



Project management & Evaluation

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Project management

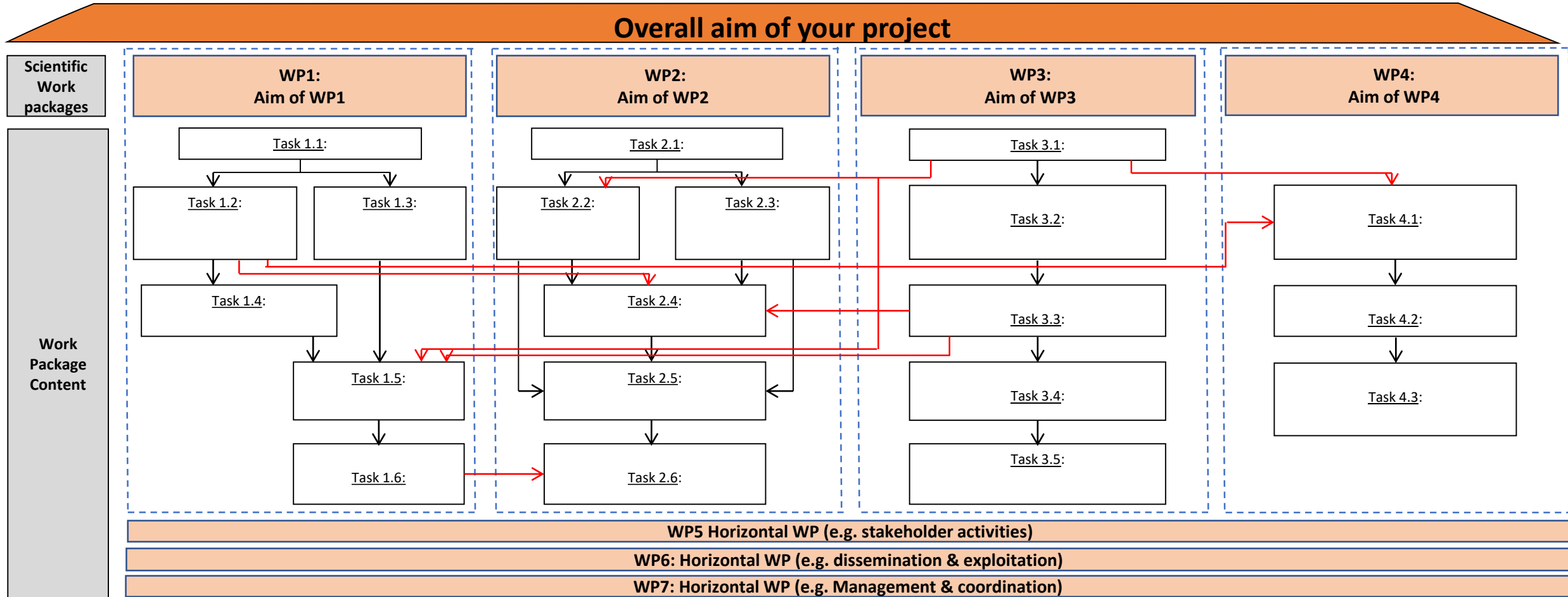
Agenda

- Managing the consortium
 - Work packages and tasks
 - Timelines, milestones and deliverables
 - Management structure
- Managing the proposal process
- Discussion



