

# Program Management Framework Project

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All Staff Update Meeting  
13 May, 2016



# Agenda

*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

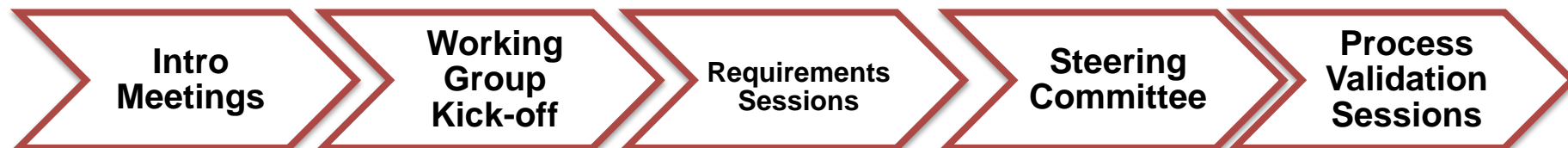
# Project Overview

Phase	Timing	Purpose
Analyze & Design (Phase 1)	July – December 2015	To understand the current challenges and areas for opportunity within program/project management and to define standard processes and roles
Implementation (Phase 2)	February – July 2016	To communicate the defined processes to staff and complete other activities that support the adoption of the framework within the organization

*Additional activities to support the processes are expected beyond July*

# Project Update

## Analyze & Design Phase



Timing	July – August 2015	September 2015	September 2015	October 2015	November 2015
Key Outputs	<ul style="list-style-type: none"> <li>Feedback from staff on challenges with project delivery</li> </ul>	<ul style="list-style-type: none"> <li>Formation of Working Group to provide input on process requirements and validate processes</li> </ul>	<ul style="list-style-type: none"> <li>Detailed process requirements</li> <li>Mapping of existing systems into processes</li> <li>Draft Process Manual</li> <li>Recommendations for implementation and areas for automation</li> </ul>	<ul style="list-style-type: none"> <li>Formation of Steering Committee to provide guidance and strategic direction</li> <li>Input regarding focus for implementation</li> </ul>	<ul style="list-style-type: none"> <li>Verified Process Manual</li> <li>Standard role descriptions for program/project management staff</li> </ul>

