



CASE – Centrum Analiz Społeczno-Ekonomicznych
CASE – Center for Social and Economic Research



ECONOMIC DEVELOPMENT AND RESEARCH
CENTER

The project funded by the Polish-
American Freedom Foundation within
RITA programme



Webinar 5

Project implementation and reporting.

1. Checking homework. Discussion.
2. Organisational structure.
 - a. Functional organisation;
 - b. Matrix organisation;
 - c. Projectised organisation.
3. Team organisation (waterfall vs. agile).
4. Project implementation.
5. Reporting (inception, interim, final).
6. Change management.
7. Monitoring and evaluation progresses.



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Introduction

Firstly, determination of scope, team structure, budget, timeline and submission of the project. *Secondly*, the offer is approved. *Finally*, we have to put our plans into action.

Project implementation involves appropriate actions aimed at reaching the objectives outlined at the planning stage. The main goal of implementation stage is:

- to deliver a product at most effective way in terms of time and cost,
- to satisfy the client and key stakeholders.



During the project implementation we have to measure constantly performance to monitor its development. Moreover, it is crucial to handle any unforeseen issues and handle challenges in a way that keeps performance at appropriate pace.

Before the project start we have decide on organisational/team structure.



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- ## 2. Organisational structure.
- a. Functional organisation;
 - b. Matrix organisation;
 - c. Projectised organisation.

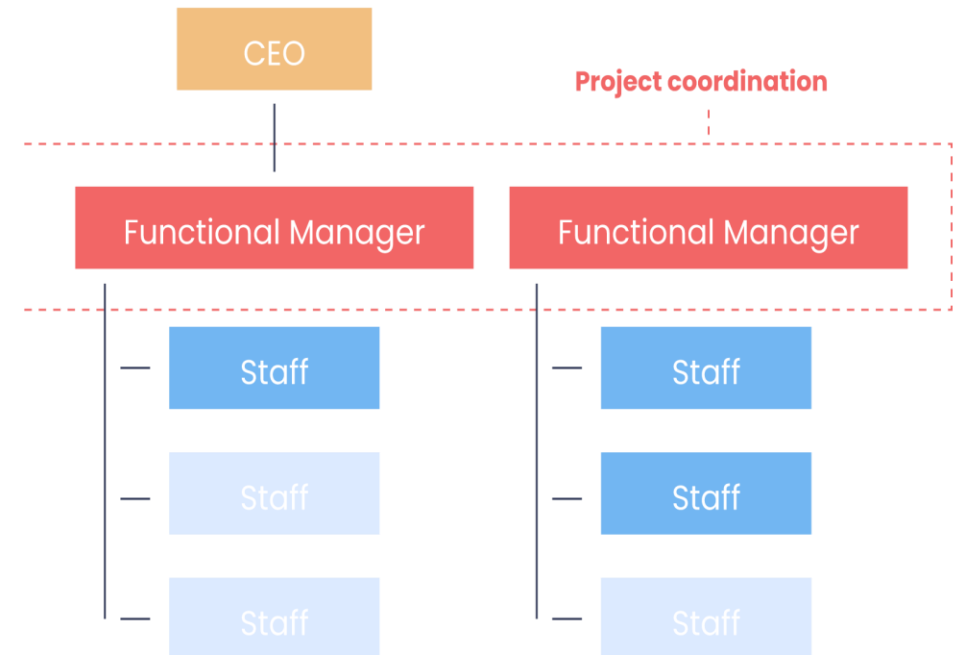
a. Functional Organization/1

Functional organisation is based on *hierarchical structure of functions*.

A functional manager has complete authority in such organisations. All project work is implementing within specific department and the manager is fully in charge of the project. Project staff reports to a functional manager.

Project coordinator/manager have to clear all decisions with Functional Manager.

Project coordinator/manager is responsible of administrative tasks.



Functional Organization/2

Advantages:

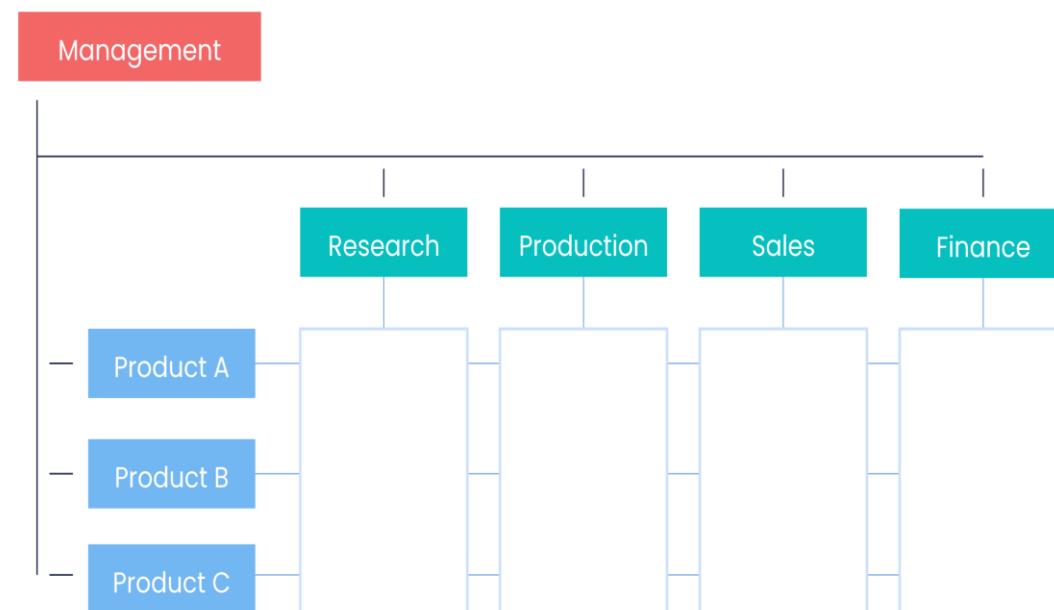
Grouping staff by specialisation promotes dependable level of competence and responsibilities;
Project team operates quickly and efficiency.
Clear division of responsibilities and tasks.

Disadvantages:

Segregation that can affect communication between teams
Complex coordination can negatively impact team productivity
Rigid team structure is not promote flexibility or adaptability to changes.

b. Matrix organisation/1

In **matrix organisation** team members report to more than one leader, it has complex structure but allows to achieve the ultimate goals. This structure fits well for management 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.



Matrix organisation/2

Advantages:

Effective information dissemination among team members as there is both vertical and horizontal interactions;

Efficient use of resources as team members can jump into a project for delivering just assigned tasks.

Team members keep together after project completion, therefore know-how and tailored approach are kept inside the company.

Disadvantages:

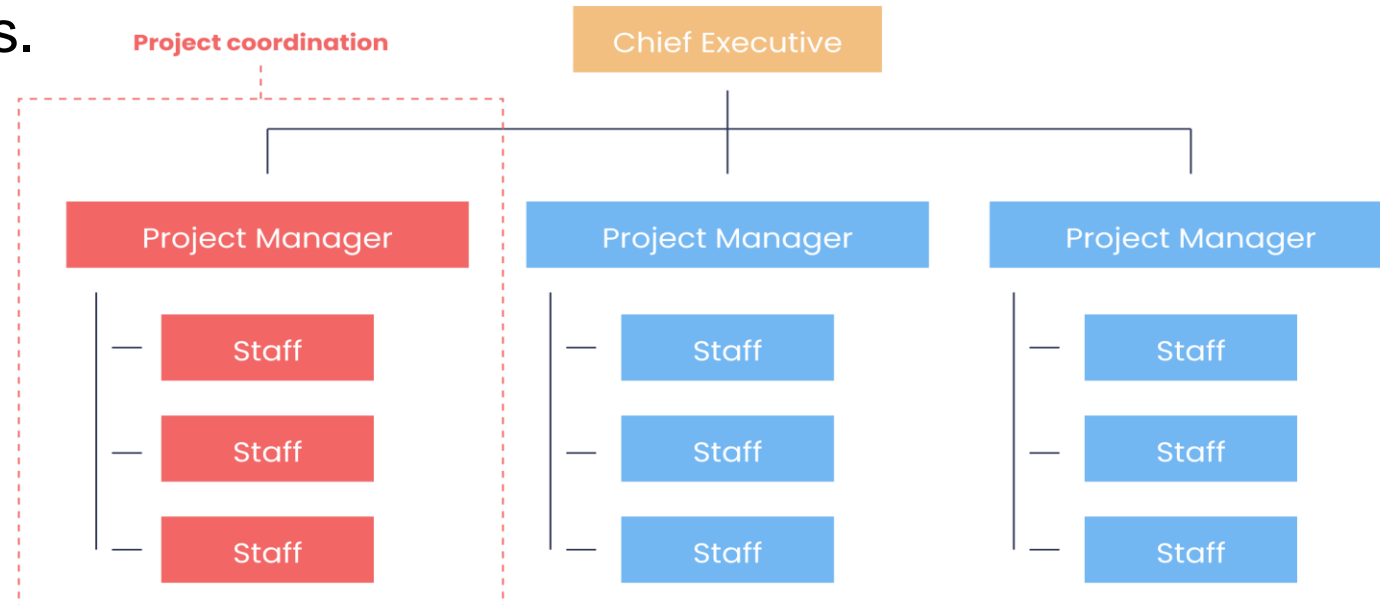
Project team is managed by two leaders, so it can create some additional issues in conflict situations;

Monitoring and controlling can be challenging as there are number of managers and personnel involved simultaneously in different tasks;

Slow response to changes due to complicated procedures of consultations and negotiations between managers;

c. Projectised organisation/1

In projectised organisational structure the team is organised around a project rather than functional departments. The project team members work under the project manager and assigned for only one project and the project manager has the power and authority. The project manager has a broad authority, control budget and cooperate with stakeholders.



