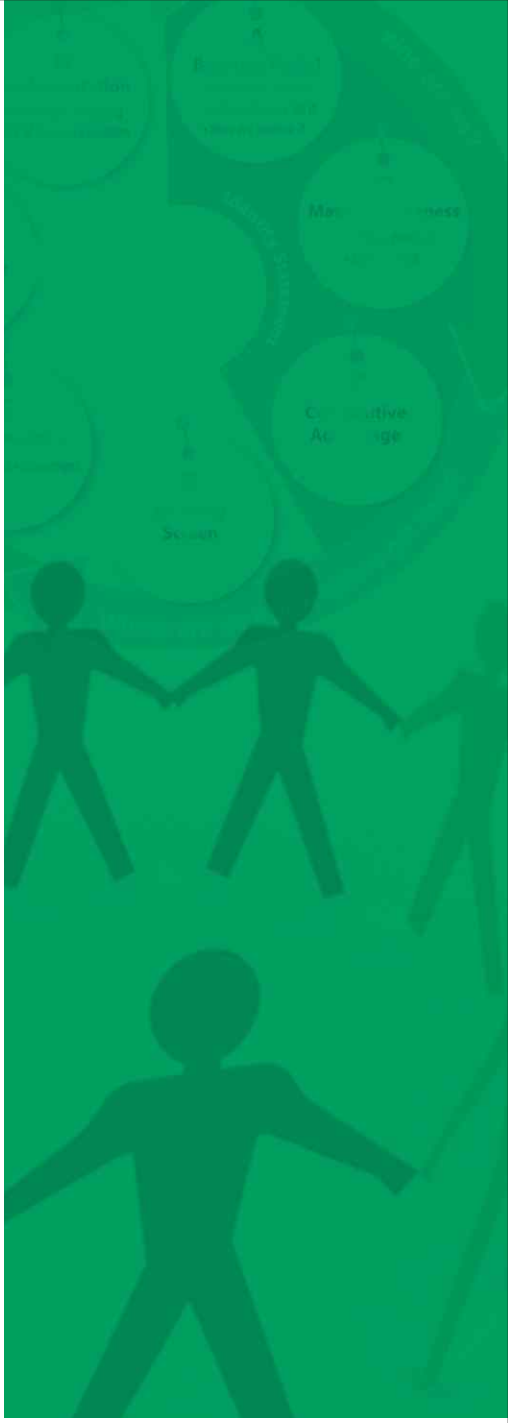
Project Planning & Management Skills



Community Appraisal & Motivation Programme

community appraisal & motivation programme

CAMP

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This manual was produced as part of the Communities for Change Project, which is funded by the Embassy of the Federal Republic of Germany, Islamabad.

Project Planning and Management

This training manual was developed after a detailed consultative workshop with members of Community Based Organizations from the FATA, in November 2009. The other four thematic areas that were prioritized during the consultation included: Advocacy and Lobbying, Communication and Presentation, Conflict Resolution, and Human Rights and Democracy.

Keeping in mind that emerging grassroots organizations have little or no exposure to training in these areas, this training manual and the workshop that was conducted based on this guide, are a first step towards creating better understanding of project planning and management skills.

We hope this manual and the others in the same series will be as useful for you and your organization, as they have been for CAMP and its partners.

We regret any errors, and look forward to receiving feedback at:
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Objectives

- Develop conceptual clarity of the learners about basic terms used in project management.
- Improve the participants' skills in using project planning tools, organizing and managing projects, and familiarizing them with basic techniques of monitoring and evaluation.
- Build the participants' skills in human resource management and effective project management.
- Develop understanding of technical writing, principles of budgeting and proposal writing.

Methodology

The Training Workshop will be conducted adopting interactive learning methodologies, focusing upon sharing of experiences and learning by doing through active involvement, presentations and group work. The skills and understanding of the participants will be enhanced through a learning spiral, consisting of introduction to the subject/steps, reflection on the experiences of the participants and introduction of new techniques/ideas to achieve improved level of understanding. The participants will be constantly encouraged to draw from their own experience and knowledge and apply the training and learning ground realities in their own areas.

Time

4 Days (09:00 a.m. to 04:00 p.m.)

Material

- Flipchart, Flash Cards
- White board
- Markers for each participant
- Blind folds
- Multimedia Projector
- Handouts
- Scotch & White Tape

1. Project Management Technical Terms and Definitions

Every sector of human activity has its own terminology to facilitate the workers, supervisors, managers and top executives. The terminology is useful because it can explain an entire concept, idea or a combination of activities in a single word or phrase. All the people working in an organization understand the terminology as it is applied routinely to their daily tasks. Therefore the particular terminology helps people to be more efficient as they do not have to repeat lengthy directions or give long narratives of what they want to get done and how. A single word or phrase can explain the entire idea. The government structure, the private sector, the army and even illiterate workers in formal or informal economy have their own terminology (or dictionary as it may be called) however small to help them communicate efficiently.

Likewise the development world has its definitions and terms which help cut down time and make coordination easier. The development terminology is a fairly vast reservoir of words and phrases but this manual only picks the terms relevant to Project Management. These terms have been compiled from various sources including books, courses, presentations, experience and electronic material available on the Internet. This by no means a comprehensive coverage of the subject of project management, nor its mastery alone can guarantee one to become a project management professional. Instead, it is intended to establish a foundation and basic introduction to Project Management. Without a fair understanding of the basic terms, it would not be easy to grasp a variety of concepts related to Project Management that are explained later in this manual.

What is a Project?

A project is a series of activities that aim at solving particular problems within a given time frame and in a particular location. For a project to be successfully completed, the activities have to be done in logical sequence within the given resources.

Resources

The resources required to undertake activities for completing a project are varied. They may include human resources, funds, equipment, vehicles, material of various kinds depending on the type of project, time which is again a finite source, and, knowledge to implement that particular project. Knowledge comes through the experience of people working for an organization and the expertise that the organization has built up over the years. The human resources and knowledgebase required for a project are closely tied up together.

Project Management

Project management is a combination of techniques, procedures, people, and systems focused on the successful completion of a project. It is also a discipline that will support the planning, implementation, monitoring and evaluation which help in controlling and steering projects in the desired direction. Feedback of monitoring and evaluation exercises and regular reporting are two other important features of project management.

What is a Program?

A group of related projects is called a program. One project may support other(s) while some project(s) may depend on other(s) before they can be started or completed. A program is sometimes broken into smaller projects according to quantities or geographical areas and awarded to several organizations for implementation according to their respective capacities. In other cases, several components of a program may require different specialized skills therefore it is broken down into smaller projects based on types of skills required and awarded to organizations who can complete different portions of the program. A project can be seen as a smaller component of the program. The key to the success of a project or a program is that they be managed in a coordinated manner.

What is Coordination?

Coordination is being aware of each others job responsibilities and activities and also the work plans according to which they are to be implemented. This is important because a number of activities may depend on each other and without a clear understanding of these dependencies, the project may face time delays and situations where some people are always tied up while others are idle for long intervals of time causing a poor utilization of human resources. Coordination can be between members of the same organization and also between different organizations working on the same project or program.

Project Phases

Typically, a project goes through several phases. Each phase demands different sets of activities and sometimes different types of skills.

Pre-Project Phase: The organization wanting to implement a project has to identify a donor which could be a national or an international agency or a government department. Care has to be taken the donor supports the sectors in which the organization is interested. Some donors ask for a brief Concept Paper to get an understanding of the project and the organization's capacity. After approval of the Concept Paper, a complete Project Proposal has to be prepared and negotiated with the donor.

Preparatory Phase: After the award of a project, there are certain preparatory activities to be completed which are NOT a part of project activities. These may include hiring of new staff members, procurement of equipment, vehicles and material, setting up office(s) and management systems and procedures.

Implementation Phase: Planning is the first activity that is undertaken. Effective planning is the key to good project implementation. The next step is to clearly inform all project staff of their role and responsibilities in the project and establishing the project management system meaning who will report to whom; this is generally termed as organizing. The project implementation is then carried out on a regular basis. Some time after implementation begins, the monitoring system is set into action and it goes hand in hand with implementation. At pre defined times, project evaluation takes place. The results of monitoring and evaluation are provided to project management and staff members as feedback. Reporting and documentation are done as per the set parameters and time intervals. This is the project cycle that goes on until the completion of the project.

Closing Phase: It is important to close the project in an orderly and proper manner. All beneficiaries and stakeholders have to be informed and prepared in advance for this eventuality. The accounts have to be completed, final report developed and all documentation and files related to the project correctly marked and submitted to the organization's head office. The project documentation especially accounts and financial papers have to be kept in safe custody as donors may wish to inspect them at a later stage.

A graphical representation of the project phases is generally termed as the Project Cycle.

Project Components

A project is usually divided into levels for improved understanding of all concerned. At the top is the Goal which is like a vision to which the project may contribute but which may not necessarily come true during the project life or through its efforts alone. A project can have only one Goal. The Goal is followed by Objectives which are certainly realizable during the project life. All Objectives together contribute to the Goal. There must be at least two Objectives in a project though typically projects have three to four Objectives. Each Objective may have several Outputs which are the immediate results obtained during project implementation. The Outputs together lead to a specific Objective. Again there must be at least two Outputs in an Objective though there can be more. Each Output is made possible by several Activities. Activities are the action that we undertake or the pieces of work that we do in a project to get Outputs. Each Output must be made up of at least two activities though there can be more than that. It is important to note that our resources are actually spent on doing Activities, and the Outputs, Objectives and The Goal are the results. We do not spend ANY resource on Outputs, Objectives and Goal separately.

Project Scope

The objective of this step is to define and agree on results. Once the first draft of the proposal has been completed, it is important for the core group of the organization to assess the project scope of work. The first important thing to consider is practicality of the objectives within the given resources and anticipated difficulties. The organization has to decide if the objectives are realistic and if it has enough expertise to achieve them. Also if the organization's previous experience is limited to small project and the current one is of greater magnitude, it is very critical to ensure that the management systems are in place or will be in place to avoid any capacity issues during the implementation.

Project Feasibility

The feasibility of the project should be assessed during the proposal development stage. Consider whether the project is technically feasible, has organizational support, and has the financial backing to be completed. The perceived benefits of the project need to be weighed against the inputs/ resources. The donors may rightly point out that a project which consumes much more than it delivers is not feasible. Thus the organization has to ensure that the project has the right technical, social and official support, and that it is delivering enough benefits to outweigh the inputs in order to come up with up a feasible project.

Project Deliverables

Deliverables are always tangible and measurable. They are the things that external project beneficiaries/ stakeholders are going to receive when the project is complete or at the completion of different milestones in the project. These deliverables can be equipment, completion of a report, installation of water pump in community etc. During project design, the organization must determine if the deliverables are realistic within the given time frame and other resources. Over ambitious deliverables should not be promised to make the project “look” good because they may backfire at the implementation stage and cause resentment among the beneficiaries.

Project Risks

Risk assessment is again an important issue to be considered during project design. The objective is to identify and record the major factors and uncertainties that may affect the project implementation and its objectives. As the project progresses, the list of risks should be reviewed periodically to ensure that it remains comprehensive. Some items will disappear during implementation while new ones may emerge.

Assumptions

Assumptions are factors that, for design and planning purposes, are considered to be true, real, or certain. Assumptions affect all aspects of project planning, as they are part of the project description. Assumptions can be seen as reverse of Risks. They provide a protection to the project as they are seen as “favorable” conditions under which the project implementation is expected to take place. If the assumptions turn out to be false, the organization is not seen to be at fault since the assumptions were based on external factors. Even then, organizations should not list wild or very unlikely assumptions in their proposals since such proposals will be seen as “high risk” ventures. Reasonable assumptions must be listed in project documents for the awareness and caution of all concerned.

Project Work Plan

Essentially planning in a project means two things: What is to be done? When is it to be done? If a list of activities with their implementation shown on weekly or monthly basis is shown in graphical form, it is called a Work Plan, Project Schedule, Timeline, or Gantt Chart. This provides a graphical picture of the spread of activities as well as their logical dependencies. Completion of all critical activities or outputs can be marked on the Gantt Chart with a graphical symbol such as a triangle or a plus sign. These activities or outputs are called Milestones.

Milestones

Significant events in the project, usually including the completion of a major deliverable are called milestones.

