

# EVALUATION REPORT



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Implementation of the Project Cycle Management  
methodology by Development Partnerships  
in Action II of the EQUAL Initiative in Poland

# **EVALUATION REPORT**

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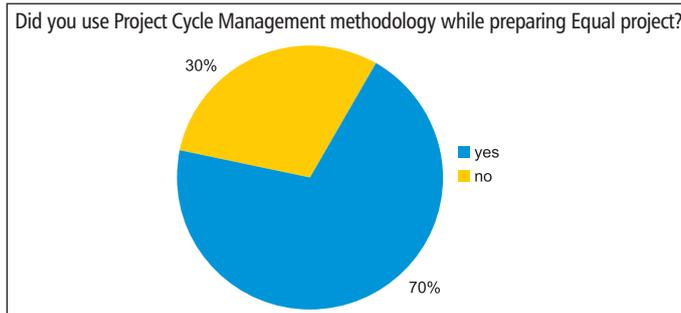
**Bartosz Grucza, Beata Puszczewicz,  
Kamila Mitrofaniuk, Michał Zalewski**

**Warsaw 2007**

## 5. RESULTS OF THE SURVEY

The survey proved that 70% of the organisations involved in EQUAL projects in Poland did use the Project Cycle Management methodology. The result is quite impressive seeing the fact that PCM was only recommended by NSS. It is also worth highlighting that many organisations have never used any project management methodology before, some of them have never even manage a project.

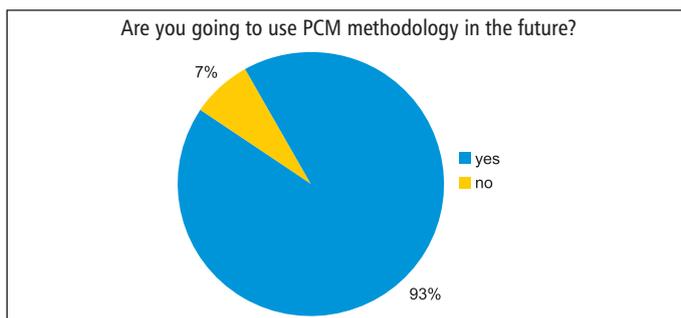
**Figure 1. Usefulness of PCM**



Giving comments to question 1.1 organisations had underlined that “this tool is first of all practical”. They have also appreciated universalism and flexibility of PCM: “logical algorithm of PCM can be applied to every social issue analysis”. Other organisation had noticed that thanks to PCM they could “better respond to the actual needs of final beneficiaries”.

Positive opinions about PCM standard give best evidence that decision to recommend PCM to DPs was right. 93% of DPs have claimed they want to use this approach in the future.

**Figure 2. Usefulness of PCM in the future**

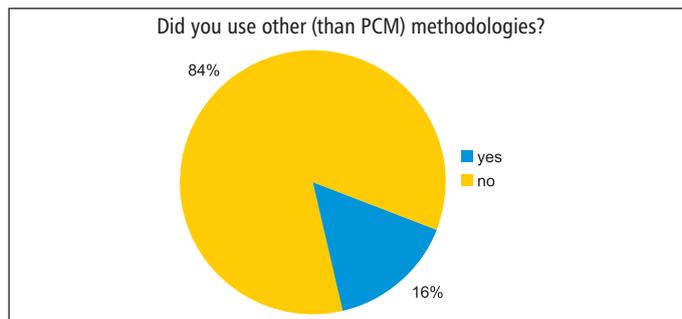


It is worth noticing that many organisations, which didn’t use PCM in EQUAL projects, still want to use it in the future. The reasons why do they want to use this particular methodology were straightforward. They said that “PCM is a combination of simple techniques and logical concepts” or that “it was useful in EQUAL project, now it’s tested, proved and even easier to be implemented in our upcoming undertakings”. Some organisations declared they want to train their managers and employees in the field of PCM: “we want to introduce internal trainings system on PCM”. This willingness to implement PCM is an obvious sign for Managing and Implementing Autho-

rities. On the basis of carried research MA can be suggested to recommend PCM in other EU programmes and offer appropriate workshops and trainings.

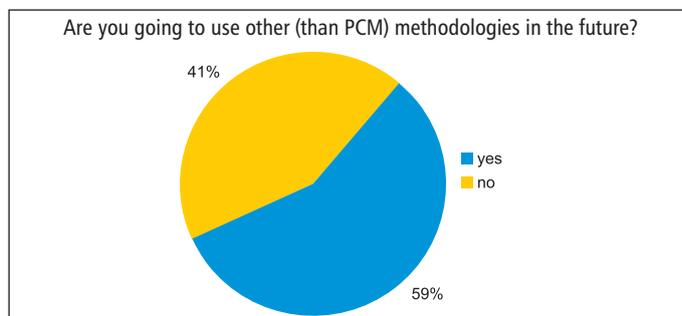
16% of organisations declared the use of other than PCM methodologies. The most often mentioned standards were: PRINCE2, PMBoK, some of the monitoring and control techniques, GOPP (Goal Oriented Project Planning), critical chain method. A small number of organisations managed their projects according to internal standards, one can say they used their own methodologies.

**Figure 3. Usefulness of other methodologies**



Extremely interesting seems to be the fact that 59% of responders is going to use other methodologies than PCM in the future. It seems that for the first time they have realised the advantage of using tested project management methods over the “ad hoc” management, without proper preparation and activity planning.

