PROJECT CYCLE MANAGEMENT FOR DIGITAL, ECOLOGICAL AND SOCIAL INNOVATIONS
Euro-planning techniques

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Short CV:

➢ 1995 Master degree in International and Diplomatic Sciences at University of Trieste

➢ 1996-98: Bruxelles, employee in JP Morgan, and, after, parliamentary assistant to a Member of European Parliament;

➢ 1998-2010: Trieste City Council, European affairs office;

➢ 2010-2024: University of Trieste, senior expert in Research and Grant Office;

➢ June 2024: PhD in Political and Social Sciences at University of Bologna - Alma Mater. Research title: «*Italian Public Universities Facing the Challenge of European Funds for Scientific Research: The Importance of Organizational Dynamics*"

➢ From September 2024: Adjunct professor of Project Management at Department of Political and Social Sciences of University of Trieste

➢ From January 2025: Research manager at University of Ferrara

Today's meeting schedule

- Lesson and break times – proposal
- Suspension of the next 2 lessons (26th and 29th of September) – that will be recovered as soon as possible
- Attendance methods
- Student expectations
- Highly interactive course, with exercises and workshops planned
- Presence of external guests: project coordinators and external experts;
- Exercises will be taken into account in the final assessment
- Work organized in groups of up to 5 people

Course Policy

- **Students are supposed to follow the course in presence**, because the lessons include group work, corrections and presentations that must be made in person.

- Students unable to attend classes in person will have to take a **written exam** in addition to the oral exam.

- To be considered attending, students must attend at least **50% of the classes**. Attendance will be recorded on the signature sheet.

- **Each exercise is given a vote**, which contributes to the final grade through an arithmetic mean.

Course Policy

- **The use of any form of artificial intelligence is forbidden** (gentlemen's agreement)

- **The use of smart phone during the lesson is forbidden**, except for serious reasons (i.e. family or health emergencies)

- The exercises must be well presented and written in correct English

- The reception of the students is usually held online via Teams. To schedule an appointment, please send an email to **elisabetta.boglich@dispes.units.it**

Today's meeting schedule

- Create groups and assign them a name.

- Presentations will be made in turn within each group.

- Work will be organized in groups of up to 5 people

BENE COMUNE: LAVORO DI SQUADRA...
Uomoplanetario.org

Project management (PM) and Project Cycle Management (PCM): overview and introduction to the topic

Project management

- PM was born in the early 1960s at the initiative of NASA as part of the "Apollo" aerospace project.

- "Apollo" was a complex project in every respect: NASA developed a structured procedure that allows for the management of such complexity in an organized and systematic manner.

- The ultimate goal: to eliminate or reduce the risk of the initiative failing in whole or in part.

Project management

- Following the success of "Apollo" and its methodology, NASA and, subsequently, many other institutional and private entities (including the European Commission) **have adopted project management as a standard (and mandatory) procedure for managing medium- and large-scale projects**.

- Project management is the application of knowledge, tools, and techniques to project management activities, ensuring that the project meets the performance requirements (in terms of cost, time, and quality) predefined during the planning and design phases.

Project management

- A common approach and language in the preparation of development programs and interventions, adopted by the European Commission and many organizations in the international community: a methodology known as **Project Cycle Management**;

- originated in the **development cooperation sector** in the 1960s and then adopted by the Commission, in varying forms depending on the areas of intervention, **starting in the early 1990s**;

- Characteristic: Clear division of a project's life cycle into "standard" phases;

Professional skills in the field of PM e PCM

- Learning project management essentially means specializing in project management, thus acquiring a set of managerial skills — some specific, some general —to be applied within a well-defined and internationally standardized methodology.

- A project manager is like a football coach!

