"eSkills for Volunteers"

STRATEGIC PARTNERSHIP IN THE FIELD OF YOUTH

MODULE 1: PROJECT MANAGEMENT	
Project Title	"eSkills for Volunteers"
Project Acronym	EFV
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MODULE 1: PROJECT MANAGEMENT

Module Description:

This module aims to reinforce youth workers and volunteer's knowledge in the field of project management and give them a general overview of an entire project cycle with all its steps and elements. It provides an information for the importance of PM, project basics phases, characteristics and critical success factors, essential project management skills as well as it focuses on tasks, techniques and tools which enable effective and efficient planning, implementation and controlling of projects.

Nowadays project management, from planning and implementing to assessing outcomes, plays a crucial role in the life of our organizations, but still NGO professionals don't always pay enough attention on doing it in an efficient way and youth workers/volunteers are not equip with enough appropriate management skills. Being active in digital education and relying on volunteers in our own organisations is fundamental that's why, we aim to improve their work in that specific field and give the possibility to NGOs to count on volunteers/young ICT experts. Youth workers/ volunteers will be introduced to different perspectives about project management and they will be able to understand the importance of manage the project development, identify and manage risks, as well as organize and execute their own day-to-day work in a more efficient manner using the most useful project management concepts and methods.

Learning Objectives:

As a result of engaging with the materials in this module, youth workers/volunteers are intended to achieve the following learning outcomes:

Knowledge: understanding the basics phases of Project Management, corresponding tasks and challenges; methods and tools which can be applied in a project; basics characteristics and critical success factors of projects

Skills: improved ability to manage a project; improved ability to adapt good practices and concepts; critical thinking; self-assessment

Competences: development of the competencies and skills for planning and controlling projects; understanding interpersonal issues that drive successful project outcomes; increased effectiveness and efficiency; confidence

Structure:

The module is divided into three main topics:

> ➢ 5 basics phases of Project Management
> ➢ best project management tools for youth work
> ➢ essential Project Management Skills for youth workers

INTRODUCTION

Nowadays project management skills are becoming increasingly important for young workers/volunteers who are working in the NGOs and youth sector, and the need for capacity these skills is much more than necessary. There are entire schools of thought on how to manage a project effectively, dividing it into phases that make possible the lead of the project in the best possible direction, but nobody can say which one is the best one. However, before start talking about the five basics phases of project management let`s see what exactly means the term "project management" and which are its elements, including some more specific definitions.

According to the Project Management Institute (PMI), **Project management** is "the application of knowledge, skills, tools and techniques to a broad range of activities in order to meet the requirements of a particular project" (PMBOK ® Guide, 2013).[1] Project management is the discipline of using established principles, procedures and policies to manage a project from conception through completion. A project is **temporary** in that it has a defined starting and ending point, and therefore that results in a unique product. Youth workers/volunteers should know that the temporary nature of projects stands in contrast with business as usual (or operations), which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of such distinct production approaches requires the development of distinct technical skills and management strategies and operations designed to accomplish a singular goal. In that it is not a routine operation, a project is also a **unique.**[2]

As a discipline, Management is generally perceived as concerned with planning, organizing, and control of an **ongoing process** or activity, while project management is concerned with control of an important activity for a relatively short period of time after which management effort ends.

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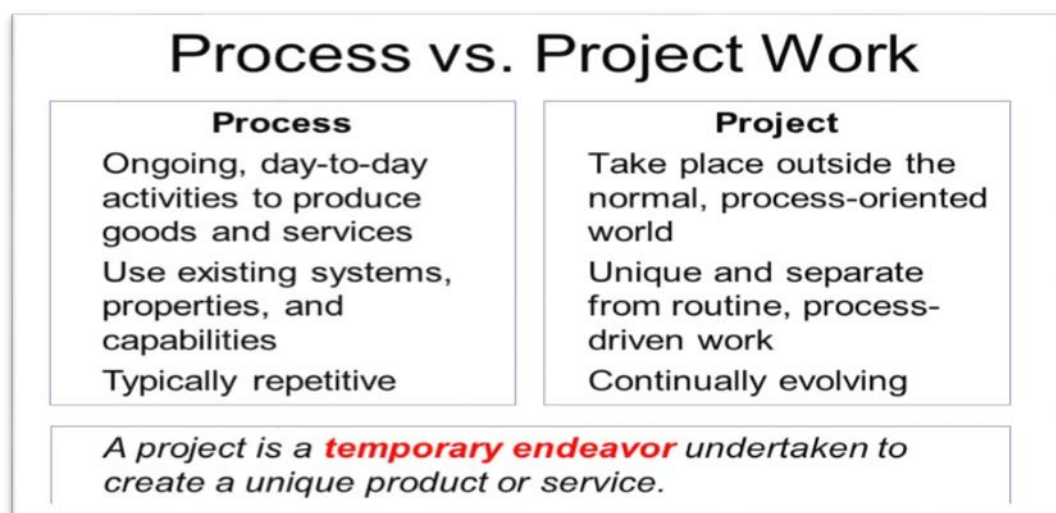
[1] A Guide to the Project Management Body of Knowledge (PMBOK® Guide)
[2] https://www.pmi.org/about/learn-about-pmi/what-is-project-management

A project can be considered any series of activities and tasks that have:

- •Specific objectives to be completed within certain specifications
- •Defined start and end dates
- •Funding limits
- •Human and nonhuman resources, and
- •Multifunctional focus.

The most useful management model which youth workers/volunteers should know well it`s called **Project Management Triangle.** Like any human undertaking, projects need to be performed and delivered under certain constraints. Usually, these constraints are listed as "**scope**" (features and quality), "**time**", and "**cost**". In the "Project Management Triangle," each side represents a constraint and one side of the triangle cannot be changed without affecting the others. A further refinement of the constraints separates product "quality" or "performance" from scope, and turns quality into a fourth constraint.[3]

Now let's try to understand the elements of project triangle and then how to face challenges related to each of them.

How we already mentioned above, the three constraints in a project management triangle are time, cost and scope.

- ➤**Time** - A project's activities can either take shorter or longer amount of time to complete. Completion of tasks depends on a number of factors such as the number of people working on the project, experience, skills, etc. Usually the time is a crucial factor which is uncontrollable. On the other hand, failure to meet the deadlines in a project can create adverse effects. Most often, the main reason for organizations to fail in terms of time is due to lack of resources.

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[3] https://en.wikipedia.org/wiki/Project_management_triangle

➢**Cost** - This is the estimation of the amount of money that will be required to complete the entire project. Cost itself encompasses various things, such as: resources, labour rates for contractors, risk estimates, bills of materials, etc. All aspects of the project that have a monetary component are made part of the overall cost structure.

➢**Scope** - These are the functional elements that, when completed, make up the end deliverable for the project. Scope looks at the outcome of the project undertaken. This consists of a list of deliverables, which need to be addressed by the project team. A good youth worker should know to manage both the scope of the project and any change in scope which impacts time and cost.

Time + Cost + Scope = QUALITY

➢**Quality** is not a part of the project management triangle, but it is the ultimate objective of every delivery. It sits at the centre, where any change to any side can affects it.

Some examples of how Project Management Triangle is working:

➢To conduct in the finish date (time), you could spend more in resources (cost) to finish the work faster or cut features (scope) so there's less work to do before the new deadline.

