A practical example on full project cycle in an actual EU funded project

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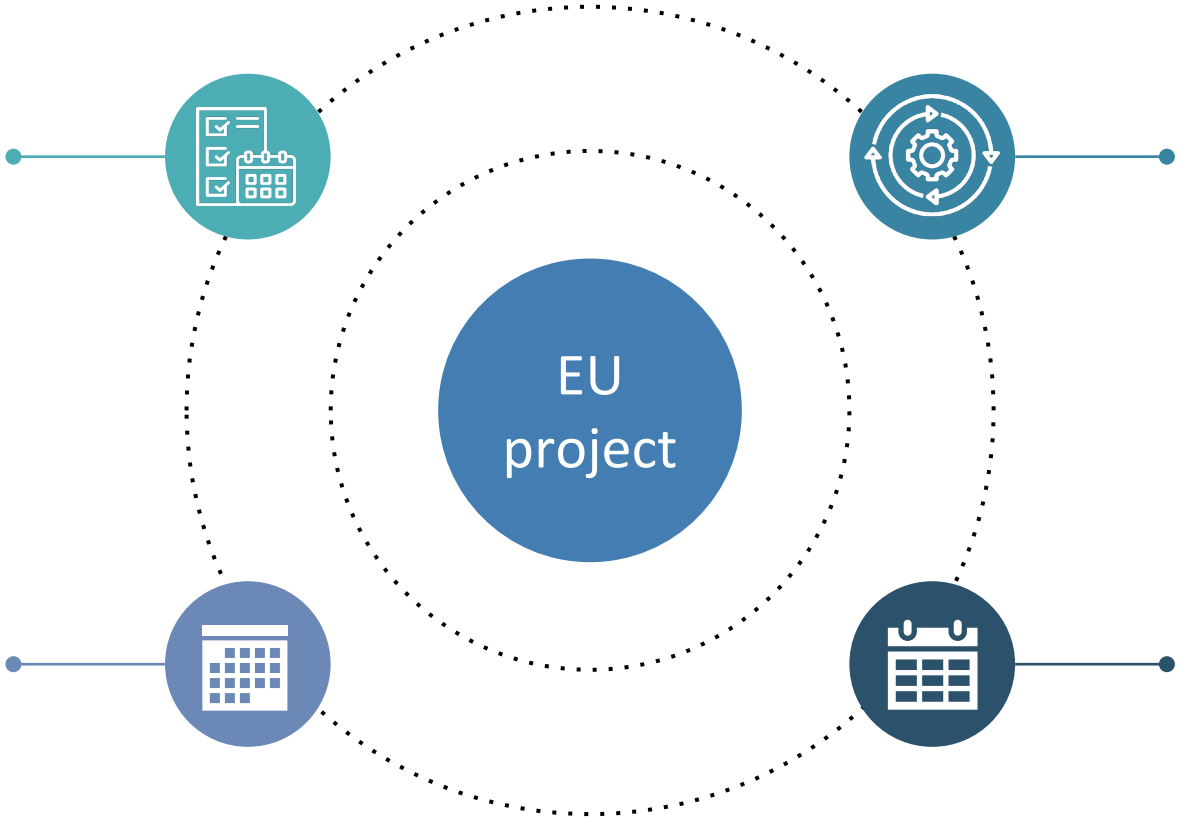
Understanding EU project

Project

A project is a series of activities aimed at bringing about clearly specified objectives within definwed timeframe and budget

Logframe

The Logical Framework Matrix (the logframe) consist of a matrix summarising the key elements of a project plan



PCM

The project cycle management activities and decision-making procedures used during the life cycle of a project

LFA

Within the PCM, the Logical Framework Approach an analytical and management tool used by many aid agencies

EU project processes

Craft a problem tree
Why?

Navigate a map of a project vision/LF
What?

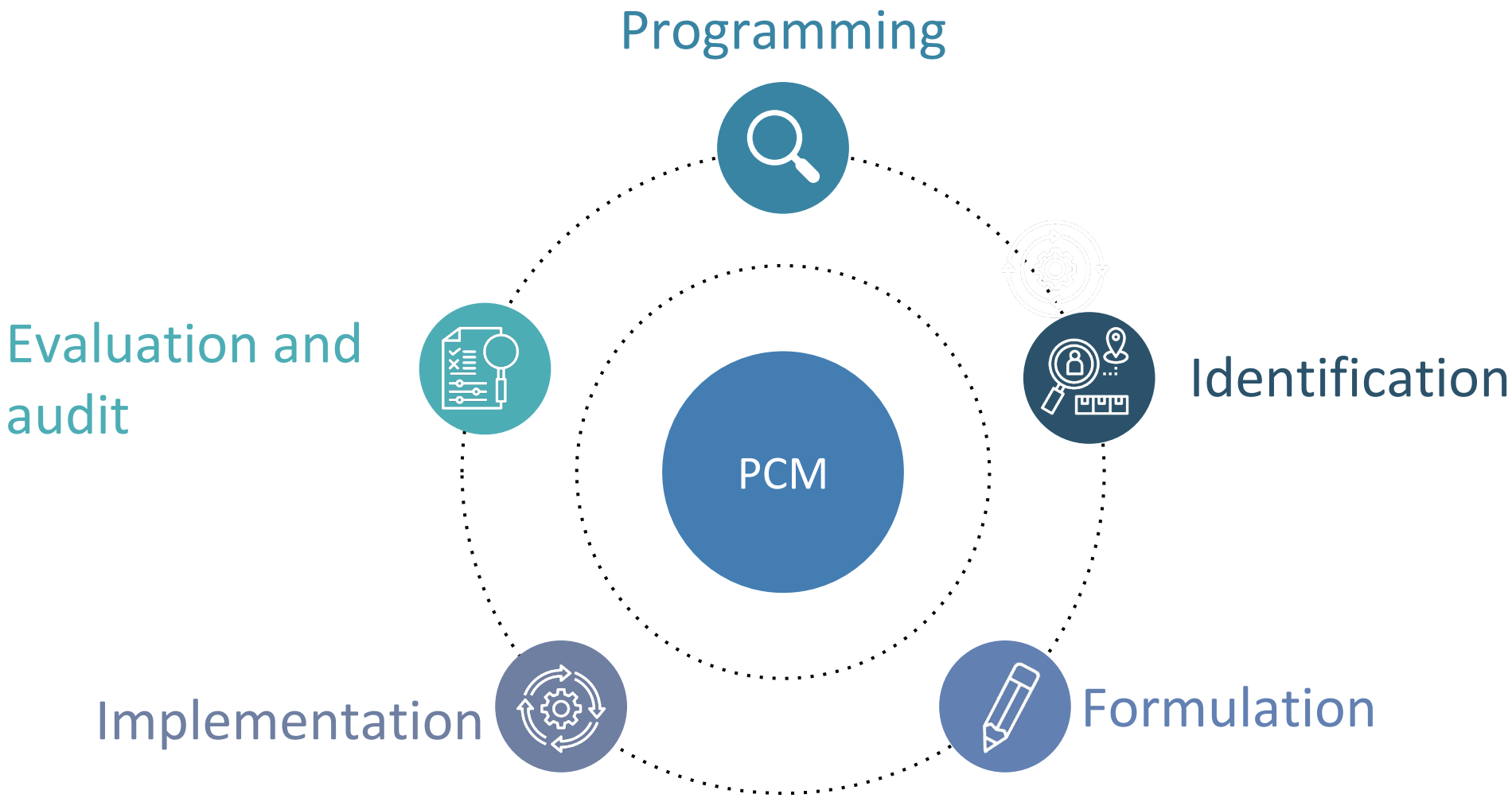
Make a project plan with partners
How and who?

