PROJCT MANAGEMENT CYCLE

CAPACITY4FOOD



IMPORTANCE OF HIGHER EDUCATION

Higher education, including research carried out in universities, has a crucial role in development. It helps generate the human capital needed in key areas such as health, agriculture and engineering, and builds a country's capability for self-reliance

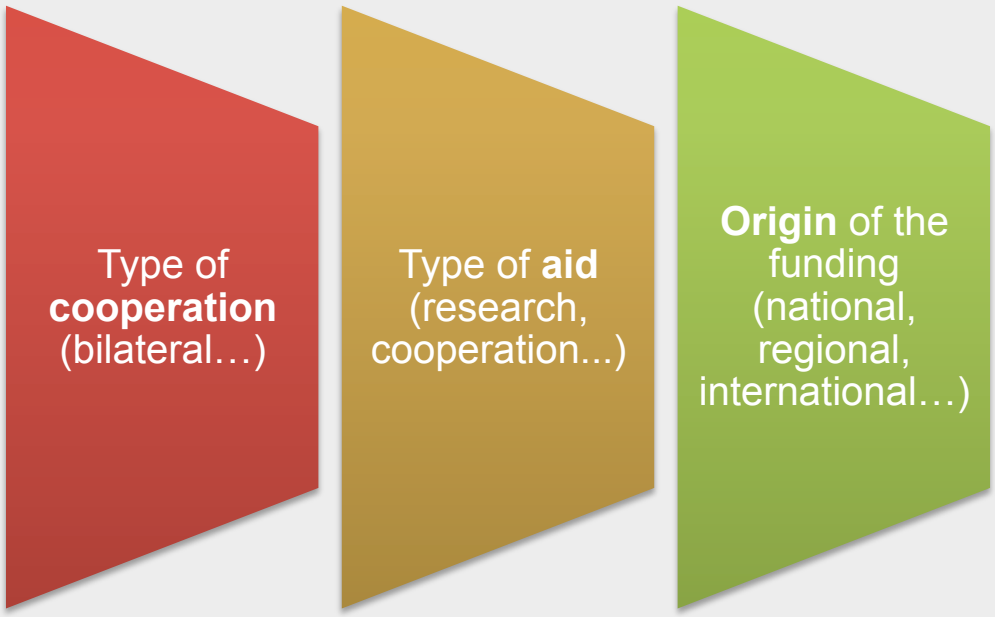
Sian Lewis



CAPACITY4FOOD

AVAILABLE FUNDING

- Sources/actors/donors funding HEI activities are diverse
- These sources could be divided en different categories:

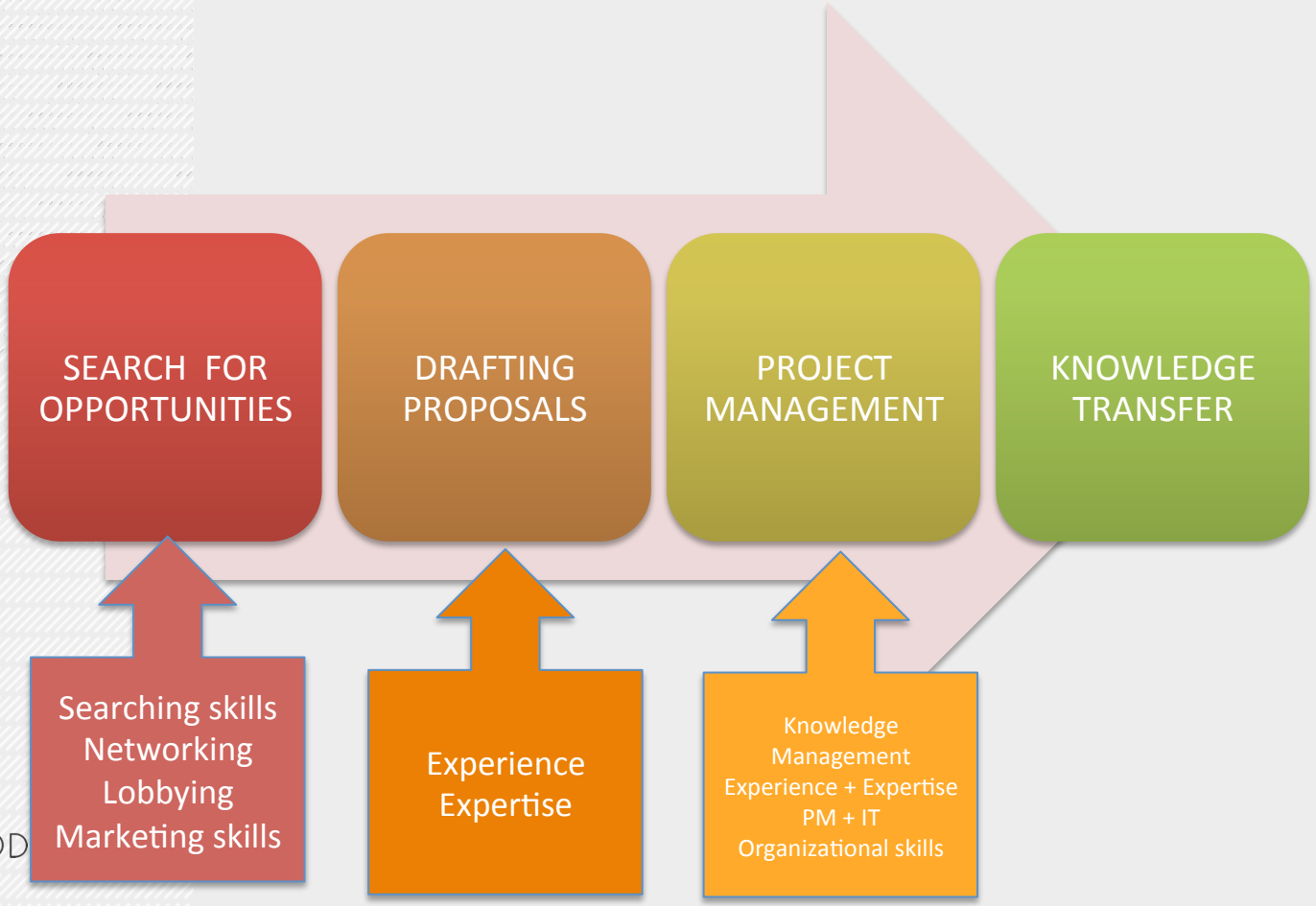


CAPACITY4FOOD



CAPACITY4FOOD

INTERNATIONAL ACTIVITY DYNAMIC



CAPACITY4FOOD

STRATEGIC BENEFITS OF TRANSNATIONAL COOPERATION

Any ideas?



CAPACITY4FOOD

STRATEGIC ASPECTS TO BE CONSIDERED

Any ideas?

REASON

ADVANTAGES

RIGHTS

OBLIGATIONS

EFFORT

CAPACITY4FOOD

TRANSNATIONAL COOPERATION CHALLENGES

Any ideas?

