

EVALUATION REPORT



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Implementation progress of Project Cycle
Management methodology in Community
Initiative Programme EQUAL in Poland

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**Implementation progress of Project Cycle Management
methodology in Community Initiative Programme EQUAL
in Poland**

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EXECUTIVE SUMMARY

Evaluation report „Implementation progress of Project Cycle Management methodology in Community Initiative Programme EQUAL in Poland“ presents tendencies in the use of PCM and its tools through all Actions of EQUAL in Poland. Report focuses on trends in the use of PCM and its techniques first during planning phase and than during projects implementation. Changes in PCM perception were surveyed and analyzed.

Report proves that the usefulness of PCM and all its techniques was assessed as extremely high. Moreover, the results of two surveys carried on first at the end of planning phase (August 2005) and again during the implementation phase (January 2007) are relatively similar. It means that PCM methodology is useful through many phases and processes of project management. Its tools and techniques can be used all the way through the project cycle.

It is worth noticing that the vast majority of responders declared their willingness to use PCM in the future. In relation to particular tools this percentage equalled:

- stakeholder analysis – 91%,
- problem analysis – 91%,
- analysis of objectives – 95%,
- analysis of strategies – 95%,
- logical framework matrix – 89%,
- Gantt charts scheduling technique – 97%.

EQUAL Development Partnerships in Poland truly appreciated PCM. 93% of surveyed organisations are willing to study and implement PCM in their future projects. This results lead to the conclusion that PCM meets the expectations of project teams who manage projects and programmes financed by European Union.

1. INTRODUCTION

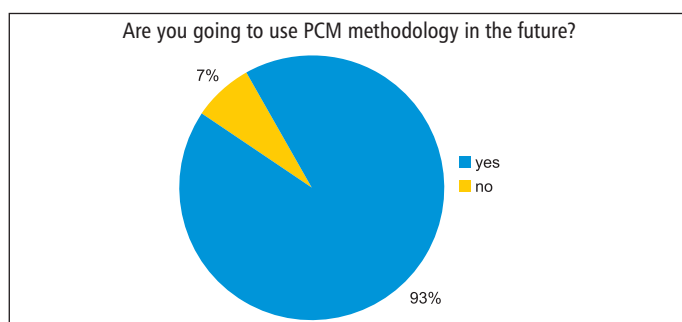
Present evaluation report acquaints with the results of the survey which was carried out to assess the project management methods used by Development Partnerships in Community Initiative EQUAL Programme in Poland. All the DPs have been surveyed. They were asked to take an attitude towards recommended by Polish NSS Project Cycle Management methodology and its usefulness in EQUAL programme. NSS also wondered whether the use of PCM had changed within Action I or II.

In August 2005 and January 2007 questionnaires on project management methods were distributed to all the organisations that belonged to DPs. The questions concerned the use of any project management methods with the particular emphasis on PCM and its tools. In January 2007 the organisations were also asked which project management techniques they were going to use in the future. This report is entirely based on the results of those two inquiries.

2. RESULTS OF THE SURVEY

In August 2005, in the EQUAL planning phase, the vast majority of DPs declared application of PCM. Only 3% of responders did not plan their projects with the use of this method. In January 2007, during implementation phase, the percentage of DPs which were using PCM was still high but significantly lower than during planning processes. It reached 70% of the surveyed organisations. However, it is worth noticing that at the same time 93% of organisations admitted that they were going to make use of PCM in their upcoming projects. The results prove that PCM was more useful during planning a project than later on during implementation phase. What is also interesting, other methodologies were being used rather during Action I (24%) than during Action II (16%). Therefore, we can draw a conclusion that DPs put more emphasis on planning than on implementing processes.

