Project Implementation Plan

Session 1: Introduction and Logic Model

In partnership with

Canada

SPUR CHANGE | ACTIVER LE CHANGEMENT

Small Shop. Big Impact.

Overall Objectives for PIP Training

To provide participants with a detailed understanding of the expectations and the content of the PIP
Provide Tools and Resources for key elements of a PIP as per the standard contribution agreement
To provide guidance on project, management and budgeting
To provide coaching to participant to support them to develop their PIP
Ultimately – provide tools, resources and empowerment for you to complete your own PIP

Overview and Agenda

Session # (2 hrs)	Description of Topics to be covered
Session 1 – Introduction and Logic Model	Introductions/Expectations Overview of GAC PIP/AWP Template Context Changes Project Summary Revisions Logic Model Review and Revision (Brief RBM)
Session 2 – Gender and Cross Cutting Issues	Theory of Change – Risks, Environment and Human Rights Geography and Reach Gender Equality Strategy
Session 3 – Monitoring, Evaluation and Learning (MEL) and Work Planning	Reviewing the PMF M&E Plan Outcome Based Schedule (Work Planning)
Session 4 – Communications, Finance and Other	Project Management and Governance Communication Plan Budgets and Finance

Introductions

- Per organization
- Turn on your cameras
- Share your names, your organization
- Title of your project/Thematic Area
- What country

(Please keep it short - 20-30 seconds)

What is a PIP?

Purpose

- To provide GAC with the required components to obtain approval and begin project implementation.

- To provide YOU with the detailed plans YOU need to oversee implementation of the project and fulfill reporting requirements later.

- To provide YOUR STAFF/PARTNERS with the specifics/details they need to effectively deliver project activities and conduct project monitoring.

What is a PIP?

More Specifically:

- The PIP describes how the Organization intends to implement the Project over the entire duration.

- **Update** Project information, **Validate** the Project design and **provide new information** not fully covered in earlier documents.

- The PIP provides confirmation that **all stakeholders are in agreement** with respect to Project design.

- Until the PIP is approved, no implementation of project activities other than those related to the development of the PIP are allowed. Until CA is signed no PIP activities can begin

- PIP and First AWP form one document and should not exceed 30 pages (excluding annexes)

- **Check your specific Contribution Agreement** for key Components of the PIP

Experience and Expectation

- Who has done a PIP before?

- Where are you in your PIP process?

- Please Write one Expectation

PIP Elements

Per the standard terms from GAC Contribution Agreement:

- Project Summary (REVIEW/UPDATE)
- Theory of Change – including: Gender equality, Human Rights , Environment Sustainability, Risks, Logic Model (REVIEW/UPDATE)
- Reach (REVIEW/UPDATE)
- Results-Based Monitoring and Evaluation Plan (EXPANDED)
- Project Management and Governance – including management structure, partnerships, roles and responsibilities of individual project stakeholders and project committees (EXPANDED)
- Outcome-Based Schedule – including Sub-activity level for year 1 of Project, Activity level (by year for entire project duration) (NEW)
- Gender Equality Strategy (NEW)
- Communications Strategy (NEW)

PIP Elements

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- Gender Equality Strategy (NEW)
- Communications Strategy (NEW)

PIP Elements

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- Project Summary (REVIEW/UPDATE)

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- Reach (REVIEW/UPDATE)

- Results-Based Monitoring and Evaluation Plan (EXPANDED)

- Project Management and Governance – including management structure, partnerships, roles and responsibilities of individual project stakeholders and project committees (EXPANDED)

- **Outcome-Based Schedule – including Sub-activity level for year 1 of Project, Activity level (by year for entire project duration) (NEW)**

- **Gender Equality Strategy (NEW)**

- **Communications Strategy (NEW)**

PIP Elements - Annexes

Per the standard terms from GAC Contribution Agreement:

- Fully completed Performance Measurement Framework (PMF), including all Baseline Data in accordance with Sub-article on Baselines.
- Budget by line item (using the budget approved in Appendix of the Contribution Agreement) which would include:
  - Forecasts for the entire Project duration broken down by year, including the contributions of the Organization (in-kind and cash).
  - All expenses requiring prior Department approval in accordance with the Appendix (Financial Terms)
  - Project specific procurement procedures and summary procurement plan

What has changed?