Project Plan Document

A Project Plan is a formal, approved document used to guide both project implementation and project control. The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among stakeholders, and document approved scope, cost, and schedule baselines.

Project Organization

An organization can be defined as group of people working together for a common cause under same rules with a clear understanding of their job responsibilities. Similarly, in a project all staff members need to know their job description and responsibilities very clearly and all people need to know who their supervisor is. Without this arrangement they are disorganized and cannot be expected to work in coordination to achieve the project objectives. The organization or project must have a chart showing the management structure; this is called an Organization Chart or an Organogram. It is important that all staff members should have written job descriptions available with them and this is also explained verbally by their supervisors. Organization and project structures start becoming stronger with these steps.

Project Monitoring

Monitoring literally means watching or observing. It is critical in any project that it should be monitored regularly to determine various important features. Firstly, the management needs to know if the project is moving in the right direction towards its objectives. For that purpose, those who are responsible for monitoring must find out if the activities are being implemented according to the Work

Plan and that the planned Outputs are being achieved. Sometimes the quality of an Activity or Output is equally important to be monitored. The relationship with partners and stakeholders may be another aspect of monitoring. Team motivation may be an important parameter as that can have a major impact on the project's success. Finally documentation and reporting are to be checked for their thoroughness and timely communication of information to the management. Monitoring is a regular process that starts soon after implementation and then continues until the end of the project.

Project Evaluation

While monitoring looks generally at Activities and Outputs, Evaluation is more concerned with evaluating the Outcomes achieved against the set project Objectives. Unlike monitoring, Evaluation is not a regular process. In smaller projects, Evaluation is done at the end while in projects which have greater than two year duration Evaluation may be done in the middle and at the end. Other than Outcomes, it seeks to measure impact, long term effects, change in attitudes/ behavior and its results, identification of new possibilities etc. Evaluations can be used to scale up existing projects, come up with new strategies, success stories and lessons learnt for the implementing organization and others. Evaluation is normally done by external experts.

Feedback

Feedback is communicating the results of monitoring or evaluation to the implementing organization. It helps in improving efficiency and quality of work and provides the implementers with analytical information that will help them see things from new perspectives. Without feedback there is little possibility that people or organizations can improve their work.

Staffing Plan

A plan that identifies competent people suited to the various types of work involved in the project that becomes the basis for determining the project team.

Stakeholders

Individuals and organizations that are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or project completion. They may also exert influence over the project and its results. Beneficiaries are also included among the stakeholders.

Stakeholder Analysis

Normally organizations undertake a Stakeholder Analysis to determine the kind of stakeholders and their possible influence on the project. The purpose is to develop strategies to partner with positive stakeholders and counter negative stakeholders to win them over or at least neutralize them.

Lessons Learned

The learning gained from the process of performing the project. Lessons learned may be identified at any point. They are an important component of project documentation. Lessons learnt can be used for up-scaling the project, changing strategies and may even be useful for other organizations planning to implement similar projects in their areas.

Memorandum of Understanding (MOU)

Any written agreement describing in-principle how a commitment will be administered is called an MoU. It is not a Contract Agreement but simply a mutual understanding on how to start cooperating.

Project Manager (PM)
The individual responsible for managing a project is called a Project Manager. He or she manages people and resources according to the given plans to achieve the project objectives.

Project Budget
The amount and distribution of funds allocated to a project. The Budget itself describes each item with code, description and amount allocated. The Budget heads are mainly divided into Salaries, Vehicles, Equipment, Material and Direct Activities Costs.

Budget Forecast
Normally donors distribute funds on quarterly basis. After every three months, the implementing organization is required to submit a narrative report, expenditure report and a Budget Forecast for the next quarter. The Budget Forecast must be according to the Work Plan. On approval of the Forecast, funds are released to the organization.

Project Procurement
The processes required to acquire goods and services from outside to achieve project objectives. This includes all kinds of capital equipment, material or services. Organizations are expected to follow the rules set by the donor on procurements.

Exercise PM-1: Participants are divided into 3-4 groups and asked to answer a set of eight questions related to Project Management Terminology. Participants decide which are the best answers during presentations.

Distribute Handout-1 "Project Management Definitions" among the participants

2. Selected Planning Tools

SWOT Analysis
SWOT Analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or facing an organization or institution. It involves specifying the objective of the institution and identifying the internal and external factors that are favorable and unfavorable to achieve that objective. The SWOT analysis is an extremely useful tool for understanding and decision-making for all sorts of situations in organizations. SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. Its four dimensions are:

Internal Dimensions
- **Strengths:** Attributes of the institution that are helpful in achieving the objective.
- **Weaknesses:** Attributes of the institution that are obstacles in achieving the objective.

External Dimensions
- **Opportunities:** External possibilities, if explored, can be helpful in achieving the objective.
- **Threats:** External conditions that could put the achievement of objective at risk.

The aim of any SWOT analysis is to identify the key internal and external factors that are important to achieving the objective. The strengths may include human resource capabilities, technical know-how, outreach, ability to respond in time to teacher education needs etc. Weaknesses may include but not necessarily be limited to 1) lack of facilities that hinder access to knowledge and latest developments in the field of teacher education, 2) weak communication systems limiting opportunities to share information and collaborate with contemporaries and experts in various fields etc. 3) poor coordination with other institutions, and 4) lack of equipment affecting the quality of documents/work. The external factors may include budget limitations, security situation, poor infrastructure in outreach areas, and socio-cultural changes among others. External factors may also include new opportunities pertaining to new assignments, projects and resources for institutional building and further improvement of human resources.

The SWOT Analysis can be used to develop strategies, by answering the following four questions:

- How can we **Use** each Strength?
  The strengths have to be maintained, and built upon. They can be leveraged to get more work/ resources.

- How can we **Improve** each Weakness?
  The weaknesses have to be addressed through different measures so that the institution can become more qualitative, responsive, efficient and productive.

- How can we **Avail** each Opportunity?
  The opportunities need to be prioritized and targeted according to their importance to the institution.

- How can we **Mitigate** each Threat?
  The threats have to be evaluated and strategies developed to minimize them.

<u>Exercise PM-2</u>: Participants are divided into 3-4 groups. Two people from each group act as a team to conduct SWOT Analysis while the rest act as an organization. The SWOT Analyses are discussed during presentations.

Stakeholder Analysis

In any project, stakeholders are those people, institutions and departments who are in any way affected by the project, benefit from it, have concerns about that it may harm them in some way, or influence them. Those who can influence the project itself are also termed as stakeholders. Organizations need to undertake an exercise in which all possible stakeholder groups from community to government institutions are listed and analyzed. This exercise will end up showing which stakeholders are likely to be positive about the project and may want to extend their support even if they are not benefiting directly. In this way we can identify possible groups or people who are supportive and will help the organization implement the project in the most appropriate manner.

Similarly, the organization needs to know which stakeholders are going to be alarmed or concerned about it. Some may feel that the project will harm them socially or economically or challenge their authority or credibility while others may feel that the project will compete with them and possibly show them in a bad light. Sometimes influential people in the community are particularly disturbed about any intervention that aims to question the status quo and bring about new ways of thinking. These are usually termed as negative stakeholders. The important thing to remember is that the negative stakeholders are not to be neglected or ignored. The organization has to devise strategies as to how to ally their fears and concerns. Simply by neglecting them, the organization cannot ignore the fact that they might actually create hurdles and make project implementation difficult. Direct interference to create hurdles is rare but negative stakeholders often spread rumors about organizations and their objectives. To counter these, strategies have to be made to meet the challenge upfront, establish contact with them and treat them with respect so that there is no excuse for them to create problems. The real achievement is to win their support or at least neutralize them so the project can be implemented smoothly. As a practice, organizations can paint scenarios and assess the stakeholders in various kinds of projects such as women health, reducing child labor, addressing bonded labor, girls' education in the context of their areas and communities.

Work Plan

Work Plan or Gantt Chart is very common and useful tool used in Project Management. It helps the organization to plan its activities within the given time frame, shows which activities are dependent on others, and which logical sequence the activities should be put in. It is a graphical picture of the activities against the time span. It can inform the management as to heavy and light workload periods on the basis of which human resources can be shifted and used in an optimum manner. It is almost an essential requirement of donor organizations since it can also be used as a monitoring tool to measure actual progress against planning.

Basically, the activities are of two types: independent or dependent. Independent activities can be started at any time in principle but dependent activities cannot start until other(s) have been completed. Some activities overlap each other. The trick is to ensure that the activities start at the right time. Care has to be taken not to congest the Work Plan with too many activities at the same time as it will tax human resources resulting in drop in efficiency or quality or both. Activities in the Work Plan ought to be realistic: neither too ambitious because it may not be practical nor too relaxed because it may result in wasted resources.

The Work Plan is an essential tool for Project Management, managers and donors because it is extremely easy to track progress. Work Plans can be reviewed and modified at times but it is important to inform all concerned that it has been done and they should be provided latest versions. The donor needs to be informed so that monitoring can be done accordingly. Generally donors go down the activity level in Work Plans, but Project Managers can ask the field teams to go further down to the task level (smaller activity components) and develop and be responsible for more detailed monthly or quarterly Work Plans.

***Exercise PM-3*: Participants are divided into 3-4 groups. They are provided a list of 12 activities in a jumbled up form. Their task is to re-arrange the activities in the correct sequence and make a 12 month Work Plan. All Work Plans are presented and commented upon by the facilitator.**

Distribute Handout-2 "Some Planning Tools" among the participants.

3. Human Resource Management

What is Human Resource Management?
Human Resources are the most vital of all other resources that an organization requires. The presence of able and committed human resources can generate other resources but if human resources are weak or few, the organization will keep struggling to establish its credibility and manage projects in an effective manner. Concepts that directly link human resources with your organization's vision and mission are collectively called Human Resource Management. A policy that is beneficial to both employees & organization always brings positive results. Every organization has a policy for its staff whether it is written or verbal. Written Human Resource Policy is more reassuring to the staff members because it enables them to get a clear understanding of rights and responsibilities. All organizations achieve results by making their people productive and effective. A good HR Policy aims at recruiting capable, flexible and committed people, and manages and rewards their performance and develops key competencies.

One of the biggest organizational challenges is how to make the staff give their best. Other than salaries, allowances and promotions, staff members also need encouragement and opportunities of professional growth. These factors develop their loyalty for the organization and strengthen their commitment towards the cause. Staff motivation is the single most important factor in achieving organizational and project objectives. Currently, there are more than 50,000 NGOs in Pakistan with over 300,000 employees and managing and motivating them is a big challenge. The number of CBOs is perhaps much greater than that. The management of all these organizations needs to understand the thinking and requirements of their staff members and volunteers. Human resources are any organization's key assets and in regard to NGOs and CBOs, they are also their outreach arms, their ears and eyes who reflect the thoughts and concerns of communities. Giving attention to human resources, developing them and encouraging them is what the NGO and CBO management needs to do as one of its highest priorities.

Major Functions of Human Resource Management
Bigger organizations have separate Human Resource sections while smaller organizations may have only one person assigned to this task. In many NGOs and CBOs, the head of the organization or his/ her designated person may be handling the human resource issues. Essentially the Human Resource section or manager have the following main tasks to do:

- <u>HR Planning</u>

When the organization's future planning is communicated to HR, its job is to identify the kind of human resources that the organization may need during the immediate future, let's say six months to one year. Human resources can be identified through personal knowledge, by asking current staff members or friends and colleagues in other organizations. HR often maintains a record of the CVs of eligible candidates so that they can be invited to interview as the need arises. In addition, HR is also on the lookout for promising people so that the organization is not left dependent on a few people.

- <u>Recruitment</u>

Recruitment is a complex and time consuming process. FOR all positions, it is the job of HR to develop Job Descriptions or Responsibilities. The required minimum education qualification and experience has to be added and salary and incentive given so as to attract the best candidates. The HR has to develop interview questions and written tests if necessary with the help of relevant staff members in the organization. Normally, the HR person is a part of the interview team. After a candidate has been selected, a job offer is made followed by appointment letter. Candidates can be attracted through newspaper advertisements, posting positions on the organizational website and other websites advertising job positions, or by "head-hunting" meaning identifying people through personal contact and friends.

