

PPM programme & project management

# Guide to Project Start-Up

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**Table of Contents**

**1 Introduction to the Guide .....6**

**2 Critical Success Factors (CSFs) for Project Start-Up.....7**

**3 CSF 1: Demonstrated and Continued Executive Leadership .....8**

    3.1 Ensure you understand who the Sponsor is for your project ..... 8

    3.2 Make an appointment to meet face-to-face with the Sponsor for your project..... 8

    3.3 Develop a draft Project Charter ..... 10

    3.4 Present the draft Project Charter ..... 11

    3.5 Invite the Sponsor to a project meeting ..... 11

    3.6 Develop your project plan ..... 12

    3.7 Maintain role clarity and a strong working relationship with the Sponsor ..... 14

**4 CSF 2: Adequate funding and resources dedicated to the project.....15**

    4.1 Develop a comprehensive project plan (see CSF 5) ..... 15

    4.2 Develop a risk analysis plan ..... 15

    4.3 Present your project plan to the Sponsor..... 16

    4.4 If additional resources are not forthcoming:..... 16

**5 CSF 3: Clear Governance, Roles and Responsibilities .....16**

    5.1 Establish the project governance structure ..... 17

    5.2 Roles and Responsibilities of the Core Project Team..... 18

    5.3 Does my project need a Project Steering Committee? ..... 19

    5.4 Does my Project need an Executive Sponsor?..... 21

**6 CSF 4: Complete and Clear Requirements .....22**

    6.1 Identify the users..... 22

    6.2 Understand exactly what is “driving” this project..... 22

    6.3 Conduct workshops and interviews with your key clients ..... 22

    6.4 Obtain “sign-off” of the requirements. .... 23

    6.5 Regularly re-visit and re-confirm your client’s requirements. .... 23

**7 CSF 5: A Comprehensive, Well thought-out Plan .....24**

    7.1 Confirm the Desired Outcome of the Project ..... 26

    7.2 Develop a Business Case ..... 27

    7.3 Develop a Project Charter..... 27

    7.4 Develop a Project Schedule for your project..... 27

    7.5 Develop a Risk Management Plan..... 28

    7.6 Develop a Communication Plan..... 28

    7.7 Establish your project management infrastructure..... 29

    7.8 Compile your Integrated Project Plan ..... 29

    7.9 Funding and Resources..... 29

    7.10 Baseline your project and activate ..... 29

**8 CSF 6: Greater Consideration for People and Change Management .....31**

**9 CSF 7: Multi-stakeholder Communication .....33**

**10 Wrap-Up: Where to get more help.....35**

**11 Appendix A: Sample Project Governance Structures .....36**

**12 Appendix B: Documents and Templates.....38****Acronyms and Abbreviations**

AC	Actual Cost
ACWP	Actual Cost of Work Performed
AD	Activity Description
ADM	Arrow Diagramming Method
AF	Actual Finish date
AOA	Activity-on-Arrow
AON	Activity-on-Node
AS	Actual Start date
BAC	Budget at Completion
BCWP	Budgeted Cost of Work Performed
BCWS	Budgeted Cost of Work Scheduled
BOM	Bill of Materials
CA	Control Account
CAP	Control Account Plan
CCB	Change Control Board
CoQ	Cost of Quality
CPFF	Cost-Plus-Fixed-Fee
CPI	Cost Performance Index
CPIF	Cost-Plus-incentive-Fee
CPM	Critical Path Method
CSF	Critical Success Factor
CV	Cost Variance
DD	Data Date
dplg	Department of Provincial and Local Government
DPSA	Department of Public Service and Administration
DU	Duration
EAC	Estimate at Completion
EF	Early Finish date
ES	Early Start date
ETC	Estimate to Complete
EV	Earned Value
EVM	Earned Value Management
FF	Free Float or Finish-to-Finish
FFP	Firm Fixed-Price
FFS	Fees for Services
FPIF	Fixed Price Incentive Fee
FS	Finish-to-Start
FTE	Full Time Equivalent
GERT	Graphical Evaluation and Review Technique
HR	Human Resources
IFB	Invitation for Bid
ISO	International Organisation for Standardisation
IT	Information Technology
LF	Late Finish date
LOE	Level of Effort
LS	Late Start date
NT	National Treasury
OBS	Organisation(al) Breakdown Structure
PALAMA	Public Administration Leadership and Management Academy

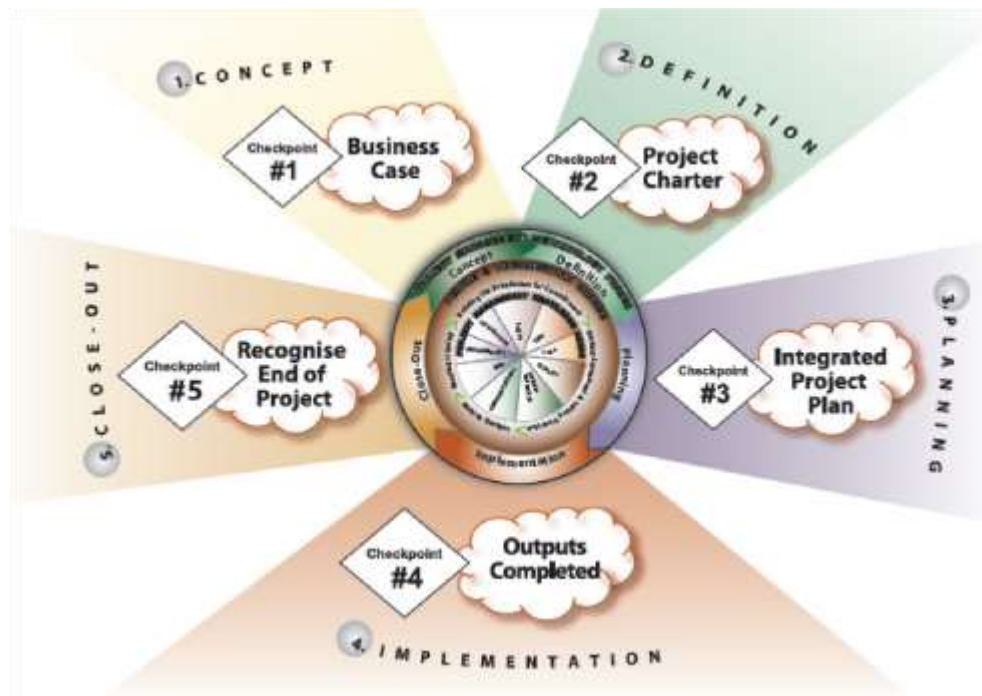
PC	Percent Complete
PDLC	Product Development Life Cycle
PDM	Precedence Diagramming Method
PERT	Program Evaluation and Review Technique
PF	Planned Finish date
PM	Project Management or Project Manager
PMBOK	PMBOK® Project Management Body of Knowledge
PMI®	Project Management Institute
PMO	Programme / Project Management Office
PMP®	Project Management Professional
POC	People and Organisation Framework
PPM	Programme and Project Management
PS	Planned Start date
PV	Planned Value
QA	Quality Assurance
QC	Quality Control
RAM	Responsibility Assignment Matrix
RASCI	Responsibility, Approves, Supports, Consulted, Informed
RBM	Results Based Management
RBS	Risk Breakdown Structure
RDU	Remaining Duration
RFEOI	Request for Expression of Interest
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Quotation
RFR	Request for Resources
RFS	Request for Services
RFT	Request for Tender
RSA	Republic of South Africa
SF	Scheduled Finish date or Start-to-Finish
SMART	Specific, Measurable, Achievable, Relevant, Time bound
SME	Subject Matter Experts
SOW	Scope / Statement of Work
SPI	Schedule Performance Index
SS	Scheduled Start date or Start-to-Start
SV	Schedule Variance
T&M	Time and Materials
GTAC	Government Technical Advisory Centre
TC	Target Completion date
TF	Total Float or Target Finish date
TOR	Terms of Reference
TQM	Total Quality Management
TS	Target Start date
VE	Value Engineering
WBS	Work Breakdown Structure

## 1 Introduction to the Guide

This Guide is designed to assist Project Managers in starting up their projects effectively and efficiently. It focuses on applying critical success factors (CSFs) and provides practical tips to help Project Managers increase their chances of delivering a successful project. Despite an increase in project management rigour across the Public Sector, many Project Managers continue to experience numerous challenges and issues, particularly during the start-up phase of their projects. The Guide is also designed to assist Project Managers in improving communication with the Project Sponsor, the client and senior management.

The Guide does not replace the recommended steps within the **Programme and Project Management Framework**<sup>1</sup> (PPM Framework) and should be treated as a supplement. Many subjects discussed within this document are expanded upon within the PPM Framework. The PPM Framework provides a comprehensive collection of processes, tips, tools and templates which can assist you through all the five phases of a project from Concept, to Definition, to Planning, to Implementation through to Close-Out, as shown in the diagram below. If your project is small and non-complex you should also consider using the **Guide to Smaller Projects**<sup>2</sup>.

Project Start-Up is defined as a point in time, up to and including when the project team is assembled and “on-board”, when the project plan has been approved and the implementation of your project has just begun. In terms of the **Programme and Project Management Methodology**<sup>3</sup>, (see diagram below) Project Start-Up generally includes all activities from Concept through to the Project Kick-Off meeting, which is the first activity during the Implementation Phase.



