

BUILDING A PROJECT PROPOSAL

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What is a project?

... is a series of activities aimed at bringing about clearly specified objectives within a defined time-period and with a defined budget.

A project should also have:

- Clearly identified stakeholders, including the primary target group and the final beneficiaries
- Clearly defined coordination, management and financing arrangements
- A monitoring and evaluation system (to support performance management) and
- An appropriate level of financial and economic analysis, which indicates that the project's benefits will exceed its costs

Development projects are a way of clearly defining and managing investments and change processes.

Projects:

- deal with complex and innovative tasks requiring cooperation between a number of specialists/disciplines – team approaches
- As solution-finder usually component of larger or comprehensive or area programme responsible for providing required supplies and services to sustain the solution found.

'If you fail to plan, you plan to fail'

- Why is planning important?

It helps to:

- _ think ahead and prepare for the future
- _ ensure the right direction
- _ identify issues that will need to be addressed
- _ consider whether a project is possible
- _ make the best use of resources
- _ motivate staff
- _ ensure smooth running of projects

and still...

- _ clarify goals and develop vision
- _ establish the reason for doing something
- _ choose between options
- _ obtain funds and other resources
- _ allocate resources and responsibilities
- _ guide implementation of projects
- _ achieve the best results.

Examples:

- Someone from another country imports forks because he sees people eating with their fingers. However, in that country people usually eat with their fingers.
- A fisheries project digs ponds, but they do not hold enough water because the soil does not contain enough clay.
- A handicraft project helps people to make shoulder bags where there are already large stocks of unsold bags

Project Identification:

Needs Assessment:

- The project should come out of what people say they feel as a problem of the territory
- The problems must be analysed: Causes and consequences.
- On the respective basis shall be build the objectives of the project

Capacity Assessment:

Six steps of assets:

- Human
- Social
- Natural
- Physical
- Economic
- Spiritual

Stakeholders

Can be individuals, groups, a community or an institution and are:

- people affected by the impact of an activity
- people who can influence the impact of an activity

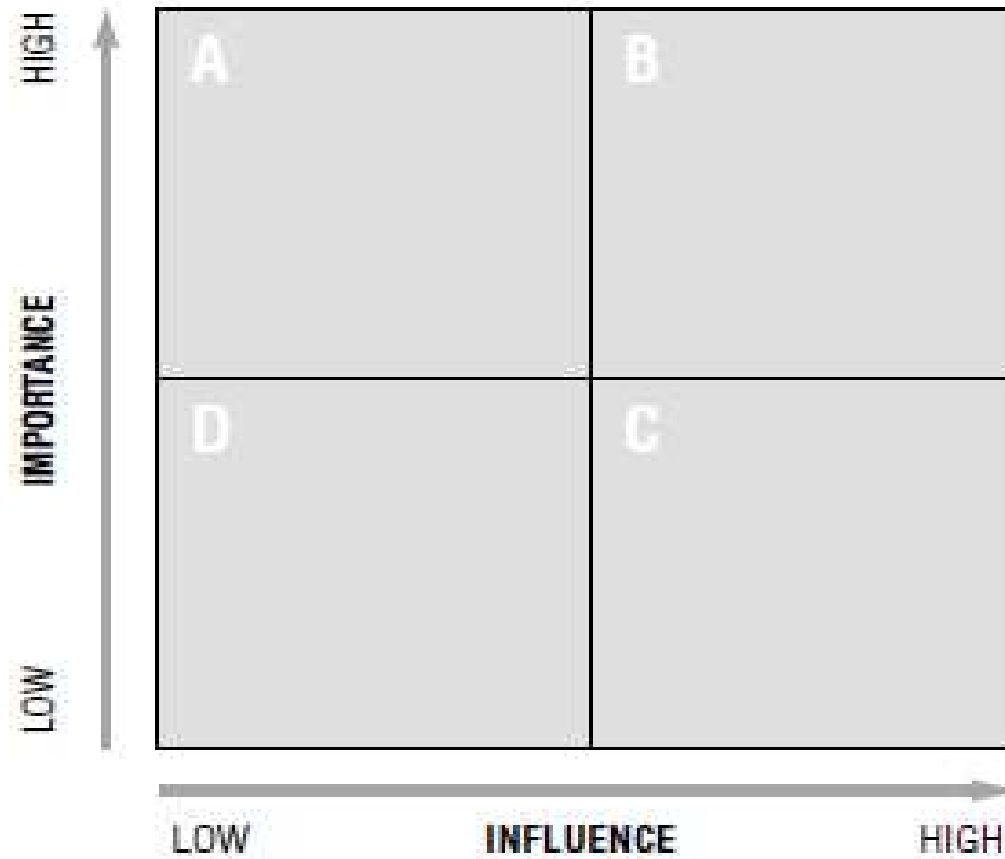
It include:

- **USER GROUPS** – people who use the resources or services in an area
- **INTEREST GROUPS** – people who have an interest in, an opinion about, or who can affect the use of, a resource or service
- **BENEFICIARIES** of the project
- **DECISION-MAKERS**
- **THOSE OFTEN EXCLUDED** from the decision-making process.

Stakeholders analysis

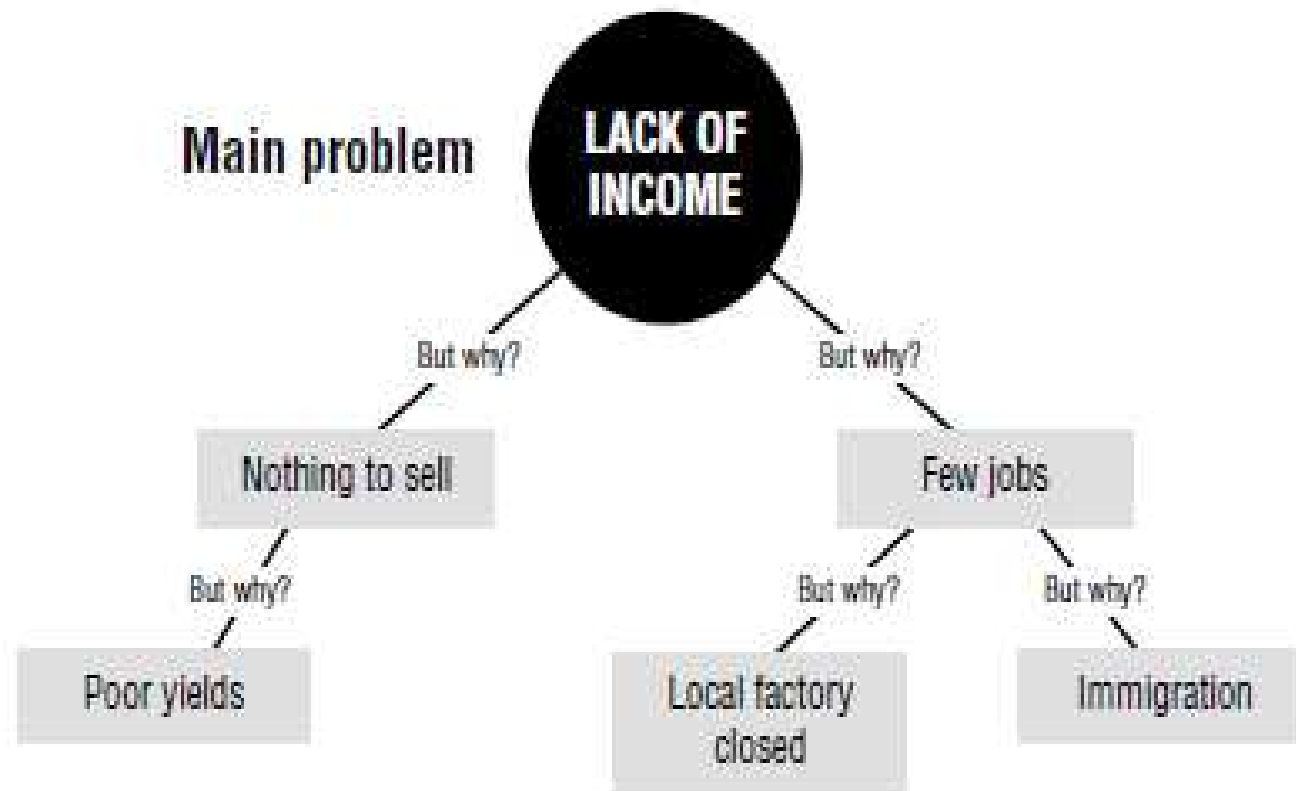
STAKEHOLDERS	INTERESTS	LIKELY IMPACT OF THE PROJECT	PRIORITY
Primary			
Local community	Better health	+	1
Women	Better health	+	1
	Walk less far to collect water	+	
	Opportunity to socialise	-	
	Safety while collecting water	+	
Children	Better health	+	1
	Walk less far to collect water	+	
	Time to play	+	
Secondary			
Water sellers	Income	-	2
Community health workers	Reduced workload	+	2
	Income	-	
Local church	Involvement of church workers in project	+	3
Health NGOs	Better health	+	3
Ministry of Health	Achievement of targets	+	4
Donors	Effective spending of funds	+	4
	Achievement of health objectives	+	

