



PM CONNECT

A quarterly newsletter that brings information on modern project management methods, practices and tools to the international development community

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2. Project Management Constraints

Every project has to manage four basic constraints; scope, schedule, budget and quality. The success of a project depends on the skills and knowledge of a project manager to take into consideration these constraints and develop the plans and processes to keep them in balance. It is not enough for a project to meet the budget targets or to show to the donor that all activities have been completed on time. Development projects need to balance all four constraints if they want to realize the full benefits of a project.

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1. The Role of the Project Manager

Development organizations appoint a project manager for the depth of his or her technical skills. It is not unusual to find a good engineer being promoted to project manager just for his or her technical competence. While it is true that one must have a good understanding of the technical aspects of the project, project managers are also required to have good management skills such as communicating; planning, negotiating, coaching, decision-making, and leadership. These skills are often overlooked at the time of hiring or appointing a project manager.

The job descriptions for a project manager need to be more explicit on the managerial skills and competencies required for the job. Organizations usually assign a project manager with the idea that all that is required is expertise in a technical area and often forget the need to have a project manager with the skills to lead a project team, coordinate the use of resources, communicate with stakeholders and manage the project constraints, all at the same time.

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Coming soon to PM4DEV website:

On December, PM4DEV will publish a new book, *Fundamentals of Project Management for Development Organizations*. This book introduces the basic ideas and concepts of project management for development organizations. Introduces the project management cycle and the nine management processes. Readers will develop a basic understanding of how a modern project management methodology can help development organizations deliver projects that give the most impact. The book includes practical insight on the key skills a project manager must learn to be effective in reaching the project objectives and how organizations can benefit by using modern project management practices and methodologies.



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... The Roles of a Project Manager, from page 1

Organizations need to build a better understanding of the role of a project manager and understand that this role is not the same as a technical manager. The project manager role is one of integrator communicator and facilitator; this role is of equal or more importance than the role of a technical manager.

There are three critical roles of the project manager:

- **Integrator role;** ensures all the project activities, strategies and approaches are an integrated effort.
- **Communicator role;** most of the work is spend here, communicating with all stakeholders and building the right support and relationships.
- **Leader role;** motivating and inspiring a team to deliver the project work by providing a vision and direction.

A key responsibility of the project manager is to ensure the proper integration of the project management processes and coordinate the project phases through the project management cycle. This responsibility is to ensure that all areas of the project come together to deliver the project to a successful conclusion. This is the main role of the project manager; it is not related to the technical responsibilities of the project, which in most cases are managed by the project staff. The role of integrator involves three specific areas of responsibility:

- Developing the project management plans, which consists of the development of all project planning documents into a consistent, coherent project plan document
- Implementing the project plan, which involves the execution of the project plan and ensuring all activities are performed by all the people involved
- Monitor and control the plan, which involves measuring the initial results against the intended objectives and coordinating all changes to the plans.

...The Challenges of Projects, from page 1

Classical project management usually considers three constrains on a project: scope, time and costs (known as the project triangle), we believe that it is important to place under this category the constraint of quality. For development projects it is not enough to deliver a project according to the scope, on time and under budget; but the project must meet the needs and expectation of the beneficiaries who are the ultimate judges of the project quality.



Managing these constrains requires careful analysis and an agreement on the priorities for the organizations, the donor and the final beneficiaries. Depending on those factors a project may place more importance to the budget and quality than to the schedule or scope; these types of decisions, early in the project, have a fundamental impact on all the project plans that will need to be designed to ensure that the project is able to manage the four constraints. Failure to do that may result in the use of resources on areas that do not contribute to the ultimate success of the project. The definition of project management implies that projects have specific limits in scope, schedule, budget and quality. Understanding the combination of elements will allow make better choices when

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3. PM4DEV Services

Drawing from our deep understanding of the challenges and the needs for realistic solutions that can improve the way in which projects are managed and services are delivered, PM4DEV offers the only adapted Project Management Methodology for development organizations. Our services include:

- **Consulting** to help organizations assessing the need and the impact of implementing a Project Management methodology that will increase the impact of their interventions
- **On Site Training** on Project Management Methods to increase/develop the skills of project managers
- **Workshops** for project staff that want to develop their own competencies and need a flexible solution to meet their needs and work challenges.



