

PMI Educational Foundation

Project Management for Social Good®

The Project Management Methodology for Post-Disaster Reconstruction

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PMIEF Builds Bridges



University
Students

Teachers



Young
Learners

Non-
Profits/
NGOs



PMIEF Areas of Focus

*PM Programs for
Nonprofits/NGOs*

*Scholarships
& Awards*

*PM Programs
for Youth*




PM Capable Nonprofits/NGOs

PM Ready Workforce

PM Knowledgeable Youth

My personal story



Date	January 25, 1999
Magnitude	6.2 M_w ^[1]
Depth	17 km (11 mi) ^[2]
Epicenter	 4.5°N 75.7°W ^[1]
Areas affected	Colombia
Peak acceleration	0.55 g
Casualties	1,900 dead ^[1]

When I arrived 5 days later...



The start

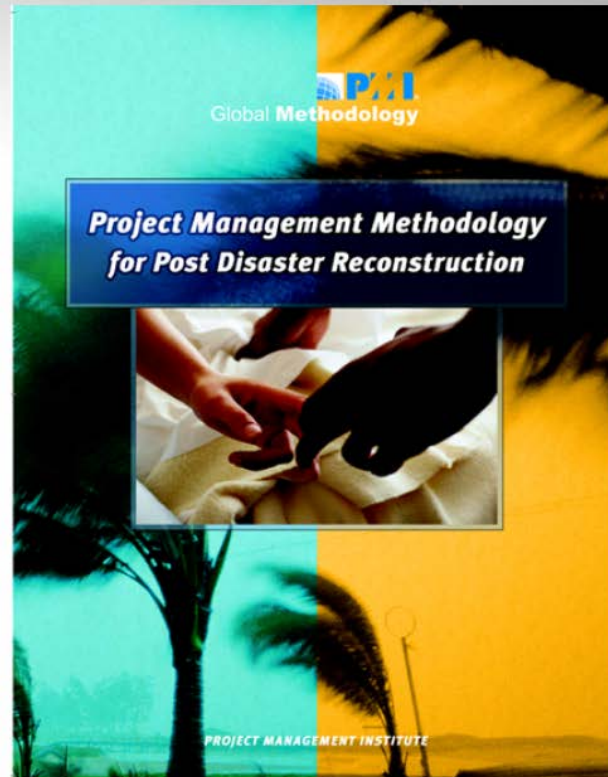
In 2004, PMI called for volunteers to create a post-disaster recovery methodology based on PMI's well established best practices.

Some constraints:

- *To be applied in areas suffering disasters. Not many tools available.*
- *Focus on quick gains*
- *No time to run all “processes”. Focus on what is important*
- *Tool to be used by any community, disaster recovery, NGO, or group interested. Not too technical.*

