Management & Governance Plan

Expand
Content

Outlines roles/responsibilities, information sharing, financial flows, and local coordination/stakeholder relationships.

- **Review/validate**
- Create 'teams' if not already in place
- Roll in local coordination
- Add organizational chart

Does the original plan still make sense given changes in local context?

Is it complete?
- Covers all areas of implementation?
- Includes financial management and flows?
- Includes MEAL and reporting?
- Includes HR / hiring etc.?
- Outlines decision-making process and authority?
- Includes details by partner > individual staff member?
- Includes any intended external consultants, trainers, etc.?
- Includes procurement plans and expenses requiring approval
  (more on this one later)

Management & Governance Plan

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- **Create 'teams' if not already in place**
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Suggest creating project teams and creating regular meeting cadences – some examples include:

- Project Steering Committee (Program Directors/Managers of each partner for overall oversight, consortium relations, and ultimate decision-making)

- MEAL Team (leads from each country / partner and any external consultants for coordination of data collection tools/approaches and leading analysis and learning)

- Finance Team (lead from each country/partner for reviewing and coordinating financial flows, budget tracking and financial reporting)
- Country-level implementation teams (Project Manager from lead organization and key personnel for each country/partner)

Think about meeting schedules - who should meet monthly? quarterly? semi-annually? annually?

Management & Governance Plan

Sample Team Descriptions

Project management will be led by ORG X using a collaborative approach engaging partners through two country-level Project Steering Committees (PSCs) - one for Country Y and one for Country Z - and the Project Learning Team (PLT).

PSCs will include the Project Manager and MEAL Officer from each implementing partner in the country, the ORG X Program Manager and MEAL/Gender Specialist.

PSCs will meet monthly to review progress and results, coordinate between partners, review risks and issues, and make recommendations for any required changes to the implementation plan. Recommendations will be shared by the Program Manager internally within ORG X, including with the ED, for decision-making and informing Funder and requesting approvals as required.

Our Project Learning Team (PLT) will include the Program Manager and MEAL/Gender specialist from ORG X, alongside the MEAL specialists from implementing partners (A, B, and C).

The ORG X MEAL/Gender Specialist, working with the implementing partner MEAL Officers, will be responsible for preliminary analysis and presentation of findings for workshopping by the PLT.

The PLT will meet quarterly to review progress and results, seeking to identify and understand trends, make recommendations to the PSCs on lessons learned and best practices to strengthen results.
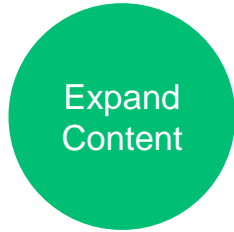
Management & Governance Plan

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Building on Local Coordination section of original design/proposal

Who will you share information with? How will you share information and coordinate with other actors? Who will be responsible for information sharing and coordination?

How will you maintain relationships with other local stakeholders? Who will be responsible for those relationships?

Management & Governance Plan

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- Review/validate
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- **Add organizational chart**