- HR Development

It is one thing to recruit promising people, and it is a different job altogether to train people in terms of both skills and attitudes. Every organization has its culture and set of values. When new people join the organization, they pass through a transitional phase trying to work out what these values and norms are. It is the job of HR and their supervisors to explain to the new entrants how to conduct themselves in different situations in the organization. This is a gradual process and written instructions alone cannot deliver as the new entrants have to be groomed to become a part of the organization. The other important area of work is constantly assessing the skills and aptitudes of the staff members, both experienced and new, identify their strengths and gaps, and recommend them for further training to develop their professional skills. This is greatly valued by the staff members as they feel that they are working with a learning organization.

- Performance appraisal

Performance appraisal is necessary to let the staff know how they have performed over a certain period of time. Normally these appraisals are done once a year though there could be appraisals after probation or after specific periods as desired by the management. It is best to provide the employees the set of indicators against which they are to be assessed in the beginning of the year so that there are no surprises when they are communicated the result of their appraisal. The supervisor and senior manager generally do the appraisal while the HR person adds his/ her input. The results are communicated to the staff members at the year end. They are informed of their positive attributes and strengths followed by gaps and how to remove them. Sometimes promotions and raises are tied up with good performance appraisals. Developing and modifying appraisal forms with changes in requirements are also the tasks of the HR person.

- Work place safety and environment

In recent years, as diverse people have gathered to work in same organizations; the need for workplace safety and a healthy working environment has increased. In the context of security situation in Pakistan where no one feels safe anymore, the requirement for workplace safety is even greater. Also, as women are joining the workforce in increasing number, the organizations have had to respond to their specific needs and also address the question of safety and respect of all workers in the organizations. It is the job of HR to develop and communicate ethics and rules in consultation with staff members. Violations of such rules have to be recorded and addressed by the HR to maintain the sanctity of the workplace.

- Compensation

Developing compensation plans for staff members, travel, boarding and lodging allowances and reviewing them with the management is the job of HR. Salary scales, annual raises, and bonuses if applicable, any special benefits like life insurance and health compensation etc are also worked out by the HR and communicated to the staff with the approval of the organization management.

- Strategic Role

Internal factors such as the quality of an organization's human resource can be a source of strength or weakness. Effective HRM systems owned by the staff will allow an organization to better attract, retain, train and motivate quality employees. Quality employees always give the top results. HRM ensures that the HR Policy and organizational objectives are coordinated. It puts people/ staff members at the center of its planning. The HRM section of an organization advises the management if its plans are in coordination with available human resource strengths or not. HRM creates a friendly and respectable environment so that everyone can do their jobs better and high caliber people are found and retained. It develops and applies performance assessment systems so that staff can be informed. It is always making efforts to raise staff motivation level which is perhaps its most major contribution to the organization.

***Exercise PM-4*: Participants are divided into 3 groups. Each group is given the title of three positions. Their job is to list 3-4 major job responsibilities against each position. During presentations, the participants are encouraged to add or modify the job responsibilities that groups have developed. The facilitator comments on the job descriptions.**

Distribute Handout-3 "Human Resources Management" among the participants

4. Effective Project Manager

Human Resources are the most valuable asset of all. Although human body is finite and decays with the passage of time finally dying, the achievements of the mind are left behind adding to the body of global knowledge. Human beings are distinct from all other living beings because of their ability to think and communicate. These two attributes mean that human race is destined to develop and make progress all the time. For any human being, the most important thing to discover is one's own self. The external world is only a manifestation of what lies inside. All people need to go within themselves and recognize their self. Once they understand their strengths and gaps, it is their job to analyze them by reflecting upon them just as light hits a mirror and reflects back creating the image. The next job is to clean the inner self. This means removing gaps and weaknesses, most of all cleaning the inner self of petty things and addressing the ego which is the greatest enemy of human beings. The final stage of realizing the self and achieving one's potential in life comes by itself as opportunities open up. This happens because the process helps us to clear our minds and doubts letting us see opportunities in all difficulties and challenges.

Habit 1: Be Proactive

We have a tendency to blame others or fate for our failures. We rarely to analyze our own mistakes because we do not want to admit that problems may be with us and our lack of efforts. Often people make defeatist statements like "It's not in my destiny" or the "Fate is against me, what can I do?" We fail to understand that destiny is made by the Divine and humans together. It is not like something written on a stone which cannot change. Destiny leads us to a number of paths and leaves the final choice to us. Every moment we have choices and opportunities and we are free to make whatever choices we want to. Nobody is stopping us and no one is forcing us. The Divine rewards come from making efforts and not just by lying down and waiting for fate to do something good to us. The key thing is to be Proactive and that means taking responsibility for all our actions and their results. Unless we do that, our efforts will be diluted and we will keep blaming others for our actions and failures. Being proactive means that we are prepared to launch into action, we do our homework to avail any opportunity, we work hard to get it and then even if we don't get it we resolve to work harder next time instead of blaming others. We have to focus on what is within our control and do it with our best efforts. This is called our Circle of Influence. Things and issues beyond our Circle of Influence are those on which we have no control. So we should stop worrying about the external factors. They are the Circle of Concern on which we waste so much time. The important lesson is to do our best in all those things which are in our control and stop bothering about other things.

Habit 2: Begin with the End in Mind

It is vitally important to have a vision for oneself. A number of times, hard work and sincere efforts fail to realize the desired results simply because of a lack of vision. Dreaming and setting a vision sets in the right direction. Remember Einstein said that imagination is more important than knowledge. Visualizing how we expect things to happen strengthens our resolve to achieve our goals. All things are created twice; first as an imagination in the mind and then as a concrete physical reality. If we do not create out own vision, we are driven by others as we lose control of our life. Begin with the End in Mind means: Start each day, week, month, task, project with a clear vision of direction and destination. Many people in the modern times are inclined to make their own personal Mission Statement: What you want to be in Five Years? What is your Plan of Action? What are your immediate Goals? Making your Mission Statement and seeing and reviewing it often is a very strong tool for self motivation leading to success in life.

Habit 3: Put First Things First

Life changes every moment and so do our priorities on a daily and even hourly basis. Sometimes we feel that there are so many things to do that we will not be able to cope with the load of work. The fact is that if we are able to prioritize all the things that we are supposed to do, we can manage our work much more easily. If we start doing less important things first, or take up things that our subordinates can easily handle, we will always be under pressure of doing more and more in less and less time. Make sure that you take up the most important, most vital and the most valuable activities first. Develop the will power to refuse to do less important and trivial things before you have dealt with the most important ones. Organize, Prioritize, and Sequence activities and manage time, resources and events accordingly. Prioritize all your work before starting it. Stop doing unimportant/ duplicate things/ time wasting things. Take charge of all the work. Do not touch less important things before you have finished the priorities. Every evening before leaving the workplace, list out the activities to be managed the next day and put them in an order of priority. This will help you start your next work day without any confusion. In this way, you will be able to clear your table on a daily basis and also be clear of stress.

Habit 4: Think Win-Win

In normal life, we are taught to compete all the time and win at all costs. This happens within families, in educational institutions and professions. Some of the people are highlighted and praised while others just look on disappointed. That is why we want to win at all costs regardless of what it takes and how many people we end up hurting. We have a tendency to belittle others so we can stand tall among others. Those who do not win become envious and angry. But we need to understand that life calls for cooperation. We need to consider Win-Win strategy that accommodates all. Seeking mutual benefit in all human interactions through agreements or solutions that are mutually beneficial is a mature and humane way of dealing with things. If we are true to our values and can observe them in our professional life, we are on the path to Win-Win approach. We must express our ideas with confidence and listen to others with respect to create an enabling environment where issues can be settled to the satisfaction of all. In all our dealings, we should always try to understand the position of others so that we are able to give our point of view accordingly without hurting their feelings. The last thing to understand clearly is that there is enough for everybody and everyone can have the rewards of his/ her efforts without usurping the rights of others.

Habit 5: Seek First to Understand, then to be Understood

Communication skills are very important for success in today's world. Quite often we are required to write, make presentations and negotiate to get our point of view across. It appears as if writing and speaking skills are the most important but experience tells us that listening skills are the most important though the most neglected. Generally in meetings, people keep talking loudly to make sure they are heard but they are not prepared to listen to others. This creates further chaos as many people start speaking together and nothing is understood. When we do not pay attention or listen to others, we only get a part of what they are saying often without the context. It is natural that we twist their meaning and respond according to our thinking. We try to assess others' opinion according to our experience and the worst part is that we start judging people instead of ideas. Another tendency that needs to be addressed is to refrain from giving advice in every matter. In our society all people like to give advice in almost all matters just to prove that they are very knowledgeable but in our turn, we don't like to receive the same advice from others. We must learn to listen to others with our ears and our mind at the same time. We should find time occasionally to experience silence. In silence, we can listen to our own self, our conscience. If we get peace in prayers, or in walks or in solitude; we should do it sometimes so that we can appreciate the silence. It will help make us better listeners.

Habit 6: Synergize

Essentially synergy means "two heads are better than one". Interaction between people stimulates queries, new insights and ideas that would not be possible for a single person to come up with. The reason is the intellectual output of a group is always more than the total of individual parts contribution. Together we produce far better results than what we can do individually. Synergy allows teamwork, open-mind, open discussion and genuine interaction. We can synergize by accepting criticism and differences of thought. This is the key to synergy. If we are not open to criticism, free flow of ideas and our egos are standing in our way; we can have many meetings without any synergy. It helps us find innovative solutions to old problems, come up with new ideas, explore things jointly that cannot be done individually and the process of synergizing leads to new insights. All of us who are result oriented and who want the most appropriate solutions to problems, have to value the diversity of people and ideas around them. When we start seeing difference of opinions as strength of our organization, and not as a weakness, we have understood the secret to synergy.

Habit 7: Sharpen the Saw

If we wish to keep ourselves fit, we should be prepared and fresh to take on the challenges; there are four areas of life that we need to take care of. The fist area is taking good care of our body. This can be done by healthy eating, exercise and proper rest. Everyone has different body chemistry so we have to work out our own diet with some advice and avoid those things that may have negative impact on our health. Exercise, again according to our physique and work habits, is an extremely useful way to get rid of tension and stress which cause so many health problems. Despite the rush of work, proper rest is essential because fatigue affects our efficiency, productivity and thinking abilities. The second area is being able to have genuine social connections and emotional relationships because they allow us to relax and be ourselves. These relationships should be a source of relaxation and not become social obligations. The mind needs continuous stimulation to be keen and sharp. Any form of learning is good to keep the engine of mind in great condition. If we stop applying our mind, it becomes dull and lazy in responses. Finally, spiritual health is important whether it is through prayers or worshipping or helping people in different ways. If we stop caring for ourselves, we become mechanical with little understanding of life and people beyond our selfish interests. We must learn to relax at times, avoid over-doing things all the time, trust others to do a good job in our absence, find good things to cheer ourselves up and take on each with optimism and cheerfulness.

Distribute Handout-4 “Effective Project Manager” among the participants.

5. Monitoring and Evaluation (M&E)

M&E System is designed to measure the achievements of a project or a program. It provides information on how the strategies are working, schedule of activities carried out and outputs obtained, project impact on people/ communities, success level and issues faced. The M&E System design needs to be practical and economical; it should avoid duplication of data collection, require minimum site visits and ensure that accurate data is available in time for analysis and reporting. M&E System is an essential requirement in project proposals. It helps the donors to track and monitor the project. An effective M&E System shows that the organization has good controls and it is able to identify and address problems in time. The project proposal should indicates how and when the project management team will conduct activities to monitor the project's progress; which methods will be used to monitor and evaluate; and who will do the evaluation? Normally M&E data collection activities are scheduled with routine monitoring exercises. After the data collection exercise, the results are analyzed and reported. Feedback is provided to modify planning and budgeting if required. Generally outputs are monitored on a quarterly basis while outcomes and objectives are monitored or evaluated on an annual basis.

What is Monitoring?
Monitoring is the regular observation and recording of activities taking place in a project or program. It is a process of routinely gathering information on all aspects of the project. To monitor is to check on how project activities are progressing. It is systematic and purposeful observation. Monitoring also involves giving feedback about the progress of the project to the donors, implementers and beneficiaries of the project. Reporting enables the gathered information to be used in making decisions for improving project performance. In development projects, the monitoring and evaluation processes are usually participatory meaning that implementers, beneficiaries and stakeholders are all consulted in the process. Their input makes the result more credible and it also gives them a strong sense of ownership and commitment.

