

South Denmark European Office
Det Syddanske Bruxelles-kontor



Project Development

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What is a project?

”A project is a series of activities aimed at bringing about clearly specified objectives within a defined time-period for an identified group of stakeholders”

- **Clearly identified stakeholders (primary, target and final)**
- **Specific objectives (overall/specific)**
- **Activities (action plan, milestones)**
- **Resources and input (means; budget)**
- **Clearly defined coordination (management and financial set-up)**
- **A monitoring and evaluation system (support performance)**



EU project ?

- **A well-formulated project has an appropriate balance between EC priorities and partner priorities**
- **EU projects should form part of and be consistent with:**
 - **National/regional development policies & EU priorities and strategies**

Funding should fit the project's objectives and activities

**(local projects = local funding, national projects = national funding,
European projects = EU Funding)**

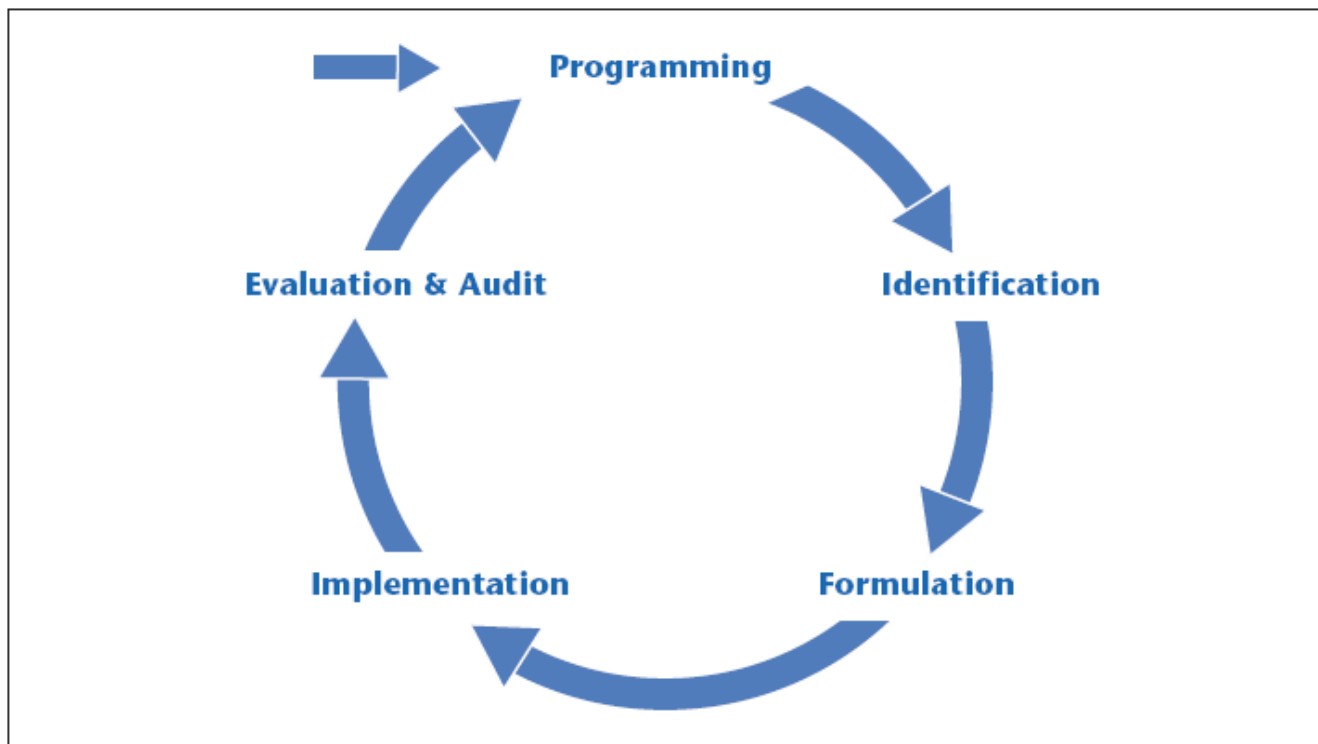


Be honest ! EU projects is not for everyone !

