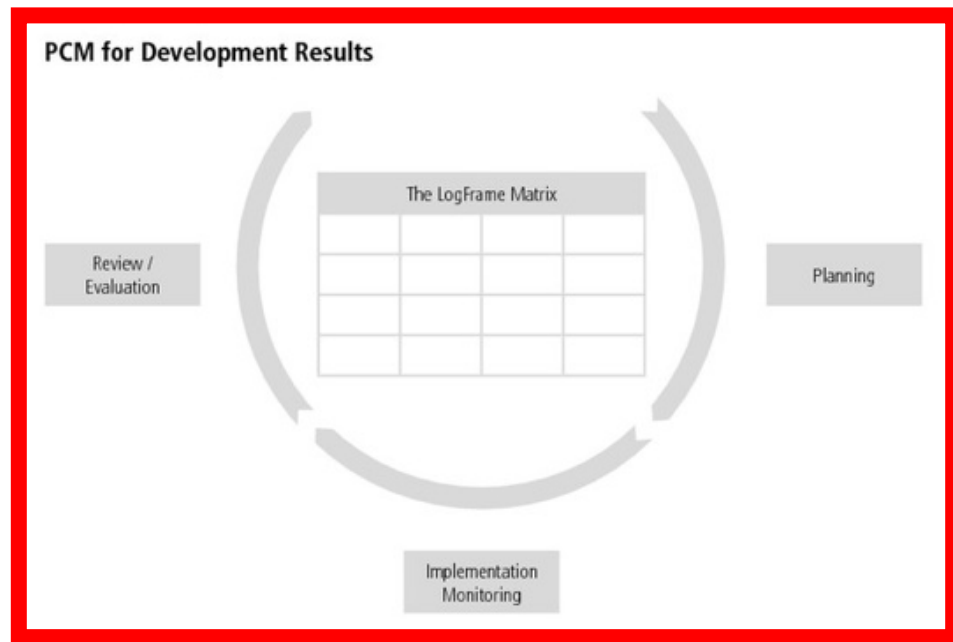


Recap: Online Training on Results-Oriented Project Cycle Management (PCM)



2022/2023

Referenzen, Quellen

Der Inhalt der beiden vom NADEL gegebenen Kurstage basiert auf öffentlich zugänglichen PCM Materialien der DEZA und des NADEL:

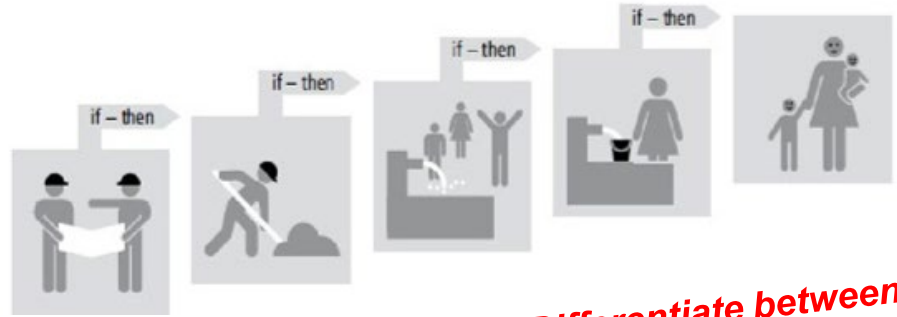
https://rise.articulate.com/share/oPu-uFZAE0-X9S6EnnyBJ_WrjrYiTcFh#/

Die in den beiden Kurstagen behandelten Themen befinden sich vor allem in den Modulen 1-4.

Lernziele. Die Kursteilnehmenden...