The result

Project Management Methodology for Post Disaster Reconstruction



1

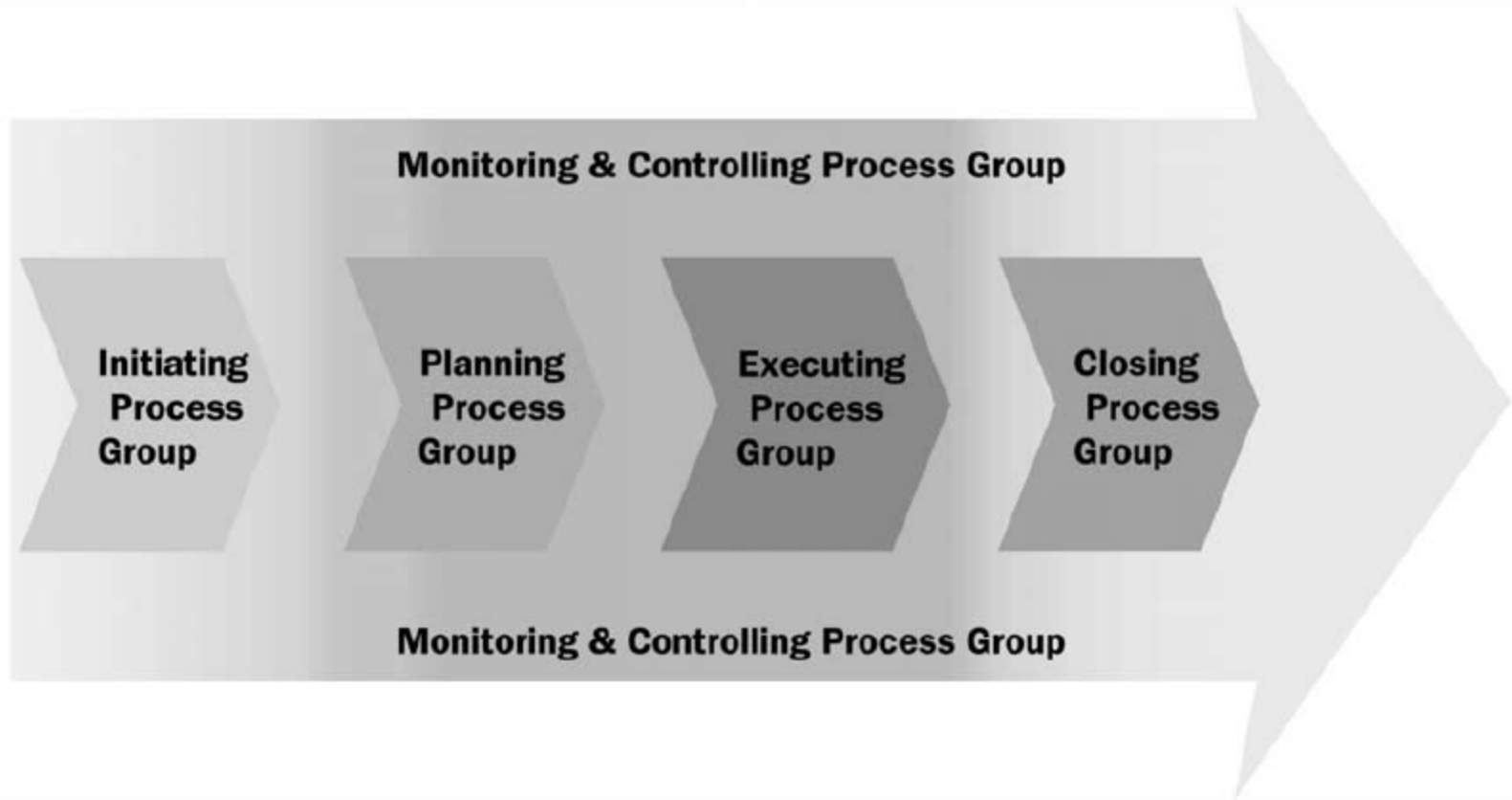
Benefits

PMMPDR: Benefits of Project Management

- PMMPDR assists the implementing agency project manager:
 - integrate, coordinate, and track project activities
 - apply the basic practices, techniques and procedures often encountered in the Post-Disaster Reconstruction Project
- A standard and disciplined approach means a better guarantee of success
 - Accomplish more with fewer resources
 - Better control over schedule, cost, and information distribution
 - Increased community and donor satisfaction
- Standard project management process facilitate use of a common “lexicon” across partnering relief agencies/NGOs/governments

