PROGRAMME AND PROJECT MANAGEMENT IN THE PUBLIC SECTOR CONTEXT AND IDENTIFIED CHALLENGES

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SO MUCH PROJECT MANAGEMENT TRAINING AND YET......

Pressure to deal with backlogs

Inefficient & Inappropriate delivery systems & processes for planning, budgeting & implementing

Inadequate infrastructure delivery management skills

Unclear Roles & Responsibilities

Capacity to deliver?

Expenditure & Cashflow

Lack of asset management systems & plans

Political Promises

Who is to blame??

Inefficient institutional arrangements

Inadequate infrastructure delivery management skills

Time

Breakdown in Relationships
Analysis of project failure

• **Poor project cost management**: Contractors fail to apply effective project cost management from the outset.

• **Poor project time management**: Poor planning, a lack of a consistently updated project plan and the failure to apply critical path analysis techniques, invariably affect the other project management knowledge areas.

• **Poor project quality management**: Too often, contractors take on too much work, become over extended and become constrained due to a lack of resources resulting in poor project quality management.

• **Poor project scope management**: Poor scope direction given by the client which resulted in poor scope development by the consultant and ultimately in project failure.
### Problems Highlighted by recent High Level Review

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<th>Lack of an enabling environment</th>
<th>Unrealistic time frames</th>
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<td>No service delivery</td>
<td>Ineffective risk management</td>
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<td>Unclear needs analysis</td>
<td>Poor reporting</td>
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<td>Inconsistent prioritization</td>
<td>Low productivity</td>
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<td>Poor performance capacity</td>
<td>Slow delivery</td>
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<td>Weak project motivation</td>
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<td>Unpredictable MTEF</td>
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Project Management Interest Group Meeting
WE ARE NOT ALONE (1)

1. Lack of clear links between the project and the organisation’s key strategic priorities, including agreed measures of success.
2. Lack of clear senior management and Ministerial ownership and leadership.
3. Lack of effective engagement with stakeholders.
4. Lack of skills and proven approach to project management and risk management.
5. Too little attention to breaking development and implementation into manageable steps.
7. Lack of understanding of, and contact with the supply industry at senior levels in the organisation.
8. Lack of effective project team integration between clients, the supplier team and the supply chain.

(1) UK – Office of Government Commerce - Common Causes of Project Failure
“Applying programme and project management does not guarantee success, but it does ensure, if applied rigorously, that crucial details will not be missed, and emerging problems will be identified earlier.”

– Michael Barber, head of the UK’s Delivery Unit during the Blair administration.
SOME REASONS FOR LACK OF DELIVERY

• Poor planning

• Lack of clear leadership (governance)

• Poor quality data of the wrong kind

• Muddled chain of command (Programme Organisation & Delivery chain)
I need a budget estimate for my project, but I don't have a scope or a design for it yet.
MANY DEPARTMENTS DO NOT HAVE STRONG PLANNING SKILLS

• Example of an Excel based planning matrix being used to plan a multi billion Rand project…

Not a bad start. but not good enough to plan a large and complex programme.
PPM BRINGS A RIGOROUS PLANNING APPROACH

Plans are nothing; Planning is everything

- Dwight D. Eisenhower
**NSG Project Management courses**

**Basic** Project Management in the PS
**Advanced** Project Management in the PS

*Training alone will not result in the optimum benefit* gained for the public sector from the approach of project management.

We need to also take into consideration the procedures and systems, the structuring of government, as well as the entire service delivery field to make sure that *project management mechanisms that we introduce will be feasible and appropriate* for the highly complex and qualitatively different contexts than those in which the private sector is operating in.

*... we need to make sure that project management mechanisms that we introduce will be feasible and appropriate.*
AAAAAAAGHH, no more project management templates pleeease !!!
RESISTANCE TO PPM EXPERIENCED

- Too onerous
- Takes too long
- No one reads my plan or my reports
- Seen as compliance.
- It forces me out of my comfort zone, away from behind my computer and I must interact with other people and admit I don’t have all the answers.
Hey, nice project plan!!
PROGRAMME ORGANISATION

Sponsoring Group

Senior Responsible Owner (SRO)

Programme Board

Programme Manager

Business Change Manager(s)

Project

Project

Beneficiary Operations

Governance & projects

Support to Programme Board & support to projects

Delivering capability through projects

Realising benefits

Benefits & transition

Leadership & direction

Support to Programme Office

Programme Office
TYPES OF PROGRAMME OFFICE

Programme Office support to the Programme Board

Programme Office support to the project level

Directive
- Takes over the projects by providing experienced resources to manage the projects.

Controlling
- Used where there is a desire to reign in loose activities.
- Use of methodologies is not optional.
- Requires strong PMO to support change.
- Requires strong executive support.

Supportive
- Provides support
  - Expertise
  - Templates.
- Use of methodologies is optional.
- Used where the organisation has high project management capability.
- Does not require strong PMO.
The Delivery Chain

**National Treasury**

**NT Functions:**
1. Approve funding.

**Line function Depts**

**Line Function depts**
1. User requirements
2. Train public users.

**National department**

**Functions of Implementing Agents:**
1. Programme Management and co-ordination.
2. Procures Service Providers in line with national procurement strategy.
3. Manages implementation.
4. Monitor & report

**Implementing Agents**

**Service Providers:**
1. Extend infrastructure to rural areas.
2. Provide services to anchor tenant public users and attract potential private users.
3. Planning for a geographic area in line with national norms & standards.

**Service providers**

**Public users**

**Public Internet Users:**
1. Receive training from National line function Department.
2. Use services.

**Private users**

**Private Internet Users:**
1. Enter into agreements with Service Providers.
2. Pay service providers for usage.

**DTPS Functions:**
1. Sets policy & targets
2. Overall long-term planning
3. Sets norms and standards
4. Formulates a Procurement Strategy
5. Identifies and enters into agreement with various Implementing Agents.
6. Overall coordination
7. Overall Programme Management
8. Monitoring & Reporting
PROGRAMME OR A LARGE PROJECT? eg: BROADBAND

If Broadband is about:
• building a network and providing connectivity where there is certainty of outcome.
Then Broadband could be classified as a LARGE PROJECT.

However, Broadband is about:
• bringing about change in organisations and society; and
• the outcome is uncertain and ambiguous.
Therefore Broadband is a PROGRAMME and requires specific programme management expertise and a focus on benefits realisation.
“The solutions lie not in one simple remedy, but in the sustained implementation of a combination of actions”

“Gentle pressure, relentlessly applied”

– Michael Barber