In this issue:

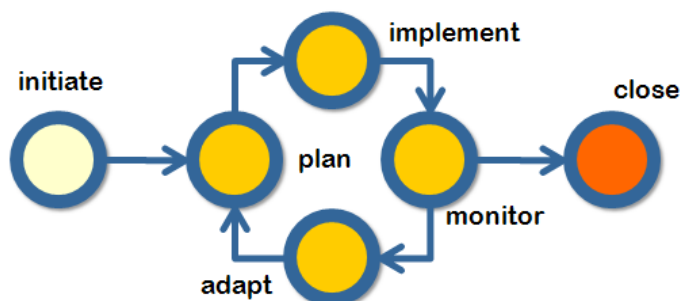### 2. Everyone is Responsible for Quality

In general the project manager has overall responsibility for the quality management process. Some projects may also have specific roles for a quality assurance person or quality experts. Even if the project has specific people with responsibilities for quality, project quality is not the responsibility of one or two people. It is everyone's responsibility. All of the team, including the stakeholders, have a role in ensuring that the deliverables produced are of high quality.

1. The Project Management Cycle

A project management methodology follows a cyclical approach throughout the life of the project. The cycle represents a continuous process in which each phase provides the foundation for the next. For example, during implementation the monitoring phase provides inputs and changes to the original design which then modifies the implementation plans. These cyclic nature among the design, implement and monitor phases is repeated throughout the life of the project.

The cycle allows for a constant, iterative process by which the project is constantly monitored and any required changes are reflected in the plans, this repetitive cycle continues

PM4DEV Update:

On our next issue we will announce the publication of our second book; **Effective Project Management**, this book will be available for purchase on PDF and print format. This book describes the nine project management process areas, which include the processes that enable the management of a project: scope, budget, time and quality management. And the facilitating processes of: team, stakeholder, communications, risk and contract management. Please visit our website for future updates.

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… The Project Management Cycle, from page 1

until all project activities and objectives have been delivered. The cycle approach allows opportunities to review the original project assumptions and plans, as the project makes progress the initial conditions could have changed making necessary for the project to change course or readjust the original plans.

A project is not a linear process, it is cyclical, with each phase receiving feedback from the preceding: for example, during the monitoring the projects may encounter that the original assumptions about a project activity have changed which leads to propose a readjustment of the plans, either in schedule or in scope. No situation in which a project intervenes is static, project management is a cycle that is continually repeated to adapt to a changing context. The project management cycle continues in a spiral fashion until the project is completed and closed. For larger projects the phases may be broken down in smaller manageable phase, each with its own project management cycle, were the closure on the first phase of a project leads to the initiation of the second phase.

The application of project management is an iterative process. For example, within the planning phase, several iterations of planning may occur as the team develops the best approach and methodologies to implement the project. This process requires additional improvements and refinements to the schedule, budget estimates, quality requirements and risk plans.

As improvements start to occur, the impact to other project management areas must be determined. Over time, the iterations should become smaller in magnitude and more defined as more detailed information about the project is developed. Each project's management cycle is a knowledge cycle in itself that shapes the initial design and is fed by experience from each implementation and evaluation cycle.

...Project Quality from page 1

Everyone is also responsible for surfacing ideas for improvement to the processes used to create the project deliverables.

Quality is Not an Event

For Quality management to be effective, the team needs to adopt a continuous quality mindset. The team members need to take ownership of the deliverables that they produce and ensure that the deliverables are built with quality when they are first created.

Team members must realize that a quality process allows the entire project team to produce quality deliverables, with a minimal amount of errors and rework.

Project quality starts with planning but the implementation of quality must be carried out throughout the project. A holistic approach to quality will include the following items.

- **Quality Definition,** determining the quality standards for the project
- **Quality Assurance**, ensuring that quality is built into every element of the project
- **Quality Control,** monitoring and auditing quality
- **Quality Improvements**, making improvements to the project that will increase quality levels

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3. Benefits of a Project Management Methodology

Project management can help development organizations meet their strategic goals by standardizing processes, reduce risks, and avoid duplication of efforts to ultimately increase the impact of their interventions.

Project Management is more than just implementing the activities identified in a log frame, it includes managing all the components required to effectively manage a project from its resources, risks and changes, to ensure that the project meet its objectives within the expected quality, timeframe, and budget, at the same time of meeting the expectations from stakeholders.

We have developed a proven Project Management Methodology that provides organizations and projects with a simple step–by–step process to build the capacity that will increase their chances of success. By adopting our Project Management Methodology development organizations will be able to:

* Quickly adapt to new challenges and invest limited resources in the best way possible in order to achieve recurring successes.

4. Definition of Project Management

There are many definitions for what constitutes a project; some of these definitions describe the nature of a project and how it differs from other type of work, the descriptions used to define a project include the following:

* A temporary process, which has a clearly defined start and end time, a set of tasks, and a budget, that is developed to accomplish a well-defined goal or objective.
* A temporary effort of sequential activities designed to accomplish a unique purpose
* A group of inter-related activities, constrained by time, cost, and scope, designed to deliver a unique purpose
* An undertaking that encompasses a set of tasks or activities having a definable starting point and well defined objectives.
* A clear set of activities with related inputs and outputs aimed to achieve objectives and goals linked to anticipated (desired) effects and impacts in a target population

From all these descriptions, one can see that there are some specific attributes that

With the objective of serving the needs of the global development community, **PM4DEV©** was created to provide with expert project management consulting and training services based on a **customized** methodology that offers the tools and processes to plan, implement, and monitor projects in a more **consistent, reliable and predictable** manner. PM4DEV's methodology is based on a project management cycle that incorporates all the processes, tools and practices to **effectively** manage projects of all sizes. Organizations should have the ability to complete a project successfully by combining systems, techniques, and knowledge and controlling and balancing the constraints of time, cost, and scope in order to produce quality

DOING THE RIGHT PROJECTS…
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define a project and separate it from most ordinary work:

- A project has a beginning and an end.
- A project has limited resources
- A project follows a planned, organized method to meet its objectives with specific goals of quality and performance.
- Every project is unique

Definitions of Project Management:

- According to "A Guide to the Project Management Body of Knowledge, PMI, Third Edition", "Project management is the application of knowledge, skills, tools, and techniques to a broad range of activities in order to meet the requirements of a particular project".
- The ISO 10006, a standard for quality in project management defines it as; "Unique process consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including constraints of time, cost and resources".
- PRINCE2, the UK standard for project management, has this definition: "a temporary organization that is needed to produce a unique and pre-defined outcome or result at a pre-specified time using predetermined resources". I
- PMA, the International Project Management Association, defines a project as "a time and cost constrained operation to realize a set of defined deliverables up to quality standards and requirements".

In other words, project management is the planning, implementing, and monitoring of project activities to meet project objectives, achieved by effectively controlling and balancing the constraint of time, cost, and scope in producing quality deliverables that meet or exceed the expectations of the project stakeholders.

- Build a successful Project Management culture that will enable the effective utilization of the project management methodology

- Expand the skills of project managers, and give them a holistic understanding and a solid foundation to manage their projects efficiently

- Reduce risks and increase the chances of project success

- Increase the motivation of the project team, and increase their productivity

- Deliver more projects on time, and within budget that meet or exceed the expectations of donors, beneficiaries and project stakeholders

The points of view provides a summary of themes, that in PM4DEV's experience, have proved critical in the successful implementation of project management methodologies. It draws on the expertise of Project management professionals and provides a guide to deliver a methodology that increases the chances of project success. For more information about PM4DEV services, contact our customer relations director:

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