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**PLANNING FOR SUCCESSFUL PROJECT IMPLEMENTATION:  
GUIDELINES FOR THE PROJECT TEAM**

Prepared by:

Terry Schmidt and Merlyn Kettering

Sponsored by:

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## PREFACE

A major mission of the U.S. Department of Agriculture's Development Program Management Center (DPMC) is to prepare and disseminate practical guidelines for use by project managers and implementation teams. DPMC's research focuses on the management dimensions of development projects as opposed to the technical dimensions. Without effective management, projects will certainly fail; with sound management, they have a chance to succeed.

Field work by DPMC and other researchers has resulted in a simple, practical, effective technique to reduce the management obstacles to project success by establishing solid management foundations for project implementation. This document explains that technique, which has been successfully applied to projects in Thailand, Indonesia, Jamaica, the Sahel countries, and elsewhere in the developing world. U.S.A.I.D. projects officers who have applied this technique include Dr. Charles Alton, Robert Dakan, John Foti, Frank Gillespie, Dr. Martin Hanratty, Dr. Abraham Hirsch, and Dr. Jerry Wood.

This paper was sponsored jointly by DPMC and the University of Maryland's International Development Management Center (IDMC) and funded by A.I.D.'s Office of Rural and Institutional Development in the Bureau of Science and Technology under the Performance Management Project.

## TABLE OF CONTENTS

	<u>Page</u>
PREFACE	
CHAPTER ONE: INTRODUCTION TO THE GUIDE	1
WHEN TO USE THE APPROACH	1
WHO THIS GUIDE IS FOR	2
ORGANIZATION OF THIS DOCUMENT	2
CHAPTER TWO: THE BASIS FOR SUCCESSFUL MANAGEMENT	3
MANAGEMENT CHARACTERISTICS OF SUCCESSFUL MANAGEMENT	3
BRIDGING THE HAND-OVER GAP	4
ACTION-TRAINING WORKSHOPS	4
CHAPTER THREE: OVERVIEW OF THE PLANNING APPROACH	6
THE IMPLEMENTATION PLANNING FRAMEWORK	6
PLANNING TOOLS FOR PROJECT TEAMS	8
CHAPTER FOUR: HOW TO PLAN FOR SUCCESSFUL IMPLEMENTATION	13
OVERVIEW	13
STEP ONE: ACTIVATE THE PROJECT	13
STEP TWO: ESTABLISH THE PROJECT ORGANIZATION	17
STEP THREE: DEVELOP IMPLEMENTATION PLANS AND SCHEDULES	22
STEP FOUR: OBTAIN PROJECT RESOURCES	27
STEP FIVE: ESTABLISH THE INFORMATION AND CONTROL SYSTEM	29
SUMMARY	34
ANNEX	36

## CHAPTER ONE: INTRODUCTION TO THE GUIDE

Development projects are complex, ambitious, unique undertakings that sometimes succeed but more often fail to reach all their intended objectives. When projects fail, the reason is frequently due to unrealistic objectives, inadequate planning, inefficient organization, poor coordination, limited managerial capacity, or similar "management problems."

The experience of Development Program Management Center (DPMC) staff and other consultants has shown that most of the management problems which limit project success can be anticipated in advance. Many can be avoided and others can be reduced or resolved before they become a crisis.

This document outlines a practical approach which project teams can use to build solid "foundations" for project implementation and, thus, overcome typical problems. The "Planning for Successful Project Implementation" framework described here is conceptually simple to use. It has been effectively used with diverse projects in Indonesia, Thailand, Pakistan, the African Sahel, Jamaica, and other Caribbean countries.

### WHEN TO USE THE APPROACH

The approach yields substantial benefits to the project team at four different times: during pre-implementation planning prior to project start, during project replanning following evaluation, during preparation of annual implementation plans, and during general project reviews.

First and most important application is prior to project start, sometime during the 30-90 day "window of opportunity" just before or after project agreements are signed. By holding an intensive planning session soon after the key people have been appointed, the team can begin implementing efficiently and avoid many predictable future problems. If delayed too long after project start, the benefits are reduced.

Second, this approach is highly valuable when project evaluation suggests re-definition or re-direction. It helps the team translate evaluation findings and recommendations into new action plans for project operations.

Third, selected aspects of the approach are useful in preparing realistic operational plans, budgets, and schedules as part of the annual replanning process.

Finally, the framework can be used as a general diagnostic tool for analyzing projects at any point. Deficiencies in project performance usually reflect failure to adequately complete a planning step included in the framework.

#### WHO THIS GUIDE IS FOR

This guide is for project teams and for individuals. The approach to planning described here is most effective when used jointly by members of the implementation team -- the project manager, support staff, participating agency representatives, donor staff, contractors, and others who play important implementation roles. By completing the process together, implementors reach a shared understanding of the project, develop effective working relationships, and acquire a common set of management concepts for use throughout the project. For team use, each person should first read this guide, then meet as a group to complete the planning process described in Chapter Four.

You may also benefit by using this guide individually. As you read, think about how the concepts apply to your project and jot down ideas for action.

#### ORGANIZATION OF THIS DOCUMENT

Chapter Two describes the basic management characteristics of successful projects and discusses features of this approach. Chapter Three illustrates some analytic tools the team will find useful in planning for project implementation. Chapter Four presents a logical five-step implementation planning framework that is easily modified to meet the specific needs of individual projects.

This manual aims at making development project teams more effective by providing them with a sound approach and practical tools for planning successful project implementation. The approach works, if you put it to work.

## CHAPTER TWO: THE BASIS OF SUCCESSFUL MANAGEMENT

### MANAGEMENT CHARACTERISTICS OF SUCCESSFUL PROJECTS

DPMC management researchers have articulated a simple set of management characteristics of successful projects. These characteristics were identified by studying several projects worldwide and boiling down the factors which influence project outcomes. We believe that achieving project success requires:

1. Concurrence and commitment to project objectives and strategies by key organizations and individuals;
2. Realistic and agreed upon workplans, budgets, and schedules;
3. Clearly defined and understood roles and responsibilities for project tasks and activities;
4. Ongoing mechanisms to monitor, coordinate, and control task execution;
5. Appropriate evaluation and adaptive learning mechanisms to assess progress and respond to changes and lessons learned; and
6. Effective use of project management methods which cut across vertical reporting lines to build a integrated, responsive project team.

Despite differences in type, size, scope, and sector, successful projects share these common characteristics, while others generally do not.

Most people would agree with this list. However, these characteristics do not automatically happen; they must be made to happen. Under the pressure to implement, project managers seldom give

explicit attention to establishing conditions under which these characteristics can develop. But, when not established, the predictable result is confusion, delay, limited achievement, wasted resources, and disappointment. The planning process described here helps achieve these conditions and thus increases the probability of project success.

#### BRIDGING THE HAND-OVER GAP

But why, you may ask, should such a thorough planning process be necessary after the many hours invested in designing the project and preparing the Project Paper? The answer is that the project designers are not the project implementators, and even detailed Project Papers are not meant to serve as implementation plans.

During project design, designers develop their understanding of how the project should work. But implementation involves operational level staff who seldom participate in design. Surveys of project implementing teams show that most do not even read Project Papers and related documentation! Their understanding of what the project is intended to accomplish is therefore limited. Even if they are read, the implementation plans in Project Papers require extensive changes to meet current conditions.

There is generally a gap in handing over the responsibility for project success from designers to implementors. To overcome this gap, project "ownership" must pass from the designers to the implementors.

To do this, the implementation team must go through their own "learning process" to reach consensus on the project objectives, strategy, and implementation approaches, even when these are described in existing documentation. They must negotiate and agree to the roles and responsibilities of all participating organizations and individuals, establish methods for updating and revising plans and budgets, and develop techniques for monitoring and reporting progress. They must address these issues as a team to reach a shared understanding of the project and to make it their project. This transfer of project "ownership" is essential for successful implementation.

#### ACTION-TRAINING WORKSHOPS

How can project ownership be efficiently transferred to the project teams? Our experience has shown that the best way is through intensive workshops using action-training methods.

The workshops bring together the project team, who is guided by an experienced trainer, during intensive three to five day planning sessions following a framework designed to build project success.

Such sessions are part of a deliberate strategy to establish the technical and managerial foundations essential for effective implementation. The strategy may require several workshops with follow-up work between each one.

