



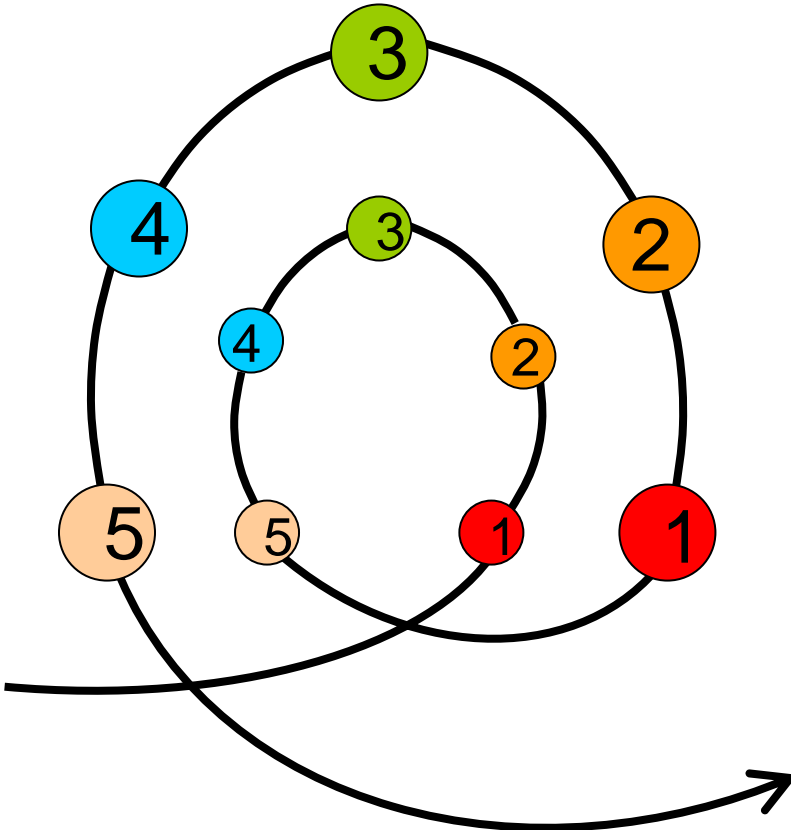
Project Cycle Management and Climate Change Issues

MFF Regional Training Course

on

**“Applying Project Cycle Tools to Support
Integrated Coastal Management”**

Generalised Project Cycle



- 1 Conceptualisation
- 2 Definition, planning
- 3 Formal approval
- 4 Execution, Implementation, Monitoring
- 5 Completion, hand-over, evaluation

1 Where do project ideas come from?

- **An issue that needs addressing**
Coastal erosion
Degraded mangroves

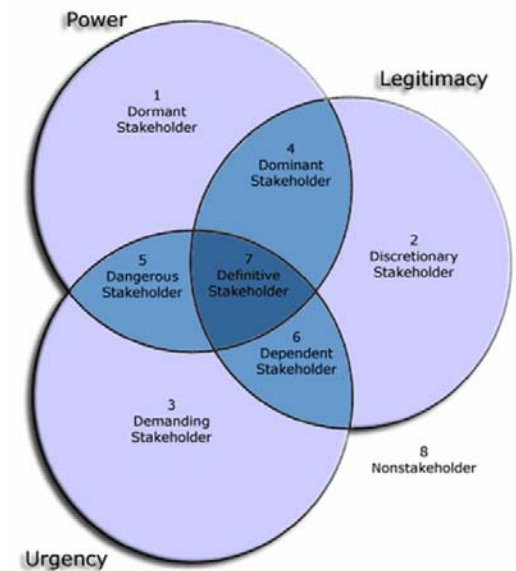
- **A vision or long term goal**
Greater community resilience in the face of natural
hazards
Better standard of living for coastal fishers

1 Two basic approaches

Problem based	Asset & Vision Based
What's wrong? Let's fix it.	What's working? What assets/strengths do we have? Lets build on these to reach common goals.

1 Many more Questions

- Whose project is it? Ownership is critical to success.
- Who gets the benefits & who bears the costs?
- What are the decision-making criteria and conditions for shaping the project?



