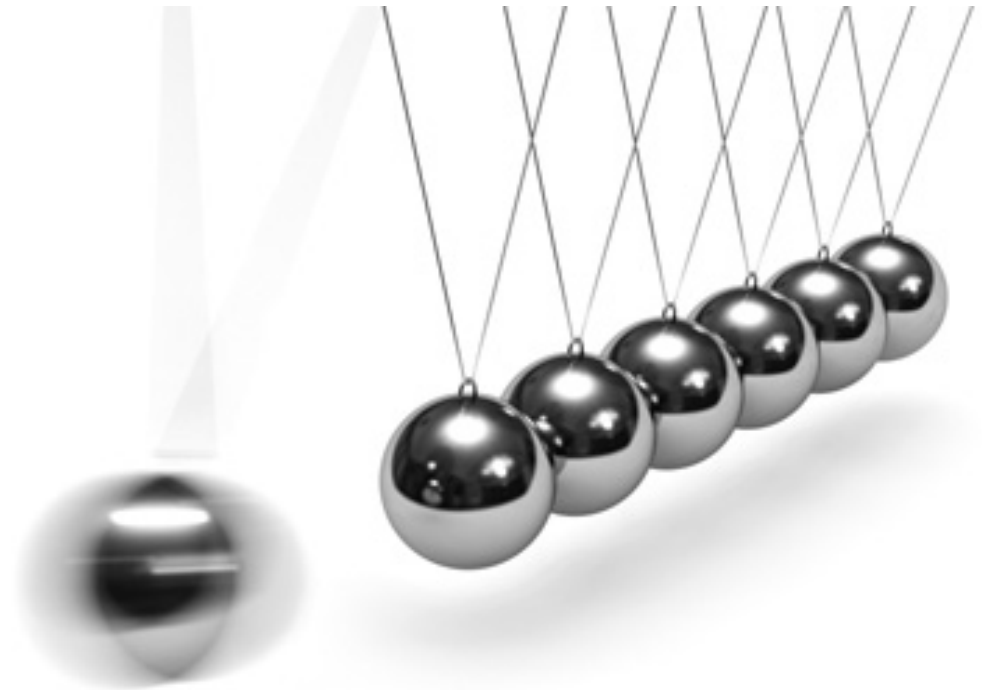


Ergebnisorientiertes Projektzyklusmanagement (PCM)

1. Einführung

Dezember 2023



Lernziele Training 1 (Dezember 2023)

- Einführung: ergebnisorientiertes Projektzyklusmanagement (PCM)
- Projektplanung: Verständnis und Fertigkeiten bzgl. ergebnisorientierter Planung (Erarbeitung und Nutzung von Results Frameworks)
- Projektmonitoring I: Verständnis und Fertigkeiten bzgl. ergebnisorientiertem Monitoring (Erarbeitung und Nutzung von Indikatoren)

Lernziele Training 2 (Januar 2024)

- ...Projektmonitoring II: Datenerhebung, Messung von Resultaten
- ...Ergebnisorientierte Berichterstattung

Kursprogramm

Zeit	Inhalt	Arbeitsmittel / -dokumente
8.30	Einführung, Kursprogramm, -ziele Input: Ergebnisorientiertes PCM	PPT, menti
9.20	Pause	
9.35	Input: Projektplanung mit Results Framework (RF)	PPT, Links, RF Format, menti
10.30	Gruppenarbeit: RF (inkl. 15' Pause)	Ditto
11.40	Präsentation und Diskussion der Resultate	Gruppenresultate (word, PPT, padlet, etc.)
12.30	Mittagspause	
13.30	Input: Projektmonitoring mit Indikatoren	RF Format und Monitoringplan (project submission), menti
14.30	Pause	
14.45	Gruppenarbeit: Indikatoren	Ditto
15.30	Präsentation und Diskussion der Resultate	Gruppenresultate (word, PPT, padlet, etc.)
16.20	Wrap up	PPT
16.30	Kursende	

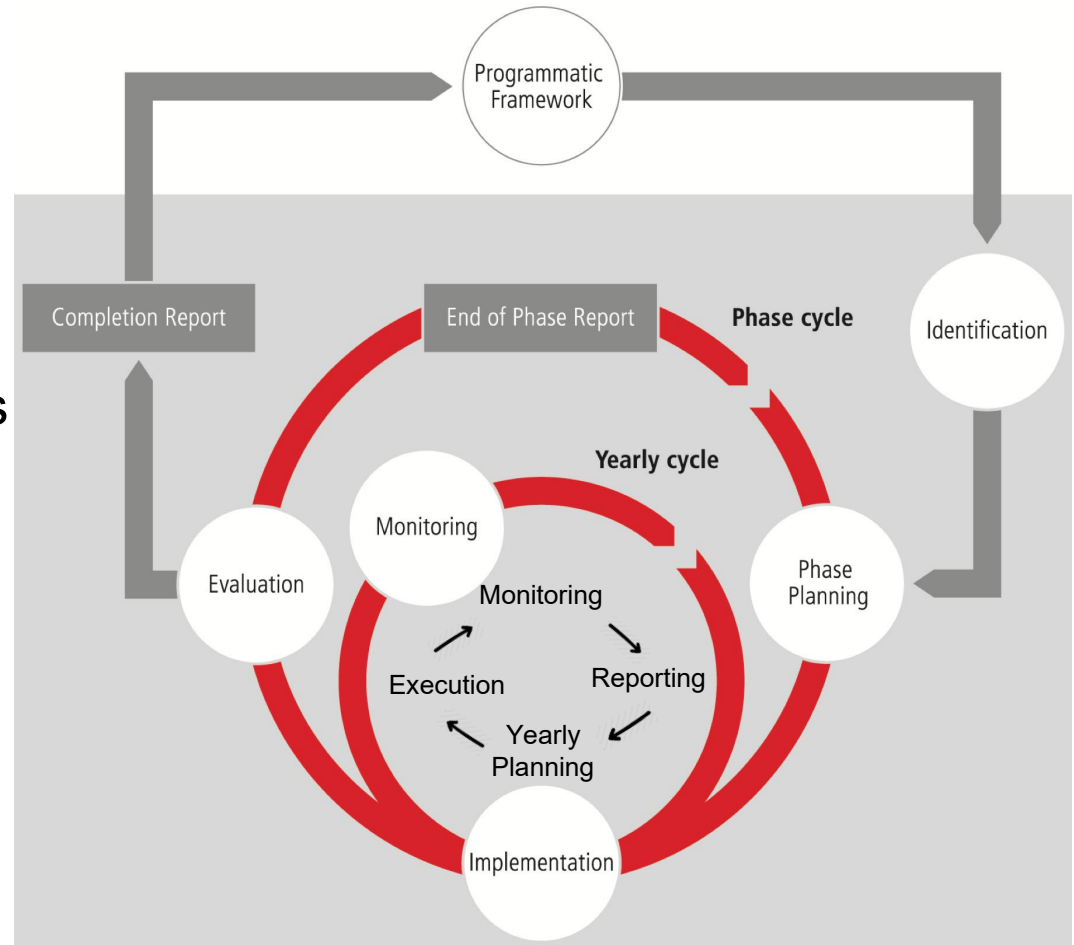
2. PCM basics



https://rise.articulate.com/share/oPu-uFZAE0-X9S6EnnyBJ_WrjYiTCFh#/ (->DEZA)

What is a project? An intervention with...