Professional skills in the field of PM e PCM

Technical skills: knowledge, practical and cognitive skills, responsibility, and autonomy related **to the specific subject areas of the project and funding program**;

Leadership skills: knowledge, practical and cognitive skills, responsibility, and autonomy required **to lead, motivate, and direct a team**;

Strategic and management skills: knowledge, practical and cognitive skills, responsibility, and autonomy applied **in specific areas to improve performance and help the organization achieve its goals.**
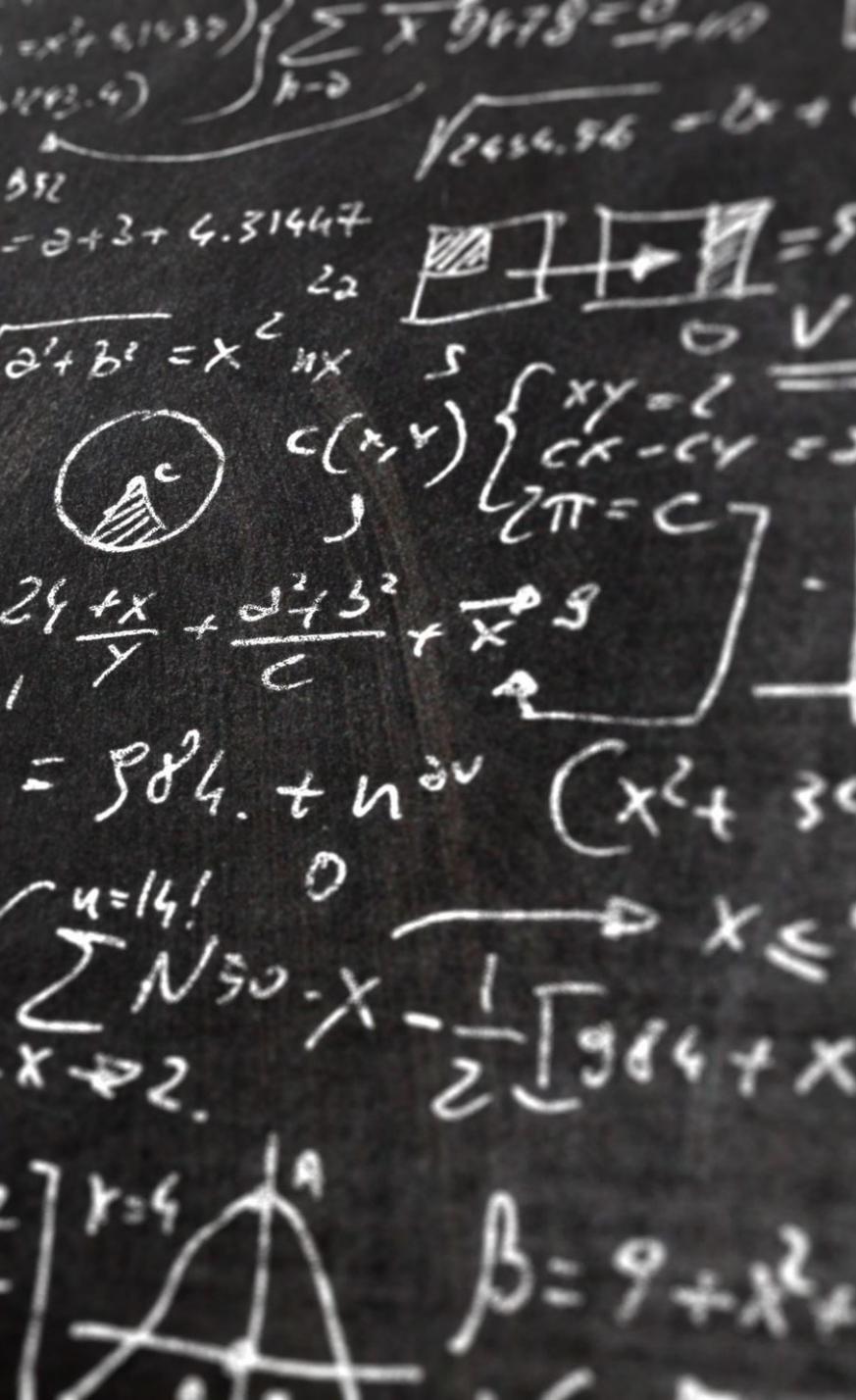
PCM – lesson plan

MODULE 1:

- INTRODUCTION TO PM AND PCM

- Introduction to the course and the subject

- Project management (PM) and Project Cycle Management (PCM): overview and introduction to the topic

- Professional skills in PM and PCM

PCM – lesson plan

MODULE 2:

PROGRAMMING

- PCM: Context analysis and participatory project drafting

- The phases of the project life cycle and the logical framework approach

- SWOT Analysis

IDENTIFICATION or STRATEGIC PLANNING

- The stakeholder matrix: power and interest

- Problem tree, Objectives tree

- The search for project partners and the division of roles

- The LFM (Logical Framework Matrix)

- General objectives, specific objectives, expected results and activities

- Indicators and sources of verification

- Risk management

PCM – lesson plan

MODULE 2:

FORMULATION or EXECUTIVE PLANNING

- The WBS and the Gantt chart
- Setting up project activities and format of the project sheet
- Writing the project and analyzing the selection criteria
- Breaking down the project budget and planning project expenses

IMPLEMENTATION

- Contracts in EU projects
- Reporting of expenses
- Communication and dissemination of project results

EVALUATION AND CONTROL

- Monitoring and evaluation
- Closing the project

PCM – lesson plan

MODULE 3:

EU FUNDS AND EUROPEAN PROJECT DESIGN

THE EUROPEAN CONTEXT OF REFERENCE

- The European institutions
- The European Union budget and the Multiannual Financial Framework
- The main European funding policies
- Calls for proposals and calls for tenders
- Direct and indirect management funds
- The European Commission: Directorates-General and executive agencies

FUNDING POLICIES AND FUNDS

- Cohesion Policy
- Indirectly managed funds: the European Structural and Investment Funds (ESI)
- European territorial cooperation: the INTERREG programme
- Directly managed funds: focus on the Horizon Europe, LIFE, ERASMUS+, CREATIVE Europe, CERV programmes in the 2021-2027 programming period
- Structure and documentation of a European Call for Proposals and examples of best practices of EU projects
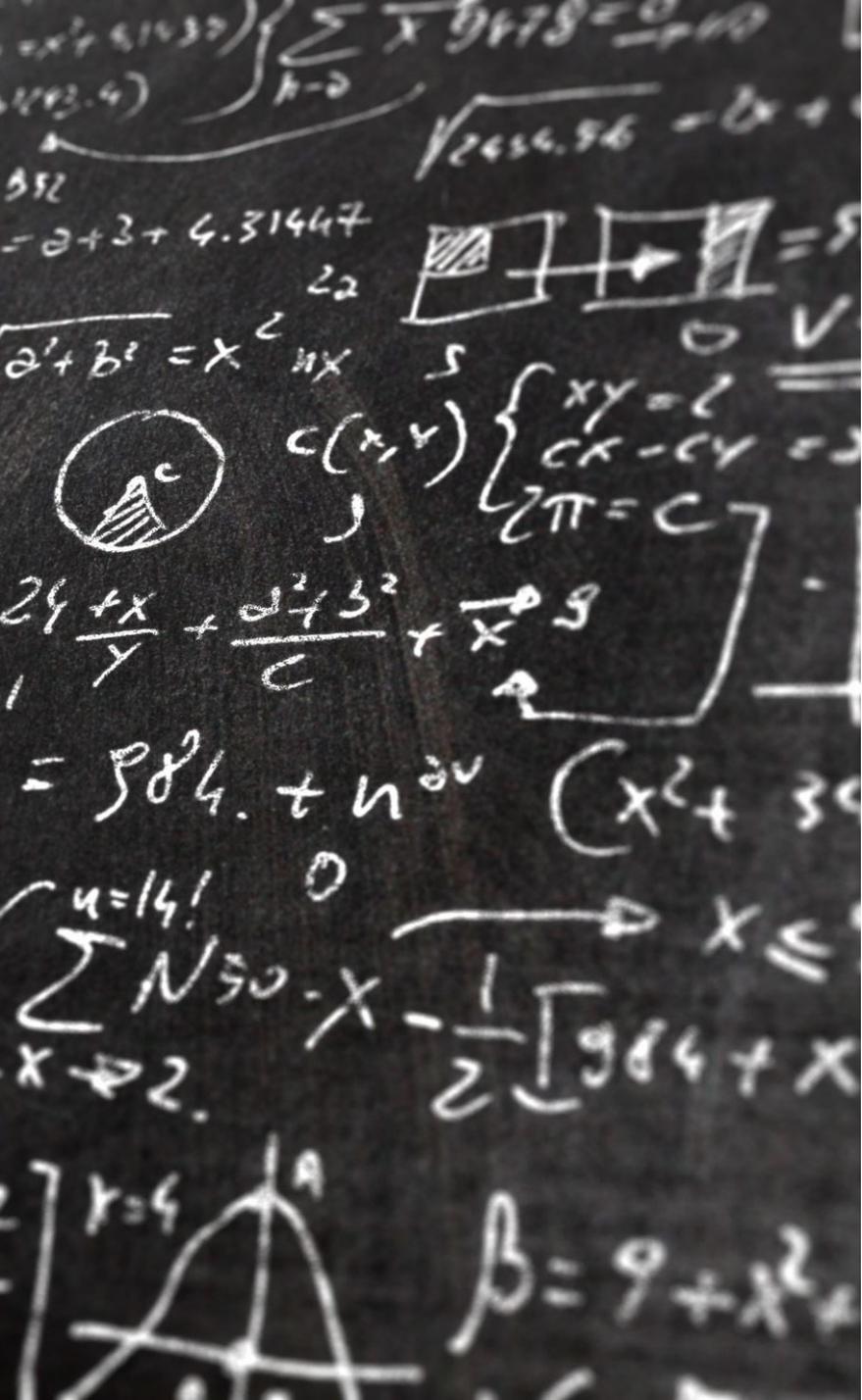
PCM – lesson plan

