Project Management Glossary of Terms

PROJECT MANAGEMENT FOR DEVELOPMENT ORGANIZATIONS

PM4DEV®

PROJECT MANAGEMENT FOR DEVELOPMENT ORGANIZATIONS

A methodology to manage development projects for international humanitarian assistance and relief organizations

GLOSSARY OF TERMS

Acceptance	The formal process of accepting delivery of a product or deliverable.
Acceptance Criteria	Performance requirements and essential conditions that have to be achieved before project deliverables are accepted.
Accountability	The obligation to report on one's actions.
Activity	Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs.
Activity Duration	Activity duration specifies the length of time (hours, days, weeks, months) that it takes to complete an activity. This information is optional in the data entry of an activity.
Actual Dates	Actual dates are entered as the project progresses. These are the dates that activities really started and finished as opposed to planned or projected dates.
Actuals	The cost or effort incurred in the performance of tasks. Also, the dates tasks have been started or completed and the dates milestones have been reached.
Alternatives	A number of different solutions and approaches that must be evaluated and chosen to attain the objectives of a project.
Analogous Estimating	Estimating using similar projects or activities as a basis for determining the effort, cost and/or duration of a current one. Usually used in Top-down Estimating.
Approach Statement	A high-level description of how the project will accomplish its goals and objectives.
Assumption	Something taken as true without proof. In planning, assumptions regarding staffing, complexity, learning curves and many other factors are made to create plan scenarios. These provide the basis for estimating. Remember, assumptions are not facts. Make alternative assumptions to

get a sense of what might happen in your project.

Authority	The ability to get other people to act based on your decisions. Authority is generally based on the perception that a person has been officially empowered to issue binding orders. See Power.
Award Agreement	An agreement made between an NGO and the project donor. Award Agreements may also be called grant agreements, cooperative award agreements,
Balanced Scorecard	A management and measurement system that enable organizations to clarify their vision and strategy, and translate them into action. It provides feedback for both the internal business processes and external outcomes in order to continuously improve strategic performance and results.
Baseline	A point of reference. The plan used as the comparison point for project control reporting. There are three baselines in a project—schedule baseline, cost baseline and product (scope) baseline. The combination of these is referred to as the performance measurement baseline.
Baseline Schedule	The baseline schedule is a fixed project schedule. It is the standard by which project performance is measured. The current schedule is copied into the baseline schedule which remains frozen until it is reset. Resetting the baseline is done when the scope of the project has been changed significantly. At that point, the original or current baseline becomes invalid and should not be compared with the current schedule.
Baseline Survey	Information on the pre-project status of project participant conditions against which Performance Indicators will be compared at midterm and at the end of the project.
Beneficiary	The person or organization that is the principle beneficiary of the project. Generally the beneficiary has a significant authority regarding the acceptance of the project outputs
Benefits Management	Benefits management is the identification of the benefits at an organizational level and the monitoring and realization of those benefits.
Best Practice	Something that we have learned from experience on a number of similar projects around the world. This requires looking at a number of "lessons- learned" from projects in the same field and noticing a trend that seems to be true for all projects in that field.
Bottom-up Estimating	Approximating the size (duration and cost) and risk of a project (or phase) by breaking it down into activities, tasks and sub-tasks, estimating the effort, duration and cost of

each and rolling them up to determine the full estimate. Determining duration through a bottom-up approach requires sequencing and resource leveling to be done as part of the scheduling process.

Budget	The amount allotted for the project that represents the estimate of planned expenditures and income. The budget may be expressed in terms of money or resource units (effort).
Budgeting and cost management	Budgeting and cost management are the estimating of costs and the setting of an agreed budget, and the management of actual and forecast costs against that budget.
Calendar Date	A specific date shown on the calendar (e.g., July 3, 1942) as opposed to a relative date. See Relative Dates.
Capacity Assessment	Analysis to measure the ability of the project, partners, and the community to implement a particular Project Strategy and related Activities.
Change	Difference in an expected value or event. The most significant changes in project management are related to scope definition, availability of resources, schedule and budget.
Change control	Change control is the process that ensures that all changes made to a project's baseline scope, time, cost and quality objectives or agreed benefits are identified, evaluated, approved, rejected or deferred.
Change Request	A documented request for a change in scope or other aspects of the plan.
Charter	A formal document providing authority to a project manager to conduct a project within scope, quality, time, cost, and resource constraints as laid down in the document.
Closing	The process of gaining formal acceptance of the results of a project or phase and bringing it to an orderly end, including the archiving of project information and post-project review.
Communication	Communication is the giving, receiving, processing and interpretation of information. Information can be conveyed verbally, non-verbally, actively, passively, formally, informally, consciously or unconsciously.
Concept	Concept is the first phase of the project life cycle. During this phase the need, opportunity or problem is confirmed, the overall feasibility of the project is considered and a preferred solution identified. The business case for the project will be produced in this phase.

