VI. Coordinating River Basin Management Planning
The Spiral Concept and the Project Cycle

I. Fact Sheet

Name of training course:	Project Cycle Management
Level and specialty:	Medium level and on-the-job based training
After the training, the trainees will:	1. Understand the concepts of result-chain and project cycle management (PCM); 2. Can design and plan projects using Logical Framework Analysis (LFA) convention; 3. Know basic concepts and steps involved in project monitoring and evaluation.
Target groups:	This training was specifically designed for target trainees from ADB TA7780 and WB-MIWRM project and activity managers and technical staff from MONRE. The trainees include - Department of Water Resources - Nam Ngum River Basin Committee Secretariat - National Research Institute - National University of Laos - Local communities and impacted groups
Number of training days:	3 days
Dates and venue of training:	This training was already conducted in Vientiane Capital
Number of trainees:	41 Trainees (12 women and 39 men)
List of trainees:	See Annex

List of principal trainers:	Mr. Driravadh Tan
Training methodologies:	The training was divided into six different sessions which exploited different methodologies that include • Key note presentations and interactive discussions prepared and facilitated by trainers • Group exercises
Training materials:	1. Situation Analysis, Training Concept and Training Modules 2. Training Program Agenda with training Methodologies 3. Keynote presentations
Recommended additional reference materials:	
Training assessment results and findings:	**Project Cycle Management Training** was conducted on July 21-25 in Vientiane Capital. There were 41 trainees attended. The training was rated by **8.5 out of 10**. All the objectives were successfully achieved. The feedbacks provided by the trainees suggested that the training was very pragmatic and gave very relax and friendly atmosphere. Towards the end of the training, the trainees requested to extend this type of training to other groups and levels that may be interested. During the training, it was observed that there were discrepancy among the trainees in the usage and understanding of key logical framework analysis terms such as program, project, goal, objective, outcome, output, indicator and assumption. But after the training, the participants' understanding of these terms appeared to be unified in which suggested the training had improved the participants' understanding of project cycle management and how to manage their projects at each stage of the project cycle. They should be also able to apply logical framework analysis to their works in river basin management after this training in the future. Summary of key achievements • The trainees have a sound understanding of PCM and how to manage their projects at each stage of the process. They should be able to apply LFA to their works in river basin management. • The participants share a common set of PCM/LFA terminology in both Lao and English that is ready to apply to RBM project design and formulation;

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	- The participants are able to use the design tools such as LFA in formulating their projects along with other tools such as Stakeholder Analysis; - The participants are familiar with the planning and implementation procedures such as activity breakdown, Gantt chart, resource and budget allocation. And due to time constraint, the following objectives were partially achieved and more training is recommended: - The participants can plan their projects and determine the critical path of the PERT network (for activity delay or time constraint); - The participants understand the significance of monitoring and evaluation procedure and progress reporting routine; - The participants know the administrative and finance tools for procurement and contracting procedures, budget control, accounting and auditing
Next steps and Recommendations:	1. Follow up training. Training of Trainer Course in PCM should be considered. 2. Capacity building or training in Report and Proposal Writing should be considered.

II.   Situation Analysis, Training Concept and Training Modules

A.   Justification

Managing River Basins and Watersheds is one of the IWRM areas. River basin management (RBM) may be defined as the process of coordinating conservation, management and development of water, land and related resources across sectors within a given river basin, in order to maximize the economic and social benefits derived from water resources in an equitable manner while preserving and, where necessary, restoring freshwater ecosystems.

Conducting RBM is generally understood as a spiral process; each cycle of the spiral comprising several steps. It is expected that the next cycle of the spiral will be better managed than the previous one, after evaluation and lessons learned. The key steps are globally as follows: (i) establishing a river basin profile and mapping the stakeholders; (ii) develop water dialogue amongst the stakeholders for identifying issues and opportunities and developing shared vision; (iii) together with the stakeholders, develop a road map with short, middle and long term strategies; (iv) from the road map, develop actions plans that will be mainstreamed into the socio-economic development plan at different level (national, provincial and district) or that may be part of the legal framework; (v) monitor and evaluate the implementation of the actions plans which will be an entry for updating each of the steps during the next cycle. A cycle may reasonably cover a period of 5 years.

