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Municipal Infrastructure Support Programme

●●● Building together for the future

Program podrške razvoju infrastrukture lokalne samouprave

●●● Gradimo zajedno za budućnost





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Project Cycle Management

Introduction



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By the way, what is a Project ?

- ☐ Budget,
 - ☐ Responsible,
 - ☐ Defined time line (start date - end date),
 - ☐ Temporary team,
 - ☐ Quality defined,
 - ☐ Set of defined goals.
-
- With agreed contributions from the relevant actors,
 - Carried out in stages/phases.



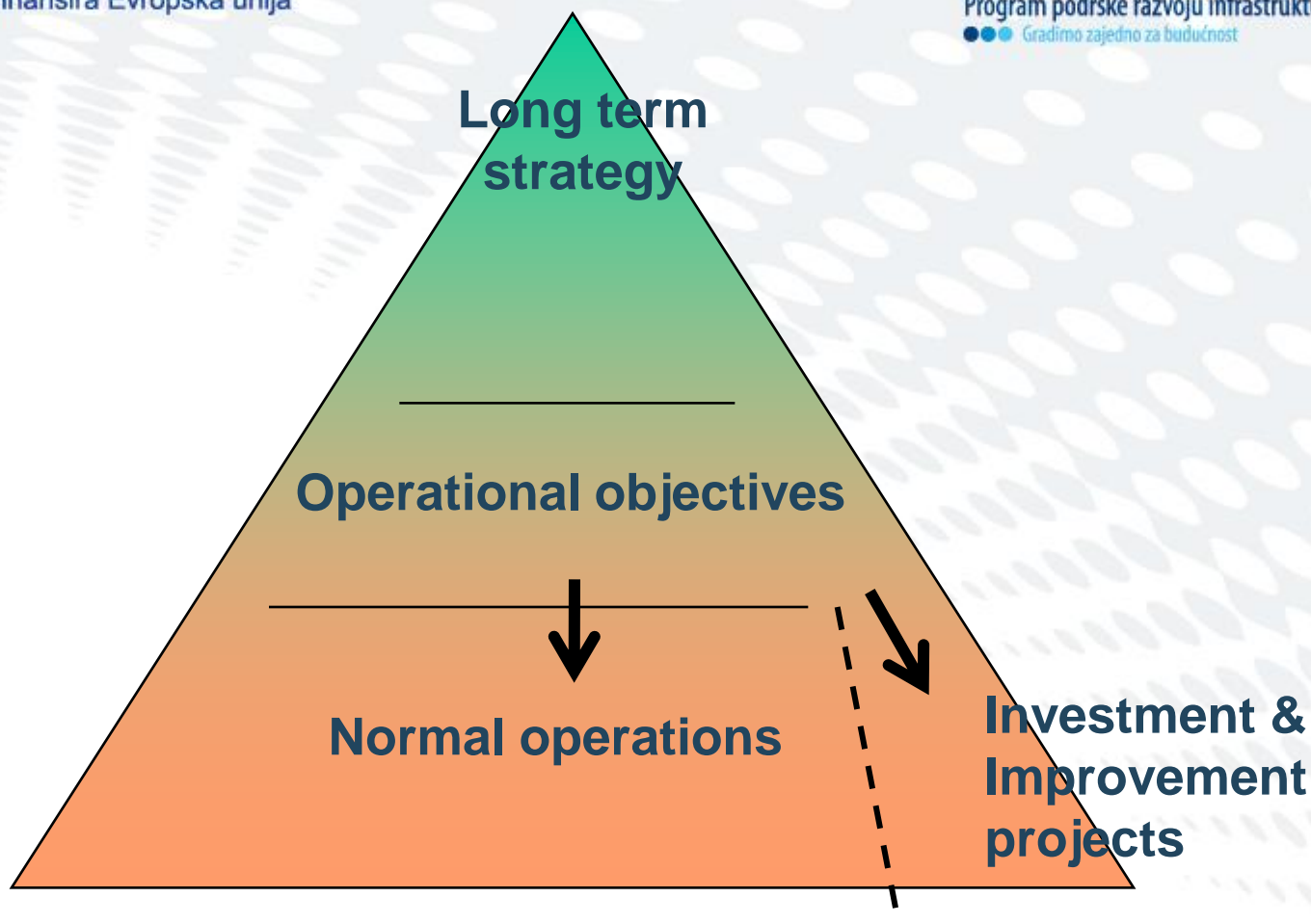
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So a project is NOT :

- A normal operation,**
- A programme,**
- A process.**

And: It requires specific management skills.



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Projects are nice and appealing!

Because:

- You respond to an urgent need,
- It requires considerable resources,
- A powerful way to implement a strategy.

>> You create something new !





