Modulo 3

Sviluppare un idea progettuale ed elaborare una proposta progettuale

Raffaella Lioce | Giampaolo Peccolo

Prima di iniziare
Cosa è un progetto?

"A project is a complex process; it is unique and with a fixed duration; it is oriented to achieving a clear and predefined goal through a continuous process made of resources control within interdependent constraints of cost - time – quality"

Ref Archibald "Project management"

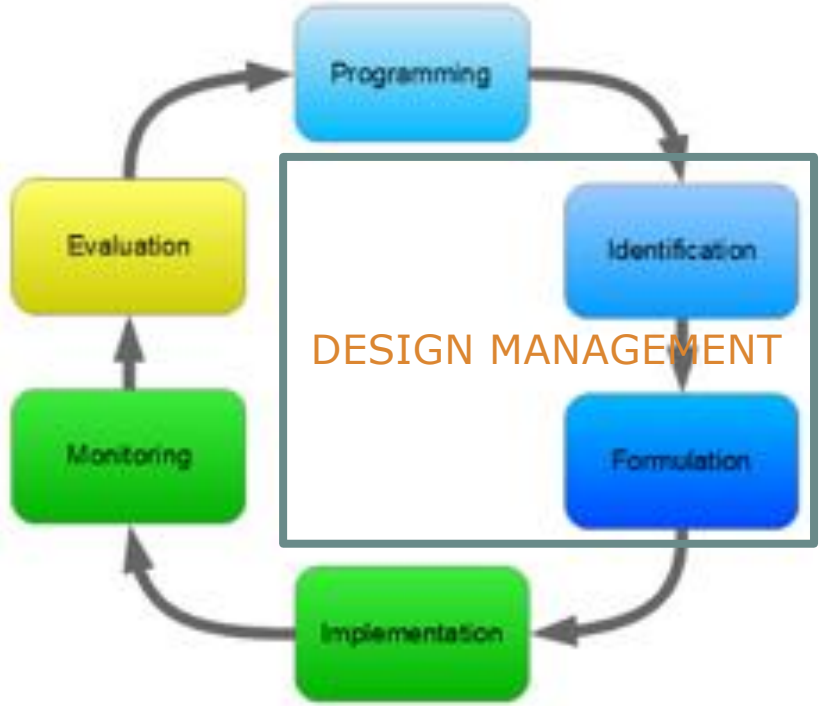
"A project is a series of activities aimed at bringing about clearly specified objectives within a defined time-period and with a defined budget. A project should have:

- Clearly identified stakeholders, including the primary target group and the final beneficiaries;
- Clearly defined coordination, management and financing arrangements;
- A monitoring and evaluation system (to support performance management);
- An appropriate level of financial and economic analysis, which indicates that the project's benefits will exceed its costs."

Ref . "PCM EU guideline)

Il processo progettuale (PCM)

- Studio di fattibilità e sviluppo **concept** identification
  - Verifica di **coerenza** idea | call for proposals
    - Studio delle politiche, stato dell'arte, needs analysis,
    - TOOL – ***EU PROJECT CANVAS (© rlioce)***
  - Verifica di fattibilità
    - (Eleggibilità. Tempi. Criteri. *vedi modulo2*)
  - Elaborazione del Concept
- Costruzione partnership
- **Definizione** progettuale
  - Condivisione concept con potenziali partners
  - Selezione e definizione partnership (logica coerenza e rilevanza rispetto al project scope)
  - **PROJECT DESIGN MANAGEMENT**
    - **TOOLS: *WBS, OBS, CBS, GANTT, >>>LOGICAL FRAMEWORK***
- Compilazione APPLICATION FORM : formulation



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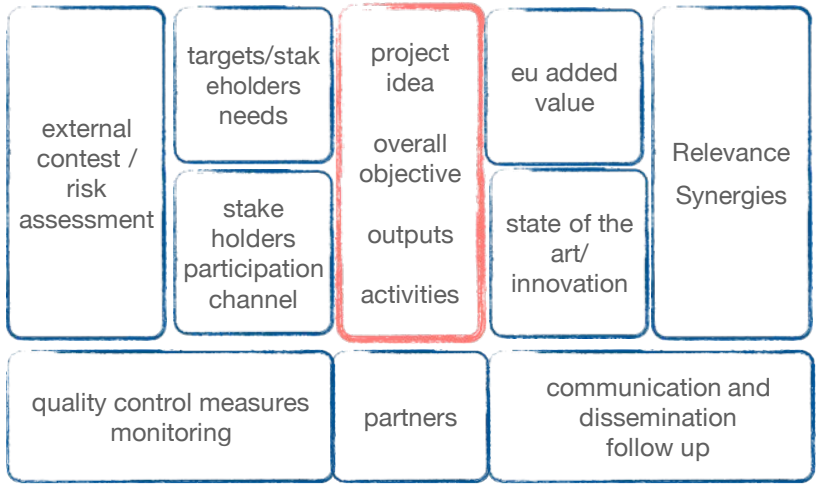
Fase preliminare

