

Università per stranieri
« Dante Alighieri »
Reggio Calabria

**Peace and cooperation politics for the
development in the area of the
Mediterranean**

**Development Cooperation in Practice
Project Management**

Frank Sammeth

Project and Programme

- A project has a clear set of objectives and a start and end date

Examples: Road construction, training, technical assistance

- A programme is an ongoing activity which can include or consist of projects

Examples: Poverty reduction, development assistance

Tools

- Softwares include tracking, scheduling, planning, risk, budgeting, gantt-charts,...
- Spreadsheet software
- Specialized training and procedures, usually in-house for permanent staff
- Methodology and terminology is common and standardised (e.g. PMI, PRINCE2)

Project – Scope and Definition

- A Project creates a unique product such as
 - A quantifiable item or component (a piece of equipment, machinery)
 - A capability to perform a service (capacity-building)
 - A result, e.g. as an outcome or document (audit, evaluation, ...)

Project – Scope and Definition

- A Project is undertaken progressively
 - Progress needs to be coordinated with scope definition, particularly when performed under contract

Project – Scope and Definition

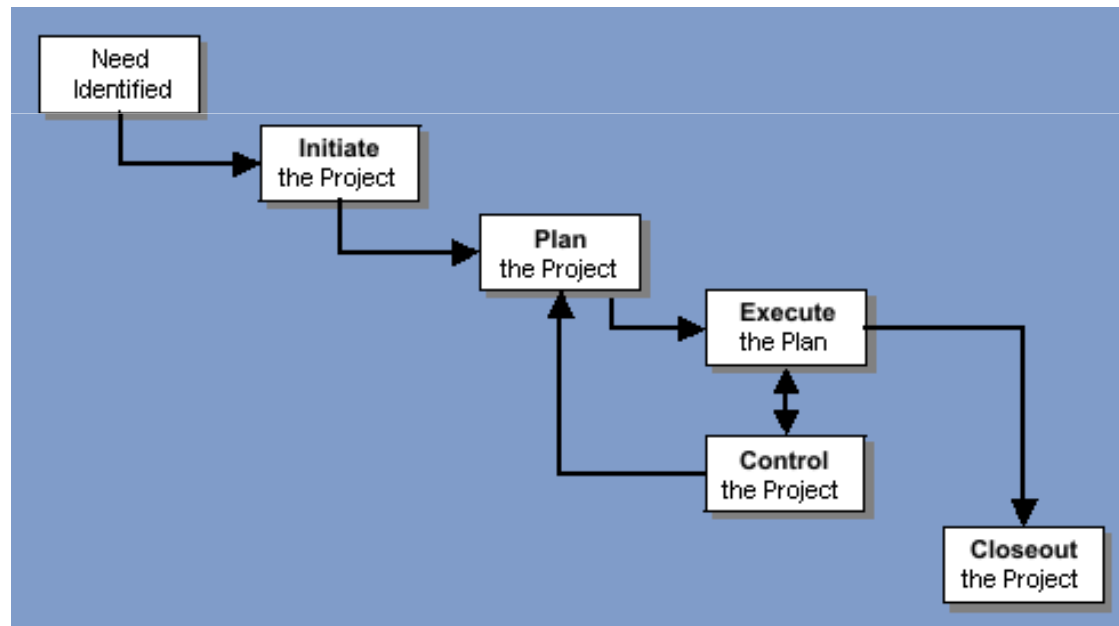
Example:

- An economic development project is initially defined as « **Improve the quality of Life** of the **lowest income residents** of the community in... ». During project progress, the products are then further defined: « **provide access to clean water** and food to **500 low-income residents** ». In a further step the focus may be given to **agriculture** as provider of food.

