

Implementation of Best Practice



The City of Tshwane (South Africa) Experience

The project and programme management capability building
programme

Prepared for the 5th annual Best Practice Showcase
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1 INTRODUCTION

The purpose of this paper is to share the experiences of the City of Tshwane in implementing project and programme management best practice. The paper focuses on 'The project and programme management capability building programme'.

The paper is structured as follows:

- Background and context for the Programme
- The project and programme management capability programme
- Challenges
- Lessons

2 BACKGROUND AND CONTEXT FOR THE PROJECT

2.1 Location of the City of Tshwane

The City Of Tshwane is the administrative capital of the Republic of South Africa, and is located in the North Western Parts of the Gauteng Province. The Municipal area of 2199 square KM represents approximately 13% of the total area of the Gauteng Province.

2.2 Legislation and governance system

During December 2000 the City of Tshwane, a Metropolitan Municipality came into being, from the amalgamation of a 13 different municipal areas. Former local municipalities that were amalgamated into Tshwane include; Pretoria, Centurion, Akasia, Winterveldt, Ga-Rankuwa, Temba, Hammanskraal, Mabopane and Mamelodi. The City of Tshwane is a category A municipality established in terms of the Gauteng Types of Municipality Act 2000, promulgated by the MEC¹ for Local Government and Planning in the Gauteng Provincial Gazette.

¹ Member of the Executive Committee

The City of Tshwane is therefore an organ of state within the local sphere of government exercising legislative and executive authority within its area of jurisdiction as determined by the Municipal Demarcation Act: 1998. The Council consists of political structure, an administrative component and the community. Decisions are taken through an Executive Mayoral Committee system, which duties and responsibilities are defined to ensure proper decision making and allocation of funds. The Council must adhere to the Protocol of Corporate Governance in the Public Sector 1997, amongst other key pieces of legislation.

The most important piece of legislation governing local government is the Constitution of the Republic of South Africa. The matters to be handled by local government are listed in schedule 4 part B and schedule 5 part B of the Constitution. They are as follows:

Schedule 4 part B	Schedule 5 part B
<ul style="list-style-type: none"> • Air pollution • Building regulations • Child care facilities • Electricity and gas reticulation • Firefighting services • Local Tourism • Municipal airports • Municipal Planning • Municipal Health services (environmental health) • Municipal public transport • Municipal public works, only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under the Constitution or any other law. • Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national 	<ul style="list-style-type: none"> • Beaches and amusement facilities • Billboards and the display of advertisements in public places • Cleansing • Control of public nuisances • Control of undertakings that sell liquor to the public • Facilities for the accommodation, care and burial of animals • Fencing and fences • Licensing of dogs • Licensing and control of undertakings that sell food to the public • Local amenities • Local sports facilities • Markets • Municipal abattoirs

<p>shipping and matters related thereto</p> <ul style="list-style-type: none"> • Stormwater management systems in built up areas • Trading regulations • Water and sanitation services limited to potable water supply systems and domestic wastewater and sewage disposal systems. 	<ul style="list-style-type: none"> • Municipal parks and recreation • Municipal roads • Noise pollution • Pounds • Public places • Refuse removal, refuse dumps and solid waste disposal • Street trading • Street lighting • Traffic and parking.
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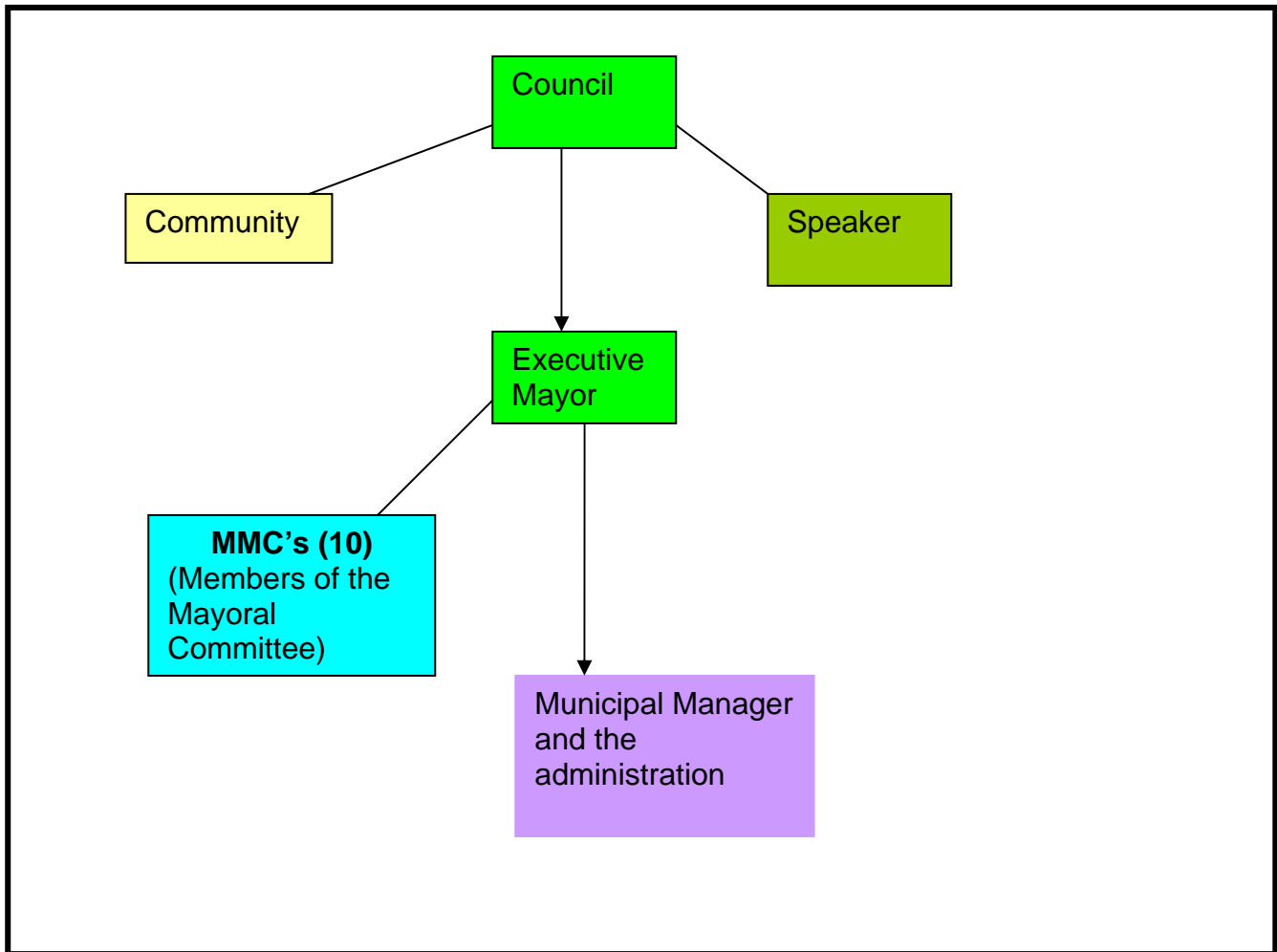
In the implementation of its Constitutional responsibilities, the CoT also implements Provincial sphere matters on behalf of Provincial Government, such as primary health care, ambulances, libraries and housing.