Each level of the spiral is similar to the traditional definition of a "Project Cycle", consisting of steps with clearly specified objectives within a defined time-period and with a defined budget.

Fig. 3.1 IWRM Spiral and Process
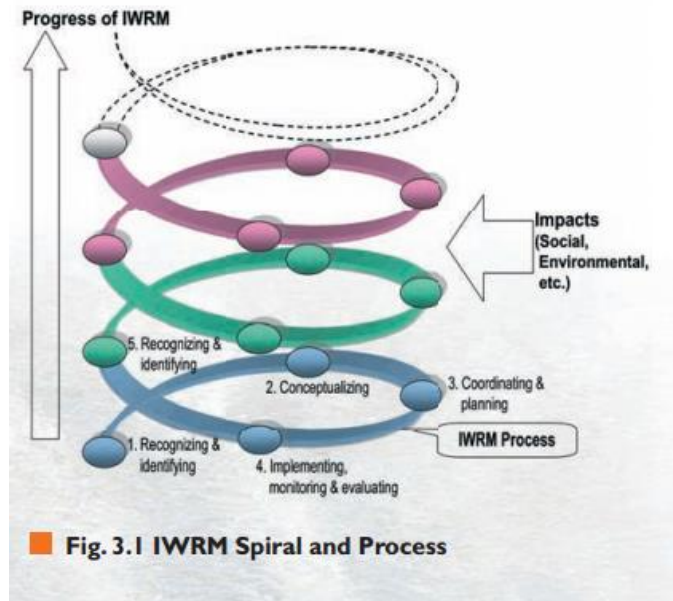
River Basin Management Planning : The Spiral Concept (succession of Project Cycles)[1]

Intentionally, we suggest this training to address "Project Cycle Management" in a broader way than just referring to RBMP. This should give the opportunity to the trainees who are involved in the different ADB/WB components to get a better understanding of what is behind "Project Cycle", and for those who are developing RBMP in the framework of their activities, to have a reference tool to implement the step-wise "Spiral".

The requirements for the implementation of the "Project Cycle" are:

- Clearly identified stakeholders, including the primary target group and the final beneficiaries; Clearly defined coordination, management and financing arrangements;
- A monitoring and evaluation system (to support performance management); and
- An appropriate level of financial and economic analysis, which indicates that the project's benefits will exceed its costs.

"Project Cycle" purpose and content must be drawn specifically to take into account the National context, such as the legal and institutional framework, the national planning process. In case of external funding, special requirements from the financing agencies may create needs for an additional level of procedures and rules. It is actually the case if we consider the diversity of the intervention in the ADB and WB components. In order to accommodate this kind of diversity, it is important that project cycle management systems support the application of standard working

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[1] Reference UNESCO guidelines :
http://unesdoc.unesco.org/images/0018/001864/186417e.pdf

modalities/rules, but in a flexible manner. It is part of the concerns of the PMU when coordinating and monitoring these components.

A critical issue is that the Funding Agencies have their own standard working modalities/rules and that the beneficiary country has its own standard as well. In our case, the PMU has to cope with ADB[2], WB[3] and Lao rules. These standards are generally specific for administrative and financial procedures whereas technical areas of the projects implementation may be more flexible in their presentation.

The reliable, effectively and timely delivery of the project outputs are very often hindered by inefficient or misunderstanding of the administrative and financial procedures. It is not rare to have an activity technically well prepared, but actually delayed for procedures reasons. It also often happens that, for the same reasons, critical activities are delayed jeopardizing the whole project and its credibility among the beneficiaries.

It is therefore important for Administrative & Finance staff to have a clear understanding of the project planning necessities in such a way that they may optimize the procedures for smooth project implementation. It is also important for the Technical Staff to be aware of the administrative procedures, and particularly the necessary delays, in order to be more pro-active and pragmatic when planning the project activities.