To get more information on these services, visit our web site at www.pm4dev.com. We offer competitive prices and high quality material taught by international certified experts in Project Management.

4. Characteristics of Development Projects

Development organizations vary in size and orientation, most share the common goal of helping people and benefiting society. These organizations include international humanitarian organizations and national NGOs, support development activities ranging from community organization, welfare support, health, education, small-financial loans and protection of the environment.

NGOs typically are private, voluntary, non-profit and service-oriented organizations dedicated to helping improve people's welfare and quality of life.

The goal of all development projects is to help improve people's lives through skills training and other livelihood programs. Development organizations prepare and implement development projects and work to strengthen the capabilities of local institutional and promote community self-reliance through sustainable strategies. Funding for projects comes through private and public donations, government assistance and a variety of other sources. Development projects may consist of a single, transformative project to address a specific problem or a se-

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With the objective of serving the needs of the global development community, **PM4DEV**® was created to provide with expert project management consulting and training services based on a **customized** methodology that offers the tools and processes to plan, implement, and monitor projects in a more **consistent, reliable and predictable** manner. PM4DEV's methodology is based on a project management cycle that incorporates all the processes, tools and practices to **effectively** manage projects of all sizes. Organizations should have the ability to complete a project successfully by combining systems, techniques, and knowledge and controlling and balancing the constraints of time, cost, and scope in order to produce quality

**DOING THE RIGHT PROJECTS...
... DOING THE PROJECTS RIGHT**

....Characteristics, from page 3

ries of projects targeted at addressing several problems.

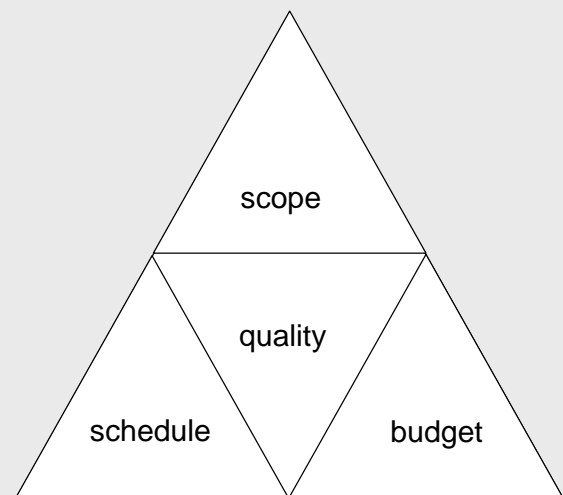
Although, development projects make significant contributions to a community's socioeconomic development, they also have limitations. A larger number of national NGOs are small in both size and scope of operations and their impact sometimes is limited. NGOs can suffer from financial and technical constraints, often focused on a specific concern or a specific location; many lack a broader economic and social perspective. They are loosely structured and may have limited accountability and their management and planning methods may be weak or too flexible.

One of the key success factors of development projects is when their planning involves people who will benefit or be affected by the project. Beneficiaries need to play a larger role in the planning and implementation of development efforts that will reshape their lives. This is one of the reasons why development projects are gradually moving away from traditional projects that rely on delivering direct services, and toward projects that include the participation of local organizations to deliver the services that will benefit the poor and other intended beneficiaries more directly.

Involvement of beneficiaries also increases the likelihood of development efforts realizing their intended benefits and can help avoid implementation problems. The concept of participation is concerned with ensuring that the intended beneficiaries of development projects are involved in the planning and implementation of those projects. This is considered important as it empowers the recipients of development projects to influence and manage their own development and helps remove any type of dependency after the project is completed. Beneficiary participation is widely considered to be one of the most important concepts in modern development theory .

....The Project Constraints, from page 3

the project needs to make tradeoffs. The use of a triangle helps understand these relationships, adjusting any one of these sides, the other two are affected. For example, a change in the project plan to shorten the schedule might result in an increase in costs or require a decrease in scope



The points of view provides a summary of themes, that in PM4DEV's experience, have proved critical in the successful implementation of project management methodologies. It draws on the expertise of Project management professionals and provides a guide to deliver a methodology that increases the chances of project success. For more information about PM4DEV services, contact our customer relations director:

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