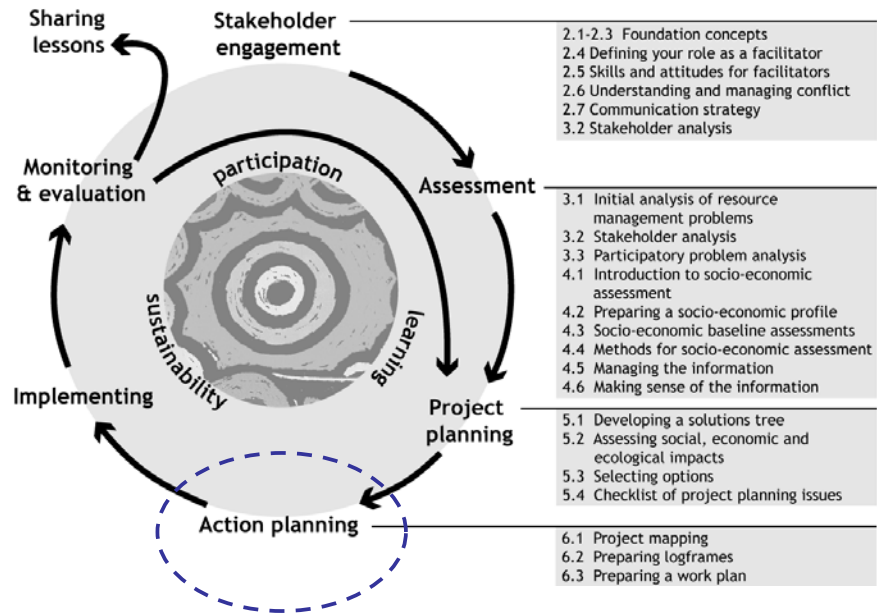




## Module 6: Planning for Action





## Module 6: Planning for Action

### **Module aims**

This module will develop your ability to work with stakeholders to progress from a broad project design to planning specific actions and activities related to the project. Specifically you will learn how to

- Develop a Logical Framework based on the 'project map'
- Develop work plans
- Monitor project implementation.

### **Topics**

This module includes the following topics:

- 6.1 [Project mapping](#)
- 6.2 [Preparing logframes](#)
- 6.3 [Preparing a work plan](#)



## Introduction

The ‘action planning’ stage involves working out the details of project activities and how they will be implemented. At this stage you will draw on the ideas developed through a ‘project mapping exercise’ (Topic 6.1) and the other information that has been collected through social assessment activities. These ideas can be developed into agreed objectives and activities. We use a logical framework approach here to help elaborate on these objectives, outputs and activities (Topic 6.2). The key activities then form the basis for detailed project planning (discussed in Topic 6.3). While the focus is now on more detailed planning, it is still important to remember to involve appropriate stakeholders in discussions (see Issue 19).

Issue 19: Participation is over now; let’s get on with implementation...

A common problem that can arise at this stage in project planning is that, while the assessment and planning activities up to now have been participatory, project facilitators now get lost in their own world of work plans and financial spreadsheets.

Don’t let this happen to you! Remember to consult and involve appropriate stakeholders while you are developing the details of the project. At this point, we are not necessarily talking about broad consultation in workshops, but specific and targeted consultation of relevant stakeholders on specific issues and questions, such as the details of particular project activities and indicators. The project mapping activity can help to engage stakeholders in working out plans and activities.

On the financial side, stakeholders may not be interested in the day-to-day management of project finances, but transparency in access to financial reports is important. This helps to build trust and also exposes stakeholders to the financial management systems being used for the project, which is important for capacity building.



## Topic 6.1 Project mapping

Project mapping is an activity that helps stakeholders visually identify the goals, objectives, activities and outputs of a project from their selected solution (s). In the case of community-based projects, project mapping builds on the results of the PPA (Topic 3.2) and the Solutions Tree (Topic 5.1). Once the stakeholders have agreed on what option(s) to implement, facilitators can work with stakeholders to prepare a Project Map, which identifies an appropriate goal, objectives, outputs and major activities for the project.

In selecting a project option stakeholders will have considered a range of social, economic and ecological factors related to the project. At this stage it will be important again to check again that relevant social, political, cultural, economic and ecological factors and conditions have been considered or essential for the achievement of each level of objective. Also, **assumptions** about any necessary project support, capabilities, commitments or resources will need to be considered. Once assumptions have been considered, further activities may need to be added to the project map, or otherwise propose ways to ensure that those assumptions turn out to be correct.

Similar to logical frameworks for projects (see Topic 6.2), project maps aim to clarify the objectives and activities for a project. The project mapping exercise helps to work out project goals, objectives, outputs and activities (see the Issue 20 below for definitions of these terms). A project map can easily be used as the basis for developing a logframe.

Issue 20: What is a goal?

**Goal:**

- The longer term or wider objective to which the project will contribute. This may be expressed in terms of the broad aims in resource management (eg. protection of coastal and marine resources).

**Objective:**

- Immediate aims of the project – what it sets out to do (eg. protection of mangrove habitats).

