Volunteers Internal Regulations

Program Management?

Program management is the process of managing programs, applying skills, knowledge and tools to identify requirements, to address needs, and balance to save time, cost, and scope. to improve organizational performance. Program managers oversee and coordinate the various projects and other strategic initiatives throughout the organization.

Program managers also help to drive organizational change including implementation, practices and principles.

Program Manager's Role and Generally-Accepted Knowledge:-

The required Program Manager competencies include:

• Technical support

• Leadership/ Inter-personal

• Personal/ Self-management

• Program Development and cross-cutting issue

- strive for excellence in all the activities level.

Program Lifecycle and Minimum Standards Checklist

The Program Lifecycle serves as a framework that helps to:

Define the phases that connect the program from beginning to end

Identify the processes that teams must implement as they move through the phases of the program lifecycle • Model how programs work within an environment of constraints,

Key Aspects of the Program Management Lifecycle

duration nor resource requirements, each phase is important and adequate time and resources should be allocated for every phase

- Phases are not always linear: phases overlap, are at times integrated, and are often iterative. Each program is different. It is often common to start two phases simultaneously. For example implementation of a previously planned community assessment may be initiated as the detailed planning starts on a separate aspect of the program.
- As depicted in the diagram, the 'planning' components of Program Set Up and Planning phase are in a continuous, iterative loop with the Program Implementation phase. This is what is sometimes referred to as "progressive elaboration" in project and program management standards.
- The processes in all other phases are continually reinforced and assessed through monitoring & evaluation. Information gathered via monitoring should be applied to inform planning and future decision-making.
- Program Identification and Design
- Program Set Up
- Planning
- Implementation
- Monitoring & Evaluation
- End of Program Transition
- Decision to Gate out

Program Identification and Design:

Program Identification and Design is the first phase of the Program Life Cycle teams and stakeholders work together, on key steps of Program Identification and Design that can help to ensure good programmatic results. aThese are the following categories:

Process Step or Minimum Standards

1- Identification of Program Ideas
2- Analyse the Funding Opportunity
3- Assessment
4- Analysis
5- Program Logic
6- Develop Proposal and Budget

Tool

1 Identification of Program Ideas

- Introducing Organization vision for change
- Strategy planning tools & technique
- Proposal per-positioning tools
- Local partners guidance.

2 Analyse the Funding Opportunity

Analysis & Promoting question for funding opportunity

3 Assessment

- Information needed
- Assessment tools

4 Analysis

- Vann diagram and stakeholder's analysis matrix
- SWOT analysis, problem tree and solution ranking
- M&E tools & data analysis.

5 Program Logic

- DM&E guidebooks and online training
- Logical framework template and inductors menus
- Mission metrics indicators guideline

6 Proposal and Budget Development

- Proposal tools kits
- Proposal development minimum standers
- Budgeting guide
- Proposal composition guide

Output or Product

- List of external stakeholders consulted
- Written assessment or problem analysis
- Program logical framework
- Proposal preliminary or initial program scope statement

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.

Program Set Up and Planning:

It is the phase in which the designed program is planned, prior to implementation and planning detail and reacting to Monitoring and Evaluation feedback. This chapter describes the key program management steps during the Set Up and Planning phase. are described below:

Process Step

1- Program File
2- Stakeholder Management Plan
3- Program Work Plan

4- End of Program Transition Plan
5- Technical Requirements and Partnerships Plan
6- Work Breakdown Structure
7- Team Requirements and Structure
8- Program Schedule
9- Program Budget.

Tool

- Program File

- Program File requirement

- Stakeholder Management Plan

- Stakeholder register templet
- Program Work Plan
- End of Program Transition Plan

- Program management manual
- Technical Requirements and Partnerships Plan

- Local partnerships guide for partnering with civil sociality, business and government
- Sub-grant management
- Scoter specific technical guide and stander
- Gender policy and procedures
- Work Breakdown Structure

- Breakdown sequence estimate duration of program and project task
- creating work breakdown structure (WBS)
- Plan for supply change contracting, operations and security
- supply change contract requirement table
- operations and security requirement table
- Team Requirements and Structure

- Functional analysis
- Position discerptions
- Program Schedule

- Creating schedule
- Risk management
- DM&E
- SM project software
- Plan communications
- Plan quality assurance
- Program Budget.