Translate your project idea into EU language and format

Implement, sign the contract and upgrade LF and project plan

Complexity

Project cycle management



Project Cycle Management

Programming
10%

Identification
40%

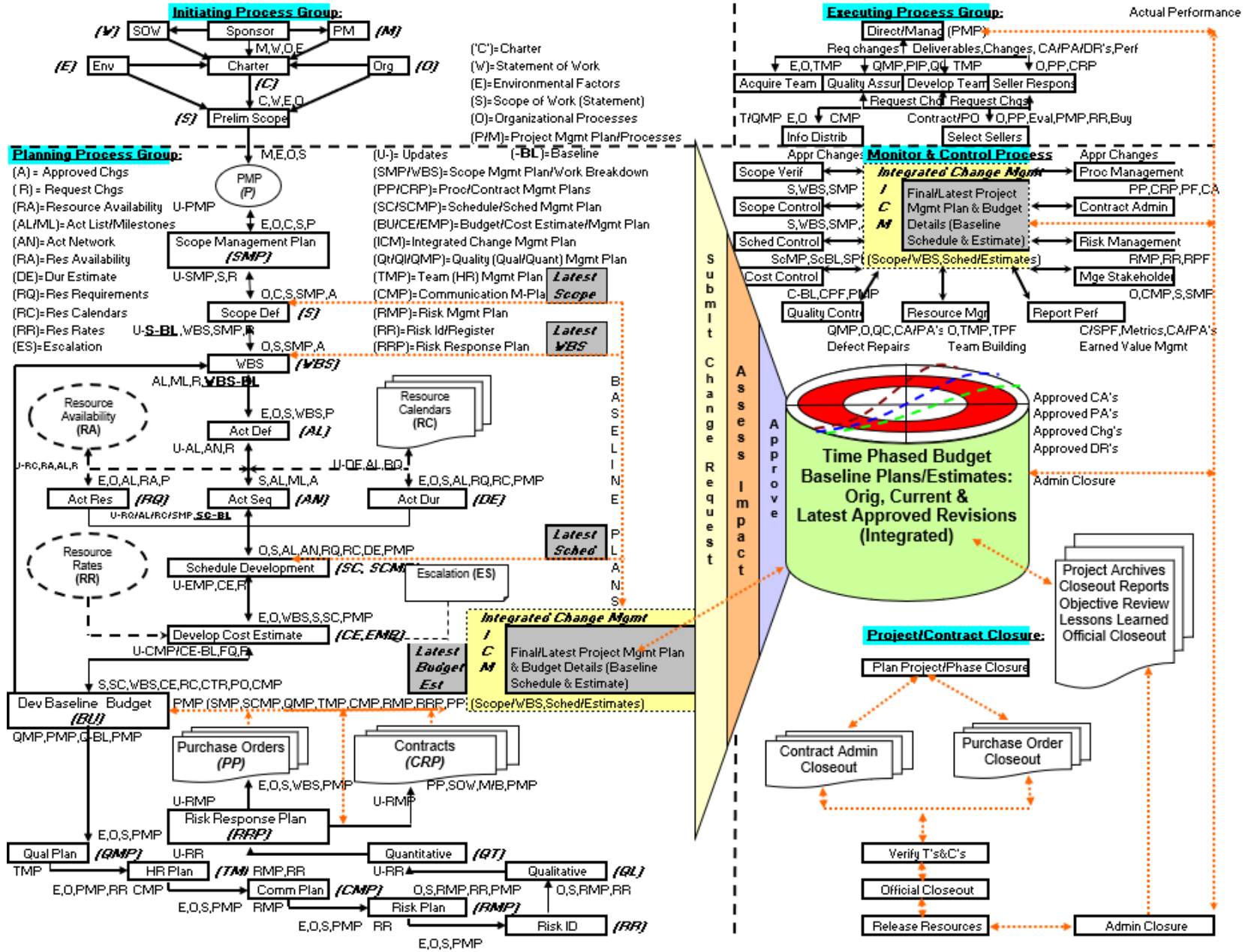
Formulation
20%

Implementation
20%

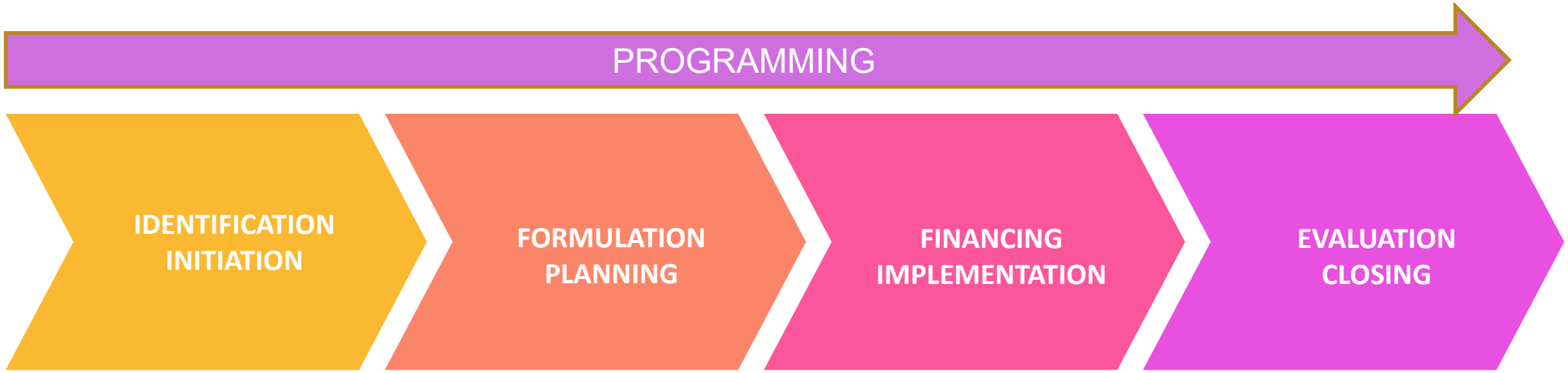
Evaluation and
audit 10%

PCM

Project cycle processes
Variety of models exist



PCM - INTEGRATED PROJECT PROCESSES
DELIVERABLES (DOCUMENTATION) IN EACH STAGE



- Problem and objective analysis TREE
- Strategy selection
- Stakeholder analysis
- Project CONCEPT Note

