

# DEMO\_ZONE\_TOOLKIT 示范区工具包



## DECISION PLANNING TOOLS

决策规划工具

Alessandra Merlo

		科研		示范				传播		
		策略	分析	项目鉴定	合作伙伴确认	项目制定	项目实施	监管评价	培训	
策略规划工具	利益相关者示意图									
	确认会话									
	逻辑框架矩阵									
动员规划工具	共享活动									
	愿景研讨会									
	情景规划									
技术规划工具	能源行动计划									
	环境评估									
	多层标准分析									
商业规划工具	项目经费									
	绩效融资									
	绿色公共采购									

Used to manage sustainable  
urban transformations...

指导可持续城镇转型...



...from conception...

...从概念



...to implementation

...到实施



Based on *Logical Framework Approach (LFA)*, used for public programmes and projects in Europe and world-wide

基于逻辑框架法 (LFA)

应用于公共工程与项目

欧洲及世界范围内推广使用



Small projects or large programmes

从小工程 到大 项目



Tangible or intangible






从实体工程到虚拟项目





## RESULTS CHAIN



		Research		Demonstration				Dissemination			
		Strategy	Analysis	Project Identification	Partnership Identification	Project Formulation	Project Implement.	Monitoring Assessment	Training	Awareness	
Decision Planning Tools	Stakeholder Mapping										
	Identification Session										
	Logframe Matrix										
Action Planning Tools	Sharing Event										
	Vision Workshop										
	Planning for Real										
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		科研		示范				传播	
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# Stakeholder Mapping 利益相关者示意图

## WHAT

**Analysis of the stakeholders of a project...**

是什么

分析项目利益相关者...



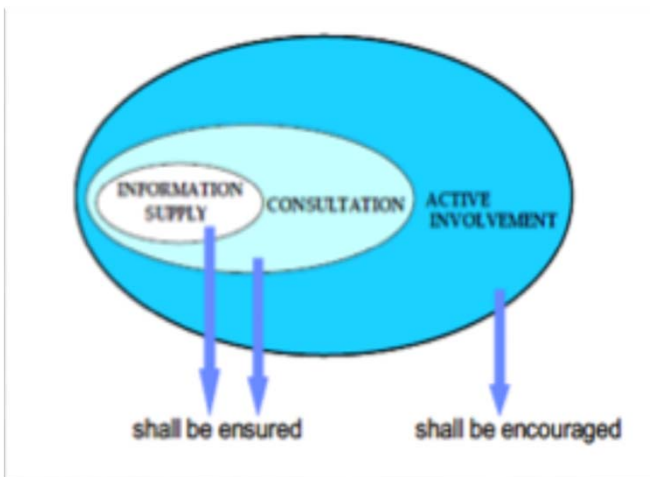
**...and visualisation of the relationships among them....**

...实现各相关者间关系的可视化...



