Welcome to the Generativity training modules.

The project “Generativity – manage it!” has been funded with support from the European Commission under the Erasmus+ program Cooperation for innovation and the exchange of good practices, Strategic Partnerships for adult education.

The partnership is composed by: FEANTSA (Belgium) as applicant, Diciannove (Italy), Danmar Computers (Poland), European Evaluation Company (UK), Cardet (Cyprus), KEA and the University of Thessaly (Greece), FNARS (France), and FIOpsd (Italy).

Training module slides are composed of two parts: the body (focusing on key-points) and associated notes (which give more details, explanations and tips).

The body of the slides is in English because it is important to become familiar with the terminology and glossary from the perspective of an EU commission official; English is the more common language between applicants.

The slide notes are translated into partner languages to provide a more effective understanding of the major points in the slides.

Regarding the implementation of this training module: the original training module is by Paolo Brusa and Federica Cadeddu (Diciannove), this module was implemented by Diciannove, revised by EEC and finalised by Danmar Computers.

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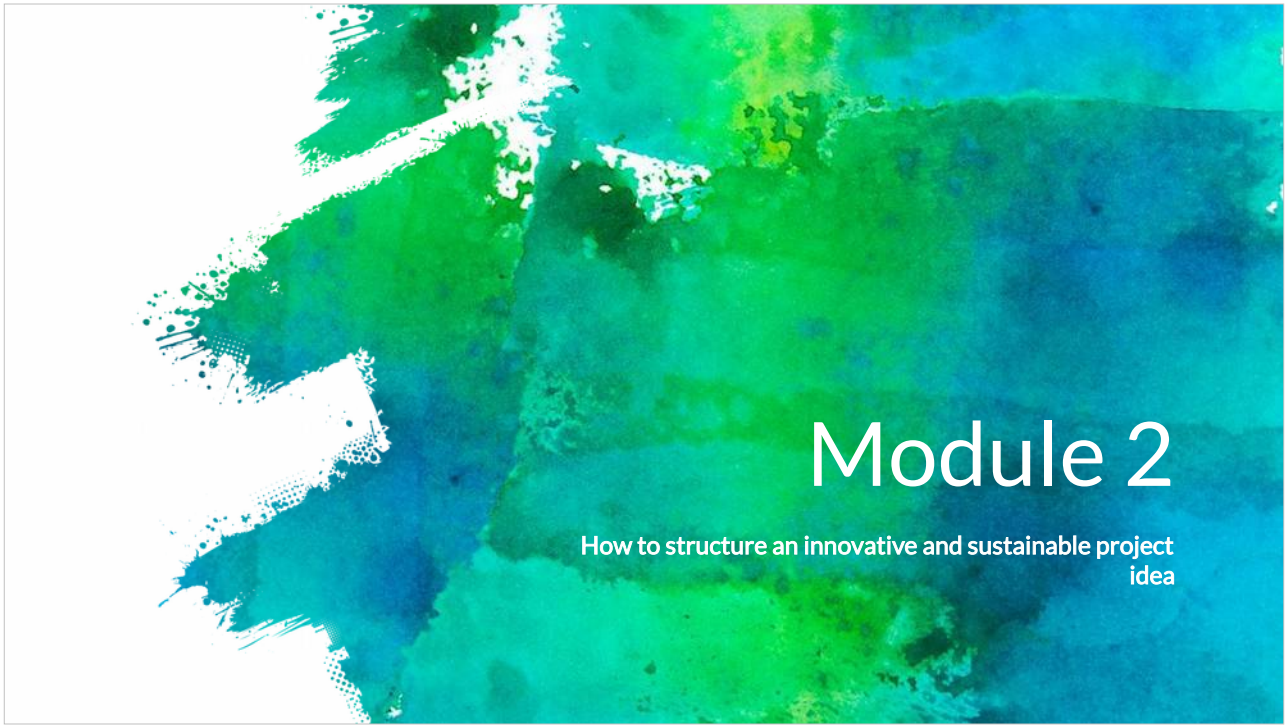


