Project Cycle Management

The Basic Faulty starting points for Project Preparation;

- Grantor gives money...
- What will be my opportunities?
- In what theme can I prepare one project?
- In which issue that we should ımplement a project to being succesfull?
- Can I revise the succesfull project that is implemented before?

Why PCM?

Experiences:

- Unclear strategic framework
- Supply driven projects
- Poor analysis of situation
- Activity-oriented planning
- Non-verifiable impact
- Disbursement pressure
- Short-term vision
- Imprecise project documents

PCM:

- Sectoral approach
- Demand driven solutions
- Improved analysis
- Objective-oriented planning
- Verifiable impact
- Emphasis on quality
- Focus on sustainability
- Standardised formats

PCM Principles

- Project cycle stages - structured &informed decision-making
- Client orientation - involvement of stakeholders in decision-making
- Logframe planning - comprehensive &consistent analysis
- Sustainability - mechanisms for continued flow of benefits
- Integrated approach - vertical integration &standardised documentation

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

- **projects are relevant to the agreed strategy and to the real needs of beneficiaries**

✓ projects are linked to sectoral, national and Grant Authority objectives

✓ beneficiaries are involved in the planning process from an early stage

✓ problem analysis is thorough

✓ objectives are clearly stated in terms of benefits to target groups

- **projects are feasible in that objectives can be realistically achieved within the constraints of the operating environment and the capabilities of the implementing agencies**

✓ objectives are logical and measurable

✓ risks and assumptions, and the implementing agencies capabilities are taken into account

✓ monitoring concentrates on relevant targets

- **projects are sustainable**

✓ factors affecting sustainability are addressed as part of project design

✓ results from evaluation are used to build lessons learned into the design of future projects

Logframe Approach

ANALYSIS PHASE

- **Problem analysis – identifying stakeholders, their key problems,constraints and opportunities;**
- **determining cause and effect relationships**
- **Analysis of objectives – developing objectives from the identified problems; identifying means to end relationships**
- **Strategy analysis - identifying the different strategies to achieve objectives; determining the overall objectives and project purpose**

PLANNING PHASE

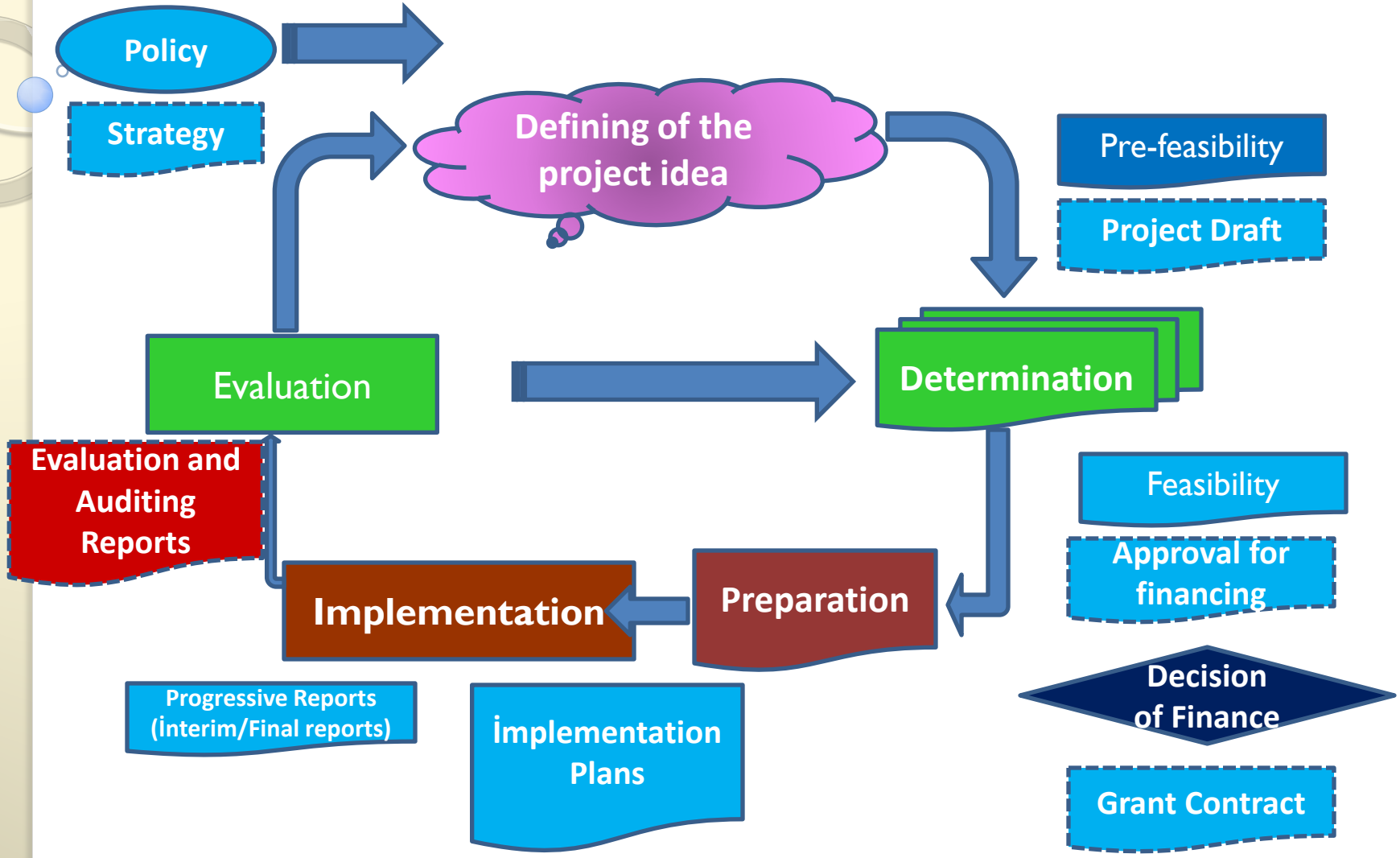
- **Logframe - defining the project structure, testing its internal logic, and formulating objectives in measurable terms**
- **Activity scheduling – determining the sequence and dependency of activities; estimating duration, setting milestones and assigning responsibility**
- **Resource scheduling - from the activity schedule, developing input schedules and a budget**

