

PROCESS SUMMARY ROADMAP- from idea to project planning

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1. INTRODUCTION

The report details the process and outcomes of procured work and activities, with references to phases such as week, dates, and actual report outcomes. The aim of the consultancy work was to facilitate the GRUDE (Green Rural Economy) project in shaping networking and identifying 1–4 new partnerships/development ideas/project proposals. Afterwards, the project plans for identified project proposals could be developed that includes project goals, expected results, and risk analysis.

Original tender proposal offered two parts:

- Identification phase (I, 10 days), April 27 – May 31, 2022
- Formulation phase (II, 6 days), June 6 – September 30, 2022

The current report is shaped in a form of a process summary roadmap with the overall steps and recommendations on identifying an idea and developing it into a future project proposal. It will provide partners and interested stakeholders with a to-do list for the Identification and Formulation phases. After *problems, stakeholders, strategy analysis, and objectives* have been identified under the "Identification" phase I, key project elements could be outlined, such as *intervention project logic (objectives), expected results & activities, indicators & source of verification, assumptions, work packages, and project schedule*.

Furthermore, other project elements such as *resource planning; risk management; project organization; and budgeting* have not been covered during the "Formulation" phase II. Nevertheless, the current report includes a summary description and recommendations on required steps towards planning the abovementioned elements.

The methodology of the consultancy process is a multidimensional blend of EU Funding Programmer requirements, Project Cycle Management and Logical Framework as a fundamental approach to any project, along with the practical knowledge of the international project management tools and instruments.

The PCM is a widely used methodology accepted by the European Commission (EC) for planning and implementation of EU-funded international projects. The EC uses PCM during the programming period to establish the framework and priority goals for EU projects. The EU funding instruments (programmers) follow the EU Project Cycle that is based on the Logical Framework Approach (LFA). The LFA is an EU project planning tool that helps to follow the core principles of EU funding requirements. Moreover, it assists in the project's design starting from the problem analysis, objective, and indicators formulation to execution of implementation, including monitoring and evaluation of the project.

2. IDENTIFICATION, PHASE I

The report includes "Identification" phase I process reflection and results, thus the networking and project idea development facilitation process during the period of April 27 – May 31, 2022.

Identification is the step in a project planning cycle where the specific problem is defined within the area in question. It is a crucial phase which is often neglected by the project team but nevertheless plays a decisive role in the whole project cycle planning. During the identification phase, the problem was thoroughly analysed to define the major causes of an existing problem, which helps to outline the most appropriate project strategy in line with the strategies at national or international level as well as EU funding instruments.

2.1. Step 1. Problem analysis

The aim of the activity was to conduct background analysis and preparatory work to moderate the GRUDE internal team workshop.

The entire process started with the problems' identification in the defined sector or area. Information for the problem tree forest on four core problems selected was collected and produced as a result of the events and information collected during the GRUDE project. Furthermore, the problem tree forest input data was processed with the stakeholders in a workshop on March 29, 2022, during Greenovation Camp "Green Transition – Promoting Circular Entrepreneurship in the Rural North".

The GRUDE project team presented the outcomes of four selected problems for further analysis to the consultant. The project team and consultant conducted an overall analysis of the problem tree forest. Additionally, a Padlet board with follow-up trigger questions was created to ensure an elaborated perspective on each given problem.

Results of the activity:

- Created a workshop plan for an internal workshop meeting on April 25, 2022,
- Set workshop goals and expected results,
- Created a Padlet board platform for input data collection.

Annex 1. Public sector themes, pdf.

Annex 2. Private sector themes, pdf.

Roadmap step 1. Problem analysis

- Begin with familiarizing the background and context of the project theme
- Study existing material, understand the challenges and problems related to the theme
- Select core problems and make "cause and effect" analysis (problem tree) with stakeholders
- Examining input data
- Continue in-depth analysis by creating a list of follow-up questions

2.2. Step 2. Stakeholders' consultation

The aim of the activity was to organize the GRUDE internal team workshop to discuss initial problem analysis and continue in-depth problem analysis by collecting input data from stakeholders. The online workshop took place on April 25, 2022.

