Project Management of UN Activities: An Operational Guide to end-to-end Project Delivery[1]

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Abstract

Developing and managing United Nations projects is not an easy task to do. This article seeks to decrypt the project management dynamic of UN projects. The article reviews the processes and procedures of UN projects and programs while considering their particularities and highlighting how to attain outcomes compliant to SDGs. The paper proposes an executive approach to facilitate both technical and operational implementation of the proposed project management process.

Key Words: United Nations; Project Management; Project Delivery; SDGs.

1. Introduction

1.1. Context

The aim of this paper is to provide an overview of the project management dynamic of United Nations (UN) agencies working on various projects, activities, etc. while considering their particularities that are specific to such entities (e.g. statues, charters, guiding principles, etc.). In other words, the article was developed after careful study and review of UN entities' documents while highlighting the group's own perception project management that lies on flexibility, innovation, and a learning-by-doing approach.

The article will provide a comprehensive and transparent set of rules, guidelines, and procedures to organize, regulate, and improve the management of UN projects, while focusing on project planning, implementation evaluation, and completion.

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1.2. UN Project Management

When it comes to any UN strategic plan, they all have a time horizon that is more or less centered around four years. Each plan will set its own mission, roles, goals, and objectives, as well as its major areas of focus.

Each project collaborator working on an UN-related project must keep in mind that each activity must work to resolve the pressing global problems of human survival, development, and welfare that are the concern of the UN.

It would be appropriate to note that each UN work – from an academic perspective – can be classified into three distinct, but interrelated categories:

- **Program**: It is a cluster of individual projects and activities that strives to achieve more overarching institutional objectives by effectively identifying and incorporating individual projects into the program so that they can contribute to its outcomes.
- **Project**: It is an interrelated set of activities with a specific time horizon, with both start and end dates, a defined budget, as well as allocated resources to achieve specified objectives.
- **Activity**: It is a task or work to be carried out by a UN team to bring a project to completion as well as to accomplish the project's objectives. In other cases, activities may not be specifically and / or exclusively related to a particular project but contribute to the accomplishment of the objectives of a program.

1.3. Article Dynamic

The article is designed and intended to be used as a reference by current as well as future project collaborators working on UN projects – by providing them with hands-on advice on all aspects of UN project cycle management. In short, the purpose of this publication is to assist the UN project collaborators in the preparation, implementation, monitoring, and evaluation of UN projects.

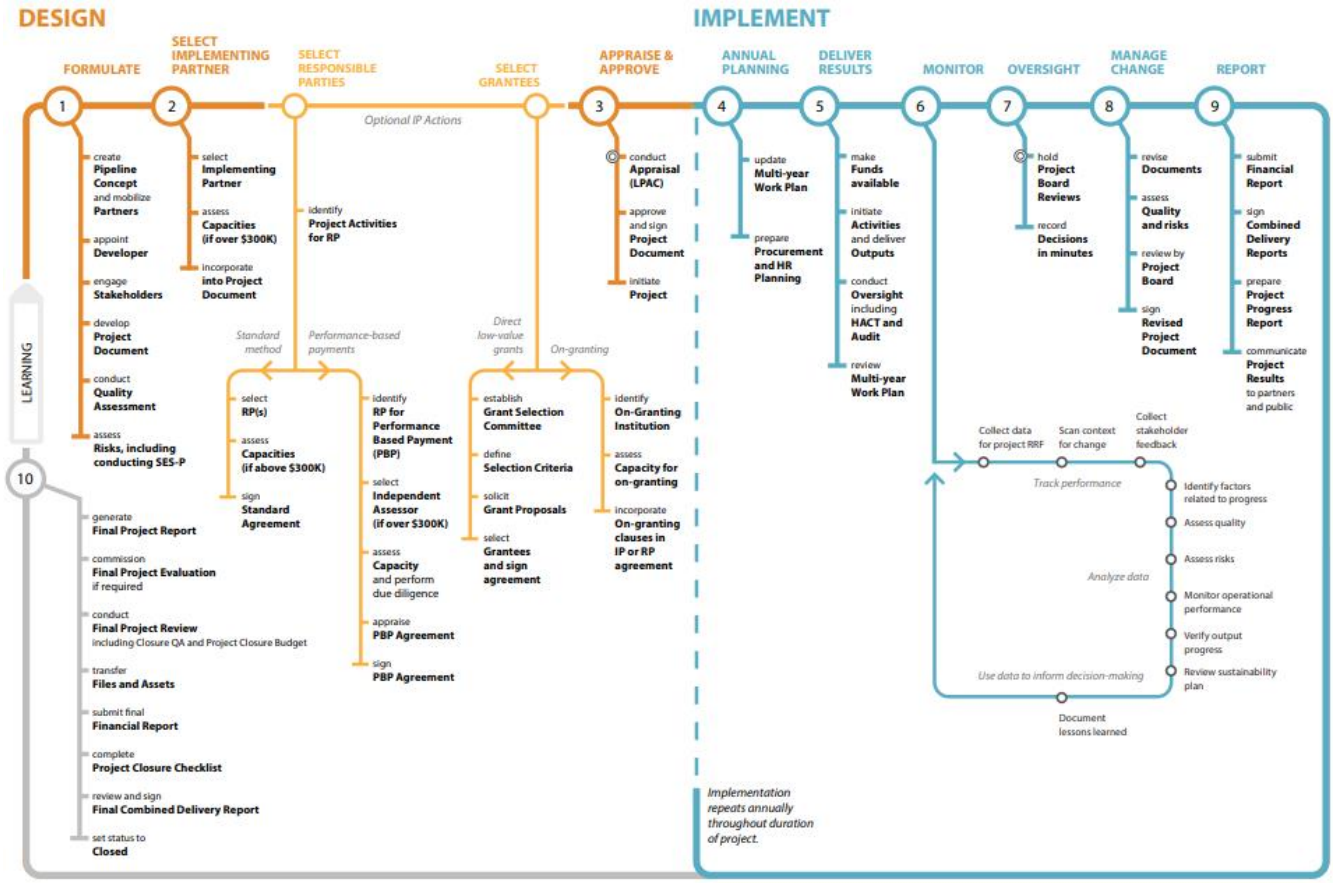

Figure 01. UNDP Project Management Dynamic UN Project Cycle

1.4. Outline

A UN project can be defined as a set of interrelated activities which has a clearly defined beginning and ending as well as a budget to achieve a UN intended outcome and goal (UNEP, 2023). On another note, various UN entities apply different project life cycles – however, they all include the following major stages: *planning, implementation, monitoring, and evaluation* (Biggs & Smith, 2003; Crawford & Bryce, 2003).

