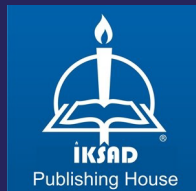




PROJECT MANAGEMENT IN NON-GOVERNMENTAL ORGANIZATIONS (NGOs)

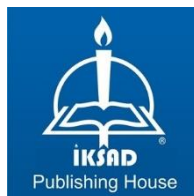
Dr. Mehmet Rıza DERİNDAG



PROJECT MANAGEMENT IN NON- GOVERNMENTAL ORGANIZATIONS (NGOs)

Dr. Mehmet Rıza DERİNDAG

DOI: <https://dx.doi.org/10.5281/zenodo.10144072>



Copyright © 2023 by iksad publishing house

All rights reserved. No part of this publication may be reproduced, distributed or transmitted in any form or by any means, including photocopying, recording or other electronic or mechanical methods, without the prior written permission of the publisher,

except in the case of

brief quotations embodied in critical reviews and certain other noncommercial uses permitted by copyright law. Institution of Economic Development and Social Researches Publications®

(The Licence Number of Publicator: 2014/31220)

TÜRKİYE TR: +90 342 606 06 75

USA: +1 631 685 0 853

E mail: iksadyayinevi@gmail.com

www.iksadyayinevi.com

It is responsibility of the author to abide by the publishing ethics rules.

Iksad Publications – 2023©

ISBN: 978-625-367-408-3

Cover Design: İbrahim KAYA

November / 2023

Ankara / Türkiye

Size = 21 x 29,7 cm

CONTENTS

PREFACE.....	5
CHAPTER 1 : NGOS, THEIR PROJECTS AND NGO PROJECT MANAGEMENT... 7	
1.1 INTRODUCTION	7
1.2 FORMS OF NGO PROJECTS.....	7
1.3 CHARACTERISTICS OF AN NGO PROJECT	12
1.4 PROJECT MANAGEMENT FOR NGOS	13
1.5 STAGES OF NGO PROJECTS	15
1.6 CHALLENGES IN NGO PROJECT MANAGEMENT.....	17
1.7 PROMOTING SUCESSFUL NGO PROJECTS	17
CHAPTER 2: PROJECT MANAGER.....	19
2.1 INTRODUCTION	19
2.2 ESSENTIAL PROJECT MANAGEMENT SKILLS.....	19
2.3 RESPONSIBILITIES OF AN NGO PROJECT MANAGER	21
2.4 NGO PROJECT MANAGER EFFECTIVENESS.....	23
2.5 BASIC WORKS OF AN NGO PROJECT MANAGER	26
2.5.1 PLANNING	28
2.5.2 ORGANIZING.....	30
2.5.3 GUIDING.....	31
2.5.4 COORDINATION	33
2.5.5 CONTROL.....	34
2.6 NGO PROJECT MANAGER QUALIFICATIONS	36
2.7 SELECTION OF A MANAGER, HIS/HER EMPOWERMENT AND EVALUATION OF HIS/HER SUCCESS	37
CHAPTER 3: NGO PROJECT TEAM.....	41
3.1 INTRODUCTION	41
3.1.1 WHY TEAMS ARE CREATED.....	41
3.1.2 STAGES OF TEAM FORMATION.....	42
3.1.3 TEAM ROLES.....	43
3.2 NGO PROJECT TEAM AND COMPOSITION	45
CHAPTER 4: PROJECT PLANNING IN NGOS.....	47
4.1 INTRODUCTION	47

4.2 BASIC AIMS OF PROJECT PLANNING IN NGOS	47
4.3 STAGES OF PROJECT PLANNING IN NGOS.....	49
4.4 PROJECT FOLDER.....	52
4.5 FACTORS THAT LEAD THE PROJECT TO SUCCESS AND FAILURES	54
4.6 STRATEGICAL PARAMETERS OF NGO PROJECT PLANNING	55
4.6.1 ANALYSIS OF ENVIRONMENTAL VARIABLES	57
CHAPTER 5: PROJECT CONTROL IN NGOS	64
5.1 INTRODUCTION	64
5.2 WORK CONTROL.....	65
5.3 CONTROLLING CHANGES IN NGO PROJECT	66
5.4 CONTROLLING BUDGET	67
5.4.1 ACCOUNTING IN NGOS	69
5.5 CONTROLLING TIME-TABLE IN NGO PROJECTS	71
5.6 ASSESSMENT OF PRODUCTIVITY IN NGO PROJECTS AND IMPROVEMENT OF EFFICIENCY	72
5.7 PROJECT MANAGEMENT INFORMATION SYSTEMS IN NGOS	74
CHAPTER 6: RISK MANAGEMENT IN NGOS.....	77
6.1 INTRODUCTION	77
6.2 PRINCIPLES OF RISK MANAGEMENT.....	78
6.3 STAGES OF RISK MANAGEMENT	78
6.4 ASSESSMENT OF RISK.....	80
6.5 RESPONSE PLANNING TO THE RISK	81
6.5.1 TRANSFERRING RISK.....	81
6.5.2 PREVENTING RISK	81
6.5.3 REDUCING RISK.....	82
6.5.4 CONTROLLING RISK	83
CHAPTER 7: ASSESSMENT, IMPLEMENTATION, IMPROVEMENTS AND ACCOMPLISHMENTS OF NGO PROJECTS	85
7.1 INTRODUCTION	85
7.2 ASSESSMENTS	85
7.3 PROJECT EVALUATION	86
7.4 IMPLEMENTATION.....	87
7.5 IMPROVEMENTS	89
CHAPTER 8: REPORTING	90

8.1. INTRODUCTION	90
8.2 MONTHLY PROGRESS REPORTS	91
8.3 CRITICAL PROJECT REVIEW	92
8.4 PROJECT CLOSURE	93
8.5 POST-COMPLETION EVALUATION	95
REFERENCES:	97
APPENDIX 1: NGO PROPOSALS AND REPORT SAMPLES	102
APPENDIX 2. ANNUAL REPORTING SAMPLES	112

PREFACE

A "**Project**" is defined as, “a temporary and organised endeavor with a specific goal or objective, typically involving a series of tasks, activities, and resources” (University of Massachusetts, 2023). Projects are unique since they have a start and end date and are specifically conducted to meet the main aims and objectives of an organisation.

Non-government organisations carry out a project to prepare a product that is unique and can potentially improve the lives of community members, and to provide specific services. A project is considered complete when its objectives are attained, and the resources used to implement these objectives are now redirected to perform another project.

Basing on the University of Massachusetts (2023) definition, a project has the following characteristics:

- * A unique endeavor (not repeated)
- * Temporary, with a distinct beginning and end
- * Defined by specific deliverables
- * Conducted by a temporary team that exists for the duration of its execution
- * Having a project manager who is responsible for its success
- * Defined by identifying its starting point, the goals/objectives sought, and the route between them

In contrast, operations are repetitive and ongoing. This means that operations are repeated daily, monthly, or annually. Some examples of operations include hiring for a new position, financial review, and upgrade of organization standards. However, when organizations require a major change in its purpose or process, they conduct projects to meet organizational changes.

Although there is no universal definition of non-government organisations (NGO) due to the diversity of its presentation, this type of organization may include institutions and groups that are independent of the government and has a cooperative and humanitarian purpose rather than commercial. These can include organizations or agencies in developed countries that aim in promoting international development. These may also refer to organized indigenous groups in regional and national levels and member groups found in villages. In addition, NGOs also include religious and charitable organizations that distribute services such as family planning and provision of food.

Funding of NGO projects is done through grants, donations, or partnerships with agencies and other organizations. These partnerships are intended to address a specific community need and to create a positive social and cultural impact. The objectives and scope of these projects can be diverse and wide-ranging, depending on the focus and mission of the involved NGO.

The success of an NGO project impacts not only local communities but also the global economy and society. In contrast, when NGO projects are unsuccessful, this can result in loss of donors, trustworthiness, reputation, and volunteers. Considering the impact of NGO failures, it is necessary that managers should practice good management of the organization to promote success and achievement of goals.

This book is written to help managers respond to current management issues of NGOs and their projects. It is written to address management issues through a managerial perspective and help volunteers and professional employees grasp a better understanding of the issues surrounding the management of NGOs.

Numerous resources and the author's own experience as manager of NGOs contributed to the development of this book.

I hope that reading this book will help you gain a better appreciation and understanding of the contributions of NGOs in community and country development and apply your learnings in actual practice.

Dr. Mehmet Rıza Derindağ

18/09/2023

Darüsselam, Tanzani

CHAPTER 1 : NGOs, THEIR PROJECTS AND NGO PROJECT MANAGEMENT

1.1 INTRODUCTION

A non-government organization (NGO) is described as a voluntary, non-profit, and independent organization that is not governed by government agencies or officials (Lewis and Kanji, 2009). An NGO is established by groups and individuals with common interests and is focused in addressing various social, humanitarian, environmental, and development issues (Lewis, 2014). These organizations can be formed locally, nationally, or internationally and address issues ranging from poverty alleviation, environmental conservation to healthcare. Non-government organizations help improve the community and society through providing different services and establishing various goals. Some examples of NGOs include religious organizations, foundations and youth associations to international organizations that fight world hunger and promote human rights (Council of Europe, 2023).

The contributions of NGOs are crucial since they often bridge the gap between communities and businesses and the civil society. For example, they advocate for causes that are meaningful for the community while providing services, mobilizing resources, and providing services to address different challenges. Funding of these NGOs is through grants, fundraising efforts, and donations (Council of Europe, 2023).

To address various issues and challenges, it is critical for NGOs to effectively manage projects and empower the people or volunteers of NGOs. This chapter examines the significance of project management within these organizations while highlighting key challenges, principles, and benefits of project management. This chapter also explores the different NGO projects and its various forms.

1.2 FORMS OF NGO PROJECTS

Non-government organizations implement projects that are aligned to their mission, vision, goals, and objectives (Lewis, 2014). Here are some common examples of NGO projects that are making impacts on the lives of the communities and societies they serve:

Humanitarian Aid Projects

Natural disasters are common in the past few decades due to the impact of climate change across the world (Osberghous and Fugger, 2022). The crisis brought by these natural disasters has driven both government and non-government organizations to provide immediate relief while also developing communities and countries to be more resilient to the effects of disasters (Bayes and Druckman, 2021). Non-government organizations are present in areas where natural disasters strike and are amongst the first to respond to a crisis. They provide immediate relief such as food, shelter, medical supplies, and other important resources.

Some examples of disasters include recent earthquakes. For instance, in the aftermath of the Sichuan, Kashmir and Japan earthquakes, NGOs such as the International Red Cross,

Doctors Without Borders, and the Oxfam International were amongst the first NGOs to provide relief and assistance to affected communities and families (Grogg, 2016). These NGOs collaborated with government organizations while demonstrating commitment to rebuilding communities affected by these earthquakes.

Development Projects

Development projects are defined as long-term initiatives that aim to improve the living conditions of individuals, families and communities and promote their wellbeing (Lewis, 2014). Some examples of development projects include development of infrastructure, healthcare, education, and poverty alleviation.

Although development projects aim to alleviate living conditions, many NGOs often fail when implementing these types of projects. Some factors that can affect the success of development projects include inability to find reliable and stable funding, failure to include the community in making crucial decisions about the project, and ill-defined organizational culture and structure (Tall et al., 2021).

While some development projects fail to accomplish its main goals and objectives, there are other NGOs that succeed in the implementation of development projects. A study (Nanthagopan et al., 2018) conducted in Sri Lanka investigated the factors that determine the success of development projects. The authors concluded that overall success of development projects is dependent on effective project management, satisfaction of stakeholders, and sustainability of the NGOs. Project management involves meeting the scope of the project, wise management of the budget and hitting the timeline of the project. Nanthagopan et al. (2018) added that for a project to succeed, it is vital that stakeholders such as donors, are satisfied with the progress of the project. These donors also want to determine if the projects are meeting their objectives and intended outcomes in the community. Satisfying the donors' expectations is an important factor in the sustainability of the project as lack of funding could delay the implementation of the projects' activities.

Environmental Conservation Projects

Environmental conservation projects are implemented in various settings across the world. These projects address issues such as climate change and mitigation, wildlife conservation, and sustainable resource management.

To illustrate, NGOs have been pivotal in conserving biological diversity in various biological diversity hotspots in the world. However, conservation of biological diversity is often underfunded and insufficient despite the urgency in maintaining diversity in ecosystems (Barnosky et al., 2012). Practical conservation requires the involvement of multiple stakeholders, natural sciences, private, government and non-government organizations (Balmford, 2012). Amongst these stakeholders, the NGOs are recognized to have increasingly vital roles since they can perform informal and formal politically lobbying, form partnerships with other groups to support specific conservation projects and covenanting or buying land for conservation (Fowler and Malunga, 2020). While NGOs are essential in conservation projects,

their relationships with other stakeholders are often described as complex with partnership agreements influencing outcomes and management of projects (van Wijk et al., 2015).

Advocacy and Awareness Campaigns

Non-government projects can also focus on raising awareness about specific issues in the community, including environmental and social issues. These projects also advocate for policy changes and involve lobbying, mobilization of community members, and public education (Lewis, 2014). A number of NGO projects have been successful in increasing awareness and promoting advocacy of important issues such as promotion of worker's rights. The International Labour Organization (2023) exemplifies how it has promoted the rights of migrant workers in the world. It has helped advocate for the need of labour unions to help promote the rights of the workers and ensure fair wage and working conditions.

As stipulated by Banerjee et al. (2021) from the Economic Policy Institute, "high unionization levels are associated with positive outcomes across multiple indicators of economic, personal, and democratic well-being" (p.1). This statement is underpinned by evidence from published literature. There is an argument that while unionization increase the wages of unionized workers, this often exposes the wide disparity between the wages of unionized workers and non-unionized workers (Ahlquist, 2017). This observation emphasizes the importance of NGOs in advocating for unionization of workers to ensure appropriate wages and protection of the rights of the workers.

Capacity Building Projects

Non-government organizations are also engaged in projects that improve the capacity, knowledge, and skills of individuals and local organizations. Some examples of these projects include workshops, training programs, and skill development initiatives. Non-government organization-led projects on capacity building are creating positive impacts on communities. A study by Langmann et al. (2023) on how NGOs building community capacity in Tamil Nadu showed that the proximity of these NGOs to the affected communities help them acquire local knowledge and identify challenges and problems of the affected communities. These unique perspectives on the affected communities can help them address these issues. In Tamil Nadu, NGOs use emotional empowerment to help build capacity. According to Langmann et al. (2023), this type of empowerment involves helping communities gain a sense of hopefulness and care; providing them with spaces that will allow them to voice out their challenges and feelings; and supporting community members to translate their voices into concrete actions.

The study by Langmann et al. (2023) further affirmed the need to boost the morale of local communities before implementing capacity building projects. The study authors recognised that disadvantaged communities have negative affect and must struggle with high affective barriers. This means that these communities demonstrate discouraging personal outlooks; and accepting the status quo or existing social structures. These negative perceptions and outlooks often prevent these communities from taking ownership of their situations.

Health and Wellness Initiatives

Non-government organizations are likewise responsible in implementing projects that are dedicated to disease prevention and health promotion (Lewis, 2014). The World Health Organization (WHO) (2023) has emphasized the importance of involving people in promoting their own health. Called as patient-engagement, individuals are encouraged to gain self-efficacy in promoting their own health and preventing disease formation and complications of existing long-term diseases. Meanwhile, many NGOs are focused on health promotion and have successfully improved the health status of women and children (Lewis, 2014). It has been shown that increasing the level of education of young women result in significant improvements in their health, reduction of infant and child mortality, and improvement in wellbeing (WHO, 2023). As an example, the World Health Organization and United Children's fund, which are international non-government organizations, have impacted the lives of countless people in different countries. These organizations have improved the quality of life of people in poor communities through implementing health and wellness initiatives.

Education and literacy programs

Non-government organizations are likewise involved in implementing projects that improve children and young people's access to education, which in turn enhance literacy rate. For instance, Plan International, Childhood Education International, Save the Children, and CARE are some examples of international NGOs that increase education access of vulnerable groups, especially children and young people with little access to education (Childhood Education International, 2023).

Importance of NGO projects

Experiences of developing countries and high-income countries in the past decades have shown that NGOs are necessary in the development of the individuals, community, and nations (Damari et al., 2014). These organizations are recognized as the missing link between public participation and development of the community and the nation. In Turkey, the number of NGOs in 2022 alone numbered to approximately 322,000 with 122,000 of these organizations deemed as active (Durmaz, 2022) (Table 1).

Table 1. NGOs in Turkey

Type of NGO	Number (if available)
Professional and solidarity associations	38,000
Environmental Natural life Animal protection	2,663
Media-related NGOs	(Number not available)
NGOs working for refugees (Examples include Caritas Turkey, IHH Humanitarian Relief Foundation)	(Number not available)

Source: Durmaz, 2022, p.1 and Puthiyakath, 2017, p.3

Introduction of NGO projects benefit individuals, communities, and nations. Some of these benefits include economic growth, innovation, positive environmental impact, trade and commerce, and knowledge transfer.

Economic growth

In a global scale, NGOs linking with governments and the people are important in the economic growth of the nations and the entire global economy (Lewis, 2014). When projects are successful, these can stimulate economic growth of the community or the nation through job creation and increase of productivity. The eighth goal of the Sustainable Development Goals of the United Nations (2023) stresses the importance of providing decent work and economic growth.

Without a sustainable and inclusive economy, people can suffer lack of education, poverty, and lack of affordable healthcare (United Nations, 2023). Hence, one of the common focus of NGOs includes economic development. To exemplify, the Bangladesh Rehabilitation Assistance Committee (BRAC) is one of the world largest NGO working on relieving poverty in 11 countries (BRAC, 2023). Some of the activities of BRAC include microfinance, banking, integrated development, and urban development.

Innovation

Many NGO projects are involved in research, innovation, and development. Majority of these NGOs rely on a community-based approach where individuals and communities are strongly encouraged to participate in decision-making. Projects that involved people encourage innovations, truth, and self-reliance (Wahid et al., 2017; Parnwell, 2011). Through a bottom-up approach, NGO projects can assist people and communities improve their society and current economic status through innovations that are acceptable to the target population.

Environmental Impact

Non-government organization projects have been improving the lives of many individuals across nations and communities. Projects that are aimed in developing resilience of communities against climate change do not only reduce the carbon footprint of the people and their communities, but also lessen the impact of climate change (Lewis and Farrington, 2014). For instance, NGO projects aimed at creating sustainable cities and green buildings are successful in reducing the carbon footprints of businesses and strike a balance between people's needs, environmental sustainability and profit (Lewis, 2014).

Trade and commerce

Non-government organization projects are shown to facilitate commerce and trade between countries (Lewis and Farrington, 2014). Although these projects are non-profit, they can create an environment where businesses can flourish and help improve trade and commerce between nations. For example, areas of conflicts or prolonged armed conflicts can deter international businesses to invest in a community or country. However, when NGO projects build the resilience of communities, this can promote economic activities and peace and order.

Once the latter is established, this can help sustain local and foreign investments in the community or country (Lewis and Kanji, 2009).

In addition, NGOs play pivotal role in facilitating international and national trade. For instance, organizations such as Care International (Trade Finance Global, 2023) use trade as a tool to help women gain financial literacy. Other NGOs are dedicated to protecting consumers and resting products to ensure that these are safe to use by consumers. Many NGOs have vital roles in influencing international trade policies (Trade Finance Global, 2023).

Knowledge transfer

Non-government organizations are led by experts or specialists in their field while collaborating with local communities. These NGOs play critical roles in the transfer of knowledge between stakeholders and the communities. Transfer of expertise does not only occur at the community level but can transcend borders (Lewis, 2014). The sharing of knowledge can help community members to adopt innovation and best practices, which in turn can benefit the global economy.

In summary, projects that are successfully implemented can have far-reaching effects not only economically but also on the health of the people and the environment. The effects of successful projects extend through borders and can influence not only the global economy but also the dynamics and health of the people. Hence, effective project management is crucial in harnessing the positive impacts of NGO projects in communities and nations.

1.3 CHARACTERISTICS OF AN NGO PROJECT

A project is described as an endeavor that has a timeline and is often temporary in nature. It has specific objectives and presents with a unique set of resources, tasks, and constraints. Since it is time-bounded, projects are distinct from routine and ongoing activities. They are mainly implemented to create a unique service, product, or result (Fowler and Malunga, 2010) (Table 2).

Table 2. Characteristics of NGO projects

Characteristics	Definition
Temporary in nature	Projects are time-bounded and have a beginning and an end. Hence, they are different from day-to-day activities of the NGO.
Specific objective	They have specific objectives that are also time-bounded
Unique	Each project is unique. It has individual objectives, timeline of implementation and different end-products or services.
Cross-functional teams	Team members of a project may come from different fields with diverse backgrounds and different specialities and expertise.
Resource allocation	Most NGOs operate with limited resources. Hence, resource allocation would be dependent on the available resources such as money or funds from donors, time of the stakeholders and working group, and other resources.

Risk-management	Any project faces risk during its initiation and implementation stage or throughout its life cycle. It is vital to manage risks and ensure that the project will be successful. Managing risks or uncertainties would ensure the viability and sustainability of the project.
Constraints	Projects often experience constraints or limitations, especially during the implementation stage. Some of these constraints can include budget or funds, logistics, and human resources.
Interrelated activities	NGO projects are developed by NGO managers with the aim of collaborating with other agencies. Hence, it is not unusual for NGO projects to conduct interrelated activities with other organizations. Further, the tasks and activities of a project should be interrelated and in specific sequence to ensure that success of the project.
Monitoring and control	Majority of the NGOs, when implementing a project, use Gantt charts to monitor their activities and determine if they are accomplishing milestones according to schedule.
Project life-cycle	A project goes through a life cycle or distinct phases which include the following: <ul style="list-style-type: none"> • Initiation • Planning • Execution • Monitoring and control • Closure

Since NGOs are diverse with different aims and objectives, it is expected that projects can also vary in scope and complexity. Projects can include small research tasks to large-scale projects and development efforts (Golini and Landoni, 2013).

1.4 PROJECT MANAGEMENT FOR NGOS

Project management involves the planning of activities, organization, direction, providing coordination of tasks and activities, and controlling the non-financial and financial resources of the organization (Golini and Landoni, 2013).

Managers aim to accomplish the tasks and goals of a project within a specified time-frame and budget. However, in actual practice, each project has its unique set of constraints and challenges, which in turn can influence its outcomes. This is especially true in large scale projects, which require advanced skills and expertise from specialist teams (Ahlemann et al., 2009).

Project Management Success

Managing a project can be challenging. However, all project managers would agree that each aims to implement a successful project. According to Howsawi et al. (2014), there are two concepts underpinning the term success when considering about projects. These are project management success and project success. Project success is described as the overall achievement of the project goals while project management refers to the traditional

measurements of cost, time, and quality performance (Serrador and Turner, 2015). However, due to the mutual relationship of both dimensions of success, it is difficult to differentiate between the two.

The International Project Management Association (IPMA) (2006) states that project management involves the following:

- Planning
- Organization
- Monitoring
- Control of all aspects of a project
- Achieving goals within agreed schedule, budget
- Achieving performance criteria

In addition, the IPMA (2006) states that a project's success can be evaluated through the following criteria:

- Time
- Cost
- Quality
- Scope
- Resource
- Activity

Meanwhile, Raujkovic and Sjekavica (2017) outlined three major criteria that could be used to evaluate the success of a project:

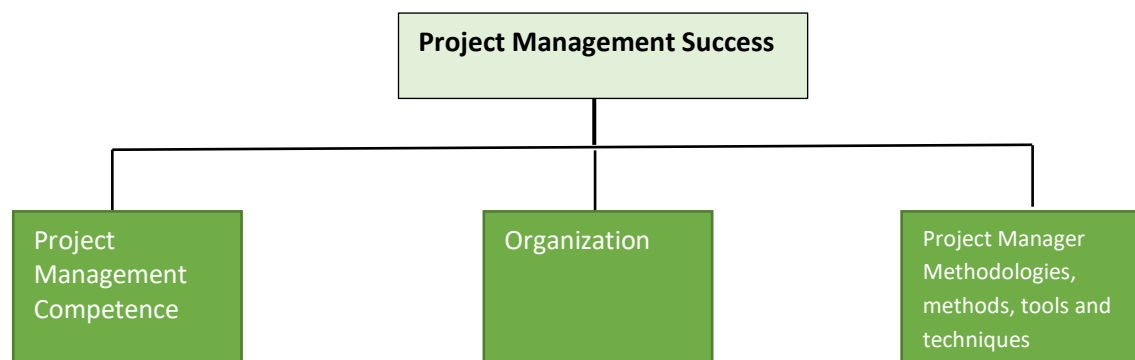


Figure 1. Project Management Success Evaluation
(Source: Raujkovic and Sjekavica, 2017, p. 610)

Based on the study by Raujkovic and Sjekavica (2017), there are various elements on Project Management competence, Organization and Project Manager Methodologies, methods, tools, and techniques. Each of these three major criteria also have sub-criteria that should be used to evaluate if a project is successful (Table 2).

Table 3. Sub-criteria to Evaluate a Project's Success

	Project Management Competencies	Organization	Project Manager Methodologies, methods, tools, and techniques
Sub-criteria	Technical competencies	Organizational structure	Project management methodologies
	Contextual competencies	Organizational culture	Project management software
	Behavioral competencies	Organizational atmosphere	Project management tools
		Organizational competence	Decision-making techniques
			Risk assessment tools
			Information communication technology support tools

Source: Raujkovic and Sjekavica, 2017, p. 610

Raujkovic and Sjekavica (2017, p.609) emphasizes that:

“...the importance of these factors may vary depending on project type (public or private) and project orientation (interim projects or projects for the market) and number of projects being managed in organization.”

1.5 STAGES OF NGO PROJECTS

Each NGO project goes through stages prior to its completion. Generally, NGO projects go through the following stages (Lewis, 2014):

1. Initiation: Called as the first stage of a project, project managers and stakeholders share ideas and determine the feasibility of these ideas. It is at this stage that a final idea is conceived, and all the stakeholders identify the project's main aim, scope, and objectives. The project manager also identifies additional stakeholders needed to complete the project. To formalize the project, a project charter may be created. Further, results of feasibility studies would solidify the charter of the project.

2. Planning: During this stage, the stakeholders, or the team along with the project manager makes a comprehensive plan on how to implement and achieve the team's goals and objectives. The plan includes defining the timeline of the project using a Gantt chart, identifying resources or source of funds, creating a budget, defining tasks, identifying risk management strategies.

The project plan is essential in any NGO project since this serves as a blueprint of the entire project. During sourcing of funds and pooling of resources, the project manager and

members can increase awareness of the proposed project and lobby with government agencies and certain donors.

3. Execution: As soon as the team agrees on the details of the project plan, the project moves into the third stage, which is the execution stage. During this stage, all team members commit to carry out the plan until all aspects of the plan are achieved. Allocation of resources remains a priority as lack of resources or running out of funds would derail the continuation of the project. During this stage, it is essential that effective communication and coordination are practiced. Evidence (Mwai and Wendo, 2022) has shown that effective communication within teams is critical in the success of a project or in the implementation of the tasks and objectives of the project.

4. Monitoring and Control: It is necessary to continuously monitor the project's implementation against its objectives and goals. Kermani and Reandi (2023) emphasized that unexpected issues or deviations from the project's plan should be discussed and addressed promptly. Currently, project managers rely on key performance indicators (KPIs) to ensure that the project is on track.