Chart should include indication of organizations and individual staff roles

Chart should include basics of roles/responsibilities

Should visually show responsibilities for activities, MEAL, finances, reporting, communications, and decision-making.
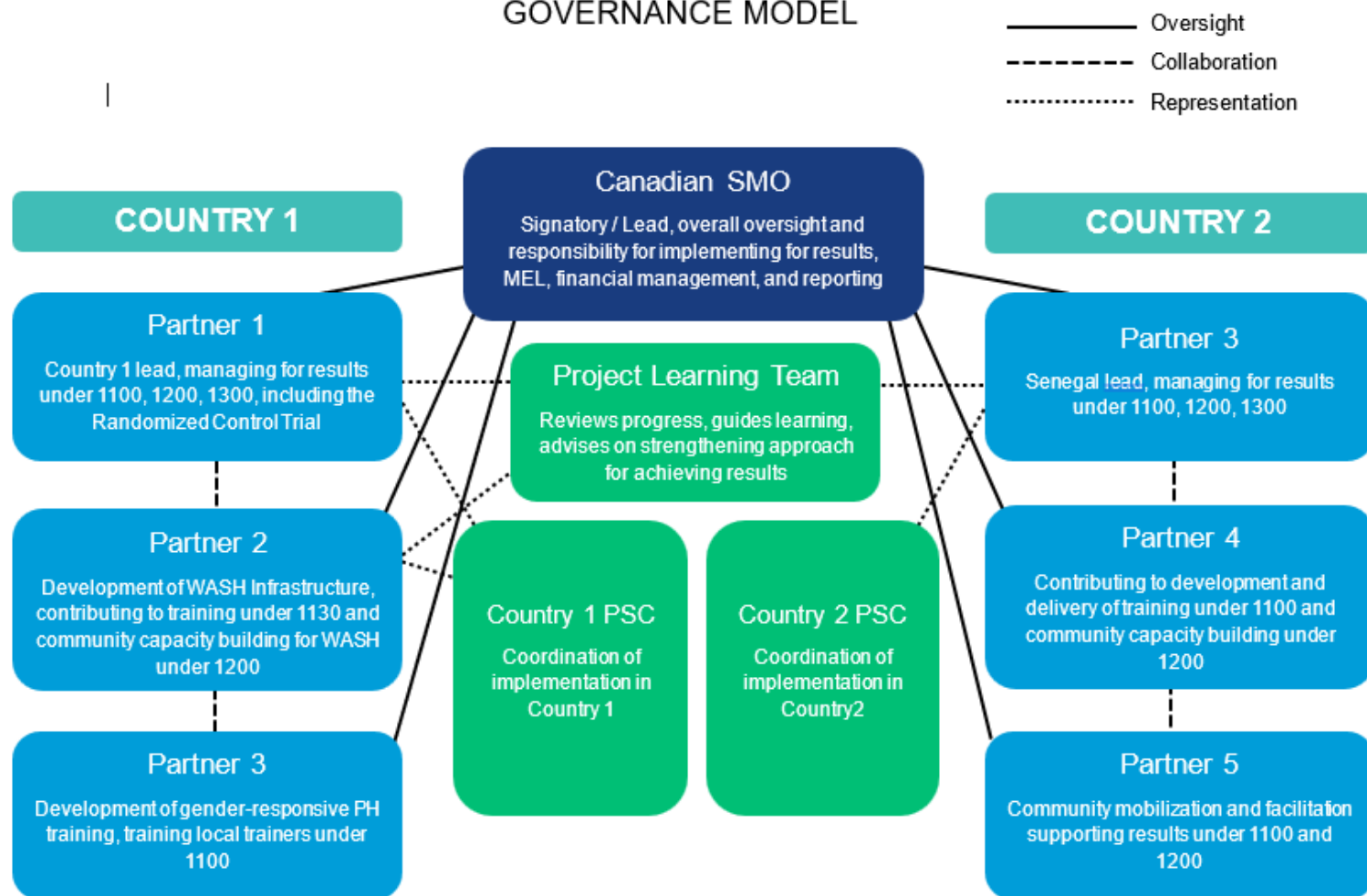
Management & Governance Plan
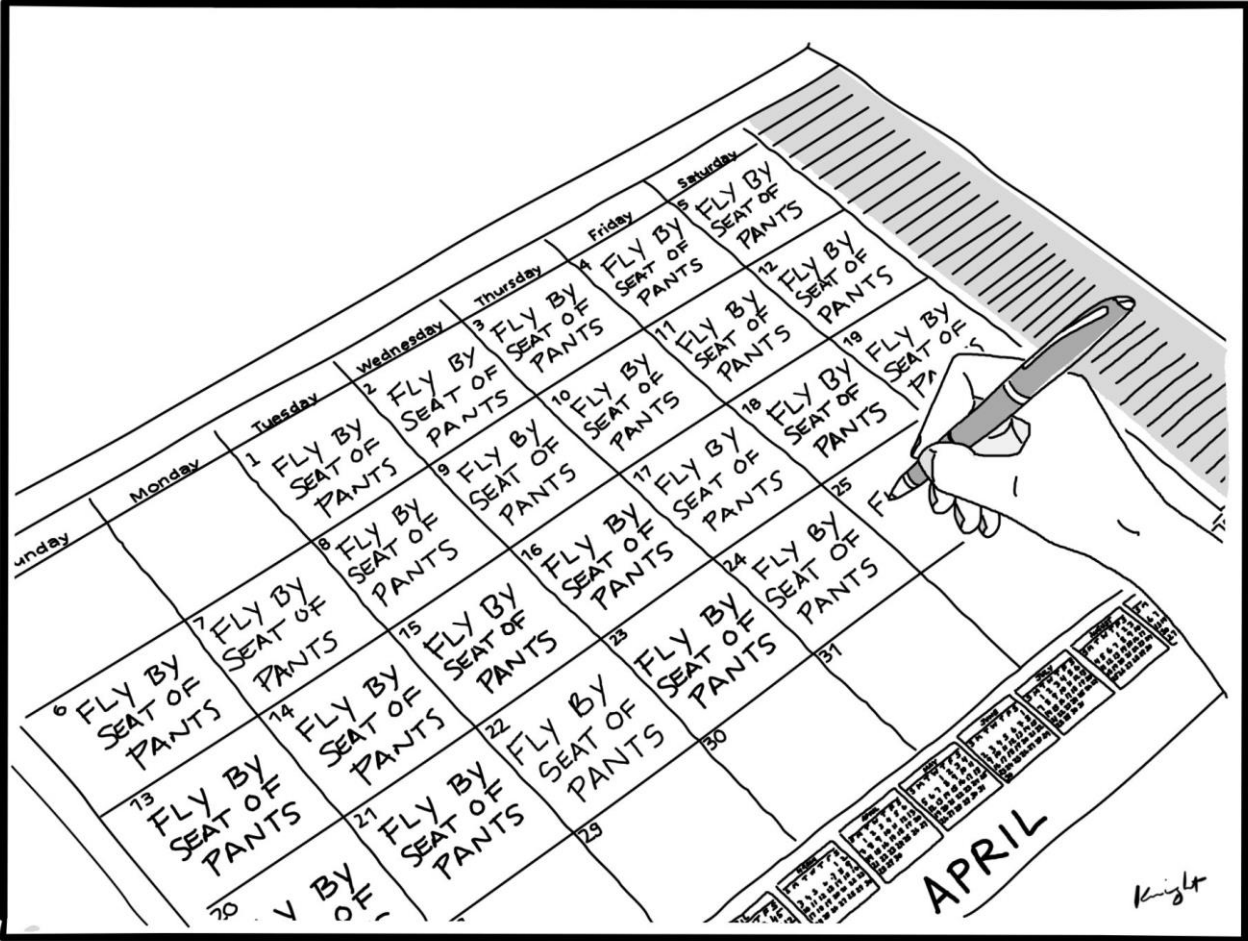

