

Seminar on PROJECT FORMULATION

In JICA Course on “Leadership Development of Persons with Disabilities”

Date: October 24-25, 2006 (09:00-17:00)

Venue: JICA Tokyo

Facilitator: Junko Noguchi (FASID)

Seminar Objective:

By the end of the seminar, the participants will have acquired basic knowledge and skills for project formulation based on situation analysis.

◆ Schedule

| Day | Time | Session |
|-----|-------|--|
| 1 | 09:00 | Seminar Introduction and Participants' Self-introduction |
| | 09:45 | 1. Introduction to Project Formulation and “Kaizen” (Improvement) [Lecture] |
| | 10:30 | 2. Situation Analysis: (1) Stakeholders Analysis [Individual work] |
| | 12:00 | Lunch Break |
| | 13:00 | <i>Continue of Stakeholders Analysis</i> |
| | 14:30 | 3. Situation Analysis (2) Problems Analysis [Plenary and individual work] |
| | 16:30 | 4. Objectives/Strategies Analysis [Plenary and individual work] |
| | 17:00 | Wrap up and closing |
| 2 | 09:00 | <i>Continue of Objectives/Strategies Analysis</i> |
| | 10:30 | 5. Project Design [Plenary work] |
| | 12:00 | Lunch Break |
| | 13:00 | <i>Continue of Project Design</i> |
| | 16:30 | Reflection, Wrap up of the seminar |
| | 17:00 | Closing |

*1) This schedule is subject to change.

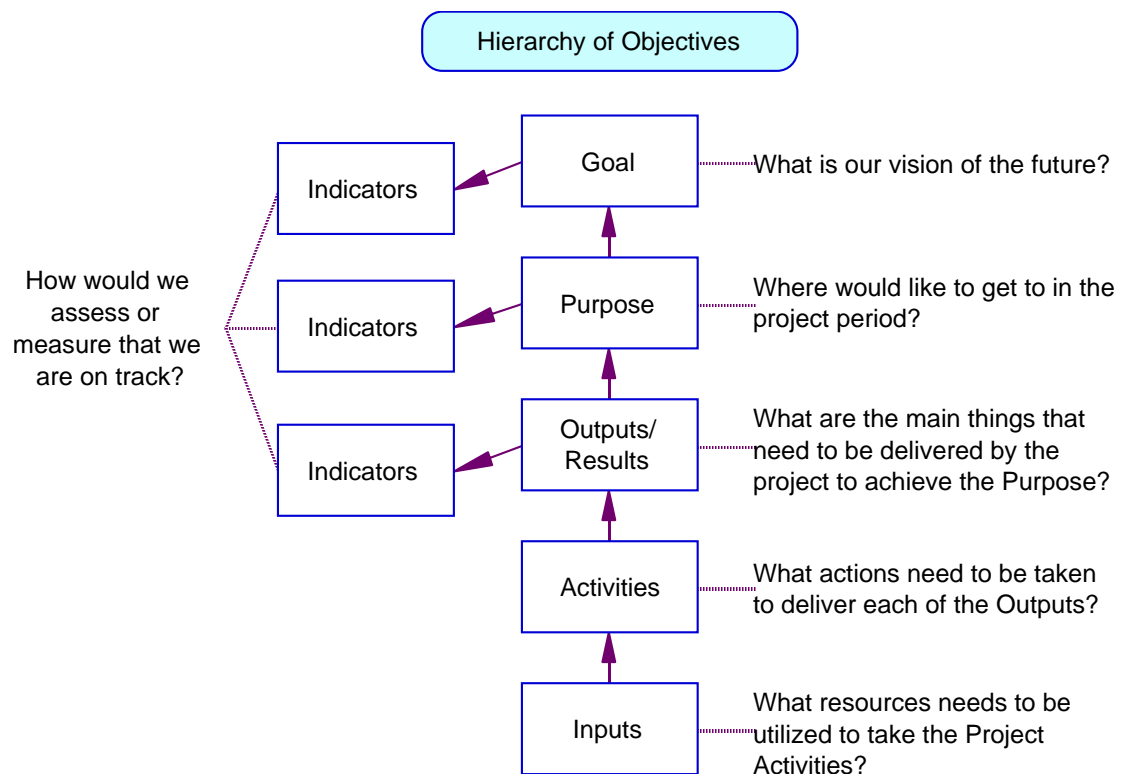
*2) There'll be 10-minute break in the morning and afternoon sessions.

1. Introduction to Project Formulation and Kaizen

1.1 What is a PROJECT?

A project is a series of activities aimed at bringing about clearly specified objectives within a defined time-period and with a defined budget¹.