The governance system of CoT consists of various decision making structures, which includes the following:

- The Municipal Council
- The Executive Mayor and Mayoral Committee
- Portfolio Committees which consist of:
 - Section 80 Committees
 - Section 79 Committees
- Officials with delegated powers.

Decisions within these structures are governed by various municipal by-laws, policies, legislation and the Integrated Development Plan (IDP).

Diagram 1: Governance System of City of Tshwane



Directed by the Municipal Systems Act 2000, the city actively seeks the participation of its citizens in matters affecting them. Participation is effected through a ward committee system, of which there are 76 wards within the municipal area. The central role of ward committees is to facilitate local community participation in decisions which affect the local community, to articulate local community interests, and to represent these interests within the municipal governing structures.

The Municipal Systems Act (section 35) indicates that an Integrated Development Plan (IDP) adopted by the Council of a Municipality is the principal strategic planning instrument which:

- Guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality;
- Binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipalities IDP and national or provincial legislation, in which case such legislation prevails; and
- Binds all other persons to the extent that those parts of the IDP that impose duties or affect the rights of those persons have been passed as a by law.

Many other pieces of legislation govern the manner in which the City conducts its business. The Municipal Finance Management Act (MFMA) is a piece of legislation, for which regulations have been developed that govern amongst other things, the manner in which the City procures goods and services.

2.3 Funding sources

The financial year of local government in South Africa is from 1 July to end June, whereas that of the other two spheres of government (National and Provincial) is from 1 April to end March. The financial year in terms of the Receiver of Revenue is from 1 March to end February. These differences in financial years tend to impact on the cycles of planning, budgeting, implementation and reporting processes of local government, especially when it comes to the implementation of projects and programmes in partnership with other spheres of government. The funding sources for the City of Tshwane include:

- Funds transferred from National Treasury as part of the Division of Revenue Act (DORA). In the budgeting processes of local government, these are regarded as internal funds. The Division of Revenue is done against specific formulae, intended to provide the largest portion of National Revenue to those Provinces (9) and Municipalities that have the greatest need, especially

with regards to the backlogs in basic service delivery as a result of apartheid policies and practices.