Figure 1. Usefulness of PCM in the future

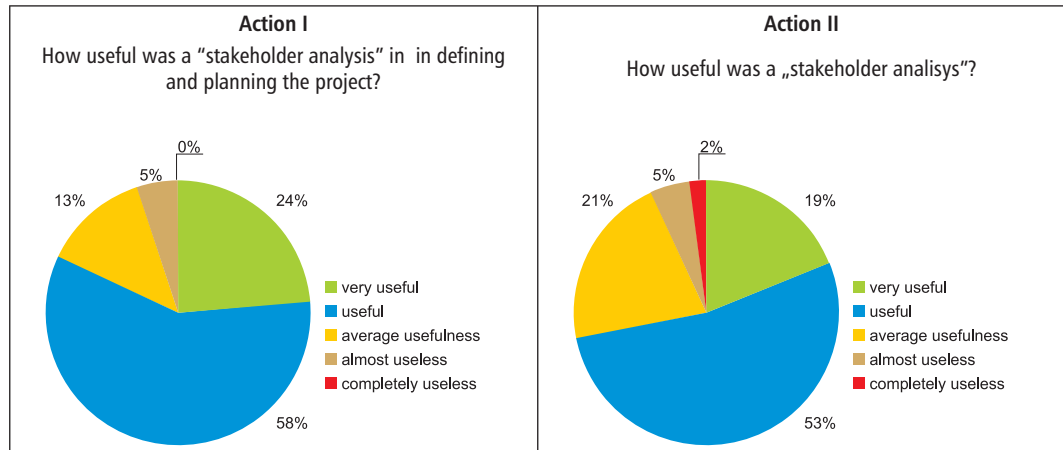


Sources: Bartosz Grucza, Beata Puszczewicz, Kamila Mitrofanik, Michał Zalewski, Implementation of the Project Cycle Management methodology by Development Partnerships in Action II of the EQUAL Initiative in Poland, Warsaw 2007.

Further questions dealt with the use of particular PCM tools. Organisations were asked if they used them in planning and implementing phases of their EQUAL projects and how would they assess their usefulness.

After 15 months, the perception of stakeholder analysis didn't change much. During first survey in 2005 82% of responders claimed stakeholder analysis was useful or even very useful. In the second survey in 2007 the corresponding result reached 72%. The number of organisations that didn't use stakeholder analysis had increased from 5% in Action I to 7% in Action II.

Figure 2. Usefulness of stakeholder analysis in Action I (2005) and Action II (2007)

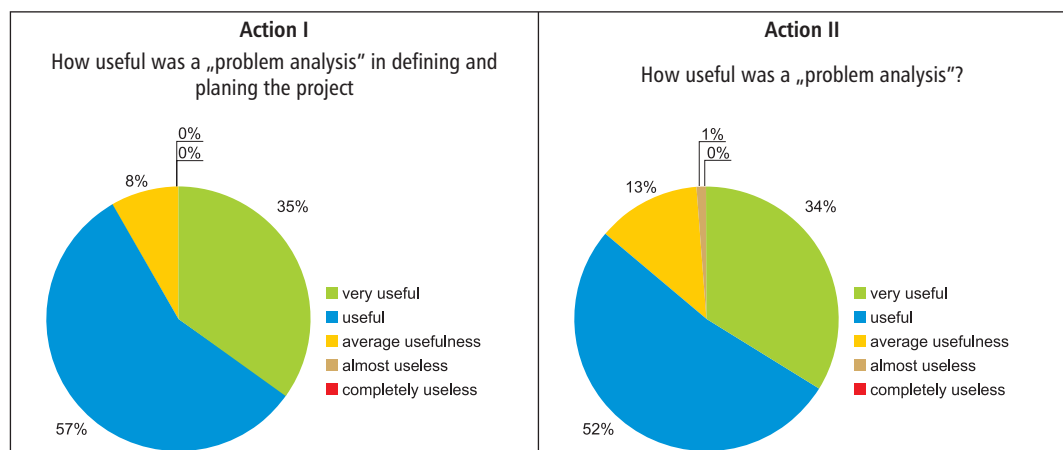


Sources: Bartosz Grucza, Michał Zalewski, Beata Puszczewicz, Implementation of PCM methodology by Development Partnerships of Community Initiative EQUAL in Poland, Warsaw 2005; Bartosz Grucza, Beata Puszczewicz, Kamila Mitrofaniuk, Michał Zalewski, Implementation of the Project Cycle Management methodology by Development Partnerships in Action II of the EQUAL Initiative in Poland, Warsaw 2007.