- Erhalten eine Einführung ins resultat-orientierte PCM
- Erlangen zentrale Fertigkeiten der Projektplanung (Results Chain, Results Framework) und des Projekt Monitoring (Monitoring Plan, Indikatoren)
- Erhalten kurzen Einblick in Datenerhebung (Monitoring II) und Aspekte der Operationalisierung
- Haben verbesserte Fertigkeiten bzgl. ergebnisorientierter Berichterstattung, inkl. Messung/Beurteilung von Projektfortschritt / Wirkung

Results chain / Wirkungskette / Outcomes



→ Differentiate between outcome types

Längerfristige Wirkungen / Impacts

Soziale, ökonomische, ... **Veränderungen für die Gesamtgesellschaft** bzw. die Zielgruppe(n), die einer Organisation, Policy oder einem Programm / Projekt plausibel 'zuschrieben' werden können und die Folgen von mittelfristigen Veränderungen sind.

Mittelfristige Wirkungen/Effekte

Veränderungen treten nach und nach auf, sobald kurzfristige Veränderungen erzielt worden sind. Dies sind mittelfristige Veränderungen, v.a. **Veränderungen des Verhaltens / der Praxis / von Entscheidungen** seitens der Begünstigten.

Kurzfristige Wirkungen/Effekte

Veränderungen, die direkt auf die (Nutzung von) Outputs zurückzuführen sind. Dies sind kurzfristige Veränderungen bspw. **Steigerung des Bewusstseins / des Wissens / der Fähigkeiten / der Motivation / des Zugangs zu ...** seitens der Begünstigten

Outputs

Produkte oder Dienstleistungen, die von den Aktivitäten einer Organisation, Policy, oder eines Programms stammen

Activities

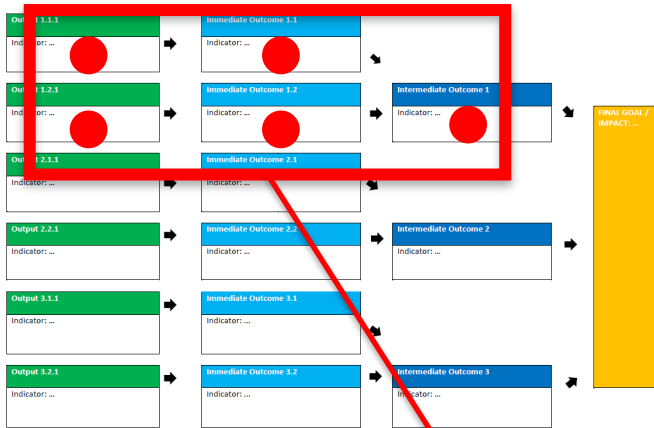
Maßnahmen, durch die Inputs mobilisiert werden, um Outputs zu produzieren

ZEIT

EINFLUSS

KONTROLLE

Exercise: Results Framework



...Monitoring Plan

→ Split (outcome) indicators into (yearly) targets

Fill in for project submission				Fill in for project reporting after year 1		
Expected results	Indicator	Baseline	Target value	Actual value (monitoring data)	Appraisal of progress (on-/ off-track)	Steering decision for next reporting period
FINAL GOAL ...						
Intermediate outcome 1	●	↘	↘			
Intermediate outcome 2						
Intermediate outcome 3						
Intermediate outcome 1.1	●	↘	↘			
Intermediate outcome 1.2						
Intermediate outcome 2.1						
Intermediate outcome 2.2						
Intermediate outcome 3.1						
Intermediate outcome 3.2						
Output 1.1.1	●	↘	↘			
Output 1.2.1						
Output 2.1.1						

Data Collection: Triangulation

→ Good RF and monitoring plans entail mixed indicators, methods, sources, ...

Triangulation facilitates the validation of data by comparing multiple sources.

