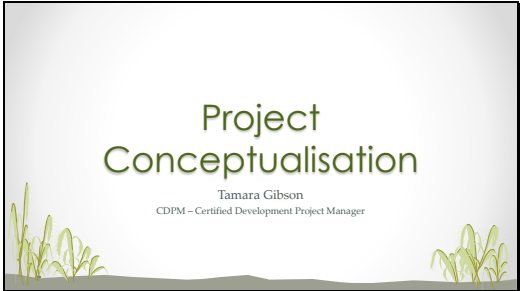
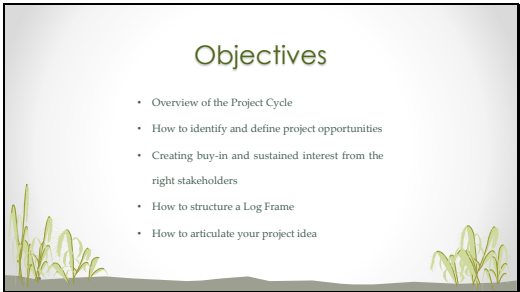


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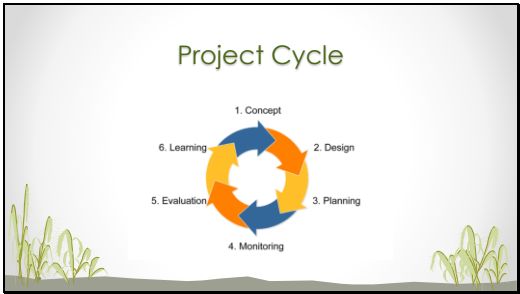
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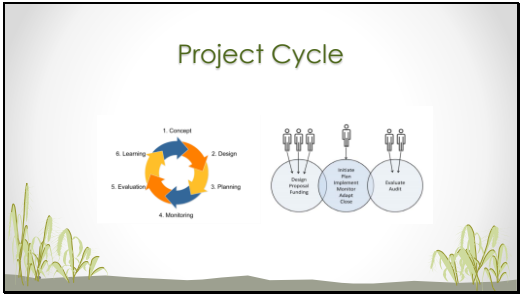
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Project Cycle

Concept Stage




- Identify a project
- Align with strategy
- Define the 'why' behind the initiative

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Project Cycle

Design Stage




- Input for the concept note is generated
- Problem Analysis
- Development of Goals and Objectives


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Project Cycle

Planning Stage



- Risks & Assumptions
- Budget
- Schedule/Timelines
- Monitoring & Evaluation Planning



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Problem Analysis

Definition



UNDERSTANDING the causes and effects of a issue
in order to develop a solution



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Problem Analysis

- Root cause of the problem
- Find the causes and effects of the problem
- One focal problem


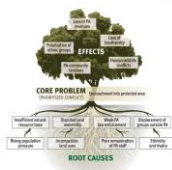


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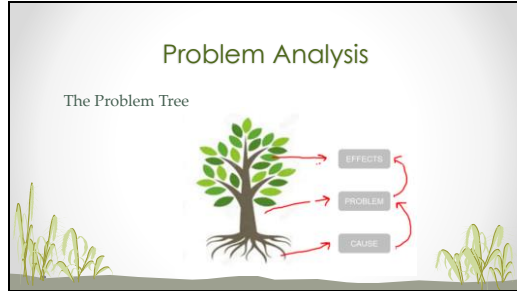
Problem Analysis

