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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

- PM^2 certified

- Helpdesk for the EaP Civil Society facility:

  - **grantees_helpdesk@eapcivilsociety.eu**

- LinkedIn ➡️

Proposed rules for the session

- Microphones and cameras:
  - Complete freedom
  - Suggested: closed microphone and open camera
- Questions:
  - Complete freedom: at any time or at the end of each section
 - Open discussion on any issue – raise your hand or use the chat
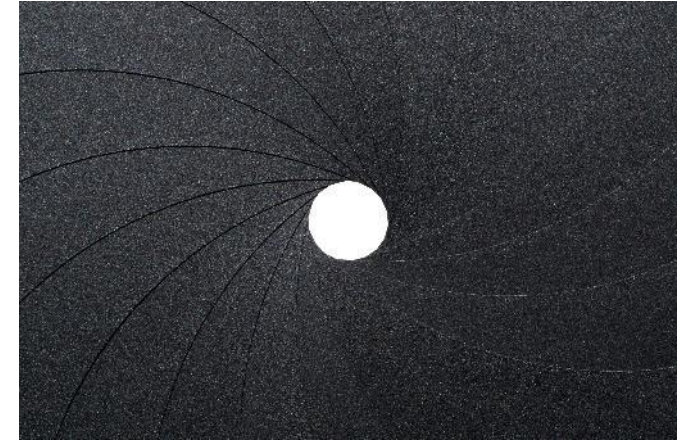
Recap D1

- 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** together with **Relevance**.

- Make sure you cover all steps in the **Analysis** to answer all the questions in the evaluation grids.

- **At FA stage** you will complete the **planning** of your project

- **Project Management** is supported by Project Management Methodologies, such as **PM^2**, that allow you to integrate all the necessary dimensions in your project.

Recap D2

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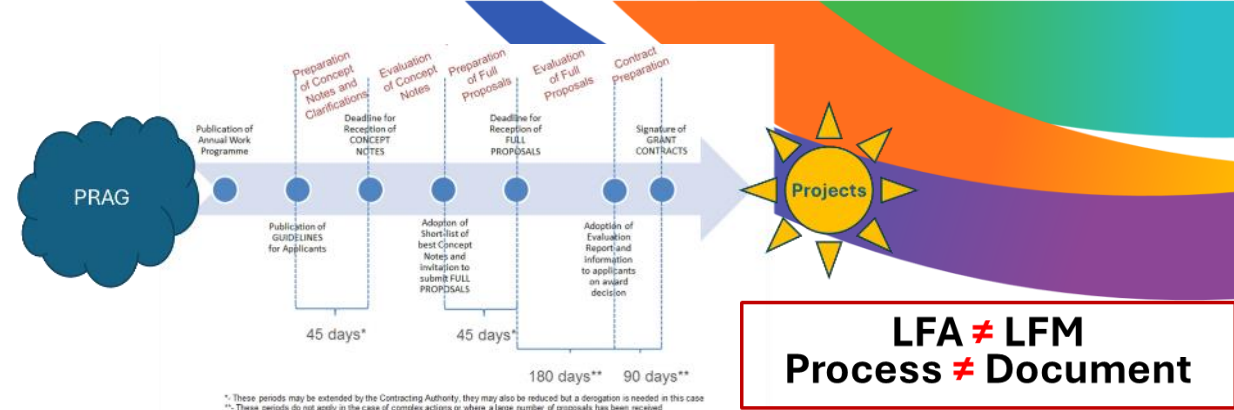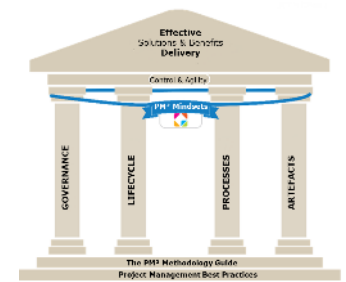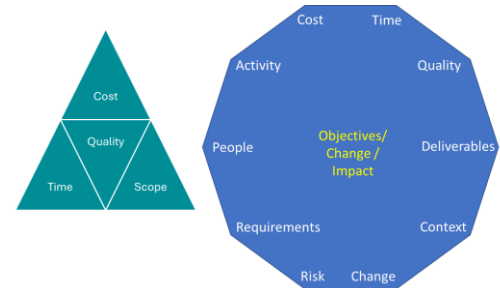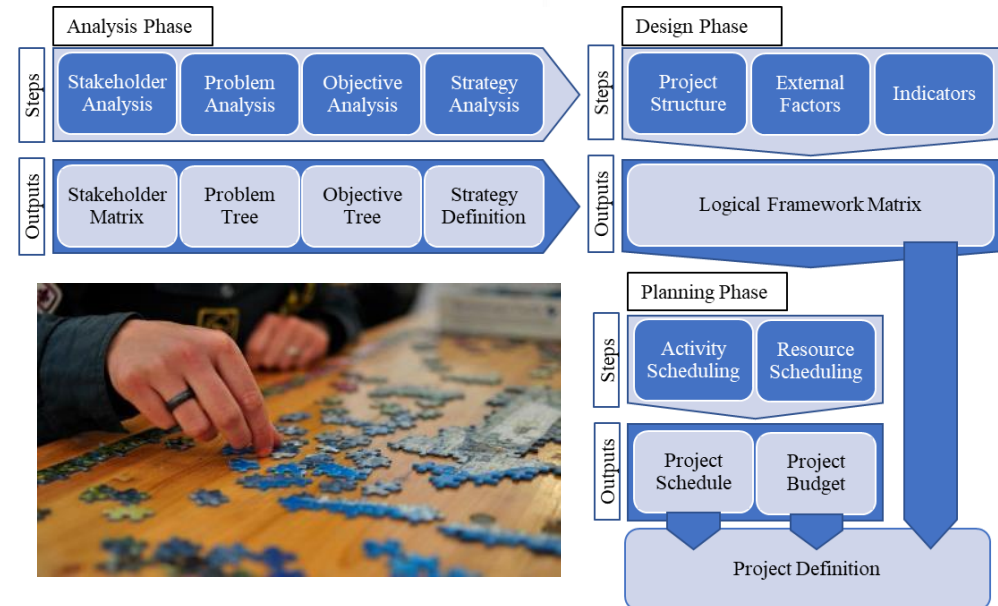
- People are core elements in Projects – keep a **people-oriented mindset**
- The more you know about the people in your Project, more elements of **success** in your favour
- Conduct **Stakeholder Analysis** at the very beginning and regularly update it with the tools at your disposal
- Establish a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

Distant / Indirect / Direct / Core

For
High Support Low Influence | High Support High Influence
Support
Low Support Low Influence | Low Support High Influence
Against
Low   Influence   High

Accountable
Responsible
Support
Consulted
Informed

Day 3 – Purpose and Objectives in Projects
17 May 2024

- Linking objectives, deliverables, and plans
  - Logical Framework Approach (II)
- Full Applications
  - Assessment
  - Best Practices
- Questions and Answers

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Why do we do projects?