Action-training differs from traditional training in several ways. Action-training methods are practical, participative "learning by doing"; they aim at developing work products of immediate value, while also building the team's management capacity. The workshops involve minimum formal lectures, maximum participant activity, and extensive use of small groups for discussion, problem-solving and decisionmaking. At the end of a workshop, the participants will have prepared written action plans, budgets, schedules, and responsibility descriptions to guide implementation. Of equal importance, they will have discovered ways to operate effectively together as a team and learned some planning, decisionmaking, problem-solving tools to use during the life of the project. Thus, action-training methods simultaneously produce specific results and build team capacity to be more effective in the future.

## CHAPTER THREE: OVERVIEW OF THE PLANNING APPROACH

### THE IMPLEMENTATION PLANNING FRAMEWORK

Action-training workshops bring together project teams in intensive sessions (guided by an experienced trainer) to build the project's technical and managerial foundations. These workshops follow a logical and flexible analytic framework for building shared project understanding, agreements, and realistic implementation plans.

What must a project team do to successfully plan project implementation? The many activities involved in planning for project implementation can be grouped into five related steps.

1. ACTIVATE THE PROJECT -- ensure the project has met all the legal, administrative, and bureaucratic requirements and is ready to begin operations;
2. ESTABLISH THE PROJECT ORGANIZATION -- plan how the project organization will function, clarify roles and responsibilities, develop operating procedures;
3. DEVELOP IMPLEMENTATION PLANS AND SCHEDULES -- agree on specific project goals/objectives, then establish realistic plans, budgets, schedules;
4. OBTAIN PROJECT RESOURCES -- establish procedures for ensuring that the key project resources (money, people, and things) are available when needed; and
5. ESTABLISH THE INFORMATION AND CONTROL SYSTEM -- identify information needs, select indicators, and establish a useful monitoring and reporting system.

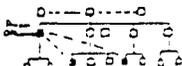
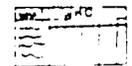
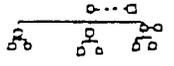
The picture diagram on the next page portrays these five steps and lists typical tasks in each. As the project team considers each step, they generate information and make decisions to use in

# PLANNING FOR SUCCESSFUL PROJECT IMPLEMENTATION

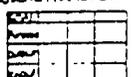
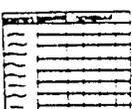
## 1. Activate the Project

<p><b>Establish Project start-up WORKING GROUP</b></p> 	<p><b>REVIEW Project Documentation</b></p> <p>PROJECT PAPER</p> <ul style="list-style-type: none"> <li>- Loan/grant agreement</li> <li>- Operational/financing documents</li> <li>- Other legal, technical, &amp; political guidelines</li> </ul>	<p><b>CONFIRM PROJECT APPROVAL PROCESSES</b></p> <p>Clarify responsibilities of ministers, departments, local &amp; central for approving project plans, schedules, and budgets</p>	<p>Source start-up <b>CONDITION PRECEDENTS</b></p> <p>DATE</p> <p>Day 1 _____</p> <p>Day 2 _____</p> <p>Day 3 _____</p> <p>And complete other legal requirements</p>	<p>Develop Brief <b>PROJECT CHARTER</b></p> <p>What describes project goals, objectives, responsibilities, relationship</p>	<p>Locate <b>LINKAGES</b></p> <ul style="list-style-type: none"> <li>- Ministry and Departments</li> <li>- Universities</li> <li>- Local government Units</li> <li>- Project Beneficiaries</li> <li>- Other donors</li> </ul> <p>CCOCCO</p> <p>Develop relationships for CCO</p>	<p><b>OBTAIN INTERIM Project Funding &amp; Resources</b></p> 
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## 2. Establish Project Organization

<p>Assign <b>PROJECT MANAGER &amp; INITIAL STAFF</b></p> 	<p>Determine <b>Project Organization Structure &amp; Location</b></p> 	<p><b>OBTAIN OTHER MANPOWER COMMITMENTS</b></p> 	<p><b>Reach clear agreement on RESPONSIBILITIES &amp; RELATIONS</b></p> <p>LOCAL GOVERNMENT BUDGET</p> 	<p>Write <b>Job Descriptions</b></p> <ul style="list-style-type: none"> <li>- Learning requirements</li> <li>- Education requirements</li> <li>- Response Dishes</li> <li>- Performance measures</li> </ul> 	<p><b>DEVELOP Operating Procedures</b></p> 	<p>Communicate <b>Project Organization &amp; Procedures</b></p> 
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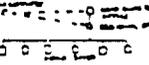
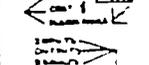
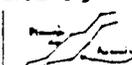
## 3. Develop Implementation Plans & Schedules

<p>Clarify Understanding of <b>Project Goals, Objectives, Strategy &amp; Means</b></p> <p>"LOGICAL FRAMEWORK"</p> 	<p>Define Key <b>PROJECT OUTPUTS</b></p> <p>SPECIFY</p> <ul style="list-style-type: none"> <li>- when?</li> <li>- how much?</li> <li>- where?</li> <li>- By whom?</li> </ul> <p>the project will accomplish</p>	<p>Prepare Realistic <b>Project Schedules</b></p> 	<p><b>SELECTING Activity Relationships &amp; Critical Activities</b></p> 	<p>Develop Realistic <b>PROJECT BUDGETS</b></p> 	<p>CLARIFY <b>Individual Action Plans</b></p>  <p>Specify what each person does, by when &amp; with what resources</p>	<p>Develop <b>Evaluation Strategy and Plans</b></p> <ul style="list-style-type: none"> <li>- Why evaluate?</li> <li>- When evaluate?</li> <li>- What to evaluate?</li> <li>- Who evaluates?</li> <li>- Data requirements?</li> </ul>
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## 4. Obtain Project Resources

MONEY	PEOPLE	THINGS
<p>CLARIFY PROCEDURES TO <b>OBTAIN &amp; USE PROJECT FUNDS</b></p> <ul style="list-style-type: none"> <li>- Procedures for Disbursements</li> <li>- Payments</li> <li>- ETC...</li> </ul>	<p><b>OBTAIN OTHER NEEDED Project Staff</b></p> <p>TECHNICAL ASSISTANCE</p> 	<p>CLARIFY <b>Requirements Process</b></p> <ul style="list-style-type: none"> <li>- write specifications for needed items</li> <li>- make decisions on local origin items</li> <li>- local non-need items</li> <li>- US origin</li> <li>- Code 241 origin</li> </ul>
<p>Develop <b>Disbursement Schedules</b></p>  <p>Make sure resources on track!</p>		<p><b>Carry Out PROCUREMENT</b></p> <ul style="list-style-type: none"> <li>- MINIMALS FOR EQUIPMENT</li> <li>- SUPPLIES</li> <li>- TOOLS</li> <li>- CONTRACTS</li> <li>- ETC</li> </ul>

## 5. Establish Information & Control System

<p>CLARIFY <b>Information Needs and Decision Points</b></p> 	<p>Install Milestones to <b>MONITOR &amp; CONTROL</b></p> 	<p>Define <b>Performance &amp; Progress Indicators</b></p> 	<p>IDENTIFY <b>INFORMATION SOURCES &amp; ANALYSIS METHODS</b></p> 	<p>SET UP &amp; MAINTAIN <b>PROJECT FILES</b></p> 	<p>Monitor &amp; Manage <b>INTERNAL COMMUNICATION</b></p> 	<p>Design <b>Reporting System and Documents</b></p> <ul style="list-style-type: none"> <li>- THE RESPONSIBILITY FOR IMPLEMENTING THE REPORT PEOPLE AT THE LOCAL LEVEL</li> </ul> 
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subsequent steps. The steps must usually be started in sequence -- (Step One before Step Two, Step Two before Three, etc.), but a step need not be completed before the next one can begin. Several steps also produce distinct "tools" (documents, agreements, or planning frameworks) of value to project management. <sup>1/</sup>

This diagram provides a handy pictorial checklist of key steps and tasks for planning new project implementation, as well as for diagnosing how completely ongoing projects have established the management requisites for implementation. But the model is illustrative and general and must be adjusted to fit individual projects. Certain tasks may not be needed, and additional tasks may need to be added. The process is iterative, and the tasks can sometimes be completed in other sequences. But none of the five major steps can be neglected, or the project rests on a weak implementation foundation.

## PLANNING TOOLS FOR PROJECT TEAMS

A master manager can be compared to a master carpenter: both are talented craftsmen who achieve impressive results using tools of their trade acquired through a lifetime of learning and experience. Just like a master carpenter relies on quality tools to measure, cut, square, and fasten; the master manager needs appropriate tools to plan, schedule, monitor, and control.