The project cycle management aims to manage the entire cycle of the project from planning through implementation to monitoring evaluation (Biggs & Smith, 2003; Besner & Hobbs, 2008; Ahlemann et *al*., 2009). The UN project cycle management will help ensure that (George, 2001; Zahid et *al.*, 2023):

- Projects are compliant with the all-in-all agencies' objectives of each agency.
- Projects are supportive to an agreed strategy and real issues of target beneficiaries.
- Projects are relevant to the chosen socio-economic gap.

- Projects have feasible and desirable objectives that can be attained within a given time horizon and specific resources.
- Projects need to have sustainable outcomes.
- Projects need to be continuously evaluated for future improvement and quality control.

The essential principles of project cycle management – relevant to UN projects are (Coleman, 1987; Gasper, 2000; Biggs & Smith, 2003; Crawford & Pollack, 2004; Besner & Hobbs, 2008; UNEP, 2023):

- The usage of innovative and environment-appropriate solutions.
- The adoption of a logical framework flow to analyze plans and work out suitable solutions.
- The production of key documents to ensure the establishment of a structured decision-making process for all implicated stakeholders (including donors and partners).
- The involvement of stakeholders in the ensemble of the project stages.
- The formulation of clear project outcomes when it comes to planning, implementing, monitoring, and evaluation of the project, to ensure sustainable benefits or the target beneficiary groups.
- The incorporation of quality-concerns into the design of project as is.

1.5. Project Planning Phase

1.5.1. Outline

There are many benefits when it comes to adopting a planning process – especially when it comes to a UN project (Besner & Hobbs, 2008; UNEP, 2023):

- ***Knowing what to do and when to do it***: It enables project collaborators to understand that without proper planning, projects may be implemented at the wrong time and place, as well as in the wrong manner – which will result in poor achievements.
- ***Crises Management & Mitigation***: It enables project collaborators to manage unexpected situations as it involves assessing risks and assumptions as well as thinking possible outcomes of such activities. Such activities will serve the project when it comes to anticipating dealing with potential problems.
- ***Efficient Resource Management***: It helps to focus on the limited resources of any project while taking into consideration prioritizing activities.

1.5.2. Project Pre-proposal

To ensure proper project development, it would be appropriate to formulate a project pre-proposal that contains sufficient detail to convey the importance and feasibility of the project (Ahlemann et *al*., 2009). On another note, the pre-proposal must highlight the project's sustainability and compliance to SDGs (George, 2001; Dafevwakpo et *al*., 2023). Based on the pre-proposal assessment a decision is made whether to draw up a full project proposal.

Figure 02. UN Sustainable Development Goals

1.5.3. Preparing a Concept Paper

When developing a UN concept paper, there are many steps that should be undertaken (which include preparing the logical framework, defining the scope of the project, identifying major stakeholders of the project, defining the strategy of the project, preparing the budget, and preparing the narrative (Coleman, 1987; Gasper, 2000; Crawford & Pollack, 2004; Besner & Hobbs, 2008; UNEP, 2023).

When designing a UN project, collaborators must make sure that it (George, 2001; Becker & Vanclay, 2003; Besner & Hobbs, 2008; Zahid et *al.*, 2023):

- ***Is demand driven*** based on a true need from governments, lobbies, communities, etc. specially for countries with economies in transition and having constraints in

their development.

- ***Responds to beneficiaries*** that are in several communities to accelerate, amplify, and expand the impact of the project on several regional locations.
- ***Improves UN legal instruments*** such as regulations, norms, standards, and regulations to facilitate the implementation of the UN agencies' work.
- ***Promotes regional cooperation*** as it facilitates the integration of the concerned countries in the regional and world economy as well as their cooperation with the other international organizations operating in the region.
- ***Sustainable*** – particularly when it impacts the concerned country's achievement of the UN sustainable development goals, growth, etc.