Project Management Glossary of Terms

Conflict management	Conflict management is the process of identifying and addressing differences. Effective conflict management prevents differences becoming destructive elements in a project.
Consensus	Unanimous agreement among the decision-makers that everyone can at least live with the decision (or solution). To live with the decision, one has to be convinced that the decision will adequately achieve objectives. As long as someone believes that the decision will not achieve the objectives, there is no consensus.
Constraint	A condition or occurrence that might restrict, limit, or regulate the project. Generally constraints are outside the control of the project team. For example, a target date may be a constraint on schedule. A schedule may be constrained by resource limitations.
Contingencies	Planned actions for minimizing the damage caused by a problem, in the event that a problem should occur.
Contingency Reserve	A designated amount of time and/or budget to account for parts of the project that cannot be fully predicted. For example, it is relatively certain that there will be some rework, but the amount of rework and where it will occur in the project (or phase) are not known. These are sometimes called "known unknowns". The purpose of the contingency reserve is to provide a more accurate sense of the expected completion date and cost of the project (or phase). Some PMs separate contingency reserves from management reserves while others combine the two into a single reserve. Reserves for changes and issues may be part of the contingency reserve or separate reserves.
Control	Control is the process of comparing actual performance with planned performance, analyzing the differences, and taking the appropriate corrective action
Critical Activity	A critical activity has zero or negative float. This activity has no allowance for work slippage. It must be finished on time or the whole project will fall behind schedule
Critical Path	The path(s) in a project network that has the longest duration. This represents the series of activities that determines the earliest completion of the project. There may be more than one critical path and the critical path(s) may change during the project.
Deliverable	Any measurable, tangible or intangible, verifiable item that that must be produced to complete a process, phase, or project.
Dependency	A relationship between two or more tasks. A dependency may be logical (see Logical Relationship) or resource based.

Project Management Glossary of Terms

Detailed Implementation Plan	A set of updated schedules, plans, targets and systems that have sufficient detail to permit the smooth and effective project implementation. It is completed after a project proposal is approved and funded and before implementation begins.
Development Goals	The underlying basis for which a project is undertaken
Dialogue	A discussion in which the participants share their thoughts and gain a better understanding of the subject and, possibly, reach consensus. This is contrasted with debate.
Duration	The length of time required or planned for the execution of a project activity. Measured in calendar time units—days, weeks, months.
Early Finish	The Early Finish date is defined as the earliest calculated date on which an activity can end. It is based on the activity's Early Start which depends on the finish of predecessor activities and the activity duration.
Early Start	The earliest time a task can begin. The time at which all the tasks' predecessors have been completed and its resources are planned to be available.
Earned value management	Earned value management (EVM) is a project control process based on a structured approach to planning, cost collection and performance measurement. It facilitates the integration of project scope, time and cost objectives and the establishment of a baseline plan for performance measurement.
Effort	The amount of human resource time required to perform an activity. Measured in terms of person hours, person days, etc.
Elapsed Time	Elapsed time is the total number of calendar days (excluding non-work days such as weekends or holidays) that is needed to complete an activity
Estimate	An assessment of the required duration, effort and/or cost to complete a task or project. Since estimates are not actual, they should always be expressed with some indication of the degree of accuracy.
Estimate to Completion	The expected effort, cost and/or duration to complete a project or any part of a project. It may be made at any point in the project's life.
Estimating	Estimating uses a range of tools and techniques to produce estimates. An estimate is an approximation of project time and cost targets that is refined throughout the project life cycle.

