



Complementary tools to the logframe matrix for design and management:

Activity & resource schedules, budget, risk management matrix



Activity planning & Gantt chart

Exercise in pairs

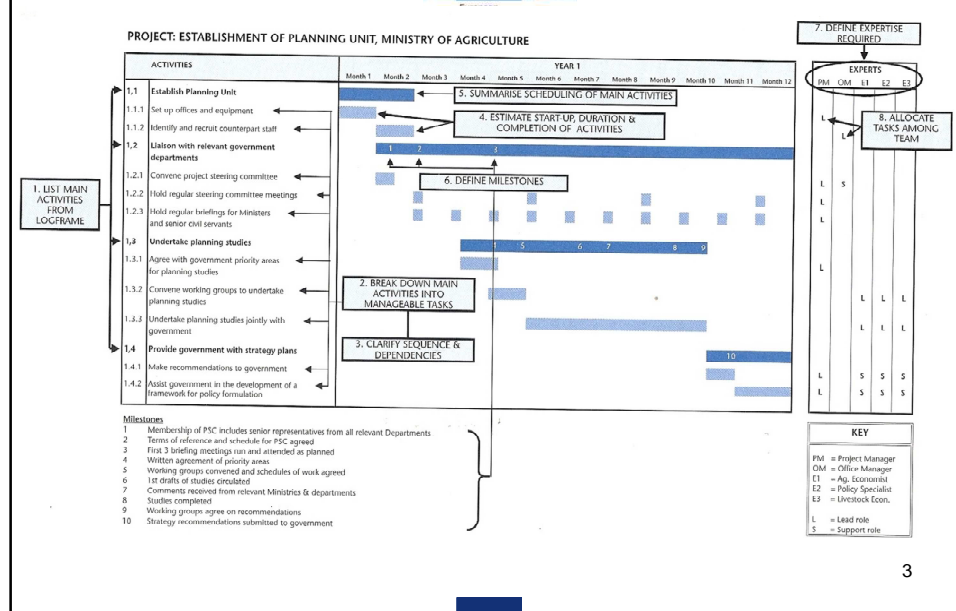
What if we end up with a flat tire ?



1. Develop a Gantt chart
2. How much time will it take to change the flat tire and be back driving?

Where the spare tire is...

Activity schedule example



Activity schedule: tips & tricks

- Start from the strategic design then go to the activity schedule. The work is often recursive!
- The intervention logic provides with a number of work packages structured around various outputs. The activity schedule should be based on these work-packages but should be more detailed (sub-activities...)
- Do not under estimate the conflict of resource (time, human resources, money...) between the project core activity and generic management activities (monitoring, coordination...)
- Be realistic, plan always with buffer time.
- Do not forget interdependence between activities
- Do not forget the seasonality of certain factors (climate, school calendar, agricultural season, touristic season...)

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Resource schedule example



Steps in the Preparation of a Resource Schedule

PROJECT: ESTABLISHMENT OF A PLANNING UNIT, MINISTRY OF AGRICULTURE

4. SPECIFY UNITS
5. SPECIFY QUANTITY
6. ESTIMATE UNIT COST
7. IDENTIFY FUNDING SOURCE
8. ALLOCATE COST CODES

1. COPY ACTIVITIES FROM ACTIVITY SCHEDULE
2. SPECIFY INPUTS
3. PUT INPUTS INTO COST CATEGORIES

9. SCHEDULE COSTS
10. CALCULATE TOTAL
11. ESTIMATE RECURRENT COSTS

Ref	ACTIVITIES/INPUTS	Unit	Quantity per planning period				Cost per unit	Funding source	Cost Codes		Costs per planning period				Project Total	Annual Recurrent Costs
			1st qtr	2nd qtr	3rd qtr	4th qtr			Donor	Govt	1st qtr	2nd qtr	3rd qtr	4th qtr		
	1.1 Establishing Planning unit															
	EQUIPMENT															
	Computers	no.	2				1 000		3,4	A/1.3	2 000	2 000	-	-	4 000	
	Fax modem	no.	1				500		3,4	A/1.3	500	-	-	-	500	
	Office furniture	lump	1				3 000		3,4	A/1.3	3 000	-	-	-	3 000	
	SALARIES & ALLOWANCES (LOCAL)															
	Counterparts	mm	4				200		5,2	B/2.1	800	800	800	800	3 200	3 200
	Office staff	mm	2				100		5,2	B/2.1	200	300	300	300	1 100	1 100
	ETC.															

Resource schedule & budget

- Resource schedule is a step that should come first before the budget setting.
- In the future implementation of the project/programme, cash-flow constraints will be more likely than budget constraints, do not neglect cash-flow planning!
- Pay attention to the balance in the budget: balance between budget headings should reflect the nature of the project.
- Once known the financial rules the project/programme will have to comply with, be careful of the absolute and relative value of the budget headings. Some rules can have difficult consequences when budget headings are very unbalanced.
- A good budget is clear enough but allow for the necessary flexibility during the implementation: detailed, but not too much!

Risk management matrix



LF ref.	Risks	Potential adverse impact	Risk level (H/M/L)	Risk management strategy	Responsibility
1	The Program Stream Coordination Unit (PSCU) and ASEAN Secretariat (ASEC) staff do not establish an effective working relationship	Delays in processing proposals through the committee endorsement system	M	Annual Managing Contractor/PSCU staff performance assessment by co-chairs of Joint Selection & Review Panel (JSRP) and appropriate remedial action taken by all parties	Delegation, ASEC and Contractor
1	Promotional activities do not generate an adequate number of quality proposals that meet selection criteria.	Under-commitment of funding and/or selection of relatively poor quality proposals for implementation	L	Widespread and intensive promotional activities using a variety of media and dissemination channels	Contractor
1	Regionality requirements are difficult to meet	Under-commitment of funding, or approval of proposals that could be better handled through bilateral programs	M	Activities only require one European and one ASEAN implementing partner, but will be open to participation by all member countries	JSRP at appraisal
1	There are not enough 'new' ideas, rather 'old' re-hashed proposals	Expected benefits of the RPS are not fully realised. Good new ideas may be left out of the RPS portfolio	M	Application guidelines and JSRP appraisal checklist emphasise preference for 'new' innovative ideas	JSRP
1.1	Contractor staff for the PSCU are not acceptable to ASEC	Delays in commencing implementation of the RPS	M	EC sends copies of short-listed bidders proposals to ASEC and invites ASEC to sit on selection panel	EC
1.1	Rules of PSCU and European based staff of the contractor are not clearly defined	Duplication of functions and confusion	M	Clear functional roles established during the preparatory stage, building on draft TOR presented in this design document	Contractor
1.2	EC and ASEC do not appoint appropriately qualified/skilled members to the JSRP	Inadequate appraisal of proposals and selection of 'weak' activities for implementation	L	EC and ASEC must commit adequate time/resources to the JSRP process. Stringent appointment process.	EC and ASEC

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H= High, M=Medium, L=Low