- A start and an end
- Activities, objectives
- A budget
- Multiple actors
- Several stages
- Two management cycles

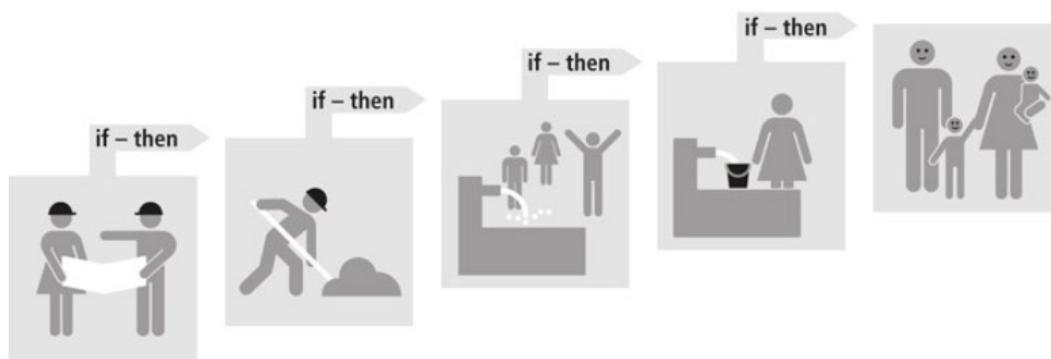


Theory of change / 'Wirkungshypothese'

Results chain / 'Wirkungskette'

Hier im Training: "RC"

Hypothesis of how a project – through an **'if-then' logic** – brings about the desired changes.

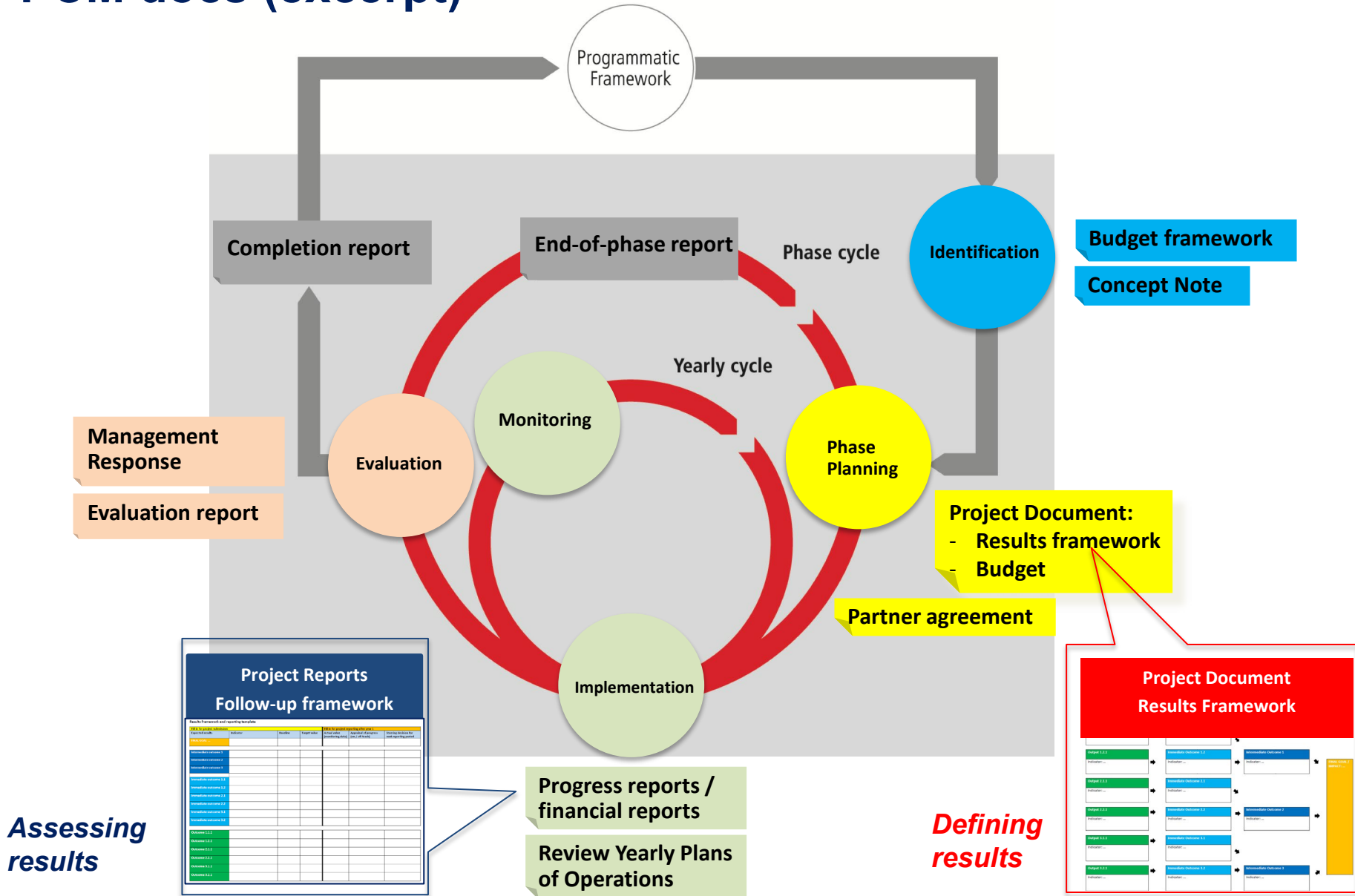


Ingredients:

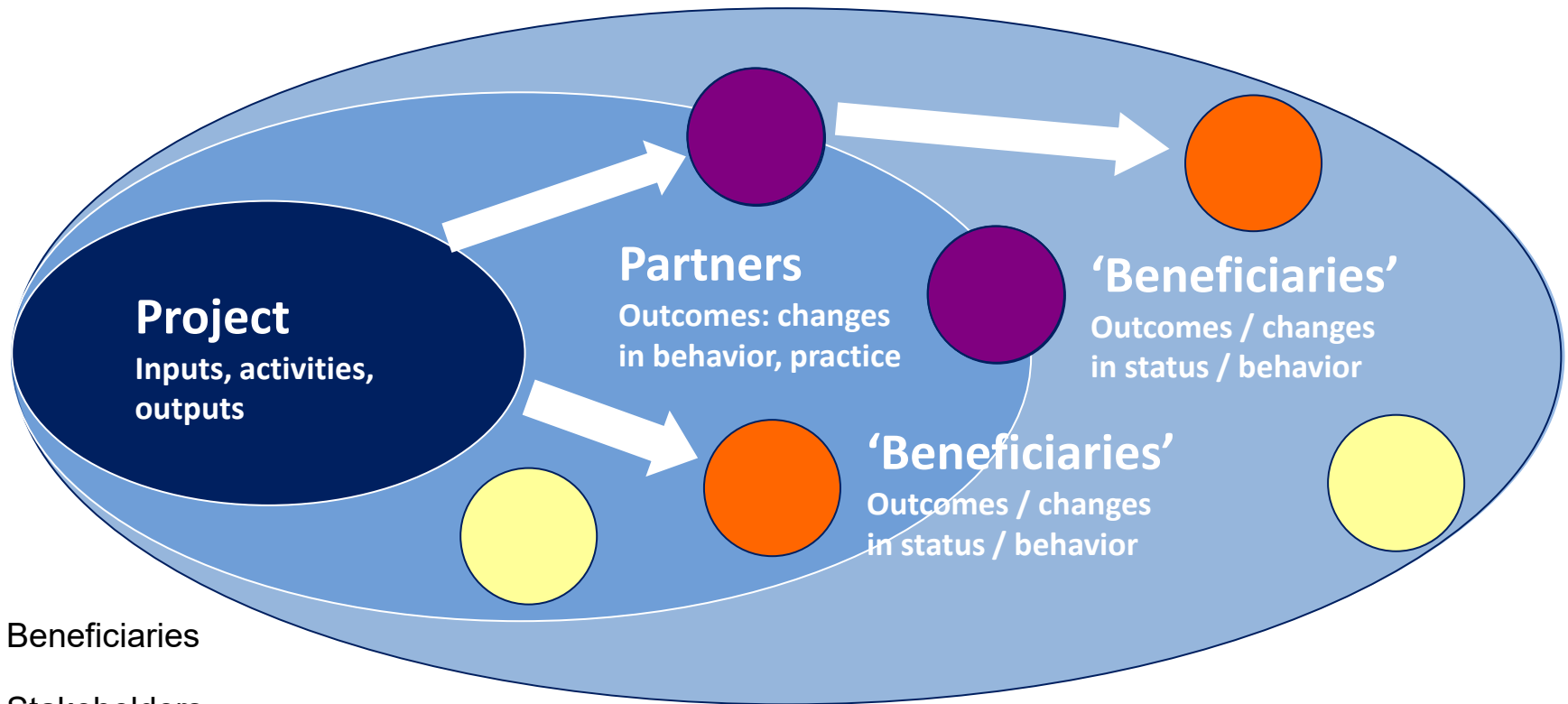
- Interlinked results
- (Inputs/Activities)
- Actors
- Context (assumptions)




RC narrative: *By promoting safe water use communities will have improved health.*

PCM docs (excerpt)



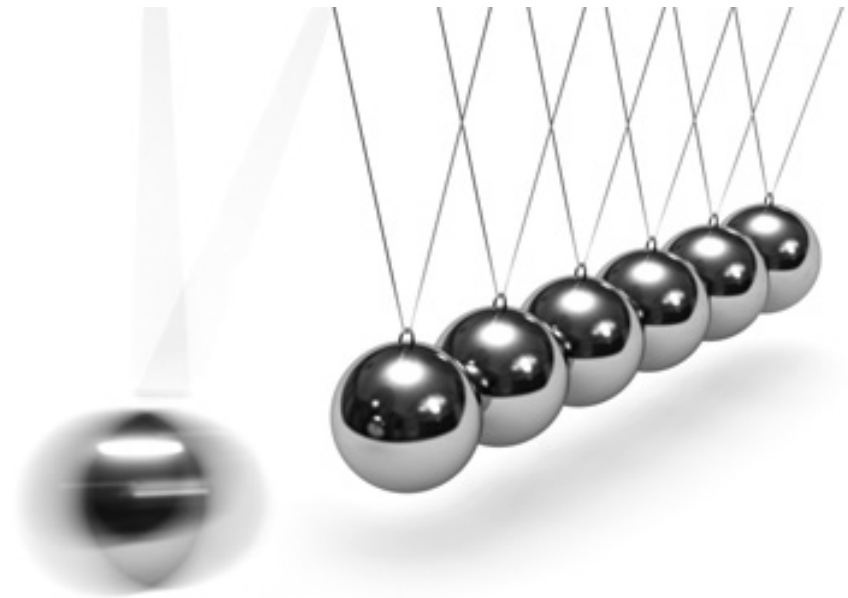
Limits to our influence – actors as drivers of systemic change



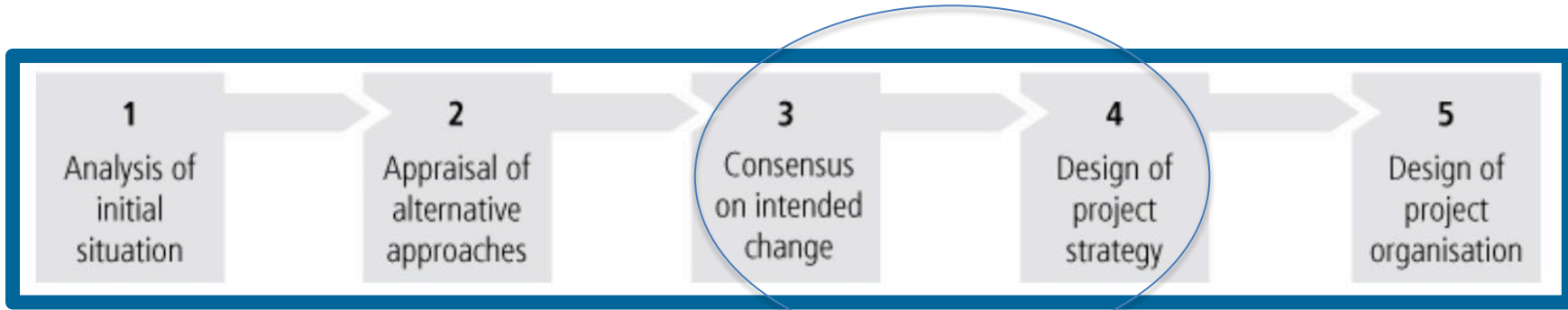
-  Beneficiaries
-  Stakeholders
-  Key stakeholders / drivers of change

Source: Based on Outcome Mapping (IDRC)

3. Planning with Results Chain and Results Framework



3.1 Overview of Project Planning Process



How? What?

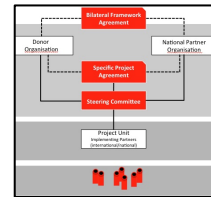
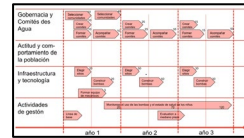
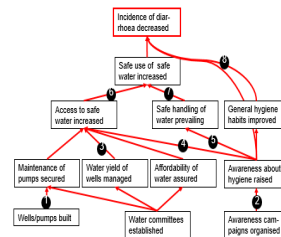
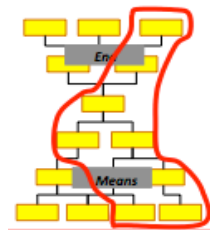
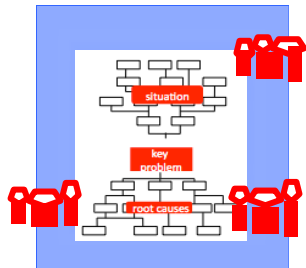
Context analysis

Visioning, prioritizing intervention

Results chain analysis

Translation into results framework

Translation into action



Deliverables?

