



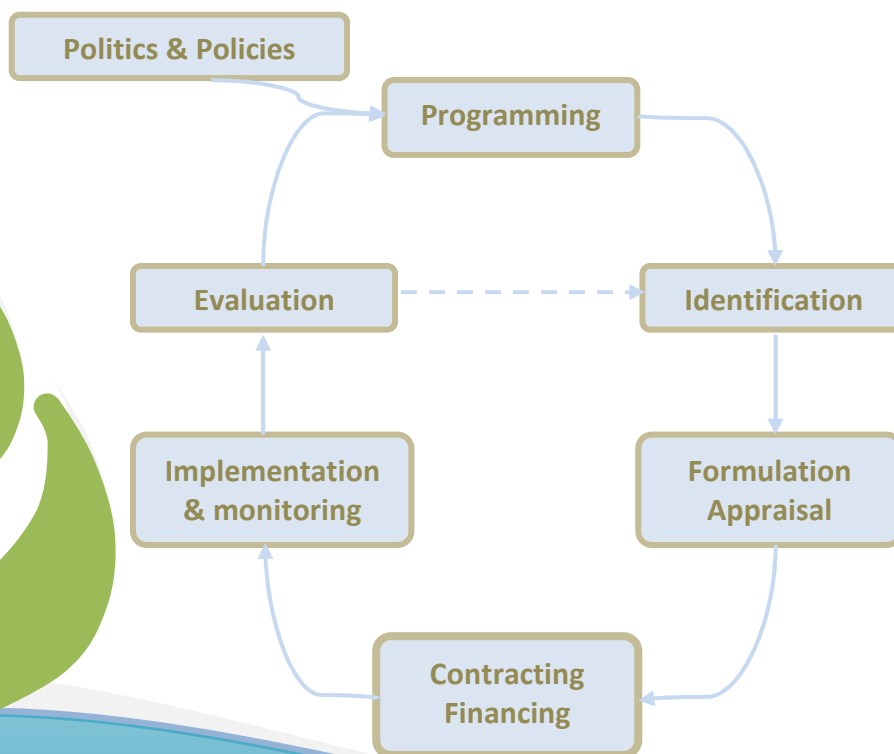
ACR+

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# PROJECT CYCLE MANAGEMENT (PCM)

## ACR+ MED MANUAL



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This manual represents a basic and general overview as to how the Project Cycle Management method is used in the context of the Mediterranean initiatives of ACR+MED.

The manual draws on both the ‘*Integrated Project Cycle Management and Logical Framework*’ compiled by South Research, the EU Manual on ‘*Project Cycle Management*’ and the ‘*VLIRUOS PCM manual*’

## 1. Introduction

### 1.1 Purpose, content and use of this manual

#### 1.1.1 Purpose

The target group of this manual consists of all persons who require a brief introduction to the PCM approach as it is being applied by various bilateral and multilateral developing funding agencies.

This manual is mostly directed towards those that will be designing and managing projects, hence its focus on the analytical steps and logical framework planning.

Together with training and related support services, this manual is part of the support services that ACR+MED wishes to avail to its members to enable a smooth and timely introduction of the PCM method into the various programmes and activities in the Mediterranean region.

#### 1.1.2 Content

This manual consists of the following 6 sections:

- Section 1 introduces the manual.
- Section 2 introduces the project cycle.
- Section 3 introduces the Logical Framework Approach (LFA). Being the single most important component of the PCM method in terms of the involvement of the project leaders, this is the most relevant and applicable section for project leaders.
- Section 4 explains how to use the logframe to develop objective oriented operational planning schedules and focuses on project management issues in general.
- Section 5 briefly links, within the context of PCM, the logframe to the organisation of evaluations.
- Section 6 provides a glossary of terms. Given the fact that donors use different terms to describe identical concepts, this glossary presents the terminology that will be used in the context of ACR+MED activities.

#### 1.1.3 Boxes, examples and figures

In terms of layout and presentation, the content of this manual is organised as follows:

- The textual introduction provides a general explanation of the concept or technique presented
- 'How to boxes' provide a more systematic guidance on how to actually apply some of the methods
- 'Examples' are either presented in boxes or in the main text. In most instances, this manual will refer to a particular project throughout its different sections. In some instances however, reference may be made to other more appropriate examples.

## 2. PCM – Its key principles and components

In essence, PCM is a collection of relatively simple principles, concepts and techniques that could be summarised as follows:

PRINCIPLES	TO ENSURE...
1. Respect for the concept of the project cycle and its different phases...	...structured and informed decision-making at the different stages of project management
2. Beneficiary (client) and stakeholder orientation...	...involvement and commitment of stakeholders
3. A consistent project design using the logical framework...	...a comprehensive and consistent analysis and planning
4. Attention for factors of sustainability or quality...	...that from the design onwards, mechanisms are put in place that will continue the flow of benefits
5. Integrated approach using standardized documentation...	...that interventions are linked with wider development efforts, all PCM tools are linked and mutually reinforcing and procedures and documents are simplified and transparent

The above 5 principles are explained in more detail in the following sections.

Among these principles, the Logical Framework Approach (LFA) is a very important component especially for project managers. However, in the context of PCM it is but a methodology that should be embedded in a wider and integrated management system.

PROJECT CYCLE MANAGEMENT	LOGICAL FRAMEWORK APPROACH
Defines different phases in the project life with a well defined process of involvement of different stakeholders, management activities and decision-making procedures	A methodology for analyzing, planning, managing and evaluating programmes and projects, using tools to enhance participation and transparency and to improve orientation towards objectives

### 2.1. The concept of the project cycle

The way in which programmes or 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. This sequence is called the project cycle. Activities, involved actors and outputs for each of these phases could be summarised as follows.

#### 2.1.1. Prior to project implementation

##### *Programming*

Programming is concerned with the establishment of general principles and guidelines for projects and programmes. The outcome is typologies of projects that can be funded and general conditions for the acceptance of project proposals.

##### *Identification*

Within the programme framework, problems, needs and interests of possible stakeholders are analysed and ideas for projects and other actions are identified and formulated in broad terms. This involves a study of the project context to obtain an idea of the relevance, the feasibility and sustainability of the

proposal. A comparison of this information with the funding criteria will allow an assessment of the funding chances.

### *First appraisal*

With reference to the pre-determined criteria the preliminary proposals are analysed and prioritised. The outcome of the appraisal phase consists of a list of projects that are admitted into the formulation phase.

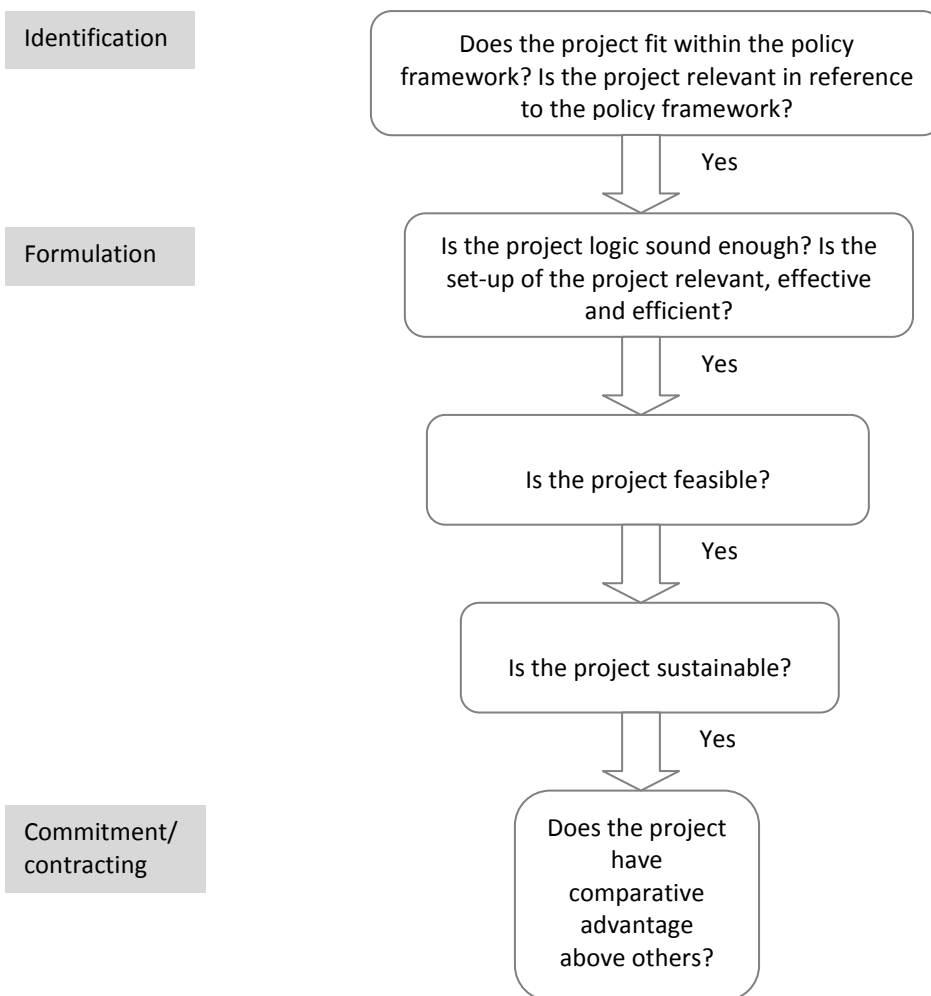
### *Formulation*

During the formulation phase the promoters and project leaders engage in an intensive and participatory process of information collection and analysis followed by a planning process that includes operational issues such as activity and resource scheduling. This phase of the cycle leads to final project proposals that can be submitted to potential funding agencies.

### *Funding decision*

The funding agencies engage in a final appraisal and review process resulting in a decision whether or not to fund the project. This phase is concluded with the signing of a formal agreement between the concerned partners.

## Decision tree



### 2.1.2. During project implementation

#### *Implementation, monitoring and mid-term evaluation*

In this project phase all actors are involved. Project activities are undertaken as planned and proper monitoring of the output delivery, implementation process, management and assumptions allows for timely corrections and adaptations as and when required. During implementation mid-term evaluations may be conducted to review the extent to which results and objectives are being attained. Progress reports are being produced and the planned implementation process is being appropriately monitored to ensure the achievement of the intended objectives.

### 2.1.3. After project implementation

#### *Evaluation*

The aim of an evaluation is to determine the relevance, effectiveness, efficiency, impact and sustainability of the intervention. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors. Such an evaluation can be conducted at the end of the implementation phase (*final evaluation*) or afterwards (*ex-post evaluation*). The outcome may consist of lessons learned and feedback that is channelled into future PCM and policy and programme frameworks.

