



Project Management Training Session Introduction

- A simplified approach of Project Management techniques will be presented
- The main objective of the Training Session is to make sure the Mawari Project (Kenyan sub-component) will reach its objectives.
- We will address the following key-questions:
 - What to do ?
 - How to do ?
 - When to do ?
 - Who will do ?
- **The content and the methodology of the Training Session is not frozen. Changes can be made if required.**



Project Management Training Session Programme

•Day 1:

- Introduction to Project Management
- Definition of the objectives of Mawari Project (Kenyan component)

•Day 2:

- Project Management tools and techniques
- Application to Mawari Project (Kenyan component)

•Day 3:

- Establishing roadmap for teams involved in Mawari Project (Kenyan component)
- Conclusion of the seminar
- Evaluation by the participants.



Day 1 – Session 1

- Presentation of participants
- Expectations (prepare a list of 5)
 - Like to see the project succeeding
 - Learn on Project Management, identify how we are making the things, improve our way of working, apply these to Mawari.
 - Gain skills in PM.
 - How identify and solve problems encountered in a Project. SKILLS
 - Know the ABCD of PM
 - Understand the best practice of PM
 - Learning the basics of PM, curious to see how it can help for Mawari.
 - Gain the knowledge on PM and apply to Mawari.
 - How to organize team work for the success of the project.



Day 1 – Session 1

Introduction to Project Management

What is a Project ???

Collect 5 answers from the audience:

- Task done by a group of people
- An objective
- Definite time frame
- Roadmap: how can it be achieved
- Expected input and output.



Day 1 – Session 1

Introduction to Project Management

• ***A Project is:***

- Non repetitive
 - Time bounded
 - Multidisciplinary
 - Having **clear** and **measurables** objectives and products.
- In other words, a project is a temporary activity with a starting date, specific goals and conditions, defined responsibilities, a budget, a planning, a fixed end date and multiple parties involved.
- A project creates a **CHANGE**.



Day 1 – Session 2

Project Objectives and Products

EXAMPLES

- **Improving the knowledge of the groundwater resource:**
 - Too vague objective
- **Improving the knowledge of the Djibouti aquifer:**
 - Better, but still vague
- **Producing a model for the Djibouti aquifer:**
 - Real objective and product (measurable)



Day 1 – Session 1

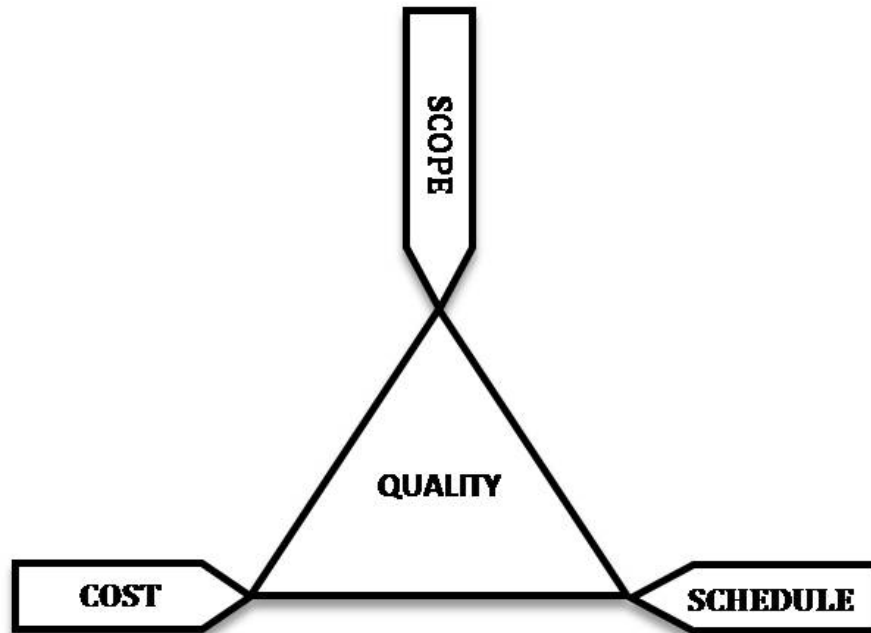
Introduction to Project Management

- Main Project Stages:
 - Definition of objectives / products
 - Definition - organization of tasks and resources
 - Planning of tasks to be achieved
 - Project realization.
 - Project supervision / reporting / communication
- Project Management is the [discipline](#) of planning, organizing, and managing resources to bring about the successful completion of specific project goals and objectives



