



Australian Government

Department of Foreign Affairs and Trade

# TWP in more traditional projects

**Graham Teskey**  
**Principal Governance Specialist**  
DFAT Australia

Bangkok  
June 2015

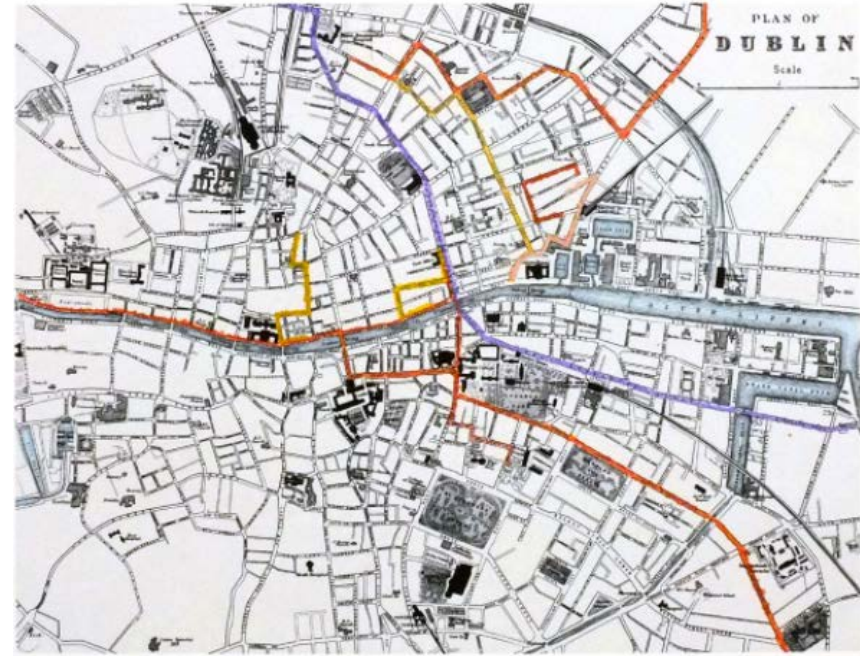
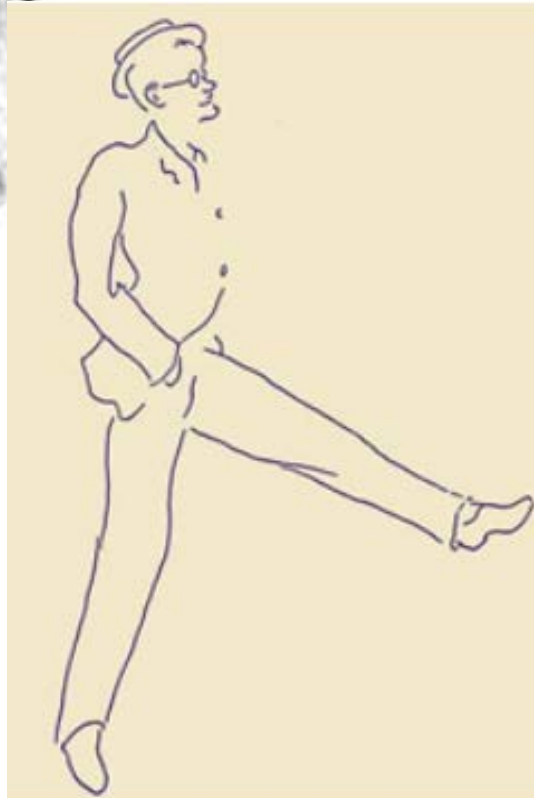


# Outline: 10 slides, mostly diagrams - 15 minutes

1. The project cycle
2. The results chain (and weaknesses in..)
3. Back to the PF
4. A new PF?
5. Inserting a bit of TWP
6. A crib sheet: learning and practice



