance

Implementation

Control M&E

Learning, Adaptation and Iteration

Development Impact

Criteria

GOALS

Performance

Implementation

Control M&E

Learning, Adaptation and Iteration

Development Impact

Criteria

GOALS

Development Culture

Programme Cycle
Problems
and Challenges
Identification
Participation,
Solutions 
and Choices
Programme ... 
and Iteration
Outcomes Criteria
GOALS
Constraints
Development Culture
Techniques
Development 
Impact

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The MATRIX Approach
Instrument to develop a consistent project design and knowledge framework, and to provide a simple overview in the form of a matrix.
The MATRIX provides information on:

- **Why** the project is carried out (objectives, outcomes and benefits);
- **What** the project is supposed to produce (outputs);
- **How** the project is going to achieve the outputs (strategies and activities);
- **How** the success of the project can be measured (indicators);
- **Where** the data can be found (means of verification);
- **Which** external factors influence the project (external factors, assumptions and initial conditions);
- **Which** inputs are required for the project (inputs, money, time etc.).
MATRIX approach allows systematic search for the best programme and project approach *(how to reach the objective?)*

- Sets up criteria for the assessment of alternatives, such as:
  - Resources availability
  - Political feasibility
  - Social impact

- Includes *stakeholder, problem and objective analysis*
KNOWLEDGE CONCEPTS
(Two Paradigms)

- Information
- Static
- Exclusive
- Closed and specific
- Singular
- Rules
- Fixed
- Known

- Knowledge
- Dynamic
- Inclusive
- Open and non-specific
- Diverse
- Consensus
- Changing
- Learning/Adapting
Outcomes.

Benefits which are expected from the project for the rights-holders, stakeholders, beneficiaries and/or target groups.

What do they (right-holders or stakeholders) gain?

Beyond the immediate scope of the project.
IMMEDIATE OBJECTIVE(S)

- *Changed practices* by target groups because they adopt and utilise project outputs.
- What do they (beneficiaries) do differently by utilising project outputs and services?
- Should be achieved through the project.

- **Note:** Immediate objective(s) must substantially contribute to the achievement of the development objective.
Package of goods and services provided by the project (deliverables)
What do we (the project) provide?

Note: Outputs must be sufficient to achieve the immediate objective(s).
ACTIVITIES

- Working strategies and practices.
- Techniques.
- Actions taken.
- Measures required to achieve the outputs.
- What do we (the project) do?
WORK GROUPS
(SECOND DAY)
1. Given the approach to running a project (managing and implementing) and closing a project (need to evaluate and also ensure sustainability) consider improving the Project Brief for the capacity development project that was prepared by the Work Groups yesterday and ensure that it meets the minimum requirements for a consultant to be recruited to prepare a Business Case; 30 minutes.

2. List: the main requirements for sustainability of the envisaged project; and the main outcome and output indicators required by a consultant to evaluate the project once closed; 30 minutes.
DIRECTING A PROJECT (MANAGEMENT STRUCTURES)
Stakeholders are involved in decision-making processes and senior programme management are involved realistically (through Programme and Project Boards system);

Daily project management undertaken by project managers;

Project Manager has open hand to certain extent but escalates the need for resolution to Project Board if problems are of more substantial level
PROJECT STRUCTURE AND ROLES

1. Programme Outcome Board
   A. Coordinating Agency
   B. Cooperating Agency (legal responsibility)
   C. Programme Manager

2. Project Board
   A. Implementing Partner
   B. Project Executive Group
      i. Executive, Senior User, Senior Supplier

3. Project Manager

4. Project Developer

5. Project Assurance

6. Project Support
Project Roles / Responsibilities

Programme

- Programme Manager
- Coordinating Authority

Outcome Board

Project Executive Group

- Executive
- Senior Supplier
- Senior Beneficiary

Project Assurance

Project Manager

Project Support

Team A

Team B
DEVELOPMENT ISSUES
## Production Function

[ capital/unit-of-output; (workers/mill $ of output) - 1980's ]

