

# EU PROJECT MANAGEMENT

## THE MANAGEMENT OF PROJECTS FROM A TO Z

A one-week interactive journey along the life of EU projects, from programming through to tender writing, project implementation and evaluation.



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### QUESTIONS & ANSWERS

**1. What is the best approach to monitor the progress of your project?**

The best approach to monitor your project involves a combination of tools and strategies framed by one guiding light: results. Monitoring should be oriented towards assessing the results of your intervention, the change that your project is promoting, rather than simplified metrics focused on the physical and financial execution. This means using a combination of quantified metrics and on-site visits aimed at assessing the reaction of target groups to activities and outputs. The monitoring system should combine the three logics involved in a project: the vertical one (intervention logic), the horizontal one (indicators, their baselines and targets) and last but not least the diagonal logic (involving the control of assumptions and risks). Still, don't forget that development is not a science and thus an important part of its outcomes cannot be measured. That is not a bad thing. Don't let the obsession with measuring the impact paralyze you. – Miguel Rui Santos

**2. At which stage of the project is the Logical Framework matrix relevant?**

The LogFrame Matrix (LFM) is critical in different ways and in different moments of the Project Life Cycle:

- At the Identification and Formulation stages it synthesizes the project providing to decision-makers a bird's eye view of the foreseen intervention. LFM also gives decision-makers a clear perspective on the knowledge of the project designers in what concerns the use of the Log Frame Approach. Incapability to present a correct LFM highlights lack of knowledge on key project management skills;
- At the implementation stage, LFM is a pillar of the monitoring system;
- At evaluation stage, LFM provides the information required to understand, not only the quality of the project design but also the indicators that should be taken into account by evaluators, foreseen goals and starting baselines. – Miguel Rui Santos

***Disclaimer:** The views and opinions expressed in the answers above are solely those of the author and cannot be taken to represent the views of the College of Europe.*



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