

# MODERNISATION PROGRAMME

# BLUEPRINT

# PROJECT MANAGEMENT APPROACH

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# 1. INTRODUCTION

## 1.1. Modernisation Programme

### 1.1.1. Origin of the Modernisation Programme

Shortly after the appointment of the Provincial Cabinet of the Western Cape in May 2009, Premier Helen Zille and her team of MECs conducted a broad assessment of the challenges facing government departments. At a macro-economic level it was clear that the global downturn in the economy eroded the Government's tax base resulting in the Provincial Government of the Western Cape (PGWC) having to deliver the same – or more - services with fewer resources. Secondly, there are growing expectations that public service institutions need to be more accountable to stakeholders and improve service delivery. Finally, governments, like private sector organisations, are increasingly experiencing skills shortages in certain critical areas.

In response to these challenges it was decided to embark on a modernisation programme for the PGWC which has the following objectives:

- To bring provincial government institutions on par with international best practice;
- to ensure that those institutions are fit for their respective intended purposes; and
- to ensure that they serve the public sector in a cost effective and efficient manner.

In order to achieve these objectives, various processes have been identified for modernisation and clustered under the following core themes:

- Legislative frameworks;
- Organisational Capacity Building;
- Physical Resource Management; and
- E-Governance.

### 1.1.2. E-Governance

The e-Governance cluster was assigned the responsibility of ensuring that Information and Communication Technology Systems, processes and structures are best positioned and applied to improve effective and efficient service delivery. The following objectives are included in the brief of this cluster:

- To assess the current IT service delivery model through an IT services workstream;
- to optimise existing filing systems and introduce uniform e-filing practices through a Registry/e-Filing workstream; and
- to develop a system and implement an approach to establish and institutionalise delivery of all objectives on a project management basis.

Two workstreams, namely the Projects Management Approach and the Executive Projects Dashboard, were established. Due to the integrated nature of the work of the two streams and the interdependencies between the two, the Modernisation Steering Committee agreed on the combination of these workstreams into a single one to manage the implementation of the Executive Dashboard, the Project Management Approach and to address the quality of the content being captured on the system.

## 1.2. Problem statement

Turning strategy into reality is not a function in which the public service is known to excel. This deficiency has caused many political principals huge embarrassment as they often had brilliant visionary abilities and provided strong direction, yet the operationalisation of their visions left much to be desired. There are various factors which can be attributed to Government's inability to deliver on the vision of executing authorities, of which the lack of adequate skills, lack of funding, high vacancy rates, inadequate systems, non-cooperation from other spheres of government and administrative red tape are often identified as the major causes. At times the lack of planning and or performance management are also identified as possible causes, but that puts the spotlight on the department itself whereas the factors mentioned previously can easily be placed at the door of a third party.

When looking objectively at the prescribed planning and budgeting processes of the departments it becomes evident that the formal processes do allow for adequate discussion and consultation. Policy priorities, strategic objectives and funding options are thoroughly discussed at structures such as the Medium Term Expenditure Committee (MTEC) and the Standing Committees on Public Accounts (SCOPA). Therefore, nothing which reflects in departments' annual performance plans is enforced without budgetary consideration. Departments determine their own score sheets which should take into account issues such as vacancy levels, funding of and availability of skills, and red tape requirements.

This leads to the hypothesis that *service delivery inefficiency and ineffectiveness is partly due to a lack of a project management approach to delivering on objectives as well as the absence of a system that provides a consolidated projects portfolio view to enable performance management at strategic level.*

It is important to note that this hypothesis identifies the problem: "service delivery inefficiency and ineffectiveness" and attributes it partly to the root cause: "a lack of a project management approach to achieving objectives".

The lack of project based management practices is evident through a plethora of symptoms which include:

- Poorly documented and structured initiation and prioritising of deliverables;
- Inadequate or no planning of activities that lead to the achievement of intended deliverables;
- Poor execution of activities;
- Weak monitoring and controlling mechanisms; and
- Late completion of projects and little or no formal sign-off thereof.

The challenge for the PGWC therefore lies in its ability to address the causal factor by implementing a project management approach to all activities performed by all departments.

## 1.3. Scope

Implementing a Project Management Approach (PMA) requires focus on the following specific areas namely:

**a. Establishing Project Management structures within the PGWC**

The backbone of the PMA is the establishment of Project Management structures within the PGWC. All departments are not of the same size and do not have the same number of projects; hence a single approach is not appropriate. As the Organisational Design Workstream is responsible for recommending structures, this workstream's role will be to make recommendations on the structures required for the implementation of the PMA.

**b. The project management methodology to be applied and established**

This area of responsibility will ensure that the Project Management Approach is based on international best practices, including determining a standard methodology, developing guidelines, directives, templates, and compliance requirements.

**c. Developing and maintaining information systems to support project management functions**

The Executive Projects Dashboard has been developed as a project tracking and reporting system.

Recommendations will be made about end-user project management tools, as well as the development of a transversal project management system.

**d. Project management training and capacity-building**

The development of training material as well as ensuring that training is provided to all relevant officials. It also includes a framework for certification of project managers. This element also includes communication deliverables that will assist with change management regarding project management in the organisation.

**e. Ensuring meaningful data is captured onto the system(s)**

Quality data is a key success factor for the implementation of the Project Management Approach, as the usefulness of the reports generated will be its main business benefit. It is therefore important that careful attention is given to the data captured in terms of structure, format, accuracy, completeness and timeliness.

In terms of geographical scope this workstream will initially only focus on Provincial Departments within the Western Cape Province. It is possible that a political decision could be taken at a later stage to roll this approach and system out to other spheres of government, both within and outside of this Province. Should this transpire, a new team will be set up to work alongside this workstream to address the expanded requirements.

## 2. METHODOLOGY

### 2.1.Literature review

A literature review is a method of secondary data collection in order to obtain a better understanding of the subject at hand before commencing with collection of primary data. It assists with providing information on the most recent theories, generally accepted definitions and key concepts, as well as preventing the mere duplication of previous research done in the same field.

The literature review focused on both the technical aspects of project management as well as the application thereof in the public sector. Selected departments' Annual performance reports were reviewed to assess its performance against predetermined objectives.

### 2.2.Consultations with departments

Various interventions involving Cabinet, Provincial Top Management and departments, impacted on this blueprint document. The following is a list of the major interventions:

- On 17 June 2009 a presentation on the Executive Projects Dashboard was made to the Provincial Cabinet who endorsed the implementation of the system.
- Later in the afternoon of 17 June 2009 the same presentation was made to the Provincial Top Management where several reservations were raised on the practicality of the system and the additional workload it will enforce onto departments.
- A Dashboard initiation session was held on 12 July 2009. Attended by representatives from the 12 provincial departments, this session focussed on introducing the system, its rationale and the timeframe for its implementation.
- Four, day-long training sessions were held with Departments in August 2009. Additional training sessions were also held, on request of individual departments. A user guide and frequently asked questions document was made available to all participants as was continuous telephonic and e-mail assistance via the Policy Implementation Support unit who had seconded a resource to function as the proposed Provincial Programme Management Office (PPMO). Departments were given system access and commenced loading projects. The seconded resource provided exhaustive support with the loading process, specifically with respect to the specifications for the construction of milestones and activities and the entry of budgetary information.
- Briefing meetings on the Project Data Loading Process were held with senior managers on 25 and 26 August 2009 and the issue of adherence to dashboard specifications i.e. milestone duration and conceptualisation was discussed in detail. It was also indicated that departments owned their information and projects and that they decided on what strategic and capital projects would be used to populate the dashboard.

