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*Empowering lives
through knowledge and
imagination.*

MILANO | ITALY

Logica di formulazione dei progetti finanziati da *donor*
Progetto Capacity Building


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Area Public Management & Policy

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Tipologie di progetti finanziati

- Gli strumenti proposti in questa lezione riguardano la logica di formulazione delle proposte progettuali finanziate a valere su bandi (di istituzioni pubbliche o fondazioni), ma sono utili anche per predisporre proposte da presentare a finanziatori privati
- Due tipi diversi di bandi:
 - ✓ *TOR - terms of reference* (capitolato): il finanziatore ha già identificato il progetto, deve selezionare chi lo realizzerà
 - Offerta finanziaria (percentuale di ribasso)
 - Offerta tecnica (approccio proposto, CV, esperienza del proponente)

 *RFP - request for proposals* (bando aperto): il finanziatore definisce un ambito di intervento e invita a presentare proposte progettuali

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Criteri di selezione

- PRESUPPOSTO DA RICORDARE: obiettivo prioritario del finanziatore *non* è sostenere una nonprofit, ma intervenire su un'area di bisogno (⇒ chiarire in modo convincente l'impatto atteso sull'area di bisogno)
- Soprattutto nei bandi con obiettivi ben delineati, è utile presupporre che i valutatori conoscano bene l'area di bisogno (⇒ dimostrare una conoscenza approfondita e aggiornata dell'area di bisogno)
- Per ridurre il carico di lavoro di proponenti e valutatori, alcuni finanziatori usano una selezione a due fasi:
 - ✓ *concept note* (idea progettuale)
 - ✓ *full application* (progetto completo)

