

Difference between PMP and Prince-2

NAME: MR. Usman Ali

ENROLLMENT: 03-298152-036

NAME: MR. Awais Ahmad Brar

ENROLLMENT: 03-298152-042

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BAHRIA UNIVERSITY LAHORE CAMPUS

SUBMITTED TO: Mr. Kamil Hassan

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CERTIFICATE

This witness statement is issued to the applicants in recognition of the fulfilment of their Advanced Skills in Project Management Professional program requirements working on the project "The eLearn Initiative" at Information Technology University.

"The eLearn Initiative" is a DFID-sponsored project aimed at digitizing curriculum content and improving learning outcomes within Government Schools. The project will deploy a number of mainstream technologies, such as televisions and PC tablets, to deliver multimedia instructional and assessment materials to target classrooms and thereby enhance student engagement and learning.

It is hereby certified that Mr. Usman Ali Enrollment: 03-298152-036 & Mr. Awais Ahmad Brar Enrollment: 03-298152-042 Class: **MSPM-II** Semester: **Spring 2016** have visited and frequently participated in our real-time projects for implementing Project Management Professional.

They have contributed fully in the following project and have been found skillful within the highlighted fields: planning; scheduling; risk analysis; performance monitoring.

Additionally, It is noteworthy to mention that Mr. Usman Ali & Mr. Awais Ahmad Brar demonstrated good ethical practices, enthusiastic approach to work, task convergence capabilities, professionalism while their stay with Information Technology University.

Certified By Company Official:

Mr. Zeeshan Ahmad
Manager Operations

Verified By Trainer:

Mr. Kamil Hassan

Date: 09 June 2016

Abstract

Traditional Project management is a methodology put-forth by the Project Management Institute, USA. This methodology has been widely accepted and implemented by scores of industries worldwide. On the other hand, Projects in Controlled Environments, version2 (PRINCE2), the British Project Management methodology is also well-known and widely implemented. Both of these methodologies have their own advantages and pitfalls. Their suitability to projects varies and in some cases depends on the nature of the project. Both these frameworks work quite differently, but aim to deliver a project efficiently and effectively. For individuals or Project Managers the certifications of these frameworks carry differing significance depending upon the geographical location and the nature of the project.

The report aims at delineating the differences between Traditional Project Management Methodology and its Britain-originated counterpart. The report will dwell on the modus operandi of both these methodologies by going into the details of their contents. It will also present cases that clarify the strengths and weaknesses of the methodologies under consideration. Examples will also be cited of the projects they have been implemented on in order to gain clearer understanding of these frameworks. Moreover, the report will furnish a comprehensive study of the certifications of both these frameworks and how they can be beneficial to the professional and personal growth of an individual or project manager.

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1. Introduction

We will start by investigating the Traditional Project Management approach and its substance.

The PMI presented Project Management definition expresses a venture to be a remarkable and transitory try that experiences the phases of Initiation, arranging, execution, observing and control before its formal conclusion. An undertaking comprises of a particular arrangement of operations that are performed to get the craved/imagined results. The advancement of programming for an increased business handle, the developing process of a building or scaffold, the process of entering of offers into another geographic market all are tasks.

In any case, the administration of a task is not as basic as the meaning of the venture. Venture administration is characterized by PMI as the procedure of the utilization of learning, abilities, apparatuses and methods to an undertaking keeping in mind the end goal to get the imagined deliverable and to meet the task targets of degree, time, expense and quality.

The learning expressed above comprises basically of 10 Knowledge areas, every information range having positive procedures and each procedure having characterized inputs that are changed into yields with the assistance of apparatuses and strategies. The field of project administration is developing step by step. Project administration brings a one of a kind center formed by the objectives, assets and calendar of every task. The value of that focus is proved by the rapid, worldwide growth of project management:

- as a well reputed and strategic organizational competence
- as a subject for training and education
- as a career path

Project administration is the procedure of arranging the way that progressions are actualized proficiently inside an association.

Numerous organizations accomplish their objectives by finishing extends that add to their targets. Frequently, extends have a limited length, include various exercises and individuals, and have due dates and settled spending plans. Project supervisors plan and screen these, and make remedial move when proper.

2. The Benefits of Developing Project Management Skills

Regardless of what your part, you may need to oversee, or assume a dynamic part in, a task sooner or later amid your vocation. It takes a lot of aptitude to do this well, however the time you put +resources into building great undertaking administration abilities can pay off hugely. You add to meeting an association's destinations by finishing projects on time and on spending plan. This can deliver genuine business results and upgrade your notoriety. What's more, when you know how to arrange, timetable and resource assignments, you can likewise lessen stress for yourself and your colleagues.

3. Project Management Approaches

When you are acquainted with the numerous devices that can help you deal with your tasks all the more effectively, you might need to take in more about the principle venture administration procedures.

One is PMBOK, which remains for Project Management Body Of Knowledge. This methodology focuses on normal task administration abilities, for example, planning and overseeing inputs and yields, and it's ordinarily utilized as a part of the U.S.

PRINCE2 stands for Projects IN Controlled Environments. This authorize methodology is broadly utilized as a part of the U.K. You utilize it in addition to other things, elucidate individuals' parts, keep lines of correspondence open, oversee project chance, and build up base expenses.

Agile Project Management is another prevalent methodology. This frequently functions admirably for undertakings in unpredictable, quick moving situations, since it permits you and your group to react adaptably to changing needs and prerequisites.

We explore key tools from these frameworks and others with the resources below.

3.1 Introduction of Project Management Approaches

Generally there are a lot of tools, techniques and processes that can prove helpful to manage your projects more efficiently. Some of most popular ones and frequently used are listed below:

3.2 Project Management Frameworks

There are multiple factors in a project on which you have to keep an eye, such as benefits, risks, budget, and objectives.

3.3 Scheduling

You may have to juggle a number of people working on different tasks during a project. Our scheduling articles help you plan how to complete tasks efficiently and within the allowable limits of time.

3.3.1 Action Plans: It is used for smaller projects, so that you don't forget an important step or task.

3.3.2 Gap Analysis: It tells the information that what should be done to complete the project.

3.3.3 Gantt Charts: By Gantt Charts, medium and large size projects are scheduled, so that they are completed in the most efficient way.

3.4 Scope Management

Projects can quickly spiral out of control as people add more requirements. That's the reason that being able to manage the scope of a project is a very important skill. In this section, these tools will help you to keep your project tightly focused and on time:

3.4.1 Business Requirements Analysis: This is done to check that in order to achieve the required business, what must be done and how the work should be delivered.

3.4.2 The MoSCoW Method it helps you to make an agreement point with the stakeholders that what must be delivered and what will not be delivered as part of the project.

3.4.3 Scope Control: It is a very necessary Project Management skill because it helps you prevent the people making a lot of unnecessary changes in the overall project without getting the approval, which can potentially harm the project schedule.

3.5 Building Support for a Project

A task may require the support of numerous partners, for example, supervisor, associates, the initiative group, customers, or key suppliers. When you know how to pitch your thought and assemble bolster, you can get your undertaking off the ground with the right assets set up. These articles clarify how:

3.5.1 Stakeholder Analysis: It provides the information that which are the key persons attached with the project and how you should manage and communicate them.