How as the context for your project changed in the time gap between project development and project inception?

- **Financial Context**

- **Community Contexts**

- **Environmental Contexts**

- **Political/Policy Contexts**

- **Organizational Contexts**

- **Partner Contexts**

What has changed?

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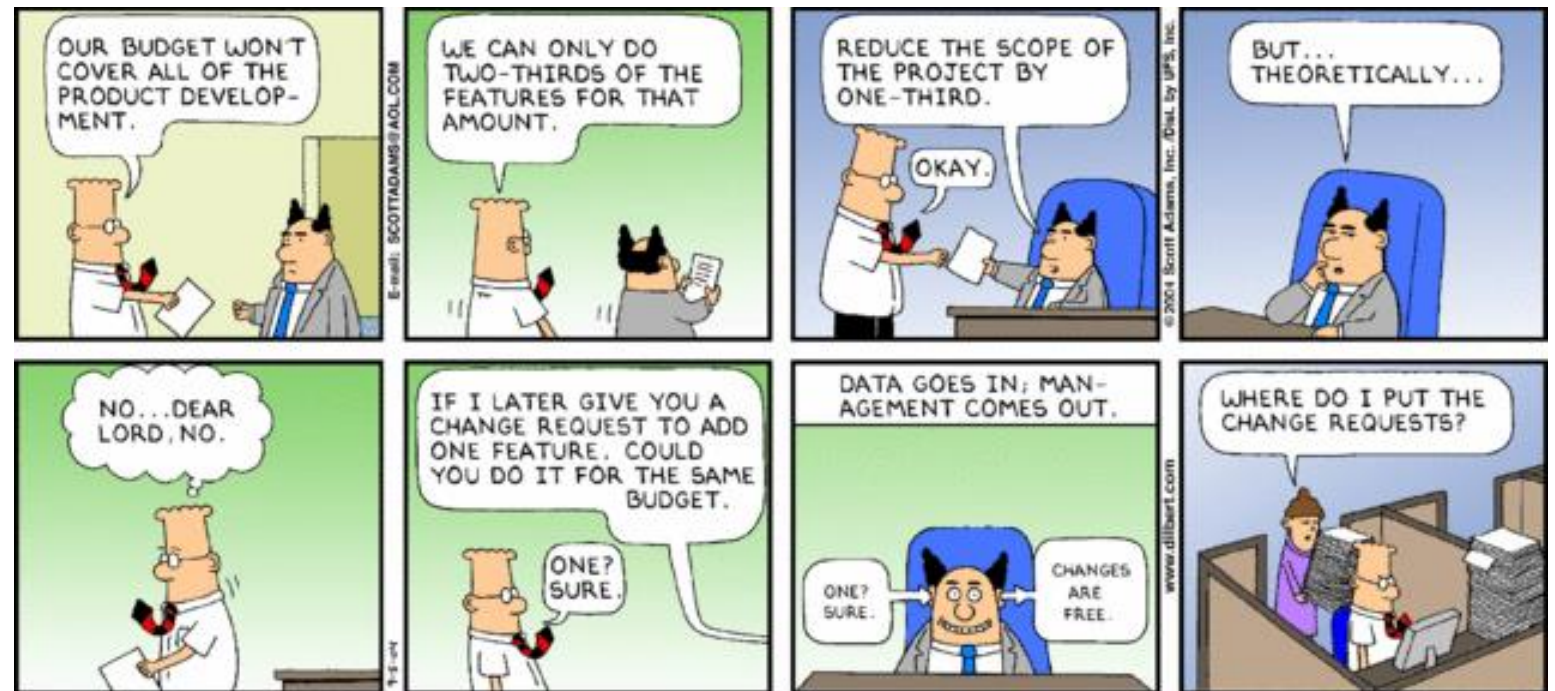
How as the context for your project changed in the time gap between project development and project inception?

- **Financial Context**
- Community Contexts
- Environmental Contexts
- Political/Policy Contexts
- Organizational Contexts
- Partner Contexts

Currency exchange fluctuations/devaluation

Inflation

Banking policy

Increase in unemployment

What has changed?

How as the context for your project changed in the time gap between project development and project inception?