Project Management Glossary of Terms

Evaluation	A periodic, systematic assessment of a project's relevance, efficiency, effectiveness and impact on a defined population. Evaluation draws from data collected during monitoring, as well as data from additional surveys or studies to assess project achievements against set objectives.
Evidence-based Reporting	An approach to report writing in which statements made about the progress of the project are supported with verifiable information.
Executing	The process of coordinating the people and other resources in the performance of the project or the actual performance of the project.
Exposure	The likely loss or consequence of a risk. It is the combined probability and impact of a risk usually expressed as the product or probability x impact.
Feasibility Study	A study to examine the viability of taking on a project.
Finish Float	Finish float is the amount of excess time an activity has at its finish before a successor activity must start.
Finish-To-Finish Lag	The finish-to-finish lag is the minimum amount of time that must pass between the finish of one activity and the finish of its successor (s).
Finish-To-Start Lag	The finish-to-start lag is the minimum amount of time that must pass between the finish of one activity and the start of its successor(s).
Fiscal Year	The 12-month period of July 1 to June 30 used for financial planning and reporting purposes.
Float	The amount of time available for a task to slip before it results in a delay of the project end date. It is the difference between the task's early and late start dates.
Free Float	Free float is the excess time available before the start of the next activity, assuming that both activities start on their early start date
Gantt Chart	A bar chart that depicts a schedule of activities and milestones. Generally activities (which may be projects, operational activities, project activities, tasks, etc.) are listed along the left side of the chart and the time line along the top or bottom. The activities are shown as horizontal bars of a length equivalent to the duration of the activity. Gantt Charts may be annotated with dependency relationships and other schedule-related information.
Goal	The higher-order objective to which a development intervention is intended to contribute.

Project Management Glossary of Terms

Goal Statement	A high-level statement of the project's object of study, its purpose, its quality focus, and viewpoint. Should reference the project's benefits in terms of improved social or economic conditions.
Governance	The planning, influencing and conducting of the policy and affairs of the project.
Governance Model	The agreed upon processes, roles and responsibilities for governing the progress and direction of a project.
Governance of project management	Governance of project management (GoPM) concerns those areas of corporate governance that are specifically related to project activities. Effective governance of project management ensures that an organization's project portfolio is aligned to the organization's objectives, is delivered efficiently and is sustainable.
Grant	Grants are funds given to tax-exempt nonprofit organizations or local governments by foundations, corporations, governments, small businesses and individuals. Most grants are made to fund a specific project and require some level of reporting. The process involves an applicant submitting a proposal to a potential funder, either on the applicant's own initiative or in response to a Request for Proposals from the funder.
Histogram	A histogram is a graphic display of resource usage over a period of time. It allows the detection of overused or underused resources. The resource usage is displayed in colored vertical bars.
Human resource management	Human resource management (HRM) is the understanding and application of the policy and procedures that directly affect the people working within the project team and working group. These policies include recruitment, retention, reward, personal development, training and career development.
Impact	Positive and negative long-term effects on identifiable population groups produced by a development intervention, directly or indirectly, intended or unintended. These effects can be economical, socio-cultural, institutional, environmental, technological or of other types.
Implementation	Implementation is the third phase of the project life cycle, during which the project management plan (PMP) is executed, monitored and controlled. In this phase the design is finalized and used to build the deliverables.
Incremental Delivery	A project life cycle strategy used to reduce the risk of project failure by dividing projects into more manageable pieces. The resulting sub-projects may deliver parts of the full product, or product versions. These will be enhanced to increase functionality or improve product quality in subsequent sub-projects.

Project Management Glossary of Terms

Information management and reporting	Information management is the collection, storage, dissemination, archiving and appropriate destruction of project information. Information reporting takes information and presents it in an appropriate format which includes the formal communication of project information to stakeholders.
Initiating (Project)	The process of describing and deciding to begin a project (or phase) and authorizing the Project Manager to expend resources, effort and money for those that are initiated.
Inputs	The financial, human, material, technological and information resources used for the development intervention.
Issue management	Issue management is the process by which concerns that threaten the project objectives and cannot be resolved by the project manager are identified and addressed to remove the threats they pose.
Kick-Off Meeting	A meeting at the beginning of the project or at the beginning of a major phase of the project to start officially the project and help the team have an understanding of objectives, procedures and plans.
Lag	Lag is the time delay between the start or finish of an activity and the start or finish of its successor(s)..
Late Finish	Late Finish dates are defined as the latest dates by which an activity can finish to avoid causing delays in the project. Many PM software packages calculate late dates with a backward pass from the end of the project to the beginning.
Late Start	The latest time a task can start before it causes a delay in the project end date.
Leadership	Leadership is the ability to establish vision and direction, to influence and align others towards a common purpose, and to empower and inspire people to achieve project success. It enables the project to proceed in an environment of change and uncertainty.
Learning and development	Learning and development involve the continual improvement of competencies in the organization. The identification and application of learning within projects develop the organization's capability to undertake current and future projects.
Legal awareness	Legal awareness provides project management professionals with an understanding of the relevant legal duties, rights and processes that should be applied to projects.