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PROJECT CYCLE MANAGEMENT (PCM)



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The Deming Circle

P – D – C – A





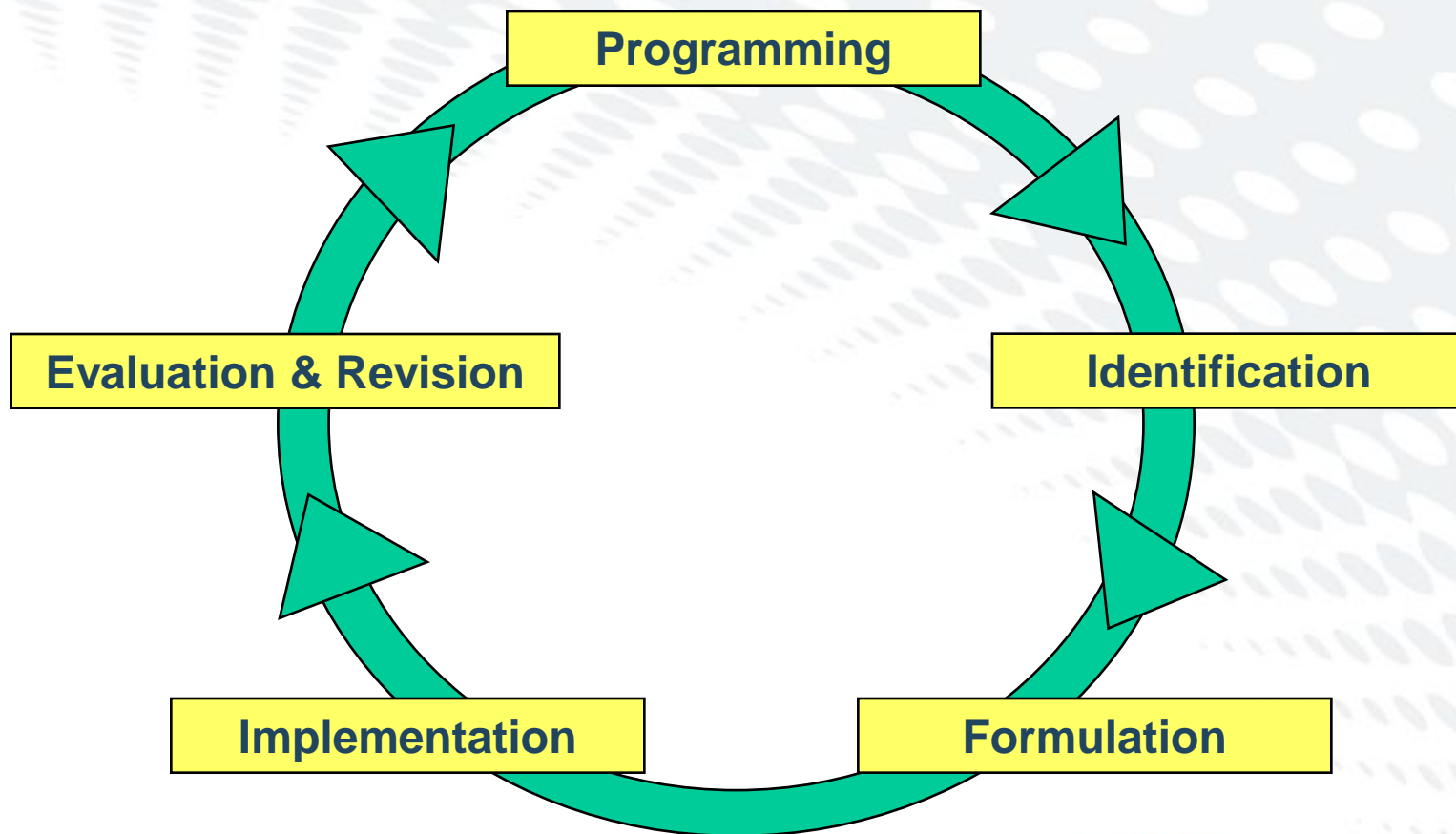
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PROJECT CYCLE MANAGEMENT (PCM)

- Purpose?

to enable decision makers (Serbian Government, EU, etc) to improve the quality of – financial - investments.

- “Quality” ?

Quality is defined as relevance, feasibility and effectiveness of projects.

- More specifically:

to support good management practices and effective decision making throughout the project management cycle.....



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It is all about focus

on results,

on team work,

on efficient use of resources,

on communication.

