FROM AN IDEA TO A PROJECT

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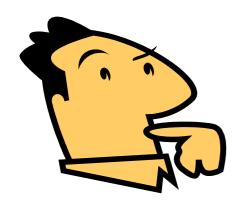


A project

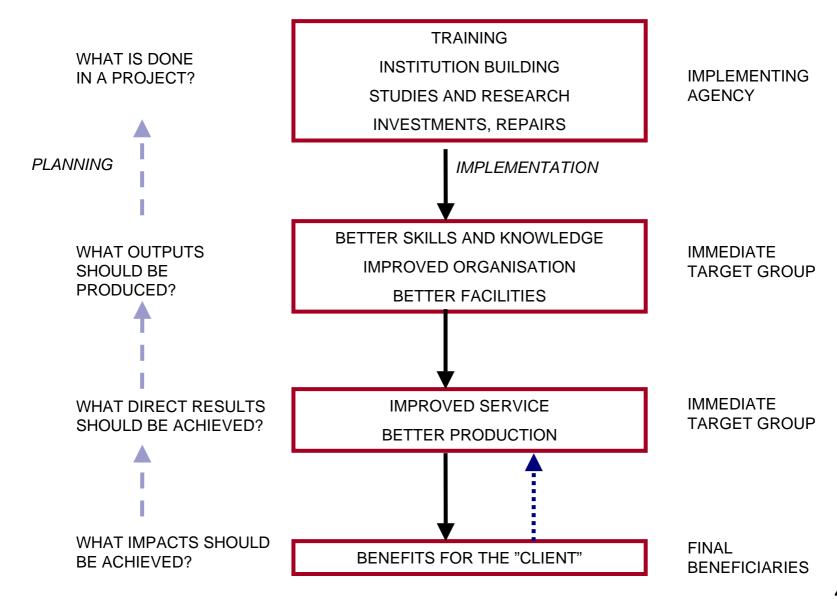
- undertakes inter-linked activities leading to the achievement of clearly defined objectives which are are monitored by indicators.
- has a time frame with specific milestones
- is implemented by a specific project organisation with clearly defined roles and responsibilities
- has clearly specified resource frames (means)
- has beneficiaries and various other stakeholders

PROJECT AS SEEN BY THE BENEFICIARIES

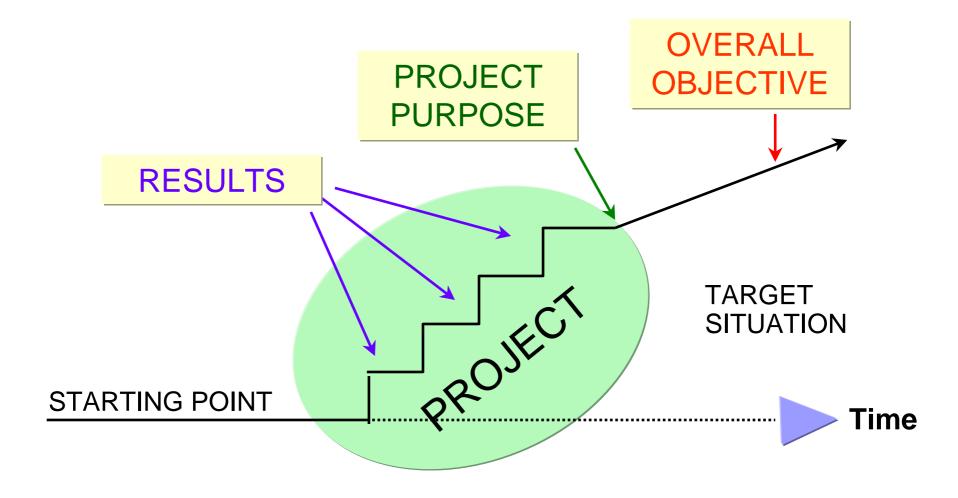
A PROJECT?
WELL, IT'S WORK WHERE
THOSE WHO DON'T KNOW
TRY TO GET THOSE WHO DON'T WANT
TO MAKE SOMETHING THAT IS
IMPOSSIBLE!



