

# NGO MANAGEMENT

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

## ***Session 5: Project Management***

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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

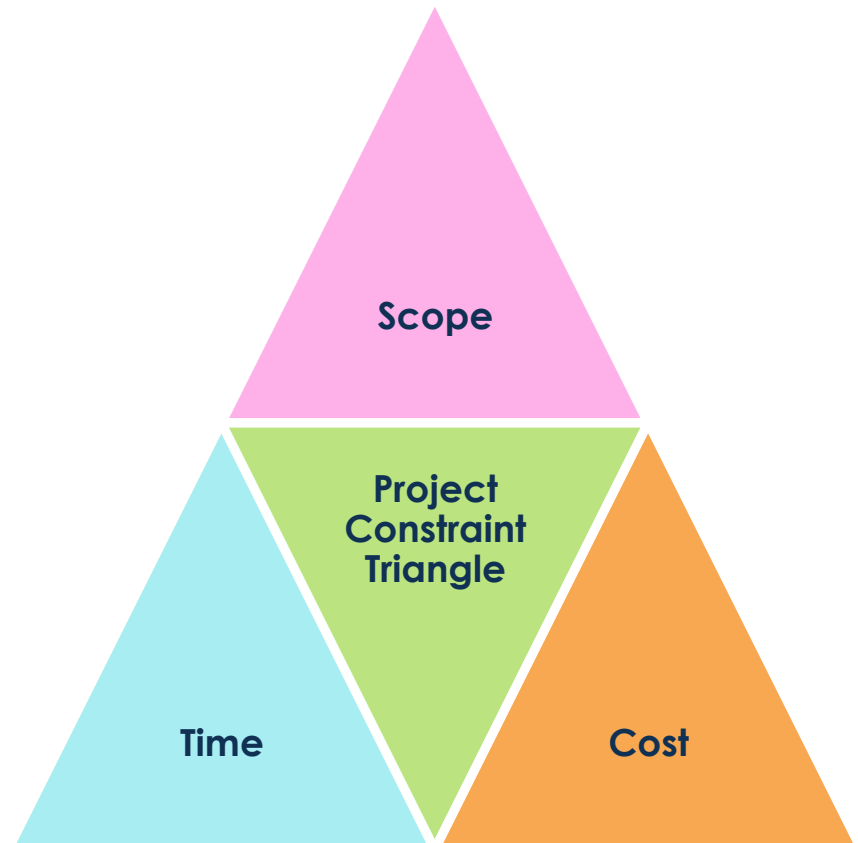
1. Project goal
  2. Strategy
  3. Background/needs statement
  4. Logframe
  5. Objectives
  6. Activities
  7. Sustainability
  8. Budget narrative
  9. Cost-sharing
  10. Indirect costs
  11. Direct costs
  12. Fringe
  13. Indicators
  14. Organizational capacity
- A. The past experiences, resources, 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