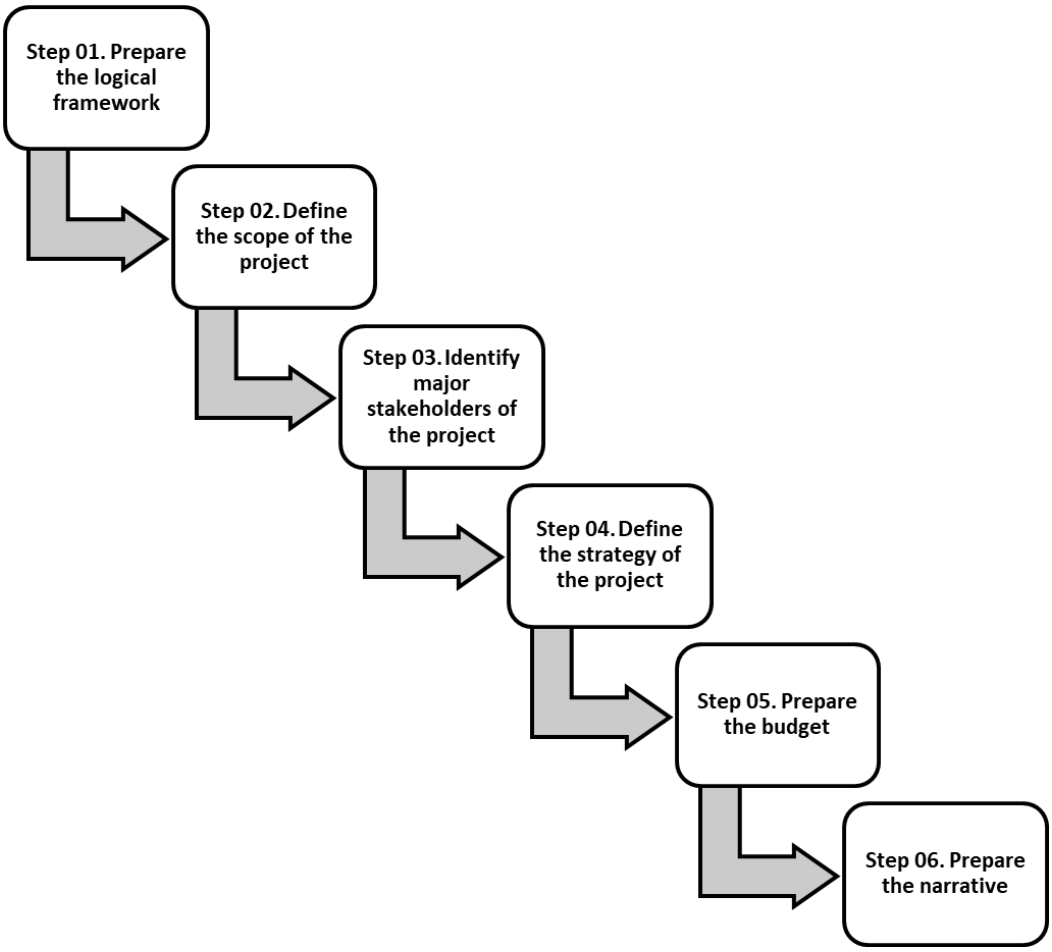

Figure 03. Concept Paper Process

➢ ***Step 01. Prepare the Logical Framework***

The first step of the concept paper writing is the preparation of logical framework as (Coleman, 1987; Gasper, 2000; Crawford & Pollack, 2004; Diallo & Thuillier, 2004; Diallo & Thuillier, 2005; Besner & Hobbs, 2008; Khang & Moe, 2008; Ahlemann et *al*., 2009):

- It describes why the project is being carried out.
- It describes the strategy which can lead to the intended results.
- It specifies when the project when the project is expected to be achieved.
- It specifies the components that go into achieving the proposed results for a project.
- It identifies the indicators that would measure the actual performance of a project.
- It communicates complex projects clearly on a single document.
- It identifies which external factors are crucial for the project's success.
- It indicates where to find information for assessing the success of the projects.
- It explains the resources required for the project completion.

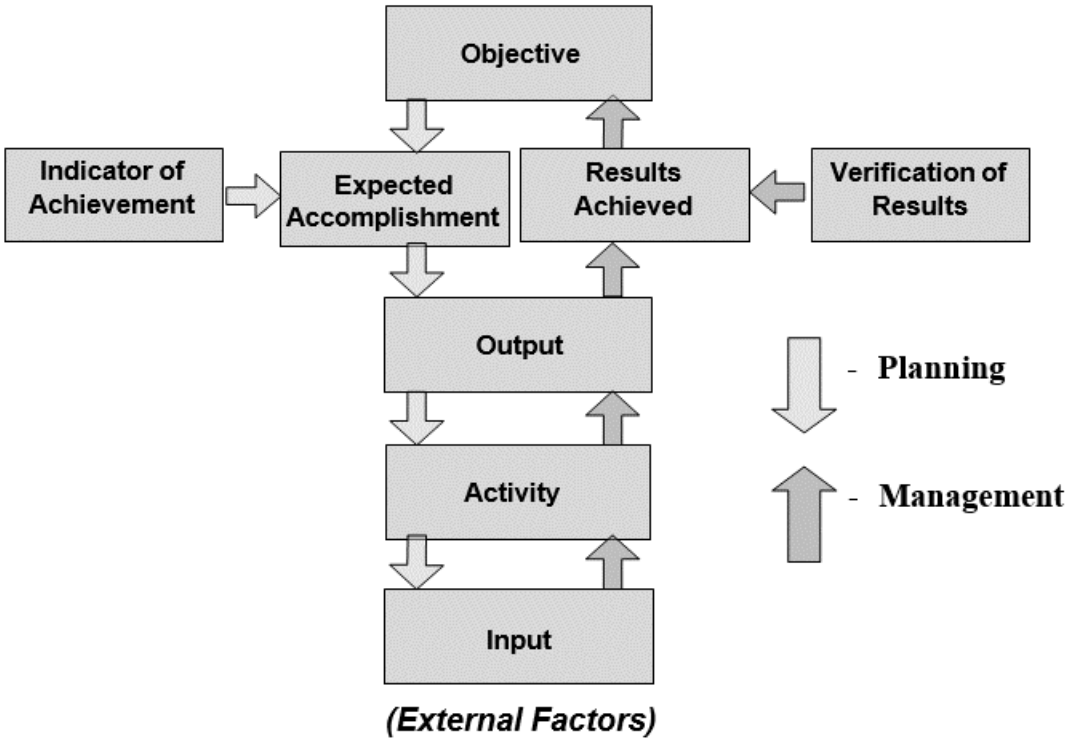

Figure 04. The Causal Relationship between the elements of the Logical Framework

Hence, we understand how the logical framework provides an overview of project's strategy which includes the objectives (both long term and immediate), the project results (outcomes and outputs), activities, inputs, etc. (Coleman, 1987; Crawford & Pollack, 2004; Brière et *al*., 2015). Even though it is set up at the planning stage of the project, it can be considered as a useful management tool for project's implementation (Ahlemann et *al*., 2009). As well as monitoring and evaluation (Gasper, 2000; Crawford & Bryce, 2003). In other words, the document can be reviewed and amended at different stage while considering the elements that changed, and the lessons learned post-project implementation (Crawford & Bryce, 2003; Ahsan & Gunawan, 2010).

<table>
<tr><th>Hierarchy of objectivesand activities</th><th>Objectively verifiable indicators</th><th>Means of verification</th><th>Assumptions</th></tr>
<tr><td>Overall objectives – achievements of, or benefits for the finalbeneficiaries</td><td>How the project goals are measured, including quantity,quality and time</td><td>How will the information becollected?
→ Monitoring and evaluation system</td><td></td></tr>
<tr><td>Outcome – the benefit for the target group. Target group makes good use of services or products provided for or established by the project. Outcome contributes to theachievement of the project goals.</td><td>How the outcome is measured, including quantity,quality and time.</td><td>How will the information
be collected
→ Monitoring and evaluation system</td><td>If the outcome is achieved, what assumptions must hold true to
achieve the overallobjectives?</td></tr>
<tr><td>Outputs – products and/or services produced by the project (human,technical) and delivered to the target group.</td><td>How the outputs are measured, including quantity,quality and time.</td><td>How will the information becollected
→ Monitoring and evaluation system</td><td>If outputs are achieved, what assumptions must hold true to
achieve the overallobjectives?</td></tr>
<tr><td rowspan="2">Activities – specific measures to be carried out under the project which are necessary to achieve the outputs. Activities aimat producing a specific output and require specific inputs.</td><td colspan="2">Inputs: inputs are related to activities and specify the necessary resources to carry out a specific project activity (physical, financial, human, etc.). Inputs are detailed in the Logical framework, as are means and costs:</td><td rowspan="2">If activities are achieved, what assumptions must hold true to achievethe outputs?</td></tr>
<tr><td>Means</td><td>Costs</td></tr>
<tr><td colspan="3"></td><td>Pre-conditions</td></tr>
</table>

Table 01. The Structure of a Logical Framework Matrix

The table presents a 16-box matrix which explains (Besner & Hobbs, 2008; Khang & Moe, 2008):

- The project's hierarchy of the objectives.
- How the project achievements will be attained, monitored, and evaluated.
- The main external factors that are crucial to the project's success.

