

Project Cycle Management

May 2018

What is the Project?

1. The project is a temporary process with a clear beginning and ending and with tasks and budget that is developed with the aim of achieving clearly prescribed objective or outcome.
2. Project represents a number of consecutive activities carried out in a specified location in a limited period of time. These activities have a purpose of achieving an objective or outcome.
3. Project is a group of interrelated activities set within a time frame, including their costs and intensity, which are designed to reach an objective.
4. Project is a temporary undertaking carried out with the aim of having a unique product or service, where “temporary” means the time from its beginning through to the completion, while “unique” means that the project outcomes differ from the results and activities of other projects within the organization.
5. An undertaking that includes performing a group of tasks or activities with a clear beginning and end, as well as with specific objectives and outcomes. Each task usually has its own clear objective, duration and resources required for implementation.
6. Group of clearly defined activities linked with resources and products with the purpose of achieving an objective or a product so that certain influence or effect could be reached for the targeted population and/or beneficiaries.

Summary:

- Project has its beginning and end;
- Project has defined funds;
- Project is carried out through organized and planned methods so that its outcomes could have desired quality and effect;
- Every project is unique;
- Project has a manager who is responsible for its outcomes.

What is the Project Management Cycle?

Project management is a process of combined systems, techniques and knowledge aimed at completion of a project within a certain period, budget and size.

Project management is a teamwork implemented by a group of qualified people through planning and performance of relevant activities that needs to be completed within a specified date with a certain amount of budget.

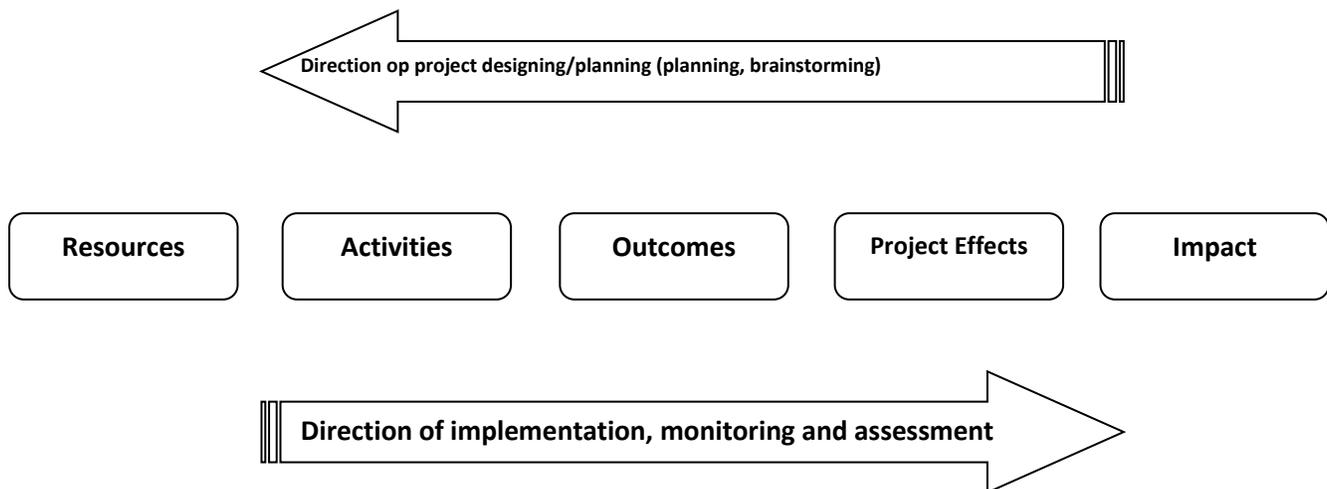
Project management implies application of know-how, skills, tools and techniques for project activities with the purpose of meeting the expectations and needs of stakeholders.