This section describes some basic implementation planning and management tools that should be produced by the project team and shows how they relate to the five-step planning framework. By producing them, the team assures itself that its planning is thorough and logical.

### The Importance of Documentation

The tools described below (documents, diagrams, and other planning formats) are usually developed in draft form during workshops, typed and reviewed by those who attend, then revised and put into final form. Many are formally circulated with sign off by a senior official in the project's parent organization.

Putting them in writing is important. During the series of planning workshops, the team makes many important decisions about project implementation. But people forget what was said at workshop meetings, unless key results are written down and formally circulated. When not documented, only those who attended the meeting know the

<sup>1/</sup> This model is a simplified treatment of a technique originally developed by Dr. Merlyn Kettering. For a more detailed and systematic approach, see the Planning for Project Implementation manual available from PAMCO Ltd., Conference Center Bldg, Fourth Floor, Corner of Duke and Port Royal Streets, Kingston, Jamaica, West Indies.

results. But many other persons in the project environment must also know the project's responsibilities, plans, and schedules, in order to fulfill their roles. Through written documentation, the team gains more operating authority and establishes a permanent record useful for project evaluation as well.

#### The Basic Managerial Tool Kit

Here are the most important tools to be developed during the planning process. This is a minimum set; others described in the next chapter may be useful as well.

- ° The Project Charter describes project objectives in general terms, summarizes the implementation approach, responsibilities, and budget. It should be developed before the first workshop and has multiple uses.
- ° The Project Strategy Statement summarizes the overall strategy. It is a brief document which signals that the project team has a common vision. It should be developed during the workshop and may be circulated.
- ° The Means-ends Analysis Diagram clarifies the project's objectives and casual relationships. It identifies the basic hypotheses being tested and shows the relationship of the project to broader programs. It is best developed jointly in the workshop. It develops the consensus needed to prepare the Logical Framework and Work Breakdown Structure tools.
- ° The Logical Framework summarizes key project objectives, clarifies measures of success, and identifies important assumptions.
- ° The Work Breakdown Structure (WBS) breaks the project down into logical components. Developed during workshops, it is used for preparing activity lists, budgets, and schedules.
- ° Activity Lists break down major tasks from the WBS into component activities, identifying the needed resources and task interrelationships.
- ° Organization Charts identify the project-specific organization and reporting lines, as distinct from the project's parent organization. Developed during the workshop, it is used in designing the reporting system and clarifying responsibilities.
- ° Agreement and Responsibility Documents summarize the roles and responsibilities agreed to by participating organizations and individuals concerning key project functions and activities. Agreement Charts are one effective tool developed in the workshop, formal Responsibility Statements are another.

- Schedules lay out the timing and sequence of project tasks. Formats include bar-charts, networks, and sub-routines. These may be developed in the workshop based on the activity lists.
- Project Milestone Plans identify major activities, events, and critical assumptions that the team will monitor.
- Monitoring and Reporting Plans ensure that the information on project progress, problems, and opportunities is collected, analyzed, and reported to the right people. They include data collection and analysis plans and report formats. They can be initiated during the workshop but usually require follow-up to complete.
- Formal Evaluation Plans identify major evaluation issues, key questions, timing, etc. They are developed gradually over time but initiated during the first workshop.
- Standard Operating Procedures identify project-unique procedures for a variety of topics (from budget preparation through expense reimbursement). They are developed gradually over time. Topics are identified during the workshop.
- The Internal Information System identifies project information needs and flows. It clarifies the use of project files and microcomputers to store and analyze information. It is developed gradually over time.
- The Informal Evaluation and Replanning System designates periodic meetings for formative (ongoing) project review and replanning. It is generally a series of deliberately structured meetings (monthly or quarterly).

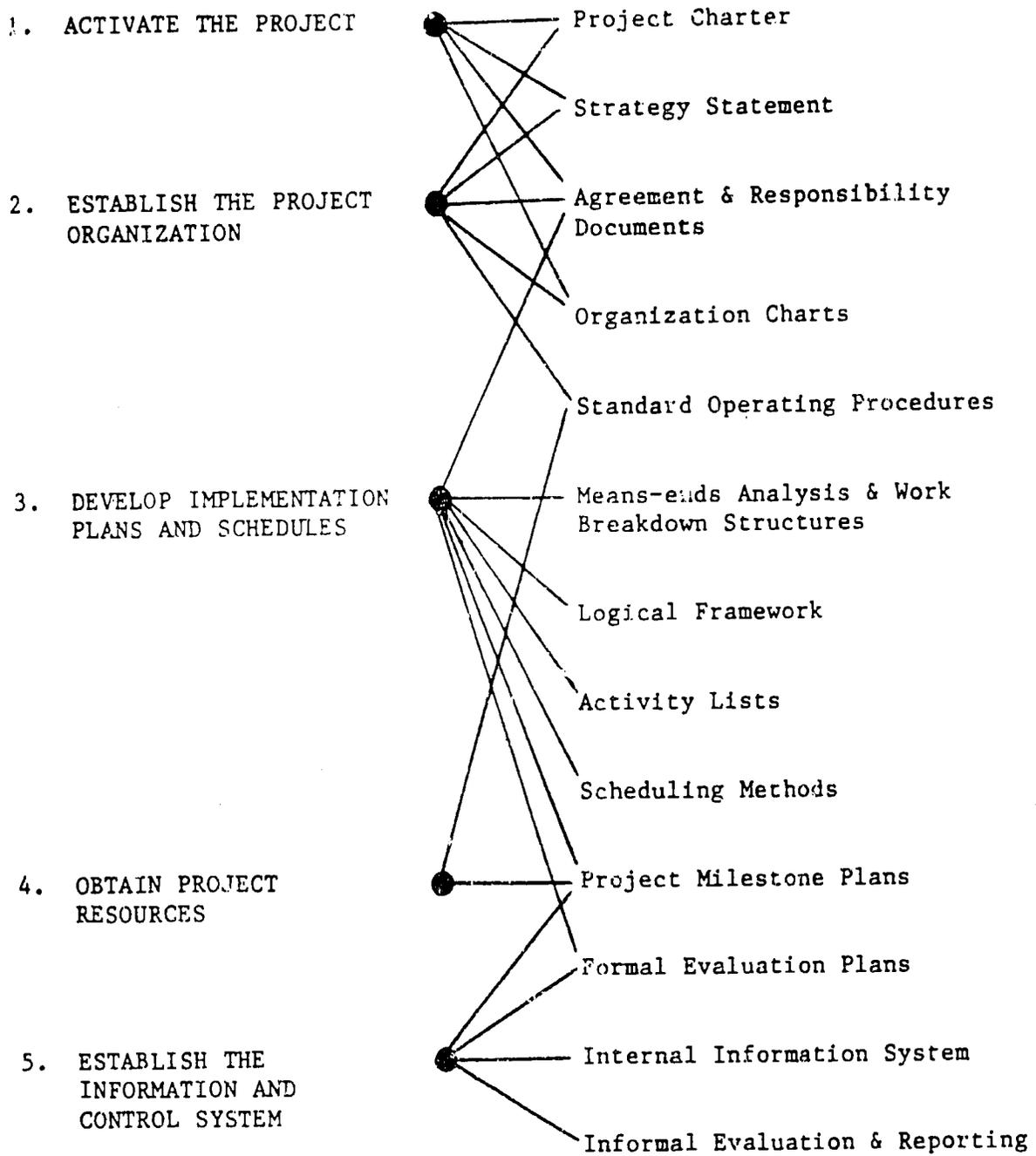
These tools overlap with and reinforce each other. Implementation planning requires the kind of thinking embodied in all these tools. The completed tool is proof that the team has completed the thinking process. Each tool supports one or more of the tasks, and each task may call for several tools. The figure on the next page shows which tools are most helpful at each step.

Completing these tools is not a matter of "filling out forms." Rather, the tools summarize the results of the team's deliberations. They do not necessarily replace the forms or documents mandated by the organization. These are forms necessary for bureaucratic needs but insufficient for implementation needs. Rather, developing these tools helps comply with bureaucratic requirements in a meaningful manner and actually builds an operational management system.

In evaluating projects, we have noted that struggling projects generally do not have the tools listed here. Their absence reflects the lack of sufficient planning, which may be why the projects are

FIGURE 1

HOW MANAGEMENT TOOLS SUPPORT KEY PLANNING STEPS



suffering. Perhaps the key value of tools is in providing evidence that the planning process necessary for success has been done.

The next chapter describes the five-step planning process in more detail and suggests how these tools are developed and used.

