



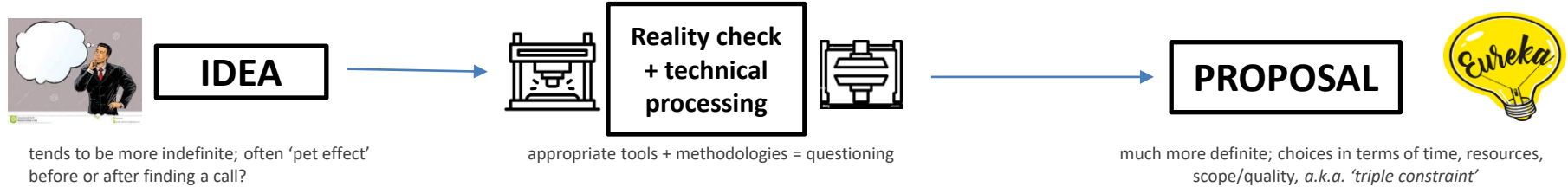
From project idea to project proposal (PCM, LFA, WBS)

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Project idea vs. project proposal: a practitioner's view



External reality check: What is the situation now? Where do we plan to go? What do stakeholders/target groups want? Who wants to be involved and why? Are there enough resources available and are they suited? Is the idea suited to the environment?

Internal reality check: What are we in a position to actually do and offer? Who do we want to be on board and, why? What partners are we going to involve? What are they (really) capable of doing?

Find answers to a whole set of relevant questions (such as, for example):

Why? What problems do we want to solve or – more often – contribute to solving?

What? Which results do we expect to achieve? What activities are we going to implement?

Who? Which subjects are going to be involved? With what roles? Who is going to pay for the action?

When? What is the envisaged duration of the action? When is it intended to start and end?

Where? What is the territorial scope of the action? What is the rationale behind the choice?

How? What methodology/set of solutions are we going to adopt? How is this related to partners' choice?

How much/many? How much time, money, effort can we invest in the action? How many staff member, skills, etc.?

Project idea vs. project proposal: a practitioner's view



Questioning!

The idea needs to be analysed in full detail and **questioned** looking at, among others

- strengths, weaknesses and inter-relations of components and actors;
- feasibility (technical, economic, financial);
- suitability (responding to needs and context conditions);
- effectiveness (capability to reach desired effect) and efficiency (good use of time and resources);
- expected impacts and repercussions;

Ultimately: Is this the best possible solution?

If we are convinced, then we need to convince the investor/donor.

Proponent's mission, strategy, objectives

Project proposal to be funded

vs.

meets

Investor/donor's mission, strategy, objectives

Funding opportunity

Project and Project Cycle Management in EU funding: definitions and overview

([*Source: PCM Guidelines, EC – 2004*](#))

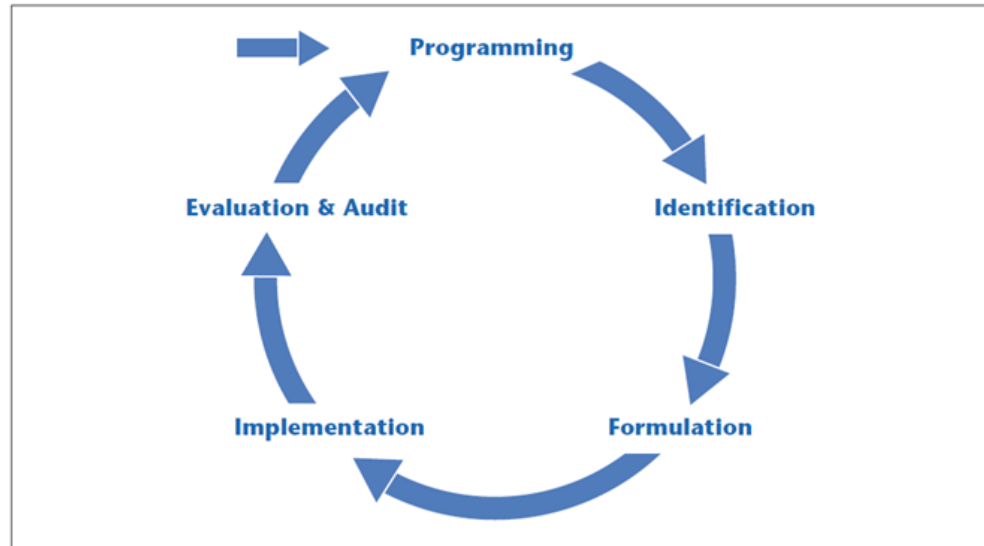
Project (PCM G.): a series of **activities** aimed at bringing about clearly specified **objectives** within a defined **time-period** and with a defined **budget** (**'triple constraint': time, scope, cost/quality**).

