CSOPartnership for Development Effectiveness

DEMONSTRATING RESULTS AND ACCOUNTABILITY

The CPDE Programme Management Experience

A CSO Guide on Project Management

The CPDE Global Secretariat
3F IBON Center, 114 Timog Ave., Quezon City
Philippines 1103
April 2022

With the support of
Swedish International Development Cooperation Agency

List of Acronyms

Abbreviation	Description
ADE	aid and development effectiveness
AE	aid effectiveness
ASM	All Secretariats Meeting
BA	BetterAid
BPd	Busan Partnership for Effective Development Cooperation
CC	Coordination Committee
CIDA	Canadian International Development Agency
CPDE	CSO Partnership for Development Effectiveness
CSO	civil society organisation
CSO DE	CSO development effectiveness
CSO EE	CSO enabling environment
DE	development effectiveness
EC	European Commission
EDC	effective development cooperation
EEAS	European External Action Service
FMO	financial management organisation
FS	fiscal sponsor
G-13	Group of 13
GC	Global Council
GDA	Global Day of Action
GNI	gross national income
GPEDC	Global Partnership for Effective Development Cooperation
GS	Global Secretariat
HLF-4	4th High-Level Forum
HLM	High-Level Meeting
HLPF	High-Level Political Forum
HRBA	human rights-based approach
IF	international framework on CSO DE
IFI	international financing institution
IP	Istanbul Principles on CSO DE

List of Acronyms

Abbreviation	Description
ITUC	International Trade Union Confederation
LFA	logical framework analysis
M&E	monitoring and evaluation
MDG	Millennium Development Goals
MOI	means of implementation
MR	Monitoring Round
NECC	Non-Executive Co-chair
NGO	non-government organisation
OCA	Organisational Capacity Assessment
ODA	Official Development Assistance
OECD-DAC	Organisation for Economic Co-operation and Development-Development Assistance Committee
OF	Open Forum on CSO DE
PADOR	Potential Applicant Data Online Registration
PCM	Project Cycle Management
PFD	Policy Forum on Development
PRAG	Practical Guidelines for EC External Actions
PSE	Private Sector Engagement in Development Cooperation
RBM	results-based management
ROM	results-oriented monitoring
SDG	Sustainable Development Goal
SIDA	Swedish International Development Cooperation Agency
SLA	service level agreement
SLM	Senior Level Meeting
SSC	South-South Cooperation
TOC	Theory of Change
TT on CSO DE and EE	Task Team on CSO DE and EE
TUAC	Trade Union Advisory Committee
UNDG	United Nations Development Group
VNR	Voluntary National Review

Preface

The CSO Partnership for Development Effectiveness (CPDE) Guide on Project Management hopes to provide its country members with templates and strategies to handle every stage of the project life cycle.

It also aims to document the rich experiences and notable practices of CPDE in managing its global programmes. A needs assessment exercise with CPDE members further informed the development of this module.[1] In the subsequent pages, the guide will walk the readers through the various stages of the CPDE project management practice, and they are expected to learn some tips and gain a richer understanding of the importance of these stages. This project management module is intended for CPDE members and can be adapted to the contexts of other CSOs planning to implement a project on EDC.

Part 1 provides a historical snapshot of CPDE's effective development cooperation (EDC) work. This section aims to present the support role of programmes in achieving the policy gains through the years, from the 4th High-Level Forum on Aid Effectiveness (HLF-4) in Busan in 2011 to the Global Partnership on Effective Development Cooperation Senior Level Meeting (GPEDC SLM) in 2019. This section clarifies the link between programmes and policy advocacy and discusses the relevance of effective project management in CPDE.

Part 2 looks at the project planning stage, including the strategies to define the problem and its relevance. It also discusses the value of having a clear Theory of Change and how it can aid in the other components of project management, especially in monitoring, evaluation, and co-learning.

Part 3 discusses the various project management dimensions. It examines principles and strategies for managing scope, time, costs and grants, quality, human resources, procurement, communications, and risks.

Finally, **Part 4** discusses monitoring and evaluation (M&E). It starts with the principle of results-based management and discusses the relevance of the logical framework (or logframe) analysis. This section also provides recommendations on establishing an effective M&E strategy for organisations using the logframe.

The literature on project management shows that funding institutions most often develop their guidelines. They provide the minimum standards for project management to ensure the value for taxpayers' money invested in development projects. Thus, this module might be the first of its kind – a module developed by CSOs for CSOs to effectively yield results in their EDC projects. This module's approach is to clarify the different stages of project management based on CPDE's rich experience. It moves beyond providing an introductory course for CSOs – something that other introductory modules in the vast project management library already offer. The learning exercises in this module aim to tap into the already rich skills and knowledge of CPDE members and improve on them based on how the platform has managed the global programme.

PART 1

Introduction to CPDE Programmes on Effective Development Cooperation (EDC)

The track record of CPDE can be traced back to the vital work of its predecessor platforms, BetterAid (BA) and the Open Forum on CSO Development Effectiveness (OF). These two predecessor platforms served a coordinated purpose of (1) expanding the policy discourse in aid architecture from aid effectiveness (AE) to aid and development effectiveness (ADE) for the former and (2) capacitating civil society organisations (CSOs) to exhibit their effectiveness through implementing the Istanbul Principles (IP) for the latter. In 2011, the work of these two platforms provided the important spadework for CPDE with its achievement in HLF-4 in Busan, South Korea – the explicit recognition of CSOs as vital, independent actors in development.[2] Sustaining this significant progress in the EDC advocacy work required a unified CSO voice that would advance the interests of its constituencies in the subsequent development milestones – the birth of the Global Partnership for Effective Development Cooperation (GPEDC) and the culmination of the Millennium Development Goals (MDGs).

In 2012, the merger of BA and the OF began a new journey to monitor ADE commitments[3] of development actors from the Busan Partnership for Effective Development Cooperation (BPd) to the GPEDC. During the transition year, the newly inaugurated CPDE platform conceptualised its first advocacy programme entitled *Civil Society Continuing Campaign for Effective Development 2013-2016*, which contained the elements of (1) policy and advocacy engagement in EDC and (2) CSO capacity development at all levels. In this programme, CPDE successfully influenced the policy discourse on EDC and enabling environment for CSOs (CSO EE) from national to global levels through its meaningful engagement in the two High-Level Meetings (HLM) of the GPEDC – HLM1[4] and HLM2.[5] National-level engagement[6] likewise contributed meaningfully to monitoring the implementation of development effectiveness (DE) principles in the first and second monitoring rounds of the GPEDC (1MR and 2MR) and the integration of these principles in the post-2015 Sustainable Development Goals (SDGs) through the conduct of national consultations.

Through this programme support, CSOs increased their capacity to advocate for ADE, CSO EE, and CSO DE.[7] They achieved all this significant progress amid the deteriorating status of civic spaces, most often manifested in the persecution and vilification of human rights defenders and the increasing influence of private sector engagement (PSE) in development cooperation.

A one-year programme *Sustaining Civil Society Advocacy on Effective Development Cooperation* (2017-2018) followed this first multi-year programme. Building on the policy gains from the HLM2 engagement, it was necessary for CPDE to sustain its engagement in EDC issues, particularly grounding its advocacy effectively at the country level.[8] Globally, CPDE sustained its work to influence the action plans of the GPEDC workstreams to realise the Nairobi Outcome Document (NOD) commitments[9] and influence the country-level initiatives of both the GPEDC and the Task Team on CSO DE and EE (TT on CSO DE and EE).[10] CSO-led initiatives renewed EDC commitments at the country level by making significant advances in its core advocacy of EDC, developing effectiveness compacts, and addressing closing or shrinking civic spaces.

The succeeding year had an equally important milestone for development cooperation. All the country-level initiatives from previous years summed up the initial attempt at bringing the time-bound EDC action plans to fruition. In 2019, the GPEDC Senior Level Meeting (SLM) and the United Nations High-Level Political Forum (UN HLPF) presented the findings of its country work to monitor the effectiveness of development cooperation (Global Monitoring Framework) and the Voluntary National Review (VNR) of the SDGs implementation, respectively. To effectively organise CSO engagement in these official processes at the country level, the CPDE programme *Grounding Effective Development Cooperation and Development Partnerships in People's Realities and Realisation of their Rights* (2018-2019) supported advocacy work that provided a solid country-level foundation for its global-level engagements. This programme demonstrated the effectiveness of a parallel CSO-led process that collected an expanded dataset for monitoring the effectiveness of development cooperation mechanisms at the country level.

In implementing the Continuing Campaign (2015), CPDE started its partnership engagement with the European Commission (EC). This relationship arose when the means of implementation (MOI) of the inaugural Agenda 2030 SDGs were still being polished. The GPEDC was still defining its role in this crucial development process. The inaugural partnership with the EC was the 2016-2019 programm*e entitled Enhancing Civil Society Role in Development Partnerships Post-2015*, which CPDE concurrently implemented with two other programmes (2017-2018 and 2018-2019). In this programme, CPDE's sustained engagement in the GPEDC and the official processes of the Agenda 2030 SDGs contributed to the institutionalisation of CSO engagement mechanism in key global development cooperation arenas,[11] the international development community's commitment to reverse the trend of shrinking civic spaces at all levels, the alignment of some development cooperation frameworks with a human rights-based approach (HRBA),[12] and the increased members' capacities for engaging EDC issues and implementing the IP. Regional Observatorio projects[13] found that regional development cooperation mechanisms, especially in implementing SDGs and including international financing institutions (IFIs) and private sector (PS) actors, still lack the proper adherence to the effectiveness principles.

CSOs demonstrated their commitment to the IP and the International Framework for CSO Development Effectiveness (IF) by developing sectoral CSO effectiveness guidelines. This programme culminated when new agreements in the SDG implementation and GPEDC action plans in key thematic priorities reached international consensus. This programme, together with the *Grounding EDC and Development Partnerships (DPs)* (2019), culminated when the efforts of major global policy arenas assessed that the work on making development cooperation more effective had progressed steadily slow.[14]

After a series of external evaluations of its programmes in 2018, CPDE followed the evaluation recommendations and developed two programmes in 2019 that contributed to a single Theory of Change (TOC). One such programme focused on developing CSO capacities for sustained regional observatorio initiatives, advancing the *Belgrade Call to Action* against shrinking civic spaces, and reaching out to social enterprises that willingly engage in the EDC advocacy.[15] The other programme focused on ensuring CSOs' continued engagement in official processes tackling EDC (e.g., VNRs and the GPEDC Global Monitoring), strengthening CSOs commitment to the IP in its 10th year, and establishing CSO positions on the application of the EDC principles in a crisis situation (i.e., climate finance and humanitarian assistance).[16] Still being implemented on a concurrent arrangement, the two programmes present different activities and outputs but contribute to a single development goal – strengthening development partnerships as the Agenda 2030's MOI.[17]

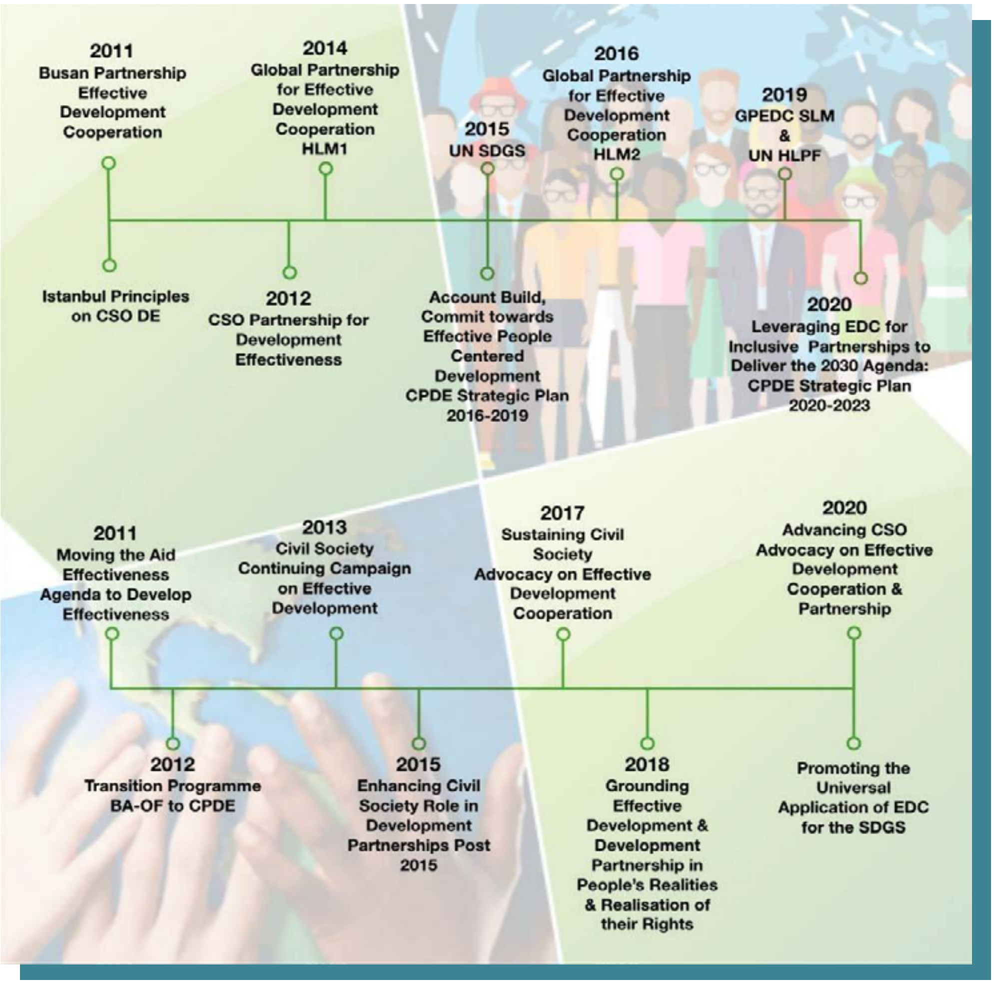
Table 1. Summary List of CPDE Programmes

Programme	Inclusive Years
Transition Programme BA-OF to CPDE	2012
Civil Society Continuing Campaign on Effective Development	2013-2016
Enhancing Civil Society Role in Development Partnerships Post 2015	2016-2019
Sustaining Civil Society Advocacy on Effective Development Cooperation	2016-2017
Grounding Effective Development Cooperation and Development Partnerships in People's Realities and Realisation of their Rights	2017-2019
Advancing CSO Advocacy on Effective Development Cooperation and Partnerships	2020-2022
Promoting the Universal Application of Effective Development Cooperation for the Sustainable Development Goals	2020-2021

CPDE Manifesto and the Key Asks: Relevance in the EDC Work Programme

The work on aid and development cooperation has evolved since 2002 when policy discussions only centred on meeting the 0.7% Gross National Income (GNI) share of the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC) countries in their official development assistance (ODA) to recipient countries. CSOs have become a potent force that has creatively campaigned their demands to the international development cooperation community through the years. Since moving the discussion from AE to DE and EDC in 2011, the core advocacy documents of the CPDE have become its guide in crafting EDC programmes at the global, regional, sectoral, and national levels. These programmes coincide with the significant development in the EDC policy discourse in that period. **Figure 1** illustrates the various programmes and the progress timeline of the EDC milestones that shaped the advocacy strategies and the work programme of CPDE.