Sample Project in Countries 1 and 2 by Canadian SMO

GOVERNANCE MODEL

Workplan

Workplan

To activity level (outputs) for whole project.
To sub-activity level (activities) for first year.

- **Review/update activities**

- Plot timeline

- Include monitoring activities

- Include governance

- Include communications

Any changes required based on update to LM?

Is it complete?

Does it provide all the details a project staff would need to do their job?
This is where sub-activities come in.
e.g., "plan training" VS book venue, hire trainer, develop/adapt training materials, etc.

Workplan

To activity level (outputs) for whole project.
To sub-activity level (activities) for first year.

- Review/update activities

- **Plot timeline**

- Include monitoring activities

- Include governance

- Include communications

For each activity, mark which month(s) work will take place

Start from the end of project and work backwards

Think carefully about the dependencies between activities and ensure correct ordering

How has your timeline changed based on the start date of your project per the CA?

Workplan

To activity level (outputs) for whole project.
To sub-activity level (activities) for first year.

- Review/update activities

- Plot timeline

- **Include monitoring activities**

- Include governance

- Include communications

Consult PMF and data tool table

Consider the relationship between monitoring/data collection and the activities – ensuring activities are completed before corresponding data collection

Are there opportunities to combine M&E tasks with other activity schedules?

Make sure to include details like learning meetings and other elements from your narrative M&E(L) plan

Workplan

To activity level (outputs) for whole project.
To sub-activity level (activities) for first year.

- Review/update activities

- Plot timeline

- Include monitoring activities

- **Include governance**

- Include communications

Consult the governance plan

Include meeting schedules, planned reporting submission dates, etc.

Workplan

To activity level (outputs) for whole project.
To sub-activity level (activities) for first year.

- Review/update activities

- Plot timeline

- Include monitoring activities

- Include governance

- **Include communications**

Consult communications plan

Think about aligning any additional information gathering for communications with existing field visits plans (e.g. photographs)

Communications Plan

Outlines publications and public communications about project results and plans to acknowledge GAC contribution

- **Target audiences/ anticipated reach**
- Communication methods
- Form 2203e

Who will you be reaching?
- In Canada
- In recipient country(ies)
- Project Stakeholders

This is not just about Canadian engagement!

It's also about visibility of the project in country and sharing learning/best practices.