### 2.1.4. PCM provides a learning framework

In short, in PCM each specific phase has its own function and is being implemented on the basis of the information gathered during the previous phase and on decisions taken at that moment. Every phase completes and updates the information of the previous phase and allows to take adapted and refined decisions. PCM, when properly applied, therefore provides a framework for ongoing learning and improvement in terms of the effectiveness of interventions.

In order to properly respect the different project phases, a distinct separation of roles must be observed. It means that the actual project planning is done by the stakeholders, including ultimate beneficiaries such as farmers and intermediary organisations in the case of (applied) research. The project cycle managers will assess the quality and completeness of the outcome of the planning process but refrain from becoming the 'owners' of the project at the expense of the stakeholders themselves. PCM and with it, the LFA as such provides a learning framework at different levels, such that ongoing revisions may contribute to enhancing the overall effectiveness of the interventions.

## 2.2. Beneficiary and stakeholder orientation

The last 30 years has shown that the active participation of stakeholders in all stages of the project cycle is a critical factor of success. Their participation will not only enhance the ownership of the project, but also ensure that maximum use is made of the knowledge and experiences of all relevant actors involved. Henceforth, the effectiveness and efficiency of the project will be increased.

While in origin the ACR+MED projects must be '*demand driven*', a transparent negotiation process must ensure that the expectations of all are clarified and considered. As ACR+MED activities are collaborative in nature, both the interests of the Northern and Southern partner must be taken into account in the process of project formulation. To some degree, the ACR+MED approach therefore embraces the notion of '*demand initiation and negotiated collaboration to ensure sufficient mutual interest*'.

While a broad range of approaches and tools has been developed to increase the participation of the different groups of stakeholders, PCM serves as the major integrating approach to which all such tools are related.

## 2.3. A consistent project design using the logical framework approach

Evaluations have found that many projects are still being formulated in terms of the delivery of hardware rather than the creation of benefits for the identified target group. In the context of PCM, the Logical Framework is used as the analytical tool to ensure a consistent project design. In this regard a distinction must also be made between the logical framework approach, i.e. a process to progressively complete the logframe, and the logframe (matrix) as such, which is a summary output of this process.

The logframe tool involves the presentation of the results of an analysis in such a way that it is possible to set out the project objectives in a systematic and logical way. This should reflect the causal relationships between the different levels of objectives, the indicators defined to check whether these objectives have been achieved, and to establish what assumptions outside the control of the project/programme may influence its success.

The main results of this process are summarised in a matrix which shows the most important aspects of a project in a logical format (*the logframe*).

In addition to analysis and design, the logical framework is also useful for the implementation of a project, as well as for its evaluation (see section 6). It thus plays a role in each phase of the cycle. 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 of formulation, financing, implementation and evaluation. 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 detailed budget, the breakdown of responsibilities, the implementation schedule and a monitoring plan.

	Intervention logic	Objectively verifiable indicators	Sources of verification	Assumptions
Overall objective				
Project purpose				
Results				
Activities		Means	Costs	
				Pre-conditions



## 2.4. Attention for factors of sustainability

Sustainability can be described as the degree to which the benefits which are to be produced by the project for the beneficiaries continue for an extended period after the main assistance of the funding agency has been completed.

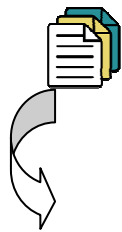
While sustainability is a general concern in terms of development interventions, the PCM method requires that the factors that could affect the sustainability issue are systematically considered from the planning stage onwards. In this manner, PCM ensures that sustainability is in-built rather than an add on concern towards the final stages of implementation.

## 2.5. Integrated approach using standardised documentation

Lastly, PCM links together the activities at various levels, both within the framework of the intervention (programming, project planning and implementation) as well as beyond (national or sectoral frameworks). This ensures a proper vertical integration.

Furthermore, a standard terminology and set of procedures, assessment and evaluation criteria, and documents is utilised to ensure full transparency and mutually reinforcing good management practices throughout the project cycle. In the context of ACR+MED the learning cycle in terms of PCM is still very young. What is meant to be standardised is therefore also subject to change in view of evaluation activities at various levels of programme management.

National/ sectoral objectives



Logframe

	Start	Duration	End
Country			
Project			
Health			
Activities			



Results-based work plans and budgets



### 3. The Logical framework approach

#### 3.1. Introduction

##### 3.1.1. A tool with limitations

The Logical Framework has proved its usefulness in helping those who prepare and implement projects to better structure and formulate their ideas and to set them out in a clear, standardised way. If the policy is misconceived or if the logic is poor, the logframe should reveal the contradictions. However, a tool, however good it is, cannot alone guarantee successful results (*'garbage in, garbage out'*). Many other factors will also influence a project's success, notably the organisational skills of the team or organisation in charge of implementation.

##### 3.1.2. Not a blueprint but a dynamic management instrument

The establishment of a logframe should not be a blueprint exercise. Each logframe should be the fruit of a thorough analysis and a joint planning process whose quality depends upon a number of factors, including:

- The information available
- The ability of the planning team
- Consultation of a balanced representation of stakeholders
- Thorough consideration of lessons learnt.

The logframe must indeed be seen as a dynamic tool, which has to be re-assessed and revised as the project itself develops and circumstances change during implementation.

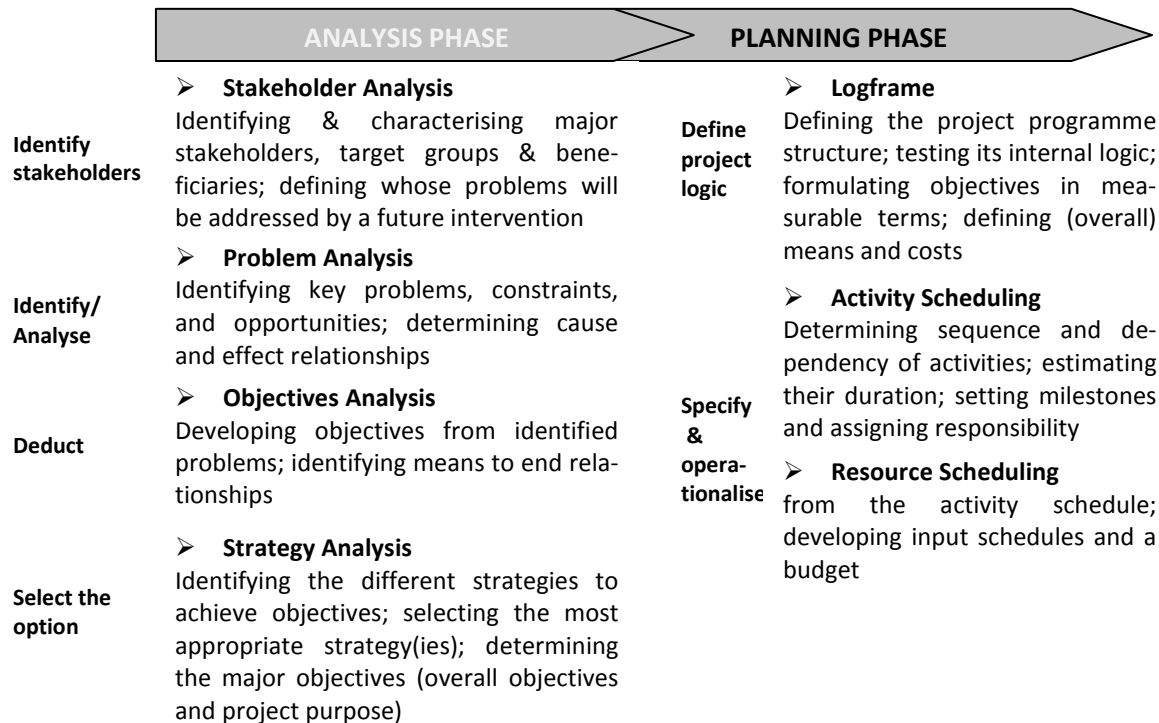
##### 3.1.3. Giving room to learning: Embedding the logframe within a broader PCM approach

Only when the logframe is embedded in a broader PCM approach, its potential limitations can be handled in a structured manner. The PCM approach should indeed allow for the constant integration of external changes, new insights, etc. that are the result of analyses and experiences gained during the project cycle. Within PCM, such integration and adaptations will be undertaken in a flexible but organised, transparent and negotiated manner. Only in this context, PCM guided learning can outweigh the inherent risks of rigidity.

##### 3.1.4. The logical framework approach: two interlinked stages

Drawing up a logframe has two stages, which are carried out progressively during both the Identification and Formulation phases of the project cycle. Depending on the phase in the project cycle, their level of detail however differs. In view of the time and cost that is associated with an in depth contextual analysis and participatory planning.

## The Logframe Approach



### *The Analysis phase (3.2.)*

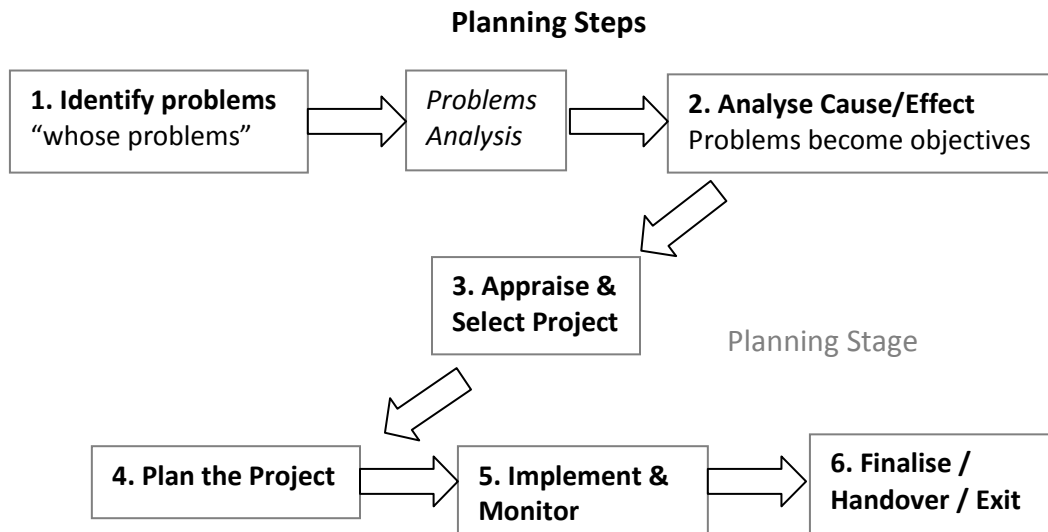
During the Analysis phase the existing situation is analysed to develop a vision of the 'future desired situation' and to select the strategies that will be applied to achieve it. The key idea is that projects are designed to address the problems faced by target groups / beneficiaries, both women and men. There are four steps to the Analysis Phase:

1. Stakeholder Analysis
2. Problem Analysis (image of reality)
3. Analysis of Objectives (image of an improved situation in the future)
4. Analysis of Strategies (comparison of different options to address a given situation)

### *The Planning phase (3.3.)*

The planning phase involves the further development into a practical, operational plan ready to be implemented of the outcome of the analysis phase. In this stage there are two steps:

1. Completing the logframe
2. Outlining an operational plan based on the logframe (activity and resource scheduling etc.)



