Responsible management of projects in the context of international development:
a critical overview of governance, leadership and power

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Outline

The inspiration behind the presentation

Critical exploration: the projectified nature of not-for-profit sector and the notion of 'responsibility'/'being responsible'

Taking international development (including sustainable development, local development and international aid) projects as an illustrative example

Concluding propositions about governing, leading and co-creating knowledge
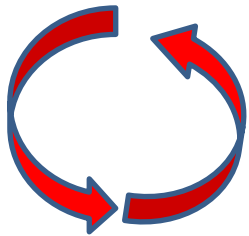
Summary of action and reflection

The lived experience of NFP PMs

What is it like to manage an NFP project?

- ***Resist*** bureaucracy: Defiant, isolated and pressured (by funders)

- ***Obey*** bureaucracy: Beaten down, isolated and dislocated (from community)

- ***Play the game***: Compromised, dislocated and mistrusted

Delivering Social Good

Aspiration

The ongoing co-creation of a better world

The Means

Non-oppressive, anti-oppressive and collaborative

Embracing humanity
People as conscious *subjects who act and think*

Critical Analysis of the *Present (temporal and spatial dimensions)*

Traditional Project Delivery

Ends [Defined and Quantified Objectives

⬇

The Means [

Instrumental and coordinated

⬇

Embracing Measures of Success
People as resources

⬇

Pragmatic engagement with the present

Delivering Social Good?

Aspirations & Ends

The ongoing Co-Creation of a better world

Defined and Quantified Objectives

The Means

Non-oppressive, anti-oppressive collaborative

Instrumental and coordinated

Embracing humanity People as subjects

Embracing Measures of Success People as resources

Critical Analysis of the Present

Pragmatic engagement with the Present

Insights into a Web of Responsibility in NFP project contexts
(e.g. International/Sustainable/Local Development, International Aid)

4 Dilemmas:

Success / failure dilemma

Accountability dilemma

Risk sharing dilemma

Agency (identity) dilemma

Governance
(project *ownership* and *accountability* as related to project goals, KPI and "success")

Leadership
(embracing both direction and implementation)

Co-creation of knowledge
as a reflection on power in, and practice of both Project Management and Research

Governance

Relational-processual guiding and nurturing of the social

Structural contractual coordination

Co-leading towards social good

NFP PM, an ethical dilemma in methodological clothing?

If an unaccountable hierarchy is the problem, is tighter bureaucratic control the answer?

Managerialism silences and makes invisible power, and by doing so strengthens it!

Being Responsible:
What might Critical Engagement with Delivering Social Good Look Like?

✓ Human centred

✓ Ethical /Committed

✓ Democratized / Inclusive/Embedded

✓ Transparent

✓ Value Effectiveness before efficiency

RESPONSIBLE
to the whole network of engaged parties/agencies

Summary of action and reflection

•We critically reflected on the theme '*Delivering social good*' through projects

• We identified four dilemmas, as a consequence, which call for explicit critical consideration of power, responsibility and ownership as related to goals, processes and performance of (ID/SD/LD/IA etc) projects in which n-f-p get involved

• We introduce the concept of 'responsibility web'

Conclusions

Lived experience of PMs and NFP members DOES MATTER

We propose a radically different view of 'implementation'

The processual/relational concept of governing as nurturing and co-ownership – as PRAXIS

This brings us to the related concept of 'co-leading' as a social and political action / practical wisdom in context

Developing wisdom through the co-creation of knowledge

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