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RESEARCH & EXPERTISE

Project Cycle Management

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Session: 24/10/2025 part 2

#MOVINGMINDS

PCM knowledge areas

PCM Principles

Programming

Identification

Formulation

Implementation

Monitoring & Evaluation

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#MOVINGMINDS

PCM knowledge areas

PCM Principles

- What is a project?
- What is a program?
- Project Cycle Management
- PCM and LFA
- The LogFrame Approach

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What is a Project?

- The term "*project*" could therefore be taken to mean a group of activities undertaken to produce a Project Purpose in a fixed time frame.
- In development terms, a "*program*" is taken to mean a series of projects whose objectives together contribute to a common Overall Objective, at a sector, country, or even multi-country level.

PCM Principles
The Project

Policy

Project

Reality

Policies should serve citizens and projects should serve the policies.

Project is the tool that connects the policy to the reality, to the needs of the target groups.

- Achieve Policy Goals (addressing the needs of the target group) (government-institution-school-company)
- Generating Benefits to the Target Group
- Through Products and Services
- Developed according to Pre-defined Activities
- The Required Means

You need means (resources) to develop activities. The activities are in the form of products and services that in return will generate benefit to your target group and hence achieving the policy goals.

Project Cycle Management

- 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

-oriented towards achieving a set of objectives

-which then is formulated

-implemented

-and evaluated with a view to improving the strategy and further action

Project Cycle Management

The cycle of operations

- PCM is a term used to describe the management activities and decision-making procedures used during the life cycle of a project.
- Underneath the idea of cycle of operations is the PDCA* approach to continuous improvement.
- Total Quality Management Systems are based on the idea of continuous improvement through an approach based on Planning, Doing, Checking, and Acting.
- The cycle of operations follows this same approach: implementation of projects as a process that generates lessons that can be incorporated in the next planning cycle.

* Plan-Do-Check-Act/Adjust

PCM AND LFA

- PCM reflects the decision-making and implementation process; the methodology applied for planning, managing and evaluating projects is the *Logical Framework Approach.*

Project Cycle Management

Defines different phases in the project life with well-defined management activities and decision-making procedures

PCM
The Decision Making and Implementation Process defined by the organization

Logframe Approach

A methodology for planning, managing and evaluating programs and projects, using tools to enhance participation and transparency and to improve orientation towards objectives

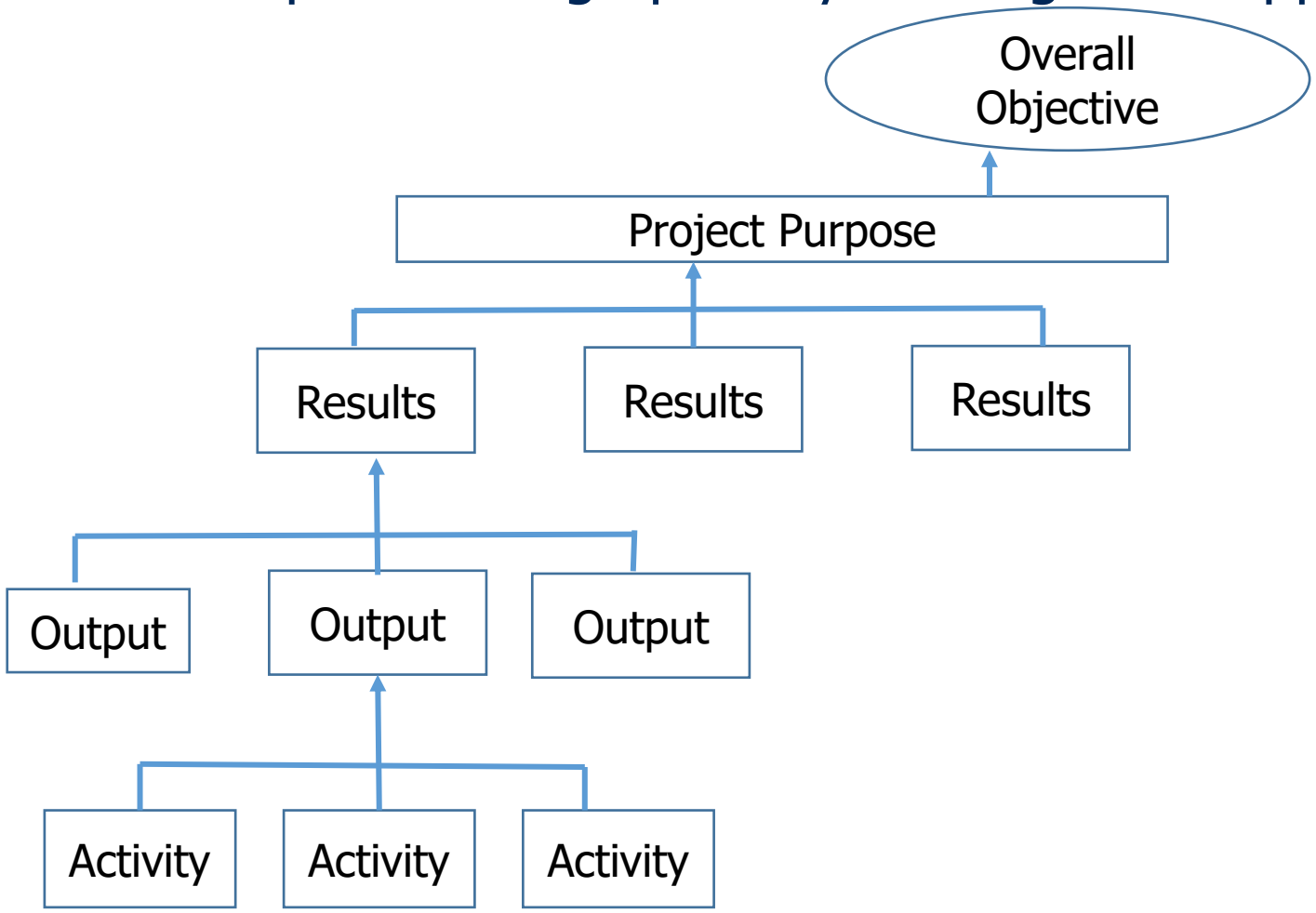
Logical Framework
Project Design and Management method and tools

The LogFrame Approach

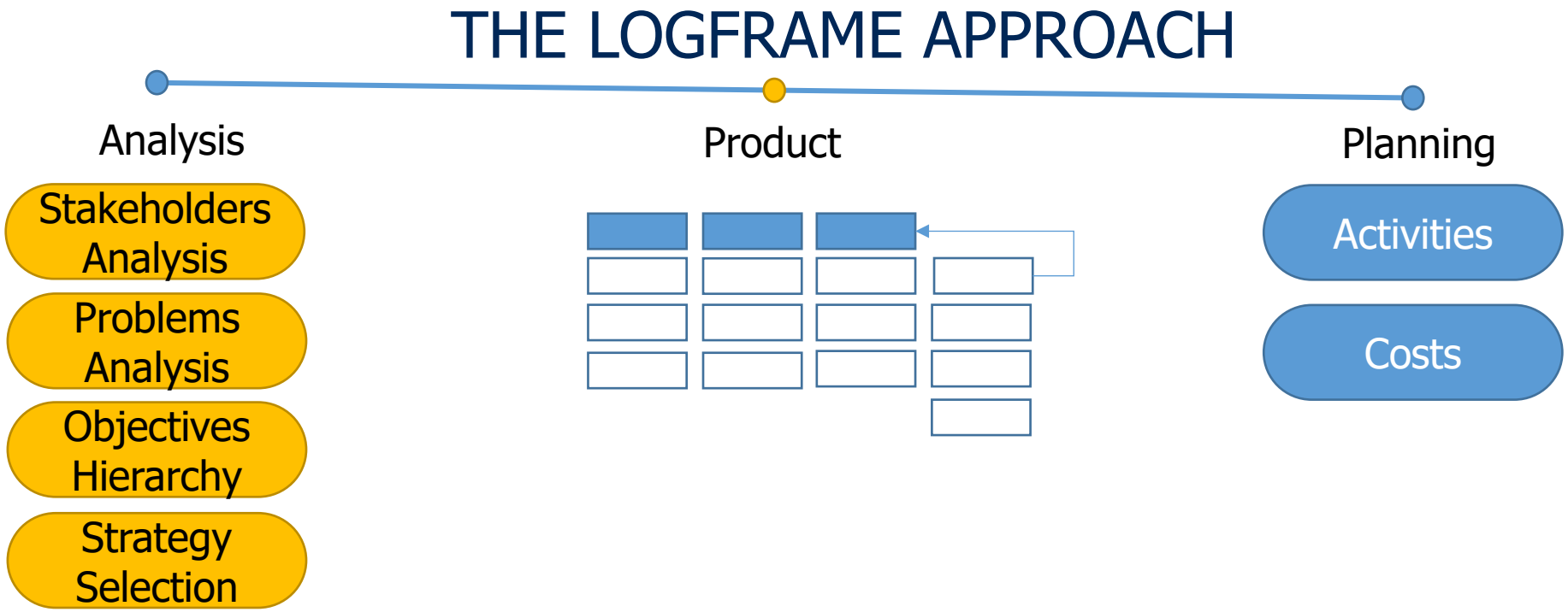
- The logical framework approach follows a hierarchical results-oriented planning structure and methodology which focuses all project planning elements on the achievement of one project purpose.
- Represented graphically the Logframe approach is as follows:

The LogFrame Approach

- Represented graphically the Logframe approach is as follows:



The product of this analytical exercise is a management tool: the Log Frame Matrix.

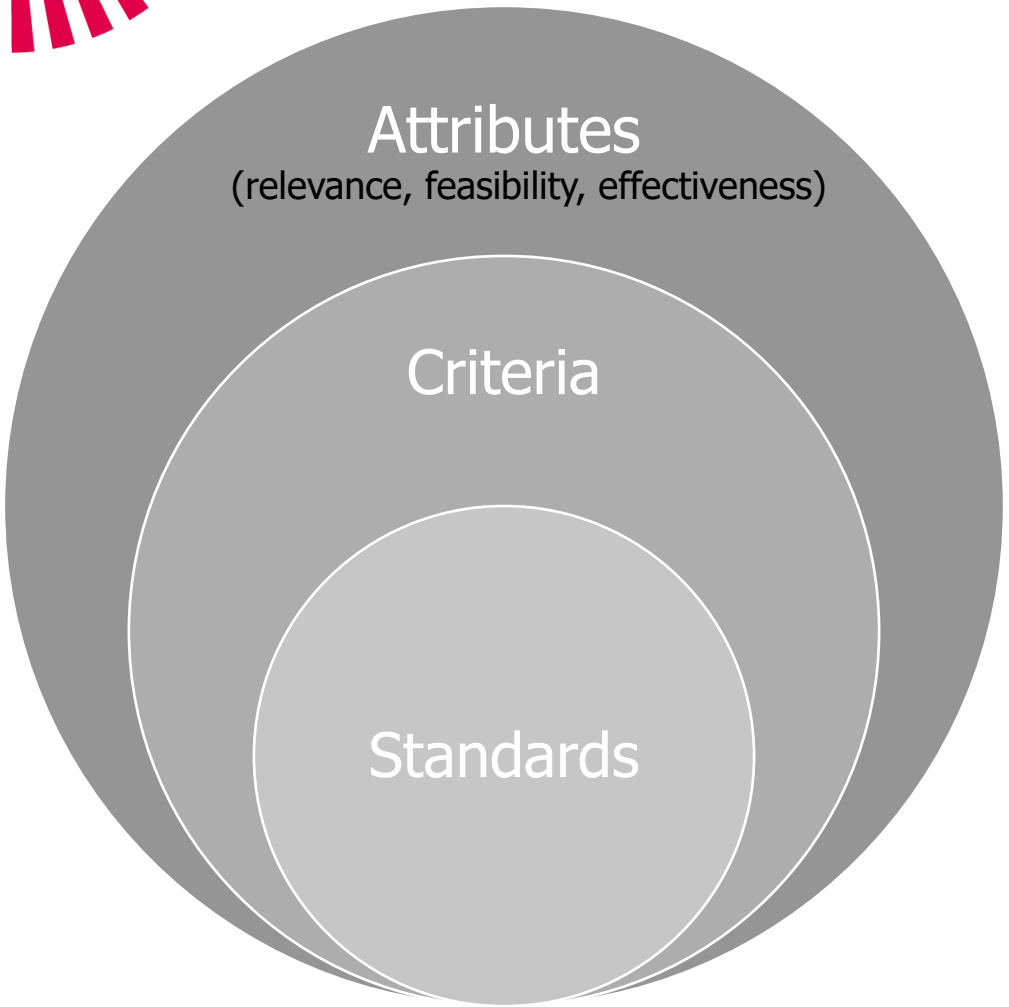


Why the log-frame approach? (decision making process)

Projects must be supportive with development agendas, aimed at real problems of well-defined target groups. Projects should be realistic and generate sustainable results.

- Coherency (with policy objectives)
- Relevance (to an agreed strategy)
- Feasibility (objectives are realistic)
- Sustainability (of the benefits generated)

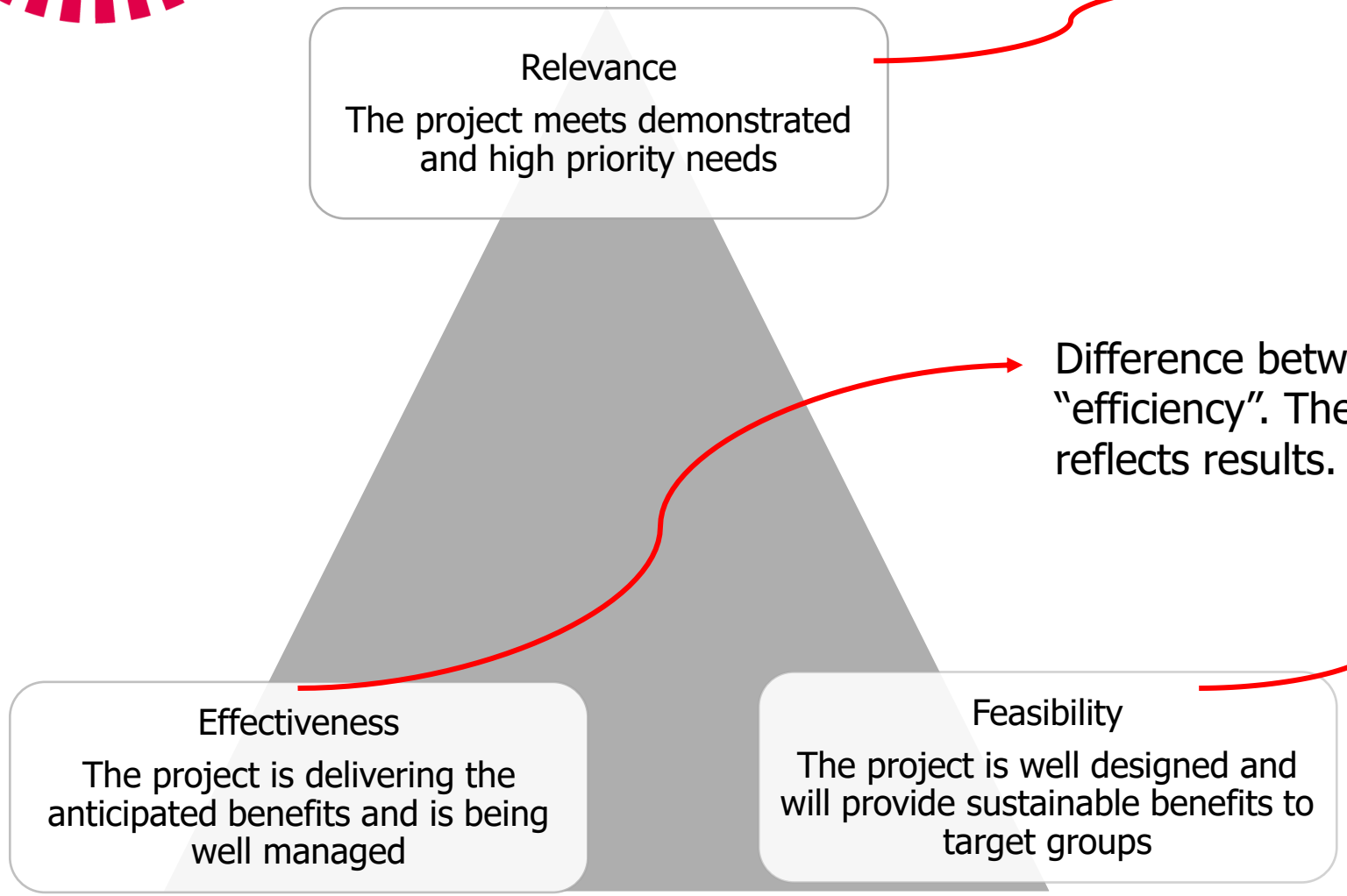
Quality Frame



Quality frame of the project depends on three attributes (relevance, feasibility, effectiveness) with its own criteria and standards.

