

How to Develop a Project

28th April, 2025

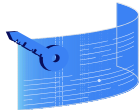
Gyeasoo Jo,
Hankuk University of Foreign Studies



Lecture Structure



- 01 Understanding a Project and its Cycle
- 02 Project Planning
- 03 Writing an Action Plan
- 04 Writing a Project Concept Paper



I. What is a Project?



Characteristics of a Project



1. Temporary endeavor
2. New original work
3. Unique output
4. Terminated once objectives are met



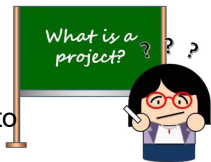
© Projectmind.com



1. Ongoing routine
2. Repeated work
3. Repetitive output
4. Adopt new objectives once achieved

Project is

1. A unique process consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including constraints of **time**, **cost**, **quality** and **resources**;
2. A **temporary** endeavor undertaken to create a **unique** project, service or result;
3. The end is reached when: The project's objectives have been achieved; When it becomes clear that the project objectives will not or cannot be met; The project is terminated;



Elements of a Project

9 Knowledge area

- Integration
- Scope
- Time
- Cost
- Quality
- Human Resource
- Communication
- Risk
- Procurement

5 Process

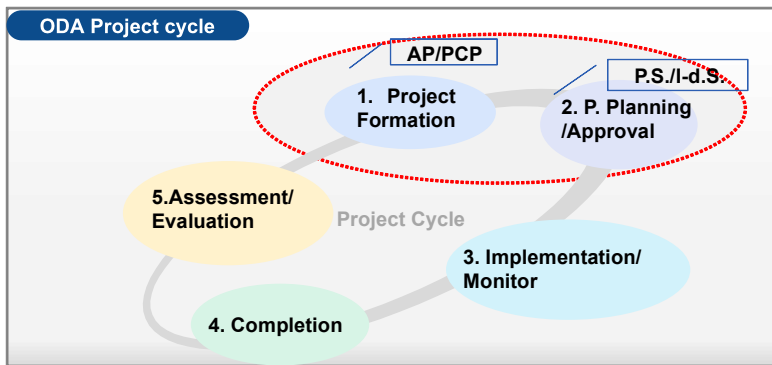
- Initiating
- Planning
- Executing
- Monitoring & Controlling
- Closing

Project Success

1. Completion in time
2. Completion within budget
3. Achievement of the target results
4. Quality satisfaction

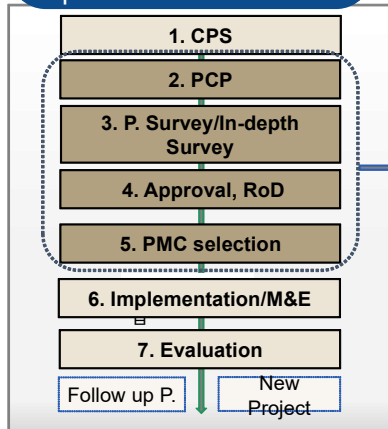
ODA Project Cycle

ODA program/project **starts with a project and ends with a project**; this goes through the basic process of planning, implementation and evaluation;



ODA Project Implementation Procedure

ODA Project Implementation Procedure

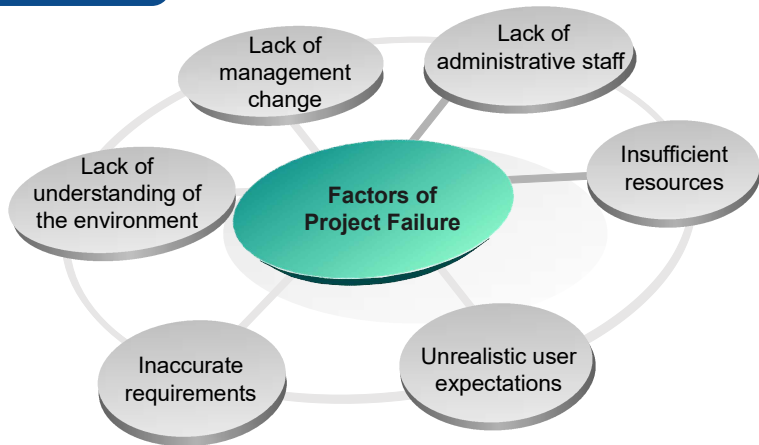


Review on Project Logic Model

- Status of project target area and problem
- Stakeholders analysis and how to engage them
- Specific and realistic project goals
- Activities to enhance project sustainability
- Risk factors and their solutions with consideration of cross cutting issues
- Linkage to other projects

