

# TWP in more traditional projects

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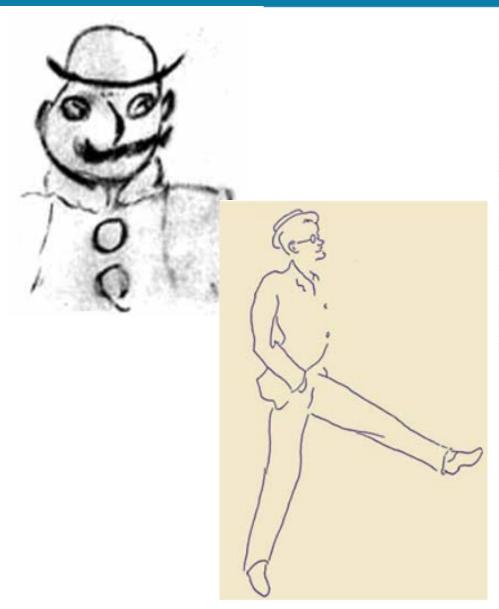
Bangkok June 2015

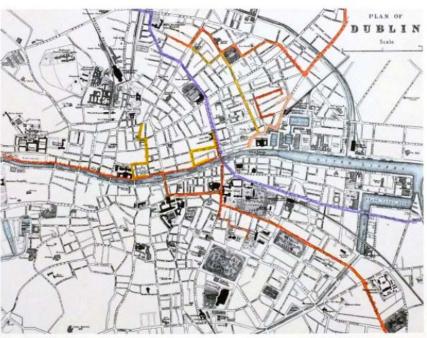
## Outline: 10 slides, mostly diagrams - 15 minutes

- 1. The project cycle
- 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.....



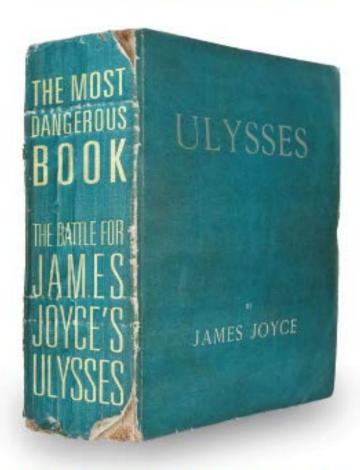






#### The Prize

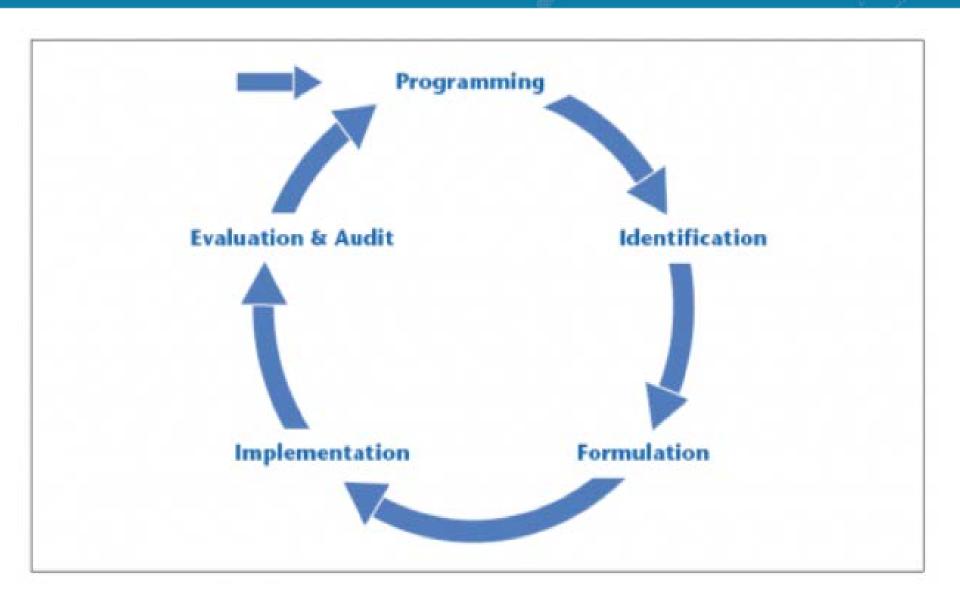
Riveting... this story of a singular book that changed the world proves in dramatic fashion that the history of literature is not a landscape but a battlefield. Matthew Pearl, bestselling author of The Dinte Club



KEVIN BIRMINGHAM



#### (i) The project cycle





#### Another project cycle

#### 8. Evaluation

The Bank's independent Operations Evaluation Department prepares an audit report and evaluates the project. Analysis is Evaluation used for future project design.