Current situation

Project

Future situation

Change Transformation

- Problem
- Need
- Opportunity

- Solution
- Effect
- Impact

Projects are not about **doing things**, but about generating **change**
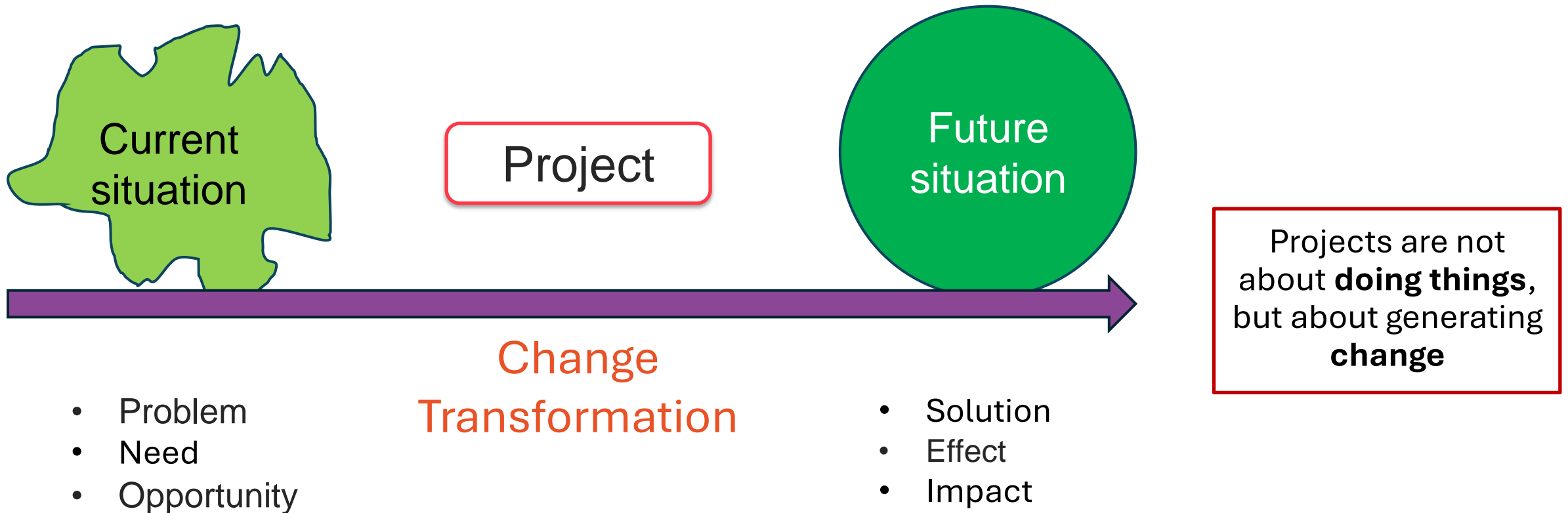
Continuing the Analysis
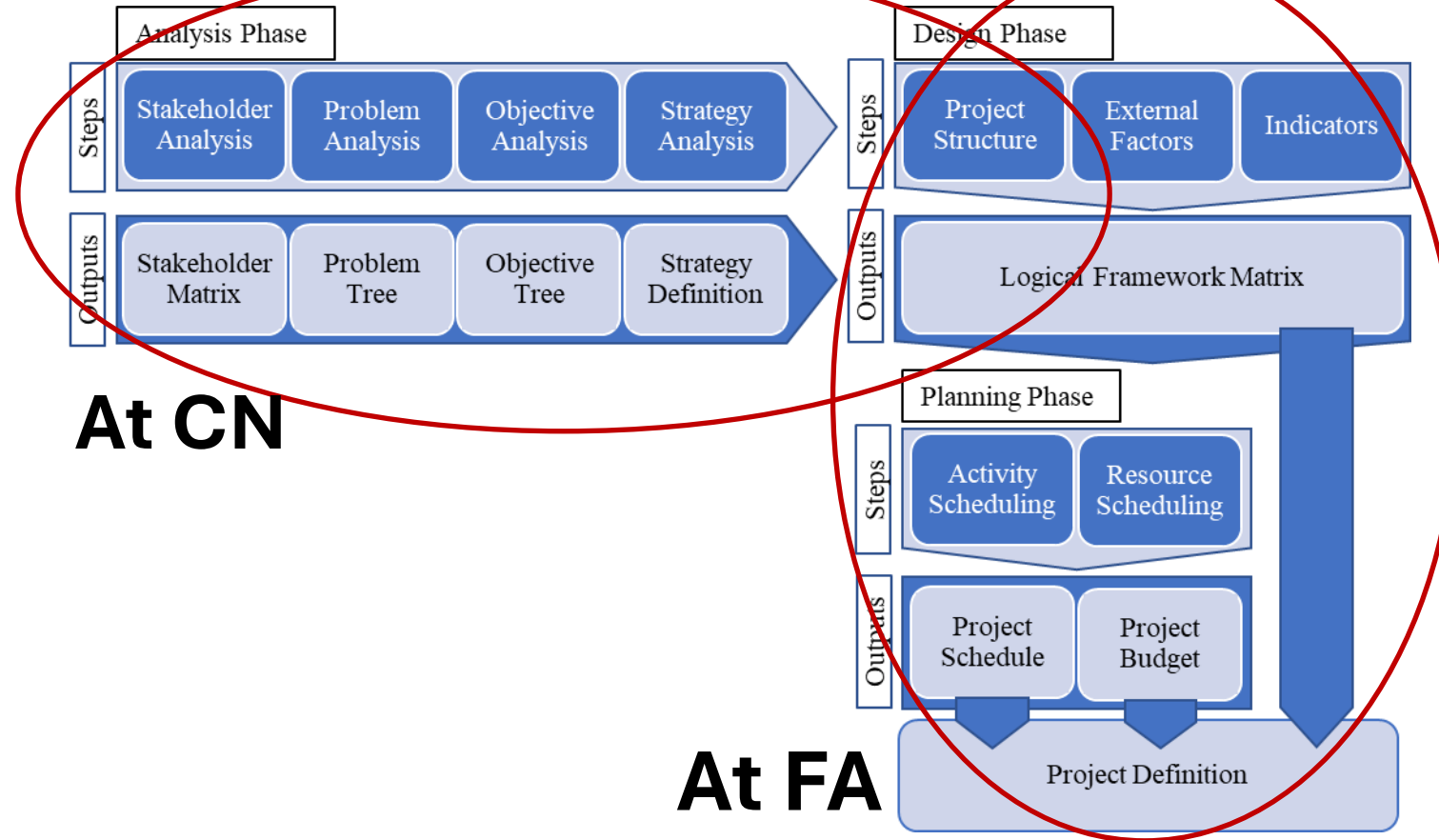
Problem Analysis

- What is exactly the problem?