Project Management Processes

- Project Management consists of the following steps applied to the whole project and its sub-components:

- Initiating
- Planning
- Executing
- Monitoring
- Controlling
- Closing



Source: <http://www.projectmanagementcertification.org>

Project Management Knowledge Areas and Processes

- **Quality Management**
 - Assuring that project meets objectives
- **Human Resource Management**
 - organising and managing project team
- **Communications Management**
 - management of project-related information

Project Management Knowledge Areas and Processes

- **Risk Management**

- risk management throughout the project

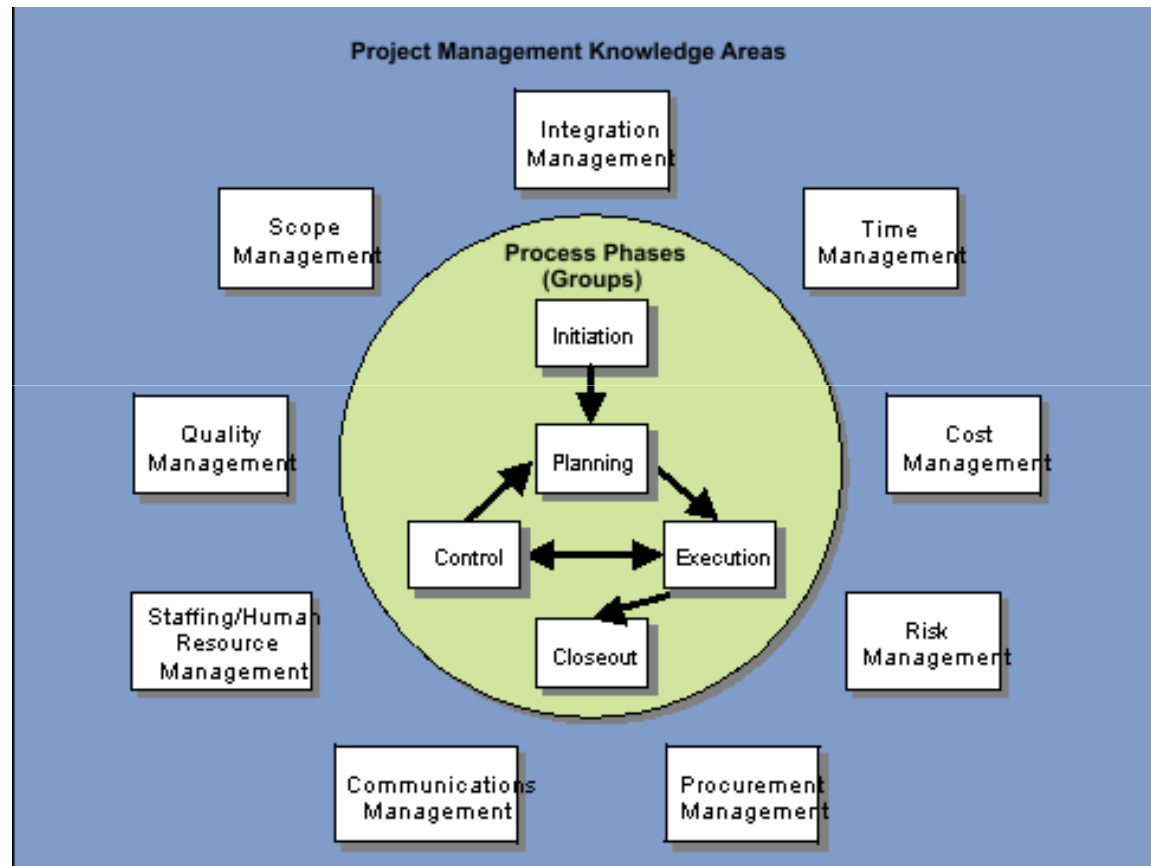
- **Procurement Management**

- purchase of products and services required for project tasks

Project Management Knowledge Areas and Processes

- **Integration Management**
 - Integrates the various project management components
- **Scope Management**
 - ascertaining that project includes all outputs and work required
- **Time Management**
 - Ensuring the project is executed within given time
- **Cost Management**
 - **planning and controlling costs to keep and complete project within budget**

Relationship between phases and Knowledge Areas



Source: <http://www.projectmanagementcertification.org>

- Each of the processes corresponds to an area of expertise or an organisational unit within larger organizations
- Not all processes are always required (e.g. procurement; staffing, risk...)