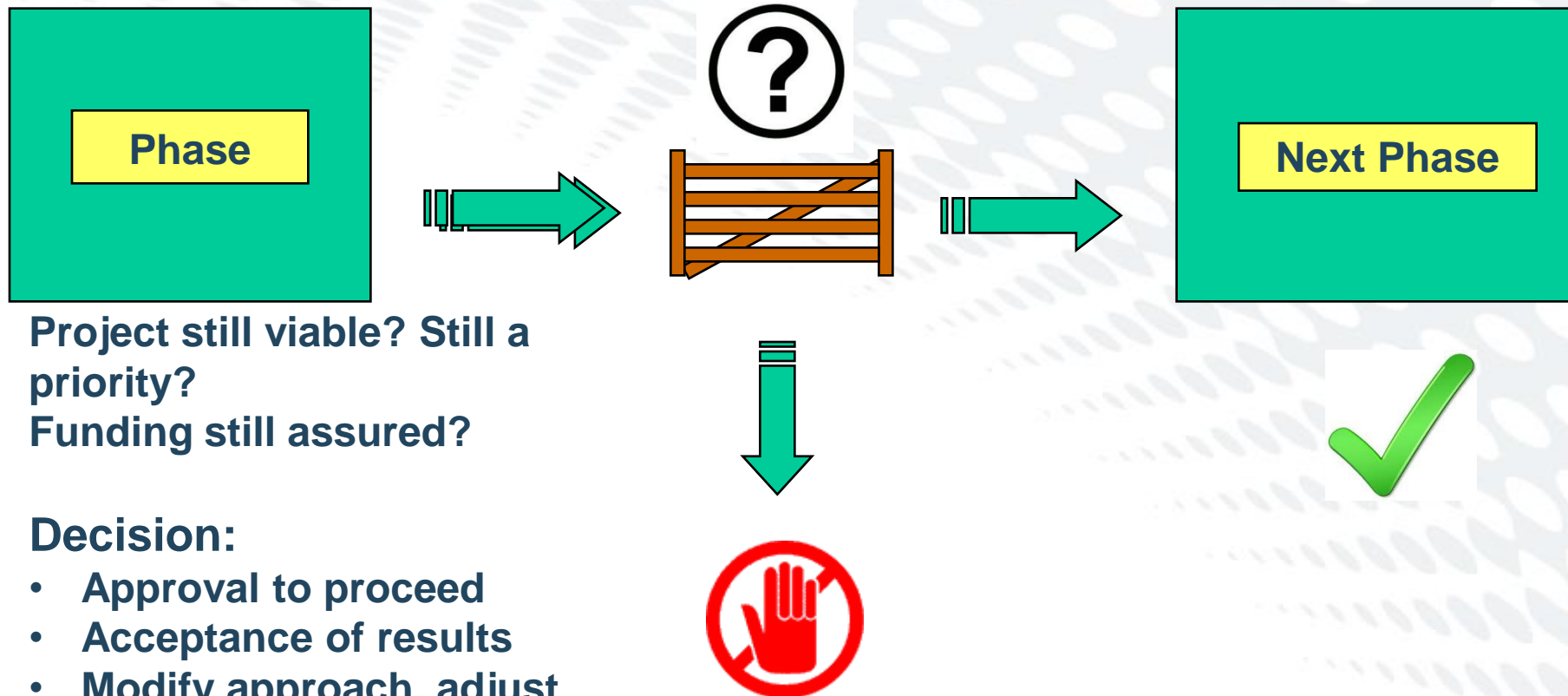


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Phase Transition => Decision Making



Decision:

- Approval to proceed
- Acceptance of results
- Modify approach, adjust planning
- Redefine
- Termination or suspension



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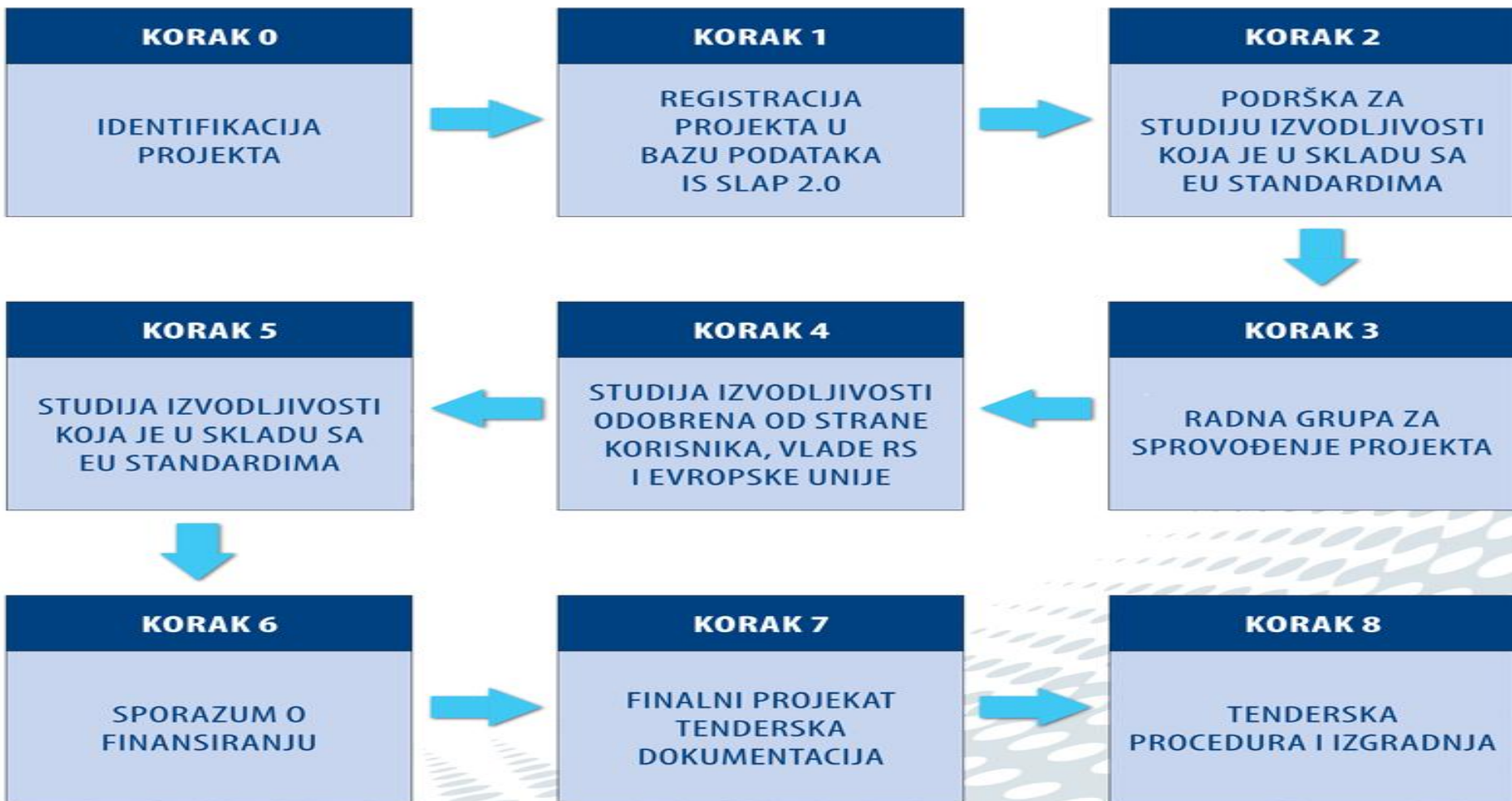
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How does IPA and/or MISP fit in here ?



