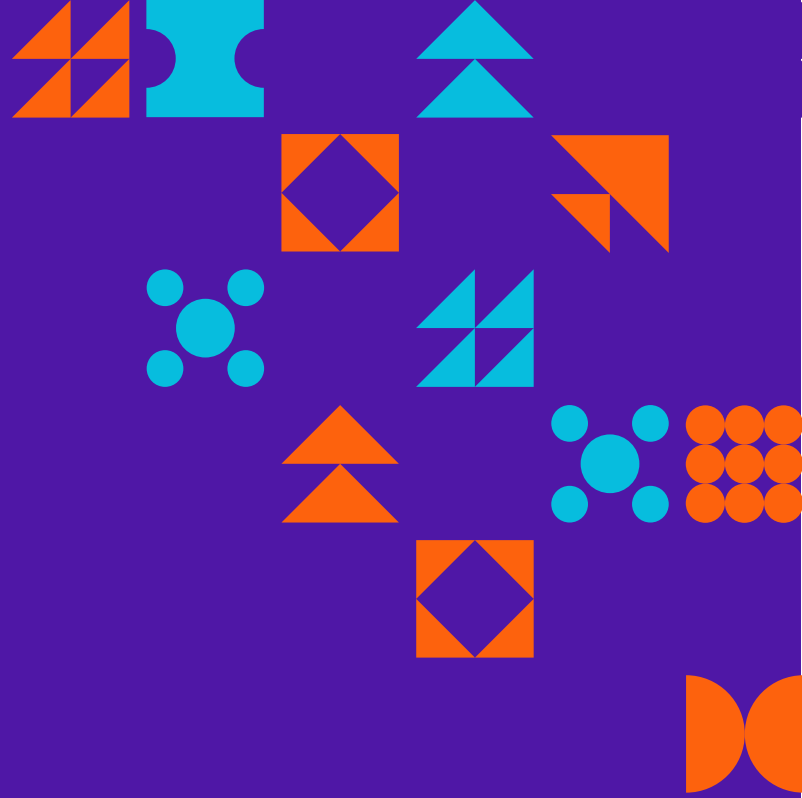




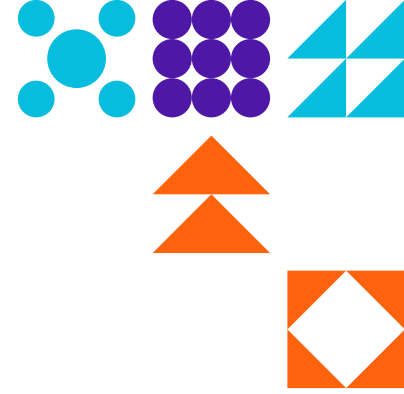
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Digital Insights:

Strategic Role of Project Administrators in Mega Projects

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ABSTRACT

Project administrators have traditionally played roles viewed as supportive and clerical. However, their duties in modern mega projects have evolved to include complex project coordination, governance assistance, and interdepartmental integration. In large-scale projects, they are critical contributors to performance delivery, collaboration, and organizational learning. This paper discusses the increasing roles of project administrators in mega projects and their strategic value, and suggests practical ways of leveraging their role more productively.

THE EXPANDING RESPONSIBILITIES OF PROJECT ADMINISTRATORS.

In mega projects, the role of project administrators has evolved to demand more operational agility, strategic coordination, and proactive management. Administrators are now in charge of key activities surrounding travel coordination, procurement, event logistics, and financial management, as noted in the ‘new position description’ by the London School of Hygiene and Tropical Medicine (2024). These responsibilities indicate a shift from traditional clerical work to roles that influence decision-making, coordination, and proactive supervision. The trend highlights the necessity for specialists operating within fluid and dynamic organizational structures. According to Zani et al. (2024), megaprojects imply a transformation of inter-organizational relationships, which requires flexible roles to guarantee continuity and communication across and within dynamic teams. Project management becomes more stable and responsive because of the capability of the administrator to handle interdepartmental coordination and real-time project requirements. In this way, administrators serve as operational anchors that help ensure the project lifecycle's stability.



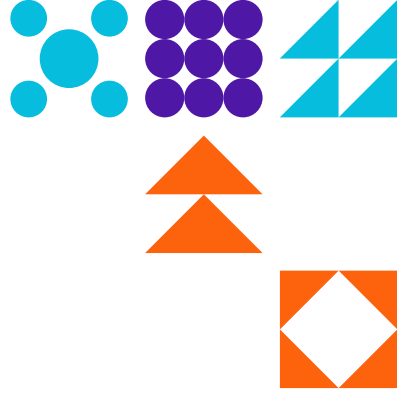
STRATEGIC VALUE TO GOVERNANCE, LEARNING, AND PERFORMANCE.

The strategic importance of project administrators emerges through their contribution to governance enforcement, organizational learning, and overall performance delivery. Administrators are central to sustaining governance structures through monitoring documentation, compliance requirements, and reporting mechanisms within departments. These activities create accountability, particularly in megaprojects where the demands and goals of stakeholders tend to change. According to Bourne et al. (2023), megaprojects rarely begin with fixed goals and are likely to shift based on stakeholder demands and societal anticipation. Administrators in these environments facilitate continuity by ensuring that processes align with governance structures and operational policies. Their involvement also extends to knowledge retention and transfer. Denicol and Davies (2022) state that megaproject-based companies rely on reusable capabilities developed through experience. Administrators can help by standardizing documentation practices, keeping audit trails, and scheduling performance reviews that drive future planning. Their influence has also improved through digital integration. According to Reis and Ribeiro (2023), administrators operate on platforms that aggregate data regarding cost, quality, and scheduling, so that it is possible to ensure better traceability and the creation of new positions (reader, member, project manager, or staff, project administrator). Therefore, administrators ground performance by supporting structure and learning throughout the project lifecycle.



ACTIONABLE PRACTICES TO LEVERAGE THE ROLE EFFECTIVELY.

Organizations should implement deliberate practices to increase project administrators' strategic value and contributions through targeted training, early inclusion, and formal duties in standardization and communication. One of the most important steps to enhancing administrators' performance is providing targeted training on stakeholder engagement, risk awareness, and the use of digital management tools. Ashkanani and Franzoi (2022) stress that a lack of coordination and poor risk forecasting are among the most common problems that cause the failure of megaprojects, and administrators with training can have a quantifiable impact on this aspect. Engaging administrators at the initial stages of the planning process also helps ensure the continuity of the lifecycle and the maintenance of knowledge. According to Bourne et al. (2023), project objectives change during implementation, and early administrative input assists in monitoring the changes effectively. Also, regular application of standardized templates, reporting, and feedback systems that administrators manage can support alignment in dispersed teams. The London School of Hygiene and Tropical Medicine (2024) indicates that project administrators' primary roles are to help maintain management tools, including project guidelines, risk management plan, report, and deliverable templates. These measures ensure that administrators strengthen flexibility and consistency.



CONCLUSION.

Project administrators have become strategic agents who improve governance, facilitating coordination and continuous learning in megaprojects. Their growing roles require appreciation and investment. Strengthening their role through structured practices can enhance the delivery of projects and organizational alignment, directly leading to capability enhancement within complex project environments.



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