- Projects are managed by meeting the requirements within « triple » constraints which determine project quality:



Source: Michael Krigsman

The project cycle

- A project is characterised by several phases each with its own characteristics
- transition between phases usually include documentation or hand-over procedures
- Deliverables from one phase are usually approved before starting next phase

Project cycle characteristics

- During the start of the project, uncertainty and risk of failure is the greatest
- Costs and characteristics can be most influenced at the beginning by stakeholders
- Costs of correcting errors and inducing change increases over time

Project cycle characteristics

- The project is divided into components called « deliverables » which are verifiable, measurable products
- Deliverables have to be accepted and in many cases the client/recipient asks for corrections and improvements. Therefore the timing should include time for this.

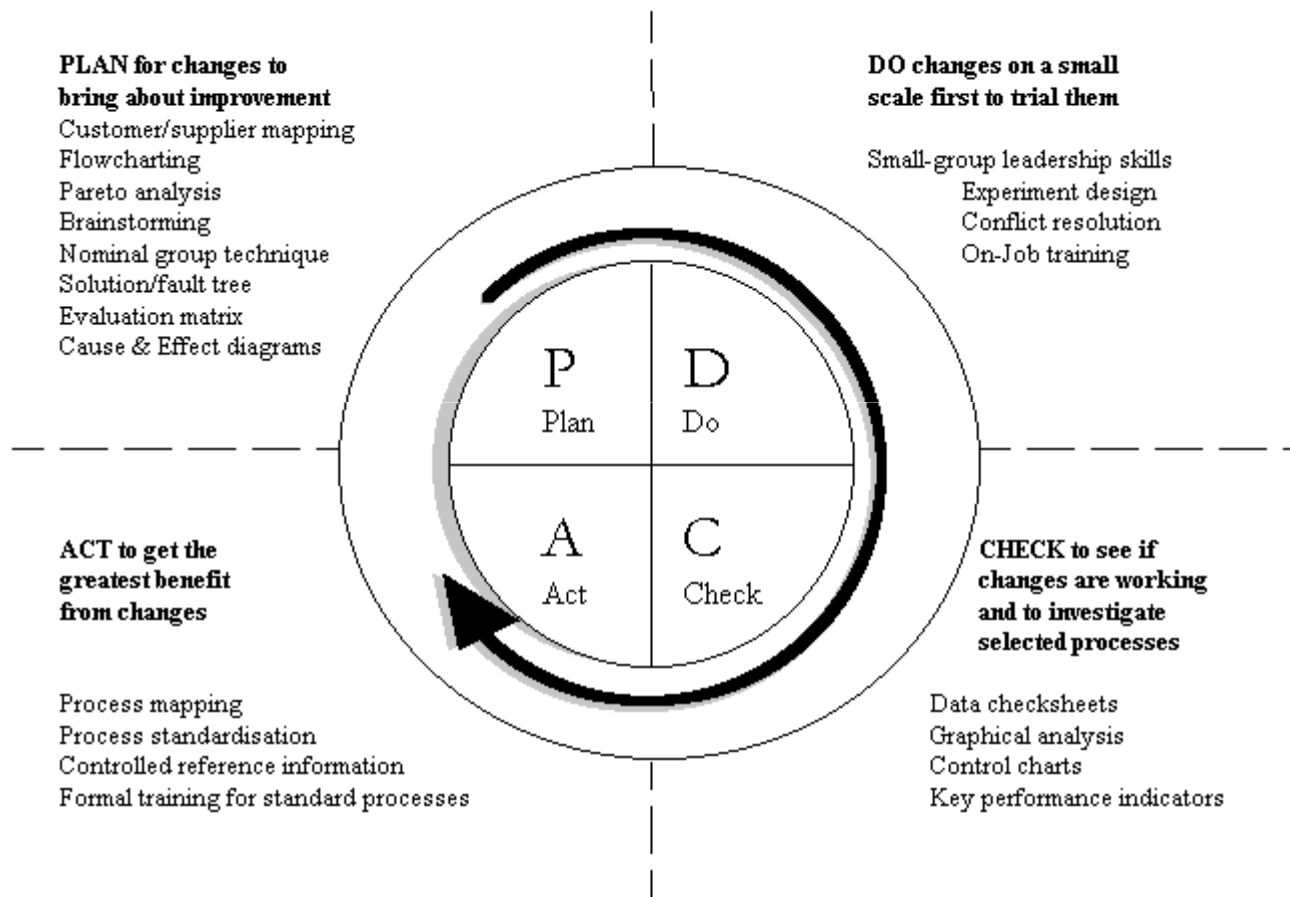
Project Management

- Projects undergo constant monitoring and adjustments in order to correct errors or to improve performance
- A concept for the interaction between the project management processes is the below **plan-do-check-act** cycle in which the result of one part of the cycle becomes an input to another one:



Source: www.asq.org

Project Management



Source: <http://www.hci.com.au/>

Project Process groups

- The five steps presented initially are process groups applied to all components of the project and the project itself

Project Process groups

- They are not phases, i.e. also initiation phase has an end and the output of the first phase is used as starting point of the next through closing and initiating

Project Process groups

- Initiation: Defines and authorizes the project or a project phase
- Planning: Defines and specifies objectives and plans course of action required to attain these objectives and the project scope

Project Process groups

- Executing: Integrates the required resources and staff to carry out the project management plan
