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The Rosario Habitat Program Experience: Part 2
by Ana Maria Rodriguez
and Adriana Salomón

The Rosario Habitat Program Experience:
Project Management Applied to Government [1, 2]

Part 2 of 3

By **Ana Maria Rodriguez**, MSE, PMP, LIMC
and
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Rosario, Argentina

This article continues to document the experience of the Rosario Habitat Program (RHP), developed since 2000 by the Public Housing Service[3] of the City of Rosario (Argentina), in which many Project Management practices have been implemented since its inception. In the previous edition of PM World Today we presented the background to the Rosario Habitat Program[4] and the application of the conceptual framework of Project Management in the same. In this paper we examine specifically the application of the concepts of Integration, Scope, Time and Cost Management in the Rosario Habitat Program.

Project Integration Management

The director of each project under Rosario Habitat has the mission of integrate all of the processes and activities in order to achieve its objectives. It is his/her responsibility to avoid team members take priority actions for one issue without considering the effects it will have on other aspects.

Once the initial formulation and executive formulation of each project are done (which give up the project, define its scope and management plan) the work performed is overseeing and integrated control of changes is done through the following mechanisms:

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[1] Second Editions are previously published papers that have continued relevance in today's project management world, or which were originally published in conference proceedings or in a language other than English. Original publication acknowledged; authors retain copyright. This paper was originally published in *PM World Today* in December 2009. It is republished here with the authors' permission.

[2] How to cite this paper: Rodriguez, A.M., Salomón, A. (2009). The Rosario Habitat Program Experience: Project Management Applied to Government, Part 2; republished in the *PM World Journal*, Vol. X, Issue IV, April 2021. Originally published in *PM World Today*, Vol XI, Issue XII, December 2009.

[3] Servicio Público de la Vivienda, Municipalidad de Rosario

[4] https://pmworldlibrary.net/wp-content/uploads/2021/03/pmwj103-Mar2021-Rodriguez-Solomon-rosario-habitat-program-part1-Engish.pdf

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1. Project Strategic Planning

A monthly analysis on the progress of each project is done, to evaluate the results on execution time and the results of monitored actions. A meeting for each project under implementation is hold every month, with the participation of the Project Manager, Program Coordinator, responsible for the PMO and responsible for sectors that provide services to the project.

During these meetings, strategic planning decisions are made to adjust the project implementation in order to ensure that actions taken meet the required deadlines, have the necessary resources and make a proper contribution to meeting the goals of the Program. Moreover, the program objectives that are not covered by any of the actions in progress are identified and actions are defined to ensure compliance of all the goals. In these instances the necessary changes to the project are identified, evaluated and approved.

SPV GENERAL DIRECTOR				
PROGRAM COORDINATOR				
PROJECTS SPECIALIZED AREAS	PROJECT 1	PROJECT 2 Manager	PROJECT 3	PROJECT 4
Land and Ownership regularization (LOW)		LOW Manager		
Housing and Infrastructure (H&I)		H&I Manager		
Sustainable Human Development (SHD)		SHD Manager		
Financial/Administrative (F/A)		F/A Manager		
Comunications (COM)		COM Manager		
PM OFFICE (PMO)		PMO Manager		

Stakeholders Involved in project planning instance

2. Operational planning for project

Every week, each project team performs the operational planning for its short-term actions based on the project schedule. The team also performs the monitoring of the project progress.

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3. Analysis by areas

Periodically, each area assesses their tasks in all ongoing projects, adjusting its own schedule, procedures and working guidelines, standardizing the operating methods for the entire program.

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PROGRAM COORDINATOR				
PROJECTS SPECIALIZED AREAS	PROJECT 1	PROJECT 2	PROJECT 3	PROJECT 4
Land and Ownership regularization				
Housing and Infrastructure Manager	Project 1 Manager	Project 2 Manager	Project 3 Manager	Project 4 Manager
Sustainable Human Development				
Financial/Administrative				
Comunications				
PM OFFICE				

Stakeholders Involved in project planning instance

4. **General analysis of the Program:**

Quarterly, is summoned to a meeting involving the Directors, the Program Coordination, and managers of sectors and projects. Based on a report prepared by the PM Office which describes the achievements and the critical points identified at the program, strategic decisions for the Program are proposed and approved.

