Program Management Framework Project

Jennifer M. Brately

All Staff Update Meeting
13 May, 2016
Meeting Purpose: To provide an update on the Program Management (PM) Framework Project and share information on upcoming activities

- Project Update
- PM Framework Overview
- Process Rollout
- Next Steps
Project Update
Introduction

The need to define a systematic approach to managing programs and projects was identified by IMC based on challenges reviewed in the November 2014 board meeting.

The Program Management Framework Project was initiated to address these challenges and increase efficiency and effectiveness in project execution through the implementation of consistent program/project management processes. The Project:

• Serves as a strategic organizational development initiative that contributes to ILRI’s critical success factor of **Fit for Purpose**

• Contributes towards **greater efficiency in the use of the institute’s resources** and provides a **standardized approach** towards the development and execution of programs and projects

• Provides **clarity on the roles and responsibilities of staff involved** in program and project management
Project Overview

<table>
<thead>
<tr>
<th>Phase</th>
<th>Timing</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analyze &amp; Design (Phase 1)</td>
<td>July – December</td>
<td>To understand the current challenges and areas for opportunity within</td>
</tr>
<tr>
<td></td>
<td>2015</td>
<td>program/project management and to define standard processes and roles</td>
</tr>
<tr>
<td>Implementation (Phase 2)</td>
<td>February – July</td>
<td>To communicate the defined processes to staff and complete other activities</td>
</tr>
<tr>
<td></td>
<td>2016</td>
<td>that support the adoption of the framework within the organization</td>
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Additional activities to support the processes are expected beyond July
# Project Update

## Analyze & Design Phase

### Intro Meetings
- **Timing:** July – August 2015
- **Key Outputs:**
  - Feedback from staff on challenges with project delivery

### Working Group Kick-off
- **Timing:** September 2015
- **Key Outputs:**
  - Formation of Working Group to provide input on process requirements and validate processes

### Requirements Sessions
- **Timing:** September 2015
- **Key Outputs:**
  - Detailed process requirements
  - Mapping of existing systems into processes
  - Draft Process Manual
  - Recommendations for implementation and areas for automation

### Steering Committee
- **Timing:** October 2015
- **Key Outputs:**
  - Formation of Steering Committee to provide guidance and strategic direction
  - Input regarding focus for implementation

### Process Validation Sessions
- **Timing:** November 2015
- **Key Outputs:**
  - Verified Process Manual
  - Standard role descriptions for program/project management staff
# Project Update – Continued

## Implementation Phase

<table>
<thead>
<tr>
<th>Timing</th>
<th>Rollout Prep</th>
<th>Process Workshops</th>
<th>Impact Assessment</th>
<th>Support Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>February – May 2016</td>
<td>• Rollout approach</td>
<td>• Workshops to communicate defined processes to staff</td>
<td>• Programs assess impacts and identify actions needed</td>
<td>Implementation of tools to better support processes:</td>
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<tr>
<td></td>
<td>• Establishment of “process owners”</td>
<td>• Planning for future initiatives</td>
<td>• Planning for future initiatives</td>
<td>• PM templates</td>
</tr>
<tr>
<td></td>
<td>• Workshop preparation</td>
<td>• Transition to process owners</td>
<td>• Transition to process owners</td>
<td>• OCS Research module</td>
</tr>
<tr>
<td></td>
<td>• Planning for future initiatives</td>
<td></td>
<td></td>
<td>• Analysis and implementation of project management system</td>
</tr>
<tr>
<td>June 2016</td>
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<tr>
<td>July 2016</td>
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<tr>
<td>After July</td>
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</tbody>
</table>
Project Structure

Executive Sponsors

Institutional Management Committee

P&OD
Stella Kiwango

Research Programs
Iain Wright

Steering Committee

Iain Wright
(Chair)
Stella Kiwango
(Secretary)
Isabelle Baltenweck
Pat Rainey
Sikhalazo Dube
Nadine Sanginga
Jasmine Bruno
Misja Brandenburg
Stephe Dean

Framework Validation
Provides input on requirements and validates process design

Project Execution & Monitoring
Executes project activities and monitors project status

Project Guidance
Provides executive-level oversight and direction for the project

Working Group (WG)

Involved during Phase 1

Proposal Development WG
Project Planning WG
Project Executing/Closing WG
Program Management (Strategy & Programming) WG

Stella Kiwango
Jenny Brately

Process Owners
Involved during Phase 2
Nadine Sanginga
Jasmine Bruno
Assenath Kabugi
Simon Turere

Iain Wright
(Chair)
Stella Kiwango
(Secretary)
PM Framework Overview
What is the PM Framework?