Structure

Five Project Management Process Groups

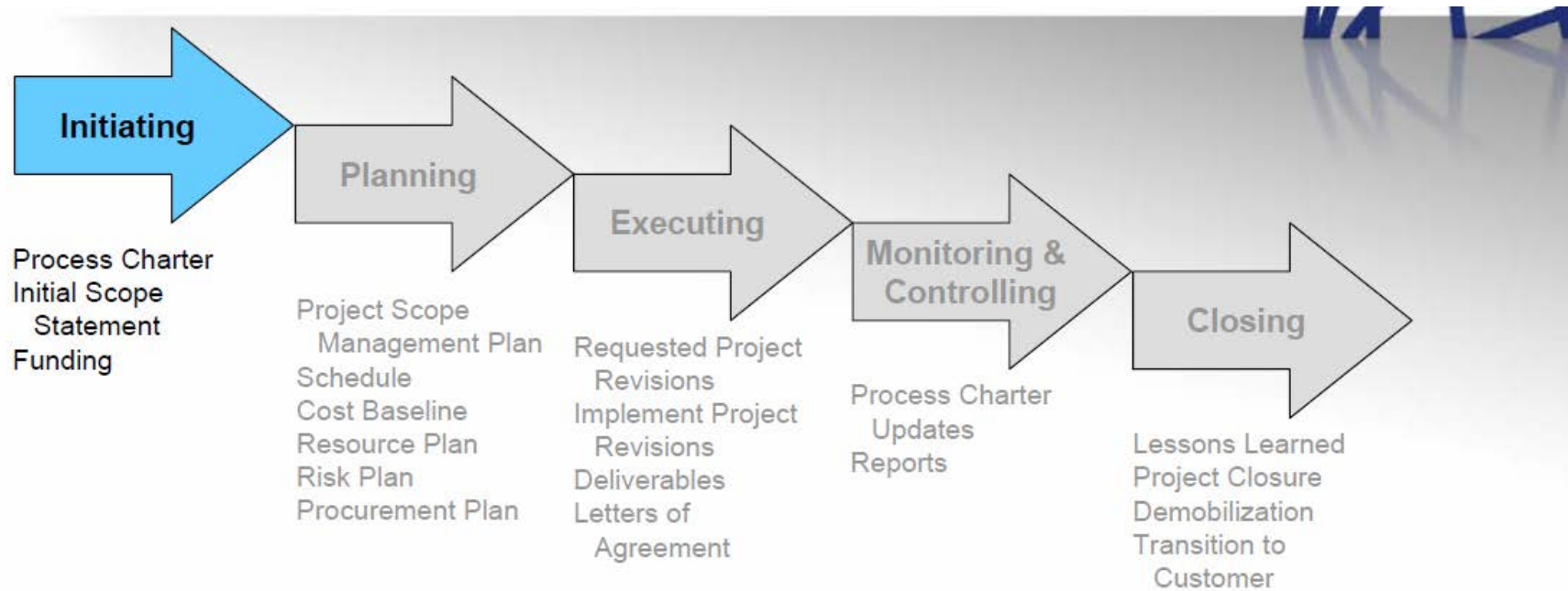


Structure

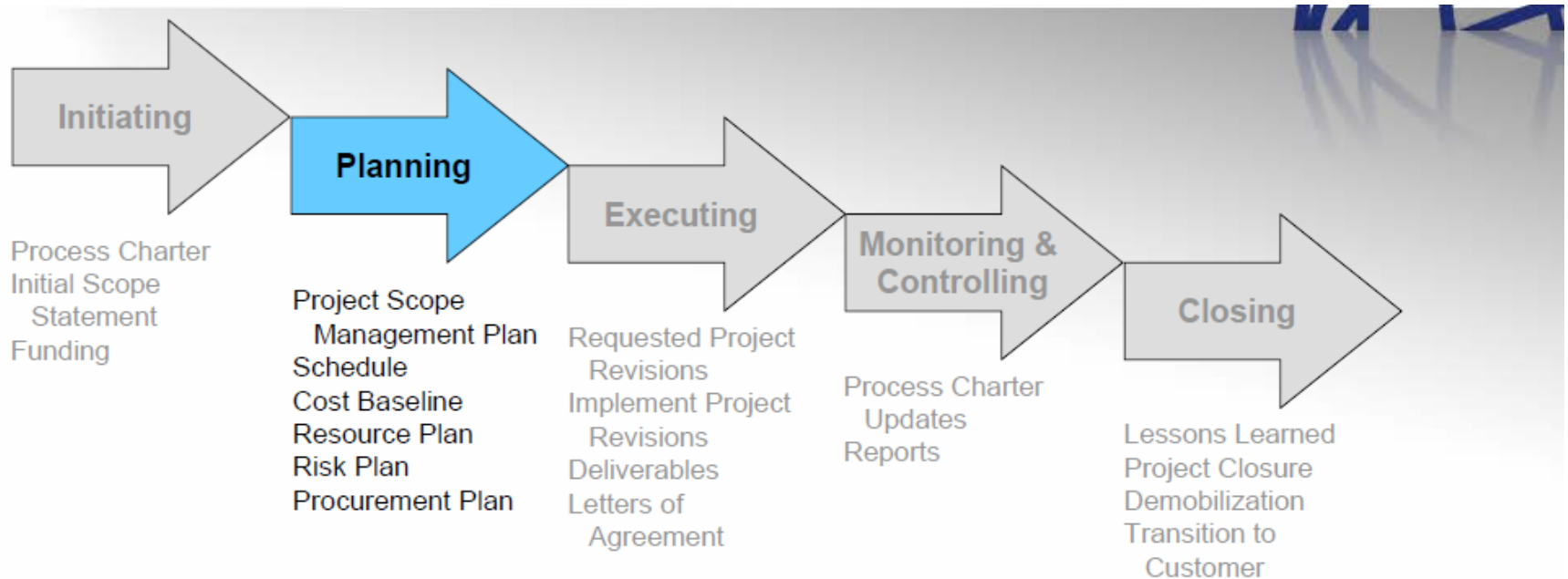
PROCESS GROUP	PROCESSES INCLUDED
Initiating Process Group	Develop Project Charter Develop Preliminary Project Scope Statement
Planning Process Group	Project Management Plan Scope Planning Schedule Development Cost Estimating Cost Budgeting Human Resource Planning Risk Management Planning Plan Purchases and Acquisitions
Executing Process Group	Direct and Manage Project Execution Acquire Project Team Develop Project Team Information Distribution Request Sellers Response Select Sellers
Monitoring and Controlling Process Group	Monitor and Control Project Work Manage Project Team Manage Stakeholders Risk Monitoring and Control
Closing Process Group	Close Project Contract Closure



What it contains

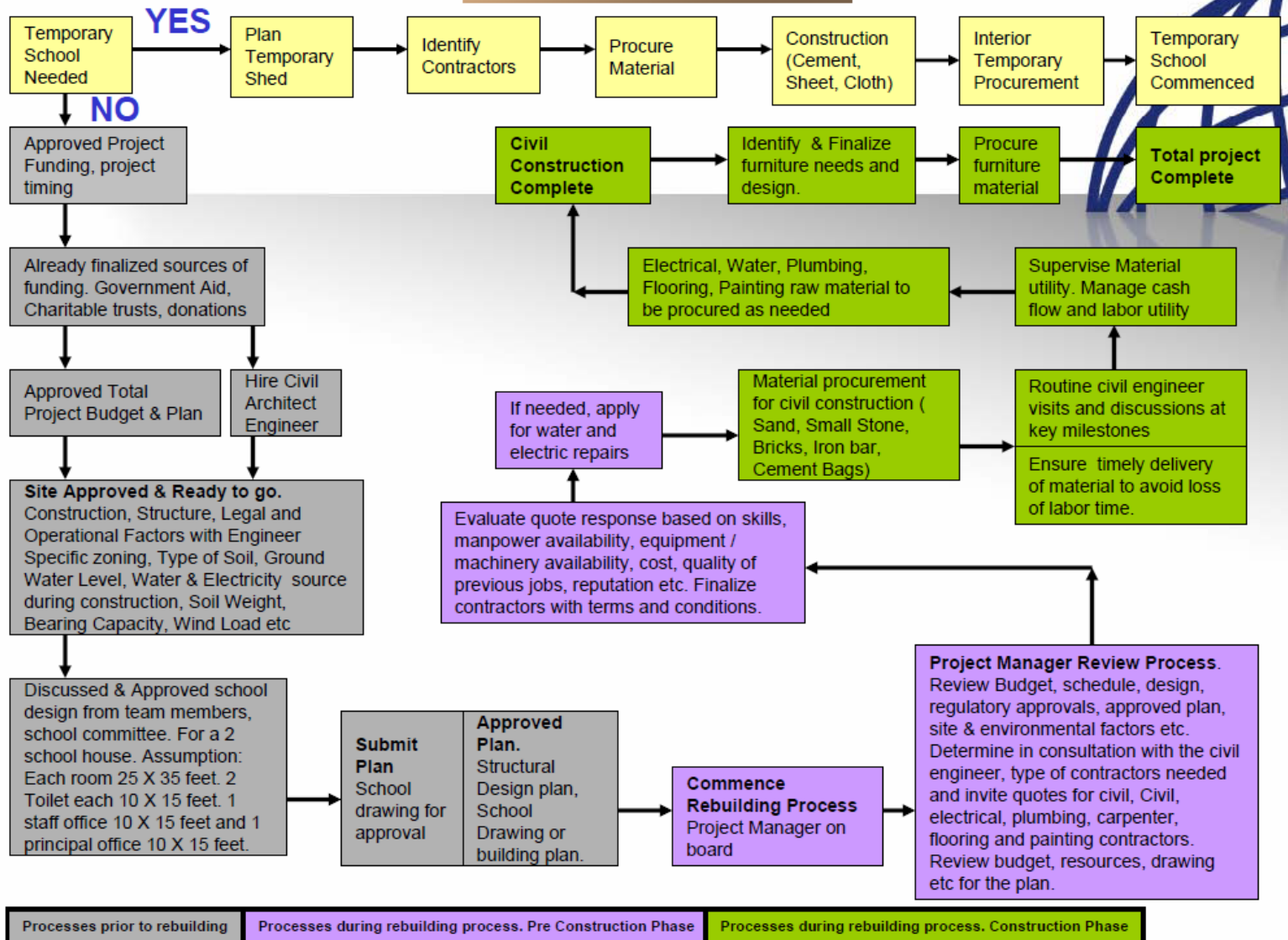


