Project Cycle Management

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APLP (USA)

My Studied Institutions for Project (Cycle) Management

- **Rural Project Development Management** (MSc course, Ghent University, BE)
- **Selective Individual course for Evaluation** (MSc course, Wageningen University, the NL)
- **Project Planning and Monitoring and Evaluation professional certification training** (Postgraduate Professional training, Center for Development, the NL)
- **Development Project Management training** (Postgraduate Professional training, Humboldt University at Berlin, Germany)
- **Prince2 foundation certification** (PRINCE2, UK)
- **ToT training on Monitoring and Evaluation training** (MDF Asia in Myanmar)
- **TWO Master Theses on Impact Studies for Master Degree in Myanmar and Europe**

What is a Project ?

An undertaking for the purpose of **achieving established objectives**, within a given budget and time period.

A project is **temporary** in that it has a defined beginning and end in time, and therefore defined scope and resources. (PMI)

A project is defined as "**a temporary organization** that is created for the purpose of delivering one or more business products according to an agreed business case." (In PRINCE2)

Nature of a Project

- Commitment of human and physical resources to produce specific outputs in a given time and budget framework.
- Temporary (Start and End point)
- Varying in scale, purpose and duration
- Unique (similar but different)
- Stand-alone or be integrated into a programme

Process vs. Project Work

Process

- Ongoing, day-to-day activities to produce goods and services
- Use existing systems, properties, and capabilities
- Typically repetitive

Project

- Take place outside the normal, process-oriented world
- Unique and separate from routine, process-driven work
- Continually evolving

What is a project ?

- Something with the beginning and end points.
- Something that has a clear objective.
- Something to be unique.
- Something that can be measured and achieved.

Importance of Projects

- Increase impacts
- Reduce and control risks
- Reduce the number of failed projects
- Successful completion
- Improvement on time, cost and quality measures
- Return on investment

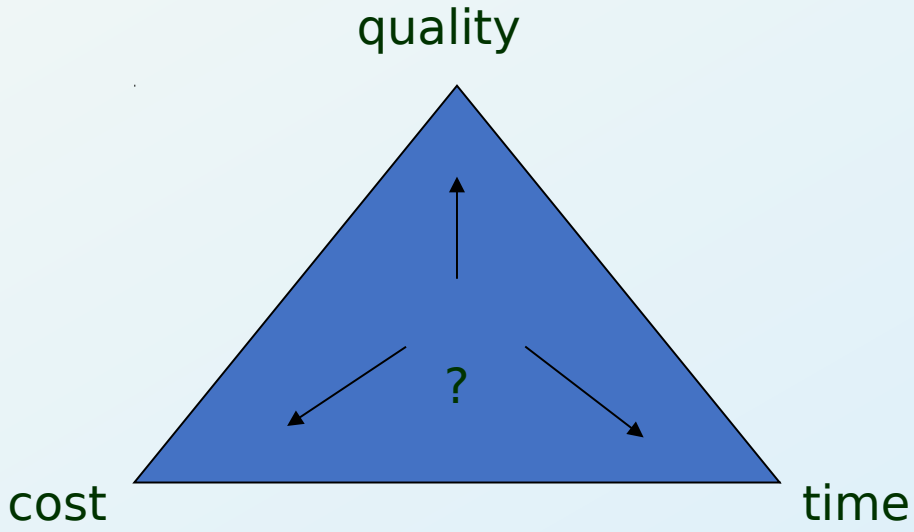
Why Projects Can Fail

- ☒ not linked to **broader programme** or policy framework
- ☒ set rigid targets and processes (**inflexible**)
- ☒ set **optimistic goals** to attract finance - false expectations
- ☒ can encourage **authoritarian style** of interaction
- ☒ end abruptly and usually **too short term**
- ☒ ‘driven’ by aid professionals and **not locally owned**
- ☒ do not encourage **experiential learning** - through trial and error

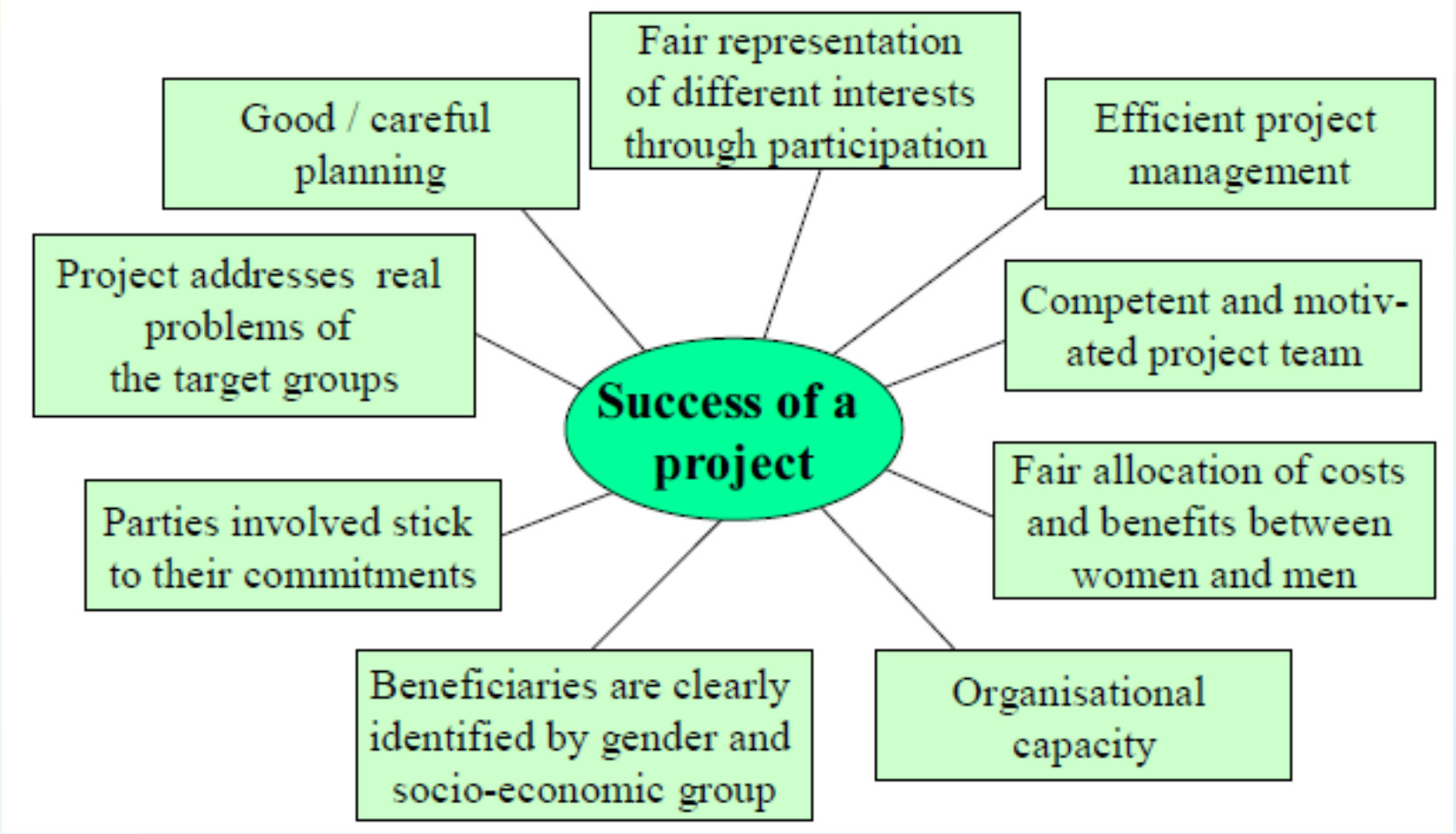
Project balance

- Performance and quality
- Budget
- Time to completion

Balancing
the objectives:



Success of a project



What is Project Management?

Project : A group of milestones or phases, activities or tasks that support an effort to accomplish something.

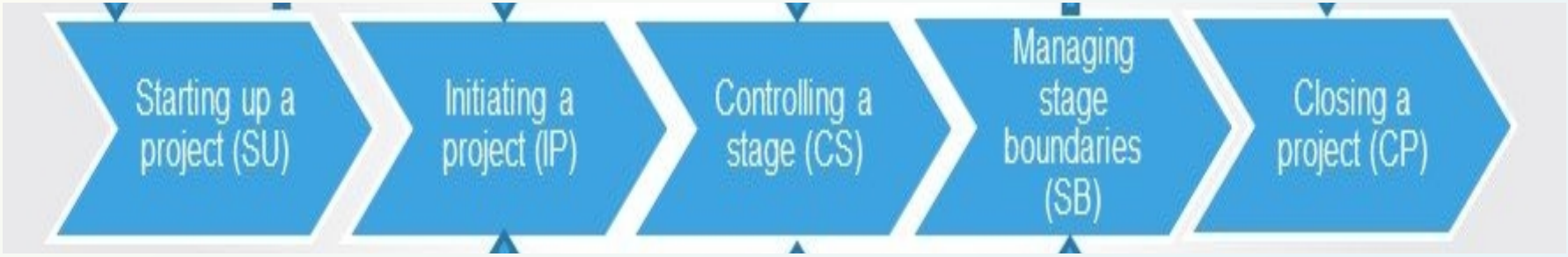
Management : is the process of Planning, Organizing, Controlling and Measuring.

Project Management Institute

Project Management knowledge areas:

- Project **Integration** Management
- Project **Scope** Management
- Project **Schedule** Management
- Project **Cost** Management
- Project **Quality** Management
- Project **Resource** Management
- Project **Communications** Management
- Project **Risk** Management
- Project **Procurement** Management
- Project **Stakeholder** Management

PRINCE2 Certification



THEMES

1. Organization
2. Business Case
3. Plans
4. Quality

1. Risks
2. Progress
3. Change

Six Variable of Projects

- ✓ **1. Costs -** theprojecthastobeaffordableand,thoughwemaystartoutwith aparticularbudgetinmind,therewillbemanyfactorswhichcanl eadtooverspendingand,perhaps,someopportunitiestocutcost s
- ✓ **2. Timescales-**

  Alliedtothis,andprobablythenextmost-frequentquestionaskedofaProjectManager,is:‘Whenwillitbe finished?’
- ✓ **3. Quality -** Finishingontimeandwithinbudgetisnotmuchconsolationifth eresultoftheprojectdoesn’twork.InPRINCE2®terms,theproj ect’sproductsmustbefitforpurpose

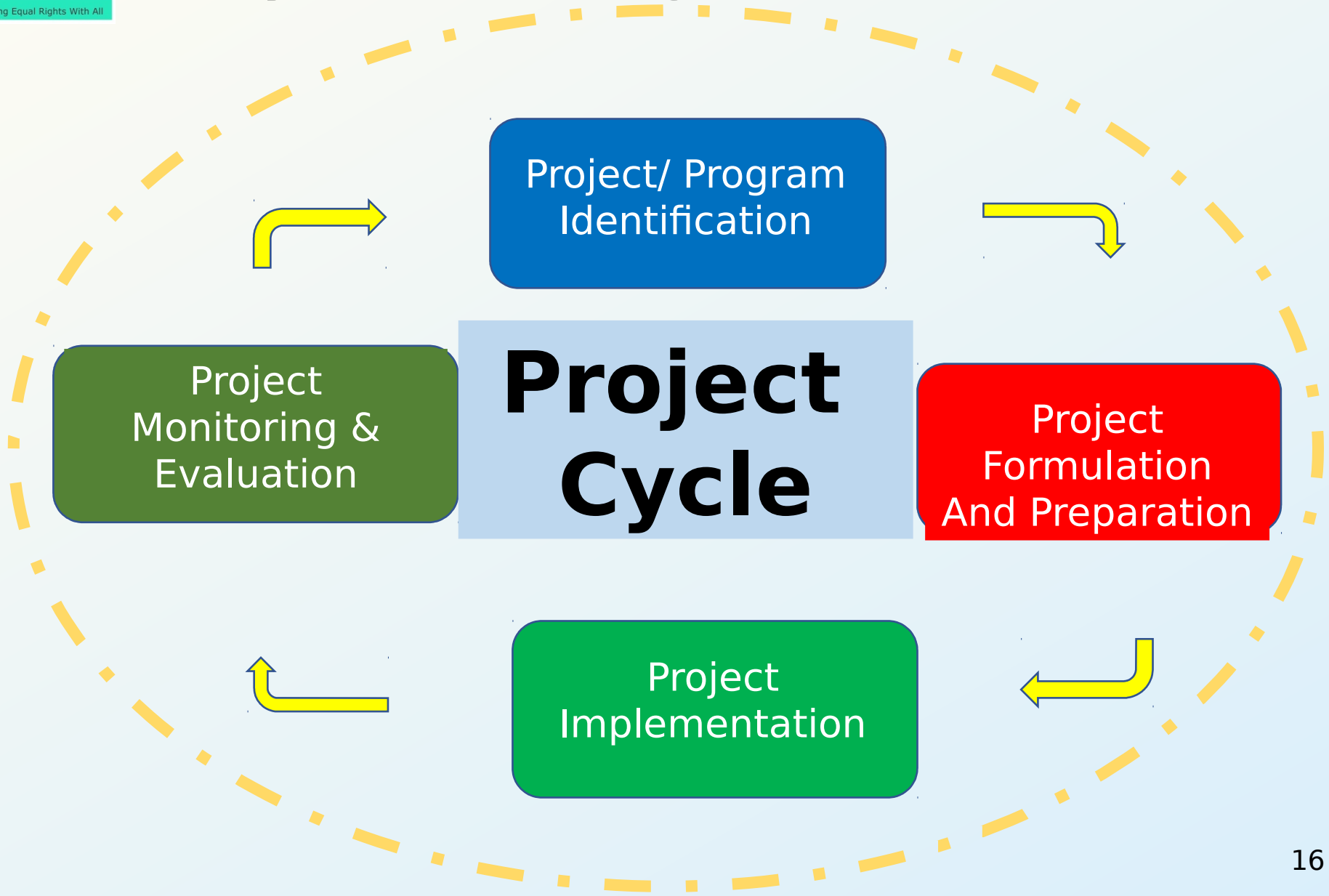
Six Variable of Projects

- ✓ **4. Scope -**

  Exactly what will the project deliver?
- ✓ **5. Risk -**
  Allprojectsentailrisksbutexactlyhowmuchriskareweprepare dtoaccept?
- ✓ **6.Benefits -**

  Why are we doing this?’

Project Management

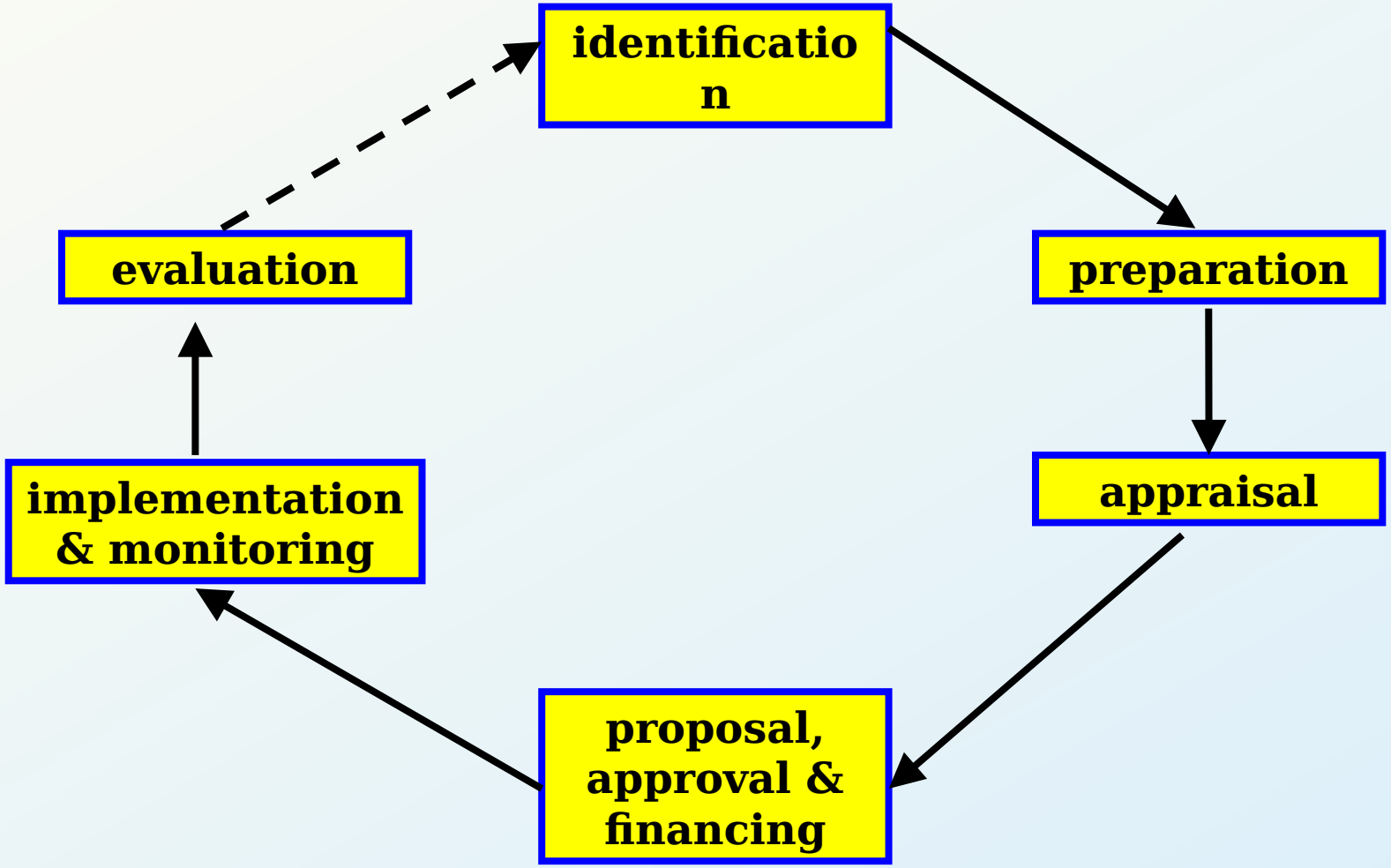


Some Definitions

- **Project Cycle:** defines **different phases** in the project life with well-defined management activities and decision making procedures.

- **Project Cycle Management:** The way in which projects are planned and carried out,
  - Starts with *an agreed strategy*
  - □ leads to an idea for a specific action for achieving a set of objectives,
  - □ which then is formulated, implemented, and evaluated with a view to improving the strategy and further action

Project Cycle Management in Concept of European Projects



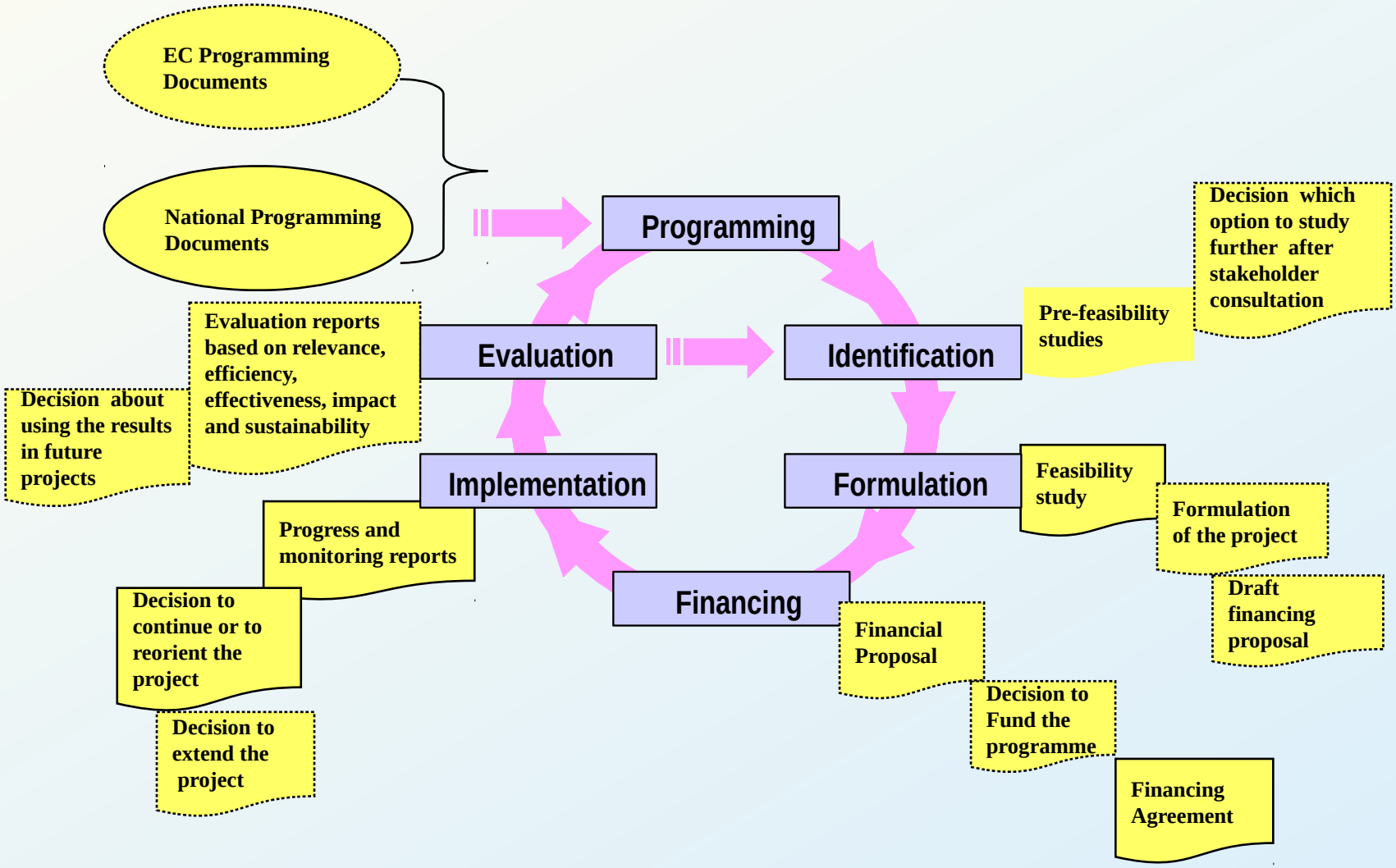
Six Stages

- **Identification**:
  - generation of the initial project idea and preliminary design
- **Preparation**:
  - detailed design of the project addressing technical and operational aspects
- **Appraisal**:
  - analysis of the project from technical, financial, economic, gender, social, institutional and environmental perspectives

Six Stages

- **Proposal preparation, approval and financing**:
  - writing the project proposal, securing approval for implementation and arranging sources of finance
- **Implementation and monitoring**:
  - implementation of project activities, with on-going checks on progress and feedback
- **Evaluation**:
  - periodic review of project with

The Project Cycle: Main Documents & Responsibilities



What does PCM aim at:

PCM tries to ensure that:

- Projects respect and contribute to ***overarching policy objectives of the donor*** – respect of human rights, poverty alleviation and gender equality, environment protection;
- 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 constraints of the operating environment and the capabilities of the implementing agencies;
- *Benefits* generated by projects are ***sustainable.***

Rural development projects

- Specific projects intended to improve the situation of the rural population.
- Projects must be the drivers enhancing change
  - ✓ build up capacity so that local actors can generate new or improved activities (difference between project and operational activity)
- Private vs. Government, Donor funding
- Example -

  Fostering Agricultural Development in Myanmar (FARM under MOAI with IFAD)

  Microfinance in rural and remote areas

Types of projects

- Experimental projects
  - Problem definition and finding alternative solutions
  - Small, well-defined, homogenous region
- Pilot projects
  - Follow-up of an experimental project
  -Test new ideas and techniques at low risk & scale
  - Try to proof it can work on large scale
- Demonstration projects
  - In more and larger areas
  - Disseminate new ideas and techniques
- Production projects
  -Full grown project

What is a Logical Framework?