Project (PMI): a temporary endeavor undertaken to produce a unique product, service or result

Project Cycle Management: management activities and decision-making procedures used during the life-cycle of a project.

**The steps: a matter of decisions
for proponent and donor**

It's a cycle, so what's next?



Classic Logical Framework Approach (LFA) & Logical Framework Matrix (LFM): definitions and overview ([*Source: PCM Guidelines, EC – 2004*](#))

Logical Framework Approach (LFA): ‘A way to think’ - a core tool used in all stages of PCM
Analytical process to support structured and consistent project planning and management
Two stages: analysis and planning

Logical Framework Matrix (LFM): a matrix (product of the analytical process) reporting the key elements of a project plan

Project Description or Intervention Logic:
hierarchy of project objectives

Assumptions:
key external factors critical to project success

Indicators and Sources of Verification:
how project achievements are monitored/evaluated

Project Description	Indicators	Source of Verification	Assumptions
Overall Objective – The project's contribution to policy or programme objectives (impact)	How the OO is to be measured including Quantity, Quality, Time?	How will the information be collected, when and by whom?	
Purpose – Direct benefits to the target group(s)	How the Purpose is to be measured including Quantity, Quality, Time	As above	If the Purpose is achieved, what assumptions must hold true to achieve the OO?
Results – Tangible products or services delivered by the project	How the results are to be measured including Quantity, Quality, Time	As above	If Results are achieved, what assumptions must hold true to achieve the Purpose?
Activities – Tasks that have to be undertaken to deliver the desired results			If Activities are completed, what assumptions must hold true to deliver the results?

LFM: order of execution and main components

Objectives

Overall (or general, strategic) objective: the 'why?' of the project; the reason behind the project; in the mid- to long-term; limited number

Purpose (or specific objective, goal): the 'what?' of the project; the change brought about by the project; in the short- to mid-term; theoretically 1, to be reached by the end of the project, its fulfilment objectively verifiable; often expressed in the present tense

Results

Deliverable: typically tangible product or service generated through project activities

Output: result of project activities

Deliverables and outputs have to be functional to achieving project objectives and are typically produced for a 'client'

Project Description	Indicators	Sources of verification	Assumptions
Overall objective 1	8	9	
Purpose 2	10	11	7
Results 3	12	13	6
Activities 4 (optional inclusion in the matrix)	Not included	Not included	5 (optional inclusion in the matrix)

Indicator: qualitative or quantitative element used to measure performance (achievement of an objective) Key for project monitoring and evaluation
Types: for overall objective more qualitative; for purpose more quantitative
Requirements: SMART (Simple, Measurable, Attainable; Relevant; Time-bound)

Source: how are we going to measure indicators in an effective and efficient way?

Secondary: data elaborated and made available by third parties independently from the project (statistics, sectoral reports, etc.)

Features: cost-effective, easy to reach; impartial; often unavailable when/as needed

Primary: data are collected and elaborated for the project (questionnaires, studies,...)

Features: specific for project needs; may be costly (money and time)



Project overall (or general, strategic) objective and project purposes (or specific objectives, goals). Examples

- Promoting scientific culture among the young
- Contributing to reaching UN SDGs
- Enhance enterprises' competitiveness and productivity

- Average waiting time is 25 seconds
- A 25% increase in investments in renewable energy plants will be achieved in the region by 2025
- Optimization of the production process of model XX engine, with at least 7% reduction in production costs



Result or indicator? Examples

- Report on training for company managers (D)
 - Prototype for model XX engine (O)
 - Risk register (D)
 - Manual index (D)
 - 5 project meetings (O)
 - Report on project management for year 1 (D)
 - 15 people trained on how to use the software (O)
-
- reduction in energy consumption per inhabitant (S)
 - people trained on new technologies (P)
 - number of webinars (P)
 - staff members trained on the operational methodology (P)
 - reduction in CO emissions in atmosphere (S)