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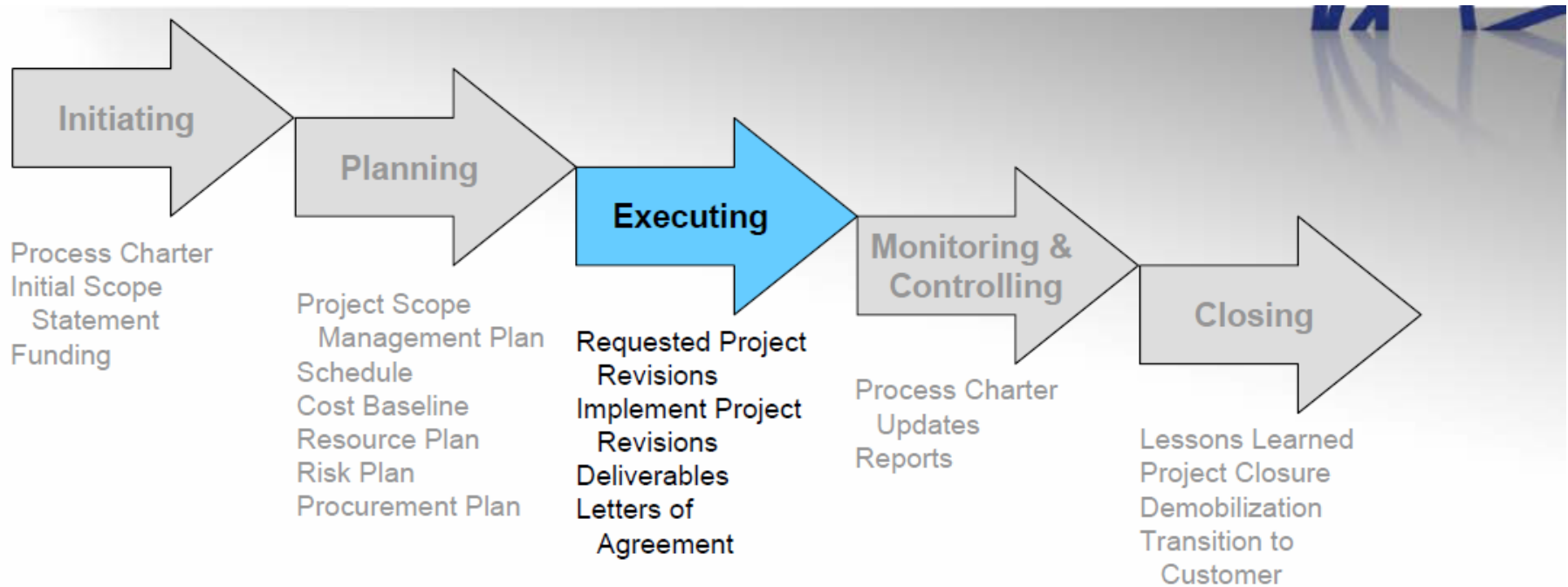