The quality frame is an important part in the project cycle. At the end of each stage a quality document need to be produced, the quality document evaluates the attributes.

Attributes (A "Trident")

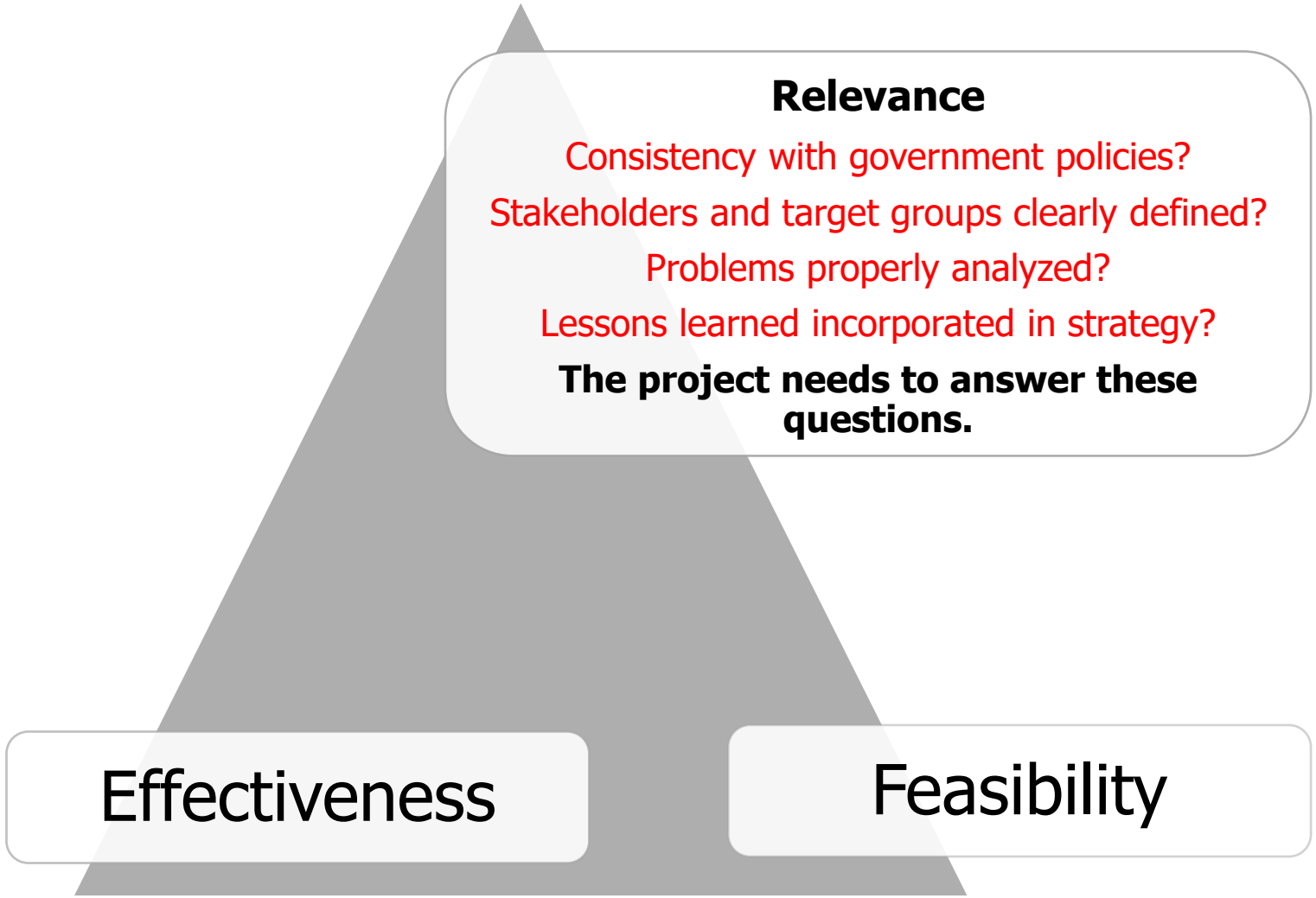


According to the policy agenda

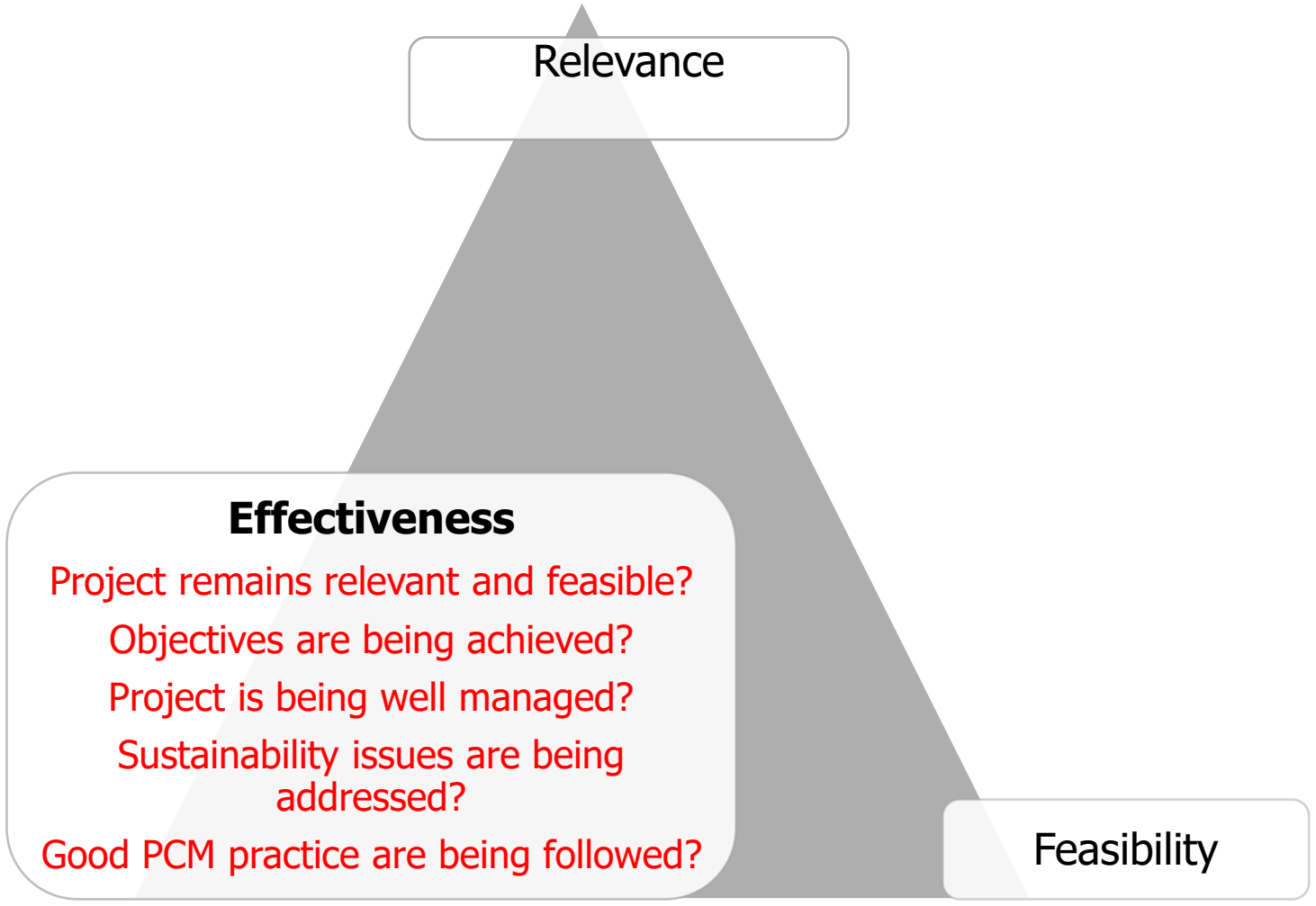
Difference between "effectiveness" & "efficiency". The first reflects benefits, the later reflects results.

Capacity of the project to provide sustainable attributes to the group.
-time & cost: if project is too ambitious, requiring too much time and money, then it is not good. Quality of planning.

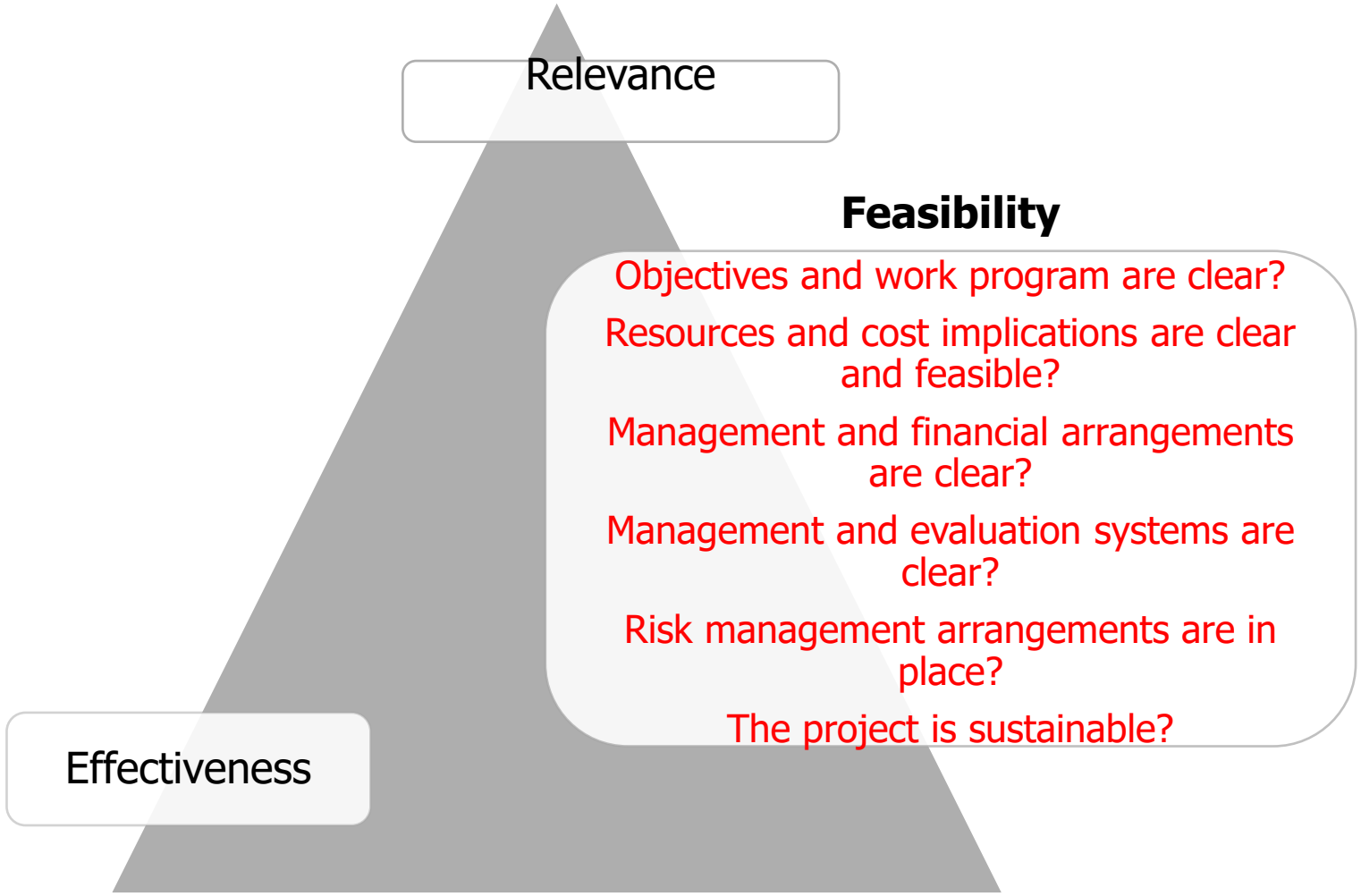
Relevance criteria



Effectiveness criteria



Feasibility criteria



PCM knowledge areas

Programming

- The negotiation phase

Programming

The political stage of the cycle of operations and the first stage of the cycle of operations, when the parties define the cooperation framework.

Then it is translated into a document that is approved both parties.

Normally, the programming exercises are based on:

- An analysis of the **lessons learned** through the implementation of previous projects (good & bad practices)
- A definition of the **focal sectors** to be supported during the next programming exercise (define the priorities example: education, health)
- And **identify actions,** i.e., the programs and projects: (actions that will be developed in the focal sectors)

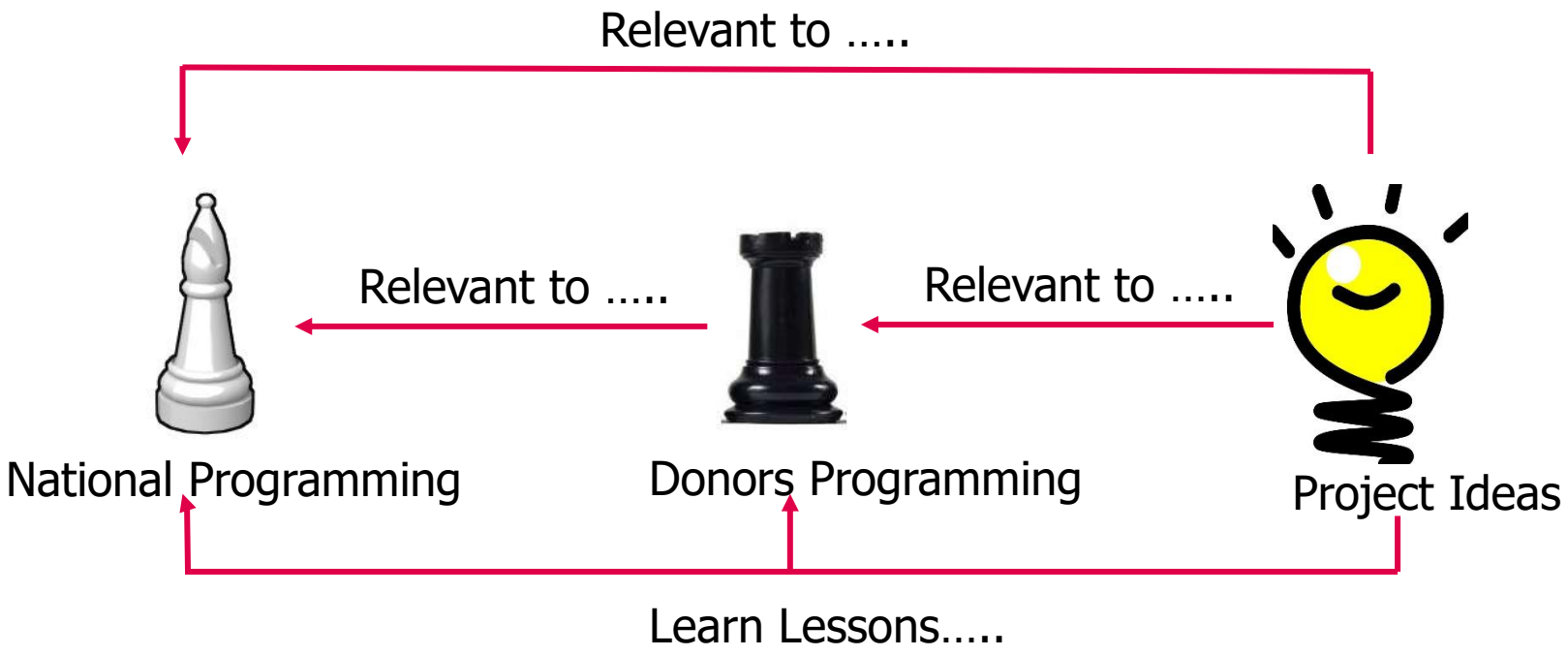
Medium-term Cooperation Framework

The programming phase is like a compass that will make sure that the available resources finance actions relevant to the political agenda agreed between both parties

Programming

Hence….

