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Towards better projects

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20.1.2017

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Why?

Programme level

- ” More attention will be paid on results

Project level

- ” Better application = better scores
- ” Easier implementation



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A good project

1. Needed
2. Cost-efficient
3. Result-oriented



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A good project

A project is an aim to cost-efficiently solve a specific problem (not all problems). A good project creates a positive change.



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A good application

1. Logical
2. Realistic



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A tool

Logical Framework Approach is a **tool** for project planning.

LFA= Analytical process

Logical Framework Matrix = product (and also an obligatory annex to the application)

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	Intervention logic	Indicators	Sources of Verification	Assumptions
Overall objective				
Specific objective				
Outputs				
Activities				



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Why should we use it?

- “ Projects with clear logic -> better results, better programme (better future)
- “ Do you want to succeed?
 - . Higher chance to get funding
 - . Easier project implementation

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Planning a project

The starting point?

Problem should be the priority



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Planning a project


Why problem should be a priority?


If activities are defined first, problem is often left unrecognised.

- “ Maybe there's no problem at all?
- “ Maybe other approach would be better for solving the problem?

Planning a project

Why problem should be a priority?

Wanting a project  Needing a project

What could we do together  How could we solve this (joint) problem together

Logical framework approach

Analysis phase (concept note)	Planning phase (full application)
Problem analysis	Developing logical framework matrix
Objective analysis	Defining activities
Stakeholder analysis	Defining resources
Strategy analysis	

Problem analysis

- ” Identifies the negative aspects of an existing situation
- ” Defines the *cause and effect relationships*

Problem analysis

Why?

Objective of the project should always be to create (some kind of) change.

⇒ If change is not needed (there's no problem), there's no need for the project.

⇒ The problem gives justification for the project.

Problem tree

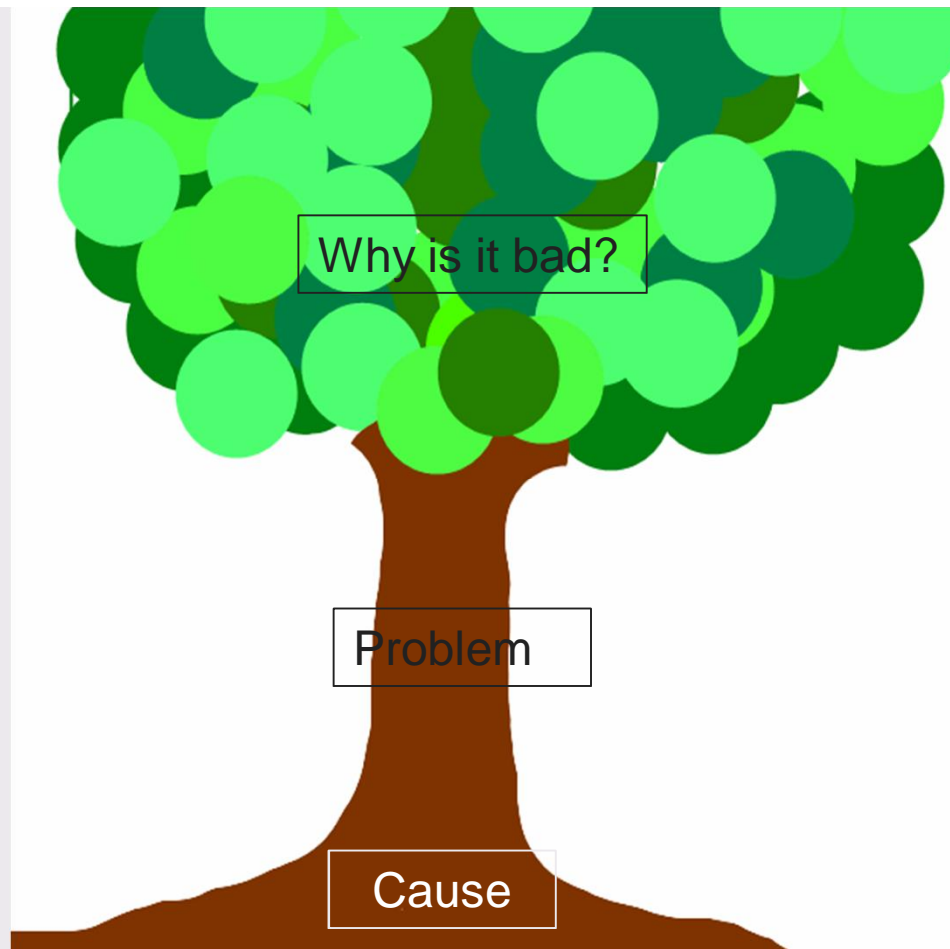
Problem tree is a tool for approaching the problem.