Example of a plan

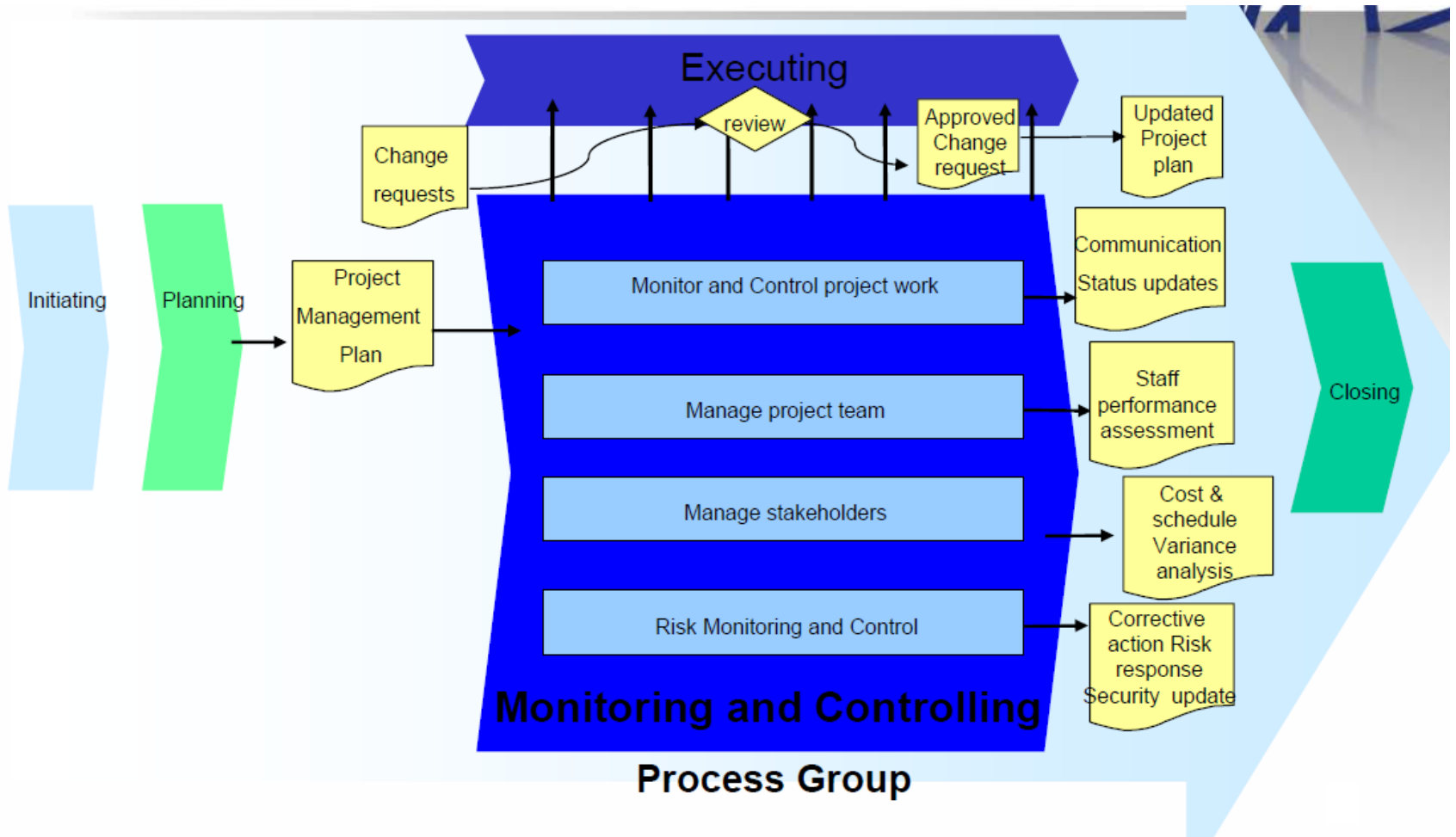
SCHOOL HOUSE PLAN



What it contains



What it contains



Resources available within the methodology

Templates

Appendix A - Templates

Project Charter Template

The project charter is the first document produced on the project. The project charter is the foundation of the project. It authorizes the funding and gives the project manager the authority to lead the project. The project charter will require approval from the relief agency.

Project Name:	
Prepared by:	
Date:	
Project Authority:	<i>Executive sponsor and the designated project manager</i>
Description of Project:	<i>Briefly summarize the most important aspects of the project by answering the questions "Why?" (purpose), "What?" (product description/ scope), "When?" (time), and "How much?" (resources). Identify what product is to be delivered at the end of the project, and at any interim delivery points. Describe the product sufficiently to enable the project team to create it, and for agreement to be reached at product delivery time that the product has been correctly produced. List what is "in scope" as well as what is specifically "out of scope."</i>
Purpose/Business Need:	<i>Identify who are to receive and benefit from the post-disaster rebuild project and the need the effort is intended to solve.</i>
Key Assumptions, Constraints, Risks:	<i>Briefly identify the most important assumptions, constraints, and known risks, if any, which can be anticipated to have a major impact on the process and/or outcome of the project and which require decisions or actions by the project sponsor or team. The constraints section of the project charter may emphasize to the project manager the need to only use certain vendors or to use the local community for labor resources.</i>
Identify Stakeholders:	<i>Identify who are the business owners and key stakeholders of the post-disaster rebuild project. For example, the project charter may identify that the effort has stakeholders from other relief agencies, private donors, and the government. Therefore, the project manager may have to develop extra reports to meet the requirements of the additional stakeholders.</i>
High level Resources (including budget):	<i>Indicate required and/or available resources to be used on the post-disaster rebuild project. As appropriate, indicate financial, personnel, and material resources (such as equipment, supplies, and services)</i>
High-level Milestones:	<i>Briefly describe and list the milestones and deliverable dates for the post-disaster rebuild project.</i>
Statement/ Prediction of Benefit:	<i>Briefly describe the success criteria for the post-disaster rebuild project. It is recommended that at least three benefits be identified.</i>
