

CIVIL SOCIETY PROJECT DEVELOPMENT & IMPLEMENTATION

CPG WINTER ACADEMY ON HUMAN RIGHTS & DEVELOPMENT

NOVEMBER 2019

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Civil Society as Arena or Sphere



Definitions (World Bank)

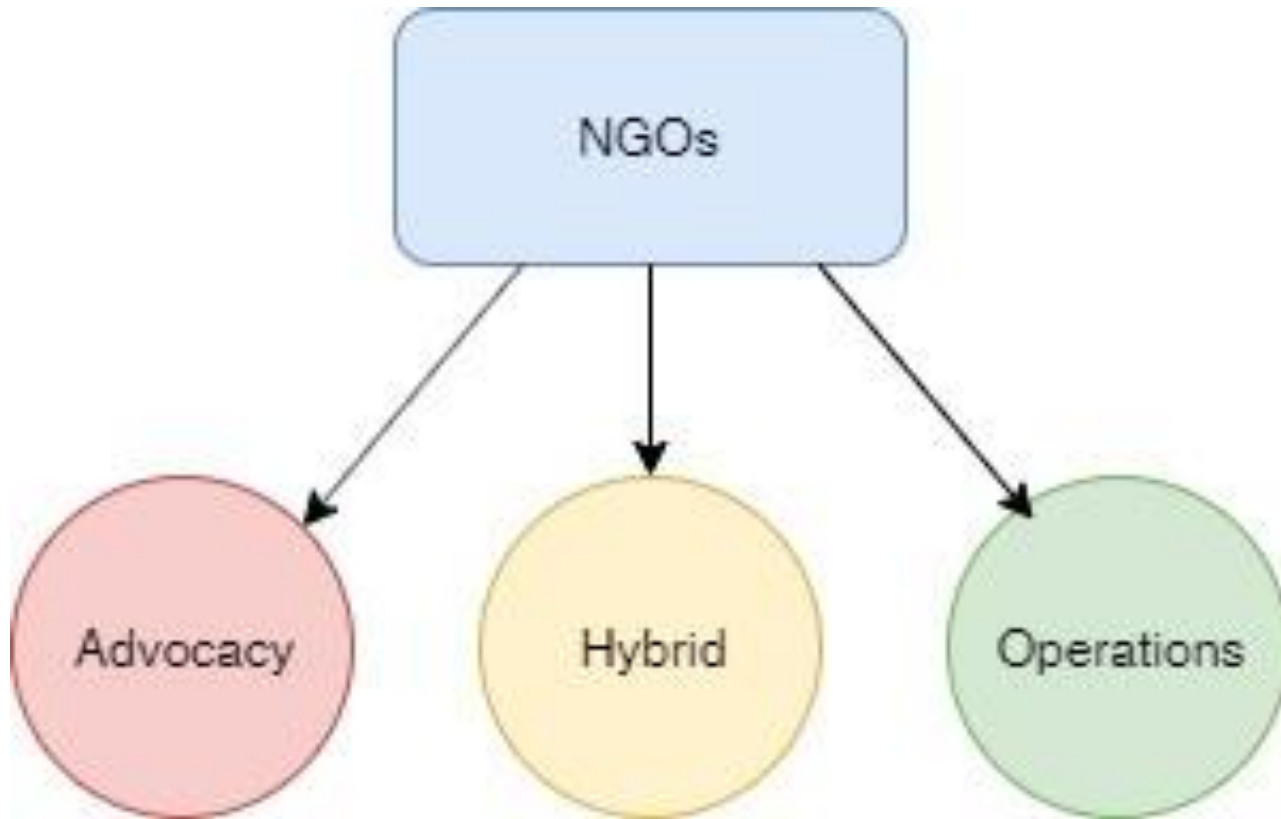
CIVIL SOCIETY

- Wide array of non-governmental & not-for-profit organizations with a presence in public life
- Express interests & values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations.

NGOS

Private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development.