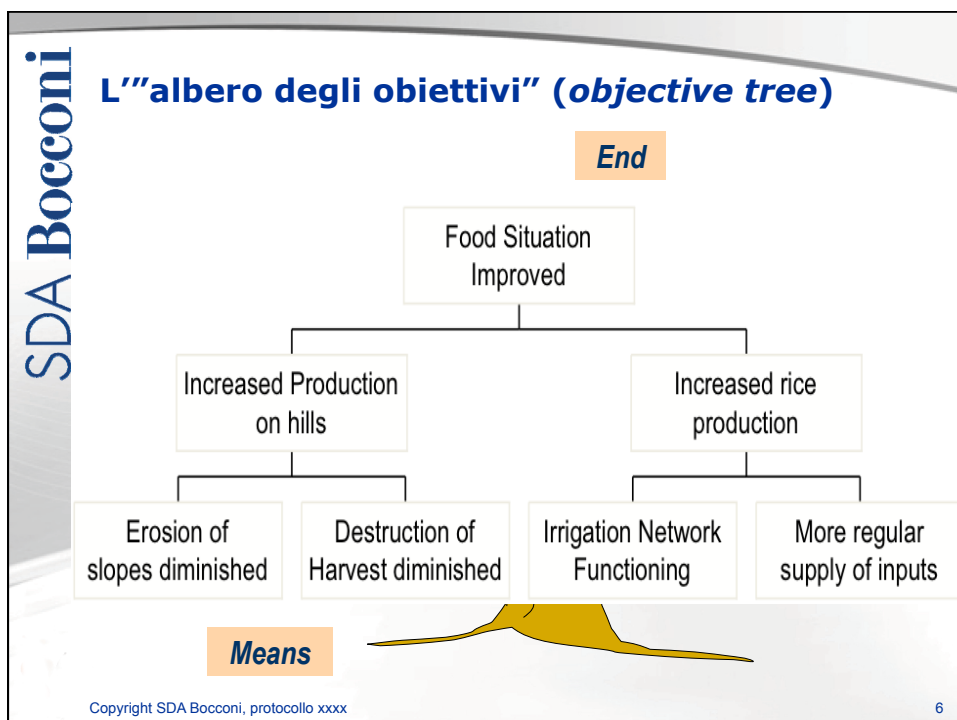
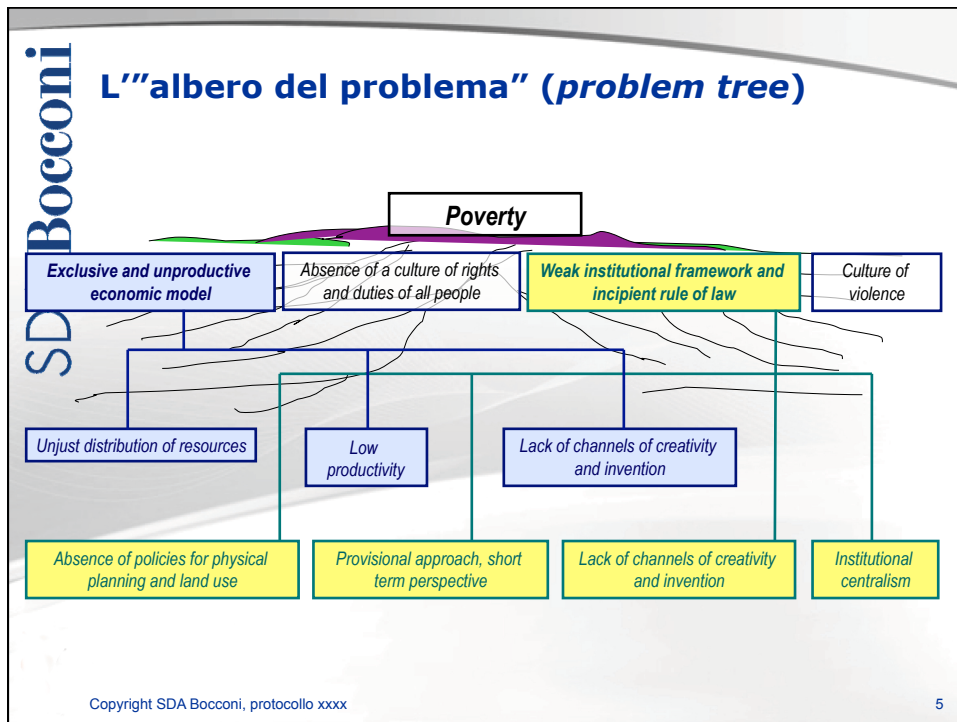
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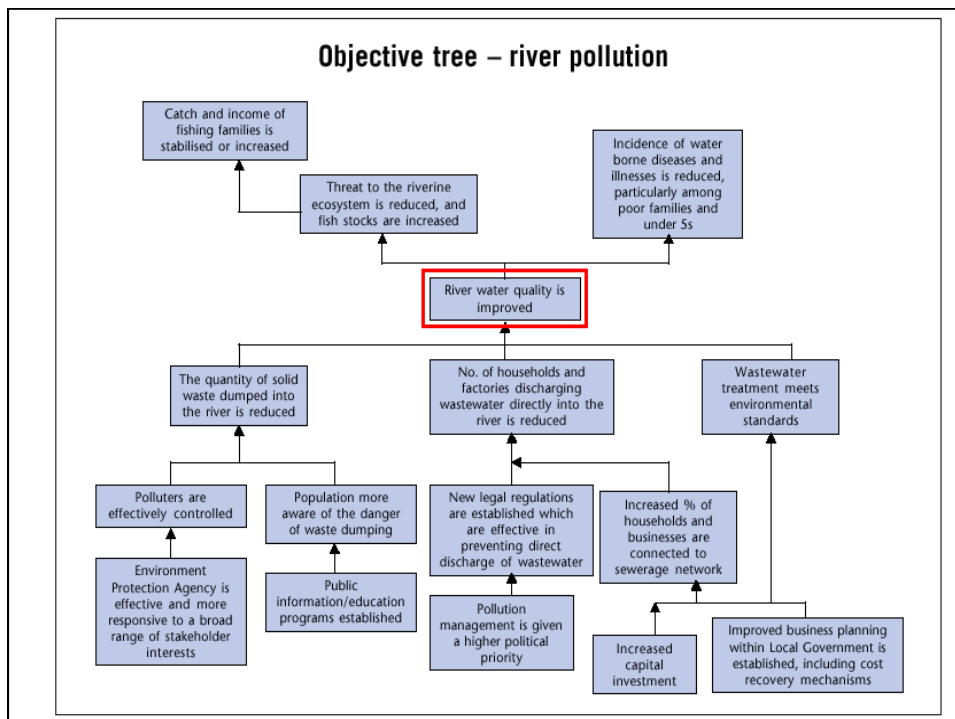
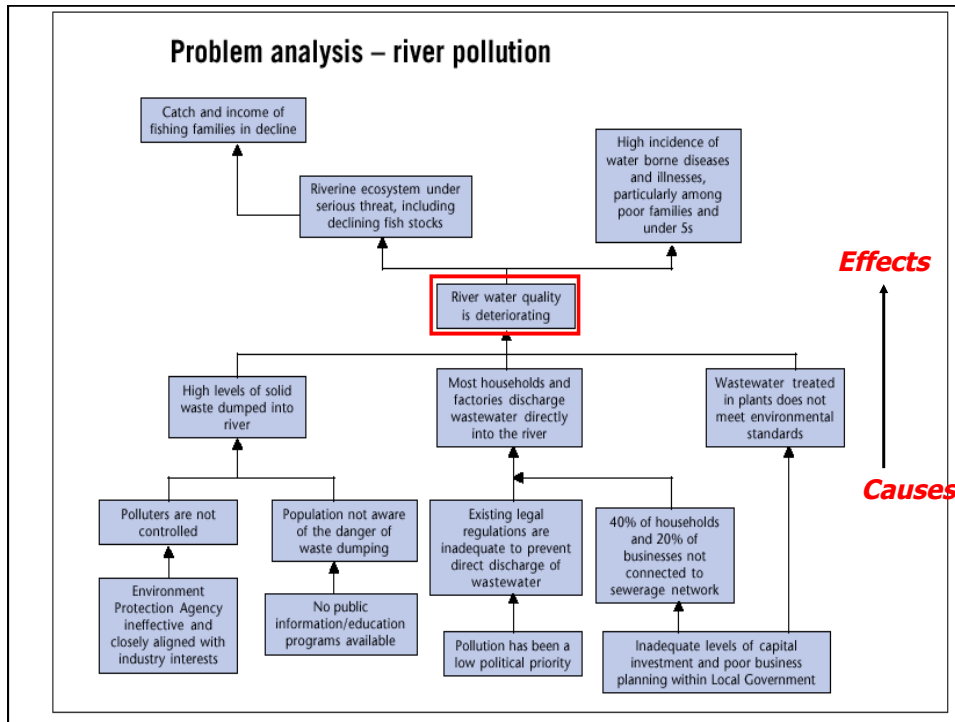
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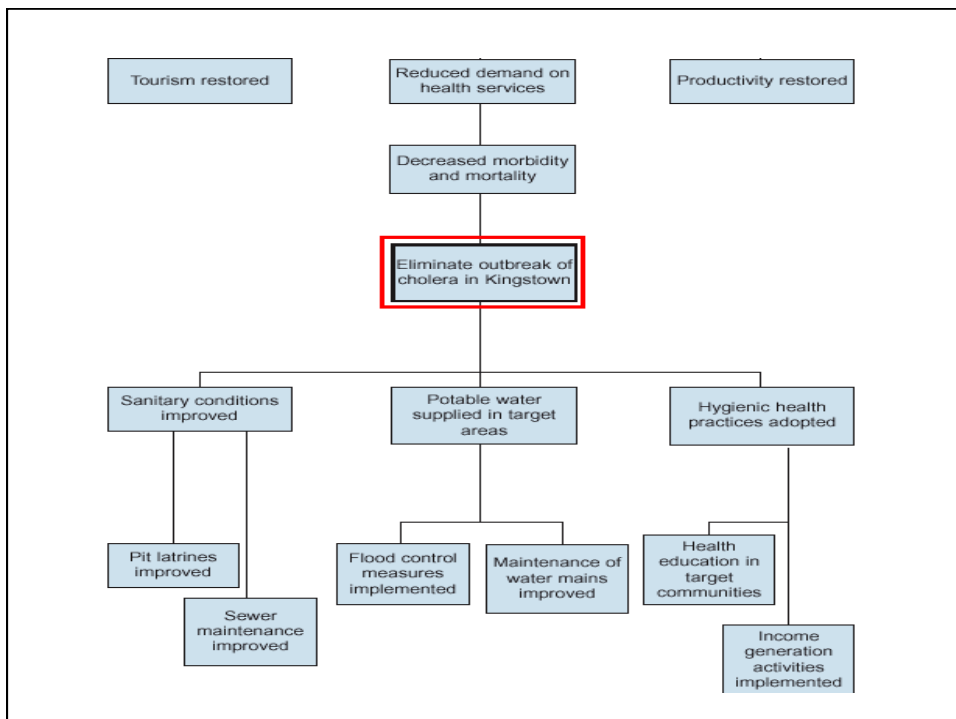
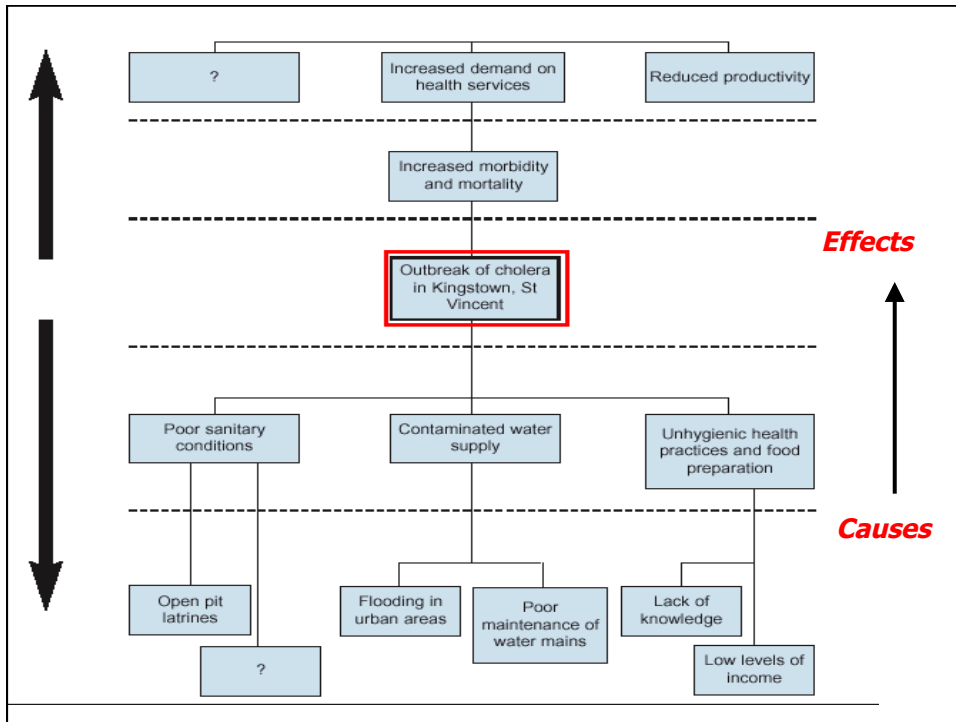
La matrice del quadro logico (1): "logica verticale"