IPA PROJECT FINANCING





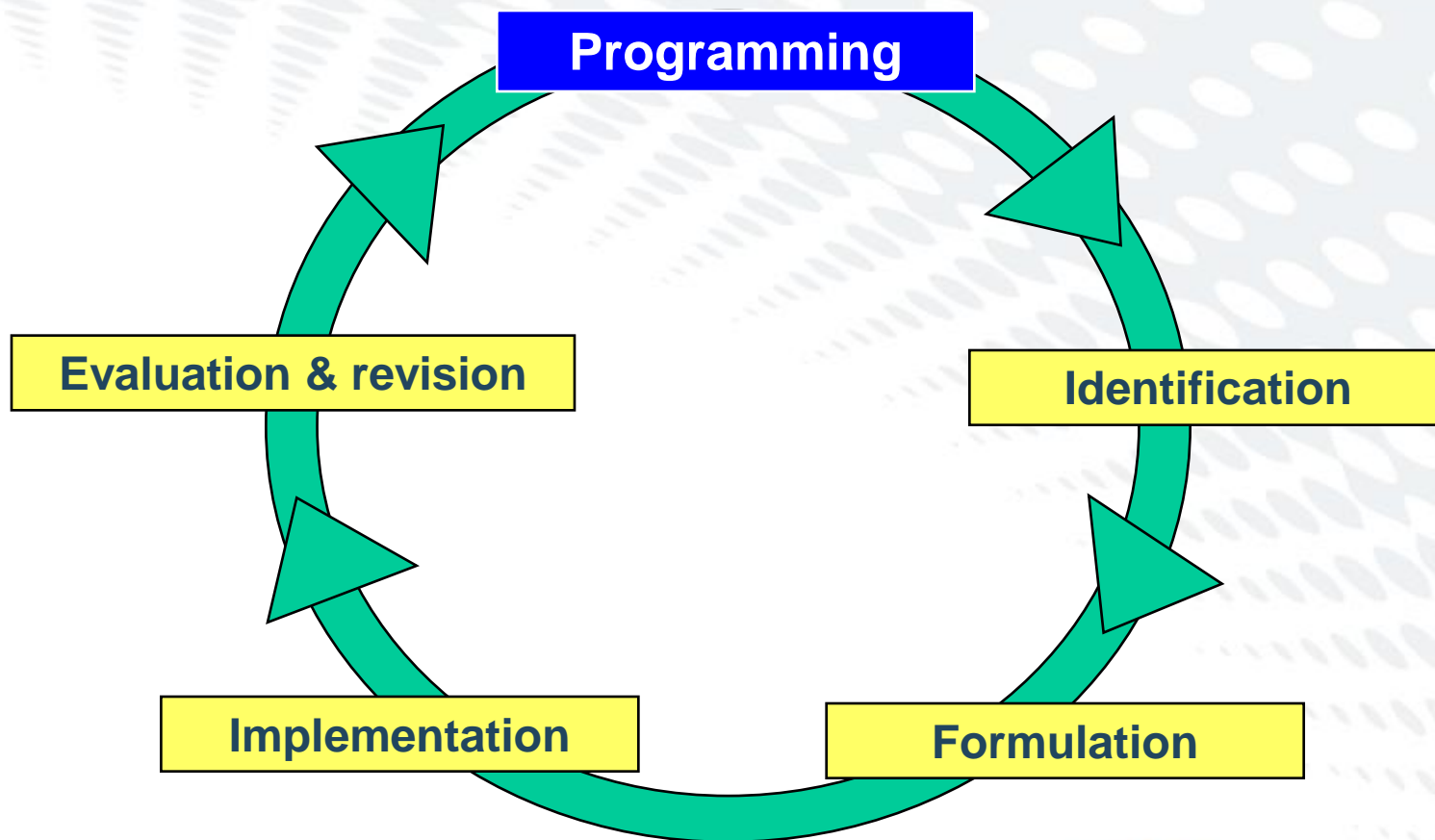
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Programming

Purpose

- ❑ to identify the main objectives and sector priorities
- ❑ to provide a relevant and feasible programming framework

Approach

- ❑ National/regional and sector level analysed to identify:
 - Problems,
 - Constraints,
 - Opportunities.

Results

- ❑ national-level strategies e.g. Transport Strategy, Sustainable Development Strategy, Tourism Strategy, etc.