The matrix can also be explained as such:

- ***The 1st Column*:** It describes the means-ends relationship between means (activities and outputs) and targeted as well as achievable objectives.
- **The 2nd Column:** It lists the measurable necessary indicators that are to be used as potential ''benchmarks'' for project monitoring and evaluation.
- **The 3rd Column**: It includes data relevant to the means of verification of indicators. In this stage, the means of verification must be based on regular and reliable sources.
- ***The 4th Column***: It includes project assumptions, several external factors that are essential for project success, etc. The assessment against possible assumptions enables the project collaborators to foresee and avoid negative impact on the project. Hence, based on the assumptions, the project could be either considered or dropped.

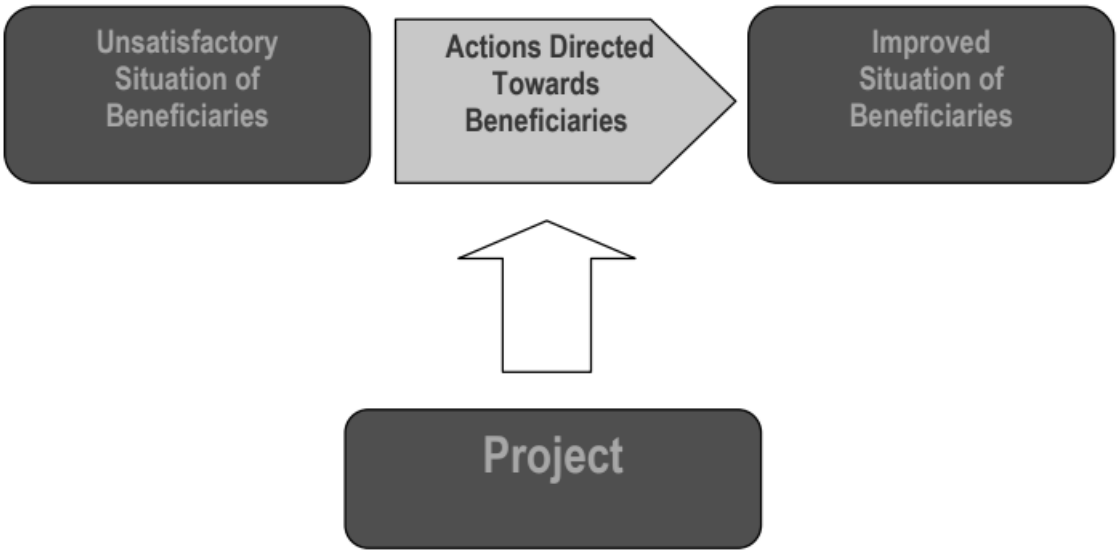

Figure 05. Project Impact on Target Groups

➢ ***Step 02. Define the Scope of the Project***

During this stage of the project, collaborators must review what will be covered by the projects, and what will not be worked on. The decision must be based upon a clear set of project advantages that the UN agencies must have over other organizations such as (George, 2001; Ahlemann et *al*., 2009; UNEP, 2023):

- The ability to establish a direct legal relationship between such entities and their partners.

- The ability to establish and maintain relationships on a regional level with both policymakers and experts to ensure the long-term impact and sustainability of project activities.
- The ability to provide a platform for policy exchange among counties.

➢ ***Step 03. Identify Major Stakeholders of the Project***

A project will always have multiple implicated stakeholders. Things are even more complex and evident when it comes to UN projects (UNEP, 2023). Hence, effective project planning must consider the participation of all stakeholders in all forms and on all levels of the collaboration (e.g. information sharing, planning meetings, etc.) (Besner & Hobbs, 2008).

The project team must classify the major stakeholders into various categories (Besner & Hobbs, 2008; Ahlemann et *al*., 2009):

- ***Category 01 – Ultimate Beneficiaries of the Project***: This category includes those who benefit from the project in the long term (e.g. policymakers, private sector partners, media, civil society, etc.).
- ***Category 02 – Immediate Beneficiaries***: This category includes that target population or those who will directly and on a short-term benefit from the project.
- ***Category 03 – Project Partners***: This category includes the project main partners who will produce along with the UN team the main outputs of the project (e.g. international and or regional organizations, etc.).

➢ ***Step 04. Define the Strategy of the Project***

The stakeholders' analysis that was carried out in step 03 will allow the agency to be more precise when it comes to define the ''intervention'' approach of the project, which is reflected in the first column of the logical frame – which includes (Coleman, 1987; George, 2001; Besner & Hobbs, 2008; Ahlemann et *al*., 2009; Zahid et *al.*, 2023):

- ***Objective***: This highlights the project's objective requirements – which requires the contributions of the implicated actors, the project's duration, the beneficiaries, the UN sustainable development goals compliance, etc.
- ***Expected Accomplishments:*** This highlights the expected results of the project in terms of benefit towards the beneficiaries on all levels. On another note, it also includes the desirable change (i.e. institutional, cultural, behavioral, etc.). It also includes how the project benefits will be used, and if such accomplishments are achievable within the project timeframe and budget.

- ***Indicators of Project Achievement:*** This specifies how indicators of achievement are chosen to determine to what extent the expected project accomplishments can be achieved. On another note, it shows how an indicated needs to provide with clearly defined units of measurement and targets in terms of quantity, quality, and timing of expected results.

➢ ***Step 05. Prepare the Budget***

The project collaborators must set the budget based on the time for the implementation of all planned activities, while determining the financial and non-financial costs that are associated with its implementation (Ahlemann et *al*., 2009; Ahsan & Gunawan, 2010).

➢ ***Step 06. Prepare the Narrative***

Once the project collaborators finalize the development of logical framework, the narrative part of the concept paper become easy to elaborate as it incorporates the main elements of the project and shows their sequence and interdependency (Coleman, 1987; Crawford & Pollack, 2004; Besner & Hobbs, 2008). The narrative must include many elements of the project: Title, Background, Expected accomplishments, indicators of achievements, main activities, budget, relationship to the strategic framework and SDGs, etc. (Gasper, 2000; Dafevwakpo et *al*., 2023).

1.5.4. Preparing the Project Proposal

Once the concept paper is approved for funding by the concerned UN agency, the project team will be requested to prepare a detailed project proposal (UNEP, 2023).