- What are the root **causes** of the problem?

- What is the cause and what is the **effect**?

- **Why** do things happen like they happen?

- Ask **why**?
    - Repeatedly
    - Participatory
    - Draw the connecting lines

Short Video with "the 5 Why technique"

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 ==represent== 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:
    - **P**olitical,
    - **E**conomic
    - **S**ocial
    - **T**echnological
    - **E**nvironmental
    - **L**egal

Know and understand the problem you are trying to solve
WHY?

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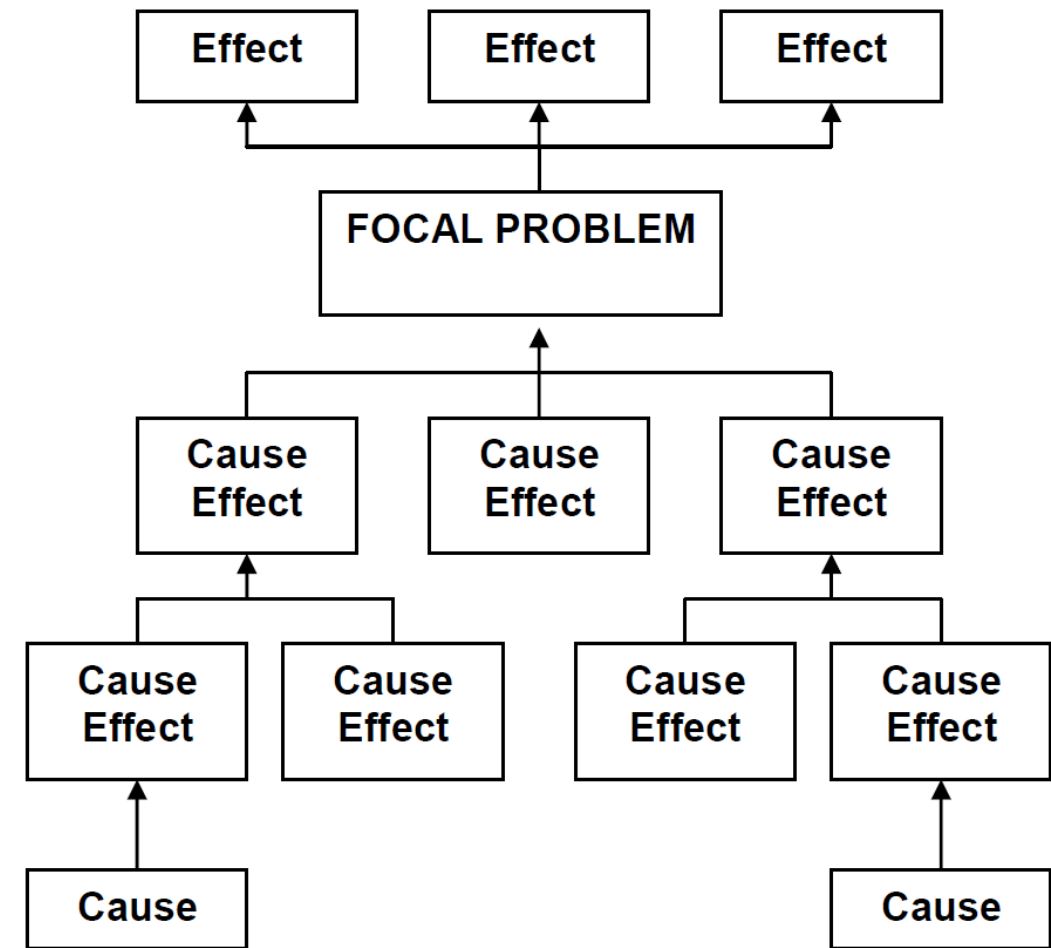
Objective Trees

- The Objectives Tree is the tool for identifying the necessary solutions and the links between these solutions.

- The clearer the problem is stated in the Problem Tree, the easier it is to identify the logical link between problems, and then to define clear objectives.

  - Each level of the objectives tree represents a means to achievement at the next level.

  - Step 1: Reformulate all negative situations of the problems analysis into positive situations that are:

    - Desirable

    - Realistically achievable

  - Step 2: Check the means-ends relationships derived

    - Ensure validity and completeness of the hierarchy

    - Cause-effect relationships are turned into means-ends linkages

Define how to turn problems into positive situations
If... then...
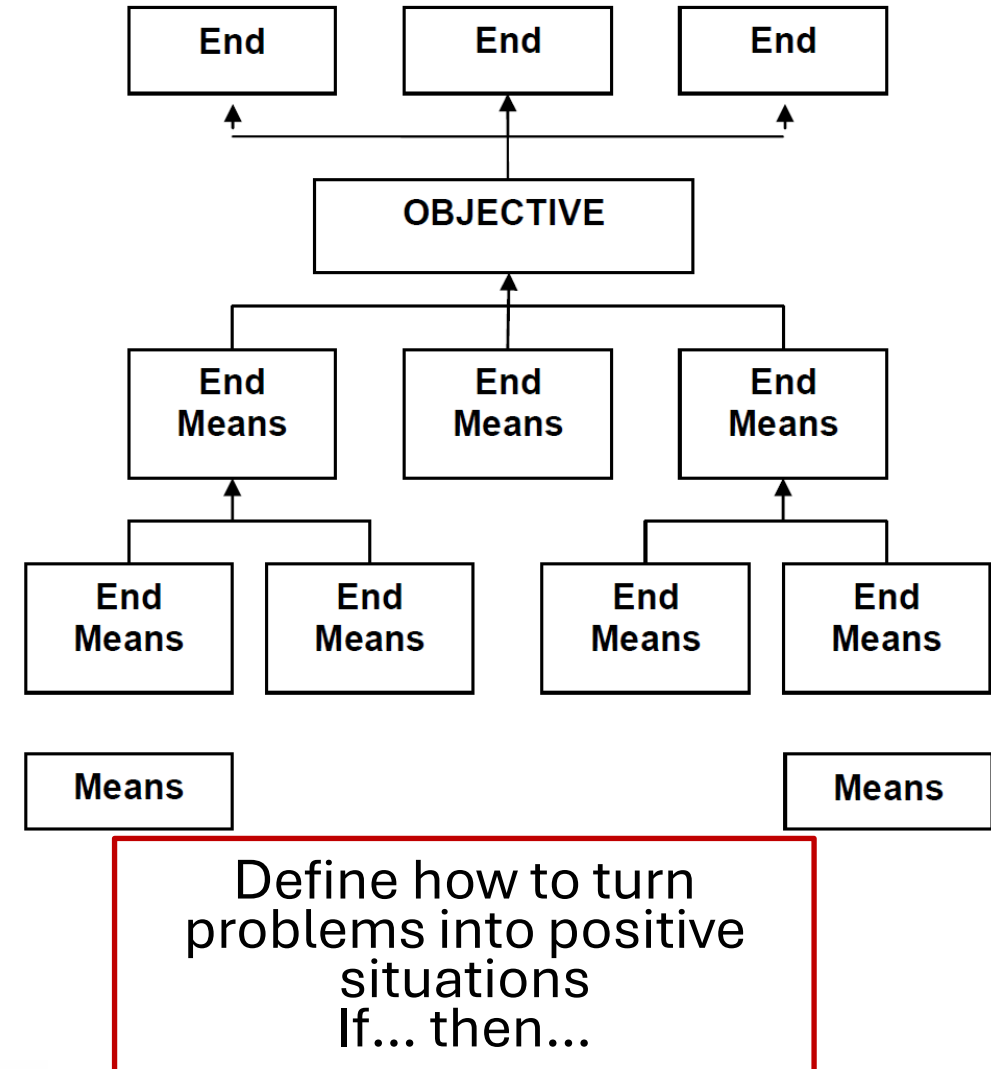
Strategy Analysis

- There are many problems and potential solutions (objectives).

- One project cannot solve all problems. A choice is necessary.

- Define **choice criteria**:

  - Feasibility

  - Priorities of and attractiveness to target groups

  - Resource availability:

    - Funds

    - Expertise required / available

  - Existing potentials and capacities (of target group/s)

  - Relevance for sector / agreed strategy

  - Relationship and complementarity with other action

  - Social acceptability

  - Urgency

Define how to turn problems into positive situations
If... then...

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GDSI Delivering Sustainable Solutions
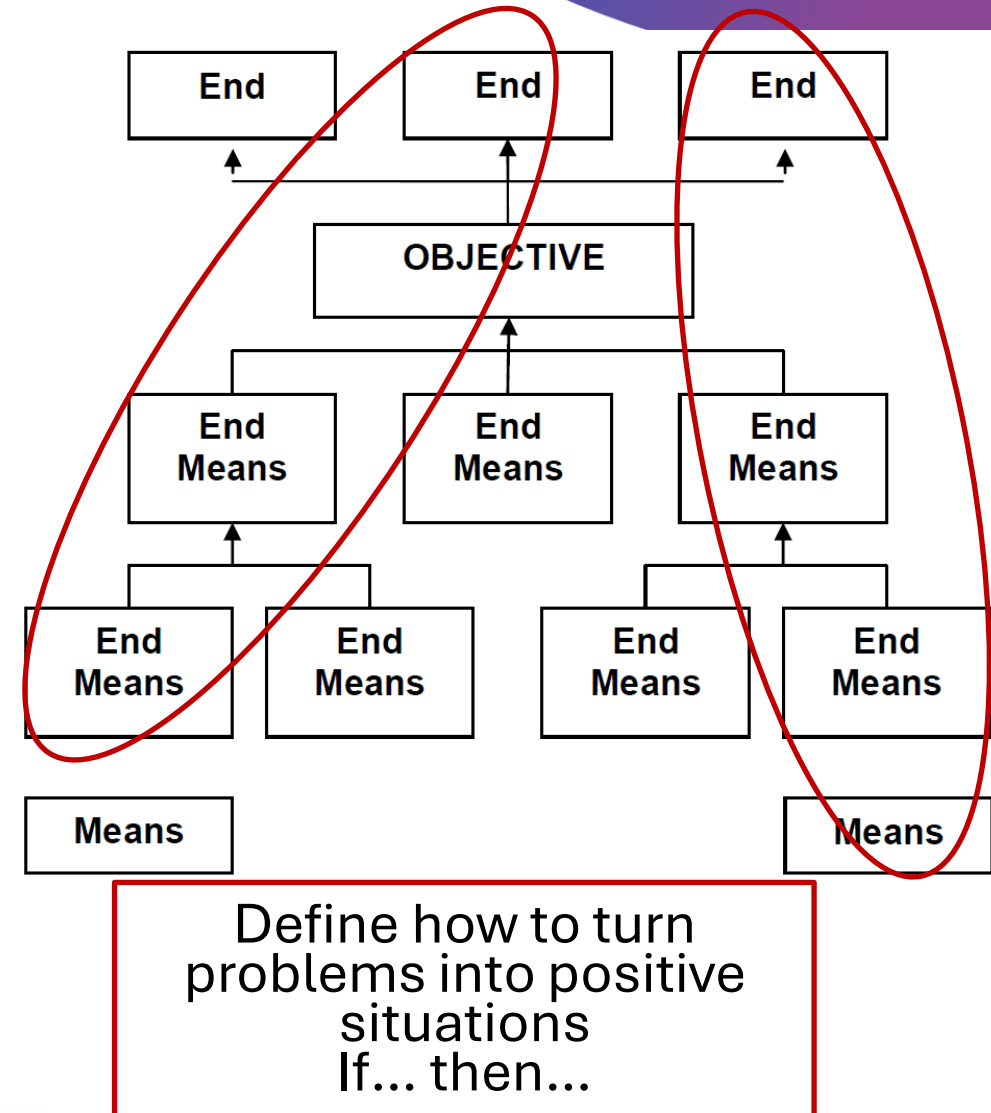
The LFM as a process

The Logical Framework Approach as a process provides you with:

- A considerable amount of information about the **people** you may work with

- Knowledge about the **problems** and their interconnections

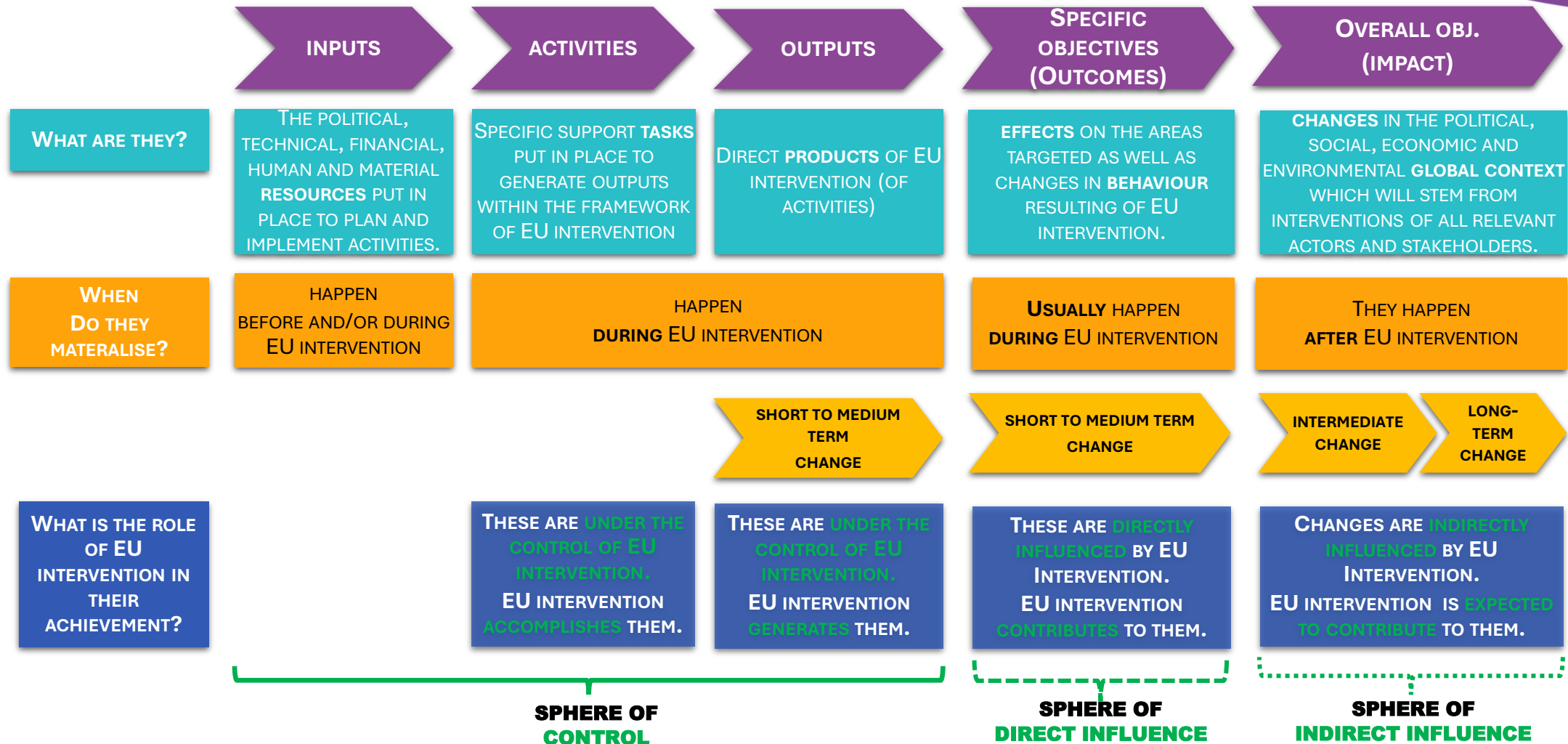- Possibilities about **solutions** and **alternatives** to act

All these allow:

- Better project **design**

- Improved **decision-making**

- Enriched **planning** capacities

The LFM provides you with an **Intervention Logic** that is then used to prepare your Logical Framework Matrix.

Intervention Logic

	INPUTS	ACTIVITIES	OUTPUTS	SPECIFIC OBJECTIVES (OUTCOMES)	OVERALL OBJ. (IMPACT)
WHAT ARE THEY?	THE POLITICAL, TECHNICAL, FINANCIAL, HUMAN AND MATERIAL **RESOURCES** PUT IN PLACE TO PLAN AND IMPLEMENT ACTIVITIES.	SPECIFIC SUPPORT **TASKS** PUT IN PLACE TO GENERATE OUTPUTS WITHIN THE FRAMEWORK OF EU INTERVENTION	DIRECT **PRODUCTS** OF EU INTERVENTION (OF ACTIVITIES)	**EFFECTS** ON THE AREAS TARGETED AS WELL AS CHANGES IN **BEHAVIOUR** RESULTING OF EU INTERVENTION.	**CHANGES** IN THE POLITICAL, SOCIAL, ECONOMIC AND ENVIRONMENTAL **GLOBAL CONTEXT** WHICH WILL STEM FROM INTERVENTIONS OF ALL RELEVANT ACTORS AND STAKEHOLDERS.
WHEN DO THEY MATERALISE?	HAPPEN BEFORE AND/OR DURING EU INTERVENTION	HAPPEN **DURING** EU INTERVENTION		**USUALLY** HAPPEN **DURING** EU INTERVENTION	THEY HAPPEN **AFTER** EU INTERVENTION
			SHORT TO MEDIUM TERM CHANGE	SHORT TO MEDIUM TERM CHANGE	INTERMEDIATE CHANGE / LONG-TERM CHANGE
WHAT IS THE ROLE OF EU INTERVENTION IN THEIR ACHIEVEMENT?		THESE ARE UNDER THE CONTROL OF EU INTERVENTION. EU INTERVENTION ACCOMPLISHES THEM.	THESE ARE UNDER THE CONTROL OF EU INTERVENTION. EU INTERVENTION GENERATES THEM.	THESE ARE DIRECTLY INFLUENCED BY EU INTERVENTION. EU INTERVENTION CONTRIBUTES TO THEM.	CHANGES ARE INDIRECTLY INFLUENCED BY EU INTERVENTION. EU INTERVENTION IS EXPECTED TO CONTRIBUTE TO THEM.

