PROJECT CYCLE MANAGEMENT

Opening More Employment Gates for Arts and Music Students (OMEGA)

Intensive Programme

06-15 April 2016

PROGRAMME – DAY 1 Morning Session

What is a Project?

Benefits of Project Management

Project Cycle Management

Logical Framework Approach

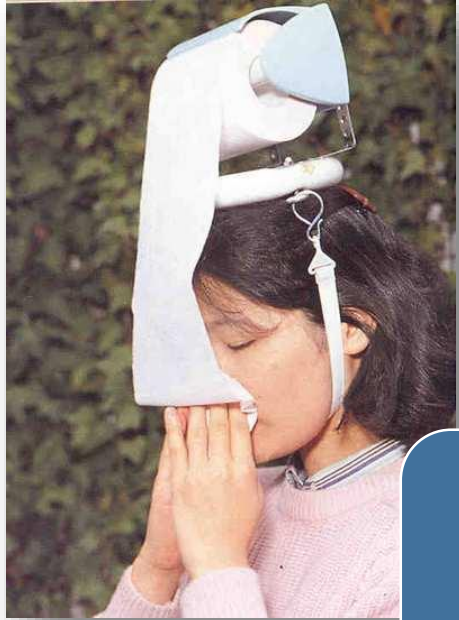# PROGRAMME – DAY 1 Afternoon Session

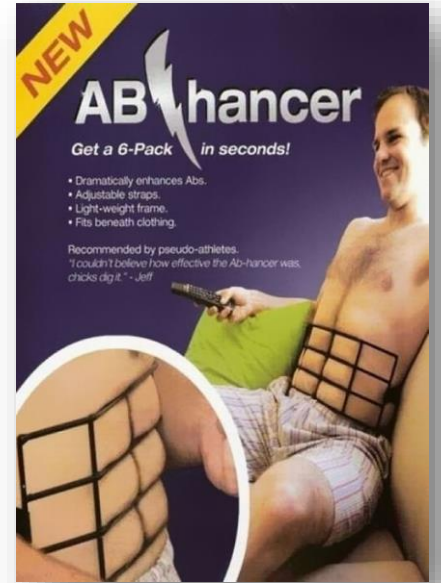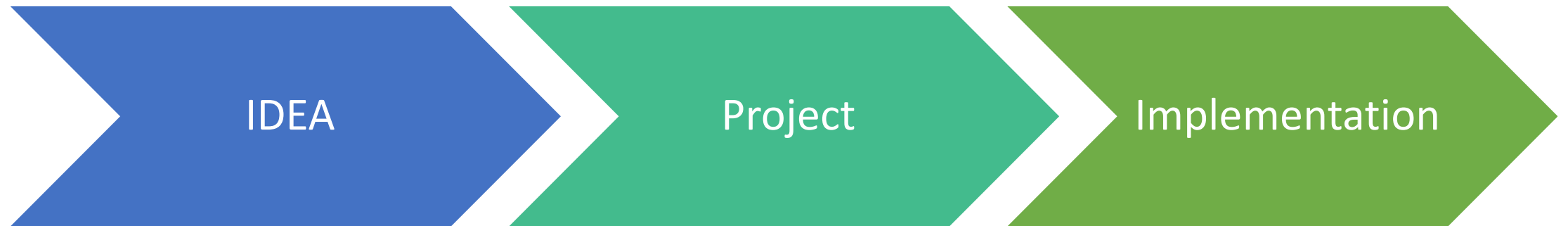Stakeholder Analysis

Problem Analysis

Analysis of Objectives

Strategy Analysis

WHAT IS A PROJECT?

It's a planning process...
from ideas to implementation...

IDEA → Project → Implementation

WHAT IS A PROJECT?

- Defined **start** and **end**, specific **scope**, **cost** and **duration**

- A **temporary** endeavor undertaken to create a unique product, service or result

- A **series of activities** aimed at bringing about **clearly specified objectives** within **a defined time period** and with **a defined budget** (EU Aid delivery methods)

WHY YOU SHOULD LEARN PROJECT MANAGEMENT?

Comments...

Benefits of project management

- Project management was developed to save time by properly planning a project and considering all relevant factors which may affect its outcome

- With limited resources, project management can be very useful by:

✓Increasing productivity

✓Boosting efficiency

✓Making the most of every resource

✓Making sure that deadlines are met

How does project management benefit you?

- You will have goal clarity and measurement
- Your resources will be coordinated
- Your risks will be identified and managed
- You will increase the possibilities of time savings
- You will increase the possibilities of cost savings
- You will increase the possibilities of achieving the agreed outcome
- You will increase the possibilities to deliver projects successfully
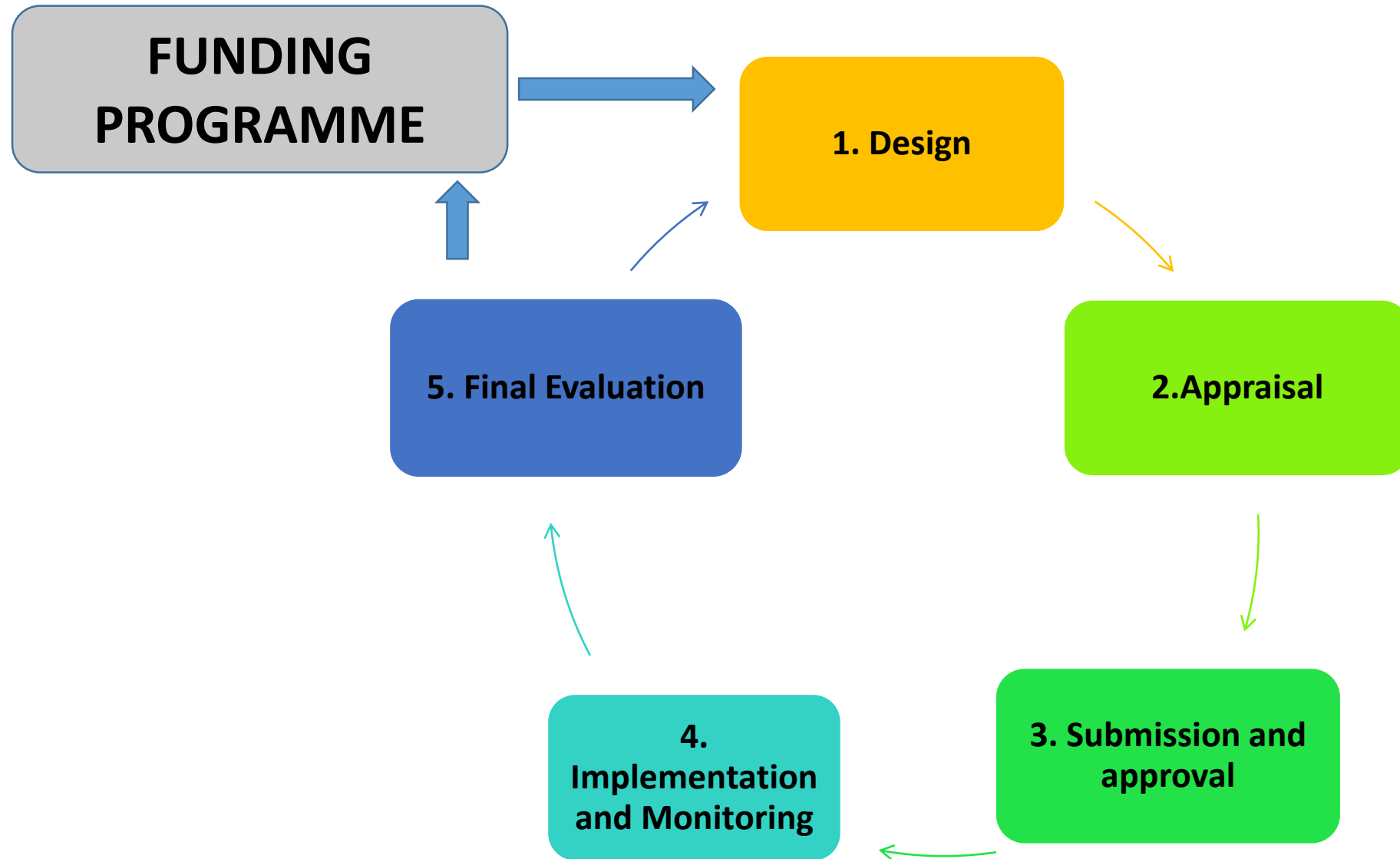
PROJECT CYCLE MANAGEMENT