the funding and tenders platform

Canvas: un open tool per le fasi preliminari

- An open tool
- Un blocco degli appunti durante il processo di identificazione

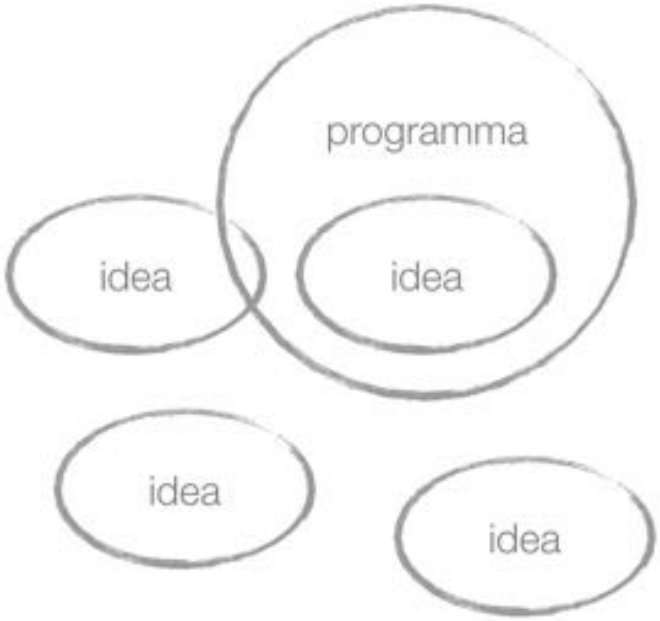


(c) Raffaella Lioce

- Example

First Check

- la tematica è **coerente** con il programma?
- gli obiettivi del progetto sono **rilevanti** per il programma e le politiche?
- le azioni che pensiamo di realizzare rientrano tra quelle **ammissibili**?
- siamo in grado di costruire un **parternariato** eleggibile e capace di apportare valore aggiunto al progetto?
- siamo in grado di sostenere il co finanziamento?
- siamo in grado di rispettare la scadenza?
- siamo in grado di garantire la **sostenibilità** nel lungo periodo?
- siamo in grado di coinvolgere in modo produttivo gli **stakeholders**?
- …



Concept form: un esempio

- PIC e PIF

Programme: **Call:** **Title of the Project**: **Acronym:** **Lead Partner**: **Partners:** **Duration**: **Submission Deadline:** **UE co-financing rate:** **Grant requested**: **Total Budget estimated**:	**Project context, needs, targets, problems** **Overall Objective** **Specific Objectives** **Main outputs** **Methodology, main activities**	**Potential partners:** Already involved Searched **Deadline for expressions of interest in the project**: **Deadline for a formal declaration of the will to be part of the consortium**: **CONTACTS**

PIC Full legal name (National Language) /english Acronym National ID (if applicable) VAT number Department (if applicable) Address (Street and number) Country P.O. Box Post Code CEDEX City Website Email Telephone 1 Telephone 2 Fax Type of Organisation Is the partner organisation a public body? Is the partner organisation a non-profit?	**BACKGROUND AND EXPERIENCES** Please briefly present the partner organisation. What are the activities and experience of the organisation in the areas relevant for this application? What are the skills and expertise of key staff/persons involved in this application? Projects co funded in the last 3 years Projects presented in the last year Other relevant information **STAFF information** contact data work experience educational background	**CONTACT** LEGAL REPRESENTATIVE Title Gender First Name Family Name Position Email Telephone 1 Contact Person Title First Name Family Name Email Telephone 1

standard — da adattare all'AF — standard

generalità

Concept note (for „restricted procedure" – only shortlisted applicants invited to 2nd round)	
Name (and number) of grant program:	
Partner country (project's place): Official name of the country, region, town...	**Application number:** Assigned by the agency
Title of project: The title shpuld correspond to the level of the project's outcome	
Expected start date: month / year	**Expected end date:** month / year
Expected budget in total:	**Own co-financing in total:**
Required amount (grant):	**Subsidies from other donors (if relevant):**

relevance

1. Relevance – Context and rationale (1½ pages max.)
Development problem: Problem analysis / description of the current situation – identification of major problems and their causes (problem tree) in the country in general and of needs and constraints of target groups and final beneficiaries in particular, stating the baseline, information on national development strategies and programs and on the role of other donors
Target groups, beneficiaries and key stakeholders: Stakeholders analysis – identification of key individuals, groups of people, institutions or firms that may have a relationship with the project (all likely to be positively or negatively affected by, or all that can affect the project)
Expected results: Analysis of objectives – defining the concrete problems to be addressed and a vision of an improved situation after the end of project completion, identification of desired outcome and the aspects that need to be changed („means – end" relationship)
Proposed project strategy: Analysis of strategies – based on comparison of different options to address a given situation (and/or best practices and lessons learned), the proposal and rationale of the most appropriate and feasible strategy

logica

2. Effectiveness – Intervention logic (1½ pages max.)	
Goal/Impact (development objective): Contribution to a long term positive and sustainable impacts for the beneficiaries (in frame of other national development interventions)	**Prospective key indicators:** Mostly based on national statistical data (e.g. SDG indicators)
Outcomes (project purpose): Achievement of positive immediate and mid-term effects for the target group, based on combination and real use of the project outputs	**Prospective key indicators:** Should reflect the change that project itself is expected to bring about (and measure)
Outputs: Specific products resulting from project activities and leading to the project objectives, the outputs have to be clearly identifiable and measurable	**Prospective key indicators:** Quantitative and qualitative data that measure extent / amount, time and quality of „products"

We are looking for the following pps

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Fase di definizione

Strategia di intervento

la logica del progetto

Problema → Soluzione

Situazione iniziale da cambiare → Situazione finale cambiata

Strategia di intervento

Obiettivo/i specifico/i

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)

Output

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)

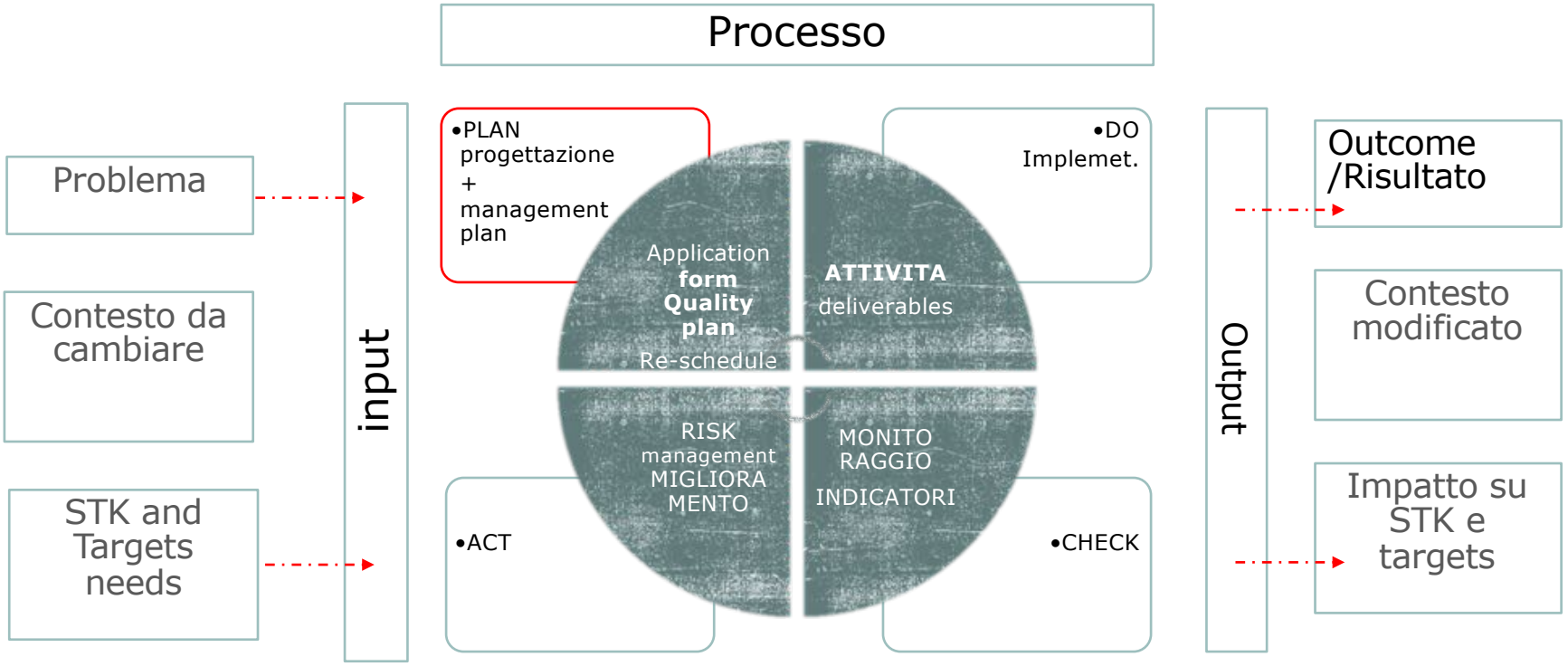
Attività / Deliverables

Risorse / Mezzi

Impatto

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

Per progettare conoscere il processo



La wbs

NB coincide con Ob. specifico della call

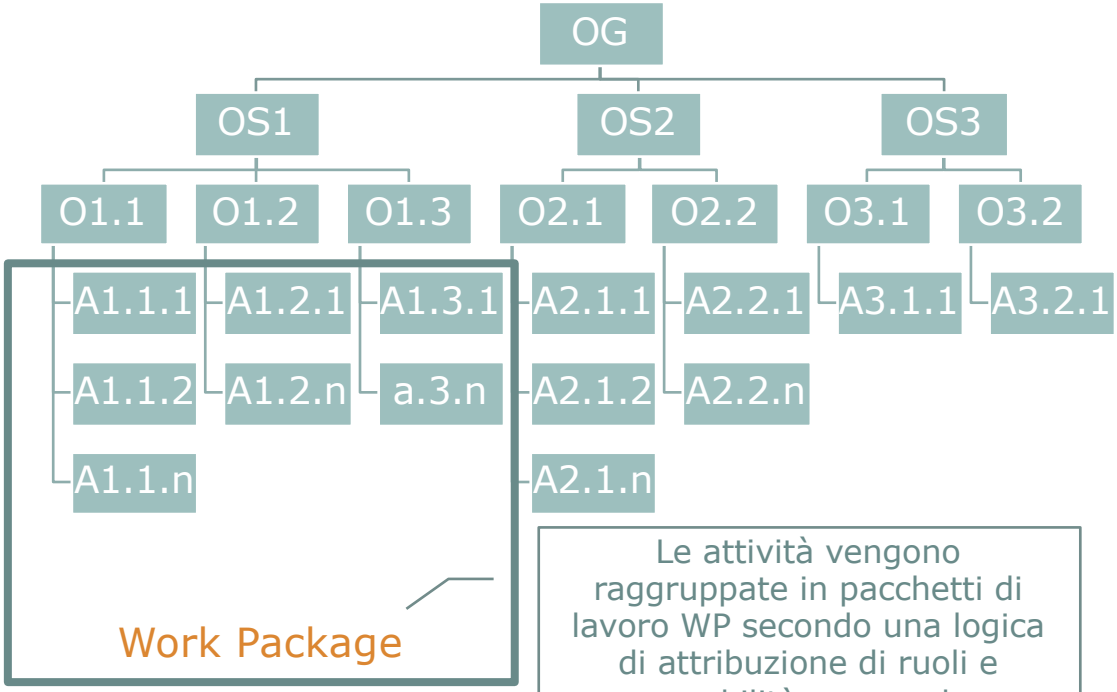
Scope obiettivo generale

Outcomes / obiettivi specifici

Outputs

Activities / deliverables

Obiettivo e risultato atteso sono due facce della stessa "medaglia"