**...to decide if and how to involve them in the project**

...就是否将他们加入以及如何加入到该项目作出决策



## a. Stakeholder Analysis Matrix – 利益相关者分析矩阵

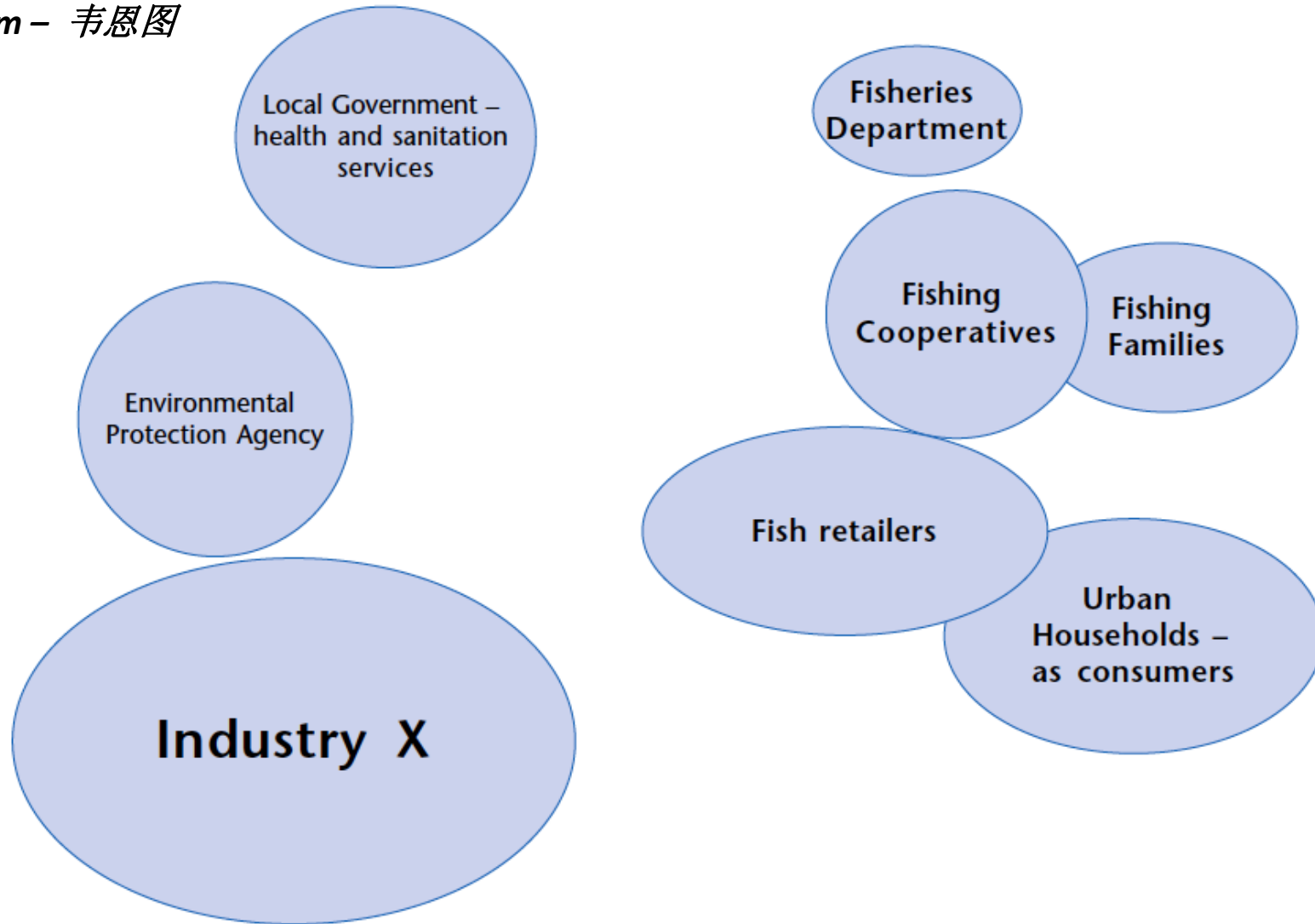
Name of Stakeholder Group	Functions, mission and roles	Relevant laws/regulations	Capacity and motivation to bring about change		Implication for Design and Implementation stages
			Potential resources	Potential obstacles	

## b. *SWOT Analysis Chart – SWOT 分析表*

	Positive aspect	Negative aspect
Internal factors	Strengths	Weaknesses
External factors	Opportunities	Threats

	正面	负面
内在因素	优势	弱势
外部因素	机会	威胁

## c. Venn Diagram – 韦恩图



## d. Relationship Matrix - 关系矩阵

	STAKEHOLDER A	STAKEHOLDER B	STAKEHOLDER C
STAKEHOLDER A		A → B	A → C
STAKEHOLDER B	B → A		B → C
STAKEHOLDER C	C → A	C → B	

# Stakeholder Mapping 利益相关者示意图

HOW

1. Identify (SAM – Column 1)

2. Investigate

- Mission and roles (SAM – Column 2)
- Legal measures (SAM – Column 3)
- Potential resources obstacles (SAM – Columns 4 and 5)
- SWOT Analysis (SWOT Chart)

3. Check relationships

- Display stakeholders in circles (Venn Diagram)
- Check mutual strategies (Relationship Matrix)

4. Draw conclusions (SAM – Column 5)

步骤

1. 参与者确认 (SAM – 栏 1)