Figure 1. The Development Milieu and CPDE's EDC Work

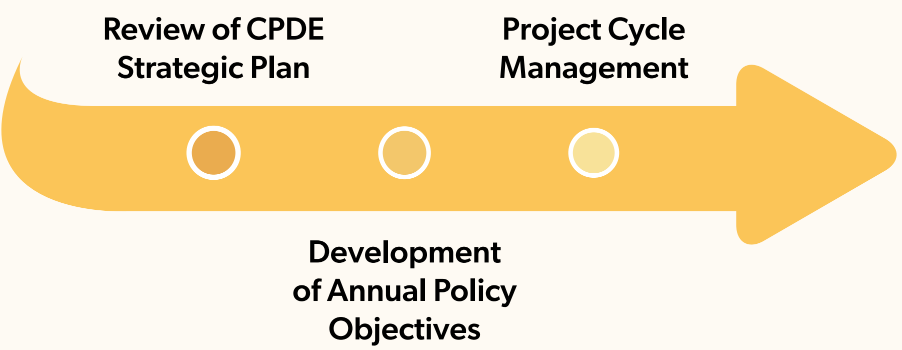


The *CSO Manifesto* and *Key Asks* is a document developed primarily for proactive CSO messaging on EDC and secondarily for CPDE's engagement in key development cooperation policy milestones. It is the translation of the platform's strategic objectives. It provides the framing for CPDE's programme goals and design and has since guided the language of the platform's EDC campaigns at the global, regional, sectoral, and national levels. The document also presents general demands per CPDE thematic priority and translates them into annual policy targets. The annual policy targets, in turn, specifically detail the priority milestones for engagement, the relevant activities and outputs, and the corresponding strategies that effectively contribute to the achievement of the strategic plan.

CPDE recognises the importance of programme support to the platform's policy-advocacy engagements. These programmes have generally supported CPDE in achieving its successes so far.

CPDE recognises the importance of programme support to the platform's policy-advocacy engagements. These programmes have generally supported CPDE in achieving its successes so far. Since 2014, the CPDE Coordination Committee (CC) has charted the political directions of the platform through the development of its annual policy objectives. This document sets forth the advocacy targets that CPDE aims to achieve within the year. These advocacy targets are then translated into programme language through the Annual Planning Guidelines, which provide the implementing units with the scope for planning their annual programme of activities, outputs, and budget. Ensuring its alignment with the annual policy objectives is a rigorous review process within the Global Secretariat (GS), wherein various elements of project and network management are considered. Figure 2 presents the CPDE process of aligning its programming priorities with the advocacy targets.

Figure 2. CPDE Process of Aligning Programme and Policy-Advocacy



Relevance of Effective Project Management

Although technically anyone can learn project management, not everyone excels at it. Nor can all organisations appreciate its purpose beyond compliance. Effective project management is vital in establishing an organisation's track record and sustainability.[18] As a form of accountability, it matters to funding institutions because it demonstrates value for taxpayers' money. It is a lifeline for organisational sustainability for some international CSOs and non-government organisations (NGOs). But, for advocacy platforms like CPDE, it is the propeller of their cause and a testament to their accountability to their partners and the beneficiaries – a commitment to the IP and a social contract to serve the people.

To be effective in project management requires careful and proactive planning, adaptive implementation, and strategic M&E. It also requires having a solid handle on each stage of the project cycle. We have established in the previous section the process by which CPDE grounds the content of its projects. This section expounds on the system that ensures the alignment of projects with the advocacy documents.

Each phase of the project cycle involves interdependent processes that require careful attention from the project manager. CPDE has established its project cycle management (PCM) that uniquely fulfils its accountability to partners and the people. Figure 3 presents the CPDE PCM composed of four essential parts: (a) programme planning, (b) programme-based resource mobilisation or grants negotiation and contracting, (c) programme implementation and monitoring, and (d) programme reporting and evaluation.[19]

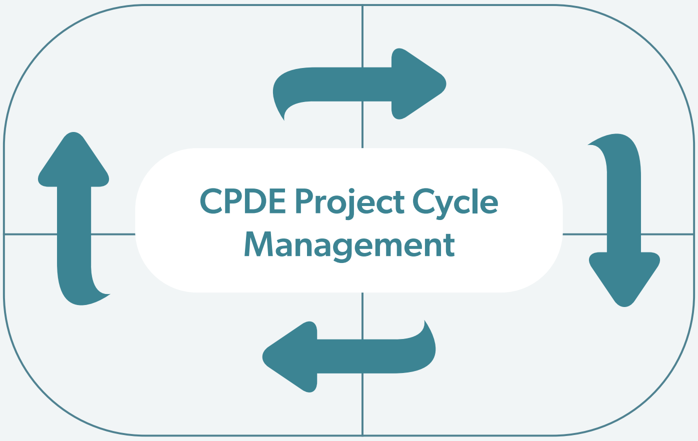


Figure 3. CPDE Project Cycle Management

CPDE manages the processes with relevant guidelines that implementing units follow in each phase. These guidelines follow the mandate agreed upon in the CC, which sets out the political and programme directions of the platform. These ensure that the scope, costs, time, and other project components align with the advocacy documents and the overall programme goals and strategies of CPDE. This mandate follows a rigorous process in which the CC members discuss the context – the current EDC discourse, the expected recourse from the different policy-advocacy arenas, and the corresponding risks to CPDE's advocacy and projects. At this stage, members strategise on the project scope, which is later revisited to adapt advocacy strategies and project implementation to any developments in the engagements.

Monitoring project implementation is equally important to ensure how coherent and relevant the individual projects are in advancing the policy objectives set out in the planning phase.

Being strategic in the monitoring practice varies in every organisation. Most of the time, organisations tend to be pragmatic in this phase. The decentralised project management arrangement of CPDE makes it practical for a platform that runs 18 different project plans (i.e., six regional, eight sectoral, and four thematic working groups), but also challenging for a single Global Secretariat to consolidate and pull off. To strengthen the implementation of the PCM, especially in the M&E phase, CPDE developed its Compliance Measures Policy and Service Level Agreement (SLA). The policy describes the different penalties that implementing units will receive for continued non-compliance with their contractual obligations. Meanwhile, the SLA presents the platform's guidelines for processing, reviewing, and evaluating the programme documents submitted in various PCM phases. This initiative further strengthened CPDE's effectiveness and efficiency in managing its projects.

From CPDE's experience, establishing mechanisms to ensure effective project management that is particular to CPDE saves the platform from an accountability nightmare. The succeeding sections of this module will further explore the specific components of the PCM. It is important to note that the platform is cognisant of the many good practices of various CPDE members and constituencies. This module will expound on tips for improving and making the project management practice of CPDE and other CSOs members more effective.

PART 2

Project Panning for EDC Advocacy Platforms

In every project, the organisational process of planning speaks volumes. The more an organisation has an institutionalised planning mechanism, the more there is certainty in effectively adapting project implementation, more strategic monitoring of progress and risks, and valuable lesson-learning. CPDE operates on a two-tiered planning process – global and implementing units. As seen in previous sections, planning at the global level usually sets the programme parameters. Guidelines will then be developed and cascaded to implementing units for project planning at the regional, sectoral, and national levels. These two levels of the CPDE planning process inform the global CPDE programme. This section will focus on two vital planning components: (a) problem analysis and (b) theory of change. We will also examine how CPDE performs its two-tier planning, especially at the problem analysis stage.

A. Problem Analysis

The purpose of projects is to address a specific problem systematically.[20] The first and often rigorous step in project planning is brainstorming the problem. The problem is the focal point at which every aspect of the project revolves. Thus, the problem must be well-defined, specific, timely, and measurable. We will operate on these principles and break down their components in this section.

When brainstorming the project problem, your organisation must consider the focal issue's scope and relevance. The scope covers the myriad of interrelated issues that spring from a broad focal issue. Simply put, it refers to the content of the project or programme. Relevance is more political as it involves understanding the landscape where the problem is being tackled head-on. Identifying whether an issue is relevant entails careful consideration of priorities, actors, and organisational niches. It will be important to consider these in planning for the project. We will go over both scope and relevance separately, considering external and internal factors.

DEFINITION

In projects, a problem is a focal issue that poses severe risks to most final beneficiaries.

Defining the Scope

Scope refers to the boundaries and parameters of a problem.[21] It specifies the extent to which the problem can be tackled or addressed. Defining the scope of the problem requires a careful analysis of the discourse on the issue, which can go as far as reviewing literature and formulating and supporting the hypothesis (in projects – objectives).

EXAMPLE

In defining the scope of the problem, the project manager or an organisation may consider the following questions.

1. What is the issue we are focusing on?
2. What are the available reference materials on the subject matter?
3. What are the arguments made by key or leading actors on the subject matter?
4. What argument can we bring to the table? Can we support this argument? How?
5. What are the sub-issues related to the subject matter? Can we argue on these sub-issues similarly to our principal argument?

For CPDE, the focal issue that it addresses is EDC. CPDE's scope for tackling development cooperation revolves around its adherence to the effectiveness principles agreed upon in the penultimate HLF-4 and other aid effectiveness forums organised since 2002.[22] However, the scope of development cooperation is equally broad, and addressing the effectiveness agenda of development cooperation could spin in many directions if not defined more precisely. This scope of CPDE's EDC work involves a broad range of issues, including ODA, the Agenda 2030 (particularly its MOI), CSO EE and DE, South-South Cooperation (SSC), PSE, and crisis situations, especially climate finance and humanitarian assistance.

After defining the scope, the project manager or the organisation will have to assess the landscape and test their ground on the subject matter.

Assessing Relevance

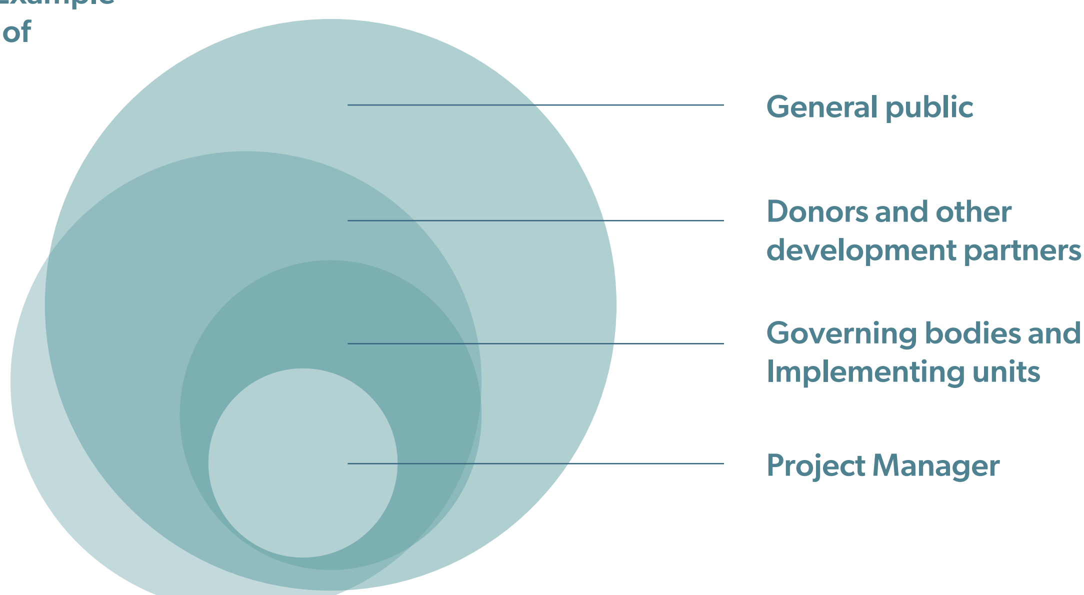
Relevance pertains to the "appropriateness of project objectives to real problems."[23] A problem is relevant if it is timely and significant for the beneficiaries or the specific social group of interest. In an advocacy platform and other development CSOs, facing competition for project grants is inevitable. Thus, donors also consider the project's unique nature and the organisation's advocacy-policy position as assessment criteria for relevance. Noting their significance in the project management phase, organisations would usually treat the assessment of relevance as part of the strategic planning exercise, which constitutes a major process before and during the actual project planning phase. This process entails a systematic collection of information to process or understand the concepts of power and sphere of influence. More practically, it also analyses an organisation's comparative advantage in the project and its target beneficiaries' needs. These processes are explored in the succeeding paragraphs.

Assessing an organisation's comparative advantage is vital to ensure that it can offer a valuable alternative take on an issue being addressed. It also reflects how an organisation values and ensures an effective support link between its advocacy and programme work. It requires measuring an organisation's key messages and project goals against other actors' in the field. In project and strategic management, this is often referred to as analysing one's ***sphere of influence***, as illustrated in **Figure 4.**

DEFINITION

Strategic Planning is a "process of looking into the future and identifying trends and issues against which to align organizational priorities"[24] and resources. This process forms part of the pre-project planning phase because this exercise addresses the questions of scope and relevance, which inform the content of the projects.

Figure 4. Example of Sphere of Influence



It suggests that the further a stakeholder is from the project manager, the lesser direct influence it can wield. Thus, an organisation must assess what they can and cannot influence in implementing the project and demonstrating results. In the strategic planning phase, several methodologies measure one's influence and comparative advantage against other development actors. These methodologies require organisations to gather as much information as possible about their external (moderator) and internal (control) environments.

It is imperative to understand the target beneficiaries regardless of their location in the sphere of influence. An organisation's relevance to said beneficiaries is key to sustaining its advocacy. Thus, it must integrate their needs in the analysis of relevance. The most common method is to conduct a ***needs assessment***, which can take the form of a survey, a key informant interview, or a focus group discussion, depending on the group size. The specific purposes of the assessment differ. Identifying needs could mean understanding the support required to improve the situation of the target project beneficiaries. In general, inputs vary from support services and network reach and accessibility to financial compensation or sub-grants.

EXAMPLE

Strategic planners usually employ the following methodologies. These are non-exhaustive and recommendatory. Organisations have the liberty to define their strategic planning process. These methodologies offer an analysis of power relations that are external and internal to the organisation. They are beneficial for advocacy platforms whose primary strategy is to influence the discourse on a particular subject matter.

1. SWOT analysis – an assessment of one's advantage by analysing strengths, weaknesses, opportunities, and threats.
2. Power mapping – an empirical tool to measure power (influence) and analyse power relations in governance and advocacy.[25]

3 VRIO analysis – an assessment of one's competitive advantage based on analysing the services and products' value, rareness, and imitability. It also offers a way of reflecting on the organisation's capacity to produce a service or manage a project.

4 Value-chain analysis – an exercise that involves looking into an organisation's processes of changing inputs to outputs that have significant value to its target beneficiaries.