Day 1 – Session 1

The Project Triangle





Day 1 – Session 2

Project Objectives and Products

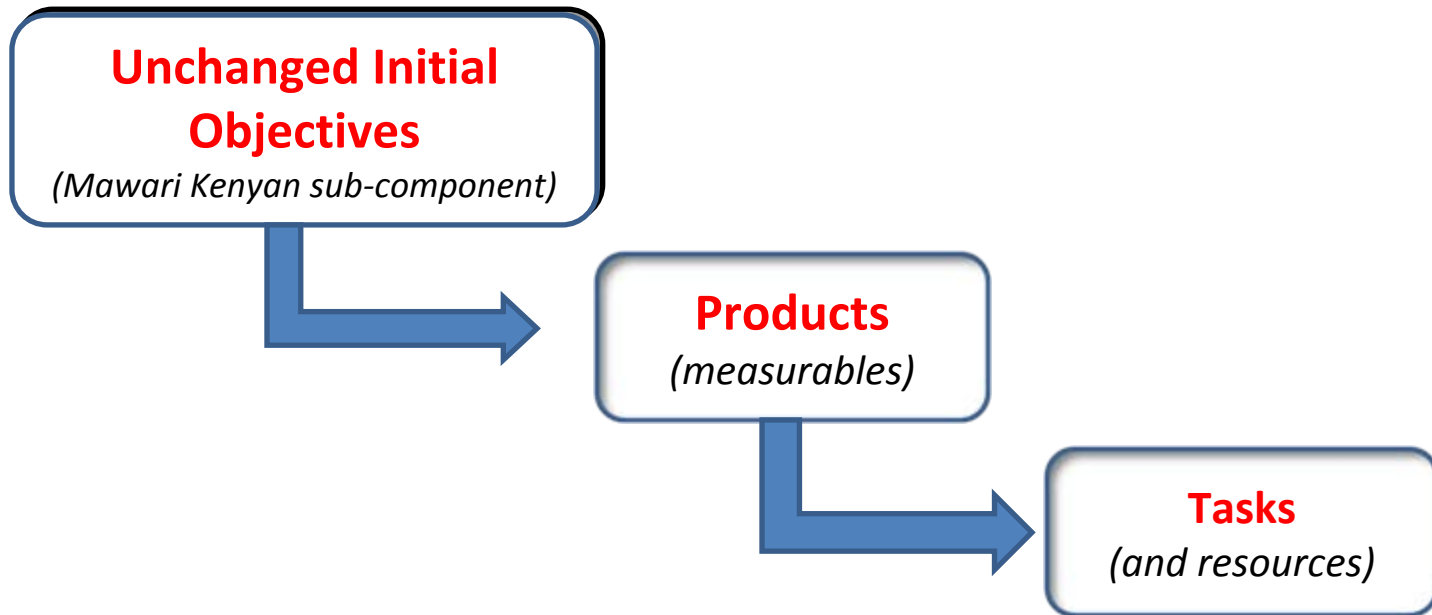
Project [objectives](#) and [products](#) define target status at the end of the project, reaching of which is considered necessary for the achievement of planned benefits. They can be formulated as [S.M.A.R.T.](#)

- **S**pecific,
- **M**easurable (or at least evaluable) achievement,
- **A**chievable,
- **R**ealistic (given the current state of organizational resources) and
- **T**ime bounded.