**Figure 4. Usefulness of other methodologies in the future**



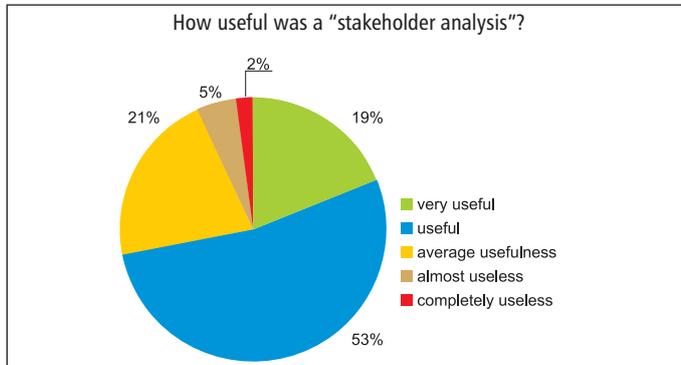
In the further sections of the questionnaire organisations were asked about their opinions on individual tools and techniques which occur in PCM methodology. A number of questions concerning stakeholder analysis, problem analysis, analysis of objectives, analysis of strategies, logical framework matrix and scheduling techniques were asked. The responders had to define whether they used specific tool, how they assess its usefulness in managing project and are they going to use it in the future projects. To assess the usefulness of a tool or a technique they could use a five step scale: very useful, useful, average usefulness, almost useless or completely useless.

The great majority of responders (72%) had assessed stakeholder analysis as “useful” or “very useful”, while only 9% claimed it was almost or completely useless.

As a comment to the question 3.1 we can read: “stakeholder analysis make it possible to plan proper actions with relation to people who are influenced by project; it helps to win positive stakeholders and to define strengths and weaknesses of people,

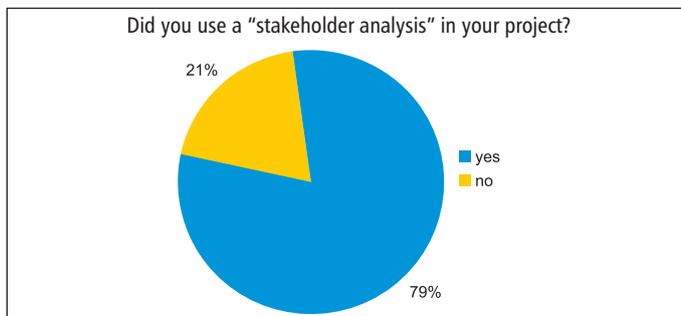
institutions and associations which can influence our work”. Other benefits of using stakeholder analysis are stated in the following comment: “you have to pay a lot of attention to properly prepare that document before the project work starts; mistaken expectations of stakeholders can cause huge difficulties with implementing the idea of partnership – and the project is already running”.

**Figure 5. Usefulness of stakeholder analysis**

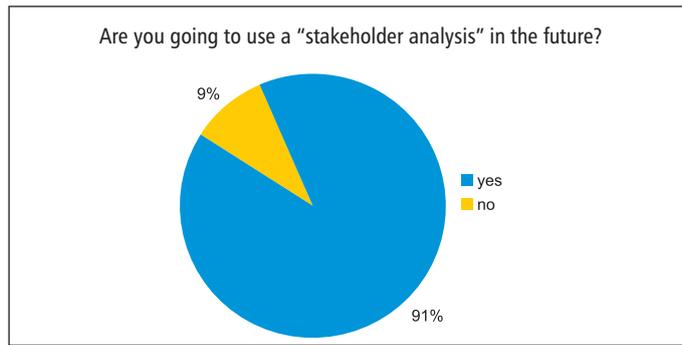


During Action II of Community Initiative EQUAL 79% of organisations have used stakeholder analysis. To justify their answers they said: “stakeholder analysis allows to properly identify the basic project’s problem. If you identify more than just one problem it helps to arrange them in hierarchy. Stakeholder analysis helps to aim project activities at a right direction – to fulfil the needs of actual beneficiaries not some other stakeholders”.

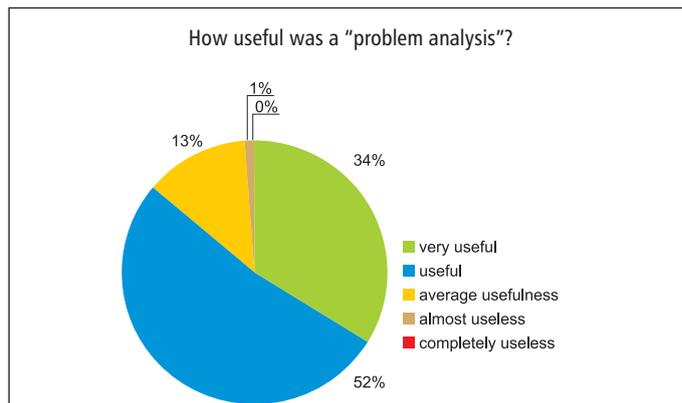
**Figure 6. Usefulness of stakeholder analysis**



One of the organisations gave a following comment to the stakeholder analysis: “Ignoring stakeholder analysis when you are starting your project is one of the main reasons of its future failure. This mistake happens all the time – that’s why PCM emphasizes stakeholder analysis so much.” Maybe that is way so many responders (91%) have declared their eagerness to use this tool in the future. They have given following reasons: “the use of stakeholder analysis turned out to be very useful in a proper planning of project activities and that is why we are going to continue using it in the upcoming days”.