MODULE 4:

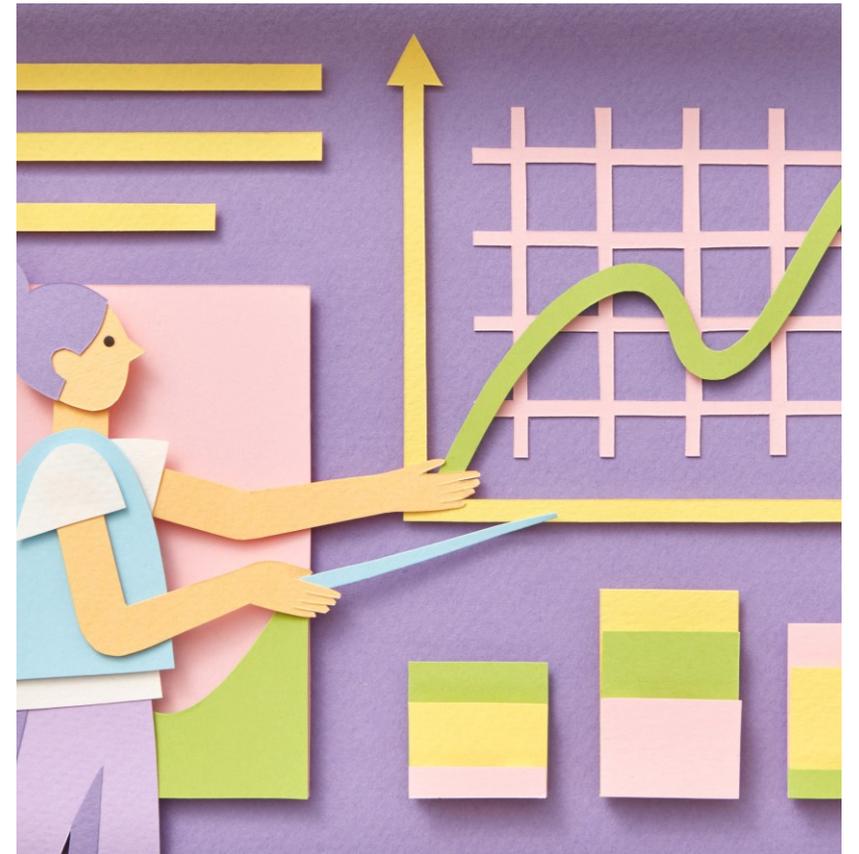### PRACTICAL PROJECT DRAFTING WORKSHOP

- Simulation, creation and presentation of a partnership charter project

Project Cycle Management

What is PCM?

It is a structured design methodology that the European Commission introduced in the early 1990s to improve the quality of project design and management.

It is called PCM (Project Cycle Management)

Project Cycle Management

Why use PCM?