PROCESS OF A PROJECT



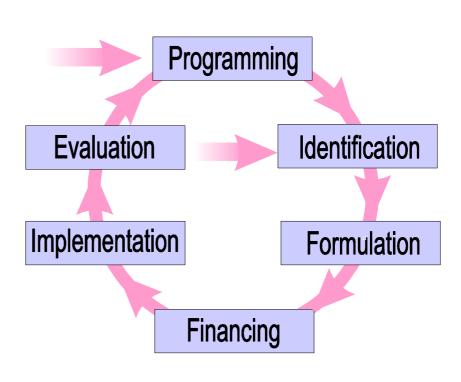
PROJECT CONCEPT



PCM AND LFA APPROACHES

Key words of advance project planning and management:

- Project Cycle management
- Logical Framework Approach
- Relevance
- Impact
- Sustainability



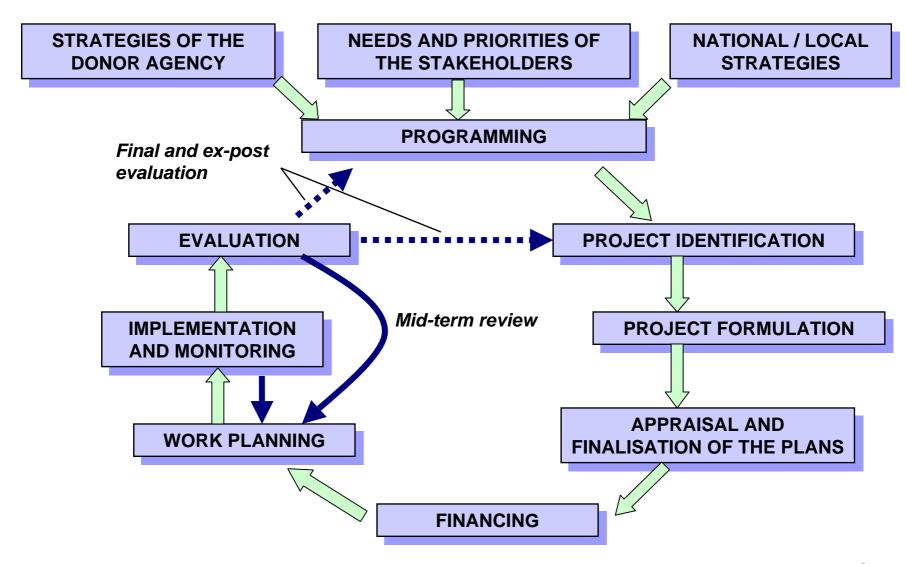


- Main problem: the project plan is prepared at a stage when the level of knowledge is lowest during the course of the project
 - → The project should become a <u>learning process</u>

Principles

- Dividing planning into three phases and levels:
 Identification project formulation work planning
- Establishment of a monitoring system to feed lessons learned for work planning
- Work planning and monitoring based on the Project Document

PROJECT CYCLE



LOGICAL FRAMEWORK APPROACH

ANALYSIS PHASE

PLANNING PHASE

- Problem analysis identifying stakeholders, their key problems, constraints and opportunities; determining cause and effect relationships
- Analysis of objectives developing objectives from the identified problems and opportunities; identifying means to end relationships
- Strategy analysis identifying the different strategies to achieve objectives; determining the major objectives (overall objectives and project purpose)

Specifying and operationalising

- Logframe defining the project structure, testing its internal logic, formulating objectives in measurable terms, defining means and cost (overall)
- Activity scheduling determining the sequence and depen-dency of activities; estimating their duration, setting milestones and assigning responsibilities
- Resource scheduling from the activity schedule, developing input schedules and a budget

duct

Identify / Analyse

Deduct

[⊕]Select the most appropriate option

PRINCIPLES OF PLANNING

- Problem- and need-based approach
 - What are the problems, weaknesses and their causes?
 - What are the future threats and obstacles?
 - Whose needs are priorities?
- Solutions based on strengths and potentials
 - Local resources
 - New markets etc. as potentials
- Participatory approach and stakeholder ownership
- Objective-oriented approach
- Ensuring sustainability through minimising risks



- What is the entity behind the project idea?
- Who are the stakeholders and what are their needs and interests?
- What is the core problem?
- What are the causes of the core problem?
 - => What should be the project scope in order to achieve a good impact and sustainable results?

