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 Live Webinars

Strengthening Project Proposal Development

Overview of Project Design and
Project Management

13 May 2024

**EASTERN PARTNERSHIP
CIVIL SOCIETY FACILITY
PROJECT**

#EaPCivilSociety



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Live Webinars

Strengthening Project Proposal Development

A series of webinars to guide CSOs in the Eastern Partnership on how to prepare proposals for EU funding



DATES

13, 15, 17 and 20 May 2024



TIME

13:00 - 14:00 CET (Brussels time)

- ✓ 13 May: Overview of Project Design and Project Management
- ✓ 15 May: People in Projects
- ✓ 17 May: Purpose and Objectives in Projects
- ✓ 20 May: Monitoring and Control in Projects

Trainer: Agustín Moya-Colorado

Senior Project Management Expert at
Helpdesk for EU grantees at EaP Civil Society Facility



REGISTER NOW

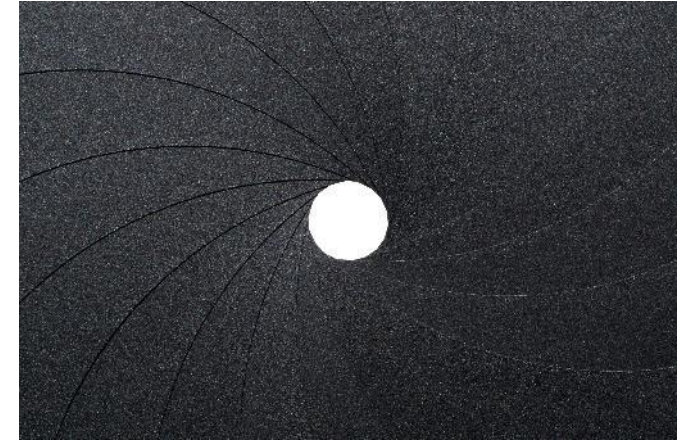
Agustín Moya Colorado

- Agricultural Engineer
- 25 years working experience in Project Management in the area of International Development Cooperation
- Working experience with NGO and with donor agencies (EC)
- Nicaragua, Guatemala, Namibia, Mozambique, Cyprus
- PM² certified
- Helpdesk for the EaP Civil Society facility:
 - grantees_helpdesk@eapcivilsociety.eu
- LinkedIn →