N.B. The objectives materialize in the products



Day 1 – Session 2 Defining Project Organization

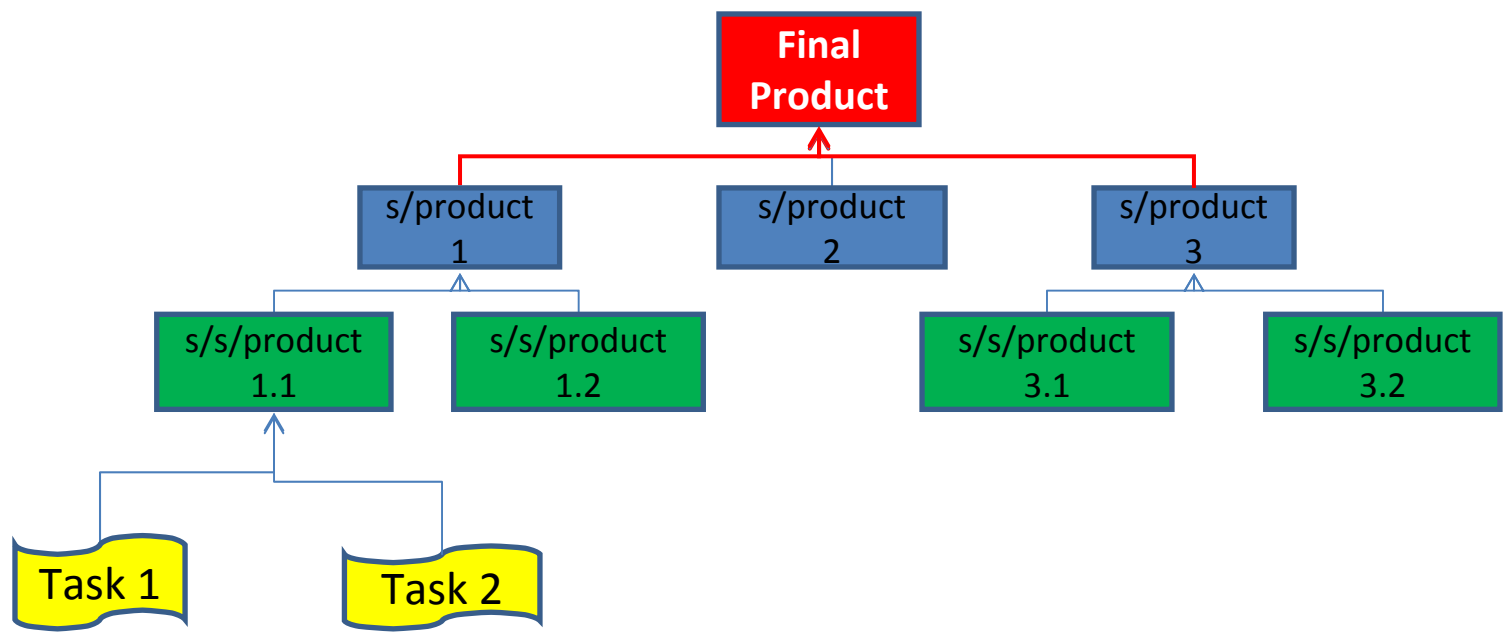




Day 1 – Session 2

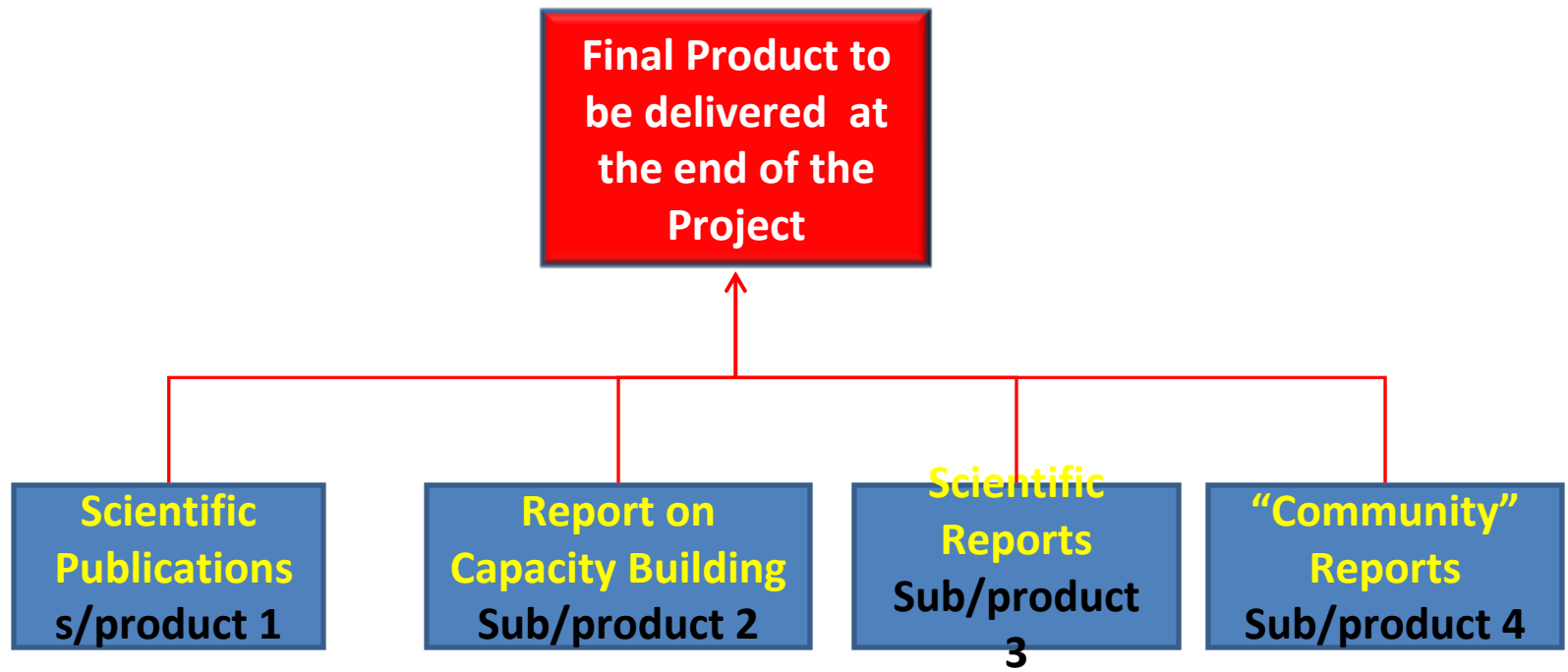
Project Objectives and Products

The definition of Mawari Project objectives (Kenyan component) and products is the basis for establishing the Project PBS (Product Breakdown Structure) and, further on, the Project WBS (Work Breakdown Structure) to handle the Project Tasks.





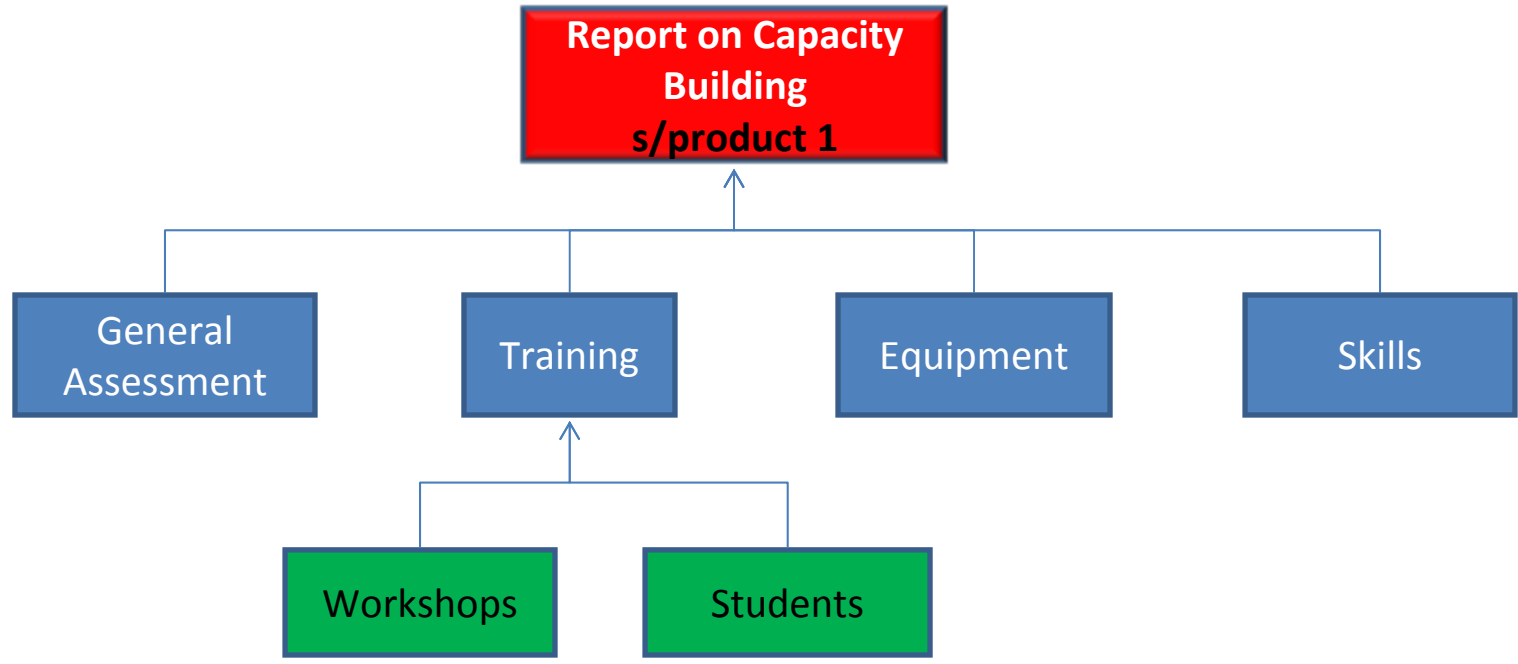
Day 1 – Session 2,3,4 Simplified Products Breakdown Structure (PBS)





Day 1 – Session 2

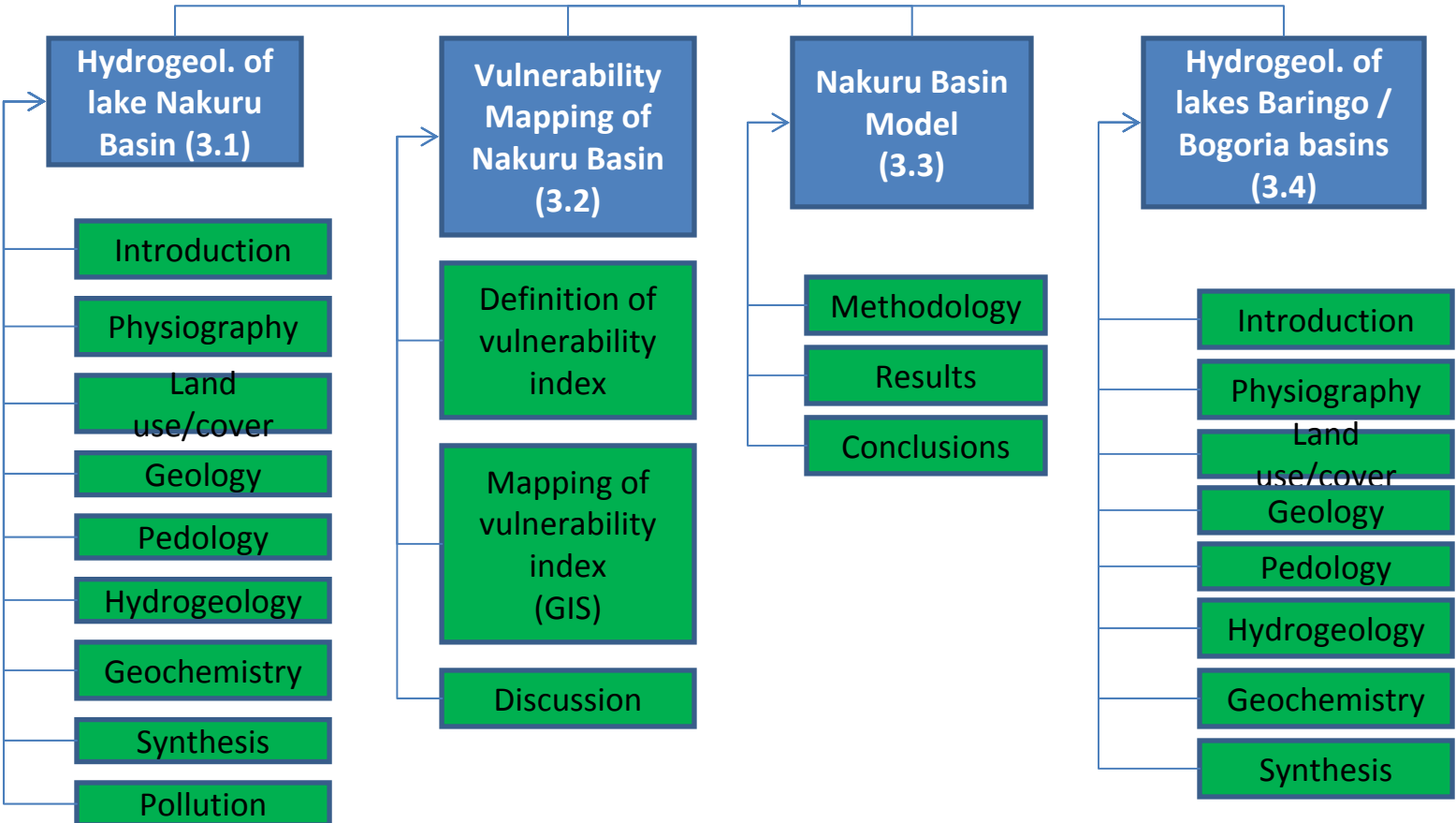
An example : Simplified PBS/Report on capacity building





Day 1 – Session 3,4 Simplified PBS /Scientific Reports

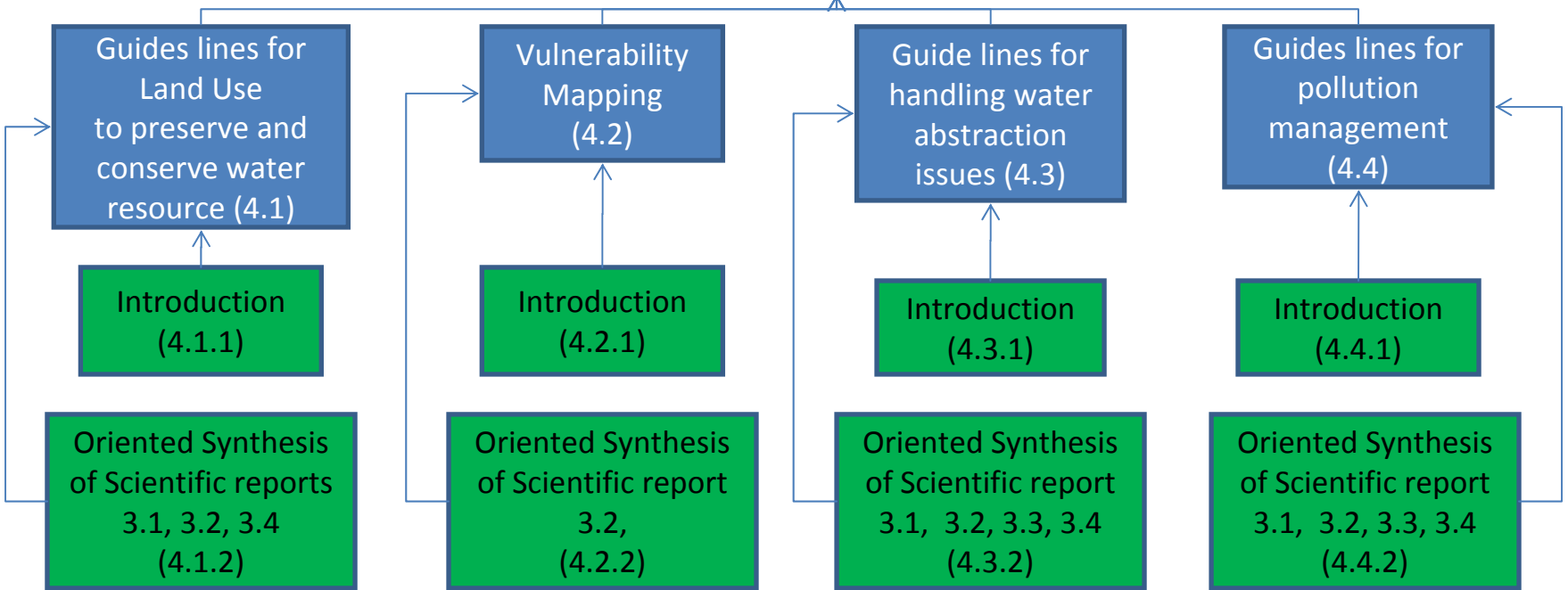
Scientific Reports (3)





Day 2 – Session 1 Simplified PBS / « Community » Reports

“Community” Reports (4)