➢To complete the project under budget (cost), you could get rid of overtime and finish the project later (time) or cut features (scope).

➢To add features to a product (scope), you could extend the deadline in order to make time for the new work (time) or add new people to get it done faster (cost). You could also do both.

I.5 BASIC PHASES OF PROJECT MANAGMENT

There are different schools of thought about the number of phases during a project. Some claim there are 3 phases, others say it's 5.

Project management is solely based on the idea that a project goes through a number a phases characterized by a distinct set of activities or tasks that take the project from conception to conclusion. Usually, the number of the phases is determined by the project team and always depends on the type of project. Projects could be big or small, with constraints like cost, time and resources.

> **As projects become more complex, it´s important to structure and define projects throughout the entire life-cycle.**

a. Project conception and initiation

The initiation phase[4] is the beginning of the project. In this phase, the idea for the project is explored and elaborated. The goal of this phase is to examine the practicability and feasibility of the project. If feasibility testing needs to be done, this is the stage of the project in which that will be completed.

Youth workers/volunteers should take some important decisions, concerning who is to carry out the project, which party (or parties) will be involved and whether the project has an adequate base of support among those who are involved. The real problem will become even clearer once you figure out who all your stakeholders are—that is, which functions or people might be affected by the project's activities or outcomes, who will contribute resources (people, space, time, tools, and money), and who will use and benefit from the project's output.

In the first phase, the prospective project youth workers/leaders write a proposal, which contains a description of the above-mentioned matters. As examples of this type of project proposal are Business plans and grant applications. The prospective sponsors of the project evaluate the proposal and, upon approval, provide the necessary financing. The project officially begins at the time of approval.

Some of the questions that need to be answered in the initiation phase are following:

- Why this project?
- Is it feasible?
- Who are possible partners in this project?
- What should the results be?
- What are the borders of this project (what is outside the scope of the project)?

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[4] https://www.projectmanagement-training.net/category/six-phases/

The ability to say NO is an important quality in a project leader. Projects tend to expand once people have become excited about them.

Keep in Mind ➡️ The projects to which people keep adding objectives are nearly certain to go off schedule, and they are unlikely to achieve their original goals.

In the initiation phase, the project partners enter a (temporary) relationship with each other. To prevent the development of false expectations concerning the results of the project, it makes sense to explicitly agree on the type of project that is being started:

- a research and development project
- a project that will deliver a prototype or 'proof of concept'
- a project that will deliver a working product

Identify and engage the partners and stakeholder groups that you will need to provide services for your project. During the first phase project important stakeholders will do their due diligence to help decide if the project is a "go."

Pay attention: *Many problems and misunderstandings arise because the parties that are involved in a project are not clear on these matters*.

Resume of the phase: As you engage potential team members and stakeholders, project initiation activities establish the scope, goals and preliminary plan.

- Key Activities
    - Document and/or confirm scope and assumptions
    - Confirm sponsorship and funding
    - Draft high level plan
    - Identify who needs to provide input into plan and resources
- Checklists to consider
    - Project Startup and partners
- Templates to consider
    - Project role descriptions

b.Project definition and planning

After the project management plan, was developed comprehensively of individual plans for – cost, scope, duration, quality, communication, risk and resources, the project enters the second phase - **the definition phase.** This phase is key to successful project management and focuses on developing a roadmap that every youth worker will follow. This phase usually begins with setting goals.

➡️ Two of the more popular methods for setting goals that youth workers/ volunteers can use are called **S.M.A.R.T.** and **CLEAR.**

The acronym **SMART** has several slightly different variations, which can be used to provide a more comprehensive definition of goal setting.[5]

S - specific, significant, stretching

M - measurable, meaningful, motivational

A - agreed upon, attainable, achievable, acceptable, action-oriented

R - realistic, relevant, reasonable, rewarding, results-oriented

T - time-based, time-bound, timely, tangible, trackable

SMART Goals are:

➢**Specific**

•Well defined
•Clear to anyone that has a basic knowledge of the project

➢**Measurable**

•Know if the goal is obtainable and how far away completion is
•Find out when you have achieved your goal

➢**Agreed Upon**

•Agreement with all the stakeholders what the goals should be

➢**Realistic**

•Within the availability of resources, knowledge and time

➢**Time-Based**

•Enough time to achieve the goal

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[5] https://www.mindtools.com/pages/article/smart-goals.htm

•Not too much time, which can affect project performance

Keep in Mind ⟹ When you next run a project take a moment to consider whether your goals are SMART goals. Without setting goals or objectives, the project could become a series of chaotic happenings you could not control.

C.L.E.A.R. Goals – This is one of the newer method for setting goals that takes into consideration the environment of today's fast-paced businesses.[6]

- •Collaborative – The goal should encourage employees to work together.
- •Limited – They should be limited in scope and time to keep it manageable.
- •Emotional – Goals should tap into the passion of employees and be something they can form an emotional connection to. This can optimize the quality of work.
- •Appreciable – Break larger goals into smaller tasks that can be quickly achieved.
- •Refinable – As new situations arise, be flexible and refine goals as needed.

In the definition phase is time to identify the technical requirements with the appropriate partners (as necessary). Youth workers should engage their partners and stakeholders to confirm the project scope and clarify the requirements. Other important activities in this second phase that youth workers should create in order to ensure that the project will stay on track are:

- •The elaboration of **Work Breakdown Schedule (WBS),** which is a visual representation that breaks down the scope of the project into manageable sections for the team.
- •**Milestones charts** - They refer to the key stages of the execution and they set high-level goals to be achieved within a specific timeframe.
- •**Gantt Chart** – a visual timeline that youth workers/volunteers can use to plan out tasks and visualize their project timeline (In the following pages we will provide more information on why this tool is so important and how to create a good Gantt chart and benefit from it.)
- •**Communication Plan -** in case the project involves outside stakeholders this will be one of the most important part in the management that youth workers should focused on. Create a schedule of when to communicate with team

members/partners based on deliverables and milestones is very major part of the strategy for development of messaging around the project.

- •**Risk Management Plan** – identify all foreseeable risks, estimate impacts, and define responses to issues. Most critically, risk management plans include a risk strategy. In addition, common risks include unrealistic time and cost estimates, customer review cycle, budget cuts, changing requirements, and lack of committed resources.

Resume of the phase:

- Key Activities
    - Confirm baseline project scope with partners
    - Define, document and confirm milestones and technical requirements
    - Identify impact on project processes
    - Identify what's not in scope
- Checklists to consider
    - Partners
- Templates to consider
    - Project Scope
    - Gantt Chart and Resource Planning

> **The baseline scope is needed to kick off the project - refinements can be made later as necessary.**

c.Project launch or execution

The Project Execution Phase is the third phase in the project life cycle. This is the phase where the project deliverables are developed and completed, adhering to a mapped-out plan.

Keep in Mind ⟹ A "kick-off" meeting usually marks the start of the Project Execution phase where the teams involved are informed of their responsibilities. The kick-off meeting should be a collaborative effort with your partners.

During the development phase, everything that will be needed to implement the project is arranged. Youth workers should keep in mind that the development phase is complete when implementation is ready to start. All matters must be clear for the parties that will carry out the implementation. In some small projects, a formal development phase is probably **not necessary**. The important point is that it must be clear what must be done in the implementation phase, by whom and when.