2. 研究

- 任务和角色 (SAM – 栏 2)
- 法律措施 (SAM – 栏 3)
- 可能的资源优势 and 劣势 (SAM – 栏 4 和 栏 5)
- SWOT 分析 (SWOT 表)

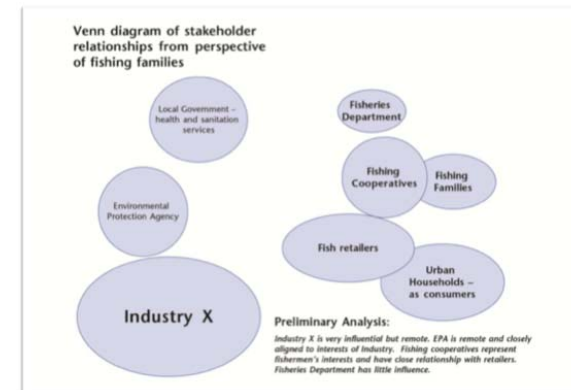
3. 关系检验

- 画圆表示个利益相关方 (Venn 图)
- 检验相关方之间的策略 (关系矩阵)





4. 得出结论 (SAM – 栏 5)

Name of Stakeholder Group	Functions, mission and roles	Relevant laws/regulations	Capacity and motivation to bring about change		Implication for Design and Implementation stages
			Potential resources	Potential obstacles	

	Positive aspect	Negative aspect
Internal factors	Strengths	Weaknesses
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	STAKEHOLDER A	STAKEHOLDER B	STAKEHOLDER C
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# Identification Session 确认会话



## WHAT

**Group event to analyse a reference context...**

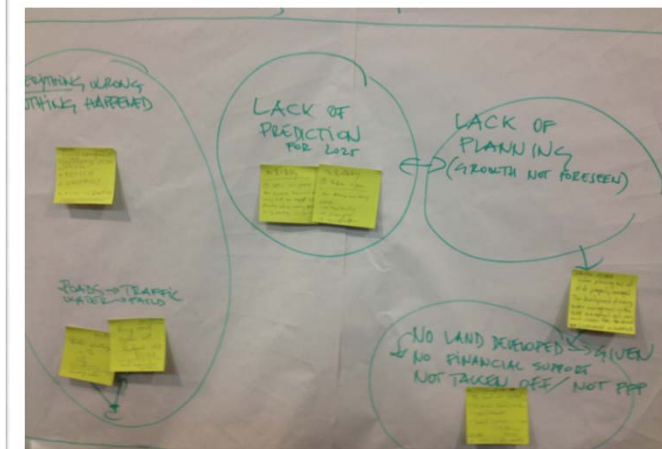
是什么

团体活动，分析某参照项目...



**... identify issues...**

...确认问题...