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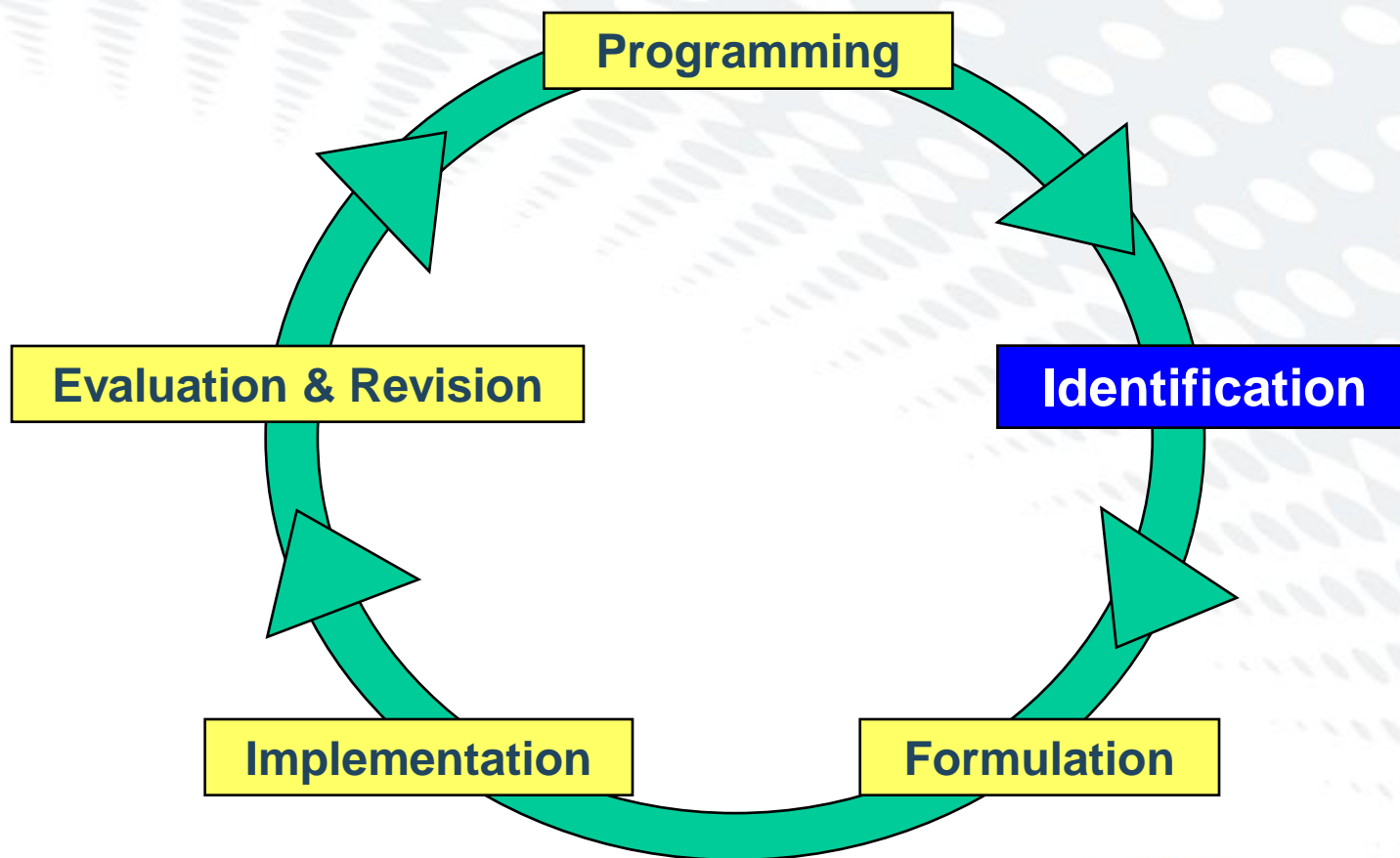
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Identification

Purpose

- to identify project ideas that are consistent with National, Regional and Local strategic goals and priorities, as well as EU priorities,

Approach

- Assess the relevance and likely (pre-)feasibility of these project ideas,
- Prepare a Project Concept for the individual projects,
- Determine the scope of further work required during the formulation phase.

Results

- Project that is acceptable for financing.



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Identification

Major role for decision makers at identification phase:

- > **Collect Stakeholders,**
- **Prepare Justification,**
- **Verify urgency and need,**
- **Strategic alignment.**



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MISP - Identification

Step 0

**Project
identification**



Step 1

**Project registration
in SLAP2.0**



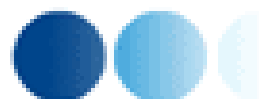
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2.0 Information system

*By clicking SLAP icon you will be
automatically transferred to a SLAP
2.0 Information system*



