Project Design and Management

Trainers: Ayça Bulut Bican, Agustín Moya-Colorado

30-31 October 2023

Welcome!

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1. Let's meet!
2. Expectations and rules of conduct during the training
3. Presentation of training agenda and scope

Agustín Moya Colorado

- Agricultural Engineer and PhD Candidate on Project Management
- 20 years working experience in Project Management in the area of International Development Cooperation
- Experience working with NGO and donor agencies (EC) - Nicaragua, Guatemala, Namibia, Mozambique, Cyprus
- PM² certified
- LinkedIn (https://www.linkedin.com/in/agustinmoyacolorado/)

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Ayça Bulut Bican

15+ years in civil society development.

Worked with the private sector, EU, Sida, UN for developing and implementing grant programmes and technical assistance projects for CSOs.

Worked in Turkey and Western Balkans.

Interested in methods for various programming methods ToC, OM.

Currently engaged in supporting participatory design, M&E, learning in CSOs.

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Learning Objectives

- The overall objective of the training is to provide participants with a **mindset** and a set of **skills** for improved **project design and management** based on standard knowledge and tools.

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Agenda Day 1

30 October 2023 – Monday	
Time	**Agenda**
10:00- 11:00	Introduction, training objectives and scope. About Projects, Project Design and Project Management.
11:00-11:15	Break
11:15-12:30	Introduction to Project Management – The Project Management Methodology of the European Commission: PM²
12:30-13:15	Lunch Break
13:15-14:15	Introduction to Project Design – The Logical Framework Approach
14:15-14:30	Break
14:30-15:20	Project Stakeholders
15:20-15:35	Break
15:35-16:45	Project Risks

Agenda Day 2

31 October 2023 - Tuesday	
Time	**Agenda**
10:00- 11:00	Case study: Welcome to Colombo & Analysis
11:00-11:15	Break
11:15-12:30	Result Chains
12:30-13:15	Break
13:15-14:15	Indicators & SoVs
14:15-14:30	Break
14:30-15:20	Activities & Budgets
15:20-15:35	Break
15:35-16:45	Putting it all together: LFM for planning& management & monitoring

Rules

- Please be on time after breaks
- Ask lots of questions
- Participate

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Introduce yourselves briefly

- Name
- Organization
- Role
- Expectations from this training

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Questions?

Working with projects

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Let´s start working with projects!

We will work in groups of 4 people.
Mix yourselves

Project 1

- # Build a Lighthouse
- You all have the same pieces
- You have 5 minutes

- Then you will have to present your lighthouse to the rest of the groups.

Project 1

- Which one is your favourite and why?

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Project 1
- They are all great Lighthouses, but…

- Why did you do the Lighthouses?
- What have you achieved?

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Why do we do projects?

Current situation

Project

Idea

Future situation

Change
Transformation

- Problem
- Need
- Opportunity
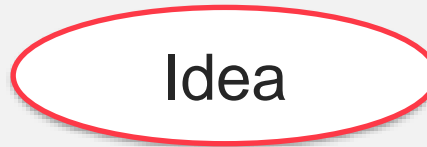
- Solution
- Effect
- Impact

Let´s watch a video together:

- https://youtu.be/u4ZoJKF_VuA

- **Let´s discuss about it**

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Working with projects

Let´s discuss the video:

- https://youtu.be/u4ZoJKF_VuA

- **What do you think?**
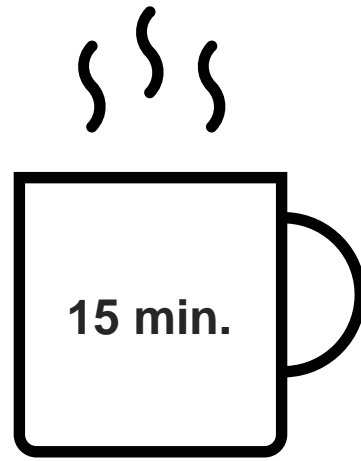- **How does your organization communicate?**

Current situation

Project

Future situation

Change Transformation

Questions?

Coffee break

15 min.

Project Management

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Project 2

• Build a Lighthouse

- You all have the same pieces
- You have 5 minutes
- Minimum 30 cm high
- Stable and sturdy to resist the waves
- Maximum 60 pieces
- At least 2 transparent pieces at the top (more is better)
- 2 Lego figures mut be able to stand on top
- Pieces are to be placed by different team members each time
- Then you will have to present your lighthouse to the rest of the groups

Project 2

- # Build a Lighthouse

- What is the height of your lighthouse?
- Is it resistant?
- How many pieces have you used?
- How many transparent pieces at the top?
- How many figures were placed by each team member?

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- What are the differences between Project 1 and Project 2?
- They were both about building a lighthouse…

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What is a project?

- Let´s have a definition or a list of characteristics…

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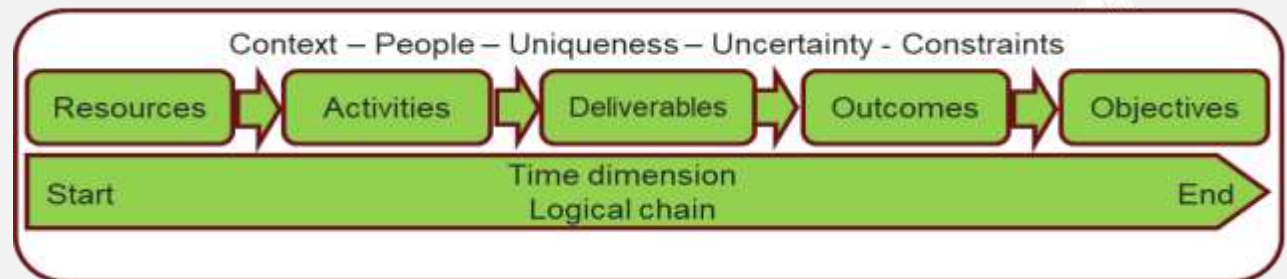
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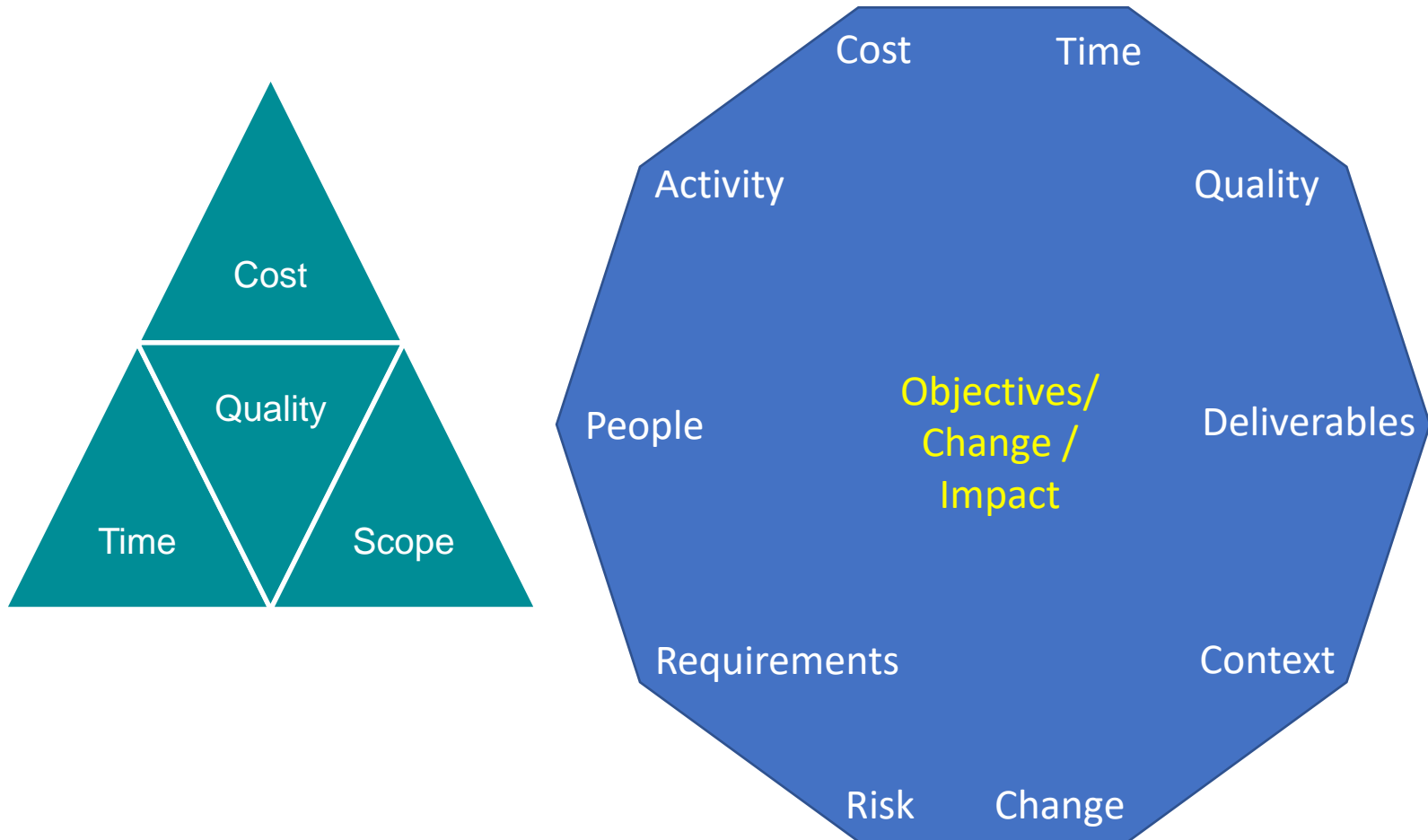alan space Πολιτών

What is a project? – Characteristics?

Projects share several **characteristics**:

* Projects aim at **achieving objectives**, that are declared upfront.
* Projects are composed of sets of **activities** that are performed in a specific order or structure to generate **deliverables**.
* Projects have a **strong time dimension:** have a start and an end.
* Projects usually involve many people, organized in **teams**.
* Project affect people (users, beneficiaries, etc.) – **stakeholders**.
* Projects take place in specific **contexts** that need to be considered for the project to be successful (political, legal, social, economic, environmental, etc.)
* Projects entail a certain degree of **uniqueness**. No 'one size fits all' approach.
* Projects work under **constraints** (limited time, funds, resources, etc.)
* Project face **uncertainty** and need to deal with risks and opportunities.

Projects are means
for planning and
Implementing **changes**.

Context – People – Uniqueness – Uncertainty - Constraints

Resources → Activities → Deliverables → Outcomes → Objectives

Start — Time dimension / Logical chain — End

Working with projects

Projects are complex – multidimensional endeavours

Cost

Quality

Time   Scope

Cost   Time

Activity   Quality

People   Objectives/ Change / Impact   Deliverables

Requirements   Context

Risk   Change

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Why do we do projects?

Current situation

Project

Idea

Future situation

Change Transformation

- Problem
- Need
- Opportunity

- Solution
- Effect
- Impact

Analysis

Investment

Vision

Where do we start projects? How do we do it?

Project Management

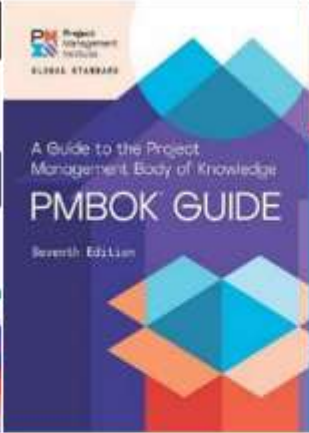Working with projects

Project Management:
A universal activity

Project Management

Project Management: A daily activity

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Project Management:
A professional and standardized activity

Project Management

IPMA	PMI	AXELOS	ISO	PM²
1965	1969	1990	2012	2016
Switzerland	USA	UK	Int.	EC
Competencies	Processes	Products	Guidelines	Usability

International Standards

Project management

Emerged in the 1950s linked to the increasing complexity and diversity of projects. Two concepts:

1. The wide array of **activities** that are used to support and accompany the:
- designing,
- planning,
- organizing,
- leading,
- monitoring,
- deciding over the resources and work
- that are necessary to set in motion to generate deliverables and achieve project objectives in an effective and efficient manner.