# But first.....

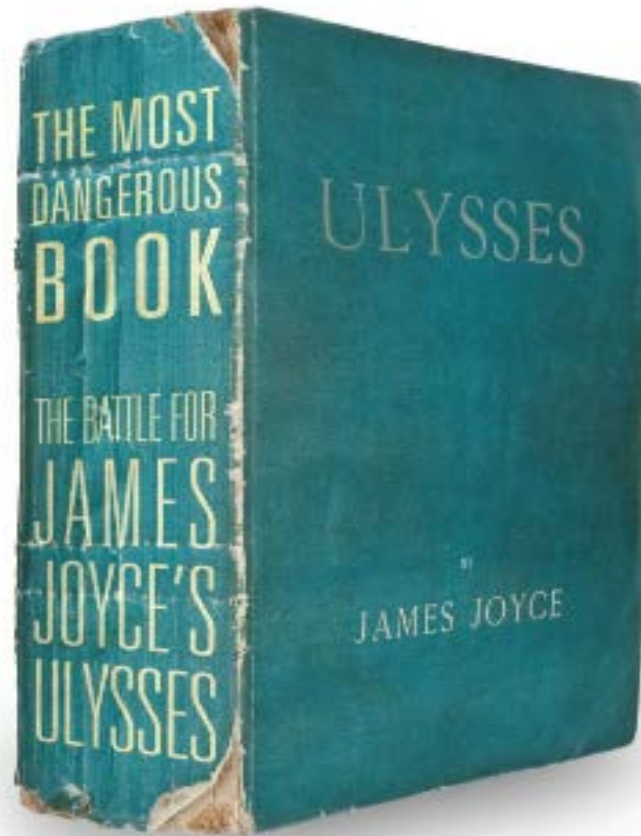






# The Prize

Riveting... this story of a singular book that changed the world proves in dramatic fashion that the history of literature is not a landscape but a battlefield.' Matthew Pearl, bestselling author of *The Dante Club*