# Quiz

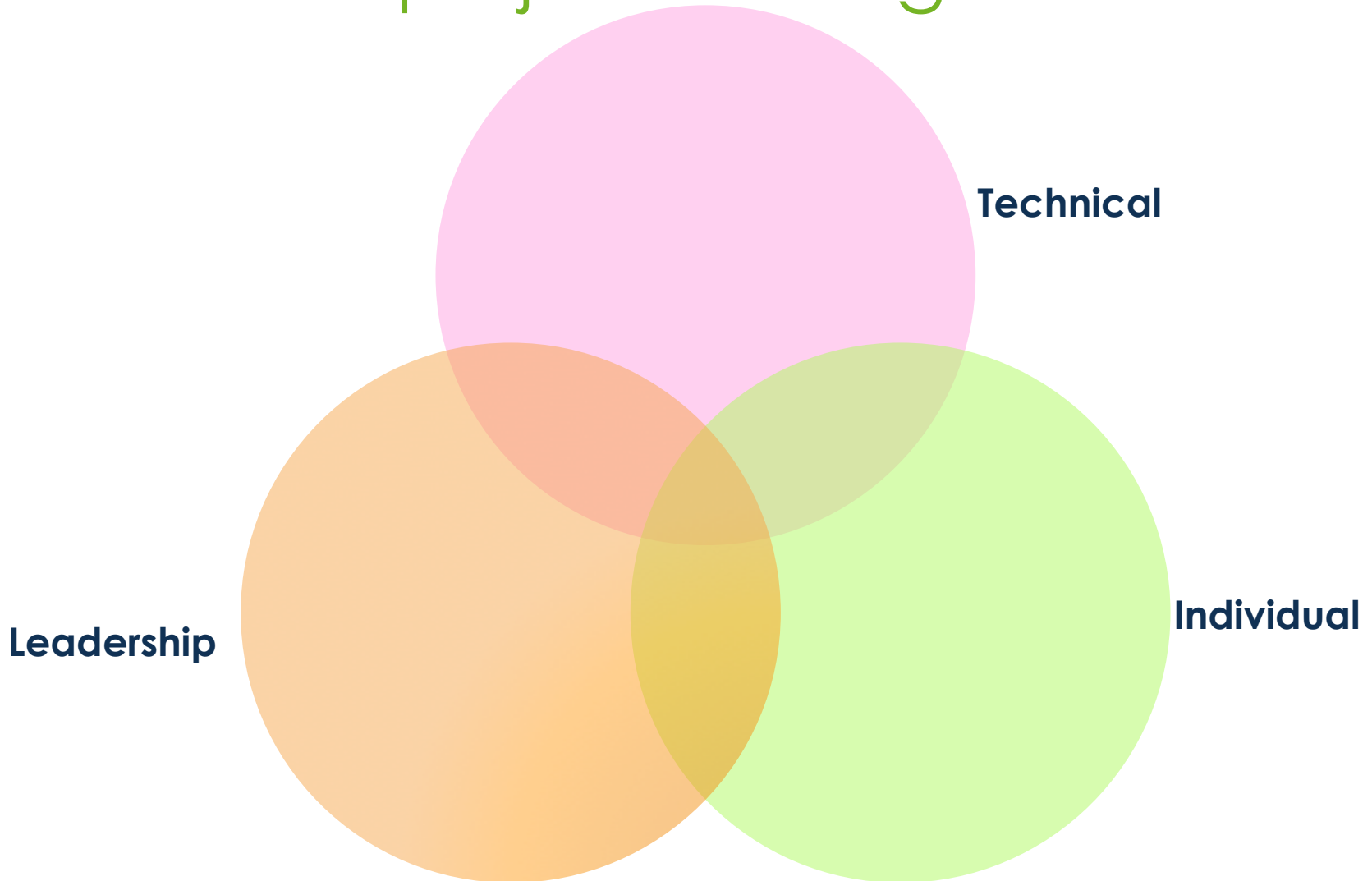
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# What is project management?

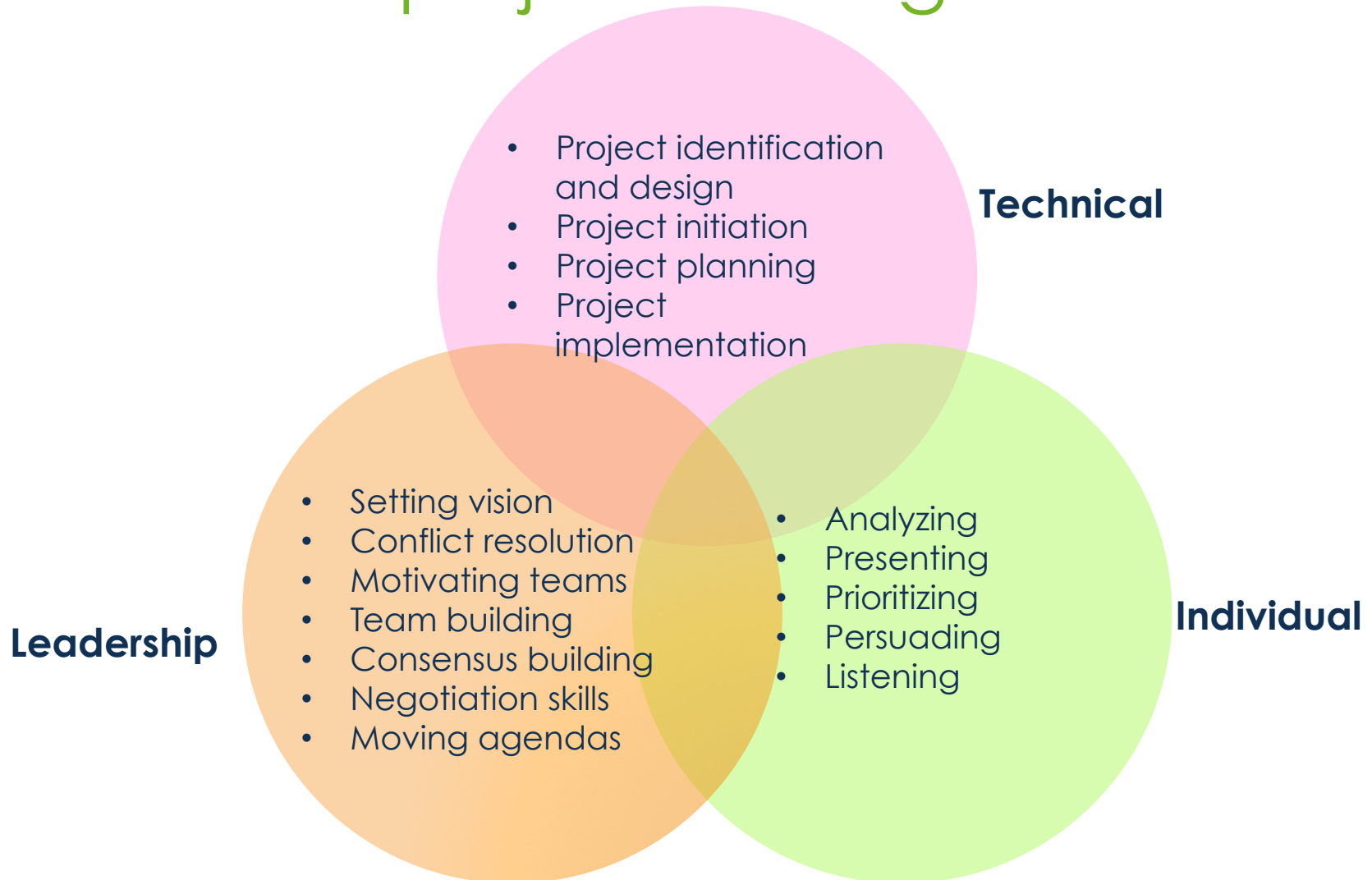
**Project management** is the planning, organizing, scheduling, leading, communicating, and controlling of work activities to achieve a pre-defined outcome on time and within budget.