- Logical FRAMEWORK
- WORKBREAKDOWN structure mindmap
- GANTT CHART
- Resource plan and budget
- Project PLAN&application

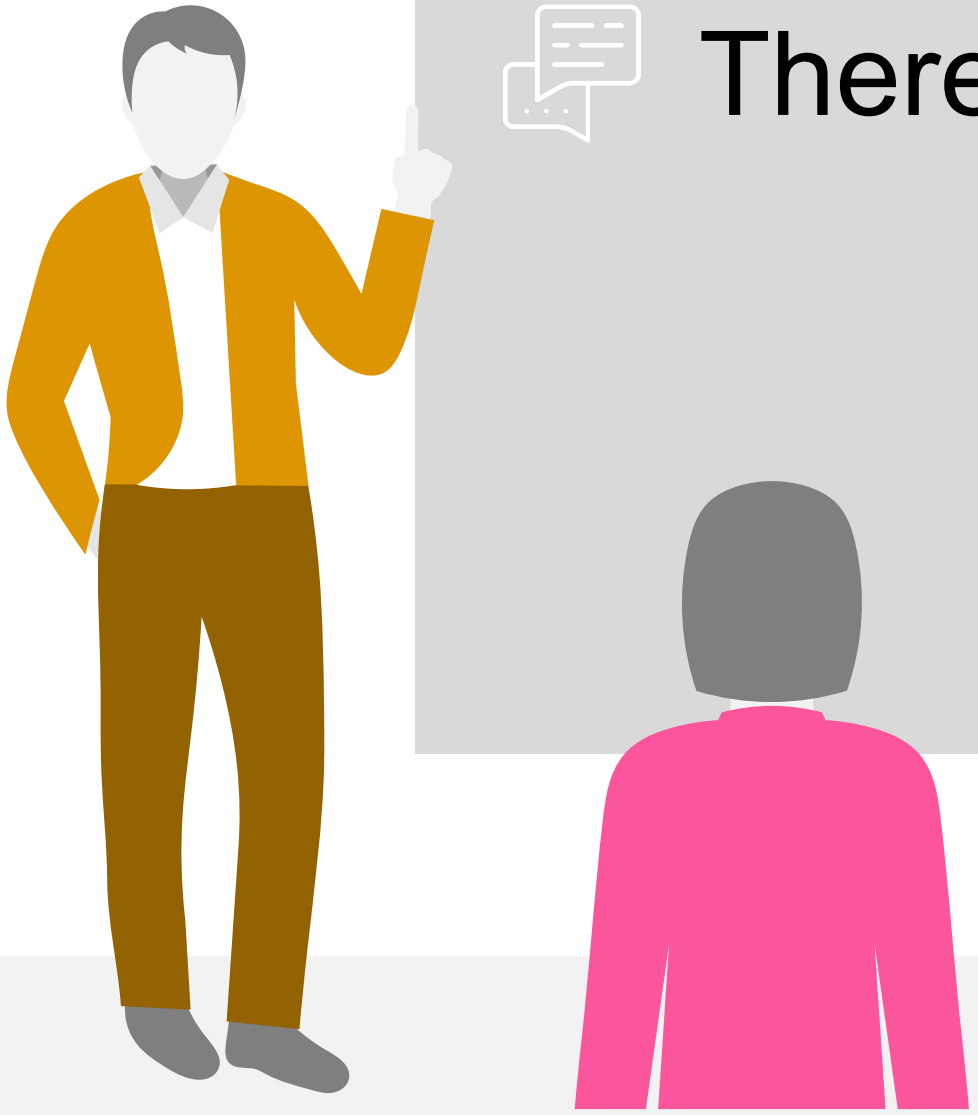
- Contract with EC
- Update WORKPLAN
- Actual work on implementation
- Communication plan
- Progress monitoring
- Dissemination
- Reporting

- REPORT on implemented project activity results (deliverables)
- Evaluation
- Audit

I have got a project idea

Vipuvoimaa EU:lta 2014–2020
Euroopan unioni
Euroopan sosiaalirahasto
LAPIN YLIOPISTO
UNIVERSITY OF LAPLAND
LAPIN AMK
Lapland University of Applied Sciences
Elinkeino-, liikenne- ja ympäristökeskus