- Between 7 September and 18 September working sessions, of often up to three hours in duration, were held with each Department. These sessions were deemed to be the start of a more formalised process of interacting with Departmental project staff. The sessions provided the dashboard team with yet another occasion to emphasise the dashboard specifications with respect to milestones, activities, the weighting thereof, project objectives and the like. More importantly, it provided departments with a platform to raise the challenges facing them as implementers as well as to propose ways in which the system would be enhanced to achieve maximum efficiency and effectiveness of purpose.

## **2.3.Modernisation Workstream Presentations**

Two presentations were made to the modernisation steering committee which made recommendations for consideration by the workstream

## **2.4.Director-General sessions with HODs**

One of the requests emanating from the presentations at the Modernisation Steering Committee was that consultation session between the DG and the HODs be held. During these sessions inputs were requested from the HODs on challenges they experience with the implementation of the system.

## **2.5.Workstream Workshop**

On 30 October 2009 the PMA Workstream held a workshop at the Elsenburg to work through the draft blueprint. During this session various inputs were received which influenced the final Blueprint.

## 3. KEY FINDINGS

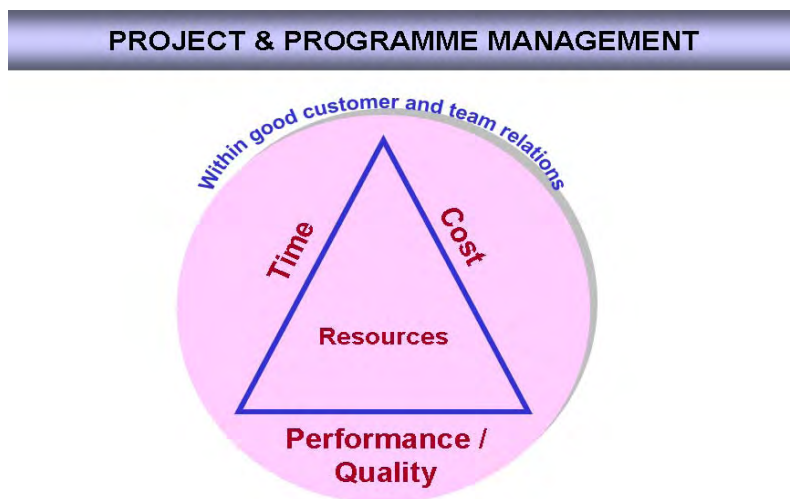
### 3.1. Definitions

#### 3.1.1. Project

The Project Management Institute's (PMI) Guide to the Project Management Body of Knowledge (PMBOK) defines a project as "... a temporary endeavour undertaken to create a unique product or service. Temporary means that every project has a definite end. Unique means that the product or service is different in some distinguishing way from all similar products or services." (PMI, 2004:5)

Project Management Institute (PMI), 2004,

*A guide to the project management body of knowledge (PMBOK® guide), 3<sup>rd</sup> Ed.*, Project Management Institute, Newtown Square, PA: USA



#### Kerzner, 2006:5

Kerzner, H., 2006, *Project management, a systems approach to planning, scheduling, and controlling, 9<sup>th</sup> ed.* Van Nostrand Reinhold, USA

#### 3.1.2 Project Management

The PMBOK define project management as "... the application of knowledge, skills, tools and techniques to project activities in order to meet stakeholder needs and expectations from a project." It could therefore be interpreted that the project manager must do everything required to make the project happen. This is emphasised by Peter Drucker who stated that "the most efficient way to produce anything is to bring together under one management as many as possible of the activities needed to turn out the product." (PMI, 2004:5)



### 3.1.3 Management-by-projects

Many organisations are changing in nature as more of them are accomplishing their business through projects. This management-by-projects approach has been used in engineering construction, aerospace and defence for many years. We now see other organisations buying into the process such as in the case of pharmaceutical, medical, telecommunications, software development, and energy, manufacturing and service organisations. The same applies to the Public Sector and the PMI has developed an extension to the PMBOK specifically for this sector. A project management approach encourages:

- Organisation flexibility;
- Decentralised management responsibility;
- An holistic view of problems and successes; and
- Goal-oriented problem solution processes.

### 3.1.4 Programmes and Programme Management

A programme is a group of projects that are managed in a coordinated way to achieve a common strategic objective. The coordinated programme management accrues benefits that would not be achievable if they were managed independently (PMI, 2004:15).

## 3.2. Current Status of Performance Management Systems in the PGWC

Performance Management in the Public Service is a relatively new practice and is still evolving. It is being exercised on two areas, namely organisational and individual performance management.

In terms of paragraph 5.3.1 of the Public Finance Management Act "The Accounting Officer of an institution must establish procedures for quarterly reporting to the executive authority to facilitate effective performance monitoring, evaluation and corrective action."

Organisational Performance Reporting is done on a quarterly basis. The Chief Directorate Performance Management in Department of the Premier (DotP) conducts assessments of the quarterly performance reports at an output level, for all 12 PGWC departments, identifying gaps which are presented to departments as early warning regarding the possible non achievement of planned targets. There is a manual reporting system through e-mails to Provincial Treasury. In order improve this system an Organisational Performance Management System (OPMIS) - focusing on annual performance plan assessment - is under development.

In order to strengthen individual performance management, the Chief Directorate: Performance Management in the DotP has developed the Performance Management Information System (PERMIS) which allows staff to capture their performance agreements electronically as well as the ability to do quarterly individual performance reviews.

### 3.3. Strategic Performance Management Capacity

Strategic Performance Management speaks to the ability of an organisation to translate strategy into plans and individual actions and thereafter driving the achievement of strategy at a high level. This requires a strong performance management chain with each link having to be strong from the top down.

- Firstly, it requires strong strategic direction from the Cabinet with clear deliverables over the medium term.
- Thereafter it requires that administrative leaders buy into the strategy and are able to translate the strategy into programmes and projects.
- Capacitated and effective project managers are important in order to action these objectives.
- An information system is required that will show the alignment of projects to programmes and strategic goals, enable managers to monitor their projects and programmes at appropriate levels, and to provide indicators to focus attention to underperforming projects.
- Lastly, it needs to evaluate the outputs and outcomes of the programmes and projects to ensure that the desired strategic intent was achieved.

Government is often regarded as inefficient and ineffective in the execution of strategy. This can be attributed to the inability of departments to monitor their performance on a continuous basis thereby ensuring their responsibility for the achievement of objectives. The following are some of the major weaknesses existing in the current processes:

#### 3.3.1. Inadequate or no Planning of deliverables

The planning culture in some government department is such that managers in general do not have to do much planning on those activities they wish to include in the annual performance plans. Large amounts of funds are spent on planning sessions within departments with very few of those plans being actioned and monitored throughout the year. Historically managers were generally not required to do detail planning when submitting requests for budgets, which therefore means that budgetary requests are often based on historical costs and not previous performance with no new costing for new projects being done for the coming financial year.

