

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

*Project Management Methodology to manage social development projects in the
NGO Plan International El Salvador*

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DEDICATION

Dedicated to my beloved family, the founding rock upon which, the will to finish this challenge emerges.

ACKNOWLEDGMENTS

Special thanks to those who have supported me throughout this journey, my mother, father and siblings and special thanks to my wife who has been incredible supportive, understanding and patient during this whole time.

Thanks to my aunt, “Tía Lupe” who has always believed in me and helped me get skills that have made me who I am today.

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INDEX OF CONTENTS

APPROVAL PAGE	ii
DEDICATION	iii
ACKNOWLEDGMENTS	iv
INDEX OF CONTENTS	v
INDEX OF FIGURES	vi
INDEX OF CHARTS	vii
ABBREVIATIONS AND ACRONYMS	viii
EXECUTIVE SUMMARY (ABSTRACT)	ix
1. INTRODUCTION.....	1
1.1. Background	1
1.2. Statement of the problem	2
1.3. Purpose	4
1.4. General objective.....	5
1.5. Specific objectives	5
2. THEORETICAL FRAMEWORK	5
2.1. Company/Enterprise framework	6
2.2. Project Management concepts	13
2.3. Project Management Methodologies for NGOs	22
3. METHODOLOGICAL FRAMEWORK.....	28
3.1. Information sources	28
3.1. Research methods	30
3.2. Tools.....	32
3.3. Assumptions and constraints.....	33
3.4. Deliverables.....	35
4. RESULTS.....	36
4.1. SWOT Analysis by knowledge area of current PMO project management practices at Plan International El Salvador.....	36
4.4. Develop a Project Management Guide, including key processes and procedures for Plan International.	68
4.5. Implementation strategy for the proposed project management methodology.....	77
5. CONCLUSIONS AND RECOMMENDATIONS	85
6. BIBLIOGRAPHY	89
7. APPENDICES	89
Appendix 1: FGP Charter.....	90
Appendix 2: FGP WBS	93
Appendix 3: FGP Schedule.....	94
Appendix 4: Complete SWOT Analysis	95
Appendix 5: Project Requirements Matrix.....	96
Appendix 6: Deliverables Mapping Tool	99
Appendix 7: Risk Management Format.....	99
Appendix 8: Stakeholders identification and engagement	100
Appendix 9: Investment against Indicator Measurement Tool	100

INDEX OF FIGURES

Figure 1 - Organizational structure. (Source: Plan International El Salvador)	10
Figure 2 - Strategic areas. (Source: Plan International El Salvador)	12
Figure 3 - Project life cycle, (Source: www.mppm.com)	15
Figure 4 - Project life cycle, Plan International. (Source: Own)	15
Figure 5 - Project life cycle and process groups interaction, (Source: Own)	17
Figure 6 - General diagram of Integration management according to PMBOK (PMI, 2013), (Source: Own)	17
Figure 7 - General diagram of Scope Management according to PMBOK (PMI, 2013), (Source: Own)	18
Figure 8 - General diagram of Schedule Management according to PMBOK (PMI, 2013), (Source: Own)	18
Figure 9 - General diagram of Cost Management according to PMBOK (PMI, 2013), (Source: Own)	19
Figure 10 - General diagram of Quality Management according to PMBOK (PMI, 2013), (Source: Own)	19
Figure 11 - General diagram of Human Resource Management according to PMBOK (PMI, 2013), source: Own	20
Figure 12 - General diagram of Communications Management according to PMBOK (PMI, 2013), (Source: Own).....	20
Figure 13 - General diagram of Risk Management according to PMBOK (PMI, 2013), (Source: Own)	21
Figure 14 - General diagram of Procurement Management according to PMBOK (PMI, 2013), (Source: Own).....	21
Figure 15 - General diagram of Stakeholder Management according to PMBOK (PMI, 2013), (Source: Own).....	22
Figure 16 - LogFRAME structure and intervention logic, (Source: http://programs.online.american.edu)	25
Figure 17 - Probability and Impact Matrix	63
Figure 18 - Average Pxl per Process Group (Source: Own).....	63
Figure 19 - Average Risk Per Knowledge Area (Source: Own)	64
Figure 20 - Planning/Prepare Process Flow (Source: Own)	71
Figure 21 - Executing/Execute and Monitor Process Flow	74
Figure 22 - Monitoring and Controlling/Execute and Monitor Process Flow	77
Figure 23 - Power/Interest Grid	78
Figure 24 - Project Management Guide Implementation Schedule	83

INDEX OF CHARTS

Chart 1 - Project concept comparison. (Source: Own)	13
Chart 2 - Information sources (Source: Own)	30
Chart 3 - Research methods (Source: Own)	31
Chart 4 - Tools (Source: Own).....	33
Chart 5 - Assumptions and constraints (Source: Own).....	34
Chart 6 - Deliverables (Source: Own).....	35
Chart 7 - SWOT Analysis for Develop Project Charter Process	37
Chart 8 - SWOT Analysis for Develop Project Management Plan Process	38
Chart 9 - SWOT Analysis for Direct and Manage Project Work Process.....	39
Chart 10 - SWOT Analysis for monitor and control Project Work and Performance Integration Change Control	40
Chart 11 - SWOT Analysis for Close Project or Phase Process.....	41
Chart 12 - SWOT Analysis for Plan Scope Management, Collect Requirements, Define Scope and Create WBS Processes	42
Chart 13 - SWOT Analysis for Validate and Control Scope Processes	43
Chart 14 - SWOT Analysis for Plan Schedule Management, Define Activities, Sequence Activities, Estimate Activity Resources, Durations and Develop Schedule Process	44
Chart 15 - SWOT Analysis for Control Schedule Process	45
Chart 16 - SWOT Analysis for Plan Cost Management, Estimate Costs, Determine Budget Processes	46
Chart 17 - SWOT Analysis for Control Costs Process.....	48
Chart 18 - SWOT Analysis for Plan Quality Management Process	49
Chart 19 - SWOT Analysis for Perform Quality Assurance Process.....	50
Chart 20 - SWOT Analysis for Control Quality Process.....	51
Chart 21 - SWOT Analysis for Plan Human Resource Management Process.....	52
Chart 22 - SWOT Analysis for Plan Communications Management Process.....	53
Chart 23 - SWOT Analysis for Manage Communications Process.....	54
Chart 24 - SWOT Analysis for Control Communications Process	55
Chart 25 - SWOT Analysis for Plan and identify risks, qualitative and quantitative risks analysis and Plan Risks Responses Process	56

ABBREVIATIONS AND ACRONYMS

- AECID: Spanish Agency for International Development
- BMZ: Federal Ministry for Economic Cooperation and Development
- CCCD: Child-Centered Community Development
- CSP: Country Strategic Plan
- DIFID: Department For International Development – UK
- EC: European Commission
- FAD: Funding Bundle Agreement
- FGP: Final Graduation Project
- GIZ: German International Cooperation
- ICT: Information, Communication and Technology
- IDB: Inter-American Development Bank
- INGO: International Non-Government Organization
- NGO: Non-Government Organization
- NORAD: Norwegian Agency for Development Cooperation
- OECD: Organization for Economic Cooperation and Development
- PMI: Project Management Institute.
- PMO: Project Management Office
- PMT: Project Management Team
- RFP: Request For Proposal
- SDC: Swiss Agency for Development and Cooperation
- SIDA: Swedish International Development Cooperation Agency
- UN: United Nations
- UNDP: United Nations Development Programme
- USAID: U.S. Agency for International Development

EXECUTIVE SUMMARY (ABSTRACT)

Over the last few years, International Cooperation and the acquisition of funds that translate in development projects have become extremely competitive, to an extent that only highly efficient International Non-Government Organizations (INGO) are considered for competitive bids. Therefore, are required strict quality controls, high competencies, value for money and of course sustainability, because international cooperation funds have also become scarcer.

Plan International, Inc. is an INGO with over 75 of existence in the world that has evolved over the years from a sponsorship-based organization, in which donations from individuals around the world would represent the majority of funds under which the organization would operate. For a project-driven organization; where most of the funds come from institutional grants from multilateral or bilateral organizations, Government and corporate donors, which destine their funds to specific development projects that granted through competitive bids, where thousands of INGOs apply for them.

Insight of this heavy reliance on grants for international development projects, over the last few years, the federation Plan International, Inc. has deployed several grants management guidelines and procedures across the project implementing countries around the world to enhance project management practices, also to standardize them. Unfortunately, the guidelines and procedures are still very general and are hardly ever fully applied in the field offices and most of them still manage their projects their way, with their procedures and processes which most of the times are not fully defined, basically implementing practices which have been partially functional so far. Added to this, despite the fact that Plan International has highly experienced and tenured staff, most of them do not have project management background nor studies in the field. Affecting project quality reflected on poor systematization of information, lack of reliable data on project progress and evolution, basic financial analysis of project investment and uncoordinated monitoring practices.

Plan International, Inc. has been present in El Salvador for over 40 years and is one of the most competitive field offices, implementing around 20 project simultaneously from several donors, which represent a yearly investment of 7.5 million on average. Considering the presented challenges in the organization, added to the increasing demands of donors and the highly competitive market for INGOs; the purpose of this document is to provide the organization with a Project Management Methodology. To improve project management practices, standardize them and provide more specific project management guidelines based on international methodologies, such as the PMBOK® Guide (PMI, 2013). This improved project quality delivery, enhance the organization's capacity to be more competitive for grants acquisition and reduce management risks due to project management inconsistency, by being able to show clear and systematized results.

The overall objective of this project was to develop a project management methodology for the management of social development projects in the NGO Plan International, with the purpose of standardizing their project management practices. Such general objective was achieved through the accomplishment of the following specific objectives: i) to analyze current project management practices, to evaluate their methods strengths and weaknesses as a basis for improved methodology. ii) To define project management processes for the regular project management activities, to improve Plan International's project management capabilities. iii) To design project management procedures to create a project management guide to improve project management effectiveness in Plan International. iv) To create project management templates focused on PMI's knowledge areas that are deficient in Plan International at the moment, to standardize project management practices; and v) to propose an implementation strategy, with the purpose to provide Plan International a clear guide with the required steps to execute the proposed project management methodology.

The methodology used for the project was a combination of several methods including analytical, analytical-synthetic and inductive. In general, this methodological combination allowed the analysis of the object to be studied, in this case. The currently project management practices being implemented and its improvement through the proposed methodology, followed by a decomposition of the object by using the analytical-synthetic method, which provided a better understanding of the object to finally apply the inductive methodology which supported the selection of the best option for solving the problem initially raised.

After developing a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of Plan International's current Project Management practices, a risk analysis to prioritize knowledge areas upon which an improved Project Management guide could be proposed; it could be concluded that the research was based on real data from the organization's operations, and that the data collection approaches were the most feasible according to the organizational culture, which allowed to propose a practical and feasible implementation strategy for the proposed Project Management improvements.

Considering that a Project Management System, despite of being needed, can't be included in the analysis since acquiring it falls out of the scope of work of the PMO, it was recommended to consider its acquisition due to the high volume of projects currently managed. In spite of this, improved quality controls and the implementation of the Project Management guide proposed, will significantly improve the way projects are managed. It is recommended that the weaknesses that were not addressed through an improvement proposal, for not being critical for the current Project Management processes, are reviewed by Plan International later to comprehensively analyze further improvements.

Ultimately, sustainability of the proposed Project Management Methodology can only be achieved if all staff, particularly management, is engaged and committed towards improving Project Management practices and enhancing project delivery quality.

1. INTRODUCTION

1.1. Background

Plan International is an International Non-Government Organization (NGO) with over 75 years of existence worldwide. It was established 40 years ago in El Salvador and since then, it has implemented international cooperation projects with the support of important donors, such as the European Union, USAID, UN, BMZ, IDB, different philanthropy foundations and other private donors. Currently, Plan International El Salvador has started to manage projects funded by the Government, which usually have very specific guidelines and regulations and present new challenges in the area of project management.

During decades, International NGOs (INGOs) such as Plan International were based on a system called “Sponsorship” in which people from a developed country would donate a certain amount of money on a monthly or yearly basis to sponsor or alleviate the needs of children living in situation of extreme poverty in less developed countries. This system worked successfully for years, allowing INGOs to reach and benefit thousands of children and their families living in situation of extreme poverty in less developed countries. Unfortunately, during the last seven years the income attained through sponsorship has decreased substantially, mainly due to global economic crisis, an increase of INGOs doing the same thing and the loss of interest in sponsorship of younger generations in more advanced countries.

It is in this context that Plan International starts relying more in the implementation of projects through grants obtained from bilateral and multilateral donors, cooperation agencies, philanthropy foundations and private-public funds. Currently, the core business of the organization is to design, manage and implement social development projects, focused on

children and other vulnerable populations in El Salvador. Its way of operating is to identify in the international and national contexts funding opportunities to sustain operations, hire key staff, deliver the impacts required by donors and account for the funds granted to it. These funds are mostly acquired through competitive bids through instruments such as project proposals.

Since the organization is a global federation, several guidelines and procedures have been enforced from International Headquarters, including grants management guidelines. Most of the times, these standards and guidelines are not fully applied at a field office level. Due to the staff experience of the currently managing projects, the organization has delivered successful projects most of the times. Although, some issues have occurred in the past during the project implementation phase due to several causes, one of them being the lack of systematized information in regards to project management throughout the entire project cycle.

Plan International El Salvador has recently attained the legal status of local organization, meaning that now it can work through two different legal entities: The International Federation and the Local NGO status. This status means that most of the operational documentation of this new entity, will work exactly like the International NGO but with a wider market, is not designed yet, to represent an opportunity for improvement in their current project management practices.

1.2. Statement of the problem

A few years ago, the organization's general income depended greatly of sponsorship funds and secondly on grants/project management, the income ratio would be 70% sponsorship and 30% grants. Such situation has changed drastically and currently, almost 65% of the organization's income comes from grants management and the rest still comes from sponsorship. This trend is most likely to continue, making Plan International more dependent on

grants/project management to maintain operations. From this perspective, a project management methodology allowing the organization to manage projects, increasing their chances of success systematically, would guarantee donors' trust by allowing them to measure the efficiency of projects execution and hence, the generation of income to continue operating as such in the country.

The staff currently working for Plan International El Salvador is highly capable and most have a wide experience in their specific roles, although, most key staff related to project management do not have a project management background nor studies in the field. The situation does not directly affect project outcomes and social indicators achievements, but it does affect project delivery quality, reflected on poor systematization of information, lack of reliable data on project progress and evolution, basic financial analysis of project investment and uncoordinated monitoring practices.

Project management application in Plan International do include all knowledge areas, described by the PMI as Integration Management, Scope management, Time management, Cost management, Quality management, Human Resource Management, Communications management, Risk management, Procurement management and stakeholder management (Project Management Institute, 2013). Unfortunately, these knowledge areas are not evident in the day-to-day operations and practices of staff; this means that most of the times, there's no application of tools and techniques proposed as best standards in the area of project management, leaving knowledge and information gaps that affect project delivery quality.

Plan International is a federation, thus, it already has project management guidelines in place that are to be used globally. Unfortunately, such guidelines are very complex, generic and sometimes do not respond to the specific needs of the context projects are implemented and managed in, most of the

times they are not even applied. For these reasons, the development of a clear, easy to understand and apply methodology is needed, that would provide project management consistency and an improved information management across the different departments involved in project management.

1.3. Purpose

Due to the dedication of Plan International to grants and project management, appropriate and effective practices need to be promoted at organization level. Especially considering the origin of the funds used for project implementation and their expected impact on society, environment and economics, which directly affects the beneficiary population, particularly the most vulnerable ones (Usually considered to be in situation of poverty and marginalization).

Projects are managed throughout all the lifecycle, this means they are designed, initiated, planned, executed, monitored and closed within the organization. Projects management and implementation has been successful so far, although undertaking management risks due to the lack of consistency making project systematization difficult, as well as affecting the institution's capabilities to manage and leverage on useful information related to projects.

As an initial step in the development of a project management methodology for Plan International, an analysis will be developed to identify the current methods applied to project management, their weaknesses, strengths and areas of opportunity. Such analysis will allow the proposal of an improved project management methodology, considering the knowledge gaps identified along the full project cycle. Furthermore, based on the gaps identified, specific tools will also be proposed to enhance specific processes in each knowledge area described by the PMI (Project Management Institute, 2013) and finally, an implementation strategy will be proposed to provide Plan International a clear action path to execute the improved project management methodology.

Among the expected benefits of the design of an improved project management methodology, we have: clear understanding of the project management practices strengths and weaknesses. A custom and focused project management methodology that will strengthen the identified weaknesses, a clear differentiation of each project phase and application of useful tools according to each project management knowledge area, improved information management using standardized tools, increased systematization of project management processes and a clear action plan to execute the improved project management methodology.

1.4. General objective

- To develop a project management methodology for the management of social development projects in the NGO Plan International, with the purpose of standardizing their project management practices.

1.5. Specific objectives

1. To analyze current project management practices, to evaluate their methods' strengths and weaknesses as a basis for an improved methodology.
2. To create a project management guide with the proposed project management methodology and procedures to strengthen current PMO's Project Management processes and improve Plan International's Project Management capabilities.
3. To propose an implementation strategy, with the purpose to provide Plan International a clear guide with the required steps to execute the proposed project management methodology.

2. THEORETICAL FRAMEWORK

2.1. Company/Enterprise framework

The following chapter shall provide valuable insights to understand in a general manner the organizations' background, its internal and external environmental factors as well as the Organizational Process Assets in a glimpse, mission, vision and organizational structure. These inputs will contextualize the following chapters.

2.1.1. Company/Enterprise background

Plan International is an INGO that has existed for over 75 years around the world, with presence of over 40 years in El Salvador. It is a child-centered organization, therefore, all its strategies are aimed at enhancing the living conditions of children and their surroundings from a comprehensive approach reaching from the community level, to Government and duty bearers. Across the globe, Plan International has two big areas of work: Sponsorship and project/grants management. To achieve this, Plan International Federation sub-divided itself in two large categories, donor countries and implementer countries. This subdivision is based on the fact that some developed or rich countries, work as fundraisers for less favored countries or in the path of development, where social development programs are developed.

Plan International in El Salvador, due to its socio-economic conditions and the OECD classification as low-middle income country in pathways of development, falls under the category of "implementer country"; therefore, its mandate is to execute funds gotten from both sources, sponsorship funds and grant projects.

During the 40 years Plan International El Salvador has worked in the country defending the rights of Salvadorian childhood, who are the center of its programs. Currently, the official intervention areas are the departments of La Libertad, Chalatenango, Cabañas, Cuscatlán and San Salvador, although Plan El Salvador could develop programs across the country if the project demands it. Through both Sponsorship and Grants implementation Plan El

Salvador has reached 428 communities, 62 municipalities in 5 country departments and an estimated of 706,674 people have been benefitted, including, children, communities, Government Officials and other institutions.

2.1.1.1. Mission and vision statements

Vision

“A world where all girls and boys develop their full potential, in societies that respect the rights and dignity of people.” (Plan International, Inc. 2017, Global Strategy 2017-2022).

Mission

“Plan works to achieve lasting improvements in the quality of life of children who live in poverty conditions in developing countries, through a process that connects people from different cultures and adds value and meaning to their lives.” (Plan International, Inc. 2017, Global Strategy 2017-2022).

Within Plan International El Salvador principles, we find: Focused on Children, Institutional learning, Integration, Gender Equality, Environment Sustainability, Empowerment and Sustainability, Cooperation and Peace Culture. Since Plan International aims at building sustainability in everything they do, the appropriate design and execution of projects that guarantee lasting improvements in the quality of life of children, is key to their success. The development of a project management methodology that supports the daily project management activities will enhance institutional learning, which will remain for years as a knowledge asset within the organization, supporting them to better accomplish their mission and vision by providing a basis through which project success can be improved.

2.1.1.2. Organizational structure

The organizational structure¹ of Plan El Salvador consists of eight management areas, which are led by the Management Team, known as the CMT (Country management team) and it is formed by:

- Country Director (Country Director)
- Sub Country Director (Country Deputy Director)
- Program Management (PSM)
- Efficient Operations Management (OP - Finance, Administration and ICT Manager).
- Human Resource Management (HR- Human Resource Manager)
- Program Unit Management (PUM)

This team is responsible for the final decisions of Plan El Salvador.

