

# INTRODUCTION TO PROJECT CYCLE MANAGEMENT



## WHAT IS PROJECT CYCLE MANAGEMENT?

### **Project Cycle Management (PCM) is:**

- the method introduced by the European Commission for the identification, formulation (appraisal), implementation and evaluation of projects and programmes.
- a term used to describe the management activities and decision-making procedures used during the life-cycle of a project (including key tasks, roles and responsibilities, key documents and decision options).

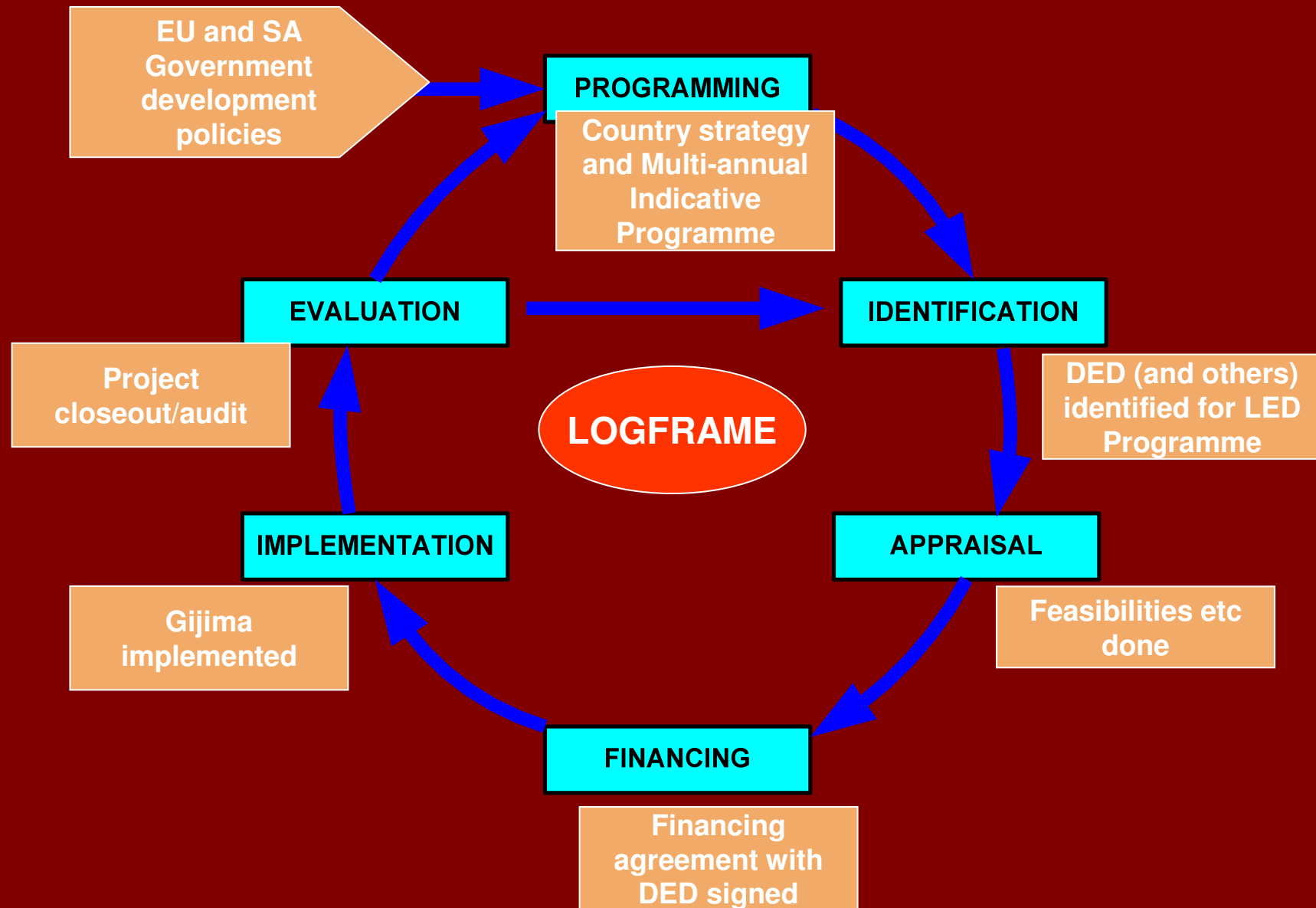
## PCM helps to ensure that:

- projects are supportive of overarching policy objectives of the EC and of development partners;
- projects are relevant to an agreed strategy and to the real problems of target groups/beneficiaries;
- projects are feasible - objectives can be realistically achieved within the operating environment and capabilities of the implementers;
- benefits generated are likely to be sustainable.

