CONFLICT, STABILITY AND SECURITY FUND (CSSF)

ITT 2315: FRAMEWORK RETENDER

THOMSON REUTERS FOUNDATION

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Question 1.3.1

"In no more than 3 pages please demonstrate how you will incorporate the key principles of Project and Programme Management throughout the project cycle to ensure that project objectives are achieved and results are demonstrable."

Incorporating the Principles of Programme and Project Management Throughout the Project Cycle

The Thomson Reuters Foundation (TRF) is the international development arm of the world's leading source of news and information, Thomson Reuters (TR), and we do and will continue to adhere to their policies and procedures, and to use their class-leading financial, technical, and programme support facilities to allow us to provide high quality programme and project management to CSSF calls-downs and contracts.

We will use a **Project Cycle Management** approach (as summarised in the illustration at the end of this paper) that complements, supports, and informs the authority's wider project management cycle. Our cycle will consist of four key interlinked stages, 1. **Analysis**, 2. **Design**, 3. **Implementation**, and 4. **Evaluation**. If the call-off is particularly rapid, then the analysis and design stages will be finalised at contracting. A number of key principles will inform all our work across the project cycle, and these are **Do-No-Harm**, **Gender Sensitivity**, **Conflict Sensitivity**, **Value-For-Money,** and **Adaptive Management**. At each stage we will use a variety of key management tools and processes including **Gender, Conflict, Stakeholder, Problem, Objectives, Strategy and Risk Analysis**, **Theory of Change**, **Logframes**, **Financial and Activity Planning**, and **Monitoring, Evaluation and Learning,** to best ensure that the authority's objectives are achieved and that results can be demonstrated. Below we discuss in detail our understanding of the importance of these key principles, and how we will ensure that these principles are followed at all stages of the project cycle. We also detail the key **Project Management Tools, Methods, and Processes** we will use, and how these key principles inform their use.

1. Principles of Programme and Project Management

1.1 Do-No-Harm – Central to all our work is and always will be the respect of human rights, and the protection of people from harm, as a direct or indirect result of our, or supplier's action or lack of action. All our work will be informed by well informed and validated detailed gender, conflict and wider stakeholder analysis and assessments, carefully designed programmes/projects, informed by these assessments, the development of detailed risk assessments, and the development of robust plans to deal with any significant risk. We will communicate our risk management plans with relevant local stakeholders. We will monitor for harm during implementation, and during ongoing evaluation will work with key stakeholders to assess any significant harm. If significant harm is identified, we will take immediate action to address this, and immediately inform the contracting authority of our findings, on our action, and what we plan to do to address this.

1.2 Gender Sensitivity – Gender equality is central to all of our work, and we see ourselves as a thought leader on women's rights. Our organisation's overall theory of change places the promotion of socio-economic progress and the rule of law at the highest level of our intended impact. Improving gender and women's rights specifically are central to achieving this objective, and no more so than in countries affected by fragility and conflict. We are aware of relevant UK laws, policies, guidance, and plans related to gender sensitivity and equality, which includes the International Development (Gender Equality) Act 2014, the UK National Action Plan on Women, Peace and Security (2018-22), the FCO Gender Note for Suppliers, the DFID Letter on Safeguarding Policies and Procedures (March 2018), and the CSSF Supplier Code of Conduct. These laws, policies, and plans help guide and frame our approach to gender equality and women's empowerment. We go beyond the CSSF's stated twin-track approach[1] for promoting gender equality and women's empowerment, where we not only mainstream women's empowerment across all of our projects, and have dedicated projects whose main objective is to promote gender equality, but we also further a culture of gender sensitivity within our staff, with in-country project teams, and with our partners. At each stage of the project cycle we will specifically consider gender, including in the following ways. **Analysis** – We will assess how the problem affects women/girls and men/boys, and those of differing genders differently, what role people of different genders play in any conflict, and how potential and proposed interventions would affect them. We'll also consult with relevant organisations as required to support this assessment. **Design** – We will determine how the programme can address gender equality more broadly. We'll also look at the barriers for women/girls, men/boys, and people of other genders from participating in the programme, and what can be done to involve them better, and will assess risk to people of different genders from the programme, and develop the means to manage these risks. **Implementation** – We will look, as appropriate, to have gender balanced teams working on programmes. We'll ensure that we work with relevant genders, and will report on our work in relation to gender. **Monitoring and Evaluation** – We will develop specific output, outcome, and impact related indicators on gender relevant issues, and will monitor and report against these. These indicators could include for example the % of female journalists trained, and the number of stories about women/girls being published. We will evaluate the programme on the basis of these gender indicators, and undertake a wider assessment of the underlying assumptions in relation to gender in a theory of change developed for the programme. We will also consult with relevant organisations, including those representing women, to assess the programme/project outcomes and impact.