<sup>1</sup> Refer to the website for the most recent version of the Programme and Project Management Framework (FWK\_1)

<sup>2</sup> Refer to the website for the most recent version of the Guide to Smaller Projects (GUI\_5)

<sup>3</sup> Refer to the website for the most recent version of the Programme and Project Management Methodology (MET\_1)

## **2 Critical Success Factors (CSFs) for Project Start-Up**

Based on experiences of both successful and less-successful projects, the following items are in the top seven project Critical Success Factors (CSFs) in no particular rank order:

**CSF 1: Demonstrated and continued executive leadership**

**CSF 2: Adequate funding and resources dedicated to the project**

**CSF 3: Clear governance, roles and responsibilities**

**CSF 4: Complete and clear requirements**

**CSF 5: A comprehensive, well thought-out plan**

**CSF 6: Greater consideration for people and organisational change management, and CSF**

**7: Multi-stakeholder communication.**

The remainder of this Guide explains each one of these critical success factors (CSFs) that a project manager can incorporate into their strategy for project start-up.

### **3 CSF 1: Demonstrated and Continued Executive Leadership**

#### ***Demonstrated and continued executive leadership is important on your project because without it:***

Decision-making will likely slow down on your project, resulting in delays in delivery to your clients. Your clients may begin to question whether your department is supporting the project and whether they will receive the project deliverables and results they are expecting.

The Sponsor may avoid making decisions on your project if he/she does not understand, or is not engaged, in your project and/or if he/she does not understand the expected role of the Sponsor. If decisions are not being made in a timely manner, team members will begin to question why they need to hold to their delivery dates.

The team members will begin to question whether this project is a priority or important to the department and project team morale and thus productivity is likely to diminish.

You personally may begin to question the value of the project and commitment of the executive team and/or your Sponsor to the project.

Resources may be re-allocated elsewhere in the department.

It will be difficult to remove project barriers and/or leverage support and resources from other departments or partners.

#### ***How a Project Manager can secure demonstrated and continued executive leadership:***

##### **3.1 Ensure you understand who the Sponsor is for your project**

If the identity of the Sponsor is unclear:

Discuss with your manager who they think the Sponsor is. More often than not, the project request “arose” from the “sponsoring” department / unit. As a rule of thumb, the Sponsor is usually the individual who is providing funding for your project and is usually the manager of the area most affected by the project. The Sponsor may even be your own manager.

Contact the manager of the affected area and / or the source of the project request to confirm who they think the Sponsor is. At this point in time you may need to explain the key duties of a Sponsor. (See the **Guide to Project Sponsorship**<sup>4</sup> for typical role and responsibilities of a Sponsor.)

##### **3.2 Make an appointment to meet face-to-face with the Sponsor for your project.**

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<sup>4</sup> Refer to the website for the most recent version of the Guide to Project Sponsorship (GUI\_2)



During this meeting, you should discuss the following areas:

**Expectations:  
Have the Sponsor  
explain what he or  
she is  
expecting from the  
project**

This is a good time to have a discussion clarifying the Sponsor's views on the following subjects:

- the problem or need being addressed by the project
- the impact, objectives and outputs to be achieved through the project
- the desired end-state and project outcomes (the "vision")
- the key outputs of the project, and
- the key risks to success.

Although this view is that of one individual, the view of a Project Sponsor is very important and needs to be strongly considered when planning the project. The answers to the above questions will guide you in the development of your Project Charter.

Ask the Sponsor if a business case exists for the project and whether the above questions are addressed in it. Obtain the business case for your reference on the project as soon as possible.

**Definition of Success:  
Obtain the Sponsor's  
opinions on how he /  
she would judge  
whether this was a  
successful project**

This discussion will assist you in determining what aspects of the project you should particularly pay attention to, for example, cost, time or quality.

Ask what the Sponsor judges to be "absolutely cast in stone" on the project – schedule, resources or scope / quality

Ask "what is least critical out of those items?"

You can enhance this discussion by giving examples. Have the Sponsor picture a situation in a few months, where he or she is faced with a decision on whether to exceed the budget, extend the timeframe or cut scope or quality.

**Roles and Responsibilities:  
Have the Sponsor explain  
what he or she expects  
from you as the Project  
Manager on the project**

Review the list of responsibilities of the Sponsor (as per the Guide to Project Sponsorship) with the Sponsor. Discuss whether they will be able to fulfil those commitments. If not, develop potential strategies with the Sponsor to fill the gaps. For example, if the Sponsor has very limited time, invite them to segments of team meetings, ensure they are briefed in advance of the meeting, provide them with briefings on deliverables before they are expected to sign-off, provide briefings prior to steering committee meetings so the meetings proceed at a good pace.

Set a regular time to meet with the Sponsor. Even a short weekly meeting is better than none. At those meetings reinforce your need for continued support and how it can be achieved, potentially with your assistance. Through regular meetings, the Sponsor will see you are in control and joint problem solving and trust between you and the Sponsor will be enhanced.

**Strategic Alignment and Priority:  
Determine how closely  
The project aligns with  
The department's strategic  
objectives and priorities**

If the project outputs are closely aligned with the organisation's priorities:

- Your Sponsor is more likely to be engaged;
- It will be easier to obtain resources for your project – you can use this argument when obtaining resources;
- Staff may view the project as an opportunity to increase their profile, resulting in more people being interested in working on it.

Make sure you emphasise its priority within the department often. This will help increase / maintain team spirit and commitment.

Your clients and end-users will see / hear that the project is a priority and will feel a greater level of confidence that their needs will be met.

If there is lack of strategic alignment and/or the project is seen as lower priority:

- Ask why the Sponsor thinks it should be given priority and whether they are going to be committed to assisting you in maintaining its profile.
- Ask whether the project should proceed in its current form, explaining that it will be more difficult to obtain and keep resources for your project and participants, and stakeholders may not be as supportive or confident in the project's outcomes.

Even if your project is underway, it is never too late to discuss why or how the project is aligned with the department's strategic objectives. It is better to have the discussion now than at the conclusion of the project. This discussion serves a multitude of purposes – it gives you information on what the project is likely to include, what some of the risks may be, the amount of support for the project and last but not least, it is the starting point for you to develop a relationship with your Sponsor.

### 3.3 Develop a draft Project Charter

The development of the **Project Charter** is critical to the success of your project. The Charter is the key product of the Definition Phase of the Programme and Project Management Framework. A Charter defines the specific impact, outcomes and outputs, roles and responsibilities and provides written proof (with signatures) of the commitment to the project. The drafting of a Project Charter is time and effort well spent and it helps keep the project team focused.

The key components of a Project Charter are:

- The project scope (both in and out-of-scope)
- The project's purpose and benefits
- The project's impact, outcomes, outputs and key performance targets
- Key milestones and deliverables
- Budget (if one has already been determined)

- Key project team roles required on the project
- Key partners participating in the project
- Key stakeholders and their interests and needs related to the project
- The project's interdependencies with other projects
- Potential change impacts of the project
  
- Major risks, their potential impact on the project and possible mitigations
- Project critical success factors
- Assumptions and constraints to completing the project
- Communication to key audiences and their anticipated information needs

The amount of detail in a Charter will vary according to time constraints and how soon you need to move to detailed planning; however working through the above sections of the Project Charter is a major step and benefit in understanding your project. Complete the Project Charter by gathering information from as many varied sources as possible:

- Begin by interviewing the Sponsor
- Interview users, partners and people who have worked on similar projects
- Gather lessons learnt on similar projects from colleagues, your network of department project managers, your Project Management Office if one exists.
- Brainstorm sections of the Charter with your project team and/or key functional managers likely to provide resources to the project where possible.

### **3.4 Present the draft Project Charter**

Arrange a meeting to review the draft Charter with your Sponsor in person, particularly if you suspect the Sponsor is unlikely to read it otherwise. Consider developing a brief slide presentation of the key elements included in the Charter that you think the Sponsor will want to review.

At a subsequent meeting, highlight the changes made to the draft Charter and seek approval and sign-off. If the Sponsor is not willing to sign-off, discuss their issues and concerns and ask what can be done to address the Sponsor's concerns. Explain that in signing the document it demonstrates commitment to the team that the Sponsor is behind their work and that they are on the right track. Continue negotiating and following-up with the Sponsor until the Charter is approved.