5. Closure: Once the objectives of the projects are met, the project is then closed by the project manager and the entire team. Some of the tasks required during closure include releasing of resources of the project, stakeholders accepting the deliverables of the project, and documenting lessons and reflections of the project for other teams to use when creating their own projects.

The five stages of the lifecycle of a project varies in duration and complexity, depending on the nature of the project, the coverage, and target population (Lewis, 2014). In some cases, stages may overlap or there is a need for the team members and project manager to revise the team goals and tasks to meet unforeseen circumstances during the implementation of the project.

NGO management likewise involves not only project management but also examining the availability of human resources, financing, marketing, and auditing (Figure 2).

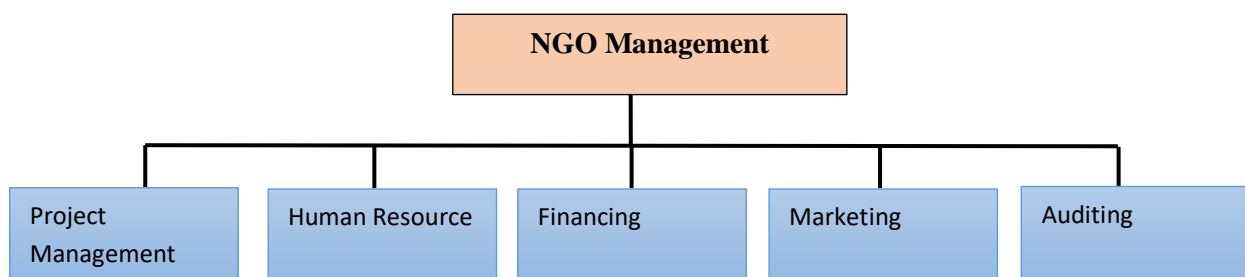


Figure 2. NGO Management

1.6 CHALLENGES IN NGO PROJECT MANAGEMENT

Management of NGO projects is often challenging. First, uncertainty of funding remains an important issue in many NGOs (Kermani and Reandi, 2023). Since NGOs rely heavily on donations, grants, and fundraising, once donors or businesses stop providing funds, this will also derail the project's completion. Further, when funding is inconsistent, this can affect the sustainability of the project and timelines. Apart from funding issues, staffing and capacity of the NGOs may also be an issue when implementing projects. It is not unusual for NGOs to have a high staff turnover especially when volunteers need to find jobs in the market to support their financial needs (Njoroge, 2017).

Other NGOs' operating expenses are allocated to salaries of the staff. If the salaries are too high, this can affect the implementation of a project. In contrast, when the salaries are too low, this may also affect the retention of staff members. Another challenge associated with NGO projects include addressing multifaceted and complex issues (Kermani and Reandi, 2023).

Project management may fail due to several reasons such as the following:

- Lack of commercial experience of the manager and team members
- Attempting to implement large projects with very low resources
- Inadequate planning and cost control
- Insufficient project capital as an NGO mostly relies on donations
- Volunteer team members may not be trained to handle administrative, technical, and financial challenges
- Limited budget or no budget for advertising and promotion
- Lack of experience on taxation and international law
- Incorrect selection of site of implementation
- Issues with control of inventory and materials

Once a project fails, this can result in adverse outcomes, losses, delays in project completion, the project may produce results that are detrimental to health and the environment.

1.7 PROMOTING SUCESSFUL NGO PROJECTS

Achieving success in project management will require appropriate distribution of responsibilities, authorities, and management duties within the organization. Further, there should also be a control system and integrated planning. The following are some ideas on how to create successful projects:

- Definition of tasks
- Agreement on the targets and objectives of the project
- Scheduling and planning of tasks
- Ensuring that there are sufficient resources and funding to carry out the tasks
- Implementing a regular monitoring system and assessment

CONCLUSION

Non-government organizations rely on project management to ensure that operations ran smoothly, and resources are efficiently used. Further, appropriate project management equates to engagement of different stakeholders, which in turn leads to greater acceptance of the project and its sustainability. Although many NGOs face several challenges, those that invest in project management are able to achieve their targets and objectives and make positive impacts to the community or the nation. Hence, effective project management remains to be a vital role in helping NGOs respond to globalization.

CHAPTER 2: PROJECT MANAGER

2.1 INTRODUCTION

Similar to any other organizations, NGOs also need managers who are qualified to implement projects. Although management and leadership share similar characteristics, these two concepts are distinct (Fowler and Malunga, 2020). Leadership involves creating the vision of the team and the organization and empowering team members to carry out this vision (McQueen, 2021). In contrast, management is defined as controlling the team members to ensure that specific goals are accomplished (McQueen, 2021).

To effectively manage a project, a manager must perform the following:

Planning

At this stage, the project manager identifies the goals of the organization and define strategies on how to achieve these goals. Apart from creating detailed plans, a manager also forecasts future trends to help him or her make decisions based on these forecasts (Ghere, 2013).

Organizing

Organizing involves efficient use of human and non-human resources and carrying out the plans effectively. It is likewise crucial during this stage to create communication channels.

Leading

Managers direct the team and motivate them to achieve the goals and tasks of the team. Managers provide clear instructions and help team members resolve conflicts.

Controlling

Controlling is the step in which a manager monitors the progress of the activities and evaluate if the actual performance meets the planned performance. Project managers also ensure that the planned tasks and activities are in track and deviations are identified and corrected when necessary.

2.2 ESSENTIAL PROJECT MANAGEMENT SKILLS

Project managers need to acquire project management skills to help them become successful. Here are some important skills that should be developed prior to managing a project:

Communication

Evidence (Diallo and Denis, 2005) from literature has shown that trust and communication between the project manager and stakeholders within the NGO, government organizations, and multilateral organizations contribute to the success of an NGO project. Communication skills are necessary to help a project manager relay important information,

both written and oral, to NGO team members, stakeholders, and partner organizations. For instance, written communication skills are vital when writing the many project reports required during project management (Chen et al., 2009).

Meanwhile, oral communication is foundational, especially, listening, in promoting local ownership and capacity building. For example, during capacity building, project managers do not only help team members accomplish tasks, but also, they need to listen to the verbal and non-verbal messages of the team members (Ghere, 2013). Further, communication skills are needed when working with a diverse group of people or within an intercultural context with volunteers or locals. It is not unusual for conflicts to arise when working in a diverse group (Chen et al., 2009). However, when the project leader can resolve conflicts through active listening and acknowledging the cultural differences of the individuals they are working with, this could help resolve conflicts sooner.

Adaptability

Brière et al. (2014) conducted a study that explored the experiences and perceptions of NGO project managers on the required competencies required to be successful in their responsibilities. Findings of the study showed that the most often mentioned competency includes adaptability. Brière et al. (2014) described adaptability as, “the ability to adapt to the field’s reality...” (p. 120). According to the managers interviewed, one must have the ability to adapt at several levels. This adaptation is associated with the availability of resources or the size of the intervention.

Citing as an example, one respondent clarified that adapting means reacting quickly to situations that are deemed as improbable. For example, once a manager arrives on the field, he or she must adapt to finding a house, to the city, leasing a vehicle or fitting in harsh conditions. The latter can include being assigned to a place with no water or electricity, and you must start a meeting as soon as you arrive in the location. In the same study conducted by Brière et al. (2014), respondents expressed that adaptation also refers to action. Since each project presents with a new challenge, a project manager should be able to respond positively to new challenges.

Financial management skills

Project managers need to acquire financial management skills to ensure that the funding and resources are appropriately managed, tracked, and accurately accounted for (El-Sabaa, 2001).

Resource management skills

Project managers need to manage and allocate resources, including allocation of materials, technology, finances, and human resources, such as team members’ assignment. Brière et al. (2014) report that human resources and people management skills are critical in conflict management, team management, engagement and recruiting of team members. The ability to manage available resources would help the manager make use of limited resources while securing the completion of the project.

Since project managers often recruit locals as team members, this means that they must work with a diverse group of people with different cultural beliefs and perceptions (Lewis, 2014). Further, the project managers do not know the members personally, and hence, need to live with stress, and tensions. The ability to establish a positive relationship with the locales and establishing authority would ensure the success of the project.

Personal qualities

As cited in the study by Brière et al. (2014), many of the project managers interviewed in the study expressed the importance of self-management abilities. This requires NGO project managers to work under harsh field conditions. In addition, stress management is identified as another important quality. This means learning the ability to keep calm during stressful and challenging situations. In addition, humility is identified as another critical personal quality for NGO project managers.

In actual field practice, locales often have in-depth knowledge and experience of their current situation, the fields around them, and how to handle the physical elements. Learning from their experiences and practicing humility would help project managers gain the trust of the locales and encourage them to participate in capacity building and implementation of NGO projects.

Risk management

According to Mustaffha et al. (2021), NGOs should undertake risk management to sustain the goals and objectives of the organization. The main goal of risk management is to recognize and identify potential threats or risks before these arise. Generally, risk management is not only focused on risk mitigation. It also involves recognizing that risks are present. When project managers fail to mitigate the risks, this can contribute to the project's failure (Roberts et al., 2016).

2.3 RESPONSIBILITIES OF AN NGO PROJECT MANAGER

Project Management in CSO

A Civil Society Organization (CSO) Project Manager plays a crucial role in managing and overseeing projects within a non-profit or civil society Organization. Their responsibilities encompass a wide range of tasks related to project planning, execution, and evaluation. Here are the typical responsibilities of a Civil Society Project Manager:

- 1. Project Planning:** Develop comprehensive project plans, including defining project scope, objectives, timelines, and deliverables. Identify key stakeholders and establish clear project goals.
- 2. Budget Management:** Create and manage project budgets, ensuring that financial resources are allocated appropriately and that the project stays within budget constraints.
- 3. Team Leadership:** Assemble project teams, assign roles and responsibilities, and provide leadership and guidance to team members throughout the project lifecycle.

4. Resource Allocation: Allocate necessary resources, such as personnel, equipment, and materials, to support project activities effectively.

5. Stakeholder Engagement: Build and maintain relationships with stakeholders, including donors, partners, community members, and beneficiaries. Ensure effective communication and collaboration with all relevant parties.

6. Risk Management: Identify potential project risks and develop risk mitigation strategies. Monitor and address risks as they arise to prevent project delays or failures.

7. Project Monitoring and Evaluation: Implement monitoring and evaluation processes to track project progress and assess its impact. Use data and feedback to make informed decisions and adjustments as needed.

8. Reporting: Prepare regular progress reports for internal and external stakeholders, including donors and funders. Provide transparency regarding project status, achievements, and challenges.

9. Compliance: Ensure that the project adheres to all relevant laws, regulations, and ethical standards. Comply with reporting requirements set by funders or regulatory bodies.

10. Capacity Building: Identify training and development needs within the project team and provide opportunities for skill enhancement and capacity building.

11. Quality Control: Maintain project quality standards and ensure that project activities meet predefined quality criteria.

12. Community Engagement: Engage with the local community and beneficiaries to understand their needs, gather feedback, and involve them in project decision-making processes.

13. Sustainability Planning: Develop strategies for the sustainability of project outcomes beyond the project's duration, which may include community ownership and capacity building.

14. Advocacy and Awareness: Use project experiences and outcomes to advocate for relevant social or policy changes. Raise awareness about the project's mission and impact.

15. Conflict Resolution: Address conflicts or disputes within the project team or with external stakeholders in a constructive and timely manner.

16. Ethical Considerations: Uphold ethical principles and ensure that project activities respect the rights and dignity of all individuals involved.

17. Document Management: Maintain accurate project documentation, including project plans, reports, and records of project activities and expenditures.

18. Continuous Improvement: Continuously assess project management processes and practices, seeking opportunities for improvement and efficiency.

The specific responsibilities of a Civil Society Project Manager may vary depending on the Organisation's focus areas, the complexity of the projects, and the resources available. However, their role is central to the successful planning, execution, and impact assessment of projects aimed at promoting social change and community development.

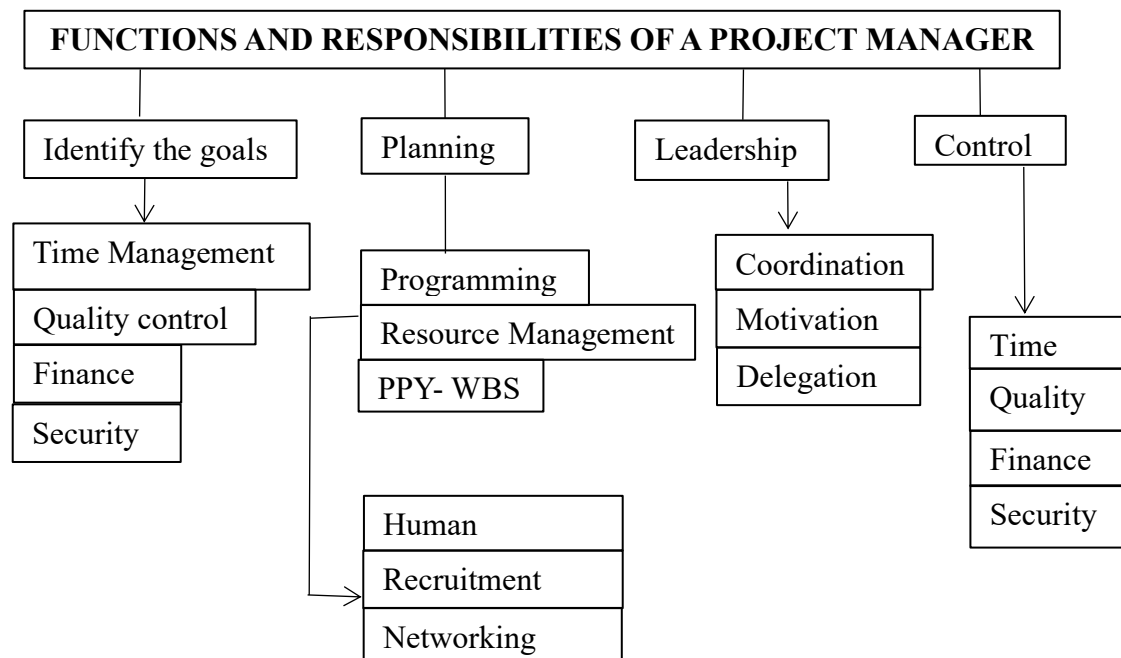


Figure 3. Functions and Responsibilities of a Project Manager

2.4 NGO PROJECT MANAGER EFFECTIVENESS

An NGO Project Manager can enhance their effectiveness during project implementations by adopting various strategies and best practices. Here are some key steps to achieve this:

1. Clear Project Planning:

- Begin with a well-defined project plan that includes specific objectives, timelines, and deliverables.
- Involve key stakeholders in the planning process to ensure alignment with project goals and expectations.

2. Strong Leadership:

- Provide clear leadership and direction to the project team, ensuring that roles and responsibilities are well-defined.
- Foster a collaborative and motivated team environment.

3. Effective Communication:

- Maintain open and transparent communication channels with team members, stakeholders, and beneficiaries.
- Encourage regular updates and feedback to address issues promptly.

4. Risk Management:

- Identify potential risks and develop a risk mitigation plan.
- Be proactive in monitoring risks and adapting the project plan as needed.

5. Resource Management:

- Efficiently allocate resources, including budget, personnel, and materials.
- Monitor resource usage to stay within budget constraints.

6. Stakeholder Engagement:

- Build and maintain strong relationships with donors, partners, and community members.
- Involve stakeholders in decision-making processes when appropriate.

7. Monitoring and Evaluation:

- Implement a robust monitoring and evaluation system to track project progress and outcomes.
- Use data-driven insights to make informed decisions and improve project performance.

8. Adaptability:

- Be flexible and willing to adjust the project plan when unexpected challenges arise.
- Embrace change and innovation when it benefits the project.

9. Capacity Building:

- Identify training needs within the team and provide opportunities for skill development.
- Invest in capacity building to enhance team members' competencies.

10. Community Engagement:

- Engage with the local community and beneficiaries to understand their needs and priorities.
- Involve them in project design and decision-making processes to ensure relevance and sustainability.

11. Advocacy and Networking:

- Leverage project experiences and outcomes to advocate for policy changes or raise awareness about social issues.
- Collaborate with other NGOs and Organizations for shared goals and resources.

12. Ethical Considerations:

- Adhere to ethical principles and ensure that project activities uphold human rights and ethical standards.

13. Documentation and Reporting:

- Maintain comprehensive project documentation, including plans, reports, and financial records.
- Provide regular, accurate, and transparent reports to stakeholders and donors.

14. Continuous Learning:

- Encourage a culture of continuous improvement within the team.
- Reflect on past projects, learn from successes and challenges, and apply lessons to future initiatives.

15. Sustainability Planning:

- Develop strategies for the sustainability of project outcomes, such as community ownership and capacity building.

16. Conflict Resolution:

- Address conflicts or disputes promptly and constructively, aiming for mutually beneficial solutions.

17. Technology and Tools:

- Utilize project management software and tools to streamline processes, track progress, and facilitate collaboration.

18. Self-Care:

- Prioritize self-care to prevent burnout and maintain personal well-being, which can positively impact project management.

By focusing on these strategies and continuously seeking ways to improve project management practices, an NGO Project Manager can enhance their effectiveness and contribute to the success of the Organization's mission and projects.

2.5 BASIC WORKS OF AN NGO PROJECT MANAGER

The basic responsibilities of an NGO (Non-Governmental Organization) Project Manager typically encompass a wide range of tasks related to project planning, implementation, and oversight. Here are the fundamental duties of an NGO Project Manager:

1. Project Planning:

- Define project goals, objectives, and scope.
- Develop a detailed project plan, including timelines, budgets, and resource allocation.
- Ensure alignment with the Organization's mission and donor requirements.

2. Team Management:

- Recruit, train, and manage project staff and volunteers.
- Assign roles and responsibilities within the team.
- Foster a collaborative and motivated work environment.

3. Stakeholder Engagement:

- Build and maintain relationships with project stakeholders, including donors, partners, and beneficiaries.
- Communicate project progress and updates to stakeholders regularly.

4. Budget Management:

- Develop and monitor project budgets.
- Ensure proper allocation and tracking of financial resources.
- Prepare financial reports for donors and Organizational leadership.

5. Monitoring and Evaluation (M&E):

- Implement a robust M&E system to track project progress and outcomes.
- Collect and analyze data to assess the project's impact.
- Use findings to make informed decisions and improve project performance.

6. Resource Mobilization:

- Identify potential funding sources and prepare grant proposals.
- Seek opportunities for fundraising and resource mobilization to support project activities.

7. Risk Management:

- Identify project risks and develop risk mitigation strategies.
- Monitor and address risks as they arise during project implementation.

8. Project Implementation:

- Oversee day-to-day project activities to ensure they align with the project plan and objectives.
- Coordinate project logistics, including procurement and distribution of materials.

9. Advocacy and Networking:

- Advocate for the project's goals and objectives with relevant stakeholders.
- Collaborate with other Organizations and agencies working in related areas.

10. Documentation and Reporting:

- Maintain comprehensive project documentation, including progress reports, meeting minutes, and records.
- Prepare regular reports for donors, Organizational leadership, and regulatory bodies.

11. Capacity Building:

- Identify training needs within the project team and provide opportunities for skill development.
- Build the capacity of local partners and beneficiaries as needed.

12. Community Engagement:

- Engage with the local community and beneficiaries to understand their needs and preferences.
- Ensure that project activities are responsive to community input.

13. Ethical Considerations:

- Uphold ethical principles and ensure project activities adhere to human rights and ethical standards.

14. Sustainability Planning:

- Develop strategies for the sustainability of project outcomes, considering community ownership and long-term impact.

15. Conflict Resolution:

- Address conflicts or disputes within the project team or with stakeholders, seeking constructive solutions.

16. Technology and Tools:

- Utilize project management software and tools for efficient planning, communication, and data management.

17. Self-Care:

- Prioritize self-care to prevent burnout and maintain personal well-being.

These responsibilities may vary depending on the nature of the NGO, the specific project, and the Organization's goals. Effective project management is crucial for achieving the intended impact of NGO initiatives and ensuring that resources are used efficiently and transparently.

2.5.1 PLANNING

Project planning is the process of defining the scope, objectives, tasks, and resources required to complete a specific project successfully. It's a crucial phase in project management that lays the foundation for the entire project. Here's an overview of what project planning entails:

1. Project Scope Definition:

- Clearly define the project's boundaries and objectives. What is the project intended to achieve?
- Identify what is included within the project and what is excluded (scope boundaries).

2. Project Objectives:

- Set specific, measurable, achievable, relevant, and time-bound (SMART) project objectives.
- Ensure that project objectives align with the Organization's goals and mission.

3. Work Breakdown Structure (WBS):

- Break down the project into smaller, manageable tasks and activities.
- Create a hierarchical structure that shows the relationship between tasks and subtasks.

4. Task Sequencing:

- Determine the logical order in which tasks must be executed (dependencies).
- Establish task sequences and dependencies to create a project schedule.

5. Resource Allocation:

- Identify the personnel, equipment, materials, and finances required for each task.
- Allocate resources based on availability, budget constraints, and project priorities.

6. Time-frame and Scheduling:

- Develop a project schedule that includes start and end dates for each task.
- Use tools like Gantt charts to visualize task timelines and dependencies.

7. Risk Assessment and Mitigation:

- Identify potential risks and challenges that could affect project success.
- Develop strategies to mitigate, manage, or respond to risks as they arise.

8. Budgeting and Cost Estimation:

- Estimate the project's overall cost, including labor, materials, overhead, and contingencies.
- Create a detailed budget that aligns with available funding.

9. Quality Assurance:

- Define quality standards and criteria for project deliverables.
- Plan quality control processes to ensure that project outputs meet these standards.

10. Communication Plan:

- Establish a plan for internal and external project communication.
- Define communication channels, stakeholders, and reporting frequency.

11. Change Management:

- Prepare for changes that may occur during the project.
- Outline a change management process to evaluate and approve modifications to the project scope or plan.

12. Documentation:

- Maintain thorough documentation of project planning activities.
- Document assumptions, constraints, decisions, and agreements.

13. Approvals and Sign-offs:

- Obtain necessary approvals from stakeholders and sponsors for the project plan.

- Ensure that all parties involved understand and agree to the project scope and plan.

14. Kick-off Meeting:

- Convene a project kick-off meeting to communicate the plan to the project team.
- Clarify roles and responsibilities and answer any initial questions.

Project planning serves as a roadmap for the entire project, guiding its execution and monitoring. It helps stakeholders understand what to expect, ensures efficient resource utilization, and increases the likelihood of project success by minimizing surprises and uncertainties during implementation.

2.5.2 ORGANIZING

Project organizing, often referred to as project Organization or project structuring, is a critical phase in project management that focuses on establishing the structure, roles, responsibilities, and processes necessary for the successful execution of a project. It involves creating a framework that ensures effective coordination, communication, and control throughout the project's life-cycle. Here are key aspects of project organizing:

1. Project Structure: Determine the overall structure of the project team and how it fits within the larger Organizational structure. This may involve the creation of a dedicated project team, the appointment of key roles, and the establishment of reporting relationships.

2. Project Roles and Responsibilities: Clearly define the roles and responsibilities of team members and stakeholders involved in the project. This includes the project manager, team members, sponsors, stakeholders, and any external contributors.

3. Project Governance: Establish the governance structure for the project. This outlines decision-making processes, authority levels, and escalation procedures. It ensures that key decisions are made by the appropriate individuals or groups.

4. Communication Plan: Develop a communication plan that outlines how information will flow within the project team and between the project team and external stakeholders. Define communication channels, reporting frequency, and the responsible parties for each communication element.

5. Project Processes: Define the key processes and workflows that will guide the project's execution. This includes processes for scope management, change control, risk management, quality assurance, and issue resolution, among others.

6. Resource Allocation: Allocate necessary resources, such as personnel, equipment, materials, and funding, to support project activities. Ensure that resources are available as needed throughout the project.

7. Project Schedule: Develop a project schedule that outlines the sequence of activities, task durations, dependencies, and milestones. This schedule serves as a roadmap for project execution.

8. Risk Management: Establish a risk management plan to identify, assess, mitigate, and monitor risks throughout the project. Define risk owners and mitigation strategies.

9. Quality Standards: Specify the quality standards and criteria that project deliverables must meet. Outline quality control and quality assurance processes to ensure compliance.

10. Change Management: Prepare for potential changes that may occur during the project. Define a change management process to assess and approve modifications to the project scope, schedule, or resources.

11. Documentation: Maintain comprehensive documentation of project Organization elements, including roles and responsibilities, governance, and communication plans. Document assumptions, constraints, and agreements.

12. Stakeholder Engagement: Identify and engage key stakeholders, including sponsors, clients, and end-users. Establish mechanisms for obtaining their input, feedback, and approvals.

13. Kick-off Meeting: Convene a project kick-off meeting to introduce the project team, review the project's objectives, deliverables, and expectations, and set the project in motion.

Project organizing is essential for creating a solid foundation upon which the project can be executed, monitored, and controlled. It ensures that everyone involved in the project understands their roles, responsibilities, and the processes to follow. Effective project Organisation increases the likelihood of project success by promoting clarity, accountability, and efficient teamwork.

2.5.3 GUIDING

A project manager can be a better guide for an Organization as a whole by focusing on the following key aspects:

1. Alignment with Organizational Goals:

- Understand the Organization's mission, vision, and strategic objectives.
- Ensure that the project's goals and objectives align with the broader goals of the Organization.
- Communicate how the project contributes to the Organization's overall success.

2. Stakeholder Engagement:

- Identify and engage with all relevant stakeholders, including senior management, team members, clients, and external partners.
- Keep stakeholders informed and involved throughout the project life-cycle.
- Address concerns and seek input from stakeholders to ensure project success.

3. Clear Communication:

- Establish open and transparent communication channels within the project team and with stakeholders.
- Clearly define roles, responsibilities, and expectations for team members.
- Provide regular project updates, status reports, and progress assessments.

4. Strategic Decision-Making:

- Make informed decisions that align with the Organization's strategic direction.
- Consider the long-term impact of project decisions on the Organization.
- Use data and insights to support decision-making processes.

5. Risk Management:

- Identify potential risks and uncertainties associated with the project.
- Develop risk mitigation and contingency plans to minimize negative impacts.
- Communicate risks and mitigation strategies to stakeholders.

6. Resource Management:

- Efficiently allocate and manage resources, including budget, personnel, and technology.
- Optimize resource allocation to maximize project outcomes and minimize waste.

7. Quality Assurance:

- Define and adhere to quality standards and best practices.
- Implement quality control processes to ensure project deliverables meet expectations.
- Continuously monitor and improve project quality.

8. Change Management:

- Anticipate and manage changes that may impact the project or the Organization.

- Ensure that changes are communicated effectively and that stakeholders understand the rationale behind them.

9. Performance Metrics:

- Establish key performance indicators (KPIs) to measure project success.
- Regularly assess project performance against KPIs and adjust strategies as needed.
- Share performance data with stakeholders to demonstrate progress.

10. Continuous Improvement:

- Foster a culture of learning and improvement within the project team.
- Encourage feedback and lessons learned to apply to future projects.
- Adapt project management processes based on past experiences.

By actively focusing on these aspects, a project manager can guide a project in a way that not only leads to its success but also contributes positively to the Organization as a whole. Effective project management can enhance an Organization's competitiveness, reputation, and ability to achieve its strategic goals.