For an advocacy platform like CPDE, inputs can be a mix of this variation – sub-grants, technical expertise, and network accessibility. The broad composition of its network – from grassroots movements and regional organisations to donors and other key development partners – makes it a strategic partner to other development actors. Its broad representation also makes CPDE a unique civil society platform advancing EDC. This niche has become its primary pitch to potential donors and other development partners to secure funding support and ensure the organisation's financial sustainability.

B. Organisational Capacity Analysis

Organisations employ specific strategies in assessing their partners' capacities to implement projects. Most organisations and funding institutions would require the submission of registration, financial, and other relevant documents to prove the capacity of the applying organisation to manage the funds and demonstrate project results. Others would also conduct background verification and interviews to prove the veracity of the documents submitted.

CPDE analyses its constituency capacities on two accounts: (1) advocacy capacity and (2) financial management capacity. The following sections will expound on these two levels of capacity assessment.

EXAMPLE

European Commission (EC) Financial Management Capacity Assessment

The EC grant application process uses one of the most technical and meticulous capacity assessment mechanisms. The submission of a full project proposal would require the attachment of several administrative documents as outlined in their Practical Guide to Contract Procedures for External Actions (PRAG). These documents include the following:

1. Applicant's track record or experience of handling projects (dating as far back as three years prior to the grant application period)
2. Financial Information Form
3. Legal Entity Form
4. Signed Applicant Mandate
5. Updated Potential Applicant Data On-Line Registration (PADOR) account

Additionally, the EC would require at least one (1) co-applicant who would stand as implementing partners of the main applicant. The co-applicant will also be required to submit the following documents.

1. Co-applicant's track record or experience of handling projects (dating as far back as three years prior to grant application period)
2. Legal Entity Form
3. Signed Co-applicant Mandate (formal approval giving authority to the main applicant standing as their representative to the Contracting Authority)
4. Updated PADOR

The PADOR is the EC online grants management portal. It requests users or organisations to upload relevant project information like financial statements, project proposals and reports, registration documents, and organisational statutes or bye-laws. The EC reviews and assess this information whenever an organisation submits a full grant proposal. A similar review and assessment process is done with the co-applicants.
Not having a PADOR account disqualifies an organisation automatically from applying for project grants with the EC.

CPDE has been strategic in conducting its constituency capacity analysis through the years. It deploys surveys at key points in the organisational life cycle, where sustaining the network requires carefully assessing the members' support requirements and capacity gaps.26 CPDE regularly conducts its ***Organisational Capacity Assessment (OCA)***, which systematically and strategically gauges members' advocacy capacities at specific intervals of the programme intervention. It is systematic because it follows a particular methodology that measures the progress of the organisation's capacity development in advocacy. It is also strategic because the platform performs the assessment only in the first and last years of the programme cycle. This longitudinal approach to assess the members' capacities provides the information required to start a new project and evaluate the programme's impact on members.

CPDE has also conducted a financial management capacity assessment of its members at the global and constituency levels. The implementing units must demonstrate a strong capacity to manage funds before receiving sub-grants from the platform's donors. The platform can asses fiscal effectiveness by reviewing an implementing unit's internal control and financial management systems. At the global level, a committee composed of CC members was established to select the Financial Management Organisation (FMO) of CPDE. The representative of the FMO is called the Fiscal Sponsor (FS). At the constituency level, it is the responsibility of the FMO to conduct the review, assessment, and selection of the constituency FMO.

EXAMPLE

Selection of IBON International as the FMO for CPDE

During the transition from BA-OF to CPDE in mid-2012, CPDE needed to find a new host to the Secretariat that would conduct the regular day-to-day activities of the new platform. Members of the then Group of 13 (G-13) mandated a Selection Committee in July 2012 to set up the criteria, application requirements, and selection process for the CPDE FMO. Three (3) organisations submitted their application: CIVICUS, the Cooperation Committee for Cambodia (CCC), and IBON International.

Applicants submitted financial statements and project reports. It took the Selection Committee almost two months to process the application requirements. After careful deliberations, the report, released in September 2012, recommended that IBON International become the CPDE FMO. The committee also recommended that CIVICUS hold the CPDE communications unit. The CPDE Global Council (GC) approved this recommendation in its inaugural meeting in November 2012. The GC was renamed as General Assembly (GA) in October 2020. IBON International had also hosted the BA Secretariat.

Country-level advocacy capacity assessment is incorporated into the OCA, and project-related capacity assessment is conducted upon calls for country actions. Since country actions are integrated as projects in the overall programme implementation, the assessment rests upon the regional implementing unit (coordinator).[27] The platform assesses country focal points based on their capacity to implement the national activity, among other criteria set out on specific national-level programming. CPDE employs such a multi-level approach to encourage its members' ownership of regional and national processes, allowing them to define their network dynamics and projects based on specific parameters of CPDE's EDC programme.

C. Theory of Change (TOC)

The TOC is a 'roadmap' of the programme that outlines the step-by-step process of achieving the desired goal. The TOC focuses on addressing ***what*** a programme or change initiative does (e.g., activities or interventions) and ***how*** they can lead to the desired goal. When developing the TOC, it is essential to identify the desired goals and work backwards to determine the preconditions, assumptions, and project activities to achieve said goals. The TOC is mainly used for project design, planning, and evaluation.

The TOC and the logic model (or logical framework) are two models applied in the practice of results-based management (RBM), which we will revisit later in **Part 4 – M&E**. Although some may use the terminology interchangeably, there is a distinction between the two.

CLARIFICATION

The logical framework typically assumes a matrix structure and zooms in on a specific, single pathway of change, detailing how project activities lead to immediate outputs, outcomes, and goals. On the other hand, the TOC shows that there may be multiple pathways of change by creating a range of conditions to deliver the desired goal. The TOC helps an organisation closely review its original programme strategy, validate the impacts, and change the project direction as needed.

In 2018, CPDE developed a single TOC that informed the programmes that it developed for SIDA and the EC. This TOC presents the framework on how the effectiveness principles will significantly impact development cooperation and partnerships, including related themes and issues. It is later translated into a logic model that articulates the activities and outputs that will yield the expected outcomes of the programmes. The logic model, in turn, shows the complementarity between programmes while they are still autonomously and concurrently being implemented. **Table 2** presents the CPDE Logic Model articulating the outcomes of both programmes contributing to one development goal. In addition, **Figure 5** illustrates the CPDE Theory of Change as presented in its Strategic Plan 2020-2023.

Table 2. CPDE Logic Model

Ultimate Objective

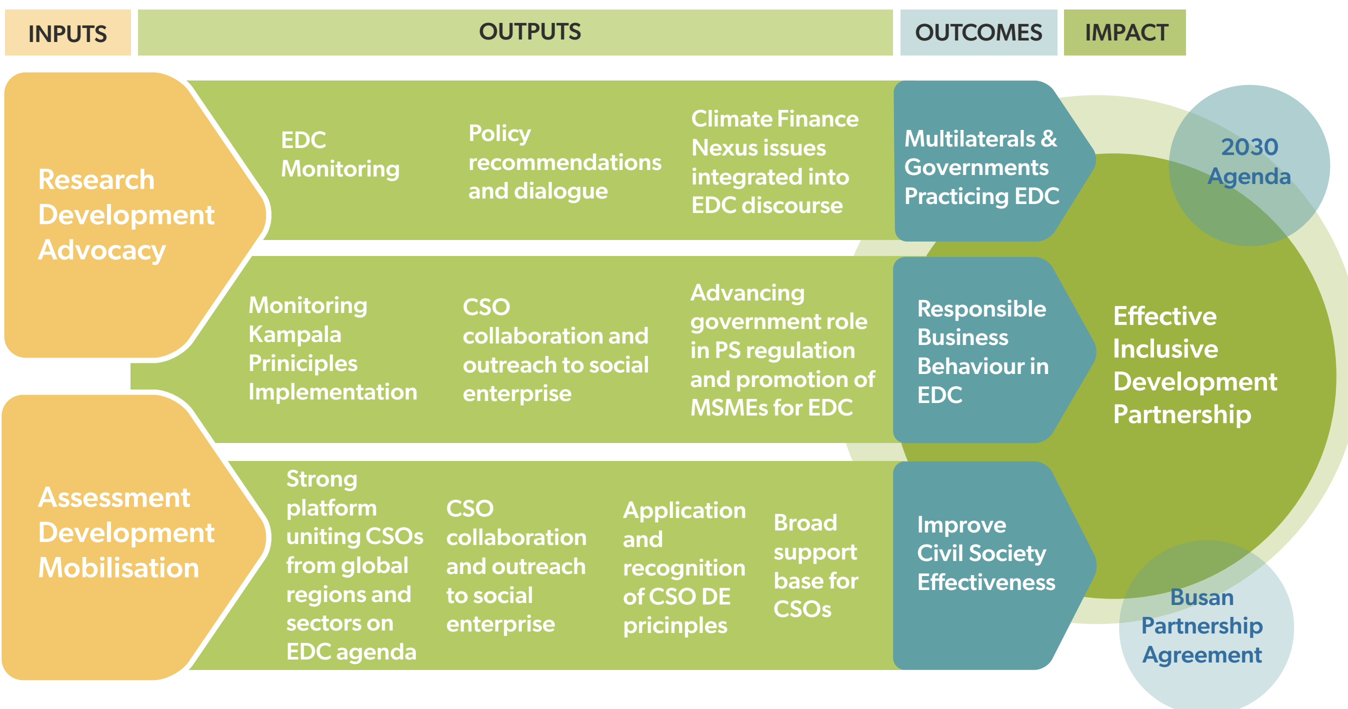
To contribute to strengthening development partnerships as Agenda 2030's MOI

SIDA – Intermediate Objective Contribute to universal application of EDC for SDGs across different contexts & actors			EC – Intermediate Objective Enhance enabling environment for CSOs	
SIDA - ImO.1 Strengthened country-level mechanisms for EDC engagement	**SIDA - ImO.2** Reinforced application & recognition of CSO DE principles	**SIDA - ImO.3** Increased awareness of development actors on EDC principles application in crisis situations	**EC - ImO.1** Improved engagement of CPDE members in development partnerships	**EC - ImO.2** Increased support of other development actors (private sector, especially social entrepreneurs, country governments, and non-CPDE members) to civil society and its positions
SIDA - Output.1.1 CSO generated evidence on EDC country level implementation	**SIDA - Output.2.1** Evidence base for CSO DE practice	**SIDA - Output.2.1** Evidence base for CSO DE practice	**EC - Output.1.1** Sustained CPDE advocacy on effective development cooperation (EDC) and participation in global, regional, and national development cooperation policy forums	**EC - Output.2.1** Increased knowledge base of CPDE on CSO collaboration with other development actors, in particular, social enterprises

SIDA – Intermediate Objective Contribute to universal application of EDC for SDGs across different contexts & actors			EC – Intermediate Objective Enhance enabling environment for CSOs	
SIDA - Output.1.2 CSO recommendations and submissions on development partners' national programmes	**SIDA - Output.2.2** Country-level multi-stakeholder unities on CSO effectiveness	**SIDA - Output.3.2** CPDE constituencies organised around nexus issues	**EC - Output.1.2** Strengthened capacities of CSOs in the monitoring of EDC implementation at the country, regional, and global level	**EC - Output.2.2** Opportunities for collaboration and partnership of CSOs with social enterprises engaged in development cooperation expanded
SIDA - Output.1.3 Country CSO platforms for EDC			**EC - Output.1.3** Ensured coordination of CPDE advocacy structures (Regions and Sectors) and constituency	**EC - Output.2.3** Strengthened advocacy on shrinking civic spaces in nine pilot countries and at the global level

Overall, a broader process of strategic planning for the organisation precedes the discussion of project planning. Such planning requires deliberating the strategy, deducing the problem, and identifying the change management strategy. The tools and procedures discussed in this section will later inform all other sections of this module, especially **Part 4 – M&E**, which presents strategies for ensuring that the scope remains aligned with what the organisation set out to cover at the planning stages.

Figure 5. CPDE Theory of Change



Section Exercises

Suppose you are undergoing your regular project planning phase.

1. Draft a problem tree that illustrates the main problem and its sub-issues you intend to connect with this problem. Explain why these problems and sub-issues are relevant.

Suppose you translate this problem tree into a project and present it to a potential donor.

2. Draw up a simple Theory of Change encapsulating the (a) inputs, (b) outputs, (c) outcomes, and (d) impact of your project.
3. Assess your capacity to implement such a project. Use the prescribed CPDE financial management capacity assessment form to do this.

Please refer to Annex 1 Worksheet 1.

PART 3

Project Management Guide for NGO Alliances

This section looks into four main components of project management: (a) scope, (b) time, (c) cost, and (d) quality. We will also explain other related details, such as human resources, procurement, communications, and risk management. We will situate the discussion of these components in the CPDE practice of project management, presenting the established guidelines and network processes that demonstrate the platform's effectiveness in delivering project results.

A. Managing the Project Scope

As defined in **Part 2**, *scope* refers to the parameters and boundaries of the project. Excited beginners may think that they can solve the world's problems with just one intervention. These organisations often mistakenly formulate general problems with vaguely articulated objectives and outcomes and one-off, unsustainable activities and outputs. It is why organisations must plan their projects carefully and manage their scope immediately in the planning stage.

Implementing organisations or project partners shall refer to the main programme document to manage the project scope. This document is the *project proposal* submitted to the funding institution that provided the grant. In most cases, a single organisation implements a project and coordinates the work with potential partners. This setup makes scope management easier to monitor because the organisation's internal project coordinators directly supervise the project. However, some funding institutions like the EC or the United States Federal Department require implementing partners to be included in the project implementation framework. This situation can be challenging to manage if the main implementing organisation cannot set the project's technical parameters.

Most project management guides instruct organisations to follow the SMART principle to manage the project scope. This principle guides the implementing organisations in formulating their project scope in a specific, measurable, achievable, and relevant manner. **Figure 6** provides the acronym's meaning and the pertinent questions to consider keeping the objectives SMART. This principle will be revisited in **Part 4**. The SMART principle has become a cornerstone for project management, especially in managing the scope. It helps project managers ensure that the subject matter, objectives, and success indicators (in the M&E framework) are realistic and relevant. It leads to the most effective and even cost-efficient strategy for the problem. Indeed, the activities, outputs, and project timeframe depend on how specific and defined the scope of the problem is.

Figure 6. Definition of the SMART Principle in Project Management

S — **Specific & Concise**
What exactly is the project about?

M — **Measurable**
What criteria will be used to measure achievement?

A — **Achievable**
Can you do this? What support do you need?

R — **Related** (To Organisational Goals)
How does this help the business meet goals?

T — **Timeframe**
What timeframe are you working within?

OBJECTIVE
Summarize the SMART details into the Project Objective Statement

If you successfully define SMART project objectives, does it mean that you can manage the scope effectively? Not automatically. It is one thing to define the project scope and another to manage that. The bulk of the defining process lies in the project planning stage, as detailed in **Part 2** of this guide. Meanwhile, the strength of scope management hinges on the institutionalised systems that the implementing organisation uses for itself and its project partners. If effectively established and practised, these checks and balances equip the organisation with the appropriate guidelines and processes to review, monitor, and assess the alignment of all activities and outputs within the project scope.