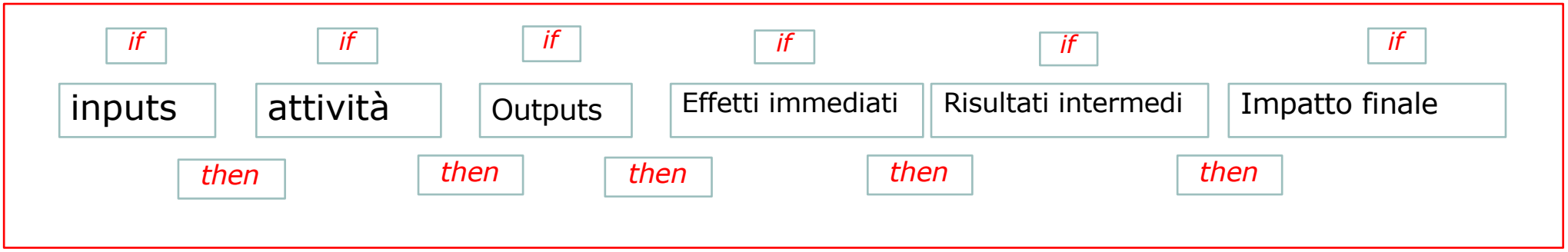


Le attività vengono raggruppate in pacchetti di lavoro WP secondo una logica di attribuzione di ruoli e responsabilità o secondo una logica temporale o secondo una logica tematica …

La theory of change

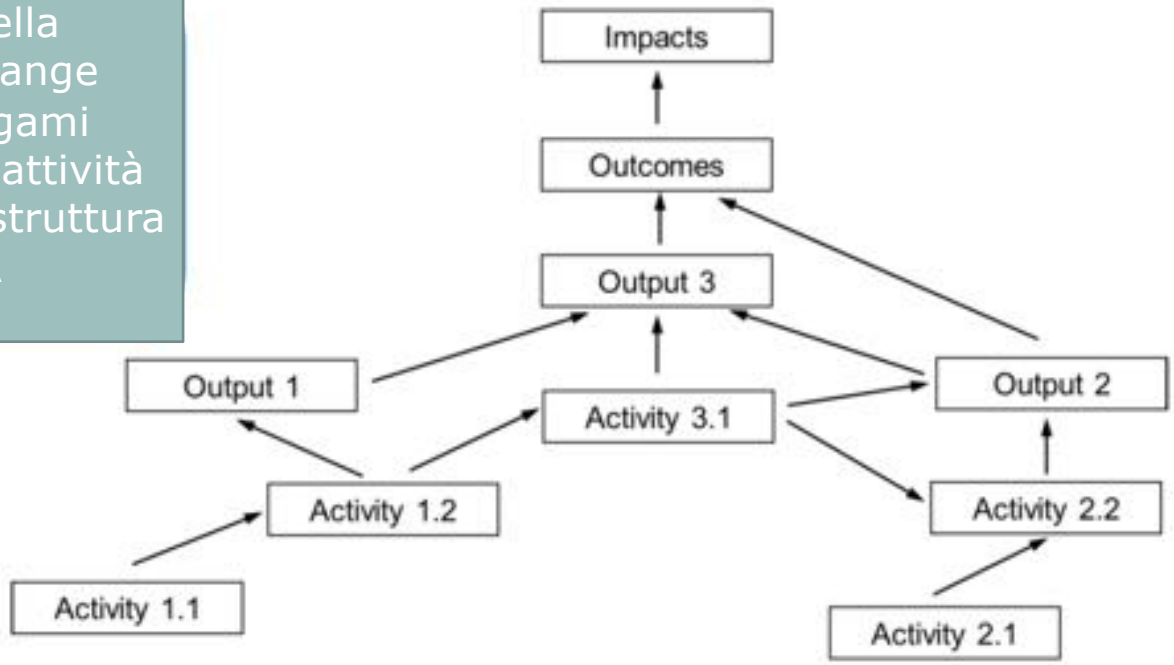
- Nella teoria del cambiamento i risultati di lungo medio e breve periodo sono legati in una catena la connessione logica tra input e output

- **Inputs** are all resources – money, staff, volunteers, equipment, material and other supplies –used to perform activities;
- **Activities** are the tasks performed using resources and means in order to produce outputs; for example, vocational skills training, literacy education, counselling, construction works;
- **Outputs** are products and services produced directly as results of activities; for example, a manual for vocational training, the trainees completing the program, increased awareness, or a constructed school;
- **Short-term effects** are changes in skills, attitudes or approaches of project participants and target groups; for example, increased literacy, adopted new vocational skills or improved work attitudes;
- **Outcomes** mean changes in behaviour and performance of participants and target groups, orinstitutional changes (including enabling environment for these changes); for example, improved decision-making, or new policy introduced;
- **Impacts** are the long-term benefits from improved performance of the target groups; thesecan include for example higher standard of living, decent work for marginalised groups,reduced mortality rate, etc.



WBS and theory of change

La WBS nella theory of change presenta legami orizzontali tra attività
Non è più una struttura RIGIDA