7. Implementation and Completion Implementation and Completion

The Implementation Completion Report is prepared to evaluate the performance of both the Bank and the borrower.

> 6. Implementation and Supervision

The Borrower implements the project. The Bank ensures that the loan proceeds are used for the loan purposes with due regard for economy, efficiency, and effectiveness.

> 5. Negotiations and Board Approval The Bank and borrower agree on loan or

credit agreement and the project is presented to the Board for approval.

1. Country Assistance Strategy

Stra tegy

The Bank prepares lending and advisory services, based on the selectivity framework and areas of comparative advantage, targeted to Country country poverty reduction efforts. Assistance

2. Identification

Projects are identified that support strategies and that are financially, economically, socially, and environmentally sound. Development strategies are analyzed.

The Project Cycle

Negotiations

and Board

Approval

4. Appraisal

Pre paration

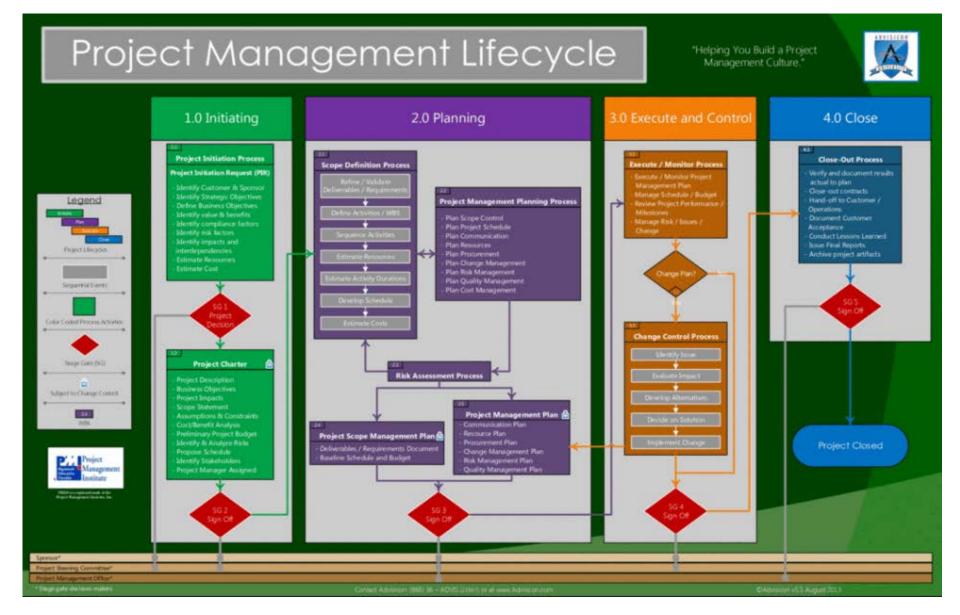
The Bank assesses the economic, technical, institutional, financial, environmental, and social aspects of the project. The project appraisal document and draft legal documents are prepared.

3. Preparation

The Bank provides policy and project advice along with financial assistance. Clients conduct studies and prepare final project documentation.