Management areas

Area of Programs

Ensures the quality, effectiveness, and efficiency of programs and projects under a rights and gender approach, through the management of the personnel and resources of the Unit to facilitate the achievement of the strategic objectives of the country, based on the strategic framework corporate.

Personal Resources Area

This area is responsible for leading organizational development and personnel management, through strategies and systems aligned with the rights and gender approach, which will facilitate an organizational climate satisfactory and a high-performance culture.

Program Unit

¹ Plan International El Salvador. (2017). *Personnel Manual, El Salvador*. Retrieved from internal network.

This area is responsible for executing programs and projects in geographical area to ensure the achievement of the objectives. The strategic framework of the country, based on the corporate strategic framework: Rights Approach, Child-Centered Community Development - DCCN, Gender equity and CSP (Country Strategic Plan) country strategic plan, for the fulfillment of the vision and mission of Plan.

Area of Efficient Operations

This area includes Administration, ICT (Information, Communications and Technology) and Finance. It is in charge of providing the administrative support and in the computer systems that are required for the optimal development of the operations of the other Plan management areas. As well as providing an analysis of the information in a timely and reliable manner, leading to the effective decisions to support the operations of the organization.

Sponsorship Area

Coordinates and supervises the management of the communications system and Sponsorship processes, through the collection, consolidation and information processing, as well as to ensure the training of staff and volunteers and community, as well as communication between sponsored families and sponsors.

COUNTRY SUBDIRECTION

Department of Marketing, Communications and Donations

This area is in charge of international and local fundraising and, through the positioning of the institutional image of Plan both inside and outside, to consolidate its position as a leading organization in the field of children's rights.

Department of Innovation and Continuous Improvement

Its main objective is to manage a culture of learning and innovation that improves efficiency in the execution of all operations and program quality.

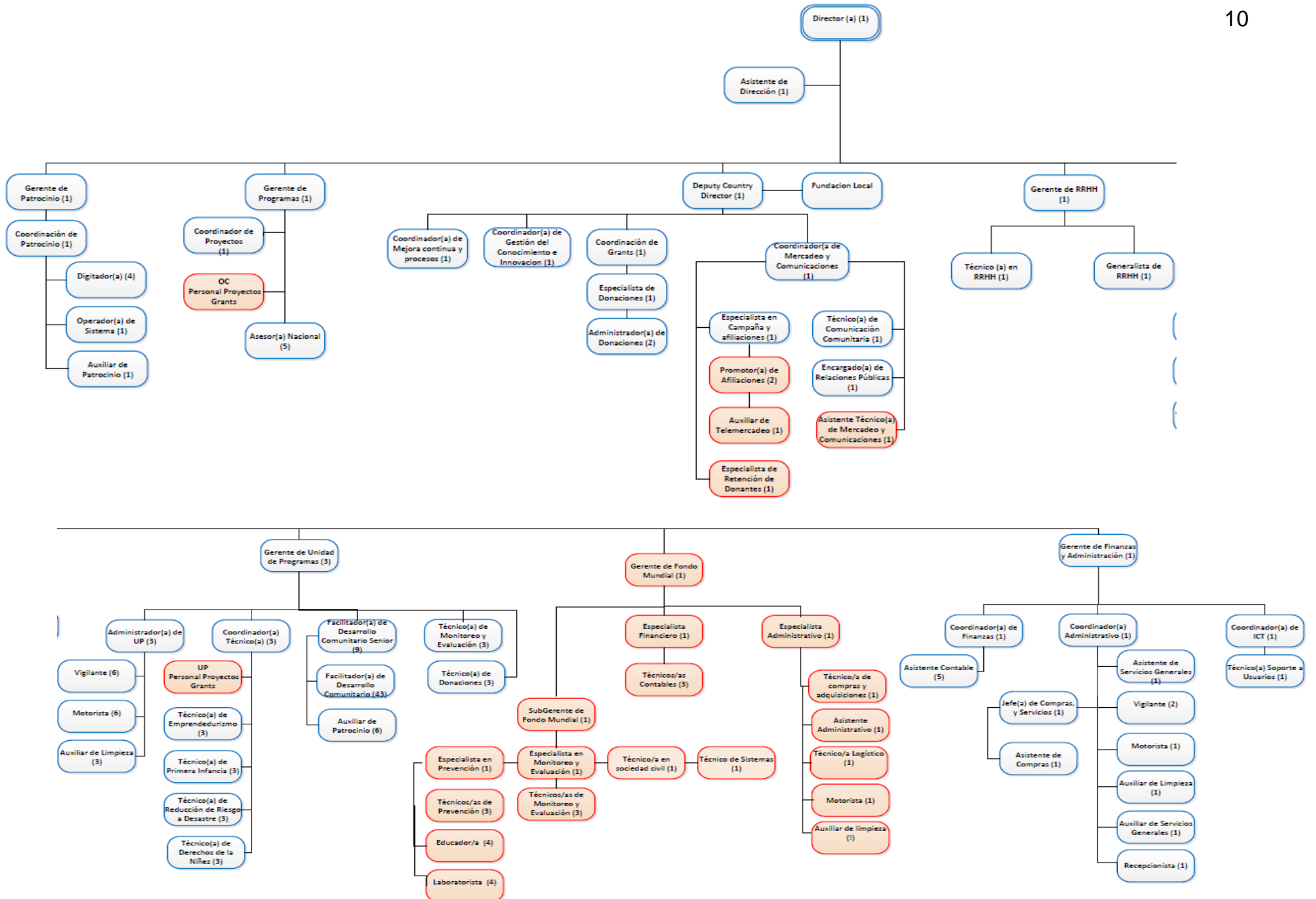


Figure 1 - Organizational structure. (Source: Plan International El Salvador)

2.1.1.3. Products offered

Must indicate the main company or enterprise products as well as their relationship with the FGP objectives.

Defining tangible products for NGOs dedicated to international development can be quite challenging, therefore, Plan International has grouped its tangible outputs and impacts in five strategic programs upon which programs, projects and initiatives can be classified. These strategic programs are:

- **Early Childhood Care and Development:** Involves influencing the government to provide an integrated response and a gradual increase of investment for childcare with emphasis on the protection of early childhood in violent and fragile settings.
- **Education:** Plan will implement project to improve the access to education of children, adolescents and youth and will advocate for the Government to increase investment.
- **Child Protection:** Plan will promote community child protection mechanisms to be incorporated in the National Integrated Child Protection System. Work will focus on the prevention of sexual violence, teenage pregnancy, and early unions or marriages. Support will be provided for victims of social violence.
- **Sexual and Reproductive Rights:** Plan will advocate for integral sexuality education and support for sexual diversity.
- **Youth Economic Empowerment:** Plan will influence the Government to implement the National Plan for Youth Employment and “My First Employment” Law and will promote economic autonomy opportunities for female teenagers and youth living in violent and fragile settings. Plan will seek

to be an implementing partner of the government for the National Plan for Youth Employment.

- **Climate Change and Integrated Risk Management:** Plan will influence the Government to acknowledge the humanitarian crisis related to the high level of violence in the country. Plan will incorporate humanitarian crisis and adaptation to climate change in the Integrated Disaster Risk Management approach.



Figure 2 - Strategic areas. (Source: Plan International El Salvador)

2.2. Project Management concepts

2.2.1. Project

There are several definitions of project from different project management methodologies and approaches, also different organizations according to their goals and nature, may define a project differently. Below, the definition of project from Plan International and the PMBOK are compared:

Chart 1 - Project concept comparison. (Source: Own)

Project	
According to Plan International	According to the PMBOK
A group of activities designed to reach one or more specific outcomes.	A temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates that a project has a definite beginning and end, PMBOK (PMI 2013)

There are similarities in the definition by Plan International and the one given by the PMBOK, as both aim at achieving something specific and unique, it can be a product, service, result or outcome. The definition by Plan International does not express the temporary nature of projects, as this is taken for granted for operational purposes.

2.2.2. Project management

According to the PMBOK (PMI, 2013), Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management also includes the application and integration of 47 project management processes, logically grouped, categorized in five Process Groups, which are initiating, Planning, Execution, Monitoring and Controlling and closing. It is important to highlight that most of the times, the responsibility and leadership of implementing and monitoring the processes within this cycle relies on

the Project Manager or Project Director, as well as any work delegation done in for Project Management Activities.

To build an appropriate project management methodology for Plan International, it is also important to outline some general activities involved in project management, such activities, usually led and coordinated by a Project Manager or Project Director, are described by the PMBOK (PMI, 2013) as follows:

- Identifying requirements
- Addressing various needs, concerns, and expectations of stakeholders in planning and executing the project.
- Setting up, maintaining, and carrying out communications among active stakeholders, effective and collaborative by nature.
- Managing stakeholders towards meeting project requirements and creating project deliverables.
- Balancing the competing project constraints, which include, but are not limited to:
 - Scope
 - Quality
 - Schedule
 - Budget
 - Resources
 - Risks

2.2.3. Project life cycle

The PMBOK (PMI, 2013) also shades some light in regards to the concept of the life cycle of a project, and defines it as the series of phases that a project passes through from its initiation to its closure. It also takes into account that the Project Life Cycle can be determined or shaped by the unique aspects of the organization, industry, or technology employed and provides a generic life cycle structure, which is:

- Starting the project

- Organizing and Preparing
- Carrying out the Project Work
- Closing the project

Such cycle can be translated into these phases:



Figure 3 - Project life cycle, (Source: www.mpmm.com)

Plan International, also has its definition of the project life cycle, and it's very similar to the ones provided by the Project Management standards

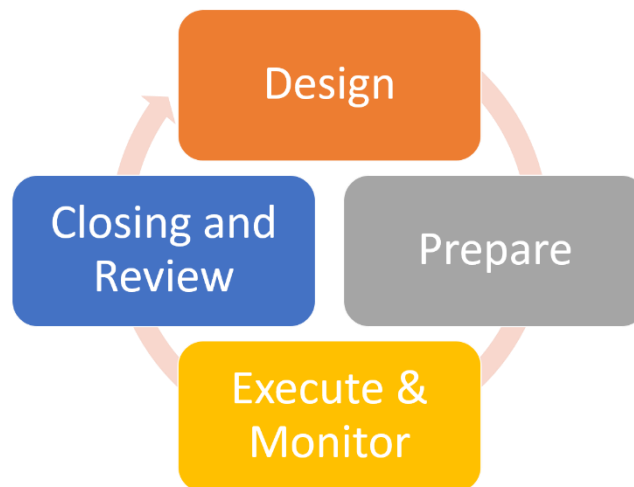


Figure 4 - Project life cycle, Plan International. (Source: Own)

2.2.4. Project management processes

According to the PMBOK (PMI 2013), the Project Management processes can be grouped into five categories known as Project Management Process Groups (Or Process Groups). Such categorization, matches the Project life Cycle to assure the application of key processes across the lifespan of the project. The Process groups are the following:

- **Initiating process group:** The initiating process group involves processes, activities, and skills needed to define the beginning of a project effectively.
- **Planning process group:** The Planning Process Group sets forth the processes needed to define the scope of the project, set strategic plans in place to maximize workflow, and begin to assemble priority lists and plan team needs.
- **Executing process group:** The executing process group involves managing teams effectively while implementing project activities according to the Project Management Plan.
- **Monitoring and controlling process group:** Processing and controlling change requests, addressing on-going budget considerations, and mitigating unforeseen circumstances that may affect a team's ability to meet initial project expectations. This process, involves quality assurance and key performance indicators compliance.
- **Closing process group:** Bringing a project to a successful close on time and within budget.

The interrelation between the project life-cycle and the Process Groups is described in the following figure:

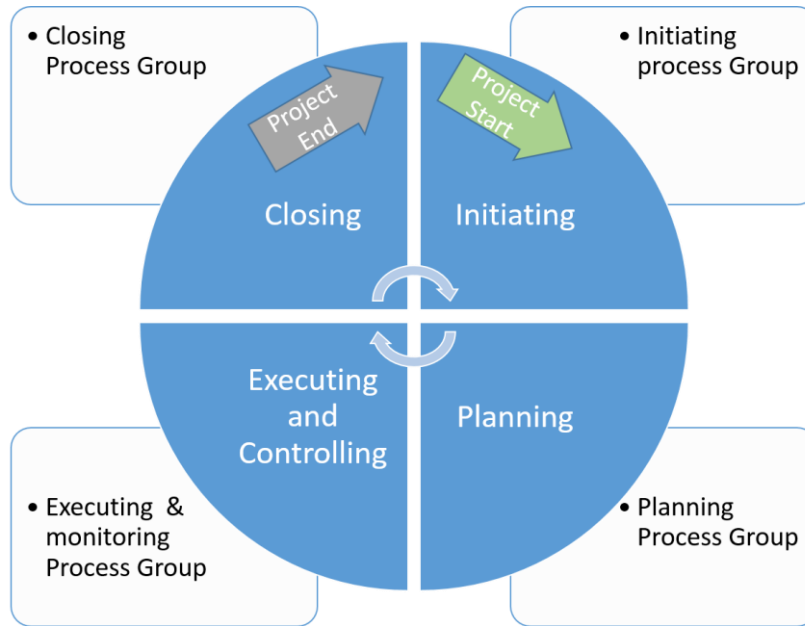


Figure 5 - Project life cycle and process groups interaction, (Source: Own)

2.2.5. Project management knowledge areas

PMBOK guide (PMI, 2013), considers ten important knowledge areas, which are illustrated below:

Project Integration Management

The processes and activities needed to identify, define, combine, unify, and coordinate the various processes and project management activities within the project management process groups

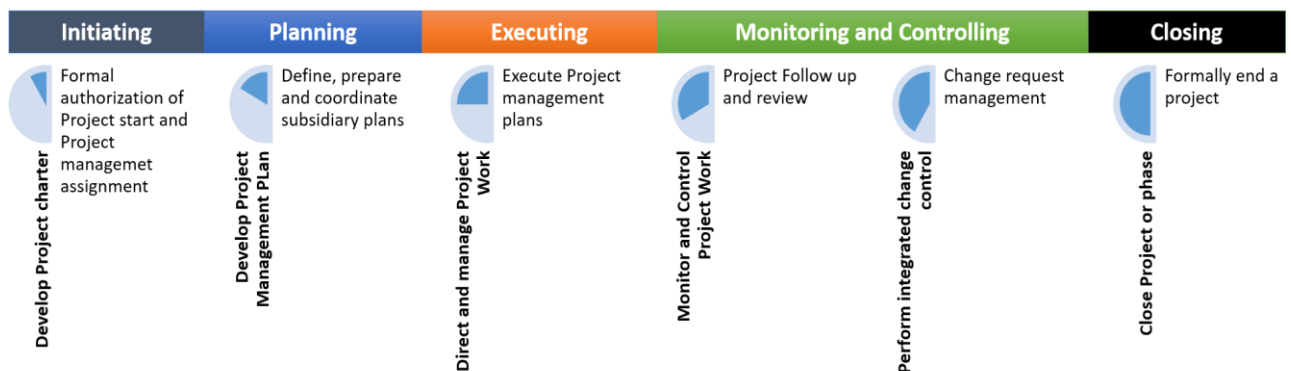


Figure 6 - General diagram of Integration management according to PMBOK (PMI, 2013), (Source: Own)

Project Scope Management

The processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.

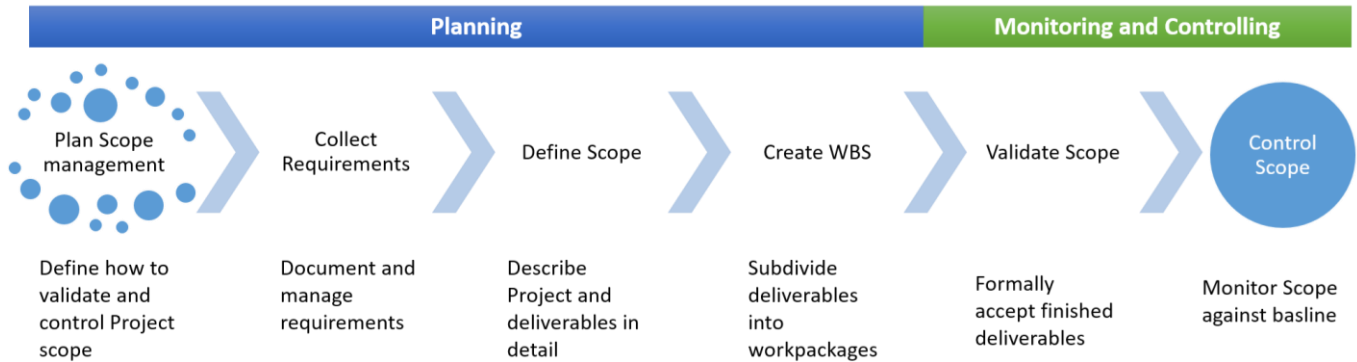


Figure 7 - General diagram of Scope Management according to PMBOK (PMI, 2013), (Source: Own)

Project Time Management

The processes required to manage the timely completion of the project.