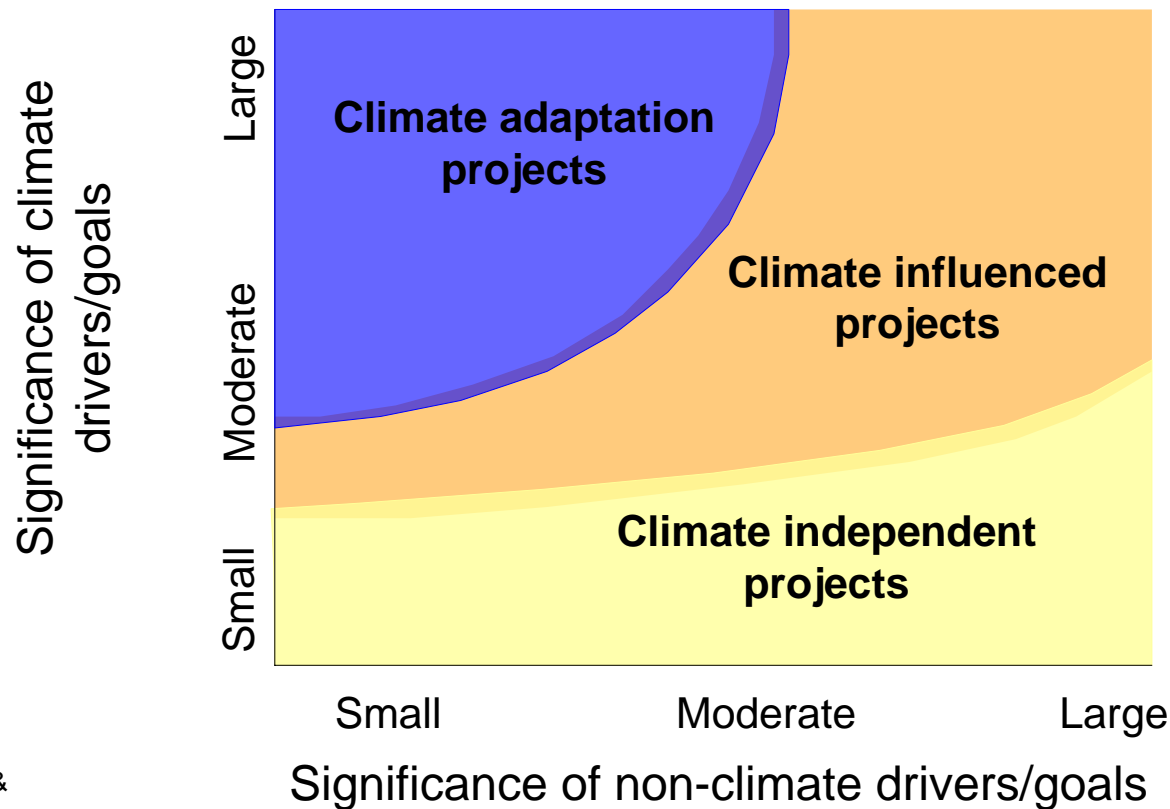
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Specific to Climate

- Is it a climate related project?
 - Mitigation, adaptation?
 - Will the outputs & outcomes be affected by climate change?
 - Will the project in any way affect future options to deal with climate change issues?



1 Is it a climate-related Project?



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Tools

Preliminary application of:

- Situation analysis – STEEPIL acronym
- Problem tree
- Have-Want Grid
- Asset mapping
 - vision – goal definition process

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Tools

Preliminary application of:

- Gap analysis
- Stakeholders analysis
- Decision-making stakeholders – DRUGS
- SWOT Analysis
- Risk mapping

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Common pitfalls in conceptualisation

- Insufficient support for the project - whose project is it actually?
- General over-optimism
- Inadequate assessment of risk factors & basic assumptions;
- Specific over-optimism in the face of risk factors.

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Common pitfalls in conceptualisation

- Time
- Finances
- Human resources
- Support, enthusiasm
- Impact of risk events
- Probability of risk events



2 Definition, Planning Phase

- Set project in larger context of goals;
- Set SMART objectives for project itself;
- Identify outcomes and SMART outputs;
- For each output list activities;
- For each activity list inputs;
- Select SMART indicators, & means of verification;
- Identify risks, pre-conditions, assumptions.

