IT Project Management Methodology

Project Execution Support Guide

Version 0.3
# Table of Contents

1  **INTRODUCTION** ........................................................................................................................................... 4  
   1.1 When should Project Execution Start? ......................................................................................................... 4  
   1.2 Project Execution Team Terms of Reference ................................................................................................ 4  
2  **GUIDING PRINCIPLES AT EXECUTION STAGE** ....................................................................................... 8  
3  **TOOLS AND TECHNIQUES** .......................................................................................................................... 8  
   3.1 MS Project ..................................................................................................................................................... 8  
   3.2 Earned Value Analysis .................................................................................................................................... 8  
4  **EXECUTION TEMPLATES** .............................................................................................................................. 9
## Document Version Control

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Author</th>
<th>Change Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.1</td>
<td>24th May, 2013</td>
<td>Abdul Nsubuga, PMP</td>
<td>Draft development</td>
</tr>
<tr>
<td>0.2</td>
<td>6th June, 2013</td>
<td>Gerald Kisongoch, PMP, PMI-RMP</td>
<td>General</td>
</tr>
<tr>
<td>0.3</td>
<td>12th June 2013</td>
<td>Abdul Nsubuga, PMP</td>
<td>General document restructuring based on TFT comments</td>
</tr>
</tbody>
</table>
1 Introduction
After satisfying the all the requirements of the stage gate 2, planning stage, a project progresses into the execution stage. This stage involves performing work/activities defined in the project management plan to satisfy project specifications; coordinating people and resources. Among the typical work is to manage stakeholders’ expectations. This guide provides guidance on the processes to go through when executing a project until closure, expected documentation that should be developed, guiding principles to be followed in order to successfully go through this stage; tools and techniques to be used during project execution.

1.1 When should Project Execution Start?

1.1.1 On receiving an approved project management plan (or an inception report in some cases), the project team will commence with the actual implementation of activities / tasks as defined in the project management plan; specifically implementing project implementation Plan, procurement plan, information security management plan, communication plan, risk management plan, quality management plan, cost management plan, stakeholders management plan and others in order to come up with desired or planned deliverables.

1.1.2 It will be the sole responsibility of the Project Manager to ensure that all these plans are implemented on a day-to-day basis until project closure. Details of the above mentioned plans are found in each discrete support guides.

1.2 Project Execution Team Terms of Reference

1.2.1 A Project Implementation Team (PIT) should be drawn from the Work Breakdown Structure (WBS) as defined in the approved Project Implementation Plan (PIP). The Subject Matter Experts who were involved in the planning stage should be given priority to participate in
the project execution stage because they could be well aware of the background and scope of the project.

1.2.2 The Project Manager should ensure all members of the PIT have assigned roles and responsibilities/duties during project execution. Where skill gaps exist, the project manager should immediately raise it to the Project Sponsor for mitigation.

The approved Project Implementation Team, which will be headed by the Project Manager, will be required to perform the following duties among others:

1. Execute and or follow up on assigned tasks / activities to ensure that they are delivered in the approved timelines, within allocated budget and desired quality. This will apply even for Turn-key projects.
2. Attend all planned review meetings
3. Provide timely project updates to the project manager
4. Monitor and report risk triggers to the project manager and risk owners
5. Manage stakeholders’ expectations
6. Facilitate conflict resolutions
7. Proactively remove bottlenecks that could impact on project performance
8. Hold team building activities
9. Evaluate team and project performance
10. Implement only approved changes

1.2.3 The main deliverables expected from the PIT at this stage will include among others:

1. Project deliverables as defined in the PIP
2. Work performance reports, e.g. test results
3. Change requests if any

1.2.4 Templates should be used to expedite documentation of deliverables and sign offs at all times.

1.2.5 The project manager will present and manage the project progress in accordance with the communication management plan and project reporting plan.

1.2.6 The IT project Management Methodology below illustrates the activities, deliverables and controls the PIT should be aware of at the execution stage.
Figure xxx: IT Project Management Methodology
2 Guiding Principles at Execution Stage

1. PIT should be proactive during project implementation
2. Ensure timely communication of showstoppers and risks to get support and ensure timely decision making.
3. Monitoring and control activities should be emphasized. A Project Control Plan (PCP) should be continuously updated and distributed to key stakeholders. For medium and large projects, an updated PCP should be submitted to NITA-U’s Programme Management Office (PMO) on a monthly basis to track the health of the project.
4. The execution stage will be concluded after delivering the entire project and product scope.
5. Steering Committee or project sponsor approval (Go / NO GO stage gate 3) for large or small projects respectively, will be required signaling that the project is ready for closure process; and transit to support stage.

3 Tools and Techniques
The following are some of the tools and techniques the PIT should use to execute the project among others:

3.1 MS Project
MS Project application should be used to monitor and track a project progress. The project schedule should be continuously tracked and monitored by the project team.

3.2 Earned Value Analysis
Using the Earned Value Analysis (EVA) the PIT will be able to answer many management questions like:

1. Are we a head of or behind schedule?
2. How efficiently are we using our time?
3. When is the project likely to be completed?
4. Are we currently under or over our budget?
5. How efficiently are we using our resources?
6. What is the remaining work likely to cost?
7. What is the entire project likely to cost?
8. How much will we be under or over budget at the end

Details of EVA are found in the Monitoring and Control support guide.

4 Execution Templates
In order to expedite the execution stage, below find templates you can use.

1. Resource tracking templates
2. Financial tracking templates
3. Risk log/matrix
4. Acceptance
5. Communication tools
6. Change request forms