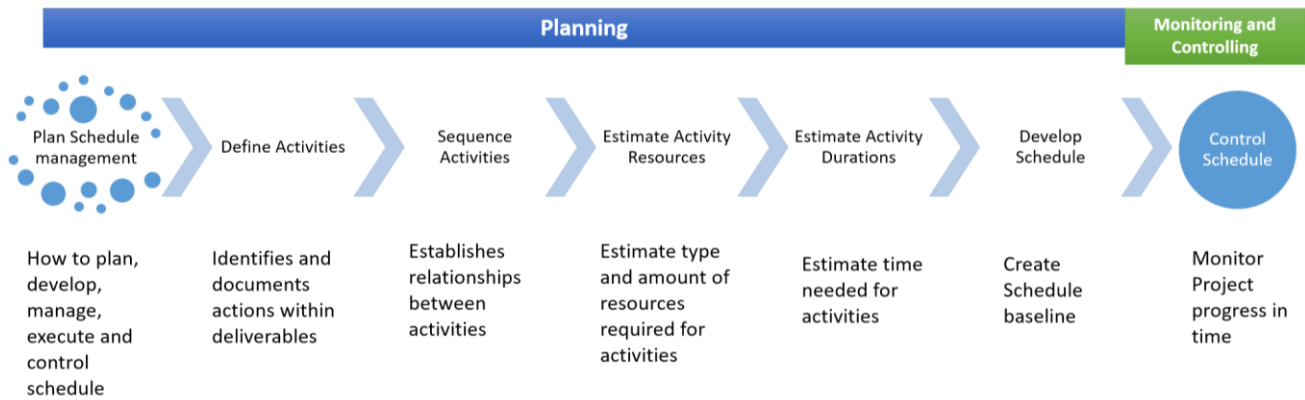


Figure 8 - General diagram of Schedule Management according to PMBOK (PMI, 2013), (Source: Own)

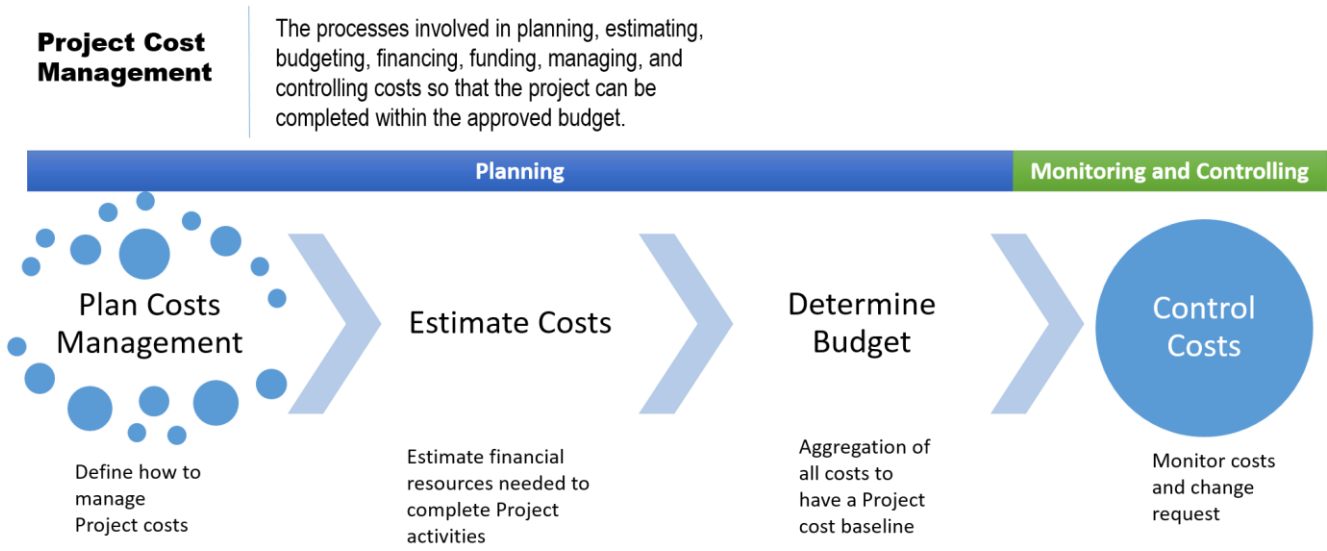


Figure 9 - General diagram of Cost Management according to PMBOK (PMI, 2013), (Source: Own)

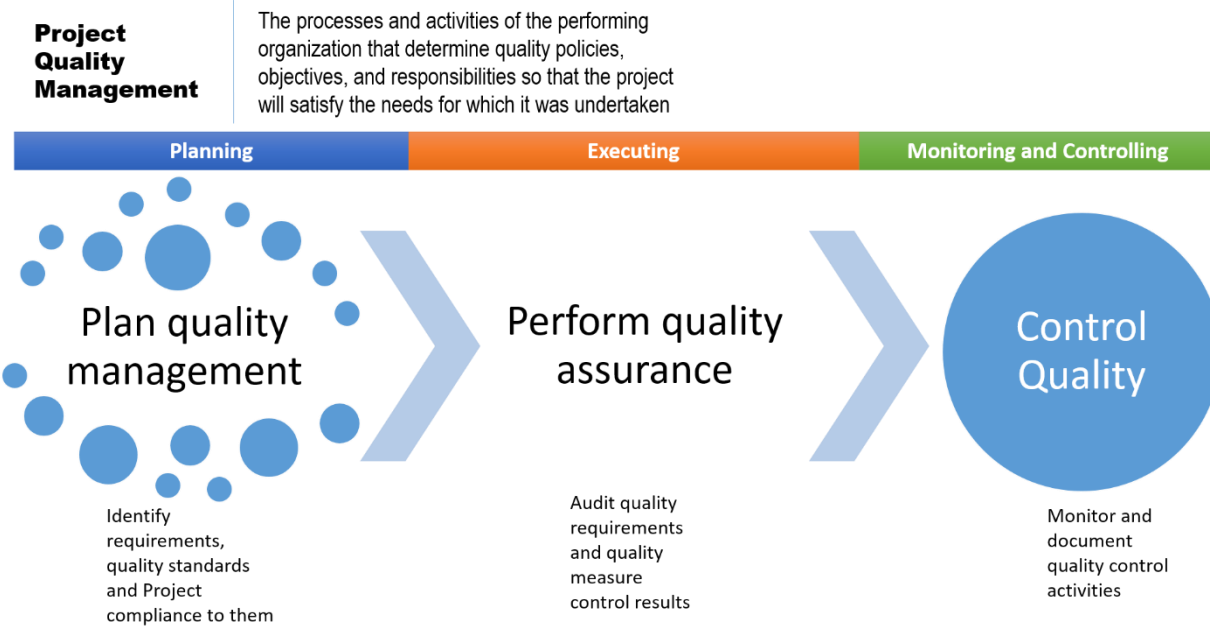


Figure 10 - General diagram of Quality Management according to PMBOK (PMI, 2013), (Source: Own)

Project Human Resource Management

The processes that organize, manage, and lead the project team.

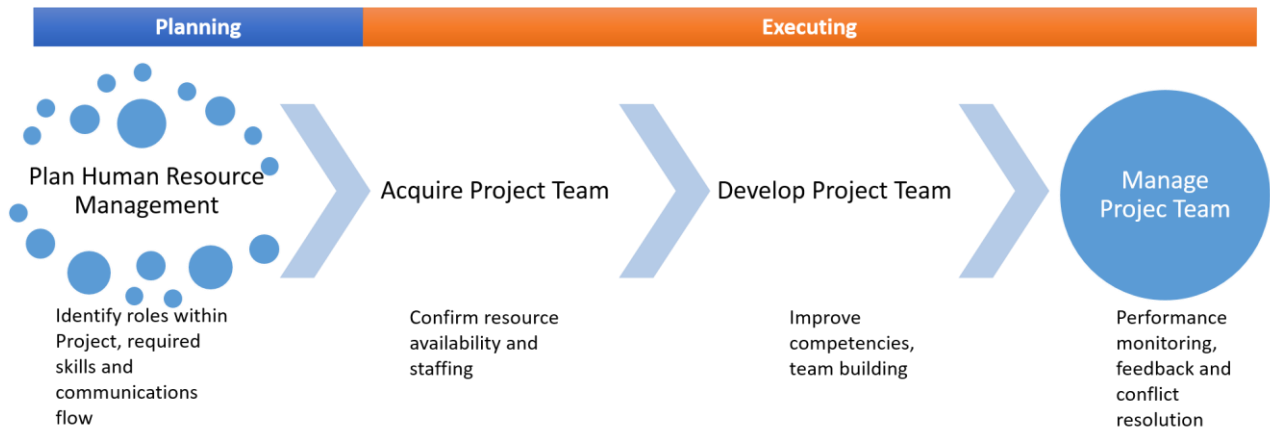


Figure 11 - General diagram of Human Resource Management according to PMBOK (PMI, 2013), source: Own

Project Communications Management

The processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information.

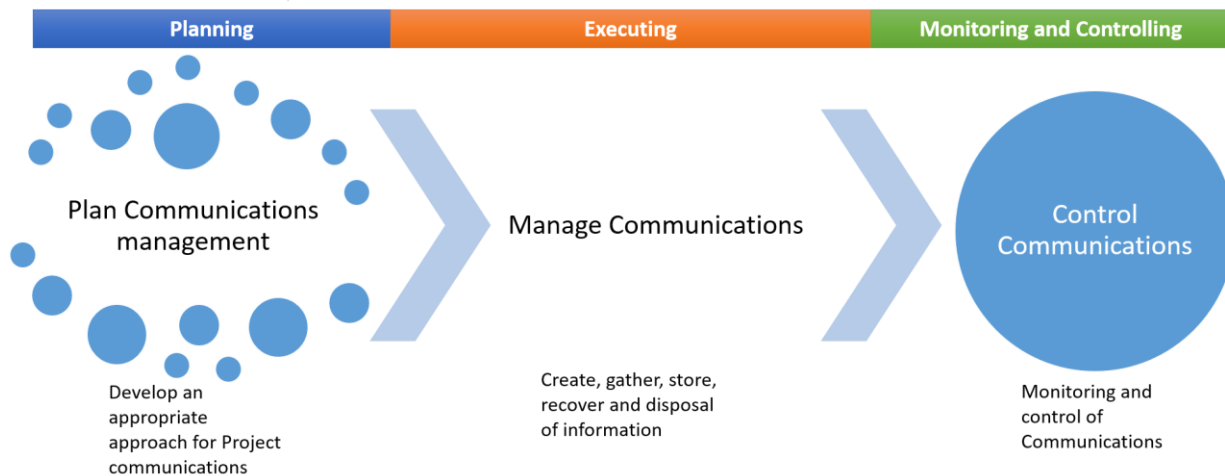


Figure 12 - General diagram of Communications Management according to PMBOK (PMI, 2013), (Source: Own)

Project Risk Management

The processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project.

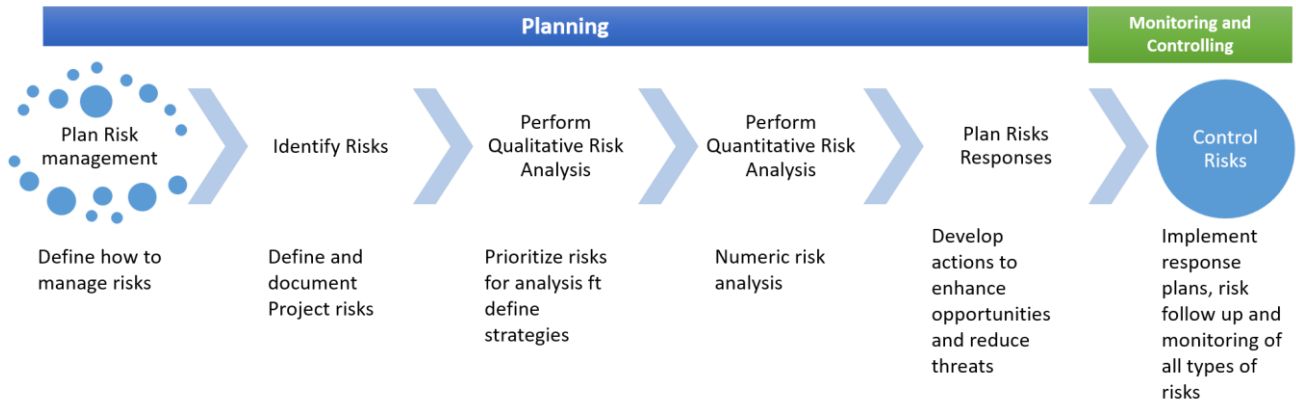


Figure 13 - General diagram of Risk Management according to PMBOK (PMI, 2013), (Source: Own)

Project Procurement Management

The processes necessary to purchase or acquire products, services, or results needed from outside the project team. Processes in this area include Procurement Planning, Solicitation Planning, Solicitation, Source Selection, Contract Administration, and Contract Closeout.

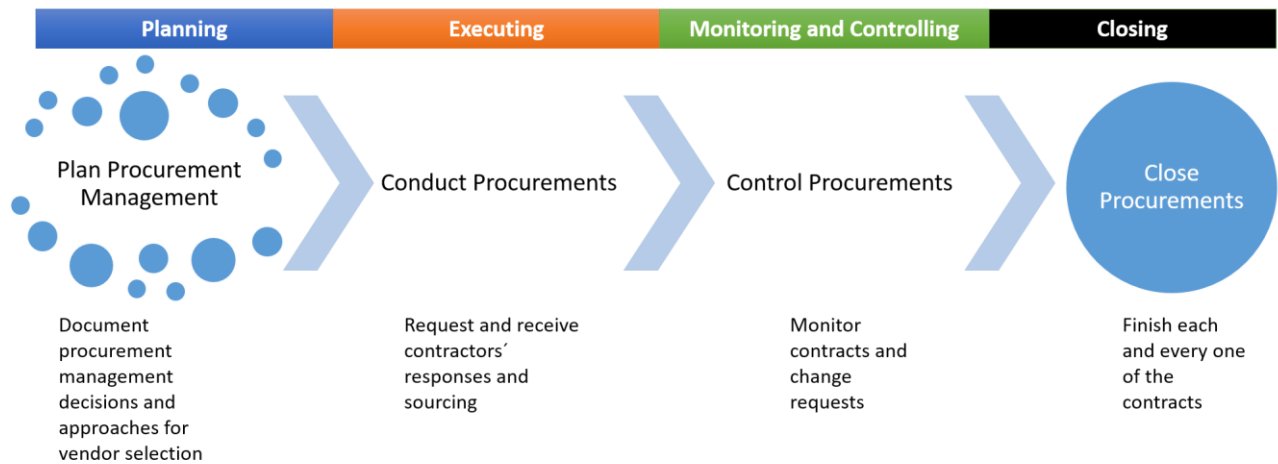


Figure 14 - General diagram of Procurement Management according to PMBOK (PMI, 2013), (Source: Own)

Project Stakeholder Management

The processes required to identify all people or organizations impacted by the project, analyzing stakeholder expectations and impact on the project, and developing appropriate management strategies for effectively engaging stakeholders in project decisions and execution.



Figure 15 - General diagram of Stakeholder Management according to PMBOK (PMI, 2013), (Source: Own)

2.3. Project Management Methodologies for NGOs

There not many project management methodologies specifically designed for NGOs, as the unique nature of their operations makes it difficult to apply a business methodology type, nevertheless, general frameworks such as the PMBOK (PMI, 2013) can be applied and adjusted across industries and necessities.

According to Keleckaite and Meiliene (2015), the most widely used PM methodologies are the Project Management Body of Knowledge (PMBOK), IPMA Competence Baseline (ICB), ISO 9000 and PRINCE2. Furthermore, due to the specific needs of NGOs, there were Logical Framework (LogFRAME), PMDPro (developed by PM4NGO) and PM4DEV guidelines created. In 2003, the LOGICAL FrameWork, a requirement from many international fund agencies was one of the most used one in NGO sector. Later on, in 2007, the initiative of PM4NGOs was born. PM4NGOs is an organization devoted to training and disseminating project management knowledge among NGOs.

In the same article Keleckaite and Meiliene (2015), divide the benefits of applying a Project Management Methodology in Short-Term benefits and Long-Term benefits, as follows:

Short-term benefits are described as:

- Decreased cycle time and lower costs;
- Realistic plans with greater possibilities of meeting time frames;
- Better communications as to what is expected from groups and when;
- Feedback: lessons learned.

Long-term benefits are described as:

- Lower overall program risk;
- Better risk management, which leads to better decision-making;
- Greater customer satisfaction and trust;
- Continuous improvement made easier and quicker.

It is important to understand the basic definition of the Project Management methodologies and guides that exist, mentioned above, to have a framework for research and benchmarking purposes.

2.3.1. Logical Framework (LogFRAME)

According to Wikipedia, The Logical Framework Approach (LFA) is a methodology mainly used for designing, monitoring, and evaluating international development projects. Variations of this tool are known as Goal Oriented Project Planning (GOPP) or Objectives Oriented Project Planning (OOPP). It was created in 1969 for the U.S. Agency for International Development (USAID) and it has been widely used by multilateral donor organizations, such as AECID, GIZ, SIDA, NORAD, DFID, SDC, UNDP, EC and the Inter-American Development Bank (IDB).

The basic description found in Wikipedia for the LogFRAME approach is the following:

- The Logical Framework Approach takes the form of a four-by-four project table.
- The rows represent types of events that take place as a project is implemented: Activities, Outputs, Purpose and Goal (from bottom to top on the left-hand side — see EC website under external links).
- The columns represent types of information about the events: a Narrative description, Objectively Verifiable Indicators (OVIs) of these events taking place, Means of Verification (MoV) where information will be available on the OVIs, and Assumptions. Assumptions are external factors that could have an influence, whether positive or negative, on the events described in the narrative column.
- The list of assumptions should include the factors that may impact the project's success but cannot be directly controlled by the project or program managers. In some cases, these include what could be killer assumptions, which if invalid will have major negative consequences for the project. A good project design should be able to substantiate its assumptions, especially those with a high potential to have a negative impact.

The relationships made by the LogFRAME approach of the components of a project are described in the following figure:

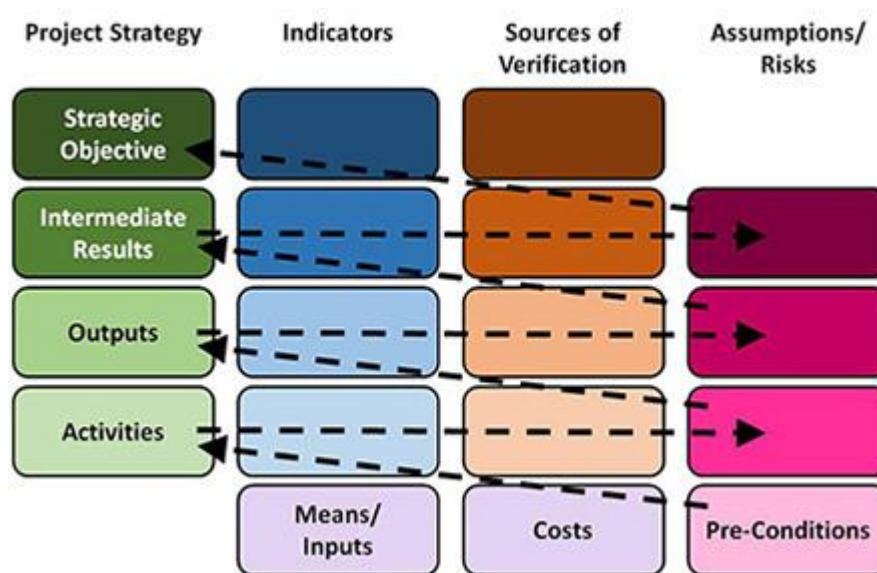


Figure 16 - LogFRAME structure and Intervention logic, (Source: <http://programs.online.american.edu>)

The logical relationships within the LogFRAME structure are the following:

- If the Activities are implemented, and the Assumptions remain, then these Outputs will be delivered.
- If the Outputs are delivered, and the Assumptions remain, then the Intermediate Results will be achieved.
- If the Intermediate Result is achieved, and the Assumptions remain, then this Strategic Objective will be achieved.

2.3.2. PMDPro

According to PM4NGOs, the creators of the PDMPPro, it is a specialized certification scheme for Project Managers working in the development sector. The scheme is aligned with existing internationally recognized project management standards and includes components specific to the NGO sector.

Among its interesting features, we find:

- The use of a different project life cycle: Project Identification and Design, Project Set up, Planning, Implementation, End of Project Transition.
- Needs assessment, which classifies needs in Felt Need, Expressed Need, Normative Need, Comparative Need.
- Types of data and its analysis, Secondary Data, Primary Quantitative Data, Primary Qualitative Data and Current State Analysis and Future State Analysis
- Criteria for Determining what is included in Project Interventions, which categories are: Needs prioritization, External Program Considerations, Appropriateness and Institutional Capacity, Resource Availability, Financial/Economic Feasibility, Technical Feasibility and Sustainability, Internal Program Considerations, Portfolio Considerations.
- Still uses the LogFRAME approach as a tool.

2.3.3. PM4DEV

According to the PM4DEV website, the PM4DEV is a methodology based on a project management cycle that incorporates all the processes, tools and practices to manage projects of all sizes effectively. It is the application of effective Project Management approaches into a framework adapted for Development Organizations, such as NGOs.

Some interesting features of such methodology are:

- Utilizes a 6 phases project life cycle, which includes: Initiate, Plan, Implement, Monitor, Adapt and Close.
- Specific deliverables and processes aligned with NGOs' needs are describes at each of the project life cycle.
- Recognizes that a project Ecosystem is comprised by Process, People and Tools.

- It is based on nine management processes that are relevant to development projects, these are:
 - Scope Management
 - Schedule Management
 - Budget Management
 - Quality Management
 - Team Management
 - Stakeholder Management
 - Information Management
 - Risk Management
 - Contract Management
- It includes the Organizational Structures the NGO sector can have, to implement project management processes.

3. METHODOLOGICAL FRAMEWORK

3.1. Information sources

(Calderón, 2011) Indicates that the sources of information are a varied amount of documents containing information, which satisfies a demand for information or knowledge. These documents can be found in various known ways, as printed or digital formats.

In this section, three types of information sources will be defined: Primary Information Sources and Secondary Information Sources; Presenting their definition, advantages, disadvantages, on what occasions they are useful and some examples of them.

3.1.1. Primary sources

Primary sources of information provide information from very reliable sources, which is one of its main advantages. Scientific articles, thesis and books are part of this type of sources, which can be used directly in investigative processes. These sources could count on a critical appreciation, which could be taken as one of its disadvantages; as is the case of the aforementioned scientific articles. (Calderón, 2011).

According to the University of California Santa Cruz ("Distinguish between Primary and Secondary Sources," 2015), these are contemporary accounts of an event, written by someone who experienced or witnessed the event in question. These original documents (i.e., they are not about another document or account) are often diaries, letters, memoirs, journals, speeches, manuscripts, interviews and other such unpublished works. They may also include published pieces such as newspaper or magazine articles (as long as they are written soon after the fact and not as historical accounts),

photographs, audio or video recordings, research reports in the natural or social sciences, or original literary or theatrical works.