## 3.2. The logframe approach: the analysis phase

### 3.2.1. Step 1: Analysing the stakeholders

A stakeholder analysis is often conducted in the preparatory stages of a project. The project stakeholders are individuals, groups of people or organisations who have an interest (a stake) in the (proposed) project and hence can have a positive or negative influence or contribution. Apart from various external actors, stakeholders consist of the project partners (those who implement the project), direct beneficiaries (the group that will be benefiting from the services of the project at the Specific objective level) and the indirect beneficiaries (those that will be benefiting from the project in the long run).

If a project wants to be successful, it is important to study the stakeholders' attitude, interest and potential influence on the intervention. In order to identify the stakeholders a number of questions can be used.

#### How to identify the project stakeholders?

- *Who has taken the initiative for the project?*
- *Who will benefit from the intervention?*
- *Who is interested in the proposed intervention?*
- *Who has to participate in the proposed intervention?*
- *Who might feel threatened by the intervention?*
- *Who can contribute to the intervention?*
- *Who works in the same field or domain?*

This will allow a list of stakeholders to be compiled. Once the stakeholders have been identified, their characteristics, expectations, influence and power should be analysed.

### How to analyse stakeholders?

- *What contacts already exist between the stakeholders and the project leaders?*
- *What is the stakeholders' interest in the proposal?*
- *What can be his/her influence, power or contribution?*

Based on the above, a participation or activity strategy is defined with regard to the strategic stakeholders. Such a strategy could consider ways to provide information to stakeholders regarding project progress, actual consultation or dialogue or even shared responsibility for some project components.

#### *Linking the stakeholder analysis with all further steps*

Stakeholder analysis and problem analysis are closely connected. Without people's views on a problem, neither its nature, nor their needs or eventual solutions will become clear. However, at some point in the process, a decision must be made regarding whose interest and views will be given priority. While a consensus may seem ideal, concentrating on the interest of the core stakeholders may be more suitable. Such stakeholders must be consulted and involved as much as possible in the subsequent project design and planning phase.

Also during the implementation process, the stakeholder analysis must be a point of continuous reference. Whenever the logframe has to be revised, the evolving landscape of stakeholders must be considered.

Table 1. Stakeholder analysis described by participants in a workshop in Nepal (2007)

Stakeholder	Stakeholder	Stakeholder
Municipality	Commercial sector industries	Consumers
TLOs	Commercial sector factories	Community organizations TLO
Users Committee/CBOs	Educational institutions	User groups
Private sector contractor	Civil society (associations)	Hotel business
Private sector corporate	Political parties	Hawkers/sweepers
Waste pickers/ (waste buyers)	Farmers (poultry, fishery)	Schools, Colleges and universities
Households	Various social groups (MIG, CDEC, Saving groups)	Chamber of commerce and Industry
Municipality	Health service centres	Business
TLOs	Central government, DDCs, VDCs	Tourism
Users Committee/CBOs	Street children	Parks and recreation centres
Private sector contractor	Media	Mother or youth groups
Social clubs	Donors/NGOs/INGOs	Politicians
Commercial sector markets	Traders (trade market)	

### 3.2.2. Step 2: Problem analysis, establishing a problem tree

There are many ways to analyse a problematic situation, such as the analysis of existing studies and documents, discussions with different stakeholders and other key persons, base-line surveys, etc. In order, however, to increase the coherence of this information and to enhance the participation and negotiation process a problem tree approach is commonly used. In the case of important projects, the organisation of a workshop in which the core stakeholders participate is recommended.

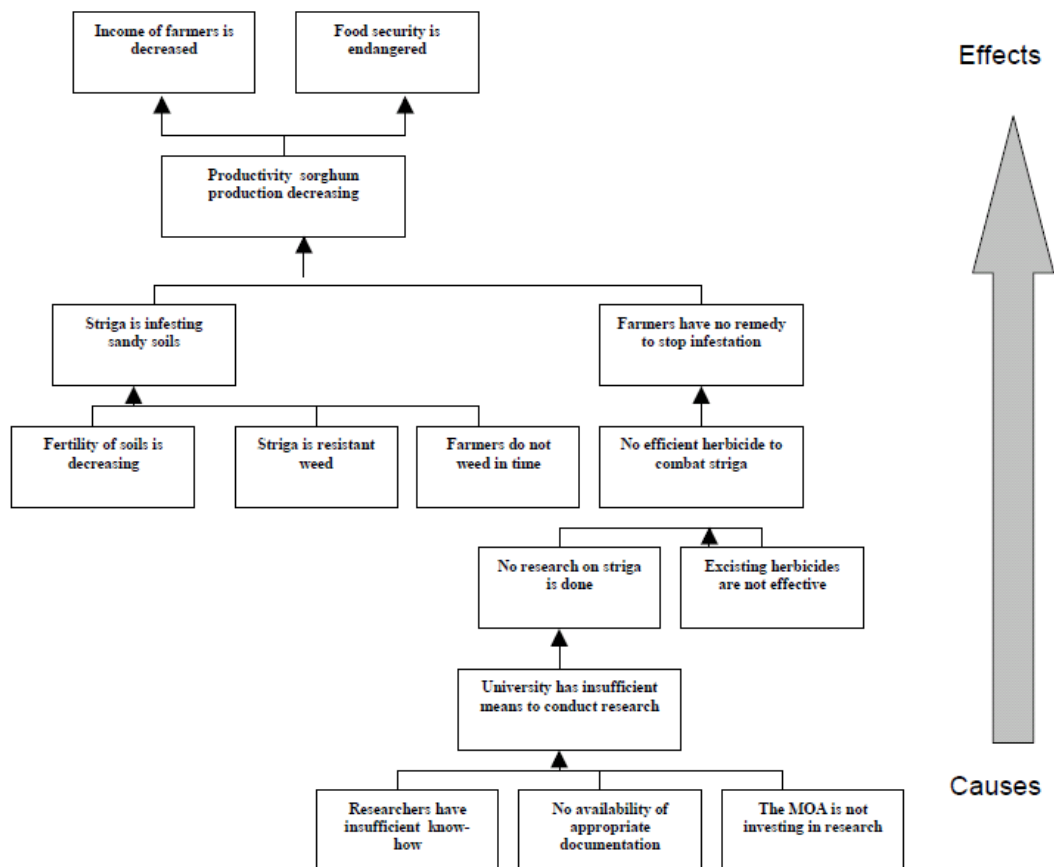
### How to establish a Problem Tree?

1. Agree on a unit of analysis (define framework and subject)
2. Identify major problems existing in a given situation (brainstorming using individual cards)
3. Select an individual starter problem
4. Look for related problems to the starter problem.
5. Establish hierarchy of cause and effects (problems that cause the starter problem go below, other are put above).
6. Complete with all other problems accordingly.
7. Connect the problems with cause effect arrows
8. Review the diagram and verify its validity and completeness.

In terms of wording, problems should be stated as:

- Negative situations and existing problems, not imagined ones and not as the absence of a solution.
- Sufficiently detailed so as to communicate the true nature of the problem.

### Example problem tree



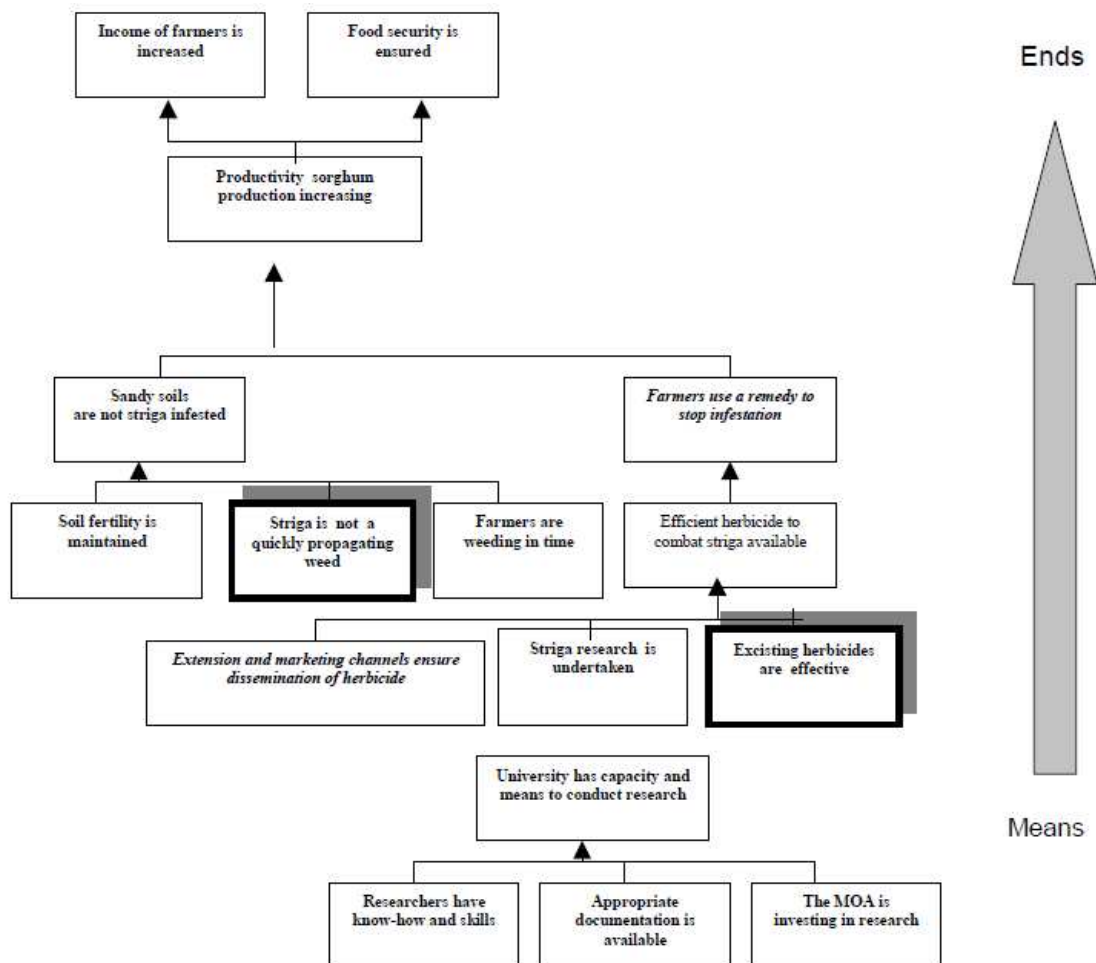
### 3.2.3. Step 3: Objective analysis, turning the problem tree into an objectives tree and projecting the desired future situation

After having analysed the present problematic situation, the stakeholders can start to reflect on which situation would be considered satisfactory. This reflection is important because its outcome will determine the different objectives and results to be included in the logframe. Basically, the objectives analysis converts the problem tree into an objectives tree. Once complete, the objectives tree represents a comprehensive picture of the desired situation.