A project proposal is a multifunctional document (Crawford & Bryce, 2003; Besner & Hobbs, 2008; Ahsan & Gunawan, 2010):

- It is a tool used for the overall planning and programming of the project.
- It serves to demonstrate alignment with the overall project objective of the concerned organization.
- It serves as a basis for the cooperation dynamic with other stakeholders and donors (alignment to their overall policies).
- It constitutes the basis for project implementation and fund allocation.
- It serves as a management tool for project implementation.
- It serves as a monitoring and evaluation tool once the project is implemented.
- It serves as a communication tool for stakeholders.

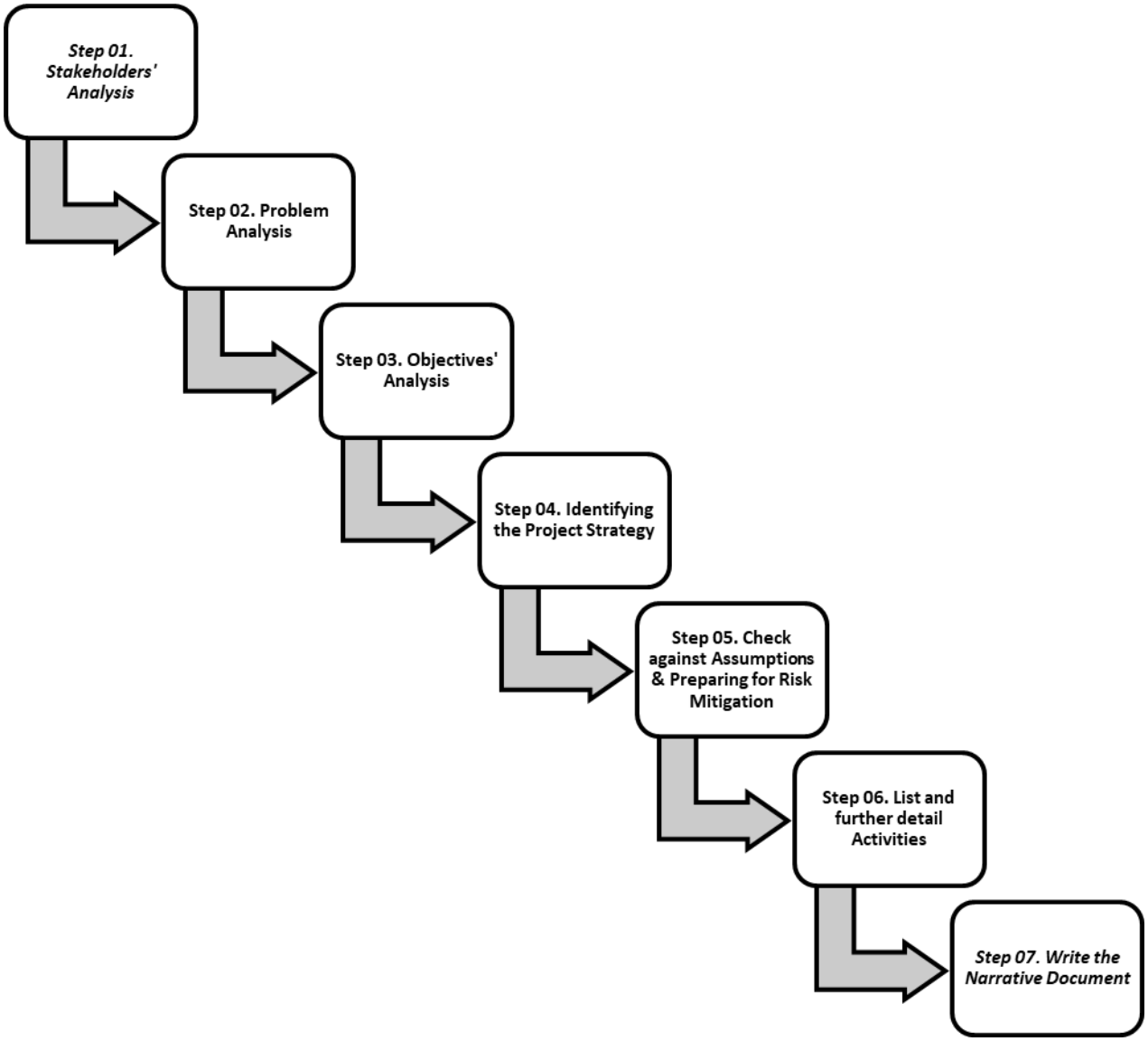

Figure 06. Project Proposal Process

- ***Step 01. Stakeholders' Analysis***

The first step of the project proposal process is the stakeholders' analysis where implicated parties are defined. The analysis will require to cover the existing capacities of development partners (e.g. capacity assts) and address their needs and priorities which will be addresses in the development project (Besner & Hobbs, 2008; Ahlemann et *al*., 2009).

There are six basic steps to be undertaken to conduct a stakeholders' analysis (George, 2001; Ahsan & Gunawan, 2010; Brière et *al*., 2015; Dafevwakpo et *al*., 2023):

- **Step 01**. List all implicated stakeholders.

- **Step 02**. Categorize the stakeholders according to specific characteristics, functions, relationships to each other, as well as their role and responsibilities in both national and regional development.
- **Step 03**. Characterize and analyze the stakeholders' capacities and needs.
- **Step 04**. Indicate what capacities will be addressed and affected because of the project while describing the outcome of the targeted situation (e.g. in terms of budget, management, etc.).
- **Step 05**. Precise how the beneficial outcomes of the project (e.g. improved assets, services, etc.) are expected to be sustainable for an extended period beyond the project implementation.
- **Step 06**. Indicate what motivates the stakeholders to participate in the project (e.g. access to new sources of funding, meeting SDGs, etc.).
- **Step 07**. Identify conclusions for the project design or planning process.

