PROJECT MANAGEMENT POLICY

Country Office Iraq

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CONTENTS

SECTION 1:   POLICY FRAMEWORK

1.1   Policy statement
ASB is committed to effective project management through clearly defined processes which enable staff to manage projects efficiently and effectively and measure project outcomes.

1.2   Purpose and scope
This policy has been developed to provide staff with guidance on the management of organisational projects, from initiation and start up, through to project closure.

The purpose of this policy is to ensure project management at ASB is guided by sound and consistent administration and management practices.

This policy applies to all permanent, contract and casual employees, contractors, and volunteers, involved in the initiation, delivery, and/or evaluation of organisational projects.

This policy is supported by, and should be understood in conjunction with the Project Management Lifecyle.

1.3   Definitions

Activity	An element of work performed during the course of a project. An activity has an expected duration, cost, and resource requirements. Activities can be subdivided into tasks.
Deliverable	Any measurable, tangible, verifiable outcome, product, or result that must be produced to complete a project or part of a project.
Evaluation	The systematic assessment of process, outcomes and/or impact against the project's goal/s and objectives.
Goal	A broad statement about the long-term outcomes or changes that the project seeks to achieve. Also referred to as an 'aim'.
Issue	A realised risk, i.e. a problem or concern that has emerged and if not addressed is expected to affect the project timeframes or outcomes.
Milestone	A significant event in the project, usually completion of a major deliverable.
Objective	A statement about the short- or medium-term outcomes or changes that need to be met for the project to be considered successful.
Post Implementation Review	Conducted after a project is completed to ensure that the project has met its objectives and the outcomes meet the needs and requirements of intended beneficiaries.
Project	A temporary endeavour undertaken to create a unique outcome, product, service, or result.
Project Life Cycle / Phase	A collection of generally sequential project management phases that include: • Initiation and start up—authorising the project or phase. • Planning and design—defining and refining objectives and selecting the best methods and approach to achieve project goals and objectives. • Implementation—coordinating people and other resources to carry out the project plan. • Monitoring and control—monitoring and measuring progress regularly to identify variances from the project plan so that corrective action can be taken when necessary. • Closure—formalising acceptance of the project and bringing it to an end.
Project Scope	Defines project parameters i.e. what is considered in scope and out of scope.
Project Schedule	The planned dates for performing activities and meeting project milestones.

Project Governance Body	Group responsible for ensuring the project is implemented in line with the Project Plan. Format/function (i.e. advisory or steering) is determined to project size and risk level.
Project Management	The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.
Project Manager	Person responsible for managing the project. This may be a Program Manager or Project Officer.
Project Plan	Document that describes how the project will be implemented, monitored and controlled, and closed. Can be brief (small projects) or detailed (large projects).
Project Proposal	Used as the basis for project authorisation and provides the project manager with the authority to apply organisational resources to project activities. Can be brief (small projects) or detailed (large projects).
Project Size	A project is defined as 'small' if it meets two or more of the following criteria: 　i.　Costs associated with the project are <30K. 　ii.　The project is assessed to be low to moderate risk. 　iii.　The project has an anticipated duration of less than 12 months. A project is defined as 'large' if it meets one or more of the following criteria: 　i.　Costs associated with the project are >30K. 　ii.　The project is assessed to be moderate to high risk. 　iii.　The project has an anticipated duration of more than 12 months. 　iv.　The project requires a funding submission or business case to be prepared in order to obtain external funding.
Project Sponsor	Authorised delegate that provides the resources, in cash or in kind, for the project.
Project Team	People who support the Project Manager in performing the work of the project to achieve its goals and objectives.
Outcome	A result that can be measured or observed or a changed condition of people / organisations / systems.
Risk	An uncertain event or condition that, if it occurs, has a positive or negative effect on a project's budget, schedule, scope, and/or quality.
Stakeholders	Individuals and organisations that are actively involved in the project, or whose interests may be positively or negatively affected by the project.
Task	A unit of work or activity needed for progress towards project goals. Typically, a task must be completed by a set deadline. Tasks may be further broken down into assignments or subtasks.
Variation	Changes to the budget, timeline, deliverables, objectives and/or outcomes.

1.4 Principles

» Project management activities, goals and outcomes align with the organisation's strategic and operational plans including performance measures and annual budget.
» Research, consultation and collaboration with clients and other stakeholders, are integral to the development, implementation and evaluation of all organisational activity.
» Project management activities and outcomes are communicated with staff, the ASB HQ FAD (Desk Officer Middle East) and other relevant stakeholders.
» ASB staff, volunteers and students apply the organisational Values in all aspects of working with clients and other stakeholders.