Linking Projects to Policies



PCM knowledge areas

Identification

- Analysis and relevance of the project ideas.
- which includes an analysis of the stakeholders and of the likely target groups and beneficiaries, and of the situation, including an analysis of the problems they face, and the identification of options and relevant projects and partners to address these problems.

Identification

A beginning is a very delicate moment.
True in life and true in projects. The **analysis phase** lays the foundations of the future project. If the analysis of the problem is not sound enough, then the intervention will be supported by weak pillars and eventually it will collapse.

The identification of a project should be a comprehensive analytical exercise of:

- The problems we intend to solve, or;
- The needs we intend to satisfy, or;
- The opportunities we want to take advantage of.

Identification = Analysis phase

Hence….this involves the

1. Stakeholders Analysis
2. Problem Analysis
3. Objectives Hierarchy

1. **Stakeholders analysis, why?**

Stakeholders are any individual or groups of people, institutions or firms that may have a significant interest in the success or failure of the project.

- Involvement of stakeholders from the start
- Involvement in the design of solutions

While conducting the stakeholder's analysis four complementary layers of information are taken into consideration:

1) The basic characteristics of the stakeholder;
2) How the stakeholders' interests will be affected by the project: a project is about solving problems and addressing needs; where there is a problem or a need there is someone who is taking advantage of the situation;
3) Capacity and motivation to bring about change: if a stakeholder is taking advantage of the problem that the project is supposed to solve then his motivation will be extremely low and we can't count for any specific cooperation from that side;
4) Possible actions to address stakeholder's interests: how can we accommodate the interests of the involved parties? How can we control and avoid resistance to change from those who are taking advantage out of the problem the project is supposed to solve?

1. Stakeholders analysis

Stakeholder and Basic Characteristics	Interests and How Affected by the Project	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests

This tool helps the identification of the agents that should be involved in the analysis of the problem to be addressed by the project.

2. **Problem Analysis**

Problem analysis identifies the negative aspects of the existing situation and establishes cause and effect relationships between the identified problems.

The problem to be solved takes center stage, while its (roots) causes are showed in the lower level. In the upper level we'll place the effects arising from the core problem itself.

Like in a tree, the effects are obviously much more visible than the root causes. A common mistake is to consider an effect as a core problem.

The use of a problem tree is an aid to thinking. It is a tool that helps us in the search for the root causes of the problematic situations.

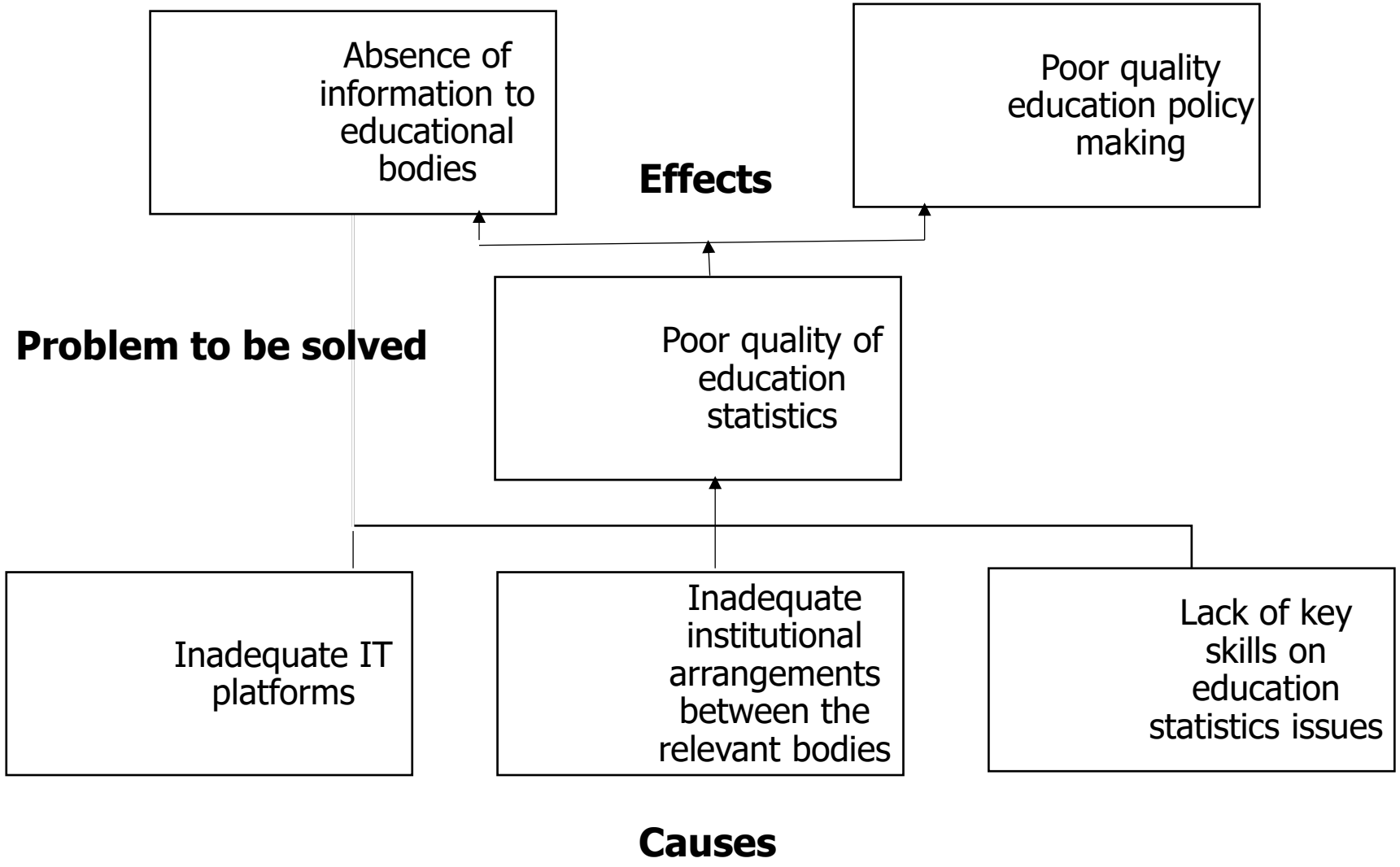
If we do focus our attention on the root causes, we'll be working towards sustainable solutions.

To identify the negative aspects of an existing situation and establish the cause-effect relations between the identified problems. This analysis is aimed at:

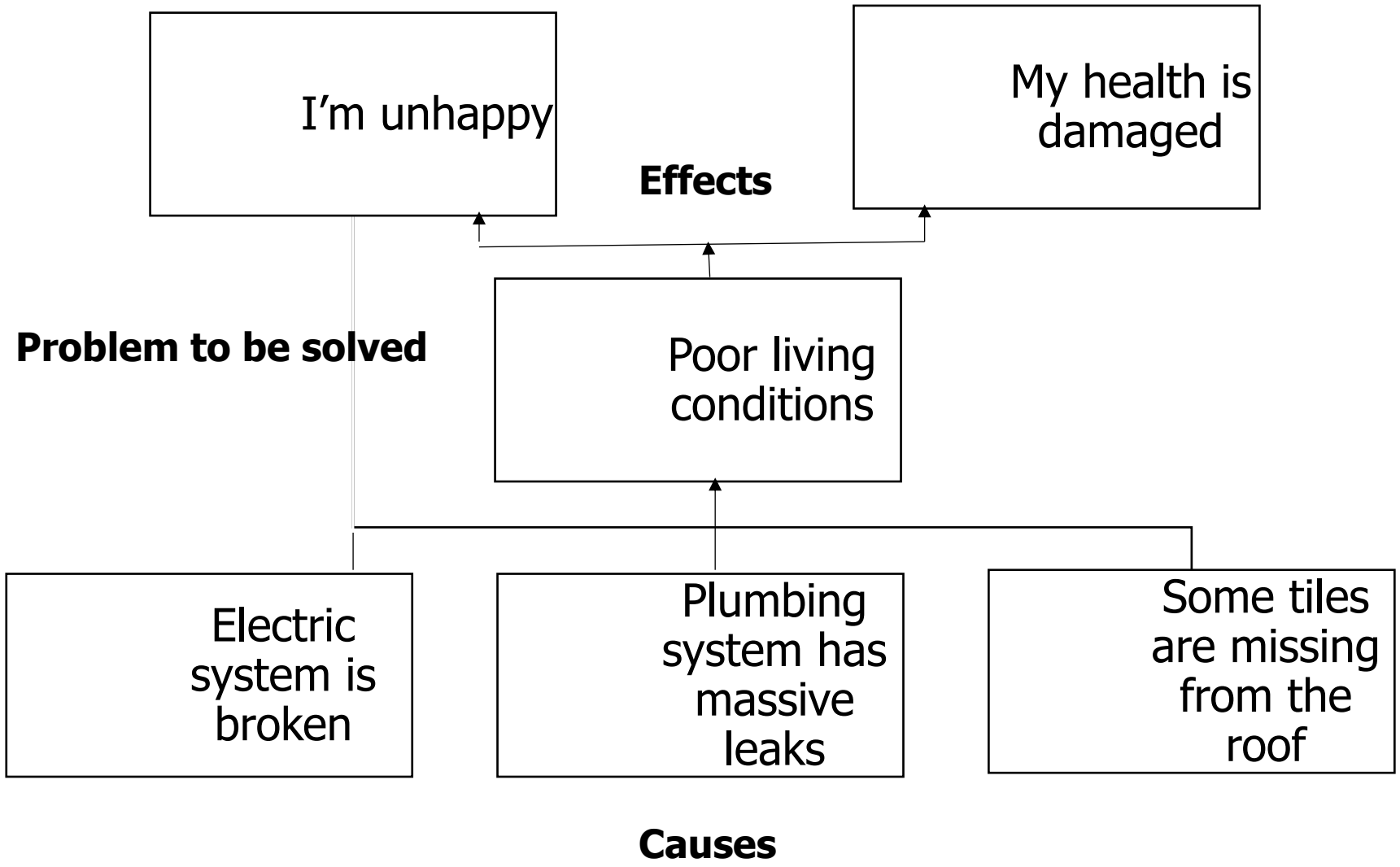
- **Identifying the object of the analysis**
- **Identifying the partners and stakeholders**
- **Identifying and building the hierarchy of the problems**

Problem Tree

Preparing a problem tree is a tool to clearly describe the problematic situation that the project will address, establishing cause-effect relationship.



A TOOL FOR LIFE...

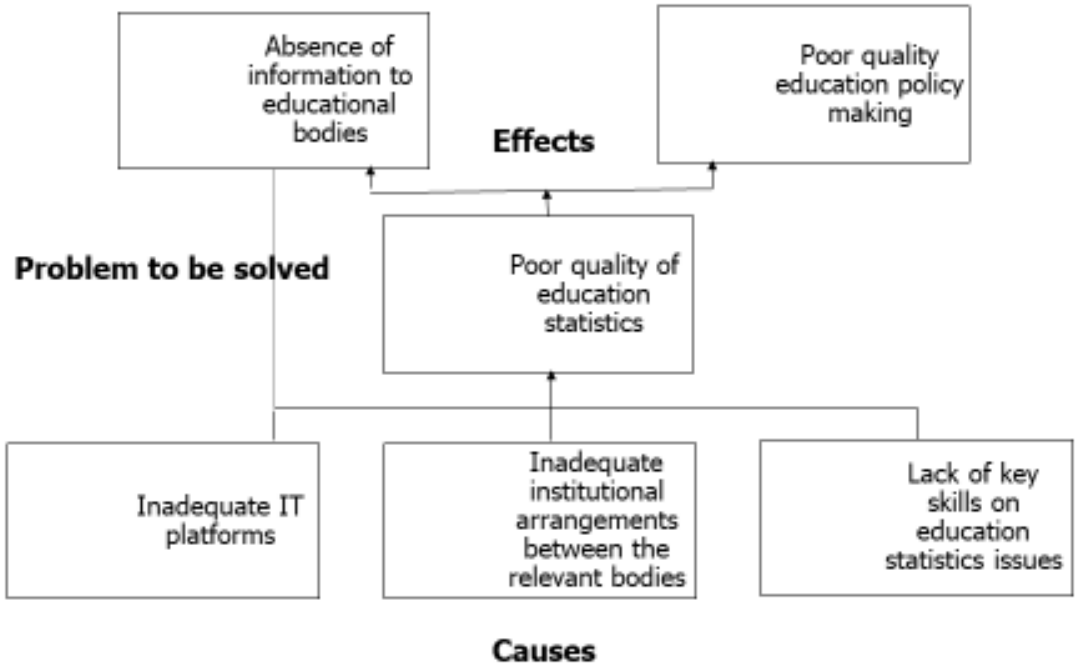


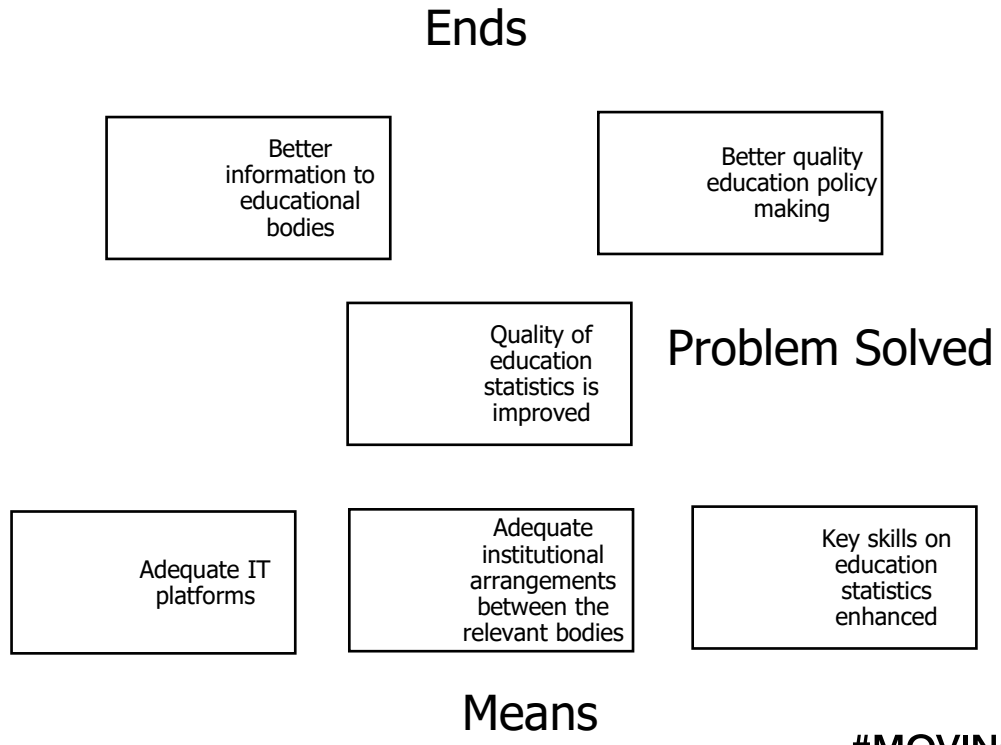
3. Objectives Hierarchy

Analysis of the objectives is a tool used to describe the situation once the identified problems have been tackled, verify the hierarchy of objectives and illustrate the means-ends relationships.