Managing the Scope within CPDE

CPDE's organisational structure is complex, and so are its ways of working. It takes an established project management system to simultaneously manage 18 constituency projects and almost 100 national projects.[28] In aid of management, CPDE releases guidelines for constituencies to plan their projects and ensure their alignment with the overall CPDE programme.

DEFINITION

We have been using "project" and "programme" for a while now, and they might cause confusion if we understand them as interchangeable.

Please note that a project is a sequence of unique, complex, and connected activities (and outputs) with one goal or purpose and must be completed within a specific deadline and budget and according to specifications. An example from recent years is CPDE's Global Day of Action, a set of national projects addressing the issue of shrinking and closing civic spaces. Another example is the CPDE synthesising research project, which updates stakeholders on how the platform implements the core business in select programme countries. Constituency programmes are projects that contribute to achieving the objectives of a single CPDE programme.

On the other hand, a *programme* is more extensive in scope and can be addressed by a collection of related projects. Table 1 lists examples of programmes.

QUESTION

Can you tell if your programme is indeed a programme? Or is it a project based on this definition?

As mentioned in **Part 1**, CPDE is keen on effectively establishing the linkages between its policy-advocacy and programme. It thus discusses the policy-advocacy priorities at the beginning of every programme year. This exercise develops the *Annual Policy Objectives*, which details the platform's advocacy targets for the year. The overall priority is the core business.

Targets for each thematic priority are also identified to manage the scope of engagement and the constituency plans intended for any sub-priorities. These targets serve as the parameters for the different constituency projects in the year. The programme, defined before developing these advocacy targets, is conceived with much flexibility to accommodate any developments in the development cooperation landscape. CPDE integrates these advocacy targets into the *Annual Planning Guidelines* to direct and remind constituencies (implementing partners) about eligible costs and the activities they can implement. **Figure 7** shows a schematic presentation of the scope management process in CPDE.

Figure 7. CPDE Scope Management Process

1 WORKING DAY

1 The GS develops and releases the annual planning guidelines to constituencies, with relevant eligibility criteria for activities, outputs, and costs that are aligned with the overall programme scope.

15-20 WORKING DAYS

2 Constituencies submit their plans to the GS that effectively articulate their project focus and sufficiently cover the allocated budget as specified in the planning guide.

5-10 WORKING DAYS

3 The GS reviews the constituency plans and responds with clarifications and suggestions for changes (if necessary).

Constituencies normally plan within the project scope and allocated budget. However, in case they do not follow the guidelines, negotiations can take place between the GS and the constituency to make a mutual compromise on the content. The Programme & Finance Committe (ProFincom) is consulted on key decisions to make.

3-5 WORKING DAYS

4 When all criteria are satisfied, the plans are finalised and consolidated into an annual programme plan submitted to donors for approval.

CPDE values a participatory, bottom-up approach in planning and developing its programmes. Thus, constituencies have the liberty to plan their regional and country programmes. CPDE integrates autonomy and ownership – two core principles of effectiveness – into its official processes. Regions, sectors, countries, and other programme implementing organisations plan their activities based on their context and priorities.

However, given CPDE's global programme, the platform must balance the programme objectives set at the global level and the constituency specific goals. To this end, the GS sets parameters on the eligible activities and outputs that constituencies can implement in their respective contexts. A planning matrix[29] detailing the annual programme and policy objectives is annexed to the planning guidelines. Constituencies and other implementing organisations plan within these parameters. Such is the balancing mechanism that CPDE employs to ground the global EDC programme in constituency priorities.

For the third step of the process, the GS developed a review tool to assess the constituency plans systematically. These review criteria centre around the following components: (1) alignment of objectives, activities, and outputs to programme scope and annual policy objectives; (2) alignment with the budget; (3) M&E strategy; and (4) other considerations like gender mainstreaming or integration of sectoral issues into the overall constituency project. CPDE introduced and utilised this tool in 2020 in response to the recommendations from donors to document feedback on constituency plans and reports to strengthen internal control and mechanisms and lesson-learning for management and capacity development. Where constituencies cannot comply with the project scope, the CPDE GS escalates these matters to the Programme and Finance Committee (ProFincom).[30]

The fourth step in the scope management process has become vital for CPDE and its donors. On the one hand, it allows CPDE to revisit its programme objectives and seek donor approval for any significant changes in the scope. On the other hand, it is the donor's mechanism to specify the details of the multi-year programme they approved and cross-check its alignment with their overall partnership strategy and priorities. The yearly submission of programme plans is part of the internal control and grant management mechanism of donors, which also improves the systems of CSOs. Before, there was little to zero percentage of donor rejection of the annual programme plan submitted. It was, in part, because the partnership strategy only changed after a specific period, usually three to five years in duration. It meant that all programmes and projects approved in line with this partnership strategy were more or less approved in principle.

Overall, managing the scope is important because it is the starting point for any project.

It informs the strategy you will employ to address a specific problem, defines the design of the programme and projects (e.g., objectives, activities, and outputs), and indirectly influences the management system to be employed to deliver the expected project results effectively. So, manage the scope of your project or programme because it means keeping your focus on a specific goal, on your priorities for your advocacy and cause.

REMINDERS

On Managing Scope

1 Keep your scope (problem and objectives) SMART.

2 Define your annual targets if you are implementing a programme, especially if:

- programme modality is a multi-year implementation.
- you are implementing with multiple project partners or programme partners receiving a significant amount of sub-grant.
- your programme comprises various sub-issues, like CPDE's.

3 Develop a planning guide that specifies the annual targets, eligibility criteria, and budget allocation per implementing partner so that they can plan along these lines.

4 Always inform your board of directors and donors about any changes to your programme or project scope because your partnership depends on the objectives and priorities of the donor policy.

B. Project Time Management

Time is an integral aspect of the project. It is the primary determinant of the duration and pace of project implementation and the timeline when specific results can be demonstrated. As Wysocki (2014) pointed out, projects run for a specific period, with a series of related activities and outputs to deliver. The duration of a project depends on the negotiations with the organisation's funding partners. Sida, the EC, and U.S.-based funding institutions often expect results within two to three years from most development projects they support. But time management is more than just stating the project duration. This section will look closer into the relevance of time management in projects and the CPDE practice on this component.

Determining Project Duration

This aspect of the project is relatively easy to determine. It is discernible for grants that come from open calls. The website of the funding institutions contains this information, together with the grant application guidelines, requirements, amount, and deadlines. These grants normally run on an activity basis within a specified timeframe or for a maximum of 12 months (i.e., for proposals with a series of activities).

There are also grants borne out of direct communication and strong donor relations. These grants are either core support or programme funding, usually following a multi-year modality depending on the donor's partnership policy and grant negotiation. The implementation period runs typically for a minimum of 24 to a maximum of 36 months. Donors usually provide this information at the outset to guide the applicant's project or programme development phase.

Regardless of the funding support modality, you must know the timeframe to (1) plan and forecast your cash flow and (2) adapt your implementation to key advocacy milestones you wish to influence. It informs the project manager of the eligibility dates of project expenses (i.e., when to start and end charging expenses to the grant). It also tells you how relevant your project can be based on the advocacy calendar you are monitoring. These critical considerations relate to the next component of time management, which cuts through cost, scope, and quality management.

Pacing Project Implementation

Pacing the implementation of your projects involves a few factors:

1. **Project fund transfer to start implementation; and**
2. **Key advocacy milestones to sustain the project's relevance.**

Organisations will have to consider the timeframe for fund transfer from the donor. It typically takes several weeks before funds arrive in the organisation's account, particularly if international fund-transfer mechanisms facilitate the transfer. In such a situation, the organisation may consider delaying project implementation and risk producing the deliverables near the project end date. But this move might diminish the relevance of the deliverable, especially if the timing of the release will be weeks or months after a key advocacy milestone you wish to engage.

Some more experienced organisations have already considered this assumption and would reserve *buffer funds* they can use to frontload for the incoming project grant and avoid the risks associated with a delay. This cost management strategy in consideration of the timeframe is not the norm for many organisations. So, it will be necessary to pace your project or programme works well to avoid unwanted ineligible costs and irrelevant outputs or activities.

For advocacy networks like CPDE, there is a more critical aspect of time management that goes beyond the administrative consideration of grants. Advocacy timelines are equally important because they also inform the pacing of your project deliverables. Specific outputs and activities support the engagement in advocacy milestones. Advocacy networks would often adopt these timelines and pace their work to ensure the engagement's relevance and demonstrate impact within a specific period.

OPERATIONAL DEFINITION

Advocacy milestones refer to the key events or processes of the advocacy arena or institutions that the network monitors and engages in to advance its cause and influence necessary change – in its leadership, policies and programme of action or ways of working.

Examples of advocacy milestones are the GPEDC HLM or SLM, the UN HLPF, and the EU Policy Forum on Development (PFD). Some key processes include the GPEDC Monitoring Rounds, the VNRs of the Agenda 2030, and the EU Civil Society Roadmap.

Given these considerations, project timeframes are sometimes extended. Based on your stated justification, donors decide whether it can be a cost or no-cost project extension.

When to request what kind of project extension?

- Request a ***cost extension*** (1) when your financial standing informs you that project resources are already depleting and (2) when relevant activities are to be organised in response to a recent unexpected development in the advocacy timeline you are monitoring. If donors see the relevance of such activities to the demonstration of results, they may provide additional funds as project support.

- Request a ***no-cost extension*** (1) when a significant variance of unspent funds is present due to force majeure (e.g., the COVID-19 pandemic or disasters resulting from natural hazards), delays in advocacy processes or other factors internal to the organisation, and (2) when the programme of action remains as planned, perhaps apart from some minimal changes to adapt to recent developments. A no-cost extension is relatively easy to request as you are only extending the timeline to deliver the same results that the factors mentioned earlier have deferred.

Depending on the project pace, decisions of project extension will have to follow these minimum criteria. While they reflect the organisation's commitment to creating more significant impact and relevance with the grant, these decisions also reflect your capacity to manage the project and deliver the results in a specific period. Thus, the project manager shall assess the corresponding risks and create the mitigation strategy to minimise them accordingly.

Managing Timeline within CPDE

CPDE considers two aspects to manage timelines: (1) advocacy milestones and (2) programme duration. We have already mentioned CPDE's efforts support the platform's policy-advocacy engagements through programme work. In simple terms, we can say that advocacy milestones guide the pace of the CPDE programme. However, looking at it from this perspective might create the impression that the platform reacts only to whatever course of action its arenas of engagement will take.

In reviewing the programme documents, an organisation can surmise the autonomy of its course of action because of the proactive nature of the programme design – planning and implementing based on assumptions until issues materialise, assessing and monitoring risks, and revising implementation, if needed, based on a careful risk assessment. Thus, whether the advocacy milestones proceed as scheduled, the programme timeline exists parallel and autonomous. Activities and output development will proceed according to the timeline unless unforeseen issues can impede the project implementation ultimately.

EXAMPLE

CPDE Engagement in the 2nd Monitoring Round (2MR) Process in 2015-2016

From late 2015 until 2016, GPEDC created the Monitoring Advisory Group (MAG) to provide expert advice on polishing the EDC global monitoring framework and a methodology for collecting and processing country information. The 2MR was set to release its report findings in the 2016 HLM in Nairobi, Kenya, and CPDE found it necessary to ensure that a significant number of CPDE members could engage in the process. This decision was partly a cost management case because CPDE had to re-prioritise some of its programme funds to support 28 national focal organisations in its 2MR engagement. Concurrently, it was an excellent example of time management since the 2MR process commenced late in 2015 until early 2016, when the reporting period was due, and the HLM2 preparations were underway.

On the administrative side, CPDE maintained donor support throughout the 2015 reporting period and ensured that it would incur only eligible expenses. The focal points successfully engaged in the process and were further supported to gather more information on the EDC implementation in their respective countries. This parallel process, which made up a significant portion of the time required to prepare for the HLM2 engagement, entailed the development of a shadow report that provided alternative and qualitative country information on the status of EDC implementation in participating countries.

Twenty-four countries were supported to provide information beyond Indicator 2 (enabling environment) – democratic ownership, HRBA, and inclusive development. The process began midyear because of the delays in submitting annual plans and transferring the fund for 2016. This setback, together with delays in the country-level implementation, proved to be a challenge in time management as the HLM2 drew near. Constant communication and coordination – especially in setting an ultimatum for submissions – were central to the successful publication of the shadow report. CPDE initially decided to publish the country reports only online if the focal points could not complete them on time. But, with all 24 country submissions, the process culminated in September 2016. CPDE released the report parallel to the 2MR Progress Report in Nairobi in November 2016.

Overall, effective time management is more than just sticking to the implementation deadline. It reflects the capacity of the organisation to adapt its timeline of implementation to the changing development context. CPDE works in a dynamic policy environment where the interests of various actors are at play, and the latest meetings can quickly supersede previous agreements, especially if they raise questions about relevance. Thus, time is an essential component of projects, and effectively managing it is one step to keeping current policy gains and achieving development results.

C. Managing the Project Costs

Planning and managing project costs are critical components of effective programme management. Approaches vary relatively across the project stage and timeframe. As resource allocation often represents the priorities of a project or programme, both external and internal factors will influence an organisation's cost management strategy. This section will present these factors, discuss the cost management practice of CPDE, and propose how CSOs can learn from such a practice and adapt them in their organisations.

Planning project costs

Developing the budget runs on several internal and external assumptions about the organisation at the planning stage. Regardless of the nature of the organisation (e.g., for-profit or not-for-profit), planning the costs depend on the following considerations:

1. Industry standards
2. Allocation from a previous activity or output of similar nature
3. Organisation's income from the previous year
4. Organisational priorities for the incoming years
5. Other organisational requirements for project implementation (e.g., human resources, contingency, administrative and management fees)

For advocacy platforms seeking grants, funding institutions typically support programmes with a clearly articulated action plan (e.g., 90-93% of the resources go directly to implementing activities, while only 7-10% is allocated for management fees and other overhead costs). Unless specified as a core programme support where a significant percentage of the budget goes to salaries and other overhead costs, organisations shall sufficiently distribute resources to priorities that advance the advocacy.

At this stage, everything is hypothetical. As mentioned earlier, setting up the budget is preparing to answer the "ifs" of the project. While it is equally important to discuss budget planning, the actual number crunching happens at the project implementation stage. But, for an advocacy network like CPDE, it is more than just project management. All actions and decisions in the network can result in membership attrition if carelessly handled. CPDE's cost management practice will be fleshed out later in this section.

Managing project costs

Budget planning assumptions will be tested during the implementation phase and can turn into risks if not adequately monitored. Most of the cost management issues at the implementation stage fall into either overspending or underspending categories. In accounting terms, this analysis refers to the ***variance***. Depending on the frequency of financial reporting in an organisation, the variance greatly informs the strategies for financial management, re-prioritising the unspent funds and justifying the overspent.

