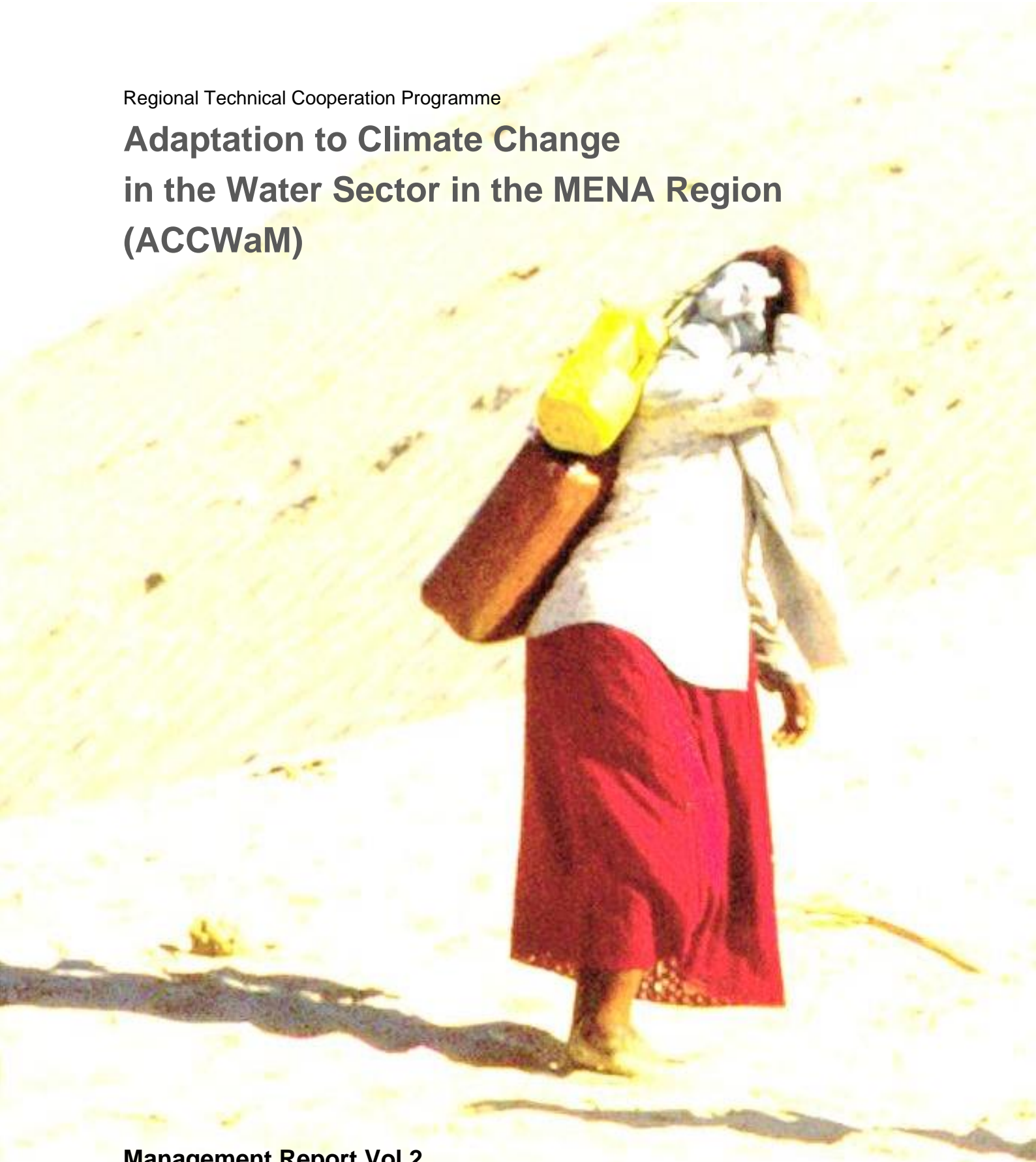




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Regional Technical Cooperation Programme

Adaptation to Climate Change in the Water Sector in the MENA Region (ACCWaM)