Causes are transformed into means. Where there was a need, the project will provide the products or services to satisfy it.

So… Effects are transformed into the ends to be achieved. Where we had the negative impacts arising from the core problem, we'll now have the ends that will be achieved by our project.





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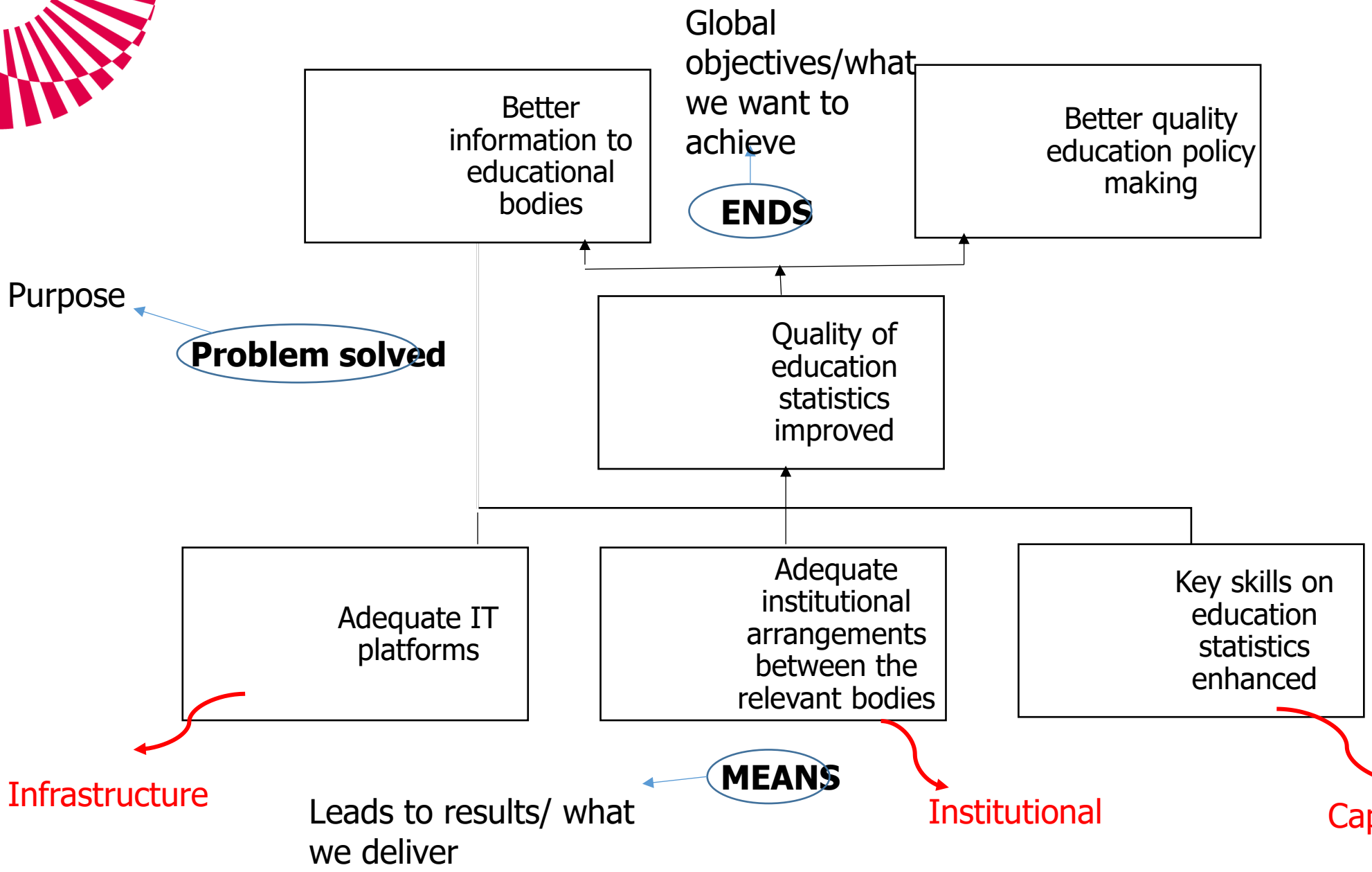
Evolve from the problem to the objective: objectives Hierarchy



Logical Framework approach steps

Analysis (Identification phase)

1. Stakeholder analysis
2. Problem analysis
3. Objective analysis

Planning (Formulation phase)

1. LF Matrix
2. Activity scheduling
3. Resource scheduling

Analysis

Current situation is analyzed in order to design the image of the future "desired situation". It will facilitate the identification of the appropriate strategies in order to reach the desired situation.

Objective: to guarantee that the project idea is relevant to the future situation desired.

Planning

The project idea is specified in a plan.

Objective: to guarantee the development of the project.

PCM knowledge areas

Formulation

Planning (Formulation phase)

1. LF Matrix
2. Activity scheduling
3. Resource scheduling

Planning
The project idea is specified in a plan.

Objective: to guarantee the development of the project.

- The intervention Logic
- Indicators
- Sources of Verification
- Assumptions
- Risk & Risk Management
- The LFM
- Activities Schedule
- Resource Schedule

Proposal formulation

- Logical Framework is a methodology allowing to check if the intervention is properly structured.
- It supports the implementation of monitoring and evaluation actions.

- Logframer 3.1 www.**logframer**.eu/
- Organize in groups and think of a problem that is of your interest to solve

➢ Formulate the problem

➢ What are the causes

➢ What are the effects

This will be your problem tree:

The roots are the causes, the trunk is the core problem, and the branches are the effects.

Logical Framework

	Intervention logic	Indicators	Sources of Verification	Assumptions
General objective				
Project purpose				
Results				
Activities		Means	Means	

LF description

- The column **Intervention logic** indicates the contents of the project.
- The column **Indicators** gives the tools to verify if the objectives are reached and the results achieved.
- The column **Sources of Verification** indicates what information have to be used in order to apply the indicators.
- The column **Assumptions** includes the external factors affecting (positively or negatively) the project's implementation.

Logical Framework

	Intervention logic	Indicators	Sources of Verification	Assumptions
General objective				
Project purpose				
Results				
Activities		Means	Means	

Intervention Logic

The following hierarchy is designed:

- General Objective: long-term benefits for the society
- Project Purpose: benefits for the project's beneficiaries
- Results: concrete services/goods made available by the project
- Activities: how the project's services/goods will be delivered

Logical Framework

	Intervention logic	Indicators	Sources of Verification	Assumptions
General objective				
Project purpose				
Results				
Activities		Means	Means	

Vertical logic:

- *If* the resources are provided *then* the activities can be performed.
- *If* the activities are performed *then* the results are produced.
- *If* the results are produced *then* the project's purpose is achieved.
- *If* the project's purpose is achieved *then* the general objective is pursued.

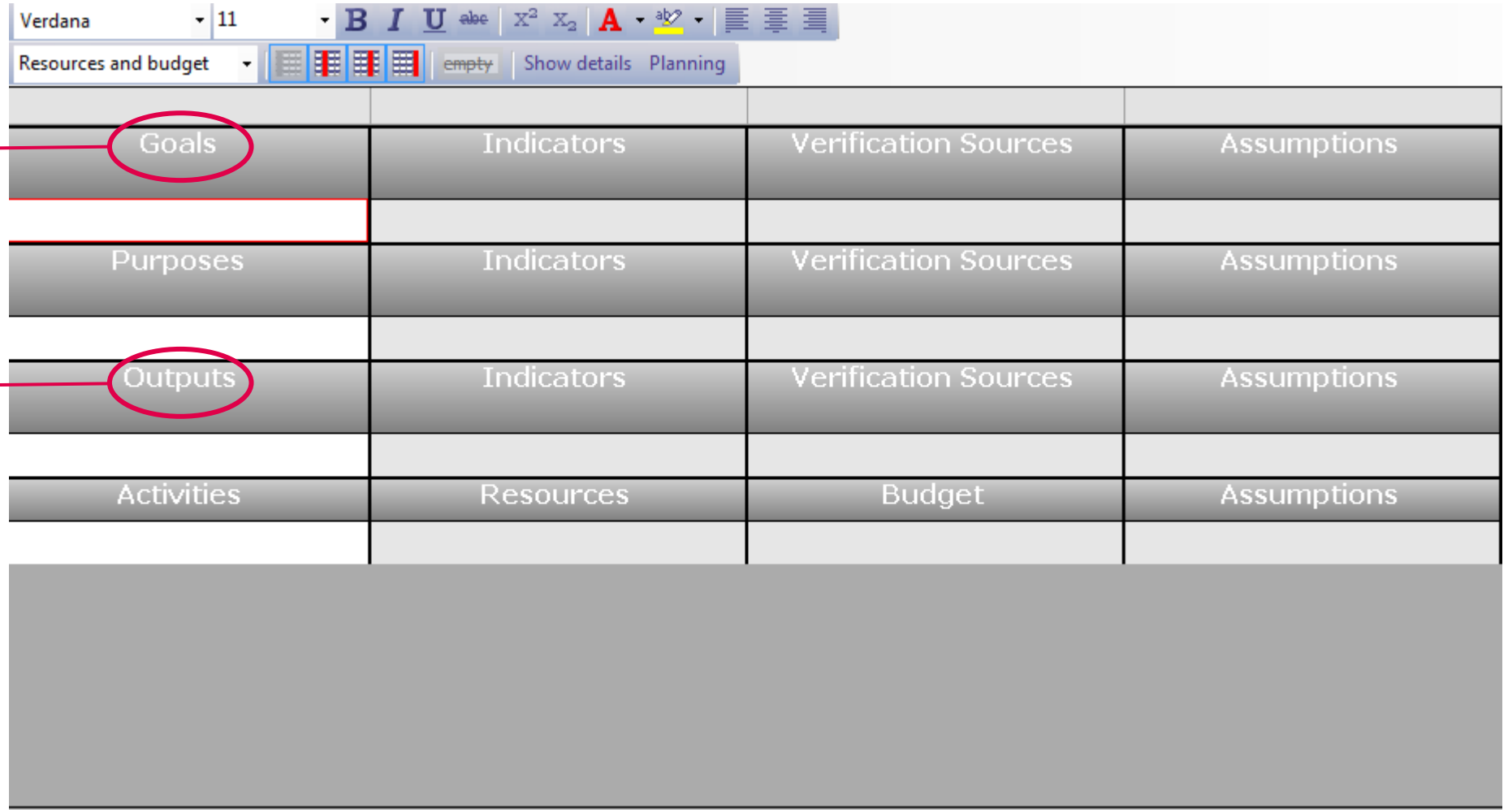
Horizontal logic:

- Indicators specify how the achievement of objectives and results can be verified and measured.
- They are established according to questions such as "How to realize if what I have planned has really happened or not?"
- There are no indicators without sources of verification.

The Intervention Logic (Logframer)

Global Objectives

Results



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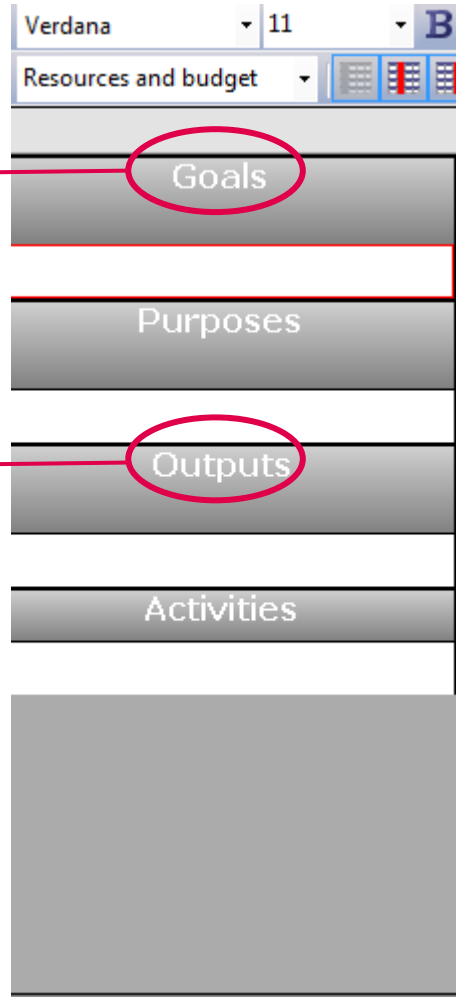
The Intervention Logic

Global Objectives

Results



The Intervention Logic

Goals	Indicators	Verification sources	Assumptions
1 Contribute to be quality educatior making			
Purposes	**Indicators**	**Verification sources**	**Assumptions**
1 Qualily educalio slalisliics improv			
Outputs	**Indicators**	**Verification sources**	**Assumptions**
1.1 adequate IT plat			
1.2 adequate institu arrangements de			
1.3 Training on key quality educatio statistics issues delivered			
Activities	**Resources**	**Budget**	**Assumptions**
1.1 **adequate IT platforms**			
1.1.1 Contact hardwar supplier			
1.2 **adequate institutional arrangements developed**			
1.2.1 Contact software supplier			
1.3 **Training on key skills on quality education statistics issues delivered**			
1.3.1 Arrange training sessions			

The Intervention Logic

Once the problem is clearly identified it's time to formulate the solution to tackle it.

The Objectives Hierarchy (OH) is enriched with activities (ACT) required to deliver and thus creating an Intervention Logic (IL).

Using a basic equation to illustrate what in fact is the intervention logic:
IL = OH + ACT

The intervention logic corresponds to the first and most important column of the Log Frame Matrix.

The intervention logic is the project's backbone which should keep its integrity independently of the way we read it:

Bottom-Up: if we perform these activities we'll then deliver the results and achieve our objectives.

Top-Bottom: if we intend to achieve our objectives we must deliver these results that require the performance of these activities.

