Project Management and Grant Writing

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Lesson 3.
Planning Phase

Logical Framework Approach

The Logical Framework Approach was developed in 1969 by the U.S. Agency for International Development (USAID). It is a methodology mainly used for designing, monitoring, and evaluating international development projects.

Variations of this tool can be for example:
- Oriented Project Planning (GOPP)
- Objectives Oriented Project Planning (OOPP)

The Logical Framework Approach has two stages:
1. The <u>analysis</u> of the…
    1.1. Stakeholders
    1.2. Project organization
    1.3. Problems
    1.4. Goals
    1.5. Strategies

2. <u>Planning</u>
    2.1. Logframe Matrix
    2.2. Project Schedule and Work Plan
    2.3. Resources

Next, we will talk about these stages in detail.

1. Analysis

1.1. Stakeholders

What is a stakeholder?
- Please watch the following video: https://www.youtube.com/watch?v=2_u7Nv7Wh-M

How is stakeholder analysis being done in project management?

- Please watch the following video: https://youtu.be/9Fzfrcqqv5o

1.2. Analysis of the project organization

Definition of Project Organization

„A project organization is a structure that facilitates the coordination and implementation of project activities. Its main reason is to create an environment that fosters interactions among the team members with a minimum amount of disruptions, overlaps and conflict. One of the important decisions of project management is the form of organizational structure that will be used for the project.

Each project has its unique characteristics and the design of an organizational structure should consider the organizational environment, the project characteristics in which it will operate, and the level of authority the project manager is given. A project structure can take on various forms with each form having its own advantages and disadvantages.“

Source: Project Management for Development Organizations. PM4DEV, 2016. URL: https://www.pm4dev.com/resources/free-e-books/3-the-project-management-organizational-structures/file.html

In the analysis of the project organization, you should describe the capabilities of your organization by referring to its capacity and previous project record. Describe why exactly your organization is the most appropriate to run the project? If other partners are involved in the execution, provide some information on their capacity as well. The institutional context affects how we organize a project.

Two important levels need to be distinguished within the framework of the project organization analysis:
1. Strategic and political level
2. Operational level

There are several methods to conduct the analysis of the project organization. We will focus on the most important ones in the next section and learn about three models.

⇨ SWOT analysis

Then acronym SWOT stands for Strengths, Weaknesses, Opportunities, Threats.

When you do a SWOT analysis, your main question is: what are those (external and internal) factors that help or hinder to achieve the project goals? A SWOT analysis for a project, which wants to establish a small, independent bookstore looks like:

	Helpful	Harmful
Internal	**Strengths** - Our workers are well-educated students who love books - The space is attractive and inviting - Long-term lease is a low rate - Customers are supportive of small bookstores - Popular cafe makes it easy for customers to linger and find something to buy	**Weaknesses** - Space is tight - Bank gave us a limited line of credit - Health insurance costs are rising - Business is slower during summer vacation - Inventory system needs to be upgraded - High staff turnover due to students graduating
External	**Opportunities** - We can have local authors give lectures and book signings - We can make personalized recommendations to long-term customers - We can deliver the same-day to mobility-impaired customers - We can feature things that appeal to summer tourists - We can start a frequent buyer program	**Threats** - Large chains have more buying power - E-books and e-book readers eliminate need for physical books - Younger generations don't read as much - Nearby public library reopened after 2-year remodel

