

project planning and management series

PN-AAR 473
10/13/7125

ACKNOWLEDGEMENT

The Project Planning and Management Series consists of a set of manuals and associated modules presenting practical approaches, tools and techniques for project planning and management. (See list on back cover). A product of the Government of Jamaica/USAID National Planning Project (1976-1980), the series was developed by the Project Development Resource Team (PDRT) of PAMCO for use in "action-training" workshops and reflects extensive experience in training and project development. All present PDRT members are contributing authors and have worked together in writing, revising and publishing the series. Special credits are due to Dr. Merlyn Kettering for design and development of the series; Dr. Bruce Brooks for writing final versions of many modules; Mrs. Marjorie Humphreys for assuming primary editing and production responsibility and for organizing draft papers into more useful materials; Mr. Lascelles Dixon, head of PDRT since 1979, for designing the cover and improving many of the illustrations; and Mrs. Christine Hinds and Miss Linette Johnson for typing the drafts and final manuscripts. Any comments on the series and its usefulness are welcome.

Marcel Knight
Managing Director
PAMCO
March, 1980

Contributing Authors:

Merlyn Kettering
Bruce Brooks
Conrad Smikle
Lascelles Dixon
Michael Farr
Marjorie Humphreys

Published by:

The Project Analysis & Monitoring Co. Ltd. (PAMCO)
Inter-Continental Hotel, 4th Floor
Kingston, Jamaica, W.I.

MODULE 32

PROJECT INSTITUTIONAL ENVIRONMENT ANALYSIS

Merlyn Kettering and Bruce Brooks

A. PREREQUISITES:

REFERENCES: MODULE 30 - Brainstorming

E. DISCUSSION:

B.1 INTRODUCTION

The primary purpose of this Module is to impress on project managers the complexity of the interactions between a project and its external environment and the importance of managing them effectively. A second purpose is to define the elements or components of a project's environment. A third purpose is to explore and evaluate the roles of project managers in facilitating environmental interactions. Specific examples are used to illustrate these roles, which are frequently overlooked or minimized. The management of interactions with the environment is one of the basic functions of the project manager. It is a function that must be performed throughout the life of the project.

While a great deal of attention is directed at institutional linkages, this module also identifies general environmental influences. Because of the complexity of environmental dynamics in most development projects, and because of the differences among projects in various countries and sectors, this module cannot describe all of the possible linkages. It does provide the framework within which the project manager can identify a variety of linkages. The more experienced manager will find no surprises. But one of the purposes of the paper is to ensure that project management systematically considers and initiates action on significant elements of the project environment that are recognized.

B.2 TYPES OF PROJECT LINKAGES

A key step in managing the environment of the project is the identification of important environmental linkages. Project management must first recognize the institutions, organizations, groups and individuals that interact with the project and affect

its success. To facilitate this process of identification, a classification scheme which represents different types of linkages can be extremely helpful. Lists of possible project linkages with the environment vary tremendously from project to project. A project manager and his staff should generate such a list at an early stage of project planning and continue to review and modify it throughout the life of the project. A tool that can be used effectively for developing these lists is *Brainstorming*. (SEE MODULE 30)

Definition of Linkage Groups

- (a) *Project Supporters and Sponsors*: Project supporters are organizations or individuals who assist the project financially and politically by providing physical and human resources. A large number of diverse institutions and individuals may be sources of financial and political support in one form or another: development banks, government agencies, international assistance organizations, social groups, religious institutions, foundations, etc.

The issue of who initiates contact becomes important to project managers as they seek to determine the kinds of relationships, transactions, and degrees of involvement that is needed between the project and the supporters. If the supporters set up the project organization, then the relationships are already well defined, at least initially. All that managers can really do is to cultivate the linkages while planning to expand the future base of support. If the project managers are involved in the selection of the supporters, the situation is radically different. Existing supporters should be identified before exploring the environment for additional sponsors. Some current supporters might be key political figures whose displeasure could be fatal to the fledgling project if the additional sponsors turn out to be competitors. Trade-offs then have to be considered on the basis of predictions concerning trends in power, influence, resources, and interests of respective project supporters and sponsors.