3.5.2 The Responsibility Assignment Matrix: This provides the information about the responsible persons for key tasks.

3.5.3 Influence Maps: These help you to evaluate the obvious and not so obvious persons who can have an influence on your project.

3.6 Project Communication

Backbone of projects is good communication. Project communication articles help you do this effectively:

3.6.1 Project Dashboards: This helps you to communicate progress quickly and smoothly.

3.6.2 Project Milestone Reporting: This keeps following about the important points of the project. Thus you can check that where you are standing at current stage.

3.6.3 Effective Scrum Meetings: Scrum meetings are part of the agile approach to project management, and they are very useful and effective in any type of project. They help you to motivate team members, and keep things smooth and moving.

3.7 Change Management

It takes a lot of ability to make wide scale change stick inside an association. Change Management articles demonstrate to you generally accepted methods to overcome regular hindrances, and work with individuals to actualize new activities effectively.

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3.7.1 Overcoming Cultural Barriers to Change: It deals with the cultural issues which can slow down or stop the progress of the work.

Kotter's 8-Step Change Model: By this framework you can attain your change program's objectives.

3.8 Project Improvement and Review

The Project Improvement and Review demonstrates that how to analyze your progress, so that you can improve always.

3.8.1 After Action Review (AAR) Process: It deals about the evaluation of the project as it makes progress, so that you can make adjustments and improve the level of performance.

3.8.2 Post-Implementation Review: This procedure examines task's deliverables, and figures out if extra work would convey significantly more noteworthy advantages.

Regardless of what your part, it's presumable that you will need to oversee, or assume a dynamic part in, a task sooner or later amid your profession. When you know how to juggle numerous assignments, individuals, due dates, and obligations, you will fortify your notoriety and enhance your advancement prospects. Require significant investment to find out about the different undertaking administration structures to run an effective venture all the way. Find how to calendar individuals and errands all the more adequately, and assemble support for your thoughts with the goal that you get the sponsorship and subsidizing you have to begin. Last, acquaint yourself with change administration systems, so you can urge others to defeat their hesitance to change.

3.9 PRINCE2 (an acronym for Projects IN Controlled Environments)

It is utilized broadly by the UK Government, PRINCE2 is additionally generally perceived and utilized as a part of the private segment, both in the UK and globally. The PRINCE2 technique is in people in general space, and offers non-proprietary best practice direction on undertaking administration.

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3.9.1 Key features of PRINCE2:

Focus on business justification

Defined organization structure for the team of project management

Planning approach is product-based

Emphasis on dividing the project into manageable and controllable parts

Flexibility that can be applied at a particular level suitable for the project.

3.9.2 PRINCE2 History

PRINCE2 derives from an earlier method called PROMPT II (Project Resource Organization Management Planning Techniques). In 1989 the Central Computer and Telecommunications Agency (CCTA) embraced an adaptation of PROMPT II as a UK Government standard for data frameworks (IT) administration. They gave it the name 'Ruler', which initially remained for "Brief II IN the CCTA Environment". Sovereign was renamed in a civil administration rivalry as an acronym for "Ventures IN Controlled Environments". In any case, it soon turned out to be frequently connected outside the simply IT environment, both in UK government and in the private part far and wide. PRINCE2 was discharged in 1996 as a nonspecific venture administration technique. PRINCE2 has turned out to be progressively prominent and is currently a true standard for task administration in numerous UK government divisions and over the United Nations framework. In the 2009 amendment, the acronym was changed to signify 'Ventures IN a Controlled Environment'.

In July 2013, responsibility for rights to PRINCE2 was exchanged from HM Cabinet Office to AXELOS Ltd, a joint endeavor between the Cabinet Office and Capita plc.

Since 2006, the strategy has been updated. It dispatched as "PRINCE2:2009 Refresh" in 2009. The name "PRINCE2" stays to show that the strategy stays steadfast to its standards. By the by, it is a central update of the technique from 1996 to adjust it to the changed business environment, to make the strategy less complex and lighter, to address current shortcomings or mistaken assumptions, and to better coordinate it with different AXELOS Global Best Practice strategies

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Sovereign was initially taking into account PROMPT, a task administration technique made by Simpact Systems Ltd in 1975, and embraced by CCTA in 1979 as the standard to be utilized for all Government data framework ventures. At the point when PRINCE was propelled in 1989, it viably superseded PROMPT inside Government ventures. Ruler stays in people in general space and copyright is held by the Crown. PRINCE2 was distributed in 1996, having been added to by a consortium of somewhere in the range of 150 European associations.

3.9.3 How PRINCE2 can benefit an individual or an Organization?

Using PRINCE2 provides greater control of the available resources, and the skill to deal with both business and project risk more effectively. This will benefit:

Individuals

Project managers

Directors/executives

Organizations.

For people, PRINCE2 confirmation is a significant advantage for your vocation as it builds occupation prospects and helps you to carry out your employment all the more successfully.

For associations, PRINCE2's formal acknowledgment of obligations inside an undertaking, together with its emphasis on what a venture is to convey (the why, when and for whom) furnishes your association's tasks with:

- A common, consistent approach
- A controlled start, ranging from middle to end
- Regular reviews of progress against plan
- Assurance that the project continues to have a business justification

The undertaking administration philosophy PRINCE2 incorporates quality administration, control and association of a task with consistency and survey to adjust to venture goals. PRINCE2 is an accreditation program for experts in the approach who are licensed, qualified through preparing. PRINCE2 accentuations partitioning ventures into reasonable and

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controllable stages. The proprietor of PRINCE2, AXELOS, started as a joint endeavor of the UK government and Capita, with 49% and 51% stakes individually.

3.9.4 Overview of the method

- Starting up a project (SU)
- Initiating a project (IP)
- Directing a project (DP)
- Controlling a stage (CS)
- Managing product delivery (MP)
- Managing stage boundaries (SB)
- Closing a project (CP)

3.9.5 Management products

- Project brief
- Risk register
- Quality register
- Issues register
- Lessons log
- Daily log

3.9.6 Core principles

- Continued business justification
- Manage by exception
- Learn from experience
- Defined roles and responsibilities
- Manage by stages
- Focus on products
- Tailoring

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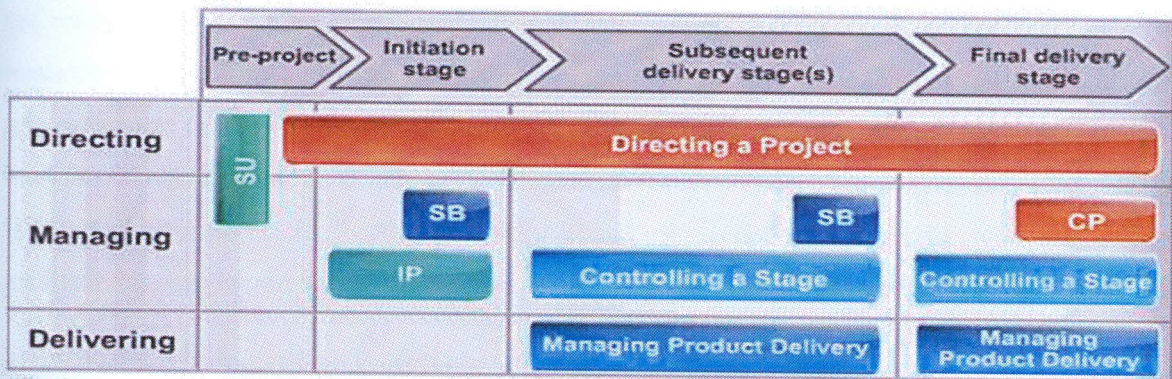
3.9.7 Overview of the method

PRINCE2 is a process-driven project management methodology. PRINCE2 has seven principles, seven themes and seven processes.

