

# PROJECT MANAGEMENT

Handbook series for  
community-based organisations

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2005



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This publication was made possible through support provided by the Office of Democracy and Governance, Bureau for South Africa, U.S. Agency for International Development, under the terms of Award No. 674-A-00-03-00015-02. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the U.S. Agency for International Development.

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ISBN 1-920118-05-05

Published by the Institute for Democracy in South Africa (IDASA)  
Cnr Prinsloo and Visagie Streets  
P.O Box 56950  
Arcadia 0007  
Pretoria  
South Africa

Website: [www.idasa.org.za](http://www.idasa.org.za)

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Bound and printed by Silverbanana, Cape Town

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# PROJECT MANAGEMENT



## **1. Introduction**

There are increasing opportunities for community-based organisations (CBOs) to sustain themselves. They can do this by accessing funding or by tendering through local government structures. However, CBOs are expected to be able to manage the finances and the deliverables in a professional manner, which also ensures that projects are successfully implemented.

To achieve this most effectively it is necessary to improve the management of projects. CBOs are not new to managing projects, but usually the approach is instinctive, driven by discussion, trial and error. This can lead to frustration for the parties involved. The principles of project management might be familiar to CBOs because many are practising some of these principles on a daily basis already, but it is useful to have a disciplined framework, with tools and techniques to enhance the existing capacity in CBOs. It also helps CBOs if there is always sufficient documentation of these processes.

It has been shown in the private and government sectors that project management is a useful formal tool for organisations to run their projects more successfully. If CBOs are able to implement this approach it can improve development at a local level. This will benefit the communities that need service delivery the most.

This notebook is by no means a comprehensive guide to project management, but should rather be seen as an introduction to the principles and an easy-to-use resource. The notebook tries to put project management principles

into a language that CBOs can use. Once you feel comfortable working with the guide, you should feel free to develop your knowledge through further reading and study.

## 2. Understanding the concept of project management

There are many definitions of project management. In all these definitions there are some key common points.

Project management aims to:

- ◆ Achieve certain outcomes within a specific time period;
- ◆ Use good planning;
- ◆ Schedule tasks properly; and
- ◆ Make the most of available resources, including money, materials, equipment and people.

Project management is a formal process. It uses tools to ensure that:

- ◆ Detailed tasks are identified and laid out;
- ◆ Responsible people are allocated to the tasks;
- ◆ Measurable objectives are put in place to ensure that targets are met;
- ◆ Changes are made in time to ensure targets can be met;
- ◆ The budget is well controlled;
- ◆ The correct allocation of equipment and materials is made throughout the lifespan of the project.

The process of project management usually allocates responsibility to one person – known as the project manager – to monitor the progress of a team of people working together to achieve the overall outcome of the project.

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### Example

A group of young South Africans is organising a Youth Day celebration. This might include activities such as sport, arts and culture and a political memorial event. To achieve success on 16 June they will need to start working months ahead of time. They must have an effective plan that mobilises resources (money, people, equipment etc). The plan should be used constantly as a working document. Using the plan will enable the team members to determine if they are on track to achieve all their outcomes. They can allocate responsibilities to different members of the team. They can use the project plan document to measure their progress. It can also be used to make their team meetings effective and task-focused. They might find that even though they planned to have two people working on sports, two people working on arts and culture and two people working on the political memorial activity, it turns out that organising sports is easy. They should then consider having only one person working on sports and maybe three people working on the arts and culture activity. They also might have to redirect money and equipment to arts and culture.

---

When the project objectives are achieved it is necessary to ensure the project is completed often. This is an aspect of project management that is often neglected, because people are more excited about starting and achieving their goals. However, it is necessary to ensure reports are written up and all materials are returned if necessary. The team must be debriefed. Lessons must be written up or documented for future activities.

### 3. Overview of the project management elements

This section will show you the elements that make up project management. We will deal with most of these areas in more detail. Project management is broken down into the following elements:

#### 1. Project scope management

This refers to the planning of the project. You must think about all the elements that will make up your project in detail before you begin planning.

#### 2. Project time management

This is an important aspect of project management. You need to make sure that you plan in detail how much time an activity will take and ensure that your goals are realistic and achievable. During the project you might have to make adjustments if you are not meeting the targets you have set.

#### 3. Project cost management

This is also a key element of project management. It is important to manage a project within its budget. Underspending can be as dangerous as overspending. Good planning and paying close attention to spending money carefully will mean that you can achieve all the goals you set for your project.

#### 4. Project quality management

This aspect is more relevant in fields like construction, where the builders have to make sure that all technical specifications are met to a high standard. But it is important when delivering projects in the community that you do so to the best of your ability.

#### 5. Project human resource management

You need to make sure that you identify the skills you will need for the project. Make sure you use the skills of the people working on the project in the most effective way possible. Project teams also need to work together effectively. There are tools to help you to do this. There are also ways of thinking about people and the day-to-day dynamics that will affect your project. These tools are included later in the notebook.

#### 6. Project communication management

It is useful to plan how you will communicate with stakeholders, donors and the project team. This will ensure that the project is implemented in a smooth manner.