2 Use LFA Matrix as Tool

Depending on phase & level of application LFA is used to:

- Identify problems & issues to be addressed;
- Facilitate prioritisation of mitigating activities;
- Systematise design & implementation of projects;
- Support monitoring & evaluation.

It should be used alongside other management tools.



2 LFA in Relation to Other Tools

Risk Analysis, probability trees, fault/event trees, cross-impact analysis, vulnerability analysis, uncertainty radial charts, sensitivity analysis, scenario analysis +++

Problem tree, Asset mapping, Situation analysis, SWOT, GAP, PRA, Critical path analysis

Performance measurements, quality control

	Narrative Summary	Indicators	Means of Verification	Assumptions
Goal				
Purpose				
Outputs				
Activities				



2 LFA in Relation to Other Tools

Narrative Summary	Indicators	Means of Verification	Assumptions
Goal			
Purpose			
Outputs			
Activities			

Work programming, Gantt
& PERT diagrams, Contract
management systems

Monitoring, Reporting,
financial accounting,
evaluation mechanisms

2 Pitfalls in Definition, Planning

- Excessive ambition in scope;
- Uneven - excessive or inadequate - detail;
- Outputs, outcomes & indicators unclear;
- Time & cost estimates over-optimistic;

2 Pitfalls in Definition, Planning

- Inappropriate organisational design for project management;
- Ignorance of, or inattention to, risk factors;
- Mitigation for risk factors not included.

2 Uncertainty and Risk

Derives from:

- Ignorance of the probability of something happening

And/Or

- Ignorance of the consequences of it happening

Risk = probability and consequence

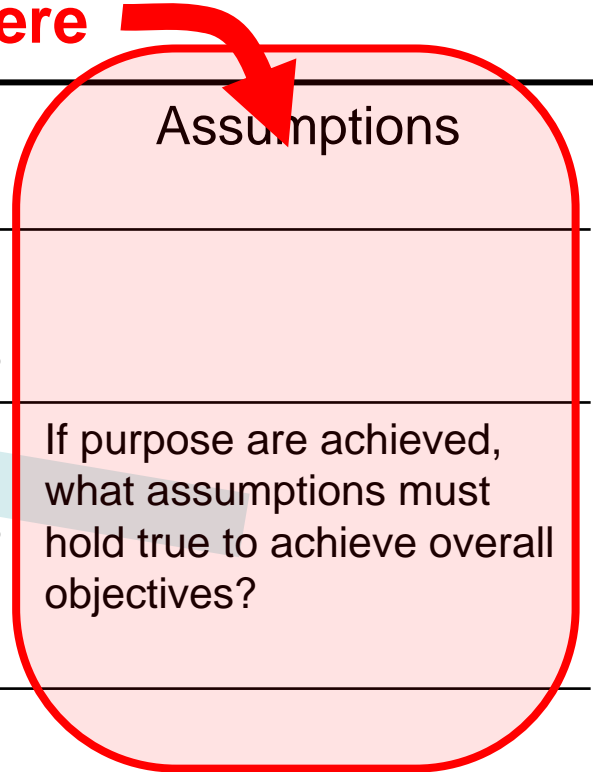


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The Basic Matrix

Usually, risks are taken up here

Activity description	Indicators	Means of verification	Assumptions
Goal (Overall Objective)	Measurement of Goal: (Quantity, Quality, Time?)	Information: collected how, by whom, and when?	
Purpose (Project objectives / Outcome)	Measurement of Purpose: (Quantity, Quality, Time?)	Information: collected how, by whom, and when?	If purpose are achieved, what assumptions must hold true to achieve overall objectives?