Projects are poorly aligned to organisational and provincial programmes and objectives, leading to projects with no strategic benefit being funded and without assessment of their value added. In addition, deliverables are poorly defined, making it difficult to (a) establish baselines at the beginning of the period and (b) to measure progress towards the achievement of those objectives.

#### 3.3.2. Inability to execute plans

Executing plans was and still is proving challenging within departments with the non-achievement of objectives often ascribed to factors such as:

- Inadequate resources;

- Shortage of required skills; and
- Unidentified risks hampering performance.

If proper project planning, including risk identification and contingency planning, was done, these risk factors would have been identified and the potential impacts thereof reduced.

### **3.3.3. Lack of monitoring and evaluation throughout the delivery period**

A large percentage of government funds are spent in the final quarter of the financial year, causing a spike in that quarter. This is indicative of managers who did not manage their projects and budgets during the year and therefore have to resort to rushed spending at the end of the financial year. These expenditure trends are often on unplanned initiatives to avoid underspending and to improve chances of increased budget allocation during the next financial year.

### **3.3.4. Lack of comprehensive reporting mechanisms in departments**

The PGWC's inability to monitor and evaluate projects is largely attributed to having no overall system in place to provide a consolidated view of the status of its projects. The existing manual assessment of performance as conducted by DotP Chief Directorate Performance Management is based on the submitted quarterly performance reports by departments to Provincial Treasury, but do not measure the performance of individual projects. This results in poor management of performance towards departmental or provincial objectives with underperforming managers not being identified promptly.

### **3.3.5. No closing off of projects**

One of the major weaknesses identified in the current system of strategic management within government is the lack of closing off of projects. The current compliance driven performance management system does not have a mechanism to track those incomplete projects at year-end. Managers may be required to provide reasons to the Standing Committees about their inability to achieve their objectives, but there is often no effective follow-up of incomplete deliverables.

### **3.3.6. Poor budgeting and cash flow management**

An unavoidable corollary of poor planning, execution and monitoring processes within government is poor budget alignment, project costing and cash flow management. The following are some of the findings that point out strategic financial management weaknesses in the current systems.

- One of the major anomalies in government at strategic level is the fact that budget has always preceded strategy. Therefore, provincial strategy and priorities were largely determined on the basis of the available budget, with the final decision on allocation traditionally being the prerogative of the Provincial Treasury.
- The current practice allows for managers to do costing based on thumb-sucked estimates or historical costing. It is generally not a requirement to break down the expenditure into costs per milestone or activity, nor is it a general requirement to substantiate their budget estimates with quotes or calculations.

- With limited resources it is important to prioritise projects to ensure those with strategic benefit are funded. There is no uniform prioritisation system at strategic level for the allocation of funding to projects. This result in projects of lesser importance being funded in certain programmes at the expense of higher priority projects (from a departmental perspective) in other programmes. Logically, if a project will not be contributing towards yielding of strategic benefits, it should not be approved and funded. It is possible that there are many projects within the PGWC that have historically been funded of which the strategic impact and benefit has not been evaluated as yet.
- Despite the In-Year-Monitoring reports being completed monthly, some managers cannot match actual output to funds spent during a particular year. The current system of both quarterly and annual reporting therefore does not give an accurate enough picture of what funds were spent on and what the concomitant achievements were. Departments receive huge budget allocations but the formats of quarterly performance reports and Annual Reports make it almost impossible to assess value for money. These factors cause concern within the Standing Committees as they continually have to request the funding details in order to perform their oversight functions.

### 3.4. Project Management Maturity

Organisational project management is the systematic management of projects, programmes and portfolios in alignment with the achievement of strategic goals. The concept of organisational project management is based on the idea that there is a correlation between the organisations capabilities in project management, programme management, and portfolio management, and its effectiveness in implementing strategy. The degree to which an organisation practices this type of project management is referred to as its organisational project management maturity. (PMI, 2004:27)

It is important to assess the level of project management maturity within the PGWC. A short assessment of all departments is in the process of being conducted to ensure that the maturity targets set by the workstream are realistic and achievable by all departments.

### 3.5. Project Management Information Systems

There are currently three official Project Management Information Systems being utilised in the PGWC:

- RPM used by the Department of Transport & Public Works;
- DOPMS used by the Department of Economic Development & Tourism; and
- PMON used by the Centre for e-Innovation in the Dept of the Premier.

An early assessment indicated that none of these systems would meet the requirements of the Cabinet for a Dashboard to be put into use in a very short time-frame. They lacked the functionality for tracking and reporting on strategic projects, while using information from Departments with variable, but generally low, project management maturity.

An early assessment indicated that none of these systems would meet the requirements of the Cabinet for a Dashboard to be put into use in a very short time-frame. They lacked the functionality for tracking and reporting on strategic projects, while using information from Departments with variable, but generally low, project management maturity. Given the general Project Management Maturity levels of the PGWC departments, RPM has proven to have capabilities well beyond what is required in the province at this stage. The system is properly established in the department of Transport and Public Works and is a necessity for the type of projects being undertaken by that department. This workstream will therefore also focus attention and effort towards integrating the RPM data into the dashboard system to avoid errors and duplication.

The Executive Projects Dashboard was developed to meet Cabinet requirements, and is sponsored and championed by the Acting Director-General, Adv. Brent Gerber, who also provided the User Requirement Specifications. Presentations on the system were made to Provincial Cabinet as well as to the Provincial Top Management team in order to ensure buy-in.

The system development of Release I was completed by the end of July 2009, since when the development team has focused on bug fixes and stabilisation of the system. During August and September training was provided to selected staff members of all departments after which projects were captured on the system. During this period support was provided to these staff by the unit Policy Implementation Support in the Department of the Premier, which is currently performing the functions of a Provincial Programme Management Office.

Various requests for enhancements, including the integration of the Dashboard with the existing project managements systems have been submitted to the workstream and are currently being assessed by the development team in terms of practicality and costs. It is anticipated that more requests will be forthcoming as more people use the system. All system enhancements will be prioritised by the PMA Steering Committee as the System Change Control Board.

### **3.6. Project Content**

The benefits of the PMA are highly dependent on the quality of information captured in the Executive Projects Dashboard System. This information directly influences the usefulness of reports from the system.

Each Department was required to form a Departmental Project Office headed by a Senior Manager (Departmental Projects Officer) to be responsible for the identification and loading of departmental projects onto the Dashboard. In August 2009 departments commenced capturing projects onto the Executive Projects Dashboard. To date a total of 270 projects have been loaded on the system, of which 164 are active. The interim PPMO staff worked closely with all DPOs and held meetings with departmental project and senior management to facilitate the identification and loading of projects onto the system.

The number of projects captured on the system as of 11 November 2009 is as follows:

<b>Department Name</b>	<b>Active</b>	<b>Cancelled</b>	<b>Captured</b>	<b>Draft</b>	<b>Future</b>	<b>Grand Total</b>
Department of Agriculture	10					10
Department of Community Safety	6	5		3	5	19
Department of Cultural Affairs and Sport	9					9
Department of Economic Development and Tourism			4	22	1	27
Department of Environmental Affairs and Development Planning	18					18
Department of Health	4		1	1		6
Department of the Premier	27		7	30	4	68
Department of Transport and Public Works	42	1			5	48
Local Government and Housing	8			4	7	19
Western Cape Education Department	7					7
Department of Social Development	32	2		3	1	38
Provincial Treasury	1					1
<b>Grand Total</b>	<b>164</b>	<b>8</b>	<b>12</b>	<b>63</b>	<b>23</b>	<b>270</b>

The wide variance in the number of projects captured is due to departments setting their own criteria for Dashboard projects.