#### How to Establish an Objective Tree?

1. Reformulate all negative situations of the problem analysis into positive situations that are: (1) desirable, and (2) realistically achievable
2. Check the means-ends relationships thus derived to ensure validity and completeness of the hierarchy (cause-effect relationships are turned into means-ends linkages)
3. If necessary (1) revise statements, (2) add new objectives if these seem to be relevant and necessary to achieve the objective at the next higher level or (3) delete objectives which do not seem suitable/convenient or feasible.

#### Example Objective tree



### 3.2.4. Step 4: Analysis of strategies, what goes in the project

In the hierarchy of objectives, the different clusters of the same type can be called strategies. The different possible strategies have to be studied before the most appropriate strategy for the project can be selected. The most relevant and feasible strategy needs to be selected on the basis of criteria such as:

- Available know-how, capacities and interest of the stakeholders
- Complementarity with other actions
- Urgency
- Funding potential
- Social and/or political acceptability

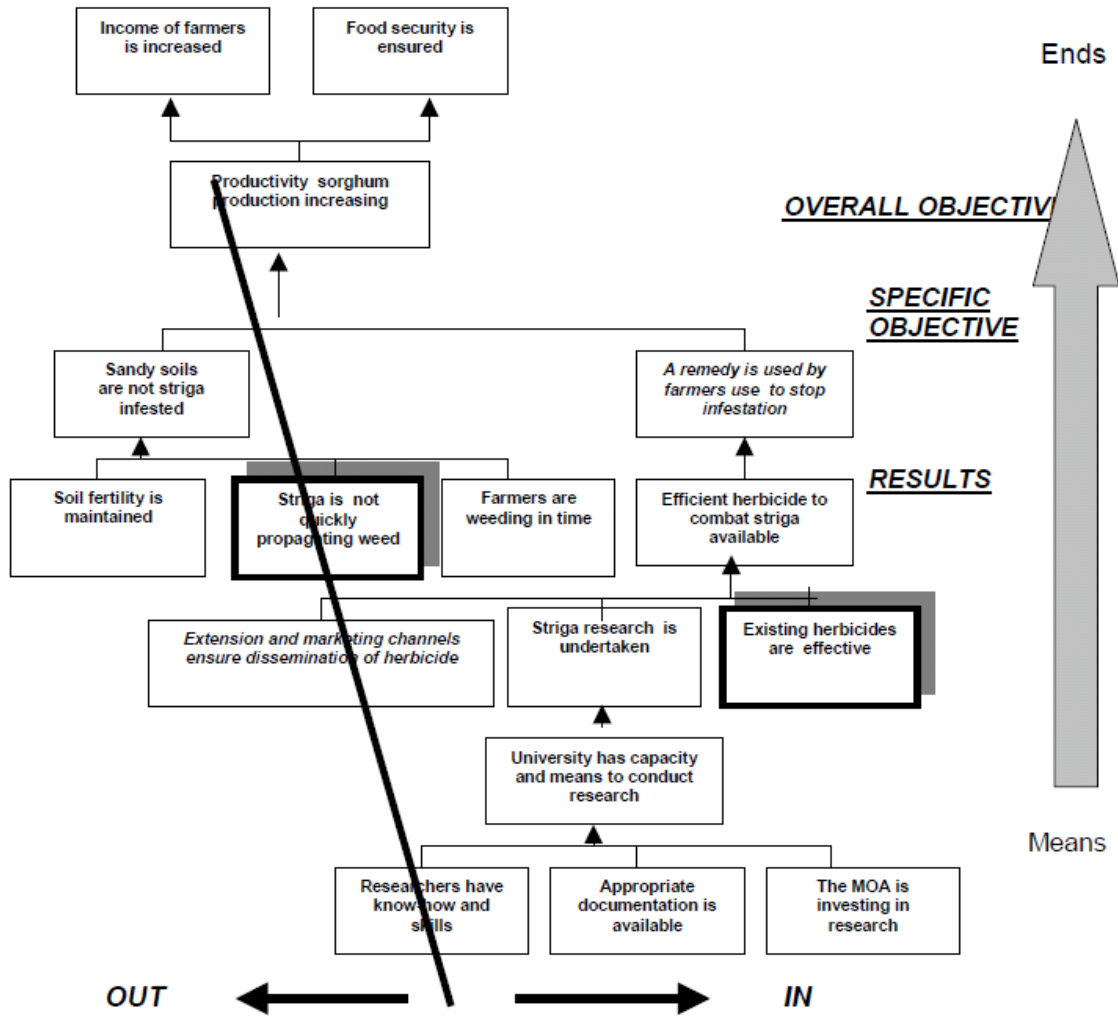
#### How to Do a Strategy Analysis?

1. *Identify objectives you do not want to pursue (not desirable or not feasible)*
2. *Group objectives, to obtain possible strategies or components (clustering)*
3. *Assess which strategies (or strategy) would be optimal in view of the agreed upon criteria*
4. *Determine Overall Objective(s) and Specific objective*

Once identified, the selected strategy will be transferred to the first column of the logframe.

#### Strategy analysis





### 3.3. The planning stage: building the logframe matrix and ensuring sustainability

The main document of the LFA is the logical framework matrix. It is a way of presenting the substance of the proposed intervention in a comprehensive form. The matrix has four columns and four rows:

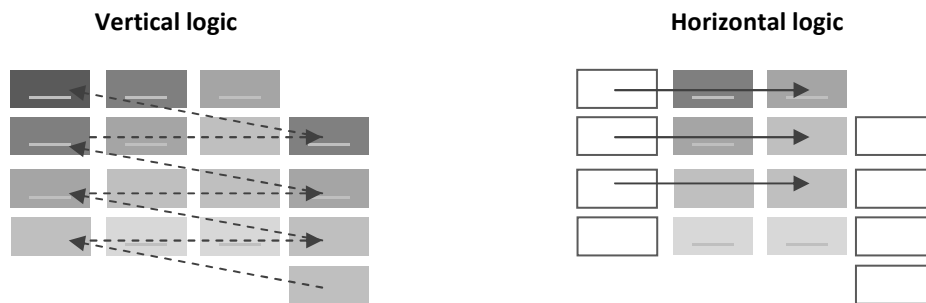
- The *vertical logic* identifies what the project intends to do, clarifies the causal relationships and specifies the important assumptions and risks beyond the project manager’s control.
- The *horizontal logic* relates to the measurement of the effects of, and resources used by the project through the specification of key indicators, and the sources where they will be verified.

#### HOW TO READ THE LOGFRAME?

The main document of the LFA is the logical framework matrix. It is a way of presenting the substance of the proposed intervention in a comprehensive form. The matrix has four columns and four rows:

- The vertical logic identifies what the project intends to do, clarifies the causal relationships and specifies the important assumptions and risks beyond the project manager’s control
- The horizon logic relates to the measurement of the effects of, and resources used by the project through the specification of key indicators, and the sources where they will be verified

#### How to read the logframe?



The logframe matrix is completed in the following step by step approach

#### *Step 1: Description of the intervention logic (first column)*

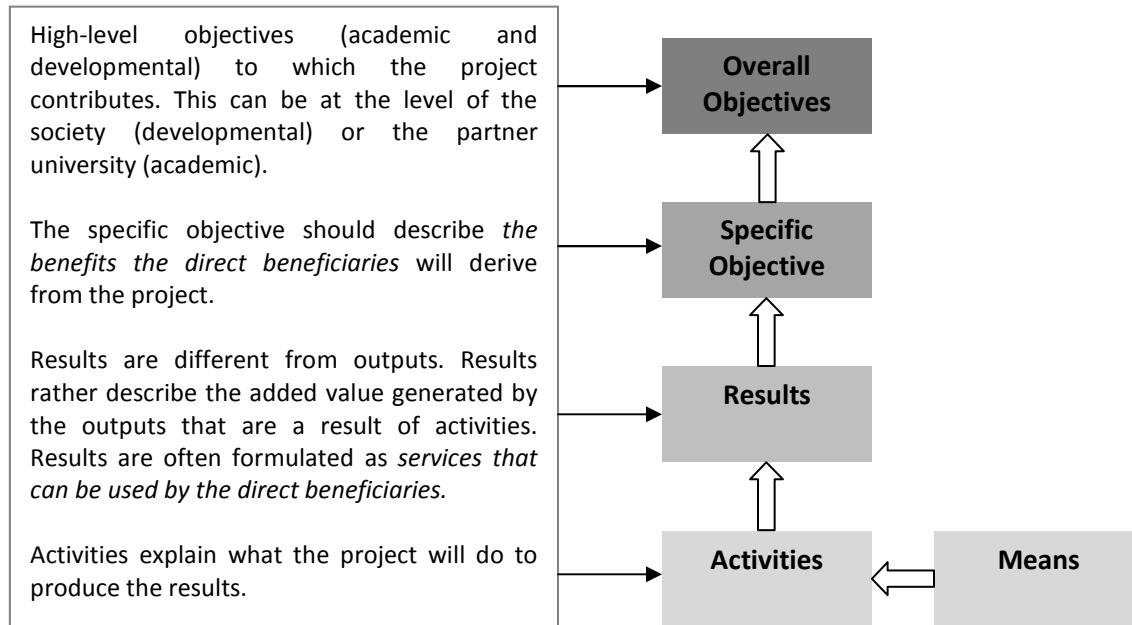
The first column of the matrix sets out the basic strategy underlying the project. This logic reads as follows. Means allow to carry out activities through which results are achieved. These results collectively achieve the specific objective that contributes to the overall objectives.