For the project manager, the strings attached by the supporters both formally and informally can be serious limitations. How to make the best use of supporters depends upon the innovativeness of the project manager and on his ability to negotiate. Over-dependence on a single supporter may endanger the progress and survival of a project. Project managers may escape over-dependency on a single supporter by enlisting support from other sources. By doing so, they face the equally precarious position of juggling the wishes of several different supporters.

No matter what project managers do, whether they work with a few or with many supporters, as innovators in a dynamic environment they must continue to be sensitive to present supporters and at the same time survey the environment for potential supporters. As one supporter becomes dissatisfied or financially constrained they may cut off or limit support. Others can then pick up the slack. If the project is to complete its mission, it may need more resources than existing supporters can or are willing to allocate. This is further reason to broaden the support base.

- (b) *Co-operating agencies*: Co-operating agencies are those organizations that are independent of the project but are involved in some type of policy, function or work in the territory which overlaps that of the project team. One would logically expect an agricultural extension agency to co-operate fully with another agency whose mission is to provide farmers with credit. The two have complementary functions and policies, and work in the same territory. Projects are often in competition with other projects, programmes, and agencies, for funds and resources. Furthermore, because of functional or policy overlaps, they may also face competition from other project organizations that are vying to serve the same basic function and area.

Where local agencies take the initiative to co-operate, some progress can be made toward maximization of benefits from resource use (both human and physical). Such a union can draw in diverse agencies like public health, education (schools), agricultural extension and farm credit.

Depending upon the situation, there are a wide variety of ways in which a project and a co-operating agency can get mutual benefits by working with each other. Both possess things of value to the other. These can be shared without limiting the operation of either the project or the agency. But there are several pitfalls that the project manager must avoid. One is the danger of being absorbed by one of the co-operating agencies and losing the character of being a development project, and being shifted from innovation to routine operations. Another danger is the possibility of becoming too closely identified with one agency which perhaps provides generous assistance but discourages the participation of other agencies or organizations. This frequently occurs when project managers seek the support of both private sector groups and public agencies.

- (c) *Project beneficiaries*: Development projects are intended to provide direct and indirect benefits to different segments of society. Techniques and training in project appraisal have frequently emphasized the necessity of identifying (and, where possible, quantifying) the benefits that will be achieved by the project if it is successfully implemented. In practice, this extremely important linkage, the beneficiaries, often turns out to be the lowest:clearly defined relationship. Identifying and interacting with beneficiaries throughout the life of the project is essential if the outputs are to meet their needs and be accepted by them.

Organizations that benefit from the project may include existing firms, government agencies, political parties and volunteer groups. The project output system creates a capability to provide additional goods and services to society. These outputs are designed to serve the needs of individual users or to provide required inputs into production processes of other organizations.

If the output system is a family planning method, existing clinics, hospitals, volunteer groups or government agencies who might be interested in using the system can be rather readily identified.

Sometimes the benefits are indirect and the potential user organizations are not yet operating. Project managers will then have difficulty identifying the beneficiary in order to validate the benefits of project outputs. For this reason, it is essential that project managers be accessible to individuals and organizations who feel they may be affected by project implementation. Project managers must publicize the project, its activities, and intended effects in such a manner that those affected, but who are not identified during the project planning stage, will initiate contact with the project management. Through mutual interaction between project managers and potential beneficiaries, a more accurate analysis of the type and extent of intended project effects may be carried out and may lead to the redesign of project.

Individuals who are the ultimate consumers of goods and services provided by the project output system may not be organized into identifiable groups. Benefits to them are then defined solely by project planners who have very little interaction with potential beneficiaries. But as quickly as possible, managers should contact these beneficiaries and explain the potential project benefits.

In one way or another beneficiaries must participate

actively in the project planning for the project to have any real maximum value for them. The extent of the participation depends on the type of project and the circumstances involved. A clear identification and appraisal of the needed activities of potential beneficiaries is necessary from the beginning of project planning. The goals and means of beneficiary involvement should be reviewed periodically throughout the life of the project. Increased communications and sharing of information, especially information which makes the proposed benefits clear and visible to the beneficiaries, is very important. In short, if the project manager decides that he wants the active participation of beneficiaries, he must be prepared to share some power with them. Projects planned without prior counsel with intended beneficiaries run considerable risk of failure.