Key steps of project management cycle:



Basics of Project Drafting

| | |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Project context:</i> | <i>Scope</i> where the project aims to be developed/implemented should be limited and given in details so that the context is clear, attainable and impact measurable. |
| <i>Impact:</i> | Changes at the highest level. Namely, the general change aimed to be reached in the project implementation field. The changes that our project aims to bring. (general objective) |
| <i>Outcome:</i> | Change at a lower level, which is important measure of contribution to reaching changes at the higher levels (main project objective or target) |
| <i>Output:</i> | Products or services to be delivered to have the change opportunity at a lower level, which are used as an agent of change. |
| <i>Activities:</i> | Tasks, technical support and required steps to achieve the outcomes |
| <i>Inputs:</i> | Required resources for activity implementation |



Overall Objective/Outcome

The overall objective is the highest objective aimed through the implementation of this project, which often goes in concert with other efforts made in the same sector. It usually refers to programs and

sectors in the context of project implementation. Very often different projects may have similar statements in their respective overall objectives.

Therefore, the general objective usually should be expressed with the following wording: “*To contribute to the...*”

Specific Objectives (Purpose)

Specific objective/ purpose describes desirable effects of the project, immediate or short term objectives for direct project beneficiaries, namely the state in which we would like to see the beneficiaries in the future. The specific objective should be presented/stated within the context of target group benefits.

It should be presented with the following wording: “*improvement/increase of ...*”.

Therefore, the specific objective is the reason itself why the project in question is being suggested, and it describes the project impact. In other words, it describes how the situation and behavior of our beneficiaries will change as a result of implementation of our project. Usually, a specific objective should be in place (depending on the size of project and its components)), which is done for practical reasons of project implementation. From the experience in implementation of small scope project, having more than one objective may create confusion, and consequently a poor project proposal.

Even though specific objective or purpose describes the reasons behind project implementation, it should be taken into account that this is beyond control of project team. The project team is responsible for achieving a certain number of results, but it is not responsible what the people or institutions will do with these results. This means that the project team should be responsible for attaining some results that will in turn contribute to the desirable impact, but it cannot take the responsibility for the achievement of the impact itself.

Outputs

Outputs are targets that the project management team should reach during the project duration (or in other words, WHAT we would like to do with our project). The combination of all outputs should be sufficient for reaching the specific/immediate objectives. They should be manifested through tangible outcomes/products/achievements. The project team is directly responsible for attainment of these

results.

Activities

Activities are expressed as processes in the present time, i.e: “*Preparation, design, building, research...*”.

Entering into to many details should be avoided, namely only the basic project structure and strategy should be presented.

Activities define HOW the team will develop the project. Usually a list of activities aimed at reaching the outcome should be presented.

Sufficient information showing the outcome reaching strategy should be provided, including the platform for work analysis, while further details are set in the Activity Plan.

NOTE: It is recommended that the activities and results be enumerated so that they could correspond with one another.

EXAMPLE:

| Objective Hierarchy | Example |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overall objective | To contribute at the improvement of family health, especially that of the children below 5 and general health around the river ecosystems |
| Specific objective/purpose | 1. Improvement of river water quality |
| Outcomes | 1.1. To decrease the quantity of sewage waters directly discharged in rivers by the households and industry 1.2. Putting in place and strengthening of sewage waters treatment standards |
| Activities | 1.1.1. Implementation of basic study for households and businesses 1.1.2. Completion of engineering specifics for the expansion of water supply system 1.1.3. Preparation of tender documents, procurement and selection of contractor 1.1.4. Identification of factors that would |

serve as incentives to businesses for using clean technologies
1.1.5. Preparation and implementation of a public awareness campaign
1.2.1. etc.
1.2.2. etc.