DEFINITION

***Variance* is the quantitative difference between actual and planned behaviour. In accounting, it is the difference between the budgeted, planned, or standard cost and the actual amount incurred.**

Usually, justifying the overspending is required when the variance exceeds 10%[31] of the total budget line item. Anything below this percentage is generally acceptable overspending, which would require minimal justification to donors.

You should be more concerned about the unspent funds, especially if you are only halfway through the project's implementation. On the one hand, many organisations would either forego and return the unspent funds to donors or request rolling over these funds to the following year[32] (thereby increasing the amount of the total annual budget). On the other hand, some organisations would re-prioritise the funds within the same or another high-priority budget line. Regardless of the context influencing it, any decision on unspent funds will reflect the organisation's capacity to manage the grants and its experience of implementing projects. Moreover, the resource allocation percentage tells of an organisation's priorities. Thus, decisions about budget re-prioritisation may also demonstrate the organisation's commitment to a cause.

Managing costs within CPDE

CPDE's cost management strategies are founded on the platform's experiences and different advocacy priorities. The platform considers internal and external factors at all stages of the project implementation. They inform the decisions to be made regarding budget planning and re-prioritising.

Budget planning happens in the proposal development phase, where a multi-year budget plan is drafted alongside the narrative. Based on the existing strategic plan and TOC, CPDE formulates the budget based on the following general considerations:

1 Engagement in the GPEDC and key global policy arenas
2 Constituency activities (six regional and eight sectoral)
3 Engagement in key thematic priorities (thematic working group activities)
4 Organisational development (key platform processes)
5 Human resource complement

The budget specifies these considerations to include activities like policy-advocacy engagement, research, capacity-building and assessment, routine executive and operational meetings of the CC and the GA, lesson-learning exercises, and management requirements. This draft is presented in a multi-year projection of resources distribution (i.e., some considerations are maintained annually throughout the project duration). Budget allocations to constituencies and thematic priorities are maintained annually in reference to agreements from the inception meeting of CPDE's foundation. Some research projects and lesson-learning exercises, for instance, happen at specific stages of the programme. Only the ProFincom can endorse the budget draft for CC approval before submitting it to the donors (see **Figure 8**).

Figure 8. CPDE Budget Planning Process

1 The CPDE GS drafts the multi-year budget proposal plan.

2 The ProFincom reviews the draft budget and ensures the compliance with network agreements on resource allocation and advocacy priorites.

3
- The CC reviews the ProFincom-endorsed budget and approves it for donor review and approval.
- The CPDE GS sends the draft budget proposal or plan to donors

4 The approved budget is integrated into the Annual Planning Guidelines and informs the parameters of constituency budget planning.

Early in 2012 and during the transition period, the G-13 of BA and the OF met to finalise CPDE's organisational structure. In this meeting, some of the agreements reached were as follows:

A Glimpse of the Foundation Meeting of CPDE

The large regions of Africa, Asia, and Latin America and the Caribbean (LAC) shall have more representation in the organisational structure and resource allocation in the platform's programmes.
The other regions and sectors will have an almost similar allocation in terms of the structure and resources depending on the demand.
CPDE shall adapt its organisational structures and programme resources to new constituencies that are integrated in the network (e.g., a new sub-regional or sectoral formation).

These general agreements became a reference for budget planning in the inception of the *Civil Society Continuing Campaign for Effective Development* and the other programmes succeeding it.

CPDE integrates cost management measures into the annual planning process, especially when releasing the guidelines to implementing units. The *CPDE Eligibility Criteria* specifies the activities and costs eligible for charging under the CPDE programme budget. The criteria are based on the donor-approved programme proposal and contractual provisions on the parameters of expenses (e.g., coverage of budget line items and validity dates).

During project implementation, CPDE considers a confluence of factors in managing costs, particularly during the midterm reporting period or in the first status report that the GS receives from implementing partners. At this stage, some may have already made significant progress in implementing their annual plans, while some may be progressing rather slowly. Depending on the assessment of the implementing unit, budget re-prioritisation may be necessary at this stage to distribute resources where they are most needed or can respond effectively to recent developments in the regional or sectoral EDC engagement.

EXAMPLE

CPDE Global Day of Action Against Shrinking Civic Spaces

In 2018, the CPDE Policy Conference emphasised the increasing deterioration of civic spaces in the countries where CPDE members operate. Indigenous peoples, youth activists, women and girls, human rights defenders, and other civil society actors critical of governments face persecution and vilification daily. The 2019 GPEDC Global Monitoring Report further validated this observation in its release during the SLM in New York in July 2019. To make a firm statement of taking action against shrinking civic spaces, the Civil Society Summit on Shrinking Civic Spaces released the *Belgrade Call to Action.* A portion of the EC Action *Enhancing Civil Society Role in DPs* was reallocated to share costs in the conduct of this key global milestone. Funding for this came from the unspent funds rolled over from the previous year. Given that the EC Action would culminate by March 2019, CPDE poured its resources into this activity as a follow-up on the GPEDC 3rd Monitoring Round (3MR) engagement in 2018.

The platform carried out a spin-off of this global event, the CPDE Global Day of Action (GDA), at the national level, with 29 countries taking part and mobilising their constituencies on December 10 to celebrate World Human Rights Day. Before implementing the GDA, CPDE could keep significant savings from the SLM engagement and other network meetings it had organised. These savings could still be spent and re-prioritised to support a recent milestone recognised in the global EDC policy discourse. CPDE supported these countries with a total amount of USD2,000 each. The re-prioritisation was eligible given its alignment with the project scope and the budget line item it was sourced from (i.e., engagement in global policy arenas).

Cost management is more than just crunching the numbers. As mentioned earlier, it reflects the priorities of the organisation and the capacity of the project manager to adapt its implementation strategy to a crisis. Thus, as much as it is important to manage the project scope and the other project components, note that cost management allows you to create the impact you intend to make. Thus, it is equally crucial for you to manage this aspect of the project.

Managing the grant

A closely related process to cost management and an oft-overlooked aspect of project management is grant management. It is not entirely different from cost management because it also involves the management of the funds from the donors. However, grant management needs a separate discussion as this goes beyond accounting principles and focuses more on internal control and management mechanisms.

Grant management refers to the effective mobilisation of funds after receipt from the funding institutions to achieve intended outcomes. CPDE mobilises resources by retailing sub-grants to implementing partners (regional, sectoral, and working group coordinators) and third-party organisations, which will oversee the effective and efficient use of these resources to demonstrate results. **Figure 9** summarises the grant management cycle, from the receipt of project funds to the retailing and monitoring of sub-grants.

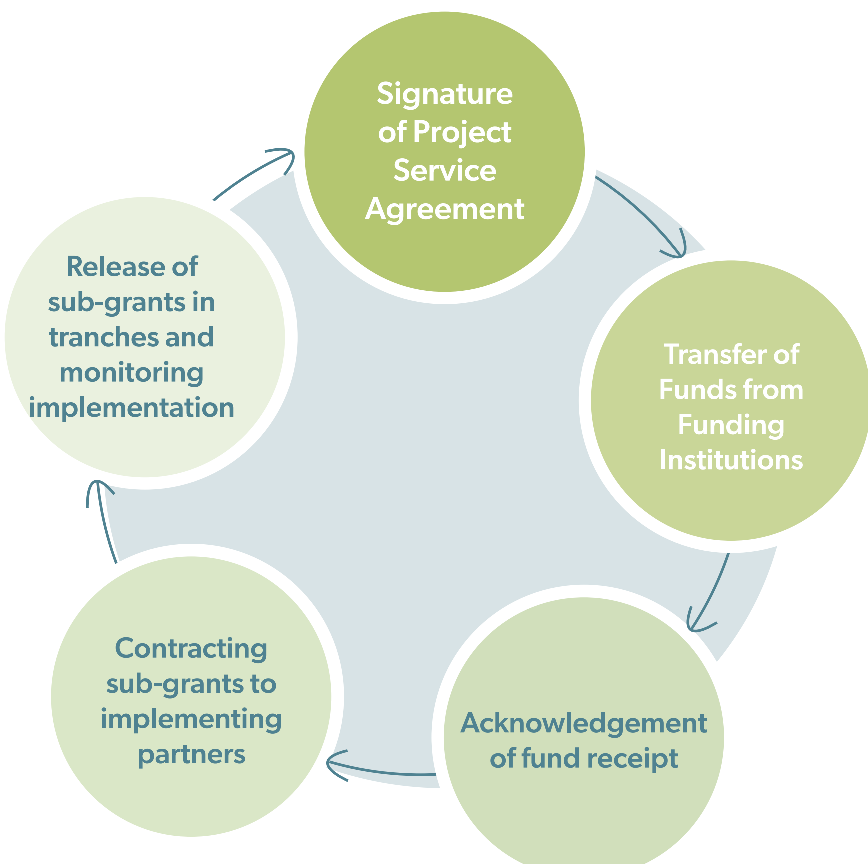


Figure 9. CPDE Grant Management Cycle

The EC has advised that, although it is not mandatory to sub-grant in its programmes, the recipient can decide on this matter. The list of recipients of the sub-granting has to be submitted to the EC for approval.

In retailing sub-grants, CPDE would typically divide the release of funds into two or three tranches depending on the mode of implementation of the project partner or the current project timeframe. Contingent on the release of funds is the submission of key documents at specific stages of project implementation. **Table 3** summarises the grant management strategy of CPDE, which aims to ensure the accountability of its partners.

Table 3. CPDE Grant Management Strategy

Tranche	Percentage	Requirements from implementing partners before the release of funds
1	50	Approved work plan and signing of the contract
1	40	Submission of the midterm progress report
1	10	Submission of the annual progress report

The documentary requirements for the release of sub-grants are tied to specific processes in the project life cycle. A delay in submission means a delay in implementation. This grant management strategy ensures the accountability of implementing partners and the quality of the project. At some point in the programme implementation, CPDE kept the sub-grants to two tranches (90/10), accommodating the delays caused by the implementing partners' lack of compliance. This aspect will be revisited in the next section.

An advocacy network like CPDE places a high premium on the effective management of project funds as part of its commitment to the IP – transparency and accountability. Thus, it complies with international accounting standards and standards for effective grant management. More than the mobilisation of resources, these aspects of project management ensure the effective and efficient delivery of the intended outcomes in a specific period.

D. Managing the Quality of the Project within CPDE

We have already started the discussion on quality management in the previous section. We also note that the project's financial resources may constrain or improve quality. This section will focus more on discussing strategies and the responsibility of relevant people in the organisation to ensure that the project is achieving its intended outcomes.

Any project needs to meet a specific standard and criteria to demonstrate value for money. Quality management, the process of meeting these standards, is crucial because it serves as the 'green light' for communicating the output to its intended audience. To manage quality, project managers will most often refer to the relevant documents that espouse the project scope: the project proposal, the logical framework, and other similar documents (e.g., concept note or terms of reference). To achieve quality in a project deliverable is to meet the specifications and minimum standards mentioned in the core project documents. Thus, managers must check quality at every stage of the project life cycle.

The CPDE GS, having hosted the BA Secretariat, carried over that experience and improved its quality management strategies. The more practical way to explore this aspect of project management is to look at the existing procedures and structures that the platform has institutionalised to ensure cross-referencing and alignment of initiatives with the effectiveness principles, the founding documents of CPDE, and the core programme documents. **Table 4** presents the summary of CPDE quality management strategies.

Table 4. Summary of CPDE Quality Management Strategies

Project life cycle	Quality Management
1 **Project planning**	The GS conceptualises a project or programme based on CPDE core documents (e.g., Strategic Plan and CPDE Manifesto) to ensure the alignment of these documents. The GS presents the project or programme documents to three levels of review*: (1) FMO level as GS oversight, (2) ProFincom level for CPDE programme and financial oversight, and (3) CC level for final approval.

Project life cycle	Quality Management
2 **Project implementation**	Specific CPDE activities and outputs require the development of concept notes and outsourcing to third parties. The GS drafts these in consideration of the programme's objectives and will serve as the documents for the three levels of review. CPDE typically executes these activities in three fundamental organisational development processes – strategic planning, lesson-learning exercises, and OCA. It sometimes outsources policy-advocacy activities like policy discussions to ensure the proper facilitation of the process.
3 **Monitoring and evaluation (M&E)**	The quality management process for M&E that concerns key CPDE structures is confined to project reporting when a demonstration of results is already presented. Meanwhile, the FMO provides oversight on the M&E strategies employed by the GS to monitor project implementation progress.

*These levels of review happen at all stages of the project life cycle. Depending on the timeline and the situation, the CPDE GS would carry out a simultaneous review at the second and third levels since members of the ProFincom are CC members as well.

To effectively manage the quality of a project, strong working structures must perform a check-and-balance function. In a project with multiple implementing partners, the implementing organisation might find it challenging to check up on or follow up with partners, especially if it lacks the appropriate mandate to do so. CPDE has institutionalised the ***CPDE Compliance Measures Policy and the Service Level Agreement***, which outline the processing days and sanctions that implementing units will face for delays in submitting programme-related documents, including annual plans and reports. While these policies concern time management, they also aim to maintain the quality of the project and ensure efficient and effective delivery of results within the reporting period.

A Concious Effort to Improve Compliance of CPDE Constituencies

By 2017, the cycle of delays in submitting annual reports and plans had already been a serious issue within CPDE. The submission of reports and plans is contingent on the transfer of funds from donors, so everyone suffers from the delay of one programme document from just one implementing unit. This scenario posed challenges in project implementation because CPDE had already postponed or cancelled some planned activities due to the delays in sub-grants. It was a serious quality management issue because some activities and outputs were meant to demonstrate significant advances in implementing the annual policy objectives of CPDE.

During that year's All Secretariats Meeting (ASM) in Hong Kong, the regional and sectoral coordinators and the GS discussed ways to mitigate this issue. The ASM established a programme compliance commission composed of the North America regional coordinator and the Feminist Group and Migrants coordinators. The commission outlined the objectives and corresponding penalties of the compliance policy. From this initial discussion, the GS developed the Compliance Measures Policy. The then Co-chair for Programme and Finance suggested that another document be drafted specifying the procedures and guidelines of review and the number of days required before constituencies could expect feedback from the GS. This document is the Service Level Agreement. In the same year, the CC approved both documents, which were implemented immediately.

So far, no CPDE member has incurred the third degree of non-compliance penalty – budget cuts.

Ensuring the quality of the project is a service to the project's target beneficiaries. Conversely, failing to meet the minimum project standards is a shortcoming in delivering on the project's promises. Project managers should thus devote ample time to mitigate any issues in other aspects of the project and ensure the timely delivery of results.

E. Other Dimensions of Project Management

Human Resources

Managing the human resource complement of the project involves (1) setting up and maintaining the project team, (2) identifying key contacts from implementing partners, and (3) establishing and maintaining relations with them. The project team in an advocacy network serves as a critical driver of its initiatives. Clear roles and responsibilities, a criterion for performance assessment, and good working relations with all members are preconditions for a healthy project management experience.

In CPDE, as mentioned in the previous section, it is the role of the FMO to set up, host, and maintain the GS. It is the FMO's responsibility to set the minimum criteria for selecting and assessing the performance of its team that will coordinate and monitor the implementation of the CPDE programme. It shall also provide the political and programme guidance and the necessary support in defining the team's ways of working. Finally, it shall provide the administrative and logistics support required by the GS to execute its terms of reference.