The seven themes are:

- **Business case**
- **Organization**
- **Quality plans**
- **Risk**
- **Change and progress**

The principles and themes come into play in the seven processes:



Key
 SU = Starting up a Project
 IP = Initiating a Project
 SB = Managing a Stage Boundary
 CP = Closing a Project

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4. Starting up a project

In this procedure the task group is selected and a venture brief is created.

Furthermore the general way to deal with be taken is chosen and the following stage (start) of the venture is arranged. When this work is done, the undertaking board is requested that approve that stage.

4.1 Key activities include:

- Forming the project board
- Appointing an executive and a project manager
- Designing and appointing a project management team
- Preparing a project brief
- Defining the approach of a project
- Preparing an outline business case,
- Consulting the lesson learned of past projects
- Planning the next stage (initiation).

4.2 Initiating a project

This procedure expands on the work of the startup procedure, and the venture brief is utilized to get ready other administration reports that will be required amid the task. For instance, the methodology taken to guarantee quality all through the venture is concurred together with the general way to deal with controlling the undertaking itself (venture controls). Venture records are likewise made, similar to a general arrangement for the undertaking. The business case is finished. An arrangement for the following phase of the undertaking is likewise made. The resultant data can be put before the venture board for them to approve the undertaking itself.

The objectives of Initiating a Project are to:

- Agree if there is enough justification to continue the project
- Establishing a solid and stable management basis on which to make further progress
- There should be an acceptable business case. Make document and confirm that.
- Ensure a firm and accepted Foundation to the project prior to commencement of the work
- Agree to the commitment of resources for the first stage of the project
- Enable and encourage the Project Board to take ownership of the project
- Provide the baseline for the processes of decision making which is required during the project's life

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- Ensure that the risks of the project are being taken care of, to make sure that investment of time and effort required by the project is made wisely and accurately.

4.3 Directing a project

This procedure directs when the Project Board ought to control the general task. As specified over, the venture board must approve the start stage furthermore approve the task. Coordinating a Project additionally manages how the task board ought to approve a phase arrangement, including any special case arrange for that replaces a current stage arrangement because of slippage or other unanticipated circumstances. Additionally secured is the path in which the board can give impromptu heading to a venture and the route in which the undertaking ought to be shut down. The key processes for the Project Board break into four main areas:

- Initiation (starting the project off on the right foot)
- Stage boundaries (commitment of more resources after checking results so far)
- Ad hoc direction (monitoring progress, providing advice and guidance, reacting to exception situations)
- Project closure (confirming the project outcome and controlled close).
- This process does not cover the day-to-day activities of the Project Manager.

4.4 Controlling a stage

PRINCE2 proposes that tasks ought to be separated into stages and this procedure directs how every individual stage ought to be controlled. Most on a very basic level this incorporates the route in which work bundles are approved and got. It additionally indicates the path in which advance ought to be observed and how the highlights of the advancement ought to be accounted for to the venture board. A methods for catching and evaluating venture issues is recommended together with the path in which remedial move ought to be made. It likewise sets out the technique by which certain undertaking issues ought to be raised to the task board.

4.4.1 Key activities include:

- Authorizing work packages;
- Assessing progress;

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- Capturing and examining project issues;
- Monitoring and controlling risks;
- Reviewing stage status;
- Reporting highlights;
- Taking corrective action;
- Escalating project issues;
- Receiving completed work packages.

4.5 Managing product delivery

The Managing item conveyance process has the motivation behind controlling the connection between the Project Manager and the Team Manager by putting formal necessities on tolerating, executing and conveying venture work. The Objectives of the Managing Product Delivery procedure are:

To guarantee that work on items designated to the group is approved and concurred, Group Manager, colleagues and suppliers are clear with reference to what is to be delivered and what is the normal exertion, cost, timescales and quality,

The arranged items are conveyed to desires and inside resilience, Exact advancement data is given to the Project Manager at a concurred recurrence to guarantee that desires are overseen.

4.5.1 The key activities are:

- Making certain that work on products allocated to the team is effectively authorized and agreed accepting and checking Work Packages
- Ensuring that work conforms to the requirements of interfaces identified in the Work Package
- Ensuring that the work is done
- Assessing work progress and forecasts regularly
- Ensuring that completed products meet quality criteria
- Obtaining approval for the completed products.

4.6 Managing stage boundaries

While the Controlling a Stage procedure directs what to be done inside a phase, Managing Stage Boundaries (SB) directs what ought to be done towards the end of a phase. Most clearly, the following stage ought to be arranged and the general undertaking arrangement, hazard register and business case revised as fundamental. The procedure likewise covers what ought to be accomplished for a phase that has gone outside its resilience levels. At last, the procedure directs how the end of the stage ought to be accounted for.

4.6.1 Key activities include:

- Plan of a stage
- Updating of that plan
- Updating the business case of the project
- Updating the premade risk register
- Reporting the end of stage
- Production of an exception plan

4.6.2 The objectives of the process are to:

- Assure the Project Board that all deliverables which were planned in this stage plan are completed according to their definition.
- Process of providing information needed for the Project Board to check whether or not continuing of the project is viable
- Provide the Project Board with information needed to approve the completion of current stage's and authorize the start of the next stage
- Record any lessons and make logs which can help later stages of this project and/or other projects.

Best practice incorporates the undertaking board, including clients, evaluating advance and supporting any progressions to the task arrangement at the limit. This audit can incorporate

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group supervisors for substantial experience based suppositions; and the obligation of the undertaking director incorporates displaying their zone of work ably to the board.

4.7 Closing a project

The motivation behind this procedure is to execute a controlled near the undertaking. The procedure covers the Project Manager's work to wrap up the task either at its end or at untimely close. The vast majority of the work is to get ready contribution to the Project Board to get its affirmation that the venture may close.

The objectives of closing a Project are therefore to:

- Check the extent to which the objectives or aims set out in the Project Initiation Document (PID) have been met
- Confirm the extent of the fulfillment of the Project Initiation Document (PID) and the Customer's satisfaction with the deliverables
- Obtain formal acceptance of the deliverables
- Ensure to what extent all expected products have been handed over and accepted by the Customer
- Confirm that maintenance and operation arrangements are in place (where appropriate)
- Make any recommendations for follow-on actions
- Capture lessons resulting from the project and complete the Lessons Learned Report
- Prepare an End Project Report
- Notify the host organization of the intention to disband the project organization and resources.