2. The **professional discipline** that is derived from the practice and mastering of those activities, derived from the different methods, approaches, standards, and internationally recognised practises that co-exist.

PM² definition

- PM² is a project management **methodology** developed and supported by the European Commission.

- Its purpose is to make it easier for project teams to **effectively manage** their projects and provide solutions and benefits to their organisations and stakeholders.

- A methodology is a system, a way to conduct things in a defined way, covering all necessary steps
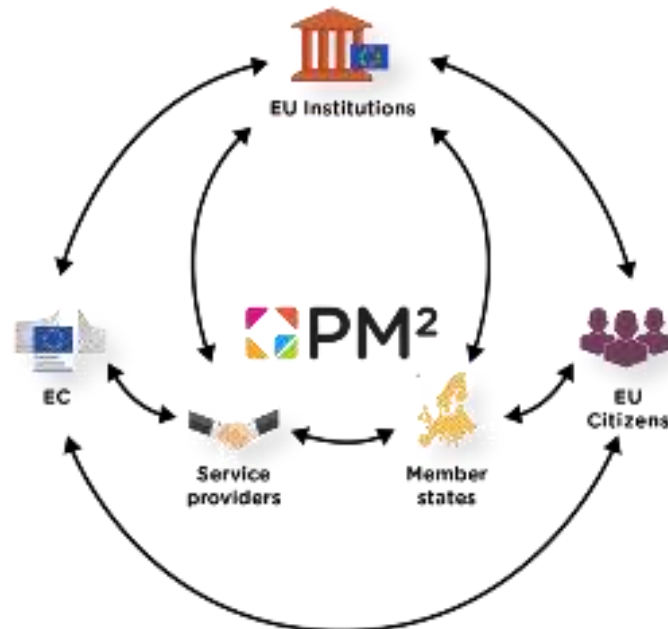
PM² Advantages

PM² Introduction

PM² Pillars
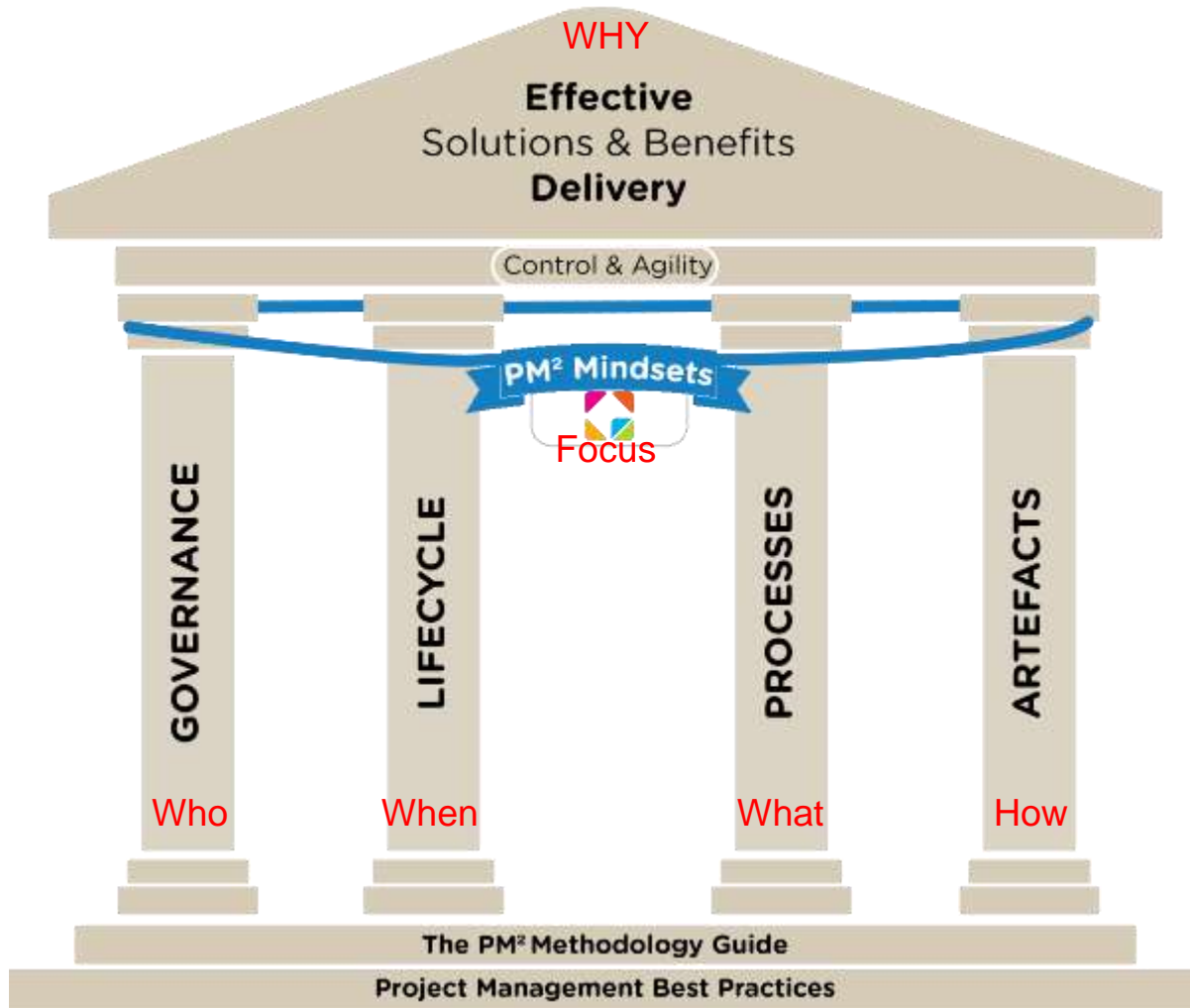
- RAM/ RASCI
  - **Accountable**
  - **Responsible**
  - **Support**
  - **Consulted**
  - **Informed**

PM² Lifecycle – When?

PM² Activity – What?

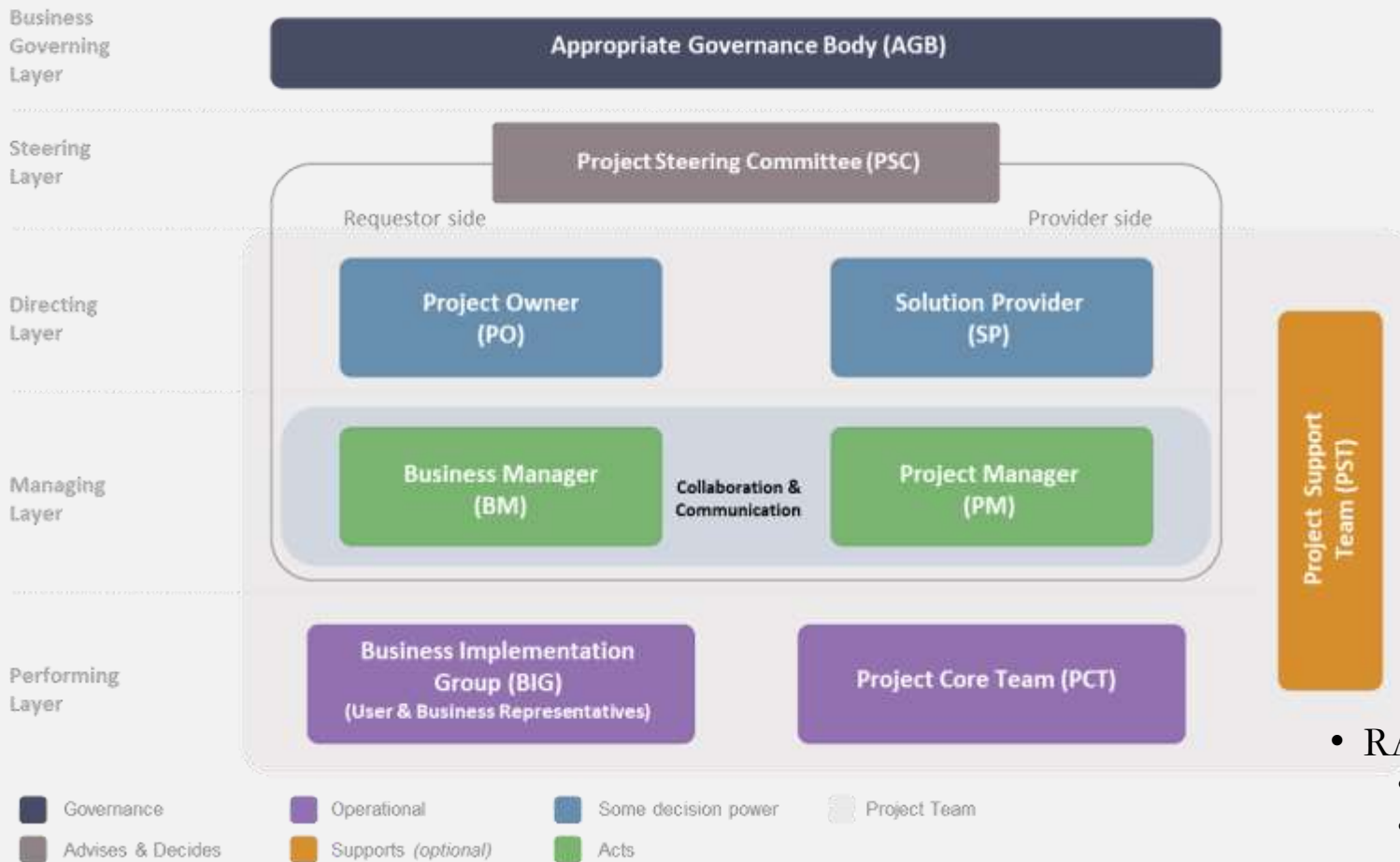|	Initiating	Planning	Executing	Closing
Activities	- Document the idea/need - Identify key stakeholders (and their needs) - Create a business justification for the project - Define the project scope and organisation	- Organise a Kick-off Meeting - Tailor the PM² process - Assign roles & responsibilities - Elaborate project scope - Develop work breakdown & project schedule - Develop project plans - Distribute plans to stakeholders	- Organise a Kick-off Meeting - Coordinate project execution - Conduct Meetings - Assure Quality - Create Project reports - Distribute information - Ensure deliverables acceptance	- Organise a Project-End Review Meeting - Capture lessons learned and post-project recommendations - Get final project acceptance - Release project resources - Archive project information

Artefacts	☐ Project Initiation Request
	☐ Business Case
	☐ Project Charter
	☐ Project Logs (setup).
		☐ Planning Kick-off/ MoM
		☐ Project Handbook
		  - Roles & responsibilities
		  - Management plans
		  - Requirements management
		☐ Project Stakeholder Matrix
		☐ Outsourcing Plan
		☐ Project Work Plan
		☐ Deliverables Acceptance Plan
		☐ Transition Plan
		☐ Business Implementation Plan
			☐ Executing Kick-Off/MoM
			☐ Meeting Agendas/MoMs
			☐ Project Progress Report
			☐ Project Status Reports
			☐ Quality Review Report
			☐ Change Requests
			☐ Deliverables Acceptance Note
				☐ Project-End Review Agenda/ MoM
				☐ Project-End Report
				  - Lessons Learned
				  - Best Practices
				  - Post Project Recommendations
				☐ Project Acceptance Note

RfP — Ready for Planning | RfE — Ready for Executing | RfC — Ready for Closing

Monitor & Control

Activities
- Monitor Project Performance
- Control Schedule
- Control Cost
- Manage Quality
- Manage Requirements
- Manage Project Change
- Manage Risks

- Manage Issues and Decisions
- Manage Stakeholders
- Manage Deliverables Acceptance
- Manage Transition
- Manage Business Implementation
- Manage Outsourcing

Artefacts

Regularly updated
- ☐ Risk Log
- ☐ Issue Log
- ☐ Decision Log
- ☐ Change Log
- ☐ Project Work Plan
- ☐ Requirements Document

Checklists
- ☐ Phase-exit Review Checklist
- ☐ Quality Review Checklist
- ☐ Deliverables Acceptance Checklist
- ☐ Transition Checklist
- ☐ Business Implementation Checklist
- ☐ Stakeholder Checklist

Cost / Time / Quality / Deliverables / Context / Change / Risk / Requirements / People / Activity — Objectives/ Change / Impact

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No thanks!