Because of the poor effectiveness of projects, both in terms of failure to achieve objectives and their irrelevance to the actual needs of the beneficiary.

Project Cycle Management places beneficiaries at its core, which is why project developers are almost obligated **to focus on the real needs of the beneficiaries of the intervention**.
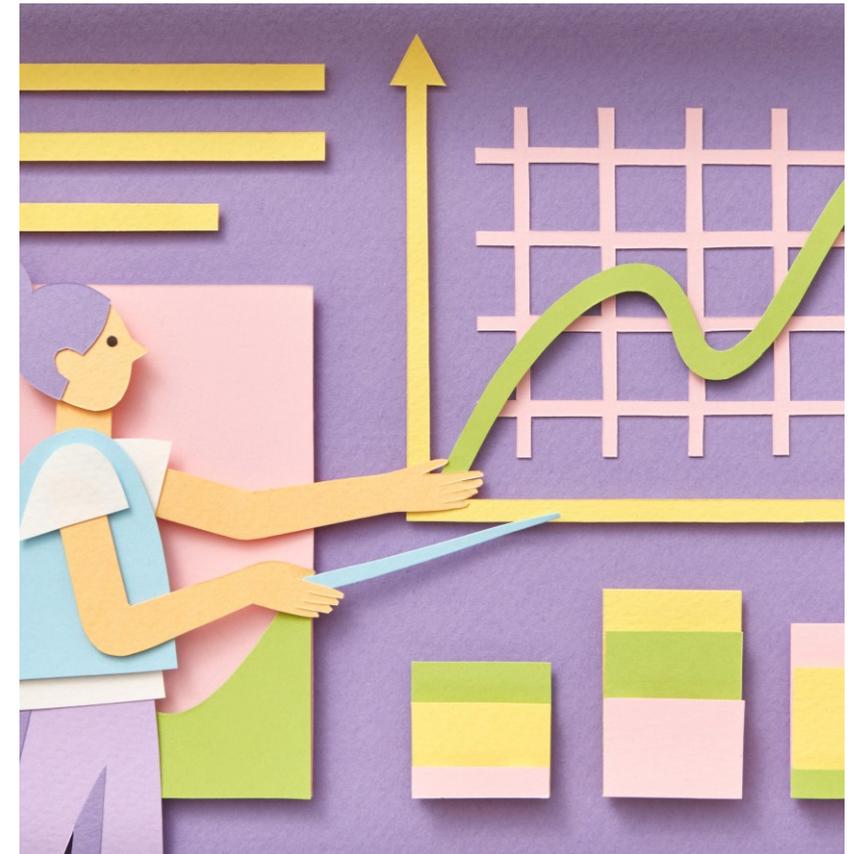
Project Cycle Management and Participatory Design

The participatory approach is based on **involving people as subjects, not objects**.

Problems with self-referential projects:

- Beneficiaries are often considered passive participants, mere users of project services;

- Ignorance of the real needs of project beneficiaries;