- “ Why should we do anything?
- “ Why this project?
- “ Why is it bad if we don't do anything?
- “ What is wrong now?

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Problem tree



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How to create a problem tree?

You need: Partners + already known stakeholders + post it notes

Rules: write one problem on one note (problem can be lack of something)

Find the cause and effect relations by arranging the notes.

Problem tree

Fish stocks are declining

Polluters are not controlled.

Border crossing rivers water quality is deteriorating.

Industrial waste is dumped into the river.

Households discharge wastewater directly into the river.

Wastewater treated in plants does not meet environmental standards.

Swimming places are closed.

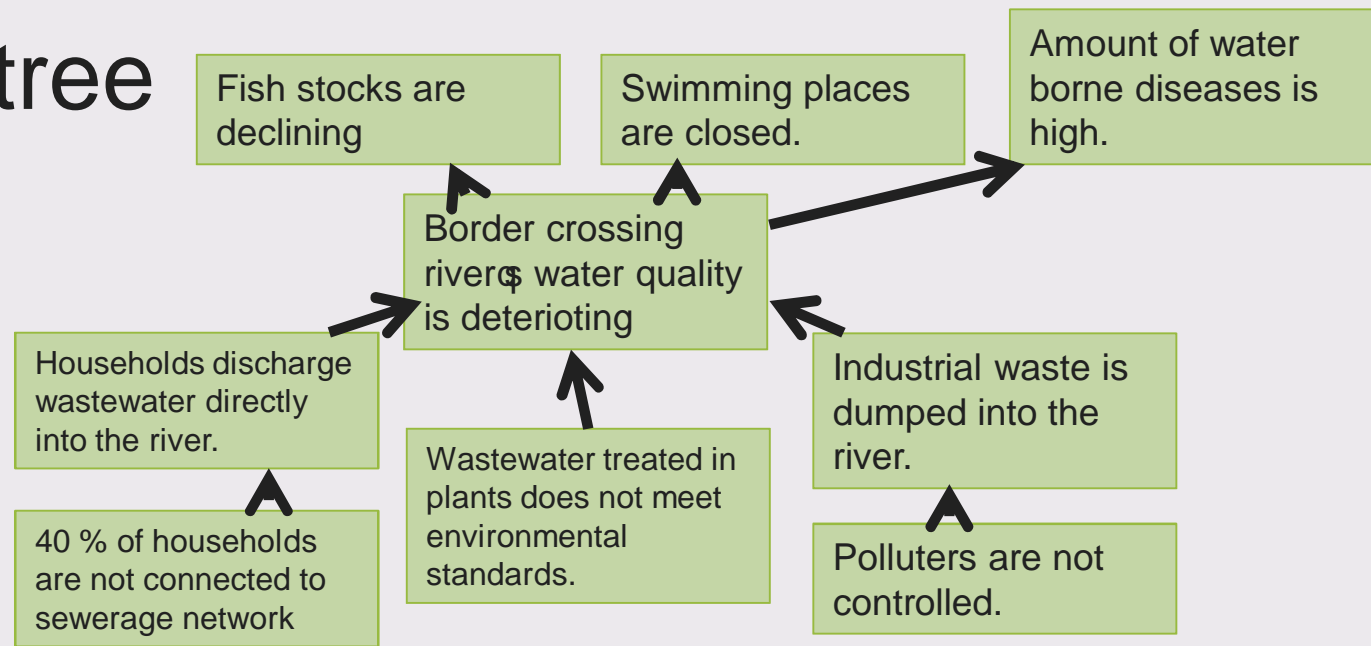
Amount of water borne diseases increased.

40 % of households are not connected to sewerage network

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Problem tree



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Problem - experiences

- “ Problem is loose
- “ Problem is not real
- “ Problem is too wide or narrow
- “ Problem is lack of something+(bridge, moneyõ)

Objective analysis

The negative situations of the problem tree are converted into solutions, expressed as positive achievements.