- Financial Context
- **Community Contexts**
- Environmental Contexts
- Political/Policy Contexts
- Organizational Contexts
- Partner Contexts

Changes in local leadership

Migration/Mobility

Significant demographic shifts

Significant changes to economy, livelihoods

Changes to services available

Possible change in attitudes towards project

What has changed?

How as the context for your project changed in the time gap between project development and project inception?

- Financial Context

- Community Contexts

- **Environmental Contexts**

- Political/Policy Contexts

- Organizational Contexts

- Partner Contexts

Climate change impacts

Changes to landscape

Changes to accessibility

What has changed?

How as the context for your project changed in the time gap between project development and project inception?

- Financial Context
- Community Contexts
- Environmental Contexts
- **Political/Policy Contexts**
- Organizational Contexts
- Partner Contexts

Change in government

New policies governing NGOs

New policies requiring alignment/reporting

New local officials

What has changed?

How as the context for your project changed in the time gap between project development and project inception?

- Financial Context
- Community Contexts
- Environmental Contexts
- Political/Policy Contexts
- **Organizational Contexts**
- Partner Contexts

Staff turnover (e.g. are the staff that wrote the proposal still here?)

Salary/job description changes

New policies/procedures

Recent lessons learned

New internal tools to harness

Change in visibility/support from Canadian donors

What has changed?

How as the context for your project changed in the time gap between project development and project inception?

- Financial Context
- Community Contexts
- Environmental Contexts
- Political/Policy Contexts
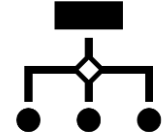- Organizational Contexts
- **Partner Contexts**

Staff turnover

Changes in status

Conflict or other issues which impact your ability to collaborate

New partners on the scene

Summary

Considerations for reviewing your project summary:

- Use existing information in your original proposal

- Review situation and context

- Update statistics or any background information

- Highlight any changes that would influence your program design

- Sometimes in your in-country/online PIP workshop it might be useful for partners to present their analysis of the needs/situation on the ground

Review and Update

Logic Model

Purpose is to confirm the validity of linkages between outcomes and to assess against new project context.

- **Is it logical?**
- Is it complete?
- Does it still make sense given changes in context?

Do the outputs logically support immediate outcomes?

Do the immediate outcomes logically support the intermediate outcomes?

Are the outcomes reasonably connected to the ultimate outcome?

Logic Model

Purpose is to confirm the validity of linkages between outcomes and to assess against new project context.

- Is it Logical?