- Creating activities budget

- Coding methodology

Output or Product

Program organization chart
Program work plan

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. Coded Program Budget, Cross-cutting, Sub-grant/ Partnership Planning is conducted. Supply Chain and Contracting, Personnel, Operations and Security Planning is conducted.

• Program Implementation:

The Program Implementation phase follows the Identification & Design and Set Up and Planning phases.
This chapter describes the key program management steps during the Program Implementation phase. much of the work that is done during the Program Implementation phase
much of the work is about technical performance, there are certain program management processes that can help to ensure good programmatic results across all sectors. These are described below, divided into and we use the following categories or steps:-

Process Step

1. Launching the Program
2. Managing Program Implementation
3. Program Tracking and Adjustment
4. Managing Program Human Resources
5. Managing Issues
6. Managing Organizational Capacities. Implementation.

Tools

1 Launching the Program

- PWP approve and regulars update
- RACI matrix
- Sample kick off meeting agenda

2 Managing Program Implementation

- Conduct Team coordination meeting
- Stockholders register
- Report and update stockholder
- Report writing guide

3 Program Tracking and Adjustment

- Program perfumes work plan
- Risk register
- Quality assurance checks of description of deliverable
- Actual baseline schedule report and critical path tracing sheet.
- Carry out cost control
- Budget vs actual report and CPI
- Procurement actual list and activities budgets

4 Managing Program Human Resources

- Orient program team
- Team members training need assessment.
- Performance management instructions and document
- Feild administration manual
- Manage team translations

5 Managing Issues

- Issues log
- Perform change management

6 Managing Organizational Capacities. Implementation.

- Assess infrastructure procurement
- Create strategy alliance
- Local partnership guide

Output or Product

- Kick of meeting minutes
- Program report
- BVAs with projections
- PDs & training need assessment
- Program team performances assessment
- Approve and update PWP

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.

Program Work Plan (PWP) is approved and regularly updated B, Program Meeting is conducted, and Program Team Coordination Meetings take place at least once per quarter. Program progress reports (narrative and

financial) and quality assurance checks are carried out at least twice per program year Proposal & Logical Framework, M&E plan, Program Work Plan, Kick-Off Meeting minutes and relevant parts of the Program Budget and Grant Agreement. Program Team is oriented on administration and finance procedures (FAM, FFM, FPM), and roles & responsibilities for contractors and partners J. Program Team is recruited; roles, responsibilities, and required skills have been articulated; Position Descriptions exist; Training Needs Assessment is carried out K. Program Team member performance is assessed and documented by Program Manager within three months of program start, and annually thereafter

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.

Indicator Plan exists (Planning Phase), Key program M&E events (at a minimum, baseline, evaluation, and routine monitoring) have been carried out, and reports of these events exist, Basic M&E data management system exists. Final Evaluation report exists

Process Step

1. Identification & Design
2. Set Up & Planning
3. Implementation
4. End of Program Transition

Tools

1 Identification & Design

- Conduct assessment
- Analyze the assessment data
- Develop logical formwork
- Budget for M&E

2 Set Up & Planning

- Create inductor plan (align with mission metrics)
- Plan budget and staff for M&E
- Plan for M&E in PWP, including WBs and schedule
- Develop data collection and, management tools and processes

3 Implementation

- Conduct and document baseline assessment
- Collect monitoring data regular quality checks
- Analyze the monitoring data compere actual regular to target
- Report monitoring data
- Use data to refine the program plan, perform change management
- Conduct and document evaluation

4 End of Program Transition

- Disseminate evaluation finding
- Document and disseminate lesson learn
- Enter program results to mission metrics database

Output or Product

- Logical framework
- Written assessment for problem analyses
- Inductors plan
- M&E data management system
- M&E event report
- Progresses report include progresses toward inductor targets
- Final Evaluation Report
- Lesson learn documentations.

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.