- Developed in the 1970s and is now used by a large number of different agencies
- Involving the presentation of the results of analysis in such a way that it is possible to set out the project / programme's objectives in a systematic and logical way
- Reflecting the causal relationships between the different levels of objectives, to indicate how to check whether these objectives have been achieved, and to establish what assumptions outside the control of the project / programme may influence its success
- Summarization of the main results of the process in a matrix

What is a Logical Framework?

- LFA is a systematic planning procedure for complete project cycle management.
- It is a problem solving approach which takes into account the views of all stakeholders.
- It also agrees on the criteria for project success and lists the major assumptions.

Logframe Basis

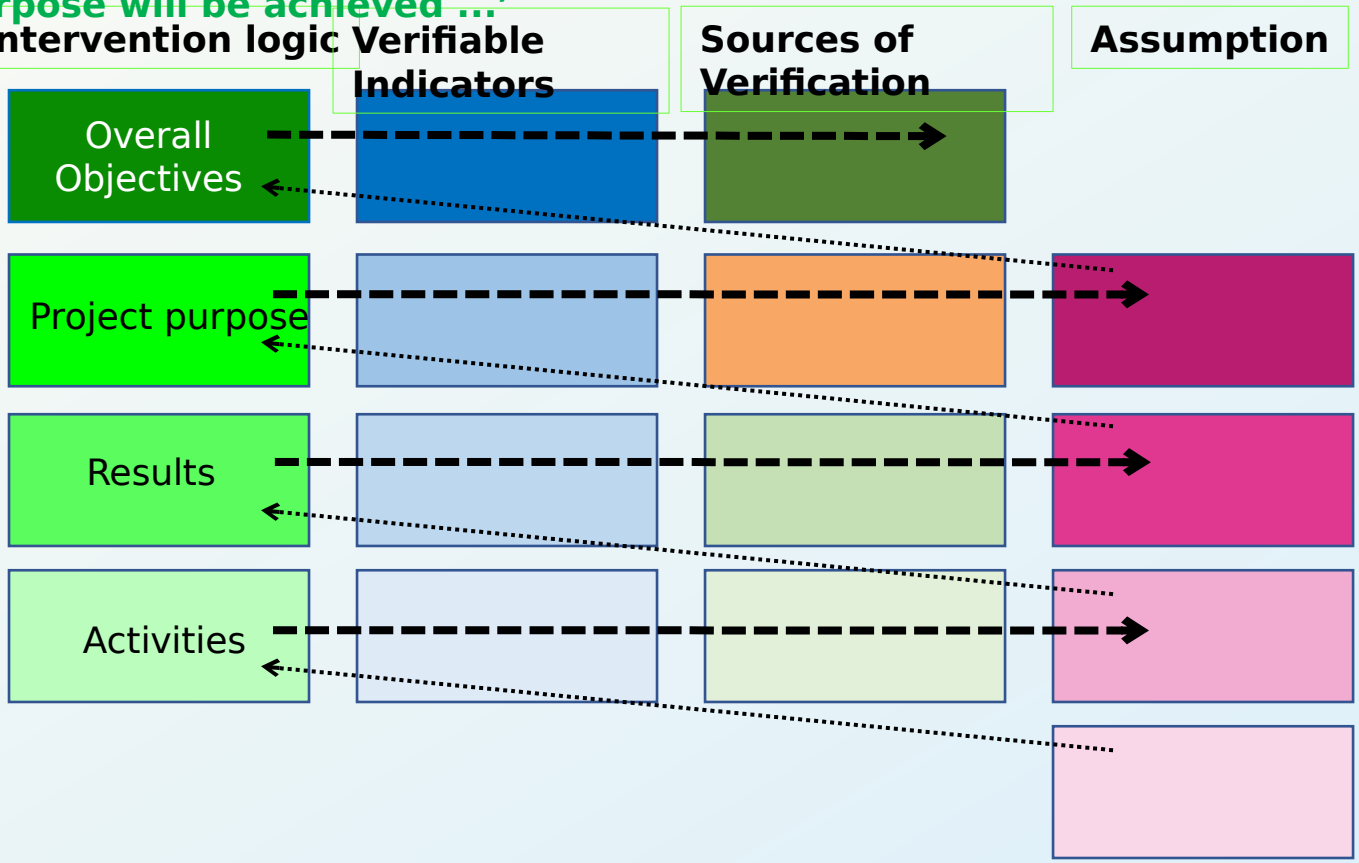
Intervention logic	Verifiable Indicators	Sources of Verification	Assumption
Overall Objectives			
Project purpose			
Results			
Activities			

Questions to be asked for Logframe

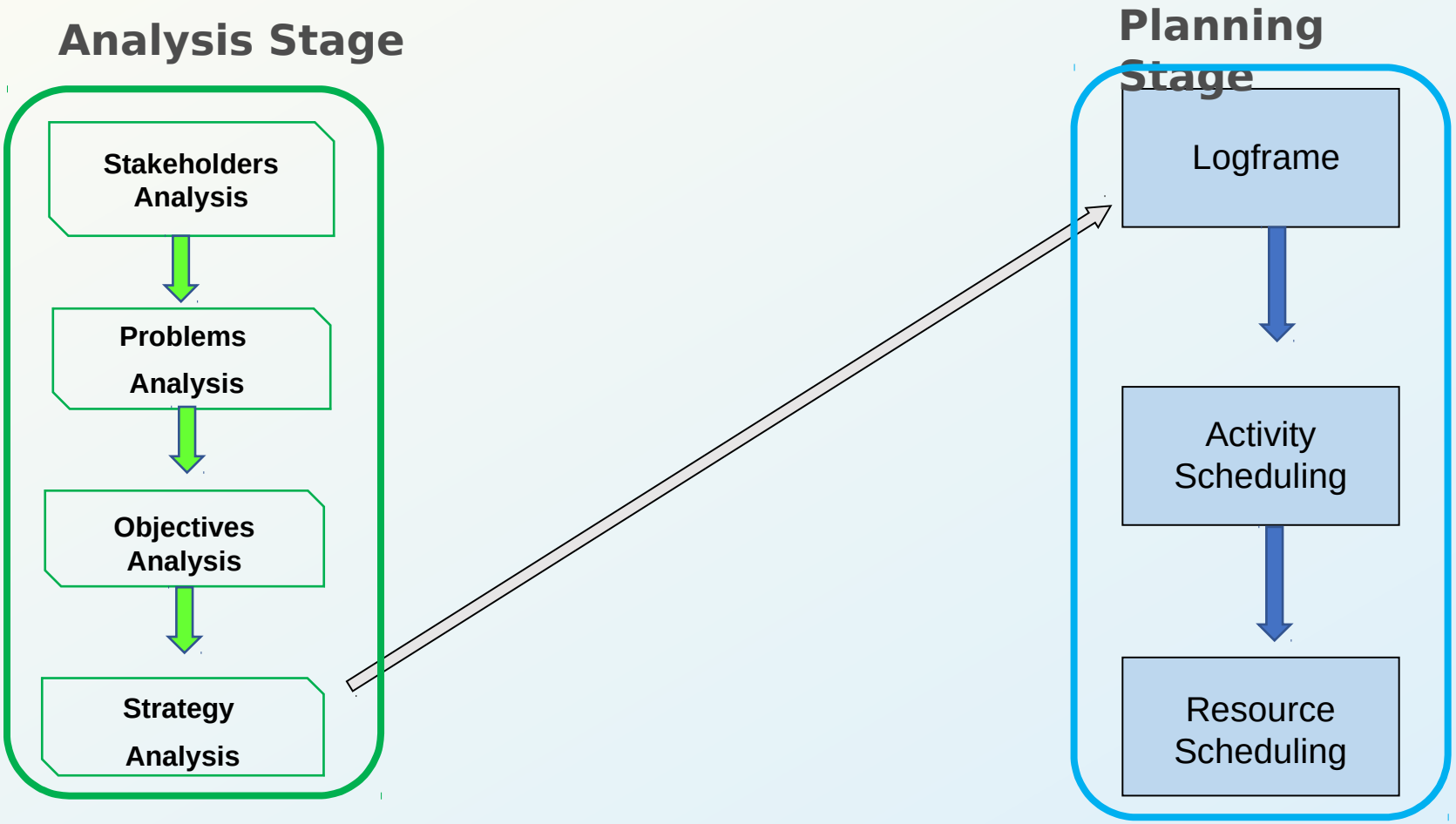
- **Why** a project is carried out (Intervention Logic);
- **Wh**at the project is expected to achieve (Intervention Logic and Indicators);
- **How** the project is going to achieve it (Activities, Means);
- **Which** external factors are crucial for its success (Assumptions);
- **Where** to find the information required to assess the success of the project (Sources of Verification);
- **Which** means are required (Means);
- **How mu**ch the project will cost (Cost);
- **Which** pre-conditions have to be fulfilled before the project can start (Pre-conditions);

Logframe Basics

'... IF results are delivered, AND assumptions hold true, THEN the project purpose will be achieved ...'



7 Steps in LFA



Logframe (Logical Framework) approach

ANALYSIS PHASE

Identify stakeholders

Stakeholder Analysis - identifying & characterising major stakeholders, target groups & beneficiaries, defining whose problems will be addressed by a future intervention, and which potentials can be used

Identify/ analyse

Problem analysis - identifying key problems, constraints and opportunities; determining cause and effect relationships

Deduct

Analysis of objectives - developing objectives from the identified problems; identifying means to end relationships

Select the option

Strategy analysis - identifying the different strategies to achieve objectives; selecting the most appropriate strategy(ies); determining the major objectives (overall objectives and project purpose)

PLANNING PHASE

Define the project logic

Logframe - defining the project/ programme structure, testing its internal logic, formulating objectives in measurable terms, defining means and cost (overall)

Specifying and operationalising

Activity scheduling - determining the sequence and dependency of activities; estimating their duration, setting milestones and assigning responsibility

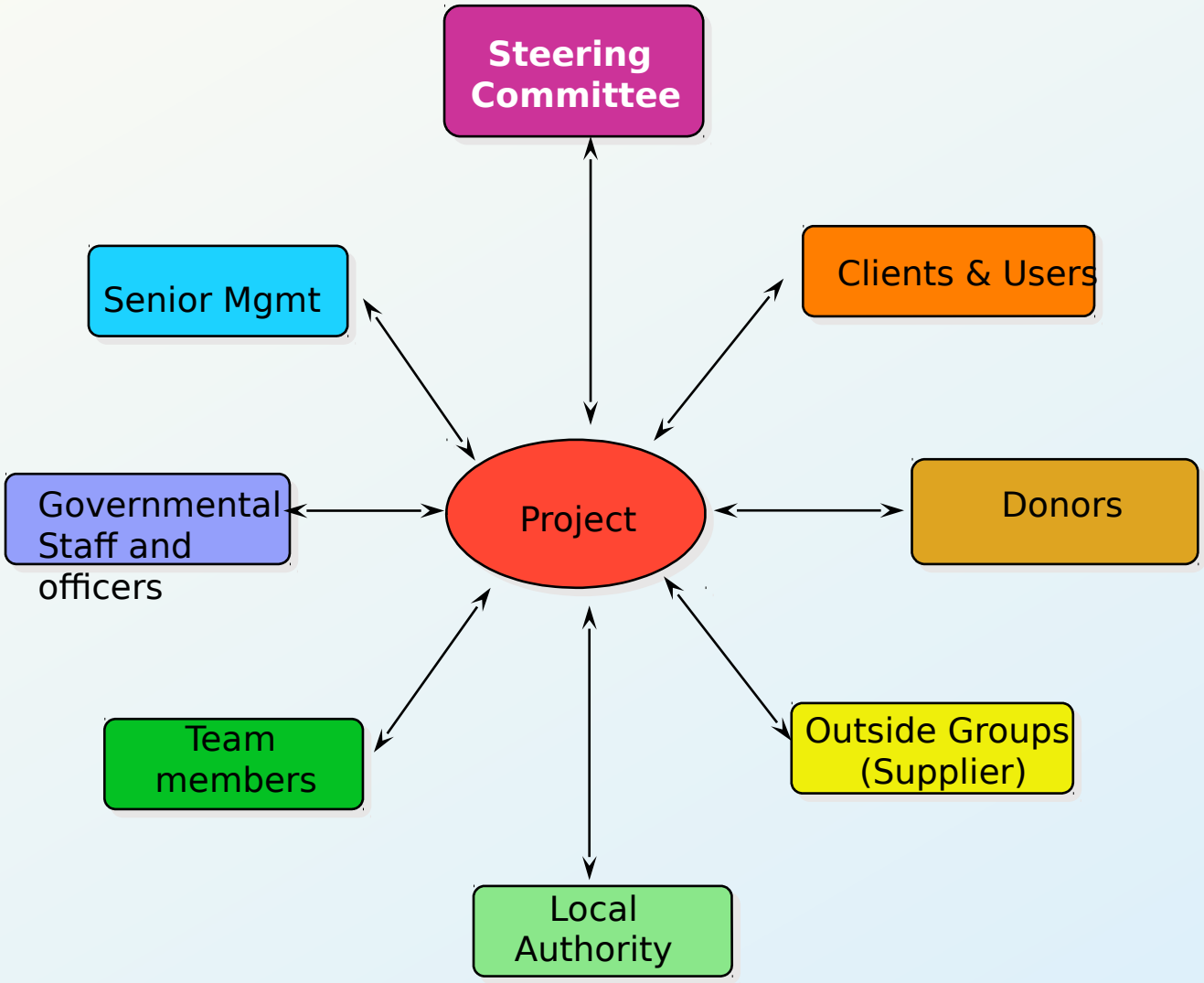
Resource scheduling - from the activity schedule, developing input schedules and a budget

Stakeholder Analysis

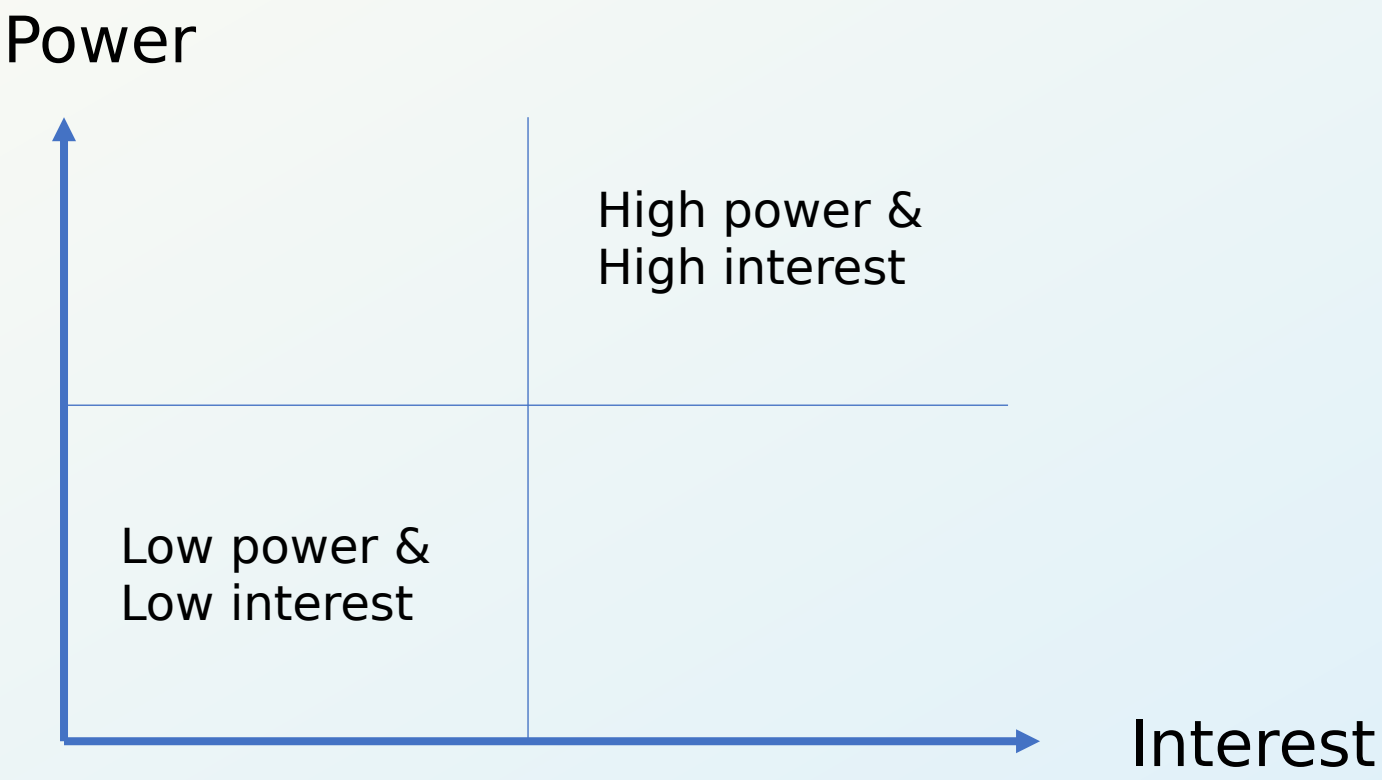
- Stakeholder Analysis, including preliminary institutional capacity assessment, gender analysis and needs of other vulnerable groups such as the disabled (profile of the main 'players')
- To help maximize the social, economic and institutional benefits of the project to target groups and ultimate beneficiaries, and minimise its potential negative impacts (including stakeholder conflicts).
- To know
  - the interest and the attitude of these stakeholders in a possible intervention,
  - the potential of these stakeholders to contribute to the intervention

Stake holders	Characteristics	Interest & expectations	Sensitivity to and respect of cross-cutting issues	Potentials & deficiencies	Implications and conclusions for the project
	•Social & economic •Gender differentiation •Structure, organization, status •Attitudes	•Interest, objectives •Expectation	•(environment, gender equality, etc.)	•Resource endowment •Knowledge, experience… •Potential contribution	•Possible action required •How to deal with the group
Health Professional	•Have power •Not rich •Eager to support the community	•To improve health of the community •To build a clinic with good support		•No health staff •Can request from government •No building •Can support by the community •No medicine •No finance •To find from somewhere	•Manage closely

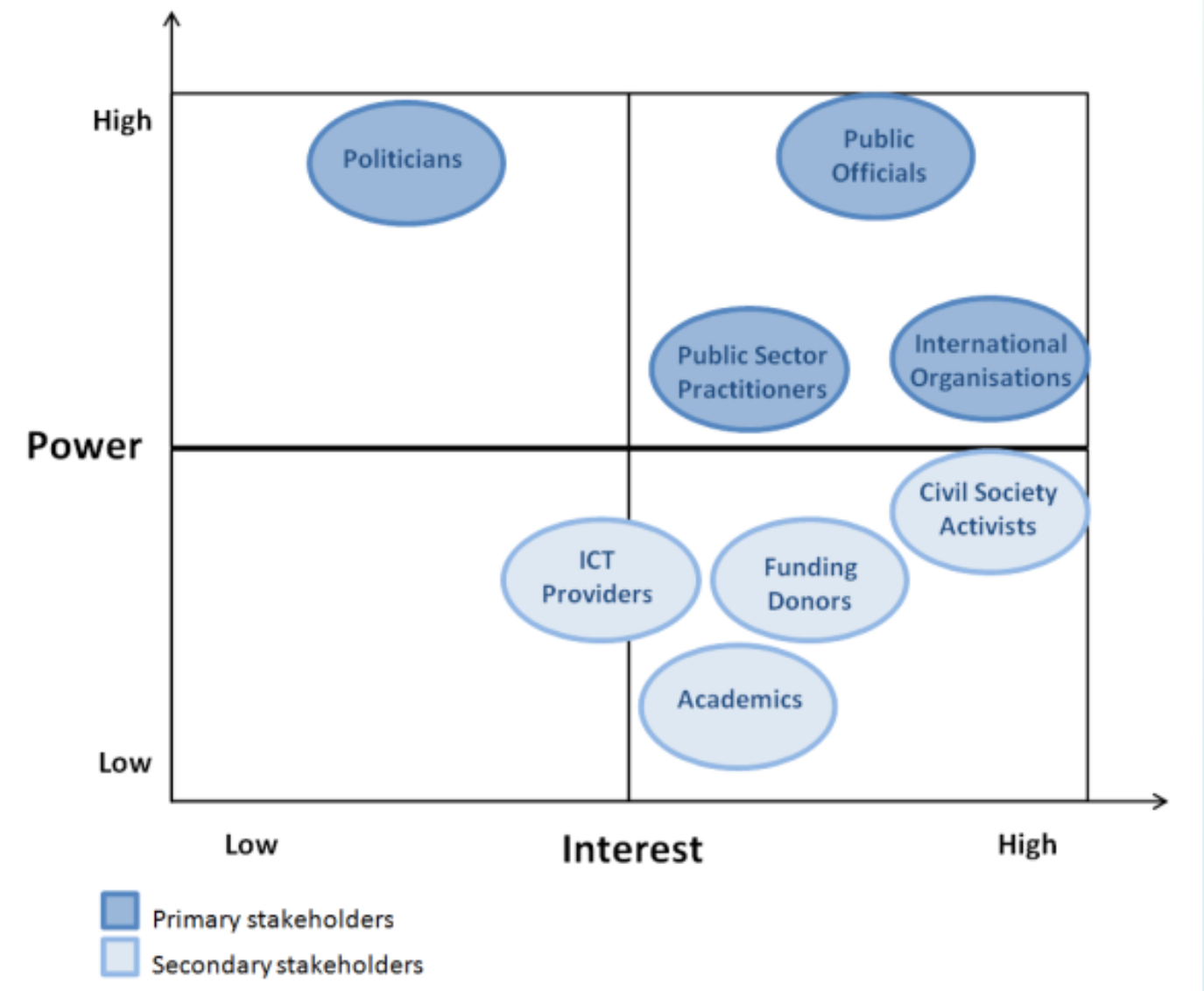
Who Are Stakeholders?