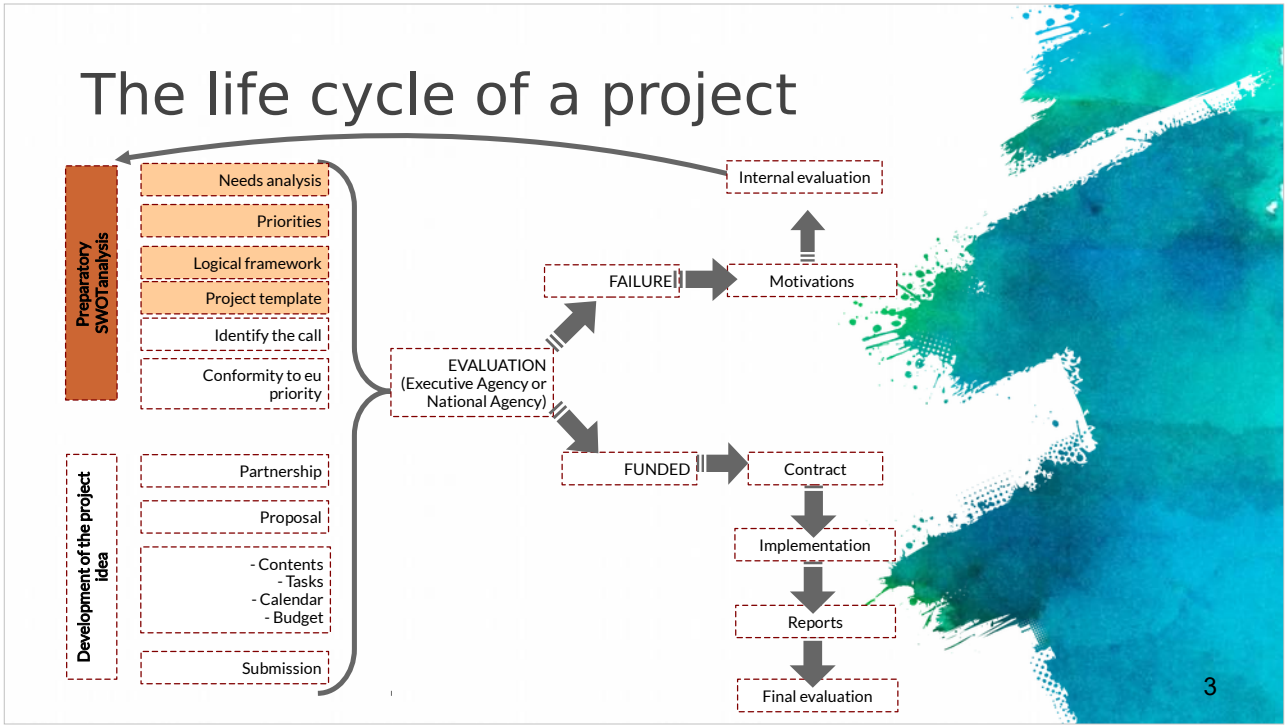
This training set is a series of five modules and its purpose is to give an overview to European citizens on how to succeed with EU funding.

This Module 2 deals with how to structure an innovative and sustainable project idea.

It includes consideration of analysing the logical structure of the project intervention, project cycle management itself, the process from need analysis to SWOT matrix, design of the objectives under the SMART matrix, and develop an innovative, sustainable, effective project ideaThis training set is a series of five modules and its purpose is to give an overview to European citizens on how to succeed with EU funding.

Module 0 provides an introduction to the Generativity project and to the essentials of Project Cycle Management (PCM) which is being used as an essential tool for EU project management success.

The first module of the training set explores issues concerning ways of selecting an appropriate EU funding programme. Module two provides information on how to structure an innovative and sustainable project idea. In module three we will learn how to build partnerships. In module four we will find out about proposal submission procedures. Finally, module five explores issues facing the partnership when running a successful project after an application has been accepted.



