



# Project Management for Development Organizations

Doing the Right Projects,  
Doing the Projects Right

## **Programmatic Based Structure**

The programmatic focus refers to a traditional structure in which program sector managers have formal authority over most resources. It is only suitable for projects within one program sector. However, it is not suitable for projects that require a diverse mix of people with different expertise from various program sectors.

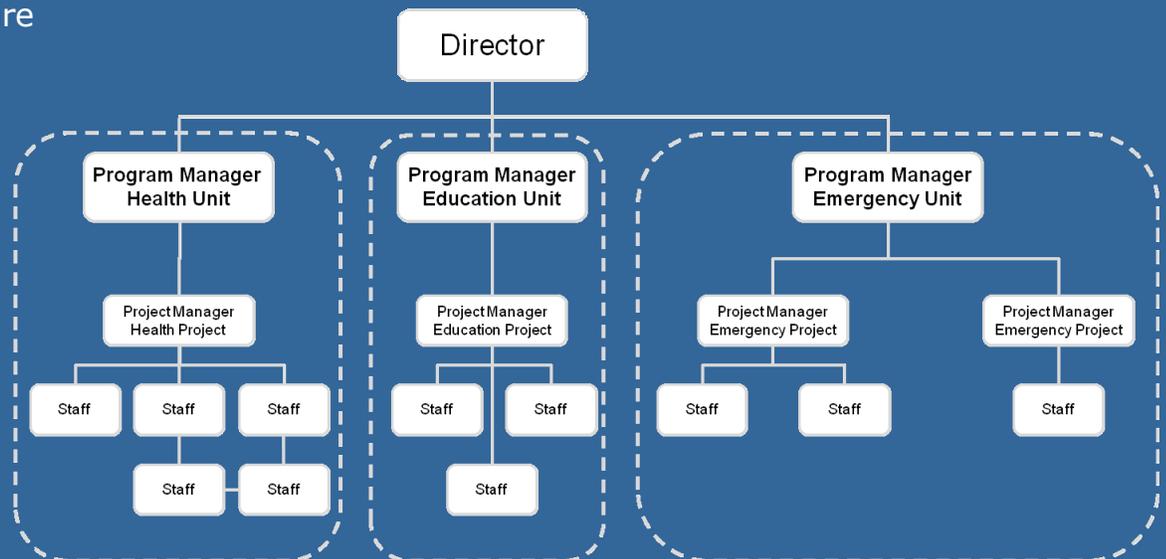
In a programmatic based organization, a project team is staffed with people from the same area. All the resources needed for the project team come from the same unit. For instance, if the project is related to the health area, the project resources come from the health unit.

This is a common structure of development organizations. Programmatic or functional units have their own projects based on the area of expertise.

## Advantages

- The most obvious advantage of programmatic based projects is that there are clear lines of authority, in large projects the project managers tend to also be the program unit manager.
- There is no need to negotiate with other program units for resources, since all of the resources needed for the project will come from the same program area.
- Another advantage of this type of organization is that the team members are usually familiar with each other, since they all work in the same area. The team members also tend to bring applicable knowledge of the project.

## Program Structure



## Disadvantages

- A major disadvantage of the programmatic based organization is that the program area may not have all of the specialists needed to work on a project. A nutrition project with a water component, for instance, may have difficulty acquiring specialty resources such as civil engineers, since the only people available will work in their own program unit.
- Another disadvantage is that project team members may have other responsibilities at the program unit since they may not be needed full-time on a project. They may be assigned to other

projects, but it is more typical that they would have supported responsibilities that could impact their ability to meet project deadlines.

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These series of articles focuses on concepts and practices related to development projects. It is our hope that the ideas and methodologies presented here prove useful to anyone who is engaged in managing projects in the broader development community, and helps bring sustainable benefits to the communities and beneficiaries who need it the most.

The Millennium Development Goals aim by 2015 to reverse the grinding poverty, hunger and disease affecting billions of people.

PM4DEV is committed to provide resources and develop knowledge and expertise to support development organizations in their efforts to achieve this ambitious goal.



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