LFA stages: analysis and planning

The Logical Framework Approach

ANALYSIS PHASE

- ↓ Stakeholder analysis - identifying & characterising potential major stakeholders; assessing their capacity
- ↓ Problem analysis - identifying key problems, constraints & opportunities; determining cause & effect relationships
- ↓ Objective analysis - developing solutions from the identified problems; identifying means to end relationships
- ↓ Strategy analysis - identifying different strategies to achieve solutions; selecting most appropriate strategy.

PLANNING PHASE

- ↓ Developing Logical Framework matrix - defining project structure, testing its internal logic & risks, formulating measurable indicators of success
- ↓ Activity scheduling - determining the sequence and dependency of activities; estimating their duration, and assigning responsibility
- ↓ Resource scheduling - from the activity schedule, developing input schedules and a budget



Analysis phase: preliminary sector/context knowledge

Preparatory analysis: adequate sector/context knowledge and awareness (policies, sectoral and institutional features, actors, issues, ecosystem where applicable, etc.)

Key sources: EU and where applicable national strategy papers, policy documents, sectoral reports, cross-sector analyses, preliminary talks with stakeholders, etc.

Goal: assessing how much and what kind of information is available (often reported synthetically in the proposal)

Extent and features depending on type and ambition of individual project!
(examples: PiNE, SIMPLA, EU4EG)



Analysis phase: know your stakeholders

Stakeholder: any subject (individual, group of people, institution, company, etc.) with an interest in the success or failure of the project (as beneficiaries, implementers, intermediaries, competitors, etc.) - See also: [PM4DEV](#)

Typologies:

- **Beneficiary:** can be a 'target group' (will be directly positively affected by the project) or 'final beneficiaries' (benefit from the project in the long term)
- **Project partner**
- **Donor/investor**
- **Project staff and volunteers**
- **Regulatory bodies**, national and international
- **Local authorities, national and local government**
- **Media and general public**
- **Social, political and religious entities**
- ...



Stakeholder and basic characteristics	Interests and how affected by the problem(s)	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
Fishing families: c.20,000 families, low income earners, small scale family businesses, organised into informal cooperatives, women actively involved in fish processing and marketing	<ul style="list-style-type: none"> • Maintain and improve their means of livelihood • Pollution is affecting volume and quality of catch • Family health is suffering, particularly children and mothers 	<ul style="list-style-type: none"> • Keen interest in pollution control measures • Limited political influence given weak organizational structure 	<ul style="list-style-type: none"> • Support capacity to organize and lobby • Implement industry pollution control measures • Identify/develop alternative income sources for women and men
Industry X: Large scale industrial operation, poorly regulated and no-unions, influential lobby group, poor environmental record	<ul style="list-style-type: none"> • Maintain/increase profits • Some concern about public image • Concern about costs if environmental regulations enforced 	<ul style="list-style-type: none"> • Have financial and technical resources to employ new cleaner technologies • Limited current motivation to change 	<ul style="list-style-type: none"> • Raise their awareness of social and environmental impact • Mobilise political pressure to influence industry behaviour • Strengthen and enforce environmental laws
Households: c.150,000 households discharge waste and waste water into river, also source some drinking water and eat fish from the river	<ul style="list-style-type: none"> • Aware of industrial pollution and impact on water quality • Want to dispose of own waste away from the household • Want access to clean water 	<ul style="list-style-type: none"> • Limited understanding of the health impact of their own waste/ waste water disposal • Potential to lobby government bodies more effectively • Appear willing to pay for improved waste management services 	<ul style="list-style-type: none"> • Raise awareness of households as to implications of their own waste disposal practices • Work with communities and local government on addressing water and sanitation issues
Environmental protection agency: Etc	etc	etc	etc

Analysis: identify; prioritize; understand (www.mindtools.com)

Features: interest in the project, willingness to get involved, power and capacity

Connected issues: ownership, participation

SWOT analysis: a strategic tool

An organization's **internal** strengths and weaknesses and **external** opportunities and threats are outlined

