**Q1. Write a two to three page essay to explain how project identification, project design**

**and project planning is conducted in your organization?**

The project manager and project team have one shared goal: to carry out the work of the project for the purpose of meeting the project’s objectives. Every project has a beginning, a middle period during which activities move the project toward completion, and an ending (either successful or unsuccessful). A standard project typically has the following four major phases (each with its own agenda of tasks and issues): initiation, planning, implementation, and closure. Taken together, these phases represent the path a project takes from the beginning to its end and are generally referred to as the project “life cycle.”

## Initiation Phase

During the first of these phases, the initiation phase, the project objective or need is identified; this can be a business problem or opportunity. An appropriate response to the need is documented in a business case with recommended solution options. A feasibility study is conducted to investigate whether each option addresses the project objective and a final recommended solution is determined. Issues of feasibility (“can we do the project?”) and justification (“should we do the project?”) are addressed.

Once the recommended solution is approved, a project is initiated to deliver the approved solution and a project manager is appointed. The major deliverables and the participating work groups are identified, and the project team begins to take shape. Approval is then sought by the project manager to move onto the detailed planning phase.

## Planning Phase

The next phase, the planning phase, is where the project solution is further developed in as much detail as possible and the steps necessary to meet the project’s objective are planned. In this step, the team identifies all of the work to be done. The project’s tasks and resource requirements are identified, along with the strategy for producing them. This is also referred to as “scope management.” A project plan is created outlining the activities, tasks, dependencies, and timeframes. The project manager coordinates the preparation of a project budget by providing cost estimates for the labour, equipment, and materials costs. The budget is used to monitor and control cost expenditures during project implementation.

Once the project team has identified the work, prepared the schedule, and estimated the costs, the three fundamental components of the planning process are complete. This is an excellent time to identify and try to deal with anything that might pose a threat to the successful completion of the project. This is called risk management. In risk management, “high-threat” potential problems are identified along with the action that is to be taken on each high-threat potential problem, either to reduce the probability that the problem will occur or to reduce the impact on the project if it does occur. This is also a good time to identify all project stakeholders and establish a communication plan describing the information needed and the delivery method to be used to keep the stakeholders informed.

Finally, you will want to document a quality plan, providing quality targets, assurance, and control measures, along with an acceptance plan, listing the criteria to be met to gain customer acceptance. At this point, the project would have been planned in detail and is ready to be executed.

## Implementation (Execution) Phase

During the third phase, the implementation phase, the project plan is put into motion and the work of the project is performed. It is important to maintain control and communicate as needed during implementation. Progress is continuously monitored and appropriate adjustments are made and recorded as variances from the original plan. In any project, a project manager spends most of the time in this step. During project implementation, people are carrying out the tasks, and progress information is being reported through regular team meetings. The project manager uses this information to maintain control over the direction of the project by comparing the progress reports with the project plan to measure the performance of the project activities and take corrective action as needed. The first course of action should always be to bring the project back on course (i.e., to return it to the original plan). If that cannot happen, the team should record variations from the original plan and record and publish modifications to the plan. Throughout this step, project sponsors and other key stakeholders should be kept informed of the project’s status according to the agreed-on frequency and format of communication. The plan should be updated and published on a regular basis.

Status reports should always emphasize the anticipated end point in terms of cost, schedule, and quality of deliverables. Each project deliverable produced should be reviewed for quality and measured against the acceptance criteria. Once all of the deliverables have been produced and the customer has accepted the final solution, the project is ready for closure.

## Closing Phase

During the final closure, or completion phase, the emphasis is on releasing the final deliverables to the customer, handing over project documentation to the business, terminating supplier contracts, releasing project resources, and communicating the closure of the project to all stakeholders. The last remaining step is to conduct lessons-learned studies to examine what went well and what didn’t. Through this type of analysis, the wisdom of experience is transferred back to the project organization, which will help future project teams.

**Q2:Prepare and present a model project planning matrix for any project of your choice.**

As I am working in one of the non-governmental organization below is one of our project model planning which we had the chance to get the approval to implement it in Jordan.