Project Cycle Management

- approach, aim, content methods
- Resposible/Execution,
- duration,
- Plan, activities,
- results, outputs, impacts,
- resources, budget,
- ending and evaluation

Project Cycle Management Approach includes all these phases and legalized them within a formal framework.

PROJECT CYCLE MANAGEMENT



LOGFRAME APPROACH

Why the project will be implemented
(Project Purpose)

What will be verified by the project
(Indicators)

How will be succeeded byt the project
(Activities andTools)

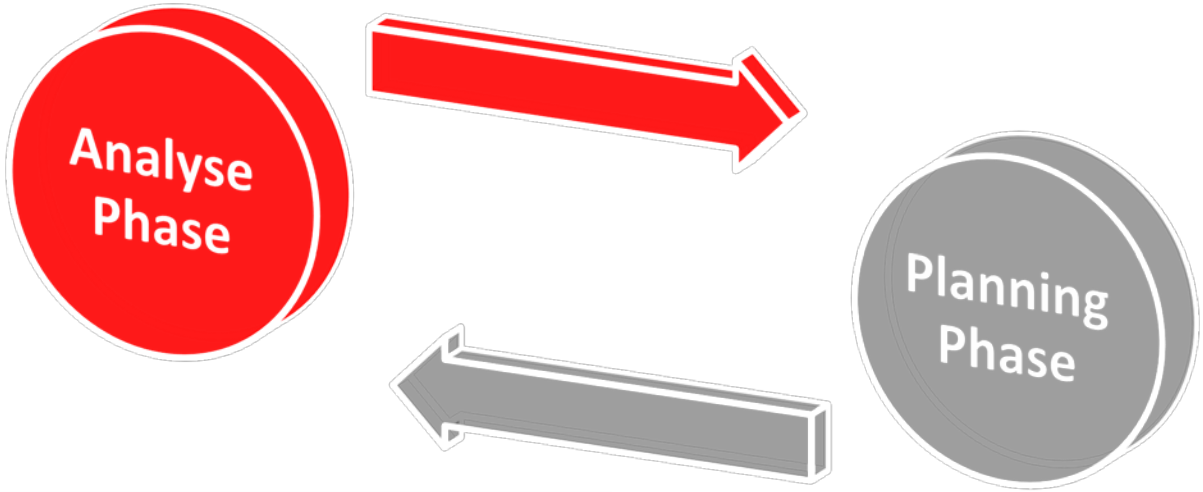
Which external factors are more important for the project succes
(Risks)

Where can be found the solid information to verify the success of the project
(Sources of Verifications)

What will be the total cost of the project
(Budget)

Is there any preconditions in order to start to project implementation
(Proeconditions)

LOGFRAME APPROACH



1. Current Situation Analysis
2. Stakeholder Analysis
3. Problem Analysis
4. Objective Analysis
5. Strategy Analysis

1. Logframe Matrix
2. Duration and Activity Planning
3. Resource Planning

1 Current Situation Analysis

- Who are we?
- What we want to do?

