

# Developing a Project Proposal (Work-Planning, Budgeting, M&E)

Carlotta Clivio, Development and Investment Programme, ITCILO  
Youth4Climate Explainer Session – 13 March 2025

# INEGRŌ

Future Leaders in the World of Work  
exploring the Social Dimension of  
Sustainable Development

Project

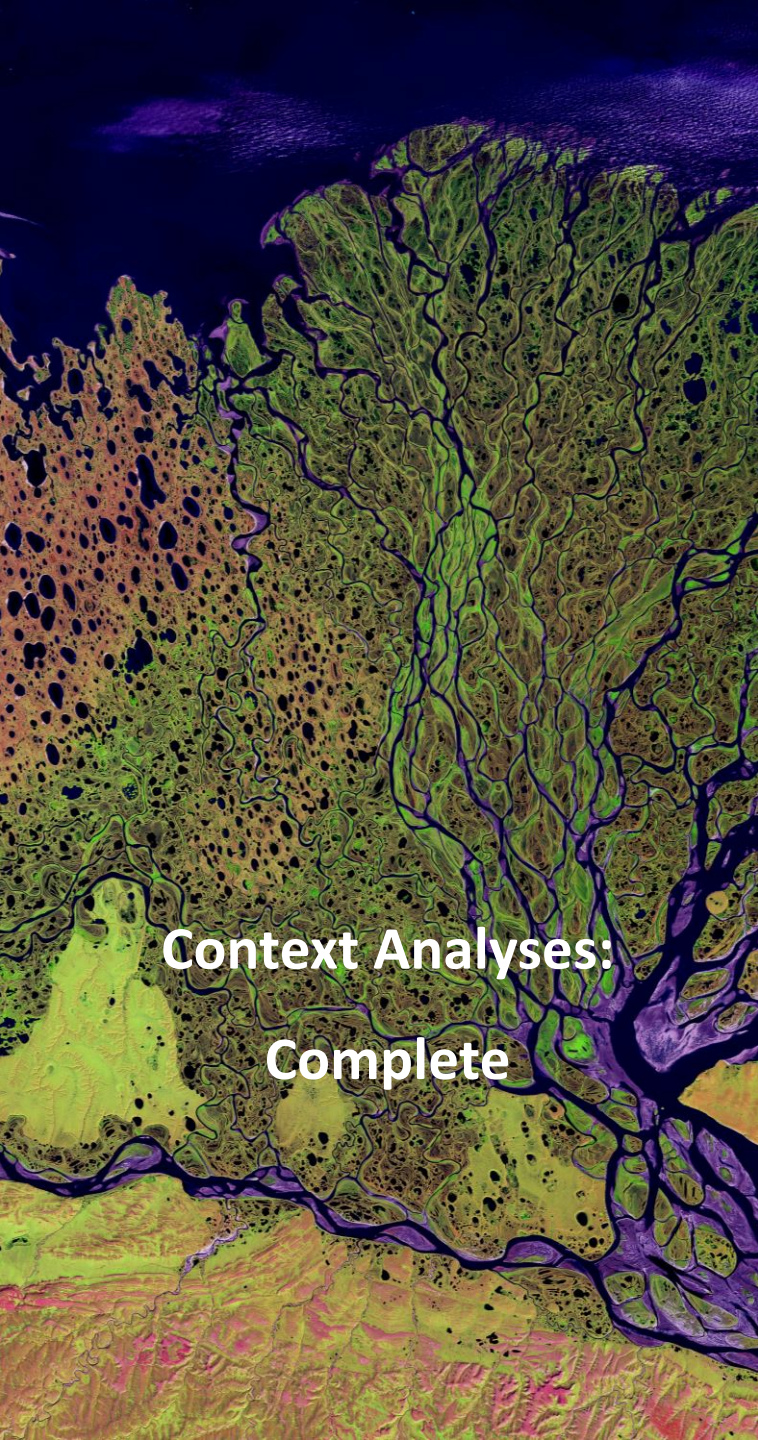


## Project:

Temporary undertaking  