**Q3:Prepare and present a simple Log Frame for a Community Project of choice.**

|  |  |
| --- | --- |
| **Title:**  Community Centre | **PI:** |
| **Implementing Partner:** | **Project Period:**  Jan 1, 2018 -December 31, 2018 |
| **Location:**  Jordan | **Amount requested:** |
| **Contact person:** | **Submission date:**  December, 2017 |

**Project summary**

**Target group(s)**

1. Syrian Refugees and vulnerable Jordanians in Al-Husson area with special focus on the most vulnerable persons comprising children, girls and women
2. Staff members at the centre.

**Needs to be addressed**

Livelihood, Resilience, Education, Peace Building and Protection

**Project purpose and overall objective**

Supply a safe venue for Syrian refugees and poor Jordanians living in the Al-Husson area that supports them to build a life with peace and dignity in their host community. This is done by fulfilling their livelihood-, psychosocial-, educational needs and focus on social cohesion and peace building.

**Main results:**

* The community centre continues to operate and deliver services to target beneficiaries that respond effectively to their different needs.
* The targeted beneficiaries have better vocational skills capacities that enable them to pursue better job employment opportunities or Setup small businesses at their house. As well they are more resilient to cope with decreased spending power.
* Reduced tensions and improved peaceful relations between Syrian refugees and Jordanians in the intervention area.
* Students beneficiaries’ educational skills are boosted in mathematics and are achieve better educational performance at their schools in this subject
* Targeted children cognitive and psycho-social skills are strengthened
* The professional capacity of the ICC to manage and run the activities is improved.
* Psycho-social coping skills and wellbeing of women and children beneficiaries and enhanced

**Proposed budget**

* Total project costs; and the amount requested ????
* Other grants requested / approved for current project ????

# 1.Background analysis

## 1.1 Introduction

The ongoing Syrian civil war has created one of the worst humanitarian crisis of our time. Half of the country’s population has fled their homes or killed: around 5 million are refugees, 6 million people are internally displaced, and around 450,000 people were killed.

[[1]](#footnote-1).Millions of people have fallen into poverty, and an estimated 13.5 million Syrians need some form of assistance, of whom children and youth comprise half

[[2]](#footnote-2). The Syrian crisis falls within the core mandate of the organization; to offer relief and recovery by supporting vulnerable people affected by violent conflicts. During the past years the organization has developed a rich experience in serving Syrian refugees and host communities in different humanitarian sectors, different geographical areas/countries, and different local contexts.

## 1.2 Context

**Syria Humanitarian Crisis**

The humanitarian situation in Syria continues to deteriorate and violence continues to impact civilians across the country. The complex Syrian humanitarian crisis continues to generate high levels of unacceptable suffering, hardship and deprivation. According to IMF estimates more than 75% of Syrian economy has been destroyed. Those conditions are further aggravated by targeting of civilian infrastructure and humanitarian workers which further deteriorates functionality of basic services. As mentioned in the introduction, enormous numbers of people are either internally displaced, left the country or killed. This has also tremendous consequences for the neighbouring countries, which will be elaborated on now in the regional outlook.

**Regional outlook**

The Syria crisis has displaced around 5 million Syrian refugees into the Republic of Turkey, the Lebanese Republic, the Hashemite Kingdom of Jordan, the Republic of Iraq and the Arab Republic of Egypt. Host governments and communities continue to shoulder the greatest burdens from the political, economic, social and security spill overs of the conflict. Solidarity and responsibility-sharing with frontline neighbouring states are critical.

Refugees are living primarily in urban, peri-urban and rural areas, with only a minority – some 10 per cent – living in camps. However, despite this geographic integration, refugees face extremely high rates of poverty, and the unemployment rates for refugees are far higher than host nationals given the existing policies. Weak economic growth, stressed public finances and export disruption have long been major challenges facing these economies, in some cases threatening development gains. For refugees having their savings exhausted, they have grown increasingly vulnerable, and the vast majority live below the poverty

line, struggling to afford essentials such as food, rent and healthcare.

**1.3 Project area.**

As described above, the refugees are living primarily in urban areas where they face extreme poverty and experiencing pressure on the host community. One of these areas which is facing these challenges is hoson, where the community centre is located.