- Controlling and Monitoring: Regularly measures and monitors progress in order to identify variances from the project management plan and to take corrective actions if necessary
- Closing: Acceptance of the final product /service (by the client) and formally closes the project

Initiating

- The key source of initiating a project is the « project document » or « terms of references »
- Inputs are the contract and the specifications (Description of Work) out of which the scope is defined

Initiating

- The scope definition includes
 - Requirements for products and deliverables
 - boundaries of the project
 - Methods of acceptance and quality control

Planning

- During planning all required information is gathered and processed
- Out of the preliminary scope of the initiation phase a definite scope is defined
- The planning document becomes the primary source of information throughout the full duration of the project

Planning

- Once the scope is defined, it gets divided into components and tasks through the Work breakdown structure (WBS) and a related Activity list
- The activities are sequenced by creating a schedule and a network diagram

Planning

- Requirements of activities in terms of resources and duration are estimated
- Out of the sum of the single activities the whole project is estimated in terms of budget and duration
- Quality standards and verification mechanisms are identified

Planning

- Human resources (staffing, hours per month etc...) are estimated
- Communication (if required)
- Risks are identified and risk management (i.e. response) is planned
 - This includes both qualitative (risk priorities) as well as quantitative (costs) risk estimation
- Sub-contracting and purchase of resources is planned

Execution

- Establish project team and divide tasks and information
- Produce deliverables
- First quality check (project has all resources to terminate within scope, budget and duration)

Monitoring and Controlling

- Monitor project progress against project management plan
- Control for scope, budget and duration
- Recommend and implement corrective actions if necessary