4.8 Management products

PRINCE2 keeps up a few administration items all through the activities, which might be formal paper records, word processor documents, information in specific PRINCE2 programming, casual notes by directors, or even conveyed orally. "Registers" are planned to be more formal than "logs". The accompanying are case of the PRINCE2 administration items.

4.9 Project brief

A short explanation of the need for the project, the management team, the structure and goals.

4.9.1 Risk register

The danger register is a table which contains the dangers that may undermine the objective of the venture. Dangers are arranged, named and appointed a danger number. At that point, every danger gets a likelihood score and an effect score. The increase of these two results in the danger score. The dangers are sorted on plunging hazard score keeping in mind the end goal to demonstrate the need of a danger. Every danger is likewise doled out a proprietor, a precautionary measure and a reaction activity in the event that the danger happens.

4.9.2 Core principles

The above mentioned methods are derived from 7 core principles

4.9.2.1 Continued business justification

The business case is the most critical report, and is upgraded at each phase of the undertaking to guarantee that the venture is still suitable. Early end can happen on the off chance that this stops to be the situation. At lower levels, utilization of time and assets ought to be advocated, for example, the need costly gatherings.

4.9.2.2 Manage by exception

Normal gatherings, particularly the feared "week by week group gatherings" are viewed as wasteful and superfluous. Rather, work bundles are relegated by group administrators to colleagues incorporating deliverables with time and quality resilience. In the event that work advances easily then the specialists have no compelling reason to meddle with the group supervisor's chance. Just if something veered off from the arrangement is correspondence and administration required from them. Some group administrators may ask for short notices, for example, week after week messages or casual talks, to screen for any special cases, yet no formal administration is required unless an exemption happens.

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4.9.2.3 Learn from experience

Each project maintains a lessons log and projects should continually refer to their own and to previous and concurrent projects' lesson logs to avoid reinventing wheels.

4.9.2.4 Defined roles and responsibilities

Parts are isolated from people, who may tackle different parts or share a part. By naming and characterizing parts in the PRINCE2 standard it turns out to be clear precisely who has what obligation and basic leadership powers, dodging contentions. Parts in PRINCE2 are organized in four levels. The venture administrator level incorporates the undertaking director yet can likewise incorporate some discretionary parts like the quality confirmation power.

4.9.2.5 Manage by stages

The project is planned and controlled on a stage by stage basis. This includes updating the business case, risks, overall plan, and detailed next-stage plan after each stage in the light of new evidence.

4.9.2.6 Focus on products

Every work bundle is characterized by one or more deliverable items, ideally with resilience to time, cost, degree and quality measured ahead of time. Indeed, even administration exercises, for example, stage arranging are characterized by their last yield, for example, a physical report containing the new stage arrangement. This permits all gatherings to plainly determine what is required, and to apportion obligation regarding conveying and controlling it.

4.9.2.7 Tailoring

PRINCE2 not to be connected indiscriminately in an opinionated, bureaucratic structure. Or maybe it is characterized to be a strategy needing customizing to particular undertakings. Regular conformities incorporate the substitution of deliverable reports and venture records by casual (verbal or email) reciprocals, changes to the structures of the task board and administration group to mirror the objectives of the undertaking task of numerous parts to people on littler ventures; and expanded accentuation in front of an audience re-anticipating research-

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escalated ventures which may need to change headings as new discoveries are conveyed. A common feedback of PRINCE2 is that the deliverable structure can prompt spotlight on creating deliverables for their own particular purpose, to "tick the containers" instead of accomplish more valuable work. In the event that this is happening, it shows a disappointment of administration to apply PRINCE2 and customizing accurately.

4.9.3 Integration with other techniques

PRINCE2 describes only high-level aspects of project management and leaves the choice of management tools and frameworks within its tasks to the task managers. It specifically mentions the following:

- Product based planning
- Change control
- Quality review technique

In passing mentions as possible tools,

- Gantt charts
- PERT charts
- Critical path analysis

A version of PRINCE2 is being developed to manage projects that use Agile software development techniques.

4.9.3.1 Quality review technique

The quality survey procedure guarantees an undertaking's items are of the required standard this happens in a quality audit meeting, which recognizes mistakes in the item. The quality survey meeting won't endeavor to take care of the issues it recognizes. The meeting unites individuals who have an enthusiasm for the task's yields (or items) and individuals on the venture group ready to address issues distinguished.

There are defined roles including a **Chair, Presenter, Reviewer(s)** and **Scribe**.

Difference b/w PMP & Prince-2

4.9.3.2 Quality register

This register contains points of interest of all arranged quality exercises, dates and staff included. It will be redesigned to demonstrate the present status of all quality checking exercises. It demonstrates whether the conveyed items are finished, have met their quality criteria and the concurred forms have been watched.

4.9.4 Issues register

It contains all the problems, change requests, complaints and concerns received from all project members.

4.9.5 Lessons log

These are lesson learned which can be used in future works.

4.9.6 Daily log

It is a diary which is written and maintained by the project manager.

5. PRINCE2 - A Structured Project Management Methodology

PRINCE2 is a procedure based technique for compelling undertaking administration. PRINCE2 is an accepted standard utilized broadly by the UK Government and is generally perceived and utilized as a part of the private division, both in the UK and universally.

Before we go into the specifics of PRINCE2, there are some broad focuses about the subject of venture administration which ought to place everything into setting.

At whatever point we choose we need to accomplish something, go someplace, assemble something, or accomplish something, we need to know the answer to some **questions**:

- What are we trying to accomplish?
- When will we initiate?
- What do we require?
- Can we do it alone, or do we need outside/inside help?

Difference b/w PMP & Prince-2

- How long will it take to be done?
- How much will it cost to complete?

These are the standard inquiries solicited toward the begin from any venture, and the answers are the building squares of task administration - characterizing what we need to do and working out the most ideal way we can do it.

Organized venture administration implies dealing with the undertaking in an intelligent, composed manner, taking after characterized steps. An organized task administration strategy like PRINCE2 is the composed portrayal of this intelligent, sorted out methodology.

We know for a fact that ventures which aren't sorted out and controlled legitimately more often than not turn out badly. London Ambulance and Channel Tunnel, for instance, both experienced exceptionally open issues of frameworks not working appropriately and gigantic overspend. Organized task administration techniques have been produced to attempt to anticipate such catastrophes.

The PRINCE2 Methodology says that a project should have:

- Organized and controlled initiation
- An organized and controlled middle stage of the project
- An organized and controlled end, completion of the project
- In order to describe the project needs, PRINCE2 has a series of processes which can take care of all the activities needed on a project, from starting up to end.

5.1 PRINCE2 Project Management Roles

5.1.1 Project Manager

Sorting out and controlling a task implies that we need somebody in charge of doing the arranging and controlling. This individual is known as the Project Manager.

The Project Manager will choose individuals to take every necessary step on the task and will be in charge of ensuring the work is done legitimately and on time.