Stakeholders Analysis



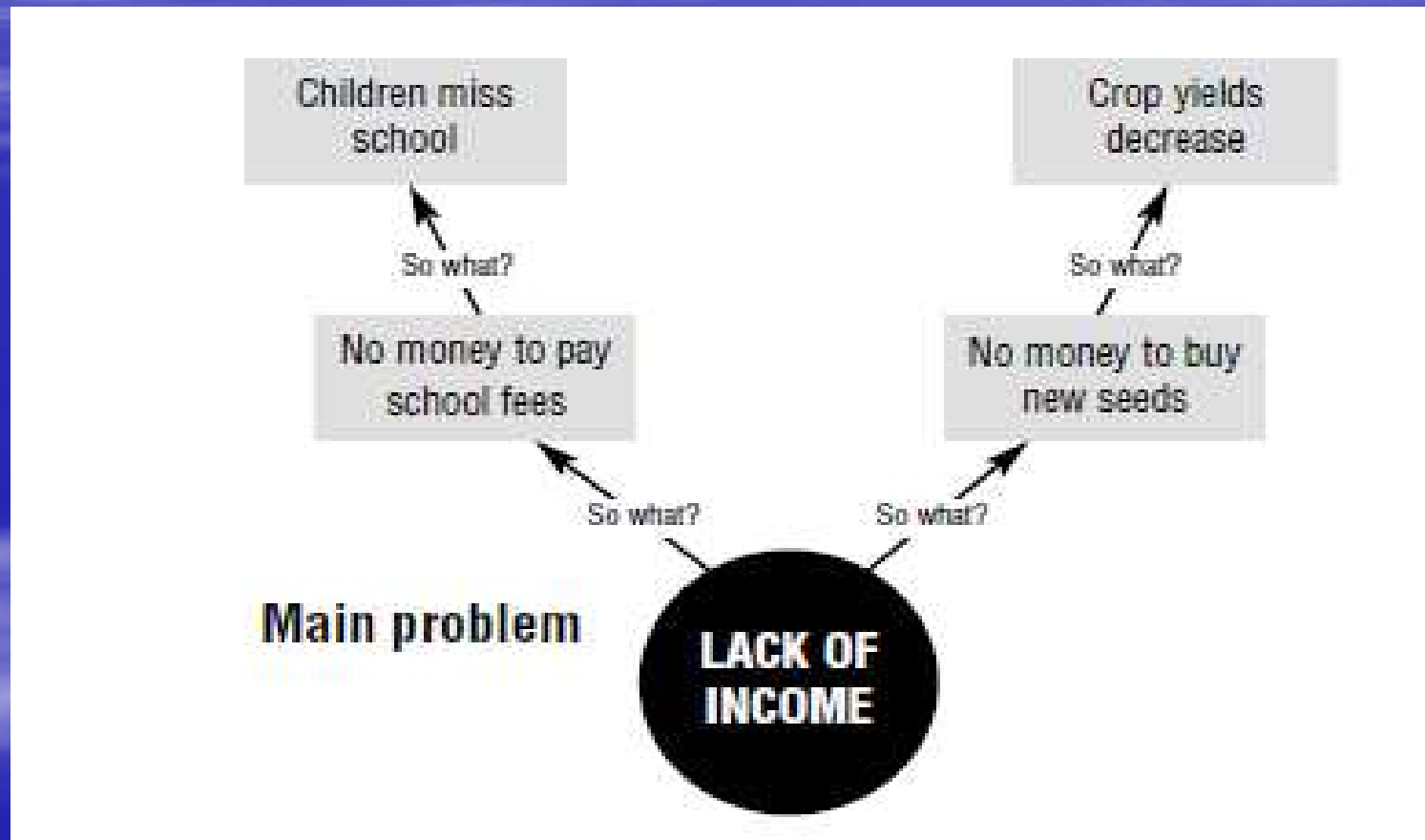
Problem Tree

Ex: Causes

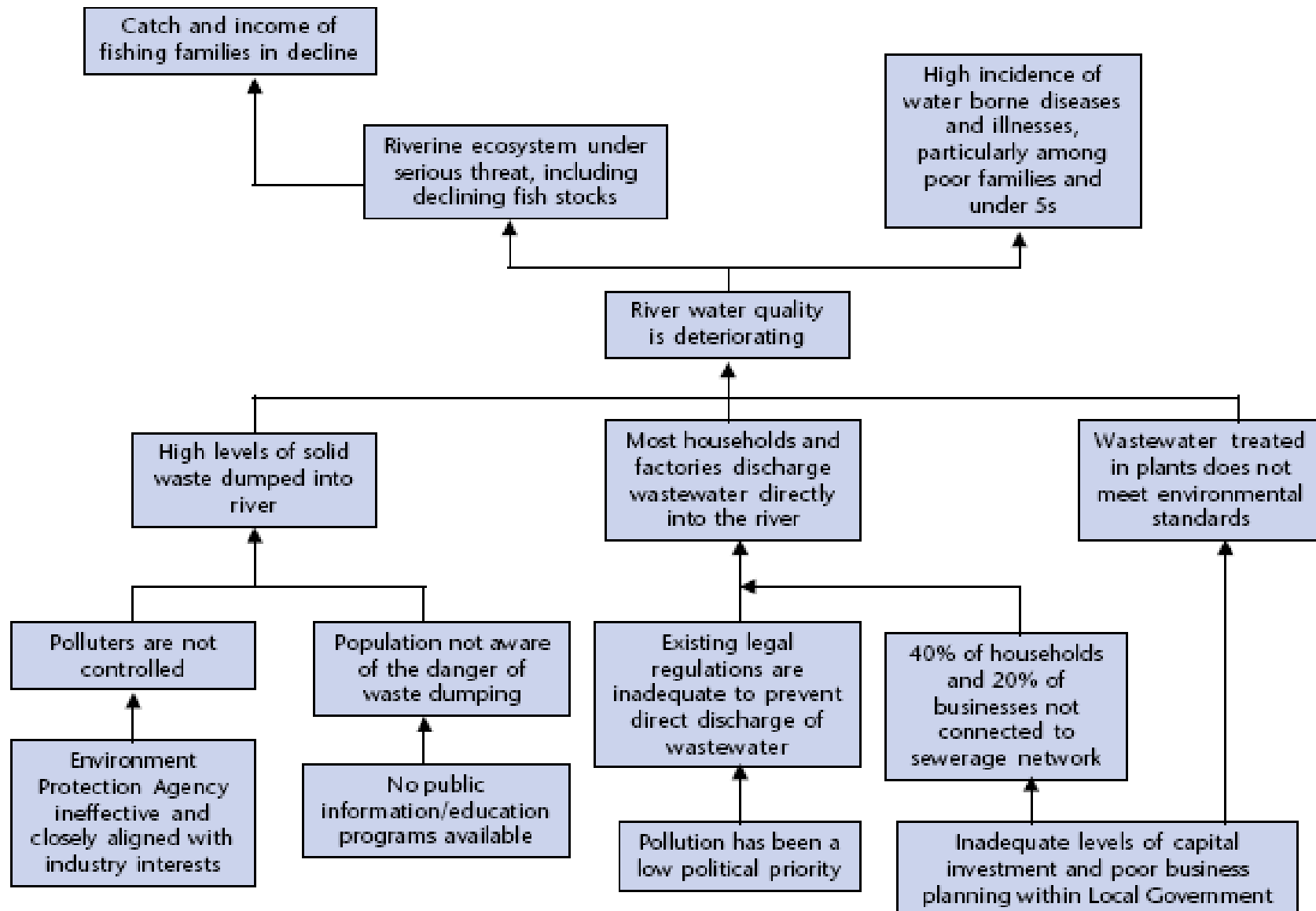


Problem Tree

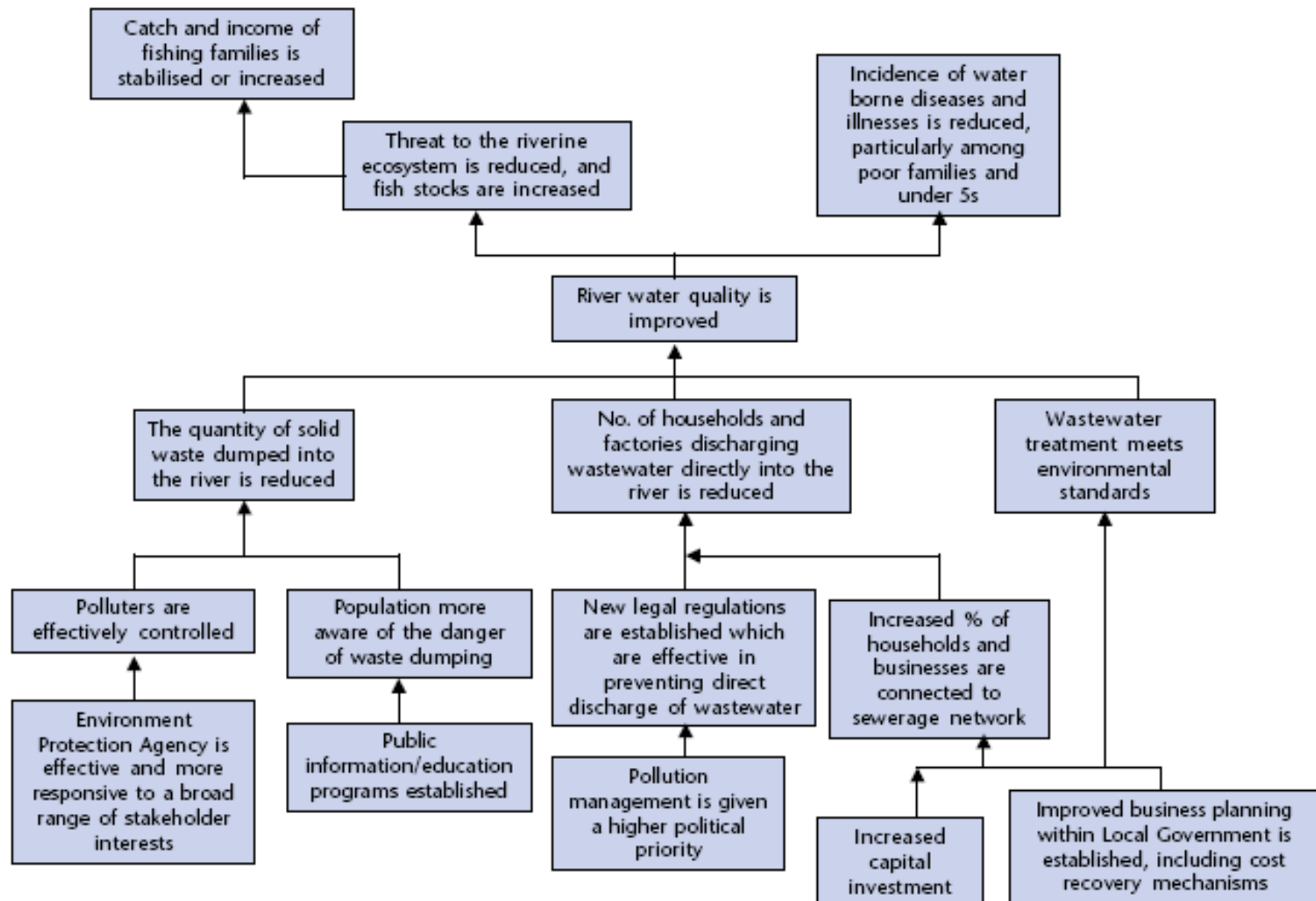
Ex: Effects



Problem analysis – river pollution



Objective tree – river pollution



Logical Framework Matrix

Tool

- that reflects the causal relationships between the different levels of objectives,
- how they were achieved
- and establish assumptions and risks from outside that can influence results
- for managing each project cycle phase and a **master tool** for creation of other tools such as implementation schedule and monitoring plan

Logical Framework Matrix

	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Overall Objectives				
Operation Purpose				
Results				
Activities		Means	Costs	
				Pre-conditions

Levels of Objectives

High level objectives to which the project contributes

The project's central objective in terms of the sustainable benefits for the target groups as part of the beneficiaries