Project Management Glossary of Terms

Lessons Learned	A set of statements captured after completion of a project or a portion of a project. The statements describe in a neutral way what did or did not work well, along with a statement regarding the risk of ignoring the lesson. Capturing and sharing the lessons learned is an important part of process improvement.
Link	A relationship between two or more tasks. See Logical Relationship.
Log Frame	A management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes and impact) and their causal relationships, indicators, and the assumptions and risks that may influence success and failure. It thus facilitates planning, execution and evaluation of a development intervention.
Logical Relationship	A dependency relationship between two or more tasks or between tasks and milestones, such that one cannot start or finish before another has started or finished.
Management Reserve	A designated amount of time and/or budget to account for parts of the project that cannot be predicted. These are sometimes called "unknown unknowns." For example, major disruptions in the project caused by serious weather conditions, accidents, etc. Use of the management reserve generally requires a baseline change. See Contingency Reserve.
Matrix Organization	A business structure in which people are assigned to both a functional group (departments, disciplines, etc.) and to projects or processes which cut across the organization and require resources from multiple functional groups.
Methods and procedures	Methods and procedures detail the standard practices to be used for managing projects throughout a life cycle. The methods provide a consistent framework within which project management is performed. Procedures cover individual aspects of project management practice and form an integral part of a method.
Metrics	Metrics are quantitative measures such as the number of project activities completed on time. They are used in improvement programs to determine if improvement has taken place or to determine if goals and objectives are met.
Milestone	A point in time when a deliverable or set of deliverables is available. Generally used to denote a significant event such as the completion of a phase of the project or of a set of critical activities. A milestone is an event; it has no duration or effort. It must be preceded by one or more tasks (even the beginning of a project is preceded by a set of tasks, which may be implied).

Project Management Glossary of Terms

Mitigation
Actions taken to eliminate or reduce risk by reducing the probability and or impact of occurrence.

Mitigation Strategies
Identification of the steps that can be taken to lessen the risk by lowering the probability of a risk event's occurrence, or to reduce its effect should the risk event occur.

Monitoring
The process of monitoring, measuring and reporting on progress and taking corrective action to ensure project objectives are met.

Negative Float
Negative float indicates activities must start before their predecessors finish in order to meet a Target Finish date. All float is calculated when a project has its schedule computed. Negative float occurs when the difference between the late dates and the early dates (start or finish) of an activity are negative. In this situation, the late dates are earlier than the early dates. This can happen when the constraints (Activity Target dates or a Project Target Finish date) are added to a project.

Negotiation
Negotiation is a search for agreement, seeking acceptance, consensus and alignment of views. Negotiation in a project can take place on an informal basis throughout the project life cycle or on a formal basis such as during procurement, and between signatories to a contract.

Network Analysis
Network analysis is the process of identifying early and late start and finish dates for project activities. This is done with a forward and backward pass through the project.

Network Diagram
A graphic tool for depicting the sequence and relationships between tasks in a project. PERT Diagram, Critical Path Diagram, Arrow Diagram, Precedence Diagram, are all forms of network diagrams.

NGO
A non-governmental organization is a non-profit organization that often conducts humanitarian and development work around the world.

Objective
An objective is something to be achieved. In project management, the objectives are the desired outcomes of the project or any part of the project, both in terms of concrete deliverables and behavioral outcomes (e.g., improved service, more income, etc.).

Organization Structure
The organization structure is the organizational environment within which the project takes place. The organization structure defines the reporting and decision making hierarchy of an organization and how project management operates within it.

Organizational roles
Organizational roles are the roles performed by individuals or groups in a project. Both roles and responsibilities within projects must be defined to address the transient and unique nature of projects and to ensure that clear

accountabilities can be assigned.

Organizational Culture
The behavior and unspoken rules shared by people and groups in an organization. It is organically developed over time and may differ from ideal organizational values.

Outcome
The intended or achieved short-term and medium-term effects of an intervention's output, usually requiring the collective effort of partners. Outcomes represent changes in development conditions which occur between the completion of outputs and the achievement of impact.

Outputs
The products and services which result from the completion of activities within a development intervention.

Parallel Activities
Parallel activities are two or more activities than can be done at the same time. This allows a project to be completed faster than if the activities were arranged serially in a straight line.

Parametric Estimating
Estimating using an algorithm in which parameters that represent different attributes of the project are used to calculate project effort, cost, and/or duration. Parametric estimating is usually used in top-down Estimating.

Performance Indicators
Something observed or calculated that acts as an approximation of, or proxy for, changes in the phenomenon of interest.

Performance Measures
Performance measures describe how success in achieving the agency goals will be measured and tracked. Performance measure targets provide the quantifiable answer to the question, "How will we know when we've been successful in achieving our goal?" Analyzing the gaps between current performance levels and performance targets helps organizations identify priority areas needing improvement and develop strategies that will close the gap.

