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# Training Module 4 PROJECT CYCLE MANAGEMENT Booklet

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## THE PROJECT CYCLE MANAGEMENT - PCM

The way in which projects are planned and carried out follows **a sequence** beginning with an **agreed strategy**, which leads to **an idea** for a specific action, which then is **formulated, implemented, and evaluated** with a view to improving the strategy and further action.

The **objective** of PCM is to improve the management of planned actions /projects and programmes of all kinds, including School Mobility Management actions – by taking better account of essential issues and framework conditions in both designing and implementing projects and programmes:

### 1. **Clear and realistic objectives for operations** and programmes:

⇒the drawing of a clear distinction between the objectives and the means of achieving them;

⇒a clear and realistic definition of the Operation Purpose which must always entail sustainable benefits for the target group(s);

⇒risks and assumptions: major external factors which could significantly affect operation success.

### 2. **"Quality" factors to enhance operation benefits** in the long run:

⇒the relevance of the intervention; the extent to which the intervention responds to really felt needs and problems

⇒the degree of ownership of the operation by the beneficiaries and other important stakeholders, taking into account the 'do not harm' principles

⇒the need to choose appropriate technologies, using, for example, locally renewable resources;

⇒ the respect for the socio-cultural values of the people relieved;

⇒the appropriateness of the intervention, taking into account the interests of specific vulnerable groups

⇒the management capacity of the partners, whether public or private, which are called upon to run the interventions;

⇒differences in vulnerability of the different groups (women, children, disabled) to be acknowledged.

⇒The co-operation and coordination between different actors and stakeholders.



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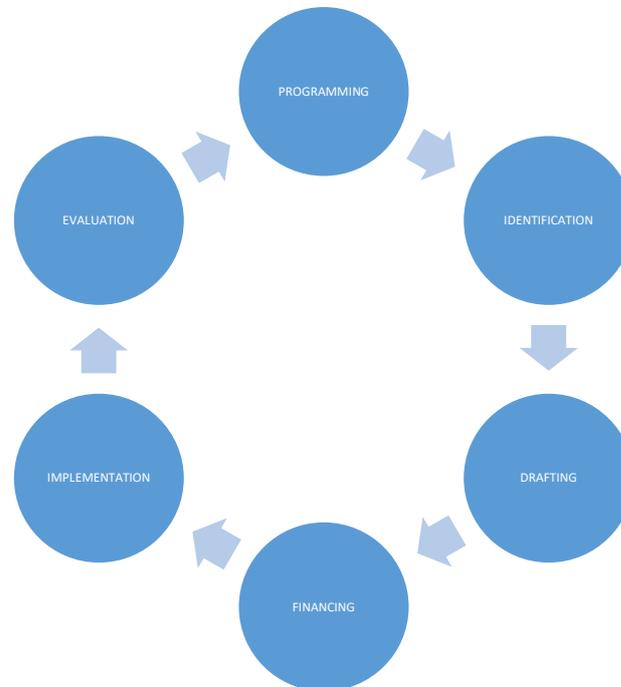


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## THE SIX PHASES OF THE PCM



### **Programming:**

The establishment of a general intervention strategy in a country, a region, a local area of intervention. Based on the analysis of the context, the problems, needs and opportunities, of other players' actions and stakeholders (including possible financing sources). The outcome is the outline of an intervention strategy and an internal budget allocation/funding for this intervention strategy.

### **Identification:**

Within the framework established by the intervention strategy, possible interventions – depending on the capacity of the partners, experience of other actors and stakeholders – are fixed and operation proposals and related financing sources/actors identified.

### **Drafting:**

Project/Operation Idea further development and analysis of its feasibility and sustainability. Final decision of partners and involved actors/stakeholders to complete and submit a final proposal for financing to relevant financing authorities.

### **Financing:**

A decision is taken by the relevant authority/actor whether or not to fund the operation. A formal agreement with the partner is then signed by both including essential financing implementation arrangements.