**Outcomes:**

- Effects or changes the project aims to bring about (eg. reverse loss of mangroves).

**Outputs:**

- What the project will specifically deliver.
- Tasks to be completed or activities to be implemented (eg. management rules instituted for a specific mangrove area)

**Activities:**

- What needs to be done to achieve the outputs (eg. review regulations, meetings with councils of chiefs etc).

(adapted from Sutherland, 2000 and IWP Guidelines, 2003)



## **Activity: Project mapping**

### **Purpose**

To support stakeholders to map the goal, objectives, outputs and activities for a particular project.

### **Participants:**

Activity is done by small groups of 5-6 stakeholders.

### **Materials:**

Flip-chart paper

Coloured marker pens.

### **Preparation:**

Organise the workspace to enable groups of up to 5-6 to work on the task.

### **Time:**

1 ½ - 2 hours

### **Steps:**

1. Ask each group to review their Problem Tree and Solutions Tree. They can make any further refinements that they think are needed based on additional information they have gained in other activities and discussions.
2. Invite the group to clarify which options or solutions they will target. They should consider their previous discussions about impact assessments and important criteria in selecting the option.
3. Using the revised Solutions Tree, invite the groups to develop a project map, identifying an appropriate goal, objectives, outputs and major activities for the project from their Solutions Tree.
4. After identifying the various levels, invite the group to examine and discuss 'Assumptions' they may have about the political, social or cultural factors that are to achieve each level of objectives.

Ask the group to discuss how realistic it is that these conditions will be present and whether they need to carry out any activities to ensure objectives are achieved.

5. The group should do an 'If', 'And', 'Then' check, to see that the layers of the project map flow logically.
6. The group should then consider and discuss how they will work with stakeholders to develop a workplan to undertake these major activities. More information on workplans is contained in Topic 6.3.

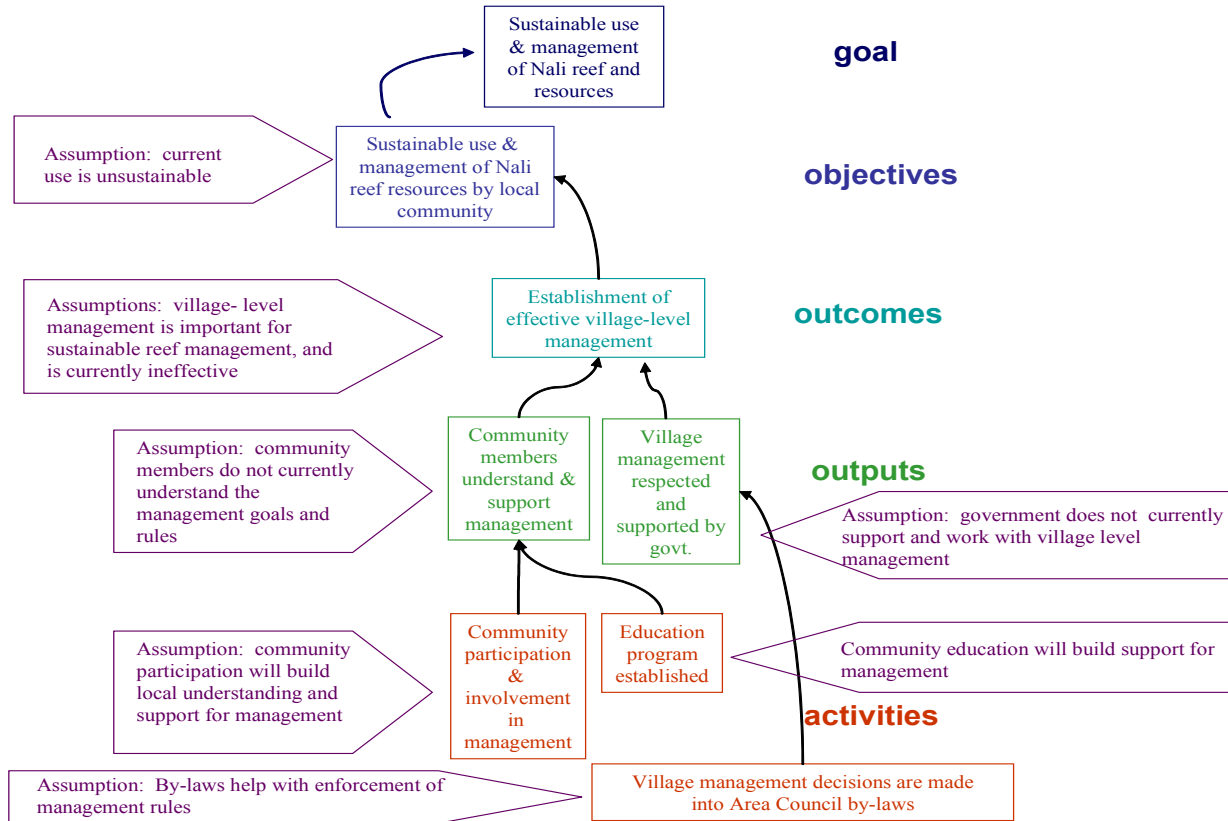
Examples 1 and 2 below show projects maps that emerged from PPA and problem trees developed for Nali Village and Niue.

