

STUDENT'S DETAILS

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- PROGRAM OF STUDY: PROJECT MANAGEMENT

Course Title: Managing Projects in the Organisation

Heritage Financial Assistantship Scheme: A report of religious-based NGO activities

1.0 Introduction

Nigeria is a country with a high rate of poor and vulnerable individuals scattered across the country. Accordingly, the country lies among the 25 nation's records of vulnerable individuals and destitute in the world (Alkire, Conconi, Robles and Vaz, 2015). The existing reality is that a sizeable number of the vulnerable individuals or the needy are settlers who abode in the communities and households other than their states or region and live majorly on help, gifts, and donors from members of the public (Ngbea and Achunike, 2014). A reliable source of assistance to the number of these vulnerable individuals in the country remains the non-government actors (United Nations Research Institute for Social Development, 2020).

Particularly, I belong to one of this non-governmental-organization- arm of religious body - that provides periodic assistance to indigents and poor individuals. An emphasized strategy for this organization's success is empathy. This empathetic behavior dictates the need to mingle with them and show love and commitment to the plight, and we achieve this through massive gatherings, where we distribute food and clothing items exchange, take group photographs among other activities. This strategy seems to have yielded significant results until the advent of the COVID-19 pandemic.

The outbreak of COVID-19 came with a strong impact on the physical and mental health of people. Its effects also festered into serious socio-economic conditions for many households (International Crisis Group, 2020; Congress Research Service, 2020). In the height of Covid-19, where there are hardly any recognised network or organization (of their own) to push for government palliatives to cushion the destabilizing economic impact of COVID-19 in the country, a decisional body of my religious organization concluded the need to directly focus on the sets of the vulnerable individual on our since the assistance rendered to a particular will not be a one-off affair. This task seems a herculean one considering the circumstance, considering the wave of a covid-19 pandemic could have on the pattern of the

service rendering. Finally, it was agreed to stage an in-house mode of services where the vulnerable group is scheduled to meet with our members and thereby capture their information for our database where technological will be used to facilitate the help delivery to the beneficiaries.

2.0 Theories of Project Management

The theories of management projects that anchored this report are based on the Project management body of knowledge (PMBOK). Originally, the PMBOK denotes the dominant management paradigm for construction management. The PMBOK, also known as PM theory/approach has been closely related to organisational design and team building, and the application of computer-based planning techniques (Laufer et al., 1996; Morris, 1994; Koskela and Ballard, 2006; Richardson, 2014). Generally, the PM theory is based on three theories: planning, execution, and control.

2.1 Management-as-planning Model

This method concentrates on detailed planning just before the project is executed, rather than the whole planning process. Management at this level is seen to consist of the creation, revision, and implementation of plans. This approach to management views a strong causal connection between the actions of management and the outcomes of the organization (Koskela and Ballard, 2006). Its monitoring and control simply mean that the approach can serve as a drawing board when deviation during implementation is identified.

2.2 Classical communication theory/ The Theory of Execution

This Theory assumes a 'dispatch' model in which planned projects are executed by notifying the executor of the task's start. Planning is essential for determining what happens and when. When production begins, it is determined by planning under a predetermined schedule.

2.3 The Theory of Control

The Theory of Control is based on the 'thermostat' model. It is assumed that there is a performance standard that can be measured at the output and that the process can be easily corrected by the available control so that the standard can be met.

