

OSCE Secretariat
Conflict Prevention Centre/Programming and Evaluation Support Unit
Sebnem Lust • Vienna • 5 July 2013

Project Cycle Management

A snapshot at the OSCE experience

Aarhus Centres: A Decade of Partnership in Implementing the Aarhus Convention
Aarhus Centres Annual Meeting



Organization for Security and
Co-operation in Europe





Agenda

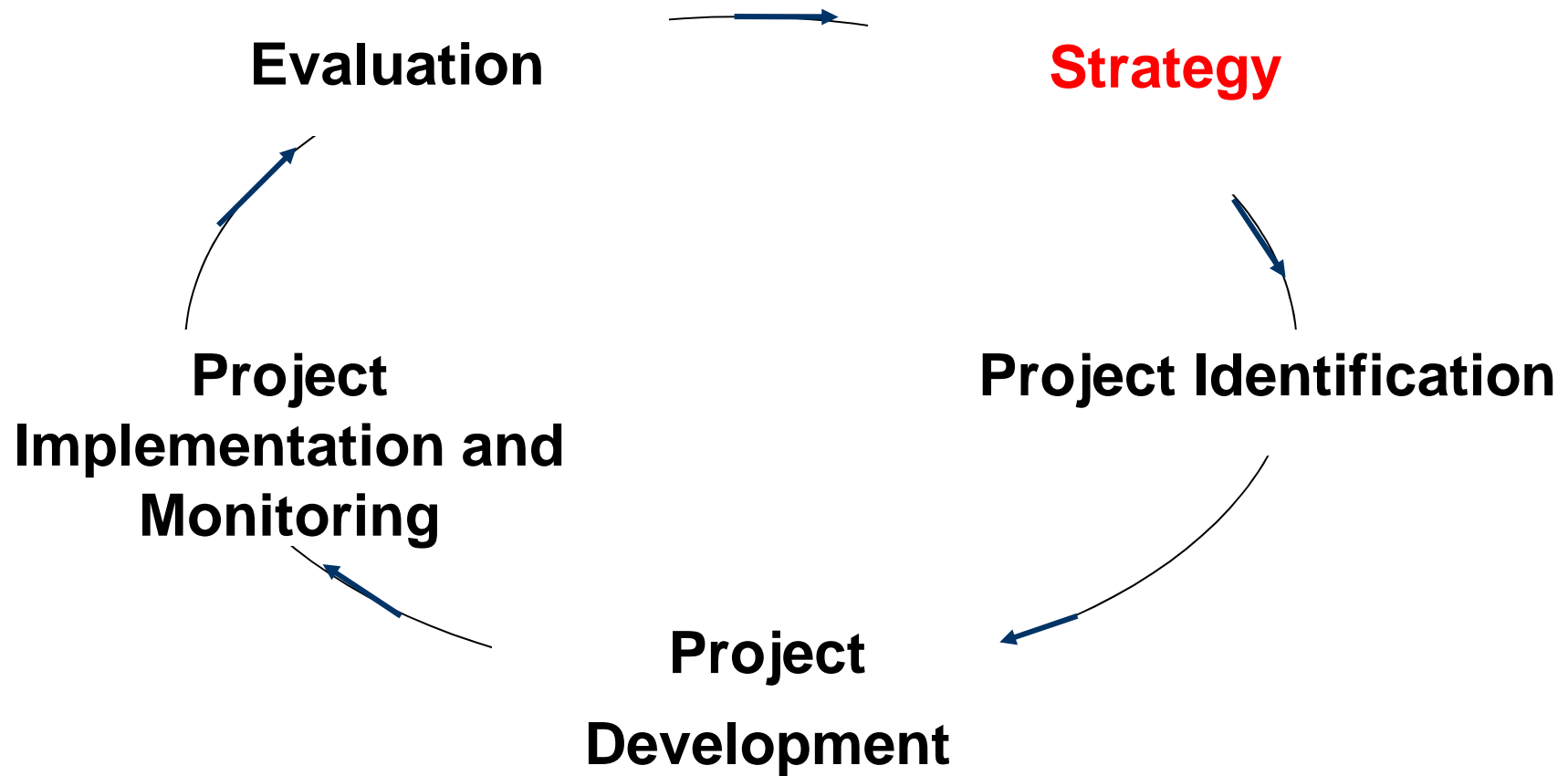
- Brief introduction to Project Cycle Management
- Share Key Lessons Learnt



What is a Project?

is a **temporary** structure,
takes place in the context of **higher strategy**
with a clear **start** and **end date**
which consist of a **series of activities**
aimed to **produce results** and
contribute to outcomes.