Types of NGOs (1)



- **Advocacy** - defend/promote a specific cause & seek to influence policy & practice.
- **Operations** - design & implement development-related projects.
- **Hybrid** – pursue both sets of activities at the same time or have evolved from one activity to the other.

Types of NGOs (2)



- Typically HQed in Global North & carry out operations in more than one Global South country.
- Operate in individual countries.
- Serve a specific population in a narrow geographic area.



Global Coalition to **Protect Education from Attack**



NGO Activities

Organise dialogue platforms or mediate between conflict parties

Peacebuilding

provide critical health services in emergencies

Conduct voter education & monitor elections

Governance

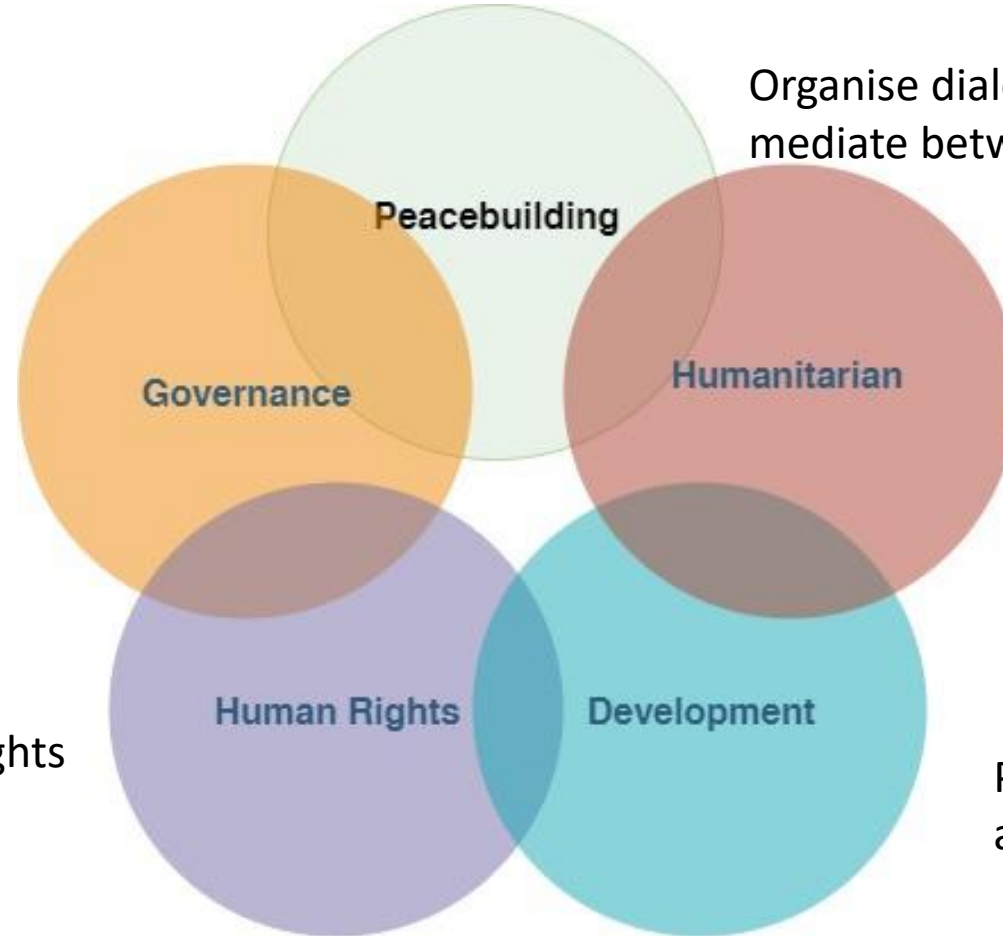
Humanitarian

Advocate against human rights violations at the UN

Human Rights

Development

Promote sustainable agricultural practices



WHAT IS PROJECT DEVELOPMENT?

Project development is a process whereby financial, resources, materials, and human resources are mobilised to implement a variety of activities aimed at addressing a problem and creating change.

Why is project development important?

A library full of English-language books in a community where no one speaks English.