#### 7. Project risk management

There is always the possibility that things might go wrong during a project. It helps to think at the beginning of a project about what these risks might be. If you have considered all the risks involved, you will be in a better position to manage the changes you might need to make during the implementation of the project.

#### 8. Project procurement management

This sounds fancy, but it refers to how you manage the buying of goods and services during the project.

#### 9. Project integration management

You will see later in the notebook that there are many different elements that you must think about when implementing a project. This aspect of project management will help to ensure that you are always in

control of all the different activities taking place. This means the project manager must be aware of all the different elements and how they fit together during the course of a project.

We will examine each of these principles in relation to CBOs and unpack the 'jargon' used to make the concept of project management more user-friendly.

#### 4. Project context

A key element to successful project management is thinking about the context in which the project must work. When we refer to context we are talking about the 'internal' environment and the 'external' environment.

The internal environment refers to the organisation itself:

- ◆ Will the project be out of place in the organisation?
- ◆ Will it drain resources from other projects?
- ◆ Does the rest of the organisation agree that the project is a good idea?

The external environment refers to the community in which the project will be delivered and the broader political environment. For example, ten years ago people who encouraged the youth to wear condoms during sex encountered a hostile environment. But this has changed somewhat because of more awareness of HIV/AIDS.

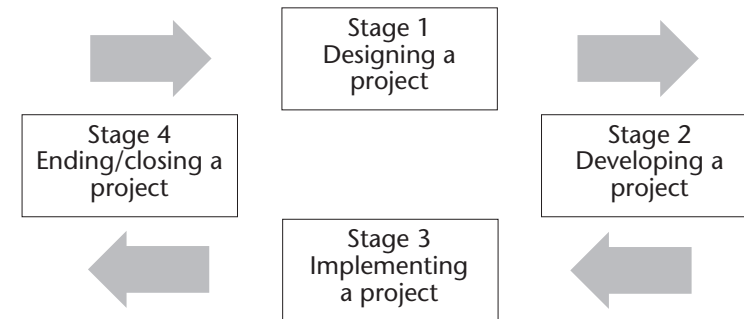
A hostile internal or external environment can lead to a project not achieving its goals. So, before embarking on a planning exercise, it is useful to do an analysis to inform you of what factors need to be considered. It will also result in a project that is well thought out.

It is within this context that the project life cycle takes place. Each stage of the project life cycle is a broad theme

under which the different elements of project management will play themselves out on a practical level.

#### 5. The project life cycle

The project life cycle is made up of the following four key areas:



It is the project life cycle that is critical to successful project management. Between each stage evaluations should take place. Agreements must be made on how to improve the next steps of the project. The evaluation might change the sequence in which the next steps will take place.

To ensure the smooth running of each stage the following list is a guide for activities that *MUST* take place at each stage for the life cycle to proceed smoothly. You will notice that some of the elements are specific steps that should take place during each stage.

##### 5.1. Designing of project

- ◆ Collect as much information as possible;
- ◆ Identify what kind of need your project will address in your community;
- ◆ Establish goals and objectives for your project;
- ◆ Draw up a financial plan or budget;

- ◆ Think about what risks your project might face and possible solutions;
- ◆ Think about who your team members could be;
- ◆ Identify alternative options;
- ◆ Write up your proposal;
- ◆ Present your proposal; and
- ◆ Obtain approval for the next phase.

## 5.2. Developing the project

- ◆ Appoint team members;
- ◆ Conduct research if needed;
- ◆ Develop your project plan;
- ◆ Present your project plan to all stakeholders; and
- ◆ Obtain approval to proceed.

## 5.3. Implementation

- ◆ Organise all the tasks;
- ◆ Communicate with all the people who need to know what is being achieved during the project;
- ◆ Motivate the team;
- ◆ Make sure that everyone knows what each person must do, that the team members know the deadlines and establish a means for you, as project manager, to ensure that they have completed their activities successfully;
- ◆ Be clear about how you will write up all the achievements;
- ◆ Buy goods and services;
- ◆ Monitor the overall goals and objectives of the project by making sure that the service is of a high standard, is delivered on time and that all costs are kept as low as possible; and
- ◆ Resolve problems.

## 5.4. Ending/closing

- ◆ Complete all outstanding activities;
- ◆ Write reports;
- ◆ Evaluate the project and ensure that the donors or funders are satisfied;
- ◆ Release or redirect resources; and
- ◆ Reassign the project team.

You now have a broad overview of the basic steps that make up project management. Now you need to examine each element in detail. It is important that, as you read through these elements, you constantly try to remember which stage of the project life cycle they belong to. In some cases there might be an overlap between an element and a stage.

Keep in mind where the overlaps might be or you could miss some steps in the project management plan because you believe you have already completed a stage in the project life cycle.

## 6. A detailed look at the elements

### 6.1. Project scope management

This is the beginning of the project and the most critical aspect of the project management process. To ensure that all the above categories are covered, the project manager will need to ensure that a project proposal is prepared. There are various tools that can be used to prepare a project proposal, but one of the most commonly used tools is the *logical framework analysis* (LFA).

The LFA requires detailed and disciplined thinking to cover all the aspects that make up a project. This includes:

- ◆ Why it should be done;
- ◆ What are the possibilities for mistakes; and

- ◆ What checking mechanisms are in place to ensure that achievements within the project plan can be measured.

