

Make a Work Plan

What should you do after strategic planning? What problems will you meet if you implement the strategic plan right away? Think about the actions in the logic model — for these large activities, is there anything to consider while implementing them? The key is that we need to break the large activities into smaller and more detailed work assignments, for example, in a task like “hold a dinner party,” we can usually break it down to many specific small tasks or activities. After the breakdown, you can achieve the ultimate goal by implementing each task. An example of a work breakdown structure:

Dinner Party			
Guests	Venue	Food and Beverage	Program Management
Prepare invitations	Clean the venue	Purchase food	Make a task list
Invite guests	Arrange the tables	Purchase beverages	Create a budget
Prepare the guest list	Play music	Cook	Arrange work assignments
	Clean the table cloths	Make ice cubes	
	Polish the cutlery	Refrigerate the wine	
		Start eating	

The key to program management is to divide the task into smaller activities, because:

1. It shows the full picture of a program and gives you a detailed explanation of all activities you need to accomplish the task;
2. A work breakdown structure helps program officers and team members manage work more effectively. You can plan work schedules, make budgets and control risks based on the different activities;
3. It clearly shows the relationship between each activity;
4. You can have a better grasp of the workload and the division of responsibilities is easier.

There are various approaches to break down the work:

1. Systematic approach: view the project as a system consisting of different sub-systems and break down the work according to each sub-system.
2. Lifecycle approach: split the project into start, design, implement, monitor and wrap-up phases, and break down the work according to the different phases.
3. Functional approach: break down the project based on different functional departments, for example, finance, administration and programming.
4. Functional approach (product): based on the functions of the product or the project.
5. Geographical approach: based on the geographical distribution of the project.
6. Other: based on the goals, the organization's departments, physical structure, etc.

When breaking down the work, try to do it with the entire team and plan out all tasks that need to be done through discussion and consultation. It is good for the participants to figure out what resources are needed. A small project should have a work breakdown structure with 4 to 6 levels, while

for a bigger project, there should not be more than 20 levels. We recommend that only one person is responsible for the work plan and the others participate in the actual detailed implementation work.