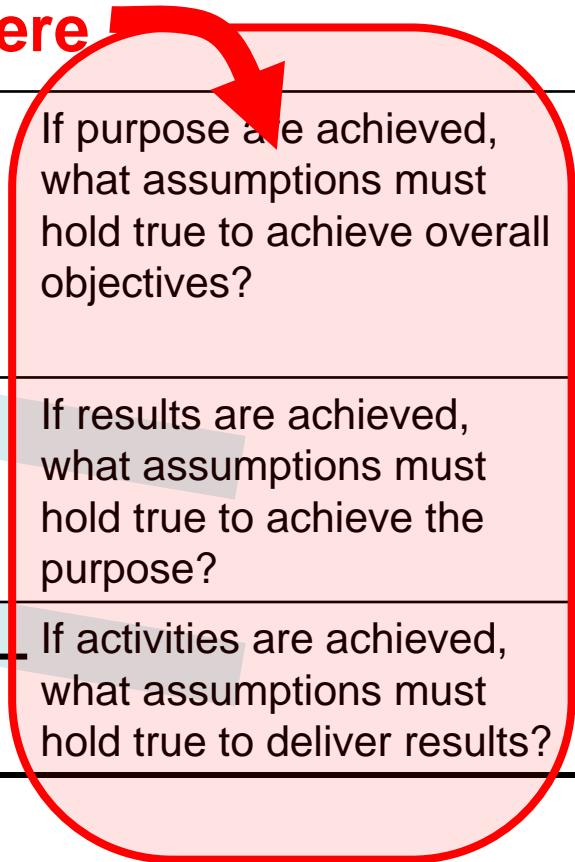


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The Basic Matrix

Usually, risks are taken up here

<p>Purpose (Project objectives / Outcome)</p>	<p>Measurement of Purpose: (Quantity, Quality, Time?)</p>	<p>Information: collected how, by whom, and when?</p>	<p>If purpose are achieved, what assumptions must hold true to achieve overall objectives?</p>
<p>Outputs (Results)</p>	<p>Measurement of Results: (Quantity, Quality, Time?)</p>	<p>Information: collected how, by whom, and when?</p>	<p>If results are achieved, what assumptions must hold true to achieve the purpose?</p>
<p>Activities (Inputs)</p>	<hr/>		<p>If activities are achieved, what assumptions must hold true to deliver results?</p>



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LFA and Climate Change

Classical LFA

- Assumptions column focuses on assumptions/ risk factors “beyond the control of the project”
- Provides the logical link between levels in the table... “if output is provided what OTHER factors must be true for the outcome to be achieved?”

LFA in Climate Change work

- Risk issues may be the main theme of the project itself.
 - Goal
 - Objectives
 - Outcomes
 - Activities
 - Indicators
- Risk assessment becomes central feature



2 Climate change issues...?

When the project is specifically aimed at a climate related issue



Goal (Overall Objective)

Measurement of Goal: (Quantity, Quality, Time?)

Information: collected how, by whom, and when?

Purpose (Project objectives / Outcome)

Measurement of Purpose: (Quantity, Quality, Time?)

Information: collected how, by whom, and when?

If purpose are achieved, what assumptions must hold true to achieve overall objectives?



2 Climate change issues...?

When the project is specifically aimed at a climate related issue



Outputs
(Results)

Measurement of Results:
(Quantity, Quality, Time?)

Information:
collected how, by whom, and when?

If results are achieved, what assumptions must hold true to achieve the purpose?

Activities
(Inputs)

If activities are achieved, what assumptions must hold true to deliver results?



2 Climate change issues

When the outputs or outcomes will be affected BY climate change in the future.

Purpose
(Project objectives / Outcome)

Measurement of Purpose:
(Quantity, Quality, Time?)

Information: collected how, by whom, and when?

If purpose are achieved, what assumptions must hold true to achieve overall objectives?

Outputs
(Results)

Measurement of Results:
(Quantity, Quality, Time?)

Information: collected how, by whom, and when?

If results are achieved, what assumptions must hold true to achieve the purpose?

Activities
(Inputs)

If activities are achieved, what assumptions must hold true to deliver results?



