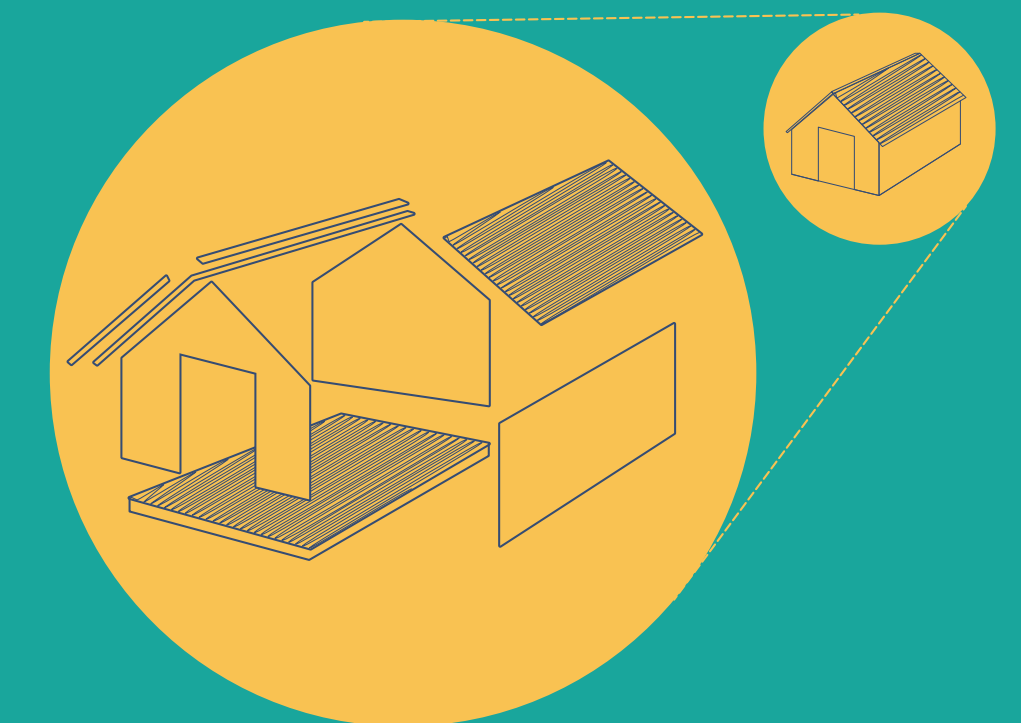


# PROJECT MANAGEMENT FOR THIRD SECTOR ORGANIZATIONS

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# WHAT IS A PROJECT?

A project is a plan of activities:

- with a defined goal
- to be achieved within a defined time frame and
- a defined cost frame.

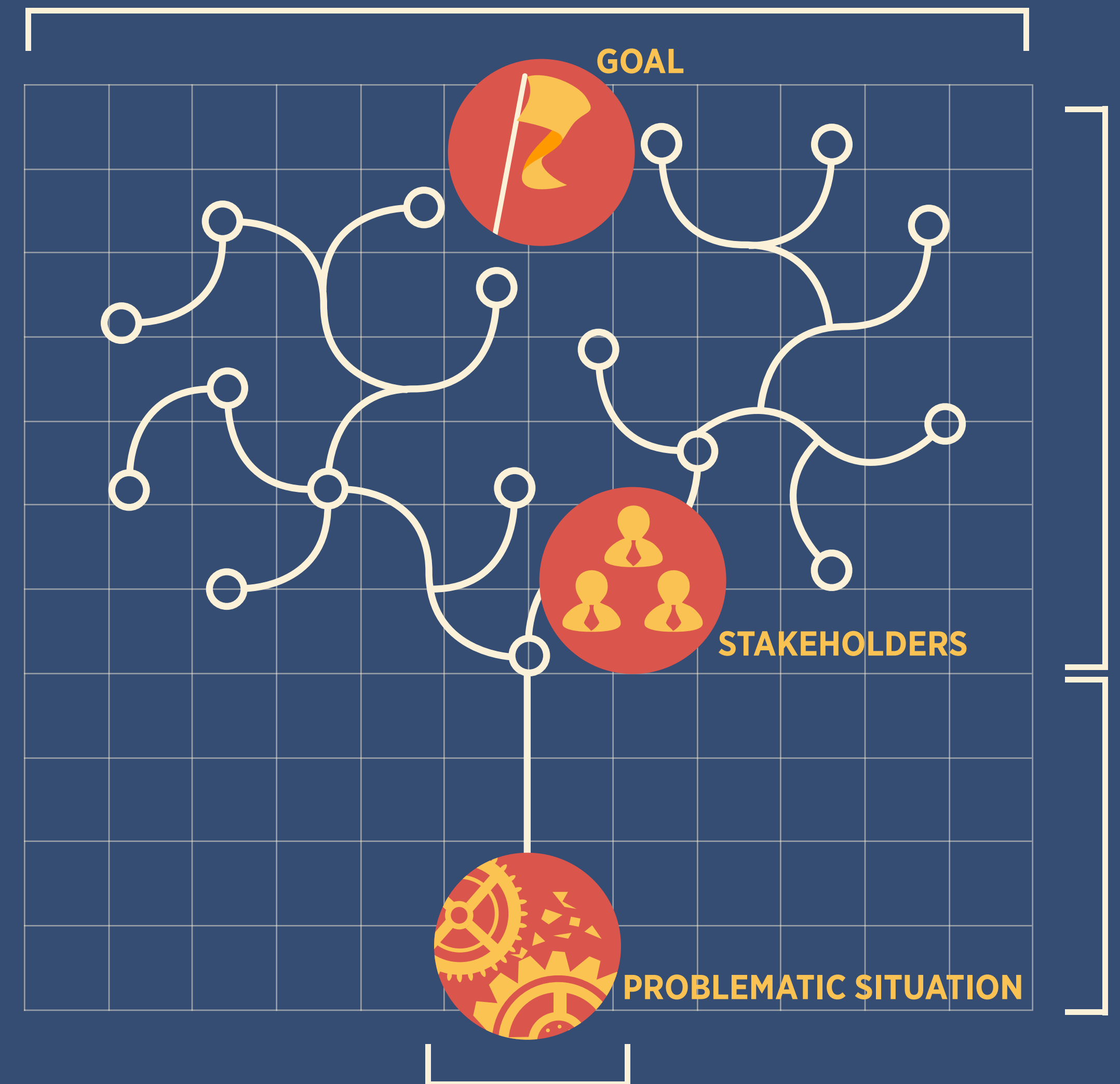
A project is carried out by a limited number of people who, for a set time, work together on a common assignment.