Road is in bad condition -> Improved road condition

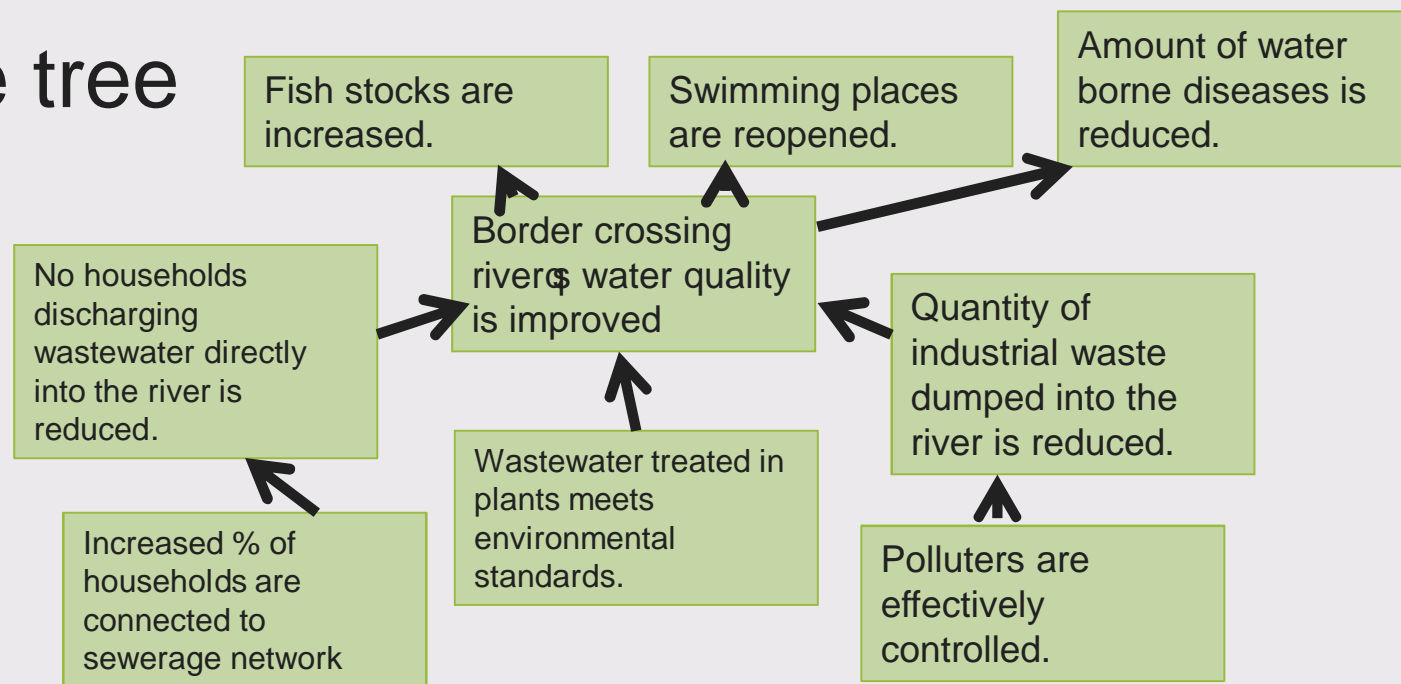
Rules:

- “ Convert each problem
- “ Do not include ~~loose~~ objectives (objectives without problems)
- “ Describe the desired future situation

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Objective tree



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Stakeholders

1. Stakeholders = individuals or institutions that may affect or be affected by the project.
2. Beneficiary = those who benefit from the implementation of the project.
 - a. Target group = directly positively affected
 - b. Final beneficiary = benefit in the long run (children, consumers)
3. Project partners = those who implement the project

Stakeholder analysis

Finding out who cares about your project.

“ Think about different ways the project can benefit or hurt someone.

Include the identified stakeholders into the project.

“ Including doesn't necessarily mean adding as a partner (talking, asking for ideas, inviting etc. is also including)

Why? Because they can affect on the implementation of the project (friends/enemies).

Identifying stakeholders - experiences

- “ Stakeholder doesn't have to be a partner!
- “ Forgetting/ not including stakeholders is fairly common . find out if the stakeholders agree with the problem/objective!
- “ If target groups are not interested in the project, it's better not to proceed.