Monitoring is very important in project planning and implementation. It is like watching where you are going while riding a bicycle; you can adjust as you go along and ensure that you are on the right track. Monitoring provides information that will be useful in:

- Analyzing the situation in the community and its project
- Determining whether the inputs in the project are well utilized
- Identifying problems facing the community or project and finding solutions
- Ensuring all activities are carried out properly by the right people and in time
- Using lessons from one project experience on to another
- Determining whether the way the project was planned is the most appropriate way of solving the problem at hand.

Monitoring is an on-going process throughout the life of a project. It tracks the utilization of resources, completion of activities and achievements of outputs against the planning given in the Gantt Chart. Through monitoring, constraints and problems can be identified in time and the project management can be informed in time to take remedial action. Monitoring should be carried out by all stake holders at all levels. Each level, however, has specific objectives for monitoring, methods and therefore roles. For monitoring to be effective, there is need for a mechanism of giving feedback to everyone involved at all levels (community, district, national and donor).

Monitoring Tools

Monitoring tools may include several types of reports. Information for monitoring can be obtained from progress reports, filed diaries, staff meeting notes, and work plans tracking progress. Primary information can be obtained through field visits in which stakeholders, beneficiaries and implementers on the field level can be consulted and observed. Field visit notes, field reports and observation forms can provide the required monitoring data. In larger projects, specific indicators may be developed to apply at different time intervals to see how the project is progressing. The indicators used in planning, monitoring and evaluation are known as Logical Framework Analysis which shall be described later in this section.

What is Evaluation?

Evaluation is an overall assessment of how the projects and programs are being conducted and how close they have moved towards reaching their objectives. While monitoring usually tracks inputs, activities and outputs; Evaluation has a focus on objectives and outcomes of the project or the program. Long term results are of interest to any evaluation process. It measures and tries to explain any major deviations and how improvements can be made. Evaluation assesses the value of activities as to the extent to which they have contributed to the desired objectives. Outcomes and Impact is of interest to Evaluation. Many evaluations are required to assess the project design, relevance, efficiency effectiveness and sustainability and they come with lessons learnt through the project implementation experience. Smaller projects (up to two years) are usually evaluated at the end while larger projects may be evaluated at mid-term and at the end.

Evaluation Tools

Evaluators usually develop checklists from indicators and use observation forms to collect data at project site. Consultation with implementers, stakeholders and beneficiaries may be done through one-to-one interviews, focus group discussions, sample surveys, developing case studies or success stories, stakeholder meetings, or manager conferences. While monitoring is done by the implementing agency (sometimes with the support of beneficiaries) all the time and the donors sometimes, evaluation in almost all cases is done by external experts hired by donor agencies. This does not stop the implementing agencies from conducting internal evaluations.

Evaluation Process

The evaluation team studies all the secondary information including project proposal, design, progress reports and other relevant material. They use the given indicators to develop the checklists. Data sources and respondents are identified to collect primary data. The respondents may include individuals, groups, government departments and institutions. Evaluation timeline and budget is worked out. After collecting primary data, all the information is analyzed. Main findings are shared with stakeholders, beneficiaries and implementers. A Final Evaluation Report is prepared and shared with the donor and the implementing organization. The evaluation feedback helps the implementers in understanding their strengths and weaknesses and gives a clear idea of their achievements and gaps. Learning from the evaluation, they can modify their strategies, upscale their program and disseminate findings to others so that they can start similar projects. Evaluation ensures that implementers are accountable to their communities, other stakeholders and donors.

M&E and Implementing Organization

In simple words, all M&E exercises end up measuring how close the results are to the plans. Thus they show the degree of gap or difference between planning and actual results. Many organizations are taking a results based approach to focus on priorities and high performance. Their intent is to build knowledge about results and influencing factors and improve the quality of work. They want to improve the allocation and use of resources and provide greater accountability in performance. They want to have their end results as close to planning as possible. The ability of an organization to complete activities in time and get the required outputs is a measure of its capacity. The result of outputs in form of outcomes or long term results is seen as the organizational performance. The impact which results from the outcomes is the social change desired by the project in its goal.

A Result Chain

Inputs --- Activities --- Outputs --- Outcomes -- Impact

Inputs or resources are human and financial resources, equipment, material etc. contributed by donor, stakeholders, organization, community etc.
Activities such as training, technical assistance etc organized by implementing organization.
Outputs are short term development results as a consequence of activities.
Objectives are medium term development results as a consequence of outputs.
Impact is the long term development result as a consequence of outcomes.

Logical Framework Analysis (LFA)

Logical framework is a popular project planning and management tool therefore a good understanding of the principles of LFA is essential when developing projects for donor funding. LFAs provide a common language when discussing projects with donors. Log frames provide an easily accessible answer to the question: "Why are we doing the things we are doing?" When used as a management tool, it can also help the project to remain focused during implementation. LFA-based project assessment will provide opportunities to the implementer for self reflection, generate early warnings for the management, improve project monitoring and reporting, and facilitate project evaluation.

Logical Framework Analysis or the Logical Framework Approach (LFA) is an analytical process for structuring the analysis of a project idea. The LFA process involves stakeholder analysis, problem analysis, objective setting and strategy selection. The logical framework matrix (or log frame) documents the product of the LFA process into a logical structure. The log frame matrix summarizes the results of this entire process, and presents the whole project in a nutshell. The LFA process allows a project to:

- Involve stakeholders in the problem analysis and design of the project.
- Systematically set out the project's objectives and the means-end relationships between them.
- Establish what assumptions outside the scope of the project may influence its success.
- Set indicators to check whether the objectives have been achieved.

LFA is a planning and monitoring tool that relates activities, outputs and objectives in a logical way. It provides Indicators for performance measurement. Essentially an LFA shows a logical results chain and a way to measure it. It also lists the Means of Verification to ensure that an activity has been done or an output or objective has been achieved. Three new terms are defined when we introduce the LFA. These are Indicators, Means of Verification and Assumptions.

Indicators are pointers that tell us the extent of inputs made, and outputs and objectives achieved. They are the actual results achieved by the project. Indicators are required to be SMART -- Specific, Measurable, Achievable, Relevant, Time bound. Quantitative indicators are hard numbers while qualitative indicators may show the perceptions or thinking of a group. We should have a balance of quantitative and qualitative indicators. Collecting data for too many indicators is time consuming and costly. It is important that indicators are able to collect gender sensitive data. Data should be easy to collect for chosen indicators.

Generally indicators are of the following four types:

- *Input indicators:* describe what goes on in the project (e.g. number of sets of books delivered, training material produced)
- *Output indicators*: describe the project activity (e.g. number of classrooms built, number of training sessions conducted)
- *Outcome indicators*: describe the product of the activity (e.g. number of pupils attending the school)
- *Impact indicators:* measure change in conditions of the community (e.g. reduced illiteracy in the community)

Means of Verification: When an evaluator or monitor provides an indicator based finding, the question that is normally asked is if we have any verification for that. A written means of verification is considered authentic in most cases. If we take the example of above indicators, our means of verification could be receipt for books purchased and delivered, a copy of training material, photographs of new classrooms built and expense receipts, record of training sessions, enrolment register of students, comparison of current literacy with baseline figures etc.

Assumptions External factor(s) or fundamental condition(s) under which the project is expected to function, which is necessary for the project to achieve its objectives, and over which the project has no direct control. The Assumption is a safety valve which provides the implementing organization breathing space in case the external factors negatively impact the project progress.

When to Use Logical Framework Analysis?

The logical framework plays a role in each phase of the project cycle, from planning to implementation to evaluation. It can be a master tool for creating other tools, such as the project monitoring plan, the breakdown of responsibilities, the implementation timetable, and the detailed budget. It can become an instrument for managing each stage of the project, and as such, it should be updated regularly. LFA is used during the Define phase to help analyze the existing situation, investigate the relevance of the project, and identify potential strategies. During the Design stage it provides a framework for an appropriate project plan with clear objectives, measurable results, and a strategy for risk management. During implementation, the log frame provides a key management tool to support work planning and budgeting. In the Analyze/Adapt phase it provides the basis for monitoring, and the basis for performance and impact assessment.

Project Monitoring Plan (PMP)

A Project Monitoring Plan is derived from the LFA Matrix. Against each indicator, it identifies the data sources, lists the person who would collect this data, and method and frequency of data collection. Data sources could include individuals, documents, databases, managers, service providers, advisors, consultants, monitors, beneficiaries and other stakeholders. Data collection methods may include interviews, focus group discussions, workshops, sample surveys, observations etc. Since the objective of monitoring is to make relevant information available quickly to the project management, care needs to be taken that the data collection and analysis is not very time consuming. Monitoring information that is provided after the decision making time is over is of no use to the project management. Generally information on inputs, activities and outputs is collected on a quarterly basis while that on objectives and outcomes is collected on an annual basis. Any PMP which has a practical, simple and economic data collection methodology, requires minimum field trips, uses only the key indicators and seeks to measure both quantitative and quality indicators is deemed to be a good one.

Distribute Handout-5 "Monitoring and Evaluation" among the participants.

6. Technical Writing and Budget

Introduction to Technical Writing

Technical report writing is a routine part of all the projects. Some of these reports are required at regular intervals during a project while others may be required on a need or urgency basis. The ability to write informative, precise and presentable reports and submit them in time is a reflection of the capacity of an implementing organization. Some organizations keep saying that their work on the ground is very effective but they are unable to present it well in the reports. This is a major capacity gap which needs to be removed because besides doing good practical work, implementing organizations are required to present them well highlighting their achievements and also communicating their work to the outside world.

Technical reports need to present material logically in proper language. They should communicate the main messages and the most important happenings clearly. Technical reports are not expected to have an emotional tone; they are supposed to maintain a serious note and are objective. They present ideas and viewpoints convincingly, support them with figures, data and other relevant evidence. Most technical reports provide information and expect to get feedback from readers. Most technical reports have a specific readership, they are known by their objective language, organized material and flow of ideas. They may use visual aids, tables or charts to make their point of view clear.

Some of the common reports that are required from implementing organizations include:

<u>Concept Note:</u> These are project briefs listing the main problems, strategies, a brief on location and beneficiaries, expected outcomes and organizational profile to give the prospective donor an idea about the proposed project. If the Concept Paper is accepted the donor can go ahead and ask for a full project Proposal.

<u>Project Proposal:</u> A project proposal expands on the concept note considerably. It gives precise information on number and types of beneficiaries, project description, project design, a monitoring and evaluation plan, human resources requirement and a detailed item by item budget. It also has a Gantt Chart showing the timeline of all the major activities proposed in the project. Like the Concept Note, the Project Proposal relates the proposed sector of work with the donor's priority sectors. It shows how the project objectives are related with the donor objectives or goal.

<u>Project Design Documents:</u> Project Design Documents show how the goal, objectives, outputs and activities are inter-related. These documents justify the logic of the project. If required, the design documents include the Logical Framework Matrix. In that case, indicators, means of verification and assumptions have to be listed as well to satisfy the requirements of the LFA and provide a comprehensive logic of the entire project.

<u>Progress Reports:</u> The normal donor requirement for progress reports is on quarterly and annual basis. A Final Report is also required at the end of the project. For very short projects (few months duration), monthly reports may be required. In any case, it is useful if the implementing organization compiles monthly progress reports for its own record and use. At quarter end, these can be compiled to develop quarterly reports. Progress reports for donors must follow the given format and clearly describe progress against each activity, output or objective. Where progress has been slow or not started, reasons must be stated to keep the donor informed so that there are no surprises when the monitoring

team arrives. In such cases alternate plans and modified Gantt Charts are also appreciated.

Monitoring & Evaluation Reports: Monitoring and evaluation are usually done against the indicators set in the project design documents. Usually organizations develop standard formats for monitoring and evaluation reports so it makes for all the readers to understand what they are trying to convey. Since these reports may have several checklists and observation forms, they may have to present data in tabular form and graphs with interpretation. The caution with these reports is that thy must reach the decision makers in time otherwise all the efforts made in collecting useful data are lost.

Process of Writing

Planning

The readers of the report should be determined first. Their knowledge of the subject and thinking is taken into account so that details or duplication can be avoided. How the readers are expected to use the document is an important consideration. Their expectations of what the report must contain should be taken into account and included in the contents. These considerations make the report more pertinent and relevant for the readers as they find it suited to their needs.