Failure Factors of a Project

Failure Factors



II. Project Planning



Understanding the Problem

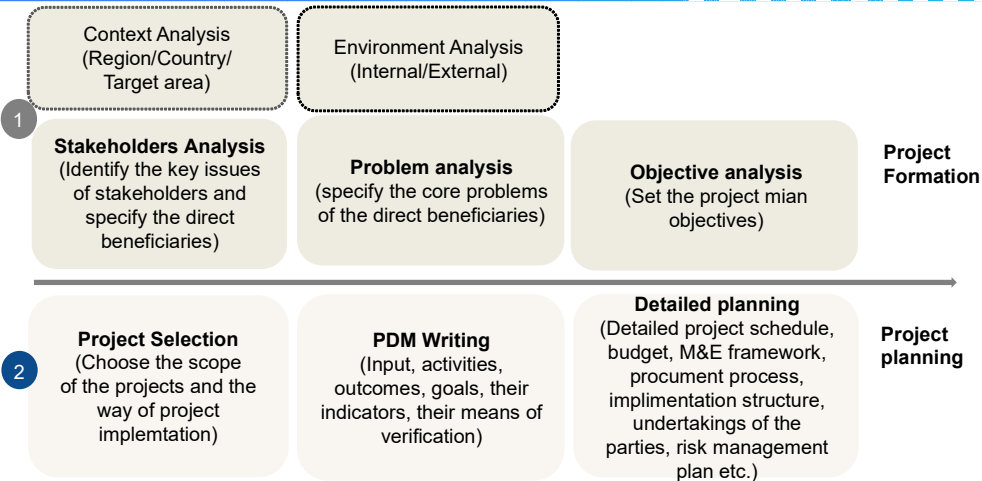
If you had only 5 minutes to solve a problem,
how would you solve it?



*I would spend the first 4 minutes
reading and understanding the problem.*

Albert Einstein

Project Planning Steps

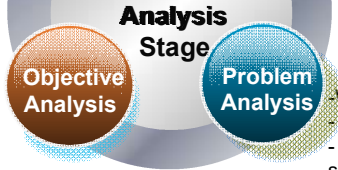


Analysis Stages

- How is the political/economical/ social/technical environment?
- What is the internal/external environment of this organization?



- Who's problem is it?
- Who directly benefits from this project?
- Who is the main agent of this project for the implementation?
- What about the organization's capacity?

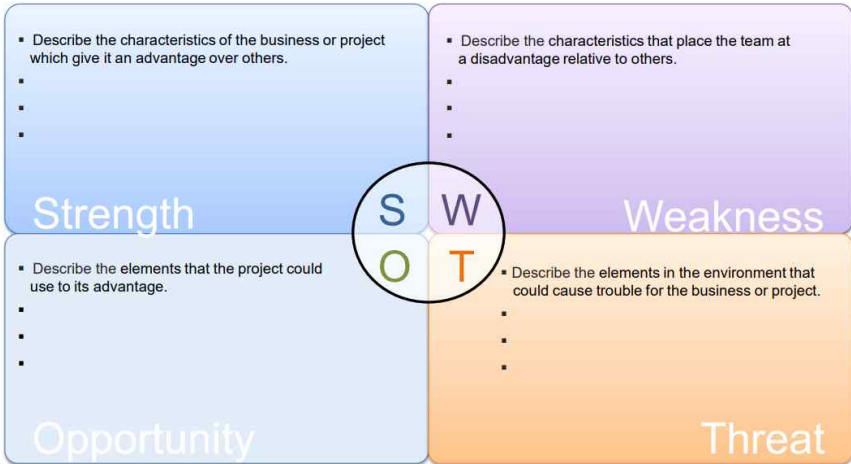


- What can be the result of the end of this project?
- What do you want to get at the end of the project?