- **Is it complete?**

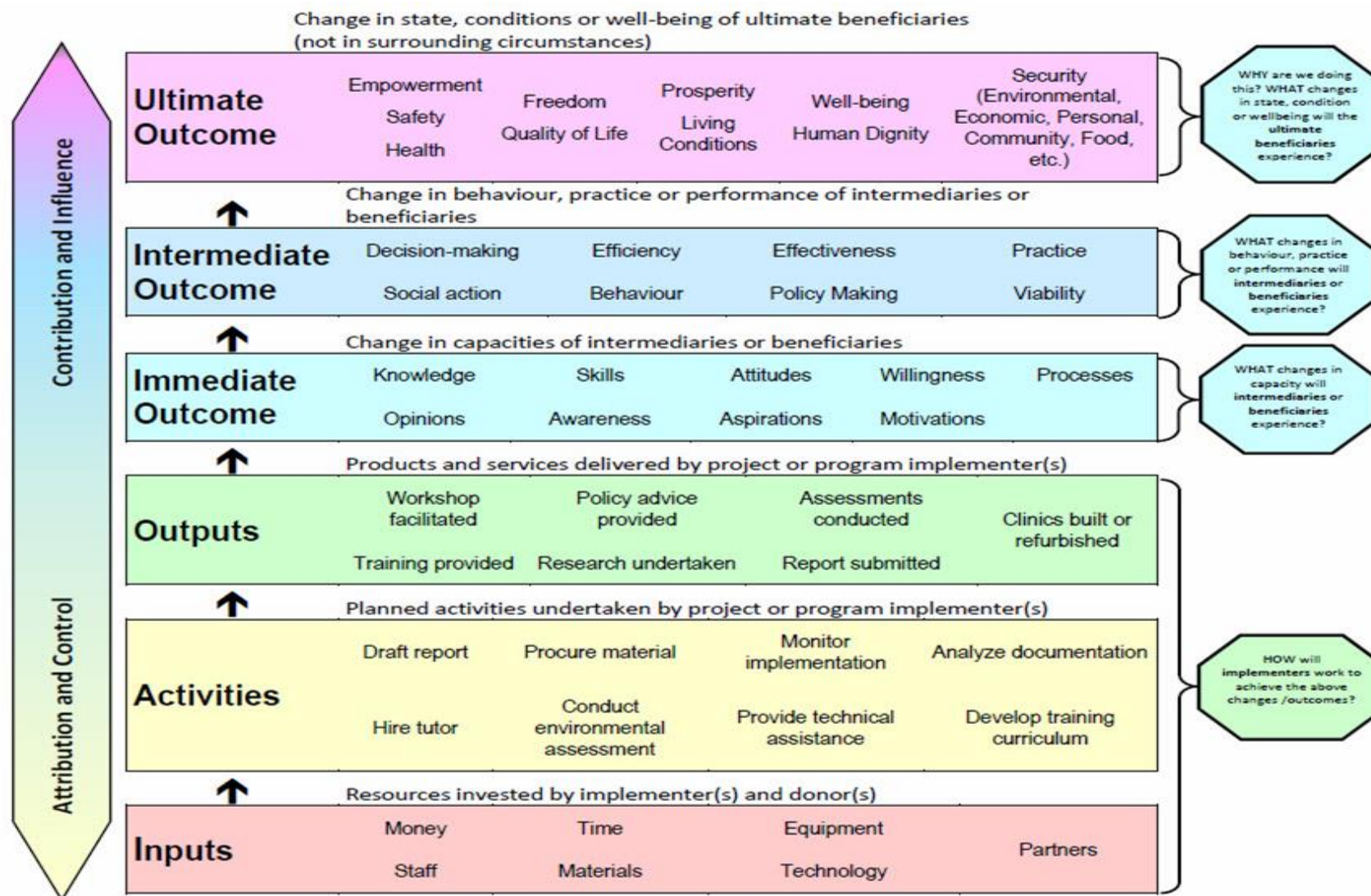- Does it still make sense given changes in context?

Are there Gender Equality outcomes?

Is the syntax correct?