1.5 Outcomes

» All projects have a detailed project plan in place to guide the management of the project.
» Risks are effectively managed through detailed planning, consultation, monitoring and evaluation of project activities.
» Clients/ beneficiaries are consulted and empowered to participate in decisions that impact on the services from which they are intended to benefit (or for whom they are intended).

» Project management activities and outcomes contribute to the development of knowledge, skills and enhanced service delivery outcomes for staff members.
» Project activity is monitored and evaluated, with information collected used to inform and improve future activities.

1.6 Functions and Delegations

ASB HQ Foreign Aid Department (represented by HFAD/ DME)	» Endorse and ensure compliance with the Project Management Policy. » Be aware of key project activities.
CR	» Ensure compliance with the Project Management Policy. » Identify and lead contractual and partnership relationships related to project activities as relevant. » Communicate with the ASB HQ FAD regarding key project activities. » Sign off on external funding and partnership agreements in line with the Functions and Delegations Matrix according to the authorisation grid. » Facilitate project communication across the team, and organisation. » Provide support and advice to the project team as required.
Staff	<u>All staff</u> » Comply with the Project Management Policy and seek guidance in the event of uncertainty as to its application. <u>Project DME/CR</u> » Provide project management resources and support throughout the project lifecycle. <u>Project Managers</u> » Identify and lead project activities in line with organisation's strategic and operational plans, and in line with relevant funding and partnership agreements. » Identify and lead contractual and partnership relationships as delegated through project activities. » Lead project development, implementation and evaluation including planning, scoping and consultation, budgeting, risk and issue management, and reporting. » Contribute to project communication across the team and organisation. <u>Project Officers</u> » Support project development, implementation and evaluation including planning, scoping and consultation, budgeting, risk and issue management, and reporting. » Support contractual and partnership relationships as delegated through project activities. » Contribute to project communication across the team and organisation.

1.7 Policy implementation

This policy is developed in consultation with ASB employees and is approved by the Head of ASB Foreign Aid Department (HFAD).

All employees are responsible for understanding and adhering to this policy.

Specific monitoring and support activities undertaken include:
» Referencing the policy in relevant policies, procedures and other supporting documents to ensure that it is familiar to all staff and actively used.
» Reviewing the policy in line with the organisation's quality improvement system and the review of associated policies.
» Discussion of project activity as part of the standard monthly agenda in staff meetings.

1.8 Risk management

Mechanisms are in place to ensure that program management systems are effective and regularly monitored.

Other risk management actions include:
- » Risk management considerations are embedded into project planning.
- » Project plans are appropriately monitored and controlled by the allocated staff member.
- » ASB ensures that projects have a sound theoretical base, are ethical and promote evidence-based practice.
- » Staff are provided with ongoing support to assist them to develop, implement and evaluate projects effectively.
- » The need for improvements in organisational program, projects or events can be identified by ASB HQ FAD, management, staff member or client, either through feedback or by the application of quality monitoring systems.

For further information on how to assess, minimise and treat risk, refer to the Risk Management Policy.

SECTION 2:   POLICY DETAIL

Not all projects require high and complex levels of governance, documentation and reporting. The aim of this section is to provide staff with guidance that can be adapted to suit the needs and requirements of each project to ensure:

» projects align and contribute to ASB's strategic and operational priorities
» appropriate authorisation is established
» appropriate project governance and control is established and maintained
» projects are effectively managed within the parameters of scope, quality, resources, and risk
» post implementation reviews are conducted and actively used to strengthen project delivery and to enhance project management communication and learning across the organisation.

2.1.   Initiation and Start Up

» Projects require a Project Proposal to be prepared and approved by the relevant delegated authority/ies prior to the project being initiated. The Project Proposal can be brief (small projects) or detailed (large projects). Refer to Project Management Forms and Templates for further guidance. Some projects may require an external Donor's template to be used.
» Where a project involves new business, programmatic activity, or public advocacy, a risk assessment is to be undertaken in accordance with the Risk Management Policy.
» Any proposal for external Donor funding needs prior authorisation of ASB HQ FAD. Authorisation is not required if the project/ activities are clearly within the scope of ASB's strategic and business plans and ASB funding is secured within the annual Country Office budget. In principle support to proceed is required where the CR deems the project to:
  o be outside of the organisation's strategic or business plans; and/or,
  o amount to significant new business
» Upon approval of the Project Proposal:
  o A Project Sponsor (CR) and Project Manager will be allocated. Large projects require an Executive Team member to act as the Project Sponsor for the duration of the project.
  o An appropriate governance structure will be established, including linkages to external governance structures where appropriate. Large Projects require a Project Governance Body to be established (e.g. Advisory Group or Steering Committee).
  o A budget will be allocated, and the project included in the ASB Business Plan.
» Where a project is delivered in partnership with another organisation or funding body, a Memorandum of Understanding (MOU) (or similar agreement) is required and must be signed by the relevant delegated authority from ASB and the partner organisation.