Difference b/w PMP & Prince-2

The Project Manager draws up the task arrangements that depict what the venture group will really be doing and when they hope to wrap up.

5.1.2 Customer, user and supplier

The individual who is paying for the venture is known as the client or official. The individual who is going to utilize the outcomes or result of the undertaking, or who will be affected by the result of a task, is known as the client.

On some anticipates, the client and client might be the same individual. The individual who gives the aptitude to do the genuine work on the task (ie. will outline and building the result) is known as the supplier or authority. These individuals should be sorted out and coordinated so that the task conveys the required result inside spending plan, on time and to the proper quality.

5.1.3 Project board

Each PRINCE2 undertaking will have a task block made of the client (or official), somebody speaking to the client side, and somebody speaking to the supplier or expert info.

In PRINCE2, these individuals are called client, senior client and senior supplier separately. The Project Manager reports frequently to the venture board, keeping them educated of advancement and highlighting any issues he/she can anticipate.

The undertaking board is in charge of furnishing the Project Manager with the important choices for the venture to continue and to beat any issues.

5.2 PRINCE2 Project Management Techniques

5.2.1 Project assurance

Giving a free perspective of how the task is advancing is the employment of undertaking certification. In PRINCE2, there are three perspectives of affirmation: business, client and pro. Every perspective mirrors the interests of the three undertaking board individuals.

Confirmation is about watching that the venture stays practical as far as expenses and advantages (business affirmation), watching that the clients' necessities are being met (client certification),

Difference b/w PMP & Prince-2

and that the undertaking is conveying a reasonable arrangement. On some anticipates, the affirmation is finished by a different group of individuals called the task confirmation group, however the certification occupation should be possible by the individual individuals from the venture board themselves.

5.2.2 Project support

On most undertakings there is a great deal of managerial work required: keeping everybody educated, masterminding gatherings, staying up with the latest, pursuing things up, keeping documents, and so forth. Venture Managers frequently do this work themselves, especially on littler activities, yet in the event that there are various tasks going ahead in the meantime a Project Support Office can be setup to help the Project Managers with this work.

5.3 PRINCE2 Scope

In today's undertakings, there are frequently distinctive gatherings of individuals included, including the client, one or more suppliers, and obviously the client. PRINCE2 is intended to give a typical dialect over all the invested individuals. Uniting clients and suppliers for the most part includes contracts and contract administration. Despite the fact that these angles are outside of PRINCE2, the technique perceives the need to furnish ventures with the fundamental controls and breakpoints to work effectively inside a legally binding system.

5.3.1 Controlling Change

Aside from portraying the distinctive individuals required on a PRINCE2 venture, and what they are each in charge of, the strategy additionally discloses how to oversee hazard, how to oversee quality, and how to control change on the task. Hazard administration is about working out what could turn out badly and arranging what to do in the event that it does. Quality Management is about checking the nature of work done on the undertaking, either by testing it or inspecting the work somehow.

There are dependably loads of changes amid the life of a venture, individuals alter their opinions, and different things happen which influence what the task is doing. PRINCE2 has a system of

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controlling the way changes affect the task with a specific end goal to keep the undertaking going off in the wrong bearing.

In this way, PRINCE2 is a technique for overseeing ventures. It helps you work out who ought to be included and what they will be in charge of. It gives you an arrangement of procedures to work through and clarifies what data you ought to accumulate along the way. In any case, PRINCE2 doesn't take every necessary step for you, it can't promise that your ventures will be fruitful. Great ventures, which convey quality results, on-time and inside spending plan are subject to the nature of individuals required from Project Board down to individual colleagues.

Organizational benefits of PRINCE2 implementation:

- It is a very common and consistent approach
- It has a controlled and organized start, middle and end
- Regular reviews of progress against baseline of plan and against the Business case
- It has the assurance that the project makes and provides a business justification
- There are multiple flexible decision points
- Management takes control if there is a deviation from the plan
- The involvement of management and stakeholders at the right time and place during the processes of the project
- Good communication channels between the project, project management, and the rest of the organization
- It is a mean of storing and sharing lessons learned

6. Implementation of PMP on an Organization

6.1 Overview of the Organization:

Information Technology University is an educational institute which is situated in Arfa Kareem Software and Technology Park, Lahore. This institute is providing services not only in educational sector but also in different areas of social sectors as well.

Currently a project named as “The eLearn Initiative” is being executed under ITU. It is a DFID-sponsored project aimed at digitizing curriculum content and improving learning outcomes within Government Schools. The project will deploy a number of mainstream technologies, such as televisions and PC tablets, to deliver multimedia instructional and assessment materials to target classrooms and thereby enhance student engagement and learning.

So, this project will be spanning in three years and it will be covering all of Pakistan’s Government Schools. In its year, which is also its pilot or research phase it will be covering only Punjab and specifically three districts of Punjab. For that purpose our teams have to visit to schools for selection and then another team will be visiting to conduct a baseline survey. After that in third phase there will be installation of the equipment and before the installation of the equipment there will be a teacher training to familiarize them with the usage of the equipment.

It is not a routine project but one of a kind project. It has never done before in Pakistan. That’s it has very unique problems and the process should be concrete enough to absorb all of them easily. In these type of project you normally make progress in progressive elaboration. Because things are not very clear at the start but they become clear once the project moves forward.

This process includes very critical factors. For example, a concrete schedule must be developed and followed because in some part of the Punjab there are summer vacations in schools and in some parts schools are conducting classes according to their routines. And the other main factor can be the identification of Risks and then having response strategy to control those risks. Basically these two are our main focus areas and we have tried to implement PMP in this. And for that purpose knowledge areas of Schedule Management, Risk Management and Procurement

Difference b/w PMP & Prince-2

Management are utilized and they are incorporated according to the needs of the project under consideration.

6.2 Risk Management:

For risk management all the risks which can harm a project of this type were taken into consideration. Because it is one of a kind project and has never done before here so it has very unique risks attached to it. And there should be a concrete way to identify all the risks so that we do not meet with surprises.

When we joined this organization, risks were not properly identified and there was not a reliable response strategy.

6.2.1 Identification Process

In this process risks are identified using different tools and techniques. There are multiple tools and techniques but we will have to choose the most suitable one for this project. As this project has never been done before so there can be no concrete expert judgment on offer. So we will have to focus on other techniques and use the limited expert judgment which we have on offer.

The technique which we frequently used is brainstorming, cause and effect diagram, assumption analysis and checklist analysis. We found a lot of risks using these techniques and the details of those risks I given below.

6.2.2 Response Strategy

A response strategy was developed for all the identified risks to make sure that when a risk occurs we have a solid plan for it to stop it from affecting the project. There are multiple response strategies ranging from the responses of positive risks or opportunities and negative risks or threats. As this is first of a kind project, so our focus is more on the negative risks, just to make sure that we have a successful completion of the project rather than shifting our attention to positive risks and losing the battle in the end.

For each identified risk a mitigation strategy was prepared so that it can be dealt with effectively. List of identified risks and there mitigation plan is given below.

