NGO MANAGEMENT

Institution Building, Project Management, Proposal Writing, Teamwork, and More

Session 5: Project Management
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Tuesday, July 22, 2014
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Course overview

In this session, we will address the following questions:

- What is project management?
- What are key competencies of successful project managers?
- What is a Work Breakdown Structure?
- What is activity sequencing?
- What is a Gantt chart?
- What factors typically contribute to project success and how do we achieve these?
| Quiz | 1. Project goal | A. The past experiences, resources, and leadership that define an organization’s ability to implement |
|      | Strategy        | B. An analysis of the problems being addressed in a proposal |
|      | Background/needs statement | C. The overarching result that your project aims to achieve |
|      | Logframe        | D. Refers to the long-term ability of your project and organization to continue impact and fulfill its mission |
|      | Objectives      | E. Costs of specific program activities |
|      | Activities      | F. How a project will meet its objectives and achieve its desired outcomes |
|      | Sustainability  | G. Project costs not paid by the donor |
|      | Budget narrative | H. Mini goals or outcomes which a project seeks to achieve |
|      | Cost-sharing    | I. Measures of the program’s success |
|      | Indirect costs  | J. Includes staff benefits, staff insurances, payroll taxes |
|      | Direct costs    | K. A visual tool for planning, monitoring, and evaluating projects by displaying the linkages between its main elements |
|      | Fringe          | L. Costs necessary for the organization to function as a whole |
|      | Indicators      | M. Justifies all costs and shows their calculations |
|      | Organizational capacity | N. The actions taken to achieve a project’s objectives |
1. Project goal

2. Strategy

3. Background/needs statement

4. Logframe

5. Objectives

6. Activities

7. Sustainability

8. Budget narrative

9. Cost-sharing

10. Indirect costs

11. Direct costs

12. Fringe

13. Indicators

14. Organizational capacity

A. The past experiences, resources, and leadership that define an organization’s ability to implement

B. An analysis of the problems being addressed in a proposal

C. The overarching result that your project aims to achieve

D. Refers to the long-term ability of your project and organization to continue impact and fulfill its mission

E. Costs of specific program activities

F. How a project will meet its objectives and achieve its desired outcomes

G. Project costs not paid by the donor

H. Mini goals or outcomes which a project seeks to achieve

I. Measures of the program’s success

J. Includes staff benefits, staff insurances, payroll taxes

K. A visual tool for planning, monitoring, and evaluating projects by displaying the linkages between its main elements

L. Costs necessary for the organization to function as a whole

M. Justifies all costs and shows their calculations

N. The actions taken to achieve a project’s objectives
Project management is the planning, organizing, scheduling, leading, communicating, and controlling of work activities to achieve a pre-defined outcome on time and within budget.
What competencies are required for successful project management?
What competencies are required for successful project management?

**Technical**
- Project identification and design
- Project initiation
- Project planning
- Project implementation

**Leadership**
- Setting vision
- Conflict resolution
- Motivating teams
- Team building
- Consensus building
- Negotiation skills
- Moving agendas

**Individual**
- Analyzing
- Presenting
- Prioritizing
- Persuading
- Listening

InsideNGO, "Application of Project Management Tools"
What is a deliverable?

A **deliverable** is a tangible, measurable, and specific product or service with a due date that comes out of your project.

What are some examples of possible NGO project deliverables?
A Work Breakdown Structure (WBS) is a grouping of project elements which organizes and defines the total scope of the project.

Each descending level represents a increasingly detailed definition of a project component (products or services).