2.5.4 COORDINATION

Coordination is extremely important in project management, and it plays a pivotal role in ensuring the success of a project. Here's why coordination is vital:

1. Efficient Resource Utilization: Effective coordination helps in the efficient allocation and utilization of resources such as budget, time, materials, and personnel. When resources are coordinated well, wastage is minimized, and productivity is enhanced.

2. Stakeholder Management: Projects involve various stakeholders, including team members, clients, vendors, and sponsors. Coordinating communication and interactions with these stakeholders ensures that everyone is on the same page, reducing misunderstandings and conflicts.

3. Task Sequencing: Many projects involve multiple tasks or activities that need to be completed in a specific sequence. Coordination ensures that these tasks are executed in the right order, preventing bottlenecks and delays.

4. Risk Mitigation: Coordinating risk management efforts helps identify potential issues early and develop mitigation strategies. This proactive approach can prevent small problems from escalating into project-threatening crises.

5. Quality Assurance: Coordinating quality control processes ensures that project deliverables meet the required standards. This includes coordinating inspections, testing, and reviews to catch and rectify quality issues.

6. Timely Decision-Making: Coordination facilitates the flow of information needed for decision-making. Timely decisions are crucial to keep the project on track and address emerging issues promptly.

7. Change Management: Projects often encounter changes in scope, requirements, or external factors. Coordinated change management helps assess the impact of changes, communicate them effectively, and make necessary adjustments without causing disruption.

8. Conflict Resolution: Coordination is essential for identifying and resolving conflicts within the project team or between stakeholders. Effective conflict resolution ensures a harmonious working environment.

9. Monitoring and Control: Regular monitoring of project activities, timelines, budgets, and performance metrics relies on coordination. It enables project managers to track progress, identify variances, and take corrective actions as needed.

10. Documentation and Reporting: Coordinating the documentation of project plans, progress reports, and other project-related information ensures that stakeholders have access to up-to-date and accurate data.

11. Continuous Improvement: Coordination encourages the sharing of lessons learned and best practices among team members and stakeholders. This contributes to continuous improvement in project management processes.

In summary, **coordination** is the glue that holds various project elements together. It ensures that the project moves forward smoothly, minimizes disruptions, and enhances the likelihood of successful project outcomes.

Effective project managers prioritize and excel in coordination to keep projects on track and deliver results according to plan.

2.5.5 CONTROL

In project management, "control" refers to the process of monitoring, measuring, and regulating various aspects of a project to ensure that it stays on track, meets its objectives, and adheres to the established plans and standards. Control is one of the key project management functions and involves several components:

1. Monitoring Progress: Project managers and teams continuously track the progress of tasks and activities to see if they are being completed on time and according to the project schedule.

2. Performance Measurement: Key performance indicators (KPIs) and metrics are used to assess how well the project is performing in terms of scope, schedule, budget, quality, and other relevant criteria.

3. Variance Analysis: Any deviations or variances from the original project plan are identified and analyzed. This includes understanding why variations occur and their potential impact on the project's success.

4. Quality Control: Control processes ensure that project deliverables meet the defined quality standards. Quality control measures may include inspections, testing, and reviews.

5. Risk Management: Control involves monitoring identified risks and implementing risk response plans. This helps in preventing or mitigating risks that could disrupt the project.

6. Scope Management: Changes to the project scope are controlled through a formal change control process. This ensures that scope changes are assessed, approved, and integrated into the project as needed.

7. Cost Control: Project managers track project expenditures against the budget, ensuring that costs are managed within approved limits. If cost overruns occur, corrective actions are taken.

8. Schedule Control: Control ensures that the project adheres to the established timeline. Any delays or schedule changes are addressed promptly to keep the project on schedule.

9. Resource Allocation: The allocation and utilization of project resources, including personnel, equipment, and materials, are controlled to optimize resource efficiency.

10. Communication Management: Control ensures that communication among project stakeholders is effective and timely. It involves managing information flow to prevent misunderstandings and keep stakeholders informed.

11. Change Control: Changes to project scope, schedule, or other elements are managed through a formal change control process. This process evaluates change requests, approves or rejects them, and updates project documentation accordingly.

12. Procurement Control: If the project involves external vendors or suppliers, control involves managing these contracts and relationships to ensure that goods and services are delivered as agreed.

13. Integration: Control involves coordinating all project management processes and ensuring that they work together seamlessly.

The ultimate goal of project control is to maintain alignment with the project's objectives and ensure that it stays within the predefined constraints of scope, time, cost, and quality. Effective control mechanisms allow project managers to make informed decisions, take corrective actions when necessary, and increase the likelihood of project success.

2.6 NGO PROJECT MANAGER QUALIFICATIONS

Qualifications and requirements for NGO (Non-Governmental Organization) Project Managers can vary depending on the specific Organization, project, and location. However, there are common qualifications and skills that are generally sought after for this role:

1. Education: A bachelor's degree is typically the minimum educational requirement. Relevant fields of study may include international development, social sciences, business administration, public administration, project management, or a related area. Some positions may require a master's degree, especially for more senior roles.

2. Experience: NGO Project Managers often need several years of relevant work experience. This can include experience in project management, program coordination, or roles within the NGO sector. Prior work in international development or with specific issues the NGO addresses can be valuable.

3. Project Management Skills: Strong project management skills are essential. This includes the ability to plan, execute, and oversee projects effectively, manage resources, and meet project goals within scope, time, and budget constraints.

4. Leadership and Team Management: NGO Project Managers often lead diverse teams, so leadership and team management skills are crucial. This includes the ability to motivate, guide, and coordinate team members, including volunteers.

5. Budget and Financial Management: Many NGO projects are funded by grants and donations, so the ability to manage budgets and financial resources is vital. This includes budget planning, monitoring, and reporting.

6. Communication Skills: Effective communication is key, as NGO Project Managers must interact with various stakeholders, including donors, partners, team members, and beneficiaries. Strong written and verbal communication skills are essential.

7. Cross-Cultural Competence: Working in international NGOs often involves dealing with diverse cultures and communities. Cross-cultural competence and sensitivity are important for effective communication and collaboration.

8. Technical Skills: Depending on the nature of the projects, specific technical skills may be required. For example, knowledge of health systems, education, agriculture, or other relevant sectors may be necessary.

9. Language Proficiency: Proficiency in languages relevant to the project's location can be a significant asset, especially in international NGOs.

10. Problem-Solving and Adaptability: NGO Project Managers must be adept at identifying and solving problems, adapting to changing circumstances, and making decisions under pressure.

11. Networking and Relationship Building: Building relationships with donors, partners, government agencies, and local communities is essential for project success and sustainability.

12. Knowledge of NGO Regulations: Understanding the legal and regulatory framework governing NGOs in the project's location is important to ensure compliance.

13. Passion and Commitment: A strong commitment to the NGO's mission and values, along with passion for the cause, is often a driving factor in this role.

It's important to note that NGO Project Manager positions can be highly competitive. Aspiring candidates may benefit from volunteering or interning with NGOs, gaining relevant experience, and continuously building their skills and knowledge in areas related to the Organisation's work. Additionally, networking within the NGO sector can help individuals discover job opportunities and make valuable connections.

2.7 SELECTION OF A MANAGER, HIS/HER EMPOWERMENT AND EVALUATION OF HIS/HER SUCCESS

NGO boards play a crucial role in empowering project managers and ensuring the success of the Organization's projects. Here are several ways in which NGO boards can empower project managers in their work:

1. Clear Mission and Vision: The board should establish a clear mission and vision for the NGO. This provides project managers with a solid foundation and a sense of purpose, making it easier for them to align their projects with the Organization's overarching goals.

2. Strategic Planning: Boards should engage in strategic planning exercises that involve project managers. This collaborative process helps set priorities, allocate resources, and identify key objectives for projects.

3. Resource Allocation: Boards are responsible for approving budgets and allocating resources. They should work closely with project managers to ensure that projects have the necessary financial and human resources to succeed.

4. Risk Management: NGO boards should assess and manage risks associated with projects. They can work with project managers to identify potential risks and develop risk mitigation strategies.

5. Policy Development: Boards can create policies that guide project implementation. For example, they can establish procurement policies, financial controls, and ethical guidelines that project managers must follow.

6. Monitoring and Evaluation: Boards should establish performance indicators and evaluation mechanisms to assess project outcomes. This helps project managers gauge the impact of their work and make necessary adjustments.

7. Advocacy and Fundraising: Boards often play a key role in fundraising and advocacy efforts. They can advocate for projects at the institutional level and leverage their networks to secure funding and partnerships that benefit projects.

8. Transparency and Accountability: Boards should promote transparency and accountability within the Organization. This includes monitoring project progress, financial transparency, and reporting to stakeholders.

9. Capacity Building: Boards can support the professional development of project managers by providing training opportunities and resources to enhance their skills and knowledge.

10. Feedback and Support: Regular communication between the board and project managers is essential. Boards can provide guidance, support, and feedback to project managers, helping them navigate challenges and seize opportunities.

11. Conflict Resolution: In cases of conflicts or challenges within projects, the board can act as a mediator or arbitrator to help resolve issues and ensure that projects stay on track.

12. Recognition and Appreciation: Recognizing and appreciating the hard work and dedication of project managers can boost morale and motivation. Boards can acknowledge their contributions through awards or public recognition.

13. Long-Term Planning: Boards should engage in long-term planning to ensure the sustainability of projects. This may involve creating endowment funds or securing commitments for multi-year funding.

14. Flexibility: Recognizing that project environments can change rapidly, boards should be flexible and willing to adapt their strategies and support based on evolving project needs.

15. Stakeholder Engagement: Boards can facilitate stakeholder engagement by connecting project managers with relevant partners, government agencies, and communities, fostering collaboration and collective impact.

Empowering project managers requires a collaborative approach between NGO boards and project teams. When boards actively engage with project managers and provide the necessary support and resources, it enhances the NGO's ability to achieve its mission and create a positive impact in the community.

Evaluating the success of a project manager involves assessing various aspects of their performance and the outcomes of the projects they oversee. Here are some key factors and methods for evaluating a project manager's success:

1. Project Objectives Achievement: The primary measure of success is whether the project manager meets or exceeds the project's defined objectives, including scope, schedule, budget, and quality. This involves evaluating whether the project was completed on time, within budget, and with the expected deliverables.

2. Stakeholder Satisfaction: Assessing the satisfaction of key stakeholders, including clients, team members, senior management, and end-users, is crucial. Surveys, feedback sessions, and regular communication can provide insights into stakeholder satisfaction.

3. Quality of Deliverables: Examine the quality of the project's deliverables or outcomes. Are they in line with the specified standards and requirements? Do they meet or exceed client expectations?

4. Budget and Resource Management: Evaluate the project manager's ability to effectively manage project resources, including budget, personnel, materials, and equipment. Did they keep the project within budget, and were resources optimally utilized?

5. Risk Management: Review how well the project manager identified, assessed, and mitigated risks throughout the project's lifecycle. Did they proactively manage issues as they arose?

6. Communication Skills: Effective communication is vital in project management. Evaluate the project manager's ability to communicate with team members, stakeholders, and management. Did they keep all parties informed and engaged?

7. Team Leadership: Assess the project manager's leadership skills, including their ability to motivate, guide, and manage the project team. Were team members productive, and was there a positive team dynamic?

8. Adaptability and Problem-Solving: Evaluate how the project manager handled unexpected challenges and changes in project scope. Did they demonstrate adaptability and effective problem-solving skills?

9. Client Relationship: Consider the project manager's relationship with the client or project sponsor. Did they maintain a positive and collaborative working relationship?

10. Project Documentation: Assess the completeness and accuracy of project documentation, including project plans, reports, and records. Proper documentation is essential for transparency and future reference.

11. Continuous Improvement: Determine whether the project manager actively seeks opportunities for process improvement and professional development. Are they committed to enhancing their project management skills?

12. Lessons Learned: Review whether the project manager conducts thorough post-project evaluations and captures lessons learned. This helps in applying knowledge to future projects.

13. Key Performance Indicators (KPIs): Define specific KPIs relevant to the project and regularly measure progress against them. These KPIs could include schedule adherence, budget variance, defect rates, or customer satisfaction scores.

14. Peer and Self-Assessment: Encourage peer reviews and self-assessments, where team members and the project manager themselves provide feedback on their performance.

15. Client and Stakeholder Feedback: Solicit feedback from clients and stakeholders to gain an external perspective on the project manager's performance.

16. Benchmarking: Compare the project manager's performance against industry standards or benchmarks for similar projects.

17. Project Closure: Evaluate the efficiency and effectiveness of the project closure process, including the handover of project deliverables and documentation.

It's important to recognize that evaluating a project manager's success is not limited to a single metric but involves a holistic assessment of their skills, leadership, and the overall

project outcomes. Regular performance evaluations, feedback mechanisms, and a commitment to continuous improvement can contribute to the ongoing success of project managers and the projects they lead.

CHAPTER 3: NGO PROJECT TEAM

3.1 INTRODUCTION

Team working is essential in any organization, whether this is for profit or non-profit, such as NGOs. A team is described as a group of people working together towards a common goal and is led by a team or project leader (Fowler and Malunga, 2020). According to Bell et al. (2018), teams are crucial since they are the means that organizations work. A team can accomplish more than what individuals can accomplish on their own (Bell et al., 2018). A team can provide greater access to members who have broad and diverse experiences, skills, capabilities, perspectives, and efforts. Currently, teams can exist in different compositions and forms.

3.1.1 WHY TEAMS ARE CREATED

It is crucial for each team to understand their strengths and weaknesses, and basic characteristics and how each team member can contribute to the efficiency and effectiveness of the team (Lewis, 2014). Gordon (2002) explains why groups are formed. Gordon states that groups form due to the following: common needs; common interests; common goals; cultural similarity; and physical proximity. In addition, more teams form groups to take advantage of the experiences of the team members and diversity of their skills. The succeeding team types are proposed by Gordon (2002) and could still be used today to identify NGO teams:

Self-managed versus traditionally managed teams

Gordon (2002) emphasizes that teams can be managed traditionally or self-managed. In a traditionally managed team, a leader is designated to guide and lead the team. This leader is tasked to empower team members to complete the goals and objectives of the team. Meanwhile, a manager is also identified to control the activities of the team. In contrast, a self-managed team is composed of members who work together and share responsibilities in managing the work or tasks of the group.

It is common for a self-managed team to complete the goals and objectives without an official leader. In the absence of a designated leader, Gordon (2002) observes that the members become more accountable for their individual performances. The latter is achieved since team members have more control over their own tasks and activities. Although there is no official leader, a self-managed team still relies on a manager to coach them or to sever as a liaison to other organizations or to provide resources.

Temporary versus permanent teams

According to Gordon (2002), the duration of a team can be temporary or permanent. Temporary teams have a designated time frame to complete their projects. Most often, temporary teams convene to complete NGO projects for a short period of time only or in a prespecified time period. Temporary teams are formed from members coming from other teams or from different functional areas. In contrast, a permanent team works for longer periods of time.

Cross-functional versus single-discipline teams

Gordon (2002) defines teams as single-discipline or cross-functional. This distinction is related to the expertise and professions of the team members. Hence, a single-discipline team is composed of team members from the same educational background or expertise. Meanwhile, a cross-functional team is composed of a diverse group of team members with different expertise and background. Gordon (2002) emphasizes that the diversity of the team members is a strength to the group since this helps break down organizational barriers, improve coordination among groups, and improvement of integration.

3.1.2 STAGES OF TEAM FORMATION

Team formation often undergo several stages. One of the widely accepted and applied theory on team information includes Tuckman's theory of team formation (Tuckman and Jensen, 1977). This theory proposes five stages of team formation: forming, storming, norming, performing; termination/ending.

Forming

The first stage of team formation is marked by team members coming together as a team. At this stage, conflict is avoided by team members to ensure their acceptance to the group. Team members may also feel ambiguous. At this stage, a group leader is often identified where team members can look to for guidance (Tuckman and Jensen, 1977). Individuals are still unsure of their roles in the team, how they fit in and the team's purpose. They are still unsure if they could work in harmony to meet the team's goals and objectives.

When applied to NGO project teams, it is not unusual for team members to feel apprehensive especially if a cross-functional team group is formed. Due to the diversity of the expertise and background of the team members, newly formed teams may be unsure of their role in the team in the beginning (Abraham, 2011).

Storming

Teams in the storming stage begin to discover teamworking but often find it difficult to work in harmony as a team. This stage is often marked with conflict as team members begin to learn their roles and responsibilities to the team (Abraham, 2011). In some cases, conflict may arise due to unclear roles or lack of role designation, which can lead to overlapping of responsibilities and duties (Walters, 2004). Since team members are still adjusting to their own roles, they often must rely on each other to ensure that the goals and objectives of the team are met. However, in the second stage, difficulties may still arise especially if there is lack of communication or lack of a clear leader in the group (Lewis, 2014). Hence, during this stage, it is necessary that team buildings are implemented to help team members learn more about each other and their characteristics (Walters, 2004).

Norming

The norming stage is marked by movement away from the forming stage to actual team performance (Tuckman and Jensen, 1997). The team begins to function since they are now clear about their roles and their functions in the team. Conflicts are also resolved as team members begin to acknowledge their personal and other team members' weaknesses and strengths. They also learn to value the contributions of team members and can work harmoniously.

In NGOs, temporary teams may reach norming at a faster rate due to the urgency to resolve conflicts and work together as a team. In contrast, teams that are permanent in nature may take longer than temporary teams to reach the norming stage since they have more time to learn about the strengths and weaknesses of each team member (Tuckman and Jensen, 1977). However, when a clear leader is present in the beginning of the formation of the team, this would help transition the team faster to the norming stage (Walters, 2004).

Performing

During this stage, the team has resolved conflicts, are able to work harmoniously and becomes a high-performance team (Tuckman and Jensen, 1977). NGO team that reached the performing stage can achieve the team's goals and objectives and have become efficient in their performance. Efficiency is vital in teamworking since this would help reduce waste of resources and ensure that funds are funnelled to the projects and human resources are protected and acknowledged (Lewis, 2014).

Termination/End

The last stage of team formation involves breaking up of the team when the project's goals and objectives are achieved. Temporary teams reach termination earlier than long-term or permanent teams. However, this stage is often marked with feelings of loss among team members especially if they have grown to work well with each other (Lewis, 2014).

3.1.3 TEAM ROLES

One of the widely accepted and implemented theory on team roles is that of Belbin's theory of team roles. Belbin (1996) defines team role as the tendency of a team member to behave, interrelate with others and contribute to the team. There are three action-oriented roles: completer finisher; implementer; and shaper. Meanwhile, Belbin (1996) states that there are three people-oriented roles: co-ordinator, resource investigator; and team worker. He also said that there are three cerebral roles: specialist, monitor evaluator, and plant. The nine team roles are summarized below:

Table 4. Belbin's Nine Team Roles

Team Role	Strengths	Allowable weaknesses
Shaper	<ul style="list-style-type: none"> • Has drive and courage to overcome difficulties and obstacles • Thrives on pressure, dynamic and challenging 	<ul style="list-style-type: none"> • Offens feelings of people • Prone to provocation
Implementer (company worker)	<ul style="list-style-type: none"> • Translates ideas into realistic actions • Reliable, efficient, conservative, and disciplined 	<ul style="list-style-type: none"> • Slow to respond to new possibilities • Somewhat inflexible
Complete finisher	<ul style="list-style-type: none"> • Prompt and delivers on time • Anxious, conscientious, painstaking • Searches out omissions and errors 	<ul style="list-style-type: none"> • Reluctant to delegate • Included to worry unduly
Co-ordinator	<ul style="list-style-type: none"> • Promotes decision-making, clarifies goals, and delegates well • A good chairperson, confident, and mature 	<ul style="list-style-type: none"> • Offloads personal work • Can be seen as manipulative
Teamworker	<ul style="list-style-type: none"> • Averts friction, builds, and listens • Diplomatic, percetive, mild, and co-operate 	<ul style="list-style-type: none"> • May be indecisive during pivotal moments
Resource Investigator	<ul style="list-style-type: none"> • Develops contacts • Explores opportunities • Communicative, enthusiastic, and extrovert 	<ul style="list-style-type: none"> • Once initial enthusiasm has passed, may then lose interest • Over-optimistic
Plant	<ul style="list-style-type: none"> • Solves difficult problems • Creative, unorthodox, and imaginative 	<ul style="list-style-type: none"> • Too pre-occupied to communicate with team members effectively • Ingonres incidentals
Monitor evaluator	<ul style="list-style-type: none"> • Judges accurately • Sees all options • Disarming, strategic, and sober 	<ul style="list-style-type: none"> • Lacks ability and drive to inspire others
Specialist	<ul style="list-style-type: none"> • Provides skills and knowledge in rare supply 	<ul style="list-style-type: none"> • Focus on technicalities • Contribute less to the team

Source: University of Cambridge, 2023, p.1

Assessing the team members' roles using appropriate assessment tools would help the NGO Project manager determine which of team members are specialists, co-ordinator,

teamworker or resource investigator. Examining the team roles of the members would determine the tasks that would be assigned to them.

3.2 NGO PROJECT TEAM AND COMPOSITION

NGO Project team: A well-structured NGO project team is essential for the successful planning, execution, and completion of projects. The composition of an NGO project team can vary depending on the specific project's size, complexity, and objectives. However, here are the key components that typically make up an NGO project team:

1. Project Manager: The project manager is responsible for overall project leadership, planning, execution, and monitoring. They coordinate team activities, manage resources, and ensure the project stays on track.

2. Project Coordinator: In larger projects, a project coordinator may assist the project manager in various tasks, including administrative duties, scheduling, and communications. This role can help alleviate some of the project manager's workload.

3. Technical Experts: Depending on the nature of the project, technical experts or specialists may be required. These experts possess specialized skills or knowledge relevant to the project, such as engineers, healthcare professionals, educators, or subject matter experts.

4. Program Officers: Program officers focus on the design and implementation of specific program activities within the project. They work closely with the project manager to ensure program objectives are met.

5. Field Staff: Field staff are responsible for executing project activities at the grassroots level, especially in remote or target communities. They may include community organizers, field workers, educators, or health workers.

6. Finance and Budgeting Team: This team manages project finances, including budgeting, financial reporting, and expenditure tracking. Roles may include finance managers, accountants, or financial analysts.

7. Monitoring and Evaluation (M&E) Specialists: M&E specialists are crucial for assessing project progress and impact. They design data collection methods, conduct evaluations, and provide feedback for decision-making.

8. Communications and Outreach: This team handles project communication, public relations, and stakeholder engagement. They may include communications officers, media specialists, and community liaisons.

9. Administrative Support: Administrative staff assist with project documentation, record-keeping, procurement, and logistics. They play a crucial role in ensuring the project runs smoothly.

10. Logistics and Procurement: Responsible for sourcing project materials, equipment, and supplies, as well as managing logistics for field operations. This may include procurement officers and logisticians.

11. Community Mobilizers: These individuals engage with the target community or beneficiaries, facilitating their participation in project activities and ensuring their needs are considered.

12. Volunteers: NGOs often rely on volunteers who contribute their time and skills to various aspects of the project. Volunteers can serve in various roles, such as trainers, mentors, or support staff.

13. Legal and Compliance Experts: Ensures that the project adheres to legal requirements and regulations. They may handle issues related to contracts, permits, and compliance with donor agreements.

14. Gender and Social Inclusion Specialists: Promotes gender equality and social inclusion within the project, ensuring that marginalized groups are not left behind.

15. Environmental Experts: If the project has environmental implications, experts may be required to address environmental concerns and compliance.

16. Security Personnel: In regions with security risks, security personnel may be necessary to ensure the safety of the project team and assets.

The specific roles and team structure can be customized to fit the project's unique needs. NGOs should carefully assess the project's objectives and requirements to determine the most suitable team composition. Effective communication, collaboration, and a clear understanding of roles and responsibilities are essential for the success of an NGO project team.

CHAPTER 4: PROJECT PLANNING IN NGOS

4.1 INTRODUCTION

Project planning is defined as the process of determining the appropriate mission, vision, strategies, and goals for the achievement of the objectives of a project (Zhou et al., 2007). Project planning is also described as the extent to which equipment, milestones, budget, workforce are estimated or specified and involves estimating the cost, time, and effort needed to execute and implement a project (Hekala, 2012). Dugger (2007) has a similar view on project planning. He emphasized that project planning is the process that consist of establishing the total scope of the project, refinement of objectives, and development of the course of action necessary to achieve the established objectives (Dugger, 2007).

A case study conducted by Elly (2023) of selected NGOs in South Sudan revealed the importance of project planning. Findings showed that there is a positive and significant correlation between project planning and project success. Project planning and risk management were likely positively and significantly correlated. Meanwhile, risk management and project success were positively and significantly correlated. Based on the results of the study by Elly (2023), it is crucial for NGOs to focus on project planning to ensure that risks are managed, and projects are successful. Elly (2023) advised that, "... for every project, there must be sufficient planning immediately at the initiation of the project idea." (p. 8). However, there are variations on how project planning is initiated between organizations. Further, there were also insufficient formal policies and guidelines or frameworks on organizational planning. This might not be unusual as project planning is dependent on the characteristics of the organization and the objectives and tasks designed to achieve project success (Lewis, 2014).

Despite the variations on project planning, there are still basic principles that NGOs can follow to ensure the success of a project. In the succeeding sections of this chapter, there are recommendations and outlines on how to perform project planning. These recommendations are designed to provide a general guideline on how to plan for projects and execute this plan.

4.2 BASIC AIMS OF PROJECT PLANNING IN NGOS

The basic aims of project planning in Non-Governmental Organizations (NGOs) are to ensure that projects are effectively designed, managed, and executed to achieve their intended goals while adhering to the Organization's mission and values. Here are the primary aims of project planning in NGOs:

1. Goal Alignment: Ensure that the project aligns with the NGO's mission and long-term goals. Projects should contribute to the Organization's broader objectives, whether they are related to humanitarian aid, development, advocacy, or other areas.

2. Needs Assessment: Conduct a thorough needs assessment to identify the specific issues, challenges, or opportunities that the project aims to address within the target community or beneficiaries.

3. Objective Definition: Clearly define the project's objectives and outcomes. These should be specific, measurable, achievable, relevant, and time-bound (SMART) to provide clear guidance on what the project intends to achieve.

4. Stakeholder Engagement: Identify and engage relevant stakeholders, including beneficiaries, community leaders, government agencies, donors, and other NGOs. Ensure that their input is considered in project design and implementation.

5. Resource Allocation: Allocate resources effectively, including budget, staff, volunteers, and materials. Develop a budget that aligns with project goals and secures necessary funding.

6. Risk Assessment: Identify potential risks and challenges that could affect project success. Develop strategies to mitigate these risks and create contingency plans.

7. Project Timeline: Develop a project timeline with clear milestones and deadlines. Ensure that the project is completed within the specified time-frame.

8. Monitoring and Evaluation: Establish a system for monitoring progress and evaluating the project's impact. This includes collecting data, conducting assessments, and measuring outcomes against the project's objectives.

9. Community Participation: Promote community participation and ownership in the project. Involve beneficiaries in decision-making processes and empower them to take an active role.

10. Sustainability: Plan for the sustainability of project outcomes beyond the project's duration. Consider how the project can lead to lasting improvements in the community.

11. Transparency and Accountability: Ensure transparency in project operations and finances. Establish accountability mechanisms to track the use of resources and report to donors and stakeholders.