Choosing partners - experiences

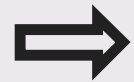
- “ Genuine interest in the project and in the project results!
 - . Participating in a project just because you want to be nice is usually not a good idea.
 - . Participating in all projects is usually not a good idea.
- “ Previous experience on project implementation is a benefit, but newcomers are warmly welcomed by the programme (it's not so difficult)
- “ Common language
- “ Quality is more important than quantity!

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Strategy analysis

Identifying different strategies to achieve solutions



Selecting the most appropriate strategy



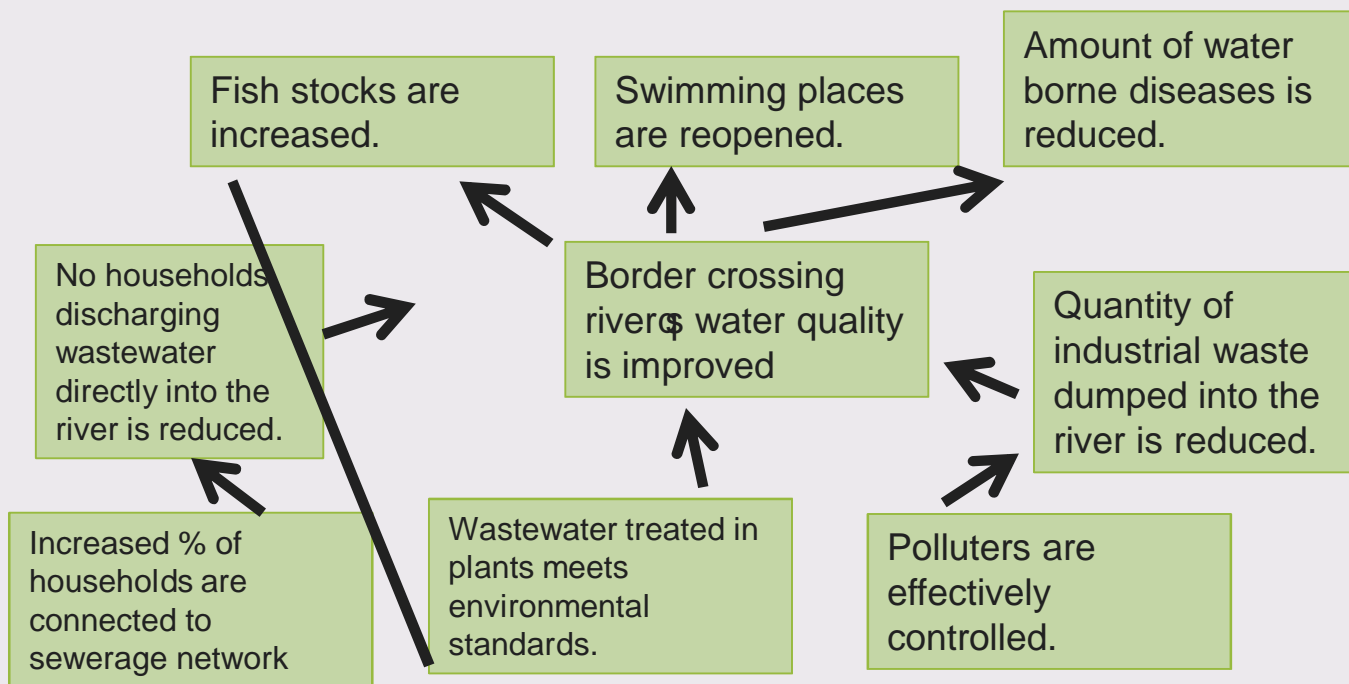
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Strategy

- “ What can you do?
- “ What can you get funding for?



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Strategy - experiences

- “ Too wide strategy: doing too many things compared to the resources
- “ Strategy is chosen too early (activities have been decided before the problem has been defined)
- “ Strategy is based solely on investment (if nobody knows there's a web portal, what's the point?)