1.3 Conflict Sensitivity – at **Analysis**, **Design**, **Implementation**, and **Evaluation stages**, we will analyse, and thoroughly assess the nature of conflicts to be found, and our effect on them. This will be informed by a comprehensive political economy assessment at country and sectoral level. In line with the Stabilisation Unit's *Conflict Sensitivity Tools and Guidance* paper, and informed by the Unit's and other conflicts related guidance, we will fully assess how the proposed work will affect conflict, at the design stage, and throughout implementation. We will assess conflict related risks as part of ongoing programme work to assess and manage all programme related risk. We will monitor conflict and our effect on it on an ongoing basis, update our conflict assessment, and adapt activities as

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[1] CSSF Approach to Gender - note distributed as part of the CSSF Re-tender PQQ package.

necessary. We draw on the country expertise of our journalists based in our regional bureaus worldwide, sources such as HMG's Joint Analysis of Conflict and Security (JACS) reports and GSDRC publications, TR's in-house Global Security Team, and analysis from external organisations such as Control Risks. We have experience of adapting programmes during implementation in areas such as Myanmar, Egypt, Russia, and Eastern Europe, where the political space for freedom of speech has been closing. This has involved mentoring staff in threatened media outlets, delaying or changing the location of activities, whilst still promoting high standards of ethics in journalism. We will undertake a full conflict analysis at project design stage, and incorporate our findings into the theory of change and associated results framework (logframe). We will ensure conflict related indicators are included in the results framework, and will formally and informally monitor these indicators. We will ensure the client is made fully aware of our conflict assessment and the affect of project/programme activities on the conflict. We will update our gender and conflict analysis as required.

1.4   Value for money (VFM) – Our approach to VFM will be to ensure that we deliver a programme/project that is as economic, efficient, effective, and equitable as we can provide, whilst best ensuring that we meet the authority's objectives, including following and adhering to all relevant policies and laws. We follow these principles in the following ways. **Economy** – at call-off and contract stage, we will seek to provide the best price possible for staff and other costs, drawing on TRF and TR's lists of suppliers with negotiated rates to ensure we reduce costs as much as we can, whilst ensuring appropriate levels of quality/service. During implementation we will regularly monitor costs, and look at reducing costs for staff and other costs where possible. We will develop, monitor, and evaluate value for money indicators during and at the end of the programme/project. **Efficiency** – We will look to combing missions and events, and look to minimise travel where possible, to make best use of contractors and other suppliers. Where possible, we will use multi-skilled consultants and other service suppliers to cover a number of different tasks. We will regularly assess how to make better use of staff and other resources during programme/project delivery, and will report on and evaluate efficiency during and at the end of the programme/project. **Effectiveness** – At output level, we will ensure that consultants and other suppliers are well suited to the required task, are well supported in their delivery, and are monitored to ensure that they deliver well. We will monitor outcomes and impact to ensure our approach and theory of change are working. **Equality** – We will ensure at analysis, design, implementation, and evaluation, that the needs of all relevant groups are addressed. Will we develop relevant indicators to assess this, and will regularly monitor and report on these indicators, and evaluate them on an ongoing basis.