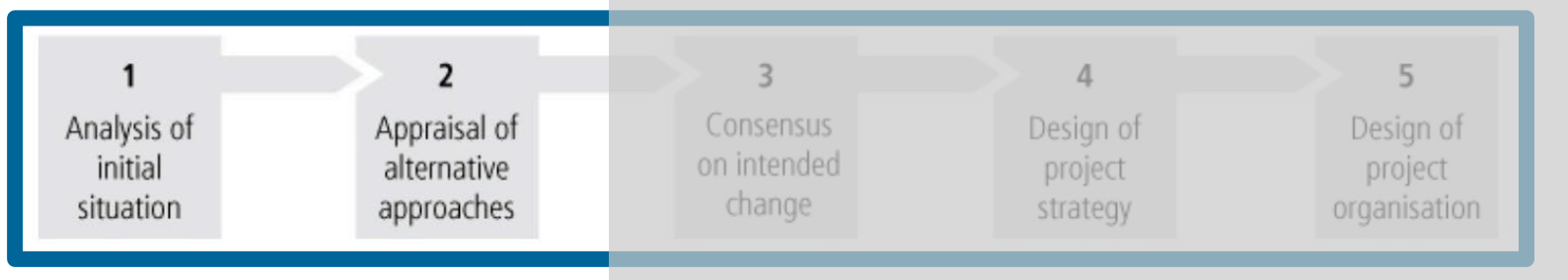
Stakeholders, problems, potentials

Preliminary objectives and approaches

Results chain

Project design, incl. M&E plan

ProDoc, YPO

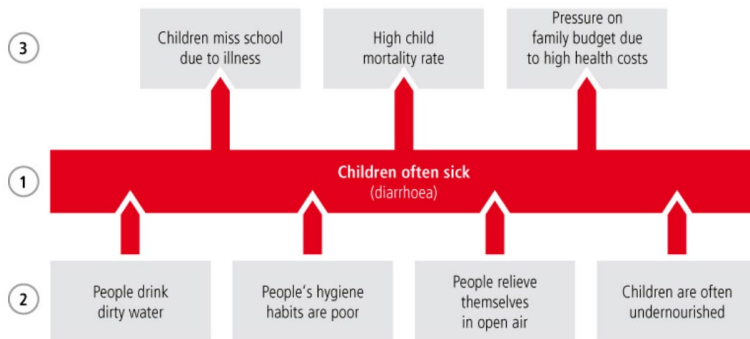


3.2 Analysis of problems, stakeholders, objectives

Stakeholder matrix

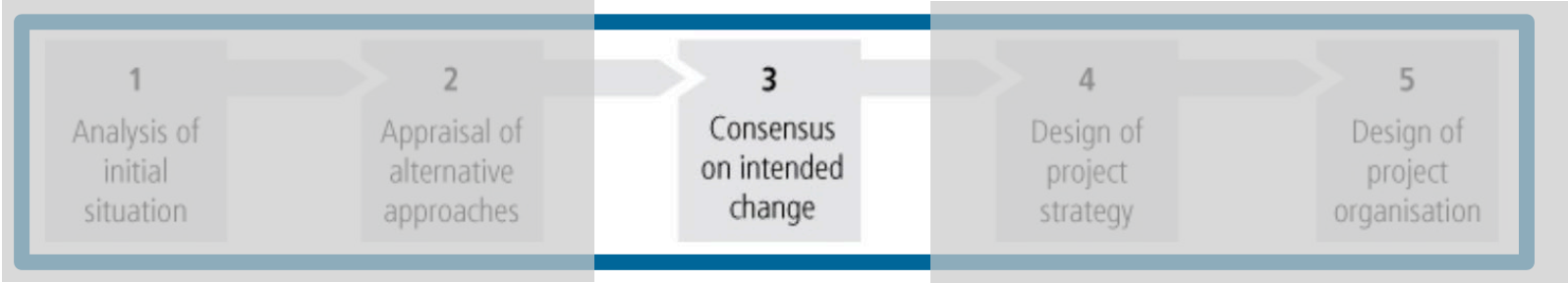
Actors	Relevance interests, expectations of actors	Potentials of the actors to solve problems	Resistance to be expected from actors	Comment possible solutions
Beneficiaries				
Donors				
Partners				
Opponents				