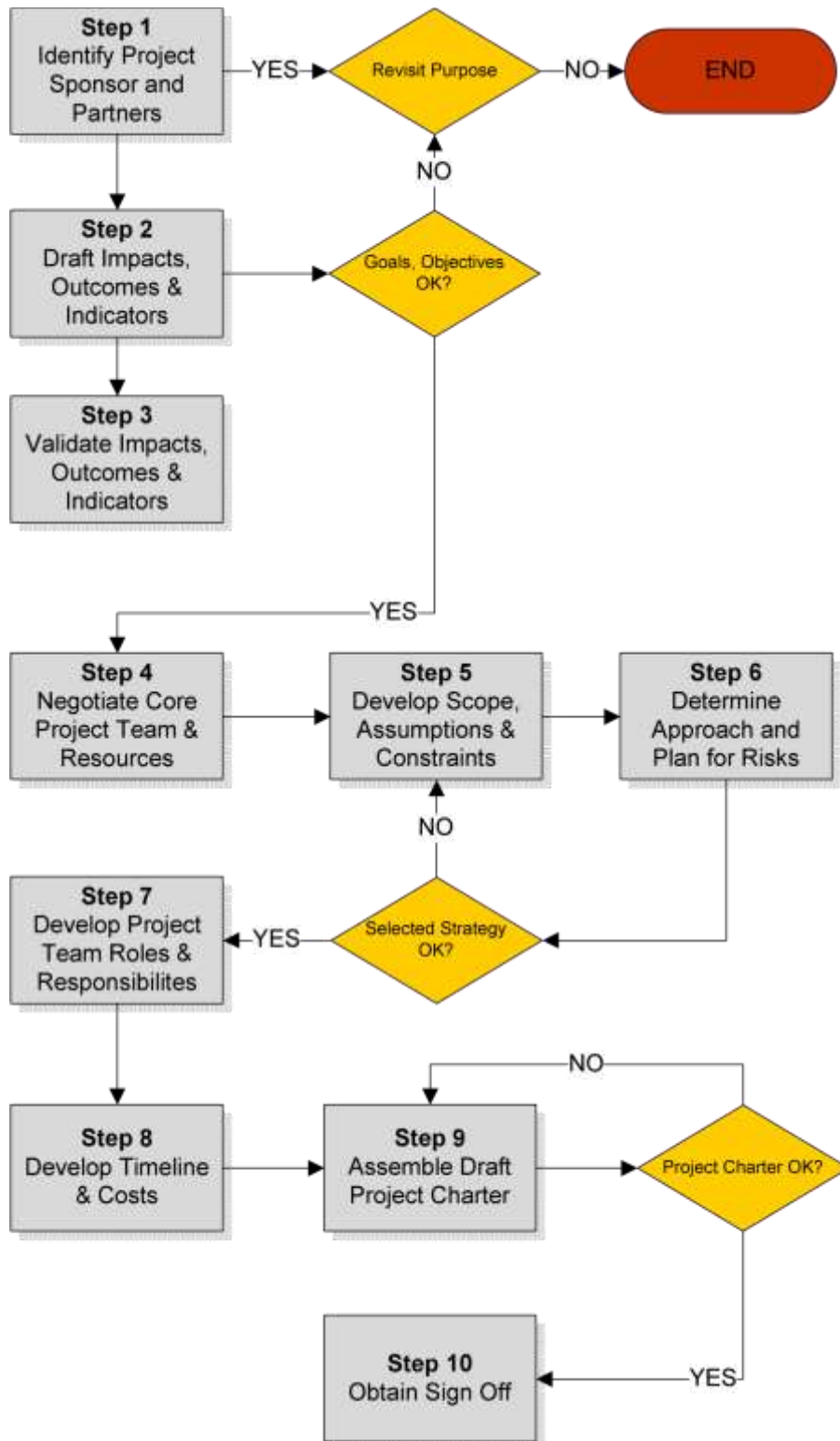
### **3.5 Invite the Sponsor to a project meeting**

If the project is already underway and/or you already have a core team, invite the Sponsor to one of your project meetings. Prior to the meeting, confirm what items you would like the Sponsor to discuss and consider preparing an outline script for him or her. Consider asking the Sponsor to outline their role and contribution to the team, (e.g. to clear roadblocks, manage stakeholders, etc.). Invite the Sponsor back to the core team meetings when key milestones are met, when deliverables are delivered (to congratulate the team), or to rally the team when they are under pressure.

### 3.6 Develop your project plan

Refer to “*CSF 5 - A Comprehensive Well thought-out Plan*” for more detail. Ensure you identify when exactly you will be looking for the Sponsor’s input and/or decisions or approvals on particular items. Review the plan with the Sponsor and highlight to them as to when you will be looking for their involvement.

The illustration below is an example of a typical process for developing a Project Charter. Your consultation needs or the requirements of the Sponsor will influence how much time or effort is spent at each step.



### **3.7 Maintain role clarity and a strong working relationship with the Sponsor**

During the course of the project and at your regular meetings with the Sponsor, reiterate what you are expecting from them as the Project Sponsor. If he/she is not living up to your expectations, you need to explain your concerns with real examples. Suggest approaches or develop strategies together to ensure ongoing maintenance of both of your roles.

If a key approval point or deliverable date is coming up, ensure that the Sponsor is aware of it in advance. Remind them during your regular meetings.

If a Steering Committee or approvals meeting is coming up, brief the Sponsor on expected results from that meeting. Clarify with your Sponsor what approvals and/or decisions you are seeking from the Sponsor and/or other participants at the meeting. Consider identifying the project risks and impacts of not obtaining a decision from the steering committee approvals meeting. Consider offering to prepare a presentation for the Sponsor's use at the meeting, to facilitate progress during the meeting.

Help the Sponsor prepare his/her peers and other senior executives for future decisions through briefings and regular meetings. Provide the Sponsor with communication materials as needed to facilitate communication with stakeholders.

## 4 CSF 2: Adequate funding and resources dedicated to the project

***Adequate funding and resources dedicated to the project are important to your project because without them:***

- The quality of the deliverables may suffer
- The project may be delayed
- Client's expectations are not likely to be met
- Clients may not receive adequate communication
- You may feel constantly under pressure to find additional resources, get team members to perform beyond their limits
- You may be more likely to cut corners on your project, or take more risks and thus jeopardise the quality or outcomes of your project. For example, you may be tempted to:
  - Reduce the amount of testing appropriate to your project
  - Exclude particular elements of scope
  - Neglect stakeholder and client needs, expectations and concerns.

***How a Project Manager can obtain adequate funding and resources:***

### 4.1 Develop a comprehensive project plan (see CSF 5)

You will be better positioned to go to your Sponsor with an explanation of your needs and current resource deficiencies with a well thought-out **Project Plan**. Without a plan, you may not be as convincing.

While developing the project plan, review all previous documentation developed for the project including the **Business Case** and project charter. Each of these documents was developed based on a number of assumptions; discuss these with the developer of these documents (if someone other than yourself developed them) – it may provide some context and shed some light on the resource shortfall that you are experiencing.

If there is still an opportunity to develop the Business Case and the Charter for the project, do both of these as soon as possible as part of your planning exercise and as mentioned later under CSF 5. Both these documents will assist you in developing stronger arguments when trying to obtain and secure additional resources.

### 4.2 Develop a risk analysis plan

The plan should outline the risks of proceeding with the project's current resource levels (see CSF 5 for more details on how to develop a risk analysis). The risk plan becomes part of the project plan.

### 4.3 Present your project plan to the Sponsor

- Explain the major tasks that need to be completed and your thinking around sequencing, durations and effort for each major piece of work.
- Explain how you and your team estimated your resource requirements. Did you consider the department's past experience on such projects, level of skills within the department, availability of required staff, etc.?
- Emphasise what you need versus what resources you currently have and the risks of continuing with the project based on the current resource level.
- Provide options for the Sponsor to consider based on the current resources, for example:
  - reducing the project's scope and focusing on the "must-haves" versus the "nice-to-haves"
  - splitting up the project into phases and treating this reduced-scope project simply as phase one because further resources will be required for phase 2, perhaps in the next fiscal year.
  - modifying the quality of the deliverables, but ensuring that the client will be in agreement.
  - using in-house staff, or other Public Service staff, for certain tasks which you had assumed consultants may carry out. This may result in the duration of the project being extended.
- Present a proposed approach on how you should position this with the project's client(s). Include options determined above, risk analysis and recommendations.
- If appropriate, propose an approach on how the Sponsor may position the request for more resources to the senior management group and/or the project's steering committee. The approach may include options, risk analysis and recommendations.

### 4.4 If additional resources are not forthcoming:

- Set up a meeting with the client, if the client is not fully represented by the Sponsor. Allow the discussion to be open-ended so the client can appreciate your rationale for your resource requirements and to provide suggestions. The purpose of the meeting should be to obtain agreement on any change in scope, duration and/or quality.
- Re-plan the project to reflect the limited resources and (hopefully) the deliverables that the client has agreed to. You may need to indicate what will not be accomplished if the full resources are not available.
- Ensure this issue and/or change in plan is escalated through your department reporting process via the Project Management Office or other reporting/co-ordinating unit so that the department is aware of this change in direction.

## 5 CSF 3: Clear Governance, Roles and Responsibilities

Clear governance, roles and responsibilities are important on your project because without them approvals and decisions are not likely to be made in a timely manner resulting in:

- Key milestones and/or delivery dates being missed



- Team members becoming upset, as they have met their delivery dates, but do not see senior management exercising their role as approvers and decision-makers in a timely fashion
- Approvals of key deliverables may be made without adequate care and attention, potentially resulting in re-visiting decisions already made
- Key stakeholders or partners feeling inadequately represented on your project and potentially stalling or de-railing decisions
- The project not being given the profile or importance warranted by senior executives, thus resources may be moved from your project, critical decisions may be deferred or removed from agendas and the project may lose credibility

Within your team, the absence of clear roles and responsibilities may result in:

- Confusion and disagreements over who does what
- Team members doing little or nothing towards the project, thus potentially missing key delivery dates
  - This is very common at the beginning of projects, if roles and tasks are not welldefined
  - You may have been assigned some resources, but without a clear plan developed and established the day they come on board, they may not be as productive as they could be
- Duplication of effort and inefficiencies, for instance two team members doing the same task, without realising it

How a Project Manager can obtain clear governance, roles and responsibilities:

- Project Managers and Sponsors need to consider how projects are governed and how decisions are made. A key governance question is whether your project requires a Steering Committee in addition to an Executive Sponsor.
- Project managers need to confirm who is going to make decisions during the project, who is ultimately responsible for results and whether the decision-maker(s) possess appropriate levels of authority. Without these features being considered in the early stages, the project is likely to run into difficulty and be delayed when critical decisions and approvals are being sought.