TIME, DEDICATION, RESOURCES

COMMUNICATION

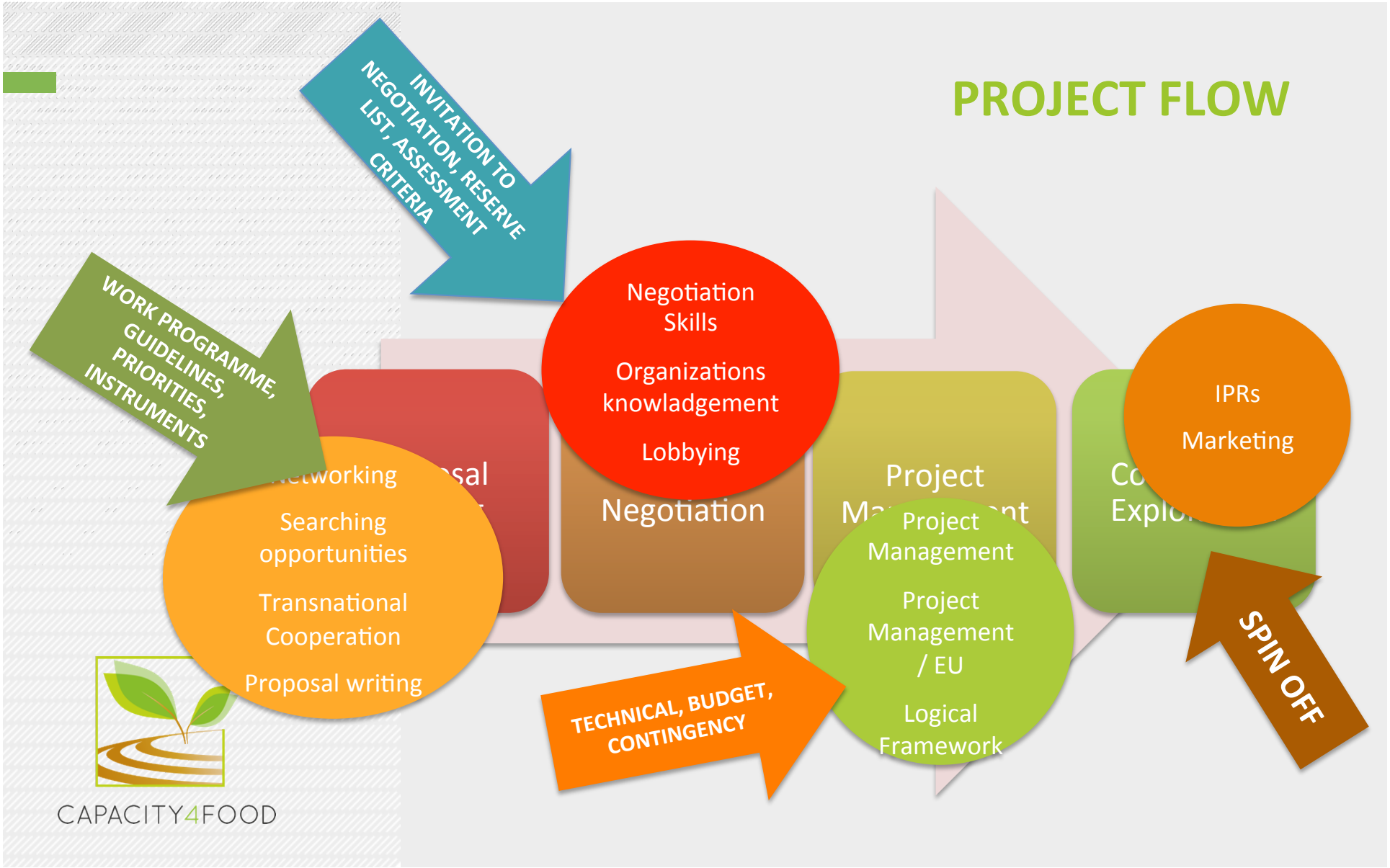
REORGANISATION

TRANSPARENCY

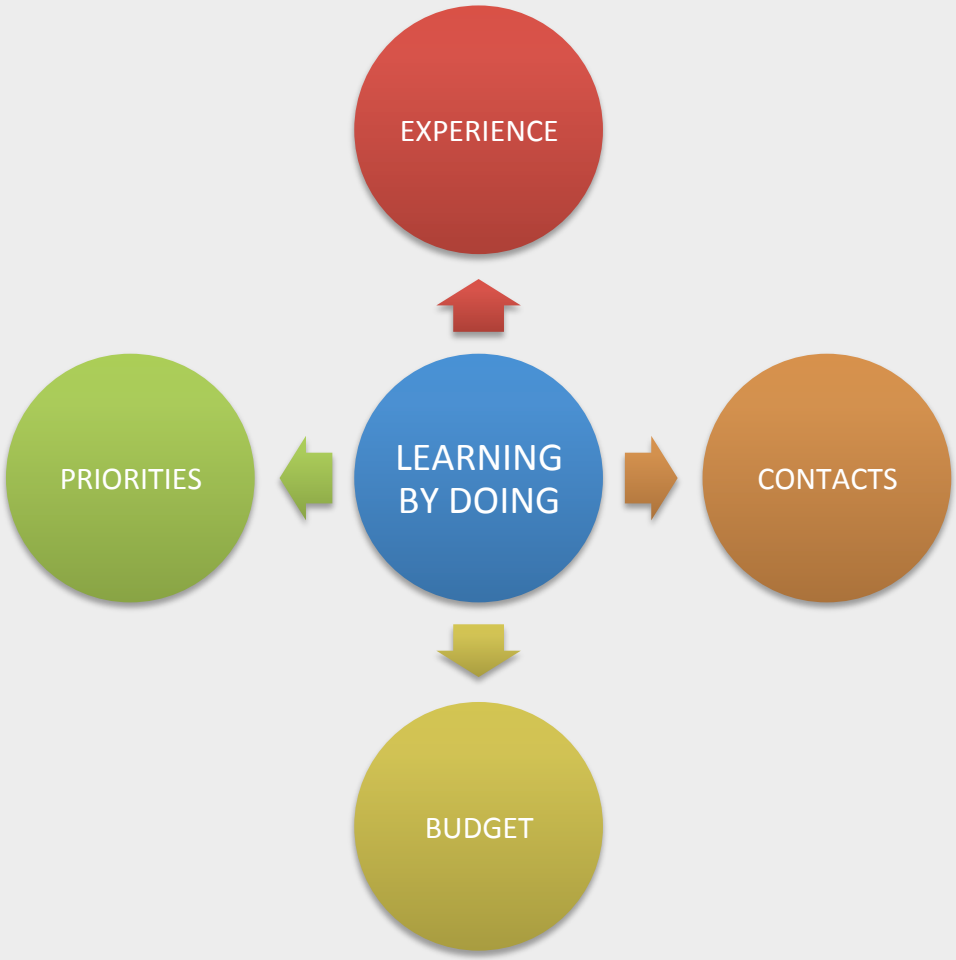
RISKS

EVALUATION AND MONITORING

CAPACITY4FOOD

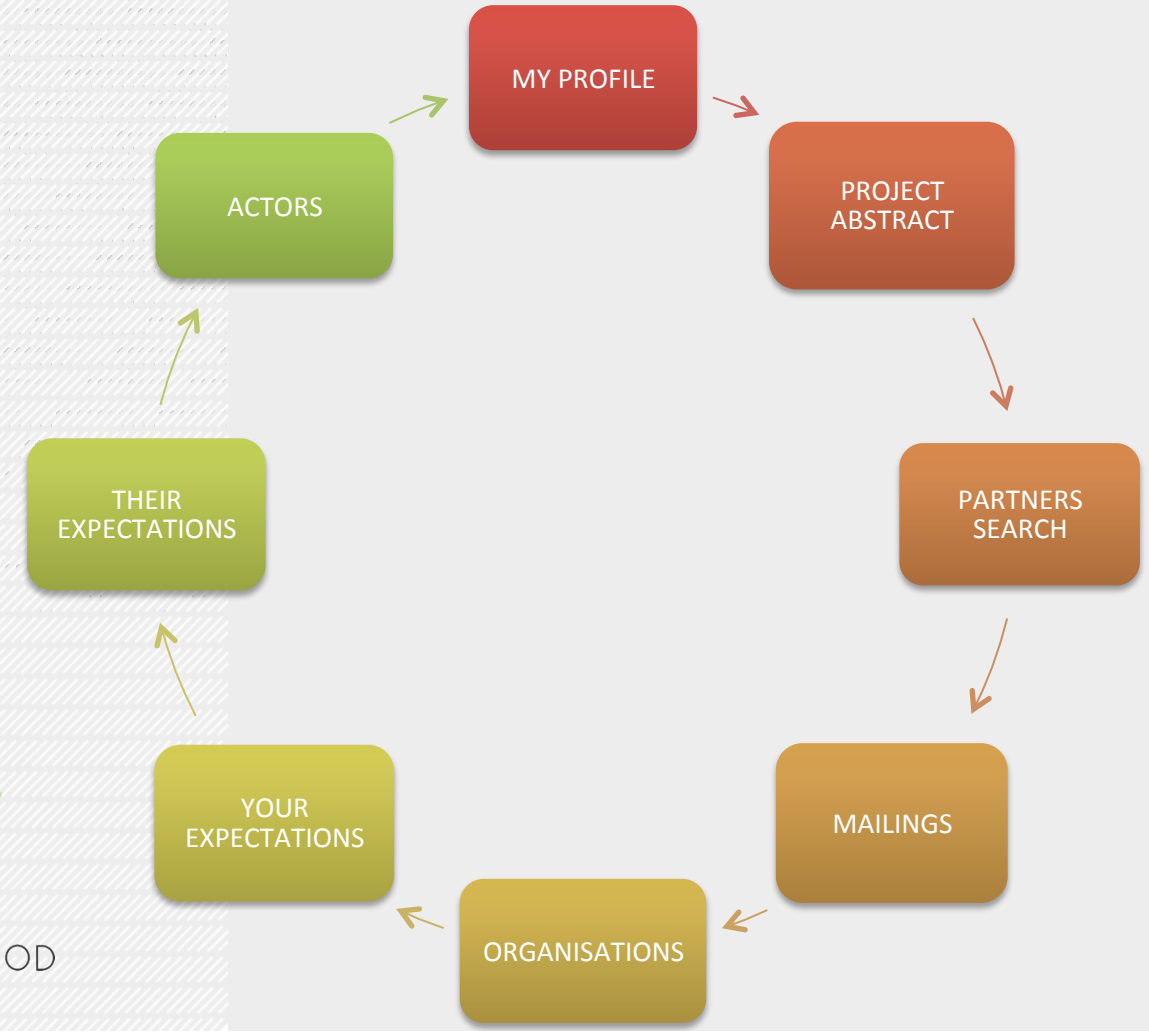

PROJECT FLOW
INVITATION TO NEGOTIATION, RESERVE LIST, ASSESSMENT CRITERIA
WORK PROGRAMME, GUIDELINES, PRIORITIES, INSTRUMENTS
Networking
Searching opportunities
Transnational Cooperation
Proposal writing
Negotiation Skills
Organizations knowladgement
Lobbying
Negotiation
Project Management
Project Management
Project Management / EU
Logical Framework
TECHNICAL, BUDGET, CONTINGENCY
IPRs
Marketing
SPIN OFF
CAPACITY4FOOD