Source: (Worah et al., 1999)



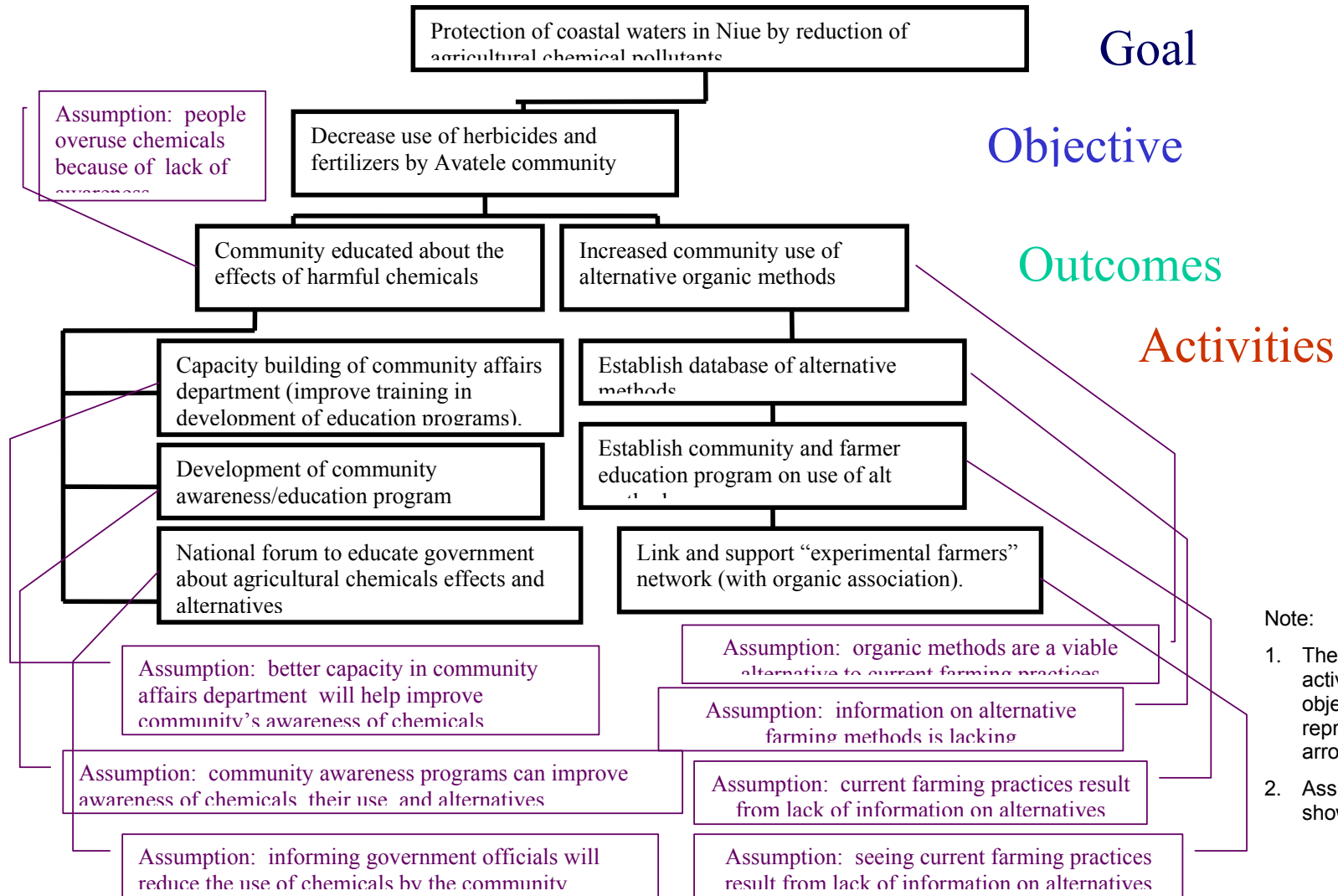
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Topic 6.1 Project mapping

**Example 1: Project map for sustainable management of reefs and resources in Nali village**





**Example 2: Project map for protection of coastal water from agricultural pollutants, Niue**



- Note:
1. The lines connecting activities, outcomes, objectives and goal represent upward arrows.
  2. Assumptions are shown.



## Topic 6.2 Preparing Logframes

A logical framework (logframe) can be developed from project maps. A logframe is a project planning technique that allows you to systematically consider and map out the details of a project plan. A logframe can help to check that a project plan has well integrated aims and activities (Sutherland, 2000). In a flexible project, a logframe is not a fixed entity; it is reviewed and adjusted as new information from monitoring and evaluation or other sources emerges. This was represented in the project cycle (Figure 1) with an arrow from the M&E stage to project planning.

Many donor agencies support the use of a logframe in project planning to:

- Enhance the relevance, feasibility and sustainability of a project.
- Facilitate dialogue and ownership.
- Ensure that fundamental questions are asked and weaknesses are analysed.
- Define the key elements and the settings of a project.
- Identify measurements/indicators of the projects achievements.