The *four levels of objectives* are defined as follows:

1. The *Overall Objectives* of the project / programme explain why it is important to society, in terms of the longer-term benefits to final beneficiaries and the wider benefits to other groups. The Overall Objectives will not be achieved by the project alone, it will only provide a contribution to the achievement of the Overall Objectives.
2. The *Specific objective* is the objective to be achieved by implementing the project. It should be defined in terms of sustainable benefits for the direct beneficiaries.
3. *Results* are “products” of the Activities undertaken, the combination of which achieve the specific objective of the project. They should be numbered.

4. *Activities* – the actions necessary to produce the Results. They summarise what will be undertaken by the project. They should be related to the Results by adequate numbering
5. (Activity 1.1, 1.2....., 2.1, 2.2....).

### Intervention Logic and Formulation of Intervention Logic



When establishing the intervention logic, continuous critical questioning and reflection is required to ensure coherence means-effect links. At the level of results and activities the following questions must be raised:

- Are all the activities/results necessary to reach the results/Specific objective?
- Are these activities/results sufficient to reach the results/Specific objective?

Additional activities can be introduced in case the answer to the second question is negative (which will nearly always be the case). Certain activities can be dropped if the answer to the first question is negative.

#### *Step 2: Identifying and assessing assumptions (fourth column of the logframe)*

Assumptions are important situations, events and conditions that are not controlled by the project but should be fulfilled if the project has to become successful and its benefits sustainable. As these assumptions are external to the project and cannot be influenced by it (at least not directly), they are included in the fourth column of the logframe. By doing so, the project management is constantly aware of the external risks and uncertainties the project is facing. The assumptions should be monitored regularly as they can change over time. If changes are observed, corrective measures may have to be taken to safeguard the success of the project.

When adding assumptions to the logframe, two different steps must be distinguished, namely the (1) identification of the assumptions, and (2) their assessment.

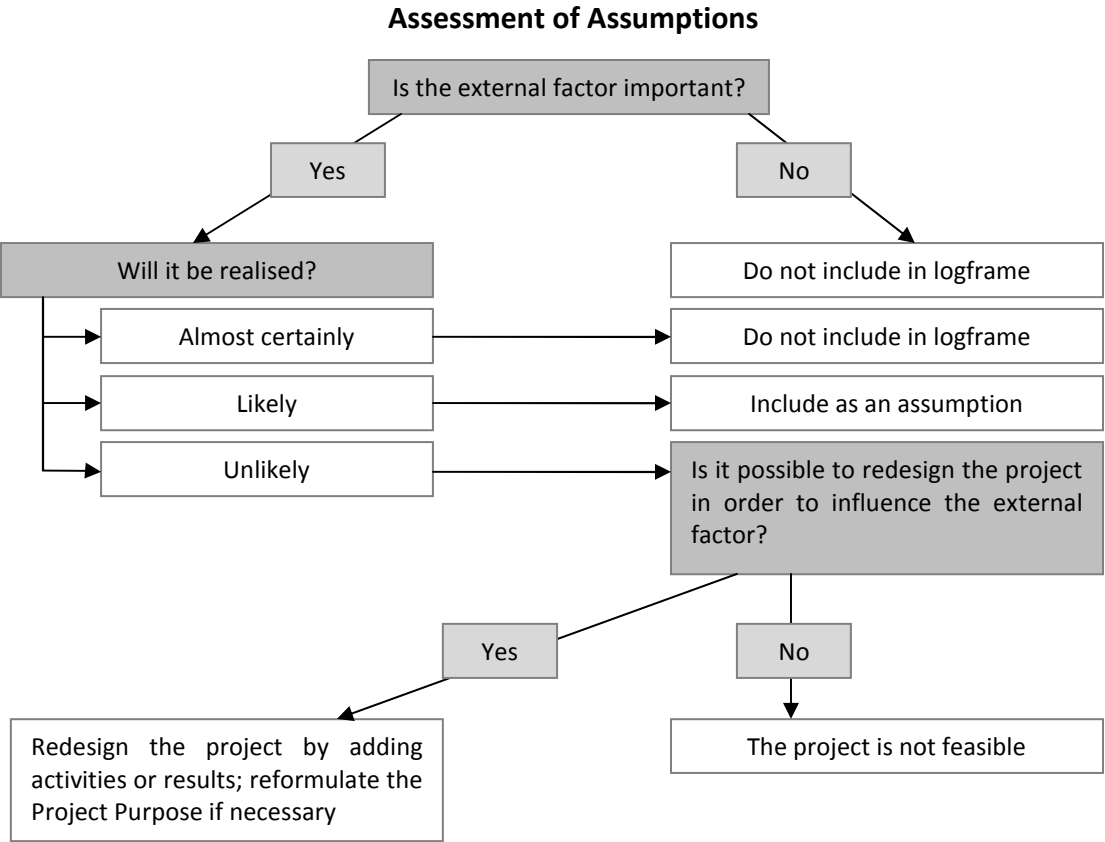
#### **How to identify and assess assumptions?**

##### *1. Identification of assumptions:*

- *Identify in the hierarchy of objectives such objectives that are not covered by the selected strategy but important for the success of the project*
- *2. Place them as external factors at the appropriate level of the logframe*

- 3. Identify other external factors not included in the hierarchy which must be fulfilled to achieve the Overall Objectives, the Specific Objective and the Results
  - 4. Identify necessary Pre-conditions which have to be met in order to start with project Activities
2. Assessment of assumptions:
- Assess the importance of the external factors by using the assessment chart.  
Depending on the conclusions:
    - Take out the external factor (almost certainly)
    - Include the external factor as an Assumption (likely)
    - Redesign the project (unlikely)
  - Check the Intervention Logic and Assumptions on completeness beginning with the Pre-conditions, to see whether the Intervention Logic is indeed logical and nothing has been overlooked.

In order to complete the fourth column the pre-conditions need to be listed. These are conditions that need to be met before the project can commence. They could relate to the commitment of staff and resources by the local partner, the signing of contracts etc.  
At this stage of completion of the logframe, the vertical or intervention logic of the project has been finalised and as such it constitutes the essence of the project.



- Remarks:**
1. Assumptions should be worded positively as external factors in such a manner that it is supposed that they will be realised.

2. *Also in ACR+MED projects, critical factors external to the project are often overlooked. This is in particular the case when sustainable institutional capacity building is looked for in a difficult contextual environment.*
3. *In case that the likelihood of the realisation of certain assumptions is difficult to assess, it is advisable to include the assumptions such that they can be monitored.*

### **Step 3: Planning for sustainability**

Once the intervention logic has been established, and prior to completing the logframe matrix, it is important to ascertain that already at this stage, the sustainability of the intended project benefits is analysed.

Based on a timely sustainability analysis, additional results or activities may be included in the project at the planning stage in order to increase the chances of sustaining the benefits. This analysis relates to (1) an analysis of the project logic and (2) a review of some external factors.

#### **How to analyse the project logic for sustainability?**

1. *If we want that the benefits produced by the specific objective continue once the external assistance has been ended, is it then important that the intermediate results continue to be delivered?*
2. *If so, which results are to be continued? And which activities related to these results should be continued as well to ensure that the results continue to be delivered?*
3. *What are the chances that these activities indeed will continue after the project?*
4. *If these chances are not high, then the following question is important: what can be done during the project planning and implementation phases to guarantee that these activities will continue in the post-project period?*
5. *The answer to this question will imply that probably additional activities (or even results) will have to be taken up by the project.*
6. *A similar analysis has to be conducted with regard to the assumptions to assess whether their probability will change once the project will have stopped.*

#### **How to assess overall sustainability?**

1. *Ownership by beneficiaries: What evidence is there that all beneficiaries (academic and administrative staff, students), support the project? How actively are and will they be involved/consulted in project preparation and implementation? How far do they agree and commit themselves to achieving the objectives of the project? To what extent are they willing to commit resources and internal policy reviews to ensure its success (in particular relevant for institutional capacity building.)*
2. *Policy support: Is there a comprehensive institutional plan at the university or departmental level that ensures that the intervention is imbedded in a wider strategy? Is there evidence of sufficient support by the responsible authorities (internal by management or external by policy makers) to put in place the necessary supporting policies and resource allocations (human, financial, material) during and following implementation?*
3. *Appropriate technology: Is there sufficient evidence that the chosen technologies can be used at affordable cost and within the local conditions and capabilities of all types of users, during and after implementation? In particular, can such technologies be technically sustained and integrated in the functioning of the required levels? Are they appropriate in view of the overall technical development and infrastructure of the recipient?*
4. *Environmental protection: Have harmful environmental effects which may result from use of project infrastructure or services been adequately identified? Have measures been taken to ensure that any harmful effects are mitigated during and after project implementation?*
5. *Socio-cultural issues: Does the project take into account local (institutional or societal) socio-*

*cultural norms and attitudes? Will the project promote a more equitable distribution of access and benefits within the university but also at the level of the society (if applicable)?*

6. *Gender equality: Have sufficient measures been taken to ensure that the project will meet the needs and interests of both women and men? When scholarships and training opportunities are planned, have specific measures to encourage women been considered?*

7. *Institutional and management capacity: Is there sufficient evidence that the local department or other relevant university unit has the capacity and resources (human and financial) to manage the project effectively, and to continue service delivery in the longer term? If capacity is lacking, what measures have been incorporated to build capacity during project implementation?*

### 3.4. Completing the logframe matrix

#### 3.4.1. Step 1: How to identify indicators (OVIs) and Sources Of Verification (SOV)

##### *Indicators (Objectively Verifiable Indicators or OVIs)*

Indicators describe the project's objectives in operationally measurable terms (quantity, quality, target group(s), time, place). Specifying OVIs helps checking the viability of objectives and forms the basis of the project monitoring system. OVIs should be measurable in a consistent way and at an acceptable cost. A good OVI should be SMART:

- S-specific: measure what it is supposed to measure
- M-easurable
- A-vailable at an acceptable cost
- R-elevant with regard to the objective concerned
- T-ime-bound.

Often, the formulation of indicators is not an easy task. This might be the case in many projects that pursue qualitative or intangible outputs. In such cases the definition of appropriate indicators may involve considerable interaction among stakeholders. It might be possible as well that more than one indicator will be needed to sufficiently describe a result or objective. It will not always be possible to find indicators that fulfill all these criteria.