The slide shows the entire life cycle of a project.
This module 2 introduces you to the design procedures of your project idea, starting from the preparatory analysis of what are the needs and the priorities. The procedure is made of proactive steps that will conduct you through the SWOT analysis and the SMART matrix of objectives, the development of a logical framework, till the development of your project template.

The white boxes refer to issues which are presented in other modules.
Modules 1 is about identification of the appropriate call and the conformity to the EU priorities.
Module 3 is about the creation of the partnership and the writing of the proposal. The development of the contents involves deepening the issues related to the main tasks, the timetable and calendar, and the budget building. It is time to submit.
Module 4 is dedicated to the submission procedures.
Module 5 is about submission, evaluation and implementation of the project idea

There are some key points we suggest to remember when designing a project The first step is to analyse the needs on which the project idea is built.

Tips: it is valuable to think how each part of the process is linked and affects the next ones. If the need analysis is not correctly made, this will influence the rest of the working process towards submission and implementation. The analysis needs to be appropriate and precise to limit the critical points that might arise in the forthcoming stages.

Needs analysis

The needs analysis starts from the background and context: it should be realistic and pragmatic and include monitoring (continual) and reviewing (specific phases) activities. Even at this early stage it is important to consider who will collect the evidence for the indicators and who will analyse it. Also, to identify who will be responsible for making decisions for changing the project design as a result of lessons learned.

Tips: ensure that the stakeholders are involved from this early stage of the process. If the information gathered during the needs analysis and the project identification stages are insufficient to give baseline data for the indicators, a baseline survey should be carried out before moving on to the next steps.

The objectives should be as clear and defined as possible, consistent with the elements that emerge from the needs analysis and the assessment of the limits and problems.

Strengths, Weaknesses, Opportunities, Threats

SWOT analysis is your conceptual tool to start with the project, and mark the passage from the NEED analysis to the in-deep analysis of the problems. Involves identification and analysis of main problems, the socio-economic and policy context, and the actors involved.

INTERNAL ELEMENTS *structural to the organisation*	**STRENGHTS** - what you can do well - previous experiences and knowledge - competences and skills - quality and references - availability of internal resources - geographical positioning - flexibility and transferability - exploitation and dissemination - cost/benefit analysis	**WEAKNESS** - where can be improve - low experience - lack of key skilled staff - low or selfish-network - weak leadership and management - unfavorable geography - structural rigidity - low motivation - financial weakness
EXTERNAL ELEMENTS *belonging to to the context*	**OPPORTUNITIES** - strategic position on the market - diverse fields of intervention - develop new products and services - optimise cost/benefit range - staff empowerment - openness to innovation	**THREATS** - change in the context - decrease of the target groups - increase competition - increment of investments - more mobility of skilled personnels - development of technology

The SWOT (strengths, weaknesses, opportunities and threats) analysismarks the first in-depth stage of the needs analysis. It is used to analyse the internal strengths and weaknesses of an organization and the external opportunities and threats that it faces. However, it is easier to do it than to explain it.

Tips: ideas are generated about the internal strengths and weaknesses of a group or organization, and the external opportunities and threats.

We suggest you analyse the situation by looking for ways in which the group's/organisation's strengths can be built on to overcome identified weaknesses, and opportunities can be taken to minimize threats.

A strategy for making improvements should be formulated at this stage; it will be subsequently developed using a number of additional analytical planning tools.

Identify the right strategies to be implemented by the project

- Define a logical framework and check the logic of the project, formulate objectives in measurable terms, indicate resources and expenses
- Determine the sequence and the interdependence of the activities with an estimate of their duration, set points of arrival, and assign tasks
- Budgeting: develop resource and budget sheets as consequences of the definition of the activities

it is important to choose the issues at stake and the field of intervention, narrowing the scope of the concrete development of the project. This helps to define an effective strategy to achieve the objectives. Not all goals can be pursued, not all methods can be adopted, and not all tools and players can be involved in the project.

Building a logical framework means testing all the critical factors of a project under construction right away.

Tips: we suggest you maintain your topics at a logical and linear level by answering simple and direct questions. For example: with what resources can I get these results? What logic inspires the project and its actions? This exercise will help you to address an identified strategy from which it will be easier to define your actions, which will be the base to define the budget and a proper distribution of tasks.