Performance Outcomes
Results or consequences of the efforts enacted during the project's planning and execution.

PERT
Program Evaluation and Review Technique A scheduling technique that makes use of dependency analysis and critical path to determine the duration of a project and slack to determine priorities of tasks. In PERT, task durations are computed as (Optimistic + 4xMost likely + Pessimistic estimates) / 6).

PERT Diagram
A type of network diagram deriving its name from the PERT technique. The term is often used as a synonym for network diagram.

Phase
A grouping of activities in a project that are required to meet a major milestone by providing a significant deliverable, such as a requirements definition or product design document. A project is broken down into a set of

	phases for control purposes. The phase is usually the highest level of breakdown of a project in the WBS.
PIR (Post Implementation Review)	Also known as Close Out Report. This is a report compiled upon completion of every project, which determines if the expectations established for the project outcome were met. It documents the comparison between actual results of a project and the objectives and deliverables specified in the project's Charter.
Planning	The process of establishing and maintaining the definition of the scope of a project, the way the project will be performed (procedures and tasks), roles and responsibilities and the time and cost estimates.
Portfolio management	Portfolio management is the selection and management of all of an organization's projects, programs and related business-as-usual activities taking into account resource constraints. A portfolio is a group of projects and programs carried out under the sponsorship of an organization. Portfolios can be managed at an organizational, program or functional level.
Post-Project Evaluation	An activity to assess and evaluate the way a project was performed, so as to learn from the experience and continuously improve project performance.
Power	Power is the ability to influence the actions of others. Power may come from the formal delegation of authority, reference power, and subject matter expertise, the ability to influence rewards and penalties, as well as other sources.
Predecessor Task	A task (or activity) that must be started or finished before another task or milestone can be performed.
Probability	The likelihood of a risk occurring. Usually expressed as a probability percentage or a relative scale such as low, medium or high.
Process	A series of steps or actions to accomplish something. A natural series of changes or occurrences.
Procurement	Procurement is the process by which the resources (goods and services) required by a project are acquired. It includes development of the procurement strategy, preparation of contracts, selection and acquisition of suppliers, and management of the contracts.
Program	A suite of related projects and ongoing operational activities managed as a whole.
Program Management	Program management is the coordinated management of related projects, which may include related organizational activities that together achieve a beneficial change of a strategic nature for an organization.

Project Management Glossary of Terms

Program Manager	The person who directs the planning and execution of a program and is held personally accountable for the success of the program.
Programmatic Drivers/Background Statement	An explanation of why the project is needed and why it is being recommended at this time. It describes the problem or issue that will be resolved by the project as well as any background information necessary to understand the problem.
Project	A project is a one-time effort to accomplish an explicit objective by a specific time. Each project is unique although similar projects may exist. Like the individual activity, the project has a distinguishable start and finish and a time frame for completion. Each activity in the project will be monitored and controlled to determine its impact on other activities and projects
Project Approach Statement	A statement of the way the project will do things. For example, project planning may require different approaches, or different approaches may be considered as a way of reducing project risks.
Project Assumptions	Written statements relative to the project, which help to clarify scope, objectives and other relevant factors that cannot be known at a given point in time.
Project Charter	A document that describes the project at a high level of detail and is used to authorize the Project Manager to begin work. It may also be called a "Project Brief," or any number of other synonyms.
Project Context	Project context refers to the environment within which a project is undertaken. Projects do not exist in a vacuum and an appreciation of the context within which the project is being performed will assist those involved in project management to deliver a project.
Project Donor	The funding agency that provides funds to the project.
Project Environment	The combined internal and external forces, both individual and collective, which assist or restrict the attainment of the project objectives.
Project Financing and Funding	Project financing and funding are the means by which the capital to undertake a project is initially secured and then made available at the appropriate time. Projects may be financed externally, funded internally or a combination of both.
Project Life Cycle	The full set of activities from the beginning to the end of a project. Generally associated with a set of phases, which are determined based on the major parts of project performance (e.g., requirements definition, design, construction, deployment) and the need for control by the Client organization (checkpoints for Go/No go decision-

making).