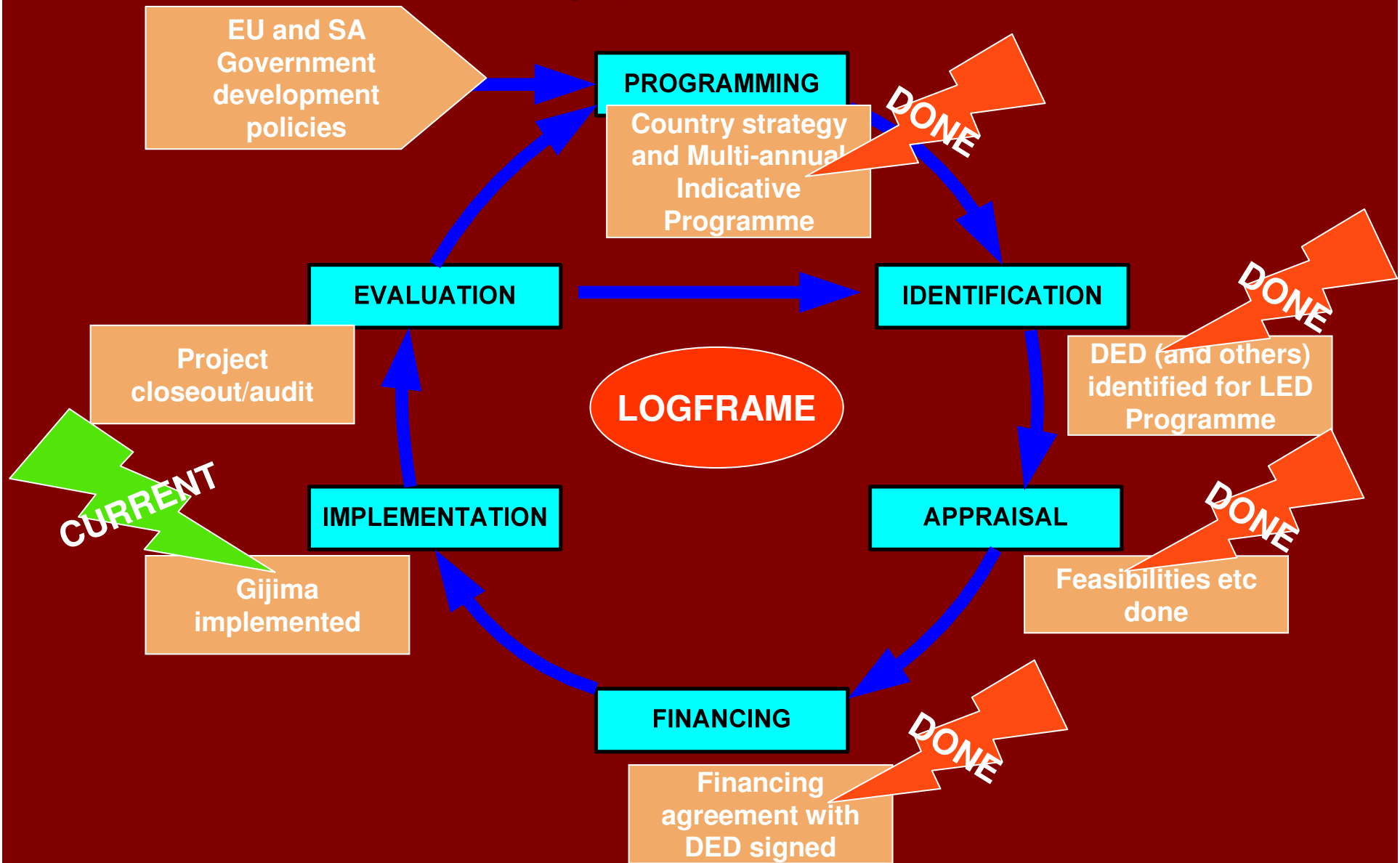
## To support the achievement of these aims, PCM:

- requires the active participation of key stakeholders and aims to promote local ownership;
- uses the Logical Framework Approach (as well as other tools) to support a number of key assessments/analyses (including stakeholders, problems, objectives and strategies);
- incorporates key quality assessment criteria into each stage of the project cycle; and
- requires the production of good-quality key document(s) in each phase (with commonly understood concepts and definitions), to support well-informed decision-making.