- putting the current situation and necessities that we want to intervene,
- obtaining related datas and sufficient informations
- determining the parts that are affected by the intervention,
- Considering resources and contraints that will determine the opportunities and methods of intervention
- Analysing insititutional capacities (opportiniites and constraints)
- Meeting with key experts and stakeholders
- SWOT Analysis…

2 • Stakeholder Analysis

It involves the identification of all stakeholders groups likely to be affected (either positively or negatively) by the porposed intervention.

Stakeholder: all persons, groups, institutions that are related to the project

- Realize the intervention and lead to the transformation ,

Applicant and Partners

- Give the service during the implementation,

Donors, assosciate partner, sub contractor etc..

- Be affected positevely or negatively ,

Target groups and Final beneficiaries

Guiding Questions

- Whose problem ? Who is affecting mostly?
- Who will be the most affected positevely or negatively by the solution?
- Who could give the contirbution to the solution and who could object?
- With who we could work?
- What is the relations of each stakeholder with the porject?
- What they earn, what they loose?
- What could be done to minimize the lost, are there anything to do ?
- Is there any conflict among the stakeholders? If yes, it could be resolved? (
- Are the stakeholders determine their contirbutions for the process?

3

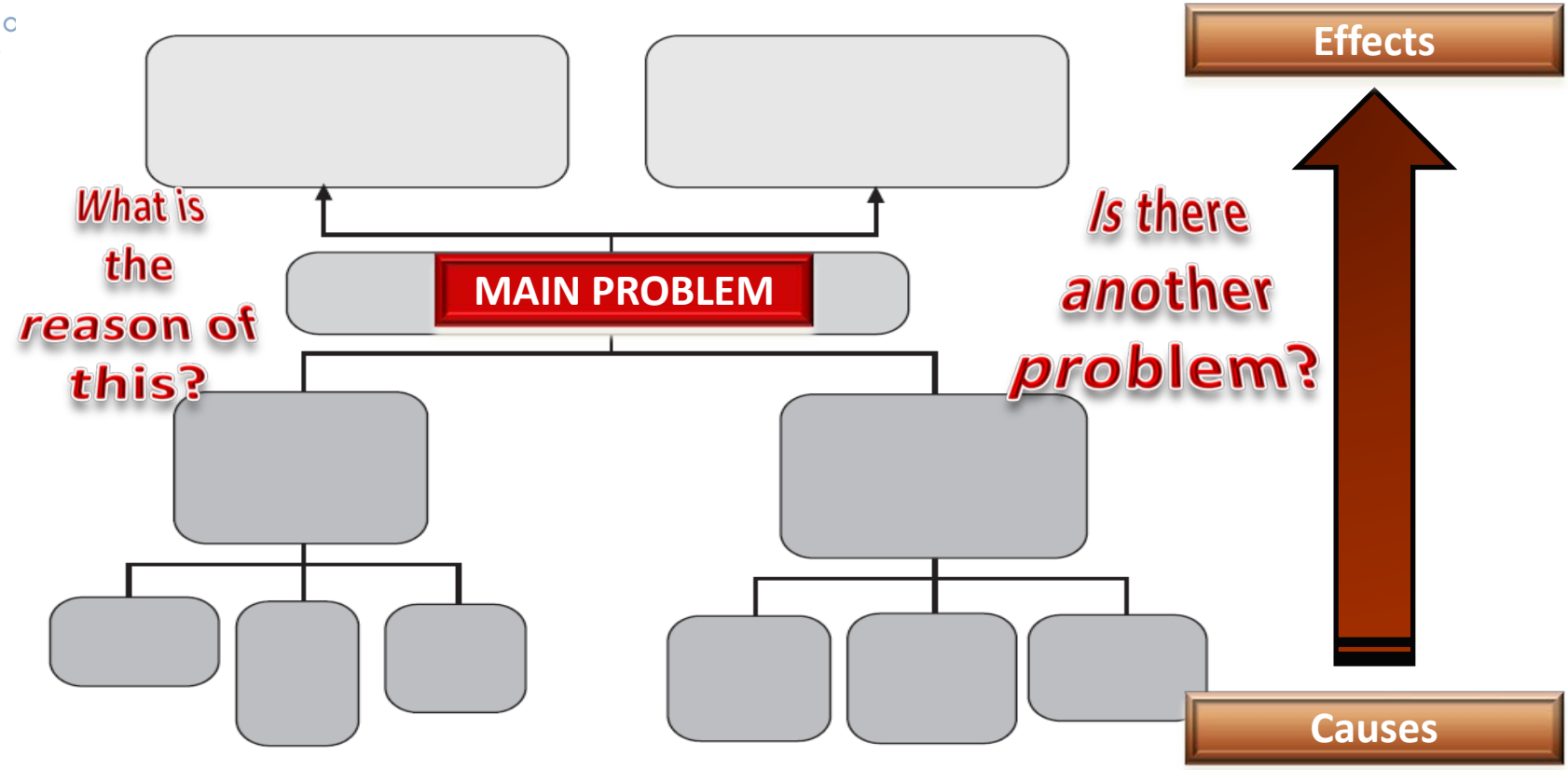
• Problem Analysis

Undesirable situation → **Need of Intervention**

Problem Analysis identifies the negative aspects of an existing situaiton and establishes the “cause and effect” relationships between the porblems that exist.

- Identification of the stakeholders affected by the porposed project.
- Identification of the major problems faced by beneficiaries.
- Development of a porblem tree to establish cases and effects

On the basis of the available information, stakeholders will identify threough such techniques as “brainstorming” the key porblems that exists in a given situation.



The problem Analysis is the most critical stage of the Analyse Phase because of its impacts on Planning Phase.