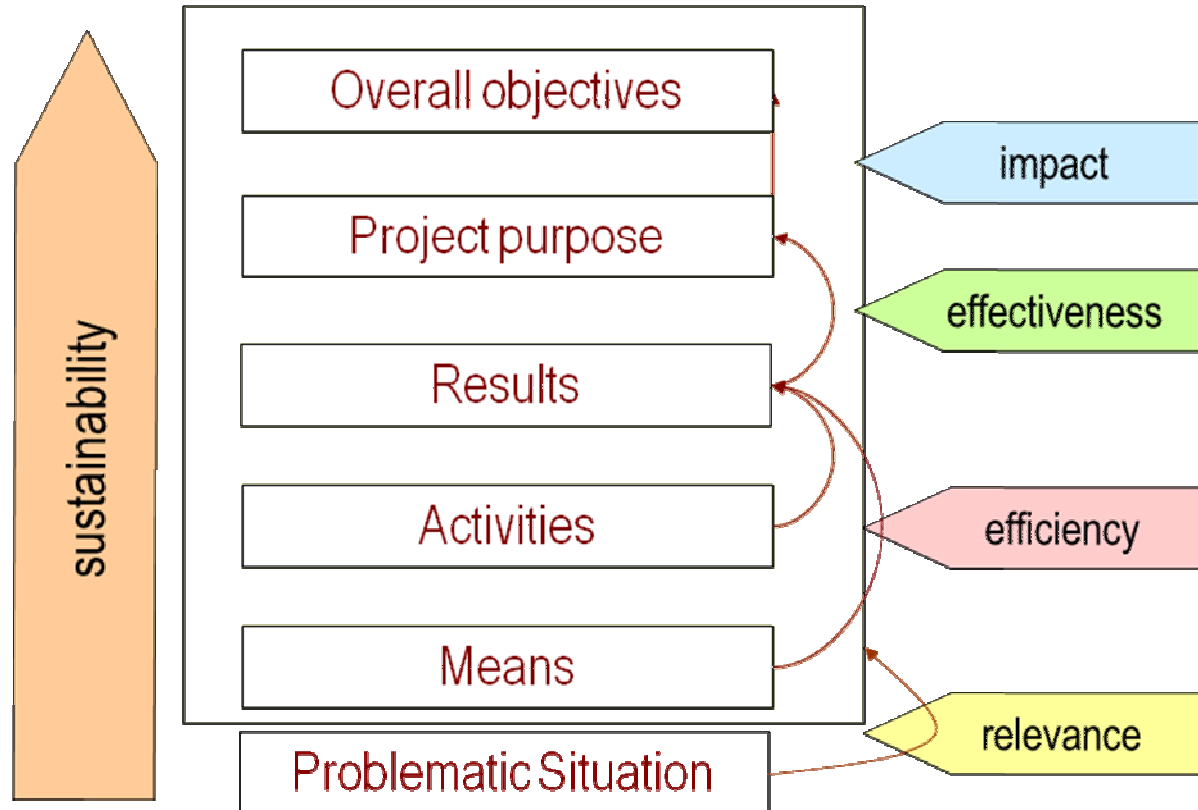
Closing

- During closing all components of a project and finally the whole project is terminated
- The project is approved by the client (often payment or final payment is carried out)
- A final deliverable (and sometimes a report about how the project was executed is submitted) along with invoice and proof of approval

Evaluation Matrix

- Once a project is terminated, implementing organisations (UN, EU, ...) often evaluate project scope in order to improve aid-delivery through better targetting and directing aid, but also to stock knowledge about costs, duration of different projects and the performance of contractors

Evaluation Matrix



Evaluation Matrix

Each evaluation criteria is measured by an indicator adapted to the project

Relevance

- The extent to which the objectives of the development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies.
Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
- Example: To what extent does the concentration of aid on basic education correspond to the needs of the partner country?

Evaluation Matrix

Effectiveness

- The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance. Note: Also used as an aggregate measure of (or judgment about) the merit or worth of an activity, i.e. the extent to which an intervention has attained, or is expected to attain, its major relevant objectives efficiently in a sustainable fashion and with a positive institutional development impact. Related term: efficacy.
- Example: To what extent has the aid contributed to equal access to high-quality basic education?

Evaluation Matrix

Efficiency

- A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
- Example: Has implementation in the form of sector-specific financial aid made it possible to obtain the same effects with lower transaction costs for the EC and the partner country?

Evaluation Matrix

Sustainability

- The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.
- Example: To what extent has the aid contributed towards durably remedying the backlog in road network maintenance?

Evaluation Matrix

Impact

- Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
- Example: From the point of view of the groups concerned, are environmental nuisances acceptable compared to the positive effects of the intervention?

