




SPORTCONGRES "SHAPING OUR FUTURE TOGETHER"

Workshop
"Project Cycle Management"
Curaçao, May 30, 2009


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Program Workshop

- Introduction
- Experience exchange
- PCM introduction
- Project preparation

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Introduction



Pro Solutions
Professional Solutions for all your Programs & Projects

- Carlos Rovelet

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Experience

Participants

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Objectives Workshop

- Joint knowledge basis
- Insight in PCM method
- Knowledge of phases of the Project Cycle
- Insight how others write simple project dossiers/financial proposals

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Experiences

(bottlenecks)

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Flaws project preparations & implementation

- Planning too vague, no clearly defined and realistic objectives
- Management responsibilities unclear and too many project officers
- Rules and procedures above managing project
- Real problems beneficiaries not addressed
- No distinction between objectives and means
- No effort to strengthen management capacities of involved

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Flaws discipline & responsibility

- No (pre-)feasibility study
- Technologies not appropriate
- Socio-cultural values not respected
- No economic nor financial viability
- Risks not anticipated and limited/avoided
- No supporting policies of government
- No monitoring and evaluation (feedback for corrective actions)

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Improvement

- Develop quality of analysis
- Precise description of objectives, means and external factors
- Explicit the phases through which the project travels
- Flow of documents
- Decisions in each phase of project cycle
- Criteria for decisions
- Time scheme of each phase

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Introduction to

Project Cycle Management PCM

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Project (definition)

- Planned
- Series of activities (pieces of work)
- Intended to produce specific objectives (something new) or to deal with a problem
- Within a set (defined) budget
- Time period

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Project (Characteristics)

- Defined start and end
 - Start-up and closure stages
- Organized plan
 - Methodical approach
- Separate resources
 - Time, people and money
- Teamwork
 - A team of people
- Established Goals
 - Results in terms of quality and/or performance

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Project should have:

- Stakeholders
 - Primary target group
 - Final beneficiaries
- Coordination, management & financing arrangements
- Monitoring and evaluation system
- Appropriate level of financial and economic analysis to ensure that project's benefits will exceed costs

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Project Cycle Management

Provides:

- Structure
- Focus (on priorities)
- Flexibility (overcome difficulties & adapt to change)
- Control (track performance)

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Project Cycle Management

Helps to ensure projects are:

- Supportive to overarching policy objectives of donor and owner
- Relevant to an agreed strategy and real problems of target group
- Feasible
- Benefits likely to be sustainable

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The Project Cycle Management (elements)

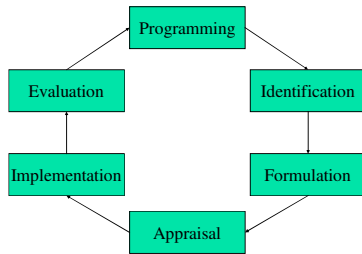
- Main actors
- Decisions
- Standardized format of documents
- (Logical Framework)

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Project Cycle (six phases)

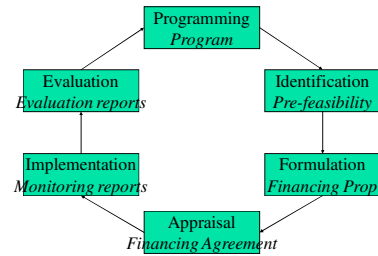


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Project Cycle (Documents)



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Programming

- Program for cooperation
 - Plan van Aanpak CUS (2007 - 2008)
- General guidelines
 - Aanvraag subsidie CUS
- May comprise project ideas

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Identification

- Initial formulation of project idea
 - Objectives
 - Results
 - Activities
- Determine feasibility (worthwhile)
 - Terms of Reference (ToR)

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Formulation

- Confirm relevance using feasibility study
- Prepare detailed project design
 - Management and coordination arrangements
 - Financing plan
 - Cost-benefit analysis
 - Risk management
 - Monitoring and evaluation
- Prepare a Financing Proposal (project dossier)