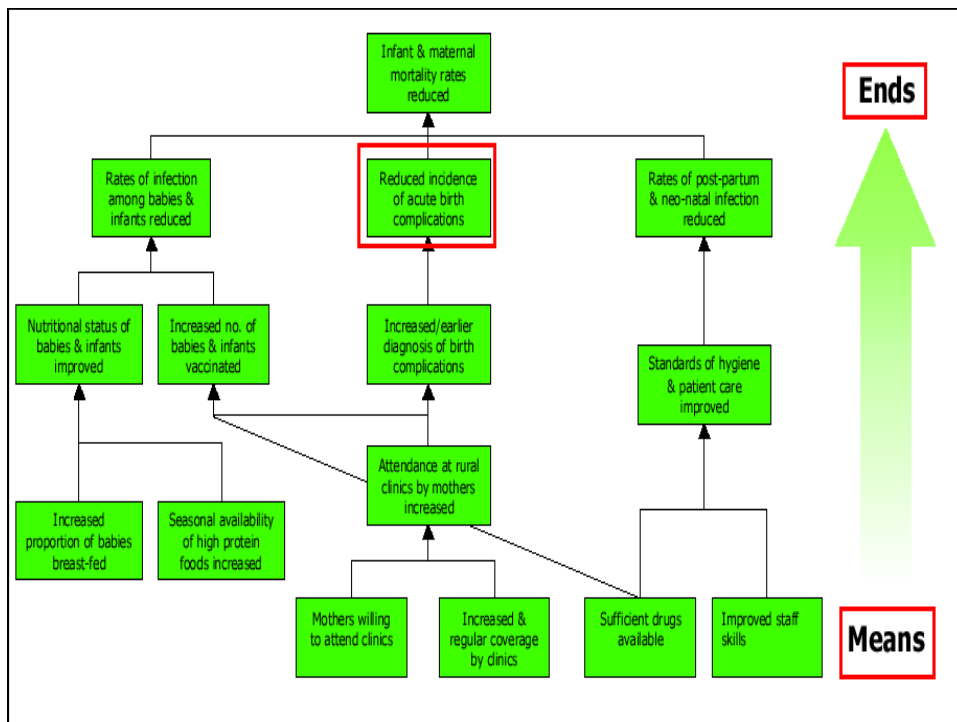
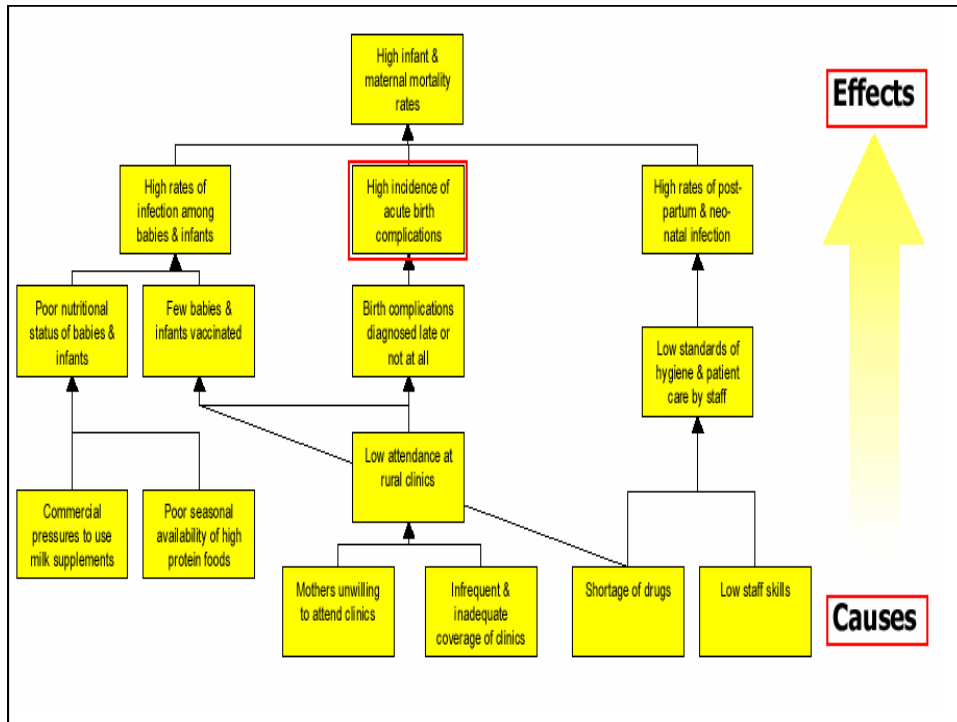
	Logica di intervento
Fine generale	
Obiettivo specifico	
Risultati	Singole WPs
Attività	Dettaglio attività delle WPs