Project Management	Project management is the process by which projects are defined, planned, monitored, controlled and delivered such that the agreed benefits are realized. Projects are unique, transient endeavors undertook to achieve a desired outcome. Projects are about change and project management is recognized as the most efficient way of managing such change.
Project Management Life Cycle	The sequential major time periods through which any project passes, namely: Initiation, Planning, Implementation, Monitoring, Closure, Each period may be identified as a phase and further broken down into stages.
Project Management plan	The project management plan brings together all the plans for a project. The purpose of the project management plan (PMP) is to document the outcomes of the planning process and to provide the reference document for managing the project. The project management plan is owned by the project manager.
Project Manager	The person responsible and accountable for managing a project's planning and performance. The single point of accountability for a project.
Project Objectives	Descriptions of the project's intended results.
Project Office	A project office serves the organization's project management needs. A project office can range from simple support functions for the project manager to being responsible for linking corporate strategy to project execution.
Project Outcomes	A result or consequence of the project activity.
Project Proposal	A document prepared by the INGO to managers and donors to obtain approval and funding for a proposed project. It stands as the agreement among the relevant Stakeholders about the analysis of the situation and the resulting plan of action.
Project Quality Management	Project quality management is the discipline that is applied to ensure that both the outputs of the project and the processes by which the outputs are delivered meet the required needs of stakeholders. Quality is broadly defined as fitness for purpose or more narrowly as the degree of conformance of the outputs and process.
Project reviews	Project reviews take place throughout the project life cycle to check the likely or actual achievement of the objectives specified in the project management plan (PMP) and the benefits detailed in the business case. Additional reviews will take place following handover and closeout to ensure that the benefits are being realized by the organization.

Project Management Glossary of Terms

Project risk management   Project risk management is a structured process that allows individual risk events and overall project risk to be understood and managed proactively, optimizing project success by minimizing threats and maximizing opportunities.

Project Scope Statement   A concise and accurate description of the expected work, products and deliverables. Also includes works and products that are not included in the project.

Project sponsorship   Project sponsorship is an active senior management role, responsible for identifying the business need, problem or opportunity. The sponsor ensures the project remains a viable proposition and that benefits are realized, resolving any issues outside the control of the project manager.

Project Statement   A concise statement that clearly identifies the project's purpose, or desired outcome. It generally includes three components: cost, time and performance.

Project Status Reports   A written report produced by the project manager and sent to a senior manager or project supervisor on a regular basis, stating the position of an activity, work package, or the whole project. Status reports control the project and keep management informed of project status.

Project Success   Project success is the satisfaction of stakeholder needs and is measured by the success criteria as identified and agreed at the start of the project.

Project Team Members   Members of the core project team and those that are assigned to the development and/or support the project deliverables.

Quality Assurance (QA)   Making sure standards and procedures are effective and that they are complied with. Note, in some organizations QA is used to refer to the quality control function.

Quality Control (QC)   Making sure deliverables comply with acceptance criteria. Includes testing and reviews.

Relative Date   A date expressed as a number of periods (e.g., days, weeks, or months) from a reference point. For example, two months after the project start date. See Calendar Date.

Request for Applications (RFA)   Request for Applications. This is a document sent out to the development community to inform them that funding will be made available in the form of grants to development organizations interested in conducting development work in a specific area.

Request for Proposal (RFP)   An RFP is an announcement, often by the government agency, of a willingness to consider proposals for the performance of a specified project or program component. A request for proposals is often issued when proposals for a specific research project are being sought.

Project Management Glossary of Terms

Required Approvals	Required sign offs, usually by higher authority.
Resource	Any tangible support such as, a person, tool, supply item or facility used in the performance of a project. Human resources are people.
Resource Dependency	A dependency between tasks in which the tasks share the same resources and therefore cannot be worked on simultaneously. Resource dependent tasks can be scheduled at the same time but are limited by the availability of the shared resources.
Resource Leveling	Resource leveling is the part of the scheduling process in which the start and end dates of tasks are driven by resource limitations (e.g., limited availability of resources or difficult-to-manage resource levels). Among the scheduling objectives, is to ensure that resources are not overburdened (don't schedule more resources for a period than are available) and that (as much as possible) there are not significant peaks and valleys in the resource schedule.
Resource Loading	The process of assigning resources (people, facilities and equipment) to a project, usually activity by activity.
Resource management	Resource management identifies and assigns resources to activities so that the project is undertaken using appropriate levels of resources and within an acceptable duration. Resource allocation, smoothing, leveling and scheduling are techniques used to determine and manage appropriate levels of resources.
Responsibility	The obligation to perform or take care of something, usually with the liability to be accountable for loss or failure. Responsibility may be delegated to others but the delegation does not eliminate the responsibility.
Responsibility Assignment Matrix (RAM)	A tool used to relate each project activity in the WBS with a responsible organization unit or individual. Its purpose is to ensure that every activity is assigned to one or more individuals (only one with primary responsibility) and that the individuals are aware of their responsibilities.
Results	Results are changes in a state or condition which derive from a cause-and- effect relationship. There are three types of such changes (intended or unintended, positive and/or negative) which can be set in motion by a development intervention – its output, outcome and impact.
Results Based Management (RBM)	A management strategy by which an organization ensures that its processes, products and services contribute to the achievement of desired results (outputs, outcomes and impacts). RBM rests on clearly defined accountability for results, and requires monitoring and self-assessment of progress towards results, and reporting on performance.