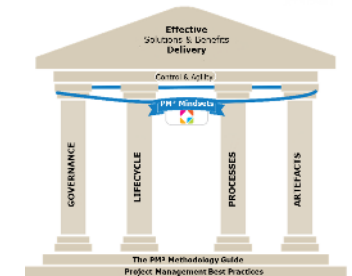
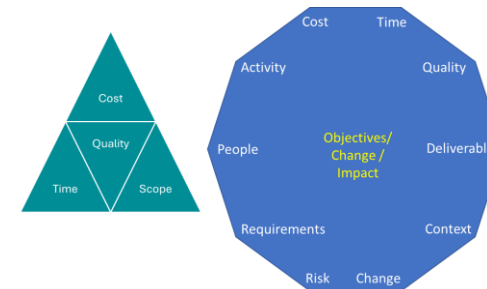
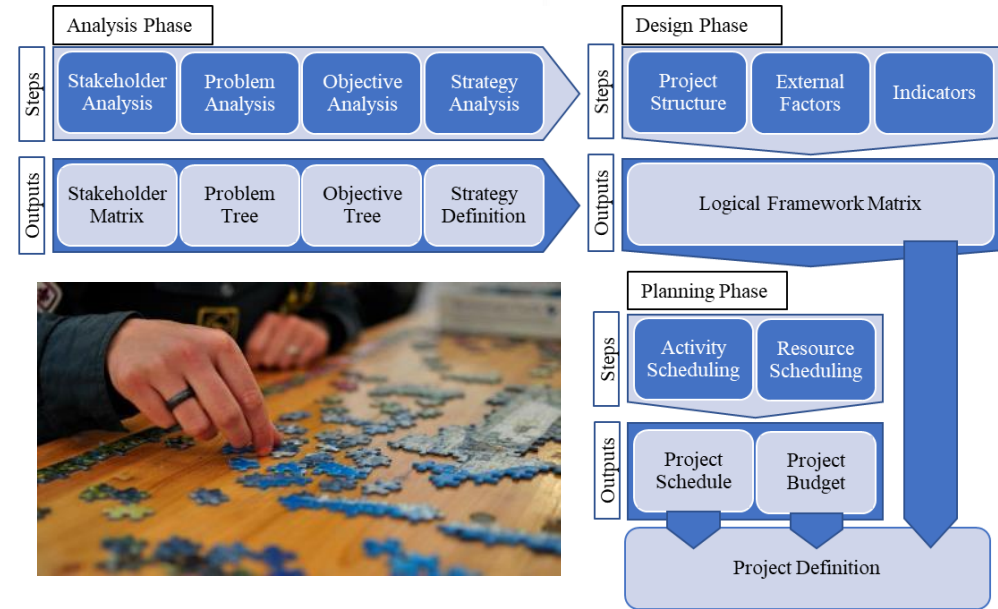
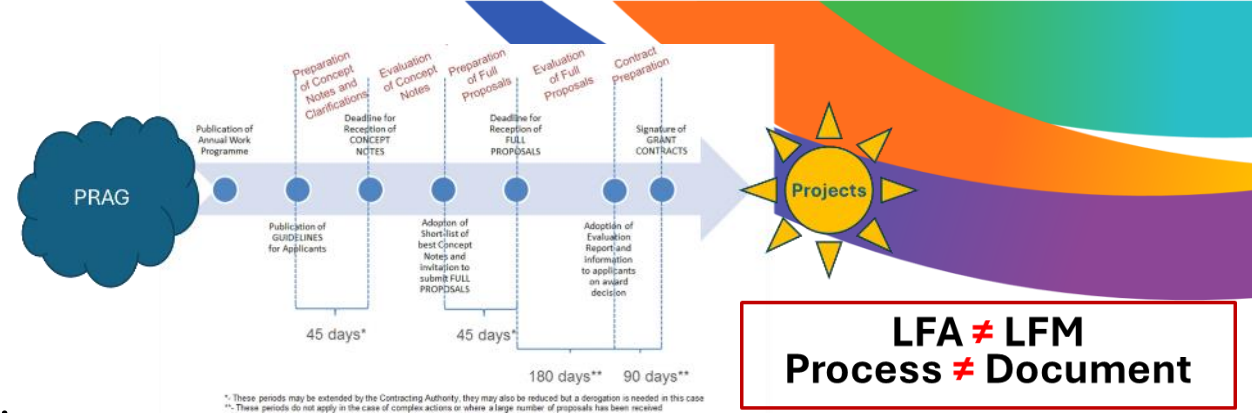
Proposed rules for the session

- We are using Zoom in Webinar Mode
- We are a large group:
 - Cameras and microphones are off by default
- Questions:
 - Please use the **Zoom Q&A section** for specific questions on the content of the webinar
 - These will be answered **at the end** of the session
 - Please use the **Zoom Chat section** to share your experience or comments.
 - We will not be able to answer questions posed in the chat.



Recap from D1

- EU-Funded projects are complex and competitive, generally organized in **two steps: CN and FA**
- **Project Design** is fundamental, and it is supported by the **LFA**, which is different from the LFM; and it is **assessed at CN stage**.
- Make sure you cover all steps in the **Analysis** to answer all the questions in the evaluation grids.
- At FA



Day 2 – People in Projects

15 May 2024

- Project Stakeholders:
 - Definitions
 - Tools and best practices
- Project Governance and Accountability:
 - Definitions
 - Tools and Best Practices
- Questions and Answers



Stakeholders in EU-funded Projects

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People in Projects: Who are the people?
Please type **words** you associate to
people in projects

ⓘ Start presenting to display the poll results on this slide.

People in Projects

Who are the People?



Why are people important in projects?

- Projects are about people
- Projects are about change
- Projects are about changing people ´s lives
- It is of utmost importance to **keep in mind** the **People Dimension** of your Project at all times
- We need to **know** about the people as much as possible
 - **Organize the knowledge**



People in EU Projects Definitions

A **stakeholder** is any individual, group or organisation that can **affect, be affected by** (positively or negatively), or even **perceive itself to be affected** by the project. A stakeholder can also **exert influence** over the project and its deliverables.