## CHAPTER FOUR: HOW TO PLAN FOR SUCCESSFUL IMPLEMENTATION

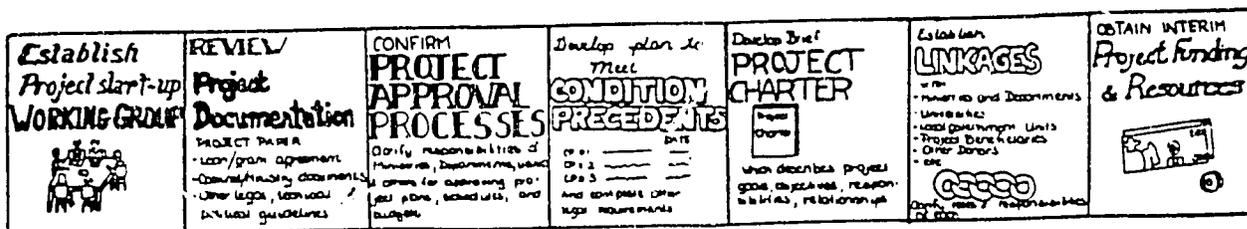
### OVERVIEW

This chapter explains a five-step implementation planning framework in greater detail and discusses issues for the team to consider. As you read this, before the planning workshop, make a list of points concerning how the planning task relates to your project. During the workshop, the team may want to review specific sections together, then discuss the project implications.

Remember, this framework is general. Not all the tasks will apply equally to all projects. For example, if the project is already underway, many of the initial tasks will have been started. But even if the project is underway, many tasks deserve to be examined again. Others are continuing tasks which the team will continue addressing during the life of the project.

Several references are made to modules in the PAMCO 2/ Project Planning and Management Series. These modules explain the management tools in greater detail. Trainers assisting project teams to apply this approach should read The Action-training Approach: Guidelines for the Trainer, available from DPMC.

### STEP 1: ACTIVATE THE PROJECT



2/ PAMCO stands for "Project Analysis & Monitoring Co. Ltd.," a parastatal in Jamaica which developed these modules with assistance from DPMC.

Project activation means getting the project started. This involves reaching agreement among participating organization units regarding the project scope, their respective contributions, the personnel and financial inputs required, and similar topics. While this has been considered during design, those issues deserve to be reviewed and reaffirmed or revised to fit current conditions. Many of the tasks described here would start many months before the project formally begins.

Here are some points which describe the seven key tasks in project activation.

#### Establish Project Start-up Working Group



Project start-up involves many details over time that are best performed by a temporary working group. Form a Start-up Group, an ad hoc committee that will disband once the project is underway. This Start-up Group begins operating long before the project agreements are ready for signing. Personnel already involved in the project (such as the U.S.A.I.D. project officer, the prime agency sponsor, and a finance ministry representative) will be key working group members.

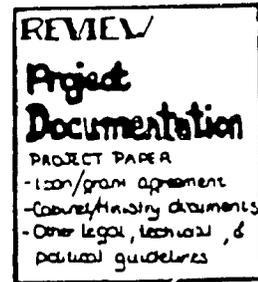
As project start approaches, this group should be expanded to include others whose support and cooperation is vital. This includes other representatives from the project's parent organization, from other participating agencies, and from other units which will have a continuing policy or key support role. Group members will include key implementors plus those a level or two above operations, such as office directors. If possible, keep the group to between 12 to 18 persons; groups larger than 20 are cumbersome.

The host country project director/manager should be made secretary of the Start-up Group. By doing so, work initiated by this group is smoothly transferred once their term ends. The working group should agree to meet frequently during start-up to resolve issues and take actions.

To be most effective, the Start-up Group should document its work. Put the results of decisions on paper and summarize key meetings by follow-up letter or memoranda.

This task has been completed when the Start-up Group is operating and meeting as often as needed.

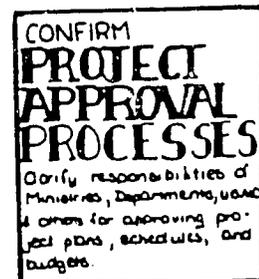
## Review Project Documentation



The Working Group should review all project documentation to ensure complete and proper form and to highlight issues which will affect project implementation. Include in this review Project Papers; technical studies; legal, financial, and political guidelines, directives, and agreements; and official documents related to project authorization and budget (such as cabinet approval, ministry appraisal and approval, and loan agreements). Key portions should be condensed and made available in the language of both donor and recipient country. Translating U.S.A.I.D. English-language documents is essential if these are to be read and understood by host country personnel.

This task is complete when major documents are assembled, key ones translated, and copies circulated to all members of the Start-up Group.

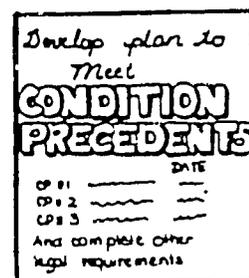
## Confirm Project Approval Processes



By what process will project budgets and plans be developed, reviewed, and approved? Avoid delay and confusion by agreeing on this and putting it in writing. The Start-up Group should decide who reviews and approves various components of the implementation plans and ensures this process will produce timely reviews.

This task is complete when the procedures are written down, and the approval process is operating for any current decisions.

## Develop Plan for Meeting Conditions Precedent

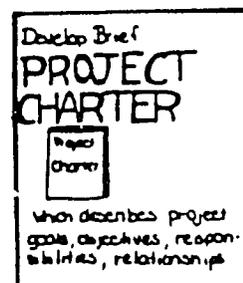


What conditions in the loan and grant agreements must be met prior to disbursement of project funds? The meaning of such Conditions Precedent (CP's) and required evidence they have been met should be clearly understood by the implementing organizations, with

action started to swiftly meet them. Because release of project funding depends on satisfying Conditions Precedent, the Start-up Group should make clear action assignments and closely monitor progress.

This task is complete when action is underway to meet unfilled CP's, with the action agents, steps, and schedule defined.

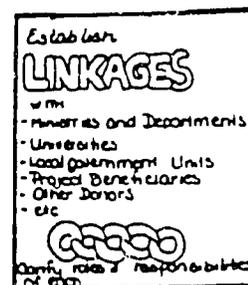
#### Develop a Brief Project Charter



One of the committee's most valuable early tasks is to write a Project Charter, a brief document stating the project goals, organization responsibilities and authorities, and the principal factors bearing on the project. Keep this document short (not more than five pages) or people will not take the time to read and understand it. Write it in both English and the local language, and make multiple copies. The Project Charter is useful for briefing senior officials, informing interested persons and agencies outside the project and orienting new staff.

The relevant authorities should sign off on the project charter. Its formal approval by the project director makes this an "official" document that can be referenced in the future.

#### Establish Project Linkages

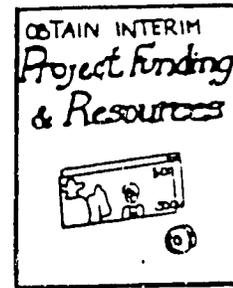


Whose involvement is vital for the project to succeed? Because few projects operate within the boundary of one organization, it is necessary to determine the nature of linkages or liaison with others who are involved -- policy or steering groups; contractors or contract administrators; project administrators; project beneficiaries; and organizations which provide funds, services or other support (such as facilities, equipment, procurement, and transportation).

Some linkages will already be established. Others must be created with parties not yet involved. Project linkages can be established through orientation meetings conducted by the Start-up Group. The Project Charter is especially useful for these sessions. Document such meetings by follow-up letters/memoranda to outline agreements reached concerning the relationship, participation, or contribution expected from each group.

Meetings in process, with follow-up documentation, are evidence that this task is underway.

Obtain Interim Project Funding and Resources



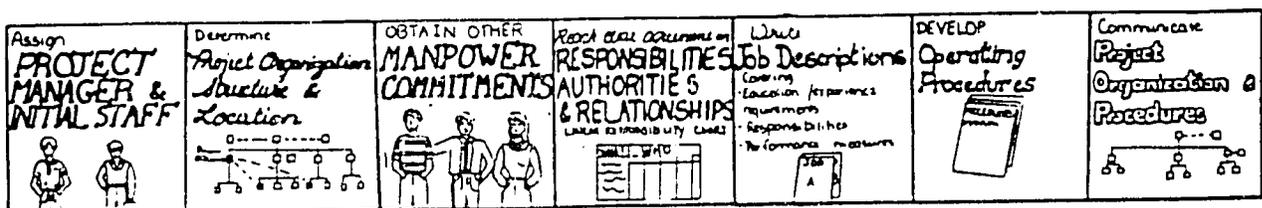
Can the project team organize and begin work before major funding arrives? There may be time delays before project funds are available. The committee should ensure that the team can begin working as early as possible by providing it with interim support (e.g., supplies, secretaries, facilities, office space, travel funds, staff salaries, and equipment).