Results of the activity:

- Analysis of input data collected from the project core actors and stakeholders based on the Problem Tree cause and effect analysis and discussion of follow-up trigger questions for further analysis,
- Initial analysis of input data was discussed, and a roadmap for further analysis was established,
- Stakeholders are given a task to provide additional input data on four defined core problems and to conduct stakeholders' analysis.

Annex 3. Problems' tree analyses – Wish list, pdf.

Annex 4. Stakeholders' analyses, pdf.

Roadmap step 2. Stakeholders' consultation

- Carry out the workshop with core project stakeholders
- Take notes on the results of the problem analysis
- Create the data input platform with follow-up questions to continue in-depth problem analysis

2.3. Step 3. Defining specific problems and stakeholders

The aim of the activity was to define specific problems based on problem tree forest and in-depth problem and stakeholders' analysis. It allowed the GRUDE project team to understand the wider picture and have an in-depth view of the discussed and analysed core problems to carry out further problem clustering and grouping.

Results of the activity:

- Carried out problems' grouping. The problem causes and related problems identified are clustered and defined as problem groups - similar themes, issues, challenges, and needs with similar characteristics are clustered; and the problem definition is reformulated based on the newly established problem clusters. Altogether ten core problem groups are identified as a result of GRUDE theme problem analysis,
- Stakeholders' analysis table with input data aims to define the most relevant stakeholders in relation to a particular problem group.

Annex 5. Priority matrix with problem groups, xls.

Annex 6. Stakeholders' analysis table, xls.

Roadmap step 3. Defining specific problems and stakeholders

- Based on input data (problem tree and follow-up in-depth analysis), define problem categories
- Use identified categories to create problem groups
- Carry out stakeholders' analysis in relation to problem groups

2.4. Step 4. Preliminary strategy selection proposal

The aim of the activity is to select problem clusters and define potential solutions to defined problem groups.

Results of the activity:

- The pre-selected project strategy in the format is a problem solution. With the help of a prioritization matrix with the most relevant criteria defined, preferred solutions are selected,
- Altogether, ten potential solutions to the problems are identified as potential project proposals. The Priority definition table helps to prioritize the most relevant and urgent solutions (project ideas). From ten selected problem groups and proposed solutions (project ideas), stakeholders had to identify the most preferred project ideas (solutions) in their view based on the criteria given. This process is also called a "preliminary strategy selection proposal," as we are narrowing from a variety of project ideas to the few most preferred ones.

Annex 7. Priority Matrix with solutions to problem groups, xls.

Roadmap step 4. Preliminary strategy selection proposal

- Define and formulate possible solutions to defined problem groups
- Develop the criteria for selecting preferred solutions to the problems (e.g., relevance, urgency, feasibility, etc.)
- Conduct selection of potential solutions—projects that could be carried out: use a priority selection matrix

2.5. Step 5. Indicating wider picture

The aim of the activity was to analyze potential project ideas through the existing relevant thematic strategies at EU, national and regional level.

Results of the activity:

- Analyzed project pre-selected strategy through EU, national and regional strategies of project partner countries involved.

Annex 8. PPT Collaboration Workshop – Green Transition, pdf.

Roadmap step 5. Indicating wider picture

- Check that your project is in line with existing strategies at EU, national or regional level and that it contributes to the goals set in relevant strategies

2.6. Step 6. Presentation of preliminary results

The aim of the activity was to present the preliminary results gained so far within the "Identification" phase I to the wider stakeholder groups. It ensured that the opinions of outside project team stakeholder groups on problems and solution proposals are considered as project ideas, and new possible ideas are added or shared in the connection to the current problems and solutions analyzed during the identification phase.