Developing a Project

1. **PROBLEM IDENTIFICATION**
Understand the problem
2. **STAKEHOLDER MAPPING**
Identify all the stakeholders who might be involved
3. **RESOURCE AND SKILLS ANALYSIS**
Consider your organisation and team's capacities & limitations
4. **ALTERNATIVE INTERVENTIONS RESEARCH**
Learn from existing & previous attempts to solve the problem you want to address
5. **OBJECTIVE SETTING**
Set appropriate objective(s) for your project.
6. **ACTIVITY SELECTION**
Identify & design activities that you think will lead to achievement of your goals & objectives
7. **PROPOSAL AND BUDGET CREATION**
Create the documents necessary to submit a proposal to a donor to fund your project.

PROBLEM IDENTIFICATION

“If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask”

- Albert Einstein

Problem Misidentification

A project to increase internet access provided computer kiosks in rural areas where there was a lack of electricity and poor connectivity.

SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

4 QUALITY EDUCATION



In Thailand, there are 670,000 (3-17 years old) children who are out of school.

-Equitable Education Fund

Donor: EU

Grant duration: 1 year

Grant size: 50,000 EUR

Problem Tree Analysis Activity (30 mins)

A PROBLEM TREE IS A SIMPLE TOOL THAT CAN HELP YOU WORK THROUGH WHAT YOUR CORE PROBLEM IS AND THE ROOT CAUSES AND KEY EFFECTS ARE

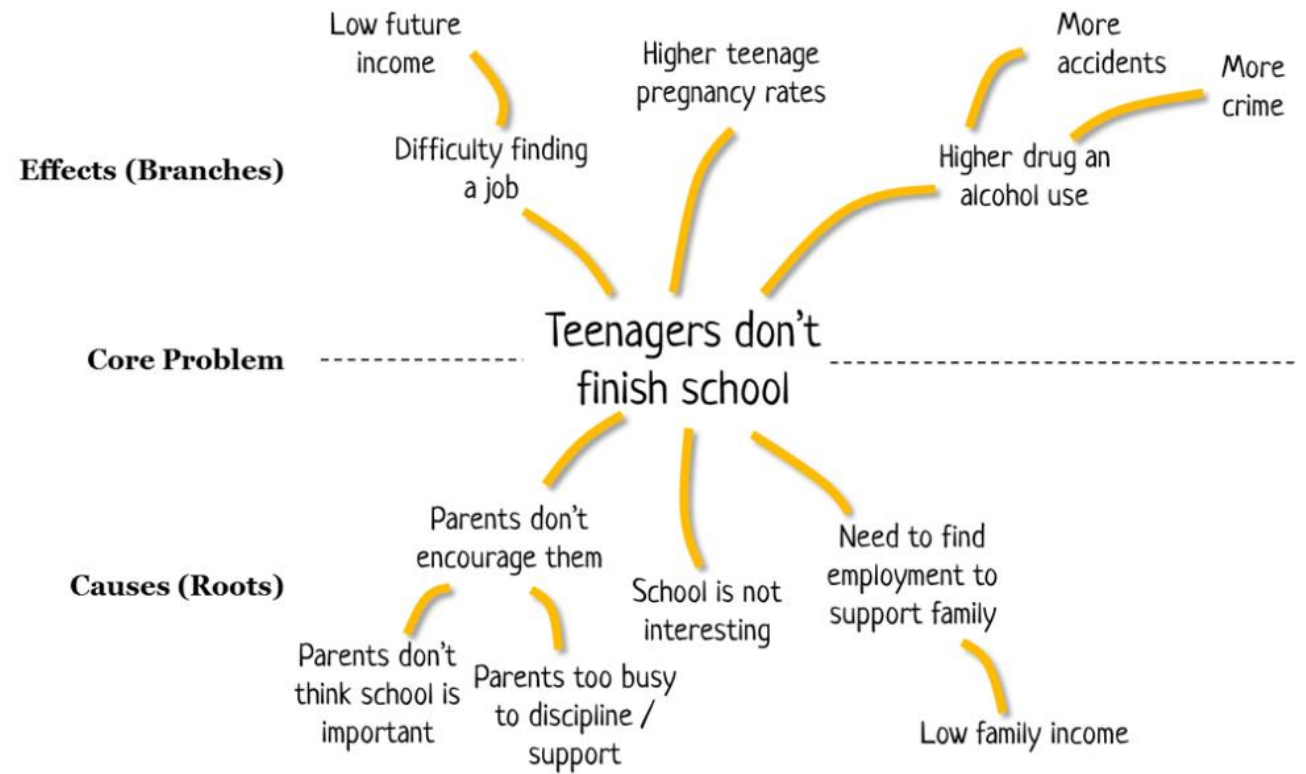
1. Write the core problem in the middle of your paper