- **Innovative, innovative & even more innovative**
- **Clearly international dimension**
- **Partnership of use and not name**
- **2-3 year approach**
- **Extreme competition**
- **6-12 months wait**
- **Co-financing**
- **Administration, administration and then more administration**



The Cycle of Operations



Identification – Finding the good project

- **Methods: Proactive, reactive or piggy back**
- **Key ingredients: Innovative, EU-orientated, strong partnership, sustainability, resources, experience**
- **X-factor: Strong project development skills**
- **In short: Does the project have a Logical Framework Approach ???**



Logical Framework Approach (LFA)

- Allows information to be analysed and organized in a structured way
 - Weaknesses identified; important questions can be asked and ensures improved understanding of the project rationale, intended objectives and means
- LFA is an analytical process, whereas Logical Framework Matrix is the documented product of the analytical process



Logical Framework Approach

The Logical Framework Approach

ANALYSIS PHASE

- ↓ **Stakeholder analysis** - identifying & characterising potential major stakeholders; assessing their capacity
- ↓ **Problem analysis** - identifying key problems, constraints & opportunities; determining cause & effect relationships
- ↓ **Objective analysis** - developing solutions from the identified problems; identifying means to end relationships
- ↓ **Strategy analysis** - identifying different strategies to achieve solutions; selecting most appropriate strategy.

PLANNING PHASE

- ↓ **Developing Logical Framework matrix** - defining project structure, testing its internal logic & risks, formulating measurable indicators of success
- ↓ **Activity scheduling** - determining the sequence and dependency of activities; estimating their duration, and assigning responsibility
- ↓ **Resource scheduling** - from the activity schedule, developing input schedules and a budget



Logframe Matrix

Information contained in the Logframe Matrix:

Project Description	Indicators	Source of Verification	Assumptions
<p>Overall objective: The broad development impact to which the project contributes – at a national or sectoral level (provides the link to the policy and/or sector programme context)</p>	Measures the extent to which a contribution to the overall objective has been made. Used during evaluation. However, it is often not appropriate for the project itself to try and collect this information.	Sources of information and methods used to collect and report it (including who and when/how frequently).	
<p>Purpose: The development outcome at the end of the project – more specifically the expected benefits to the target group(s)</p>	Helps answer the question 'How will we know if the purpose has been achieved'? Should include appropriate details of quantity, quality and time.	Sources of information and methods used to collect and report it (including who and when/how frequently)	Assumptions (factors outside project management's control) that may impact on the purpose-objective linkage
<p>Results: The direct/tangible results (good and services) that the project delivers, and which are largely under project management's control</p>	Helps answer the question 'How will we know if the results have been delivered'? Should include appropriate details of quantity, quality and time.	Sources of information and methods used to collect and report it (including who and when/how frequently)	Assumptions (factors outside project management's control) that may impact on the result-purpose linkage
<p>Activities: The tasks (work programme) that need to be carried out to deliver the planned results <i>(optional within the matrix itself)</i></p>	<i>(sometimes a summary of resources/means is provided in this box)</i>	<i>(sometimes a summary of costs/budget is provided in this box)</i>	Assumptions (factors outside project management's control) that may impact on the activity-result linkage



Logframe Matrix

First Column: Intervention Logic (if-then logic):