PLANNING PROCESS RESOURCE PROBLEM STAKEHOLDER **POTENTIALS ASSESSMENT ANALYSIS** AND SYNERGIES **ANALYSIS ALTERNATIVE APPROACHES SELECTION OF A STRATEGY PROJECT FORMULATION IMPACT AND RISK ASSESSMENT PROJECT PLAN**

PLANNING STEPS

ESTABLISHMENT OF THE PLANNING TEAM

BACKGROUND STUDIES

INFORMATION TO STAKEHOLDERS, PRA

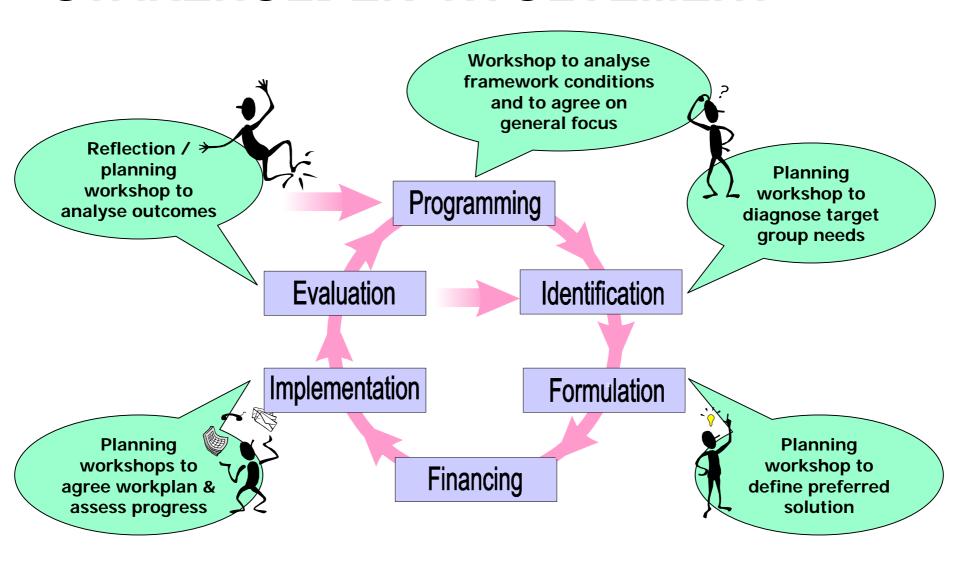
COLLABORATIVE PLANNING WITH STAKEHOLDERS

ADDITIONAL STUDIES AND DRAFTING OF THE PLAN

COMMENTING AND APPRAISAL

FINALISATION OF THE PLANS

STAKEHOLDER INVOLVEMENT



STAKEHOLDERS

FINAL NGOs, INFORMAL **PRIVATE OTHER BENEFICIARIES MEDIA GROUPS SECTOR RELIGIOUS GROUPS** ETC. TRAINING AND **PROJECT OBJECTIVES** RESEARCH **INSTITUTIONS SECTOR OTHER OTHER PROJECTS AUTHORITIES AUTHORITIES**

STAKEHOLDER ANALYSIS

STAKEHOLDERS	INTEREST AND ROLE	PARTICIPATION IN THE PLANNING PROCESS
a) Essential stakeholders		
b) Potential useful partners		
c) Potential conflict partners		