(Swedish International Development Cooperation Agency, 2001)

Developing a logframe involves 9 steps, many of which have already been covered in this resource kit during the assessment and planning stages:

1. Analysis of project's context (See Module 4)
2. Analysis of stakeholders (See Topic 3.2)
3. Problem analysis/social assessment (Topic 3.3 and Module 4)
4. Objectives analysis (Solutions tree in Topic 5.1 and Project mapping in Topic 6.1)
5. Plan of activities (broadly covered in this Module )
6. Plan of resources/inputs. These include:
  - a. Personnel and resource people
  - b. Financing (loans, grants, funds and future long term financing)
  - c. Equipment
  - d. Premises
7. Indicators/measurements. These relate to every level of the project (goals, objectives, outputs and activities) and broadly address the





question: how will we know when we have achieved ....(insert objective here)?

- a. Indicators should also answer the questions:  
*For whom? What? When? Where? How much? What quality?*
8. Risk Analysis: This is an analysis of factors which may influence the implementation of the project and hence the achievement of objectives. The analysis can consider:
  - a. Internal and External risks
  - b. Whether alternative strategies may be needed
  - c. Risk management strategies
9. Analysis of Assumptions: including assumptions about:
  - a. society/institutional situation in a country (laws, political commitments, financing)
  - b. situations and conditions, which are necessary for project success, but which are largely beyond the control of the project management

(Swedish International Development Cooperation Agency, 2001)

A logframe is set out in a table that outlines project strategy, objectives, outputs and activities, together with indicators for achieving each of these levels (see template and examples in this module). The outputs of the project mapping exercise can feed directly into a logframe, but may need further elaboration and development by the project team.

The activities outlined in the logframe can form the basis for more detailed work plans that set out the specifics of how activities will be implemented in a given timeframe (for example over 1 year).

The indicators developed for the logframe provide a basis for monitoring how well we are going with implementing project outputs and activities.

This can alert us to problems and issues affecting the implementation process so that we can find strategies to work with those issues. To be used in this way, indicators need to be verifiable in a relatively easy way. If an indicator cannot be verified then another indicator should be found (see Case 25).



Case 25: How indicators may be verified to assess performance:

Task/Activity	Indicator	Means of verification
Recruitment and management of staff.	Project staff recruitment Administrative assistant recruitment HRD plan	Recruitment documents Staff contracts HRD plan
Administrative arrangements including establishment of offices, reporting requirements, etc	Office furniture procured Administration procedures manual Communications Narrative and financial reports	Office furniture Administration procedures manual Communications equipment Communications records Narrative and financial reports
Establish and support for consultative arrangements.	Community consultative committee Technical advisory group	Committee records Advisory group records
Baseline study to describe the socio-economic circumstances of the community.	Community meetings convened to discuss socio-economics Study undertaken Information collected	Quality of report Record of community consultation Quality of information
Communications strategy (community education and awareness raising; social marketing and public relations) to support improved management of water resources.	Communications strategy Public relations plan Awareness and community education plan Social marketing plan	Number of community awareness raising activities Number of media releases Newsletters published Strategy published
Review of legislation and local tenure issues concerning water resources.	ToR for review Consultant recruited Land tenure resource person engaged Review	Outputs against ToR Consultant's contracts Community meeting to discuss tenure

Progress with implementation and performance can also be the basis of written reports to funding agencies, which many donors require at regular times during project implementation.



### Logframe template

Intervention logic	Objectively verifiable indicators	Sources of Verification	Assumptions and risks
Goal			
Objective			
Outcome 1			
Outcome 2			
Output 1			
Output 2			Pre-conditions
Activities 1			
Activities 2			

Source: GEF/UNDP, 2003. For further details see: [http://www.undp.org/gef/undp-gef\\_monitoring\\_evaluation/sub\\_undp-gef\\_monitoring\\_evaluation\\_documents/\\_Toc55375518](http://www.undp.org/gef/undp-gef_monitoring_evaluation/sub_undp-gef_monitoring_evaluation_documents/_Toc55375518)



### **Topic 6.3 Preparing a work plan**

A work plan is a detailed outline of activities to be undertaken, and can include budgets and other resources required for the activities. Once the activities for a project have been defined, a work plan addresses:

- When it will happen
- What resources are needed (people, money)
- Who will do what?

Work plans generally cover a specific timeframe, for example part of a year (e.g a ‘quarter’, which is 4 months) or the duration of a project (e.g. 5 years).

We will examine different ways that work plans can be organised. Suppose you have an outline of 21 activities or tasks that need to be funded and implemented over a project timeframe of three years. In order to implement these tasks effectively project managers need to plan for personnel and funding to undertake them.

There are many different formats for work programs, and often donor agencies will suggest templates or methods for this. We include templates for work programs in some of the case study projects used in this resource kit. The best way to learn is to try and use one of these, making sure that it meets any administrative requirements associated with funding for your project.

#### **Work plan for the whole project**

This plan specifies where in the life of the project specific activities will be undertaken. It is useful to set out the overall timetable of the project to help with more detailed planning. (See Case 26: work plan for the whole project below).