Results of the activity:

- Collaboration Workshop – Green Transition, 2h was conducted on May 19, 2022, with project staff and with outside project stakeholders to discuss the results of phase I was conducted,
- Feedback from the stakeholders is collected,
- Preliminary specific objectives and project outcomes have been established.

Annex 8. PPT Collaboration Workshop – Green Transition, pdf.

Annex 9. Stakeholders' dialogue, pdf.

Roadmap step 6. Presentation of preliminary results

- Conduct a workshop with relevant stakeholders who might be interested in the project or could have a stake in the project
- Create a feedback platform and collect stakeholders' feedback for further project idea development and formulation
- Analyze the input data and use it for further project idea formulation task

2.7. Step 7. Establish preliminary specific objectives & project results

The aim of the activity was to define specific objectives for the selected project ideas to navigate potential approach for the future projects.

Results of the activity:

- Four project ideas were selected,
- Projects' specific objective were determined,
- Possible project results are introduced.

Roadmap step 7. Established preliminary specific objectives & project results

- Select the most preferred project ideas after the entire identification cycle
- Visualize potential projects by establishing preliminary specific project objectives
- Assume potential project results
- Move on to the next planning "Formulation" phase II, to create a project plan

2.8. Step 8. Dissemination of results

The aim of the activity was to present the intermediate results about the entire "Identification" phase I to the wider public in order to establish the network and create potential future project ideas.

Results of the activity:

- Presentation at the networking seminar on May 31, 2022, introducing the results and analysis, networking, and project ideas development process,
- Specific objectives of proposed projects were presented.

Annex 10. PPT Towards Green Arctic. Through International Cross-Border Initiatives – Highlining the Pathway, pdf.

Roadmap step 8. Dissemination of results

- Distribute information to stakeholders
- Share the results of the "Identification" phase I and preliminary specific objectives of proposed projects
- Collect the feedback of stakeholders
- Agree on the next "Formulation" phase II - formulation and project planning.

3. PROJECT PROPOSALS

The "Identification" phase I concluded with outlined four initiatives/ project proposals, where preliminary specific objectives are identified, and presented below.

Green Transition Wise Solution Model

Initial problem	Problem group	Solution
Public sector cannot reach emission goals	Missing wise solution approach models, examples, methodologies in various industry sectors: buildings, mobility, farming, local food production	Innovation through developing and testing wise solution model (creating solution models for energy consumption of buildings, farming, mobility, local food production, etc.)
<p>Preliminary specific objective: green transition wise solution model is created</p> <p>Expected results:</p> <ol style="list-style-type: none"> 1. Research conducted in selected sectors on existing methodologies 2. Benchmarking of good practices and existing methodologies in selected sectors (e.g., energy consumption of buildings, farming, mobility, local food production) 3. Development of wise solutions model 4. Tested wise solution model in selected sectors 		

Green Transition Ecosystem Model

Initial problem	Problem group	Solution
Public sector is not investing enough in regional resilience	Lacking conditions for green transition among other weak public & private partnership, non-existing strategy of municipalities, lack of motivation, lack of good examples and space for experiments	Developing Green transition ecosystem. This would aim to tackle public & private cooperation challenge; highlight good examples & experiments; enhance strategy development in municipalities; motivation of municipalities among other
<p>Preliminary specific objective: green transition ecosystem model in the Nordics is developed</p> <p>Expected results:</p> <ol style="list-style-type: none"> 1. Public and private cooperation is improved 2. Strategy suggestions for development and incorporating green transition in municipalities are created 3. Good practices of regional green transition are highlighted 4. Recommendations for incentive programmers are created 		

Circular business model integration in the practices of companies

Initial problem	Problem group	Solution
Companies do not use circular business models	Existing business model innovation practices are not used in the Nordic region sufficiently	Innovative business model training and piloting with concrete cases. This tackles the problem regarding the lacking knowledge base on sustainable business models, lack of case studies, lack of examples, weak customer value orientation, weak business-to-business partnership
<p>Preliminary specific objective: circular business model is integrated into the companies' practices</p> <p>Expected results:</p> <ol style="list-style-type: none"> 1. Innovative business model training created and carried out 2. Sustainable business model methodology for rural regions demonstrating a new innovative business thinking and approach is developed 3. Benchmarking: Good practices of regional green transition are highlighted 4. Show case focusing on local raw material introduced 		