Internal factors: PRIMO-F model (People, Resources, Innovation, Marketing, Operations, Finance)

External factors: PEST analysis (Politics, Economy, Social, Technology, Environment, Law)

Strengths	Weaknesses
<ul style="list-style-type: none">• Grassroots based and quite broad membership• Focused on the specific concerns of a relatively homogenous group• Men and women both represented• Provide a basic small scale credit facility	<ul style="list-style-type: none">• Limited lobbying capacity and environmental management skills• Lack of formal constitutions and unclear legal status• Weak linkages with other organizations• Internal disagreements on limiting fishing effort in response to declining fish stocks
Opportunities	Threats
<ul style="list-style-type: none">• Growing public/political concern over health impacts of uncontrolled waste disposal• New government legislation in preparation on Environmental Protection – largely focused on making polluters pay• The river is potentially rich in resources for local consumption and sale• New markets for fish and fish products developing as a result of improved transport infrastructure to nearby population centers	<ul style="list-style-type: none">• Political influence of industrial lobby groups who are opposed to tighter environmental protection laws (namely waste disposal)• New environmental protection legislation may impact on access to traditional fishing grounds and the fishing methods that can be employed

The situation is analysed to see

- how **strengths** can be used to overcome weaknesses, face threats and benefit from opportunities
- how **opportunities** can be exploited to help overcome weaknesses and minimize threats

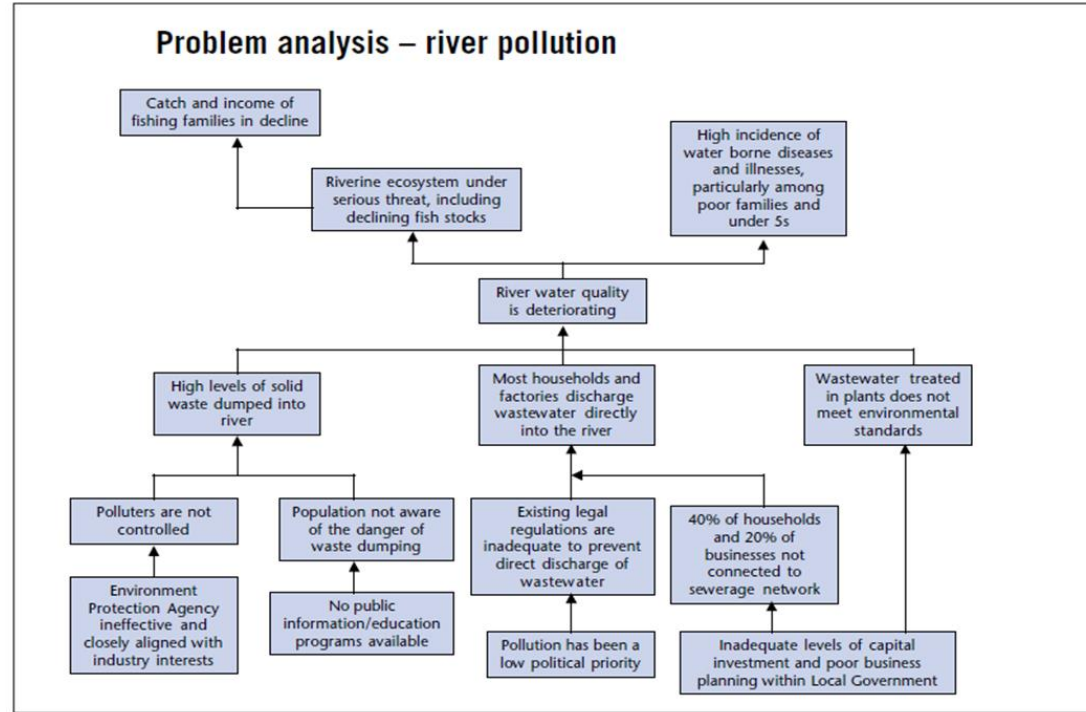
A **strategy** is formulated to make a decision on how to proceed

Problem analysis

Outlines the **negative** aspects of a situation and establishes **cause-effect relations**

Steps:

- 1) Definition of framework and subject of analysis;
- 2) Identification of major problems faced by target groups and beneficiaries;
- 3) Visualization in a problem tree ('hierarchy of problems' with 'cause and effect' relations)