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Appraisal

- By donor
 - Mostly committee
 - In our case: CUS
- Examining
 - feasibility and
 - sustainability

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Financing

- (Drafting financial proposal)
- Examination by financial committee (donor)
- Draft financial agreement (contract)
- Sign financial agreement (contract)

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Implementation

- Execution of project
- Draw on resources
- Achieve desired results and purpose
 - Plan of Operation
 - Monitoring reports of progress
 - Annual working plans

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Evaluation

- Analyze impact
 - During implementation
 - Identify possibilities for remedial action
 - Start for next stage
 - After implementation
 - Purpose & goals achieved
 - Improvement for future projects (learning effect)

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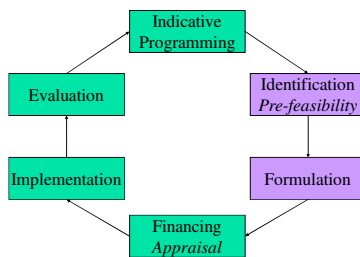
Preparation of Projects

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Project Cycle



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Preparation of Projects

- Analysis stage
- Preparation stage

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Participatory analysis & planning

- Why to apply
- How to apply
- Steps

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Participatory (why)

- Top down & desktop projects failed
- More needs & beneficiaries oriented
- Commitment
- Feelings of ownership
- Realistic
- Comprehensiveness

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Participatory (how)

- Bottom-up approach
- Workshop
- All stakeholders
- Visualization
- Consensus/Respect
- Anonymity

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Participatory (steps)

- Preparation
- Analysis of problems
- Analysis of objectives
- Define areas of intervention
- Define intervention logic
- (Activity matrix)
- Reflect on feasibility
- Progress monitoring

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Preparation of Projects

- **Analysis stage**


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Analysis of Projects

- Situation analysis (existing situation)
- Stakeholder analysis
- Problem analysis (image of reality)
- Objectives analysis (improved situation)
- Strategies analysis (comparison of objectives chains)


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Analysis of Projects

- **Situation analysis (existing situation)**
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Situation analysis

- Description of situation surrounding problem
 - Documentation (pre-appraisal report)
 - On sight viewing
 - Information gathered

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Stakeholder analysis

- Those who may influence or be influenced by the problem or be a potential solution to the problem
 - Individuals
 - Groups
 - Organizations/Institutions

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Stakeholder analysis Potential stakeholders

- Implementers
- Facilitators
- Beneficiaries
 - Target group(s)
 - Final beneficiaries
- Adversaries/Opponents

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Stakeholder analysis

- Identify the general development problem
- Identify all stakeholders
- Decide primary stakeholders (target groups)
- Identify secondary stakeholders (others)
- Investigate roles, interest and power
- Investigate extent of cooperation or conflict
- Interpret findings

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Stakeholder analysis Potential tools

- Stakeholder analysis matrix
- SWOT analysis

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Stakeholder analysis matrix

Stakeholder Characteristics	Interests and how affected	Capacity and motivation to change	Possible actions

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Stakeholder SWOT analysis

Strengths	Weaknesses
Opportunities	Threats

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Analysis of Projects

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Problem analysis

- Identifies negative aspects of existing situation
 - Most critical stage of project planning
 - Participatory process
 - Definition of framework and subject
 - Identify major problems faced by target groups and beneficiaries
 - Visualization of problem in form of "Problem tree" or "Hierarchy of problems" (cause-effect relationships)

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Problem analysis – Problem Tree Steps

- Inventory of all relevant problems – brainstorming (put on cards)
- Identify the core problem (starter)
- Inventory causes core problem
- Inventory effects of the core problem
- Produce/build problem tree (cause-effect relationships with arrows)
 - Cause below
 - Effect above
- Review for validity and completeness

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Problem analysis – Importance