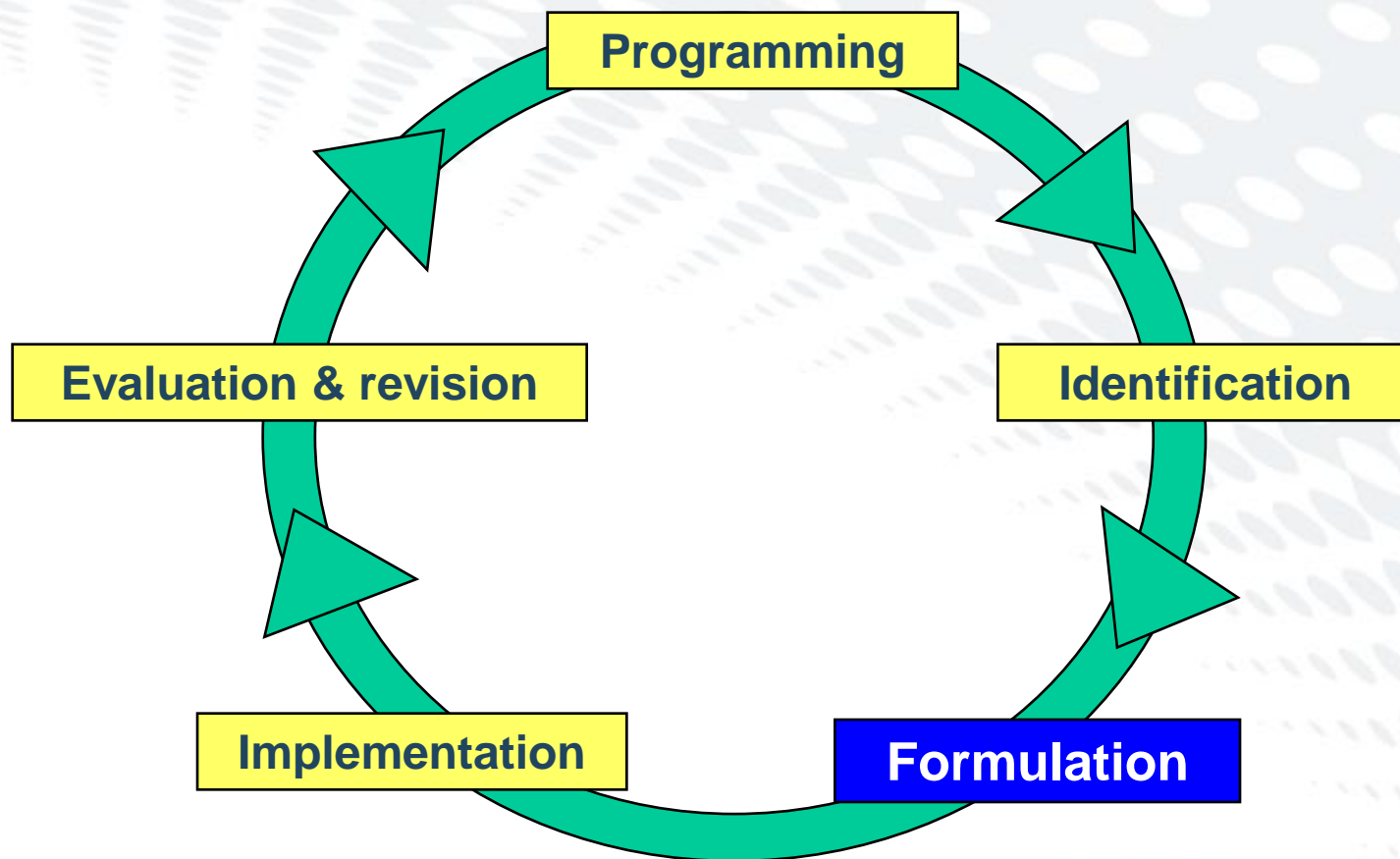
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Formulation

Purpose

- ❑ To confirm the relevance and feasibility of the project idea
- ❑ To prepare an implementation plan
- ❑ To prepare a Feasibility Study covering:
 - management & coordination arrangements
 - financing plan
 - cost-benefit analysis
 - risk assessment and management
 - monitoring and evaluation arrangements

Approach

- ❑ Secure ownership - consultations with key stakeholders
- ❑ Finalise TORs and tender documents for the Feasibility and/or Design Studies, to be
- ❑ Final decision on next stage



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Formulation

Results:



At the end of the Project Formulation phase, there has to be sufficient information available to make a decision on whether to proceed:

Accept the project proposal and conclude funding arrangements

OR



Ask for additional clarification or amendments to the Project before proceeding

OR



Reject the Project proposal.



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MISP – Formulation – 1

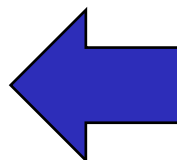
Step 2

**Find support for
Feasibility Study**



Step 3

Feasibility Study



Step 4

**Endorsement of
Feasibility Study**



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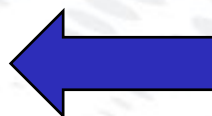
MISP – Formulation 2