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SPV GENERAL DIRECTOR				
PROGRAM COORDINATOR				
PROJECTS	PROJECT 1 Manager	PROJECT 2 Manager	PROJECT 3 Manager	PROJECT 4 Manager
SPECIALIZED AREAS				
Land and Ownership regularization Manager				
Housing and Infrastructure Manager				
Sustainable Human Development Manager				
Financial/Administrative Manager				
Comunications Manager				
PM OFFICE Manager				

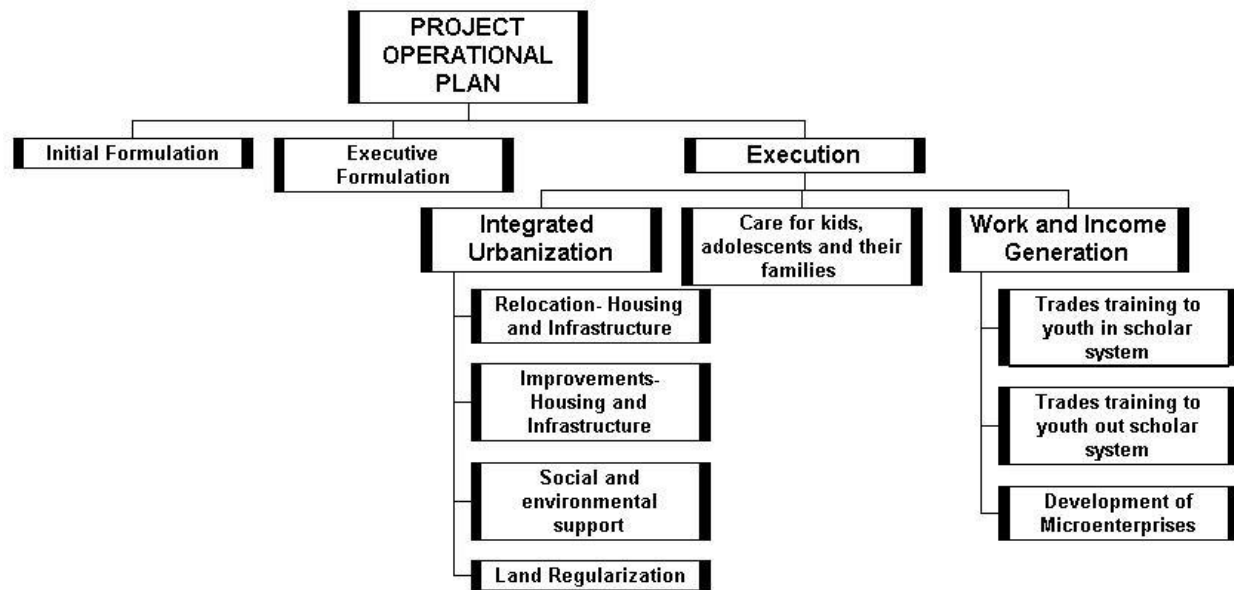|	Stakeholders Involved in project planning instance

SCOPE PROJECT MANAGEMENT

The formulation phase of the Rosario Habitat Program is based on the methodology of Logical Framework Matrix[5] which integrates the requirements of stakeholders, identification of targets, and transforms them into concrete actions to be performed. In the first instance the stakeholders are identified and their effect on the program is analyzed. Subsequently, the irregular housing problems that the Rosario Habitat Program intends to solve are identified and those problems actually addressed by the program become targets. This process results in the definition of the scope of the program in four main components. According to the Logical Framework methodology, constituents are those products (deliverables) that will be generated by the program. As a result, the Rosario Habitat Program includes the following components:

- o Integrated Urbanization
- o Care for kids, adolescents and their families
- o Work and Income Generation
- o Institutional Strengthening

Each of these components of the logical framework is decomposed into the activities needed to be undertaken to achieve the objectives. The Logical Framework of the Rosario Habitat Program is then the basis for the Work Breakdown Structure (WBS) of all projects:

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[5] http://nzaidtools.nzaid.govt.nz/logical-framework-approach

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This WBS is used as a basis for defining the activities of all projects implemented under the Program. In each project conditions of the settlement require a specific definition of activities, but the initial structure of the WBS is always maintained which guarantees that in any case the work is focused on achieving the expected deliverables or components. Neighbours of each settlement have a special participation on defining the activities required to achieve the Program objectives according to specific needs and conditions of their neighbourhood.

The scope control is done through the monitoring system of the program, in charge of the PM Office. This system checks that actions are being implemented to achieve all the objectives, and that all implemented actions contribute to achieving of at least one of the objectives.   The monitoring system is integrated with project schedules and comprehensively verifies that each project is working to achieve all deliverables.

The verification scope is tailored to the beneficiaries when receiving the products of the program, either in actions of training, housing improvement, land regularization care for children. In all cases the monitoring system provides measurement of beneficiary satisfaction compared with their expectations that raised initially in the early planning stages.

PROJECT TIME MANAGEMENT

Considering the dynamism of the Program, the Public Housing Service created and strengthened a planning system supported by the use of MS Project software. Unique patterns were identified to generate operational plans (schedules) to enable all participants of the project:

- Analyze relevant deadlines for implementing the tasks

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- Monitor and evaluate the consequences of any changes in the periods considered.
- Define responsibilities for implementing the tasks, communicating these responsibilities
- Integrating the time of independent processes linked to generate a single product (for example, preparation of bid specification, bidding process, construction work)

The scheduling of all projects is based on the WBS defined in the Logical Framework Matrix of the Program, considering the activities required for each project to achieve the proposed deliverables. The schedule of each project is carried out according to critical path method. The result is a calendar indicating the possible dates of execution of actions. These dates are recorded as a baseline and during the execution of the actions actual times of execution are registered which allows a comparison between the predicted times and actual times. These comparisons can detect typical variations of processing times which allows a cause analysis and also to make decisions to avoid future variations.