SPHERE OF CONTROL　　　**SPHERE OF DIRECT INFLUENCE**　　　**SPHERE OF INDIRECT INFLUENCE**

Intervention Logic: "Road A to B Project"

1. Inputs:
   a) Designs
   b) Machinery
   c) Asphalt and materials
   d) Workers

2. Activities
   a) Levelling
   b) Asphalting
   c) Painting
   d) Signal installation

3. Output:
   a) Road from A to B

SPHERE OF CONTROL

4. Outcome:
   1. Reduced driving time
   2. Increased driving security

5. Impact:
   a) Improved trade and tourism
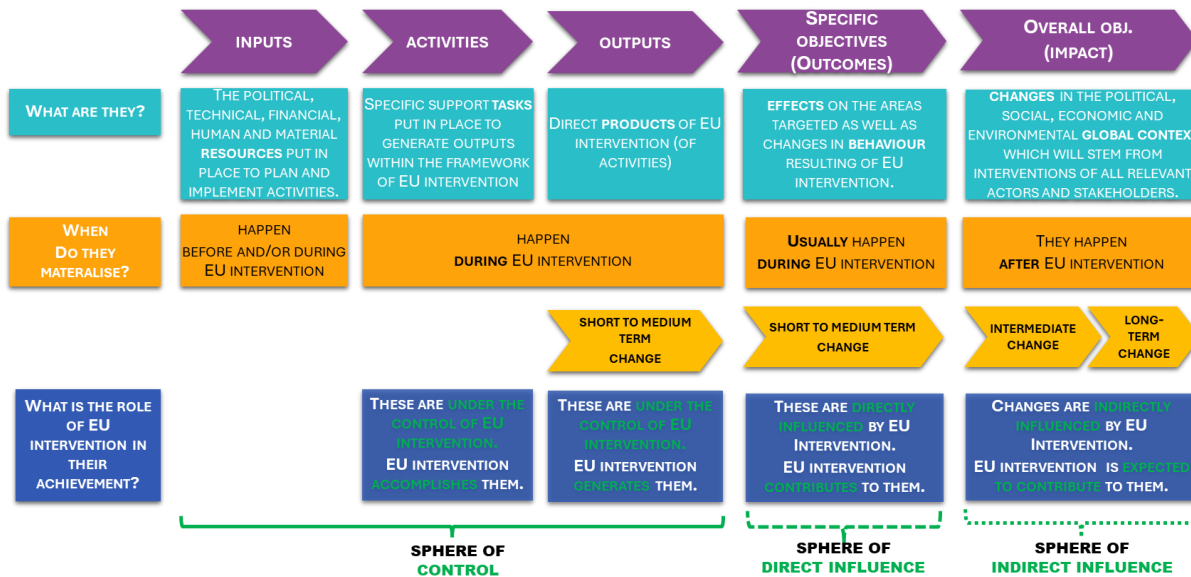   b) Reduced traffic accidents
   c) Reduced emissions

Outputs are tangible and visible, but are not the most important part of the project

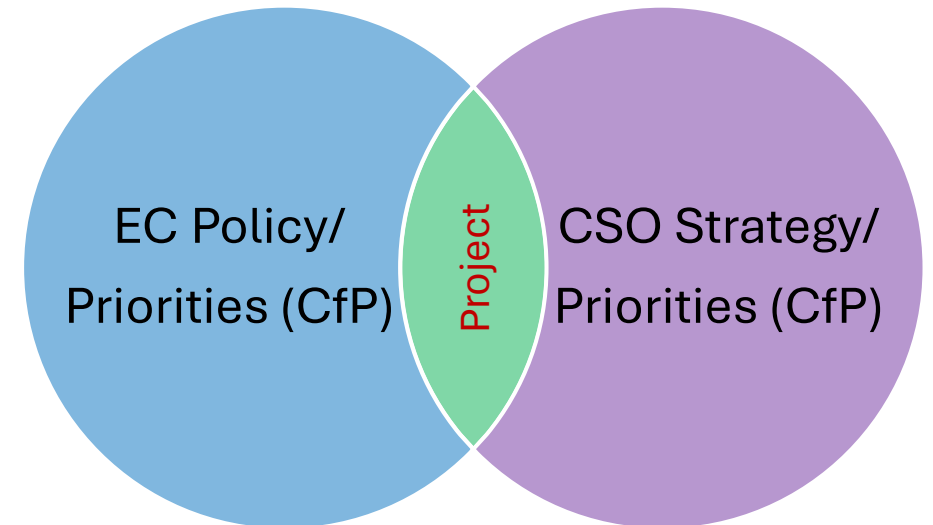Projects are not about **doing things**, but about generating **change**

Intervention Logic and Critical Thinking

Webinar by Eileen Wagner, on Critical Thinking for CSOs at the **EaP eLearning Hub**

Objectives coherence - Relevance

- EU-funded Calls for Proposals provide general objectives and priorities that need to be addressed by the proposals.
  - Determines the orientation of the General Objective of the project proposal

- Calls for Proposals look for:
  - Partners in search of aligned objectives
  - Effective ways to address problems
  - Know how and innovative approaches

- The **alignment** of your proposal objective with those of the Call will be assessed by means of the Relevance Criteria at the CN stage

EC Policy/ Priorities (CfP)

Project

CSO Strategy/ Priorities (CfP)

CN Evaluation Grid – Relevance

Section	Max. Score
1. **Relevance** of the action	20
1.1. How relevant is the proposal to the **objectives and priorities of the call for proposals** and to the specific themes/sectors/areas or any other specific requirement stated in the guidelines for applicants? Are the expected results of the action aligned with the priorities defined in the guidelines for applicants (section 1.2)?	5
1.2. How relevant is the proposal to the particular needs and constraints **of the target country(ies), region(s) and/or relevant sectors** (including synergy with other development initiatives and avoidance of duplication)?	5
1.3. How clearly defined and strategically chosen are those involved (**final beneficiaries, target groups**)? Have their **needs** (as rights holders and/or duty bearers) and **constraints** been clearly defined and does the proposal address them appropriately?	5
1.4. Does the proposal contain particular added-value elements (e.g. innovation, best practices) ? [and the other additional elements indicated under 1.2. of the guidelines for applicants]	5

At FA

At FP you will need to complete the process and respond to the questions in the FA Grid

¤	Results chain¤	Indicator¤	Baseline ¶ (value & reference year)¤	Target¶ (value & reference year)¤	Current value* ¶ (* 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. ¶ ¶ **Costs**¶ What are the action costs? How are they classified? (Breakdown in the Budget for the Action)¤	**Assumptions**¶ Factors outside project management's control that may impact on the activities outputs linkage.¤

Project Scheduling and Budgeting

With a strong Intervention Logic and a full Logical Framework Matrix:

- **Scheduling**:
  - Identified Activities have to be broken down:
  - Into sub-activities or tasks
    - Clearly defined
    - Realistic duration estimation
  - Identify milestones
  - Total **duration** of the project