Hoson is the second biggest governorate in Jordan in terms of population. It is located in the northern area of Jordan almost one hour and a half driving time from Amman, and around 20 km south of the Syrian border. As of November 2017, Irbid was a host to around 135,000 registered Syrian refugees with UNHCR, however; official estimations exhibit much higher figure considering unregistered refugee individuals. Urban Syrian refugees living in Irbid constitute 30% of all urban refugees registered with UNHCR in Jordan. The security situation on the northern borders near Irbid city has been stable since the cease-fire agreement had been reached back in July 2017 between the Syrian government and the ally troops on one side, and the rebels on the other side; under the supervision and by the endorsement of the USA and Russia. The World Food Program grants electronic vouchers to 85 per cent of the refugees residing in Irbid. The most vulnerable receive 20 JD per person per month whereas those less vulnerable receive 10 JD. The rent continues to be the most common and costly monthly expense for beneficiaries, with beneficiaries spending an average of 123 JOD per month on rent. After rent, beneficiaries reported spending the most on food, debt repayment, and health expenses, emergency needs and child deliveries. Transport to school, and school tuition, are cited as the largest educational expenses.

**1.4 (other) local experiences**

In the beginning of 2013, the organization started working in Jordan. Through the church, the organization provided emergency relief Non-Food Item (NFI) packages to Syrian refugees in Mafraq. A few months later, it started a programme in Irbid for Syrian refugees and host communities with NFI distributions and psycho-social support for Syrian refugee women. Activities included the distribution of NFI and food packages, cash coupons and psychosocial care for traumatized women. Since May 2015, the organization has led the Syria Joint Response (SJR) which is funded by the Dutch Ministry of Foreign Affairs (MoFA). Through the Syria Joint response.

# 2. Project relevance

## 2.1Target groups and problems to be addressed

The problems faced by Syrian refugees and vulnerable Jordanians have been explained in the previous chapter on the context analyses. This section will focus specifically on the problems related to the vulnerable target groups this project tries to support: women, girls and children. The other target group are the staff members of ICC. First the problems will be addressed, after that the needs will be described and shortly what kind of intervention is taken. In the next chapter on the project outline, the interventions will be further explained.

## 2.2 Needs of beneficiaries and intervention

The following needs of beneficiaries have been identified;

**Women and girls of Syrian refugees**

Syrian refugees in Jordan continued to face large challenges, leading to high needs, vulnerability and protection concerns. Lack of steady income continue to be a fundamental problem to Syrian refugees. Syrian refugee women specifically, face additional challenges on the different levels. Many Syrian refugee men are unable to find work and provide for their families. As a result, their traditional role within the family is being disrupted, leading to stress and lowered self-esteem. As men face mounting poverty and desperation, their frustration has increasingly turned into physical violence towards their wives. The risk of sexual and gender-based violence, significantly increases for refugee women. It is estimated that one out of five women displaced in complex humanitarian settings have experienced sexual,violence.

Next to that; the rate of early marriages between Syrian refugee women under 18 years old had been already high before the Syria crisis (around 10 %). This rate has increased after the crisis according to UNICEF reports. The increasing rate of early marriages could be attributed to different reasons that include the desperate efforts to reduce expenses of the households, or achieving some financial gains by marrying off young females to men who have better financial conditions.

**Children**

In the context of the Syrian crisis, Syrian children refugees are particularly vulnerable to violence, and protection risks including eviction, forced relocation and extortion. Additionally, children are at risk of early marriage, child labour, violence. Syrian refugee children show symptoms of the constant stress through anxiety, aggressive behaviour and hopelessness.

The area of Al-Husson in the governorate of Irbid lacks physical spaces and areas that are safe and friendly to children in which they can play, learn, and vent out their energy and talents under the supervision and direction of qualified people

Taking the above into consideration needs that are identified are: psychosocial, physical and cognitive wellbeing,support.   
Intervention: providing day-care activities, Pre-kindergarten program. and child friendly spaces

**Vulnerable Jordanians from the host community**

For Jordanians, the highly visible presence of many thousands of refugees living in their midst – mostly in urban areas, rather than camps – has raised fears over competition for resources and economic opportunities.

for Jordanians the following needs are identified: Peacebuilding efforts with other groups living in the host community, Livelihood support and educational support for Jordanian students. Interventions: providing activities on social cohesion and promoting the coexistence, dialogue, and mutual understanding. As well. all activities are open for vulnerable Jordanians as well.

**Community Centre staff**

The organization believes that the more investment made in training the ICC staff, will eventually be reflected positively and tangibly on the lives of beneficiaries.  
Taking the above into consideration needs that are identified are: provide capacity building opportunities to the centre and its staff  
interventions: direct (direct training courses), and indirect (mentoring, meetings, linkages with other training service providers) approaches.