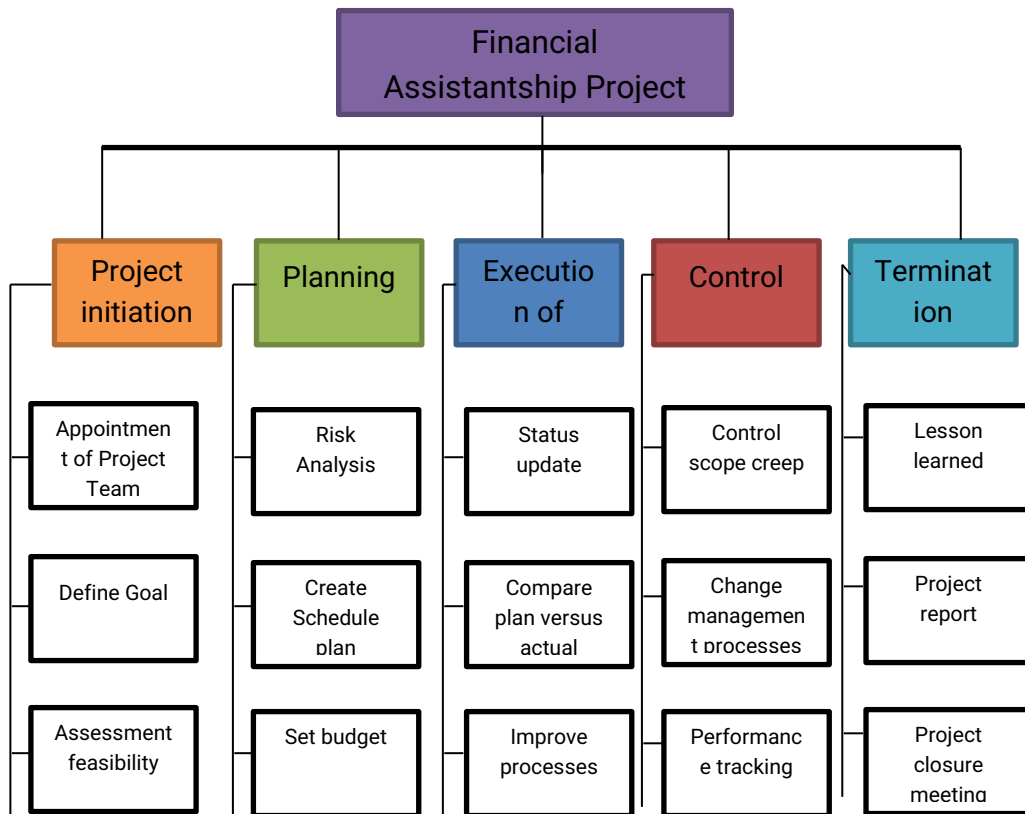


Figure 1:
depicts
the scope
based on
reports on

heritage group activities

It is critical to note that all three approaches sum up the transformation model. This means that production is a process of converting inputs into outputs. The production process converts resources – labour, machinery, and materials – into products. Production is therefore made up of several sub-processes that take place one after the other. Production management's function is to break down the total transformation into elementary units and tasks to reduce input costs and improve operational efficiency. Theories provided an outline for the conduct of the new project necessitated by the Coronavirus pandemic and the ensued complicity.

3.0 Project Outline

Stage One

The approach seeks to target the most affected set of individuals in the community. Of course, we have preferred this system or approach since our limited finances mean that to pick for sustainability, a few vulnerable individuals among the needy have to be selected. In our view, we felt that objective assessment should precede the choice of the beneficiary and while this is key to the humanitarian objective and we seek to achieve this through stepwise methods, first interactive process: direct observation and interview process and secondary integrated technology: personal tracking.

Stage Two

In the light of several measures imposed by the coronavirus pandemic and the ensued response of the government in lockdown, we deemed it necessary to define the means and strategy to reach the selected beneficiary in their natural abode instead of them moving down to our office. We proposed a personal tracking system to locate these people where they reside or where they can be reached to receive their benefits when due. The programme is a one-year programme targeting 250(₦5,000 per month) vulnerable individuals for monthly disbursement. We decided that this strategy would be ideal as background

investigation shows that many of these categories do not have personal accounts. Moreover, in the light of the Covid-19 pandemic where too many people cannot be put under a roof, it was decided that the strategy might minimise the spread of the virus. I presented my organisation's project plan in the table below:

Table 1: Organisation's proposed project plan for Heritage Spiritual Centre's Financial Assistantship Scheme

Date	Events	Explanation of Activities
Jan 20 –Feb 21	Receiving applications	We communicate local media offices, markets and sent memos to councillorship through heads of local government
Mar 1 –Mar 15	Screening of Applicants (vulnerable individuals in the society needy)	We conduct screening through interviews and observation by the group of experts (comprising of health specialist, clinical/counselling psychologists, financial analyst and religious leaders). Their duty is to determine the nature of need and the required intervention that can be rendered to an individual. The
April- July	List of names of beneficiary and payment begins	We proceed to tracking the beneficiary and pay them
July	1 st Quarterly Board meeting	Evaluation of Progress
August- November	Payment	We proceed to tracking the beneficiary and pay them

November	2 nd Quarterly Board meeting	Evaluation of Progress
December-March	Payment	We proceed to tracking the beneficiary and pay them
	3 rd Quarterly Board meeting	Evaluation of Progress
April	Payment	We proceed to tracking the beneficiary and pay them
April 30 th	Closure Final Review of success	

4.0 Stakeholder Analysis

There are several stakeholders involved in the programme. Notably that the organisation is a faith-based one, and the internal motivation is rooted in humanitarianism, aimed at the welfare improvement of the masses. Each of the stakeholders and their role in the process is explained below:

Spiritual Head: The project traces its welfarism agenda to the religious teaching and spiritual interpretation of the religious organisation. The function of the spiritual head is to provide spiritual guidance to the activities of the organisation.

The Executive Director: The director oversees the activities of the NGO and or the donor group. The responsibility includes transforming the vision and mission of organisation. The executive director supervises, arranges, and organises the group's activities.

Experts Group: These are the committee of academics and professionals that serves as adviser to the organisation. They are invited to oversee the process to ensure that the right individuals benefit from the programme.

Organisation workers: These are individuals who function in the day-to-day running of the organisation. This group consists of both skilled, e.g. bursar semi-skilled, e.g. driver and unskilled, e.g. cleaners workers in the organisation.

Stakeholders Analysis for the organization based on level of knowledge, support benefit, and strategy for engaging stakeholder are presented in Table 2

Table 2: Organisation's Stakeholders Analysis for Heritage Spiritual Centre's Financial Assistantship Scheme

Stakeholder	Level of Knowledge of the objective of NGO	Level of Support for the NGO	Potential benefits/Risks to stakeholder posed by project	Possible Strategy for Engaging Stakeholder
Spiritual Head	Familiar	Supportive	Gaining membership for spiritual engagement Corporate Social Responsibility	Bi-annual meeting with the executive director of the NGO
The Executive Director	Expert	Actively Supportive	(1) Gaining membership for spiritual engagement (2) Developing managerial experience (2) Developing leadership skills	Periodic reports of activities of the organization
Experts Group	Familiar	Neutral	It is a form of Community Service Volnteerism	They are engaged through frequent memorandum
Organisation workers	unfamiliar	Somewhat Supportive	source of income	Job designing, scheduling

Work Breakdown Structure (WBS)

A Work Breakdown Structure (WBS) is a hierarchical breakdown of the tasks that must be completed to complete a project. The work breakdown structure (WBS) "breaks down" a project's structure into manageable deliverables (Project Management Practices, 2003). It should be recalled that the organisation is a general helping platform for every poor individual. However, the outbreak of the pandemic necessitated a re-strategy as the organisation seeks to focus on the most vulnerable individuals among the poor. The work

chart and breakdown structure for the organisation is presented below:

Table 3: Work Breakdown Structure for Heritage Spiritual Centre's Financial Assistantship Scheme

Task	Description of Task	Work products/output	Estimate Level of Effort
1 Planning	All task management and management activities		
Developing Plan	The committee, headed by the executive director seats to develop a grand plan. This issue of deliberation can include affordability and sustainability of the programme	Roll-up task	20hrs
Resources	The resources to deployed to the programme:	₦15,000,000.00	
Duration	The time frame	1 years	April, 2021 – March, 2022
Task	Task sharing	Committee on screening: Professionals (Financial Experts, Social Workers, Healthcare agents etc. Committee on Logistics: Five (5) people: Usher, venue manager etc.	
Budget	The financial committee deliberates on finances of the organization and the amount that allotted to the programme		20hrs

Prepare disbursement	The development of disbursement process for the financial assistantship project including acceptance/approval form		10hrs
2. Execution of Project	All activities and tasks devoted at picking the beneficiaries		
Coordinate activities	Observation and Interview process of the needy or evidences provided by next of kin	1) Obtaining details e.g. Name, address of beneficiaries, next of kin etc.	
Disbursing the funds		2)Tracking beneficiaries for disbursement of benefits	12 months
3 Termination	The payment ends for a new phase of programme		

Table 3: Costs/Resources Use (A)