- Revenue generated from the sale of services such as electricity, water, sanitation and solid waste removal, and from property rates.
- Conditional grants and transfers
- Loans
- Investments

3. THE PROJECT AND PROGRAMME MANAGEMENT CAPABILITY PROGRAMME

3.1 Problem statement

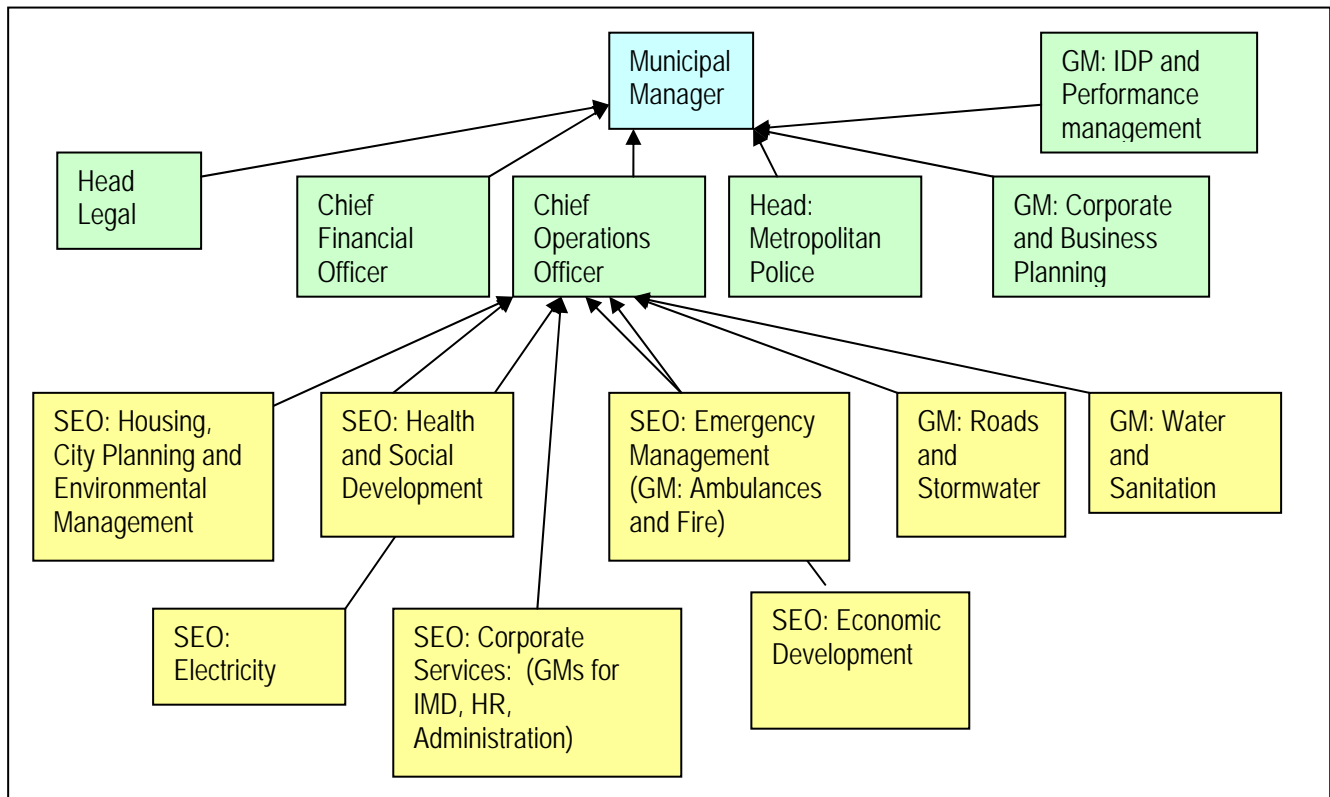
- The CoT had approximately 2 Billion Rands worth of capital projects in 2005 to be delivered as part of implementing its Integrated Development Plan. In addition to this its operational budget was close to 7 Billion Rands. Each year these amounts grow.
- A Chief Operations Officer (COO) reported directly to the Municipal Manager, however, the COO did not have processes in place to manage the delivery of the projects on the capital budget.
- Initiatives on the operational budget were not treated as projects.
- Projects were identified by project managers in departments, as a direct response to a list of community needs circulated to the departments by the Municipal Managers office.
- Project reporting focused on project expenditure, and no mechanisms were in place organizationally to track project progress and verify the delivery of outputs.
- Programme management took place in an ad-hoc fashion, and a variety of project management processes/methods were being used.
- Technology-wise, the SAP system had been partially implemented in the CoT, however, it was transaction focused, and therefore did not provide sufficient project management support.

- Concerns of the political leadership was growing that expenditure was poor through-out the year, with predictable hikes in project spending in the last quarter of the financial year.
- It was clear that project management practices in the CoT needed to be improved.

Diagram 2: Senior Management of the City of Tshwane in 2005

Senior Management consisted of four levels:

- Municipal Manager
- Chief Operations Officer and Chief Financial Officer
- Strategic Executive Officers and Heads of Departments
- General Managers



3.2 The project mandate

Unlike other projects that may be run strictly in terms of PRINCE2, where a mandate for a project is provided by Corporate Management or Programme management, the mandate for this project was sought through a bottom-up process, in line with the governance system of CoT. The problems relating to project management were identified by the Specialist Unit: Corporate and Business Planning in the Municipal Managers Office. Research was conducted, proposals were developed, funding requested and a high level plan submitted to the COO and Municipal Manager for consideration. The objectives of the project were to improve the project and programme management practices of the CoT through:

1. Standardising on PRINCE2 as a project management methodology,
 - Formally assessing our project management maturity levels.
 - Train project managers and project administrators.
 - Train service providers/contractors.
 - Benchmark ourselves against other best practice organisations
 - Implement the training through pilot projects
 - Develop partnerships with other organisations to network and share experiences and knowledge
 - Tailor the PRINCE2 for CoT to take into consideration our legislative and policy environment, especially when it comes to procurement.
 - Implement a PMO to begin standardizing project management in both capital and operational projects.
 - Implement a standardised programme management methodology in line with best practice.