A Brief Look at the Changes in the CPDE Global Secretariat

Three CSOs used to share the Secretariat functions: IBON International (coordination), International Trade Union Confederation (ITUC) through the Trade Union Advisory Committee (TUAC) (policy-advocacy), and CIVICUS (communications). In 2014, IBON International officially assumed the communications function following changes in priorities within CIVICUS. In 2019, the ITUC-TUAC also informed the GS of the challenges in managing the policy-advocacy function of CPDE. Now, IBON International entirely hosts the CPDE Global Secretariat functions.

Although indirectly managed, regions, sectors, and thematic working groups or task forces also report to the GS on project implementation. The decentralised implementation strategy[33] of CPDE makes human resource management equally challenging. It requires the GS to conduct financial management capacity assessment of all implementing units (as mentioned in **Part 2 – Constituency Capacity Analysis)**. While the overall management of project staff is the responsibility of the constituency FMO, the

GS manages its relationship with the key project staff to maintain proper coordination and open communication channels. This setup allows for free, unhampered information and knowledge exchange between the constituency coordinators and the GS. Such an aspect is vital in monitoring project implementation progress, especially in a huge network like CPDE. This working relationship is further strengthened in the annual ASM, which aims to discuss the operational issues of the CPDE work and proposes measures for addressing them.

While managing the GS is the FMO's responsibility, relevant information about hiring and resignation is relayed to the CC and the GA.

Procurement

This aspect of project management is closely related to both cost and grant management. While the former concerns the financial flow and the latter the means for mobilising resources and seeking accountability from partners, procurement bears on the expenditure side of project management. An organisation must make the most use of the resources without compromising the quality of the product. The contract with the funding institutions emphasises this point in its provisions on sub-grants. Every implementing partner within CPDE must follow these policies and select the 'most economical' option in procuring services to fulfil the project objectives.

To procure a specific product or knowledge service from a third party, CPDE follows the procurement policy of the FMO and the funding institution that finances the deliverables. These policies set out the procedures for tender and the minimum criteria for selection. The CPDE GS is rather strategic about the tender process, only opening a public call for a proposal when necessary. CPDE would often do targeted or competitive negotiated tender in its procurement, especially for specialised projects like policy research and organisational development that require expertise on development cooperation issues and a level of familiarity with the platform's ways of working. Logistics and other administrative services continually undergo an open tender.

Types of Procurement as per the EC Procurement Guidelines[34]

TYPES

1. **Open tender** – the most frequently used procedure where anyone can submit a full tender to the contracting authority. It is most recommended, especially for sub-contracts above €60,000.
2. **Restricted tender** – requires pre-selection of service institutions who may submit their tenders to the contracting authority. Pre-selection should be justified and applies only to sub-contracts below €60,000.
3. **Competitive negotiated tender** – this recourse is only preferable when a specialised task or service is required to complete the deliverable. Specifications should be prepared early on, and only invited service institutions may submit their tenders. Organisations specify no ceiling price in this procedure because of the 'specialised' nature of the task.

CPDE and its members use a mix of these strategies depending on the specialisation required to carry out the task. In CPDE's practice, outsourcing knowledge services typically starts with an open tender. The platform only opts for a competitive negotiated tender when an expert's familiarity with CPDE and the subject matter justifies the need for such specialisation (e.g., the regular OCA and the 2015 Power Mapping exercise).

The network's complexity poses challenges in understanding the rationale behind how CPDE is structured and its ways of working. Most of the time, the GS would request recommendations from its members on outsourcing a specific undertaking (i.e., experts who have the background, skills, and temperament to manage the network processes like strategic planning, organisational learning, or high-level policy-advocacy discussions). For this reason, CPDE usually invites experts or service institutions for a competitive negotiated tender. Regardless of the procedure, CPDE will still ask for at least three quotations or proposals and assess them based on the criteria specified in **Table 5**. Note that more weight is put on the tenderer's understanding of the scope – of both the subject matter and CPDE as a platform – and the strategy to be employed, thus emphasising the need for expertise on the issue at hand.

Table 5. Standard Assessment Criteria in CPDE Procurement

Weight percentage (%)	Criteria
30	Background understanding of EDC, themes, and the task or service required
30	Proposed design
20	Capacity to conduct the exercise
20	Expected costs

It is the responsibility of the implementing partner to ensure that it has followed the procedures accordingly and regularly reported them to the GS. Procurement information is verified through the financial reports submitted to the GS at the middle and end of the regular project cycle.

Communications

The communications function of CPDE can be discussed from two perspectives: (1) visibility and (2) advocacy. The former is an administrative and contractual obligation to the funding institutions, while the latter advances many aspects of the platform's EDC advocacy.

Visibility

Donors usually require their visibility in the project deliverables. Thus, as stipulated in the grant agreement, CPDE and its implementing partners shall always integrate the official logos of the donors in its information, education, and communication (IEC) materials. This practice signifies accountability, demonstrates value for money, and signals to the target beneficiaries and the public that the project's results could not have been possible without the help from the funding institution. It is a form of recognition of the monetary support that CPDE received from its core donors.

Advocacy

Effective communication ensures the audience's clear understanding of an organisation's messages and spurs them to support its advocacy. Maximising communications to this end is CPDE's strategy to ensure that its messages get across to the intended audience. It is the responsibility of CPDE to popularise EDC so that the public apprehend its relevance, components, and core issues.

Amid changing global, regional, and national contexts, especially in the COVID-19 pandemic, CPDE is figuring out the most effective communication strategy. However, it has made significant advances in its communications work, as exemplified by its political mandate as the leading advocacy support in conveying CPDE's messages through the effective and efficient use of programme resources. The following objectives guide the communications work of CPDE:

1. Inform and mobilise CSOs on the issues related to the implementation of HRBA and EDC principles in development cooperation and partnerships;
2. Increase the awareness of key stakeholders and various citizen groups about the merits of implementing HRBA and EDC principles in development cooperation and partnerships; and
3. Highlight CSO efforts and campaigns in implementing the IP, promoting CSO EE, and reversing the trend of shrinking civic spaces.

These objectives align with those of the overall programme framework and capture the communication requirements of the programmes.

The objectives also cover messaging for different media channels, whether in mainstream or social media. CPDE's communications unit has made headway in engaging the media and is continuously trying out different ways to keep up with trends in the evolving digital media landscape. Social media comprises popular communication channels like Facebook, Twitter, and YouTube. The accessibility of these communication channels makes them handy for advocacy and indispensable for systematic integration into the strategy. Meanwhile, traditional mainstream media includes news agencies, such as in print and broadcast. CPDE details its communications strategy in the EC Action, where the target audience and the related activities are integrated, as shown in **Table 6**.

Table 6. CPDE EC Project Communications Strategy

Communication Objectives	Target Audience	Activities, Tools, Tactics
Inform and mobilise CSOs on issues related to the implementation of HRBA and EDC principles in development cooperation and partnerships	Internal CSO constituency	• Mailing lists and newsletters • Maintenance of CPDE EDC Library • Regular content updating of the CPDE website • Communication campaigns • Communication alternatives for lower-technology environments (e.g., printed introductory IEC materials, charts, infographics) • Translation to main CPDE languages (English, Spanish, and French) and other languages as needed
Increase awareness of key stakeholders and various citizen groups about the merits of implementing HRBA and EDC principles in development cooperation and partnerships	• Donor and recipient governments • Multilateral organisations • Private sector • Media • Various citizen groups	• Private Sector Watch • Multi-stakeholder Forums (e.g., workshops, CSO fairs, development forums) • IEC Materials (e.g., infographics, video interviews, webinars) • Press Releases, Statements, Media briefs, Advisories • Website • Blogs or op-ed pieces (e.g., for CPDE, the GPEDC, Devex, Huffington Post, the Guardian, and the New York Times) • Revised CPDE branding toolkit, considering EU branding specifications • Other communication products (e.g., luggage tags, notebooks, pens, shirts, USB flash drives)
Highlight CSO efforts and campaigns implementing the Istanbul Principles, promoting CSO enabling environment and reversing the trend of shrinking civic spaces	• Internal CSO constituencies and their target citizen groups • Donor and recipient governments • Multilateral organisations • Private sector • Media	• Exhibit stands • Web updates • Social media updates • Blogs or op-ed pieces • IEC materials (e.g. infographics, videos, photos)

Source: CPDE Global Secretariat

An excellent advocacy communications team does more than identify its target audience and the activities to get the message across. It crystallises the clear linkage between the advocacy and communications objectives to design a targeted approach. To detach one from the other means surrendering the discourse on the subject matter to the experts alone. Your organisation should thus innovate traditional media communications since broadcast and print media engagements are often limited to current events and the news cycle. For its part, CPDE has gained a foothold on social media to broaden the discourse's reach and engage a wider group of people.

Some Notable Success in CPDE Communications Work

Example 1: In 2016, the HLM2 engagement of CPDE in Nairobi, Kenya, had remarkable media landings. It was covered in print and broadcast, with the local and international press holding conferences with CSOs during the CSO Forum on November 30. It was a success, in large part because an expert helped link the GS to suitable media contacts. Press coverage allowed CPDE to inform the public of CSO positions ahead of the HLM proper.

Example 2: In 2017, the celebration of the seven years of the IP in Bangkok, Thailand, could be considered a social media success. The event's official hashtag became one of the top trending topics on Twitter, with several CSOs sharing their messages of commitment to implementing the IP. The uptake may have been limited to the event participants, but it was a social media success. It was the first time that a CPDE event came up as a subject for discussion on a social media platform.

DEFINITION

Risks **are current and future events that will negatively impact project outcomes when realised.** ***Assumptions*** **are the facilitating factors that allow the project to yield expected results.**

Risk Analysis and Management

The expected project outcomes are forecast based on particular situations. This section deals with predicting the likelihood of such scenarios and identifying the positive or negative impact they might bring about. We will explore the value of anticipating and continuously monitoring risks and assumptions.

Only recently did CPDE conduct a systematic way of identifying and monitoring project risks. It referred to the main programme documents and the current progress in development cooperation discourse to prepare a list of potential risks, assess their priority levels, and track and mitigate them as efficiently as possible. **Table 7** shows the procedure of going about such an assessment.

Table 6. CPDE EC Project Communications Strategy

Potential Risk	Likelihood*	Impact**	Total***
CSO civic and engagement spaces continue to diminish that will hinder the advancement of advocacy goals.	5	5	25
Donors restructure their strategies for CSO engagement that may limit funding opportunities for civil society.	4	3	12

***Likelihood** refers to the probability of the risk occurring in a specific period.

****Impact** is the degree of influence that the risk brings when it occurs at a specific period.

*****Scores** legend: **0-8** (Low); **9-16** (Moderate); **17-25** (High)

Each criterion is given a score on a scale of 1 (low) to 5 (high). The likelihood and impact scores are multiplied, and the corresponding product is the level of priority required to monitor such potential risk. **Table 8** presents the recommended treatment for each level of risk priority.

Table 8. Recommended Treatment for Level of Risk Priority

Level of Risk Priority	Recommended Treatment
0-8 Low	Combined likelihood and severity will have less impact on operations and project implementation. Proactive monitoring is recommended in case the risk escalates by another degree.
9-16 Moderate	Combined likelihood and severity will significantly impact operations and project implementation. Strategic monitoring is required to avoid raising it to high priority.
17-25 High	Combined likelihood and severity will cause a highly significant impact on operations and project implementation (i.e., the risk could more or less mean termination of operations). Persistent monitoring is required to minimise its impact.

The risk analysis and planning are done annually, while monitoring is done in specific reporting periods. The project manager should process this at the institutional and platform levels to confirm the potential risks. These processes are either integrated into the annual assessment and discussed in depth during regular CC meetings or processed online in an email discussion.

Overall, risks and assumptions need to be monitored because they severely or lightly impact platform operations. At any rate, risks pose both potential threats and opportunities for CPDE, with the former being minimised and the latter being maximised. If the risk presents an opportunity, the platform can take advantage of it and leverage it as an entry point for engagement.

Section Exercises

Suppose you are to plan a project. How would you answer these planning questions? Please refer to Worksheet 2 in doing this activity.

1. How do you set the parameters of your project? Draft a tabular or schematic presentation of your scope management strategy highlighting the following components: (a) process, (b) responsible units, and (c) expected outputs from the process.

2. What are your considerations in drawing up project duration and budget? Why do you consider them?

3. How do you ensure the project quality? What structures has your organisation established to oversee quality management?

Consider an existing project of your organisation and:

4. Develop a sample communication strategy based on that project. Map out the link between advocacy and communications objectives and the relevant activities. Please refer to Worksheet 3 to do this activity.

5. Develop a sample risk assessment based on that project. Enumerate the mitigating measures you will take for each priority level. Please refer to Worksheet 4 to do this activity.

PART 4

Results-Based and Participatory Monitoring & Evaluation

The M&E component is the last but equally important part of this project management guide. Many find this area the most challenging to execute, especially with the lack of proper tools to carry out the task. The discussion of M&E is practically about the data collection tools and mechanisms that the implementing organisation has to track their project's progress. This section will clarify where M&E lies in the entire project cycle and emphasise the necessary tools that can substantially aid in collecting and consolidating project data for the M&E officer analysing the trend of project implementation. We will look into the principle of RBM and expound on the relevance of M&E in CPDE project management, especially its role in facilitating organisational learning and planning. Finally, we will discuss the logical framework and other manual and automated monitoring tools.

Results-Based Management

The history of RBM dates back to the early 1990s when UN member countries heard and considered the public's demand for transparent and accountable governance of public resources. The mechanism has been adopted by UN agencies, the then Canadian International Development Agency (CIDA), Sida, and other multilateral and bilateral agencies that serve as channels for ODA.

A results-based approach seeks to improve management effectiveness and accountability by "defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performance."[35]

The harmonised RBM terminology approved by the UN Development Group (UNDG) in 2003 defines RBM as:

"a management strategy by which an organization ensures that its processes, products and services contribute to the achievement of desired results (outputs, outcomes and impacts). RBM rests on clearly defined accountability for results and requires monitoring and self-assessment of progress towards results, and reporting on performance."

Most development organisations follow a similar definition, notwithstanding minor nuances: a management tool that can be applied from the beginning to the completion of the project by focusing on effective strategies for resource mobilisation, accountability towards desired results (i.e., outputs, outcomes, and impacts), and high-quality performance monitoring and reporting. RBM likewise stresses the need for learning and adaptation towards improved decision-making and successful future programming. **Figure 10** illustrates the RBM cycle (outer ring) vis-à-vis the project cycle (inner ring).

Figure 10. Results-based management cycle vis-à-vis the project cycle

Monitoring & Evaluation

Key to RBM is a robust M&E system that efficiently identifies success cases that demonstrate results or progress on the project outcomes. This area of project management is most concerned about the logical framework and the latter's data requirements to project progress.