We are
too busy

Requirements Management Plan

Project Change Management Plan

Risk Management Plan

Issue Management Plan

Quality Management Plan

Communications Management Plan

MANAGEMENT PLANS

MEETING DOCS

PROJECT REPORTS

Outsourcing Plan

Deliverables Acceptance Plan

Meetings Agendas

Project Progress Report

Project Work Plan

Project Handbook

Transition Plan

Minutes Of Meetings

Quality Review Report

Business Case

Project Status Report

Project Initiation Request

Project Charter

Project Stakeholder Matrix

Business Implementation Plan

Change Request Form

Project-End Report

Initiating

Planning

Executing

Closing

Monitor & Control

PROJECT LOGS

Project Work Plan (updates)

CHECKLISTS

Change Log

Risk Log

Phase out Review Checklist

Quality Review Checklist

Stakeholders Checklist

Issue Log

Decision Log

Deliverables Acceptance Checklist

Transition Checklist

Business Implementation Checklist

Tools
Techniques
Best practices
Guidelines

Working with projects

Project 2

- # Build a Lighthouse

- What is the height of your lighthouse?
- Is it resistant?
- How many pieces have you used?
- How many transparent pieces a the top?
- How many figures were placed by each team member?

Working with projects

Let´s watch a video together:

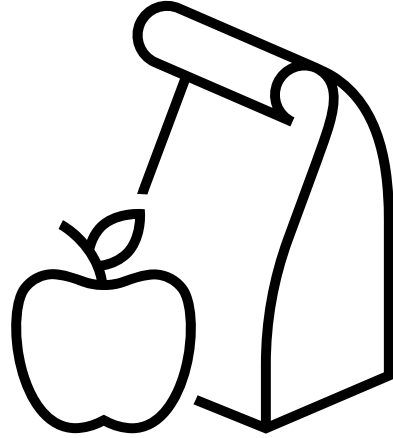- https://youtu.be/cDA3_5982h8

- **Let´s discuss about it**

Questions?

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Lunch break

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Logical Framework Approach

Project Design

- What is the Logical Framework Approach?

- What is the difference with the Log Frame Matrix?
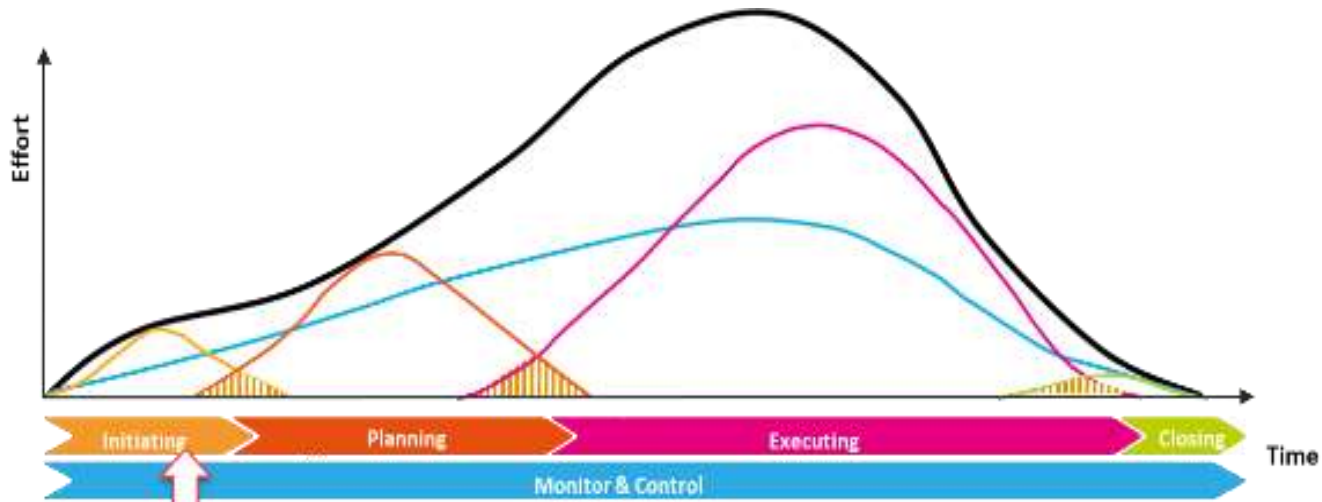
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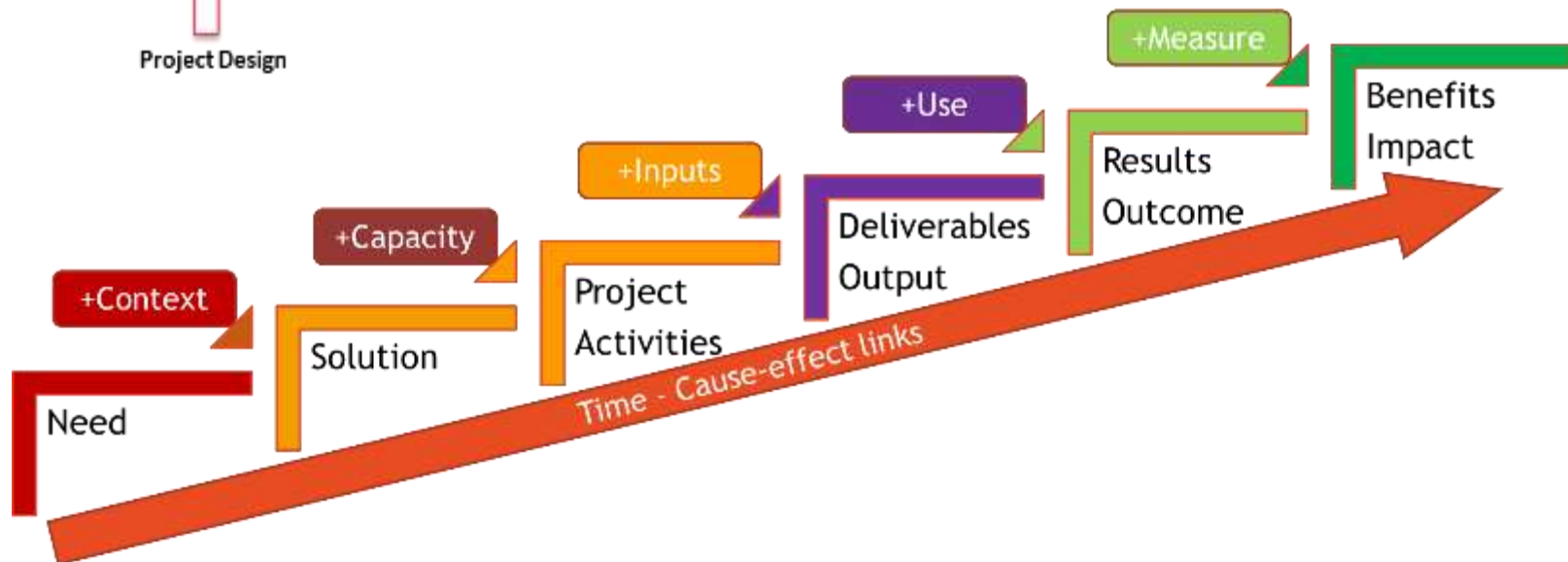
Project design

The Logical Framework Approach

- Origins and definition
  - The 60´s. 1st Military then USAID and all other donors
  - Project Design method
- It is an **analytical process** with a set of tools, not a Matrix to fill in.
- The matrix is the main output of the **design** process.
- The matrix **summarizes** the project:
  - Objectives and internal logic
  - Measurement indication
  - Assumptions /risks / external factors
- Donors use it because the matrix is clean and simple to assess. With the work plan and the budget is the triangle of projects for donors
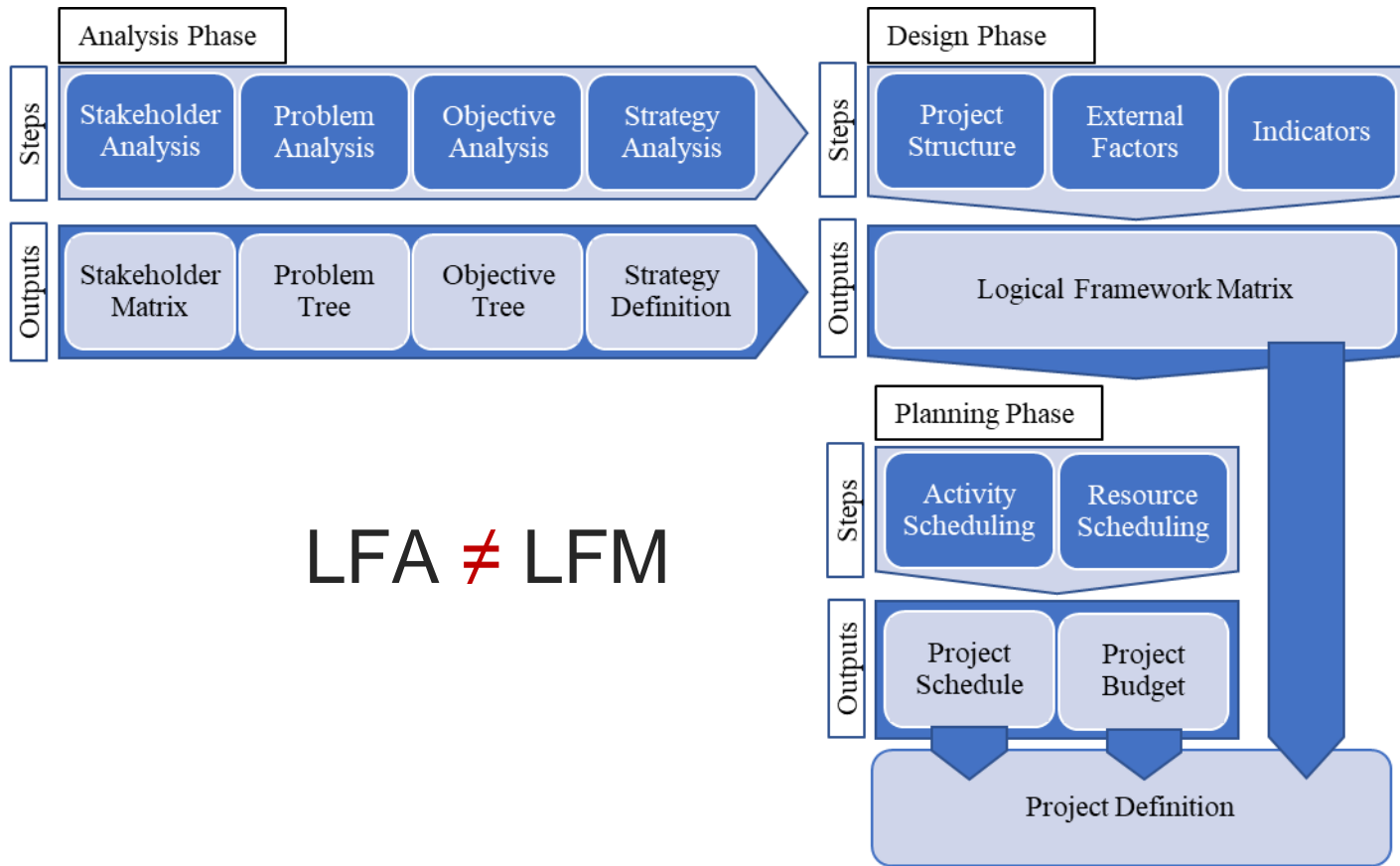
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The Logical Framework Approach

The LFA

LFA ≠ LFM

The Logical Framework Approach

- Stakeholder Analysis
  - We start by gaining a deep understanding of the people dimension. – Next session
- Problem Analysis
  - We work with the people the problem analysis focusing on cause-effect relations
- Objective Analysis
  - We work with the people the way to act on problems to make them objectives
- Strategy analysis
  - We decide what objectives are feasible and approachable

The LFA

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The Logical Framework Approach

- Stakeholder Analysis
  - We start by gaining a deep understanding of the people dimension. – Next session

- It is all about PEOPLE
- Steps:
- Identify/list all of them
  - Classify them to facilitate the analysis
  - Internal/external
  - Active/Passive
- Analyse them – MAPPING exercise
- Plan to engage with them
- Monitor them

