

**Project/Program Management Training Workshop
Day 2 Q&A
May 23-25, 2022**

May 24, 2022: Day 2: During the Project

Questions Related to Session 6: Agreements, Workplans, Budgets, and Sub-awards

1. (Titus Doffo; t.doffo@cgiar.org) Is this "Contracting Method" general? I mean organizations can use it apart from USAID?
 - a. live answered
2. (Thandie Hamaimbo; thandiehamaimbo@gmail.com) Any comment on unsuccessful or failed projects due to funder or implementer? How are such cases managed in most cases?
 - a. live answered
3. (Solomon Kebede; Solomon.kebede@vita.ie) Do we expect regularly review the risks of the contract with stakeholders?
 - a. live answered
4. (Anonymous Attendee;) I believe that in order for a project to go smoothly and have a positive outcome, it must be linked to professional management, for example, you are a panel of experts who provide us with this education, my question is that some institutions believe that education is not a criterion for project management and implementation. it's true?
 - a. Professional management is critical! Depending on the size and scope of the project, a high level of professional education or experience may not be needed. As Scott mentioned regarding financial management, for example, keeping records in a simple spreadsheet and making PDF copies of receipts can be typical for a small organization - it doesn't need to be very complicated. However, even if it is not a complicated management system, any project must still be managed professionally...
5. (Kelvin Moranga; kelvinmoranga6@gmail.com) What parameters do you use to measure/quantify risks bound to happen to the project?
 - a. For our regular risk assessment (part of our quarterly review process), we use a simple high/medium/low categorization. We categorize risks on both likelihood and severity. So something that is very likely may have a very low impact on the project, and vice versa. It's also important for us to understand where the risk lies - it might be a risk to farmers or other local stakeholders, or it may be a risk to us as an organization or to the donor.
6. (Daisy kwamboka Osoro; daisykwamboka64@gmail.com) how do you do a joint proposal between 2 organizations
 - a. There are several ways. Usually one organization is the "prime" on a project, which typically means the organization that is receiving the money and managing the money and work plan. The prime is also the one reporting directly to the

donor. The prime organization will have a separate sub-agreement with the second organization.

- b. However, we also sometimes do a “tripartite agreement” in which both partners have an equal relationship with each other and with the donor. This is fairly rare, however, and can be much more complicated to design. It requires determining very, very clear roles and responsibilities up front, and it tends to be a much riskier kind of agreement. We definitely prefer a more traditional contract for that reason.
7. Do we expect regularly review the risks of the contract with stakeholders?
8. Many of you here would be wanting a sub-award. Make sure you get the best conditions for yourself. The details are SO important
9. does Timely implementation also qualify as one of the keys to successful contracting?
10. Say I under budgeted before Covid-19 hit, and I wish to eliminate a portion of the project, what can I do?
 - a. that's definitely a situation where communicating with the donor or prime is critical!

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