A project usually can be defined in terms of a hierarchy of objectives (inputs, activities, outputs, purpose and goal) plus a set of defined assumptions and a framework for monitoring and evaluating project achievements (indicators and sources of verification).



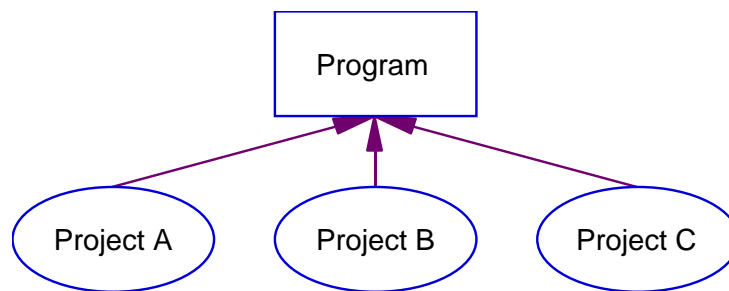
Source: Elaborated based on DFID (2002). "Tools for Development: A Hnadbook for Those Engaged in Development Activities."

¹ European Commission (2004). "Aid Delivery Methods: Volume 1: Project Cycle Management Guidelines."

1.2 PROJECT and PROGRAM

It is usually defined that a program is a series of several projects which are strategically combined to achieve a common program objective.

In JICA's definition, a program is a strategic framework to assist the achievement of some specific mid-term development objective of a developing country. It is also defined as a scenario for JICA's cooperation to achieve its cooperation objectives.



1.3 Project and Routine Work

A Project has a period; It has the start and the end. A routine work is different from a project. Not all the things can be regarded as project activities.

Every organization has its own mission, and to realize the mission the organization implements projects and also they execute routine works. For example, Organization X (bakery shop) tries to develop a new product (special bread for anti-aging) to sell, mainly targeting the middle-age people. In this case, a project is to develop a new product in a set period and then to sell the bread is a routine work.

Another example. A same activity can be a project or a routine work, depending on the setting. Organization Y (non-profit organization for supporting Filipino children's schooling) tries to increase 100 more new supporters/donors by November so that 100 more children can enroll in primary school. This is a project as it has a time-bound and established objective. However, getting supporters/donors is usually a routine work for Organization Y except this special campaign period.

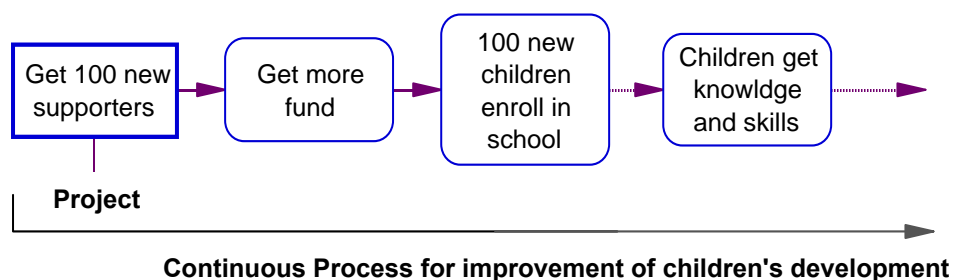
1.4 Project and Kaizen (Improvement)

A project has a set Purpose which a project team aims to achieve in the project period. And, the project finishes when it finishes its set time. A project seems “ad-hoc.” However, a project needs to be related to process for kaizen (improvement).

1) Project as part of the process of some continuous improvement

A project usually sets a Goal which a project team expects to achieve after a few years of the project completion, as result of project implementation. As the project team usually dismisses when the project completes. Therefore the goal is usually set as an expected benefit for the beneficiaries of the purpose and/or the organization which a project team belongs to.