It is not always feasible to formulate indicators at the level of the overall objectives. As stated above, the overall objectives refer to changes at the level of society to which the project intends to contribute. The indicators should refer to the specific '*contribution*' of the project to each of these general objectives. However, in most cases, the project's contribution is relatively small and, more importantly, difficult to isolate. It is then not meaningful to formulate indicators, and the corresponding cell can remain blank. Alternatively, indicators may be formulated without further operationalisation, i.e. without trying to measure the project's performance against them (the sources of verification cell to the right of the indicator will remain blank).

In addition, indicators should be independent of each other, each one relating to only one objective in the Intervention Logic, i.e. to one of the overall objectives, the specific objective or to one result. Often, it is necessary to establish several indicators for one objective,

**How to Define OVIs and to Select SOV?**

*How to define OVIs?*

1. *Specify for each Result, the Specific objective, and the Overall Objectives:*

- *The quantity: how much?*

- *The quality: what?*
- *The target group: who?*
- *The time / period: starting when and for how long?*
- *The place: where?*

*Note: Indicators concerning the Overall Objectives tend to be more qualitative than those applicable to the Specific objective and the Results, which have more quantitatively measurable components.*

2. *Check whether the Indicators or Indicators describe the Overall Objectives, Specific objective or Results accurately. If not, other Indicators should be added or new ones found.*
3. *Care should be taken to ensure that the OVIs for the Specific objective - the project's 'centre of gravity' - do in practice incorporate the notion of 'sustainable benefits for the target group'.*

#### *How to choose SOV?*

1. *Decide what Sources of Verification are needed to obtain the information on OVIs.*
2. *Identify which sources are to be collected, processed and kept within the project, and which are outside (existing sources).*
3. *Check sources outside the project to ensure that:*
  - *their form/presentation is appropriate;*
  - *they are specific enough;*
  - *they are reliable;*
  - *they are accessible (where and when);*
  - *the cost of obtaining the information is reasonable.*
  - *Replace OVIs for which no suitable sources can be found by others.*
4. *Use existing resources as much as possible to avoid additional cost, time and effort to be deployed.*

### **3.4.2. Step 2: How to identify means and costs**

The boxes 'Means' and 'Cost' replace OVIs and SOV at the level of activities. OVIs and SOV are thus not specified for activities in the Logframe, but may be specified later when preparing an activity Schedule (see section 4). Means are physical and non-physical resources (often referred to as "Inputs") that are necessary to carry out the planned Activities and manage the project. A distinction can be drawn between: *human resources* and *material resources*. Costs are the translation into financial terms of all the identified resources (Means).

The activities should therefore be worked out sufficiently to enable estimates of the necessary physical and non-physical means. This will include the means and cost required for management support activities. An area for particular attention is the cost of collecting data on OVIs.

#### **How to Establish Means and Cost?**

1. *Work out the human, material and financial means necessary to carry out the planned Activities under each Result. Classify them according to the requirements of the co-operation mechanism (budgetlines).*
2. *Work out the human, material and financial means needed for management and support activities not included in the Logical Framework (e.g. building of a co-ordination office, administrative and accounting staff, etc.). For transparency reasons, you may just summarise all these activities as a reminder at the bottom of the logframe. You can then identify the means required and link them to the respective cost.*
3. *Calculate the cost of the resources thus established.*
4. *List a summary of Means in the 2nd column behind the activities in the Logical Framework and summarise the cost by budget origin in the 3rd column behind the activities.*

# 4. Using the Logical Framework to develop operational plans

## 4.1. Introduction

As the end of the formulation phase, the logical framework summarises the essential elements of the project:

- The objectives and the results the project aims at and the activities that will be undertaken (project logic);
- The external factors on the success of the project depends (assumptions);
- The operationalisation of the objectives in such a way that their implementation will be susceptible to future analysis (objectively verifiable indicators and verification instruments);
- The means necessary to implement the objectives and the cost of these means.

As such, the logical framework appears as the main planning document of a project. In spite of its importance, one should be aware that the logical framework does not contain all elements of a comprehensive plan. It defines the main features of the project, but it does not guarantee in itself an appropriate implementation of the project. In other words, the result of the formulation phase enables us to define a basis for the elaboration of the technical and operational aspects of a project. The concept of operational planning is therefore aimed at an efficient implementation of the planned project activities and concerns the following issue:

- A more detailed planning of the activities to be undertaken. These activities cover both content and management activities
- A detailed resource scheduling.

## 4.1. Components of operational planning

### 4.1.1. Detailed planning of 'content' activities

The activities defined during the formulation phase generally do not allow to appropriately implement the project. These activities often need to be detailed by defining '*sub-activities*' (contributing to the implementation of the activities, just like the activities contribute to the results). While over-planning needs to be avoided, the following items should generally be covered during operational planning:

- Adequate timing of activities
- Adequate division of tasks and responsibilities
- Adequate estimation of means and a precise cost calculation
- Therefore, Gantt charts are mostly used in this context (see example).



### Example: Operational plan content activities

Description of activity	Year 1												Year 2												Budget		Resp. (North)		Resp. (South)		
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	Y1	Y2	Formal	Implementing	Formal	Implementing	
1, The institute has a very good understanding of all factors related to infestation of striga																															
1.1. To offer 3 lecturers of the department a post-graduate																								2500	000	Prom.					
1.1.1. Select lecturers																										Prom.			Prom.		
1.1.2. Identify appropriate post-graduate opportunities																										Prom.			Prom.		
1.1.3. Formulate a study and research plan																										Prom.	Team		Prom.		Team
etc.																															
1.2. To arrange for visits of local partners to Flemish department																								300	500	Prom.					
1.2.1. Compose visiting delegation																										Prom.	Assistant				
1.2.2. Agree on TOR for the visit																										Prom.			Prom.		
1.2.3. Arrange logistics and programme																											Secretary				Local
etc.																															
Result 2																															
2.1. (Activity)																															
2.1.1. (Subactivity)																															
2.1.2. (Subactivity)																															
2.2. (Activity)																															
2.2.1. (Subactivity)																															

### 4.1.2. Detailed planning of 'management' activities

As the logical framework exclusively focuses on "content" activities, that is to say activities that are directly contributing to the attainment of the objectives, the success of a project will equally depend on those activities that ensure the proper management of the content activities with a view to guarantee efficiency and effectiveness in project implementation. In this respect we could distinguish between groups of management activities of which each deals with a specific aspect of the project:

- activities related to time management
- activities related to financial management
- activities related to the information process (within the project and between the project and its environment)
- activities related to the organisation of the project.

#### Time management

Planning of the time aspect (one often uses the word timing) concerns the decisions to be taken with regard to the time factor. The time factor comes to the fore with respect to decisions concerning the periods of implementation, the starting point of an activity and the question whether various activities will be (or can be) implemented simultaneously or not. This includes more specifically:

- Timing of content activities (depending on the available means and the objectives to be attained)
- Timing of other management activities (finance, information, ...).

This planning has to:

- Fix the amount of time necessary for each activity and for the project as a whole
- Relate the execution of the activities to the calendar (parallel with or following other activities)
- Monitor the implementation of the activities according to the management cycle (see above).

With reference to the examples, the time factor can be outlined in a gantt chart.

### *Resource scheduling and financial planning*

This includes financial planning of all activities costing money and/or generating an income.

Financial planning has to:

- Define the total cost and income of the project
- Define the cost and income of every (management and 'content') activity
- Define the activities and procedures of the financial management (budget, bookkeeping, cash,...)
- Plan the liquid assets of the project (expenses and income related to the calendar).

While some of the above issues relate to setting up structures (setting up bookkeeping systems), others are of an ongoing nature requiring continuous monitoring. Resource planning can be undertaken in different manners. With reference to the examples related to operational planning, activity based budgeting is a simple way to ensure proper financial planning. Ultimately activities generate costs at a certain time, and as such form the basis of an operational budget.

### *Planning of the information aspect*

Planning of the information aspect is important, within the project itself, as well as in the relation between the project and its environment:

- Within the project itself, each member of the project generates information that has to be distributed towards others. At the same time, each one depends on the information of others
- The project should provide information (e.g. reports and programmes) to its environment and its development often depends on information to be provided by the outside world.

In this respect, planning of the information aspect concerns:

- Planning of production and distribution (within and outside the project) of all necessary information concerning the activities of the project
- Planning of the identification of the necessary external information and of the way to obtain it.

Information planning has to:

- Define the information to be registered within the project
- Fix the procedure of generation, distribution and filing of this information
- Monitor the implementation of the information management activities according to the management cycle.

### *Structure and organisation of the project*

In terms of the organisational aspects of the project, the project implementers need to provide a clear definition and division of tasks and responsibilities as well as define and maintain the communication procedures also in view of elaborating staff profiled for recruitment

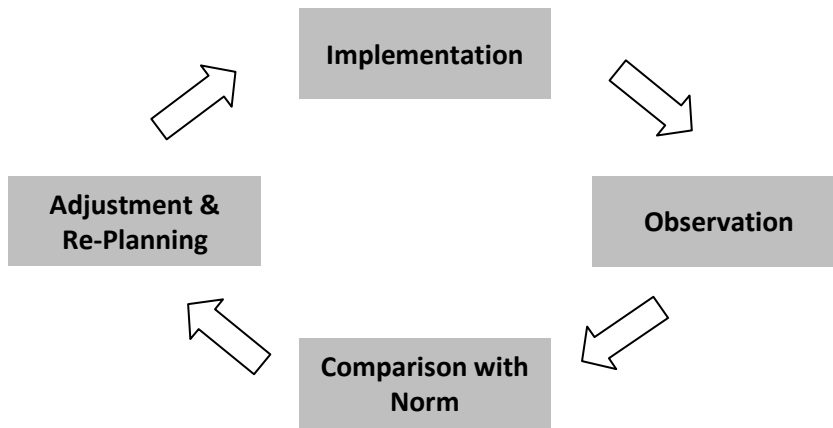
- Define and establish decision-making mechanisms
- Take into account the motivation of the project team and the internal relations within this team (team-building)
- Follow each one's performance within the project
- Follow the implementation of the organisational activities according to the management cycle.

Projects in the field of development are often unique initiatives. In view of the existing working culture and structure, the nature of the project etc. a balance needs to be found between incorporating the project activities within existing structures and/or adding project specific structures such that the project objectives (sustainable benefits) can be attained.