Requirement/component	Skills needed	Role/ description
Interview Process	Professional healthcare agent: Two (2) nurses, One (1) Social worker , (1) Psychologist and financial expert (1)	Invited in selecting beneficiaries who more pressing needs
Logistics	Individuals with education above high school	Handling of logistics such as application form,
Venue Management	Individuals with education with high school or above	arrangement of seat, ushering applicants to interview venue
Technologists	Personal Tracking experts	Track the beneficiary in the abode
Transporter	Licenced motorcyclists	Locate the beneficiaries who are to be paid

Table 4: Costs/Resources Use (B)

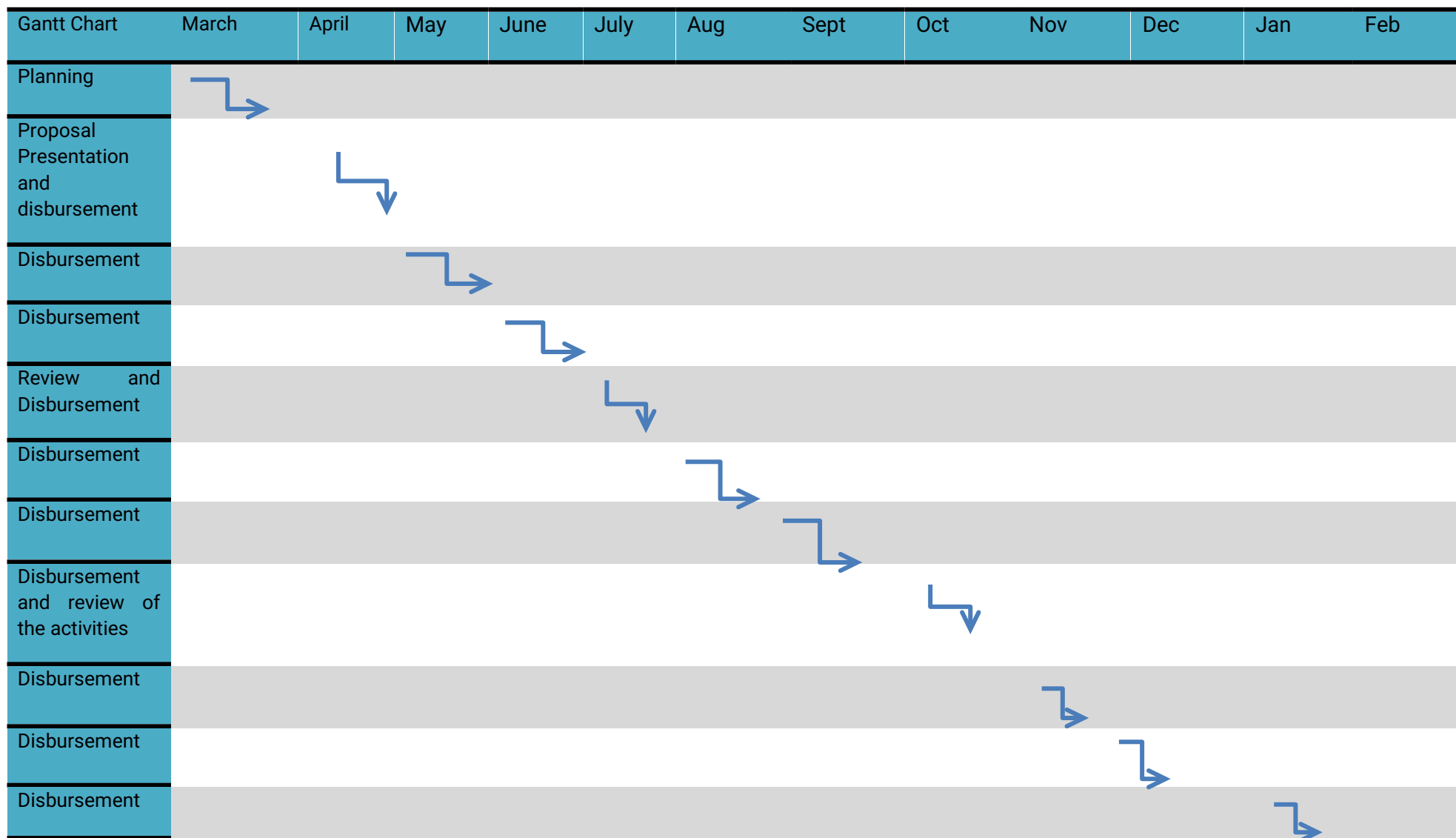
Cost code	Description	Training	Frequency of human and material resources	Stipends
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		required	
E011	Professionals Master's degree and above	5	Quarterly Stipends of ₦100,000 each (5x ₦100,000) = ₦500,000 4 x ₦500,000 = ₦2million
E411	Logistics and venue management, Transporter	10	10 people on monthly salary of ₦30,000 10x 12 x ₦30,000 = ₦3.6million
E415	Technologists	1	Contract = ₦400,000
E417	Procurements: Bikes and Tracking equipment	5	₦250,000.00 each (₦1,250,000)
E418	Data, internet facilities and other logistics	10	₦750,000.00
E419	Management of Organisation		₦2,000,000.000