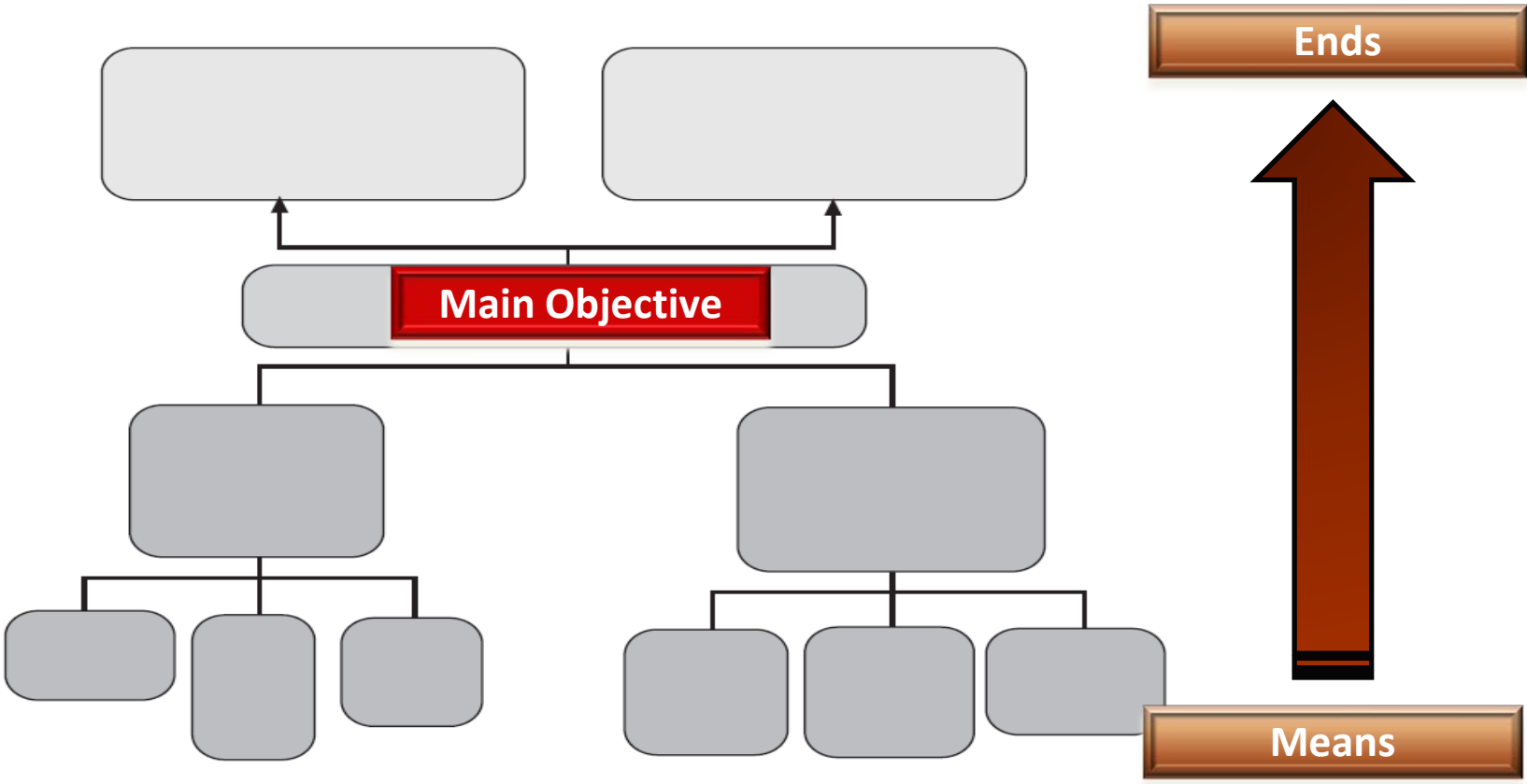
4 • Objective Analysis

- Picture of the result of the intervention,
- Future desired situaition,
- While problem analysis presents the negative aspects of an existing situation, analysis of objectives presents the positive aspects of adesired future situation. This involves the reformulation of problems into objectives..

All negative situations in the problems tree will be transformed to positive situations

Realistic and Desired

The “cause and effect” realtionships become “means to end” relationships


Ends
Main Objective
Means

5

• Strategy Analysis

- Defines the metods of the intervention .
- Process or the desicion for what objectives will be included IN the project , and what objectives will remain OUT.

At the same time, you will decide the OVERALL OBJECTİVE and PROJECT OBJECTİVE(S).

In addition to examining the logic, strategy analysis also looks at the feasibility of different intervention.