1) Managing the consortium

1.1) Work Packages and Tasks



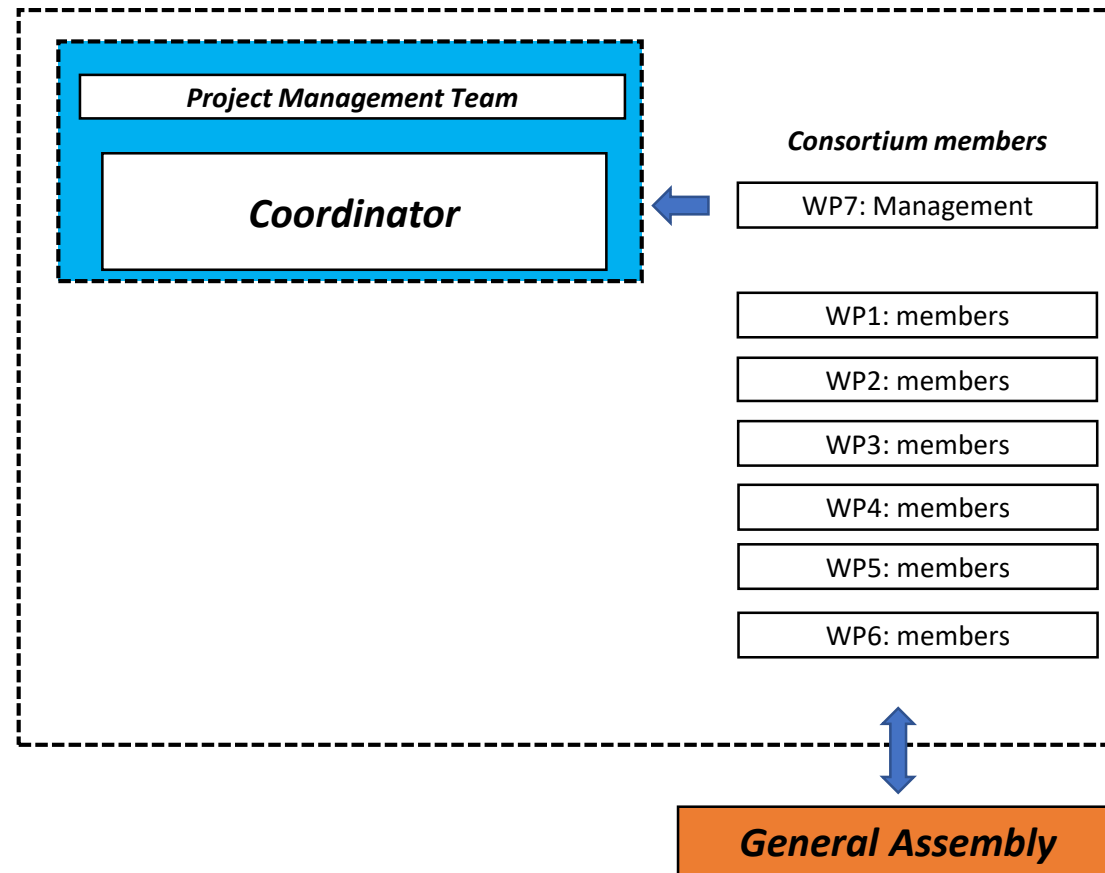
1) Managing the consortium

1.3) Management structure

The project management team consists of the coordinator and the administrative support. Its responsibilities are general management, b) administrative management and c) financial management of the project

The coordinator manages the daily activities of the project and ensures, in particular:

- Setting up and managing a consortium agreement
- External representation of the project
- Ensuring scientific progress
- Monitoring project partners regarding agreed obligations
- Collecting financial reports, ensuring their accuracy, and report to the funding source
- Ensuring implementation of decisions taken by the project management team, the executive board, or the general assembly
- Planning, coordinating and chairing consortium meetings
- efficient communication between the different management structures and towards the funding organisation



Each member of the consortium should be assigned to at least one work package and work packages should be carried out collaboratively by different consortium members

The general assembly is the steering body of the consortium and meets periodically (e.g. annually) during the project. Each participating organisation may, for instance, hold one vote in the GA.

The GA takes decisions of fundamental nature for the project and serves as an instance for conflict resolution. The proposal may specify further:

- minimum participation to be able to make decisions (e.g. 2/3),
- define the voting process (e.g. openly unless requested otherwise), or
- specify particular decisions that must be taken with a qualified majority (e.g. entrance or exit of partners, budget shifts between partners, etc)



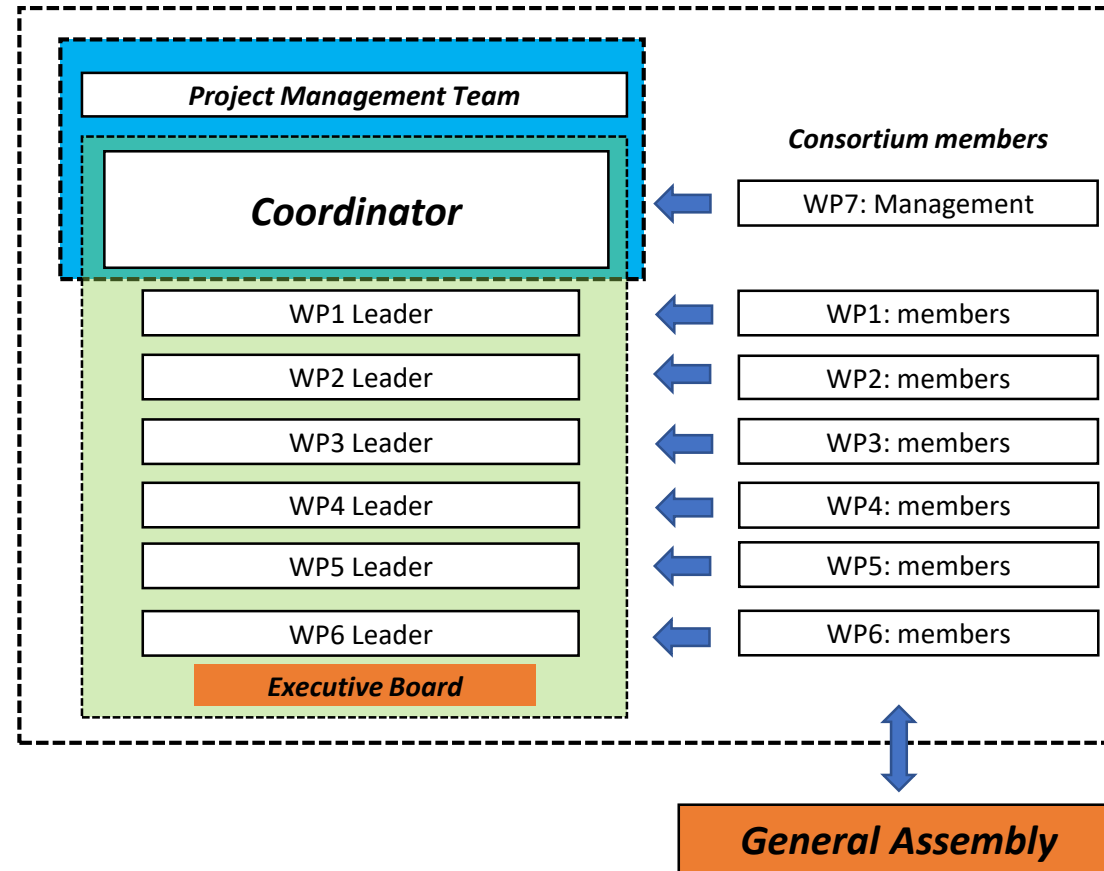
1) Managing the consortium

1.3) Management structure

The executive board consists of the WP-leads and the coordinator

The EB is responsible for:

- Work flow, coordination and progress of research activities
- Coordinating cooperation between participants and exploiting synergies between WPs
- Each WP leader shall report (e.g. monthly) to the EB
- The EB shall meet, (e.g. monthly) by TC or in person
- The EB will draft a progress report for the GA.
- Additional responsibilities may be assigned, such as:
 - Internal editorial board
 - Internal ethics board
 - etc.



Each work packages should be led by one partner. You may decide to assign co-leaders (perhaps from another entity) to each WP.

The coordinator is naturally the leader of the WP concerned with management.