Management Report Vol 2

Prepared by Ellen Gerdes, combi-nations, Nordstemmen, March 2012

Adaptation to climate change in the water sector in the MENA region - ACCWaM

Project Management Report – Vol. 2

Prepared by Ellen Gerdes, consultant for organizational development

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Annex 1.1: ACCWM – Draft Result Model

Annex 1.2: Presentation “New GIZ Result Model”

Annex 2: ACCWM – Draft Strategic Operational Planning

Annex 3: Result monitoring matrix (first draft)

Preliminary remarks

The program “Adaption to CC in the water sector in MENA region” was initiated in August 2011. In November 2011 (13th - 19th). Ellen Gerdes, consultant for organizational development and project management was contracted in order to support on managerial issues and to facilitate the first strategic workshop (November 18th – 19th). The advisory service was held under the application of the GIZ-management model Capacity WORKS (CW). The management report volume 1 includes the status of the project regarding the 5 success factors according to CW, the strategic outline of the project, the cooperation system and the Steering Model.

Subsequent to the November workshop, the consultant was invited to facilitate the GIZ-internal discussion on March 26 and 27, 2012 for further strategic development of the project (content of this report). The advisory service focused on:

- Elaboration of the result model according to the latest GIZ requirements
- Actualization and further elaboration of the strategic planning as a base for the upcoming operational planning in May 2012
- First steps for the development of a result based monitoring system
- Preparation of the upcoming workshop on operational planning



Participants of the 2-days workshop:

- Matthias Bartels, Program leader
- Abdhulla Drubi, Advisor
- Ellen Gerdes, Facilitator
- Irena Irlmer, Project assistant
- Gerhard Lichtenthaeler, Advisor

Achievements

1. Result model

An introduction into the brand new result model (which is replacing the result chains) was given (see the attached presentation, Annex 1.2) elaborated by the *Stabstelle Monitoring und Evaluierung*, adapted by the consultant. The new model was applied for the first time in Egypt. The discussion during the development of the result model for the ACCWM program (see Annex 1.1) was helpful to clarify the interrelations of the different fields of intervention and supported the development of a joint understanding of the programs targets among the members of the GIZ-team. Difficulties arose due to the character of a regional program.

All together the model proved to be an imported project management tool. It served as the base for the subsequent discussion on the strategic planning.

2. Strategic planning as a base for the upcoming operational planning



The strategic planning elaborated in November 2011 was adapted to the developments achieved during the last months (see annex 2). This document will serve as a base for the elaboration of the operational planning jointly with the partners, which will take place in Mai 2012. The ACCWM result model served as a guidance regarding the required outputs, activities and inputs as well as milestones and process indicators.

3. Result oriented monitoring

Based on the result model and the strategic & operational planning a tailor-made result oriented monitoring system need to be elaborated. The monitoring will observe the levels:

- Focus I: Results of the program (indicators according to BMZ-offer)
- Focus II: Indicators according to the result matrix (process indicators and milestones)
- Focus III: Risks and assumptions (in respect to overall project objective and regarding the agreed planned change process)
- Focus IV: Contribution of the project to achieve the overall development goals

A first proposal for the elaboration of the ACCWM monitoring system is drafted in annex 4. It will be further elaborated during the workshop and be finalised until summer 2012.

4. Follow up

Projects result model and strategic planning: Both documents are drafts and need to be discussed and agreed on with the partners in order to prepare the upcoming workshop on the operational planning →. Send draft of result matrix and draft of strategic planning to Carol and discuss by phone (MB)

Preparation of the workshop for the operational planning:

The WS will be held in 3 steps:

Step I: Preparation in Steering group - 05.05.2012 (LAS/ACSAD/ESCWA/GIZ) → Agree on approach for operational planning. Preparation of WS: Discussion of result matrix and strategic planning; preparation of WS next day.

Step II: Operational planning 06.05.2012, 09:00 – 17:00

- Background (MB)
- Presentation of result matrix and discussion for confirmation
- Operational planning

Location: LAS-office

Step III: Planning of innovative subprojects on national level, 07.05.2012, 09:00 – 16:00

