

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

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**UNIVERSITÀ  
DEGLI STUDI  
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Dipartimento  
**Scienze Politiche  
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# Recap of the first lesson

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Birth and goal of Project  
Management

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Difference between PM and  
PCM

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Why did the European  
Commission adopt the PCM?

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Professional skills in PCM

## MODULE 2:

### PROGRAMMING

PCM: Context analysis and participatory project drafting  
The phases of the project life cycle and the logical framework approach

SWOT Analysis



# Participation throughout the Project life cycle

The most important strategic planning phase:  
**Identification**: when the group of key stakeholders first and equally brings the project idea to life.

The strategic planning methodology proposed by the PCM is known as the **Logical Framework Approach (LFA)**.

In the participatory strategic planning workshop with the LFA, the facilitator guides the group of stakeholders and decision-makers through the analysis of the initial situation and based on this analysis, defines a project strategy by drafting the **Logical Framework Matrix**.

# Participation throughout the Project life cycle



Participation in the phases following the strategic planning phase:



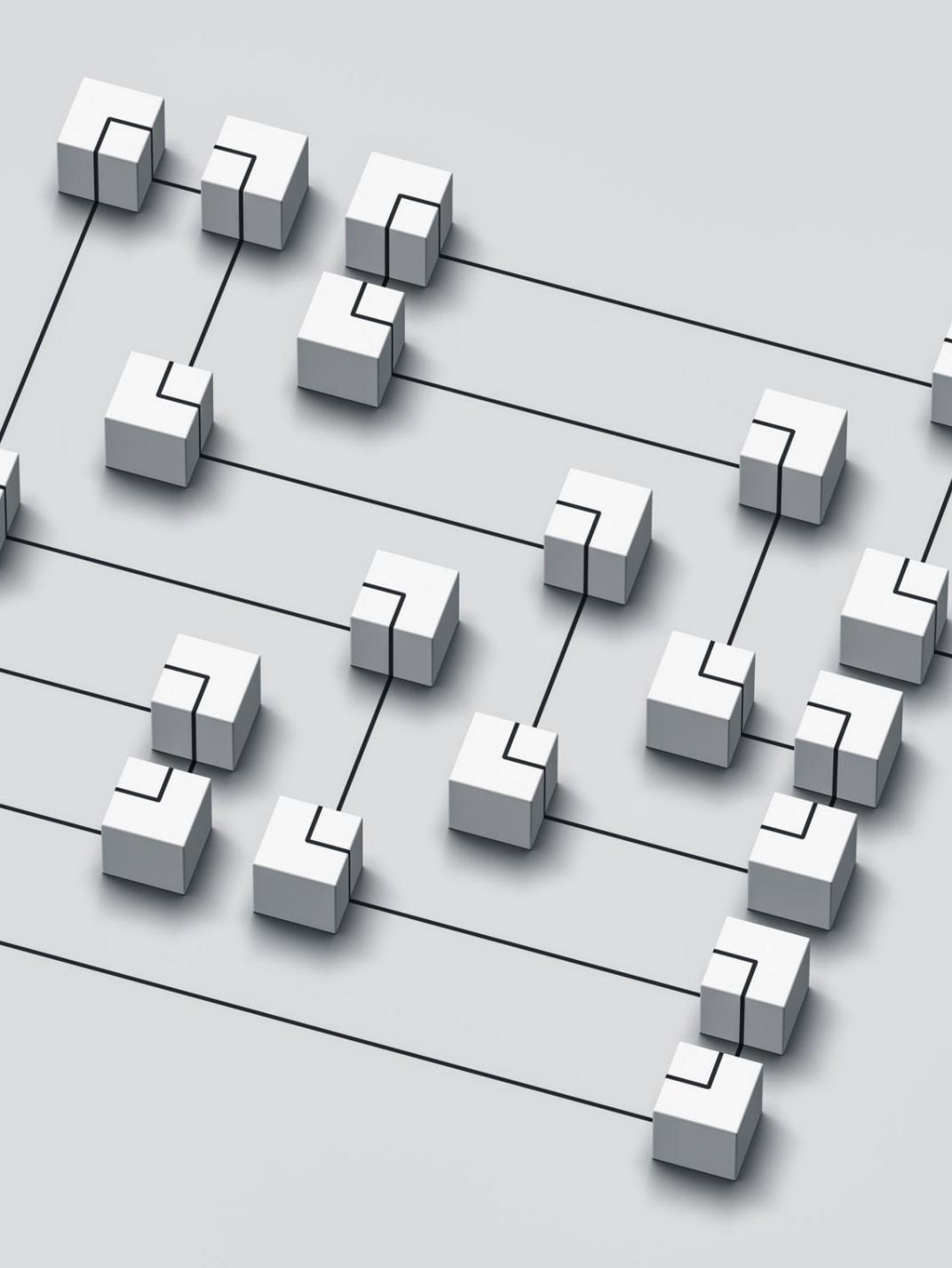
at the beginning of the executive planning phase (**Formulation**), through the formulation workshop;



at the beginning of the **Implementation** phase: start-up or kick-off meeting;



during or towards the end of the Implementation phase: review or evaluation workshop.