There is a problem…

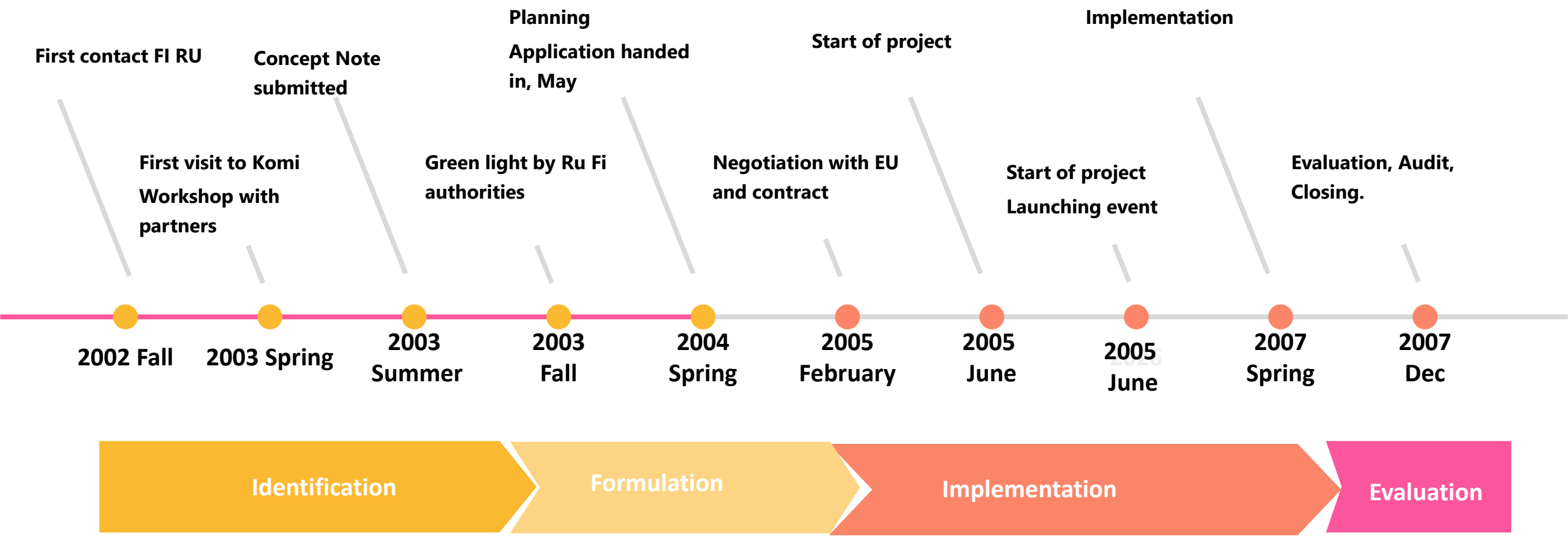


Problem…?
Project is a problem scheduled for solution!

Case study
Komi project

Project cycle timeline

Komi project



Programming

Evaluation and audit

PCM

Identification

Implementation

Formulation

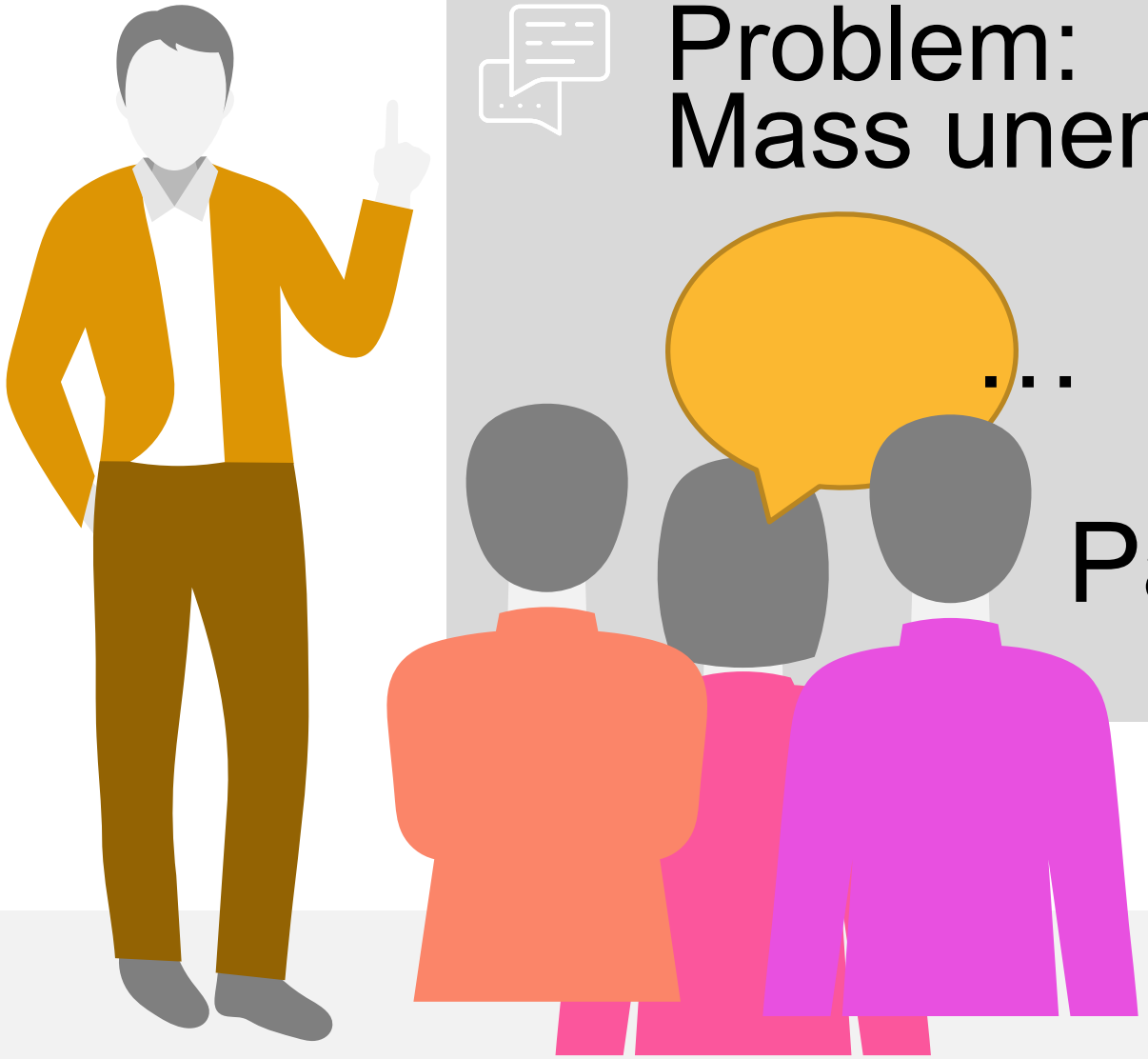
Initiating the project
Identification - one year process