Problems tree

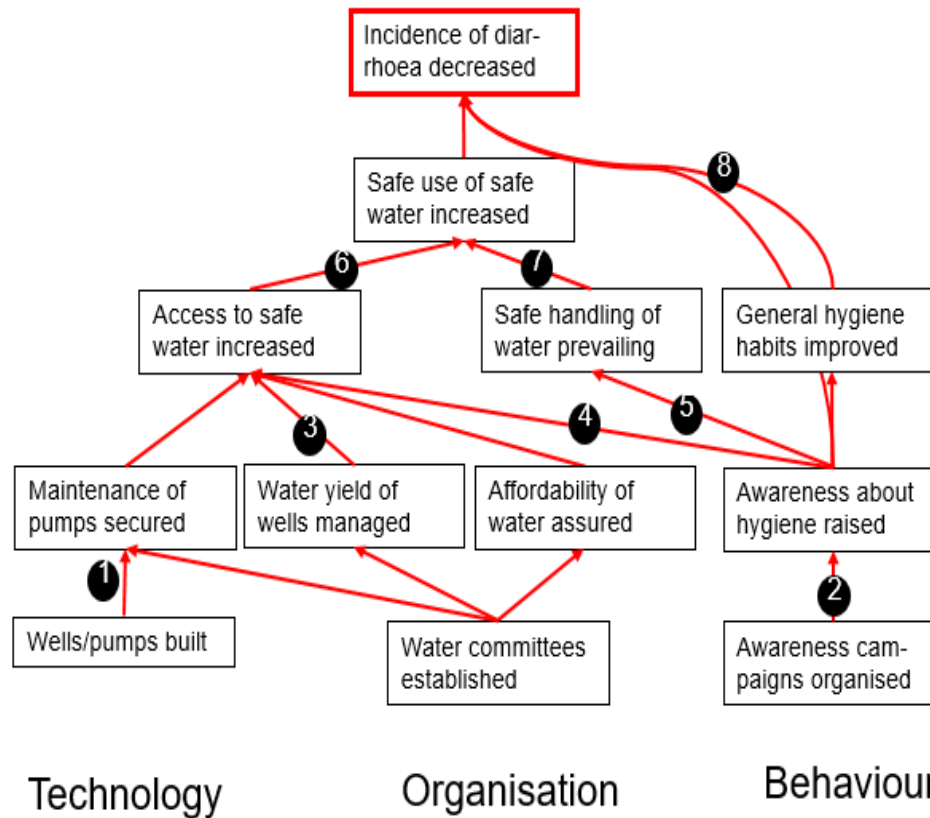


Objectives tree



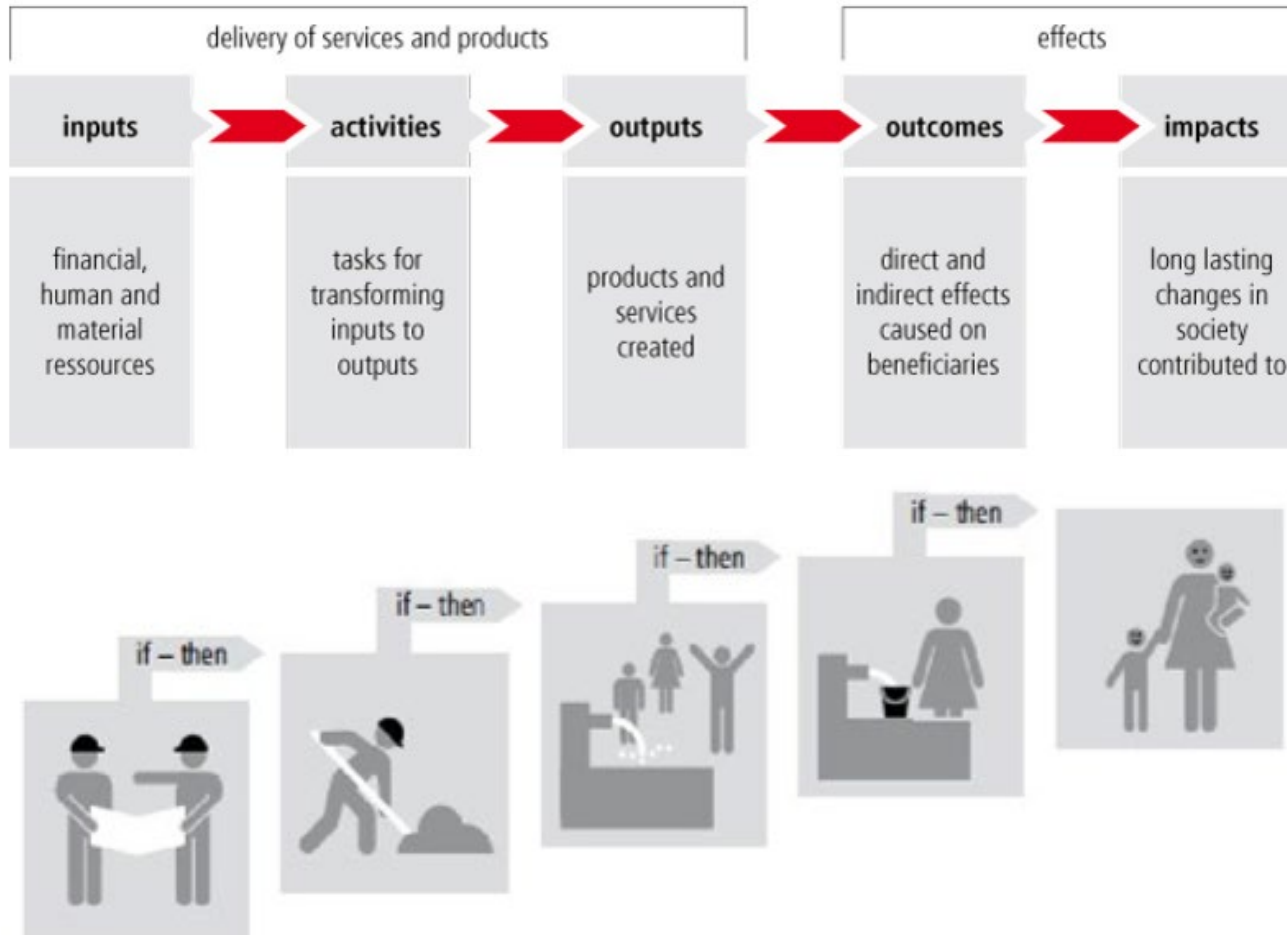


3.3 Results chain

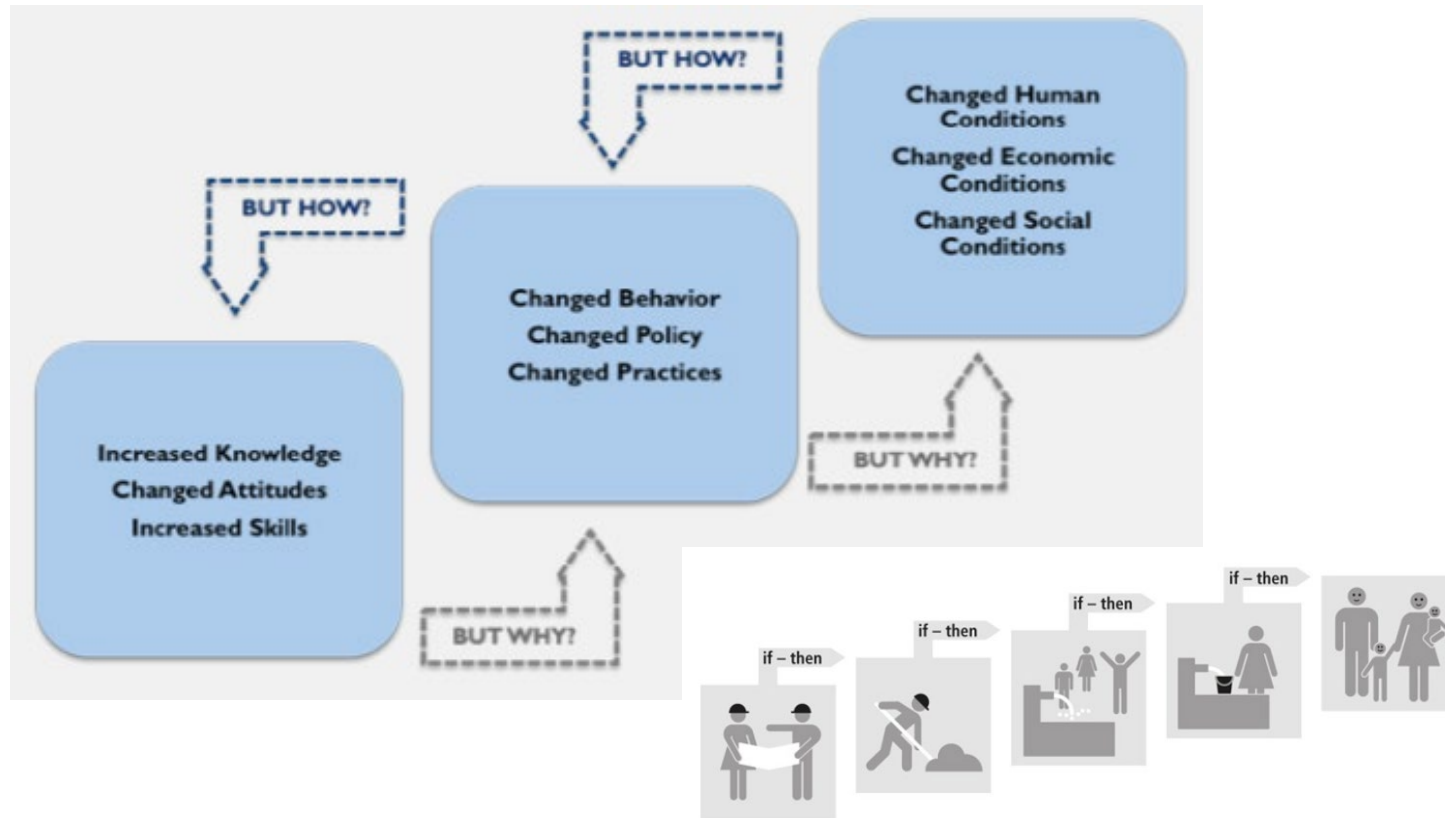


3.4 Results chain elements

A) Chain logic and project spheres



B) Reading and validating a results chain: reverse & forward logics



[Actor] uses **RESULT X** in order to achieve **RESULT Y**.

C) Writing results statements

Examples: improved policies / efficient systems / better access to and quality of infrastructure / increased knowledge, change in attitudes and behaviour of key stakeholders and beneficiaries

Impact / Goal: A statement to what an intervention is contributing: Improvements of a situation in terms of social, economic or any other benefits under a long-term vision.

Outcomes: A statement (written in passive voice) on the intended direct effects of the project. In general, it's about an increase or improvement.

Examples: delivered, produced, conducted, trained, increased knowledge, etc.

Outputs: A statement (written in passive voice) describing the products and services produced directly as a result of project activities - largely under the control of management.

Examples: to prepare, design, construct, research, etc.

Activities: The specific tasks performed (written in infinitive).

D) SMART results

Results should be stated as concretely as possible so that they can be verified by indicators. They should be **SMART**:

- **S**pecific (what exactly are you going to do and for whom?)
- **M**easurable (can it be verified in qualitative and/or quantitative terms?)