Project Cycle Management (PCM)

- PCM s a methodology for the preparation, implementation and evaluation of projects based on the principles of the logical framework approach

- It describes management activities and decision-making procedures used during the life cycle of a project (key tasks, roles and responsibilities, key documents and decision options)

Project Cycle Management (PCM)

- Is useful in designing, implementing and monitoring a plan or a project

- A clear concise visual presentation of all the key components of a plan and a basis for monitoring

- It clarifies:
    - ✓ How the project will work
    - ✓ What it is going to achieve
    - ✓ What factors relate to its success
    - ✓ How progress will be measured

PROJECT CYCLE

FUNDING PROGRAMME

1. Design

2. Appraisal

3. Submission and approval

4. Implementation and Monitoring

5. Final Evaluation

LOGICAL FRAMEWORK APPROACH (LFM)

Logical Framework Approach

ANALYSIS PHASE

Identify stakeholders

⇩ **Stakeholder Analysis** - identifying & characterising major stakeholders, target groups & beneficiaries, defining whose problems will be addressed by a future intervention, and which potentials can be used

Deduct

⇩ **Problem analysis** - identifying key problems, constraints and opportunities; determining cause and effect relationships

⇩ **Analysis of objectives** - developing objectives from the identified problems; identifying means to end relationships

Select the option

⇩ **Strategy analysis** - identifying the different strategies to achieve objectives; selecting the most appropriate strategy(ies); determining the major objectives (overall objectives and project purpose)

PLANNING PHASE

Define the project logic

⇩ **Logframe** - defining the project/ programme structure, testing its internal logic, formulating objectives in measurable terms, defining means and cost (overall)

Specifying and operationalising

⇩ **Activity scheduling** - determining the sequence and dependency of activities; estimating their duration, setting milestones and assigning responsibility

⇩ **Resource scheduling** - from the activity schedule, developing input schedules and a budget

GROUP DECISION on the ISSUE to WORK on

WHAT IS STAKEHOLDER?

- **Stakeholders** are:
- people affected by the impact of an activity
- people who can influence the impact of an activity
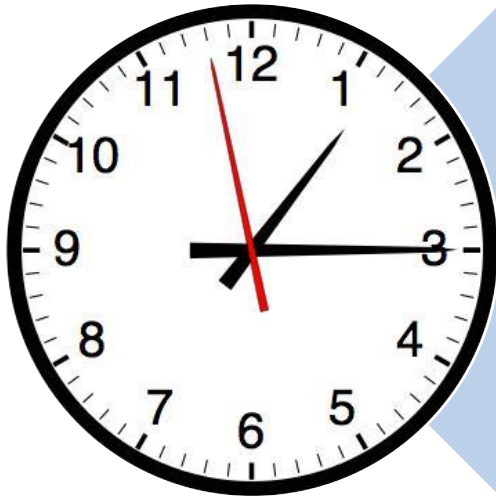
Stakeholder Analysis

- Identifying Key Stakeholders (beneficiaries, vulnerable groups, possible adversely effected groups, socio-economic characteristics, relationships etc.)

- Determining Stakeholder Interests (benefits, expectations, resources they could mobilise etc)

- Determining Stakeholder Power and Influence (power and dependency relationships, control of decision making, resources etc.)

- Formulating a Stakeholder Participation Strategy in view of analysis, planning and implementation

STAKEHOLDER ANALYSIS

STAKEHOLDER	INTEREST AND ATTITUDE TOWARDS PROJECT	ROLE IN PREPARATION PROCESS	INVOLVEMENT DURING PROJECT IMPLEMENTATION

STAKEHOLDER ANALYSIS GROUP WORK

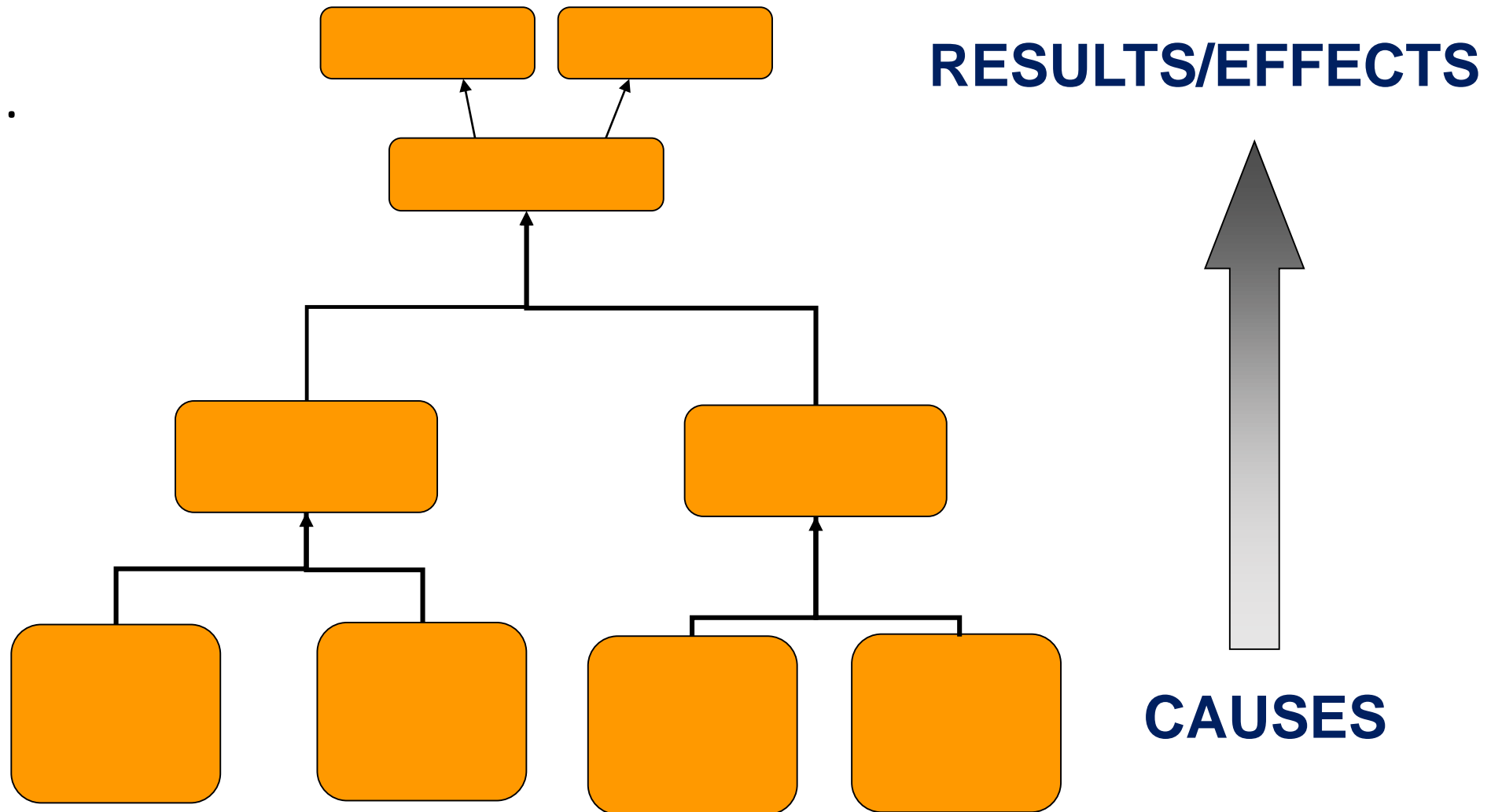## 20 minutes

PROBLEM ANALYSIS

- Is a procedure which allows to :