The main message and purpose of the document should be established. The facts that the readers require should be reported and their sequence established. The report should be explicitly clear about its main message. There should no beating around the bush and the main message should be stated clearly in proper words in the very first paragraph. It should be unfolded with details, facts and figures in the following pages in a smooth sequential order.

How the facts should be presented is the strategy of the report. Its tone should be selected carefully. Most people do not like loud or aggressive tone in reports. The outline of the report is very important for it determines the flow, such as how one idea is taken forward. It is a good idea to start with a summary and then move forward with details of each section while maintaining a logical flow and relationship between different sections. Page format should be easy to read and pleasing to the eye; it should be consistent throughout the report. Visuals can be added to support the contents but there should not be too many of them.

Getting Information

Primary and secondary sources for the report should be identified. After data collection and analysis, tables can be generated and analyzed. If the data is limited, manual or Microsoft Excel based analysis are enough to generate useful information for the report. However if the data is voluminous, it may have to be entered into a database, cleaned and validated and then tables obtained. Mere presentation of data is not enough but careful analysis answering why and how is it important to catch the attention of the readers.

Drafting

Apply the report strategy and proper formats and layouts. Develop the flow and sequencing of the report. Elaborate the analysis and tables to support your contents. If there is a need, give recommendations in form of suggestions in a separate section. Apply the C Qualities in your writing explained later in this section.

Finishing

Edit the document to make sure it is consistent and no incomplete notes are left in. Recheck the accuracy of data, and edit for accuracy of language, spellings and terminologies. Review one last time to see if the report will have the right impact. Experts point out that logical sequencing of the report, correct language, usage of different words or expressions for the same thing, easy reading and limited use of technical words are important for a good report.

The Seven "Cs" of Writing

The report should be Complete covering all areas and answering all questions. Extra information can be given in small amount if it is relevant or elaborates a point that has been asked. All areas need to be covered. For instance if in a progress report, two or three sections have nothing to report, efforts and issues need to be explained, reasons given for delay and alternate plans and timelines suggested. If some sections are completely ignored, it gives the impression that the writer is avoiding them to cover up the gaps.

It is critical that the report be Concise. It does not mean that we take out important things or omit some of the features. What is means is that there should be no duplications or needless details. If we can say something in 6 lines, we should avoid saying it in 10 lines. Also the use of adjectives should be reduced. Repetitions of same things in different sections of the report is usually annoying to the readers. If needed, we can give reference so that the reader can go back to the relevant section for details.

The report must cater to the interest of the reader; in short it should have Consideration for the readers. Most of the contents and sections should be structured in such a way that the reader's interest is taken care of. Positive facts, developments and achievements must be emphasized without going into self praise. Leave it up to the reader to judge your organization's performance. Instead, praise and highlight the stakeholders in their positive role as it creates a very positive impression on the reader.

The facts and figures given in the report must be Concrete meaning that they should be verified and the calculations must be correct. It leaves a poor impression if some of the figures turn out wrong later or figures in different sections of the report do not tally with each other. Avoid writing dull, monotonous reports. Avoid being emotional but at the same time, the writing style should be bright and imaginative so that the reader can understand the situation on ground clearly.

Clarity of writing is important to avoid long sentences and complex phrases. Make sure you use different words and phrases avoiding repetition of same phrases. Similarly avoid using metaphors and expressions that are completely outdated. Use paragraphs to explain new sub-topics or ideas. Try not to have too long paragraphs; one third of page is good and you can go up to a maximum of half a page. Add visual aids at selected places to illustrate your point but do not overburden your report with too many visuals.

The tone of the report should be Courteous not attacking anyone. Appreciate all who have contributed to successes. At the same time, do not insult, belittle or degrade individuals or institutions for shortcomings. Put things like those in challenges section suggesting solutions.

Use of Correct spellings, grammar and accuracy of facts are important features of good reports. Be careful not to use expressions that are discriminatory towards any nationality, ethnic or social group or are gender-biased.

How to Improve Writing
Reading is most appropriate way to improve writing. It teaches correct grammar and style without a memorization of the rules of grammar. As we read more, our "sense" and "nose" for that particular language improves and after a while we are able to distinguish between grammatically correct and incorrect sentences. Read about subjects that you like, not necessarily about your professional subject all the time. Reproducing written material in short form (précis writing) improves comprehension and writing skills. Always keep your message clear and don't repeat things. Use short sentences to avoid making mistakes. Use dictionary and thesaurus to use correct words and avoid using same words again and again.

***Exercise PM-5:* Participants are divided into 3-4 groups. They are given a paper describing briefly a project. They are asked to develop an Annual Progress Report based on the given information. The reports presented by the groups are commented upon and questions asked by participants for clarification.**

Distribute Handout-6 "Technical Writing" among the participants.

Budget
Expenditures (also called expenses or costs) are all the costs that are anticipated to occur during the project's implementation. Regardless of the calculation and classification criteria used, the project costs should present a reasonable reflection of the activities presented in the project proposal. The categories presented would then be broken down into greater detail where required. A projection of the specific amounts of time needed at different phases of project implementation represents a basis for calculating the spending dynamics at different periods of the project.

The budget reflects the item wise cost expenditure that is estimated for all the overhead costs and activity costs to complete a project. Normally, the columns in a budget may comprise the following:

Line Item Code, Description, Quantity/Number, Rate, Total Amount

Sometimes additional columns of information may also be demanded in specific formats by donors but the above description should be enough to do a budget estimate.

The budget heads can be categorized into broader heads as follows.

Recurring Expenditure: Head Office Salaries, Head Office Operational Cost, Field Office Salaries, Field Office Operational Cost

Capital Expenditure: Vehicles, Motorbikes; Computers, Printers; Photocopy machine, Cameras, Projectors; Furniture, Fittings

Direct Activities Expenditure: Seminars/ Meetings, Training Costs, Material Costs, Salaries of staff employed in the field

In the budget itself, all costs related to the Head Office are seen as Indirect, Overhead or Management Costs. In contrast, all costs related to the Field Office and Direct Activities are seen as Direct Costs.

Indirect Costs
Head Office Salaries, Head Office Operational Costs, Head Office Capital Costs

Direct Costs
Field Office Salaries, Field Office Operational Costs, Field Office Capital Costs
Direct Activities Costs

Direct costs should be between 15-20% of the total costs. Funding agencies want that most of the budget be spent on Direct Activities. Sometimes funding agency specifies the amount of Indirect Costs.

Exercise PM-6: ***Participants are divided into 3-4 groups. They are given a budget format with item description and quantities. They are asked to fill in unit rates and calculate total amounts for each item; Indirect and Direct Costs and Grand Total. During presentations, participants are encouraged to questions the costs. The facilitator comments on economic feasibility of the project.***

Distribute Handout-7 "Budgeting" among the participants.

7. Proposal Writing

What is a Good Proposal?

The proposal should have a good working idea which must appeal to the donor. It should propose support to the right beneficiaries in sufficient numbers so that its feasibility can be demonstrated. It must have monitoring controls to see if the project is progressing well. Importantly, it must fit in with the donor's priority areas. There is no point in sending a well written proposal to a donor whose priority sector area does not match with that of the organization applying for funding support. In summary, an effective proposal picks up a good idea, is well researched, matches the donor's priorities, strongly presents the case, is neat and well written and follows the donor's guidelines. A good proposal describes a problem situation clearly, it has clear results, it is concise and its indirect costs are not too high. Finally, do refer to the section on Technical Writing and revise the 7 Cs of good writing. They are applicable to proposal writing as to other reports. Remember everybody wants to see a neat and comprehensible proposal which has least grammatical and preferably no spelling mistakes.

Issues to be Considered before Proposal Writing

The project design consists of project planning and project proposal writing (converting the plan into a project document). Both steps are essential to forming a solid project design. Project planning calls for formulation of project elements before the project proposal document is written. The organizations need to set up project objectives and break them down into outputs and activities that will lead to achievement of objectives. They have to select their target area(s) and communities and do a stakeholder analysis besides ascertaining the number of beneficiaries. Another important question at this point is to determine the length of time required for achieving the objectives. Based on this initial information, the organization would do well to conduct an internal capacity assessment or SWOT to judge whether it has the technical and managerial capability to deliver the project. This reality check will make the project numbers and requirements more achievable. In brief, the following questions need to be considered before going into the actual writing of the proposal:

- Beneficiaries of the project and geographical areas of work
- Project team and cooperative partners
- Success criteria
- Goal and objectives
- Methods/ strategies chosen to achieve project objectives
- Organization's technical and management capacity
- Human resources requirement
- Risks involved in implementation
- Estimated costs and expenditures
- Own contribution
- Potential donors

Factors in Securing Proposals

There are some factors that are within our control (as described in an earlier section they are in our Circle of Influence). By focusing on these factors we can make a strong and feasible proposal to get the attention of a potential donor. The quality of our proposal is one such factor. It is up to us how thorough, comprehensive, accurate we are and how well we present our case. Our level of research and understanding of issues and practicality of proposed solutions is another such factor. Finally how well the proposal is written, how convincing it is and provides best services to beneficiaries in an economical way and has sustainability built into it. All these factors are within our control and if we manage them well, we can come up with a winning proposal.

On the other hand, there are factors that we cannot control because they are out of our Circle of Influence. If there are any internal issues within the donor agency, these are none of our concern and there is nothing that we can do about them so we should not let them bother us in any way. Tough competition from other applicants can reduce our chances to secure a project but again we cannot prevent others from bidding; all we can do is to improve our own proposal. Finally there can be budget limitations at the donor's end but remember that a well written project never escapes the attention. It is quite possible that the donor may approach the organization at a later stage when additional funds are available.

Getting Information on Donors
Find out all you can about the donor's funding priorities and giving history from website, annual report or by calling them. Donor agencies are generally very open about providing information and there should be few problems in getting information from relevant sources to figure out how your proposal should be related to and integrated with the donor objectives. Donors often advertise projects (may be called Request for Proposals or RFP) in newspapers and on their websites. If your organization plans to make an application without invitation of proposals, call the donor agencies to ensure that they are willing to accept unsolicited proposals. Some donors ask for a brief Concept Paper before a complete Proposal to get the basic idea of the project.

Concept Paper
Some donors require that a Concept Paper be submitted for review prior to the submission of a full proposal. This helps the donor organizations in providing a quick feedback to the applicants on their ideas prior to preparing a proposal. The purpose of a Concept Paper is to help applicants develop more competitive proposals and to save time by eliminating proposals that are not likely to be funded. The applicant's purpose in developing a Concept Paper is to capture the interest of the funding agency and demonstrate that the idea they are proposing is worthy of further consideration. Therefore, the first sentences of a concept paper are very important. You want the funding agency representatives or board members to continue reading!

The introductory section should include some information about the funding agency. You need to demonstrate that you have done your homework and understand the mission of the funding agency and the types of projects that they support. Then you need to identify the agency you represent and how the mission of your agency and the funding agency mesh. Describe any partner agencies that will be involved and their interest in the project. Next comes the very important section in which the Problem Statement is given. It describes the question, problem or need that will to be addressed. If you have statistical data, use it; numbers are always convincing. Explain the situation clearly so that it can convince the reader that the problem is genuine and needs urgent attention.

Describe your project: what your agency plans to do, why this is a unique approach, and who will benefit. Briefly describe your goal and objectives. Give an overview of your methodology--how the project will be carried out--and any innovative approaches, techniques, or processes that will be used. Make sure that the goals, objectives, and methods relate to each other. Include general timelines for what you hope to accomplish. Describe the anticipated benefits and who will benefit.

Try to be brief, concise, and clear. Concept papers should not be longer than three to four pages. Do not go into minute details, avoid vague or unsure statements about what you want to accomplish. Be positive and definite. Instead of saying an objective "may be accomplished," indicate that the objective "will be accomplished" by a certain time. Generally describe the types of support you need, e.g. personnel, travel, equipment, etc but a budget is not required. The type size should be large enough to read easily, and margins should be standard size. Check for spelling errors before submission. Attention to detail is important. Number all pages. Place your name and date in the header. Include your contact information with the Concept Paper.

Proposal Guidelines

Follow all the rules about page and font size and limit, page numbering and maximum limit of pages. Violating the guidelines is annoying and in some cases, donors altogether reject proposals which do that. Use all the standard forms provided by the donor. If a complete proposal format is provided, make sure you use that and do not deviate from it. Fill in all the required sections and use headings and subheadings to make the proposal clear. Take care to put the material in right places. Make sure paragraphs or sentences are not left incomplete. Attach CVs and other information required. Ensure that you send the right number of copies within the deadline.