It can be used for the whole project or bits of a project....useful for any task, really!
Graphical WBS format

Project

Results/Outcomes

Work Packages

Components

Subcomponents

Tasks

InsideNGO, “Application of Project Management Tools”
After you have created your WBS, it will be easier for you to determine for each component and subcomponent:

- Size
- Duration
- Responsibility
# WBS components

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Project</td>
<td>series of activities to achieve objectives within a specific time period and budget</td>
</tr>
<tr>
<td>Results/Outcomes</td>
<td>desired ends of the project that can be predicted accurately</td>
</tr>
<tr>
<td>Work Packages</td>
<td>effort required to produce a deliverable within a project (a mini-project)</td>
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<tr>
<td>Components</td>
<td>increasingly specific steps necessary to produce your work packages</td>
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<tr>
<td>Subcomponents</td>
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<tr>
<td>Tasks</td>
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</table>
Now you try…

Project

Results/Outcomes

Work Packages

Components

Subcomponents

Tasks
What is activity sequencing?

**Activity sequencing** helps you to decide the logical order in which project tasks should occur.

Then you can devote the necessary human, equipment, and financial resources to each stage.
Activity sequencing...for building latrines

Start

Dig hole

Build latrine cap

Train water/sanitation committee

Install latrine cap

Build structure

Train community

Quality audit

End

InsideNGO, “Application of Project Management Tools”
Mapping your sequence for each key activity can then help you to develop a Gantt chart.
What is a Gantt chart?

A Gantt chart is a way to show activities displayed over a specific period of time. It shows you what has to be done and when.

A Gantt chart is particularly useful to show how some tasks must end before others can begin, and also how some tasks must necessarily overlap.
Simple Gantt chart: new product development

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<td><strong>Development and Test</strong></td>
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<td>Roll out final version</td>
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Another Gantt chart: event planning

![Gantt chart for event planning](www.teamgantt.com)
Why do you think Gantt charts can be helpful?
Other tools to improve management and performance

- Effective meetings *(we will discuss this in Session 7)*
- Standard Operating Procedures (SOPs)
- Training and training manuals
- New hire orientations
- Mentoring and coaching
- Outside networking, virtual networking, and conferences
### Factors for project success

- User/beneficiary involvement
- Executive sponsorship
- Clear objectives
- Minimized scope and requirements
- Project leadership
- Stakeholder management
- Take corrective action
- Proactive risk management
- Fostering joint accountability
- Skilled resources
- Organizational change management

Slalom Consulting, “Why Projects Succeed”
Ensuring project success: User/beneficiary involvement

Questions to ask:
• How are we fulfilling our objectives?
• How do we know we’re satisfying a need?

Actions to take:
• Engage beneficiaries to give feedback, help identify problems, and test solutions
Ensuring project success: Executive sponsorship

Questions to ask:
• How engaged is the executive sponsor?
• Can you leverage for escalation?

Actions to take:
• Identify your project champions and engage them to ensure continuous support
Ensuring project success: Clear objectives

Questions to ask:
• Can you articulate your project objectives? How many words does it take to describe these objectives?
• Can the project’s stakeholders articulate the project’s objectives?

Actions to take:
• Create criteria for articulating objectives
• Invest resources to articulate objectives
• Ask stakeholders to articulate your objectives to ensure that you’re on the same page
Ensuring project success: Minimize scope and requirements

Questions to ask:
• Do we have everything we need?
• Do we need everything we have?

Actions to take:
• Identify steps to reduce scope, adopt an iterative approach, and test work frequently
• Ask yourself and managers if actions are essential to achieve project objectives and if some actions can be reduced or eliminated to prioritize more strategic actions
Ensuring project success: Project leadership

Questions to ask:
• Does the plan proactively address all aspects of the project, or is it developed reactively?
• Are team members being told what to do, or are they inspired to accomplish their work?

Actions to take:
• Be intentional about employing good leadership principles to inspire others and improve your ability to accurately set, manage, and define expectations

**We will focus in particular on leadership in Session 7**
Ensuring project success: Stakeholder management

Stakeholders are individuals or groups who may directly or indirectly, positively or negatively, be affected by or exert influence over a project.

Questions to ask:
• Have the stakeholders been identified?
• Have their expectations been identified?

Actions to take:
• Identify all stakeholders and communication requirements, and execute a plan that fosters support of your project
### Who are stakeholders?