  ➢ analyse an existing situation
  ➢ identify key problems in this context
  ➢ visualize the problems in form of a diagram/tree (cause-effect relationships)
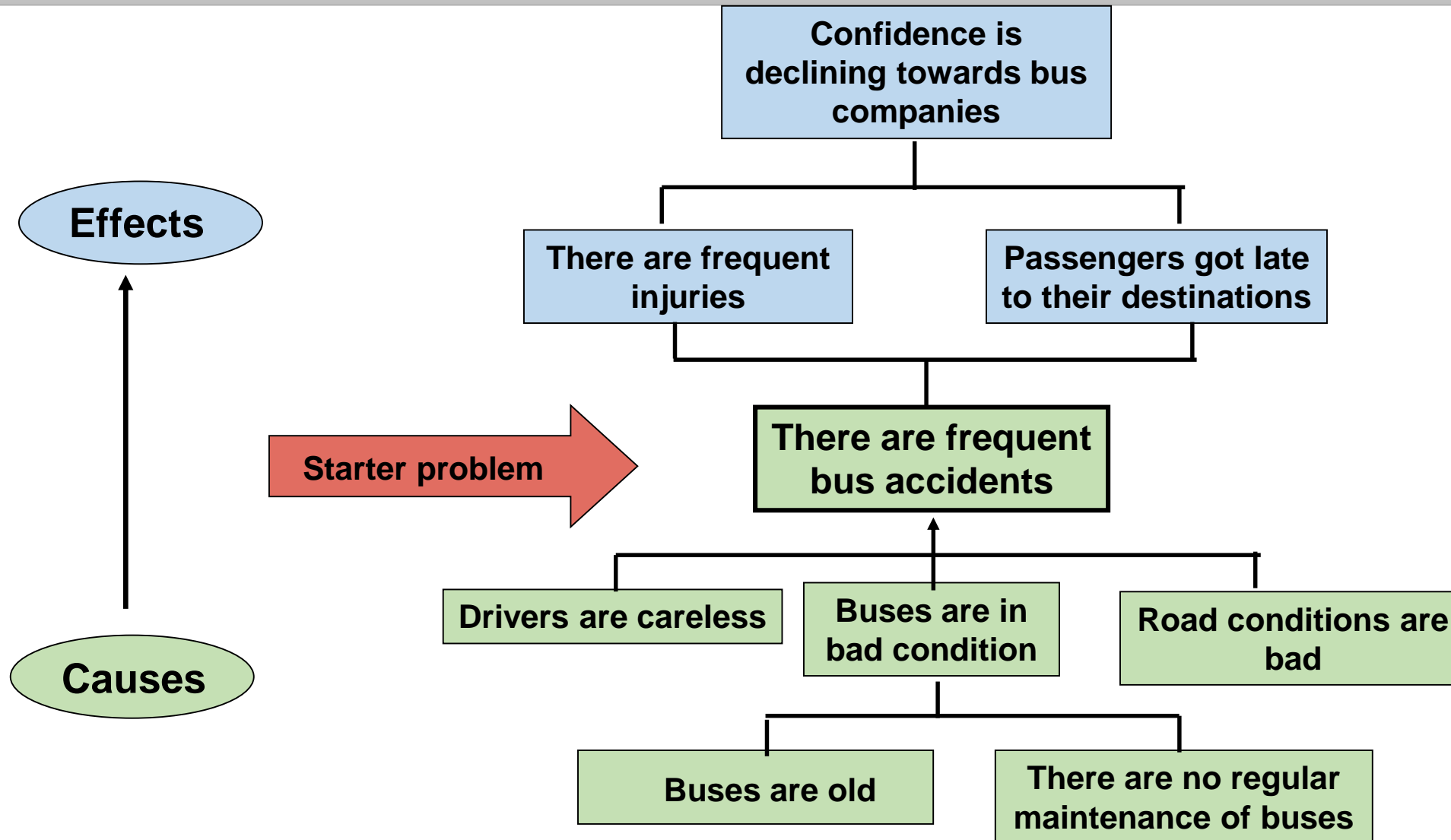
How to do Problem Analysis?

- identify major problems existing within a given situation (brainstorming)
- select a starter problem
- look for related problems to the starter problem
- establish hierarchy of cause and effects
  - problems which are directly causing the starter problem are put below
  - problems which are direct effects of the starter problem are put above
- complete with all other problems accordingly
- connect the problems with cause-effect arrows
- review the diagram and verify its validity and completeness
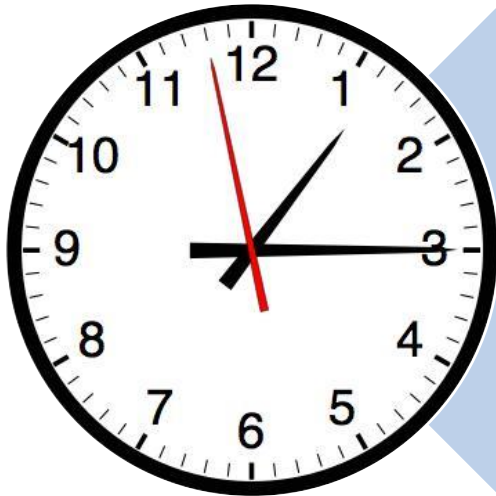
Problem Analysis

# Problem Analysis: Example

PROBLEM ANALYSIS GROUP WORK

20 minutes

Analysis of Objectives

- While problem analysis presents the negative aspects of an existing situation, analysis of objectives presents the positive aspects of a desired future situation. This involves the reformulation of problems into objectives .

1. Reformulate all negative situations of the problems analysis into positive situations that are desirable &realistically achievable

2. Check the means-ends relationships to ensure validity and completeness of the hierarchy (cause-effect relationships are turned into means-ends linkages)

3. If necessary (a) revise statements, (b) add new objectives if these seem to be relevant and necessary to achieve the objective at the next higher level, (c) delete objectives which do not seem suitable or necessary

Analysis of Objectives

ENDS (Objectives)