The project team and specifically youth Project Manager's focus now shifts from planning the project efforts to participating in, observing, and analysing the work being done. A lot of tasks during this third phase capture project metrics through tasks like status meetings and project status updates, other status reports, human resource

needs and performance reports. Particular attention during Project Execution will need to be paid to keeping interested parties up to date with project status, dealing with procurement and contract administration issues, helping manage quality control, and monitoring project risk. Furthermore, during this phase, the project becomes visible to outsiders, to whom it may appear that the project has just begun. The implementation phase is the doing phase. To be able youth workers/volunteer to monitor and control the project during this phase, they will need to implement a range of management processes. These processes will help them to **better manage** time, cost, quality, change, risks and issues.

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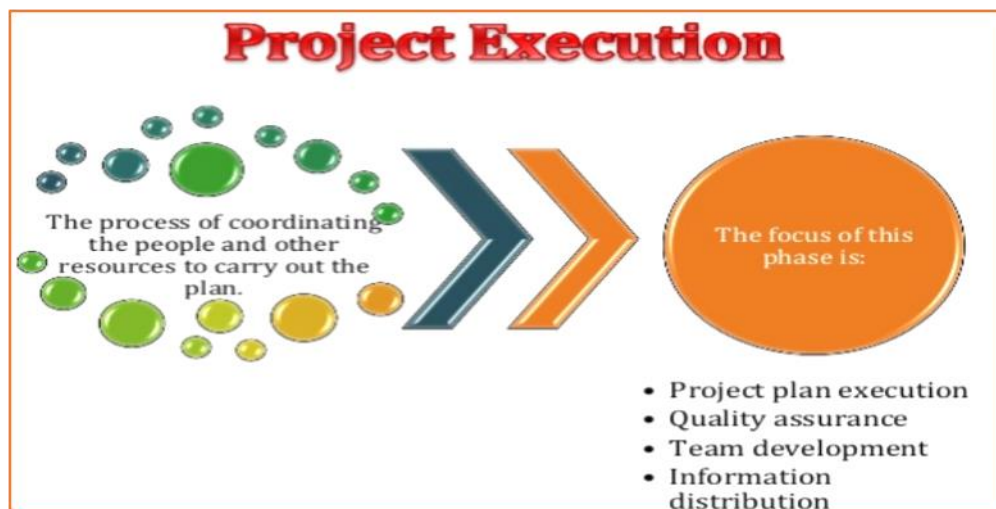
The Project Execution Phase is usually the longest phase in the project life cycle and it typically consumes the most energy and the most resource.

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The project execution phase is the longest in duration because there are **three primary steps with eight sub-phases.** We'll outline them and after discuss an example of how the execution stage is implemented in project management.[7]

➡️ Now let's explore each phase in detail.

Three Phases of Execution in Project Management

> ➢Build Deliverables - A deliverable is a tangible and measurable result, outcome, or product that must be produced to complete a project or part of a project. Youth workers/volunteers should clarify the deliverables before the project work begins because it can help them ensure that the outcome of a project meets all the stakeholders' expectations and that the goals of the project align with the larger business goals.

> ➢Monitor and Control – This phase is the longest part of the execution phase because youths must follow several steps to ensure that the project team

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[7] http://study.com/academy/lesson/the-execution-phase-of-project-management.html

meets all the requirements and a quality product is delivered. Usually during the monitor and control phase, youth workers should follow a few management process steps to ensure the project is operating on time and within budget.

➡️ About the eight sub-phases:

- **Time management**: During this process, youth workers/volunteers must control the amount of time that everybody spends working on each activity and monitors the amount of overtime spent on one task. The time is documented on a timesheet register, which will be share with stakeholders at the end of the project.
- **Cost management:** Is very important to control the cost and make sure that the project not go over the budget. Youth workers/volunteers always must identify the expenses required for each task and pay according to the project schedule. Each expense is kept on an expense register.
- **Quality management:** Is about the quality of the supplies used during the project. There are certain quality standards which youth must assure through the reviews that are conducted. Quality reviews are frequent audits of the product to ensure it meets specific parameters as indicated by the project and customer requirements.
- **Change management:** If a change in the project's scope of work, cost, or schedule is required, youth workers/volunteers must formally request the change and get the changes approved. This is called the change management process in project management. All changes made throughout the project are record in a change register.
- **Risk management:** Attention ➡️ **Every project has risks!!**

Risk management is the identification, assessment, and prioritization of risks followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities.[8] Risk management's objective can help youth workers/volunteers to assure that uncertainty does not deflect the endeavour from their goals.

➡️ **Why do we manage Risk?** When you make key decisions, it's a good idea to think about the risks involved and how you can manage them. If you manage risk properly, you can reduce the impact of unexpected events on your project. Project problems can be reduced as much as 90% by using risk analysis. The risk analysis will determine which risk factors would potentially have a greater impact on your project and, therefore, must be managed with particular care.

Positives: more info available during planning and improved probability of success/optimum project

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[8] https://en.wikipedia.org/wiki/Risk_management

Negatives: belief that all risks are accounted for; project cut due to risk level

➡ **How do we manage Risk?**

Using the six risk management processes
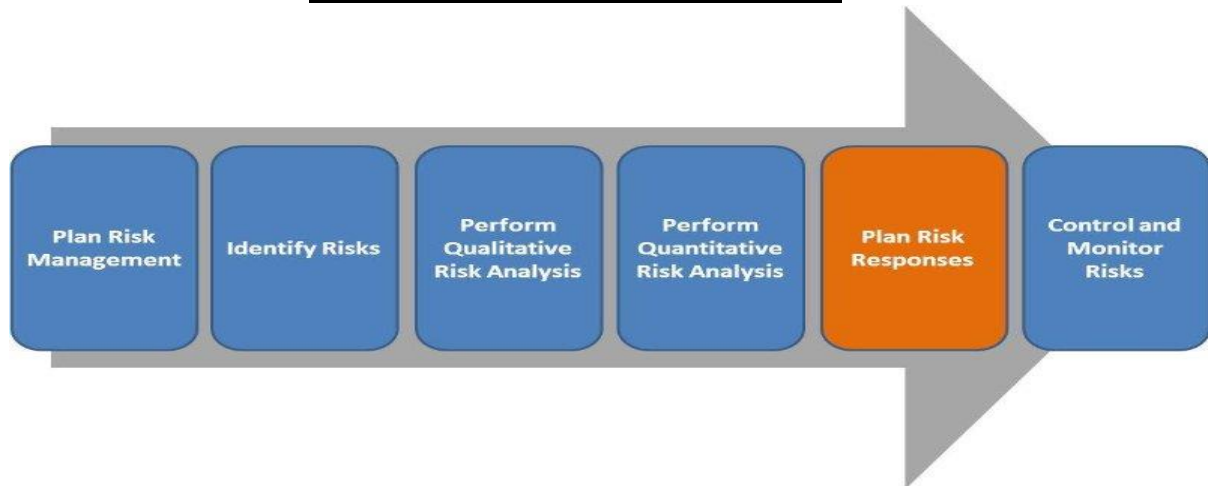
The Risk Analysis Process is essentially a quality problem solving process. Quality and assessment tools are used to determine and prioritize risks for assessment and resolution. If you learn how to apply a systematic risk management process, and put into action the core risk management process steps, then your projects will run more smoothly and be a positive experience for everyone involved. To identify the risk, you and your team should recognize and describe risks that might affect your project or its outcomes. There are a number of techniques you can use to find project risks and also this is the time in which you start to prepare your Project Risk Register. Important step is to analyse the risk. You must develop an understanding of the nature of the risk and its potential to affect project goals and objectives. After this, you are the person who make decisions about whether the risk is acceptable or whether it is serious enough to warrant treatment. During the next step "Plan risk responses" you assess your highest ranked risks and set out a plan to treat or modify these risks to achieve acceptable risk levels. You should create risk mitigation strategies, preventive plans and contingency plans in this step. In the last step "Control and Monitor Risks", you take your Project Risk Register and use it to monitor, track and review risks. All these process steps together combine to deliver a simple and effective risk management process.[9]

