

Every child is a National Asset

Introduction to National Treasury / GTAC PPM

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Read to Lead
A Reading Nation is a Leading Nation

PRESENTATION OUTLINE

- Purpose
- Background
- The Five Stages
 - Concept
 - Definition
 - Planning
 - Implementation
 - Close-out
- How to do PM
- Exercise



PURPOSE

To present the GTAC / National
Treasury Programme and Project
Management (PPM) method

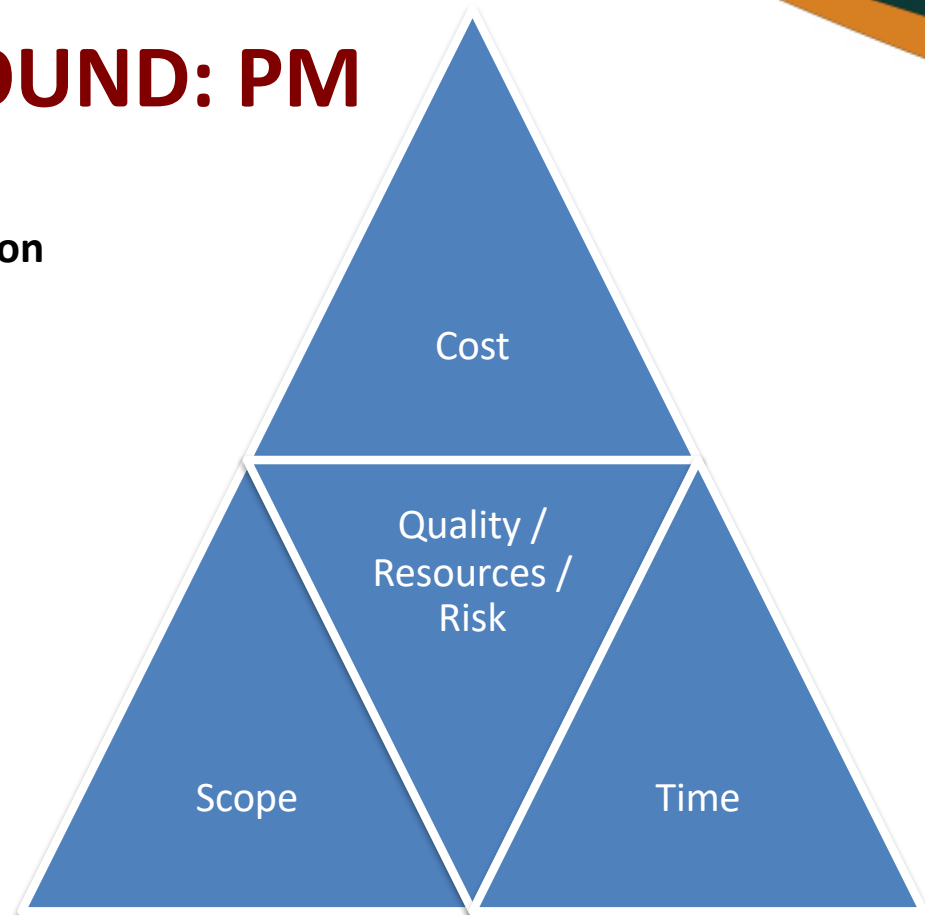


BACKGROUND: GTAC

- **GTAC** is the Government Technical Advisory Centre, an agency of National Treasury.
- GTAC provides **technical assistance** in projects, in particular around project management
- GTAC have taken the **PMBOK** method and some templates developed by the Government of Ontario, Canada, and produced the Programme and Project Management (**PPM**) method

BACKGROUND: PM

- A project is **any activity** of an **organisation** which has a **defined budget, scope, deliverables** and **timeframe(s)**
- A project is **temporary** in that it has a **defined beginning and end** in time.....
- And a project is **unique** in that it is **not** a **routine** operation, but a **specific** set of operations designed to accomplish a **singular goal**.



- ***Project management** is about ensuring that projects are **delivered on time** and **within budget** and **within scope**.*
- **Changes in one aspect causes changes in the others**, e.g. increased scope increases time and cost. If changes are made without increases in time and cost, quality goes down.

BACKGROUND: PM

- Project Management **differs** from **Business Process Management** in that BPM is about regular, **routine** tasks, and ensuring that they follow defined steps and complete in the correct timeframe resulting in Standard Operating Procedures (SOPs) that is linked to the Batho Pele principles.
- There are a number of project management methods used internationally, such as the American **PMBOK** (Project Management Body of Knowledge) or the British **PRINCE2** (Projects in Controlled Environments) models, as well as various certifications such as Project Management Professional (**PMP**)

BACKGROUND: PM

Terminology:

- **Product:** what the project delivers
- **Quality:** the quality (fit for purpose) of a product / deliverable from a project
- **Resources:** persons working on the project, funding
- **Project sponsor:** usually the person who requested or authorised the project, but can be other roles, e.g. executive sponsor
- **Risk:** events or phenomena that pose a threat to a project, e.g. financial shortfall out of control of the project, competing products, ability to complete in time due to dependency on stakeholders, etc.
 - **Risk response:** how your organisation or project or project sponsor etc., respond to risks, e.g. mitigate, avoid, accept
 - **Risk appetite:** how willing your project sponsor is, to accept certain risks

BACKGROUND: PM

Terminology:

- **Scope:** what the project encompasses and does not encompass
 - **Scope creep:** when a project goes beyond its original scope
- **Portfolio:** your collection or range of projects that you manage
- **Issues:** problems or challenges that come up
- **Agile:** An approach to project management in which scope creep, changes, issues, etc., are responded to instantly/rapidly rather than on a schedule, and portions of the project are completed in finite defined timescales called 'sprints'

BACKGROUND: DBE

- In **2013**, National Treasury requested **all** Departments to **adhere** to and roll out PPM
- In **2016**, GTAC offered PPM to DBE.
- On **25 May 2018**, the DG **approved** rollout of PPM at DBE.
- After discussion and training given in 2017-2018 to groups at DBE, DBE decided to focus and reduce the templates to better meet DBE's needs.
- This course presents the GTAC PPM method with the revised templates which are now the official DBE Templates, to be used for small and medium projects. Larger projects where possible should use all the templates to ensure compliance.