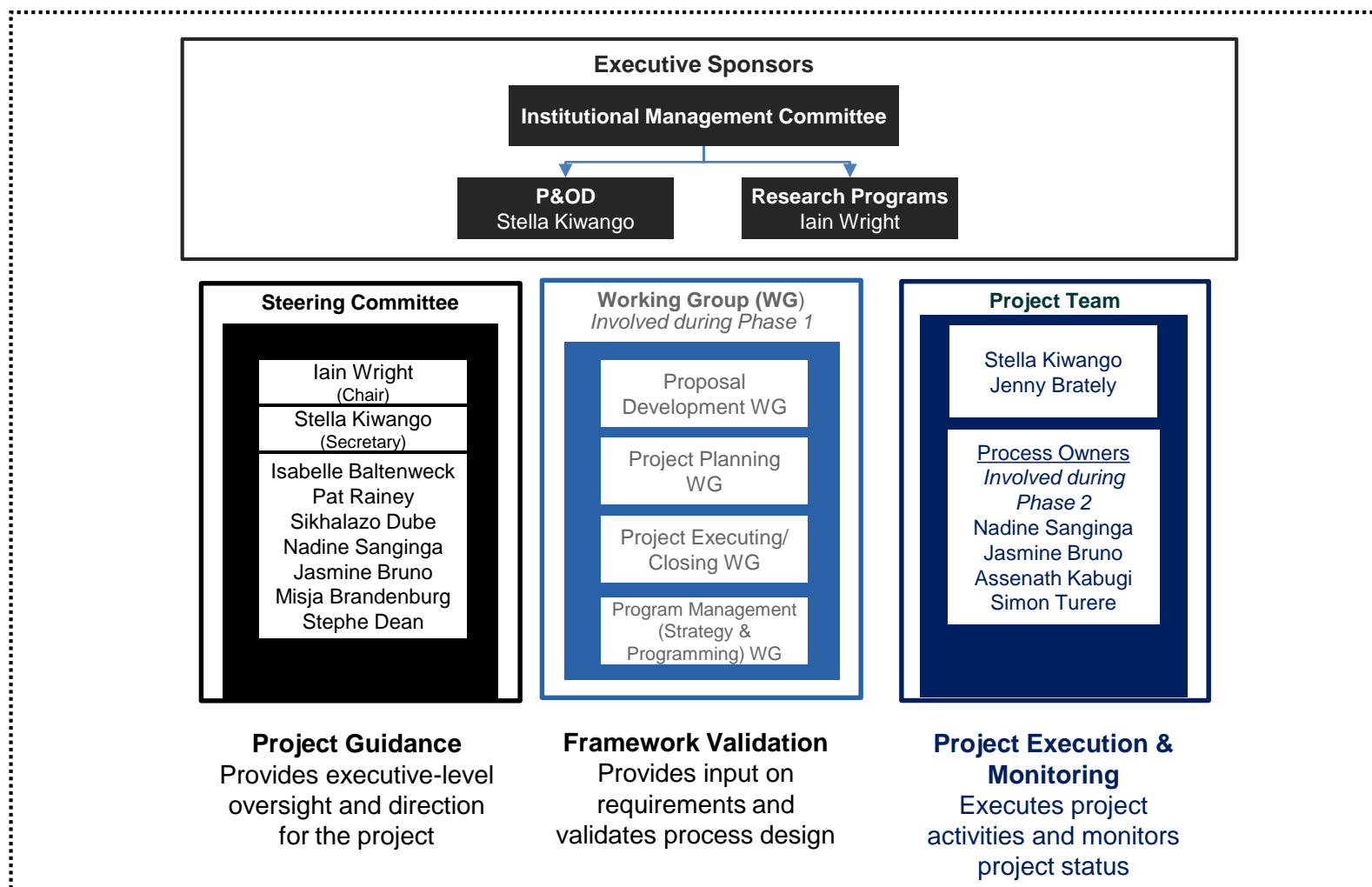
# Project Update – Continued

## Implementation Phase



Timing	February – May 2016	June 2016	July 2016	After July
Key Outputs	<ul style="list-style-type: none"> <li>Rollout approach</li> <li>Establishment of “process owners”</li> <li>Workshop preparation</li> <li>Planning for future initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Workshops to communicate defined processes to staff</li> <li>Planning for future initiatives</li> <li>Transition to process owners</li> </ul>	<ul style="list-style-type: none"> <li>Programs assess impacts and identify actions needed</li> <li>Planning for future initiatives</li> <li>Transition to process owners</li> </ul>	Implementation of tools to better support processes: <ul style="list-style-type: none"> <li>PM templates</li> <li>OCS Research module</li> <li>Analysis and implementation of project management system</li> </ul>

# Project Structure



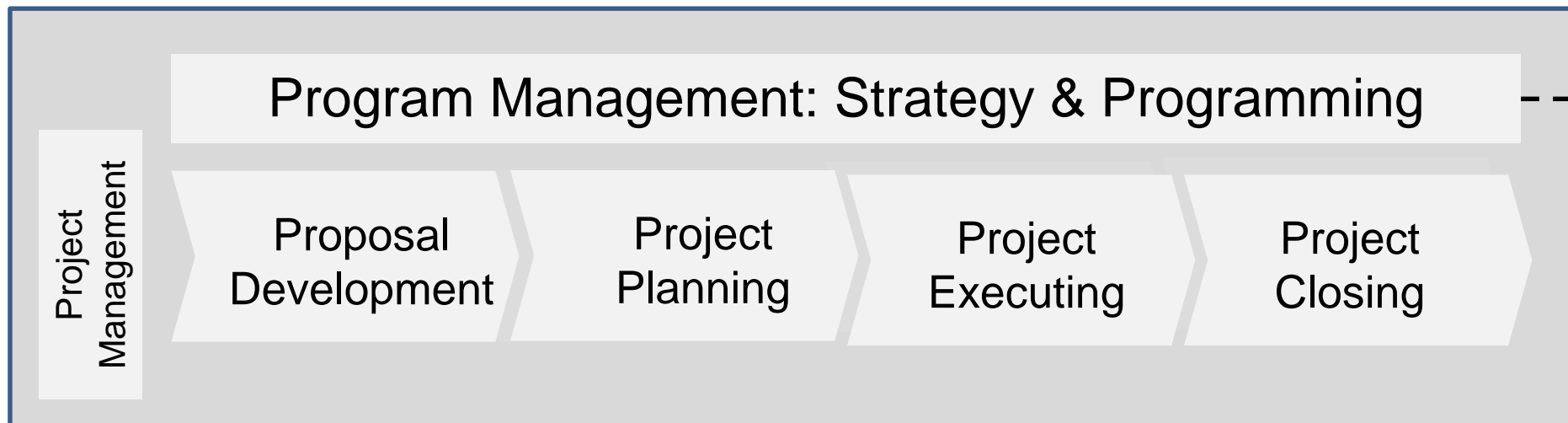


# PM Framework Overview

# 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



ILRI Research Programs	
Integrated Sciences	<ul style="list-style-type: none"><li>• Animal Science for Sustainable Productivity</li><li>• Policy, Trade and Value Chains</li><li>• Livestock Systems &amp; Environment</li><li>• Livelihoods, Gender &amp; Impact</li><li>• Food Safety and Zoonoses</li></ul>
Biosciences	<ul style="list-style-type: none"><li>• BecA-ILRI Hub</li><li>• Vaccines Biosciences</li><li>• Animal Biosciences</li><li>• Feed and Forages Biosciences</li></ul>

