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Webinar 5. Project implementation and reporting (CASE - leader, EDRC - Quality Assurance)

Check homework. Discussion.

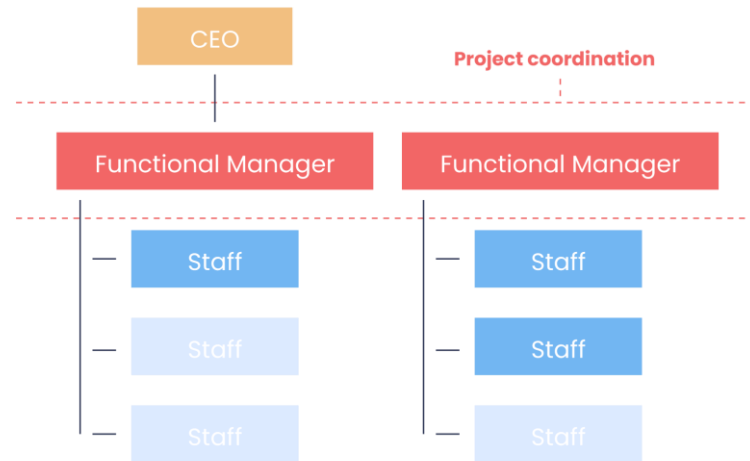
1. Introduction
2. Organisational structure
 - a. Functional organisational structure
 - b. Matrix
 - c. Projectised
3. Team organisation (waterfall versus Agile)
4. Project implementation
5. Reporting (inception, interim, final)
6. Monitoring and evaluation processes
7. Reporting: inception, interim and final reports
8. Summary and Q&A session
9. Homework: describe risk management during project implementation and create a risk matrix

1. Introduction

During the first stage of project implementation, we have determined the project scope, team structure, budget, and timeline and have submitted the completed package to the client. Once the offer is approved and the contract is signed, we must put our plan into action. Project implementation involves the appropriate actions aimed at reaching the objectives outlined in the planning stage. The main goals of the implementation stage are to deliver a product the most effective way in terms of time and cost and to satisfy the client and key stakeholders. During project implementation, we must constantly measure the performance in order to ensure that the project remains within its planned time, scope, and cost. Moreover, it is crucial to handle any unforeseen issues and challenges in a way that keeps performance at an appropriate pace. Before the start of the project, we must determine the organisational/team structure.

2. Organisational structure

A **functional organisational structure** is based on a hierarchical structure of functions. A Functional Manager has complete authority in this type of organisation. All project work is implemented within a specific department and the Functional Manager is in charge of the project. All project staff report to the Functional Manager. The Project Coordinator/Manager must receive approval from the Functional Manager for all decisions. The Project Coordinator/Manager is responsible for administrative tasks.



Advantages of a functional organisational structure:

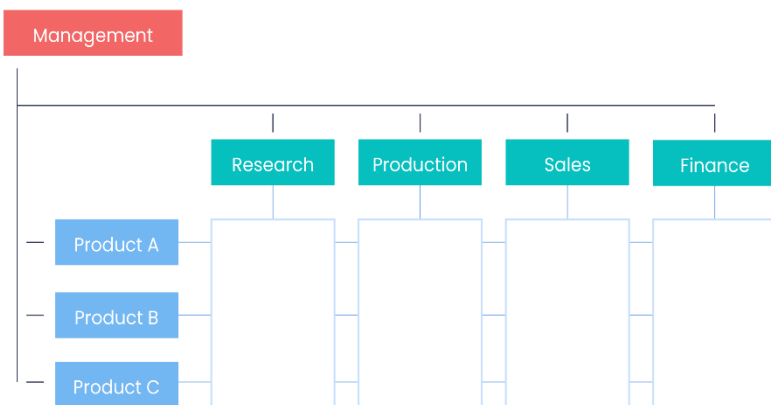
- Grouping staff by specialisation promotes a dependable level of competence and responsibilities.
- The project team operates quickly and efficiently.
- There is a clear division of responsibilities and tasks.

Disadvantages of a functional organisational structure:

- Division by specialisation can affect communication between teams.
- Complex coordination can negatively impact team productivity.
- A rigid team structure does not promote flexibility or adaptability to changes.

In a **matrix organisational structure**, team members report to more than one leader. It has a more complex structure which suits the management of multiple projects. The hierarchical structure between Functional Manager and Project Manager is not strictly defined. The structure is aimed at maximising productivity by using two chains of command to make the team more dynamic.