BACKGROUND

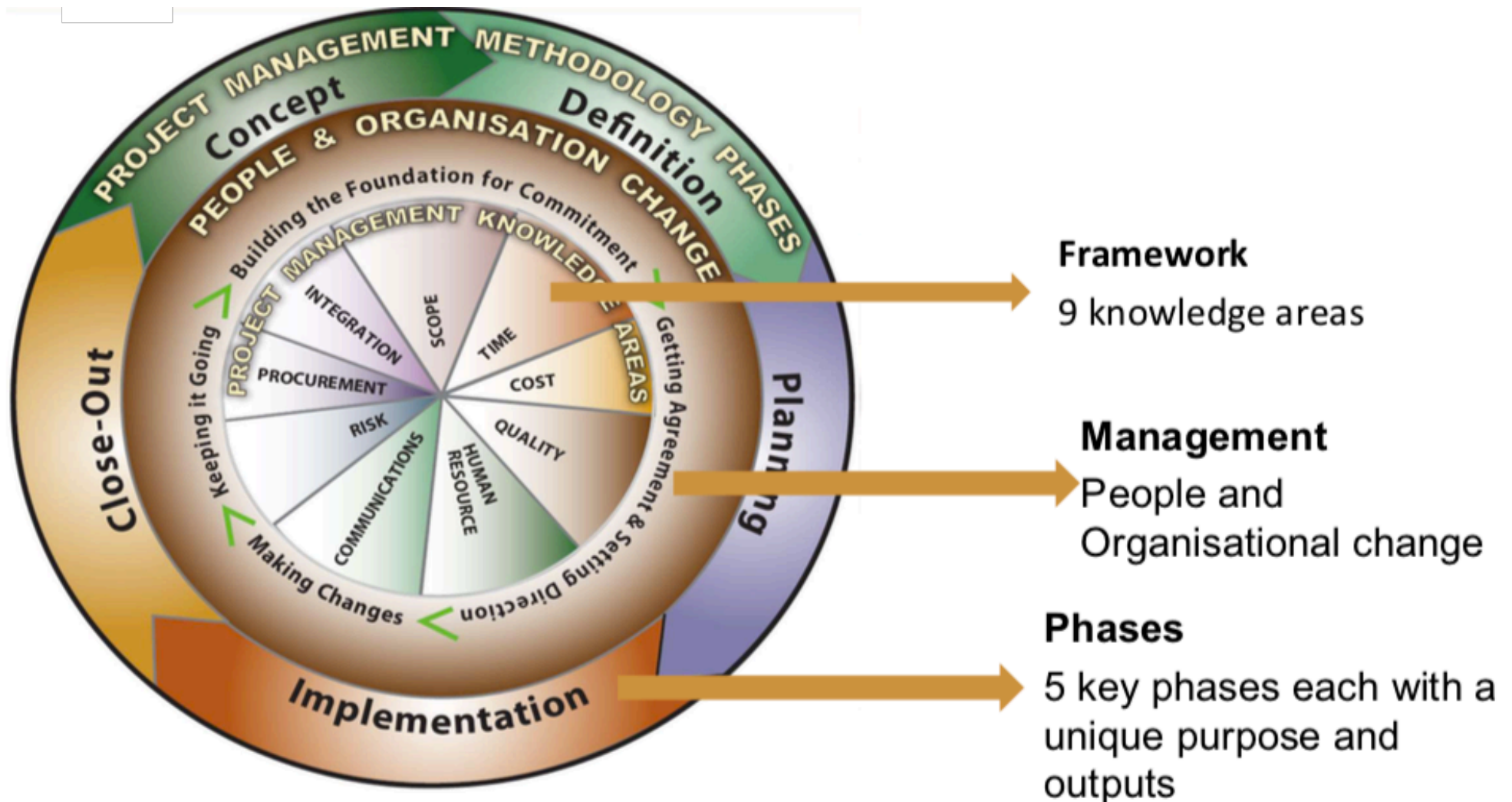
- The EU at present requires **formal business case documents** in order to consider projects for implementation and funding. These templates are very similar to the GTAC templates and can easily be copy/pasted
- The DBE will **henceforth require adherence to the PPM templates** in order to fund projects and in order to approve their further funding in any MTEF cycle
- **All new** projects will be managed in the PPM method and track activities using the templates and Gantt Charts
- All **old** projects will be aligned with one or two of the templates that **correspond to their maturity stage**, and create a Gantt to measure delivery, as well as complete the GTAC **project health check template**
- This presentaion provides training in the five required templates and Gantt Charts

THE FIVE STAGES

- **All projects follow five stages:**
 - The **Concept** Phase: inventing & evaluating an initial idea and establishing it as a project
 - The **Definition** Phase: starting the project and describing it in broad strokes
 - The **Planning** Phase: describing the project in detail and defining roles and timeframes
 - The **Implementation** Phase: doing and finishing the actual work
 - The **Close-Out** Phase: winding down the project after the work is complete and assessing success and documenting lessons learnt

THE FIVE STAGES

- All projects follow five stages:



THE FIVE STAGES

- **All projects have 9 knowledge areas:**
 - Scope
 - Time
 - Cost
 - Quality
 - Human Resources
 - Communications
 - Risk
 - Procurement
 - Integration