Operational management
Il work plan

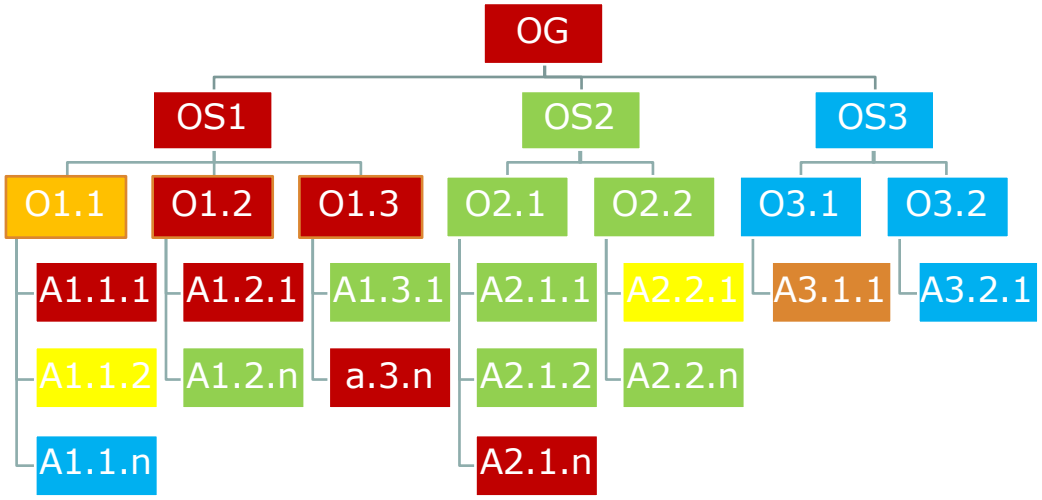
- Chi fa che cosa
- Come
- Dove
- Quando

- WP title e description
- Ouputs
  - description durability, trasferability
- Activity
  - title,
  - description
  - responsible
  - start end
  - Location
  - Deliverables

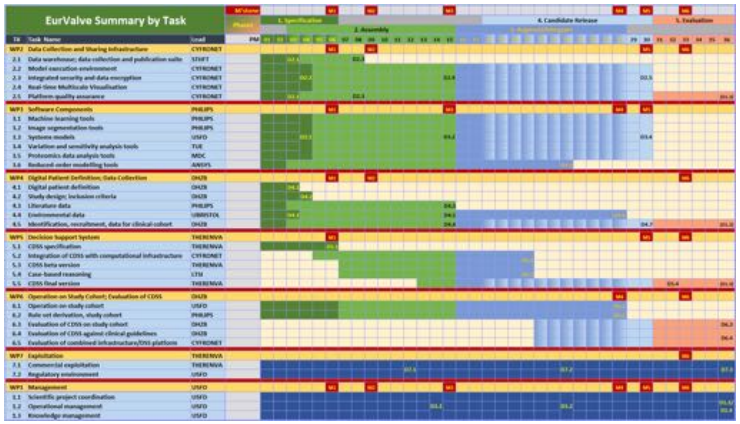
Type of WP	Project implementation	WP3 Mandatory	
WP Nr	**WP title**	**WP budget**	**WP responsible partner**
3/4/5	*[Max 100 characters]*		
Description *Please provide here a summary description of activities carried out and contribution of each partner. Describe the objective of the work package(s), how partners will be involved (who will do what), who will use the main outputs delivered and how you will involve target groups (and other stakeholders) in the development of the main outputs.*			
[Max 2000 characters]			
WP expected outputs *This field has to be filled in only for WP(s) implementation. Please list the WP's main expected outputs.*			
[Max 2000 characters]			
Durability of WP outputs *This field has to be filled in only for WP(s) implementation. Please describe concrete measures (including institutional structures, financial resources etc.) taken during and after project implementation to ensure and/or strengthen the durability of WP project outputs. If relevant, explain who will be responsible and/or who will be the owner of the mentioned outputs.*			
[Max 1000 characters]			
Transferability of WP outputs *This field has to be filled in only for WP(s) implementation. Please describe to what extent it will be possible to transfer the outputs of the WP to other organisations/regions/countries outside of the current partnership.*			
[Max 1000 characters]			
Activity n.... (other activities can be added if needed)	Activity title *[Max 100 characters]*	Start date *(DD/MM/YYYY)*	End date *(DD/MM/YYYY)*
	Activity description[15] *[Max 1000 characters]*		
	Activity budget		
	Location of the activity	*(search function)*	
Deliverables	Deliverables description *[Max 1500 characters]*		

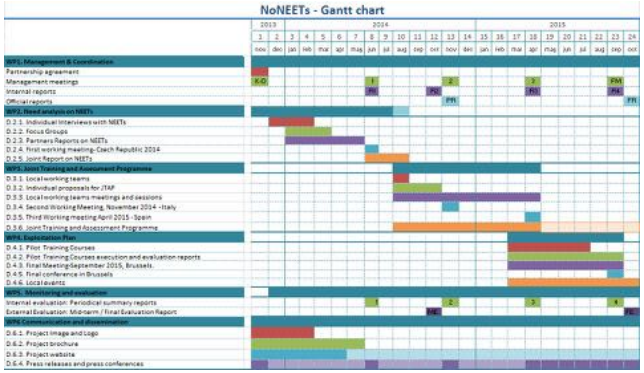
La obs

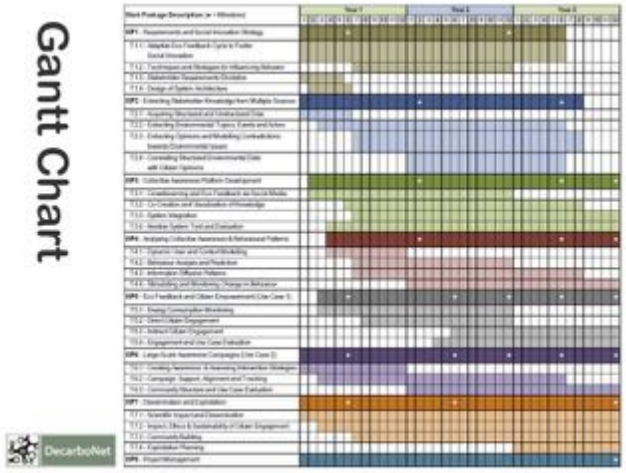
	Partner	Partner	Partner	Partner	Partner
• Attività	X		x	x	
• Attività		x		X	x
• Attività	x	x			
• Attività		x	X	x	
• Attività	x		X	x	