- **Budgeting**
  - Each task requires resources
  - Aggregate them
  - Total **budget** of the project
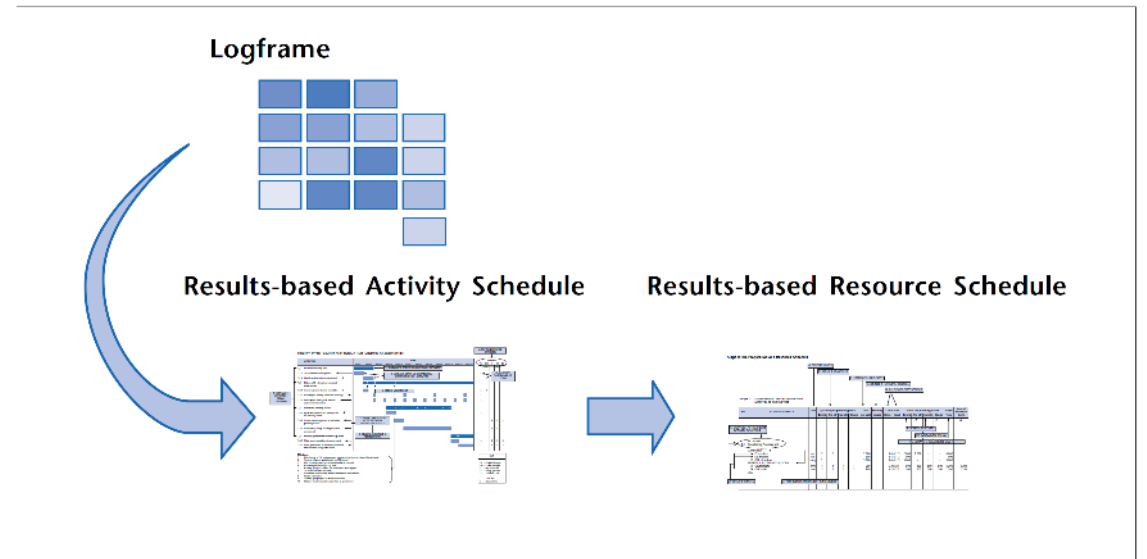

Figure 35 – Link between logframe, activity and resource schedules

Logframe

Results-based Activity Schedule   Results-based Resource Schedule

Figure taken from the EC PCM Guidelines

Full Applications

Full Applications are complex endeavours that require **rigurous planning** and **attention to detail**.

1. Description (max 13 pages)

2. Implementation approach (max 5 pages)

3. Indicative action plan for implementing the action (max 4 pages)

4. Sustainability of the action (max 3 pages)

5. Logical Framework

6. Budget

7. Experience

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Evaluation of the FAs

- Max. 100 points

- **6 Criteria**

Criteria	Max score
Financial and Operational Capacity	20
Relevance	20
Design	15
Implementation Approach	15
Sustainability	15
Budget and cost-effectiveness	15
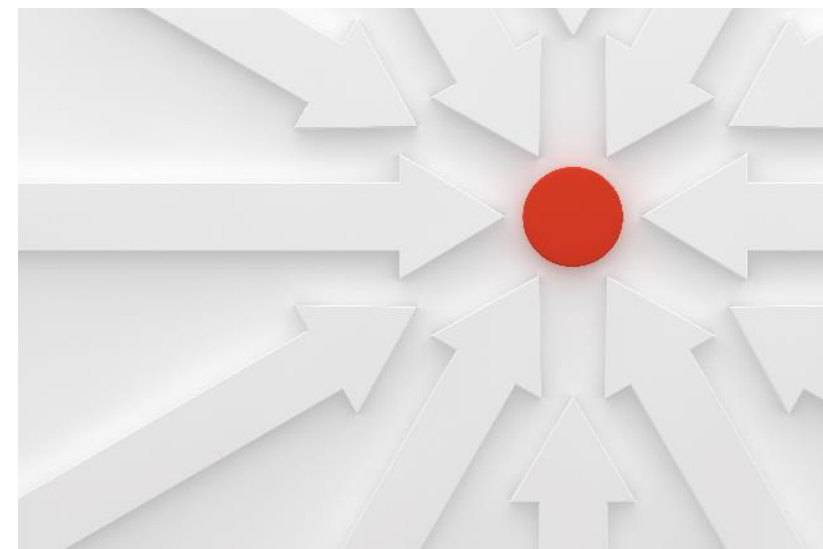
- **Financial and Operational Capacity** is a **selection** criteria. It is required to score over 12 points and all sub-sections need to score 2 or more.

- All other criteria are **award** crtiteria.

Linking the Intervention Logic to the Assessment
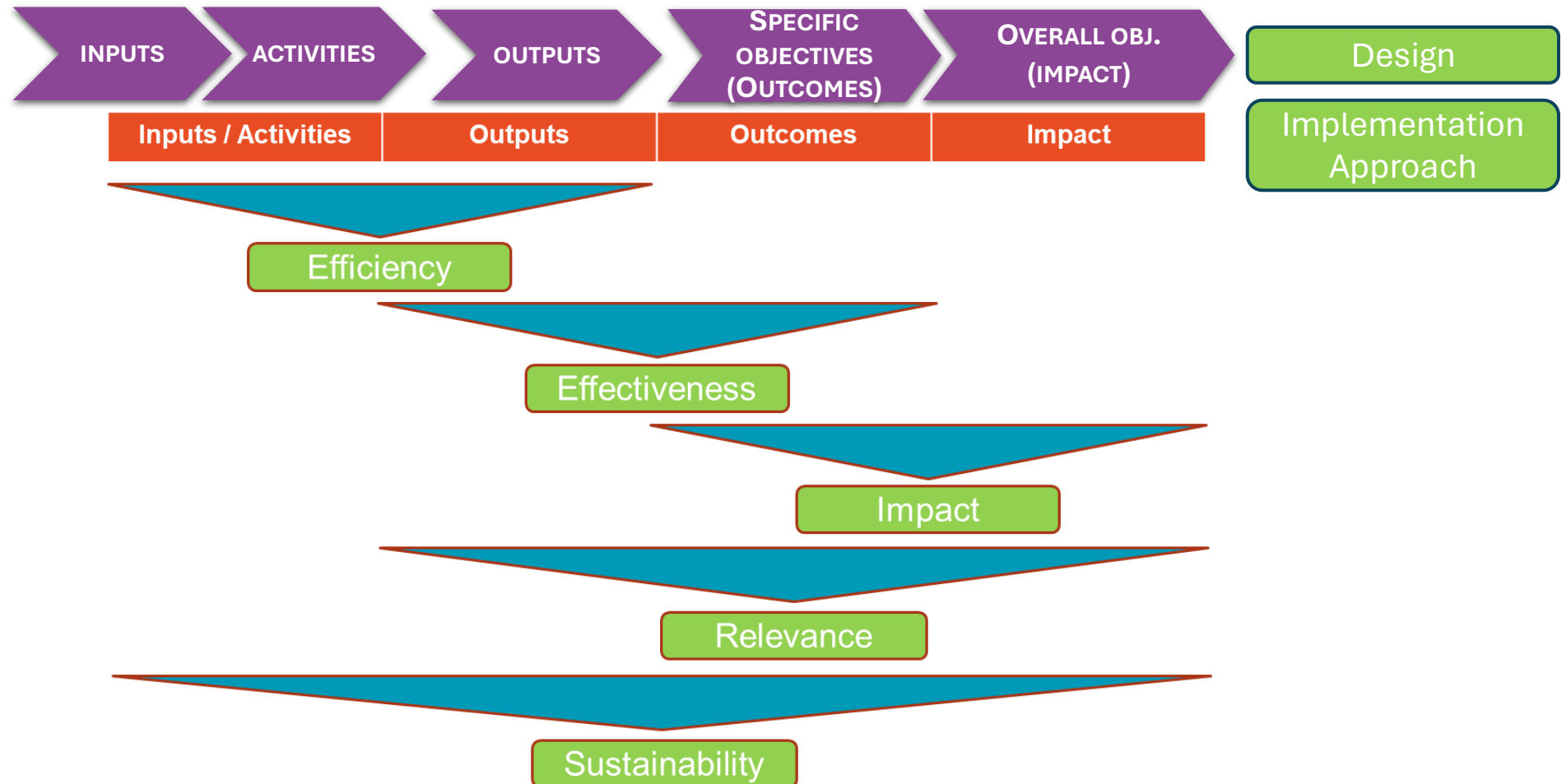
CN Tips – Plan and LFA