- **A**ttainable (do you have the necessary conditions to do it in the proposed timeframe?)
- **R**elevant (will achieving the intended result be meaningful in the context?)
- **T**ime-bound (by when do you want to achieve your objective?)

E) Result / outcome types

TIME / PROJECT DURATION

INFLUENCE

CONTROL

Ultimate outcomes / impacts / goal(s)

The highest-level changes that can be reasonably 'attributed' to an organization, policy or program in a 'causal' manner, and are the consequences of intermediate outcomes. The ultimate outcomes take the form of a **sustainable change** of state among beneficiaries

Intermediate outcomes

Changes occurring gradually once immediate outcomes have been achieved. These are medium-term outcomes, and are usually at the **change of behaviour / practice / decisions** level among beneficiaries.

Immediate outcomes

Changes directly attributable to the (use of) outputs. These are short-term outcomes and are usually at the level of an **increase in awareness / knowledge / skills / motivation or access to...** among beneficiaries

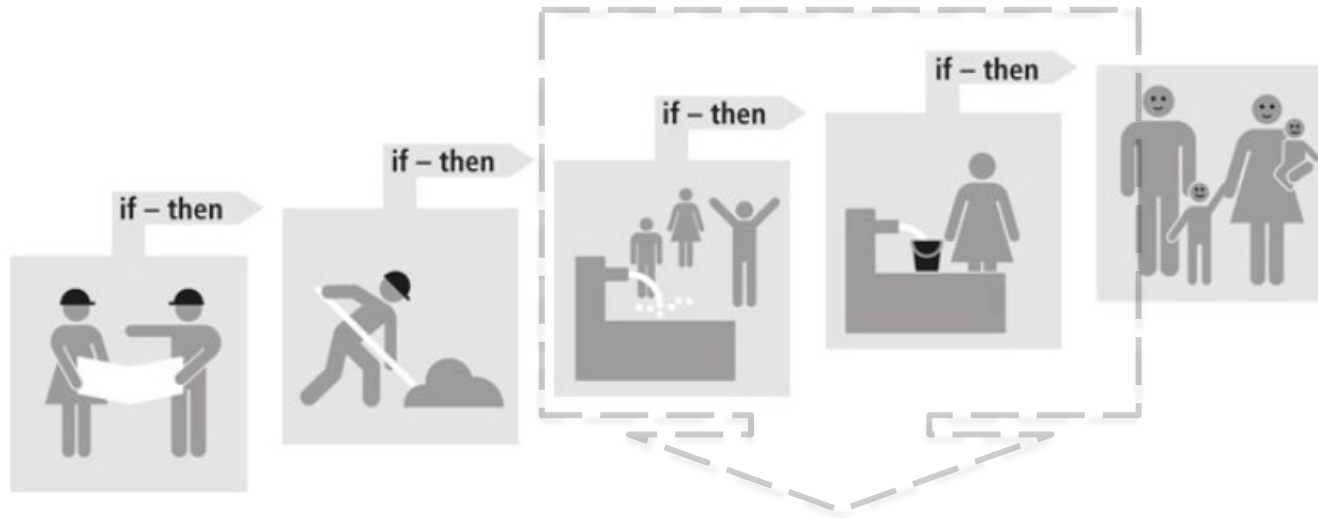
Outputs

Product or service stemming from the activities of an organization, policy or program

Activities

Actions taken or work performed through which inputs are mobilized to produce outputs

Example: Outcome types



Output: water points are built



Immediate outcome: families have access to safe drinking water



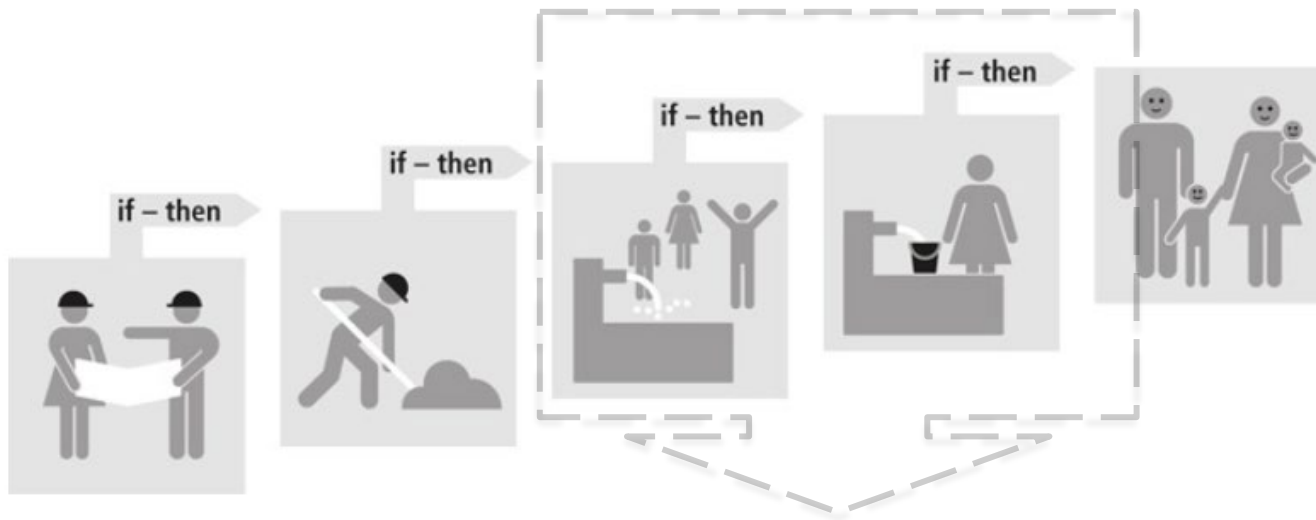
Intermediate outcome: families fetch safe drinking water



Intermediate outcome: improved health of family members

Self-explaining RC?