Resilient Fish Feed in Fish Farming

Initial problem	Problem group	Solution
Lack of resilient fish feed in fish farming	Need for more sustainable and resilient fish feed in fish farming. Now dependent on soya, which is not sustainable and not good for quality (of the fish feed) and resilience	Resilient and sustainable fish feed. Fish feed from decomposition of wood from Finnish and/or Swedish industry to produce fermentable sugar for production of bioprotein. Type of project: Implementation/pilot project, where fish feed from bioprotein is developed and tested on a facility
<p>Preliminary specific objective: sustainable and high-quality fish feed in fishing farming is developed</p> <p>Expected results:</p> <ol style="list-style-type: none"> 1. Research to identify potential sustainable fish feed solutions 2. Awareness raising campaign is implemented 3. Innovation and development work conducted to introduce new types of fish feed 4. Testing conducted 5. Proposal for continuation and a larger scale project is created 		

4. FORMULATION, PHASE II

The overall structure of the "Formulation" phase II included a 1.5-h consulting workshop titled "From Idea to Project Planning." The 'Step-by-step roadmap' was conducted on August 8, 2022, for partners and stakeholders of four initiatives/project proposals. During the workshop, the provided information was supported with practical examples from initiatives on each objective of the workshop. Through the examples of *initiatives, the logic of the project lifecycle; knowledge on specific goals' setting approach; practical examples on selected project initiatives; and insights of WPs' developing scheduling as a basis for budgeting* were elaborated.

Furthermore, the workshop's participants got a practical exercise to work on further with their initiatives, being able to apply received knowledge into practice by developing the Logical Framework Matrix (LFM) and getting feedback from the consultant on how it could be improved. In addition to that, all participants got the possibility to have an online consultation between August and September 2022 specifically dedicated to their project proposals.

4.1. Step 1. Project goals setting - Logical Framework Matrix (LFM)

The aim of the activity was to create the project's intervention logic based on cause-effect by developing the Logical Framework Matrix (LFM). The LFM is commonly used by programmers since it provides a clear vision - SMART:

- Specific Goals - stated transparently clear
- Measurable Goals - can be verified
- Attainable goals – project team have enough skills, technologies, financial capacity, and abilities to perform the project
- Realistic goals
- Time Bound- must have a timeframe

The LFA development starts from up-to-down (**see pic. 1**): *Overall objective (OO), Specific objective (SO), Expected results (ER) and Activities*. Nevertheless, the cause-effect relationship is checked out in reverse order: to achieve ERs, we need these types of Activities; to reach a SO, we need to have these results; to have a desired OO, we need to achieve this SO.

Assumptions and risks are to be defined since the project operates in a social system environment and is under the influence of external factors. Hence, assumptions and risks are thought through at each level of the LFM. As well as needed, measures must be taken to mitigate any possible consequences of identified assumptions and risks.

The Objectively Verifiable Indicators (OVIs) are the last but not the least in the LFA development order. In other words, indicators are the measures that will verify the Overall objective, Specific objective, and expected results' achievements to some certain extent. The column in parallel with indicators (**see pic. 1**) is Sources of Verification, aiming to define how, when, and where to get data for OVIs.

Intervention logic	Indicators	Sources of Verification	Assumptions and risks
Overall objective (Impact) 1	Indicators 8	Sources of verifications 9	
Specific objective (Outcome) 2	Indicators 10	Sources of verifications 11	Assumptions and risks 7
Expected results (Outputs) 3	Indicators 12	Sources of verifications 13	Assumptions and risks 6
Activities 4	Resources needed to accomplish activities	Costs	Assumptions and risks 5

Pic. 1. Logical Framework Matrix – development order

Overall objective (OO)

The Overall objective (OO) can be defined as the project's contribution to policy, company strategy, or programme. It is the first step in the LFM design. The OO serves the 'higher cause' and decides on the policy or programme level. Thus, it will not be directly achieved by the project alone, but it will contribute towards it. Therefore, this objective should be formulated as such.