**... and reach a consensus on the course of action to be followed.**

...就后续行动进程达成一致。



## HOW

Participants: from 10 to 25

### ✓ Brainstorm problems

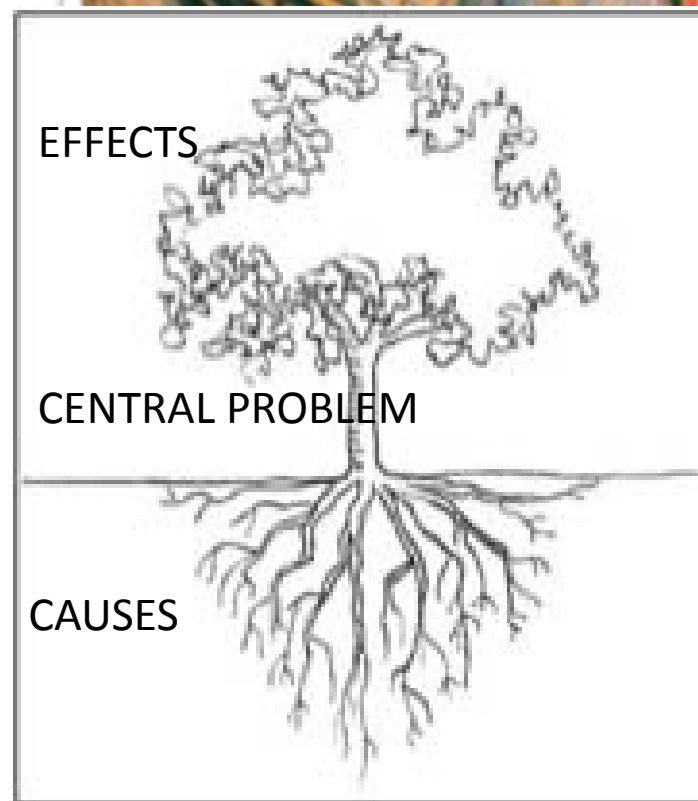
步骤

头脑风暴解决问题



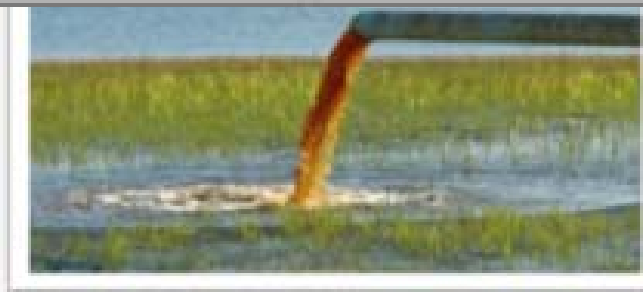
### ✓ Select a central problem (tree trunk)