Verification of Intervention Logic by Testing Through Method IF/THEN (IF/THEN Logic)

After we have defined the overall and specific objectives, outcomes and activities, it is recommended to test their logic connection through IF/THEN logic as follows:

IF required inputs/resources are available, THEN the activities will be carried out;

IF the activities are implemented, THEN the outcomes will come; THEN the objective will be reached;

IF the purpose is reached, THEN this will contribute to the overall objective;

Assumptions

Assumptions are external factors that have the potential of impact (or have decisive impact) to the project success, which are however beyond the control of project team;

Project/logical framework assumptions give answers to the question: “Which are the external factors impacting the project implementation and long term sustainability of benefits that are beyond the project management control”?

To define the assumptions, data and information from various sources should be considered as they provide different perspectives (i.e. what we may consider as key assumption, others may not consider it). The assumptions are to great extent subjective, nevertheless data and information should be obtained from different sources.

Indicators

Indicators are used to measure and report the achievement of objectives, and sources of their verification.

Indicators measure the performance helping us recognize the successful achievement of foreseen objectives. They measure the performance in a detailed manner and show us when to move to a different working level.

It is good for the setting of indicators to start inversely, namely to initially set the indicators for overall objective, then to continue with specific objectives or purpose, and to end with outcomes.

Indicators are based on the premise “If a task can be measured, it can also be achieved”. Indicators, therefore, should be specific from the point of view of quantity, quality, time, target group and location.

Quality – type or nature of change (how good)

Quantity – level of change (as big as possible)

Time – When the change should happen (until when)

Target group - (for whom)

Place – Location (where)

Quite often when it comes to the overall objective and specific objective indicators are not set, however it is preferred that this be done whenever possible, as this facilitates the measurement and reporting.

Indicators may be qualitative or quantitative, and they should be clear in explaining the satisfactory achievement of objectives.

EXAMPLE how to set an indicator:

- ✓ Objective: Better quality of river waters
- ✓ Identify the indicator: i.e. concentration of heavy metals and untreated sewage waters
- ✓ Specify the target group: drinking water accessible to residents
- ✓ Quantity: concentration level decrease for 25%
- ✓ Quality: to be in compliance with legal standards for public health control

- ✓ Specify the time until when is to be achieved: between the years 2018-2020
- ✓ Decide the location: Ferizaj

Verification Sources for Indicator Achievement

Sources or ways of confirmation/verification of indicator achievement shall be considered and defined together with the indicators. They help in testing the indicators on how realistic they are when it comes to the time, funds and efforts to reach them.

There are indicators for which we cannot identify sources or easy ways of verification. In this case they should be removed altogether and replaced with different ones because one indicator cannot be sustainable as long as it cannot be measured.

The verification sources should specify the following:

- ✓ **Which** information should be collected/be accessible (by administration, different studies/researches, questionnaires, monitoring, etc)
- ✓ **Where and how** sources should be collected/documented (project reports, project finances, official statistical documents, work completion certificates for construction projects, etc)
- ✓ **Who** should collect /provide information (contracted workers, research teams, public institutions, project management team);
- ✓ **When /How** frequently these data should be provided (on monthly, quarterly, annual basis)

Monitoring and Assessment

Project Monitoring

Monitoring means constant following of project implementation, where not only the physical implementation of project is measured (activities),but also the project impact and development in the implementing environment (external factors).

Only one monitoring and reporting format should exist for one project during its duration, which aims to provide solid ground for analyzing different trends, where indicators are used to measure inputs, activities, outputs and compare them with specific and overall objectives and see to what extend the implementation has arrived. This is also the basis for drafting the progress reports, be it for reporting to the donor or for internal project needs.

Progress reports and monitoring need also to take into consideration and analyze the changes of assumptions impacting the project implementation. Progress reports are critical, especially in case of changes in the project staff.

Monitoring also serves to provide guidelines and recommendations for project approach and strategy so that the best way to move ahead is selected.

Project Assessment

In most of times, the assessments are independent, and are done by external contracted persons or companies. They measure the project impact, relevance and sustainability. Assessments are aimed to draw the lessons learned, to guide and control what has been achieved during the project.

Assessments are made through the review of existing documents, discussions with stakeholders and impact studies (if any).

Assessments can be done prior to the project, mid-term assessments, final assessments and post-assessments.

Costing/Budgeting of Project Expenditures

Eligible expenditures are real expenditures made by beneficiary (ies) that meet all the following criteria:

- a) were incurred during the activity implementation, as specified in 4.1.2. and 4.1.3.;
- b) were presented in the activity general budget;
- c) are necessary for activity implementation;
- d) are identifiable and verifiable, namely registered in the accounting ledgers of beneficiary (ies) and determined in line with accounting standards and applicable accounting practices of costs that are valid for the beneficiary (ies);
- e) are in full compliance with the applicable social and tax legislation;
- f) are reasonable, justified and in line with the due diligence financial requirements, specifically when it comes to economy and efficiency.

Types of Eligible Costs

- The costs for staff assigned for the activity, including the finance and administrative staff performing activity related tasks that corresponds to gross salaries, including social insurance and costs for other remunerations; salaries and costs shall not exceed the current salaries or costs of beneficiary, unless if proven that this is necessary for activity implementation ;
- Travel and living costs for staff and other people involved in the activity, provided that they do not exceed the amount that beneficiary currently has in line with norms or rules published by the European Commission at the time of such mission, if compensated based on options for simplified costs;
- Equipment and supply costs purchased for the purpose of activity only provided that following the completion of activity the ownership is transferred;
- Const of consumables;
- Bank commission costs;
- Costs related to the contracts given by the beneficiary/ies for the purpose of activity;
- Costs deriving directly from the contracts terms (distribution of information, specific activity assessment, accounting, auditing, translations, reproduction, insurance, etc.)

Indirect Costs

May be eligible for compensation through a fixed fee, but these costs cannot exceed 7% of the total amount of direct eligible costs. Indirect costs are eligible if they don't include costs pertaining to different budget category in the standard grant contract. The principal applicant shall justify in details the indirect costs in the application form (budget justification form). Nevertheless, when the fixed fee is determined in the Special Conditions of the grant contract, there is no need for additional supporting documents.

Ineligible Costs

The following costs are ineligible:

- taxes, including Value Added Tax (VAT)
- customs and import fees, or other costs;
- purchase, renting or leasing of land or existing buildings;
- fines or court fees;
- indirect operational costs, costs for guarantees or similar;
- exchange costs or fees in any account in EURO, and other exclusively financial expenses;
- any leasing costs;
- depreciation costs;
- debts and debt interests;
- loss fees or potential obligations in the future;
- interests;
- declared costs by the beneficiary covered through any activity.

ANNEX 1. TEMPLATE I LOGFRAME

| Project description | Performance indicators | Verification sources | Assumptions |
|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------------------------------------------------------|
| Overall objective: General impact the project strives to achieve in a certain sector | Measure the project contribution in the achievement of overall objective for assessment purposes | Data sources and methods for their collection | |
| Specific objective: Expected impact the project strives to achieve through envisaged outputs | Determines whether the project overall objective is achieved and if the results are sustainable | Data sources and methods for their collection | Factors beyond project management control that may impact the implementation of overall objective |
| Outputs: Direct outputs (services, goods) to be measured by the project | Measure the quality and quantity of outputs for the purpose of monitoring and review | Data sources and methods for their collection | |
| Activities: Actions the project will take to achieve the results | Measure the project goals for the monitoring purposes | Data sources and methods for their collection | |