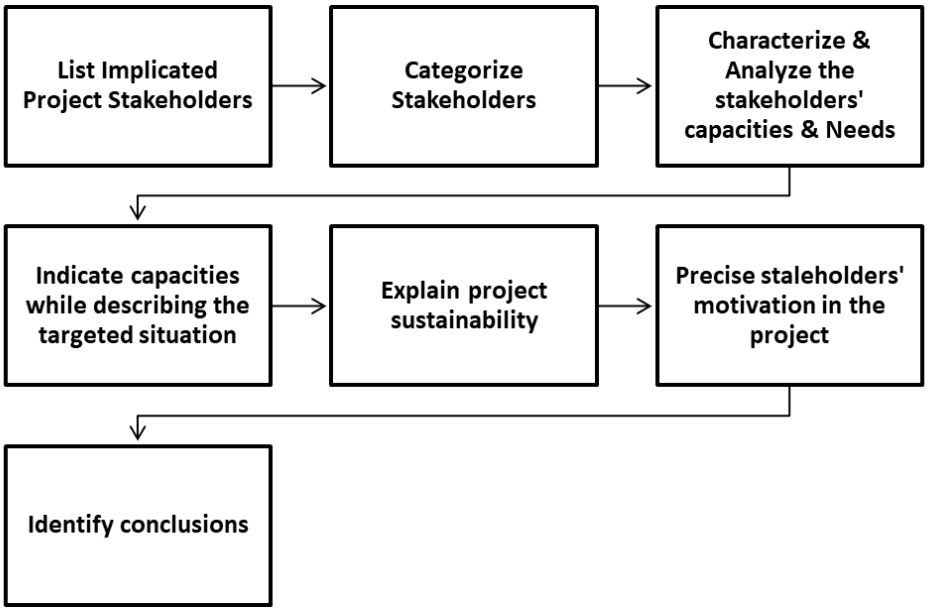

Figure 07. Project Proposal Process

➢ ***Step 02. Problem Analysis***

The problem analysis is designed to show the cause-effect relationship between the problem conditions and outcomes. Within the framework of UN projects, collaborators must use the following procedure to elaborate a thorough problem analysis (Crawford & Pollack, 2004; Dafevwakpo et *al*., 2023; UNEP, 2023):

- Define the initial situation that is to be analyzed (e.g. region, country, society, community, sector, subsector, history, etc.).

- Define the major problem conditions that are relevant to the selected conditions.
- Outline the problem conditions in a cause-effect relationship format.
- Add further relevant problems if necessary and thoroughly describe both causes and effects.
- Review the entire analysis while linking output to the UN's SDGs and agency policy.

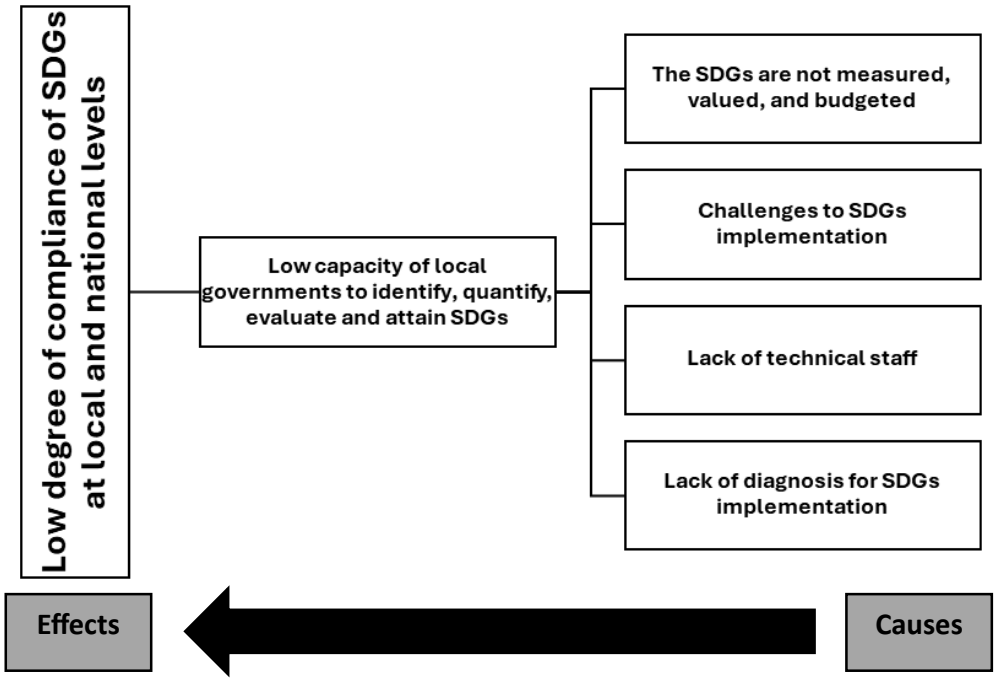

Figure 08. Problem Tree applied to UN Projects

➢ ***Step 03. Objectives' Analysis***

The analysis of UN project objectives outlines the expected accomplishments, which can result from the initial problem conditions. The analysis is carried out by transforming the problems (relevant to SDGs) into expected outcomes and achievements while describing future conditions that are SMART (specific, measurable, attainable, realistic, and time-framed) (Besner & Hobbs, 2008; Ahlemann et *al*., 2009; Dafevwakpo et *al*., 2023).

Based on the above, the project's objectives' analysis is suggested (Coleman, 1987):

- Reformulate the problems as objectives.

- Review the logical buildup and plausibility of the means-end relationship.
- Adjust and adapt the structure of the project wherever necessary.
- Remove objectives that are not (no longer) desirable.
- Check whether re-writing and adjusting will lead to doubtful and ethically questionable statements.
- Add new objectives when necessary.
- Keep SDGs at the heart of the project.