KEY VARIABLES TO DEVELOP A STRATEGY



CAPACITY4FOOD

LOOKING FOR PARTNERS



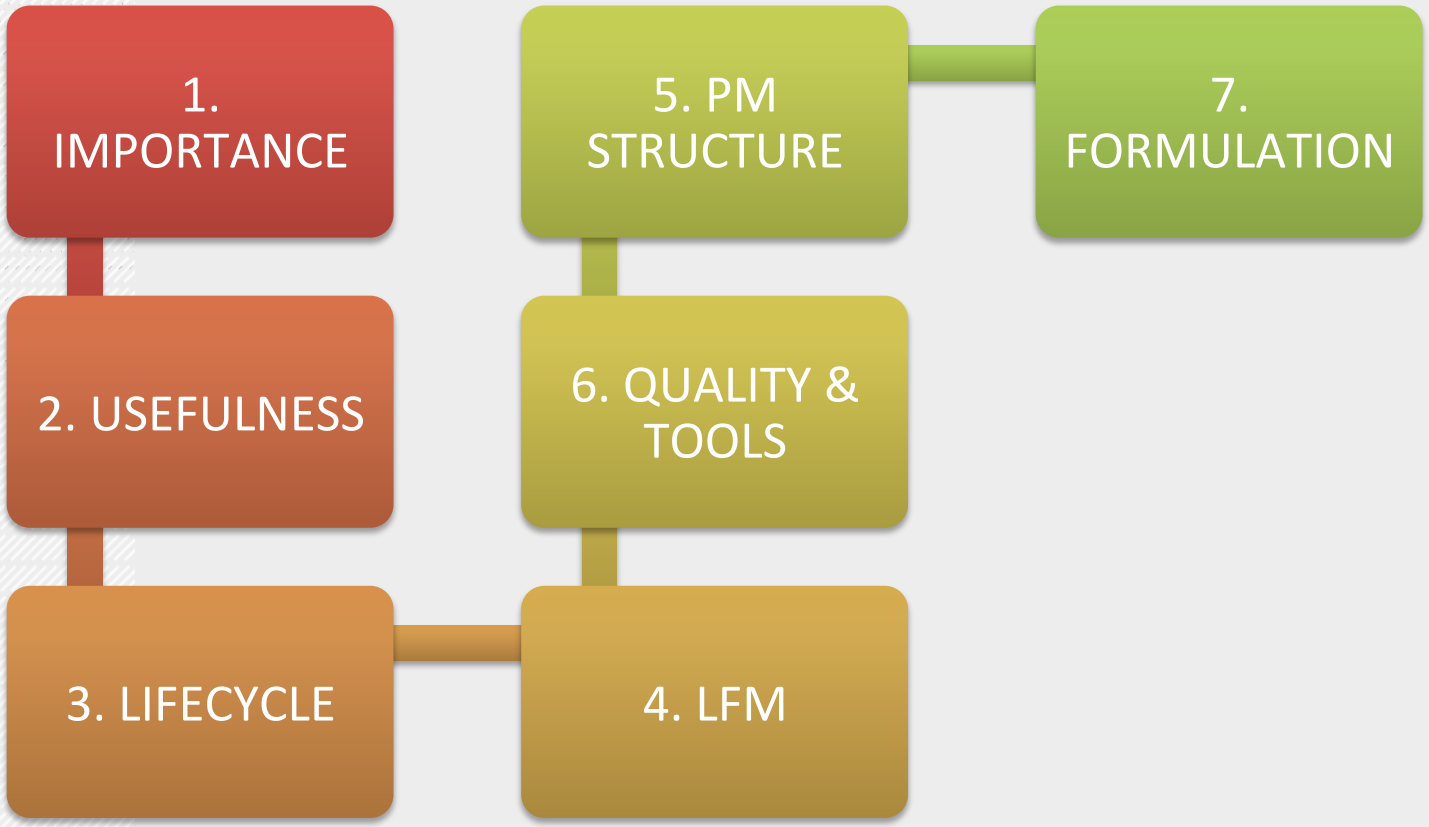
CAPACITY4FOOD

WE WILL LEARN ABOUT



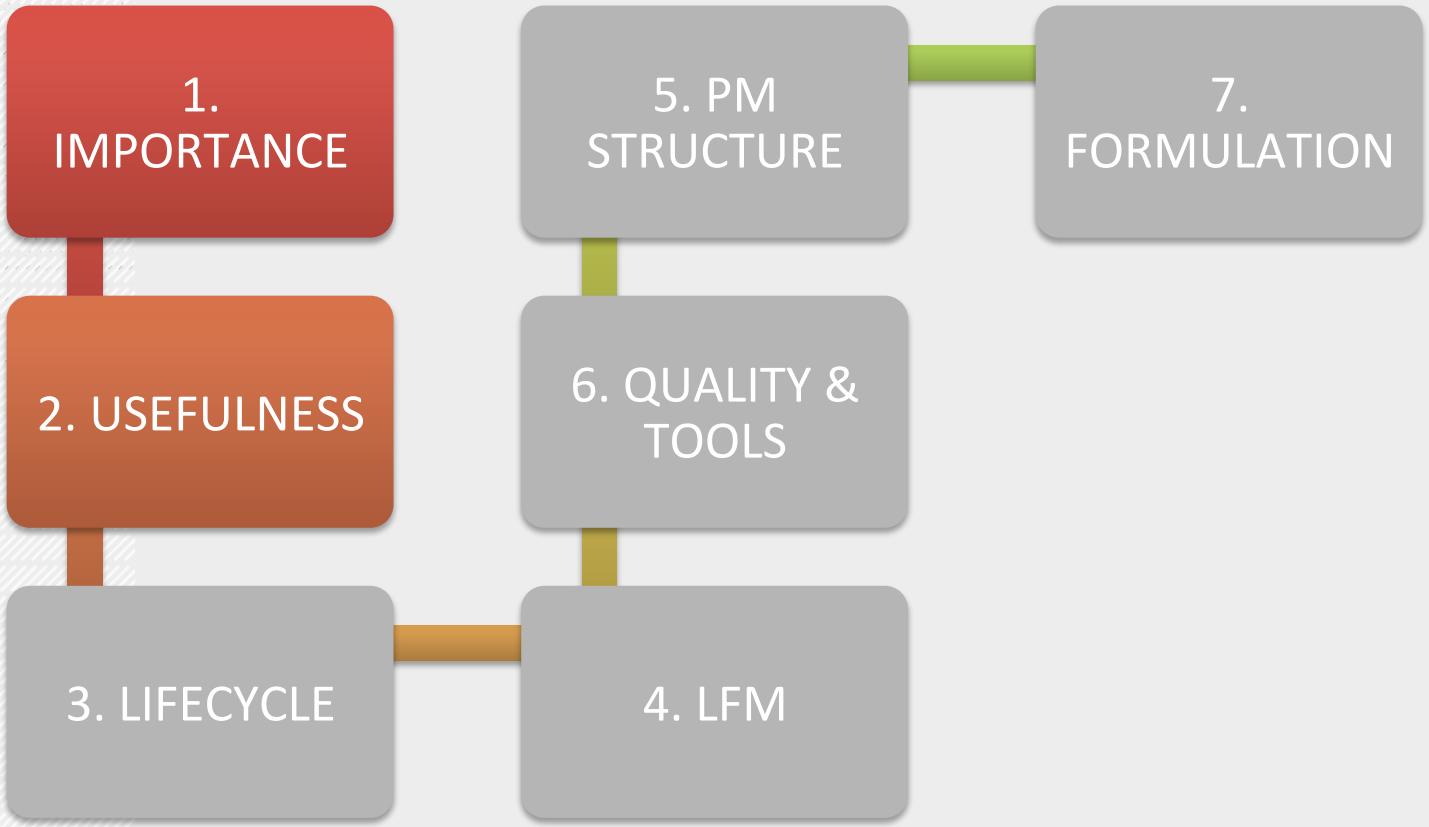
CAPACITY4FOOD

PROJECT CYCLE MANAGEMENT



CAPACITY4FOOD

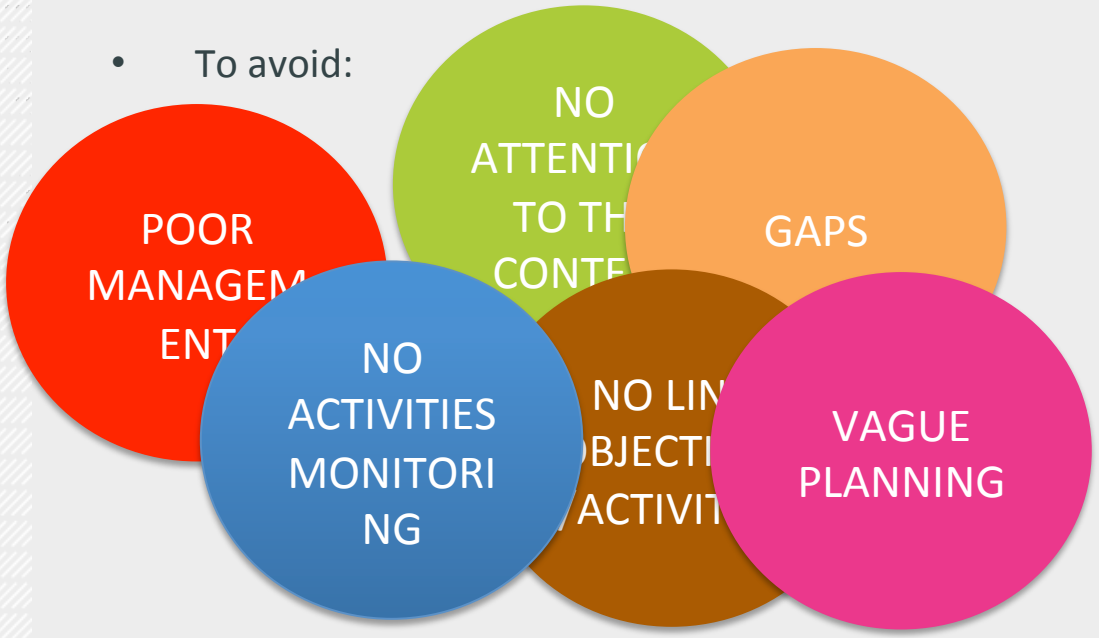
PROJECT CYCLE MANAGEMENT



CAPACITY4FOOD

WHAT IS PCM? AND WHY IS IT USEFUL?

- Form and **sequence** in which the projects and programs should be planned and executed
- Tool **used by the EC** since 1993 for the planning and management of its external projects
- To avoid:



CAPACITY4FOOD

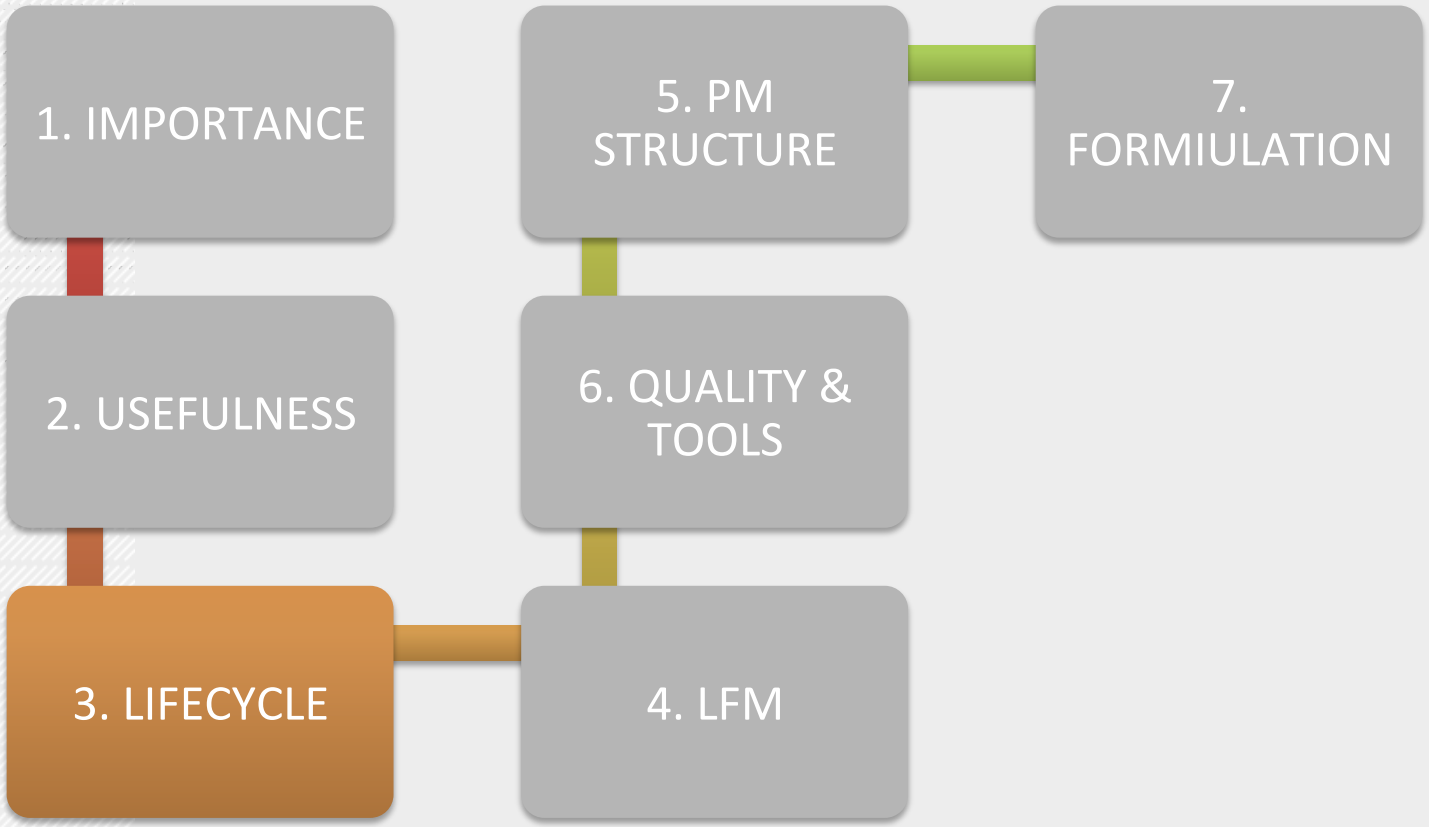
BASIC PREMISES OF PCM

The approach to Logical Framework as a central analytic concept for the support and management of a project

- The creation of high quality documents on each phase to support the decision making process
- Criterions of Quality Assessment in each stage of the project cycle
- Active participation of stakeholders in order to promote and to assure a proper local ownership of the project