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6.2.3 Risks of the project and their mitigation measures

Based on the assumptions in the ToC, evidence and ITU's experience, the following risks have been identified to achieving the goal of improved learning outcomes among students in classes using blended learning approach.

Risk	Likelihood	Impact	Mitigation measures
Teachers do not want to use the new content/blended learning approach	M	H	<p>Introduce head teachers and DEOs to the new content/blended learning and get their support for use in schools</p> <p>Help teachers learn to use the materials in ways that fit with their teaching</p> <p>Start with a few teachers and demonstrate the benefits of the new content/blended learning so that others become interested – and use teachers as ambassadors and trainers</p>
Teachers are unable to use the new content/blended learning approach	L	H	<p>Provide high quality training so that teachers can learn to use the materials in a supportive environment</p> <p>Provide high quality classroom support to help teachers when they are teaching and to respond to problems</p>
Students are not interested in or engaged by new content/blended learning approach	L	H	<p>Formatively assess content developed with students to get their feedback and use it to make improvements that increase student interest and engagement</p>
The new content/blended learning approach makes no difference to student engagement or student	M	H	<p>Formatively assess content developed with students and teachers to get their feedback and use it to make improvements that increase student interest, engagement and</p>

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learning			learning
ITU is unable to produce sufficient high quality content to engage teachers and students	M	H	Deploy sufficient staff with relevant capacity to develop high quality content Develop realistic plans and expectations for content development
The solution is only feasible in schools in urban and better-served areas where there is reliable internet access and a good electricity supply	M	H	Find alternative delivery channels for schools where there is no reliable internet access and/or a poor supply of electricity Provide UPS Investigate alternative sources of power
Students are unable to access questions via SMS	M	M	Communicate with parents and ask them to let their children use their phones Encourage students to work in groups – where just a few students have access
Students aren't interested in responding to questions on SMS	M	M	Train teachers to encourage students to respond to SMS questions Conduct competitions and publicise the names of high performing students, classes, schools
Parents don't attend to calls about student attendance	M	M	Raise awareness about the benefit of calls via PTCs and communications with parents
Parents attend to calls but don't take relevant action	M	M	Suggest relevant actions as part of the call

L= low, M = medium, H = high

6.3 Schedule Management

6.3.1 Define Activities

As mentioned earlier it is first of a kind project and it has many things and angles which are not clear at the start of the project but as we move along things become clearer and we can plan them efficiently. For that purpose we have made a schedule in which activities are defined first. By defining of activities we mean that what is the description of that activity and how will it be carried out. It helps a lot in entering the next phase of the planning process which is sequence activity.

6.3.2 Sequence Activities

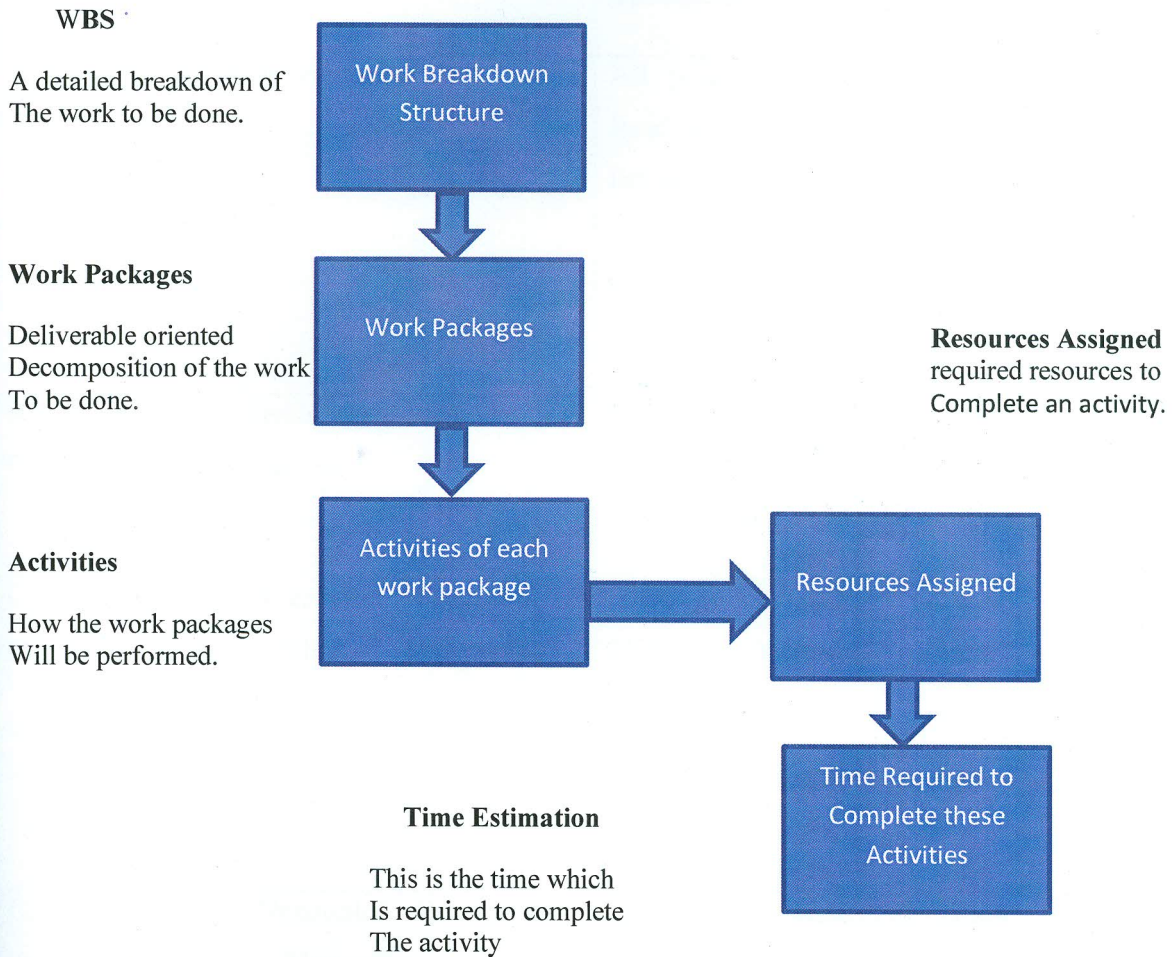
In this process, the activities which are complementing each other and are required to complete one phase or milestone are sequenced in an efficient way so that if all the activities are completed project is completed.

6.3.3 Develop Schedule

After making the sequence of activities a schedule is developed. The basis of this schedule is the estimated time each activity will take to complete. A detailed WBS was created and then activities were defined of that WBS. And after that resources were defined to each activity. And then estimation was done about the time that each resource will take to complete the activity under consideration. And basing on that time which an activity will take a complete time was estimated taking it through the process of sequencing activity.

Difference b/w PMP & Prince-2

The breakdown of developing this process is given below.



For Work Plan, Annex A is attached
For Log frame Annex B is attached

6.4 Procurement Activities

6.4.1 Procurement of Goodss

This section presents the procurement guidelines the Grantees will need to apply for procuring equipment and goods. The various procurement modalities are based on the value of goods and presented in table below.