MEANS
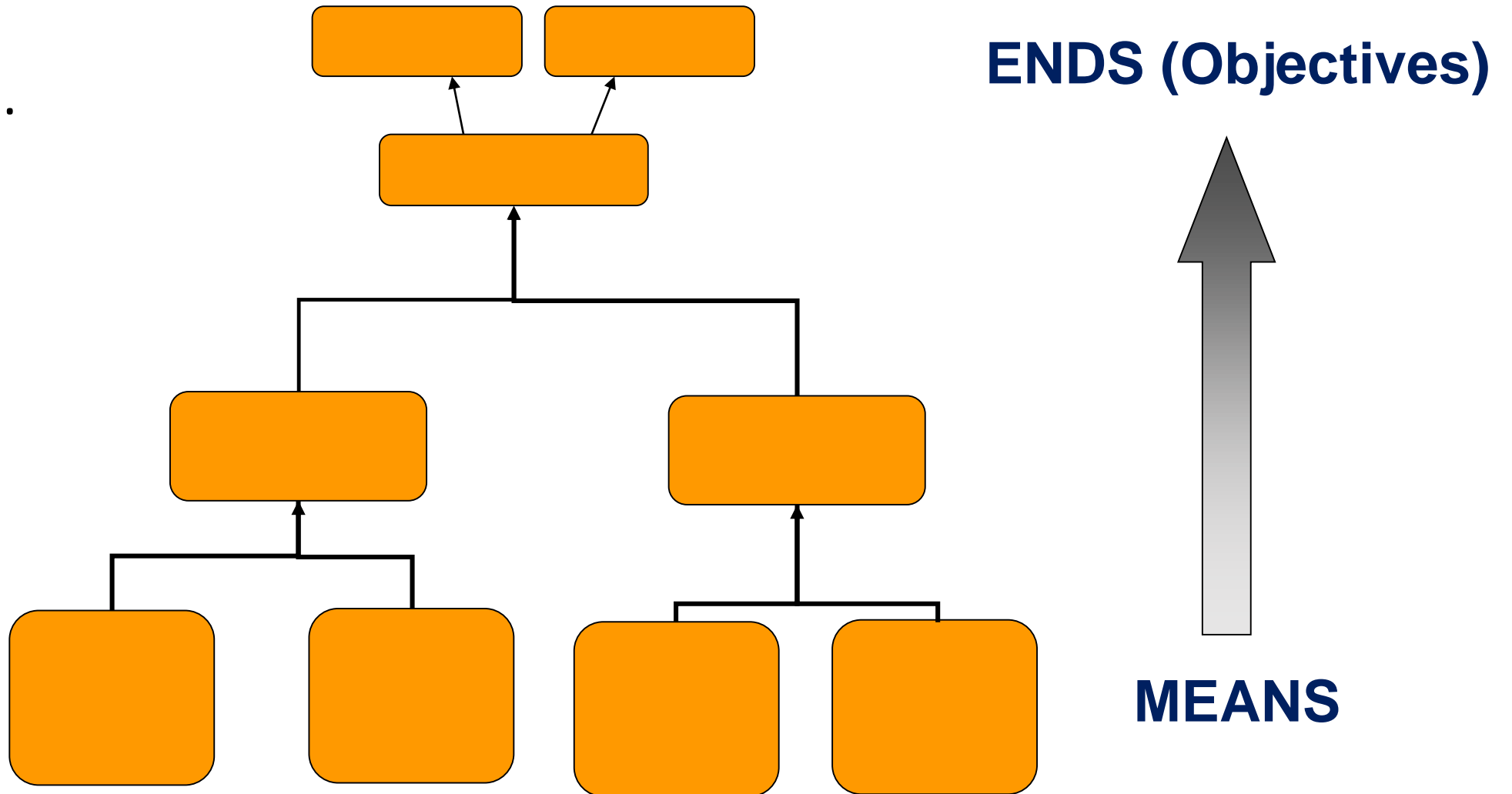
Analysis of Objectives: Example
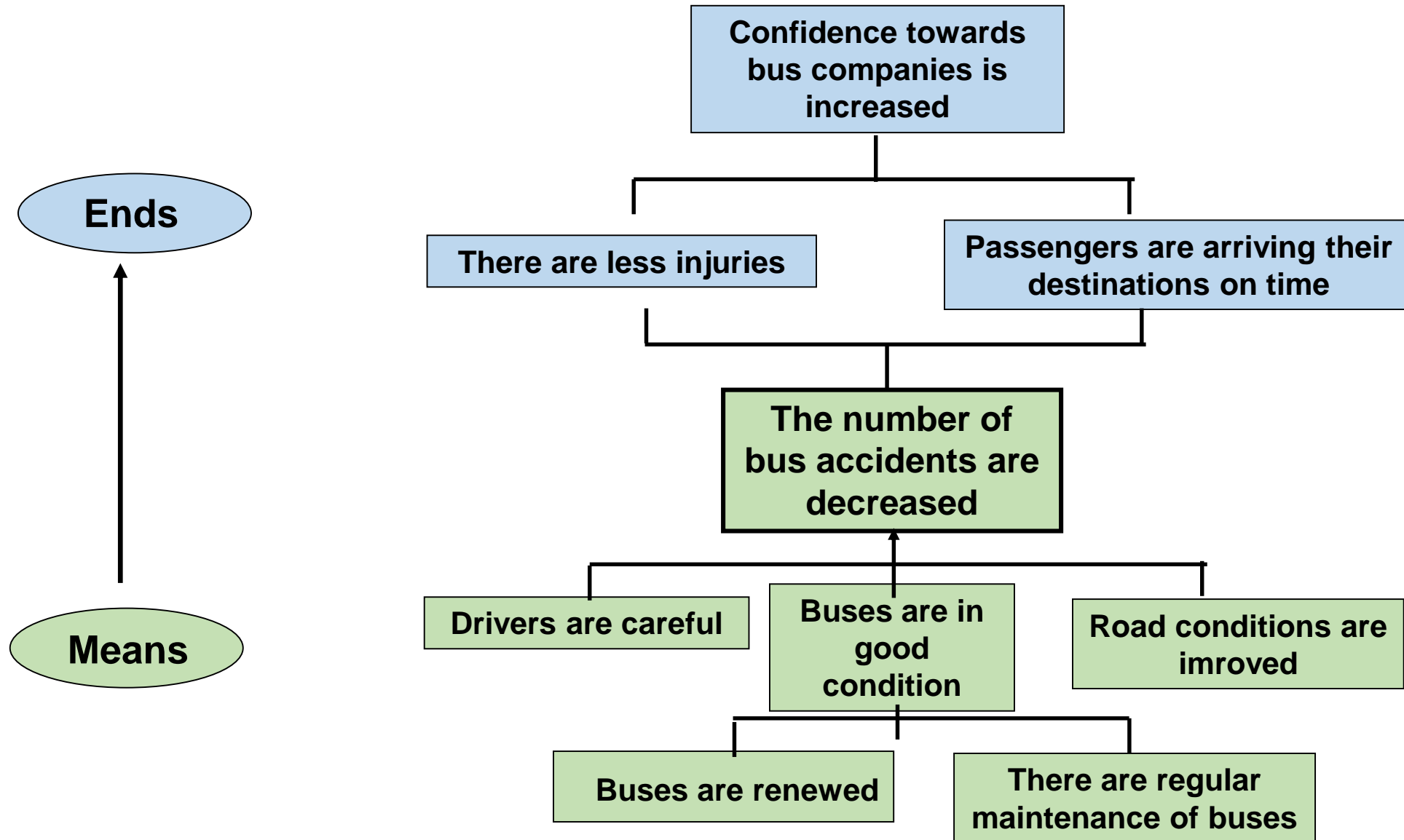
ANALYSIS of OBJECTIVES GROUP WORK
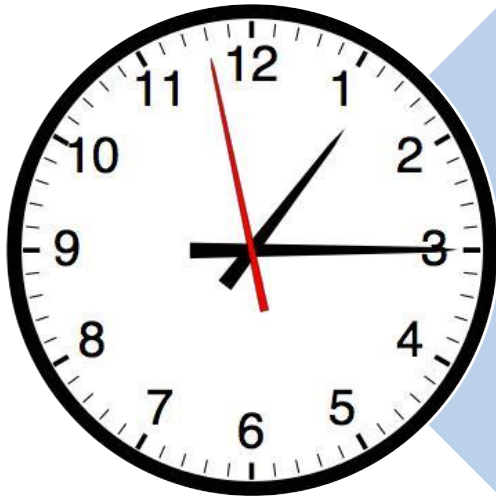
20 minutes

Strategy Analysis

- Strategy Analysis is the selection of the strategy (ies) which will be used to achieve the desired objectives.

- Strategy analysis involves deciding what objectives will be included **IN** the project, and what objectives will remain **OUT**, and what the project purpose and overall objectives will be.