Specific objective (SO)

This is the second step in the LFM's development. The SO is described as the development outcome at the end of the project. The project has an influence on the SO through reaching Expected results. Hence, this objective should be formulated as an ended task.

Expected results (ERs)

These are the actual outcomes of the project. The project's management has direct control over ERs. The activities and actions taken, including input and resources, should be sufficient to complete the results. The results are specific and need to be tangible. Therefore, ERs should be formulated in the past tense and clearly express the exact outcome.

Activities

Activities are the fourth step in the LFM design - the tasks that need to be carried out to deliver the expected results. Each result can have various activities and sub-activities. The activities are under the direct control of the project's management and are undertaken by the project staff. The logic between the activities and the ERs has to be clear and relevant. The activities should be formulated in the future or present tense and indicate a process or action.

Assumptions and risks

Assumptions are factors that can influence the project, but the project's management has no control over it. On the contrary, risks are defined as external and internal factors that project management can deal with by undertaking measures to mitigate any possible consequences. The assumptions are also "overall" factors that influence the operating environment of the project without being specifically part of the project strategy (economy, social situation, environment, etc). Furthermore, the assumptions are factors to consider without knowing what their outcome is going to be. Since negative assumptions are a threat, they should be formulated positively, expressing the factor of likeliness and in third person.

Objectively Verifiable Indicators (OVIs)

The OVIs describe the project's objectives in measurable terms and help to check the feasibility of the project. They form the basis of the monitoring and evaluation system in the project implementation process.

Sources of Verifications (SoV)

The SoV is a formulation of the indicators. They should specify:

- HOW the information should be gathered in what form (e.g., written reports, statements, contracts)
- WHO is responsible for these documents
- WHEN the documents should be available

The OVI and SoV are tangible outcomes of the project. They exist on paper and/or are measurable. They might be a change in the situation or material that is produced. They are, however, not an action.

Results of the activity:

- Described the LFM intervention logic using the "Green Transition Wise Solution Model" initiative as an example (**see Annex 11. Intervention logic on the example of the 'Green transition wise solution model' project proposal**).

Annex 12. Logical Framework Matrix (LFM) template, doc.

Roadmap step 1. Project goals setting - Logical Framework Matrix (LFM)

- Define an Overall objective, Specific objective, Expected results, and Activities
- Analyze assumption and risk analysis
- Define the indicators and the Source of verifications

4.2. Step 2. Work Packages (WPs) and Project Schedule (Gantt chart)

The aim of the activity was to develop the Work Package (WP) structure, which is the means through which the concept presented in the project proposal is implemented. The WPs are integral parts of a project work plan and are commonly incorporated in the EU application formats. The advantage of the WP is that it allows for large pieces of work to be broken down into smaller, more manageable pieces and assigns responsible partners. LFM serves as a basis for WPs' development, namely ERs & Activities. OVIs and SoV need to be considered when creating WPs.

The Work Breakdown Structure (WBS) technique is used to break projects down into more manageable sections that are organized in a hierarchical structure. The further down a WBS you go, the more details become available. Then, deliverables are broken down into sub-deliverables. Developed with the use of the WBS technique, it assists in navigating task groups and highlighting the project's milestones in an easy-to-read manner.

Project Schedule (Gantt chart)

The Gantt chart shows the project's management "what" has to be done (the activities) and "when" (the schedule). The chart is a reversed visualization of the WP with estimated and scheduled time, including:

- Duration of the entire project
- Activities as such
- Duration of each activity
- Overlap of activities

Results of the activity:

- WPs and Gantt Charts were described using the "Green Transition Wise Solution Model" initiative as an example (**see Annex 11**).