KEVIN BIRMINGHAM

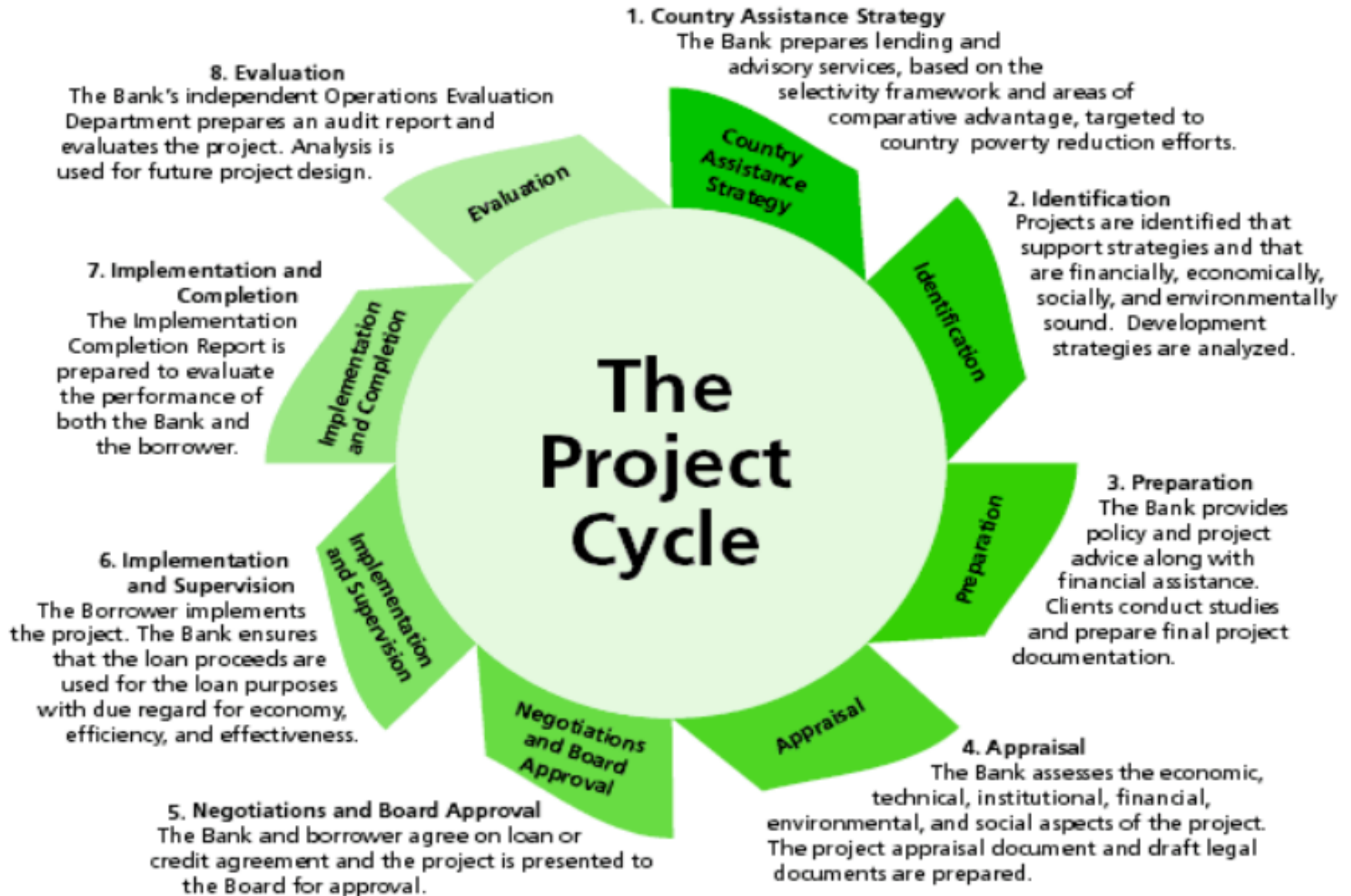


# (i) The project cycle





# Another project cycle

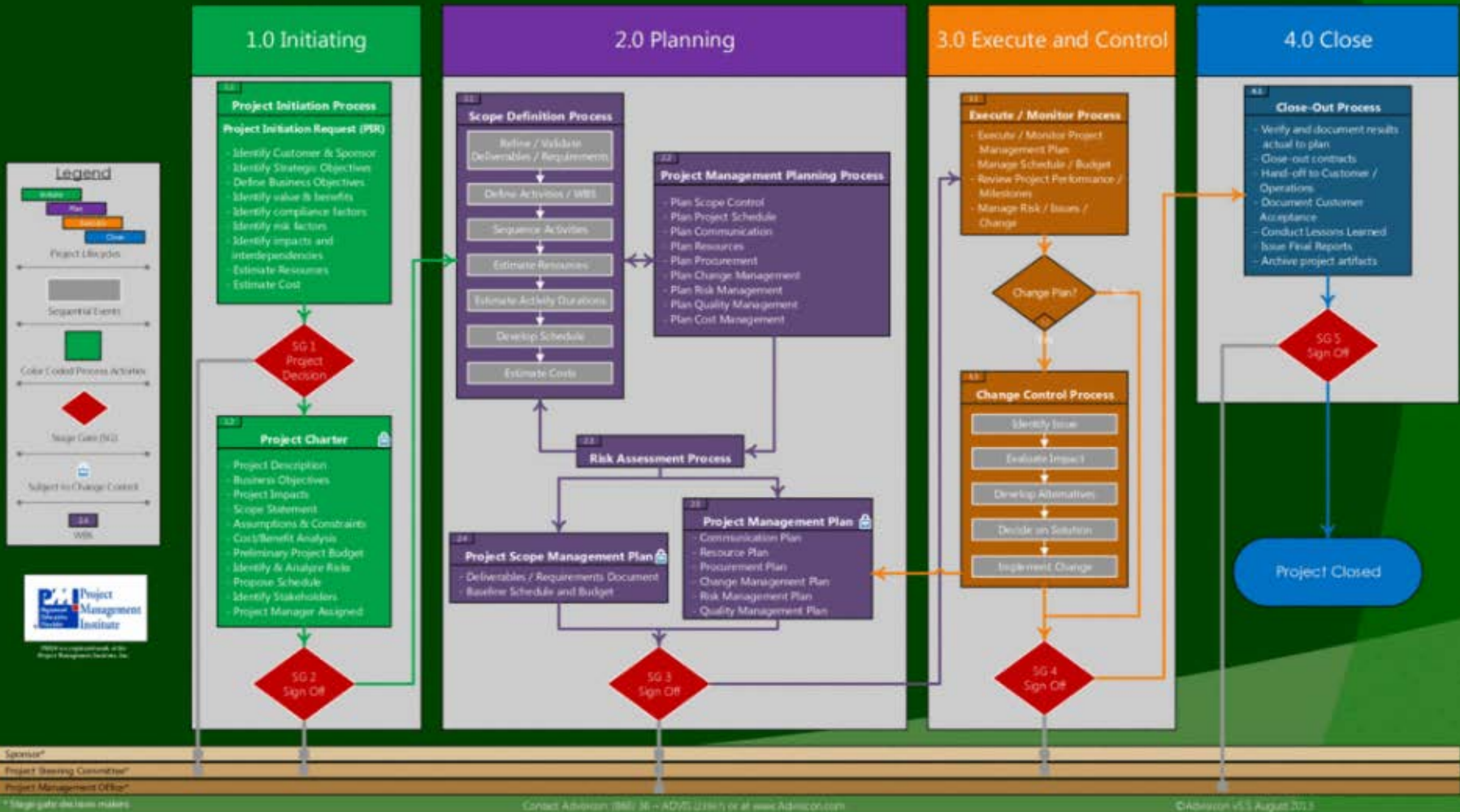