The development community embraces the entire principle and practice of M&E, considering the need to properly monitor and assess the value for money of the ODA that donor governments extend to their partners. Such framing is how many organisations have become accustomed to when implementing M&E. Yet it is just one side of M&E. While donors indeed require M&E and CSOs do so, too, for accountability, it is also a lesson-learning exercise for CSOs and their partners – tracking the progress of implementation, planning adjustments, and developing foresight for the organisation. From this perspective, we see a practice of organisational development that requires all concerned stakeholders who provide relevant assessment and foresight to take part in M&E.

DEFINITION

Monitoring is the ongoing, systematic process by which stakeholders get regular feedback on the progress towards achieving their goals and objectives. It does not only ask: "Are we taking the actions we said we would take?" Perhaps, more importantly, it asks: "Are we making progress on achieving the results that we said we wanted to achieve?"

Evaluation is a rigorous and independent assessment of either the completed or ongoing activities to determine the extent to which they achieve stated objective

Monitoring and Evaluating the Achievement of the Annual Policy Objectives

A vital component of the CPDE annual planning is its list of policy objectives, which describes the platform's short-term development goals in engaging EDC issues. Given the decentralised ways of working in CPDE, M&E progress relies on collecting and assessing relevant information within thematic task forces. The GS coordinates with them and facilitates their internal assessment. Task-force leads collect the data, and members provide their inputs and appraisal points. The CC hashes out the outputs of this practice and integrates them into the overall M&E system and the annual progress report. The assessments feed into the planning guidelines, and the programme cycle continues.

While M&E is often conceptualised as just one process in project management, monitoring and evaluation are quite distinct. ***Monitoring*** is a routine process that looks at the ongoing implementation progress. It involves several strategies that the implementing organisation employs to collect information through reports and updates on the project. On the other hand, ***evaluation*** is time-specific and assesses the project achievements and weaknesses during implementation. It comes in two forms: (1) an internal assessment of progress done annually to consolidate the project reports collected at specific points of project implementation; and (2) a series of independent external evaluations that provide the implementing organisation with an objective assessment of their progress, using rigorous design, methodology, and extensive analysis. The latter usually involves collecting all annual reports and tools developed for the routine monitoring of the project.

EXAMPLE

An ***internal assessment*** is an annual evaluation your organisation does to measure your performance against the priorities or objectives set at the beginning of the year. In CPDE, the annual CC meetings and the ASM discuss the performance against the Annual Policy Objectives.

An ***external evaluation*** is your project's midterm or endline assessment, outsourced by your donors, and employs a systematised data collection and processing method. An example of the midterm assessment is the EC's Results-Oriented Monitoring (ROM) which is usually done six months after commencement of the project or during midterm project implementation (2nd year), depending on the project duration.

Ultimately, effective M&E is a springboard for effective lesson-learning and strategic planning. Quantitative and qualitative information gathered from these processes allows the project manager to look closely at the details of each activity and output and pinpoint which strategies worked well to achieve the project objectives. The last few portions of this section will focus on the M&E tools that will aid the project manager in identifying the information requirements and the corresponding data collection techniques the M&E staff shall employ to do this.

Logical Framework Analysis (LFA)

The logical framework (logframe) is the "matrix… [which shows] how the programme activities will lead to the immediate outputs, and how these will lead to the outcomes and goal."[36] According to the European External Action Service (EEAS), it is the "hierarchical results-oriented planning structure and methodology that focuses all project planning elements on the achievement of one project purpose." The logframe also teases out "the logical relationships between a project's strategic components, expected results, performance indicators, assumptions and risks at the conceptual level."[37] In other words, it articulates the TOC.

In developing the logframe, project managers also follow the SMART principle, especially when defining the success indicators of the project. They must also specify the tools to measure the indicators on which to base the performance assessment. But keep in mind that the logframe is simply one such tool that donors use to monitor and evaluate their value for money effectively and more efficiently. Since its introduction to project management practice, as well as to many other RBM guides of the UN, the EU, and other funding institutions, no alternative has yet been utilised as much as the logframe for project performance monitoring.

DEFINITIONS

Common M&E Terminologies in the Logframe

Goal – a higher-order objective to which a project, programme, or policy contributes. A goal is one that an organisation cannot achieve on its own.

Objective – a statement that describes the results to be achieved.

Impact – a significant result or effect that your project or programme contributes to, ultimately. "Impact" is often referred to as a higher-level effect that occurs long-term. It can either be intended or unintended, positive or negative. It usually entails changes in behaviour, knowledge, and attitudes.

Outcome – often used to refer to more immediate intended effects attributable to your project. They can be changes in practice or knowledge due to the intervention through the project.

Output – a specific result that has to be reached to achieve an outcome. Outputs can be products, goods, and services that result from an intervention.

Activities – the actions taken that lead to expected results or outputs. It is "what you do."

Indicator – provides the evidence for a particular condition or shows whether expected results have been achieved

How an organisation presents the logframe varies from donor to donor. Simple logframes, like that of Global Affairs Canada (formerly CIDA), can pinpoint the vertical relationship of relevant information. The logic model presented in **Part 2 – Theory of Change** is one example of such vertical logic. Meanwhile, complex logframes like the EC template establish both horizontal and vertical logic in the presentation of data (see **Figure 11**).

Figure 11. Vertical and Horizontal Logic in the EC Logframe Template

	Results Chain	Indicator	Baseline	Target	Current Value	Means of Verification	Assumptions
Impact							
Outcomes							
Output							
Activities							

The vertical logic clarifies the project's results chain – the logical relationship of activities, outputs, outcomes, and the impact. It also clearly manifests the TOC by presenting how project deliverables will yield the expected outcomes and create development impact. Meanwhile, the horizontal logic breaks down each part of the results chain. It parses the measurement for success, the current situation of the indicator, the sources of information to appraise success, and the working assumptions to ensure the swift achievement of the results chain. The horizontal logic also expounds on the data collection method that the project manager shall set up to measure progress against the logframe.

Other M&E Tools

The logframe aids in consolidating the data requirements for your project M&E. But how would you collect them? To effectively define your data collection strategy, you must review the indicators of your project. What is its principal component? Is it capacity-building? Does it have sub-components? If so, what are they? If you can answer these questions, you can develop a strategy to gather data for your project.

Other relevant data collection tools for effective M&E are web crawlers, which advocacy platforms like CPDE also use. They search for any content containing the keywords pertinent to your project. They can, among other things, provide data on the most frequently discussed keyword on social media platforms, consolidate all news updates about this keyword, and identify specific locations where web users talk about it the most.

Table 9. Example of Data Collection Strategy for Project M&E

CPDE Project Outcome	Project Component	Sources of Information	Frequency of collection
SIDA ImO.1 Strengthened country-level mechanisms for EDC engagement	Capacity development	• National progress reports • List of policy-advocacy outputs produced (e.g., policy briefs, recommendations, research) • Activity reports of national engagements with development partners, etc.	• Annual • Semi-annual • Semi-annual
EC ImO.1 Improved engagement of CPDE members in development partnerships	Capacity development	• Perception surveys • Progress reports of constituencies	• Baseline and endline • Annual

Aside from organisational learning, effective M&E also informs your knowledge management strategy. The bulk of information requirements that the project logframe suggests needs an effective and reliable data storage facility. All this knowledge – from generation to dissemination and archiving – represents the organisation's institutional memory. Archiving, in particular, guards against the loss of data and facilitates quick data retrieval.

Section Exercises

Pull out an existing project logframe and:

1. Draw up a TOC based on the vertical logic of your project logframe.
2. Assess your M&E strategy based on the horizontal logic of your project logframe. Can you effectively generate, collect, and consolidate the information that your logframe requires? What improvements are necessary to make it more effective?
3. What alternative tools or data collection methods does your organisation use to measure project performance and outcomes?
4. What are the similarities or differences between your organisation's alternative approach and the logframe analysis?

Please use Worksheet 5 for this section exercise.

PART 5

Summary & Conclusion

CPDE members can learn plenty of lessons from the project management experience of CPDE, especially in managing the work of the GS. The strategies in managing the different aspects of the project reflect the robust capabilities of its team members. But, more importantly, they demonstrate the value of institutionalising these strategies to strengthen the platform's accountability to the donors and the people they serve. CPDE's practice in this regard has indeed emerged from years' worth of trial-and-error to figure out how to handle the enormous task of managing an open platform. It has gone beyond treating programme management simply as a donor requirement. This module owes much of its content to CPDE's conscious effort of prioritising organisational learning.

Part 1

In **Part 1**, we revisited CPDE's track record in the EDC advocacy work. We traced the platform's successes from the significant engagements of BA and the OF in contributing to the paradigm shift from AE to DE. The merger has sustained such advocacy work and enriched the platform's practices. Most of all, it is CPDE's holistic and participatory approach to programme management that keeps its work relevant, effective, and sustainable.

This module also presented how CPDE's work has evolved from a decentralised GS to coordinated multiple units within the FMO. Key members of the platform have undergone numerous reflection workshops to agree on the strategy that could practically work well for CPDE. Through this continuous organisational learning, the platform can demonstrate results in all aspects of its work.

Part 2

In **Part 2**, we learned the value of effective and participatory project planning. We examined and gleaned lessons from the CPDE experience of managing this phase with multiple partners. Effective planning, after all, spares an organisation from severe setbacks down the line. A project is ideally planned from the bottom up. But it is also worthwhile to find the middle ground and delineate parameters, which CPDE does in a consultative manner before cascading the planning guidelines to its implementing partners. This way, the plans remain aligned with the project framework, and activities and outputs maintain their relevance to the needs and context of CPDE's partners and beneficiaries.

Part 3

Part 3 discussed the various CPDE strategies in managing the different project and programme management components. Each organisation has its own management strategies and aims to generate high-quality outputs for lobbying and advocacy campaigning with bilateral and multilateral institutions. Yet the CPDE experience attests to how effective resource allocation and mobilisation, above all, ensure that the project will deliver its promises. Decisions on this matter highlight an organisation's priorities. Sufficient resources must be marshalled towards setting up the structures that will demonstrate the intended project results.

Finally, no amount of strategic planning and project management will be adequate without M&E. The appreciation of the process and the resources devoted to it may differ from one organisation to another. But the CPDE experience underscores how M&E, as a form of organisational learning, is integral to preserving institutional memory, improving ways of working and maintaining focus on the development goal. The platform and its members have yet to perfect its M&E strategies, but its continuous lesson-learning contributes to long-term improvement.

List of CPDE documents reviewed

No.	Title of Document
1	Moving the Aid Effectiveness Agenda to Development Effectiveness A. Proposal document B. Final Report
2	Civil Society Continuing Campaign on Effective Development A. Proposal document B. Final Report
3	Enhancing Civil Society Role in Development Partnerships Post 2015 A. Proposal document B. Final Report
4	Sustaining Civil Society Advocacy on Effective Development Cooperation A. Proposal document B. Final Report
5	Grounding Effective Development Cooperation and Development Partnerships in People's Realities and Realisation of their Rights A. Proposal document B. Final Report
6	Advancing CSO Advocacy on Effective Development Cooperation and Partnerships
7	Promoting the Universal Application of EDC for the Sustainable Development Goals
8	CPDE Planning, Monitoring, and Evaluation Guide
9	CPDE Multi-year Planning Guidelines
10	CPDE Report Preparation Guide
11	CPDE Guide to Eligible and Ineligible Expenses
12	IBON International Manual of Operations
13	CPDE Compliance Measures Policy
14	CPDE Service Level Agreement
15	CPDE Sub-grant contract (Sample)
16	CPDE Strategic Plan 2020-2023
17	CPDE Programmes Chapeau
18	Committee Report on the Selection of CPDE Financial Management Organisation
19	2017 CPDE All Secretariats Meeting Minutes

1 Although its findings were inconclusive due a low response rate of 20%, the survey showed that CPDE members generally have project management capacity, albeit at varying levels. Project planning and implementation indicators show moderately high organisational capacity. M&E indicators present a moderately low organisational capacity (eight out of 11 capacity indicators with moderate to low scores).

2 Busan Partnership for Effective Development Cooperation Outcome Document § 22a.

3 Commitments made in Busan also reiterated previous ADE commitments in Rome (2002), Paris (2005), and Accra (2008).

4 See 2017 CPDE Completion Report for the favourable policy outcomes in the Mexico Communique (p.7).

5 See 2017 CPDE Completion Report for the favourable policy outcomes in the Nairobi Outcome Document (pp. 6-7).

6 Following the platform's commitment to "country-focused" programming (Building a CSO Partnership for Development Effectiveness 2012: p. 8), these national-level engagements contributed significantly to CPDE's global-level engagements that resulted in favourable policy outcomes in key development cooperation milestones.

7 See 2016 CPDE Organisational Capacity Assessment (OCA) Evaluation.

8 The NOD is a set of EDC commitments agreed upon internationally during the 2nd High-Level Ministerial Meeting of the GPEDC in 2016 in Nairobi, Kenya. It contains the development cooperation principles, commitments, and roles that each stakeholder (e.g., governments, multilateral institutions, private sector, and CSOs) will play to achieve the SDGs. It also reaffirmed the unfinished business from Rome, Paris, Accra, Busan, and Mexico.

9 Results are described succinctly in the 2017 CPDE Bridge Fund Programme Report. CPDE assessed the necessity to have a coordinated and coherent country programme, especially when the scattered country initiatives barely presented the platform's "country-focused" approach.

10 The Task Team on CSO DE and EE is a multi-stakeholder coalition composed of representatives from donor governments, partner country governments, and CSOs. This coalition convenes 30 active participants from these stakeholder groups to engage in an open and inclusive dialogue to find common ground in addressing EDC issues and concerns.

11 This success can be attributed to the meaningful advocacy work in the GPEDC, with the installation of the Non-Executive Co-chair (NECC) and the establishment of the CSO dialogue mechanism with the Development Assistance Committee (DAC) member countries (CPDE EC Action Completion Report 2019: p. 3).

12 Such a result can be attributed to the integration of the effectiveness principles in the monitoring of South-South Cooperation (SSC) modalities as espoused in the 40th year of the Buenos Aires Plan of Action (§ 11, 27f, 28e, 29, & 43j) and the Kampala Principles on Effective Private Sector Engagement.

13 The idea of the observatorio project originated from the Reality of Aid's ODA monitoring, which aims to regularly check the ODA contributions of DAC member countries, i.e., their allocations per sector or industry and their adherence to the 0.7% GNI commitment annually.

14 GPEDC. 2019. Making Development Cooperation More Effective: How Partner Countries are Promoting Effective Partnerships.

15 This programme, Advancing CSO Advocacy and Capacity on Effective Development Cooperation and Partnerships, is supported by the EC and runs from 2020 until 2022.

16 This programme, Promoting the Universal Application of Effective Development Cooperation for the Sustainable Development Goals, is supported by the Swedish International Development Cooperation Agency (SIDA) and runs from 2020 until 2021.

17 The CPDE Programmes Chapeau summarises the intersectionality of these two programmes and effectively presents a single logic model that shows the hierarchy of programme objectives contributing to a single development goal.

