



# Course description

## 5-day introductory course on

# Logical Framework Analysis

## as a tool for

# Quality proposals and Monitoring

## in 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. It provides a consistent approach to all components of the project cycle, ensuring beneficiary-orientation, a comprehensive perspective on projects incorporating risks and effective monitoring and evaluation. This approach improves the feasibility of plans and sustainability of the projects. This approach is now also being implemented as a standard method for many bilateral donors in Europe, NGO's and among national governments in many recipient countries.

### Why desk officers and consultants can benefit from PCM?

Projects, which are proposed to (and by) development organisations and consultancy companies, are required to demonstrate its relevance, feasibility and potential for sustainability. An important element in assessment of proposals is the quality of project identification and formulation. The PCM method offers desk officers and consultants a practical tool by which their understanding of the requirements of a quality proposal can be improved and their approach to the project can be made more comprehensive and logically consistent. Experience shows that many consultancy companies, NGO's and donor agencies have insufficient expertise in applying the PCM tools, and thus fail to prepare sufficiently strong proposals of services.

### The concepts disseminated in the seminar.

The introduction course on Project Cycle Management creates awareness on the various shortcomings of projects and programmes as observed in numerous evaluations (learning from experience). As a consequence it offers management concepts, techniques and instruments to avoid these shortcomings.

The introduction of PCM is based on the hypothesis that if these messages are being applied, these may improve the proposals achieving more **relevant, effective** and **sustainable** projects or programmes. At the side of the financier or donor PCM aims at improving the way that **decision-making processes are steered** from initial 'idea' stage until evaluation.

rue du Luxembourg 23/6  
1000 Brussels – Belgium  
T. 32 02 514 36 41  
F. 32 02 514 36 42  
[www.pcm-group.com](http://www.pcm-group.com)  
[info@pcm-group.com](mailto:info@pcm-group.com)

**PCM GROUP BVBA - PROCESS CONSULTANTS AND MODERATORS**  
vat be 445.384.507 - HR Leuven 80738 Fortis Bank in Tervuren no. 230 058 943 987



## The PCM seminar.

A five-day seminar provides participants with the most recent information on the PCM approach and hands-on practice in applying PCM methods and Monitoring & Evaluation concepts and techniques.

### Overview of the course programme

	MORNING	AFTERNOON
<b>MON</b>	<p>Introductions and expectations</p> <p>Project cycle management versus project management. What goes wrong in planning and why?</p> <p>The PCM approach, its principles, emphasises, tools and implications.</p>	<p>Demonstration of an assessment of a proposal – Relevance test (problems versus objectives in the document)</p> <p>Demonstration on interpretation of objective ‘tree’</p>
<b>TUE</b>	<p>Casework: Assessment exercise in small groups – Relevance test</p> <p>Learning</p>	<p>Demo on deriving the Logical Framework from the Objective tree</p> <p>Casework on the formulation of a Logical Framework matrix: Project Purpose, Overall Objectives, Results, Assumptions and Activities</p>
<b>WED</b>	<p>Sustainability intro and group exercise</p> <p>Judgement instrument and application</p> <p>Group work presentations and discussions on implications for quality planning</p>	<p>Theory on the different levels of Logical Framework matrixes: WHAT, HOW and SUPPORT</p> <p>Group exercises on designing Management matrixes</p>
<b>THU</b>	<p>Preparing a MONITORING plan</p> <p>M&amp;E Concepts and relation with the Logical Framework</p>	<p>Exercises with the design of Objectively Verifiable Indicators (context diagramme and parameters)</p>
<b>FRI</b>	<p>Designing the information flow and implications to the design of the plan.</p>	<p>Review methodology and discussion on implications on other phases in the project cycle.</p> <p>Evaluation seminar and closure</p> <p>Departure</p>