The first step in the LFA is to conduct a background analysis to establish:

- ◆ Why the problem exists;
- ◆ What led to the problem;
- ◆ Why it is necessary to have a project to address the problem;
- ◆ Who will benefit from the project;
- ◆ Why another project might not be more successful than this project;
- ◆ Why your organisation should be the one to tackle the project;
- ◆ Who the stakeholders are; and
- ◆ What the project might achieve.

You should write this up as the introduction to the proposal or plan.

This analysis needs to be done before you write the project proposal. It is usually called the background to the project.

Once you have written up the background, you need to begin planning your project. Draw up a table to ensure your thinking and planning is disciplined and detailed. The following table is an example of how to structure your thinking and planning:

Objectives	Performance indicators	Means of verification
<p><b>Developmental goal</b> (What is the long-term impact of your project on the developmental problem?)</p> <p>For example: The goal of the project will be to make sure that all people in the community know how to manage HIV/AIDS effectively and compassionately</p>	<p>Measurable Indicators for long-term goal</p> <p>For example: People living with HIV/AIDS are treated with respect by their family and other community members</p> <p>People living with HIV/AIDS feel loved and supported by their family, the medical staff at their clinic or hospital and the broader community</p>	<p>Information sources</p> <p>For example: Interviews with ten people living with HIV/AIDS at the beginning of the project and then again at the end of the project</p>
<p><b>Project Purpose</b> (What is the immediate impact, ie what will the project achieve?)</p> <p>For example: The project will educate and inform family members about HIV/ AIDS in general; the medical treatment of HIV/AIDS; what human care and love can achieve for people living with HIV/AIDS</p>	<p>Measurable indicators for end of project impact</p> <p>For example: Four public awareness events; four workshops with family members</p>	<p>Information sources</p> <p>For example: Posters and pamphlets; photographs; registration forms; evaluation forms; flipcharts and workshop reports</p>
<p><b>Project Outputs</b> (The actual products or deliverables of the project)</p> <p>For example: Research with people living with HIV/AIDS; a play about living with HIV/AIDS; ten community ambassadors who are family members, medical staff and local government councillors</p>	<p>Measurable indicators for outputs</p> <p>For example: Research report; actors, script and venues with a stage; ten committed people who continue to give talks and inspire the community</p>	<p>Information sources</p> <p>For example: Questionnaires; interviews; photographs; video of the play; a pledge of commitment signed by each ambassador</p>

*(continued on page 14)*



Objectives	Performance	Means of verification
<b>Project Activities</b>	Inputs, people, materials and equipment	Information sources
For example: The play – hold a mini-workshop to ask people living with HIV/AIDS what they think should be in play; write a script; recruit volunteer actors; rehearse the play; make costumes; make the set; have a dress rehearsal; stage the play on a public awareness day	For example: Director; script writer; actors; costume makers; make-up people; pamphlets; posters; loudhailer to recruit people to come to the event; material for costumes; make-up; photocopied scripts for all the actors; a venue to practise; invitations for friends to come to the dress rehearsal	For example: Photographs; video; actor register for rehearsals; receipts for material; receipts for make-up; document that shows agreement with community centre for rehearsal space; attendance at play

The rest of the project proposal should cover the following aspects:

- ◆ Budget;
- ◆ Work plan or Gantt chart (which can include the critical path method);
- ◆ Outline of the project manager's responsibilities (job description); and
- ◆ The organisational structures which will ensure effective oversight of the project (this refers to the board, the director, the financial manager, etc).

Project scope management therefore means taking note of all the processes of the work required. It should include only the work (or tasks) required to complete the project successfully. The outcomes of this element will be the project plan. All the team members will use this plan to complete the project.

---

### Example

If you and your team members are expected to attend a strategic planning event for your organisation, do not include that in the project scope management because it is not critical to the achievement of the project goals.

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You should give yourself a month or two to write the project document. This will give you time to show it to others to get their input in case you missed some details. This is not always possible and you might have to write up the document in a week or less.

## 6.2. Project time management

To manage your time most effectively there are three tools commonly used in project management to help with good time management. These are:

- ◆ The work plan, known as the work breakdown structure (WBS);
- ◆ The calendar known as a Gantt chart; and
- ◆ The critical path method (CPM).

Each of these tools is used in combination with the others for the best time management during the life of the project.

### 6.2.1. The WBS

Although this sounds like an intimidating term it really means that you, as a project manager, should think about ALL the activities that will take place during the course of your project and write them up into a work plan.

To begin the work plan or WBS it is important to note what the *main phases* (level one) of your project are, for

example, preparation, setting up, implementation, evaluation and termination.

Now under each of these phases you will need to identify all the *main tasks or activities* (level two) that need to take place to ensure the phase is completed.

---

### Example

#### **Setting up activities**

- ✧ Recruitment of team members;
  - ✧ Induction of team members to the organisation and to the project proposal and plan;
  - ✧ Team-building activities;
  - ✧ Networking; and
  - ✧ Identifying suppliers, etc.
- 

Then you must go to the next level (level three) and break down each of the main activities into a set of *sub-activities* that will enable you to achieve the overall project goal.