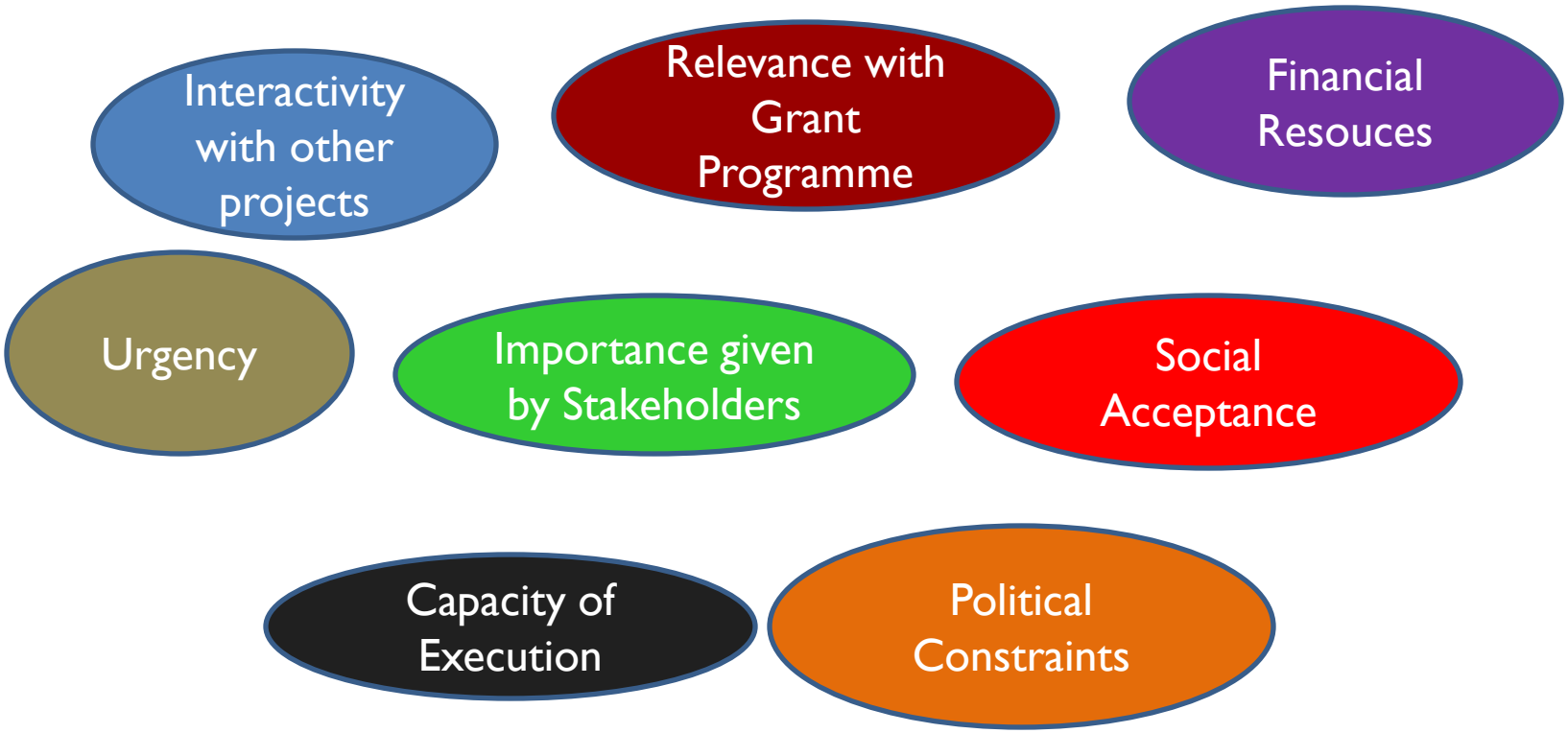
Guiding Questions

- Could be all problems overcame or only some of them will be solved?
- What are the external opportunities that could be profited from?
- What is the system of intervention that produce expected results and sustainable benefits?
- Local Ownership of the project will be supported?
- What is the cost of implementation and will be beared realistically?
- What is the most efffective cost?

STEP 1: Describe your objectives (undesired or unachievable).

STEP 2: In order to obtain applicable strategies , group your objectives, define your capacity and your existing supports to the process

STEP 3: Deside regarding the critera below, which strategies could be choose for the intervention and evaluate them.



RISK MANAGEMENT

Defining "Risk"

- Situations that you could not control to be happened
- Events that will affect negatively the results of the project.

Rule 1 :

Make risk Management Part of your project

- **During all analyse phase, risks for each level should be considered**
- **Categorising risks by the risk management is a way to systematically identify the risks and provide a foundation of awareness, understanding and action.**

Rule 2:

Identify Risks Early in Your Project

- **Requires an open mind set that focuses on future scenarios that may occur**
- **Each project will have its own structure and differences, but some categories that are common to most project**
- **Operational resources and stakeholder resources are common risks and you can add your own local, sector or project specific**

Rule 3:

Communicate About Risks

- **During the brainstorming session, make project risks part of the default agenda**
- **Focus your communication efforts on the big risks**
- **Take care that the grant authorities make desicions on operational resources**