Projectised organisation/2

Advantages:

Strong communication line can be established inside the project team;

Team members bring their skills and experience from their past projects. This promotes decision making and provides flexibility.

Responses to stakeholder's concerns are usually fast.

Disadvantages:

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 prolonged, the cost of employee and equipment will increase.

Team organisation (Waterfall vs Agile)/1

Team organisations within agile and waterfall approaches are completely different.

WATERFALL

- Large team that sticks to strict responsibilities;
- Lot of roles e.g. project support, team manager, senior user, senior supplier, project manager, project assurance, project board, executive, etc
- Each team member is responsible for certain tasks and can appear for certain period.
- Project Manager is the real leader who can decide on the most sensitive issues of the project, in agreement with Executive or Management Board.

AGILE

- Small teams (up to 10 people), not recommended to change team members during implementation of agile project;
- There are 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 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).

Team organisation (Waterfall vs Agile)/2

Team organisations within agile and waterfall approaches are completely different.

Traditional Teams



Agile Teams



Kick-off meeting and plan reassessment.

At the beginning of project implementation it is beneficial to *reassess a plan* and make sure every team member understands the project goals 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 (waterfall or agile) chosen at the planning stage, project team starts with delivering project deliverables in a sequence way (waterfall) or by iterates and increments (agile).

No matter that approach you have chosen, project manager ensures regular discussions on the project progress, measure the project timeline against the schedule and monitor resources.

Communication is paramount during implementation stage as it keeps the team aware of priorities, risks and obstacles.

Be ready to make changes as needed

Often projects requires changes.

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 the changes require allocation of additional staff or resources.

Change Management/1

It is a systematic approach which deals with the transition and/or transformation of a wide range of organisational goals, processes, and project objectives.

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, project manager has to organise process of change management in the development strategy to ensure it can handle any changes.

Change management focuses on the optimal adoption of new practices by those impacted by projects.

Change Management/2

Successful change management depends on four principles:

1. *Understand change* (why do you need to change? What are your key objectives? What will the benefits of the change to your organisation?);
2. *Plan change* (Involvement – who is best position 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 changes? The new practices should become the norm);
4. *Communicate change*.

Monitor and Evaluate/1

Why do we need to monitor and evaluate?

Learn what works and why, make appropriate decisions, use resources efficiently, track progress, assess impact, satisfy donors, create institutional memory.

Monitoring is an ongoing process to evaluate whether activities are being carried out as planned, its goal is to help to improve the project.

Monitoring activities involve producing periodic reports throughout the project cycle, highlighting areas for improvement, tracking financial costs against budget.

Evaluation is less frequent and scheduled in advance. Every project has indicators, which are the measures selected as makers of success. Indicators measure an important aspects of a project, show how close a project is to its planned outcomes.

Monitor and Evaluate/2

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 Feedbacks

After completing each project deliverables, it is advisable to collect feedbacks from the project team, client and stakeholders in order to assess the project is implementing in accordance with agreed plan and pick areas you could improve in future.

There are some common techniques to collect feedbacks, namely direct conversations, short surveys, voting and open assessments. These techniques allow you to have continual improvements to ensure successful completion of the project and collect lessons learned for future.

Inception, Interim and Final reports.

Inception report ensures mutual understanding of project plan of actions and timetable, it also guarantees of adherence to the agreed objectives. It has to be submitted within the first couple weeks of the project. Depending on terms and conditions, the report approval authorises the first project payment.

Interim report provides update (technical and financial) for a specific period, it can be prepared monthly, quarterly, annually or on an ad hoc basis. It provides overview of reaching milestones, delivering tasks, financial performance for specific amount of time. Depending on terms and conditions, its approval authorises the mid project payment.

Final report provides summary of reached objectives, accomplished tasks and all revenues and expenditures within the whole project duration. Usually, the report should be completed by the applicant in specific form no later than 30-60 days after the project completion. Depending on terms and conditions, the report approval authorises the final project payment.

Project Closure

Before celebration of the project completion, take a moment for analysing the following questions:

- what challenges did the project team face during the project?
- Does the project take longer than expected?
- Do costs overtake initial estimates?
- Was there any scope creep?

The post-evaluation is a perfect opportunity to collect lessons learned for future projects and estimate your team capabilities.



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- 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.
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