



Operational excellence for results that matter

PRINCE2[®] Application to UNOPS

Objectives of the Session

- To refresh participants on Prince2 principles and the project life cycle
- To refresh participants on the principles of programmes and projects
- To cover the concepts of complexity of the project/programme vs. the capability of the organization/team/individual and why these need to be factored in when planning
- To understand the components of the project board and how to develop a project board for your project/programme/work-package

Going back to basics – what are the characteristics of a project....

- Finite and defined life cycle
- Clearly defined outputs
- Contains activities to produce outputs
- Defined amount of resources - \$, skills, etc
- Temporary organizational structure

PRINCE2®

- A “process based” method
- Is not prescriptive – tells you what and why to do things – not detailed “how”
- Based on best practice project management
- Uses management by exception principles
- Builds on existing systems
- Tailoring to suit the circumstances is critical to the successful application of PRINCE2®
- HOWEVER, it has its own terminology

PRINCE2® Revision

7 Themes

- Organization
- Business Case
- Quality
- Plans
- Risk
- Change
- Progress

7 Processes

- Starting a project
- Directing a Project
- Initiating a Project
- Controlling a project
- Managing Project Delivery
- Managing Stage Boundary
- Closing a Project

7 Principles

- Continued Business Justification
- Learn from experience
- Defined Roles and Responsibilities
- Manage by Stages
- Manage by Exception
- Focus on products
- Tailor to suit the project environment