# What competencies are required for successful project management?



# What competencies are required for successful project management?





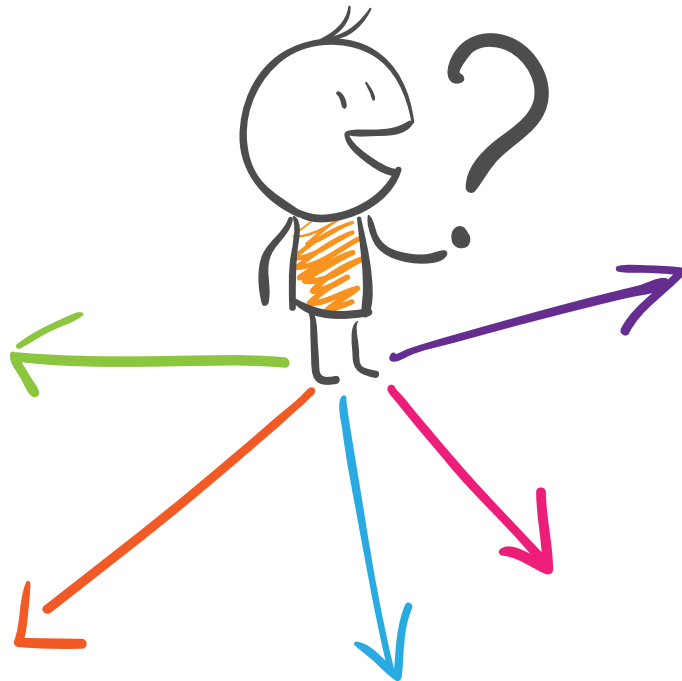
# What is a deliverable?

