

Council of Europe
PROJECT MANAGEMENT METHODOLOGY

Handbook
2016



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When I meet Foreign Ministers I often ask them what they expect from the Council of Europe. The answers are surprisingly similar. The Council of Europe should help its members develop concrete solutions to everyday challenges, working together to boost democracy, human rights and the rule of law. In this way we help strengthen democratic security across the continent.

To help ensure that we are a strong and effective partner, I launched the reform of our external presence and today our field offices are making an increased impact on the ground. It is also an imperative for my second mandate as Secretary General to continue to strengthen and expand our technical co-operation with member states and others. We will continue to increase our operational capacity and decentralise our operations out into the field.

The upgraded project management methodology is a necessary tool in this process. We are creating stronger links between co-operation programmes and the overall strategy and values of the Organisation. There will be closer ties between our European standards, the monitoring of these standards and co-operation programmes. The Council of Europe will also from now on take a distinct human rights approach to project management, with a more systematic way of dealing with dimensions like diversity, inclusive participation and gender mainstreaming. This is essential for the Council of Europe to fulfil its role as a leading organisation for the rule of law and the enjoyment of human rights and fundamental freedoms for all. I am convinced that this approach, together with other specific advantages of our co-operation programmes, such as the democratic dimension often provided by the Parliamentary Assembly and the Congress [of Local and Regional Authorities in Europe], means that the Council of Europe will stand apart as a co-operation partner in the years to come.

Thorbjørn Jagland
Secretary General of the
Council of Europe

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INTRODUCTION



This 2016 handbook for the Council of Europe Project Management Methodology (PMM) has been produced by the Office of the Directorate General of Programmes (ODGP) in a collaborative process with project management staff. Any suggestions and/or questions relating to the application and interpretation of this handbook should be addressed to ODGP at: odgp_pmm@coe.int.

INTRODUCTION TO CO-OPERATION PROGRAMMES AT THE COUNCIL OF EUROPE

The Council of Europe has been carrying out co-operation programmes since the late 1980s, often in partnership with the European Union. These activities usually accompanied the process of accession to the Council of Europe but have also helped remedy shortcomings on a much broader basis, in member states and beyond. They have played an important part in ensuring that European standards are reached and applied in the areas of Council of Europe action.

The overall priorities are defined by the Organisation's biennial Programme and Budget approved by the Committee of Ministers. This is the framework for all the actions of the Council of Europe. On this basis, strategic co-operation frameworks are developed with the beneficiaries, often in the form of national action plans.

The added value of the Council of Europe is in several distinct advantages of its co-operation programmes. A first advantage is composed of the commitment and the values that the Organisation represents. The Council of Europe Statute lays the foundation for a sincere and effective collaboration to achieve greater unity, protecting and promoting common heritage and facilitating economic and social progress, based on the principles of the rule of law and the enjoyment of human rights and fundamental freedoms by all.

A second unique advantage is the strategic triangle of standard-setting, monitoring of member states' commitments in implementing the standards and, thirdly, corresponding co-operation programmes (see Figure 1).

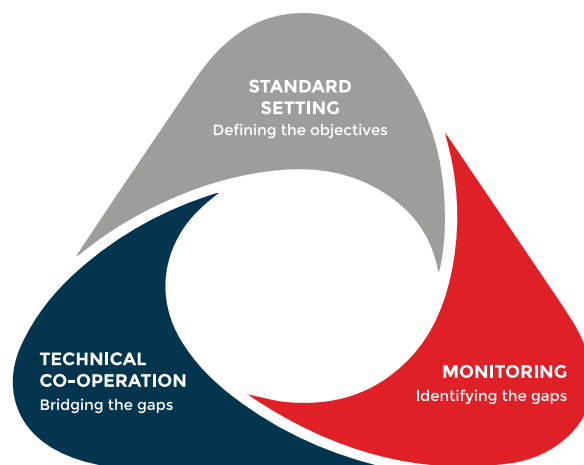


Figure 1 – Main areas of action of the Council of Europe

A third distinct advantage is the Council of Europe's ability to tackle issues from many different and complementary angles, including intergovernmental co-operation, the parliamentary dimension, local and regional authorities, and through the Human Rights Commissioner. This is an important advantage for achieving sustainable results.

PURPOSE OF THE HANDBOOK

This handbook provides step-by-step instructions and guidance for the project team on how to conduct each phase of the project management cycle through to final evaluation. It provides practical guidance on how co-operation programme results can be achieved in accordance with best practice and from a human rights' perspective. It is based on the Organisation's mandate and the need to address shortcomings in a transparent and responsible manner. It aims to contribute to the continuous improvement in the efficiency and effectiveness of the Council of Europe's action.

The Council of Europe Project Management Methodology brings together different frameworks and tools into an overall project management cycle and further integrates co-operation programmes of the Council of Europe into the framework of the Organisation.

The PMM enables the Council of Europe to:

- demonstrate its comparative advantage and strengthen the systematic use of standard-setting instruments and monitoring results for co-operation programmes;
- enable a standardised approach to the delivery of co-operation programmes;
- systematise the measurement of results and emphasise transparency, accountability, communication and a human rights approach;
- support the management of the co-operation programmes with corresponding tools.

HOW TO USE THIS HANDBOOK

This handbook is structured according to the project management cycle (see Figure 2), comprising:

- five main phases, from initiation to final evaluation;
- seven key management processes applied throughout the phases.

A project life-cycle comprises interrelated **phases** marking the evolution of a project. There are five distinct phases of co-operation project at the Council of Europe: Initiation, Planning, Implementation, Closure and Final Evaluation.

A classification of seven main **management processes** has also been developed. These processes apply across the phases of the project management cycle:

- governance and quality assurance;
- logframe management;
- stakeholder engagement;
- monitoring, reporting, evaluation;
- financial management;
- team management;
- risk management.

This handbook uses **terminology** agreed for the Council of Europe for practical purposes, see "Definitions" boxes throughout and the **glossary**. Any variations from other organisations' terms should be acknowledged in order to

communicate smoothly with those organisations, but this should not lead to alternate terms being used internally.

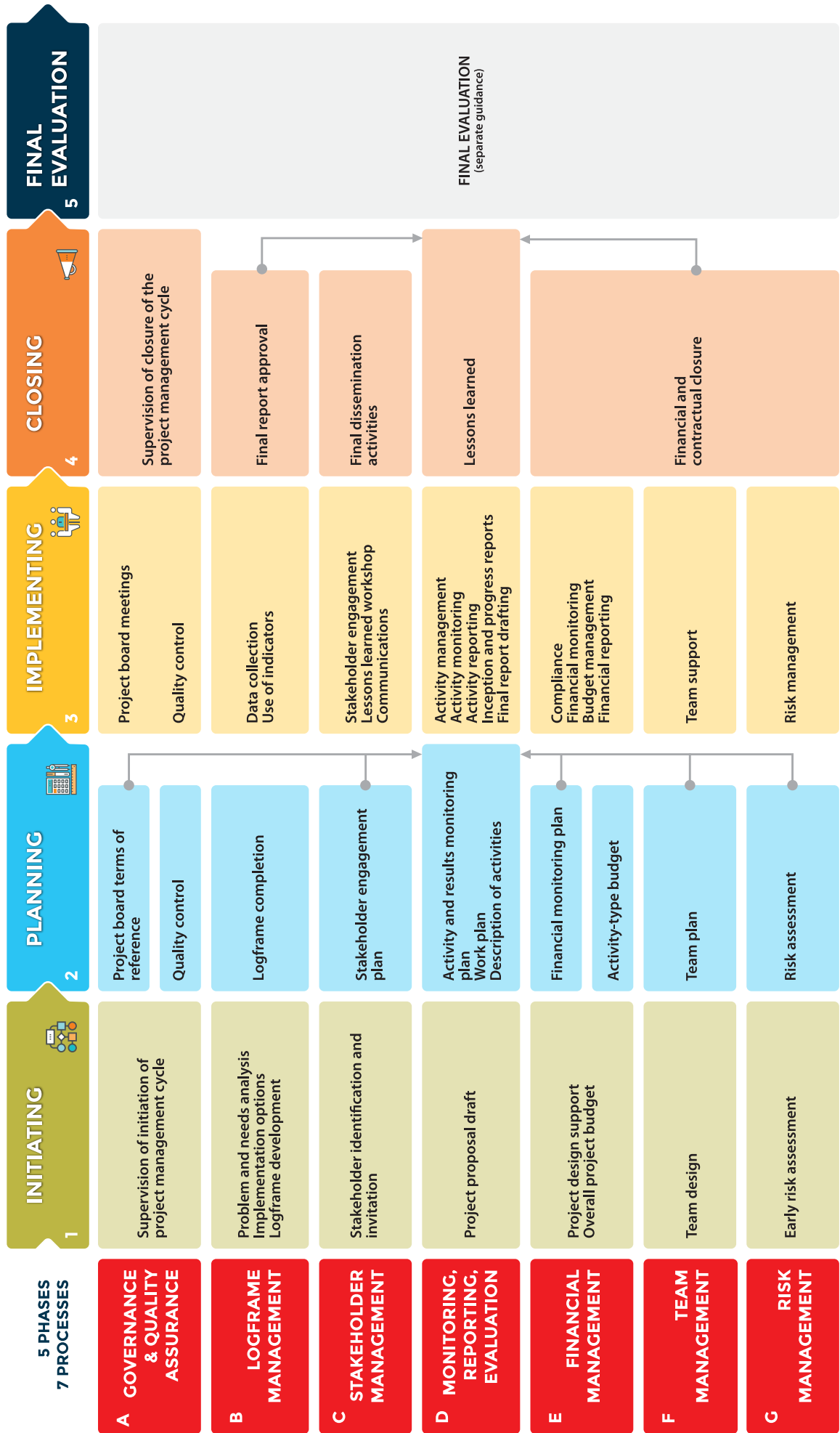
A series of **templates** complements this handbook; the templates are referred to specifically in strategy and key step sections. They provide a structured approach to creating project documents fully in accordance with the Council of Europe PMM. References and links are made to operational guidelines and instructions to avoid duplicating those in the handbook.

An interactive website with additional tools and guidance accompanies this handbook: www.coe.int/pmm.

LEGEND

- Key terms are highlighted in bold;
- Templates are in bold and listed in the Templates/ references sections they are mentioned in;
- Text boxes introduce:
 - theoretical background (Basis);
 - key terms (Definitions); and
 - good practice (Good practice).

Figure 2 – Council of Europe Project Management Methodology



ESSENTIAL ELEMENTS OF PMM

HUMAN RIGHTS APPROACH TO PROJECT MANAGEMENT

The Council of Europe is the leading human rights organisation in Europe, with considerable opportunity to draw on elements of its *acquis* in project management. This means incorporating cross-cutting dimensions such as gender mainstreaming (see link to existing guidance) and civil society participation (see link to existing guidance), providing the foundation for equality and diversity.

In practical terms, the human rights approach concerns all the stakeholders in a project, both highest-level decision makers and end beneficiaries. Management procedures should encourage and enhance participation, tackle discrimination and enable inclusion. A project has limited resources and therefore should target the areas in which it can make the most change and where there are cases of flagrant inequality or discrimination. Actors in projects are grouped according to their relationship with the state. Those that represent the state and its responsibility to protect and promote human rights should be grouped together as duty-bearers, and those that are entitled to those rights as rights-holders.

The human rights approach should target objectives and activities at the project initiation and planning phases: project design reflects different target groups' needs and activities' varying consequences on those groups. In the implementation and final evaluation phases measures should be taken to support under-represented participation and to disaggregate data to promote and measure equality and diversity.

RESULTS-BASED PROJECT MANAGEMENT

Results-based project management focuses on results (outcomes and impact) and good financial, human resource and risk management emphasising outcomes rather than inputs and outputs.

This requires a mind-set and attitude that orients day-to-day practices. The focus is on driving change, not on mechanical completion of work plans and activities. An activity, however well implemented in terms of environment, setting, numbers of participants, has not achieved its goal if there is no change in the local situation after the activity. This draws attention to targeting the right people, to optimising the delivery of the key messages, to stimulating reactions and responses that reverberate after the event.

The Programme and Budget methodology of the Council of Europe uses results-based budgeting strategically to support daily results-based management. This PMM follows the same logic.

The Council of Europe strives to create change through three levels of expected outcomes: immediate outcomes, intermediate outcomes and the long-term outcome or impact (see Figure 3).

The immediate outcomes are changes resulting from outputs such as new knowledge, awareness and access to resources on the part of the beneficiaries.

The second level is the intermediate or mid-term outcomes. This usually refers to changes in the behaviour or practices of individuals and groups and eventually in the capacity of organisations and institutions. The Council of Europe has considerable control over the immediate outcomes and reasonable influence over the intermediate outcomes.

In the areas where the Council of Europe is active, impact is often unpredictable and visible only after some time. The Council of Europe ensures a long-term approach to its co-operation, through the interaction of its strategic triangle of standards, monitoring and co-operation programmes.

FIELD PRESENCE

Member states and others are requesting more and better targeted support from the Council of Europe in the field. Co-operation programmes achieve this through greater availability and more regular contact with public authorities directly in the field. The benefits are responsiveness and client orientation based on a closer and more frequent interaction and awareness of the specific needs and situation in a country. Decentralisation is consequently a clearly stated policy of the Secretary General since 2010. The updated PMM actively puts this policy into practice.

COMMUNICATION AND VISIBILITY

Communication is a powerful tool to enhance results and impact. It should directly contribute to the project objectives. The communications team in central programme co-ordination and the communications directorate are responsible for the visibility standards of communication and should be consulted on these aspects of the project (see link to existing guidance).

A communication and visibility strategy links directly to the target groups and beneficiaries. It requires dedicated resources and is usually reflected in a specific budget line for visibility. Communication can be time consuming and needs to be assessed and balanced in accordance with the cost-benefit relationship. Certain forms of communication, such as social media in particular, are becoming more important, and even contractually stipulated in some instances. Special care needs to be taken, starting with planning, as these forms of communication tend to require a large input of time in relation to the gains they offer, especially among direct beneficiaries. For this reason the project team and project board should decide against over-ambitious communication plans, or focus on communication during specific periods rather than throughout a project.

The communication strategy should be focused on precise target audiences and communication objectives with clear, measurable and results-oriented indicators. Demand is increasing for the evaluation of communication in projects. In line with results-based project management it is important to communicate results rather than events. A newsworthy approach should be followed to gather testimonials and evidence directly from beneficiaries, complementing the professionalisation of project communication with high-quality images and reporting.

EVALUATION

The evaluation of projects is a fundamental element of project management and needs to be considered throughout all the phases of the project management cycle. The key stakeholders in a project should keep evaluation in mind as they initiate, plan, implement and report on a project. It should be objective and independent from the project management and there is separate Evaluation Guidance provided by the internal audit and evaluation directorate. Its focus is mostly on strategic evaluation, whereas project evaluation is the responsibility of individual projects and programmes.

Decisions on whether to carry out evaluation and the form it should take are within the remit of the project team and the project board. There may be contractual conditions or requirements to carry out an evaluation.

It is important to consider evaluation early on because there are project procedures that are fundamental to the reliability, quality and usefulness of an evaluation, such as the baseline assessment, the design of indicators and the identification of data sources. The same applies for audits of projects. Audit trails that justify financial transactions from the first request to final payment, should be established from the beginning to prove compliance to financial and contractual rules and regulations.

The added value of the Council of Europe and the human rights approach should ideally be assessed in all project monitoring and evaluation.

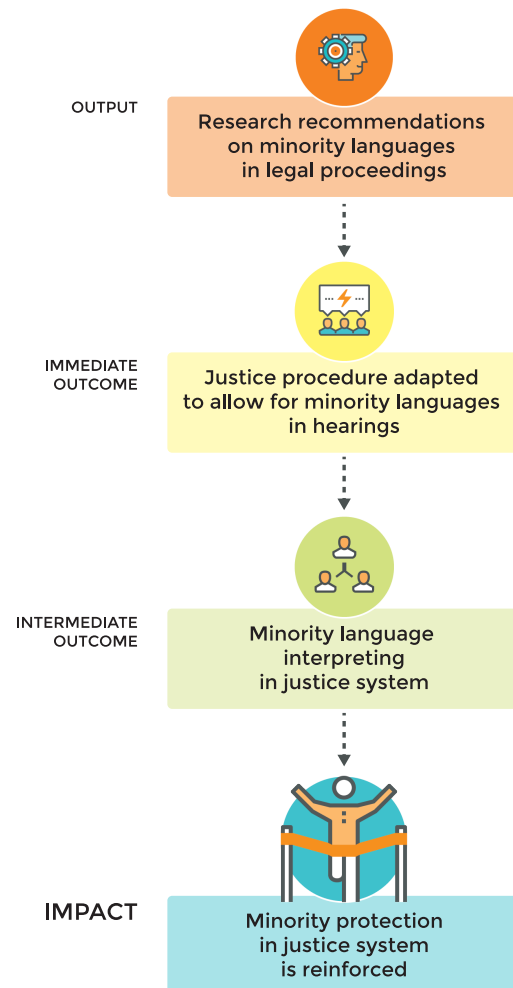


Figure 3 – Results-based project management



INITIATING A PROJECT



KEY PRODUCTS

- 1 Draft logframe
- 2 Draft budget
- 3 Project proposal

KEY TOOLS

- Stakeholder register
- Financial plan
- Team plan
- Risk register

The project cycle begins with an idea for a project which the Council of Europe and partners agree is worth pursuing. This idea needs to be conceptualised and aligned to the priorities of all concerned. Initiating a project should follow a systematic approach to develop the main areas into a project proposal.

RESULTS-BASED MANAGEMENT

Initiating a project uses results-based management to systematically develop a results chain that is the most appropriate to the current situations in countries and regions. Analyses and needs assessments ensure that the project focuses on the key issues in a country or region and that project design enables the greatest possible improvements in human rights, democracy and the rule of law. Baseline measures should be recorded to prove the effects of projects.

COUNCIL OF EUROPE STRATEGY AND VALUES

A project derives from the Council of Europe's strategic planning in the biennial Programme and Budget. This phase integrates the project into the Council of Europe programme by linking it to other technical co-operation, monitoring of conventions and standard setting. This emphasises results-based management and compliance with regulations, an optimal use of resources, efficiency, and integrating as many human rights elements as possible.

HUMAN RIGHTS APPROACH

All projects should adopt the human rights approach and ensure equality and diversity in line with cross-cutting issues. Project design should maximise results according to rights-holders and duty-bearers. Cross-cutting issues are brought to the fore through needs assessments, objective setting, stakeholder analysis, team design and risk identification. Meaningful participation early on avoids misdirection, resistance among key players, missed opportunities and potential advantages, and lost causes. The ownership and sustainability of change can be placed firmly in the hands of the most important players in the project.

PRINCIPLES FOR PROJECT DESIGN

- 1 Guided: based on human rights principles;
- 2 Focused: link to the Council of Europe programme of activities/strategy;
- 3 Competitive: make use of the comparative advantage of the Council of Europe;
- 4 Targeted: orient towards beneficiaries' needs;
- 5 Diverse: consider men and women of various ages, ethnicities, religions, and LGBTI among others;
- 6 Inclusive: involve the target groups, beneficiaries of the project and as much as possible other stakeholders;
- 7 Democratic: make decisions in a democratic way, if possible through consensus, after hearing all opinions about the relevance of the proposed project;
- 8 Transparent: communicate the decisions, orientations and actions of the initiating group to all relevant parties (hierarchy in the Council of Europe, permanent representations, committees, relevant colleagues, Council of Europe offices, etc.);
- 9 Constructive: seek to formulate constructive proposals for change, specifying responsibilities, legal basis and resources.



INITIATE A PROJECT MANAGEMENT CYCLE

INITIATING A PROJECT

INITIATE A PROJECT MANAGEMENT CYCLE

- ANALYSE THE SITUATION
 - SET OBJECTIVES
 - FORMULATE IMPLEMENTATION MODALITIES
- IDENTIFY AND ANALYSE STAKEHOLDERS
 - CARRY OUT NEEDS ASSESSMENT WITH STAKEHOLDER CONSULTATION
- DEVELOP THE LOGFRAME
 - ESTIMATE THE COSTS OF THE PROJECT AND MOBILISE FINANCIAL RESOURCES
 - DESIGN THE PROJECT TEAM
 - IDENTIFY RISKS
- REVIEW THE PROJECT PROPOSAL AND COMPLETE THE INITIATING PHASE

AIM

To begin a project cycle with a clear project concept agreed between representatives of beneficiary governments and the Council of Europe, which is firmly linked to Council of Europe programmes and strategies.