12. Adaptability: Remain flexible and open to adjustments during the project lifecycle. Adapt the project plan as needed based on changing circumstances or new information.

13. Communication: Develop a communication plan to keep stakeholders informed about project progress, challenges, and successes. Effective communication fosters trust and support.

14. Ethical Considerations: Uphold ethical standards throughout the project, respecting the rights, dignity, and culture of the beneficiaries and communities served.

15. Learning and Improvement: Promote a culture of learning within the Organisation. Use project planning and evaluation as opportunities to gather insights and improve future projects.

These aims help NGOs ensure that their projects are well-designed, responsive to community needs, accountable, and capable of making a positive impact while maintaining the Organization's integrity and values.

4.3 STAGES OF PROJECT PLANNING IN NGOS

Project planning in NGOs typically involves several stages to ensure that projects are well-designed, feasible, and aligned with the Organization's mission and goals (Figure 4). Here are the common stages of project planning in NGOs:

1. Identification of Needs and Opportunities:

- Conduct a thorough needs assessment to identify the specific challenges, issues, or opportunities that the project aims to address.
- Explore the social, economic, and environmental factors influencing the target community or beneficiaries.

2. Project Conceptualization:

- Define the overall concept of the project, including its objectives, scope, and intended impact.
- Consider how the project aligns with the NGO's mission and long-term goals.

3. Stakeholder Analysis and Engagement:

- Identify and analyze key stakeholders, including beneficiaries, community leaders, government agencies, donors, and other NGOs.
- Engage stakeholders in project discussions to gather input, build partnerships, and ensure buy-in.

4. Project Design:

- Develop a detailed project plan that includes specific activities, timelines, and resources required.
- Set clear, measurable, achievable, relevant, and time-bound (SMART) objectives.
- Define the project's budget and funding requirements.
- Create a logical framework or results framework to outline the project's structure and expected outcomes.

5. Resource Mobilization and Fundraising:

- Identify potential funding sources, including government grants, private donors, foundations, or fundraising events.

- Develop fundraising strategies and grant proposals to secure the necessary resources for the project.

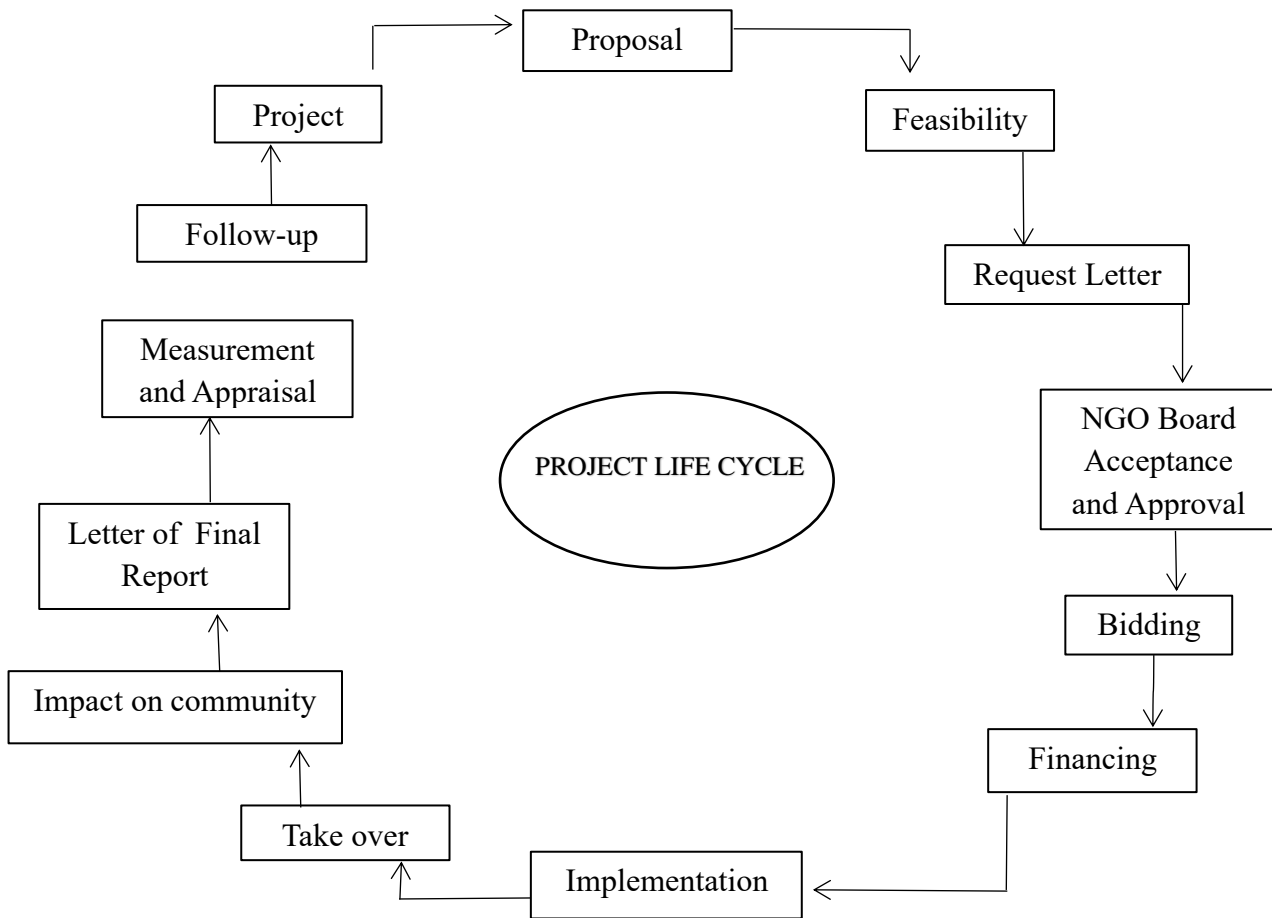


Figure 4. Project Life Cycle

6. Risk Assessment and Mitigation:

- Identify potential risks and challenges that could impact the project's success.
- Develop risk mitigation strategies and contingency plans to address unforeseen issues.

7. Project Team Formation:

- Recruit and assemble a project team, including staff, volunteers, and experts with relevant skills.
- Define roles and responsibilities within the team.

8. Budget Development:

- Create a detailed budget that outlines all project expenses, including personnel costs, materials, equipment, and overhead.
- Ensure that the budget aligns with the project's objectives and funding sources.

9. Project Timeline and Work Plan:

- Develop a project timeline that includes milestones and deadlines for each project phase.
- Create a work plan that outlines tasks, responsibilities, and dependencies.

10. Monitoring and Evaluation Framework:

- Establish a monitoring and evaluation framework to track progress and measure project outcomes.
- Define indicators, data collection methods, and evaluation criteria.

11. Community Engagement and Participation:

- Engage the target community or beneficiaries in project planning and decision-making processes.
- Ensure that the project reflects their needs and priorities.

12. Legal and Regulatory Compliance:

- Ensure that the project complies with local laws, regulations, and ethical standards.
- Secure any necessary permits or approvals.

13. Communication and Reporting:

- Develop a communication plan to keep stakeholders informed about project progress and results.
- Establish reporting mechanisms to provide updates to donors and supporters.

14. Ethical Considerations:

- Uphold ethical standards in all project activities, respecting the rights and dignity of beneficiaries and communities.

15. Final Approval and Launch:

- Present the project plan for approval from the NGO's leadership or board of directors.
- Launch the project once funding is secured and all preparations are in place.

These stages help NGOs systematically plan and execute projects that have a positive impact on communities while ensuring transparency, accountability, and sustainability. Each stage involves careful consideration of various factors and continuous adaptation as needed throughout the project lifecycle.

4.4 PROJECT FOLDER

A well-organized project folder is essential for keeping all project-related documents and materials in one place, making it easier to manage and share information with your team. Here's a list of common items that should be included in a project folder:

1. Project Plan and Charter:

- Detailed project plan outlining objectives, scope, schedule, and milestones.
- Project charter with key information, such as project sponsors, stakeholders, and objectives.

2. Project Timeline:

- Gantt chart or project timeline showing task dependencies, start and end dates, and responsible team members.

3. Project Budget:

- Detailed budget with cost estimates, funding sources, and expenditure tracking.

4. Resource Documents:

- Resumes or profiles of team members and their roles.
- Contracts or agreements with external vendors or partners.

5. Meeting Minutes:

- Minutes from project meetings, including discussions, decisions, and action items.

6. Reports and Presentations:

- Progress reports summarizing project status.
- Presentation materials for project updates or stakeholder meetings.

7. Risk Register and Mitigation Plans:

- Documentation of identified risks, their potential impact, and mitigation strategies.

8. Project Communication Plan:

- Plan outlining how project communication will be managed, including stakeholders, frequency, and channels.

9. Quality Assurance Documents:

- Quality standards, testing plans, and documentation of quality control measures.

10. Project Files and Data:

- Any project-specific files, data, or datasets required for analysis or reporting.

11. Legal and Compliance Documents:

- Contracts, permits, or legal agreements related to the project.
- Compliance documentation ensuring adherence to relevant laws and regulations.

12. Change Requests and Documentation:

- Records of any changes made to the project plan, scope, or requirements.

13. Training Materials:

- Training manuals, guides, or materials for team members or end-users.

14. Feedback and Evaluation Forms:

- Forms for collecting feedback from team members, stakeholders, or end-users.

15. Archived Emails and Correspondence:

- Archived email correspondence related to the project for reference.

16. Photos and Visual Materials:

- Visual materials, photographs, or graphics relevant to the project.

17. Project Closure Documentation:

- Documentation of project closure activities, lessons learned, and final reports.

18. Backup and Recovery Plan:

- Plan for data backup and recovery in case of unforeseen issues.

19. Technical Documentation:

- Technical specifications, user manuals, or documentation for project-specific tools or software.

20. Final Deliverables:

- Any final deliverables produced as a result of the project, such as reports, software, or products.

21. References and Citations:

- References to external sources or research used in the project.

22. Archiving and Storage Guidelines:

- Guidelines for archiving project data and materials once the project is complete.

Maintaining a well-structured project folder not only ensures that all project-related information is readily accessible but also facilitates collaboration and knowledge sharing among team members and stakeholders. Consider using digital project management tools and cloud storage for efficient Organization and sharing of project files.

4.5 FACTORS THAT LEAD THE PROJECT TO SUCCESS AND FAILURES

Project success or failure can be influenced by various factors, and it's important to understand these to increase the likelihood of a successful outcome. Here are some key factors that can lead to project success and failures:

Factors Leading to Project Success:

1. Clear Objectives: Well-defined and clear project objectives that align with Organisational goals are critical for success.

2. Effective Planning: Thorough project planning, including scope definition, resource allocation, and scheduling, helps set the project on the right path.

3. Skilled Team: A competent and motivated project team with the necessary skills and experience can significantly contribute to success.

4. Strong Leadership: Effective project leadership ensures proper direction, decision-making, and issue resolution throughout the project.

5. Stakeholder Engagement: Engaging stakeholders, including sponsors, clients, and end-users, throughout the project can lead to better alignment with their expectations.

6. Risk Management: Identifying and mitigating risks early can prevent issues from becoming major roadblocks.

7. Monitoring and Control: Regular monitoring of project progress and the ability to make timely adjustments are essential for success.

8. Communication: Clear and consistent communication among team members and stakeholders fosters collaboration and understanding.

9. Quality Management: A focus on quality assurance and control ensures that the project delivers the desired outcomes.

10. Change Management: Adapting to changes and having a structured change management process can help keep the project on track.

Factors Leading to Project Failure:

1. Unclear Objectives: Projects without well-defined objectives or constantly changing objectives can quickly derail.

2. Poor Planning: Inadequate planning, including insufficient scope definition or inaccurate resource estimation, can lead to budget and timeline issues.

3. Lack of Resources: Insufficient resources, whether it's personnel, budget, or technology, can hinder project progress.

4. Inadequate Leadership: Weak or ineffective project leadership can result in confusion and lack of direction.

5. Stakeholder Neglect: Ignoring the needs and concerns of key stakeholders can lead to dissatisfaction and project failure.

6. Inadequate Risk Management: Failing to identify and address potential risks can result in costly disruptions.

7. Scope Creep: Uncontrolled changes or additions to the project scope can lead to scope creep, causing delays and budget overruns.

8. Poor Communication: Communication breakdowns or lack of transparency can lead to misunderstandings and conflicts.

9. Quality Issues: Neglecting quality control can result in deliverables that do not meet requirements or standards.

10. Resistance to Change: When team members or stakeholders resist necessary changes, it can impede project progress.

11. External Factors: External factors such as economic shifts, political changes, or natural disasters can disrupt projects beyond control.

12. Inadequate Monitoring: Failing to monitor project progress or ignoring early warning signs can lead to project failure.

13. Lack of Closure: Incomplete project closure, including lessons learned and knowledge transfer, can hinder future projects.

It's crucial for project managers and teams to proactively address these factors and adapt to changing circumstances to increase the chances of project success. Regular evaluation and adjustment of project strategies can help mitigate risks and improve overall project outcomes.

4.6 STRATEGICAL PARAMETERS OF NGO PROJECT PLANNING

Strategic parameters play a vital role in NGO project planning, helping to align projects with the Organization's broader mission and goals. Here are some strategic parameters that NGOs should consider during project planning:

1. Mission Alignment: Ensure that the project's objectives align with the overall mission and values of the NGO. Projects should contribute to the Organisation's long-term goals.

2. Stakeholder Analysis: Identify and analyze stakeholders, including beneficiaries, donors, partners, and local communities. Understand their needs, expectations, and interests to inform project design.

3. Needs Assessment: Conduct a thorough needs assessment to understand the specific problems or challenges that the project aims to address. This assessment should involve beneficiaries and the local community.

4. Goal Clarity: Define clear and achievable project goals and objectives. Ensure that these goals are specific, measurable, attainable, relevant, and time-bound (SMART).

5. Strategic Planning: Integrate project planning into the NGO's strategic planning process. Projects should be seen as part of a larger strategy to create lasting impact.

6. Resource Allocation: Allocate resources (financial, human, and technical) strategically to maximize the project's impact. Ensure that resources are used efficiently and effectively.

7. Risk Assessment: Identify potential risks and challenges that may affect the project's success. Develop risk mitigation strategies and contingency plans.

8. Sustainability: Consider the long-term sustainability of project outcomes. How will the project's benefits continue beyond its completion? Focus on building local capacity and ownership.

9. Partnerships: Assess opportunities for collaboration with other NGOs, government agencies, local Organizations, or private sector partners. Partnerships can enhance project effectiveness.

10. Advocacy and Policy Change: If relevant, consider how the project can influence policy changes or advocate for broader social, economic, or environmental improvements.

11. Monitoring and Evaluation: Develop a robust monitoring and evaluation framework to measure project progress and outcomes. Regularly review and adapt project strategies based on feedback and data.

12. Budget Alignment: Ensure that the project budget aligns with the strategic priorities of the NGO. Allocate funds to activities that have the greatest impact.

13. Communication and Outreach: Develop a communication plan to engage stakeholders, raise awareness, and share project successes and challenges. Effective communication can support fundraising efforts.

14. Ethical Considerations: Adhere to ethical principles and standards in project planning and implementation. Consider issues like inclusivity, transparency, and accountability.

15. Knowledge Sharing: Encourage knowledge sharing within the Organisation and with external partners. Capture lessons learned and best practices for future projects.

16. Flexibility: Build flexibility into the project plan to adapt to changing circumstances or unforeseen challenges.

17. Community Engagement: Involve the local community in project planning and decision-making processes. Their input can enhance project relevance and acceptance.

18. Gender and Inclusivity: Consider gender-specific needs and ensure inclusivity in project activities. Address any potential biases or disparities.

19. Environmental Impact: Assess and minimize the project's environmental impact, particularly in areas related to natural resource management or conservation.

By carefully considering these strategic parameters, NGOs can develop projects that are not only impactful in the short term but also contribute to the Organization's broader mission and vision for positive social change.

4.6.1 ANALYSIS OF ENVIRONMENTAL VARIABLES

Analyzing environmental variables of a project is essential to assess and mitigate potential environmental impacts. Here are the **steps** to analyze environmental variables:

1. Identify Environmental Variables:

- Begin by identifying the environmental variables relevant to your project. These may include factors like air quality, water resources, biodiversity, soil quality, climate, and land use.

2. Baseline Assessment:

- Conduct a baseline assessment of the current environmental conditions in the project area. Collect data and information on the existing state of the environment. This step establishes a reference point for measuring project impacts.

3. Impact Assessment:

- Identify the potential environmental impacts that may result from your project's activities. Consider both direct and indirect impacts. Common impacts include habitat disruption, pollution, deforestation, and resource depletion.

4. Risk Assessment:

- Assess the risks associated with these impacts. Determine the likelihood and severity of each impact occurring. This helps prioritize and plan for mitigation measures.

5. Legal and Regulatory Compliance:

- Review local, national, and international laws and regulations related to environmental protection. Ensure that your project complies with all applicable environmental laws.

6. Stakeholder Engagement:

- Engage with stakeholders, including local communities and environmental Organisations. Seek their input on environmental concerns and potential impacts. Address their feedback and concerns in project planning.

7. Mitigation Measures:

- Develop a comprehensive plan for mitigating identified environmental impacts. This plan may include measures to reduce pollution, protect wildlife habitats, conserve water resources, and minimize carbon emissions.

8. Environmental Management Plan (EMP):

- Create an Environmental Management Plan that outlines how environmental issues will be managed throughout the project lifecycle. This plan should detail responsibilities, monitoring, reporting, and response procedures.

9. Monitoring and Reporting:

- Implement a robust monitoring and reporting system to track environmental variables and project impacts. Regularly collect data and assess the effectiveness of mitigation measures.

10. Adaptive Management:

- Be prepared to adapt your project based on monitoring results. If unforeseen environmental issues arise, adjust your strategies and actions accordingly.

11. Environmental Education and Training:

- Educate project staff and local communities about the importance of environmental conservation and sustainable practices. Training can help prevent inadvertent environmental harm.

12. Transparency and Communication:

- Maintain open and transparent communication with stakeholders, including reporting on environmental performance. Share information about the project's environmental initiatives and successes.

13. Environmental Impact Assessment (EIA):

- Depending on the scale and nature of your project, you may need to conduct a formal Environmental Impact Assessment, which is a systematic evaluation of the project's potential environmental effects.

14. External Expertise:

- Consider involving environmental experts or consultants to assist with impact assessments and mitigation planning, especially for complex or large-scale projects.

15. Continuous Improvement:

- Continuously seek opportunities to improve environmental performance. Implement best practices and explore innovative technologies or methods to minimize environmental harm.

16. Post-Project Evaluation:

- After project completion, conduct a post-project evaluation to assess the actual environmental impacts and the effectiveness of mitigation measures. Use lessons learned for future projects.

By systematically analyzing and addressing environmental variables, your project can minimize its negative environmental footprint and contribute to sustainable development and conservation efforts.

4.6.1.1 Internal Environment

The internal environment for a project refers to the conditions, factors, and elements that exist within the project itself or within the Organization responsible for executing the project. This internal environment can significantly impact the success or failure of the project. Here are some key aspects of the internal environment for a project:

1. Project Team: The individuals who make up the project team, including their skills, experience, and expertise, are a critical part of the internal environment. The team's ability to work together, communicate effectively, and perform their assigned roles can influence project outcomes.

2. Project Goals and Objectives: Clearly defined project goals, objectives, and deliverables set the direction for the project. The internal environment should support alignment with these goals and provide the necessary resources to achieve them.

3. Project Scope: The scope defines the boundaries of the project, including what is included and what is excluded. The internal environment should ensure that the project stays within scope and that any changes are properly managed.

4. Project Resources: Internal resources such as budget, funding, equipment, materials, and facilities are essential for project execution. Adequate allocation and management of these resources are critical for success.

5. Project Timeline: The project schedule, including milestones and deadlines, is part of the internal environment. Efficient time management and adherence to the schedule are essential.

6. Project Policies and Procedures: Internal policies and procedures within the Organization or project management framework provide the structure and guidelines for project execution. These may include quality control procedures, risk management protocols, and reporting processes.

7. Communication Channels: Effective communication channels and mechanisms within the project team and with stakeholders are crucial. Clear and open communication fosters collaboration and problem-solving.

8. Risk Management: Identifying, assessing, and mitigating project risks is part of the internal environment. A robust risk management plan helps the project team anticipate and address potential challenges.

9. Change Management: The internal environment should accommodate changes that may arise during the project. Change management processes ensure that alterations to project scope, requirements, or objectives are handled systematically.

10. Organizational Culture: The culture and values of the Organization overseeing the project play a role in shaping the internal environment. A culture that values innovation, accountability, and quality can positively impact project outcomes.

11. Leadership and Management: Effective project leadership and management are vital components of the internal environment. Project managers and leaders should provide direction, support, and decision-making capabilities.

12. Team Dynamics: The relationships and dynamics among project team members can influence morale, motivation, and productivity. A positive team environment fosters collaboration and creativity.

13. Quality Assurance: Processes and standards for ensuring the quality of project deliverables and outcomes are part of the internal environment. Quality control measures should be integrated into project activities.

14. Resource Allocation: Decisions regarding how resources are allocated within the project, including assigning tasks, roles, and responsibilities, are made within the internal environment.

15. Performance Measurement: The internal environment includes mechanisms for measuring and monitoring project performance against established criteria and key performance indicators (KPIs).

Understanding and managing the internal environment is crucial for project success. It involves aligning resources, people, and processes to achieve project objectives while considering the unique characteristics and constraints of the Organization or project at hand.

4.6.1.2 External Environment

The external environment for a project refers to the conditions, factors, and influences that exist outside the project itself and the Organization conducting the project. These external factors can have a significant impact on the project's success or failure. Here are some key aspects of the external environment for a project:

1. Stakeholders: Stakeholders are individuals, groups, or Organizations that have an interest in the project or are affected by its outcomes. They can include clients, customers, suppliers, regulatory bodies, local communities, and more. Managing stakeholder expectations and engagement is crucial.

2. Market Conditions: In projects related to product development or market entry, external market conditions, such as demand, competition, and economic trends, can affect project viability and success.

3. Economic Factors: Economic conditions, including inflation rates, exchange rates, interest rates, and overall economic stability, can influence project costs, financing, and feasibility.

4. Legal and Regulatory Environment: Laws, regulations, permits, and compliance requirements at the local, national, and international levels can impact project planning, execution, and risk management.

5. Political Environment: Political stability or instability, government policies, trade agreements, and geopolitical factors can affect projects, especially those with international components.

6. Social and Cultural Factors: Social and cultural factors, including public attitudes, demographics, and societal norms, can influence project design, communication strategies, and community engagement.

7. Environmental Considerations: Environmental regulations, sustainability goals, and ecological impacts are relevant for projects that interact with natural resources or ecosystems.

8. Technology and Innovation: Advancements in technology and industry-specific innovations can present opportunities or challenges for projects, affecting project scope and requirements.

9. Suppliers and Partners: External suppliers, subcontractors, and project partners play a critical role in project execution. Their performance, reliability, and availability can impact project timelines and quality.

10. Economic Trends: Broader economic trends, such as recessions, economic growth, or industry-specific cycles, can influence project funding, market demand, and financial feasibility.

11. Competitive Landscape: The competitive environment within the industry or market where the project operates can affect project planning, pricing strategies, and market positioning.

12. Global Factors: For international projects, factors like global economic conditions, trade agreements, and international relations can introduce additional complexities.

13. Natural Events and Disasters: External natural events, such as hurricanes, earthquakes, or pandemics, can disrupt project activities and require contingency planning.

14. Public Opinion and Perception: How the project is perceived by the public and media can impact its social license to operate and the level of support it receives.

15. Technological Dependencies: Projects that rely on specific technologies or external systems may be vulnerable to changes or disruptions in those technologies or systems.

Understanding and assessing the external environment is a critical part of project planning and risk management. Project managers and teams need to consider these external factors, conduct thorough environmental scans, and develop strategies to adapt to changes and mitigate risks arising from the external environment. The ability to navigate and respond to external influences is essential for project success and resilience.

4.6.1.3 Competitive Dynamics

Competitive dynamics within project management can refer to the interactions, conflicts, and competitive forces that exist among various stakeholders, teams, or entities involved in or affected by a project. These competitive dynamics can influence the project's success, resource allocation, decision-making, and overall effectiveness. Here are some aspects of competitive dynamics within project management:

1. Resource Competition: Different projects within an Organization may compete for limited resources, such as funding, skilled personnel, equipment, or time. Project managers may need to compete for these resources to ensure their project's success.

2. Scope and Priority: Projects often have competing scopes and priorities. Project managers may compete for priority within an Organization, with higher-priority projects receiving more attention and resources.

3. Conflict Resolution: Competing interests among project stakeholders can lead to conflicts that need resolution. Project managers must navigate these conflicts and find compromises to keep the project on track.

4. Vendor or Supplier Competition: In cases where external vendors or suppliers are involved, they may compete for the project's business. This competition can impact pricing, quality, and delivery.

5. Talent Acquisition: Project managers may compete to attract and retain top talent for their project teams. Skilled professionals are in high demand and attracting the right team members can be competitive.

6. Market Competition: In some cases, projects may be directly related to entering or competing within a specific market. Project managers need to understand market dynamics and competitive forces in such cases.

7. Risk Management: Competing risks and uncertainties can affect project outcomes. Project managers must identify, assess, and prioritize risks and develop strategies to mitigate them effectively.

8. Time and Speed: Speed to market or project completion can be a competitive advantage. Project managers may need to compete with time constraints and deadlines.

9. Change Management: Resistance to change can be a competitive dynamic. Project managers must compete for acceptance and alignment with project changes.

To effectively manage competitive dynamics within project management, project managers should:

- Communicate clearly and transparently with stakeholders.
- Negotiate and collaborate to resolve conflicts.
- Prioritize project objectives based on Organizational goals.
- Develop strong project teams and allocate resources wisely.
- Continuously monitor the project environment for changes and adapt accordingly.

By understanding and addressing competitive dynamics, project managers can increase the likelihood of project success and minimize potential disruptions.

CHAPTER 5: PROJECT CONTROL IN NGOS

5.1 INTRODUCTION

Control in the context of project management is described as the act of monitoring, regulating, and measuring performance to ensure that these are aligned to the project plan's objectives (Abraham, 2011). Control is an essential component of project management, helping project managers maintain oversight, make informed decisions, and take corrective actions when necessary. It involves comparing actual project performance against the planned or expected performance to identify any variances or deviations and then implementing changes to bring the project back on track.

From an academic perspective, project control encompasses several key elements:

1. Monitoring Progress: This involves continuously tracking and measuring various project parameters, such as time, cost, quality, scope, and risk, to assess how the project is progressing.

2. Performance Measurement: Project managers use performance indicators and metrics to quantitatively assess how well the project is meeting its objectives. Key Performance Indicators (KPIs) may be used to evaluate project success.

3. Variance Analysis: Project control involves comparing the actual project performance against the planned performance. Variance analysis identifies discrepancies and deviations from the baseline plan.

4. Change Management: When significant variances or changes occur, project managers must evaluate their impact and decide whether to approve or reject change requests. Change management processes are vital for maintaining control.

5. Risk Management: Control also involves ongoing risk assessment and mitigation. Project managers monitor identified risks and implement risk response plans as needed.

6. Quality Control: Ensuring that the project's deliverables meet quality standards is another facet of control. This includes conducting quality inspections and audits.