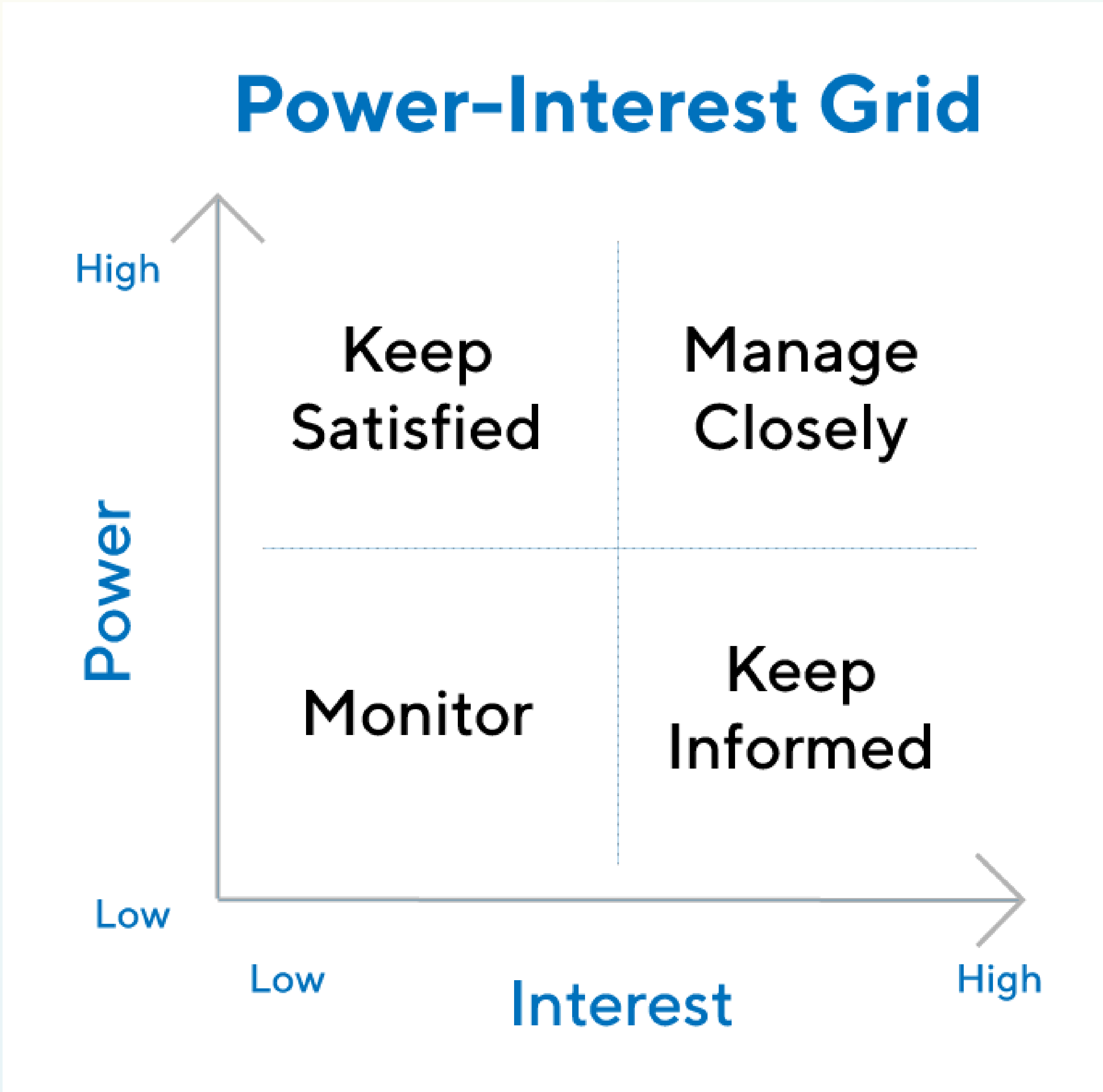
Power-Interest Grid



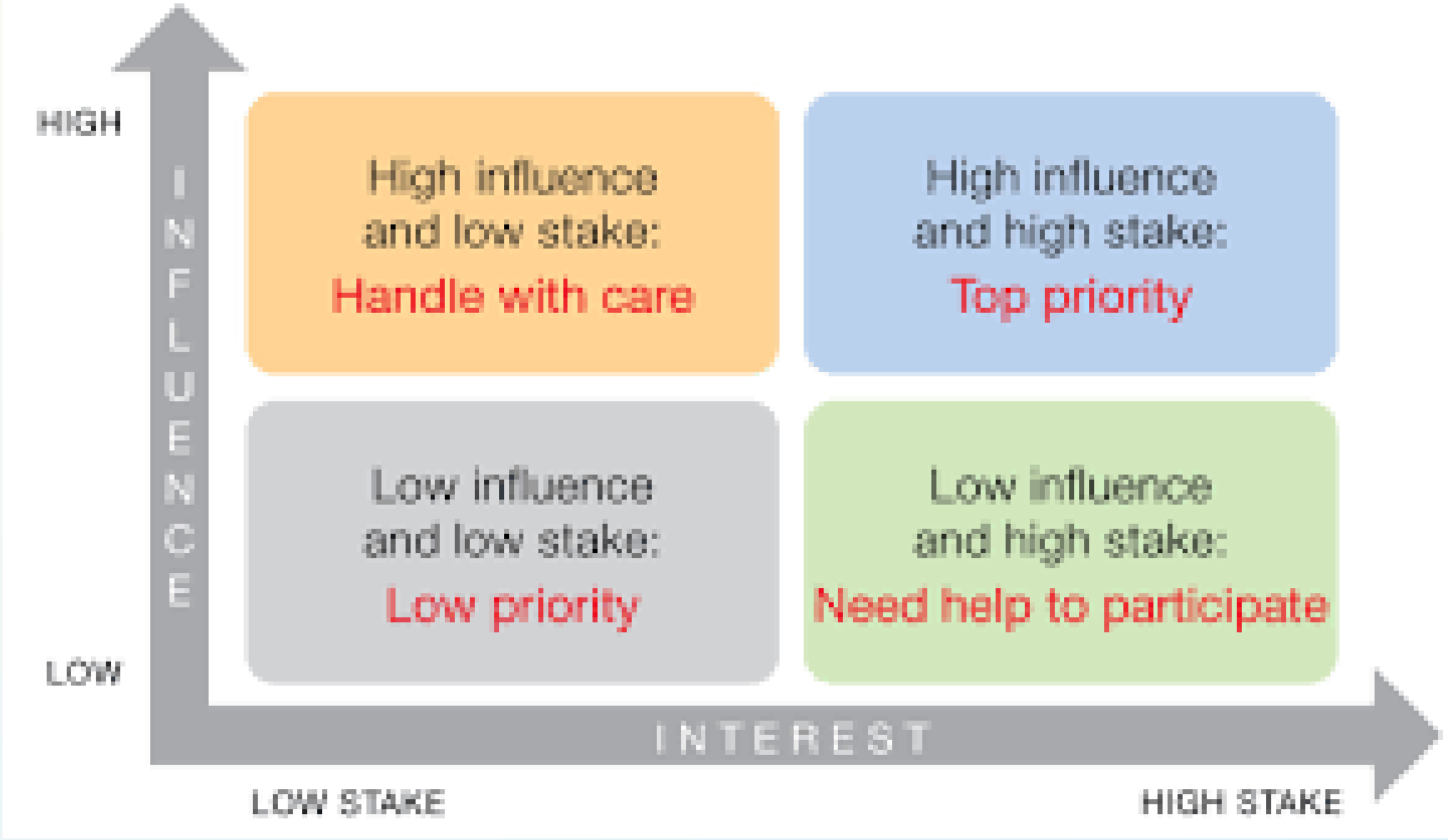
Power interest grid



Sharing Equal Rights With All



Strategy for management with stakeholders



Exercise on Stakeholder analysis (30 Minutes)

Problem Analysis

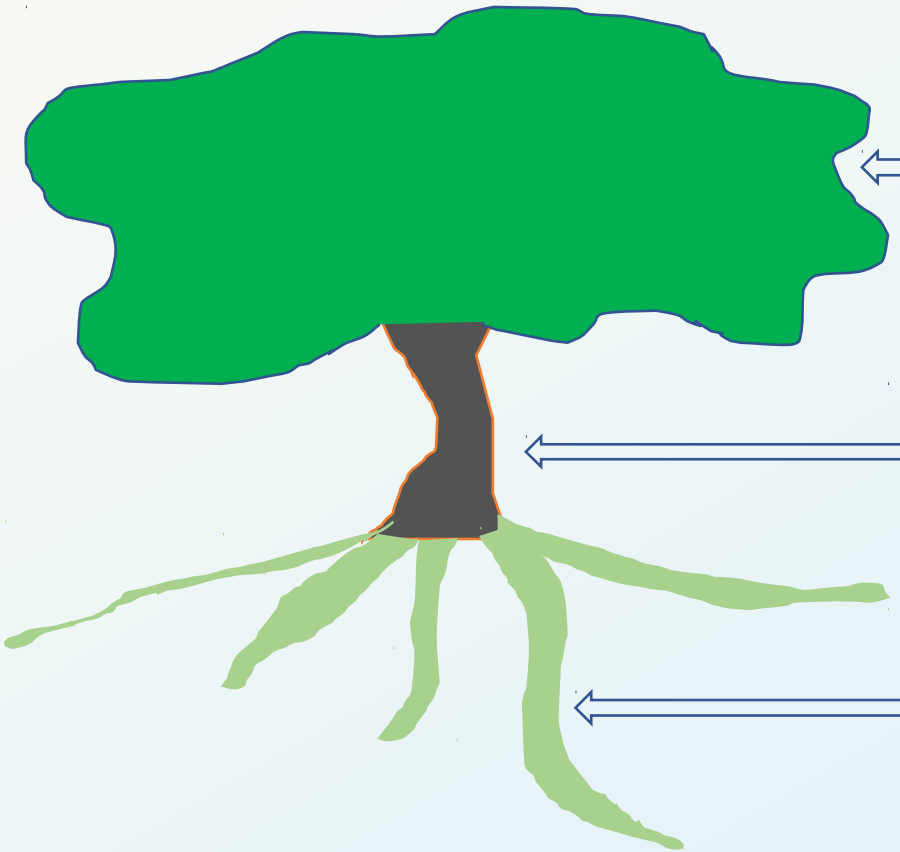
Image of reality

- identifies the negative aspects of an existing situation and
- stablishes the '**cause and effect**' relationships between the identified problems.

It involves three main steps:

1. Definition of the framework and subject of analysis;
2. Identification of the major problems faced by target groups and beneficiaries (What is/are the problem/s? Whose problems?); and
3. Visualisation of the problems in form of a diagram, called a "problem tree" or "hierarchy of problems" to help analyse and clarify cause–effect relationships.

Problem (tree) Analysis

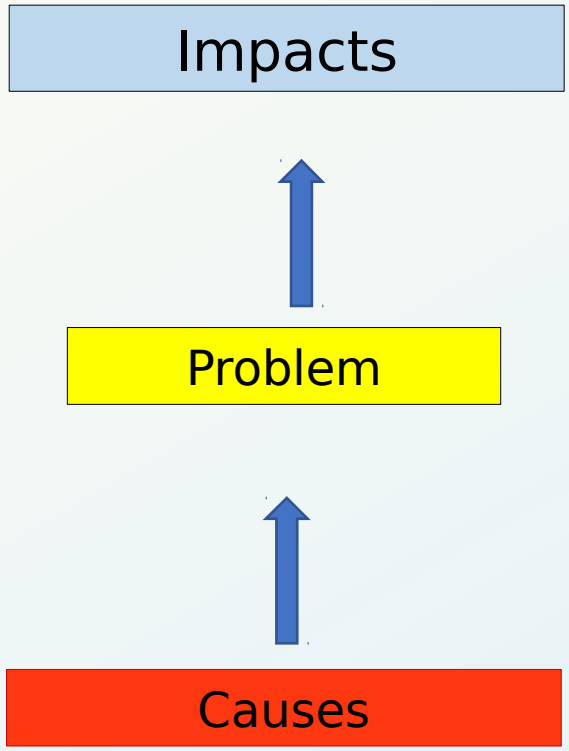


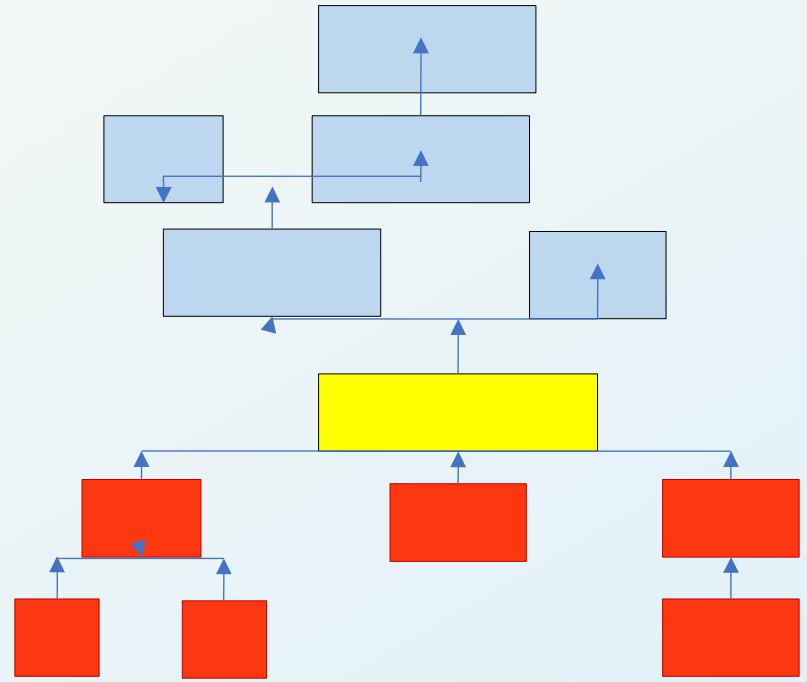
Impacts
Effects

Problem

Causes

Problem Analysis

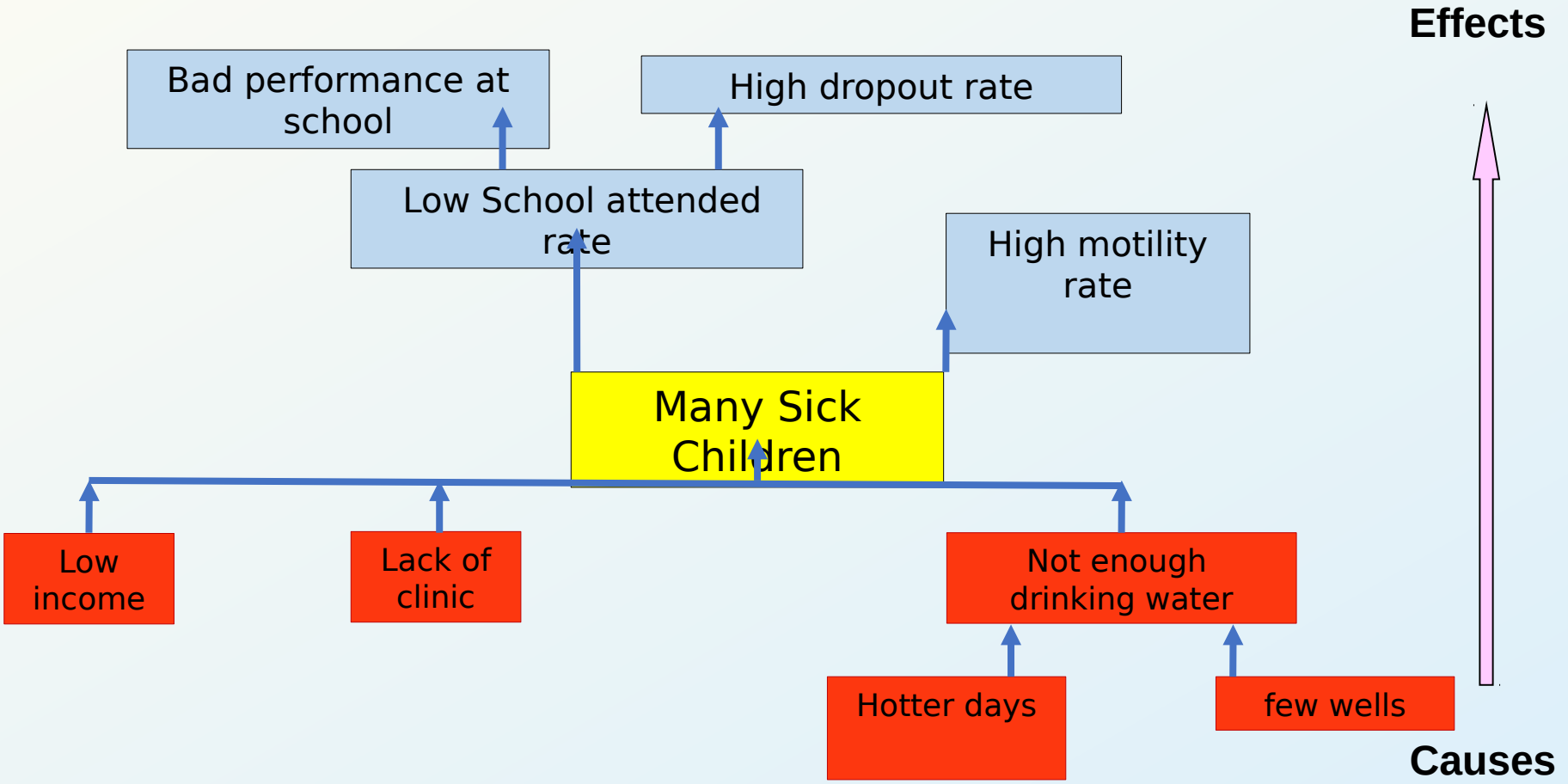




Effects

Causes

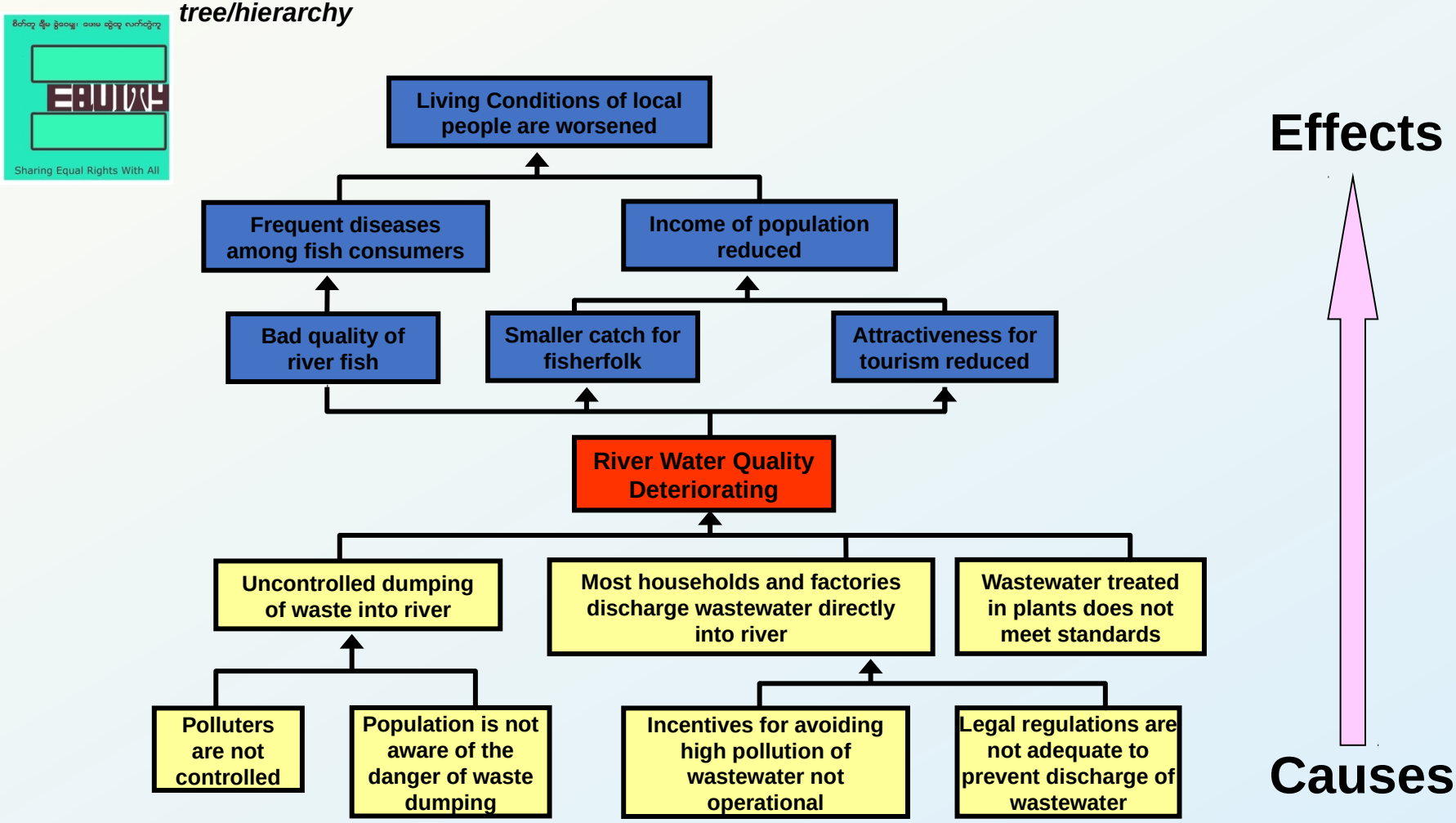
Problem Analysis



Problem analysis (hierarchy)