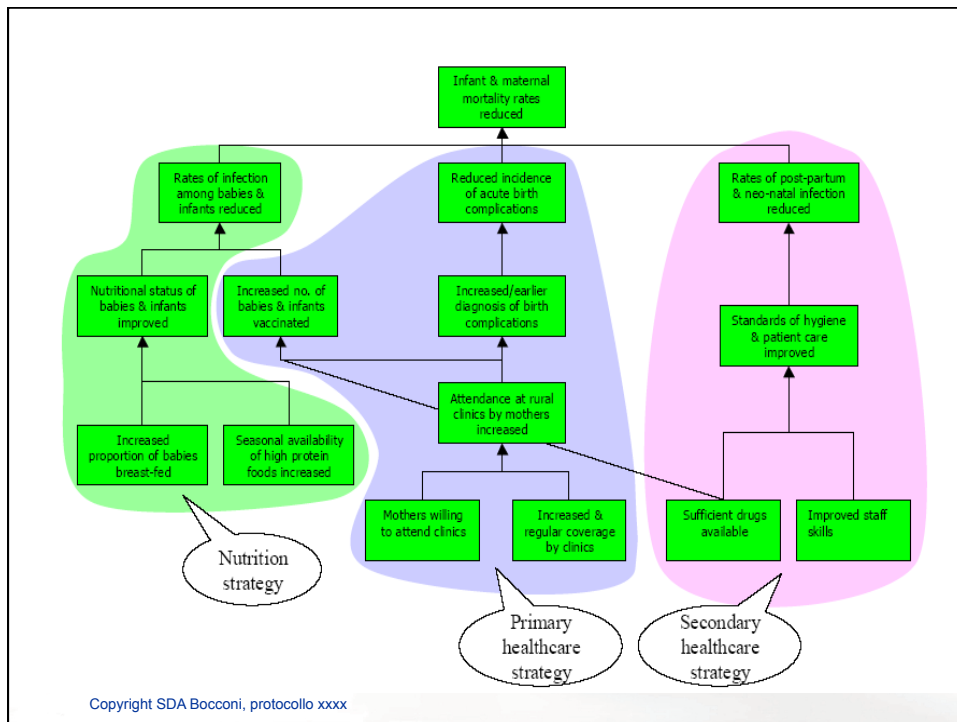
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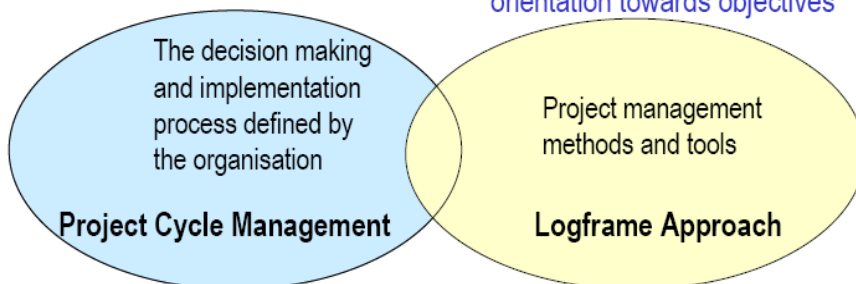
Merging PCM and Logframe Approach