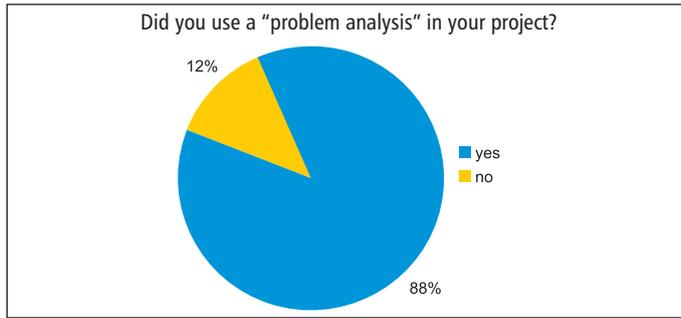
**Figure 7. Usefulness of stakeholder analysis in the future**

Second tool of the PCM methodology which was put to the assessment was problem analysis. Its appraisal in EQUAL Action II was very positive. 34% of organisations stated that problem analysis was very useful, another 52% claimed it was useful. It is also worth mentioning that no one had said that problem analysis is completely useless and only 1% of responders thought it was almost useless. Such an optimistic respond was justified as follows: "application of problem analysis helped us to properly identify project's target group".

**Figure 8. Usefulness of problem analysis**

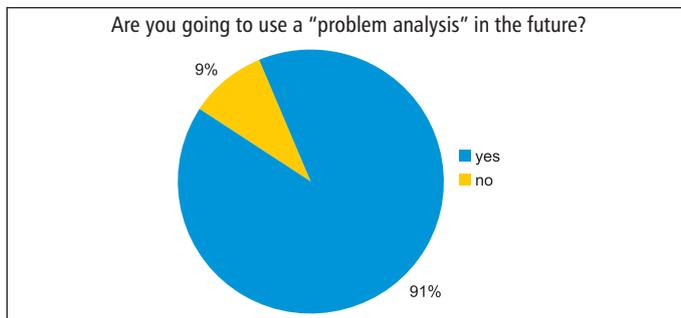
Positive mark given to problem analysis is totally reflected in the frequency of its use in Action II of Community Initiative EQUAL Programme in Poland. 88% of organisations made the most of problem analysis during the planning phase. When asked to give explanation why they did that, they said: "it's the basic analysis to properly plan a project", and also: "it is the problem analysis that helps you best to identify the scope and thematic field of a project; it helps to recognize the significance of the problems. The application of cause-effect approach is irreplaceable to properly identify project's results. Achieving those goals determines project success".

**Figure 9. Usefulness of problem analysis**



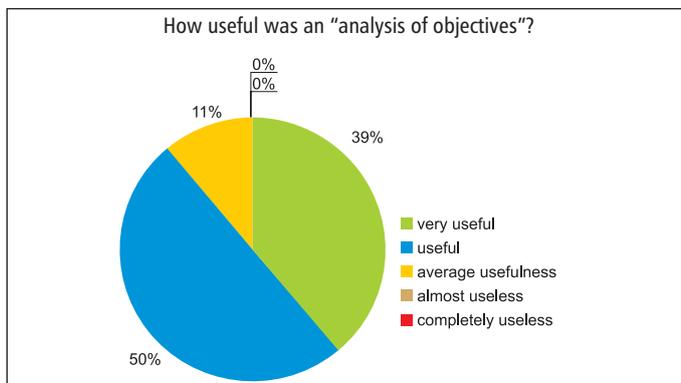
In the future, 88% of organisations is going to use problem analysis to plan their projects. To justify their answers responders emphasised its utility: "incredibly practical tool, enables proper project scope definition".

**Figure 10. Usefulness of problem analysis in the future**



Another PCM tool – analysis of objectives, was also positively received and assessed. It is worth mentioning that no one had evaluated it as an almost or completely useless tool, where at the same time the exact half of the responders said it was useful and another 39% claimed it was very useful. The greatest advantage of analysis of objectives seems to be: "analysis of objectives helps to clearly and definitely formulate short- mid- and long-term project objectives".

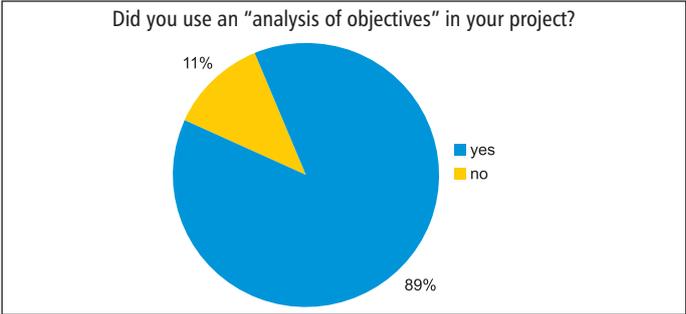
**Figure 11. Usefulness of analysis of objectives**



During Action II of EQUAL programme 89% from among all the responders had used the analysis of objectives. The main profits gained from the application of this tool were described as follows: "the analysis of objectives helped us to identify and name (at the very beginning of the project work) project objectives that we were going to achieve; it allowed us to better plan project activities" and also: "application