# 3.Project rationale

## 3.1. Project outline

in August 2016 THE ORGANIZATION supported the establishment of the community centre in the Husson Area in Irbid. The Community centre today offers opportunities for women and children of Syrian refugees and vulnerable Jordanians to have a safe haven where they can meet, learn, talk together and receive different types of support services. Furthermore , children are provided with opportunities that support their mental, physical, and psychological well-being. Based on the above, THE ORGANIZATION intends to build on the achievements and accomplishments attained through the past one and a half year (2016-2017) for the ICC to strengthen and expand offered services to targeted groups during 2018.

The planned activities for the next year will continue to be responsive to the needs and vulnerabilities of beneficiaries, focussing on Livelihood, Resilience, Education, Peace Building and Protection services. In 2018 the community centre will offer the following services that will be open for Syrian refugees and vulnerable Jordanians equally to reach these goals:

1. **Vocational training**

*To improve economic resilience and livelihoods of beneficiaries*

* **Sewing training program:** aims to equip the targeted beneficiaries with professional sewing skills that may help them in the future to launch their own income generating projects through producing and selling relevant stuff, or provide any other services in such vocational area. It also aims to save some money since they can reparse their own clothes after the course. Therefore, they don’t need to depend on external sources such as a tailer and thus will safe money for other basic needs.
* **Soap Making:** this vocational training aims to equip beneficiaries with up-to-date knowledge and practices on making quality soap items that use ingredients from the nature (such as natural olive oil, herbs) in the production of soap with no chemical additions. Through this vocational training the community center plans to establish its own soap making workshop and producing items that can be sold and achieve some income to the center. As well, the beneficiaries learn how to create their own soap and therefore, they do not need to buy expensive soap anymore in the supermarket, which helps them safe some money. As well, the centre encourage beneficiaries to establish their own workshops (at their houses) so that they can use this business (by the support of the community center) to achieve some income and support their living
* **Basic Engineering:** aims to equip beneficiaries with basic engineering skills such as sewage, water, and basic electrical maintenance. This should minimize their need to seek and commission external vendors and service providers to conduct relevant basic maintenance works at their houses, which in return support their resilience as they can save some money which they can use to secure some other basic resources.

1. **Non-Formal Education**To improve education,

* **Math and science teaching:** The relevant lessons are intended to improve educational performance, for enrolled Syrians and Jordanians in the official system of education. For this reason the community center will conduct support classes for the targeted students in mathematics and science subjects.
* **The community centre will contract experienced teachers to deliver relevant classes and will be aligned with the formal education curricula.**

1. **Social cohesion and awareness activities**To improve peacebuilding, protection, resilience

* **Awareness raising sessions:** this activity includes the delivery of various awareness raising sessions in different topics that are of high concern to beneficiaries. The awareness raising session will be related to priority topics in health, legal support, psycho-social, and other areas of interest to beneficiaries.
* **Psycho-Social support:** The ICC serves vulnerable beneficiaries who passed / or are passing through different-level of hardships in their lives. Syrian refugees, particularly those who witnessed horrible stories before fleeing to Jordan, still hold inside heavy feelings of fears, frustrations, and other psychological traumas which is negatively influencing the different aspects of their lives. Psycho-social support will be provided to beneficiaries who have such mild to moderate psychological symptoms. The support will be provided through one-on-one approach. A trained and licenced psychologist will be hired by the community centre for this reason.

1. **Children activities and child friendly spaces:**To improve education and resilience

* **Child friendly spaces:** visiting children and explore ways of support to offer children on psychological, educational, social levels so they can regain the normalcy of life and live healthy childhood with particular focus on Syrian refugees who with their families underwent through difficult and traumatizing situations.
* **Pre-kindergarten activities,** such as learning, playing, drawing, singing.

**E. Training of the ICC staff:**To build capacityTHE ORGANIZATION will provide capacity building opportunities to it’s the centre’s staff through direct (direct training courses), and indirect (mentoring, meetings, linkages with other training service providers) approaches.

## 3.3 Monitoring and evaluation

THE ORGANIZATION team in charge of overseeing and implementing M&E activities will include the Program Manager alongside a project assistance and the PGM/PGA trainee.