### Example: Operational plan management activities

Description of activity	Year 1												Year 2												Budget		Resp. (North)		Resp. (South)					
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	Y1	Y2	Formal	Implementing	Formal	Implementing				
<b>1. Reporting and communication</b>																																		
<b>1.1. Financial reporting</b>																																		
1.1.1. Collect and reconcile data																											Project leader	Admin/Finance	Project leader	Admin/Finance				
1.1.2. Draft annual report South																													Project leader	Admin/Finance	Project leader	Admin/Finance		
1.1.3. Draft annual report North																											Project leader	Admin/Finance			Project leader	Admin/Finance	Project leader	Admin/Finance
1.2.4. Consolidation report																											Project leader	Admin/Finance			Project leader	Admin/Finance	Project leader	Admin/Finance
1.2.5. Prepare for internal audit																									150	150			Project leader	Admin/Finance	Project leader	Admin/Finance	Project leader	Admin/Finance
<b>1.2. Ensure systematic communication</b>																																		
1.2.1. Compose editorial team newsletter																																		
1.2.2. Compile list of addressees																											Project leader	Project team						
1.2.3. Collect information for issue 1																											Project leader	Project team			Project leader	Project team	Project leader	Project team
etc.																																		
<b>2. Project review and monitoring</b>																																		
<b>2.1. Review workshop</b>																																		
2.1.1. Agree on participants and logistics																											Project leader	Admin/Finance			Project leader	Admin/Finance	Project leader	Admin/Finance
2.1.2. Undertake preparatory arrangements (invitations, renting hall, producing materials etc)																													80	120			Project leader	Assistant
<b>2.2. (Activity)</b>																																		
2.2.1. (Subactivity)																																		

### 4.2. Operational planning for better monitoring



As outlined, the above cycle depicts the principle aspects related to monitoring both the content and management activities:

- Implementation of an activity
- Observation of the actual situation (concerning the management aspect or aspects in question); what has been attained?
- Comparison with what had to be attained (according to the planning); what are the differences between reality and the norms
- The adjustment or the re-planning resulting from the outcome of the previous step:
  - No changes are needed
  - Adjust (try to introduce changes so that the norms are respected in the future),
  - Replan (change of norm (the plan) aiming at a better correspondence with reality)
  - Stop the project

Not changing the plan is always to be preferred (the norm). If this would not be the case, one continuously risks to run after reality and finally to lose sight of the objectives of the project. Hence the importance of foreseeing, during the planning of the project, margins for each of the norms. Besides, the more rigidly one fixes the norm with respect to one aspect, the more sufficiently large margins are needed to define the norms with respect to the other aspects.

### Example: Monitoring management activities

Description of activity	PLANNING												MONITORING YEAR 1											
	Year 1												Actual budget	Observation/Analysis	Recommendation/Corrective measures taken									
	J	F	M	A	M	J	J	A	S	O	N	D				Budget Y1	Y2	Formal	Implementing	Formal	Implementing			
<b>1. Reporting and communication</b>																								
<b>1.1. Financial reporting</b>																								
1.1.1. Collect and reconcile data																Project leader	Admin/Finance	Project leader	Admin/Finance			Delayed, finan. Depart. Incapable of reconciliation at level partner	Meeting conducted to elaborate internal guidelines	
1.1.2. Draft annual report South																Project leader	Admin/Finance	Project leader	Admin/Finance			Figures north and south did not match	Monthly exchanges of expenditure	
1.1.3. Draft annual report North																Project leader	Admin/Finance	Project leader	Admin/Finance					
1.2.4. Consolidation report																Project leader	Admin/Finance	Project leader	Admin/Finance					
1.2.5. Prepare for internal audit														150	150			Project leader	Admin/Finance			100	Difficult to obtain quotations	Start earlier with inviting quotations
<b>1.2. Ensure systematic communication</b>																								
1.2.1. Compose editorial team newsletter																							Agreement on purpose and scope of newsletter took time	
1.2.2. Compile list of addressees																Project leader	Project team		Project team			Delayed because of 121	Ongoing updating of database	
1.2.3. Collect information for issue 1 etc.																Project leader	Project team	Project leader	Project team			Needs intensive follow up to ensure contributions	Agree early in the year on the production of articles	
<b>2. Project review and monitoring</b>																								
<b>2.1. Review workshop</b>																								
2.1.1. Agree on participants and logistics																Project leader		Project leader					Difficult to find a convenient timing	Confirm timing early enough
2.1.2. Undertake preparatory arrangements (invitations, renting hall, producing materials etc)														80	120			Project leader	Assistant			130	Delayed because of 211	
<b>2.2. (Activity)</b>																								
2.2.1. (Subactivity)																								

## 5. Proper planning, effective evaluation

### 5.1. Some evaluation concepts

An evaluation is an assessment, as systematic and objective as possible, of an on-going or completed project, its design, implementation and results. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into decision-making processes of both ACR+MED and its partners who are the ‘project owners’. While evaluations are therefore meant to improve (1) decision making, (2) resource allocation and (3) accountability, ‘learning’ is really the core agenda.

Depending on the timing of the evaluation the following evaluation types can be distinguished:

1. Mid-term evaluation: Such interim evaluation are usually undertaken at mid-term of an ongoing evaluation to review progress and propose alterations to project design during the remaining period of implementation
2. Final or end-of-project evaluation: The objective is to document the resources used, results and progress towards objectives. The objective is to generate lessons about the project which can be used to improve future designs
3. An ex post evaluation: Such an evaluation is conducted several years after completion of the project and often focuses on impact. Such an impact (or lack of it) will also indicate to what extent the project results have proven to be sustainable.

Often, there is confusion about the difference between what monitoring, evaluation and audit. As outlined underneath, each has its own objectives and all should be de-linked from each other.

#### Evaluation, Monitoring and Audit

Evaluation		Monitoring	
<b>What?</b>	mainly analysis of efficiency, effectiveness, impact, relevance and sustainability of aid policies & actions.	<b>What?</b>	mainly analysis of efficiency and effectiveness (i.e. measuring actual against planned deliverables); is a systematic management activity
<b>How?</b>	in-depth analysis	<b>How?</b>	rapid and continuous analysis, immediately useful to improve ongoing actions of key importance to improving performance
<b>Who?</b>	external evaluators specialised in the subjects evaluated	<b>Who?</b>	internal and external (staff, monitors,..)
<b>When?</b>	once or twice; essentially at the end or ‘ex post’ drawing lessons from the past in order to orient future policies and actions, but also during implementation: mid-term evaluation to (re-)create implementation	<b>When?</b>	regularly several times a year

Audit	
<b>What?</b>	traditionally checks whether financial operations and statements are in compliance with the legal and contractual obligations. More concerned with compliance, but better financial management can also contribute to improving current and future actions. More recently, <i>Performance audit</i> is strongly concerned with questions of efficiency and good management.
<b>How?</b>	verification of financial records (financial audit)
<b>Who?</b>	external, professional auditors
<b>When?</b>	during or after implementation

## 5.2. Evaluation criteria and their link to the logframe

Recently ACR+MED has gained considerable experience in terms of evaluation in particular as regards the GODEM/ Horizon2020 EU funded programmes. As such, it has proven that in the absence of a proper design, applying evaluation criteria becomes very difficult. The 5 principal evaluation criteria that are normally applied during evaluations indeed are closely linked to the logframe matrix. Being a summary of the project design, a poor logframe will therefore not enable a proper evaluation.

As presented in the underneath figure, these criteria can be defined as follows:

**Relevance:** The appropriateness of project objectives to the problems that it was supposed to address, and to the physical and policy environment within which it operated, and including an assessment of the quality of project preparation and design – i.e. the logic and completeness of the project planning process, and the internal logic and coherence of the project design.

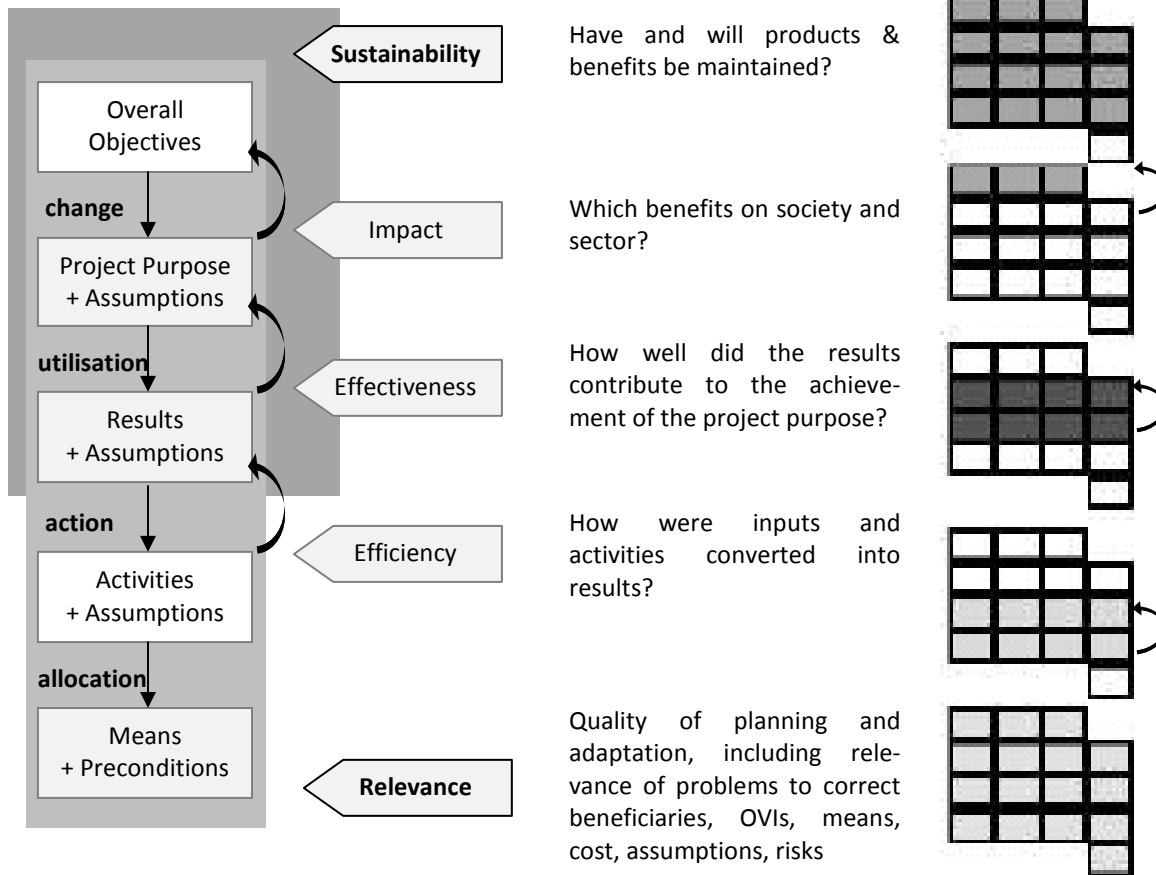
**Efficiency:** The fact that the results have been achieved at reasonable cost, i.e. how well inputs/means have been converted into Results, in terms of quality, quantity and time, and the quality of the results achieved. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.