18 Wysocki, Robert. 2014. Effective Project Management: Traditional, Agile, Extreme (7th ed). John Wiley & Sons, Inc.: Indianapolis, USA.; Cope III, Robert F., Cope, Rachelle F., & Root, Teri L. 2007. Effective Project Management: A Knowledge Management and Organizational Citizenship Behavior Approach. Journal of Business & Economics Research. Vol. 5 (9), pp. 53-62.

19 Please refer to CPDE Planning, Monitoring, and Evaluation Guide for the detailed description of each process.

20 This is a characteristic offered by the European Union Council of Europe in its Project Management Toolkit, which includes, among other descriptions, a project being realistic, limited to a specific time and space, complex, collective, unique, ground-breaking, measurable, and distinct in every aspect of implementation (p. 29).

21 (Wysocki, 2014:p. 11).

22 These principles include democratic ownership, inclusive development, transparency and accountability, and a human rights-based approach (HRBA).

23 European Commission, 2009. Review of the Ex-Post Results Oriented Monitoring (ROM) Methodology for EuropeAid. Retrieved on May 2, 2021.

24 United Nations. 2018. Strategic Planning Guide for Managers. Retrieved on May 3, 2021.

25 Schiffer, Eva. 2007. IFPRI Discussion Paper The Power Mapping Tool: A Method for Empirical Research of Power Relations. Retrieved on May 3, 2021.

26 See CPDE Network Management Module for a more detailed discussion on this process.

27 This way of working is explained thoroughly in the CPDE Network Management Module.

28 The number of constituency projects are contingent on the geographical and sectoral representation of the platform members. The programme budget and the country allocation per region, meanwhile, determine the number of national projects. Country allocation is discussed at the project planning stage and finalised in coordination with regional coordinators.

29 The 2020 planning matrix has evolved to cover three years of activities and outputs that contribute to the medium-term objectives espoused in the CPDE programme documents.

30 The ProFincom is the steering group mandated by the CC to discuss important programme matters and provide financial oversight function to the FMO on behalf of the CC.

31 This acceptable variance is based on the generally used percentage of donors like SIDA, the EC, and U.S. funding institutions.

32 This is assuming that your project is on a multi-year implementation modality.

33 The decentralisation of work was arranged both at the global and constituency levels. This mode of implementation mandates the GS to distribute advocacy and programme work to constituencies by retailing sub-grants and monitoring individual projects to ensure coherence and alignment with the overall programme objectives. In 2013, there was an effort to clarify the details of this mode of implementation, but it was never finalised and revisited.

34 See the EC Procurement Procedures here.

35 "Results-based Management in Canadian International Development Agency", CIDA, January 1999.

36 See www.tools4dev.org.

37 CIDA. The Logical Framework: Making It Results-Oriented. Retrieved on May 23, 2021.

References

CIDA. 1999. Results-based Management in Canadian International Development Agency.

CIDA. The Logical Framework: Making It Results-Oriented. Retrieved from http://pdf2.hegoa.efaber.net/entry/content/927/The_Logical_Framework_Making_CIDA.pdf on May 23, 2021.

Cope III, Robert F., Cope, Rachelle F., & Root, Teri L. 2007. Effective Project Management: A Knowledge Management and Organizational Citizenship Behavior Approach. Journal of Business & Economics Research. Vol. 5 (9), pp. 53-62.

European Commission, 2009. Review of the Ex-Post Results Oriented Monitoring (ROM) Methodology for EuropeAid. Retrieved on May 2, 2021, from https://europa.eu/capacity4dev/file/10379/download?token=EAbqqYoh.

European Union Council of Europe. (n.d.). Project Management Toolkit.

GPEDC. 2019. Making Development Cooperation More Effective: How Partner Countries are Promoting Effective Partnerships.

Örtengren, Kari. 2016. The LFA Method: A Guide to Results-based Management (RBM), efficient project planning with the aid of the Logical Framework Approach. SIDA.

Schiffer, Eva. 2007. IFPRI Discussion Paper The Power Mapping Tool: A Method for Empirical Research of Power Relations. Retrieved on May 3, 2021, from http://ageconsearch.umn.edu/record/42410/files/IFPRIDP00703.pdf.

SIDA Unit for Planning, Monitoring and Evaluation (PME). 1996. SIDA Guideline for the Application of LFA in Project Cycle Management. SIDA.

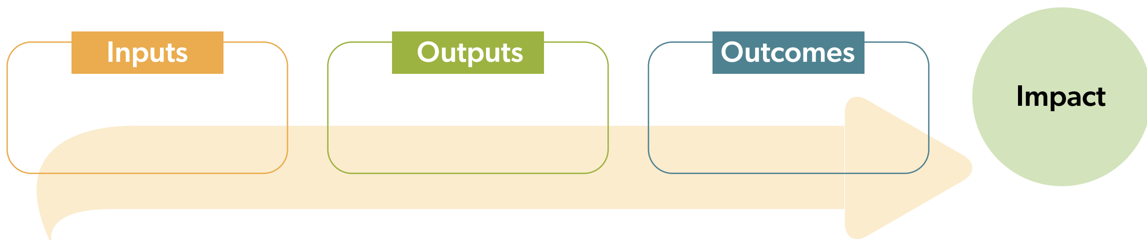
United Nations. 2018. Strategic Planning Guide for Managers. Retrieved on May 3, 2021, from https://hr.un.org/sites/hr.un.org/files/4.5.1.6_Strategic%20Planning%20Guide_0.pdf.

Wysocki, Robert. 2014. Effective Project Management: Traditional, Agile, Extreme (7th ed). John Wiley & Sons, Inc.: Indianapolis, USA.

Worksheet 1

Instruction

Determine your proposed inputs, outputs, outcomes, and impact. Place them in the proper heading below to draw up your TOC. Guide questions are also provided below to aid you in determining the essential elements of your TOC.



Guide Questions

1. What kind of services or support does your organisation provide to your partners or project beneficiaries? Does it involve capacity and organisational development, advocacy and policy research, networking and outreach support, or advocacy engagement? Place your answer inside the **"inputs"** box.
2. Based on these inputs, what kind of products and activities does your organisation make or conduct to support your partners and project beneficiaries? Place your answer inside the **"outputs"** box. Make sure that you align your products and activities with your inputs.
3. Based on your inputs and outputs, why do you provide these kinds of support to your partners and project beneficiaries? What do you want the organisation to achieve in producing these deliverables – something your organisation can directly demonstrate results? Place your answer inside the **"outcomes"** box.
4. In thinking through your project's impact, think of a development goal to which your project might contribute. You will not be accountable to demonstrate results on this level, except only contributing to some degree of social change because of your project. What difference do you want to see at the social level? Note that changes can be seen at the following levels:

   a. Behaviour – does your project aim to change the attitudes and behaviour of your target actors toward your network's goals or project beneficiaries' condition?
   b. Legal or Policy – does your project aim to make incremental changes in existing national, regional, or global development and social policies? This question points directly to expected changes in the legislative agenda of your chosen locale.
   c. Context – does your project aim to make incremental changes in the present conditions of a specific locale (e.g., the incidence of violence or crime in a particular country)?

Worksheet 2

This worksheet presents essential elements of a project concept note, providing a good starting point in managing your project scope.

I. Basic Project Information

Project Title
Project Proponent
Project Duration
Project Total Cost

II. Project Background

Using the TOC that you developed from the previous section, describe the background and justification for this proposed project.

1. Describe the existing conditions and issues that you aim to focus on. You can use your problem tree to draw up this narrative.
2. Describe how your intervention or project might influence or address these issues. Define the relationship between your deliverables (inputs and outputs) and your expected outcomes.
3. Describe how achieving your expected outcomes contributes indirectly to your development goal.

II. Project Background

Determine the project objectives in this section. Please limit your statements to one ultimate goal and two to three specific objectives. Projects with more than three objectives are usually seen to be promising too much and run the risk of losing project scope.

Ultimate Objective	This project aims to:
Project Duration	This project aims to:

Worksheet 2

IV. Implementation Strategy

Determine your strategy by matching your deliverables with their corresponding project objective. Determine the unit or partners responsible for delivering these outputs. Kindly accomplish the table for this section. Add as many rows as necessary.

Project Objectives	Activities and Outputs	Implementing Units

V. Proposed Budget

Determine your project cost based on your proposed deliverables. Use this simple budget table for this exercise. You may also opt to use your organisation's budget template for convenience.

Activity or Output	Quantity	Unit Cost	Frequency of Delivery*	Total Cost
Activity/Output				
Activity/Output 2				
Activity/Output 3				
Total				

* Frequency delivery refers to the project duration. For example, in a three-year project, are you producing it for Year 1 only? Or will you produce the output/activity annually?

Worksheet 3

Developing a Communications Plan

Describe your initial plans to communicate the project outputs and results to your target audience. You may also accomplish the table below and add rows if necessary.

Communication Objectives	Activities and Outputs	Target Audience

Guide Questions

It is best to fill out this table from the rightmost entry going to the left.

1. Who is your target audience? During the presentation, explain your choice of actors as your target audience. Why are they relevant in demonstrating your project results?
2. What activities and outputs will you deliver to communicate your project with the target audience?
3. Why do you want to communicate your project with your target audience? Why do you think these communication deliverables are appropriate to the audience?

Worksheet 4

Developing a Risk Assessment and Mitigation Plan

Brainstorm the potential risks to the implementation and achievement of project outcomes. They include political, organisational, administrative and logistical, and other considerations. Discuss and decide on the likelihood and impact scores[38] corresponding to the risks. Based on the overall risk score, determine the mitigation measure your organisation will employ. Add more rows if necessary.

Projected Risk	Likelihood	Impact	Total (Likelihood x Impact)	Level of Risk	Proposed Measure

38 To decide on your scoring, please rate the likelihood and impact from 1 (low) to 5 (high).

Worksheet 5

Developing a Simple Project Logframe

Fill out the table below to develop a plan for monitoring and evaluating your project progress.

	Results Chain	Indicator	Baseline	Target	Current Value	Means of Verification	Assumptions
Impact							
Outcomes							
Output							
Activities							

Guide Questions

1. For the expected outcomes, refer to the TOC from **Worksheet 2**. Your TOC impact is your impact statement. You will base your intermediate outcome statement on your ultimate project objective and your immediate outcomes on your specific project objectives.
2. For the indicators, describe the factors that will measure your success in achieving the expected outcomes. For easier brainstorming, refer to your targets as they are the deliverables you expect to contribute to achieving these outcomes.
3. For the baseline, describe the current situation of the indicator or outcome. What is the existing picture that you aim to influence or change?
4. For the targets, indicate the number of outputs and activities you intend to deliver. How many of them do you plan to produce to achieve the expected outcome?
5. For the means of verification, what sources of information will you refer to or consult to validate your achieved outcomes (e.g., reports, official documents)?
6. For the assumptions, what is the most favourable situation in your political context that will ensure the delivery of outputs?

Glossary

Project management terms	Operational Definition
Activities	These are the actions undertaken in a project that leads to the expected result or output. It is "what you do" in a project to achieve the intended outcomes.
Advocacy milestones	This refers to the key events or processes of the advocacy arena or institutions that the network monitors and engages in to advance its cause and influence necessary change in its leadership, policies and programme of action, or ways of working.
Assumptions	These are the facilitating factors that allow the project to yield its expected results.
Buffer funds	This is also referred to as reserve funds, which may come from the previous financial year.
Compliance	This refers to the regular or periodic completion and fulfilment of an organisation's contractual obligations to its funders. It is usually completed quarterly, semi-annually, or annually and takes the form of reports (i.e., both narrative and financial) to track project progress.
Evaluation	This is the rigorous and independent assessment of either the completed or ongoing activities to determine the extent to which they achieve stated objectives and contribute to decision-making.
External evaluation	This is the midterm or endline assessment of a project, outsourced usually by project donors, and employs a systematised data collection and processing method.
Goal	This is the higher-order objective to which a project, programme, or policy contributes. Goals cannot be achieved by just a short- or medium-term project.
Grant	This refers to the amount awarded to a project proponent or organisation to cover the expected project costs.
Grant management	This refers to the effective mobilisation of funds to achieve the project's intended outcomes after receipt from the funding institutions.
Impact	This is a significant result or effect that your project or programme contributes to. The impact is often referred to as a higher-level effect that occurs long-term. It can either be intended or unintended, positive or negative. It is usually achieved by changing behaviour, knowledge, and attitudes.
Indicators	These provide evidence that a specific condition exists or whether expected results have been achieved. These quantitative and qualitative criteria gauge the project's success and impact.

Glossary

Project management terms	Operational Definition
Internal assessment	This is an organisation's annual evaluation to measure project or programme performance against annual priorities or objectives set at the beginning of the year.
Logical framework	This matrix shows how the programme activities will lead to the immediate outputs and how these outputs will lead to the outcomes and goals. The logical framework is also a hierarchical results-oriented planning structure and methodology that focuses all project planning elements on achieving one project purpose. It describes the logical relationships between a project’s strategic components, expected results, performance indicators, and assumptions and risks at the conceptual level.
Monitoring	This is the ongoing, systematic process by which stakeholders get regular feedback on their progress towards achieving their goals and objectives.
Objective	This statement describes the results that the project means to achieve.
Outcome	This is often used to refer to more immediate intended effects attributable to your project. Outcomes could be changes in practice or knowledge due to the intervention.
Output	This refers to the specific result that has to be reached to achieve a corresponding outcome. Outputs are the products, goods, and services that result from an intervention.
Problem	It refers to the focal issue that has been assessed to pose severe risks for most of the ultimate beneficiaries of a project or programme.
Procurement	This is the competitive process of selecting a third-party contractor's most economical and high-quality services to produce a specific project output.
Programme	This refers to a collection or series of related projects and is usually broader in scope.
Project	This refers to a sequence of unique, complex, and connected activities (and outputs) that have one goal or purpose and must be completed within a specific deadline and budget and according to specifications.
Project cost extension	This results from an administrative process where the funding institution approves the request to prolong the project duration with related costs or additional expenditures over and above the existing grant amount.
Project no-cost extension	This results from an administrative process where the funding institution approves the request to prolong the project duration without related costs or additional expenditures over and above the existing grant amount.

Glossary

Project management terms	Operational Definition
Quality	This refers to the acceptable standards of a project's activity or output.
Relevance	It refers to the "appropriateness of project objectives to real problems."
Risks	These are current and future events that, when realised, might negatively influence the project outcomes.
Scope	It refers to the boundaries and parameters of a problem. It specifies the extent to which the problem can be tackled or addressed.
Strategic planning	It is the "process of looking into the future and identifying trends and issues against which to align organizational priorities" and resources. This process forms part of the pre-project planning phase because this exercise addresses the questions of scope and relevance, which inform the content of the projects.
Sub-grant	This refers to an award within a specific project budget line. Sub-grants are outsourced to a third-party contractor or project partners.
Variance	This is the quantitative investigation or difference between actual and planned behaviour. It is the difference between the budgeted, planned, or standard cost and the actual amount incurred.
Visibility	This is part of an organisation's communications work that effectively promotes the project's funding partners and organisational branding.