Once approval was granted for the project by the COO and the Municipal Manager, a mandate was sought from the Mayoral Committee. In February 2006 the Mayoral Committee provided a mandate to the Municipal Manager (MM) for the implementation of a project that would improve project and programme

management capability in the City of Tshwane. Of the resolutions taken by the Mayoral Committee on the project the following were most significant:

- That all departments standardise project management in line with the PRINCE2 as follows-
 - All capital projects standardised from 2006/07 financial year; and
 - All operational standardised from the 2007/08 financial year.
- That the Chief Operating Officer establish a programme management structure in the City of Tshwane Metropolitan Municipality to ensure embedding of the PRINCE2 methodology.
- That all departments have access to Microsoft Project, and that any system utilized to support programme management be compatible with Microsoft Project, Microsoft Office and SAP.

The project organisation proposed in the report to Mayoral Committee was based on the implementation of the project using PRINCE2, and it was approved with the report. Therefore many aspects of the Starting Up a Project were covered in the process of seeking a mandate for the project.

The project organisation was approved as:

Role	Persons
Corporate Management	Municipal Manager, Chief Financial Officer; COO
Senior User	Chief Operations Officer; G Nkadimeng
Project Executive	A Dharumrajh (GM; Corporate and Business Planning)
Senior Suppliers	SNAPTECH
Project Assurance	M Kruger (Manager: Business Planning)
Project Manager	SNAPTECH to supply a project manager temporarily. This was later filled by G Maboya Manager Corporate Planning

Therefore, as part of the proposals developed for the COO, MM and Mayoral Committee many areas of the 'Starting up a project' were addressed, such as appointing a project executive and project manager, and designing a project management team.

3.3 Project Progress up to October 2006.

October 2006 was a key decision making point in the project due to circumstances, and was not planned as a stage. Therefore, progress up to this point, and progress thereafter are presented separately.

- 184 officials were trained on project management. Not all training was PRINCE2, but SNAPTECH offered PRINCE related project management training, in addition to the Foundation and Practitioner.
- The project manager of this project achieved MSP Foundation.
- The PMMM was used to assess the organisational project maturity levels and a road map was developed for improving maturity. The CoT maturity assessed to be at level 1, with partial maturity of level 2 for certain areas.
- Trained project managers were invited to attend risk management training in line with the CoT risk management approach (EWRM- Enterprise Wide Risk Management)
- A tailored project management process incorporating CoT procurement processes was developed, but not implemented.
- A tender awarded to SNAPTECH for further training and studies related to the establishment of a PMO.
- A report was sent to the Mayoral Committee on the project reporting progress and seeking permission to do a public launch of the project. The resolutions taken by the Mayoral Committee created confusions on whether the mandate was being withdrawn, or changed to the extent that it brought the project to a halt between October 2006 and April 2007.

3.4 Progress: May 2007 to date

Between October 2006 and April 2007, the project became dormant. Time was spent seeking clarity from a legal perspective in terms of contracts awarded, as well as in terms of funds spent that had to be accounted for to the National Treasury. The amount of approximately R3M had been spent in the first year, and if the mandate was withdrawn, this would have meant a declaration of fruitless expenditure to National Treasury by the Municipal Manager in terms of the MFMA. A new municipal manager was appointed on 1 April 2007, and the mandate for the project was confirmed by the newly appointed municipal manager and Executive Mayor in late April 2007. Since then the following has been achieved.

- The programme management maturity assessment has been completed.
- The draft PID for the PMO studies component has been developed.
- Contractors with PRINCE2 training and experience have been recruited to assist with the standardization of the 400 approved capital projects on the 2007/08 MTREF (Medium Term Revenue and Expenditure Framework-approved projects for implementation in 2007/08 onwards)