7. Scope Control: Scope changes and scope creep can be detrimental to a project. Control efforts aim to manage and control project scope changes effectively.

8. Resource Allocation: Managing and optimizing the allocation of resources (human, financial, material) to ensure they align with project requirements and objectives.

9. Communication and Reporting: Regular communication and reporting to stakeholders are essential for transparency and keeping stakeholders informed of project status.

10. Corrective Actions: Based on the analysis of project variances and performance data, project managers implement corrective actions, which may involve adjusting the project plan, reallocating resources, or revising objectives.

11. Documentation: Proper documentation of all project-related activities, changes, and decisions is critical for control and future reference.

Control is an ongoing process throughout the project's life cycle, from initiation to closure. It ensures that the project stays on track, stays within scope, remains on schedule, and stays within budget. Effective project control helps project managers make data-driven decisions, minimize risks, and increase the chances of project success.

5.2 WORK CONTROL

"**Work control**" in project management refers to the processes and practices used to manage and oversee the actual tasks and activities required to complete a project's work packages or deliverables. It focuses on ensuring that the work is carried out efficiently, effectively, and in alignment with the project plan, objectives, and quality standards. Work control involves several key aspects:

1. Task Management: Work control involves the assignment, tracking, and management of individual tasks and activities within the project. This includes defining the tasks, setting priorities, and allocating resources (such as team members and equipment) to accomplish them.

2. Schedule Adherence: Ensuring that tasks are completed on schedule is a fundamental aspect of work control. Project managers monitor task durations and dependencies to prevent delays and maintain the project's timeline.

3. Resource Allocation: Effective allocation of resources, both human and material, is essential for work control. Project managers need to ensure that the right resources are available when needed and that resource conflicts are resolved promptly.

4. Quality Assurance: Work control includes measures to ensure that the work performed meets the specified quality standards and requirements. This may involve quality inspections, testing, and adherence to quality assurance processes.

5. Scope Management: Work control helps prevent scope creep by ensuring that the work performed aligns with the project's defined scope. Any changes or deviations from the scope must be documented and managed.

6. Risk Management: Identifying and addressing risks related to specific tasks or activities is crucial for work control. Project managers monitor and mitigate risks to prevent disruptions to the work.

7. Communication and Reporting: Regular communication among team members, stakeholders, and project managers is essential for work control. Team members should report progress, issues, and challenges to ensure timely intervention.

8. Change Management: Work control processes also handle change requests related to specific tasks or activities. Changes may involve modifications to the work plan, resources, or scope.

9. Issue Resolution: Work control includes mechanisms for identifying and resolving issues or roadblocks that may impede progress. Quick problem-solving is crucial to keep the work on track.

10. Documentation: Detailed documentation of task descriptions, progress reports, resource assignments, and any changes made during work control is essential for maintaining clarity and accountability.

Work control is an integral part of overall project control, which encompasses monitoring and managing various aspects of a project, including cost control, risk control, and quality control. By effectively managing the work at the task level, project managers can maintain project alignment with the defined objectives, minimize disruptions, and increase the likelihood of successful project completion.

5.3 CONTROLLING CHANGES IN NGO PROJECT

Controlling changes in a project, especially in NGOs (Non-Governmental Organisations), is crucial to ensure that the project remains on track and aligned with its objectives. Here are steps that a project manager in an NGO can take to control changes effectively:

1. Change Request Process: Establish a formal change request process within the NGO. Any proposed change to the project's scope, schedule, budget, or other aspects should be documented through a change request form. This form should include details such as the nature of the change, its impact, and the reasons for the request.

2. Change Review Board: Create a Change Review Board or Committee consisting of relevant stakeholders, including project sponsors, team members, and subject matter experts. This board should meet regularly to review change requests and make decisions on their approval, rejection, or deferral.

3. Impact Analysis: Perform a thorough impact analysis for each change request. Assess how the proposed change will affect the project's scope, schedule, budget, quality, and resources. This analysis should include an evaluation of the potential risks and benefits associated with the change.

4. Prioritization: Prioritize change requests based on their impact and alignment with the project's goals. Not all changes may be equally important or urgent. Ensure that higher-priority changes receive more attention and resources.

5. Documentation: Maintain comprehensive records of all change requests, including their status, decisions, and justifications. This documentation provides transparency and accountability throughout the change control process.

6. Communication: Communicate changes and their implications to all relevant stakeholders promptly. Transparency is essential in managing expectations and obtaining buy-in for approved changes.

7. Change Control Board Meetings: Hold regular Change Control Board meetings to discuss and decide on change requests. During these meetings, thoroughly evaluate the proposed changes and make informed decisions.

8. Change Tracking: Implement a change tracking system that allows project managers to monitor the status and progress of approved changes. Ensure that changes are implemented as planned and that they do not introduce additional risks or disruptions.

9. Documentation Updates: Update project documentation, including the project plan, scope statement, and risk register, to reflect approved changes accurately. Keeping project documentation current is essential for maintaining project alignment.

10. Risk Management: Assess and manage any new risks introduced by approved changes. Ensure that risk mitigation strategies are in place to address potential issues arising from changes.

11. Quality Assurance:

Maintain the project's quality standards even when implementing changes. Verify that the quality of deliverables remains consistent and conduct any necessary testing or inspections.

12. Cost and Budget Control: Monitor the financial impact of approved changes. Ensure that changes are managed within the approved budget and that any budget adjustments are made as necessary.

13. Continuous Monitoring: Continuously monitor the project's progress and performance, especially after implementing changes. This helps identify any unintended consequences or deviations from the project's objectives.

Controlling changes in an NGO project requires a structured approach, clear processes, and collaboration among stakeholders. By following these steps and maintaining effective change control mechanisms, project managers can adapt to evolving project requirements while minimizing disruptions and maintaining project success.

5.4 CONTROLLING BUDGET

Controlling the budget in project management refers to the process of monitoring, reviewing, and managing the financial aspects of a project to ensure that it stays within the approved budgetary constraints. It involves tracking all project-related expenses, managing financial resources efficiently, and taking corrective actions when necessary to prevent cost overruns.

Here are key components of controlling the budget in project management:

1. Budget Monitoring: Continuously monitor project expenses and compare them to the budgeted amounts. This includes tracking costs related to labor, materials, equipment, overhead, and any other project-related expenditures.

2. Cost Tracking: Keep a detailed record of all costs incurred during the project's execution phase. This can be done through accounting systems, expense reports, or dedicated project management software.

3. Variance Analysis: Conduct variance analysis to compare actual costs against the budgeted costs. Identify and analyze any discrepancies between planned and actual expenditures. Variances can be favorable (under budget) or unfavorable (over budget).

4. Change Control: Implement a formal change control process to assess the financial impact of proposed changes to the project scope, schedule, or requirements. Evaluate whether these changes are within budget or require budget adjustments.

5. Forecasting: Based on the current spending patterns and project progress, forecast the expected total cost at project completion. This allows project managers to anticipate whether the project is likely to remain within budget or if corrective actions are needed.

6. Corrective Actions: If cost overruns are identified, take timely corrective actions to bring the project back on budget. These actions may include revising the project plan, reallocating resources, negotiating with vendors, or seeking approval for a budget increase.

7. Cost Control Tools: Utilize cost control tools and techniques to manage project finances effectively. These tools may include cost tracking software, earned value analysis, and budget performance reports.

8. Communication: Maintain open and transparent communication with project stakeholders, including sponsors, team members, and finance departments. Ensure that everyone is aware of the project's financial status and any necessary adjustments.

9. Budget Reconciliation: Regularly reconcile project expenses with the budget to identify discrepancies and ensure that all expenses are properly accounted for.

10. Documentation: Keep comprehensive records of all financial transactions, change requests, budget adjustments, and any cost-related decisions. Proper documentation is crucial for audit trails and accountability.

11. Risk Management: Assess and manage financial risks that could impact the project budget. Develop contingency plans for potential cost increases or unforeseen expenses.

12. Continuous Monitoring: Budget control is an on-going process. Continuously monitor and review the budget throughout the project's life-cycle to proactively address any financial issues that may arise.

Controlling the budget is a fundamental aspect of effective project management, as it helps Organizations achieve their project objectives while ensuring responsible financial management. By closely monitoring project finances, analyzing variances, and taking corrective actions as needed, project managers can maintain financial discipline and increase the likelihood of project success.

5.4.1 ACCOUNTING IN NGOS

Accounting in NGOs (Non-Governmental Organizations) is a crucial aspect of financial management, ensuring transparency, accountability, and compliance with regulations. NGOs often have unique accounting needs due to their nonprofit nature and reliance on donor funding. Here's a detailed explanation of accounting in NGOs:

1. Fundamental Principles:

- **Accrual Basis:** Most NGOs use the accrual basis of accounting, which records revenues and expenses when they are earned or incurred, not when cash is received or paid. This provides a more accurate picture of the Organization's financial health.

- **Fund Accounting:** NGOs often use fund accounting to segregate financial resources into various funds, each designated for specific purposes. Common funds include the general fund, program-specific funds, and restricted funds.

2. Chart of Accounts:

- NGOs maintain a chart of accounts, a structured list of financial accounts used to record transactions. It categorizes accounts into assets, liabilities, equity, revenues, and expenses.

3. Budgeting:

- NGOs create detailed budgets for each program or project. Budgets serve as financial road maps, helping to plan and control expenses, monitor performance, and allocate resources effectively.

4. Income Recognition:

- Donor contributions and grants are recognized when the conditions for revenue recognition are met. For restricted funds, income is recognized when the conditions imposed by the donor are satisfied.

5. Expense Allocation:

- Expenses are allocated to specific programs or projects based on a reasonable and consistent methodology. This ensures that costs are accurately attributed to the activities they support.

6. Transparency and Accountability:

- NGOs are accountable to donors, beneficiaries, and the public. Transparent financial reporting, including annual financial statements, helps build trust and confidence in the Organization.

7. Audit and Compliance: NGOs often undergo external audits by independent auditors to ensure compliance with accounting standards and legal requirements. Audited financial statements provide assurance to stakeholders.

8. Cash Flow Management:

- Effective cash flow management is crucial to cover day-to-day operations and honor financial commitments. NGOs must monitor cash flows and maintain adequate reserves.

9. Donor Reporting:

- NGOs are required to provide detailed reports to donors, outlining how funds were used and the impact achieved. Accurate financial records are essential for donor reporting.

10. Tax Compliance:

- NGOs must comply with tax regulations specific to their jurisdiction. Tax-exempt status may be available, but it comes with obligations, such as annual filings and reporting.

11. Grants Management:

- NGOs often receive grants from various sources. Proper accounting is essential to manage grant funds, track expenditures, and report on grant utilization.

12. Fundraising and Donor Management:

- NGOs use accounting systems to manage donor databases and track fundraising efforts. This helps in donor relationship management and ensures that funds are used according to donor intent.

13. Technology and Software:

- Many NGOs use accounting software and financial management systems to streamline processes, improve accuracy, and generate reports efficiently.

14. Internal Controls:

- Implementing robust internal controls is crucial to prevent fraud and financial mismanagement. These controls include segregation of duties, approval processes, and regular reconciliations.

15. Capacity Building:

- NGOs often invest in financial training and capacity building for staff and board members to ensure that everyone involved understands financial management principles and practices.

16. Sustainability:

- NGOs aim for financial sustainability by diversifying funding sources, reducing reliance on a single donor, and creating long-term financial plans.

Accounting in NGOs is not just about compliance but also about effective financial stewardship, ensuring that resources are utilized efficiently to fulfill the Organization's mission and achieve positive social impact. NGOs that maintain strong financial management practices are better equipped to serve their beneficiaries and attract support from donors and partners.

5.5 CONTROLLING TIME-TABLE IN NGO PROJECTS

Controlling the timetable in NGO (Non-Governmental Organization) projects is a critical aspect of project management. Timely execution of activities and milestones is often essential for meeting project goals and delivering on the Organization's mission. Here's an explanation of how timetable control works in NGO projects:

1. Project Planning: Controlling the project timetable begins during the project planning phase. This is where you define project objectives, tasks, milestones, and deadlines. It's essential to create a detailed project schedule that outlines who is responsible for each task and when each task should be completed.

2. Timeline Creation: NGO project managers typically use project management software or tools to create timelines and Gantt charts. These visual representations of the project schedule help in understanding the project's flow and dependencies between tasks.

3. Task Assignment: Assign specific tasks to project team members or partners. Ensure that responsibilities are clearly defined, and team members understand their roles in meeting project deadlines.

4. Monitoring Progress: Regularly monitor the progress of the project against the established timetable. This involves tracking the completion of tasks, milestones, and the overall project timeline. Project management software can be especially useful for real-time tracking and reporting.

5. Identifying Delays: When delays or issues arise, it's crucial to identify them promptly. Delays can occur due to various reasons, such as resource constraints, unexpected challenges, or changes in project scope. Project managers should investigate the causes of delays and assess their impact on the overall schedule.

6. Communication: Effective communication is key in managing the project timetable. Keep all stakeholders informed about progress, delays, and changes in the schedule. Hold regular meetings or reporting mechanisms to discuss project status.

7. Problem Solving: When delays or scheduling conflicts occur, project managers must take proactive steps to address the issues. This may involve reallocating resources, adjusting task priorities, or revising the project schedule.

8. Resource Management: Ensure that the project has the necessary resources, including personnel, equipment, and materials, to meet the timetable. Resource shortages can lead to project delays.

9. Risk Management: Identify potential risks that could impact the project timeline. Develop contingency plans to mitigate these risks and keep the project on track.

10. Change Management: Any changes to the project scope, objectives, or deliverables should be carefully evaluated for their impact on the schedule. If changes are approved, update the project timetable accordingly.

11. Quality Assurance: While controlling the timetable, it's essential not to compromise on the quality of project deliverables. Rushing tasks to meet deadlines can lead to subpar results. Balance between meeting deadlines and maintaining quality.

12. Documentation: Keep detailed records of project timelines, milestones, changes, and any issues that arise. Documentation helps in post-project evaluation and learning for future projects.

13. Reporting: Regularly report on the project's progress and adherence to the timetable to stakeholders, including donors, board members, and partners. Transparency in reporting builds trust and allows for informed decision-making.

14. Post-Project Evaluation: After project completion, conduct a post-project evaluation to assess how well the project adhered to the timetable. Identify lessons learned and areas for improvement in future projects.

Controlling the timetable in NGO projects requires a combination of planning, monitoring, communication, and adaptability. It ensures that projects stay on course, meet their objectives, and ultimately contribute to the Organization's mission effectively.

5.6 ASSESSMENT OF PRODUCTIVITY IN NGO PROJECTS AND IMPROVEMENT OF EFFICIENCY

Assessing productivity and improving efficiency are crucial aspects of managing NGO (Non-Governmental Organization) projects effectively. NGOs often operate with limited resources and face the pressure to maximize the impact of their projects. Here are some key considerations for assessing productivity and enhancing efficiency in NGO projects:

Assessment of Productivity:

1. Define Metrics: Begin by defining clear and measurable metrics to assess productivity. These metrics should align with the project's objectives and mission of the Organization. Common metrics may include the number of beneficiaries served, funds raised, or specific project outcomes achieved.

2. Data Collection: Collect accurate and reliable data related to project activities and outputs. Implement robust data collection systems and tools to track progress effectively.

3. Performance Evaluation: Regularly evaluate the performance of project activities against established metrics. This includes analyzing data to determine whether the project is meeting its goals and targets.

4. Stakeholder Feedback: Gather feedback from project beneficiaries, staff, volunteers, and partners. Their insights can provide valuable information about the project's effectiveness and areas for improvement.

5. Comparative Analysis: Compare the project's performance to similar projects or industry benchmarks. This can help identify whether the project is performing above or below expectations.

6. Cost-Effectiveness: Assess the cost-effectiveness of project activities. Calculate the cost per unit of output or outcome achieved. This helps determine whether resources are being used efficiently.

Improvement of Efficiency:

1. Process Evaluation: Examine the processes and workflows within the project. Identify bottlenecks, inefficiencies, and areas where time and resources are being wasted.

2. Resource Allocation: Ensure that resources, including human resources, finances, and materials, are allocated optimally. Allocate resources to activities that have the most significant impact on project objectives.

3. Capacity Building: Invest in training and capacity building for staff and volunteers. A well-trained team is more likely to work efficiently and effectively.

4. Technology Utilization: Leverage technology and project management tools to streamline project processes, automate repetitive tasks, and improve communication among team members and stakeholders.

5. Risk Management: Identify potential risks that could disrupt project activities and cause delays. Develop risk mitigation strategies to minimize their impact on project efficiency.

6. Collaboration: Foster collaboration and partnerships with other Organizations or stakeholders. Collaboration can lead to resource sharing and increased efficiency in achieving common goals.

7. Feedback Loop: Establish a feedback loop within the Organization to continuously monitor and improve efficiency. Encourage team members to provide suggestions for process enhancements.

8. Flexibility: Be prepared to adapt to changing circumstances or unforeseen challenges. Having contingency plans in place can help maintain project efficiency during disruptions.

9. Monitoring and Evaluation: Implement a robust monitoring and evaluation system to track progress and make data-driven decisions. Regularly review project performance and adjust strategies as needed.

10. Learning Culture: Promote a culture of learning within the Organisation. Encourage staff and volunteers to learn from both successes and failures and apply these lessons to future projects.

11. Transparency and Accountability: Maintain transparency in financial and operational matters. Being accountable to donors, beneficiaries, and stakeholders builds trust and credibility.

Assessing productivity and improving efficiency in NGO projects require a systematic and ongoing effort. By continuously monitoring performance, analyzing data, and making informed adjustments, NGOs can enhance their impact, make the most of their resources, and effectively address the needs of the communities they serve.

5.7 PROJECT MANAGEMENT INFORMATION SYSTEMS IN NGOS

"**Project Management Information Systems (PMIS)**" in NGOs refer to the tools, processes, and systems used to collect, manage, and disseminate information related to the planning, execution, monitoring, and evaluation of projects undertaken by non-governmental Organizations (NGOs). PMIS plays a crucial role in enhancing the efficiency, transparency, and accountability of NGO projects. Here's an explanation of PMIS in the context of NGOs:

Components of PMIS in NGOs:

1. Data Collection and Entry: PMIS includes mechanisms for collecting project-related data. This can involve surveys, field reports, beneficiary feedback, financial records, and more. Data is entered into the system accurately and promptly.

2. Data Storage: PMIS stores project data securely in a centralized database or a cloud-based platform. This ensures that information is easily accessible to authorized personnel from different locations.

3. Data Analysis: PMIS tools allow for data analysis and reporting. NGOs can generate reports on project progress, financial expenditure, impact assessment, and other key performance indicators.

4. Resource Management: PMIS helps NGOs manage project resources efficiently. It includes features for budget tracking, procurement management, and allocation of human resources.

5. Task Scheduling: Project managers can use PMIS to create project schedules, assign tasks, and set deadlines. This feature helps in project planning and ensures that activities are completed on time.

6. Communication and Collaboration: PMIS often includes communication tools like messaging systems, document sharing, and discussion forums. This fosters collaboration among project team members and stakeholders.

7. Monitoring and Evaluation: PMIS facilitates real-time monitoring of project activities. NGOs can track progress, identify bottlenecks, and make timely adjustments to project strategies. It also supports the evaluation of project outcomes and impact.

8. Document Management: PMIS allows NGOs to organize and store project-related documents such as project plans, reports, contracts, and legal documents in a structured manner.

9. Financial Management: NGOs can manage project finances, including budgeting, expenditure tracking, and financial reporting, through PMIS.

10. Risk Management: PMIS can help identify and assess project risks. NGOs can develop risk mitigation plans and monitor risk factors over time.

Benefits of PMIS in NGOs:

1. Efficiency: PMIS streamlines project management processes, reducing administrative overhead and manual data entry.

2. Transparency: It enhances transparency by providing stakeholders with access to real-time project data and progress reports.

3. Accountability: NGOs can demonstrate accountability to donors, beneficiaries, and partners through accurate financial and project performance reporting.

4. Decision-Making: PMIS provides data-driven insights, aiding NGOs in making informed decisions and optimizing project outcomes.

5. Quality Assurance: It supports the delivery of high-quality projects by enabling NGOs to track and maintain project standards.

6. Communication: PMIS fosters effective communication and collaboration among team members and external stakeholders.

7. Resource Optimization: NGOs can allocate resources more effectively, reducing wastage and ensuring that resources are directed toward project priorities.

8. Adaptability: PMIS allows NGOs to adapt to changing project conditions or unforeseen challenges by providing up-to-date information.

9. Impact Assessment: NGOs can better assess the impact of their projects on communities and make necessary adjustments for improvement.

Overall, PMIS plays a vital role in helping NGOs manage their projects efficiently, ensuring that resources are used effectively, and maximizing the positive impact on the

communities they serve. It contributes to greater accountability, transparency, and success in project implementation.

CHAPTER 6: RISK MANAGEMENT IN NGOS

6.1 INTRODUCTION

Risk management is described as the identification and management of potential problems that might arise during the implementation of a project (Lewis, 2014). According to Mustaffha et al. (2021), risk management is a critical function of an organization and should be undertaken to achieve and sustain the goals and objectives of the organization. The main goal of risk management focuses on identifying possible risks or threats that could arise. However, the probability of a risk occurring can be reduced or consequences of risks can be curtailed through adequate preparation (Mustaffha et al., 2021). It is important to note that when risks are not mitigated, this can derail the project (Roberts et al., 2016).

It is important for Project managers, team members, and stakeholders to identify as many risks as possible and create plans to reduce the impacts of these risks (Abraham, 2011). When risks are identified prior to implementation of a plan, this can lower the impact and cost of the impact on the project. Hence, the initial stage of a project is an important window of opportunity to manage risks or prepare for these risks (Lewis, 2014). In contrast, when a team fails to identify risks and manage these halfway through a project, the potential cost of the risk dramatically increases (Ahmeti and Vladi, 2017). Hence, most authors (Abraham, 2011; Lewis, 2014; Roberts et al., 2016; Mustaffha et al., 2021) agree that it is wise to explore risk events of a project before implementing the project, rather than mitigating the risks afterwards.

Effective management of risks allows project managers to have better control of the project's timeline, performance, and achievement of the goals and objectives of the project (Ahmeti and Vladi, 2017). However, not all NGOs would have similar approaches in risk identification and mitigation. The manner in how NGOs identify, and address risks would be dependent on their risk culture. A risk culture is described as an accepted way of identifying and addressing risk within an organization (Mustaffha et al., 2021). In addition, risk culture denotes understanding beliefs, knowledge, attitudes, and values shared by team members who have a common purpose (Mustaffha et al., 2021). Notably, organizations with inappropriate risk cultures often do not have sufficient guidance on how to identify and mitigate risks and allow themselves to follow practices that are odds with their organization's policies and direction (Richardson and Fenech, 2013).

Studies (Karakaya and Karakaya, 2017; Ghani et al., 2019), however have shown that in NGOs, employees often do not understand risk management or its concept and processes. This indicates that in some NGOs, there is a low-risk culture or low knowledge on risk. Arshad et al. (2016) explain that NGOs with low-risk culture often do not have specific risk management guidelines. Although these studies only included a few NGOs, the results showed that there is a trend for small to medium NGOs to have little knowledge on risk management or have low-risk culture. As emphasized in literature, the inability to identify and manage risk at an early stage could lead to derailment or failure of a project. Hence, it is important that NGOs recognize the importance of establishing a risk management culture since this is a key element that contributes to the effectiveness of the organization.

In this chapter, the principles of risk management will be discussed along with prevention of risk. Each of the recommended actions in this chapter came from the author's experiences in managing risk in non-government organizations.

6.2 PRINCIPLES OF RISK MANAGEMENT

Effectively managing project risks significantly increases the chances of better control over the project's future and achieving project objectives within schedule, budget, and technical (functional) performance requirements.

There are some principles that need to be considered in risk management. The application of these principles will determine the difference between project success and failure. Some general principles to follow when managing risks include:

1. A risk management plan should be prepared, and all significant project risks should be identified, followed by the creation of a risk profile for each identified risk. This plan should not only designate the person responsible for managing risks but also define time and resource management controls in risky situations.

2. Each risk profile created for individual risks should include probabilities, their cost and time impacts, as well as situational approaches to be followed. This profile should also identify the initial signs of risk occurrence (trigger events).

3. A person responsible for risk management should be appointed in the project, distinct from the project manager. This individual's role is to identify, assess, and monitor reasons why something might not happen rather than being involved in doing the work.

4. Budgets and plans should include a calculated risk allowance to deal with risks when they occur, such as additional funds, time, and other resources. Effective communication channels should be established so that bad news reaches the project manager quickly.

5. Procedures should be defined to ensure the timely preparation of comprehensive project documentation. Documentation includes proposals, detailed project plans, change requests, summary reports, and post-completion evaluations. Generally, the better the documentation of past projects, the easier it will be to plan future similar projects, estimate the required time and resources, and identify potential risks and their consequences.

6.3 STAGES OF RISK MANAGEMENT

Risk management is one of the tools of project management, just like needs identification, task allocation, planning, budgeting, calculation management, change control, performance monitoring, and evaluation. Managers use these tools to understand and assess risks. Thus, they can proactively reduce risks or plan based on specific outcomes.

Not all projects require comprehensive risk analysis and risk management. In small projects, teams consisting of a few skilled and motivated employees can overcome challenges and mitigate risks. However, in large projects, especially in situations where gains and failure

risks are high, risk management becomes particularly important. In such projects, all significant risks, including technical, financial, safety, security, legal, social-political, and others, should be identified and managed.

Risk management has three fundamental dimensions: risk identification, risk measurement, assessment, and risk response planning.

Risk Identification: Risk management begins with the identification of risks and the anticipation of their outcomes. If a risk and its consequences are significant, ways to prevent or reduce this risk to an acceptable level must be found. Acceptable risk depends on the “risk tolerance” of project owners and managers. Typically, experienced project owners and managers behave more cautiously because they understand the risks and consequences in some way. In contrast, inexperienced project owners take more significant risks because they do not know the risks and are unaware of the consequences; hence, their risk tolerance is higher. Risks in projects manifest as failure risks and opportunity risks. Failure risk means deviating significantly from the project’s budget, schedule, or technical objectives. Opportunity risk, on the other hand, is the risk of not achieving the benefits, savings, or rewards that the project could provide.

There are various ways to identify project risks. One method is to monitor the project’s life cycles, which means risks related to events that may occur throughout the project’s life cycle. Each stage, such as project pre-study, feasibility study, contract negotiation, design, engineering, system definition, and development, can reveal unique problems that could jeopardize the project at that stage or later. The risk of failure is higher in the early stages of the project but tends to decrease as the project progresses.

However, some risks can lead to failure at any stage of the project. Risk is also classified based on the nature of the work or technical function. Design risk, engineering risk, and production risk are examples of such classifications.

The identification of project risks should be initiated as early as possible. In this context, the focus should be on identifying high-risk factors in the project. High risks in a project may emerge when an unconventional approach is used, advanced technology is tested, tasks requiring new skills are involved, or when new equipment, systems, and procedures need to be developed and tested. High-risk areas or resources should be thoroughly examined and understood before approval is given to a project and budget allocation.

Risk Identification Techniques:

Project risks can be identified by reviewing numerous documents prepared and reviewed during the project conceptualization and definition stage. Among these documents are reports related to previous projects, user requests and needs lists, cost estimates, schedules, business plans, work package definitions, and final product models. Techniques for specifying risks include comparison tables, checklists, process flowcharts, SWOT analysis, and brainstorming.