GUIDING PRINCIPLES

- Council of Europe strategy and values
- Human rights approach
- Results-based management

KEY PLAYERS

- Representatives of the Council of Europe and beneficiary government authorities
- Central programme co-ordination
- Council of Europe offices

KEY REFERENCES

- Council of Europe Programme and Budget
- Council of Europe reports and recommendations

STRATEGY

COUNCIL OF EUROPE STRATEGY AND VALUES

A project is usually initiated with an informal discussion between representatives of the Council of Europe and representatives of one or more beneficiary governments. The informal discussion should be immediately followed up by the key idea in writing and the informing of the decision makers of all the organisations involved.

The idea is presented as a **concept note** that makes clear connections to Council of Europe strategy and values. All relevant standards, monitoring mechanisms, advisory/opinion bodies and political bodies of the Council of Europe should be linked to the project idea, in addition to all relevant thematic programmes, action plans, framework programmes and country strategies agreed with member states and others. All projects should be firmly rooted in Council of Europe work and agreed programmes with beneficiary governments and donors.



BASIS

Co-operation programmes are an integral part of the Council of Europe's work because they build the capacity of member states and others, and in doing so provide vital information on how standards gradually lead to impact and what local or regional factors are important to improve monitoring results. The relationship between standards, monitoring and co-operation programmes is referred to as the Council of Europe's **strategic triangle**.

Each new project idea provides an opportunity to extend Council of Europe research and analysis in key areas. Further analysis not only generates projects within programmes, but it also provides detailed information that supports Council of Europe standards and monitoring. This exchange of information is the first example of the dynamic interaction between standards, monitoring and co-operation that combines into the Council of Europe **strategic triangle**.

HUMAN RIGHTS APPROACH

As soon as there is a first draft of the concept note there should be as broad a consultation as possible. Ideally this includes all the actors in a specific area in a country and/or region, starting with the beneficiaries and potential project partners. Every attempt should be made to determine different perspectives of the project idea, taking into consideration gender, **rights-holders** and their relationships with **duty-bearers**, and vulnerable groups. If at all possible, different groups should have the opportunity to present their interests and issues in the consultation. Anyone that has an interest in and/or is affected by a concept is a potential future **stakeholder** in the project. Stakeholders are not an elite group of decision makers.

There are different ways to consult with regional and national partners:

- long-distance video conferencing, via dedicated IT services if they exist;
- extra meetings during visits, conferences, project board, steering committee meetings;
- contact meetings in Council of Europe offices that establish more general programme and action plans which can be used to quickly define specific project ideas.

Consultation should also be carried out through surveys and questionnaires using established contacts from other Council of Europe work. Civil society organisations should be involved in the discussions and provide a source of information that focuses more on rights-holders and vulnerable groups.

An early consultation is often the main determinant of the success of a project in terms of **efficiency, effectiveness** and **impact**. As soon as there is a project idea it should be researched as thoroughly as possible with as wide and diverse a group as possible.

RESULTS-BASED MANAGEMENT

Connecting project concept notes to Council of Europe actions and member states' or others' interests ensures the **relevance** and the **coherence** of the project: two results-based criteria deriving from evaluation that determine positive change through projects. Relevance and coherence ensure that the project contributes to improvements in human rights, the rule of law and democracy, and therefore drives Council of Europe values.

KEY STEPS

- 1 Formalise a project concept and share it with all relevant colleagues at headquarters and in relevant Council of Europe offices.

DEFINITIONS



Concept note: a one or two-page description of the main idea of the project and its alignment to Council of Europe and beneficiary governments' programmes. It often becomes the introduction of a project proposal.

Strategic triangle: the mutually beneficial interaction between the Council of Europe's standards, monitoring and co-operation programmes.

Stakeholder: an individual, group or organisation that has an interest in and/or is affected by the project.

Duty-bearer: an individual, group, organisation or authority that provides and fulfils a human right.

Rights-holder: an individual, group or organisation that is entitled to a human right.

Efficiency: the extent to which best value resources achieve maximum results.

Effectiveness: the extent to which defined objectives are achieved.

Impact: the overall difference the project has made.

Relevance: the extent to which objectives address real needs.

Coherence: the extent to which parts of a project form a whole.



INITIATING A PROJECT

INITIATE A PROJECT MANAGEMENT CYCLE

ANALYSE THE SITUATION

SET OBJECTIVES

FORMULATE IMPLEMENTATION MODALITIES

IDENTIFY AND ANALYSE STAKEHOLDERS

CARRY OUT NEEDS ASSESSMENT WITH STAKEHOLDER CONSULTATION

DEVELOP THE LOGFRAME

ESTIMATE THE COSTS OF THE PROJECT AND MOBILISE FINANCIAL RESOURCES

DESIGN THE PROJECT TEAM

IDENTIFY RISKS

REVIEW THE PROJECT PROPOSAL AND COMPLETE THE INITIATING PHASE

ANALYSE THE SITUATION

AIM

To identify the real issues, problems and causes related to the project idea and gain a full understanding of the situation in order to set objectives.

GUIDING PRINCIPLES

- Council of Europe strategy and values

KEY PLAYERS

- Project developers
- Council of Europe offices

KEY REFERENCES

- Council of Europe Programme and Budget
- Council of Europe reports
- Reports and recommendations on themes/regions/countries

STRATEGY

COUNCIL OF EUROPE STRATEGY AND VALUES

Brainstorming and problem trees (page 22) are among useful techniques to carry out a **problem analysis**. It should identify the problems that the Council of Europe has the authority and capacity to act on and where it is likely to make a difference. The causes, drivers and effects of the problems need to be analysed to determine the best types of activities, the target areas and the kind of baseline information that will be required. The final stage of **problem analysis** is to convert the problems into **objectives**. These should align to a country or region's own priorities to form a basis for good co-operation.



BASIS

The Council of Europe also co-operates with member states and others through the Parliamentary Assembly, the Congress of Local and Regional Authorities, the European Court of Human Rights and the Human Rights Commissioner. Human Rights Commissioner, together with advisory/opinion bodies and monitoring mechanisms.

The elected dimensions of the Parliamentary Assembly and the Congress enable extensive peer exchange and support at national and sub-national levels.

The unique enforcement of human rights by the Court, combined with the observation and dialogue of the Human Rights Commissioner, add invaluable scrutiny and a broad perspective that is specific to the Council of Europe.

A project should try to build on these actions and incorporate existing Council of Europe work wherever possible.

4 Present/refer to available information on the situation and needs in the country/countries and/or thematic areas concerned. Such information should (as a minimum) include:

- a. Council of Europe Programme and Budget, Council of Europe country action plans, co-operation priorities documents, Human Rights Commissioner reports, etc.;
- b. information gathered through Council of Europe monitoring mechanisms (including the case law of the European Court of Human Rights);
- c. results and lessons learned from previous/ongoing Council of Europe co-operation projects in these areas, and in the country/countries;
- d. the potential partners, **target groups** and **beneficiaries** according to their status as **duty-bearers** and **rights-holders**;
- e. information gathered from Council of Europe offices.

KEY STEPS

- 1 Obtain all available information about national reforms and a country's priorities, strategies and action plans.
- 2 Analyse the situation: a problem analysis should ideally be undertaken as a group exercise (brainstorming session) involving all individuals likely to have useful input or ongoing involvement in the management of the project, such as: project managers, programme co-ordinators, heads of relevant departments, heads of field offices and other key stakeholders such as other Council of Europe staff who have worked on this theme/region/country or experts (where appropriate).
- 3 Define the scope of the project (target group, country/region, theme, pillar, programme objectives, Council of Europe priorities) at action plan or programme facility level.

DEFINITIONS



Objective: the changes aimed for by a project.

Problem analysis: the analysis of problems, causes and drivers relating to human rights, rule of law and democracy situations.

Target group: individuals, groups and organisations that the project aims to affect through their direct attendance and involvement.

Beneficiary: individuals, groups and organisations that benefit from the project.

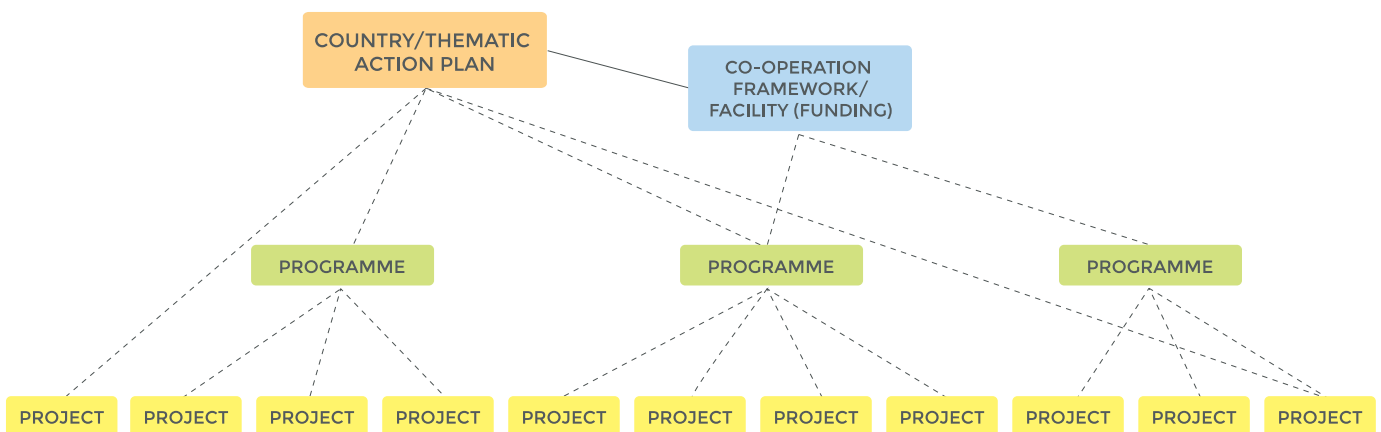


Figure 4 – Projects, programmes, facilities and action plans



INITIATING A PROJECT

- INITIATE A PROJECT MANAGEMENT CYCLE
- ANALYSE THE SITUATION
 - SET OBJECTIVES
 - FORMULATE IMPLEMENTATION MODALITIES
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- REVIEW THE PROJECT PROPOSAL AND COMPLETE THE INITIATING PHASE

SET OBJECTIVES

AIM

To set objectives in line with the situation analysis.

GUIDING PRINCIPLES

- Results-based management
- Human rights approach

KEY PLAYERS

- Project developers
- Council of Europe offices

KEY REFERENCES

- Council of Europe Programme and Budget
- Council of Europe reports
- National/regional plans and strategies
- Reports on themes/ regions/countries
- PMM webspace additional tools

STRATEGY

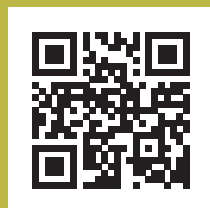
RESULTS-BASED MANAGEMENT

Once confident in the project concept, it is time to start working on the core elements of the **theory of change**. These elements form the basis of the **logframe**, the standardised structure used by the Council of Europe. The **objectives** are the starting point of the theory of change. There are many different ways to arrive at the objectives of a project from the concept. Choose the method that best suits the thinking and dialogue underway with counterparts in the partner organisation(s):

- problem trees – establish the problems, their causes and drivers in a flowchart and invert the problems to establish the objectives;
- projected scenarios – envisage the situation in the future and establish the objectives according to achievable developments;
- goal consensus and outcome mapping – determine with different target groups the changes in behaviour according to what you expect to see, want to see and would love to see, and organise these into groups to identify general objectives;

TEMPLATES REFERENCES

LOGFRAME



<http://goo.gl/A1y0Vy>

PMM WEBSITE ADDITIONAL TOOLS



coe.int/pmmtools



BASIS

Designing how a project will lead to change is vital to make projects relevant and effective. Objectives at different levels, from strategic to specific, provide a concrete vision to define expected results.

- up-scaling – take existing good practice in ad hoc cases and determine objectives that systematise and spread such practices wider;
- comparative study – set objectives according to established practices and achievements of other comparable member states and others.

Objectives should fit into the Programme and Budget framework of the Organisation. They are on a different level, since they are more immediate and realisable within the limited resources and time period of a project, so they are likely to be small pieces in the larger jigsaw of Programme and Budget objectives.

It is equally important that objectives link into national and regional plans. Country action plans should be used to do this wherever possible.

HUMAN RIGHTS APPROACH

The best objectives are simple, self-explanatory, realistically achievable and measurable. They provide the focus for all the activities carried out in a project. From a human rights perspective, the objectives should be what target groups and end beneficiaries (whether rights-holders or duty-bearers) want to experience as a result of the project.

KEY STEPS

- 1 Organise the objectives into the **logframe** either as part of the brainstorming session, or at a later date.
- 2 Identify the **impact** and **outcomes** of such an intervention. In line with the Council of Europe approach, try to develop this theory of change with the perspectives of rights-holders and duty-bearers and how their abilities to claim and protect rights are enhanced through the project (see logframe guidance on the PMM webspace).
- 3 Tools and experience may help with the identification of outcomes (tools available on the PMM webspace). All outcomes should be aligned to the objectives of the programme governing the project and the strategic objectives of the Council of Europe. Coherence with and relevance to institutional objectives should be checked during quality assurance (page 38).

DEFINITIONS



Theory of change: the logical step-by-step path presenting how inputs and activities follow each other and lead to results and change.

Logframe: a structured representation of the theory of change.

Outcome: the change in behaviour or practice as a consequence of an activity (relating to an objective).



INITIATING A PROJECT

INITIATE A PROJECT MANAGEMENT CYCLE

ANALYSE THE SITUATION

SET OBJECTIVES

FORMULATE IMPLEMENTATION MODALITIES

IDENTIFY AND ANALYSE STAKEHOLDERS

CARRY OUT NEEDS ASSESSMENT WITH STAKEHOLDER CONSULTATION

DEVELOP THE LOGFRAME

ESTIMATE THE COSTS OF THE PROJECT AND MOBILISE FINANCIAL RESOURCES

DESIGN THE PROJECT TEAM

IDENTIFY RISKS

REVIEW THE PROJECT PROPOSAL AND COMPLETE THE INITIATING PHASE

FORMULATE IMPLEMENTATION MODALITIES

AIM

To design different approaches to achieve objectives and formulate these as implementation modalities.

GUIDING PRINCIPLES

- Human rights approach
- Results-based management

KEY PLAYERS

- A group that collectively shares ideas and generates suggestions
- Project developers

KEY REFERENCES

- Existing implementation modalities

STRATEGY

A project has limited resources to deliver change and the best modalities to do so should be explored. This reflection is important to support the human rights approach and to explore new, improved ways to run projects. The most effective way to reflect on these issues is in groups sharing ideas and experiences.

Innovation and creative approaches in combination with Council of Europe added value are key to the success of co-operation projects. The selection of a chosen **implementation modality** should follow efforts to explore imaginative solutions.

KEY STEPS

- 1 Outcomes connect **objectives** to **outputs**. On this basis identify the outputs and the **activities** that produce those outputs to achieve project objectives.
- 2 Identify the different implementation modalities for each of the objectives: activities, strategies (grant schemes, national working methods, functional capacity, etc.), follow-up processes, cycles of activities, types of meeting, training and/or working group, and consider the different modalities in terms of rights-holders and duty-bearers.
- 3 Different implementation modalities should be presented to stakeholders as part of the consultation (page 28). The feasibility (financial, political, implementation) of each option and their relevance according to target groups and end beneficiaries should be agreed.

DEFINITIONS



Activity: a gathering (seminar, roundtable, meeting) or a piece of research/analysis that directly leads to a product/output, or a management task (support activity) that indirectly contributes to a project.

Output: the direct product of an activity – a document, knowledge, awareness, inspiration, etc.

Implementation modality: the type, style, series, sequence and interrelations of activities that make up a project.



IDENTIFY AND ANALYSE STAKEHOLDERS

INITIATING A PROJECT

- INITIATE A PROJECT MANAGEMENT CYCLE
- ANALYSE THE SITUATION
 - SET OBJECTIVES
 - FORMULATE IMPLEMENTATION MODALITIES
- IDENTIFY AND ANALYSE STAKEHOLDERS**
- CARRY OUT NEEDS ASSESSMENT WITH STAKEHOLDER CONSULTATION
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AIM

To identify and analyse stakeholders to get a good understanding of target groups' needs and their situation.

GUIDING PRINCIPLES

- Human rights approach

KEY PLAYERS

- Project developers
- Council of Europe offices

KEY REFERENCES

- Existing stakeholder records
- Gender mainstreaming strategy
- Civil society participation strategy

STRATEGY

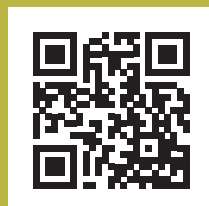
HUMAN RIGHTS APPROACH

Stakeholders are essential to implement a human rights approach. Stakeholder management is about **non-discrimination, participation** and **inclusion**. These principles require in-depth analysis and integration of stakeholders into the whole project management cycle. Meaningful participation has already been initiated through the consultations on the project concept. Making contributions, decision making and empowerment are the guiding principles of participation and inclusion.

Different categorisations should be used to identify the **internal** and **external** stakeholders in a project. A key distinction is to be made between **rights-holder** and **duty-bearer**. This helps to target project resources and activities to effect change in areas that could be neglected, for example considering whether blind people are able to access written materials produced for target groups they belong to. It is possible for an individual, group or organisation to be both a rights-holder and a duty-bearer according to the different contexts of the project, for example, a female police officer in a project on gender equality.

TEMPLATES REFERENCES

STAKEHOLDER REGISTER



<http://goo.gl/FU6ZJE>

QUALITY CHECKLIST (INITIATING AND PLANNING PHASE)



<http://goo.gl/aY8r7o>



BASIS

The human rights approach is about extensive consideration and participation of stakeholders. The results of a project are enhanced by analysis of rights-holders and duty-bearers, their relationship with each other and their capacity or inability to claim or fulfil human rights.

Projects should aim at strengthening duty-bearers such as states in meeting their obligations and empowering rights-holders to be aware of and claim rights, for example convention-based.

This improves impact while also strengthening mainstreaming commitments internally and with direct partners according to strategies of equality, diversity and participation. Greater participation and different perspectives further enhance change.

This analysis will be useful throughout the project, for example to measure outcomes: legal, policy, institutional and behavioural changes leading to better awareness and claiming of rights by rights-holders and better meeting of obligations by duty-bearers.

The next distinction is according to the role in the project: **donors, implementers, equivalent actors, target groups, and end beneficiaries**. The project ultimately aims to benefit both **final** and **end beneficiaries**, but for management the focus and decisions should be made according to the end beneficiaries (see Figure 5).

In order to ensure the principles of non-discrimination and inclusion, stakeholders should be analysed according to gender and belonging to vulnerable groups. This will be the starting point for **mainstreaming**: the integration of gender and vulnerable groups into all stages of the project. Essentially the key principle is exemplified in the Roma unit's motto for their projects: "Nothing for the Roma without the Roma".

The project should decide to what extent gender or belonging to a vulnerable group should determine lists of participants in activities, indicators to evaluate success, and content in project documents.

The **quality checklist (initiating and planning phase)** analyses these key elements and should be used to support project management.

KEY STEPS

- 1 Identify key internal and external stakeholders both in terms of managing the project, and in terms of rights-holders and duty-bearers among target groups and end beneficiaries. Record the information in the **stakeholder register**.
- 2 Categorise the identified stakeholders both into target groups, end beneficiaries, and project partners, in addition to using the rights-holder/duty-bearer distinction to strengthen duty-bearers and to empower rights-holders.
- 3 Analyse stakeholders in terms of mainstreaming according to diversity and equality perspectives, notably to:
 - a. ensure that **gender** is mainstreamed throughout the project. The different effects of the project on women and men, and how their role may be strengthened throughout the project or programme, should be analysed.
 - b. identify **vulnerable groups** (children, people with disabilities, older people, minorities, LGBTI, migrants, refugees, Roma, etc.) in the country/regions concerned, as well as the role they can play during project or programme implementation, in order to make sure that they are positively or at least not negatively affected.

DEFINITIONS



Internal stakeholder: individuals, groups and organisations that are directly involved in a project.