A procedure which allows to

1) Analyse an existing situation. 2) Identify key problems in this context (= negative existing situations). 3) Establishing cause-effect relations between problems in tree/hierarchy



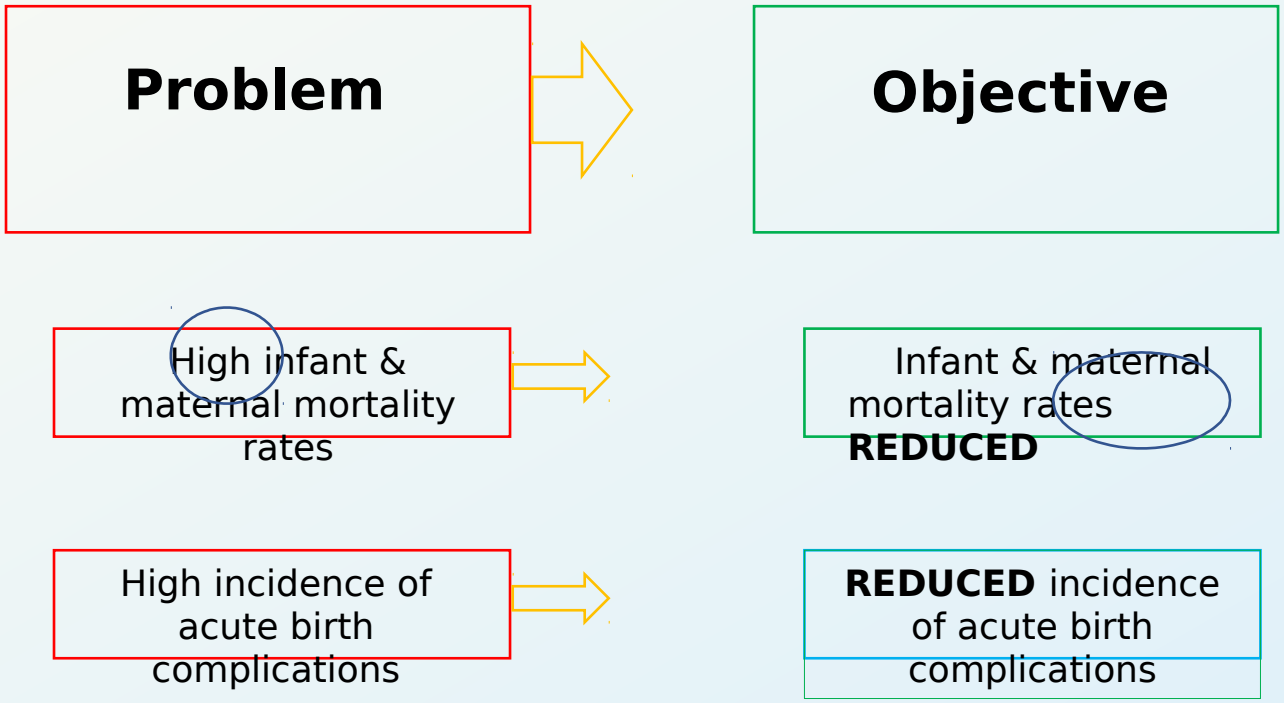
Exercise on Problem analysis
(30 Minutes)

Analysis of Objectives

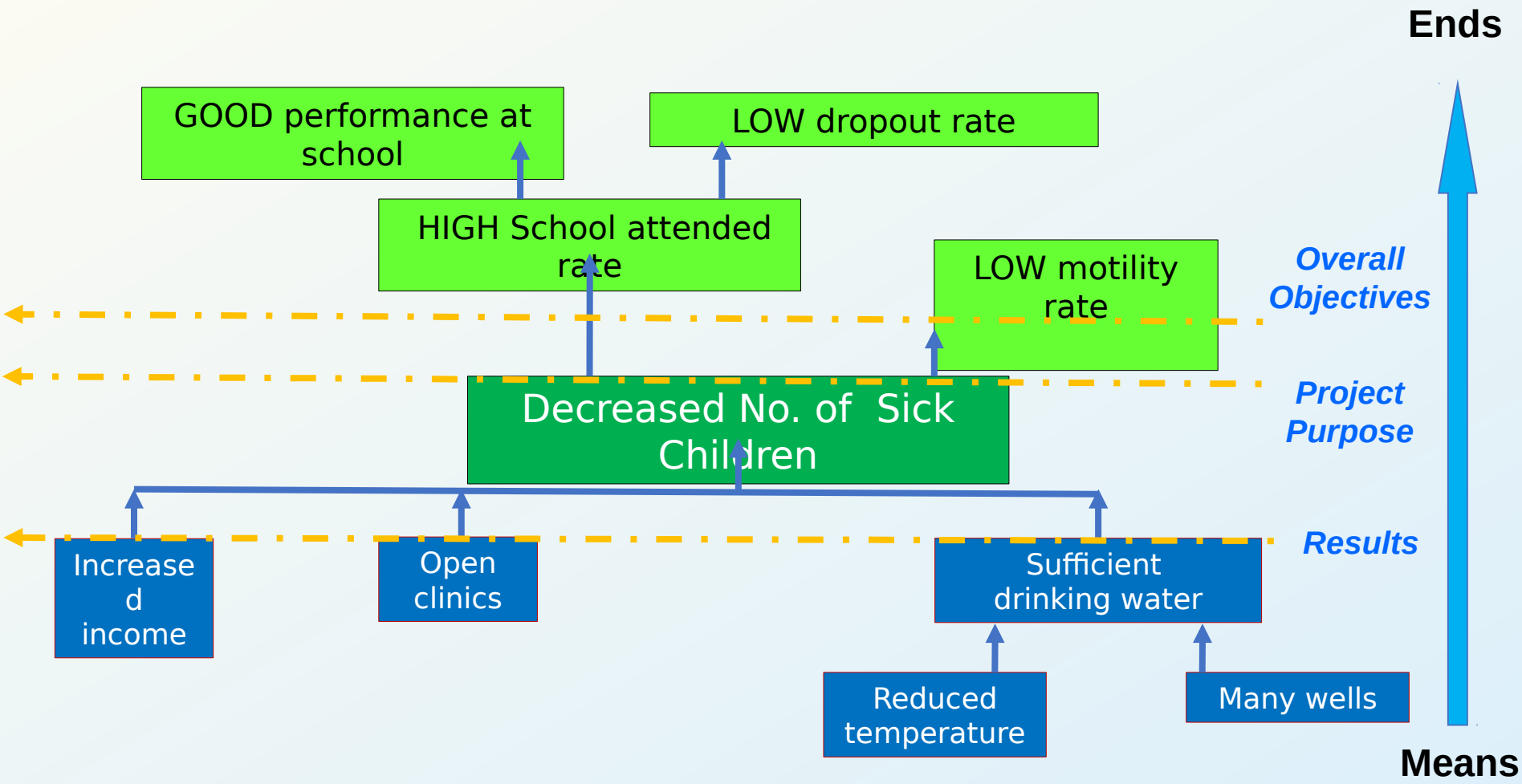
Image of an improved situation in the future

- a methodological approach employed to:
  - Describe the situation in the future once identified problems have been remedied.
- The ‘negative situations’ of the problem tree are converted into solutions, expressed as ‘positive achievements’.
- Reformulate all negative situations of the problems analysis into positive situations that are:
  - desirable
  - realistically achievable

Transforming Problems into Objectives



Objectives Analysis



Problems Analysis

Objectives Analysis

GOOD performance at school

LOW dropout rate

HIGH School attended rate

LOW motility rate

Decreased No. of Sick Children

Increased income

Open clinics

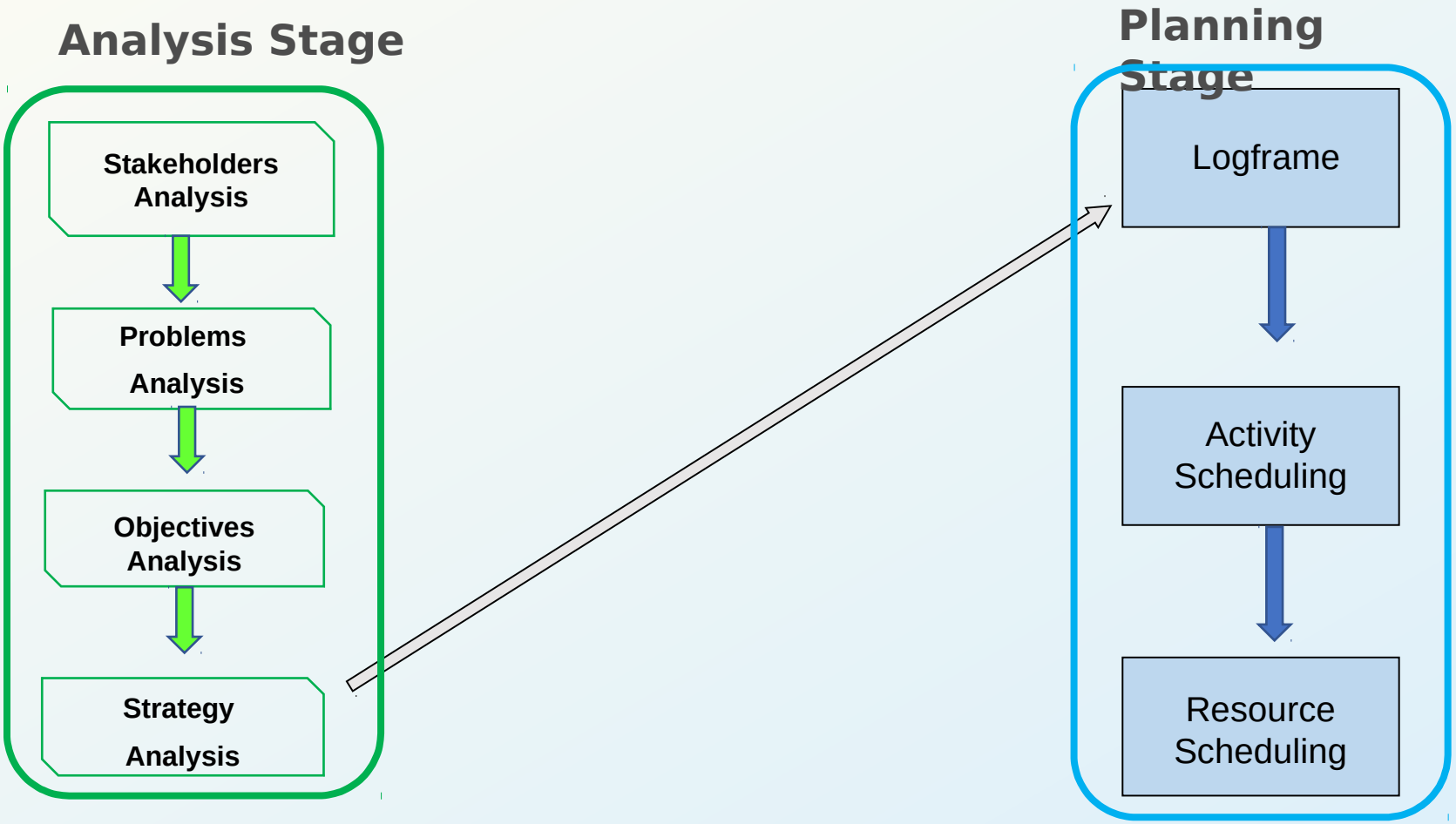
Sufficient drinking water

Reduced temperature

Many wells

Exercise on Objective analysis (30 Minutes)

7 Steps in LFA



Analysis of Strategies

- ✓ The most relevant and feasible strategy is selected on the basis of a number of criteria, for instance:
  - priorities of stakeholders (both women and men),
  - likelihood of success, budget,
  - relevance of the strategy,
  - time required,
  - Others, etc.
- ✓ deciding
  - what objectives will be included IN the project.

Strategy Analysis

IN

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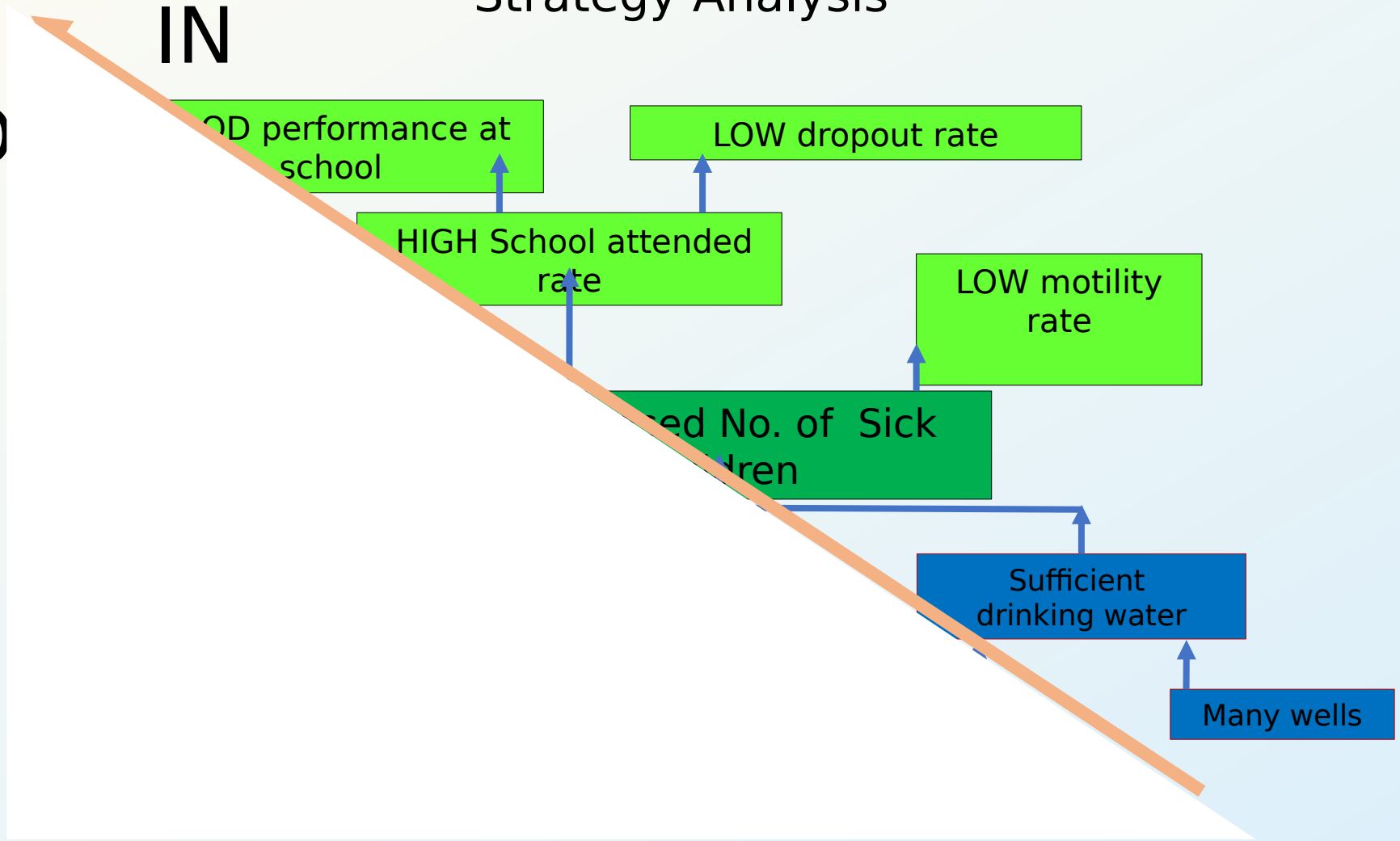
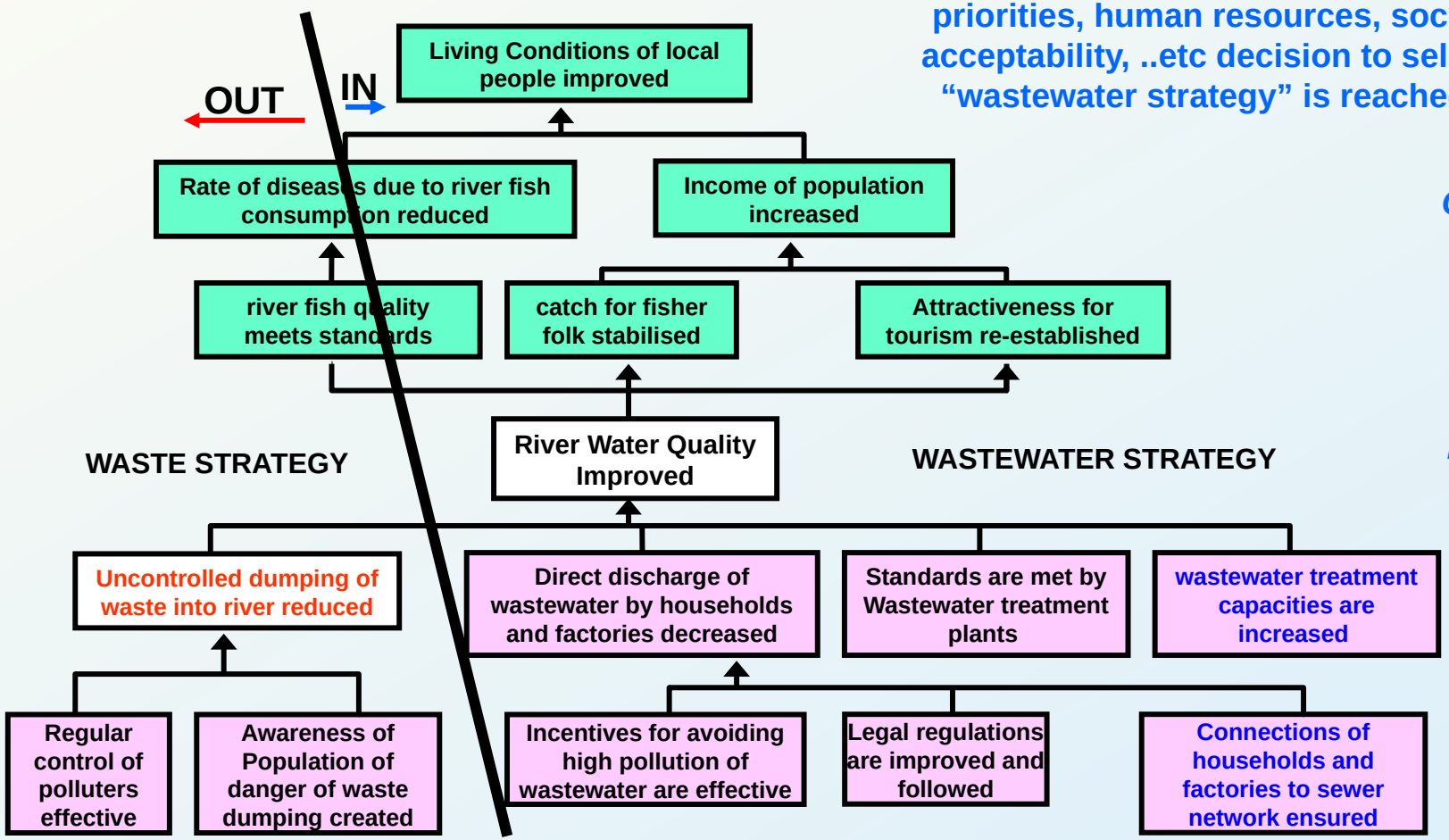


Analysis of Strategies

A technique to

1) identify possible solutions that could form a project strategy 2) select one or more strategies 3) decide upon the strategy to form the project

Based on urgency, budget, policy priorities, human resources, social acceptability, ..etc decision to select "wastewater strategy" is reached.



Overall Objectives

Project/ Programme Purpose

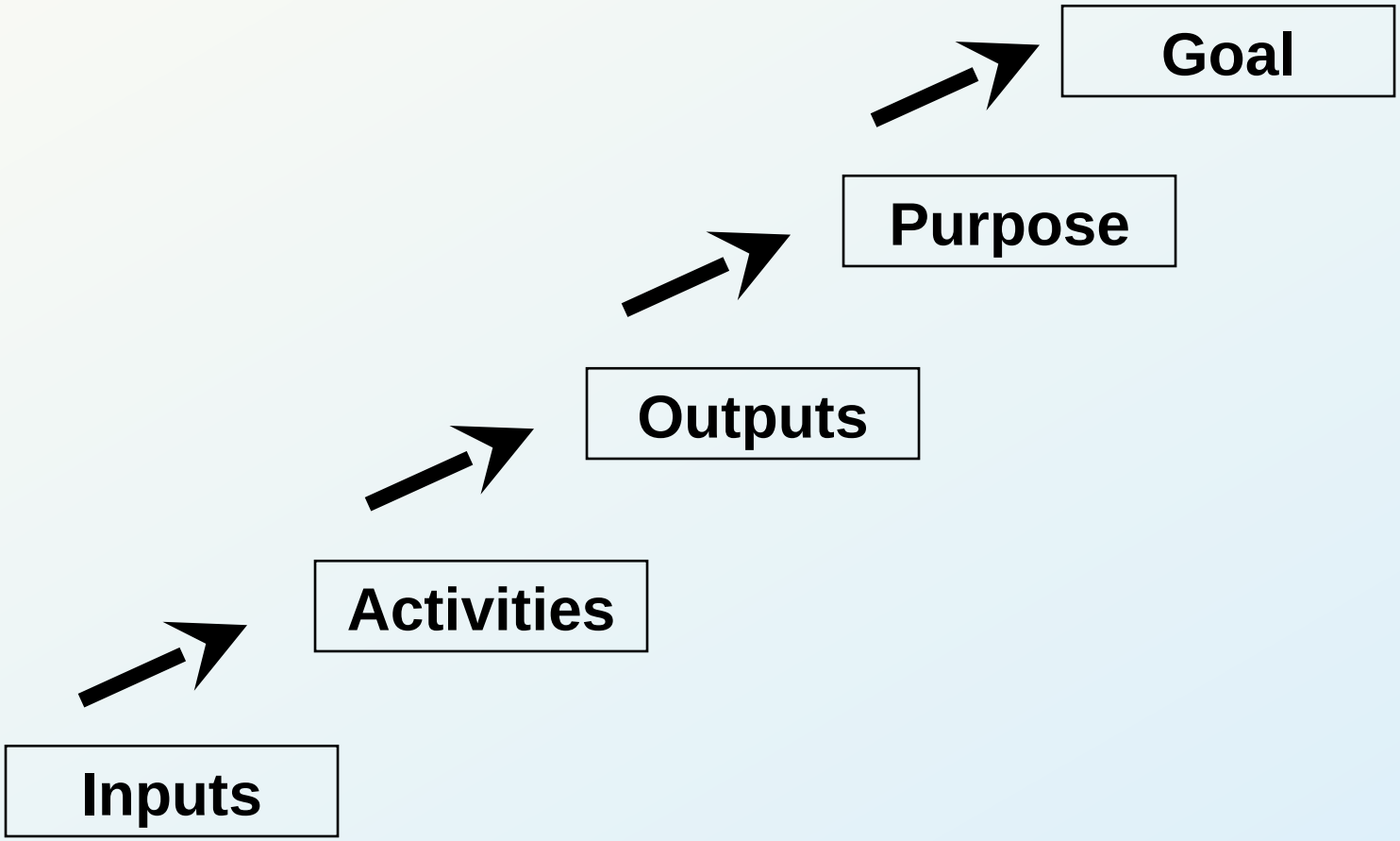
Results

Exercise on Strategy analysis
(30 Minutes)

Logframe Basis

Intervention logic	Verifiable Indicators	Sources of Verification	Assumption
Overall Objectives			
Project purpose			
Results			
Activities			

Cause-effect Relationship among objectives at several levels



Levels of Objectives

Overall Objectives

- the longer-term benefits to beneficiaries and the wider benefits to other groups.

Project Purpose

- benefits to be received by the project beneficiaries or target group as a result of utilising the services provided by the programme

Results

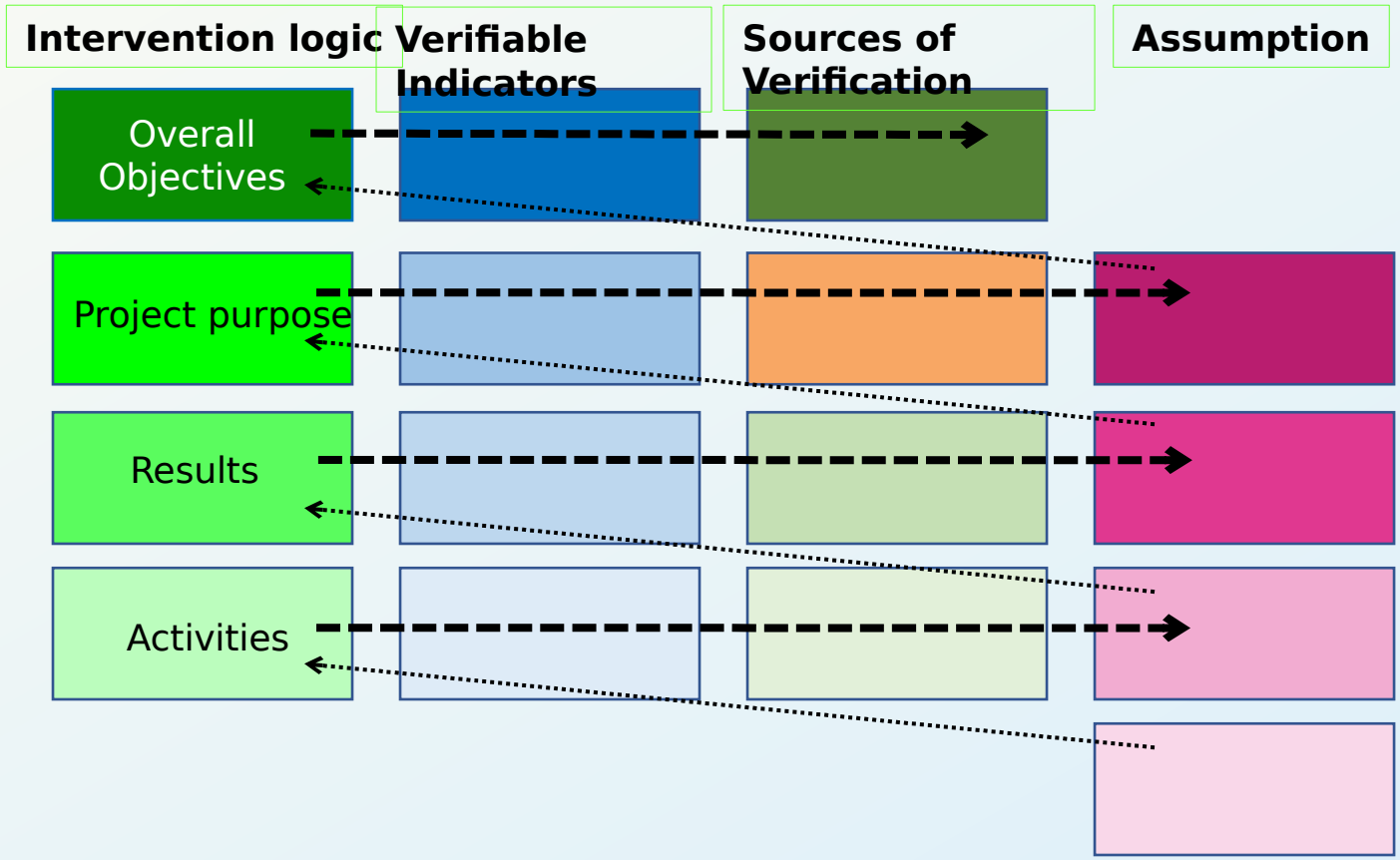
- “products” of the activities undertaken to address the main causes of the problems the target group faces

Activities

- How the project’s goods and services will be delivered

Logframe Basics

‘... IF results are delivered, AND assumptions hold true, THEN the project purpose will be achieved ...’



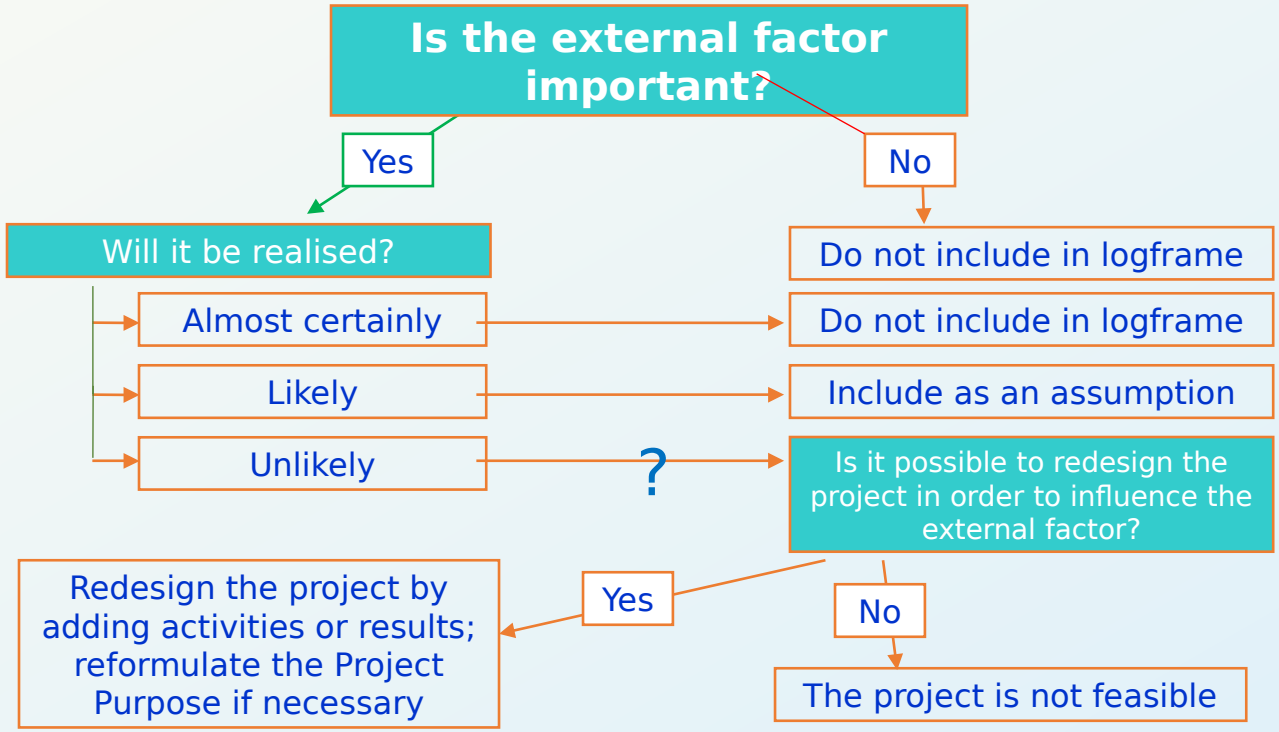
Logical Framework Matrix

Intervention logic/ Level of Objectives	Verifiable indicators	Sources of verification (SoV)	Assumptions
Overall objectives			
The fatality rate of the community is lower.			
Project purpose			
The number of sick children is reduced.			
Results			
1. The whole community has sufficient drinking water.			
2.			
Activities			
1. 10 tube wells are built.			
2. One maintenance committee is formed.			

Assumptions

- The answer to the question: “What external factors
- Are not influenced by the project, but may affect its implementation and longterm sustainability?”

Assessment of assumptions



Assessment of assumptions

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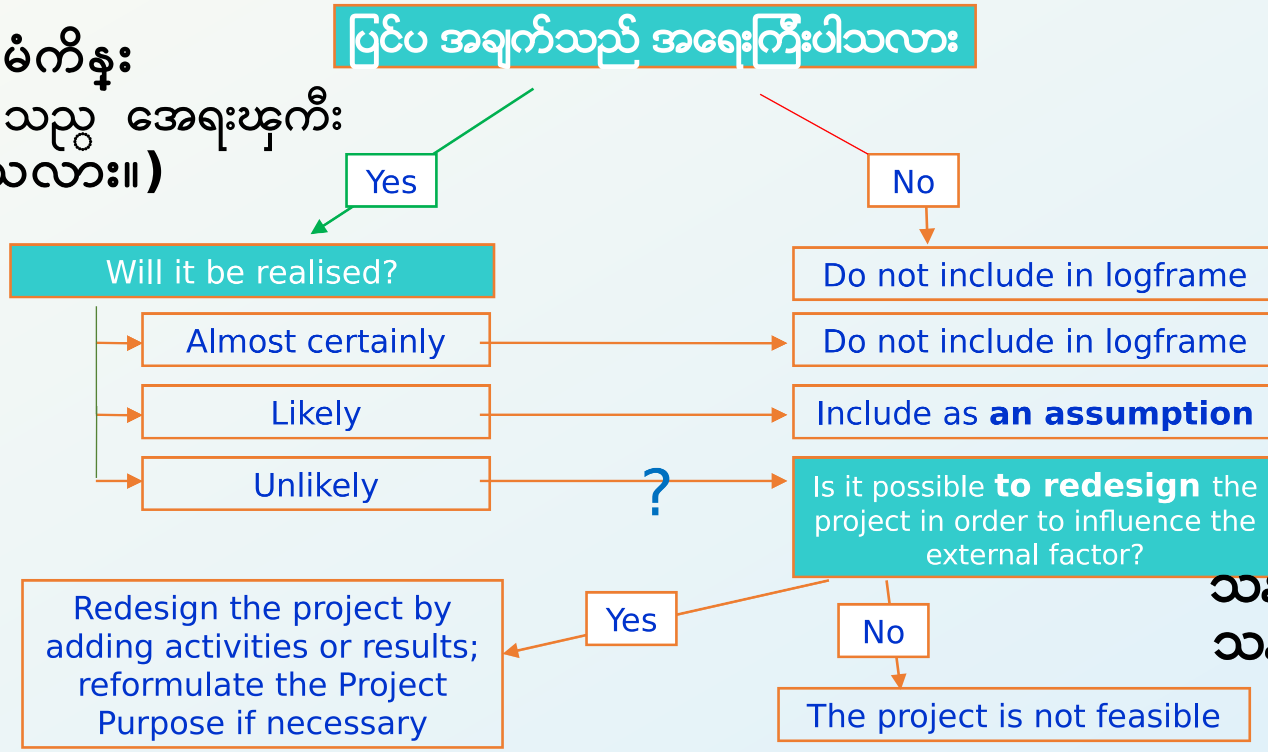
(သနခါးတံး ◌ု သည့် အရေးကြီး
ပါသလား။)



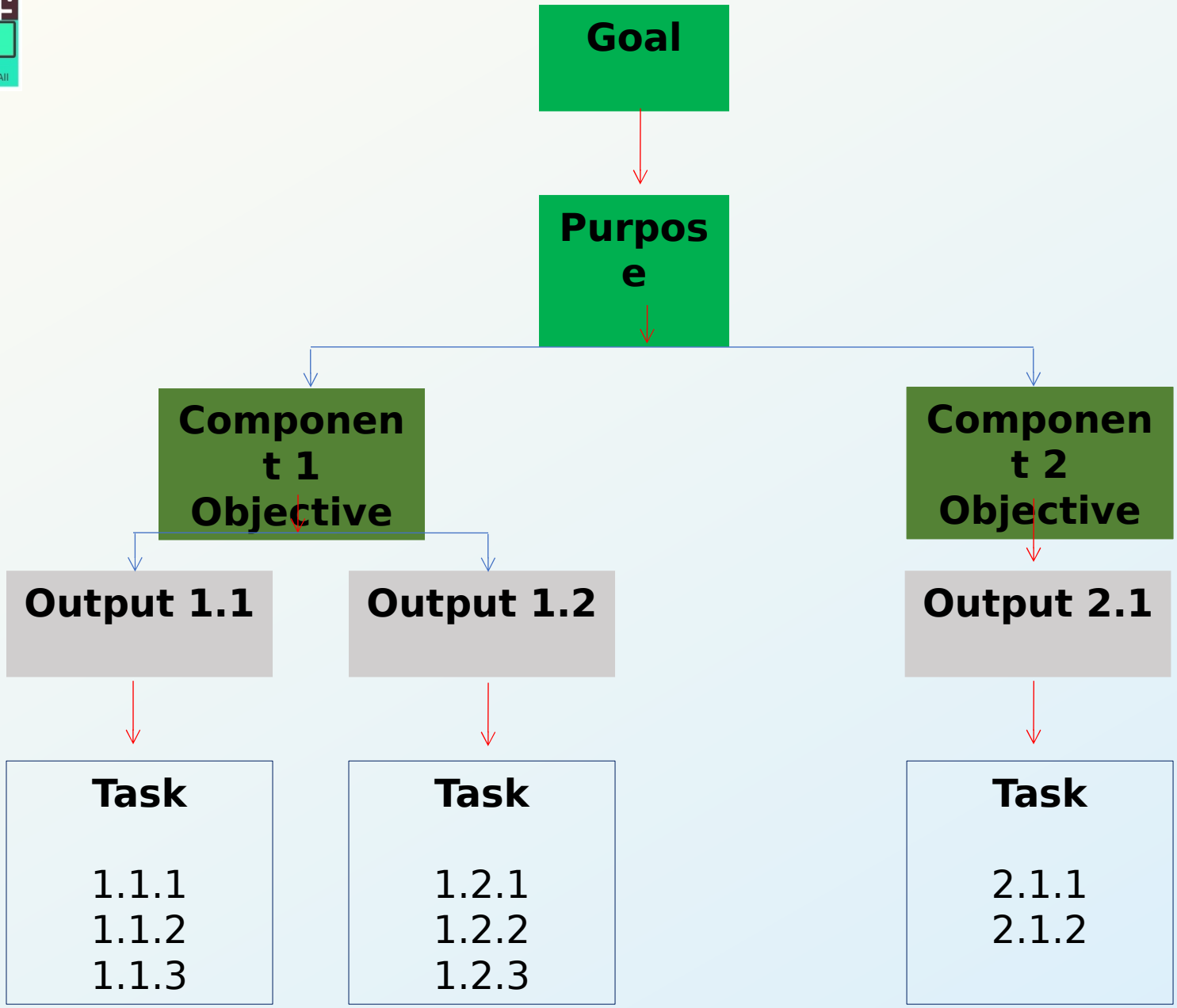
ရန်ကုန်
ချင်း
ပီးကင်း

သနခါးတုံး အစား
သနခါးပူး ပြောင်း
သုံးပါမည်။

Logical Framework Matrix

Intervention logic/ Level of Objectives	Verifiable indicators	Sources of verification (SoV)	Assumptions
Overall objectives			
The fatality rate of the community is lower.			
Project purpose			
The number of sick children is reduced.			
Results			
The whole community has sufficient drinking water.			
Activities			
10 tube wells are built.			Land is available.
1 maintainance commmittee is formed.			There are a number of volunteer leaders in the community.

Exercise on Exercise on Logframe -1 (Objectives and Assumptions) (30 Minutes)


Goal
Purpos e
Componen t 1 Objective
Componen t 2 Objective
Output 1.1
Output 1.2
Output 2.1
Task
1.1.1
1.1.2
1.1.3
Task
1.2.1
1.2.2
1.2.3
Task
2.1.1
2.1.2

INDICATORs

- a **variable** (its value changes)
- that **measures** (objective calculation of value)
- **key elements** of a program or project
  - Inputs, processes, outputs, outcomes

SMART indicator

- Specific: measure what it is supposed to measure
- Measurable
- Available at an acceptable cost
- Relevant with regard to the objective concerned
- Time bound

Sources of verification

- Documents, reports and other sources providing information
- That makes it possible to check the indicators.
- where and in what form information on the achievement of
  - ✓ the Overall Objectives,
  - ✓ the Project Purpose and
  - ✓ the Results can be found.

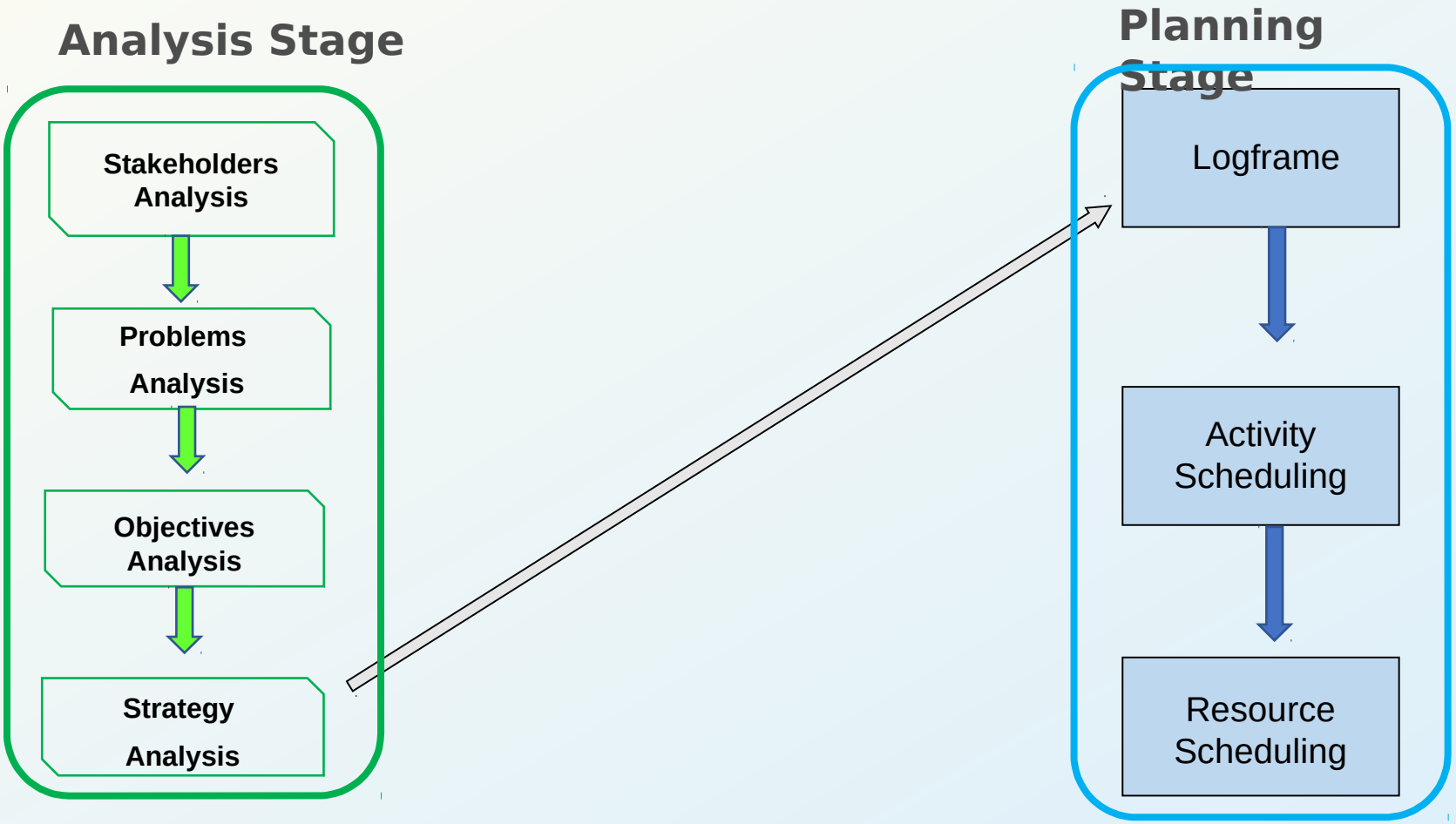
Mean and Cost

- This will include the means and cost required for management support 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.
- Cost are the translation into financial terms of all the identified resources (Means).

