

Program Management guideline

NIHR GUIDELINES

The Goal

Best use of resources to achieve the program goals and objectives and reduce risks to the minimum

Why Do We Need the Program Management?

The risks of poor program performance – reduced impact, fraud, reputational damage, lost opportunity – are great. Good program management saves time and increases impact and accountability. Program management is a core value governs NIHR and it is a continuous process to Identify Program Goal, Objectives, Outputs, Activities and Indicators

What is Program Management?

refers to the process of applying skills, knowledge and tools to identify requirements, address needs, incorporate the concerns of stakeholders, and balance the competing demands of time, cost, and scope (sometimes called the “triple constraint”) to achieve incremental benefits through the integrated management of multiple projects, each of which is designed to produce a unique product, service, or result.

Policy Objective:

- 1- Program Identification and Design
- 2- Program Set Up and Planning
- 3- Implementation
- 4- Monitoring and Evaluation (M&E)
- 5- End of Program Transition

SMART Objectives

To ensure its clear when an objective is successfully achieved it is important for all objectives to be SMART: Specific Measureable Achievable Relevant Time-bound

Policy scope:

The policy is applied in NIHR at all levels according to it’s applied structure including all it’s offices.

Responsibility:

NIHR’s general assembly, board of directors and staff are responsible for the full implementation of the policy

How to process the objectives?

- 1- **Program Identification and Design:** During this phase, teams and stakeholders work together to identify program ideas; collect assessment data; analyse the assessment data; develop the program logic; create proposals or preliminary program scope statements with summary budgets and high level program plans.
- 2- **Program Set Up and Planning:** During this phase, the Program Work Plan is prepared. The Program Work Plan is a map of the program, identifying the detailed activities, budget and the schedule required to deliver the direct program results.
- 3- **Program Implementation:** During this phase, the program is launched and implementation takes place. Program launch involves setting up the basic program files, team structure and communicating the work plan. Implementation involves managing, adjusting and tracking activities, communications, quality, risk, organizational capacity and coordinating the roles and responsibilities of stakeholders.
- 4- **Monitoring and Evaluation (M&E) Process:** Throughout a program, it is monitored and evaluated as necessary. Processes conducted as part of M&E compare program performance to the original proposal objectives and indicators, as well as to the Program Work Plan. Variances found against plans allow for adjustment during any phase of the lifecycle of the program
- 5- **End-of-Program Transition:** During this phase, the end of program transition strategy as articulated in the Program Work Plan is updated and executed, while “final 90 days” and other close-out and transitional processes are carried out.

Who will involve

- 1- Decision Gates: The discovery and development of a new program is time and resource intensive. Due to a variety of constraints not all new ideas will be developed into new programs. In order to track and determine feasibility and pursuit of a new opportunity, a program idea will typically go through a set of decision gates.
- 2- Team Requirements and Structure according to global project and program management standards, the Program Team are “acquired” (formed, or recruited) during the Program Implementation phase. This is sometimes confusing, since it is difficult to think about initiating and planning a program without a Program Team. However, here it is important to remember that many aspects of the Set Up and Planning phases may be carried out by the PMO and Portfolio Management, before a Program Manager and Program Team are assigned. In other cases, a Program Manager and possibly key program team members might be assigned and lead some aspects of planning, but the remaining team members might not be recruited until later
- 3- Members of the general assembly and the board of the directors and NIHR’s staff
- 4- Beneficiaries and key stakeholders(e.g. individual, CBOs with special attention to women)
- 5- Decision and policy makers
- 6- Vulnerable groups (Host community , IDPs , Elderly people, people with disabilities)

When Program Management needed?

We ensure gender balance and inclusion at all level within NIHR 'lives.

- 1- Strategic thinking and ideas generation
- 2- Planning phase: assessment , design
- 3- Implementation: Following and quality assurance
- 4- Monitoring and evaluation
- 5- Research and studies
- 6- Contracting and pricing
- 7- Lobbying, advocacy and people mobilization

8- Innovation and problem solving

How to practice Program Management ?

- 1- Identify Program Ideas
- 2- Analyse Funding Opportunities
- 3- Develop Program Logic
- 4- Develop Proposal & Budget
- 5- Prompting Questions to Analyse Funding Opportunities
- 6- Info Needs Matrix
- 7- Proposal Tool Kit
- 8- SWOT Analysis
- 9- Problem Tree
- 10- Local Partnerships Guide
- 11- Review Lessons Learned and Best Practices
- 12- Stakeholders
- 13- Engagement of Target Community and Partners

Target community and local private, public and/or civil society partners' input into an assessment verifies an accurate understanding of local needs, constraints and opportunities. Involving these stakeholders also provides an opportunity to empower local actors and create ownership of the program's benefits. It is important to consider gender and power dynamics in communities when using participatory methods

Suggestions for modifying the policy

- Political restrictions or limitations on NGOs working in the target region / country.
- NIHR credibility and reputation with local government or beneficiary communities.
- NIHR ability to forge vital win-win partnerships with other key local and international organizations operating in the same programmatic space.
- Requirements for co-financing or match funding for a program and the need for commitments from external sources prior to proposal submission.

Any suggestions for modifying the policy will be sending to planning, monitoring, evaluation, and information department.