核心问题选定（树干）



### ✓ Establish cause-effect links (tree)

建立因果联系



# Identification Session 确认会话

## HOW

Participants: from 10 to 25

✓ From problems to objectives

步骤

从问题到目标



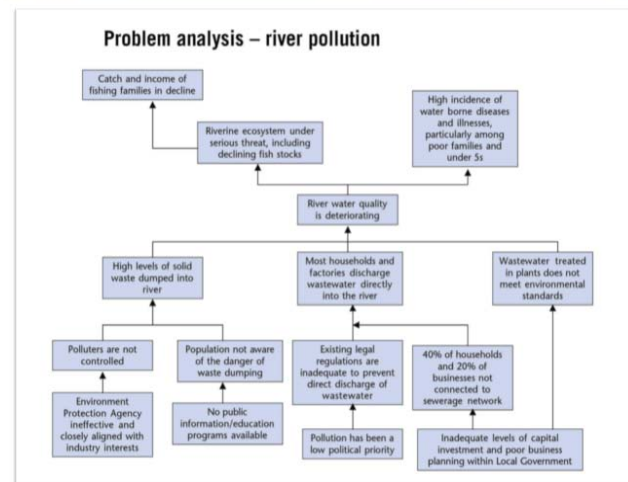
✓ Cluster the objectives

目标集合

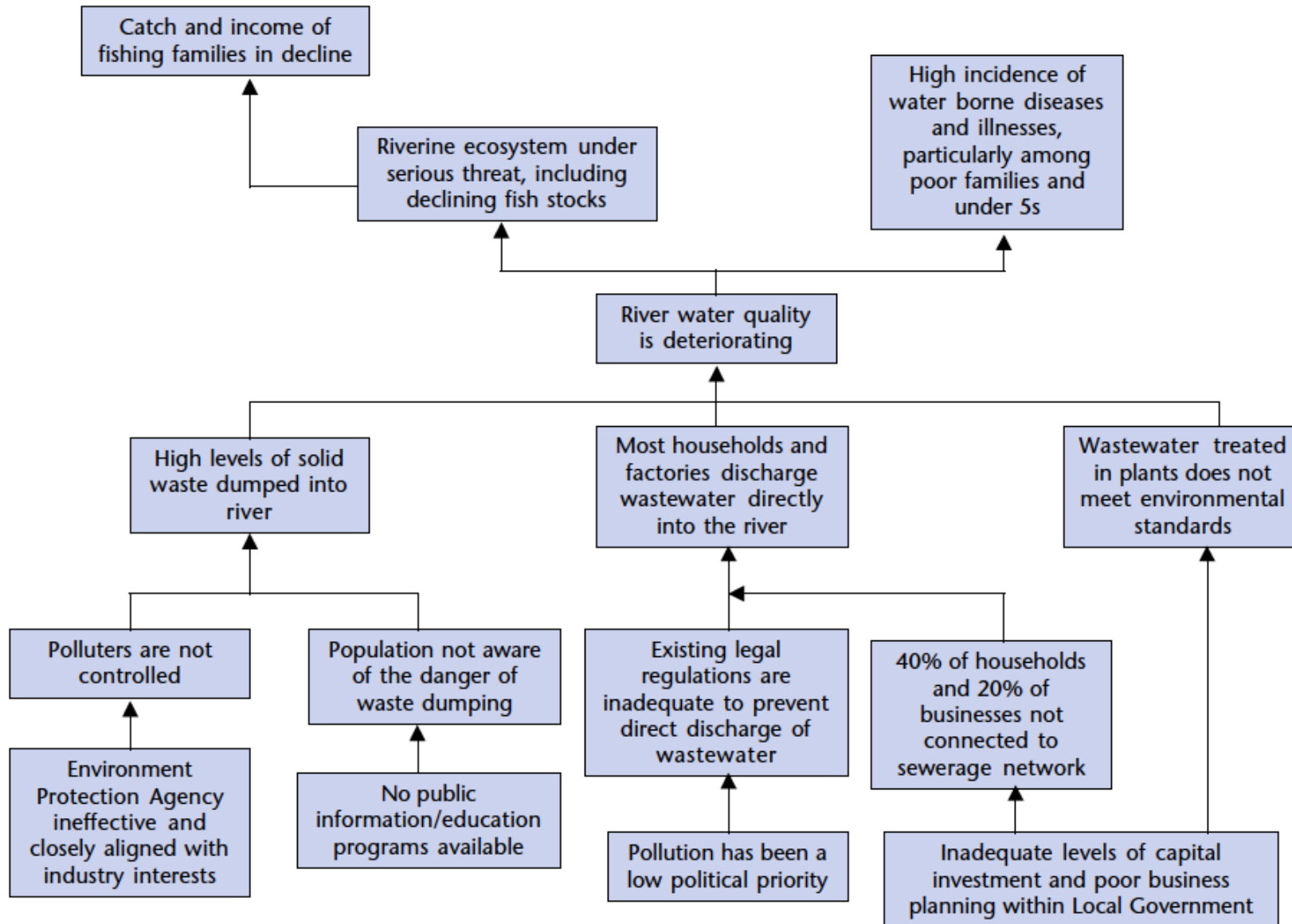


✓ Choose the strategy to follow (IN/OUR)