The results of undertaken activities

Tasks executed as part of the project to produce the project's results

Intervention
Logic

Overall
Objectives

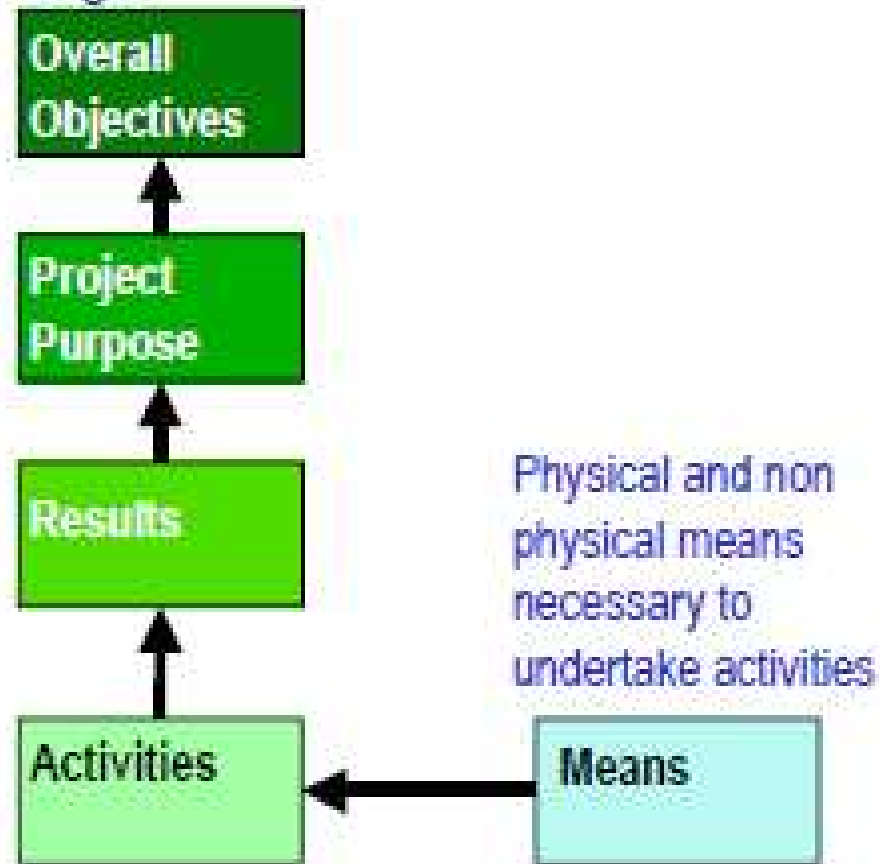
Project
Purpose

Results

Activities

Physical and non
physical means
necessary to
undertake activities

Means



Vertical Logic of the framework:

Project Structure	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Goal <i>then</i>			
Purpose <i>if</i> <i>then</i>			<i>and</i>
Outputs <i>if</i> <i>then</i>			<i>and</i>
Activities <i>if</i>			<i>and</i>

The diagram illustrates the vertical logic of the framework through a table with four columns: Project Structure, Objectively Verifiable Indicators, Means of Verification, and Important Assumptions. The rows represent different levels of the framework: Goal, Purpose, Outputs, and Activities. Arrows indicate the relationships between these elements:

- Goal:** A diagonal arrow points from the 'Means of Verification' column to the 'Objectively Verifiable Indicators' column, and another diagonal arrow points from the 'Objectively Verifiable Indicators' column to the 'Means of Verification' column.
- Purpose:** A horizontal arrow points from the 'Objectively Verifiable Indicators' column to the 'Means of Verification' column. A diagonal arrow points from the 'Means of Verification' column to the 'Objectively Verifiable Indicators' column. A diagonal arrow points from the 'Means of Verification' column to the 'Important Assumptions' column.
- Outputs:** A horizontal arrow points from the 'Objectively Verifiable Indicators' column to the 'Means of Verification' column. A diagonal arrow points from the 'Means of Verification' column to the 'Objectively Verifiable Indicators' column. A diagonal arrow points from the 'Means of Verification' column to the 'Important Assumptions' column.
- Activities:** A horizontal arrow points from the 'Objectively Verifiable Indicators' column to the 'Means of Verification' column. A diagonal arrow points from the 'Means of Verification' column to the 'Objectively Verifiable Indicators' column. A diagonal arrow points from the 'Means of Verification' column to the 'Important Assumptions' column.