Planning phase

Planning phase (full application)

Developing logical framework matrix

Defining activities

Defining resources



Developing logical framework matrix

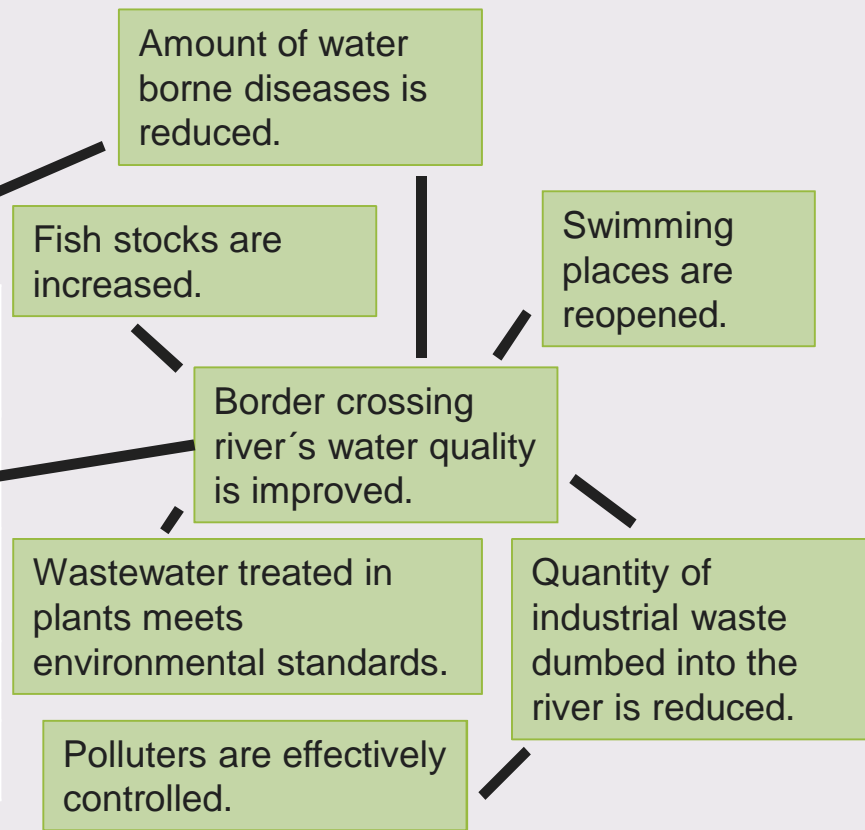
= Defining project structure, testing its internal logic and risks,
formulating indicators

Matrix is the product of the analysis!

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	Intervention logic	Indicators	Sources of Verification	Assumptions
Overall objective				
Specific objective				
Outputs				
Activities				



Overall objective

The broad development impact to which the project contributes.

Defined by the chosen priority:

- “ Priority 1: Increased cross border economic interaction and trade
- “ Priority 2: Programme areas where cultural services are easily reached and their quality is good
- “ Priority 3: Improved living and working environment

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Specific objective

The development outcome at the end of the project.

Defined by the project but contributing to the elements defined by the programme.



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Specific objective

Elements in priority 1:

- “ Identifying bottlenecks, barriers and obstacles for cross-border economic interaction and trade
- “ Solving/removing the barriers hindering cross-border economic cooperation
- “ Increasing the capacity of enterprises to start cross-border economic cooperation
- “ Increasing the area's attractiveness as a target for investment

Specific objective

Elements in priority 2:

- “ Improving the skills and capacities of cultural stakeholders
- “ Increasing the diversity of cultural services with new forms of cross-border cultural activities
- “ Creating new cross-sectoral initiatives
- “ Helping young people in danger of dropping out of active society with inclusive cultural activities

