

Project management

Project management is the planning, organising and managing of resources to bring about the successful completion of specific project goals, outcomes and outputs.

The development and delivery of projects fit within overall programme priorities and should always be conducted with the protection of beneficiaries in mind. This necessitates the participation of beneficiaries in all project phases. (*see also HPC page*).

Project Constraints Triangle



The primary challenge of project management is to achieve the project's objectives while ensuring that the constraints triangle stays in balance.

Each of the constraints is connected to the others - any restrictions or extensions to one side will require restrictions or extensions in the others.

A successful project manager needs to manage...

1. Scope

What will the project produce and what is the work required to produce these deliverables?

2. Resources

What money, materials, people and effort are required to complete the project?

3. Time

What amount of time is required to complete each of the components of the project?

4. Risk

What are the risks to the successful completion of the project?

5. Justification

Does your project continue to provide value to project stakeholders and beneficiaries?

6. Stakeholders

How can the different stakeholder interests and relationships be managed? (*from PMD Pro Disciplines*)

Project Manager

Is responsible for ensuring the overall success of the project, but usually without doing the tasks directly, or even necessarily having the authority over those who are doing the tasks.

Rather, the responsibility of the project manager is to work closely with a wide array of stakeholders to complete the work of the project.

Typically this requires:

- Strong communication and diplomatic skills
- Ability to adjust to shifting circumstances and adapt programming accordingly
- Resourcefulness
- Flexibility
- Cultural sensitivity
- and good humour!

Project Management Cycle

The PMD Pro Guide illustrates the essential phases of the Project Cycle.

- **Project Identification and Design:** project teams and stakeholders work together to collect and analyse assessment data, and develop a 'Logical Framework Approach' (*see page*).
- **Project Set Up:** authorises the project team to mobilize resources (in time, money and human resources) for the project.
- **Project Planning:** project teams develop a comprehensive and detailed project plan that emphasises participation and prioritises ongoing monitoring and review.
- **Project Implementation:** manage the project including project communications, risks, resources and team to deliver project outputs and outcomes (on time, on budget and on schedule).
- **Project Monitoring, Evaluation, and Control:** continually compare actual performance to plan, identify and implement corrective actions.
- **End of Project Transition:** complete administrative, financial and contractual aspect of the project while ensuring that progress towards goals will be sustained amongst the beneficiary population.



PM4NGOs offer a [3 level certification training programme](#) for project practitioners.

Additional resources on All In Diary website:

Managing the Project Cycle, networklearning.org, 2017
Guide to PMD Pro Version 1.7 © 2013 PM4NGOs

Web links for further information

Project Management for NGOs: <http://www.pm4ngos.com>