External stakeholder: individuals, groups and organisations that are indirectly connected to a project but have an interest in it.

Implementer: organisations running a project.

Equivalent actor: organisations that fund or carry out similar projects or activities such as other international institutions or civil society organisations.

End beneficiaries: individuals, groups, organisations and authorities that directly benefit from project activities, outputs, outcomes and impact.

Final beneficiaries: individuals, groups and organisations that indirectly benefit from the project over the long term.

Mainstreaming: the integration of an issue or principle into as many aspects and phases of a project as possible.



CARRY OUT NEEDS ASSESSMENT WITH STAKEHOLDER CONSULTATION

INITIATING A PROJECT

- INITIATE A PROJECT MANAGEMENT CYCLE
- ANALYSE THE SITUATION
 - SET OBJECTIVES
 - FORMULATE IMPLEMENTATION MODALITIES
- IDENTIFY AND ANALYSE STAKEHOLDERS
- CARRY OUT NEEDS ASSESSMENT WITH STAKEHOLDER CONSULTATION**
- DEVELOP THE LOGFRAME
 - ESTIMATE THE COSTS OF THE PROJECT AND MOBILISE FINANCIAL RESOURCES
 - DESIGN THE PROJECT TEAM
 - IDENTIFY RISKS
- REVIEW THE PROJECT PROPOSAL AND COMPLETE THE INITIATING PHASE

AIM

To follow up brainstorming and analyses with an early needs assessment.

To increase participation and make it more meaningful, refine project objectives, test different delivery options, ensure exchange of knowledge and expertise, and enhance the internal co-ordination and coherence of project activities through stakeholder consultations.

GUIDING PRINCIPLES

- Human rights approach
- Results-based management

KEY PLAYERS

- Council of Europe offices
- Project developers
- Stakeholders

KEY REFERENCES

- Needs assessments
- Baseline data and information

STRATEGY

Where possible Council of Europe offices should bring together stakeholders to support consultation and **needs assessment**.

The needs assessment at this stage should be classified as “early” because there may be another 9-12 months before the project actually starts, and there may be changes in circumstances in the meantime. An early assessment benefits the project because it can identify the changes that occur naturally prior to any project activities. This helps to better understand the effects of the project later on, and to map out the kind of **baseline** that will be required to measure the effects of the project.

Research and consultation costs need to be reduced through smart cost efficiencies such as fully incorporating existing research in the Organisation and outside, and introducing additional agenda items into existing meetings with key stakeholders to jointly design potential future projects. Council of Europe offices hold meetings with such potential, for example.



BASIS

Needs assessments are essential to ensure the relevance and prioritisation of project objectives. They are the first opportunity to consider the current state of affairs and establish a baseline against which to measure change. Attention to rights-holders and duty-bearers helps emphasise human rights and make sure changes are meaningful in terms of genuine need.

The findings of new needs assessments are valuable to the whole Organisation and should be made available. Any research available that meets quality standards (other international institutions, peer-reviewed academic research) should be incorporated and referred to in the needs assessment if relevant.

Consultation helps to ensure that the needs match those of key stakeholders based on the human rights approach. This means duty-bearers and rights-holders should appreciate their respective roles and responsibilities and gender and vulnerable groups should be fully taken into consideration. Awareness can also be raised of the need for baseline information, clear, agreed objectives and outcomes, and equal commitment to a chosen implementation option. Consultation will often identify early risks in a project. These risks should be carried forward into the **risk register** (page 36).

KEY STEPS

- 1 Gather all related assessments, and sections of assessments, according to the priority areas of the new project to establish the background research the needs assessment should build on.
- 2 To increase stakeholder buy-in to the project, the stakeholder consultation(s) should ideally be attended by the programme co-ordinator, the head of office and/or the head of department.

GOOD PRACTICE



An early needs assessment was carried out in Moldova 12 months before the project started. The project team revisited the assessment at the start of the project and this was useful to reconfirm the design principles behind the project and to obtain a more thorough and meaningful needs assessment.

DEFINITIONS



Needs assessment: research into and identification of the needs of different stakeholders to achieve objectives.

Baseline: starting point before the effects of a project.

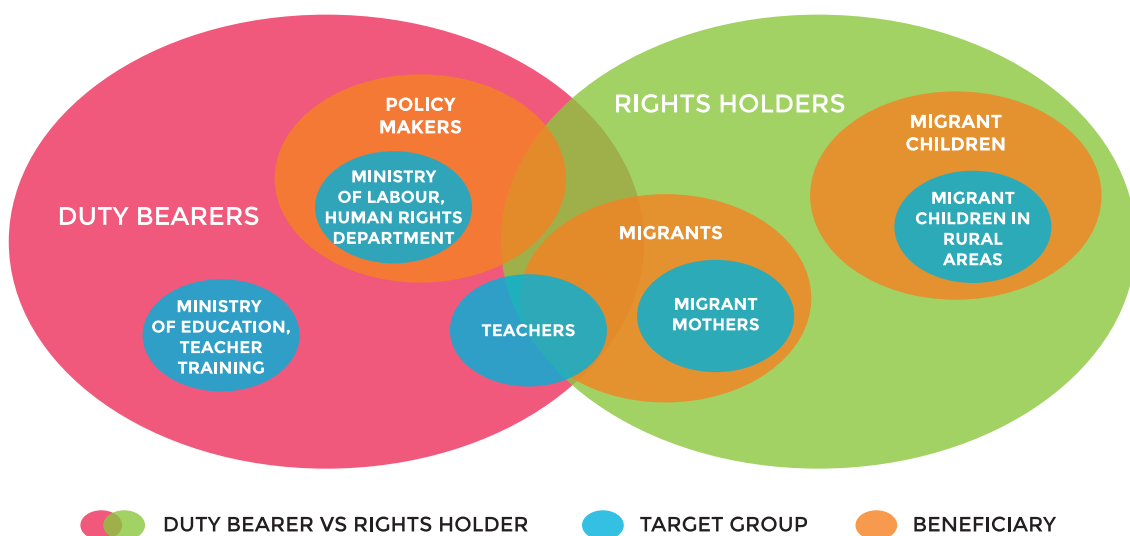


Figure 5 – Example of stakeholder mapping



INITIATING A PROJECT

- INITIATE A PROJECT MANAGEMENT CYCLE
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- DEVELOP THE LOGFRAME**
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DEVELOP THE LOGFRAME

AIM

To present objectives, assessed needs and the modality of implementation in a logframe in line with a theory of change.

GUIDING PRINCIPLES

- Council of Europe strategy and values
- Results-based management

KEY REFERENCES

- Current indicators and sources of verifiable information
- PMM webspace additional tools

STRATEGY

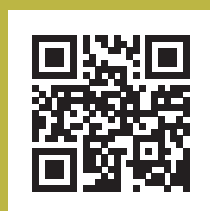
The **logframe** is a key management tool. It should guide all day-to-day and periodic decisions to ensure sound, results-based management. This is not necessarily noticeable at the design phase, but its benefits are foresight and overseeing progress towards objectives. It should guide decisions on implementation, motivate stakeholders to achieve goals and provide measures to monitor and evaluate the project.

In order to complete the logframe, **expected results** need to be linked to the objectives, in the form of outputs, outcomes and impact; the assumptions relied upon for the results to occur need to be defined; and the baseline situation according to indicators for specific project results needs to be determined with the **target** levels and verifiable sources of those indicators.

This is an early stage of the logframe, so the entries for the **baseline** and the **indicators** are draft indications to be completed in the planning phase.

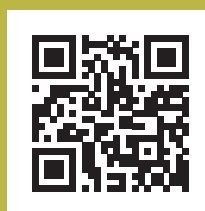
TEMPLATES REFERENCES

LOGFRAME



<http://goo.gl/A1y0Vy>

PMM WEBSITE ADDITIONAL TOOLS



coe.int/pmmtools



BASIS

The **logframe** is a structured tool used to represent the **theory of change**. It visually links inputs to the overall objective through the intermediary chain of results and presents assumptions at every step.

The logframe relies on key elements that have specific definitions. **Indicators** serve as standard measurements of specific characteristics and how they develop. For example, the length of court proceedings is used to measure court efficiency; the number of hours of teaching for a specific subject taught at school measures the importance attached to that subject. Indicators are only meaningful in comparative form, if they can be measured and if they consistently relate to the characteristic the project is interested in.

Assumptions are included to confirm the validity of the project design. The theory of change relies on external factors for each link in the results chain to be made. They should not be confused with risks (page 36).

COUNCIL OF EUROPE STRATEGY AND VALUES

A guiding principle for the logframe is ensuring the link(s) to a broader strategy. In recent projects in Armenia, for example, the project logframes have been linked to the country reform strategy. They are consequently useful for negotiating and clarifying activities and implementation with partners. These links between logframes should not be forgotten, and they should fit into the wider Programme and Budget of the Council of Europe.

KEY STEPS

- 1 For each objective, verify from the top down the series of expected results in the form of **impact, intermediate outcomes, immediate outcomes** and **outputs**.
- 2 Determine indicators, sources and means of verification, and **assumptions**.
- 3 For each expected result, identify a baseline situation and a provisional target value. The baseline is important to measure the effects of the project overall and provide fact-based evidence of change in line with a results-based approach.
- 4 Record early risks identified while designing the logframe.

GOOD PRACTICE



A project on minority rights across South-East Europe prepared a baseline study using the international tendering procedure of the Council of Europe to select the best supplier to implement the research. The supplier implemented the cross-country baseline study research on “Project Assessment” and “Awareness Assessment” before the beginning of the implementation of small grants in the field. The research was repeated using the same methodology and the comparable target groups of beneficiaries to establish eventual changes in the baseline results and prove the project’s impact on the situation of national minorities in the field.

DEFINITIONS



Indicator: a measure that provides evidence of an expected result.

Expected result: planned changes in the form of outputs, outcomes and impact that achieve objectives.

Target: level of an indicator aimed for after a fixed period of time.

Assumption: external factors relied upon to be true, real or certain for every step of the results chain, to be made from output to outcome to impact.

Immediate outcome: change as a direct result of the output of an activity.

Intermediate outcome: change in behaviour and/or action as a consequence of outputs and immediate outcomes.



ESTIMATE THE COSTS OF THE PROJECT AND MOBILISE FINANCIAL RESOURCES

INITIATING A PROJECT

- INITIATE A PROJECT MANAGEMENT CYCLE
- ANALYSE THE SITUATION
 - SET OBJECTIVES
 - FORMULATE IMPLEMENTATION MODALITIES
- IDENTIFY AND ANALYSE STAKEHOLDERS
 - CARRY OUT NEEDS ASSESSMENT WITH STAKEHOLDER CONSULTATION
- DEVELOP THE LOGFRAME
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 - IDENTIFY RISKS
- REVIEW THE PROJECT PROPOSAL AND COMPLETE THE INITIATING PHASE

AIM

To establish a budget that delivers the most effective and efficient results in line with objectives.

GUIDING PRINCIPLES

- Council of Europe strategy and values
- Human rights approach
- Results-based management

KEY REFERENCES

- Project developers
- Finance unit
- Cost centre manager
- Central programme co-ordination

STRATEGY

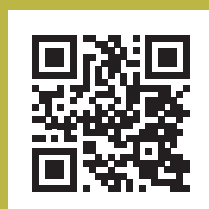
Objectives determine the project activities in the logframe and these activities are the building blocks of a **budget**. The budget should be calculated by grouping together activities of a similar type (location, length, number of participants) according to the **PMM budget tool** instructions.

There are guidelines that need to be followed.

- Ensure that **human resources costs**, as a general rule, do not exceed **25%** of total **direct costs**.
- Ensure that a **1 to at least 3 ratio** based on full-time equivalent staff, is applied between headquarters and Council of Europe offices, with responsibilities for content in offices, where applicable.
- Ensure **indirect costs** are included at **7% of direct costs**.
- Ensure that **office charging back costs** per staff member are included in the direct costs.
- Ensure accurate **unit rates** are used

TEMPLATES REFERENCES

PMM BUDGET TOOL



<http://goo.gl/tzzUuz>



BASIS

The project budget is based on activity types. It converts the logframe, designed from the top downwards into a simple cost forecast from the bottom upwards.

by consulting the Council of Europe office, where applicable, and taking into account costs for services, such as events management, translation and interpreting, air fares, hotel packages, etc., in a specific location according to framework agreements and framework contracts in force.

COUNCIL OF EUROPE STRATEGY AND VALUES

Resource mobilisation co-ordinated at a central level is essential for the Organisation to secure the optimum funding in line with the best overall results and strategy.

The budget should be presented in response to donor expectations, where applicable. A project should be split into shorter and cheaper elements, for example, to attract different donors if collective fundraising is required.

Co-operation programmes funded by extra-budgetary resources should be real partnerships. This means they should be at least partly funded by the Council of Europe, usually at a minimum of 10% for joint programmes with the European Union for example.

HUMAN RIGHTS APPROACH

Take into consideration additional costs to include vulnerable groups in activities. In a recent example, with some Roma target groups there were additional costs for the transfer of money to recipients that did not have bank accounts. Additional meetings may be held to enable the participation of hard-to-access groups, or to enable better gender balance since women in the target group may be less available to travel far due to their assuming a greater share of family responsibilities.

RESULTS-BASED MANAGEMENT

Ensure that budget is allocated according to the most effective activities. Resources should be allocated according to the priority of results.

KEY STEPS

- 1 Follow the **budget tool** instructions for detailed operational procedures.
- 2 Estimate the Council of Europe's own contribution to request the **provision**: the percentage contribution by the Organisation for projects.
- 3 Consult central programme co-ordination to mobilise resources as applicable.

DEFINITIONS



Direct cost: an operational cost.

Indirect cost: a cost of managing the project.



INITIATING A PROJECT

INITIATE A PROJECT MANAGEMENT CYCLE

ANALYSE THE SITUATION

SET OBJECTIVES

FORMULATE IMPLEMENTATION MODALITIES

IDENTIFY AND ANALYSE STAKEHOLDERS

CARRY OUT NEEDS ASSESSMENT WITH STAKEHOLDER CONSULTATION

DEVELOP THE LOGFRAME

ESTIMATE THE COSTS OF THE PROJECT AND MOBILISE FINANCIAL RESOURCES

DESIGN THE PROJECT TEAM

IDENTIFY RISKS

REVIEW THE PROJECT PROPOSAL AND COMPLETE THE INITIATING PHASE

DESIGN THE PROJECT TEAM

AIM

To design the project team according to a clear division of duties and ways of working together.

GUIDING PRINCIPLES

- Council of Europe strategy and values
- Field presence
- Human rights approach

KEY PLAYERS

- Project developers

KEY REFERENCES

- Staff policy, grading issues, and grade-budget costs

STRATEGY

Project teams in the Council of Europe are often complex because they are split between different locations, predominantly between headquarters and Council of Europe offices.

This presents both challenges and opportunities. It can be difficult to ensure the continuous, efficient and effective communication required within a team separated by distance. The same can apply to consultants that intervene at different stages of a project. At the same time, working in different locations and at different stages can provide useful perspectives.

COUNCIL OF EUROPE STRATEGY AND VALUES

Determine **roles and responsibilities** at an early stage. Better integrating co-operation in all Council of Europe work (including monitoring and standards) provides clear benefits for the monitoring and co-ordination of project work.

FIELD PRESENCE

The division of responsibilities should be clear to avoid duplication of work, and appropriate autonomy and authority should be granted to carry out tasks efficiently. There should be clear delegation to make decisions at the suitable level of responsibility. A clear mandate will make it easier to communicate and negotiate with key stakeholders.

HUMAN RIGHTS APPROACH

It is important to emphasise non-discrimination and equality principles and greater inclusiveness. It should not be a token exercise; the best teams provide diversity and offer different perspectives within projects. Clearly-defined and differentiated roles are vital for good teamwork.

KEY STEPS

- 1 Draw up roles and responsibilities according to the location of staff that best enable them to contribute to the Council of Europe strategy, to results-based management, to the human rights approach and to daily collaboration with beneficiary partners.
- 2 Identify the skills and competences required for the different roles and responsibilities.
- 3 Plan how to ensure clear communication and collaboration within the team.



INITIATING A PROJECT

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- REVIEW THE PROJECT PROPOSAL AND COMPLETE THE INITIATING PHASE

IDENTIFY RISKS

AIM

To identify risks based on the design and specific areas of the project.

GUIDING PRINCIPLES

- Human rights approach
- Results-based management

KEY PLAYERS

- Project developers
- Central programme co-ordination

KEY REFERENCES

- Current project country/ regional/thematic risks

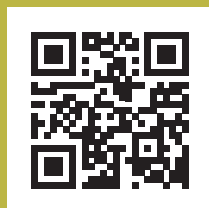
STRATEGY

Time dealing with **project risks** enables less time-consuming, more proactive responses later on that enhance the success and effectiveness of projects.

The main risks to consider are those that threaten the achievement of project objectives. Usually no more than 10 top risks need to be included in a risk register. The benefit of risk identification is in the well-defined mitigating actions that are implemented as a result. The quality of the project is better ensured by preventing damaging factors and directing resources more efficiently throughout subsequent stages of the project. The identification of risks helps prioritise and focus efforts on the most critical aspects of the project. It also tends to reveal opportunities to improve implementation.

TEMPLATES REFERENCES

RISK REGISTER



<http://goo.gl/TcqJOH>



BASIS

The main principles of risk management are awareness of project risks and making decisions on how to deal with them. Risks do not necessarily have to be avoided. Any risk that immediately and directly threatens project objectives must be dealt with straight away.

Project risks are often first identified during the needs assessment. All risks identified at this stage should be updated periodically throughout the project, typically every three to six months. Risk identification helps to design and plan sensibly. The earlier this occurs the more it contributes to the quality of the project proposal. Assessing risks early is often a requirement for donors.

Risk management can also be used to focus decision makers on cross-cutting issues that reinforce the human rights approach.

It is important to understand that risks and assumptions are not the same thing. An assumption is a factor that a project relies upon to be true, real or certain. A risk is an uncertainty that could affect one or several project objectives if it materialised.

KEY STEPS

- 1 Once the **logframe** has been drafted, identify and assess risks to the project (based on their impact and likelihood) and complete these sections of the **risk register**.
- 2 Identify the **risk owner** responsible for and the **risk manager** mitigating each risk in practice.
- 3 The risk assessment may lead to the refinement of the **logframe** – if the proposed intervention option has too many severe and/or likely risks.

GOOD PRACTICE



A risk relating to the constitutional review process in Armenia was identified in a project dealing with the drafting of legislation. The risk was confirmed in the fact-finding and needs-assessment report and discussed in the steering committee. It was decided that some of the activities should be postponed because their outputs were likely to be amended as a result of the constitutional amendments.

DEFINITIONS



Risk: potential internal and external factors that harm projects and their objectives, which may be addressed by the project. They are graded according to their likelihood and the degree of impact they would have if they occurred.

Risk register: the list of main risks identified, with details of the measures taken to tackle them.

Risk owner: the senior manager that has the authority and responsibility for a risk.

Risk manager: the person responsible for identifying, assessing and mitigating the risk.



REVIEW THE PROJECT PROPOSAL AND COMPLETE THE INITIATING PHASE

INITIATING A PROJECT

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AIM

To put together the key aspects of background, objectives, expected results, risks, methodology of planning and implementation, reporting requirements, monitoring and evaluation into a project proposal.

To reflect on the quality assurance of the project and ensure that terminology is understood and used correctly, that the project fully contributes to the Council of Europe strategy, that it is results-based, and that it follows a human rights approach.

STRATEGY

The transition between the different main phases of a project cycle provides a good opportunity to take stock of work to date and to carry out a review of this work for quality control and full transfer of information to supervisors and key stakeholders. Senior management bears responsibility for integrating project work into the wider scheme of organisational strategy and objectives, while ensuring quality at all levels.

GUIDING PRINCIPLES

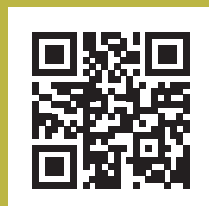
- Council of Europe strategy and values
- Human rights approach
- Results-based management
- Field presence

KEY PLAYERS

- Senior management
- Project developers
- Central programme co-ordination

TEMPLATES REFERENCES

PROJECT PROPOSAL



<http://goo.gl/i3O3c2>

QUALITY CHECKLIST (INITIATING AND PLANNING PHASE)



<http://goo.gl/aY8r7o>



BASIS

Quality control and reflection on project design are essential. Questions need to be asked about whether there is sufficient emphasis on the human rights approach, such as gender mainstreaming and the involvement of vulnerable groups, in order to promote equality and diversity in the project. Senior management overview is vital for the integration of project co-operation into the Council of Europe programme.