Step 5

Task Force for
realization

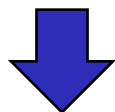
Step 4

Endorsement of
Feasibility Study



Step 6

Agreement on
funding





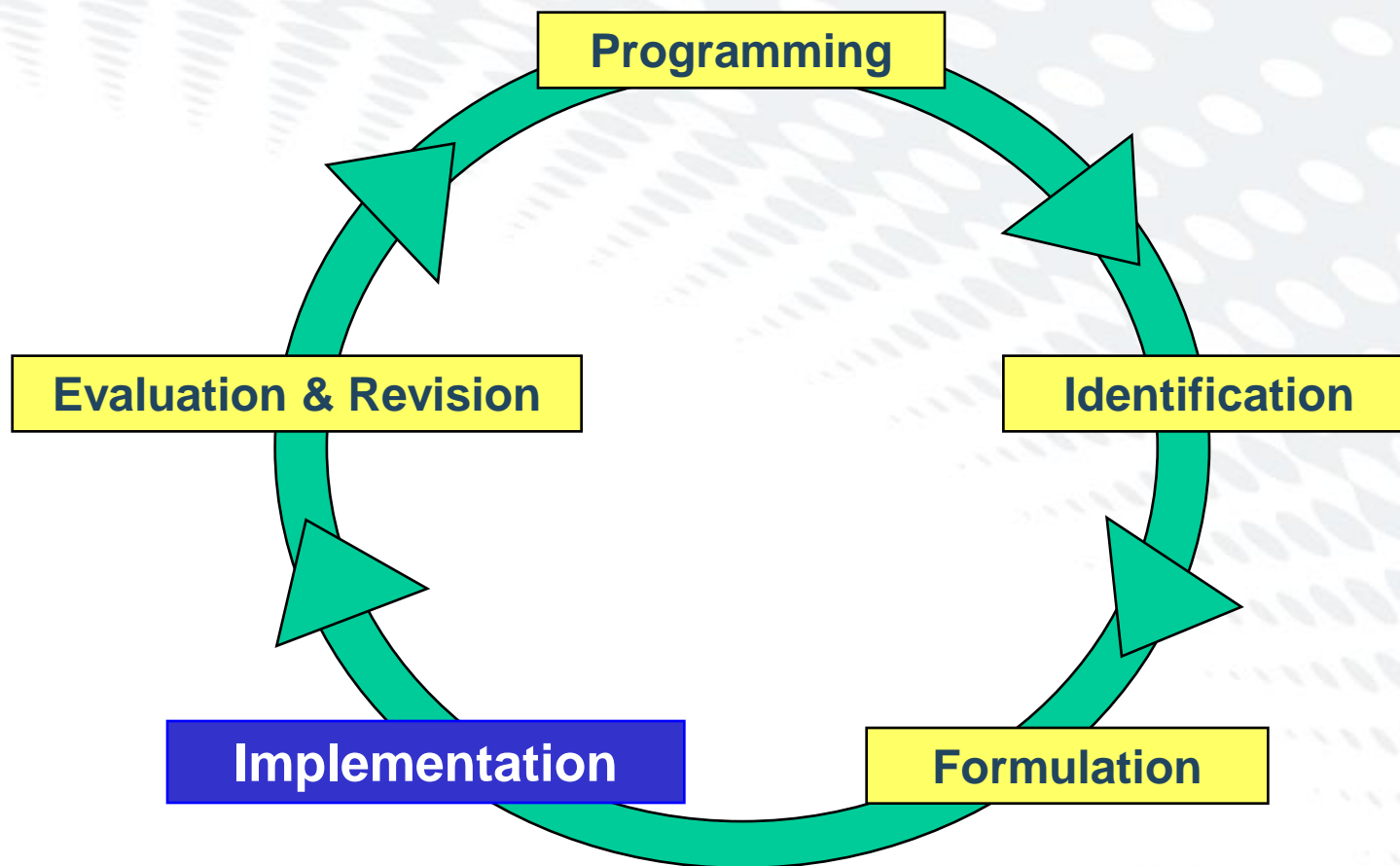
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Implementation

Purpose

To realize the project within the given conditions.

□ To roll out the project implementation plan:

- Manage & co-ordinate
- Make funds available ,
- Monitoring and evaluation arrangements

Approach

- Preliminary and Final Design
- Permits
- Tender procedure
- Construction / Implementation
- Monitoring



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Implementation

Role for decision makers

- ❑ Secure owners continuous involvement
- ❑ Keep on involving stakeholders
- ❑ Safeguard institutional setting (funds, permits, political support, etc)
- ❑ Provide consistency.



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MISP - Implementation

Step 6

Agreement on
funding



Step 7

Prelim. / Final Design
Tender
Documentation



Step 8

Tendering and
Construction

..... P E R M I T S



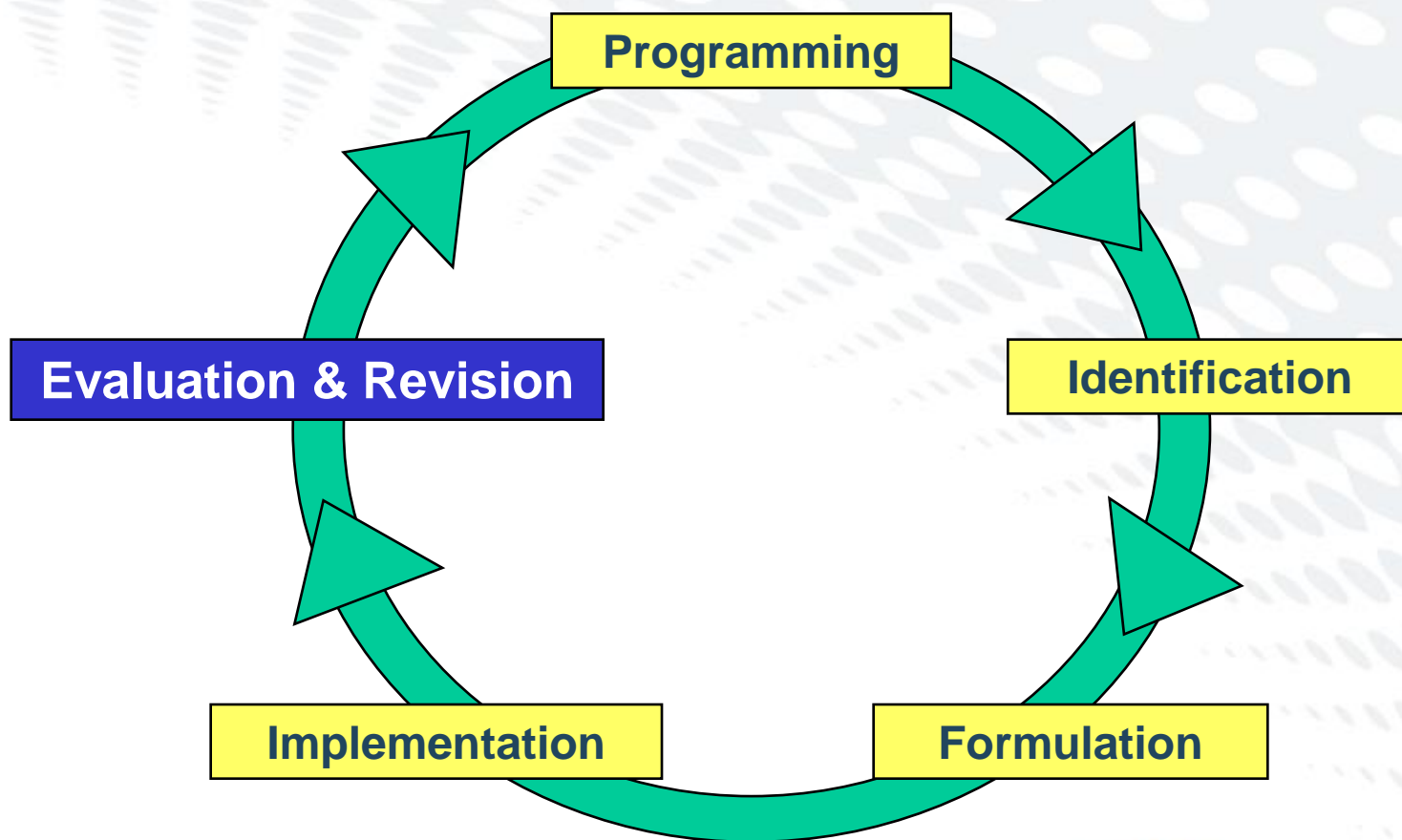
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Evaluation & Revision