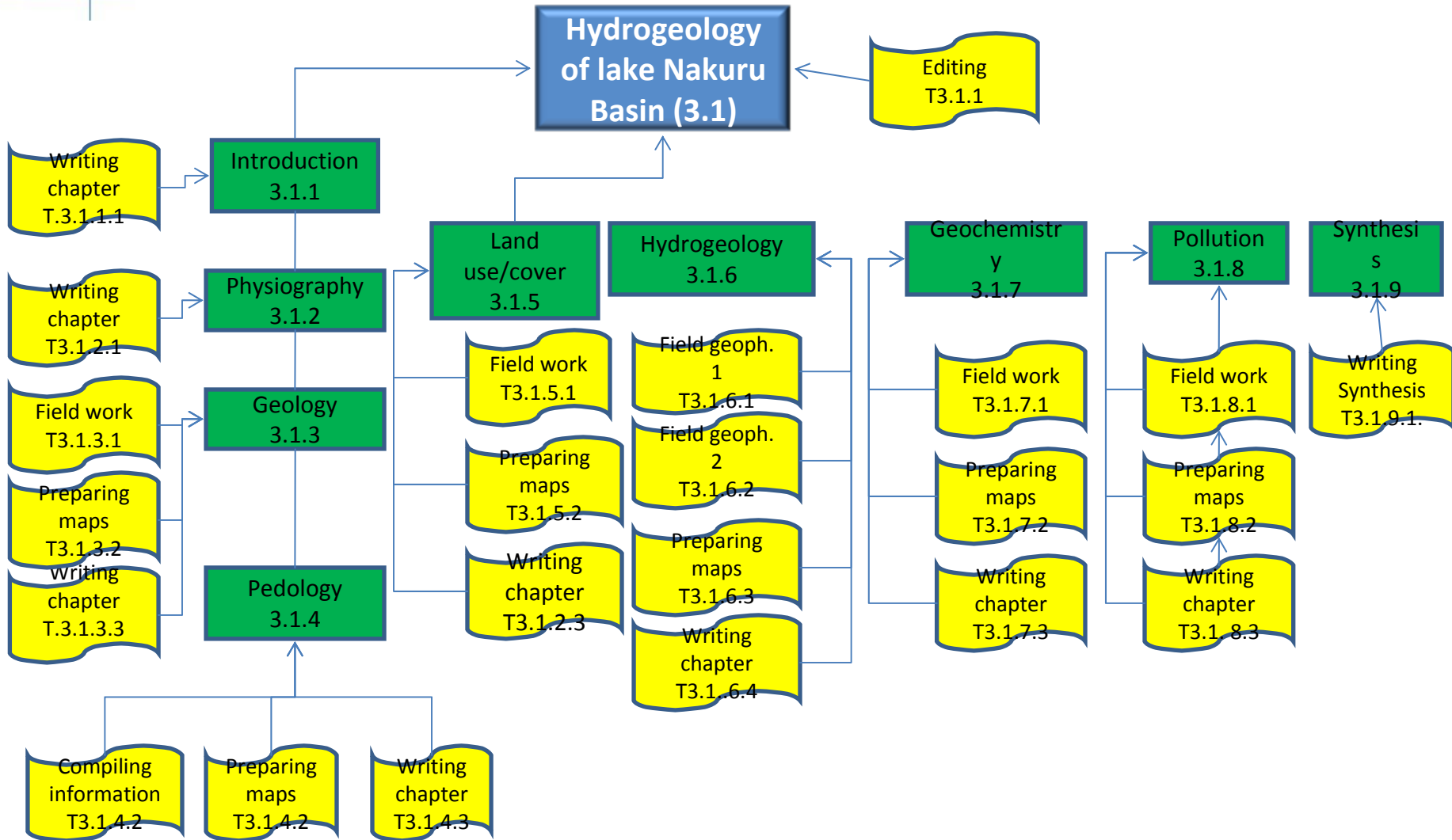


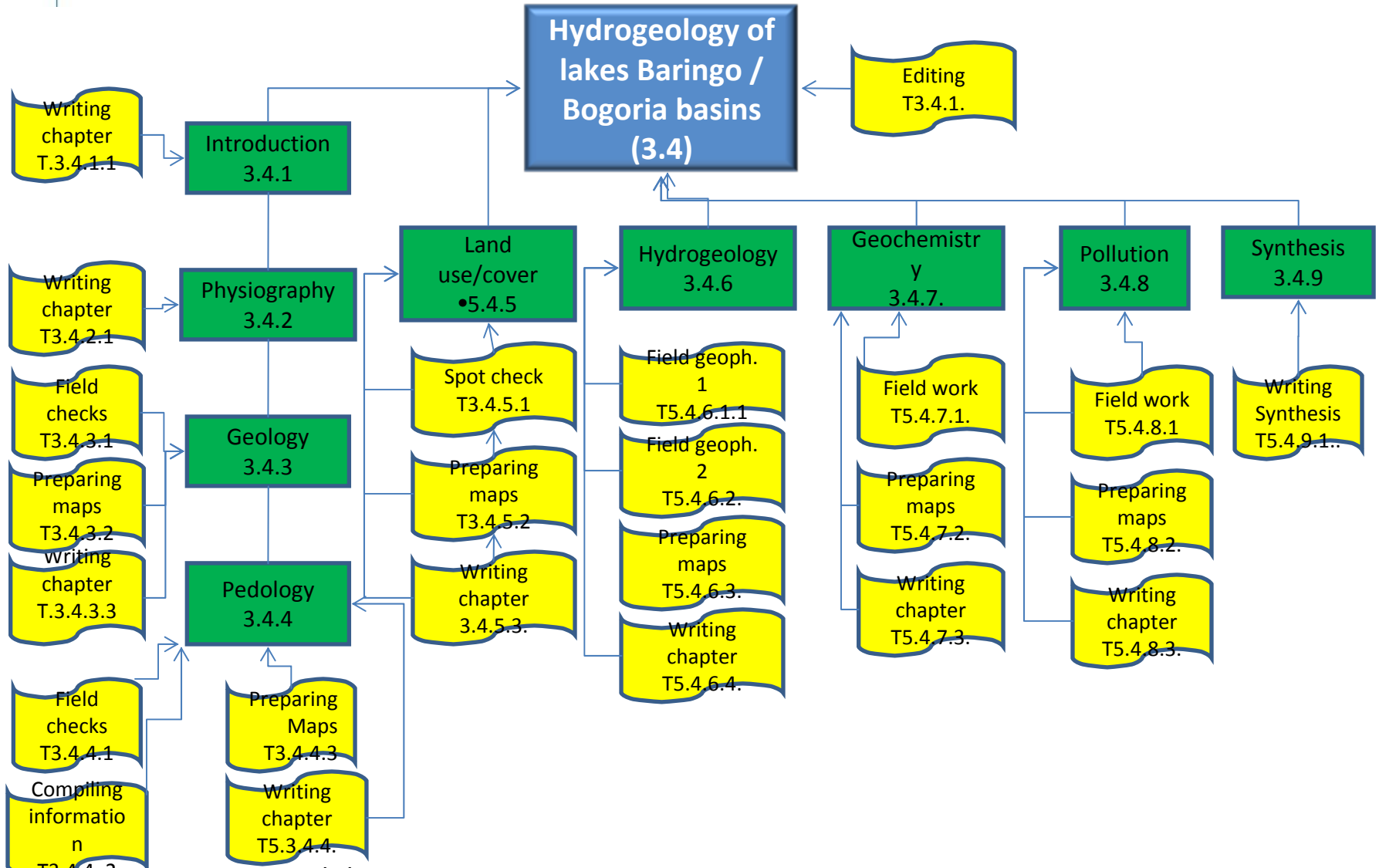
“Community” Reports are nothing but a specific reformulation of selected results from scientific reports, emphasizing those results liable to contribute to the decision making process at different scale (Nation wide ,local communities,