BACKGROUND STUDIES

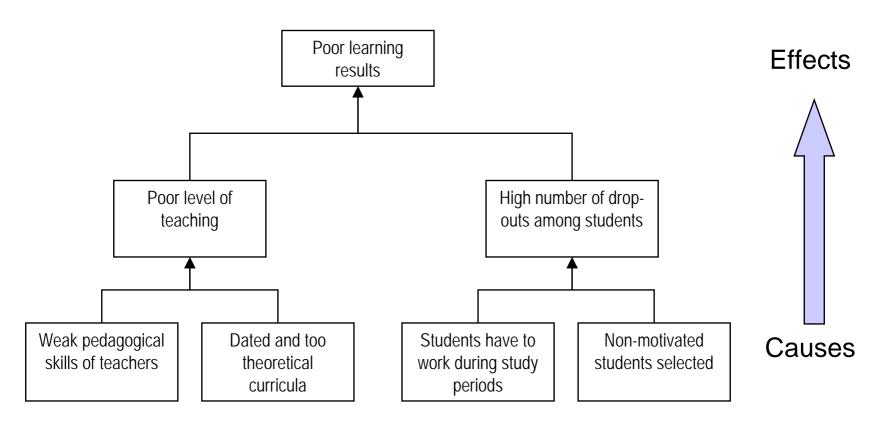
	ISSUES TO BE CLARIFIED	INFORMATION SOURCES	SURVEY METHODS
General background information			
Regional/local information			
Speficic information			
Other issues			

PROBLEM MATRIX

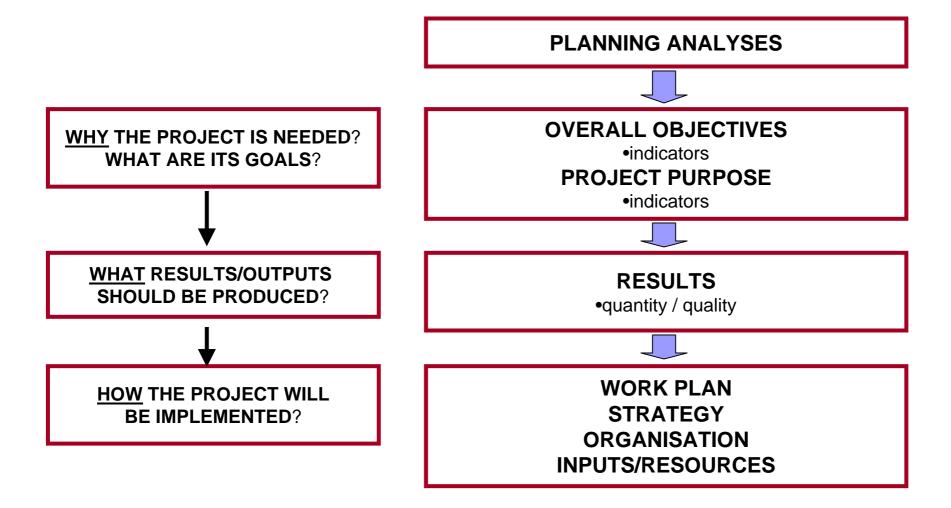
	FINANCIAL FACTORS	TECHNO- LOGY	SOCIO- CULTURAL FACTORS	INSTITUTIO- NAL FACTORS	ENVIRON- MENTAL FACTORS
Beneficiaries Producers Processing Administration Other actors	 Financing Financial planning Financial mgt Book-keeping Ability to pay Willing-ness to pay etc. 	 Equipment Facilities Operation and maintenance etc. 	 Various cultures, ethnic groups Attitudes and values Language Gender roles etc. 	 Manage-ment Co-operation Laws and regulations Flow of information Super-vision etc. 	 Short-term impacts Long-term impacts Environmental conditions etc.