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## Project cycle management

### PCM and Logical Framework (LF)

- The **Logical Framework** is the main tool used in project design, especially in the identification and formulation phases.
- In the identification phase, the use of the LF ensures the relevance of the project idea;
- In the formulation phase, it ensures the feasibility and sustainability of the project itself.

# Project cycle management

- The Logical Framework is a very useful matrix for defining **the key elements of a project idea** and is the final product of a structured design methodology called GOPP (Goal Oriented Project Planning).
- This procedure was designed **to involve all key stakeholders and project beneficiaries, allowing for true bottom-up planning** (a "bottom-up" approach, not a "top-down" one!)

# Projec cycle management



In applying this structured methodology of concerted planning, a fundamental role is played by the so-called **moderator**, a technician who, at specific stages, encourages the stakeholders to express their interest in the project and then helps them identify problems and objectives.

# Project cycle management

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PCM objectives:

- Spread the concept of **skill integration** in design (= everyone does what they know how to do!)
- Give substance to the practice of **collaboration**;
- Persuade design stakeholders to **thinking in terms of "problems" and not "lack of..."**



# Definition of a project



The quality of a project lies in its ability to produce **concrete and lasting improvements** for the organizations or social groups that benefit from the project.



# Definition of a project

A project is a succession of **short- to medium-term actions** designed to activate a **medium- to long-term change** that will lead to the ideal reference situation.

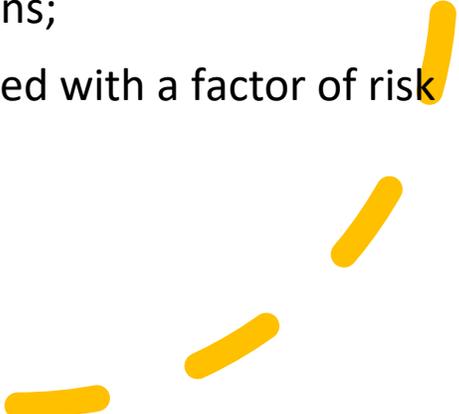
# Definition of a project

According to the UNI ISO 21500 Standard, "Project Management Guide," a project is a unique set of processes comprising coordinated and controlled activities, with start and end dates, carried out to achieve defined objectives. The project must be implemented within specific constraints dictated by the following variables:

- **Time:** must be completed within the expected timeframe;
- **Cost:** must be completed within the estimated costs;
- **Scope:** must produce what is expected;
- **Quality:** must meet the expected quality level;
- **Resources:** must consider the need for adequate and available resources for completion;
- **Risks:** must govern and manage risks and uncertainties;
- **Benefits:** must create value.

# Definition of a project

Therefore, according to the UNI ISO 21500:2013 standard, a project is:

- **unique:** although each project can be classified within one or more categories (by type, sector, amount, etc.), each presents unique and non-repetitive conditions. A project that has already been completed in the past using the same resources, involving the same parties (executors, suppliers, and clients), and producing essentially the same final product does not qualify as a project, but rather as a production activity;
  - **temporary:** it must have a start date, an end date, and, consequently, a duration. If its duration cannot be estimated, it cannot be considered a project;
  - **inter-functional:** often, achieving the final result requires the use of resources and expertise from different functional structures;
  - **innovative:** a project introduces a change: to the client's business; to the company; to the organization; to the culture; to operations;
  - **risky:** every change and innovation is naturally associated with a factor of risk and uncertainty.
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# Definition of a project

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- To get funded, a project doesn't have to be good, it has to be excellent, and sometimes that's not enough...
- What's the success rate of a project?



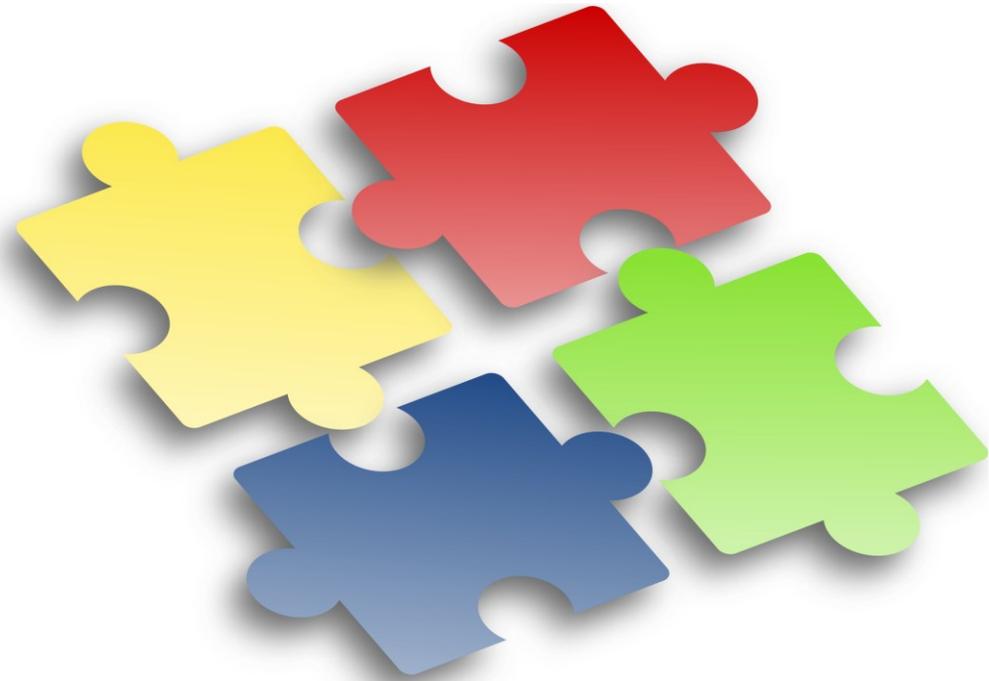
# SWOT Analysis

A **SWOT (Strengths, Weaknesses, Opportunities, Threats)** analysis is a tool used to highlight the potential and critical issues of an organization, a specific context, or a specific sector. This type of analysis is used to:

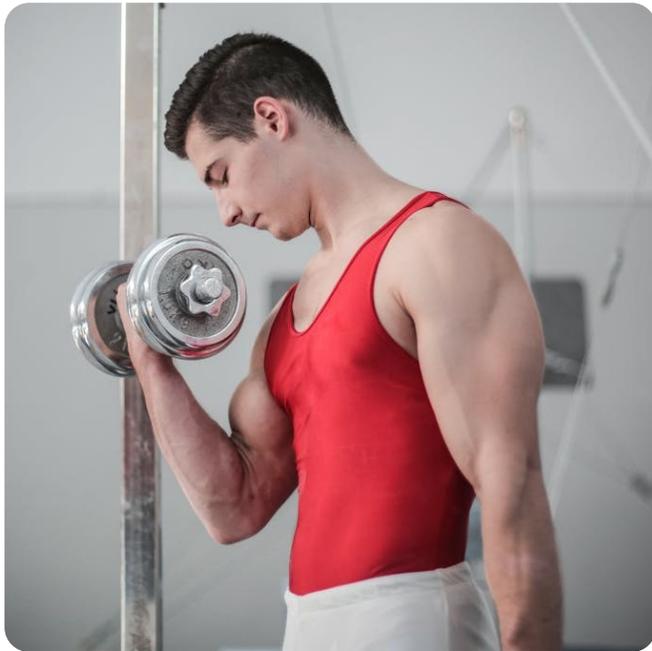
- analyze the **various key players** operating in a given context and who are directly or indirectly affected by a project or program;
- analyze the **intervention context**, highlighting its potential and critical factors in relation to a specific sector.



# SWOT Analysis



- The advantage of a SWOT analysis is that it allows you to focus attention both on **internal factors**, which concern the current situation of the organization, the territory or the sector of intervention, and on **external factors** that could, especially in the future, play an important role in defining an intervention strategy.



# SWOT Analysis – internal factors

Factors internal to the key player or the intervention context are represented by:

- **Strengths:** positive factors internal to the organization, the territory, or the intervention sector (skills, available resources, etc.);
- **Weaknesses:** internal factors that can negatively interfere with the implementation of the strategy



# SWOT Analysis – external factors

External factors are represented by:

- **Opportunities:** positive factors existing in the context that can be seized upon to support the organization, the territory, or the sector of intervention;
- **Threats:** risk factors in the context that pose a threat to the organization, the territory, or the sector of intervention.

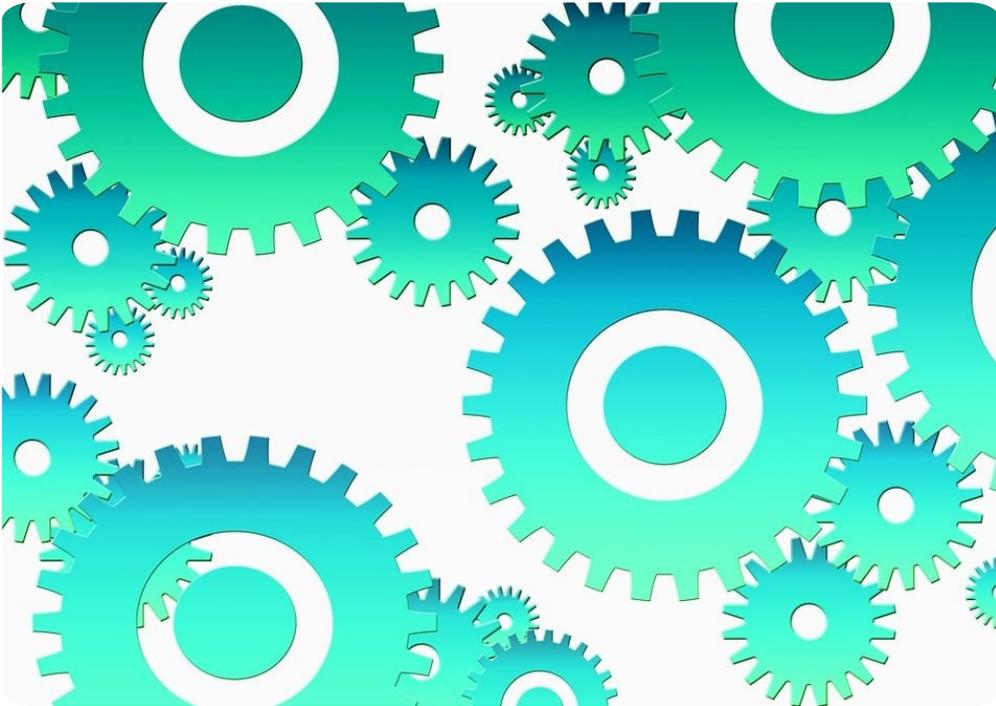


# SWOT Analysis - Matrix

## SWOT ANALYSIS

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	<b>S</b> Strengths	<b>W</b> Weaknesses
External origin (attributes of the environment)	<b>O</b> Opportunities	<b>T</b> Threats

# SWOT Analysis – exercise



Define the SWOT analysis for the following contexts:

- **Tourism development** in the Friuli Venezia Giulia Region
- **Youth employment** in the Friuli Venezia Giulia Region
- **Hydrogeological instability** in the Friuli Venezia Giulia Region
- **Cancer prevention** in the Friuli Venezia Giulia Region

Each group must develop a SWOT matrix for one of the topics chosen from the list. Good luck!

*Thank you for your attention!*

*Elisabetta Boglich Perasti, PhD*

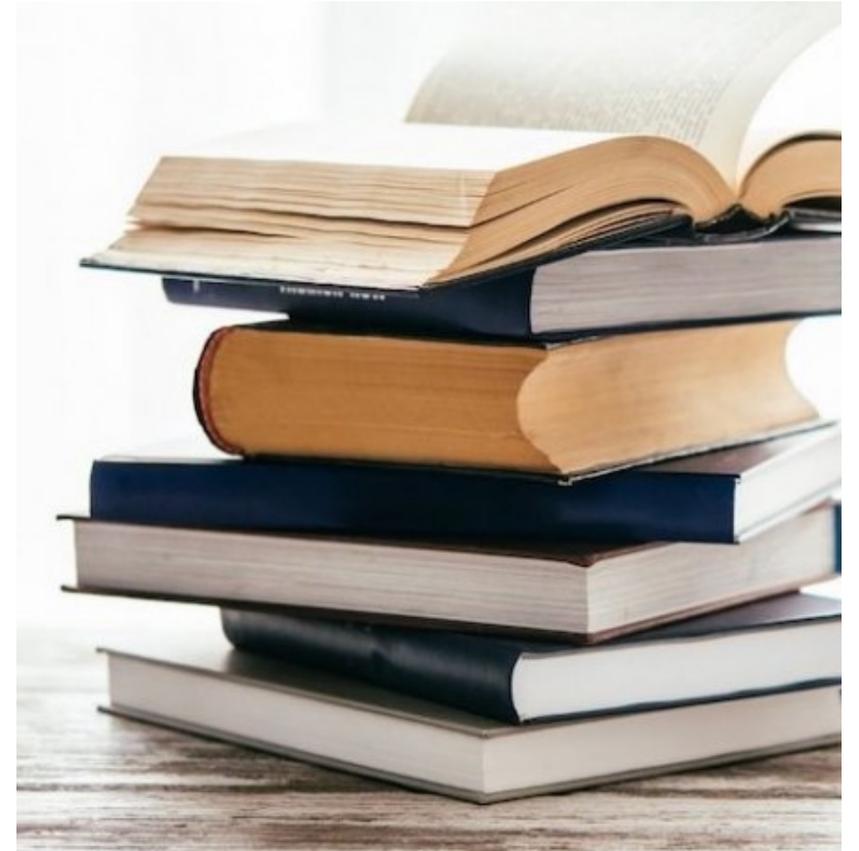
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