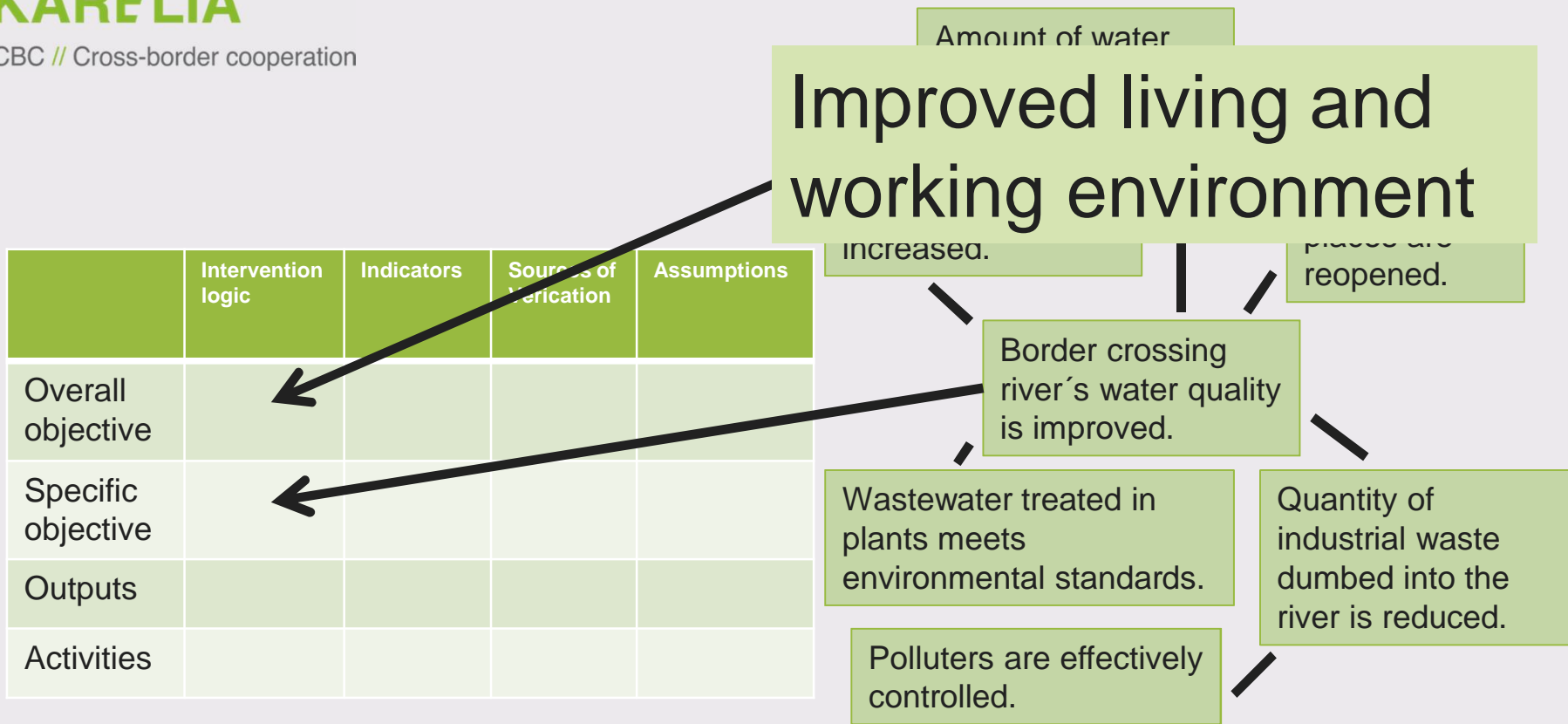
Specific objective

Elements in priority 3:

- ” Increasing environmental awareness
- ” Improving people’s physical living environment
- ” Increasing the biodiversity of border areas
- ” Using nature in the promotion of health and wellbeing

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Improved living and working environment

Border crossing river's water quality is improved.

Wastewater treated in plants meets environmental standards.



Quantity of industrial waste dumped into the river is reduced.

Polluters are effectively controlled.

Links to element of improving people's physical living environment



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Developing logical framework matrix

	Intervention logic	Indicators	Sources of Verification	Assumptions
Overall objective	1			
Specific objective	2	8	9	7
Outputs	3	10	11	6
Activities	4			5

Developing logical framework matrix

	Intervention logic	Indicators	Sources of Verification	Assumptions
Overall objective	Improved living and working environment			
Specific objective	Border crossing river's water quality is improved.			
Outputs	Quantity of dumped industrial waste reduced			
Activities				



How to write logframe statements?

Keep statements as clear as possible.

- “ **Specific objective** is expressed in terms of benefits to the target group (increased, improved...).
- “ **Outputs** are tangible (delivered, produced, conductedõ).
- “ **Activities** are expressed in present tense starting with an active verb (prepare, design, construct, researchõ)

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Intervention logic

Overall objective, specific objective, outputs and activities should all be linked to each other.



