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needs to be done, when, and by whom. The idea is that, before you start on a new activity, you think through and prepare for all the things that will have to be done. The checklist reminds us of things to do and allows us to monitor our progress. Project planning checklists follow a similar overall pattern, although the details will vary from one project to another.

- **Project work plans**

Work plans define the specific steps, deadlines and responsibilities for task completion. In almost all planning, it is necessary to prepare the following:

- Some detailed sub-plans, describing separate kinds of activities.
- Implementation schedules or timeframes, which show the beginning and end of every stage, and how they correspond to the total duration of the project.
- Distribution of obligations, which shows who is responsible for what kind of activity and who is responsible for general management and coordination.
- List of participants, showing how many people are involved in the project, their qualification and period of work in a project.

Work plans should distil the project into distinct tasks and should highlight the relationship and dependencies among the tasks. They should also determine existing and additional resources required to complete each task. The sum of resources, time and costs is used to estimate a project schedule and a budget.

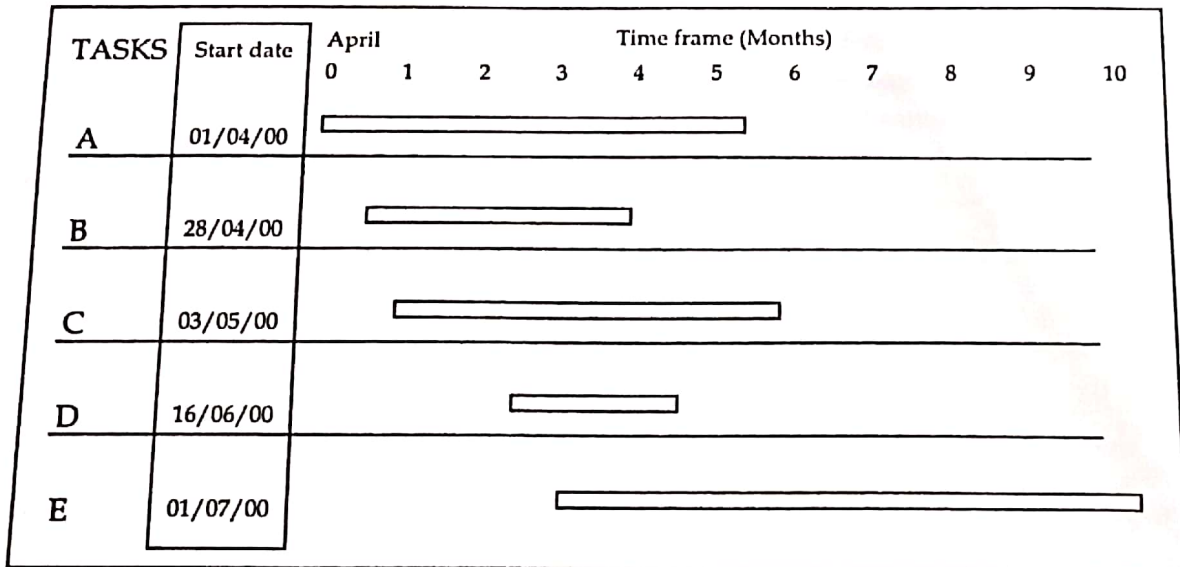
- **Gantt (bar) charts**

One of the most popular project planning techniques for scheduling, reporting, and control of simple projects are the Gantt or bar chart. This technique graphically represents the progress of a project versus the time frame within which it must be completed. Gantt charts are excellent graphical representations for scheduling the execution of various project activities. They can be used as simple and easily understood models for communicating information to all levels or for project management and supervision. Gantt charts allow project managers to plan all activities, estimate the time necessary to complete each, estimate the time required to complete the overall project and monitor project progress. To prepare a Gantt chart:

- List each of the discrete project activities or tasks that needs to be completed
- Establish the execution sequence of these activities
- Estimate the duration of these activities (done in collaboration with those responsible for completing the activities)
- List all activities in chronological order and determine those that can be carried out simultaneously and those that must be carried out sequentially.
- Consider the resource requirements and allocations for each activity

Gantt charts can be prepared easily with graph paper, or by drawing lines on blank paper. They are a common feature of project planning software, but any spreadsheet or sophisticated word processing programme can also be used to create these charts.

The following diagram is a sample Gantt Chart:



In the Gantt chart, the horizontal axis represents the time scale for completing the project. The unit for the time scale can be days, weeks or months, depending upon the total length of the project. The list of project tasks or activities is shown in the left-hand column. The schedule of each activity, showing its starting, duration and completion times, is shown by horizontal bars drawn on each row. For this reason, Gantt charts are also called bar charts or bar diagrams. The bars are drawn according to a time scale laid out across the top of the chart; the length of each bar represents the estimated time needed for carrying out the corresponding activity. At any given time, the actual progress of project activities can be measured against the planned schedule by directly recording it on the chart as well.

- The logical framework

### Overview of the logical framework approach

A useful tool for planning more complicated projects is the logical framework approach. The idea of this tool is that you identify all the main elements of a new proposal, and examine how they fit together. The logical framework requires that you:

- Write down the planned activities in a certain order that helps you to check whether one step will lead to the next.
- Note any assumptions that you are making, and examine whether or not they are true.