For the current project, it is necessary to have first-hand information. Interviews with the projects' key personnel in Plan International El Salvador will be carried out, as well as meetings with personnel from different areas of the organization. Such as: Staff from the Project management Unit, human resource personnel, project managers, documentation already established by the company; As well as consultation of experts, and observation of process execution.

3.1.2. Secondary sources

As described (Calderón, 2011); these types of sources are those related to compilations, summaries and lists of public references on a specific topic. They can be found in Bibliographies, websites, online databases, among others; the latter may represent some difficulties when familiarizing with its use. Also, this type of sources can be used to find primary sources eventually.

In other words, the function of these is to interpret primary sources, and so can be described as at least one step removed from the event or phenomenon under review. Secondary source materials, then, interpret, assign value to, conjecture upon, and draw conclusions about the events reported in primary sources. These are usually in the form of published works such as journal articles or books, but may include radio or television documentaries, or conference proceedings ("Distinguish between Primary and Secondary Sources," 2015).

Chart 2 - Information sources (Source: Own)

Objectives	Information sources	
	Primary	Secondary
1. To analyze current project management practices, to evaluate their methods' strengths and weaknesses as a basis for an improved methodology.	-Previous audits done to areas that deal with project management. -Coordinate meetings with programs manager and senior staff.	PMBOK® Guide and PMI database
2. To create a project management guide with the proposed project management methodology and procedures to strengthen current PMO's Project Management processes and improve Plan International's Project Management capabilities.	-Meeting minutes and personal interview with project managers, programs manager and grants manager. -Expert Judgement	PMBOK® Guide, PMI database, the Internet and past projects.
3. To propose an implementation strategy, with the purpose to provide Plan International a clear guide with the required steps to execute the proposed project management methodology.	-Meeting minutes and personal interview with project managers, programs manager and grants manager. -Expert Judgement	PMBOK® Guide, PMI database, the Internet and past projects.

3.2. Research methods

According to the Concise Oxford English Dictionary, research is defined as “the systematic investigation into and study of materials and sources to establish facts and reach new conclusions” (Research, 2011, p. 1222). The same source defines the word ‘method’ as “a particular procedure for accomplishing or

approaching something” (Method, 2011, p. 899). Therefore, it is concluded that a research method is a particular procedure to establish facts and reach new conclusions.

3.2.1. Analytical method

According to the blog post (“*Research as a process of social construction*”, 2010), this method consists in decomposing the object of study, separating each of its parts, to study them individually.

3.2.2. Analytical Synthetic Method

It consists of the analysis, which is to decompose the object of study to analyze each of its parts, and then synthesize them; which tries to integrate all the mentioned parts, and then study them holistically and integrally. (“*Research as a process of social construction*”, 2010).

3.2.3. Inductive Method

In the same blog post, (“*Research as a process of social construction*”, 2010) we find that this method uses reasoning, obtaining conclusions from valid facts, so that these conclusions are applied of a general character.)

The research method for each specific objective is indicated in Chart 3 below.

Chart 3 - Research methods (Source: Own)

Objectives	Research methods		
	Analytical	Analytical Synthetic	Inductive
1. To analyze current project management practices, to evaluate their methods’ strengths and weaknesses as a basis for an improved methodology.	It is necessary to analyze every one of the organization’s practices related to	Once all the project management practices have been analyzed, it is necessary to	Every current project management practice and procedure, should be linked to a

	project management.	integrate them to propose holistic improvements	concrete conclusion from which improvements can be inducted.
2. To create a project management guide with the proposed project management methodology and procedures to strengthen current PMO's Project Management processes and improve Plan International's Project Management capabilities.	Each project management process must be analyzed individually to get independent impressions.	Once each project management process is analyzed individually, they must be integrated in one single methodology improvement.	Current status of processes should serve as a basis from which conclusions can emerge for improvement.
3. To propose an implementation strategy, with the purpose to provide Plan International a clear guide with the required steps to execute the proposed project management methodology.	All areas affected by the new project management methodology should be analyzed individually	The implementation strategy should be applied as a whole.	Inductive analysis must conclude that the implementation strategy is appropriate for the organization's needs.

3.3. Tools

According to the PMBOK® Guide, a tool is defined as “something tangible, such as a template or software program, used in performing an activity to produce a product or result” (PMI, 2013). In general some of the tools to be used are:

- Templates: Project charter, schedule, risk and stakeholders.

- Software: Visio, Microsoft Project 2016, Excel.
- Interviews, surveys, meetings, expert judgment.

Chart 4 - Tools (Source: Own)

Objectives	Tools
1. To analyze current project management practices, to evaluate their methods' strengths and weaknesses as a basis for an improved methodology.	-Expert judgement -Surveys -Interviews/Meetings -Observations -Documentation analysis -Process analysis
2. To create a project management guide with the proposed project management methodology and procedures to strengthen current PMO's Project Management processes and improve Plan International's Project Management capabilities.	-Analytical techniques -Project management Systems -PMBOK (PMI, 2013) -Interviews/Meetings -Observation -Expert judgement -MS Project 2016 -Visio 2013
3. To propose an implementation strategy, with the purpose to provide Plan International a clear guide with the required steps to execute the proposed project management methodology.	-Project management websites -Observation -Expert Judgement -Interviews/Meetings. -MS Project 2016 -Visio 2013

3.4. Assumptions and constraints

The definition of constraint in the PMBOK® Guide (PMI 2013) is of a "limiting factor that affects the execution of a project or process. Constraints identified

with the project scope statement list and describe the specific internal or external restrictions or limitations associated with the project scope that affect the execution of the project”. It also defines a assumptions as “a factor in the planning process that is considered to be true, real, or certain, without proof or demonstration”. The assumptions and constraints considered on the Final Graduation Project for each specific objective are set out in Chart 5 below.

Chart 5 - Assumptions and constraints (Source: Own)

Objectives	Assumptions	Constraints
1. To analyze current project management practices, to evaluate their methods’ strengths and weaknesses as a basis for an improved methodology.	Availability of the information at the time of the analysis	Limited existent documentation of current practices
2. To create a project management guide with the proposed project management methodology and procedures to strengthen current PMO’s Project Management processes and improve Plan International’s Project Management capabilities.	Some project management processes and procedures are not yet defined	Required steps in the processes and procedures, may be disregarded by project staff and some of them may fall out of the scope of the research.
3. To propose an implementation strategy, with the purpose to provide Plan International a clear guide with the required steps to execute the proposed project management methodology.	Managers support the implementation strategy	The actual execution of the strategy, falls outside of this FGP.

3.5. Deliverables

A deliverable is defined as “any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project”. PMBOK® Guide (PMI 2013).

Chart 6 - Deliverables (Source: Own)

Objectives	Deliverables
1. To analyze current project management practices, to evaluate their methods’ strengths and weaknesses as a basis for an improved methodology.	Analysis report with strengths and weaknesses
2. To create a project management guide with the proposed project management methodology and procedures to strengthen current PMO’s Project Management processes and improve Plan International’s Project Management capabilities.	A project management guide contains key project management procedures.
3. To propose an implementation strategy, with the purpose to provide Plan International a clear guide with the required steps to execute the proposed project management methodology.	An action plan that will describe the step by step process to successfully implement the project management methodology to be proposed through this project.

4. RESULTS

The following section starts with a thorough analysis of the current Project Management Practices led and implemented mostly by the PMO, in which already existent procedures/practices are assigned to the corresponding knowledge areas specified in the PMBOK® Guide (PMI 2013), then compared to each other and analyzed using the SWOT (Strengths, Weaknesses, Opportunities and Threats) approach to finally identify vital improvements that will rapidly enhance in Project Management effectiveness in Plan International.

The SWOT analysis, is then complemented by a risk analysis of the current Project Management processes currently executed in Plan International, within the knowledge areas in order to prioritize which of them should be improved in the short term. The prioritized improvements are then presented in a Project Management Guide, highlighting in which step of the processes the improvements take place.

Finally, an implementation strategy for the Project Management Methodology is proposed, outlining stakeholders and assumptions to finally reach conclusions and propose recommendations aligned to the results of this research.

4.1. SWOT Analysis by knowledge area of current PMO project management practices at Plan International El Salvador

To identify the organization's strengths, weaknesses, opportunities and threats the organization Plan International El Salvador has in the area of Project Management, a series of interviews were conducted with key staff related to project management within the organization, added to inputs from the researcher himself as part of the PMO team.

This SWOT analysis (**Appendix 4**) was based on the recommended project management practices by the PMI, compared to the actual status of such practices in the organization. All the recommended and current practices were divided by each of the Project Management Knowledge Areas, Processes and Process Groups

established by the PMBOK® Guide (PMI 2013). After identifying actual practices by each of the processes within each of the knowledge areas, strengths, weaknesses, opportunities and threats were identified to propose specific actions to promote the existing opportunities and strengths, and reduce weaknesses and threats.

The following analysis is comprised by each of the knowledge areas and processes within them, compared to the current procedures in place at Plan International Inc. and the proposed action plan for each process that will end up being part of the proposed Project Management Methodology.

4.1.1. Project Integration Management

Chart 7 - SWOT Analysis for Develop Project Charter Process (Source: Own)

Initiating	Develop Project Charter			
Procedures in Place	Funding Bundle Agreement Document with project information is signed.			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	Includes details such as reporting cycles and donor information	Grants proposal designing procedures not specified	Initial requirements may be missed during the design of the Project management plan.	Procedures to be developed can be customized according to best practices.
Action Plan	Develop a proposal designing process to specify formulation responsibilities.			

Plan International in El Salvador has a binding document called Funding Bundle Agreement (FAD), this document works as a project charter since it specifies several

aspects of the project to get the funds approval, the items mostly defines in the FAD are:

- Project name
- Start and end date.
- Responsible Offices.
- Brief description of project scope (Beneficiaries, Objectives, Results).
- Total project funding and currency.
- Start and end date.
- Sponsor information.
- Funding conditions.
- Reporting requirements.
- Signatures.

Such document does not contain certain standard charters things include from the very beginning, such as preliminary risks, stakeholders analysis, milestones, etc., as these things are expected to be developed later during the Planning/Formulation process. The planning is not clear enough for the formulation teams and can save up time by speeding up organization to strengthen this phase within Plan International's project formulation process, a brief process flow will be designed to specify project formulation responsibilities, as sometimes

Chart 8 - SWOT Analysis for Develop Project Management Plan Process (Source: Own)

Planning	Develop Project Management Plan			
Procedures in Place	Detailed project proposals developed			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	Include Scope, Schedule and Cost Baseline	Lacks key information from useful	Risk that have to do with external stakeholders or	One single tool could efficiently cover the needs.

	according to donor's requirements	subsidiary plans such as: Requirements management, Risk management and Stakeholder management plans	out of the organization's control could heavily affect project if overlooked	
Action Plan	Elaborate and gather useful information and template tools to complement project proposal information.			

Project planning process in Plan International El Salvador is quite complete and it includes as many key stakeholders as possible, making this a comprehensive process and quite solid for project designing. Despite its obvious strengths, some key inputs are treated quite basically as it's the case of Risk, Requirements and stakeholder management.

Considering the risks involved in missing details from these key subsidiary plans, a simple but useful tool will be proposed with the objective to provide the project management team with a general but strategic view of such project components and to improve their control later on.

Chart 9 - SWOT Analysis for Direct and Manage Project Work Process (Source: Own)

Executing	Direct and Manage Project Work			
Procedures in Place	PMO and Programs execution Unit coordinate for project implementation			
SWOT	Strengths	Weaknesses	Threats	Opportunities

	PMO and programs unit constantly support project processes	No system in place specifically for project management	Agreements not followed for things not under the project team's control can affect project	Effectivity of project management can be improved.
Action Plan	Propose the implementation of a project management information system to control change requests, deliverables progress, schedule and scope.			

Several aspects of Project Management, such as change requests, issue resolution, deliverables progress are implemented with a certain chance for success, but are not systematized in a way that can easily be tracked, monitored and controlled, increasing the risk of overlooking important project changes and sponsor agreements.

Project Work and Management can be substantially improved by the implementation of a project management information system and will clearly improve project success.

Chart 10 - SWOT Analysis for monitor and control Project Work and Performance Integration Change Control (Source: Own)

Monitoring and controlling	4.1. Monitor and Control Project Work			
	4.2. Perform Integration change Control			
Procedures in Place	3.1. PMO and Programs Execution Unit coordinate for project monitoring and controlling			
	3.2. Change requests are kept in the general project records			
SWOT	Strengths	Weaknesses	Threats	Opportunities

	PMO and programs unit constantly support project processes	4.1. Monitoring Matrices are only applied to certain projects. 4.2. No change requests process nor logs are used	Donors may perceive the project monitoring and change request process is weak.	Appropriate tools and processes can increase project progress visibility.
Action Plan	4.1 Develop monitoring Matrices standard for projects. 4.2. Propose standard change request process and change request log template.			

During project implementation by Plan International El Salvador, some important aspects of comprehensive project monitoring and change control are not formally applied. Such as a general matrix to easily follow up on indicators progress to make timely project adjustments decisions and sometimes change requests can be hard to track for other team members not directly involved in such change.

These weaknesses often end up in late project adjustments and justification of changes to sponsors to increase chances of project success and an effort to reduce negative impacts on project.

Chart 11 - SWOT Analysis for Close Project or Phase Process (Source: Own)

Closing	Close Project or Phase			
Procedures in Place	Described clear closure procedures			
SWOT	Strengths	Weaknesses	Threats	Opportunities

	Program closure of the PMO unit support project include team verification of gathered programs and all means of verification.	Some project staff members may leave the organization before everything is appropriately closed	Project closes with unfinished issues.	Closure checklists already used
Action Plan	No action proposed.			

Project closure can be an exhaustive process in Plan International, where all project documentation is gathered and controlled through the use of checklists. Usually this is the part where several project closure meetings take place to make sure everything is to proceed with operative procedures for project closure, this is a process which involves the support from several functional areas, such as finance, administration, Procurement department, etc.

4.1.2. Project Scope Management

Chart 12 - SWOT Analysis for Plan Scope Management, Collect Requirements, Define Scope and Create WBS Processes (Source: Own)

Planning	<p>5.1 Plan scope management</p> <p>5.2 Collect Requirements</p> <p>5.3 Define Scope</p> <p>5.4 Create WBS</p>
Procedures in Place	Project scope is very well defined in project proposals, usually facilitated workshops and group decision-making techniques are used to gather requirements, the PMO leads scope change requests and validation.

	Strengths	Weaknesses	Threats	Opportunities
SWOT	Scope is validated by several stakeholders including the project sponsor and there's a clear procedure and people in charge of scope management and change requests.	The process of WBS creation is not practiced, therefore, deliverables may not be clear for project management team	Some deliverables may not be accomplished	Some projects already executed by Plan International do have similar instruments to a WBS, which can be replicated for the other projects
Action Plan	Include in the proposal creation process a step to develop something similar to a WBS, which would help the project team to identify deliverables.			

Since project planning is a strong practice in Plan International, scope planning, collection of requirements and the definition of project scope is usually benefitted by such good planning practices. Although deliverables may not be clear for project team members as there's usually not a deep input/output analysis for deliverables, leading to project team confusion and often misunderstanding of what's really expected from them, often this shortcoming is compensated during the implementation phase where PMO and Project Coordinator clarify deliverables, but there's a high risk of failure if things are not cleared up from the very beginning.

Chart 13 - SWOT Analysis for Validate and Control Scope Processes (Source: Own)

Monitoring and controlling	<p>5.5 Validate Scope</p> <p>5.6 Control scope</p>
Procedures in Place	PMO is in charge of validating the scope in both the country's project team and with the international offices and donors, as well as controlling, where variance analysis is mostly used for corrective and preventive actions

	Strengths	Weaknesses	Threats	Opportunities
SWOT	Centralization of scope management is beneficial to keep the project on the right track.	There's no formal process nor tools to track change requests	In case of staff turnover, it's difficult to follow up on projects	Tracking change requests can be a good source lessons learned and knowledge management
Action Plan	Develop a straightforward format for change requests tracking.			

One of the advantages of centralizing project information and communication in the PMO is that scope can be at a certain extent better controlled and validated under the leadership of a single entity from the very project design phase. Project Scope is validated several times with as many key stakeholders as possible; decreasing the chance of misunderstanding and communication break-up. Despite this, often change requests are only known by certain people who requested and performed such change and not of common knowledge for the rest of the project team members, therefore, change requests status communication can be easily improved through the use of simple formats.

4.1.3. Project Time Management

Chart 14 - SWOT Analysis for Plan Schedule Management, Define Activities, Sequence Activities, Estimate Activity Resources, Duration and Develop Schedule Process (Source: Own)

Planning	6.1 Plan Schedule management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate activity resources 6.5 Estimate activity durations 6.6 Develop Schedule
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Procedures in Place	The definition of activities, it is sequencing, estimation of resources, durations and the final schedule is developed in workshops with the project team and some internal/external key stakeholders.			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	Planning project schedules is a consensual process to develop highly accurate schedules according to the project's technical needs.	A project management software does not support schedule management, so even though the baseline is usually accurate, it's difficult to manage during project execution.	External factors can influence project schedule and cause schedule modifications or adaptations which could be very hard to track and forecast without a project management system	Schedule management and controlling supported by a project management system, could increase project accuracy and success
Action Plan	Propose the implementation of a project management system to establish schedule and manage it.			

Schedule planning process, it's development and all activity requirements are very well defined at the beginning of the project, but adjusting such schedule during the execution phase can be both challenging and inaccurate as simple tools such as Excel and Word are used to accomplish this, leaving a window open for human error. A project information management system can reduce this risk and improve the timely and accurate project schedule updating.

Chart 15 - SWOT Analysis for Control Schedule Process (Source: Own)

Monitoring and controlling	6.7 Control Schedule
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Procedures in Place	Schedule is controlled by both the direct project implementation team as well as the PMO			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	Many staff members are involved in controlling schedule.	There's no project management system to control schedule appropriately	External factors can influence project schedule and cause schedule modifications or adaptations which could be very hard to track and forecast without a project management system	Schedule management and controlling supported by a project management system, could increase project accuracy and success
Action Plan	Propose the implementation of a project management system to establish schedule and manage it.			

The same as with schedule planning, controlling it can be challenging when there is no availability of the proper tools to do so. Increasing inaccuracy, delayed schedule adjustments and a lack of vision of the real progress status of the project schedule, increasing the risk of the project management team to not know whether the project is delayed or on time.

4.1.4. Project Cost Management

Chart 16 - SWOT Analysis for Plan Cost Management, Estimate Costs, Determine Budget Processes
(Source: Own)

	7.2 Estimate Costs 7.3 Determine Budget			
Procedures in Place	Costs management is discussed during the proposal designing workshops, this where they are also estimated based expert judgment, Bottom-up estimating and Analogous estimating and finally budgets are determined in consensus with the project team and key internal stakeholders			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	Costs management procedures are already in place and are followed by everyone involved in managing projects, costs estimations area usually accurate due to the cumulated experience.	Cost management processes may be unknown for new staff in projects	Exchange rates could affect project budgets if not considered in planning.	Improve project start-up workshops to include costs management procedures for new staff
Action Plan	N/A			

Cost planning, estimation and budget formulation is a quite comprehensive process in Plan International El Salvador, allowing for several validations from key stakeholders to develop accurate costs estimations and technically functional budgets. In this process, costs management procedures could be better communicated to new project members during the project start-up workshop.

Chart 17 - SWOT Analysis for Control Costs Process (Source: Own)

Monitoring and controlling	7.4 Control Costs			
Procedures in Place	Costs are controlled through the Software SAP and SAP-BI, in which every budget and sub-budget line has detailed information on budget and expenditure.			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	Costs controlling is easy to do with SAP and the amount of information in the system is sufficient.	Not all staff has access to SAP, particularly first-line project managers, as SAP licenses are expensive therefore are assigned to supervisors, managers and the PMO. Some first line project managers manage extensive excel based controls, but others do not meet the competencies to handle complex spreadsheets,	External audits and donor reviews may observe gaps in the quality of costs controlling.	There's an opportunity to standardize project costs controlling practices. Earned Value methods can be considered.

		which increases project risks		
Action Plan	PMO could standardize simple project costs controlling excel spreadsheets to put order in costs controlling among project managers.			