CONCEPT PHASE



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CONCEPT PHASE

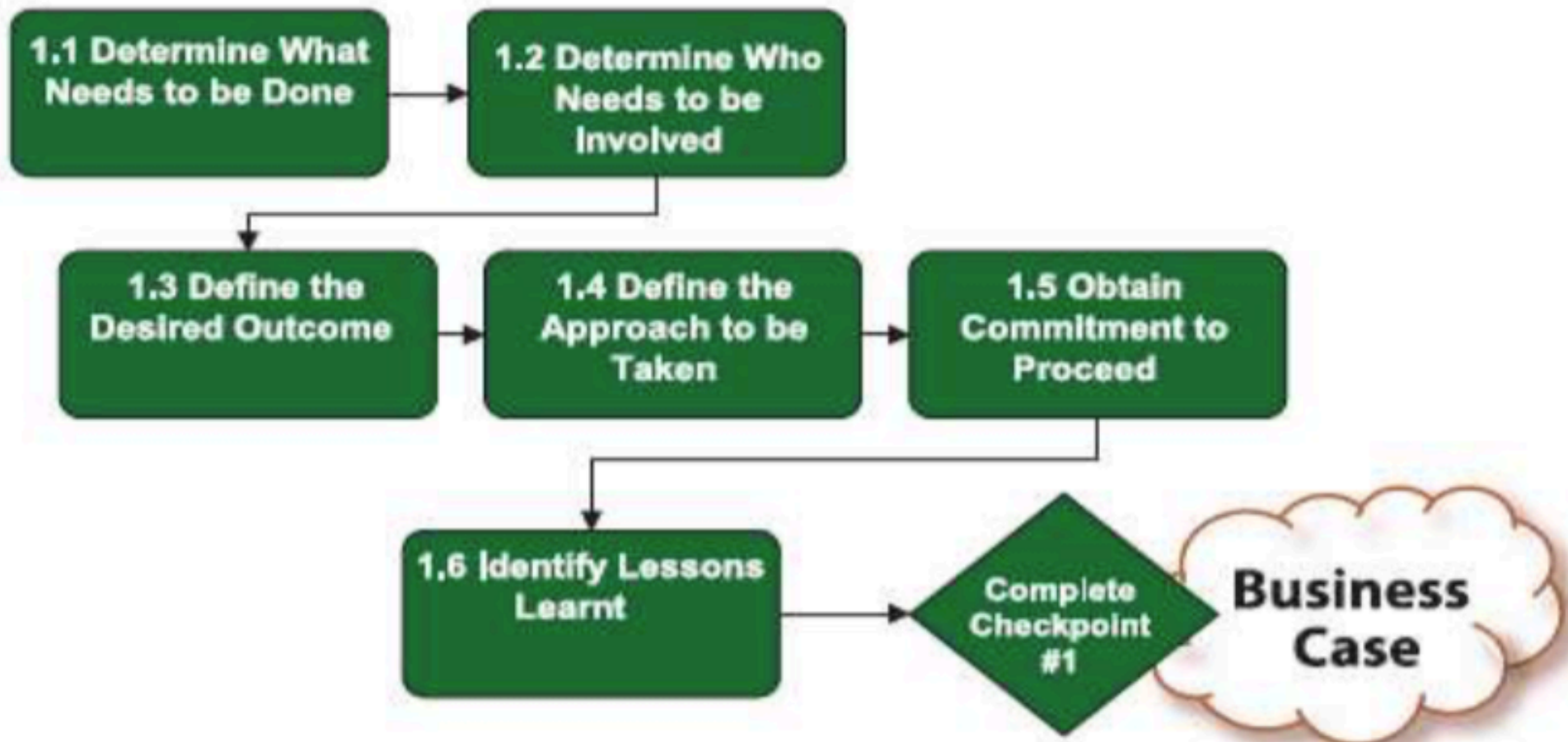
- The purpose of the **Concept** Phase is to determine that a project is needed and, on a high-level, specify what the project should accomplish and who needs to be involved.
- Projects will vary in terms of **complexity**, but all should have some level of initial concept definition. For some projects, it may take only a few days to complete this phase, for others, it could take months. The key questions that should be answered during the concept phase include:
 - What is to be done?
 - Why is it to be done?
 - How will it be done?
- The main objective of this phase is to obtain **official** approval to formally initiate a project, and build the foundation for commitment among project partners and key stakeholders. This is accomplished through the creation and sign-off of the **Business Case**.
- If there is no official approval, formally delegated through the appropriate departmental roles, **there is no project**.

CONCEPT PHASE

Defining the Concept – Business Case

- Determining that a project is needed and to get approval to proceed.
- Identify high level resource, cost and duration estimates
- Need / problem / opportunity
- Alignment to strategy
- Who needs to be involved (stakeholders, project sponsor, team members) General Public, Legislature, Other Departments, Auditor Generals Office and Internal Audit, Unions, Other Levels of Government, Private Sector Partners.
- Approach, desired outcome.
- Resource, cost & duration.
- Proposal.
- Commitment to proceed.
- Approved submission with annexure = business case

CONCEPT PHASE



CONCEPT PHASE

- Sections of the **Business Case** Template:
 - Environmental Scan and Needs Analysis
 - Situational Assessment / SWOT
 - Stakeholder Assessment
 - Other Related Projects & Initiatives
 - Vision Statement
 - Deliverables
 - Project Scope
 - Impact, Outcome, Output and Performance Indicators
 - Project Timelines
 - People and Organisational Change Impacts
 - Options/Solutions Identification and Pro/Con analysis
 - Recommendations

CONCEPT PHASE

- Sections of the **Business Case** Template:
 - Risk Assessment
 - Assumptions & Constraints
 - Project Organisation and Team
 - Estimated Project Budget
 - Project Partners
 - Transition & Knowledge Management
 - Post Implementation Review
 - Sustainability
 - Scale-up
 - Acceptance & Sign-off

CONCEPT PHASE

- **Common Mistakes in this Phase:**
 - Incomplete assessment – environmental, situation or needs – Why are we/you really embarking on this project?
 - Start focusing on solutions, instead of the options
 - Projects that are set out with little or no idea of what they are supposed to achieve
 - Change readiness/stakeholder consultation inadequate