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### Implementation:

The agreed resources are used to achieve the operation purpose (= the targetgroup(s) receive the planned benefits) and to support the achievement of the ,overall objectives. Progress is assessed (= monitoring) to enable adjustment to changing circumstances. Partners are responsible for the monitoring in the field.

Based on the outcome of the monitoring reports, the implementation can be re-negotiated and/or re-directed in a short time.

This intensive **monitoring can already lead to the identification of a new operation.**

**At the end of implementation the partners have to write an end of operation**

**report** (final narrative and financial report) in which they give their own evaluation of the operation and draw lessons from the experiences.

### Evaluation:

Evaluation is a systematic assessment of an ongoing or completed intervention, its design, implementation and results. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both partners and other involved relevant actors/stakeholders. An evaluation should lead to a decision to continue, adapt or stop an intervention and the conclusions and recommendations should be taken into account in future cooperation.

## KEY PCM PRINCIPLES

PCM brings together aid management principles, analytical tools and techniques, and applies them within the structured decision-making process of the cycle to ensure that:

- ⇒ Interventions respect and contribute to overarching policy relevant objectives
- ⇒ Interventions are relevant to the real problems of beneficiaries;
- ⇒ Interventions are feasible, meaning that objectives can be realistically achieved within the constraints of the operating environment and the capabilities of the implementing agencies;
- ⇒ Benefits generated by operations are sustainable.

These principles are:

1. Use of the **Logical Framework Approach** to analyse the problems, and workout a suitable solution – i.e. operation/intervention design. Avoid the formulation of solutions without knowing if indeed these solutions will generate real sustainable benefits.
2. Disciplined production of key document(s) in each phase, to ensure structured and well-informed decision-making.
3. Consulting and involving key stakeholders as much as possible.
4. Clearly formulating and focusing on the Operation Purpose.
5. Incorporation of key quality issues into the design from the beginning.



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## THE LOGICAL FRAMEWORK APPROACH

The logical framework is a tool to present an intervention strategy in a logical and transparent way. It provides all information to understand an operation and to enable a follow-up of an intervention. It sets out its objectives in a systematic and logical way. This should reflect the causal relationships between the different levels of objectives, and indicate how to check whether these objectives have been achieved, and establish what assumptions and risks outside the control of the partners may influence its success.

The main results are summarised in a matrix (the "logframe matrix") which shows the most important aspects of an intervention. It thus plays a role in each phase of the cycle.

	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Risks and Assumptions
Principal Objective				
Specific Objective				
Results				
Activities		Means	Costs	
				Pre-conditions

The logical framework matrix is a way of presenting the substance of a planned intervention in a comprehensive and commonly understandable form. The matrix has four columns and four rows:

⇒ **The vertical logic** identifies what will be done and achieved, and specifies the important assumptions and risks beyond the operation management's control.

⇒ **The horizontal logic** relates to the measurement of the effects of, the indicators, and how and where they will be verified.



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The framework should be drawn up during preparation (identification), although it cannot be fully completed at this stage, but will fill up gradually in the ensuing phases. The logical framework thus becomes the tool for managing each phase of the project cycle and a “master tool” for creating other tools, such as the implementation schedule and a monitoring plan.

Drawing up a logframe has **two stages**:

**1.The Analysis Stage**, during which the situation in the crisis area/of the people in this area is screened and analysed, to select the strategies that will be applied to improve it. We always intervene in order to address the problems faced by target groups / beneficiaries, both women and men, as well as their needs and interests. There are four steps to the Analysis Phase:

⇒ Stakeholder Analysis

⇒ Problem and Needs Analysis

⇒ Analysis of Objectives (what can we realistically achieve/what do we want to achieve?)

⇒ Analysis of Strategies (comparison of different options to help in a given situation).

**2.In the Planning Stage** the intervention strategy is further developed into a practical, operational plan ready to be implemented. All knowledge and insights obtained during analysis are integrated in the planning. The logframe is drawn up, and activities and resources are defined and scheduled.