2.2.   Planning and Design

» Projects require a Project Plan to be prepared and approved by the relevant project manager prior to the project being implemented. The Project Plan can be brief (small projects) or detailed (large projects). Refer to Project Management Forms and Templates for further guidance. Some projects may require an external template to be used.
» An Evaluation Plan is developed aiming to achieve practice change. Refer to Project Management Forms and Templates for further guidance and to Project Management Lifecycle for the additional documentation considerations at the planning and design phase.
» Projects require appropriate stakeholder engagement to be undertaken during the planning and design phase to ensure the project is acceptable to and meets the needs and requirements of intended beneficiaries. Refer to Project Management Forms and Templates for further guidance.
» All projects must incorporate appropriate level/s of consumer/ beneficiaries engagement throughout the project lifecycle.

2.3. Implementation

» Projects will be managed using an acceptable project management methodology throughout the project lifecycle, including arranging activities and tasks into a workable sequence, and measuring outcomes/performance against established baselines/indicators.

» All projects should utilise **Project Implementation Plan** to assign project tasks and responsibilities, track milestones, and record communication among the project team.

» Relevant stakeholders shall be advised of the implementation of the project through appropriate communication channels, and where appropriate, user acceptance testing undertaken to ensure project deliverables are acceptable to and meet the needs and requirements of intended beneficiaries.

» A record of all project materials shall be recorded and be stored electronically and in hard copy with the Project Manager, and later archived.

2.4. Monitoring and Control

» Projects shall employ appropriate techniques and processes for monitoring and controlling project parameters including scope, quality, resources (time and budget), and risk. As a minimum:
   o **Implementation Plan** shall be utilised to monitor and control the project schedule and record issues, risks, and variations to the Project Plan.
   o Expenditure will be monitored through utilisation of the Budget Controls.
   o Progress and final reporting, which measures progress/outcomes against budget, milestones, benefits, risks and other metrics, will be prepared by the Project Manager and submitted to the Country Representative and relevant governance body (ASB HQ FAD - DME) as required. The Progress/Final Report can be brief (small projects) or detailed (large projects). Refer Project Management Forms and Templates for further guidance. The management and reporting of donor projects may additionally be guided by specific funding or contractual agreements.

2.5. Closure

» Projects require Project Final Report to be completed and authorised by the relevant delegated authority/ies prior to the project being closed.

» The Project Final Report shall report on, as a minimum, project outcomes and benefits, recommendations, lessons learned, and any outstanding actions.

» Findings from the post implementation review should be communicated to the team, organisation and ASB HQ FAD (HFAD and DME) as appropriate.

» Where results demonstrate positive outcomes, every effort should also be made to promote the results.

» Upon completion and acceptance of the Project Final Report, the Project Manager shall:
   o handover any outstanding actions to person/people responsible for ongoing support and maintenance of project deliverables and outcomes, where relevant
   o dissolve the project team and project governance body/ies, where relevant
   o audit and archive project documentation, as required.

SECTION 3:   REFERENCES

3.1 Forms and templates
- » Project Proposal /Plan Template
- » Risk Management/ Plan Template
- » Budget Template
- » Budget Control Template
- » Communications Plan Template
- » Stakeholder Engagement Plan Template
- » Stakeholder Register Template
- » Project Schedule Template
- » Progress / Final Report Template
- » Evaluation Plan / Report Template
- » Project Final Report Template

3.1.1   Policies and procedures
- » Risk Management Policy
- » Risk Management Checklist: New Funding, Service Delivery, Public Advocacy
- » Communications Policy
- » Information and Communication Technology Policy
- » Work, Health and Safety Policy
- » Human Resources Policy

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SECTION 4:   PERFORMANCE MONITORING

4.1 Policy performance measures

Indicator	Source	Number	Frequency	Recorded
All projects have a detailed project plan in place to guide the management of project activity.	Project File	100%	Annual	QI Register - Policy KPIs
There is evidence each completed project has been evaluated and outcomes analysed and reported.	Project File	100%	Annual	QI Register - Policy KPIs