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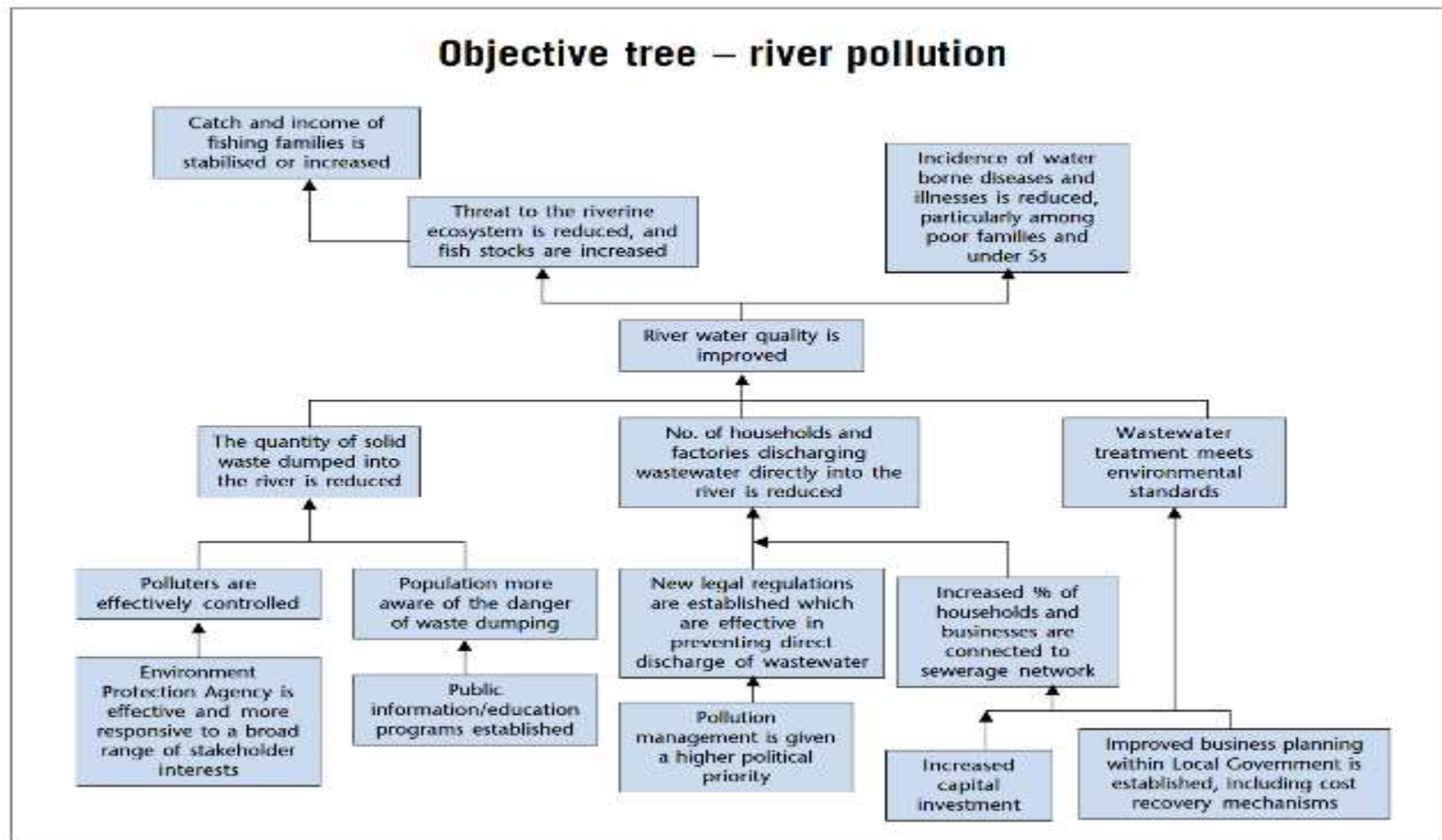alanspaceΠολιτών

Problem trees

- The structure of a problem tree is:
    - At the roots are the causes of the problem
    - The trunk represents the main problem
    - In the leaves and branches are the effects or consequences.
- It is a way to <mark>represent</mark> the main problem and plan accordingly
    - It breaks down the problem to allow for better understanding and facilitating the identification of solutions
    - Look at the problem from the many different angles:
        - Political,
        - Economic
        - Social
        - Technological
        - Environmental
        - Legal

The LFA

Problem analysis – river pollution
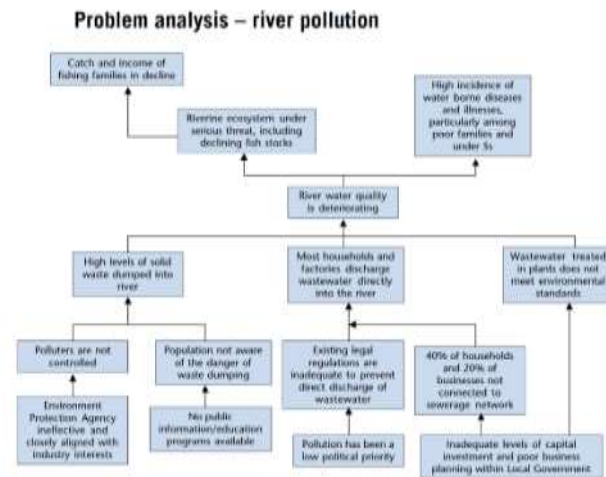
Objective trees

- Reformulate all negative situations into positive situations
- Ensure validity: cause-effect relationships are turned into means-ends linkages

The LFA

Objective tree – river pollution

Catch and income of fishing families is stabilised or increased

Incidence of water borne diseases and illnesses is reduced, particularly among poor families and under 5s

Threat to the riverine ecosystem is reduced, and fish stocks are increased

River water quality is improved

The quantity of solid waste dumped into the river is reduced

No. of households and factories discharging wastewater directly into the river is reduced

Wastewater treatment meets environmental standards

Polluters are effectively controlled

Population more aware of the danger of waste dumping

New legal regulations are established which are effective in preventing direct discharge of wastewater

Increased % of households and businesses are connected to sewerage network

Environment Protection Agency is effective and more responsive to a broad range of stakeholder interests

Public information/education programs established

Pollution management is given a higher political priority

Increased capital investment

Improved business planning within Local Government is established, including cost recovery mechanisms

Assumptions and Indicators

- **Assumptions:**
  - External factors that have the potential to influence (or even determine) the success of a project
  - They lie outside the direct control of project managers

- **Indicators**
  - **Standards** by which the project is judged.
  - Measurements established **beforehand** to determine if the project has satisfied objectives and/or met its requirements
  - Indicators should be **SMART**:
  - They will serve to measure the **progress** and **success** of the project.
  - Appreciate the **effort** required to collect and manage them.

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The Logical Framework Matrix

	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value (reference year) (*to be included in interim and final reports)	Source and mean of verification	Assumptions
Impact (Overall objective)	The broader, long-term change to which the action contributes at country, regional or sector level, in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders.	Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result. To be presented, when relevant, disaggregated by sex, age, urban/rural, disability, etc.	The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made. (Ideally, to be drawn from the partner's strategy)	The intended final value of the indicator(s). (Ideally, to be drawn from the partner's strategy)	The latest available value of the indicator(s) at the time of reporting (* to be updated in interim and final reports)	Ideally to be drawn from the partner's strategy.	Not applicable
Outcome(s) (Specific objective(s))	The main medium-term effect of the intervention focusing on behavioural and institutional changes resulting from the intervention. (It is good practice to have one specific objective only, however for large Actions, other short term outcomes can be included here)	(see definition above)	The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made.	The intended final value of the indicator(s).	(same as above)	Sources of information and methods used to collect and report (including who and when/how frequently).	Factors outside project management's control that may influence on the impact outcome(s).
Other Outcomes (*where relevant)	Where relevant other short-term effect(s) of the intervention focusing on behavioural and institutional changes resulting from the intervention (e.g. intermediate outcomes can be accommodated here)	(same as above)	(same as above)	(same as above)	(same as above)	(same as above)	Factors outside project management's control that may impact on the SO/other outcomes linkage.
Outputs	The direct/tangible products (infrastructure, goods and services) delivered/generated by the intervention. (*Outputs should in principle be linked to corresponding outcomes through clear numbering)	(same as above)	(same as above)	(same as above)	(same as above)	(same as above)	Factors outside project management's control that may influence on the other outcome(s)/output linkage.

Activity Matrix

What are the key activities to be carried out to produce the intended outputs? (*activities should in principle be linked to corresponding output(s) through clear numbering)	**Means** What are the political, technical, financial, human and material resources required to implement these activities, e.g. staff, equipment, supplies, operational facilities, etc.	**Assumptions** Factors outside project management's control that may impact on the activities-outputs linkage.
	Costs What are the action costs? How are they classified? (Breakdown in the Budget for the Action)	

Let´s watch a video together:

- https://youtu.be/SrlYkx41wEE

- **Let´s discuss about it**

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Problem analysis

- The 5 why meeting
- It is a team effort
  - More minds = better analysis
- Define the initial problem
- Ask Why? Consecutively - get to the bottom cause
- Make sure there is a cause-effect link
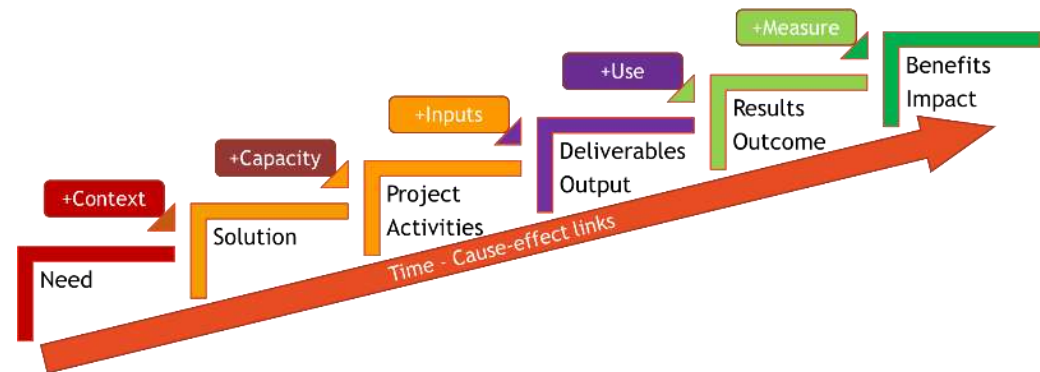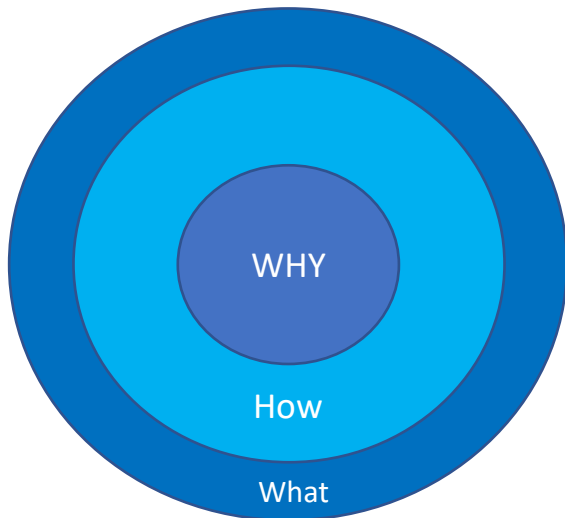 - IF…This happens… THEN… That happens

Using the 5 why technique

- Advantages
  - Simple first approach to cause-effect links – Basic for LFA
  - Helps focus on causes, and not on effects/symptoms
  - Avoids immediate/easy solutions
- Disadvantages
  - Different people may have different interpretation on the cause-effect link - Discuss
  - Requires in depth knowledge and analysis
  - Complex ramifications – Theory of Change

Using the 5 why technique

- Let´s work in groups again:

- Why do people get married?

- Discuss for 5 minutes

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Using the 5 why technique

- Let´s work in groups again:

- How do people get married?
- What is it necessary to do to get married?