Each project or area manager is responsible for planning their tasks: project teams perform the work plans of their tasks, which integrate with the work plans of the processes executed by the various sectors and components that offer their services projects. Therefore, it is possible to integrate the times of the different processes of a project and if necessary negotiate the terms of the different actors.

As a result of integrated planning, each area of the Public Housing Service counts with an Operational Plan (Schedule), which includes the processes developed by each specific area on all the projects of the Rosario Habitat Program. Area managers can identify on this schedule the priorities to implement and organize the work of his team in order to always respond efficiently to the demand for services done by the various project teams.

PROGRAM SCHEDULE				
PROJECTS SPECIALIZED AREAS	PROJECT 1 Schedule	PROJECT 2 Schedule	PROJECT 3 Schedule	PROJECT 4 Schedule
Land and Ownership regularization (LOR) Schedule	LOR Schedule in Project 1	LOR Schedule in Project 2	LOR Schedule in Project 3	LOR Schedule in Project 4
Housing and Infrastructure (H&I) Schedule	H&I Schedule in Project 1	H&I Schedule in Project 2	H&I Schedule in Project 3	H&I Schedule in Project 4
Sustainable Human Development (SHD) Schedule	SHD Schedule in Project 1	SHD Schedule in Project 2	SHD Schedule in Project 3	SHD Schedule in Project 4
Comunications (COM) Schedule	COM Schedule in Project 1	COM Schedule in Project 2	COM Schedule in Project 3	COM Schedule in Project 4

MS Project has also been implemented as a tool required monitoring implementation of construction works of the Program. Contractors must submit their schedules and monitor it following procedures designed by the Public Housing Service. This allowed a change

from intuitive criteria based on the subjective experience to accurate and verifiable information on the progress of works.

COST PROJECT MANAGEMENT

Cost Management on government projects does not only seek to ensure compliance according to the approved budget but should also guarantee transparency on funds administration. The annual allocation of funds from the source of funding is one very important issue in government projects; projects seeking funds under the requirements limit their performance and in the other hand projects that solicit funds greater than those required are later classified as low performance for not spending the allocated funds.

To ensure proper fund management, transparency and appropriate information to request disbursements, cost at Rosario Habitat Program is integrated within a logic with time and scope management. This is done in order to allocate project budgets under cost control accounts associated with the program components and to define annual budgets amounts based on the updated schedule for each project.

Developing Budgets from the schedule and maintaining cost control accounts associated to WBS allows regular budgetary control considering the concepts of Earned Value:

- Planned Cost up to the control date
- Real Cost- identifying variances causes in budget changes, changes in project timelines, scope changes
- Estimate to Completion according to performance to date
- Early identification of causes of variation

In part 3 it will be explained how the Rosario Habitat Program implemented practices that address other areas within the PMBOK.

Images of the Rosario Habitat Program on next page –

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Neighbours in a Planning Workshop - Defining scope and actions

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Ms. Ana Maria Rodriguez offers consulting services to the Engineering and Construction Industry in Argentina, and is an adjunct professor of project management at the Universidad Nacional de Rosario. She is Founder of ERA Project Management. Colombian by birth, Ms. Rodriguez graduated with a Civil Engineering Degree from Pontificia Universidad Javeriana in Bogota and from the University of Texas at Austin, USA with a Masters Degree in Construction Engineering and Project Management (MSE). She earned the Project Management Professional (PMP) and is a graduate from the Leadership Institute MasterClass of the Project Management Institute. Ms Rodriguez has implemented Project Management best practices and managed projects both in the government sector and in the engineering and construction private sector. Ms. Rodriguez is also an active member of PMI in Argentina, and is an international correspondent for PMForum and PM World Today in Argentina. Ms. Rodriguez welcomes contact at arodriguezdev@gmail.com also at https://www.linkedin.com/in/amrodriguez/

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Adriana Salomón is an architect, graduated from the Universidad Nacional de Rosario, and Project Management Professional (PMP). She attended the Project Management Program at INDES-Interamerican Development Bank. Managing Partner at ERA Project Management and Partner at Prohabitat XXI.   She served as General Coordinator for the Rosario Habitat Program, through the design and implementation phases. She has worked with the PM4R program of INDES as trainer and facilitator for processes on projects all overall Latinamerica. She is actually in charge of the Area of Programs and Projects in the Servicio Publico de la Vivienda, Municipalidad de Rosario. Additional information can be found in www.prohabitat.com.ar. Adriana Solomon can be reached at adrianasalomon@gmail.com