Various challenges have been experienced during the capturing process, including:

- Determining the appropriate level of granularity for Milestones and Activities;
- Time-frames for completion being too far apart e.g. the start date for an activity, the lowest level of action, is 1 April 2009 and the end date 31 March 2010;
- Distinguishing between Capital and Current Projects;
- Determining the lead department in projects involving two departments (A typical example of this type of project is where Public Works builds a school that is being paid for by Education); and
- Departments could not make the mind-shift from capturing project detail for compliance to quarterly reporting purposes (compliance) to capturing it for the purposing of managing a project on a day-to-day or week-to-week basis.

Despite the challenges experienced, the quality of the information has improved significantly over the past few weeks.

## 4. DISCUSSION

### 4.1. Rationale for the Project Management Approach

Premier Helen Zille and her cabinet realised from the outset that they will require a dashboard system to effectively manage the deliverables of the Province over the next five years. However, it is the underlying requirements of a Project Management Approach that will have the biggest impact on the management and reporting of the services delivered to the citizens of the Western Cape.

In order to generate a dashboard report which is meaningful and of any use to the Premier and her cabinet, there are three critical requirements:

- The manager responsible for the project should understand the basic concepts of project management and follow a specific methodology to organise the data to be loaded;
- The data must be of a reasonable quality that will allow for meaningful reports; and
- An information system is required to manage the information.

The Modernisation Team tasked with the modernisation of the PGWC has therefore established the Project Management Approach Workstream to address the above requirements in an integrated manner, including the overall Project Management Approach in the Province. This workstream will also be responsible for the Executive Dashboard System, and the quality of the content on this system. Each Provincial department is represented on the Project Management Steering Committee which is responsible for the delivery of the workstream objectives.

### 4.2. Planning and Budgeting

Much research has been done the world over on the impact of planning on the successful operations of organisations and the general consensus is “failing to plan means planning to fail”. In government, with specific reference to the PGWC, planning has become a compliance issue... something that we “must” do rather than something that we “need” to do.

If a Project Management Approach is applied top-down to every Department’s budget structure, by linking the APP programmes and performance measures with budgets, deliverables and activities, it would be possible to ensure that all APP deliverables are properly planned, and that project execution is delivered over the full financial year. It will also ensure that managers budget at activity and output level, not only enabling assessment of value for money, but also potentially improving cash flow management within departments.

### 4.3. Project Management Methodology

A methodology can be defined as a collection of processes, methods and tools for accomplishing an objective. Methodologies provide a checklist of key deliverables and activities to avoid missing key tasks. This consistency simplifies the process and

reduces training. A project management methodology provides a roadmap for managing projects. Project management methodologies provide guidance to project teams to collaborate in tackling projects. Project teams who do not use a shared methodology tend to be less efficient, resulting in higher costs, longer schedules and the introduction of higher risk.

While the entire delivery team is affected by the project management methodology, the project manager is the owner and typically most impacted. Managing projects and managing portfolios of projects are processes that should be performed consistently in order to reduce the need for training in different methodologies, and enable effective reporting and analysis.

There are various well-established project management methodologies of which the following were considered:

1. The **Project Management Body of Knowledge (PMBok)** has been developed by the (USA) Project Management Institute (PMI) and is the foundation for their Project Management Professional (PMP) certification. It defines project management 'best practices' and is intended to be applicable to any project regardless of the product methodology used. It is used as the basis for many project management methodologies in North America and worldwide, and is the basis used for most of the Project Management training offered by tertiary institutes in South Africa.
2. **PRINCE2** is a project management methodology originally developed in 1989 for the UK government. It has been adopted as a standard IT project management methodology in non-government organisations throughout the world, but primarily in the UK and Europe. PRINCE2 breaks management of a project into eight high level processes (i.e. Directing a project, Planning, Starting up a project, Initiating a project, controlling a stage, Managing product delivery, Managing stage boundaries, and Closing a project). It is intended to be used in a flexible manner, depending on the product and other project constraints. Typically users of PRINCE2 do some tuning of the methodology to their specific environment to simplify the process and introduce some organisation specific processes and templates.
3. **The Association for Project Management Body of Knowledge (APM BOK), 4<sup>th</sup> edition** has also developed standards for project management since 1992. They are based in the United Kingdom. "It represents the topics in which practitioners and experts consider professionals in project management should be knowledgeable and competent. Though intended as a generic guideline for project management, the BoK may come to be used, as other BoKs already are in many organisations, as the basis of the project management element of a general competencies framework." (APM, 2004:9)
4. Many consulting firms and vendors provide their own project management methodologies. These methodologies are generally 'home grown', based on the firm's experience. Sometimes they are tools focused or tied to a systems development life-cycle.

When selecting any methodology there is almost always a debate that ensues among affected parties, depending on their background and experiences, and investments made within operating units. The fact that no project management



methodology is used at all in most departments in the PGWC simplifies that current discussion.

In the case of the PPM Steering Committee, agreement was reached on the fact that the methodology to be used must be easily understandable and implementable, and based on international and local best practice, which will facilitate standardised and accredited skills development of our staff. Based on the above criteria the PMA Steering committee recommends the adoption of a customised PMBOK methodology as the PGWC Project Management standard.

## **4.4. Project Management Information System (Executive Projects Dashboard)**

The implementation of technology will involve the configuration and deployment of a system that will support all the Programme and Project Management (PMM) and PPMO processes, with the emphasis on processes and functions to be deployed first. How those functions will be configured will depend on the approach to be adopted: bottom-up versus top-down.

The Executive Projects Dashboard system will facilitate more efficient and effective project, programme and portfolio management delivery and support processes. This is achieved through:

- The provision of online deliverable templates;
- Automated requisition of project and program resources; and
- Delivery of project, programme and portfolio status, and planning information through reports.

## **4.5. Project Management Maturity**

### **4.5.1. Assessment of Current Maturity Levels**

As explained in Part 2 of this document, departments vary in terms of current Project Management Maturity levels as well as in their approaches to making improvements. Whatever approach is used, for each process or group of processes, it was important for the team to assess the current state of the PGWC departments, agree on the target maturity level, identify the gap, and then make recommendations for improvement. An assessment tool developed by COBIT was amended for Public sector use and circulated to departments to determine their project management level baselines.

### **4.5.2. Maturity Level Targets**

Improving the PM maturity of the PGWC will be an evolutionary process which will be guided by the PMA steering Committee. In order to ensure that no department is left behind in the process of PM maturity of the Province, it is recommended that minimum maturity levels for departments over a period of 3 years be determined. Departments will thereby be required to have specific structures, processes, systems and skills in place at consecutive annual due dates. Ideally all departments should be at Maturity level 2 at the end of March 2010, at level 3 by the end of March 2011

and have partially achieved level 5 (hence required to be at level 4.5) by the end of March 2012.