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The Intervention Logic

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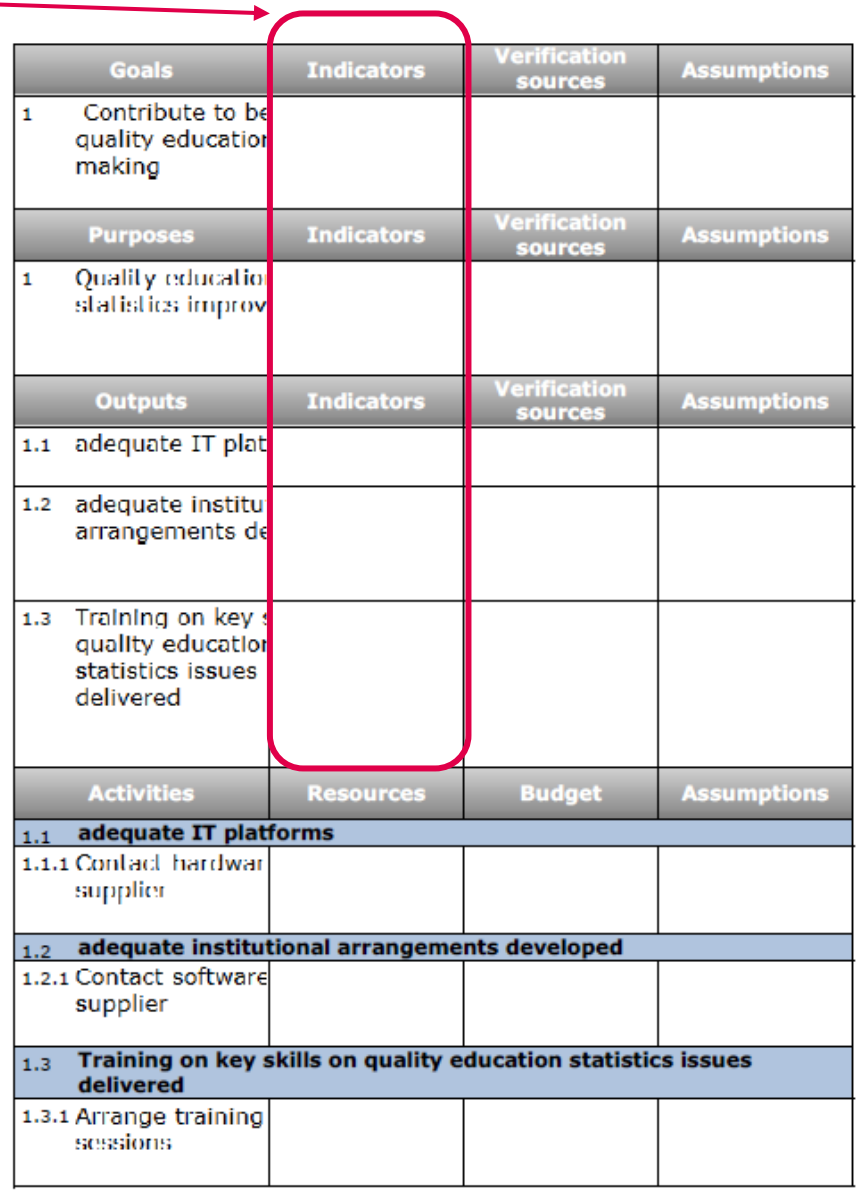
Indicators

Indicators are quantities, qualities, timeframes or places required to measure the progress towards delivering the results and achieving the objectives.

Indicators must be SMART:

- Specific, including appropriate clear targets;
- Measurable, naturally in terms of quantity and quality;
- Available at a reasonable cost;
- Relevant to what they are supposed to measure, and;
- Timely, in due time to be useful for the project.



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Dealing with the indicators (SMART)

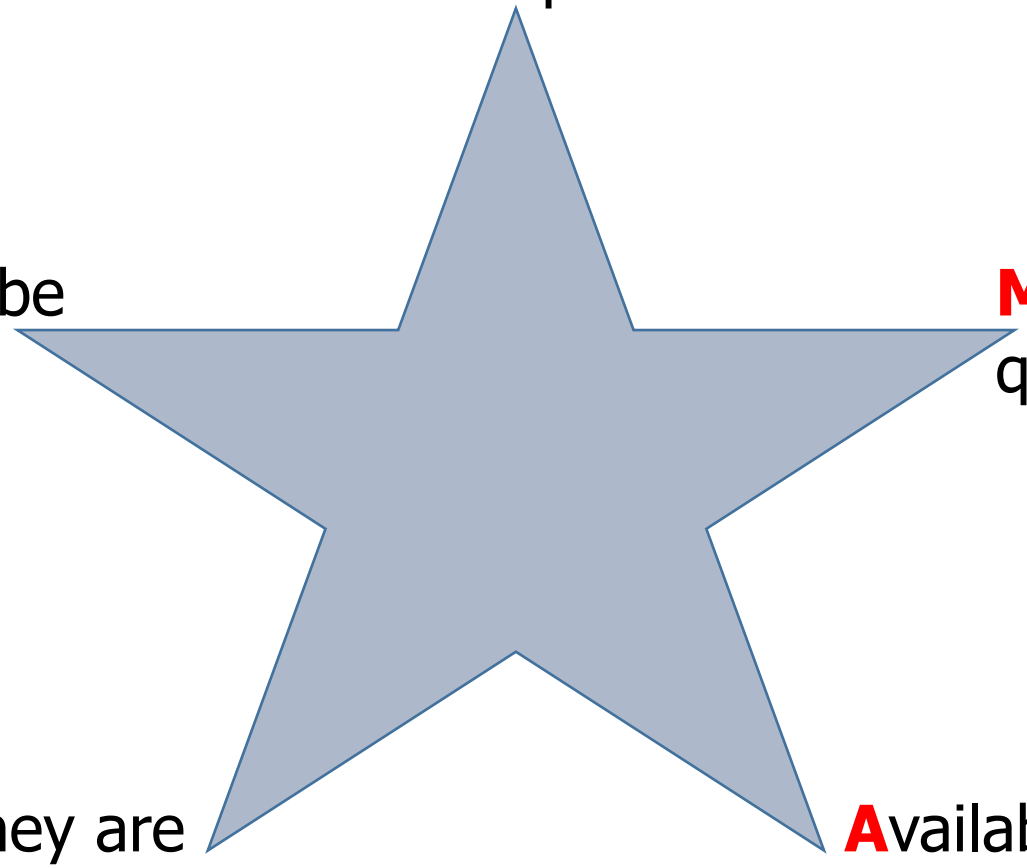
Specific: includes clear targets

Measurable: in terms of quantity and quality

Available: at a reasonable cost

Relevant: to what they are supposed to measure

Time: in due time to be useful for the project

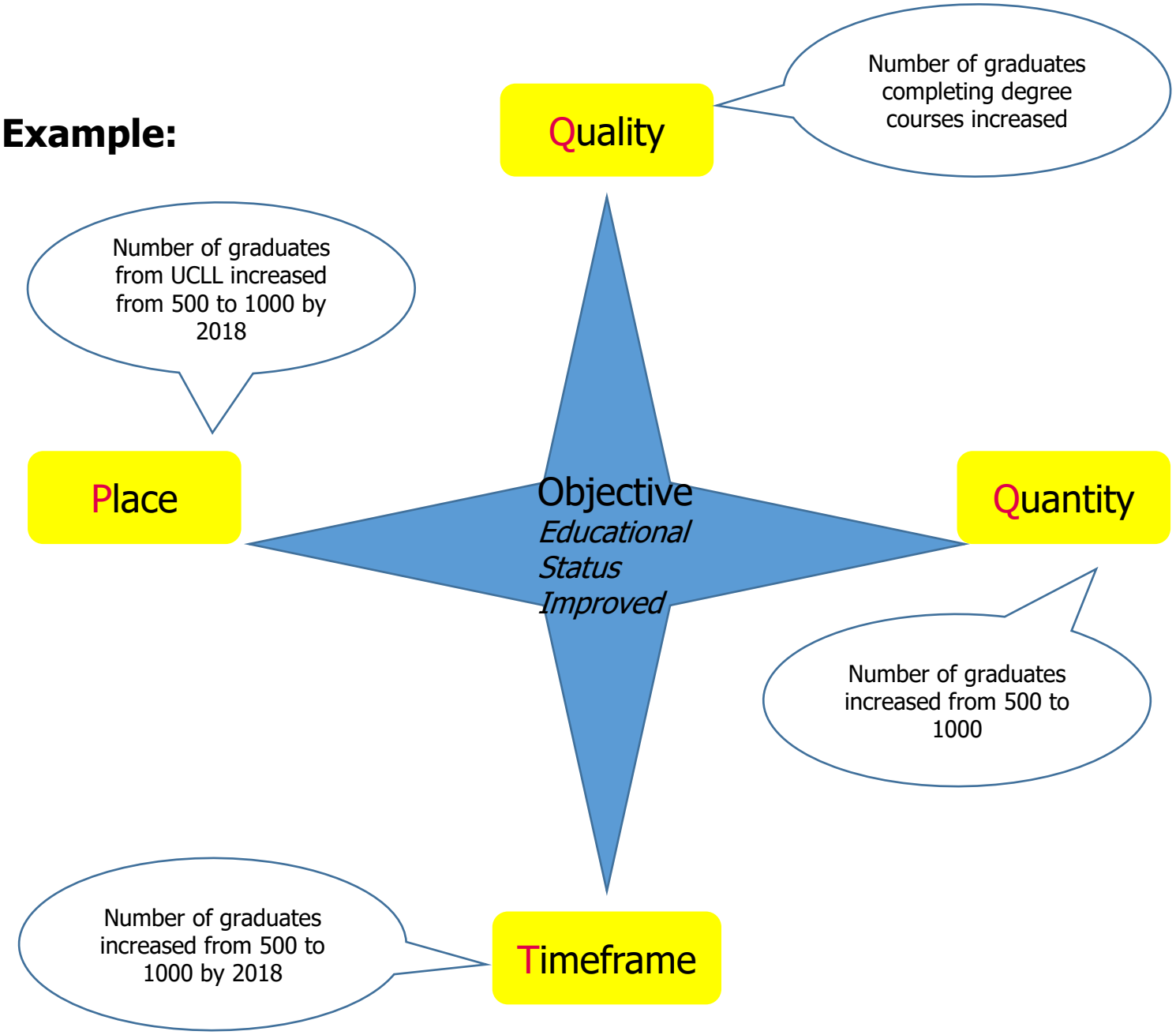


A useful guide to determining indicators is to use four guiding criteria:

- What is the *quantity* we are assessing?
- What is the *quality* we are expecting?
- What is the *timeframe* we expect it in?
- What is the *location* it will occur in?

Remember! Try to keep your indicators specific, achievable, realistic, and directly attributable to the project.

Example:



Monitoring indicators must be correctly articulated with the intervention logic.

Info on long-term direct and indirect consequences of the intervention

Info on the immediate effects of the intervention on the target group

Info on products and services delivered through the implementation of activities

Info on resources mobilized to perform activities

Impact Indicators

Result Indicators

Output Indicators

Input Indicators

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Means

Sources of Verification

- Sources of verification are the real documents (paper or digital) where we can find the indicators we selected as relevant to measure how we are progressing towards the delivery of the results and achievement of the desired objectives.

- Sources of verification vary in terms of cost and complexity, ranging from administrative reports (cheap and simple) to specialized surveys (expensive and complex).

Examples of sources of verification:

- Administrative Reports
- Management Reports
- Available Statistics
- Adapted Relevant Statistics
- Interviews with Stakeholders
- Specialized Surveys

In the selection of Indicators and their Sources of Verification, the project manager should balance relevance, complexity and cost. Sometimes the most relevant source of verification for a certain indicator is so expensive because it is too complex and hence, is not affordable.

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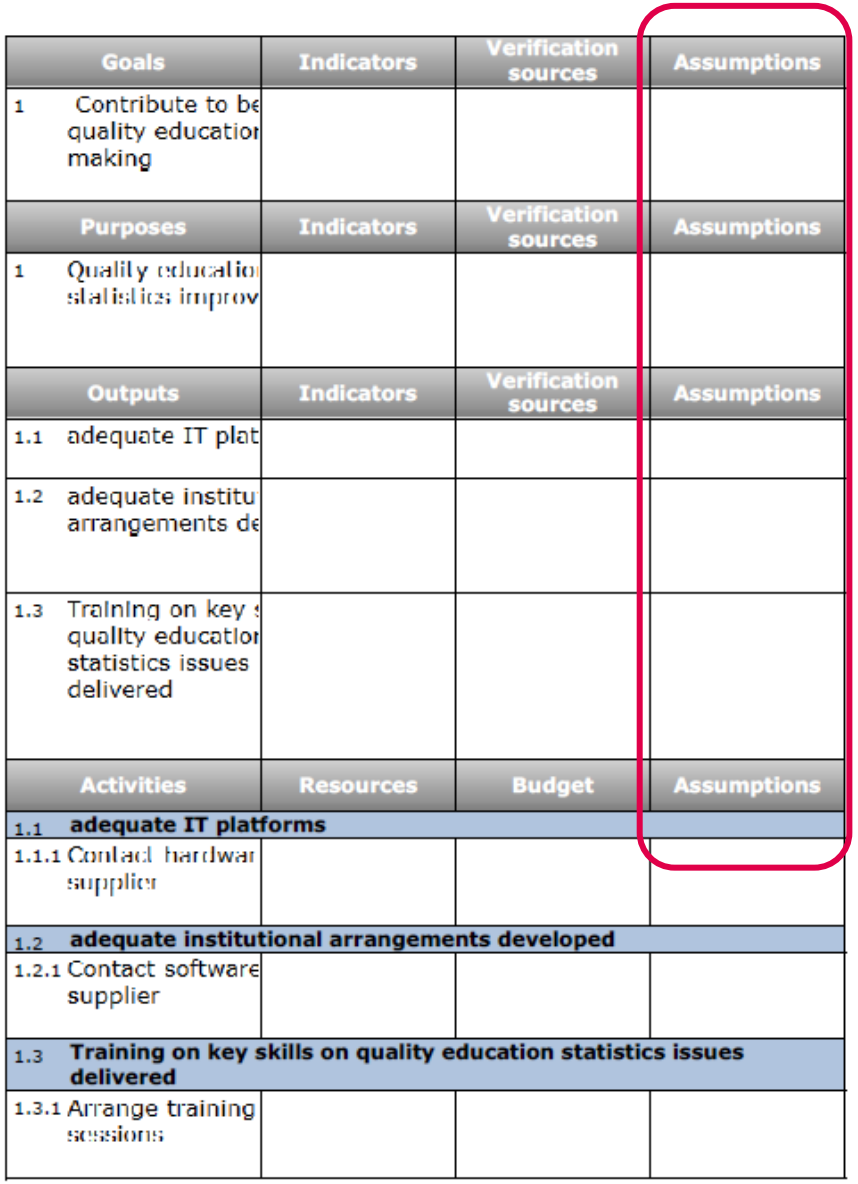
Assumptions

Assumptions are all external factors, outside the control of the project manager, that can somehow affect the implementation of the activities, the delivery of the results and the achievement of the objectives.

Assumptions are always positive statements, considered necessary to deliver the results and achieve the objectives.

Thus, the definition of assumptions must be a process that screens the importance, the probability of occurrence and the impact of each external factor. Assumptions are the pillar of the intervention logic and truly one of the LFM secrets.