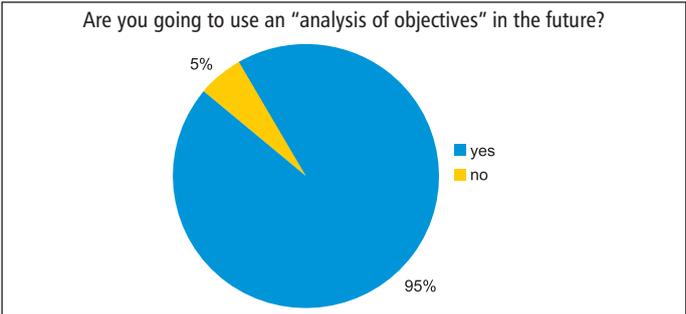
of analysis of objectives turned out to be useful to prioritize project results and consequently its objectives”.

**Figure 12. Usefulness of analysis of objectives**



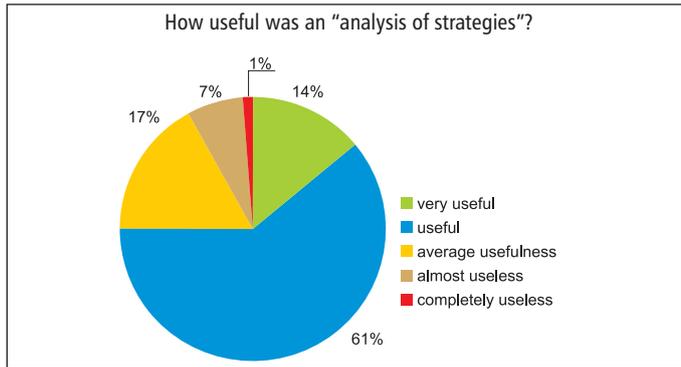
Only 5% of responders did not declare their willingness to use analysis of objectives in the future projects. “Properly prepared analysis of objectives identifies logical relation between project team expectations and activities planned. Thanks to the analysis of objectives we can lead our projects straight to the predefined goals. We reach objectives, not complete tasks. Moreover, analysis of objectives puts all the priorities within the project into right places”.

**Figure 13. Usefulness of analysis of objectives in the future**



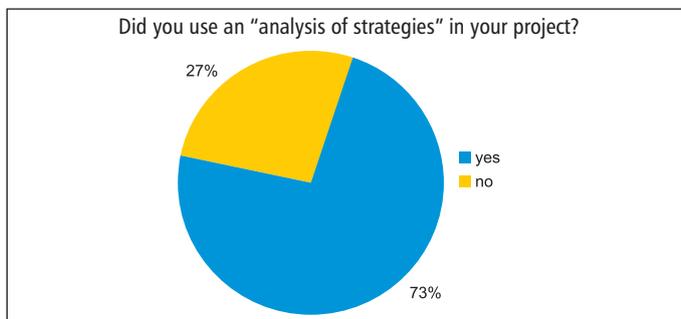
Another positively assessed PCM tool, which is also recommended by NSS, is analysis of strategies. As much as 61% of responders had described this tool as useful, and further 14% recognized it as very useful for successful project management. Negative response was given only by 8% of organisations – 1% declared analysis of strategies was completely useless and another 7% said it was almost useless. Numerous of responders characterised analysis of strategies as “the tool that forces you to finally decide which objectives should be included in the project and which don’t suit chosen strategy”.

**Figure 14. Usefulness of analysis of strategies**



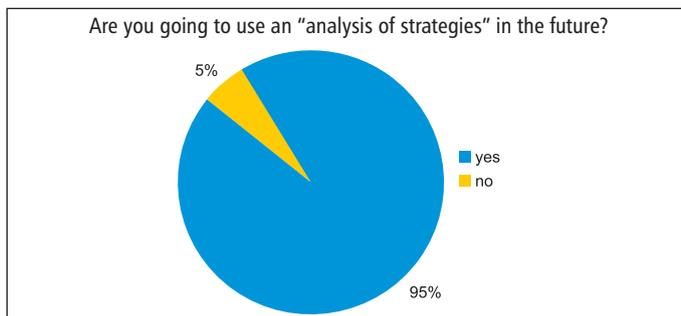
Out of all the responders 73% admitted that they have used analysis of strategies in their EQUAL projects. They added: "it was a final step, which formally closed the identification phase of a project. Analysis of strategies confirms all our previous choices".

**Figure 15. Usefulness of analysis of strategies**



According to the survey, 95% of the organisations is going to use analysis of strategies in the future. Their decision was justified in many various ways, most common explanation was: "analysis of strategies was useful during choosing projects main strategy and by defining project objectives".

