Exercise: Is the project on track?

When a project is launched, project leaders must agree on the rules and procedures to follow, from conception to implementation, including measuring the impacts and results of actions in the field. This exercise can be carried out at different moments of the project, but the objective is to continuously keep key aspects in mind from the beginning, throughout the process, and after completion.

The levels / The phases	The issues (Understanding the situation in the field and problems)	The strategies (Implementing the project effort, internally and externally: purposes, ways and means)	The changes (Results, level of empowerment, benefits, new issues)
Raising awareness	**1.** Are project team members together producing an overall assessment of the situation? If not, are they planning to produce one? Have they searched through the literature for previous reports and studies on this subject? If not, are they planning to do so? Are they identifying and prioritizing the main project issues (sociocultural, economic, sociopolitical)? What are they? **2.** Have they agreed on the short-, medium-, and long-term goals? What results are expected?	**9.** How have they disseminated information to the community? **10.** How have they obtained information on community needs and resources?	**15.** To what extent has the team members' project helped change the mentalities and habits of individuals and of the community as a whole? **16.** To what extent have the initial vision, values, and purposes been modified while the project has moved forward?
Organizing	**3.** Have project team members produced an action plan? **4.** Have they determined the roles and places of each person they've mobilized (the partners, the community) for each stage of the action plan, from defining the problems to finding the solutions and implementing them? **5.** Have they agreed together on the decision-making processes? **6.** Have they developed the project selection criteria?	**11.** How have they ensured that the project complies with initially stated intentions and how have they ensured that their actions are consistent?	**17.** Have project team members continually tracked progress of their actions (by acting effectively, by achieving goals, by ensuring that needs are met with adequate resources, by looking for unforeseen impacts)? **18.** Have they modified their structure, their way of making decisions, and their project design criteria in order to adapt to a context that is being changed by their own actions? **19.** Have they created a mechanism to transfer knowledge and techniques to community members and leaders?
Mobilizing	**7.** Have they established how they'll negotiate with other potential partners? **8.** Have they mobilized the members of the community to get them to participate in the project?	**12.** How have they mobilized the community's strengths, means, and resources? Who are the experts in the community? **13.** What sort of leadership have project team members shown in the community? **14.** How committed have the partners actually been to implementing the project?	**20**. Has mobilization increased since implementation of the project? **21.** How concerned by this proposal and mobilized in this project does the community feel? **22.** What are the impacts of changing relationships between partners?

Below is a set of open-ended questions for project leaders and the community of practice, structured around three main dimensions in a collaborative project:

- **Issues (WHAT)**
  State the problems you wish to solve.
  "What are the problems? What would we like to highlight and convey?"

- **Strategies (HOW)**
  Prioritize the problems in order of importance.
  "Who are the key resources that could participate? What are the main steps, and by what means can we outline an action plan? How do we achieve our objectives?"

- **Changes (BEFORE/AFTER)**
  Expected and observed collective and social effects.
  "To what extent have we achieved our initial objectives? What remains to be done?"

Each of these dimensions is structured around three interdependent processes in a collective approach:

- **Awareness**
  The level of sensitivity, understanding, and potential involvement of an individual or community in relation to a project.

- **Organization**
  The aspects of implementing actions to achieve the expected results.

- **Mobilization**
  The involvement of various stakeholders throughout the project, from conception to evaluation, including implementation.

NOTE: The questions in this table aim to help project leaders assess the situation throughout the project. Depending on the nature and scope of the project (short, medium, or long-term), some questions may be more or less relevant. Additionally, concerns vary depending on the project stages: conception (defining objectives), implementation (production), and conclusion (evaluation). This list is not exhaustive and may evolve according to the context.