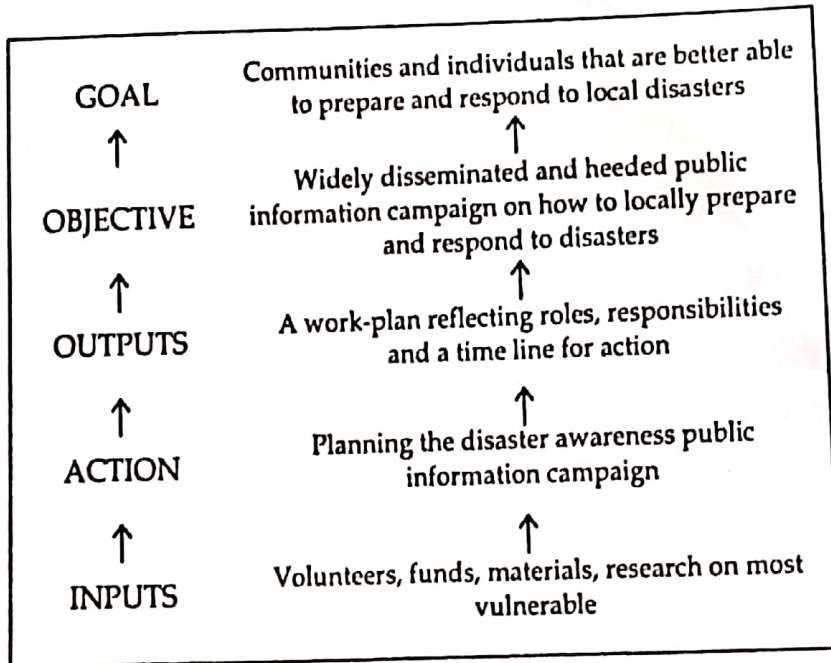


- Identify indicators of progress.

### List the activities

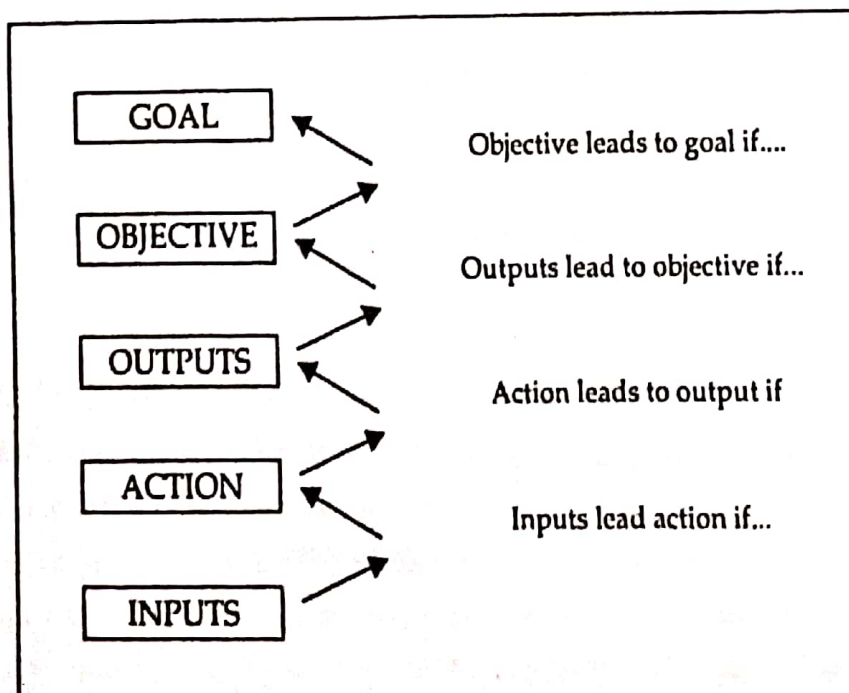
The first step is to think of a project as a series of activities where one step leads on to the next. The way this is normally shown is to place inputs at the bottom of the page and then to work up towards the goal written at the top.

Example: A disaster awareness campaign



### Examine assumptions (conditions of achievement)

Whether actions lead to the desired results, depends on whether our planning assumptions are correct. The input will only contribute to the action, if our assumption holds true. Otherwise the action may not occur.



## Indicators of progress

The full version of the logical framework as a planning tool also includes the indicators of progress that you will look for once you start to implement your plan.

- **Budgets**

The next step in resource allocation is the development of a budget for each important element of the programme. Simple, accurate systems that improve budgeting and cost control are crucial. Whatever approach is used, a budget must be flexible and anticipate inflation of costs.

Many projects experience difficulty with monetary control and have trouble accounting for funds. Usually this is because the project has not specified the accounting system to be used from the outset or the system chosen is not adaptable to the project situation. For example, during disaster times, good field accounting requires a simple system that is easy to use, easy to carry, and places the emphasis of trust on the user. It also requires training in how to use the system before disaster strikes. Field representatives, especially in the emergency, must have an accounting system that recognizes the need for flexibility and simplicity. Several agencies have recently begun to use simplified field-account books that have built-in impression pads, so that duplicate or triplicate records can be prepared and maintained. This innovation reflects the agencies' awareness that a disaster creates special accounting needs.

There is a close relationship between budgeting as a planning technique and budgeting as a control technique. In this section we are concerned only with the preparation of budgets prior to operations. From this perspective, budgeting is a part of planning. With the passage of time and as the organization engages in its activities, however, the actual results will be compared with the budgeted (planned) results. This analysis may lead to corrective action. Thus, budgeting can also be viewed as a method for evaluating and coordinating the efforts of the organization.

### c. Prepare project proposals

- **Writing-up and presenting a project proposal**

All of the work project planners have put into conceptualizing and planning the project should be reflected in a project plan or proposal that states the scope, timetable, resources and costs of the project. If you have to write about a project (a letter to a Government Ministry, a paper for one of the National Society's committees) you may have to develop different communication skills.

Sometimes a local authority or a funding organization asks for a special application form to be completed (especially for a donor organization). Even if you have to complete a form, send it with a covering letter that states: