
E-MANUAL

GUIDE TO PLANNING EU PROJECTS IN THE HEALTH AND SOCIAL HEALTH SECTOR

3.9 A MANAGEMENT TOOL

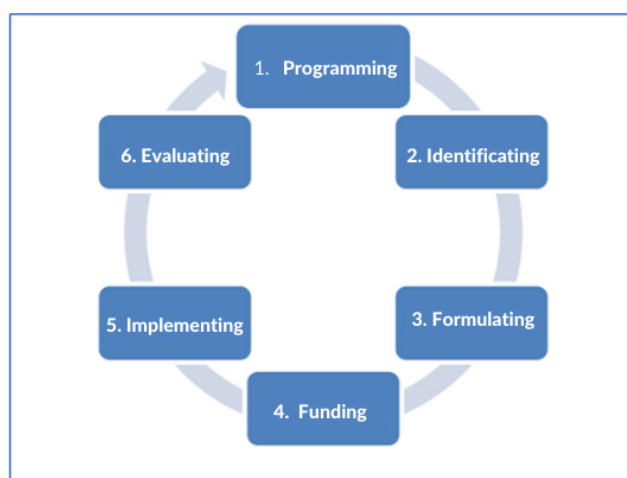
Project Cycle Management (PCM) is a tool used for managing activities and decision-making processes. The use of a PCM tool ensures that projects:

- are supportive of the goals and strategies of European, national regional and partner superordinate policies;
- have an impact on the real problems of the recipients;
- are feasible, that is, realistically achievable through the available resources;
- generate sustainable benefits over time.

The European Commission appreciates the application of this tool, as it prevents the project from being poorly followed or ineffective (as was found during the 1980s during evaluation reports by Commission experts).

Previous experiences	PCM
<ul style="list-style-type: none"> • Unclear strategic framework • Supply-dominated projects • Weak analysis of the situation • Not verifiable impact • Disbursement pressure • Long term vision • Inaccurate and inconsistent project documents 	<ul style="list-style-type: none"> • Sectorial approach • Demand-dominated projects • Improved analysis • Goal-oriented planning • Verifiable impact • Emphasis on quality • Focus on sustainability • Standard formats

Below is an explanatory image of the PCM, recalling that the planning, identification, formulation and financing stages have already been addressed in the E-manual:



Phase 5 of realization or implementation is the main phase for project implementation. Implementation processes comprise the set of activities aimed at acquiring and coordinating project resources and directing it to completion, with the realization of the required products/services meeting the expected level of quality. Implementation can be seen as a continuous process of learning through experience.

Project management must track how the project progresses in terms of spending, resource utilization, implementation of activities, delivery of outcomes, and risk management. All this can be achieved through monitoring and auditing, which are substantiated by the collection, analysis and use of information. Regular monitoring of project progress must involve all stakeholders (project partners, stakeholders, etc.). The aim is to build a structured and common reflection on key problems and corrective actions to be taken.

	Monitoring and revising regularly	Evaluation	Audit
WHO	Directive Coordination at every level	Usually is entrusted externally to be more objective	Incorporate external inputs
WHERE	Continuous	Periodic - medium-term, at the end of activities and ex Post	Ex ante and at the end of activities
WHY	<ul style="list-style-type: none"> Progress check Corrective actions Planning update 	<ul style="list-style-type: none"> Learning useful elements, applicable to other programs/projects and as input to review policies Give responsibility 	<ul style="list-style-type: none"> Give guarantees and responsibilities to stakeholders Give recommendations to improve current and future projects
Link to the hierarchy of objectives, within the logical framework	Input, activity, results	Results, aim, general goal (linked to relevance)	Input, activities and results

Phase 6 evaluation and audit, refers to cross-sectional monitoring throughout the life of the project. Control processes are performed to monitor project execution and identify deviations from the plan in a timely manner so that appropriate corrective measures can be taken where necessary.

The control action consists of a series of successive steps, which, in order, basically consist of:

1. Data collection (monitoring).
2. Analysis of deviations and critical issues with respect to the current reference plan.
3. Identification of the causes for such deviations.
4. Evaluation of corrective actions and impact on the project of possible variants.
5. Re-planning with inclusion of approved solutions.

The products of monitoring are the reports that give indications of project progress in comparison with what was planned, problems encountered and corrective actions, and are useful for preparing formal reports. Project control is a cooperative-oriented activity designed to hold project team members accountable for improving future performance. At this stage, it is important to plan to re-plan properly (as per the figure below):