Risk Management Planning

Risk management is an important part of program management. Every program has risks that threaten to cause program failure. Program risk management involves firstly identifying the risks that impact your program. Although often overlooked, it is important to identify as many risks to your program as possible, and be prepared if something bad happens. It's best to get as many people involved in the risk identification process as possible. Examples of common programmatic risks include:

- Proposal time and cost estimates too Optimistic
- Stakeholder review and feedback cycle too slow
- Unexpected budget cuts
- Lack of resource commitment slows work
- Currency fluctuations disrupt budget availability or accuracy of projections
- Political instability causes government partners to hinder community cooperation

- Security risks block traditional transportation routes or stakeholder participation Identify Risks

Risks can be tracked using a simple risk matrix

Each risk you have identified to your risk matrix; write down what you will do in the event it occurs, and what you will do to prevent it from occurring. Next, analyse the risks. Risk analysis can take many forms; however, they usually revolve around providing answers to three questions:

1. What is the probability of the risk event occurring?
2. What would be the impact on the program if the risk event were to occur?
3. What steps can be taken to minimize the impact of the risk event if it did happen?

Documentation and saving the information:

Each department in the organisation will save a copy of this policy in addition to another one from the boards of director achieve.

Assessments

1. Written assessment or problem analysis (can be included in proposal document or can be a separate assessment document)
2. External stakeholders list
 - a. List of external stakeholders (with contact information) participating in initial consultations
 - b. Community selection written rationale
 - c. Partner identification written rationale
3. Proposal or Preliminary Scope Statement
 - a. Final submission approved by donor
 - b. Logical Framework
 - c. Summary Budget
4. Documentation of the review of lessons learned and best practices

Set Up and Planning

1. Agreements
 - a. Final signed program agreement with donor
 - b. Agreements of Understanding – communities/partners/government (Memorandum of Understanding (MOU), letters of support, etc.)
 - c. Modifications and amendments to program agreement
 - d. Official communications with donors, including requests (NCE, key personnel, waivers, etc.) and approvals
2. Work Plan (see Minimum Standards checklist)
 - a. Key program parameters, coming from preliminary program documents
 - b. Work Breakdown Structure (WBS)
 - c. Program Schedule
 - d. Coded program budget
 - e. End of Program transition plan

Implementation

1. Meeting Minutes
 - a. Kick-Off Meeting minutes
 - B. Program Team Coordination Meeting Minutes (quarterly)
 - c. External stakeholder meeting minutes
2. Reporting
 - a. Program reports submitted to donor (interim, annual and final)
 - b. Internal Program Progress reports
 - c. Means of verification such as beneficiary lists, attendance sheets, survey data, etc. c. Updates to Program Work Plan
 - d. Issues Log (recommended)
 - e. Risk Register (recommended)
3. Sub-grants (see sub-grant manual and Grant File for more info)
 - a. Approved proposal and coded budget
 - b. Sub-grant agreement
 - c. Memorandum of Understanding
 - d. Program reports (interim, annual and final)
4. Deliverables
 - a. Descriptions of Deliverables (Documentation of planning)
 - b. Verification of execution / proof of assistance received
 - c. Reports of quality assurance checks
5. Human Resources
 - a. Organizational chart (Personnel and Job Files are retained with HR)
 - b. Consultants
 - c. Consultant agreement ii. Scope of Work
 - d. Final deliverables / output
 - e. Training Needs Assessment

Plan for Monitoring and Evaluation (M&E)

Monitoring and Evaluation Processes compare program performance to the objectives and indicators in the original proposal, as well as to the Program Work Plan and Indicator Plan. M&E data are actively used through the Program Implementation phase to track that the program is achieving desired results. If there are unacceptable variances, Monitoring and Evaluation results can be used to make adjustments to program plans through a change process (see [Chapter 5](#)). Based on the degree of change, elements of the PWP may need to be updated to reflect the new actions.

Planning for effective M&E begins in the Program Identification and Design phase by incorporating SMART objectives (see [section 3.6](#)) and well thought-out indicators into the program log frame. Implementation plans are then developed in the planning phase. A well-developed M&E plan can take time to develop and the design should

Begin as soon as possible to then enable implementation planning and integration into the Program Work Plan as early in the process as possible. Effective evaluation planning should

begin at this phase, with appropriate budgeting and staffing for M&E and allocation of time in the PWP. The following components make up the M&E Plan, additional information for each can be found in [Chapter 6](#) and DM&E-in-a-Box⁶¹.

M&E tools

1. Indicator Plan / Performance Monitoring Plan (PMP)
 - a. Deviations formally documented and plan updated
2. M&E Event Reports (baseline, end line, and routine monitoring)
3. Evaluation Report (mid-term and final)
4. M&E Data Management System Reports
5. M&E Data Sources disaggregated by sex and age
 - a. Surveys
 - b. Beneficiary lists – activity, location, names, etc.
 - c. Attendance sheets – trainings, meetings, etc.
 - d. Pre- and post- tests from trainings
 - e. Routine monitoring reports (projects & sub-grants)

Periodic Review:

Our participation policy will be reviewed annually aiming at enhancing its efficient deliverables and outcomes