Table 5: Risk Assessment for Heritage Group Financial Assistantship Scheme

Potential Risks or Hazard	Types of Individuals at Risk and How	What we have put in place	What is/are the risk(s)	What we need to do to control the risk	Action by when	Rating
Coronavirus Pandemic: Prior to the time, applicants are welcomed on timely basis and their needs are assessed before benefits are provided. This need to revamped with better strategy that maximizes safety of people of the organisation	Every individual is likely to be affected due to high spreading nature of the virus. Most implicated are the ushers, venue managers and the interviewers	The vaccination campaign and the wide acceptances among the masses seem to have eased the risks.	Many individuals do not get vaccinated or have not completed their jabs. They stand the risk of contraction of the virus	The programme is divided into two stages: An in- house stage assessment and personal tracking Risk Control step 1 (in - house stage) 1: Strict adherence to Covid-19 protocols: Handwashing, Facemask, and Social Distancing. Risk Control step 2: Ensuring only vaccinated transporters are employed while unvaccinated individuals are left to other logistics.	April 1, 2020	5/5
Accidents and Theft	Transporters	Insurance policies	In the potential case of accidents which may lead to	Undertake both comprehensive motor insurance and	May, 2020	3/5

			injury of transporters	accident insurance policies		
			Theft of motorcycles etc.			
Personal Tracking Failure	Beneficiaries	Resort to data base	Potential miss of benefits	Engage or data base for the next of kin. Pay as or as arrears i.e. when the tracking is back on	May, 2020	1/5



Disbursement
and Final
Review of the
activities



Executive summary

The report is written on Heritage Group; a religious based NGO, with the mission of improving the welfare of the poor and the needy in the society. In the reign of Covid-19 pandemic with its strong consequential in socio-economic hardship, especially among the vulnerable members of the public who are mostly dependent on alms and gifts for survival and have little access to palliative measures, it became imperative to focus on helping them. Thus, the organization developed a strategic way of providing help to some of this group within stipulated time still in consideration of the risk of involved. The organization, which activities are anchored on the project management theories: Planning Execution and Control concluded on two-stage integrative means: Selection and Personal Tracking. The risk imposed by covid-19 and the dynamics within organisational membership are spread between these two strategic objectives. The project also provided for periodic reviews quarterly and at the end of the year programme to ascertain the success of the strategy adopted.

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Speaker's Note on Heritage Group NGO

Heritage group financial assistance scheme is a Non-Governmental Organisation (NGO) set up to assist the poor masses in Nigerian society. The focus is essentially on the vulnerable ones among the poor, a decision necessitated by the ongoing Covid-19 pandemic. What this NGO offers to the vulnerable poor people consist of cash, food and clothing and they are given out strictly based on needs criteria. Challenges in the administration of the NGO'S activities became more complex due to the ongoing pandemic which tightens financial difficulties for the organization and at the same time raises the size of vulnerable people that require assistantship.

In the analysis of relevant theory considered for this report, the focus is based on Project Management Body of Knowledge (PMBOK). PMBOK is a very popular and commonly used project management model in construction management but can also be extended to project management in other sectors. It has been well and extensively researched that PMBOK also has relevance in the application of computer-based planning techniques (Laufer et al., 1996; Morris, 1994; Koskela and Ballard, 2006). PMBOK is based on three aspects of management –planning, execution and control.