Miscellaneous:	<i>Identify and explain any other matters that are important for the initiation and conduct of the project. Focus on charter issues of importance between the project sponsor and the project manager. This section is not for describing the project plan. Items that may be included are acceptance criteria, change management, communication and reporting, and others, as necessary.</i>
Approval:	Executive Sponsor: _____ Project Manager: _____

Appendix B - Checklist

This checklist will help the project manager understand the activities that are necessary and their appropriate sequence, and will direct him or her to available templates that will support these activities.

Key Checklist Questions	Project Manager Response
1. What is the problem that is to be solved? And why do I care about it?	Answering these questions will help the project manager write the project charter or ensure the project charter is correct. It will also provide information for the initial project scope. Ref: Develop Project Charter Develop Preliminary Project Scope Statement Templates: Project Charter Preliminary Project Scope Statement
2. Has the problem to be addressed been well documented? Do I know actual data or is the information anecdotal?	The project manager needs to analyze all available data for the project. This may be assessments that were done prior to the project authorization, donor documentation, organizational processes, and environmental information. The project manager should use this information to verify and supplement the project charter and initial project scope. Ref: Scope Planning Templates: Project Charter Preliminary Project Scope Statement Project Management Plan
3. Has the project scope been well articulated? Do I know exactly what is the beginning and end of the project?	The project manager has to use subject matter experts, prior knowledge, affected disaster victims, local leaders, and the relief agency to completely understand where the project begins and ends. The project manager must know what is in scope and what is out of scope. This will help the project manager complete the project scope management plan, the schedule, the resource plan, the procurement plan, the budget, and the risk management. Ref: Scope Planning Monitoring and Controlling Templates: Change Request Change Request Report Project Management Plan
4. Do all stakeholders (Relief agency/NGO, host government, local governments, local leaders, those affected by the project and disaster) understand the project and do they agree with the project goals?	Project managers in a crisis/disaster rebuild environment must uphold all ethical and moral standards. Therefore, the project manager should use every means to ensure the project is in the best interest of the community. The project manager must uphold these values throughout the project by ensuring proper monitoring and controlling (interventions) processes are in place. Ref: Monitor and Control Project Work Templates: Reporting, and Communication Plan