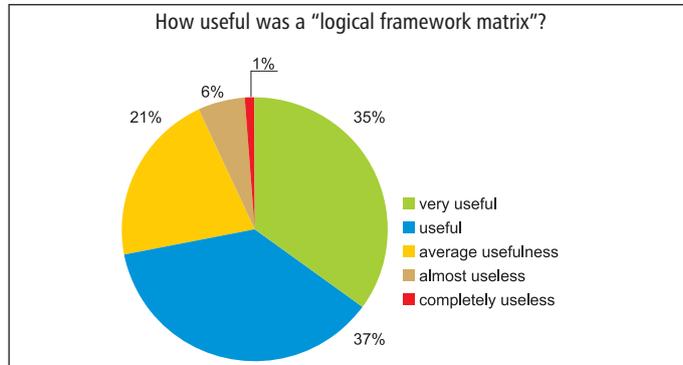
**Figure 16. Usefulness of analysis of strategies in the future**



35% of the organisations that took part in the survey said that the logical framework matrix was very useful, another 37% claimed it was just useful. On the contrary – 7% of responders didn't find logical framework matrix useful at all (they found it almost or completely useless). But generally, comments given to this tool were very positive: "helps broadly understand the whole project", "helps organise all the data gathered and conclusions draw during the planning phase of a project". It is also worth noticing that some of the responders had described logical framework matrix

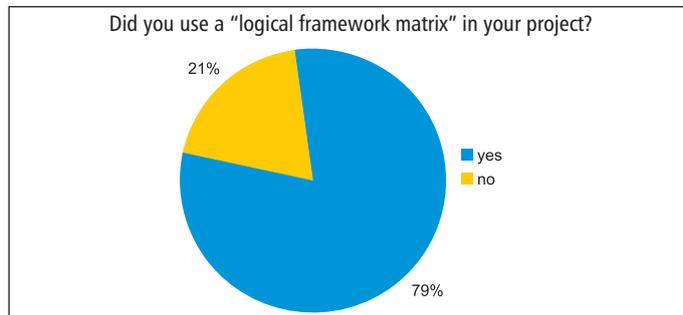
as “the most useful tool in managing a project”. They also emphasized that this is definitely not the easiest one of PCM tools: “it takes plenty of time and skills to correctly prepare logical framework matrix, the technique is complicated, however when properly prepared makes project management much easier.”

**Figure 17. Usefulness of logical framework matrix**



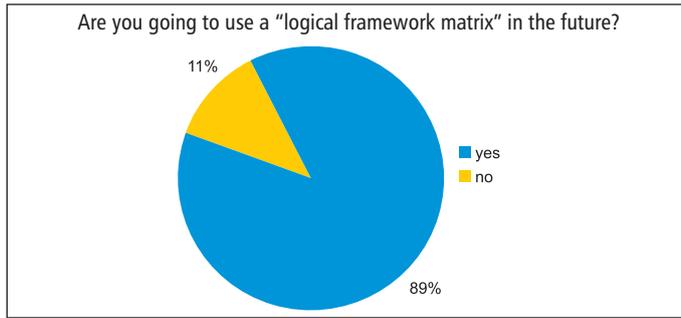
79% of surveyed organisations within Community Initiative EQUAL in Poland did use logical framework matrix. It was used not only in the planning processes but also during evaluation phase: “once prepared logical framework matrix was a basic tool used during self-evaluation of a project. We used objectively verified indicators to check to what degree products and results were accomplished”.

**Figure 18. Usefulness of logical framework matrix**



89% of responders wants to use logical framework matrix in the future projects – it means that even those organisations which didn’t use it so far still appreciate it and plan to apply it. Surveyed organisations admitted that using logical framework matrix must be preceded by professional training but the profits are worth this effort: “logical framework matrix needs to be prepared in professional manner. It can’t be filled like regular report. All the team members have to thoroughly learn how to do it. Proper application of the logframe matrix is a guarantor of successfully planned and implemented logic of intervention. We definitely want to use it in the future”.

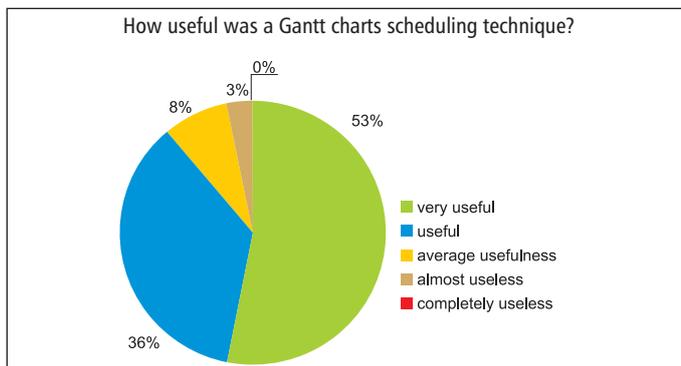
Figure 19. Usefulness of logical framework matrix in the future



The last assessed PCM tool – Gantt charts scheduling technique – was given also very high mark. More than a half (53%) of surveyed organisations said that this method was very useful, and for additional 36% of responders it was useful. No one had perceived Gantt charts scheduling technique as completely useless and only 3% of responses said it was useless. This technique turned out to be quite simple: “Gantt charts are easy to practice. You can use them to plan your project and also to monitor its progress”. Schedules were practical not only during the planning phase but also during control and evaluation phases: “scheduling technique helped us to predict deadlines for many activities and tasks, it also helped to distribute and plan project milestones, which were essential during implementation phase and later on during monitoring and evaluation phases”, “from the evaluators’ point of view scheduling techniques help to follow the project and can help foresee risky situations”. Similarly to logical framework matrix – scheduling techniques help “better coordinate project and organise all its elements”.