# How does this help us?

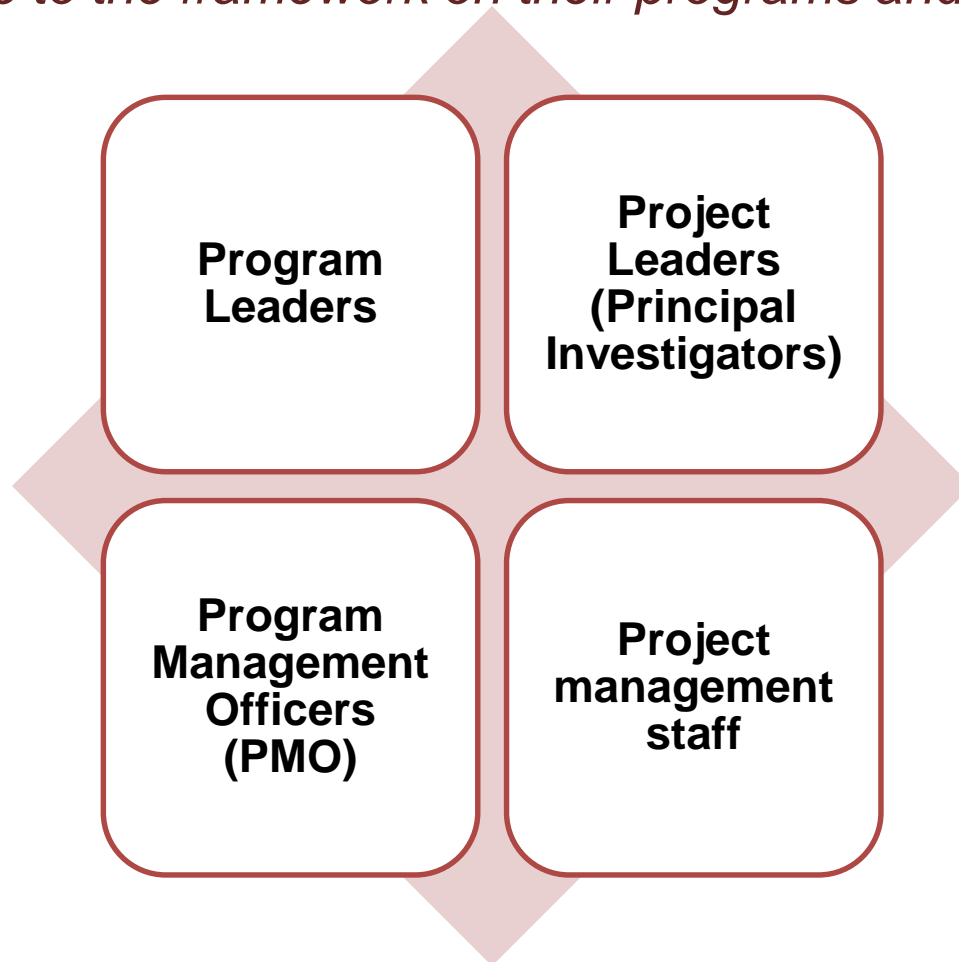
The definition and adoption of processes for program/project management at ILRI:

- 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*



# Process Manual Overview

*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:*

Workshop Title	Description	Attendees				
		Program Leaders	PMOs	Project Leaders/ Pls	Project mgt. staff	Applicable support team members
Program Management Workshop	Review and discuss management process at program level	x	x			
Project Management Workshop	Review and discuss management processes in project lifecycle: <ul style="list-style-type: none"> <li>• proposal development</li> <li>• project planning</li> <li>• project executing</li> <li>• project closing</li> </ul>	x	x	x	x	x



# Process Workshops – Schedule

June				
Monday	Tuesday	Wednesday	Thursday	Friday
30	31	1 Kenyan Holiday	2	3
6	7	8	9	10
13	14 Program Management Workshop - Nairobi	15	16 Project Management Workshop - Nairobi #1	17
20	21 Project Management Workshop - Nairobi #2	22 Project Management Workshop - Nairobi #3	23 Project Management Workshop - Region	24
27	28	29 Program Management Workshop - Addis	30 Project Management Workshop - Addis	1