In fact, once in the matrix, assumptions should be read in a specific order:



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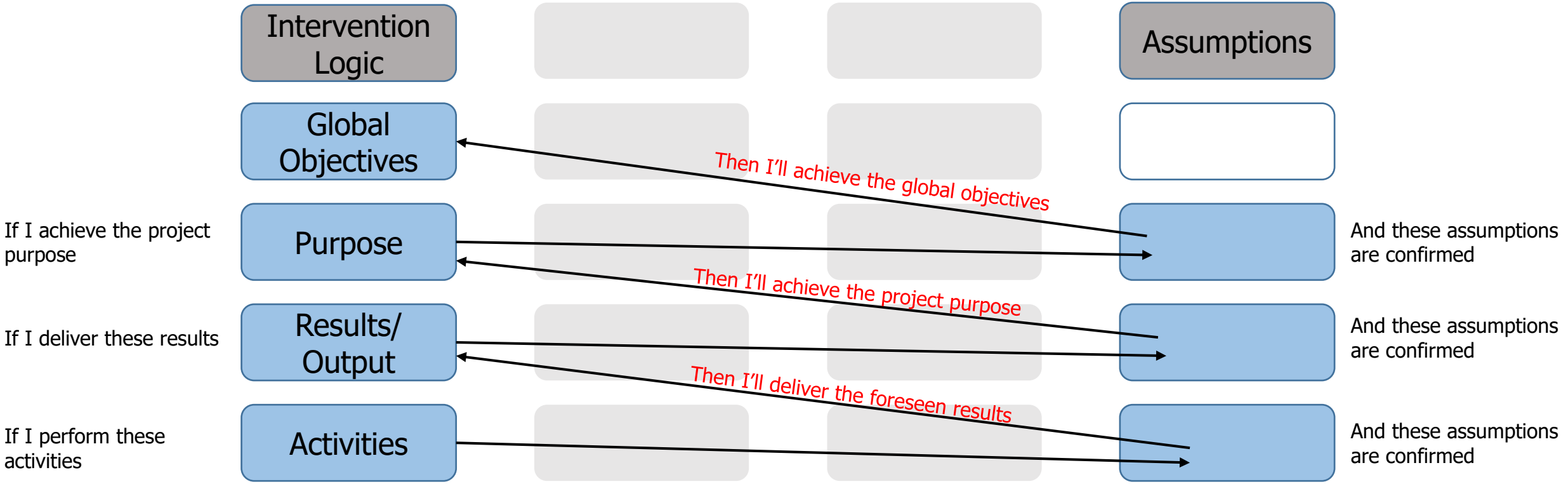
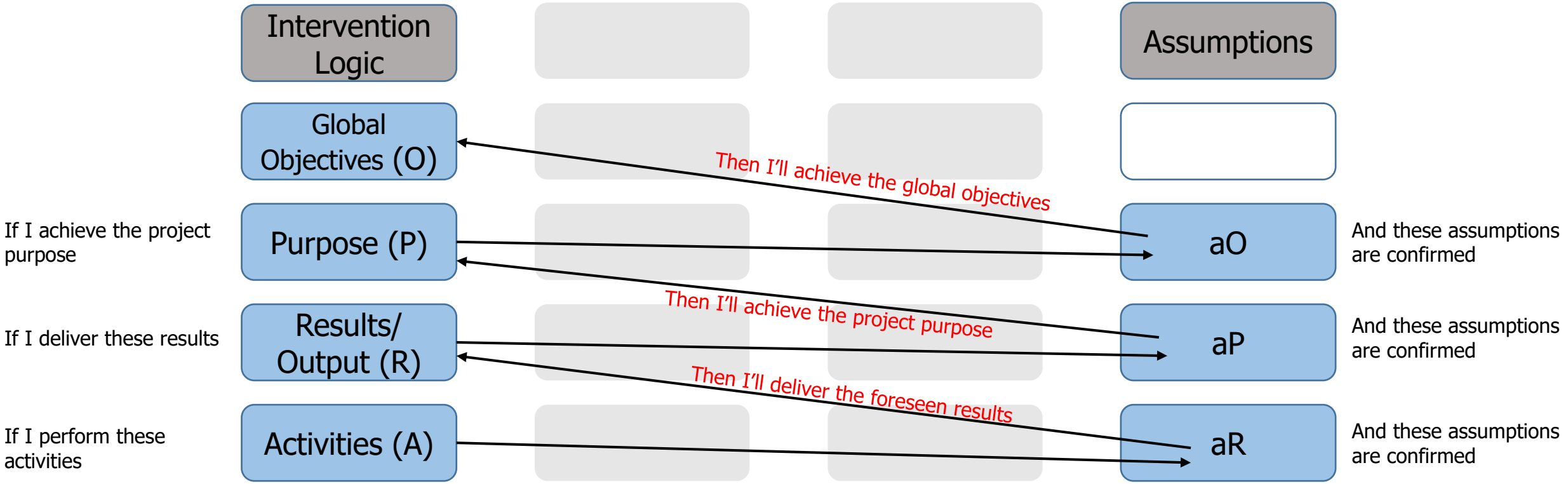
- If I develop these activities and these assumptions are confirmed, then I'll deliver the foreseen results;
- If I deliver these results and these assumptions are confirmed, then I'll achieve the project;
- If I achieve the project purpose and these assumptions are confirmed, then I'll achieve the global objectives

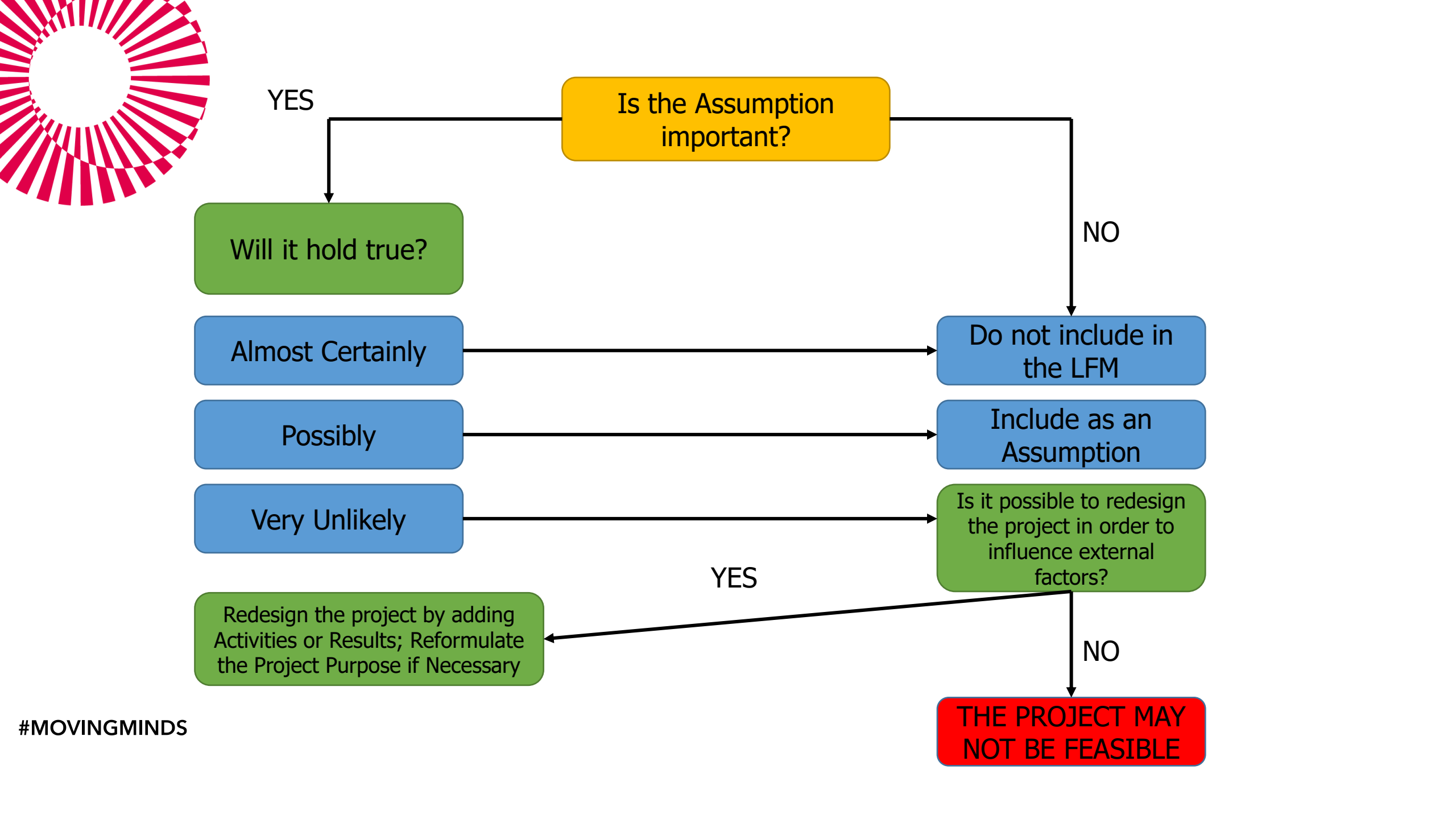


#MOVINGMINDS

- It is because assumptions are organized and read this way, that there's no need to fill the cell corresponding to the line on global activities. Assumptions correspond thus to the external/environmental aspects that once combined with the intervention logic will drive us to the achievement of the objectives. Simple equations can guide us on the analysis of the assumptions:



R= A + aR
P= R + aP
O= P + aO



#MOVINGMINDS

Formulation

Should be SMART Quantitative- Qualitative- time factor

Information about the indicators. Tangible documents.

All external events outside the control of the project manager that affect the delivery of the project

Intervention logic	Indicators	Sources of verification	Assumptions
Global objectives	Macro indicators	External	No assumptions because with the step before it we already achieved the objective
Purpose	Macro indicators	External	
Results	Process indicators	Internal	
Activities	No indicators & sources of verification for activities BUT inputs for example: technical & financial to carry out the activities		

Risk and Risk Management

Risk is the probability that an event or action may adversely affect the achievement of project objectives or activities.

Risks are composed of factors internal and external to the project, although focus is generally given to those factors outside project management's direct control.

Thus, a risk is always formulated as a negative statement whilst assumptions are formulated as positive statements.

Risk mitigation and control should be a major concern for the project manager. A Risk Management Plan should cover the following aspects:

- Nature of the risk;
- Potential adverse impact in the delivery of the results and achievement of the objectives;
- Level of the risk impact, from high to low;
- Risk management strategy and,
- Who is in charge of implementing it.

Risk and Risk Management

Risk	Potential Adverse Impact	Level	Risk Management Strategy	Responsibility

- Risks: connected to assumptions
- Potential Adverse Impact: activities affected by the risk
- Level: High – Medium - Low

A project is subject to influence from changing external factors.

Thus, the risk management plan should be updated throughout the project's lifetime, particularly at the reporting periods.

The potential adverse impact arising from the non-confirmation of the foreseen assumptions are the most important external risks to the success of a project and should thus be dealt with extra attention in the risk management matrix.

The LFM (The Logframe Matrix)

The LFM begins out of the methodical process that starts with the characterization of the problem to be tackled by the project and the definition of an objectives hierarchy.

The LFM is the outcome of a process that connects choices by decision-makers with the real needs of the people that projects are intended to serve.

It is a tool to aid thinking. To help the organization of ideas and to transform them in quality documents that will later help a decision-making process.

Finally, the LFM is also a project management tool that provides a quick and intuitive insight into the logical structure of a project.

The LFM is presented in a 4x4 table comprising the following elements:

Intervention Logic:

comprising global objectives, purpose, results and activities to facilitate a quick and intuitive insight of the project's logical structure by decision-makers, project managers, monitors and evaluators;

Objectively Verifiable Indicators:

quantities, qualities, times that will measure progress towards achieving objectives and delivering results;

Sources of Verification:

where we'll find the information that will measure progress towards achieving objectives and delivering results;

Assumptions:

External factors that have the potential to influence (or even determine) the success of a project but lie outside the control of project managers.

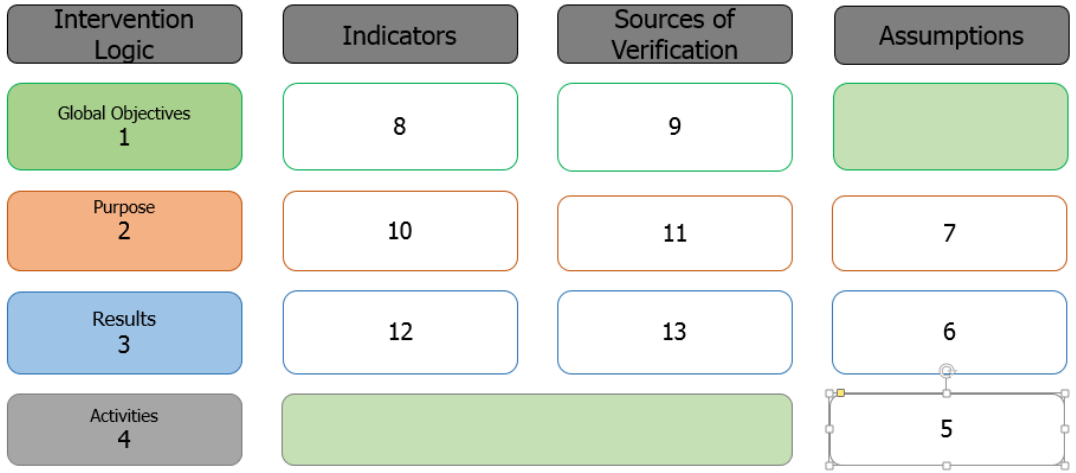
Intervention Logic	Indicators	Sources of Verification	Assumptions
Global Objectives -Contribute to better quality education Policy Making	-Student retention increase number -Student drop-out decreased number	-Ministry of Education Reports and Statistics	
Purpose Improved quality education statistics	Nr: of New Statistical Series. 20 new Statistical Bulletins published by the end of the project	-National Bureau of Statistics bulletins -Project Completion Report	Educational stakeholders, institutions and politicians take the new statistical series into consideration in the decision-making processes
Results R1: adequate IT Platforms R2: adequate institutional arrangements developed R3: developed training on key skills on quality education statistics issue	-IT Platform Operational by the end of the project -New Institutional Framework in place by the end of the project -Nr. of Civil Servants trained -Training evaluation is good	-Project Implementation Reports -Manuals of the IT Platform Protocols signed between involved institutions -Training Evaluation Forms	Involved institutions do a proper dissemination of the new statistical series
Activities R1.1: contract hardware suppliers R1.2: contract software supplier R1.3: arrange training sessions			-Institutions involved in education are committed with the establishment of a common institutional framework -Training and IT Platform is assured by involved institutions

There is a general sequence to completing the matrix, which starts with the intervention logic (top-down) then the assumptions (bottom-up), followed by the indicators and then sources of verification (working across).

As the intervention logic begins from the analysis stage, the starting point of the LFM is precisely there.

Then we should move to the assumptions to remove the presence of the so-called "killing assumptions" (the ones that can determine that the project is not feasible).

Finally, we should deal with the indicators and their respective sources of verification as the key management tools that will measure progress towards achieving the objectives and delivering the results.



Therefore, there is a logical sequence that should be respected in order to ease the process of preparing the LFM.

#MOVINGMINDS

While dealing with the LFM is important to always take into consideration the involved concepts: **what is a Global Objective?** A contribution to the achievement of policy goals arising from the benefits generated for the target groups. Thus, a Global (or overall) Objective can be expressed as "To Contribute to……."