The comparison technique involves looking at records, preliminary reports, project team members' notes, and gathering information from previous similar projects to identify risks in new projects. The better the documentation (complete, accurate, and well-classified) and the better people's memories, the easier it will be to identify the future challenges and potential problems of similar projects.

Documentation related to previous projects can also be used to create risk control checklists. A list of factors that could affect risk in a project can be prepared for the entire project or for specific phases, work packages, or tasks within the project. These lists can identify risk sources along with risk levels. Risk levels will undoubtedly be based on personal judgments and assessments from previous projects.

6.4 ASSESSMENT OF RISK

Risks are always present everywhere. However, only significant risks require special attention. Being significant depends on the probability and impact of the risk.

Risk Probability is the likelihood that a hazard or risk factor will actually occur. It can be expressed with a numerical value between 0 (impossible) and 1 (certain). It is also often categorized as high, medium, or low. Numeric values and qualitative ratings are sometimes interchangeable. For example, you can say that the risk probability is low, or you can say that the likelihood of this event occurring is less than 20%. Risks with a probability between 20% and 50% are generally classified as medium risks and risks greater than 50% are considered high risks.

Risk Impact is the consequences of a risk threat becoming a reality. In projects, risk impact is determined by time, cost, and performance measures. For example, difficulties in finding experienced/qualified employees for a project can result in an extended project schedule or unmet user needs, which is a risk impact.

Risk impact can be categorized qualitatively as high, medium, or low (Figure 5). This categorization is objective and depends on managers' perceptions of the risk's importance. Risk impact can also be expressed with a numerical measure between 0 (not severe) and 1 (catastrophic). This rating is also objective and based on personal opinions. The combined impact of multiple risks can be calculated with simple weighted averages.

$$CIF = (W1)TI + (W2)CI + (W3)SI$$

Where W1, W2, and W3 are risk assessments between 0 and 1. TI represents technical impact, CI represents cost impact, and SI represents time impact.



Figure 5. Risk Management

6.5 RESPONSE PLANNING TO THE RISK

Risk response planning addresses how to deal with risks. In general, it considers ways to deal with a identified risk, including transferring the risk, reducing the risk, changing plans and procedures to prevent it, preparing contingency plans, and accepting the risk.

6.5.1 TRANSFERRING RISK

Risks can be partially or fully transferred from the client to the contractor, or vice versa. Here, premiums, compensation, penalties, or guarantees stipulated in the contract based on criteria related to project performance, cost, or time are used. The client and contractor can decide on risk sharing in a way that best suits their ability to manage risks.

Transferring one type of risk can mean assuming another type of risk. For example, a business that wants to reduce financial risk associated with capital costs for producing large-scale complex equipment may distribute this work to numerous subcontractors, thereby reducing the risks related to scheduling and quality control.

6.5.2 PREVENTING RISK

Risks can often be avoided by altering the initial project concept (removing risky activities, minimizing system complexity, reducing final product quality requirements), changing contractors, reviewing procedures, and so on. Many risk factors can be avoided, but for large, complex, high-technology projects, it's often impossible to eliminate all risks. Efforts to eliminate risks can sometimes increase complexity and create new risk sources. Additionally, one consequence of risk prevention is a reduction in profit opportunities.

Research, innovation, and new product development projects inherently involve risks. However, these projects also have the potential to generate significant profits later on. As long as the potential benefit of such a project is proportionate to the magnitude of the risk, it's more sensible to reduce the risk to an acceptable level rather than attempting to completely avoid it.

6.5.3 REDUCING RISK

Risk Reduction

Actions to reduce risks vary depending on whether the risks are related to technical performance, scheduling, or cost objectives.

To reduce risks related to technical performance, you can:

1. Form the best technical team.
2. Use advanced software-based system engineering tools.
3. Provide incentives for the technical team to excel.
4. Collaborate with external experts for critical evaluations.
5. Minimize system complexity.

To mitigate scheduling risks, consider:

1. Creating a master project schedule and adhering to it.
2. Scheduling the riskiest tasks as early as possible to allow time for recovery from potential failures.
3. Closely monitoring critical activities.
4. Assigning top performers to time-critical tasks.
5. Providing incentives for overtime work.
6. Transforming high-risk activities in the project network into parallel activities.
7. Organizing the project team early and staffing it carefully.

To manage cost objectives, you can:

1. Identify and monitor key cost factors.
2. Use low-cost alternative designs and evaluations.
3. Validate system design and performance through modeling.
4. Maximize the use of known technologies and commercially available equipment.
5. Expedite design prototype and testing phases on high-risk components and sections.

Please note that the list of risk reduction actions provided is not exhaustive, and specific strategies should be tailored to the nature of the project and its unique risks.

6.5.4 CONTROLLING RISK

The purpose of risk identification and measurement/assessment is to find ways to reduce and control the risk. One of the most important ways is to have an effective standard project methodology. Such a methodology is designed to include risk elements.

The fragmented structure of the work, dividing the project into standard stages and standard tasks, reduces the risk of important activities being forgotten.

Phased authorization reduces financial risk by allowing controlled allocation of resources.

Standards regarding documentation and the results of stages reduce the risk of incomplete or incomprehensible technical definitions of products before and after design.

Short-term scheduling and interactive forecasts facilitate the establishment of realistic and achievable time targets.

These are some of the effects of the project methodology on risk. Certainly, project managers need special measures to reduce and control risk beyond what the standard methodology includes.

When a significant risk is identified, management should be informed first. Management can change project priorities, resources, or timelines due to risk. In any case, management is ensured to pay more attention to the project and decide to monitor it closely.

The identification of a specific risk is a sign to increase project control. Management will be particularly interested in high-risk factors and will monitor them more frequently and closely.

The common response when identifying risk is to try to increase time and resources allocated to the project. While this measure may seem easy at first, it is often challenging in practice.

Constraints on time and resources are a reality and making significant changes in these areas is not easy.

One way to mitigate risk is to initially determine timelines and resources by considering the risk, which may require more than actually needed. However, this is a game that can only be played once. In the end, management will lose credibility, and time and cost estimates will lose seriousness, motivating individuals and units to complete their work on time and at reasonable costs will become a problem.

Instead of focusing on resources and timelines, it would be a more accurate approach to focus on identified risk factors. Training can be an effective way to solve problems.

Consultant usage can be seen as an extra set of eyes in cases of limited experience and critical skill deficiencies. Testing hardware, improving methods, and programs can reduce technical risks. A scope review can be conducted in a highly ambitious project. Regardless of the risk, there is always something that can be done to reduce it.

The responsibility of finding ways to reduce risks is often given to the project manager. One of the things they can do for this task is to create a list of critical factors in the project that involve high risks. Then, for each high-risk factor, a list of actions that can mitigate or control the risk should be created. These lists should be reviewed by colleagues and peers at the same level. Then, they should be part of the risk analysis report and serve as the basis for action plans aimed at risk reduction and control.

CHAPTER 7: ASSESSMENT, IMPLEMENTATION, IMPROVEMENTS AND ACCOMPLISHMENTS OF NGO PROJECTS

7.1 INTRODUCTION

Project managers and team members play crucial roles in monitoring all aspects of a project plan's implementation and completion (Abraham, 2011). An important aspect of monitoring a project's implementation includes evaluation of the work done to execute the project (Lewis, 2014). Project managers likewise have the responsibility to oversee functional managers and other team members. The success of a project manager is dependent on his or her ability to establish a harmonious working relationship with stakeholders and multiple agencies supporting the project.

To fulfill the responsibility of a project manager, it is essential that the manager use an effective reporting system (Roberts et al., 2016). Documentation of team meetings with donors to accurate financial reporting would help determine the trajectory of the project and whether resources have been adequately appropriated and used (Mwai and Wendo, 2022). If the monitoring of the project, evaluation and completion are not carried out effectively, this would make it difficult for the team to assess if the project has been successful or identify areas for improvement.

In this chapter, the author has written steps on assessing, implementing and evaluating a project from start to completion.

7.2 ASSESSMENTS

Assessment in project management refers to the systematic evaluation and analysis of various aspects of a project to determine its progress, effectiveness, and outcomes. It plays a crucial role in the successful execution of NGO (Non-Governmental Organization) projects for several reasons:

1. Performance Evaluation: Assessment helps NGOs gauge how well a project is performing in terms of meeting its objectives, adhering to timelines, and staying within budget. This information allows for adjustments and improvements as needed to ensure project success.

2. Accountability: NGOs often rely on funding from donors and stakeholders. Effective assessment provides transparency and accountability by demonstrating how funds are being utilized and what results are being achieved.

3. Impact Measurement: NGOs often have specific goals related to social, environmental, or humanitarian impacts. Assessment helps measure the actual impact of a project on the target community or cause, allowing NGOs to showcase their achievements and make informed decisions for future initiatives.

4. Risk Management: Regular assessments can identify potential risks and challenges in a project. This proactive approach allows NGOs to develop mitigation strategies and adapt their project plans to minimize negative impacts.

5. Stakeholder Engagement: NGOs typically involve various stakeholders, including beneficiaries, volunteers, donors, and partner Organizations. Assessment provides an opportunity to engage with these stakeholders, gather feedback, and ensure their involvement aligns with the project's goals.

6. Strategic Decision-Making: Assessment results inform strategic decisions. NGOs can use this data to allocate resources effectively, prioritize projects, and determine which initiatives should be continued, scaled up, or discontinued.

7. Learning and Improvement: Continuous assessment fosters a culture of learning and improvement within the NGO. By analyzing successes and failures, Organizations can refine their project management processes, enhance their capabilities, and apply lessons learned to future endeavors.

8. Adaptation to Changing Circumstances: The operating environment for NGOs can change rapidly due to external factors like political, economic, or environmental events. Regular assessments help NGOs adapt to these changes and ensure that their projects remain relevant and effective.

In summary, assessment in project management is essential for NGOs as it enables them to track progress, demonstrate accountability, measure impact, manage risks, engage stakeholders, make informed decisions, foster improvement, and adapt to evolving circumstances. It contributes to the overall success and effectiveness of NGO projects, helping them fulfill their missions and create positive change in the communities they serve.

7.3 PROJECT EVALUATION

Project evaluation is a three-stage process regularly repeated at specific intervals:

1. Stage 1: Determining the current status of the overall project.

- Actual work completed
- Technical results achieved to date and anticipated
- Resources expended (time, manpower, money)

2. Stage 2: Comparing the status with the plan.

- Project schedule
- Budgeted and estimated costs
- Technical specification requirements to be met (both at the time of comparison and when the project is completed)

3. Stage 3: Identifying discrepancies between the current cost, time, and technical performance status and future plans.

At this point, the evaluation process guides the project's progress. It facilitates identifying appropriate actions to eliminate differences between performance and the plan and empowers decision-making. However, conducting a more detailed evaluation study may be necessary before implementing proposed alternative actions.

7.4 IMPLEMENTATION

Implementing an NGO project satisfactorily involves several important points and considerations. Below are key academic points to guide the successful implementation of an NGO project:

1. Needs Assessment:

Begin by conducting a thorough needs assessment to understand the target community's specific needs, challenges, and priorities. This assessment should involve community participation to ensure their voices are heard and their needs are accurately identified.

2. Clear Project Objectives:

Define clear and measurable project objectives that align with the identified needs. These objectives should be specific, measurable, achievable, relevant, and time-bound (SMART).

3. Detailed Project Plan:

Develop a detailed project plan that outlines the scope, goals, activities, timelines, and resources required. Consider potential risks and mitigation strategies in the planning phase.

4. Resource Mobilization:

Secure the necessary funding and resources to support the project. This may involve grant applications, fundraising efforts, or partnerships with other Organizations.

5. Stakeholder Engagement:

Engage with all relevant stakeholders, including beneficiaries, community leaders, local authorities, donors, and partner Organizations. Ensure their active involvement, input, and support throughout the project's life cycle.

6. Project Team:

Assemble a competent project team with the required skills and expertise. Clearly define roles and responsibilities to ensure efficient project management.

7. Monitoring and Evaluation:

Establish a robust monitoring and evaluation (M&E) framework to track project progress and measure outcomes against predefined indicators. Regularly collect and analyze data to make informed decisions.

8. Adaptability:

Be prepared to adapt the project based on real-time feedback and changing circumstances. Flexibility is crucial for addressing unforeseen challenges and optimizing project outcomes.

9. Community Participation:

Empower the local community by involving them in project planning, implementation, and decision-making processes. Community ownership enhances project sustainability.

10. Transparency and Accountability:

Maintain transparency in project operations, including financial management and reporting. Be accountable to donors, beneficiaries, and other stakeholders.

11. Capacity Building:

Provide training and capacity-building opportunities to beneficiaries and local Organizations to ensure they can sustain the project's benefits beyond its conclusion.

12. Communication and Advocacy:

Develop a communication strategy to share project updates, successes, and challenges with stakeholders. Advocacy efforts may be necessary to address systemic issues related to the project's goals.

13. Ethical Considerations:

Adhere to ethical principles in all project activities, respecting cultural sensitivities and ensuring the dignity and rights of beneficiaries are upheld.

14. Sustainability:

Plan for the long-term sustainability of project outcomes. Consider how the project can create lasting positive impacts and potentially serve as a model for future initiatives.

15. Closure and Evaluation:

Conduct a comprehensive project evaluation at its conclusion to assess achievements, challenges, and lessons learned. Use this information to inform future projects.

16. Documentation:

Maintain thorough records of project activities, financial transactions, and outcomes. Accurate documentation is essential for reporting to donors and for accountability.

In summary, successfully implementing an NGO project requires meticulous planning, active stakeholder engagement, effective monitoring and evaluation, adaptability, and a commitment to ethical practices. By following these academic points, NGOs can increase their chances of delivering projects that make a positive and sustainable impact on the communities they serve.

7.5 IMPROVEMENTS

The project manager can be likened to the person in the cockpit of an airplane. They continuously monitor the progress of the project with their own measurement systems and evaluation indicators, tracking indicators of current and future challenges. When any changes to plans, schedules, budgets, or performance are needed to achieve the project objectives, they communicate with the appropriate functional experts. Additionally, they want to ensure that the signs of these changes are understood and acted upon, and that the desired results are achieved afterward.

The main tools used in giving instructions in project execution are as follows:

- Action assignments decided during project review meetings.
- Project directives, special correspondences, or email messages as work orders, subcontracts, project files, or product plan texts and correction texts.
- Oral directives that affect cost, time, technical performance, or scope of work must always be documented using one of these tools.

Through Action Assignments for Development:

- The most important document revealed during project evaluation-review meetings is the action assignment list.
- An action assignment is made for every specific issue identified concerning cost, time, and technical performance.
- The project manager records each assignment by describing what the problem is, how it should be resolved in general terms, who will take the leadership responsibility for the action, who will contribute, and when the action is scheduled to be completed.

CHAPTER 8: REPORTING

8.1. INTRODUCTION

In project management, “reporting” refers to the process of collecting, analyzing, and communicating information about a project’s progress, status, and performance to relevant stakeholders. This includes creating and sharing reports that provide data on key project metrics, milestones, risks, and other important aspects of the project.

In the context of NGO (Non-Governmental Organization) projects, reporting is particularly important for several reasons:

1. Accountability: NGOs often rely on funding from donors, governments, or other Organisations. Reporting helps demonstrate how funds are being used and the impact they are having, ensuring transparency and accountability.

2. Decision-Making: Accurate and timely reporting provides project managers and stakeholders with the information needed to make informed decisions. It allows for adjustments to project strategies and resource allocation as needed.

3. Communication: NGOs typically work with a variety of stakeholders, including beneficiaries, partner Organizations, and supporters. Reporting helps maintain effective communication by keeping all parties informed about project progress and outcomes.

4. Monitoring and Evaluation: Reporting supports the monitoring and evaluation of project goals and objectives. NGOs can assess whether they are achieving their intended outcomes and make improvements based on the data collected.

5. Risk Management: Through reporting, NGOs can identify potential risks and issues early, enabling proactive risk management strategies to mitigate challenges that may arise during project implementation.

6. Donor Compliance: Many donors require NGOs to submit regular reports to ensure that project activities align with their funding agreements and objectives.

Overall, reporting plays a critical role in ensuring the success and sustainability of NGO projects by promoting transparency, accountability, and informed decision-making throughout the project life cycle.

To ensure the success of a project, it is important to consistently communicate with top management about the overall status of the project. Issues that could jeopardize the timeline, profitability, and budget should never be concealed from top management. It is also beneficial to maintain careful communication with the client regarding these issues. Situation reports provided to top management allow them to be informed about current and potential challenges by addressing problems and, if possible, contributing to their resolution. Additionally, these reports facilitate the decision-making process for actions that will minimize the adverse effects of problems in a multi-project environment or within different levels of the Organization.

When a project manager reports an issue to top management, they should specify the nature of the problem, its main causes, and its potential impacts on time, budget, profit, and other areas. This report should also explain the measures taken or recommended and the expected outcomes. Finally, it should present views and recommendations on how top management can assist.

Reporting to the client should be conducted in compliance with contract terms. Close coordination and collaboration between the project manager, contract administrator, and sales and marketing manager are necessary to determine the content of reports to be provided to the client. This ensures that the matter is addressed in a manner that best serves the interests of the Organization.

For significant commercial and public projects, a three-tiered management reporting system may be deemed necessary.

8.2 MONTHLY PROGRESS REPORTS

Managers at different levels can determine the reporting times for important projects requiring monthly progress reports and prepare them regularly in a suitable distribution (Appendix 1). Below are suggested main headings for such a monthly report:

Summary Status: A brief paragraph explaining the current status of the project.

Critical Issues: Issues that have posed a danger in previous stages and during the current period, corrective measures taken, estimates related to resolution, and any other necessary actions.

Project Manpower Plan: Limited human resources crucial to the project.

Major Achievements and Future Timeline: Significant changes in achievements during the reporting period and in the future timeline.

Current and Future Problem Areas: Significant problems, required actions, and expected impacts on the project.

Project Cost Performance: Interpretation of the current project cost status based on the latest cost performance reports.

Tables and Appendices: (a) Summary main schedule (if necessary), (b) Detailed project schedule (timeline), (c) Project cost performance report.

Monthly Progress Reports (Status Reports) are filled out by project managers in the days following the end of each month's financial report. Except for short-term or tracking-type projects, all project status reports are reviewed during project evaluation-review meetings. Views and recommendations for the next month's course of action and measures to be taken are presented.

Project status reports serve as a simple and easily understandable control tool that indicates whether the project has problems in terms of time, cost, and technical success. Their most significant advantage is consolidating all essential project data on a single page. The progress of the project is monitored in three main sections in these reports:

1. Control Information: Whether there is a technical or financial problem or a delay in the project is indicated by coloring the column of the month with green, yellow, or red. Green means no problem; yellow indicates the presence of a problem that can be resolved; red signifies that the solution is difficult or impossible. Similarly, the delay status is also indicated with green, yellow, or red, depending on whether there is a delay or not. The previous month's status can also be seen with the colors in the previous month's column.

2. Financial Analysis Chart: This section of the monthly progress report compares the projected expenses with the actual expenses. There are 12-15 columns for months in this chart. If the project spans multiple years, a thick gap is left at the end of each calendar year to extend the chart. In the project status report, the date of the day of the audit, which separates two months, is indicated by thickening the line. The elapsed time is shown by shading the cells until the date of the day. The horizontal axis represents the project schedule, and the vertical axis represents the costs. Depending on the size of the project, the project manager can use the desired measurements on the vertical axis.

A straight line is drawn from the bottom left corner of the chart to the point where the projected date and cost intersect. If the project is completed on schedule and budgeted, the progress line will follow this line. Any deviation will indicate a problem in terms of time and/or cost, and measures will be taken to address this deviation. Undoubtedly, if the deviation consistently occurs in a specific direction, it may be more sensible to review the plan rather than taking corrective measures.

3. Project Stages: In this section, a bar chart is drawn indicating the main activities during the project's execution, when they will be carried out according to the project schedule, and how long they will take. This is the project's scheduling program. As the project progresses, the completion of the scheduling program is reflected in the chart. An activity is traced from its start point on the left side of the bar representing that activity. Based on the completion rate, the tracing process continues. If the traced part is not in line with the projected dates, a delay in the project will be evident. Different symbols and formats can be used to prepare this timeline.

8.3 CRITICAL PROJECT REVIEW

For specific critical projects, the project manager holds review meetings with relevant managers to assess how the project is progressing, as planned. These meetings can be held monthly, every two months, or quarterly, and they can take place at the project site, branch office, or headquarters.

The key topics to be addressed in these reviews include:

- Project definition data
- Summary status, any critical developments, and problematic points if any
- Summary main schedule
- Overall schedule (timeline)
- Total costs, events, and the progress chart
- Cost performance report table
- Action assignment summary
- Project human resource status

In addition to these reports, which typically serve the information needs of top management, effective project management also requires regular reporting to the client at specified intervals, often monthly. These reports should be in writing and presented by the project manager after consulting with legal counsel regarding compliance with contract terms.

These monthly reports provide an opportunity to document changes requested by the client that may impact the project's schedule, cost, and scope. Strikes, material delivery delays, natural disasters, and other factors can also be documented in these monthly reports. This documentation is crucial for the swift resolution of potential legal disputes that may arise during or after the project's completion. The content and format of these reports vary depending on the specific circumstances of each project and the requirements of each client.

8.4 PROJECT CLOSURE

By definition, every project has a definite endpoint. However, closing or concluding a project is not as straightforward as it may seem at first glance. The project manager, by doing this, effectively ends their job and the project itself. This is a task that requires significant effort and discipline.

Ensuring that a project is completely closed at a specified date requires important discipline. This discipline becomes even more crucial, especially if the project manager's next assignment has not been determined yet. Here, the expectation is for an individual to bring closure to their own work as swiftly as possible.

Projects tend to persist far beyond their scheduled completion dates for various reasons. While a project may have a reduced team in place, the extended closure period can lead to financial failure that would have otherwise been successful in another scenario. This is because open work orders and ongoing cost items will continue to be charged to this project.

Some businesses feel it is necessary to replace the project manager with another individual who has more expertise in closing projects as the project nears its end. This ensures the project is completed on schedule.

In projects executed under a contract, the contract administrator plays a crucial role in closure.

Important issues related to project closure include:

- Closure plan and schedule
- Closure checklist
- Responsibilities during closure
- Project extension
- Post-completion evaluation

As the final closure phase approaches, the project manager prepares a special plan and schedule for ending the project (Appendix 2).

This plan should include the following key elements:

Contract: Acceptance of the product and/or service by the customer, delivery, and fulfillment of all other requirements in the contract.

Work Authorization: Ensuring the completion of closure work orders and all subcontracts.

Financing: Collecting the final payment from the customer and closing the project's account.

Human Resources: Reassigning or terminating team members assigned to the project office or team.

Facilities: Vacating or closing office and other facilities used by the project office or team.

Records: Delivering the project file and other records to the appropriate responsible senior executive.

In addition to aiding in the preparation of these closure plans and schedules, a Project Completion Checklist is also created. This list is similar in format to the control lists prepared for project initiation and is customized by each Organization according to the specific requirements of its projects. During the closure phase, the project manager and the project contract administrator decide on the basic responsibilities related to closure.

The project manager's responsibilities for closure can be specified as follows:

- Take all necessary actions to present all deliverables to the customer for acceptance.
- Conclude project activities efficiently and economically.
- Ensure that acceptance plans, and schedules meet the customer's contract requirements.
- Assist the legal, contract management, and sales-marketing departments in preparing closure plans and extracting necessary data.
- Obtain closure plans from every functional department contributing to the project.

- Finish the site/office, dispose of surplus materials, or sell them, and complete other closure activities.
- Notify finance and other functional departments as soon as possible when activities and the project are complete.
- Monitor customer payments until final payment is received.

On the other hand, the essential responsibilities of the project contract administrator for closure can be specified as follows:

- Clearly and promptly inform the customer in writing when all contract obligations have been fulfilled, except for long-term maintenance and service.
- Ensure that all documentation required by the contract for the acceptance of the product is accurately completed.
- Ensure that all actions to be taken by the business and the customer for contract completion and final payment are completed.
- Officially request final payment.
- If possible, obtain documentation from the customer confirming that all contract obligations have been fulfilled, and, if applicable, that there are no remaining business obligations other than the warranty or service agreement.

In many projects, the project manager has a significant responsibility for obtaining an extension, supported by relevant functional departments, for the purpose of extending the project's duration. Initially, this will be to develop a new feature or perform another task outside the original project scope. These extensions and expansions essentially create new projects that originate from the initial project, often resulting in smaller new projects. However, they also change the scope of the original project. Therefore, each extension should be planned, scheduled, controlled, and effectively closed like a new project. Any change request from the customer will constitute the basis for a new task or an extension of the project. Vigilant monitoring and control of the contract scope will ensure that the project's financial goals are achieved and legal grounds for project extensions are preserved.

8.5 POST-COMPLETION EVALUATION

Often overlooked but crucial for effective project management in any situation, the final step is post-completion evaluation. People learn through experience. However, the experiences people most easily forget are the unpleasant ones. While this can be beneficial for an individual's psychological well-being, it is not helpful for Organizations that may have to manage larger and more complex projects in the future. Without a formal evaluation conducted after every project, there won't be an opportunity for learning through experience. As a result, the same mistakes, or similar ones, will be repeated to the detriment of the Organization.

Mistakes can be made in any project, some trivial, and others significant. Therefore, after completing a project, it is crucial to conduct an evaluation to identify decisions and behaviors that could be considered mistakes and to assess their impacts. Subsequently, measures to prevent the recurrence of such mistakes in future projects need to be determined.

Following this, appropriate changes and improvements should be made in project management, functional policies, and procedures with the aim of eliminating or reducing the effects of problem sources.

Examinations into the causes of poor performance and the general knowledge acquired provide a starting point during the post-completion evaluation for identifying problems and presenting improvement opportunities. Such an evaluation should be conducted after an appropriate period following the project's completion to ensure impartial judgment of its outcome. However, this period should not be so long that events are forgotten, and records are lost. Generally, a period of one to three months after completion is considered the most suitable time frame. This evaluation should be conducted by a person outside of the project to ensure impartiality. However, this person should not be entirely unfamiliar with the project and should have direct contact with key project personnel.

The general method for post-completion evaluation can be summarized as follows:

- Determining the initial and final objectives in terms of time and cost
- Evaluating whether these objectives were achieved
- Identifying which factors contributed to success when things went well
- Determining the root causes when things went poorly
- Developing policy and procedure changes to address the causes of unmet objectives or other issues
- Implementing the changes

Project closure can be considered a management project. Therefore, this effort should also be managed using project management principles.

In conclusion, this book provides a template on how to develop and implement a successful NGO project. It also outlines the steps on how to effectively perform project management and identifies the characteristics of a successful project manager. This book has been written using literature from international and local studies. While it is recognized that NGOs are diverse and the challenges and risks are different from one NGO to the next, this book still offers a template in which NGO project managers can rely on when managing projects and their organizations. The recommendations and strategies presented in this book are based on the author's experience of managing NGOs for several years. Tailoring these strategies according to local needs will help improve the performance of the NGO and promote its success in the long-term. Finally, this book also offers a template on how to perform reporting of an NGO project. It is with hope that this book improves the performances of NGOs and promote their sustainability as these organizations improve the lives of the people that they serve.

