Project governance planning—ATA

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As mentioned before，Alternative Technology Association（ATA）as an Australian non-profit organization cooperated with East Timor to expand the solar systems.It is an international project so the project governance planning is very important. Project governance planning defined as a higher-level structure that aims to govern multiple projects and manage strategic objective. It is a framework to make a decision.Meanwhile，the relationship between project stakeholders is one of the consideration to create the structure，achieve the project objectives and monitor the performance.Thus，in this report，the project governance is mainly focus on the methodology for tracking cost and schedule，and communication governance for each project stakeholders.

一、The methodology for tracking cost & schedule

1. Plan

In order to achieve the success，all the project managers have to prepare the project plan and follow it.Although planning does not guarantee project success，lack of planning will guarantee failure.This is because project planning is a plan to accomplish the project's goals，including preliminary coordination，a detailed description of tasks，deriving project budget and schedule, precise description of all status reports and planning the project termination.Therefore，in the project management plan，it includes risk management plan，contracting plan，project control plan, occupational Health，safety and environment plan，knowledge management plan，project review plan，and document control and information management plan.

2. Do & Check

After planning，the next step is how to track the project's progress，and how well the project is adhering to the schedule. There are varieties of tools such as the traffic light system，milestone analysis and the Earned value analysis.

（一）Traffic light system

Traffic light system is a color coding which is fairly straightforward and visualization method to control the progress.

Figure 1: Traffic light system for solar system

Solar system	Requirements	Stability	(green)
		Completeness	(green)
		etc.	
	Design	Functionality	(green)
		Testability	(green)
		etc.	
	Integration test	environment	(yellow)
		product	(red)
		system	(yellow)
		etc.	
	Technician	Maintainability	(green)
		Reliability	(green)
		Security	(green)
		etc.	

Green: Activities running on schedule;
Yellow: activities run a high risk of being delayed or over cost;
Red: activities running behind schedule or not achieve on time, or any other showstopper (Köster,2009)

（二）Milestone analysis

Compared to the traffic light system, milestone analysis is more focusing on the review meeting to discuss consequence of delays, over cost, and other issues with the project team or senior management.This approach is to provide quick overview and an ongoing assessment of the project for all the stakeholder and facilitates; it also offers a chance to communicate.In other words, it plays a monitor role in the project to make sure all the activities running on schedule.

（三）Earned value analysis （EVA）

EVA is used to provide information and analysis the project status to management.Meanwhile, EVA will also require detailed cost estimates, methods of assessment of completion, and time interval.Thus, in EVA, it needs budgeted cost, planned schedule, actual cost, start and completion of different tasks and milestone check.It means that EVA is more suitable for long-term project and complex international project to monitor the change of cost and schedule.

二、Communication governance

Planning for the communication governance system is a way to protect the international project.the efficiency communication governance should concern roles, responsibilities, meeting frequency and report format.Thus, it has to follow four steps: mapping the communication partners, defining communication content and structure, selecting communication mode, frequency and timing; then to create communication matrix.

According to Leadership in managing the East Timor Project video 5, the project team include ATA volunteers （technical people）, project manager, local community, East Timorese partners.Not all stakeholders involved in the project consider about the same issues, so the report content, communication mode and time will be difference.

Compared to report to the project team, to report CEO will more focus on how the project going and the cost.In addition, CEO will not the same as some stakeholder who may crisp and quick status reports, and lack of patience if issues are not directly relevant.This is because CEO should need to understanding the whole project especially the cost and schedule.However, ATA solar system project is an international project across two countries, video-conference may instead of face to face meeting.The only consideration is technical requirement and different time zones.In addition, email is another communication mode that CEO can receive all relevant report and planning.Thus, it will suggest that email should be send by weekly, and video-conference should be hold by monthly.

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