This Training will be addressed to both Technical and Admin staff and will include the most important tools that are used when implementing a project :

- **Design Tools (reference framework)**: Logical framework, activities, resources and budget

- **Planning and Implementation Tools**: planning charts, identification of resources and budget, managing cash flow and funds replenishment

- **Monitoring Tools**: Monitoring review and reporting process

- **Admin and Finance Tools**: administrative & finance procedures, procurement and contracts awarding, budget control, cash flow management, accounting and auditing

In view to better coordinated the project components, this training will offer as well an opportunity for the mixed teams (Technical and Admin) (i) to carry out a short review and comparison between the ADB, WB and Lao PDR administrative and Financial procedures and (ii) to identify constraints regarding all steps of activities
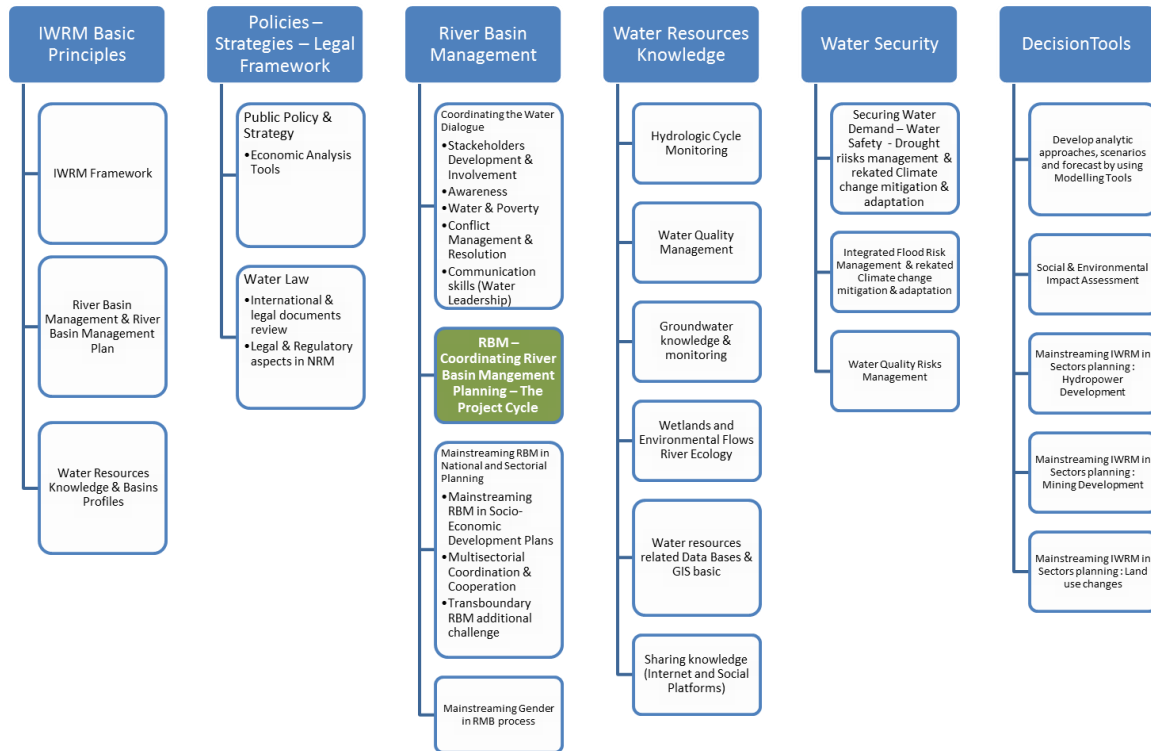
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[2] http://www.adb.org/projects/operations

[3] http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:20120731~menuPK:5068121~pagePK:41367~piPK:51533~theSitePK:40941,00.html

implementation for allowing more pro-active planning and get eventually more reliable and timely delivery of the outputs.

This training module is part of the Training Plan:

IWRM Basic Principles	Policies – Strategies – Legal Framework	River Basin Management	Water Resources Knowledge	Water Security	DecisionTools
IWRM Framework	**Public Policy & Strategy** • Economic Analysis Tools	**Coordinating the Water Dialogue** • Stakeholders Development & Involvement • Awareness • Water & Poverty • Conflict Management & Resolution • Communication skills (Water Leadership)	Hydrologic Cycle Monitoring	Securing Water Demand – Water Safety - Drought riisks management & rekated Climate change mitigation & adaptation	Develop analytic approaches, scenarios and forecast by using Modelling Tools
River Basin Management & River Basin Management Plan	**Water Law** • International & legal documents review • Legal & Regulatory aspects in NRM	**RBM – Coordinating River Basin Mangement Planning – The Project Cycle**	Water Quality Management	Integrated Flood Risk Management & rekated Climate change mitigation & adaptation	Social & Environmental Impact Assessment
Water Resources Knowledge & Basins Profiles		**Mainstreaming RBM in National and Sectorial Planning** • Mainstreaming RBM in Socio-Economic Development Plans • Multisectorial Coordination & Cooperation • Transboundary RBM additional challenge	Groundwater knowledge & monitoring	Water Quality Risks Management	Mainstreaming IWRM in Sectors planning : Hydropower Development
		Mainstreaming Gender in RMB process	Wetlands and Environmental Flows River Ecology		Mainstreaming IWRM in Sectors planning : Mining Development
			Water resources related Data Bases & GIS basic		Mainstreaming IWRM in Sectors planning : Land use changes
			Sharing knowledge (Internet and Social Platforms)		

B. Expected Outputs

The expected outputs are

i. Understanding the concepts of logical framework – meaning essentially that it is important to keep in mind that the project activities must be consistent and be considered as a whole to reach targets and objectives.

ii. Understand project planning, identification of resources and budget: Activities that are delayed may jeopardize or hinder the completion of the other activities and therefore decrease substantially the project effectiveness and efficiency and provide limited delivery of outputs.

iii. Understand concepts and methodology of monitoring and evaluation (e.g. indicators, effectiveness, efficiency…)

iv. Understand that delaying project activities by inadequate planning and by lack of flexibility in applying the procedures may eventually be very expensive.

v.   Get a better mutual understanding between Technical Staff and Admin & Finance Staff regarding their respective duties and responsibilities, balancing planning concerns and margins for flexibility, in such a way that components outputs can be reliably, timely and transparently delivered.

C.   Main topics covered

The topics that will be covered by this training are listed below:

Logical Framework Approach:

1.   Analysis of the situation and issues (where we are), establishment of Objectives (general and specifics) and deliverable outputs (where we want to go)
2.   Identify consistent package of activities that together will allow fulfilling the specific objective and project outputs (how do we get there).
3.   Identified resources needed for carrying out the activities and the related budget

Project planning, resources and budget: Methods of planning (bar chart, critical path method), planning of resources, planning cash flow and funds replenishment.

Monitoring review and reporting:

4.   Presentation of basic concepts of Monitoring and reporting
5.   Indicators to be defined when drafting the logical framework
6.   Base-line survey and monitoring during project implementation
7.   Concepts of efficiency and effectiveness

Review and compare ADB, WB and Lao PDR administrative and Financial procedures:

8.   Procurement and contract awarding process
9.   Budget control
10.   Cash flow management
11.   Accountancy and financial auditing compliance

Identify concerns and FAQ for allowing a more reliable and timely delivery of the outputs.

D.   Methodology to be developed

The Training will be organized using the following modalities:

Formal Presentation: Definition and concepts for

1. Logical Framework;
2. Project Planning;
3. Monitoring and evaluation;
4. Admin & finance tools

Discussions/FAQ:
1. Key issues that make that use to hinder the smooth implementation of project

Groups Exercise:
1. Cases Analysis – From a project description, build the logical framework, the planning of the activities (CPM) and the indicators for monitoring and evaluation

E.   Modules

MODULES	BRIEF CONTENT	PROGRAMME	RESOURCES NEEDED
M1 : LOGICAL FRAMEWORK Design Tools	- Identification of issues - Definition of Objectives - Ouputs - Activities - Resources - Budget	Formal Presentation of the concepts	Lecturer
M2 : EXERCISE	From Example of Project Description Build a logical framework	Groups	Facilitator
M3 : PLANNING OF ACTIVITIES	- Planning Tasks - Planning Resources - Planning budget and cash flow	Formal Presentation of the concepts	Lecturer
M4 : EXERCISE Planning & Implementation Tools	From Example of Project Description - Planning chart - Resources - Planning budget and cash flow	Groups	Facilitator
M5 : Monitoring	Identification of	Formal Presentation of the	Lecturer