DEFINITION PHASE



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DEFINITION PHASE

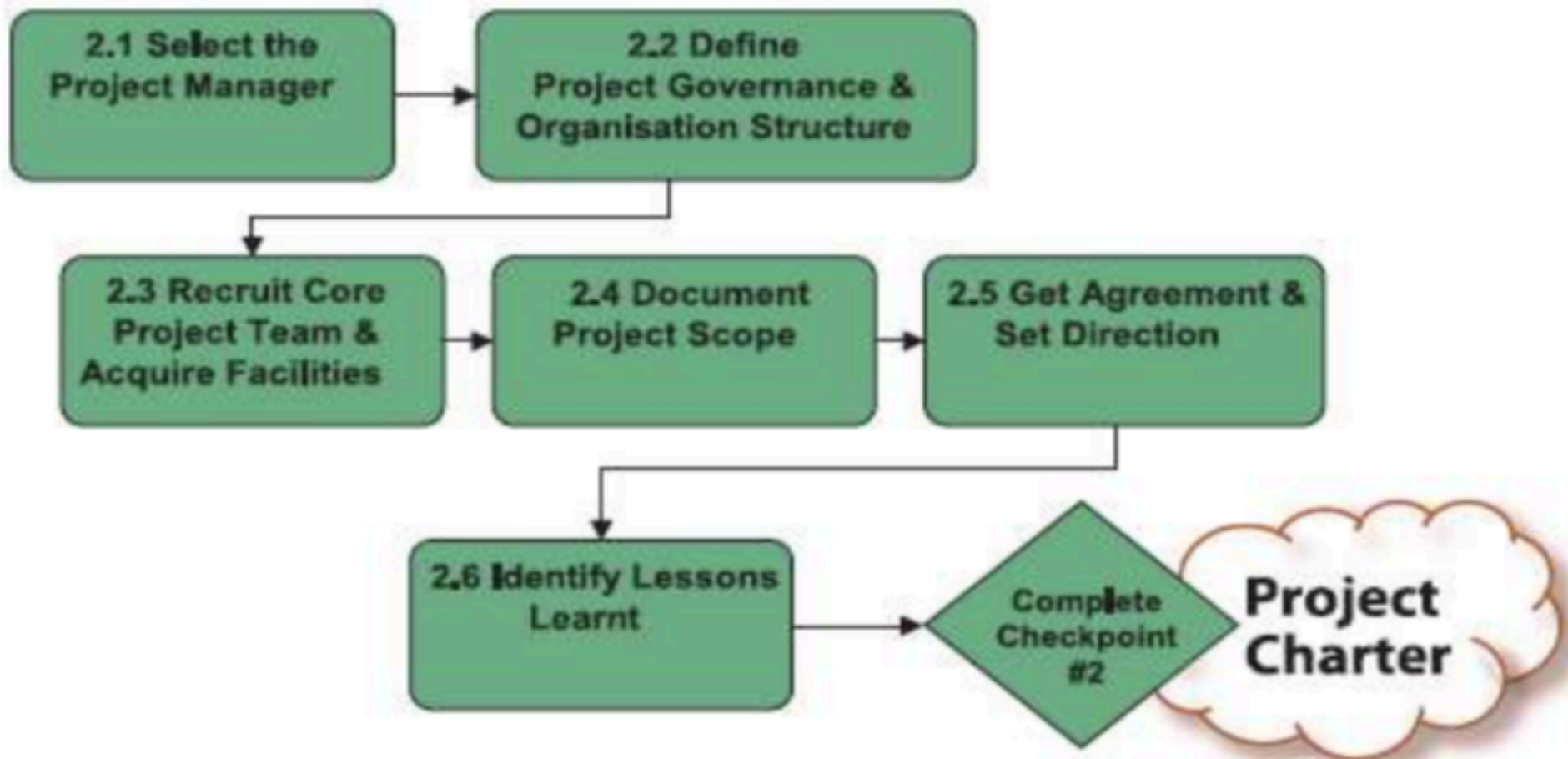
- The purpose of the **Definition Phase** is to define and add structure to the project.
- Each project is unique and must be individually defined.
- The main objectives include determining the governance structure, hiring and/or appointing the project manager and core project team, and documenting the high-level scope of the project. Importantly, the project manager must be dedicated to the specific project; **it is not a part-time role.**
- The phase ends with a clear documentation of the project outcomes and outputs, as well as the articulation of the key constraints for the project in terms of time, budget and number of resources. This is accomplished through the development of the **Project Charter**.

DEFINITION PHASE

Definition – Project Charter

- Refined business case: scope, outputs, outcomes, performance targets, stakeholders, risks. SMART
- Core team members
- **Signed off by PM & Project Sponsor**
 - **MOUs** in effect act as project charters.
 - If a project is to be managed under this approach, the MOU will be replaced by the Project Charter which defines the deliverables and stakeholder relationships.
- **Decision to proceed**
 - Determine at what level the Charter must be signed: DG, DDG, CD, etc?
 - If the project charter is not signed, the project does not exist.
- **Small projects** - Business Case is similar to Project charter
- **Complex projects** – Very distinct; Business Case argues for the project whereas the Project Charter is about getting permission
- **Checkpoint:** Signed submission with Charter annexure

DEFINITION PHASE



DEFINITION PHASE

- Sections of the **Project Charter** Template:
 - Desired Outcome
 - Project Scope
 - Project Risks
 - Critical Success Factors
 - Project Timelines
 - Resource Inputs: Budget, Human Resources, Partners
 - Project Communications
 - Sustainability and Scale-up
 - Sign-Off
 - Impacts, Outcomes, Outputs & Performance Indicators

DEFINITION PHASE

- **Definitions:**
 - **Impacts:** Positive and negative, primary and secondary long-term effects produced by an intervention, directly or indirectly, intended or unintended.
 - **Outcomes:** The likely or achieved short-term and medium-term effects of an intervention's outputs.
 - **Outputs:** The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
 - **Activities:** Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilised to produce specific outputs
 - **Inputs:** The financial, human, and material resources used for the intervention.
- Ensure that goals are **Specific, Measurable, Achievable, Results-focused** and **Time-bound**. Indicate what your impacts, outcomes and outputs will be, and in what way they are **SMART**. See National Treasury's Strategic Planning Framework (<http://www.treasury.gov.za/publications/guidelines/SP%20APP%20Framework.pdf>), p13