- •**Procurement Management**: This process will help you to purchase goods and services from external suppliers. The procurement management is the process of managing orders requested and received from each supplier of the project.
- •**Acceptance Management**: This process is undertaken towards the end of the "Execution" phase of the project as each deliverable is completed. The process entails completing a variety of review techniques to confirm that the outcomes meet the Acceptance Criteria outlined in the initial project Acceptance Plan.

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[9] http://continuingprofessionaldevelopment.org/risk-management-steps-in-risk-management-process/

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• **Communications Management:** This process helps to communicate the right message to the right project stakeholders at the right time. Youth workers should know how to keep their stakeholders informed of the progress of the project at all times.

➤ Perform Phase Review - by implementing Project Phase Reviews, youth workers are putting in place the necessary "check-points" to monitor and control the project, thereby ensuring its **success.**

Project execution activities
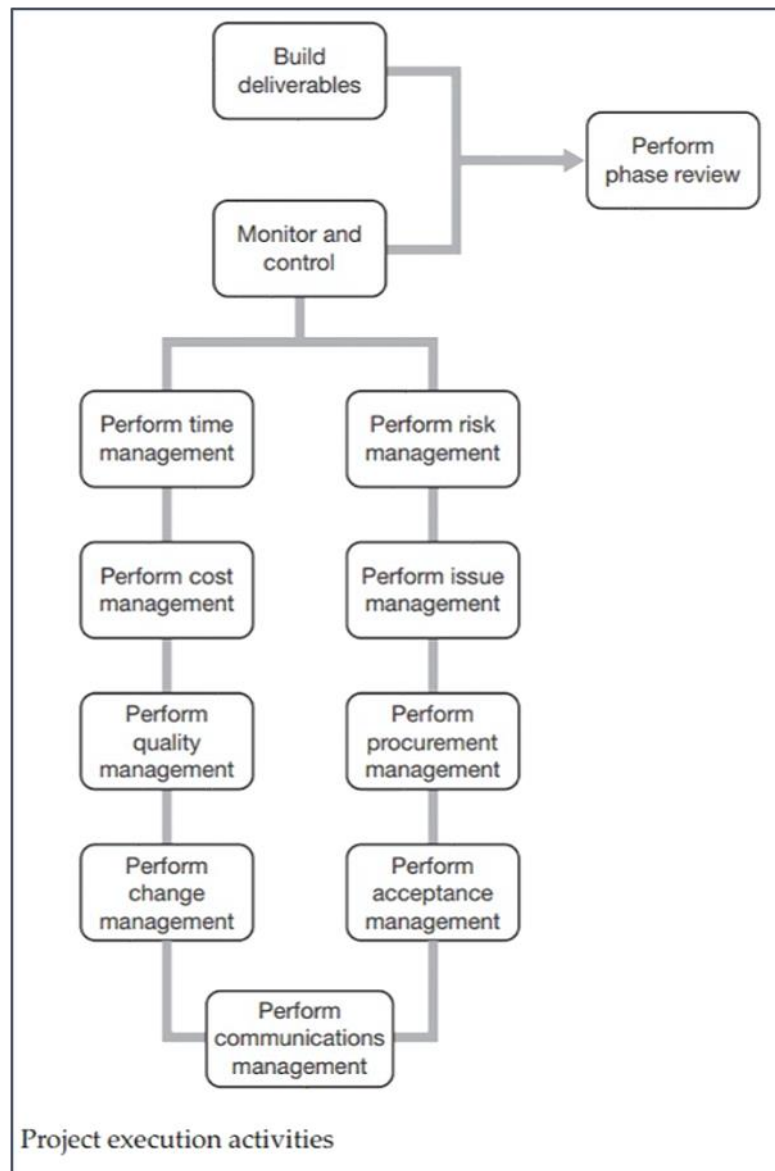
You can see from what we already mentioned above that there are **a number of processes to follow in the Executing Process**. These processes belong to several knowledge areas ranging from Project Integration Management to Project Human Resource Management to Project Stakeholder Management.

Resume of the phase: The initial detailed project plan will provide a project roadmap and baseline for all team members and stakeholders. As the project evolves, the plan may need to refined.

- Key Activities

    - Identify who needs to provide input into plan
    - Develop preliminary detailed plan based on scope, requirements, etc.
    - Develop communication plan
    - Identify and secure resources
    - Conduct kick-off meeting
    - Conduct risk assessment with team members
    - Identify the criteria for stopping the project
    - Update detailed plan and get buy-in from team and partners

- Checklists to consider

    - Project Planning
    - Deliverable and Quality Assurance
    - Transition

- Templates to consider

    - Activity list
    - Detailed project plan
    - Project Resource Plan
    - Communication matrix
    - Project Risk Assessment

d.Project performance and control

This phase occurring at the same time as the execution phase, but this one mostly deals with measuring the project performance and progression in accordance to the project plan. It's during the monitoring and control phase when youth workers/volunteers must reconcile projected performance stated in their planning documentation with the actual performance.

Keep in Mind ➡ Should you identify any areas where things don't match up, take time immediately to make adjustments. Making these little corrections along the way, will help you prevent larger milestone and deadline disruptions from happening.

Youth workers/volunteers can use **key performance indicators (KPIs)** to determine if the project is on track. They will typically pick two to five of these KPIs to measure project performance.

We will explain you **wha**t are project controls, **why** are they so important in project management and **how** to deal with them. But first, let's take a closer look at some specific items role that all youth workers must examine in order to help execute the project plan successfully.

- •**Scope** – As we already mentioned, scope includes the specific objectives, deliverables, task assignments, any anticipated expenses, other resources and the deadline to complete the project.

   Pay attention to ➡ **SCOPE CREEP**

   Scope creep,[10] also called requirement creep or kitchen sink syndrome is a risk in most projects. Usually, most big projects fall victim to scope creep. This concept in project management refers to changes, continuous or uncontrolled growth in a project's scope, at any point after the project begins. This can occur when the scope of a project is not properly defined, documented, or controlled. Youth workers/volunteers could avoid it when they monitor the process, find instances where somebody may have lost focus or could have misinterpreted the plan.

- •**Change Control** – This is a systematic approach to managing all changes made to a product or system. Control of the process is paramount to delivering on stakeholder and decision maker expectations. The purpose is to ensure that no unnecessary changes are made, that all changes are documented, that services are not unnecessarily disrupted and that resources are used efficiently.