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Procurement Modality	Threshold
A. International Tendering based	All procurements should be done at local level. Grantees should approach Ilm Ideas 2 team on a case by case basis to discuss and seek approval from Contracting Authority for international procurements.
B. Local Open Tendering based on EU Guidelines for Procurement	GBP_____ – GBP_____ (PKR_____ – PKR_____) for single items and for a collection of a number of purchases.
C. Competitive Negotiated Procedure - minimum of 3 bidders (through mini-tender)	<p>GBP_____ – GBP_____ (PKR_____ – PKR_____) for single items.</p> <p>GBP_____ - GB_____ (PKR_____ – PKR_____) for a collection of a number of small purchases.</p>
Ca. Competitive Negotiated Procedure - minimum of 3 bidders (through mini-tender)	<p>GBP_____ – GBP_____ (PKR_____ – PKR_____ .) for single items.</p> <p>GBP_____ - GB_____ (PKR_____ – PKR_____ .) for a collection of a number of small purchases.</p>
D. Direct Purchase	Up to GBP_____ (PKR_____) for single items and GBP_____ (PKR_____) for a collection of a number of small purchases.

Table 1. Procurement modalities for procurement of goods

6.4.2 Local Open Tendering under EC procurement guidelines

For equipment and goods ranging between values of GBP _____ – GBP _____ will be procured following a *local open tendering* procedure. In this case, the publication of a prior information notice is not obligatory and the contract notice is not published in the Official Journal of the European Union but only in the beneficiary country. It must as a minimum be published in the Official Journal of Pakistan or any equivalent media.

Though this will shorten the entire procurement process with a few months, it is to be realized that all other steps applicable to an international open tender procedure as outlined in the EU Practical Guide to contract procedures 2016, also apply to the local open procedure.

6.4.3 Competitive Negotiated Procedure

For equipment and goods, with a value ranging from GBP _____ – GBP _____ for single items and GBP _____ – GBP _____ for a collection of a number of small purchases the *Competitive Negotiated Procedure* applies. Under this procedure the Grantees will establish a procurement procedure, thereby ensuring that goods will be bought based on value for money principles and be conducted in a fully transparent manner. The procedure requires that a minimum of three (3) quotes should be obtained from suppliers with a justification for its choice. The candidates are sent a letter of invitation to tender accompanied by a tender dossier. The contract notice is not published, but it is included in the tender dossier as it contains important information for those firms which are invited to tender.

For items exceeding the amount of GBP 10,000 the chosen candidates must be allowed at least 30 days from the dispatch of the letter of invitation to tender in which to submit their tenders. For deciding on the most competitive quote (technical/financial) the Grantee will establish a committee consisting of at least 3 members. Details of the quotations obtained and reasons for supplier selection should be recorded on file to demonstrate value for money and to maintain an audit trail.

More specifically, the following documentation should be recorded:

- ❖ Copies of the original requests to the suppliers with the detailed specification and bidding instructions

Difference b/w PMP & Prince-2

- ❖ All quotations received, and
- ❖ The evaluation of the quotations and the justified recommendation for award of the contract.

If, following consultation of the tenderers, the contracting authority receives only one tender that is administratively and technically valid, the contract may be awarded provided that the award criteria are met.

6.4.4 Direct Purchase

Items to a value of less than the equivalent of GBP_____ for single items and less than GBP_____ for a collection of a number of small purchases may be purchased directly without the need to obtain three quotations.

Payments can be made based on an invoice without initiating a tender procedure.

6.4.5 Procurement of services

The guidelines for procurement of services are based on principles of fairness, equity, transparency, competitiveness and value for money.

For procurement of services (including but not limited to, technical assistance, studies, production of guides and communication materials, provision of know-how and training) delivered through an external agency or through a consultant the following modalities with thresholds are applicable:

Procurement Modality	Threshold
A. International Tender Procedure	All services procurements should be done at local level. Grantees should approach Ilm Ideas 2 team on a case by case basis to discuss and seek approval from Contracting Authority for international procurements.

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B. Competitive Negotiated Procedure	GBP 15,000 – GBP 100,000 (PKR 2.2 mln. – PKR 14.9 mln.) <i>(between GBP 25,000 – GBP 100,000 the assignment need to be locally advertised)</i>
C. Simplified Procedure	GBP 5,000 - GBP 15,000 (PKR 743,000 – PKR 2.2.mln.)
D. Single Tender	Up to GBP 5,000 (PKR 743,000)

Table 3. Procurement modalities for procurement of services

6.4.6 Competitive Negotiated Procedure

For service contracts falling under the Competitive Negotiated Procedure, ranging from the equivalent of **GBP_____ – GBP_____** the Grantees invite Tenderers (which could also include individual consultants), from a range (min 3, max 8) of candidates with relevant expertise¹. At the end of the procedure, the most advantageous tender based on technical offer and price will be selected.

In case only one tender is received that is technically valid, the contract may be awarded provided that the award criteria are met. Note that for contracts with a value between **GBP_____ – GBP_____** the assignment needs to be locally published in a newspaper.

The procedure to be followed for requesting proposals following the Competitive Negotiated Procedure² is as follows:

¹ Though the minimum consists of three service providers, it is strongly advised to invite a larger number of providers to increase chances of receiving more compliant offers.

² Same procedure applies to the International Restricted Tender procedure.

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- ❖ Preparation of a Terms of Reference (ToR) for a specific assignment to be outsourced. The assignment should be related to the grantees work plan as submitted to the Contracting Authority as part of the proposal.
- ❖ Request for Proposals (RfP) to be developed. The information enclosed in the RfP needs to include: (i) purpose of assignment; (ii) required documents to be submitted by each Tenderer; (iii) evaluation criteria, including scoring mechanism; (iv) requirement to separately submit a technical and financial offer, and (v) deadline of submission.
- ❖ RfP will be sent together with the ToR to selected service providers/consultants (either through registered post or e-mail)³. Though the minimum consists of three service providers/consultants, it is strongly advised to select a larger number to increase the chances of receiving more technical and financially compliant offers.
- ❖ Proposals, including CV's, will be evaluated by a committee established by the Grantee. The committee should consist of minimum 3 voting members.
- ❖ Following the tender evaluation process, based on the criteria set out in the RfP, the most competitive tender (technical quality/price) will be selected. In case the evaluation committee has particular questions/concerns about the technical offer of a particular tender, the Tenderer may be requested for a meeting to discuss the proposal.
- ❖ The contract will be drawn by the Grantee.
- ❖ Unsuccessful Tenderers will be informed by the Grantee indicating the reasons why their proposal was not selected.
- ❖ Invoices will be submitted by the selected Service Provider/Consultant(s) to the Grantee based on the terms and conditions as stipulated in the contract.
- ❖ In case there is a requirement for a major change to the Terms of Reference during contract implementation (e.g. increased or decreased number of

³ Depending on the nature and complexity of the assignment, selected tenderers may be invited to discuss the assignment.

Difference b/w PMP & Prince-2

items/outputs) this needs to be conducted through a Contract Addendum. The Addendum should clearly specify these modifications.

