

1. Identification & Design (or Programming)

During the identification and design phase, the humanitarian organization conducts several data collections and analysis (context, problems, needs and opportunities). The situation in the crisis area/of the people in this area is screened and analyzed, to select the strategies that will be applied to improve it and address the problems faced by target groups / beneficiaries as well as their needs and interests.

The main outcome is the outline of an intervention strategy based on the identification of the following issues:

- The project's geographic and/ or thematic scope
- The project's objectives and targets (objective analysis)
- The project's key stakeholders (stakeholder analysis)
- The project's context, including threats and opportunities (problem and needs analysis)

2. Setup and Planning (or Identification and Formulation)

During the setup and planning phase, the intervention strategy is further developed into a practical, operational plan ready to be implemented. All knowledge and insights obtained during analysis are integrated in the planning.

Several plans are designed, including implementation plan, risk plan and other essential plans:

- Action Plan (outlining goals, objectives, strategies and activity plan)
- Monitoring Plan (outlining indicators and sources of verification to monitor and assess expected results and impact)
- Operational Plan (outlining financial and human resource requirements, risk assessment and mitigation strategy, exit strategy)

3. Implementation

During the implementation phase, the agreed resources are used to achieve the operation purpose (= the target group(s) receive the planned benefits) and to support the achievement of the overall objectives. It focus on management including human resource management and internal control (including budget management, & supply chain management).

This step involves:

- Developing and executing specific work plans and budgets (including procurement plan)
- Building the necessary capacity to deliver results
- Establishing strong partner management to implement activities

4. Monitoring & Evaluation

The monitoring and evaluation and control phase is the only phase that covers the whole PCM.

Monitoring consists of progress assessment to solve problems, enable adjustment to changing circumstances and make improvement to the project. Monitoring can already lead to the identification of a new operation.

It consists of:

- Managing Incoming Data on an Ongoing Basis
- Analysing Project Results and Assumptions
- Analysing Operational and Financial Functions/Performance data
- Adapting plans and budgets accordingly

5. Exit

A program “exit” refers to the withdrawal of externally provided project resources from a project area. It could also refer to the end of a program funding cycle, with an extension through a follow-on extended recovery program or a longer-term development program. And lastly, it may include a combination of withdrawal, program extension or transition.

A program Exit Strategy is a plan describing how the program intends to withdraw its resources while ensuring that achievement of the program goals is not jeopardized and that progress towards these goals will continue. The goal of an Exit Strategy is to ensure the sustainability of impacts after a program ends. It includes the procedures to close down the project by the NGO and to hand it over to local actors (communities and/ or authorities) to ensure sustainability.

Three basic approaches to Exit Strategies are 1) phasing down, 2) phasing out, and 3) phasing over.