Strategy Analysis: Example

Decision based on:

- *budget,*
- *priorities,*
- *human resources available,*
- *institutional capacity,*
- *social acceptability*
- *urgency, ...*
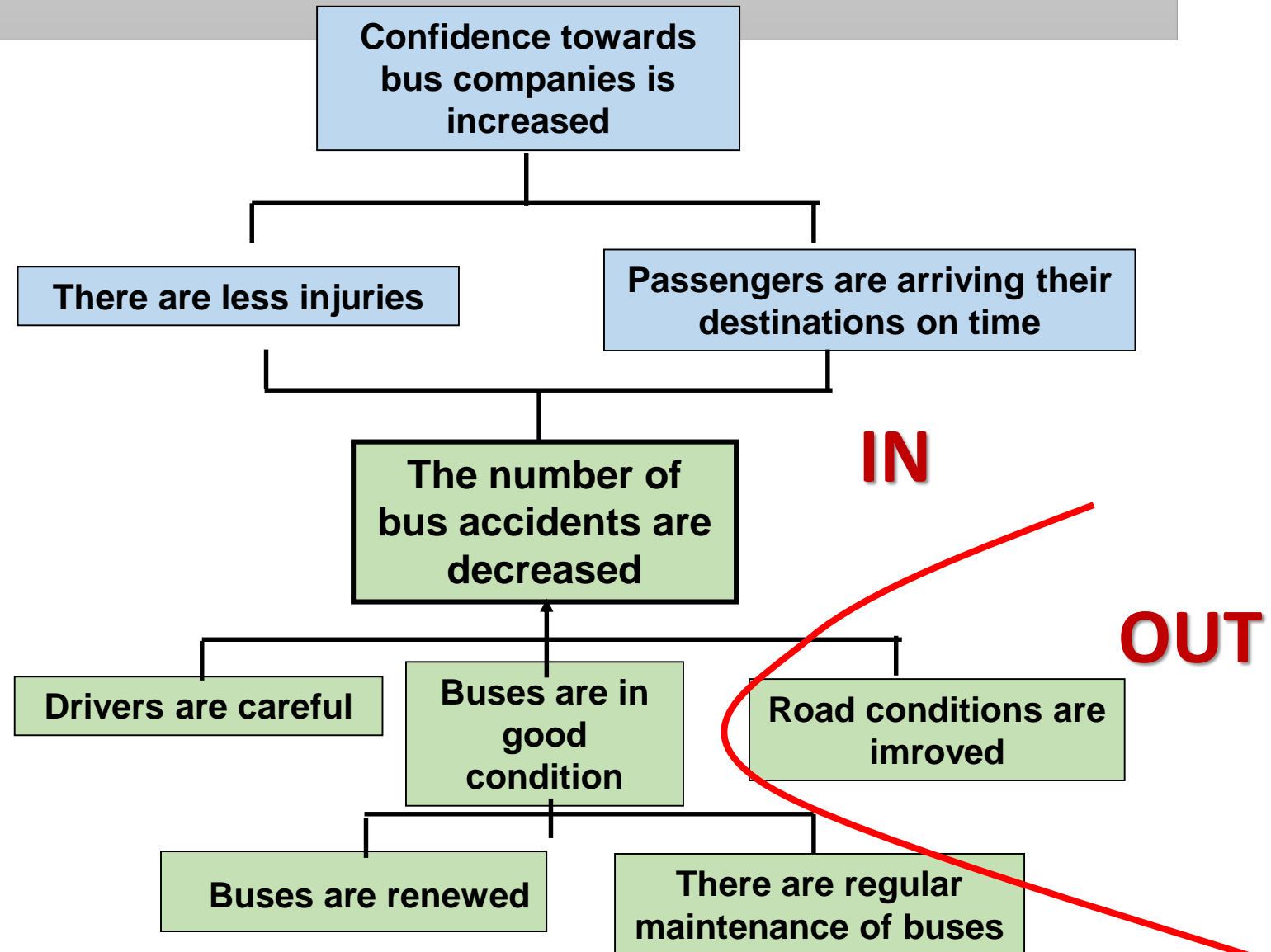
STRATEGY ANALYSIS GROUP WORK
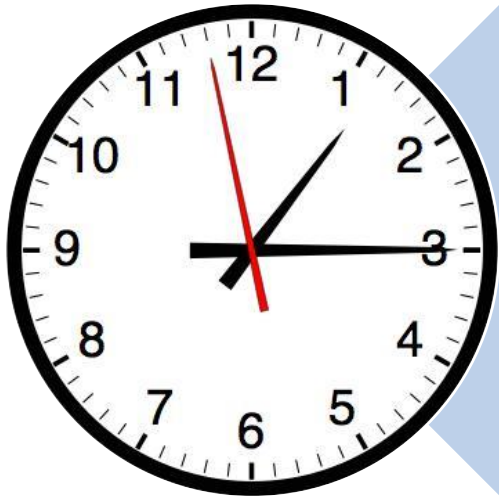
5 minutes

PROGRAMME – DAY 2 Morning Session

LFA Matrix: First Column

Project Results & Activities

Assumptions & Risks

Indicators & SOV

PROGRAMME – DAY 2 Afternoon Session

Activities, Resources and Costs

Proposal Preparation

Presentation of the Group Works

Application & Evaluation Procedure

Logical Framework Approach

ANALYSIS PHASE

Identify stakeholders

⇩ **Stakeholder Analysis** - identifying & characterising major stakeholders, target groups & beneficiaries, defining whose problems will be addressed by a future intervention, and which potentials can be used

Deduct

⇩ **Problem analysis** - identifying key problems, constraints and opportunities; determining cause and effect relationships

⇩ **Analysis of objectives** - developing objectives from the identified problems; identifying means to end relationships

Select the option

⇩ **Strategy analysis** - identifying the different strategies to achieve objectives; selecting the most appropriate strategy(ies); determining the major objectives (overall objectives and project purpose)

PLANNING PHASE

Define the project logic

⇩ **Logframe** - defining the project/ programme structure, testing its internal logic, formulating objectives in measurable terms, defining means and cost (overall)

Specifying and operationalising

⇩ **Activity scheduling** - determining the sequence and dependency of activities; estimating their duration, setting milestones and assigning responsibility

⇩ **Resource scheduling** - from the activity schedule, developing input schedules and a budget

The Logical Framework

- The Logical Framework Matrix provides a summary of:
  - ✓ why a project is carried out
  - ✓ what the project is expected to achieve
  - ✓ how the project is going to achieve it
  - ✓ which external factors are crucial for its success
  - ✓ where to find the information required to assess the success of the project
  - ✓ which means are required
  - ✓ what the project will cost
- The results of the stakeholder, problem, objective and strategy analysis are used in the preparation of Log Frame Matrix (log frame) in planning phase.

Logical Framework

Intervention Logic	Objectively Verif. Indicators	Sources of Verification	Assumptions
Overall Objective			
Specific Objective			
Results			
Activities	**Means**	**Costs**	
			Pre-conditions

FIRST COLUMN: Project Description
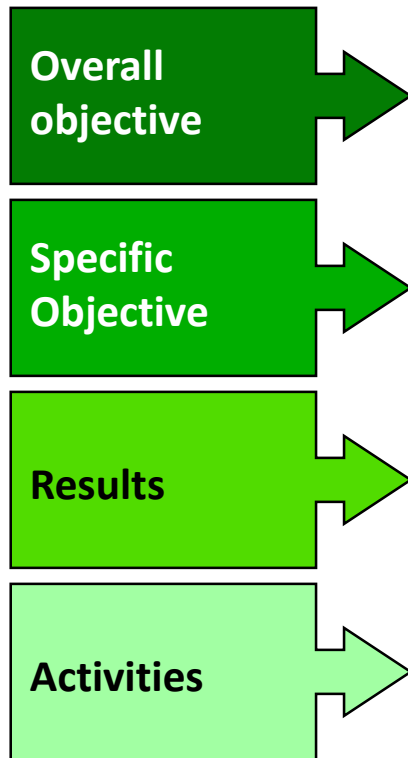
Overall objective → the project's contribution to policy or programme objectives (impact)

Specific Objective → direct benefits to the target group(s). Specific objective is consequence of results, not the sum of the results.

Results → The goods and services delivered by the project;

Activities → the tasks (workprogramme) that need to be carried out to deliver the planned results

Logical framework

	Intervention Logic	Objectively Verif. Indicators	Sources of Verification	Assumptions
Overall Objective	To contribute to the increasing confidence towards bus companies			
Specific Objective	To reduce the number of bus accidents (in x, in x months)			
Results (Outputs)	1.Buses are renewed 2.Buses maintained regularly 3. Drivers are trained			
Activities	1.Management& Coord. Ac. 2.Training Activities 3.Maintenance Activities 4.Dissemination Ac. 5.Monitoring & Evaluation Ac.	**Means**	**Costs**	
				Pre-conditions

LOGFRAME GROUP WORK (Overall Objective & Specific Objective)
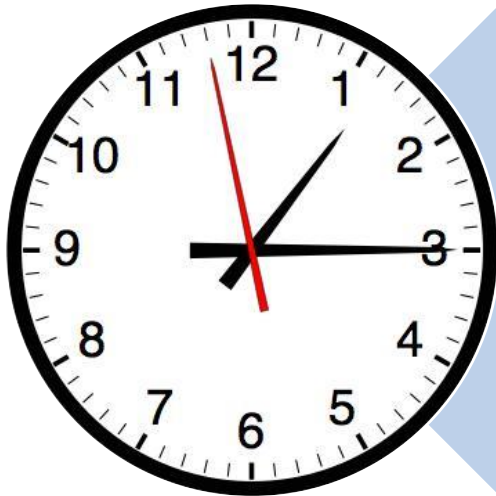
20 minutes

RESULTS (OUTPUTS)

- What outputs are needed to achieve the project objective? In other words, what will the project deliver?

- Results are "products" of the activities undertaken, the combination of which achieve the Purpose of the project. e.g.:
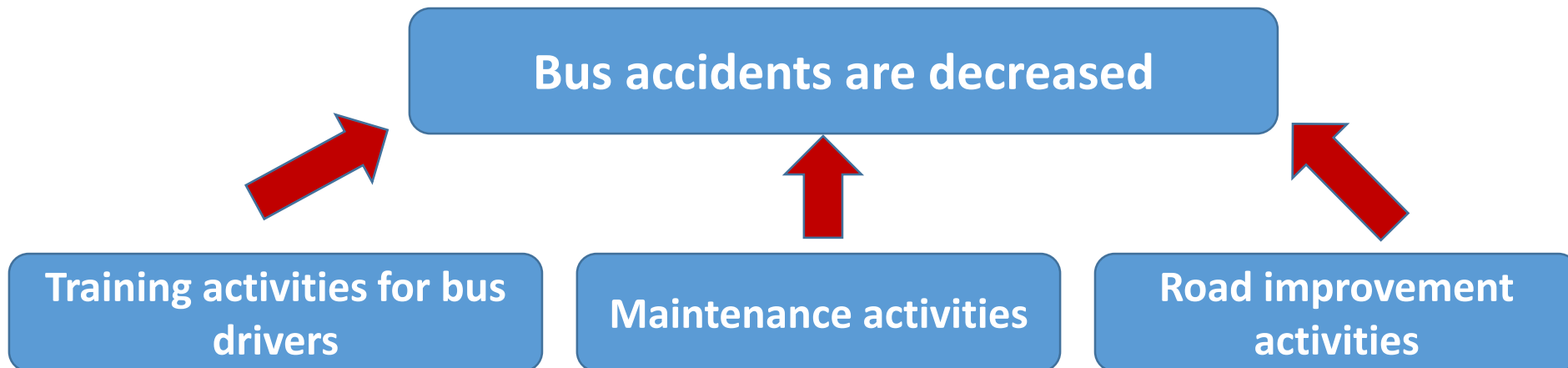
ACTIVITIES

- Activities are the things that you need to do in order to produce results and achieve project objectives.

- You should ask: How will we deliver the outputs?

- **DON'T FORGET! :**

- Activities are not the purpose of your project, they are means to achieve project objectives.

- Don't forget to include standart activities such as 'Management & Coordination', 'Dissemination& Exploitation' and 'Monitoring and Evaluation'

LOGFRAME GROUP WORK (Results & Activities)
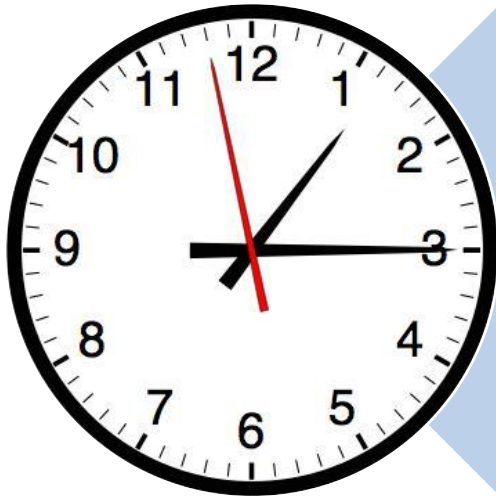
20 minutes

LAST COLUMN: Assumptions (and Risks)

- **Risk** is the probability that an event or action may adversely affect the achievement of project objectives or activities. Risks are composed of factors internal and external to the project, although focus is generally given to those factors outside project management's direct control.

- An a**ssumption** is a condition :

❑ required for project success;

❑ which is not under the control of project management; and

❑ which needs to be monitored

Assumptions

ACTIVITY	• Training activities for bus drivers
RISK	• Bus drivers may not participate in training activities (or quit before completing it)
ASSUMPTION	• Bus drivers will fully participate in training activities.

Assessment of Assumptions

EARTHQUAKE RISK?

Is the external factor important?

Yes

No

Will it be realised?

Do not include in logframe

Almost certainly	→	Do not include in logframe
Likely	→	Include as an assumption
Unlikely	→	Is it possible to redesign the project in order to influence the external factor?

Redesign the project by adding activities or results; reformulate the Project Purpose if necessary

Yes

No

The project is not feasible

How to Read Logical Framework
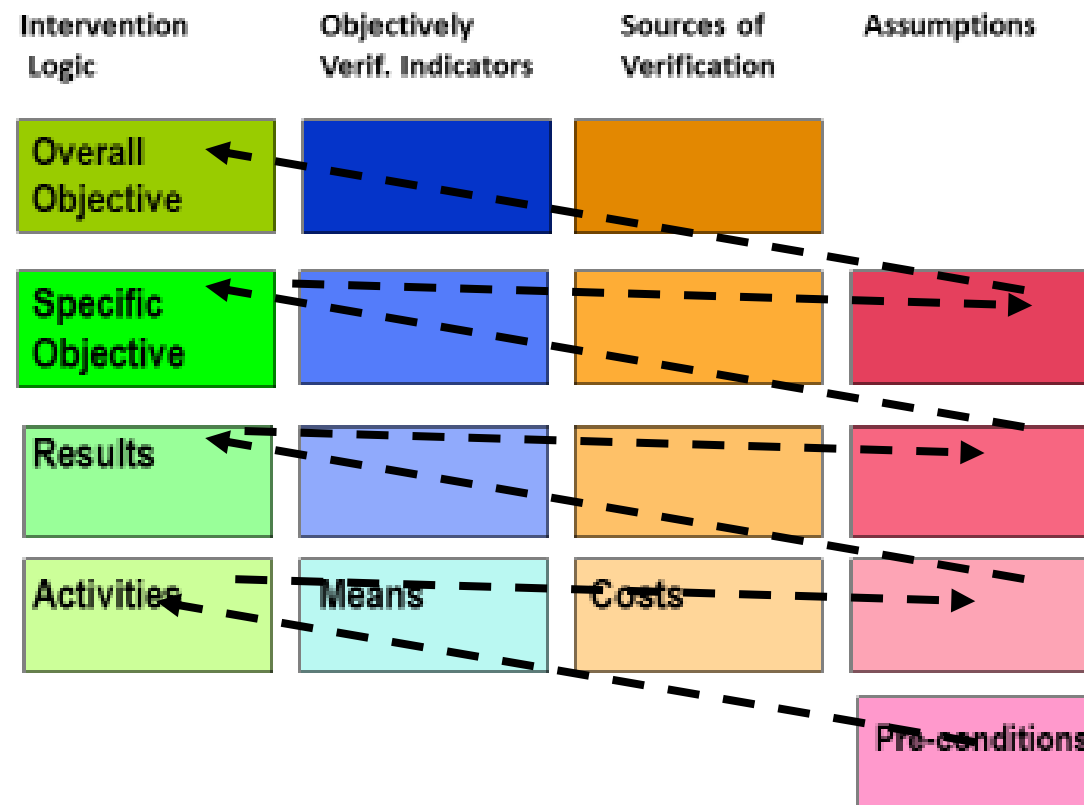
ASSUMPTIONS GROUP WORK
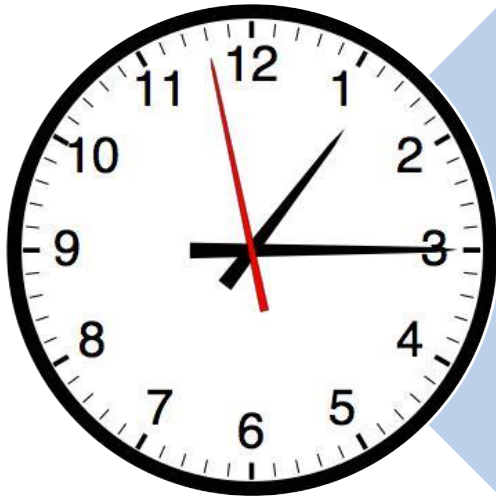
10 minutes