- Russian partners contact Finns in Autumn 2002
- First visit to Komi in March 2003
- Russians present problems of mass rural unemployment in Komi
- Discussing cooperation possibilities

Problem:
Mass unemployment…

…

Padlet brainstorm



Identification cycle

Project analysis

Stakeholder analysis

Identify, evaluate, understand and assess stakeholders

Problem analysis

Carry out analysis on economic,technologic, social-cultural and environmental factors

Strategic analysis

Select project results/means/objectives and relate them to the project purpose and stakeholders

Objective analysis

Turn your problems into objectives. Define more specific needs among stakeholders. Frame hierarchy in objectives

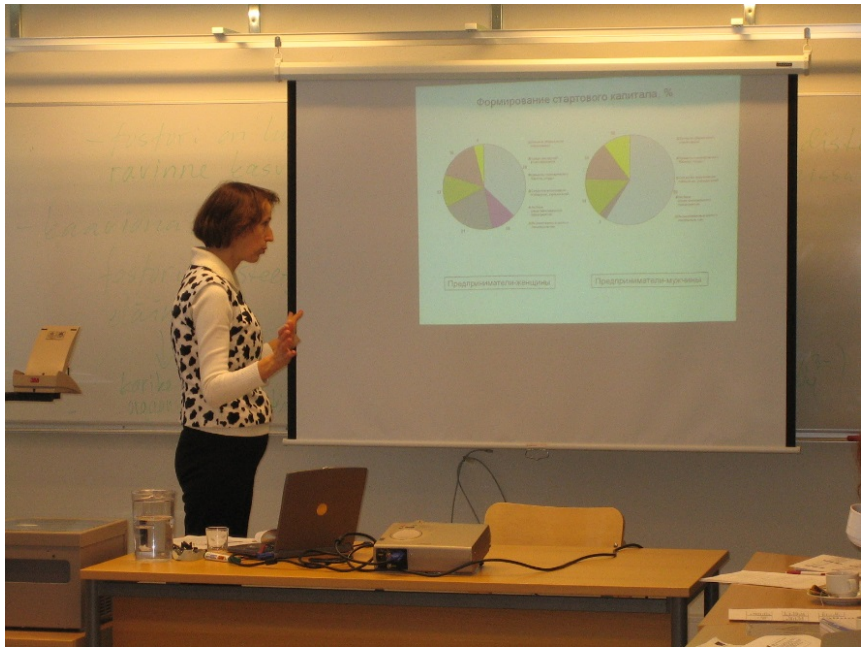
Workshop to identify a problem

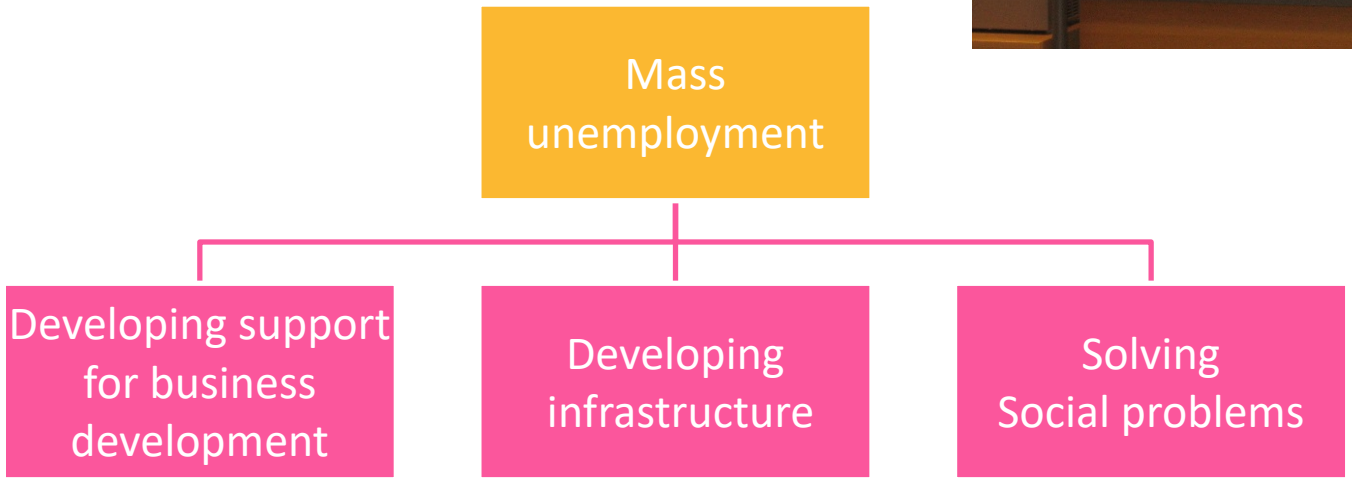
NOVELTY

Mass unemployment???