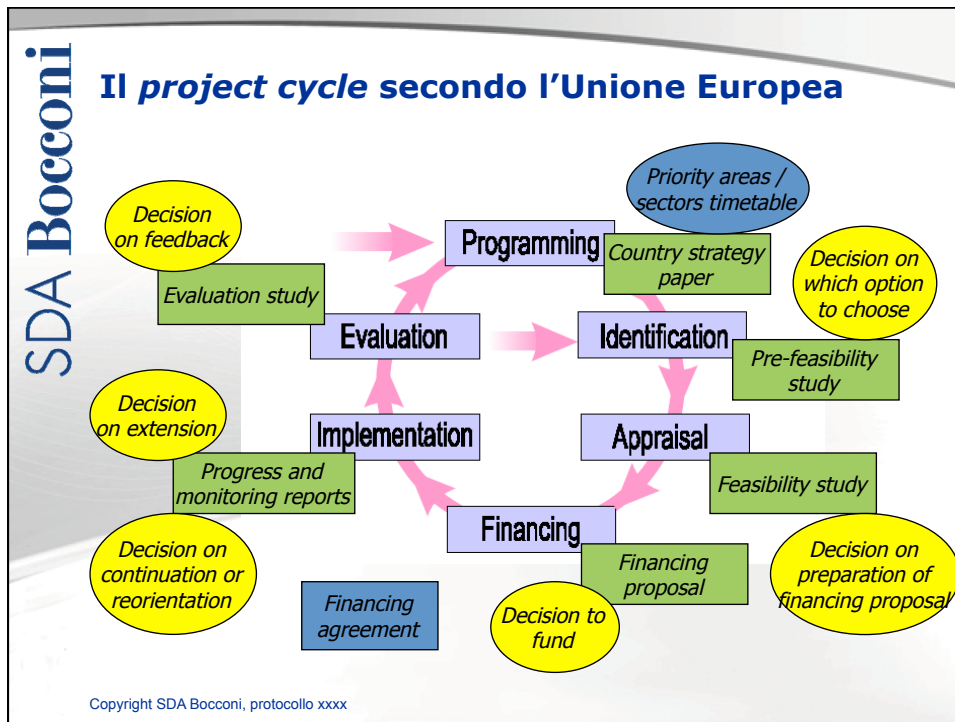
◆ Project Cycle Management

Defines different phases in the project life with well-defined management activities and decision making procedures

◆ Logframe Approach

A methodology for planning, managing and evaluating programmes and projects, using tools to enhance participation and transparency and to improve orientation towards objectives





La matrice del quadro logico (2): indicatori

	Logica di intervento	Indicatori oggettivamente verificabili
Fine generale		- SMART - Formati da: 1. Variabile 2. Parametro di riferimento 3. Arco temporale
Obiettivo specifico		
Risultati	Singole WPs	Singoli output
Attività	Dettaglio attività delle WPs	Mezzi

"SMART" =
Specific
Measurable
Achievable
Relevant
Time-bound

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La matrice del quadro logico (3): fonti di verifica

	Logica di intervento	Indicatori oggettivamente verificabili	Fonti di verifica
Fine generale		- SMART - Formati da: 1. Variabile 2. Parametro di riferimento 3. Arco temporale	
Obiettivo specifico			
Risultati	Singole WPs	Singoli output	
Attività	Dettaglio attività delle WPs	Mezzi	Costi

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La matrice del quadro logico (4): analisi dei rischi e delle precondizioni

	Logica di intervento	Indicatori oggettivamente verificabili	Fonti di verifica	Ipotesi e rischi
Fine generale		- SMART - Formati da: 1. Variabile 2. Parametro di riferimento 3. Arco temporale		Criteri per la selezione di ipotesi e rischi: - Rilevanza (impatto) - Probabilità di realizzazione - Ipotesi di abbandono del progetto
Obiettivo specifico				
Risultati	Singole WPs	Singoli output		
Attività	Dettaglio attività delle WPs	Mezzi	Costi	Precondizioni

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Ratio della matrice del quadro logico