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- How is the LFA linked to EU-funded projects?

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The LFA and EU-funded CfP

The LFA and EU-funded CfP

The LFA and the EU

Resources	Deliverables	Results	Benefits

Efficiency

Effectiveness

Impact

Relevance

Sustainability

WHY

How

What

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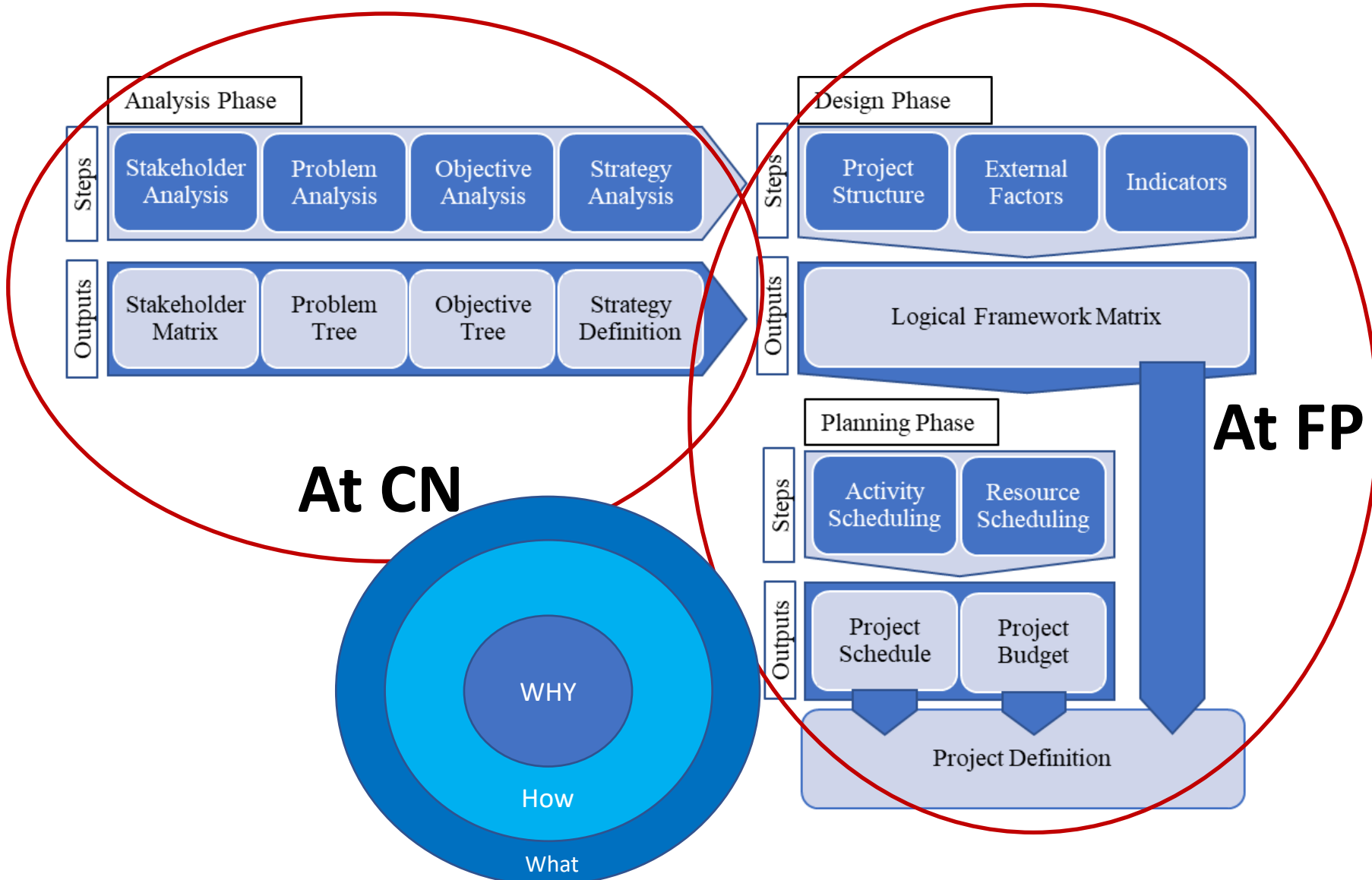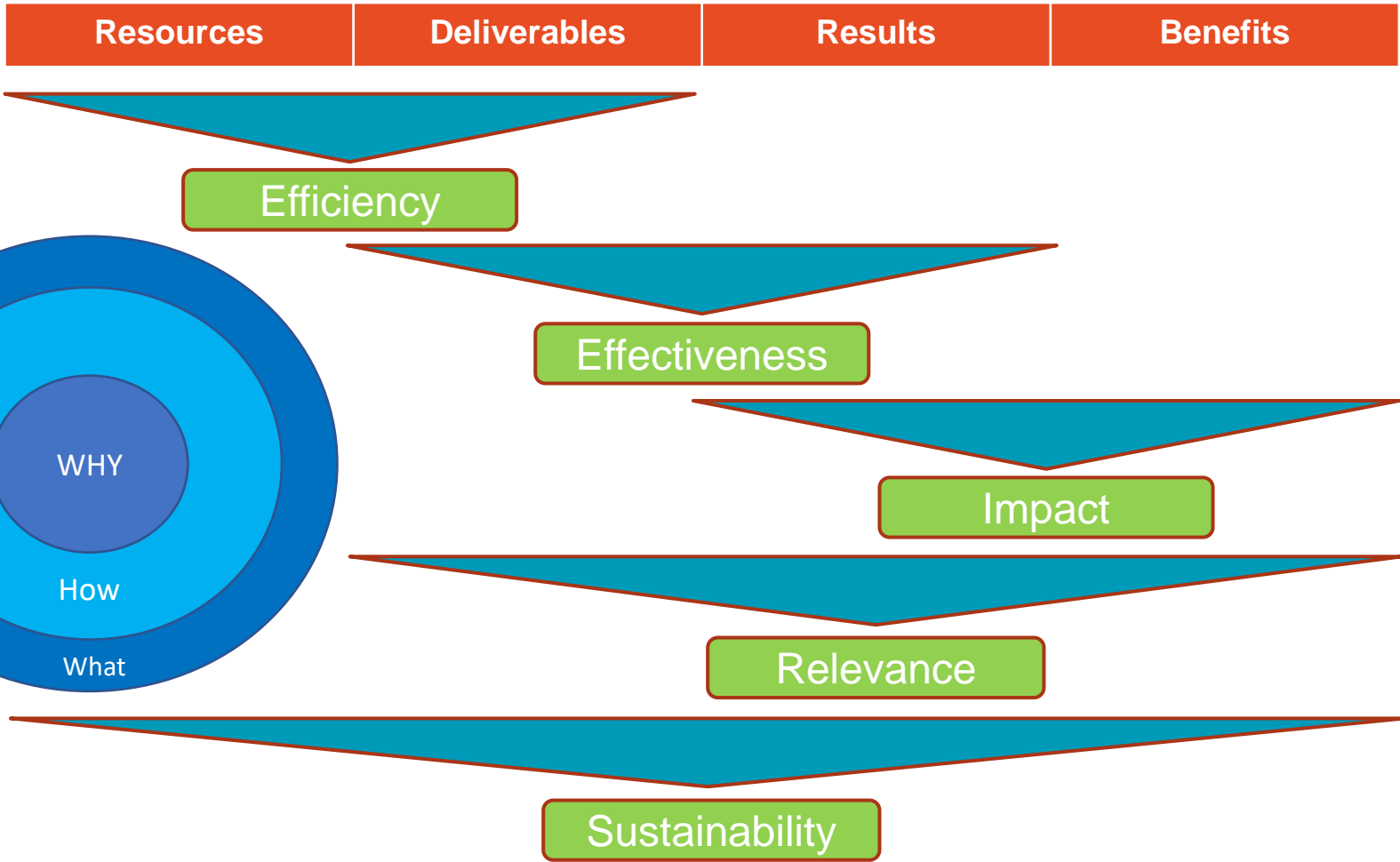
PM² Artefacts - How

The LFA and the EU
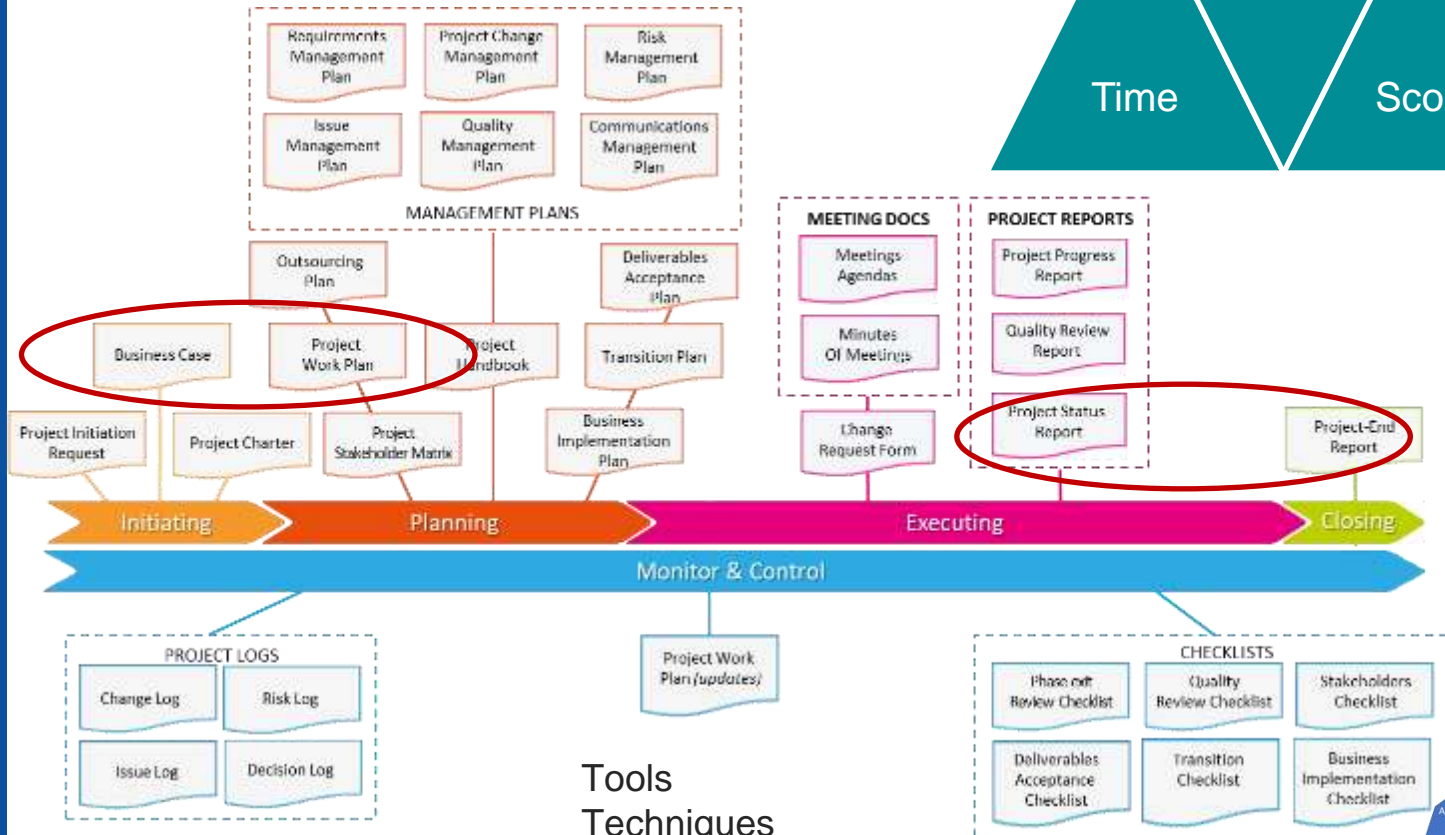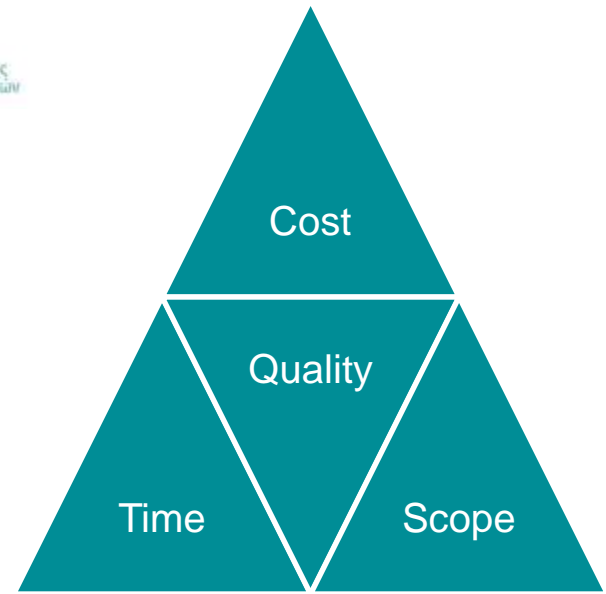
Tools
Techniques
Best practices
Guidelines

Questions?