**Effectiveness:** An assessment of the contribution made by results to achievement of the specific objective, and how assumptions have affected project achievements.

**Impact:** The effect of the project on its wider environment, and its contribution to the wider developmental objectives summarised in the project’s overall objectives, and on the achievement of the overarching policy objectives.

**Sustainability:** An assessment of the likelihood of benefits produced by the project to continue to flow after external funding has ended, and with particular reference to factors of ownership by beneficiaries, policy support, economic and financial factors, socio-cultural aspects, gender equality, appropriate technology, environmental aspects, and institutional and management capacity. In this regard the notion of self-reliance (to what extent will the partner university have the capacity to ensure continuation) has been put forward.

## Linking Evaluation Criteria to the Logframe





## 6. Glossary of terms

**Activities** - The actions (and means) that have to be taken / provided to produce the results. They summarise what will be undertaken by the project.

**Activity schedule** - The timing, sequence and duration of project activities. It can also be used to identify milestones for monitoring progress, and to assign responsibility for achievement of milestones;

**Analysis of objectives** - Identification and verification of future desired benefits to which the beneficiaries attach priority. The output of an analysis of objectives is the objective tree / hierarchy of objectives.

**Analysis of strategies** - Critical assessment of the alternative ways of achieving objectives, and selection of one or more for inclusion in the proposed project.

**Assumptions** - External factors which could affect the progress or success of the project, but over which the project manager has no direct control. They form the 4<sup>th</sup> column of the logframe, and are formulated in a positive way, e.g.: “Reform of penal procedures successfully implemented”.

**Bar chart** - Visual presentation of timeline (also see gantt chart)

**Direct beneficiaries** - Direct beneficiaries are those groups (the target groups) that are directly targeted to enjoy the benefits from the services provided by the project (at the level of the specific objective). In terms of its effectiveness the project will be held accountable in terms of measurable benefits to direct beneficiaries.

**Indirect beneficiaries** - Indirect beneficiaries are those groups that intend to enjoy benefits at the level of the overall objectives. As the project will only make a contribution to the attainment of the overall objectives, such groups are indirect beneficiaries only.

**Cost** - Costs are the translation into financial terms of all the identified resources (“Means”).

**Deliverables** - Tangible outputs that the project has to produce at certain stages. They can be used as process indicators at activity and/or result level.

**Effectiveness** - An assessment of the contribution made by results to achievement of the project purpose, and how Assumptions have affected project achievements.

**Efficiency** - The fact that the results were obtained at reasonable cost, i.e. how well have Means and activities been converted into Results, and the quality of the results achieved.

**Evaluation** - A periodic assessment of the efficiency, effectiveness, impact, sustainability and relevance of a project in the context of stated objectives. It is usually undertaken as an independent examination of the background, objectives, results, activities and means deployed, with a view to drawing lessons that may guide future decision-making.

**Feasibility** - Addresses the issue whether the Specific objectives can be really achieved.

**Formulation phase** - The third phase in the project cycle. It involves the establishment of the details of the project according to the prescribed formats that will allow a full assessment.

**Gantt chart** - A method of presenting information graphically, often used for activity scheduling. Similar to a bar chart.

**Gender** - The social differences that are ascribed to and learned by women and men, and that vary over time and from one society or group to another. Gender differs from sex, which refers to the biologically determined differences between women and men.

**Hierarchy of objectives** - A diagrammatic representation of the proposed project interventions planned logically, following a problem analysis, showing a means to ends relationship.

**Identification phase** - The second phase of the project cycle. It involves the initial elaboration of the project idea in terms of objectives, results and activities, with a view to determining whether or not to go ahead with a feasibility study.

**Impact** - The effect of the project on its wider environment, and its contribution to the wider to the project's overall objectives, and on the achievement of the overarching policy objectives.

**Implementation phase** - The phase of the project cycle during which the project is implemented, and progress towards achieving objectives is monitored.

**Inputs** - See "Means".

**Intervention logic** - The strategy underlying the project. It is the narrative description of the project at each of the four levels of the 'hierarchy of objectives' used in the logframe.

**Logframe** - The matrix in which a project's intervention logic, assumptions, objectively verifiable indicators and sources of verification are presented.

**Logical framework approach** - A methodology for planning, managing and evaluating programmes and projects, involving stakeholder analysis, problem analysis, analysis of objectives, analysis of strategies, preparation of the logframe matrix and activity and resource schedules.

**Means** - The boxes 'Means' and 'Costs' replace OVI and SOV at the level of activities. Means are physical and non-physical resources (often referred to as "Inputs") that are necessary to carry out the planned activities and manage the project. A distinction can be drawn between: human resources and material resources.

**Milestones** - A type of OVI providing indications for short and medium -term objectives (usually activities) which facilitate measurement of achievements throughout a project rather than just at the end. They also indicate times when decisions should be made or action should be finished.

**Monitoring** - The systematic and continuous collecting, analysis and using of information for the purpose of management and decision-making.

**Objective** - Description of the aim of a project or programme. In its generic sense it refers to activities, results, project purpose and overall objectives.

**Objective tree** - A diagrammatic representation of the situation in the future once problems have been remedied, following a problem analysis, and showing a means to ends relationship.

**Objectively verifiable indicators** - Measurable indicators that will show whether or not objectives have been achieved at the three highest levels of the logframe. OVI provide the basis for designing an appropriate monitoring system.

**Overall developmental objective** - They explain why the project is important to society (developmental overall objective) in terms of the longer term benefits to final beneficiaries and the wider benefits to other groups. The Overall Objectives will not be achieved by the project alone (it will only provide a contribution to the achievement of the overall objectives), but will require the contributions of other programmes and projects as well.

**Pre conditions** - Conditions that have to be met before the project can commence, i.e. start with activities. Pre-conditions (if any) are attached to the provision of aid.

**Problem analysis** - A structured investigation of the negative aspects of a situation in order to establish causes and their effects.

**Problem tree** - A diagrammatic representation of a negative situation, showing a cause-effect relationship.

**Programme** - Generally, a series of projects with a common overall objective.

**Project** - A series of activities with set objectives, designed to produce a specific outcome within a limited time frame.

**Project cycle** - The project cycle follows the life of a project from the initial idea through to its completion. It provides a structure to ensure that stakeholders are consulted, and defines the key decisions, information requirements and responsibilities at each phase so that informed decisions can be made at each phase in the life of a project. It draws on evaluation to build the lessons of experience into the design of future programmes and projects.

**Project Cycle Management** - A methodology for the preparation, implementation and evaluation of projects and programmes based on the integrated approach and the logical framework approach.

**Quality** - Quality may be used in terms of sustainability.

**Resource schedule** - A breakdown of the project budget where means and costs are linked to activities, and detailed per time period selected.

**Results** - The “products” of the activities undertaken, the combination of which achieve the specific objective of the project, namely a start of enjoyment of sustainable benefits for the target groups.

**Risks** - See also “Assumptions”. External factors and events that could affect the progress or success of the project, and that are not very likely to hold true. They are formulated in a negative way, e.g.: “Reform of penal procedures fails”.

**Sources of verification** - They form the third column of the logframe and indicate where and in what form information on the achievement of the overall Objectives, the specific objective and the results can be found (described by the objectively verifiable indicators).

**Specific objective** - The central objective of the project. The specific objective should address the core problem, and be defined in terms of sustainable benefits for the target group(s). The specific objective should also express the equitable benefits for women and men among the targeted direct beneficiaries. There should ideally only be one specific objective per project.

**Stakeholder analysis** - Stakeholder analysis involves the identification of all stakeholder groups likely to be affected (either positively or negatively) by the proposed intervention, the identification and analysis

of their interests, problems, potentials, etc. The conclusions of this analysis are then integrated into the project design.

**Stakeholders** - Any individuals, groups of people, institutions or firms that may have a relationship with the project are defined as stakeholders. They may – directly or indirectly, positively or negatively – affect or be affected by the process and the outcomes of projects or programmes. Usually, different subgroups have to be considered.

**Sustainability** - The likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended.

## ANNEX 1 – SELECTED WEBSITES

Manual Project Cycle Management, March 2001 - European Commission / EuropeAid Co-operation office / General Affairs / Evaluation

[http://europa.eu.int/comm/europeaid/evaluation/methods/PCM\\_Manual\\_ENmarch2001.pdf](http://europa.eu.int/comm/europeaid/evaluation/methods/PCM_Manual_ENmarch2001.pdf)

PCM Handbook, March 2002

European Commission / EuropeAid Co-operation office / General Affairs / Evaluation

[http://europa.eu.int/comm/europeaid/evaluation/methods/PCM\\_Train\\_Handbook\\_ENMarch2002.pdf](http://europa.eu.int/comm/europeaid/evaluation/methods/PCM_Train_Handbook_ENMarch2002.pdf)

The ACP-EU Courier, No 169 - May-June 1998 - 69. PCM Revisited

[http://europa.eu.int/comm/development/publicat/courier/index\\_169\\_en.htm](http://europa.eu.int/comm/development/publicat/courier/index_169_en.htm)

PCM Homepage by EuropeAid Co-operation office

<http://europa.eu.int/comm/europeaid/evaluation/methods/pcm.htm>

Powerpoint version PCM

(The information in this presentation has been condensed from the Manual on Project Cycle Management: **Integrated Approach and Logical Framework, 1993**)

[www.um.edu.mt/news/pcm.ppt](http://www.um.edu.mt/news/pcm.ppt)

Project Cycle Management (PCM), New Project Management Tools or Recycled Approaches from Yesterday? by Holger Nauheimer

<http://www.change-management-toolbook.com/pcm.htm>

PCM by Process Consultants and Moderators

<http://www.pcm-group.com/pcm.jsp>

ZOPP - OBJECTIVE ORIENTED PROJECT PLANNING, An introduction to the method by German Technical Cooperation (GTZ)

<http://www.unhabitat.org/cdrom/governance/html/yellop29.htm>

Beginner's Guide to Logical Framework Analysis

by BOND (British Overseas NGOs for Development)

<http://www.bond.org.uk/lte/guidancenotes/logframes1.html>

Logical Framework Analysis (LFA) by Office to Combat Desertification and Drought

<http://www.undp.org/seed/unso/capacity/documents/lfa.pdf>