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?**



# What is a Work Breakdown Structure (WBS)?

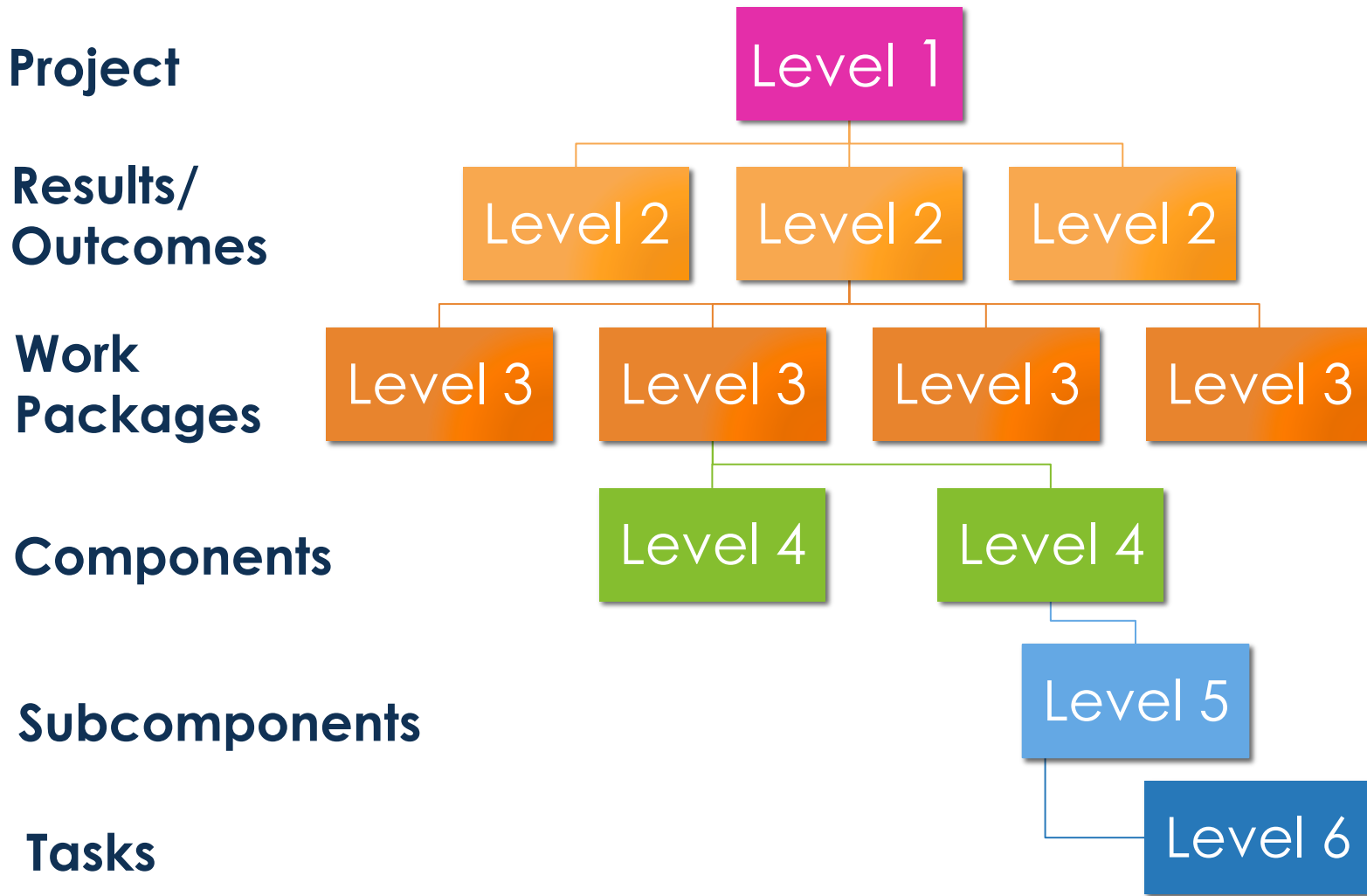


A **Work Breakdown Structure (WBS)** is a grouping of project **elements** which organizes and defines the total scope of the project.

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

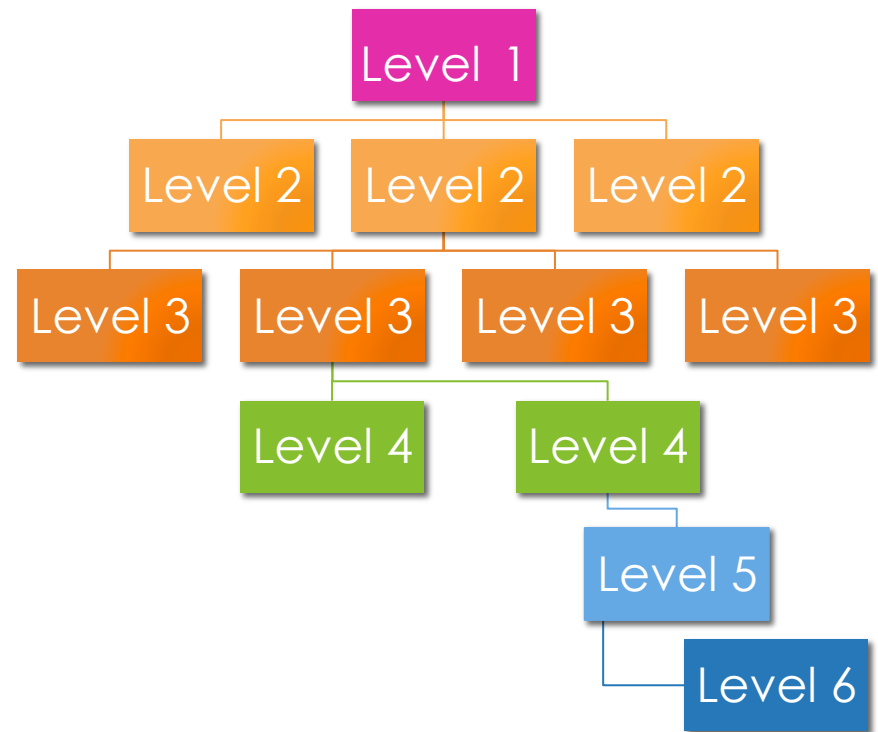
It can be used for the whole project or bits of a project....useful for any task, really!