Checklists

Other resources

One day training session with practical exercises.

Support from seasoned experts in project management.

Ability to customize according to governance, geographical, cultural, or political aspects.

Recent PMief Initiatives

PMIEF's "Project Management in the Disaster Management Sector: Integration, Capacity, Supports and Sustainability" recently convened internationally influential disaster management practitioners and experts in Copenhagen, Denmark. Held 14-15 November, 2016, the two-day roundtable fostered an interactive exchange of experience in applying project management in diverse hazard contexts and disaster settings, including preparedness, relief and response, recovery and rehabilitation.

Recent PMief Initiatives

PM Capable Nonprofits: *Magnifying the Power of Nonprofits and Non-Governmental Organizations*

DISASTER MANAGEMENT GRANTS INITIATIVE (DMGI)

Launched in 2015, DMGI delivered project management training to disaster management/humanitarian organizations to support their thoughtful application of that training to their work. The foundation asked a select group of organizations to identify specific challenges with which they contend and to envision ways project management would help them mitigate, if not overcome, these issues. We gave particular consideration to organizations that lead activities related to disaster risk reduction, preparation, response, recovery and reconstruction, which resulted in awarding three grants totaling US \$334,817.

We awarded grants to **American Red Cross**, **Cooperative for Assistance and Relief Everywhere (CARE) USA**, and **Plan International**.

In addition to grant funds, PMIEF supports each of these organizations by providing a project management expert to provide technical assistance as they apply project management to their work. The foundation is also commissioning an external evaluation of DMGI to inform our future efforts on behalf of the disaster management/humanitarian sector.



Application of Project Management in disasters



Love



about 3 months ago



My beast mowing the lawn with a breeze in his hair

San Francisco Earthquake and Fire 1906

Post disaster recovery planning failure



Lisbon Earthquake and Tsunami 1775

Post disaster recovery planning success



RESILIENT SAN FRANCISCO

STRONGER TODAY, STRONGER TOMORROW.



SPUR REPORT

02/2013

On Solid Ground

How Good Land Use Planning Can Prepare the Bay Area
for a Strong Disaster Recovery



The Oregon Resilience Plan

Reducing Risk and Improving Recovery
for the Next Cascadia Earthquake and Tsunami

Report to the
77th Legislative Assembly

from
Oregon Seismic Safety Policy
Advisory Commission (OSSPAC)



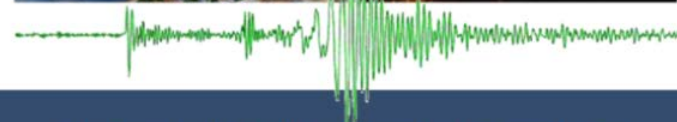
Salem, Oregon
February 2013

Resilient Washington State



A Framework for Minimizing Loss
and Improving Statewide Recovery
after an Earthquake

November 2012



Also published as Information Circular 114 by the Division of Geology and Earth Resources, Washington State Department of Natural Resources

Recovery Planning in USA



Pre-Disaster Recovery Planning Guide for State Governments

November 2016

Pre-Disaster Recovery Planning Guide for Local Governments

February 2017

Recovery Planning in British Columbia

- Building codes, land-use planning, recovery planning, climate change adaptation, 100 Resilient Cities - Vancouver, other
- Disaster Financial Assistance (DFA) and Disaster Financial Assistance Arrangements (DFAA)
- National insurance structure under review
- Earthquake Engineering Research Institute (EERI) BC Chapter – Understanding Risk Vancouver
 - *Provincial Resiliency Strategy*