Interim funding resources should be provided and steps taken to secure a permanent budget. Confirm the project's financial arrangements and assign working group members to monitor, follow-up, and "push" necessary paperwork in both the donor and host government bureaucracy.

This task is complete when the project team can operate informally and the Start-up Group verifies that project funding is being incorporated into local and national budget estimates for the appropriate years. The group verifies local-level project-funding arrangements to ensure that these monies are firmly committed to the project and will be available when needed.

The Start-up Group's ultimate objective is to "go out of business." After a project implementing team is established, knows the project, and begins to function, they can disband. Some members, however, will continue in project operational roles. The committee is generally responsible for all of Step 1 and the initial tasks in Step 2 depicted by the cart, but this will vary by project.

STEP 2: ESTABLISH THE PROJECT ORGANIZATION



Project failure is often due to organizational failure, the inability of the implementing organization to control resources and execute the project. Projects which involve new organization forms

cause confusion regarding who does what, who controls what, and who is responsible for what and whom. Because of its importance, the project organization must be carefully defined in relation to the needs and characteristics of both the project and the sponsoring organization. To make the project work, administrative procedures, lines of authority, and areas of responsibility must be carefully structured.

The purpose of Step 2 is to clarify the nature of the project organization: to describe roles, authorities, responsibilities, and relationships. This is vital as most projects involve a unique, temporary project organization operating within an existing, established parent organization.

This step involves reviewing the basic structure of the project organization, defining the functions and responsibilities for all key positions, creating workable mechanisms for authority over personnel, and ensuring that project staff are designated and made available when needed. Step 2 is initiated by the Project Start-up Committee with the Project Implementation Team assuming greater involvement at approximately Task 3.

The various forms of project organization range from complete submersion in the existing structure, through matrix situations where an in-house project office draws from resources throughout and outside the organization, to the establishment of a completely new organization unit.

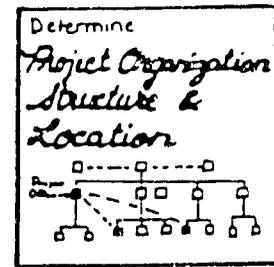
Assign Project Manager and Initial Staff



Staff resources typically consist of a project manager (full or part-time) and some administrative and technical project staff. Frequently, most project personnel remain under the authority of their respective department heads.

Action should be taken to get the project manager and initial staff assigned to the project as early as possible. This may require securing replacements for their other duties.

## Determine Organization Structure and Location



How can we ensure that the project organization can operate sufficiently free of bureaucratic constraints to get the job done? While basic decisions regarding the location and nature of the project organization have been decided tentatively, these must be reviewed and their operational implications examined. Questions to be explored candidly include:

- Will project staff have sufficient access to decision-makers?
- What authority will the project manager have? Is this sufficient?
- What organization procedures are likely to inhibit project operations? How can we bypass them?
- What should be the relationship of the project vis-a-vis the parent organization concerning such support functions as procurement, administration, bookkeeping, finance, and training?
- What functional capabilities must the project organization "make," which can it "buy" from elsewhere?
- Who will be on the policy or steering committee, and what will be its role?

Because most projects use persons on temporary or part-time assignments, all aspects of project organization must be carefully defined and documented. Begin by drawing a Project Organization Chart. From this, the team can draft a Statement of Functions and Responsibilities for each project position.

This task has been initiated when the team prepares these two tools -- the Project Specific Organization Chart, and the Statement of Functions and Responsibilities (see Module 5).

## Obtain Manpower Commitments

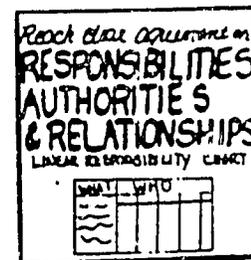


What manpower resources does the project need? How will these be obtained, and who will supervise them? Because most agencies lack skilled staff, projects seldom have a full personnel complement. Thus, part-time and temporary personnel are required, and a play is needed to get them.

The project schedule, activity descriptions, and manpower charts provide the basis for identifying what kind of manpower is needed, when, and for how long. Negotiations regarding manpower commitments should be documented with written Manpower Agreements. These agreements must be clear; otherwise personnel tend to give priority to the routine work assigned by their supervisors.

The question of how much of Step 2 should be done by the Start-up Group versus the Project Team will depend on how quickly the Project Team can mobilize. Certainly the Start-up Committee will make or reaffirm some basic decisions about organization structure, roles, and responsibility. But, equally certain, the implementors must go through a similar exercise to work out the details. The Start-up Group is usually responsible for all of Step 1 and the first two tasks in Step 2; primary responsibility for completing the planning/steps then shifts to the Project Team.

## Agree on Responsibilities, Authorities, and Relationships



Reaching agreement on the roles and responsibilities for key aspects of the project is necessary to avoid confusion.

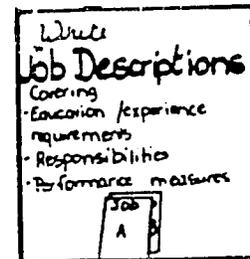
Agreement Charts (also called Linear Responsibility Charts) are a useful tool for describing the roles, relationships, and responsibilities negotiated among team members. Agreement Charts identify project "actions" (key tasks or activities), project "actors" (the individuals and organizations involved), and the type of responsibility (e.g., supervises, approves, participates, is formed). Such charts help coordinate project operations and should reflect the whole complex of organizational relationships, including administrative and liaison persons as well as direct project personnel.

While useful, Agreement Charts only partially depict project authorities and responsibilities. Supplement these with written Responsibility Guidelines which identify the responsibilities and authorities of key project personnel and groups. These include senior sponsoring agency or Ministry officials, coordinating committee officials, project manager and director, key activity managers, liaison personnel from all linked agencies or groups, and liaison personnel from the sponsoring agencies. Such guidelines are easily developed from the Agreement Charts and answer such questions as:

- Who has the authority to change project schedules?
- Who has the authority to substitute project resources?
- Who can modify the project or any of its activities?
- Who has approval authority over contingency funds?
- Who is responsible for obtaining resources?
- Who is responsible for resolving cost, schedule, and performance issues which the team cannot resolve?
- What reports are required and who prepares them?

This step is underway when the team jointly develops and types up for distribution Agreement Charts covering key aspects of the project and from them prepares Responsibility Guidelines (see Module 6).

Write Job Descriptions



Prepare job descriptions for all project team members, both part and full time. (The most accurate job descriptions can be written after preparing the implementation plans and schedules in Step 3.) The project manager should ensure that each individual understands them and forward copies to their regular supervisors for concurrence. Job descriptions should be revised annually to reflect changes in the project.

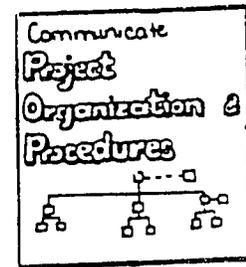
Develop Operating Procedures



Can the project operate within the bureaucratic rules, regulations, and tradition of the parent organization and still get the job done? The project team must first become familiar with the procedures of the organization, identify those which may constrain operations, and find ways around them (possibly by seeking exemption from certain procedures). Because the project organization is unique, it may be necessary to develop administrative procedures unique to the project.

Prepare a brief Procedures Manual for reference throughout the project (to be updated as procedures change) and circulate this manual to all staff. This task is underway when the Project Team defines some items to include, and work is underway to prepare them.

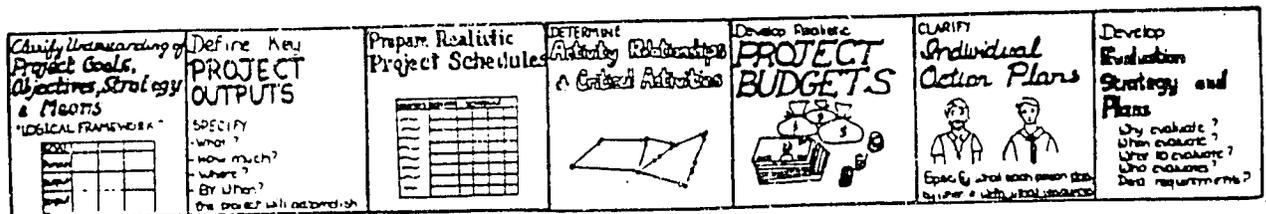
Communicate Project Organization and Procedures



How the project team communicates their plans and agreements to others depends upon the nature of the project and the organization relationships. It is extremely effective to compile and formally circulate to all relevant units a Project Information Package which includes manpower and resource agreements, organization charts, authority and resource agreements, organization charts, authority and responsibility descriptions, budgets, schedules, and other appropriate documentation. Much of this documentation can be developed in the start-up workshops. Send this package using official letters and memoranda signed by officials senior enough to command attention and authority.