# Graphical WBS format



After you have created your WBS, it will be easier for you to determine for each **component** and **subcomponent**:

- Size
- Duration
- Responsibility



# WBS components

## Project

series of activities to achieve objectives within a specific time period and budget

## Results/ Outcomes

desired ends of the project that can be predicted accurately

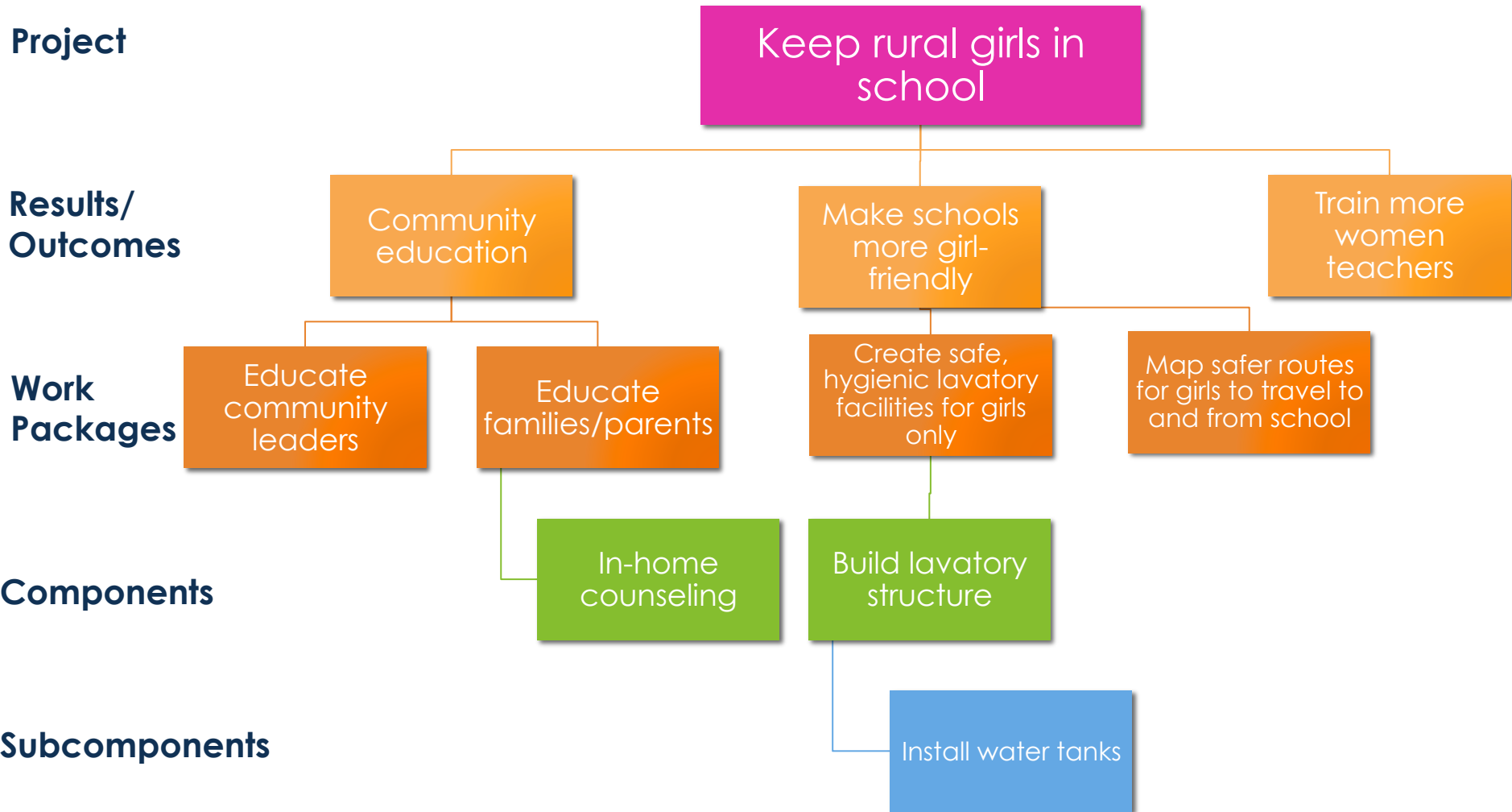
## Work Packages

effort required to produce a deliverable within a project (a mini-project)

## Components Subcomponents Tasks

increasingly specific steps necessary to produce your work packages

# Graphical Work Breakdown Structure



# Now you try...

**Project**

Community earthquake relief

**Results/  
Outcomes**

?