Written End-of-Program Transition Plan exists, “Final 90 day” meeting has taken place, Contract/ sub-grantee status reviewed and finalization plans specified, Deliverables to be transitioned to external stakeholders have been handed over, and handover documentation exists,
Lessons learned have been documented, and have been sent, End-of-Program Transition has been clearly communicated to the Program Team, beneficiaries, host government counterparts, and partners, Program File is complete, Final report is completed and donor close-out requirements are met

Process Step or Minimum Standards

1- Update End of Program Transition Plan
2- Communicate End of Program Transition Plan
3- Review Contract / Sub Grantee Status / donor requirements
4- Transition deliverables to external stockholders
5- Document lesion learn

Tools:-

1- Update End of Program Transition Plan

- Functional analyses and staff transition plan
- BVA with match or co-financing states
- Review of actual achieved agenise the baseline schedule.
- Final 3 months meeting.
- Grant 3 months meeting checklist / compliance and administrative

2- Communicate End of Program Transition Plan

- Stakeholders registers
- Program work plan / communication plan
- FAM section and termination processes and documentation

3- Review Contract / Sub Grantee Status / donor requirements

- Local Partnership guide / sustaining outcome and impact
- Field finance manual / subgrant closeout checklist
- Sub-grant final closeout visits scope of work
- Sub-grant final closeout letter.

4- Transition deliverables to external stockholders

- Guide to community mobilization programming / handover
- Field asset management manual and disposal of asset form.

5- Document lesion learn

Output or Product

Update End of Program Transition Plan
Donor requirements and field report.
Lesion learn and documentations
Completed the program file

Risk Management

Risk management planning process generally follows four steps:

• Step 1: **Identify Risks through Team Brainstorming**

Program risks can be internal and external. Internal include lack of resources or budget to accomplish the defined project, or lack of expertise. External can be stakeholder based, geography, weather, language, etc. Risks can be identified by making use of people who have done similar programs elsewhere, have worked in-country previously
and understand the specific challenges, and through lessons learned from other programs. Assumptions which may
have been outlined in the Identification and Design Phase become risks during subsequent program phases.

• **Step 2: Prioritize Risks**

Have the team estimate if the probability of the risk occurring is low, medium or high. And then have the team
determine the severity of impact if the risk were to occur; is it low, medium or high. In this way the risks can be
prioritized and the team can choose to further research and plan for those risks that are only “high” or “medium”
in some respect. It may not be worth the team’s time to review “low” severity or probability risks. However by not
addressing low risks, the team is in essence accepting that risk. If the risk occurs, the team has decided they can
deal with the impact at that time. It’s important not to remove the low risks from the matrix. Risk Management is process and important to review even low risks as the program proceeds to be sure they haven’t changed or become an indicator of a new higher risk item.

• **Step 3: Reduce Risks**

Once high and medium risks have been determined, the team can develop plans to reduce or even eliminate the risk.
The idea is to determine how to reduce the probability and severity of a risk from high or medium to low or zero. For example, if through the vehicle procedures there is a check for an inflated spare tire on a vehicle, the unexpected event of having a flat tire (perhaps in some regions a high probability, and a high severity) can be reduced to low severity by having the spare.
There are different ways to respond to risks:
1. Accept Risk – an example is the team accepting low severity/low probability risks. If the risk occurs the team has accepted the consequences and will react when necessary.
2. Avoid Risk – the team can avoid a risk by not doing that part of the program, or by doing it in a different manner that avoids the risk. An example is that it may be cheaper and faster to have materials delivered directly to various building sites, however if security of

materials is a risk the team may choose to take extra steps and warehouse, the material first in a secure location.

3. Transfer the risk – a risk may be that does not have the expertise or core competencies to implement a particular portion of a program. In this case to transfer the risk of not completing that portion successfully, Volunteers may decide to contract it out. This transfers part of risk to the contracted partner. However it introduces new risks, which Volunteers must track through monitoring of the partner and associated risks.

4. Mitigate the risk and have contingency plans – Mitigating risks simply means a way to reduce the risk. If the team isn't able to completely avoid or transfer the risk, they may be able to decrease the probability of it occurring or the impact should it occur. If it is deemed highly probable then the team should look at contingency planning.

What would the team need to do if the risk occurred? How much addition budget would be required? Would addition people, equipment, or time be needed?

• Step 4: Develop Contingency Plans

Many risks cannot be mitigated. But they can be planned for and contingencies or "reserves" put in place. This is the setting aside of additional funding in case a specific risk occurs. A classic example is a 10% contingency fund for a building project. The percentage will be different depending on the estimated probability of error in the budget. If inflation is great, or if the program has not been clearly defined, these are points of risks that the team will need to determine a corresponding contingency fund against during the Set Up and Planning Phase.

The Risk Analysis Matrix is a project tool that the Program Manager facilitates and tracks. It is a listing of prioritized risks that then identifies owners (the risk monitors), trigger events ((indicates a risk is occurring), the potential impact, and the mitigation plan which may include contingency plans (money, resources on call, etc).