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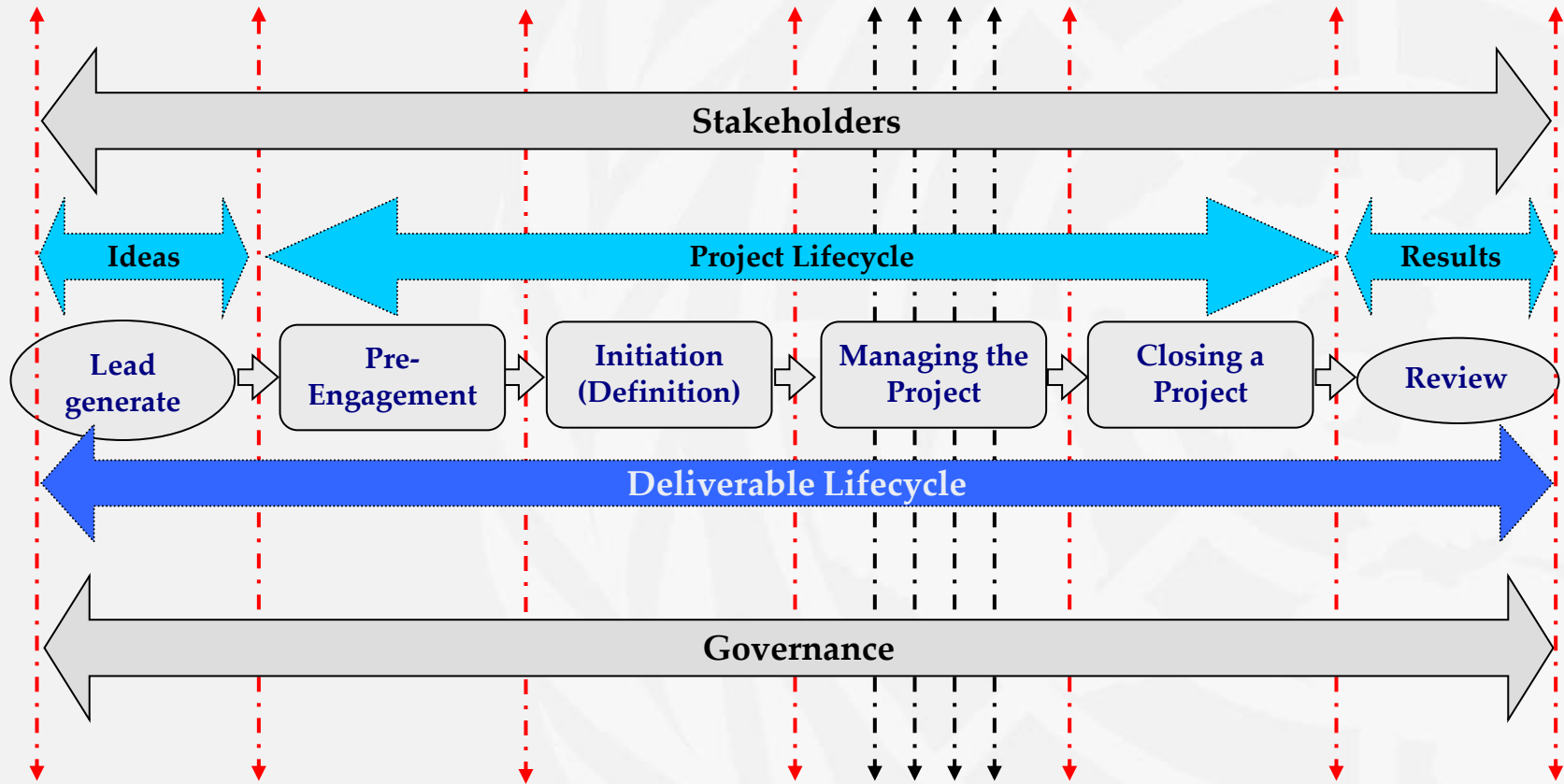
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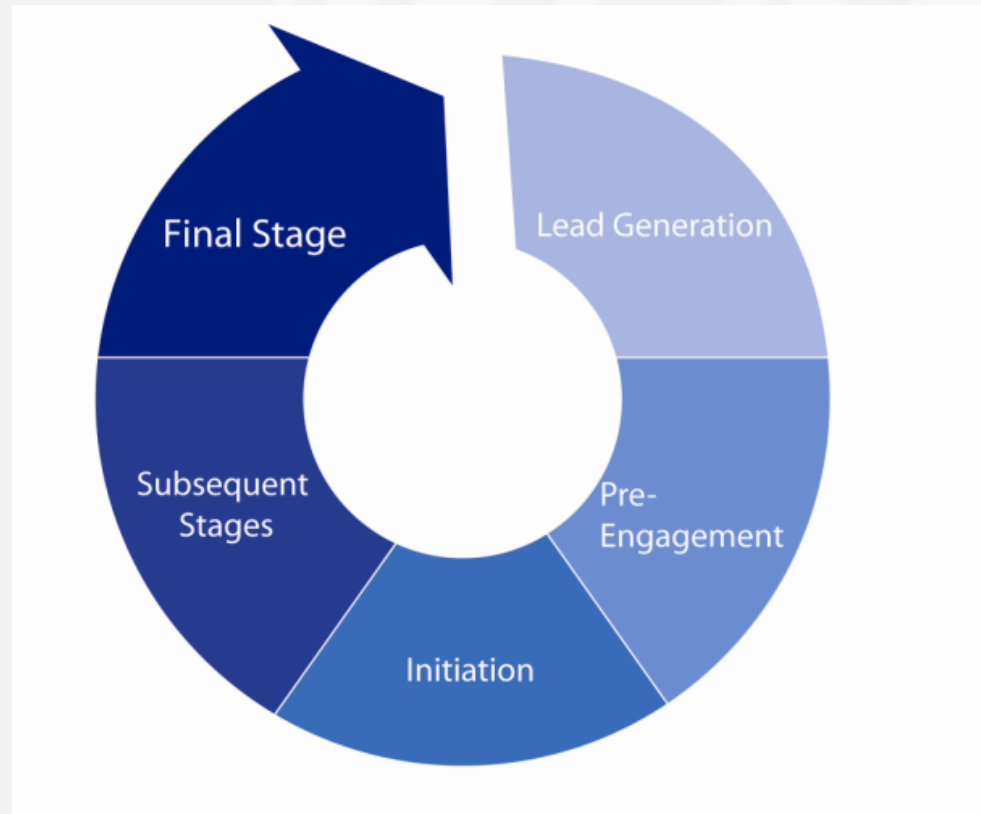
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Project Lifecycle



Plan – Do – Review (Say what you are going to do, do it, then prove you have done it!!)