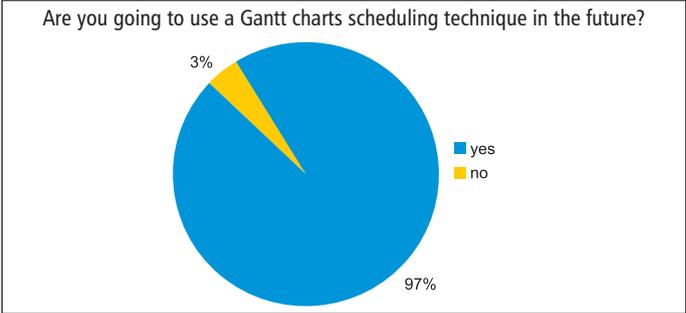
It is also worth mentioning that some of the organisations had used Gantt charts scheduling technique through professional project management software: “in our case we have used Microsoft Project Software to prepare Gantt charts with detailed activity lists and durations. As a result we have got a thorough schedule of a project, which can be now used to provide ongoing evaluation and control on our project”.

Figure 20. Usefulness of Gantt charts scheduling technique



Scheduling techniques are planned to be used in the future by 97% of surveyed organisations. As a justification of their answers they said: “without the scheduling technique it would be impossible to manage big project scattered through the whole Poland”.

Figure 21. Usefulness of Gantt charts scheduling technique in the future



## **6. CONCLUSIONS**

First general conclusion which can be drawn from the survey results is that Project Cycle Management methodology was extremely positively assessed by the Development Partnerships in Community Initiative EQUAL in Poland. Vast majority of responders admitted they used PCM in Action II of the programme. Usefulness indicator for every single PCM tool reached unexpectedly high level. It is worth noticing that an average percentage of organisations which want to use PCM in the future had increased by 13.6% comparing to the number of responders who used it so far.

It is also interesting that the positive assessment of PCM methodology and its tools was not influenced by the character, scope of the project or type of the leading organisation. Basing on the survey results we can conclude that PCM proves correct for every kind of a project.

PCM was only recommended by Polish National Support Structure. Nevertheless, constructive and encouraging outcomes convince that this approach is absolutely accurate not only for EQUAL projects but also for other EFS programmes.

## 7. EVALUATION OF THE SURVEY RESULTS

The results of the survey were presented to interested representatives of Development Partnerships during the information and discussion session on applying the Project Cycle Management (PCM) methodology to manage projects within the EQUAL Community Initiative Programme. Representatives of 53 Partnerships participated in the meeting held in Warsaw on 18 April 2007.

The purpose of the meeting was to contrast the results of the survey with more substantive opinions on the usefulness of the PCM methodology and its tools and techniques. The need for such consultations was all the more urgent given the survey results revealed a highly positive evaluation of the PCM methodology. There was a fear that some Partnerships had artificially overstated their evaluation of the methodology during the survey. Project team members were encouraged to actively comment on the results of the evaluation during the meeting so as to better compare their opinions with the survey results.

Consultations during the discussion and information meeting revealed that Partnerships actually used the PCM methodology and its tools and techniques extensively to plan and implement PIW EQUAL projects. The most common opinions on the results of the evaluation report are presented below.

When commenting on **the extent to which the PCM methodology is applied** and on its usefulness in the project management process, Development Partnership representatives often pointed out that the PCM methodology, like any other project management methodology, requires the organisation to possess some experience and its employees to be properly trained. Project team members mentioned that lack of experience was the main barrier to using the PCM methodology. The view that Partnerships selectively used the PCM methodology, applying only some of its elements, tools and techniques, was therefore widely held.

It should be emphasised that participants unanimously maintained that the tools, methodology and professional support were well tailored to the specifics of PIW EQUAL and the needs of organisations making up Development Partnerships. The fact that some of the obstacles to correct project implementation had nothing to do with project team members but resulted from external factors and the specifics of European programmes was also generally accepted. Almost all the Partnership representatives present declared their willingness to use the PCM methodology in future projects as this approach enabled them to correctly identify problems and initiate projects.

It was also mentioned that in the case of some projects, the PCM methodology is too general and needs to be supplemented by other more detailed methodologies, techniques and tools. However, as 16% of organisations claimed to use other project management methodologies, these opinions are not inconsistent with the results of the evaluation survey. When asked about the methodologies and techniques they

used in addition to the PCM methodology, participants referred to such approaches as the Working on Results technique or the Critical Path Method.

When discussing the survey results on **applying stakeholder analysis and evaluating its usefulness**, Partnership representatives confirmed that it is an essential tool for PIW EQUAL projects as well as other European programmes. It was strongly emphasised that every project requires that stakeholders be identified and defined.

It was noted that in social programmes, such as the European Social Fund, applicants tend to create an ideal world around the project plan, whereas stakeholder analysis allows for a more realistic view of the entire project. This tool also requires identifying various risks which can be easily overlooked, especially when the applicant or the project initiator does not have significant project experience. A comprehensive stakeholder analysis enables the chances for a project's success to be realistically evaluated.

When describing the application of stakeholder analysis, participants stressed that it designates the extent to which a project should satisfy needs of its stakeholders. It was also noted that stakeholder analysis enables the hidden expectations of particular stakeholders, including organisations making up Development Partnerships, to be identified.

Participants observed that this tool is more useful for projects implemented by consortia, than it is for projects implemented by individual organisations. The establishment of Development Partnerships for the EQUAL Community Initiative Programme is a case in point. This is because stakeholder analysis allows for the needs and opinions of even the least significant stakeholders to be taken into account.

Partnership Representatives remarked that stakeholder analysis should be updated time and again during the implementation stage. This is because the project environment is constantly changing and so many changes affecting the project's stakeholders need to be monitored.