REFERENCES :

- Abraham, A. (2011) *Formation and management of NGOs*. India : Universal Law Publishing Company.
- Ahlemann, F., Teuteberg, F. and Vogelsang, K. (2009) 'Project management standards-diffusion and application in Germany and Switzerland', *International Journal of Project Management*, 27, pp. 293-303.
- Ahmeti, R. and Vladi, D. (2017) 'Risk management in public sector : A literature review', *European Journal of Multidisciplinary Studies*, 5(1), pp. 323-329. Doi : 10.26417/ejms.v5i1.p323-329.
- Ahlquist, J. (2017) 'Labor unions, political representation, and economic inequality', *Annual Review of Political Science*, 20, pp. 409-432.
- Arshad, R., Bakar, N. and Othman, F. (2016) 'Board competencies, network ties and risk management disclosure practices in non-profit organizations', *The Journal of Applied Business Research*, 32(5), pp. 1319-1329.
- Balmford, A. (2012). *Wild hope : on the front lines of conservation success*. London : University of Chicago Press.
- Banerjee, A., Poydock, M., McNicholas, C., Mangundayao, I. and Sait, A. (2021) 'Unions are not only good for workers, they're good for communities and for democracy', *Economic Policy Institute* [Online]. Available at : <https://www.epi.org/publication/unions-and-well-being/> (Accessed : 14 October 2023).
- Barnosky, D., Hadly, E., Bascompte, J., Berlow, E., Brown, J., Fortelius, M., Getz, W., Harte, J., Hastings, A., Marquet, P., Martinez, N., Mooers, A., Roopnarine, P., Vermij, G., Williams, J., Gillespie, R., Kitzes, J., Marshall, C., Matzke, N., Mindell, D., Revilla, E. and Smith, A. (2012) 'Approaching a state shift in Earth's biosphere', *Nature*, 486(7401), pp. 52-58.
- Bayes, R. and Druckman, J. (2021) 'Motivated reasoning and climate change', *Current Opinion in Behavioural Science*, 42, pp. 27-35.
- Bangladesh Rehabilitation Assistance Committee (BRAC) (2023) *SDGs and BRAC* [Online]. Available at: <https://www.brac.net/> (Accessed: 11 October 2023).
- Belbin, R. (1996) Team roles and a self-perception inventory. In: Billsberry, J. (ed). *The effective manager: Perspectives and illustrations*. London: Open University Press, Sage Publications (pp. 182-189).
- Bell, S., Brown, S., Colaneri, A. and Outland, N. (2018) 'Team compositions and the ABC's of teamwork', *American Psychologist*, 73(4), pp. 349-362.

Brière, S., Proulx, D., Flores, O. and Laporte, M. (2014) 'Competencies of project managers in international NGOs : Perceptions of practitioners', *International Journal of Project Management*, 33, pp. 116-125.

Chen, P., Partington, D. and Qiang, M. (2009) 'Cross-cultural understanding of construction project managers' conception of their work', *Journal of Construction Engineering Management*, 135(6), pp. 477-487.

Childhood Education International (2023) *Innovative solutions to education challenges* [Online]. Available at : <https://ceinternational1892.org/> (Accessed : 21 October 2023).

Council of Europe (2023) *Human rights activism and the role of NGOs* [Online]. Available at : <https://www.coe.int/en/web/compass/human-rights-activism-and-the-role-of-ngos> (Accessed : 21 October 2023).

Damari, B., Heidarnia, M. and Rahbari, M. (2014) 'Role and performance of Iranian NGOs in community health promotion', *Payesh*, 13, pp. 541-550.

Diallo, A., Denis, T. (2005) 'The success of international development projects, trust and communication : an African perspective', *International Journal of Project Management*, 23(3), 237.

Dugger, C. (2007) *World Bank agency finds its Africa projects are lagging* [Online]. Available at : https://www.nytimes.com/2007/08/02/world/africa/02worldbank.html?_r=0 (Accessed : 10 October 2023).

El-Sabaa, S. (2001) 'The skills and career path to an effective project manager', *International Journal of Project Management*, 19(1), pp. 1-7.

Elly, A. (2023) 'Project planning, stakeholder involvement, risk management, and project success- a case of selected NGOs in South Sudan', *Texila International Journal of Management*, doi : 10.21522/TIJMG.2015.09.01.Art001.

Fowler, A. and Malunga, C. (2020) *NGO management : the Earthscan companion*. Washington, DC : Earthscan.

Ghani, E., Hassin, N. and Muhammad, K. (2019) 'Effect of employees' understanding on risk management process on risk management : A case study in a non-profit organization', *International Journal of Financial Research*, doi : 10.5430/ijfr.v10n3p144.

Ghere, R. (2013) *NGO Leadership and human rights*. London : Kumarian Press.

Golini, R. and Landoni, P. (2013) *International Development Projects : Peculiarities and Managerial Approaches*. London : Project Management Institute.

Gordon, J. (2002) Creating high-performing work groups and teams. In : Gordon, J. (ed). *Organizational behavior : A diagnostic approach*. 7th ed. (pp. 176-203). New Jersey : Prentice Hall International.

Grogg, R. (2016) *NGO collaboration in natural disaster response efforts- A comparative case study of earthquakes in Asia*. Senior Honors Project, James Madison University [Online]. Available at : <https://commons.lib.jmu.edu/cgi/viewcontent.cgi?article=1204&context=honors201019> (Accessed : 18 October 2023).

Hekala, W. (2012) *Why donors should care more about project management* [Online]. Retrieved from : <https://www.devex.com/news/why-donors-should-care-more-about-project-management-77595> (Accessed : 10 October 2023).

Howsasi, E., Eager, D., Bagia, R. and Niebecker, K. (2014) 'The four-level project success framework : application and assessment', *Organisational Management*, *11*, pp. 1-15.

International Labour Organization (2023) *Advocacy and awareness activities* [Online]. Available at : https://www.ilo.org/asia/WCMS_312714/lang-en/index.htm (Accessed : 15 October 2023).

International Project Management Association (IPMA) (2006) *ICB-IPMA Competence Baseline*. 3rd ed. Nijkerk: International Project Management Association.

Karakaya, E. and Karakaya, G. (2017) 'Developing a risk management framework and risk assessment for non-profit organizations : A case study', *Contributions to Management Science*, pp. 297-308.

Kermani, F. and Reandi, S. (2023) 'Exploring the funding challenges faced by small NGOs : Perspectives from an organization with practical experience of working in rural Malawi', *Research and Reports in Tropical Medicine*, *14*, pp. 99-110.

Langmann, S., Bezemer, P. and Pick, D. (2023) 'Local community capacity building : exploring non-governmental organizations approaches in Tamil Nadu', *Community Development Journal*, doi : 10.1093/cdj/bsad009.

Lewis, D. (2014) *Non-governmental Organizations, Management and Development*. London : Taylor and Francis.

Lewis, D. and Farrington, J. (2014) *Non-Governmental Organizations and the state in Asia : Rethinking Roles in Sustainable Agricultural Development*. London : Taylor and Francis.

Lewis, D. and Kanji, N. (2009) *Non-Governmental Organizations and Development*. London and New York : Routledge and Taylor and Francis Group.

McQueen, Z. (2021) *Leadership versus management : How to motivate and develop our team's capabilities through effective communication, coaching, and training*. London : McQueen, Z.

Mustaffha, N., Yusuf, S. and Kasim, N. (2021) 'Risk management in public and non-profit organizations : A systematic literature review', *International Journal of Academic Research in Business and Social Sciences*, *11*(8), pp. 264-275).

Mwai, G. and Wendo, V. (2022) *The importance of communication in NGOs*. London : International Institute for Environment and Development [Online]. Available at : <https://www.iied.org/importance-communication-for-ngos> (Accessed : 10 October 2023).

Nanthagopan, Y., Williams, N. and Thompson, K. (2018) 'Levels and interconnections of project success in development projects by Non-Governmental Organisations (NGOs)', *International Journal of Managing Projects in Business*, 12(1), doi : 10.1108/IJMPB-04-2018-0085.

Njoroge, S. (2017) 'Determinants of employee turnover in non-governmental organizations in Kenya; case of Johns Hopkins', *Strategic Journals* [Online]. Available at : <https://www.strategicjournals.com/index.php/journal/article/view/431> (Accessed : 10 October 2023).

Osberghous, D. and Fugger, C. (2022) 'Natural disasters and climate change beliefs : The Role of distance and prior beliefs', *Global Environmental Change*, 74, doi : 10.1016/gloenvcha.2022.102515.

Parnwell, M. (2011) Desai, V. and Potter, R. (eds). Agropolitan and bottom-up development. In : *The Companion to Development Studies*, 2nd ed. Chennai : Chennai Micro Print (pp. 111-115).

Puthiyakath, H. (2017) *Syrian refugee crisis : Role of Turkish Non-Governmental Organizations in Humanitarian Relief* [Online]. Available at : https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2972257 (Accessed : 10 January 2023).

Richardson, P. and Fenech, J. (2013) 'Risk culture', *Risk culture under the microscope guidance for boards*, pp. 1-9. Doi : 10.4135/9781446219539.n2.

Roberts, D., Morris, G., MacIntosh, J. and Millenson, D. (2016) *Risk management for nonprofits (Issue March)*.

Serrador, P. and Turner, J. (2014) 'The relationship between project success and project efficiency', *Procedia-Social and Behavioural Sciences*, 119, pp. 75-84.

Tall, B., Matarneh, S., Sweis, G., Sweis, R. and AlBalkhy, W. (2021) 'Factors affecting the success of development projects of the non-governmental organizations (NGOs) in Jordan', *International Journal of Construction Management*, 23(10), pp. 1756-1767.

Trade Finance Global (2023) *NGOs and global trade : the non-state voices in trade policymaking* [Online]. Available at : <https://www.tradefinanceglobal.com/posts/what-donngos-teach-us-on-collaboration-and-its-significance-in-international-trade/> (Accessed : 10 October 2023).

Tuckman, B. and Jensen, M. (1977) 'Stages of small-group development revisited', *Group and Organization Management*, 2(4), pp. 491-427. Doi : 10.1177/105960117700200404.

United Nations (2023) *The 17 Sustainable Development Goals* [Online]. Available at : <https://sdgs.un.org/goals> (Accessed : 10 October 2023).

University of Cambridge (2023) *Belbin's team roles* [Online]. Available at : <https://www.ifm.eng.cam.ac.uk/research/dmg/tools-and-techniques/belbins-team-roles/> (Accessed : 10 October 2023).

University of Massachusetts (2023) *Definition of a project* [Online]. Available at : <https://www.umb.edu/it/about/project-management-office/definition-of-a-project/#> (Accessed : 10 January 2023).

Van Wijk, J., van der Duim, R., Lamers, M. and Sumba, D. (2015) 'The emergency of institutional innovations in tourism : the evolution of the African Wildlife Foundation's tourism conservation enterprises', *Journal of Sustainable Tourism*, 23(1), pp. 104-125.

Wahid, A., Ahmad, M. and Talib, N. (2017) 'Barriers to empowerment : assessment of community-led local development organizations in Pakistan', *Renewable and Sustainable Energy Reviews*, 74, pp. 1361-1370.

Walters, R. (2004) *The conflict management handbook : How to quench the fires that burn relationships*. 4th ed. Victoria : High Ground Press.

World Health Organization (2023) *Health Promotion* [Online]. Available at : <https://www.who.int/health-topics/health-promotion> (Accessed : 10 January 2023).

Zhou, Zahng and Wang (2007) 'Understanding the key risks in construction projects in China', *International Journal of Project Management*, 25, pp. 601-614.

APPENDIX 1: NGO PROPOSALS AND REPORT SAMPLES**Agriculture Project Proposal Form**

Project budget	
Project start date	
Project end date	
Location of the project	

Organization that proposes the project

Name of institution	
Full Address	
Tel. Number	
Fax number	
Website	
Email	
President	

Organization that receives the project proposal:

Name of institution	
Full Address	
Tel. Number	
Fax number	
Website	
Email	
Institution director	

A-The objectives of the Project



B-Brief about the Country (socio-economic environment)



C-Target group and beneficiaries



PROJECT BUDGET*(The content and the costs of a food package to be given to a family)*

<i>No.</i>	<i>Items</i>	<i>Unit</i>	<i>Unit cost</i>	<i>Unit cost</i>	<i>Total Amount of item</i>

PROJECT COSTS

<i>No.</i>	<i>Items</i>	<i>Unit</i>	<i>Unit cost</i>	<i>Total Amount of item</i>

D-Person Responsible:

<i>Position in the institution</i>	
<i>Address</i>	
<i>Phone (office)</i>	
<i>Mobile phone</i>	
<i>Fax No.</i>	
<i>Email</i>	
<i>Language of correspondence</i>	

E-Bank details:

Name of bank	
Full Bank's address	
Name of branch	
Branch No	
Account number	
Name of account holder	
Address of the account holder	
Swift-BIC Code	
IBAN Code	

F-Our Institution's objectives:

--

G-Our mission statement:



H-Our Institution's work field and services (example projects)



I-Any additional comments:



PLACE / DATE:Signature and stamp

Urban Project Proposal Form

Project budget	
Project start date	
Project end date	
Location of the project	

Organization that proposes the project:

Name of institution	
Full Address	
Tel. Number	
Fax number	
Website	
Email	
President	


Organization that receives the project proposal:

Name of institution	
Full Address	
Tel. Number	
Fax number	
Website	
Email	

A-The objectives of the Project))



B-Brief about the Country (socio-economic environment)



C-Target group and beneficiaries



PROJECT BUDGET

(The content and the costs of a food package to be given to a family)

<i>No.</i>	<i>Items</i>	<i>Unit</i>	<i>Unit cost</i>	<i>Unit cost</i>	<i>Total Amount of item</i>

PROJECT COSTS

<i>No.</i>	<i>Items</i>	<i>Unit</i>	<i>Unit cost (price per unit)</i>	<i>Total Amount of item</i>

D-Person Responsible:

<i>Position in the institution</i>	
<i>Address</i>	
<i>Phone (office)</i>	
<i>Mobile phone</i>	
<i>Fax No.</i>	
<i>Email</i>	
<i>Language of correspondence</i>	

E-Bank details:

Name of bank	
Full Bank's address	
Name of branch	
Branch No	
Account number	
Name of account holder	
Address of the account holder	
Swift-BIC Code	

F-Our Institution's objectives:

G-Our mission statement:

H-Our Institution's work field and services (example projects)

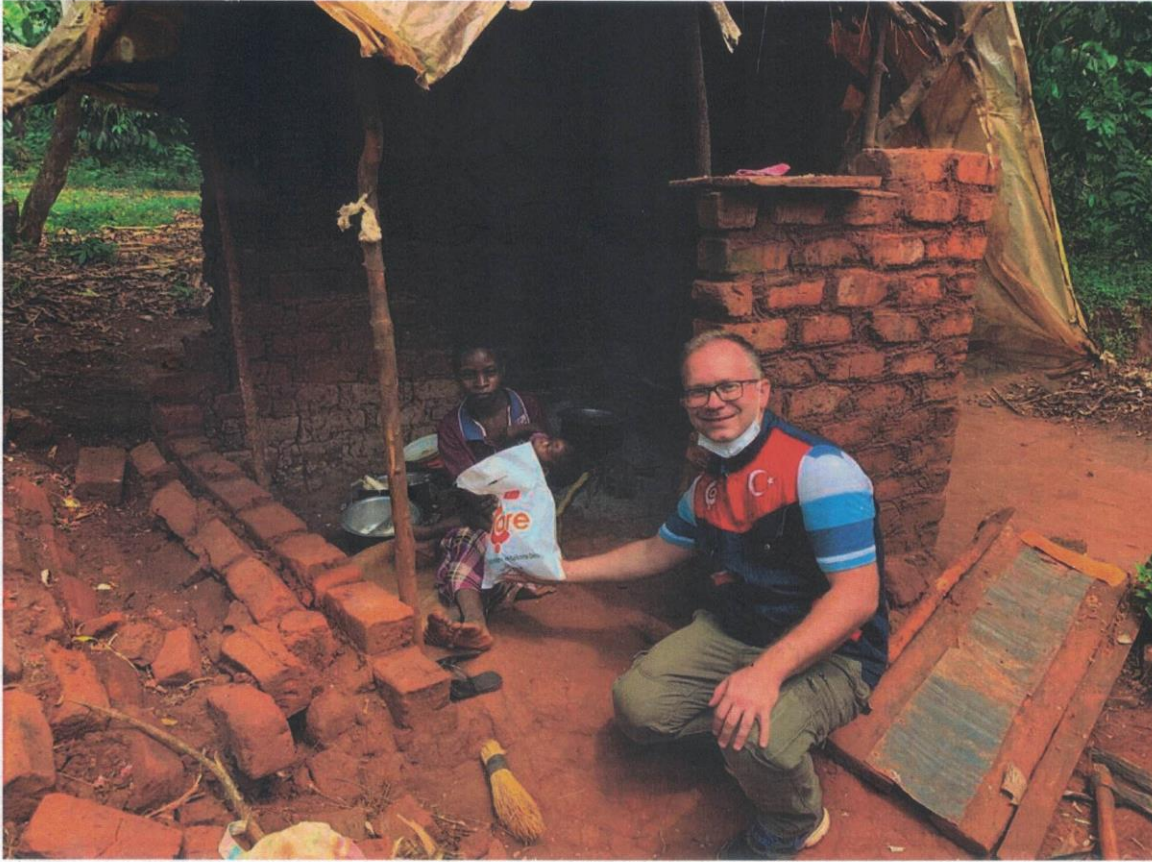
I - Any additional comments.

PLACE / DATE: SIGNATURE/STAMP:

APPENDIX 2. ANNUAL REPORTING SAMPLE



TURKISH UGANDA
Humanitarian Foundation



ANNUAL REPORTING 2021-2022

TURKISH UGANDA HUMANITARIAN FOUNDATION

Tel +256 787 692 334

Munyonyo Makindye Div,
P. O Box 71350, Kampala, Uganda
Email: turkishuganda@gmail.com

Table of Contents

Contents

Organization Information	1
Message from the Director	2
Introduction	3
Highlights of the Previous Year	9
Project Funding 2020-2021	21
Work Plan and Budget for the Year 2022-2023	22
Other Notable Mentions	24
Organization Directors	30
Company Information	30

Organization Information

REGISTERED OFFICE

Munyonyo Makindye Div.

P.O Box 71350, Kampala- Uganda

Tel: +256787692334

+256 702616127

E-mail: turkishuganda@gmail.com

BANKERS

EXIM Bank Uganda

Kampala – Uganda

Message from the Director



I take this opportunity to greet you in the name of Allah and congratulate you upon completing yet another year for this volume of our annual report at Turkish Uganda Humanitarian Organization would like to extend my appreciation to all those that collaborated with us including our staff, the local councils where we conducted all our projects, The Uganda Muslim Supreme Council for the assistance in mobilization and sensitization, our partners of Care Aid and development Association for the support and the governments of both Uganda and Turkey for the continued support. During the past year, we covered a wide range of activities ranging from women empowerment to water and sanitation as the projects are well elaborated in the other sections of the report that I urge you to go ahead and read. As you take time to read the contents of the report, I would like all of you to appreciate our works and also promise you that in the forthcoming year, we shall improve on the operations of our organization. I wish all of you the best in your fore future.

SERBERTCIOGLU OLGAY

Director/Secretary.

Introduction

It is always a pleasure to write a report when there is good news to convey. Turkish Uganda Humanitarian Foundation and her team are doing such a great job for the orphans, poor and needy that reporting their achievements becomes a real joy. Turkish Uganda Humanitarian Foundation is 3 years old and already we have crossed many milestones and achieved a great deal.

This year we were fortunate enough to see many such moments, and we would like to give you a glimpse of these through this annual report. This report comprises of the humanitarian activities for the year starting from 01st July 2021 to 30th June 2022

About the Organization

The Turkish Uganda Humanitarian Foundation is a Non-Governmental Organization that was established in Uganda with the aim of helping the under privileged during hard times such as times of need and celebrations that they cannot provide to themselves.

Our main objectives include educating orphans and vulnerable children by establishing and running schools, vocational institutions, and other institutions of higher learning to benefit orphans and vulnerable children.

We are convinced that bettering the community is through helping the under privileged attain what they cannot provide to themselves on a regular basis and we come in to provide wherever we can.

We acknowledge the magnitude of the challenges faced by the vulnerable people in the community realizing the current efforts are hindered by the social economic strategy for children, youth and with the unemployment rates, which reduce the numbers of dependents per family head and the high rates of poverty being another contributing factor.

We are committed to helping such communities with the collaboration from the governments of Uganda and Turkey through their different ministries, departments and agencies especially The Uganda Muslim Supreme Council.

Vision

Our **vision** is to find everlasting solution for vulnerable children who lack access to the basic human needs.

Mission statement

The **mission statement** of the Foundation is “foresting and providing education innovation and creativity; providing food stuff to the needy and support humanitarian activities”. This is done through the provision of scholarships and other educational materials to students and provision of social, economic and moral support.

Values

Our **Values**: God fearing, Transparency, Team work and commitment to the disadvantaged groups.

Activities

Our **Activities**: providing food staff to the needy and support humanitarian activities.

Objectives

The Objectives of the Foundation are:

- a) To promote the education of Orphans and Vulnerable people in Uganda by setting up, supporting, funding, establishing and/ or running schools, technical institutions and or institutions of higher learning for the benefit of Orphans and Vulnerable persons in such parts of Uganda as the Board of directors may from time to time deem fit and expedient;
- b) To set up hospitals, nursing homes and healthcare centers and provide, encourage, initiate or promote facilities for the discovery, improvement or development of new methods of diagnosis, understanding and prevention and treatment of diseases and to undertake designing and construction of Hospitals and/ or other buildings for Government, or for the Foundation or any other person including local authorities, corporations, societies, trusts, companies, firms and other persons;

- c) To procure food, slaughter animals like cows, goats, sheep for distribution to the people in communities all over the country or as the Board of directors may from time to time deem fit and expedient;
- d) To improve health in any part of Uganda by improvement of sanitation and water supply by setting up water supplies like wells, boreholes, taps and by researching, developing, scoping, delivering and/ or monitoring sustainable and replicable water, sanitation and hygiene projects and programs, in partnership with other organizations, that focus on achieving the same;
- e) To promote religion through construction of places of worship like mosques or churches or as the directors of the Foundation may deem fit;
- f) To promote and fulfill such other charitable purposes beneficial to the community in Uganda or the world as the board may from time to time think fit;
- g) In furtherance to the foregoing principal objects, Foundation shall have power
- h) To co-operate and affiliate with other corporations or institutions having similar objectives as those of the Foundation;
- i) To establish and run educational institutions of such nature as the Board of Directors may from time to time deem fit and expedient;
- j) To establish hospitals, diagnostic centers, Clinics, nursing homes, treatment homes and/ or health centers to provide medical treatment to the poor, vulnerable and orphans.
- k) To advance education in relation to health and hygiene matters in the water and sanitation sector;
- l) To invest the money of the Foundation not immediately required for its objects in or upon such investments, securities or property as may be thought fit subject to the provisions under Companies Act 2012.
- m) To make any charitable donation either in cash or assets for the furtherance of the objects of the Foundation.
- n) To lend money and give credit to, take security for such loans or credit from and to guarantee and become or give security for the performance of

contracts or obligations by any person or Foundation, as may be necessary or expedient for the work of the Foundation.

- o) To employ and pay any person or persons to supervise, organize, carry on the work of and advise the Foundation. To insure and arrange insurance cover for and to indemnify its officers, employees from and against all such risks incurred in the course of the performance of their duties as may be thought fit.
- p) To refer or agree to refer to arbitration, disputes, present or future, between the Foundation and another Foundations, Companies, Government Departments, Firm, Individuals or Others and submit the same for arbitration to any arbitrator in India or abroad in accordance with the applicable arbitration and conciliation laws.
- q) To insure against losses, damages, risk and liabilities of any kind of all or any of the properties, undertaking, contracts, guarantees or obligations of the Foundation in any manner what so ever.
- r) To register or to get registered the Foundation in any part of the world and to do all or any of the objects of the business to be carried on by the Foundation in Uganda or abroad.
- s) To purchase, lease, hire, exchange or otherwise acquire any land, buildings, furniture, equipment or other property or interest in property and to alter, improve, develop, redevelop and (subject to such consents as may be required by law) to sell, resell, let, underlet, charge, assign, or otherwise dispose of or deal with the same;
- t) To establish, maintain, develop and/ or operate a center or centers providing facilities for childcare, community learning, healthy living initiatives, educational and cultural activities, training activities, leisure pursuits and accommodation for community groups, third sector organizations and public sector agencies which provide services of benefit to the community, and which may include refreshment facilities.
- u) To engage such consultants and advisers as are considered appropriate from time to time.

- v) To promote and fulfill such other charitable purposes beneficial to the community in Uganda or the world as the board may from time to time think fit.
- w) To carry on any other business whether financial, manufacturing or otherwise and to engage in any activity calculated to generate income into the foundation to enhance the value of or render profitable any of the foundation's assets.
- x) To make provision for or assist in the planning, building, and maintenance of water supply and sanitation systems;
- y) To hold property as tenants in common or joint tenants with another person or others not being a charity on such terms as shall be considered proper providing that the Charity shall at all times be entitled to receive the proportion of the net sale proceeds that reflect the funds provided by the Charity or the share, interest or entitlement of the Charity;
- z) To mobilize resources from voluntary agencies or persons and coordinate their efforts for advancing the development of the poor, needy, underprivileged and orphans through social action and to assist voluntary agencies in their efforts to respond to human need, and to further co-operation among them;
- aa) To deposit or invest funds of the Foundation in any lawful manner;
- bb) To borrow or raise money or to receive money on deposit at interest or otherwise in such manner as the Board of Directors may think fit and may pledge or charge the whole or any part of the property, assets or revenue of the Foundation or perpetual amenities;
- cc) To accept any subscriptions, donations, devices, bequeaths and or any gift of property, money or other assets whether subject to any special trust or not for any purpose within the principal objects;
- dd) To subscribe to any local or other charities and to grant donations for any public purpose;
- ee) To insure the Directors against the costs of a successful defense to a criminal prosecution brought against them as the Foundation Directors or against personal liability incurred in respect of any act or omission which is or is alleged to be a breach of trust or breach of duty;

- ff)** To employ or otherwise engage the services of agents, staff or advisers;
- gg)** To promote and advertise the Foundation activities;
- hh)** To enter into contracts to provide services to or on behalf of other bodies;
- ii)** To establish subsidiary companies to assist or act as agents of the Foundation;
- jj)** To apply for and acquire any statutory or other powers, rights or concessions; **kk)** To purchase, lease, hire or otherwise acquire and hold any real and personal estate which may seem convenient for the furtherance of the Foundation's activities;
- kk)** To sell, lease, mortgage or otherwise deal with all or any part of the property of the Foundation;
- ll)** To draw, make, accept, endorse, discount, execute and issue promissory notes, bills, cheques and other instruments, and to operate bank accounts;
- mm)** To undertake and execute any trusts which may seem conducive to any of the principal objects of the Foundation;
- nn)** To acquire copyrights, rights of production or presentation, licenses and privileges of any sort likely to be conducive to the objects of the Foundation;
- oo)** To do all such other things as are incidental or conducive to the furtherance of the foregoing objects of the Foundation.