Effective project governance depends on selecting the right project governance structure that will support the successful delivery of the project outputs and outcomes.

## **5.1 Establish the project governance structure**

An appropriate Project Governance Structure includes:

- Representation from primary departments that are affected by or are critical to the project outcome
- Clear identification of project leadership and decision-making roles
- Clear description of reporting relationships among the project stakeholders and the project team

Membership of the project team with the “right” people — people who are capable, understand their role and who are committed to the project’s success

See Appendix A for sample project governance structures that you may wish to consider for your project, depending on the size and scope of your project and bearing in mind typical governance structures of other successful projects within your department.

## 5.2 Roles and Responsibilities of the Core Project Team

In order to establish clear roles and responsibilities within your core project team, consider the following approach:

- Identify the key deliverables and activities within your project through development of your work breakdown structure (see CSF 5)
- Populate the **Roles and Responsibilities Matrix** (also referred to as RASCI chart). List all team members across the top of the chart. For each activity listed, identify **who**
  - is **R**esponsible for the work,
  - **A**pproves it,
  - **S**upports it,
  - may need to be **C**onsulted on it, and
  - needs to simply be **I**nformed of progress and/or of its completion.

This matrix should be used as a guideline. If you and your team feel there are more appropriate definitions or templates that you have used on other projects, or are more common within your organisation, use them consistently within your project and ensure everyone involved with the project is aware of them.

- Within your **project schedule** ensure that each team member who is involved in a task in the RASCI is clearly identified on the schedule. The project schedule includes when deliverables are due and when approvals are going to be required.
- If a task is very complex, or may involve a large number of stakeholders, consider developing a “Task Description Sheet” for the task. A task description sheet should describe an individual task, including what’s involved, who is the owner of the task, who needs to participate and what the deliverable is.

The development of a RASCI chart and task description sheets serves a number of purposes:

- It defines exactly what the role of every team member is on every task and thus team members are ready to begin the work with much greater clarity and focus. The greater the clarity team members have regarding their roles and what they are going to deliver, the greater the likelihood that they will succeed and in turn, your project will succeed.
- When completed in a group exercise, (the matrix) shows where some people have multiple roles on the project (which happens very often on small projects) and what role a particular individual is playing at a certain point in time
- Highlights the interdependencies between activities and tasks being performed by team members

- Strengthens teamwork and buy-in by clearly illustrating how each team member is contributing to the project
- It is helpful to the Sponsor and other approvers by identifying early in the project what they are expected to approve
- It serves as another tool in explaining project features to the Sponsor, such as how quality will be controlled and where resources are going to be spending their time.

### 5.3 Does my project need a Project Steering Committee?

A steering committee is recommended for large, complex projects. These types of projects often cross over department / divisional boundaries and require input from a wide stakeholder base. A Steering Committee will ensure that project inter-relationships and interdependencies are identified, understood and managed. Refer to the **Intergovernmental Relation Toolkit**<sup>5</sup> issued by the Department of Provincial and Local Government (dplg) for projects across National / Provincial Departments.

The Steering Committee should be made up of representatives who have decision-making authority from each of the departments affected by, or contributing to, the project. Ideally, the steering committee should be composed of individuals who:

- Understand the strategic implications and outcomes of initiatives being pursued
- Appreciate the significance and impact of the project for some or all major stakeholders and may even represent their interests
- Are genuinely interested in the initiative and the outcomes being pursued in the project
- Are advocates for, committed to, and actively involved in pursuing the project's outcomes
- Have a broad understanding of project management and the approach being adopted to plan and manage the project
- Understand that the projects need active contributions and support from all Steering Committee members in order to succeed
- Are in a position to remove project barriers or to leverage support from partners

You will need your Sponsor's support to establish a Steering Committee. Determine the complexity, political sensitivity and nature of the key stakeholders on the project. Discuss with the Sponsor who would be appropriate participants, particularly the Chair, as many factors may make or break the effectiveness of a Steering Committee. Compare the decisions that would be made with or without a Steering Committee and how fast they would be made, to help you determine if it is a worthwhile step.

Let your Sponsor informally consult with potential participants to judge their level of commitment. Your Sponsor may also wish to escalate this concept to his or her manager and/or the senior management team to obtain their perspective and support.

Your Sponsor is going to need support. If the concept of a Steering Committee is valid and wellreceived, develop a draft **terms of reference**. This can then be shared with the potential membership to determine their level of commitment.

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<sup>5</sup> Refer to the dplg website [www.dplg.gov.za](http://www.dplg.gov.za) for the most up to date documents.

The following chart and related detail (which could form the basis of your terms of reference) illustrates the roles of members of a project steering committee.

Collective Responsibilities	Individual Responsibilities
<ul style="list-style-type: none"> <li>• Take on the responsibility for the project's feasibility, business plans and achievement of outcomes</li> <li>• Ensure the project's scope aligns with the agreed requirements of the business owners and key stakeholder groups</li> <li>• Provide vision and overall strategy for the project</li> <li>• Provide those directly involved in the project with guidance on project issues</li> <li>• Ensure that strategies to address potential risks and threats to the project's success have been identified, analysed, assessed and approved, and that the threats are regularly reassessed</li> <li>• Approve changes to the project that will materially affect scope/quality, the project schedule or the project budget</li> <li>• Keep the project scope under control as emergent issues force changes to be considered</li> <li>• Reconcile differences in opinion and approach and resolve disputes arising from them</li> <li>• Support the Project Sponsor, Project Manager and Project Team</li> <li>• Provide timely decision-making</li> <li>• Resolve issues and conflicts that cannot be solved at the Sponsor or Project Manager level</li> <li>• Monitor and review the project progress on a regular basis</li> <li>• Motivate all project team members, partners and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the project's outputs meet the stated requirements</li> <li>• Help balance conflicting priorities and resources</li> <li>• Provide guidance to the Project Team and users of the project outputs</li> <li>• Consider ideas, issues and opportunities raised</li> <li>• Foster positive communication outside the committee regarding the project progress and outcomes</li> <li>• Review the progress of the project</li> </ul>

**Chairperson of the Project Steering Committee Role**

The chairperson of the Project Steering Committee will be the Project Sponsor or Executive Sponsor (not all projects require an Executive Sponsor).

The chairperson is responsible for:

- Ensuring the terms of reference for the steering committee are established and agreed to by all members.
- Ensuring the steering committee meets on a regular basis
- Raising appropriate issues to the steering committee and facilitating resolution

### **Secretariat Support Role**

Consider who will be the secretariat to the Steering Committee and how much effort will be required. The Secretariat support to a Steering Committee is a labour-intensive task on large projects. Secretariat support for a well-run Steering Committee should include:

- Agenda development and confirmation
- Compilation and distribution of meeting materials well in advance of meetings
- Ensuring presenters are organised and briefed on meeting protocols, available time for presentations and that they focus on decisions being sought at the meeting
- Ensuring committee members understand the expectations and decisions being sought from them going into each meeting through well-developed agendas and reading materials
- Meeting logistics,
- Development and distribution of minutes and clear action items coming out of the meeting.

### **Project Manager Role**

Consider what your role will be in relation to the Steering Committee and how much time and effort it will take you or your project team to support the Committee. Ensure that this time and effort is built into your plan.

Your role is to determine the nature, complexity and political sensitivity of the key stakeholders on the project in order to recommend potential members of a Steering Committee. Discuss with your Sponsor which individuals should be invited to join a Steering Committee and which decisions would be made with or without the Steering Committee's approval.

## **5.4 Does my Project need an Executive Sponsor?**

An Executive Sponsor is not a replacement for a Project Sponsor. The criteria for use of an Executive Sponsor are similar to those for establishing a Steering Committee. Where interdepartmental support, leadership and guidance are required, an Executive Sponsor should be appointed. Other points to consider when determining whether an Executive Sponsor is needed:

- Is the project outcome politically sensitive?
- Is a high-ranking person needed to gain commitment from other stakeholders?
- Is the project highly visible?

You will need your Sponsor's support to establish an Executive Sponsor and identify appropriate candidates for this role. Compare the decisions that would be made with or without an Executive Sponsor and how fast they would be made, to help you determine if it is worthwhile to establish an Executive Sponsor. Your Sponsor may informally consult with potential participants to judge their level of commitment. Your Sponsor may also wish to escalate this concept to his or her manager and/or the senior management team to obtain their perspective.

## 6 CSF 4: Complete and Clear Requirements

Complete and clear requirements are important on your project because without them:

- Your project is likely to undergo significant changes in scope throughout its lifecycle, possibly resulting in the project going over-budget and/or being significantly delayed
- You are likely to upset clients at the conclusion of the project because your deliverables will not be acceptable to the client (you assumed to delivering one thing, they assumed something different)
- Project team morale is likely to diminish if changes continue to occur. The team may begin to question the project's purpose and whether it will ever end.

### 6.1 Identify the users

Identify who the users of your project deliverables are going to be and begin to understand and document their needs as early as possible. The more information you have on what their issues are and how your project may be able to resolve those issues, the clearer the project scope and resource requirements will be.

### 6.2 Understand exactly what is “driving” this project

What are the true objectives and the desired outcomes that the client is trying to achieve. Remember that in some cases it is not always clear to the client what he or she is looking for, simply that they have a particular problem to solve. Without the rationale of the project, your team will struggle. To identify the desired outcome of the project, conduct a workshop with your client(s) and key stakeholders to develop:

- A clear definition of the problem or need being addressed
- A clear view of the desired end-state (the “vision”)
- The outputs and outcomes to be achieved through your project
- The benefits and key deliverables of the project, and
- How the project will align with the strategy of your department

Ensure that you document the results of this workshop and share those results with all stakeholders, first for validation and then to give the team clear direction for their work.