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

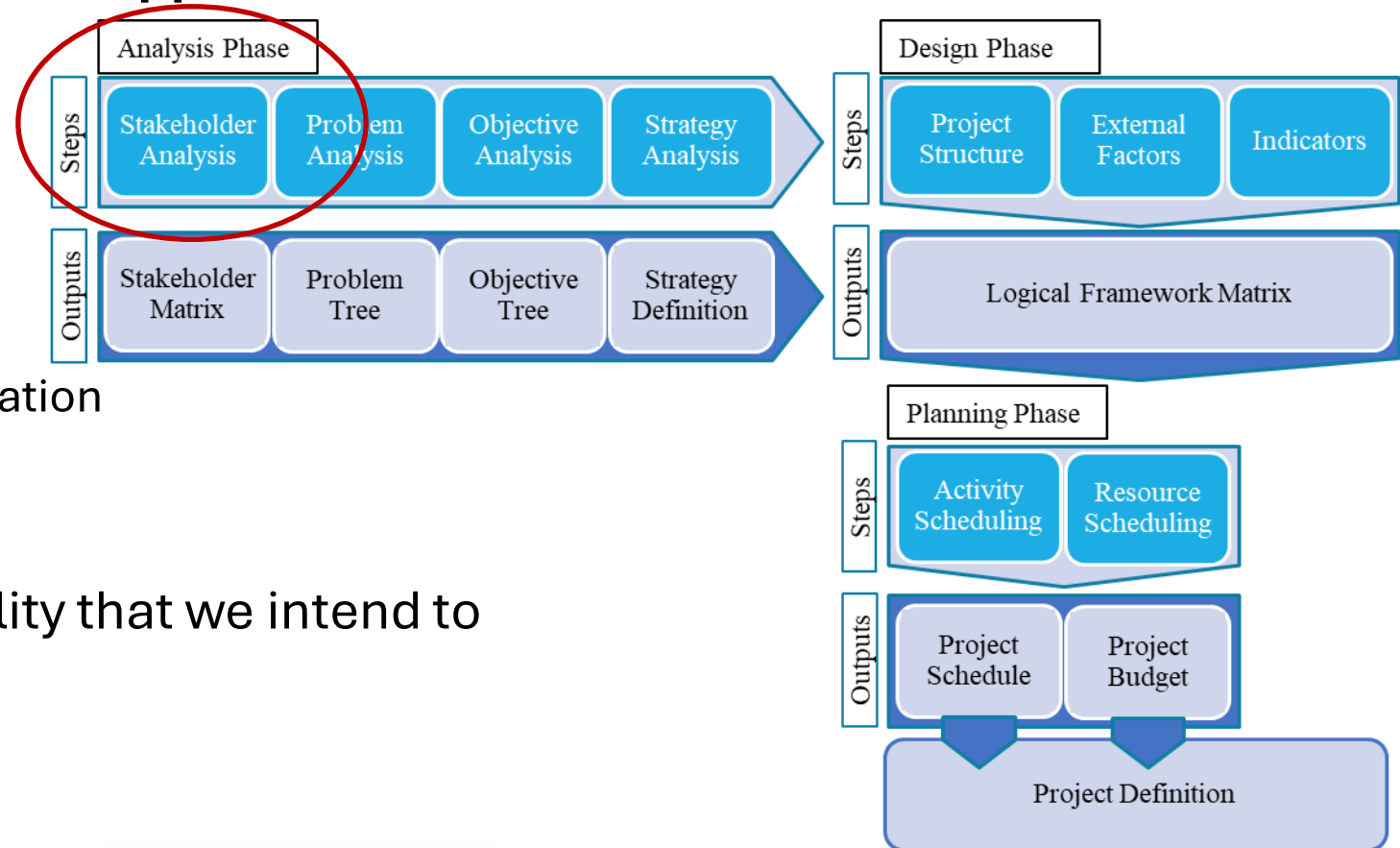
Final beneficiaries are those who will benefit from the action **in the long term** at the level of the society or sector at large



Stakeholder Analysis

- First step in the **Logical framework Approach**

- **Stakeholder analysis**
- Problem analysis
- Objective/solution analysis
- Strategy
- Project intervention
- Assumptions
- Indicators and sources of verification
- Plan and Budget