2. Then consider:

- What is the cause of this problem?
- What is the cause of that cause?

3. After that, you need to ask:

- What are the effects of this problem?
- What are the effects of those effects?



STAKEHOLDER MAPPING

What is a stakeholder?

Stakeholders are individuals, groups of people or organizations that have direct and indirect involvement/interest with your proposed project.

Stakeholders can include individuals, community leaders, groups, government, companies and other organisations who will be impacted by the project or who could influence the outcome.

Stakeholder Analysis Matrix

Stakeholder Name	Contact Person <i>Phone, Email, Website, Address</i>	Impact <i>How much does the project impact them? (Low, Medium, High)</i>	Influence <i>How much influence do they have over the project? (Low, Medium, High)</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
EXAMPLE <i>Nurses & Midwives Union</i>	<i>Carlos Davida cdavida@nu.org 0998 765 287</i>	<i>High</i>	<i>High</i>	<i>Maintaining working conditions for nurses</i>	<i>Agree for union members to implement the new reforms</i>	<i>Going on strike</i>	<i>Monthly round-table discussions</i>
Patient Advocacy Group	<i>Viki Chan vchan@pag.org 888 587 101</i>	<i>High</i>	<i>Medium</i>	<i>Maximising quality of care for patients</i>	<i>Communicate with other stakeholders to express their support for reforms</i>	<i>Making complaints about quality of service after the reports</i>	<i>Information and feedback meetings every 6 months</i>
Sunday Times Newspaper	<i>Jane Smith jsmith@stn.com 888 587 101</i>	<i>Low</i>	<i>High</i>	<i>Getting a good story</i>	<i>Print stories that support the new reforms</i>	<i>Printing stories that oppose the new reforms</i>	<i>Quarterly press meetings</i>

STAKEHOLDER MAPPING ACTIVITY (15 MINS)

1. List 4 possible stakeholders who may be affected by your project and/or can influence the activities positively or negatively.
2. Identify each stakeholder's problem, interest and the potential role in relation to the project.
3. Decide which stakeholder groups should participate at what level and when during the project cycle.

RESOURCE AND SKILLS ANALYSIS

It's important to take your strengths and limitations into consideration when designing a project.

Ask yourself:

1. What are my human resources?
2. What is my team capable of?
3. What skills does my team currently have/ not have?
4. What are my financial resources?
5. How long is the grant period?

ALTERNATIVE INTERVENTIONS RESEARCH

- Remember to be humble. It is highly unlikely that you are the first person or organization to try to address this problem.
- Take time to research other approaches, interventions and projects that have or are currently trying to address the same problem as you.

Even if other programs have failed, there is still a lot to be learnt.

ALTERNATIVE INTERVENTIONS RESEARCH

Find and assess 3 alternative interventions (20 MINS)