Make sure to include anticipated #s of individuals to be reached for each identified audience (disaggregate as appropriate and feasible)

*Remember RACI

Communications Plan

Outlines publications and public communications about project results and plans to acknowledge GAC contribution

- Target audiences/ anticipated reach
- **Communication methods**
- Form 2203e

What is the most effective way to share results with them?

Formal report
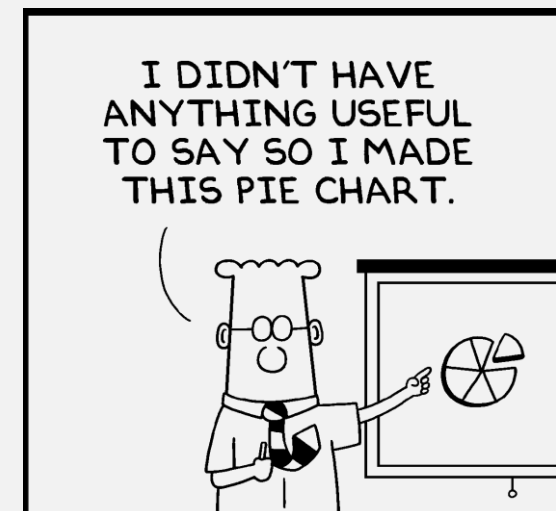
Article / Blog post

Infographic / Data Presentation

News-style video/audio report

Speaking / Panel / Webinar

Podcast

Case study / storytelling

Other?

Communications Plan

Outlines publications and public communications about project results and plans to acknowledge GAC contribution

- Target audiences/ anticipated reach
- Communication methods
- **Form 2203e**

Visibility and Recognition Activities Planning Form (required as an annex to PIP for Year 1 and as Annex to Annual Workplan for subsequent years)

Communications Plan

Outlines publications and public communications about project results and plans to acknowledge GAC contribution

- Target audiences/ anticipated reach
- Communication methods
- Form 2203e
- **If not submitting PIP to GAC, suggest this detail be included in the MEAL plan**

This approach aligns with feminist evaluation principles:

- *Connecting communications to the information gathered through the project*
- *Makes it easy to identify the audiences that contributed information who should then have the opportunity to receive, review, and learn from findings they helped create*
- *Makes it easy to identify other stakeholders/audiences who could benefit from or action the information*
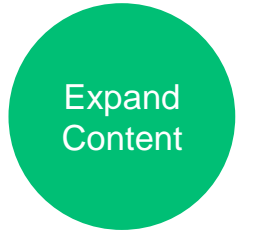
Environment Strategy

Considering environment related risks and impacts, including climate change

FOR/ON the Project

What are the environmental risks that could impact implementation of project activities and achievement of outcomes?

FROM/BY the Project

What impacts (either positive or negative) that could or should result from the project?

Environment Strategy

Considering environment related risks and impacts

FOR/ON the Project

- Climate Change!
- Weather
- Soil / land quality (e.g., for agriculture, or activities requiring construction)
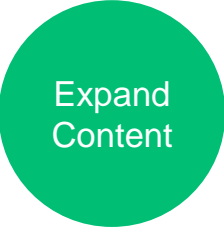- Policies, restrictions

FROM/BY the Project

- Carbon emissions
- Waste diversion efforts
- Sustainability outcomes

* Make sure these are reflected in risk management and MEAL plans

Environmental Strategy

Sample Outline

1. Analysis – *description of local landscapes, policy contexts, climate change impacts, and other relevant environmental issues*

2. Impacts – *outline of potential negative and positive environmental impacts resulting from project*

3. Environmental Impact Studies – *list of all project activities which require a more fulsome EIS, including plan and timeline for EIS*