- (d) *Project losers*: The effects of a project on various elements of society may not result in benefits for all. There are likely to be negative effects. It will be extremely important for project managers to identify the project losers and the linkages affected by them. Maintenance of relationship with these "victims of progress" is essential if project management is to minimize the opposition they can cause, and also minimize effects on the "losers" in order to realize the highest possible net benefits for the total society.
- (e) *Professionals*: Professionals and their organizations can be critical to the success of a project. The types of professionals who became involved depend on the project and its need for trained personnel. Involvement of skilled individuals or professional groups can be an important source of support or criticism or opposition. If a local lawyer association is consulted and encouraged to contribute legal aid, the project can draw on a wealth of skills, knowledge, manpower and influence that otherwise might be denied it if the group were ignored. Or, even worse, the group may decide to oppose the project.

In order to reduce potential opposition, project managers must attempt to identify potential professional, interest or pressure groups that might arise either independently or in coalition. Through co-operation the project's management might enlist the talents of various groups by consulting with them to obtain advice and insight into other points of view about the project. The open exchange of ideas and opinions can promote credibility. This requires open channels of communication and a widespread distribution of information about the project plans.

- (f) *Political parties and political factions:* Project managers must be aware of possible or probable influences of political parties and factions. The project might be aided or embarrassed by partisan support. Project managers must weigh carefully the advantages of "short-term" benefits versus the possibility of retribution in the long-run if and when there is a political change. Depending on the circumstances, the introduction of politics into a project may be alternately viewed as the only way to get things moving, necessary evil, or a course resulting in the alienation of support.

Timing is sometimes a critical factor in the transactions between the project manager and political linkages. Project managers must know the political system well and have a good understanding of how public policy is made and carried out.

- (g) *General public:* The public in general is another environmental linkage that must be considered by project managers. The general public that the project is most directly concerned with is the one geographically close to it. In addition to the direct beneficiaries of the project, members of the local community stand to benefit either directly through employment or indirectly as more money and services are injected into the local economy by project expenditures for goods and services.

Depending on the type of project, there are other benefits to be realized for the local population. A school or clinic might be built and staffed, thus perpetuating the efforts of the project long after it has terminated its specific mission. These benefits should be publicized to the local community and discussed with community leaders so they will recognize their importance and attach the right value to the project and its activities. It is naive to assume that benefits are obvious to the local public. The public must be communicated with directly if misunderstandings are to be avoided, suspicions minimized, and support maximized.

B.3 DEFINITION OF TRANSACTIONS BETWEEN THE ENVIRONMENT LINKAGE GROUPS AND THE PROJECT:

Having established a list of various types of linkages that project managers can expect to deal with during the course of project planning, it is necessary to determine what functions are performed in the interaction between a project and its environment.

Internal problems alone can occupy all of the project manager's time and attention. What are the benefits of such transactions with entities that, on the surface at least, do not appear to have much in common with the aims of the project? A list of the project needs and personnel needs that are met by linkages can highlight the importance of interactions and help to improve implementation of the project.

It is important for project managers to develop an "inducements/contributions" perspective in dealing with linkages in the external environment. Linkage interactions are processes of exchange, in which something of value is transferred between project managers and other individuals and organizations. Management must direct its attention to a variety of activities simultaneously: to internal duties relating to operation, planning, control and other managerial functions; to external supporters and supplies of technical and financial assistance; to administrative structures at all levels; and ultimately to project beneficiaries. Often it is necessary to make trade-offs. In order to do this effectively, project managers must have a grasp of both the function and timing of transactions between the project and its external linkages.