The Logical Framework (1)

The Logical framework is a design matrix that clearly defines the various elements of a project design by visualizing them in an immediate and effective way.

It is structured on three levels:

- ❑logic of intervention
- ❑verifiable indicators
- ❑context conditions

The logical framework is the fundamental tool to check and put into some kind of order the set of elements that make up a complex project. This will help you to communicate with partners. It is structured on three levels in a logical progression.

The LOGIC of INTERVENTION describes the basic elements of the project according to a cause-effect logic from a bottom-up approach

The VERIFIABLE INDICATORS indicates what can be objectively observed when a result or goal is reached

The CONTEXT CONDITIONS identify what context factors might affect the achievement of the objectives

The Logical Framework (2)

The logical framework of a project must also be driven by a bottom up approach:

- ❑from the activities to the results
- ❑from results to the attainment of the purpose,

Aim is to achieve:

- ❑the overall purpose, and
- ❑the general objectives

There are various reason to keep things logical and to set the previous need analysis into a structured framework: one is to keep your points visible, clear and easy to monitor.

During the analysis phase the existing situation is analysed to develop an image of the "future desired situation" and select the strategies that will be applied to achieve it. During the designing phase, when the project's operational details have been developed, it might be specified in operational details to ensure the feasibility and the sustainability of the project

Tips: often well defined project ideas will be the objective of the logical framework

The meaning of the logical framework

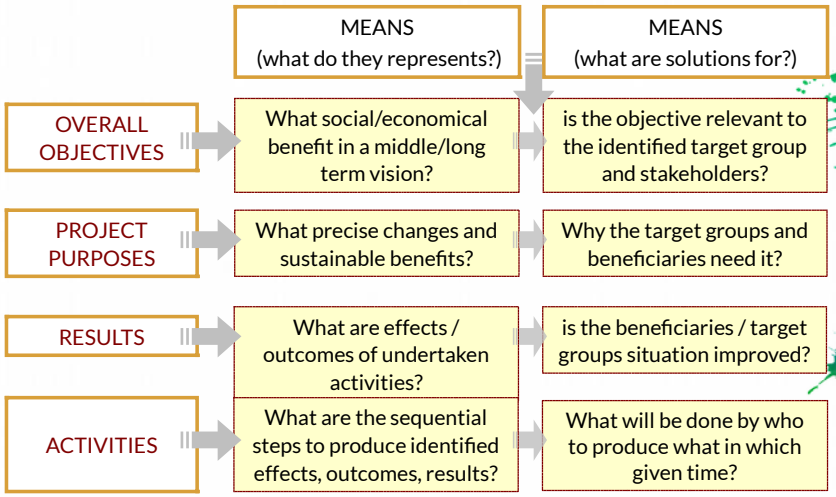
Within the logical framework, overall objectives, project purposes, results and activities must be examined on the basis of two basic questions:

- ❑What do they represent?
- ❑What are solutions for?

The meaning of the logical framework is related to the right representation of what is embedded in the project as an object of work in terms of outputs, tools, impacts, driving forces. It is also related to the definition of the interests, expectations, competences, and skills required and foreseen. It also includes the positions of beneficiaries and stakeholders involved in, or reached by, the project

Logical framework meaning

a logical framework must contain the overall objectives, the project purposes, the expected results, and a list of planned activities



The overall objectives describe the importance of long-term benefits for beneficiaries and, more generally. for other target groups. They will also link the program to regional and sectoral policies and will require understanding of the impact of other programs and projects

The project purposes define the focal point to be addressed within the single project, and benefits for the target group as a result of the whole project or of single activities

The expected results indicate the services that the project offers to the target groups, which must be relevant to the findings of the need analysis

The list of planned activities contains context-sensitive actions designed to produce results

The definition of the objectives

Within the logical framework, consider three kinds of objectives:

- ❑Process objectives
- ❑Impact objectives
- ❑Result objectives

The “Process objectives” define which activities must be completed at a certain time, with what modes, sequence, and with which participation.