to engender change in an  
otherwise

“business as usual” (bau) context





**Context Analyses:  
Complete**



**Core Challenge:  
Identified**



**Best Possible Strategy:  
Agreed, Selected**

## Rules of the Game:

Budgeting in US Dollars

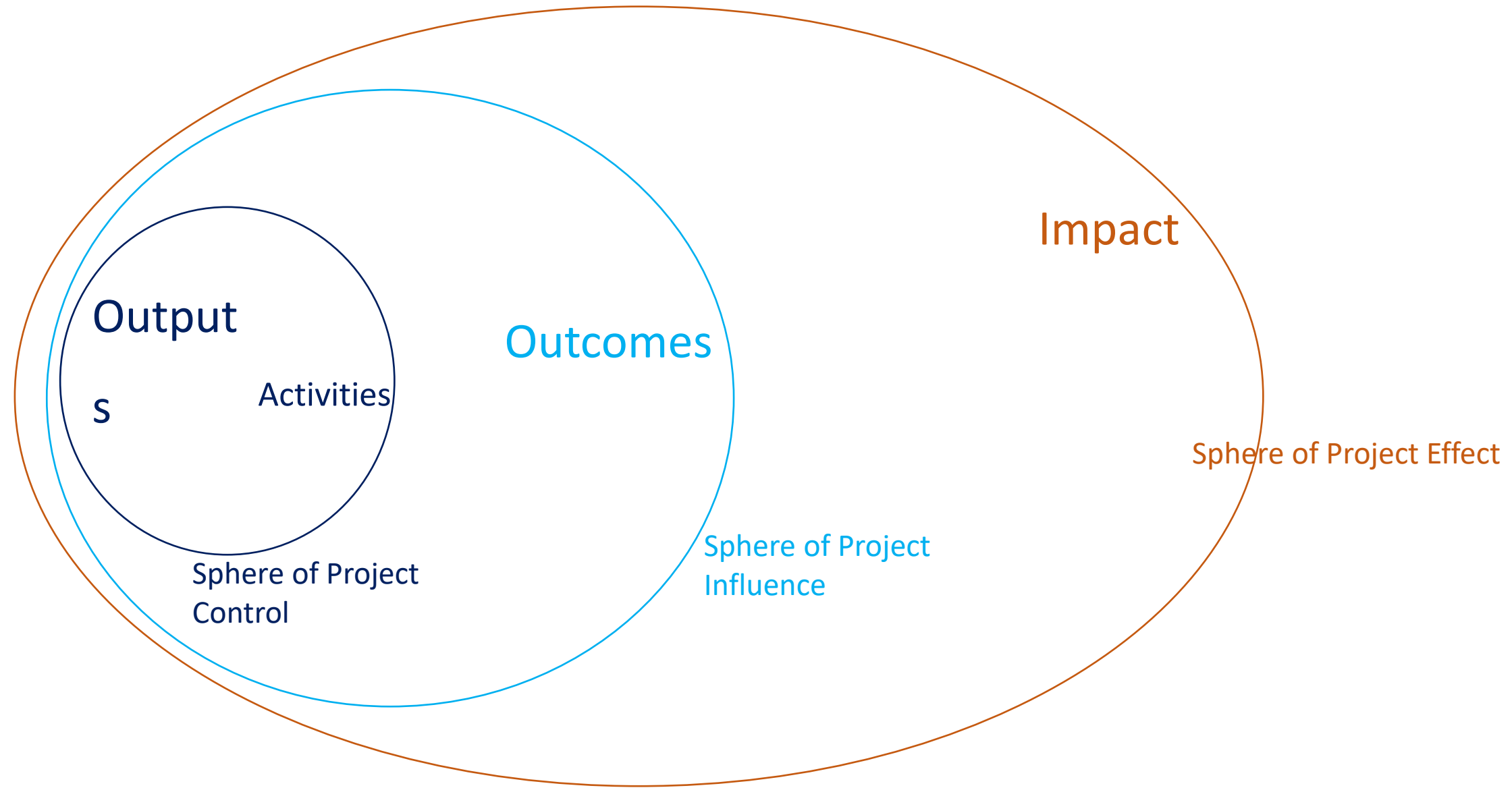
Maximum \$30,000 USD

Project implementation timeline does not extend beyond 24 months.