1.5   Adaptive Management – To ensure that our management approach and the activities we undertake deliver the best result in required programme/project objectives, we will adapt our programme/project management approach as the results of our outputs become clear. This management approach will be informed by a number of communities of practice such as Thinking and Working Politically, Doing Development Differently, and a number of frameworks, including Problem-Driven Iterative Adaptation, that place political analysis, partnership, and learning from context at their core. We will use adaptive management as a structured and systematic process for continually improving how and what we do, by learning from the results of our work. This approach will help ensure that in the complex operating environments where we would operate in, we will be able to quickly refine our approach and activities, best ensuring we achieve programme objectives, and follow our other key principles. To ensure we fully understand the context in which we're operating, we will regularly talk with relevant stakeholders (including the authority, other government departments, other governments, international organisations, private organisations, and grassroots community based organisations).

2.   Project Management Tools, Methods, and Processes

2.1   Analysis – a multi-dimensional analysis will be undertaken to ensure that all relevant factors are taken into account when analysing programme/projects problems and issues, developing potential solutions, assessing risk and the means to manage it, designing a programme/project, and implementing and evaluating it. Our analysis will address seven key overlapping areas, which will help us follow our key principles. A full **Gender Analysis and Conflict Analysis** will be undertaken to ensure we fully understand all relevant of gender and conflict related issues in relation to the problem or problems to be addressed. The analysis will also include assessing potential solutions to identified gender and conflict issues, and gender and conflict assumptions, and solutions chosen to address them will be tested during implementation. A wider **Stakeholder Analysis** – crucial to ensure we take into account the needs of all relevant stakeholders, including the contracting authority, other government departments, other governments, multilateral organisations, the private sector, and community based organisation will be undertaken. Stakeholder identification, mapping, and consultation where necessary, will also be used when assessing the risk of harm of any potential intervention. Stakeholder force field analysis will also be employed to assess the work required with each stakeholder to affect required change. **Problem Analysis** – understanding the key problem or problems to be addressed, what causes it/them, and how to address it/them are essential to ensuring that a well designed programme/project is designed, implemented, and assessed. We will thoroughly assess the causes of any problem, and analyse potential solutions. Our assumptions on the causes of problems and their solutions will be tested, and revised during programme/project implementation. **Objectives Analysis** – understanding the authority's requirements in terms of impact, together with the problem analysis will guide us in developing a clear hierarchy of objectives, based on clear assumptions. **Strategy Analysis** – interventions never happen in a vacuum, and we will look to undertake a thorough political economy analysis to understand who to work with, and in what way. This includes insuring that our strategy aligns with other relevant programmes/projects of the authority, and otherwise in the country/region/internationally. **Risk Analysis** – we will determine, analyse, and assess all significant risk to relevant stakeholders, including beneficiaries, other in-country stakeholders, the contracting authority, our staff, consultants,