THE ORGANIZATION team will develop an M&E plan in collaboration with the local partner. The Community centre will engage the beneficiaries themselves in the planning and implementing the monitoring and evaluation processes. For this reason, the Community centre will form an advisory committee comprising Syrian refugees and Jordanian beneficiaries who will meet regularly with the management of the ICC, to advise on needs of beneficiaries and performance quality of activities and services provided to them. In this context, THE ORGANIZATION will make sure to build the capacity of the local partner and beneficiaries to conduct proper M&E in the centre.   
THE ORGANIZATION, jointly with the local partner, will also review the internal reporting document templates and modify them accordingly to increase efficiency of M&E. The local partner will submit quarterly reports to THE ORGANIZATION that include numbers of beneficiaries reached per each activity. Adding to that a narrative about the progress, challenges, lessons learned and life stories of beneficiaries will be also communicated. THE ORGANIZATION will review all reports submitted by the partners, and will compare the progress of activities against the baseline plan. THE ORGANIZATION M&E team will also conduct regular field visits to the community centres, do observation, review registration documents, meet with beneficiaries and the ICC staff members to get a better picture about the achievements and the feedback and satisfaction of beneficiaries. THE ORGANIZATION will have at least two overall-evaluation meetings with the local partner during the year to discuss the overall performance, achievement of results and goals. Ways of improvement for the concurrent delivery of activities will be also agreed-upon throughout this meeting.

THE ORGANIZATION SR will report back to THE ORGANIZATION Nl according to agreed timelines and templates, and will respond to all relevant enquires timely.

The program manager will also make sure the program assistant and the PGM/PGA trainees join different trainings on M&E and that they applied learned knowledge and practices on the community centre project.

THE ORGANIZATION’s financial officer and under the supervision of the Manager General Affairs (MGA) will also pay regular visits to ICC, to make sure that all HR, logistical and financial operations and processes adhere to THE ORGANIZATION’s relevant policies, and that they are all backed with proper documentation and data management systems advised by THE ORGANIZATION.

**Evaluation at the end of the project**

At the conclusion of the project, ACCTS and through the support of THE ORGANIZATION will conduct a comprehensive evaluation for the community centre project and its activities. This will help to identify learning curves and best practices for future opportunities.

The ICC will also provide final report as per the terms stipulated in the funding agreement signed with THE ORGANIZATION.

## 3.4 Timeframe

This proposal is for the period of place during 2018. The suggested activities will commence on the 1st of January 2018, and will all be concluded at the end of December 2018 unless new funding opportunities are identified and secured for the next year.

## 3.5 Assumptions and risks

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Contextual risk factors, impacting on project delivery | | | | |
| Deterioration in security situation in Jordan particularly in Irbid area | M | H | Monitor and coordinate with relevant stakeholders. Have implementation contingency plans in place. | |
| Institutional risk factors, impacting on project delivery and realization added value | | | | |
| Overlap with other stakeholders in programme areas | M | M | | Ensure harmonization with the Jordan Response Plan 2017-2019, and ensure flexibility in project implementation. |
| Decreased staff safety due to insecurity | H | H | | Monitor situation on a daily basis. Have safety and evacuation plans in place. |
| Financial risks  Mismanagement of funds | L | M | | Regular internal audits on partners financial operations and processes.  Adherence to the conditions set out in the funding agreements. Timely reporting of budget deviations. |
| Programmatic risk factors | | | | |
| ACCTS not able to anticipate to the needs of too many donors | M | M | | Support/Build the capacity of the local partner to manage other donors expectations. Support the local partners in prioritizing different donors needs, setting goals/scope of work, and approaches that respond to different needs. |
| Significant deviation from the mission, goals, action plans agreed upon with the THE ORGANIZATION | M | M | | Regular coordination and follow up meetings. Quarterly report by ICC and monthly visit by the project assistant. |
| Selection of beneficiaries will be deemed unfair by project participants and this will exacerbate tensions between and among refugee and host communities. | H | M | | THE ORGANIZATION will use clear and transparent protocols for beneficiary selection. Liaisons with local community-based organizations in the decision-making process will occur when necessary.  complaints mechanisms will be setup and relevant complaints will be reviewed periodically. |

4. Budget, management & organisation

## 4.1 Finance

**Budget**

The budget is divided in direct costs and indirect costs.