UNOPS Engagement Management Process



Subsequent Stages (Project Manager)



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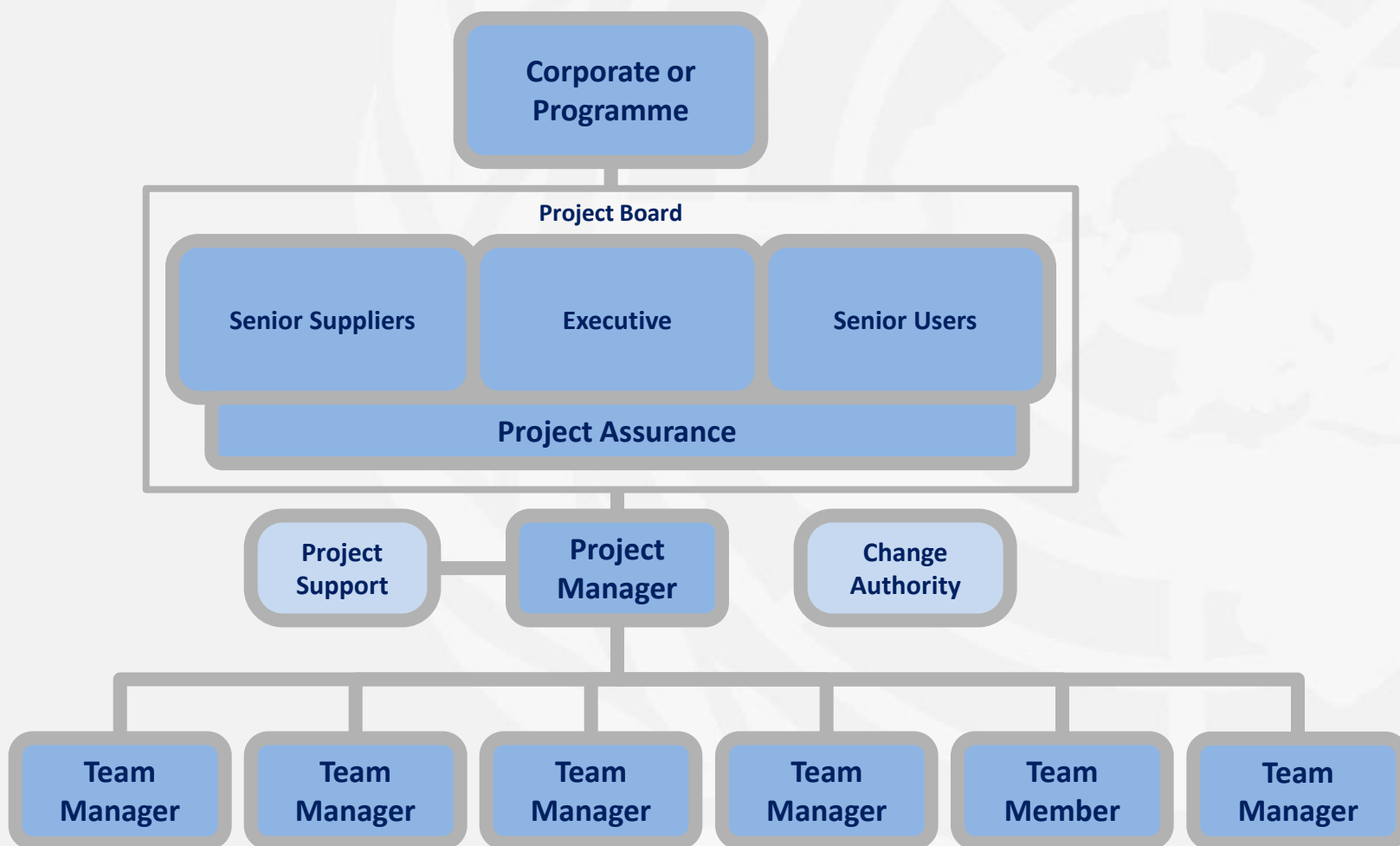
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Who Does What?