# And another project cycle

## Project Management Lifecycle

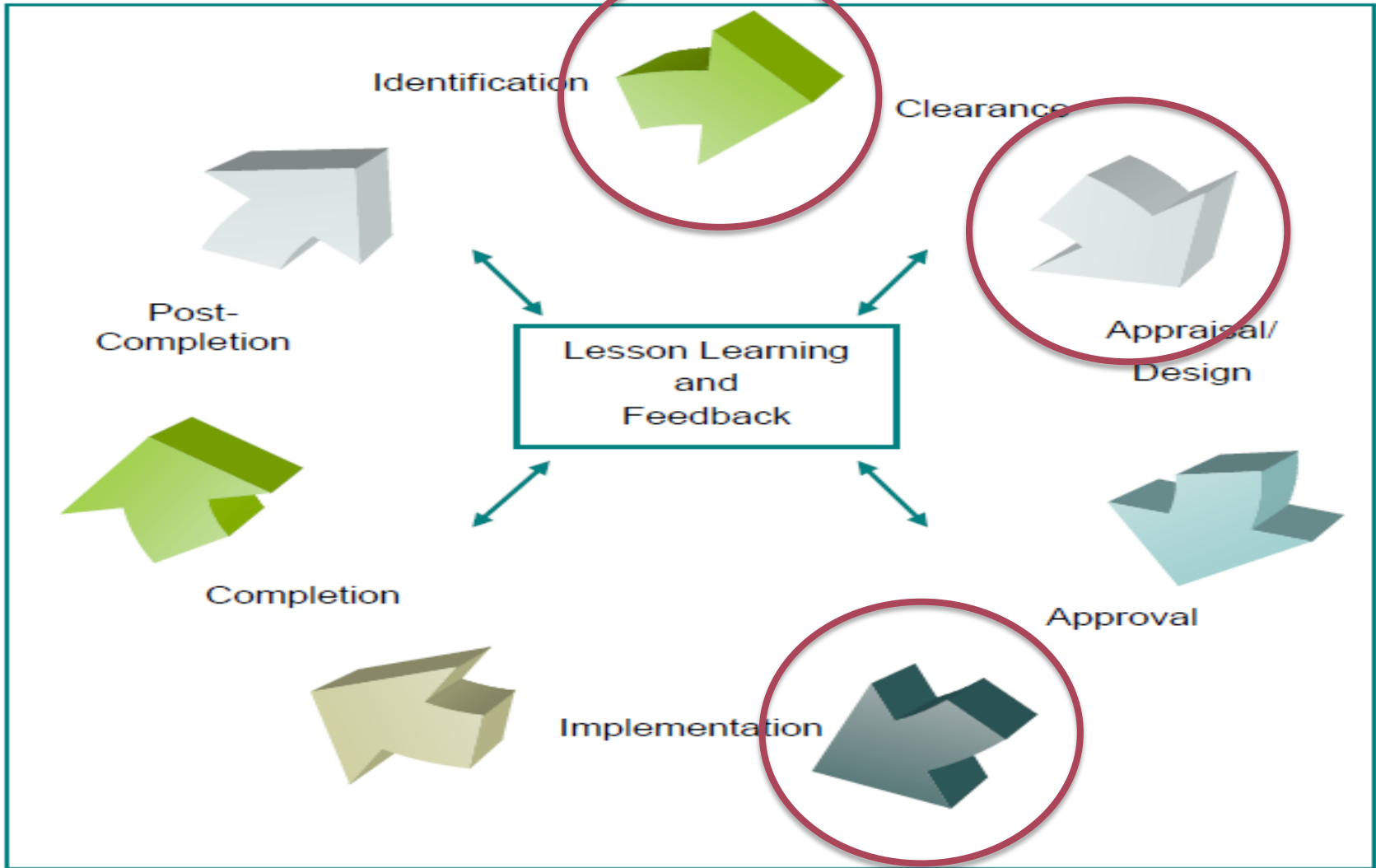
"Helping You Build a Project Management Culture."