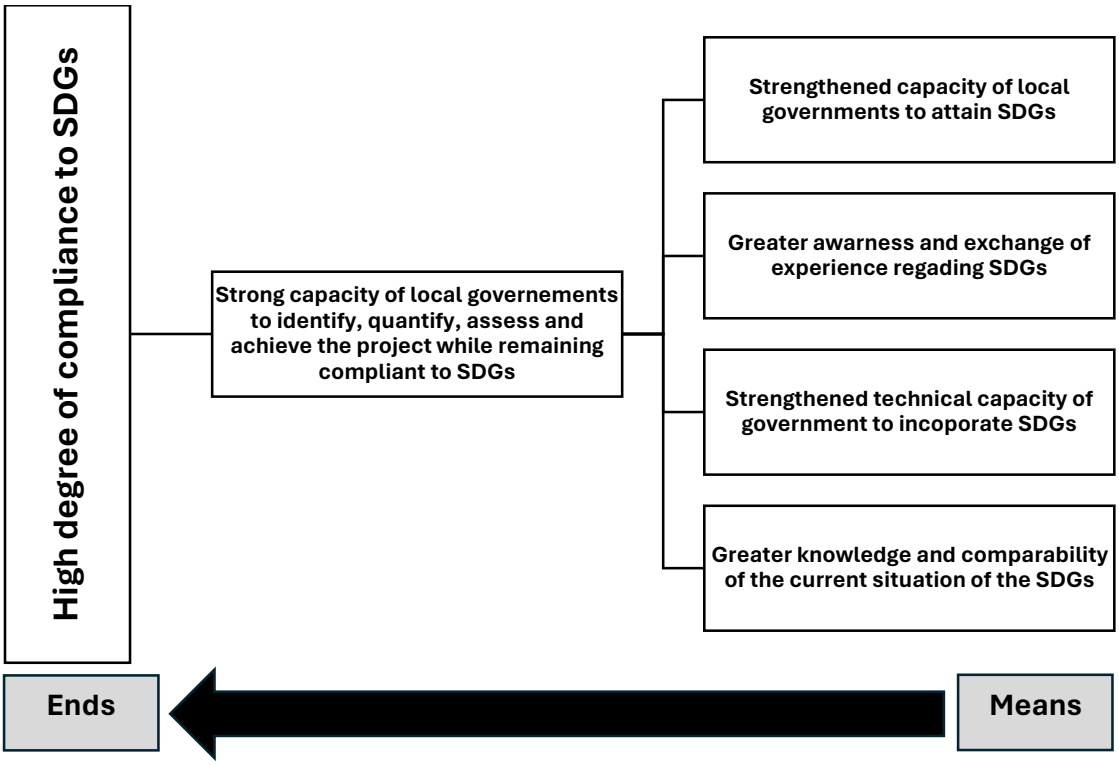

Figure 09. Objective Tree applied to UN Projects

➢ ***Step 04. Identifying the Project Strategy***

The next step of the project will revolve around identifying its strategy. The idea is to start with the objective which should be close to the one that was previously formulated in the concept paper – even though it will be adjusted to the environment based on a deeper and more substantial analysis (Ahlemann et *al.*, 2009).

The project's strategy must review the expected results by thoroughly describing the desirable future conditions of the implicated stakeholders and the targeted community that are associated with the project. Expected outcomes should be achievable within the set project timeframe and

while respecting the budget, and specific enough to be measured by the attributed indicators of outcome (Besner & Hobbs, 2008).

It should be noted that the indicators of outcomes will need to provide clearly defined units of measurement (SMART) and targets that detail the quantity, quality, and timing of the expected results. Also, for each adopted indicator, the project collaborators will need to provide the source of data for verification – as this activity might have heavy implications for additional data collection; e.g. if an adopted indicator cannot be verified through existing data (e.g. reports, etc.) further research activities (e.g. survey, interviews, etc.) must be integrated into the project proposal in order to assure that the data for monitoring the indicators are available (Crawford & Bryce, 2003; Brière et *al*., 2015). Finally, the adopted indicators will help the project collaborators to become more precise in terms of the overall scope of the projects, and they will also help to define the necessary project activities (Besner & Hobbs, 2008).

The cited above elements (objective, expected outcomes, main activities, and indicators) will need to be linked and built on each other so that a logical framework be built appropriately (Coleman, 1987; Gasper, 2000; Crawford & Pollack, 2004).

- ***Step 05. Check against Assumptions & Preparing for Risk Mitigation***

The following step of the project process will be to draw assumptions and hypothesis that details the external (uncontrollable) factors that can have both positive and negative externalities that impacts the results of the project (Roodman, 2006).

Once assumptions are set, operations risk analysis must be conducted to review delivery outputs for achievement of expected outcomes. In other words, a risk mitigation strategy must be engineered in advance and presented with the project proposal. On another note, alternative scenarios should be planned to mitigate the risk (Besner & Hobbs, 2008).

- ***Step 06. List and further detail Activities***

Once the project framework has been developed, the activities need to be explained and detailed right to the operational level which includes project budget, implementation schedule, human resources, equipment and means required, etc. (Crawford & Pollack, 2004; Ahlemann et *al*., 2009; Ahsan & Gunawan, 2010).

➢ ***Step 07. Write the Narrative Document***

Finally, after having completed the analytical steps and having put together and combined the different elements of the project, the implicated collaborators can write the full project report. (Ahlemann et *al*., 2009; Ahsan & Gunawan, 2010).

1.6. Project Implementing Phase

1.6.1. Outline

Once the project proposal has been approved, the budget necessary to its implementation has been secured and the proper agreements have been signed (e.g. with partners, contractors, etc.) the project goes into its implementation phase (Besner & Hobbs, 2008).

At the start of the implementation phase, it is important that the detailed work plan be communicated to and agreed upon by all relevant implicated stakeholders. Hence, the activity chart (GANTT) that is already been presented by the work plan should be continuously assessed and reassessed during the implementation phase to review the dependency of activities, related responsibilities, resources, etc. (Brière et *al*., 2015).

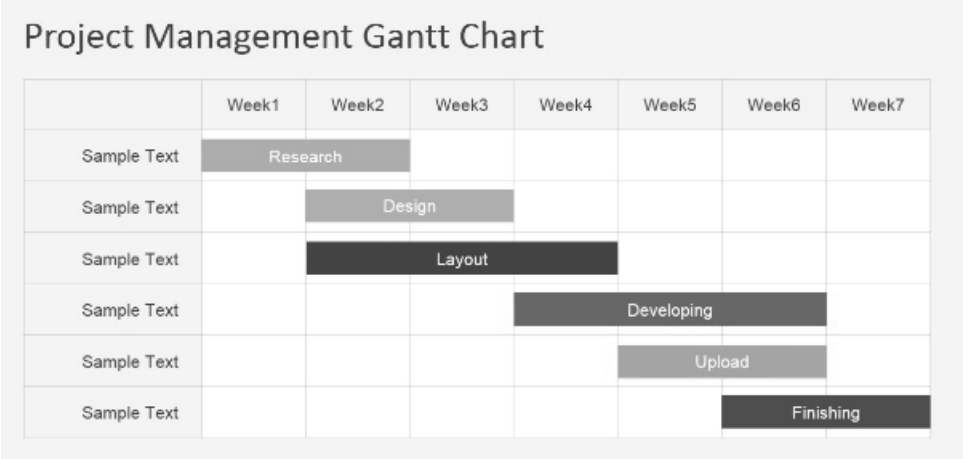

Figure 10. Objective Tree applied to UN Projects

To guarantee proper project implementation, it would be appropriate to monitor deadlines by defining project milestones to facilitate progress performance measures (e.g. deadlines, causes of deviations, etc.) (Ahsan & Gunawan, 2010).

1.6.2. Project Implementation Dynamic

The project implementation dynamic will detail the project execution which can be revised by the project team in the light of actual implementation performance (Diallo & Thuillier, 2004; Diallo & Thuillier, 2005). Nevertheless, a dynamic can provide an important initial benchmark for better execution and action (Ahsan & Gunawan, 2010; Brière et *al*., 2015).

