HUMANITARIAN ACADEMY · HUMANITAIRES JOBS

Mini MBA Project Management and AI: PMP, PRINCE2, Agile and PMD Pro applied to humanitarian work

Course handout · Week 12 : AI for projects across the organisation: tools, governance and certification paths

A programme of exactly 3 months (12 weeks, 144 hours) to manage humanitarian projects with the main methodologies and artificial intelligence: project cycle, PMBOK and PMP, PRINCE2, Agile (Scrum, Kanban) and hybrid approaches, Project DPro (PMD Pro), logical framework, theory of change and results-based management, planning and critical path, donor budget and earned value, risks and stakeholders, MEAL, donor reporting, change management, leadership and closure. At every step, AI (Claude, Gemini, Copilot and project management tools) is used methodically, protecting the data of the people we serve. Corrected numerical exercises, three monthly exams with case studies, and a verifiable diploma from the Humanitarian Academy. Independent preparation programme: it does not award the PMP, PRINCE2 or PMD Pro certifications, which are obtained through the official exams.

https://humanitairejobs.org/en/academy/mini-mba-gestion-projet-ia/semaine-12/

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Week 12 : AI for projects across the organisation: tools, governance and certification paths

Objectives

- Compare the families of AI tools useful for project management (assistants, office suites, project management software, agents) and their limits.
- Set up AI governance for projects: project management office (PMO), rules, use register, measuring value.
- Build your professional development plan: certifications (PMP, CAPM, PRINCE2, Project DPro, Scrum), practice and network.

Families of AI tools for projects

In November 2026, four families of tools coexist:

- **General assistants**: Claude (Anthropic), Gemini (Google), ChatGPT (OpenAI), Copilot (Microsoft). Drafting, summarising, analysing documents and tables, critique.
- **AI built into office suites**: Gemini in Google Workspace, Copilot in Microsoft 365 (Teams, Outlook, Excel, Planner). Meeting summaries, email drafts, table analysis, depending on subscriptions.
- **Project management software with AI**: Asana, monday.com, Jira and Confluence, ClickUp, Smartsheet, Notion, among others. Creating tasks from minutes, progress summaries, delay detection, automatic reports.
- **Agents**: assistants able to chain actions (read documents, update a table, send a reminder) with less human intervention. Powerful, but to be tightly framed: every action affecting people, money or sensitive data must remain validated by a human.

This programme is independent of all these providers. Features and prices change often: test on your real tasks, check data protection terms and any discounts for non-profit organisations.

Choosing and deploying: from trial to standard

Recommended approach:

1. **Inventory** existing uses, including shadow use (personal accounts);
2. **Choose 3 to 5 use cases** with high value and low risk: meeting minutes, first drafts of reports, work plans, budget consistency checks, syntheses of lessons learned;
3. **Pilot** for 8 to 12 weeks with a small group, measuring time saved, quality (errors found in review), satisfaction and incidents;
4. **Decide**: scale up, adapt or stop;
5. **Train** everyone, including national staff and partners, in the working languages.

Exclude from the pilot phase cases where AI would decide about people: targeting, beneficiary selection, candidate shortlisting, individual performance assessment.

Governing AI in projects

The **project management office** (PMO), where it exists, is well placed to frame AI: document templates, a library of validated requests, checking rules, training. Light governance includes:

- a short **use policy** (2 to 4 pages): authorised tools, data classification, prohibited uses, human checking, transparency, incident reporting;
- a **use register**: which tool, for which process, with which data, which owner;
- a **data protection impact assessment** before any use involving personal data;
- a periodic review: incidents, errors found, changes in tools and donor rules.

Useful references: the NIST AI Risk Management Framework, the UN system principles for the ethical use of AI, the UNESCO recommendation, the EU AI Act for the organisations concerned, and the IASC guidance on data responsibility.