PROBLEM TREE METHOD

Establishing cause-effect relations between problems



STRUCTURE OF A PROJECT PLAN

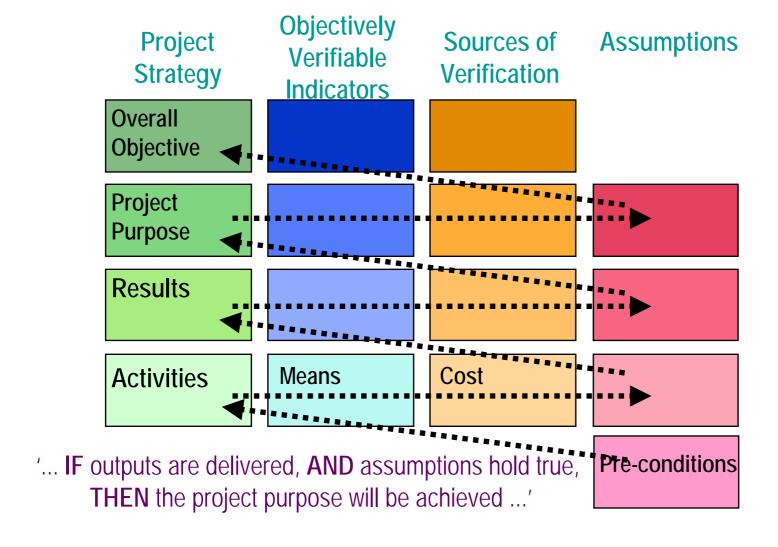


CONTENTS OF A PROJECT PLAN

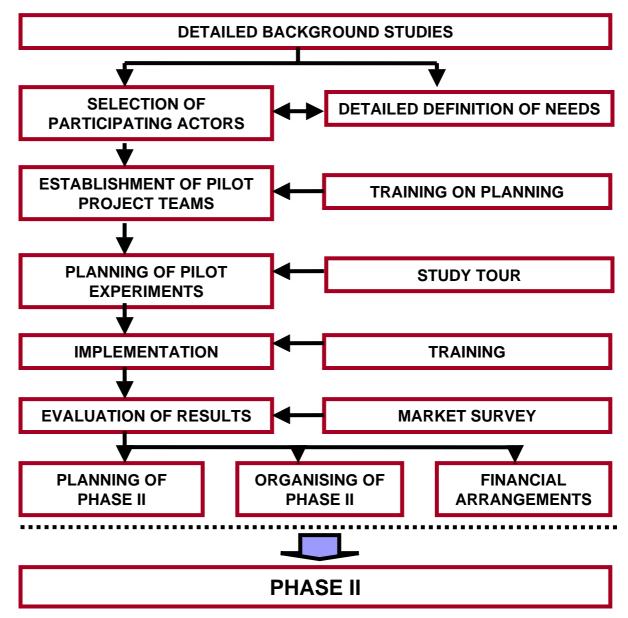
- 1. Summary
- 2. Background and need
- 3. Beneficiaries and stakeholders
- 4. Objectives and indicators
- 5. Results
- 6. Implementation strategy
- 7. Work plan (Activities)
- 8. Means
- 9. Budget (Cost estimate and financing plan)
- 10. Risks and assumptions
- 11. Organisation and project management
- 12. Monitoring, evaluation and reporting

Annexes: LogFrame Matrix, Scheduled work plan, summary of background studies, job descriptions, etc.