- Essential to understand the reality that we intend to **change**

Stakeholder Analysis - benefits

- Assess the **interest** of each stakeholder in the intervention's success/failure.
- Assess the stakeholder's **power (influence)** to support or obstruct the intervention.
- Identify the **relative position** of all actors towards an intervention.
- Provides **key information** for project design, and scope definition.
- Define an appropriate **engagement and communications strategy**.
- Uncovers **conflicts, risks, and opportunities**.
- Allows for better **decision-making**.
- Facilitates **sustainability**

Stakeholder Analysis - steps

1. Identify all stakeholders
2. Assess stakeholders
3. Map stakeholders
4. Define engagement and communication strategy



1. Identify all stakeholders

- Have the **definition** at hand
- Initial **brainstorming** exercise
- Interviews with **key informants**
 - **Ask, ask, ask**
- List them and gather preliminary information:
 - Quantitative data (socio-economic indicators)
 - Gender
 - Characteristics (needs, capacities, etc.)

A **stakeholder** is any individual, group or organisation that can **affect, be affected by** (positively or negatively), or even **perceive itself to be affected** by the project. A stakeholder can also **exert influence** over the project and its deliverables.

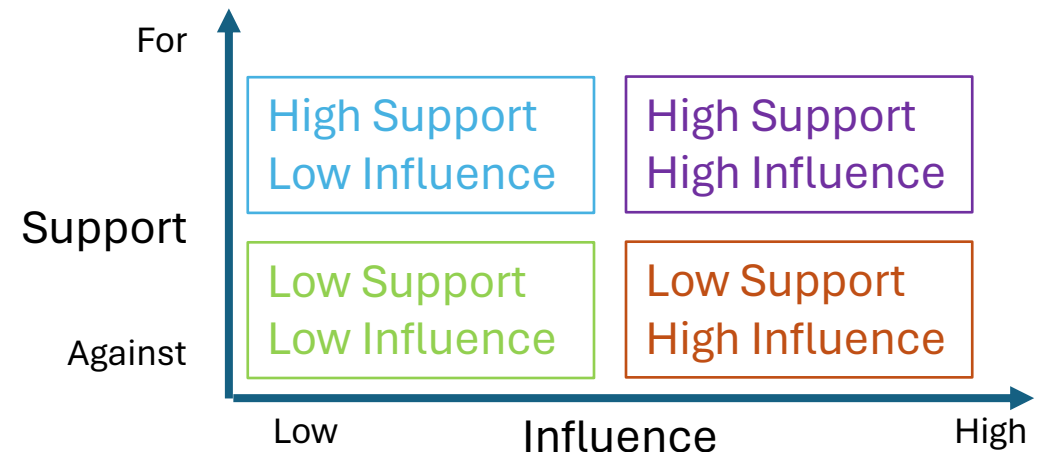


2. Assess stakeholders

- Refine your data and systematize it
 - **Stakeholder Matrix**

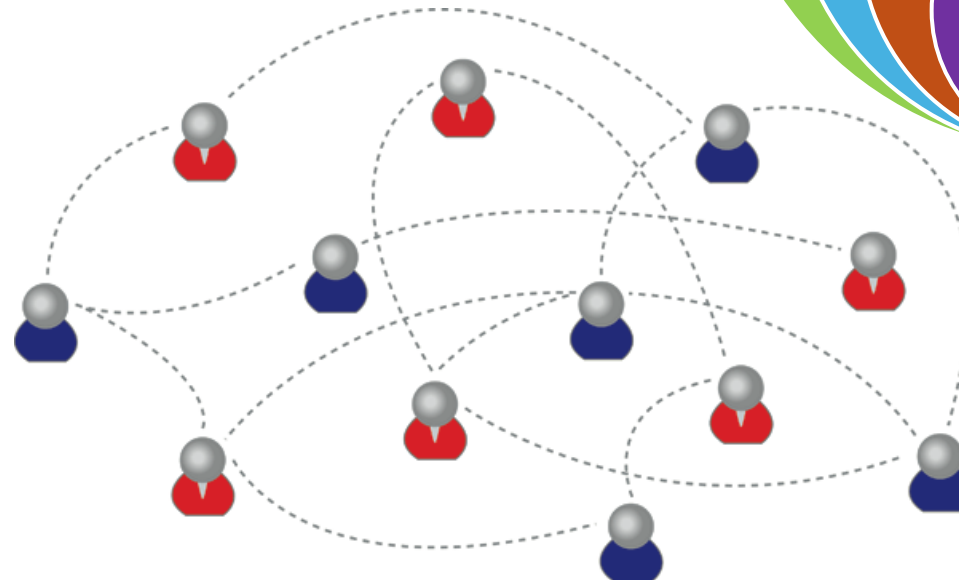
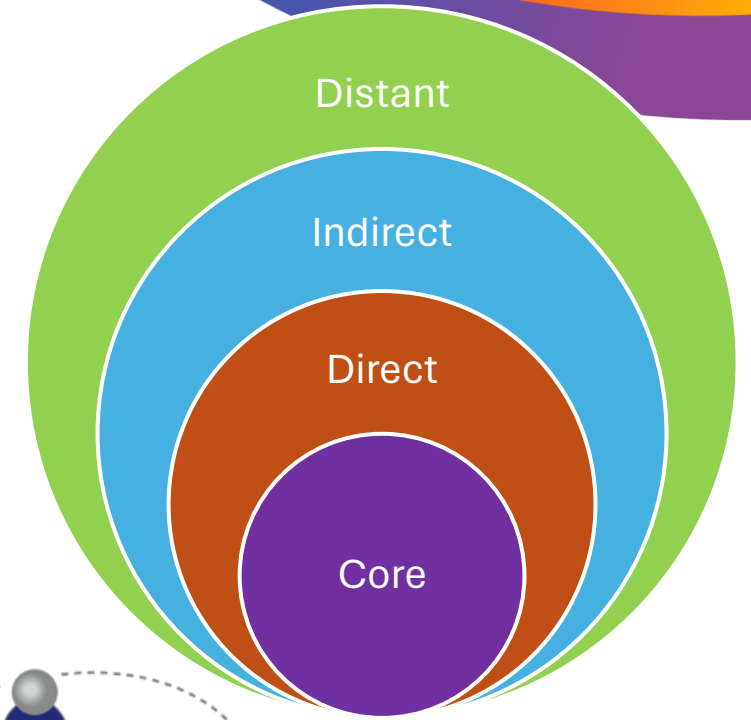
Stakeholder	Characteristics	Needs	Capacities	Support	Influence	Engagement

- Incorporate criteria for:
 - Support / Interest
 - Influence / Power
 - **Support x Influence Matrix**