Source of the picture: https://conceptdraw.com/a2339c3/preview

How to do a SWOT analysis? Please watch the following video:
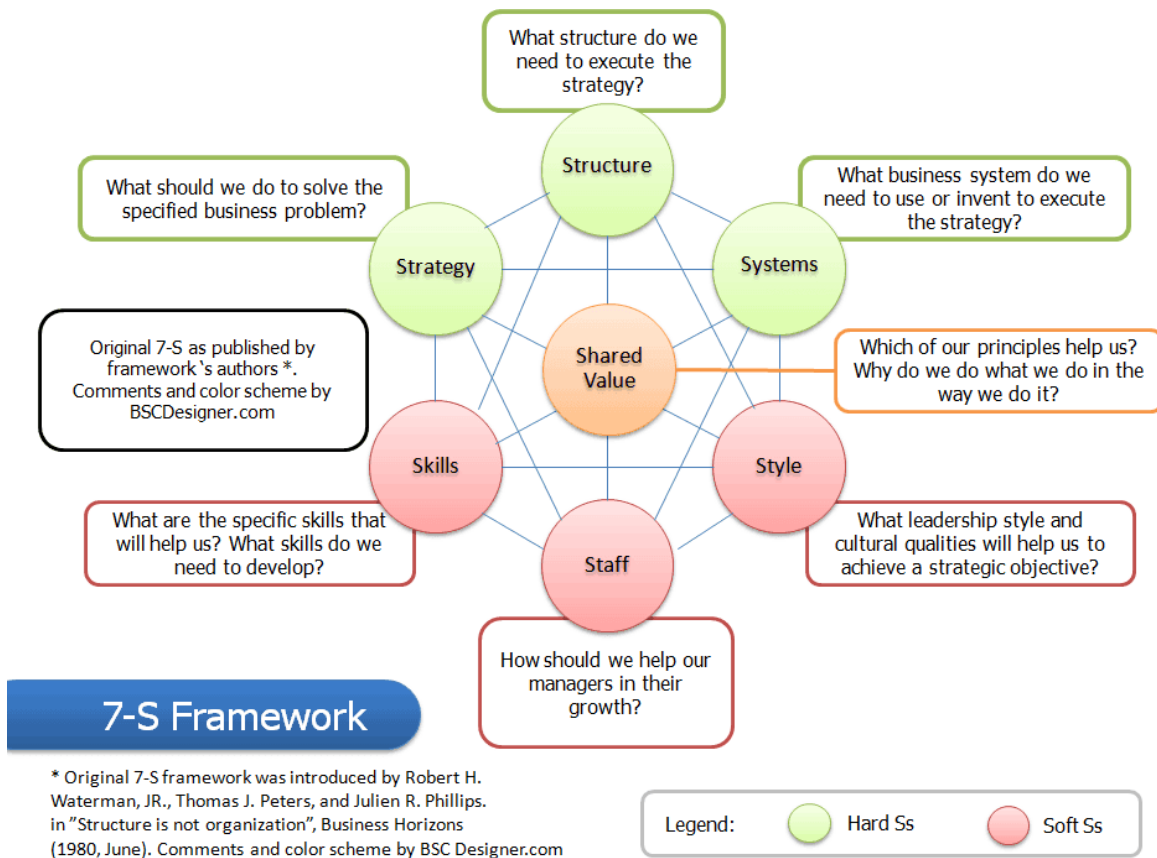https://www.youtube.com/watch?v=JXXHqM6RzZQ

⇨ McKinsey 7S Model

The 7S Model was developed in the early 1980s by Tom Peters and Robert Waterman. The model can be used in a wide variety of situations, for example[1]:

- Improve the performance of a company.
- Examine the likely effects of future changes within a company.
- Align departments and processes during a merger or acquisition.
- Determine how best to implement a proposed strategy.

The 7-S model involves seven factors that are categorized as *hard* and *soft* elements. The graphical representation of the model is:

Source of the picture: https://bscdesigner.com/7-s-framework.htm

Please watch the following video:
https://www.youtube.com/watch?v=DFNJypMOIMI

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[1] Jaimin H Trivedi. Fundamentals Of Strategic Planning And Development. RED'SHINE Publication. Pvt. Ltd. 2019.

⇨ **PEST(LE) Analysis**

This way of project organization analysis examines opportunities and threats due to Political, Economic, Social, and Technological forces. Sometimes it is completed with the Legal and Environmental dimensions. There are many variations of this model, for example: PESTLE, STEEPLE, STEER, STEEP, and PESTEL.

To see, what is the meaning of these factors, and how a PESTLE analysis looks like, please…

1. …check the template on the following website: https://www.groupmap.com/map-templates/pestle-analysis/
2. …watch this video: https://www.youtube.com/watch?v=mCdcdf-b8AU

1.3. Problems

Problem analysis can help a lot to make clear the goals and develop a proper strategy for the project. It makes visible not only the main problems but the causes and the consequences of these problems as well. In this context, problems mean those unwelcome or harmful events and matters, which have to be dealt with and overcome during the project.

