

Project Management

Dr. Asif Naveed Ranjha

Project Management

- Project management is not only to implement the activities identified by any NGO.
- It includes managing all the components of a project which are its resources, risks and changes.
- This is done to ensure that the project will achieve its objectives within the expected quality, schedule and budget.
- It also ensures the satisfaction of the expectations of all stakeholders (donors, government, NGOs, community etc.).
- Currently, there is not any specific standard for managing development projects.
- Therefore, each organization or project manager defines their own approach to manage a project.
- Many development organizations claim to have good principles of project management, but only a few apply formal project management methodologies in a repeatable, consistent and predictable way.

Project Definition

- “A project is a temporary process, which has a clearly defined start and end time, a set of tasks, and a budget, that is developed to accomplish a well-defined goal or objective.”

Project Definition

- “A project is a group of inter-related activities, constrained by time, cost, and scope, designed to deliver a unique purpose.”

Project Definition

- “A clear set of activities with related inputs and outputs aimed to achieve objectives and goals linked to desired effects and impacts in a target population (sometimes called ‘beneficiaries’)”

Specific Features of a Project

- A project has a beginning and an end.
- A project has limited resources
- A project follows a planned, organized method to meet its objectives with specific goals of quality and performance.
- Every project is unique
- A project has a manager responsible for its outcomes

Management

- Management is a process of setting and achieving goals through the execution of the four basic functions of management: planning, organizing, directing, and controlling, by utilizing human, financial, and material resources.

Project Management

- “Project management is the application of knowledge, skills, tools, and techniques to a broad range of activities in order to meet the requirements of a particular project”.

Project Management Constraints

- Scope is what the project is trying to achieve, it is the boundary of a project, it is what the beneficiaries, and the donors expect from the project, nothing more, and nothing less.

Project Management Constraints

- Budget or the costs approved for the project including all required expenses needed in order to deliver the project. In development projects managers have to balance between not running out of money and not under spending, because many projects receive funds or grants that have contract clauses with a 'use it or lose it' approach to project funds.

Project Management Constraints

- Schedule is defined as the time required to complete the project. The project schedule is often the most frequent project oversight in developing projects.

Project Management Constraints

- Quality is delivering the project outcomes according to the stated or implied needs and expectations of the project beneficiaries and donor agency in order to meet stakeholder satisfaction. It also means complying with quality standards that are either mandated by the donor, local government, or by professional standards.

Challenges of a Development Project

- Poor project planning caused by the rush to obtain grants and funding from donor agencies that limit the time a deeper analysis of the project risks
- Inadequate project management skills in project staff
- No clear identification of who is responsible and accountable for the project outcomes to the donors and to the beneficiaries.

Challenges of a Development Project

- Lack of stakeholder involvement, as key project stakeholders are not systematically involved in the planning and monitoring of a project, this leads to a lack of ownership when the project is implemented.
- Unrealistic plans, projects are planned on a linear process, this reasoning leaves little or no opportunities to modify plans and adjust as the project makes progress.
- No measure to evaluate success and failure to know if the project was a success.

Challenges of a Development Project

- Poor, inconsistent project management discipline. There is no consistent use of a proven methodology to help monitor the project implementation.
- Duplication of efforts. Projects within a development organization develop their own approach to solve a problem, and each approach has its own management process. Ultimately, these separated efforts result in duplication and in increased costs to the organization.

Benefits of Project Management

- A common language and a consistent discipline for how projects are planned and implemented in the organization
- A standard project terminology, understood by all stakeholders
- Provides project stakeholders confidence on how projects are done in the organization
- Permits accurate predictions of project resource requirements and potential risks

Benefits of Project Management

- Mentions clear procedures for developing project plans that allow better control of the project throughout its life cycle.
- Assists the project manager to integrate, coordinate and track project activities, by describing the basic practices, procedures and techniques.

Most Common Causes of Project Failure

- Objectives not properly defined or agreed
 - Discrepancy in understanding of the project's objectives by stakeholders
 - Objectives not properly defined in measurable terms
 - Insufficient planning and coordination of resources
- Introduction to Project Management

Most Common Causes of Project Failure

- Poor estimation of duration and cost
- Incomplete, unrealistic and outdated project plans
- Lack of communication with stakeholders and management
- Weak project leadership, vague lines of responsibility and authority
- Inadequate definition of roles

Most Common Causes of Project Failure

- Poor commitment to the project by the team, the organization, and the beneficiaries
- Weak control processes and feedback mechanisms to detect problems early
- Lack of analysis of major risk factors and inadequate risk response strategies
- Lack of quality control