	Intervention logic	Objectively verifiable Indicators	Sources of verification	Assumptions/risks
Overall Objective	What is the general objective, to which the project will contribute ?	What are the key indicators related to the general objective?	What are the sources of information for these indicators?	What are general factors and conditions necessary to achieve these objectives? Which are the risks?
Project purpose (= specific objective)	What is the specific objective, to which the project will contribute ?	What are the key indicators related to the specific objective	What are the sources of information for these indicators?	What are general factors and conditions necessary to achieve these objectives? Which are the risks?
Expected results	What are the outputs envisaged to achieve the specific objectives?	What are the indicators to measure results achieved?	What are the sources of information for these indicators?	What factors and conditions necessary to obtain results? Which are the risks?
Activities	What are the activities to be carried out and in what sequence in order to produce the expected results?	**MEANS:** What are the means required to implement these activities	**Costs:** What are the costs to implement such activities	**Pre-conditions:** requirements to be met before the project starts

Exercise on Exercise on Logframe -2
(Activities - Means and Costs)
(30 Minutes)

7 Steps in LFA

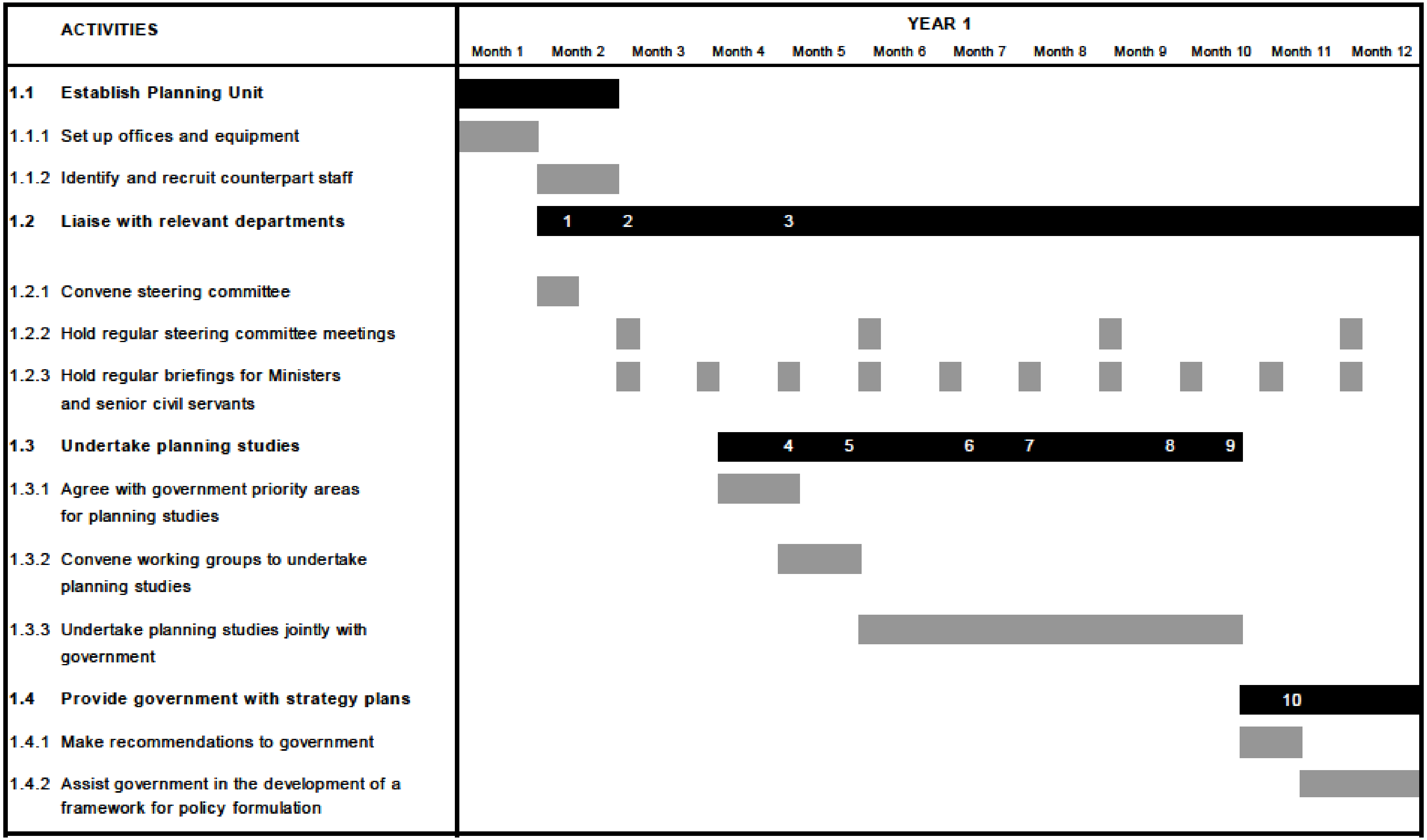


Activity scheduling

- The Logical Framework for a project describes often quite broadly, what Activities are to be undertaken.
  - An Activity Schedule is a method of presenting the activities of a project, which identifies their logical sequence and any dependencies that exist between them, and provides a basis for allocating management responsibility for completing each Activity. With the Activity Schedule prepared, further specification of Means and scheduling of cost can start.
  - The Overall Activity Schedule is updated and detailed Activity and Resource Schedules are to be prepared during the first months of project implementation (inception period).

Preparing Activity Schedules

- All information in an Activity Schedule can be summarised in graphical format.
- The format can be adapted to fit with the expected duration of the project.
- An Overall Activity Schedule may only specify Activities on a quarterly or monthly basis, while an individual's quarterly work plan may use a weekly format.


ACTIVITIES
YEAR 1
Month 1
Month 2
Month 3
Month 4
Month 5
Month 6
Month 7
Month 8
Month 9
Month 10
Month 11
Month 12
1.1 Establish Planning Unit
1.1.1 Set up offices and equipment
1.1.2 Identify and recruit counterpart staff
1.2 Liaise with relevant departments
1
2
3
1.2.1 Convene steering committee
1.2.2 Hold regular steering committee meetings
1.2.3 Hold regular briefings for Ministers and senior civil servants
1.3 Undertake planning studies
4
5
6
7
8
9
1.3.1 Agree with government priority areas for planning studies
1.3.2 Convene working groups to undertake planning studies
1.3.3 Undertake planning studies jointly with government
1.4 Provide government with strategy plans
10
1.4.1 Make recommendations to government
1.4.2 Assist government in the development of a framework for policy formulation

Exercise on Gannt Chart based on the activities

Gannt Chart

- A Gantt chart, commonly used in project management, is one of the most popular and useful ways of showing activities (tasks or events) displayed against time.
- Each activity is represented by a bar; the position and length of the bar reflects the start date, duration and end date of the activity.
- This allows you to see at a glance:
  - What the various activities are
  - When each activity begins and ends
  - How long each activity is scheduled to last
  - Where activities overlap with other activities, and by how much
  - The start and end date of the whole project
- A Gantt chart shows you what has to be done (the activities) and when (the schedule).

Project Scheduling Techniques

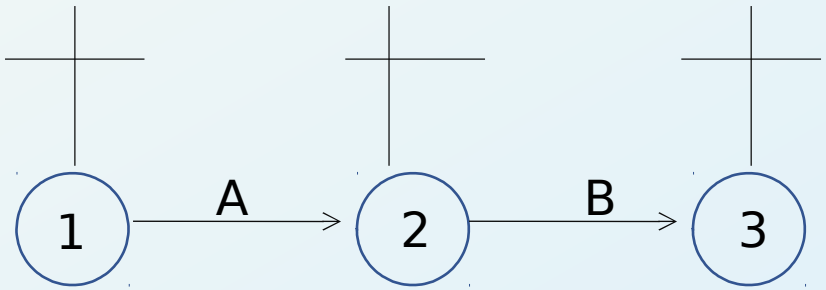
Network Scheduling

- A network depicts the sequence of activities necessary to complete a project.
- A network is a picture of a project, a map of requirements tracing the work from a departure point to the final completion objective.
- Three kinds of Networks
  - Critical Path Method (CPM)
  - Program Evaluation and Review Technique (PERT)
  - Graphical Evaluation and Review Technique (GERT)

Brainstorming for the tube-well digging and building a tank project

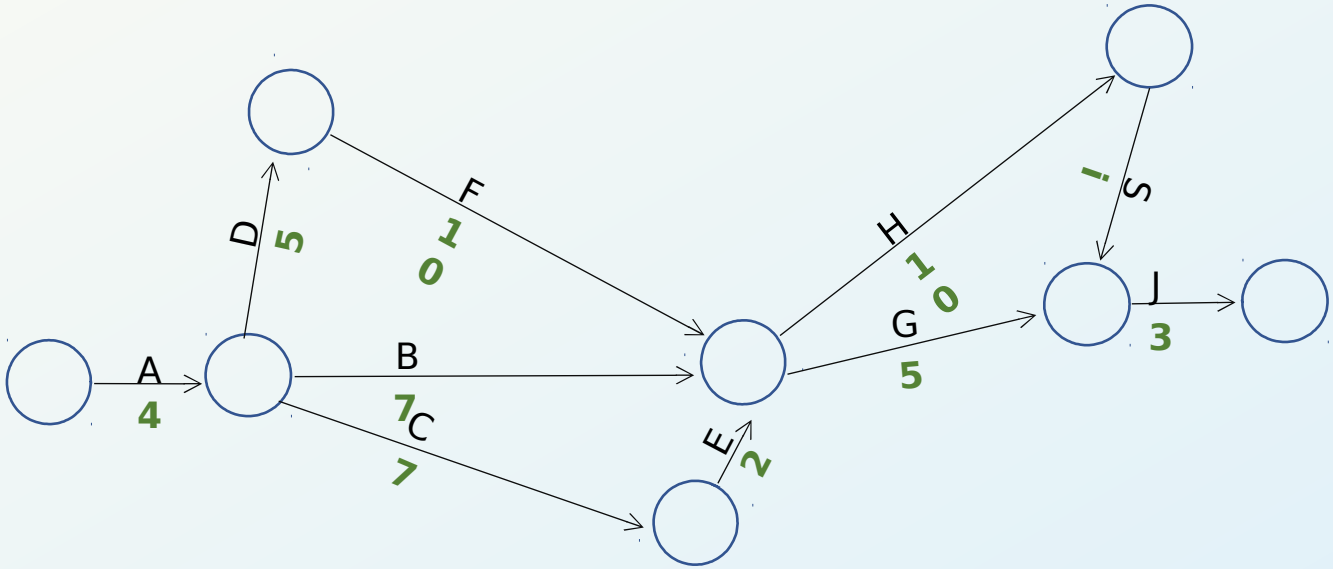
Acitivities	Activity Code	Day required to implement
Searching for a Leader	A	4
Searching for and hiring assistants	B	7
Searching for and requesting the land	C	7
Buying/ ordering the materials	D	5
Delivering a training to the assistants	E	2
Bringing the bought materials	F	10
Digging the well	G	5
Building a tank	H	10
Pipping	I	5
Building roof	J	3

Activity and Event Convention

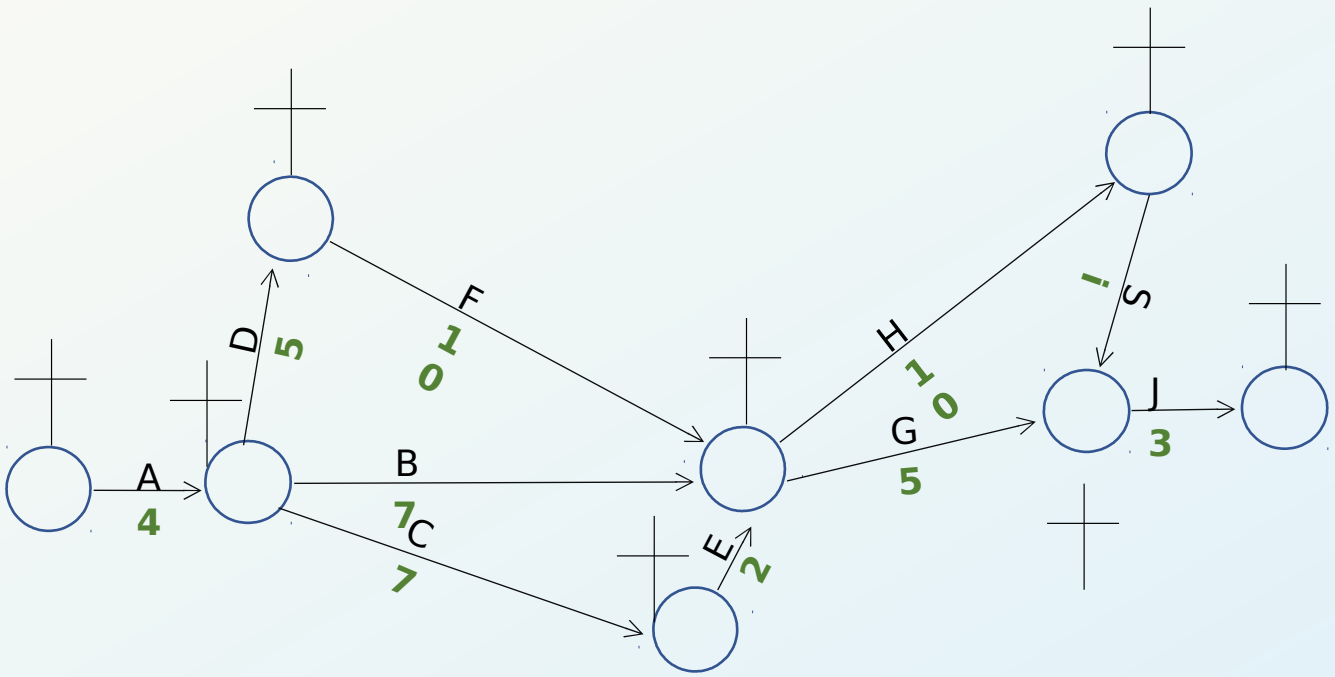


Design is activity 1 or activity 1,2 Nodal-numbered activities chain

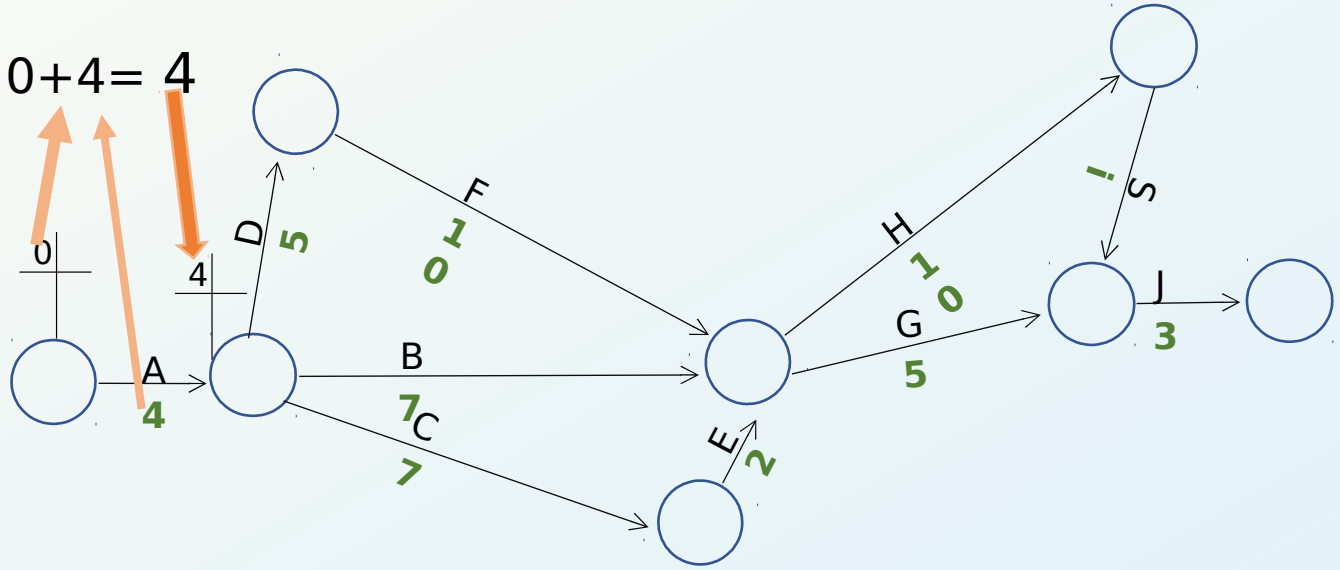
Network Analysis



Network Analysis

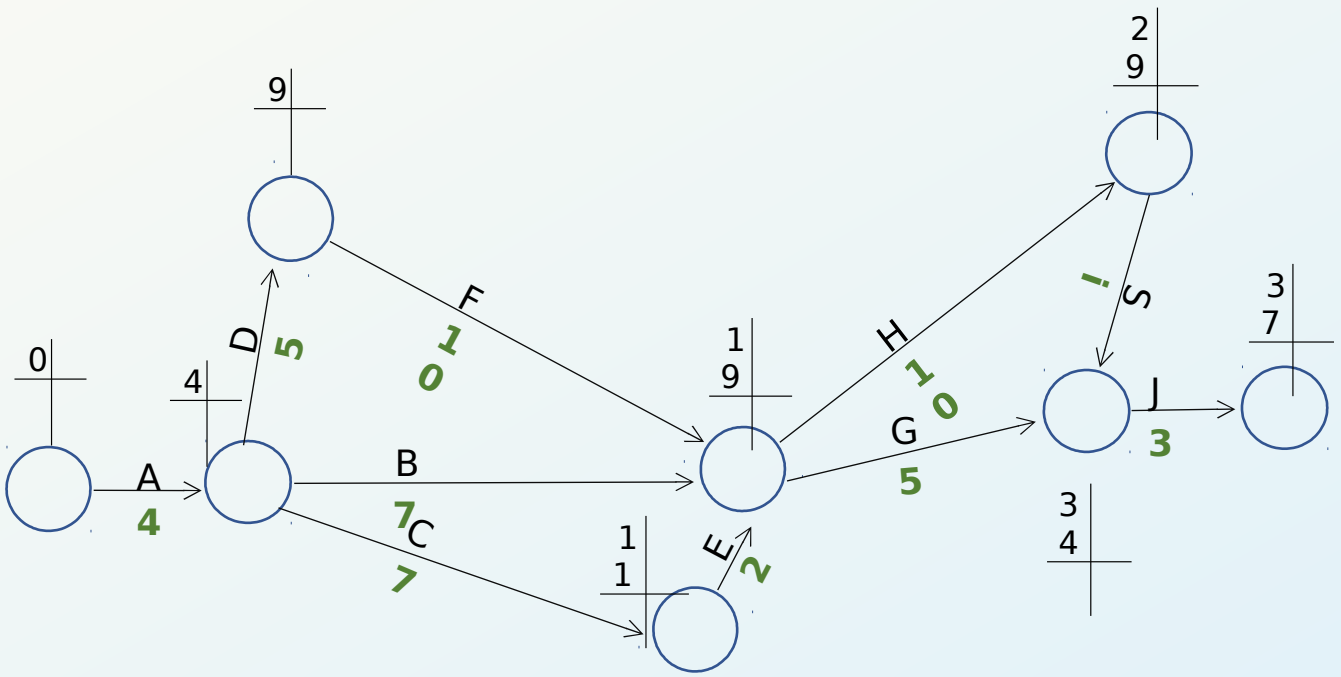


Network Analysis

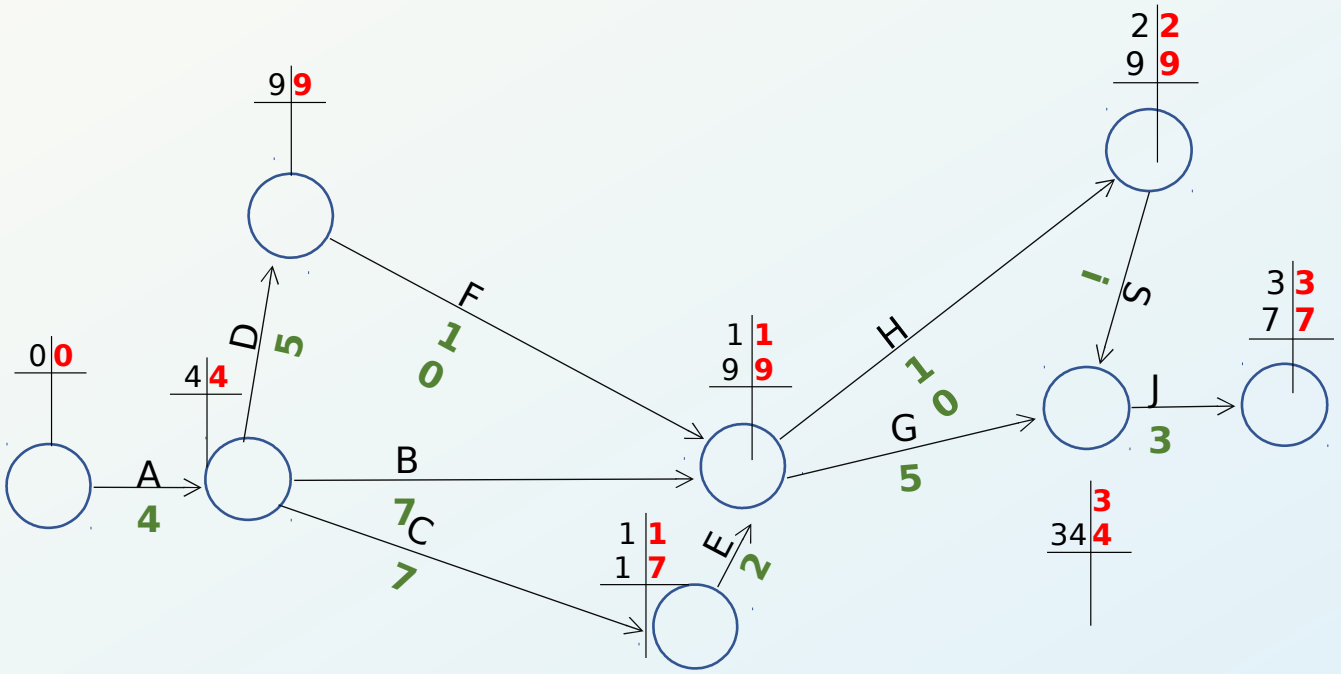


For Forward Ways, Take the largest number.