> **The main task of the youth workers is to anticipate and expect issues.**

➡ If you have already taken time to jot down possible fixes to potential problems, you will be able to address and resolve issues more quickly.

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[10] https://en.wikipedia.org/wiki/Scope_creep

- **Key Performance Indicators (KPI)** – is a measurable value that demonstrates how effectively a NGO/company is achieving its key objectives. Thanks to them youth workers can evaluate and measure their team's (project) progress. Make sure you check often everybody who is involved in your project. Always could happen that provided resources end up not being enough for you/your team to get the job done. Very fast, youth workers can address these situations if they have been actively reviewing the metrics and progress reports.
- **Cause** – how you already know, it is not enough to know that problems exist. Youth workers must ascertain why there're problems, so that the same issues do not resurface again during this phase.

> **To prevent project failure, consider why projects are likely to fail and the ways to prevent failure.**

➡ **Follow these steps to monitor and control your project:**

1. At the start of each performance period, reconfirm that the necessary people and resources are available and scheduled in accordance with your current project plan.
2. At the end of each performance period, do the following:

- Gather activity start and end dates, milestone dates, resource expenditures, and the results of quality assessments.
- Compare the actual results with the planned results, identify any issues or problems, and take any necessary corrective actions.

3. Report your progress for the period to your project audiences.

"The 'P' in 'PM' is as much about People Management as it is about Project Management.

Cornelius Fichtner

Resume of the phase: Once you kick off the project, the track, control, reporting and review activities will be iterative and comprise the bulk of the project management tasks.

- **Key Activities**
    - Implement communication plan
    - Hold regular team meetings to share progress/status and identify/resolve issues
    - Hold formal partner`s updates
        - Keep your manager informed
        - Keep stakeholders informed
    - Monitor progress and report status
    - Monitor risks and take action as necessary
    - Identify and manage issues
    - Manage scope and track changes
    - Update plan as needed
- **Checklists to Consider**
    - Partners
    - Transition
- **Templates to Consider**
    - Project scope change
    - Communication matrix
    - Project status snapshot
    - Detailed Project Plan
    - Risk Assessment
    - Issue Log

> **A quick review of the partner`s checklist may help you prepare for your partners and stakeholders update meetings.**

e.   Project close phase

Project close phase is the fifth and last phase in the project life cycle. This phase represents the completed project. However, once the project is complete, youth workers/volunteers still have a few tasks to accomplish. There are still some routine administrative tasks to finish so after complete them the project could be close successfully.

Three broad activities are carried out at the closing stage of the project:

- Administrative closure of contracts, accounts and project team
- Performance appraisal and individual evaluation
- Project audit

Administrative closure - Following activities must be address in the project closure plan:

- Identifying tasks necessary to close the project
- Assigning individuals to carry out closure tasks
- Monitoring implementation
- Ending closure process

Performance appraisal

- Objectives:
  - To evaluate contribution that individuals make to the project success
  - To provide feedback to the individual regarding new opportunities
- Most organizations have established standards for performance appraisal
  - Helps consistency
    - Across individuals
    - Over time

Performance appraisal

- In appraising an individual consider
  - Innovation and creativity
  - Responsiveness
  - Team work
  - Target relations
  - Learning and adaptability
  - Triple constraints (time, cost, focus)
  - Value added contribution to the project
- One-on-one conference with individual team members

Project Audit

- Project audit is done *during* and *after* projects are complete. The *outcome* of project audit is a report that suggests:

  a. Are we doing the right thing (at each milestone)? Did we do the right thing (for completed projects)?
  b. Are we doing it right (at each milestone)? Did we do it right (for completed projects)?
  c. The lessons learned? What adjustments are necessary?

- Lessons from successes? From failures?

However, the project size will dictate the extent of documentation and resource reporting every youth worker/volunteers must do, but each project will have some of these items on a closing checklist.

Planned Activities Checklist – Your first step in order to know that you're ready to close the project, is to go over the activities checklist one last time. You should ensure again that each item has been completed.

Budget Reporting – Assess your final project budget, and create a report. The report should list all the activities required to close the project, ensuring that project closure is undertaken smoothly and efficiently. Once the report has been created and approved, the closure activities specified within the report are undertaken and the project is then officially closed. Some months after the project has been closed, it is important to undertake an Evaluation. This allows you to identify the level of success of the project and list any lessons learned for future projects.

Vendor Contract Closure – If you hired external vendors, be sure you terminated those contracts.

Reflection Review Session – Conduct a session where each team member may freely discuss everything he/she learned. Keep a pros and cons list of what did and didn't work. This could help you perform better with this or other teams in the future.

The lessons learned session is typically a large meeting that includes the following groups:

- Project team
- Stakeholder representation – including external project oversight
- Executive management
- Maintenance and operation staff

There are some questions that youth workers/volunteers could ask in this session.

- Did the delivered output meet the specified requirements and goals of the project?
- Was the target group satisfied with the realized output?
- Did we meet cost budgets?
- Did we meet schedule expectations?
- Did we identify and soften risks?
- What could we do differently in the future to improve the process?

Project Documentation – Gather all the documentation from the inception of your project, so that you can store it for safekeeping in one location. Make sure you leave as thorough a record as possible

- Project Notebook
- Project Plan – including the Project Charter, Project Scope Statement
- Risk Management Plan, and Quality Plan

- Correspondence
- Meeting notes
- Status reports
- Contract file
- Technical documents
- Files, programs, tools, etc. placed under the use of Configuration Management
- Any other pertinent information to the project

Post Implementation Reviews - "Completing a project" is not the same thing as finishing the project management process. How youth worker/volunteer can properly measure a project's success, and work toward continuous improvement?

➡️ This is where the process of Post-Implementation Review will be useful. It helps you to find the response of the following key questions:

- Did the project fully solve the problem that it was designed to address?
- Can we take things further, and deliver even bigger benefits?
- What lessons did we learn that we can apply to future projects?

Here are some tips for "What to review" conducting the post-implementation process:

Be objective – Describe what has happened in objective terms, and then focus on improvements.

Document success – Document practices and procedures that led to project successes, and make recommendations for applying them to similar future projects.

Be future-focused – Remember, the purpose is to focus on the future, not to assign blame for what happened in the past.

Look at both positives and negatives – Identify positive as well as negative lessons.

When conducting the review, include the following activities:

Conduct a gap analysis - Review the project charter to evaluate how closely the project results match the original objectives. Review the expected deliverables (including documentation) and ensure either that these have been delivered to an acceptable level of quality, or that an acceptable substitute is in place.

If there are gaps, how will these be closed?

- Determine whether the project goals were achieved.
- Is the deliverable functioning as expected?
- Are error rates low enough, and is it fit for purpose?
- Is it functioning well, and in a way that will adjust smoothly to future operating demands?

- What routine activities are needed to support the project's success?
- If there are problems here, how will these be addressed?
- How does the end result compare with the original project plan, in terms of quality, schedule and budget?
- What are the effects on the end user?
- Determine the project's costs and benefits.
- What were the final costs?
- How do the costs compare with the benefits achieved?

These are just some of the questions that you can use during the post implementation process. Don`t forget that after finish this review, you already can say that the project is successfully close. By conducting this process, you'll identify all key lessons learned during the project and then you can apply those lessons to the planning and management of future projects.