Roadmap step 2. Work Packages (WPs) & Project Schedule (Gantt chart)

- Define WPs based on Expected results and Activities from the LFM
- Break WPs down into more manageable sections
- Develop the Gantt chart with the project's activities and schedule

4.3. Step 3. Resource plan

The aim of the activity is to define required resources (human, material, travel) for implementation of planned activities that lead to the delivery of project results. Once you have broken down the WP activities into manageable tasks, you should consider what actual resources are needed to implement these tasks. Resources are usually the typical categories but can also be task specific.

Roadmap step 3. Resource plan

Define resources:

- Human: what is a man-day, man-hour required for a person to perform task
- Material: what type of material is required to complete the task
- Travel: define destinations, means of transportation, accommodation, duration for partners meetings, project activities etc.
- Other types of resource such as equipment, licenses and permissions, external expertise etc. define as detailed as possible
- Define the cost for each resource
- Create list of follow up questions to continue in-depth analysis

4.4. Step 4. Risk management

The aim of the activity is to monitor assumptions (indicated in the LFA) to identify whether they are true, what new risks may be emerging, and to take action to handle those risks

Roadmap step 4. Risk management

- Develop Risk Management Plan
- Identify which risks or threats are likely to affect the project implementation and expected results
- Analyze how risks might affect the success of the Project
- Evaluate the likelihood and seriousness of identified risks

4.5. Step 5. Project organisation

The aim of the activity is to define the roles and project management organization and relationships between the partners.

Roadmap step 5. Project organisation

- Select the lead partner that will take overall responsibility for the project
- Define the expertise of the partners
- Assign each work package a WP leader—a partner with expertise and sufficient capacity to ensure the realization of the work package
- Agree on communication principles, management, monitoring, and evaluation frequency

4.6. Step 6. Budgeting

The aim of the activity is to calculate the budget and to have provision for total project costs based on the Work Packages (WPs) and Project Schedule (Gantt chart) and Resource plan: human, material, travel.

Roadmap step 6. Budgeting

- Create a calculation table (e.g., Excel) including the resource cost categories, unit cost, and units planned
- Indicate the cost category
- Specify units
- Specify quantity
- Unit price estimate
- Total estimated cost
- Fill out the project/application budget form with the cost

5. UNDERSTANDING INTERVENTION LOGIC IN PRACTICE

The "Formulation" phase II concluded with a practical example on how to design the intervention logic (**see Annex 11**) by using one of the four project proposals-the "Green Transition Wise Solution Model" project proposal. It shall be noted that the provided example is only a case study performed within the content of the consulting workshop to connect the theoretical knowledge with how to apply it in practice.

6. CONCLUSION

The present road map process report aims to reflect the entire pathway of the project idea development toward project proposals and planning through the implementation of "Identification" phase I and "Formulation" phase II, as a part of the Project Cycle Management (PCM). A PCM and Logical Framework approach were adopted to the circumstances of the GRUDE project. Each project's development will be unique. Project ideas and networking steps, for instance, can be adopted during phase I for each unique project's purpose and development stage. However, as involving stakeholders in the process helps to achieve the goals more effectively, the fundamental procedures will remain the same for each project planning. The "Identification" phase was completed with the development of Specific objectives for four chosen project proposal.

The next step, phase II, was developing the intervention logic using the "Green Transition Wise Solution Model" project proposal as an example. This included developing the overall objective (OO), specific objective (SO), expected results (ERs), activities, indicators, assumptions, and risks. In the examples, the Work Packages & Project Schedule (Gantt chart) were further explained. Several online consultations with the owners of project ideas were conducted in order to explore each proposal in detail and examine LFM from the perspective of the programmers.

The well-developed Logical Framework Matrix (LFM) not only offers project management with a clear vision, but it also acts as a sufficient source of input data for the majority of programmers' applications.