Advantages of a matrix organisational structure:



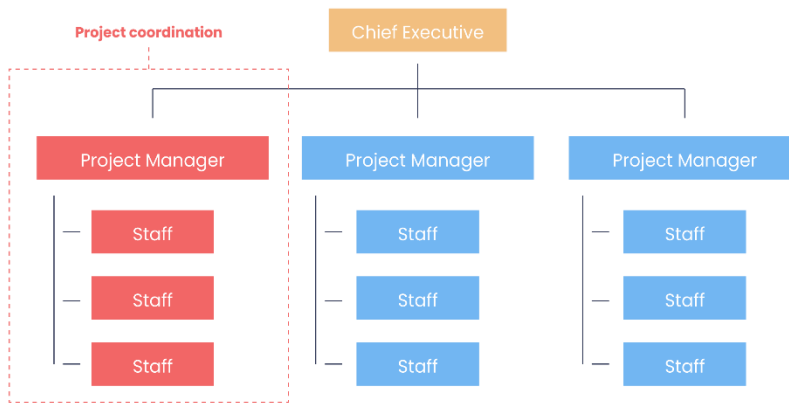
- Enhanced dissemination of information among team members as there are both vertical and horizontal interactions.
- Efficient use of resources as team members can jump into a project to deliver only the assigned tasks.
- Team members remain together after the completion of a project; therefore, know-how

and the tailored approach are kept inside the organisation.

Disadvantages of a matrix organisational structure:

- The project team is managed by two leaders, which can create conflict.
- Monitoring and controlling can be challenging as managers and personnel are simultaneously involved in different tasks.
- There may be a slow response to changes thanks to complicated procedures for consultation and negotiation between managers.

In a **projectised organisational structure**, the team is organised around a project rather than functional departments. The project team members work under the Project Manager (who has the power and authority) and are assigned for only one project. The project manager has broad authority, controlling the budget and cooperating with stakeholders.



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Advantages of a projectised organisational structure:

- Strong communication

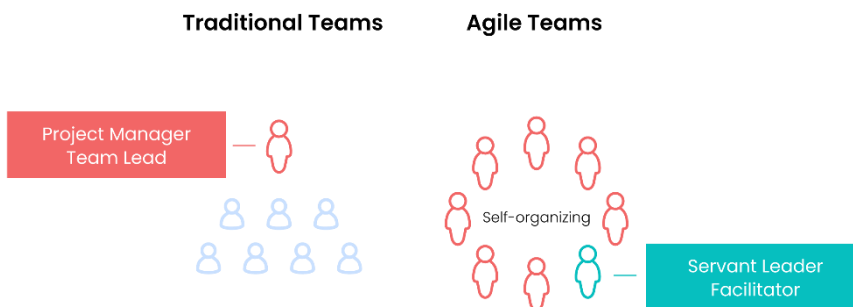
lines can be established inside the project team.

- Team members bring skills and experience from past projects which promotes decision making and provides flexibility.
- Responses to stakeholder’s concerns are usually fast.

Disadvantages of a projectised organisational structure:

- One person’s full power and authority can decrease the project team’s motivation.
- The project team is working under stress because there is always a deadline.
- If the project is extended, the cost of employees and equipment will increase.

3. Team organisation (waterfall versus Agile)



Team organisations within the Agile and waterfall approaches are completely different. A waterfall team is large with strict responsibilities for each team member. There can be many roles, such as Project Support, Team Manager, Senior User, Senior Supplier, Project Manager, Project

Assurance, Project Board, and Executive, among others. Each team member is responsible for specific tasks and can be involved for a specific period. The Project Manager is the true leader who determines the responses to the most sensitive issues of the project, in agreement with the Executive or Management Board. Conversely, Agile teams are usually small (up to 10 people). This is why it is not recommended to change team members during the implementation of an Agile project. There is no formal leader in Agile teams, because the team is self-managing. All disputes and issues can be solved via inside communication. There can be the following roles: Product Owner (maximising the value of the product through contact with stakeholders and developers), Scrum Master (facilitating and advising the team), and Developers (implementing project tasks).

4. Project implementation

Kick-off meeting and plan reassessment

At the beginning of project implementation, it is beneficial to reassess the plan and make sure every team member understands the project goals and their tasks properly. The project starts with a kick-off meeting, where all engaged partners discuss the project objectives, assigned roles, expected timeline, and project milestones. These can help to set a collaborative standard within the team.