During those 15 months the percentage of organisations that were using stakeholder analysis in EQUAL projects had decreased by 9 points (from 88% in August 2005 to 79% in January 2007). At the same time 91% of responders declared that they want to make use of this tool in the future.

The evaluation of another Project Cycle Management tool – problem analysis – was not a subject of serious changes. During planning phase problem analysis was assessed as at least useful by 91% of responders. During implementation phase this result reached 86%.

Figure 3. Usefulness of problem analysis in Action I (2005) and Action II (2007)

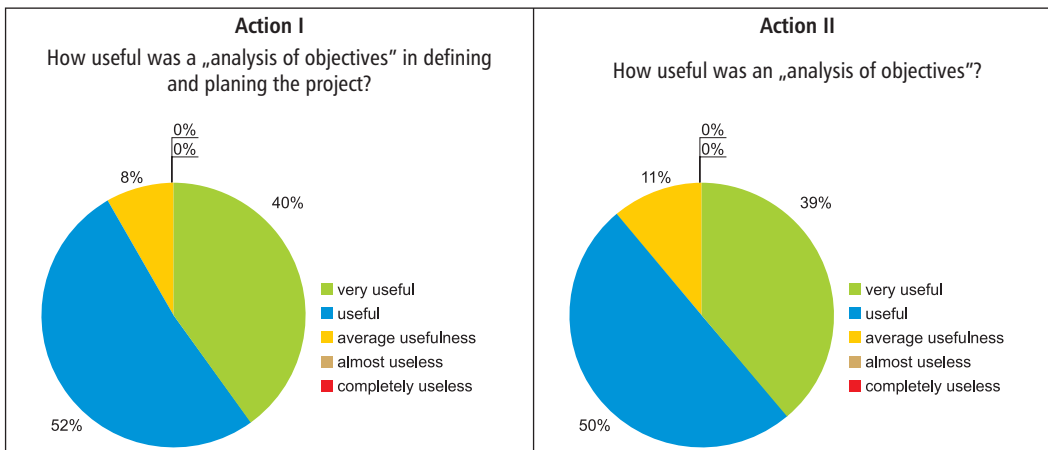


Sources: Bartosz Grucza, Michał Zalewski, Beata Puszczewicz, Implementation of PCM methodology by Development Partnerships of Community Initiative EQUAL in Poland, Warsaw 2005; Bartosz Grucza, Beata Puszczewicz, Kamila Mitrofaniuk, Michał Zalewski, Implementation of the Project Cycle Management methodology by Development Partnerships in Action II of the EQUAL Initiative in Poland, Warsaw 2007.

The percentage of organisations which used problem analysis slightly fluctuated. 95% of responders used it to properly plan their projects in the Action I, only 88% used it during implementation processes of Action II. Anyway, in the second survey in January 2007 91% of surveyed organisations declared their willingness to use problem analysis in the future.

In both surveys usefulness of analysis of objectives was assessed as very high. In August 2005 92% of responders said it useful or very useful, in January 2007 the corresponding percentage reached 89%. In both surveys, there was no organisation that would assess analysis of objectives as useless or completely useless. It is the only PCM tool which got such rank.

Figure 4. Usefulness of analysis of objectives in Action I (2005) and Action II (2007)