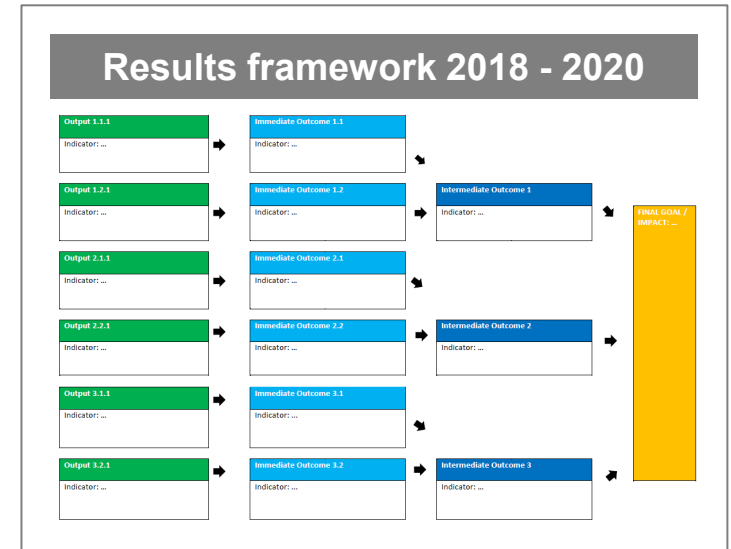
Combination of **data, experts, methods**, ... are most promising for success

Minimizing biases



(c) 2001 Fabio Corsani

Operationalization: Yearly Project Implementation



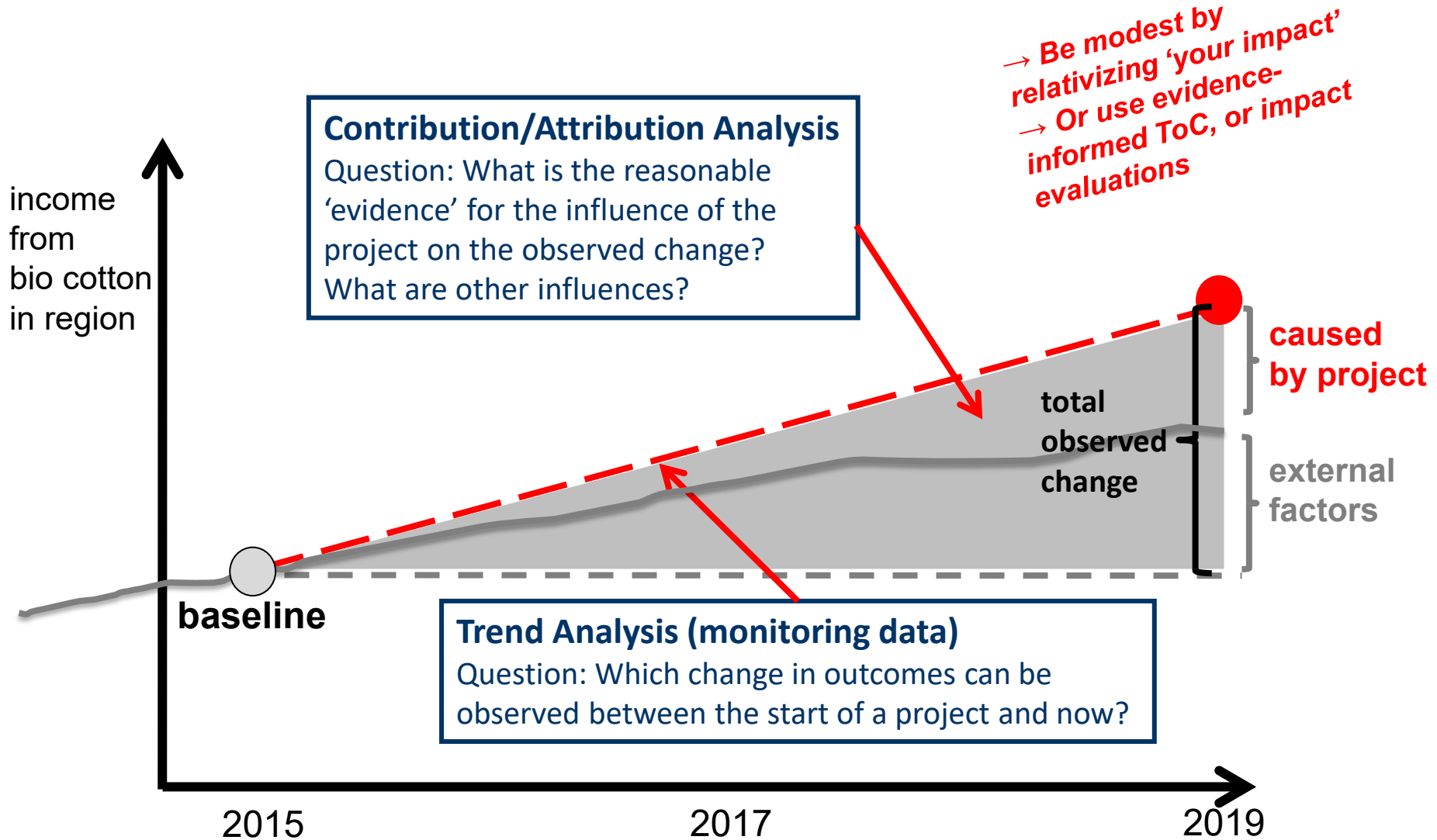
Outcomes 2018 (indicators and targets)	
Outputs 2018 (indicators)	
Activities 1st Year	Resources 1st Year