Developing a concept note

- Identifying alternative solutions
- Recommending preferred solutions
- Proposing implementation approach





Don´s assume - analyse

- Assumptions in Komi project case
  - Restructuring of economy
  - Low productivity workers
  - Out-of-date skills
  - Lack of education
  - Equal unemployment between men and women

Initial project idea vs actual outcome of the analysis

Problem

Mass unemployment

Solution

Female entrepreneurship

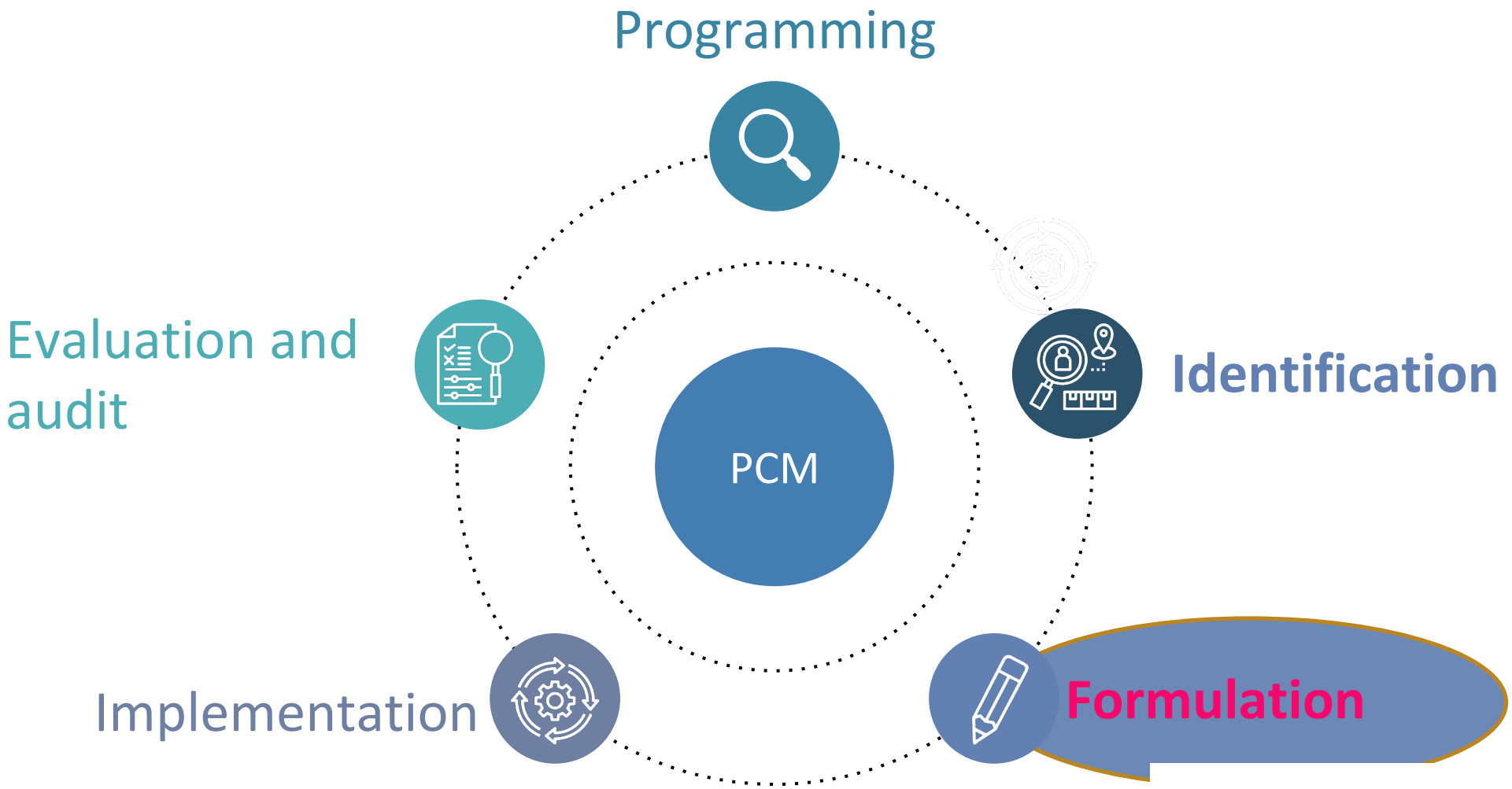
Establishing a female entrepreneurship support center

Concept note

- Getting approval from
  - Komi republic authorities: Ministry of Economic development, Government, Municipalities of Pilot districts
  - Rovaniemi Municipal Federation of Education, Finland
  - Ministry of Trade and Industry, Finland
  - Women Entrepreneurship Association
  - Consulting EC

Green light late fall 2003!!!

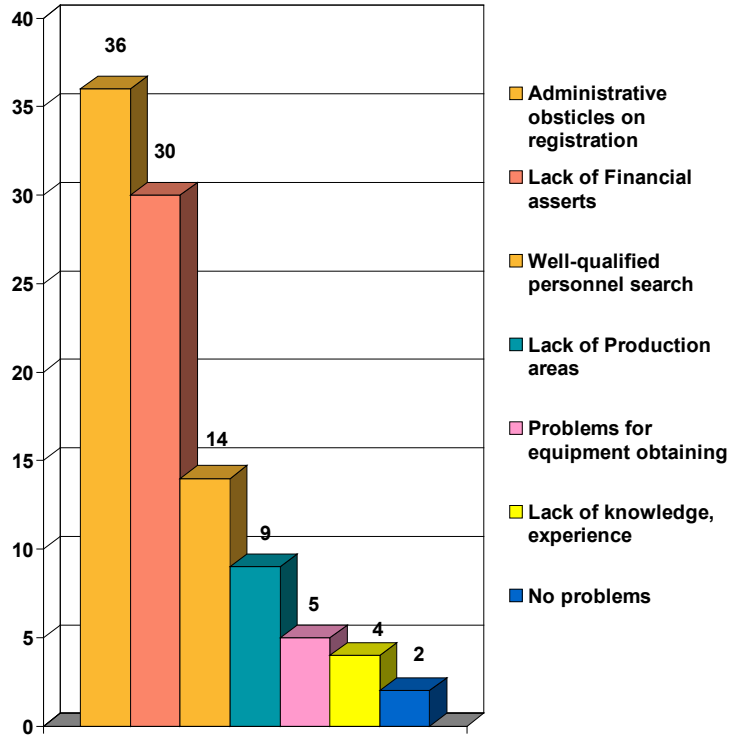
Project cycle management



Undertaking the feasibility study

September 2003-March 2004

- Conducting interviews, data collecting and analysis in Komi regarding unemployment and business opportunities
- Mapping opportunities that Lapland can offer
- Conducting another stakeholder workshop for strategy selection