CAPACITY4FOOD

PROJECT MANAGEMENT CYCLE



CAPACITY4FOOD

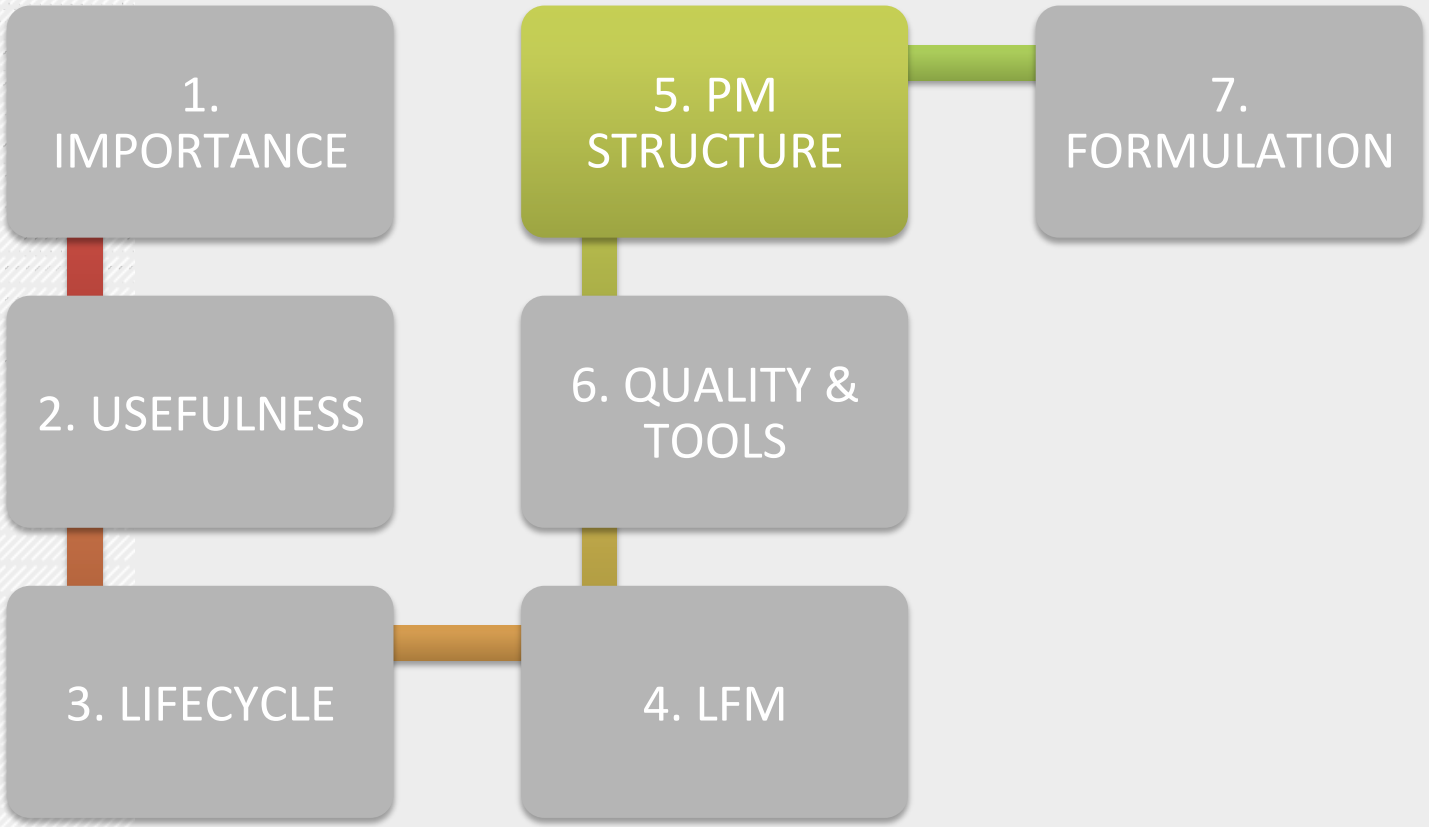
PROJECT LIFECYCLE

Key tasks
Roles & responsabilities
Key documents



CAPACITY4FOOD

PROJECT MANAGEMENT CYCLE



CAPACITY4FOOD

PROJECT MANAGEMENT STRUCTURE

SCIENTIFIC COORDINATION

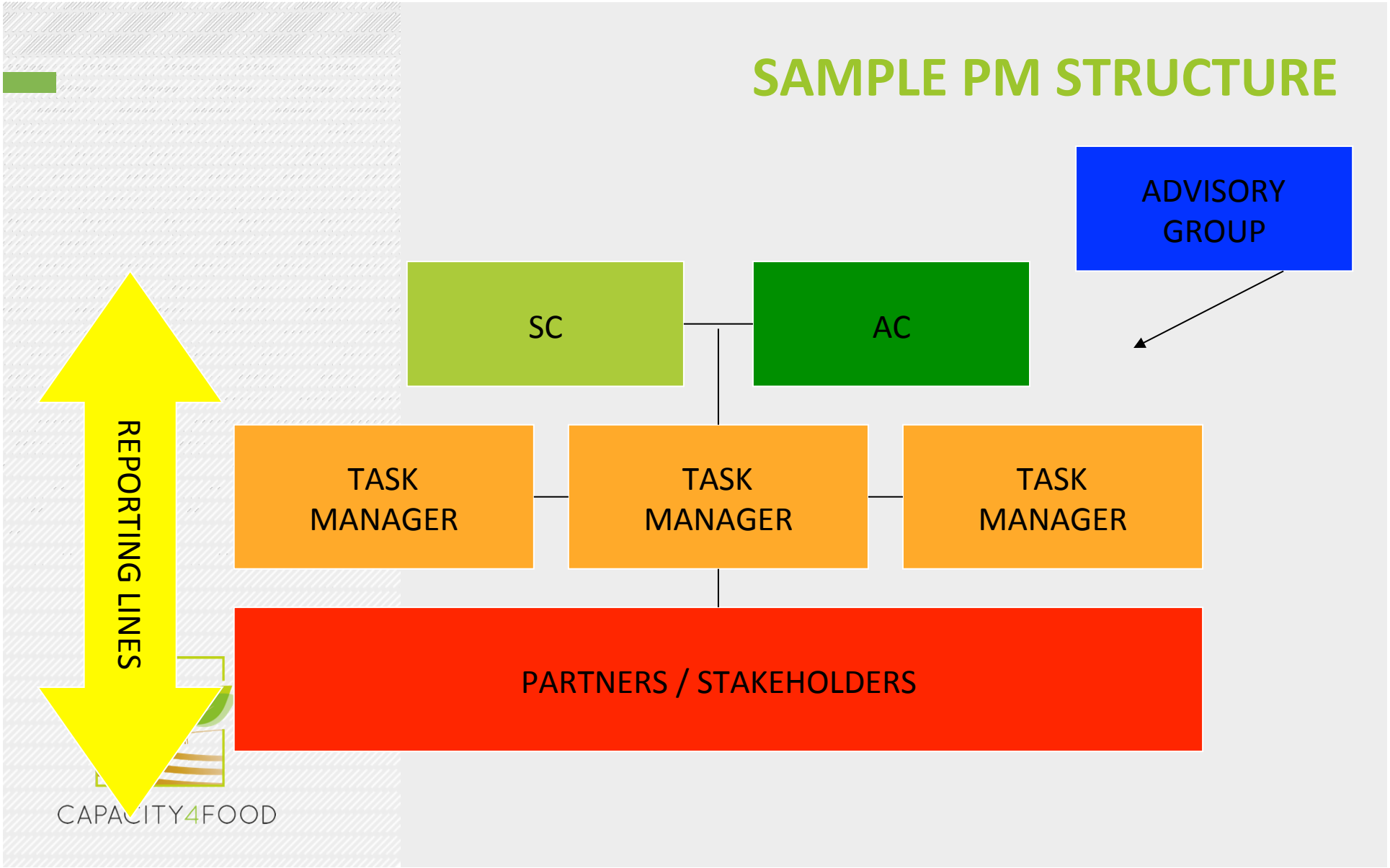
- Results-based and objective-oriented management
- Concerned with getting things done on time, on task and on target

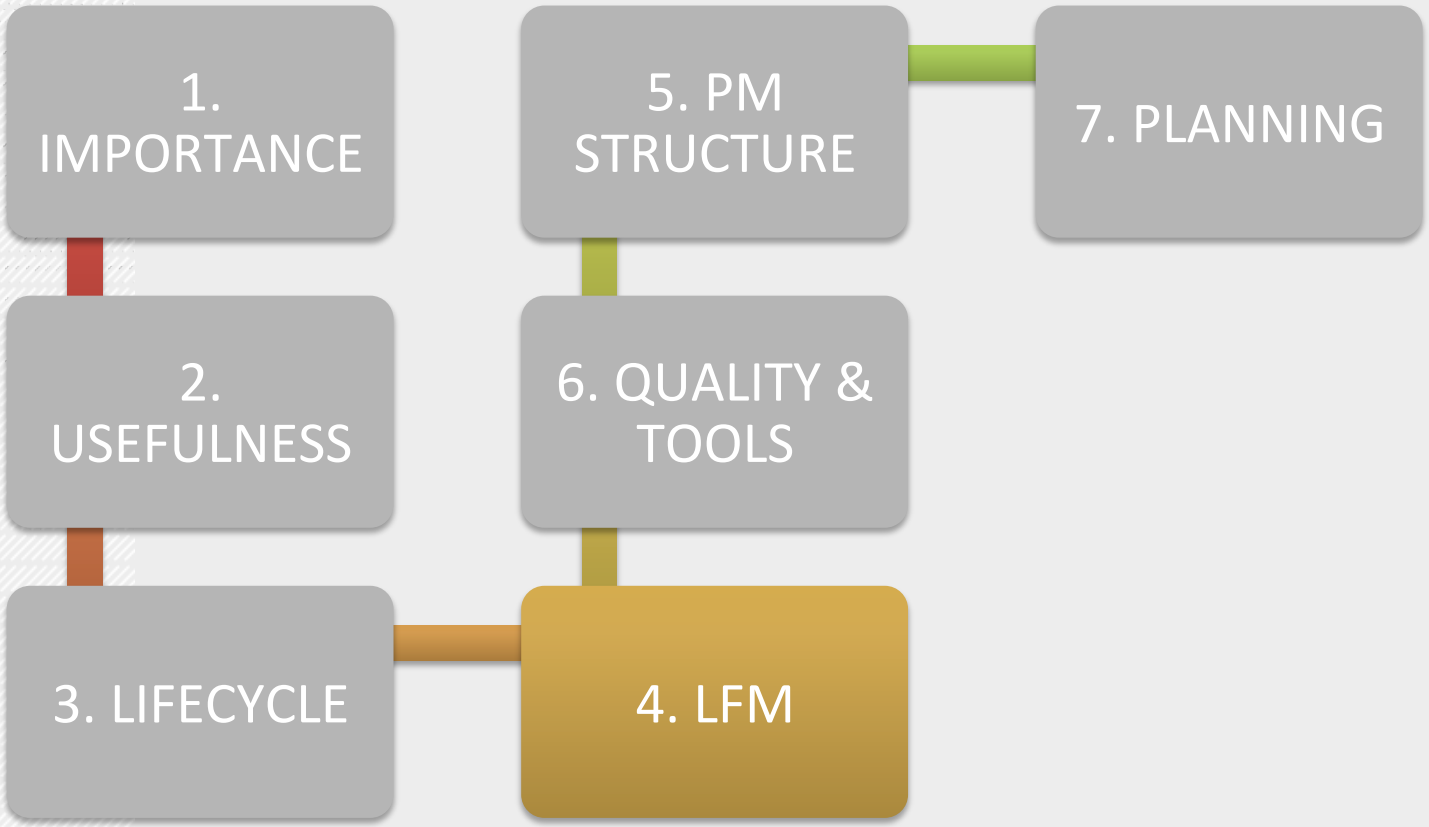
ADMINISTRATIVE COORDINATION

- Resource-based management
- Concerned with being on-budget and complying with procedures

CAPACITY4FOOD

SAMPLE PM STRUCTURE





CAPACITY4FOOD

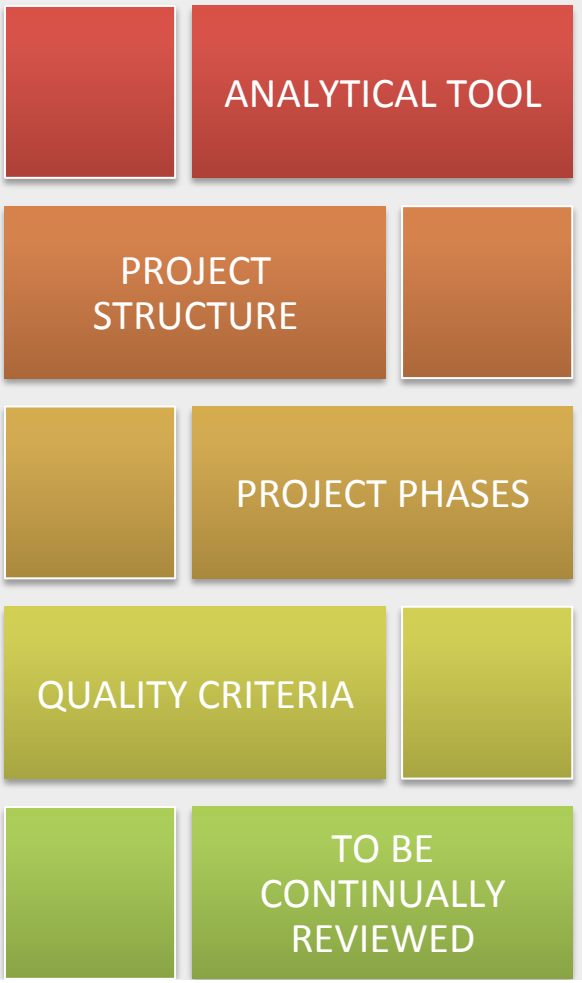
LOGICAL FRAMEWORK

ANALYSIS → PLANNING

STAKEHOLDER ANALYSIS IDENTIFICATION AND ANALYISIS OF NEEDS AND CAPACITIES	DEVELOPMENT OF THE LFM
Problems Identification and Analysis	Activities Organisation
Objectives to be achieved	Resource planning
Strategy to meet the objectives	

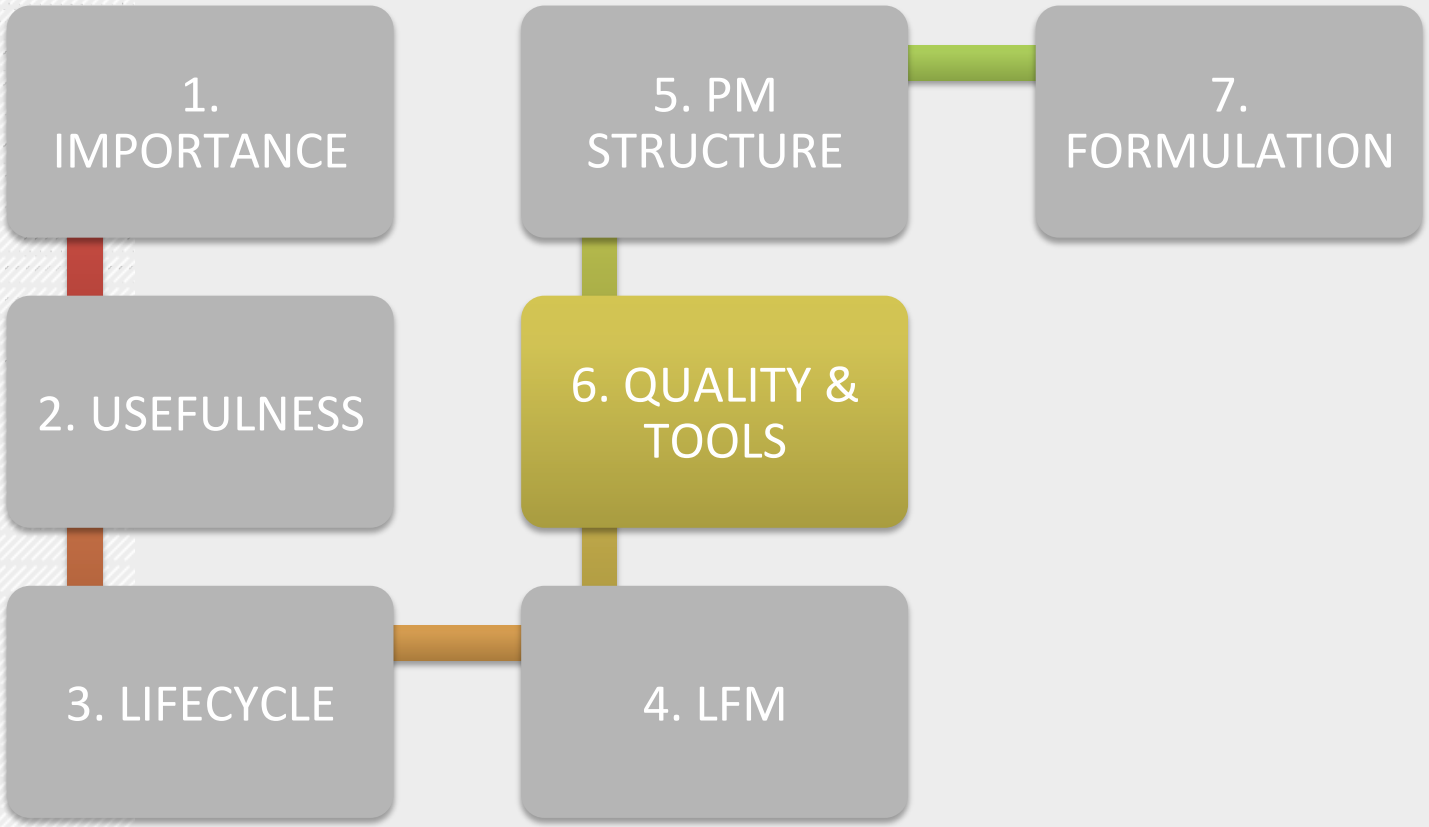
CAPACITY4FOOD

LOGICAL FRAMEWORK



CAPACITY4FOOD

PROJECT MANAGEMENT CYCLE



CAPACITY4FOOD

BRAINSTORMING



- In group, discuss about:
  - What does quality mean in a project?
  - Who are the actors involved?
  - Which are the aspects that make a project of a high quality and different from other similar actons?
  - Can you think about other concepts related with quality in projects?