DEFINITION PHASE

- **Common Mistakes in this Phase:**
 - Underestimating the overall complexity and the interactions between all the separate components of the project
 - No clear ownership for the project
 - Lack of leadership and commitment from the Senior management
 - No delegated decision making
 - Project manager appointed with no prior experience
 - Roles and responsibilities are not clearly defined
 - Resource requirements exceed resource availability

PLANNING PHASE



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PLANNING PHASE

- The purpose of the **Planning Phase** is to ensure that all aspects of the project are identified, planned and appropriately documented. The main objectives include defining the scope of the project in detail and determining the required resources, time and money. The processes that will be used to monitor and control the project are also developed and documented as part of this phase. The phase ends with a clear documentation of all project processes and management plans, which is accomplished through the creation of the **Project Plan**.
- A number of the objectives and steps provided below may be conducted concurrently, however, project participants should understand the interdependencies and linkages between various steps and how they come together to form the **Project Plan**.



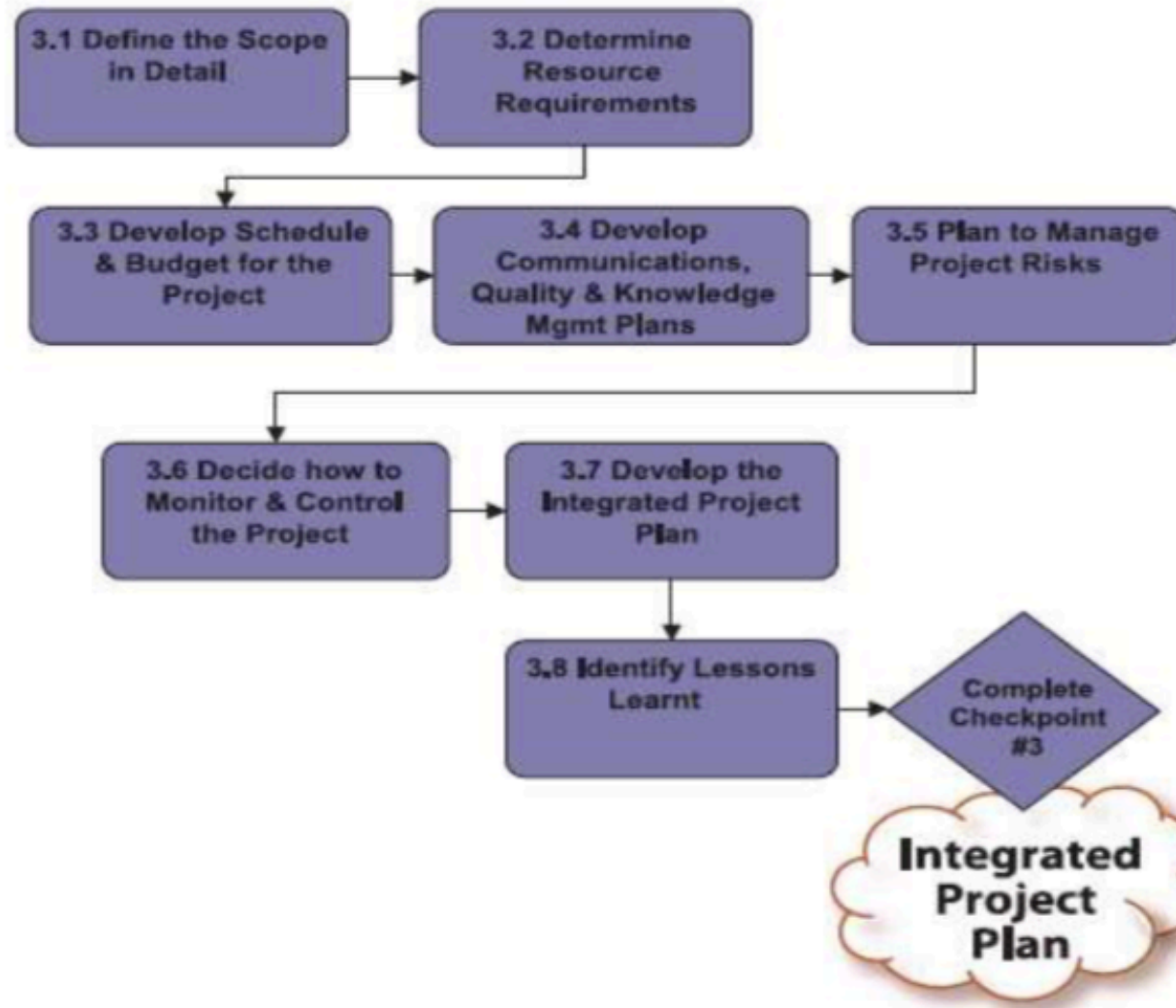
PLANNING PHASE

Definition – Project Plan

- Tasks, resources, schedule, communications, risks.
- **Tools:** WBS (Work Breakdown Structure or sequenced deliverables), Risk management plan, Communications Plan, Gantt (Timeline), Identify Milestones (specific deliverables due on specific dates)
- **Project Business Case, Charter and Plan** should not have significant information overlaps except a small background section explaining what the project is about (plus a consistent project name). Acceptable overlaps would be on information which would be needed to assess the document independently.