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Coffee break

15 min.

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Stakeholder Analysis

Stakeholder definition

- **Definition** of Stakeholder:

  - "Any individual, group or organization that can affect, be affected by, or even perceive itself to be affected by the project, either positively or negatively".

- In EU-funded projects:

  - **Target groups** are groups/entities who will **directly benefit** from the action at the action purpose level.

    - At output/deliverables level - Results

  - **Final beneficiaries** are those who will benefit from the action in the **long term** at the level of the society or sector at large.

    - At impact level

- All stakeholders need to be **mapped**

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Stakeholder definition

- Importance: It is all about **PEOPLE**
- Steps:
  - Identify all of them – make a <mark>list</mark>
    - Include all you may think of
    - Internal / external
    - Direct / indirect
  - Analyse them – <mark>MAPPING exercise</mark>
    - Needs, capacities
    - Influence, interest
  - Plan to engage with them - Communication
  - Monitor them

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Stakeholder definition

Stakeholder analysis

- You may want to base your Stakeholder Analysis on the [Rights Based Approach]():
  - Right Holders
  - Duty Bearers

- Gap Analysis (Categories)
  - Availability
  - Accesibility
  - Affordability and Acceptability
  - Quality
  - Sustainability

- Gap Analysis (Principles)
  - Legality, universality and indivisibility
  - Participation
  - Non-discrimination
  - Accountability and Rule of Law
  - Transparency

Figure 1 HRBA Two fold Objective

DUTY-BEARERS

FULFIL THEIR OBLIGATIONS

ACCOUNTABILITY

RIGHTS-HOLDERS

DEMAND THEIR RIGHTS

PARTICIPATION

INTRODUCTION TO THE HUMAN RIGHTS BASED APPROACH, UNICEF Finland

- Figure taken from: [http://hrbaportal.org/wp-content/files/HRBA_manuaali_FINAL_pdf_small2.pdf]()

Stakeholder matrix - tools

Stakeholder analysis

Stakeholder	Characteristics	Capacities	Interest	Influence	Engagement
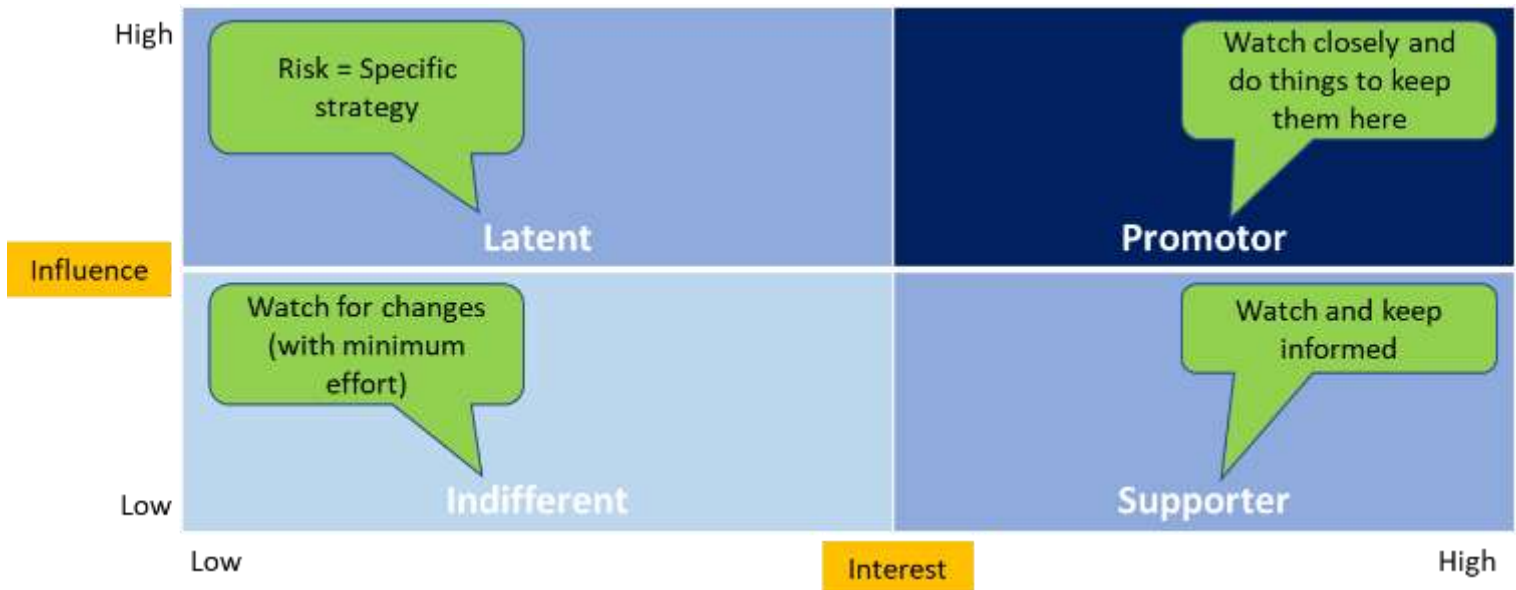
Stakeholder Engagement

- Very difficult to do
- Main objectives:
  - Involve/engage with every stakeholder at the expected level of participation
  - Keep informed all relevant stakeholders
  - Keep stakeholders happy ➜ Project success
- Main options:
  - Listen, listen, listen
  - Analyse
  - Inform
  - Negotiate

It is important to choose the right medium to address each stakeholder

- Monitor – keep in touch and be alert to changes

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Stakeholder Exercise

- Let´s map the Stakeholders in a
  - **BI-COMMUNAL WEDDING**
- Steps:
  - Identify all of them – make a <mark>list</mark>
    - Include all you may think of
  - Analyse them – <mark>MAPPING exercise</mark>
    - Needs, capacities
    - Influence, interest
  - Plan to engage with them – Communication

  - 20 minutes – then share

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Stakeholder analysis:

- Necessary previous knowledge
- Investment
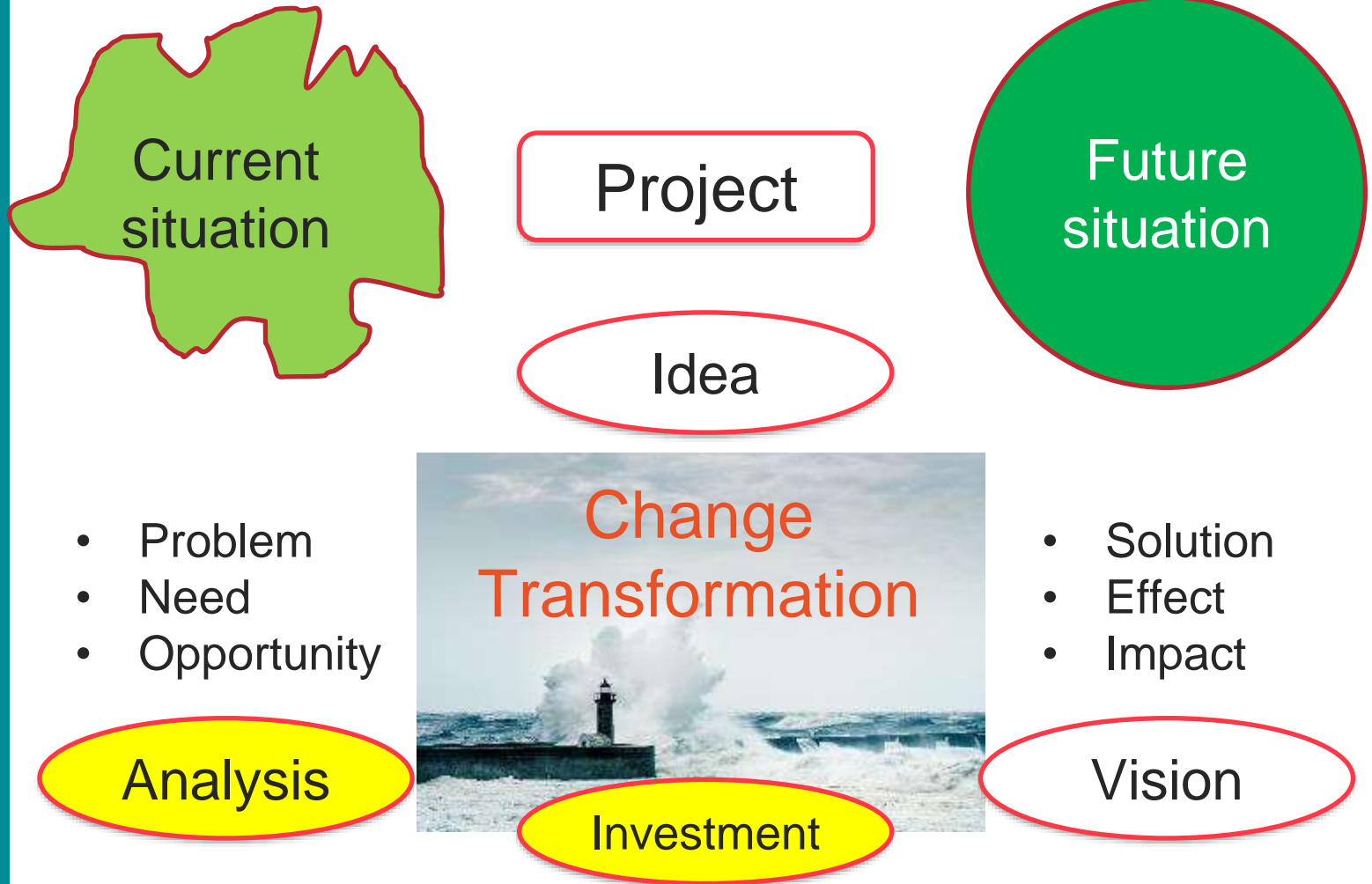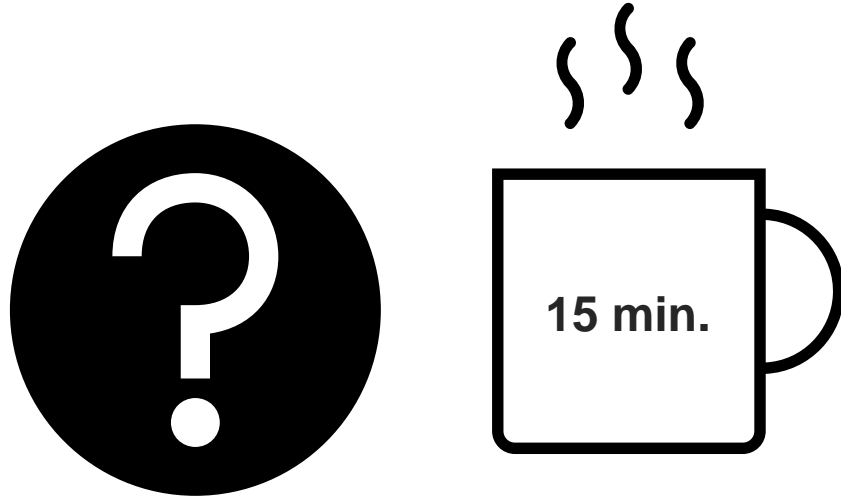
Stakeholder analysis

Current situation

Project

Idea

Future situation

- Problem
- Need
- Opportunity

Change Transformation

- Solution
- Effect
- Impact

Analysis

Investment

Vision

Questions? – Coffee break

15 min.