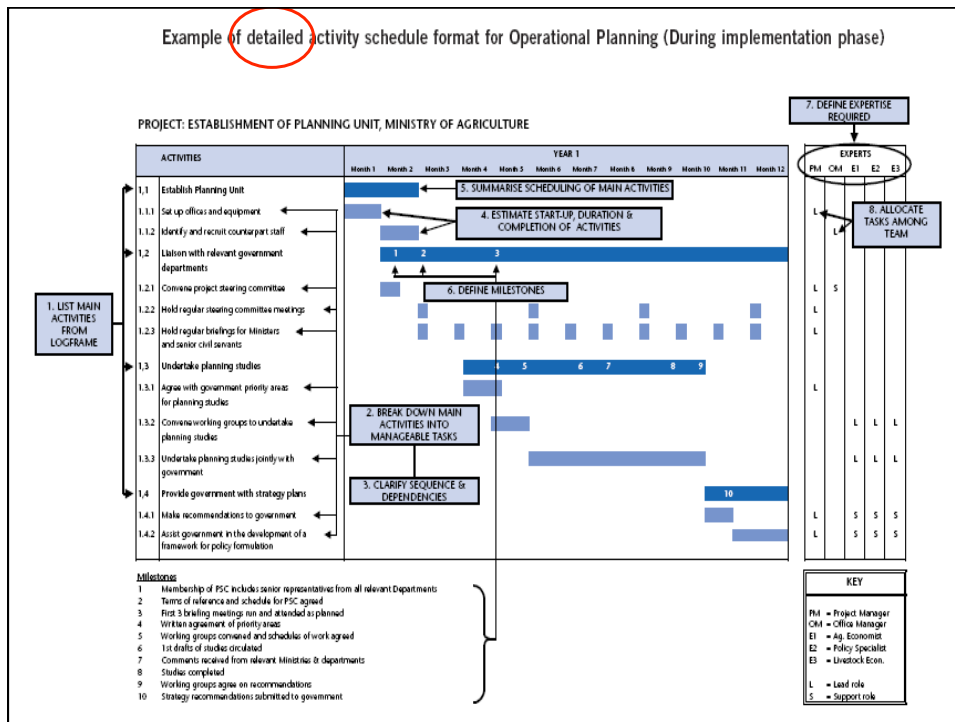
- La matrice del quadro logico sintetizza in modo sinottico l'intera proposta progettuale
- La "logica verticale", la proposta degli indicatori e delle fonti di verifica da utilizzare per il monitoraggio e la valutazione, l'analisi dei rischi e delle precondizioni devono dimostrare l'esperienza e la competenza del proponente
- Il *budget* deve essere compatibile con le attività proposte, sia in termini di risorse utilizzate, sia in termini di costi unitari (attività ⇒ *time schedule* ⇒ *resource schedule* ⇒ *budget*)

Example of indicative Activity Schedule - prepared during the Formulation Stage

INDICATIVE ACTIVITY SCHEDULE

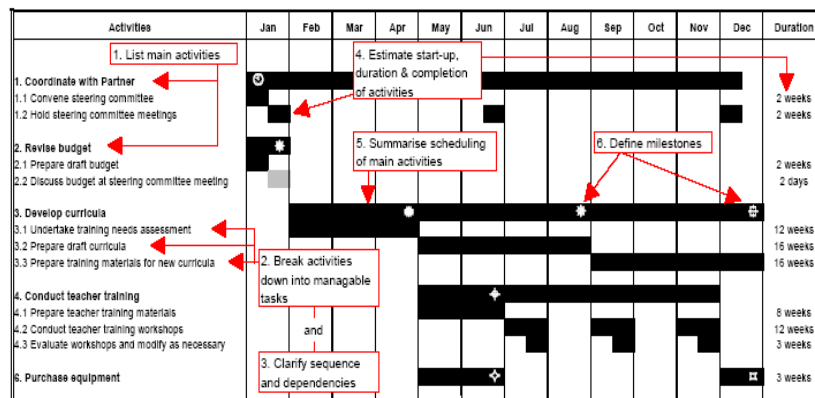
Ref no	Results and Indicative Activities	Responsibility	Year 1				Year 2				Year 3						
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
1.1	Reduced volume of waste water directly discharged into the river system																
	Activities																
1.1.1	Conduct baseline survey of households and business	Contractor to local Govt.	→														
1.1.2	Complete engineering specifications for expanded sewerage network	Contractor to Local Civil Works	→	→													
1.1.3	Prepare tender documents, tender and select contractor	Dept. of Civil Works			→	→											
1.1.4	Implement and monitor capital works	Contractor and Dept of Civil Works					→	→	→	→	→	→	→	→	→	→	→
1.1.5	Identify appropriate incentives for factories to use clean technologies	EPA and business					→	→	→								
1.1.6	Design and implement incentive program	EPA and Local Govt.								→	→	→	→				
1.1.7	Prepare and deliver public information and awareness campaign on waste-water disposal	Local Govt.					→	→	→	→	→	→	→	→	→	→	→
1.1.8	Etc																

Example of detailed activity schedule format for Operational Planning (During implementation phase)



Example of an Activity Schedule

WORKPLAN FOR PROJECT



The duration refers to the effective time that the activity will last - for example, equipment purchasing may take place over a period of 6 months, but will only require 3 weeks work.

KEY:

Overall duration of activity
 Activities carried out in Partner State
 Activities carried out in EU