Necessary for your Full Application preparation:

- **Make a plan** for your FA preparation. Consider all the administrative requirements and the uploading time (PROSPECT) – **never the last day!!**

- **Update** your information from the CN stage and make all necessary adjustments

- Work as a **team**, distributing tasks and sections of the document.

- Assign a **Responsible** person to ensure internal coherence in the document.

- Pay attention to **detail** – double check all the **requirements** in the call for proposals.

- Keep an open **dialogue** with your **partners** and **stakeholders**

- Follow all **instructions** and have it proof-read before submitting it.

Drafting tips

- ✓ **Abide** to all rules

- ✓ **Define and prioritize** your messages

- ✓ Be **clear and specific**

- ✓ Write with **short sentences**

- ✓ Make sure you provide **answers to the questions in the Evaluation Grid**

- ✓ Think of your **audience – facilitate their work**

- ✓ Have **double-eye**s reviewing
  - ✓ Content
  - ✓ Understandability
  - ✓ Spelling

Wrap-up

- The **LFA** is a **process** that is comprised of:
  - Stakeholder Analysis
  - Problem Analysis
  - Objective and Strategy Analysis
- Provides a solid **Intervention Logic**
- That leads to a strong **Logframe Matrix**
- That allows for firm **planning** in terms of time and budget
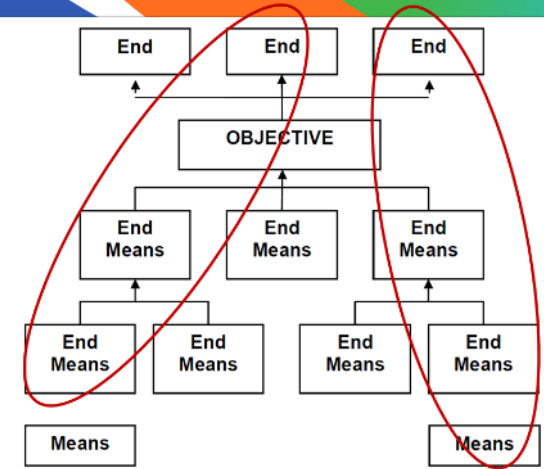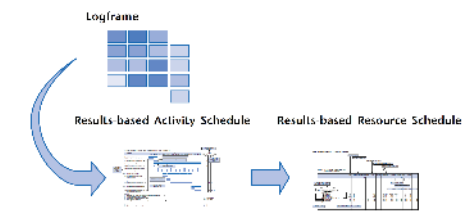- Providing the foundation of a winner **Full Application**
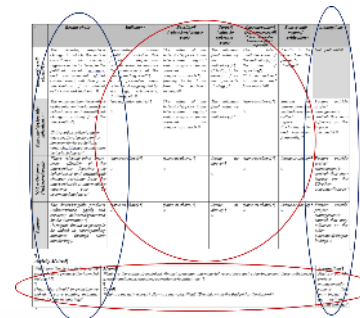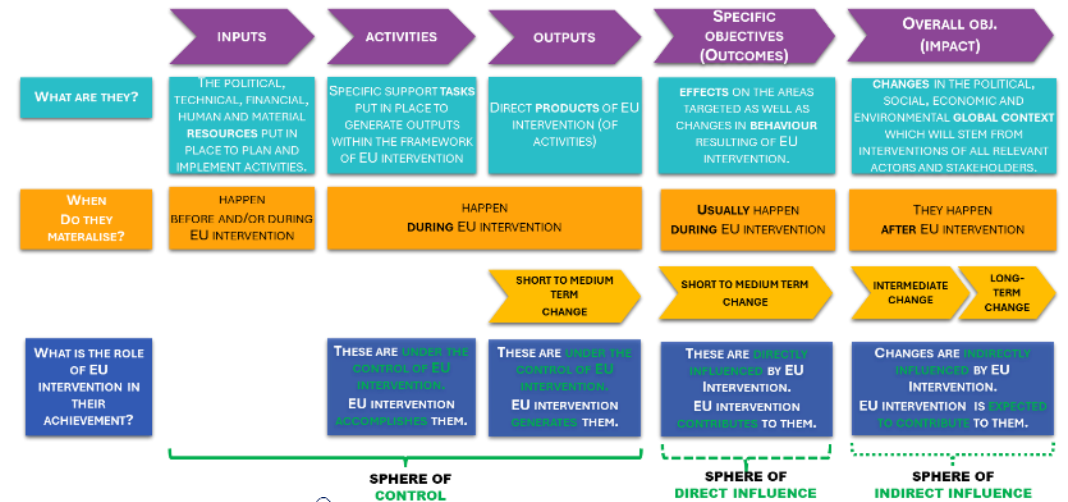
Thank you very much for your kind attention

Questions and answers

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