Due to the difficulty that not all Project Coordinators have access to SAP and they are the ones that pretty much manage project investment; a simple standard Excel tool can be proposed. The purpose is to support first line Project Coordinators; to have a better control on the expenditures and avoid overdraft or underspent issues that are quite common in the organization.

4.1.5. Project Quality Management

Chart 18 - SWOT Analysis for Plan Quality Management Process (Source: Own)

Planning	8.1 Plan Quality Management			
Procedures in Place	There´s a set of Grants Management Tools which uses several checklists for different processes. Most quality planning tools used are brainstorming and meetings.			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	Quality planning is mandatory at the beginning of a project, reducing risk of non-compliance to requirements.	Some checklists provided by Headquarters are not even used, some lack accuracy since headquarter staff are not familiar with "Field" work.	Donors may consider quality processes are weak.	More practical and effective tools could be useful for projects teams.

Action Plan	Investment against indicator progress is not closely monitored yet, they are monitored separately. A tool to analyze both variables together will be useful
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A very important asset in Plan International El Salvador is the existence of quality tools derived from International Headquarters. Unfortunately, most of them are not used in everyday operations as they are not considered useful by project teams and do not want to dedicate time to fill them out when they don't see the purpose behind them, just more paperwork. This research will try to propose useful tools to increase project effectiveness and quality avoiding to put more paperwork burden in project teams, therefore, it's been identified that to increase project delivery quality one tool can mean deeper project status analysis and greater decision making effectiveness. In manufacturing businesses, different measurement tools are planned for to assure product compliance to specifications, in the case of Plan International, an International NGO, a tool will be proposed to assure project delivery consistency, by comparing indicators achievements against project investment and from this perspective, analyze the actual project value produced.

Chart 19 - SWOT Analysis for Perform Quality Assurance Process (Source: Own)

Executing	8.2 Perform Quality Assurance			
Procedures in Place	Institutional Internal audits focused on programs and projects are regularly executed, also some projects include specific audits requested by donors. Quality management procedures are used to verify both donor reporting and deliverables quality.			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	Institutional quality assurance actions are implemented successfully.	Tools for narrative and financial reporting are not used, this could be beneficial as	Donor review of reports could evidenciate lack of consistency.	A few practical tools can drastically improve quality assurance

		a prevention action.		
Action Plan	Narrative and financial reconciliation tools can be used to improve quality of reporting			

One of the most important deliverable for sponsors are the different reports generated by the project team, as this is how they get to see the actual progress of the project, its impact on beneficiaries and the actual spending. A tool that can be proposed is a narrative reporting and financial investment reconciliation tool, to improve reporting consistency and their logic.

Chart 20 - SWOT Analysis for Control Quality Process (Source: Own)

Monitoring and controlling	8.3 Control Quality			
Procedures in Place	Continuous reviews of project deliverables take place in project team meetings, in these meetings agreements are taken to follow up on prevention or correction actions. Deliverables/indicators progress are also measured and discussed			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	The project management team and PMO is constantly involved in quality control issues, which makes them committed to quality.	Checklists to verify the quality of the deliverables in the field are not used for PMO inspections	Field visits by donors could result in donor dissatisfaction in case the quality of the deliverables was not assured through prevention and inspection.	A few practical tools can drastically improve quality control

Action Plan	Develop Checklists so the PMO can guarantee the quality of deliverables according to donor requirements.
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Even though project deliverables quality is discussed in project team meetings. There is no objective tool to compare actual field observation to what was promised in the project management plan, in order to address this gap in deliverables quality, which can easily end up in sponsor disappointment during field visits, an observation based tool or a checklist will be developed so the PMO has more control over deliverables quality and reduce risks of low quality of deliverables and subjective measures to their progress.

4.1.6. Project Human Resource Management

Chart 21 - SWOT Analysis for Plan Human Resource Management Process (Source: Own)

Planning	9.1 Plan Human Resource Management			
Procedures in Place	The PMO during the proposal designing process, defines project required staff, roles, skills, reporting relationships			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	Staff requirements and scope of each position is defined at the beginning of the project.	The selected candidates usually meet staff profiles, unfortunately sometimes people who lack project management skills are hired	Plan International may be giving other partners and institutions the impression that its project management staff are not skilled enough.	If PMO staff is involved in staff selection, some standards could be set to improve selections.
Action Plan	Definition of required characteristics for recruiting of project coordinators, finance and admin assistants to use when PMO is invited to staff selection processes.			

Human Resources as a functional area that supports all Plan International Operations, including projects, has very well defined processes that fall out of the scope of this research. In spite of this, there are interrelated processes between Human Resources and Project Management, for example: Project staffing, recruiting, compensation definition, etc.

Some issues related to how projects are managed, have to do with hiring the right staff with the appropriate profile for projects coordination. It is in this particular process, in which the participation of the PMO will be proposed to promote a set of criteria that all project Coordinators should have in order to comply with the project and sponsor expectations.

4.1.7. Project Communications Management

Chart 22 - SWOT Analysis for Plan Communications Management Process (Source: Own)

Planning	10.1 Plan Communications Management			
Procedures in Place	A basic communications scheme is developed during project's start-up workshop, to inform project teams about the different internal communications channels			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	Its a well-established procedure as most of the communications relationships are usually the same for every project.	Does not consider external stakeholders and it's not systematized.	Communications requirements may not be clear for newly hired staff.	Since the PMO leads all start-up workshops, it's a good opportunity to standardize the process through a format used across all projects.

Action Plan	Propose the design of a communications requirements and relationship matrix.
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Even though the specification of communications requirements takes place in the start-up workshop, which is every project's initial meeting, this particular process is not standard and it's defined differently every time. Thus, this research will propose a format to be used across all projects, to gather all the required communications information most effectively and comprehensively.

Chart 23 - SWOT Analysis for Manage Communications Process (Source: Own)

Executing	10.2 Manage Communications			
Procedures in Place	Important decisions are usually made in meetings mostly with key project stakeholders involved, most projects do keep a formal record of these meetings and the agreements. Project Status reports are shared by the PMO both ways, to management and to project team.			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	PMO is involved in key project decision making and project status reports are shared promptly.	Status reports consists mostly on financial progress reports. Usually the Project team generates indicators progress, but it's not compared to financial status generated by the PMO	Donors may find that financial progress does not correspond to indicators progress.	Appropriate status reports communications will prevent several problems currently experienced that affect other knowledge areas.

Action Plan	The tool for status report will be developed as part of the knowledge area of Quality, under 8.1. Once developed a communications procedure will be proposed.
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As mentioned under 8.1, Plan Quality Management, the proposed tool should facilitate project team members; project management team, the PMO and the sponsor perform better analysis of project progress. This valuable information generation tool will need a communications procedure, so information gets to the appropriate audience in a timely matter for effective decision-making.

Chart 24 - SWOT Analysis for Control Communications Process (Source: Own)

Monitoring and controlling	10.3 Control Communications			
Procedures in Place	Most key information emerging from project communications are centralized and managed by the project manager and the PMO.			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	It's easy and practical to follow up on key communications, since it's centralized.	There's not an information management system, so project team and other key stakeholders need to consult several sources to get appropriate information	The lack of comprehensive analysis an information system can provide, may affect project results, innovation and funding opportunities.	An Information management System can increase the institution's project management capabilities
Action Plan	Propose the implementation of an Information Management System, could be some project management system.			

An Information Management System can be beneficial for informed decision-making, particularly since information flows by different channels. Accessing a centralized Information Management System can help the PMO better inform sponsors, internal and external stakeholders and enhance project designing capabilities by having easy access to previous projects information for lessons learned or showing institutional strength.

4.1.8. Project Risk Management

Chart 25 - SWOT Analysis for Plan and identify risks, qualitative and quantitative risks analysis and Plan Risks Responses Process (Source: Own)

Planning	11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk analysis 11.4 Perform Quantitative Risk analysis 11.5 Plan Risk Responses			
Procedures in Place	<p>There are two moments when risks are identified and responses are planned. The first moment is when a project is being designed and then just about to start investing. Meetings are held to appropriately plan for risks management.</p>			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	<p>Most risks are usually successfully identified.</p>	<p>Risk analysis/planning does not consider financial impact on budgets in the design phase, there's lack of</p>	<p>External factors identified as risks can impact the project financially.</p>	<p>Risk management procedures can be improved to enhance risks responses strategies.</p>

		follow up and positive risks are not considered		
Action Plan	Include a risk contingency reserve analysis in the design phase to consider financial impacts of risks on projects and budget for it.			

There are efforts from the project management team to identify risks and manage them during the project execution phase, but still the financial impacts of risks are not considered anywhere during the project's lifecycle. This research will propose a risk assessment analysis during the project design phase that considers the financial impacts of risks on project budgets and include is possible contingency/management reserves.

Chart 26 SWOT Analysis for Control Risks Process (Source: Own)

Monitoring and controlling	11.6 Control Risks			
Procedures in Place	A basic risk matrix is developed right before project investment begins			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	There's a basis for risks control	Risk matrix and risk responses are not updated as often as good practices recommend.	Risks may evolve but not be updated in project records and cause issues in implementation	PMO could promote a periodical risk review
Action Plan	Include risks review and update in PMO project management activities			

Within the processes this research recommends: the periodical risk review, since it has been found that these are only established at the beginning. But not updated as

often as they should, causing any change occurred to risks may be overlooked and take the project team by surprise in case it's evolved, and the responses originally planned for them are not as effective as expected.

4.1.9. Project Procurement Management

Chart 27 SWOT Analysis for Project Procurement Management Process (Source: Own)

Planning	12.1 Plan Procurement management			
Procedures in Place	Procurement plans are developed at the beginning of the project			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	This initial procurement plan gives a brief outline of upcoming procurements	It does not include a graphic representation of a procurement schedule	Presenting a summary of the procurements plan can be quite challenging.	Procurement schedules could be helpful to plan and later follow up on project procurements
Action Plan	Develop a procurements schedule.			

At the beginning of every project, a procurements matrix is developed to draft a small plan for the most significant procurements the project will undertake. It has been observed that there's no graphic representation of such procurements that can be compared to project schedules, therefore, it's quite difficult to compare and make a match between procurements and project activities, which can be very helpful when monitoring and controlling both the schedule and key procurements that allow activities to progress.

4.1.10. Project Stakeholder Management

Chart 28 - SWOT Analysis for Identify Stakeholders Process (Source: Own)

Initiating	13.1 Identify Stakeholders			
Procedures in Place	Stakeholders are formally identified when entering the implementation phase.			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	The core project team is involved in stakeholder identification	There's no formal identification of stakeholders during the project design phase	There's no inputs from PMO when identifying stakeholders, which may leave out strategic stakeholders	Stakeholders identification can be significantly improved if PMO gave inputs to the core project team.
Action Plan	Include within the project design phase, the creation of a stakeholders identification format. A stakeholder's classification model can be useful.			

The goal is that the PMO gives valuable inputs to the Programs team when performing the stakeholders identification process, since such process is already in place, this research will propose a more detailed stakeholders identification in the Project Planning Phase to make sure no strategic stakeholders are left out of the analysis.

Chart 29 SWOT Analysis for Plan Stakeholder Management Process (Source: Own)

Planning	13.2 Plan Stakeholder Management			
Procedures in Place	At the moment there's no formal stakeholders management plan. Only specific actions to improve their engagement.			
SWOT	Strengths	Weaknesses	Threats	Opportunities

	The current process is very straightforward and simple to understand and follow up.	Strategies are not complex enough to generate real changes in stakeholders engagement.	"Difficult" stakeholders may be hard to manage if not properly planned.	Stakeholders management planning can be significantly improved if PMO gave inputs to the core project team.
Action Plan	Include within the project design phase, the creation of a stakeholders identification and management format. A stakeholder's classification model can be useful.			

A stakeholders classification model can be useful for the project team to set-up specific goals to improve stakeholders engagement, to clearly identify stakeholders original position and the desired position which can be achieved through specific engagement strategies.

Chart 30 - SWOT Analysis for Manage Stakeholder Engagement Process (Source: Own)

Executing	13.3 Manage Stakeholder Engagement			
Procedures in Place	Donor/sponsor communications, requirements and issues go through the PMO.			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	There should be a centralization of key stakeholders feedback and requirements is useful to follow up.	The requests/issues generated by key stakeholders is not systematized.	Requirements/requests may not be fulfilled due to lack of follow up, causing donor dissatisfaction.	Donors/Sponsor satisfaction levels can be enhanced through a systematization mechanism.

Action Plan	Feedback from key stakeholders, such as project donors/sponsors, could be more useful if properly systematized to follow up on issues from the beginning all the way to the resolution and stakeholder satisfaction. Creation of Issue Log
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The development of an issue log used across all projects can be helpful to prevent problems due to lack of follow up on sponsor feedback or requests, which can cause delays in project implementation and sponsor dissatisfaction to see that their feedback or requests are not properly being followed up. Such issue log could be helpful from the project designing phase all the way to project closure.

Chart 31 - SWOT Analysis for Control Stakeholder Engagement Process (Source: Own)

Monitoring and controlling	13.4 Control Stakeholder Engagement			
Procedures in Place	Usually senior staff controls stakeholder engagement according to all the different communication flows and interrelationships with both internal and external stakeholders.			
SWOT	Strengths	Weaknesses	Threats	Opportunities
	Key issues with stakeholders are always followed up by a senior staff member	There's no control over the resolution of issues, therefore stakeholder's status is difficult to update.	Unresolved or unfollowed up issues may cause stakeholder's dissatisfaction.	Project staff meetings could include a point to discuss and control stakeholder engagement
Action Plan	No Specific action Proposed.			

Most issues reported by stakeholders and sponsors can be controlled with a simple format used as an issue log, proposed in process 13.3. Manage Stakeholder Engagement.

4.2. Risk Analysis of Project Management processes and knowledge areas in Plan International El Salvador

To identify Plan International's riskiest processes and knowledge areas needing strengthening, a risk analysis was performed. Such risk analysis will help define the most critical aspects of Project Management in Plan International that could be improved through the proposed methodology materialized in a Project Management Guide and specific processes to cover for currently knowledge gaps experienced.

First, all the risks originated from the current practices' weaknesses and threats were prioritized by using a Pxl matrix. For this exercise, we will consider the following:

Probability: Investigates the likelihood that each specific risk will occur.

Impact: Investigates the potential effect on a project objective such as schedule, cost, quality, or performance (including both negative effects for threats and positive effects for opportunities)

Probability and Impact Scales

Chart 32- Impact Scale for Risk Analysis (Source: Own)

Impact on Project				
Schedule	Cost	Scope	Impact Scale	Scale Definition
< 2 wks	< 1%	Minimal	0.5	Very Low
Two wks to 4 Wks	1% to 2%	Minor areas	1	Low
4wks to 8 Wks	3% to 5%	Major areas	2	Moderate
Eight wks to 16 Wks	6% to 10%	Unacceptable to sponsor	5	High
>16 Wks	>10%	Project abandoned	10	Very High

Chart 33 - Probability Scale for Risk Analysis (Source: Own)

Probability on Project		
Probability Scale	Rate of Occurrence	Descriptor
<10%	Less than one in a 1.5-year period.	Very Low
10% to 30%	Once in a 1.5-year period.	Low
30% to 50%	Once in a 1-year period.	Moderate
50% to 70%	Once in a 9-Month period.	High
70% to 90%	More than once in a six-month period.	Very High

Probability and Impact Matrix

		Impact				
		0.5	1	2	5	10
Probability	10%	0.05	0.10	0.20	0.50	1.00
	30%	0.15	0.30	0.60	1.50	3.00
	50%	0.25	0.50	1.00	2.50	5.00
	70%	0.35	0.70	1.40	3.50	7.00
	90%	0.45	0.90	1.80	4.50	9.00

Figure 17 - Probability and Impact Matrix

After assessing the risks, the riskiest processes within Plan International Project Management are shown in the following graphic:

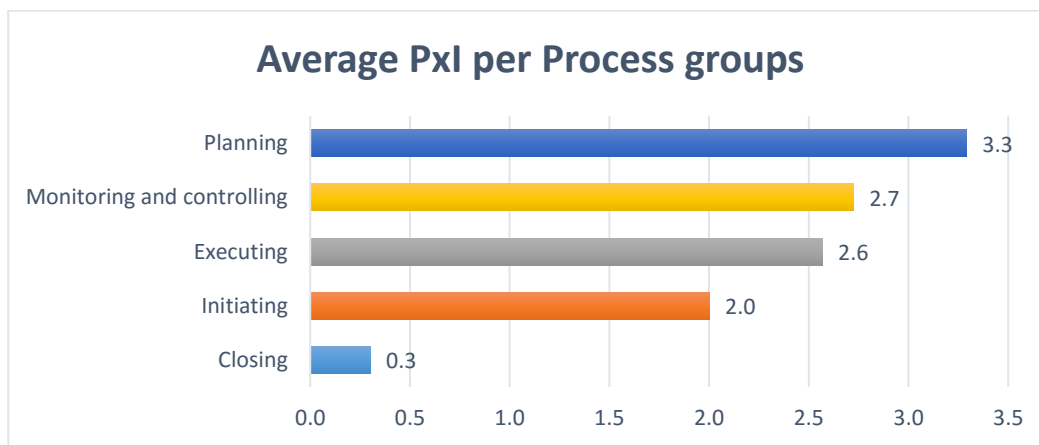


Figure 18 - Average Pxl per Process Group (Source: Own)

Then, prioritizing such risks by knowledge areas, we get the riskiest knowledge areas within Plan International El Salvador:

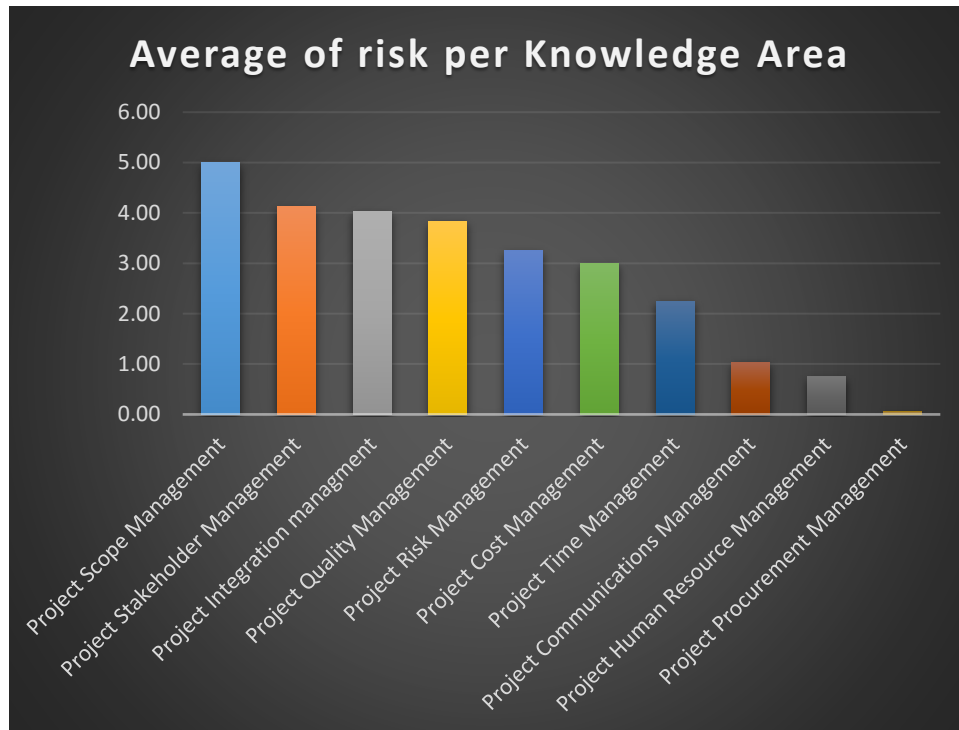


Figure 19 - Average Risk Per Knowledge Area (Source: Own)

According to the previous analysis, the focus of a project management methodology and guide to improve project management practices should be the Process Groups: **Planning, Monitoring and Controlling and Executing** and the Knowledge areas of **Project Integration Management, Project Scope Management, Project Quality Management and Project Stakeholders Management.**

4.3. Plan International Project Management Cycle and Improvement areas

The specific improvements proposed in this research respond first to the risk analysis previously performed and the expert judgment of the researcher, based on the observed weaknesses in the PMO Project Management activities. The risks that the improvements will address and aim to reduce are the following:

Chart 34 - Risks and Proposed Improvements within Project Integration Management (Source: Own)

		Risk	Proposed Improvement
		Project Integration Management	Planning
Information or risks not considered during project planning can affect project implementation	Tools and templates within the project designing process to gather key information.		
Executing			
Dispersion of project information	Project Management Information System		
Monitoring and Controlling			
Weak project monitoring	Monitoring matrices and Change Requests log		

Chart 35 - Risks and Proposed Improvements within Project Scope Management (Source: Own)

		Risk	Proposed Improvement
		Project Scope Management	Planning
Project deliverables may not be accomplished	Deliverables mapping tool (WBS)		
Monitoring and Controlling			
Scope changes may be overlooked	Change requests tracking tool		

Chart 36 - Risks and Proposed Improvements within Project Quality Management (Source: Own)

		Risk	Proposed Improvement
		Project Quality Management	Planning
Project effectiveness cannot be proven to sponsors	Investment against indicator measuring tool		
Executing			

	Lack of consistency and quality in reporting to sponsor	Narrative and Financial reconciliation tool.
	Monitoring and Controlling	
	Field deliverables may not comply with quality standards	Project deliverables quality checklist

Chart 37 - Risks and Proposed Improvements within Project Stakeholder Management (Source: Own)

	Risk	Proposed Improvement
	Project Stakeholder Management	Planning
Stakeholder engagement strategies are not effective		Stakeholders identification and management format with a classification model
Executing		
	Unresolved issues/requirements	Issue log

To propose effective and high impact improvements to Plan International's project management methodology, the following chart summarizes the main improvements proposed according to the risks above, in the corresponding knowledge areas, process groups and their relationship to Plan International's Project life cycle.