The Problem Tree

- Core Problem
- Discovering root cause
- Identifying effects



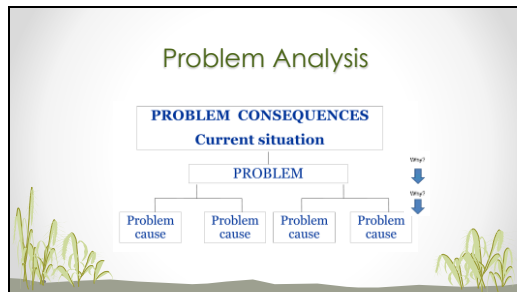
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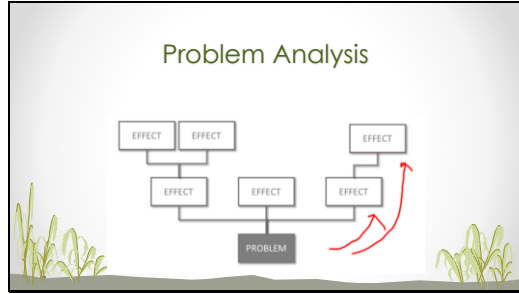
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- ### Problem Analysis
- Identify major existing problems
 - Agree on a focal problem for analysis
 - Identify the cause and effects for the focal problem
 - Review and verify its validity and completeness

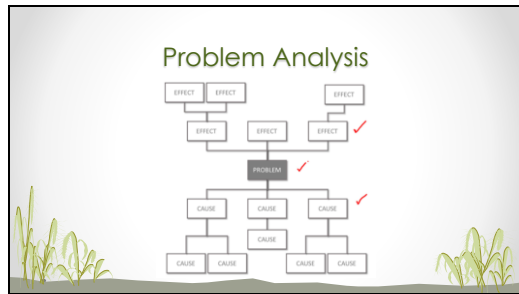
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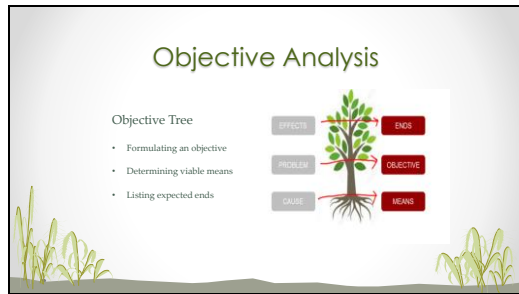
Recap

1. Issues happen above the surface but are only symptoms of deeper problems.
2. Uncovering the root cause ensures that you head in the right direction and saves you time, money and effort.
3. Defining your problem is key to unlocking opportunity.

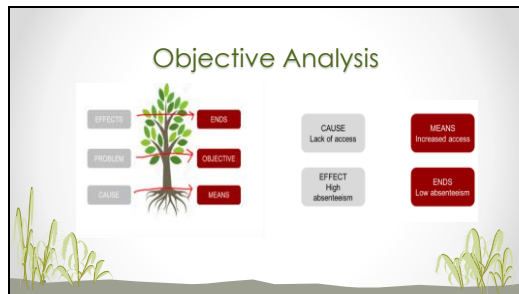
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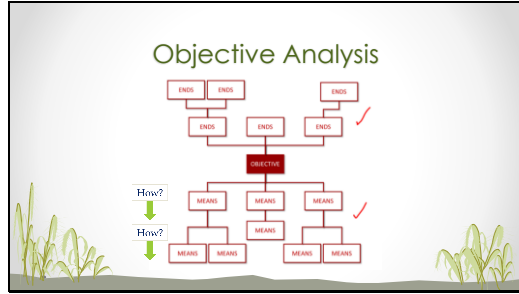
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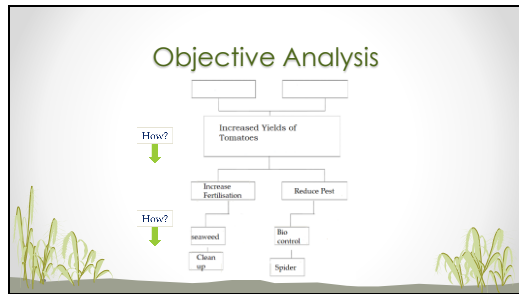
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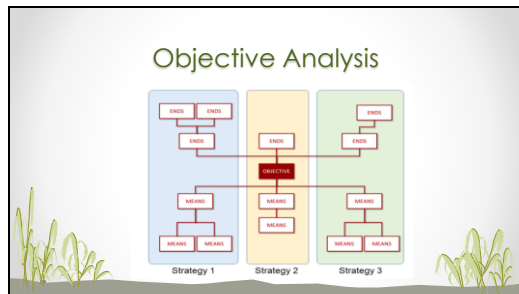
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Objective Analysis

Considerations when selecting project strategies:

- Probability
- Costs
- Sustainable
- Partnership




The diagram shows an objective tree with a central goal 'Improve the environment' at the top. It branches into 'Reduce air pollution' and 'Reduce water pollution'. 'Reduce air pollution' further branches into 'Reduce CO2 emissions' and 'Reduce particulate matter'. 'Reduce water pollution' branches into 'Reduce water consumption' and 'Reduce water quality'. Each of these branches further divides into specific strategies, represented by yellow boxes.

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Objective Analysis

Criteria	Weight	Strategy 1	Strategy 2	Strategy 3
Strategic fit	30%	30 1	90 3	60 2
Financial	30%	60 2	90 3	90 3
Technical feasibility	20%	40 2	40 2	20 1
Environmental impact	20%	30 1	40 2	40 2
		150	260	210

3 = exceeds the criteria
2 = meets the criteria
1 = almost meets the criteria




The diagram shows an objective tree with a central goal 'Improve the environment' at the top. It branches into 'Reduce air pollution' and 'Reduce water pollution'. 'Reduce air pollution' further branches into 'Reduce CO2 emissions' and 'Reduce particulate matter'. 'Reduce water pollution' branches into 'Reduce water consumption' and 'Reduce water quality'. Each of these branches further divides into specific strategies, represented by yellow boxes.

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Recap

1. Objective Trees help us to identify the desired situation by transforming problems into scenarios for desired changes.
2. A Strategy of Intervention should be probable, cost-efficient, sustainable, aligned with appropriate funding opportunities.



The diagram shows an objective tree with a central goal 'Improve the environment' at the top. It branches into 'Reduce air pollution' and 'Reduce water pollution'. 'Reduce air pollution' further branches into 'Reduce CO2 emissions' and 'Reduce particulate matter'. 'Reduce water pollution' branches into 'Reduce water consumption' and 'Reduce water quality'. Each of these branches further divides into specific strategies, represented by yellow boxes.

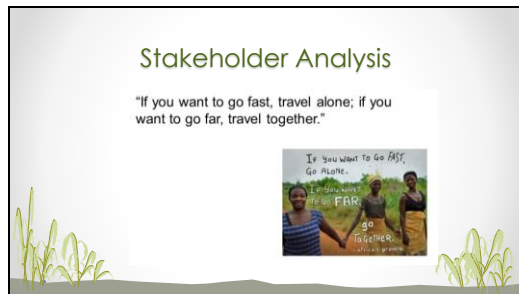
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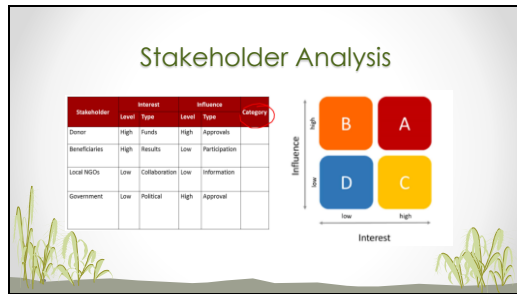


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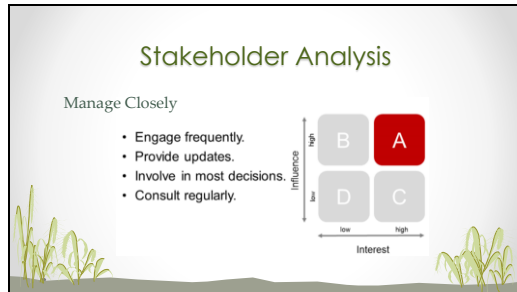
Stakeholder Analysis