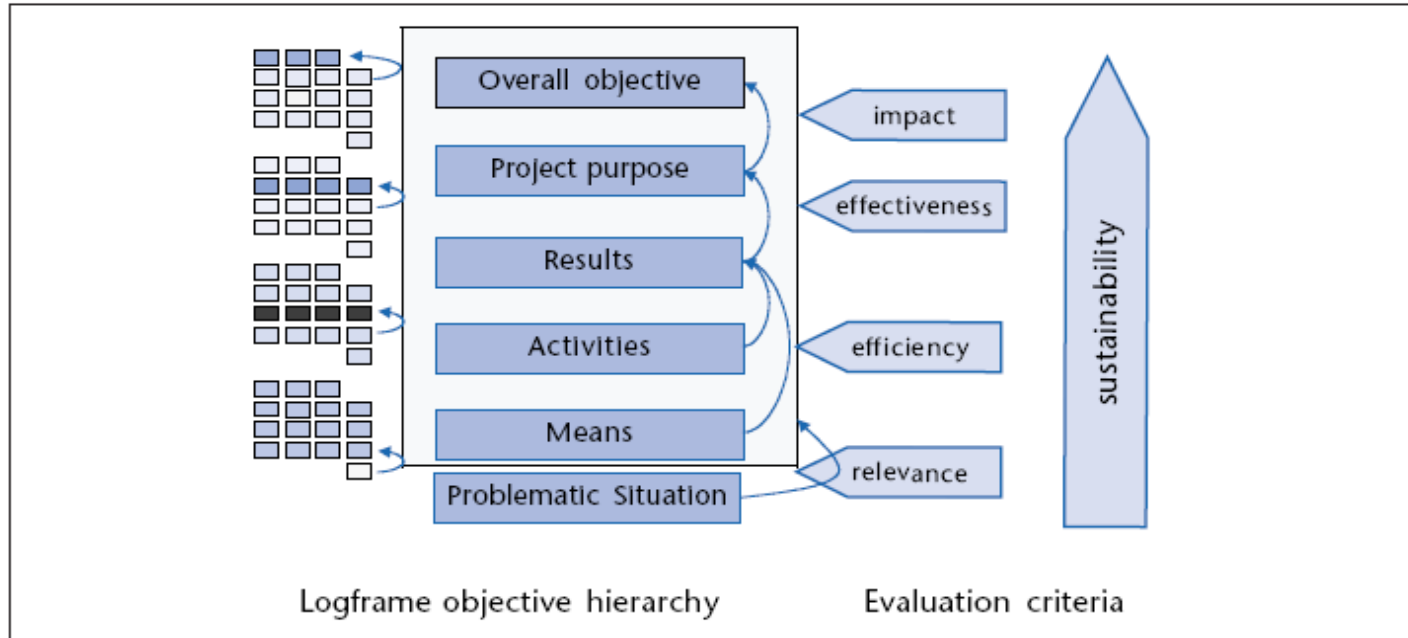
IF adequate **inputs/resources** are provided, **THEN activities** can be undertaken;
IF the **activities** are undertaken, **THEN results** can be produced;
IF **results** are produced, **THEN** the **purpose** will be achieved; and
IF the **purpose** is achieved, **THEN** this should contribute towards the overall **objective**

Or if reversed:

IF we wish to contribute to the overall **objective**, **THEN** we must achieve the **purpose**
IF we wish to achieve the **purpose**, **THEN** we must deliver the specified **results**
IF we wish to deliver the **results**, **THEN** the specified **activities** must be implemented; and
IF we wish to implement the specified **activities**, **THEN** we must apply identified **inputs/resources**.



Link between the LogFrame and the Evaluation Criteria



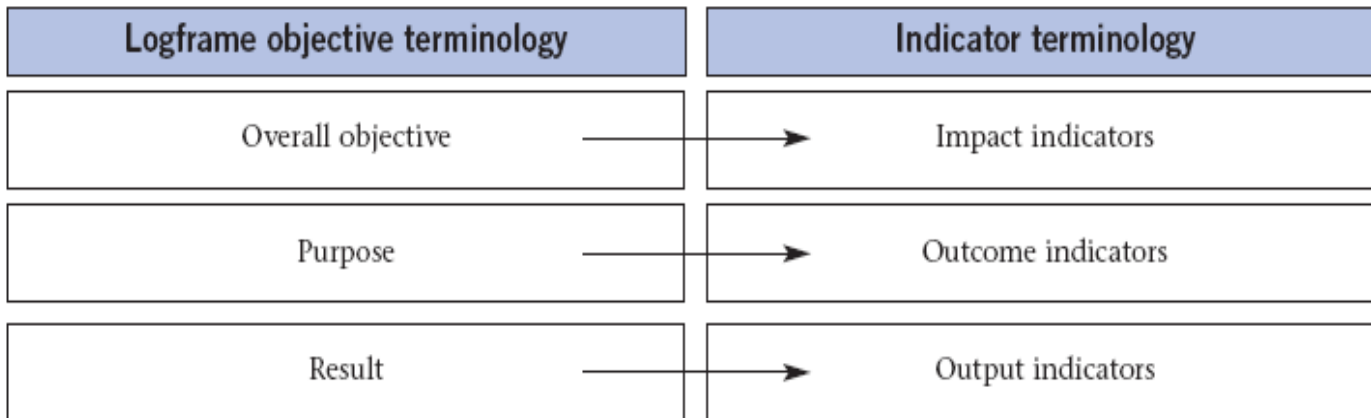
Indicators

- A good Objectively Verifiable Indicator is 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