### 6.3 Conduct workshops and interviews with your key clients

Using the **Client & End-User Requirements** as a backdrop to the discussion. Develop a draft requirements document once the workshop and interviews are complete and distributed for comments. Follow-up on any significant concerns and incorporate changes to the requirements.

## 6.4 Obtain “sign-off” of the requirements.

If you are having difficulty obtaining formal sign-off, explain the impact of delayed sign-off on the project schedule. Provide a reasonable deadline date for receiving changes to the requirements or for getting sign-off before you go forward with the project.

- Consider building a “prototype” of your deliverable early in the project. This approach may seem easier to apply in projects where the outcome is an actual product or new facility. In projects where the deliverable is a written document, the prototype could be a table of contents including description of appendices.
- Interview your clients regarding what they think will be the most controversial or high-risk items. Also inquire about what key features the client will use to determine whether the deliverable is a success or failure. Incorporate these responses into your prototype.

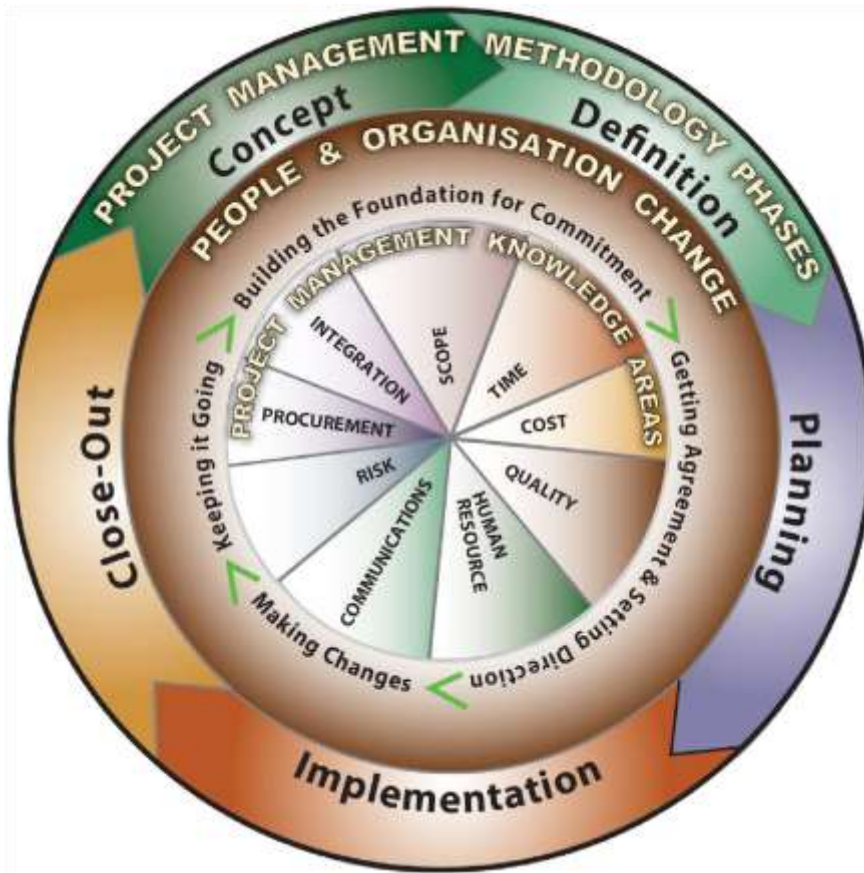
## 6.5 Regularly re-visit and re-confirm your client’s requirements.

Once you have obtained formal “sign-off” on the requirements, do not assume that all requirements are absolutely clear. During implementation:

- Explain that your current plan and schedule is based on the requirements document and that any changes may result in delays or pressure on the existing budget.
- In order to ensure that the client properly considers the impact of any requirement changes, insist that the client sign-off on any changes to the requirements and resulting changes to the project plan, budget or schedule.

## 7 CSF 5: A Comprehensive, Well thought-out Plan

The figure below indicates the five phases that need to be considered when planning for a project.



A comprehensive, well thought-out plan is important on your project because without it:

- You may have upset clients:
  - They will not have a clear picture of *what* is going to be delivered or *when* it is going to be completed.
  - They may quickly lose confidence in your ability to plan and manage the project
- Your project is likely to undergo constant change throughout its lifecycle:
  - It is likely to go over-budget, as you are unable to provide a reliable estimate of what it will cost to deliver
  - It is likely to be delayed, as you do not have a good estimate of what tasks are involved, the sequencing of tasks and how long each task will take
  - You are likely to leave it too late to obtain vital resources needed towards the latter parts of your project, for example testers, writers of documentation, trainers and users to validate and accept the deliverables

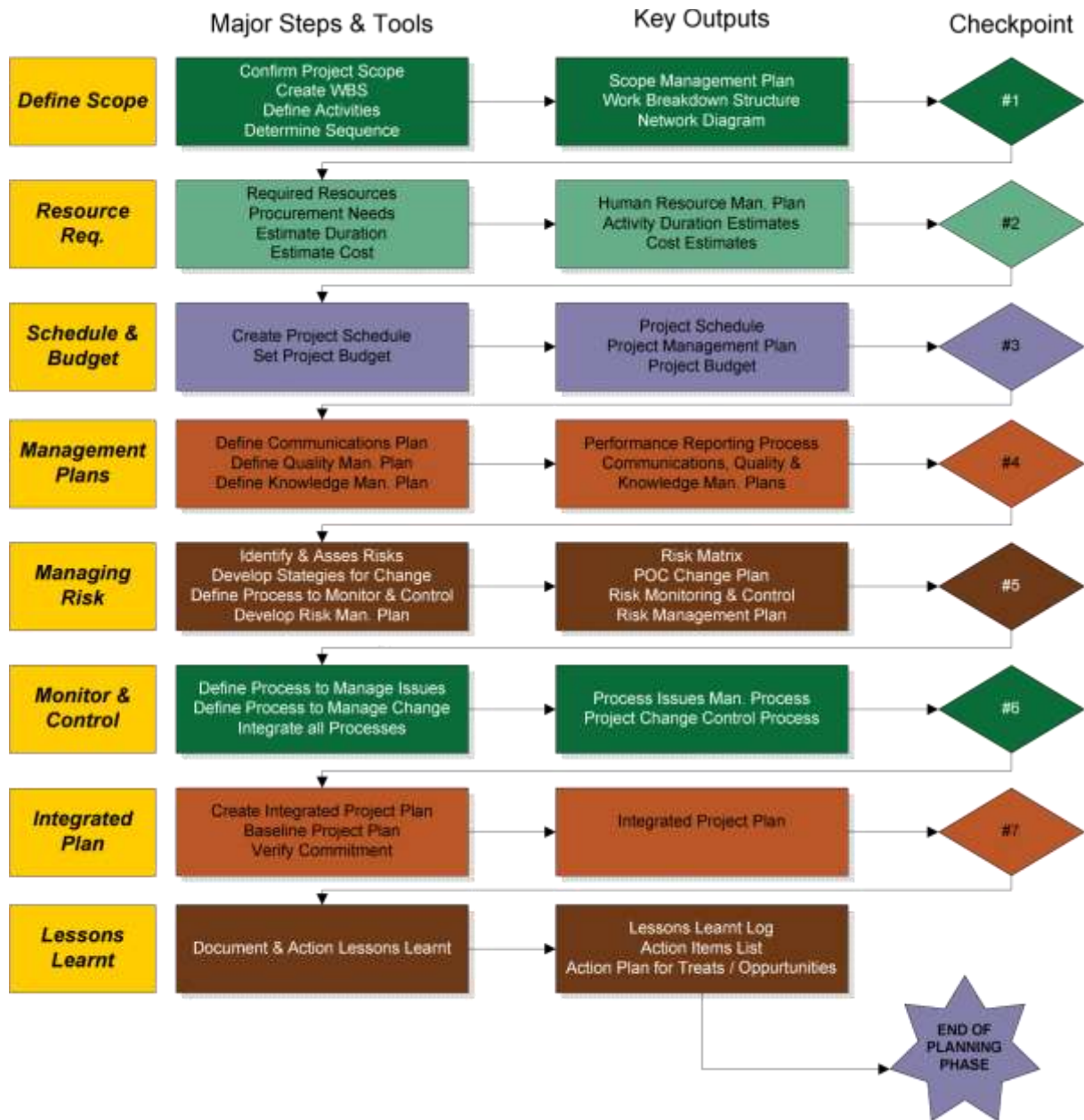


- You may lose credibility with your team members:
  - They will not understand what their roles and responsibilities from one day or week to the next
  - They will not have a clear picture of what they are going to be delivering and when
  - They will not understand what their peers are doing and how each task contributes to a project deliverable or outcome. They may begin to question their team mates' contribution to the project and their role
  - They may lose confidence in your ability to plan and manage the project - You may lose your authority and ability to control and manage your resources
- On a personal note, as a project manager, you are likely to:
  - be very confused, not knowing what critical tasks to focus on at any point in time during the project
  - "manage by the seat of your pants," constantly reacting to people and issues rather than feeling confident about next steps
  - feel constantly under pressure to find additional resources or to move resources from one crisis task to another, and ultimately
  - feel generally "out of control"

***How a Project Manager can develop a comprehensive, well thought-out plan:***

The PPM Framework provides step-by-step instructions on how to develop a good Integrated Project Plan. Emphasis should be made to the fact that good planning is a team activity and should not be done in isolation by the Project Manager.