Evaluation

- Project or Programme
- What is the purpose ?
- How to use results for improvement in next cycle?
- E.g. ROM monitoring (EU), Financial Audit, etc

Role for decision makers

- Initiate the evaluation.
- Make results available for stakeholders,
- Assure application of results for future project/programme.



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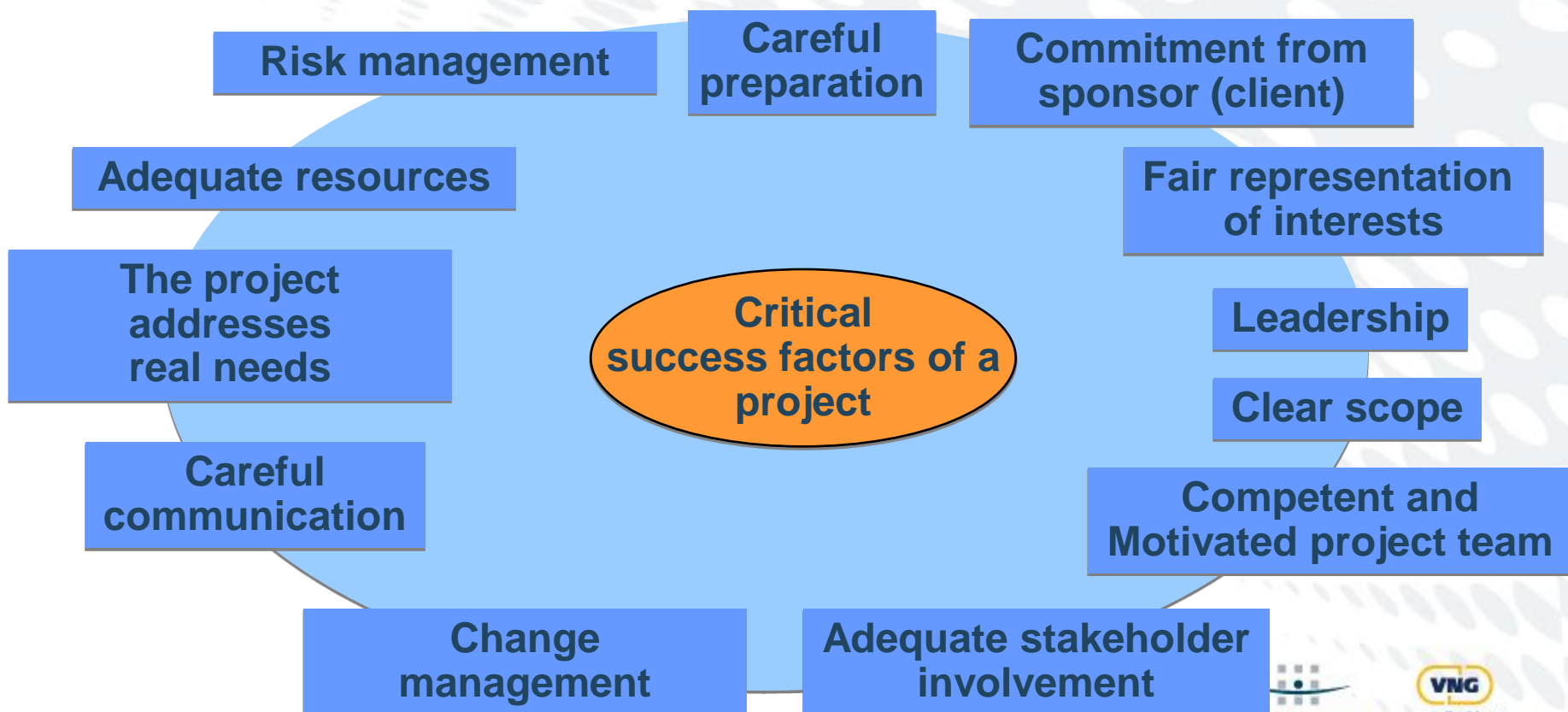
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Success of a project



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Kolubara Project



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Project Cycle Management

THANK YOU FOR YOUR ATTENTION

Mr. Frits Jakma, Team Leader MISP IPA 2010

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