Each project is initiated for a specific purpose, related to a problem being experienced or to the need for development or change.

A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources.

At the beginning of a project's preparation, the project leader should have a clear idea of the following:

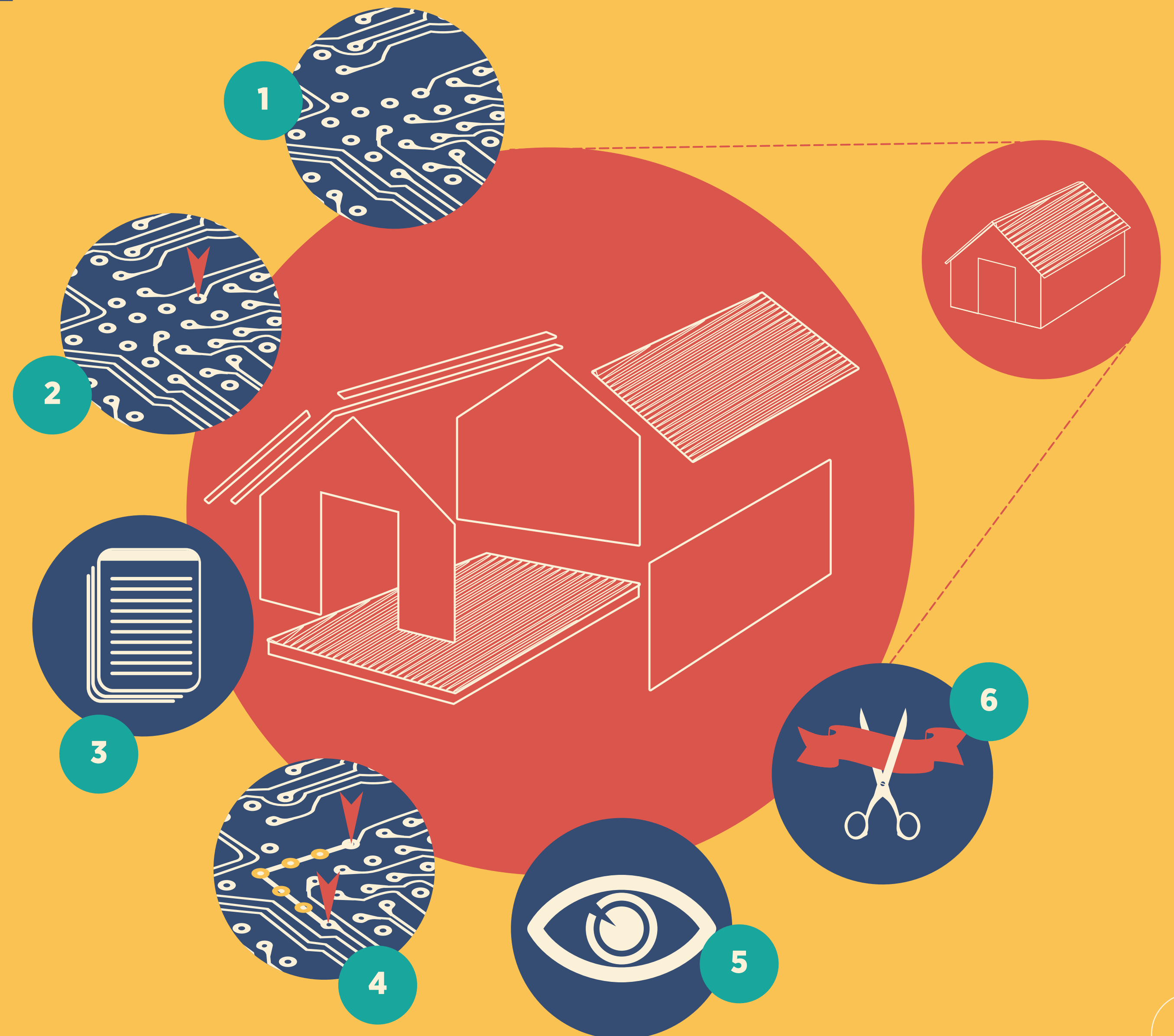
- The problematic situation that needs to be addressed
- The improved situation to reach or the Goal
- The stakeholders who will be directly involved



# PROJECT MANAGEMENT

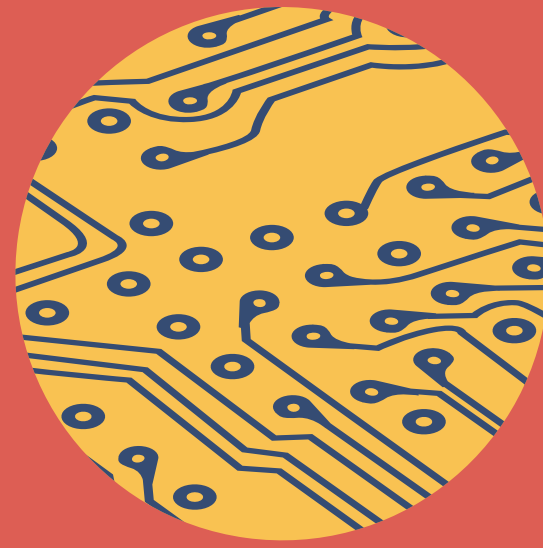
Each project from its conception to its termination has a life cycle. This life cycle is divided into the following six phases:

1. SITUATION ANALYSIS
2. IDENTIFICATION OF OBJECTIVES
3. PLANNING FOR A PROJECT
4. IMPLEMENTATION
5. MONITORING
6. EVALUATION AND TERMINATION



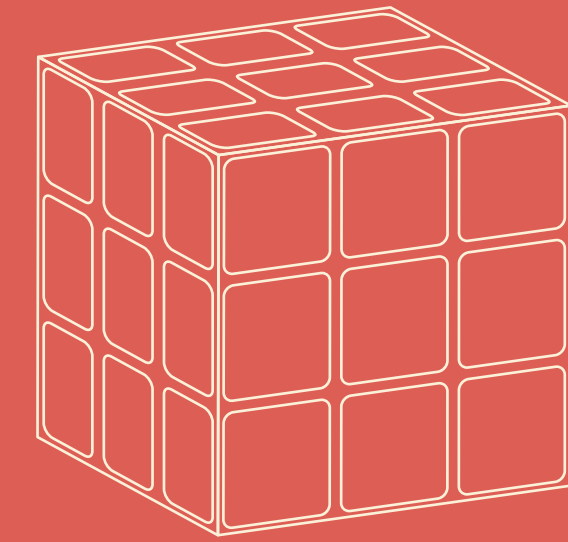
# SITUATION ANALYSIS

A properly planned project addressing the real needs of target groups cannot be achieved without a full and accurate analysis of the existing situation. The existing situation has to be interpreted in the light of the interests and activities of parties concerned, who often see it in completely different ways.



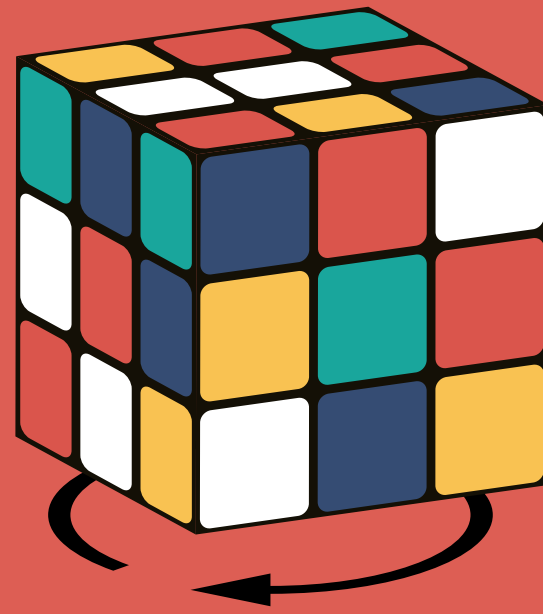
Situation analysis constitutes:

- Analysis of the problems
- Analysis of objectives
- Analysis of strategies



## ANALYZING A PROBLEM

- It is the precise definition of the framework and subject of analysis (Why do we have this situation - effect, and how did it come about – cause)
- It is an analysis
- It involves identifying the problems and establishing a hierarchy
- It also involves illustrating the cause-effect relations in a diagram (Problem Tree)



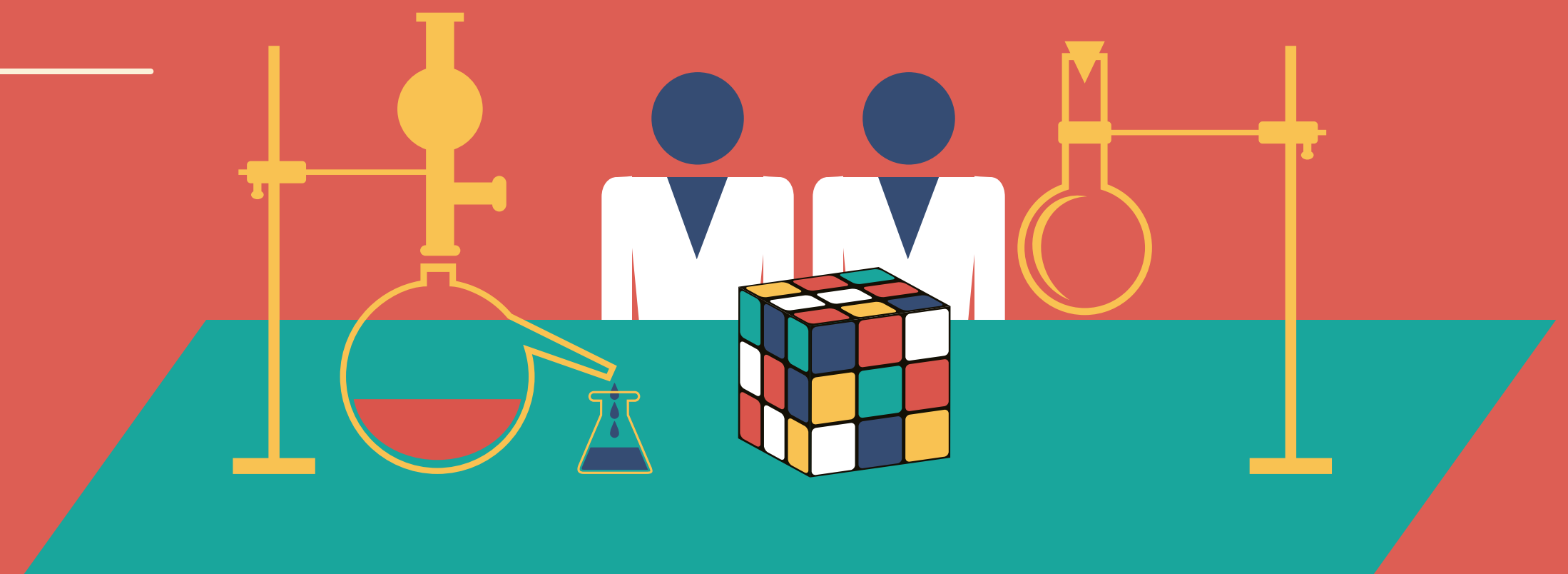
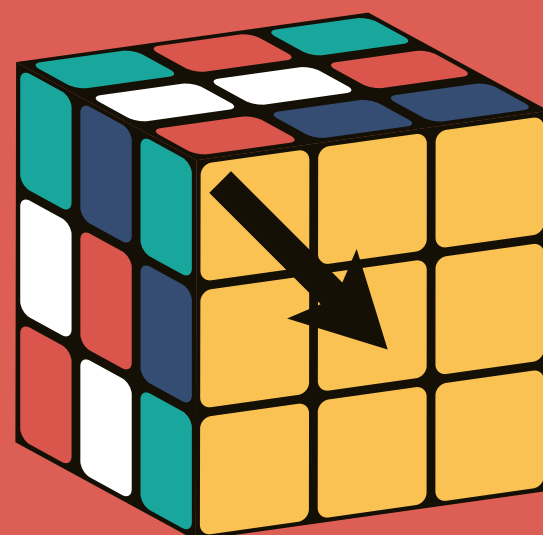
What's the purpose of problem analysis?