PLANNING PHASE



PLANNING PHASE

- Sections of the **Project Plan** Template:
 - Impacts, Outcomes, Outputs & Performance Indicators
 - Project Governance Structure
 - Project Team and Organisational Structure
 - Human Resource Management Strategies
 - Procurement Management Strategies
 - Project Schedule
 - Project Budget: Detail



PLANNING PHASE

- Sections of the **Project Plan** Template:
 - Project Cost and Scope Management Plan
 - Communications Management Plan
 - Performance Reporting Process
 - Quality Management Plan
 - Quality Assurance & Control Processes
 - Risk Management Strategy
 - Risk Monitoring & Control Process
 - Project Issues Management Process
 - Project Change Control Process
 - Updated List of Constraints and Assumptions



PLANNING PHASE

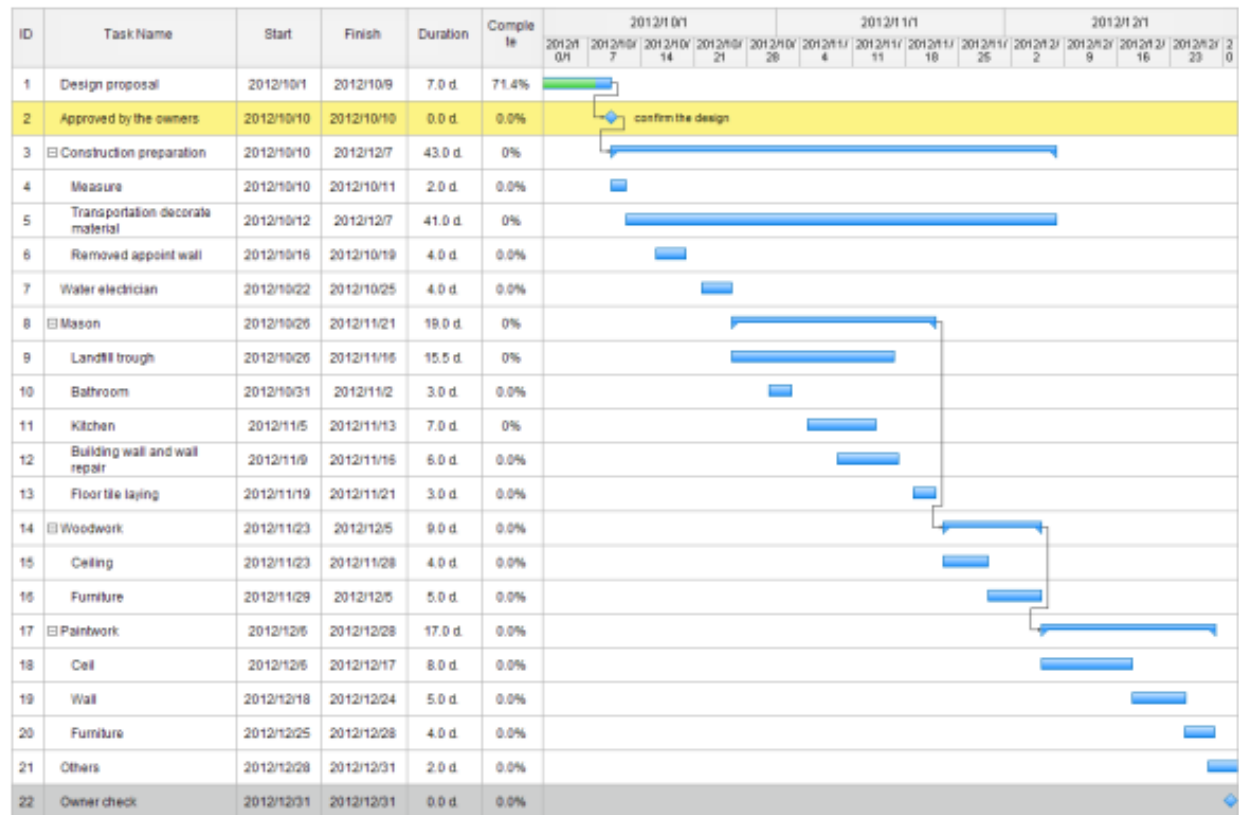
- **Risk Management Strategy**

- **Risk Avoidance** – eliminating a specific threat, usually by eliminating the cause; risk avoidance can be performed by changing the project plan to eliminate the threat of a specific risk event;
- **Risk Transfer** – transferring the responsibility for the risk to another party via contract, legislation or administrative process; to transfer a risk is to seek to shift the consequence of a risk to a third party. Once the risk has been transferred, the third party takes ownership of the risk response; however transferring the risk to another party does not eliminate it;
- **Risk Mitigation** - mitigation is reducing the probability and/or the consequences of an adverse risk event to an acceptable threshold; taking measures to reduce the likelihood of a risk occurrence, or taking action to limit the effects of risk are both risk mitigation tactics;
- **Risk Acceptance** – this strategy prepares for, and deals with, the consequences of a risk event through either the development of a contingency plan or through acceptance of the consequence. As part of this strategy, no action is taken to reduce or limit the effects of the particular risk.



PLANNING PHASE

- **Gantt Chart Purpose**
 - To compare tasks and see how long they will take relative to each other
 - To see how tasks depend on each other
 - To correctly sequence tasks
 - To identify resources allocated to tasks and therefore determine their workloads



PLANNING PHASE

- **Common Mistakes in this Phase:**
 - Having no project plan - Trying to manage a project without a project plan is like trying to cross an unknown country without a map
 - Having a wrong project plan that is not based on reality
 - Inadequate risk analysis and management
 - Ignoring evidence from past projects – Lessons learnt
 - Skipping planning processes – A RUSH TO IMPLEMENT – **Poor planning produces poor products**
 - Not plotting the deliverables and work packages on a Gantt Chart and therefore not realising that some resources are overloaded/overburdened
 - Not seeing realistically on Gantt (time line) how long things will take compared to each other and therefore whether realistic timescales have been allocated to each task

IMPLEMENTATION PHASE



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IMPLEMENTATION PHASE

- The purpose of the **Implementation Phase** is to execute the tasks and activities that have been planned and documented in the **Project Plan**.
- The main objectives of this phase include **carrying out the work** needed to complete project outputs and achieve project outcomes, while monitoring and controlling project's progress and performance. The end of this phase is marked with the completion of all project objectives and outputs.