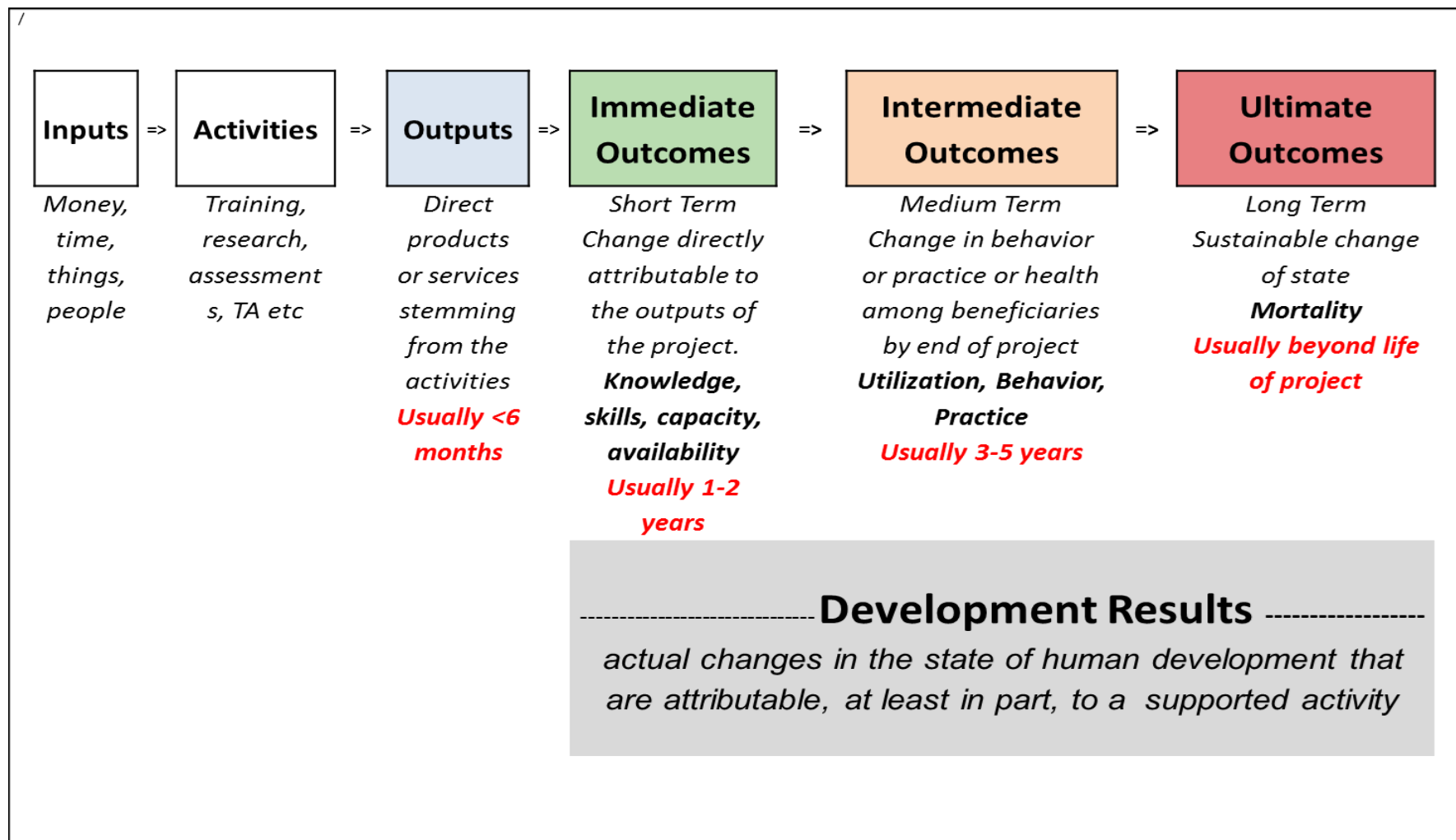Are there superfluous qualifiers that you will not want to have to measure? (e.g. 'good quality')?

Review and Update

Logic Model

GAC Results Chain

Change in state, conditions or well-being of ultimate beneficiaries (not in surrounding circumstances)

| **Ultimate Outcome** | Empowerment / Safety / Health | Freedom / Quality of Life | Prosperity / Living Conditions | Well-being / Human Dignity | Security (Environmental, Economic, Personal, Community, Food, etc.) |

WHY are we doing this? WHAT changes in state, condition or wellbeing will the ultimate beneficiaries experience?

Change in behaviour, practice or performance of intermediaries or beneficiaries

| **Intermediate Outcome** | Decision-making / Social action | Efficiency / Behaviour | Effectiveness / Policy Making | Practice / Viability |

WHAT changes in behaviour, practice or performance will intermediaries or beneficiaries experience?

Change in capacities of intermediaries or beneficiaries

| **Immediate Outcome** | Knowledge / Opinions | Skills / Awareness | Attitudes / Aspirations | Willingness / Motivations | Processes |

WHAT changes in capacity will intermediaries or beneficiaries experience?

Products and services delivered by project or program implementer(s)

| **Outputs** | Workshop facilitated / Training provided | Policy advice provided / Research undertaken | Assessments conducted / Report submitted | Clinics built or refurbished |

Planned activities undertaken by project or program implementer(s)

| **Activities** | Draft report / Hire tutor | Procure material / Conduct environmental assessment | Monitor implementation / Provide technical assistance | Analyze documentation / Develop training curriculum |

HOW will implementers work to achieve the above changes /outcomes?

Resources invested by implementer(s) and donor(s)

| **Inputs** | Money / Staff | Time / Materials | Equipment / Technology | Partners |

Contribution and Influence

Attribution and Control

Logic Model

Reference Sheet

Developed by FaciliChange

Inputs	⇒	Activities	⇒	Outputs	⇒	**Immediate Outcomes**	⇒	**Intermediate Outcomes**	⇒	**Ultimate Outcomes**
Money, time, things, people		*Training, research, assessments, TA etc*		*Direct products or services stemming from the activities* **Usually <6 months**		Short Term *Change directly attributable to the outputs of the project.* **Knowledge, skills, capacity, availability** **Usually 1-2 years**		Medium Term *Change in behavior or practice or health among beneficiaries by end of project* **Utilization, Behavior, Practice** **Usually 3-5 years**		Long Term *Sustainable change of state* **Mortality** **Usually beyond life of project**

Development Results

actual changes in the state of human development that are attributable, at least in part, to a supported activity

Logic Model

How many outcomes and outputs?