Planning is about setting goals on the project to be executed. It is probably the most important aspect in management of project because it bothers on creation, revision and implementation strategies of plan. Next to this is the stage of execution of project which assumes a dispatch model in which planned projects are executed as those in charge of project execution are given work and time schedules. Final stage is the aspect of control stage which concerns comparison of planned project with executed project. Where there is discrepancy, the source of the difference is traced and worked on. Control stage is essential in that it helps to ensure observed errors are corrected while attempting to meet up with set project standards.

The outline of the activities involved in the conduct of the project consists of a number of stages. First, it begins with accepting applications from vulnerable poor people for financial assistance, followed by conduct of interviews and observation (a form of critical assessment to select the real indigent people). After these stages, the next procedure bothers son shortlisting the qualified people among several applicants. On quarterly basis, meeting is during which cash and other stuffs are distributed to the already shortlisted people in previous stage. Project outline ends with the closure of final review of success, as the successful applicants get settled.

Stakeholder analysis discusses key stakeholder involved in the operational activities of the NGO. The spiritual head does the project tracing by relating its welfarism agenda to the religious teaching and giving it spiritual interpretation of the religious organisation. Next in the rank is the executive director who oversees the activities of the NGO. Then there is committee of experts and professionals who serve as advisory committee to the organisation while the workers group see to the day-to-day running of the organisation, in a manner that contribute to the success of the organisation.

Work breakdown structure (WBS) consists of hierarchical breakdown of activities or tasks that must be completed to get the project fully done and finalised. According to Project Management Practices (2003), WBS enables tasks to be broken down into structures that are easy to deliver. Though the NGO was focused on helping the poor, the arrival of Covid-19 brought about a massive disorder in global activities, as many offices had to be closed down and social distancing rules had to be imposed with a view to containing the virus and minimising its impact. People's economic situations became worsened as companies embarked on massive lay-offs of staff, frequent cut of pay, and business closures. This situation raised the number of poor people everywhere, and as a result more people became vulnerable to poor conditions of life. The outbreak of the pandemic necessitated a re-strategy as the organisation seeks to focus on the most vulnerable individuals among the poor.

Issues covered under work breakdown structure in specific terms consist of many items which need to be disclosed. First, it itemises all activities that the project is intended to achieve within a given timeframe well spelt out. Of these items, it identifies resources to be used for the project, source of generation of the resources, and yardsticks for disposing the resources. This, in a ways connects to other activities to be soon itemised. Flowing from this background, other important areas identified in the breakdown are process of selecting the most qualified, defined by the extent to which they are found vulnerable and the process to be followed in disbursing

the benefits. The manner in which the interview will be conducted is also contained here while the process, on a final note, terminates with the distribution of benefits to selected individuals. In some cases, evaluation of what was done follows as a means of providing control function to the activities of project management. As earlier pointed out, the essence of control in project management is to help compare the set goals with the achievements, ruminate on source of discrepancy and finding means of bringing the set goals close to real outcomes in similar future projects.

Discussion on work breakdown structure will remain grossly incomplete without mentioning the key human and material resources that will be required for the achievements of the project in mind. Some of the items include the following: Professional healthcare agents, consisting of two nurses, a social worker, a psychologist and a financial expert, individuals with higher educational status, individuals with college education, experts at personnel tracking as well as licensed motorcyclists. This is in addition to field agents who work at local levels to gather some vital background socio-economic information of the people in remote areas. These set of people need to be described in terms of number. Professionals are required in the range of 3-7 people (averaged at 5), 1 technologist, about 10 people in areas of logistics and transport, 5 each of bikes and logistics equipment, and internet facilities that will serve about 10 computers.

The summary of the above project is that it is an humanitarian-based NGO aimed at raising the welfare of the most vulnerable set of people in Nigeria.