Day 2 TASK ORGANIZATION

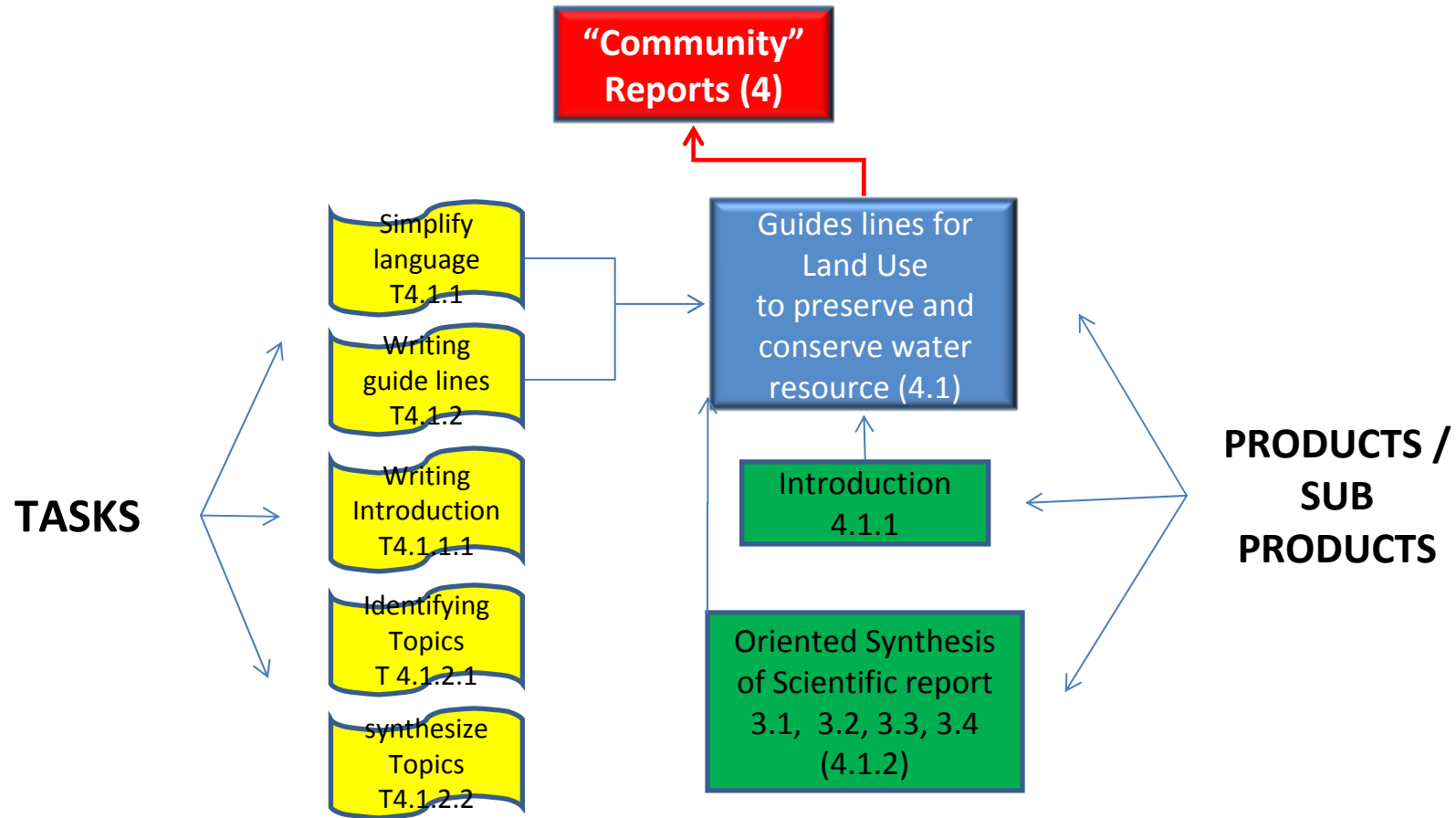
- After the main products and sub-products have been listed, the tasks required for preparing these products and sub-products have to be defined, using the WBS technique (Work Breakdown Structure).
- Simplified examples are presented hereafter. Of course they will have to be further developed by the teams involved.







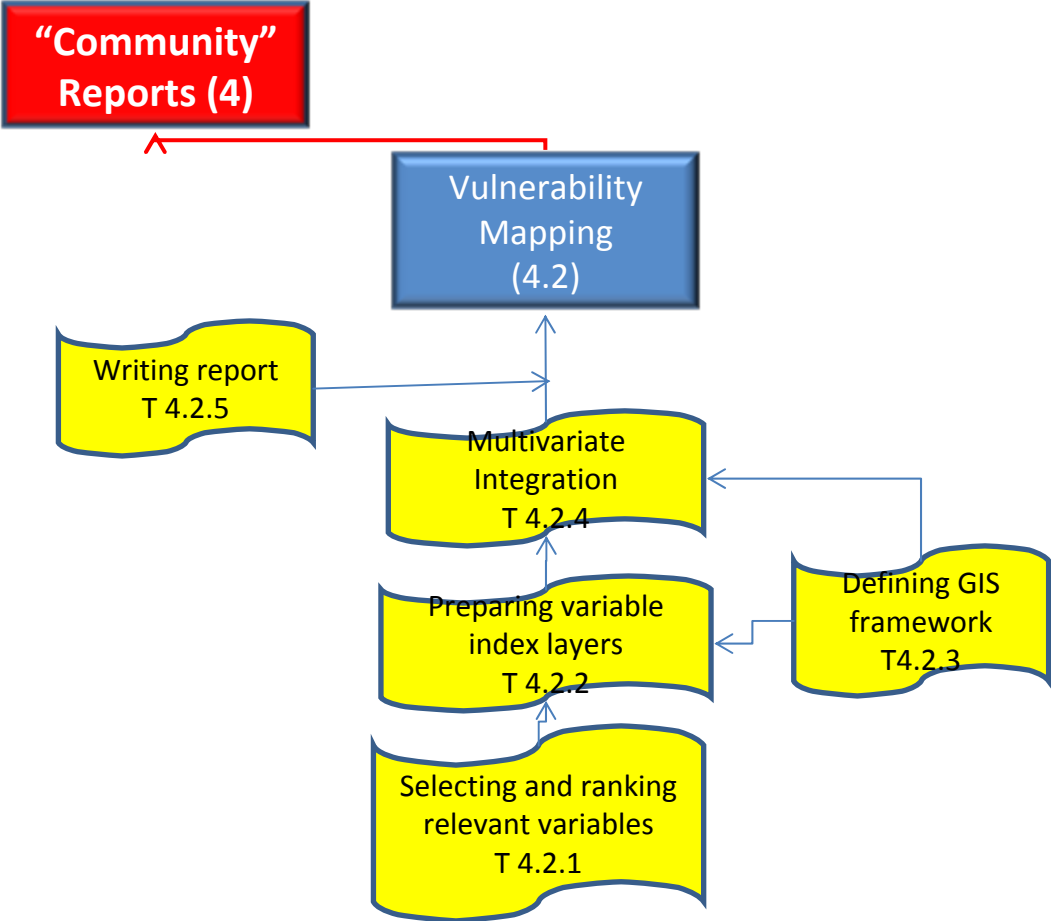
Day 2
PBS + WBS/ «Community» reports/ « Guides lines for land use..... »