In order to analyze problems, we generally use the problem tree. This tool is very simple, though very effective. It contains three steps:

1. Identify the core problem/issue
2. Identify the direct causes of the core problem/issue
3. Identify the effects of the core problem

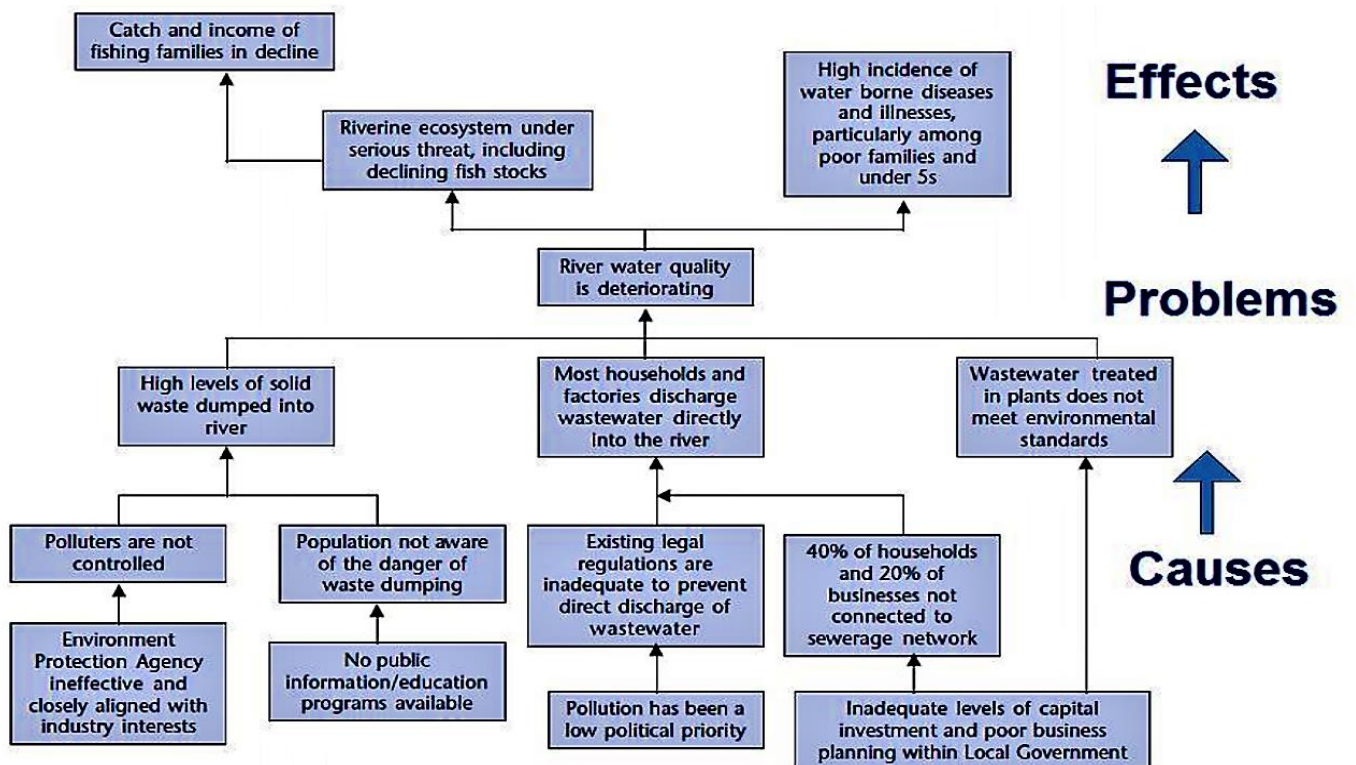The following picture shows really well the logic behind the structure of a problem tree:
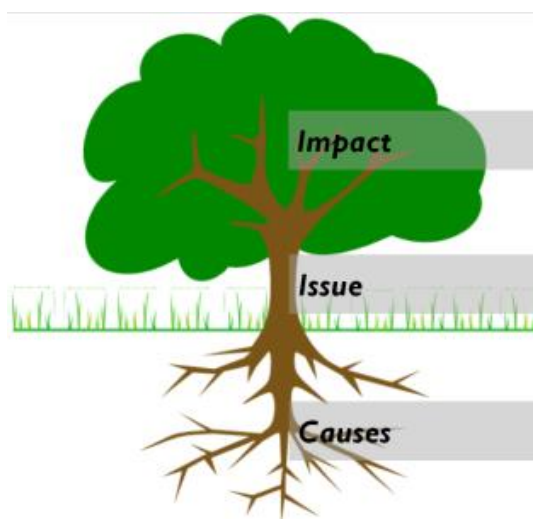
Source: https://childreninemergencies.org/2016/10/18/problem-tree-understanding-the-issue/