KEY STEPS

- 1 Review all the information compiled to this point in the **project proposal**.
- 2 Use the **quality checklist (initiating and planning phase)** to prepare the review and quality control at the end of the planning phase. This involves confirming adequate steps have been taken to incorporate governance, a theory of change approach, stakeholder management, a logframe, finance, human resources and risk management into the conceptualisation of the project. The Council of Europe programme and vision, along with a results-based management and human rights approach should underpin all these processes and emphasise the cross-cutting commitments notably to human rights, gender mainstreaming and equality and diversity through inclusive participation and rights-holder/duty-bearer perspectives.

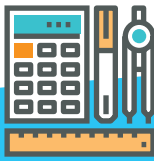
DEFINITIONS



Quality control: a process to ensure project standards meet the required levels.



PLANNING A PROJECT



KEY PRODUCTS

- 1 Logframe
- 2 Budget
- 3 Work Plan
- 4 Description of Activities

KEY TOOLS

- Stakeholder register
- Project board terms of reference
- Team plan
- Risk register

The planning phase benefits from the multiple perspectives taken during the initiating phase. It refines these proposed areas with more details based on the contractual documents to be signed and advanced discussions with partners and stakeholders. The tasks completed at this stage help to establish priorities and to focus on key issues during implementation.

COUNCIL OF EUROPE STRATEGY AND VALUES

The planning stage embeds projects into the Council of Europe co-operation field and the Programme and Budget links them to the Organisation's strategic objectives. Council of Europe standards lead to monitoring in countries and the accumulation of co-operation experience provides further sources of data and local information.

RESULTS-BASED MANAGEMENT

The full details of the project's results chain are completed in the planning. This provides the basis for project monitoring plans, quality control, accountability and transparency, and enables resources to be allocated according to objectives and expected results. This ensures efficient spending in the long-run and optimises the value of each activity in terms of real change. These fundamental steps determine the overall quality of the project and enable meaningful evaluation of change.

HUMAN RIGHTS APPROACH

The focus on the human rights approach is maintained in the planning stage through drawing up governance arrangements, such as an inclusive and active project board and systematic, effective mechanisms to engage stakeholders. Cross-cutting issues such as gender mainstreaming are incorporated into the project description of activities through planning and the identification of resources and risks. The design of the project is strengthened by taking into consideration duty-bearers and rights-holders.



REFINE THE LOGFRAME AND PLAN PROJECT MONITORING

PLANNING A PROJECT

REFINE THE LOGFRAME AND PLAN PROJECT MONITORING

MAKE PROJECT BOARD ARRANGEMENTS

PLAN STAKEHOLDER ENGAGEMENT

DRAFT A WORK PLAN

PLAN FINANCIAL MANAGEMENT

PLAN THE PROJECT TEAM

ASSESS RISKS

SIGN OFF THE PLANNING PHASE AND DONOR AGREEMENTS

AIM

To finalise the logframe and plan activity monitoring.

GUIDING PRINCIPLES

- Results-based management
- Human rights approach

KEY PLAYERS

- Project developers
- Council of Europe offices
- Central programme co-ordination
- Statistics offices of beneficiary partners

KEY REFERENCES

- Existing research, reports and recommendations on a subject
- Existing indicators and baseline data

STRATEGY

RESULTS-BASED MANAGEMENT

The details of the project need to be developed to prepare the **description of activities**. They are put together throughout the planning phase in preparation for the contract signature (page 56).

Good practice is to build up research on country and thematic issues with **baseline data** to be shared and used across the Organisation. Reports produced by the Council of Europe should be linked to projects and related reports (monitoring mechanisms, different parts of the Council

GOOD PRACTICE

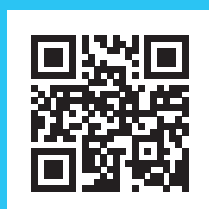


Baseline data was identified for an anti-corruption project proposal in Greece by combining external and internal sources such as World Bank, EU, Transparency International, GRECO, OECD and domestic sources. These sources are a starting point for more specific indicators relating to the project's objectives and expected results in detail. Measuring these specific indicators at regular intervals would prove that the project contributes to change through its activities.

TEMPLATES REFERENCES

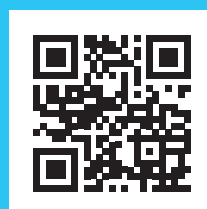
www.coe.int/pmm

LOGFRAME



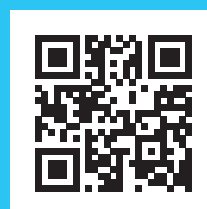
<http://goo.gl/A1y0Vy>

MONITORING PLAN



<http://goo.gl/bt8pJx>

DESCRIPTION OF ACTIVITIES



<http://goo.gl/LzKRE4>



BASIS

Project monitoring and evaluation focuses on improvement and quality. While based on completed activities it is forward-looking and drives future development. Project monitoring should lead to changes in activities to further strengthen, in particular, results-based and human rights perspectives.

Data disaggregation enables monitoring from different angles. It is sometimes sensitive and subject to data protection, but this can be dealt with by tallying vulnerable groups according to the civil society organisations representing them, or non-sensitive categorisation such as central versus local government representation, government-supported NGO versus independent involvement, etc.

Project evaluation is more specific and often targets special cases where it is possible and called for due to particular circumstances (a pilot new experience, a key theme in the project that is important in a bigger picture, strategic implications, etc.)

of Europe such as the Human Rights Commissioner, visits of the Secretary General and Court case law). Research into the project subject area by other international institutions and NGOs should also be referenced along with quality academic research.

For a thorough baseline analysis and planning of monitoring/evaluation of the project, any national statistics institutions or other offices responsible for statistics should be contacted and the availability of useful statistics to support indicators should be assessed. Statistical measurement and data quality should be promoted. This is an area of added value of the Council of Europe's co-operation programmes as described here in the good practice boxes.

A project should collect its own data when external data is not available or reliable.

HUMAN RIGHTS APPROACH

A project should monitor its effects according to the gender mainstreaming strategy and participation and inclusion of vulnerable groups and civil society. Best practice is for statistical data to be disaggregated. There are two types of data to consider in this context: internally generated data and external data (provided by national statistics institutes and departments of statistics, etc.).

Project teams are responsible for internally generated data and so should disaggregate all project information

according to gender in all instances, in addition to age, urban versus rural and even the vulnerable groups identified in the stakeholder analysis if possible and if it is not a sensitive issue (page 26). The equivalent disaggregation of external data should also be promoted.

KEY STEPS

- 1 Review the **logframe** drafted in the initiating phase concerning risks identified, funding available, donor requirements/constraints, further feedback received from stakeholders.
- 2 Gather information on the baseline indicators. This should be both quantitative and qualitative and disaggregated as much as possible to allow for measurement by different target groups (men, women, age and possibly vulnerable groups).
- 3 Record both internal and external data sources for baseline information, including therefore outputs from Council of Europe monitoring reports, the European Court of Human Rights, action plans, and the results of previous co-operation projects. **Fieldwork** may also be needed to gather baseline data.
- 4 Consider if there are any data privacy or data protection issues that need to be addressed.
- 5 Refine the indicators, means of verification and assumptions.
- 6 Set clear targets on the basis of the indicators and baseline data.
- 7 Populate the data in the **monitoring plan** based on the logframe. The focus should be on the outcomes of activities and how they lead to the project's eventual impact.
- 8 Communicate the monitoring plan widely internally and externally. Different stakeholders need to know what their roles and responsibilities are and what data they are expected to provide to demonstrate results.

GOOD PRACTICE



There was no data available on attitudes and atmosphere in schools for an education project in Turkey. Research was carried out in pilot schools by the project team through structured interviews and surveys. A thematic evaluation on school atmosphere was published as a result.



MAKE PROJECT BOARD ARRANGEMENTS

PLANNING A PROJECT

REFINE THE LOGFRAME AND PLAN PROJECT MONITORING

MAKE PROJECT BOARD ARRANGEMENTS

PLAN STAKEHOLDER ENGAGEMENT

DRAFT A WORK PLAN

PLAN FINANCIAL MANAGEMENT

PLAN THE PROJECT TEAM

ASSESS RISKS

SIGN OFF THE PLANNING PHASE AND DONOR AGREEMENTS

AIM

To prepare in detail the governance arrangements for the project with the emphasis on a project board.

GUIDING PRINCIPLES

- Human rights approach
- Results-based management
- Council of Europe strategy and values

KEY PLAYERS

- Project developers
- Council of Europe office
- Donor representative
- Beneficiary partner accountable officer

STRATEGY

At the planning stage the project governance arrangements need to be detailed and prepared. This relates to the terms of reference of the project board. It can only carry out a meaningful governance role if its members are committed and given the responsibility to contribute to the running of the project so that it achieves its full potential impact, affecting the right people and local situation.

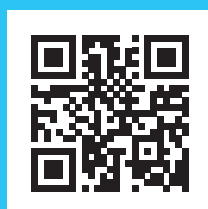
HUMAN RIGHTS APPROACH

Real inclusion and accountability are key in decision-making processes. These can only be achieved through acknowledged terms of reference for a project board that guarantee shared responsibility for major project decisions. The project board can take various forms according to different projects: for joint programmes and **steering committee** governs the project, for voluntary contributions a management team should be established in proportion to the level of funding.

Time and effort should be allocated to develop the terms of reference. Agreeing the terms of reference can entail time-consuming and difficult negotiations.

TEMPLATES REFERENCES

PROJECT BOARD TERMS OF REFERENCE



<http://goo.gl/GkX6wx>



BASIS

Governance arrangements are important to ensure the strategic guidance, accountability and transparency of the project, which promotes ownership and committed sponsorship. These are both key ingredients of success and impact. This management process involves the integration of the project into the organisation, the quality control and authorisation of senior management and the inclusive decision making with partners and stakeholders. The project board in particular strengthens the meaningful participation of diverse stakeholders.

RESULTS-BASED MANAGEMENT

The project board is vital for the success of the project because it builds ownership and lays the foundations for sustainability. All major reports and findings from projects should be delivered to relevant authorities.

COUNCIL OF EUROPE STRATEGY AND VALUES

The project board can be further strengthened by establishing links to and accountability of the relevant pillars and sectors of the Council of Europe. Intergovernmental steering committees or other Council of Europe structures should be informed about projects in their subject areas.

KEY STEPS

- 1 Identify the different types of decisions required (budgetary, resourcing, project design) and associated key milestones, and the stakeholders necessary to ensure equality, diversity and inclusive participation, that is representative of all beneficiaries, and takes into consideration gender and vulnerable groups wherever possible.
- 2 Anticipate the decisions that are likely to be required by the board, e.g. assessment of risk, project size and donor requirements.
- 3 Draw up terms of reference for the project board (**project board terms of reference**) and appoint members.

DEFINITIONS



Project board: makes the key decisions to direct and monitor the project, comprised of the key accountable officers of the main institutions involved.

Steering committee: most frequent type of project board as a compulsory requirement for EU/Council of Europe joint programmes.



PLAN STAKEHOLDER ENGAGEMENT

PLANNING A PROJECT

- REFINE THE LOGFRAME AND PLAN PROJECT MONITORING
- MAKE PROJECT BOARD ARRANGEMENTS
- PLAN STAKEHOLDER ENGAGEMENT**
- DRAFT A WORK PLAN
- PLAN FINANCIAL MANAGEMENT
- PLAN THE PROJECT TEAM
- ASSESS RISKS
- SIGN OFF THE PLANNING PHASE AND DONOR AGREEMENTS

AIM

To focus on the most relevant stakeholders to be engaged throughout the project (supporting planning).

To outline how the political support for the project itself and the goals of the project (take-up of the results) will be obtained through engagement activities (communication and dissemination of results).

GUIDING PRINCIPLES

- Results-based management
- Council of Europe strategy and values
- Human rights approach

KEY PLAYERS

- See Basis box (next page)

KEY REFERENCES

- Existing stakeholder analyses

STRATEGY

RESULTS-BASED MANAGEMENT

Communicating and involving key target groups is one of the most effective ways to support changes and results identified in the **logframe**. Political support is essential and the project needs to be continually scrutinised to optimise results.

COUNCIL OF EUROPE STRATEGY AND VALUES

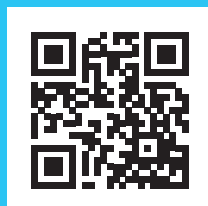
Council of Europe's approach relies on **stakeholders** forming networks, sharing knowledge and good practice, engaging in dialogue and key debates. Co-operation programmes are a unique opportunity to reach out to wider ranges of stakeholders. It can only be achieved through a detailed and targeted engagement plan.

HUMAN RIGHTS APPROACH

Different groups need to be considered in different ways, and this is especially important where gender issues and vulnerable groups are concerned. Civil society, in particular, may provide useful links and bridges to reach groups in a meaningful way. The stakeholder engagement plan helps ensure broad involvement and inclusion.

TEMPLATES REFERENCES

STAKEHOLDER REGISTER



<http://goo.gl/FU6ZjE>



BASIS

Stakeholders are crucial for the human rights approach

The stakeholder engagement plan will form the basis of the entire process of interaction with internal and external stakeholders and for the allocation of key roles to the external stakeholders (member of the project board, etc.). Stakeholders can be divided into six categories:

- **Resource providers:** they provide financial input, political direction and support – i.e. donors/partners, such as the European Union.
- **Target groups:** the target groups are those directly affected by the project and directly benefiting from the work of the Council of Europe – those receiving training, participating in conferences, reading the research conducted, etc. These groups, like the beneficiaries, should also be thought of in terms of rights-holder and duty-bearer.
- **Beneficiaries:** those who directly/indirectly benefit, in the longer term, from the improved capacity (skills, knowledge, etc.) and quality of services and products of the target groups – e.g. citizens, national authorities, local authorities and other institutions of the country of implementation.
- **Project partners:** stakeholders who participate in or organise some parts of activities – e.g. NGOs, framework contractors, event-planners and trainers. These are neither target groups nor beneficiaries, but their co-operation is vital for the successful implementation of the project.
- **Equivalent actors:** stakeholders working in similar areas or on similar topics with whom the risk of overlap should be minimised.
- **Other parts of the Council of Europe** seeking to build on the results of and benefit from the lessons learned in existing/completed projects.

KEY STEPS

- 1 Consider the different nature of each stakeholder and their interest/investment in the project (as rights-holders or duty-bearers if possible.)
- 2 Based on these analyses identify different methods of engagement for each.
- 3 Select relevant internal and external stakeholders to be involved in project activities. Consider their different contributions, while aiming to cultivate diversity, respect equality and enhance meaningful, inclusive participation.
- 4 Complete the **stakeholder register** taking into account:
 - a. which internal stakeholder should be engaged for the project;
 - b. benefits that the stakeholder will bring to the project;
 - c. benefits that the project could bring to the stakeholder;
 - d. methods of engagement and stage of involvement throughout the project;
 - e. expected outcomes of the engagement;
 - f. role of the stakeholder (just for external stakeholders);
 - g. **communication** and feedback channels to be used;
 - h. timeframe (how often and when the communication/interaction should be sent).
- 5 Encourage horizontal co-operation between Council of Europe departments and projects by considering how the project can contribute to others in the country/region and/or on this theme.

GOOD PRACTICE

In Armenia a list of key target groups was proposed to be engaged in a project. The list was discussed again during a fact-finding mission in the first month of implementation in order to revise the list as necessary. The plan was then followed to involve and interact with different stakeholders in the best ways.





PLANNING A PROJECT

- REFINE THE LOGFRAME AND PLAN PROJECT MONITORING
- MAKE PROJECT BOARD ARRANGEMENTS
- PLAN STAKEHOLDER ENGAGEMENT
- DRAFT A WORK PLAN**
- PLAN FINANCIAL MANAGEMENT
- PLAN THE PROJECT TEAM
 - ASSESS RISKS
- SIGN OFF THE PLANNING PHASE AND DONOR AGREEMENTS

DRAFT A WORK PLAN

AIM

To draft a work plan that is used to negotiate timing and key activity details with partners and stakeholders, following the logframe, stakeholder engagement plan, budget, project team plan, and risk register.

GUIDING PRINCIPLES

- Human rights approach
- Results-based management
- Field presence

KEY PLAYERS

- Project developers
- Central programme co-ordination

KEY REFERENCES

- Existing logframes and work plans

STRATEGY

HUMAN RIGHTS APPROACH

Time and preparation are needed ahead of all activities to ensure gender balance among participants and as inclusive an approach as possible. The timing and duration of activities will affect different participants' availability and therefore require special attention to make sure there are no constraints on participation.

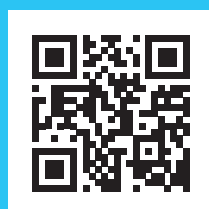
RESULTS-BASED MANAGEMENT

The timing of activities is important to ensure that mutually supporting events follow the best sequence and that there is enough time around activities to properly monitor and evaluate outcomes. These are often not detectable until at least a short period of time has passed.

The attendance of significant figures in senior management and from the Council of Europe office can enhance the impact and credibility of events. Timing is a major issue because of availability; advance notice through good work planning is important.

TEMPLATES REFERENCES

WORK PLAN



<http://goo.gl/5od6hY>



BASIS

The **work plan** is the centre of attention to optimise the results of activities. It serves to focus the project board's attention on the next series of results, using **milestones** to mark the different stages. This should help with buy-in to activities and avoid some of the delays in agreeing the best dates for events.

The preparation time of each activity is vital to focus on its main goals such as for training: the ideal participant profile both in terms of non-discrimination and gender mainstreaming and the participants that have the greatest opportunity of driving outcomes and impact. The work plan also provides an opportunity to concentrate on high-risk areas and the best ways to mitigate them.

FIELD PRESENCE

A work plan prepared for at least six-month periods is used to approve activities and their respective expenditure. This frees up time to enable staff to concentrate on the substance of activities through close liaising and co-operation with stakeholders, to ensure effective results are achieved.

KEY STEPS

- 1 Consult the full list of project and **support activities**, and check that it includes all tasks relating to the management processes and project events.
- 2 Consider the timing of these activities while calculating external factors, such as availability of target groups and key policy developments/political events.
- 3 Complete the **work plan**. It shows in which months particular activities take place.
- 4 Define project **milestones** in the work plan to mark stages in completing work (reporting milestones to the donor, from stakeholders at local level, etc.).
- 5 Ensure that the work plan is coherent with other projects and action plans where applicable.

GOOD PRACTICE



The training of Roma mediators was assessed later on through appraisals and job performance assessment, along with questionnaires and surveys of the mediators. This enabled analysis of the outcomes of the training (further development of knowledge of skills, applied in experience, practice of knowledge of skills) in addition to the outputs already at the training stage and over time (retention of knowledge and skills). This meant that it needed to occur a certain time after the training, and thus be programmed a minimum number of months before project end so that the analysis could be carried out.

DEFINITIONS



Support activities: management activities that are for implementation but do not result in project outputs.

Milestones: markers that separate progress into manageable sections.



PLAN FINANCIAL MANAGEMENT

PLANNING A PROJECT

REFINE THE LOGFRAME AND PLAN PROJECT MONITORING

MAKE PROJECT BOARD ARRANGEMENTS

PLAN STAKEHOLDER ENGAGEMENT

DRAFT A WORK PLAN

PLAN FINANCIAL MANAGEMENT

PLAN THE PROJECT TEAM

ASSESS RISKS

SIGN OFF THE PLANNING PHASE AND DONOR AGREEMENTS

AIM

To plan the financial management of the project and to update the budget according to details negotiated during planning.

GUIDING PRINCIPLES

■ Results-based management

KEY PLAYERS

■ Donor/contracting agency

■ Project developers

■ Cost centre manager

■ Finance unit

STRATEGY

A well-planned budget is the basis for good financial management. It should support efficient and timely financial procedures such as requesting quotes for services and raising purchase orders according to the different activities envisaged.

Good financial management also involves regular financial monitoring. There are different requirements for each project that the finance unit needs to be aware of to provide timely support.