Project Life Cycle





Why Project Cycle Management?

- The logic is universal.
- Set of techniques and tools.
- Quality of project work.
- Efficient employment of resources.
- Transparent and accountable implementation.
- Mitigating project risks.



A Good Project:

1. Articulates the results you expect to achieve.
2. Explains the strategy behind the expected results.
3. Sets performance indicators to monitor and evaluate your project.
4. Reports the results in a credible and diplomatic manner.
5. Has an exit strategy and an angle on sustainability: Review strategic plans and optimize resource allocation.





Picture Source: Google Images



Picture Source: Google Images



Exercise

- A. Individual Reflection (5 Minutes): Adapt the analogy to your work. Briefly write down your answers to the following questions:
1. Note down an Aarhus Centre Project.
 2. How does it concretely contribute to Aarhus Convention Implementation? Who and what changed?



Performance-oriented Projects

- Better planned and efficient public spending.
- Tighter control of the central government budget.
- Enhance accountability and quality of public expenditures.
- State of the art in methodology: OECD
- **Austria, Switzerland, Sweden**, OSCE, IAEA, UNESCO, CoE, World Bank...



What do the donors want?

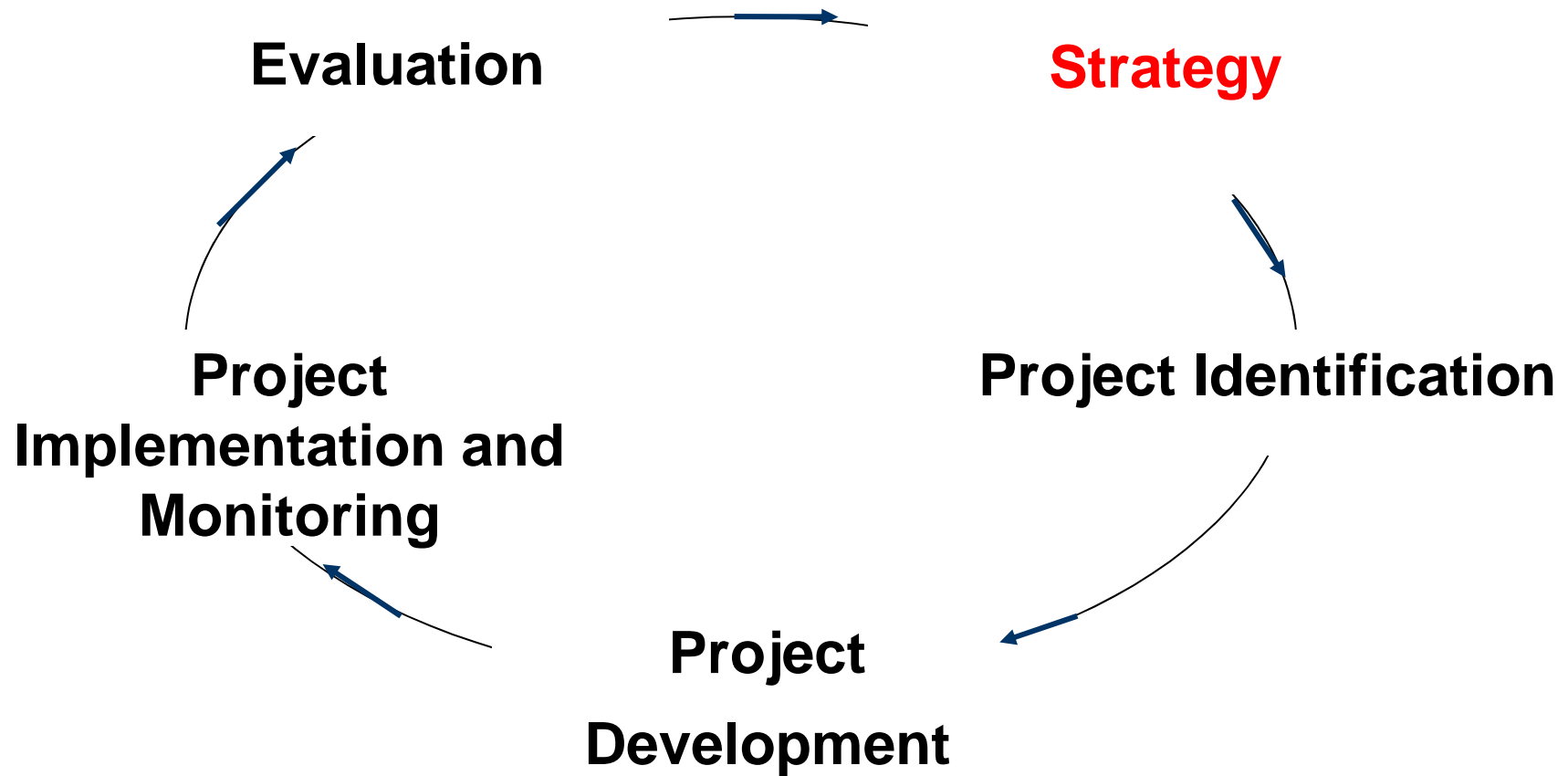
- A clear strategy.
- Commitment of the host key stakeholders.
- A business case for engaging and value for money.
- Performance indicators and tangible results.
- Ensure sustainability.
- Have credit and sense of entitlement.