Project Management Glossary of Terms

Risk	A future event or problem that exists outside of the control of the project that will have an adverse impact on the project if it occurs. Risk involves the probability of occurrence and the possible consequences or impact. Unlike an issue that is a current problem that must be dealt with, a risk is a potential problem that has not yet occurred.
Risk Analysis	An examination of risk areas or events to assess the probable consequences for each event, or combination of events in the analysis, and determine possible options for avoidance.
Risk Assessment	Part of risk management in which planners identify potential risks and describe them, usually in terms of their symptoms, causes, probability of occurrence and potential impact.
Risk Exposure	The likely loss or consequence of a risk. It is the combined probability and impact of a risk usually expressed as the product or probability x impact.
Risk Impact	The harm or consequences for a project of a risk if it occurs. Usually expressed on a relative scale such as low, medium or high.
Risk Management	A process to assess potential problems (risks), determine which risks are important to deal with, and implement strategies to reduce the likelihood or consequences (impact) of those problems.
Risk Mitigation	Actions taken to eliminate or reduce risk by reducing the probability and or impact of occurrence.
Risk Probability	The likelihood of a risk occurring. Usually expressed as a probability percentage or a relative scale such as low, medium or high.
Risk Response	An action that can be taken to address the occurrence of a risk event. Contingency plans are collections of risk responses.
Risk Trigger	Events or thresholds for indicators that specify when an action such as implementing a contingency plan needs to be taken.
Schedule	The project timeline, identifying the dates (absolute or relative to a start date) that project tasks will be started and completed, resources will be required and upon which milestones will be reached.
Scheduling	Scheduling is the process used to determine the overall project duration and when activities and events are planned to happen. This includes identification of activities and their logical dependencies, and estimation of activity durations, taking into account requirements and availability of resources.

Project Management Glossary of Terms

Scope   Scope is defined in terms of three dimensions—product, project and impact. Product scope is the full set of features and functions to be provided as a result of the project. The project scope is the work that has to be made to deliver the product. Impact scope is the depth and breadth of involvement by, and effect on, the performing and client organizations.

Scope Change   Any change in the definition of the project scope. Scope change can result from changes in client needs, discovery of defects or omissions, regulatory changes, etc.

Scope Change Control   Also called scope change management. The process of making sure that all changes to the project scope are consciously evaluated and their implications to the project plan are considered in making a decision to make the change, postpone it or reject it.

Scope Creep   The unconscious growth of the project scope resulting from uncontrolled changes to requirements.

Scope Definition   Breaking down the project's major deliverables into smaller, more manageable components to make verifications, development and project control easier. This may be part of requirements definition and/or design.

Scope Management   Scope management is the process by which the deliverables and work to produce them are identified and defined. Identification and definition of the scope must describe what the project will include and what it will not include, i.e. what is in and out of scope.

Scope Planning   Development of a statement of the principle deliverables of a project along with the project's justification (business case) and objectives. Part of requirements definition.

Scope Verification   PMI's PMBOK Guide defines this as the process to ensure that all project deliverables have been completed satisfactorily. It is associated with acceptance of the product by clients and sponsors.

Sequence   Sequence is the order in which activities will occur with respect to one another. This establishes the priority and dependencies between activities. Successor and predecessor relationships are developed in a network format. This allows those involved in the project to visualize the work flow.

Sequencing Tasks   A part of the scheduling process in which the tasks are positioned in series or in parallel to one another based on dependencies between them. Sequencing results in a task network.

Slippage   Slippage is the amount of slack or float time used up by the current activity due to a delayed start. If an activity without float is delayed, the entire project will slip.