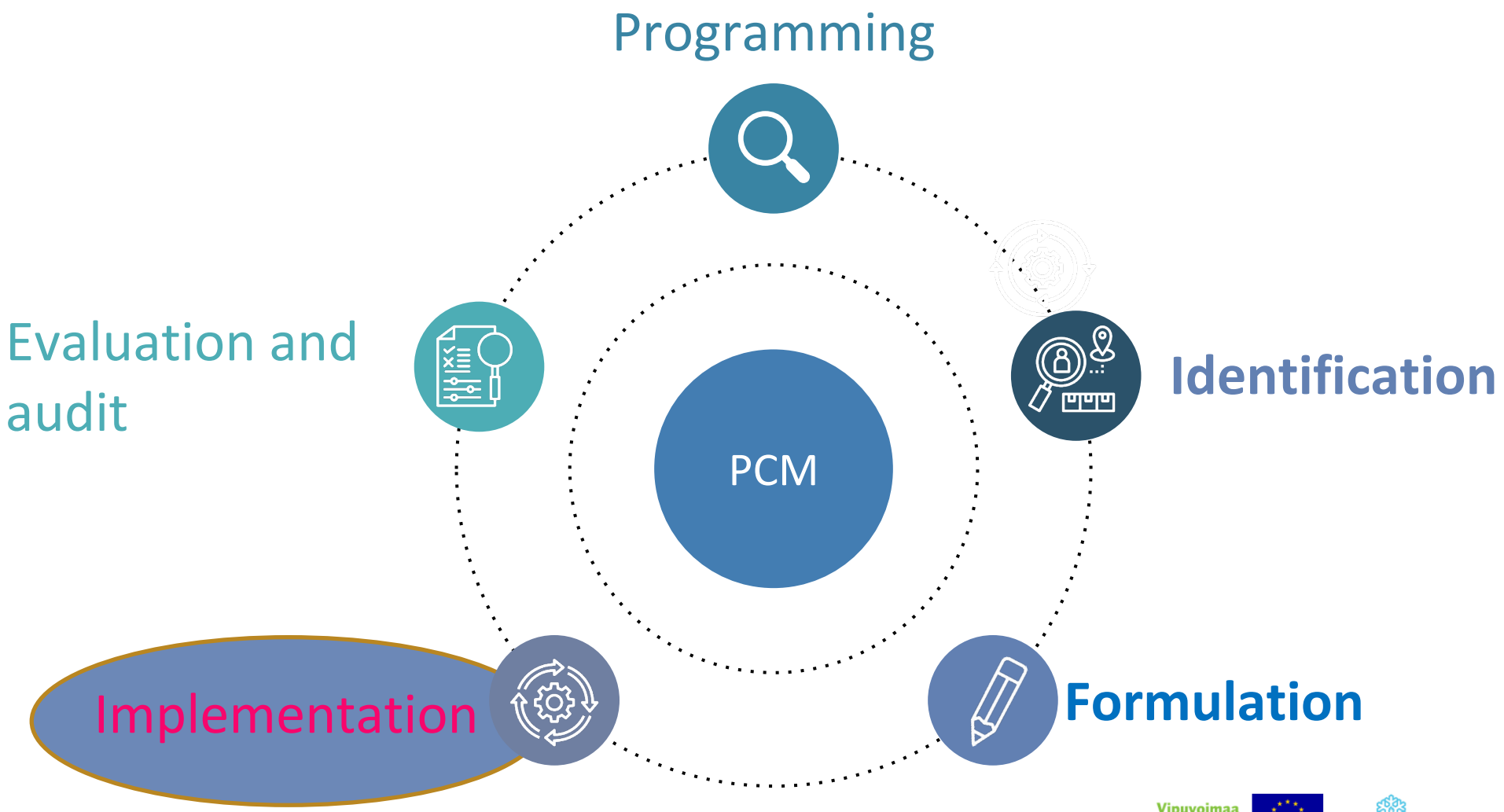
Logical framework for a project

	Project summary	Indicators	Means	Assumptions
Objectives	Contribute to the socio-economic improvement	Improved GDP by x%	Statistics/Project resources	Risk assumptions
Outcome	Enhanced business development structure	Increased employment by x%	Statistics/Project resources	Risk assumptions
Outputs	1. Established support center 2. Training carried out 3. Support for new businesses	1. In the center of X country 2. X people trained 3. X loans	1. Registration document 2. List of participants 3. Loans/Internal funds	Participants
Activities	1. Establishing center 1.1. Registering center 1.2. Arranging office facilities	1. Establishing center 1.1. 200000 euros 1.2. 12 Computers	Means for project resource allocation	Funding arranged

Project plan

- Full project plan in EU project application format submitted to EC Tacis Institutional Partnership Building Programme in May 2004 (today known as Kolarctic CBC)
- September 2004 project gets funding
- Until February 2005 negotiations process Finland-Russia-European Commission
- February 2005 contracts signed