CAPACITY4FOOD

A HIGH QUALITY PROJECT

RELEVANT

- In line with the EC objectives, Edulink and partners.
- Based on realistic problems and needs.

FEASIBLE

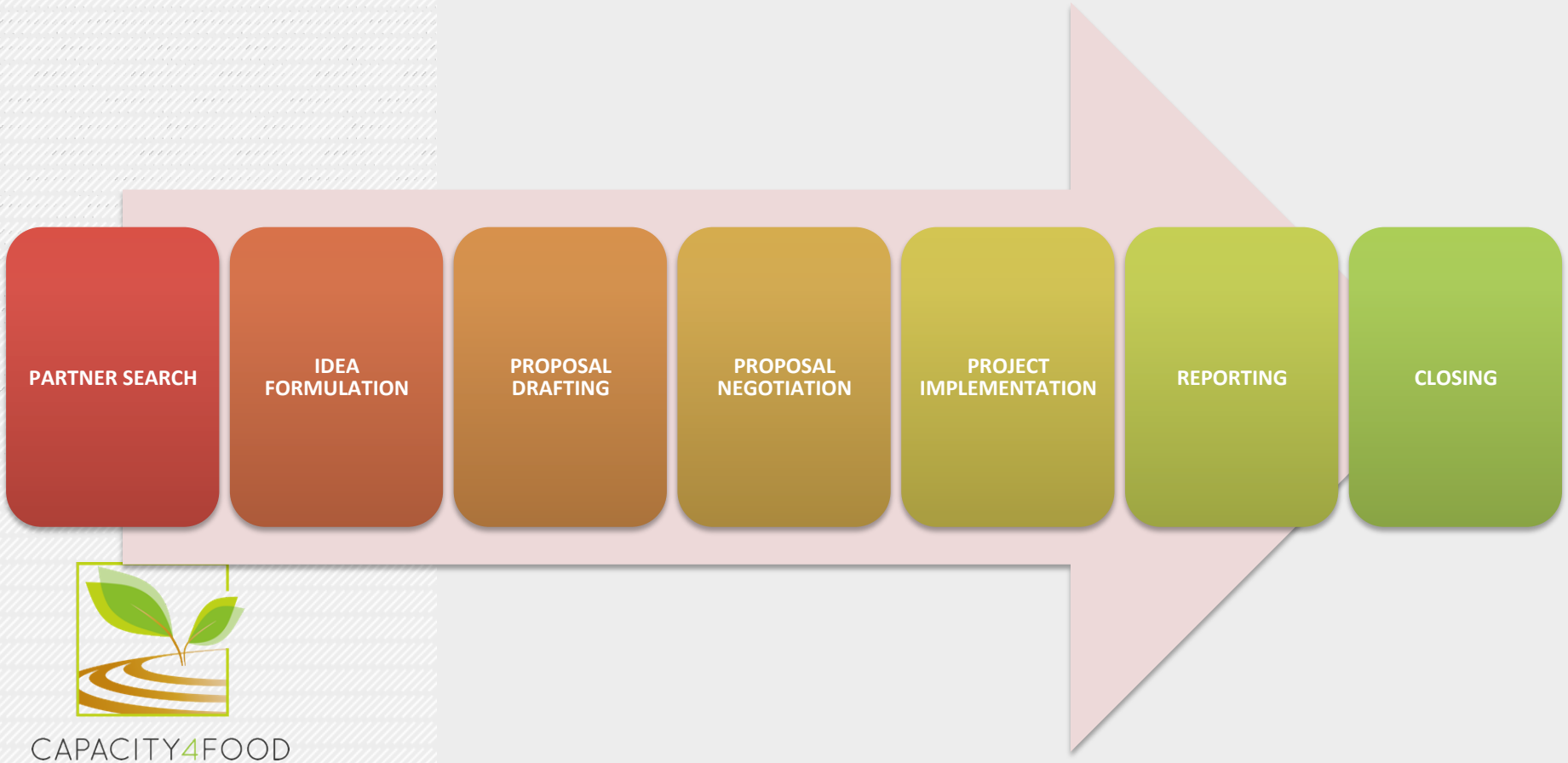
- The project objectives can be achieved in a realistic way taking into account the partners restrictions and their environment

SUSTAINABLE

- The benefits generated by a project should continue beyond the finance period of the programme (Edulink Projects: max 36 months duration)

CAPACITY4FOOD

WHEN IS QUALITY IMPORTANT?



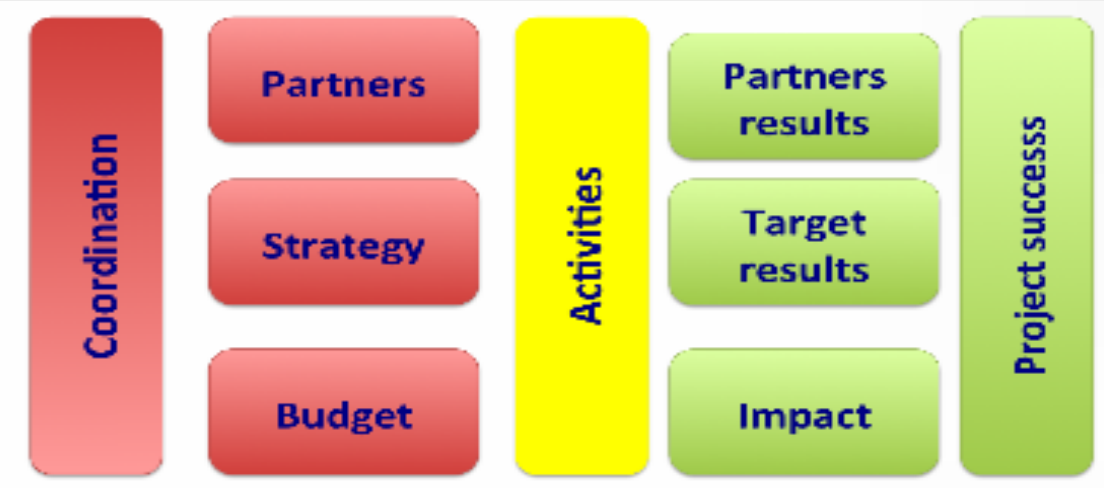
CAPACITY4FOOD

HIGH QUALITY PCM



FACTORS

- **Relevance** of the calls for proposal
- **In line** with the objectives of the project and its activities
- Relevance for the **target group**(s)
- Wide and **innovative dissemination**



CAPACITY4FOOD

QUALITY

Quality Assurance

- **Do we have all means to achieve our results?**
- **Have all risks and constraints been taken into account?**
- **Have corrective measures been designed?**



Quality Control

- Are we **achieving** what we planned?
- Is our **target satisfied** and is he getting benefit?
- Are we working **on time and on budget**?

EVALUATION AND MONITORING - REVIEW



- Overarching element of PCM
- Present at every stage
- By establishing a well-constructed proposal our evaluation system is almost already complete
- Evaluation and monitoring is about
  - Correcting project progress "in the act"
  - Improving our next project (phase II)

CAPACITY4FOOD

CONTINUOUS IMPROVEMENT



CAPACITY4FOOD

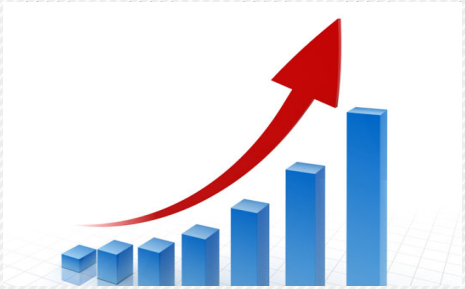
MONITORING TOOLS



- **Feedback** from beneficiaries, participants, and stakeholders
- Your **indicators**
- Any emerging **impact indicators**: ad-hoc feedback / anything atrributed to the project actions
- **Project Progress Reports** helps you to organise data, collate, analyse and present the data to relevant parties

CAPACITY4FOOD

IMPORTANT TOOL: PROJECT PROGRESS REPORT



- Reporting period should be established (every 3 months, every 12 months)
- Examines work progress to date against plan
- Relates activities to outputs and objectives
- Used as a “back-on-track” tool
- Keeping things on time (on track and on
- budget)

CAPACITY4FOOD

WHAT AM I EVALUATING?



- Accomplishment of your objectives
- Your financial and resource management
- Your timeline
- Output delivery
- Quality and usefulness of outputs
- Consult your first problem tree and core issue - has anything been achieved?
  - has real progress been made to solving anything?

CAPACITY4FOOD

PROJECT MONITORING PLAN



- Mostly **responsibility** of project managers (AC and SC)
- Information is **gathered** both **internally** and **externally** - all partners are involved
- **Comprehensive** plan with deadlines
- Build the plan into your deliverables
  - E.g Output 4.1 Project Progress Report (every six months)

CAPACITY4FOOD

MONITORING SHOULD EXAMINE

- **Progress** towards objectives
- Use of **resources** and revision of budgets
- Activity **schedule** - keep it on track
- Any **corrective actions**

CAPACITY4FOOD

TYPICAL END MONITORING REPORT STRUCTURE



- Recap of **objectives**
  - Were they relevant? Were they achieved?
- Description of **activities**
  - Were they completed on time? Were any problems experienced? What would you do differently next time?
- Description of **outputs**
  - Were all expected outputs created? Possibilities for dissemination / applicability?

CAPACITY4FOOD

TYPICAL END MONITORING REPORT STRUCTURE

- **Statistical supporting data (from indicators)**

  Any graphical data - to be included in the different sections

- **Contingencies, problems and corrective actions**

  Detail and provide solutions

- **Annexes**

  Proposal, project progress reports, outputs created, budget, feedback received

CAPACITY4FOOD

EXERCISE



- Think about a situation where your projects didn't give what was expected
  - How could you have avoided that?
  - What corrective actions would you have taken for:
    - Activity delays
    - Results are not as expected?
  - In which way are you going to monitor the activities from now on?

CAPACITY4FOOD

CAPACITY4FOOD

Dissemination

- Dissemination material & corporative image(folder, poster, presentation)
- Quality of the content
- Dissemination strategy:
- Adequacy to our target, content, channels of distribution
- Dissemination results
- Number and target of target reached
- Material downloaded

Management

- Meetings
- Feedback questionnaires
- Reports
- Time and technical aspect

Capacity Building

- Pre need analysis, feedback questionnaire, multiplier effect ratio
- Trainees satisfaction questionnaire
- Range of material used

Institutional Strenghtening

- Unit creation:
- Business plans
- Consultation with stakeholders, acceptance at HEI managerial level, level of dissemination
- Operation reports
- No incidences found, exhaustive
- Staff recruitment
- Sustainability plan

Networking

- Types of actors involved
- Synergies initiated
- Feedback questionnaires
- Level of dissemination

DISSEMINATION



- Dissemination **material** & corporative **image**
- Quality of the **content**
- Dissemination strategy:
  - **Adequacy** to our target, content, channels of distribution
  - Dissemination of **results**
  - Number of **target reached**
  - Material **downloaded**

CAPACITY4FOOD

MANAGEMENT



- Meetings
- Feedback questionnaires
- Reports
- Time and technical aspects

CAPACITY4FOOD

CAPACITY BUILDING



- **Pre need** analysis
- **Feedback** questionnaire
- **Multiplier** effect ratio
- Trainees **satisfaction** questionnaire
- Range of **material** used

CAPACITY4FOOD

NETWORKING



- Types of **actors** involved
- **Synergies** initiated
- **Feedback** questionnairesLevel of dissemination

CAPACITY4FOOD

INSTITUTIONAL STRENGHTENING



- Unit creation
  - **Business plans**
  - **Consultation** with stakeholders
  - **Acceptance** at HEI management level, level of dissemination
  - **Operation** reports
  - No **incidences** found, exahustive
  - Staff **recruitment**
  - **Sustainability** plan

CAPACITY4FOOD

ACTORS



- Partners (all levels)
- Coordinator
- Target

CAPACITY4FOOD

WHY IS QUALITY IMPORTANT?

AVOID WASTE OF TIME

OPPORTUNITY

POINT OF REFERENCE

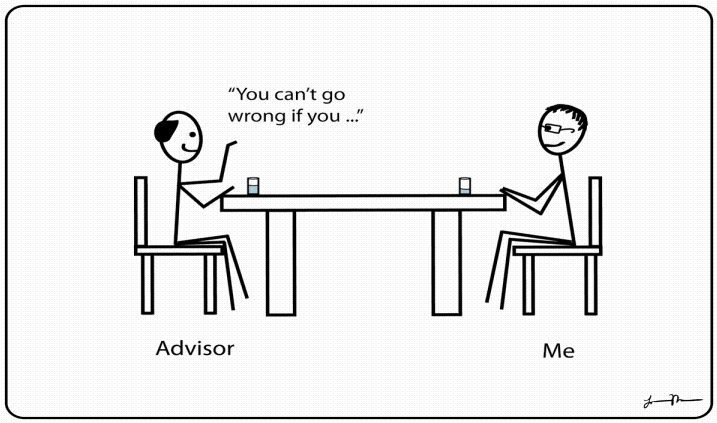
EXPLOITABLE RESULTS

SUSTAINABILITY

CAPACITY4FOOD

USE OF EXTERNAL PARTIES

- **ADVISORY GROUPS**



– Provide an **un-biased opinion** of project progress

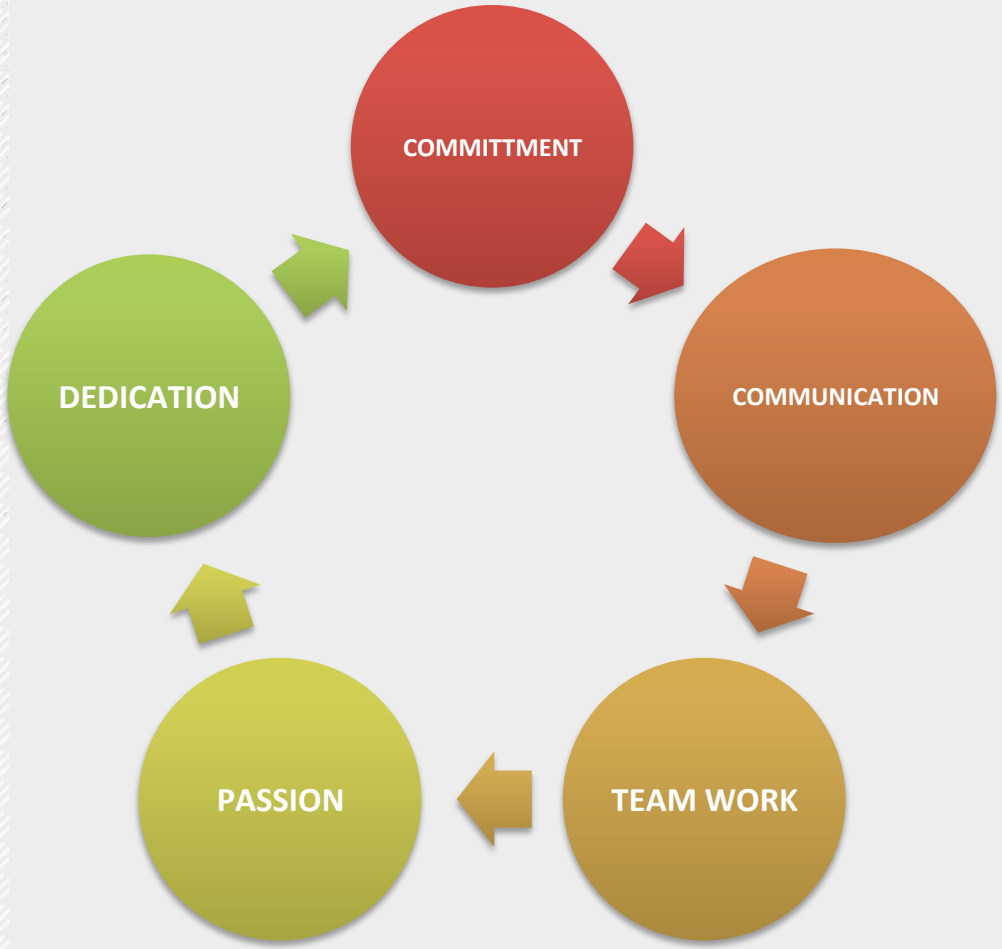
– Should be taken from your **stakeholder list**

– Informed about **project outputs**

– Consulted at **project end** to determine where our next projects could be improved

CAPACITY4FOOD

DRIVERS



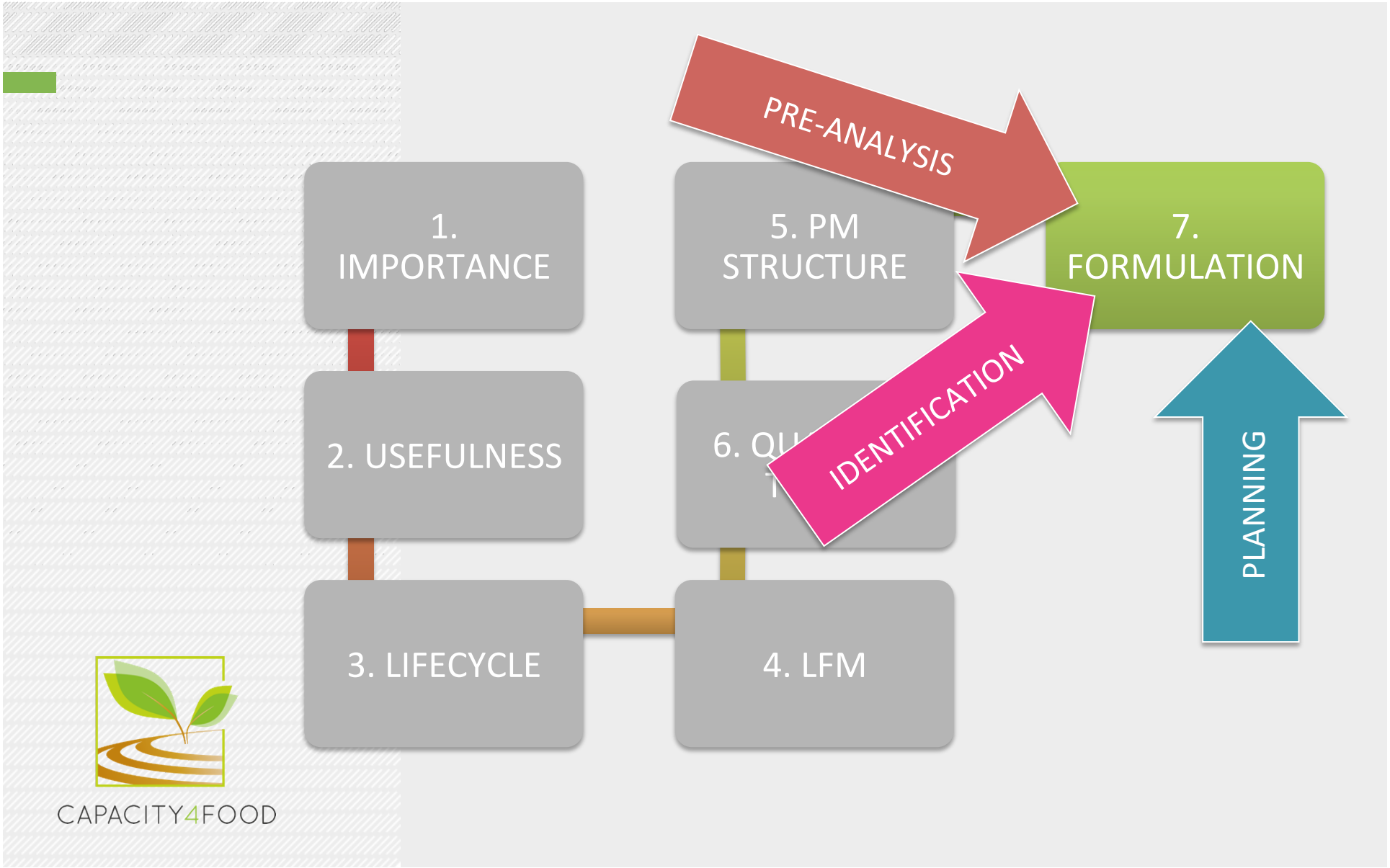
CAPACITY4FOOD

TIME MANAGEMENT

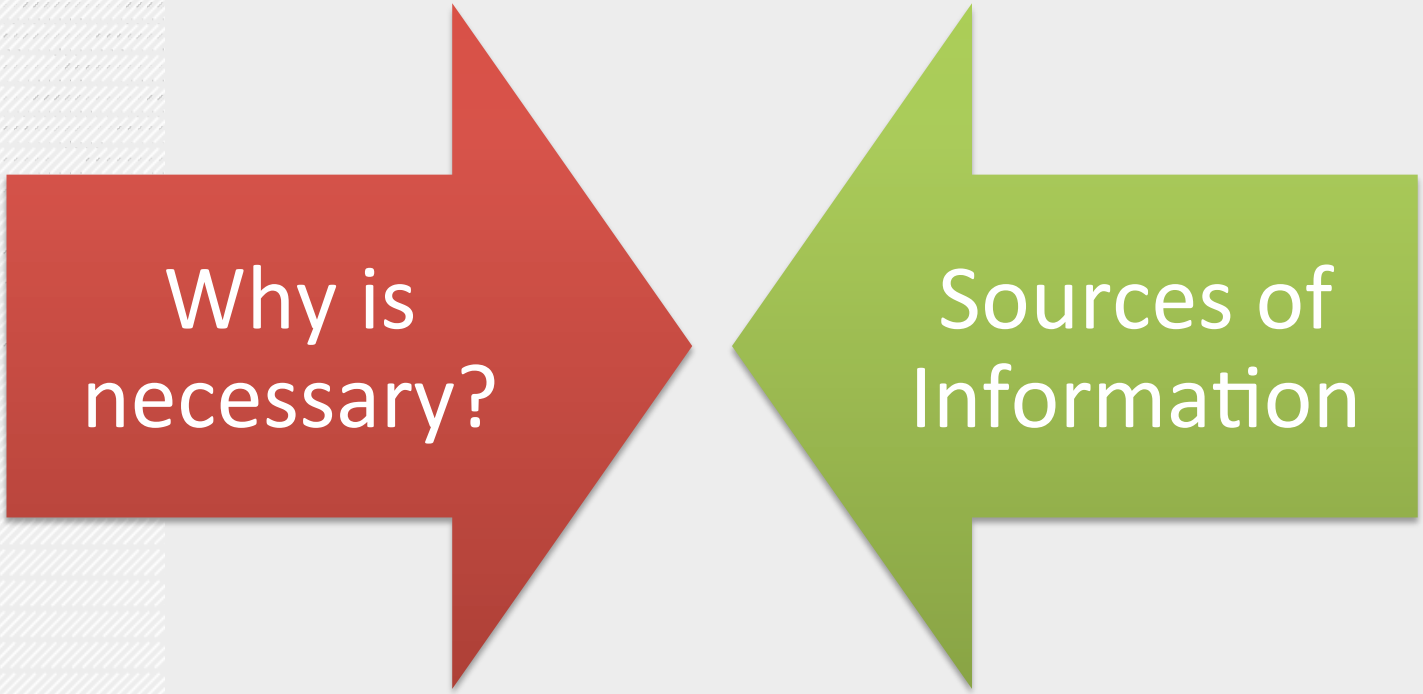


- Time management is **not staying at the office late**!
- It is about **organising our day into time s**lots using the timetables we have
- It is about **managing time-stealers**!