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Climate change issues

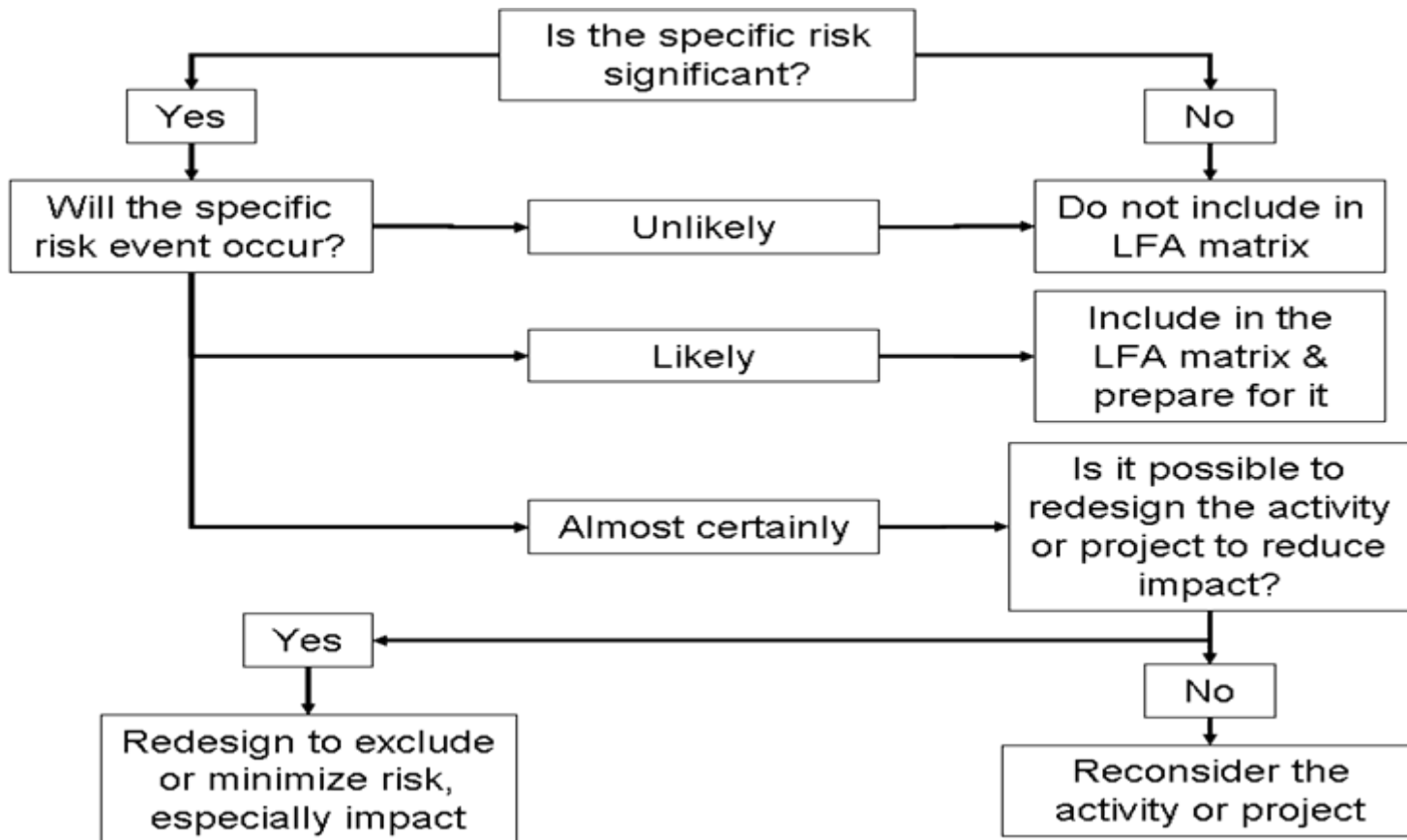
When the goals, or objectives, outputs or outcomes of the project affect the options available for future climate change-related decisions.

Activity description	Indicators	Means of verification	Assumptions
Goal (Overall Objective)	Measurement of Goal: (Quantity, Quality, Time?)	Information: collected how, by whom, and when?	
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Risk decision tree



2 Other vital parts of design

- Indicators – SMART ones
- Means of verification – practical ones
- Inputs – 5Ms: manpower, methods, machinery, materials, money – identify first 4, then calculate budget!
- Activities: **always include a monitoring & feedback component!**
- Activities: **ensure proper finalisation & handover for sustainability's sake.**

Main reasons projects fail

- Overly ambitious and optimistic – time, money, people, risks;
- Poor risk identification and management (e.g. in community conflicts);
- Lack of stakeholder support;



Main reasons projects fail

- Lack of senior executive support;
- Poor communications;
- Poorly developed methodology;
- Hidden agendas;
- No mainstreaming or learning mechanisms.



And why projects succeed

- Strong support from stakeholders, & seniors
- Experienced staff in key posts;
- Clear and regular schedules;
- Experienced managers;
- Stable and clear objectives;



And why projects succeed

- Structured, organised work assignments;
- Good preparedness in face of risks;
- Clear performance indicators, regular monitoring;
- Learning from experience.