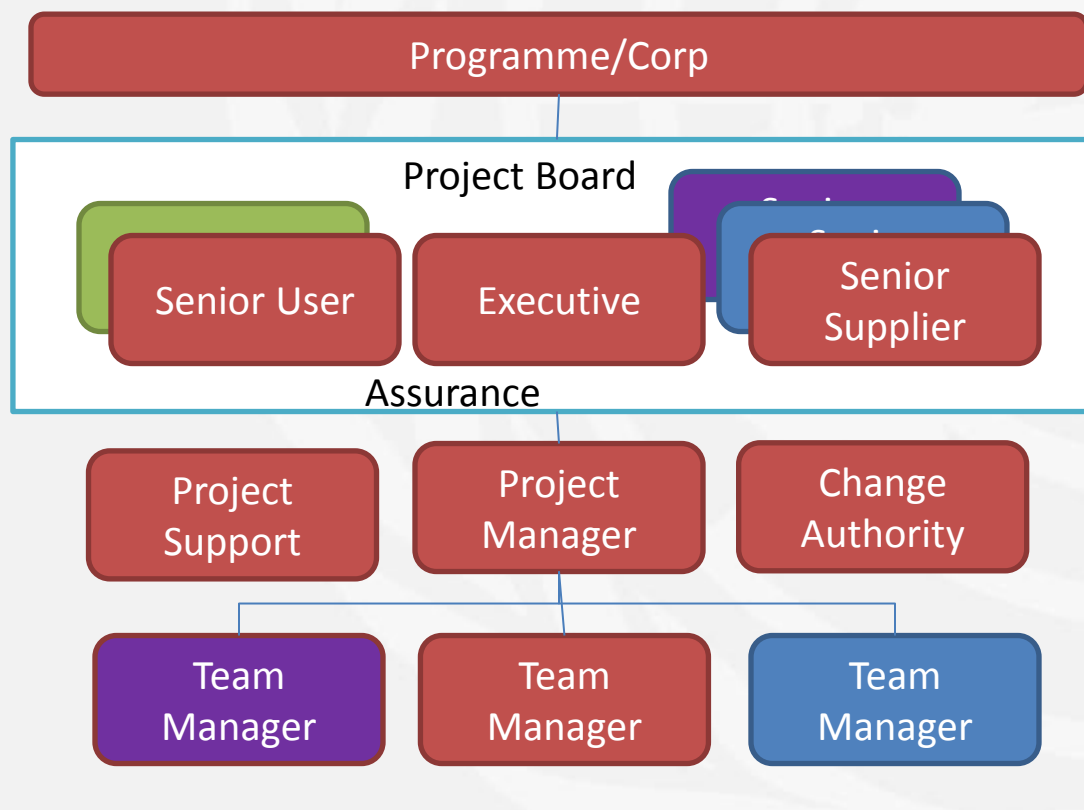




Group Exercise

As a team, draw an organizational chart for a UNOPS assignment, where the customer has a project and UNOPS is delivering a work package based on PRINCE2[®] principles