- **Discuss issues such as availability, delivery timing, cost, capability, necessary legal and social conditions for operation.**

Rule 4:

Consider Both Threats and Opportunities

- **Project risks have negative connotation.But they can be transformed to opportunities for project if you can develop a measure.**
- **You should measure your level of capability to manage the risk**
- **During the project, this capability must be constantly monitored and where necessary, action taken to return the level of capability to the required level**

Rule 5:

Clarify of Ownership issues

- **Division responsabilities for each activities**
- **To make clear Who is responsible for what risk**
- **Assignning a risk owner for each risk that you have found**

Rule 6 :

Prioritise Risks

- **List of all potential risk asccording to the criteria as influences, factors, causes, potential impacts and potential preventative or corrective actions.**
- **Conflict over resources during the life of the project as a major potential risk and plan for it accordingly by securing aggreements and then monitoring the situation continously**

Rule 7 :

Analyse Risks

- **Understanding the nature of a risk is a precondition for good response**
- **Looking at the effects, you can describe what effects take place immediately after a risk occur and what effect happen as a result of the primary effect**
- **Focusing on the events that precede a risk occurence, the risk causes**
- **List the different causes and the circumstances that decrease or increase the likehood.**

Rule 8 :

Plan and Implement Risk Response

- **This activity will add value to your project**
- **Preventing a threat occuring or minimise negative effects.**
- **Execution is key here**
- **Decision of the potential risk level, and redesign the project by adding new activities, outputs or if the level is too high forget the project.**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