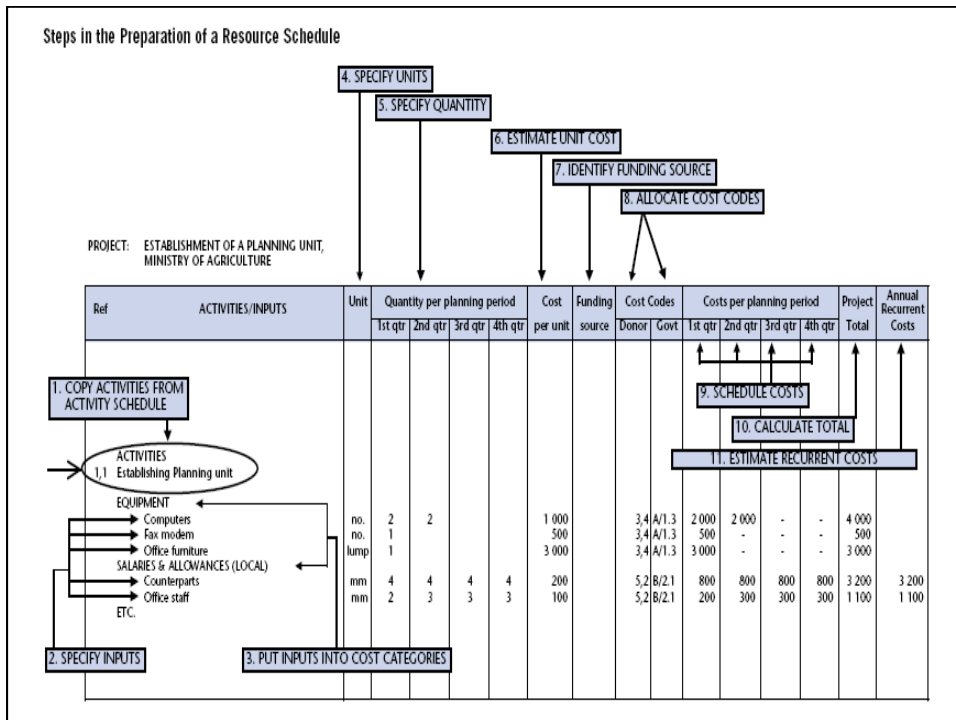


Monitoring milestones:

- Membership of steering committee and schedule of meetings agreed by January 15th
- Revised budget agreed by steering committee by end January
- Training needs assessment report submitted by end April
- New curricula agreed by end August
- Training materials prepared by end December
- Teacher training materials prepared by end June
- 12 computers purchased by end June
- Additional 8 computers purchased by end December

The Project Implementation Plan

Activities	Time Schedule (Months, Weeks, Days)	Human Resources	Material Resources	Costs	Organisation responsible	Person responsible	Comments
Activity 1							
Activity 1.1							
Activity 1.2							
Activity 1.n							
Activity 2.1							
Activity 2.n							
Activity 3.1							
Activity 3.n							
...							
Activity N.n							



conici Project budget

INPUT	BUDGET LINE	TOTAL BUDGET	YEAR 1	YEAR 2	YEAR 3
CTA/PM	11.02	432.000	144.000	144.000	144.000
Area managers	11.0x	523.200	174.400	174.400	174.400
National support staff	13.0X	129.600	43.200	43.200	43.200
Consultants	17.0x	400.200	123.000	140.600	136.600
Mission/travel	15.0x	386.300	107.300	150.800	128.200
Sub contracts	21.0x	384.600	168.200	108.200	108.200
Sub projects	22.0x	4.668.800	2.040.000	2.040.000	588.800
Training	31.0x	105.000	30.000	60.000	15.000
Workshops	32.0x	161.500	53.833	53.833	53.833
Internships	33.0x	-			
Procurement	45.0x	212.000	160.000	26.000	26.000
Miscellaneous	53.0x	257.200	80.200	97.000	80.000
Programme Expenditures Sub total		7.660.400	3.124.133	3.038.033	1.498.233
Overhead (8,25%)		631.983	257.741	250.638	123.604
TOTAL EXPENDITURES		8.292.383	3.381.874	3.288.671	1.621.838

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1	BUDGET	All Years				Year 1 ²		
		Unit	# of units	Unit rate (in EUR)	Costs (in EUR) ³	Unit	# of units	Unit (in EUR)
2	Expenses							
3								
4								
5	1. Human Resources							
6	1.1 Salaries (gross amounts, local staff)							
7	1.1.1 Technical	Per month			0	Per month		
8	1.1.2 Administrative/ support staff	Per month			0	Per month		
9	1.2 Salaries (gross amounts, expat/int. staff)	Per month			0	Per month		
10	1.3 Per diems for missions/travel							
11	1.3.1 Abroad (staff assigned to the Action)	Per diem			0	Per diem		
12	1.3.2 Local (staff assigned to the Action)	Per diem			0	Per diem		
13	1.3.3 Seminar/conference participants	Per diem			0	Per diem		
14	Subtotal Human Resources				0			
15								
16	2. Travel							
17	2.1. International travel	Per flight			0	Per flight		
18	2.2 Local transportation	Per month			0	Per month		
19	Subtotal Travel				0			
20								
21	3. Equipment and supplies							
22	3.1 Purchase or rent of vehicles	Per vehicle			0	Per vehicle		
23	3.2 Furniture, computer equipment				0			
24	3.3 Spare parts/equipment for machines, tools				0			
25	3.4 Other (please specify)				0			
26	Subtotal Equipment and supplies				0			
27								
28	4. Local office/Action costs⁸							
29	4.1 Vehicle costs	Per month			0	Per month		
30	4.2 Office rent	Per month			0	Per month		
31	4.3 Consumables - office supplies	Per month			0	Per month		
32	4.4 Other services (tel/fax, electricity/heating, maintenance)	Per month			0	Per month		
33	Subtotal Local office/Action costs				0			