The levels of Project Management maturity in the COBIT model are as follows:

**Level 0: Non-existent**

- Project management techniques are not used
- The organisation does not consider business impacts associated with project mismanagement and development project failures.

**Level 1: Initial / Ad hoc**

- The organisation is generally aware of the need for projects to be structured and is aware of the risks of poorly managed projects.
- The use of project management techniques and approaches is a decision left to individual managers.
- Projects are generally poorly defined and do not incorporate business and technical objectives of the organisation or the business stakeholders.
- There is a general lack of management commitment and project ownership and critical decisions are made without user management or customer input.
- There is little or no customer and user involvement in defining projects.
- There is no clear organisation within projects and roles and responsibilities are not defined.
- Project schedules and milestones are poorly defined.
- Project staff time and expenses are not tracked and compared to budgets.

**Level 2: Repeatable but Intuitive**

- Senior management has gained and communicated an awareness of the need for project management.
- The organisation is in the process of learning and repeating certain techniques and methods from project to project.
- Projects have informally defined business and technical objectives.
- There is limited stakeholder involvement in project management.
- Some guidelines have been developed for most aspects of project management, but their application is left to the discretion of the individual project manager.

**Level 3: Defined Process**

- The project management process and methodology have been formally established and communicated.
- Projects are defined with appropriate business and technical objectives.
- Stakeholders are involved in the management of projects.
- The project organisation and some roles and responsibilities are defined.
- Projects have defined and updated milestones, schedules, budget, and performance measurements.
- Projects have formal post system implementation procedures.

- Informal project management training is provided and formal training is facilitated.
- Quality assurance procedures and post system implementation activities have been defined, but are not broadly applied by managers.
- Policies for using a balance of internal and external resources are being defined.

#### **Level 4: Managed and Measurable**

- Management requires formal and standardised project metrics and "lessons learned" to be reviewed following project completion.
- Project management is measured and evaluated throughout the organisation.
- Enhancements to the project management process are formalised and communicated, and project team members are trained on all enhancements.
- Risk management is performed as part of the project management process.
- Stakeholders actively participate in the projects or lead them.
- Project milestones, as well as the criteria for evaluating success at each milestone, have been established.
- Value and risk are measured and managed prior to, during and after the completion of projects.
- Management has established a programme management function.
- Projects are defined, staffed and managed to increasingly address organisation goals, rather than only specific ones.

#### **Level 5: Optimised**

- A proven, full life-cycle project methodology is implemented and enforced, and is integrated into the culture of the entire organisation.
- An on-going programme to identify and institutionalise best practices has been implemented.
- There is strong and active project support from senior management sponsors as well as stakeholders.
- Management has implemented a project organisation structure with documented roles, responsibilities and staff performance criteria.
- A long-term resources strategy is defined to support development and operational outsourcing decisions.
- An integrated programme management office is responsible for overseeing all projects from inception to post implementation per department.
- The programme management office is under the management of the strategic business unit and requisitions and directs resources to complete projects.
- Organisation-wide planning of projects ensures that user and resources are best utilised to support strategic initiatives.

### **4.5.3. Change Management**

In order to ensure successful progression from the one level to another by all departments, the PPM Steering Committee will manage change in the following ways:

- Providing thought leadership by creating a roadmap and vision for the implementation of the Project Management Approach, organisational change and EPD amendments, as well as motivating the change and defining the benefits thereof.
- Constantly communicating this roadmap, benefits and progress at both project and programme level.
- Understanding their departments' the requirements and defining, planning and managing projects to improve PM maturity to level 4.5 by March 2010.
- Ensuring that all end users are trained in the new processes, standards, supporting material and software being deployed for each maturity level
- Measuring progress and providing positive feedback and recommendations to Provincial Top Management and departments on their performance towards the targeted maturity levels.
- It is important to note that frequent successes fuel positive communications processes, while scope creep could derail efforts as teams will lose sight of the objectives and benefits.

## 4.6. Proposed Project Management Structures

While there are commonly-used terms, to date neither the Project Management Institute (PMI) nor any other recognised project management authority have established "definitive" terms and requirements for project and programme offices. Essentially it is recognised that every organisation is different and that one cannot use a "one size fits all" approach. This Blueprint will attempt to explain some commonly used terms and describe the responsibilities and expectations set by organisations around the world to define "project" and "programme" offices.

### 4.6.1. Programme Office

A Programme Office is usually established to support a large programme (group of projects managed together to provide more efficiency to the organisation). It is most often called a Programme Management Office (PMO). The PMO includes the programme manager and support staffs who establish common processes to control the complex data of the projects in the programme. On some occasions, an extremely large project is treated as a programme and a PMO is established for its support as well. Typical responsibilities include:

- Establishing common processes, tools, and templates for the subsidiary projects to ensure consistent data collection, coordination and reporting (Programme and Project Management Methodology).
- Collecting and disseminating project data at the programme level (status reports, statistics, trends, and more). This usually involves setting up a project management information system and ensuring it is used correctly and consistently (Executive Projects Dashboard).
- Coordinating interdependencies among the projects in the programme, and integrating the project schedules into a programme schedule.
- Overseeing programme-level communications, setting, communicating and monitoring priorities among the projects within the programme.
- Coordinating shared resource usage among the projects in the programme.

- Providing other support to the programme manager and to the subsidiary project managers such as facilitating planning sessions and meetings, keeping aggregate issue and risk databases, and overseeing the change control process.

The project managers may or may not be part of the programme management office, depending on the organisational structure. If they are part of the programme management office, they may be responsible for all aspects of managing the subordinate projects, but in large organisations with many projects there might be additional project managers managing the individual projects.

#### **4.6.2. Project/Programme Support Office**

A Project Support Office is very similar to a programme management office, except its scope of influence is a department or division within a large corporation. IN the PGWC this function will be called the Departmental Project Office (DPO). Project support offices may provide all of the services of the programme management office described above. Depending on the power and authority with which a project support office is vested with, it may provide additional services as well.

These may include:

- Assisting the establishing and enforcing project management practices and policies for the assigned organisation. If chartered with enforcing these policies and practices, the project support office may perform project reviews or audits to ensure compliance with the project management policies.
- Providing project management facilitation, coaching or training services, or any combination of the above. In this capacity, the DPO is staffed with seasoned project management professionals who can guide or even assist project managers and their teams in using project management best practices. In the PGWC and as part of the Organisational Design BluePrint, the DPMO might be a function performed by existing staff. There is no “one size fits all” solution.
- Assisting with the oversight of related product development or other quality processes used in the organisation. The DPO should assist the PPO to develop, document, implement, and enforce the use of these practices. The DPO has a partnership with the PPMO and participates in a process to ensure the required quality steps are included in the project plans and executed appropriately. In some organisations the project support office “owns” project managers and they are assigned from that office to projects. At other times, the project managers may report to the DPMO manager on a matrix, or not at all, but are subject to the audit and control authorities vested in that office. DPOs may also participate in, or perform, individual project manager capability assessments and recommend development programmes to increase individual project manager skills and experience.