Resume of the phase: The following activities will help to ensure a smooth transition and leverage lessons learned for future projects.

- Key activities

    - Develop a target plan or checklist, if applicable
    - Complete documentation, training, and knowledge transfer
    - Conduct final project review
    - Conduct partners sign-off
    - Transition to support/service organization or next project team
    - Close-out final tasks and issues
    - Conduct lessons learned
    - Celebrate success

- Check list to consider

    - Transition
    - Project Closeout

- Templates to consider

    - Issue log
    - Detailed project plan
    - Communication Matrix

II.BEST PROJECT MANAGEMENT TOOLS FOR YOUTH WORK

a.Mind Map

Mind mapping[11] is a **powerful graphical technique** that brings out full cortical skills with the use of colors, numbers, images and words which are arranged around a central idea resembling sun radiation. Youth workers/volunteers should know that this is one of the most useful tools in the project management that help simplifies the process of project estimating but it doesn't simplify the actual task-time estimation. The work of a project should be broken into separate and manageable units for estimating. Mind map is excellent for the first phase of breaking a project into manageable parts. Youth can brainstorm the ideas for project - related activities with their peers and enhance the quality of the project scope.

> **An important aspect of Project Management is scheduling time accurately.**

Keep in Mind ⟹ The foremost requirement for estimating time schedule correctly is a clear understanding of what you need to achieve.

This mean that you need a complete and comprehensive picture of the entire project work to be undertaken.
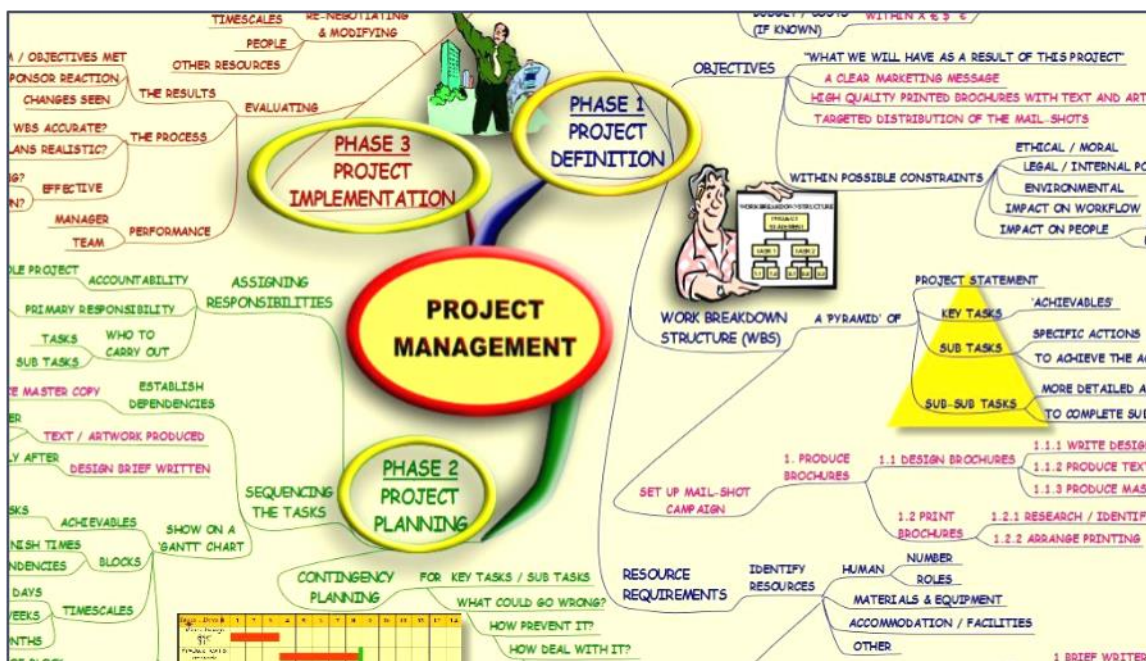
⟹ Now let`s take a look at the **Mind Map Features**

- Brainstorm faster and easier

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[11] https://leadershipchamps.files.wordpress.com/2010/04/effective-project-management-using-mind-maps-seminar-handout-public.pdf

- Create better action plans
- Track projects progress
- Organize large amounts of information
- Manage meetings effectively
- Manage and solve problems
- Strategic and project planning

After some very base information about why Mind Mapping is so useful in every project we would like to invite you to take a look at the tutorial video below. can learn how to Mind Map and how you can benefit from it.

The Power of Mind Mapping in Project Management **https://www.youtube.com/watch?v=hBx4V3fzbS0**
Mind mapping in project management **https://www.youtube.com/watch?v=qJIjpeeFsTY**
Learn to Mind Map in 99 seconds **https://www.youtube.com/watch?v=or5CIxjmMIA**

b.Work Breakdown Structure

The Work Breakdown Structure (WBS)[12] provides a structural view into the project. Youth workers/volunteers should know that it is an essential tool for planning and executing the project. WBS is defined as a hierarchy of tasks that are representative of the real work flow of a construction project. Think of the WBS as a visual model of the project that identifies each piece of the scope of work and how it's delivered to your target groups. It can be as simple or as complex as needed for each individual project. Parent tasks can be subdivided into child tasks. Breaking a task down into small segments, or sub-tasks, makes it manageable and more controllable.
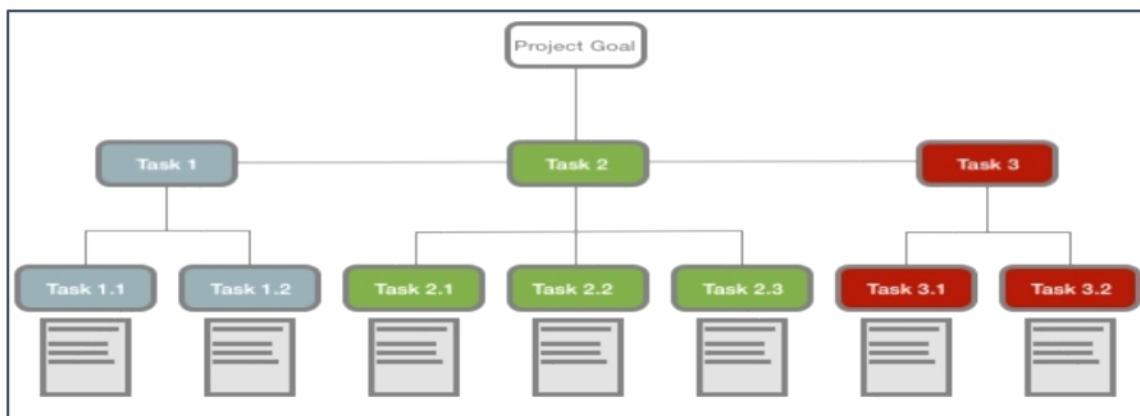
The work breakdown structure has a number of benefits in addition to defining and organizing the project work. A project budget can be allocated to the top levels of the work breakdown structure, and department budgets can be quickly calculated based

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[12] http://www.workbreakdownstructure.com/

on each project's work breakdown structure. By allocating time and cost estimates to specific sections of the work breakdown structure, a project schedule and budget can be quickly developed. As the project executes, specific sections of the work breakdown structure can be tracked to identify project cost performance and identify issues and problem areas in the project organization.