What do the donors want?

- **Consolidated projects:** avoid too many small fragmented activities and administrative burden.
- **See the cross-dimensional impact** of your projects: civil society development, human rights, gender-mainstreaming.
- **To be kept informed:** Communicate with all stakeholders and particularly donors at regular intervals with quality narrative and financial reporting.

Project Life Cycle





Strategy

- What is the problem?
- What are the expected benefits in a path from short to longer-term changes?
- Who is expected to change?
- What will the project do to reach them and help take action?
- What difference will this project make?
- Engage your partners from the onset.



Starting Point: Needs Assessment

Identifying the needs
of a community, institution, city or region;
analyzing the causes and effects of their problems;
and evaluating strategic solutions to address them.



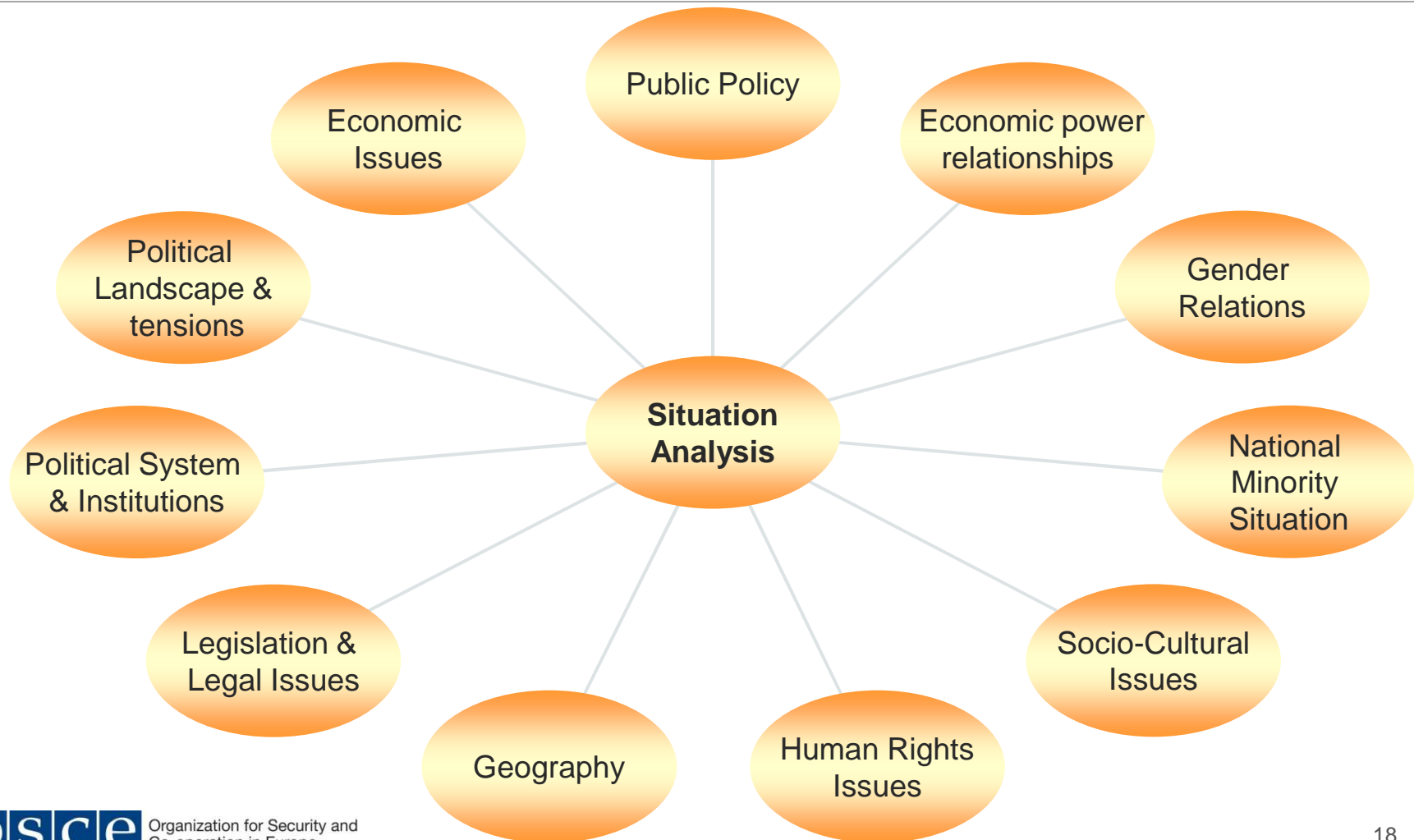
Needs Assessment

➡ Situation Analysis

➡ Stakeholder Analysis

➡ Problem Analysis

Situation Analysis





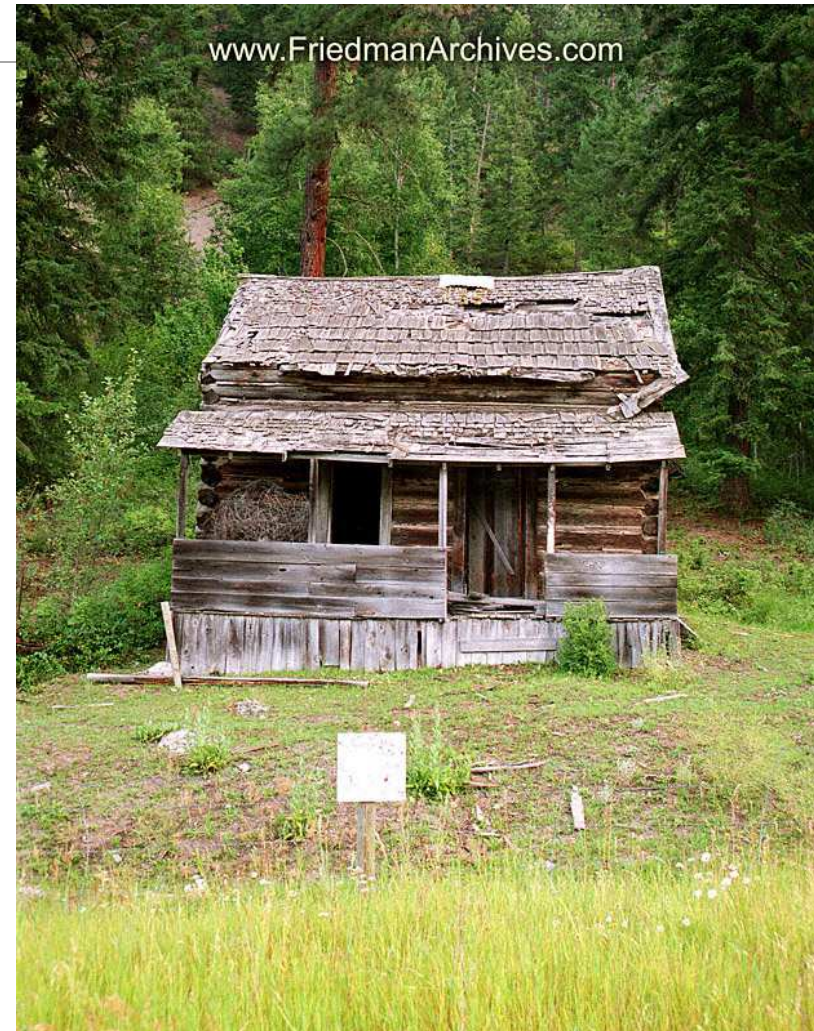
Stakeholder Analysis

- ➔ Key source of information and expertise.
- ➔ Early involvement increases the likelihood of their ownership and commitment.
- ➔ Feedback is essential to monitor progress and evaluate project performance.
- ➔ Keep stakeholders informed.

Managing stakeholders' expectations



or

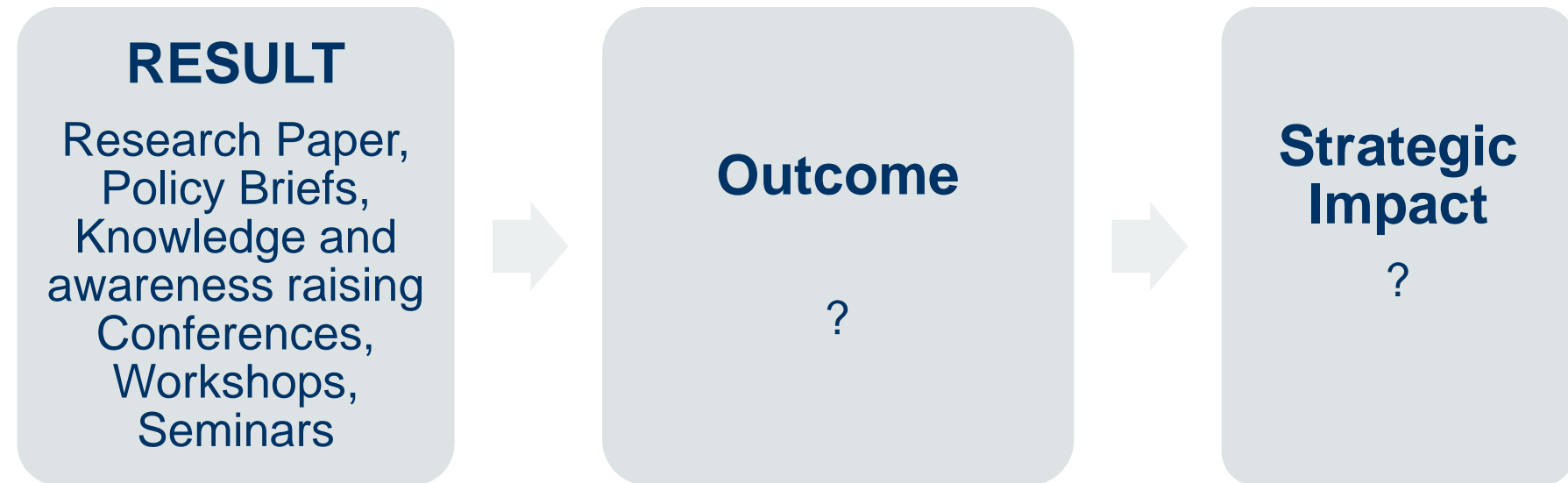




Problem Analysis

1. Brainstorm on problems.
2. Engage with host country partners and civil society.
3. Agree on the problems your Aarhus Centre can address.
4. Decide on key funding and operational modalities such as the time-frame and partnerships.
5. Agree on the project objective and results.
6. Critically discuss the project strategy.
7. Draw up a project summary for review.

Policy Advocacy



Policy Advocacy



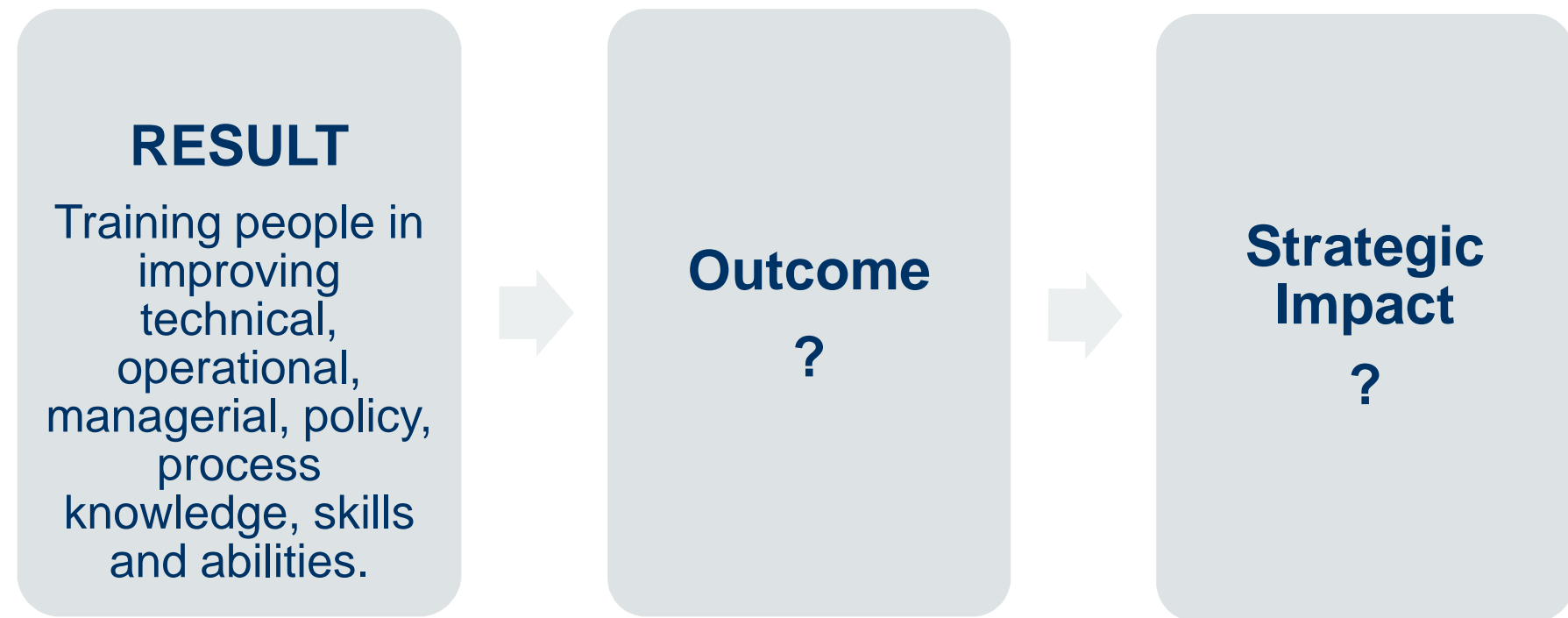
Result:

Developing Model Legislation for local self-government for Aarhus Convention implementation and establishment of environmental protection council.

Outcome:

Use by local self-governing units by the Standing Conference of Towns and Municipalities.

Capacity Building



Capacity Building



Result:

Regional Workshop for Municipalities bordering the Shkumbin River in Albania on managing urban waste

Outcome:

Put in practice by the municipalities of practical measures such as limiting number of deposit sites, burying waste, top practice of burning.



Performance Indicators

- Indicators restate your project results in specific and directly observable terms.
- 3 Types of Results: **Policy Advocacy, Awareness Raising, Capacity Building**
- What can I see/observe, hear or read to indicate my results have been achieved?



Performance Indicators

Quantitative

Number of , % of, Frequency of ...Ratio of ...Amount of Timeliness of level of,...

Qualitative

Congruence of policy changes with your advocacy messages
...Satisfaction with ...Knowledge of...Ability to ...Appropriateness of...

Absence of conflict, violence, unrest

Presence of, increase in the #, coverage of joint ventures, network with confidence building activities, evidence of resumption of dialogue



Why Monitoring and Evaluation?

- Universal obligation international organizations.
- Global Financial Climate
- Pressure for tangible results, prioritization, exit strategies.
- Learn more about what does and does not work, and why.
- Improve effectiveness of our work.



Monitoring

Monitoring is the systematic and continuous collecting, analysis and using of information for the purpose of management and decision-making.

Monitoring and Evaluation are different



Monitoring is collecting the pieces... Evaluation makes sense of the whole.



Evaluation is

The assessment of an on-going or completed project, programme or policy, its design, implementation and results.

OECD - DAC

Purpose of Monitoring and Evaluation





Set expectations in perspective

- Complexity of interventions: systems are dynamic.
- Relationship between the project activities are not tightly coupled with strategic objectives.
- You have done a proper needs assessment.
- You will monitor results.
- You will adapt plans as circumstances change, justify and document.
- Evaluate to better account for, learn and improve your work.
- Communicate, Communicate, Communicate...

Thank You!