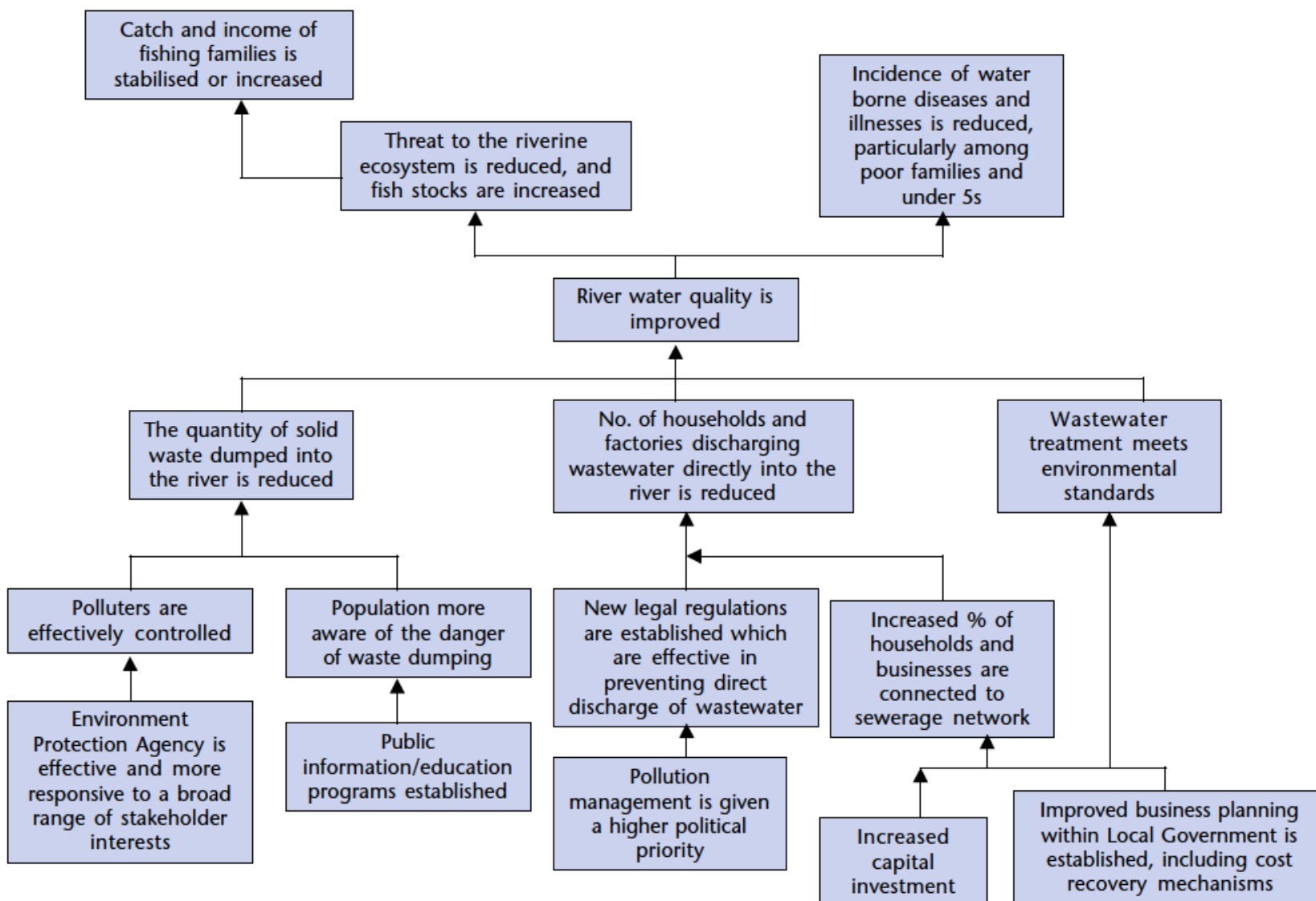
选择策略



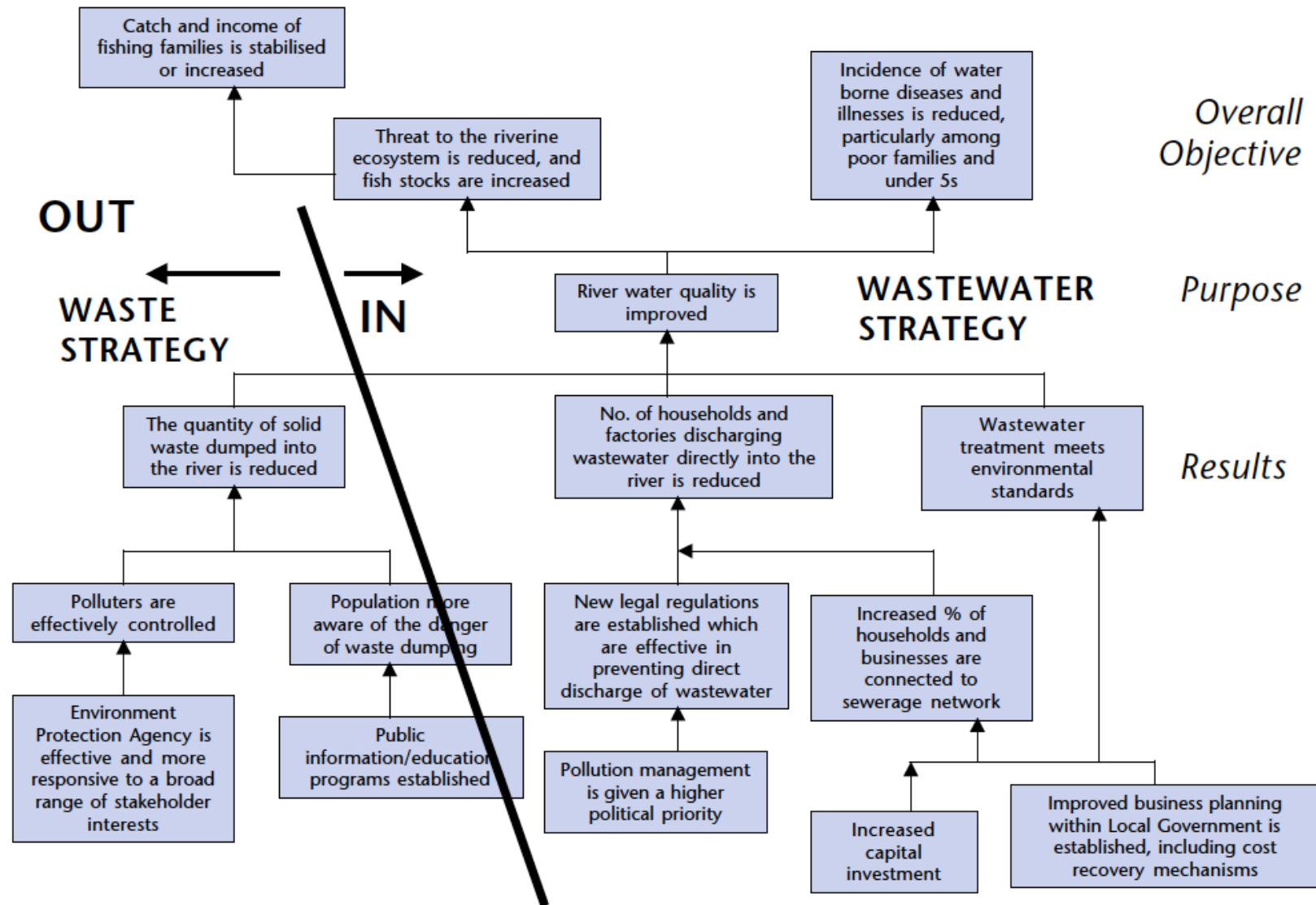
## Problem analysis – river pollution



## Objective tree – river pollution



## Strategy selection



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## Logframe Matrix 逻辑框架矩阵

	项目间逻辑 排列	确认的指标	指标来源	假设
宏观目标				
项目目标				
成果				