?

?

**Work  
Packages**

?

?

?

?

**Components**

?

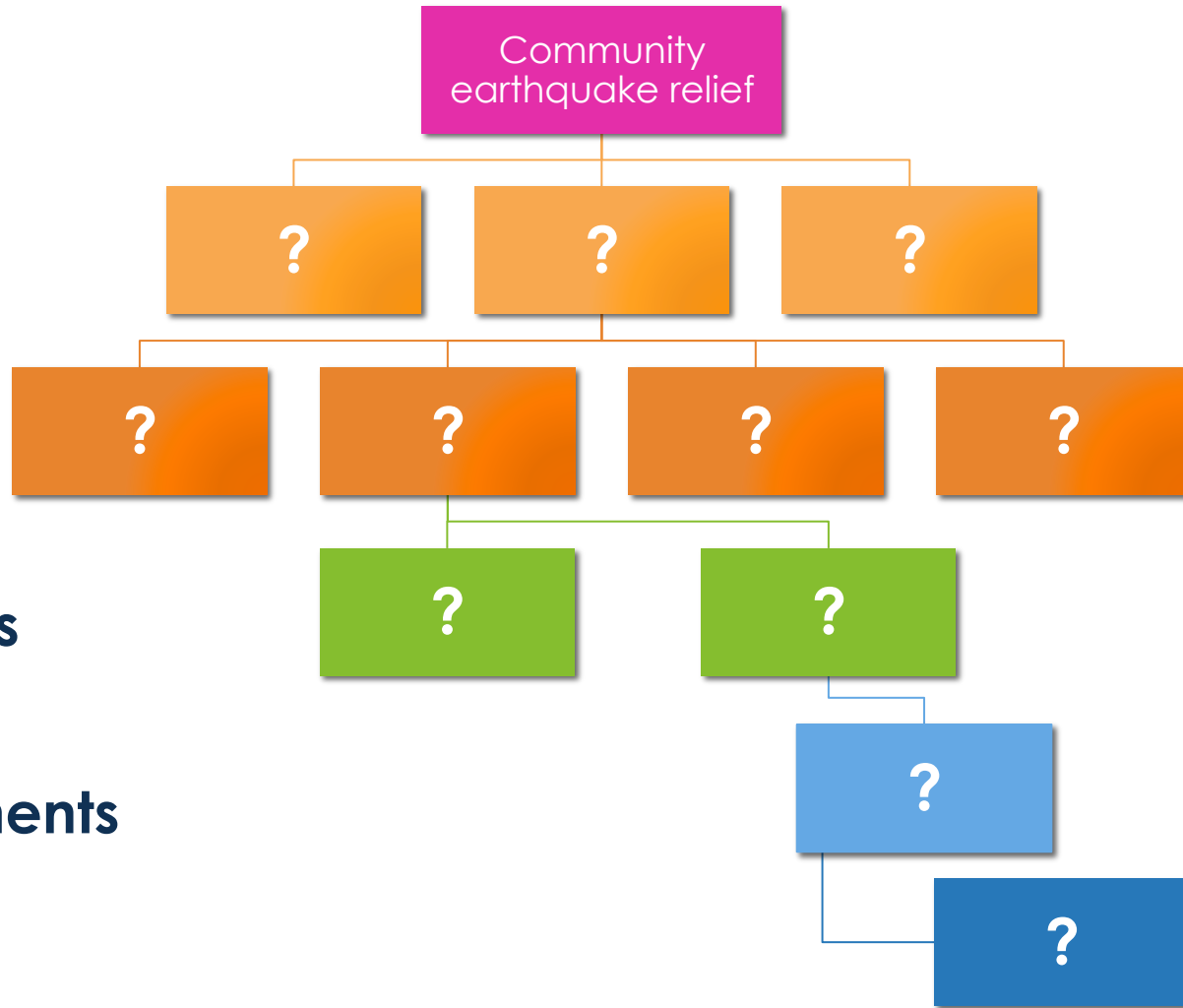
?

**Subcomponents**

?

**Tasks**

?