4. Monitoring – *reference to how risks and impacts are integrated into the Risk Management and MEAL plans*
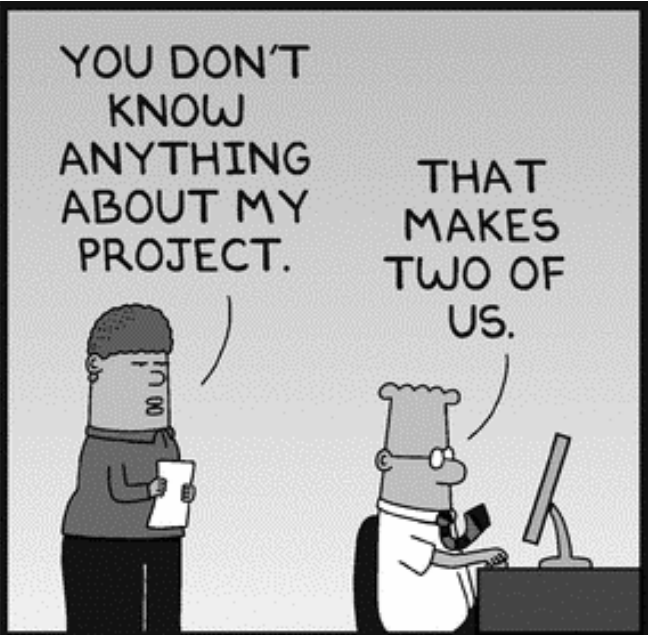
Activity Based Budgeting
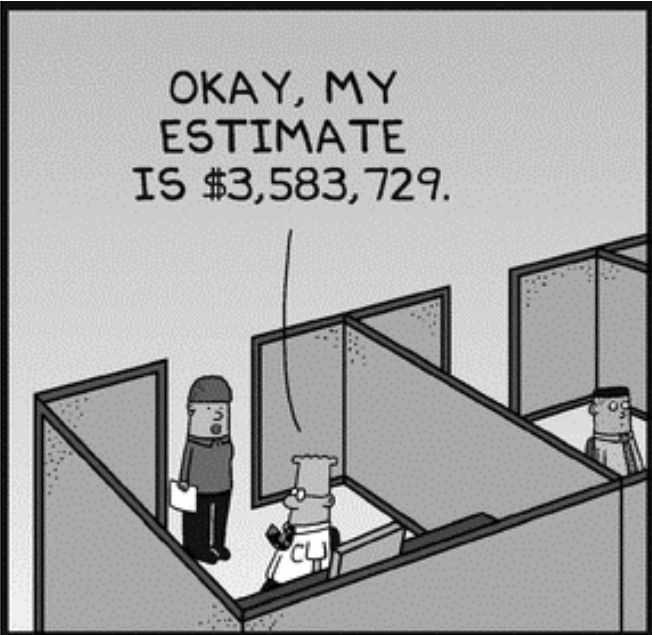
Activity Based Budgeting

Validating projections, breakdown to sub-activities/inputs detail

- **Is it complete?**
- **Is it feasible?**
- **Forecasting**
- **Procurement plan**

The way to assess these questions is to flesh out the budget detail to the sub-activity/inputs level (if you haven't already).

E.g., Proposal budget for Output (activity)
Training in NRM provided to female farmers = $5,000

Sub-activity Level

Organize two climate adaptation trainings for female farmers
$5000 / 2 trainings = $2,500 per training

Arrange venue rentals	Venue rental 500
Hire trainer	Trainer fee 1,000
Purchase materials	Materials 100
Arrange refreshments for trainees	Catering 400
Provide transportation allowances	Transportation 500
	2,500

Activity Based Budgeting

Validating projections, breakdown to activities > inputs detail

- **Is it complete?**
- Is it feasible?
- Forecasting
- Procurement plan

Are there any expenses that were overlooked? (think carefully about each activity and the inputs required)

Are there any new activities that need to be added?

Note: changes to the budget cannot exceed the total approved amount and must be below 5% variance for each budget line (per Appendix C in CA) – for larger variances, prior approval must be obtained.

Activity Based Budgeting

Validating projections, breakdown to activities > inputs detail

- Is it complete?
- **Is it feasible?**
- Forecasting
- Procurement plan

Have you factored in currency fluctuations and/or inflation?

Can you afford to do everything as planned?

If not, what changes will need to be made to the implementation plan?

…and what related changes would need to be made to the reach projections, indicator targets and other elements as a result?

Activity Based Budgeting

Validating projections, breakdown to activities > inputs detail

- Is it complete?
- Is it feasible?
- **Forecasting**
- Procurement plan

All expenses need to be forecasted by year (referring to your outcome-based schedule)

Include in-kind and recipient contributions in the forecast (so that GAC/funder knows what their contribution schedule will be)

For GAC you will need to fill out in Form A (link in CA)

Activity Based Budgeting

Validating projections, breakdown to activities > inputs detail

- Is it complete?
- Is it feasible?
- Forecasting
- **Procurement plan**

Refer to your internal financial policies / procedures
(should cover quotes/estimates in line with GAC financial policy – see CA Appendix: Financial Terms)

Add to Governance/Management Plan:

List of eligible items to be procured and how they will be disposed of at project end, including reference to internal policies and procedures.

Reference to all expenses requiring prior approval per your CA
(also add this to work plan to ensure you give yourself the needed lead time for approval without delaying your activities).