- Find the cause of the problems
- Create a general and adequate understanding of the problem among parties involved (problem statement)
- Develop, evaluate, and prioritize actions to change the situation

## ANALYSIS OF OBJECTIVES AND STRATEGY

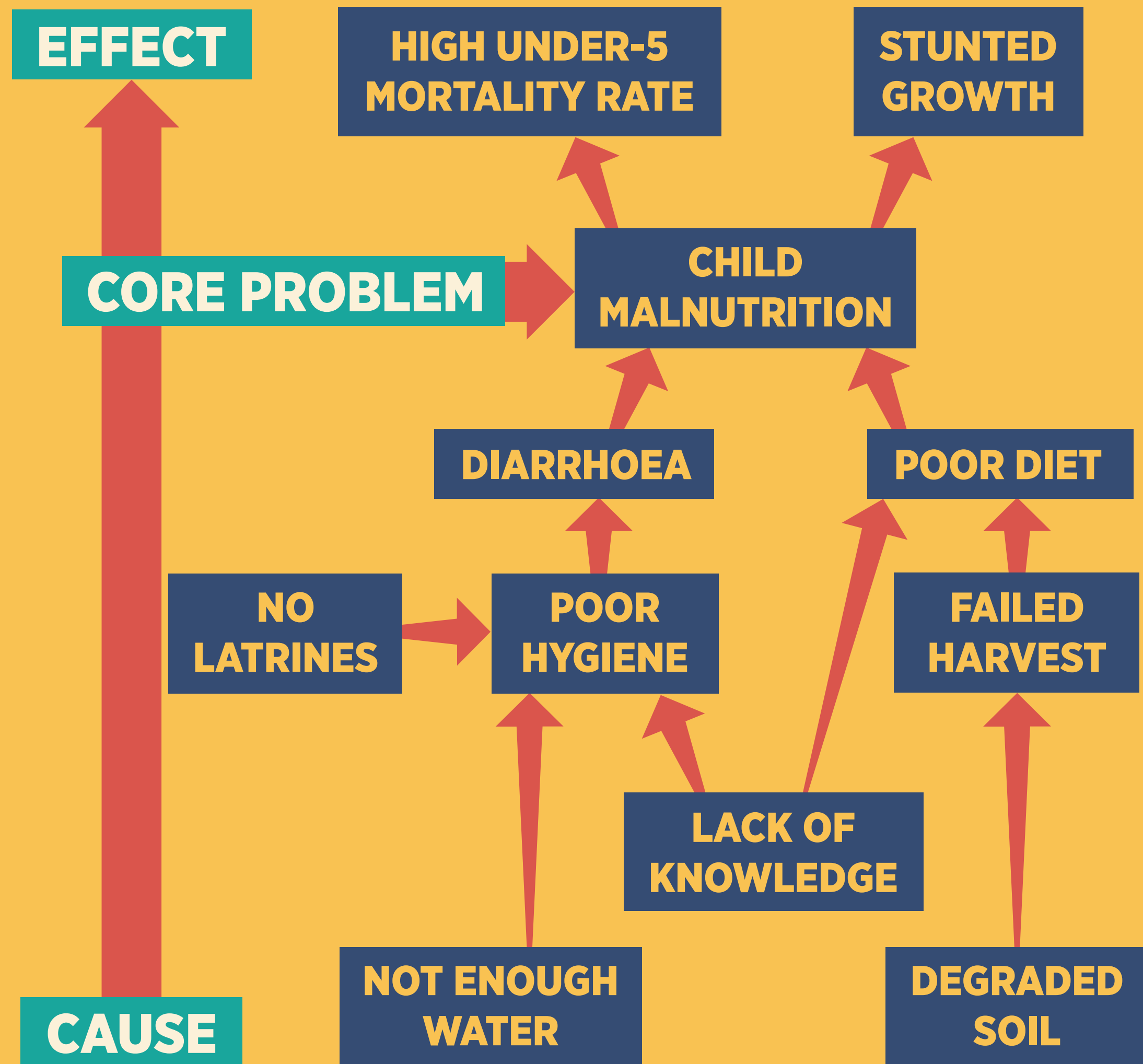
Analysis of objectives is a methodological approach employed to:

- Describe the situation in the future once the problems have been remedied;
- Verify the hierarchy of objectives;
- Illustrate the means-end relationships in a diagram (Solution Tree)