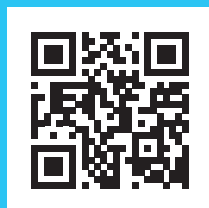
RESULTS-BASED MANAGEMENT

Link budgets to results so that the ratio of spending to different outcomes and impacts is also identifiable for future monitoring and reporting.

Donors are an essential part of the stakeholder management and the financial planning is an opportunity to develop a relationship of openness and mutual confidence. It is important to confirm expectations of the financial monitoring throughout the project in accordance with the contractual terms.

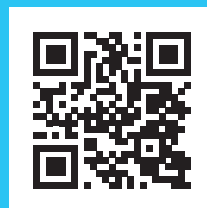
TEMPLATES REFERENCES

WORK PLAN



<http://goo.gl/5od6hY>

PMM BUDGET TOOL



<http://goo.gl/tzzUuz>

KEY STEPS

- 1 Update and make necessary adjustments to the budget in the **PMM budget tool**.
- 2 Compare the cost estimates to the funding available and the terms and conditions of the funding.
- 3 Identify the milestones for financial reporting (e.g. internal reporting to the project board, donor reporting requirements) and mark these in the **work plan**.
- 4 Liaise with cost centre manager and finance unit to discuss the financial reporting needs and milestones in relation to the project.



PLANNING A PROJECT

REFINE THE LOGFRAME AND PLAN PROJECT MONITORING

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ASSESS RISKS

SIGN OFF THE PLANNING PHASE AND DONOR AGREEMENTS

PLAN THE PROJECT TEAM

AIM

To plan for good team collaboration and competence through well-defined responsibilities, working methods, sharing of experience and support.

To foresee training needs.

GUIDING PRINCIPLES

- Field presence
- Human rights approach
- Results-based management

KEY PLAYERS

- Project developers
- Central programme co-ordination

STRATEGY

Although the project core team is normally relatively small, some important aspects of Council of Europe team building should be kept in mind. The divisions between headquarters and Council of Europe offices, salaried staff and international and national consultants all create different dynamics that need careful attention to ensure optimum team performance. Understanding and preparing for these different aspects will strengthen project work and support the key comparative advantages, such as the network of experts in regular contact with the Organisation.

FIELD PRESENCE

Confirm the understanding of the respective roles and responsibilities of the project team at headquarters and in the field location.

HUMAN RIGHTS APPROACH

Ensure that recruitment planning takes into account equal opportunities in line with Council of Europe rules and regulations.

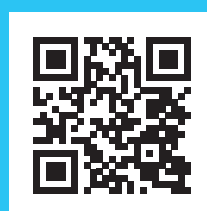
TEMPLATES REFERENCES

LOGFRAME



<http://goo.gl/A1y0Vy>

TEAM PLAN



<http://goo.gl/eCl1E4>

RESULTS-BASED MANAGEMENT

If possible make sure there is sufficient time between the contract signature and the project start dates to recruit the project team from the beginning. Where circumstances force projects to start on the date of signature, try to anticipate the recruitment of project staff and agree contracts to begin as soon as projects are signed. A project team that starts immediately makes sure time and efforts are focused as much as possible on results (see the good practice box).

KEY STEPS

- 1 On the basis of information about activities, project duration and objectives outlined in the **logframe**, calculate the overall human resources needed to undertake the project. Identify the relationships between headquarters, the Council of Europe offices and different groups of experts.
- 2 Make sure that the roles and responsibilities for all team members are absolutely clear and recognise both the need to bring the project close to the beneficiary and to co-ordinate experts involved in different projects and committees at the same time.
- 3 Review the team design as explored in the “Design the project team” procedure (page 34). Confirm the expertise required and assess gaps in available resources (in the project team and the organisational capacity of stakeholders).
- 4 Plan for training and meetings that will develop core Council of Europe skills and knowledge, and counteract distance-relationships with gaps in time and sometimes irregular communication lines.
- 5 Check the human rights approach, e.g. ensure that gender mainstreaming is reflected in the **team plan**.
- 6 Recruit the project team to begin as soon as the contract is signed or on the start date agreed.

GOOD PRACTICE



Allow enough time between the signature of a contract and the start date to ensure that the project team is recruited for the whole duration of the project where possible. If not ensure that recruitment is carried out in order for contracts to begin as soon as the project contract is signed. All project staff started on the first day of a Joint Programme in Serbia.



PLANNING A PROJECT

- REFINE THE LOGFRAME AND PLAN PROJECT MONITORING
- MAKE PROJECT BOARD ARRANGEMENTS
- PLAN STAKEHOLDER ENGAGEMENT
- DRAFT A WORK PLAN
- PLAN FINANCIAL MANAGEMENT
- PLAN THE PROJECT TEAM
- ASSESS RISKS**
- SIGN OFF THE PLANNING PHASE AND DONOR AGREEMENTS

ASSESS RISKS

AIM

To assess and plan mitigation of detailed risks identified through planning and consultation.

KEY PLAYERS

- Project developers
- Risk owner
- Risk manager

STRATEGY

More detailed **risk assessment** should help to better target resources and prevent unforeseen and time-consuming obstacles.

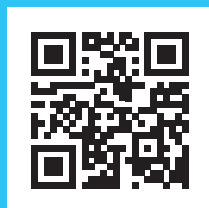
Risks become clearer as the project details are developed during the planning. The list of risks should be completed and assessed.

Risk management is a team matter. If risks need mitigating or review in the near future then clear responsibility has to be assigned, to the project manager in many cases, to ensure follow-up.

There are different strategies for **risk mitigation** or acceptance and appropriate actions need to be determined accordingly. The key to risk management is the use of mitigating actions that would not have been implemented otherwise and that help project objectives to be met.

TEMPLATES REFERENCES

RISK REGISTER



<http://goo.gl/TcqJOH>

Risk managers should deal with each risk identified according to the four “T”s below.

- **Take the risk:** allow for the risk to materialise and its consequences absorbed.
- **Treat the risk:** adopt measures that limit the damage caused or arrange an alternative approach/contingency plan to adopt should the risk materialise.
- **Terminate the risk:** adopt measures to prevent the risk occurring.
- **Transfer the risk:** transfer to another owner by buying insurance or paying a deposit, for example.

Risk management should be practical and support objectives, not just processes in themselves. It is more important to secure results rather than carry out activities exactly as planned, and this should be taken into consideration.



GOOD PRACTICE

A Nordic donor obtained assurance for a project proposal by specifically requesting information on how risks were going to be managed. The risk management information provided helped the ministry to provide a voluntary contribution for the project in question.

KEY STEPS

- 1 Review all the risks listed in the **risk register** and amend or add any new ones arising through the more complete view of the project in the planning phase.
- 2 Identify the likelihood of these risks materialising and the impact should they do so (likelihood x impact = severity).
- 3 Design appropriate risk mitigation action and strategy if necessary to target the causes of the risks.
- 4 Clearly define the responsibility for regular assessment of risks and mitigation, and plan for regular reviews of the project risks.
- 5 Use the **risk register** to make **risk owners** fully responsible for their risks and superiors aware of them, as necessary.

DEFINITIONS



Risk mitigation: employing measures to reduce risks by diminishing the likelihood or impact of those risks.

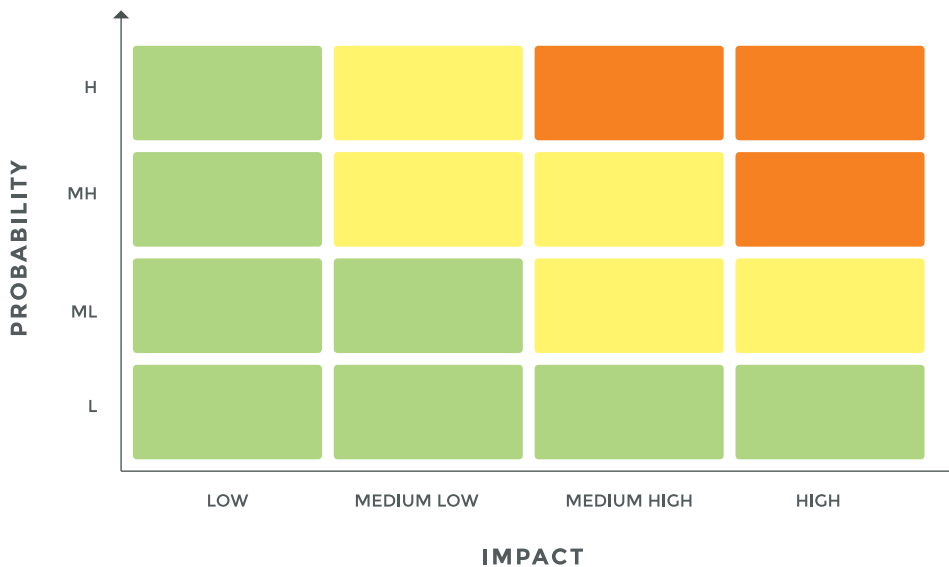


Figure 6 – Risk matrix



SIGN OFF THE PLANNING PHASE AND DONOR AGREEMENTS

PLANNING A PROJECT

- REFINE THE LOGFRAME AND PLAN PROJECT MONITORING
- MAKE PROJECT BOARD ARRANGEMENTS
- PLAN STAKEHOLDER ENGAGEMENT
- DRAFT A WORK PLAN
- PLAN FINANCIAL MANAGEMENT
- PLAN THE PROJECT TEAM
- ASSESS RISKS
- SIGN OFF THE PLANNING PHASE AND DONOR AGREEMENTS**

AIM

To take stock of work to date and carry out a thorough quality control, followed by full transfer of information to supervisors and key stakeholders.

To assure the quality of the project design according to the Project Management Methodology.

To sign the final contract with the donor.

GUIDING PRINCIPLES

- Council of Europe strategy and values
- Human rights approach

KEY PLAYERS

- Project supervisor
- Central programme co-ordination
- Project senior management
- Council of Europe offices
- Donor

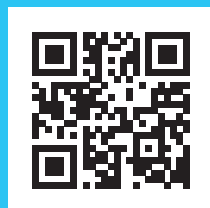
STRATEGY

At this point senior management plays an important role to ensure the integration of project work into the wider scheme of organisational strategy and to assure quality. The quality of technical co-operation projects and programmes derives from the main principles of the Council of Europe approach: Council of Europe strategy and values, results-based management and the human rights approach.

Structured planning provides a solid basis to start running the project activities. The authorisation at the necessary superior levels brings greater support and awareness from strategic perspectives and enables broader dissemination of information across the Organisation.

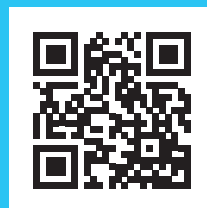
TEMPLATES REFERENCES

DESCRIPTION OF ACTIVITIES



<http://goo.gl/LzKRE4>

QUALITY CHECKLIST (INITIATING AND PLANNING PHASE)



<http://goo.gl/aY8r7o>



BASIS

Human rights approach

Quality assurance should ensure among other things that the human rights approach is integrated into project management.

The governance arrangements should provide equal opportunity for active participation and inclusion in decision making of people that are not part of political and public authorities, and, in particular, on a gender basis and taking into account vulnerable groups.

Stakeholder management should identify and promote the diversity of people involved with and connected to a project by focusing on the different perspectives of:

- groups trying to claim rights;
- organisations that should be protecting rights;
- other organisations that either promote or inadvertently weaken rights;
- individuals unaware of their rights.

Objectives should be set that improve human rights protection, or extend services to vulnerable people that are not being reached.

Financial resources should be allocated to groups that suffer from hidden costs that being involved in projects may entail.

Project teams should be designed to access particular skills and experience related to vulnerable group or gender perspectives.

Finally, risk management should consider the threats of not fully implementing the human rights approach, such as only changing the situation of groups that are already claiming their rights, thus restricting the chances for vulnerable groups even more.

KEY STEPS

- 1 Revise the **description of activities** according to the quality control and in order to prepare the contract signature.
- 2 Review the project file in accordance with the **quality checklist (initiating and planning phase)**. The Council of Europe programming and vision, along with a results-based management and human rights approach should underpin all these processes.
- 3 Review the checklist, seek initial approval from the programme co-ordinator or head of department and approval from the head of department to launch the project implementation.
- 4 Arrange for the finalisation and signature of the contract with the donor under the authority of the Secretary General.



IMPLEMENTING A PROJECT



KEY PRODUCTS

- 1 Inception report
- 2 Activity reports
- 3 Progress reports
- 4 Final report

KEY TOOLS

- Project board meeting minutes
- Monitoring plan
- Risk register
- Stakeholder register

The running of a project is always busy and involves juggling many different tasks. It is the thorough planning and prioritisation established throughout the initiating and planning phases that will enable the most effective multi-tasking. This needs to be supported by monitoring and reporting throughout implementation.

COUNCIL OF EUROPE STRATEGY AND VALUES

The implementation of projects needs to be observed and scrutinised at every stage of progression from activity to activity. The connections to the Council of Europe strategy have only been theoretical up to this point. The description of activities and the monitoring and evaluation strategy are key factors in ensuring this link is really established through the activities themselves and the day-to-day running of the project.

RESULTS-BASED MANAGEMENT

Running activities can be complicated by many little challenges and obstacles such as costs, services, press, officials, protocol, travel and accommodation, and the environment. This means that results-based management needs to be the basis of all decisions to make the most difference through activities. Furthermore, rules and regulations must be followed and costs should be kept to a minimum. Results are not self-evident, so evidence should be gathered to demonstrate change in addition to standard audit data on numbers and actual costs. Project reports need to be based on this change; monitoring of and reporting on regular activities should generate most of the content for these reports through day-to-day operations and records.

HUMAN RIGHTS APPROACH

Key cross-cutting issues relating to the human rights approach are only meaningfully addressed during the actual running of the project. The project board/steering committee is key for accountability and participation through regular review and decision-making processes. Provision should be made through monitoring and collecting data to measure the strength and value of the human rights approach. This is supported by stakeholder engagement and regular work on project risk management.



LAUNCH THE PROJECT WITH A PROJECT BOARD MEETING

IMPLEMENTING A PROJECT

- LAUNCH THE PROJECT WITH A PROJECT BOARD MEETING
- MANAGE FINANCES AND FINANCIAL MONITORING
 - RUN AND MONITOR ACTIVITIES
 - COLLECT DATA ON RESULTS
 - COMMUNICATE ON THE PROJECT
 - MAKE FINANCIAL COMMITMENTS AND SETTLE EXPENDITURE
 - SUPPORT THE PROJECT TEAM
 - MANAGE RISKS
- MONITOR AND REPORT ON FINANCIAL INFORMATION
 - UPDATE/FURTHER DEVELOP THE WORK PLAN
 - DRAFT PROGRESS REPORTS
 - WRAP UP THE IMPLEMENTING PHASE AND QUALITY CONTROL
 - DRAFT THE FINAL REPORT

AIM

To launch the project with a project board meeting at the same time or followed by a launch event.

TIMEFRAME

- First three months of the project

GUIDING PRINCIPLES

- Results-based management

KEY PLAYERS

- Project team
- Project senior management
- Members of the project board

STRATEGY

The launch of the project should involve two project activities: the **project board meeting** and a **formal kick-off event** wherever possible. The first project activity should be the project board meeting. The launch event may also be held as a high-profile official launch of the project with media coverage.

The project board is vital for a transparent, accountable process that is as inclusive, diverse and respectful of equality as possible. The functioning of such a board is important, and well-planned terms of reference need to be emphasised in the first meeting to firmly establish these principles and attention to Council of Europe values and results-based management. The **project board** should then direct the first six months of activities.

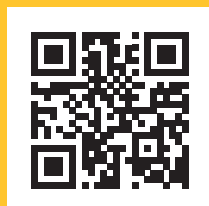
The project board should count civil society representatives among its members to strengthen inclusive participation.

The first project board meeting is an opportunity for members to commit to the project, and an official acceptance of the drafted terms of reference should be included in the minutes.

TEMPLATES REFERENCES

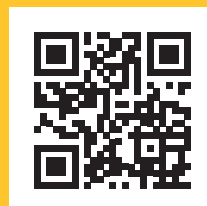
www.coe.int/pmm

PROJECT BOARD TERMS OF REFERENCE



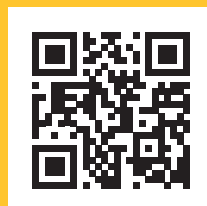
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QUALITY CHECKLIST (IMPLEMENTING PHASE)



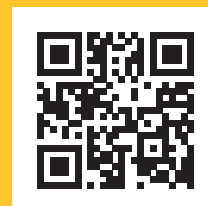
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WORK PLAN



<http://goo.gl/5od6hY>

DESCRIPTION OF ACTIVITIES



<http://goo.gl/LzKRE4>

RESULTS-BASED MANAGEMENT

The project board should approve the first activities to be run, which are combined fact-finding and baseline assessments to ensure there is enough evidence to support the logframe, the theory of change and monitoring and evaluation.

KEY STEPS

- 1 Share a meeting agenda and the completed **description of activities** in advance so that participants can participate meaningfully with feedback and contributions.
- 2 Use the **project board terms of reference** to confirm the right **stakeholders** are participating and that the principles of inclusiveness, diversity and equality are clear to everyone.
- 3 Hold the first project board meeting and discuss the key documents, the **work plan** and the project plan, including the **quality checklist (implementing phase)**, so that everybody is fully aware of the project and quality expectations.
- 4 Get the formal approval of the project board for the project documents, in particular the work plan, so that the project team has the mandate to run the first phase of activities. Make revisions to the **work plan** if necessary.
- 5 Plan the sequence of project board meetings according to the terms of reference and check these plans with the board.

GOOD PRACTICE



All the members of the steering committee for a project in Bosnia and Herzegovina were involved and present at each meeting. No activities were carried out without everyone's agreement. The steering committee terms of reference could have been better because there were voting rights for the representatives of ministries, but not for the representatives of universities and academia in the higher education project.

Steering committees can benefit from including either high-level ministers with greater decision-making authority or assistant ministers with more technical knowledge on the project topics, but it is difficult to mix levels. This was solved in the higher education project by working with the assistant ministers in the steering committee despite their reluctance to take decisions, combined with the project manager summarising the steering committee meetings in individual meetings with ministers and getting their approval for the steering committee suggestions. In other projects, the steering committee was high level and thus more efficient in decision making, supported by sub-groups involving the more technically competent assistant ministers.



MANAGE FINANCES AND FINANCIAL MONITORING

IMPLEMENTING A PROJECT

LAUNCH THE PROJECT WITH A PROJECT BOARD MEETING

MANAGE FINANCES AND FINANCIAL MONITORING

RUN AND MONITOR ACTIVITIES

COLLECT DATA ON RESULTS

COMMUNICATE ON THE PROJECT

MAKE FINANCIAL COMMITMENTS AND SETTLE EXPENDITURE

SUPPORT THE PROJECT TEAM

MANAGE RISKS

MONITOR AND REPORT ON FINANCIAL INFORMATION

UPDATE/FURTHER DEVELOP THE WORK PLAN

DRAFT PROGRESS REPORTS

WRAP UP THE IMPLEMENTING PHASE AND QUALITY CONTROL

DRAFT THE FINAL REPORT

AIM

To manage the financial and contractual aspects of the project according to the highest professional standards.

TIMEFRAME

■ Throughout project implementation

KEY PLAYERS

- Project team
- Cost centre manager
- Finance unit
- Council of Europe offices

KEY REFERENCES

- Financial guidelines available on the Intranet

STRATEGY

Knowledge of Council of Europe's **financial regulations** is essential to comply with rules and regulations, along with a good knowledge of the terms of the agreement with the donor.

Project team members should familiarise themselves with all relevant financial regulations, guidelines and procedures.

For the sake of smooth **financial management**, the project team should establish the chain of authorisation for different forms of purchases and applicable **thresholds**. To ensure maximum flexibility and transparency in the selection of suppliers, **competitive procedures** should be organised at a very early stage of a project. This should result in lists of qualified suppliers for the whole duration of the project if possible.

All procurement thresholds are cumulative for each project and applied to its whole period (see **financial guidelines** available on the Intranet).

In some countries, projects have to be registered, either legally or in order to obtain **VAT exemption**, whether they are country-specific or regional.

Financial monitoring should be agreed with the finance unit and the cost centre manager. In practice, bimonthly reporting will often be established and different trigger points should be determined to track absorption of budget, variations on budget lines, sub-headings and ratios of human resource costs to other operational costs.