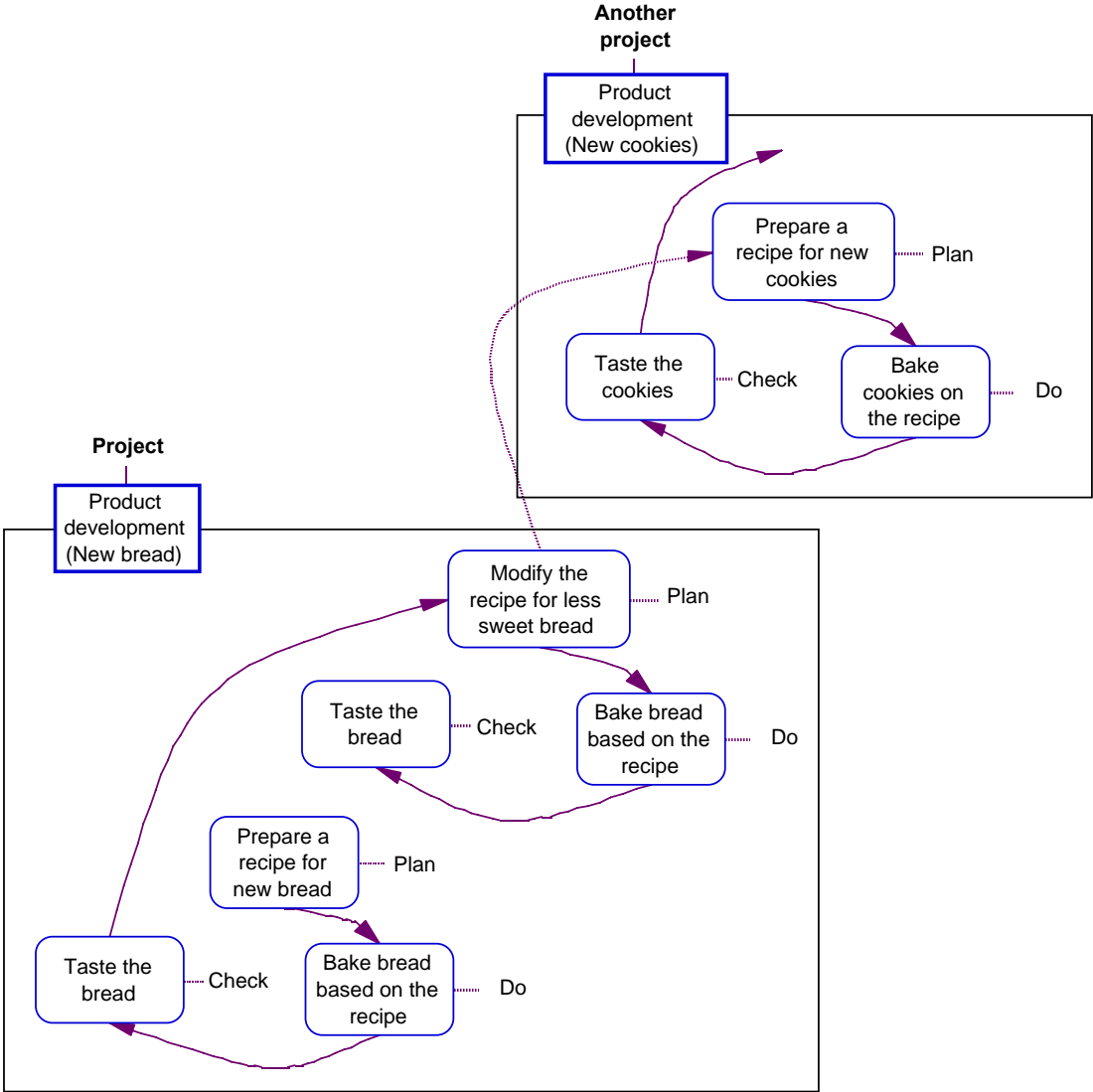
The following figure is an example of Organization Y (non-profit organization for supporting Filipino children’s schooling).



2) Process within a project

It also can be considered that processes for improvement are repeated within a project. When activities are implemented, Monitoring & Evaluation (M&E) needs to be done during the project period. (M&E is one of the necessary elements for project management.)

The following figure is an example of Organization X (bakery shop).



2. Situation Analysis: (1) Stakeholders Analysis

2-1 Who Is a Stakeholder?

A stakeholder is any individual, community, group or organization with an interest in the outputs/outcomes of a project, either as a result of being affected by it positively or negatively, or by being able to influence project activities.

Key stakeholders: Those who can significantly influence or are important to the success of an activity.

Primary stakeholders: Those who are ultimately affected by an activity.

Secondary stakeholders: All other stakeholders than Primary stakeholders.

2-2 What is Stakeholders Analysis? How Is It Useful?

Stakeholders Analysis helps understanding the following:

- Who and what organizations are around a project, who may affect or be affected by a project
- Opportunities and relationships to build upon in implementing a project to help make it a success
- Groups who should be encouraged to participate in a project
- Potential conflicts and risks that could jeopardize a project, etc.

Stakeholders Analysis can be used in various ways². For example,

- Analysis of power stakeholders by ranking their importance and influence for a project.
- Analysis of types of participation of the stakeholders at each stage of a project, etc.

² Various examples are shown in DFID (2002). "Tools for Development."