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### Example

#### **Sub-activities:**

Recruitment of team members to achieve the project goal

- ✧ Write up job descriptions;
- ✧ Circulate positions among existing staff or volunteers in the organisation;
- ✧ Advertise position in community and regional newspapers;
- ✧ Seek help from a recruitment agency if necessary;
- ✧ Set a deadline for CV submissions;
- ✧ Collect all CVs;
- ✧ Shortlist about five potential candidates for each position available;
- ✧ Set up interviews;

- ✧ Draw up interview questions;
  - ✧ Select an interview panel;
  - ✧ Design or use an existing human resource tool to evaluate candidates;
  - ✧ Conduct interviews;
  - ✧ Make a decision as a panel;
  - ✧ Contact successful candidate to arrange the first working day and induction process;
  - ✧ Set up a work station for new team member; and
  - ✧ Contact unsuccessful candidates with a thank you letter.
- 

This example was compiled using what is known as the *top-down approach*.

An alternative would be to list all the detailed activities that need to take place to make the project a success. Then you can group them into phases. Now you can decide the order in which each phase should take place. This is known as the *bottom-up approach*.

Once you have all the detailed activities you can begin to arrange them into the formal tool known as the WBS. The WBS will help you, as the project manager or as a team member, to identify which tasks should take place before other tasks. For example, you would not be able to conduct interviews if you had not had tasks to help you identify candidates for the positions in the team.

It is important to identify:

- ◆ How long each task will take;
- ◆ How many people are required for each task to be completed; and
- ◆ What function they will serve on the project, for example, book-keeper, engineer, community facilitator, etc.

**6.2.1.1. What is the WBS?**

The work breakdown structure or WBS is the key baseline tool which will help to ensure that the rest of the tools are effective. The more detail that is included in compiling this tool the better you will be able to use the other tools in combination with the WBS. The WBS diagram (see page 19) will show clearly all the activities that must take place for the project to be successful.

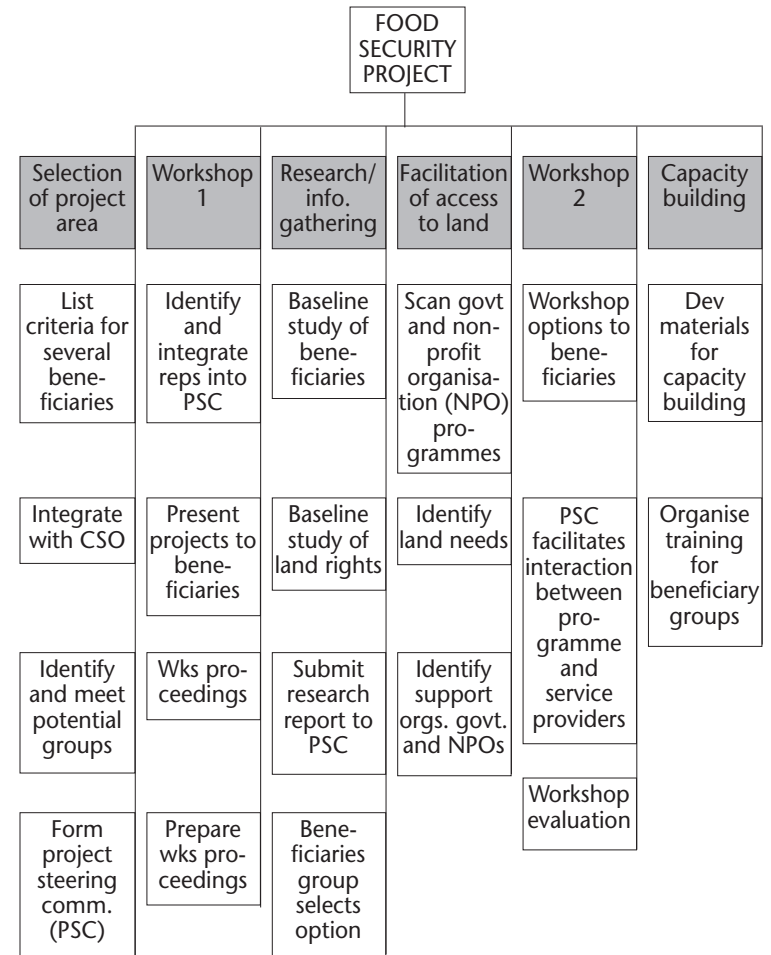
**6.2.1.2. Why is a WBS necessary?**

- ◆ It helps to divide the project into small work packages, tasks or activities;
- ◆ It helps project managers to identify the required tasks;
- ◆ It helps to obtain consensus on the work to be done; and
- ◆ It helps to make sure the tasks or activities match the timeframes or schedule and cost estimates.

**6.2.1.3. How do you compile a WBS?**

Once you have a list of all the activities, you should put them into a diagram. This diagram is known as the WBS.

The following diagram is an example of what a WBS will look like:



The above diagram is a WBS for a CBO project based in Ghana – many similar projects are in operation throughout Africa. Some receive funds from international donors. Others are funded through the social welfare programmes of provincial, regional or local government agencies (Frimpong 2003:59).

The WBS will help you to compile a calendar or Gantt chart and a realistic budget.

When you compile your WBS it is useful to identify the *start and end dates* for each activity. By doing this you will be able to identify the activities that overlap.

If you know which activities overlap you will be able to see which activities can put you ahead of schedule. When project managers talk about *lead time* they are referring to being ahead of time.

Some overlapping activities might cause a delay and can put you behind schedule and are referred to as *lag time* activities.

The WBS will enable you to identify the critical points of the project. These are important because they could lead to failure if one activity overruns an end date by too much time.

*In other words, you are trying to identify which activities need to happen by a certain time so that they do not delay the rest of the project.*

Once you have completed these steps it is important to give the project plan to all relevant stakeholders or parties. You should get approval, comments, additions or changes. This will save you a lot of time further down the line. You might have to motivate people to give in their comments by the time you need them. Now you can use the information to create a calendar, also known as a Gantt chart.

### 6.2.2. The calendar or Gantt chart

All work plans need to have a calendar to make sure they are completed on time. In project management this is a

bar chart, known as a Gantt chart because a man called Henry Gantt invented this tool in the early 1900s.

It is used to schedule all the activities before the start of the project. A bar chart is a tool that lays out all the tasks horizontally, allowing all members or stakeholders to get an overall view of the time frames expected for the project to be completed.

It is important to emphasise that the Gantt chart must include all the activities from the WBS to be most effective.

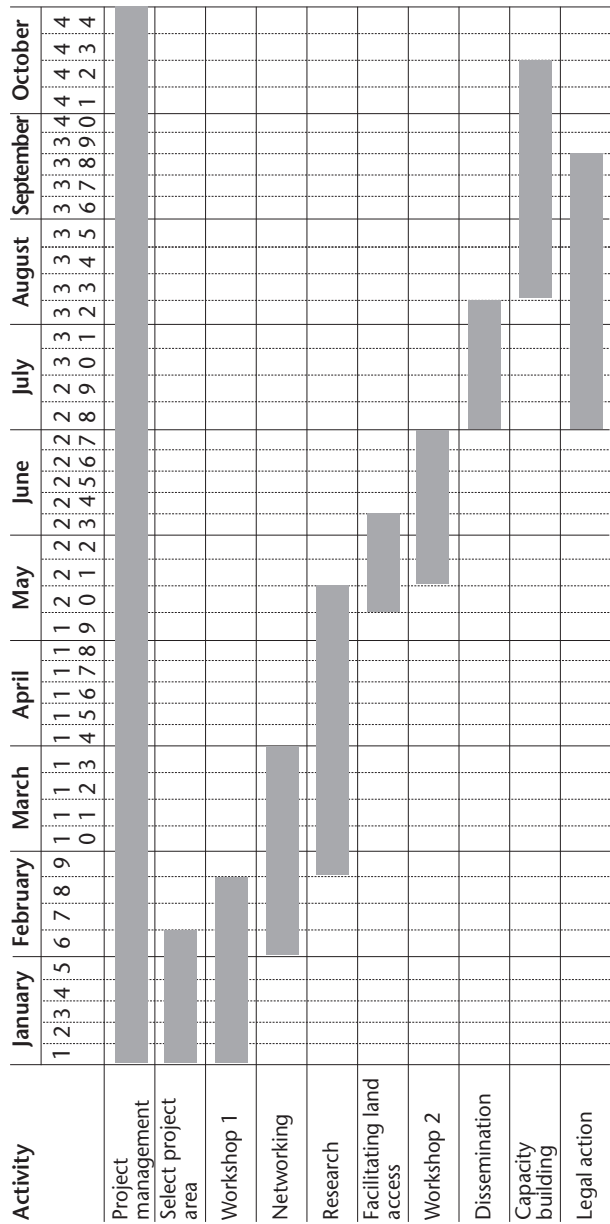
You should first develop a Gantt chart for the main activities. Then you must develop a chart that includes the sub-activities so that all team members understand the deadlines for their activities.

Bar charts are a commonly used tool in project management. One of its many advantages is its simplicity. You can either draw it by hand or you can design one using a computer – if you have funds you can buy project management software.

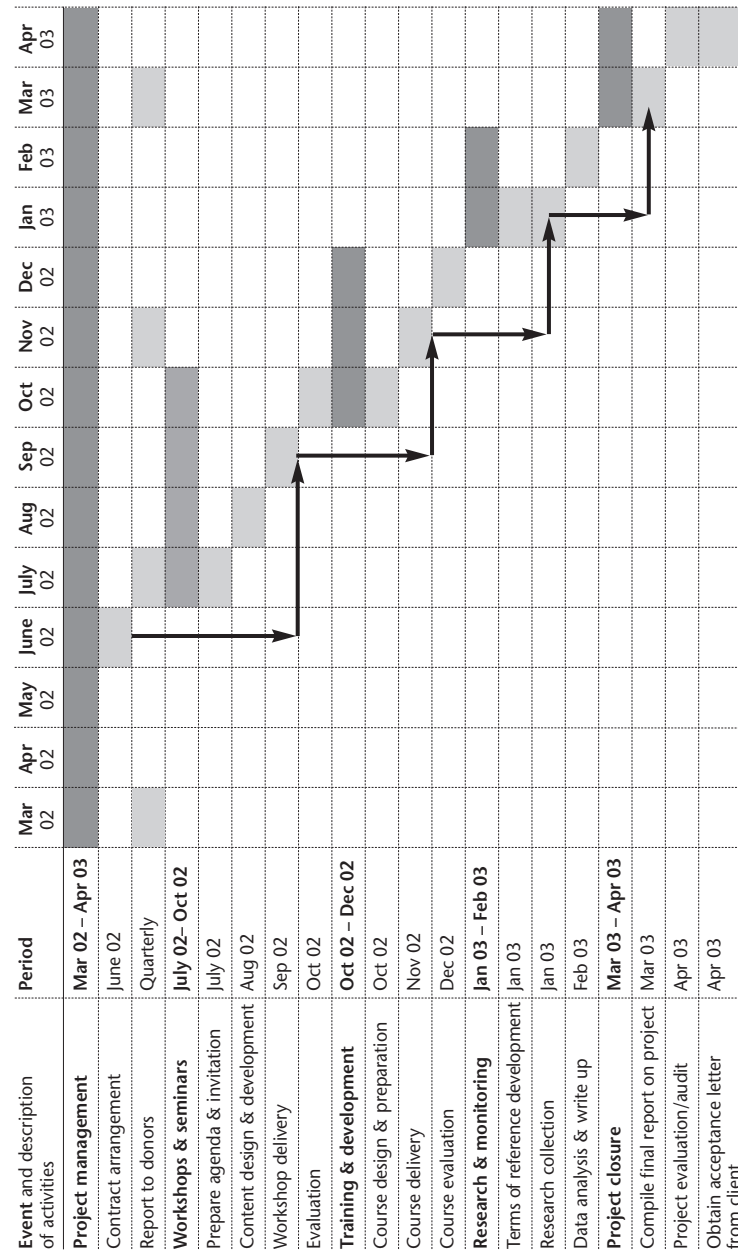
The following diagram (see page 22) is an example of a bar or Gantt chart using the WBS shown in the previous diagram.

The next Gantt chart (see page 23) highlights the level three sub-activities and the level two main activities.

The black blocks refer to the amount of time the whole activity will take and the light gray blocks refer to the time each sub-activity will take.



Please note that in the above diagram the start and end dates refer to early finish and early start dates



### 6.2.3. The CPM

The critical path method or CPM is used to determine the length of a project and to identify the activities that are critical to complete a project.

The following steps should be followed to draw a CPM diagram:

- ◆ Specify the individual activities;
- ◆ Determine the flow of activities, for example, what activity should follow another;
- ◆ Estimate the completion time for each activity; and
- ◆ Identify the critical path of the project.

The critical path refers to which activities must take place before another activity can take place.

---

#### Example

You cannot write the project report in the beginning – it has to take place at the end of the project.

---

Using the Gantt chart you will be able to identify the total time it will take for the project to run.

You should also update your chart during the project so that you can see what project activities are taking longer (or shorter) than expected.

If an activity that does *not* depend on other activities takes longer it will not matter. But if one of the activities that is *critical* to a number of other activities takes longer, you will encounter problems and might have to negotiate for a longer time period to deliver the project.

*You can draw the critical path on to the Gantt chart – in our example of a Gantt chart the bold arrows are drawn from each critical activity to the next to show the critical path.*

### 6.3. Project cost management

If you have used the LFA tool and have a detailed WBS, you will have paid a great deal of attention to planning resources already. These two tools give you a good idea of how much money you will need to raise. To plan effectively for your budget you will need to look at all the activities you have listed and estimate how much the project will cost.

#### 6.3.1. Drawing up the budget

It is important to think in as much detail as possible when you are drawing up a budget. As far as is possible, try to draw up the budget based on real costs. If your budget is for a two-year project, factor in inflation. Although many CBOs might not have staff costs, you must remember that volunteers cost money because they use resources, such as telephones and faxes, and there are transport costs and food costs etc.

This was the budget for the Food Security Project in Ghana:

Line item	Amount
<b>Programme costs</b>	
Salaries (programme staff)	56 000
Benefits (programme staff)	1 400
Accommodation/venue for workshop	4 000
Facilitators	900
Travel/field trip expenses	32 000
Per diem	9 000
Printing and stationery	800
Consultants fees	8 000
Advertising	5 000
Vehicle	600
Vehicle expenses	1 800
Resource development/training	600
Research	4 000
Equipment	8 000
<b>Total</b>	<b>136 600</b>

Please note that although the size of the budget is quite large in the example, this will not be the case for most CBOs. It is important to be aware of the line items because they should be considered when drawing up budgets.

---

### Example

You might not have vehicles in your budget, but you might need to budget for the use of public transport.

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It is important to note that different funders and different government departments will have different rules for what they will finance and what they will not finance. You should not submit the general budget for each request for funding, but should adapt the budget according to the funder's guidelines.

---

**Other key areas** *the project manager must keep effective financial control of are:*

- ✧ Travel/expense vouchers/receipts;
  - ✧ Invoices;
  - ✧ Cheque requisitions;
  - ✧ Payments;
  - ✧ Time sheets for team members and consultants;
  - ✧ Monthly financial statements;
  - ✧ Financial reporting by the project manager to the director or board;
  - ✧ Asset register;
  - ✧ Annual financial report; and
  - ✧ Audit.
- 

## 6.4. Project quality management

It is important for a project manager and the team members to take the quality of delivery of a project as seriously as a multinational corporation does. The better CBOs become at quality management at a local level the more likely communities are to benefit from decentralised service delivery that is sensitive to the needs of the community. CBOs are often the closest organisations to the community and understand the needs of the community. Your CBO should always strive to be as professional as possible.

---

### Example *Running a workshop*

Facilitators should hold a planning meeting to establish who should do what during the course of the day;  
Facilitators should have ALL their materials; and  
Facilitators should be there before the workshop is scheduled to begin.

---

The most challenging aspect for CBOs is to focus as much attention on the technical aspects of project management as they do on stakeholder consultations.

## 6.5. Project human resource management

As is the case in all businesses, government agencies and NPOs, the people are *always* the most valuable resource in ensuring effective delivery. The *team members* need to be *carefully selected, trained and effectively supported* throughout the lifespan of the project. You must give team members constant encouragement and recognition for their work.



*Leadership* is crucial in project management. Generally, project managers have to exercise considerable leadership skills.

*Management* can be defined as the art of getting others to do what you cannot necessarily do yourself, by organising, controlling and directing resources.

*Leadership* is the ability to identify what has to be done and then to select the people who are best able to tackle it. Leadership is also about setting goals and objectives and generating enthusiasm. Choosing the right project leader is critical to the success of any project.

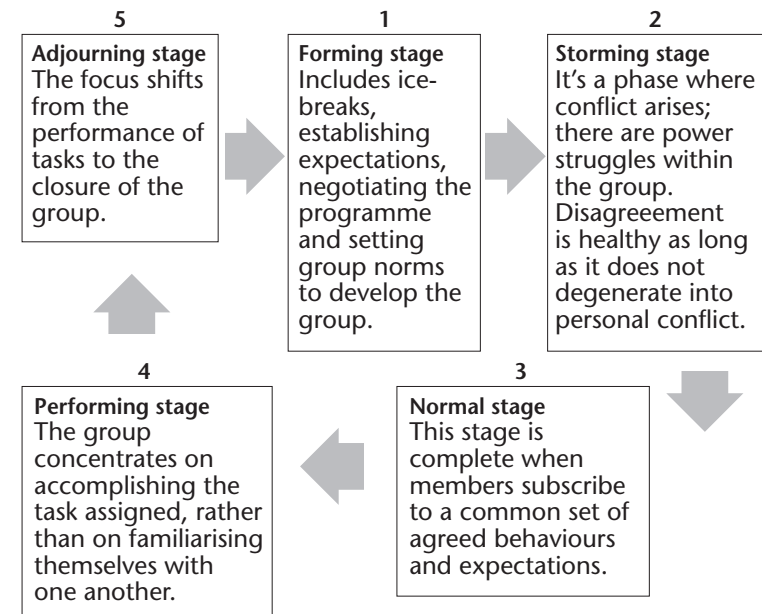
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### The characteristics of a good project manager

who will be the leader of the project team are:

- ✧ Positive attitude;
  - ✧ Common sense;
  - ✧ Open-mindedness;
  - ✧ Adaptability;
  - ✧ Inventiveness;
  - ✧ Prudent risk-taker;
  - ✧ Fairness; and
  - ✧ Commitment.
- 

*Effective teamwork* is important in good project management. All groups can be expected to go through five stages. They might move back and forth between two stages before they move on to the next one. It is up to the project manager to help the group to move on to the next stage to achieve the goals of the project.



*Conflict* can occur at all levels in projects. This is largely because there might be many different parties working together with their own aims. At some point the parties might clash or their aims will have changed. Projects and contracts can create conflict. Motivation will be required among the project team and stakeholders to resolve conflict.

Resolution of conflicts between individual members of the team are important elements of teamwork. The diversity of the team members should be considered because this can also lead to conflict.

*Conflict management* is the art of managing and resolving conflict creatively and productively. The art of conflict management is to channel these conflicts so that the result is positive rather than destructive.



## 6.6. Project Communication Management

Good communication with all stakeholders will help to ensure your project is a success. A communication plan is often developed at the start of a project.

The methods of communication can include:

- ◆ Verbal communication;
- ◆ Body language can convey messages;
- ◆ Written communication on paper; and
- ◆ Electronic communication such as email, etc.

The content and the manner of delivery are perhaps more important than the method used.

Formal meetings are an important aspect of communication but can, if not managed correctly, result in a waste of time, money and energy.

Certain meetings play a structural or process role in projects, for example, the inaugural meeting which is required at a project launch. Other meetings include design reviews, periodic progress reviews, etc. The project manager should know:

- ◆ What meetings are required;
- ◆ When they should take place; and
- ◆ How they should be conducted.

Information or document management is important for effective communication. This is important not only during the project for documenting decision-making and progress, but also for monitoring and evaluation purposes. Project documents can also be useful when planning future projects.