Stakeholder	Interest		Influence		Category
	Level	Type	Level	Type	
Donor					
Beneficiaries					
Partners					
Government					

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Stakeholder Analysis

Satisfy Needs

- Increase interest.
- Align goals.
- Satisfy their needs.
- May be a risk to the project.

high	B	A
low	D	C
	low	high
	Interest	

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Stakeholder Analysis

Keep Informed

- Regular communications.
- Maintain interest.
- Involve and consult occasionally.
- Show consideration.

high	B	A
low	D	C
	low	high
	Interest	

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Stakeholder Analysis

- General communications.
- Increase their interest.
- Monitor for changes.


high	B	A
low	D	C
	low	high
	Interest	

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Stakeholder Analysis

Benefits of Stakeholder Participation


- Better Information.
- Increased Commitment.
- Accountability for Results.



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Recap

- Understand the needs and concerns of all key stakeholders.
- Participation increases the effectiveness of the project results.
- A continuous process throughout the life-cycle of the project.

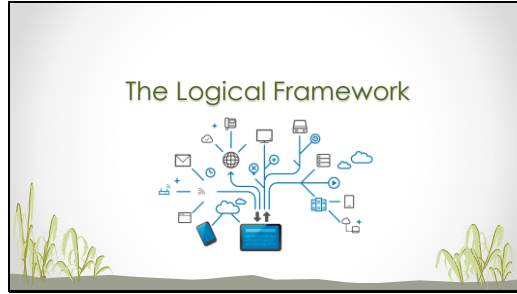


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ACTIVITY

Perform Stakeholder Analysis for your Project

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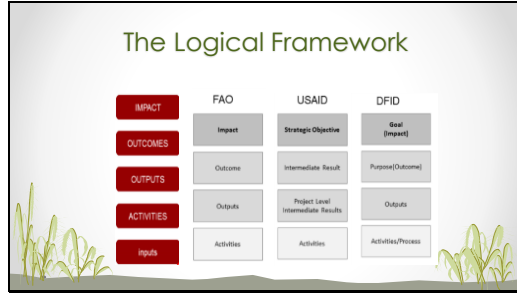


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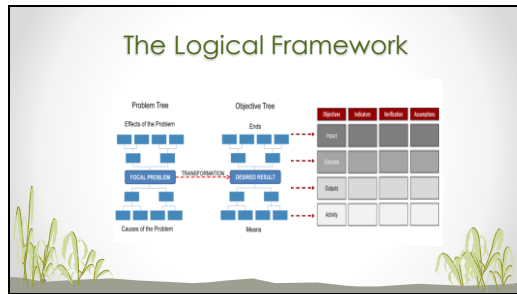
The Logical Framework

	Intervention logic	Verifiable indicators	Sources of verification	Assumptions
Impact				
Outcome				
Output				
Activities (Inputs)		MEANS	MEANS	

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Ann-Murray Brown
Monitoring and Evaluation Specialist

**INTRODUCING THE BASIC CONCEPTS OF
MONITORING AND EVALUATION**

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The Logical Framework


- The long-term positive impact that the project will contribute to.
- Example: Reduce illness related to Water and Sanitation related diseases in the targeted communities



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The Logical Framework


- The intended short-term or medium-term effects of the project
- Example: Enhanced practice of safe hygiene and sanitation in the households.



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The Logical Framework

- The products or services delivered by the project
- Example: Community water points constructed or rehabilitated



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The Logical Framework

- The actions the project will take to achieve each output
- Example: Provide training on safe hygiene and sanitation