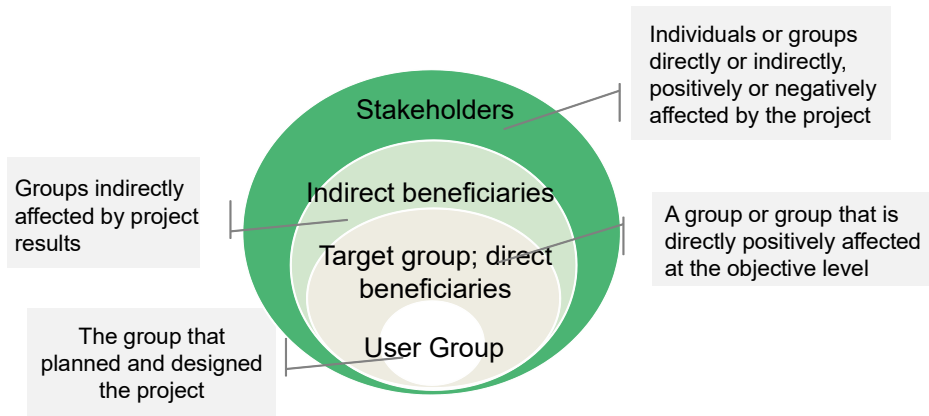
Problem Analysis

- What is the core problem?
- What kinds of solutions will be?
- What is the priority of the solution?

Analysis Stages: Enviroment Analysis

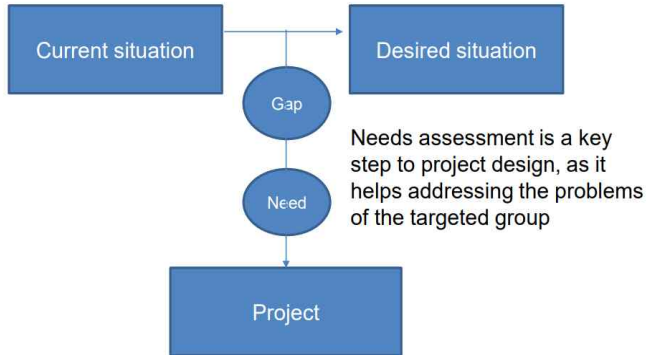


Analysis Stages: Stakeholder Analysis

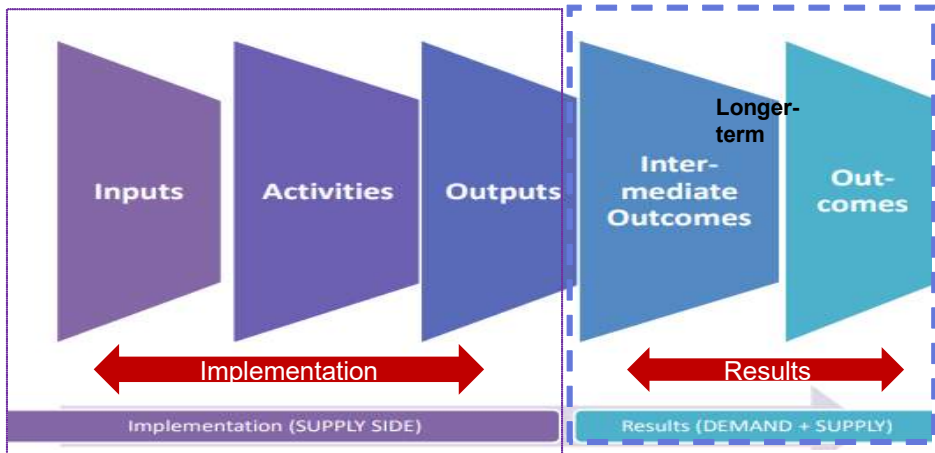


Analysis Stages: Problem/Objective Analysis

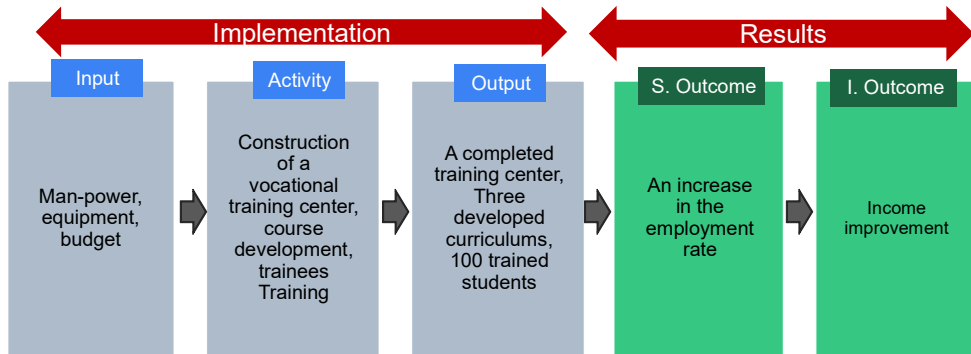
- In order to identify the project idea, different aspects have to be considered:



Results Chain



Results Chain

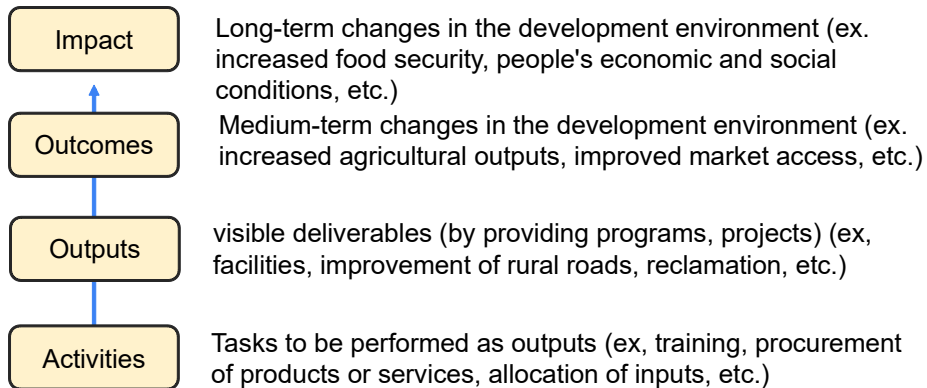


****Existing Key Q:** Building Completion? Course opening? Graduated by 00 trainees?

*** Performance-oriented Key Q:**
_____ + Employment Rate
Increase? Income Improvement?

Results Chain

Definition of step-by-step results



Project Design Matrix: PDM

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	10% increase in the number of Grades 5-6 primary students continuing on to high school within 3 years.	Percentage of Grades 5-6 primary students continuing on to high school.	Comparison of primary and high school enrolment records.	N/A
Outcome	Improve reading proficiency among children in Grades 5-6 by 20% within 3 years.	Reading proficiency among children in Grades 5-6	Six monthly reading proficiency tests using the national assessment tool.	Improved reading proficiency provides self confidence required to stay in school.
Outputs	500 Grade 5-6 students with low reading proficiency complete a reading summer camp	Number of students completing reading summer camp.	Summer camp attendance records.	Children apply what they learnt in the summer camp at school.
Activities	Run five summer reading camps, each with capacity for 100 Grades 5-6 students.	Number of summer camps run.	Summer camp records.	Parents of children with low reading proficiency are willing to send them to the camp.

THEN

IF

AND

Project Design Matrix:PDM

PDM can be prepared in the reversed order from project process:
Impact – Outcome – Output – Activities - Inputs

	Narrative Summary	Objectively Verifiable Indicator (OVI)	Means of Verification (MOV)	Assumptions /Risks	
1	Goal/Impact	1 0	1 1	Assumption/ Risk	9
2	Purpose/ Outcome	1 2	1 3	Assumption/ Risk	8
3	Outputs	1 4	1 5	Assumption/ Risk	7
4	Activities	Inputs	5	Pre-conditions	6

General Sequence of Completion

Outcome/Output Indicators: Governance

Sector	Output Indicators	Outcome Indicators
Capacity Building - Research/High education	<ul style="list-style-type: none"> Mid/long-term strategy for human resource management/capacity building (Y/N) Number of capacity training program established (Y/N) Results of research & industry-academic forum/number of times to be held 	<ul style="list-style-type: none"> Number of research/academic papers officially published Number of staffs received degree courses and training Number of industry-academy(or public-private) cooperative projects Number of joint research project performance Comparative proficiency/research result accuracy
Governance	<ul style="list-style-type: none"> Number of users accessing digital services or infrastructure/Number of times that digital services or infrastructure utilized Percentage of tasks/cases that governmental agencies processed on time Percentage of population satisfied with their last experience of public services[16.6.2] Number of digital services and infrastructure delivered 	<ul style="list-style-type: none"> Number of revised/enacted laws, regulations ; reform and modernization of administrative services, public finance, and national economic planning and management Improvement in work convenience public access to information[16.10] Proportion of government officials satisfied with their last experience of public services [16.6.2] Number of users accessing digital services or infrastructure / number of times that digital services or infrastructure utilized Progress of adoption and implementation of constitutional, statutory and/or policy guarantees for public access to information [16.10.2] Proportion of completeness of data(resource) record for information management system
Energy	<ul style="list-style-type: none"> Establishment of guideline/laws and regulations for energy efficiency and its official approval by ministry Number of regulations/protocols Number of government officials and other participants trained 	<ul style="list-style-type: none"> Analysis rate of mineral quality standard items Energy efficiency improvement rate for target areas(or project site (%))