CAPACITY4FOOD


PRE-ANALYSIS
1. IMPORTANCE
5. PM STRUCTURE
7. FORMULATION
IDENTIFICATION
2. USEFULNESS
6. QU
T
PLANNING
3. LIFECYCLE
4. LFM
CAPACITY4FOOD

PRE ANALYSIS



CAPACITY4FOOD

PRE ANALYSIS

Call
- Specifications
- Guidelines

Docs
- Developments in teh field
- National/Regional level

Priorities
- Priorities of stakeholders

CAPACITY4FOOD

PRE ANALYSIS

Identify challenges & problems→ opportunities

Project idea in line with EU/International priorities

Not duplicate efforts

Project Rationale, arguments

CAPACITY4FOOD

ANALISYS



CAPACITY4FOOD

STAKEHOLDER'S ANALYSIS

Identification and analysis of the situation of potential stakeholders, their needs and its level of participation in the project

1. Identification of the main problem
2. Identification of potential groups of interest in the project
3. Allocation of roles, interests and capacities
4. Research of potential conflicts between the stakeholders
5. Final Analysis: Identification of direct beneficiaries and participants

CAPACITY4FOOD

STAKEHOLDER'S ANALYSIS

TYPES OF STAKEHOLDERS	CHARACTERISTICS	EXAMPLES	PARTICIPATION IN THE PROJECT
DIRECT	Groups / Institutions with same interests and beneficiaries that face the problem	Universities Teaching Staff Researchers Students Companies, ...	Main Beneficiaries of the project. Actively participates in the project.
INDIRECT	Long term beneficiaries that can contribute to the sustainability of the project.	Ministries Other Universities ONG farmers	They not actively participate in the project but offer their support and are the main objective for certain project activities and dissemination.
PARTNERS	Institutions or Organizations that supports and participates in the project.	Universities, Ministries…	Contributes and participates in the project

PROJECT PARTNERS IDENTIFICATION

EXPERTISE

Complementary expertise

Relevant expertise

GRANT APPLICANT

Financial resources

Institutional support

Experience in similar actions

REGIONAL DIMENSION

Representative partnership

Not only academia

CAPACITY4FOOD

ANALYSIS OF PROBLEMS

Useful for project objectives definition
Ensures the relevance of the project

DISCUSSION

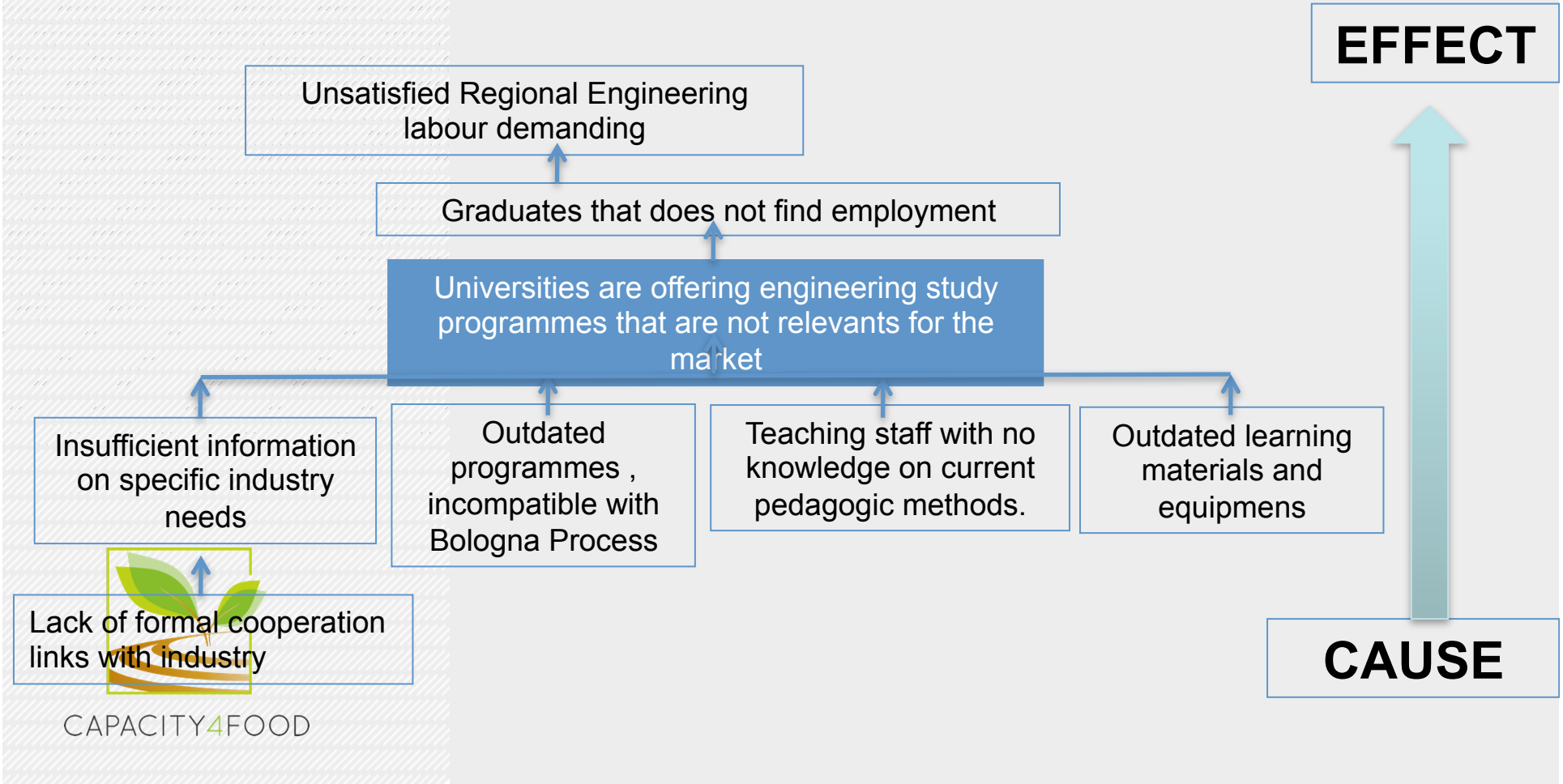
- With stakeholders on problems they consider a priority and selection of a starting point

HIERARCHY OF PROBLEMS

- Direct problems
- Effect of the main problems
- Other problems

CAPACITY4FOOD

PROBLEM TREE EXAMPLE



CAPACITY4FOOD

ANALYSIS OF OBJECTIVES

- Description of the situation without problems
- Verification of hierarchy of objectives

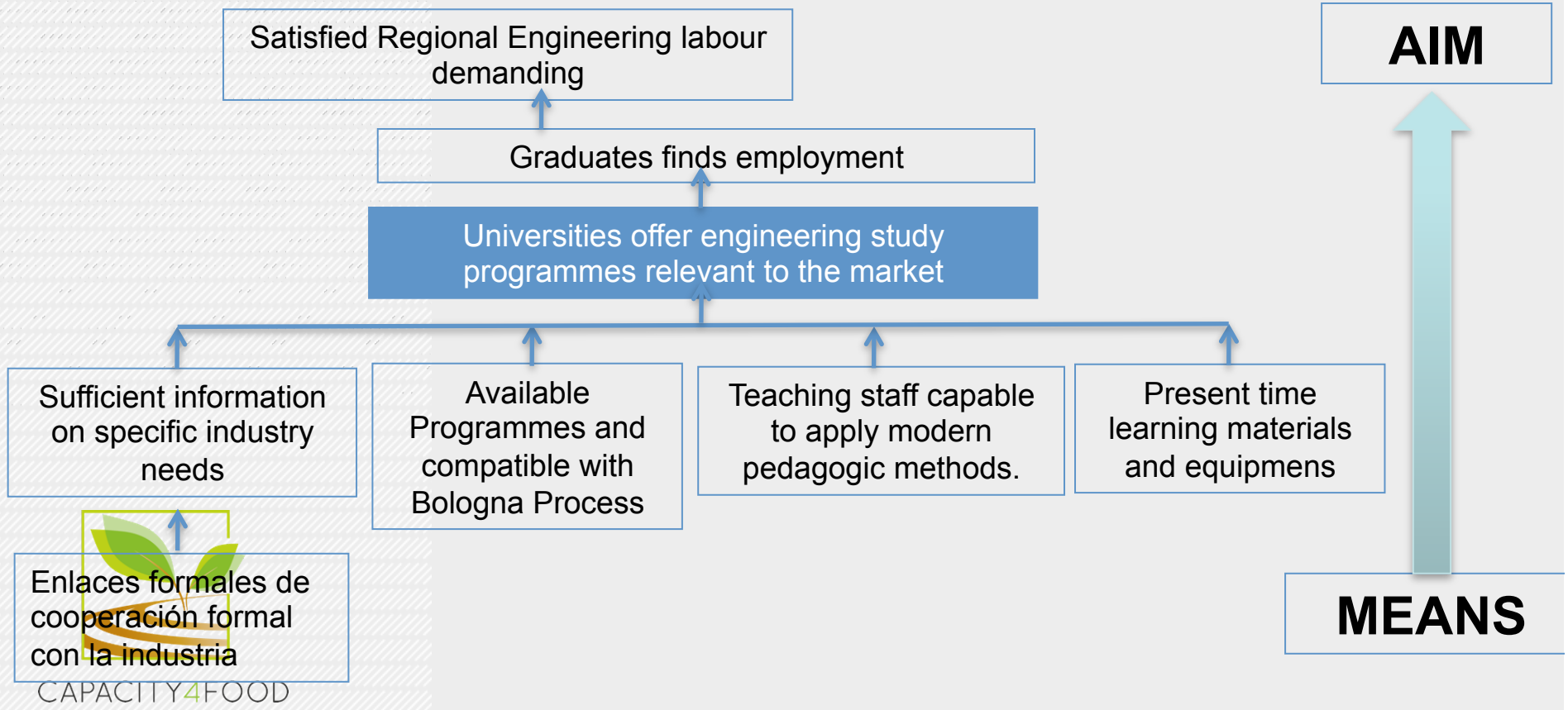
- Objectives Tree:
  - Reformulate the problems of desirable situations and feasible to achieve

  - Analyse the relations amongst the different means in order to verify its validity and its exhaustively

  - Revise, add and delete objectives or modify the identified ones

CAPACITY4FOOD

OBJECTIVE TREE EXAMPLE



CAPACITY4FOOD

ANALYSIS OF STRATEGY

- Selection of strategy in order to achieve the desired objectives
- Decision on the **wider objective, specific objectives, and outputs & outcomes.**

EXAMPLE:

Wider Objective: To foster **capacity building** & **regional integration** ISFM for Food Security in the Anglophone West African Universities

Specific Objectives: 1)To enhance **Regional Networking in ISFM** focused on Food Security by setting up a Regional Network of Centres of Excellence in ISFM for Food Security
2)To develop **targeted activities in ISFM for Food Security** at local level with a view to increase HEIs **capacity building** towards sustainable food production

Outputs & Outcomes:

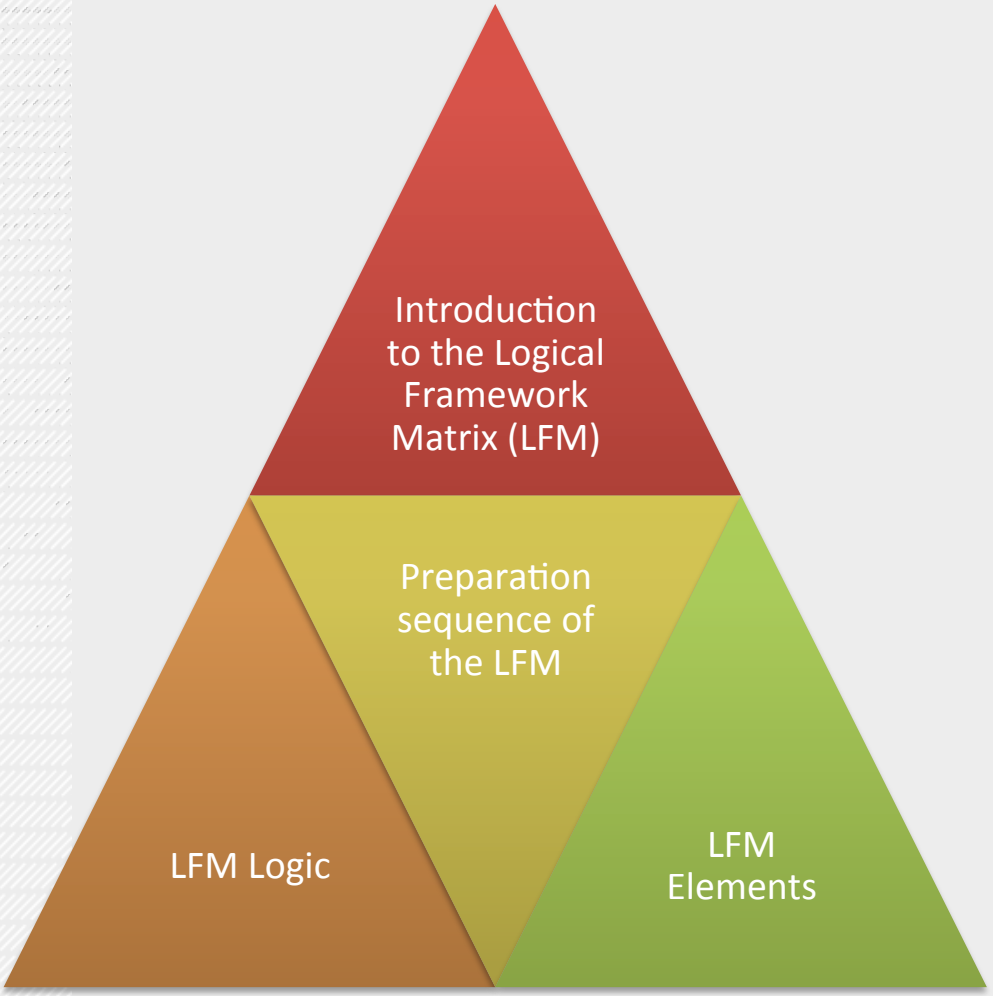
I. *Enhanced contribution to **NATIONAL AND REGIONAL POLICIES & DEVELOPMENT PLANS FOR COOPERATION** in HE*

II. *Increased **INTER-INSTITUTIONAL NETWORKING** between HEIs in the ACP and with EU HEIs*

etc.