As you can see, in a problem tree the causes are placed under the main issue, while the effects can be found above the core issue. A problem tree made for projects generally looks like this:
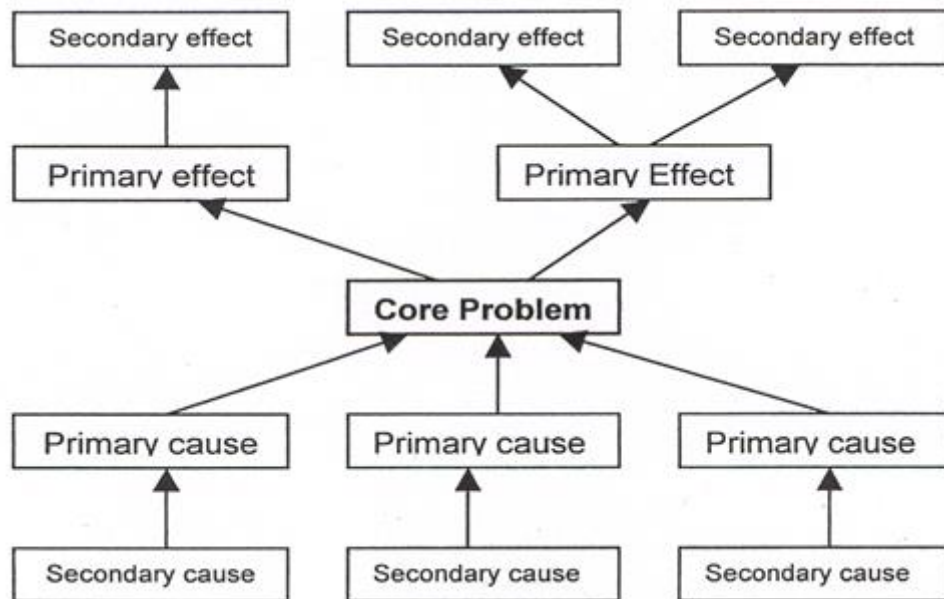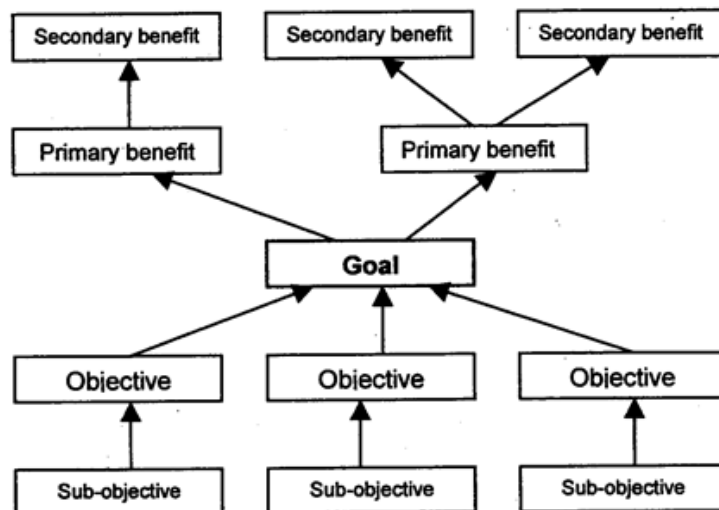
Let's see a concrete example:

1.4. Goals

To analyze goals, we use a goal tree/solution tree generally. A solution tree is almost the same as a problem tree. However, instead of defining problems, causes and effects, we present:
- the main goal,
- the objectives which are needed to be achieved in order to reach that goal and
- benefits came from the achieved (main) goal.

It is recommended to do the problem tree first, then rephrase it to a solution tree.

Source: http://worldanimal.net/our-programs/strategic-advocacy-course-new/advocacy-toolkit/31-uncategorised/244-2-causal-mapping-or-problem-tree-analysis

1.5. Strategy

Based on our conducted analyses and results, we formulate a concrete strategy for our project in this step. The aforementioned tools are necessary to be able to decide on our strategy, which is a plan of actions taken to achieve the goals of the project. You essentially asking yourself, "Where do you want to play and how are you going to win?"[2]

For example, if you have a flat renovation project, you need the decide about
- Where will you shop for the necessary equipment and furnishing?
- Can you renovate the whole flat or only a few rooms?
- What will be the order of the renovation of the rooms?
- Which tasks require a professional and which one can you do on your own?
- etc.