WP-leads are responsible for:

- Coordinating the work in their respective WPs
- Ensuring timely and adequate execution of tasks and deliverables
- Organising internal WP meetings and provide minutes to the coordinator
- Reporting to the coordinator on financial, operational and scientific progress

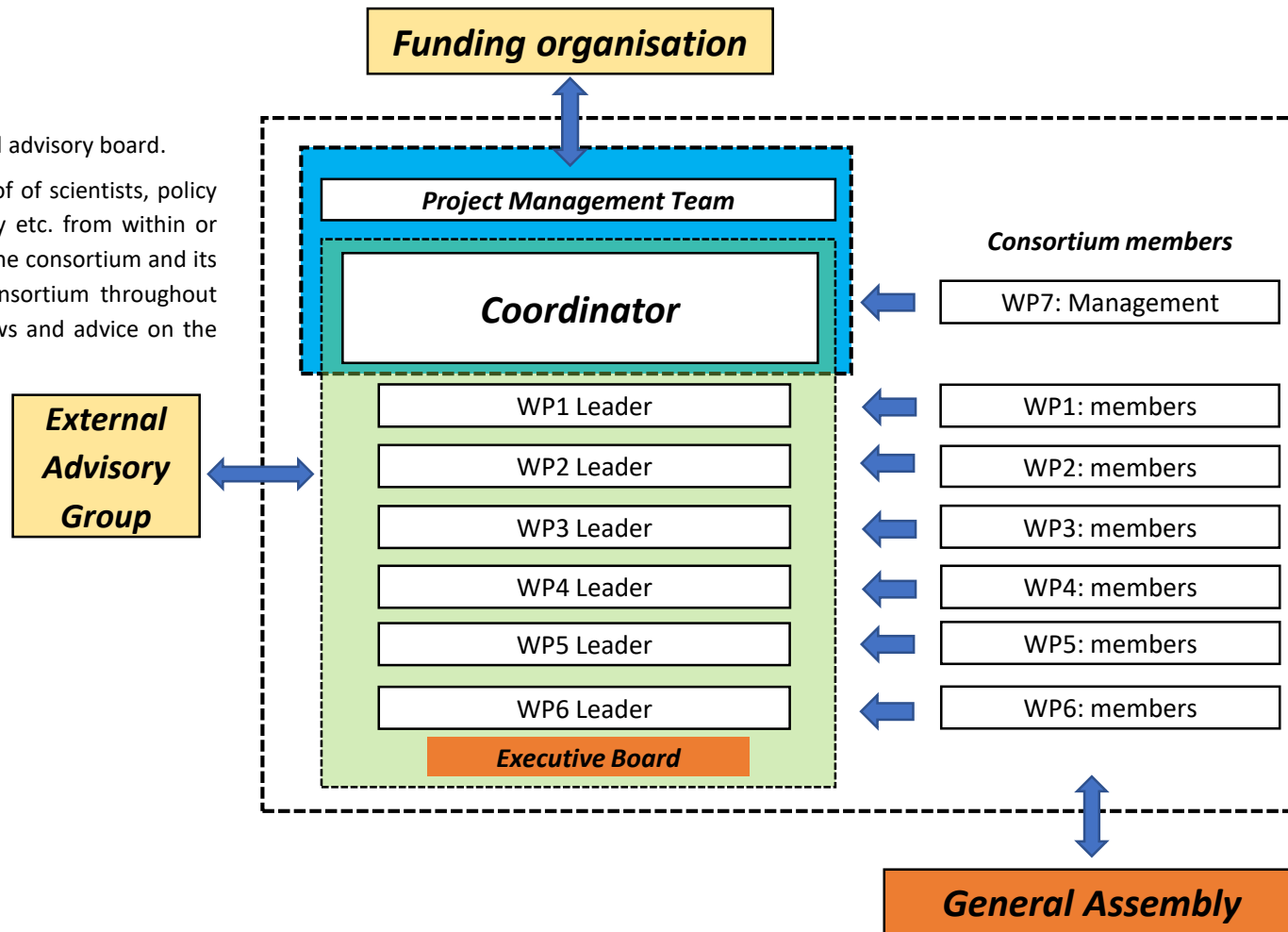


1) Managing the consortium

1.3) Management structure

You may decide to set up an external advisory board.

The EAB may, for instance, consist of scientists, policy planners, decision makers, advocacy etc. from within or even beyond countries included in the consortium and its main purpose is to support the consortium throughout the project life cycle with their views and advice on the future direction of the project



At all times, you need to ensure efficient communication with the funding source, adhere to agreed timelines and deliverables, prepare financial reports and comply with any other obligation as set out in the funding agreement.



Three essential requirements for managing proposals:

Patience

Persistence

Painkillers 😊



Some good advise (based on experience):

- Start the proposal writing process as early as possible
- Prepare a short outline of your ideas and send it to potential consortium partners
- Dont just wait for their feedback, set firm deadlines and chase partners for their response
- Especially for large consortia, you may consider organising a face-to-face meeting / workshop
 - Plan for sufficient time between workshop and submission deadline
 - You may need at least a full day to discuss ideas, develop a rough project plan, and to agree on next steps
 - Assign clear responsibilities during the workshop, e.g. provisional WP-leads, input to work packages, etc
 - Ideally, you should have a rough work plan with provisional tasks and responsibilities at the end of the workshop



Some good advise (based on experience):

- You may want to focus on the work-plan first before writing other chapters
 - The work plan is the core of your proposal, this should be really clear, concise and comprehensive
 - Also, for the work plan you may rely more on other partners' input, so best to get this out of the way first
 - However, don't get hang up on the work plan, set yourself (and your partners) a strict timeline for completion
- Set yourself a strict timeline for writing individual chapters
- Dont be shy! Chase your partners for the required input, if necessary, on a daily basis
- Identify team-members who are pro-active and use them as a ressource as much as possible



Some good advise (based on experience):

- Ask someone in your organisation to take over the budget allocation process
 - This person should start early collecting data on monthly pay rates and person months required per task
 - It is probably better to first calculate a provisional budget based on this information and liaise with individual partners before sending out the full budget to each partner (so to avoid dispute amongst partners)
 - Do not leave this to the last minute, as you will be busy revising your proposal until the submission deadline
- Check the submission portal and make sure you collect additional information from partners
- Dont forget to collect letters of approval from each partner and ask them to confirm that they are legally, financially and organisationally capable to fulfill the tasks required



3) Discussion

Any Questions? 😊



Project evaluation: From design to practice



What is project evaluation?

- The systematic assessment of an ongoing or completed project, of its design, implementation or results.

Adapted from OECD DAC Glossary

<https://www.oecd.org/dac/evaluation/2754804.pdf>



Steps for setting up a project evaluation

1. Clarifying evaluation request

2. Identifying evaluation questions

3. Developing a project model

4. Selecting evaluation design

Adapted from Fitzpatrick et al: Program Evaluation (2010)



1. Clarifying evaluation request

- Identify stakeholders
 - e.g., sponsor, client, program managers/staff, recipients, interest groups
- Understand reason why evaluation is requested
 - Learning vs. accountability
- Determine whether project is evaluable (e.g., red flags)



2. Identifying evaluation questions

1. Descriptive

- How were people recruited?
- To what extent was the project implemented at different sites?

2. Causal

- Did the project meet its objectives (e.g., increase the employment rate of the users)?
- What impact did the project have (both intended and unintended)?
- Who benefited and who did not?

3. Normative

- Should the project continue?



3.a Developing a project model (Logical Framework Approach)

	Activity description	Indicators	Means of verification	Assumptions
↑	Impact/Goal			
	Outcomes/Purpose			
	Outputs			
	Activities			

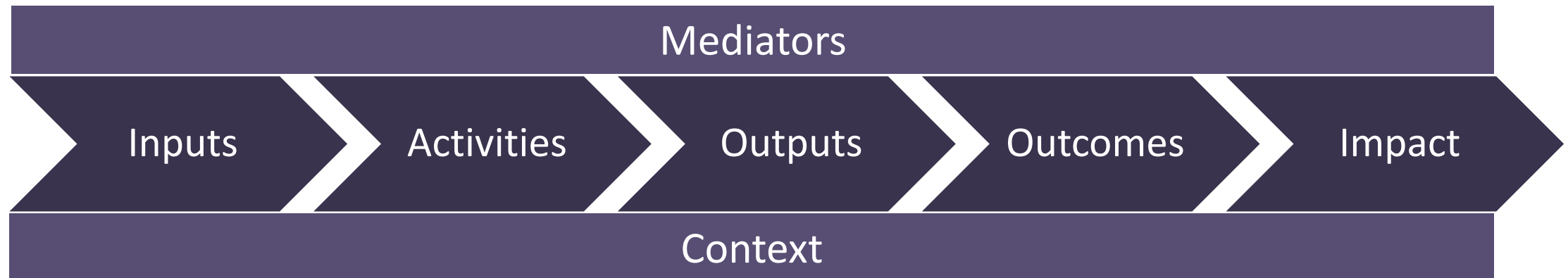
Adapted from USAID Logical Framework Approach