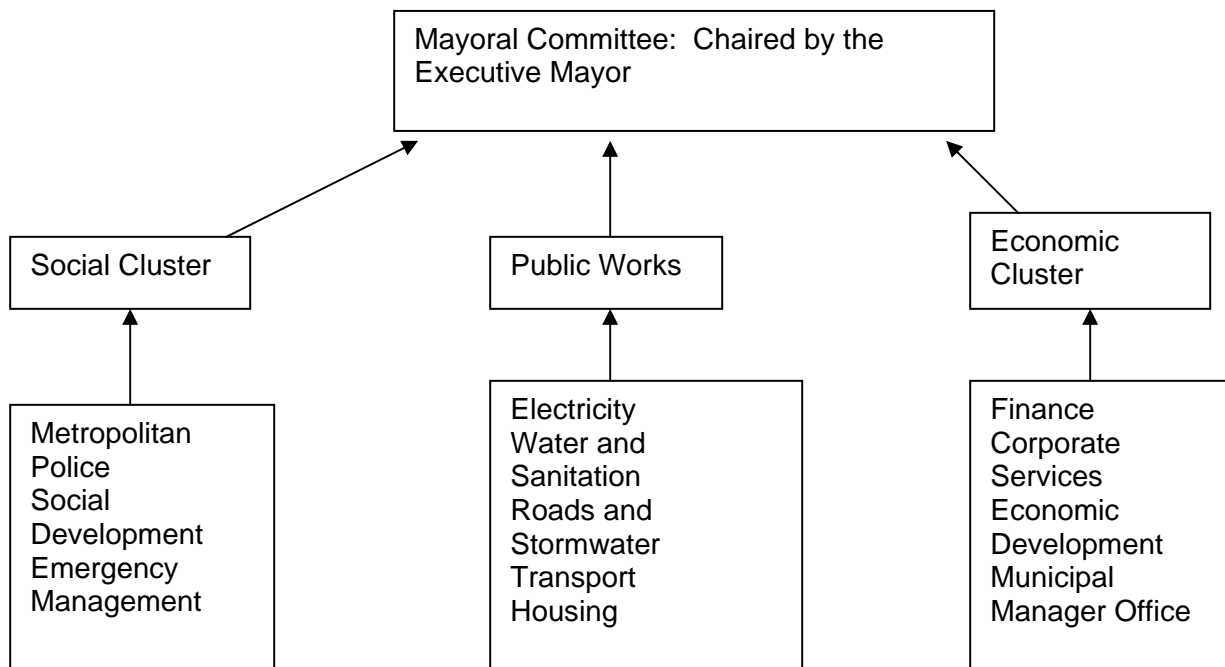
3.5 Changes in the project environment since its start up

a Local government elections

- On 1 March 2006 local government elections took place, and a new team of political leadership came into being. This also meant that a new Mayoral Committee and new Mayor was appointed. The Mayor is an Executive Mayor, and therefore has greater functions and delegations in the municipality as opposed to a Mayor.
- The new political leadership formed additional governance structures, to support the Mayoral Committee and Council in their functions; namely the formation of new political clusters and hence portfolio committees. The clusters consist of members of the mayoral committee, whereas the portfolio

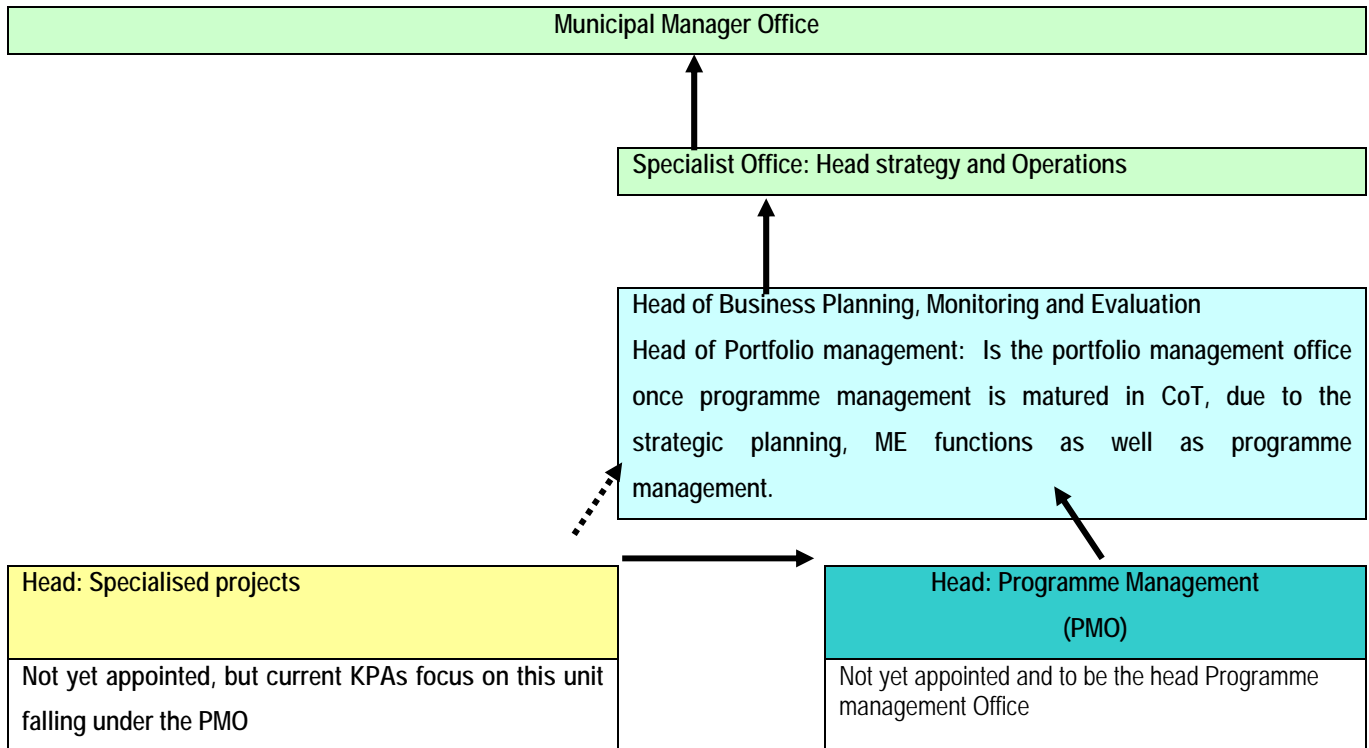
committees consist of certain members of the mayoral committee as well as ward councilors (There are 76 wards in CoT, and each has a councilor).