Project Management Glossary of Terms

SMART	The five elements for a well-worded objective, namely Specific, Measurable, Achievable, Realistic, Time Bound.
Specifications	Detailed statements of project deliverables that result from requirements definition and design. Specifications generally describe the deliverables in terms of appearance, operational constraints and quality attributes. Specifications are the basis for acceptance criteria used in scope verification and quality control. In some organizations and industries, specifications may be qualified as requirements specifications and design specifications. See Requirements.
Stakeholder	Anybody and everybody with a stake in the project - clients, sponsors, performers, the general public and even the family and friends of direct participants can be considered stakeholders. Not to be confused with the guy that holds the stake when the vampire slayer slays the vampire.
Stakeholder Management	Stakeholder management is the systematic identification, analysis and planning of actions to communicate with, negotiate with and influence stakeholders. Stakeholders are all those who have an interest or role in the project or are impacted by the project.
Stakeholders	The people who have a vested interest in the outcome of the project.
Starting Activity	A starting activity has no predecessors. It does not have to wait for any other activity to start. Many PM software packages permit multiple start activities if needed
Statement of Work	A description of the scope of a project centered on the major deliverables and constraints.
Steering Committee	A group of people who monitor the project and give guidance to the project sponsor or project manager.
Strategic Plan	A plan that is tightly tied to the organization's mission, vision, values and objectives, and depends heavily on high-level coordination and influences management to achieve their goals.
Sub Grant	An award of financial assistance in the form of money, or property in lieu of money, made under a grant by a grantee to an eligible sub-grantee.
Sub Grantee	A legal entity to which a sub-grant is awarded and which is accountable to the grantee for the use of the funds provided

Project Management Glossary of Terms

Sub-contractor	A group or individual providing products or services to the project. Commonly, sub-contractors are considered to be vendors. However there is a growing understanding that any internal group that provides products or services (e.g., an internal technical writing department) is a sub-contractor to the project manager. Of course in this broader usage, the agreement between the parties is not a legally binding contract but it is a contract nonetheless.
Subject Matter Expert (SME)	An expert in some aspect of the project's content expected to provide input to the project team regarding business, scientific, engineering or other subjects. Input may be in the form of requirements, planning, resolutions to issues and/or review of project results.
Subproject	A subproject is a distinct group of activities that comprise their own project which in turn is a part of a larger project. Subprojects are summarized into a single activity to hide the detail
Sub-task	A breakdown of a task into the work elements that make it up. A task must be broken down into at least two sub-tasks for a meaningful decomposition.
Successor	A task or milestone that is logically linked to one or more predecessor tasks.
Task	A piece of work requiring effort, resources and having a concrete outcome (a deliverable). A task may be of any size (a project is a very large task). Sometimes the term is used to denote a piece of work at a particular level in a Work Breakdown Structure (WBS) hierarchy e.g., a phase is broken into a set of activities, and an activity into a set of tasks. Except for this hierarchical usage, activity is synonymous with task.
Task Dependency	A relationship in which a task or milestone relies on other tasks to be performed (completely or partially) before it can be performed. Also referred to as a logical relationship.
Teamwork	Teamwork is when people work collaboratively towards a common goal as distinct from other ways that individuals can work within a group.
Top-down Estimating	Approximating the size (duration and cost) and risk of a project (or phase) by looking at the project as a whole and comparing it to previously performed similar projects. The comparison may be made directly using "analogous estimating," through an algorithm as in "parametric estimating", or from the memory of estimating experts.
Total Float	Total float is the excess time available for an activity to be expanded or delayed without affecting the rest of the project -- assuming it begins at its earliest time.

Project Management Glossary of Terms

Variance	The difference between estimated cost, duration or effort and the actual result of performance. In addition, can be the difference between the initial or baseline product scope and the actual product delivered.
Vendor	An organization or individuals providing products or services under contract to the client or to the project performance group. Also called outside contractors or sub-contractors.
Vision Statement	A statement that captures the long-term picture of what the organization wants to become. A vision statement must be inspirational, memorable and reflect the desires of those with vested interests. An example would be, "To be recognized for leadership, innovation and excellence in improving the health of individuals and populations."
Work Breakdown Structure (WBS)	A hierarchical task list created by decomposing the project based on the breakdown of the product into components and the breakdown of the project process into increasingly detailed tasks. The WBS is depicted as a tree diagram (or hierarchy chart) or as a list in outline form with detailed items subordinated to higher-level items.
Work Flow	Work flow is the relationship of the activities in a project from start to finish. Work flow takes into consideration all types of activity relationships.
Work Load	Work load is the amount of work units assigned to a resource over a period of time.
Work Package	A task at a low level of the Work Breakdown Structure at which project accounting is performed. Usually a week or so in duration and performed by an individual or small work group.
Work Units	Work units is the measurement of resources. For example, people as a resource can be measured by the number of hours they work.
Zero Float	Zero float is a condition where there is no excess time between activities. An activity with zero float is considered a critical activity. If the duration of any critical activity is increased (the activity slips), the project finish date will slip.

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