Basic Components of a Proposal

<u>Cover Letter:</u> Cover Letter is addressed to appropriate individual representing the donor organization with designation. The subject mentions the proposal with its title and the name of submitting organization. The cover letter starts by referring to the source through which the applicant came to know of the project. It goes on to give a brief on the proposal and the organization (maximum one paragraph) and closes with the expectation that the applicant will be contacted and showing willingness to respond to queries. The Cover Letter should be on the letterhead unless the proposal is being submitted through email and it must have the name of contact person, telephone and email address.

<u>Title Page:</u> If a donor format is provided it should be used. Otherwise, a simple title page can be designed. The basic information required on the Title Page is the Project title (e.g. Proposal for Health Improvement in Five Villages), Organization name, Donor name and Submission date. The Project Title part should be the most prominent of all other information.

<u>Executive Summary:</u> It is usually one to two pages long. It briefly states the problem and the proposed solution. It gives a brief of objectives and expected outcomes and the number of beneficiaries and some information on the locality and community. Although the Executive Summary is placed at the beginning of the proposal, it is written at the very end after the proposal has been completed so that all the important information can be summarized in this section.

<u>Statement of Need:</u> This section elaborates the rationale for the project proposal establishing the need for the project to be implemented. It describes the specific needs or problem that are being faced by the community and which the project plans to address. This section also provides information on how the need was identified, how common it is and the state of existing services to meet that need, or who is left un-served. The source of information is given: survey, reports, observation or discussions with communities and stakeholders to establish that it is accurate and verified. The statement of need or problem must be aligned to the donor's priority sectors of interest.

<u>Strategies:</u> These are approaches or methods to be taken up by the project to solve the given problem. This section describes how the project will address the problem and what kind of solution(s) it will implement in the short and long term to reduce or eliminate the problem. The main interventions can

be described and justified in this section without going into too many details.

Beneficiaries & Stakeholders: This section provides a very accurate figure of beneficiaries since that is going to have a direct bearing on the resources, work plan and budgetary allocations. The section also lists all the stakeholder groups and their interests or concerns from the project. It is in this section that the results of a stakeholder analysis exercise can be inserted. The applicant states how the perceived negative stakeholders will be countered and how the project will be able to muster community support.

Project Design: Objectives are the desired results of the project, each one of them made up of a number of outputs while Outcomes are long term results of the project. Objectives can be seen as the intended results and Outcomes as the actual long term results. Objectives and outcomes are related to identified needs and donor's priorities. Just like each objective is made up of several outputs, each output is made up of several activities. All these in an integrated form constitute the Project Design which is required to be placed in this section. If the donor requires a Logical Framework Matrix (LFA Matrix), we need to conduct an LFA exercise and add Indicators, Means of Verification and Assumptions and place the complete design in this section. The LFA has been described in the M&E Section earlier in detail.

Project Description: This section describes the flow of activities in the project and how they logically lead to the desired outputs. Various outputs then lead to the objectives given in the project design. The logic of the flow of activities is very important in this section as it shows the applicant organization's experience of handling similar work and having adequate knowledge of how they plan to manage the project. Project description depicts the applicant's understanding of the ground realities and its planning abilities. If the major staff members associated with implementation and monitoring of key activities can be identified by designation, it reflects the applicant organization's ability to optimally deploy the human resource. The section can also list qualification and relevant experience of key personnel who are supposed to manage the project.

Monitoring and Evaluation: Describe briefly monitoring and evaluation methodology and frequency. Refer to the LFA Matrix and discuss key indicators that are going to be used to monitor and evaluate the project. A paragraph on the monitoring system is required here that will describe how information will be collected at the grassroots level and in what form it will be documented, compiled and analyzed. The section also describes briefly the data collection and analysis responsibilities and the frequency of reporting. It is important for the donor that the monitoring reports are submitted in a timely manner. The applicant gives a concise description of the success criteria of the project and the key indicators that are to be used in project evaluation. Again, these must correspond to the shared objectives and goal of the applicant and the donor.

Sustainability: Describe how the project will keep going when funding period ends. The applicant can give various options in this section. There might be a possibility of getting additional grants from other donors or from special programs run by the district or provincial government. Some projects can become self reliant by enforcing a fee for services provided. Usually such projects are community owned or run by the private sector. There are some projects which the community or the government department may be willing to take over. All sustainability options depend on how well the project has performed and how relevant it is to community needs and in the interest of potential new donors or government departments. Sustainability is often dependent on the number and quality of linkages. Also, sometimes the physical sustainability of a project may not be possible but a change in attitudes and approaches may lead to sustaining the project impact which arguably is the most ideal form of sustainability.

Organizational Capability: Describe your organization, its history, and its mission. List organization's strengths in terms of staff, facilities, resources, areas of expertise. Most importantly, describe your experience relevant to the proposed project. This section is also very important because it reflects the capacity of the applicant to undertake the project. Other than specific skills which are weighed, it is important to have a proper management system, administrative and financial systems in place. The presence of such systems and general practices of the organization shows it stability and accountability standards. By far the most valuable asset of any organization is its human resources therefore key personnel and their brief profiles are present this section. Quit a few donors like to conduct capacity assessment before project award; therefore care must be taken to be factual and accurate in this section.

Timeline: A timeline shows the sequence of various activities and when they are going to be implemented during the course of a project. The Timeline is usually referred to as the Work Plan or the Gantt Chart. Its description and construction has been described in the section on Planning Tools. Timeline is an essential requirement of the project as it shows the logical flow of activities in a graphical form which is easy to comprehend. When it is developed first, the Timeline is a planning tool but it can easily be used to track the project progress if updated on regular basis.

Budget and Cost-Effectiveness: The applicant must ensure that all heads applied for are covered by the donor. Some donors do not allow capital equipment or vehicles or certain salaries or other expenses. These restrictions must be considered while developing the budget. All activities should be covered by the budget. While inflated or exaggerated budget will not be acceptable to the donor and can lead to a rejection of proposal especially if there is tough competition, an unduly tight budget may make implementation very difficult. So the applicant organizations have to be very realistic and keep reviewing budget against the commitments made in the proposal to end up with a realistic budget. They need to check if donor requires some cost sharing by the applicant and ensure that their organization can realistically do it. The indirect cost should ideally be around 20% of the total cost. In some cases the donors provide specific figures for maximum indirect costs and these directions must be followed.

Appendices: Normally donors require that organizational profile, annual report, audit report and CVs of key personnel be attached with the proposal. Some may require additional information and others may require less.

It is important to note that all donors may not require all the components listed above in the proposal. These have been provided to serve as guidelines.

Exercise PM-7: Participants are divided into 3-4 groups. They are given the outline of a proposal and a problem statement. They are asked to draft a proposal based on the given information. During presentations, the participants and the facilitator comment on the feasibility of the proposals.

Distribute Handout-8 "Proposal Writing" among the participants.

Annexures

Annex-1: **Workshop Schedule**

Annex-2: **Pre/Post Test**

Annex-3: **Exercises**

Annex-4: **Handouts**

Annex 1

Workshop Schedule

Day 1

Timing	Topic	Remarks
5 min	Recitation from Holy Quran	
45 min	Intro of Participants & Trainer	Name, Education, Profession, Organization, One strength & one weakness
5 min	Set Norms for Training	Put on chart
20 min	Expectations of participants	Written on cards. Discussion conducted by Trainer
40 min	Pre Test	Written Pre Test to assess understanding of participants
20 min	Tea Break	
15 min	Introduction to Training W/shop/Objectives	Trainer will explain & give main topics of training schedule
90 min	Technical terms & definitions of Proj Mgmt	Use Power point, give examples
40 min	Lunch Break	
60 min	Technical terms & definitions of Proj Mgmt continued. Exercise questions Show Project Management Cycle	Use Power point, give examples Exercise
20 min	Tea Break	
60 min	Some Planning Tools. Exercise on SWOT Analysis	Power Point, Exercise

Day 2

Timing	Topic	Remarks
10 min	Recap of Day 1	
60 min	Some Planning Tools. Exercise on making Gantt Chart	Power Point, Exercise
50 min	Human Resource Management	Power Point
20 min	Tea Break	
90 min	Human Resource Management continued. Exercise on making ToRs for positions	Power Point Exercise
40 min	Lunch Break	
60 min	Effective Project Manager	Use Power point, interactive session
20 min	Tea Break	
60 min	Monitoring & Evaluation	Power Point

Day 3

Timing	Topic	Remarks
10 min	Recap of Day 2	
110 min	Monitoring & Evaluation	Power Point
20 min	Tea Break	
90 min	Technical Report Writing Exercise on Progress Report	Power Point Exercise
40 min	Lunch Break	
60 min	Budgeting	Power Point
20 min	Tea Break	
60 min	Exercise on Budgeting	

Day 4

Timing	Topic	Remarks
10 min	Recap of Day 3	
110 min	Proposal Writing	Power Point
20 min	Tea Break	
90 min	Proposal Writing continued. Exercise	Power Point Exercise
40 min	Lunch Break	
20 min	Expectations Revisited	
40 min	Post Training Test	
20 min	Tea Break	
20 min	Trainer Evaluation	
20 min	Certification	
	End of Program	

Annex 2

Pre/Post Test

1. What kinds of resources are required to implement a project?
2. How do we get outputs from a project?
3. What are the main kinds of project budget items?
4. Project stakeholders are against the project. Right or wrong.
5. Name any three functions of Human Resource Department.
6. Other than salary, what do staff members want from the organization?
7. How do we make Monitoring & Evaluation participatory?
8. What is the major difference between monitoring & evaluation?
9. What is the use of Feedback?
10. What is the impact of an effective health improvement project in 20 villages?
11. What are Indicators? (What do they show?)
12. From where is the information of a project collected?
13. What kind of language is required in official reports?
14. What three things we should take care of in official reports?
15. How can writing quality be improved?
16. What are Capital Costs in a budget?
17. What are Direct Activity Costs in a budget?
18. Which projects funding agencies do not accept?
19. What are three good points of a proposal?
20. What is a Problem Statement in a proposal?

Annex 3

EXERCISES

PM-1: Project Management Terms

1. What is the difference between a project and a program?
2. What are the main preparatory activities after a project is awarded?
3. Why is project monitoring necessary?
4. What is the difference between monitoring & evaluation?
5. In a four year project, normally when should evaluation be done?
6. What are the results of poor coordination?
7. One section in an organization has written job description, the other assigns work verbally. Which one is more organized? Why?
8. Budget forecast shows amount required for each head in a time period. What happens if a budget forecast is inaccurate?

PM-2: SWOT Analysis

Three teams of 2 people each chosen to question three groups. Three groups act as organizations. The questioning teams asks:
Name of organization. What work it does? Since when it is established? How many program people does it have?

Strengths, Weaknesses, Opportunities, Strengths
How to improve weaknesses?

PM-3: Making a Gantt Chart

We need a list of jumbled up activities for three groups. They have to rewrite the activities in the right order and then make a Gantt Chart for a project time of one year

Project: Setting up 10 Education Centers for Poor Children

1. Organize quarterly tests of children
2. Place charts and education material in Education Centers
3. Conduct teacher training
4. Procure recreational material
5. Conduct education campaign in villages
6. Hire teachers
7. Organize annual exams of children
8. Rent out place for Education Centers
9. Take children out for visit (one a year)
10. Procure textbooks
11. Organize community groups
12. Procure stationery

PM-4: Making Terms of Reference for Different Positions
Group 1-Project Manager, Computer Incharge, Admin Officer
Group 2-Field Supervisor, Social Organizer, Accounts Officer
Group 3-Proposal/Report Writer, Teacher Trainer, Driver

PM-5: Writing a Progress Report
Improving Literacy in 10 Villages
Introduction: Project title, goal & objectives. Area. Beneficiaries. Donor. Project Timeline.
Activities: Organize community groups, Give awareness, Hire & train teachers, Enroll adult students, 20 Literacy Centers, 20 adult students each. 8 month course
Achievements: How many completed, how many dropped out & why? How many failed? Are more adults willing to enroll?
Challenges:
Success story: One student can read a newspaper or write letters.