- **What is a purpose?** Should express the benefits to the target group arising from the use of products and services developed by the project. Thus, a Purpose can be expressed as "Increase/ Improved…"
- **What is a result?** Products or services developed by the project and that will be delivered to the target group. Thus, a Result can be expressed as a product or service "Delivered/Produced/Conducted…"
- **What is an activity?** The actions required to develop the products and services that the project should deliver. Thus, Activities should be expressed in the present tense starting with an active verb, such as "Prepare, Design, Construct, Research…"

Activities Schedule

To keep your project feasible a step-by-step should be followed:

- Break each main activity into tasks: defining the duration of smaller tasks it's easier and will make the schedule much more accurate;
- Look at the different activities and define their logical sequence (ex. First define the training needs and then we can move forward to the definition of the program);
- Once you have established the logical sequence of activities clarify the existence of dependencies between them: which activities can only start once a certain activity has been concluded (ex. You can only evaluate the training program once the lecturing has been completed);
- Define the duration of the different activities through the combination of the duration of the corresponding tasks;
- Look at the different tasks and corresponding activities and define the kind of expertise required per each and every one of the tasks.

PCM knowledge areas

Implementation

- Implementation periods
- Reporting
- Implementation procedures

Implementation Periods

Implementation is normally organized in three consecutive periods:

- Inception
- Implementation itself
- Phase-out or completion

During the **inception** phase the project managers revises and reviews the original work plan, taking into consideration the changes that eventually took place in the project's context. The project's life cycle of most of the donor agencies is quite lengthy. This means that, sometimes, between the moment of identification of the problem and the start-up of the implementation of the designed solution several years can pass. *The inception phase is the moment to review the original work plan and adapt it to the evolving external environment, particularly in what concerns the confirmation (or not) of the defined assumptions*.

Once the work plan is reviewed, it's thus the time to move to the **implementation** of the foreseen activities, in order to deliver the results and achieve the objectives.

Finally, when we have completed all the foreseen activities, delivered the foreseen results and achieved the defined purpose it's time to create the conditions deemed necessary to organize the **phasing-out**, handing over all responsibilities to local partners, making sure that relevant skills are effectively transferred.

Inception

1. Conclude contracting arrangements
2. Mobilize resources
3. Establish working relationships with stakeholders
4. Hold Inception workshops
5. Review and revise work plan
6. Establish M&E

Implementation

1. Procure (obtain) and deploy (arrange) resources including personnel
2. Implement activities and deliver results
3. Monitor and review progress
4. Revise operational plans
5. Report on progress

Completion

1. Hand over all responsibilities to local partners
2. Ensure maintenance plans are in place
3. Ensure relevant skills are effectively transferred
4. Help ensure recurrent cost requirements are secured

Closing a project is a critical phase. In order to properly close a project several outputs should be managed:

- Comply with administrative closure procedures defined by the donor agency;
- Comply with the contract closure procedures defined by the donor agency;
- The results to be delivered to the beneficiary;
- Organizational process assets, such as formal acceptance documentation (of deliverables) project files, project closure documents and historical information. Unfortunately, (in many development projects) most of project files are not properly organized and the corresponding information is lost and not used to extract lessons for future projects.

It is during the phasing-out that all relevant information about lessons learned should be collected and systematized, in order to transform it into manageable knowledge.

Reporting

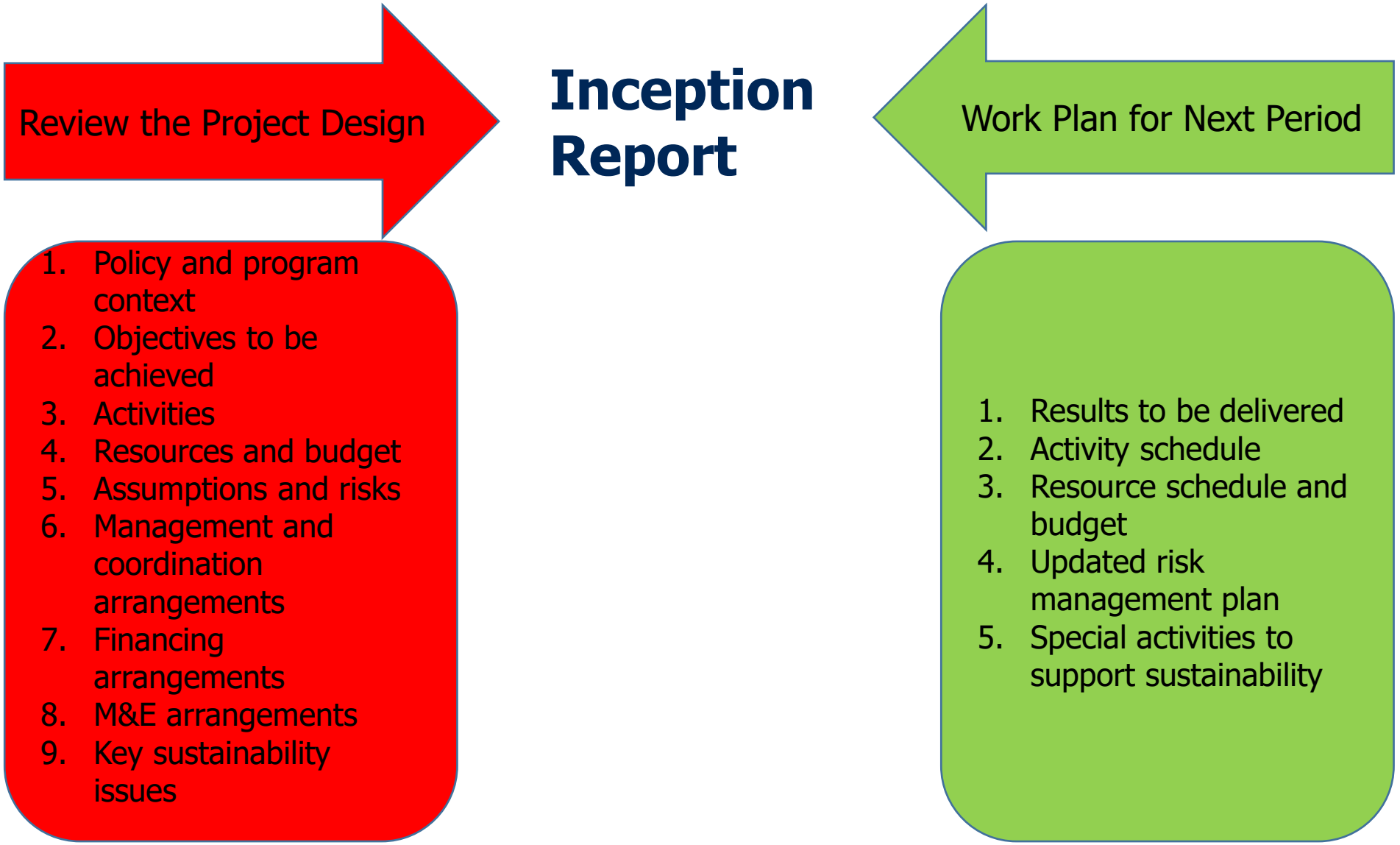
Reporting is crucial during the implementation phase. It's through reports that most of the decision-makers see the project reality. A project that is performing well on the field, delivering results and achieving sustainable benefits can be poorly evaluated due to a report that wasn't prepared with care.

Thus, reporting is a critical task during the implementation period, and it is important to use the proper structure and fill it with appropriate content.

Content and structure of reports vary according to the project's implementation period. There are three types of reports:

- Inception Report
- Progress Report
- Completion Report

❖ Inception Report: organized in two main sections, one dedicated to the review of the project design and another one describing the work plan for the next period.



- Progress Reports: organized in two main sections, one dedicated to the review of progress towards delivering the results and achieving the objectives and another one on the lessons learned throughout the implementation of the project.

Review of Progress and Performance

Progress Report

Lessons Learned

1. Policy and program context
2. Objectives achieved
3. Activities undertaken
4. Resources and budget used
5. Assumptions and risks – status/update
6. Management and coordination arrangements
7. Financing arrangements
8. Key sustainability issues

1. Policy and program context
2. Process of project planning and design
3. Project scope (objectives, resources, budget, etc.)
4. Assumptions and risks
5. Project management arrangements and stakeholders participation
6. Project financing arrangements
7. sustainability

❖ Completion Reports: organized in two main sections, one dedicated to the review of progress and performance and second on describing the work plan for the next reporting period.

The moments for submission of each of these reports vary according to the nature and duration of the project. Still, normally reporting takes place in the following moments:

- Inception report is normally submitted three months after the start-up of the project activities;
- Progress reports, depending on the nature and length of the project, should be issued each quarter or semester;
- Completion reports, submitted immediately after completion of all foreseen activities, delivery of the defined results and achievement of the project purpose.

Implementation Procedures

Donor agencies are highly organized and procedural institutions. That’s the only way possible to manage such a huge number of operations worldwide.

Compliance with the donors' procedures is one of the keys for a successful implementation. You can technically perform extremely well but if you fail to comply with donor procedures throughout the implementation you will face contractual and financial problems in the end.

Thus, being familiar with the relevant procedures is a responsibility of the project manager.

Fortunately, donors provide clear procedural guidance: the EU and the World Bank.

PCM knowledge areas

Monitoring & Evaluation

Monitoring turns implementation into a learning process. Evaluation is the key to continuous improvement. Combined M&E improve the project design.

- Introduction to the concepts
- Indicators, and the Project Cycle
- Indicators and Intervention Logic
- Monitoring Tools
- Evaluation Tools

Monitoring & Evaluation

Introduction to the Concepts

Monitoring is a permanent (everlasting) exercise that should be performed by the internal project management structures.

The main objective of the monitoring exercise is to assess the progress towards delivering the results and achieving the objectives, introduce whenever necessary corrective measures and update plans.

The outcome of the monitoring should improve the implementation of the project in the future, this being the reason why it's focused on the way inputs are transformed into activities and activities are transformed into products or services (results).

Evaluation is done periodically, involving external input for objectivity.

The outcome of an evaluation should be used as lesson for future projects.

The focus of the evaluation is on the way the products and services are used to generate benefits to the target groups (purpose) and how by means of doing so the project is contributing to a wider policy agenda (global objectives).

Focus	Monitoring	Evaluation
WHO	INTERNAL MANAGEMENT RESPONSIBILITY	INVOLVES EXTERNAL INPUT (OBJECTIVITY)
WHEN	ONGOING (PERMANENT)	PERIODIC (EX – ANTE, MID-TERM, CONCLUSION)
WHY	ASSESS PROGRESS INTRODUCE CORRECTIVE MEASURES	TAKE LESSONS FOR FUTURE PROJECTS
CONNECTION WITH LFM	INPUTS, ACTIVITIES, RESULTS	RESULTS, PURPOSE, GLOBAL OBJECTIVE

Monitoring and Evaluation require the use of adequate indicators.

Indicators, and the Project Cycle

Throughout the project cycle indicators are used according to the specific requirements of each of the phase.

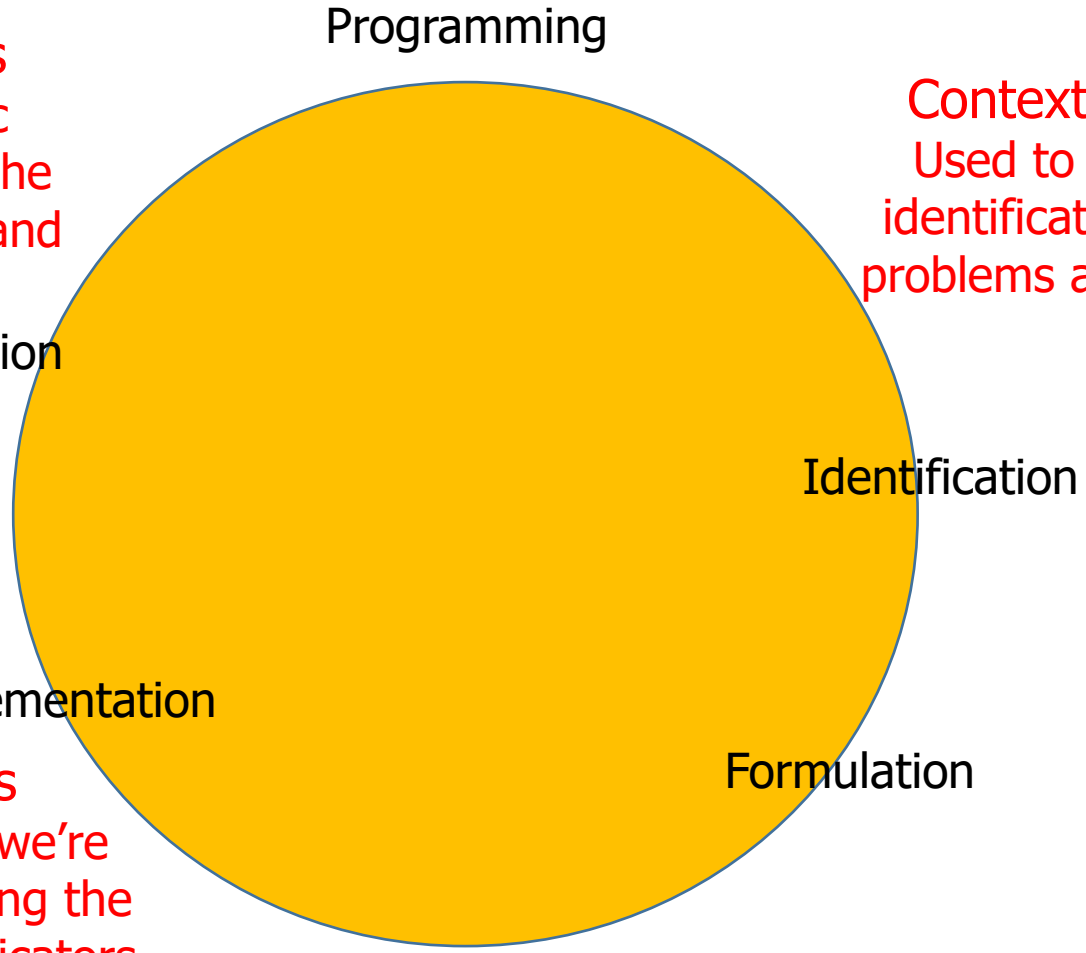
- **Programming, identification and formulation – context indicators** are used to support the identification of needs, problems and challenges which justify the intervention;
- **Implementation – monitoring indicators** primarily relate to inputs and outputs. **Performance indicators** primarily focus on intended results and impacts.
- **Evaluation – Evaluation Indicators** are used to help answering specific evaluation questions. Depending on the question, they may relate to the needs, problems and challenges which have justified the intervention, or to the achievement of intended outputs, results and impacts, or to anything else.