Example of outcome types



Output: water points are built

People stop using unsafe sources



Immediate outcome: families have improved access to safe drinking water

People can afford clean containers



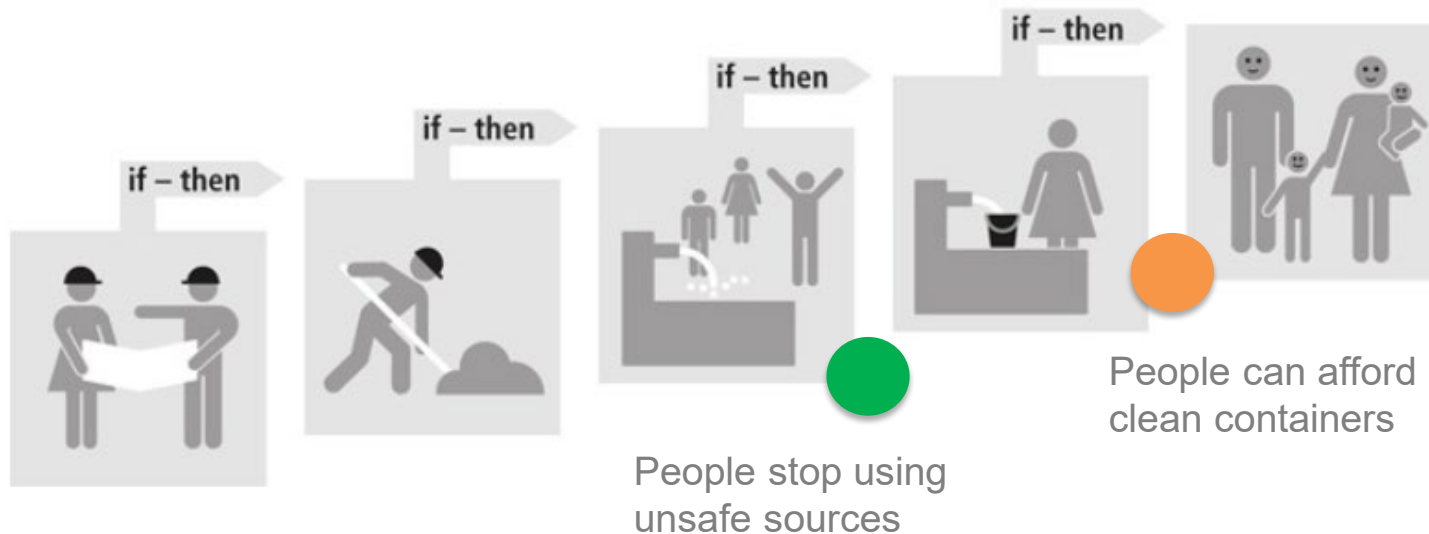
Intermediate outcome: families fetch safe drinking water safely

Intermediate outcome:
Households store fetched water safely

Intermediate outcome:
improved health of family members

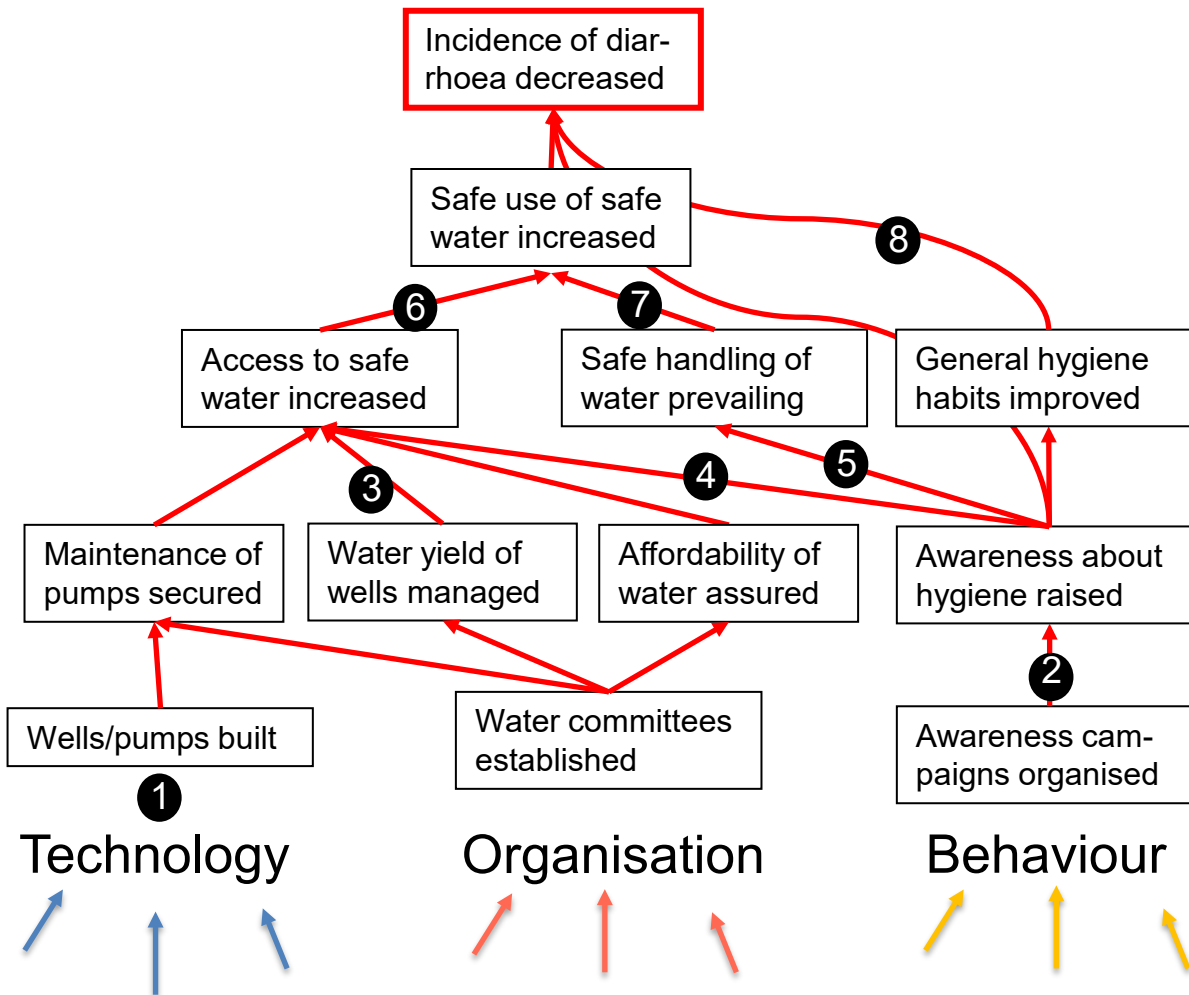
We tend to make a lot of *assumptions* about what ‘leads’ to what

- Assumptions can be hypotheses, why specific links in the result chain will work.
- Assumptions can be statements about external conditions / risks that might affect project success.