Simple task run as work package



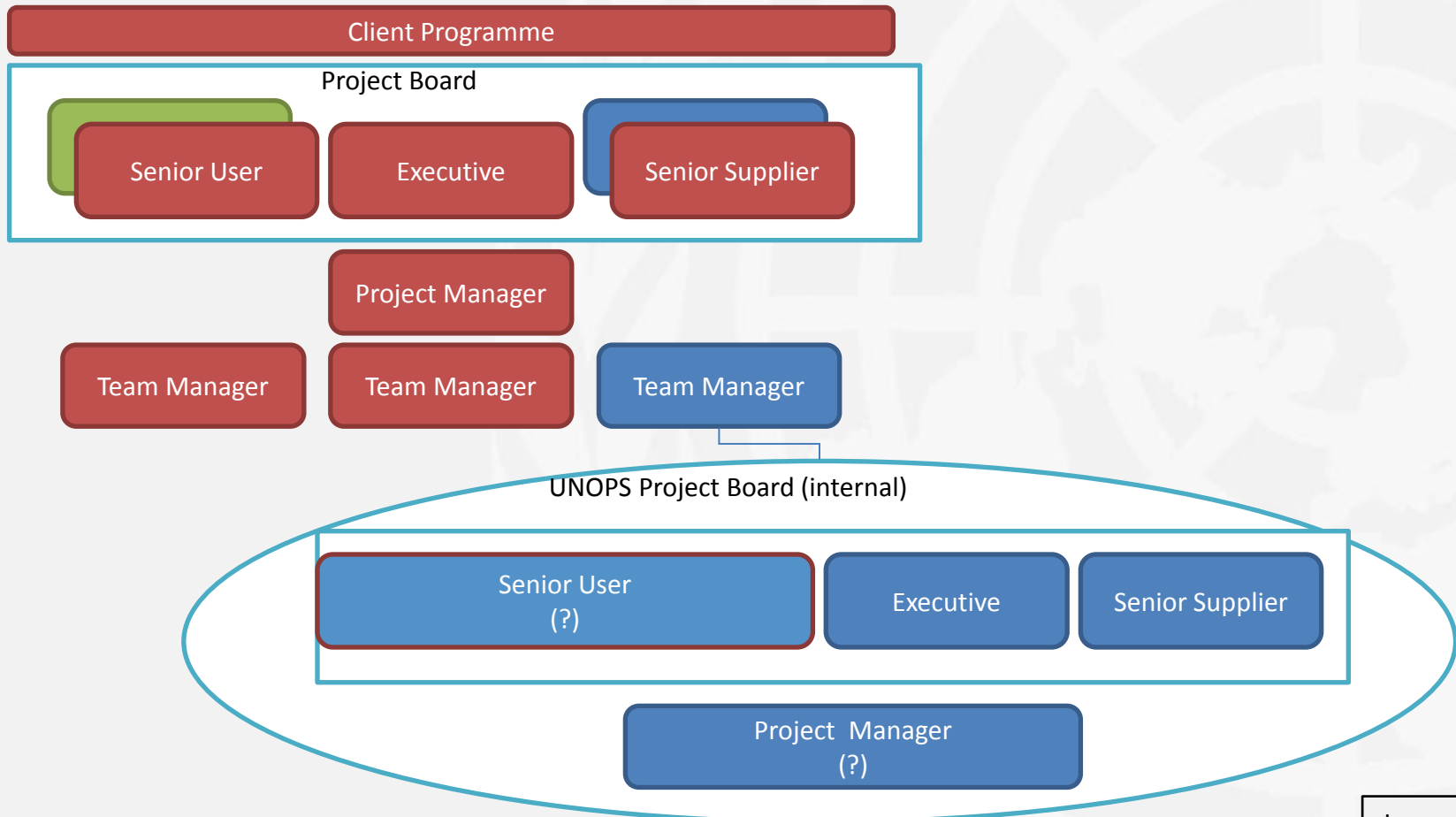


Group Exercise

As a team, draw an organizational chart for a UNOPS assignment where the customer has a project and UNOPS is delivering a work package based on PRINCE2 principles

As a team, using the same scenario as above; assume the work package needs to be run as a project with UNOPS

