

***The implementation of best practice in the
City of Tshwane***

***The project and programme management
capability project***

***Gauteng Province
South Africa***



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PURPOSE

To present the experiences of the City of Tshwane (CoT) in implementing the project and programme management capability project.



CITY OF TSHWANE

"we are the same"

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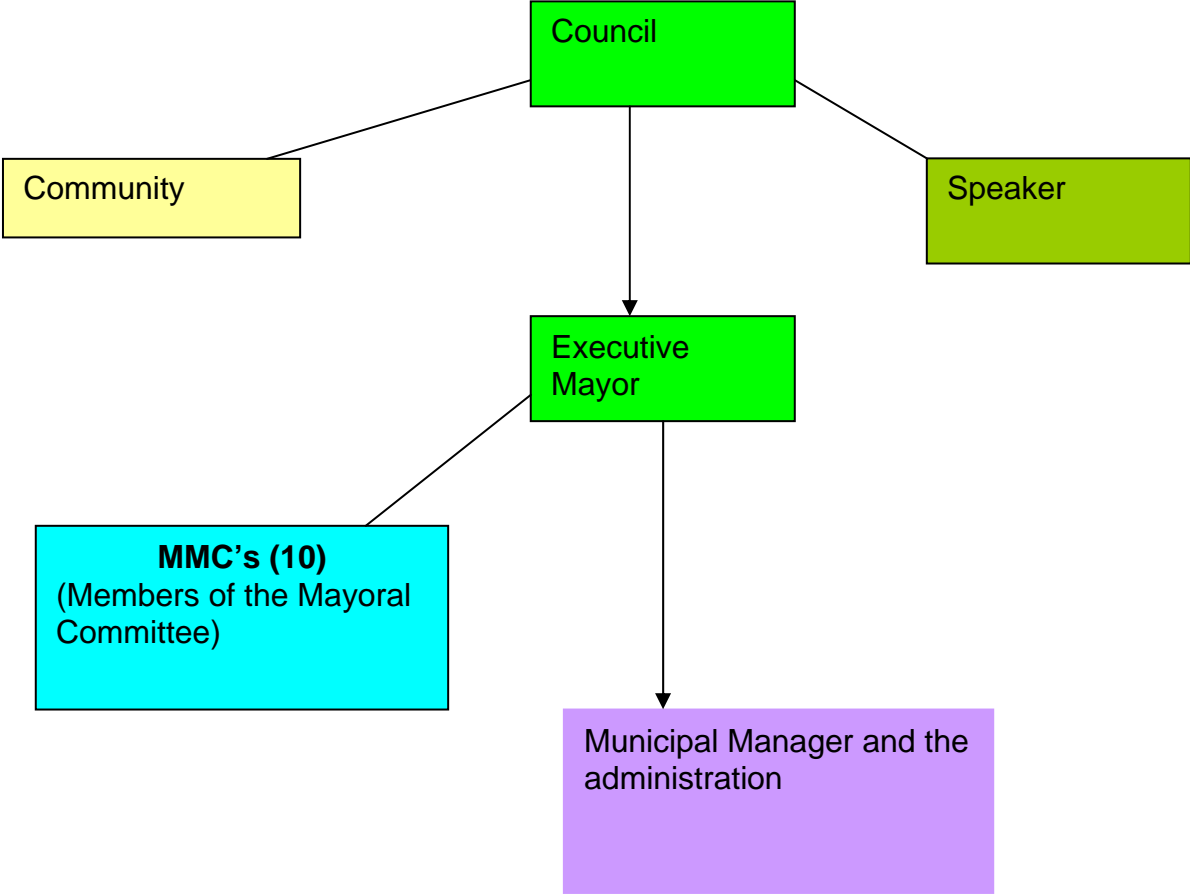
- Background
- Project problem statement
- The project mandate
- Project progress
- Changes in the project environment
- Strategies to fast track achievement of project deliverables
- Challenges and lessons
- Conclusion



BACKGROUND: LEGISLATION

- A Metropolitan Municipality established in Dec 2000 from 13 different local municipalities.
- Key applicable legislation: Municipal Finance Management Act, Municipal Systems Act (IDP), Municipal Structures Act, and the Constitution