Producing a WBS: Core and Support Tasks

- **Core tasks**
    - All tasks needed to produce client deliverables
- **Support tasks**
    - All tasks needed to support project work
    - Project planning, project administration
    - Commonly overlooked
        - They will command attention sometime
        - Best to consider them in planning

Keep in Mind ➡️ The work breakdown structure provides a common framework for the natural development of the overall planning and control of a contract and is the basis for dividing work into definable increments from which the statement of work can be developed and technical, schedule, cost, and labour hour reporting can be established.

To learn more about WBS, follow the link.

c. GANTT chart

This is a popular, traditional technique, also known as a **bar chart**[13] - developed by Henry Gantt (1914). Gantt charts are very useful for planning and scheduling projects. They help us assess how long a project should take, determine the resources needed, and plan the order in which you'll complete tasks. They're also helpful for managing the dependencies between tasks. Usually, on the left part of the chart is a list of the activities and along the top is a suitable time scale. Youth workers/volunteers should know that each activity is represented by a bar; the position and length of the bar reflects the start date, duration and end date of the activity. How we already know in order to complete a project successfully, we must control a large number of activities, and ensure that they're completed on schedule.

Pay attention: If you miss a deadline or finish a task out of sequence, there could be knock-on effects on the rest of the project. It could deliver late as a result, and cost a lot more.

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[13] https://en.wikipedia.org/wiki/Gantt_chart

SIMPLE TEMPLATE - 12 MONTHS

Projects & Tasks ▼	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Project 1												
Your task #1												
Your task #2												
Your task #3												
Project 2												
Your task #1												
Your task #2												
Your task #3												
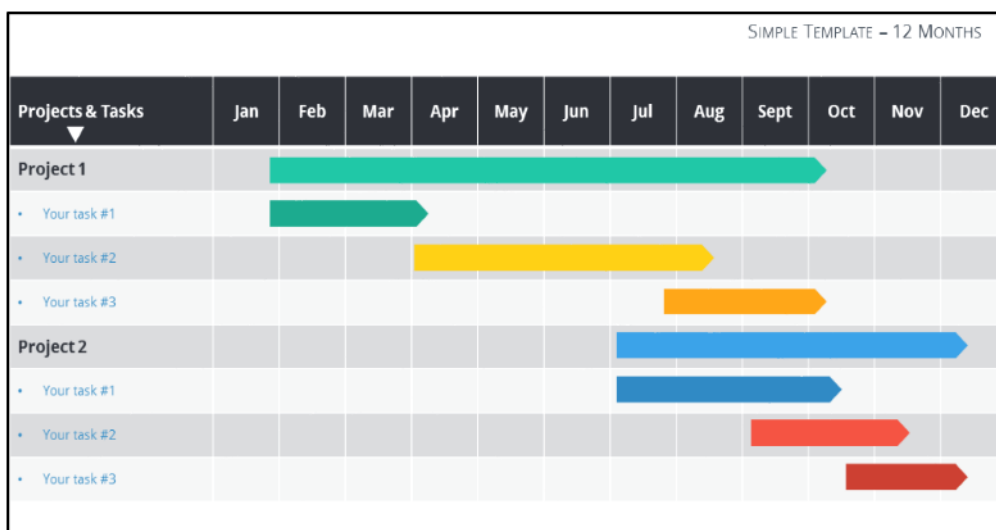
➡️ How to create a GANTT Chart in few easy steps:

• Define the project settings, such as its start date, end date and scheduling mode. Scheduling mode - forwards from the project start date.
• Define the project calendar – youth workers should set the number of working days in the week and the number of working hours per day. List time frame along the horizontal axis.
• List all tasks and milestones from the project along the vertical axis.
• Create box the length of each activity time duration.
• Set up a global resources list and assign resources to tasks.
• Create links to specify the dependencies between the project tasks.
• Make final adjustments to the project plan.
• Once the project has actually started, inspect it at regular intervals to detect potential problems or scheduling conflicts and make any corrections required.

Gantt charts may be simple versions created on graph paper or more complex automated versions created using project management applications such as Microsoft Project or Excel. Ideally, tasks in simple projects would not go beyond a single page, which makes them manageable. However, in complex projects, how we already mentioned each task may be broken into smaller and more easily manageable subtasks, moved to subordinate charts, with their own timelines. In management terminology, the process - of breaking up of these tasks into independent unit-tasks that can be completed on their own - has been given a name of WBS, or "Work Breakdown Structure". Do you remember this term? ☺

➡️ To better understand the need of the GANTT Chart in every project, let`s take a look at the **eskills for volunteers`s chart.** The duration of the project is 20 months and the project includes a lot of activities that should be done - that`s why the GANTT Chart is more complex. To measure task duration on a horizontal time scale we use graphical bars. They show us both summary tasks and normal tasks (Notice the different bar styles!)

		Nov	Dic	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dic	Jan	Feb	Mar	Apr	May	Jun
Project activity*	MONTHS	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20
A1																					
A2																					
A3																					
A4																					
A5																					
A6																					
A7																					
O1																					
O1/A1																					
O1/A2																					
O1/A3																					
O1/A4																					
O1/A5																					
O1/A6																					
O1/A7																					
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O3/A5																					
M1																					
M2																					
M3																					
C1																					
H																					
H1																					
H2																					
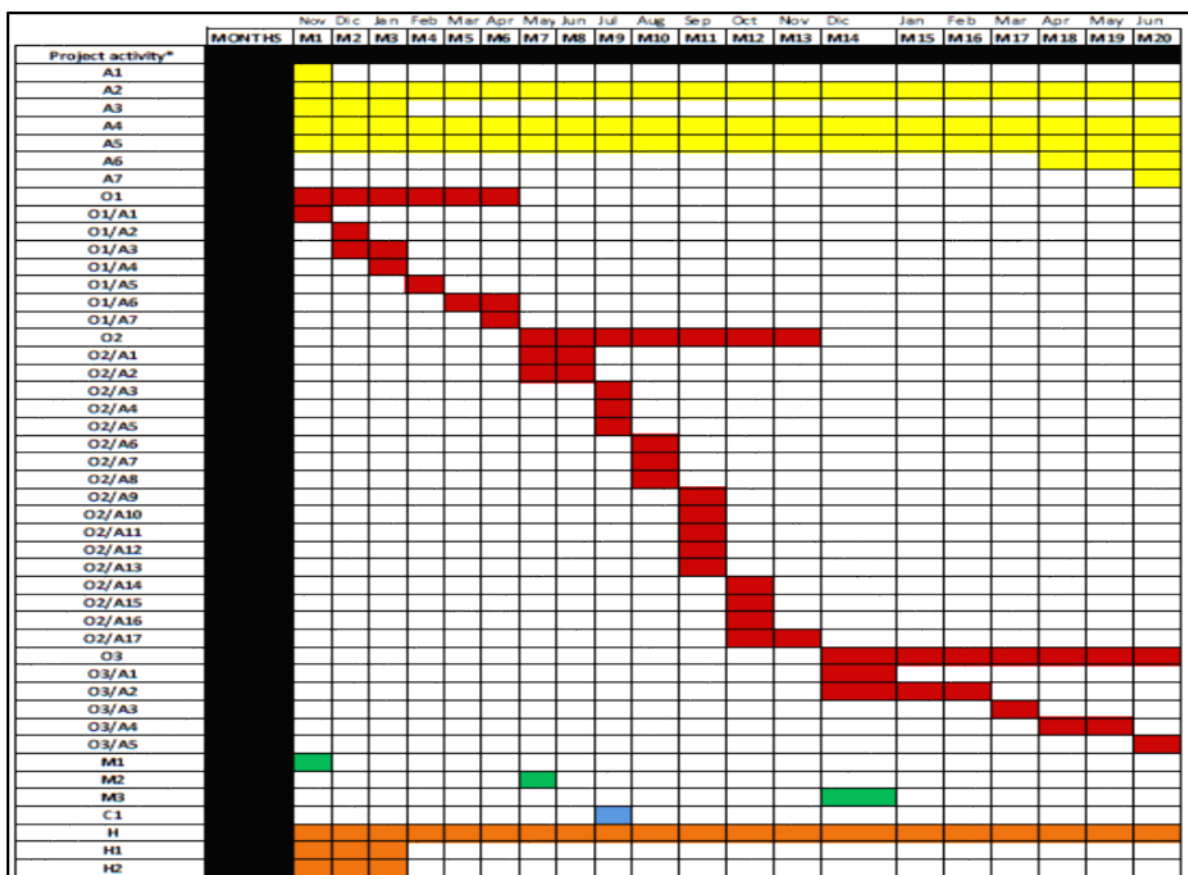
*Project activity types:

An – Project management and implementation activities

On/An – Intellectual outputs/activities

Mn – Transnational project meetings

En – Multiplier events

Cn – Learning/teaching/training activities

n - number of the activity

In the second table below, you can see detailed information about every project activity and looking the GANTT Chart you could understand better the dependence and consequence of every part of the project implementation.

M1	Kick-Off Meeting (Malaga, Spain)
M2	Intermediate meeting (Terranova da Sibari, Italy)
M3	Final meeting (Bucharest, Romania)
H	Dissemination and Communication activities (GEYC)
H1	Creation of website (Projuven & Futuro Digitale)
H2	Project's image design (logo, templates, leaflets, etc)
A1	Kick-Off Virtual Meeting
A2	Research & exploration
A2/A1	Design of a Survey
A2/A2	Distribution of the questionnaire
A2/A3	Collection of questionnaire
A2/A4	Identification on the main challenges & opportunities
A2/A5	Mapping of the main findings
A2/A6	Drafting conclusion of the survey & report conclusions
A2/A7	Roadmap to using the survey finding
A3	Weekly virtual meetings and monthly project reports
A4	Designing protocols and Participants Selection Criteria
A5	Expenses management and budget control

C1	Short-term joint staff training events (Spain, Malaga)
O1	Creation of training content & an Open Online course
O1/A1	In depth analysis of the learning objectives
O1/A2	Information gathering - Needs identification
O1/A3	Analysis of the feedbacks
O1/A4	Selection of main content based on previous activities
O1/A5	Definition of the open online course syllabus
O1/A6	Creation of fresh content adapted to the open online course format
O1/A7	Design of learning plan & breakdown into educational sequences
O1/A8	Creation / production of videos, writen content ans scripts
O1/A9	Creation of the complete course script
O1/A10	Production & recording of the videos
O1/A11	Creation of additional material, study case & tool kit
O1/A12	Design of self assessment tools such as quizzes
O1/A13	Setting up the course on the website & uploading content on the website
O1/A14	Technical & user experience testing
O1/A15	Pedagogical tests to ensure general coherence & collection of real time test individual & group feedbacks.
O1/A16	Design of quality questionnaire to assess course impact
O1/A17	Incremental implementation & changes based on user feedback
O2	Creation of a European report on management of volunteers in the field of digital education
O2/A1	Setup of an editorial committee
O2/A2	Collection & selection of relevant information
O2/A3	Additional research work & bibliography references
O2/A4	Editing, copying, publishing work to the final product stage

III.ESSENTIAL PROJECT MANAGEMENT SKILLS FOR YOUTH WORKERS

With project management methodology in increasing demand, there a thousand of non-profit organizations, actively searching for youth workers/volunteers who can lead project teams and deliver quality products in suitable timeframes. Nowadays, is very important for the youth people to be equip with the right project management skills and to have fundamental knowledge for implementing effective project management processes, and develop leadership skills needed for successfully planning, managing, and delivering projects of any size and scope. The list of project management skills never seems complete. However, there are some essential project management skills that every youth worker/volunteer should have in order to manage a project in the most efficient way. Now, let`s take a look at 6 Essential Project Management Skills. There are certainly more than just the following 6, but if you have these, you have the foundation on which to build a successful career in project management.

Leadership - Some people believe that you're born with leadership skills and that they can't be taught, but actually everyone has the potential to learn how to apply proven leadership skills and techniques. Leadership role means to lead and manage teams; setting the vision, motivating the team, serving them, coaching them and inspiring others. Every project needs a leader who supports the process and the team. But being a leader isn't just about creating a feel-good vibe for our teams – we have to enforce process and keep everyone on the team in line too. The key project management leadership skill to master in leadership is making sure you're leading, rather than just managing!

Communication - You can't be an effective leader if you're not able to communicate correctly what do you need from your team to do. This is the ability of understanding and being understood. Effective communication is just as important in relation to project team dynamics. However, effective communication doesn't just happen. It starts by putting in the time and effort required to get to know your team well, and devising an appropriate communication plan that connects with the different personality types. The key project management communication skill to master is the ability to listen, to be clear and ensure you're understood.

Scheduling - Project scheduling is a core project management skill, but many managers do not pay much attention to it. The only way to achieve the goals of the project within the timeframe that has been decided on is to breakdown that goal into tasks on a timeline. The extent to which you're able to effectively plan will directly impact the project's ability to be successful. The project management scheduling skill to master is planning to the extent that you're always ten steps ahead and always know 'what's next'.

Time Management – how we already mentioned in the beginning of our course, the time has a crucial role in the successful implementation of our project. But above all, it's equally important to be aware of how we are managing our own time. Remember that meetings are some of the biggest thieves of time and we always should to save valuable time knowing what is important and what is not, developing the ability to know when to say "No". A good strategy that works really well in managing your time it to always have an agenda and stick to it. The project management time-management skill to master is doing the right thing and make sure you stick to focussing the best part of your time on the important things.

Risk Management – We already know that planning a project, big or small, is inherent with risk. But it's part of our job to see those issues before they become problems. That´s why youth workers/volunteers have to put in the work to identify, assess, and control risk because effectively managing that risk has massive benefits and make you spend less time firefighting unwelcome surprises. The risk management skill to master is the ability to identify risks well before they become issues and a key part of your strategy development should be thinking about 'what could possibly go wrong, and what should we do to prevent it.

Negotiation skills - Youth workers should know how to negotiate the use of resources, budgets, schedules, scope creep, and a variety of other compromises that are unavoidable. Knowing how to negotiate well so that all parties are satisfied is a key skill for the successful project manager. If you've strong negotiating skill you can resolve all the problems that threaten your project. The key project management negotiation skill to master is how to find compromises where is possible and how to hold a firm line without damaging workplace relationships.