- The provision of solutions and actions that conflict with local culture and are considered counterproductive and, therefore, opposed.
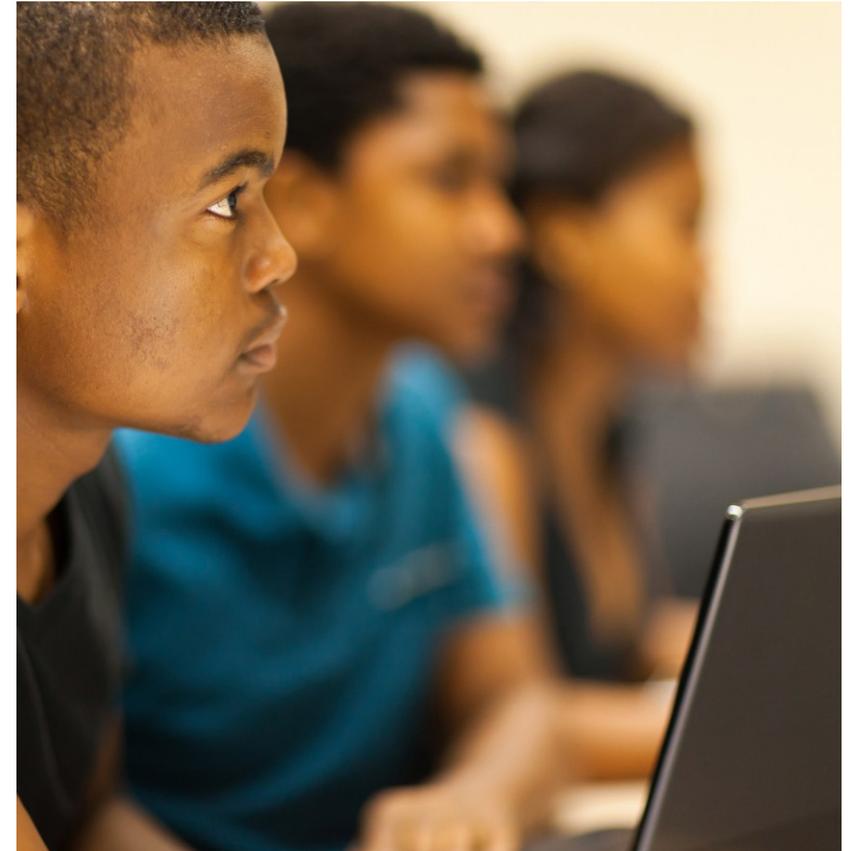
The tools of participation in PCM

According to the PCM, stakeholder participation in project life can be encouraged through **structured participatory meetings that include the presence of a professional moderator or facilitator**. This moderator, being neither a subject matter expert nor a stakeholder, helps the group of key stakeholders, thanks to his or her neutrality, make the necessary decisions regarding the project in question, clearly and within a reasonable timeframe.

Thank you for your attention!

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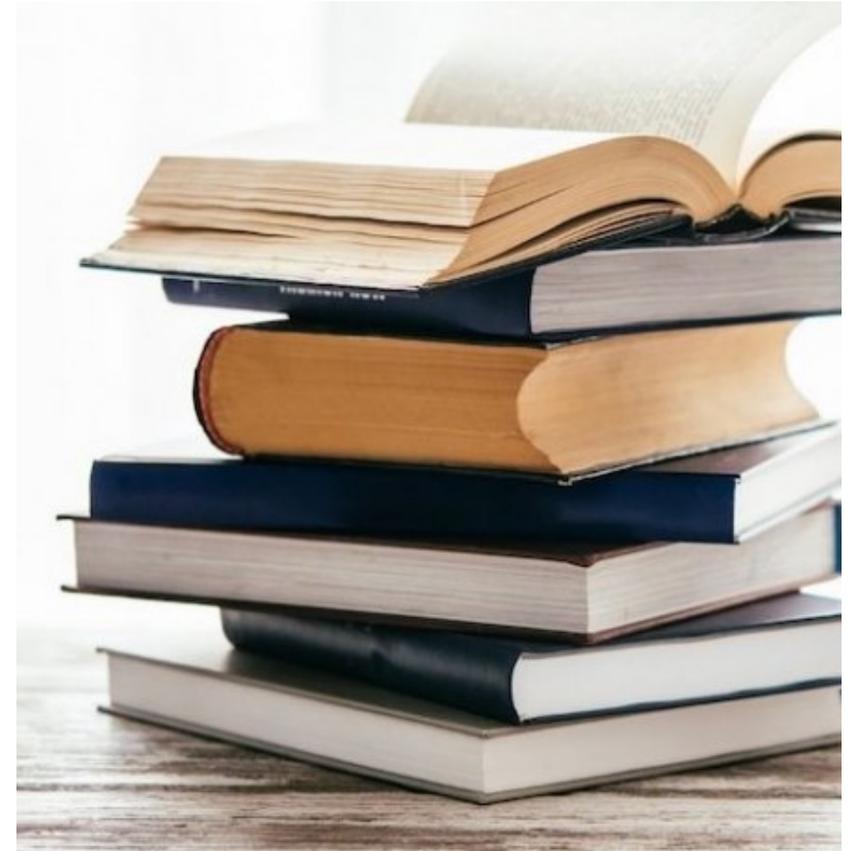
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Project management e progetti europei, a cura di Andrea Innocenti, Marcello Traversi, Franco Angeli, Milano, 2021