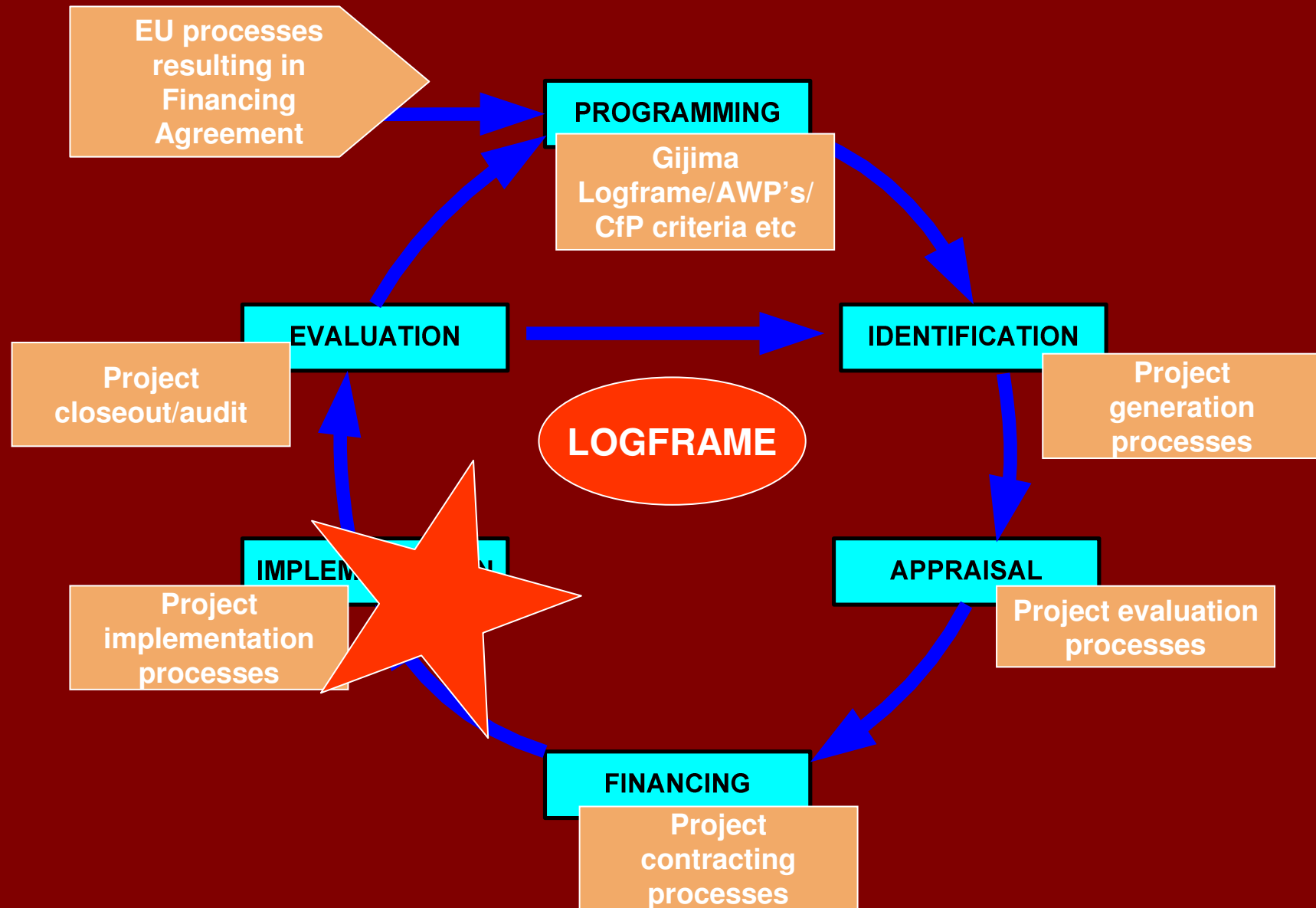
# THE EU CYCLE OF OPERATIONS