Day 2

PBS +WBS/ Comm.Reports/ Vulnerability Mapping





Day 2 TASK PLANNING

- When the main tasks have been defined, they have to be planned, taking into account various constraints such as resource availability, climatic restrictions for field work, etc.
- Such planning, known as “GANTT DIAGRAMS” can easily be realized using EXCEL.
- Planning main tasks for some of the products has been achieved during the workshop, and is saved on an EXCEL spreadsheet.



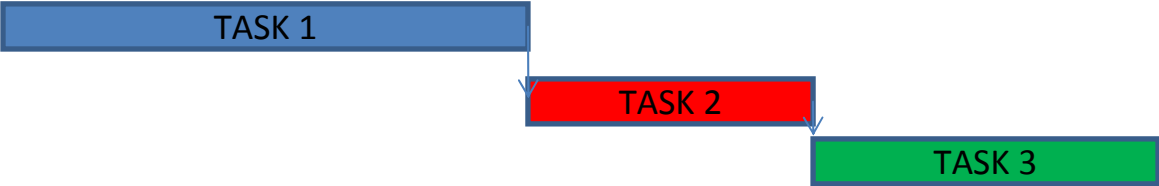
Day 2 & 3 TASK PLANNING – CRITICAL PATH

PROJECT 1



TASK 1, 2, 3 ARE INDEPENDENT. NO CRITICAL PATH. A DELAY AFFECTING TASKS 1, 2 OR 3 WILL NOT NECESSARILY RESULT IN A DELAY IN THE COMPLETION OF THE PROJECT.

PROJECT 2



TASK 2 CANNOT BEGIN BEFORE COMPLETION OF TASK 1, TASK 3 CANNOT BEGIN BEFORE COMPLETION OF TASK 2.
TASKS 2 AND 3 ARE ON THE CRITICAL PATH. ANY DELAY IN THE EXECUTION OF THESE TASKS WILL RESULT IN A DELAY IN THE FINAL COMPLETION OF THE PROJECT



Day 3 SCIENTIFIC PUBLICATIONS

- Kenya MAWARI team has announced 16 scientific papers, mostly at an early stage of preparation.
- It is unlikely that all these papers will be published, or at least accepted for publication, before the end of the Project.
- A selection thus appears inevitable, some of the papers in preparation being postponed.
- A generalized planning for preparing and submitting a scientific paper has been drawn by the group, and is presented hereafter. It can be seen that the whole process takes about 9 months to reach the publication stage.



Day 3 SCIENTIFIC PUBLICATIONS – GENERALIZED TIME CHART

			nov	dec	jan	feb	mar	apr	may	jun	jul	aug	sep	oct	nov	dec
TASK	starting date	Duration months														
writing draft n°1	15/12/2009	3.0														
internal review draft 1	15/03/2009	0.5														
writing draftn°2	01/04/2009	0.5														
linternal revieiw	15/04/2009	0.5														
writing draft n°3	01/05/2009	0.5														
review by the editor	15/05/2009	2.0														
modifying	15/07/2009	0.5														
final acceptance	01/08/2009	1.0														
Paper accepted	01/09/2009															



Day 3 SCIENTIFIC PUBLICATIONS – POSSIBLE SELECTION CRITERIA

Different criteria can be used for reducing the list of publications to be finalized, until reaching a realistic number (probably not more than 8):

- Status: in preparation, ready to be submitted, submitted....
- Scope: local, regional, international...
- Impact...
- Quality...

Combining (matching) 2 or more papers dealing with similar topic but in different places might help in (1) reducing the number of papers and (2) improving (widening) the scope of the paper.

- For instance papers dealing with the same methodology but applied on one side in Nakuru basin and on the other side in Baringo / Bogoria basin.



Day 3 – Session 3

CONCLUSIONS – RECOMMENDATIONS - ROADMAP

1. *Establish the “responsibility chain”, from MAWARI Project to individual tasks:*
 - Identify the responsables for the 8 Products (Reports) to be prepared.
 - Define team list for every Product (Report)
2. *The persons in charge of Products or Tasks will receive a clear delegation, but in the same time they will have a reporting obligation, as shown on the diagram on next page.*
3. *Teams refine (and update) their project documents (PBS, WBS, resource management, Planning)*
4. *A synthetic planning (EXCEL) is updated every 2 weeks, and forwarded to the Project Coordinator and to the “sub-products” (chapters) coordinators. This will be achieved by a “technical support team” (2 people from the current MAWARI team, part time assigned to TST) providing PM assistance to the Project Coordinator and other team members if required.*
5. *A “Crisis Steering Committee” is created (Project coordinator + 8 sub-projects responsables).*
6. *An agenda is established for this CSC meetings (minimum 1/month).*
7. *A list of scientific publications to be finalized is prepared, and instructions given to the authors.*
8. *All publications having been selected will be followed up using the PM techniques.*



Day 3 – Session 3
CONCLUSIONS – RECOMMENDATIONS – ROADMAP
Responsibility Map