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[2] What is Strategic Analysis? Corporate Finance Institute. URL:
https://corporatefinanceinstitute.com/resources/knowledge/strategy/strategic-analysis/

2. Planning

2.1. Logframe Matrix

A logframe matrix is a document that contains the key features necessary to achieve the project goal. This planning approach comes from the US military and was adopted in the 1960s by USAID. Since that, it becomes a standard approach in project management[3]. It summarizes the most important information of the project like[4]:

- Why do we want to execute the project?

- What do we want to achieve with the project?

- How do we want to achieve the project goals?

- What external factors should be considered?

- Where do we find the information needed for the evaluation and verification?

- What prerequisites must be fulfilled?

- What are the most important details of the project budget?

You can find an example of the logframe matrix on the next page.

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[3] Sources: The Guardian. How to write a logframe: a beginner's guide. URL: https://www.theguardian.com/global-development-professionals-network/2015/aug/17/how-to-write-a-logframe-a-beginners-guide. And the guide presented by Ecaluation Toolbox. URL: https://evaluationtoolbox.net.au/index.php?option=com_content&view=article&id=29&Itemid=135

[4] Garaj, Erika. Projektmenedzsment. Edutus Főiskola. 2012. URL: https://regi.tankonyvtar.hu/hu/tartalom/tamop412A/2010-0017_35_projektmenedzsment/index.html

tools4dev

Logical Framework (Logframe) Example

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	10% increase in the number of Grades 5-6 primary students continuing on to high school within 3 years.	Percentage of Grades 5-6 primary students continuing on to high school.	Comparison of primary and high school enrolment records.	N/A
Outcome	Improve reading proficiency among children in Grades 5-6 by 20% within 3 years.	Reading proficiency among children in Grades 5-6	Six monthly reading proficiency tests using the national assessment tool.	Improved reading proficiency provides self confidence required to stay in school.
Outputs	1. 500 Grade 5-6 students with low reading proficiency complete a reading summer camp	Number of students completing a reading summer camp.	Summer camp attendance records.	Children apply what they learnt in the summer camp.
	2. 500 parents of children in Grade 5-6 with low reading proficiency help their children read at home.	Number of parents helping their children to read at home.	Survey of parents conducted at the end of each summer camp.	Children are interested in reading with their parents.
Activities	1. Run five reading summer camps, each with 100 Grades 5-6 students who have low reading proficiency.	Number of summer camps run.	Summer camp records.	Parents of children with low reading proficiency are interested in them attending the camps.
	2. Distribute 500 "Reading at Home" kits to parents of children attending summary camps.	Number of kits distributed.	Kit distribution records.	Parents are interested and able to use the kits at home.

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Source: http://www.tools4dev.org/resources/how-to-write-a-logical-framework-logframe/

Please watch the following video to see, how can you develop a logframe matrix: https://www.youtube.com/watch?v=7jCybEZs7nA.

2.2. Project Schedule and Work Plan

To understand what project scheduling means, please read the following article: https://www.projectmanager.com/blog/what-is-project-scheduling.

In the next part, I will show the most important tools for scheduling.
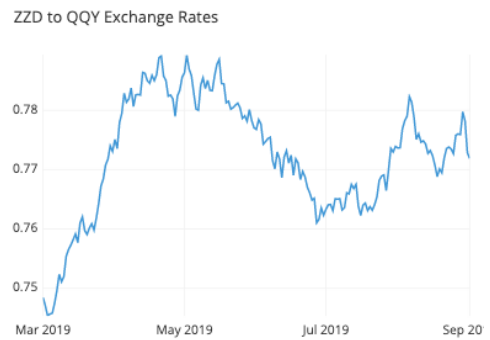
Several kinds of charts are used depending on the presented data. The main types are:

Bar Chart
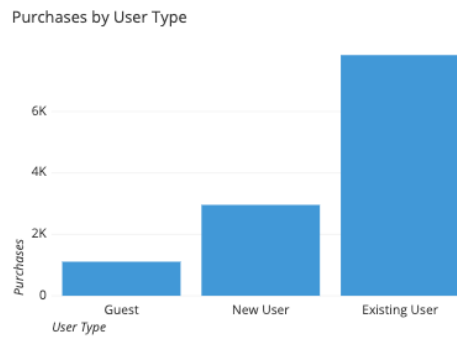
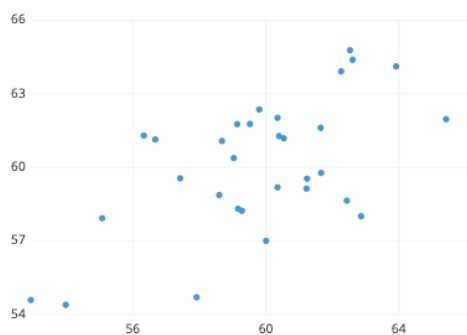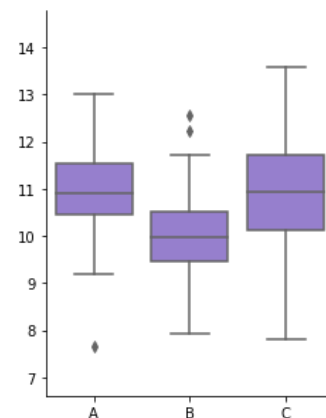Source: https://chartio.com/learn/charts/essential-chart-types-for-data-visualization/

Line Chart

Source: https://chartio.com/learn/charts/essential-chart-types-for-data-visualization/

Scatter Plot

Source: https://chartio.com/learn/charts/essential-chart-types-for-data-visualization/

Box Plot

Source: https://chartio.com/learn/charts/essential-chart-types-for-data-visualization/

Pie Chart

Source: https://chartio.com/learn/charts/essential-chart-types-for-data-visualization/
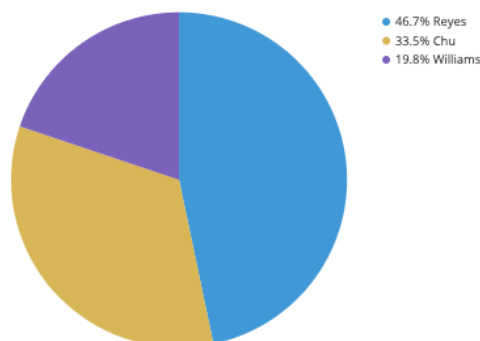
A Gantt chart is basically a special type of bar chart that illustrates a project schedule. The tasks of the project can be found on the vertical axis, while the horizontal axis shows the time intervals. As you can see, the width of the bars is different. Its reason is that every bar represents the duration of each activity and task. In some cases, Gantt charts show the dependency relationships between the tasks.

Source: https://sharecodex.com/gantt-chart-project-management/
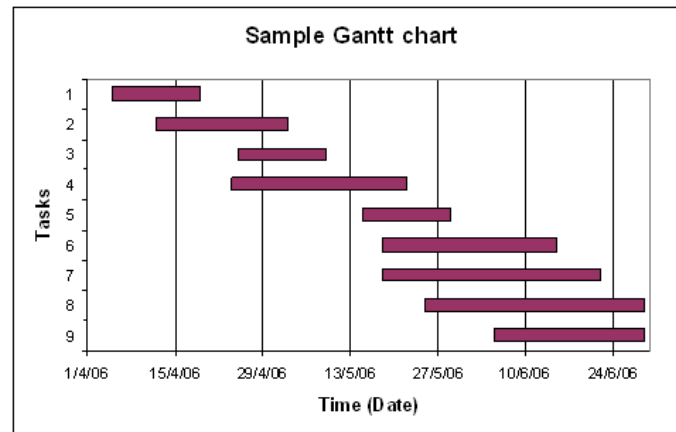
If you need a tool for making quickly a simple Gantt chart, the following webpage can help you: https://online.officetimeline.com/. However, for smaller projects, even a Microsoft Excel sheet is more than enough to develop a Gantt chart.