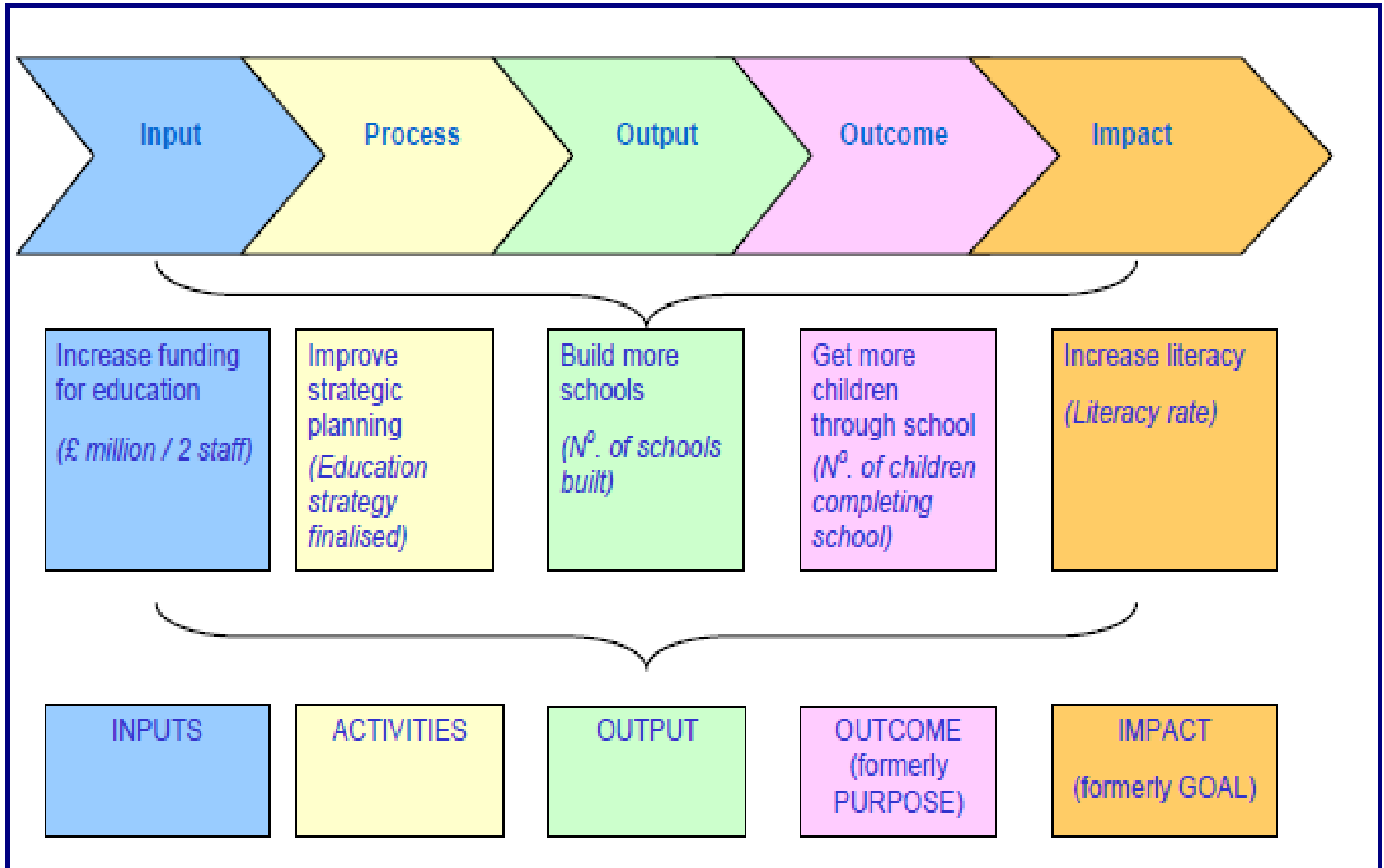
# DFID's PF Jan 2011 'How To' Note







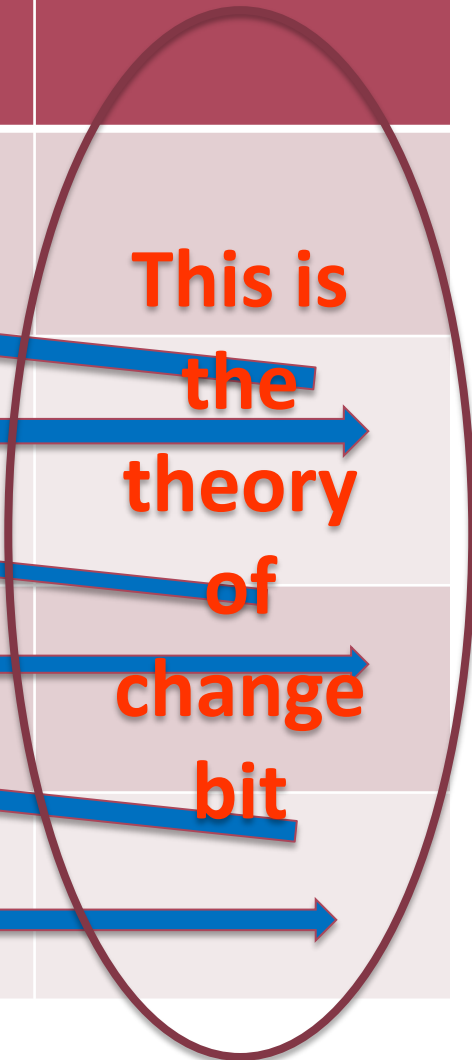
## (2) The results chain