PM-6: Budget
DEVELOPING A ONE YEAR BUDGET

Line Item	Description	Quantity	Rate	Total Amount
1.0	**HEAD OFFICE SALARIES**			
1.1	Project Manager per month	1		
1.2	Computer In-charge per month	1		
2.0	**HEAD OFFICE CAPITAL COSTS**			
2.1	Computer & Printer	1		
2.2	Digital Camera	1		
3.0	**HEAD OFFICE OPERATIONAL COSTS**			
3.1	Office Rent & Utilities per month	1		
3.2	Communications per month	1		
3.3	Stationery per month	1		
	INDIRECT COSTS SUB-TOTAL			
4.0	**FIELD OFFICE SALARIES**			
4.1	Field Supervisor per month	1		
4.2	Social Organizers per month	2		
4.3	Accounts-Admin Officer per month	1		
5.0	**FIELD OFFICE CAPITAL COSTS**			
5.1	Motorcycles	2		
6.0	**FIELD OFFICE OPERATIONAL COSTS**			
6.1	Office Rent & Utilities per month	1		
6.2	Communications per month	1		
6.3	Stationery per month	1		
6.4	Transport costs per month	1		
7.0	**DIRECT ACTIVITIES COST**			
7.1	Teacher Training Cost-2 Trainings	2		
7.2	Education Centers Rent per month (10 centers)	10		
7.3	Children Textbooks & material (2 times a year) for 200 children	2		
	DIRECT COSTS SUB-TOTAL			
	TOTAL COST			

PM-7: Proposal Writing

- Problem Statement
- Strategies
- Beneficiaries & Stakeholders
- Objectives & Outputs
- Monitoring
- Human Resources

Annex 4

HANDOUTS

Handout 1 - Project Management Definitions

What is a Project?
A series of activities to solve a particular problem, in a specific location in given resources.

Resources Required
Human resources, Funds, Equipment/ Vehicles/ Material, Time, Knowledgebase

Project Management
Combination of techniques, procedures, systems, people management to successfully complete the project. Includes Planning, Implementation, Monitoring, Evaluation, Reporting & Feedback.

What is a Program?
A group of related projects is called a program. A project is part of a program.

What is Coordination?
Coordination is working understanding between individuals or organizations.

Project Phases
- Pre project work: Concept paper, Proposal, Project Approval
- Preparatory activities: Hiring, Setting up office & systems, Procurements
- Implementation Phase: Planning & Organizing, Implementation, Monitoring & Feedback, Reporting & Documentation, Evaluation & Feedback
- Last phase: Closing activities, Completing accounts, Final reporting

Project Components
Project Goal, Objectives, Outputs, Activities

Project Goal
Goal is the ultimate/ final destination that the project wishes to achieve

Project Objectives
Objectives are the practical purposes for which a project is implemented. All objectives lead to the goal.

Project Outputs
Outputs are results that we get after we implement the project activities. They lead to objective.

Project Activities
Activities are the actions that we do to implement a project. All activities require resources. They lead to output.

Designing a Feasible Project

- What are our objectives? Are they realistic?
- Do we have enough people with experience & knowledge? Do we have technical, social & official support?
- Do we have the management systems in place?
- Is the project economically feasible?

Project Deliverables

Will communities get what they need? Are their needs & expectations realistic? Can we deliver all this in time?

Project Risks & Assumptions

Risks can have negative impact. Assumptions state that if risks are avoided, project will succeed.

Project Planning

Planning is which activities to do? During what time should they be implemented? A list of activities with Monthly or Weekly Plan is called a Work Plan or Project Schedule or Gantt Chart. All important activities or outputs are marked as Milestones in the Work Plan.

Project Plan is a document with Work Plan, Monitoring Plan & Team Responsibilities.

Project Organization

Organization means who will do what? Who will report to whom? Terms of Reference or Job Description is made for all positions.

Project Monitoring

Monitoring is observing or watching project progress. It is a continuous activity. It checks progress of outputs & objectives, quality of work and fulfillment of reporting requirements.

Project Evaluation

Evaluation done after periodic intervals. Also called Project Review. It measures outcomes, impacts, long term effects and new possibilities. Normally, evaluation is done by external expert.

Feedback

It is informing organizations, sections and people of monitoring/ evaluation. It helps in improving efficiency & quality of work.

Project Budget

It is a detailed line budget explaining each expenditure & amount. Budget heads could include Salaries, Vehicles, Equipment, Material, Activities Direct Cost

Budget Forecast

Donors normally release funds in quarterly installments. Organizations make a quarterly forecast according to budget & submit it. On approval of forecast, funds are released. Forecast should be according to Work Plan.

Project Procurement
All equipment, vehicle(s), material or services procured under the project are called Project Procurements. Normally, under a fixed amount, cash procurement can be done. Above that, only cheque payment is allowed.

Staffing Plan
A Plan which names right people for the specific jobs. A strong staffing plan shows high organization capacity. It is usually required with the proposal, sometimes after award.

Stakeholders
All people, departments & organizations that are involved in the project, or affected by the project, or influencing the project positively or negatively

Stakeholder Analysis
An exercise in which we try to determine the kind of stakeholders & their possible influence on the project. This is done to win over stakeholders.

Lessons Learnt
Learning gained while implementing the project. It is part of project documentation. It can help upscale the project, or change strategies, or help others in implementing their projects.

Handout 2 - Some Planning Tools

1. SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. It is used to assess strengths & weaknesses and identify opportunities & threats. It can be applied to organizations and projects. It is used to assess organizational capacity before taking on new projects.

Internal dimensions

Strengths: Internal strong points of the organizations that help achieve objectives. Examples: expertise, human resources, knowledgebase, experience, assets, professional contacts

Weaknesses: Internal weak areas of the organizations that create hurdles in meeting the objectives. Examples: absence of systems, lack of expertise, lack of facilities, unmotivated staff.

External dimensions

Opportunities: External conditions helpful in achieving objectives. Examples: Possibilities of more work, training programs, institutional support.

Threats: External conditions causing risk for the program. Examples: security, vested interests, budget limitations, non cooperation of officials, traditional thinking.

SWOT Lessons

How do we use strengths effectively? How do we maintain and reinforce them? How do we use them to get more resources for the organization?

What are the negative effects of weaknesses? How do we improve them? How do we bridge our gaps? Can we make a plan to address them?

How can we tap the opportunities? Do we plan for that? Who is responsible for ensuring that opportunities are not wasted? What documentation do we need to get these opportunities?

Are all threats out of our control? Can we make strategies to reduce some of the threats? Can we seek advice from someone on reducing or eliminating threats?

2. Stakeholder Analysis

Beneficiaries: All those who directly or indirectly benefit from the project activities. They are part of stakeholders.

Stakeholders: All those who are affected by the project whether positively or negatively. They are not direct or indirect beneficiaries.

Stakeholder Analysis is done to identify support individuals/ groups and those who may oppose the project. This is done to win over negative stakeholders.

We have to get support and cooperation from positive stakeholders by making them realize how it is good and useful to the community. At the same time we have to ensure negative stakeholders that the project is not threatening to them. We need to hold meetings and discussions with them so that they are satisfied.

3. Gantt Chart or Work plan

Work Plan is a picture of all project activities on a timeline providing start & end dates of all activities. The activities are logically placed. Those at the start are shown first and so on. Timelines should be realistic according to resources. They should not be very tight because low progress will show bad planning. They should not be very relaxed because that would show poor utilization of resources. Too many activities in the same time frame should be avoided.

Work Plans are used to track progress. They can be reviewed & modified on a regular basis. Project Work Plans cover the entire periods. We can have annual, quarterly & monthly work plans.

Handout 3 - Human Resource Management (HRM)

What is Human Resource Management?
Concepts that directly link human resources with your organization's vision and mission. A policy that is beneficial to both employees & organization always brings positive results. All organizations achieve results by making their people productive and effective. A good HR Policy aims at recruiting capable, flexible and committed people, & manages and rewards their performance and develops key competencies.

Human Resource Management in NGOs
Biggest organizational challenge is how to make staff give their best. Staff motivation is the most important factor in achieving objectives. There are more than 50,000 NGOs in Pakistan with over 300,000 employees and managing and motivating them is big challenge.

Major Functions of Human Resource Management
- HR Planning
- Recruitment
- HR Development
- Performance appraisal
- Work place safety and environment
- Compensation

HRM's Strategic Role
Internal factors such as the quality of an organization's human resource can be a source of strength or weakness. Effective HRM systems owned by the staff will allow an organization to better attract, retain, train and motivate quality employees. Quality employees always give the top results. HRM ensures that the HR Policy and organizational objectives are coordinated. It puts people/ staff members at the center of its planning. The HRM section of an organization advises the management if its plans are in coordination with available human resource strengths or not. HRM creates a friendly and respectable environment so that everyone can do their jobs better & high caliber people are found & kept. It develops and applies performance assessment systems so that staff can be informed. It is always making efforts to raise staff motivation levels.

HR Planning
HR planning forecasts the demand and supply of staff according to nature of work/ projects. The organization can have advanced knowledge of where to find what kind of staff when required. HR Planning identifies the skills required currently and in future and predicts the number and type of staff for a given period. The first step is to assess human resource needs. Based on that, hiring or change in responsibilities can be done. Staff training needs are assessed and they are provided opportunities to enhance their skills. Staff motivation programs are developed and implemented.

Handout 4 - Effective Project Manager

Adapted from: Seven Habits of Highly Effective People by Steven Covey

Habit 1: Be Proactive
Life is designed by ALLAH & YOU together (Taqdeer & Tadbeer)
Every moment YOU have choices & opportunities. YOU are free to make choices. Be Proactive -- take responsibility for your life. Stop blaming others for your failures. Focus on what you can do, in your Circle of Influence. Stop worrying about external factors, they are your Circle of Concern.

Habit 2: Begin with the end in Mind
Begin with the End in Mind means: Start each day, week, month, task, project with a clear vision of direction & destination. Make your Mission Statement: What you want to be in Five Years?

Habit 3: Put First Things First
Make sure you first do the most important, most vital and the most valuable activities. Organize, Prioritize, & Sequence activities and manage time, resources & events accordingly. Prioritize all your work before starting it. Stop doing unimportant/ duplicate things/ time wasting things. Take charge of all the work. Do not touch less important things before you have finished the priorities.

Habit 4: Think Win-Win
Normally, we want to win at all costs. We want to belittle others so we can stand tall. But life calls for cooperation. Adopt Win-Win strategy. Seek mutual benefit in all human interactions through agreements or solutions that are mutually beneficial. Be true and follow human values. Express your ideas with confidence and listen to others with respect.

Habit 5: Seek First to Understand, then to be Understood
Communication skills are most important. Normally we don't listen but like to talk and talk. We should listen to others carefully before making our point. If we are criticizing, we should criticize the idea and not the person. We should practice silence sometimes to understand its value.

Habit 6: Synergize
Synergy means "two heads are better than one”. Together we produce far better results than individually. Synergy allows teamwork, open-mind, open discussion, genuine interaction. We can synergize by accepting criticism and differences of thought.

Habit 7: Sharpen the Saw
Sharpen the saw means keeping yourself fit. Preserve physical, emotional, mental and spiritual areas of life. Do not overdo work, relax sometimes, and give time to family and friends.

Handout 5 - Monitoring and Evaluation

M&E A Process

Monitoring and Evaluation is a process which answers the following questions:

- Are the inputs being used properly?
- Are we getting the outputs?
- Is our progress satisfactory?
- Does our work have quality?
- Are there any constraints?

Participatory M&E means that we include the beneficiaries & stakeholders in our research because they are the most important groups. Their opinion of project performance & usefulness is the most useful input to M&E exercise. Any M&E effort should involve them in dialogue & discussions to get their opinions & perceptions. This gives them a sense of ownership & commitment.

Monitoring is used to track the flow of inputs, keep a record of outputs, compare project performance with the timeline, identify problems and constraints, and alert the management as to the project performance.

Evaluation: It is the systematic investigation of the worth or value of activities. Evaluation takes outputs into account but works more on impact of the project. It uses the impact indicators given in the project design. Normally, evaluation also looks at design, relevance, effectiveness, efficiency & sustainability.

Purpose of M&E: M&E provides an understanding of project goal, objectives, impact & outputs as compared to inputs. It oversees if the project strategies are being followed or modified. It checks if the activities are being implemented in time and reasons for delay if any. The M&E System explores impact on people or groups and assesses the success of the project.