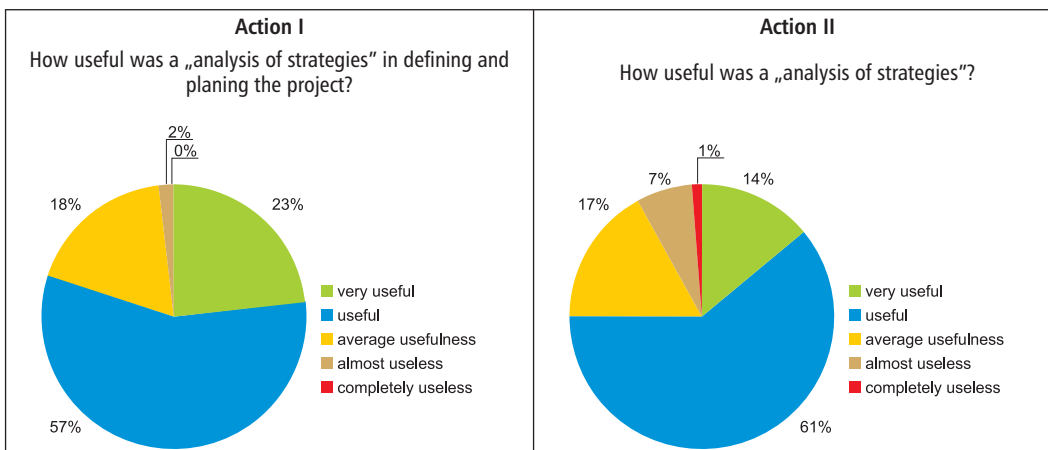


Sources: Bartosz Grucza, Michał Zalewski, Beata Puszczewicz, Implementation of PCM methodology by Development Partnerships of Community Initiative EQUAL in Poland, Warsaw 2005; Bartosz Grucza, Beata Puszczewicz, Kamila Mitrofaniuk, Michał Zalewski, Implementation of the Project Cycle Management methodology by Development Partnerships in Action II of the EQUAL Initiative in Poland, Warsaw 2007.

Analysis of objectives and problem analysis were both used almost by all EQUAL DPs. During planning phase (first survey) analysis of objectives was used by 97% of organisations and 89% used it during implementation phase (second survey). 95% of responders want to use it in the future, also in their internal projects.

In case of analysis of strategies the percentage of satisfied organisations didn't change much over the 15 months and it reached 80% in Action I and 75% in Action II.

Figure 5. Usefulness of analysis of strategies in Action I (2005) and Action II (2007)

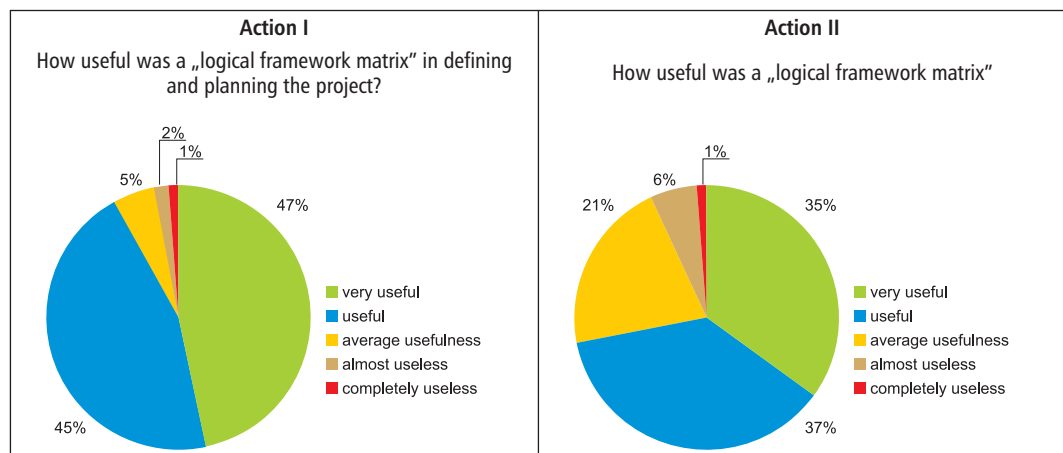


Sources: Bartosz Grucza, Michał Zalewski, Beata Puszczewicz, Implementation of PCM methodology by Development Partnerships of Community Initiative EQUAL in Poland, Warsaw 2005; Bartosz Grucza, Beata Puszczewicz, Kamila Mitrofaniuk, Michał Zalewski, Implementation of the Project Cycle Management methodology by Development Partnerships in Action II of the EQUAL Initiative in Poland, Warsaw 2007.

Analysis of strategies was used in 87% of cases to support planning processes (Action I) and in 73% of cases to implement and manage projects (Action II). At the end of the second survey great majority of responders (95%) declared their willingness to use analysis of strategies to manage better their future undertakings.