BACKGROUND: GOVERNANCE SYSTEM





BACKGROUND: FUNDING SOURCES

- National Treasury: DORA
- Revenue from services: electricity, water, sanitation, solid waste removal.
- Property rates.
- Conditional grants from various sources
- Loans
- Investments



PROJECT: PROBLEM STATEMENT

- R2bn capital projects
- No formal and consistent processes in place for delivery of projects
- Operational initiatives not treated as projects
- Project identification by project managers
- Ad-hoc project and programme management



State Theatre.


PROJECT: PROBLEM STATEMENT

- Different methods of project and programme managing.
- Technology support- transaction focused and not supportive to complete project management.
- Poor expenditure during the year with peaks at year end.
- Project planning and reporting focusing on finances.

PROJECT MANDATE: PROCESS

CORPORATE MANAGEMENT

Council: Elected representatives headed by the Speaker:
Information/ Approval



Mayoral Committee: Elected representatives headed by the
Executive Mayor: Approval February 2006



Municipal Manager and Senior Management team: Approval
February 2005



IDENTIFY THE PROBLEM and SEEK A MANDATE TO
IMPLEMENT BEST PRACTICE

GM: Corporate and Business Planning December 2004



PROJECT MANDATE

- Improve the project and programme management maturity of CoT
 - Standardise on PRINCE 2 project man.
 - Maturity assessments
 - Training
 - Benchmarking
 - Tailor PRINCE2 for our environment
 - Implement a PMO
 - Partnerships to network and share

State Theatre.



PROGRESS: PROJECT ORGANISATION

Corporate
Management

Municipal Manager
Mayoral Committee
Council

Project board

Executive: GM Corporate and Business
Planning
Senior User: COO
Senior Supplier: SNAPTECH, CFO, IMD,
HRD

Assurance

Manager: Business Planning on behalf of
Executive

Project Manager

Manager: Corporate Planning



PROGRESS

- 184 officials trained: project management and administration
- 2 programme managers (MSP)
- Project and programme maturity assessed (project maturity partial 1 and 2)
- Interim PMO: Use of contractors to assist departments plan 400 capital projects
- PMO studies, guidelines and procedures being developed

CHANGES IN THE PROJECT ENVIRONMENT

- LG elections:
 - New political leadership
 - Changed governance structures
- Organisational restructuring:
 - New administrative structure
 - PMO location



CHANGES IN THE PROJECT ENVIRONMENT

- Changing senior management team
 - Expiry of contracts
- Project organisation
 - New municipal manager
 - No COO
 - New role: Political champion for project
 - Strategic projects component added to PMO but no team managers
 - Acting Head: IMD





CITY OF TSHWANE
"we are the same"



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FAST TRACKING STRATEGIES: PMO

- **Interim PMO through contractors, training and use of snr management whose contracts are expiring**
- **Contractors to operationalise procedures emerging from PMO studies**
- **Short term software support tools for planning and reporting**
- **Refreshers and coaching for 184**
- **Training of service providers managing key programmes to enable faster standardisation**

CHALLENGES: PROGRAMME MANAGEMENT

- Implementing best practice programme management where there is no standard approach to project management and scarce programme management skills
- Applying MSP in a massive change programme when the only 2 people who have achieved MSP are not sure of the right approach.



CHALLENGES: PROGRAMME MANAGEMENT



- How to change over from a project to programme approach during implementation.
- Using a programme management approach in an organisation where there is insufficient PRINCE2 experience
- The effectiveness of programme managers who are performing other management functions.

LESSONS: PROGRAMME MANAGEMENT



Church Square, 1880's



Church Street East, 1889

- Keep to one thing until you know it well and don't change mid-way especially if it is an approach you do not know well enough.
- If there aren't sufficient project managers, using a MSP will result in no project managers to deliver projects.
- The best programme manager using MSP in CoT is someone who has applied PRINCE2 in projects and understood all the challenges of departments and project managers.