- The political clusters changed in shape until a final set of clusters were decided upon. Each cluster has departments reporting to it, and prior to reports going to the Mayoral Committee, they have to first be approved in the clusters and portfolio committees. The three clusters that now exist are as follows:



b Organisational re-structuring

- Since December 2006, the CoT has begun implementing a new organisational structure. This has meant that the departments have changed shape and form. This process is incomplete, with levels 4 and below to still be finalized in terms of design. Further the new structure will have functional departments and regions.
- Whereas previously where the GM: Corporate Business Planning was at level four but reported directly to the MM, the new unit is now called the Business Planning, Monitoring and Evaluation Unit, and the Head is level three but reports to the Head of Strategy and Operations (level 2). **The location of the PMO** is as follows:



c Changing senior management team

- Apart from the implementation of a new structure in the organisation, almost all senior management contracts (of 3-5 yr duration) are coming to an end by end June 2007.
- This affects levels 3-4 (Strategic Executive Officers/Heads of Departments and General Managers), as there is already a new Municipal Manager (level 1) and currently no one in level 2 that plays a COO function.
- The Project Executive’s contract will expire at end July and others before the end of the year.

d Project organisation

- The project organisation has been changed as follows:
 - There is a new Municipal Manager (Corporate Management impacted)
 - There is no longer a Chief Operations Officer (previous senior user)

- There is now a political champion for the project which was not there previously.
- The project manager is on maternity leave, which leaves the project executive with a dual role including project management.
- Team managers have not been identified for the strategic projects component
- The Head of IMD has resigned and there is a temporary arrangement for someone to head the division.

The proposed new project organisation is below:

Mayoral Committee

Political champion: MMC City Planning, development and regions
 Proposed a political task team to include MMC Corporate, MMC Public Works and infrastructure

Corporate Management: Municipal Manager (responsible to ensure change support and resources)

Project board			
<p>Senior Users (will implement outputs of the project and therefore represent all users) HOD Economic Development Head City Planning, Development and Regions, Head Public Works and Infrastructure</p>	<p>Project executive (accountable for project): Head: Corporate and Business Planning</p>	<p>Senior Suppliers (provide resources and services to the programme): Snaptech (service provider) HOD: Corporate and Shared Services CFO</p>	<p>Change Manager A representative from Public Works and Infrastructure as well as a strategic senior manager who is able to prepare the organisation for the changed way in which we will be working. This should be integrated with broader ASD change issues.</p>

Project Quality Assurance (is the responsibility of the project board)			
<p>Senior users to do own assurance or nominate trained experts</p>	<p>ME Expert Dr Kruger doing assurance on behalf of the Executive</p>	<p>Senior suppliers to do own assurance or nominate trained experts</p>	

Project manager
An interim project manager may be identified. The current project manager is on maternity leave. This person is the Head of the PMO. Currently the Head of Business Planning plays a dual role of project executive and project manager

Project administration
Currently M Modise a trained project administrator. Should be filled by a trained administrator to support the project manager

Team Manager	Team Manager	Team Manager	Team Manager	Team Manager
Tender: studies, guidelines, procedures, assessments, training Snaptech	8 strategic projects Must be identified.	Contractor support to 400 capital projects. The senior project manager in the team	Project systems Head: IMD	Additional training as per the proposals in section 4 To be identified

3.6 Strategies to fast track the achievement of the project deliverables

- Implement an interim PMO through the use of contractors and trained senior management, whilst finality is being reached on the organisational structure.
- Training and utilization of senior management whose contracts are expiring, to programme manage the big and strategic programmes of the CoT.
- Utilisation of contractors with PRINCE2 qualifications and experience to help departments plan and deliver the approved capital projects already approved on the budget.
- Utilisation of the very same contractors to roll out and operationalise the procedures being developed through the PMO studies, to test and tailor the procedures in the CoT as the new organisational structure is being designed and rolled out.
- Acquisition of short term software support tools to enable planning and reporting, whilst a more sustainable long term system is being identified and tested.
- Providing refresher courses for officials trained on the PRINCE2, and coaching them towards implementing the method in their projects.
- Train service providers who are managing key programmes and projects, to enable faster roll out of the PRINCE2 and MSP in the CoT.

4 CHALLENGES AND LESSONS

4.1 Programme management

Challenges:

- Implementing a best practice programme management approach in an environment where there is not yet standardization of project management, and scarce skills in programme management.
- Applying MSP in a massive change programme, when the only two people in the CoT that have achieved MSP: the project manager at Foundation, and the Project executive at Practitioner, are not sure themselves as to whether this is a complex project or a programme.