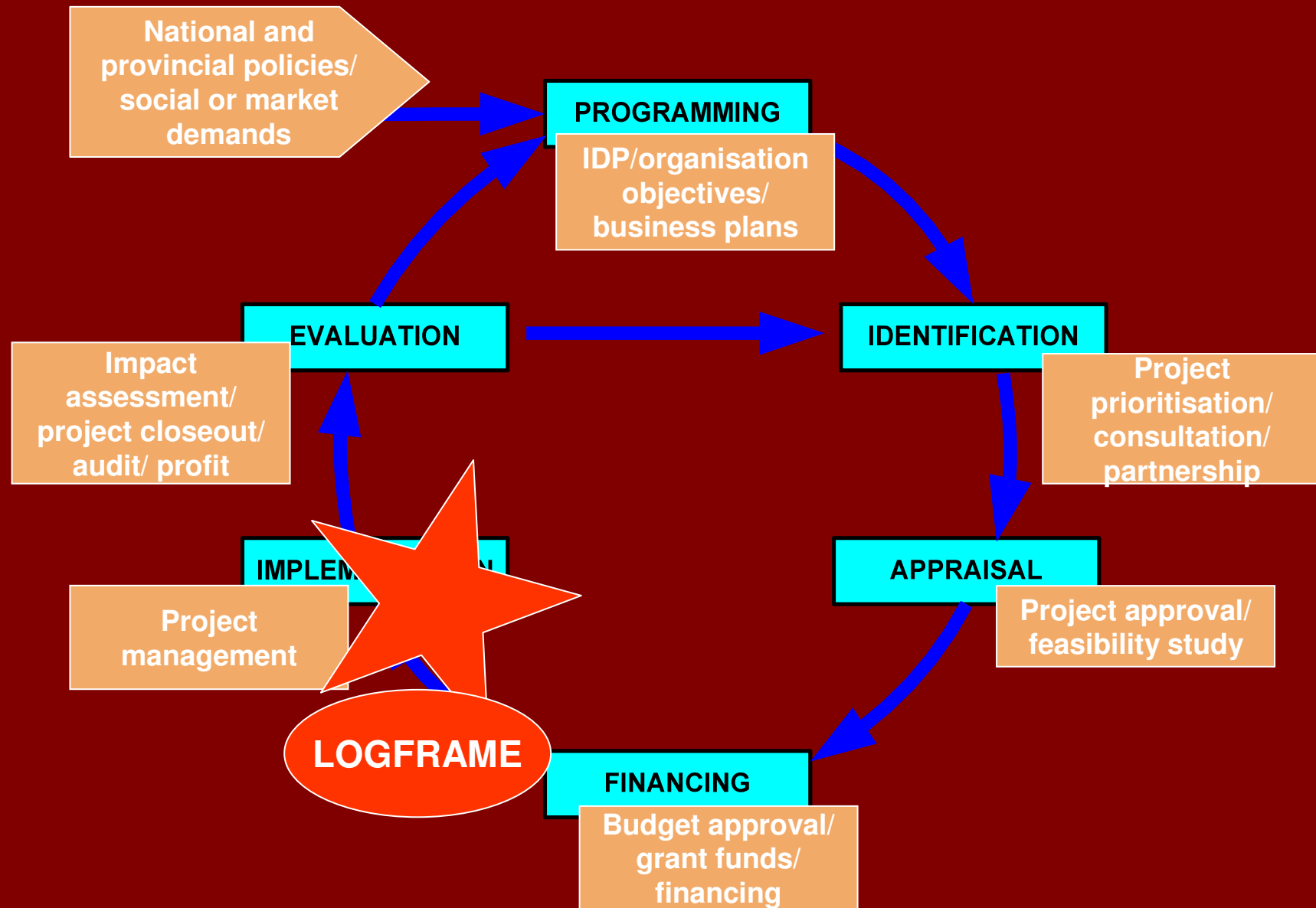
# THE EU CYCLE OF OPERATIONS IN RELATION TO GIJIMA KZN