III. How to Write an Action Plan



Project Identification: brainstorming

- ❖ A successful project depends on the planning of the project; The main elements of the project are linked to the main object of the evaluation;
- Who will be the focus of the project (e.g. officials, youth or citizens)?
- What is the **overall goal of the project** ? What do you want to **change**?
- What are **possible solutions** to address the identified issues, needs or problems in your community or organization?
- Which solutions seem **most realistic** and **suitable**?
- What are the **objectives** of your project? What type of **activities** would achieve your objectives?
- What **products, goods or services** do you expect to produce or deliver as part of your project (e.g. training sessions, manuals, pamphlets, curriculum, CD/DVD, video, database, website, reports, etc.)?
- What will be the short-term **results or outcomes** of your activities? These will in turn contribute to achieving your objectives and overall goal(s).

Project Identification: brainstorming

- When will you do what? (Draw up a **schedule** of activities with start and end dates for each.)
- Where** will the activities take place?
- Who** will participate in each activity? **How many**? **How** will you get people to participate?
- What resources** will you need (e.g. staff, volunteers, knowledge sharing, training, workspace, photocopying, advertising, supplies, computer equipment, transportation, etc.)?
- What is your **evaluation plan**? How will you **monitor** the progress of your project? How will you collect information?
- What are some **possible challenges** you might face in doing your project? How will you deal with them?

Action Plan is...

- ❖ An **Action Plan** is a **practical and specific proposal** for policy initiatives, alternatives, system development, and good governance.
- **Participants are asked to provide solutions to the identified issues.**
- ❖ The Action Plans should be **innovative but feasible**. Participants are requested to explore **the applicability of their experiences, observation, and findings from the Program** in developing their Action Plans.

Action Plan: Specific Question

Questions for Action Plan (example)

- (1) Group A: **How to innovate public service training to enhance public officials capacity?**
- (2) Group B: **What kind of leadership program should be provided for high level policy makers and senior officials to enhance their strategic policy management capabilities?**
- (3) Group C: **How can the human resource management (HRM) system for middle-level and senior officials be improved in order to strengthen their accountabilities while achieving their respective organizations' vision and goals?**

Action Plan: Background and Current Status/Issues

Template

1. Background and purpose

• Background

※ Describe why you have chosen this topic:




• Purpose

※ Describe the topic's significance and purpose:



Template

2. Current Status and Issues

- 
- ※ Identify the **current problems** and issues of your part of the ministry or the government
 - ※ Describe the **problems of the existing enforcement policies**
 - ※ Do not provide general information about your country (e.g., population, location, map, etc.)

Action Plan:SWOT/GAP

Template

_SOWT Analysis

- Describe the characteristics of the business or project which give it an advantage over others.
-
-
-

Strength

- Describe the elements that the project could use to its advantage.
-
-
-

Opportunity

- Describe the characteristics that place the team at a disadvantage relative to others.
-
-
-

Weakness

- Describe the elements in the environment that could cause trouble for the business or project.
-
-
-

Threat

S
O
W
T

Template

_Gap analysis

Proposed Overall Goals (Objectives)

↑ To Be	A
	B
	C
	D

↑ As Is	A
	B
	C
	D

Proposed Purpose

A
B
C
D

Action Plan: Improvement Strategy

Template

3.Improvement Strategy

• Improvement Strategy

- Describe how do you want to improve current status of your country and what you will do to solve issues of your country or government.
- Develop strategies that promote cooperation with senior officers and connection with subordinate officers within the department.
- Improve your current duties and present the methods to combine them with other duties.

Action Plan: Specific A.P.

Template

4. Specific AP

- ✓ Describe and formulate the new policies to solve the current status and problems.
- ✓ Illustrate the objectives and main goals to be applied to your home country using the cases and knowledge obtained from the training courses in Korea.
- ✓ Do not be too general or abstract in this process.
- ✓ Be concrete in describing the results that may appear to set the direction of the specified period and the commitment of resources.
- ✓ Describe specific plans about how and what you will pursue to accomplish your goals

Action Plan: Specific A.P.