Support offices may also have the authority to enforce project prioritisation through oversight of resource allocation. At times, they perform portfolio assessments and make recommendations about project selection. Most often, they oversee the selection process, ensuring candidate projects comply with the portfolio submission process and keep the archives of submission details. Support offices are usually the keepers of the project archives for the related organisation and provide historic information to support planning and estimating on projects, risk management, and more. They may also establish and track quality metrics, not only for current

reporting, but for trend analysis. In very mature organisations, support offices may also participate in product evaluation and analysis to understand the relationship between product acceptability and development in the project stage.

The presiding person for a support office is often an officer of the organisation (such as a director) with a reporting relationship directly to the head of the related organisation.

#### **4.6.3. Project Management Centre of Excellence**

A Project Management Centre of Excellence (PMCOE) is a group of project management experts that do not assume responsibility for project results. This group is instead charged with raising the organisation's project management competence and increasing its maturity level. Dinsmore describes the PMCOE's task as "missionary" in nature – spreading the word, gathering best practices, and providing a channel of communications between and among the projects and those outside the project management community.

Services may include:

- Performing organisational project management capability assessments for groups within the organisation.
- Recommending best practices, training processes, and other techniques to improve overall organisational project management capacity.
- Liaising with other organisations through forums, professional organisations, benchmarking exercises, etc., to increase organisational project management knowledge.
- Developing project manager competency models on behalf of the organisation.

The Provincial Programme Office will function in this capacity as well.

#### **4.6.4. Portfolio Management Office**

The Strategic Project Management Office may oversee divisional project management offices in large organisations here a multi-tiered structure is necessary. This office sets project management policy for the organisation and ensures compliance with that policy. Specific services may include:

- Developing and overseeing the portfolio selection process and criteria.
- Involvement in business decisions that result in new projects
- Identifying and implementing an enterprise-wide project management system
- Ensuring top-level stakeholder management
- Oversight of strategic projects
- Overseeing the career path and development strategy for project and programme managers
- Developing and reporting portfolio performance metrics based on project management data gathered through standardised processes.

In most organisations, the requirement for a project office results from increased project management maturity, resulting in the need to impose consistent application of process and data to monitor and improve project performance. Therefore, the ability and need to structure project offices is very closely tied to the organisation's overall capability in project management.

#### 4.6.5. Critical Success Factors for Implementing a Project Office

In summary, the following factors are critical to successfully implementing a project office:

- A knowledgeable and visionary champion with good leadership skills, a broad ability to influence the organisation, and the ability to persevere.
- Access to the leaders and decision makers for the area of jurisdiction to develop a clear vision, understand the organisation's values and priorities, and ensure consistent understanding and buy-in to the proposed process.
- Support from people with advanced project management skills.
- Appropriate financial support for tools, training and expertise.
- Organisational support including recognition of the project management career path, tie-ins with the organisational reward and recognition systems, performance evaluation and development systems, and management structure.
- Time to progress towards increased project management maturity.

The PPM Steering Committee agreed that the PGWC Project Management Structure should comprise of a Provincial Programme Office (PPO), a Departmental Project Office (DPO) and, where required, Component Project Offices (CPO). The positioning and size of each DPO and CPO will depend on the Department's requirements and organisation structure. This workstream has passed these recommendations to the Organisation Development workstream.

### 4.7. Project Governance

Project governance can be defined as an organisation's overall process for sharing decision rights about projects and monitoring the performance of project interventions. All development organisations have some form of project governance. Those with effective governance have actively designed a set of project governance mechanisms (committees, budgeting processes, approvals, etc.) that encourage behaviour consistent with the organisation's mission, strategy, values, norms, and culture.

The objective of project governance is to establish clear levels of authority and decision making including the planning, influencing and conducting of the policy and affairs of the project. It involves the people, policies and processes that provide the framework within which project managers make decisions and take actions to optimise outcomes related to their areas of responsibility. This is achieved by defining and identifying the roles, responsibilities and accountability of all people involved in a project, including their interaction and level of coordination with internal and external dependencies.

The organisation's management team is responsible for setting up and supporting the governance structure before the project initiates its activities to ensure that all key decisions are made at the right time. The management team defines the project governance in a document that outlays the roles and responsibilities for decision making in the project team and stakeholders; this may include the creation of a project committee and its high level operating rules. A good project governance

document helps projects by defining the procedures to follow escalation of issues, defines the decision making structure, the roles and responsibilities of each key stakeholder and the different processes in the project including communications to budget change authorisations and the escalation of issues.

With Project Management maturity being at the level that it currently is, the need for a central Project Management Governance Committee comprising of senior representatives of all departments is eminent. This Committee must assume responsibility for overall PM governance within the province and driving the evolution of Project Management Maturity within the PGWC. One of the key initial functions is to oversee the change management processes as outlined in paragraph 4.5.3. This team should be meeting on a monthly basis and must have decision making powers in order to be effective. It should ideally be chaired by an official at the level of at least Chief Director and be appointed by the Director-General. This committee, provisionally named the Provincial Project Management Steering Committee, should be the authoritative body on Project Management in the PGWC.

## 4.8. Communications

Successful implementation of the PMA will depend heavily on a decent communications programme which will inform and advise users and to advocate the PM approach. The Premier in this regard is spearheading the advocacy process as she uses every available opportunity to promote the system. A presentation on the Executive Dashboard has also been done by the Premier to the President, Ministers Manuel, Gordhan and Sixeka who received the presentation positively. A public launch of the system will be held by the Premier on 17 November 2009.

Ensuring that the PGWC staff understand what the EPD is all about, how the PMA will affect the way we are delivering on our objectives, training required and where it can be obtained, structures to accommodate the PMA and access to available tools and templates. Importantly also is that people understand the interrelationships between the PMA, PERMIS (Performance Management Information System) and OPMIS (Organisational Performance Management Information System).

Key to obtaining buy-in of staff is making them part of the process and clearly communicating the benefits of the PMA. People will have to be persuaded that the benefits they will receive from the PMA will far outweigh the change process that they will have to undergo. The communications efforts must, however, guard against overselling the PMA and creating unrealistic expectations. Careful balance is therefore needed between promoting the potential benefits of the system and managing the expectations of users. Benefits must be communicated in line with Province's PM maturity and the ability of the PMA to deliver those benefits to the users.

As a key contributor to the evolution of PM maturity, the Communications programme also has to spearhead the process of establish a common project management language in the Province. Having common project management terminology will avoid misunderstanding.



A sustained Communications programme is therefore required to achieve the above objectives. In an attempt to save paper and printing costs, these communiqués should predominantly be electronically circulated to all users. Due to the amount of information to be communicated over the next few months it is advisable that monthly editions are released for the period November 2009 to March 2010, and thereafter quarterly releases should suffice. The Communication function will best be placed in the Provincial Programme Management Office.

## 4.9. Risk Management

### 4.9.1. Resistance to implementation

Many organisations pursue project office development to implement and exploit enterprise-wide project management software, desiring consistency and control of the individual project teams by mandating the use of common tools, techniques, templates, and procedures. Immature organisations focus on team compliance and the message is that this compliance is for the benefit of the management team. Teams and project managers often resist this imposition because the need to use particular software and procedures adds a bureaucratic burden without benefit to the project manager and the team.