#### **Year-by-year work plan with budget**

Below is an example of a yearly budget outlining what financial resources are required to implement the activities in each year of the project. In our case study project, imagine that the budget is USD350,000 over three years. To do a detailed budget for the work plan, you need to be able to accurately estimate the costs of supporting specific activities and tasks. Once you have done this, the results information can be shown in a table. (See Case 27: year-by-year work plan with budget below.)

#### **Work plan for part of the project**

Work plans may also be prepared for shorter timeframes, such as a year or a quarter (3 months). This is often the case where projects are funded by international donors who ‘drip feed’ funds on a regular basis following



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Topic 6.3 Preparing a workplan

submission of project plans and budgets. The use of regular short time frames for project activities enables project managers to map the steps and resources involved in an activity in greater detail. It also enables them to check their progress in implementing the overall activity.

It may be useful to start by breaking activities down into smaller steps to allow you to develop an annual work plan. There is an example below of how you might break activities up into smaller ‘bites’ (see Case 28:

Workplan for part of a project):

Breaking down the tasks for each activity will help you identify the costs involved in more detail. These costs can then be summarised back into a budget for the year (see the Case 29: annual work plan with yearly budget).



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Case 26: Work plan for a whole project

Task/Activity	Yr 1				Yr 2				Yr 3			
	1	2	3	4	1	2	3	4	1	2	3	4
Preparatory phase resource needs												
Recruitment and management of staff and other advisory services												
Administrative arrangements including establishment of offices, reporting requirements, etc												
Establish and support for consultative arrangements.												
Initial stakeholder engagement and participation plan												
Communications strategy (public relations, community education and social marketing) to support improved management of water resources.				■	→							
Initial community/problem profiling (s): review of existing information;												
Community consultations to identify problems in respect of water quality.												
Baseline study to describe the socio-economic circumstances of the community and current water resource use practices and sources of contamination and depletion throughout the watershed.												
Review of legislation and local tenure issues concerning water resources.												
Review of government capacity in water resources management.												
Community consultations on options for improving the use, management and conservation of the watershed.												
Program to implement community-based initiatives to improve watershed resource use					■	→						
Community education program to address poor sanitation.					■	→						
Develop and implement appropriate watershed resource use policy.					■	→						





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Case 27: Year-by-year work plan with budget

Task/Activity		Yr 1	Yr 2	Yr 3
Quarter	Total			
Recruitment and management of staff.	80,000	26,666	26,666	26,666
Administrative arrangements including establishment of offices, reporting requirements, etc	25,000	8,333	8,333	8,333
Establish and support for consultative arrangements.	10,000	3,333	3,333	3,333
Baseline study to describe the socio-economic circumstances of the community.	5,000	5,000		
Community consultation to discuss lifestyle changes and impacts on local water resources.	2,500	2,500		
Community consultations to identify problems and potential solutions in respect of water quality.	2,500	2,500		
Communications strategy (community education and awareness raising; social marketing and public relations) to support improved management of water resources.	50,000	30,000	10,000	10,000
Review of legislation and local tenure issues concerning water resources.	5,000	5,000		
Review of government capacity in water resources management.	5,000	5,000		
Study of current water resource use practices and sources of contamination and depletion throughout the watershed.	5,000	5,000		
Program to implement community-based initiatives to improve watershed resource use	15,500	2,500	8,000	5,000





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Environmental impact study of current waste disposal practices.	5,000	5,000		
Community consultation on options for improving the use, management and conservation of the watershed.	2,500		2,500	
Community survey to identify the incidence and source of community health problems.	1,500	1,500		
Community education program to address poor sanitation.	20,000		10,000	10,000
Develop and implement appropriate watershed resource use policy.	8,000		5,000	3,000
Awareness program for revised water resources management legislation and arrangements.	2,500		2,500	
Study to describe impacts of increasing population on watershed resources and land use practices.	2,500	2,500		
Current, and forecast supply, and demand study for water among watershed communities.	5,000	2,500		2,500
Institutional strengthening to improve enforcement of water use law and management guidelines in the watershed.	63,000	13,000	30,000	20,000
Institutional strengthening to improve capacity for monitoring water quality in the watershed.	15,000		7,500	7,500
Community-based training in water resources management and sanitation.	15,000		7,500	7,500
Study (and preparation of a report) that documents impacts of climate change on community life.	2,000	2,000		
Community consultation on climate change issues.	2,500	2,500		
<b>Total</b>	<b>350,000</b>	<b>124,832</b>	<b>121.332</b>	<b>103,832</b>