Template

_steps to achieve your goals

- The steps to achieve your goals



- Describe the process of your plan in 3~4 steps

[illegible]

Template _____ Outline of _____

- Date of commencement: _____
- Date of completion: _____

[illegible]

Outline of the AP Budget

✓

- ✓
- ✓
- Fill in the necessary budget and manpower if needed
- Fill in the plan for cooperation between institutions

Action Plan: Expected Results

Template

5. Expected Results

• Economic Effects



• Technical Effects



• Social and Environmental Effects



Describe the expected economic effects of the proposal.

Template

_Challenges and solution

• Challenges and Risks



Explain the expected problems and risks that may result from this proposal.

• Solutions



Illustrate how you would manage and provide solutions for the problems and risks.

IV . Writing a Project Concept Paper



Project Concept Paper: Section 1

Section1. Basic Project Information

1.1 Country

1.2 Title

1.3 Location



1.4 Duration

1.5 Budget(total)

1.6 Objectives

1.7 Beneficiary

1.8 Implementing organization

The Implementation of the Vietnamese online export Platform for SMEs' e-Commerce and export capabilities (2023~2025/ USD 7,000,000)

Socialist Republic of Vietnam

Project Concept Paper

February 2022

Point of Contact of the Submitting Country		
Name	Bui Thi Thanh Hang	Nguyen Thi Phuong Trang
Position	Director of International Affairs Division	Official of International Affairs Division
Organization	Viet Nam E-commerce and Digital Economy Agency, Ministry of Industry and Trade	Viet Nam E-commerce and Digital Economy Agency, Ministry of Industry and Trade
Telephone	84 24 22205406	84 24 22205406
E-mail	hangt@vietnam.go.vn	trangp@vietnam.go.vn
Address	25 Ngo Quyen Street, Hoan Kiem District, Ha Noi, Viet Nam	25 Ngo Quyen Street, Hoan Kiem District, Ha Noi, Viet Nam

PROGRAM CONCEPT PAPER (PCP)

SECTION 1. BASIC PROGRAM INFORMATION		
1.1	Country	Viet Nam
1.2	Title	Rural Area Development Program in Tuyen Quang Province
1.3	Region(s)/Location(s)	Poor and disadvantaged communes of six districts in Tuyen Quang province
1.4	Duration	60 months (2019-2023) Given the importance to ensure the programme sustainability, this duration is defined to include one year of operational period after the completion of all implementation activities in order to have reasonably enough time for measurement and quantification of programme outcomes. As such, it is required that all construction, training, equipment provision, etc. will have been completed at least one year prior to the programme closure.
1.5	Budget (total)	US\$ 17.670 million
	- KOICA funding	US\$ 13.966 million
	- Partner government funding	US\$ 3.386 million
	- Beneficiaries' contribution	US\$ 0.318 million
1.6	- Other donor funding	During implementation, depending on the specific circumstance and context to conduct each activity and with KOICA's prior approval, the program funds may be reasonably and appropriately integrated with those of other projects/ programs financed by other donors and/or international organizations (WB, ADB, IFAD, JICA, GCF, etc.), with government funds (especially of national target programs), provincial and district budgets, and private sector's co-investment.
	Objectives	Inclusively and sustainably develop Tuyen Quang's rural areas for improved quality of life for local people in Son Duong district, Binh Yen commune in particular and Tuyen Quang province in general as a contribution to achievement of the Sustainable Development Goals (SDGs)
1.7	Beneficiary	Direct beneficiaries: 20,000 vulnerable households including poor, near-poor and woman-headed