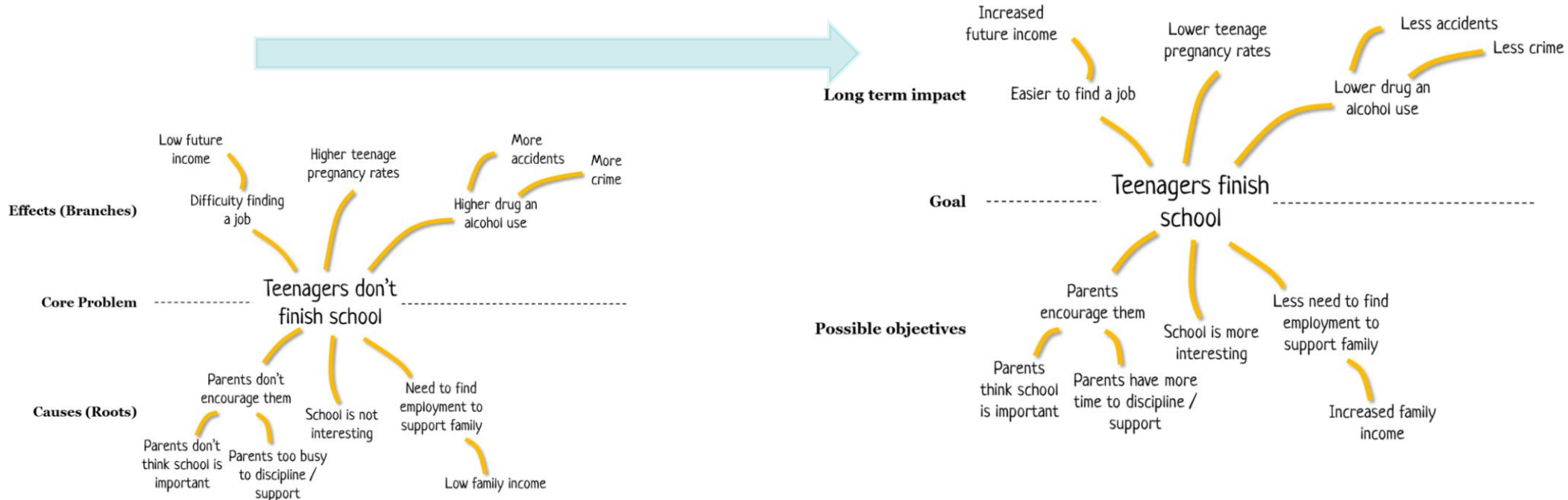
OBJECTIVES SETTING

Once you know your problem, your stakeholders, the limitations and strengths of your skills and resources, and what alternative interventions have been tried you are ready to decide what your OBJECTIVES will be!

Your OBJECTIVE is what you are trying to achieve through the implementation of your project.

USE THE PROBLEM TREE YOU DESIGNED TO CREATE YOUR GOAL AND OBJECTIVES BY REVERSING THE STATEMENTS IN YOUR PROBLEM TREE

Objectives Setting



OBJECTIVE SETTING ACTIVITY

*GO BACK TO YOUR PROBLEM TREE AND REFRAME ALL THE STATEMENTS
INTO OBJECTIVES (15 MINS)*

Activity Selection

Now it's time to decide on which activities you want to implement through your project.

Consider the scope, strengths and limitations identified earlier and identify which activities have the most potential to help you reach your objectives.

Here it is also critical to think about how you will monitor and evaluate your activities

ACTIVITY SELECTION ACTIVITY

Develop and describe 10 activities (20 MINS)

Ask Yourself:

1. Will this activity help me reach my goal? How?
2. What does this activity require?
3. Do I have the resources and skills to implement this activity?
4. How will I monitor this activity? (ie. how will I keep track that it is happening as planned)
5. How will I evaluate this activity? (ie. How will I measure if it is reaching its objective)

PROPOSAL AND BUDGET CREATION

Once you have a clear idea of your project design, the final step is creating the necessary formal documents to submit your project idea to be considered for funding.

The 2 main documents you will need are:

1. Project narrative proposal

- This frequently includes some standard staples such as a logical framework (logframe), risk analysis, Monitoring and Evaluation Framework, Workplan

2. Project budget

- All projects require a budget
- Project developers frequently think they don't need to participate in budget development but it is a cornerstone of good programming

Project Presentation Outline (5 mins each)

1. Project Title
2. Target Group (Beneficiaries)
3. Applicant (Name of your organisation)
4. Applicant Suitability
5. Objectives
6. Rationale
7. Activities
8. Project Partners required