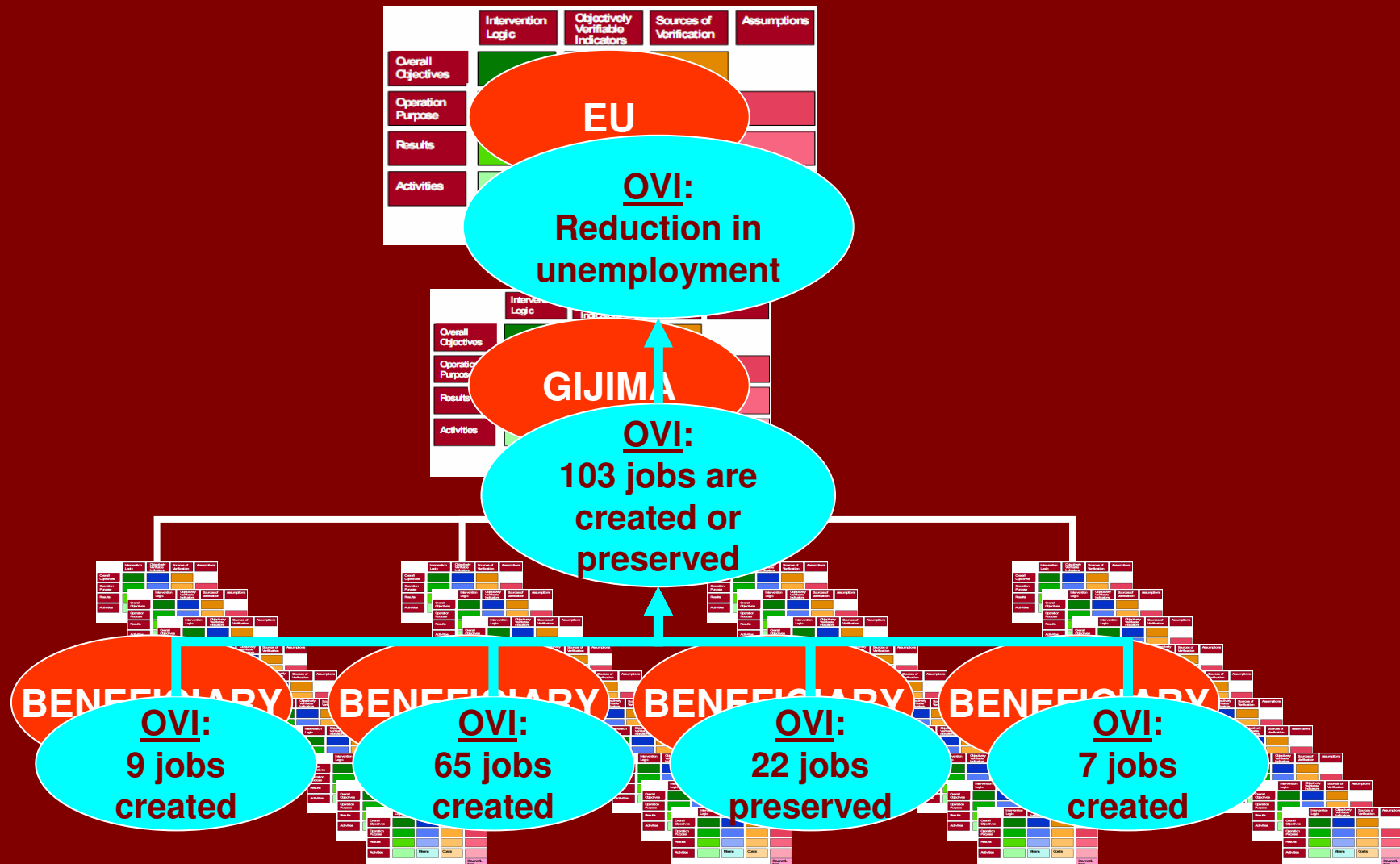
# GIJIMA KZN INTERNAL PCM PHASES



# GIJIMA KZN BENEFICIARY TYPICAL PCM PHASES



# RELATIONSHIP BETWEEN LOGFRAMES



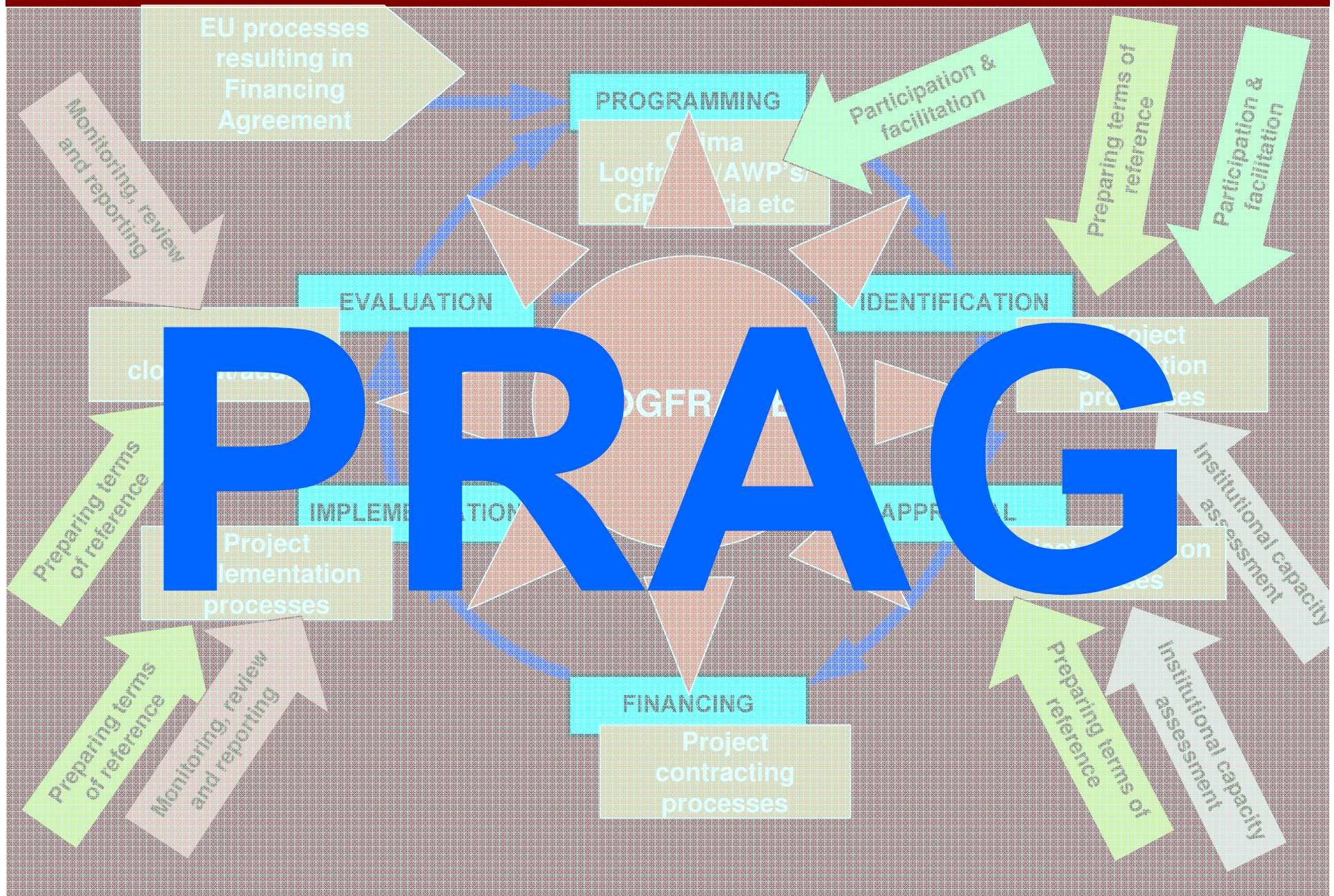
## PCM TOOLS

**Within PCM, a set of tools are used, namely:**

- The logical framework approach (Logframe)
- Institutional capacity assessment
- Monitoring, review and reporting
- Participation & facilitation
- Preparing terms of reference

**Overarching PCM and its related tools is  
PRAG**

# PCM TOOLS AS APPLIED IN GIJIMA KZN



## CALLS FOR PROPOSALS AND PCM

- PCM is generally relevant to the direct management of projects but can be used under a CfP
- Under a CfP approach, the EC establishes:
  - the broad objectives it wishes to achieve,
  - the scope of projects it is willing to fund,
  - application and assessment procedures and a set of eligibility criteria for applicants.
- The responsibility for identifying, formulating and implementing projects is thus passed on to those who apply for co-funding

## IMPLEMENTATION

- The agreed resources are used to achieve the Project Purpose and to contribute to the wider, Overall Objectives.
- Progress is assessed (monitoring) to enable adjustment to changing circumstances.
- The expected outcomes of Implementation are:
  - A successful project meeting its Purpose and contributing to its Overall Objectives.
  - Evidence that means allocated have been used in an efficient, effective and transparent way

# MONITORING

## Monitoring

- Involves the collection, analysis, communication and use of information about project progress.
- Systems and procedures should
  - have mechanisms to provide relevant information to the right people at the right time to make informed decisions.
  - highlight strengths and weaknesses in project implementation to deal with problems, improve performance, adapt etc
  - focus on collecting and analysing information on:
    - Physical progress
    - Financial progress
    - The preliminary response by target groups - reasons and remedial actions

## WHAT DOES THIS MEAN FOR YOU?

- Hands on approach as to where your projects are in the implementation phase
- Need to be constantly aware of the OVIs
- Need to constantly monitor project quality
- Ensure effective management of money, time and resources
- Need to relate the individual aspects of the project to the overall programme