	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Overall Objectives	Living conditions of local people improved	<ul style="list-style-type: none"> -The income generated by the catch of y-fish is increased by 30 % by 2003 -Tourism revenues increased by 30% by 2004 	<ul style="list-style-type: none"> -Socio-economic Survey report of the Ministry of Economic affairs 	
Project/ Programme Purpose	River water quality improved	<ul style="list-style-type: none"> -Rate of diseases due to river fish consumption reduced by 80 % until 2003 -Catch of y-fish is increased by 20% until 2002, while maintaining stock level 	<ul style="list-style-type: none"> -Regional hospital and medical statistics -Reports of River authority and co-operatives 	<ul style="list-style-type: none"> -Market demand for y-fish remains at least stable -Tourists are informed about the improved situation
Results	1. Direct discharge of wastewater by households and factories decreased	<ul style="list-style-type: none"> -70 % of wastewater produced by factories and 80% of wastewater produced by households is treated in plants by 2002 	<ul style="list-style-type: none"> Survey report of Municipalities 	<ul style="list-style-type: none"> -Upstream water quality remains stable -Uncontrolled dumping of waste into river remains at least stable
Activities	<ol style="list-style-type: none"> 1.1 Analyse environmental investments of companies 1.2 Identify relevant clean technologies 1.3 Design incentives 1.4 Test and adapt incentives 1.5 Provide incentives 1.6 Launch improvement of legal regulations and monitor their effectiveness 1.7 Connect households and factories 1.8 Raise awareness of households and industry concerning impact of wastewater 1.9 Train municipalities in maintenance of wastewater system 	Means	Cost	<ul style="list-style-type: none"> Use of sewerage systems socially acceptable
			Pre-conditions	<ul style="list-style-type: none"> Construction permission obtained

Logical Framework Matrix

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

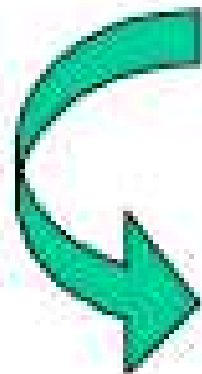
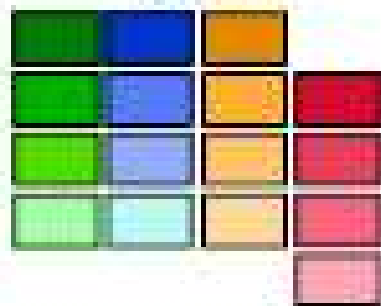
- ↓ Developing Logical Framework matrix - defining project structure, testing its internal logic & risks, formulating measurable indicators of success
- ↓ Activity scheduling - determining the sequence and dependency of activities; estimating their duration, and assigning responsibility
- ↓ Resource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

Implementation

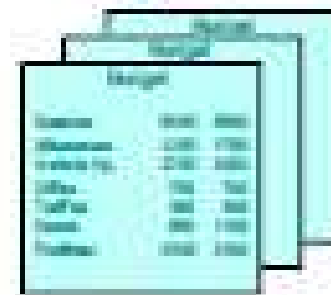
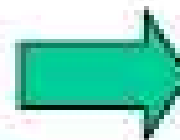
Activity & Resource Scheduling



Logframe



Results-based workplans & budgets



Preparation of activity schedule

Steps:

- 1 – List main activities
- 2 – Break activities down into manageable tasks
- 3 – Clarify sequences and dependencies
- 4 – Estimate start-up, duration and completion of activities

Common mistakes:

- **Omission essential activities and tasks**
- **Failure to allow sufficiently for interdependency of activities**
- **Failure to allow for resource competition**
- **Desire to impress with promises of rapid results**

Monitoring and Evaluation

Monitoring

Is part of day to day management

It checks objectives met, analysis changes in project environment, local strategies and policies

It allows corrective action

Successful partnership work

- Find individual and collective interests (mutual gain)
- Respect and trust
- Recognised Leadership
- Reinforced basis of participation and involvement
- Developed common vision
- Transparency (communication, information sharing, openness, interdependence)
- Patience and tolerance

Final Recommendations:

To ensure a good implementation be sure to have:

- a good analysis and planning
- a clear structure with clear defined responsibilities
- adequate staff with right soft and technical competences
- good team work/participation system

Final Recommendations:

- good partnership with necessary relevant actors
- accountability under control
- good reporting system
- flexibility to respond to changes along the way

Thank you for
your attention.... and
.....best wishes for your projects!

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