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

# PM Framework Support

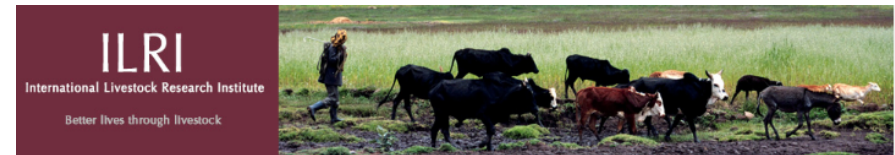
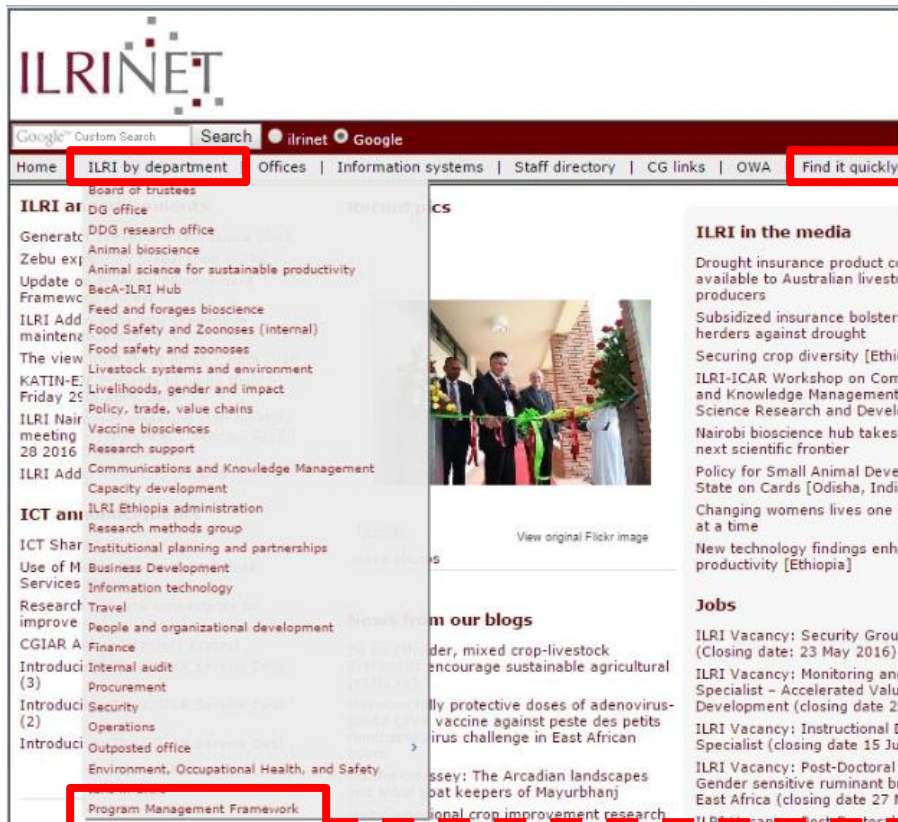
- Within each ILRI program, the PMO is the point of contact for program/project management
- Process owners have been identified to be responsible for the maintenance of the framework's materials, to drive support and enhancement initiatives in the area of program/project management at ILRI, and to serve 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*



Home » pmf

## Program management framework

The Program Management (PM) Framework defines the methodology and structure for managing research programs and projects at ILRI. The methodology and structure are documented in the PM 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 related to managing programs and projects

The framework that is outlined in the Process Manual covers both program and project management. Program management is the management of an ILRI research program and the projects associated with it. Project management is the management of a research project throughout the different phases of its lifecycle: proposal development, planning, executing, and closing. The primary users for the PM Process Manual are staff that is responsible for the management and delivery of programs (Program Leaders, PMOs) and projects (Project Leaders/Principal Investigators, project management staff).

The project to develop the Program Management Framework was initiated starting in July 2015. For the project, a "Working Group" was formed to provide input on and validation of the processes that were defined and documented in the PM Process Manual. The Working Group was composed of a mix of ILRI staff from across a representative set of divisions, CRPs, roles, and geographic locations. A rollout of the processes to the impacted staff will be completed in June 2016 via Process Workshops. This site contains the links to the PM Process Manual, other materials shared with staff at meetings and workshops, and any related announcements or upcoming events.

### People

Process owners have been identified to be responsible for the PM Framework. These individuals are responsible for the maintenance of the framework's materials and for driving support and enhancement initiatives in the area of program/project management at ILRI. The process owners by area are:

- Nadine Sangina: Proposal Development
- Jasmine Bruno: Project Planning
- Assenath Kabugi: Project Executing & Closing
- Simon Turrer: Program Management

Within each ILRI program, the Program Management Officer (PMO) is the point

### Contact:

Assenath Kabugi, Jasmine Bruno, Nadine Sangina, Simon Patita Turrer

Program Management Framework Materials

# Next Steps

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

Please contact [ILRIPMFramework@cgiar.org](mailto:ILRIPMFramework@cgiar.org) or your program area's PMO with questions

*Thank you!*