2-4 Instruction for the Individual Work in this Seminar

- **Objectives**

Review your organization, and understand the stakeholders related to your organization and their possible collaboration.

- **Steps**

a) Reviewing your organization, write down the following basic information:

- History (Background of the establishment)
- Mission
- Vision
- Programs/activities
- Budget for the programs/activities
- Sources of the budget
- Number of staff, etc.

b) Write down your organization's strengths and weaknesses:

- Strengths (advantages, resources, potentials, and any other positive things)
- Weaknesses (difficulties, inquietudes, etc.)

c) Write down public and private organizations/groups which are related to your organization.

1. Name of the organization/group
2. Relation/collaboration between your organization and the written organization/group

3. Situation Analysis: (2) Problems Analysis

3-1 What is Problems Analysis?

Problems Analysis is a central tool for the project design, showing issues which need to be dealt with. An effective technique used for Problems Analysis is the “Problems Tree Analysis.”

In the Problems Tree, problems are connected by “cause-effect” logic.

3-2 Instruction for the Individual Work in this Seminar

- **Objective**

Understand the problems which your organization faces and the causal linkage among the problems.

- **Steps**

- a) Review problems which your organization faces and needs to solve.
- b) Choose one problem [Focal Problem] which your organization possibly wants to solve in 2-3 years.

Note:

- We assume 2 or 3 years as the project period, or you can decide depending on your and your organization's situation.
- Do not choose administrative problems regarding resources, such as “there are not enough funds” and “there is not enough staff,” but think of a problem which can be caused by these problems.

- c) Consider direct causes of the Focal Problem.
- d) Consider direct causes of the causes of the Focal Problem.
- e) Consider direct effects of the Focal Problem.
- f) Form a diagram showing the “cause and effect” relationship in a tree form.

4. Objectives/Strategies Analysis

4-1 What is Objectives/Strategies Analysis?

Objectives Analysis is a tool to understand what objectives will be aimed as a result of solution of the problems identified in Problems Analysis. It also shows what strategies will be taken to solve the problems identified in Problems Analysis. In other words, Objectives provides a shared vision of the future.

For Objectives/Strategies Analysis, a tree analysis is used, as well. In Objectives Tree, objectives/strategies are connected by “if-then” logic.

4-2 Instruction for the Individual Work in this Seminar

- **Objective**

Understand a future vision and necessary means to be taken in a project.

- **Steps**

- a) Review the Problems Tree developed in the previous analysis, which a project will try to solve.
- b) By converting the Focal Problem into a positive future situation where the problem is solved or minimized. Check whether the stated situation will be achievable in the project period.
- c) Consider direct means to achieve the converted statement of the Focal Problem. Check whether these means will be valid and complete.
- d) Repeat the same procedure below.
- e) Consider direct effects as a result of the converted statement of the Focal Problem. Check whether these effects in accordance with the mission and vision of your organization.
- f) Form a diagram showing the “cause and effect” relationship in a tree form.

5. Project Formulation

5-1 Logical Framework³

Logical Framework (Logframe) is a four-by-four matrix which shows the design of a project and functions as a base of management after the project commencement.

Logframe is used in various donor agencies and also implementing organizations. The following is a simple explanation by JICA⁴.

Table 1-1: Logical Framework (Logframe)

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumption |
|--|--|--|---|
| Overall Goal Indirect, long-term effects; impact on the target society | Indicators and target values to measure achievement toward the overall goal | Information sources for the indicators at left | Conditions required for the project effects to be sustainable |
| Project Purpose Direct effects on the target group and society | Indicators and target values to measure achievement toward the project purpose | Information sources for the indicators at left | External Factor which must be met so that the project can contribute to the overall goal, but at the same time, which is uncertain |
| Outputs Assets and services that are produced through implementation of activities | Indicators and target values to measure achievement toward the outputs | Information sources for the indicators at left | External Factor which must be met so that the project can contribute to the project purpose, but at the same time, which is uncertain |
| Activities Activities to produce the outputs | Inputs (By both Japan and the partner country) | | External Factor which must be met so that the project can produce outputs, but at the same time, which is uncertain |
| | | | Preconditions Conditions that must be met before activities begin |

³ In most of JICA Projects, the logical framework for the project is called Project Design Matrix (PDM).

⁴ JICA (2004). "JICA Guideline for Project Evaluation."

5-2 Use of the Result of Objective/Strategies Analysis

As shown in the Table 1-1, the vertical column “Narrative Summary” has “if-then” logic. As Objectives Tree has the same logic, and thus the result of Objectives/Strategies can be utilized for the project design. The consistency between the developed Objectives Tree and “Narrative Summary” is as follows.