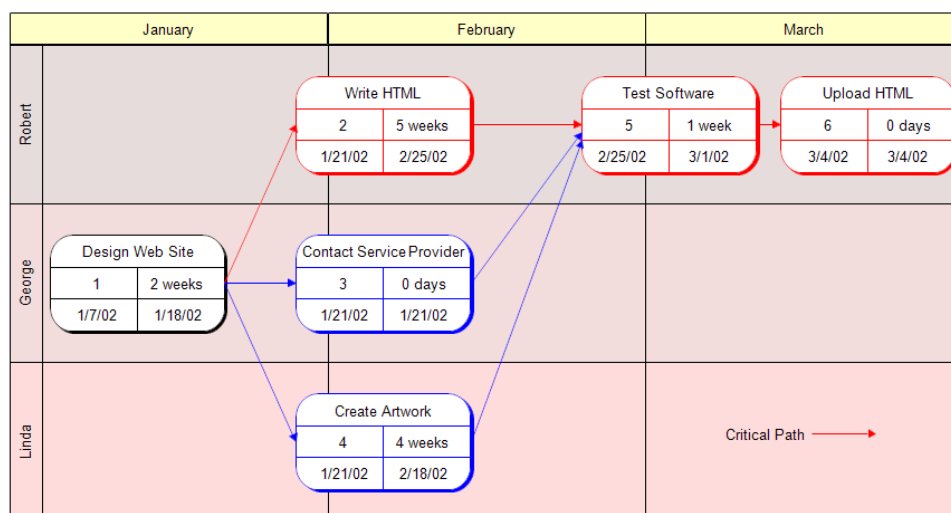To see an example of developing a Gantt chart, please read the following article: https://www.teamgantt.com/blog/gantt-chart-example. It is also recommended (but not obligatory) to check the links within the article, if any term mentioned in it is not clear for you.

PERT stands for Program Evaluation Review Technique and is used to schedule, organize, and coordinate the tasks of a project. It was created in the 1950s by the U.S. Navy to manage the Polaris Submarine missile program. Around the same time, the Critical Path Method (CPM) was developed for project management in the private sector. CPM and PERT are really similar to each other.

You can see on the example, how this kind of chart looks like. The arrows represent the dependency, while the boxes show the tasks. Within the boxes, you can see the name, the ID, the duration, the start date and the end date of the task. In this case, the vertical axis contains who is responsible for the task, while the horizontal shows the time interval of the project. However, it is frequent to add the name of the responsible person into the bottom line of the boxes.

PERT/CPM - Web Site Design Process

	January	February	March
Robert		Write HTML — 2 — 5 weeks — 1/21/02 — 2/25/02	Test Software — 5 — 1 week — 2/25/02 — 3/1/02	Upload HTML — 6 — 0 days — 3/4/02 — 3/4/02
George	Design Web Site — 1 — 2 weeks — 1/7/02 — 1/18/02	Contact Service Provider — 3 — 0 days — 1/21/02 — 1/21/02	
Linda		Create Artwork — 4 — 4 weeks — 1/21/02 — 2/18/02	Critical Path ⟶

Source: https://www.rff.com/pert_html.php

To learn to develop a PERT chart, please read the following guide: https://online.visual-paradigm.com/diagrams/tutorials/pert-chart-tutorial/

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⇨ WBS (Work Breakdown Structure)

The main goal of WBS is to identify the most important tasks and subtasks of your project. When you develop a WBS, you decompose the project into phases, deliverables and work packages. PMBOK® defines WBS in the following way: WBS is *„a deliverable-oriented hierarchical decomposition of the work to be executed by the project team to accomplish the project objectives and create the required deliverables. It organizes and defines the total scope of the project. Each descending level represents an increasingly detailed definition of the project work. The WBS is decomposed into work packages. The deliverable orientation of the hierarchy includes both internal and external deliverables.”*[5]

You can find a lot of templates that help you to develop a WBS. An example for a simple WBS is:

Source: https://www.smartsheet.com/free-work-breakdown-structure-templates
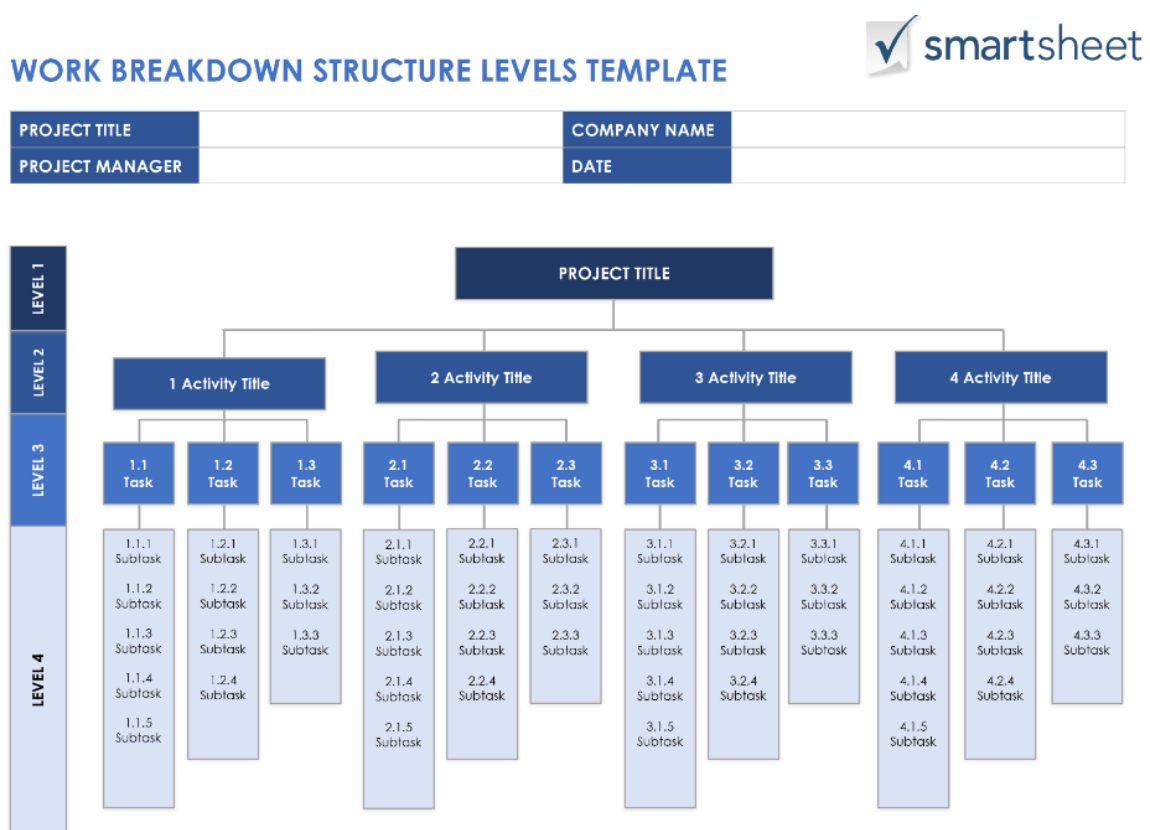
To learn to develop a WBS, please watch the following video:
https://www.youtube.com/watch?v=Wc-n6dr9vrk

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[5] Brotherton, S. A., Fried, R. T., & Norman, E. S. (2008). Applying the work breakdown structure to the project management lifecycle. Paper presented at PMI® Global Congress 2008—North America, Denver, CO. Newtown Square, PA: Project Management Institute.

2.3. Resource planning

What resource planning means? According to PMBOK® Guide (=Guide to the Project Management Body of Knowledge) published by Project Management Institute, resource planning is *„determining what resources (people, equipment, materials, etc.) and what quantities of each should be used to perform project activities."* (34. p.)

The following guide helps you to see, what are the most important steps of resource planning, please watch it. https://www.youtube.com/watch?v=akj4R1xZHzA

Assignment

Practice Quiz

- You can find the quiz here: https://forms.gle/jeLyvJyXDtLEcmXk8

Assignments – <u>Please upload the completed documents to CooSpace!</u>

- Make a SWOT analysis for your project that you have developed on the first lesson!
  - You can use a Microsoft Excel sheet or any online templates. You can make it by hand too. If you make it by hand, please upload a clearly visible image/scan of it.
    - Tips: You can find a lot of templates online, searching by Google.

- Make a Problem Tree for your project that you have developed on the first lesson!
  - You can make it by hand or use any software like Word, image editors, Excel or special online tools for making a problem tree. If you make it by hand, please upload a clearly visible image/scan of it.

- Make a Gantt chart for your project that you have developed on the first lesson!
  - You can use a Microsoft Excel sheet or any online templates.
    - Tips: The following webpage can help you to design a Gantt chart easily: https://online.officetimeline.com/. Also, you can find a lot of free MS Excel Gantt template online, searching by Google.