This task is complete when the package is developed. Whether or not it is formally circulated, the basic package comprises key information useful for project operations.

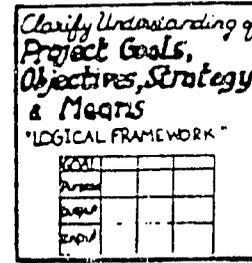
### STEP 3: DEVELOP IMPLEMENTATION PLANS AND SCHEDULES



When the project team agrees upon goals, objectives, and strategy, it can identify specific outputs, prepare realistic

workplans and schedules, develop accurate budgets, and write individual workplans. During Step 3, the project team prepares these practical operational documents.

### Clarify Project Goals, Objectives, and Strategy



Will all project personnel see the project in the same way? In the beginning, probably not. Staff will vary widely in their perceptions of the project, depending on their past experience with other projects and familiarity with this one. Somewhat different views are likely to be held by the USAID project officer, the host country project manager, each implementing agency representative, and outside contractors. But mutual understanding and agreement on the total project is vital to ensure integration of its component parts. For this reason, the team planning workshops usually begin with activities to reach common understanding.

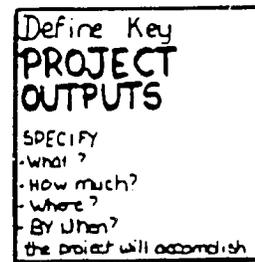
There are several powerful tools the team can use to reach this understanding. First, develop an Objective Tree or Work Breakdown Structure depicting the full set of project objectives. From this, a Logical Framework can be prepared to further clarify project objectives, measures of achievement, and important assumptions. Pay particular attention to defining the project hypothesis and EOPS (the conditions expected at project's end).

While U.S.A.I.D. Project Papers include a Logical Framework, there is a big difference between one prepared by designers to obtain project approval and one prepared by implementors to guide execution. The former is often pro-forma; the latter represents reality as seen by those who will carry out the project.

The team, of course, does not have the freedom to throw out the original design and begin anew. Rather, their interpretation must reflect the original project purpose. But they can and should make revisions to reflect changes in conditions since the original was written and develop project plans that are realistic and implementable.

This step is complete when the tools are developed jointly by the project team (see Modules 1, 2, and 3).

## Define Key Project Outputs



Agreed upon strategy and objectives are the basis for defining specific project outputs. Outputs should clearly describe what will be accomplished, where, and in what time frame, along with how performance will be measured. Work Breakdown Structures and Logical Frameworks are useful analytic tools to break down complex project objectives into specific outputs and activities for each output. This step is complete when the team identifies the outputs to be reached over the project life and during the upcoming year.

## Prepare Realistic Project Schedules

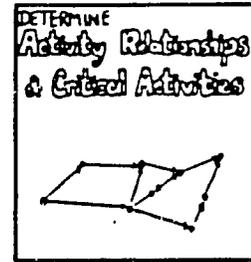


From the statement of outputs, the team can define activities necessary to produce the outputs along with their sequence, timing, and resource requirements.

Activity Worksheets help identify the work that comprises each project task or output and indicate the persons responsible, the estimated time required, the resources needed along with probable sources, and costs in pertinent categories (e.g., personnel, material, transportation, and equipment). Take time to make sure all key activities are included. These activity sheets make it simple to calculate project cash flow and disbursement patterns and can be used to monitor activity progress.

The Activity Worksheets provide the basis for developing three different types of more detailed schedules -- bar-charts, the network, and sub-routines. Bar-charts are a useful general tool for scheduling the entire project or selected elements. Networks are helpful when there are many interrelationships among project activities. Sub-routines are recommended for scheduling repetitive activities such as procurement and payment processing. This step is complete when schedules are developed in adequate detail for carrying out and monitoring implementation steps (see Modules 4, 7, 8, and 9).

## Critical Activities



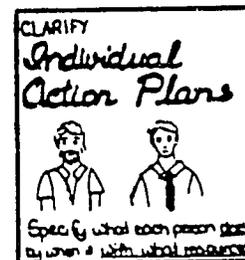
The team also identifies critical activities which significantly affect project cost, schedules, and/or technical performance. These include long lead-time activities such as procurement, items on the critical path, high cost activities, key assumptions, and others with major performance implications. During the planning workshop, post a master list of critical activities and add new ones as they are mentioned. This will ensure that they are not forgotten. This task is complete when critical activities are identified and included in the monitoring plan.

## Develop Realistic Project Budgets



From information developed in the preceding tasks, the team can prepare accurate project budgets and plans for using manpower and physical resources. It is useful to develop budgets for each output by estimating the cost of each activity in relevant budget categories, then sum them up to reach a total. Budgets are most realistic when derived "bottom-up" from actual work requirements, rather than mandated by fiat or budget available. Prepare budgets in the most useful format and ensure that modified budget requests are properly channelled if analysis shows different needs from the current budget request. This task is completed when a current budget sufficient to meet project needs (as defined by the team) is developed (see Module 20).

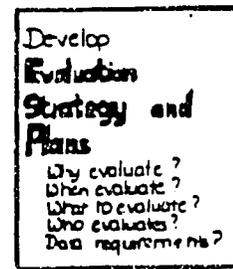
## Clarify Individual Action Plans



From the tasks completed in Step 3, the project team can prepare individual action plans which specify what each person does, when, where, and with what resources. These action plans should be approved by the project manager and updated on a regular basis throughout the life of the project.

An action plan for each individual or organization unit should be a specific outcome from each workshop. These should identify project implementation responsibilities plus special action items identified during the workshop.

#### Develop Evaluation Strategy and Plans

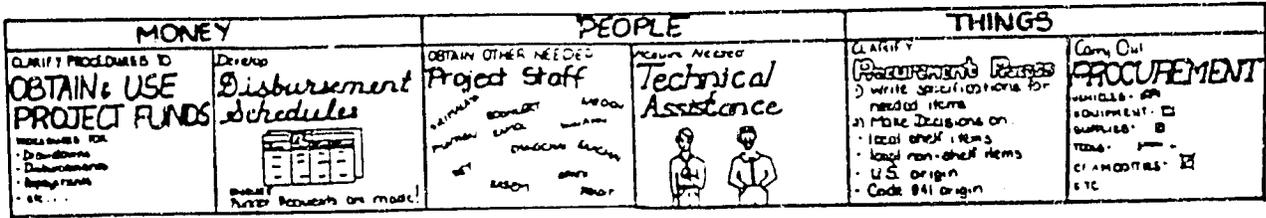


Project evaluation can be defined as systematically examining the past to better control the project's future. Preliminary evaluation plans should be developed during implementation planning to make evaluation more useful to the project team. By considering evaluation issues early, the team can identify the information required and initiate data collection so sufficient data is available when needed. When evaluation planning is deferred too long, the quality and value of evaluation findings is reduced.

One simple way to begin developing an evaluation strategy is to ask "What questions we would like to have answers to, and when would we like to have those answers"? Evaluation questions will generally address purpose and goal achievement and focus on uncertainties in the project strategy. Evaluations should be timed to generate findings in sufficient time to make project decisions, such as just before a new crop season, budget submission, or other decision points. Strategic evaluation planning includes identifying who needs to be involved and taking steps to gain their cooperation and participation.

In addition to periodic summative evaluations which measure the project's impact in terms of higher-level objectives, the team should commit itself to more frequent, informal formative evaluations during which they thoroughly examine significant project issues -- changes in key environmental characteristics, adequacy of project resources, performance of major actors, input availability, output achievement, and progress towards purpose. Quarterly team meetings to examine such issues is a good method. Evidence that this task is underway is a preliminary list of evaluation issues developed in the workshop.

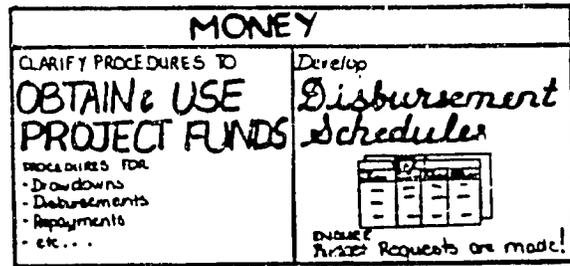
STEP 4: OBTAIN PROJECT RESOURCES



Obtaining resources continues throughout the project, but the procedures must be put in place before implementation begins. The purpose of Step 4 is to ensure that adequate resources will be available where and when needed. During previous steps, the team established resource needs. In this step, the team reviews the procedures for getting those resources.