Chart 38 - Summary of Project Management Proposed Improvements by knowledge area (Source: Own)

Plan International Project Cycle	Design	Prepare	Execute and Monitor		Closing and Review
PMBOK Project Cycle	Initiating	Planning	Executing	Monitoring and Controlling	Closing
Project Integration Management	N/A	Tools and templates within the project designing process to gather key information.	Project Management Information System	Monitoring matrices and Change Requests log (Issue Log)	N/A
Project Scope Management	N/A	Deliverables mapping tool (WBS)	N/A	Change requests tracking tool	N/A
Project Quality Management	N/A	Investment against indicator measuring tool	Narrative and Financial reconciliation tool.	Project deliverables quality checklist	N/A
Project Stakeholders Management	N/A	Stakeholders identification and management format with a classification model	Issue log	N/A	N/A

The proposed improvements to the Project Management activities of the PMO will be part of a practical guide for Project Management, which will provide a clear

pathway of action in the most critical project phases mentioned before and will aim at providing the appropriate tools in each process.

4.4. Develop a Project Management Guide, including key processes and procedures for Plan International.

The proposed guide integrates the improvements identified in the previous chapters, are also organized by process group, so the user can easily apply the tools and consult the processes according to the current stage of the project within its lifecycle.

In the following sections, each procedure will be described in detail, referring to useful tools to carry the work described by such procedures, followed by a flowchart that shows the relationships between the procedures in the corresponding process group.

4.4.1. Planning/Prepare

In this phase of the project's life cycle, some elements within the "Initiating" process group are included, such as the project opportunity analysis and the Go/No Go decision, so the reader can follow a logical thread before the Planning/Prepare process group starts. This stage is proposed to begin with the definition of requirements, which should be key inputs to the Project Management Plan that will be fully designed later during this same stage.

The planning/prepare process group is fundamental for a project success. As it is in this stage where all relevant project internal stakeholders agree on the feasibility of executing the project in case. It is awarded by the sponsor, this step is usually where the project opportunity is analyzed based on Plan International's strategic Country Program; if the project fits the Country's programming, the timing is right for an appropriate designing effort and the chances of actually winning the project proposal are good, it's very likely both the PMO and the Project Management Team (PMT) decide on applying for such opportunity.

As seen in the flowchart below (**Figure 20**), key outputs of this process are created in a joint effort between the PMO and the Project Management Team during the project design workshop.

The processes described under this project phase, are the following:

- **Establishing requirements**

Right after both the PMO and the PMT agree on continuing with the full project design, the PMO will create a requirements matrix. (**Appendix 5**), which should serve as an input that will guide the full Project Management Plan design, in order to include the key elements required by the sponsor in the official Request For Proposal (RFP) document.

With the requirements matrix complete, the PMO will proceed to organize a project design workshop with the PMT. In this workshop, besides the full project management plan, other key inputs (sub-products) are developed, which are the project deliverables mapping, a Risk management Analysis and the Stakeholder Identification and Engagement Strategies.

- **Map Project Deliverables**

Sometimes project deliverables are not so clear in social development projects, therefore, to help the project team have a clear understanding of the outputs that should be achieved and therefore, make a project successful, it is important to map all project deliverables in a way that it matches the sponsor needs and requirements. The tool to map deliverables can be found in **Appendix 6**.

- **Risk management**

During the project design workshop, a comprehensive risk analysis should be made for two purposes: First is to include useful information in the Project Management Plan in case the sponsor requires it. And to have the visibility of all prioritized risks related to the project at an early stage, to propose mitigation

actions jointly between the PMO and the PMT, also in order to inform management about severe risks the project can undertake if granted to Plan International. The proposed format for this analysis is in **Appendix 7**.

- **Identify stakeholders and define engagement strategies**

Even though stakeholders identification and engagement strategies is done later once the sponsor awards the project, the current process is quite basic and there's no method to define the type of strategies to apply. Therefore, the current template will be enhanced (**Appendix 8**) by adding a stakeholders' classification method, current stakeholder attitude towards the project and desired state, this will also help improve the analysis to define the engagement strategies.

- **Design/Adapt investment against indicator measurement tool**

After the project management plan is complete according to the requirements, it's sent to the sponsor for analysis; if the Project Management Plan is approved, then the PMO and PMT will design/adapt a tool called investment against indicator (**Appendix 9**).

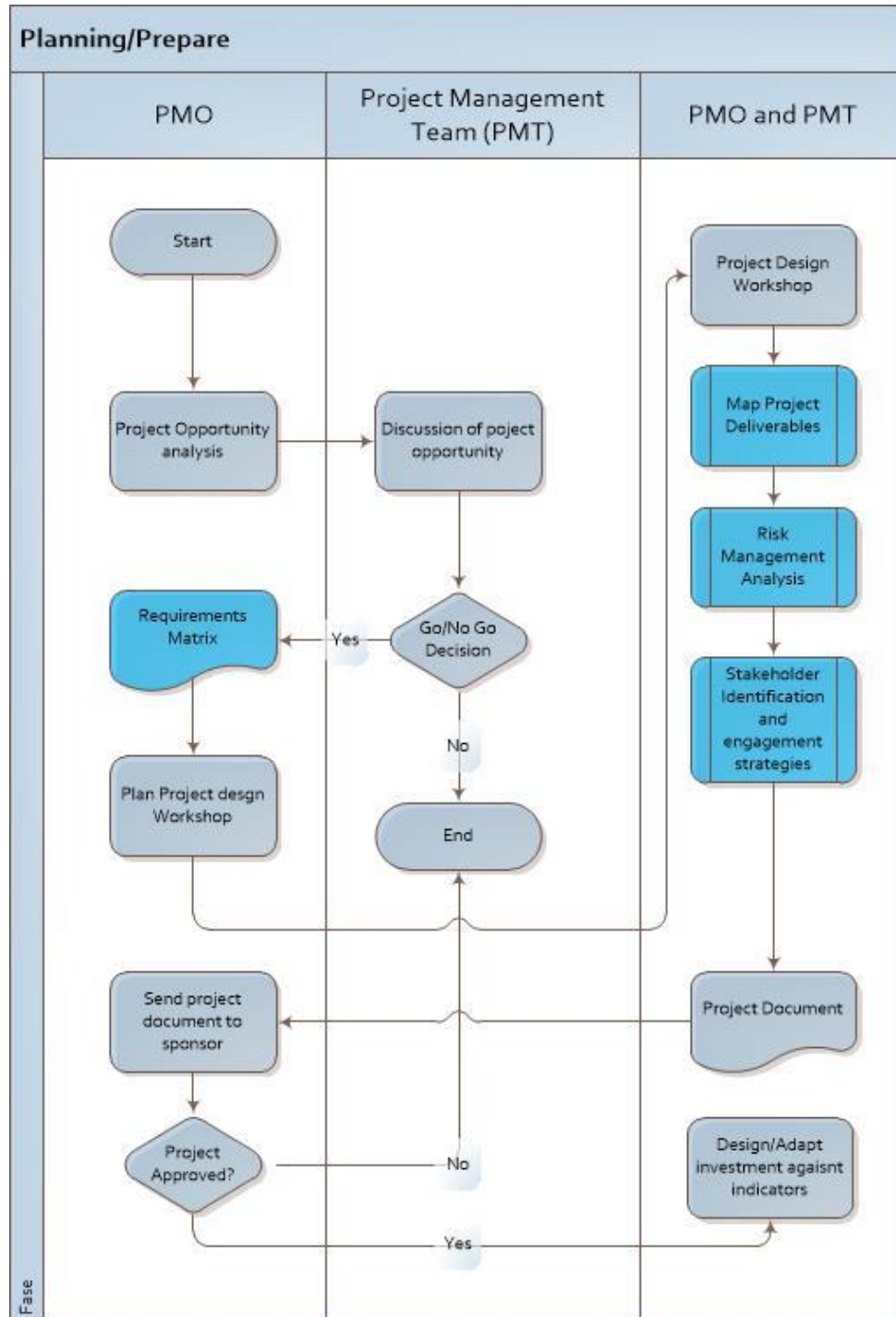


Figure 20 - Planning/Prepare Process Flow (Source: Own)

4.4.2. Executing/Execute and Monitor

Once the sponsor approves the final Project Management Plan / Project Proposal, the execution process group comes into place, triggering several parallel processes.

such as: The creation of the project in the system for financial management, recruiting project staff, signing contracts with donor and partner if applicable and other more operative preparations for project execution.

During project execution important procedures need to take place, to assure a successful project implementation and a fluent and systematic communication between Plan International and the Sponsors, these procedures may also be contractual requirements such as reporting dates and formats, Project records holding, allowed and disallowed expenses, etc.

The proposed Project Methodology will be focused on ease of access to Project information throughout project execution, improve accuracy of project reporting and appropriately recording for effective decision-making and the accurate application of preventive and corrective measures during project execution.

The processes described under this project phase, are the following:

- **Consult Project Management Information System**

In order to facilitate the centralization and access to project information, a Project Management Information System is proposed. With such system in place, several aspects of projects can be registered and managed through one single tool key staff could have access to for quicker decision-making during project implementation. The basic information this system could support Project Managers and the PMO with is Schedule, Budgets, Human Resources Level of effort, Resources, Critical Paths, Log Frames, KPIs management, etc.

The Project Management System will be consulted through the project's entire life-cycle, but most importantly during project execution, as it should provide a real-time status of the overall project execution.

- **Reconciliation of narrative and financial reports**

Most sponsors require both narrative and financial reports to be submitted on specific dates or milestones within projects; to receive accurate information that tells them how the project is being executed and the projections related to the achievement of indicators and investment. Sometimes narrative and financial reporting are requested simultaneously and this is where there must be a perfect correspondence between what is stated in the narrative report and the investment in specific budget lines. At the moment, no tool allows matching these reports, so a narrative and financial reconciliation tool **(Appendix 10)** is proposed for this purpose.

- **Follow up on issues in issue log**

Unresolved or poorly resolved issues tend to be a big problem during project implementation, sometimes the issue is not evident immediately after the issue is not adequately attended, but they emerge later on during the project causing unpleasant surprises. Therefore, the proposed Project Management Methodology includes the use of an issue log. **(Appendix 11)**, It should be updated every time a relevant issue is identified and needs follow up; issues can be identified during the project execution, while elaborating reports, in project meetings, in monitoring activities or conversations with the sponsor.

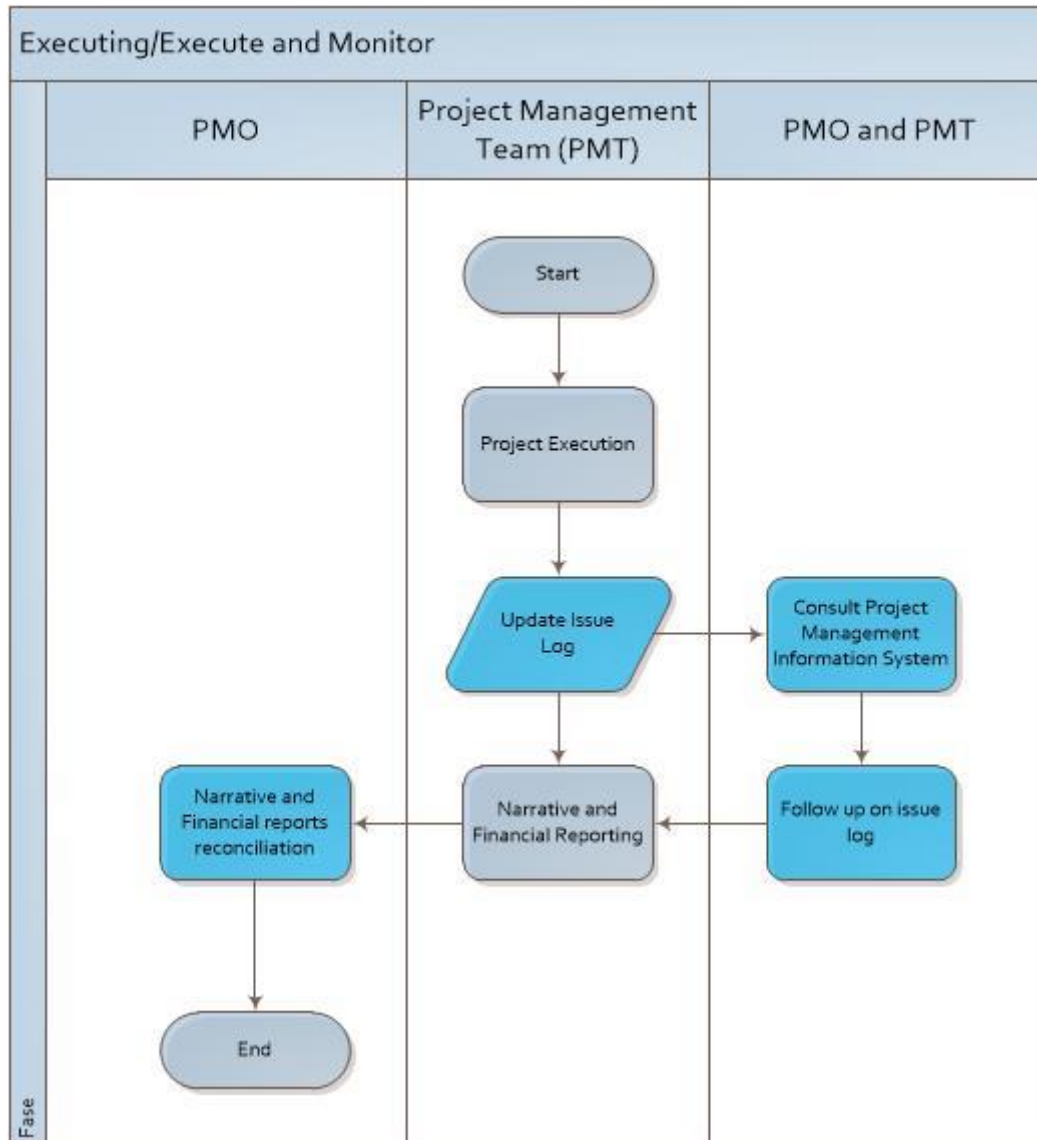


Figure 21 - Executing/Execute and Monitor Process Flow

4.4.3. Monitoring and Controlling/Execute and Monitor

Project execution and Monitoring is done at the same time through the application of monitoring tools, mostly financial, using information from the financial system called SAP. There are no standardized layouts and formats to present financial information for analysis, so it's left to the PMO staff criteria and experience. There isn't also a Project Management Information System, which it's proposed in the previous section and it's linked to the existence of Project Monitoring Matrices

proposed in this section, as part of the new and improved Project Management Methodology.

Since Project Monitoring and Execution interrelate to each other constantly, some tools mentioned in the sections before, have to be updated during this process group after the monitoring efforts to gather reliable data have been done. The procedures proposed in this section intend to cover current gaps in Projects monitoring, improve project progress visibility and guarantee a comprehensive monitoring to projects.

The processes described under this project phase, are the following:

- **Update Project Monitoring Matrix**

At the moment there´s not a standard monitoring matrix applied to all projects, this is neither good or bad, as some projects are so unique and have requirements so specific that need to have their custom monitoring matrix. The information within a monitoring matrix should consist of the progress towards the agreed products, indicators, goals, outputs and objectives., This progress measurement could be monthly, quarterly, half year and cumulative yearly progress. Such progress could be displayed in a percentage or numbers and should always be accompanied by an explanation of variances against the parameters, the information of indicator progress within monitoring matrices is an input to the investment against indicators measurement tool, so this should be considered when designing the matrix. An example of a monitoring matrix can be seen in **Appendix 12**.

- **Apply Project Deliverable Quality Checklist**

Even though the PMO staff dedicates time and efforts to guarantee project reporting which will also be greatly improved by the tool to reconcile narrative reports and financial reports, most of the time the PMO does not have the visibility of “Field Deliverables” related to the actual project activities that directly benefit project participants. In order to encourage the PMO´s

presence in the field and improving the quality of information, sponsors are given about the deliverables they invest in, a Project Deliverable Quality Checklist. **(Appendix 13)**, is proposed to be used in every field visit to guarantee that what was promised to the sponsor in the project proposal/Project Management Plan and to guarantee indicators are being achieved.

- **Update issue log, include change requests**

As mentioned previously under Execute/Execute and Monitor, issues within the issue log will constantly be followed up for resolution; in this stage issues followed up during the execution are updated after monitoring of such issues. Usually monitoring a Project can generate change requests, which must be communicated promptly via e-mail and then recorded in the issue log mentioned under Execute/Execute and Monitor.

The PMO will be responsible to also monitor the resolution to the issues and change requests in the issue log and decide based on information and their criterion whether they have been successfully addressed or need further follow up. Highly delicate issues should be the cause to hold meetings with relevant stakeholders for effective resolution.

- **Analyze information from investment against indicator measurement tool**

The investment against indicator measurement tool proposed under Planning/Prepare, will yield valuable information that must be analyzed for decision making. This tool should help Project Managers and Management measure the value (Indicator progress and time available) the project is creating related to the investment made to reach the indicators within the Project Management Plan. The PMO should lead the analysis sessions with the PMT and highlight relevant issues seen through this tool, such as low

investment, project progress not corresponding to investment nor project schedule, indicators not achieved in the appropriate time, etc.