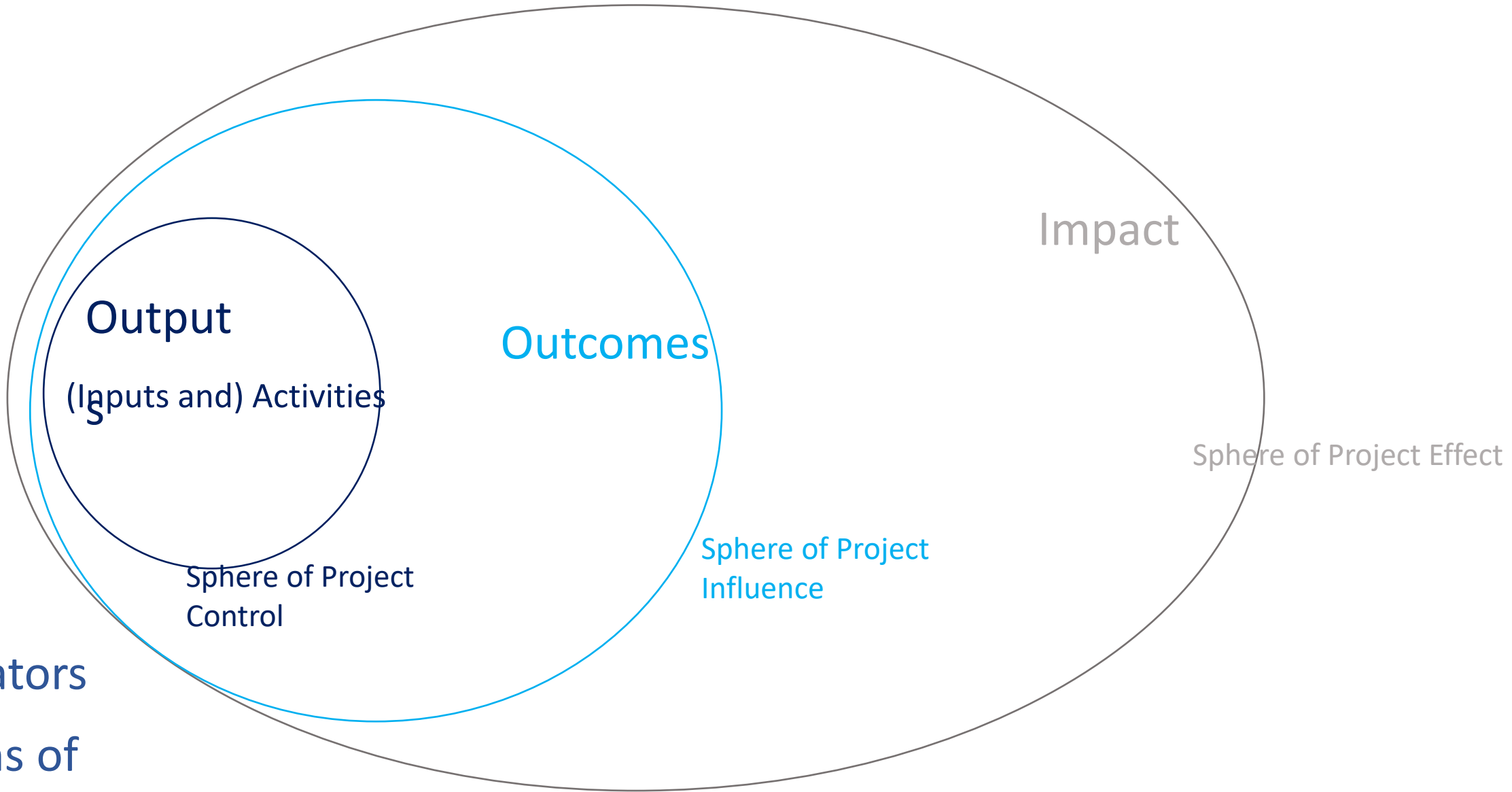


# Work-Planning

# (Part of) the Language of Work-Planning



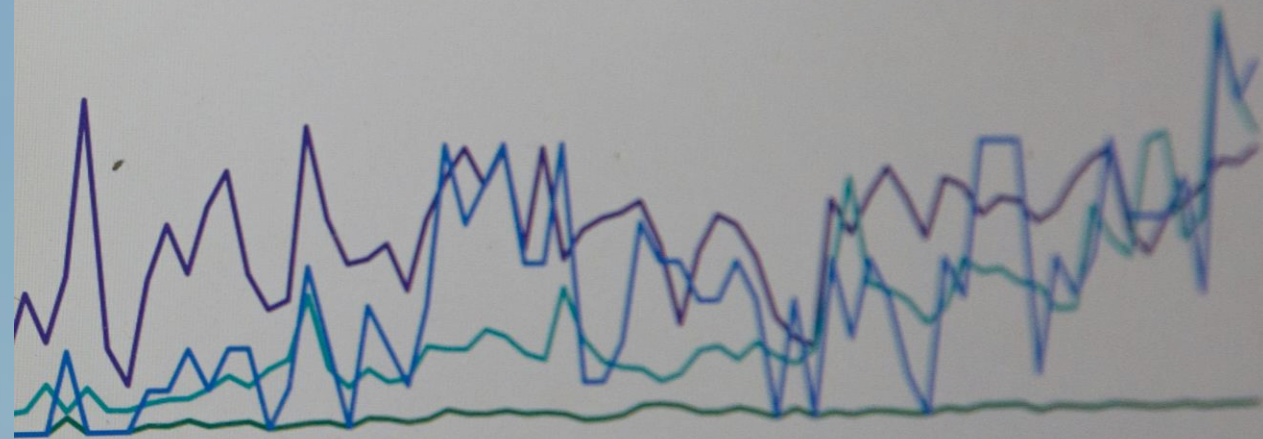
# (Part of) the Language of Work-Planning



+ Indicators

+ Means of

Measurement



Indicators and Means of Verification

Try: a Gantt Chart





# Budgeting and Resources

## Human Resources

(e.g., experts, communication officers, M&E officers, Administrative Assistants, Accountants...)

## Material

## Equipment

## Sub-contracts

(to an identified and specified partner)

Human Resources

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Material

Equipment

Sub-contracts

(to an identified and specified partner)



Quantity?

Duration?



Overhead Costs?



Contingencies?

