MASTER PLAN-DO-CHECK-ACT CYCLE

Standard-specific conditions along the PDCA Cycle

ITC ILO
International Training Centre

ISO 21502 FOR PROJECT, PROGRAMME AND PORTFOLIO MANAGEMENT

PRE-PROJECT ACTIVITIES
Identify and evaluate needs & opportunities
Identify roles and responsabilities
Define initial governance arrangements
Evaluate availability of resources
Code the activity* **1**

PROJECT INITIATION
Mobilize the team
Define project governance and management
Initial justification
Initial planning **2**
Promote the activity* **3**
(when applicable)

MANAGING DELIVERY
Needs analysis* **4**
Identify outputs and outcomes
Define work packages
Assign roles to packages

OVERSEEING
Report progress towards objectives & outcome KPIs to stakeholders, sponsors, donors, institutional clients **7**

DIRECTING
Ensure that the project is still justified, inputs, outcomes and objectives are still achievable and resources are appropriate

CONTROLLING THE PROJECT
Measure performance against the plan **10**
Review outputs and outcomes **12 13**
Collect & analyse performance data to assess progress
Provide progress reports to stakeholders

ISO 29993 FOR LEARNING SERVICES OUTSIDE FORMAL EDUCATION

Develop proposal
Identify resources*
Code the activity* **1**
Provide information

Promote the activity* **3**
(when applicable)
Needs analysis **4**
Instructional design **5**
Enrolment confirmation*
Assign facilitators
Communicate policies **6**
Provide resources* **6**
Training delivery

Assessment of learning **8**
Certification* **9**

MONITORING AND EVALUATION
Measure performance* **10**
Measure participants' satisfaction **11**
Measure knowledge application **12**
Report against results chain **13**

Invoicing **14**
Knowledge sharing* **15**
Take actions to improve performance*

Center circle
PLAN
ACT — DO
CHECK

CLOSING THE PROJECT
Assess performance against the plan
Review lessons learned and draft recommendations
Involve stakeholders and submit final project reports
Handover of project outputs
Close contracts

POST-PROJECT ACTIVITIES
Include result in aggregated statistics
Follow-up evaluations of project outcomes
Invoicing **14**
Knowledge sharing **15**

Legend (left column)

1 — Management of activities and Participants (MAP)

2 — Design thinking toolkit, Project management tools (Microsoft Teams, Atlassian Jira, Slack, shared google sheets, etc.)

3 — Institutional website, Official social media channels, Email campaigns, Partners'/ stakeholders' channels

4
- Pre-knowledge assessment tests (eCampus), registration information (OARF), upfront surveys, focus group discussions, Interviews with key informants, customer panels, desk research on secondary data
- Pre-event participants' survey
- Institutional scan, learning services requirements scan, online training feedback survey

5 — eCampus, DL community of practice, DL quality assurance checklist, three-tier certification framework, The Compass Toolkit, Digital facilitation toolkit, etc.

6
- Institutional website
- eCampus

7 — Data dashboards Ex. Google Data Studio

8 — Post-knowledge assessment tests (eCampus), formative and summative assessments, capstone projects

Legend (right column)

9 — Digital Credentials (Accredible)

10
- Process (operational-level) indicators***
- Sprint meetings

11
- End-of-activity participants' questionnaire (Eval, ecampus)
- Post-event participants survey, post-exhibition visitors survey, post-exhibition exhibitors survey
- Performance evaluation of capacity development consultancies, VR consultancies feedback survey

12 — Annual external evaluations including surveys and focus group discussions

13 — Results based management framework (Key performance indicators**)

14 — As per ITCILO's Financial Services internal systems and procedures

15 — Web stories, web news, communities of practice, Social media, newsletters

16 — Closure review

Footnotes
* The action does not make part of the ISO standards but has been added by the ITCILO as an additional control point.

** **Key performance indicators** track aspects of project performance that point towards effectiveness (doing the right things).

*** **Process indicators** mainly track project efficiency (doing things the right way).

Legend (bottom)
● Training   ● Events   ● Communication campaigns   ● Consultancies