Network Analysis

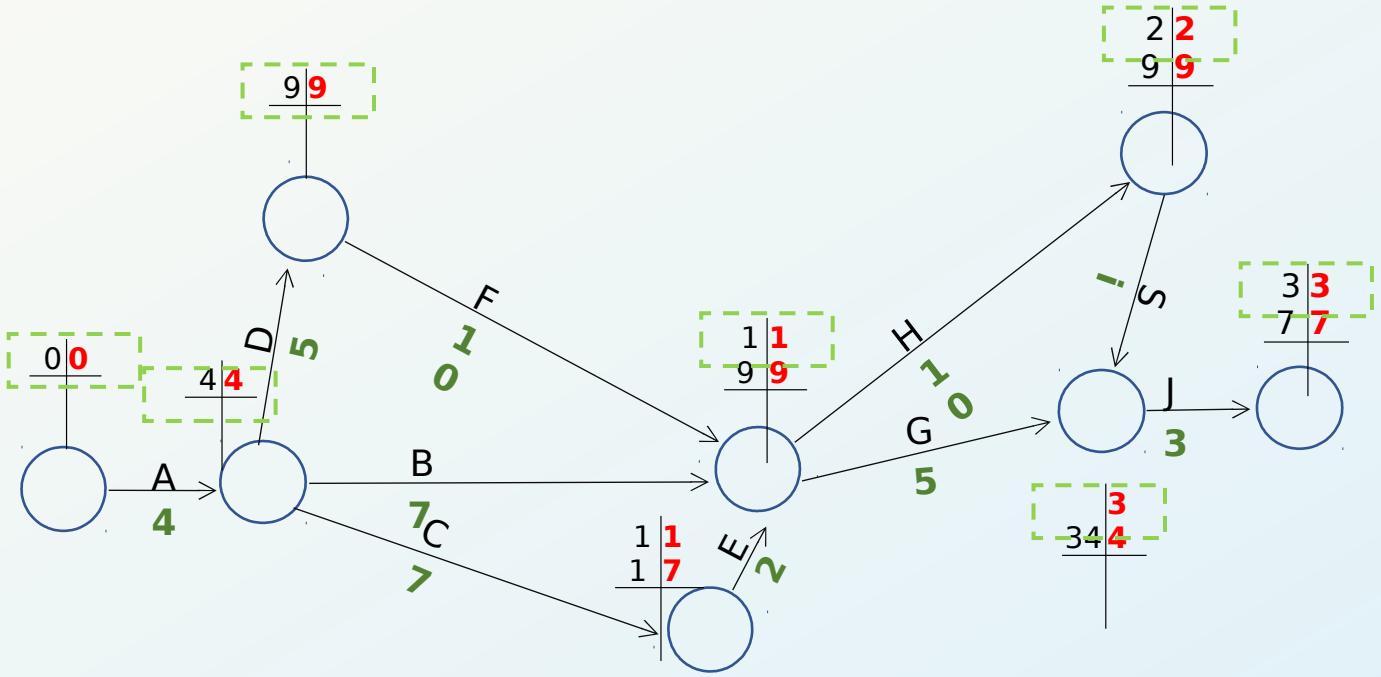


Network Analysis



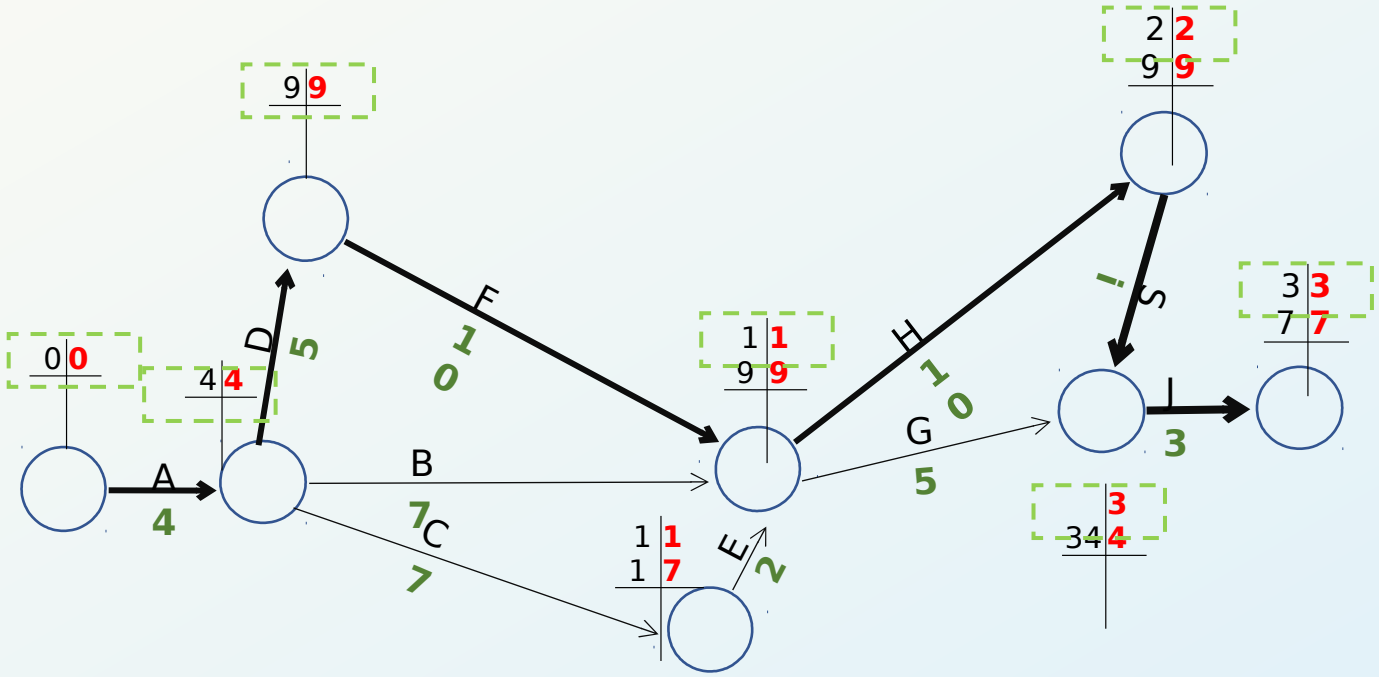
For Reversed Ways, Take the smallest number.

Network Analysis



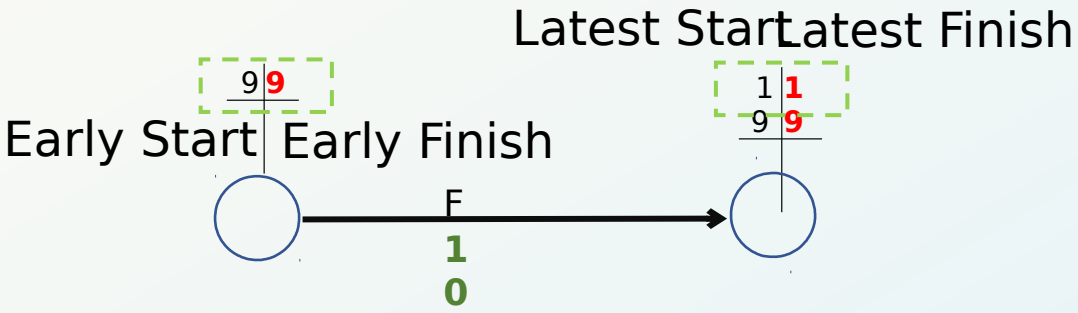
dentify the same number of each event

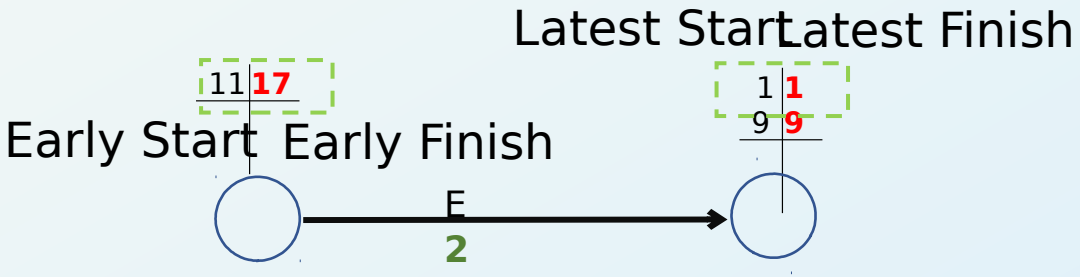
Network Analysis



Critical Path = A-D-F-H-I-J

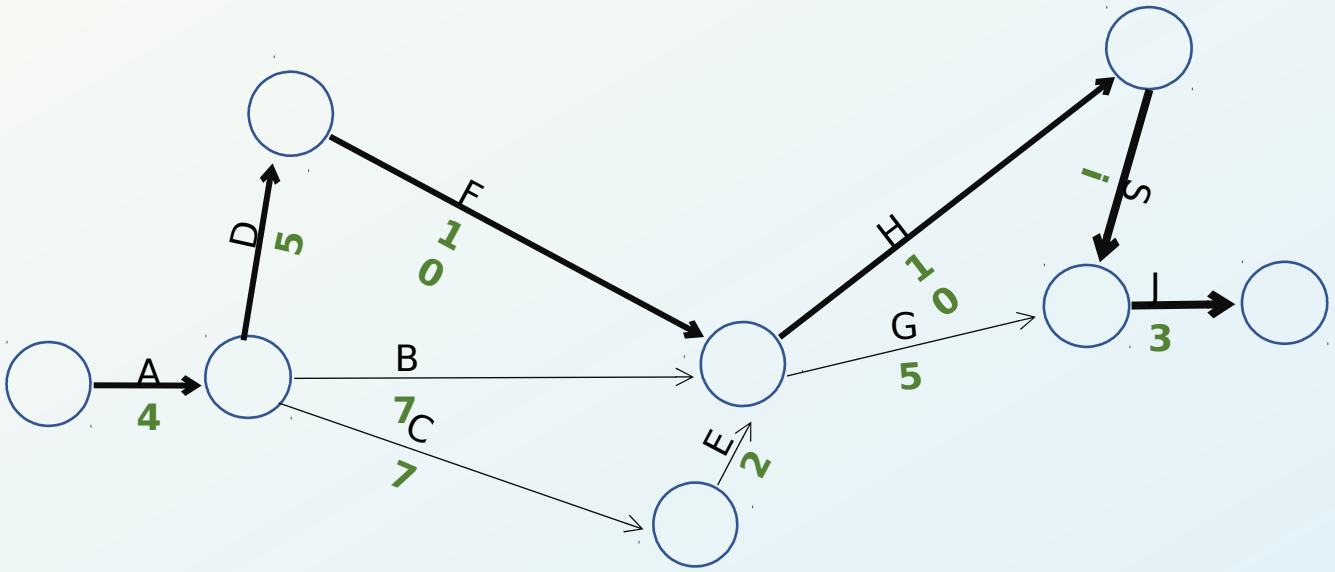
Network Analysis





Duration = 2
ES = 11
LF = 19
Float = LF – (ES+D)
=19 – (11+2)
=6

Network Analysis

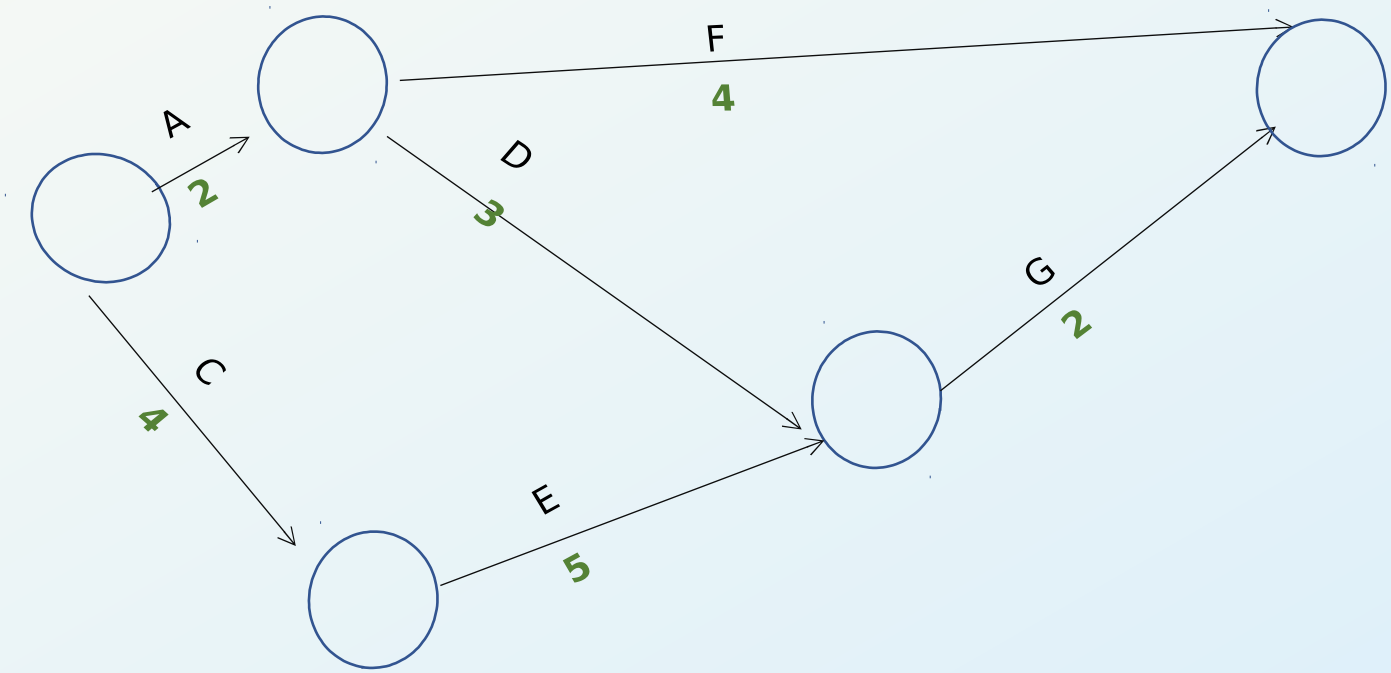


Calculation on CPM

Activities	Duration	ES	EF	LS	LF	TF
A	4	0	4	0	4	0
B	**7**	**4**	**11**	**12**	**19**	**8**
C	**7**	**4**	**11**	**10**	**17**	**6**
D	5	4	9	4	9	0
E	**2**	**11**	**13**	**17**	**19**	**6**
F	10	9	19	9	19	0
G	**5**	**19**	**24**	**29**	**34**	**10**
H	10	19	29	19	29	0
I	5	29	34	29	34	0
J	3	34	37	34	37	0

Exercise on Critical Path Method (Network Analysis)

Network Analysis

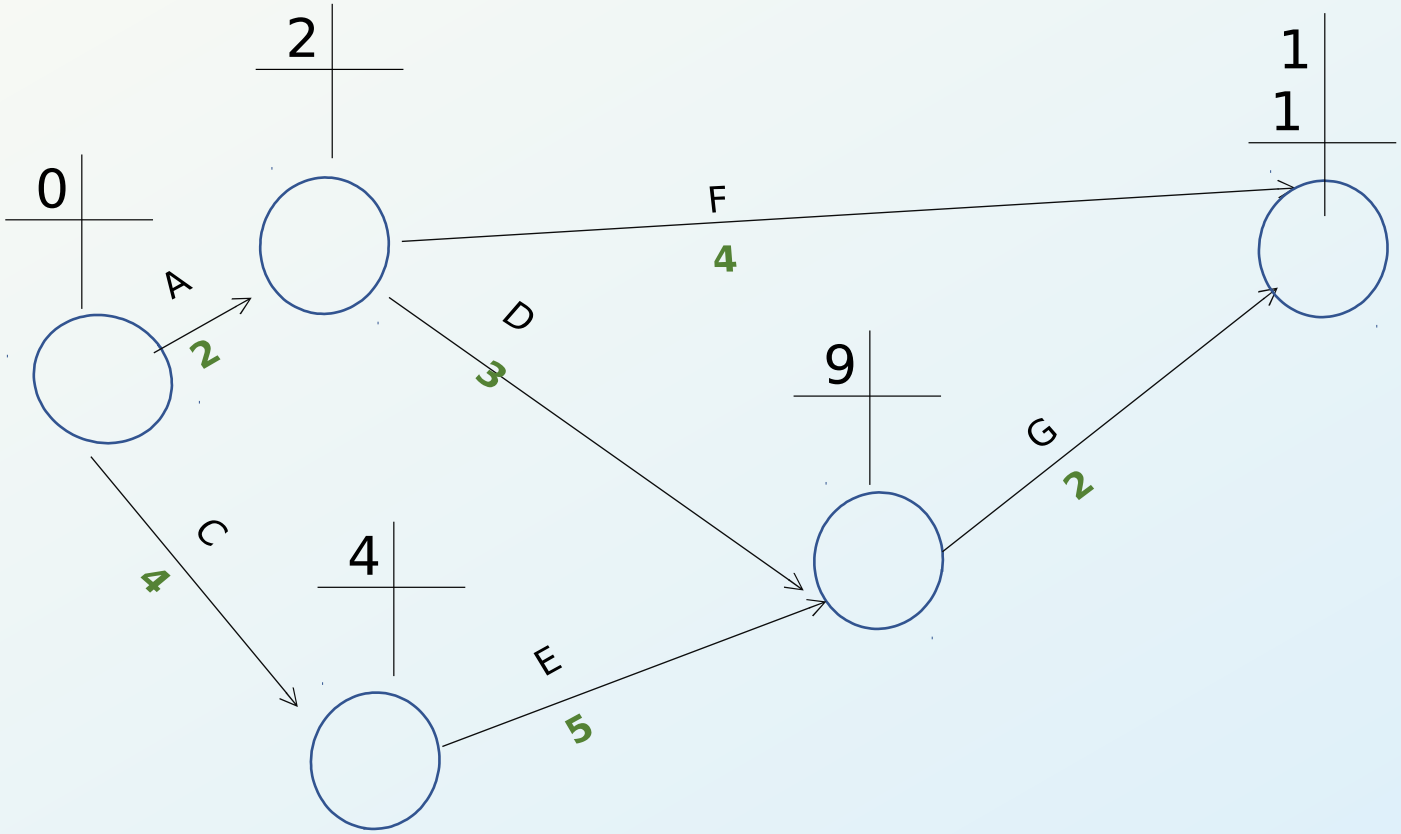


Network Analysis

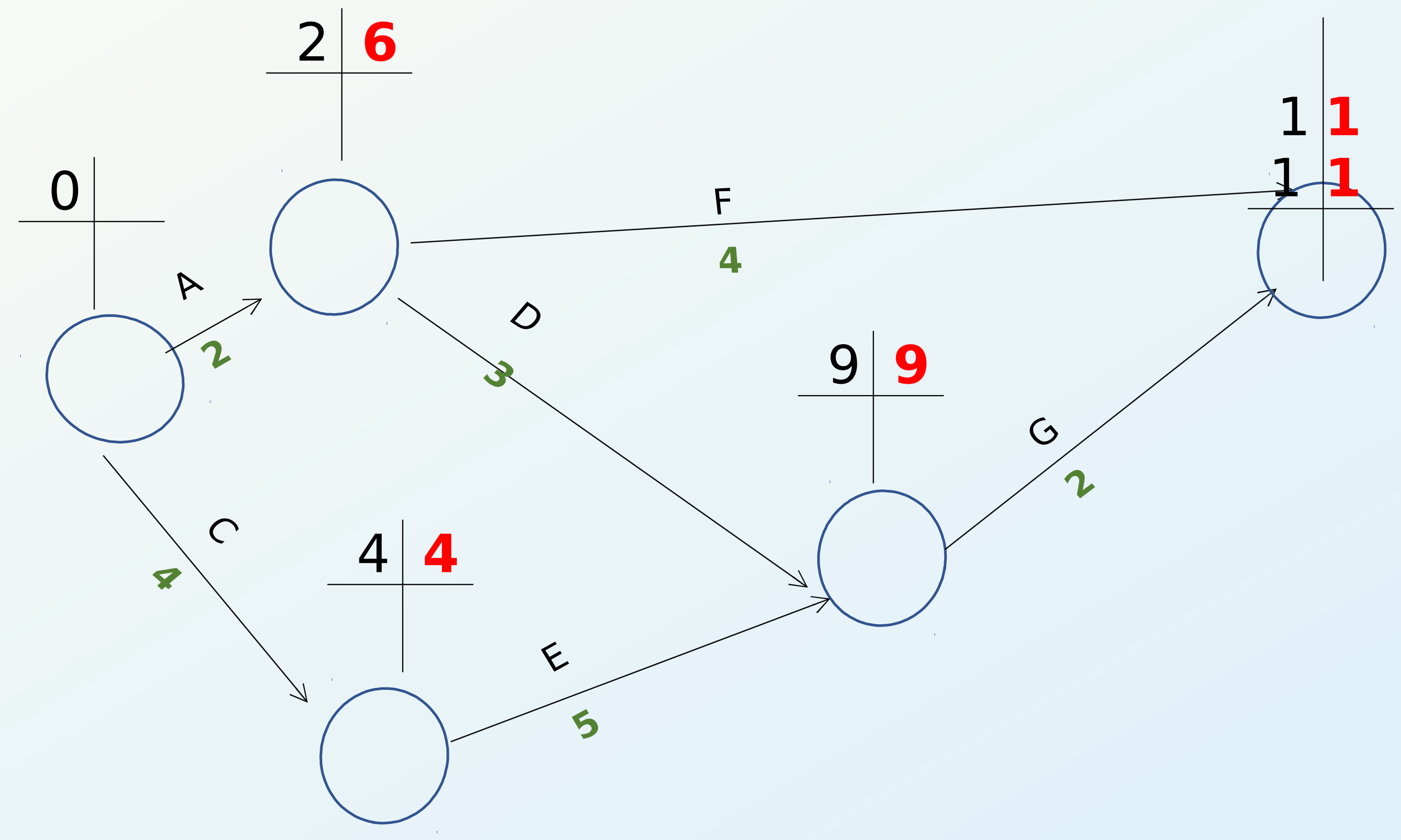
Network Scheduling:

- Main purpose of CPM is to determine the “critical path”
- Critical path determines the minimum completion time for a project
- Use forward pass and backward pass routines to analyze the project network
- When results of a CPM analysis are matched up with a calendar, then we obtain a project schedule
- Gantt chart is a popular way to present this schedule