- (a) *Financing*: The need for financial resources is one of the factors that causes project managers to make the first contacts with other organizations. In order to maintain or increase the project funding level, project managers must be able to obtain financial resources from supporters by offering them something in return. Project managers must demonstrate to public decision-makers that there will be increasing benefits through investments in development projects.
- (b) *Non-financial inputs*: Two major concerns of project managers revolve around the timely acquisition of physical inputs and the recruitment of adequately skilled and qualified personnel. These are items money can buy only if they are available. Negotiations must be conducted with the potential financial supporters of the project to ensure that the needed materials and supplies will be obtained on time and that personnel can be hired. Again a combination of linkages, local leaders, government officials, professional associations, universities, etc., will be useful in determining the availability of such resources.
- (c) *Political support and legitimization*: Political support is a critical variable in the success of most development projects. Political support includes a variety of services ranging from authorization to assistance with bottlenecks.

During the project's life cycle it might be necessary to enlist such support at various levels of national, provincial and local governments. These contacts serve to legitimize the project and to create a base of credibility. They can also serve as protection against opposition. Project managers must analyze carefully the political situation at various levels, and when conflicts among political factions might threaten the success of the project, steer as non-partisan a course as possible. Where different parties control essential resources, the project managers should search out the parts of their programme upon which various groups can agree. Political support can aid the project in a number of ways by facilitating its entry into its environment, by obtaining acceptance of its outputs, and assuring availability of its inputs.

- (d) *Satisfying beneficiaries and supporters:* Project supporters in particular provide inputs to the project and usually have an interest in the outputs. The beneficiaries may not have contributed much to the input side but can generally expect to receive some of the outputs in forms of services, information, physical products and income. Care must be taken to see that information is distributed to supporters, beneficiaries and other participants such as co-operating agencies and the general public. This must be done in order to sustain or generate interest in the project and its activities.
- (e) *Approval:* In its exchanges with external linkages, the project managers attempted to satisfy needs for approval. This approval is vital to the progress and success of the project. Approval can include expressions of satisfaction from clientele groups, favourable coverage in the mass media, and other feedback from environment groups. Approval may be a two-way process; i.e., it will often be necessary for the managers of a project, especially in rural areas, to offer support or approval to various types of community activities. This kind of action will give support to the community and the project.
- (f) *Technical assistance:* Along with financial support, project managers must often obtain some form of technical assistance from organizational linkages. This may be provided by the same participants that fulfill other project needs or by entities such as consultants who specialize in technical assistance.
- (g) *Promotion and communication:* The project manager needs assistance in the distribution of information. Even the

staff of a large project may often find it difficult to spread the word about project success, benefits and needs. Communication must be established through mass media. Local leaders and other groups should be kept informed about the implications of the project on their areas and the progress being made on it.

B.4 THE NATURE OF THE INTERACTIONS BETWEEN THE LINKAGES AND THE PROJECT:

With the identification of linkages and possible transactions that might occur between linkage organizations and project managers, the project manager then directs his attention to operations necessary to make the linkage interactions co-operative. It is not enough to recognize that linkages exist and that the project co-exists within its environment by co-operating and interacting with its linkages. It is also necessary to examine in some detail various aspects of the dynamics of environmental interaction.

- (a) *Level:* Even within a hierarchical organization, it would be naive to assume that only the manager of the project has contact with the external environment. He is responsible for a majority of them, but as far as the local community is concerned, it is often the lower level project personnel that are more visible and involved. While the project manager is away negotiating with donors, governmental officials and other groups, the staff in charge of the daily operation of the project must have an appreciation of the importance of linkages and the channels for interacting with them. Through adequate internal communication, such as frequent staff meetings, all members of the project should be encouraged to report their observations on relationships with different segments of the project environment.
- (b) *Degree of involvement:* When interacting with such external linkages, how much does one have to get involved? How much of the project manager's time and resources have to be allocated to this activity? What is the best procedure to use?

Precise answers depend on the particular circumstances. Interaction with organizations in the project environment must be allocated time in competition with a vast array of other management functions and activities. Some transactions are informal and involve the formation and maintenance of personal friendships or ties. Time, and occasionally some

of the project's resources, should be expended at various stages of the planning cycle for this type of ad hoc activity.