SECOND& THIRD COLUMN: Objectively Verifiable Indicators (OVIs) & Source of Verification (SOV)

- Objectively Verifiable Indicators describe the project's objectives in operationally measurable terms.
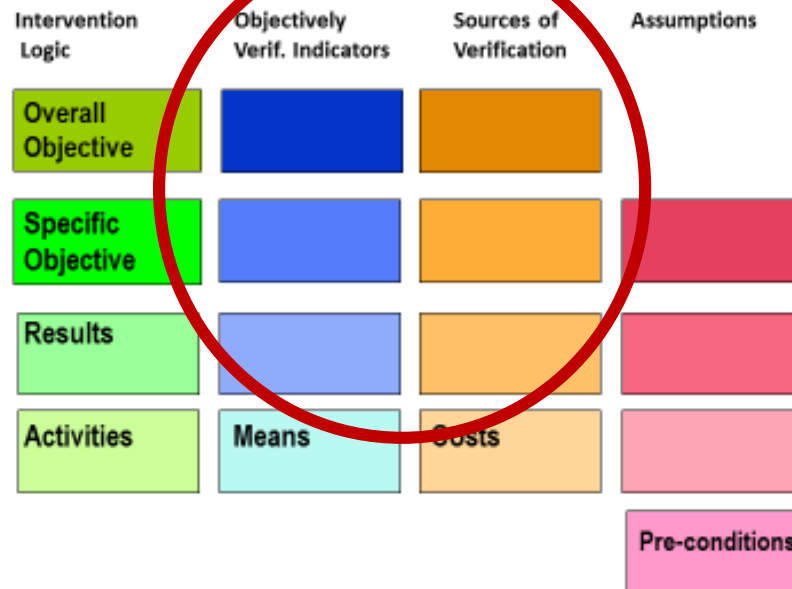
Objectively Verifiable Indicators

- Objectively Verifiable Indicators describe the project's objectives in operationally measurable terms. (quantity, quality, time – or QQT).

- Specifying OVIs:
  - ✓ helps to check the feasibility of objectives and
  - ✓ helps form the basis of the project's monitoring and evaluation system.

- They are formulated in response to the question **"How would we know whether or not what has been planned is actually happening or happened? How do we verify success?"**

Objectively Verifiable Indicators

- A good OVI should be **SMART**:

- **S**pecific to the objective it is supposed to measure

- **M**easurable (either quantitatively or qualitatively)

- **A**vailable at an acceptable cost

- **R**elevant to the information needs of managers

- **T**ime-bound – so we know when we can expect the objective/target to be achieved

Objectively Verifiable Indicators: EXAMPLE

- **Objective:** To reduce the number of bus accidents

- **Indicator:** Bus accidents are decreased

- **Add quantity**: Bus accidents **20%** decreased

- **Add quality**: Bus accidents **happened during rush hours** 20% decreased

- **Add place**: Bus accidents happened during rush hours 20% decreased in **İzmir metropolitan area**

- **Add time**: Bus accidents happened during rush hours 20% decreased in İzmir metropolitan area within **2 years**

Objectively Verifiable Indicators: EXAMPLE

- **Activity:** Training of bus drivers

- **Indicator:** Bus drivers trained

- **Add quantity**: 100 bus drivers trained

- **Add quality**: 100 bus drivers trained on safetly rules

- **Add place**: 100 bus drivers in İzmir metropolitan area trained on safety rules

- **Add time**: 100 bus drivers in İzmir metropolitan area trained on safety rules within 2 years

Sources of Verfication (SOV)

- They describe where and how to find the information with regard to the indicators

- The SOV should specify:

- **How** the information should be collected (e.g from administrative records, special studies, sample surveys, observation, etc)

- **Who** should collect/provide the information (e.g. field workers, contracted survey teams, the Project management team)

- **When/how regularly** it should be provided. (e.g. monthly, quarterly, annually, etc.)

Sources of Verfication

EXAMPLES OF SOURCE OF VERIFICATION		
Reports	Surveys	Official statistics
Newspaper articles	Evaluation reports	Pictures & videos
Meeting minutes	Certificates	Official reports

Sources of Verfication: EXAMPLE

Objective
To reduce the number of bus accidents

Indicator
Bus accidents happened during rush hours 20% decreased in İzmir metropolitan area within 2 years

SOV
1. Department of Traffic's yearly statistics

2. Municipality's monthly accident reports

OVIs and SOV GROUP WORK
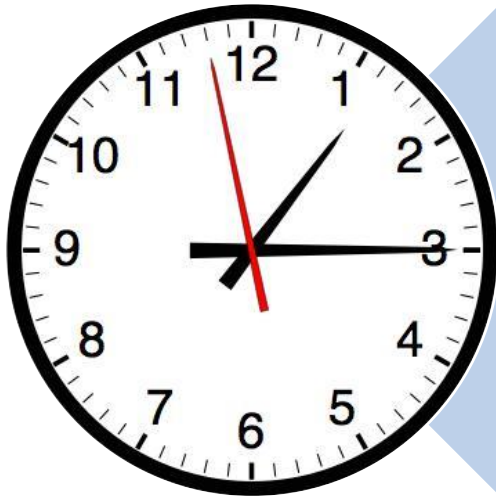
25 minutes

Activity, Resource and Cost Schedules
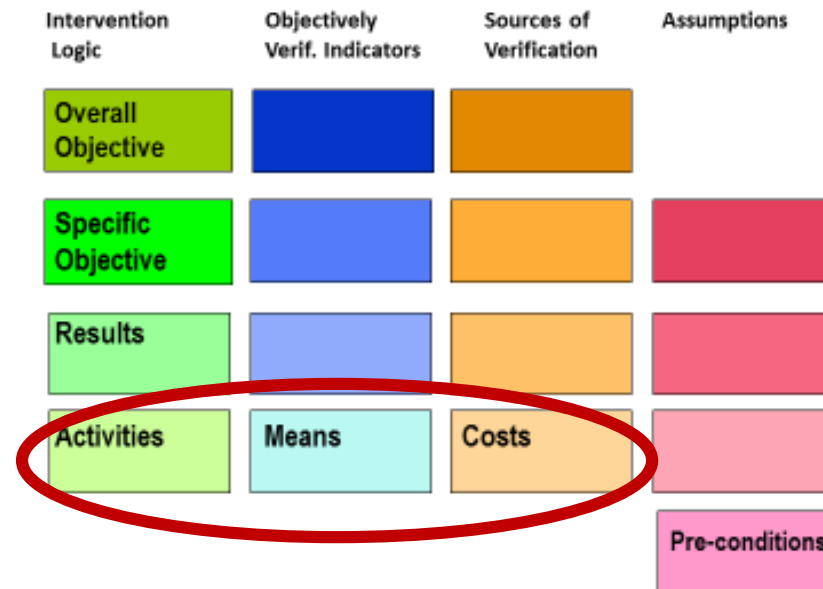
Activity Schedule

- An **Activity Schedule** is a format for analyzing and graphically presenting project activities. Activity schedule helps us to plan:
  - ✓who will do what
  - ✓when will this happen and
  - ✓what types of inputs, besides people, will be needed.