Project resources can be grouped into three types: financial (for salaries, per diem, travel, etc.); human (project staff and technical assistance); and material (equipment, supplies, and facilities). While they may not actually procure the resources, the project team must know the procurement process to establish schedules, initiate proper documentation, and monitor status. Key points for the team to consider follow.

Obtain Funds and Forecast Disbursements

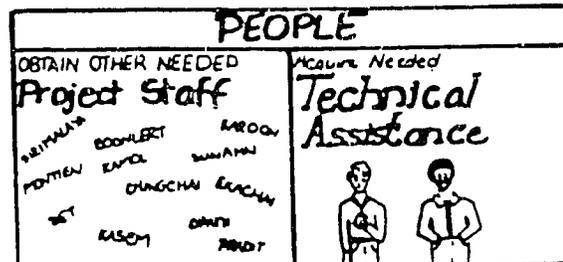


During this task, the team verifies that necessary budget requests are made and ensures that those requests are sufficient. Having funds available when needed to use as intended is a necessary ingredient for smooth implementation. To do so, the project team must understand the funding agency's procedures and regulations and learn to make them work.

Examples of frustrating financial problems are easy to find. The government's financial picture and cash flows may change during the fiscal year, forcing adjustments in project allocations. The original budget may restrict funds to certain expenditure categories which no longer fit project needs. Inflation may put the original budget estimates out of line. Because of these and other reasons, project managers must be able to anticipate possible financial problems and react quickly to those which cannot be controlled.

During Step 3, the team identifies actual budget needs. These must be reconciled with possible project allocations. It may be possible to get increments to the project budget and this should be pursued if necessary. This task is complete when project disbursements have been forecasted and any necessary budget request revisions made (see Module 19 and 20).

Obtain Other Staff and Technical Assistance

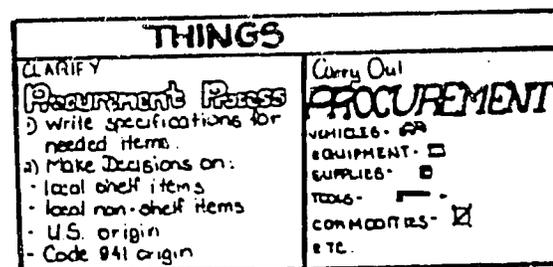


Project staff needs (the type, numbers, timing, and source) were identified in earlier tasks. During this task the team reviews procedures to ensure staff are available when required.

The project team should anticipate the long lead times needed to coordinate schedules with other departments or projects and allow adequate time to create new positions and recruit staff. Getting staff and technical assistance takes time -- these processes are often over-simplified in project plans by both government and donor agencies. The team identifies all necessary administrative steps and constantly monitors progress and staff procurement.

For projects involving technical assistance, the team should develop (or review) the contractor selection criteria. Pay particular attention to contractor work statements and contracts to ensure that they clearly identify what contractors are accountable for. The completed scopes of work and related documentation are evidence that this planning task has been completed.

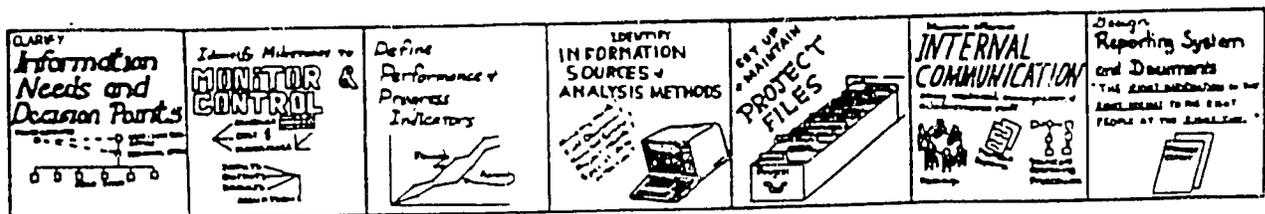
Clarify Physical Needs and Carry Out Procurements



The management strategy for obtaining supplies, equipment, facilities, and materials is essentially the same as that for staff and funds -- identify needs, understand the process, and monitor progress. The team reviews the basic agreements and policy decisions concerning procurement (e.g., local source, U.S. origin, or code 941), develops lists of items needed, and writes procurement specifications.

While administrative units in the sponsoring agencies will usually do the actual procurement, the project manager should be familiar with the procedures and documentation in order to identify liaison persons, establish timetables, monitor progress, exert influence, and so forth. Agreement charts can be used to outline the responsibilities of all agencies involved in obtaining resources. The completed procurement plan is evidence this task has been considered.

## STEP 5: ESTABLISH THE INFORMATION AND CONTROL SYSTEM

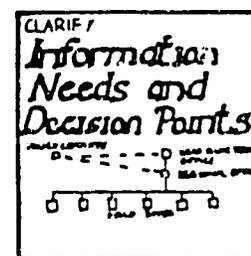


Project monitoring and control is what keeps the project on track. During Step 5 the team begins designing a Project Management System (PMS). The full PMS cannot be developed in one meeting; several meetings will be necessary to agree on the major parameters, with additional work between meetings to develop the details. In fact, the PMS will grow and evolve during the project.

Control is based on implementation plans, but deviations from plans should be expected. The purpose of a functioning PMS is not to enforce conformity to plans but to detect when deviations fall outside tolerable limits and alert management when they do.

Monitoring is distinct from evaluation. Monitoring measures whether the project is on track; evaluation questions whether it is on the right track. Project monitoring is concerned with project inputs, outputs, and purpose and compares actual short-term performance with that expected. Evaluation examines the longer term achievements, effects, and impacts of the project. Monitoring is a continuing process, while evaluation is a periodic event.

Clarify Information and Decision Needs

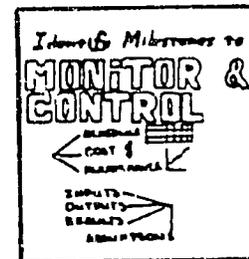


The first task in PMS design is to determine who needs what information and why. A PMS generally serves at least three management levels -- managers of individual project activities, the overall project manager, and the project's executive or sponsoring agency. The information a PMS provides should reflect the nature of decisions

and actions that each level is responsible for. Each management level requires appropriate (and usually different) information to make informed decisions concerning strategy, schedule, budget, and so forth.

This task draws from the results of Step 2 in which the team determined the overall project organization structure and defined roles and responsibilities. The team now identifies decisionmaking responsibilities in greater detail. (This may require dialogue with higher levels.) When decision roles are agreed, the team can specify information needs in terms of type, format, frequency, timeliness, and accuracy required (see Modules 31 and 41). This task is complete when the team develops a statement of information needs at each responsibility level.

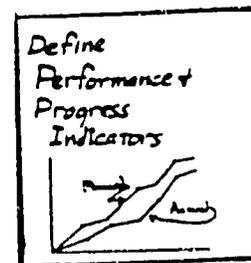
### Identify Milestones to Monitor and Control



The project team must first choose what aspects of the project to monitor and control, then identify key project milestones. The three basic control areas are time, cost, and performance. These three can be monitored at the level of project inputs, outputs, purpose, and linking assumptions.

The choice of what to monitor has important consequences because monitoring costs both money and staff time. Project staff cannot monitor all aspects of the project with equal attention. Rather, they should select areas related to the project's key hypotheses, areas of uncertainty, and critical elements. To be practical, the number of indicators in any one area and at any one level should be small enough for realistic monitoring but large enough to adequately measure project progress.

### Define Performance and Progress Indicators

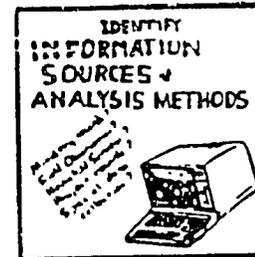


After identifying areas to monitor, the team selects appropriate performance indicators. The project team should attempt to identify leading indicators of performance, because evidence of project accomplishment may not appear for years after project start. Consider, for example, a small-scale irrigation output that includes establishing effective farmer water user associations. Because it

takes a long time to measure effectiveness, the project team should monitor leading indicators such as farmer attendance at organizing meetings, degree of participation, and others which indicate probable future outcomes.