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Introduction to the NGO Heritage Group

- ❑ Nigeria has many poor people across the length and breadth of the country
- ❑ Not only poor people but also vulnerable ones
- ❑ Non Governmental sources offer the poor most of the support and assistance they get
- ❑ I belong to one of these NGOs in Nigeria-Heritage NGO
- ❑ At this NGO, money, clothes and money are distributed
- ❑ However, some complexities arise as the world currently battles the ongoing pandemic

Theories of Project Management

- ⌘ This report is based on Project Management Body of Knowledge (PMBOK)
- ⌘ It is a dominant management paradigm for construction management
- ⌘ It has also been closely related to organisational design and team building
- ⌘ It also has the application of computer-based planning techniques (Laufer et al., 1996; Morris, 1994; Koskela and Ballard, 2006)
- ⌘ Finally, the model is based on three theories- planning, execution and control

Components of Project Management

- ⌘ Theory of Planning: this aspect deals with detailed plan of project before it becomes executed
- ⌘ Management at this level consists of creation, revision, and implementation of plans
- ⌘ It focuses on causal connection between the actions of management and the outcomes
- ⌘ Theory of execution: This Theory assumes a 'dispatch' model in which planned projects are executed by notifying the executor of the task's start
- ⌘ Theory of control: The Theory of Control is based on the 'thermostat' model
- ⌘ It allows for performance standard that can be measured at the output
- ⌘ And the observed errors in the process can be corrected
- ⌘ Correction of the error matters for meeting set standard

Project Outline

- ✘ It begins with call for applications for financial assistance
- ✘ This is followed by screening of applicants (vulnerable individuals in the society needy)
- ✘ Shortlisting of names of beneficiaries follows
- ✘ Quarterly board meeting in which payment is made follows
- ✘ At the second quarterly meeting, progress is evaluated
- ✘ At every quarter, tracking of beneficiary occurs, along with evaluation of progress, for the purpose of control
- ✘ Finally, there will be closure of final review of success

Stakeholder Analysis

- ⌘ There are several stakeholders involved in the programme
- ⌘ the internal motivation is rooted in humanitarianism, which is aimed at the welfare improvement of the masses
- ⌘ **Spiritual Head:** The project traces its welfarism agenda to the religious teaching and spiritual interpretation of the religious organisation
- ⌘ **The Executive Director:** The director oversees the activities of the NGO and or the donor group
- ⌘ **Experts Group:** These are the committee of academics and professionals that serves as adviser to the organisation
- ⌘ **Organisation workers:** These are individuals who function in the day-to-day running of the organisation

Work Breakdown Structure (WBS)

- ❑ WBS is a hierarchical breakdown of the tasks that must be completed to complete a project
- ❑ WBS breaks down a project's structure into manageable deliverables (Project Management Practices, 2003)
- ❑ Financing was seriously hurt due to Covid-19 menace
- ❑ The outbreak of the pandemic necessitated a re-strategy as the organisation seeks to focus on the most vulnerable individuals among the poor

WBS continues

Key components of WBS consist of information on:

- ⌘ This aspect summarises all tasks to be done
- ⌘ It contains discussion on resources to be used
- ⌘ Time frame and risk sharing are also included
- ⌘ Discussion on process of disbursement is also contained in this section
- ⌘ Method for selecting potential beneficiaries features here
- ⌘ Conduct of interview, en route selection process also occurs under this section
- ⌘ This stage terminates with the payment for a new phase of programme

WBS continues

This section itemises lists of items used for the execution of the project:

- ⌘ Professional healthcare agents, consisting of two nurses, a social worker, a psychologist and a financial expert
- ⌘ Individuals with higher educational status
- ⌘ Individuals with college education
- ⌘ Personal tracking experts
- ⌘ Licensed motorcyclists

WBS: Quantity of Specialised Staff

- ⌘ Professionals : 5
- ⌘ Logistics and venue management & transporter : 10
- ⌘ Technologist : 1
- ⌘ Procurements-Bikes and Tracking Equipment:5
- ⌘ Internet Facilities, to provide data and other Logistics :10

Executive Summary

- ⌘ Heritage Group is a religious based NGO, with the mission of improving the welfare of the poor and the needy in the Nigerian society
- ⌘ Covid-19 has made it imperative to assist the poor and more importantly the most vulnerable set of the poor masses
- ⌘ Thus, the organization developed a strategic way of providing help to some of this group within stipulated time
- ⌘ The organisation concluded on two-stage integrative means: Selection and Personal Tracking
- ⌘ Finally, The project also provided for periodic reviews quarterly and at the end of the year programme to ascertain the success of the strategy adopted.

References

- ⌘ Koskela, L. and Ballard, G. 2006. “Should project management be based on theories of economics or production”? Building Research & Information, 34(2), pp. 154–163.
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