and other suppliers. This work will inform the development of a specific programme/project **Risk Register**, so that significant risks identified are managed.
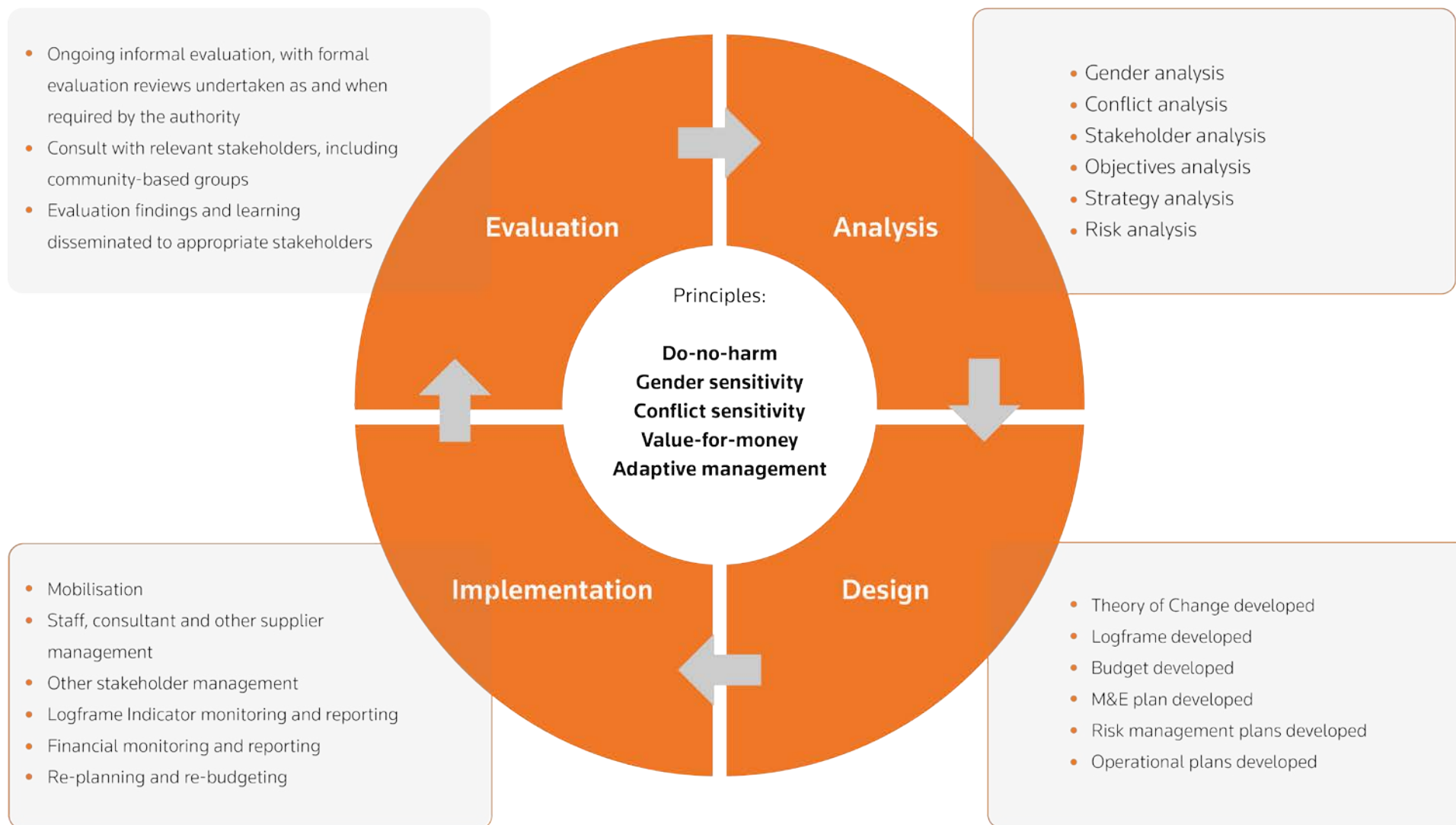
2.2 Theory of Change – the findings from our analysis will be used to develop a theory of required change, which will underpin the design of the programme/project. Such a theory will clearly identify what work needs to be done, with whom, and how, and what the expected results are, and how outputs, and outcomes are linked to expected impact. We will build on any existing theory of change provided by the authority. Assumptions on choice of stakeholders, methods, and expected results will be made explicit. A programme/project theory of change will be developed at call-off, contracting, or post-contracting stages, depending on the authority's requirement, and supported by a dedicated in-house monitoring and evaluation specialist and other experienced staff. The underlying assumptions to any developed theory of change will be tested during programme implementation and amended as required.

2.3 Logframe – a clear results framework detailing the underlying logic of what we propose, clearly articulating inputs, outputs, outcomes, and impact, together with indicators, targets, and assumptions will be developed at call-off and contracting stages, based on a developed theory of change, and will be reviewed as required. We will include indicators and targets that help ensure we follow our **Do-No-Harm**, **Gender and Conflict Sensitivity**, and **Value for Money** principles, and we will monitor, report on, and evaluate findings on them on a regular basis.