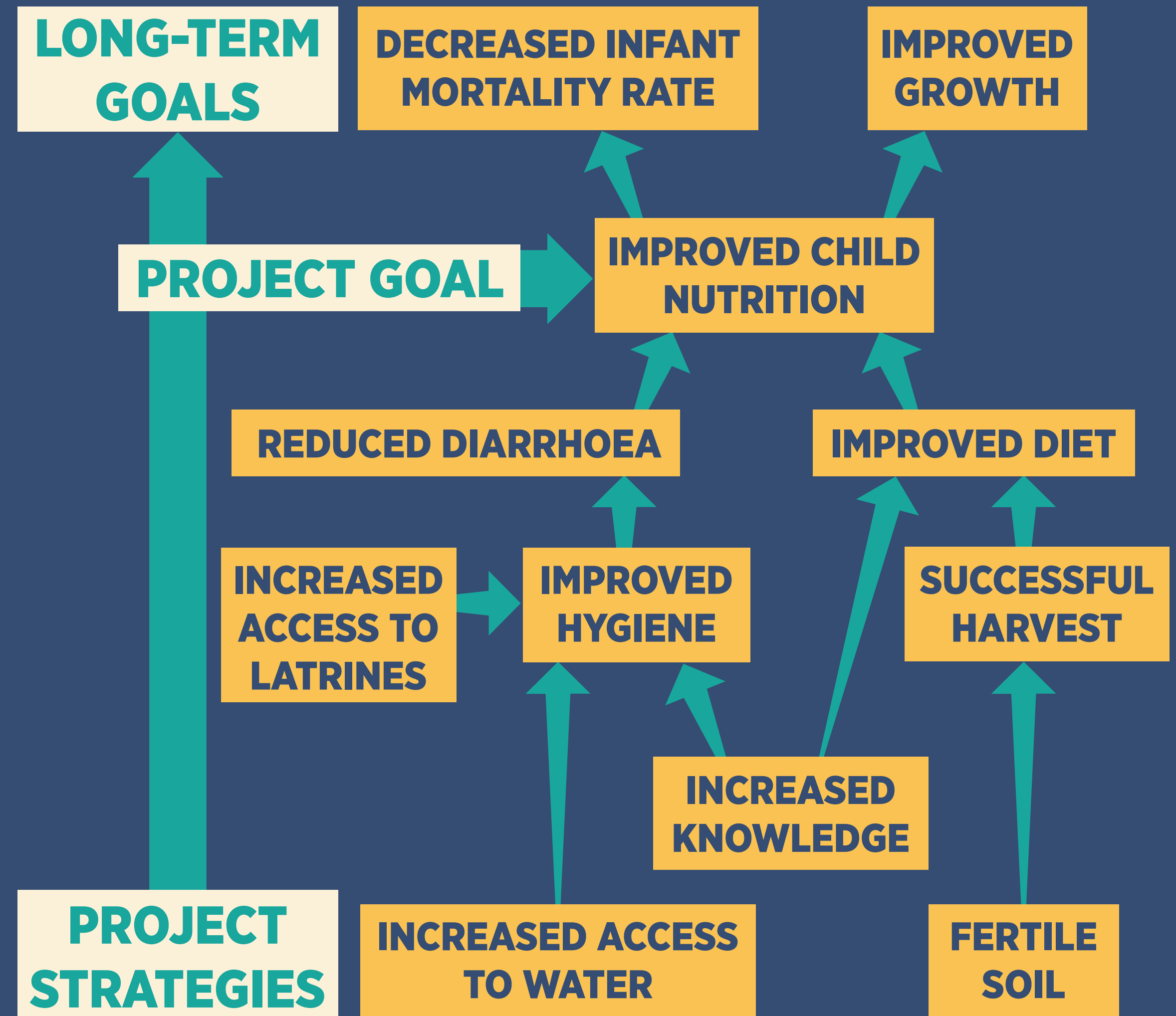




# PROBLEM TREE



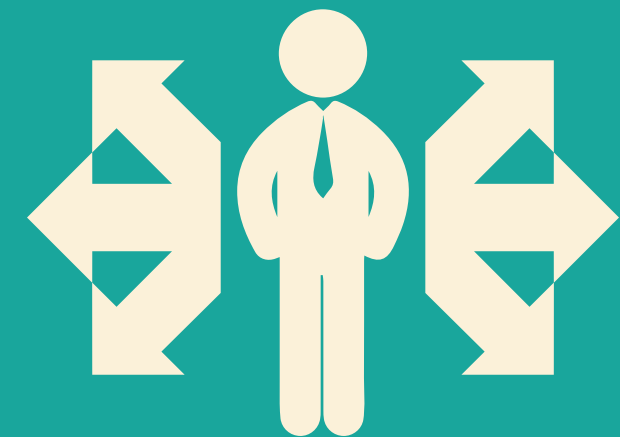
# SOLUTION TREE



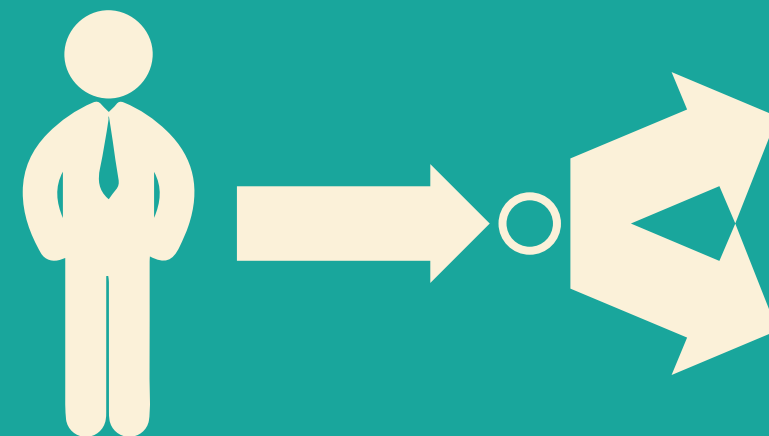
# IDENTIFY PROJECT OBJECTIVES

This involves STRATEGY ANALYSIS, which in turn involves:

**1. IDENTIFICATION OF THE DIFFERENT POSSIBLE STRATEGIES TO ACHIEVE THE PROJECT PURPOSE**



**2. CHOICE OF PROJECT STRATEGY BASED ON THE HIERARCHY OF OBJECTIVES**



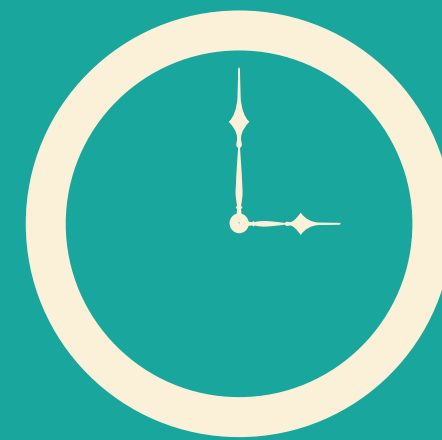
**3. BUDGET AVAILABLE**



**4. LIKELIHOOD OF SUCCESS**

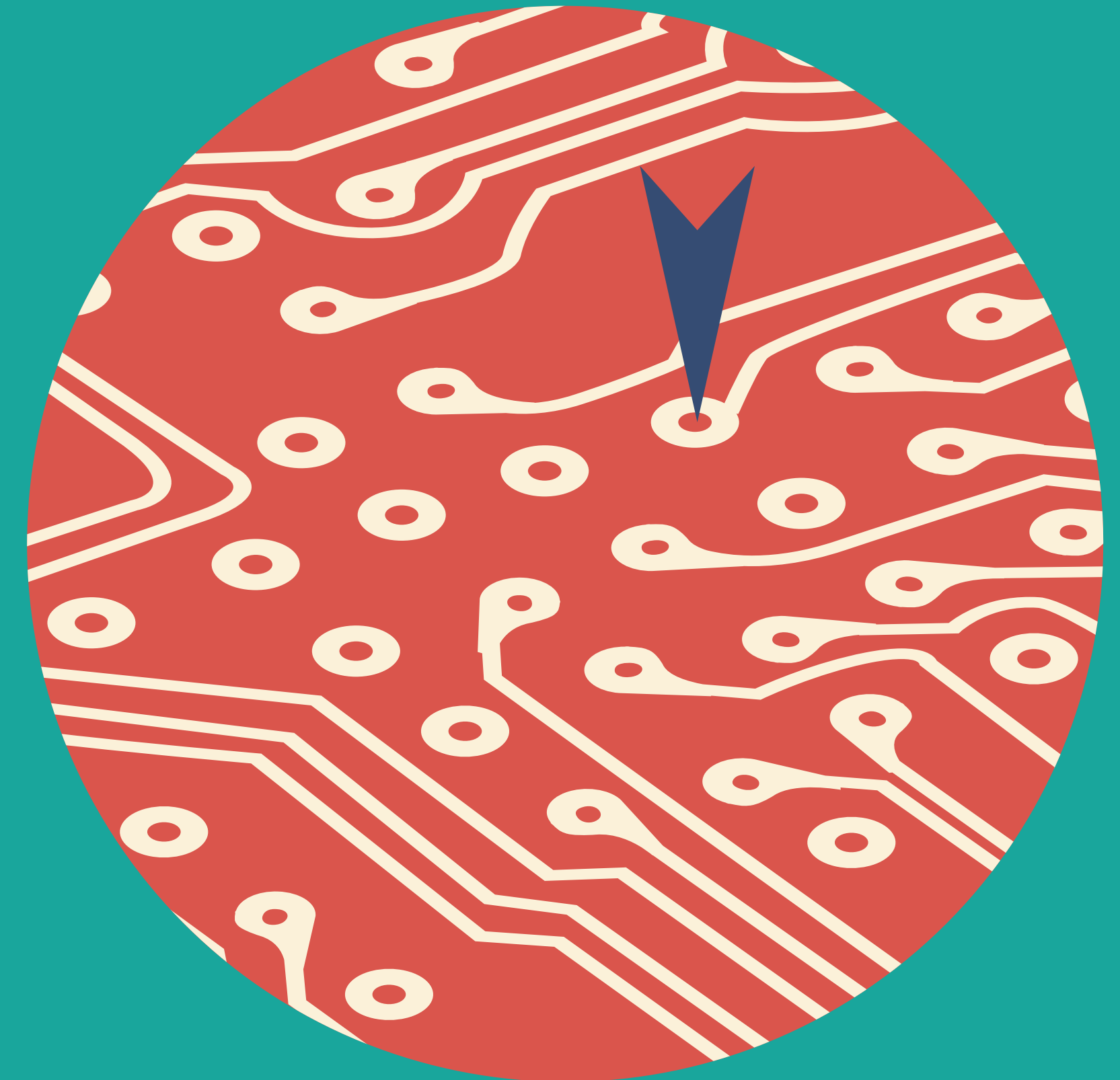


**5. PERIOD OF TIME AVAILABLE**



These criteria will be used to weigh the alternative strategies and choose one or more for future action; they are established by the parties concerned, primarily the decision-makers (Government and donors) but without overlooking the importance of the priorities of the main protagonists, the beneficiaries themselves.

The choice of one or more strategies will usually be made after the project purpose has been decided. The choice is made by comparing a number of objectives at the same level; a project purpose high in the hierarchy of objectives often entails a multi-competent program whereas a purpose lower down in the scale would call for a smaller project.



# PLANNING FOR A PROJECT

Planning is based on the ability to visualize the project's goal in relation to cost and time limits.

All planning is an understanding of the project's "natural" division into phases. In particular, the donor often wants to define in advance several points at which project results will be demonstrated and its continuation reappraised. As a rule, project work does not allow the imposition of watertight bulkheads between tasks. If something happens to go wrong in the "building stage", one must be able to go back to the "design stage" to put it right again.

The ability to plan for stages is an invaluable tool for any project. Dividing a project into phases is fundamental to sensible planning and follow-up.

The planning process includes:

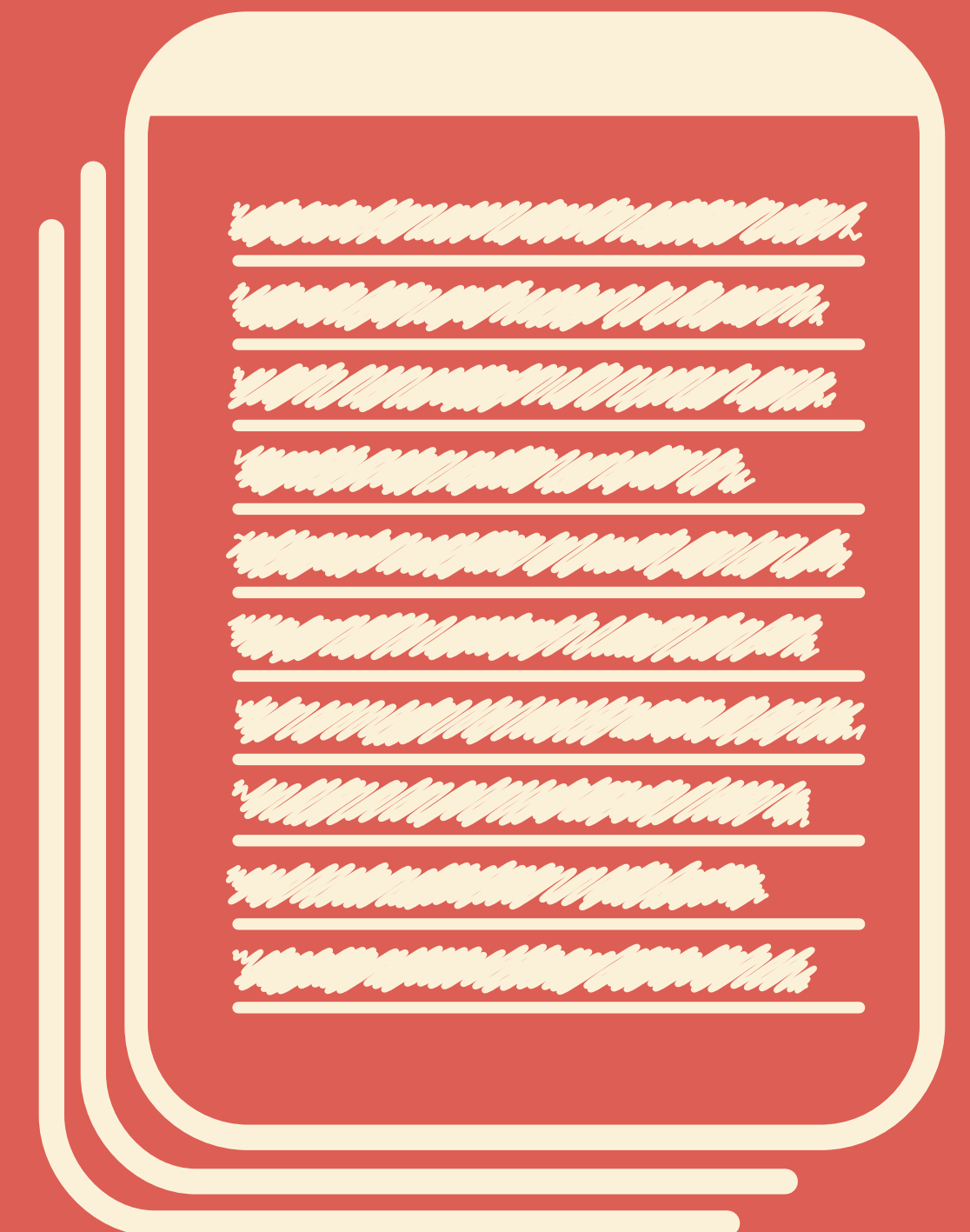
- List of Activities: Detailed time-plan for each activity, dependencies between activities and sub-projects (if relevant).
- Resource Plan: Resources needed according to activities
- Cost Plan: The main budget and how it is being allocated into the various phases of the project.

The structure which is selected as a basis for the project plan is the one which best reflects the complete course of events of the project and makes possible subdivision into phases if necessary.

The project plan should be supplemented by a written summary of its purpose, layout, and contents.

What is Included in a Plan?

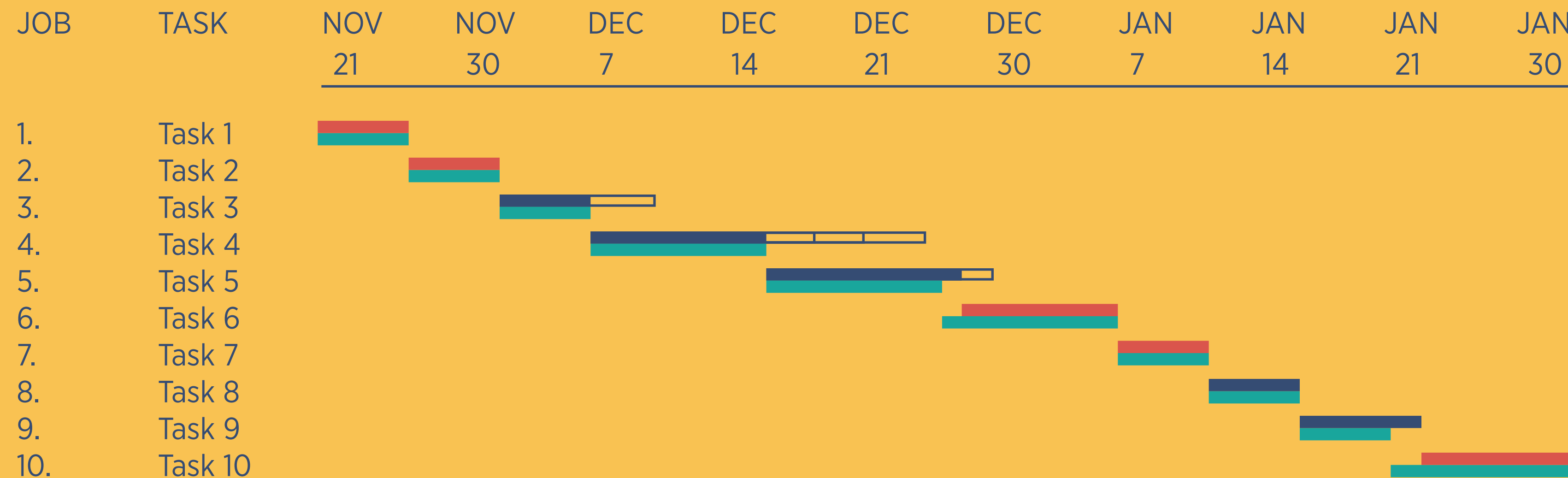
- Project timeframe (GANTT Chart)
- Project scope
- Project phases
- Major documentation & decisions to be taken
- Basis for project control (M&E)





# PROJECT TIME FRAME / GANTT CHART

A suitable method for documenting the project plan is the Gantt chart technique. The Gantt chart is plotted against a time axis, and the main activities and important events are shown, together with, if necessary, an indication of important dependencies.



# PROJECT IMPLEMENTATION

The day-to-day work of project implementation is to lead and manage the application of the project implementation plan. This task can be relatively simple, or can become extremely complex, depending on the nature of the project.

As in all project management, success during implementation is partially an art (managing people, leading teams, communicating with clarity), but it is also a science. In its simplest form, the responsibility of the project manager is to implement the project plan. However, upon closer inspection, it becomes clear that the project manager must apply a number of technical skills to succeed during implementation. These skills include:

- Managing Issues
- Managing People
- Managing Internal Controls

## PROJECT IMPLEMENTATION: REPORTING

Regular reporting, whether on a monthly or quarterly basis, is usually expected by donors, and is useful for the project manager to assess the project's progress and address any issues or potential problems in a timely manner. Project reporting can be divided in the following steps:

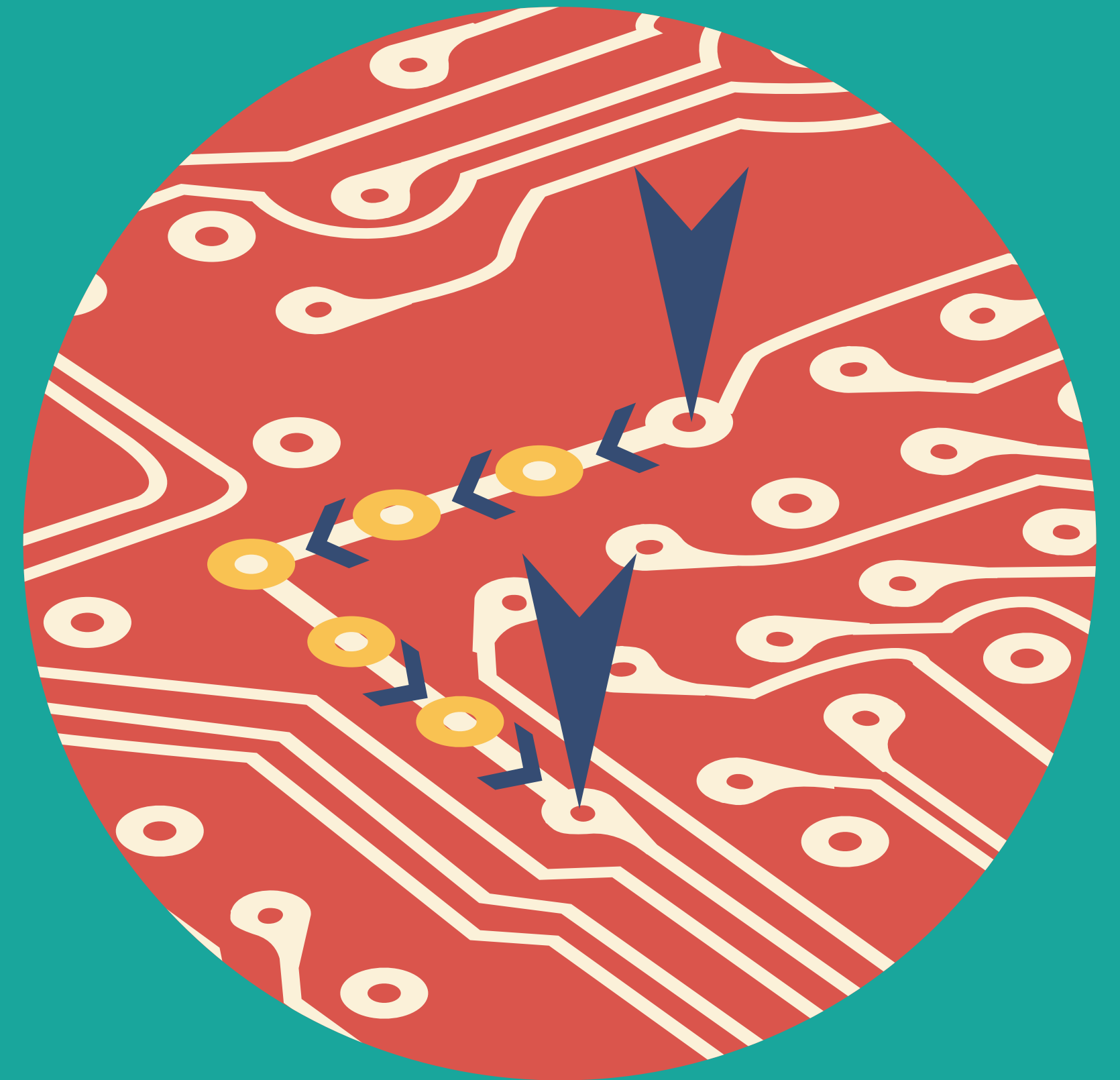
Step 1: Review project proposal & work plan for the period

Step 2: List achievements & activities during the report period and how this achievement is documented/demonstrated

Step 3: Organize & analyze the information showing which specific activities & achievements lead to specific results & impacts

Step 4: Draft first report & circulate to those involved for their input

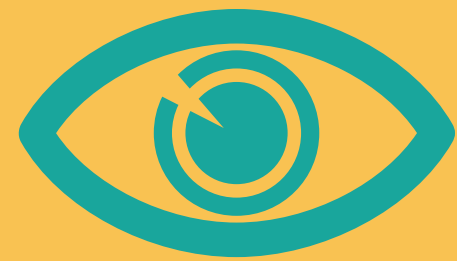
Step 5: Report presentations and follow-up



# MONITORING AND EVALUATION

There are a multitude of ideas, methods, and practices related to monitoring and evaluation in the NGO/Donor community. Apart from practical information and current practice we would like to promote an understanding about three fundamental concepts related to monitoring and evaluation.

First, while there may be many purposes for monitoring and evaluation, the overriding purpose is to contribute to the improvement of your organization and project in terms of results and impact in the lives of the participants, service users or beneficiaries.



Second, monitoring and evaluation are ongoing activities throughout the life of the project ideally contemplated during project design, and which should be completely integrated into all project activities.



Third, monitoring and evaluation are comprised of a number of distinct and discrete actions that include: design, appraisal, assessment, measurement, inspection, observation, recording, compiling, comparison, analysis, recommendation and reporting.



# TERMINATION PHASE

As a project is finalized, initial assumptions are compared with the project's actual outcomes in order to evaluate the project results and impact and draw recommendations for future actions. Termination could also include 'phasing over' or transferring the project activities to a local partner, institution or community. Some key questions that need to be answered in this phase are:

- What did we set out to do?
- What did we achieve? Focus more on facts than opinions;
- What went really well? Again, look at the facts. Why did it go well? Compare the plan to reality.
- What could have gone better? Compare the plan to reality. What prevented us from doing more?
- What can we learn from this?





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