Project Concept Paper: Section 2

Section2. Project Rationale

2.1 Situation analysis: more focused on the sector

2.2 Country development strategies and policies: sector related ones

2.3 Justification for intervention: strong rationale

2.4 Lesson learned: related projects/other donor agencies projects

SECTION 2. PROJECT RATIONALE		
Vie ach eco Sou cou	2.1	SITUATION ANALYSIS
		COUNTRY DEVELOPMENT STRATEGIES AND POLICIES
		<p>The Vietnamese government declared the “Social Economic Development Strategy and Socio-Economic Development Plan” at the 13th National Party Congress held from January 25, 2021 to February 1, 2021. The oriented developed & advanced economy & Vietnam's founding strategy and a five-y achieve such goal: F nurturing high-quali infrastructure. From growth rate and incn innovation, digital tr infrastructure develc secure the export ma multilateral diploma</p>
		JUSTIFICATION FOR INTERVENTION
encies	2.2	<p>Vietnamese small- and medium-sized businesses are rather too small and most of them do not even have a website require likely to obtain ir platform to marko local Vietnamese medium- and lon amid COVID-19, through an online (specialized in ag together with the sized businesses likely to be used</p>
		LESSONS LEARNED
		<p>Asian and Southeast Asian countries, which support export policies and secure online export competitiveness through a B2B online export support platform owned and operated by the state, are already in the position of the semi-developed or developed countries. Malaysia (MATRADE) and Thailand (ThaiTrade) are also using a public online export support platform to implement a variety of export policies and are making great progress. In particular, Korea has achieved a government-led, high growth, and goBizKorea, Korea's online export support platform for small- and medium-sized businesses which is led by the Ministry of SMEs and Startups and operated by the Korea SMEs and Startups Agency has proven how fast Korean companies are making the digital transformation. For example, it is worth noting that as of 2020, while the world is struggling with the pandemic, 90% of Korean small-and medium-sized companies using the online export support platform (goBizKorea) saw their export increased by nearly 20% compared to 2019. Also, the fact that 40% of domestic demand-oriented small- and medium-sized businesses that utilized the platform succeeded in exporting is considered a result of the online export support platform.</p>

Project Concept Paper: Section 3

Section 3. Project description

3.1 Objective/outcome/output:

clear hierarchy, coherence

3.2 Activities: right activities to achieve the outputs, outcomes

3.3 Budget: realistic one

SECTION 3. PROJECT DESCRIPTION	
Objective/Outcome/Output	
3.1	Project objectives Expansion of export opportunities of Vietnamese small- and medium-sized businesses and promotion of their participation in digital transformation and improvement of consumer recognition of products of Vietnamese small- and medium-sized businesses in the global market.
	Project outcomes Increased export potential of Vietnamese small-and-medium-sized businesses through online channels, and expanded export volume of various products through online transactions and provision of opportunities for domestic companies to enter into global markets by using e-commerce.
	Project outputs <ul style="list-style-type: none">○ Consulting<ul style="list-style-type: none">- Business Process Reengineering and Information Strategy Planning- Consulting on how to strengthen the online export capacity of SMEs in Vietnam○ Systems<ul style="list-style-type: none">- Public B2B2C e-Commerce System- Virtual Exhibition System- Buyer-seller Business Matching Support System○ Capacity Building<ul style="list-style-type: none">- Invitational Onsite Trainings in Korea for high level officers from stakeholder organizations, for the Project implementation and administration team, and selected exporters participating in the initial

Project Concept Paper: Section 3

3.2

Activities:

Activity (responsible party, jointly perform)	Timing and Duration											
	1st yr			2nd yr			3rd yr					
<input type="radio"/> Consulting												
BPR/ISP												
Consulting for online export												
<input type="radio"/> System Development												
Development of Public e-Commerce System												
Development of Virtual Exhibition System												
Development of Buyer-seller Matching support System												
<input type="radio"/> Supply of Equipment												
1. 1st Supply of Equipment												
2. 2nd Supply of Equipment												
<input type="radio"/> Capacity building												
Study trip in Korea												

Project Concept Paper: Section 4

Section 4. Stakeholder analysis

4.1 Target beneficiary: people who will benefits directly

4.2 Other stakeholders: groups to be considered or engage.

Section 5. Project management and implementation

5.1 Project management: implementation structure, participants' or parties' role and responsibilities.

Section 6. Sustainability

6.1 Sustainable Operational Measures and Expansion Potential

SECTION 4. STAKEHOLDER ANALYSIS

TARGET BENEFICIARY:

● Beneficiaries

- **Direct Beneficiaries:** SMEs of the Vietnam
- **Indirect Beneficiaries:** Manufacturers, local and export distributors, logistics companies, payment companies and foreign importers.

4.1

- Number of beneficiaries – ie total number of exporter which may benefit the Project, across industry sectors and size of organization

- At least 3000 Vietnamese registers will be supported to join in the platforms as the users

- Number of beneficiaries – ie total number of Vietnam SMEs which may benefit the Project, across industry sectors and size of organization

- At least 500 Vietnamese enterprises will be trained the skills related to online export as well as the

STAKEHOLDERS:

(Indicate stakeholders (e.g., residents, partner government agency, international organization, NGO, donor agency, etc.), if any, including a) name/group, b) respective role(s) and cooperation/coordination mechanism, etc.)