# What is activity sequencing?

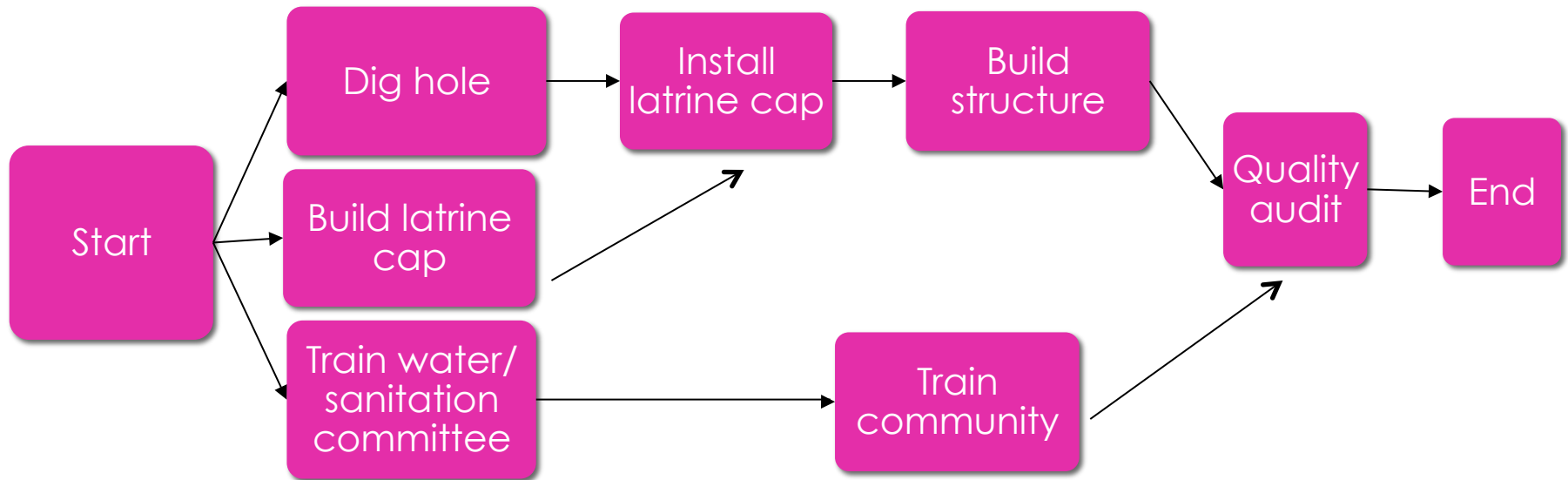
**Activity sequencing** helps you to decide the logical order in which project tasks should occur.

Then you can devote the necessary human, equipment, and financial resources to each stage.





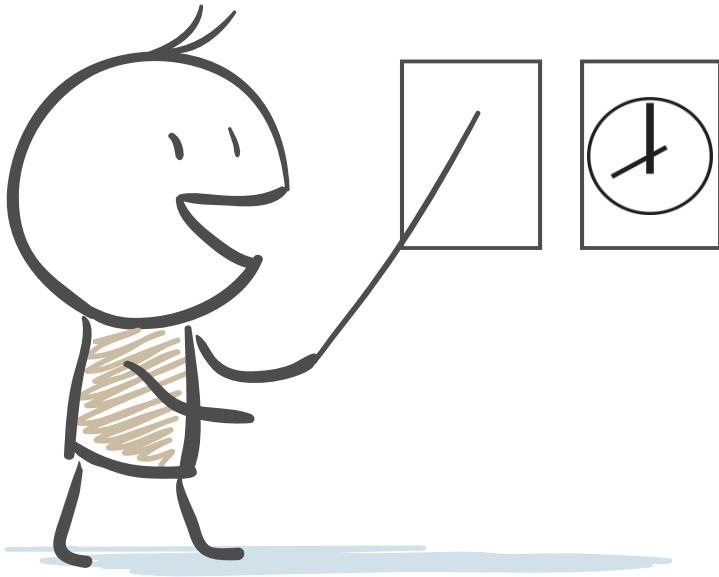
# Activity sequencing...for building latrines





Mapping your sequence for each key activity can then help you to develop a **Gantt chart**