## 6.7. Project risk management

Risks are present in all projects, whatever their size or complexity and in whatever industry or business sector. Risks are those factors that might cause a project to fail to meet its objectives.

Once identified and assessed, risks need to be managed so that they do not have a big impact on a project.

Some helpful questions to ask yourself are:

- ◆ What will help to achieve the long-term goal of the project?
- ◆ What could prevent me from achieving the long-term goal?
- ◆ What factors will help the project to achieve success?
- ◆ What factors could inhibit the project from achieving success?
- ◆ What will help to achieve the outputs?
- ◆ What could prevent me and my team from achieving our outputs?
- ◆ What will definitely work in relation to the activities?
- ◆ Why?

If some of the risks that you identified do occur, you will need to manage the impact of these risks on your project.

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### Example

You have assumed that you can ask an NGO to help you with the research aspect of your project. Suddenly it can no longer help you because the person that it assigned to work with you has resigned. You should either ask another NGO to help or you will have to do the research on your own without assistance – this might, of course, take longer.

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## 6.8. Project procurement management

Buying new services or products for a project can be costly. If this is not managed well, you will be forced to spend more money on new services and products and less money on workshops or materials.

To make sure you get the best value for money you must ask at least three different suppliers for quotes. Use the cheapest supplier.

If the purchasing process is managed well, substantial savings can be made. These can then be spent on other important processes, such as consultation and skills transfer.

If a project is not managed properly then costs can spiral out of control. Project activities will suffer as a result of a lack of resources.

## 6.9. Project integration management

Project integration management ensures that *all* the various processes of the project are properly co-ordinated. This is the task of the project manager.

You should always know if all activities, documentation, meetings, financial and control systems are operational and effective. To ensure that your co-ordination is effective you need to pay particular attention to project monitoring and evaluation *throughout* the course of the project. You must not leave it until the end, as often happens.

### 6.9.1. Project monitoring

The project manager needs to be constantly aware of what is going on in the project. You should check that each activity is taking place and that everyone is doing what they are supposed to be doing. This is called monitoring.

To monitor a project effectively you need to:

- ◆ Track progress in terms of the plan;
- ◆ Compare actual outcomes with predicted outcomes;
- ◆ Check the outputs;
- ◆ Collect, record and report information to all the relevant stakeholders and parties;
- ◆ Check the impact of the project regularly;
- ◆ Check the indicators regularly;
- ◆ Take regular photographs of project activities;
- ◆ Regularly summarise the results of the indicators; and
- ◆ Hold regular meetings to review the monitoring information.

### 6.9.2. Project evaluation

Evaluation is assessing whether the project goals were achieved in the best way possible and if there was room for improvement in the way the work was done.

To ensure effective evaluation you need to consider:

- ◆ The quality and effectiveness of the project;
- ◆ The efficiency and effectiveness of the project;
- ◆ The budget control; and
- ◆ Formative evaluation (this means conducting a baseline study before you begin your project).

There are many tools and techniques that can help you to monitor and evaluate the project. As project manager you might consider attending training courses on these because they can be quite technical, but evaluation is a valuable skill that will stand you and your organisation in good stead.

## 7. Project ending/closing

The hardest part for the project manager is to ensure that the project is wrapped up properly. The excitement of the

activities has ended and all the loose ends must be tied up before a new project can begin. The project manager must ensure that *all* the project objectives or tender requirements have been met. He or she must ensure that all payments have been made. If the project was a tender he or she needs to get a letter of acceptance from the client (for example, the government agency).

The project manager should conduct a post-project evaluation:

- ◆ Compare the planned Gantt chart with the actual Gantt chart to establish how accurate the planning tool was;
- ◆ Compare the difference between the resources allocated and the actual resources used to establish how realistic planning was;
- ◆ Compare the difference between budgeted costs and the real costs – did the project overspend or underspend and was this acceptable. Why did it happen?
- ◆ What mistakes were made? What was done to fix them? What should be done differently in the future?
- ◆ What went better than expected? Why? Can this happen again?
- ◆ Evaluate the management and control functions – this requires an honest assessment. The project manager can draw on others to help with this.
- ◆ What new methods were used, what worked and what did not work? What should be used in the future?
- ◆ Conduct staff or volunteer evaluations.

## 8. Conclusion

We have covered all the basic aspects of project management. In this notebook you have been exposed to the theory of project management, but have also seen examples of it.

We hope that CBOs begin to implement the tools and techniques and practise them. They can be effective only if used on a regular basis. Eventually the use of these tools and techniques will become second nature.

We hope that your service delivery is improved through the effective use of project management tools and techniques and that access to more resources becomes a reality for many CBOs.

## Resource list

### Books

1. Frimpong, M., 2003. *Project Management for Non-Profit Organizations: A Practical Guide for Managing Developmental Projects*. Repro Centre. Johannesburg.

### Manuals

1. Commission of the European Communities, 1993. *Project Cycle Management: Integrated Approach and Logical Framework. No 1*. February. Ceuterick. Leuven.
2. Olive, 1998. *Project Planning for Development: The Project Planning Handbook*, July. Olive Publications.

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