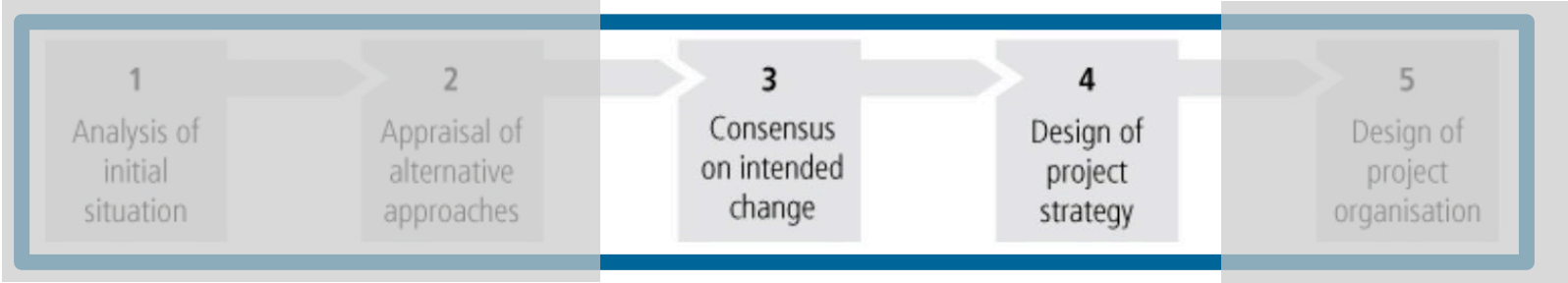
Make your “assumptions” explicit!

Fullfledged RC

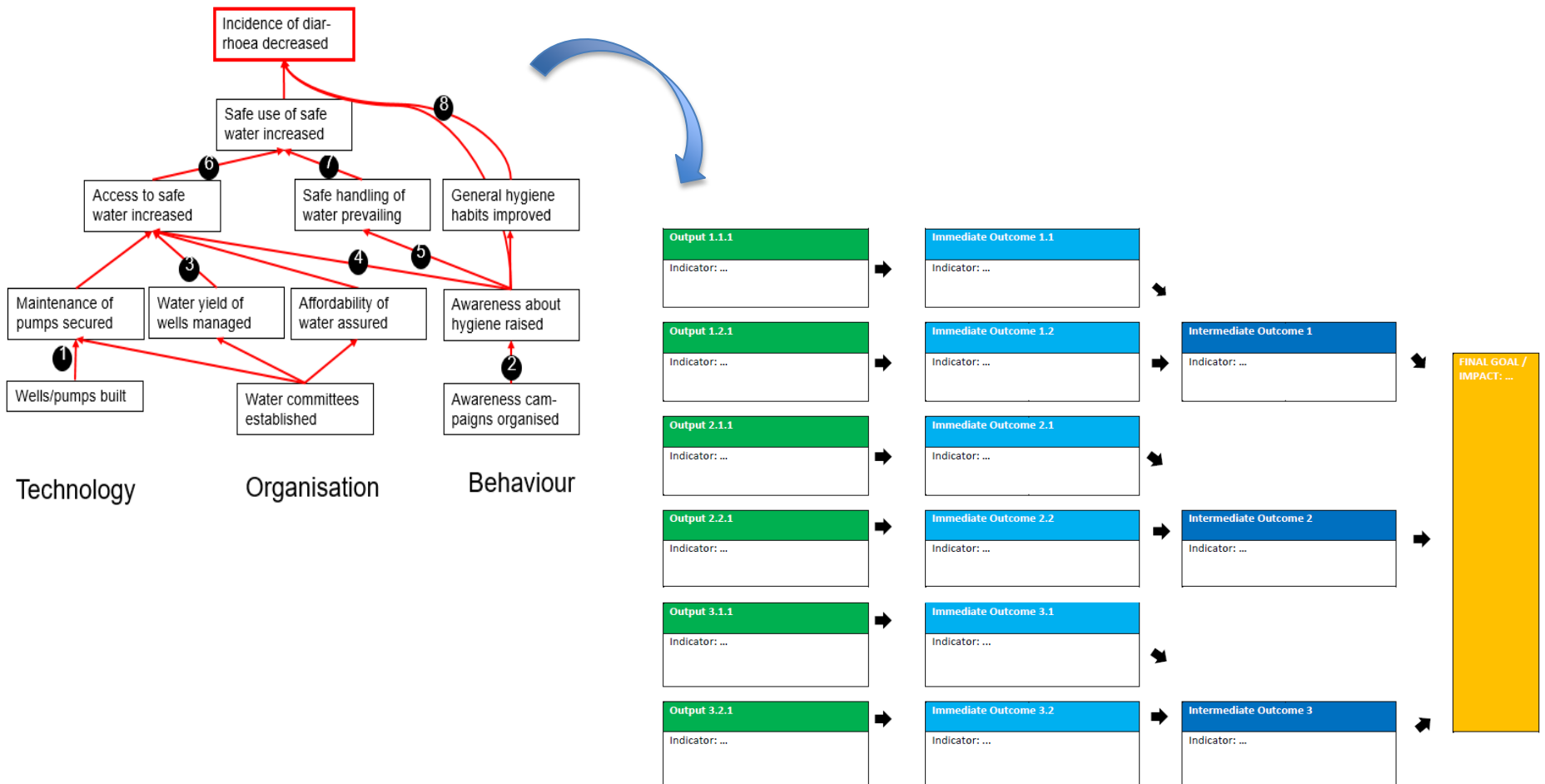


Assumptions / Context

- 8 Storage and cooking of food are safe
- 7 People clean covered containers
- 6 Water quality is controlled
- 5 People can buy covered containers
- 4 People stop using other water sources
- 3 Strong Water Committee
- 2 People have access to campaign
- 1 Engineering capacity found in country



3.5 From results chain to results framework



Results framework (Stadt Zürich)

6 outputs, 6 immediate outcomes, 3 intermediate outcomes, 1 final goal, incl. indicators



3.6 Take away messages

www.menti.com

Group work 1: From results chain to results framework