Monitoring Tools: Progress Reports, Daily/ Weekly Diaries, Staff meeting notes, Work plans with progress achieved, Field visit notes, Observation forms.

Evaluation Tools: Observation of project sites with check lists, One to one interviews, Focus Group Discussions, Sample surveys, Case studies/ Success stories, Stakeholder Meetings, Manager Conferences, Evaluation Missions.

M&E in Project Proposals: The M&E System is clearly defined in proposals. Donors can use the M&E System to periodically monitor and evaluate the project. Based on that, they can give advice & technical support. M&E System is an essential component of proposals because it shows that the organization has an effective control system, and it can identify & correct mistakes in time.

Some Tips on M&E System: The process should be economical & practical. Data collection duplication is avoided. Same data can be used for progress reporting or other purposes. Data gathering visits are minimum. People are tired of giving same information again & field visits are costly. Data identified is easily available, in time and verifiable.

Results Based Approach: Many organizations take a results based approach to focus on priorities and high performance. Their intent is to build knowledge about results and influencing factors and improve the quality of work. They want to improve the allocation and use of resources and provide greater accountability in performance.

Organizational Effectiveness: The ability of an organization to complete activities in time and get the required outputs is a measure of its capacity. The result of outputs in form of outcomes or long term results is seen as the organizational performance.

Logical Framework Analysis (LFA) is a tool that relates activities, outputs and objectives in a logical way. It provides indicators for performance measurement. Essentially an LFA shows a logical results chain and a way to measure it. It also lists the Means of Verification to ensure that an activity has been done or an output or objective has been achieved.

Project Goal and Objectives: The **'project goal'** is the highest goal to which the project plans to contribute. It is beyond the reach of the project and other projects are contributing to the same goal. The **'project objectives'** are within the reach of the project and the project is evaluated against their achievement.

Indicators are pointers that tell us the extent of inputs made, and outputs and objectives achieved. They are the actual results achieved by the project. Indicators are required to be SMART -- Specific, Measurable, Achievable, Relevant, Time bound. Quantitative indicators are hard numbers while qualitative indicators may show the perceptions or thinking of a group. We should have a balance of quantitative and qualitative indicators. Collecting data for too many indicators is time consuming and costly. It is important that indicators are able to collect gender sensitive data. Data should be easy to collect for chosen indicators.

Project M&E Strategy

Ongoing monitoring of project outputs requires that information be gathered from beneficiaries, participants, trainers, consultants, project personnel regularly. Data collection responsibilities and frequency should be clearly fixed. Evaluation can be done annually or mid term. Normally it is done by donors or external consultants.

Data Sources

People, documents and databases; Managers, implementers, advisors, consultants, monitors; Participants and beneficiaries; Other stakeholders

Data Collection Methods

Questionnaire survey method is fairly common. Individual interviews can be conducted. For group views, focus group discussions or stakeholder meetings can be organized. Document review is a task that needs to be done before doing any direct data collection activity.

Frequency of Data Collection

Normally data collection activities are scheduled with routine monitoring exercises. After the data collection exercise, the results are analyzed and reported. Feedback is provided to modify planning and budgeting if required. Generally outputs are monitored on a quarterly basis while outcomes and objectives are monitored or evaluated on an annual basis.

Handout 6-Technical Writing

Common Reports: Concept Note, Project Proposal, Project Design Documents, Progress Reports, Monitoring & Evaluation Reports.

Purpose of Technical Writing: Technical reports need to present material logically in proper language. They should communicate the main messages and the most important happenings clearly. Technical reports are not emotional or casual, they maintain a serious note and are objective. They present ideas & viewpoints convincingly, support them with figures, data & other relevant evidence. Most technical reports provide information and expect to get feedback from readers.

Characteristics of Technical Writing: Most technical reports have a specific readership, they are known by their objective language, organized material and flow of ideas. They may use visual aids, tables or charts to make their point of view clear.

Process of Writing

<u>Planning</u>

The readers of the report should be determined first. Their knowledge of the subject and thinking is taken into account so that details or duplication can be avoided. How the readers are expected to use the document is an important consideration. Their expectations of what the report must contain should be taken into account and included in the contents.

<u>Set the goal</u>

The main message and purpose of the document should be established. The facts that the readers require should be reported and their sequence established.

<u>Other factors</u>

How the facts should be presented is the strategy of the report. Its tone should be selected carefully. Most people do not like loud or aggressive tone in reports. The outline of the report is very important for it determines the flow and how one idea is taken forward. It is a good idea to start with a summary and then move forward with details of each section while maintaining a logical flow and relationship between different sections. Page format should be easy to read and pleasing to the eye, it should be consistent throughout the report. Visuals can be added to support the contents but there should not be too many of them.

Getting Information: Primary and secondary sources for the report should be identified. After data collection and analysis, tables can be generated and analyzed.

Drafting: Apply the report strategy and proper formats and layouts. Develop the flow and sequencing of the report. Elaborate the analysis and tables to support your contents. Apply the C Qualities in your writing given in this handout.

Finishing: Edit the document to make sure it is consistent and no incomplete notes are left. Recheck the accuracy of data, and edit for accuracy of language, spellings & terminologies. Review one last time to see if the report will have the right impact.

The Seven "Cs" of Writing: The report should be Complete (covering all areas and answering all questions) yet Concise (no duplications or needless details). It should have Consideration for reader interest and Concrete facts and figures. Clarity of writing is important so avoid long sentences and complex phrases. The tone of the report should be Courteous and not attacking anyone. Correct spellings, grammar and accuracy of facts is an important feature of good reports.

How to improve writing: Reading helps because it teaches correct grammar and style. Read about subjects that you like. Reproducing written material in short form improves comprehension and writing skills. Always keep your message clear and don't repeat things. Use short sentences to avoid making mistakes. Use dictionary and thesaurus to use correct words and avoid using same word again and again.

Handout 7 - Budgeting

Budget Components: Include Line Item, Description, Quantity/Number, Rate, Total Amount.

Types of Line Items
Recurring Expenditure: Head Office Salaries, Head Office Operational Cost, Field Office Salaries, Field Office Operational Cost.

Capital Expenditure: Vehicles, Motorbikes; Computers, Printers; Photocopy machine, Cameras, Projectors; Furniture, Fittings.

Direct Activities Expenditure: Seminars/ Meetings, Training Costs, Material Costs, Salaries of staff employed in the field.

Direct Costs
Field Office Salaries, Field Office Operational Costs, Field Office Capital Costs Direct Activities Costs.

Indirect Costs
Head Office Salaries, Head Office Operational Costs, Head Office Capital Costs.

Direct costs should be between 15-20% of the total costs. Funding agencies want that most of the budget be spent on Direct Activities. Sometimes funding agencies specify the amount of Indirect Costs.

Handout 8 - Proposal Writing

Strong & Effective Proposal: The proposal should have a good working idea. It should propose support to the right beneficiaries in sufficient numbers. It must have monitoring controls to see if the project is progressing well. It must fit in with the donor's priority areas.

Getting Information: Find out all you can about the donor's funding priorities and giving history from website, annual report or by calling them. Get accurate information on community that you want to work with.

Concept Note: Some funding agencies ask for a Concept Note before a Proposal. Check it out. A Concept Note is a two to three page document. State the Problem, Strategies, Beneficiaries, Objectives and Intended Results along with broad idea of Time Required. Also add a brief on your organizational history. If comments are sent, it is a good sign. Discuss with donor agency and make changes if they are appropriate. Once the Concept Note is accepted, you can prepare a full Proposal.

Proposal Guidelines: Follow the rules about page and font size and limit on number of pages. If you don't, the proposal might be rejected. Use all the forms provided by the donor. Fill in all the required sections and use headings and subheadings to make the proposal clear. Take care to put the material in right places. Make sure paragraphs or sentences are not left incomplete. Attach CVs and other information required. Ensure that you send the right number of copies within the deadline.

B**asic Components of a Proposal**: Cover letter, Cover sheet/title page, Executive Summary, Problem Statement, Strategies, Beneficiaries & Stakeholders, Project Objectives & Outcomes, Outputs & Activities, Project Description, Evaluation, Sustainability, Organizational Capability, Timeline (Gantt Chart), Budget, Appendices (Organizational profile, Audit reports, CVs of Key Personnel)

Cover Letter: Cover Letter is address to appropriate individual with designation and remember to provide contact name and information for your organization

Cover/Title Page: Use donor form if given. Otherwise, design your own title page. Give Project title, Organization name, Donor name and Submission date

Executive Summary is usually one page stating the problems and the proposed solution. It gives a brief of objectives and expected outcomes and the number of beneficiaries and some information on the locality and community.

Statement of Need: Gives specific need or problem that the project plans to address. Provides information on how the need was identified, how common it is and why is there is no existing service. The source of information is given: survey, reports, observation or discussions with communities & stakeholders.

Strategies: These are approaches or methods to be taken up by the project to solve the given problem.

Beneficiaries & Stakeholders: No. of people, families or communities benefiting from the project are beneficiaries and their number is required. Stakeholders are those people or groups affected by the project positively or negatively their number is not required, only they have to be specified

Objectives & Outcomes: Objectives are the desired results of the project, made up of a number of outputs while Outcomes are long term results of the project. Objectives & outcomes are related to identified needs and donor's priorities

Outputs & Activities: Outputs are results of activities that we do while Activities are the actual work that we do to get outputs

Project Description: Describe the flow of activities. Identify persons by designation responsible for all major activities and give qualifications of key personnel. Describe monitoring and management of project

Evaluation: Describe briefly evaluation methodology and frequency. Provide logframe with indicators.

Sustainability: Describe how the project will keep going when funding period ends. You can give various options here.

Organizational Capability: Describe your organization, its history, and its mission. List organization's strengths in terms of staff, facilities, resources, areas of expertise. Describe experience relevant to the proposed project

Timeline: Develop Gantt Chart and place it in this section.

Budget and Cost-Effectiveness: Ensure all heads are covered by the donor. All activities should be covered by the budget. Inflated budget will make success difficult, tight budget will make implementation difficult so be realistic. Check if donor requires some cost sharing and ensure that your organization can realistically do it. Keep the indirect cost between 15-20% of the total budget or follow donor guidelines.

Appendices: Normally organizational profile, annual report, audit report and CVs of key personnel are required

Summary of a Good Proposal

It takes up a good idea, is well researched, matches the donor's priorities, is neat and well written and follows the donor's guidelines. An effective proposal describes a problem situation clearly, it has clear results, it is concise and its indirect costs are not too high.

(**CAMP**) Community Appraisal and Motivation Programme is a national non-profit and non-governmental organisation established and registered in May 2002. We work with some of the most underprivileged communities in the Federally Administered Tribal Areas (FATA) and North West Frontier Province (NWFP) of Pakistan; responding to emergencies, improving access to quality health and education, creating livelihood opportunities and working closely with communities and government departments to promote human rights, peace and security.

Communities for Change Project: Laying the Grassroots Foundation for Political Reform in FATA

Policies for FATA are made at the Federal level, leaving very little opportunity for the people of FATA to voice their needs and demands. And although the Government of Pakistan is taking steps to increase development spending in FATA, there is a need to facilitate and create a sustained and viable grassroots movement, which would assert and protect the social, political and economic rights of the people.

With support from the Embassy of the Federal Republic of Germany, CAMP initiated a 21- month project in May 2009, titled 'Communities for Change'. The objective of this project is to empower the people of FATA to claim and defend their social, political and economic rights, as well as actively develop their resilience to sectarian and inter-tribal conflict and influences.

The project will form and strengthen a sustained network of Community Based Organizations (CBOs) of local leadership in FATA, and build grassroots level capacity to tackle issues that are contributing to poor governance, underdevelopment, radicalization, deteriorating law & order, and violation of human rights, through partnership and networks. The project strategy will be CAMP's underlying strategy in all its work: to encourage active participation from all community members without any discrimination.

By the end of January 2011, the Project aims to:

1. Facilitate and transform a sustained network of Community Based Organisations (CBOs) of local leadership in FATA.
2. Establish local facilities for building grassroots level capacity to tackle issues that are contributing to poor governance, underdevelopment, radicalization, deteriorating law & order, and violation of human rights through partnership and networks.
3. Support and enhance advocacy efforts at the grassroots level for pressing social issues that affect the local communities in FATA.
4. Facilitate conditions for community mobilization, ownership and control of local resources.

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