Keeping in mind that whatever you include in your Logic Model you will need to measure! And, in terms of results, less is less complicated, easier to manage and often better understood…

- Ultimate outcome: only one—hard limit

- Intermediate outcomes: two to three

- Immediate outcomes: two to three per intermediate outcome

- Outputs: two to three per immediate outcome

- Ideally a project should have about 6 Outcomes (Intermediate and Immediate) – remember, each outcome can have up to 4 outputs and each output can have up to 10 activities which means 240 activities

Figure 3 - Illustration of the Pyramid Structure of the Logic Model
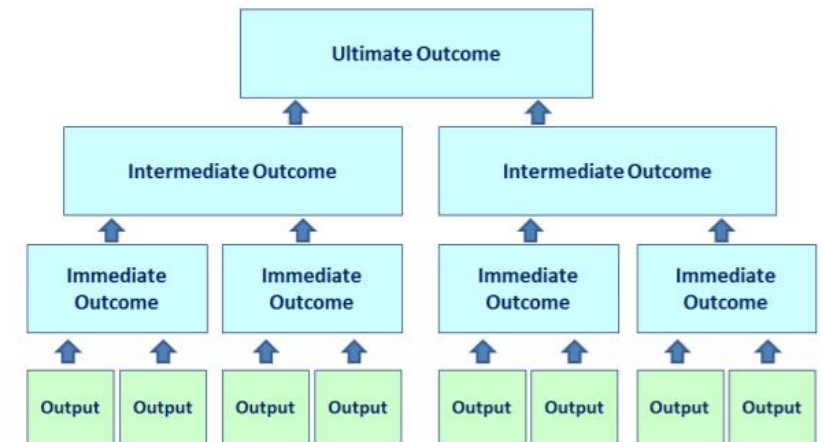
From GAC – RBM GUIDE 2016

Logic Model

Outcome Syntax

Direction	Use an adjective (drawn from a verb in past tense) to indicate the expected direction of change. For example: increased, improved, reduced, enhanced[2].
What	The actual thing/element that will change. For example: • capacity, such as awareness, skills, knowledge, etc. (for immediate outcomes) • behaviour, practice or performance (for intermediate outcomes) • state, well-being or condition [but not surrounding circumstances] (for ultimate outcomes) To describe the type of change sought for intermediaries or beneficiaries, and to provide further specificity, the "what" often includes: • adjectives (e.g., equitable, effective, sustainable, gender sensitive, etc.) • nouns (e.g., efficiency, effectiveness, quality, accountability, etc.) or • adverbs (e.g., efficiently, effectively, etc.)
Who	Identifies the individuals, groups, organizations or entities who will experience the change described; in other words, intermediaries or beneficiaries. For example: ministry of health, agricultural-extension workers, farmers, journalists, local communities, women, children, men, minorities. Identifying the "who" helps to gauge how realistic the change is and makes it more specific. **Note** that "including," "specifically," "especially" or "particularly" can be used to specify a specific group targeted within a large whole. For example: Increased access to public services for women, particularly marginalized ethnic minorities.
Where	The geographical location of the change being described. For example: community, country, region, village, etc.

Examples:
- Improved health of women in Region Y, Country X (ultimate outcome)
- Enhanced provision of health services to women and men by the ministry of health in Region Z (intermediate outcome)
- Increased awareness of proper hygiene-practices by women in Region Y, Country X (immediate outcome)
- Increased protection of the rights of minorities by government X in Country X (intermediate outcome)

Results-Based Management Tip Sheet 2.2 – Syntax Structure of Outcome, Output and Activity Statements

From GAC – RBM GUIDE 2016, see page 37 for a simpler table

Logic Model

Output Syntax

Results-Based Management Tip Sheet 2.2 – Syntax Structure of Outcome, Output and Activity Statements