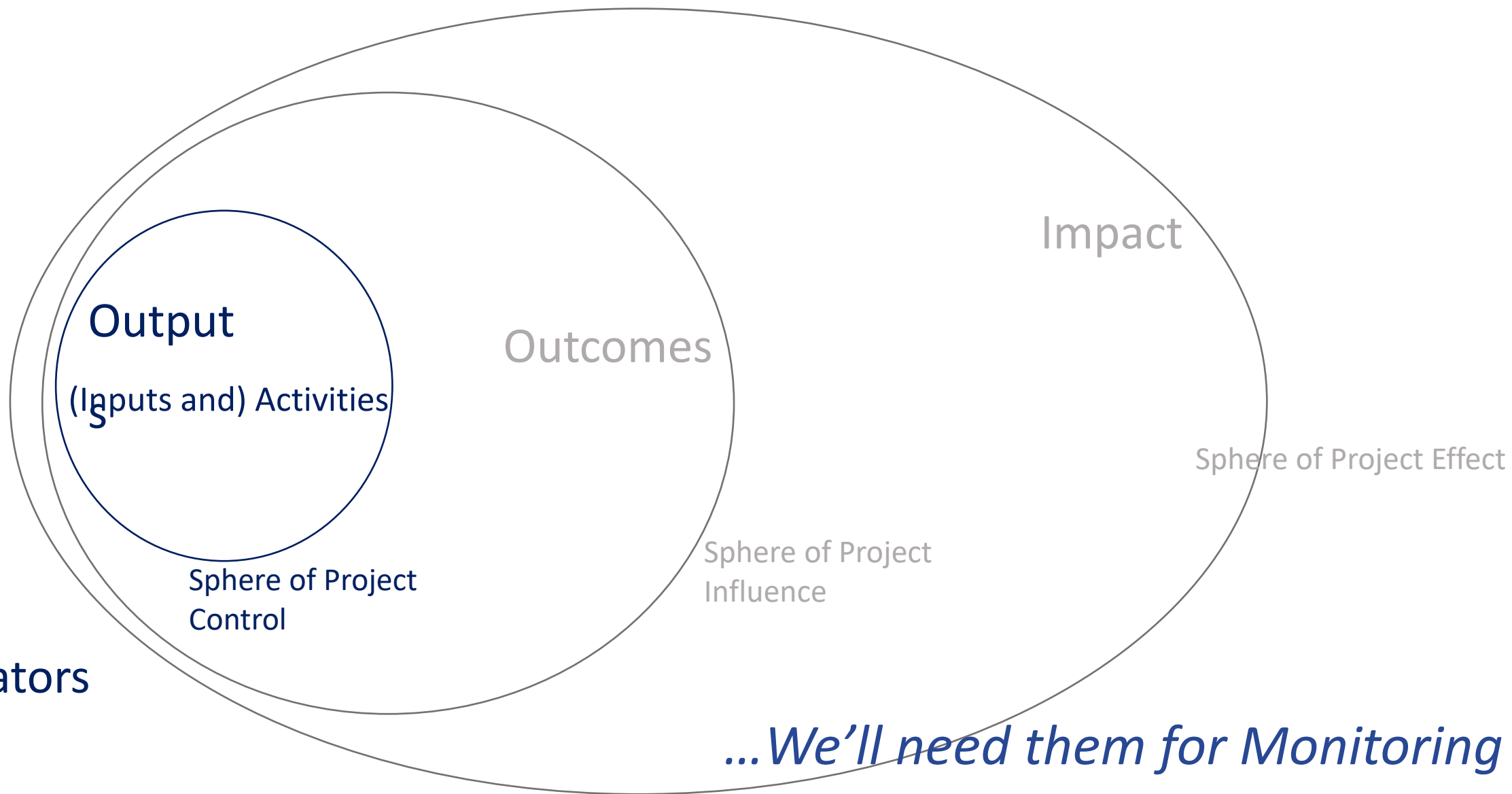


Communication, project auditing and evaluation?



# Monitoring & Evaluation (M&E)

# We already touched upon Indicators:



# We use Monitoring to determine:

- Are the **resources** sufficient for implementation?
- Do the people in charge of implementation possess the **right skills and qualifications**?
- Did implementation go as **planned**?
- Are planned activities **coherent** with the achievement of results?
- Are we **making progress** towards projected results?
- Are direct **beneficiaries satisfied**?
- **Are there unexpected circumstances/events** which could affect project implementation?



**Design before  
project  
implementation**

## Collect and Analyze Information on:

### Actual Progress

(activities undertaken, outputs delivered, etc. by looking at quality, cost and scheduling)

### Quality of Stakeholder Engagement

(participation of stakeholders, constituents, beneficiaries; capacity building if needed)

### Financial Progress

(resources mobilised, budgeted, accounted for, spent)

### Blockages, obstacles, risks

What could realistically bring project implementation to a stalemate?

Evaluation Criteria (OECD Development Assistance Committee template):





# Key M&E Questions

## Descriptive

(who, what, where, when, how, how much/many – ideal for performance evaluations)

## Normative

(what is vs. what ought to be – likely to be questions about outputs or outcomes)

## Cause-and-Effect

(What difference has our project made? Has the intervention generated results? Eliminate all other possible explanations)

# Evaluation Types – can be clustered according to:

## Time

(mid-term, final, or ex-post/impact evaluations)

## Persons

(self-assessment, internal, independent or joint evaluations)

## Methods

(qualitative, quantitative, mixed, primary vs. secondary data, participatory evaluations)

## Focus

Aside from the DAC Criteria, can be process – who what when where – or outcome evaluations

**Thank you for your attention!**

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