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Intervention logic

Check the intervention logic with if-then causality:

IF the activities are undertaken THEN outputs can be produced;

IF outputs are produced THEN specific objective will be achieved; and

IF specific objective is achieved THEN this contributes towards the overall objective.

Intervention logic

Also:

IF we wish to contribute to the overall objective, THEN we must achieve the specific objective

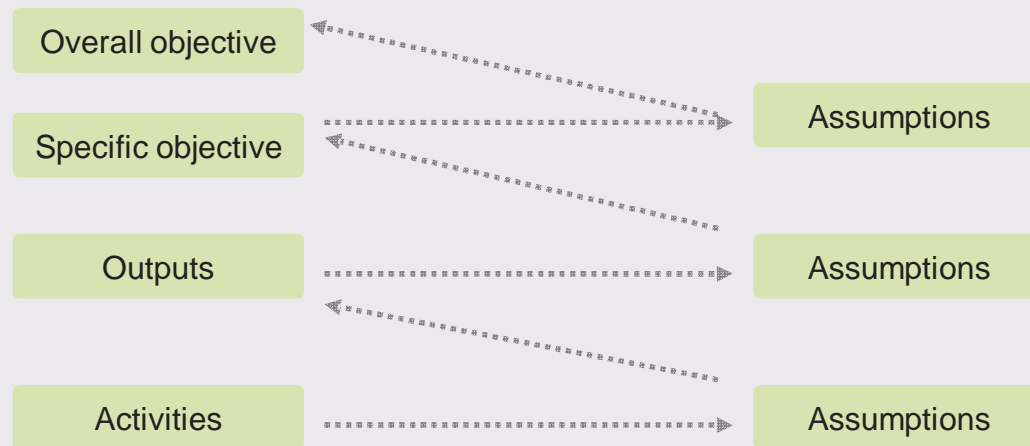
IF we wish to achieve the specific objective, THEN we must deliver the specified outputs

IF we wish to deliver the outputs, THEN the specified activities must be implemented.

Developing logical framework matrix: assumptions

- “ External factors that have the potential to influence the success of a project
- “ Lie outside direct control of project managers

Relation between assumptions and objective



Developing logical framework matrix: indicators

Indicators describe the objectives in measurable terms (quantity, quality, time); How do we verify success?

Means of verification are the sources of information for indicators.

Logframe - experiences

- “ If the logic works, it is easier to write the application
- “ Too often the matrix and application are not linked to each other
- “ Assumptions have not been identified (not everything is in your control!)
- “ Logframe is too detailed -> Keep it simple!

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Concept note

Filling in the Concept note



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Hints and tips

Name of the project should be short, easy and descriptive.

You don't have to describe to whole project concept in the name.

CB2East	30MILES
CBEwB	ADAPT
CLUSME	Baltic Urban Lab
DeDiWe	BELT
EDU-RAIL	BLASTIC
GreenAgri	CB HealthAccess

Names of Interreg Central Baltic project applications

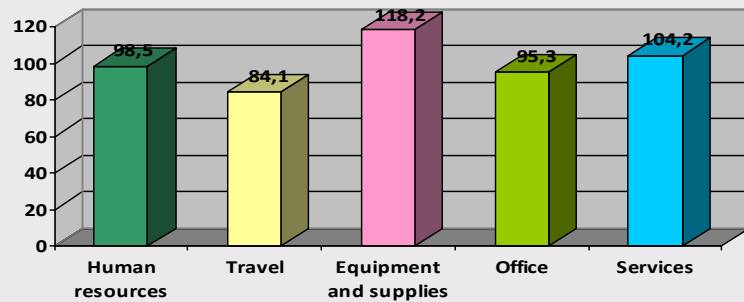


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Hints and tips

Be realistic in budgeting!

Budgets are more often over than under budgeted.



Realization of the budget headings compared to the initial budgets, % (Karelia ENPI CBC, first call)

Hint and tips

Project management is an important task: make sure you have sufficient resources for management!

+Competent project manager is the greatest asset for project.+



Hint and tips

You are writing for someone who doesn't know what you are doing and why . make it simple!

You don't have to use fancy words or complicated language . keep it simple!

How can project planning be improved

- “ Find real needs for change
- “ Identify your specific problem
- “ Find the right target groups
- “ Define the specific objective first (not activities or outputs)

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Good
luck!

We'd be happy to help you

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