Il gantt







Tips:

Legami tra attività:

Fine Inizio - Inizio Inizio - Fine Fine – Inizio Fine
> con anticipo /con ritardo

Percorso critico

MILESTONES PUNTI DI VERIFICA e di RIESAME

Gli strumenti della progettazione

- WBS
- OBS /matrice
- GANTT
- CBS/ BUDGET
- IL QUADRO LOGICO,
  - include e sistematizza:
    - logica del progetto (WBS)
    - work plan
    - sistema di monitoraggio
    - risk analysis

	Results chain	Indicators		Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective/ Impact	The broader, **long-term change** which will stem from the project and a number of interventions by other partners.	Measure the long-term change to which the project contributes.		Ideally, to be drawn from the partner's strategy		Ideally, to be drawn from the partner's strategy	To be drawn from the partner's strategy	
Specific objective(s)/ Outcomes	The **direct effects of the project** which will be obtained at **medium term** and which tend to focus on the changes in behaviour resulting from project Oc1 Oc2 Ocn (possibly) intermediary Outcome = IOc	Measure the change in factors determining the outcome(s).		The starting point or current value of the indicators.	The value of the indicator at the indicated date	The intended value of the indicators.	Sources of information and methods used to collect and report (including who and when/how frequently).	Factors outside project management's control that may impact on the outcome-impact linkage.
Outputs	The direct/tangible **outputs** (infrastructure, goods and services …) delivered by the project. Output Op 1.1. (related to Oc 1) Op 1.2. (related to Oc 1) Op 2.1. (related to Oc 2) (…) Op n.1. (related to Oc n) (…)	Measure the degree of delivery of the outputs.		Idem as above for the corresponding indicators.		Idem as above for the corresponding indicators.	Idem as above for the corresponding indicator.	Factors outside project management's control that may impact on the output-outcome linkage.
Activities	***title of activities*** *What are the key activities to be carried out, to produce the outputs? (Group the activities by result and number them as follows:* *act 1.1.1 (to produduce Op 1.1)* *act 1.1.2 (to produduce Op 1.1)* *act 1.1.3 (to produduce Op 1.1)* *act 1.2.1 (to produduce Op 1.2)* *act 1.2.2 (to produduce Op 1.2)* *act 1.2.3 (to produduce Op 1.2)* *act 2.1.1 (to produduce Op 2.1)* *act 2.1.2 (to produduce Op 2.1)* *act n.1.1 (to produduce Op n.1)*	***deliverables of activities***	***means of activities*** *What are the means required to implement these activities, e. g. staff, equipment, training, studies, supplies, operational facilities, etc.*	***resources of activities***	***costs of activities*** *What are the action costs? How are they classified? (Breakdown in the Budget for the Action)*	***start date- end date***	***location of activities***	***Factors outside project management's control that may impact on the output-outcome linkage.***

Un po di storia, ad onor del vero

- 1917: The **Gantt** chart Developed by Henry Gantt
- One of the forefathers of project management, Henry Gantt, is best-known for creating his self-named scheduling diagram, the Gantt chart. It was a radical idea and an innovation of worldwide importance in the 1920s. One of its first uses was on the Hoover Dam project started in 1931. Gantt charts are still in use today and form an important part of the project managers' toolkit.

- 1962: The **Work Breakdown Structure** (WBS) Approach
- The United States Department of **Defense** (DOD) created the WBS concept as part of the Polaris mobile submarine-launched ballistic missile project. After completing the project, the DOD published the work breakdown structure it used and mandated the following of this procedure in future projects of this scope and size. WBS is an **exhaustive, hierarchical tree structure of deliverables and tasks that need to be performed to complete a project**. Later adopted by the private sector, the WBS remains one of the most common and useful project management tools.

- 1950 **Project management**
- Navy employed modern project management methodologies in their Polaris project. During the 1960s and 1970s, Department of Defense, NASA, and large engineering and construction companies utilized project management principles and tools to manage large budget, schedule-driven projects. In the 1980s, manufacturing and software development sectors started to adopt and implement sophisticated project management practices. By the 1990s, the project management theories, tools, and techniques were widely received by different industries and organizations. (Carayannis, Kwak, and Anbari 2003)

- 1969 Project Management Institute (PMI) promoted the Project Management Profession

- 1969 **GOPP e logical framework**
- Its origins lie in a planning approach for the US military, which was then adapted for the US space agency NASA before being adopted by USAID for development projects over thirty years ago. It was picked up by European development organisations in the 1980s and by the end of the 1990s the LFA (or an adapted form of it) had become the standard approach required by many donors for grant applications (Hailey & Sorgenfrei 2004: 7)