The figure below indicates the process as which has a number of steps, each of which has a specific goal and specific participants. This process has been integrated with the PPM Framework and uses the project planning tools from the Planning Phase.



The following are key activities in the PPM Framework that should be followed.

### 7.1 Confirm the Desired Outcome of the Project

Before developing your plan, you need to confirm the desired outcome of the project. See CSF 4, for how to define your project’s desired outcome. If a business case exists for your project, it should be a good source for this information. However, you need to verify whether the information in the business case is still valid – the business case may have been developed a while ago based on different assumptions and constraints. Contact the people who developed the business case and review their assumptions and thinking behind the project.

## 7.2 Develop a Business Case

If a business case was not developed for your project, develop one for the project (if your sponsor agrees.) A business case is an important product of the concept phase of the integrated project management methodology, because it identifies the problem or challenge, analyses options and justifies a recommended approach. Funding may still not be determined for your project and there may still be time to consider options on how to approach your project. The process of developing a business case provides a strong foundation for you to move into more detailed planning, but remember it takes time and effort. The PPM Framework provides more guidance on how to develop a Business Case.

## 7.3 Develop a Project Charter

As referenced in section CSF 1, creating a Project Charter is a critical step in the management of a project. Although you may feel pressure to proceed immediately to scheduling the project and assigning resources, the key components outlined within a Project Charter are vital prerequisites for developing a good quality, detailed integrated project plan.

By considering the items in the Project Charter, you will be well on your way to developing an integrated project plan, as these items are good prompts to make sure you have not forgotten any significant items during your planning exercise.

If a certain item is not applicable, or is fairly minor, it is important for you to have at least considered it and its relevance.

## 7.4 Develop a Project Schedule for your project

Conduct a comprehensive planning workshop with your Project Team. If you don't have a complete team yet, ensure that functional managers or knowledgeable representatives from the expected functions required on your project are present at the workshop. Invite some users to the workshop, if possible, so they can assist you in understanding their needs and the scope of the project.

First, as an exercise with the team:

- Develop a **Work Breakdown Structure** as this is essential that the team understands the components of the project.

Then:

- Identify the effort required to complete each task
- Identify and plot the dependencies between each task
- Calculate the duration of the project, the start and end-date of the project and the critical path
- Identify the major milestones on the project

- Ensure realistic timelines are incorporated in the schedule for client reviews and approvals
- Ensure the schedule can portray an accurate status of the project at any given time so that it can be used to measure performance and control the project.

There are a variety of techniques and tools available to assist you in putting together your project schedule. For example, if you are familiar with any project scheduling tools, such as Microsoft Project, use them where possible. However do not underestimate the power of conducting this workshop using “yellow stickies” where the team members fill out the tasks they are likely to be involved in, grouping related tasks together and then capturing that information into the schedule or Statements of Work.

Where external resources or other costs are going to be incurred, you need to ensure that an up-to-date cost estimate is developed for the project. Compare this estimate to the budget, if a budget already exists. Use the **Project Budget Template** to assist you in developing your current estimate and/or budget.

Also build in quality control checkpoints to evaluate deliverables against documented project requirements.

## 7.5 Develop a Risk Management Plan

A **risk management plan** is a vital component of your project and will be of great interest to your Project Sponsor.

Conduct a risk workshop with your team and the key stakeholders to identify and document:

- Key risks that may affect the success of your project
- Potential mitigations for the higher probability and consequence risks, and
- Potential contingencies in case certain high-consequence risks actually occur

Use the **Risk List** as a starting point for ideas on what types of risks you may need to consider on your project by completing the **Risk Matrix** to plot probability and impact of all the risks.

Present the completed Risk Matrix to the Sponsor, along with your recommended mitigations. If the Sponsor disagrees with your estimations of probability and consequence, add and/or revise the mitigation strategies. The Sponsor may feel that the department can tolerate a higher level of risk than the team anticipated, thus some mitigations may be deleted. Or, the Sponsor may feel that the department cannot tolerate so much risk, thus more mitigation strategies may need to be added to the plan.

Include your mitigations as tasks within your project schedule and ensure they are resourced appropriately.

## 7.6 Develop a Communication Plan

In developing a **Communications Plan** see CSF 7 below, on tips on how to do this.

## 7.7 Establish your project management infrastructure

Establish administrative and decision-making procedures, including:

- How often you are going to be expecting status updates from your team and the mechanism that will be used i.e. weekly team meetings or one-on-one team meetings or both
- What reports you are going to develop, for whom and at what frequency
- How you are going to raise, log, monitor and resolve issues
- The approvals and process required for a change in scope, quality, timeline and/or budget.
- Ensure you develop a clear and well-communicated change control protocol for your project. Without a clear change process, your project can easily get out of control. Even enthusiastic designers can change scope without realising it – they may see a great opportunity to add new features, yet fail to consider associated costs, impact on timeframes and whether the client even wants the feature.
- Ensure that the Sponsor and Steering Committee agree with the project change process and that it is well communicated to the client, end-users and the team.
- Reinforce the existence of this protocol whenever anyone comes up with a good idea – there may be valid reasons for the change, but this process will assist you managing people who may want to make changes without considering the consequences. Having a process requires that all changes and the associated costs and benefits to the project are documented and that agreement and approvals are sought.

## 7.8 Compile your Integrated Project Plan

Once drafted, review the integrated Project Plan with your Project Sponsor and revise accordingly.

## 7.9 Funding and Resources

Secure the required resources to activate the project.

- Discuss your detailed resource requirements with functional managers. Explain when the resources are going to be required and what levels of skills are going to be required.
- Obtain a commitment for the particular resources for the required periods.

## 7.10 Baseline your project and activate

To activate your project, organise a kick-off event to launch the project and generate enthusiasm for the project. Depending on the size of the project, the kick-off may be a simple assembly in the boardroom or a more elaborate or festive affair that is longer in duration or involves all staff in the program area most affected by the project.

The completion of the integrated project plan marks the end of the Planning Phase of the PPM Framework and marks the beginning of the Implementation Phase, where work actually begins according to the plan.

As Project Manager you need to be constantly reviewing data for trends – are actual results and outputs close to estimates, or are they always different? Perhaps you need to re-baseline your project plan? Perhaps approvals are not being obtained in a timely manner? Continually ask yourself and your team these types of questions to identify and deal with problems before they become contentious.

## 8 CSF 6: Greater Consideration for People and Change Management

Greater consideration for people and change management is important on your project because without it:

Your deliverable may not be “accepted” by the client because the environment is not prepared to accommodate and support the deliverable

- Unless the deliverable is willingly embraced and used by the clients, the project may not be seen as a success
- Your project may be seen as a failure, even if you delivered what you were supposed to deliver
- There is no integration of the deliverable into the organisation and/or the outcomes are not sustained

Your clients and/or the receiving department may become quite upset or disgruntled with you during the project when there is a sudden realisation that your deliverable is going to change the way they are going to work and they did not realise it beforehand.

There are a number of reasons for client dissatisfaction, including:

- The receiving department of your deliverable was never consulted, briefed or never understood what process or business changes they had to make to use the deliverable
- They do not understand and/or they were never briefed on the benefits the change will bring
- No budget was allocated to prepare the department for these business changes
- The receiving department has been undergoing so much change recently that your project deliverable is too much to absorb at the same time
- The receiving department has experienced little change in the past and is highly resistant to change
- Change in leadership

Project managers and their teams often focus on delivering a product or new process without considering how it will affect current business processes, staff and how various stakeholders will have to change how they work. However, if change management is not given due consideration, your project can have significant negative impacts on the receiving department and can be seen as a failure, even if you delivered on time, on budget and met all requirements.

### ***How a Project Manager can give greater consideration for people and organisational change management on your project:***

By definition, projects bring about change and the impact of that change on the people and the department involved needs to be managed.

Determine if your project will result in changes to how your client currently operates and seek to understand what amount of change your client department can absorb. This is dependent on a number of factors including:

- Level of change which has historically occurred within the department.
  - Whether those changes were perceived as successful
  - Whether the department is currently undergoing any other changes. If so, what are they and would your project complement or detract resources and efforts away from those changes?
1. Complete a quick analysis of what you see as the level of change required by the receiving department, in order for your project to be seen as effective and successful.
    - If possible, enlist your project team's Change Management and Communication expert or an expert from your organisation to do this analysis.
    - The **Change Readiness Questionnaire** can assist you in better understanding the department's change capacity and readiness for change.
  2. Brief your Sponsor on the level of required change you anticipate in order for the project to be seen as successful.
    - Make sure that the Sponsor is aware of the potential risks of not including communication and organisational change related activities within your scope
    - Present some alternative approaches and associated resource requirements to include change management activities within scope.
    - If applicable, discuss how your project may not have funding for the pre-requisite organisational and operating changes that you think are required.
  3. Consider what activities you can include within scope and in the project schedule to ease the transition from project to operations and increase the likelihood of acceptance without absorbing too many resources. For example,
    - Ensure end-users and members of the receiving organisation
      - are invited to project meetings
      - receive draft deliverables early and are given the opportunity to provide feedback and input.
    - Explain the potential changes to operating procedures to clients and their staff as soon as they have been identified. Early notice provides the receiving organisation with as much time as possible to consider the changes and plan for them.
  4. With your Sponsor's support, include change management activities and a complete **Change Management Plan** within the scope of your project. .