- Defines the **methodology and structure** for managing research programs and projects at ILRI
- Documented in the **Program Management Process Manual**, which outlines the following:
  - Standard set of **activities** that are to be performed at ILRI for managing programs and projects, including activity purpose and steps involved
  - Expected **inputs and outputs** for each activity (i.e., tools and resources to be used)
  - **Roles** involved in and responsible for each activity
Program/Project Management at ILRI

Program Management: Strategy & Programming

Proposal Development  Project Planning  Project Executing  Project Closing

ILRI Research Programs

<table>
<thead>
<tr>
<th>Integrated Sciences</th>
<th>Animal Science for Sustainable Productivity</th>
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<tbody>
<tr>
<td></td>
<td>Policy, Trade and Value Chains</td>
</tr>
<tr>
<td></td>
<td>Livestock Systems &amp; Environment</td>
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<td></td>
<td>Livelihoods, Gender &amp; Impact</td>
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<td></td>
<td>Food Safety and Zoonoses</td>
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</table>

<table>
<thead>
<tr>
<th>Biosciences</th>
<th>BecA-ILRI Hub</th>
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<tbody>
<tr>
<td></td>
<td>Vaccines Biosciences</td>
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<tr>
<td></td>
<td>Animal Biosciences</td>
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<td>Feed and Forages Biosciences</td>
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</table>
How does this help us?

The definition and adoption of processes for program/project management at ILRI:

• Provides a standard approach for staff to follow when managing programs and projects
• Ensures that the necessary program/project management activities are being performed throughout the organization, increasing delivery outcomes and the ability to meet donor expectations
• Offers clarity regarding who is responsible for completing activities and which tools are to be used
• Enables future growth in this area using the defined processes as the baseline for what program/project management is at ILRI

Stronger delivery makes ILRI more competitive at winning additional funding, boosts donor confidence, and upholds ILRI’s institutional reputation
Who will use the framework?

The PM Framework is to be followed by all ILRI research programs and projects. Staff that manages programs and projects will be responsible for adherence to the framework on their programs and projects.
Preview Process Manual
Process Rollout
# Process Workshops – Overview

Workshops will be conducted to communicate the defined processes to staff and discuss impacts to current ways of managing programs and projects. There are two types of workshops:

<table>
<thead>
<tr>
<th>Workshop Title</th>
<th>Description</th>
<th>Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Management Workshop</strong></td>
<td>Review and discuss management process at program level</td>
<td>Program Leaders: X PMOs: X</td>
</tr>
<tr>
<td><strong>Project Management Workshop</strong></td>
<td>Review and discuss management processes in project lifecycle:</td>
<td>Project Leaders/PIs: X Project mgt. staff: X</td>
</tr>
<tr>
<td></td>
<td>• proposal development</td>
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<td>• project planning</td>
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<td></td>
<td>• project executing</td>
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<td></td>
<td>• project closing</td>
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<td></td>
<td></td>
<td>Applicable support team members: X</td>
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</table>
### Process Workshops – Schedule

<table>
<thead>
<tr>
<th></th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
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<tbody>
<tr>
<td>30</td>
<td></td>
<td>31</td>
<td>1 (Kenyan Holiday)</td>
<td>2</td>
<td>3</td>
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<td>6</td>
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<td>10</td>
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<tr>
<td>13</td>
<td></td>
<td>14</td>
<td>15</td>
<td>16 (Project Management Workshop - Nairobi #1)</td>
<td>17</td>
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<tr>
<td>20</td>
<td></td>
<td>21</td>
<td>22 (Project Management Workshop - Nairobi #2)</td>
<td>23 (Project Management Workshop - Nairobi #3)</td>
<td>24</td>
</tr>
<tr>
<td>27</td>
<td></td>
<td>28</td>
<td>29 (Program Management Workshop - Addis)</td>
<td>30 (Project Management Workshop - Addis)</td>
<td>1</td>
</tr>
</tbody>
</table>

*Calendar invitations will be sent to applicable staff for the necessary session(s)*
PM Framework Support

• Within each ILRI program, the PMO is the point of contact for program/project management

• Process owners have been identified to be responsible for the maintenance of the framework’s materials, to drive support and enhancement initiatives in the area of program/project management at ILRI, and to serve as additional points of contact for staff
  
  • Nadine Sanginga: Proposal Development
  • Jasmine Bruno: Project Planning
  • Assenath Kabugi: Project Executing & Closing
  • Simon Turere: Program Management
Post-Workshop Rollout Activities

• In the workshops, ILRI Research Programs will be asked to complete an exercise to compare how the management of their program/projects match up to what is documented in the PM Process Manual, including identifying actions needed for the program to adhere to the defined processes

• Process owners will offer support sessions to answer any questions and assist with this exercise

• Additional initiatives will be coordinated in the future by the process owners, under guidance and direction from the Steering Committee, in order to better support the execution of the processes
  • PM templates
  • Project management system
PM Framework Materials

Materials will be posted online. The page can be accessed via the ILRINET.
Next Steps

• For impacted staff: Participate in Process Workshops in late June

Please contact ILRIPMFramework@cgiar.org or your program area’s PMO with questions

Thank you!