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Fase di formulazione

Application form

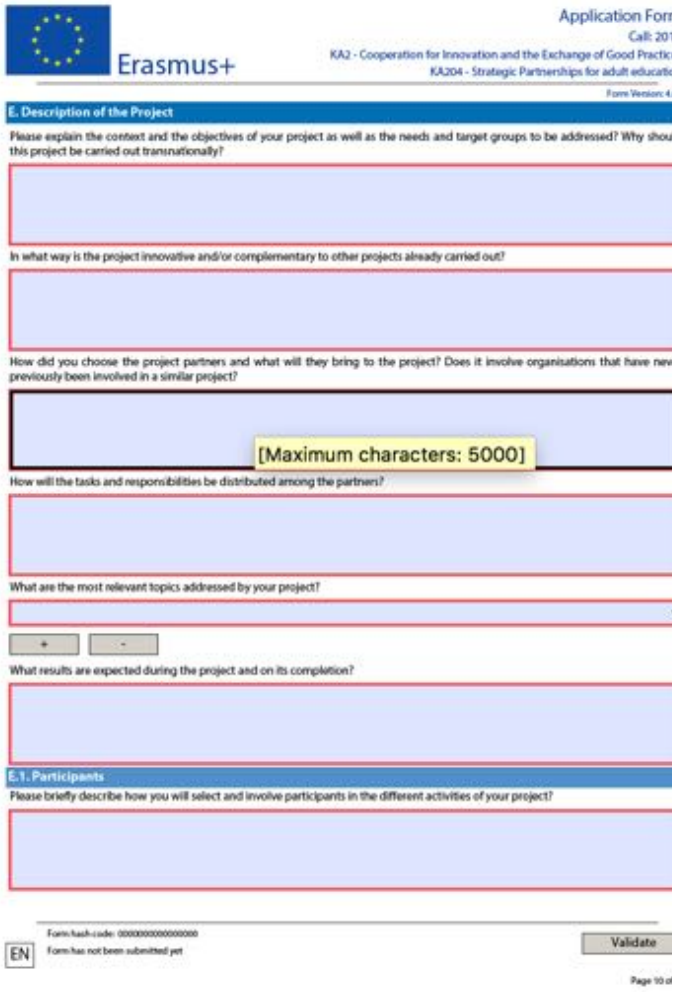
Application form

- Le application form e i diversi programmi
  - Funding and tenders platform
  - E-form
  - Pilot action
  - Life
  - Interreg

- Tips
- Se disponibile
  - Scaricare courtesy application form off line
  - Studiare l'architettura dell'application e comprenderne la logica se strutturata (come il caso di Interreg e di e-form es KA2)
  - Se application non è strutturata (es. H2020, Creative Europe, ….) progettarne la struttura considerando criteri di valutazione e logica del programma

esempio di e-form

Erasmus KA2



esempio di parte descrittiva

Erasmus collaborative partnership third call

PART E - Project characteristics and relevance

E.1. Objectives	
Please tick one objective your project pursues:	
	to tackle cross-border threats to the integrity of sport, such as doping, match-fixing and violence, as well as all kinds of intolerance and discrimination
	to promote and support good governance in sport and dual careers of athletes
	to promote voluntary activities in sport, together with social inclusion, equal opportunities and awareness of the importance of health-enhancing physical activity through increased participation in, and equal access to, sport for all
Please explain: • why and how the project addresses the objective above and the European policies in the field of sport, • the genuine and adequate needs analyses, • the extent to which the objectives address issues relevant to the participating organisations and target groups.	

E.2. Innovative aspects
Please describe to which extent is the proposal innovative.

E.3. EU added value
Please describe the project's added value at EU level through results that would not be attained by activities carried out solely at national level.

esempio di application form parte descrittiva

horizon 2020

Excellence

ır proposal must address a work programme topic for this call for proposals.

is section of your proposal will be assessed only to the extent that it is relevant to that topic.

Objectives

- Describe the specific objectives for the project, which should be clear, measurable, realistic and achievable within the duration of the project. Objectives should be consistent with the expected exploitation and impact of the project (see section 2).

Relation to the work programme

- Indicate the work programme topic to which your proposal relates, and explain how your proposal addresses the specific challenge and scope of that topic, as set out in the work programme.

Concept and methodology

(a) Concept

- Describe and explain the overall concept underpinning the project. Describe the main ideas, models or assumptions involved. Identify any inter-disciplinary considerations and, where relevant, use of stakeholder knowledge;
- Describe the positioning of the project e.g. where it is situated in the spectrum from 'idea to application', or from 'lab to market'. Refer to Technology Readiness Levels where relevant. (See General Annex G of the work programme);
- Describe any national or international research and innovation activities which will be linked with the project, especially where the outputs from these will feed into the project;

(b) Methodology

- Describe and explain the overall methodology, distinguishing, as appropriate, activities indicated in the relevant section of the work programme, e.g. for research, demonstration, piloting, first market replication, etc;
- Where relevant, describe how sex and/or gender analysis is taken into account in the project's content.

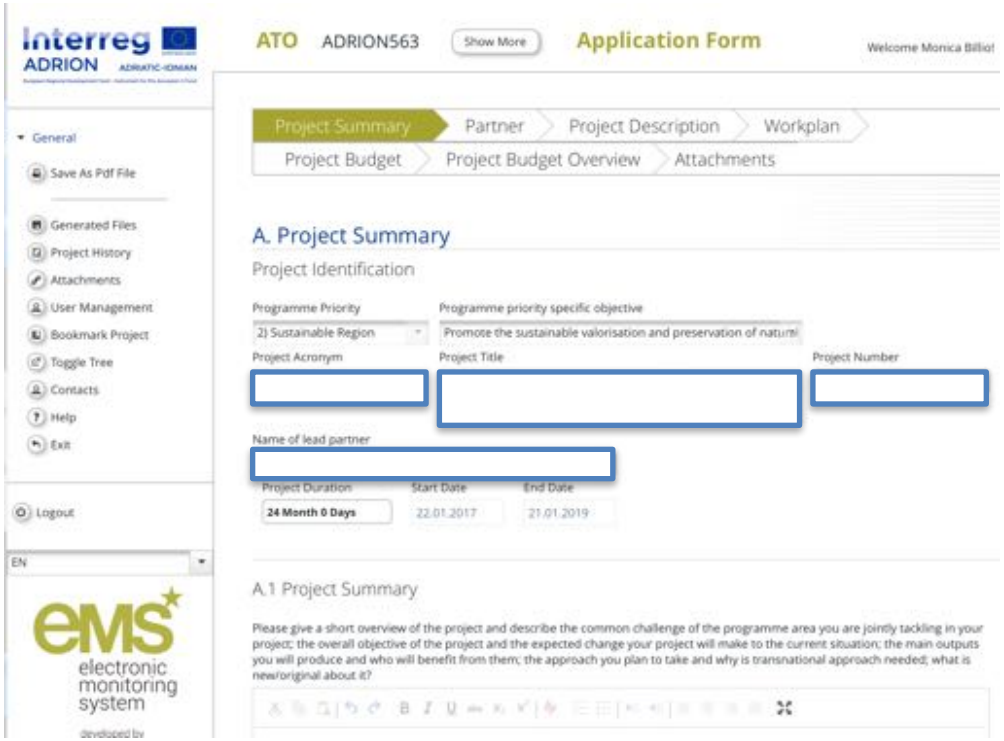
Sex and gender refer to biological characteristics and social/cultural factors respectively. For guidance on methods of sex / gender analysis and the issues to be taken into account, please refer to http://ec.europa.eu/research/swafs/gendered-innovations/index_en.cfm?pg=home