The completed milestone plan, listing the accomplishments expected at each milestone, is evidence that this and the previous planning task have been finished. The milestone plan may be in bar-chart, network, or other format and is updated throughout the project (see Modules 8 and 42).

### Identify Information Sources and Analysis Methods



A critical monitoring responsibility of management is to compare actual with planned performances, identify deviations, and forecast probable future trends.

Where will the project team get the data to monitor performance? The team reviews indicators they have selected to determine if sources already exist or whether (and how) they may be created.

In many cases, information sources will already exist (such as those related to agency budget or project expenditures). In other cases, information can be internally generated from activity managers or a monitoring committee. It may also be necessary to seek external assistance to generate and process data (e.g., baseline studies from the Department of Statistics).

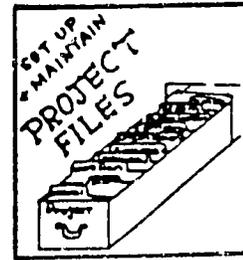
The team must also consider how they will analyze the information. In recent years, powerful and low-cost microcomputers have been developed. Microcomputers are ideal for many tasks involved in storing, analyzing, and producing project information. The project team should examine the ability of microcomputers to assist their information analysis needs. The project team can use microcomputers to:

- ° create data bases describing activities and their costs, resource requirements, output specifications, and dependent activities.
- ° maintain a record of performance and update activity descriptions based upon actual conditions.
- ° create project master plans and schedules and track milestone progress.

- ° create realistic project manpower and resource plans for optimum allocation of project resources.
- ° develop integrated financial plans and budget across departments, line item categories, and functional components.
- ° assist in rapid analysis of alternative financial plans and their implications for the total project or any component.
- ° maintain information and plans for machinery and equipment procurement, assignment, utilization, and maintenance.
- ° create standardized reporting formats which facilitate useful reporting relative to plans and performance and rapidly prepare project reports and documents.
- ° make projections of cash flows, manpower use, purchases, and schedules and analyze any changes which may be encountered or anticipated.
- ° quickly produce visual displays of summarized information, compare and display related information in easily understood worksheet and graphic formats.
- ° set up account information and update financial information on allocations, commitments, expenditures, and remaining balances.
- ° automate project files, including searching, sorting, merging, reorganization, retrieval, and scanning capabilities.
- ° sort and analyze baseline and evaluation data for formative reviews at field and operational levels.
- ° conduct statistical analysis in graphical form so that relationships and trends can be visualized and understood at a glance.
- ° display graphics using line charts, area charts, bar-charts, pie charts, high-low charts, scatter charts, etc.

This planning task is complete when the project team has identified how it will obtain and analyze key project information.

## Set Up and Maintain Project Files



During implementation much project information will be generated. How will the team organize this information so that it can easily be retrieved and used when needed? A plan for filing project information should be developed early. Otherwise, the files will be disorderly and disorganized.

Major categories of information to be filed include general project information, correspondence, reports, organization data, budget and costs, schedules, work progress, evaluation, technical performance, contractors, and others.

This task is underway when the team establishes appropriate information categories and has procedures for filing and accessing information (see Module 38).

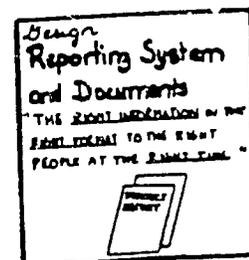
## Set Up An Internal Communications System



The project team needs to establish an effective internal planning, information, and communication system. Decisions can be made during workshops concerning how often and when various groups will meet, how the agenda will be set, and how the results will be communicated to others.

This planning task is underway when the team makes preliminary decisions on future meetings, information flows within the project team, and standard operations procedures.

## Design Reporting System and Documents



The purpose of a reporting system is to provide the right information to the right people in the right format at the right time. This often requires creating reporting documents specific to the

project. The standard reporting system of most organizations is usually geared to routine operations and does not provide the information needed to manage development projects. Standard formats are less useful because they generally have descriptive rather than analytical information, a past rather than a future orientation, and an input rather than accomplishment focus.

Effective project reporting formats include the following information elements:

- ° PROGRESS SINCE LAST REPORT -- activities started/completed, outputs produced, etc., based on implementation plans.
- ° CURRENT OR POTENTIAL PROBLEMS -- and steps being taken or steps needed to resolve problems.
- ° ACTIONS REQUESTED -- including the specific action required, by whom, and by when.
- ° CHANGES IN PROJECT APPROACH MADE OR RECOMMENDED -- discussing any changes in current implementation strategy and plans.
- ° OTHER ISSUES OF INTEREST OR IMPORTANCE -- including evidence of progress towards purpose, new opportunities, etc.

After preliminary report formats are developed, a good way to summarize the system is to construct an Agreement Chart showing who makes the reports, who must receive them, who must approve them, and who must be consulted or informed.

Not all information should be sent to everyone. Information generated at lower levels must be analyzed, condensed, interpreted, and complemented as it moves to higher management levels. The test of the total information system is its capacity to keep decision-makers at all project levels informed so they can respond as significant deviations occur.

In practice, the PMS will be modified and fine-tuned throughout the project. It will evolve incrementally as the project team learns how to best provide reliable, timely information to assist decisionmaking. This task is underway when reports are being generated (see Module 37).

#### SUMMARY

The implementation planning process just described can substantially improve chances for project success. Some people may consider this process a lot of work and question whether such thorough planning is necessary. The answer is yes. Otherwise, project delay, confusion, and low performance are inevitable.

The only real question is when to do it. The project team can invest a modest amount of time early to build the management foundations, or it can spend much more time later fighting the problems caused by lack of prior planning. As a project officer once said, "You can pay now, or you can pay later; but you have to pay." By thorough implementation planning early, the cost is less and the payoff greater.

Keep in mind that many of these tasks are not one-time actions but continuing requirements during the life of the project. These tasks can be initiated in a three to five day planning session, but a series of follow-up workshops will be necessary to continue the process.

The degree to which development teams embrace the spirit and practice of project management and commit to the necessary planning provides a visible measure of team effectiveness and serves as a reliable leading indicator of probable project success.

## ANNEX

### Project Planning and Management Series:

- Manual I - Planning for Project Implementation
- Manual P - Project Planning
- Manual M - Project Management
- Manual SF - Small Farms Implementation Planning
- Module 1 - Defining Project Objectives (Objective Trees)
- Module 2 - The Logical Framework
- Module 3 - Work Breakdown Structure
- Module 4 - Activity Description Sheets
- Module 5 - Project Organization
- Module 6 - Linear Responsibility Charts
- Module 7 - Project Scheduling - Bar Charts
- Module 8 - Bar Charting for Project Control/Scheduling
- Module 9 - Project Scheduling - Network Analysis
- Module 10 - Milestones Description Charts
- Module 11 - Resource Planning & Budgeting
- Module 12 - The Role of PAMCO
- Module 13 - Project Technology Analysis
- Module 14 - Demand Analysis
- Module 15 - Market Strategy Analysis
- Module 16 - Project Area Analysis
- Module 17 - Project Costs & Benefits
- Module 18 - Project Profile
- Module 19 - Financial Analysis
- Module 20 - Cash Flow Analysis
- Module 21 - Discounting
- Module 22 - Net Present Worth Analysis
- Module 23 - Cost-benefit Analysis
- Module 24 - Benefit-cost Ratio Analysis
- Module 25 - Internal Rate of Returns
- Module 26 - Social Analysis of a Project
- Module 27 - Economic Analysis of Projects (including Border Pricing)
- Module 28 - Financial Statements & Ratios
- Module 29 - Project Selection & Ratios Analysis
- Module 30 - Brainstorming
- Module 31 - Decisionmaking System for Projects
- Module 32 - Project Institutional Environmental Analysis
- Module 33 - Ecological Analysis for Projects
- Module 34 - Introduction to Contracts, Jamaican Contract Documents & Tendering Procedures
- Module 35 - Selection & Use of Consultants
- Module 36 - Project Documents for Planning & Implementation
- Module 37 - Report Writing for Projects
- Module 38 - Project Files
- Module 39 - Formats for Pre-feasibility & Feasibility Studies
- Module 40 - Motivation of Employees and Personnel Evaluation
- Module 41 - Design of a Project Management Control System
- Module 42 - Evaluating & Forecasting Project Progress & Performance
- Module 43 - Project Termination
- Module 44 - Introduction to Lending Agencies
- Module 45 - Organizing and Conducting Conference Meetings
- Module 46 - Withdrawal of and Accounting for Loan Funds in the Financing of Projects