When discussing the survey results on **applying problem analysis and evaluating its usefulness**, Partnership representatives reaffirmed the high regard for this tool indicated by the survey. When describing how this tool was used, participants confirmed that problem analysis was carried out with the participation of all the organisations making up a Development Partnership. Those organisations that acted as Partnership administrators merely co-ordinated activities and ensured that the scope of analysis stayed within the guidelines set by the EQUAL programme. It was remarked that problem analysis was most effective when large groups of people from different circles participated and applied techniques such as brainstorming. Participants expressed similar views when they discussed the survey results on **applying objectives analysis and evaluating its usefulness**.

Development Partnership Representatives additionally commented on **applying analysis and selection of strategies and evaluating its usefulness**. The evaluation survey indicated that this tool was used less frequently than problem analysis and goal analysis. Participants remarked that this may be due to it being used subconsciously during the earlier stages of project planning (e.g. when analysing the problems and objectives of the project). This is also why fewer participants availed themselves

of formal tools to analyse and select strategies. The strategy takes shape to a large extent independently, and is only clearly defined during the implementation stage when the project is actually being realised. It was also mentioned that a less precise analysis and selection of strategies was a corollary of focusing on problems and objectives.

Participants expressed very positive opinions on the **usefulness of the logical matrix**. They stressed that the logical matrix forces all areas of the project to be taken into consideration although Development Partnerships representatives warned that this tool requires proper preparation, knowledge and experience. It was felt, however, that publishing a detailed study on this tool was very helpful.

During consultations it was emphasised that the logical matrix is useful not only in identifying potential project risks, but also in enforcing the maintenance of logical relationships between project levels. The usefulness of the logical matrix for checking, monitoring and evaluating project tasks and drawing up periodic reports was also underlined.

Participants mentioned that as this tool is easier to generate after some project experience, it is good to develop a logical matrix a few months after the implementation stage in order to verify that no major project element has been left out.

Partnership Representatives expressed no reservations on the **usefulness of the schedule module**. The validity of developing a project task schedule was not called into question although participants pointed out that some external delays are unforeseeable at the project definition stage. Scheduling was considered a basic technique for ensuring project continuity in case of project team members, especially the project manager, being rotated. Participants felt that there was no justification for an inordinate level of schedule planning as this carried the risk of allocating too much time on updating the schedule and not enough on adding value to the project.

In summary, participants stated that it would be worthwhile arranging a session in which individual Partnerships could exchange experiences and best practices in applying project management methodologies, tools and techniques for the EQUAL Community Initiative Programme.

## 8. ANNEXES

Following annexes include:

- The questionnaire which was distributed in January 2007 to all the EQUAL DPs to assess the implementation level of PCM methodology in Action II of Community Initiative EQUAL programme.
- The survey results presented in one table.



Community Initiative EQUAL in Poland **NATIONAL SUPPORT STRUCTURE**

Warsaw, 5<sup>th</sup> January 2007

BKKK/BP/2007/86

Dear Sir or Madam,

Considering the fact that European Commission is making an effort to officially introduce Project Cycle Management methodology as a standard strongly recommended for project and programme management in the new programming period 2007-2013, we would like to hear your opinion on PCM usefulness in Action II of Community Initiative Equal programme.

I would like to remind you that Project Cycle Management was a prime topic of DP trainings which took place in spring 2005 and were conducted by experts from Warsaw School of Economics. First assessment of workshops and PCM implementation was carried out in August 2005.

Results of the survey will help to properly assess PCM as a tool recommended for planning and defining processes of a project. They will strongly contribute to the development of support systems in the upcoming European social programmes in Poland.

We kindly request you to send off filled and signed questionnaires to both of the following addresses:

- via e-mail: [beatapu@cofund.org.pl](mailto:beatapu@cofund.org.pl),
- via regular mail to National Support Structure address

no later than **22<sup>nd</sup> of January 2007**.

On behalf of European Commission experts and Polish NSS I want to thank you for taking your time to fill out this extremely important for the future of social programmes in Poland questionnaire.

Yours sincerely,

*Beata Puszczewicz*

Deputy Director

## 8.1 THE QUESTIONNAIRE

Project No.: ..... Person filling out the questionnaire:

Full name of the Development Partnership:

**1.1 Did you use Project Cycle Management methodology** while preparing Equal project:

(please tick your answer)

yes:	<input type="checkbox"/>	no:	<input type="checkbox"/>
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**1.2 Are you going to use PCM methodology in the future:**

(please tick your answer)

yes:	<input type="checkbox"/>	no:	<input type="checkbox"/>
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Comments:

**2.1 Did you use other (than PCM) methodologies:**

(please tick your answer)

yes:	<input type="checkbox"/>	no:	<input type="checkbox"/>
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If yes, please name those methodologies:

**2.2 Are you going to use other (than PCM) methodologies in the future:**

(please tick your answer)

yes:	<input type="checkbox"/>	no:	<input type="checkbox"/>
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Comments:

**3.1 How useful was a "stakeholder analysis"?**

(please tick your level of usefulness)

very useful:	<input type="checkbox"/>	useful:	<input type="checkbox"/>	average usefulness:	<input type="checkbox"/>	almost useless:	<input type="checkbox"/>	completely useless:	<input type="checkbox"/>
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**3.2 Did you use a "stakeholder analysis" in your project:**