Case 28: Work plan for part of the project

Task/Activity
Recruitment and management of staff <ul style="list-style-type: none"><li>• Recruit project manager</li><li>• Recruit administrative assistant</li></ul>
Administrative arrangements including establishment of offices, reporting requirements, etc <ul style="list-style-type: none"><li>• Furnish and equip office</li><li>• Establish communications</li><li>• Establish financial and administrative arrangements</li></ul>
Establish and support for consultative arrangements. <ul style="list-style-type: none"><li>• Establish and support a technical advisory committee</li><li>• Establish and support a community consultative committee</li></ul>
Baseline study to describe the socio-economic circumstances of the community. <ul style="list-style-type: none"><li>• Recruit consultant</li><li>• Engage community consultative committee in socio-economic research</li><li>• Support community information collection</li><li>• Publish and distribute report</li></ul>
Community consultation to discuss lifestyle changes and impacts on local water resources. <ul style="list-style-type: none"><li>• Engage a community facilitator</li><li>• Formalise meeting details</li><li>• Conduct meeting</li><li>• Produce and circulate summary of meeting outcomes</li></ul>
<ul style="list-style-type: none"><li>• Community consultations to identify problems and potential solutions in respect of water quality</li><li>• Engage a community facilitator</li><li>• Formalise meeting details</li><li>• Conduct meeting</li><li>• Produce and circulate summary of meeting outcomes in the vernacular</li></ul>



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<p>Communications strategy (community education and awareness raising; social marketing and public relations) to support improved management of water resources.</p> <ul style="list-style-type: none"><li>• Prepare communications strategy</li><li>• Implementation awareness raising activities</li><li>• Implementation of social marketing activities</li><li>• Implementation of public relations plan</li></ul>
<p>Review of legislation and local tenure issues concerning water resources.</p> <ul style="list-style-type: none"><li>• Engage legal consultant</li><li>• Engage land tenure resource person</li><li>• Format and publish report</li></ul>
<p>Review of government capacity in water resources management.</p> <ul style="list-style-type: none"><li>• Engage institutional specialist consultant</li><li>• Convene inter-departmental workshop to discuss preliminary findings</li><li>• Format and publish report</li></ul>
<p>Study of current water resource use practices and sources of contamination and depletion throughout the watershed.</p> <ul style="list-style-type: none"><li>• Engage watershed management consultant</li><li>• Arrange and convene community consultations to discuss watershed management issues including preliminary findings</li><li>• Format and publish report</li></ul>
<p>Program to implement community-based initiatives to improve watershed resource use</p> <ul style="list-style-type: none"><li>• Utilising the results of the water resource use practices task, undertake a participatory planning exercise for a community-based project to address the root cause of watershed deterioration.</li><li>• Implement the community-based initiative</li><li>• Monitor the initiative</li></ul>
<p>Environmental impact study of current waste disposal practices.</p> <ul style="list-style-type: none"><li>• Engage a waste management expert.</li><li>• Employ community members to collect information on waste in the community.</li><li>• Format and publish report</li></ul>



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<p>Community survey to identify the incidence and source of community health problems.</p> <ul style="list-style-type: none"><li>• Engage an environmental health expert.</li><li>• Arrange for laboratory testing of samples of potential sources of disease within the community.</li><li>• Format and publish report</li></ul>
<p>Study to describe impacts of increasing population on watershed resources and land use practices.</p> <ul style="list-style-type: none"><li>• Engage a population expert (perhaps at the same time as the watershed management expert?).</li><li>• Format and publish report</li></ul>
<p>Current, and forecast supply, and demand study for water among watershed communities.</p> <ul style="list-style-type: none"><li>• Re-engage watershed management consultant</li><li>• Engage technical support to measure water demand and supply</li><li>• Format and publish report</li></ul>
<p>Institutional strengthening to improve enforcement of water use law and management guidelines in the watershed.</p> <ul style="list-style-type: none"><li>• Engage a human resources development expert (after review of environmental legislation and the institutional capacity of government agencies responsible for water resources management is complete).</li><li>• Convene government agency meeting to discuss institutional strengthening options.</li><li>• Design institutional strengthening plan</li><li>• Implement and monitor plan</li><li>• Prepare terminal report</li></ul>
<p>Study (and preparation of a report) that documents impacts of climate change on community life.</p> <ul style="list-style-type: none"><li>• Re-engage a climate change expert</li><li>• Format and publish report</li></ul>
<p>Community consultation on climate change issues.</p> <ul style="list-style-type: none"><li>• Engage a community facilitator</li><li>• Formalise meeting details</li><li>• Conduct meeting</li><li>• Produce and circulate summary of meeting outcomes in the vernacular</li></ul>



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Case 29: annual work plan with yearly budget.

Task/Activity	Total	Yr 1			
		Q1	Q2	Q3	Q4
Recruitment and management of staff.	26,666	6,666	6,666	6,666	6,666
Administrative arrangements including establishment of offices, reporting requirements, etc	8,333	2,083	2,083	2,083	2,083
Establish and support for consultative arrangements.	3,333	833	833	833	833
Baseline study to describe the socio-economic circumstances of the community.	5,000			2,500	2,500
Community consultation to discuss lifestyle changes and impacts on local water resources.	2,500		2,500		
Community consultations to identify problems and potential solutions in respect of water quality.	2,500			2,500	
Communications strategy (community education and awareness raising; social marketing and public relations) to support improved management of water resources.	30,000		10,000	10,000	10,000
Review of legislation and local tenure issues concerning water resources.	5,000		1,000	2,000	2,000
Review of government capacity in water resources management.	5,000			5,000	
Study of current water resource use practices and sources of contamination and depletion throughout the watershed.	5,000		5,000		
Program to implement community-based initiatives to improve watershed resource use	2,500		2,500		