Make informed decisions based on this reporting in order to reallocate and adjust activity estimates, bring forward or postpone activities, prepare an activity forecast; and/or notify or request budget modifications to the donor. Agree with the cost centre manager when budget reviews should take place.

KEY STEPS

- 1 Register the project** and obtain **VAT exemption** for all expenditure relating to the project, where applicable.
- 2** In the interests of compliance and an audit trail, all supporting documents should be readily available at all times. They should be archived in such a way that the files can be located without any difficulty according to budget head, activity and purchase order number.
- 3** Where contracts are drawn up and purchases made, thresholds should be determined on the basis of the entire project period and full cost forecasts, and then the appropriate level of advice and procedure should be followed.
- 4** Hold a meeting with the cost centre manager and finance unit to agree specific reporting needs, focus points and triggers for the project.
- 5** Consult legal advice on best types of contracts for the range of services required for the project. The legal advice department provides specific support to draft tender documentation, regardless of the applicable threshold.

GOOD PRACTICE



In Georgia a project fully incorporated the six-monthly activity plan and expenditure was authorised for that entire period. This freed up time previously spent on obtaining authorisation both at the Council of Europe office and in headquarters. This time was devoted to monitoring results to ensure that outputs really drove outcomes.



RUN AND MONITOR ACTIVITIES

IMPLEMENTING A PROJECT

- LAUNCH THE PROJECT WITH A PROJECT BOARD MEETING
- MANAGE FINANCES AND FINANCIAL MONITORING
- RUN AND MONITOR ACTIVITIES**
- COLLECT DATA ON RESULTS
- COMMUNICATE ON THE PROJECT
- MAKE FINANCIAL COMMITMENTS AND SETTLE EXPENDITURE
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- UPDATE/FURTHER DEVELOP THE WORK PLAN
- DRAFT PROGRESS REPORTS
- WRAP UP THE IMPLEMENTING PHASE AND QUALITY CONTROL
- DRAFT THE FINAL REPORT

AIM

To run activities as efficiently and productively as possible with the correct groups involved, and monitor them according to the results to which they contribute.

TIMEFRAME

- Throughout project implementation

GUIDING PRINCIPLES

- Human rights approach
- Field presence
- Results-based management

KEY PLAYERS

- Project team
- Council of Europe offices

STRATEGY

In the planning phase the focus is on a top-down overview of **objectives**. In implementation, the focus is on **activities** and how they combine to deliver results that lead to change and **impact**. Managing these activities is nearly always busy and challenging. The set of activities in each project varies considerably. Although the general approach to managing activities should be standard, the nature and individual content of each activity cannot be described in detail in a handbook. These steps should be adapted accordingly.

The **quality** of projects depends on how the activities deliver **outcomes** and eventually impact. This means that it is not enough to gather groups of people and produce **outputs**. The participants should be those that can achieve change

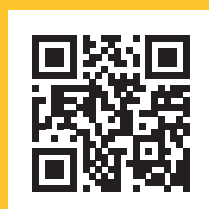
GOOD PRACTICE



In Ukraine a one-day training session was delivered to prison directors to help understand the technical side of the project. This improved their participation and contribution to the project.

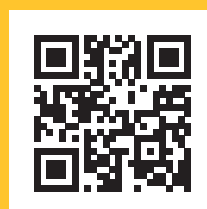
TEMPLATES REFERENCES

WORK PLAN



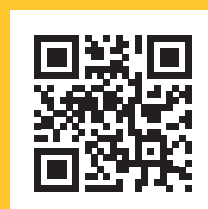
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DESCRIPTION OF ACTIVITIES



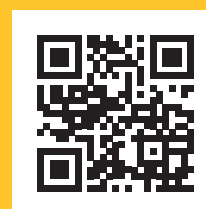
<http://goo.gl/LzKRE4>

ACTIVITY REPORT



<http://goo.gl/2Nc7VE>

MONITORING PLAN



<http://goo.gl/bt8pJx>



BASIS

The monitoring of outputs is an essential step to prove progress towards achieving outcomes and ultimately the impact in a project.

Quantity and quality are important to assess outputs: 30 officers trained does not make a difference if they were either trained on something they already knew, trained on something that is unrelated to their jobs, or not inspired to use the new skills and knowledge afterwards.

and put the outputs into practice. **Monitoring** provides evidence that change is occurring.

HUMAN RIGHTS APPROACH

All activities should be approved by the **project board**. This ensures there is accountability and transparency, and requires sufficient decision-making power being devolved to the different stakeholders represented on the project board. Where possible, **agendas** or **terms of references** for all activities should be annexed to the **work plan**.

Activities should contribute to strengthening duty-bearers to meet their obligations and empowering rights-holders to be aware of and to claim their rights whenever applicable. Both the process and the outcomes are important for the human rights approach.

Internally generated data relating to each activity should be prepared and account for gender mainstreaming and vulnerable groups. If possible it should also be **disaggregated**.

FIELD PRESENCE

Activities should be divided at least into six-monthly periods according to the **work plan**. Grouping expenditure in blocks is more efficient, particularly if some expenditure needs to be approved at headquarters.

Controls need to be put in place to ensure that any overspending on an event is treated exceptionally with specific additional authorisation. Any unplanned expenditure should be authorised specifically, and as soon as possible, according to the chain of authorisation.

RESULTS-BASED MANAGEMENT

The result of each activity starts with the **output**: the **product** or **service** delivered by the activity. An activity in itself is the process that generates the output. A final copy of the product or report of the service should be recorded in all their different shapes and forms: finalised participant lists; meeting minutes; redrafted documents;

research documents; test results; feedback forms; press items; manuals; modules; plans; designs; etc.

In order to determine the success of an activity both the quantity and quality of the product or service need to be recorded. A **final assessment** should be documented for each activity according to reporting standards that capture the quantity and quality of outputs.

Reporting may be provided by any participant of the activity as long as they meet the quality requirements of the assessment (i.e. a consultant, an expert, a partner official, a project team member).

KEY STEPS

- 1 Determine the project activities and/or tasks according to:
 - a. the agreed delivery method;
 - b. expected results (e.g. output, immediate outcomes, and intermediate outcomes);
 - c. timelines and delivery milestones;
 - d. costing in days of workload;
 - e. eventual costs of activities;
 - f. expected quality criteria and or policies to abide by;
 - g. project team co-operation;
 - h. key participants in accordance with capacity and capacity gaps as rights-holders and duty-bearers.
- 2 Confirm the details of specific activities outlined in the **description of activities** and the **work plan** each time with partner counterparts, fixing the dates and key participants.
- 3 Ensure that an **activity report** is submitted for every activity within deadlines, by the project team and/or project partners responsible for implementation in line with monitoring requirements for both output and outcome measurement.
- 4 Keep a record of each activity, filing all financial documents and deliverables, according to activity and purchase order, in electronic or hard-copy format.
- 5 Document activities through video, photos and the collection of testimonials and personal experience.
- 6 Collect all the data for indicators that measure the quantity and quality of the outputs of the activity (products and services).

- 7 At pre-defined intervals (see **work plan**), check whether the project activities have been implemented according to the logframe by referring to the **indicators** and quality of **outputs**.
- 8 Identify expected and unexpected outcomes, changes to the activities planned and lessons learned to complete the activity monitoring section in the **monitoring plan**.
- 9 Check all activity and monitoring reports to disseminate key information and to provide feedback and ask for more complete, substantiated reporting if required.
- 10 Assess progress against the **work plan** (see page 48).

GOOD PRACTICE



In a project in Armenia, working groups were formed for legislative revision taking into consideration gender balance and representation from different fields, such as universities, practitioners and social workers, and civil society representatives. This helped to ensure that the opinions of both sexes were heard and discussed when drafting laws and also that different aspects of the matters concerned were taken into account.

OUTPUT

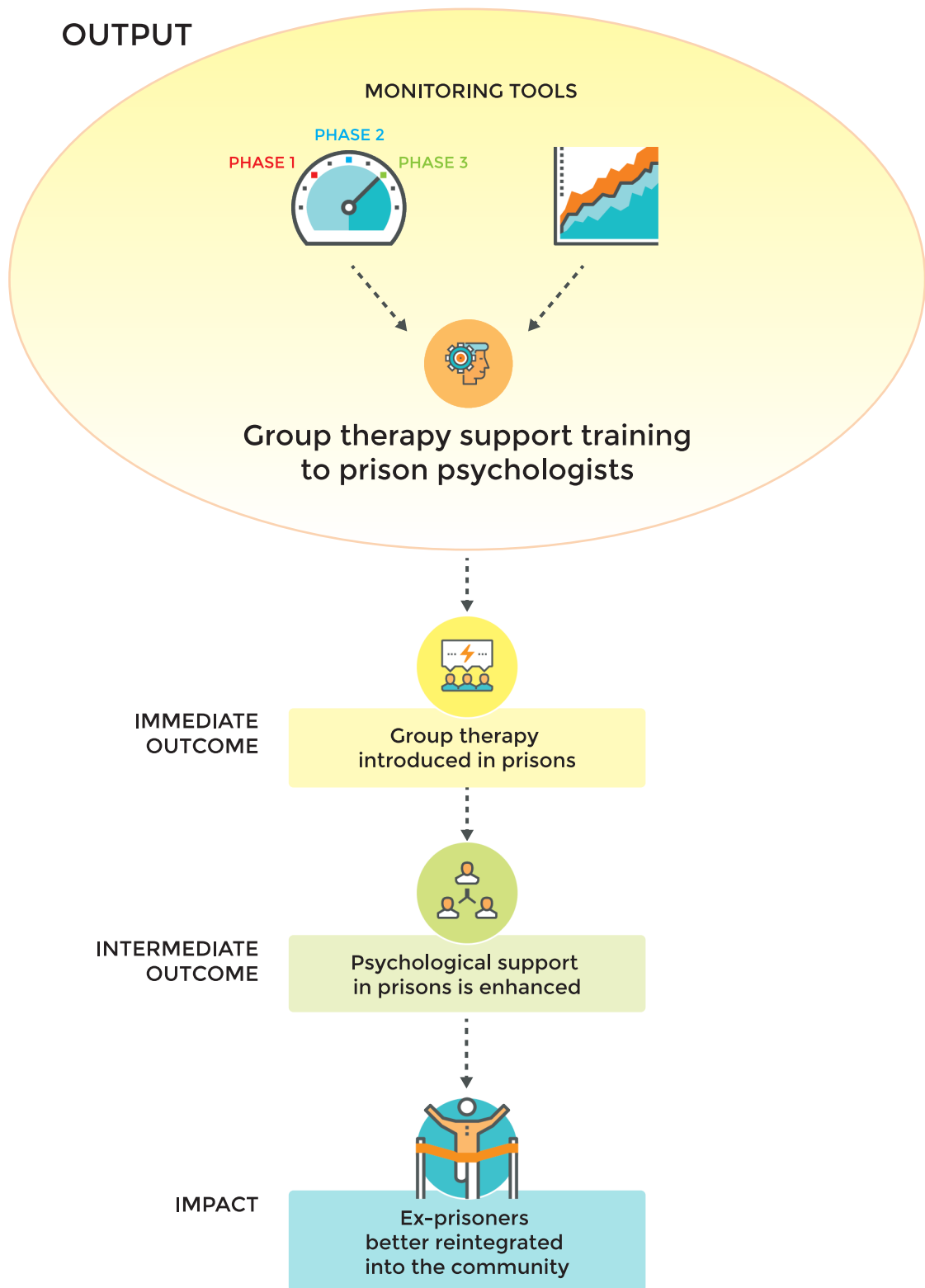


Figure 7 – Activity monitoring



IMPLEMENTING A PROJECT

- LAUNCH THE PROJECT WITH A PROJECT BOARD MEETING
- MANAGE FINANCES AND FINANCIAL MONITORING
- RUN AND MONITOR ACTIVITIES
- COLLECT DATA ON RESULTS**
- COMMUNICATE ON THE PROJECT
- MAKE FINANCIAL COMMITMENTS AND SETTLE EXPENDITURE
- SUPPORT THE PROJECT TEAM
- MANAGE RISKS
- MONITOR AND REPORT ON FINANCIAL INFORMATION
- UPDATE/FURTHER DEVELOP THE WORK PLAN
- DRAFT PROGRESS REPORTS
- WRAP UP THE IMPLEMENTING PHASE AND QUALITY CONTROL
- DRAFT THE FINAL REPORT

COLLECT DATA ON RESULTS

AIM

To collect data on results and focus on outcomes and objectives.

TIMEFRAME

- Throughout project implementation with sufficient time between activities and the project end
- After each activity

GUIDING PRINCIPLES

- Results-based management
- Human rights approach
- Field presence
- Council of Europe strategy and values

KEY PLAYERS

- Project team
- Project board

STRATEGY

Data collection is essential for project monitoring over and above the regular monitoring of activities. It needs to be managed specifically to obtain adequate data within the timeframe of the project. Results often occur a period of time after activities and therefore this period of time should be planned within the project duration, along with how related data will be collected. It is good practice not to hold any project activities during the last two to three months of the project.

RESULTS-BASED MANAGEMENT

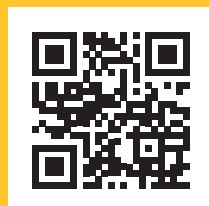
As outputs develop into outcomes and impact, there is less direct contact with activities and the project. This means that mechanisms and strategies need to be developed to gather reliable evidence to record outcomes and potential impact within the lifetime of the project.

HUMAN RIGHTS APPROACH

The collection of data on results provides an opportunity to confirm the human rights approach, for example disaggregation of data (by gender, urban/rural, profession, etc.), civil society involvement, and parliamentary, local or regional dimensions.

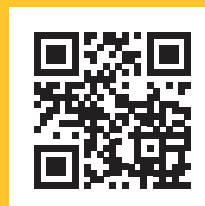
TEMPLATES REFERENCES

MONITORING PLAN



<http://goo.gl/bt8pJx>

PROGRESS REPORT



<http://goo.gl/B04rAc>

FIELD PRESENCE

Good data analysis and project monitoring benefits from complementary input from both headquarters and Council of Europe offices. Analysis of the data collected from both the results and human rights perspectives may be enhanced by a step back from the detailed logistical running of events and activities.

COUNCIL OF EUROPE STRATEGY AND VALUES

Details at **outcome** level are meaningful information for wider use across the Organisation and this information should be collected for the reporting and information dissemination described later on in the project cycle.

Follow-up projects could include an updated assessment of these outcomes.

KEY STEPS

- 1 Collect data according to the pre-defined measurement period and targets in the **monitoring plan**.
- 2 Prepare for discussions on performance and progress towards expected results in project board meetings and reporting on performance against expected outputs/results in **progress reports**.

GOOD PRACTICE



Through the logframe a project in Turkey identified the statistics needed to support qualitative and quantitative indicators. The key counterparts responsible for the collection of statistics were trained on monitoring and evaluation using the actual project as the case study. As a result they established the necessary data collection mechanisms to provide the statistics that related to the indicators in the logframe. The ministry now sees the value of these statistics to assess the effectiveness of their work and they continue to collect them. The project was able to perform high-quality monitoring and evaluate the results of the project in terms of outcome and impact thanks to these indicators.



IMPLEMENTING A PROJECT

- LAUNCH THE PROJECT WITH A PROJECT BOARD MEETING
- MANAGE FINANCES AND FINANCIAL MONITORING
- RUN AND MONITOR ACTIVITIES
- COLLECT DATA ON RESULTS
- COMMUNICATE ON THE PROJECT**
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- MANAGE RISKS
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- UPDATE/FURTHER DEVELOP THE WORK PLAN
- DRAFT PROGRESS REPORTS
- WRAP UP THE IMPLEMENTING PHASE AND QUALITY CONTROL
- DRAFT THE FINAL REPORT

COMMUNICATE ON THE PROJECT

AIM

To communicate key developments in the project, to raise awareness about results and to promote them.

TIMEFRAME

- Throughout project implementation

GUIDING PRINCIPLES

- Results-based management
- Human rights approach
- Field presence

KEY PLAYERS

- Project team
- Council of Europe offices
- Communications directorate

KEY REFERENCES

- Visual identity of the Council of Europe and graphic charter

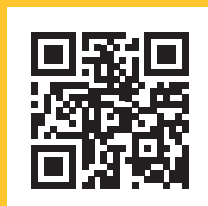
STRATEGY

Communication in a project is an essential element for its success. It should capture the **key messages** about the outcomes and potential impact of a project and communicate them to a target audience. The quality of the communication is determined by the strength of the message. It should promote the main project issues through the benefits and positive effects of the project, rather than just the project itself.

It is important that all projects apply the “Visual identity of the Council of Europe and graphic charter” to their communication materials. The visual identity is designed to draw attention to the existence of the Council of Europe and its values in all communication media. This enhances the **visibility** and reputation of the Organisation among its target audiences. The recognition of the Council of Europe as a unified, multi-constituent organisation should be communicated through each project.

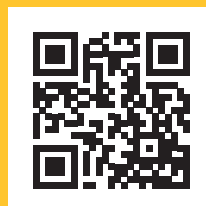
TEMPLATES REFERENCES

COMMUNICATION PLAN



<http://goo.gl/p6qfCh>

STAKEHOLDER REGISTER



<http://goo.gl/FU6ZJE>

Concrete results that are simply portrayed are powerful. There should be direct links to the project, through specific outputs that make a difference, for example a project guidebook that supported a vulnerable group member's human rights claim, and gave them greater confidence in fair treatment in their town; project training that changed a teacher's approach to participation in class; a project assessment that led to better psychological support and reduced the depressive tendencies of a group of prisoners.

These examples are best portrayed in **testimonials**, with high-quality photographs and video footage where possible. Beneficiaries presenting the impact on their lives where possible bring a human touch that is striking and attracts attention. Read more in the introduction (page 15).

RESULTS-BASED MANAGEMENT

Communication is often an integral part of the activity itself, for example in awareness-raising campaigns. Communication reinforces results and encourages further changes both in other components of the project and beyond the project. Without substance, the communication message risks being superficial and could even undermine results.

An active approach to gathering materials should be taken, which requires planning and effort before, during and after activities.

Although time-consuming, it is worth considering collaboration with professional media bodies. As an example, Euronews was paid to produce an eight-minute documentary of the inclusive education project in South-East Europe in close co-operation with the project supervisor and the project team. This meant the project was presented repeatedly to a major news channel's entire audience across Europe in several different languages.

KEY STEPS

- 1 Plan and manage communication for each activity and overall and complete the **communication plan**.
- 2 Ensure all the communication measures described in contractual documents, such as a project website and/or social media presence, are implemented.
- 3 Ensure the required communication measures comply with organisational visibility and language rules and those stipulated in the project contract.

GOOD PRACTICE



Over 500 individual stories were collected from the 10 pilot regions of a project in Turkey. The local stories were indexed according to themes of the project and changes observed by end beneficiaries under the guidance of volunteers in target groups, teachers in this particular case. This was achieved by using the participatory and inclusive data collection technique "Most Significant Change". The data supported both communication and the final evaluation of the project.

DEFINITIONS



Communication: the concerted effort to reach the target audience with a specific message, using the most effective tools.

Visibility: the elements that can be seen at a glance, such as the use of a logo, institutional text.



MAKE FINANCIAL COMMITMENTS AND SETTLE EXPENDITURE

IMPLEMENTING A PROJECT

- LAUNCH THE PROJECT WITH A PROJECT BOARD MEETING
- MANAGE FINANCES AND FINANCIAL MONITORING
- RUN AND MONITOR ACTIVITIES
- COLLECT DATA ON RESULTS
- COMMUNICATE ON THE PROJECT
- MAKE FINANCIAL COMMITMENTS AND SETTLE EXPENDITURE**
- SUPPORT THE PROJECT TEAM
- MANAGE RISKS
- MONITOR AND REPORT ON FINANCIAL INFORMATION
- UPDATE/FURTHER DEVELOP THE WORK PLAN
- DRAFT PROGRESS REPORTS
- WRAP UP THE IMPLEMENTING PHASE AND QUALITY CONTROL
- DRAFT THE FINAL REPORT

AIM

To make financial commitments through purchase orders, approve deliverables and process payments.