Project number :		ABC/03/006			Revision code :		B							
Project title :		Rural Employment			Source of Fund :		D1							
Management Arrangement :		National Execution			Status :		Approved							
Designated Institution :		Rural Development Department												
CMBL	Description	Inpt Agent	Total w/m	\$	AOS	Year 1 1999 w/m	\$	AOS	Year 2 2000 w/m	\$	AOS	Year 3 2001 w/m	\$	AOS
10	PROJECT PERSONNEL													
11	International Personnel Consultants													
11-01	Marketing	ILO	6.0	60,000	6,000	3.0	30,000	3,000	3.0	30,000	3,000	-	-	-
11-02	Management	ILO	8.0	189,000	18,900	6.0	60,000	6,000	6.0	63,000	6,300	6.0	66,000	6,600
11-03	Other	ILO	12.0	126,000	12,600	3.0	30,000	3,000	6.0	63,000	6,300	3.0	33,000	3,300
11-99	Subtotal	ILO	36.0	375,000	37,500	12.0	120,000	12,000	15.0	156,000	15,600	9.0	99,000	9,900
13	Administrative support													
	Administrative Assistant	NEX	36.0	36,000		12.0	12,000		12.0	12,000		12.0	12,000	
15	Monitoring and Evaluation													
		NEX		30,000			10,000			10,000			10,000	
16	Mission costs	ILO		20,000	2,000		10,000	1,000		5,000	500		5,000	500
17	National Professionals													
17-01	Marketing	NEX	33.0	103,000	-	9.0	27,000	-	12.0	36,000	-	12.0	40,000	-
17-02	Management	NEX	33.0	103,000	-	9.0	27,000	-	12.0	36,000	-	12.0	40,000	-
17-99	Subtotal	NEX	66.0	206,000	-	18.0	54,000	-	24.0	72,000	-	24.0	80,000	-
19	Component total			667,000	39,500		206,000	13,000		255,000	16,100		206,000	10,400
20	CONTRACTS													
21	Contract A	ILO		80,000	8,000		20,000	2,000		30,000	3,000		30,000	3,000
22	Contract B	NEX		60,000	-		15,000	-		30,000	3,000		15,000	-
29	Component total			140,000	8,000		35,000	2,000		60,000	3,000		45,000	3,000
30	TRAINING													
31	Fellowships	ILO												
31-01	Marketing	ILO		30,000	3,000		10,000	1,000		-	-		-	-
31-02	Management	ILO		-	-		-	-		10,000	1,000		-	-
31-03	Management	ILO		-	-		-	-		10,000	1,000		-	-
31-99	Subtotal	ILO		30,000	3,000		10,000	1,000		20,000	2,000		-	-
32	Other Training	NEX												
32-01	Workshops (A)	NEX		60,000			60,000							
32-02	Workshops (B)	NEX		180,000			-			120,000			60,000	
32-99	Subtotal	NEX		240,000			60,000			120,000			60,000	
39	Component Total			270,000	3,000		70,000	1,000		140,000	2,000		60,000	
40	EQUIPMENT													
45-01	Expendable			60,000			20,000			20,000			20,000	
45-02	Non-expendable			200,000	20,000		100,000	10,000		60,000	6,000		40,000	4,000
45-99	Subtotal			260,000	20,000		120,000	10,000		80,000	6,000		60,000	4,000
49	Component Total			260,000	20,000		120,000	10,000		80,000	6,000		60,000	4,000
50	MISCELLANEOUS													
52	Reporting costs													
52.01	Reports	NEX		9,000	900		2,000			3,000			4,000	500
52.02	Reports	ILO		9,000	900		-			4,000	400		5,000	500
59	Component Total			18,000	900		2,000			7,000	400		9,000	500
70	MICRO-CREDIT													
72	Other micro-capital grants	NEX		50,000			50,000			-			-	
79	Component Total			50,000			50,000			-			-	
90	TOTAL													
99	Project Total			1,405,000	71,400		483,000	26,000		542,000	27,500		380,000	17,900
100	COST-SHARING Government cost-sharing													
103				475,820	24,180		163,574	8,805		183,555	9,313		128,691	6,062
109	Component Total			475,820	24,180		163,574	8,805		183,555	9,313		128,691	6,062
	Country Office Administration			15,000			5,171			5,766			4,043	
	Total cost-sharing			515,000			177,550			198,654			138,796	
	Net UNDP contribution			929,426	47,220		319,426	17,195		385,445	18,187		251,309	11,838

30	TRAINING													
31	Fellowships	ILO												
31-01	Marketing	ILO		30,000	3,000		10,000	1,000		-	-		-	-
31-02	Management	ILO		-	-		-	-		10,000	1,000		-	-
31-03	Management	ILO		-	-		-	-		10,000	1,000		-	-
31-99	Subtotal	ILO		30,000	3,000		10,000	1,000		20,000	2,000		-	-
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31	Fellowships	ILO							
31-01	Marketing	ILO	30,000	3,000	10,000	1,000	-	-	-
31-02	Management	ILO	-	-	-	-	10,000	1,000	-
31-03	Management	ILO	-	-	-	-	10,000	1,000	-
31-99	Subtotal	ILO	30,000	3,000	10,000	1,000	20,000	2,000	-
32	Other Training	NEX							
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45-99	Subtotal		260,000	20,000	120,000	10,000	80,000	6,000	60,000
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* Based on the agreed rate of reimbursement of 3 per cent of the cost sharing contribution.

Lecture consigliate

- FORMEZ (2002), *Project Cycle Management. Manuale per la formazione*, Roma: FORMEZ
- EuropeAid Cooperation Office (2004), *Volume 1 – Project Cycle Management Guidelines*, Brussels: European Commission
- ECHO (2005), *Manual Project Cycle Management*, Brussels: European Commission
- Rossi Massimo (2007), *I progetti di sviluppo. Metodologie ed esperienze di progettazione partecipativa per obiettivi*, Milano: Franco Angeli (2a edizione aggiornata)