However, other transactions such as financing, gaining political support or technical assistance are more critical at specific times and may demand more attention from management. For example, the project manager can expect to be very concerned about obtaining funds during the initial stages of the project and devote most of his time and energies to this. After the funds are secured, the manager's interactions with the financial supporters may assume more of a reporting function while he directs more attention toward gaining the necessary political support to the project. Later, attention may finally be given to the relationship between the project and its intended beneficiaries.

- (c) *Media*: If development projects are to be successful, project managers must disseminate information concerning the project to as wide an audience as possible. Publicity, if carefully used, can gain the attention of decision makers before they formulate policies that might affect the project. Public awareness cannot be taken for granted. When data are available concerning the tangible benefits created by the project's activities, they should be made known to the project beneficiaries.
- (d) *Primary and secondary contacts*: While project managers will be able to identify and evaluate primary linkages with the external environment without too much difficulty, they will experience some problems in determining what impacts, if any, secondary linkages have on project planning. It is not uncommon for the project manager to use secondary linkages when the situation demands it. The use of third parties or intermediaries to influence the behaviour or activities of organizations that directly influence a project is often an effective strategy for managing environmental pressures or removing obstacles to progress of the project.
- (e) *Inducements and contributions*: Finally, it is important to emphasize that most successful interactions between the project and its environment are characterized by the use of inducements that are offered by the project in exchange for the contributions to the project by the linkages. Inducements are another medium of exchange for contributions either by "open bargaining" or through quiet, mutual understanding. Sometimes the project is able to use surplus resources as bargaining chips with which to gain the support of

environmental linkages. Status, approval, advice, and various forms of technical assistance can also be used by project managers to win support for the project. A helpful viewpoint which may be adopted by project management before interacting with a potential linkage is to place oneself "in the shoes" of the linkage. Try to view the project as the linkage would. What inducements would this linkage find interesting in exchange for the contributions that they could make to the project?

B.5 THE FRAMEWORK OF INSTITUTION BUILDING AND ENVIRONMENTAL ANALYSIS:

It is very important to be able to analyze and understand the relations of a project to its larger institutional environment. No project is carried out in a social economic vacuum, but is an intervention into an ongoing pattern of relations where groups and organizations participating in specific areas of activities promote and protect their own interests. There are organizations which will support the project and the changes which it seeks to bring about and others which will resist change, and still others which are relatively neutral. It is critical to understand the project and its proposed innovations or changes in light of the perceptions that the organizations in the project environment have regarding their interests in relation to the project.

One framework which is useful for analyzing the various linkages which a project may have with a broad range of groups and organizations is the Institution Building Model.¹⁾ This model aggregates all the organizational linkages into four basic groups:

Enabling Linkages;
Functional Linkages;
Normative Linkages;
Diffuse Linkages.

1) Milton J. Efman, *Elements of Institution Building*, Article, pp. 21-39 *Institution Building and Development, From Concepts to Application*. J.W. Eaton, Editor. Sage Publishers Inc. Beverly Hills, CA., 1972.

Functional linkages are those relationships which provide the needed inputs for a project and take the project outputs. The functional linkages complement the project in its productive venture by ensuring that all necessary inputs including personnel, supplies, and monies are available. This linkage also ensures that the outputs will be taken and used. They also include other organizations or projects which may seek to perform similar functions or services or produce similar outputs because it is the performance of these real or potential competitors who will have an impact upon the functional capabilities of the project. For example, the functional linkages of a food production farm includes; the extension and research agencies who supply it with assistance and knowledge, the marketing corporation and the private marketing firms who purchase the outputs, the organizations supplying seeds, fertilizers, sprays and other inputs into the productive processes, and the agricultural producers whose production will compete with or supplement those of the project.

Enabling linkages are those relationships which provide authority to operate and permit access to essential resources. Enabling linkages are very important to a project. They can be used to guarantee that the project has the necessary authorization and access to critical resources necessary for success. This is important because projects are temporary organizations which have limited capabilities in dealing with rather strong and entrenched institutions in the project environment. Enabling linkages are basically those organizations and groups which control the allocations, with the authority necessary for a project to operate and gain access to necessary resources. It includes the parent organization, co-ordinating committees or boards, legalizing bodies, licensing bodies, and so on. Most projects are quite dependent upon enabling linkages up to the point of operations because they have almost no identity or strength on their own.