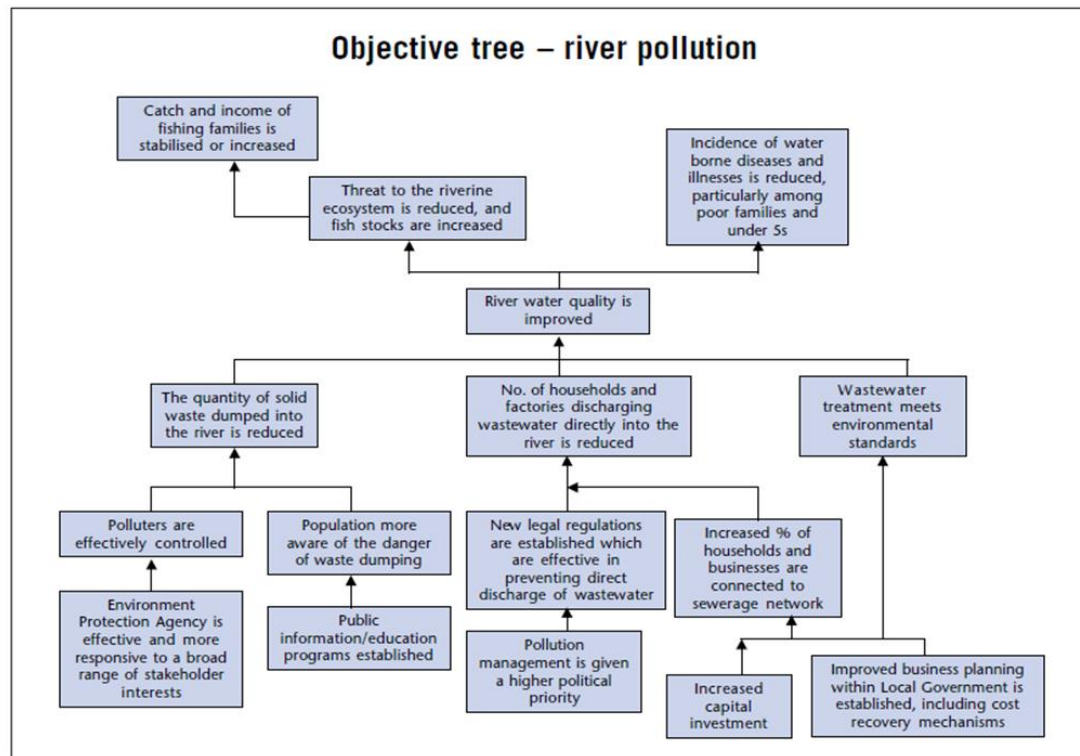


Analysis of objectives

Aims:

- **describing** the desired situation in the future once the problems identified in previous analyses have been remedied;
- **defining** a hierarchy of objectives with means-end relations

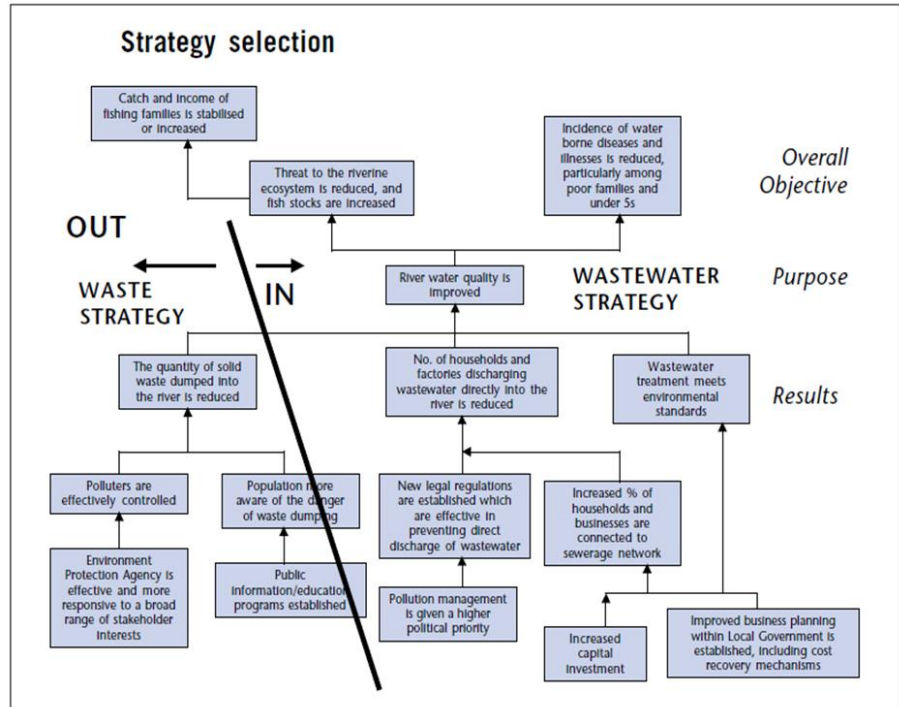
Descriptions of problems are **converted** into description of solutions