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beneficiaries/Users</td>
<td>Those who directly benefit from the work of your program or organization</td>
</tr>
<tr>
<td>Governance</td>
<td>Those who have an interest in how your organization is managed (could include leadership, regulators, and funders)</td>
</tr>
<tr>
<td>Providers</td>
<td>Organizations which provide services to your organization</td>
</tr>
<tr>
<td>Influencers</td>
<td>Entities which have the ability to change the direction of your work (local media, government officials, community leaders)</td>
</tr>
<tr>
<td>Dependents</td>
<td>Others who rely upon your organization or program for deliverables or outcomes (separate from beneficiaries)</td>
</tr>
<tr>
<td>Adopters</td>
<td>Entities which assume or take the work of your organization or program upon completion</td>
</tr>
</tbody>
</table>
Engaging stakeholders

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Objective</th>
<th>Communication type</th>
<th>Media and Format</th>
<th>Frequency</th>
<th>Responsibility</th>
<th>Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization and individual</td>
<td>What are we trying to accomplish?</td>
<td>Are we consulting? Are we informing?</td>
<td>Written? Verbal? Email?</td>
<td>Weekly? Monthly? As needed? If X happens?</td>
<td>Who is most appropriate to deliver this message or support this relationship?</td>
<td>What did we learn? Any change in stakeholder’s interest/influence?</td>
</tr>
</tbody>
</table>
Ensuring project success: Proactive risk management

Questions to ask:
• Are we continually identifying new risks and monitoring risk triggers?

Actions to take:
• Routinely review risk response plans and discuss new and changing risks
• Seek outside advice and risk assessments so you do not grow blind to your own risks
Ensuring project success: Take corrective action

Questions to ask:
• Is there a plan for when the project does not work?
• Are staff, beneficiaries, and stakeholders comfortable in raising problems?
• When a significant issue occurs, is project leadership actively orchestrating the analysis and response?

Actions to take:
• Adopt a problem solving framework that focuses on root causes and alignment
• Encourage decentralized, ongoing problem solving at all levels of the organization
• Encourage beneficiaries to provide feedback on what is not working
Ensuring project success: Fostering joint accountability

Questions to ask:
• How is accountability defined on the project?
• What behaviors are exhibited when a problem occurs?
• Do team members hold one another accountable?

Actions to take:
• As a team, define accountability as well as ground rules and expectations for holding each other accountable
• Use “RACI” framework to make roles and responsibilities clear (more on this in Session 7)
Ensuring project success: 
**Skilled resources**

**Questions to ask:**
- Do we have the right resource skillsets to deliver on our objectives?

**Actions to take:**
- Plan out needed skills, then hire and assign responsibilities accordingly
- Provide job descriptions and hold staff accountable to the descriptions with regular performance reviews
- Perform internal capability assessments to confirm that skills meet the needs of the project
Ensuring project success: Organizational change management

Questions to ask:

• What preparations have been made to engage beneficiaries in the solution in order to increase its adoption?
• How can beneficiaries continue to shape the solution and recraft it?

Actions to take:

• Identify the change the solution creates, and select methods to help beneficiaries engage in, accept changes, and themselves shape the solution and help the organization to evolve and adapt
## Factors for project success

**Can you think of other factors?**

<table>
<thead>
<tr>
<th>Factor</th>
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<th>Factor</th>
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<tbody>
<tr>
<td>User/beneficiary involvement</td>
<td>Take corrective action</td>
<td>?</td>
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<td>Executive sponsorship</td>
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<td>Clear objectives</td>
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<td>Minimized scope and requirements</td>
<td>Skilled resources</td>
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<tr>
<td>Project leadership</td>
<td>Organizational change management</td>
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<tr>
<td>Stakeholder management</td>
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Assignment

• **Read** materials for Session 6: Donor Reporting - *How to Build a Good Small NGO, Chapter 6*

• Discuss and debate on the [discussion forum](#) these questions:

  1. In your view, to what extent are these universal project management tools and rubrics applicable in Iran? How can they be made more applicable?

  2. What project management techniques do you use which we did not discuss?
Let’s discuss

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Please continue this discussion on the forum!