Indicator Terminology

Link between logframe and Indicator Terminology



Source of verification

- **Consider the source of verification at the same time as formulating indicators**
- **A source of verification should specify:**
 - **How the information should be collected (studies, surveys, observation etc.)?**
 - **Who should collect/provide the information?**
 - **When/how regularly it should be provided?**

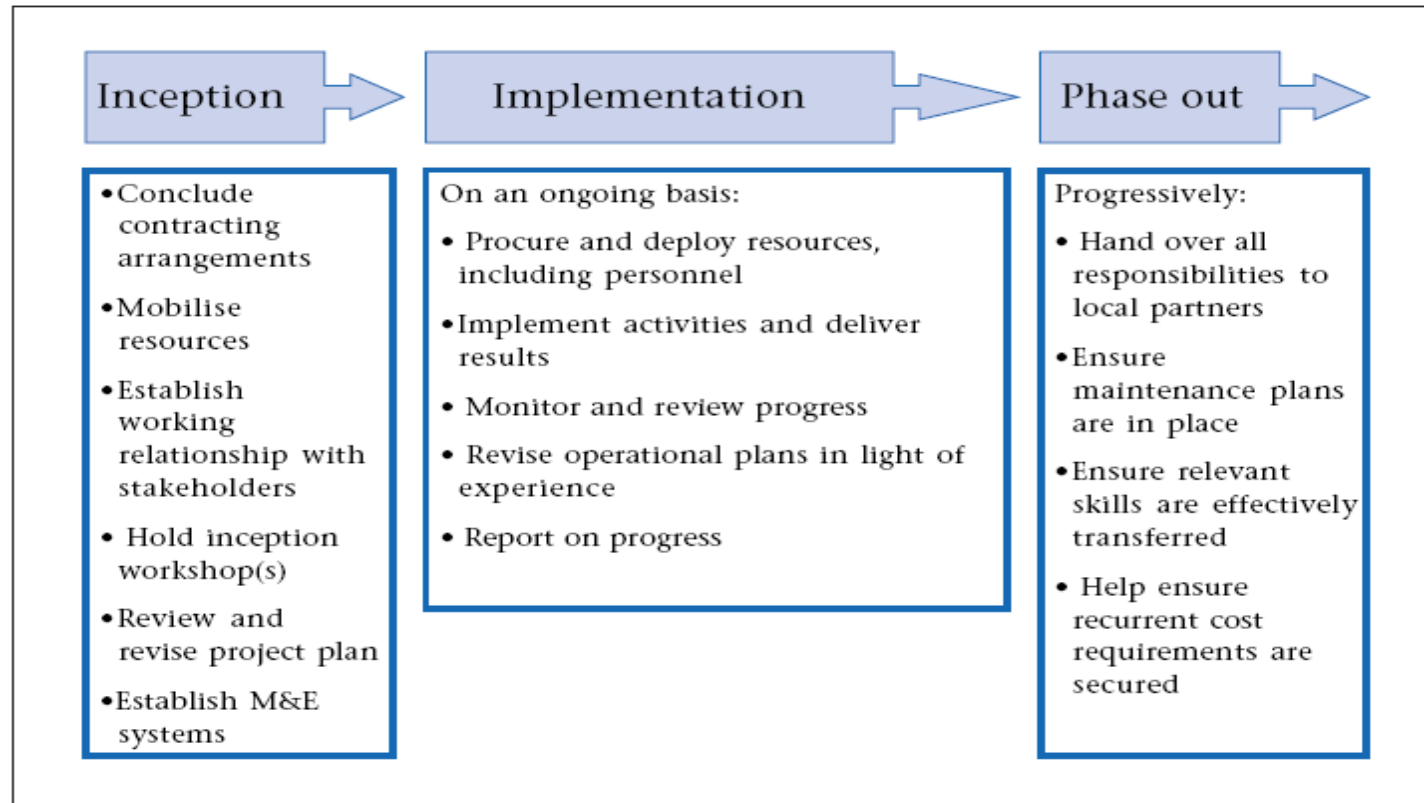