# (3) The Project Framework

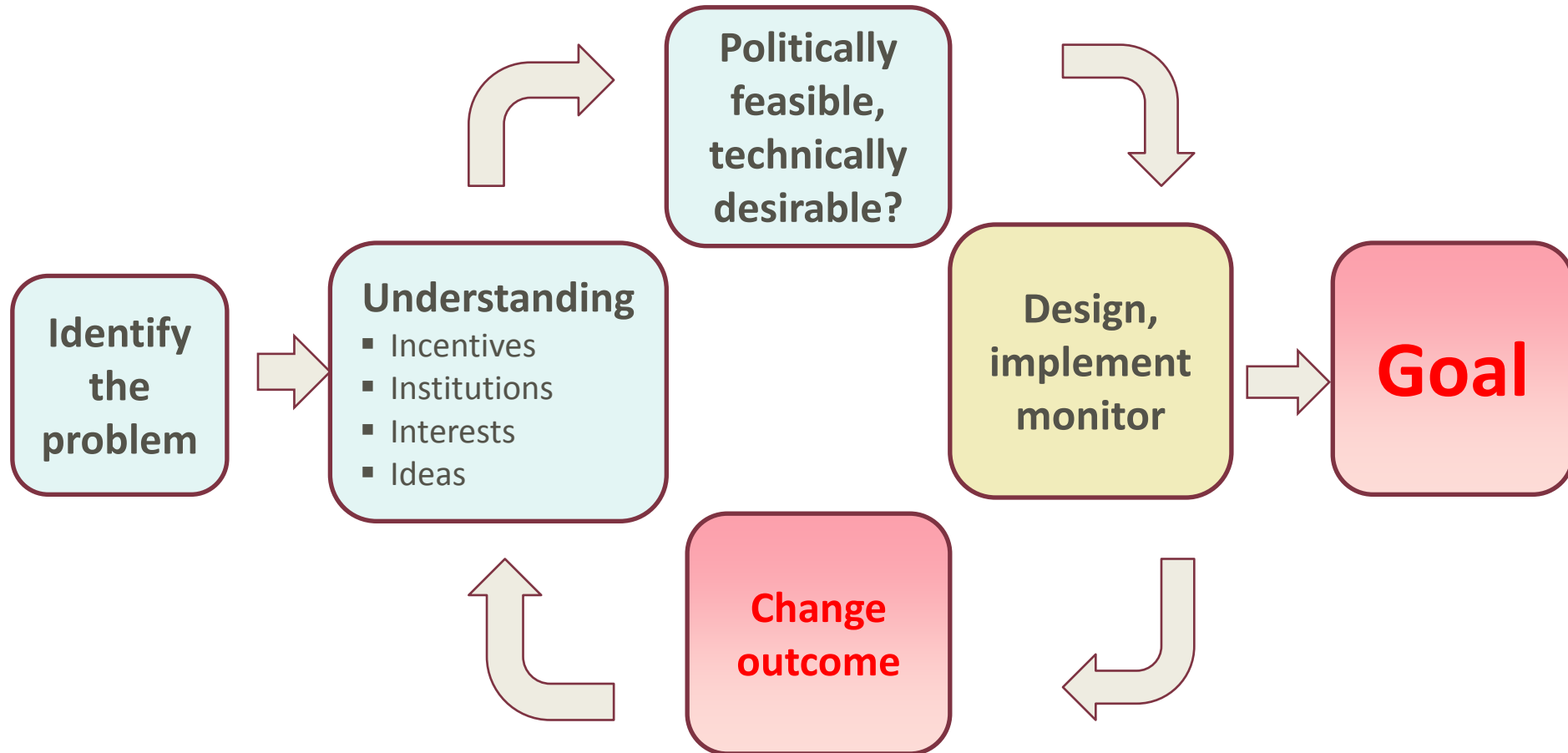
Narrative Summary	OVI	Source	Assumptions
Impact			
Outcome			
Outputs			
Activities			