The “Impact objectives” indicate how the expected changes will take place in the short and mid time and the expected degree of resulting change.

The “Result objectives” are focused on long-term implications. Usually they are more difficult to measure due to the intervention of numerous variables other than those identified by the project.

Tips: we suggest you try to make a proper analysis of these three levels of objectives by responding to the following simple question: until when, who will produce what kind of results, and how, and to what verifiable mode?

Basically no one would like to do something useless and stupid. As we mostly like to be smart, so does the objectives. To have a right and complete representation of the objectives at different levels, you can test it through a SMART objective matrix.

They should be “Specific” and reflect what the project intends to change (include the specific target population group and the change you want to achieve for them).

They should be “Measurable”, precisely defined, avoiding ambiguity in measurement and interpretation.

They should be “Achievable”, meaning it is verified that it is indeed possible to accomplish the specified quantities (how much/how many) and end results (what/for whom).

They should be “Relevant” and address real priority, needs, problems

They should be “Time-framed” to determine “when” a certain change is expected.

If just one of these conditions is not satisfied, the objective you are considering is not smart

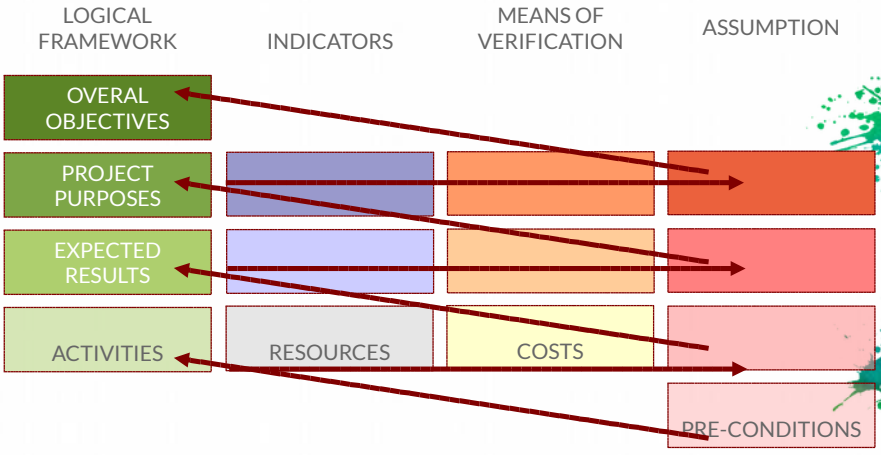
To complete the description of the design of a logical framework, highlighting the bottom-up logic that supports it, we must

- ❑start from assumptions,
- ❑go to the means of verification, and
- ❑identify the indicators

As shown in the following diagrams

The following slides show a concrete example of a tree of problems and a solutions tree referring to a project whose overall goal is to increase income and occupation for women. It is described with a bottom up logic, from actions to overall objectives, from causes to focal problems and effects.

Logical framework structure



The preparation of a Logframe matrix is an iterative process. As new parts of the matrix are drafted the information that was previously assembled needs to be reviewed and, if necessary, revised. However, there is a general sequence to completing the matrix. This starts with the project description (top down), then the assumptions (bottom-up), followed by the indicators, and then sources of verification (working across).

Tips: when the logframe has been filled in, recheck it. If it is logical. the objectives are stated clearly and logically linked to the objective on the next level up. All key assumptions have been made and the project is likely to be successful.

The indicators and evidence are reliable and accessible.

The indicators can measure the progress and impact of the objectives. The activities include actions needed for gathering evidence.

The indicators and evidence can be used for monitoring and evaluation.

The following slides show the bases of the logical framework for the Generativity project.

Logical framework

As example, the PROBLEM TREE of GENERATIVITY project

This example of completed logical framework should be read in a bottom up perspective.

To make it easier, we suggest to use this project as an example.

Generativity is a project that responds to some of the questions that arise in most of the third sector organizations in various fields: from social intervention to educational, from empowerment disadvantaged groups or individuals, to support employment.