CAPACITY4FOOD

PLANNING STAGE



CAPACITY4FOOD

PLANNING STAGE: LFM INTRODUCTION

What is the LFM? A visual management tool that:

- Put into groups the key components of a project
- Provides a precise view of all the project intervention
- Sets out the logic on how the project is expected to work

For what it serves?

- Allows to measure the logic of the identify strategy and assures the feasibility of a project
- It serves as a reference document during the execution of the project
- It provides a framework for the monitoring and assessment

During the implementation stage of a project the LFM must be regularly revised and has to be updated when the project changes its course!

CAPACITY4FOOD

LFM INTRODUCTION

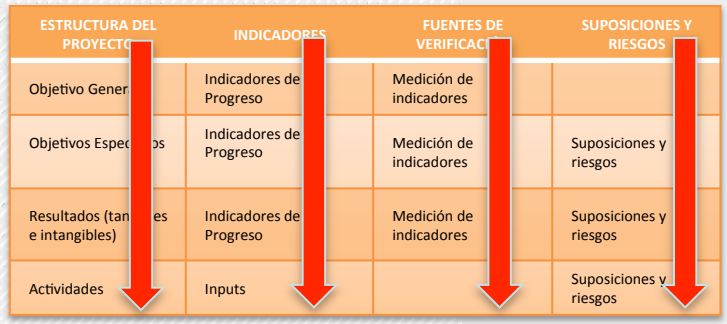
Vertical and horizontal logic

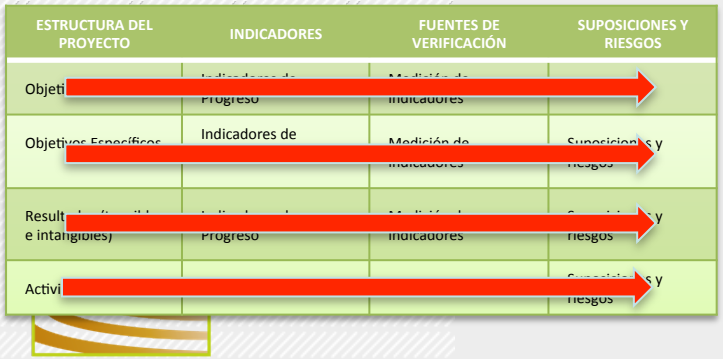
PROJECT STRUCTURE	INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS AND RISKS
Wider Objective	Progress Indicators	Measurement of indicators	
Specific Objectives	Progress Indicators	Measurement of indicators	Assumptions & Risks
Outcomes / Results	Progress Indicators	Measurement of indicators	Assumptions & Risks
Activities	Inputs		Assumptions & Risks

CAPACITY4FOOD

Wider Objective: *What is the overall broader objective, to which the project will contribute?*	**Indicators of progress:** *What are the key indicators related to the wider objective?*	**How indicators will be measured:** *What are the sources of information on these indicators?*	
Specific Project Objective/s: *What are the specific objectives, which the project shall achieve?*	**Indicators of progress:** *What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are achieved?*	**How indicators will be measured:** *What are the sources of information that exist and can be collected? What are the methods required to get this information?*	**Assumptions & risks:** *What are the factors and conditions not under the direct control of the project, which are necessary to achieve these objectives? What risks have to be considered?*
Outputs (tangible) and Outcomes (intangible): *Please provide the list of concrete outputs/ outcomes **grouped in Workpackages**, leading to the specific objective/s. Please list here the **Workpackages** (use bullet points):*	**Indicators of progress:** *What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?*	**How indicators will be measured:** *What are the sources of information on these indicators?*	**Assumptions & risks:** *What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?*
Activities: *What are the key activities to be carried out and in what sequence in order to produce the expected results?*	**Inputs:** *What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?*		**Assumptions, risks and pre-conditions:** *What pre-conditions are required before the project starts? What conditions outside the project's direct control have to be present for the implementation of the planned activities?*

LFM LOGIC





CAPACITY4FOOD

Vertical:

- What tries to secure the project
- Causal relations between objectives, results and activities
- Assumptions and risks that can affect the project success or failure

Horizontal:

- Project effects
- Needed resources for its implementation
- Key progress indicators and means to measure the progress

LFM ELEMENTS



ESTRUCTURA DEL PROYECTO	INDICADORES	FUENTES DE VERIFICACIÓN	SUPOSICIONE S Y RIESGOS
Objetivo General	Indicadores de Progreso	Medición de indicadores	
Objetivos Específicos	Indicadores de Progreso	Medición de indicadores	Suposiciones y riesgos
Resultados (tangibles e intangibles)	Indicadores de Progreso	Medición de indicadores	Suposiciones y riesgos
Actividades	Inputs		Suposiciones y riesgos

Wider Objective:

- Global Result to which the project contributes
- Long term Impact
- Related to priorities, specific objectives and Edulink topics

EXAMPLE: To foster **capacity building** & **regional integration** ISFM for Food Security in the Anglophone West African Universities

CAPACITY4FOOD

LFM ELEMENTS



ESTRUCTURA DEL PROYECTO	INDICADORES	FUENTES DE VERIFICACIÓN	SUPOSICIONES Y RIESGOS
Objetivo General	Indicadores de Progreso	Medición de indicadores	
Objetivos Específicos	Indicadores de Progreso	Medición de indicadores	Suposiciones y riesgos
Resultados (tangibles e intangibles)	Indicadores de Progreso	Medición de indicadores	Suposiciones y riesgos
Actividades	Inputs		Suposiciones y riesgos

Specific Objectives:

- Benefits of using the programme resources
- Realistic and limited to time
- Intermediate impact or direct result of the project
- In line with the call of the Edulink Programme and with the national and regional priorities of the participant beneficiary countries.

CAPACITY4FOOD

EXAMPLE: 1) To enhance **Regional Networking in ISFM** focused on Food Security by setting up a Regional Network of Centres of Excellence in ISFM for Food Security

2) To develop **targeted activities in ISFM for Food Security** at local level with a view to increase HEIs **capacity building** towards sustainable food production

LFM ELEMENTS



ESTRUCTURA DEL PROYECTO	INDICADORES	FUENTES DE VERIFICACIÓN	SUPOSICIONES Y RIESGOS
Objetivo General	Indicadores de Progreso	Medición de indicadores	
Objetivos Específicos	Indicadores de Progreso	Medición de indicadores	Suposiciones y riesgos
Resultados (tangibles e intangibles)	Indicadores de Progreso	Medición de indicadores	Suposiciones y riesgos
Actividades	Inputs		Suposiciones y riesgos

Outcomes / Results:

- Results of the planned and implemented activities
- Its accomplishment must reach in a logical way to the attainment of the project specific objectives.

Tangible Results (Concrete): services, installations, capital assets produced by the project. It must be showed in quantitative terms.

Intangible Results: Intangible effects of the project at a medium and short term (new skills, methods, capacities or practices)

CAPACITY4FOOD

EXAMPLE: Results: *Enhanced contribution to **NATIONAL AND REGIONAL POLICIES & DEVELOPMENT PLANS FOR COOPERATION** in HE*
*Increased **INTER-INSTITUTIONAL NETWORKING** between HEIs in the ACP and with EU HEIs*
***IMPROVED MANAGEMENT AND FINANCIAL ADMINISTRATION** of ACP HEIs*

LFM ELEMENTS



ESTRUCTURA DEL PROYECTO	INDICADORES	FUENTES DE VERIFICACIÓN	SUPOSICIONES Y RIESGOS
Objetivo General	Indicadores de Progreso	Medición de indicadores	
Objetivos Específicos	Indicadores de Progreso	Medición de indicadores	Suposiciones y riesgos
Resultados (tangibles e intangibles)	Indicadores de Progreso	Medición de indicadores	Suposiciones y riesgos
Actividades	Inputs		Suposiciones y riesgos

Activities:

- Tasks and actions to be done in order to produce the planned results & outcomes
- They have to planned an presented in a chronological order in the LFM
- Intermediate impact or direct result of the project

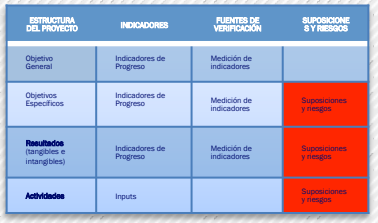
Inputs:

- Financial and human resources, required equipments for the implementation of project activities.

CAPACITY4FOOD

EXAMPLE:
Result 1:
Activity 1.1

LFM ELEMENTS



ESTRUCTURA DEL PROYECTO	INDICADORES	FUENTES DE VERIFICACIÓN	SUPOSICIONES Y RIESGOS
Objetivo General	Indicadores de Progreso	Medición de indicadores	
Objetivos Específicos	Indicadores de Progreso	Medición de indicadores	Suposiciones y riesgos
Resultados (tangibles e intangibles)	Indicadores de Progreso	Medición de indicadores	Suposiciones y riesgos
Actividades	Inputs		Suposiciones y riesgos

Assumptions & Risks:

- External factors with capacity to influence or determinate the success or failure of a project.

- Assumptions: Shows a desirable and positive situation
- Risks: Shows negative situations

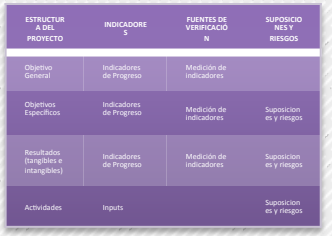
The structure of a project must show the efforts to offset or limit the impact of potential risks!

EXAMPLE: Assumptions – Support and commitment by the beneficiary university management.

Risks: Lack of political support. Limited knowledge of English language in the beneficiary countries for the participation in training modules in other countries.

CAPACITY4FOOD

LFM ELEMENTS



ESTRUCTURA DEL PROYECTO	INDICADORES	FUENTES DE VERIFICACIÓN	SUPOSICIONES Y RIESGOS
Objetivo General	Indicadores de Progreso	Medición de indicadores	
Objetivos Específicos	Indicadores de Progreso	Medición de indicadores	Suposiciones y riesgos
Resultados (tangibles e intangibles)	Indicadores de Progreso	Medición de indicadores	Suposiciones y riesgos
Actividades	Inputs		Suposiciones y riesgos

Indicators of Progress:

- Basis for the measurement of achievements and performance of the project
- It has to be specific, measurable, include ambitious and realistic objectives and be objectively verified.

Sources of Verification

- Sources of information and means to compile (official statistics, publications, assessment reports, questionnaires...)

A basic fundaments for the quality control plan and monitoring reports!

CAPACITY4FOOD

EXAMPLE:
Result 1: Training courses in ISFM.
Indicators of Progress: 5 trainings, x participants, etc.
Source of verification: Trainings documentation, participants, etc.

THANK YOU!

WWW.CAPACITY4FOOD.EU

Dr. Ester Boldrini
Senior Project Manager – Quality Assurance in Higher Education
International project Management Office (OGPI)
University of Alicante

CAPACITY4FOOD