Plan execution

Based on the methodology chosen during the planning stage (waterfall or Agile), the project team starts to deliver project deliverables in a sequenced way (waterfall) or by iterates and increments (Agile). No matter which approach you have chosen, The Project Manager ensures regular discussions on project progress, measures the project timeline against the schedule, and monitors resources. Communication is paramount during the implementation stage as it keeps the team aware of priorities, risks, and obstacles.

Be ready to make changes as needed

A Project, as a temporary endeavour aimed at creating a unique product, very frequently requires changes and modifications. It is important to address change requests from the client or stakeholders within the project scope and make sure the changes do not affect project objectives. Sometimes, changes require the allocation of additional staff or resources.

5. Change management

Change management is a systematic approach which deals with the transition and/or transformation of a wide range of organisational goals, processes, and project objectives. The project implementation process and all factors related to the project are not stable and have to be adjusted to the shifting requirements of the market. Therefore, the Project Manager has to organise the process of change management to ensure it can handle any changes. Change management focuses on the optimal adoption of new practices by those impacted by the projects. Successful change management depends on four principles:

1. Understand change. Why do you need to change? What are your key objectives? What are the benefits of the change to your organisation?
2. Plan change. Who is the best person to help you design and execute the change? How will you predict and assess the impact of the change?
3. Implement change. Is everyone involved in the change? Have new practices become the norm?
4. Communicate change.

6. Monitoring and evaluation

Why do we need to monitor and evaluate? Monitoring is an ongoing process to evaluate whether activities are being carried out as planned, the goal of which is to help you improve your project. Monitoring activities involve producing periodic reports throughout the project cycle, highlighting areas for improvement, and tracking financial costs against budget. Unlike monitoring, evaluation is less frequent and scheduled in advance.

For each project, you should have indicators. Indicators are the measures you select as markers of your success. Indicators measure important aspects of a project and show how close a project is to its planned outcomes. Consequently, monitoring and evaluation is required to learn what works and why, make appropriate decisions, use resources efficiently, track progress, assess impact, satisfy donors, and create institutional memory.

Questions that help to differentiate monitoring and evaluation



Monitoring

- What is monitored?
- For what purpose?
- How frequently?
- Where will the data come from?
- For whom? Who will get and use the data?

Evaluation

- What is the scale and focus of the evaluation
- Who evaluates?
- When does the evaluation occur?
- Who gets the evaluation findings?
- How much will the evaluation costs? (5%)

Gather feedback

After completing each project deliverable, it is advisable to collect feedback from the project team, client, and stakeholders to assess whether the project is being implemented in accordance with agreed plan and to select areas to improve in the future. There are some common techniques used to collect feedback, namely direct conversations, short surveys, voting, and open assessments. These techniques allow for continual improvement to ensure successful completion of the project as well as to collect lessons learned for the future.

7. Reporting: inception, interim and final reports

Reporting type, frequency, and scope, among others, will be specified in the contract. Here we present the three most common types of

reports. The inception report ensures mutual understanding of project’s plan of action and timetable; it also guarantees adherence to the agreed objectives. The report is usually submitted within the first few weeks of the project. Depending on the terms and conditions of the contract, approval of the report authorises the first project payment.

The interim report provides update (technical and financial) for a specific period. It can be prepared monthly, quarterly, annually, or on an ad hoc basis. The report provides an overview of the milestones reached, the tasks delivered, and the project’s financial performance for the specified period of time. Depending on the terms and conditions of the contract, approval of the interim report authorises the mid-project payment.

The final report provides a summary of the objectives met, the tasks accomplished, and all revenues and expenditures recorded during the duration of the project. Typically, the report should be completed by the applicant in the required format no later than 30-60 days after project completion. Depending on the terms and conditions of the project, approval of this report authorises the final project payment.

Project closure

Before celebrating completion of the project, take a moment to analyse the following questions: What challenges did the project team face during the project? Did the project take longer than expected? Did the costs overtake the initial estimates? Was there any scope creep? This ex-post-evaluation is a perfect opportunity to collect lessons learned for future projects and to estimate your team’s capabilities.

References

- Project Management Institute, Inc. A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Sixth Edition. 6th ed., Project Management Institute, 2017.
- Graham, J., “Organizational change management and project”, Paper presented at PMI Global Congress 2005—North America, Toronto, Ontario, Canada. Newtown Square, PA: Project Management Institute. <https://www.pmi.org/learning/library/organizational-change-management-projects-7457>