<table>
<thead>
<tr>
<th>Sector</th>
<th>Per/cap income $</th>
<th>300</th>
<th>600</th>
<th>1200</th>
<th>2400</th>
<th>4800</th>
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</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td></td>
<td>1.2 (2150)</td>
<td>1.44 (1280)</td>
<td>1.7 (685)</td>
<td>2 (300)</td>
<td>2.3 (95)</td>
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<tr>
<td>Manufact</td>
<td></td>
<td>.66 (343)</td>
<td>.69 (167)</td>
<td>.71 (85)</td>
<td>.74 (45)</td>
<td>.76 (20)</td>
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<tr>
<td>Food proc</td>
<td></td>
<td>.45 (168)</td>
<td>.45 (98)</td>
<td>.45 (63)</td>
<td>.45 (42)</td>
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<tr>
<td>Consumer</td>
<td></td>
<td>.7 (540)</td>
<td>.7 (252)</td>
<td>.7 (126)</td>
<td>.7 (70)</td>
<td></td>
</tr>
<tr>
<td>Producer</td>
<td></td>
<td>1 (315)</td>
<td>1 (133)</td>
<td>1 (57)</td>
<td>1 (28)</td>
<td></td>
</tr>
<tr>
<td>Services</td>
<td></td>
<td>1.27 (590)</td>
<td>1.24 (385)</td>
<td>1.21 (252)</td>
<td>1.19 (160)</td>
<td></td>
</tr>
<tr>
<td>Capital/VA</td>
<td></td>
<td>2.34</td>
<td>2.43</td>
<td>2.43</td>
<td>2.40</td>
<td>2.36</td>
</tr>
<tr>
<td>%</td>
<td>Developed Country with Gini.35</td>
<td>Developing Country with Gini .55</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>--------------------------------</td>
<td>----------------------------------</td>
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</tr>
<tr>
<td></td>
<td>Enterprises</td>
<td>Employment</td>
<td>Value Added</td>
<td>Enterprises</td>
<td>Employment</td>
<td>Value Added</td>
</tr>
<tr>
<td>Micro (0-9)</td>
<td>95</td>
<td>25</td>
<td>20</td>
<td>95</td>
<td>40</td>
<td>15</td>
</tr>
<tr>
<td>Small (10-49)</td>
<td>3</td>
<td>15</td>
<td>13</td>
<td>4</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>Medium (50-249)</td>
<td>0.5</td>
<td>15</td>
<td>16</td>
<td>0.9</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td>Large (250 and more)</td>
<td>0.5</td>
<td>45</td>
<td>51</td>
<td>0.1</td>
<td>10</td>
<td>40</td>
</tr>
</tbody>
</table>
Self-Employed to Total Employed % 2007

- Southern Asia: 73% (Women), 83% (Men)
- Sub-Saharan Africa: 64% (Women), 81% (Men)
- Oceania: 63% (Women), 75% (Men)
- South-Eastern Asia: 56% (Women), 64% (Men)
- Eastern Asia: 52% (Women), 60% (Men)
- Northern Africa: 30% (Women), 41% (Men)
- Western Asia: 26% (Women), 38% (Men)
- CIS, Asia: 26% (Women), 33% (Men)
- Latin America & the Caribbean: 33% (Women), 33% (Men)
- Transition countries of South-Eastern Europe: 26% (Women), 27% (Men)
- CIS, Europe: 9% (Women), 11% (Men)
- Developed regions: 8% (Women), 10% (Men)
- Developing regions: 64% (Women), 57% (Men)
Access to Markets

Graph showing trends in:
- Share of imports admitted duty-free
- Tariffs on agricultural products
- Tariffs on textiles
- Tariffs on clothing

Years: 2000 to 2006

Graph legend:
- Red: Share of imports admitted duty-free
- Blue: Tariffs on agricultural products
- Gold: Tariffs on textiles
- Light blue: Tariffs on clothing

Graph axes:
- Y-axis: Imports admitted duty-free
- X-axis: Years (2000 to 2006)
# Long-Run Growth Rates Needed to Halve Poverty by 2015

<table>
<thead>
<tr>
<th>Country</th>
<th>Sustain Gro</th>
<th>Neutral Gro</th>
<th>Market Gro</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pakistan</td>
<td>1.34</td>
<td>1.69</td>
<td>2.21</td>
</tr>
<tr>
<td>India</td>
<td>1.22</td>
<td>1.52</td>
<td>1.96</td>
</tr>
<tr>
<td>China</td>
<td>0.91</td>
<td>1.24</td>
<td>1.87</td>
</tr>
<tr>
<td>Malaysia</td>
<td>0.79</td>
<td>1.44</td>
<td>5.35</td>
</tr>
<tr>
<td>Korea</td>
<td>0.28</td>
<td>0.51</td>
<td>2.05</td>
</tr>
<tr>
<td>Iran*</td>
<td>1.22</td>
<td>2.31</td>
<td>5.34</td>
</tr>
</tbody>
</table>

*estimates (UNDP Iran Poverty Reduction Programme 2004)
WHAT IS PRINCE2 2009 ABOUT?
Numerous improvements...

- 7 principles
- 7 themes, reduced from 8
- 7 processes, reduced from 8
- 8 duties and behaviours for the project board
- 8 project roles, reduced from 10
- 2 guides instead of 1
- 2 detailed techniques, reduced from 3
- 33 referenced techniques
- 26 management products, reduced from 36
- 6 performance targets
- More than 20 pages of guidance on tailoring
The PRINCE2 method...
FEEDBACK FROM PILOTS – WHAT’S CHANGED?

- Less prescriptive
- Greater emphasis on seeking lessons
- Greater emphasis on product quality
- Greater emphasis on Business Case an Benefits
- Improved linkages with other OGC products
- Fewer management products – more easily tailored
- More guidance on tailoring
- Improved guidance on tolerances
- More guidance for Project Board members
- Improved approach to issues and changes
- Consistent terminology