Objectives

- Impact
- Outcome
- Outputs
- Activity

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The Logical Framework

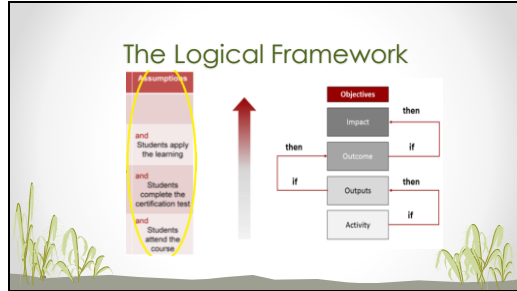
	Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions
Goal	Increase in quality work	80% improvement in quality results	Quality reports, survey	
Outcome	Students certified	100 students obtain a certification	Certification results	and Students apply the learning
Output	Students complete training	100 students complete training	Attendance logs	and Students complete the certification test
Activities	Deliver training courses	10 Training sessions of 40 hours each	Trainer reports, quality checks	and Students attend the course

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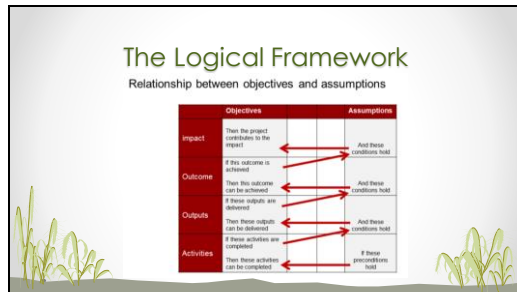
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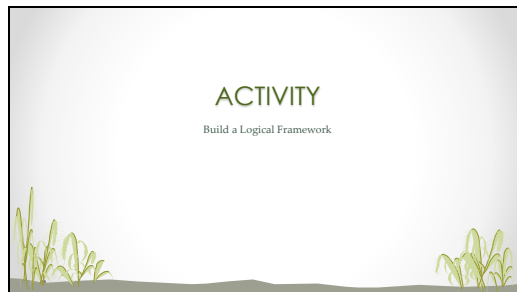
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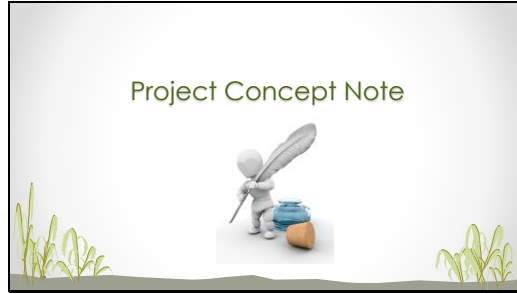
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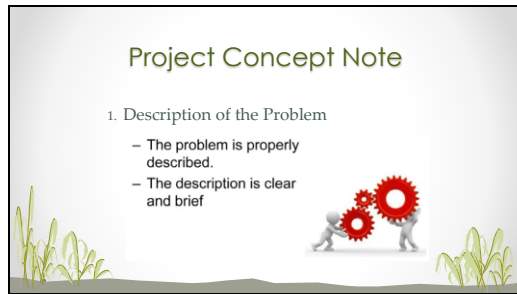
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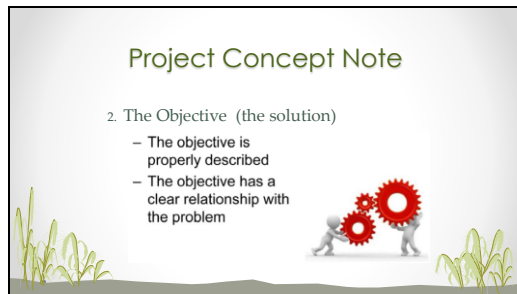
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Project Concept Note

3. Beneficiaries

- Information about the main recipients of the project outcomes




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Project Concept Note

4. Stakeholders

- Information about key stakeholders that will impact or be impacted by the project




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Project Concept Note

5. Risks & Assumptions

- Information on major risks identified that can impact the project
- Assumptions that are made regarding the success of the project




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Project Concept Note

6. Alignment

The project is aligned to the vision and mission

- Relevant to the current strategy
- Will support program goals




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Project Concept Note

7. Duration

The high-level estimates

- Expected duration
- Milestones
- Schedule Dependencies




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Project Concept Note

8. Costs

High-level estimates

- Required Budget
 - % Internal funding
 - % Donor funding
- Other resources required



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