There is a need to acquire, develop & implement skills and competences on Project Cycle Management.

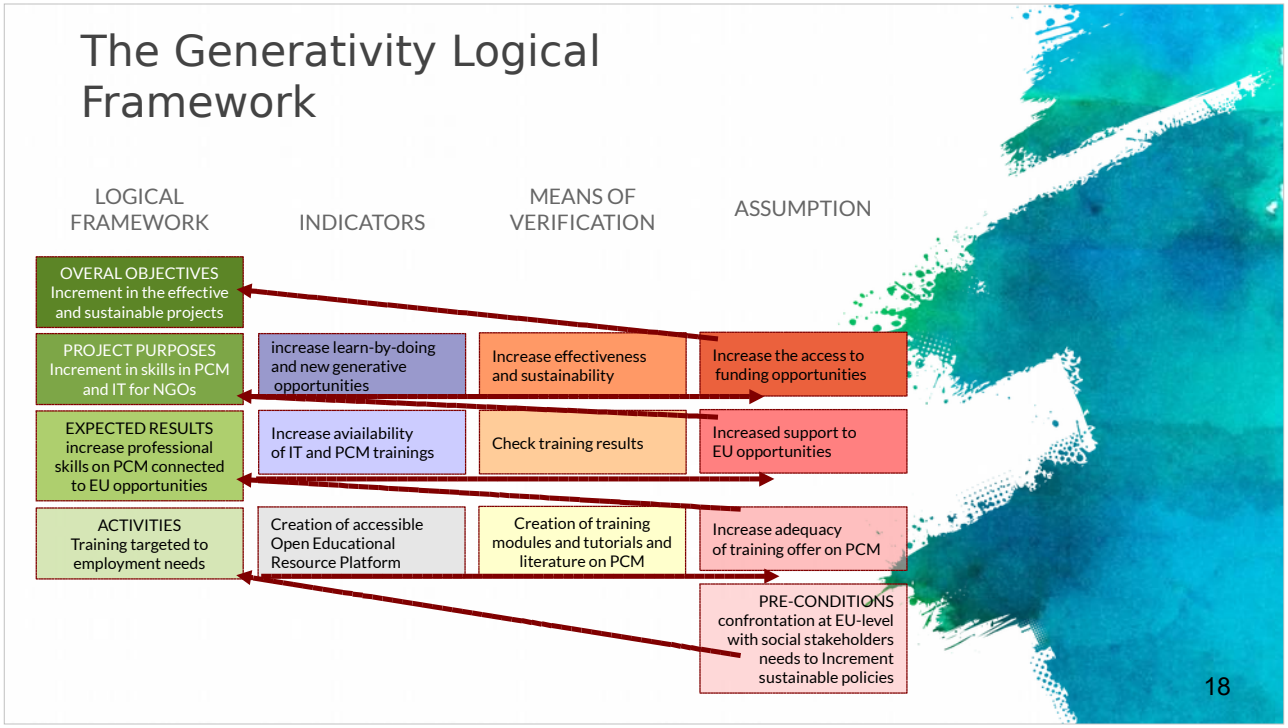
Logical framework

As example, the SOLUTION TREE of GENERATIVITY project

Form a bottom-up perspective, there are activities than can be implemented to generate outputs and results which will lead to the identification of the purpose of a project idea, and achieve the overall objective of the project.

This completed solution tree of the Generativity project is an example of how the analysis shown in the previous slide might be turned into possible solutions.

The project's substantial objectives are to strengthen the competence to design and implement effective and sustainable social interventions by offering learning materials, creation of collaborative and empowering environments and the acquisition of ICT and PCM skills.



This is the completed logical framework of Generativity project: if you read it from bottom right down up, it is easy to see how the precondition can lead to the building of the project proposal.

To complete the description of the design of a logical framework, highlighting the bottom-up logic that supports it, we started from assumptions, went to the means of verification and then identified the indicators, as shown in the diagram.

Generativity offers practical training materials to strengthen the competence of NGOs in designing and implementing effective and sustainable social interventions through the acquisition of ICT and PCM skills.