Client work package – UNOPS project



Legend

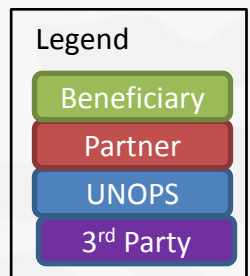
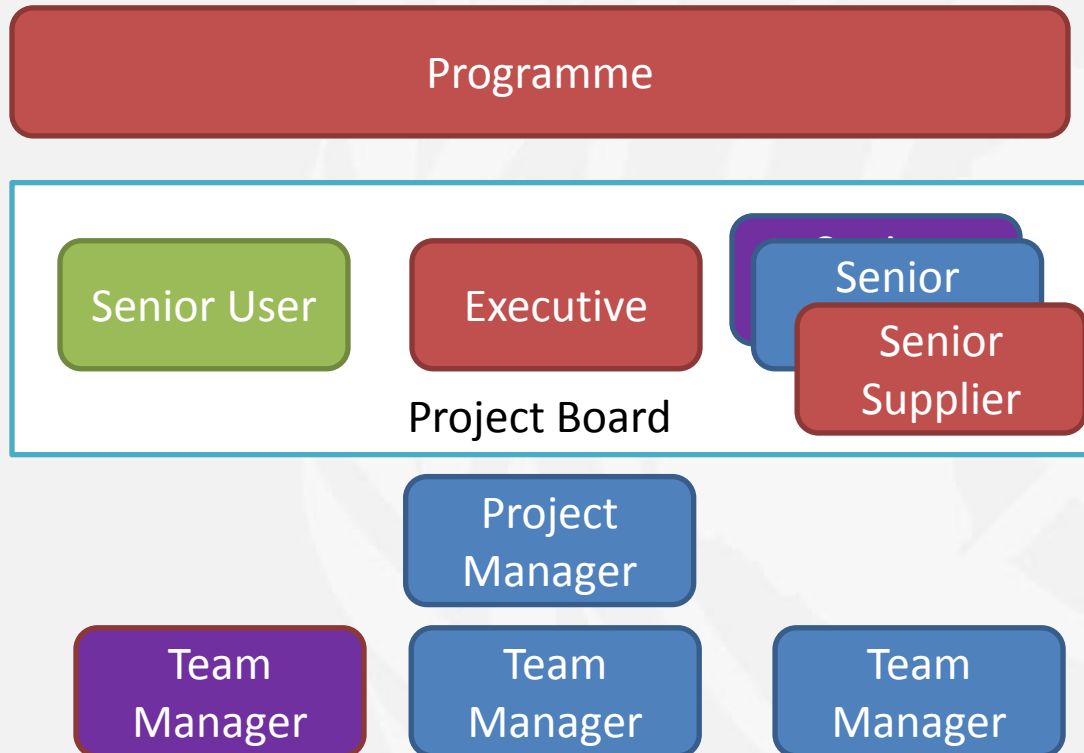
- Beneficiary
- Partner
- UNOPS
- 3rd Party



Group Exercise

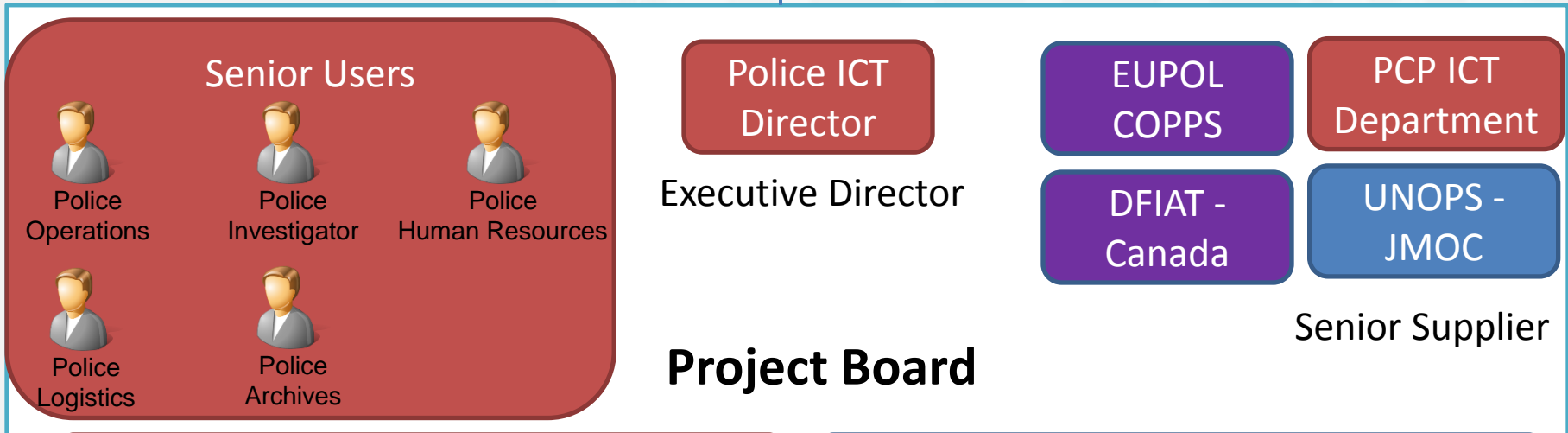
As a team draw an organization chart for a UNOPS assignment where the customer has requested that UNOPS run the client project and UNOPS is also delivering a work package within that project based on PRINCE2[®] principles