ANNEX II. EU TEMPLATE II LOGFRAME

| | Outputs chain | Indicators | Current situation (including the reference year) | Current value Reference date | Targets (including reference year) | Verification sources and ways | Assumptions |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------------|-----------------------------------|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| Overall objective: Impact | General long term change resulting from the project and interventions/projects implemented by other partners. | Measure the long term change as a result of project. Data should be gender disaggregated. | Ideally, to be taken from the partner strategy | | Ideally, to be taken from the partner strategy | to be taken from the partner strategy | |
| Specific objectives: | Direct effects of the project achieved in medium term that should be focused in behavioral change coming as a result of project | Measure the change of change determining factors. Data should be gender disaggregated. | Initial or current point of indicators | Indicator value as the given time | Desired indicator value | Information sources and methods for their collection and reporting. (including who collects them and the frequency). | Factors beyond project management control that may impact the implementation of overall objective |
| Outputs | Direct measureable outputs (infrastructure, goods and services) of the project. Outputet = Op Op 1.1. (related to Oc 1) (...) Op 2.1. (related to Oc 2) (...) | Measure the level of output achievement. Data should be gender disaggregated | As above. | | As above. | As above. | Factors beyond project management control that may impact the implementation of overall objective |

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|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;">Activities</p> | <p><i>Which activities will be implemented through the project to produce outputs (you may group the activities and list them as follows:</i></p> <p><i>A 1.1.1. – "Name of activity"</i></p> <p><i>(...)</i></p> | <p>Sources:</p> <p><i>Which sources are needed for activity implementation, i.e. staff, equipment, training, studies, space, etc.</i></p> <p>Costs</p> <p><i>Which are the project costs? How are they classified? (Details are put in the budget)</i></p> | <p>Factors beyond project management control that may impact the implementation of overall objective</p> |
|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|

ANNEX III – EU TEMPLATE LOGFRAME – one example added

| | Outputs chain | Indicators | Current situation (including the reference year) | Current value Reference date | Targets (including refer- ence year) | Verification sources and ways | Assumptions |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overall objective: Impact | <i>To contribute in the strengthening of media in Kosovo so that they could fulfill their role in a democracy by serving as independent agents, by monitoring public authorities and by contributing in better accountability and transparency in democratic processes.</i> | 1. Capacities are built for 50 journalists, 50 students of journalism and for around 50 media outlets/organizations dealing with investigative journalism and reporting for the public interest. | 1. Journalist in Kosovo lack expertise on investigative journalism and have lack of analytical skills for deeper investigations; | May 2018 | By 2019 the local media and organizations will improve their skills for quality investigative reporting for up to 30%. | Participant lists; Links of investigative and analytical reports produced, published or broadcasted; | Civil society, media and individuals who work in media are interested and willing to develop their skills in investigative journalism of higher level. |
| Specific objectives: | <u>Oc1</u> - . <i>Strengthened media to develop investigative and analytical journalism of high level;</i> | 1.1. Number of trained journalists; 1.2. Number of journalist participating in trainings; 1.3 Number of minority community journalists participating in trainings; | 1. For the time being only a small number of journalists and media develop investigative journalism . | May 2018 | 1. By 2020, more than 300 journalists and students of Journalism Faculty will have their skills upgraded in investigative and analytical journalism for the benefit of the public; | Lists of training participants; Links of investigative and analytical reports produced, published or broadcasted; | Journalists and journalism students are interested and willing to participate in trainings that will improve their investigative skills |

| | | | | | | | |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|
| Outputs | 1. 300 journalists and journalism students trained for investigative and analytical journalism; | 1.1. 300 journalists and journalism students will be trained for investigative and analytical journalism. | As above. | May 2018 | As above | As above | As above |
| Activities | <p>A 1.1. –Organizing a training with 300 journalists and students of journalism on investigative and analytical journalism in the public interest. The training will be held in modules on reporting on public money spending, use of Law on Access to Official Documents, designing and use of data bases, etc.</p> | | <p>Sources: (Which sources are needed for activity implementation, i.e.: staff, equipment, trainings, studies, space, etc.) Project manager, finance officers, researchers, journalists, office equipped with journalism equipment, training location, simultaneous interpreting equipment, translation services, etc. Expenditures (Which are the project expenditures? How are they classified? (Details are put ion the budget) Human resources - EUR XXX Travel– EUR XXX Equipment – XXX Rent – XXX Direct costs (auditing, external evaluation, translations) – EUR XXX</p> | | | | |