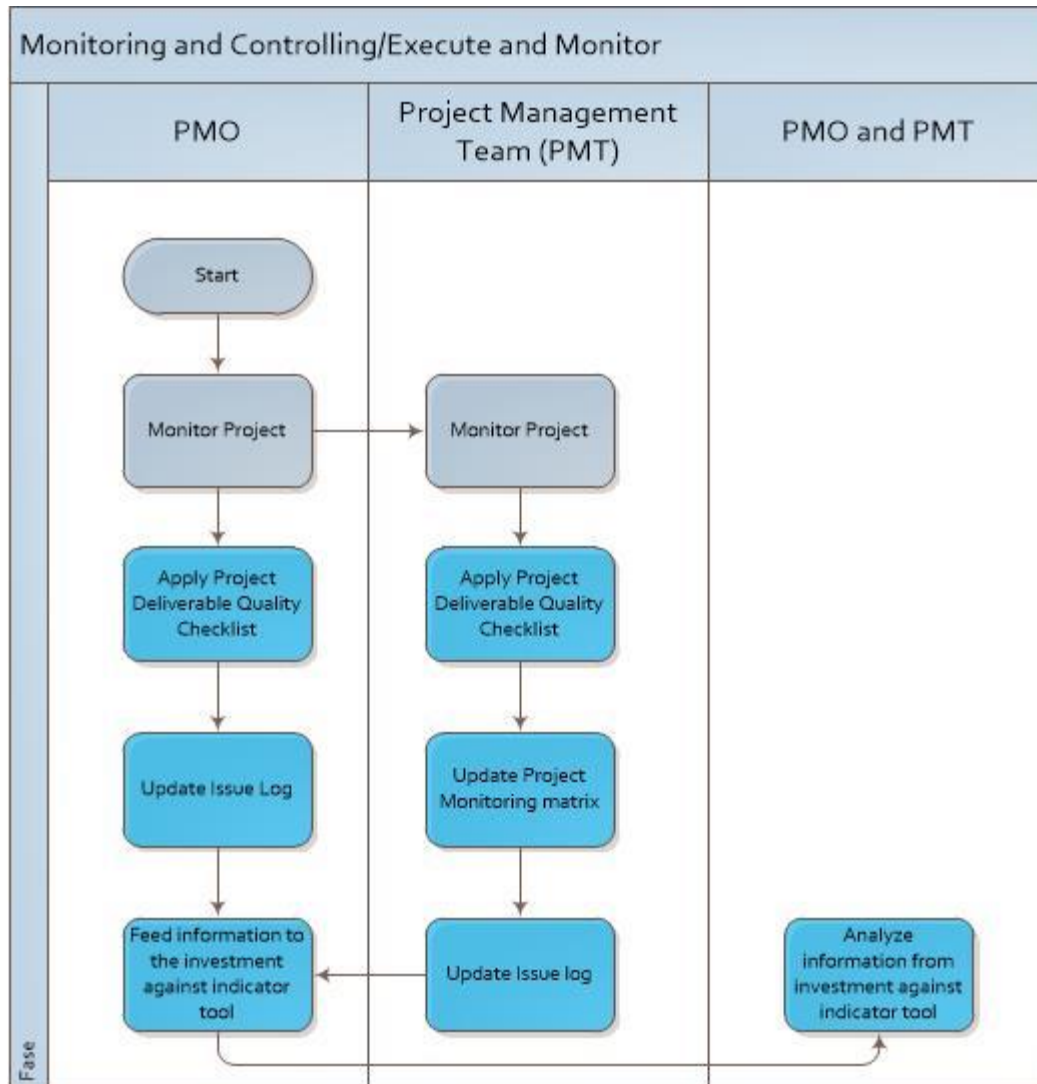


Figure 22 - Monitoring and Controlling/Execute and Monitor Process Flow

4.5. Implementation strategy for the proposed project management methodology

4.5.1. Objective

To facilitate the implementation of the proposed Project Management Guide through a strategy that includes all relevant information that can affect such implementation process.

4.5.2. Stakeholders

In order to analyze the key internal and external stakeholder's attitudes towards the implementation of the Project Management Guide in Plan International, all stakeholders with direct negative or positive effect will be identified and classified in an "Interest/Power" grid. Then according to their possible attitude in five categories: Unaware, Resistant, Neutral, Supportive and Leading. These would show which stakeholders have the most power that could be strategic as supporters and leaders of the implementation process, and which engagement strategies would be needed in case strategic stakeholders do not have the desired engagement.

The identified stakeholders are the following:

PMO, Communications and Marketing Manager.

PMO Coordinator.

PMO Project Specialist.

PMO Project Administrators.

Program Senior Manager.

Program Unit Managers.

Program Unit Grants Technicians

Programs Technical Coordinator.

Country Programs National Advisers.

Project Coordinators.

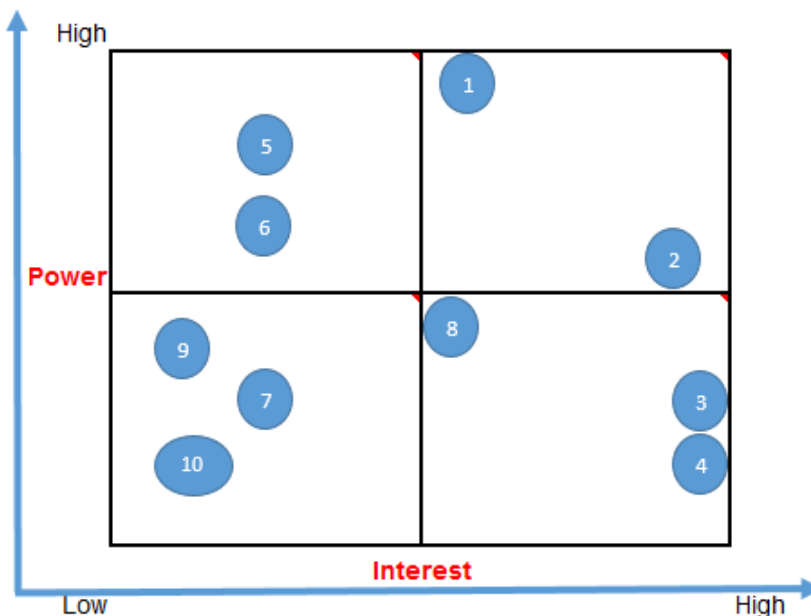


Figure 23 - Power/Interest Grid

Chart 39 Stakeholder Analysis According to their position in the Power/Interest grid (Source: Own)

Analysis and comments for each stakeholder

1	This person is highest authority, but it might be necessary to increase her interest
2	Relatively powerful and full interest in the process
3	Highly interested with low decision-making power
4	Highly interested with low decision-making power
5	Highly Powerful but will be necessary to increase his interest
6	Highly Powerful but will be necessary to increase their interest
7	Low power and it will be necessary to increase their interest
8	Mid-level authority with good influence but interest level can be improved
9	Good level of authority but low interest
10	Low authority and no interest

Chart 40 Stakeholders' Current (C) and Desired (D) Engagement analysis (Source: Own)

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
PMO, Communications and Marketing Manager				C,D	
PMO Coordinator				C	D
PMO Project Specialist					C,D
PMO Project Administrators	C				D
Program Senior Manager	C			D	
Program Unit Managers			C	D	
Program Unit Grants Technicians	C			D	
Programs Technical Coordinator			C	D	
Country Programs National Advisers	C			D	
Project Coordinators		C	D		

4.5.3. Engagement Strategies

Since not all stakeholders represent strategic allies in the process of implementing the Project Management Guide, the engagement strategies will be prioritized to be

applied only to those stakeholders that have a high power and decision-making roles within the organization, the engagement strategies are defined below:

Chart 41 - Current to Desired Engagement Strategies (Source: Own)

Stakeholder	Current to Desired Engagement Strategies
PMO, Communications and Marketing Manager	At the moment it is assumed this person will be supportive to the initiative, the challenge is to keep this engagement status, therefore, periodic progress reports will be presented to record how Project Management is improved.
PMO Coordinator	It is expected to move the engagement level from Supportive to Leading, to achieve this, an implementation plan will be elaborated with this person, in which responsibilities and reporting relationships are established.
Program Senior Manager	Since this person is currently unaware of the initiative, an introduction session must be held to explain the proposed changes and how they affect his team, the progress reports will be shared with him as well.
Program Unit Managers	The priorities of this key staff are mostly management of technical staff, decision-making and Public Relationships at Program Unit Level, thus, they might show themselves neutral to this initiative. Visits to their Program Units must be made to explain the proposed guide, its tools and the effects it will have on the staff. It is important to guarantee the guide is something they request to the staff and monitor regularly.

4.5.4. Assumptions

Assumptions are key to guarantee the appropriate implementation of the guide within Plan International, so if any of these conditions are not in place, it might jeopardize temporarily or permanently its application. The considered assumptions are the following:

Assumption 1. Senior Management approves the implementation of the Project Management Guide.

As in every organization, the staff won't execute anything that is not approved by senior management, thus most of the engagement strategies are aimed at this group, to get support from the teams they manage.

Assumption 2. All current Project Management processes in the PMO remain constant.

All the procedures proposed within the guide are based in the gaps observed in the current processes led by the PMO with direct effect on projects. If any of these processes that are at the core of this research changes, the Project Management Guide should be adapted accordingly.

Assumption 3. International Headquarters do not propose Another Project Management Guide.

Plan International Headquarters is currently interested in improving the way projects are managed. Even though it's very unlikely they launch a Project Management Guide at the most operative level such as the one proposed in this document, there's the possibility to receive inputs from them in the area of Project Management that may have some effects on the guide.

Assumption 4. Plan International's organizational structure doesn't change or remains pretty similar.

Procedures included within the Project Management Guide can be assigned to staff currently responsible of the processes they belong to, if the organizational structure changes drastically, all the components within the guide must be reviewed.

Assumption 5. Plan International will not invest in a Project Management Information System.

At the moment there are no plans to invest in a Project Management Information System, therefore, the references made to it in the Project Management Guide proposed in this document, will have the purpose to highlight this necessity to the PMO and management staff and hopefully later influence the acquisition of a Project Management Information System.

4.5.5. Steps/Activities

The key steps considered to implement the proposed Project Management Guide are the following:

1. Validation with key staff

This activity will consist of workshops with both management and technical staff that can give valuable inputs to the guide and the tools within it. These inputs will be the starting point for the next activity.

2. Feedback rounds and adjustments to guide and tools

Proposed changes that add value to both the guide and the tools shall be considered and used to make the appropriate adjustments. This process must be participative to engage all the staff members of the PMO.

3. Presentation sessions of guidance and tools to management staff

Once the final version of the guide and tools has been finished, it must be presented to all management and key staff within Plan International. Even though feedback and adjustment sessions are over, all observations and feedback gotten in these sessions, must be recorded for further analysis.

4. Construction of the Project Management Guide Implementation Plan

The plan is intended to be elaborated with the support from all PMO staff, especially the PMO coordinator to assign implementation and monitoring responsibilities.

5. Training of staff in the application of tools

Structured sessions must be designed to train relevant staff in the application of the tools within the guide.

6. Progress reports

The PMO must lead progress reports and be presented to the highest authorities in Plan International. The PMO will gather inputs from all organizational units involved in the Project Management Guide application and should define a set of indicators to measure success.

7. Feedback sessions about the implementation process

Once the implementation process is in progress, feedback sessions must be held with the staff involved to apply preventive and corrective actions along the execution.

4.5.6. Implementation Schedule

The Project Management Guide should be completely functional and applied to all grant-funded projects in six months. The indicative schedule is as follows:

<i>Project Management Guide Implementation Schedule</i>		Months / Milestones					
N°	Activity	1	2	3	4	5	6
1	Validation with key staff						
2	Feedback rounds and adjustments to guide and tools		◆				
3	Presentation sessions of guide and tools to management staff						
4	Construction of the Project Management Guide Implementation Plan			◆			
5	Training of staff in the application of tools				◆		
6	Progress reports						
7	Feedback sessions about the implementation process						

Figure 24 - Project Management Guide Implementation Schedule

The milestones identified within the implementation process are the **feedback rounds and adjustments to guide and tools**. As these adjustments will be gathered from key staff who will support the implementation later on, then **the construction of the Project Management Guide implementation Plan**, as it will completely engage the PMO into the process and finally the **Training of all staff in**

the application of the tools, where they will generate the required knowledge to apply the guide successfully.

4.5.7. Crosscutting Issues

These cross-cutting issues are expected to be part of the implementation of the Project Management Guide and respond to the institutional Strengths, Weaknesses, Opportunities and Threats found in the initial institutional analysis in the area of Project Management, the crosscutting issues observed are:

Collaboration and teamwork: To guarantee the successful implementation of the Project Management Guide and as a consequence of the projects impacted by it, the functional areas within Plan International Inc, must continue to work in a coordinated manner, supporting each other from their respective areas of expertise and responsibilities. Multifunctional team works for decision making is also encouraged.

Sustainability: Management engagement is key to achieve the action's sustainability and the proper application of procedures and tools expressed in the Project Management Guide. Management staff should thrive to encourage their teams to follow and implement the proposed improvements to Project Management.

Communication: Cross-teams communication is key to have a good planning and keep a proper implementation of the recommended activities, procedures and tools, in Plan International, Inc. there are currently communication channels that need to be seized and others that could be improved.

Learning and Development: Project Management procedures and Tools should be dynamic to keep them effective and pertinent to the organization's needs, thus learning will be key to keep improving and developing new capabilities in Project Management within the organization. A good monitoring method and the

involvement of Plan International's monitoring experts is key to guarantee all learned lessons are utilized and applied for development and improvement.

Strategic Thinking: It is encouraged that the guide and other knowledge within this document is used beyond the operative and practical solutions it proposes, but to be employed as a strategy making opportunity. It should allow teams to analyze Project Management as whole and critical part of the Organization's strategy, and how it can help achieve institutional objectives.

5. CONCLUSIONS AND RECOMMENDATIONS

The conclusions reached through this research, are aligned to the current status of Project Management in Plan International, Inc. from the PMO's perspective and it gathers several observations needed to understand the logic behind its approach, the availability of information, the prioritization done in order to propose effective improvements and the different outputs expected from the document's chapters as well as clarifying the scope of some aspects within the research.

Recommendations are based on the outputs within the different analysis that take place within this research and are a useful basis upon which readers and executors of the proposed Project Management methodology, can clearly align their actions and expectations and recur to them for clarification of the intentions behind specific sections within the document.

CONCLUSIONS

1. The FGP background and problem analysis emerges from real data, observation and personal experiences of the researcher, who has worked for Plan International, Inc for over four years in the PMO, such information was the core of the Theoretical Framework.
2. The Methodological Framework outlines the most feasible approach to gather data based on the current organizational culture and structure.

3. Three results comprise the FGP, the first one is a SWOT analysis focused on the organization's Project Management, the second result proposes a Project Management Guide that addresses the gaps found within the weaknesses and threats and enhances the opportunities and strengths and the third Result proposes an implementation plan of the Project Management Guide.
4. The Project Management Guide proposed in the FGP is focused on the most important procedures which require standardization and records of the work done within Plan International.
5. The FGP in Appendix 2 expresses the deliverables of the FGP process. The deliverables of this research document, related to the specific objectives, are within chapter 3, "Methodological Framework".
6. The Project Management Guide proposed in this document provides the required tools and formats needed according to the described procedures.
7. The implementation strategy of the Project Management Guide is a collaborative approach that will involve several internal stakeholders for its successful implementation.
8. The Project Management Information System is not mentioned as part of the implementation strategy of the proposed Project Management Guide, as the processes to accomplish its establishment are out of the scope of this research and depend upon several aspects that can't neither be initiated nor controlled by the PMO.

RECOMMENDATIONS

1. Appropriate Project Management requires the use of a specialized software, which will allow standardization of the information used for the whole project life-cycle. It is highly recommended that Plan International acquires a Project Management Information System, due to the high volume of projects it's currently managing which will continue to grow. Not having a Project Management Information System affects the way project success is

measured, how all variables within projects are managed and controlled and how impact is proven to both management and potential donors.

2. Having a Project Management Information System, improved project quality controls and a project management guide will definitely improve Project Management capabilities in Plan International. Also increasing Project Management skills in the staff is as important as the systems and processes in place. Therefore, it is recommended that Plan International strives to improve Project Management capacities in the staff both technical and in the PMO.
3. Several weaknesses and threats within the Project Management processes were not addressed as part of this document and the Project Management Guide it proposes, therefore, Plan International could review such weaknesses and threats to develop a more thorough study and identify further improvements involving the PMO and other departments related to Project Management within the organization.
4. To successfully implement the Project Management Guide proposed in this document, Plan International should enhance its Strengths and intentionally promote its Opportunities while reducing the Threats and addressing its Weaknesses.
5. It is recommended that Plan International pays special attention to the quality of project and program delivery and uses the findings and the Project Management Guide in this document for this purpose, particularly the information and tools found in the development of the knowledge area of Quality.
6. Sustainability of the improvements here proposed is key to guarantee project success; therefore, it is recommended that Plan International engages its management team in the monitoring of the actions from the implementation strategy. To appropriately achieve the engagement, clear responsibilities must be assigned from the beginning of the process.
7. If any of the assumptions expressed under **Result 4** changes, it is recommended that Plan International reviews the Project Management Guide

and adapts it to the new context originated by such change, since some processes may have to be modified, others might become obsolete and new processes would need to be added.

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7. APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER

Process inputs: business case, statement of work, agreements, enterprise environmental factors, organizational project assets.

Tools and techniques: expert judgment, facilitation techniques.

Outputs: Charter

PROJECT CHARTER	
Date	Project Name:
June, 26 th 2017	Project Management Methodology to manage social development projects in the NGO Plan International El Salvador.
Knowledge Areas / Processes	Application Area (Sector / Activity)
<p>Knowledge areas:</p> <ol style="list-style-type: none"> 1. Project Integration Management 2. Project Scope Management 3. Project Time Management 4. Project Cost Management 5. Project Quality Management 6. Project Human Resource Management 7. Project Communications Management 8. Project Risk Management 9. Project Procurement Management 10. Project Stakeholder Management. <p>Process groups:</p> <ol style="list-style-type: none"> 1. Initiating 2. Planning 	NGO, International Development Aid.
Start date	Finish date
June, 26 th 2017	November, 30 th 2017
Project Objectives (general and specific)	
<p>General Objective</p> <p>To develop a project management methodology for the management of social development projects in the NGO Plan International, with the purpose of standardizing their project management practices.</p> <p>Specific Objectives</p> <ol style="list-style-type: none"> 1. To analyze current project management practices, to evaluate their methods' strengths and weaknesses as a basis for an improved methodology. 2. To create a project management guide with the proposed project management methodology and procedures to strengthen current PMO's Project Management processes and improve Plan International's Project Management capabilities. 3. To propose an implementation strategy, with the purpose to provide Plan International a clear guide with the required steps to execute the proposed project management methodology. 	
Project purpose or justification (merit and expected results)	
<p>Plan International is an NGO which purpose is to design, manage and implement social development projects, focused on children and other vulnerable populations in El Salvador. Its way of operating is to identify in the international and national contexts funding opportunities to sustain operations, hire key staff, deliver the impacts required by donors and account for the funds granted to it. These funds are mostly acquired through competitive bids through instruments such as project proposals.</p> <p>As expected, Plan International is an institution which core business is based on appropriate and effective project management, especially considering the origin of the funds used for project implementation and their expected impact on society, environment and economics. Directly affecting the beneficiary population, particularly the most vulnerable ones (Usually considered to be in situation of poverty and marginalization). Projects are managed through all the lifecycle, this means they are designed, initiated,</p>	

planned, executed, monitored and closed within the organization. Projects management and implementation have been successful so far, although undertaking management risks due to the lack of consistency making project systematization difficult, as well as affecting the institution's capabilities to manage useful information related to projects.

Plan International is a federation, thus, it already has project management guidelines in place that are to be used globally. Unfortunately, such guidelines are very complex, generic and sometimes do not respond to the specific needs of the context projects are implemented and managed in, most of the times such guidelines are not even applied. For these reasons, the development of a clear, easy to understand and apply methodology is needed, that would provide project management consistency and an improved information management across the different departments involved in project management.

Description of Product or Service to be generated by the Project – Final Project deliverables

The expected products of the proposed project are the following:

1. An analysis report of the current project management practices and methodology implemented by Plan International and the outline of an improved project management methodology.
2. A project management guide containing key project management procedures.
3. An action plan that will describe the step by step process to successfully implement the project management methodology to be proposed through this project.

Assumptions

- Management staff disposition and availability to provide the required information and explain their current project management practices.
- Key stakeholders within relevant areas of the organization are willing to support the project through several required actions.
- Required documentation is available at the time of the research.