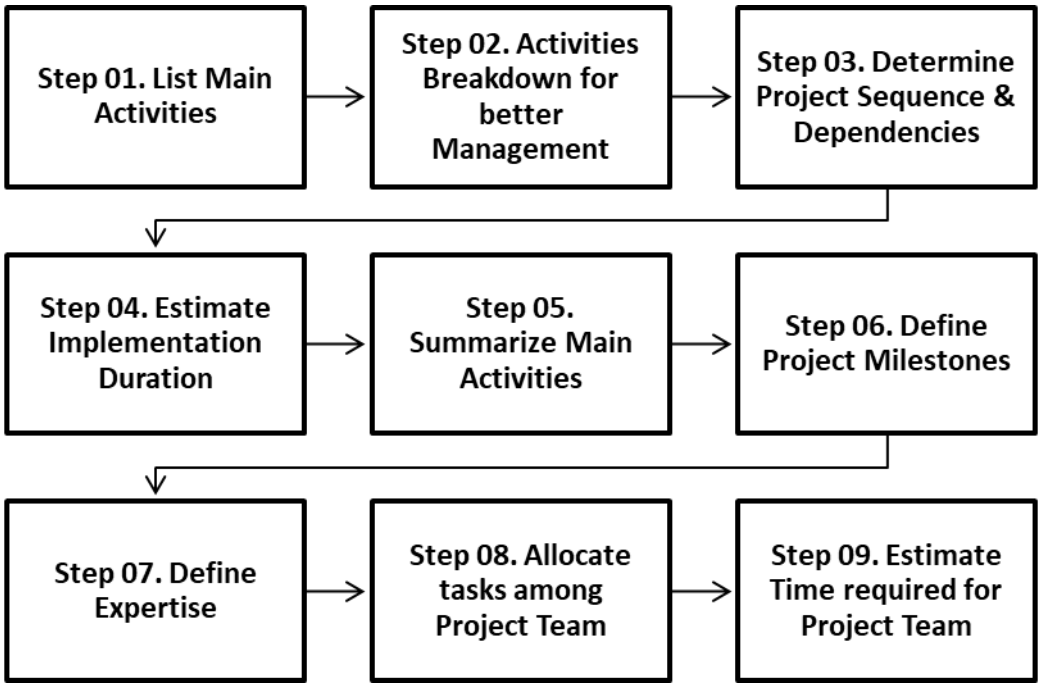

Figure 11. Project Implementation Dynamic

- **Step 01. List Main Activities**

In the implementation phase, the project collaborators may start by reviewing the main activities of the project to attain its objectives (Roodman, 2006). The set activities can be used as the basis for preparation of the project's activities schedule and more precisely their operational details (Ahsan & Gunawan, 2010).

- **Step 02. Activities Breakdown for better Management**

It would be appropriate to breakdown activities into smaller sub-tasks and then to break the latter into component tasks for better organization and easier effective management (Youker, 1999). The idea is to that the breakdown can facilitate obtaining sufficient detail to estimate both the time and resources required and the person responsible for doing the work. The project collaborators can then assign a manager that will oversee attaining this specific task's short-term goal. (Ika et *al*., 2010; Brière et *al*., 2015).

➢ **Step 03. Determine Project Sequence & Dependencies**

Once the project's activities breakdown is complete, the project collaborators must be interlinked to determine bother their sequence (order of action) and dependencies (Ahlemann et *al*., 2009).

➢ **Step 04. Estimate Implementation Duration**

The project collaborators can then specify the timing by making realistic estimates of the duration of each task and then building the overall activity schedule to establish provisional completion dates. It helps to state the implementing body (Youker, 1999).

Year 1													
Activity	**Month 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**Implementing Body**
Activity 1(title)													Partner 1, 2, 3
Activity 1.1 (title)													Partner 1
Activity 1.2 (title)													Partner 2, 3
Activity 1.3 (title)													Partner 1, 2, 3
Activity 2 (title)													Partner 1, 2
Activity 2.1 (title)													Partner 1, 2
Activity 2.2 (title)													Partner 1
Activity 2.3 (title)													Partner 2
Activity 2.4 (title)													Partner 1, 2
etc.													

Table 02. Implementation Scheduling Template

➢ **Step 05. Summarize Main Activities**

Now that the tasks and their duration were specified, it would be useful to provide an overall summary of the start-up, duration, and completion date of the main project activity itself (Newcomer et *al*., 2013).

➢ **Step 06. Define Project Milestones**

The project collaborators must then define the project milestones as such an activity will help manage and monitor project implementation – by defining key targets and / or event for the project team to aim at (Brière et *al*., 2015).

➢ **Step 07. Define Expertise**

Project collaborators must then check and specify the type of expertise required for each project task, milestone, etc. to determine if the action plan is feasible given the human resources available (Newcomer et *al*., 2013).

➢ **Step 08. Allocate tasks among Project Team**

The project collaborators will have to allocate tasks after reviewing each team member's capability, skills, experience, etc. (Youker, 1999). On another note, with task allocation and delegation comes accountability hence, it is important to ensure that each members understands what is required of them (Ebrahim, 2005a; 2005b).

➢ **Step 09. Estimate Time required for Project Team**

As a last step, the project collaborators must provide a realistic estimate of the time required for each of the allocated tasks, and check whether there are at least manageable overlaps between individual subtasks of the team members. Finaly, a review should be made to check again the timing and sequencing of each task (Brière et *al*., 2015).

1.7. Project Monitoring & Evaluation Phase

Monitoring and evaluation processes provide the project collaborators to review and validate the logic of their project, its activities, and their implementation – so that to adjust as needed.

Data retrieved from monitoring needs to be used to encourage improvements or reinforce already established plans (Crawford & Bryce, 2003). Monitoring will help project collaborators (Brière et *al*., 2015):

- Check if planned project outcomes have been efficiently engineered.
- Counter issues, risks, and challenges that the project collaborators will have to face.
- Review the decisions that need to be made concerning the changes to the planned work.
- Check if the planned and delivered outputs continue to be relevant for the achievement of the targeted outcomes.
- Review if the pre-established outcomes remain relevant and effective for achieving the overall objectives, goals, etc.

On another note, the project evaluation complements monitoring by providing an independent, objective, transparent, and in-depth assessment of what was worked and implemented and what did not work, and why this was the case (Crawford & Bryce, 2003; Roodman, 2006).

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