- ❖ Any Addendum modifying the budget must include a replacement budget showing how the full budget breakdown of the initial contract has been modified by this Addendum. Under no circumstances may the modified budget exceed the overall contractual amount.
- ❖ All procurement and contractual related documents described above will be maintained by the Grantee for access by the Contracting Authority, auditors and possible other stakeholders (e.g. DFID).

6.4.7 Simplified Procedure

For service contracts with a value ranging from GBP_____ - GBP_____ the Grantees may apply a simplified procedure. This implies that a minimum of 3 providers will be invited to submit quotes, based on a short description of tasks using a ToR. No formal RfP will be issued, but instead relevant service providers/consultants will be requested to provide a brief proposal, including CVs and budget for the requested services. Similar as to the competitive negotiated procedure the assignment needs to be related to the work plan as submitted to the Contracting Authority as part of their proposal.

The most competitive tender (technical quality/price) will be selected.

6.4.8 Single Tender

For service contracts with a value <GBP_____ the Grantee may decide to award contracts based on a single tender thereby maintaining the value for money principles. This modality allows the Grantee to make payments against invoices without prior acceptance of a tender.

However, when practically feasible, it is advised to first consider the simplified procedure for low value service contracts.

For procurement activities not requiring prior approval from the Contracting Authority (i.e. contracts <GBP_____) the procurement activities will need to be reported on in the progress reports of the Grantees.

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6.4.9 Exceptions to above procedures

Grantees should follow the above procedures. In case of exceptions e.g. when the Grantee holds the view that only one service provider possesses the required skills to conduct the assignment, and hence ruling out a competitive negotiated procedure, this needs to be communicated in writing to the Contracting Authority for approval.

6.4.10 Modifying Contracts

Contracts for goods and services may need to be modified if the circumstances of project implementation have changed since the contract was signed. Contracts can only be modified during their execution period. Any changes to the contract must be made officially by means of an administrative order or an addendum. Substantial changes to the contract must be made by means of an addendum. Such an addendum must be signed by both parties, recorded by the Grantees and reported to the Contracting Authority through the progress reports.

Modifying high value contracts (>GBP_____) will need prior approval from the Contracting Authority.

PROJECT TITLE	ITU	Baseline	2016 Milestone	2017 Milestone	2018 Milestone	Assumptions
PROJECT TITLE Improved quality of learning for students	ITU A statistically significant difference in learning outcomes in literacy and mathematics of ITU students compared to a control group	Planned	2016 Milestone The difference of treatment and control group should be at least +0.2 effect size (i.e. 0.2 standard deviations)	2017 Milestone TBD at the end of Phase 1	2018 Milestone TBD at the end of Phase 1	Assumptions Teachers trained to use materials are not transferred to positions where they cannot use them. The curriculum remains more or less the same so that materials remain relevant.
IMPACT Improved quality of learning for students	Impact Indicator 1 A statistically significant difference in learning outcomes in literacy and mathematics of ITU students compared to a control group	Achieved	2016 Milestone Results from student learning assessments of literacy and numeracy (using the ASER test)	2017 Milestone TBD when the baseline is established	2018 Milestone TBD when the baseline is established	
OUTCOME More effective instruction in math and science, outside classroom learning and parental participation in student attendance	Outcome Indicator 1 Percentage of classes where students and teachers are using the technology enabled multimedia materials effectively (disaggregated by gender/grade/district)	Planned	2016 Milestone 30 / 50%	2017 Milestone 560 / 75%	2018 Milestone 1,050 / 50%	
	Outcome Indicator 2 Percentage increase in class attendance in ITU schools as compared to a control group (disaggregated by gender/grade/district/socioeconomic group)	Planned	2016 Milestone TBD	2017 Milestone To be determined when the baseline is established	2018 Milestone To be determined when the baseline is established	
OUTPUT 1 Pedagogically sound, technology-enabled multimedia materials prepared for teachers and students teaching and learning science and mathematics in grades 6-8	Output Indicator 1.1 Number of video lectures prepared and meeting quality criteria for use (disaggregated by grade/topic)	Planned	2016 Milestone 240 (grade 8 math and science)	2017 Milestone 480 (grade 6, 7 math and science)	2018 Milestone 0	
	Output Indicator 1.2 Number of simulations prepared and meeting quality criteria for use (disaggregated by grade/topic)	Planned	2016 Milestone 80 (grade 8 math and science)	2017 Milestone 150 (grade 6, 7 math and science)	2018 Milestone 0	
	Output Indicator 1.3 Number of teacher guides prepared and meeting quality criteria for use (disaggregated by grade/topic)	Planned	2016 Milestone 2 (math and science grade 8)	2017 Milestone 4 (math and science grades 6 and 7)	2018 Milestone 0	
	Output Indicator 1.4 App developed for teachers to access teaching and learning resources	Achieved	2016 Milestone App developed and tested	2017 Milestone App updated for new content	2018 Milestone	
OUTPUT 2 Schools are using tech-enabled multimedia materials	Output Indicator 2.1 Number of teachers trained with knowledge and skills to begin using the materials and new approaches (disaggregated by gender/grade/district)	Planned	2016 Milestone 60 (50% women)	2017 Milestone 750 (590 new)	2018 Milestone 600 (all new)	
	Output Indicator 2.2 Number of classes and schools where materials are being used (disaggregated by gender/grade/district)	Planned	2016 Milestone 30 schools/60 classes	2017 Milestone 250 schools (220 New)/750 classes (720 new)	2018 Milestone 450 schools (200 new)/1350 classes (600 New)	
	Output Indicator 2.3 Number of students reached (disaggregated by gender/grade/district) Note: target is cumulative	Achieved	2016 Milestone 1,800 (at least 50% girls)	2017 Milestone 45,000 (at least 50% girls)	2018 Milestone 81,000 (at least 50% girls)	
OUTPUT 3 Systems created to reinforce student attendance at school and learning and out of school	Output Indicator 3.1 Percentage of students who answer questions in the ITS system for each SMS call (disaggregated by gender/grade/district/socioeconomic group) Note: target is cumulative	Planned	450 / 25%	15,750 / 35%	40,500 / 50%	
	Output Indicator 3.2 Percentage of parents contacted who successfully attend IVRS calls (disaggregated by gender/district) Note: target is cumulative	Planned	2016 Milestone 450 / 25%	2017 Milestone 15,750 / 35%	2018 Milestone 40,500 / 50%	
OUTPUT 4 Partnerships established to support the ITUs for and widespread adoption of materials	Output Indicator 4.1 Number of organisations/potential adopters met to present materials (disaggregated by type)	Planned	2016 Milestone 3	2017 Milestone 5	2018 Milestone 5 (13 total)	
	Output Indicator 4.2 Number of MoU's / agreements or similar with organisations (e.g. provincial governments, private school chains, teacher education institutions) to use the materials	Planned	2016 Milestone 1	2017 Milestone 1 new	2018 Milestone 2 new (4 total)	

Usman Alvi Report

ORIGINALITY REPORT

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