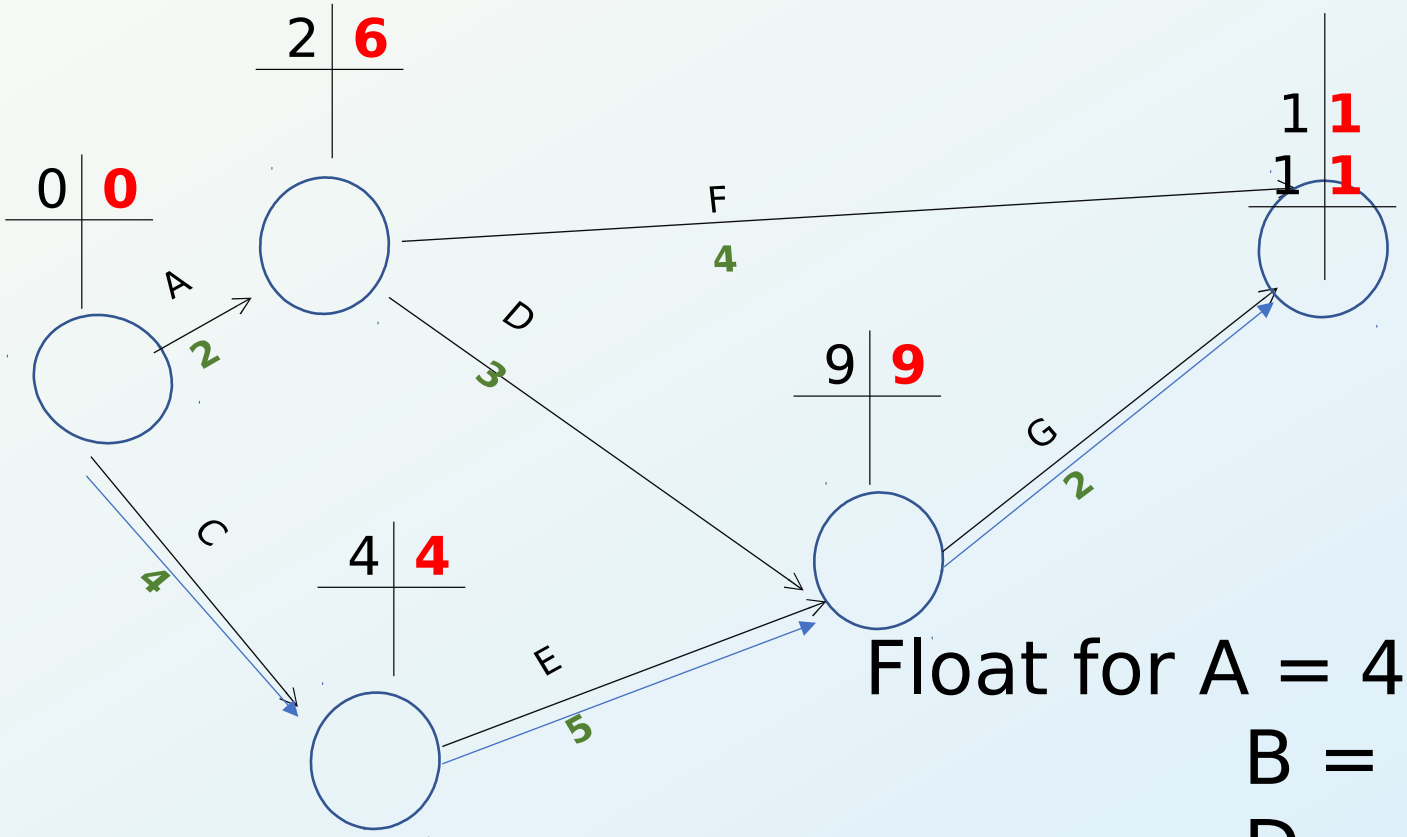
Network Analysis



Network Analysis



Network Analysis



Float for A = 4

B = 3

D = 4

F = 5

Critical Path = C-E-G

Calculation on CPM

Activity	Duration	ES	EF	LS	LF	TF
A	2	0	2	4	6	4
B	6	0	6	3	9	3
C	4	0	4	0	4	0
D	3	2	5	6	9	4
E	5	4	9	4	9	0
F	4	2	6	7	11	5
G	2	9	11	9	11	0

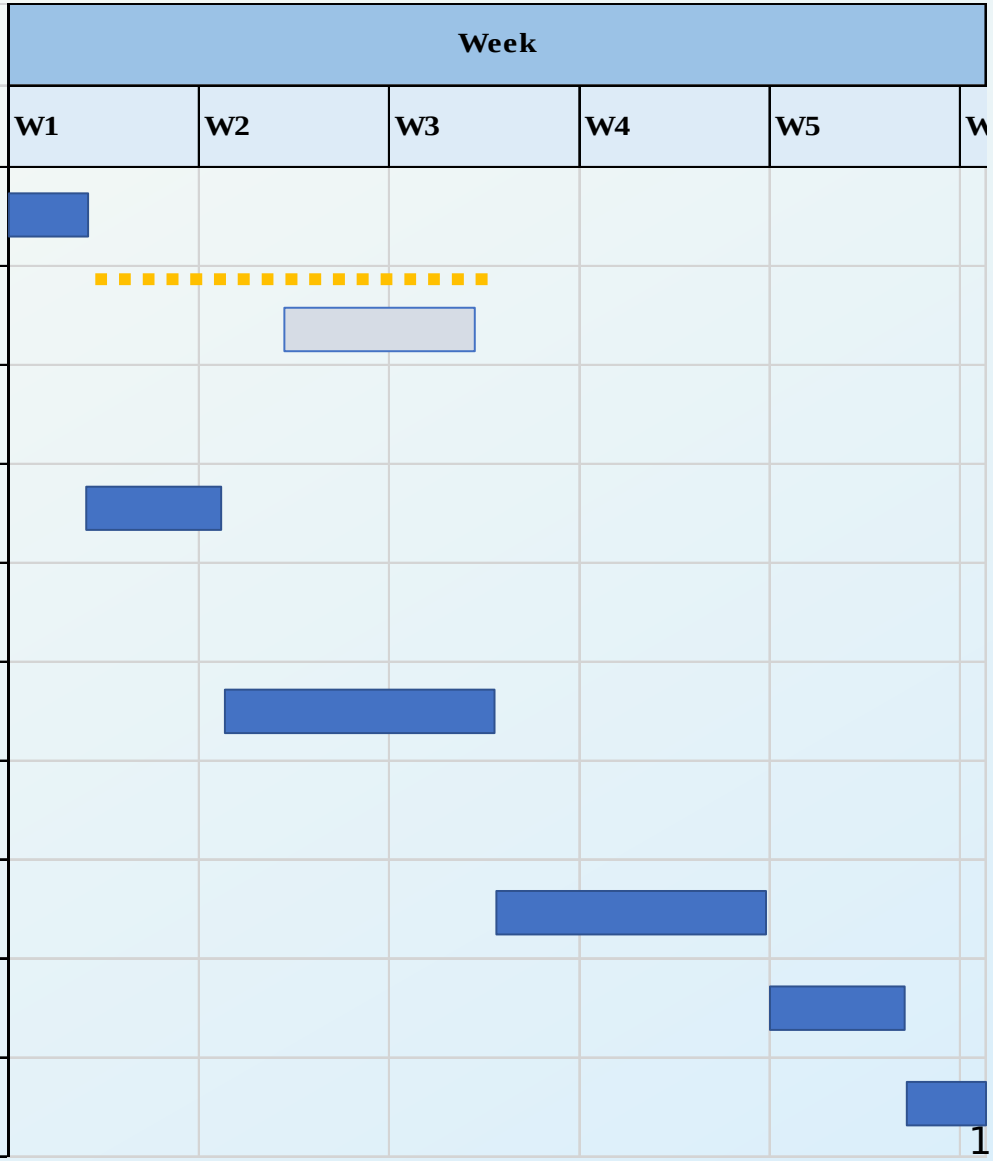
Gannt Chart

Activity Planning (first step)

Acitivities			Week W1	W2	W3	W4	W5	W
Searching for a Leader	A	3						
Searching for and hiring assistants	B	7						
Searching for and requesting the land	C	7						
Buying/ ordering the materials	D	5						
Delivering a training to the assistants	E	2						
Bringing the bought materials	F	10						
Digging the well	G	5						
Building a tank	H	10						
Pipping	I	5						
Building roof	J	3						

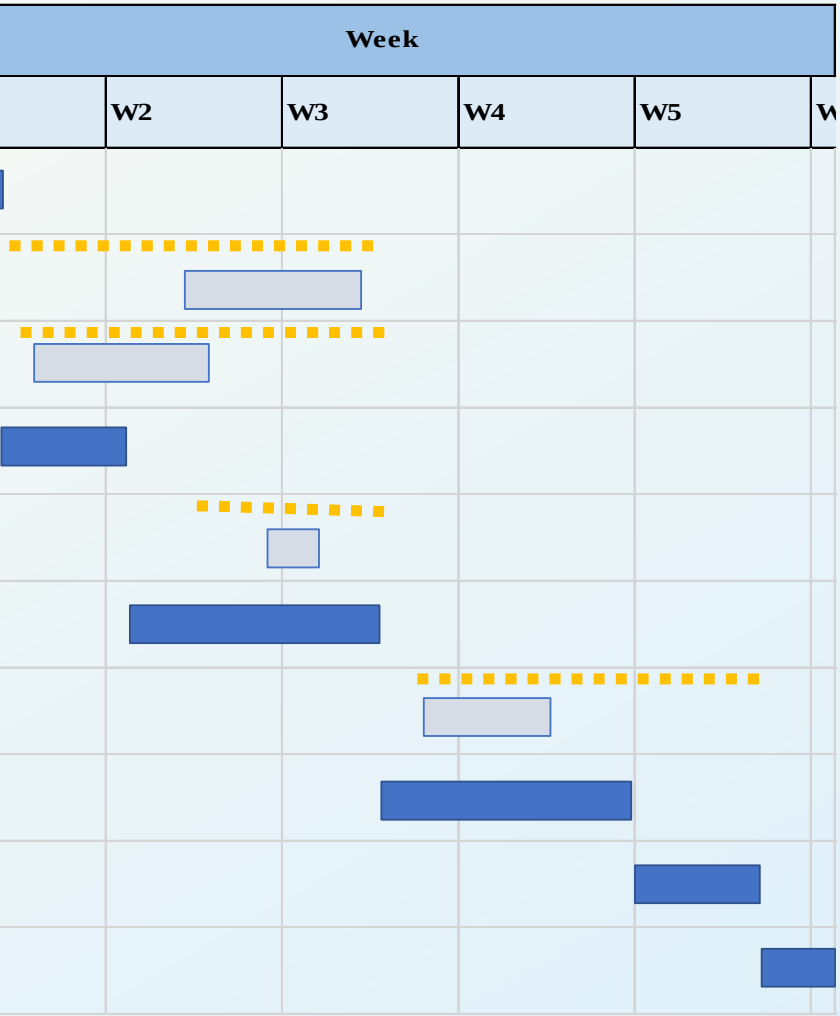
Activity Planning (Second step)

Acitivities		
Searching for a Leader	A	3
Searching for and hiring assistants	B	7
Searching for and requesting the land	C	7
Buying/ ordering the materials	D	5
Delivering a training to the assistants	E	2
Bringing the bought materials	F	10
Digging the well	G	5
Building a tank	H	10
Pipping	I	5
Building roof	J	3

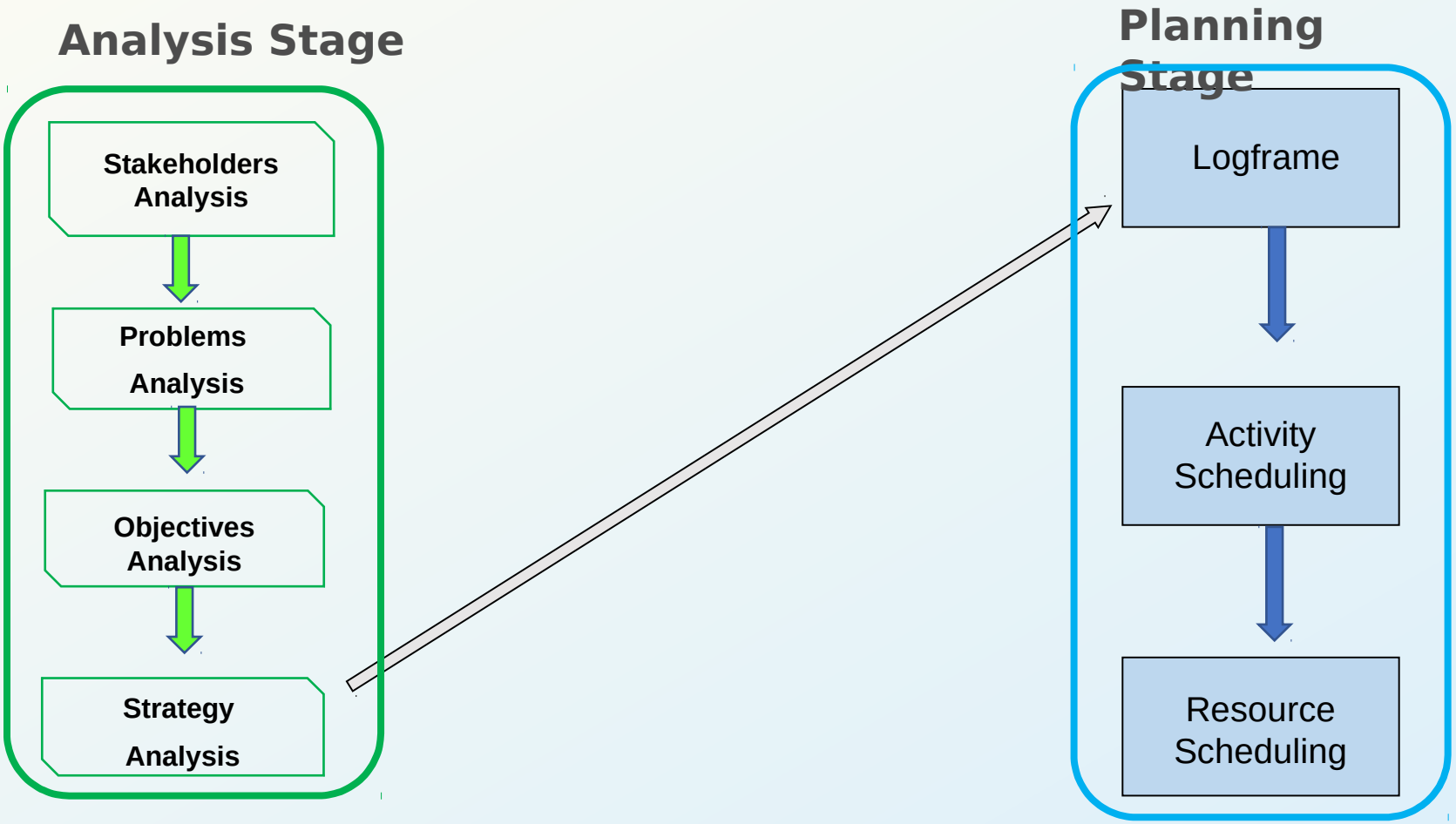


Activity Planning

Acitivities	Week W1	W2	W3	W4	W5	W
Searching for a Leader						
Searching for and hiring assistants						
Searching for and requesting the land						
Buying/ ordering the materials						
Delivering a training to the assistants						
Bringing the bought materials						
Digging the well						
Building a tank						
Pipping						
Building roof						



7 Steps in LFA



Preparing Resource Schedules

- Cost estimates must be based on careful and thorough budgeting. The list of Activities should be copied into an input and cost schedule proforma.
- The Means necessary to undertake the Activities must be specified. It will probably be necessary to aggregate or summarise the cost information. Project costings should allow the allocation of cost to the different funding sources so that each party is clear about their respective contributions.
- Total Cost have been calculated.

Resource Schedule (Part 1)

Acivities/ Inputs	Unit	Week per planning period						Cost per unit	Funding source
		W1	W2	W3	W4	W5	W6		
Searching for a Leader	34	4	7	7	7	7	2	100	NGO
Searching for and hiring assistants	108		16	28	28	28	8	25	NGO
Buying/ ordering the materials									NGO
Brick	1200			200	700	300		0.15	NGO
Cement	25			5	10	7	3	4	NGO+ COM
Sand	135			30	60	35	10	0.1	Commu
Wood	3					1	2	150	Commu
Fuel for Digging the well	30			15	15			0.25	NGO
Pipping	30					30		0.15	NGO
Zinc plates for Building roof	15					5	10	3	NGO

Resource Schedule (Part 1)

Acivities/ Inputs	Units	Planned Unit per week	**Cost per unit**	Funding source

Resource Schedule (Part 1)

Acivities/ Inputs	Units	Planned Unit (per planning period)						**Cost per unit**	Funding source
		W1	W2	W3	W4	W5	W6		

Resource Schedule (Part 1)

Acivities/ Inputs	Unit	Week per planning period						Cost per unit	Funding source
		W1	W2	W3	W4	W5	W6		
Searching for a Leader	34	4	7	7	7	7	2	100	NGO
Searching for and hiring assistants	108		16	28	28	28	8	25	NGO
Buying/ ordering the materials									NGO
Brick	1200			200	700	300		0.15	NGO
Cement	25			5	10	7	3	4	NGO+ COM
Sand	135			30	60	35	10	0.1	Commu
Wood	3					1	2	150	Commu
Fuel for Digging the well	30			15	15			0.25	NGO
Pipping	30					30		0.15	NGO
Zinc plates for Building roof	15					5	10	3	NGO

Resource Schedule (Part 2)

Acivities/ Inputs	Cost per planning period																		Total Funding Sources
	W1			W2			W3			W4			W5			W6			
	NGO	Com	Total	NGO	Com	Total	NGO	Com	Total	NGO	Com	Total	NGO	Com	Total	NGO	Com	Total	
Searching for a Leader	400		**400**	700		**700**	700		**700**	700		**700**	700		**700**	200		**200**	**3,400**
Searching for and hiring assistants				400		**400**	700		**700**	700		**700**	700		**700**	200		**200**	**2,700**
Buying/ ordering the materials																			
Brick							30		**30**	105		**105**	45		**45**				**180**
Cement							10	10	**20**	20	20	**40**	14	14	**28**	6	6	**12**	**100**
Sand								3	**3**		6	**6**		3.5	**3.5**		1	**1**	**14**
Wood														150	**150**		300	**300**	**450**
Fuel for Digging the well							3.75		**3.75**	3.75		**3.75**							**8**
Pipping													4.5		**4.5**				**5**
Zinc plates for Building roof													15		**15**	30		**30**	**45**
	Total per wk		**400**	Total per wk		**1100**	Total per wk		**1457**	Total per wk		**1555**	Total per wk		**1646**	Total per wk		**743**	**6,901**

Resource Schedule (Part 2)

Acivities/ Inputs	Cost per planning period																		Total Funding Sources
	W1			W2			W3			W4			W5			W6			
	NGO	Com	Total	N	C	To	N	C	To	N	C	To	N	C	To	N	C	To	
	Total per wk			Total per			Total per			Total per			Total per			Total per			

Resource Schedule (Part 2)

Acivities/ Inputs	Cost per planning period																		Total Funding Sources
	W1			W2			W3			W4			W5			W6			
	NGO	Com	Total	NGO	Com	Total	NGO	Com	Total	NGO	Com	Total	NGO	Com	Total	NGO	Com	Total	
	Total per wk			Total per wk			Total per wk			Total per wk			Total per wk			Total per wk			

Resource Schedules for the Project

Acivities/ Inputs	Unit	Week per planning period						Cost per unit	Funding source	Cost per planning period																		Total Funding Sources
										W1			W2			W3			W4			W5			W6			
		W1	W2	W3	W4	W5	W6			NGO	Com	Total	NGO	Com	Total	NGO	Com	Total	NGO	Com	Total	NGO	Com	Total	NGO	Com	Total	
Searching for a Leader	**34**	4	7	7	7	7	2	**100**	NGO	400		**400**	700		**700**	700		**700**	700		**700**	700		**700**	200		**200**	**3,400**
Searching for and hiring assistants	**108**		16	28	28	28	8	**25**	NGO				400		**400**	700		**700**	700		**700**	700		**700**	200		**200**	**2,700**
Buying/ ordering the materials									NGO																			
Brick	**1200**			200	700	300		**0.15**	NGO							30		**30**	105		**105**	45		**45**				**180**
Cement	**25**			5	10	7	3	**4**	NGO+ COM							10	10	**20**	20	20	**40**	14	14	**28**	6	6	**12**	**100**
Sand	**135**			30	60	35	10	**0.1**	Commu								3	**3**		6	**6**		3.5	**3.5**		1	**1**	**14**
Wood	**3**					1	2	**150**	Commu														150	**150**		300	**300**	**450**
Fuel for Digging the well	**30**			15	15			**0.25**	NGO							3.75		**3.75**	3.75		**3.75**							**8**
Pipping	**30**					30		**0.15**	NGO													4.5		**4.5**				**5**
Zinc plates for Building roof	**15**					5	10	**3**	NGO													15		**15**	30		**30**	**45**
										Total per wk		**400**	Total per wk		**1100**	Total per wk		**1457**	Total per wk		**1555**	Total per wk		**1646**	Total per wk		**743**	**6,901**

Purposes of monitoring and evaluation

1. Monitoring and evaluation (M&E) is mainly **for improvement**.
2. The overall purpose of M&E is **to measure and assess the progress** of a programmes or a project in order to improve their performance and achieve greater results.

Monitoring

- A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of **the extent of progress and achievement of objectives and progress in the use of allocated funds**. (OECD)

Evaluation

- The **systematic and objective assessment** of an on-going or completed project, programme or policy, its design, implementation and results.

Purposes of Monitoring

- To assess **progress in implementation**.
- To minimise the **risk of project failure**.
- To assess the **stakeholders' understanding of the project**.
- To promote **systematic and ssional gement**.

Purposes of Evaluation

- To determine the **degree of achievement** of the objectives.
- To determines and **identifies the problems** associated with programme planning and implementation.
- To assists in the **reformulation of objectives, policies, and strategies in projects / programmes**.
- To generates data that allows for **cumulative learning** which, in turn, contributes to better designed programmes, improved management