

# Programme logic workshop:

## Strengthening the programme logic

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**Belgium**  
partner in development

# Strengthening the programme logic

- **IUC Programme – concept**

- Programme vision aligned to institutional priorities
- Set of projects to realize this vision

# Strengthening the programme logic

## Current situation (cf. evaluations)

- A.o. because of VLIR-UOS formats and processes, IUC programme's focus on projects, and not on the programme vision → fragmentation, limited synergy between projects → coherence ↓
- Strong motivation to work together for 10 years at project level. At programme level the dynamic often diminishes in Phase 2, when project leaders are more focused on finalising their own project and PhD trajectories.
- Internal synergy between projects often not explicit and not planned. Collaboration between different disciplines and department often very new for those involved

# Strengthening the programme logic

## Desired situation

- VLIR-UOS programmes have a clear, coherent programme vision
- Within every programme there is a focus, with clear programme objectives
- Projects align to the programme logic/vision and consider their project as a means to contribute to the programme objectives
- Projects remain motivated to participate in a dynamic programme and the Joint Steering Committee Meetings.
- Projects work in synergy/complementarity (when relevant) and produce sustainable results

# Strengthening the programme logic

## How ?

- Strengthen programme level in all phases: identification, to formulation, implementation, evaluation, Phase 1 → Phase 2 → Phase-out

...Presentation of a possible scenario ...

# Strengthening the programme logic

## Identification (South Concept Note)

- Stronger focus on programme vision and programme objectives. Proposals shouldn't focus too strongly on specific projects
- When talking about projects, focus on their contribution to the programme level, the synergy and complementarity between projects.
- Include a rudimentary programme level Theory of Change

# Strengthening the programme logic

## Formulation

- Focus the formulation process on the programme level (instead of x separate project formulations). A first step needs to be the clarification of a programme vision
- A Theory of Change at programme level instead of separate project-level Theories of Change? Projects mainly operationalize the relevant parts of the Theory of Change.
- Risk management (strategic risks) facilitated by the programme level

# Strengthening the programme logic

## Implementation / Monitoring

- Monitoring of projects could become 'lighter' as a number of strategic elements could move up the programme level:
  - Annual reflection on programme Theory of Change
  - Strategic management of risks
  - **Precondition: JSCMs are used for strategic reflection and strategic steering**



# Strengthening the programme logic

## Evaluation

- Evaluations focus on the realization of the programme strategy. Project level becomes lighter (but still forms the basis for some elements)
- In dealing with a mid-term evaluation, programmes first look at shaping the 2<sup>nd</sup> phase of the programme ... and only later on look at implications for projects.

# Strengthening the programme logic

## Phase 2

- Continuity + evolution
- Consolidation and valorisation
- Programme/Project team composition
- Preparation for the gradual take-over (decreasing budget)
- Sustainability: e.g. fund raising activities are launched

**How to make this happen? Incentives?**

# Strengthening the programme logic

## Phase-out

- Continuity + evolution
- Consolidation and valorisation
- Programme/Project team composition
- Preparation for the gradual take-over (decreasing budget)
- Sustainability: e.g. fund raising activities are launched

**How to make this happen? Incentives? What about phase-out?**