The biggest fluctuations can be observed in the percentage of responders who positively assessed logical framework matrix. In the first survey in August 2005 this tool was evaluated as useful or very useful by 92% of organisations. In the second survey (January 2007) this percentage decreased by 20 points and reached 72%. Such a significant variation can be caused by the fact that logical framework matrix was assessed as the most difficult tool of Project Cycle Management methodology. This difficulty definitely could influence the usefulness perception of logical framework matrix. However, you should keep in mind that the application of logical framework matrix was still assessed positively. In the second survey in January 2007 (Action II) 89% of EQUAL organisations still wanted to use logframe in their future projects.

Figure 6. Usefulness of logical framework matrix in Action I (2005) and Action II (2007)

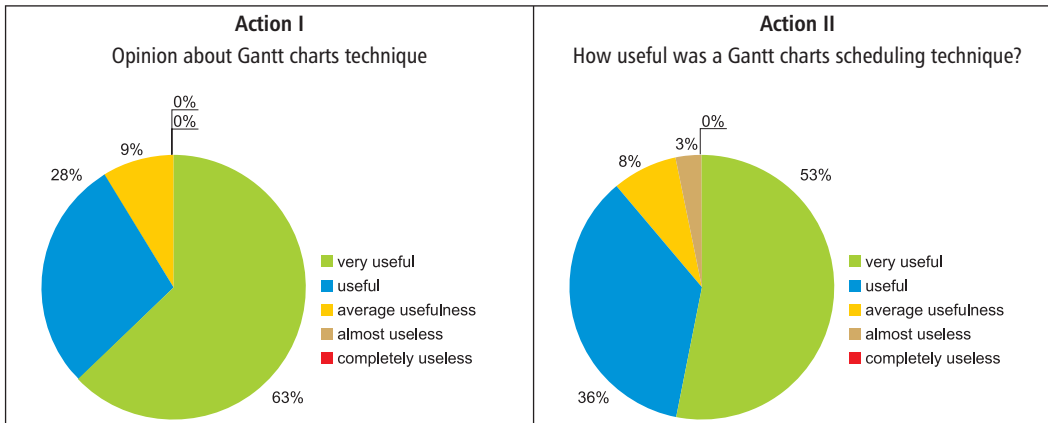


Sources: Bartosz Grucza, Michał Zalewski, Beata Puszczewicz, Implementation of PCM methodology by Development Partnerships of Community Initiative EQUAL in Poland, Warsaw 2005; Bartosz Grucza, Beata Puszczewicz, Kamila Mitrofaniuk, Michał Zalewski, Implementation of the Project Cycle Management methodology by Development Partnerships in Action II of the EQUAL Initiative in Poland, Warsaw 2007.

Despite of the fact that logical framework matrix seemed to be the most complicated tool of PCM methodology 92% of surveyed organisations used it in Action I and another 79% of responders used it in implementation phase (Action II).

Regardless of the project phase, Gantt charts scheduling technique was always assessed very positively. In the first survey in August 2005 91% of organisations claimed it was useful or very useful. In January 2007 (Action II) 89% of organisations sustained their opinion. 97% of EQUAL DPs wants to keep using Gantt charts scheduling technique in the future.

Figure 7. Usefulness of Gantt charts scheduling technique in Action I (2005) and Action II (2007)



Sources: Bartosz Grucza, Michał Zalewski, Beata Puszczewicz, Implementation of PCM methodology by Development Partnerships of Community Initiative EQUAL in Poland, Warsaw 2005; Bartosz Grucza, Beata Puszczewicz, Kamila Mitrofaniuk, Michał Zalewski, Implementation of the Project Cycle Management methodology by Development Partnerships in Action II of the EQUAL Initiative in Poland, Warsaw 2007.

3. CONCLUSIONS

The results of the both surveys indicate that the perception of PCM usefulness didn't change a lot during Community Initiative Programme EQUAL. Development Partnerships assessed PCM methodology, which was recommended by Polish National Support Structure, as a superb one. While it is true that in Action I all the PCM tools and techniques were assessed higher than in Action II, nevertheless, those differences were never significant. We can draw a conclusion that all of the PCM tools met DPs' expectations and requirements.

We should also emphasise that in the case of any PCM tool at least 89% of Polish DP's wanted to use it in the future. Such great results prove best that Project Cycle Management methodology is perfect for managing projects financed by European Union funds.