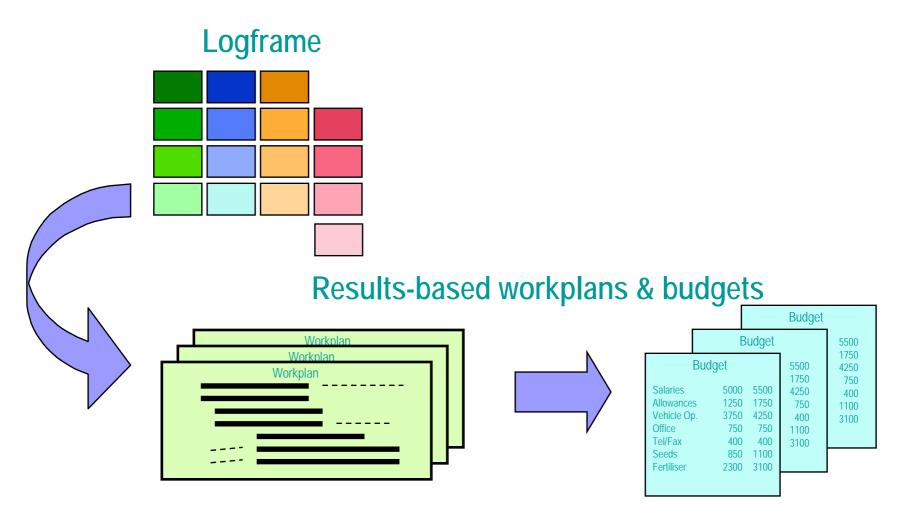
LogFrame MATRIX



PROJECT AS A PROCESS



ACTIVITY & RESOURCE SCHEDULING



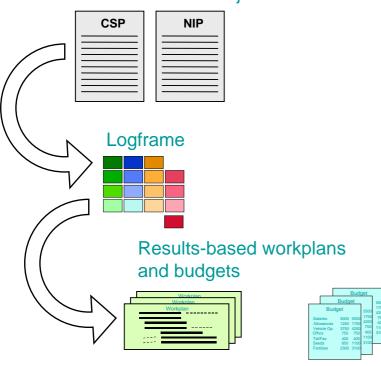
INTEGRATED APPROACH

Linked objectives



Standardised documentation

National / sectoral objectives



Feasibility studies

Financing proposals

Annual reports

Evaluation reports

Basic Format

- 1. Summary
- 2. Background
- 3. Intervention logic
- 4. Assumptions
- 5. Implementation
- 6. Sustainability analysis
- 7. Monitoring and evaluation
- 8. Conclusions and recommendations

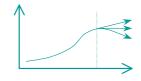


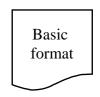
- Partner / stakeholder orientation involve-ment of stakeholders in decisionmaking
- Logframe planning comprehensive & consistent analysis
- Sustainability mechanisms to ensure continued flow of benefits
- Project cycle phases structured & informed decision-making
- Integrated approach vertical integration
 & standardised documentation



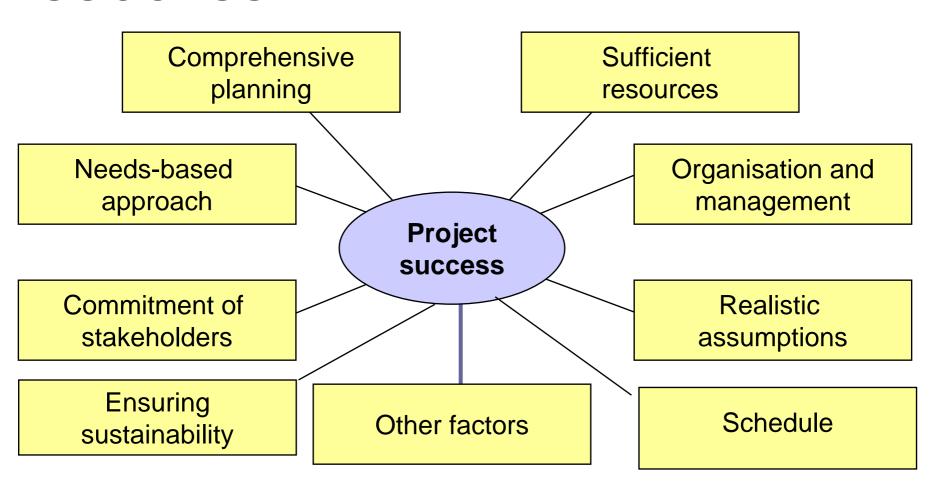








CRITICAL FACTORS OF PROJECT SUCCESS



RISKS OF A PROJECT

a) EXTERNAL RISKS

- NATIONAL/REGIONAL LEVEL
 - Macro-economy and political situation, strategies and programmes
 - National institutions and legislation
 - Market potential and competition
 - Environmental conditions, etc.
- SECTOR LEVEL
 - Sector strategies and programmes, financial resources
 - Availability of skilled staff
 - Co-operation and co-ordination between different sectors and levels

b) INTERNAL RISKS

- Institutional arrangements, management, availability of staff
- Project funding and financing of long-term operation
- Social and cultural factors
- Environmental factors
- Operation and maintenance, distribution of spareparts
- Participation and ownership