Project



Palestinian Civil Police – Information System

Programme: Security Sector Reform - ICT



Quality Assurance: ICT Engineers

Quality Assurance: Software Engineers

Support: Project Associate

PM: Ayman Badr

Police ICT team Mngr

Software Manager

Software Manager

Software Manager

Legend

Beneficiary

Partner

UNOPS

3rd Party



Group Exercise

Work independently and draw the board for a current project you are working on

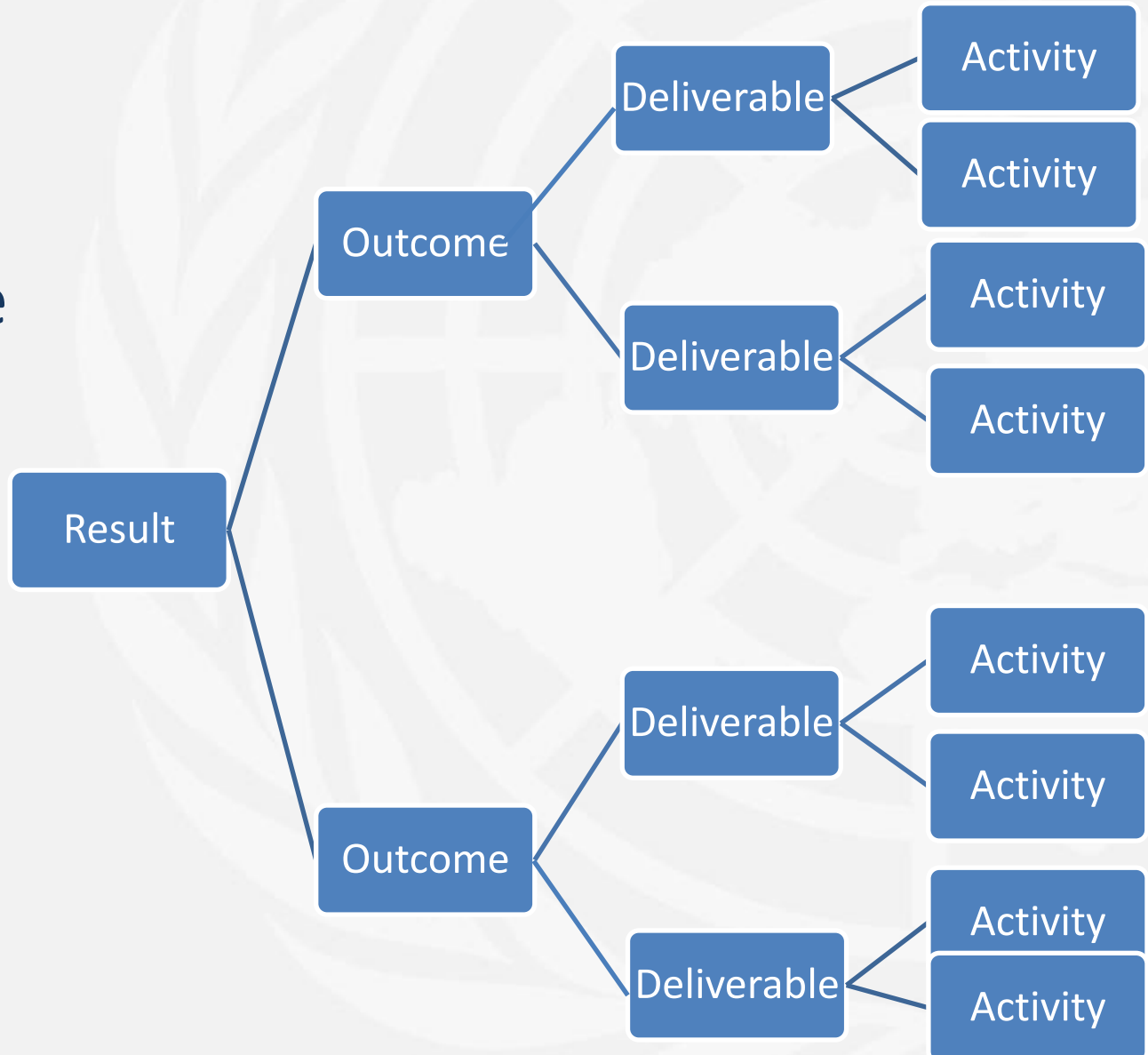
Be specific, include the names of the people and their organization