TIMEFRAME

- Throughout project implementation
- Within payment deadlines

GUIDING PRINCIPLES

- Human rights approach

KEY PLAYERS

- Project team
- Cost centre manager
- Finance unit

KEY REFERENCES

- Financial guidelines available on the Intranet

STRATEGY

Commitments are requested by the project team and authorised by the cost centre manager. No purchase order can be raised without a prior creation of a supplier in the financial system. Care should be taken to ensure that contractual documents are signed and dated after the creation of the relevant purchase order. The date of signature of the contract should be prior to the start date of the service delivery.

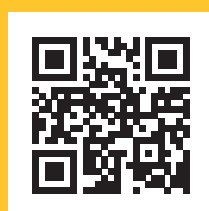
Forward planning is essential for the smooth running of the financial side of projects. Purchase orders should be raised as far in advance as possible: two weeks at a minimum.

Information for financial transactions should be recorded along with all information related to content.

Payments should be based on full documentation of **deliverables**, including monitoring and results assessment. Payments should not be made without complete, finalised documentation and confirmation that services have been performed satisfactorily and in accordance with the contractual obligations. It is the responsibility of the project team to ensure

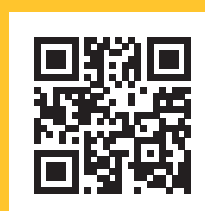
TEMPLATES REFERENCES

LOGFRAME



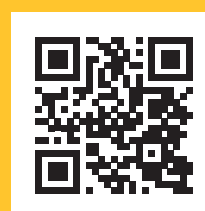
<http://goo.gl/A1y0Vy>

DESCRIPTION OF ACTIVITIES



<http://goo.gl/LzKRE4>

PMM BUDGET TOOL



<http://goo.gl/tzzUuz>

the quality of deliverables according to clear terms of reference, monitoring of service delivery and critical analysis of the final deliverable.

Financial capacity and competence are key to ensure accurate and reliable accounting. Partners in a Council of Europe project should be trained in order to understand contractual requirements, including financial procedures. The project team should explain these requirements before partners sign contracts with the Council of Europe. If need be, training and awareness raising should be provided.

KEY STEPS

- 1 Identify all purchases required over each coming period of activities and request quotes from different suppliers to obtain the best value for money.
- 2 Calculate the **estimated overall value of orders** for each supplier over the entire project period to check thresholds and compliance with **financial regulations, rules and guidelines**. Revisit these estimates for every purchase to make sure original forecasts are still reliable.
- 3 Monitor the provision of services to ensure high levels of quality. When possible, a member of the project team should attend every activity.
- 4 Request payments once the quality of the deliverables has been confirmed. All services and invoices should be dated during the project period.
- 5 Ensure purchase orders are periodically closed.

GOOD PRACTICE



A project made administrative arrangements with Roma NGOs who were unfamiliar with the financial codes, budget lines and reports for their deliverables. They were invited to a Council of Europe training session with key units and the quality of their reports improved, to the praise of the EU donors. There was 80% less work involved for each administrative arrangement while working with partners that were also target groups and beneficiaries.



IMPLEMENTING A PROJECT

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SUPPORT THE PROJECT TEAM

AIM

To support the project team to work well together.

TIMEFRAME

- Throughout project implementation
- As new team members arrive

GUIDING PRINCIPLES

- Field presence
- Results-based management

KEY PLAYERS

- Project team
- Council of Europe offices

STRATEGY

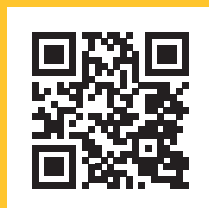
The project team is usually both small in its core and widespread geographically according to its network of **consultants** and **team members** at headquarters and between Council of Europe offices. This presents challenges to building a strong and effective team, calling for good communication and mutual reinforcement of the different skills and competences among team members.

FIELD PRESENCE

Both new team members and consultants become representatives of the Council of Europe. Their **training** needs to reflect this fact. There is good practice of team briefings and in-house training within project units, through team co-ordination meetings, with at least some visits to headquarters for new arrivals. Specific induction training would also be helpful, especially for local experts who tend to have less experience with the Council of Europe.

TEMPLATES REFERENCES

TEAM PLAN



<http://goo.gl/eCI1E4>

Council of Europe office staff often represents the Organisation in high-level meetings such as parliamentary committee meetings. This should be recognised with adequate support and knowledge provided for such representation. Staff members in Council of Europe offices are often asked to contribute to information requests because they have the detailed content knowledge in the area of their projects. In-house training and regional training initiatives should be encouraged.

RESULTS-BASED MANAGEMENT

Training for different members of the project team should be provided, along with templates such as a mission report for both experts and new local staff, to understand what and how to contribute to activities. Content should focus more on outcomes and provide evidence. Tools, training and support should be given to staff members and consultants. Mentoring and on-the-job training should be provided.

KEY STEPS

- 1 The **team plan** was produced in the planning stage (page 52) and needs to be enlarged as new experts join the team.
- 2 The team plan encourages good communication between headquarters and Council of Europe offices. There should be training for all staff concerned, sharing of information, mutual support according to clear roles and responsibilities, and different skills and competences in the team.
- 3 All consultants contracted to work with the team should be welcomed and have the Council of Europe values and vision explained to them. Their work contributes to the whole Organisation and this should be duly recognised and supported.

GOOD PRACTICE



In a project in Armenia, there were very detailed terms of reference for consultants. These provided the background, needs and objectives of the project in addition to their assignment. The terms of reference explained nuances and details between the project and the Council of Europe, making connections that helped to understand the Council of Europe strategy. Training was given to the consultants on the technical requirements of the project before they started their work.



IMPLEMENTING A PROJECT

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MANAGE RISKS

AIM

To manage risks by regular review, taking mitigating measures and reporting to superiors and the project board.

TIMEFRAME

- Every six months (minimum)
- As and when required

GUIDING PRINCIPLES

- Council of Europe strategy and values
- Human rights approach

KEY PLAYERS

- Project team
- Project board
- Senior management
- Council of Europe offices

STRATEGY

Quality risk management requires that the real and imminent risks to project objectives be identified, assessed and addressed adequately. Risks are wide-ranging, from technical to political. This enhances the chances of success and the overall effectiveness of the project and often identifies opportunities.

Risk management should be used to strengthen co-ordination and get support at levels higher than the project team. It should be a standing item on project board meeting agendas.

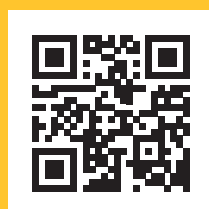
COUNCIL OF EUROPE STRATEGY AND VALUES

Risk management can also benefit projects by harnessing official support on politically sensitive issues that threaten projects. An adequate response to risk often requires a co-ordinated position by the Organisation, for example, how to deal with project risks in countries where government action appears to violate human rights.

Individual project risk management should contribute to other risk management exercises in the Organisation at project and programme levels and to the Organisation-wide risk register.

TEMPLATES REFERENCES

RISK REGISTER



<http://goo.gl/TcqJOH>

HUMAN RIGHTS APPROACH

Social and cultural factors that affect projects can be highlighted through risk management. Some issues are considered controversial by certain beneficiaries, such as LGBTI persons, and this can lead to resistance to change in important human rights areas. Risk management should give structure to these kinds of project risks.

KEY STEPS

- 1 Update the **risk register** by re-assessing risks and their severity in line with the success or failure of different mitigating actions.
- 2 Seize opportunities identified in the risk management process.
- 3 Make a regular risk assessment during the project. As best practice, the risk register should be presented to risk owners and project co-ordinators at least every six months, in advance of the steering committee so that any new mitigating action can be adopted officially.
- 4 Report on the risk register to the project board.
- 5 Consult with the project co-ordinator at any point in time when major risks arise and escalate serious risks to all stakeholders concerned to provide the greatest chances of mitigation.

GOOD PRACTICE



The risk that an expert group did not in fact have the required level of expertise to carry out their role in a project in Turkey had been identified as the component was launched. A contingency plan was devised to substitute that expertise with project team time and international expert advice. As the risk indeed materialised, the component was still effectively implemented through the contingency plan, ensuring there was no loss in effectiveness.



MONITOR AND REPORT ON FINANCIAL INFORMATION

IMPLEMENTING A PROJECT

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AIM

To check actual spending against the budget and ensure compliance of absorption with contractual requirements.

TIMEFRAME

- Throughout project implementation
- Every two months

KEY PLAYERS

- Project team
- Finance unit
- Cost centre manager

KEY REFERENCES

- Financial guidelines available on the Intranet

STRATEGY

A **financial report** needs to be prepared in accordance with the project description of activities and terms of reference to accompany project progress reports. As good practice financial reports should be prepared more regularly at two or three-monthly intervals.

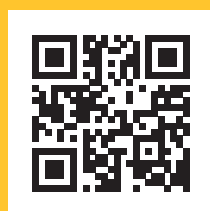
Regular **financial monitoring** should support decisions on spending for the remaining activities. It is essential to remain within contractual agreements and financial and legal regulations.

Project teams receive analytical notes addressed to the cost centre manager and to them alerting them of **overspending**, **underspending**, low **absorption** rates and unacceptable **ratios** of human resource costs to operational costs. Project teams should take informed decisions on whether to notify donors, to reallocate resources and/or to modify the project budget through an official addendum.

The project team should check the previous budget with reality and forecast spending on future activities. The activities' cost forecast is constantly changing and needs updating.

TEMPLATES REFERENCES

DESCRIPTION OF ACTIVITIES



<http://goo.gl/LzKRE4>

KEY STEPS

- 1 Review the actual expenditure against planned expenditure and identify **commitments** that are lower or higher than original estimates. Where commitments do not align, identify why this is the case and whether any corrective action is needed.
- 2 Work with the cost centre manager and the finance team if remaining funds need to be reassigned to other activities.

At progress reporting stage:

- 3 Request the **financial report** from the finance unit, close all purchase orders that are finally settled and explain why the remaining purchase orders are still open.
- 4 Obtain the **financial report**. In reporting, ensure that expenditure is only carried out within the eligible period.

At final reporting stage:

- 5 The preparation of the **final financial report** is the same as for progress reports. In addition, qualitative or supporting information should be provided, e.g. to explain over- or underspending or the efficiency and effectiveness of the project that can inform the lessons learned report and future evaluations.

GOOD PRACTICE



Each interim financial report in a project in the Russian Federation was used to tally the budget allocated to remaining activities with the overall project budget. This identified adjustments that could be made to the most effective activities to use the financial resources in an optimal way. More participants from different localities further from the capital were invited, helping to spread the effects of the project. The changes were all introduced in the work plan and approved by the steering committee.



UPDATE/FURTHER DEVELOP THE WORK PLAN

IMPLEMENTING A PROJECT

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AIM

To update and develop the work plan and get formal approval for these amendments.

TIMEFRAME

- Throughout project implementation
- Every six months

GUIDING PRINCIPLES

- Results-based management
- Field presence
- Human rights approach

KEY PLAYERS

- Project team
- Project board

STRATEGY

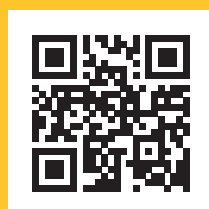
The approval of the work plan is a standing item on the project board meeting agenda. It is based on the latest financial reports and adjustment of the remaining activities budget. The work plan will be affected by over- or underspending and this should be fully accounted for in decisions on timing, range and scale of the rest of the project.

RESULTS-BASED MANAGEMENT

The work plan should be adjusted according to what is working best. It is closely linked to the **logframe** and **monitoring**. The timing of remaining activities is important to ensure there is enough time for outcome monitoring based on indicators and evidence collection. If possible, try to take advantage of useful crossover between components to strengthen results.

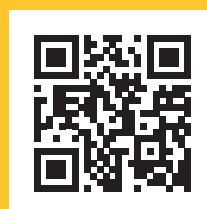
TEMPLATES REFERENCES

LOGFRAME



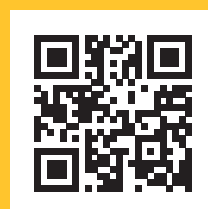
<http://goo.gl/A1y0Vy>

WORK PLAN



<http://goo.gl/5od6hY>

DESCRIPTION OF ACTIVITIES



<http://goo.gl/LzKRE4>

There should be a work plan for the whole period of the project, separated into the current period and the remaining period. The remaining period work plan should indicate all the activities that were planned but not implemented in a current period. In the case of delays or non-implementation, relevant justifications should be provided. This helps to have a full picture of the status of implemented activities and to reflect progress along the results chain.

FIELD PRESENCE

The work plan is the basis for the six-monthly expenditure approval.

KEY STEPS

- 1 Revisit the **work plan** in advance of all steering committee meetings to check whether the initial plan requires changes/further detail on the basis of activities carried out to date and information reported in the progress review.
- 2 Make changes/further developments as required in line with the **logframe** and **description of activities**.
- 3 Ensure effectiveness through support from any key stakeholders affected by the work plan adjustments.

GOOD PRACTICE



The planning of participation at a roundtable in Turkey aimed for an equal gender balance. The invitations were issued with plenty of time to spare in order to re-contact female participants to see if they were able to make arrangements to be able to attend. The majority of male participants did not face these constraints and immediately agreed. Completing invitations in one day would have meant an imbalance of men to women. An extended invitation period was needed.



IMPLEMENTING A PROJECT

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- DRAFT THE FINAL REPORT

DRAFT PROGRESS REPORTS

AIM

To draft progress reports including an inception report, where necessary.

TIMEFRAME

- After the inception period
- Throughout project implementation
- Every 6-12 months

GUIDING PRINCIPLES

- Results-based management
- Human rights approach

KEY PLAYERS

- Project team
- Project board

KEY REFERENCES

- Activity and monitoring reports
- Previous project reports
- Monitoring and evaluation reports

STRATEGY

RESULTS-BASED MANAGEMENT

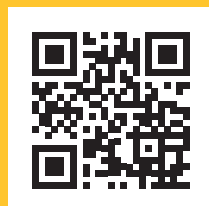
Management reporting is required over the project period, which may include inception, interim, progress, annual and final reports. Drafting the final report is detailed on page 86. The reporting will typically start with an **inception report** for the first three to six months, followed by reports detailed in the **description of activities**. Reports should provide high-level information that synthesises and analyses the **outcomes** of activities rather than providing detailed descriptions of running activities.

Different contractual terms call for different approaches to reporting in terms of precise nature, regularity, length, detail and focus. Details should be aggregated at project and objective level, and concentrate on overall effects and project-level issues: looking at **effectiveness, potential impact, coherence** and **sustainability**.

In the **inception report** it is useful to focus on prioritisation, to allow for fact-finding activities (missions, research) and to define the best indicators to measure results.

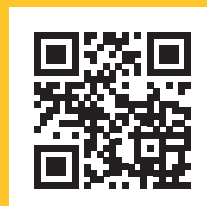
TEMPLATES REFERENCES

INCEPTION REPORT



<http://goo.gl/Kjq9z7>

PROGRESS REPORT



<http://goo.gl/B04rAc>

Many things may influence project results. Unplanned opportunities, such as extra events (conferences on the project's topic, evidence and contributions to a parliamentary committee, an NGO roundtable), that are not part of the project's description of activities but contribute to its outcomes, should be reported on. Different inspections, audits and evaluations offer objective sources of information to include in reports.

Good reports take into consideration their target audience and are drafted according to readers' expectations. Bear in mind that there may be multiple audiences, both primary and secondary readers. This means for instance sharing project information with beneficiaries, target groups and partners.

HUMAN RIGHTS APPROACH

Presenting elements of the PMM human rights approach in **progress reports** can demonstrate the distinct advantages of a Council of Europe project. There are important goals for reports beyond justifying funding. They are key elements in donor relations, the accountability and transparency of the project, and ensuring meaningful participation in decision making. Reports should be shared widely among all members of the project board with sufficient time in advance of project board meetings for the main discussion points and debates to be raised.

KEY STEPS

Inception Report

- 1 The **inception report** provides information on how the project implementation has been set up. It precedes the vast majority of activities and therefore mostly contains information on the kick-off and steering committee meeting and how planning has been concluded and translated into the concrete work plan.

Progress Reports

- 2 Read through the entries in the **progress report** that are fed through from the activities and monitoring reports. Synthesise these entries according to the logframe, outcomes and expected results to emphasise a results-based approach.
- 3 Consider possible requirements for interim evaluation.
- 4 In addition to the reports themselves, pay attention to any appendices that may be useful to strengthen the validity and reliability of the report (primary data, indicators, lists of sources, interviews held, etc.).



WRAP UP THE IMPLEMENTING PHASE AND QUALITY CONTROL

IMPLEMENTING A PROJECT

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AIM

To determine and complete a series of final tasks that wrap up implementation.

To complete the quality control towards the end of implementation and prepare the final report.

TIMEFRAME

- During the final months of a project

GUIDING PRINCIPLES

- Council of Europe strategy and values
- Human rights approach
- Results-based management

KEY PLAYERS

- Senior management
- Project team
- Project supervisor
- Project board
- Council of Europe offices

STRATEGY

The second stage of **quality control** occurs towards the end of project implementation. Project and programme co-ordinators should ascertain the key strategic aspects of each individual project to support senior management quality control before the closing phase.

Quality control calls for senior management to play an active role in project work. This active role supports the vital links between standards, monitoring and co-operation.

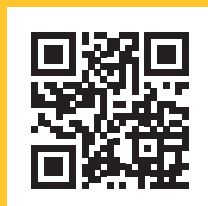
In parallel, the nature of extra-budgetary resources and project funding mean that the project team only works for the duration of the project. This means that careful planning is needed to ensure that documenting and filing is as complete as possible by the end dates of projects. Project teams should complete a series of final wrap-up tasks in agreement with project supervisors.

COUNCIL OF EUROPE STRATEGY AND VALUES

A series of tasks needs completing in order to have complete information for the closing phase of projects. A prerequisite

TEMPLATES REFERENCES

QUALITY CHECKLIST (IMPLEMENTING PHASE)



<http://goo.gl/xdcVDM>

for the closing phase is the finalisation of **lessons learned** and the necessary links between individual projects and Council of Europe strategy (see page 90 for more details.)

HUMAN RIGHTS APPROACH

A roundtable is a good technique to gather lessons learned, convened with the project board and the main stakeholders from target groups in accordance with the human rights approach.

RESULTS-BASED MANAGEMENT

The latest data should to be obtained to support the final report with evidence-based analysis incorporating all indicators selected for the project. Such information can only be obtained fully by the project team and is a priority task at the end of the project.

KEY STEPS

- 1 Review the entire project file, including the proposed final results in accordance with the **quality checklist (implementing phase)**.
- 2 Ensure the project management has successfully implemented the management processes and emphasised the cross-cutting commitments to human rights, gender mainstreaming and equality.
- 3 Agree a **project finalisation** work plan to ensure both a lessons learned roundtable is held and all results data is complete.
- 4 Identify the key stakeholders to attend the **lessons learned workshop**. These should include, as a minimum, all members of the project team, of the project board and, ideally, include partners who have been involved in implementing the project, experts and Council of Europe colleagues who might be able to bring new perspectives based on their own projects.
- 5 Develop a discussion paper based on overall project monitoring as collected throughout project implementation and circulate it to the invited participants. The discussion paper should also include the workshop objectives.
- 6 Ensure the archiving of all project documents with an index to access any single item immediately.
- 7 Involve the whole project team and any supervisors or peers who have been following the project.



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DRAFT THE FINAL REPORT

AIM

To draft the main contents of the final report with the project board.

TIMEFRAME

- Up to the final day of project implementation

GUIDING PRINCIPLES

- Results-based management
- Human rights approach
- Council of Europe strategy and values

KEY PLAYERS

- Project team
- Project board

KEY REFERENCES

- Activity and monitoring reports
- Project reports
- Monitoring and evaluation reports

STRATEGY

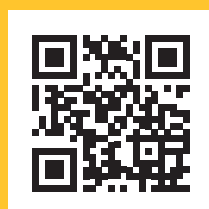
The final report will become the **key reference** to the project in the future. It therefore provides the main link to the Council of Europe and its body of co-operation programmes. It contributes to future programme development in co-operation and strengthens Council of Europe standards and monitoring by providing data and analysis at local level and in specific contexts.

Final reports are rarely completed within the project period. However, the final project board meeting should contribute to and validate a final version of results achieved. This should provide the majority of the content for the final report.

The final report should build on all the project reports (page 82) and focus on project level and objectives according to evaluation criteria: **relevance, efficiency, effectiveness, potential impact, coherence** and **sustainability** in addition to the human rights approach and Council of Europe **added value**.