Ambition

- Describe the advance your proposal would provide beyond the state-of-the-art, and the extent the proposed work is ambitious.

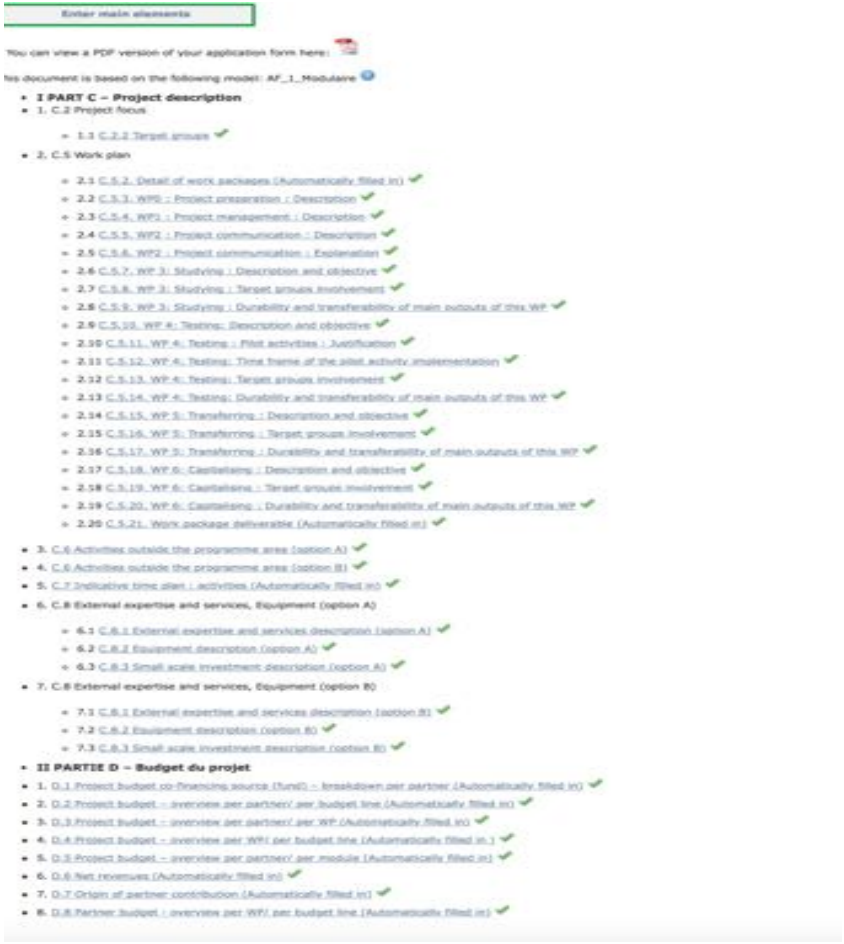
esempio di application on line

interreg adrion eMS



esempio di application on line

interreg MED synergie



NB ogni Application form ha le sue specificità!

Esistono molti manuali di progettazione, ma il miglior manuale di europrogettazione è la "Guide for applicant" allegata alle calls for proposals!!!

Un po' di retorica

- La scrittura di un' application form
  - Come essere efficaci?
  - Come scrivere un testo capace di soddisfare i requisiti?

  - TIPS
  - Leggere progetti finanziati
  - Leggere il programma adottare stili di scrittura simili
  - Scrivere direttamente nella lingua scelta per la submission, evitare traduzioni da – all'application, nel caso fosse richiesto fare il contrario

  - Sintetici concisi ma completi CI VUOLE MOLTO TEMPO, LOGICA e COERENZA
  - Acronimi ? (si) meglio inserire se possibile una lista delle abbreviazioni (se non possibile ogni tanto richiamarli
  - Numerare attività e deliverables e richiamarli con i numeri (in alcuni programmi si, in altri meglio di no)

l'importanza dell' abstract

- Come descrivere il progetto in 2500 caratteri
- Le regole cambiano da bando a bando
  - Sintesi dello stato dell'arte
  - Il problema cui si vuol rispondere
  - Sintesi dell'azione da intraprendere
  - Partenariato: perché quello prescelto
  - Impatti dell'azione e sostenibilità
- Quali parti sottolineare e quali no.
  - Esempio:
    - Il focus è sulla ricerca: descrizione del valore scientifico della ricerca, in brevissima sintesi
    - Il focus è sullo sviluppo economico: descrizione degli impatti commerciali/industriali
    - Il focus è la cooperazione: focus sul partenariato, la condivisione, il trasferimento

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Grazie dell'attenzione

Raffaella Lioce | Giampaolo Peccolo

THANK YOU FOR LISTENING ANY QUESTIONS?

AICCRE

ASSOCIAZIONE ITALIANA PER IL CONSIGLIO DEI COMUNI E DELLE REGIONI D'EUROPA

It was a pleasure!

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