Normative linkages are those groups or organizations which share an over-lapping interest in or commitment to the basic objectives and goals of the project and the changes the project is trying to bring about. Certain institutions incorporate norms and values (both positive and negative) which are relevant to the values and norms which underlie the success of the project. For a family planning project, for example, there are generally normative linkages with church groups (which may be either positive or negative), with the University Hospital and the Family Planning Programme, with the School of Medicine, and so on. These linkages need to be closely monitored for support for evidence of active resistance which can damage the acceptability of a project among the project clientele group.

Diffuse linkages are relationships with those groups or organizations which are less formal in the sense that they are usually not closely allied with formal organizations. It includes those groups of persons who are not so well organized but can, when they have the opportunity, influence the acceptability of the project or its basic outputs, and the change it is seeking to bring about. Examples of diffuse linkages for an educational project include the parents of potential or present students, newspaper or media representatives neighbourhoods, etc.

Project management must acknowledge the total network of linkages within which it must operate and evaluate the critical and less critical nature of these over time. As the linkages are evaluated, the present status should be assessed as well as future prospects for the relationships.

Appropriate tactics should be developed for dealing with each of them. Since the environment is always changing, it is important to maintain continuous surveillance of the project linkages and anticipate problems and opportunities at the earliest possible moment. In general, it is important that all levels of project administration be aware of the dynamic processes of transactions, exchanges and influences which must be managed in project linkages with the environment. Management must have in mind basic environmental linkage strategies for the project to maintain maximum control and influence upon critical linkages for the sake of project performance.

In general the objectives of the management are to understand and strategically deal with environment linkages so that the project has access to project resources and services and the utilization of project outputs in such a manner that the higher level project objectives are achieved.

C. PURPOSE:

The purpose of institutional environment analysis is to examine how a project fits into its environment. This begins with identifying the important external linkages in terms of their general characteristics and potential impact on the project and then providing a description of the individuals and/or institutions involved in the different linkage relationship and finally identify the source and location of these relationships.

D. USES:

Once potential linkages in the project's environment are identified, the various reasons for maintaining the interactions are discussed. After describing the kinds of linkages and discussing the reasons for them, the module explores the nature of the contacts with each linkage.

After project managers have learned to survey the environment and to identify linkages, they must develop the skills necessary to evaluate these linkages and to manage them. A general checklist can be formulated so that project managers can anticipate and adapt their own activities to identify, evaluate, and maintain critical projects.

A useful way in which the project manager can visualize and analyse the linkages between the project and the project environment is by the use of a linkage-transaction matrix as shown in Illustration 1.

The linkage-transaction matrix shows the linkages that project managers must establish and the types of transactions that are most likely to occur with each of these linkages. It is suggested that the project manager start developing such a matrix at an early stage of the project design. It should also be elaborated as the project progresses. The matrix is developed by listing a column of the most important project environment linkages on the left side of the chart and a row of the types of transactions or functions that are likely to be required in the interaction between the project and its environment.

Project management should be able to list specific institutions and individuals as linkages that are important to the project. Once a matrix is developed, each cell (a combination of one linkage and one transaction such as professionals providing technical assistance) should be expanded by describing those factors that are crucial to managing that segment of the project environment. This description should include what will be done and how it will be done, by whom, when, and the specific linkage contact by name and occupation.

ILLUSTRATION 1

EXAMPLE OF A LINKAGE TRANSACTION MATRIX

LINKAGES	TRANSACTIONS	(Financing)	(Non-financial inputs)	(Political support)	(Satisfying supporters)	(Approval)	(Technical assistance)	(Promotion)
(Sponsors, Supporters, Donors)		F, E, N, D	F, E, N, D	F, E, N, D	F, E, N, D	D, N	N, D	N, D
(Co-operating Agencies)		E, N, D	E, F, N, D	E, N, D	F, E, N, D	D, N	N, D	N, D
(Beneficiaries)		E, N, D	D, N	N, D	F, E, N, D	D, N	N, D	N, D
(Non-Beneficiaries)		N, D	D, N	N, D	D, N	D, N	N, D	N, D
(Professionals)		D, N	N	F, E, N, D	N, D	D, N	N, D	N, D
(Political group)		F, E, N, D	D, N	F, E, N, D	N, D	D, N	N, D	N, D
(Public)		N, D	D, N	N, D	N, D	D, N	N, D	N, D