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Environmental impact study of current waste disposal practices.	5,000		5,000		
Community survey to identify the incidence and source of community health problems.	1,500		1,500		
Study to describe impacts of increasing population on watershed resources and land use practices.	2,500		2,500		
Current, and forecast supply, and demand study for water among watershed communities.	2,500			2,500	
Institutional strengthening to improve enforcement of water use law and management guidelines in the watershed.	13,000				13,000
Study (and preparation of a report) that documents impacts of climate change on community life.	2,000			2,000	
Community consultation on climate change issues.	2,500				2,500
Total	124,832	9,582	39,582	36,082	39,582



**Case 30: Rock Islands, Palau Southern Lagoon Management 2003-2005, Output-Based Work plan and Performance Monitoring and Reporting Format**

The following work plan identifies outputs, activities, indicators and timeframes for implementation. It covers the duration of the project, and does not include a budget for activity items. This kind of plan is useful for working out what will happen when. The performance indicators can help to monitor progress towards implementing activities and achieving outputs.

Outputs	Performance Indicators	Activities	Time Table for delivering Outputs
1. Project Proposal and Work plan	1.1 Project accepted by SPREP	1.1 Develop concept proposal	Proposal submitted to SPREP Dec 2002
	1.2 Work plan produced and approved by SPREP	1.2 Develop detailed work plan	
2. Project Administration	2.1 Rock Islands Southern Lagoon Support Officer	2.1 Day-to-Day Coordination – Community Consultation	March 2004
	2.2 Rock Islands Southern Lagoon Assistant	2.2 Assistant for consultation and monitoring	March 2004
3. Contribution to Rock Islands Management Plan	3.1 Development of Management Plan	3.1 Conduct Community Consultation – Hold a series of meetings with stakeholder groups in Koror. 3.2 Dissemination of findings to community groups (will be done through consultation process)	30 June 2003
		3.3 Revise and update objectives, threats and management strategies as necessary based on results from the stakeholder consultations.	30 July 2003



## Completing the Project Cycle

		3.4 Delineation of potential Roles and Responsibilities in support and implementation of Management Strategies	30 June 2003
	3.2 Local community actively engage in managing Rock Islands Southern Lagoon Area	3.5 Rock Islands Task Force Meetings 3.6 Dissemination of findings to community groups (will be done through consultation process) 3.7 Training and study tours	Jan. 2004 Ongoing to March 2005 And at least 4 per year
	3.3 Plan accepted by State Government and community	3.8 Draft Plan 3.9 Review draft plan – gather feedback and present to community 3.10 Finalise Plan	30 July 2003 30 Sept. 2003 30 Nov. 2003





## Completing the Project Cycle

4. Monitoring Program	4.1 Develop Monitoring Program	4.1 Coordinate with Key partner agencies that have monitoring projects in the Rock Islands	March 2003
	4.2 Report on plans for monitoring to Rock Islands Task Force	4.2 Identify other important areas to monitor – establish baseline inventory for Soft Coral Arch and Cemetery Reef	March 2004
		4.3 Get necessary equipment needed for a database hub for Rock Islands monitoring. Rangers should be able to update and maintain database developed by Coastal Resources Management Officer	June 2004
		4.4 Develop Monitoring protocol for identified priority sites (Ngemelis [Blue Hole – German Channel], Ngerumekaol, Soft Coral Arch, and Cemetery Reef) – in coordination with other agencies. Some areas may be contracted by other agencies to monitor	March 2004
		4.5 Inventory of benthic invertebrates in the marine lakes of the rock islands	Ongoing to March 2005
		4.6 Prepare reports for Rock Islands Task Force and present to other in community	Ongoing to March 2005
			Ongoing to March 2005
5. Institutional Development and capacity building	5.1 Increase local capacity to manage resources	5.1 Building Capacity for GIS and mapping 5.1.1 Training at least two more Rangers in monitoring, computer, database management skills.	March 2005



## Completing the Project Cycle

		<p>5.1.2 Increase technological skills to be able to do mapping using Geographic Information Systems.</p> <p>5.2 Helping other states develop enforcement programs. For example establishing demarcation buoys of conservation areas and Koror State has a Ranger Handbook Development.</p> <p>5.3 Establish a support system for addressing community-raised resource issues</p>	<p>Ongoing to March 2005</p> <p>Ongoing to March 2005</p>
6. Education and Public Awareness of issues	<p>6.1 Community education with Management Plan/Resource use</p> <p>6.2 Building awareness to change behaviour</p>	<p>6.1 Conduct community consultation process re the Management Plan</p> <p>6.2 Community consultation regarding levels of resource use</p> <p>6.3 Building capacity of locals and visitors to share "responsibility and respect" ethic through:</p> <p>6.3.1 Elementary School based education</p> <p>6.3.2 High School Level - Youth to Youth Program using media</p> <p>6.3.3 Two-page (back to back) RI newsletter inserts for local paper and quarterly Radio publicity</p> <p>6.3.4 Develop uniform maps and brochures aimed at increasing awareness of visitors and locals</p> <p>6.3.5 Video series to focus on priority targets and threats</p>	<p>Ongoing until Dec .2004</p> <p>Ongoing until March 2005</p> <p>Start in from 2004 and ongoing until March 2005</p>
7. Project Reports	7.1 Quarterly Financial reports	7.1 Submit Quarterly Financial Reports and Budget Forecasts	On-going within 12 days of quarter end -



## Completing the Project Cycle

			12 <sup>th</sup> Jan, March, July, and October of each year.
	7.2 Project Narrative Reports	7.2 Yearly and Half Yearly Narrative Reports	Within 12 days of mid and end of year – 12 <sup>th</sup> July and 12 <sup>th</sup> Jan each year.
	7.3 Final report		
			Final Report completed March 2005

**Source: Rock Islands Southern Lagoon Management project 2003, Koror State Government, Palau.**



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### Template for an annual workplan, International Waters Project (UNDP)

This template covers major activities likely to arise in national IWP projects and takes into account the administrative requirements of the donor agency regarding reporting and financial management. This workplan does not include a budget.

<b>ANNUAL WORK PLAN TEMPLATE</b>												
[Can be updated quarterly]												
<b>Task</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
<b><i>Personnel</i></b>												
<b><i>Reporting</i></b>												
Narrative			*			*			*			*
Financial			*			*			*			*
Equipment												*
Consultants												*
<b><i>Financial</i></b>												
Annual Split Budget	*											
Quarterly Request			*			*			*			*
Audit												*
<b><i>Meetings</i></b>												
National Task Force												
Technical Sub-committee?												
National Coordinators Regional Meeting												
Multipartite Review Meeting												



Completing the Project Cycle

Other Meetings?												
<b>Technical</b>												
National Communications Strategy												
Task 1												
Task 2												
Social Assessment and Participation												
Stakeholder analysis												
Resource Economics												
Baseline Assessment												
Monitoring and Evaluation												
<b>Training</b>												
Workshop-1												
Workshop-2												

Source: IWP Administration Guidelines 2002



### **Completing the Project Cycle: Implementing and Monitoring**

The resources in this kit should have helped you get to the stage of ‘doing’ and developing a system to monitor project activities in collaboration with stakeholders. As we mentioned at the outset, we do not go into these stages of the project cycle in this iteration of the resource kit. However many of the principles and skills discussed in this kit to help you in facilitating and collaborating with stakeholders, assessing the context and causes of resource management issues, and effective project planning, will remain relevant during the implementation and monitoring.

A future revision of this kit may be able to draw on experiences in implementation and monitoring. At this stage, we can direct you to the following resources for further information on monitoring:

- Baron, N. 1998. *Lessons from the Field, No. 1: Keeping watch: experiences from the field in community based monitoring*. Biodiversity Support Program, Washington D.C.
- Borrini-Feyerabend, G. 1997. (ed). *Beyond Fences: Seeking Social Sustainability in Conservation, Volume 2: A Resource Book*. The Gland: IUCN. Section on Monitoring and Evaluation with four process monitoring tools.
- Bunce, L. and Pomeroy, B. (2003) *Socioeconomic Monitoring Guidelines for Coastal Managers in Southeast Asia (SocMon SEA)*, World Commission on Protected Areas and Australian Institute of Marine Science, Townsville.
- Earle, S., Carden, F. and Smutylo, T. 2001 *Outcome Mapping: building learning and reflection into development programs*, IDRC, Ottawa.
- Guijt, I. and Abbot, J. 1998 *Changing Views on Change: participatory approaches to monitoring the environment*, IIED, London.
- Mahanty, S. 1998. Participatory Socio-Economic Monitoring and Evaluation. In *SPBCP Participatory Monitoring and Evaluation in SPBCP Conservation Areas: Workshop Report 2-5 December 1996, Apia, Samoa*, SPREP, Apia with assistance from GEF, UNDP and AusAID; pp10-17.
- Margolius, R. and Salafsky, N. 1998. *Measures of Success: Designing, managing and Monitoring Conservation and Development Projects*. Island Press, Washington.
- UNDP 1997. *Who Are the Question-makers? A Participatory Evaluation Handbook*. OESP Handbook Series, OESP (Office of Evaluation and Strategic Planning), UNDP. New York
- UNDP 1997 *Results-orientated Monitoring and Evaluation: A Handbook for Programme Managers*. ESP Handbook Series, OESP, UNDP New York.



### **References for Module 6**

- Sutherland, W. J. (2000) *The Conservation Handbook: research, management and policy*, Blackwell Science, Oxford.
- Swedish International Development Cooperation Agency (2001) 'Logical Framework Approach: goal oriented project planning' In *Training program for the South Pacific Regional Environment Program* SIDA, Apia.
- Worah, S., Svedsen, D. S. and Ongleo, C. (1999) *Integrated Conservation and Development: a trainer's manual*, WWF and Asian Institute of Technology, Khlong Luang, Thailand.