Analysis of strategies

Decision-making time!

- Which problems/objectives should be tackled?
- Which strengths and opportunities can be exploited to face threats and overcome weaknesses?
- What combination of actions can bring desired results?
- How is local ownership of the project best supported and local capacity developed?
- What are the most cost-effective, feasible and sustainable options?



Risk management

The achievement of project objectives is always subject to influences beyond a project manager's control.

The external environment needs to be monitored to understand what risks may emerge and which actions to take to manage or mitigate these risks (not shortcomings in project planning and /or implementation!).

The **risk management matrix**: a monitoring tool needing consistent periodic review and update

LF ref.	Risks	Potential adverse impact	Risk level (H/M/L)	Risk management strategy	Responsibility
1	The Program Stream Coordination Unit (PSCU) and ASEAN Secretariat (ASEC) staff do not establish an effective working relationship	Delays in processing proposals through the committee endorsement system	M	Annual Managing Contractor/PSCU staff performance assessment by co-chairs of Joint Selection & Review Panel (JSRP) and appropriate remedial action taken by all parties	Delegation, ASEC and Contractor

Risks and flaws in project design and implementation. Examples

Delay in WP3's implementation (F)

Exceptionally rainy season (R)

Increase in market prices much higher than in previous years (R)

Poor training of research team's members (F)

Stakeholders do not approve the offered solution (R)

Fall in demand for the XY product (R)

Insufficient number of applications to participate in the capacity building (R)

LFA stages: analysis and planning

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Planning: activity and resource scheduling

WBS - Work Breakdown Structure: breaks work down to increasingly manageable, necessarily interconnected components (Triple constraint: time, resources, scope/quality)

Basis: LFM (bottom-up) activities to results (towards purpose & overall objective)

Work Package/Task	Constraint	Responsibility	Outputs/Deliverables	Costs	1	2	3	4	5	M1	6	7	8	9	10	11	12
WP 1		PP1		Staff €... Other costs €... ...													
Task 1.1	Must end by month 2	PP2	O 1.1; D 1.1														
Sub- task 1.1.1		PP4	O 1.1.1														
...																	
Task 1.2		PP3	O 1.2; D 1.2														
Sub- task 1.2.1	Follows completion of Task 1.1																
...																	
...																	
WP 2	Follows completion of Task 1.2	PP1															

An example: synthetic activity and resource scheduling

Work Package/Task	Constraints	Responsibility	Outputs/Deliverables	Costs	1	2	3	4	5	M1	6	7	8	9	10	11	12
				Staff €... Other costs €... ...													
WP 1 Context definition	...	PP1															
Task 1.1 Mapping entrepreneurial ecosystem	Must end by month 2	PP2	D 1.1 Report on ecosystem mapping														
Sub- task 1.1.1 Questionnaire for entrepreneurs	...	PP4	O 1.1.1 100 questionnaires collected; D 1.1.1 Report on data from questionnaires														
...														
Task 1.2 Mapping value chains	...	PP3	O 1.2; D 1.2														
Sub- task 1.2.1 Collecting data from BSOs	Follows completion of Task 1.1		...														
...	...																
...	...																
WP 2 Accelerator programme	Follows completion of Task 1.2	PP1	...														

Your turn

Define (at least) some elements of the LFM for your proposal

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Grazie per l'attenzione!

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