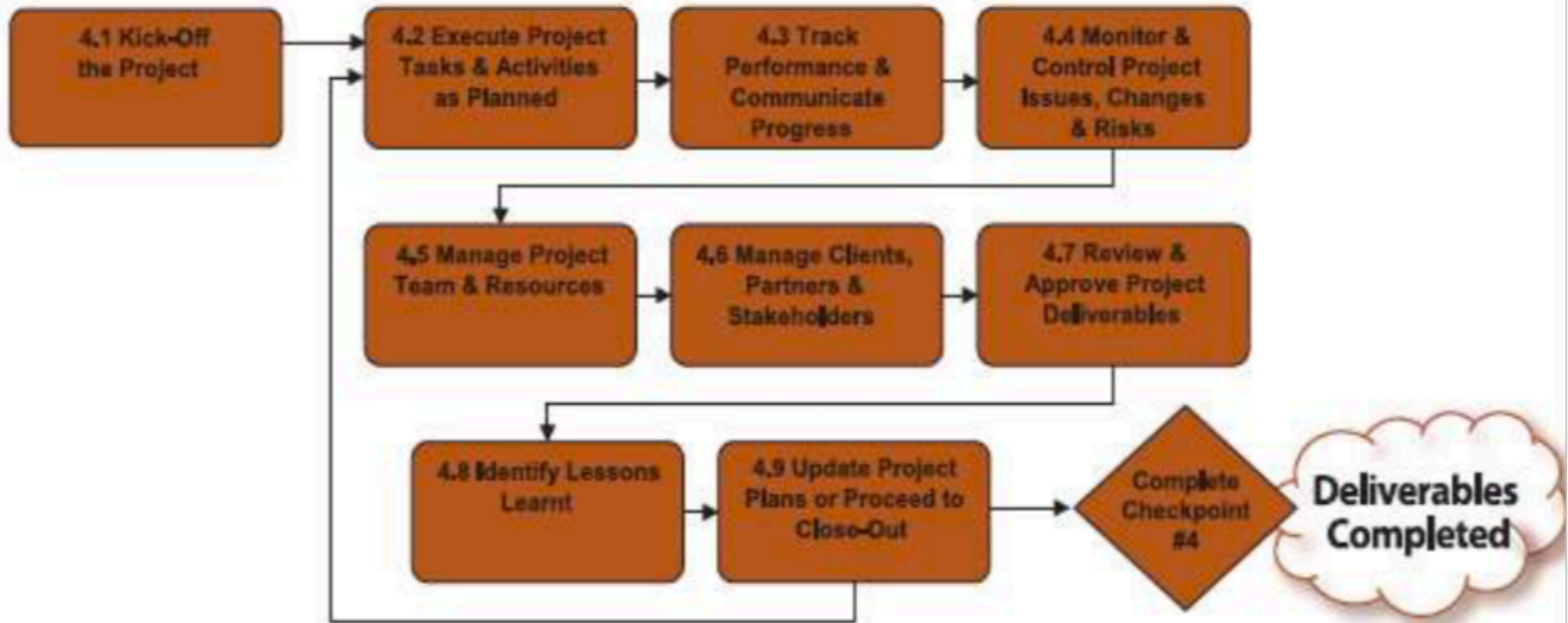


IMPLEMENTATION PHASE

Things to pay attention to during implementation:

- Kick off project (Sponsor, team, PM. Reconfirmation)
- Doing what you promised / planned (tracking delivery against the Gantt)
- Execute, Monitor & Communicate progress
- Watch out for Scope creep
- Ensure Change management (helping the project beneficiaries to adjust to the changes they are being subjected to)
- Track and log issues, risk changes, and risk/issue resolutions
- Ensure delivery is against budget

IMPLEMENTATION PHASE



IMPLEMENTATION PHASE

- In this phase we merely log progress in the **Gantt Chart** and **Issues Log**
- Other templates are well-known: **agendas, meeting registers, and meeting minutes** and can be used as-is
- Important to identify a project **Steerco** and meet regularly for progress updates and issues.
- Items logged in the **Issues Log** Template:
 - Issue / Change
 - Name
 - Raised By
 - Issue / Change
 - Category: IT, Stakeholder, Partner, Financial, Staffing, Project Protocol, Business Operation, Approvals, Legal
 - Status / Actions / Resolution Taken

IMPLEMENTATION PHASE

- **Common Mistakes in this Phase:**
 - Scope management is a big problem – allowing new features (“scope creep”)
 - Change control not managed
 - Ignoring warning signs and pressing on, in the hope everything will turn out right in the end ("Sunk costs" fallacy)
 - Lack of honest communication and poor communication channels (concealing failures / challenges / risks)
 - Not asking for help when it is needed
 - Resource overcommitted and unable to devote enough time to the project (too few resources / too many tasks)
 - Sign off of deliverables against set objectives

CLOSE-OUT PHASE



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CLOSE-OUT PHASE

- The completion all project deliverables does not signify the end of the project. The purpose of the **Close-Out Phase** is to complete all outstanding project activities, arrange for knowledge transfer, and facilitate the transition to operations.
- Furthermore, one of the main objectives of the **Close-Out phase**, in addition to documenting the formal acceptance of project results, is to identify, capture and properly archive the knowledge / lessons learnt and experiences gained as a result of having completed the project. The end of this phase marks the end of the project.
- In addition to releasing the project's physical and closing project's financial assets, special attention should be paid to the project's human resource assets. It is important to ensure **that project team members** are appropriately recognised for their accomplishments and that their transition to the next engagement is made as smooth as possible.