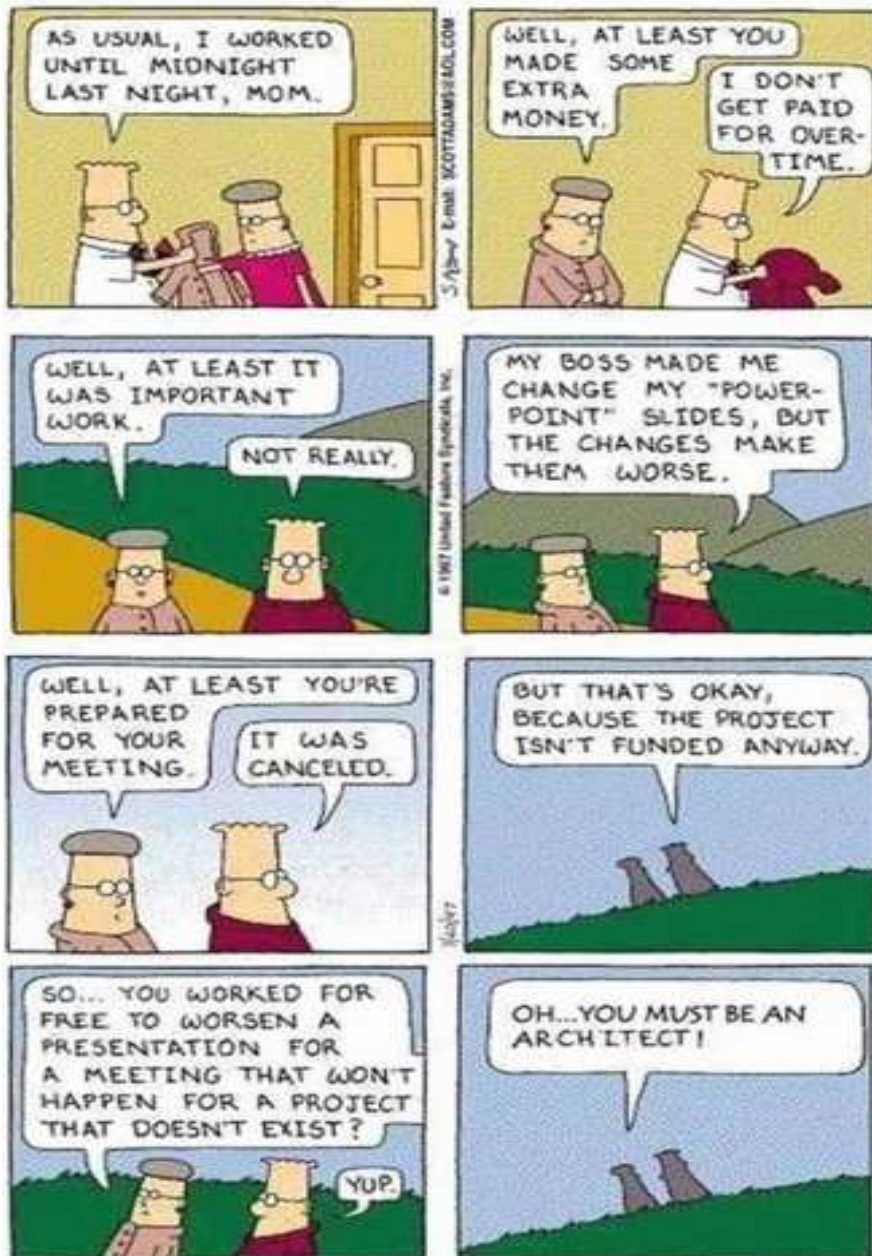
Evaluation Matrix

Coherence/complementarity

- 1) Coherence within the Commission's development programme
- Example: Can it be said that the activities and outputs logically allow the objectives to be achieved? Are there contradictions between the different levels of objective? Are there duplications between the activities?
- 2) Coherence/complementarity with the partner country's policies and with other donors' interventions
- Example: Can it be said that there is no overlap between the intervention considered and other interventions in the partner country and/or other donors' interventions, particularly Member States?
- 3) Coherence/complementarity with the other Community policies
- Example: Is there convergence between the objectives of the intervention and those of the other Community policies (trade, agriculture, fishing, etc.)?

Evaluation Matrix

- **Community value added**
- The extent to which the development intervention adds benefits to what would have resulted from Member States' interventions only in the partner country.
- Example: To what extent has the sharing of roles between the EC and Member States contributed to optimise the impact of the support?



Challenges

- Time
- Change management
- Scheduling
- Funding
- Risk