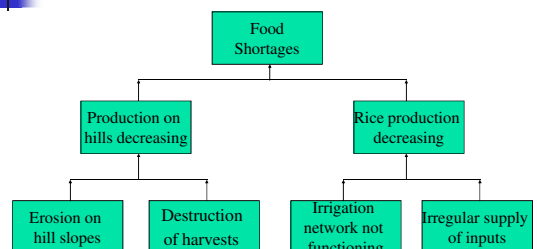
- Quality output determined by who is involved – stakeholder representatives
- Workshop environment (max 25)
- Number of problem trees with different stakeholder groups for complex projects
- Process as learning experience
- Product should provide a robust but simplified version of reality

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Problem tree



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Analysis of Projects

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Objectives analysis

- Translation/conversion of each problem in problem tree into a realized positive state in the future (objectives)
- Visualization of means-end relationship in a diagram
- Verification of hierarchy
- Objective tree
- In consultation with key stakeholders

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Objectives analysis – Objective Tree Steps

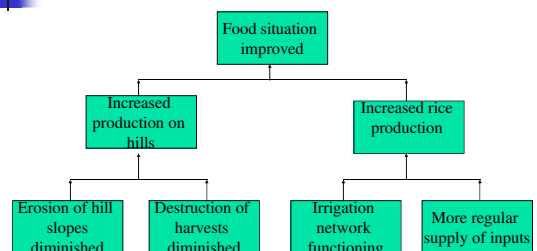
- Reformulate all negative situations of problem analysis into positive situations
 - Desirable
 - Realistically achievable
- Check means-end relationship to ensure validity and completeness
- If necessary:
 - Revise
 - Add new objectives if relevant (additional means)
 - Delete objectives which are not suitable or necessary (realistic)
- Simplified but robust summary of future reality

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Objectives tree



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Analysis of Projects

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Strategy analysis

- Identification possible strategies contributing to an overall objective
- Clusters of objectives (means-end links)
- Choice of strategy for intervention
- Most difficult and challenging
 - Synthesizing significant amount of info
 - Make complex judgment best strategy
 - Number of compromises (balanced stakeholders interests, political demands, resource availability)

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Strategy analysis - Questions

- All identified problems/objectives or selected
- Combination of interventions to bring about the desired results and benefits
- Local ownership best supported
- Capital and recurrent costs afforded
- Most cost effective option(s)
- Strategy with most positive impact

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Strategy analysis – Key criteria for selection

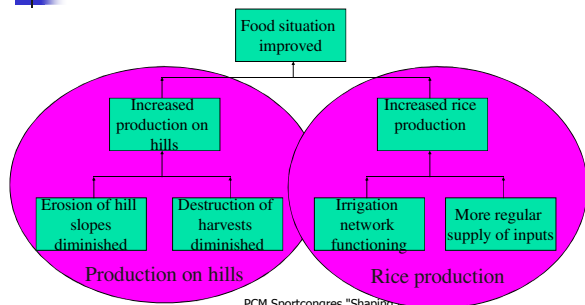
- Expected contribution to policy objectives
- Benefits to target groups
- Complementarity with other ongoing or planned programs or projects
- Capital and operating cost implications
 - Ability to meet recurrent costs
- Financial and economic cost-benefit
- Contribution to institutional capacity building
- Technical feasibility
- Environmental impact

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Strategy analysis (areas of intervention)



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Preparation of Projects

■ Planning stage

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Preparation of Projects

- Intervention at different levels
- How achievements measured
- How information obtained
- External factors (preventing)
- Means and costs

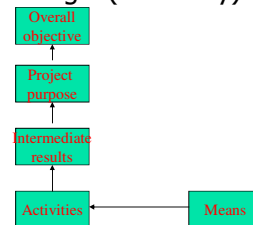
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Intervention logic

Means-end logic (summary)



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Vertical Logic (row headings)

Hierarchy of objectives of project

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Overall objective

- Brief statement how the project impacts the outside world
- How your project meets national policy commitments or how it impacts on local people or organizations in the longer term
- Try to commence: "To contribute to..."