**This is  
the  
theory  
of  
change  
bit**



# (4) A new Project Framework?





# (5) Inserting a bit of TWP

## Project cycle 'stage'

## New / existing initiatives

Identification /  
selection (why we are  
doing it)

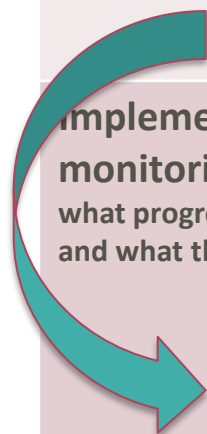
- **Fixate on the problem (has it changed?)**
- **Whose problem is it?**
- Frame the power relations...of course inc gender
- Four eyes: incentives, interests, institutions and ideas

Design / appraisal (what  
we will be doing and how we  
will be doing it)

- **Revisit the results chain**
- **Are assumptions being addressed or just 'assumed'?**
- **Fixate on the impact – build in flexibility between activities and outcomes**
- Views of key individuals / groups
- Reduce prescription on spend, timing and activity

Implementation /  
monitoring (how we know  
what progress is being made  
and what the issues are)

- **I and M become one (indeed, design too)**
- **Test and re-test assumptions: especially those about behaviour: eg**
  - decisions being taken
  - actions being implemented
  - processes / systems being changed
  - reforms being enacted
- **Read, interpret and respond to the changing political economy**
- **Review and reflect exercises (test assumptions again)**
- De-emphasise 'artificial' milestones and targets which drive contractors
- Include process / relationship measures
- Plausible association as much as ToC
- But fixate on impact and judge contribution of 'project' to that impact – and change inputs and activities and possibly outputs too