**Mitigation Strategy:** *The Premier's uses reports generated by the Executive Projects Dashboard in her performance management sessions with MECs and HODs. While these sessions serve a specific strategic purpose, it also ensures that careful thought goes into the information loaded onto the system and that it is used for its intended purpose by all levels in the organisation. Through a structured communications programme it will be made clear to all staff that the system is being used at the highest levels in the PGWC.*

The PMA has been selected as the most suitable approach to improve efficiency and effectiveness within the PGWC. Continued Cabinet and PTM support is crucial until full business benefits are understood and realised by all users. The continued use and promoting of the dashboard system by the Premier over the next few months will greatly improve the probability of successful implementation of the PMA. With the Acting Director-General driving the process at administrative level and being the business champion of the PMA, potential resistance to the implementation of the PMA has been addressed constructively at senior level.

**Mitigation Strategy:** *Showing the value of the system over the short term will largely reduce this risk. The DG's one-on-one sessions with HODs has already significantly contributed towards mitigating these risks.*

### 4.9.2. Unrealistic expectations

As mentioned under section 4.10 (Communication) the PMA should not be marketed as the panacea to all management problems. This could create unrealistic expectations with the users who may become disgruntled and averse to the system should the promised benefits not materialise.

**Mitigation strategy:** *All departments will be represented on the Provincial Project Management Steering Committee and regular monthly communiqués will be distributed to departments.*

### 4.9.3. Dependencies on other components

The lack of a properly established Provincial Programme Management Office places tremendous pressure on the resources of the unit Policy Implementation support. The makeshift unit is currently under-resourced in terms of skilled staff, resulting in the current staff having to work significant number of overtime hours. The workstream's over-dependence on this team poses a serious risk as there is the potential of losing our highly skilled project management staff in this unit. Not having the PPMO in place also delays the process of communicating the existence thereof and its functions to the users.

**Mitigation Strategy:** *In the event of the PPO not being established soon, additional resources will have to be allocated to the interim PPO in order to ensure continuity of service from this office. The staff performing the DPO functions will also be approached to assist with duties where possible.*

## 5. CONCLUSION

### 5.1. Response to Problem Statement

Management by project and the Executive Projects Dashboard have been identified as two valuable contributions towards the modernisation of the provincial government. Adoption of the Project Management Approach heralds in a new era in strategic management as it will provide a direct response to all the issues raised in problem statements.

### 5.2. Progressive Implementation

The PMA enjoys significantly strong political support and has the Director-General as its business champion. Successful implementation will however not happen overnight, nor will it be easy process as the PM maturity levels of the various departments are generally very low. Project Management maturity levels will therefore have to be accrued over time by establishing minimum maturity levels over the next three years with properly defined and clearly communicated compliance requirements to be achieved by departments. Key to the PMA is the parallel enhancement of the EPD system which will have to correlate strongly to the evolving maturity levels of the project management practices. The skills development of relevant staff also poses a challenge that will best be addressed incrementally.

### 5.3. Potential Benefits

While compliance is important, achieving understanding as well as general acceptance of the PM approach by all intended users will depend mainly on the ability to show to users they are receiving the value they expect. There are various obvious benefits to the implementation of a Project Management Approach, but it is appropriate to emphasise some of the key benefits:

- a. Improved planning and budgeting
  - Business reasons for the project are clear;
  - Project description and objectives are concise and crystal clear;
  - Rating of milestones and activities is agreed and measurable;
  - Risk assessment, actions and responsibilities to manage risks are clarified and agreed;
  - Roles and responsibilities are identified and agreed to;
  - Outputs are linked to clear timeframes;
  - Costing is done at activity level of projects and feeds into the budgetary process, making for more credible budget requests;
  - Unfunded or under-funded projects are identified at the planning stage;
  - Skills and technology requirements and external resources are identified early, which should prevent the sourcing thereof becoming a constraint;
  - Alignment of projects to strategic priorities, goals and objectives; and
  - Elimination of historical cost budgeting.
- b. Enhanced performance during the implementation /execution phase
  - Ensure immediate start to service delivery in April 2010;

- Dashboard functionality indicators enabling continuous tracking of progress;
  - Reduction of the March 2010/11 spending spike. This will most probably be one of the most significant indicators that service is delivered throughout the year and not only in the last quarter of the financial year;
  - Ensuring incomplete projects are indeed finalised after year-end (plugging a huge gap in current governance processes);
  - Project and programme managers are alerted in advance of activity due dates;
  - Improved accountability on the part of all members in the Project Teams;
  - Improved cooperation between cross-departmental teams; and
  - Corrective action can be taken throughout the year as information on the dashboard system will be real-time as captured by the PM.
- c. Improved value of Reporting & Evaluation processes
- A snapshot of the health of all projects, or projects within a specific programme;
  - Premier to be able to do monthly evaluation of performance of all MECs and HODs;
  - Dashboard information to complement PERMIS and OPMIS systems as it can be used in the performance assessment process of project managers;
  - Assessment of value for money of projects and programmes will become possible; and
  - A single point of truth, as project managers, HODs and MECs will all report on projects from a single source.

Despite the array of benefits outlined above, care must be exercised not to see the PMA as the panacea to service delivery inefficiency though. Project Management cannot guarantee success, but it does increase the chance of it. It is also dependent on personal and political agendas, the level of leadership and management skills, the impact of global economics on provincial resource availability, political stability within the Province and the innovative capacity of officials.

## 5.4. Sustainability

A deliberate omission from this Blueprint is the reference to any strategic priority of the current ruling party within this Province. The Project Management Approach brings a structured approach to the use of project management skills, tools, software and techniques to the PGWC. Although it has been initiated as a response to the strategic priorities of the current government it is recognised as a good practice by both private and public organisations world wide. The intention is to establish and nurture the Project Management Approach in a very short space of time to the stage where it is embedded in the culture of the PGWC and its benefits will be readily accepted by any future government.

## 6. RECOMMENDATIONS

As previously mentioned, for the PMA to succeed and become sustainable, it needs to be implemented over a period of three years. Continued support from Cabinet and that of the DG will be vital over the implementation period. Without senior officials driving the process, it will lose impetus.

The following recommendations are hereby presented to the Modernisation Steering Committee and the Provincial Cabinet for consideration and approval.

### 6.1. Project Management Methodology

- The Provincial Project Management Steering Committee finalises the customised project management methodology by 31 December 2009;
- The adoption of a standard but customised project management methodology for the PGWC purposes, which is based on the Project Management Body of Knowledge; and
- All departments should be compelled to implement this approach with effect from 1 April 2010, to ensure uniformity in management processes.

### 6.2. Project Management Maturity

- The COBIT maturity measurement instrument as per paragraph 4.5.2 (page 17) be adopted as the tool to be used to measure PM maturity levels within departments;
- All departments to progress through the maturity levels in the following stages:
  - Level 2 - 31 March 2010
  - Level 3 - 31 March 2011
  - Level 4.5 - 31 March 2012
- A Project Management maturity assessment to be conducted annually by an external resource. These assessments are to take place in April each year, starting in 2011 and the final one taking place in 2012;
- Project Management to form part of performance agreements for all officials from salary levels 9 and higher from 1 April 2010; and
- Departmental Projects Officers to be appointed by HOD's to head the Departmental Projects Offices.