The direct costs cover the costs of the Irbid Community Centre:

* the maintenance of the community centers (rent, equipment, running costs)
* Human resources to run the community centers
* Partner Costs of ACCTS
* Budget for protection and psychosocial activities.
* Budget for the Livelihood and economic resilience activities
* Budget or the marketing and branding of the products of the livelihood activities
* Budget for the non-formal education activities
* Budget for the childcare and prekindergarten activities
* Budget for the capacity building of the Zarqa life Center staff.

The indirect costs cover the costs of THE ORGANIZATION. This includes staff, office costs and other costs like project audit for the partner expenditures.

**Donor/THE ORGANIZATION contributions**

THE ORGANIZATION contribution will cover all of the activities and operations under this proposal. Additional income achieved through the sales activities for the products produced by beneficiaries will be used to cover some running costs and pay beneficiaries for their efforts.

**Cost/benefit analysis**

The project running cost and human resources part are relatively high, however taken into consideration the high outreach level to more than a thousand of beneficiaries and the impact on them makes the project feasible comparing to similar community centres in Jordan that allocate much higher funds to reach the same qualitative and quantitative results.

## 4.2 Material resources and logistics

**Project materials and consumables**

The vocational trainings last for few months each, and they require the ongoing procurement of input material and consumables to run the workshops. During the year 2017, other sponsors granted free equipment to distinctively-performing beneficiaries. For Example, one of the churches in the united states has granted 40 sewing machines for 40 beneficiaries of the community centre to use for their relevant needs at home . . Since the community centre also provide a social meeting point, where people can interact with each other, enough budget will be made available to host people and make them feel at home. There will be always coffee, tea and other consumables available for this purpose. Non-formal education, awareness raising sessions, and children activities require also lots of print-outs, books, note books are therefore budgeted.

**Facility and relevant running cost**

The rent fees of the ICC, in addition to the running cost (electricity, water, etc..) are relatively considerable but they are important to ensure that the ICC facility is available to receive the numbers of enrolling beneficiaries, provide them with appropriate heating during winter time, and cooling during summer time and create a sound comfortable environment during the conduction of activities. However, the biggest investment in equipment, furniture, IT tools, and other facilities were already made during the past period.

**Transport**

Transportation costs are one of the major burdens on beneficiaries that hinder their access and mobility to the community centre. This is based on the feedback of the community centre and the demand of beneficiaries. Therefore, transportation allowance for beneficiaries will be allocated in 2018 budget. This will also increase the outreach of the community centre to beneficiaries who live in more remote areas from the centre.

## 4.3 Human resources

The ORGANIZATION-SR is headed by the SR Country Representative. The Resilience and Protection project is headed by a Programme Manager based in Jordan, who is supervising a Project Assistant and trainee PGM/PGA.

Support staff of the SR programme consist of 5 staff. These staff support the office running in Amman. Next to this the Manager General Affairs is directly involved in the partner capacity building on financial management. The finance support staff is directly involved in the auditing of documents of the life centre in order to comply with the ORGANIZATION standard Policies and procedures.

## 5. Sustainability Factors

There are three factors which contribute to sustainable growth and independence of ICC:

First of all, the relevant staff members and volunteers will be equipped with skills, knowledge and expertise to implement the activities themselves, even without the support of THE ORGANIZATION after the project finishes. THE ORGANIZATION will provide capacity building opportunities to the centre and its staff.

Second, with regard to the beneficiaries themselves, it is expected that during and after the project the beneficiaries will develop strengthened social cohesion, have increased spending power, and increase their awareness to women and children’s social protection issues. Moreover, support to the vulnerable host families will help, ensure acceptance, understanding and ownership among vulnerable local people, and avoid further overload to the already fragile environments.

Lastly, ACCTS will approach other potential donors to explore opportunities of mobilizing new funding for the project. As part of his responsibilities, the community centre manager will also develop and maintain an effective network of relations with other local organizations and support networks in the area of implementation, and with the concerned governmental. This should support the operations of the community centre, increase its community outreach, and ensure the buy-in of the local community for all of the activities and programs offered through the project.

**Q:4 Prepare and present a simple project Work plan summarizing Project objectives,**

**activities and implementation schedule in a Ghant Chart format.**

Below attached excel sheet



Kind Regards

Ahmad Oudat

1. [↑](#footnote-ref-1)
2. [↑](#footnote-ref-2)