Highlights of the Previous Year

During the past year, we managed to carry out a number of projects, which were all geared towards community development and empowerment with an inclusion in the areas of water and sanitation

Food Distribution

The food distribution campaign was carried out due to the fact that many families struggled through the years 2020 and 2021 due to the emergence of COVID19



which left many homes vulnerable and could not access enough food. We distributed more than 500 packs of food to different vulnerable communities so as they would go through the hardships with ease.

All these were done with the supervision and assistance of the local councils who guided us through who to consider while we distributed these items. All in all, the food distribution project achieved its desired goal of reaching over 500

homes to improve their living. The beneficiaries included elderly women who directly received their packages and also homes which received larger packages



Food distribution with our partners of Care Aid and Development Association

Qurbani and Meat Distribution

The holy day is also a chance for charity, social gatherings, festive meals and gift giving. As part of social development of Turkish Uganda Humanitarian Foundation, we receive donations and distribute Meat on Eid al Adha 'The Festival of Sacrifice' to more than 8000 needy families, Police stations, Prisoners, nationwide.



Meat distribution with MP Naima Avoco, Yumbe District

We slaughter cattle every year to give to the poor communities in Kampala and other areas as a way of celebrating the Idd festival. We try to follow our God who sacrificed for the people and therefore all people with strength have to do this for others



Slaughter of cattle for qurbani project

ABOUT QURBANI

Qurbani is a rite associated with the Hajj pilgrimage that takes place on Eid Ul Adha (The Festival of Sacrifice), at the conclusion of the Hajj, when the pilgrims sacrifice an animal – traditionally a sheep, goat, cow or camel. Sacrificing an animal is a ritual undertaken by Muslims around the world on the Tenth Day of the month of Dul-Hijah, in solidarity with those pilgrims who are performing Hajj for whom it is a specific obligation as a culminating part of the Pilgrimage.

The sacrifice commemorates the slaughter by the Prophet Ibrahim (Abraham) of a ram as a divine dispensation in place of the initial order by Allah to sacrifice his son Ismail. Therefore Turkish Uganda Humanitarian Foundation is committed to its Qurbani Project to enable those who can afford to offer the sacrifice but prefer it to benefit the poor, to donate their Qurbani to the poor and needy through the organization as it has always been our norm.

School Facilitations

The organization has provided scholastic materials, school fees, food and extended assistance to a number of pupils and students in various schools through their time of need. The breakdown is indicated in the table below indicating the numbers of the beneficiaries depending on the school.



Director SERBERTCIOGLU OLGAY overseeing the distribution of scholastic materials

The Turkish Uganda Humanitarian Foundation enables the needy children acquire books, pens, shoes and other scholastic materials, this means that children will not miss classes any more, they will perform better as they will not have to miss lessons at school. When children complete education, their future becomes bright and their lives transform and develop.





Nutritious meals being served to some of students

Table showing number of pupils/students who received iftar and scholastic materials with their respective schools

NO.	Name of School	Number of beneficiaries
1.	Riyadh Junior School	140
2.	Milestones Junior School- Namugongo	120
3.	Ebubekir Siddik Secondary School -Kyanja	130
4.	Kasule High School	250
5.	Top Times High School	130
Total		770

School Fees

In Uganda school fees and related education costs create formidable barriers to children's right to education, Turkish Uganda Humanitarian Foundation to help and needy and vulnerable to achieve their educational dreams children receive all year school fees, feeding fees, uniforms and other scholastic requirements. Some of the children paid for are in tertiary institutions, some in secondary school while others are in primary schools.

Table showing schools and number of students sponsored

NO.	Name of School	Number of beneficiaries
1.	Islamic Buddo Primary	48
2.	Buziga Islamic Theological Institute	10
3.	Swhaffa Senior School	11
Total		69

CONSTRUCTION

Water and Sanitation

In collaboration with our partners, Care Aid and Development Association from Istanbul - Turkey, we provided a borehole for community members to provide clean and safe water for an entire community of over 500 community members. Providing safe drinking water is one of the greatest achievements we made.

The picture below was taken during the commissioning of the borehole by our director.



*Turkish
Uganda
Humanitarian
Foundation
and our
Partners of
care Aid and
Development
Association
commissioning
a borehole in
Mubende*

School Construction

Turkish Uganda Humanitarian Foundation achieved a milestone in regard to community development. Construction of the school was started and has reached 70% work completion and all classes and administrative offices are now located on the same site at our new building. our education programme has continued to expand in size and our educational institution will offer a student centered, balanced education. We aim to educate our students all their lives. Construction is handled by our contractor Zeta Construction company under the TurkishUgandaHumanitarianFoundation.



Front views of our education complex under construction by Zeta



Construction of the educational complex in Nsagu 70% of work complete, wakiso district



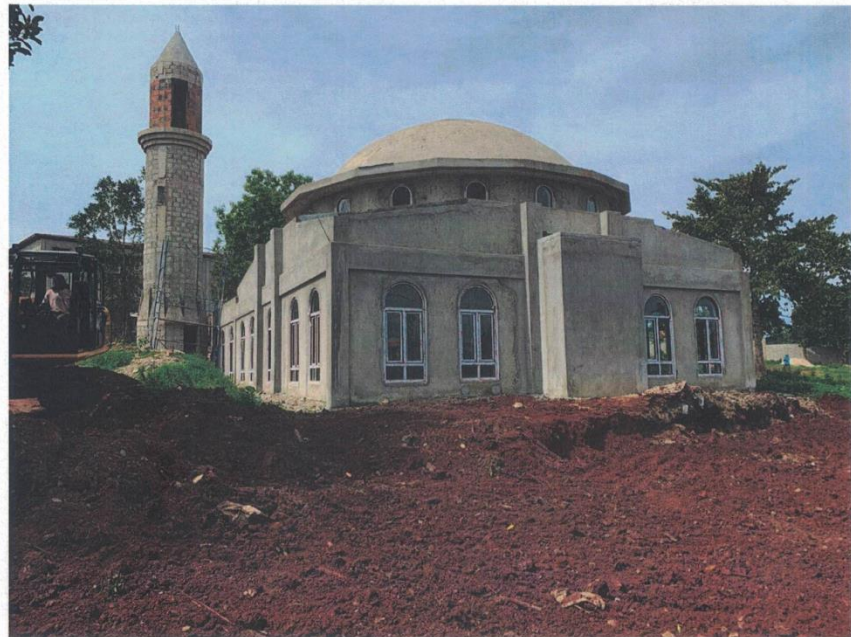
Leveling of the compound



Laying pavers

Mosque

Turkey is among the leading sponsors of the construction of new mosques, the construction of this masjid is foster peace and develop a spirit of love and togetherness within the community. we hope and pray that the people of this community will uphold the universal human values that unite us all.



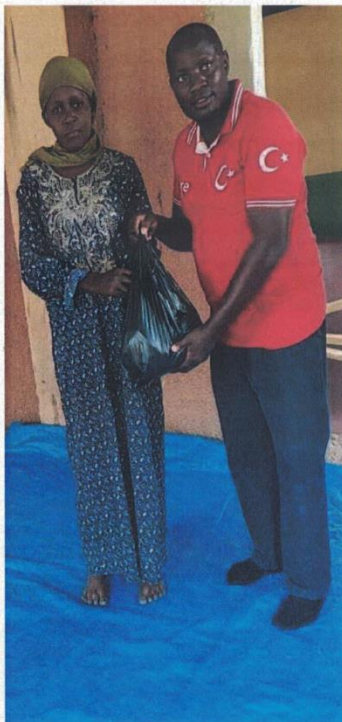
Construction of the masjid at Nsagu, wakiso district



cement Panel Building Concrete Masjid Compound

The Turkish people through care Aid and Development Association in partnership with Turkish Uganda Humanitarian found are partners in the development of Ugandans. We continue to support communities in areas of education and access to safe and clean water, among others.

Other Beneficiaries

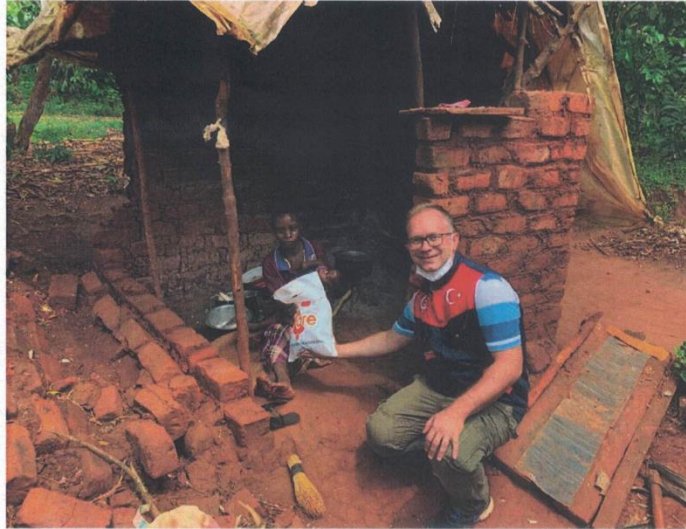


During the Mawlid celebrations on 18th of October 2021, we offered 4 cows for slaughtering at Taqwa Siisa Mosque and Gadgafi National Mosque which were distributed amongst 500 and 700 community members respectively. In regards to the same cause, more cows were slaughtered during Eid celebrations to have them distributed to the mass population to take them through the celebrations



APPRECIATIONS

Turkish Uganda Humanitarian foundation is so excited and so grateful and thankful to Care Aid and Development Association, <https://www.care.org.tr/en> . We have had an incredible experience and will be eternally grateful to them for the care and expertise. We feel very blessed.

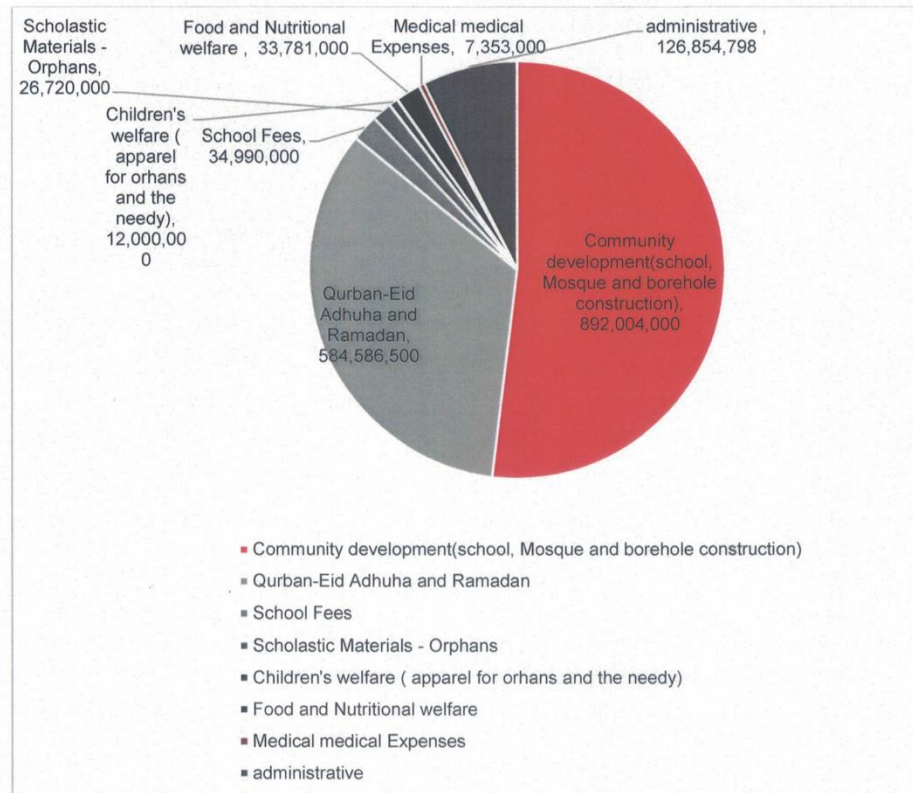


Food and other sundries given to the needy people



Cash aid given to the elderly

Financial Overview



Project Funding 2020-2021

The high prices of commodities have had a catastrophic effect on NGOs. Support from donors is crucial to sustain non-profits at any time. The organization achieved its target in regards to the financial projections of the year and is looking forward to better years going forward. Even though Covid19 pandemic halted the free movements we managed to carry out humanitarian activities as planned hence realizing our activities. The Table below shows the Foundation's summary of incomes and expenditures for the past two years

Years	2019-2020	2020-2021	2021-2022
Grant Receipts	2,217,193,825	1,326,783,600	1,797,768,000
Less: Payments	2,216,361,183	1,316,715,768	1,718,289,298
Net fund Balance C/F	832,643	10,067,832	79,478,702

The collection of donations and humanitarian activities, some of our donors did plan to increase their donations in response to the pandemic which was, UGX **1,326,783,600** for the last year compared to the year ended June 2021 UGX **1,797,768,000** in order to meet the huge demand and fulfilling some long-term plans such as acquiring Land to set up a school.

In two years since the establishment of the Foundation, this year the performance was not better than last year in terms of revenue collection.

Years	2019-2020	2020-2021	2021-2022
Income/ Grant Receipts	2,217,193,825	1,326,783,600	1,797,768,000

This calendar year we have come up with the work plan and an itemized budget for the year 2022-2023 as it has been illustrated in the fourth-coming table and the foundation's budget is sum of **UGX 1,185,260,000** in order to meet the huge demand, as the following table illustrates.

Work Plan and Budget for the Year 2022-2023

	MONTHS	WORKS TO BE DONE	AMOUNT UGX
1	FOR THE YEAR 2022	Office rent	16,000,000
		Repairs & Maintenance-Mv	3,000,000
		Personnel Expenses	35,500,000
		Safe Water Grants	15,000,000
		Education Grants	35,250,000
		Transport-Local	4,250,000
		Community Development, Food and Nutrition	390,000,000
	JULY	Advert and publication	1,740,000
		Fuel and lubricants	5,000,000
		Legal fee & membership	4,300,000
	AUGUST	Utilities (Umeme & water bills)	2,500,000
		Repairs & Maintenance-eqp	3,250,000
		Telephone, postage & Internet	1,500,000
		Printing & Stationery	1,000,000
		Audit & Accountancy fee	2,000,000
		Permit & Licenses	1,000,000
		General cleaning	1,250,000
		Miscellaneous	1,250,000
		Security	1,125,000
		SEPTEMBER	FOR THE YEAR 2022
Repairs & Maintenance-Mv	3,000,000		
Personnel Expenses	35,500,000		
Safe Water Grants	15,000,000		
Education Grants	25,250,000		
Transport-Local	4,250,000		
OCTOBER	Community Development, Food and Nutrition		150,000,000
NOVEMBER	Advert and publication		1,740,000
	Fuel and lubricants		3,000,000
DECEMBER	Utilities (Umeme & water bills)		1,500,000
	Repairs & Maintenance-eqp		800,000
	Telephone, postage & Internet		1,500,000
	Printing & Stationery		1,150,000
	General cleaning	1,250,000	

Work Plan and Budget for the Year 2022-2023

		Miscellaneous	1,250,000
		Security	1,125,000
	FOR THE	Office rent	16,000,000
	YEAR 2023	Repairs & Maintenance-Mv	3,000,000
		Personnel Expenses	35,500,000
		Safe Water Grants	18,000,000
		Education Grants	35,250,000
		Transport-Local	4,250,000
		Community Development, Food and Nutrition	16,400,000
	JANUARY	Advert and publication	1,740,000
	FEBRAURY	Fuel and lubricants	3,000,000
	MARCH	Utilities (Umeme & water bills)	2,500,000
		Repairs & Maintenance-eqp	3,250,000
		Telephone, postage & Internet	1,500,000
		Printing & Stationery	900,000
		General cleaning	1,550,000
		Miscellaneous	1,250,000
		Security	2,225,000
	FOR THE	Office rent	16,000,000
	YEAR 2023	Repairs & Maintenance-Mv	1,000,000
		Personnel Expenses	35,500,000
		Safe Water Grants	15,000,000
		Education Grants	25,250,000
		Transport-Local	4,250,000
		Community Development, Food and Nutrition	1 67,500,000
		Advert and publication	1,740,000
	APRIL	Fuel and lubricants	3,000,000
	MAY	Utilities (Umeme & water bills)	3,500,000
	JUNE	Repairs & Maintenance-eqp	3,250,000
		Telephone, postage & Internet	1,500,000
		Printing & Stationery	5,000,000
		General cleaning	1,250,000
		Miscellaneous	1,250,000
		Security	2,225,000
		TOTAL BUDGET TOTAL	1,185,260,000

Other Notable Mentions

VISIT TO THE TURKISH EMBASSY



In the previous year, we had a visit to the Turkish embassy where we discussed various opportunities with the Turkish Ambassador to better the operations of the organizations.

VISIT TO THE UMSC OLD KAMPALA



We paid a visit to the office of the minister for defense to discuss opportunities for the organization that would be carried out in future dates and years to come as the organization grows



CHALLENGES

We encountered a few challenges, which were always tackled which included identification of beneficiaries.

Usually during donations, there are always a number of people who would like to benefit even though they do not belong to the categories of people who have been identified.

This is usually resolved with the use of local leaders who help in identifying these vulnerable families for support.

A holistic view on risks – Although the NGOs manage and deal with risks every day, many do not have a systematic framework to effectively deal with the organization's top risks in a holistic aspect. Thus, certain risks (e.g., emerging risks) could easily be overlooked and the NGO may not be able to take the right actions to mitigate the risks or respond to unexpected incidents promptly.

RECOMMENDATIONS AND WORK PLANS

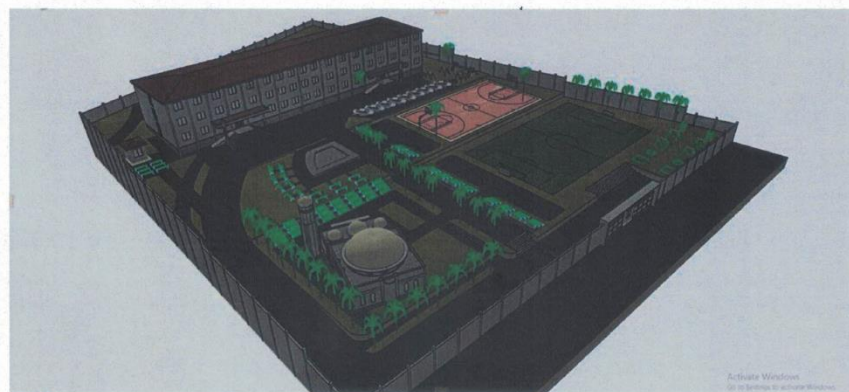
The organization looks forward to the year 2022 and looks at increasing the scope and magnitude of work compared to the one it has been working with.

The organization hopes to sign Memorandums of Understanding with different stakeholders so as to smoothen the operations of the organization.

We have to establish an enterprise-wide risk framework that fits the purpose of our Foundation – Enterprise-wide Risk Management (“ERM”). Whereby our organization should perform regular enterprise-wide risk assessment to identify, analyze, assess, prioritize and report on the key risks they face and facilitate discussions on the treatments to mitigate these risks.

Future Plans

After finishing our educational complex and the basic groundwork laid, we have our sights set on further growth and consolidation of our own operations. This educational complex which will support orphans with free primary education under Uganda’s curriculum following the rules and regulations of the ministry of education and sports focusing on the development of children. Our education complex will consist of a primary school with a complete library, dormitories, computer library, study room, administration offices and media room.

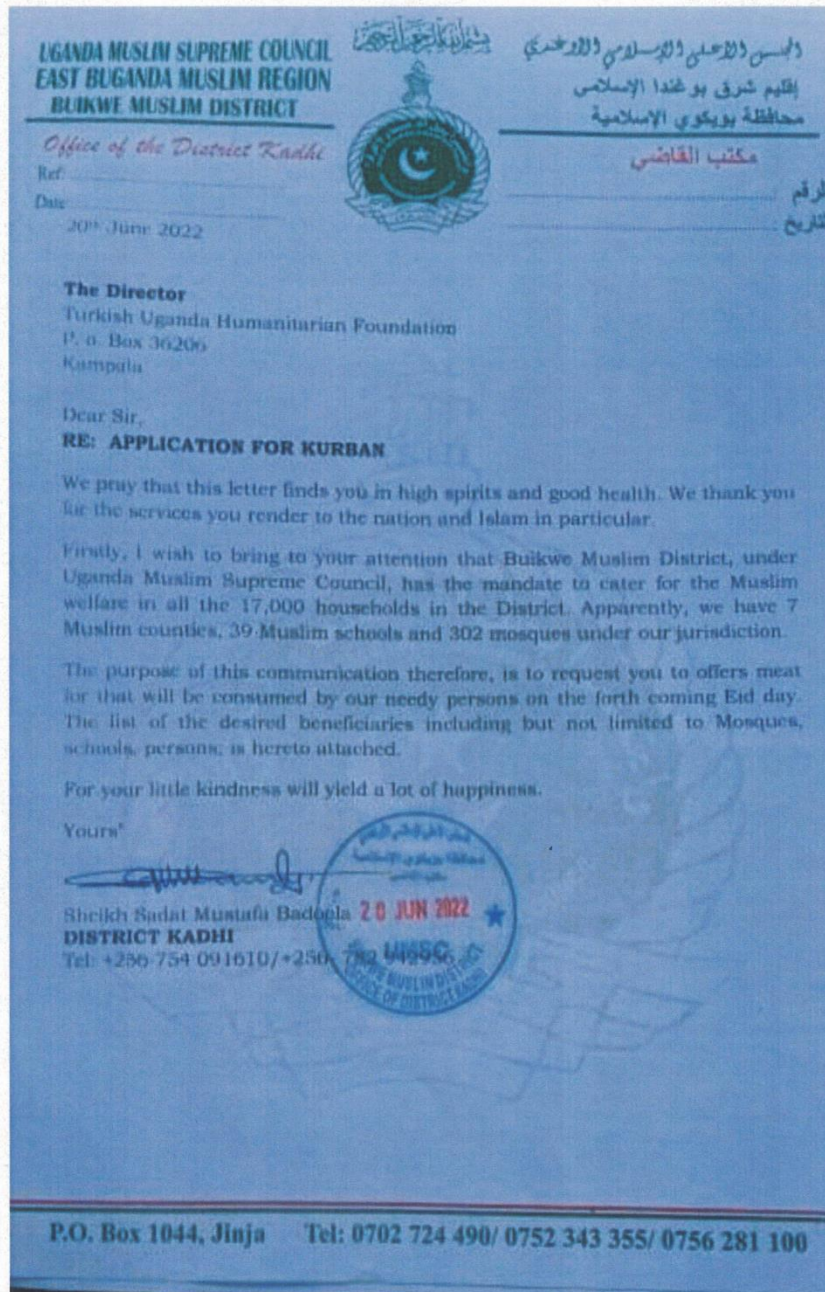


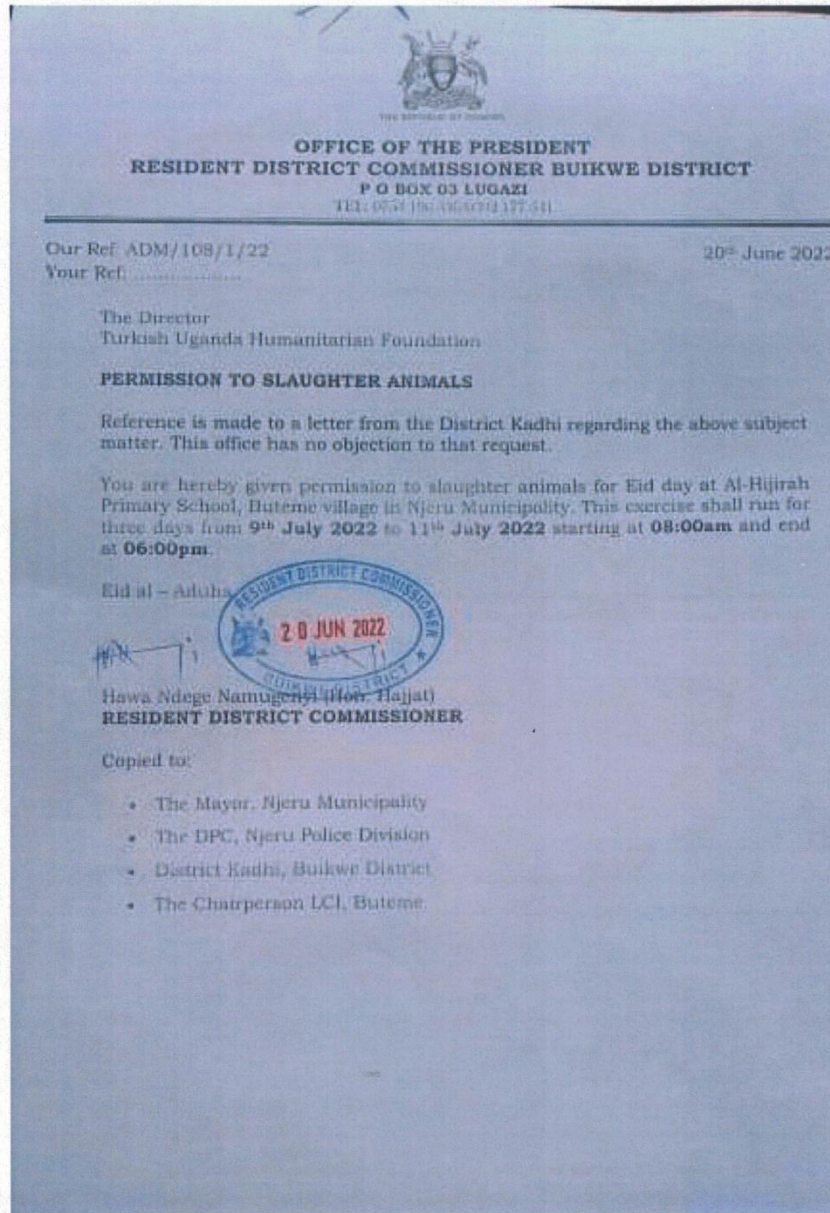
Artist impression of a school and Masjid in Nsagu, Wakiso District. We look forward to achieve this with our partners

APPENDIX

The Uganda Muslim Supreme Council and Resident district commissioner appreciated the work we were doing in a letter and also promised us that we are always welcome to serve Allah through them.









Dr. Mehmet Rıza Derindag

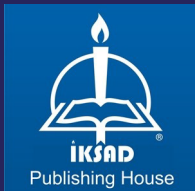
Dr. Derindag was born in 1981 and graduated from Inonu University, Faculty of Economics Bachelor of Science in Business Administration. He has completed his doctoral studies at Capitol University in Southern Philippines in 2015.

He was an entrepreneur and academician in Philippines from 2003 up to 2018 until when he returned back to Turkiye. He was a consultant at the Commission on Higher Education at Autonomous Region in Muslim Mindanao. He has taught at several universities and visited almost fifty countries to lecture. He taught International Law, International Organizations, Civil Society and Project Management at different universities. He was also an Instructor at Batman University Graduate School.

He co-authored “Investigation of Iran's Banking System: Challenges and Remedies”. He also co-authored a chapter entitled, “Innovation, Macroeconomic Effects and Environmental Degradation: The Case of Mediterranean Countries” in the book titled, “Management and Conservation of Mediterranean Environment”. He was a guest editor of the “Global Imbalances, Economic and Social Changes, and Health Management in Pre and Post-pandemic Period”.

He authored a book on NGO Leadership Style, which was published internationally.

He is married and have four daughters.



ISBN: 978-625-367-408-3