KEY

- F - Functional linkages (SEE PAGE 9 IN MODULE) N - Normative linkages (SEE PAGE 10 IN MODULE)
E - Enabling linkages (SEE PAGE 10 IN MODULE) D - Diffuse linkages (SEE PAGE 11 IN MODULE)

DO NOT DUPLICATE WITHOUT PERMISSION

GROUP EXERCISE

ANALYZING THE PROJECT ENVIRONMENT AND BUILDING INSTITUTIONAL
RELATIONS FOR THE PROJECT

INSTRUCTIONS:

1. Read the module on *Project Environment Analysis and Institution Building*
2. Form a discussion group of 5 to 8 persons
3. Select a project that one or more persons in the group are familiar with and agree on this as your "working project"
4. Select a group chairman
5. Select a recording secretary

Do these things: (Be sure that everyone enters into the discussion)

1. List all the groups outside of the project, who you believe can or do influence your project. List them under the following categories:
 - (a) Direct Supporters of Sponsors
 - (b) Co-operating agencies
 - (c) Beneficiaries
 - (d) Non-beneficiaries
 - (e) Affected professional groups
 - (f) Political groups
 - (g) General public
2. Select one of the groups out of each of those you have listed under each of the categories, i.e., one from Category (a); one from Category (b); etc. List these on a sheet leaving about four spaces for each group. *In the blank spaces discuss* the reactions that you believe the groups will have or have had in relation to:
 - a) Enabling support for the project
 - b) Diffusing support for the project

Both negative and positive support should be noted!!

3. Outline the program that has been followed *or* will be followed to build the outside environment affecting your project.

How could the program be improved to make your project an even stronger institution?

Earlier PDRT working papers relevant to this topic include "Management of the Project Environment", and "Dimensions of Project Planning Management", M Kettering and J. Kristiansen, 1977.

Project Planning and Management Series.

MANUAL - I Planning for Project Implementation
MANUAL - P Project Planning
MANUAL - M Project Management
MANUAL - PF Pioneer Farm Implementation Planning

MODULES

1. Defining Project Objectives (Objective Trees)
2. The Logical Framework
3. Work Breakdown Structure
4. Activity Description Sheets
5. Project Organization
6. Linear Responsibility Charts
7. Project Scheduling - Bar Charts
8. Bar Charting for Project Control/Scheduling
9. Project Scheduling - Network Analysis
10. Milestones Description Charts
11. Resource Planning & Budgeting
12. The Role of PAMCO
13. Project Technology Analysis
14. Demand Analysis
15. Market Strategy Analysis
16. Project Area Analysis
17. Project Costs & Benefits
18. Project Profile
19. Financial Analysis
20. Cash Flow Analysis
21. Discounting
22. Net Present Worth Analysis
23. Cost-Benefit Analysis
24. Benefit-Cost Ratio Analysis
25. Internal Rate of Return
26. Social Analysis of a Project
27. Economic Analysis of Projects (including Border Pricing)
28. Financial Statements & Ratios
29. Project Selection & Ratios Analysis
30. Brainstorming
31. Decision-making System for Projects
32. Project Institutional Environmental Analysis
33. Ecological Analysis for Projects
34. Introduction to Contracts, Jamaican Contract Documents & Tendering Procedures
35. Selection & Use of Consultants
36. Project Documents for Planning & Implementation
37. Report Writing for Projects
38. Project Files
39. Formats for Pre-Feasibility & Feasibility Studies
40. Motivation of Employees and Personnel Evaluation
41. Design of a Project Management Control System
42. Evaluating & Forecasting Project Progress & Performance
43. Project Termination
44. Introduction to Lending Agencies
45. Organizing and Conducting Conference Meetings
46. Withdrawal of and Accounting for Loan Funds in the Financing of Projects