- After you prepare the Activity Schedule, you can specify necessary resources and costs related with it.
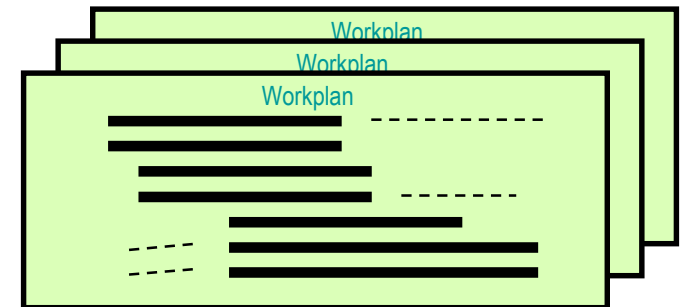
Preparing Activity Schedule

- Step 1 – Listing Main Activities
- Step 2 – Breaking Activities Down into Manageable Tasks
- Step 3 – Clarifying Sequence and Dependencies
- Step 4 – Estimating Start-up, Duration and Completion of Activities
- Step 5 – Summarising Scheduling of Main Activities
- Step 6 – Defining Milestones
- Step 6 – Defining Expertise
- Step 8 – Allocating Tasks Among Team

Gantt Chart

- Gantt chart = common technique for representing the phases and activities of a project
- Activity Schedules should be clearly linked to the delivery of project results

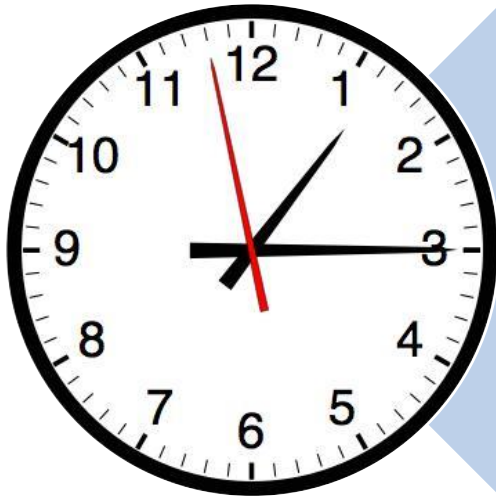| MONTHS	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25
Project activity*																									
WP1.Project management an Implementation																									
A1: Preparation and signing of partner agreements																									
M1: 1st transnational partners meeting (İzmir, TR)																									
M2: 2nd transnational partners meeting (Thessaloniki, GR)																									
M3: 3rd transnational partners meeting (Florence, IT)																									
M4: 4th transnational partnersmeeting (İstanbul, TR)																									
A2: Preparation and submission of progress report																									
A3: Preparation and submission of final report																									
WP2.Quality Assurance, Monitoring and Evaluation																									
A1: Development of Quality Assurance, Monitoring and Evaluation plan																									
A2: Implementation of measuring and evaluation activities																									
A3: Preparation of 4 Quality Assurance, Monitoring and Evaluation Reports																									
WP3.Dissemination and Exploitation																									

ACTIVITY SCHEDULE

GROUP WORK

20 minutes

Means and Costs

- **'Means'** are the **human**, **material** and **financial resources** required to undertake the planned activities and manage the project.

- In order to provide an accurate estimate of the means and costs required for a project, planned activities and management support activities must be specified in sufficient detail.

Means and Costs

- **Costs** are the translation into financial terms of all the identified resources (Means).

- Activity schedule should be used as a checklist to ensure that all necessary resources/inputs required under each activity are provided for.

- If we do not consider all the things we will need to spend money on, then we will find we are unable to carry out some of the activities, and the project may **fail**.
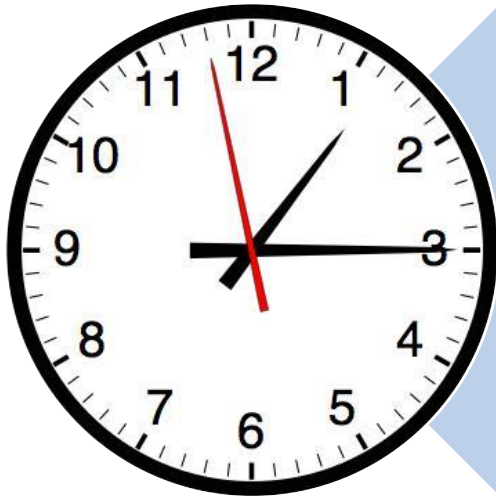
MEANS & COSTS

GROUP WORK
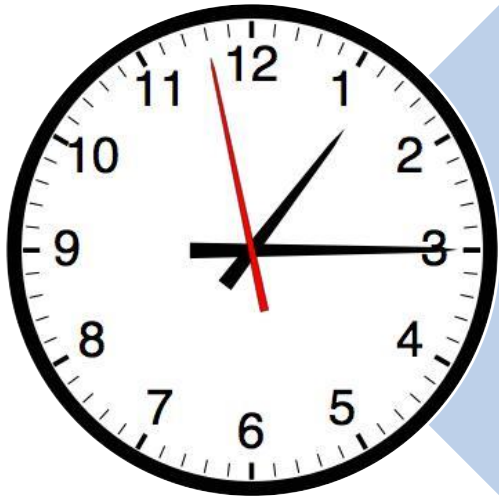
25 minutes

PRESENTATION of GROUP WORK

30 minutes

Proposal Preparation

- Project proposal formats are specific to each project call.
- The correct proposal format should be used when preparing project proposals.
- Each project call also publishes a 'guidelines for the grant applicants'.
- The application guidelines contain information regarding addressed priorities, eligible applicants, eligible activities, maximum and minimum grant amounts and deadline for the applications.
- Therefore it is important to carefully read and abide by these guidelines.

Proposal Preparation

- Project proposal addresses the following questions:
  - What is the project about? (background, aims, expected results, activities, timetable, roles, monitoring, evaluation, dissemination, etc)
  - How it will be realized?
  - Who will realize it? (Applicant & partners' capacity)
  - How much will it cost?
- Application pack also includes:
  - Logical Framework
  - Budget
  - Mandate Letters of Partners

Evaluation Procedure

- Applications will be examined and evaluated by the Contracting Authority with the possible assistance of external assessors.

- Opening & Administrative Checks :
  - Compliance with the submission deadline and technical details

- Concept Note Evaluation:
  - Relevance of the proposal
  - Design of the proposal

Evaluation Procedure

- Evaluation of the Full Application: (65/100)
    - Financial and operational capacity (20 points)
    - Relevance of the Action (30 points)
    - Effectiveness and feasibility of the Action (20 points)
    - Sustainability of the Action (15 points)
    - Budget and cost-effectiveness of the Action (15 points)
- Submission of Supporting Documents for Provisionally Selected Applicants
- Notification of Final Decision on Selection

Common Mistakes

- Not reding the guidelines

- Ambitious/unrealistic/vague aims

- Not paying attention to time restrictions

- Not paying attention to activity dependencies

- Exaggerating costs & budget

Thank you!

Funded by the Erasmus+ Program of the European Union. However, European Commission and Turkish National Agency cannot be held responsible for any use which may be made of the information contained therein.