Evaluation Indicators

Help answering specific evaluation questions on the quality of project design and implementation

Context Indicators

Used to support the identification of needs, problems and challenges



Monitoring Indicators

Process Indicators on how we're progressing towards delivering the results and Performance Indicators on how we're progressing towards achieving the Objectives

Indicators, and Intervention Logic

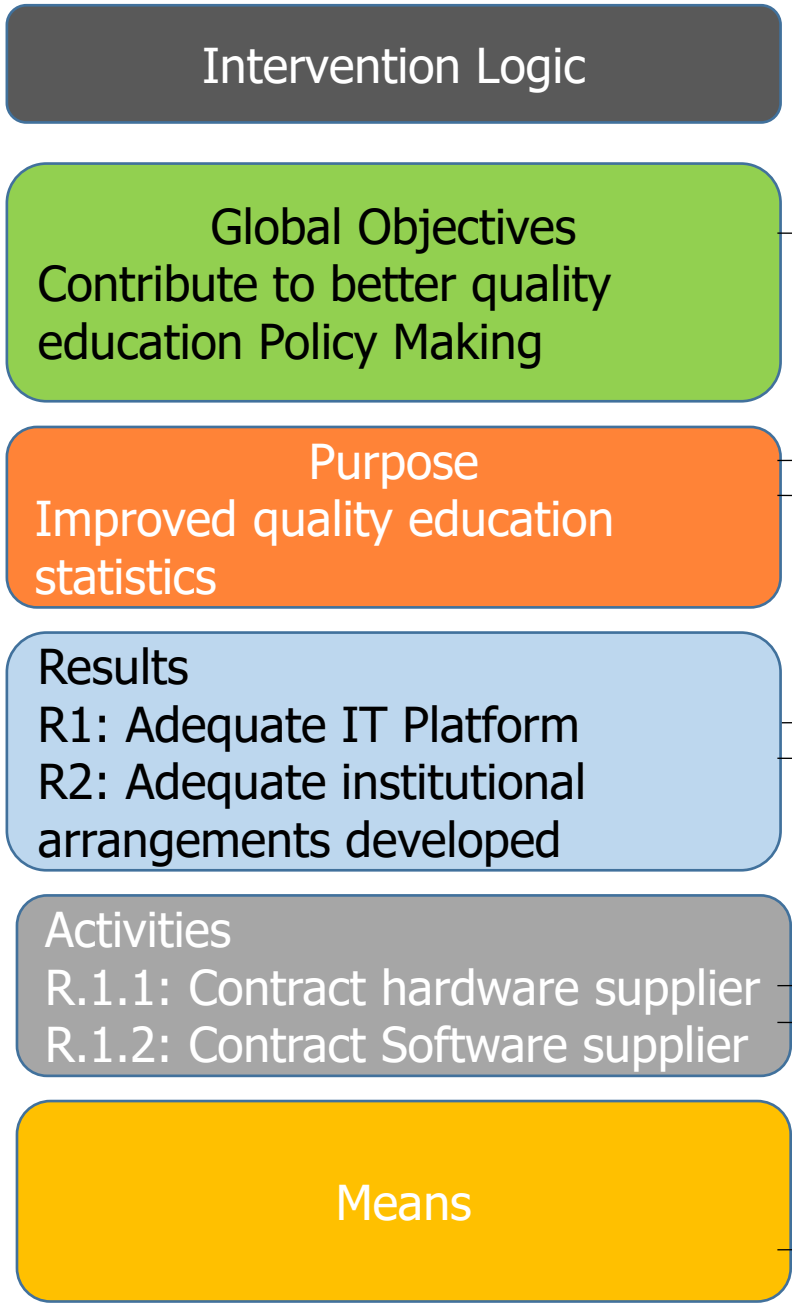
Monitoring systems and performance assessment frameworks use indicators which derive from the results chain.

Monitoring indicators primarily relate to inputs and outputs.
Performance indicators focus on intended results and impacts.

Indicators vary according to the intervention logic level where we apply them:

- Input Indicators
- Output Indicators

Input Indicators: provide information on financial, human, material, organizational or regulatory resources mobilized during the implementation of the intervention. Most input indicators are quantified on a regular basis by the management and monitoring systems (providing that they are operational). Input indicators are focused on how the available means were used to perform the defined activities.



Impact Indicators
Info on long-term direct and indirect consequences of the intervention

Result Indicators
Info on the immediate effects of the intervention on the target group

Output Indicators
Info on products and services delivered through the implementation of activities

Input Indicators
Info on resources mobilized to perform activities

Output Indicators: provide information on the implementing partners activity, specifically on the products and services that they deliver and for which they are responsible. In the end of the day, *output indicators are focused on how the activities were transformed into deliverables, into products and services (results).*

Result Indicators: provide information on the immediate effects of the intervention for its direct addressees. An effect is immediate if the implementing partner notices easily while he/she is in contact with the target group. Result indicators are focused on how the products and services (results) delivered by the project are being used by the target groups to generate the anticipated benefits (purpose).

TYPE	LFM	INDICATOR	PERIODICITY
MONITORING INDICATOR	RESULTS	NET ENROLMENT RATE IN PRIMARY EDUCATION	ANNUAL
MONITORING INDICATOR	RESULTS	PRIMARY COMPLETION RATE	ANNUAL
MONITORING INDICATOR	RESULTS	RATIO OF GIRLS TO BOYS IN PRIMARY? SECONDARY AND TERTIARY EDUCATION	ANNUAL
MONITORING INDICATOR	RESULTS	PROPORTION OF BIRTHS ATTENDED BY SKILLED HEALTH PERSONNEL	ANNUAL
MONITORING INDICATOR	RESULTS	PROPORTION OF 1 YEAR OLD CHILDREN IMMUNIZED AGAINST MEASLES	ANNUAL

Impact Indicators: provide information on the long-term direct and indirect consequences of the intervention, i.e. to what extent the project contributed to the achievement of policy goals (global objectives). Impact indicators cannot be produced in general from management information. They require statistical data surveys conducted during the evaluation process.

ROM (Results-Oriented Monitoring) can also be applied in the internal monitoring of projects. In Result-Oriented Monitoring a project is usually executed with the partner being a ministry, an NGO, etc. activities are normally restricted to one Project Management Unit (PMU) with the beneficiaries being situated close by.

The ROM approach requires specific information on:

Physical progress: how inputs have been properly mobilized to perform relevant activities and deliver results;

Financial progress: disbursement (payment) levels of budgeted resources;

Quality of Target Groups: target groups are in fact using the products and services delivered? If there is an adverse response to them, what remedial actions can be taken?

WHY?

The ROM approach is particularly concerned with the quality and sustainability of the processes that lead to the delivery of the results and achievement of the objectives.

In order to have such an insight on the quality of processes, the ROM approach is particularly concerned with the organization of the visits to project sites and with the direct contact with concerned stakeholders.

CRITERIA TO BE ADDRESSED	REFERS TO
QUALITY OF PROJECT DESIGN	The appropriateness of program objectives to the real problems, needs and priorities of the intended target groups and beneficiaries that the program is supposed to address, and to the physical and policy environment within which it operates
EFFICIENCY OF IMPLEMENTATION DATE	The contribution made by the project's results to the achievement of the project goal. This should include an assessment of the benefits to target groups and how risks and assumptions have affected program achievements.
POTENTIAL SUSTAINABILITY	The likelihood of a continuation in the stream of benefits produced by the program after the period of external support has ended. Key factors that impact on the likelihood of sustainability include: (i) ownership of beneficiaries; (ii) policy support/consistency; (iii) appropriate technology; (iv) environment; (v) socio-cultural issues; (vi) gender equality; (vii) institutional management capacity; and (viii) economic and financial viability
IMPACT PROSPECTS	The effect of the program on its wider environment, and its contribution to the wider sector objectives summarized in the program's goal and on the achievement of the policy objectives

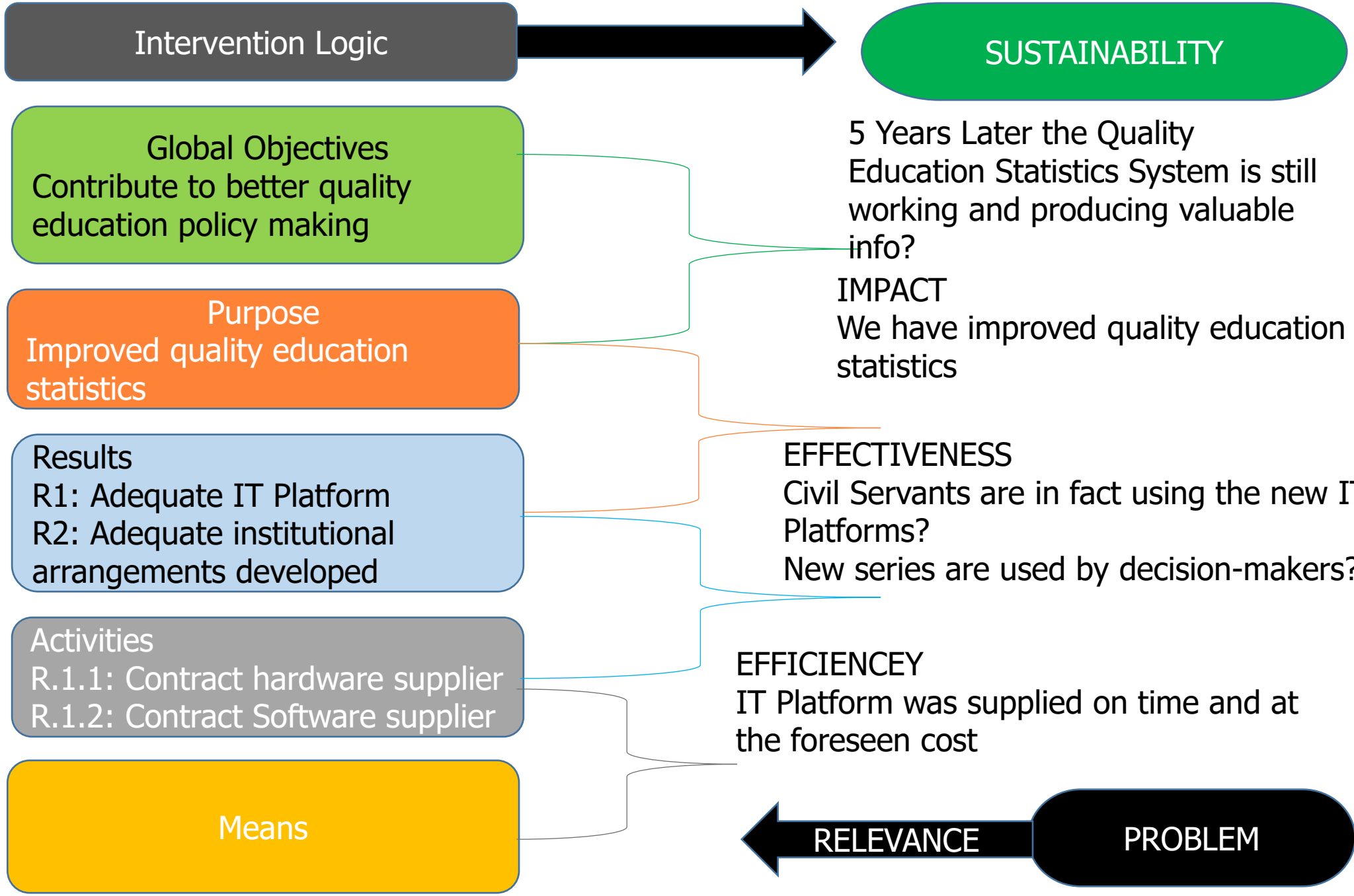
Evaluation Tools

There are four main types of evaluation:

- Ex-ante: that takes place before the implementation of the project and normally oriented towards the definition of a baseline that will later allow the measurement of the project's impact.
- Mid-term: that takes place somewhere half-a-way between project inception and completion and that can determine the stopping of project activities in case serious project mismanagement is detected.
- Final: that takes place after completion of all project activities and/or conclusion of the project time spam, being oriented towards assessing how inputs were transformed into activities and those into results. The final evaluation should also assess if the results are in fact being used by the target group and generating the foreseen benefits.
- Ex-Post: that takes place a reasonable amount of time after completion of all activities and delivery of the corresponding results in order to access the impact of the project, particularly in what concerns its contribution to a wider policy agenda. The impact will be measured taking as a basis the baseline established during the ex-ante evaluation and comparing it to the situation prevailing once we are conducting the ex-post evaluation.

There are four critical evaluation criteria:

- **Relevance** of the proposed solution to address the problem or need of the target group.
- **Efficiency** of the process through which the means are transformed into activities and those into products or services to be used by the target groups.
- **Effectiveness** on the way the target uses the products or services delivered by the project and, by doing so, benefits are generated.
- **Sustainability** of those benefits, i.e. the capacity to maintain the flow of benefits throughout time.


Intervention Logic
SUSTAINABILITY
Global Objectives
Contribute to better quality education policy making
5 Years Later the Quality Education Statistics System is still working and producing valuable info?
Purpose
Improved quality education statistics
IMPACT
We have improved quality education statistics
Results
R1: Adequate IT Platform
R2: Adequate institutional arrangements developed
EFFECTIVENESS
Civil Servants are in fact using the new IT Platforms?
New series are used by decision-makers?
Activities
R.1.1: Contract hardware supplier
R.1.2: Contract Software supplier
EFFICIENCEY
IT Platform was supplied on time and at the foreseen cost
Means
RELEVANCE
PROBLEM

There are several evaluation tools that can be mobilized:

- **Objectives Hierarchy and Impact Diagram**: the objectives hierarchy displays the classification of the objectives to be achieved for the strategy implementation, from the European Union's global objective to activities carried out for operational programs. The impact diagram displays the classification of activities, results and expected impacts. The expected impacts are the objectives in terms of results. The tool reconstitutes the intervention rationale and the expected impacts; as such, it plays a crucial role in the organization stage of the evolution's complex interventions through the wording of evaluation questions.

- **Problem Tree**: projects and programs in development assistance aim at satisfying priority needs through the resolution of a range of issues. It is theoretically possible to construct a diagram taking the shape of a tree, with the trunk (the core problem), roots (the causes) and branches (the consequences and impacts). The problem diagram, associated with the impact diagram, validates the relevance of a project, a program or a strategy by relating expected impacts to the problems they should be contributing to solve.

- **Decision diagram**: the decision diagram displays the process during the strategic objectives and the overall co-operation policies with developing countries, which are defined by the European Union's assistance agreements, are converted into short-term and medium-term bilateral co-operation decisions. Complementing the objectives diagram, the decision diagram facilitates the analysis of the strategy in terms of internal coherence (logical succession of the choices) and external relevance (contextual elements and position of stakeholders).

- **Interview**: collects information from stakeholders and beneficiaries throughout the evaluation stages: facts and verification of facts, opinions and points of view, stakeholders analyses and suggestions.

- **Focus Group**: is a means of discussing information, opinions and judgments already collected. The tool explains why opinions have been expressed (and the analyses supporting them) and checks their consistency. Focus groups are frequently used to collect the beneficiaries opinions concerning their participation in a program and what they had drawn from it (positive and negative aspects). They are an alternative to interviews. Whatever their usage, the focus group's specificity is a collection of opinions which have been moderated by an in-depth discussion rather than a collection of spontaneous opinions.

- **Survey**: collects comparable answers from a sample of the population. When the sample is representative, the survey displays statistical measures which can be used for quantified indicators.

- **Case studies**: are the preferred evaluation tool when "how" and "why" questions are being posed, because they allow a detailed examination of the actual elements in line with the evaluation goals. In contexts allowing or requiring t, the case(s) can be selected to yield general conclusions for the overall evaluation.

- **Expert Panel**: is a group of independent specialists, recognized in at least one of the fields addressed by the program under evaluation. The panel yields a collective assessment which is nuanced, argued and supported by the knowledge and experience of the experts.

- **SWOT Analysis**: combines the study of the strengths and weaknesses of an organization, a geographical area, or a sector, with the study of the opportunities and threats to their environment. Frequently used in ex ante evaluations, it can be used in ex post evaluations to assess the orientations taken.

- **Context Indicators:** rank a country through the comparison of its own indicators with that of other countries. A context indicator is a datum which produces simple and reliable information describing a variable relative to the context. The tool evaluates development dynamics through the comparison of the level and evolution of a country's main indicators with that of other countries with similar contexts.

- In ex ante situation, **Multi-criteria Analysis:** is a decision-making assistance tool. In ex post evaluations, it usually contributes to the formulation of a judgment based on a range of heterogeneous criteria.

- **Cost-effectiveness Analysis:** identifies the economically most efficient way to fulfil an objective. It compares the efficiency of projects or programs with comparable impacts. It usually contributes to the formulation or validation of a judgment on the selection of the most efficient projects and programs.