MODULES	BRIEF CONTENT	PROGRAMME	RESOURCES NEEDED
and Evaluation	Indicators • Indicators monitoring	concepts	
M6 : EXERCISE : Monitoring Tools	From Example of Project Description • Identification of Indicators • Baseline survey, monitoring • Evaluation concepts • Reporting		Facilitator
M7 : Admin & Finance Tools	• Procurement • Budget control & cash flow • Rules for financial auditing compliance	Formal Presentation of the concepts	lecturer
M8 : key issues related to Project Management	• What we must do to improve the implementation of the components (reliability, timing, transparency)	Group Discussion	Facilitator

F.   Target Components/Focal Points

All Managers of the Components (1 Technical Staff, 1 Admin Staff) * 8 components = 16 Participants

G.   Time Frame

Day 1   M1,M2
Day 2   M3,M4
Day 3   M5,M6
Day 4   M7,M8

III.   Training Program Agenda

DAY 1:

Time	Program	Resource persons
Session 1: Project Cycle Management and Logical Framework Analysis and IWRM		
8:30-8:45	Welcome Speech	Director of Training Unit
8:45-9:00	Introduction of the training	CTA
9:00-9:30	Introduction of participants and expectations	Program Facilitator
9:30-10:00	Project, scope of intervention and the design of project components; Terms and definitions	Training Specialist
10:00 -10:20	Break	Admin team
10:20 –12:00	Concept of PCM & IWRM Results-chain Input (duration, budget & resources) and Output (products & services) *Keynote presentation 1*	Training Specialist
12:00-13:30	Lunch	Admin team
13:30-15:00	Group assignments: Project presentations by participants	Training Specialist
15:00-15:20	Break	Admin team
15:20-16:30	Case study& Group exercise: Small-scale water resource development project to demonstrate Stakeholder Analysis and strategic design of its components. 1. Participatory Community-based Fishery Project; 2. Mon River Water Quality Monitoring Project in Wang Viang, Vientiane Province; 3. Community Awareness Raising for Water Resource Preservation Project; 4. Reservoir Operation and Maintenance Project in Savannakhet; 5. IWRM Training Project (nation-wide); 6. Waste Water Treatment Project in Hangkae Village, Xayxettha District, Vientiane	Training Specialist

DAY 2:

Time	Program	Facilitator
8:30-8:45	Recap from Day 1	Group Representatives
Session 2 Activity & Work Breakdown Structure, Critical Path Method & Implementation Plan Formulation, Assumption and Risks Analysis		

Time	Program	Facilitator
8:45-09:30	Group Exercise – Goal & Objective formulation, Impact, Outcome and Output assignment, activity breakdown	Training Specialist
09:30-10:30	Technique in assigning indicators and sources of verification. Duration, budget allocation & resource assignment	Training Specialist
10:30-10:50	Break	
10:50-12:00	Project Implementation Plan formulation *Keynote presentation 2*	Training Specialist
12:00-13:30	Lunch	Admin Team
13:30-15:00	Assumption, Risk analysis and risk mitigation measures	Training Specialist
15:00-15:20	Break	Admin Team
15:20-16:30	Group Exercise – LFA Development.	Training Specialist
18:30	Dinner	Admin Team

DAY 3:

Time	Program	Resource persons
8:30-8:45	Recap from Day 2	Group Representative
8:45-10:00	Presentations by participants	Training Specialist
10:00-10:20	Break	Admin Team
Session 3 Monitoring and Evaluation		
10:20-12:00	Monitoring and Evaluation – concept & practices *Keynote presentation 3*	Training Specialist
12:00-13:30	Lunch	Admin team
13:30	Applications to IWRM project management in Lao PDR.	Training Specialist
15:00-15:20	Break	Admin Team
15:20-16:30	Wrap-up Questions & Answers Nest Steps Feedback & Evaluation Closing	Training Specialist
16:30	Travel back home	Admin team

IV. Training Materials

A. <u>Keynote presentation 1:</u> Logical Framework Analysis

PROJECT CYCLE MANAGEMENT

LFA Conventions

B. <u>Keynote presentation 2:</u> Reporting

PROJECT CYCLE MANAGEMENT

Reporting

C. <u>Keynote presentation 3:</u> Monitoring and Evaluation

PROJECT CYCLE MANAGEMENT

Monitoring & Evaluation