- How to apply a programme management approach, and if that was advisable, when the project implementation had begun.
- Utilising a programme management approach in an organisation with insufficient PRINCE2 project management experience was a challenge. The team believed that more experience was required applying PRINCE2, to understand how to play an effective programme management role. This was especially due to the need to play multiple roles in the organisation, where for example the project executive was and is currently also project managing, which is not an application of best practice.
- Programme managing in an organisation going through such massive change in all areas, was seen as impossible, especially since this was during a period where all new leadership and the `old' organisation was getting to know one another and to gradually develop working relations and procedures.
- The core team of project executive, project manager and project assurer were playing their roles on the project in addition to normal management functions. The questions that emerge from this are:
 - How effective are programme managers who are already committed to normal management functions?
 - Can a programme management approach work when project managers are in scarce supply, and how can this be done?
 - Can a programme management approach work, when there is no critical mass of people who do project management in the same way?
 - How dependent on PRINCE2 is MSP?

Lessons:

- Keep to one thing until you know it well, and don't change direction midway especially if it is to an approach you do not know well enough. In this instance, we kept on implementing this as a complex project using PRINCE2 giving us time to learn from our experiences to assist the rest of the organisation, rather than to implement MSP, which we had no experience in.

- If there are not sufficient project managers, using a programme management approach will result in no project managers to deliver projects. In our case, we were leading the change in the organisation towards PRINCE2, and therefore we did not have sufficient mature project management capacity in the CoT. It required us to get hands on and involved at a project level to lay the basis for success.
- Further, in our experience the best programme manager using MSP in the CoT would have to be someone who had worked through applying the PRINCE2 in projects, and understood all the challenges of departments and project managers. One of the difficulties experienced by project managers was a lack of understanding of senior management of the issues relating to projects delivery in our environment, and hence an inability to play the role required of them towards programmes and projects delivery. Playing an oversight and strategic role does not work well if you as the programme manager do not understand the language of the project manager.

4.2 Project management

Challenges:

a The project mandate:

- New political leadership after the local government elections resulted in a new organisational plan, and new ways of working.
- The implementation of best practice was interpreted by the project team to mean that once a mandate was provided, and the project initiation document approved with budget, then it was not necessary to obtain a new mandate, if the corporate management team changed.
- The key challenge was how to provide sufficient reporting to the new leadership to provide enough information to make decisions without being overwhelming, especially since they were getting to know the organisation, and how to manage the risk of a decision being taken that would result in the mandate being withdrawn.

- The mayoral committee finally took a decision which resulted in delays in implementation of the project, confusions on many levels of the organisation, and loss of momentum and support for the project.

Lessons:

- Don't assume that key role-players understand the project the same way in which you understand the project. Keep project information flowing, and check the understanding of people so as not to move too far ahead of them. The project executive assumed that the senior user being a member of the project board understood the details of the project sufficiently to clarify all questions raised about the project. The project executive was not invited to Mayoral Committee that is normally only attended by the MM, COO, CFO and Head of Legal. The COO in this instance and the MM did not provide sufficient clarity to the Mayoral Committee, resulting in a decision that negatively impacted the project to the extent that it changed the mandate.
- Don't assume that your report is comprehensive enough for all role-players to understand what you are saying and to take decisions on. It is important to understand the needs of the audience you are writing a report for, especially the Mayoral Committee.
- If a mandate was received for a project from one set of decision makers, when the decision makers change, it may be necessary to seek a new mandate as soon as possible, before there has been extensive expenditure of funds and commitments of contracts to external parties. This applies even more so when the entire process of a mandate provision was first initiated from the bottom up as in the case of this project, and is organisational change in nature.
- In our environment having a political champion for the project is essential as it eases communications between the Mayoral Committee and the project executive.

b Communications

Challenges:

- The established organisational communication channels did not work effectively for this project as senior management did not share key project information with sub-ordinates.
- Maintaining a balance of too much communication versus too little was a major challenge. Currently in the CoT, information sent through the intranet and e-mail from the communications unit generally includes everything from cars with lights left on to funeral announcements. Therefore people tend to not read the e-mails. Further, a previous project in the implementation of an integrated IT system for the organisation had communicated to such an extent, that the moment a communication mentioned the name of the project people would become irritated and delete communications. We did not want to go this route and ended up communicating too little.
- People lost interest once it became apparent how much of work was required on their side to be trained and to standardise.
- People on the training programme had not been informed by HR of the requirement to sign training agreements prior to training. The agreements were provided late, once people were on training or had completed, and this resulted in immense dissatisfaction.
- Stakeholder management was difficult, as in certain instances it was not clear whether there should be direct communications or not with certain role-players and interest groups. For example, assessing whether to communicate with the labour unions was difficult, especially since HR was part of the project team and there was an assumption that all the organisational policies enabled the implementation of the project.

Lessons:

- Do a more comprehensive stakeholder management strategy and communications plan, to ensure more targeted communications.