Outcomes 2019 (indicators and targets)	
Outputs 2019 (indicators)	
Activities 2nd Year	Resources 2nd Year

Outcomes 2020 (indicators and targets)	
Outputs 2020 (indicators)	
Activities 3rd Year	Resources 3rd Year

→ Usually, impact and outcomes remain the same, incl. their indicators.

Change Assessment: Trend, Contribution, Attribution



2 Projektfortschritt / Projektzielerreichung

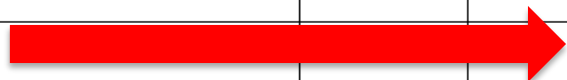
- **Planned** vs achieved **outcomes** in reporting period on based of outcome indicators measured against baseline and targets
- Summary of **output delivery** by comparing it with **planned** outputs (indicators) for reporting period, and its contribution to outcomes

→ Key words: planned vs achieved / reporting period / indicators

Template follow-up matrix (Stadt Zürich)

→ core of report

Fill in for project submission				Fill in for project reporting after year 1		
Expected results	Indicator	Baseline	Target value	Actual value (monitoring data)	Appraisal of progress (on-/ off-track)	Steering decision for next reporting period
FINAL GOAL ...						
Intermediate outcome 1						
Intermediate outcome 2						
Intermediate outcome 3						
Immediate outcome 1.1						
Immediate outcome 1.2						
Immediate outcome 2.1						
Immediate outcome 2.2						
Immediate outcome 3.1						
Immediate outcome 3.2						
Output 1.1.1						
Output 1.2.1						
Output 2.1.1						
Output 2.2.1						
Output 3.1.1						
Output 3.2.1						



Hypothetical example of a follow-up against a project on cotton farmers improving their incomes

Fill in for project submission				Fill in for reporting after year 1		
Expected results	Indicator	Baseline	Target values	Actual value	Progress appraisal	Steering decision
Final goal: Farmers have sustainable access to markets of organic cotton	Av. annual profit made by selling certified organic cotton (Euro)	1650	Y1: too early to see results Y2: 1750 Phase: 2000	Y1: n.a.	n.a.	n.a.
Intermediate outcome: Associations facilitate processing and marketing of organic cotton	# of contracts between associations and traders for organic cotton	2	Y1: 3 (new) Y2: 5 (new) Phase: 8	Y1: 2	Slightly off-track	Members of association need be trained more on ...
Immediate outcome: Functioning associations	# of well-run meetings ...	0	Yearly at least 4 out of 6	Y1: 4	On-track	
Output: Cotton farmer associations are formed	# of trained farmers ...	0	Y1: 25 (new) Y2: 25 (new) Phase: 70	Y1: 12	50% off-track (women lack social mobility)	Increase awareness raising campaigns of male family members