活动				

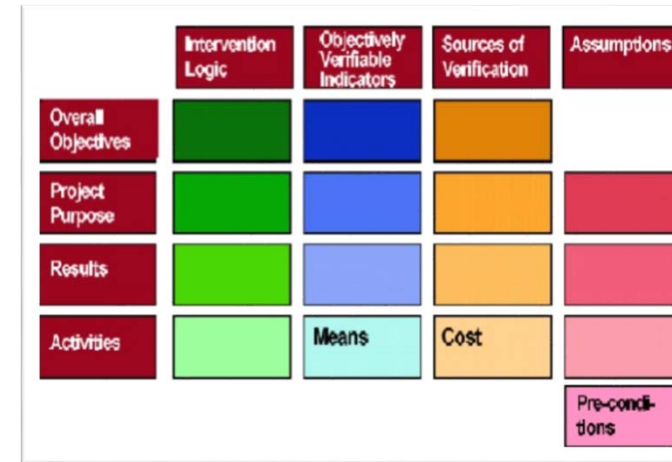
# Logframe Matrix 逻辑框架矩阵

WHAT

Summary of the essential elements of a project used for project design and for monitoring and evaluation

是什么

项目关键要素总结，为项目规划设计和监控评估提供支持



Analysis on which activities, resource and costs are determined, and can be split among different partners