(please tick your answer)

yes:	<input type="checkbox"/>	no:	<input type="checkbox"/>
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**3.3 Are you going to use a "stakeholder analysis" in the future?**

(please tick your answer)

yes:	<input type="checkbox"/>	no:	<input type="checkbox"/>
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Comments:

**4.1 How useful was a "problem analysis"?**

(please tick your level of usefulness)

very useful:	<input type="checkbox"/>	useful:	<input type="checkbox"/>	average usefulness:	<input type="checkbox"/>	almost useless:	<input type="checkbox"/>	completely useless:	<input type="checkbox"/>
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**4.2 Did you use a "problem analysis" in your project:**

(please tick your answer)

yes:	<input type="checkbox"/>	no:	<input type="checkbox"/>
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**4.3 Are you going to use a "problem analysis" in the future:**

(please tick your answer)

yes:	<input type="checkbox"/>	no:	<input type="checkbox"/>
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Comments:

**5.1 How useful was an "analysis of objectives"?**

(please tick your level of usefulness)

very useful:	<input type="checkbox"/>	useful:	<input type="checkbox"/>	average usefulness:	<input type="checkbox"/>	almost useless:	<input type="checkbox"/>	completely useless:	<input type="checkbox"/>
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5.2 Did you use an “analysis of objectives” in your project:

(please tick your answer)

yes:	<input type="checkbox"/>	no:	<input type="checkbox"/>
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5.3 Are you going to use an “analysis of objectives” in the future:

(please tick your answer)

yes:	<input type="checkbox"/>	no:	<input type="checkbox"/>
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Comments:

6.1 How useful was an “analysis of strategies”?

(please tick your level of usefulness)

very useful:	<input type="checkbox"/>	useful:	<input type="checkbox"/>	average usefulness:	<input type="checkbox"/>	almost useless:	<input type="checkbox"/>	completely useless:	<input type="checkbox"/>
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6.2 Did you use an “analysis of strategies” in your project:

(please tick your answer)

yes:	<input type="checkbox"/>	no:	<input type="checkbox"/>
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6.3 Are you going to use an “analysis of strategies” in the future:

(please tick your answer)

yes:	<input type="checkbox"/>	no:	<input type="checkbox"/>
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Comments:

7.1 How useful was a “logical framework matrix”?

(please tick your level of usefulness)

very useful:	<input type="checkbox"/>	useful:	<input type="checkbox"/>	average usefulness:	<input type="checkbox"/>	almost useless:	<input type="checkbox"/>	completely useless:	<input type="checkbox"/>
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7.2 Did you use a “logical framework matrix” in your project:

(please tick your answer)

yes:	<input type="checkbox"/>	no:	<input type="checkbox"/>
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7.3 Are you going to use a “logical framework matrix” in the future:

(please tick your answer)

yes:	<input type="checkbox"/>	no:	<input type="checkbox"/>
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Comments:

8.1 How useful was a Gantt charts scheduling technique?

(please tick your level of usefulness)

very useful:	<input type="checkbox"/>	useful:	<input type="checkbox"/>	average usefulness:	<input type="checkbox"/>	almost useless:	<input type="checkbox"/>	completely useless:	<input type="checkbox"/>
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8.2 Are you going to use a Gantt charts scheduling technique in the future:

(please tick your answer)

yes:	<input type="checkbox"/>	no:	<input type="checkbox"/>
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Comments:

9. Are there any comments or suggestions concerning Project Cycle Management methodology you would like to share?

Thank you for taking part in our survey!

## 8.2 DETAILED SURVEY RESULTS

Question:	Answers:	
	Yes	No
1.1. Did you use Project Cycle Management methodology while preparing Equal project?	70%	30%
1.2. Are you going to use PCM methodology in the future?	93%	7%
2.1. Did you use other (than PCM) methodologies?	16%	84%
2.2. Are you going to use other (than PCM) methodologies in the future?	59%	41%
3.2. Did you use a "stakeholder analysis" in your project?	79%	21%
3.3. Are you going to use a "stakeholder analysis" in the future?	91%	9%
4.2. Did you use a "problem analysis" in your project?	88%	12%
4.3. Are you going to use a "problem analysis" in the future?	91%	9%
5.2. Did you use an "analysis of objectives" in your project?	89%	11%
5.3. Are you going to use an "analysis of objectives" in the future?	95%	5%
6.2. Did you use an "analysis of strategies" in your project?	73%	27%
6.3. Are you going to use an "analysis of strategies" in the future?	95%	5%
7.2. Did you use a "logical framework matrix" in your project?	79%	21%
7.3. Are you going to use a "logical framework matrix" in the future?	89%	11%
8.2. Are you going to use a Gantt charts scheduling technique in the future?	97%	3%

Question:	Answers:				
	Very useful	Useful	Average usefulness	Almost useless	Completely useless
3.1. How useful was a "stakeholder analysis"?	19%	53%	21%	5%	2%
4.1. How useful was a "problem analysis"?	34%	52%	13%	1%	0%
5.1. How useful was an "analysis of objectives"?	39%	50%	11%	0%	0%
6.1. How useful was an "analysis of strategies"?	14%	61%	17%	7%	1%
7.1. How useful was a "logical framework matrix"?	35%	37%	21%	6%	1%
8.1. How useful was a Gantt charts scheduling technique?	53%	36%	8%	3%	0%