Constraints

- The time to finish the project document and proposed methodology is approximately five months.
- The project is limited only to deliver a proposal for a project management methodology, excluding the phases of execution, monitoring and control.
- The project should not incur in any costs to design the project management methodology, the initial analysis and tools, therefore, a budget of \$0.00 USD has been established.

Preliminary risks

List the main risks identified at current stage.

Write as follows: If (cause), might (effect), impacting (scope, time, cost, quality, etc.).

- If management and relevant staff needed to get information are not be available due to their limited time in working hours, the project expected schedule might be delayed.
- Due to high staff turnover, information not systematized could be difficult to get, impacting the quality of the initial research.
- Lack of documentation related to project management, could impact quality of the research of the current organization's status.

Budget

Budget Line	Unit	Unit N°	Unit Cost	Total Cost
Facility Running Costs (Electricity, Internet, Water, Rent)	Months	6	\$120.00	\$720.00
Transportation	Months	6	\$40	\$240.00
Project Manager	Months	6	\$0.00	\$0.00
Total				\$960.00

Milestones and dates

Milestone	Start date	End date
Chater and WBS	06/26/2017	07/02/2017
Chapter I. Introduction and FGP Schedule	07/03/2017	07/09/2017
Chapter II. Theoretical Framework	07/10/2017	07/16/2017
Chapter III. Methodological Framework	07/17/2017	07/23/2017
Final Evaluation: Corrections, Executive Summary, Bibliography and Signed Charter	07/24/2017	08/06/2017

Relevant historical information

Plan International is an International NGO with over 75 years of existence worldwide, it was established 40 years ago in El Salvador and since then, it has implemented international cooperation projects with the support of important donors. Such as the European Union, USAID, UN, BMZ, IDB, Different philanthropic foundations and other private donors. Currently, Plan International El Salvador has started to manage projects funded by the Government, which usually have very specific guidelines and regulations and present new challenges in the area of project management.

Since the organization is a global federation, several guidelines and procedures have been enforced from International Headquarters, including grants management guidelines. Most of the times, these standards and guides are not fully applied at a field office level. Due to the experience of the staff currently managing projects, the organization has delivered successful projects most of the times, although, some issues have occurred in the past during project implementation phase due to several causes, one of them being the lack of systematized information in regards to project management throughout the entire project cycle.

Plan International El Salvador, has recently attained the legal status of local organization, meaning that now it can work through two different legal entities: The International Federation and the Local NGO status. These means that most of the operational documentation of this new entity, which will work exactly like the International NGO but with a wider market, is not designed yet.

Stakeholders

Direct stakeholders:

- Country Director of Plan International El Salvador.
- Programs and Grants managers of the organization.
- Project Management Unit staff.

Indirect stakeholders:

- Innovation and knowledge management unit of the organization.
- Project managers of current active projects.
- Field Offices Managers.

Project Manager: César Pineda

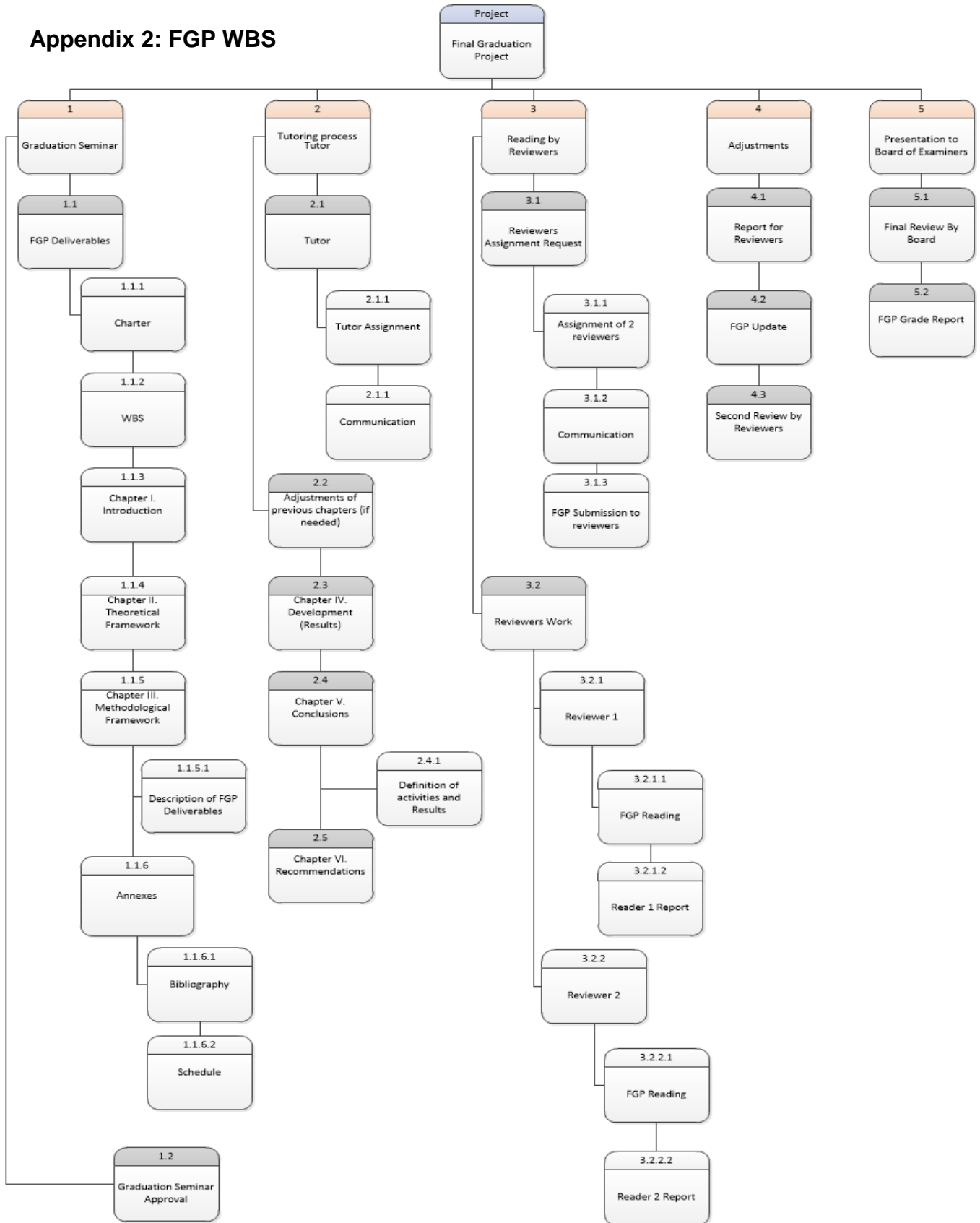
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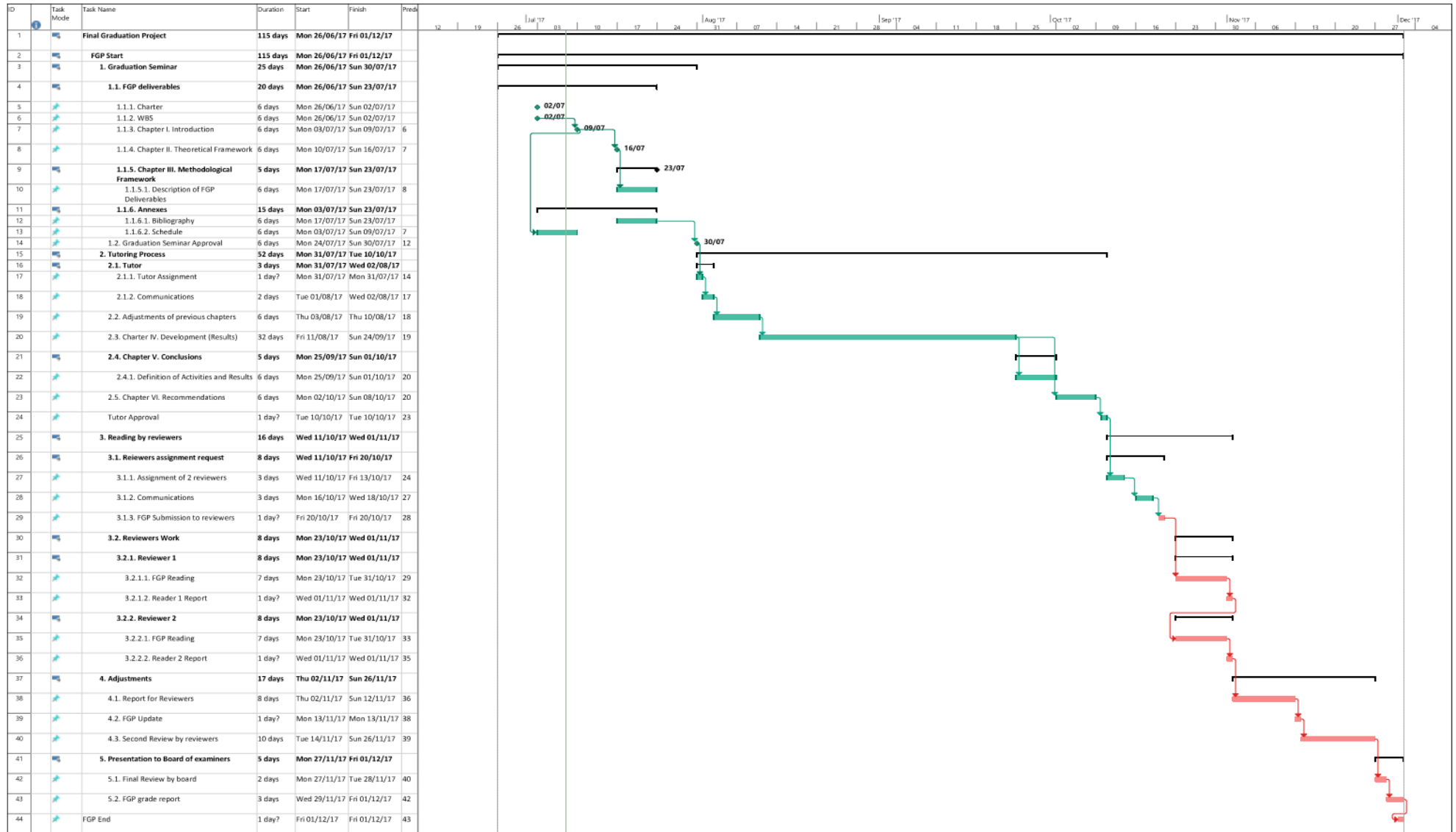
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Appendix 2: FGP WBS


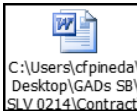



Appendix 3: FGP Schedule



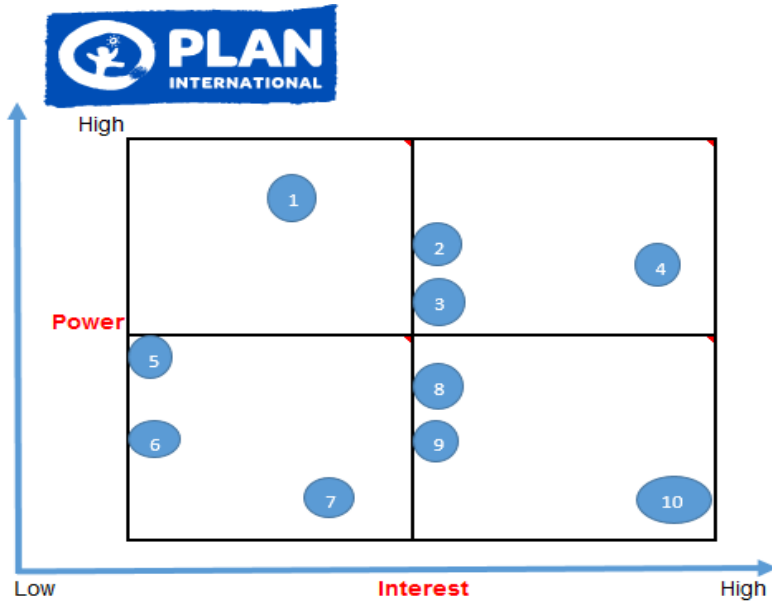
Appendix 5: Project Requirements Matrix

General Requirements

Donante	Unión Europea		
Proyecto	"Juventud, sociedad civil, y Garantes trabajando juntos por el cumplimiento pleno de los DSR"		
Contrato de Subvención	DCI-NSAPVD/2014/350-669		
Duración	36 meses	05 Enero 2015 - Diciembre 2017	
Verificación de condiciones			
Artículo 2 - Obligaciones de información y de presentación de los informes financieros y descriptivos			
Tipo de Reportes	Narrativo, Financiero y Verificación de gastos		
Periodicidad	Anual		
Ciclo de reporte	Enero - Diciembre		
Formatos	Intermedio	Final	Financiero
	 C:\Users\cfpineda\Desktop\GADs SB\SLV 0214\Contract	 C:\Users\cfpineda\Desktop\GADs SB\SLV 0214\Contract	 C:\Users\cfpineda\Desktop\GADs SB\SLV0235 - SSR -
	Status		
Reportes	Enero 2015 - Diciembre 2015	En Proceso	
	Enero 2016 - Diciembre 2016	Periódica	
	Enero 2017 - Diciembre 2017	Periódica	
Artículo 6 - Visibilidad			
Verificar condiciones			Status
	Se cuenta con un Plan de comunicaciones y Visibilidad?		Completa
	Toda publicación del Beneficiario, cualesquiera que sea su forma y soporte, incluido Internet, tiene la cláusula de Exención?		En Proceso
	Se ha utilizado el Logo oficial de la Unión Europea, de Plan y del socio ejecutor en todo material de visibilidad		En Proceso
Artículo 9 - Modificación del Contrato			

Verificar condiciones		
Ha Sufrido el proyecto alguna modificación Presupuestaria a la propuesta o al contrato en general	No	
*Si la respuesta es Si, conteste lo siguiente		
Es un cambio presupuestario que se limite a una transferencia entre partidas dentro de una misma línea presupuestaria incluida la anulación o la introducción de una partida, o a una transferencia entre líneas presupuestarias que impliquen una variación inferior o igual al 25% del importe inicial	Si	Gestionar Notificación escrita con Grants
Es un cambio que no afecta al contrato, actividades, marco lógico o Objetivo General de la acción?	No	Gestionar Adenda con Grants
Artículo 14 - Costes elegibles		
Verificar condiciones		
a) haber sido incurridos durante la ejecución de la Acción tal y como se define en el artículo 2 de las Condiciones Particulares a excepción de los gastos relacionados con los informes finales, la verificación de gastos y evaluación de la Acción, independientemente del momento real de desembolso por el Beneficiario y/o sus socios.	Si	
b) estar indicados en el presupuesto total estimado de la Acción;	Si	
c) ser necesarios para la ejecución de la Acción;	Si	
d) ser identificables y controlables, en particular estar registrados en la contabilidad del Beneficiario	Si	
e) ser razonables, estar justificados y responder a los principios de buena gestión financiera, y en particular de economía y de eficiencia.	Si	
f) Los costes del personal asignado a la Acción, correspondientes a salarios reales brutos, incluyendo contribuciones sociales y otros costes que formen parte de la remuneración. No deberán superar los salarios y costes normalmente sufragados por el Beneficiario, o, en su caso, por sus socios, a menos que se justifique que son esenciales para llevar a cabo la Acción;	Si	
Se han cargado gastos de IVA al proyecto?	No	0

Appendix 8: Stakeholders identification and engagement



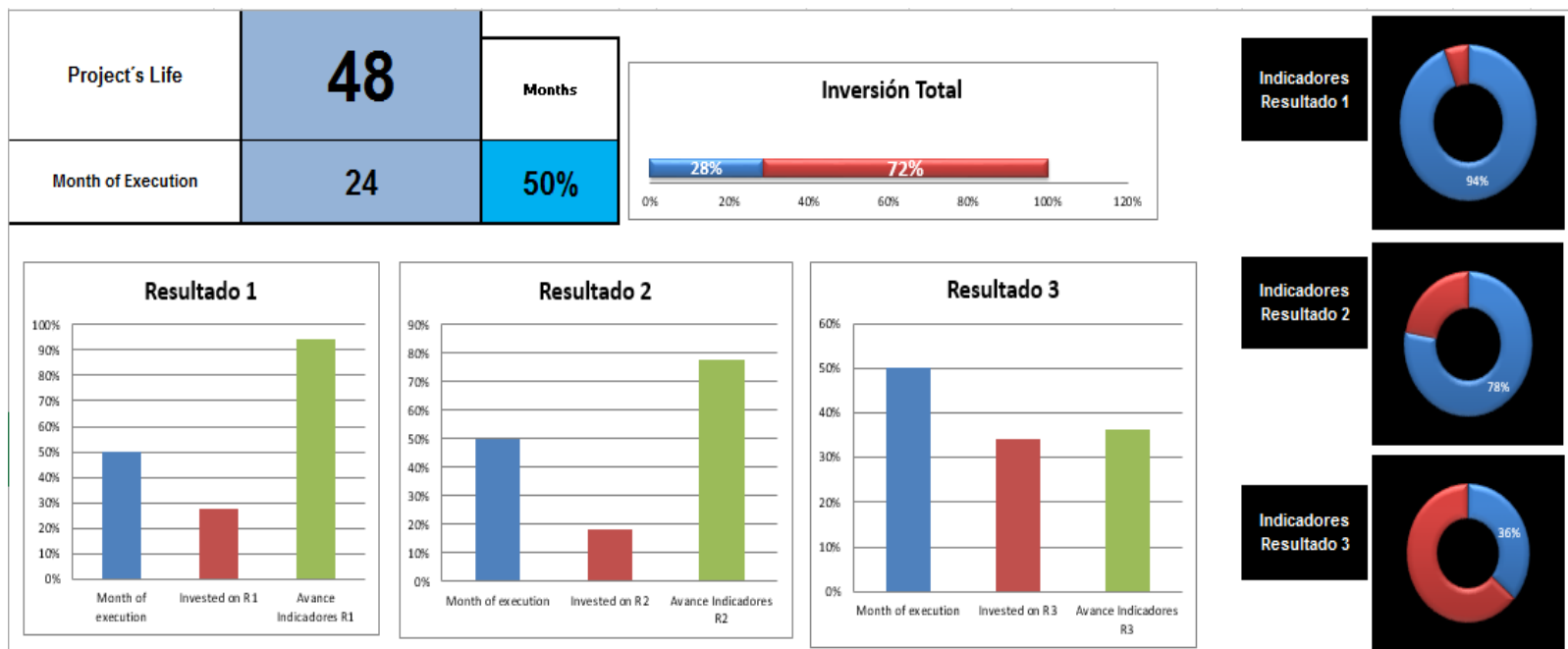
Project	
ID #	
Contract #	

Analysis and comments for each stakeholder	
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1					
Stakeholder 2					
Stakeholder 3					

Current to Desired Engagement Strategies	
Stakeholder 1	
Stakeholder 2	
Stakeholder 3	


Appendix 9: Investment against Indicator Measurement Tool



Appendix 12: Project Monitoring Matrix

Objetivos y Resultados	Indicador	Medición y cronograma								DONDE (fuente de la información)	CUANDO (frecuencia con que se recopila la información)	QUIEN (responsable del recojo de la información)	COMO (como se utilizara y diseminara la información)	CRONOGRAMA DE ALCANCE INDICADORES (cuando)	Riesgos e hipótesis (intensity, nature (political,	Medida de mitigación de los riesgos
		Año 1		Año 2		Año 3		Año 4								
		Semestre 1	Semestre 2	Semestre 1	Semestre 2	Semestre 1	Semestre 2	Semestre 1	Semestre 2							

Appendix 13: Project Deliverable Quality Checklist

 PROJECT DELIVERABLE QUALITY CHECKLIST		Project				
		ID #				
		Contract #				
Project Number		Project Name				
FAD Number		FAD Name				
Country Program		Program Manager				
Point Person (date)		Point Person (date) <i>in case of changes</i>				
Point Person (date) <i>in case of changes</i>		Point Person (date) <i>in case of changes</i>				
Activity	Deliverable Description	Complies with Requirements			Variations against Requirements	Comments
Activity 1		Yes	No			
Activity 2		Yes	No			
Activity 3		Yes	No			
Activity 4		Yes	No			
Activity 5		Yes	No			