Project cycle management



Launching the project

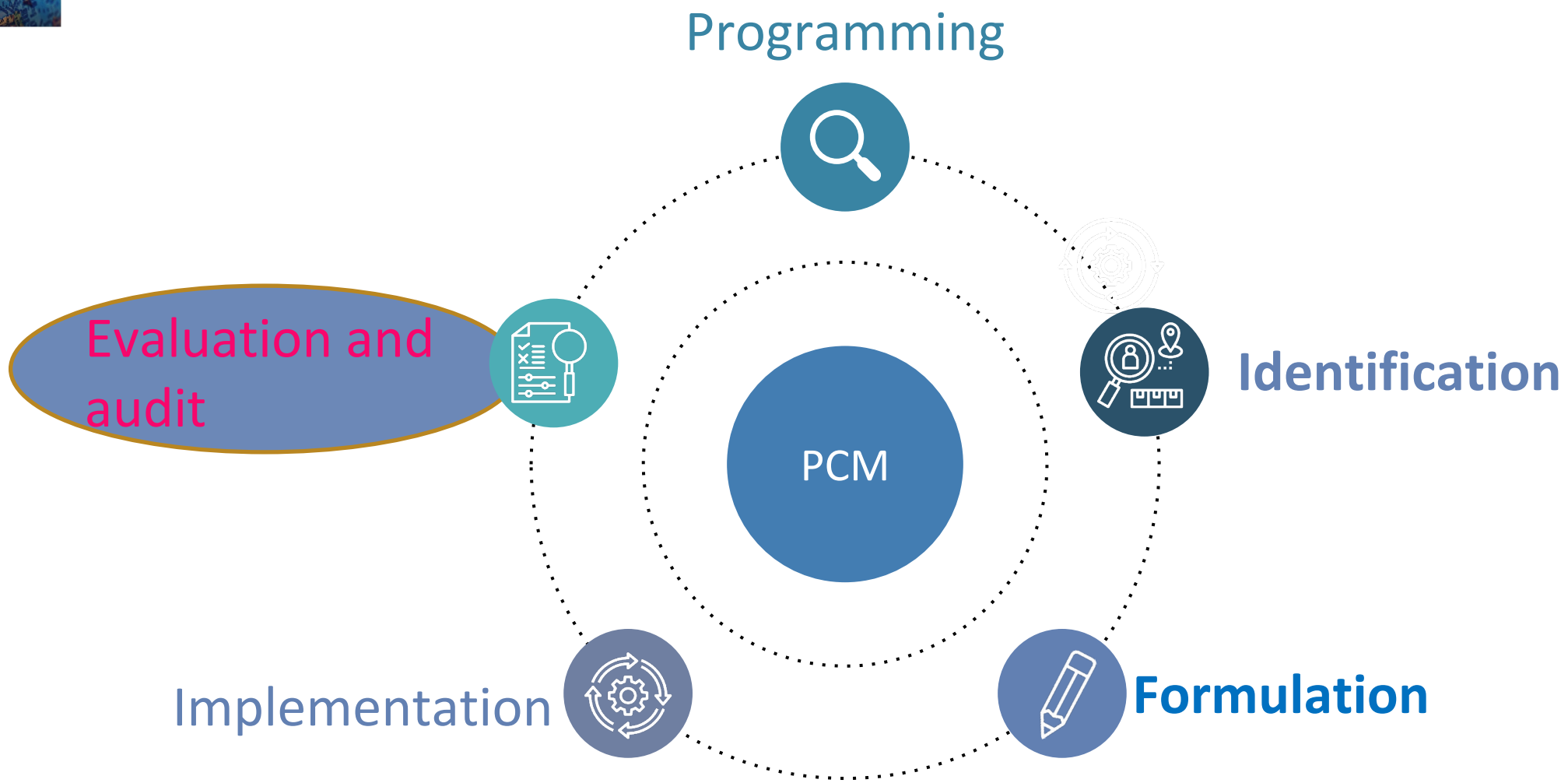
June 2005

- Project opening conference
- Stakeholder meeting
- Project plan updating
- Clear roles identified
- Communication and reporting plan finalised

Project activities carried out

- New support centre for business ladies
- Training in rural districts
- 60 new businesses established
- Microloan system developed
- Study visits to Finland organised

Project cycle management



Project evaluation and closure

- Final reporting by partners march-May 2007
- Final reporting to EC June 2007
- External evaluation and audit September 2007
- Decision by EC on closing the project books December 2007

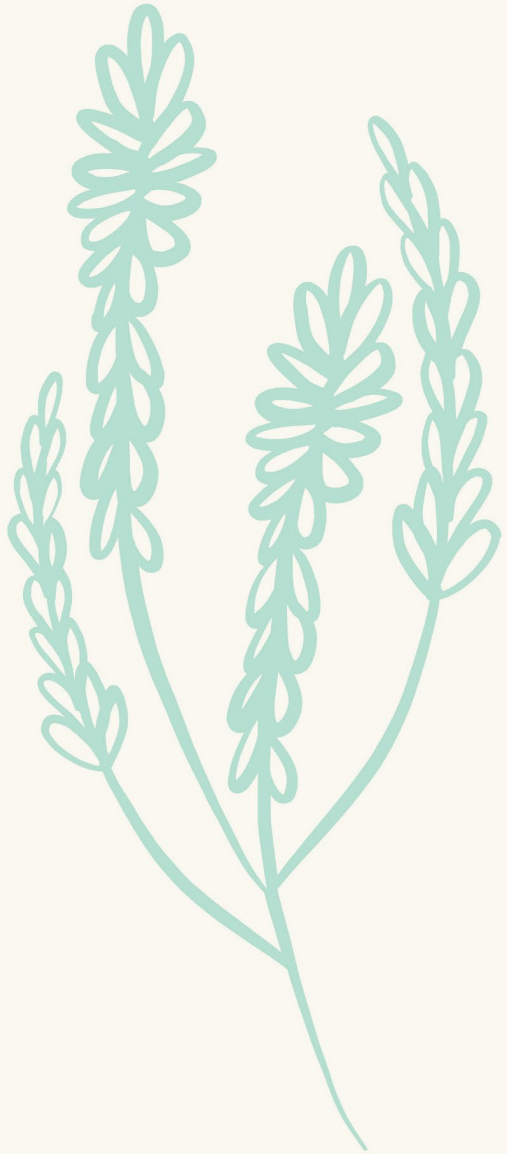
Some tips and lessons learnt

- Project Cycle Management is extremely practical model to apply in complex project settings and EU projects
- As you see it is not JUST about APPLICATION writing
- There is no shortcut
- Not all lifecycles should be as long as in the example, but they will be long anyway
- Today a success rate of the IP applications is 10-15% – so better put extra effort at the Identification phase before to put entire effort for application writing
- Learn and advance further with PCM approach

Discussion

What are your project cycle management experiences?

Please share in Chat or use mic and speak!



THANK YOU!