CLOSE-OUT PHASE

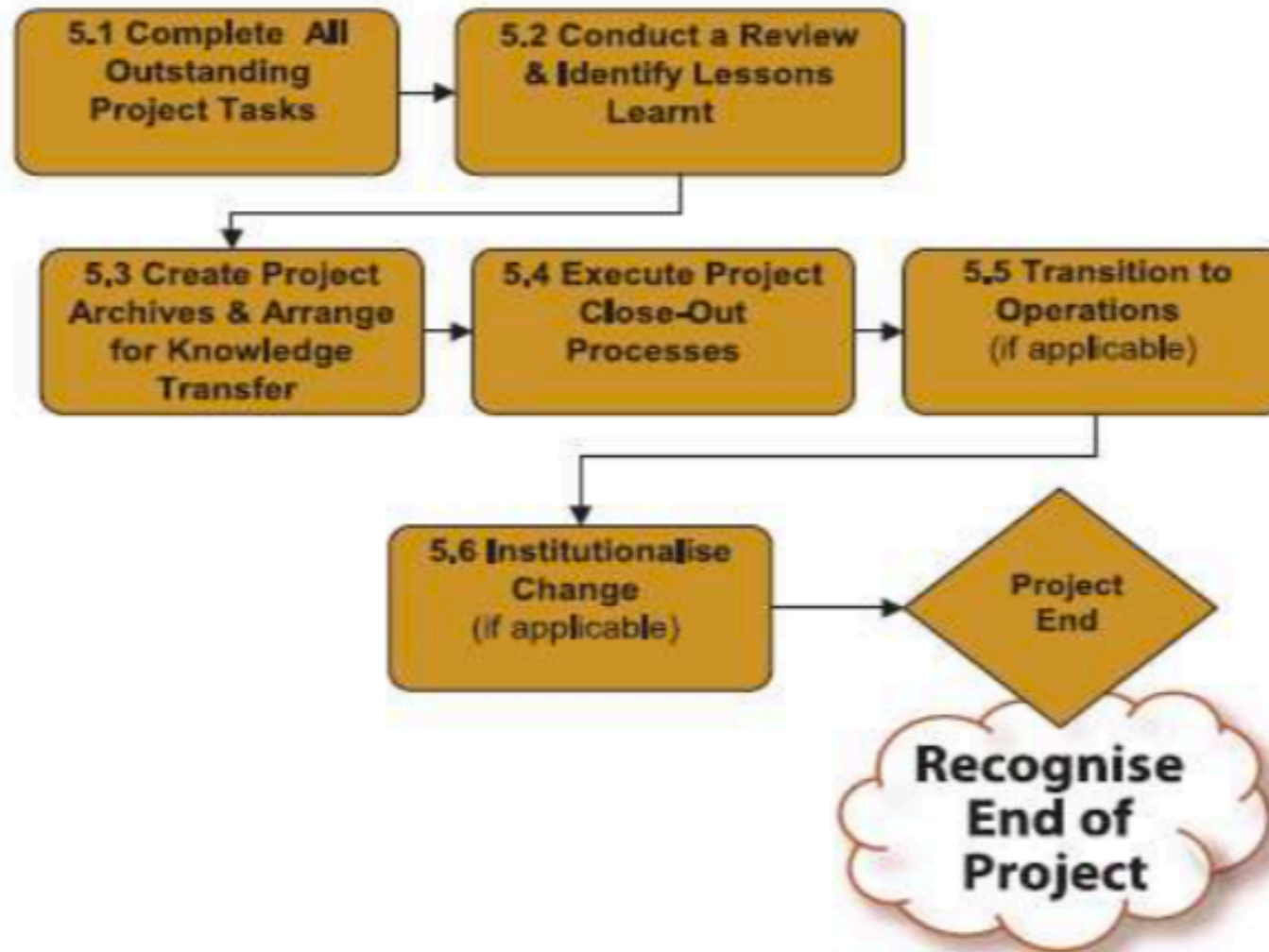
What do we do in the Close out Phase?

Only by reviewing the results at the end and learning from them, will any organisation continue to improve.

- Identify & Document the Lessons Learnt. Retrospective.
- Create Project Archives (records)
- Complete Project Close-Out



CLOSE-OUT PHASE



CLOSE-OUT PHASE

- The **Lessons Learnt Report** template is similar to the **Issues Log**; it records problems that occurred during the project.
- It also captures budget deviations to record any financial matters which may raise queries.
- Sections of the **Lessons Learnt Report** Template:
 - Summary of Project Achievements
 - Project Scope
 - Project Successes
 - Project Challenges/Difficulties
 - Project Impacts & Outcomes
 - Project Budget Deviations
 - **Lessons Learnt Log**
 - Suggestions for Future Projects
 - Project Archives
 - Project Handover

CLOSE-OUT PHASE

- **Common Mistakes in this Phase:**
 - Ignoring lessons learnt - Forgetting what has been done and discarding any useful experience that has been gained on a challenging project
 - Disbanding the team too fast before the learning has been captured
 - Moving on to your next project before reviewing the last
 - Not making lessons learned available to other people in the organisation
 - Not archiving
 - Not celebrating the success of the project
 - Not getting signoff to confirm the project is delivered.

HOW TO DO PM



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How to do PM

- **Prioritize:** identify a projects list – new, ongoing. Shave it down
- **Rank & Select:**
 - **Differentiate** between differently sized / scoped projects i.e. Project Screening Matrix
 - **Position** in matrix determines the approach used. Based on identified variables - cost, number of stakeholders involved, risk, etc.
 - **Identify** those needing immediate action (high impact / highly doable) – “Low hanging fruit”
 - **Fast tracked projects** – emergency intervention. (Agile).
- Start with the five steps according to the project’s existing state. E.g. if is already running, start with the Project Plan to ensure that the WBS and timeline is well-defined. Gantt.

EXERCISE & CLOSE



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EXERCISE

In-class:

- Take the **Project Business Case** template and complete it for a project that you want to plan for
- Draw up a **Gantt Chart** for any of your projects based on what you know about the project (approximate) with a maximum of 10 tasks. Be sure to identify **resources** (persons) responsible for each task. If you want to start a new project, you can also do the Gantt for a new project.

In your own time:

- Complete the **Project Charter** and **Project Plan** for your project
- Monitor an **existing** project using the **Issues Log** template.
- Bring the two completed tasks to your coordinator(s) presenting this workshop in one week.



CLOSE

Any Questions?



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