3.b Developing a project model

Descriptive questions

Causal questions



Adapted from Bamberger et al: RealWorld Evaluation (2012),
cf. also Kellogg Foundation (2006).



4. Selecting evaluation design

Basic decisions:

- Descriptive: snapshot, case study
- Causal: Before-after & with-without
 - With or without a comparison group
 - Existing data and/or data to be collected
 - How many data collection points?



4. Selecting evaluation design

1. Data collection:

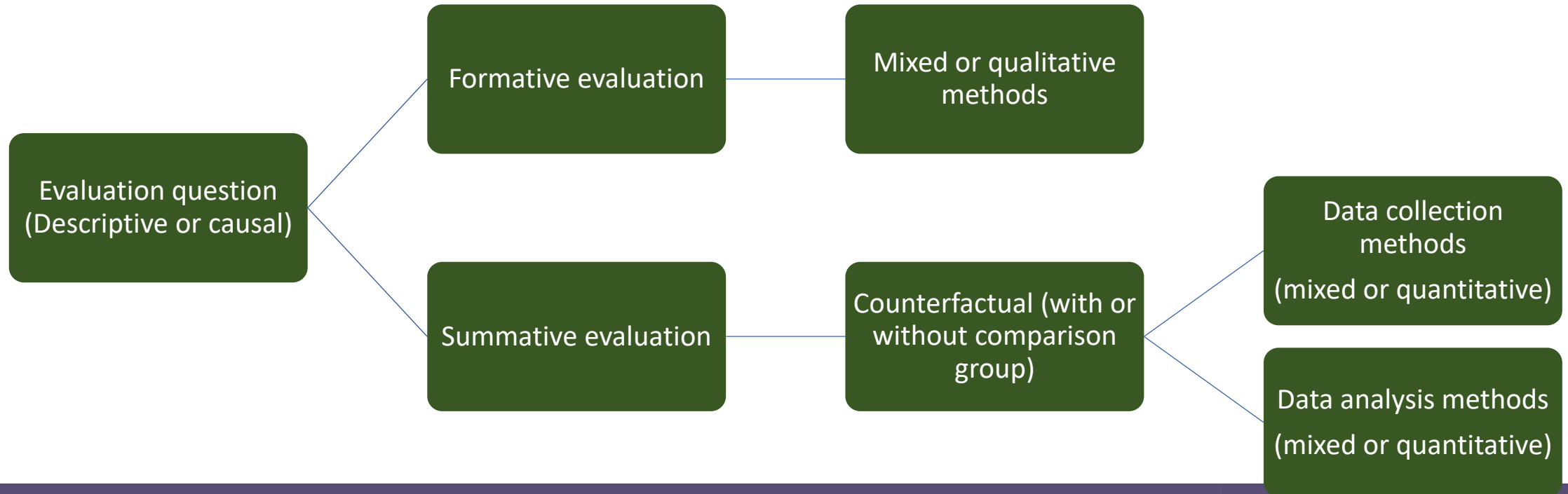
- Qualitative (observations, interviews, focus groups) versus
- Quantitative (surveys, health records)

2. Data analysis:

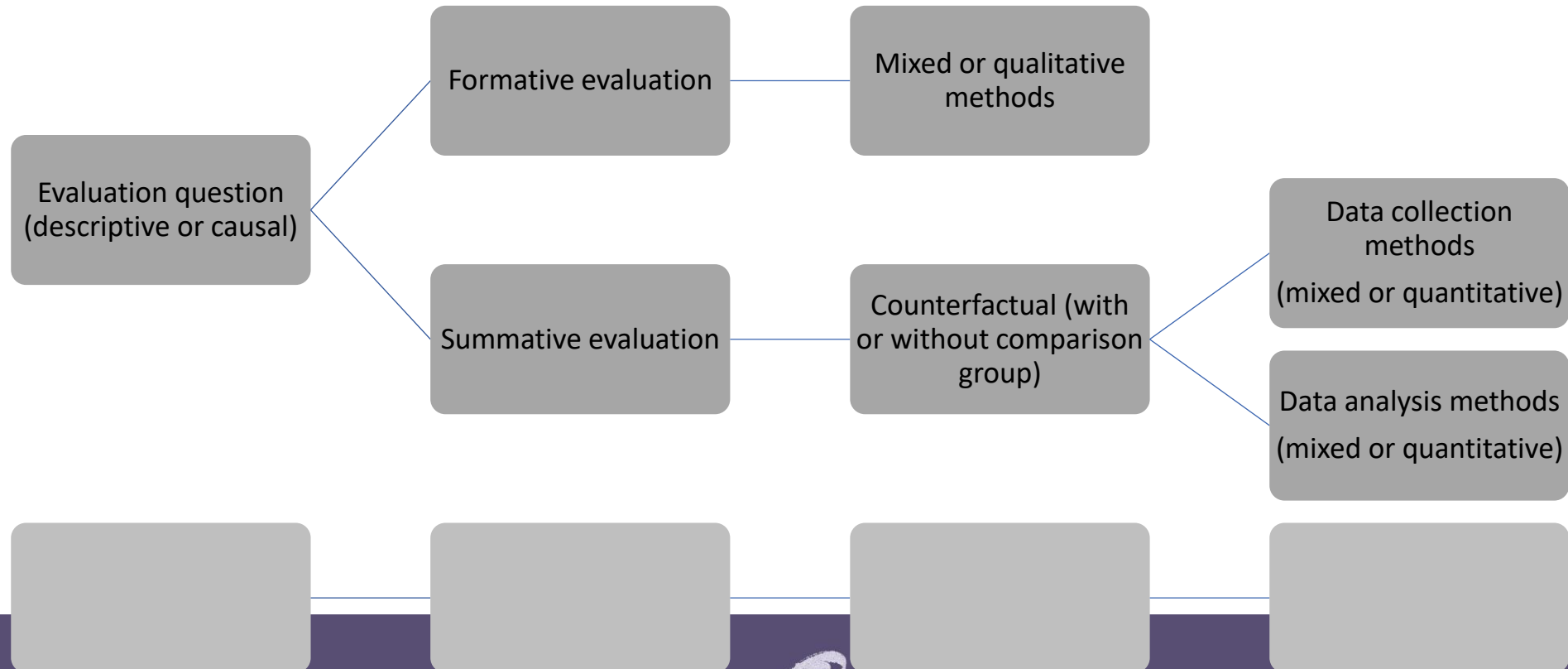
- Quantitative data analysis versus (e.g., difference-in-difference analysis)
- qualitative data analysis (e.g., interpretive text analysis)



4. Exercise: Evaluation decision tree



4. Exercise: Evaluation decision tree



Useful textbooks

- Rist, Morra Imas (2009) The Road to Results: Designing and Conducting Effective Development Evaluations
<https://openknowledge.worldbank.org/handle/10986/2699>
- Gertler et al (2011) Impact Evaluation in Practice.
[https://siteresources.worldbank.org/EXTHDOFFICE/Resources/5485726-1295455628620/Impact Evaluation in Practice.pdf](https://siteresources.worldbank.org/EXTHDOFFICE/Resources/5485726-1295455628620/Impact%20Evaluation%20in%20Practice.pdf)
- W.K. Kellogg Foundation Logic Model Development Guide (2006)
<https://www.wkkf.org/resource-directory/resource/2006/02/wk-kellogg-foundation-logic-model-development-guide>