# What is a Gantt chart?

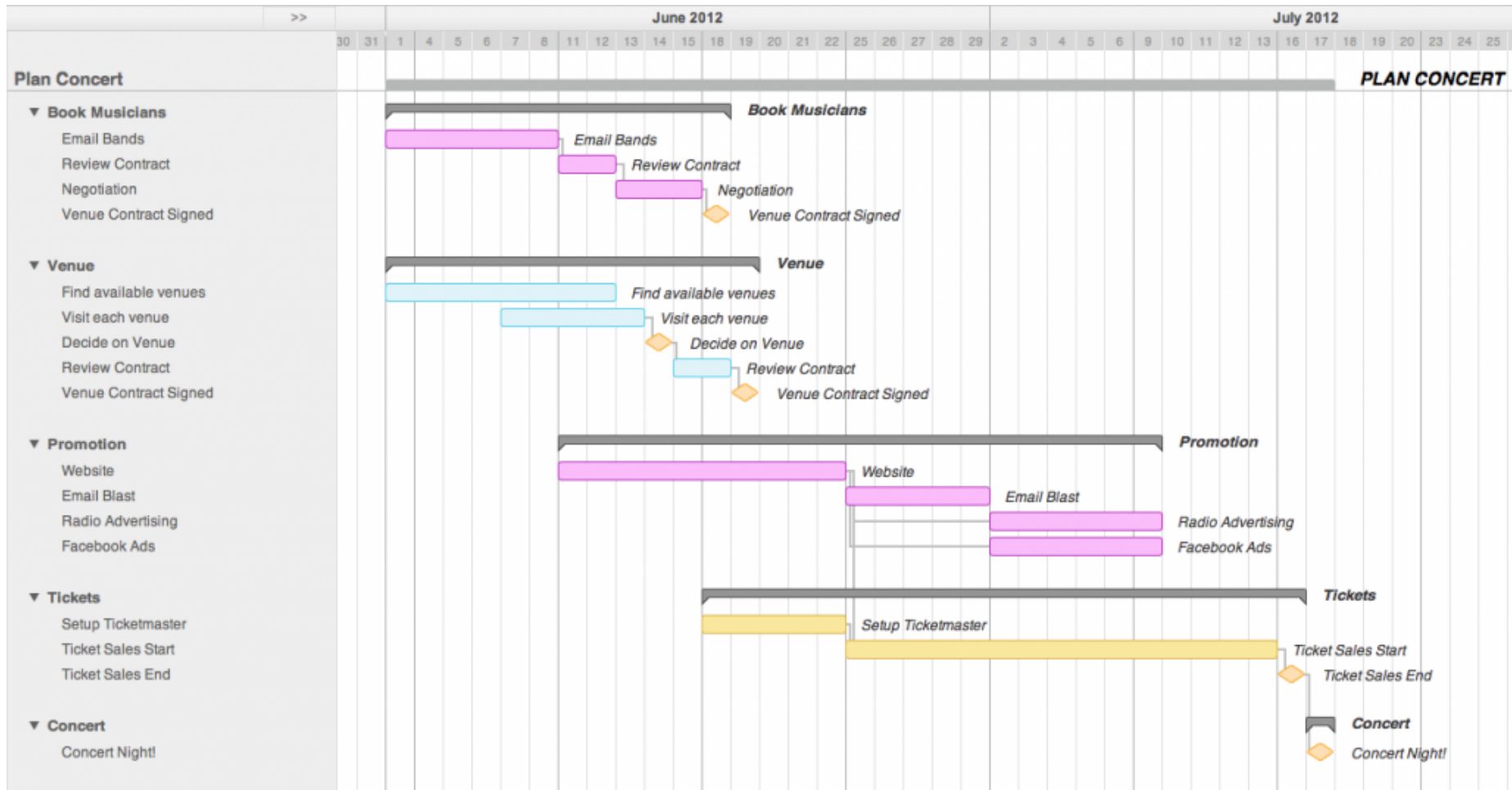


A **Gantt chart** is a way to show activities displayed over a specific period of time. It shows you what has to be done and when.

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.



# Another Gantt chart: event planning





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



# 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?

Beneficiaries/  
Users

Those who directly benefit from the work of your program or organization

Governance

Those who have an interest in how your organization is managed (could include leadership, regulators, and funders)

Providers

Organizations which provide services to your organization

Influencers

Entities which have the ability to change the direction of your work (local media, government officials, community leaders)

Dependents

Others who rely upon your organization or program for deliverables or outcomes (separate from beneficiaries)

Adopters

Entities which assume or take the work of your organization or program upon completion

# Engaging stakeholders

Stakeholder	Objective	Communication type	Media and Format	Frequency	Responsibility	Feedback
Organization and individual	What are we trying to accomplish?	Are we consulting? Are we informing?	Written? Verbal? Email?	Weekly? Monthly? As needed? If X happens?	Who is most appropriate to deliver this message or support this relationship?	What did we learn? Any change in stakeholder's interest/influence?



# 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?

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

# 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!