CHALLENGES: PROJECT MANAGEMENT



- Changing political leadership as a result of elections had an impact on the mandate of the project.
- Achieving a balance of sufficient reporting to the new leadership without being overwhelming.
- Managing the risks of reporting relating to the possible withdrawal of the project mandate provided by the previous leadership.

CHALLENGES: PROJECT MANAGEMENT



- Established organisational communication channels did not work as snr managers did not share project information with subordinates.
- Maintaining a balance of too much versus insufficient communication.
- People lost interest once it became apparent of the amount of work that was required of them.
- The stakeholder engagement strategy was difficult to finalise and resulted in conflicts during implementation of the project.

CHALLENGES: PROJECT MANAGEMENT



- Achieving the correct blend between the project organisation and the organisational structure, especially where project team members report directly to managers outside of the sphere of the project executive.
- Difficulty in escalating project issues beyond the project board, especially where there is no programme management structure, and the normal processes have to be followed have decisions taken.



CHALLENGES: PROJECT MANAGEMENT

- Difficulty in getting project board members to play their roles outside of their management responsibilities in the organisation.
- Ad-hoc and poorly attended project board meetings.
- Minutes of a project board meeting having no status compared to management meeting minutes.

CHALLENGES: PROJECT MANAGEMENT



Melrose House.

- Managing the relationship with a service provider on the project board in an environment that traditionally creates a clear line between management meetings where decisions are taken and a relationship with a service provider where decisions are expected to be implemented through an agreement.

CHALLENGES: PROJECT MANAGEMENT



- Getting project outputs from team members:
 - When they report through other management channels
 - If package of work for the project does not match other work packages being assessed for performance rewards



CHALLENGES: PROJECT MANAGEMENT

- Documenting and managing risks systematically and regularly
- Managing the subject nature of assessing risks.
- Incorporating project risk management into other corporate risk management practices.
- Difficulty in finding the right person to play a change manager role.

CHALLENGES: PROJECT MANAGEMENT



- Commitment to and understanding of the role of change manager, especially where the identified change manager outranks the project executive.
- The organisation not understanding the difference between project and programme management and change management.
- Ensuring readiness for change where there are a number of massive organisational projects/programmes being implemented simultaneously.

LESSONS: PROJECT MANAGEMENT

- More comprehensive stakeholder management strategy and communications plan for more targeted communications.
- Keep project information flowing and continuously check the understanding of people, so as not to move too far ahead of them.
- Understand the needs of the audience you may be writing reports for, and tailor the reporting accordingly.



Charok Square, 1887s



Charok Street East, 1889

LESSONS: PROJECT MANAGEMENT



Church Square, 1880s



Church Street East, 1888

- In our environment, having a political champion for the project is essential as it eases communication between the Mayoral Committee and the project executive.
- Communicate before something is done, check understanding, and communicate after to indicate progress.
- It is necessary to step outside of the management reporting lines and communicate directly to stakeholders and role-players, especially where communication is a general challenge for the organisation.

LESSONS: PROJECT MANAGEMENT

- In our environment, a project has a greater chance of achieving success if the project manager and team managers are within the functional management sphere of the project executive.
- Use management reports and channels to escalate project issues.
- Capture project deliverables and roles (incl. change management) onto performance related contracts and assess as part of performance assessment.



Church Square, 1887



Church Street East, 1889

LESSONS: PROJECT MANAGEMENT

- Create a team of change managers led by a senior and influential manager and in line with management functions.
- Implement MSP earlier in the process to address the change management and stakeholder management challenges.
- Build incentives and rewards into the change management strategy



Church Square, 1887.



Church Street East, 1889.



LESSONS: PROJECT MANAGEMENT



Church Square, 1880s



Church Street East, 1889

- Use the organisational method for risk management in project management as well. It allows for easier take up at other levels of risk management in the organisation.
- Get inputs from other team members on risks, to reduce the possibility of key risks not being identified.



SUCCESSSES

- Effective communication strategies:
 - MM speaking to project managers in training
 - MM VCD played at training sessions
- Investment in training:
 - Marketability of people improved
 - Expanding the horizons of people
 - Work tool

Thank You