### 6.3. Provincial Project Management Steering Committee

- A Provincial Projects Management Steering Committee (PPMSC) will be established. They will have decision making powers and will be responsible for PM strategy, governance and driving the implementation of the PMA Blueprint. This includes further enhancements of the Executive Projects Dashboard;
- The PPMSC to comprise of the Chief Project Management Officer Manager from every department in the PGWC;
- The PPMSC to be chaired by an official not lower than the rank of Chief Director who shall be appointed by the Director-General personally;
- The PPMSC to be the authoritative body on PM in the PGWC;

- The PPMSC to provide quarterly reports to the Provincial Top Management and the Provincial Cabinet;
- By 30 November 2009, the PPMSC will create a project plan for the implementation of processes, organisational change and Executive Projects Dashboard amendments, as well as motivating the change and defining the benefits thereof; and
- By 30 November 2009 provide guidelines for the breakdown structure of certain generic processes.

## 6.4. Project Management Training

- A customised course, based on the Provincial Project Management standard and the Executive Projects Dashboard, to be developed for training at the Provincial Training Academy (PTA);
- All officials from salary level 9 upwards to undergo training in basic Project Management at the PTA within the next 12 months;
- Project Management to be included as part of the induction course of any new employee joining the PGWC after 1 April 2010;
- All non-PTA Project Management training to be in line with the provincial PM standard;
- PGWC staff who are highly skilled in project management will be used to train the rest of the staff requiring project management training;
- Staff of service delivery department to receive priority for project management training courses offered; and
- Departments to budget for PM training of their own staff.

## 6.5. Communications

- Premier to launch the Dashboard publicly on 17 November 2009;
- With effect from 1 April 2010, all projects included in the Departmental Annual Performance Plans to be available for public viewing on the internet;
- A newsletter to be circulated electronically to all PGWC employees advocating the PMA. These newsletters to be distributed monthly from November 2009 to March 2010 after which they will be distributed quarterly until 30 June 2012;
- All project management tools and documents to be made available on the PGWC intranet along with examples and instructional support;
- An instruction to be issued urgently that all Annual Performance Plan (APP) related projects are to be loaded on to the Executive Projects Dashboard in draft format by 11 December 2009; and
- A provincial-wide moratorium should be placed on the procurement of project management systems, with the exception of the procuring of MS Project application software. This needs to be done to ensure that, where required, the use of a standard Enterprise Project Management system be utilised that integrates with the Executive Dashboard)

## 6.6. Executive Projects Dashboard

- The Executive Projects Dashboard system to be developed into a functional Project Management System by March 2012;
- System enhancements to support the evolution of the PM Maturity of the PGWC;
- The range of standard reports to be expanded over time and a report generator added to enable trained users to develop their own customised reports;
- Despite various requests received for EPD enhancements, not all will be accommodated in Release II which is due at the end of March 2010. An iterative approach to enhancements will be adopted;
- All enhancements to be prioritised and approved by the Provincial PM Steering Committee;
- Key enhancement to enable the system to improve budgeting and financial reporting processes must be done in consultation with Provincial Treasury; and
- The usability specifications of the systems will be enhanced as part of individual release enhancements.

## 6.7. Content

- All 2010/11 APP deliverables to be loaded onto the dashboard by 11 December 2009;
- Each KPI will represent a project on the Dashboard;
- DPO's to be responsible for ensuring data is loaded and also for the quality thereof;
- The PPMO to assess the quality of project data by 31 January 2010 in consultation with the relevant DPO's; and
- After the reading of provincial budget in February 2010, and every year thereafter, the project budgets are to be updated in line with final budget figures by 15 March 2010 and the 15<sup>th</sup> of March annually thereafter.

## 6.8. Risk Management

- The PPMO to be established and staffed by 30 November 2009 at the latest;
- Assurance of continued Political support for PMA required; and
- Sufficient financial resources to be allocated for further enhancement of the system, including software for integration between RPM and the executive dashboard.

## 7. HUMAN RESOURCE IMPLICATION

### 7.1. Project Management Structures

Making recommendations on departmental structures to the Modernisation Steering Committee is the responsibility of the Organisational Development Workstream. This workstream, as input to that process, would like to submit the following suggestions to that process:

- A Provincial Programme Management Office to be established in the Office of the Premier in the Branch Governance and Integration with the following functions:
  - Facilitating Strategic Prioritisation of provincial projects;
  - Providing Cabinet/Cluster Support;
  - Perform centralised tracking and reporting of cross-departmental projects;
  - Management and delivery of strategic programmes;
  - Ensure PM standards are adhered to within departments;
  - Research and recommend tools, process & skills selection and provide implementation support to Departmental Project Management Offices;
  - Provide secretariat to the PPMSC;
  - Communication to users to inform, educate and advise them on issues pertaining to Project Management; and
  - Provide Project Management planning facilitation skills for complex projects.
- Subject to the findings and recommendations of the Organisational Development Workstream, Departmental Project Management offices be established in all departments under the direct control of the Accounting Officer - or within departmental Performance Management units - which will be responsible for the following functions:
  - Provide Project Management expert assistance to project managers;
  - Offer Project Management training to Project Managers and their departmental staff in general;
  - Act as central depository of project management knowledge with departments;
  - Provide reports to Strategic Level managers and Executive Authorities;
  - Prioritises and aligns projects to departmental and provincial strategies and objectives;
  - Reset Passwords of dashboard users;
  - Conduct quality assurance on the content of draft projects;
  - Perform final activation of projects after HOD sign-off; and
  - On a quarterly basis collect and file documentary proof of project delivery for audit purposes.
- Dependent on the operational requirements of departments, they be allowed to establish component project offices.



## 8. FINANCIAL IMPLICATIONS

### 8.1. Costing

The only costs that can be estimated at this stage towards the roll out of the Project Management Approach are in respect of the further development of the Executive Projects Dashboard and the Project Maturity assessment tool. These are:

Expenditure	2009/10	2010/11	2011/12	2012/13	Projected cost
Procurement of a Business Intelligence Tool to enhance reporting processes (part of Ce-I's expenses for Oracle-based systems)	350,000	-	-		350,000
Module for integration between RPM and Executive Dashboard (Other departments may also benefit from this tool, which means the scale of benefit will extent beyond T&PW)	-	3,500,000	-		3,500,000
Resources costs for development of Executive Projects Dashboard		800,000	450,000		1,250,000
Training expenditure (This excludes all departments' requirements)		60,000			60,000
Project Management Maturity assessments X2			120,000	120,000	R240,000
<b>Total</b>	<b>350,000</b>	<b>4,360,000</b>	<b>570,000</b>	<b>120,000</b>	<b>R5,400,000</b>

## Glossary of Terms and Acronyms

COBIT	Control Objectives for Information Technology
DG	Director General
DOPMS	Departmental Operational Project Management System
DPO	Departmental Project Office
DPMO	Departmental Project Management Office
HOD	Head of Department
MEC	Member of the executive Council
OPMIS	Organisational Performance Management Information System
PERMIS	Performance Management Information System
PGWC	Provincial Government of the Western Cape
PMA	Project Management Approach
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PMO	Programme Management Office
PMON	Project Monitoring system
PPO	Provincial Programme Office
PPMO	Provincial Programme Management Office
PSO	Project Support Office
RPM	Rational Portfolio Management
SCOPA	Standing Committees on Public Accounts
T&PW	Transport & Public Works