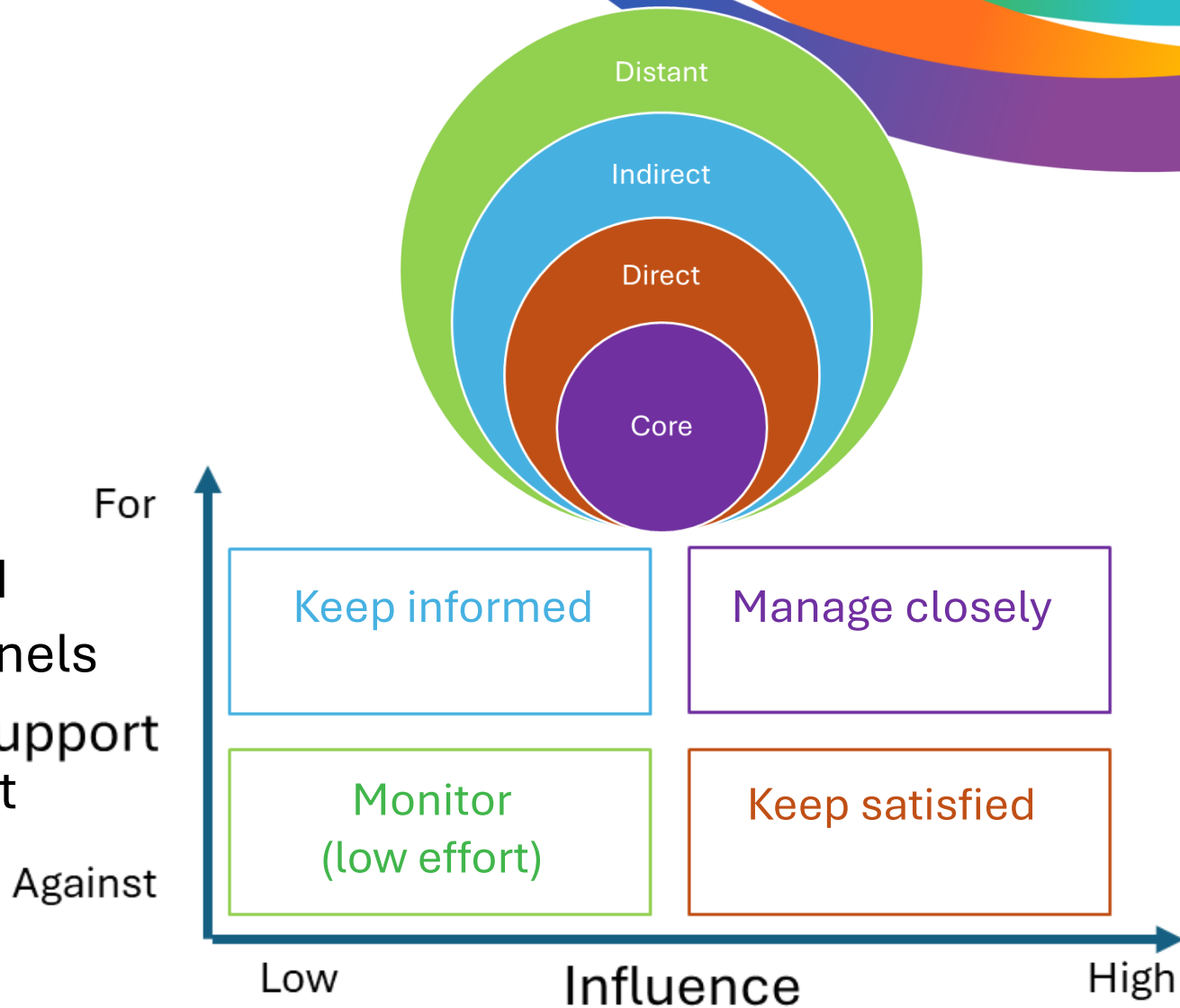
3. Map stakeholders

- Visualize where your stakeholders are and how they interact
- Use different visualizations
- Look for:
 - Potential conflicts
 - Alliances / Partnerships
 - Opposition
 - Risks and opportunities
 - Rights-based stakeholders



4. Define engagement and communication strategy

- Based on the stakeholder assessment and mapping:
 - Appropriate **communication modalities** should be developed
 - Frame and adapt **dialogue** channels and messages
 - Reinforce **ownership** and benefit perception
 - Mitigate **risks** and exploit **opportunities**



Stakeholder	Characteristics	Needs	Capacities	Support	Influence	Engagement

Stakeholder Analysis - process

- Stakeholder analysis and engagement is not a one-time exercise
- It is a continuous process
 - Monitor
 - Adapt
 - Engage
 - Ensure participation
- **Key for sustainability**
 - Engagement / participation is usually correlated to sustainability

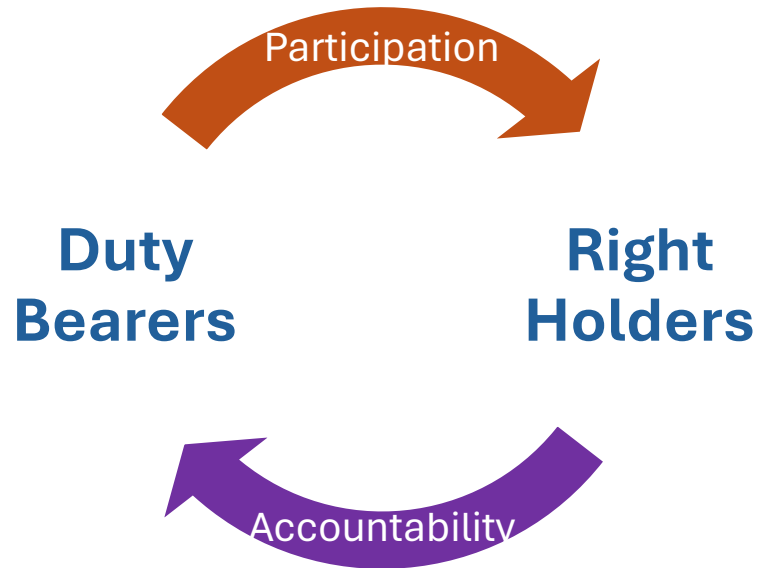


People in the Human Rights-Based Approach



- 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

People in the Human Rights-Based Approach



Webinar by Paul Dalton (DK), Expert on Human Rights, HRBA and Inclusive Governance, available at the **EaP eLearning Hub**



Project Governance in EU-funded Projects

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Who do you work for?

