

Tool 15: Project programming sheet

Phase	Phase 3: How are we going to get there? Strategy formulation
Sub-phase	Sub-phase 3.1: Develop strategic options and prioritisation
Name of tool	Project programming sheet
Objectives	<p>The project programming sheet is a tool that helps the process of translating the SMART objectives into strategic options, which are concrete programmes and projects, through:</p> <ul style="list-style-type: none"> • Identifying umbrella organizations over groups of related project; or • Coordinating a number of related projects over time to deliver benefits to the organization. <p>Programs are used to categorize huge work efforts into smaller set of related projects, some of which are executed sequentially, while others are executed in parallel.</p>
Under which circumstances to use the tool	<p>Use project programming sheet:</p> <ul style="list-style-type: none"> ▪ When identifying strategic options for the implementation of the SMART objectives. ▪ When identifying projects that address the problems/development needs identified in the situation analysis. ▪ When coordinating thematically and spatially the list of projects that have been identified.
Main actor(s) responsible	Members of the planning team, supported by members of municipal departments, and technical experts whose expertise is considered useful for specific projects
Target / beneficiary	<ul style="list-style-type: none"> • Municipal departments – responsible with project implementation • Project beneficiaries – community residents, other stakeholders’ groups, etc.
Description of tool	<p>To develop a project programming sheet, the planning team should go through the following steps:</p> <p><u>Step 1. Review the long list of projects</u></p> <p>The team will go through the list of projects identified/collected from the community and stakeholders’ groups. This step is important for checking if the projects respond to the actual needs, if there are needs that have not been addressed (and additional projects are needed), or if redundant projects need to be eliminated from the list.</p> <p><u>Step 2. Coordinate projects</u></p> <p>The team will coordinate the projects with the SMART objectives, and</p>

	<p>among themselves, according to their theme and to their spatial location. A certain number of project categories will result for each SMART objective. These categories are the development programs.</p> <p><u>Step 3. Fill in the project programming sheet</u></p> <p>The team will fill in the sheet attached (table 1), where under each SMART objective, will write down the name of the programs, and the list of projects that belong to each program. For each project some basic information is needed, such as: a project code (to be easily found in the project list), title, location, brief description of project components.</p>
<p>Time needed for the use of the tool</p>	<p>According to the number of projects, to develop project programming sheets for all SMART objectives might take 1-2 days.</p>
<p>Advantages and disadvantages of this tool</p>	<p><u>Advantages (+)</u></p> <ul style="list-style-type: none"> + The project programming sheet is a useful tool for organising projects and ensuring the logic sequence vision – objectives – programs and project. + It is also an instrument that provides a basis for further prioritization of projects. <p><u>Disadvantages (—)</u></p> <ul style="list-style-type: none"> – It is time consuming, and it requires professional expertise and consultation. It is difficult sometimes to differentiate between a big project and a small program, and clarity about the content of projects might be lacking at this stage.
<p>Related tools</p>	<p>Project prioritisation tool</p> <p>Logical framework (log frame)</p>
<p>References and further resources</p>	<p><u>Generally accessible documents:</u></p> <p>Racoviceanu, S. Constanta; C., and Marius; C., et al. (2016) The integrated urban development strategy for the Ploiesti growth pole : 2014-2020. Washington, World Bank.</p> <p><u>Academic documents (access may be limited):</u></p> <p>Pennink, C. and Racoviceanu, S. (eds.) (2013) Integrated Planning and Urban strategies (IPUS) : participants handbook, Rotterdam, Institute for Housing and Urban Development Studies (IHS).</p>