2.4 Financial and Activity Management - **Budgeting and Financial Control** – Budgeting as a financial planning tool will focus on ensuring we follow our value-for-money principles, and any proposed budget will be reviewed against these principles. Each contract will be given a unique financial code, and will have a dedicated finance officer responsible for ensuring that all income and expenditure related to a programme/project is correctly allocated within our accounting system. We have strict controls on signing off levels of contracts and expenditure. Regular reviews of expenditure will be undertaken and remedial action undertaken as and when required. **Activity planning and control** – good activity planning is crucial to the success of any programme/project, and we will use a variety of planning and control tools (including risk matrixes, GANTT charts, and flow-charts) to ensure that risks are well assessed and managed, activities are well planned (including through the use of contingency planning) and managed, and so that we deal well with any untoward programme/project related issue. Significant risks will be identified and assessed during the analysis and design stages, working with our in-house Global Security Team and others (including external security support from Control Risks). We will manage risk by the most appropriate means, by avoiding, mitigating, or sharing it (though the use of insurance for example) as required. Our risk assessments will cover a variety of risks, including physical security, human rights including safeguarding, political, legal, reputational, financial, programme quality, and data security. The identified risks, their likelihood, their likely impact, and the management of them will be detailed in a **Risk Register**, shared with the authority, and reviewed and updated on a quarterly basis, or more frequently if required. Activity plans will be developed for both contract management (to ensure we meet contractual obligations), and programme/project management requirements. Contract and programme/project plans will be reviewed on a weekly basis, and adjusted accordingly. Plans and any amended plans will be shared with the contracting authority. Flow-charts detailing how we will respond to a variety of situations will be developed, depending on the programme/project, but are likely to cover how we will deal with security incidents, safeguarding issues, and fraud and corruption issues, and we will identify named personnel responsible for following defined protocols, and will detail the protocols, including how the contracting authority will be informed.

2.5 Monitoring, Evaluation and Learning - We will monitor our work under any authority contract in a number of ways, and for a number of defined purposes. We will monitor indicators defined and agreed in a logframe, and report against these indicators at agreed intervals, so we can best ensure that we are meeting the requirements of the authority, and following our other key management principles. We will monitor the work of our staff, contractors, and other suppliers to ensure work is undertaken as required. We will regularly monitor financial expenditure to best ensure value for money. Performance of staff, consultants, and other suppliers will be evaluated on an ongoing basis, so corrective action can be taken quickly. A dedicated member of staff will oversee programme/project monitoring, evaluation, and learning. Performance against logframe indicators will be evaluated on a quarterly basis, and results shared with the authority. Programme/project expenditure reports will be reviewed on a monthly basis. At each stage of the project cycle we will generate useful learning, which we will share with the authority. A detailed monitoring, evaluation, and learning plan will be developed, focussing on logframe indicators and targets. It will detail how data will be collected, how it will be evaluated, and how learning will be developed from this, and disseminated. We will work with relevant stakeholders, including local community groups when assessing outcomes and impact, and will ensure relevant stakeholders are kept informed of progress.

SUMMARY OF OUR PROJECT CYCLE MANAGEMENT PRINCIPLES, APPROACH, AND KEY PROCESSES/TOOLS WE WILL USE

Evaluation
- Ongoing informal evaluation, with formal evaluation reviews undertaken as and when required by the authority
- Consult with relevant stakeholders, including community-based groups
- Evaluation findings and learning disseminated to appropriate stakeholders

Analysis
- Gender analysis
- Conflict analysis
- Stakeholder analysis
- Objectives analysis
- Strategy analysis
- Risk analysis

Principles:
Do-no-harm
Gender sensitivity
Conflict sensitivity
Value-for-money
Adaptive management

Implementation
- Mobilisation
- Staff, consultant and other supplier management
- Other stakeholder management
- Logframe Indicator monitoring and reporting
- Financial monitoring and reporting
- Re-planning and re-budgeting

Design
- Theory of Change developed
- Logframe developed
- Budget developed
- M&E plan developed
- Risk management plans developed
- Operational plans developed

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