## 9 CSF 7: Multi-stakeholder Communication

Communication is important on your project because without regular communication your clients and the receiving organisation may:

- Lose confidence in your ability to manage the project
- Not have a clear picture of what is going to be delivered and when
- Not be aware of issues occurring on the project, whereas issues may have occurred with an impact on delivery dates, quality and/or scope of deliverables
- Believe there are significant issues occurring on the project, when there are none

Your Sponsor, your Steering Committee (if one exists) and other corporate bodies such as a Project Management Office may:

- Lose confidence in your ability to manage
- Not be aware of issues occurring on the project, whereas issues may have occurred with an impact on delivery dates, quality and/or scope of deliverables
- Believe there are significant issues occurring on the project, when there are none
- Lower the priority of your project intentionally or not

Your project team may:

- Experience significant decline in morale
  - Lose track of why the project is important, and
  - Forget how their deliverables and tasks contribute to the entire project
- Team members may not have an opportunity to escalate their issues in a timely manner, resulting in delivery delays
- Team members may not have an opportunity to identify their dependency on another task or resource's work, thus resulting in delivery delays

Partners and other Stakeholders may:

- Lose interest in the project
- Pull back funding and/or resources from your project
- Not approve deliverables as quickly as you had hoped or at all

***How you, the Project Manager can increase levels of communication on your project:***

### 1. Identify all key stakeholders on your project

### 2. Complete a Stakeholder Analysis on your project.

Use the **Stakeholder Management Plan** to assist you. This analysis will help you determine:

- The level of support each stakeholder has for the project and what influence and impact they may have on the potential success or failure of the project.
- The type, level and frequency of communication you should apply to the stakeholder.

Keep in mind that influence and level of support may change during the course of the project, therefore re-assess your analysis on a regular basis and modify your communication plan accordingly.

### 3. Develop a complete Project Communication Management Plan

Remember that your complete communication plan must include both external and internal communication.

The **project communications worksheet** reminds you of the types of stakeholders you need to communicate with regularly on your project, including:

#### a) *Sponsor, Steering Committee and Senior Management:*

- Contact your PMO or similar co-ordinating body in your department (whoever reports on multiple projects) to understand what information, format and frequency, is used for project status reporting in the department. You may be able to use the same format to report to a variety of stakeholders.
- At a minimum you are likely need to report on:
  - Status of schedule against plan – remember to obtain forecasted delivery dates for all deliverables from your team members. Although % *complete* is an indicator of progress, it is very open to interpretation. You, your Sponsor and senior management need to know when things will actually be delivered.
  - Projected end date of the project
  - Actual costs versus budget and projections to project end
  - Issues and/or risks that need to be resolved
  - Upcoming deliverables and approval dates
  - Accomplishments since the last reporting period

#### b) *Clients / Receiving Department / End-users:*

- Keep them up to date on deliverables and progress – so they know you are paying attention to their project and needs

- Ensure that you are checking back with them on a regular basis and that your deliverables are in alignment with their requirements
- Invite them to occasional team meetings

*c) Project team:*

- Ensure they understand the reporting process and what information is needed from them on a regular basis
- Ensure they are communicating with users on a regular basis
- Celebrate successes along the way
- Ensure your Sponsor attends some of their meetings to celebrate successes and rally the team at critical high pressure periods in the project
- Ensure you inform them of what decisions are being made at the senior level, how the project is being seen from the senior management viewpoint and what priority it is being given within the department

*d) Broader stakeholders and the department as a whole:*

- If the project is large and affects multiple stakeholders, consider issuing a project newsletter
- Use your project team's Communication and Organisational Change expert or obtain assistance from a communication expert in your department to assist in developing the project's communication plan, the newsletter and any other communication material that may be required
- Consider presenting status and deliverables at department meetings to give the project profile and increase commitment from the team

## **10 Wrap-Up: Where to get more help**

The Programme and Project Management Framework contains steps and guidelines for helping you through the project management cycle. These can be found on the TAU website (see web address at bottom of page). The website contains useful resources and links to assist you in managing your project, including tools and templates as you follow the five phases of project management (concept, definition, planning, implementation and close-out.)

The guide, tools and templates mentioned in this guide are listed with unique document number in **Appendix B**.

Contact GTAC to send a question.

Email: [info@gtac.gov.za](mailto:info@gtac.gov.za)

Website: <http://www.gtac.gov.za>

# 11 Appendix A: Sample Project Governance Structures

## Project Governance

Effective project governance depends on selecting the right project organisation structure that will support the successful delivery of the project outputs and outcomes.

An “appropriate” project governance structure includes:

- Representation from primary departments that are affected by the project outcome
- Clear leadership roles for the project
- Clear reporting relationships among the project stakeholders and project team
- Filling the key roles of a project with the “right” people - people who are capable, understand their role and who are committed to the project’s success.

**Example A:** A project within one programme area might not need an Executive Sponsor. In this case, the Project Sponsor has **complete** accountability for the results of the project. There may still be a Steering committee with representatives from key stakeholder groups to assist with decision-making, information gathering and commitment to the project.

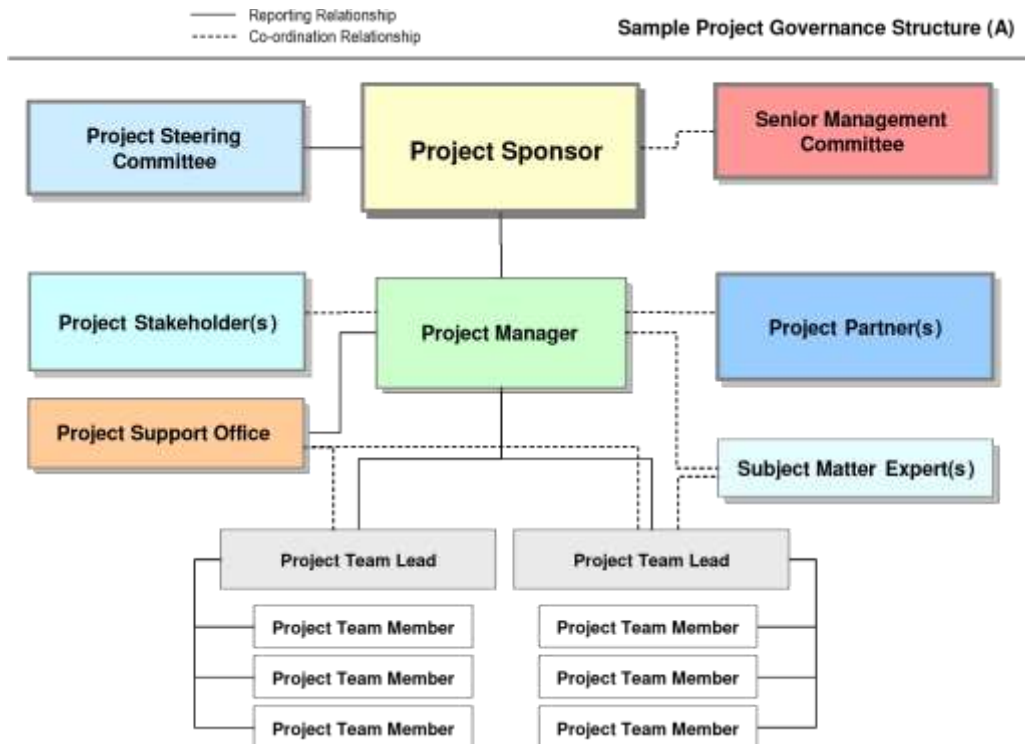


Figure 1: Sample Governance Structure for a Project with no Executive Sponsor

**Example B:** Even if a project is within one programme area, it might have an Executive Sponsor if:

- the outputs or outcomes of the project are politically sensitive
- the project is large and/or complex
- the stakeholders and/or partners don't show complete commitment to the project
- There are strong departmental barriers that a person on the Project Sponsor level might not have the authority to address.

If the project has an Executive Sponsor, it is important to note that the project Sponsor cannot delegate all accountability to the Executive Sponsor.