4.2

● Key Stakeholders

Viet Nam E-Commerce and Digital Economy Agency of Ministry of Industry and Trade

● Other Stakeholders

- a) KOSME is a successful case of an organization that leverages an online export platform for Korean SMEs to effectively support their export policy. KOSME will be a bilateral economic partner and companion of Vietnam by promoting active exchanges between Korean and Vietnamese SMEs in the future.

Project Concept Paper: Section 5/6

SECTION 5. PROJECT MANAGEMENT AND IMPLEMENTATION

PROJECT MANAGEMENT:

(Describe a) who will be responsible for planning and management of the Project operations as well as coordinating other bodies and organizations associated with the Project, b) what arrangements will be established to ensure that there will be effective coordination with other relevant programs and activities.)

5.1

The project ownership of this project is the E-Commerce and Digital Economy Agency (IDEA) of the Department of Trade and Industry which includes the activities as planning the project and coordination with all the related organization or ministries.

The Korea SMEs and Startups Agency (KOSME) under the Ministry of SMEs and Startups plan the project and cooperate with IDEA for this project.

Under the management and supervision of KOSME and IDEA, select an organization or company that has the capacity for an online export platform and has already successfully implemented an ODA project in other countries to manage and operate the project, develop the platform, operate the training and in charge of practice.

SECTION 6. SUSTAINABILITY

Sustainable Operation Measures and Expansion Potential

6.1

(Describe whether the functions established through the Project are expected to continue, or expand to other areas or sectors, once the current phase of assistance is completed. This could include plans for self-financing provisions to ensure continued viability of operations.)

ANNEX 1: Location Map



Project Concept Paper: PDM

ANNEX 2: Project Design Matrix (PDM)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumption	
Goal				
1. Increase in online exports of Vietnamese small and medium-sized enterprises (SMEs) 2. Improving online export marketing capabilities of Vietnamese small and medium-sized enterprises (SMEs) 3. Enhancing the global competitiveness of Vietnamese small and medium-sized enterprises (SMEs)				
Purpose				
1. Strengthening the online marketing capabilities of Vietnamese SMEs.	The results of training online marketing using platforms.	The number of companies participating in education to strengthen their capabilities.	Recruitment of companies participating in education by Vietnamese government.	
2. Online export marketing based on new technology (VR)	- Number of VR-based online exhibition and Number of support companies - Number of overseas buyers accessing online exhibition halls based on VR-based online exhibition	Operation status and beneficiary company application survey data	Stable system operation and active cooperation of beneficiary companies	
3. Increase efficiency of buyer-seller business matching process	- Matching and follow-up process shortening time - Number of Matching/follow-up details saved - Number of registered seller DB and buyer marketing DBs	Direct comparison of processing time by work process when working offline.	Implementation of a policy to mandate matching application single windows in cooperation with export support-related organizations.	
4. Vietnamese government-led online export policy platform enhancement	Utilization rate of online export support platform	Using the statistics data of online export support platform (number of users, number of activation services, number of cases of use)	Implementation of policies to encourage use through service promotion for domestic.	

Outcomes				Budget IN USD \$
1. Consulting (BRP/ISP, Consulting for online export)				650,000
1.1 BPR/ISP	BPR/ISP completed	BPR/ISP report reviewed and approved	VN eCommerce and Digital economy Agency (IDEA) approve the Consulting Report.	380,000
1.2 Consulting for online export	Consulting for online export completed	Consulting for online export reports reviewed and approved		270,000
2. System Development				2,400,000

3. Supply of Equipment				1,370,000
3.1 1st Supply of Equipment	All necessary equipment for the online export platform is installed and works smoothly.	It is supervised by experts in IT information technology and reviewed and approved by IDEA.	Place to install the equipment must be provided and it is necessary to train the personnel who will operate the equipment.	1,230,000
3.2 2nd Supply of Equipment				140,000
4. Capacity Building and Marketing cooperation				1,930,000
4.1 Study Trip in Korea	The number of invitational training sessions and the number of participants and duration of each session	Evaluation of performance and satisfaction of invited trainees	The trainees should contribute to improving online export by utilizing the online export platform in the future.	140,000
4.2 Training Activities	Number of participants in local training and training time	Improving the skills of participating trainees and increasing their ability to operate and use the online export platform		410,000
4.3 Marketing and follow-up	All activities corresponding to that output must be performed properly.	Measuring the inflow of overseas buyers through online export platform marketing and advertising		730,000