- Communicate before something is done, check whether people have understood with representatives of stakeholder groups and communicate after to indicate progress and next steps.
- It is necessary to step outside of the management reporting lines and communicate directly to stakeholders and role-players. Following the management reporting lines won't work where communication is a general challenge for the organisation.

c Project organisation

Challenges:

- Achieving the correct blend between the project organisation and the organisational structure is challenging, 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 where the normal 'beaucocratic' processes have to be followed to get decisions taken.
- Difficulty in getting project board members to play their roles effectively, outside of their management responsibilities in the organisation.
- Ad-hoc and poorly attended project board meetings.
- The minutes of project board meetings had no status compared to the minutes of a management meeting.
- 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.
- Getting project outputs from team members when they report through other management channels, especially:
 - Where they are changed at random by their managers, and
 - If the package they are delivering in the project does not form part of the areas of work they are assessed on for performance rewards.

Lessons:

- In our environment a project has a greater chance of achieving its products if the project manager and team managers are within the management sphere of the project executive (direct reporting lines). This reduces the possible clashes with other managers, and the risks of deliverables not being delivered.
- Project issues had to be escalated through management reports and management channels.
- Ensure that deliverables for the project and the roles to be played on the project boards and teams are captured on performance contracts, and are assessed as part of performance assessment.

d Change management**Challenges:**

- Finding the right person/persons to play the change manager role has been difficult.
- Getting commitment from the change manager identified that they would play the role required is difficult, especially where the person identified outranks the project executive, does not understand change management in terms of MSP, or is too busy managing the organisation in terms of status quo.
- Getting the organisation to understand that change management and project management are too different roles, and that change cannot be expected to happen once the products of the project are delivered.
- Correctly and systematically ensuring that the organisation is ready to take up the changes created by the project/programme is a challenge, especially where there are a number of projects and programmes being implemented in the organisation that are 'change' in nature, and are being handled in separate processes by different people using different methods. There is a

great deal of resistance from the organisation to continuous change, and therefore to take up the deliverables of the project.

Lessons:

We have not been able to identify lessons sufficiently in the area of change management. However, the following are areas we think we may need to explore to handle the change management challenge:

- Building the change management role into the management functions of the key people, right through to performance contracts and performance assessments.
- Creating a team of change managers, led by a senior and influential manager, and in line with management functions.
- Implementing MSP earlier in the process to address the stakeholder management and change challenges.
- Building incentives into the change management strategy, to encourage take-up of the deliverables of the project. Some of the incentives that were identified for this project, but that have not been managed well include:
 - Accreditation of project managers from PRINCE2 training, which makes them marketable outside of the country.
 - Developing a process of healthy competition between project teams in the CoT, with recognition of best practice through financial and non-financial rewards.
 - Allowing for the project managers to network and share ideas and lessons with other project managers in other organisations within and outside the country, maybe through exchange programmes.

e Risk management

Challenges:

- Documenting and managing risks systematically and regularly at all levels of the project.

- Deciding on the impact and consequences of the risks can become a subjective exercise, with the result that risks are incorrectly assessed or not logged at all.
- Incorporating project risk management into other organisational risk management practices.

Lessons:

- Use the agreed organisational method for risk management within the project. In this way, you are familiar with the method and the process. Further, this results in less duplication, and allows for roll up and escalation of risks to other levels of the organisation. In Cot we use Enterprise Wide Risk Management.
- Get other team members to comment on and add risks. In this way, the possibility of leaving out key risks is reduced, especially when risk management is still new to the project team.

5. SUCCESSES

Despite the challenges experienced in implementing the project, a number of successes can be recorded.

Communication strategies that worked

- The municipal manager personally welcomed the officials into their training sessions, and expressed his gratitude at their involvement in the process of changing the organisation. His enthusiasm was infectious, and this created a very positive view of the process, and dedication to see the training through. Further, after the MM made his speech, he did not leave, but remained for quite some time in the session, interacting with the project managers and the training process. This was the first time that many of the project managers had engaged with the Municipal Manager, and they appreciated his making time for them.

- A video CD was made of the MM talking about the project, its intentions, and its benefits. This was played at the beginning of training sessions, and provided more information to the people attending training.

A little investment in training resulted in big impacts

- Many of the officials trained provided positive feedback on how being trained on, and applying the PRINCE2 methodology in their work made such a big difference to how they approached their work. One particular example came from a person holding a secretarial position in the Finance department, who had decided to attend project administration training. Her feedback was that she suddenly realised how she could apply what she had learned in her environment, and that just about everything could be project managed.
- Some officials received job offers soon after attending training. Whilst they had engineering degrees, the PRINCE2 qualification gave them the edge, as this is particularly what the employer was looking for.

6 CONCLUSION

The City of Tshwane is in the early stages of implementing the project and programme management capability programme. We have already realised, however, that due to our unique legislative and policy environment, and the difficulty to move a traditionally beaucroatic organisation into a programme management mode, we need to achieve as many small but significant products/deliverables of the project early on, in order to gain momentum and support for this project. Further, even though we have begun implementing the PRINCE2, we are already in the process of tailoring the method for our circumstances, especially with regard to procurement processes and fitting the project management into our management processes.

We look forward to sharing our experiences with other organisations within and outside of South Africa, and to learn from other organisations that have gone this route, on how to avoid common pitfalls.