•Classic Mistakes

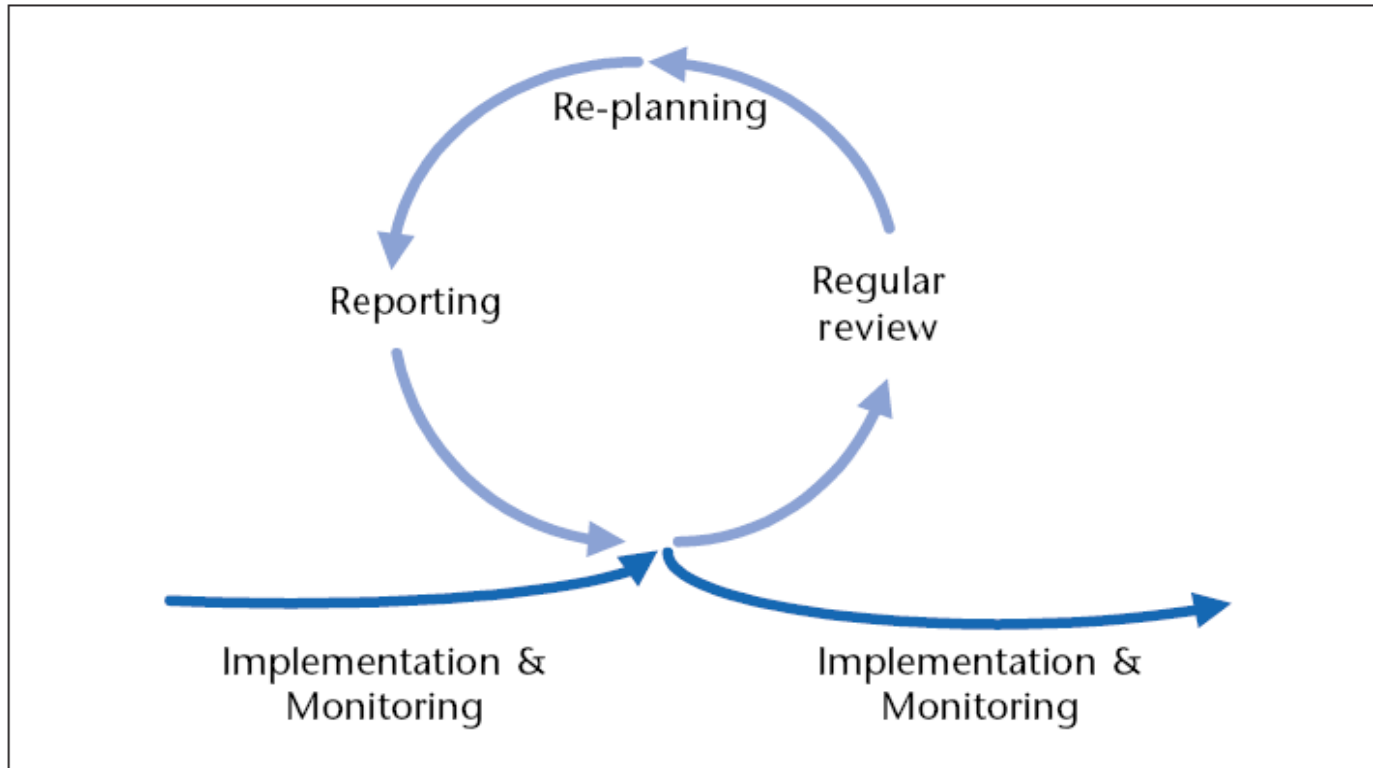
- Promise too much impact, outcome and output
- Budget doesn't link to activities
- Lack of resources for administration
- Doesn't handle internal, organizational consequences
- Too big (or too small) partnerships
- Lack of time (bad log frame approach)



Implementation phases



Implementation – a learning process





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