① Start presenting to display the poll results on this slide.

Project Governance and Accountability

- Governance is the adequate and clear assignment of:
 - Roles
 - Responsibilities
- Necessary to define and establish:
 - Who **does** what
 - Who **is responsible/accountable** for what happens in the project
 - How **decision-making** happens
 - How **information** needs to flow



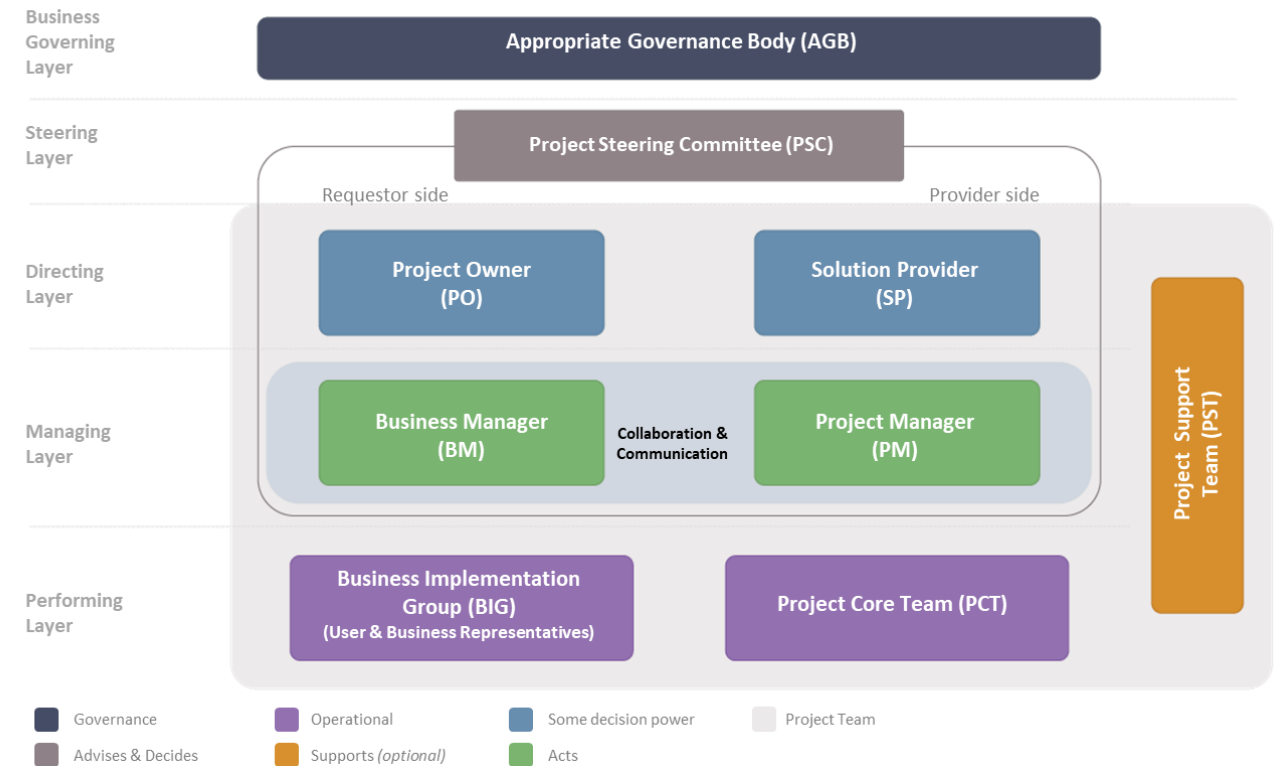
Project Governance and Responsibility (ARSCI)

- Responsibilities may be defined by:
 - Level of involvement in management tasks
 - Level of answerability (accountability)

Accountable	They delegate the execution of the work, but approve it and take final responsibility. There is only one Accountable role
Responsible	Responsible for carrying out the work. There is only one Responsible role
Support	They support and assist in carrying out the work, as part of the team. There can be several Supporters
Consulted	These roles are consulted for the work
Informed	They are regularly informed of the progress of the work