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Purpose

- Start with purpose row
- Refer to problem and stakeholder analysis
- Write purpose that addresses the core problem and which takes account of your primary stakeholders
- Commence with: "Increased/Improved etc."

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Purpose

- Addresses core problem in a positive way
- States longer-term outcome of the project
- Says how primary stakeholders will have benefited by the end of project
- Is measurable
- Can be verified
- Assumptions

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Results (outputs)

- Contributes to the purpose (longer-term outcome)
- May be the result of a set of actions that together provide a service to stakeholders
- Is measurable and verifiable
- Deliverables (tangible)
- Number the results if more than one (1)
- Commence with: "... result delivered/ produced/conducted etc."

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Activities

- Contributes to achievement of results
- Is measurable and verifiable
- Subject to regular review
- Sub activities often better presented separately, MS Project in Gantt Chart
- Reference numbering of activities according to Results
- Commence with: "Prepare, design, construct, research"

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Reference numbering

- 1. Result 1
 - 1.1 Activity 1
 - 1.2 Activity 2
- 2. Result 2
 - 2.1 Activity 1
 - 2.2 Activity 2
- 3. Result 3
 - 3.1 Activity 1
 - .
 - .
 - 3.4 Activity 4

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Activities Step by step

1. List main activities
2. Break down into manageable tasks
3. Clarify sequence and dependencies
4. Estimate Start-up, duration and completion
5. Summarize Scheduling main activities
6. Define milestones
7. Define expertise
8. Allocate tasks

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Objectively Verifiable Indicators (OVI)

Describes project's objectives in operationally measurable terms.

- Operationalization of intervention logic
- Always same if collected by different people (objective vs. subjective)
- Should give a clear picture of the situation to be reached at the end of a certain period (qualitative/quantative value)
- Enables verification viability and sustainability purpose + results
- Monitoring purpose, results + activities
- In some cases a proxy assessment

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Procedure (OVI)

- Specify
 - Quality
 - Quantity
 - Target group(s)
 - Place
 - Time/period

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Indicators

- Specific
- Measurable (Quantity/Quality)
- Achievable/Available/realistic
- Relevant (to info needs manager)
- Time-bound (When)

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Sources of verification

- Specify
 - How collected
 - Who to collect
 - When (how regular)
- Determine for whom
 - Mostly to project management

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Sources of verification

- Minutes of meetings
 - Stakeholder feedback, focus groups
 - Surveys and reports
 - Project records (progress reports)
 - External evaluation reports
 - Attendance lists
 - Benchmarking studies
 - Qualitative research
 - Official statistics
 - Observation

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Procedure (sources of verification)

- Determine sources necessary for information for each indicator
 - Sources outside intervention
 - Form + presentation manageable
 - Specific enough
 - Available
 - Costs reasonable
 - Sources by the intervention self

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External Factors (Assumptions)

- External factors that have the potential to influence (or even determine) the success of a project but lie outside the direct control of project managers
- Risk assessment

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Procedure (Assumptions)

- Identify objectives (in analysis phase) not included in intervention logic but important
- Place as external factors at appropriate level
- Identify other external factors
- Assess all external factors upon importance

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Means and costs

- Means
 - Physical and non-physical resources
 - Human
 - Physical
 - Financial
- Costs
 - Financial translation means

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Procedure (means and costs)

- Determine means to execute activities
- Determine means for management and support activities
- Classify means and costs by origin
- Calculate costs for means (budget)
- Details means and costs in project dossier

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Monitoring & Evaluation

- Appraise project and do baseline analysis
- Define data structure for monitoring
- Monitor outputs and activities
- Self-assess performance and value for money
- Identify weaknesses, threats, strengths and opportunities for improvement
- Action plan

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Progress monitoring

- Define indicators
- Baseline value
- Target value
- Where to measure
- Duration
- Sources of verification

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Feasibility

- Risks
- Assumptions
- Preconditions
- Killer assumptions

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THANK YOU

For your attention

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