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Risk Analysis

Risk analysis
+/- Part of the LFA

Risk definition

Risk analysis

- **Definition** of Risk:

  - A risk is an **uncertain** event or set of events that, should it occur, will have an **effect** (positive or negative) on the achievement of project objectives.

  - A risk is generally measured by a combination of the likelihood (probability of the risk happening) and the size of the impact on the project.

  - Risk = Likelihood * Impact

  - Risks are not negative or positive, the consequences are.

Risk management

- **Formulating risks**:
  - Incorporate cause, risk and effect or consequence
  - "As a result of **X** circumstance, uncertain event **Y** may happen and generate effect **Z** on the project".
- Describe how risks will be:
  - Identified and assessed,
  - What are the assessment scales and tolerances,
  - Relevant roles and responsibilities,
  - Frequency of review, etc.
  - **Response strategies**
- Risk management provides **visibility** of risks and **accountability** for their management.

High probability Low impact

RISK

Low probability Low impact

RISK

Low probability High impact

RISK

High probability High impact

RISK

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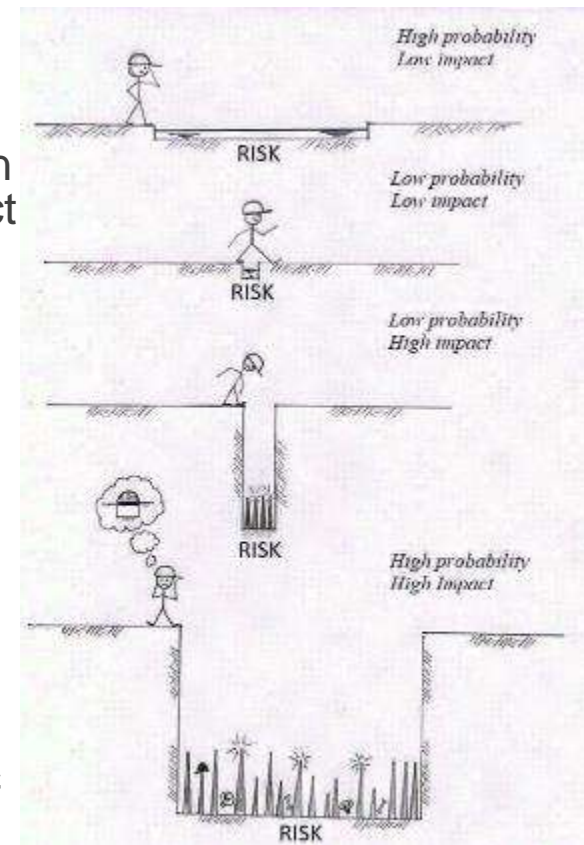
Risk Exercise - 15 min.

Risk analysis

- Let´s do a Risk exercise for our bi-communal wedding.

- Brainstorm and list all possible risks:
  - Political
  - Environmental
  - Social
  - Technological
  - Economic
  - Legal

  PESTEL
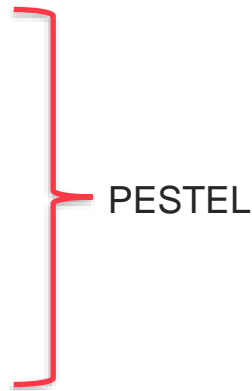
- Consider all stakeholders involved

Assign:
- Likelihood
- Impact
- Risk = Likelihood * Impact

Plan what to do with each identified risk

Risk Exercise (discussion - 15 min.)

Risk analysis

- <mark>Discussion</mark>

- Let´s do a Risk exercise for our bi-communal wedding.

- Brainstorm and list all possible risks:
  - Political
  - Environmental
  - Social
  - Technological
  - Economic
  - Legal

  } PESTEL

- Consider all stakeholders involved

Assign:
- Likelihood
- Impact
- Risk = Likelihood * Impact

Plan what to do with each identified risk

Questions?

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Where do we start projects?
How do we do it?

Working with projects

Current situation

Project

Future situation

Idea

- Problem
- Need
- Opportunity

Change Transformation WHY

- Solution
- Effect
- Impact

Analysis

Vision

Projects are complex – multidimensional endeavours

Working with projects

Triangle: Cost, Quality, Time, Scope

Octagon: Cost, Time, Activity, Quality, People, Objectives/Change / Impact, Deliverables, Requirements, Context, Risk, Change
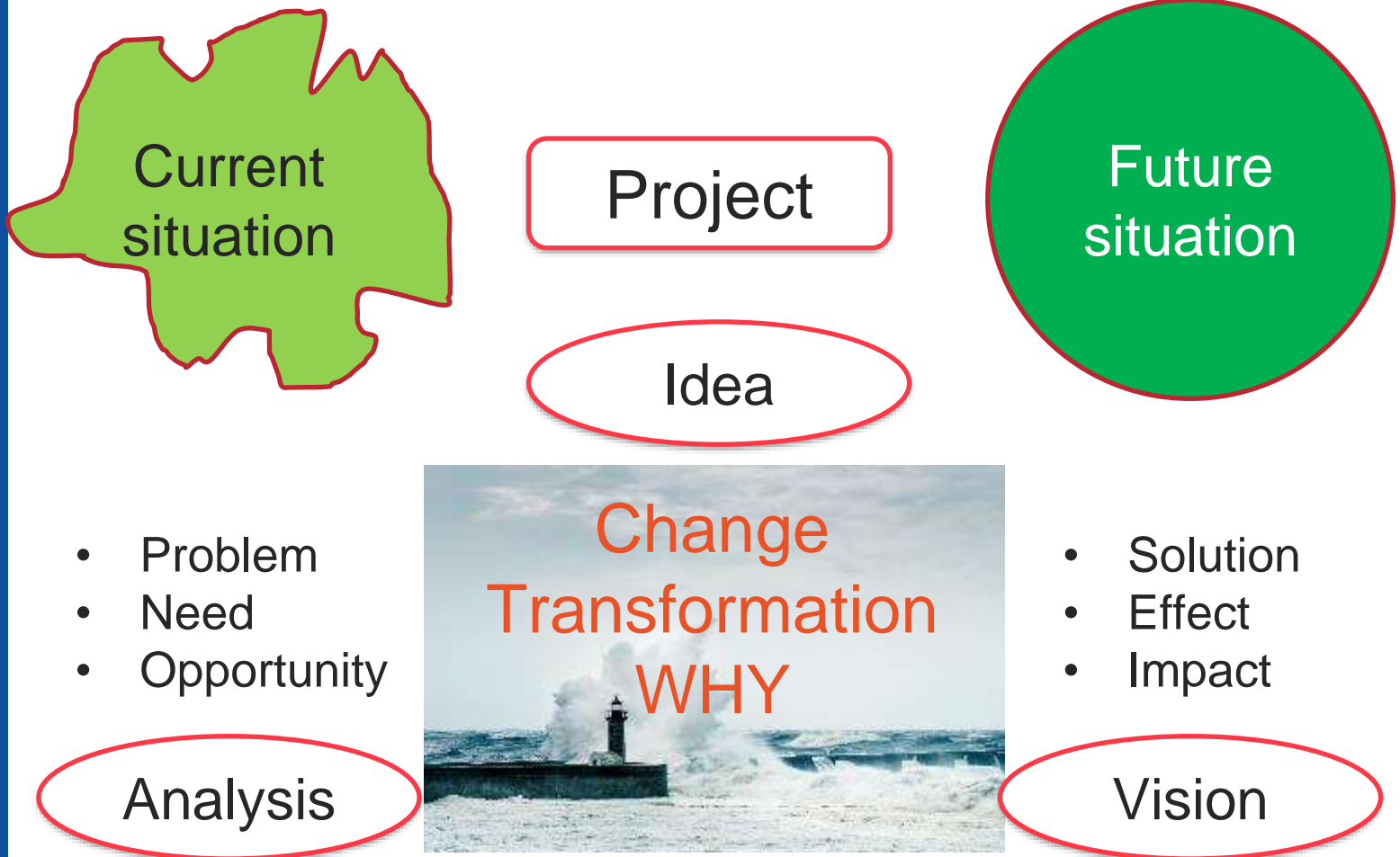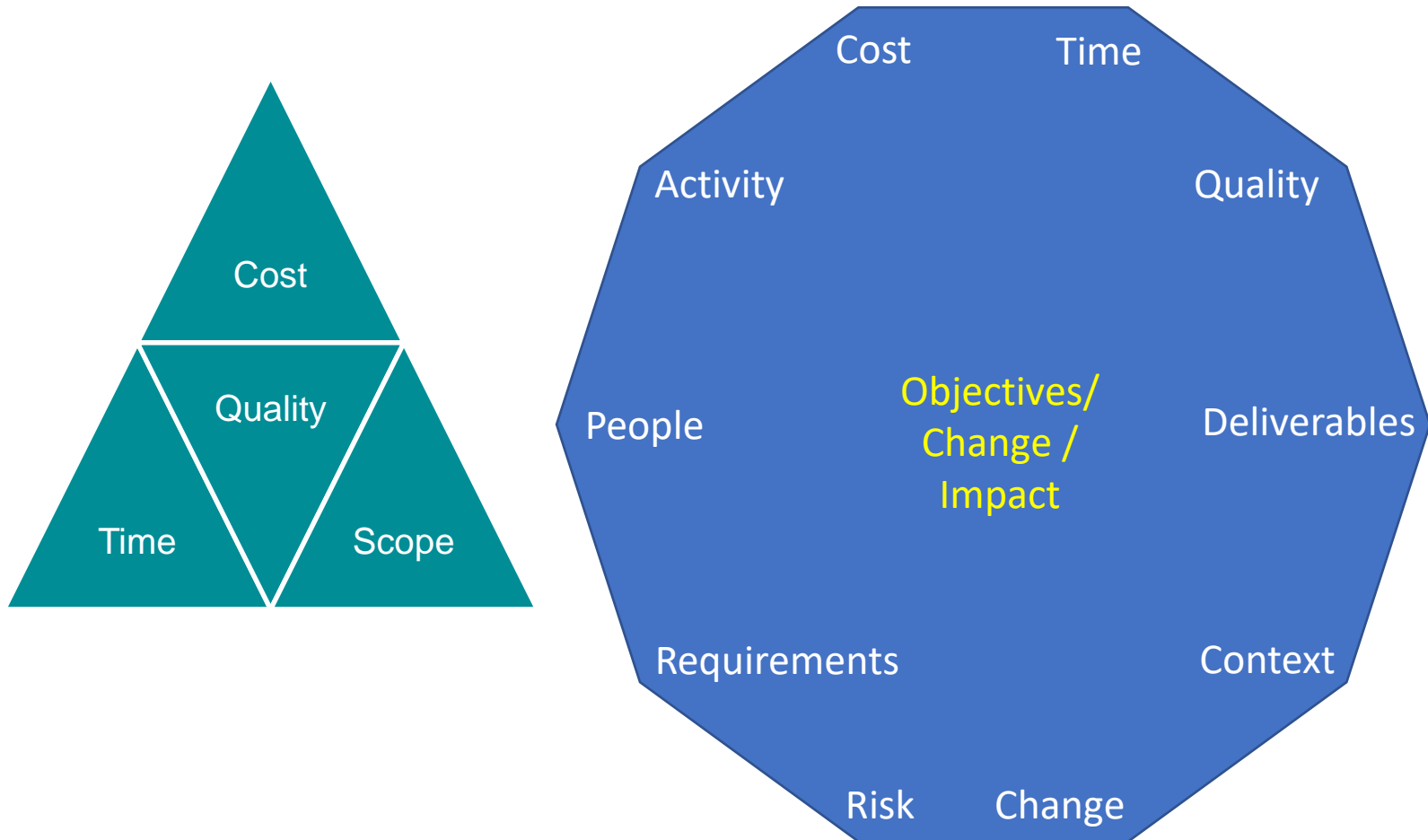
PM² Pillars