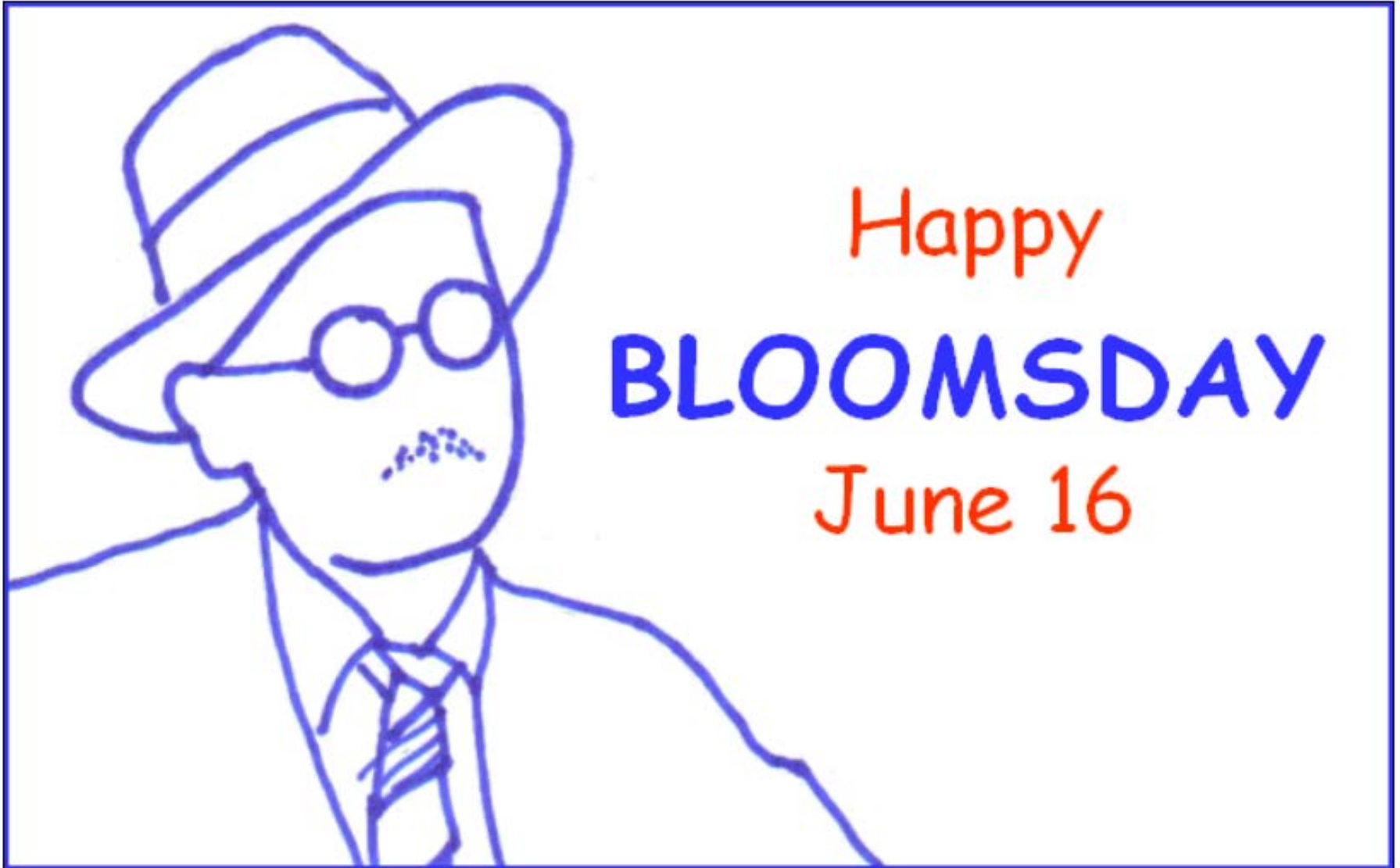






# (6) A crib sheet: learning and practice

Phases	Stakeholders		Rules of the Game		Scope for progressive change?	Theory of Change?	Modalities / tools	What is changing?	Sources of knowledge
	Who?	Interests?	Formal	Informal					
Identification / selection	<p><b>Do we understand the interests of the various players in the game?</b></p> <p><b>Those for, those against, why and how influential are they?</b></p>		<p><b>Do we know where rents are sourced and how rent-seeking works?</b></p>						
Design / Appraisal					<p><b>How challenging is the problem ... 'wicked hard' or 'stroke of the pen' etc...</b></p>	<p><b>Is our ToC sufficiently adaptable to change as new evidence emerges?</b></p>	<p><b>Are we choosing the modality to suit the initiative or does the modality create a straightjacket?</b></p>		
Implementation / monitoring	<p><b>Are we learning enough about changing interests and incentives?</b></p>					<p><b>Does imp'n experience confirm or deny our ToC?</b></p>			



Happy  
**BLOOMSDAY**  
June 16