Project Governance and Roles

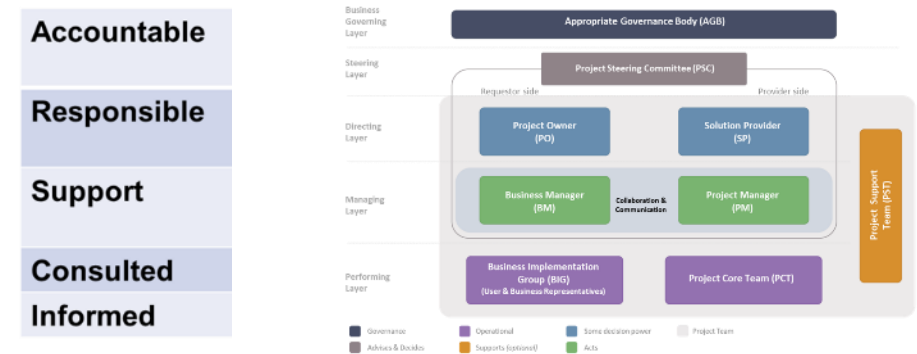
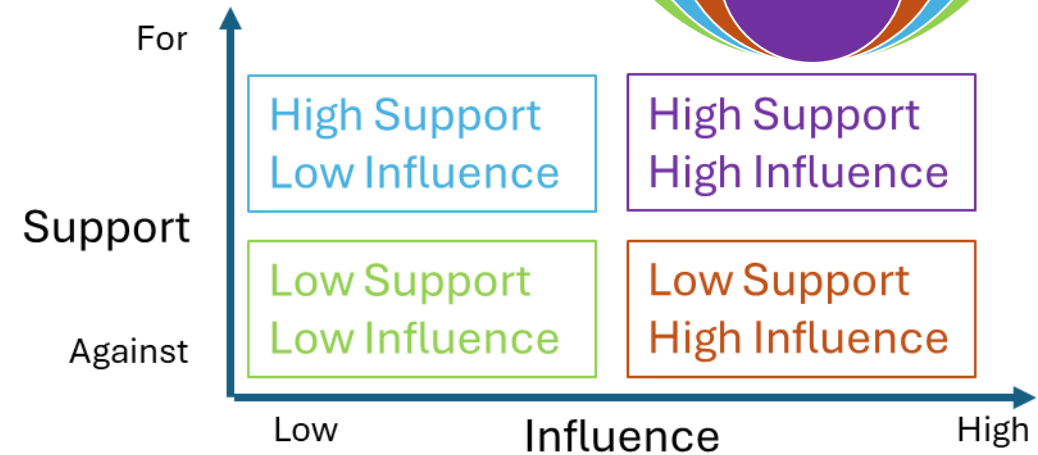
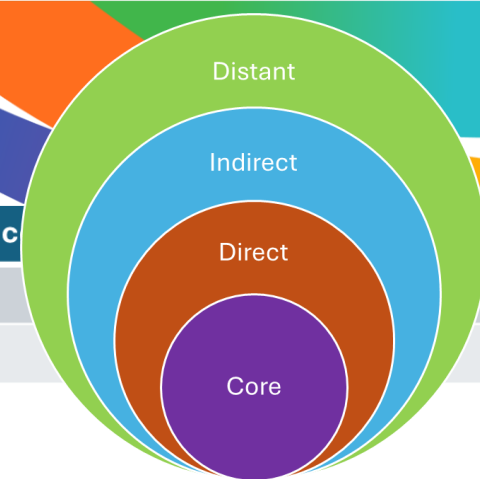
- Roles are defined in a Governance Model by:
 - Decision making
 - Positioning in Management
 - Strategy
 - Operational



Wrap-up

- People are core elements in Projects – keep a **people-oriented mindset**
- The more you know about the people in your Project, more elements of **success** in your favour
- Conduct **Stakeholder Analysis** at the very beginning and regularly update it with the tools at your disposal
- Establish a clear **Governance Model** for your project, assigning Roles and Responsibilities

Stakeholder	Characteristics	Needs	Capacities	Support	Influence





Thank you very much for your kind attention

Questions and answers



grantees_helpdesk@eapcivilsociety.eu



The Project is funded by the European Union and implemented by the consortium led by GDSI Limited



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Has this 2nd session been useful to you?

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