The Logical Framework Approach

The LFA

LFA ≠ LFM

The LFA and EU-funded CfP

Resources	Deliverables	Results	Benefits

Efficiency

Effectiveness

Impact

Relevance

Sustainability

The LFA

WHY

How

What

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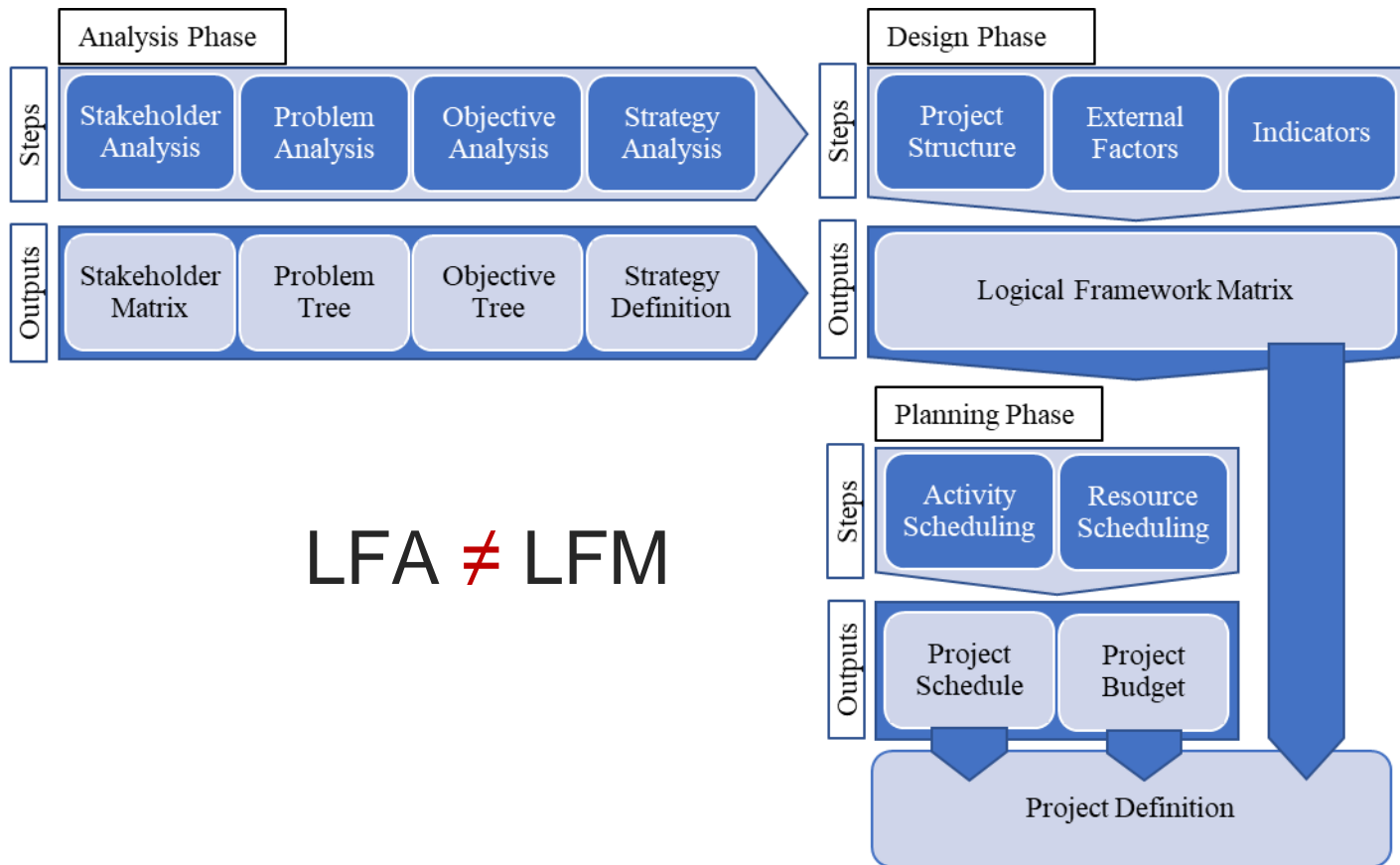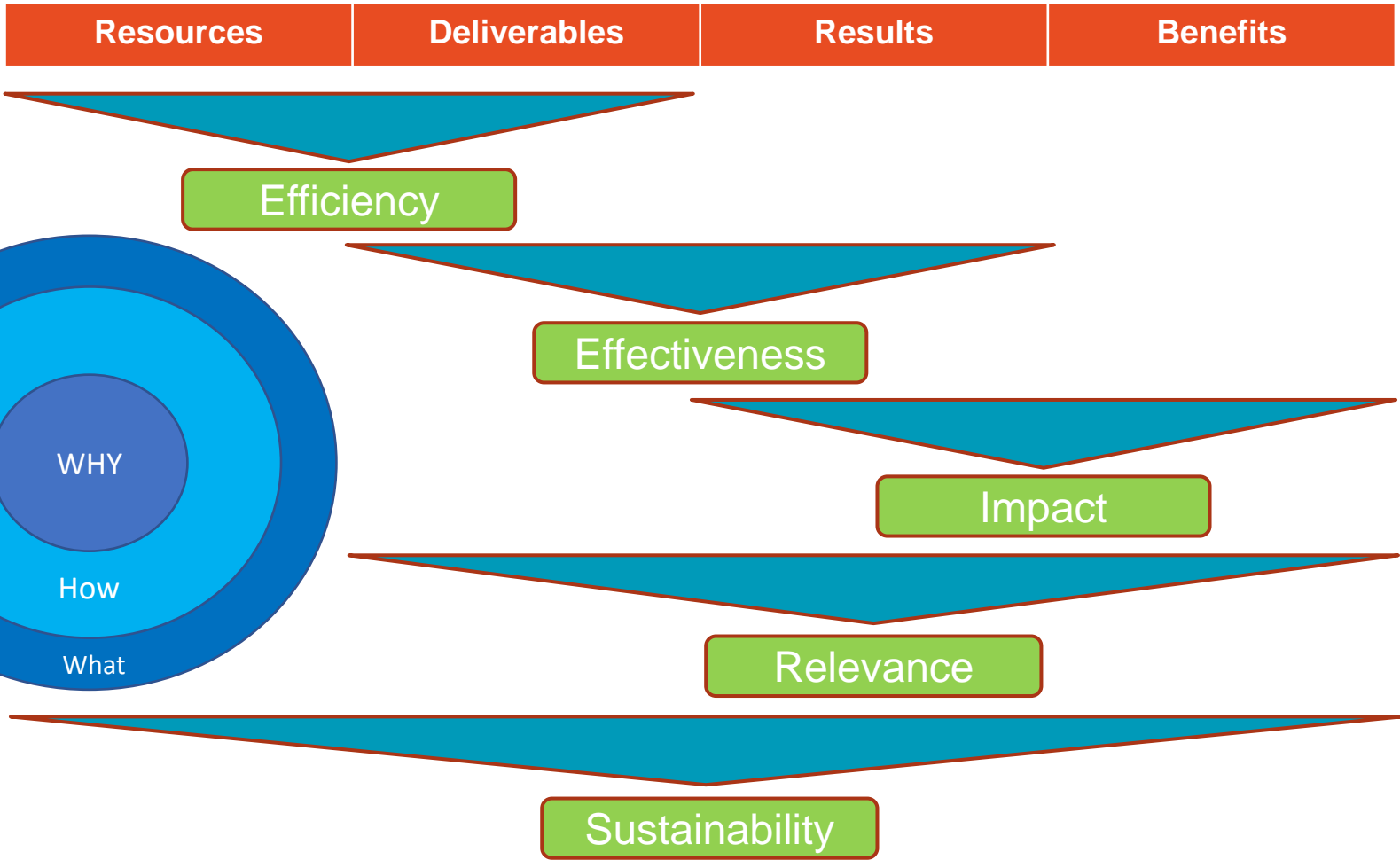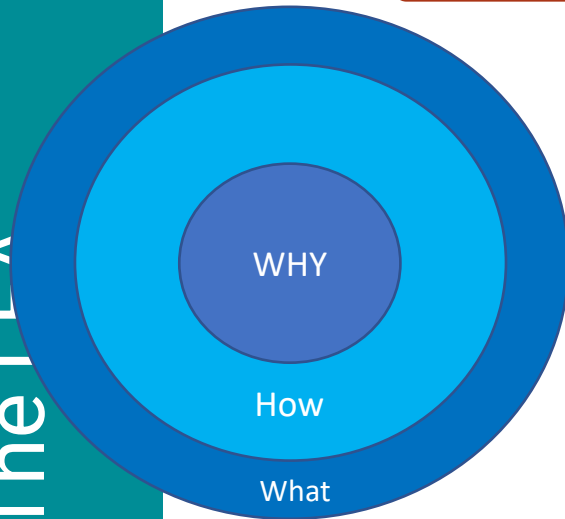
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Stakeholder	Characteristics	Capacities	Interest	Influence	Engagement
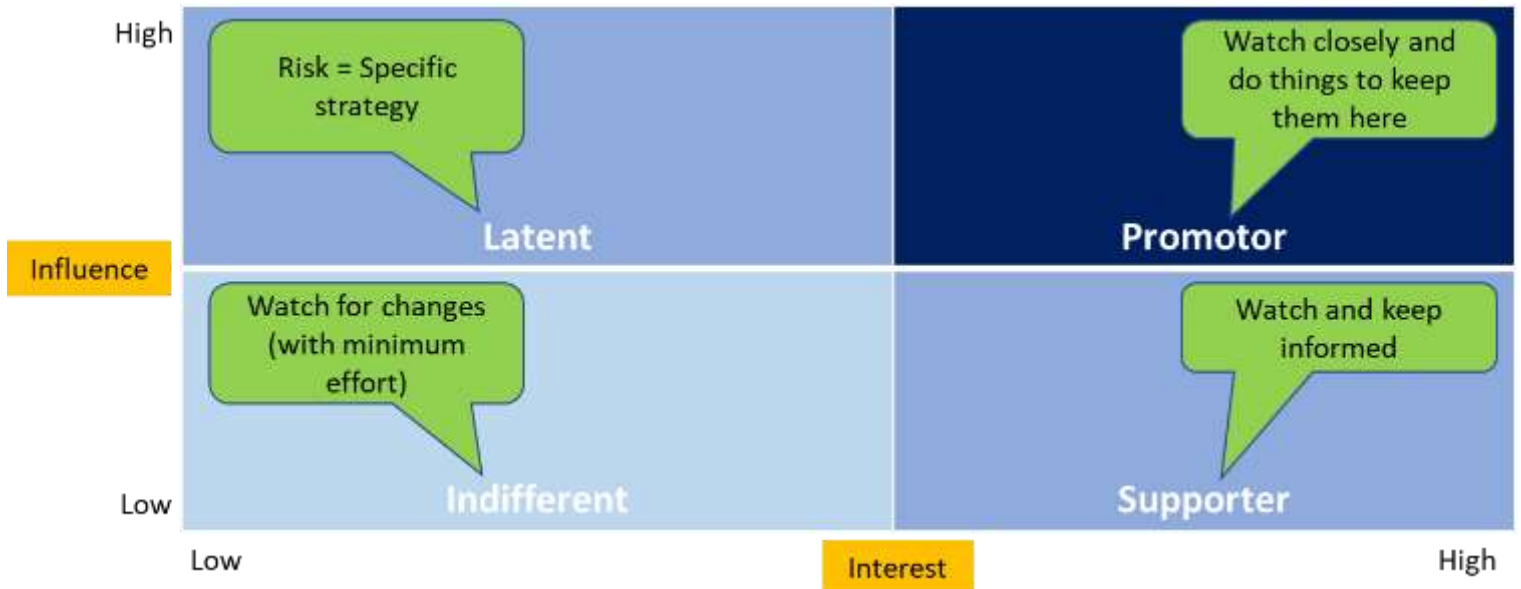
Steps and tools

- Brainstorm and list all possible risks:
  - Political
  - Environmental
  - Social
  - Technological
  - Economic
  - Legal

  PESTEL

- Consider all stakeholders involved

- Assign a degree of uncertainty from 1 to 5

- Assign a degree of impact over the project from 1 to 5

- Place them in the map

- Decide your risk-apetite threshold

- Think and decide a response strategy

- Assign ownership to the risk

Unacceptable

Reduce
Avoid
Transfer

Accept

Questions?

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Thank You! Teşekkürler! Ευχαριστώ!

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