Good to know...

- Activities
- Deliverable
- Outcome
- Result

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- Activities
- Deliverable
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- Result



Activity

(Other words sometimes used = Task, Process, Sub-activities)

Activities are steps which collectively achieve Deliverable(s). Each process is comprised of one or more activities and these may be run in series or in parallel; they must answer the following questions:

1. **Description:** which sequence of activities or what process needs to be completed to deliver the agreed deliverable?
2. **Activity is complete:** how will we know when the activities are completed?

Deliverable

(Other words sometimes used = Output, Product, Activity)

Deliverables result from planned activities. The correct set/sequence of deliverable(s) will achieve an outcome. Deliverables can be described in advance, created and tested. They must answer the following questions:

1. **Description:** what precisely is the Deliverable?
2. **Activities:** which sequence of activities or what process needs to be completed to deliver the agreed deliverable?
3. **Delivery is complete:** how will we know when the deliverable is finished?

Results

(Other words sometimes used = Benefits, Impact)

The Result is the measurable improvement resulting from an outcome or a series of outcomes, they must answer the following questions:

1. **Description:** *what precisely is the Result? (SMART – Specific, Measurable, Achievable, Realistic, Time bound)*
2. **Observation:** *what differences should be noticeable between the pre and post project operations?*
3. **Attribution:** *where & when in the future operations does the Result arise?*
4. **Measurement:** *how will the Result and the achievement of the Result be measured?*
5. **Result is achieved:** *how will we know when the result is achieved?*

Product Description

Product is defined through:

- Purpose
- Composition
- Derivation (source)
- Format & Presentation (characteristics of the product)
- Development Skills required
- Quality Criteria
- Quality Tolerance
- Quality Method
- Quality Skills Required
- Quality Responsibility

Using PRINCE2® to deliver....

- Therefore, when is a project not a project?
 - When it is a programme?
 - When it is a work package?
 - When it is a product?
- Key to success
 - Communication - Control – Perceived competence of the Project Manager

Programme Management / MSP

Programmes are different from projects

- Programmes are different from projects in that **it is their outcomes that matter, not their outputs.**
- Programmes are **initiated to realise benefits through change**, whether to do things differently, to do different things, or to do things that will influence others to change. MSP distinguishes between Outcomes and Benefits.
 - Outcome - the result of change, normally affecting real-world behaviours or circumstances.
 - Benefit - measurable quantification of improvements resulting from change. Not always measurable in financial terms, but should be capable of at least ‘observable’ measures.
- An MSP programme will have a **Vision Statement** and a **Blueprint** describing the future changed business operations or other outcome.
 - Vision Statement - outward-facing description of the new capabilities resulting from programme delivery.
 - Blueprint - model of the future business, organisation, its working practices, structures and processes, the information it requires and the technology that will be needed to deliver the capability described in the Vision Statement.

Programmes are different from projects

An MSP programme is defined by the:

- Vision Statement
- Blueprint
- Business Case
- Organisation
- Project Portfolio
- Benefit Profiles
- Stakeholder Map