1ˢᵗ What	The product or service provided by the project implementer, and in what topic or subject.
2ⁿᵈ What	The "what" can be qualified (e.g., gender sensitive training delivered… or environmentally responsible disposal strategy developed, etc.) if it helps describe a minimum standard. This qualification should not be subjective (e.g., avoid "efficient process developed, or "user-friendly tools created").[3]
Verb	Use a verb in the past tense describing how the output was delivered. For example: provided, delivered, completed, organized
Whom	The individuals, groups, organizations or entities to or for whom the output was produced or provided; in other words, intermediaries or beneficiaries. Note that "specifically," "especially" or "particularly" can be used to specify a selected group within a larger whole.
Where	The geographical location of the product or service being delivered or rendered. (See note above). For example: community, country, region, village, etc.
Example: Pamphlet on maternal health-services produced for local women's groups in village X.	

From GAC – RBM GUIDE 2016, page 41-42

Logic Model

Can you determine which level of Output / Outcome these are based on the syntax?
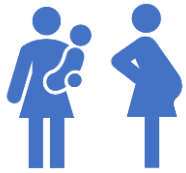
Improved health of women in Region Y, Country X

Enhanced provision of health services to women and men by the ministry of health in Region Z

Increased awareness of proper hygiene-practices by families in Region Y, Country X

Increased protection of the rights of minorities by government X in Country X

Logic Model

Gender Equality Outcomes

FIAP Tool 5

Gender equality outcomes are measurable changes that explicitly aim to reduce gender inequality, or improve equality between women and men, boys and girls and gender diverse people. Gender equality outcomes contribute to one or more of GAC's gender equality objectives:

- enhance the protection and promotion of the **human rights** of women and girls;
- increase the participation of women and girls in **decision-making**;
- give women and girls more equitable **access to and control** over the resources they need to secure ongoing economic and social equality.

Gender equality outcomes can be stated using terms such as "gender responsive", "gender sensitive", "exempt of gender stereotyping", "gender balanced", "gender equitable".

Logic Model

Gender Equality Outcomes

FIAP Tool 5

Intermediate (change in behaviour, practice, access or performance):

- Improved equal participation of women with men in decision-making.
- Strengthened participation of civil society, especially of women and gender equality advocacy organizations, in national consultations.
- Enhanced gender sensitive curriculum in technical vocational institutions.
- Improved quality, coverage and gender-responsiveness of SRHR services, for women, adolescent girls, and children.
- Increased protection for girls from early marriage.
- Reduced gender-based violence in school.
- Increased women's and girls' participation in climate change response initiatives Improved quality and accessibility of sexual and reproductive health services for women and girls.

Logic Model

Gender Equality Outcomes

FIAP Tool 5

Immediate (change in capacity, access, awareness, knowledge, skills):

- Increased awareness among decision-makers on gender equality issues.

- Increased awareness of gender-responsive policies and budgets in the regions.

- Increased ability of government to conduct gender-based analysis.

- Increased awareness of the need for women's equal participation in training and consultations.

- Increased access by rural women to literacy and numeracy training programs.

- Increased ability of women to participate in autonomous income-generating activities Strengthened networks and support institutions to address critical legal, financial and market barriers faced by women's small enterprises

- Improved access to agricultural resources by women farmers

Logic Model

Purpose is to confirm the validity of linkages between outcomes and to assess against new project context.

- Is it logical?
- Is it complete?
- **Does it still make sense given changes in context?**

Are the outputs / outcomes still reasonable?

Are there contextual changes that require additional outputs?

Do the outputs / outcomes require further qualification?

Is the wording still appropriate and reflective of best practice?

Recommendation is for simplification, clarification and not expansion

Review and Update

Logic Model

Purpose is to confirm the validity of linkages between outcomes and to assess against new project context.

- **Is it logical?**

- **Is it complete?**

- **Does it still make sense given changes in context?**

GROUP EXERCISE

- In 2 or 3 groups
- Review ONE outcome in One of your own project logic models for logic and completeness; You have 10 minutes
- Quickly share what you had and your recommendation if you decided to change it

Note that in the in-country/online PIP workshops:
You will need to do this for all the outcomes and outputs i.e revise your logic model

End of Session 1

Any additional questions?