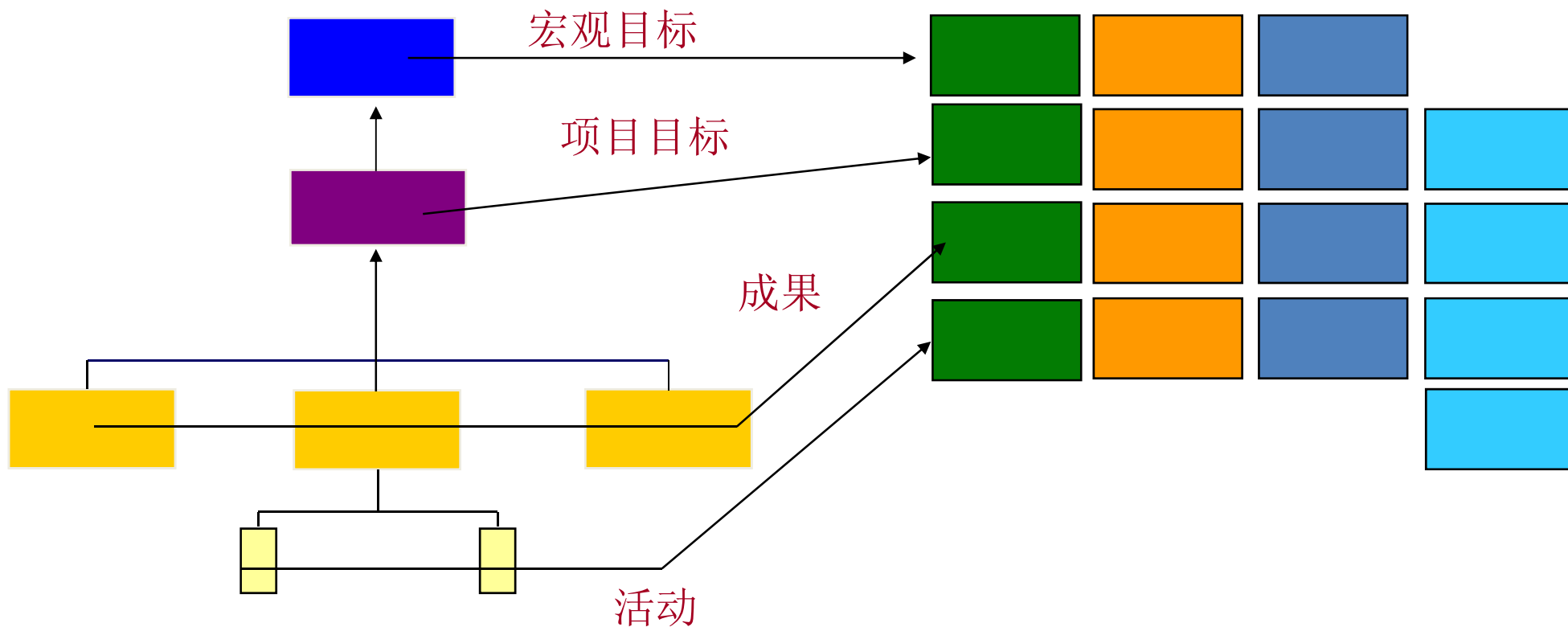
以矩阵为基础，确定相关活动、资源和支持，并实现不同合伙人之间的分工



# Logframe Matrix 逻辑框架矩阵

策略树

项目间逻辑排列



It follows a process of analysis of the stakeholders and of the problems

基本步骤是利益相关者分析和问题分析

## Logframe Matrix 逻辑框架矩阵

	项目间逻辑 排列	确认的指标	指标来源	假设
宏观目标	1	8	9	
项目目标	2	10	11	7
成果	3	12	13	6
活动	4			5

# Logframe Matrix 逻辑框架矩阵

Overall objectives

整体目标



Project purpose

项目目标



Results

成果



Activities

活动



## 步骤

	项目间逻辑 排列	确认的指标	指标来源	假设
宏观目标	1	8	9	
项目目标	2	10	11	7
成果	3	12	13	6
活动	4			5

## 步骤

	Project Description 项目描述	Verifiable indicators 实现指标	Sources of verification 实现路径	Assumptions 假设
Overall objectives 整体目标				
Project purpose 项目目标				
Results 成果				

# Decision Planning Tools 决策规划工具

Name of stakeholder entity	Involvement, interest and role	Assess impact/opportunity	Specify and monitor in long-term design		Implement for design and management change
			Responsible functions	Responsible entities	

	Positive aspect	Negative aspect
Internal factors	Strengths	Weaknesses
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