The project consists of: an Open Educational Resource Platform (IO1); five training modules (IO2), which have been tested during a 5 days short term training staff event (LTTA); the online tutorials on PCM (IO3); 4 project meetings; the evaluation and the dissemination plan

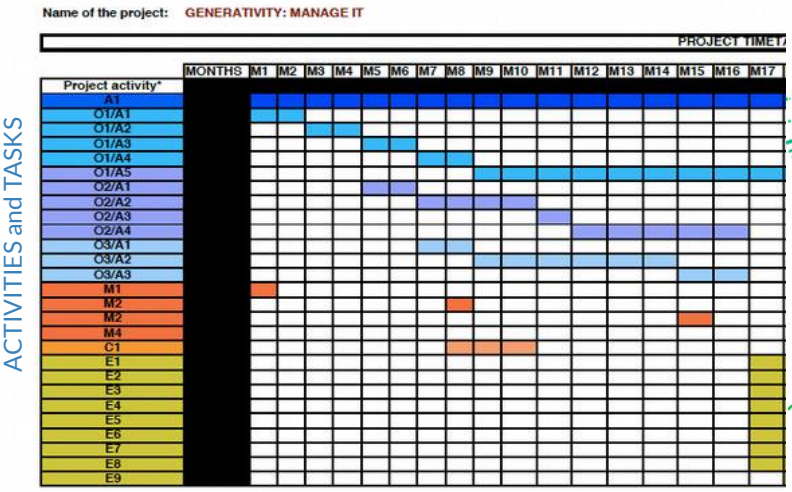
Distribution of tasks (example)

DURATION OF THE PROJECT in months

Name of the project: GENERATIVITY: MANAGE IT

PROJECT TIMET

ACTIVITIES and TASKS



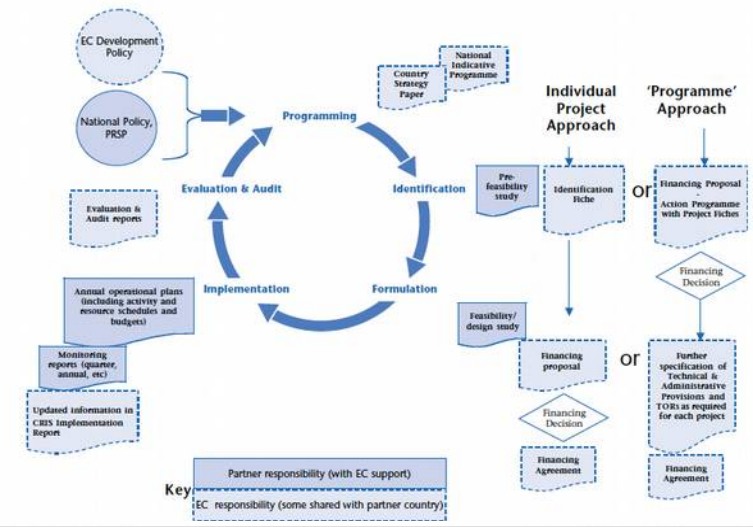
The Tasks described in the Logical Framework summarize what the project intends to implement in order to achieve the given objectives.

Tasks are used as a basis for specifying activities in their operational details.

If all the previous phase have been correctly followed it will be easier to identify the distribution of tasks and its prospective over the passing time.

The CYCLE of the project phases

all project phases are linked to each other in such a way that relevant issues are systematically examined



As we said in the beginning of this module, all project phases are linked to each other in such a way that relevant issues are systematically examined: by partners, by the EC, or National agencies.

Tips: we close this module by suggesting you always have in mind the picture of the whole process. This might help you to reduce the risk of facing unexpected difficulties in the next working steps.

We remind you that an effective and sustainable project starts from an honest, practical and realistic preparatory phase.

A full awareness of the whole cycle, which includes all the involved parties and organizations and all phases, different approaches and submission choices, produces an example scheme like the one shown here.

The next module (module 3) will introduce to the process of building a partnership.