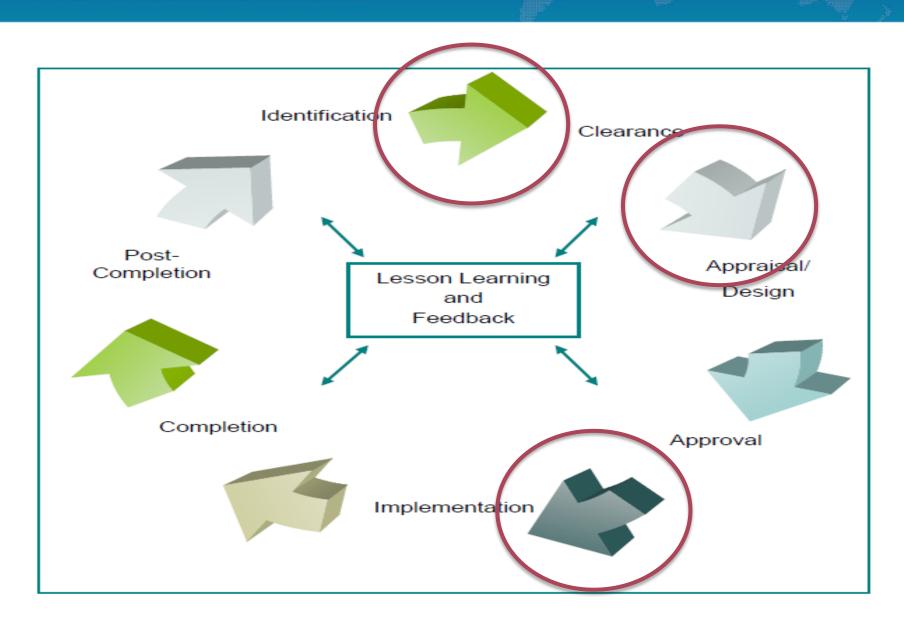
#### And another project cycle

Department of Foreign Affairs and Trade



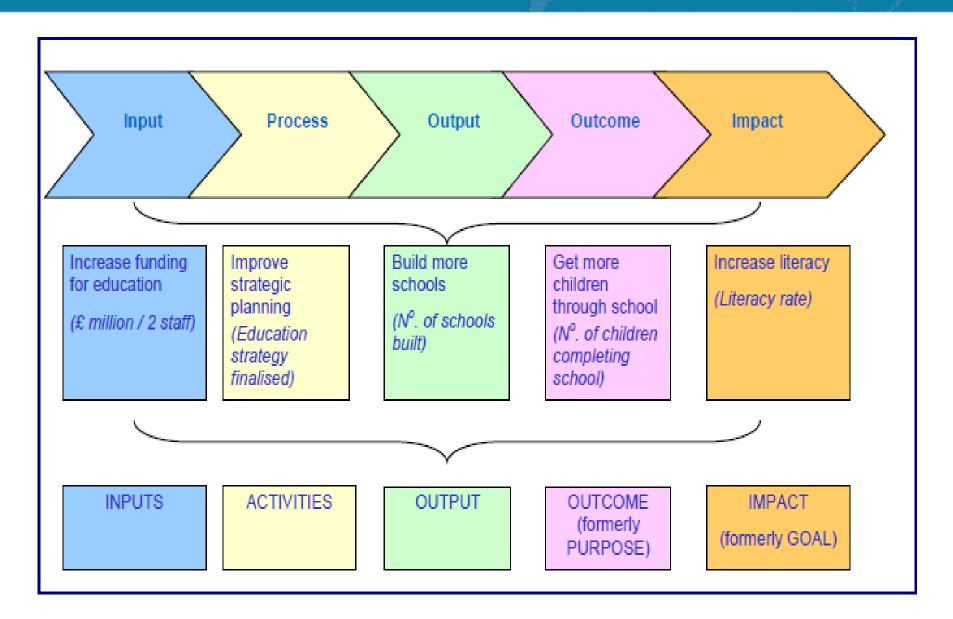
#### DFID's PF Jan 2011 'How To' Note

Department of Foreign Affairs and Trade

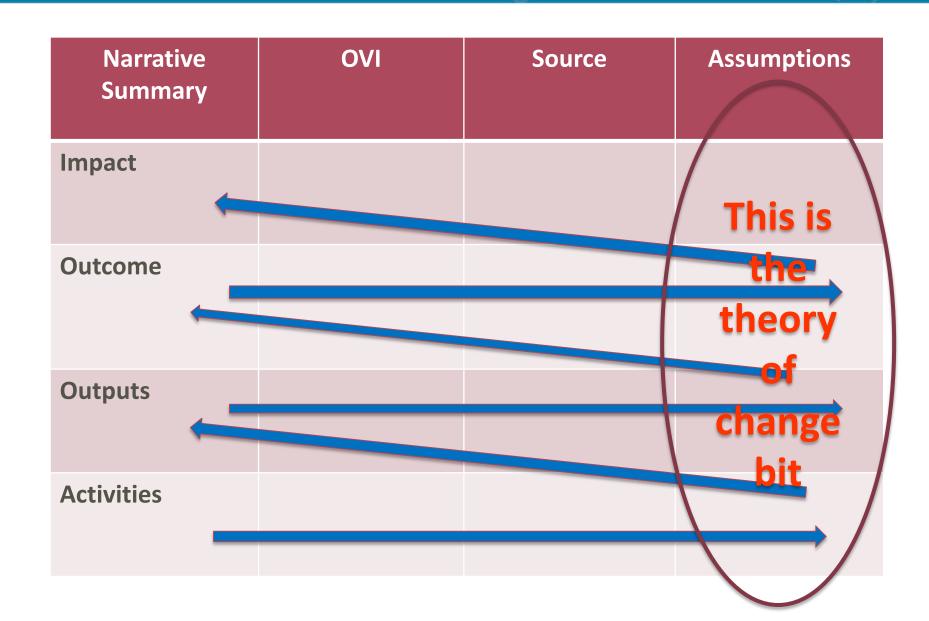


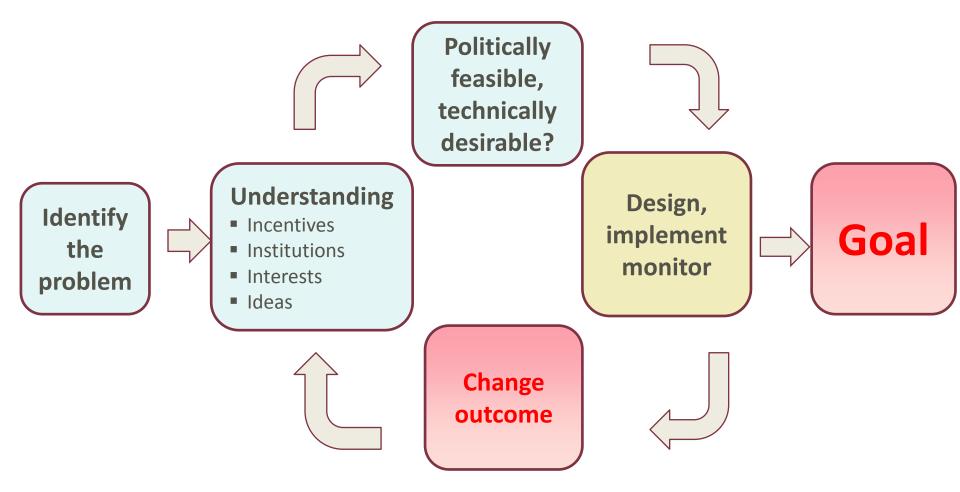


#### (2) The results chain



#### (3) The Project Framework







#### (5) Inserting a bit of TWP

Project cycle 'stage'	New / existing initiatives
Identification / selection (why we are doing it)	<ul> <li>Fixate on the problem (has it changed?)</li> <li>Whose problem is it?</li> <li>Frame the power relationsof course inc gender</li> <li>Four eyes: incentives, interests, institutions and ideas</li> </ul>
Design / appraisal (what we will be doing and how we will be doing it)	<ul> <li>Revisit the results chain</li> <li>Are assumptions being addressed or just 'assumed'?</li> <li>Fixate on the impact – build in flexibility between activities and outcomes</li> <li>Views of key individuals / groups</li> <li>Reduce prescription on spend, timing and activity</li> </ul>
mplementation / monitoring (how we know what progress is being made and what the issues are)	<ul> <li>I and M become one (indeed, design too)</li> <li>Test and re-test assumptions: especially those about behaviour: eg         <ul> <li>decisions being taken</li> <li>actions being implemented</li> <li>processes / systems being changed</li> <li>reforms being enacted</li> </ul> </li> <li>Read, interpret and respond to the changing political economy</li> <li>Review and reflect exercises (test assumptions again)</li> <li>De-emphasise 'artificial' milestones and targets which drive contractors</li> <li>Include process / relationship measures</li> <li>Plausible association as much as ToC</li> <li>But fixate on impact and judge contribution of 'project' to that impact – and change inputs and activities and possibly outputs too</li> </ul>



### Australian Government (6) A crib sheet: learning and practice Department of Foreign Affairs and Trade

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