TEMPLATES REFERENCES

FINAL REPORT



<http://goo.gl/GjA7qV>

Final reports are the first reference point for a completed project. Their narrative should be as interesting and informative as possible, making use of stories, **testimonials**, pictures, diagrams, **lessons learned** and external evaluation.

COUNCIL OF EUROPE STRATEGY AND VALUES

Ensure that the information on results feeds into programme (i.e. action plan or programme) level analyses of progress and performance against the programme objectives of the Programme and Budget (see page 18, "Initiate a project management cycle").

KEY STEPS

- 1 Carry out a final analysis of the project results using the information that has been collected throughout the project and recorded in monitoring and report templates.
- 2 Gather the final versions of all deliverables to attach as an annex to the **final report**.
- 3 Follow up on any other comments, feedback and – where necessary – review and revise the final report.
- 4 Transfer records to relevant departments and directorates, particularly in support of future planning and programming, and to prepare for thematic or final evaluations.
- 5 Communicate and disseminate results to internal and external stakeholders.

CLOSING A PROJECT

European Union
and Council of Europe
working together
to promote
human rights
democracy and
the rule of law





KEY PRODUCTS

- 1 Lessons learned report
- 2 Fully archived project file

KEY TOOLS

- Thorough communication and dissemination of main project findings

Closing the project is vitally important to create synergy and coherence both with the overall co-operation technical assistance and the Council of Europe's other main functions. Lessons learned enable the Organisation to develop from all the pieces of work carried out, while the dissemination and archiving of project information provides for the future development of projects.

RESULTS-BASED MANAGEMENT

Results-based management contributes to this knowledge system by focusing on the essential aspects of the project that have driven change. These lessons learned will enhance future projects but also the standard-setting and monitoring processes. There is consequently continual improvement in the protection and promotion of human rights, the rule of law and democracy.

COUNCIL OF EUROPE STRATEGY AND VALUES

The end of the project is a key stage to reinforce and contribute to the development of the Council of Europe strategy. The strategic triangle means that project results and lessons play a vital role in developing the aims of the Organisation. This can only happen if those lessons learned through co-operation with key state institutions and stakeholders are collected and managed effectively in a strong knowledge system.

HUMAN RIGHTS APPROACH

Closing the project also provides an opportunity to improve the human rights approach underlying the Council of Europe Project Management Methodology. The participatory governance mechanism should review all cross-cutting issues and the results and lessons learned should be shared with all stakeholders to promote transparency and human rights in practice. Lessons learned will contribute to improvements over the years of the human rights approach reinforcing the primary objectives of the Organisation.



DOCUMENT AND SHARE LESSONS LEARNED

CLOSING A PROJECT

DOCUMENT AND SHARE LESSONS LEARNED

COMMUNICATE PROJECT FINDINGS

CLOSE CONTRACTUAL AND FINANCIAL MATTERS

SIGN OFF THE PROJECT

AIM

To gather and validate the lessons learned and disseminate them within the Council of Europe and among partners to improve future operations.

TIMEFRAME

Within three months of the end of project implementation

GUIDING PRINCIPLES

- Council of Europe strategy and values
- Human rights approach
- Results-based management

KEY PLAYERS

- Project supervisor
- Senior management
- Council of Europe offices
- Central programme co-ordination

KEY REFERENCES

- Project reports
- Draft final report
- Monitoring and evaluation reports
- Lessons learned feedback and minutes

STRATEGY

Lessons learned help the improvement of both co-operation in terms of building relationships and continuity of thematic work and the Council of Europe as a whole through building on experience in connecting standards, monitoring and co-operation.

Time should be allocated to meet with key stakeholders and discuss what went well in a project and what did not (see page 84, "Wrap up the implementing phase and quality control").

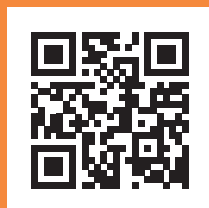
The discussion should be structured to systematically cover the following issues:

- political
- technical
- co-operation
- substance
- financial
- participation
- governance
- monitoring
- design, etc.

TEMPLATES REFERENCES

www.coe.int/pmm

LESSONS LEARNED REPORT



<http://goo.gl/3fU6Kp>

Information gathered should be analysed according to whether it relates specifically to a particular context or whether it is generally applicable. This should provide a list of lessons learned to improve Council of Europe practice and co-operation programmes. The lessons learned should promote improvement in their undertakings among project stakeholders to increase the **sustainability** of the project.

KEY STEPS

- 1 Use the ideas brainstormed and the monitoring information in the **monitoring plan** and reports to draft a **lessons learned report** to document the workshop findings, lessons and recommendations.
- 2 Provide feedback to the participants.
- 3 Disseminate the report internally to promote good practice and externally to enhance sustainability.



CLOSING A PROJECT

DOCUMENT AND SHARE
LESSONS LEARNED

COMMUNICATE
PROJECT FINDINGS

CLOSE CONTRACTUAL
AND FINANCIAL MATTERS

SIGN OFF THE PROJECT

COMMUNICATE PROJECT FINDINGS

AIM

To record and file the complete set of project results and other findings and share and communicate all relevant project information, to add to the accumulated knowledge of the Organisation.

TIMEFRAME

- Within three months of the end of project implementation

GUIDING PRINCIPLES

- Council of Europe strategy and values
- Human rights approach

KEY PLAYERS

- Project supervisor
- Senior management
- Council of Europe offices

KEY REFERENCES

- Project reports
- Draft final report
- Lessons learned report

STRATEGY

Once all lessons have been recorded and results validated, the project manager should undertake final **dissemination activities**. The purpose of these activities is to ensure that the final results are shared to strengthen their impact.

These events should also involve internal stakeholders. A key audience of the dissemination activities are Council of Europe units, who should be able to learn from the lessons highlighted in the workshop in order to apply them in other projects.

Dissemination activities involve, as a minimum, project partners, internal and external stakeholders, donors and beneficiaries and focus on project outputs, experiences, insights and recommendations.

Furthermore, dissemination activities include an effective and timely communication of the relevant information through the Organisation's multimedia platforms (e.g. website, social media, newsletter, etc.).

KEY STEPS

- 1 Consult the stakeholder engagement plan to determine the relevant stakeholders (consider both internal and external dimensions).
- 2 Determine how to reach out to internal and external stakeholders and encourage continuing relations with them by transmitting main project findings.
- 3 Explore options to present the project to others through exhibitions, videos online, social media groups, etc., including promotional visits to headquarters from the field if applicable.
- 4 Establish if other dissemination activities are taking place with other projects of relevance to the project.
- 5 Ensure all results and reports are logged and filed in the Organisation's IT system for future projects to refer to.

GOOD PRACTICE



A project in Kosovo* prepared an information video for the closing conference that presents the objectives and results. The video is the first item on the project website encouraging viewers to learn more.

* All reference to Kosovo, whether to the territory, institutions or population, in this text shall be understood in full compliance with United Nations Security Council Resolution 1244 and without prejudice to the status of Kosovo.



CLOSING A PROJECT

DOCUMENT AND SHARE
LESSONS LEARNED

COMMUNICATE
PROJECT FINDINGS

CLOSE CONTRACTUAL
AND FINANCIAL MATTERS

SIGN OFF THE PROJECT

CLOSE CONTRACTUAL AND FINANCIAL MATTERS

AIM

To close all financial commitments and contractual obligations and transfer any assets to project partners, where applicable.

TIMEFRAME

- Within three months of the end of project implementation

KEY PLAYERS

- Cost centre manager
- Council of Europe office/financial units of central divisions
- Project supervisor
- Senior management

STRATEGY

The reality is that activities often take place in the final month of the project. The project team should close purchase orders through the **settlement of payments** to the extent possible. For the remaining, exceptional cases the project supervisor should settle payments and close the purchase orders.

This should be in close co-ordination with the project supervisor to ensure a timely process in line with the planned reporting schedule.

The **financial report** is also drawn up as soon as all **commitments** are closed and it needs to be delivered and authorised along with the narrative final report.

The transfer of **equipment** purchased for projects to beneficiary partners may need to be arranged. Often contractual agreements define the procedure and the exact list of organisations to which equipment purchased with project funds should be transferred.

KEY STEPS

- 1 Check any outstanding payments according to invoices received and balances to be paid.
- 2 Obtain any outstanding invoices.
- 3 Archive relevant information regarding the partner/subcontractor (i.e. contact information, skills/expertise and performance) where appropriate/possible according to Council of Europe regulations and data protection standards.
- 4 Transfer project equipment to beneficiary partners and finalise any asset registers.
- 5 Provide final reports for authorisation and submission to donors.



CLOSING A PROJECT

DOCUMENT AND SHARE
LESSONS LEARNED

COMMUNICATE
PROJECT FINDINGS

CLOSE CONTRACTUAL
AND FINANCIAL MATTERS

SIGN OFF THE PROJECT

SIGN OFF THE PROJECT

AIM

To officially sign off on the project and identify possible new projects to support sustainability.

TIMEFRAME

■ Within 6-9 months of the end of project implementation

KEY PLAYERS

- Project supervisor
- Senior management
- Central programme co-ordination

STRATEGY

The project needs to be officially signed off, i.e. have the project status changed to “completed”. Sound project management requires good guidance and achieving project objectives in accordance with good practice and a human rights perspective. Programmes and projects should continue to make a difference in the overall Council of Europe approach of standards, monitoring and co-operation.

The cyclical nature of projects and programmes should be supported by clear-cut endings that feed into future developments and improvement. One way to achieve this is through evaluation, recommendations and action plans that provide seeds for future projects. Enough information and supporting evidence on impact and intermediate outcomes needs to be obtained to prove that the project has made a difference.

KEY STEPS

- 1 Approve the final report.
- 2 Consider the entire project file and its key products for the future:
 - . **final report**
 - . **quality control reports**
 - . **lessons learned report**
 - . any **evaluations** and references to the project and its impact among target groups and end beneficiaries.
- 3 Arrange for the change of project status to “**completed project**”.
- 4 Ensure sustainability through the conception of new pertinent action.

A young woman with dark hair in a ponytail, wearing a white knit cardigan, is speaking into a microphone. She is looking to her right. In the background, a man with white hair and glasses is visible, looking towards the speaker. The scene appears to be a public event or a community meeting.

GLOSSARY

Activity – An element of work performed during the course of a project. An activity normally has an expected duration, an expected cost and expected resource requirements. Activities are often subdivided into tasks against which purchase orders are raised. Activity is the lowest unit of a project's related actions against which output results are assessed.

Assumption – Any external factors that are relied on to be true, real and certain for the realisation of a project's outcomes and impact, and long-term sustainability.

Baseline – Starting point before the effects of a project.

Beneficiaries – Those who directly/indirectly benefit from the improved capacity (skills, knowledge, etc.) and quality of services and products of the target groups.

Coherence – The extent to which parts of a project form a whole.

Communication – The concerted effort to reach the target audience with a specific message, using the most effective tools.

Concept note – A one or two-page description of the main idea of the project and its alignment to Council of Europe and beneficiary governments' programmes.

Direct cost – An operational cost in a project.

Duty-bearer – An individual, group, organisation or authority that provides and fulfils a human right.

EU/Council of Europe Joint Programme – A programme that is co-funded by the European Union and the Council of Europe and implemented by the latter.

Efficiency – The extent to which best value resources achieve maximum results.

Effectiveness – The extent to which defined objectives are achieved.

End beneficiaries – Individuals, groups, organisations and authorities that directly benefit from project activities, outputs, outcomes and impact.

Equivalent actor – Organisations that fund or carry out similar projects or activities, such as other international institutions or civil society organisations.

Evaluation – An objective assessment of the ongoing or completed implementation of activities for the achievement of the activity area objective and results. It aims to learn lessons for future activities.

External stakeholder – Individuals, groups and organisations that are indirectly connected to a project but have an interest in it.

Feasibility – The assessment of all issues that may affect the successful implementation of the project.

Final beneficiaries – Individuals, groups and organisations that indirectly benefit from the project over the long term.

Immediate outcome – Change as a direct result of the output of an activity.

Impact – The effect taking place after one or more intermediate outcomes have been achieved. Long-term impact indicators are used to measure the systemic changes achieved and the socio-economic impact for end beneficiaries/target populations delivered.

Implementation modality – The type, style, series, sequence and interrelations of activities that make up a project.

Implementer – Organisations running a project.

Indicator – Unit of measurement supporting the assessment of progress being made towards the achievement of a result or objective. It forms the basis for results-based monitoring.

Indirect cost – A cost of managing the project.

Input – Resources (financial, human, material or political) provided to implement a project and/or a programme (e.g. as presented in the project budget or human resource plan).

Intermediate outcome – Change in behaviour and/or action as a consequence of outputs and immediate outcomes.

Internal stakeholder – Individuals, groups and organisations that are directly involved in a project.

Intervention – An action or set of actions carried out by the Council of Europe.

Logframe – A structured representation of the logical step-by-step path presenting how inputs and activities follow each other and lead to results and change.

Mainstreaming – The integration of an issue or principle into as many aspects and phases of a project as possible.

Milestones – Markers that separate progress into manageable sections.

Needs assessment – Research into and identification of the needs of different stakeholders to achieve objectives.

Objective – The changes aimed for by a project.

Outcome – A change in behaviour or practice as a consequence of an activity.

Output – An end product or service directly resulting from a project activity.

Overall objective – Describes what the medium-term reality should look like regarding the project/programme topic.

Phases – A stage within the project cycle encompassing a series of activities to be implemented and completed in order to be able to advance to the next one.

Problem analysis – The analysis of problems, causes and drivers relating to human rights, rule of law and democracy situations.

Process – A set of interrelated actions and activities performed to achieve a specified set of products, results or services.

Project board – Governance structure that makes the key decisions to direct and monitor the project, comprised of the key accountable officers of the main institutions involved.

Project management cycle – Follows the life of a project from the initial idea through to completion. It draws on evaluation to build the lessons of experience into the design of future projects and/or programmes.

Project monitoring – Internal processes using performance data to track, review and regulate the progress and management of a project.

Project objective – What the project is expected to achieve. It should be defined in terms of sustainable benefits or positive change for the target group(s).

Project partners – In some instances, Council of Europe projects are executed with outside partners. This includes those who implement the project in-country, e.g. National Academy of Prosecutors, Ministry of Justice, ministries in charge of various sectors, other governmental agencies and NGOs.

Provision – The percentage contribution by the Council of Europe for projects. This needs to be approved before the proposal can go ahead.

Quality control – A process to ensure project standards meet the required levels.

Relevance – The extent to which objectives address real needs.

Result – Generic term used to express the effect of implementing a project and/or programme. Results comprise outputs, immediate and intermediate outcomes and impact.

Rights-holder – An individual, group or organisation that is entitled to a human right.

Risk – Internal and external factors with the potential to harm projects and their objectives and which may be addressed by the project. They are graded according to their likelihood and the degree of impact they could have if they materialised.

Risk manager – The person responsible for identifying, assessing and mitigating a risk.

Risk mitigation – Employing measures to reduce risks by diminishing the likelihood or impact of those risks.

Risk owner – The senior manager that has the authority and responsibility for a risk.

Risk register – The list of main risks identified with details of the measures taken to tackle them.

Stakeholder – An individual, group or organisation that has an interest in and/or is affected by the project.

Steering committee – Most frequent type of project board as a compulsory requirement for EU/Council of Europe joint programmes.

Strategic triangle – The mutually beneficial interaction between the Council of Europe's standards, monitoring and co-operation programmes.

Support activities – Management activities that are for implementation but do not result in project outputs.

Target group – Those directly affected by the project at the activity level of the project, and directly benefiting from the work of the Council of Europe. Target groups include ministries, parliaments, local authorities, but also institutions and organisations, both public and civil, and professional groups (i.e. judges, prosecutors, lawyers, etc.) and non-professional groups, acting as multipliers.

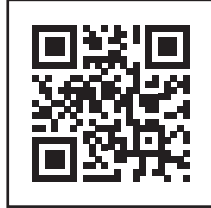
Theory of change – The logical step-by-step path presenting how inputs and activities follow each other and lead to results and change.

Visibility – The elements that can be seen at a glance, such as the use of a logo, institutional text.

Work plan – Presents in a logical sequence the activities to be implemented within a project and is used to assign responsibility for the completion of each activity.

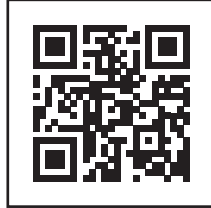
TEMPLATES

ACTIVITY REPORT



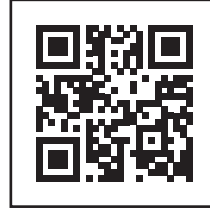
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COMMUNICATION PLAN



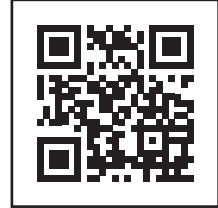
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DESCRIPTION OF ACTIVITIES



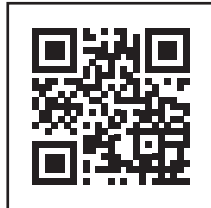
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FINAL REPORT



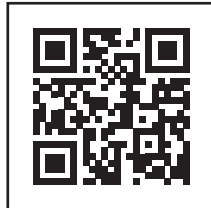
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INCEPTION REPORT



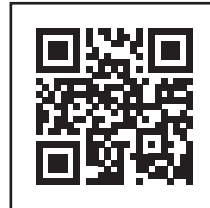
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LESSONS LEARNED



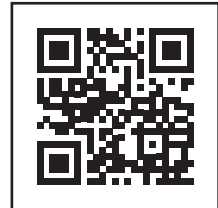
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LOGFRAME



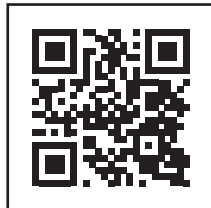
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MONITORING PLAN



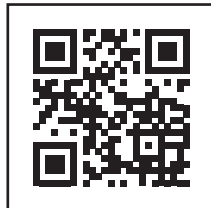
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PMM BUDGET TOOL



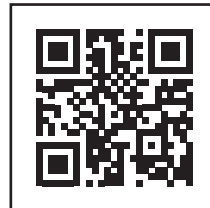
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PROGRESS REPORT



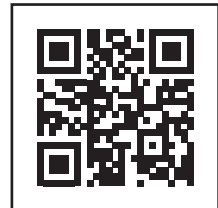
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PROJECT BOARD TERMS OF REFERENCE



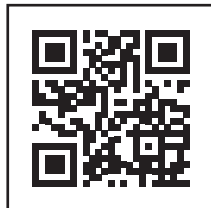
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PROJECT PROPOSAL



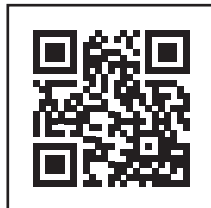
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QUALITY CHECKLIST (IMPLEMENTING PHASE)



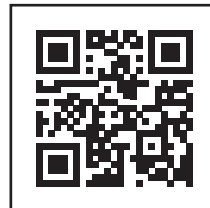
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QUALITY CHECKLIST (INITIATING AND PLANNING PHASE)



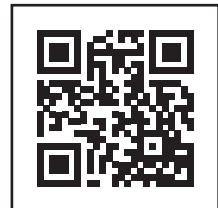
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RISK REGISTER



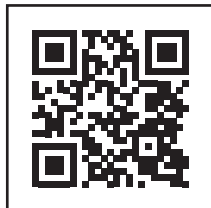
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STAKEHOLDER REGISTER



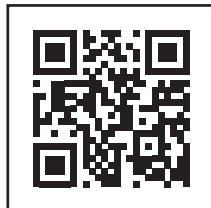
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TEAM PLAN



<http://goo.gl/eCl1E4>

WORK PLAN



<http://goo.gl/5od6hY>

Visit
www.coe.int/pmm

This handbook presents the new Council of Europe Project Management Methodology. It contains guidance for the whole project team and step-by-step instructions on how to conduct each phase of the project management cycle, from initiation to closure. It links project management to organisational strategy, results-based management and decentralised implementation. This handbook also gives examples of good practice and is based on a human rights approach to project management.

www.coe.int

The Council of Europe is the continent's leading human rights organisation. It comprises 47 member states, 28 of which are members of the European Union. All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law. The European Court of Human Rights oversees the implementation of the Convention in the member states.