Measuring value, honestly

Announced time savings are often **self-reported** and optimistic. To measure:

- compare the production time of the same type of document before and after, on a sample;
- count errors found in review and corrections requested by the donor;
- track incidents (data pasted by mistake, wrong figures sent);
- deduct checking time, which is part of the cost.

Present the result as an **estimate**, and say what the freed time is used for: more presence in the field, more listening to communities, better analysis. A time saving is not a budget saving until it is reinvested or observed.

Your certification path

Depending on your profile:

- **Beginner or career changer**: Project DPro (PMD Pro) for the sector's language, then CAPM or PRINCE2 Foundation;
- **Experienced project manager**: PMP (if you meet the experience requirements) or PRINCE2 Practitioner;
- **Digital and information management teams**: PSM or CSM, then PMI-ACP;
- **Multi-project programmes**: Program DPro, then PgMP for senior profiles.

Before paying for an exam: check on the official website the requirements, cost, language, format (online or at a centre) and renewal rules. The certificates of this Mini MBA attest that you passed its exams; they do not replace these external certifications, but prepare you for them and show recruiters your applied mastery in humanitarian work.

The 90-day development plan

To turn this programme into a lasting skill:

- **30 days**: apply three tools to your current project (one-page charter, risk register in cause-event-effect format, one-page dashboard);
- **60 days**: calculate your project's earned value and present it to the board; set up a monthly performance review;
- **90 days**: choose a certification and plan your preparation; propose to your organisation a library of validated AI requests for projects; share your lessons in the Mini MBA's exchange space.

> Method does not replace judgement. The best humanitarian project managers combine rigour, adaptation, listening to communities and caution with tools, including AI.

Exercise: business case for deploying AI for projects

Situation. The country office of the fictitious NGO Masar is considering licences for a professional AI assistant for 12 project managers: USD 30 per month per licence. Training: 4 hours per person, given by an internal trainer valued at USD 25 per hour, in two groups of 6. Pilot: self-reported saving of 3 net hours per week per person, over 46 working weeks, at an average hourly cost of USD 15.

Task. 1) Annual cost of licences? 2) Cost of training (trainer's time)? 3) Estimated annual value of freed time? 4) How should these figures be presented to management?

Answer. 1) 12 × 30 × 12 = USD 4,320. 2) 2 groups × 4 hours × USD 25 = USD 200 (not counting participants' time: 12 × 4 × 15 = USD 720). 3) 12 × 3 × 46 × 15 = USD 24,840. 4) As an estimate based on self-reporting, to be confirmed by measurements (time, errors, incidents); stating what the freed time will be used for; recalling the conditions: approved tool, use policy, human checking, no use for decisions about people.

Key takeaways

- Four families of tools: assistants, office suites, project management software, agents.
- Start with 3 to 5 high-value, low-risk use cases; exclude decisions about people.
- Light governance: short policy, use register, impact assessment, periodic review.
- Measure value honestly: time, errors, incidents, checking time.
- External certifications are obtained through official exams; this Mini MBA prepares you for them.

Quiz

1. An AI agent differs from an assistant because it:
   A. Speaks more languages
   B. Is always free
   C. Can chain actions with less human intervention
   D. Never makes mistakes
2. 10 licences at USD 20 per month cost per year:
   A. USD 2,400
   B. USD 200
   C. USD 240
   D. USD 24,000
3. Which use case should be excluded from a pilot phase?
   A. Summarising minutes
   B. Verified first drafts of reports
   C. Budget consistency checks
   D. Automatic candidate shortlisting
4. For a newcomer to the sector, a suitable first certification is:
   A. PgMP
   B. Project DPro (PMD Pro)
   C. PRINCE2 Practitioner
   D. PMP without experience
5. This Mini MBA's diploma:
   A. Replaces the PMP certification
   B. Is awarded by PeopleCert
   C. Attests success in its exams and prepares for external certifications
   D. Exempts from the PRINCE2 exam

Quiz answers : 1. C · 2. A · 3. D · 4. B · 5. C