Effective Project Implementation

Turin, Italy
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Introduction

Effective project implementation is an essential skill for practitioners from the private and public sector responsible for the implementation of development projects and programmes. This requires a unique set of skills, which are not always in line with the daily job description associated with public sector institutions and international organizations.

In many cases, project managers and staff face predetermined and possibly ambitious project plans, delivery timeframe with substantial budgets, many times in the absence of result-based management tools and systems which are crucial for decision-making, monitoring and control of project progress and performance. In addition, project staff are expected to manage project stakeholders’ expectations and to plan project communication appropriately.

This course aims to offers the essential knowledge areas of project management with emphasis on skills needed during the project implementation phase: monitoring and control of project progress and delivery and; developing and establishing reporting systems and; project stakeholder engagement.

This course is based on internationally recognized project management standards (PMI) and provides detailed and practical guidance for putting in place effective and universally accepted project control, monitoring and reporting formats in accordance with established procedures of international funding agencies such as World Bank, European Union, and United Nations organizations.

The course uses a very practical and hands-on approach by offering participants tools, techniques and good practices on effective project implementation.

Objectives

The course aims to enhance the competencies of its participants in the application of the knowledge areas of project management and to subsequently design applicable project implementation information system in accordance with professional standards acceptable to all multi-lateral development banks (e.g. World Bank, Regional Development Banks) and their respective governments as well as with standards used in United Nations Development Cooperation projects (e.g. ILO, UNDP).

Participants’ profile

This course is aimed at project coordinators, project implementation staff, Chief Technical Advisors (CTAs) from projects funded by International Financial Institutions (IFIs) or implemented through International Organizations. Previous knowledge or work experience in project management and/or financial management in the public or private sector is an asset.

Course methodology

The course is delivered by senior project implementation and project management specialists and consultants who have experienced in World Bank funded projects and United Nations Development Cooperation projects. The course is conducted using a highly-participative training delivery methodology through a combination of interactive presentations by subject-matter specialists followed by group discussions and exercises.

Ample opportunity is provided to discuss common problems in project performance, control and reporting deficiencies, and ways and means to overcome specific constraints faced by the participants in the implementation of their projects.

Each participant is encouraged to bring along a copy of the project document, the project operational manual presenting reporting and control procedures related to his/her project for reference throughout the course.
Competencies Addressed

Participants who successfully complete the training can expect to improve or enhance their knowledge and skills to perform the following actions:

**Project Cycle Management**

- Implement, monitor and control the project
  - Execute and control the work performed (scope, cost, time and quality)
  - Report on project progress and performance
  - Get management approval and support
  - Engage stakeholders actively in the implementation
  - Adjust, re-plan or reschedule as required

- Terminate the project
  - Coordinate transition to operations (implement exit strategy)
  - Arrange for transfer of personnel and equipment and other resources
  - Obtain required approvals and certifications to close
  - Close project accounts and contracts
  - Close physical facilities
  - Conduct an end-of-project self-evaluation
  - Report on the implementation completion
  - Participate in end-of-project independent evaluations and audits

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- Use your soft skills
  - Provide leadership to the team
  - Manage core team meetings
  - Make sure roles and responsibilities are known
  - Keep team motivated
  - Manage conflicts
  - Active and participatory stakeholders’ management

- Disseminate the project experience
  - Develop a communication plan to disseminate lessons learned, best practices and recommendations.

- Understand and validate outputs from the project preparation phases
  - Appropriate project preparation phase documents
  - Gather project documents to understand the project history
  - Review the project strategy, objectives, outputs and assumptions
  - Identify project stakeholders and critical external factors
  - Understand agreed institutional and procedural arrangements
  - Determine if changes or problems justify a project reappraisal

- Structure the project organization
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  - Get the original or modified project charter approved and distributed by the management and partners
  - Recruit and mobilize the project team members
  - Establish project operational manual and agree on procedures
  - Validate and/or update project indicators, implementation plan and budget
  - Plan and convene a project launch workshop(s) for stakeholders

- Develop implementation plan
  - Organize procurement and financial management
  - Detail the project work breakdown structure
  - Prepare a responsibility matrix
  - Prepare a master project schedule and a work plan and budget for the first project period
  - Create/update the risk register
  - Build a computer-based project management interface for the project
  - Design control and reporting systems

- General, knowledge, skills and attitude
- Operational planning and budgeting
- Dissemination, use of lessons and possible longitudinal evaluation
- Initial needs assessment and priority and concept identification
- Design, theory of change and logical framework

**Cost of participation**

The cost of participation in this one-week programme is Euro 2,250 payable in advance by the participant’s sponsoring organisation.

This covers:

- **tuition fee**, which includes the use of the Centre’s training facilities and associated support services, books and training materials, routine medical care and insurance;
- **participant fee**, which covers full-board accommodation at the Centre.

Main travel between the participant’s home country and Turin is not included.


Fellowships for training programmes conducted by ITC-ILO generally become available through the training allocations of development projects financed by International Financial Institutions or by United Nations’ agencies, bilateral technical co-operation agencies, governments and/or private enterprises.

Candidates are encouraged to contact these organisations and agencies in their countries to enquire about the availability of funds for fellowship training programmes.
The ILO Turin Centre's facilities

Located in an attractive park on the banks of the River Po, the Centre's campus provides a congenial environment in which to live and study.

- It contains 21 pavilions with fully equipped modern classrooms, conference halls and meeting rooms fitted out for multilingual simultaneous interpretation, a computer laboratory, and a computerized documentation centre linked to various data banks.

The campus has 287 study/bedrooms, all with private bathrooms, telephones and cable television. It also has:

- a reception desk open 24 hours a day;
- a restaurant, a self-service canteen and a coffee lounge, all catering for international dietary needs;
- a bank;
- a travel agency;
- a laundry service;
- a post office;
- an internet point;
- a recreation room;
- facilities for outdoor and indoor sports;
- an infirmary.

Social events are regularly held both on and off campus, so that participants from different cultural backgrounds can make the most of the stimulating international climate.

FOR FURTHER INFORMATION PLEASE CONTACT

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