

## PROJECT DEVELOPMENT METHOD

A classical method that helps to design, develop and structure the ideas of project (based on Lasswell model) consists of questions **who, what, to whom, why, where, when** and **how**. In this case it doesn't matter which question you start with, therefore this method can be used even if your project emerged from an idea. Below we will try to review what issues are covered under each question of this method.

### WHO?

Who is organizing the project? Are the partners needed? Who could participate in it, what would be their role, what could motivate them to participate? If you want a real involvement of partners, you should cooperate with them from the very beginning and in the earliest stages of project development, so they would feel they are co-owners of the project and would take responsibility. The bigger the project is, the greater risk is to involve partners you do not know, therefore it is very important to communicate with partners and create a common vision of project. A significant aspect of project management is to determine if the organisational structure of partner institution is flexible enough and if it will not complicate administration of project.

If you are the creators of project idea don't forget to clarify your participation: why are you the ones who undertake to implement a project, do you have enough experience, capacity and other resources (including financial and administration resources) to make it happen. What proof can you provide (eg. documentation of your activities) to convince the experts who select projects.

*One of the formal requests in Europe for Citizens Programme is to cooperate with partners from different countries. In application form you will need to explain how each partner is involved in the development and implementation of project, what is their financial input (if any). Similarly important is managerial partnership scheme: in what ways partners will be communicating, how will they develop project, how they will coordinate activities.*

### TO WHOM?

Whom is the project targeted at? Who are the participants and beneficiaries of project? Are topics/ideas of project relevant for participants? In what ways can they be involved (reached)?

*An important aspect of Europe for Citizens Programme is European dimension. With regard to the target groups, European dimension could mean an involvement of organisations from different countries or from different fields of activities, or possibility to access project results for international audience (eg. TV broadcasts, results of project on website in few languages), or dissemination of information via local and international media, etc.*

### WHAT?

What activities are foreseen in the project? Clearly identify what activities, processes and products are included in the project. If application covers just some stage of the longterm project it is very important to determine the particular boundaries of the project you are applying with for the Programme. In the presentation of your project describe what is the context of proposed activities. Decide what will be the dimensions of your project: will it be specifically educational project or will it have broader social, political, ecological, methodological importance?

*In Europe for Citizens Programme a quality of project is evaluated based on award criterias. Alongside such an important criterias like Relevance to the objectives and priorities of the Programme, or Impact of project, it is highly appreciable to use original methods for implementation of activities, to involve intersectoral/intergenerational groups of participants, to encourage citizens actively participate and discuss over the topics they care about. Regardless the topic your project is dealing with, always try to find common points with the political issues dealt by European Union or citizens from other EU member states (eg. use data from EU reports that cover whole European countries, or invite your Member of European Parliament for his/her opinion and for common discussion with participants on topic of recycling).*

## **WHY?**

Nevertheless (even if you started developing idea from different point) you should answer why this project is needful (for Europe, for civil society organisations, for town community, etc.). What are the common aims of this project? Maybe your project will help to solve some particular problems (eg. will gather organisations from different countries who have very good examples of solving such problems in their local environment) or will foster longterm citizenship education processes? Answering (for yourself as well) the question *why* it is important to talk about time and the context that could be favourable for the project implementation: a community has expressed a need to act together, an important research has been published recently, a political agenda includes issues that a network where your organisation is a member deals with, human rights are in danger, etc. In a presentation of your project for funds, programmes or potential sponsors it is necessary to prove how your project is relevant to goals they are aiming at. The project will be more likely successful if the aims of your project will surpass local or national level and will aim to have an impact at European scale.

## **WHERE?**

This could be even a neutral definition of place. Maybe your project is dealing with the issue of contraposition of center and periphery, or maybe activities are taking place in specific territories of town (eg. in outskirts of oldtown where social life is inactive, in criminogenic zones of the city, in the yard of rural manor where the mass extermination site is presumed to be , etc.) or in places that are relevant to the target groups (eg. in European Parliament, in towns where the youth unemployment rate is high, in a twin-sister of your city). If your project is international the selection of countries can be meaningful too – maybe a coverage of participating countries of your project trespass some political or ideological arrangements, maybe an exchange of good practice is targeted at some specific regions (eg. new member states of EU), maybe the participating countries were selected because of the similarities, common problems they are facing or of emerging common ideas. Question *where* is not just about where the activities of your project are taking place; it's as well about where the participants of your project will come from, what is the geographical coverage of users of your project results, finally where will the information about your project will be disseminated to.

*International and European dimension is evaluated when you are applying with a project for Europe for Citizens Programme, and in this case it is worth to mention an award criteria Geographical impact. Therefore it is important to reveal in what ways and how intensively are involved participating countries (organisations and communities from different countries, how are the products disseminated, etc.). International project will have a huge added value if it manages to foster the collaboration among countries where the common activities are not usually practised.*

## **WHEN?**

In most of application forms there is a requirement to provide a work programme. Such a breakdown of a whole into the steps/stages, if prepared carefully, could be very useful tool of project management during the implementation of project. While making a work programme various seasonal factors should be carefully considered (eg. student holidays if project is aimed at this target group), as well as the calendar of application deadlines in the funds relevant for your project. In general formulation of the project content, the amount of time it may be necessary to implement it should be soberly assessed. Regardless of whether the project is limited to a single event, or it is a multi-annual process, it is important to clearly explain its effect in a long-term perspective - to explain how the project relates to what was done before it, and how it will influence what happens after it is over. Similarly answer to the question on application form about project continuity (impact analysis might be useful for that).

*If your project is about to start „very soon“ it is better not to consider applying for Europe for Citizens Programme. Even if there are from one to three deadlines in a year, you have to plan your project well in advance (the results of selection will be published in four months after the deadline and you will be able to start implementation of project not earlier than in five months).*

## **HOW?**

The methodology of project implementation includes not only a management of project, but the activities as well. Often the enthusiasm of organisations arouses in response to the questions "what" and "where" and the question "how" remains unfairly undervalued. It must be remembered that any bigger project requires a thorough reflections on advanced management solutions, on motivation of team of partners

and participants and so on, so we would like to remind that project management is not an automatic process.

A methodology of activities includes many techniques and different ways of implementing the project, tools, skills and intellectual resources. Consider in what ways the participants or their groups will be selected (and motivated) in the project; what kind of the terms of cooperation and communication will you create in response to the needs of the international (or interdisciplinary) group to better understand the importance of the topic your project is tackling with; or (depending on the objective of the project) how will you make sure the product/outcome of your project is of high quality? What methods will you use during your seminars to actively involve participants, to make them discuss and to encourage them to learn?

*In Europe for Citizens Programme it is important to explain how will the partners work together, how will they make common decisions, how will they implement different steps of project. When selecting methods for work, keep in mind that new ways of dealing with the problems, interactive methods that allows to engage lay people to participate and tell out their opinion, interdisciplinary approaches are highly evaluated when it comes to assesment of your project.*