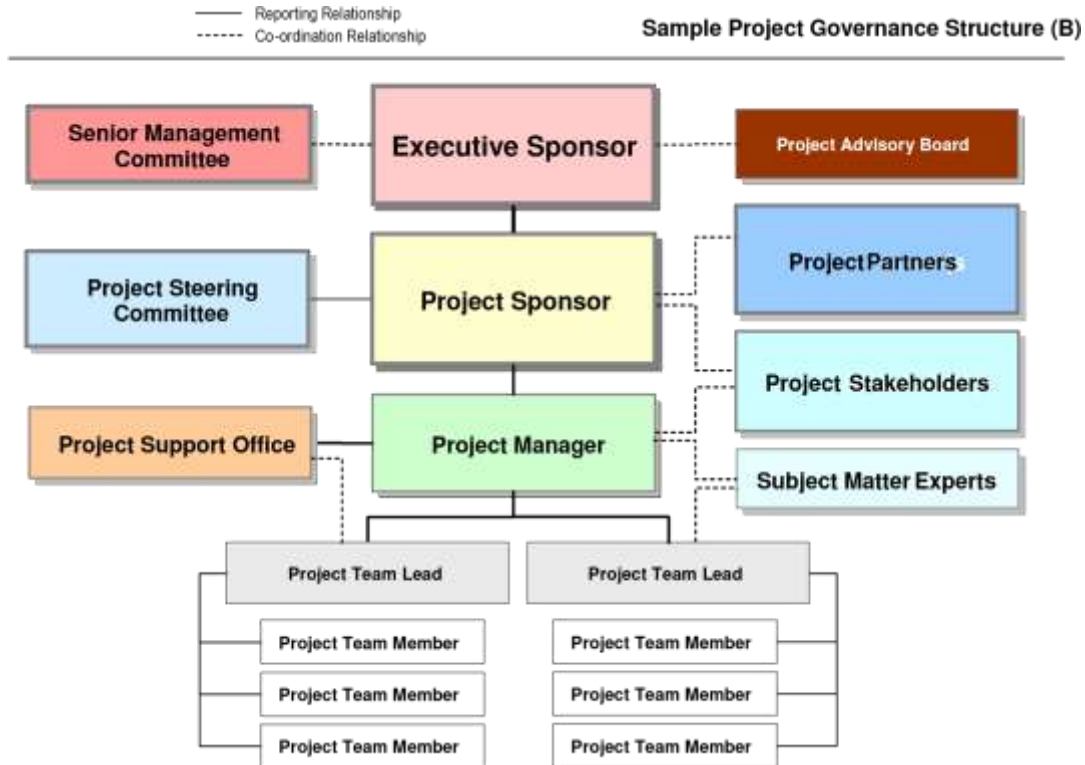


Figure 2: Sample Governance Structure for a Project with Executive Sponsor

**Example C:** For a project that crosses ministry boundaries, this will become a horizontal partnership. Strong Executive Sponsor support will be required for this project in order to build and sustain commitment from all partners involved. There is likely to be a Project Sponsor for each Department.

The Project Sponsor is accountable for the results of this project in his/her department while the Executive Sponsor is accountable for the project results at a broad Public Service level.

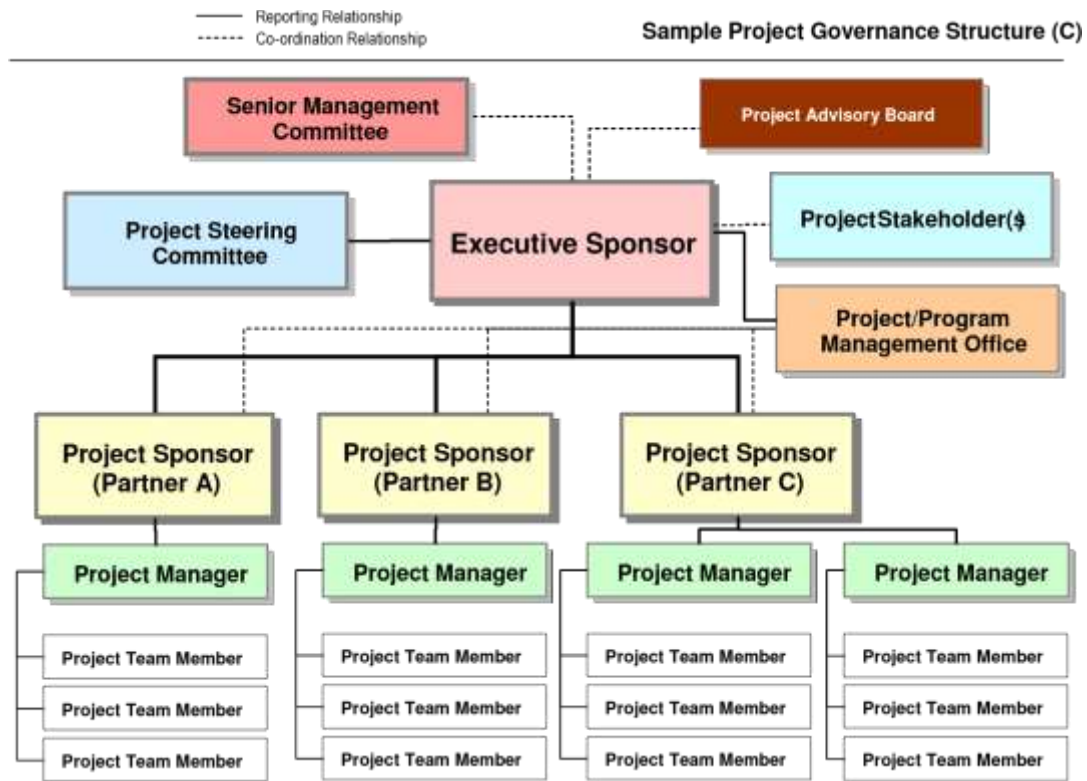


Figure 3: Sample Governance Structure for a Partnership Project

## 12 Appendix B: Documents and Templates

The table below indicates all documents that form part of the PPM Toolkit. Those that are specifically mentioned in this document are indicated.

For the latest versions and to download templates, please refer to <http://www.gtac.gov.za>

Toolkit Section	Ref #	Document Name	Guide to Project Start Up
<b>1 Framework and Methodology and Guides</b>			
	SUM	Project Management Summary Guide	
	FWK1 *	Project Management Framework	
	FWK2 *	People and Organisational Change Framework	
	MET1 *	Project Management Methodology	
	GUI1	Guide to Project Start Up	
	GUI2	Guide to Project Sponsorship	
	GUI3	Guide to Charter Writing	
	GUI4	Guide to Project Planning	

<b>GUI5</b>	Guide to Smaller Projects
<b>GUI6</b>	Health Check Guide
<b>GUI7</b>	Programme / Project Management Office Set Up Guide
<b>2</b>	<b>Concept Phase</b>
<b>CON1</b>	Environmental Scan
<b>CON2</b>	Situational Assessment
<b>CON3</b>	Needs Statement
<b>CON4</b>	Commitment to Change
<b>CON5</b>	Stakeholder Analysis
<b>CON6</b>	Vision Statement
<b>CON7</b>	Impact, Outcomes, Outputs, Indicators
<b>CON8</b>	Alignment to Strategy
<b>CON9</b>	Options Analysis
<b>CON9a</b>	Option Analysis Checklist
<b>CON10</b>	Clients and End-User Requirements
<b>CON11</b>	Business Case
<b>CON12</b>	Change Readiness Questionnaire
<b>CON13</b>	Concept Phase Checklist
<b>CON14a</b>	Lessons Learnt Gathering Form
<b>CON14b</b>	Lessons Learnt Log
<b>3</b>	<b>Definition Phase</b>
<b>DEF1a</b>	Governance Structure
<b>DEF1b</b>	Organisational Structure
<b>DEF2</b>	Terms of Reference
<b>DEF3</b>	Core Team Member Requirements
<b>DEF4</b>	Human Resource Management Plan – Core Team
<b>DEF5</b>	Project Team Member Evaluation

<b>Toolkit Section</b>	<b>Ref #</b>	<b>Document Name</b>	<b>Guide to Project Start Up</b>
		Project Team Directory	
	<b>DEF6</b>	Roles and Responsibilities Matrix	
	<b>DEF7</b>	Team Agreement	
	<b>DEF8</b>	Establishing Ground Rules	
	<b>DEF8a</b>		

<b>DEF8b</b>	Operating Effectiveness of Team
	Elements of Team Work Audit
<b>DEF8c</b>	Scope Statement
<b>DEF9</b>	
	Stakeholder Interests Needs Assessment
<b>DEF10</b>	Project Charter
<b>DEF11</b>	Definition Phase Checklist
	Lessons Learnt Gathering Form
<b>DEF12</b>	
<b>DEF13a</b>	
<b>DEF13b</b>	Lessons Learnt Log
<b>4</b>	<b>Planning Phase</b>
<b>PLA1</b>	Scope Management Plan
	Work Breakdown Structure
<b>PLA2</b>	
	Project Deliverables Chart
<b>PLA3</b>	Project Budget
<b>PLA4</b>	Project Schedule
	Human Resource Management Plan - Implementation Team
<b>PLA5</b>	
<b>PLA6</b>	
	Performance Development Plan (Short)
<b>PLA6a</b>	Performance Development Plan (Comprehensive)
<b>PLA6b</b>	
	Communications Management Plan
<b>PLA7</b>	Communications Worksheet
<b>PLA7a</b>	
	Performance Reporting Chart
<b>PLA7b</b>	
	Quality Management Strategy
<b>PLA8a</b>	Quality Assurance & Control Chart
<b>PLA8b</b>	Risk Management Plan
	Risk List & Risk Matrix
<b>PLA9a</b>	
<b>PLA9b</b>	
	Stakeholder Management Plan
<b>PLA10</b>	
	People and Organisation Change Plan
<b>PLA11</b>	



PLA11a PLA11b PLA11c PLA12 PLA13a PLA13b	Building Consensus		
	Change Resistance Scale		
	Evaluate the Change Plan		
	Project Plan		
	Lessons Learnt Gathering Form		
	Lessons Learnt Log		
<b>5 Implementation Phase</b>			
IMP1 IMP2 IMP3 IMP4 IMP5 IMP6	Meeting Agenda		
	Meeting Minutes		
	Action Items List		
	Weekly Status Report		
	Monthly Status Report		
	Risk Management Form		
<b>6 Close Out Phase</b>			
CLO1 CLO2 CLO3 CLO3a CLO3b	Sponsor Sign-Off Form		
	Customer Sign-Off Form		
	Lessons Learnt Report		
	Lessons Learnt Log		
<b>7</b>			
<b>Toolkit Section</b>	<b>Ref #</b>	<b>Document Name</b>	<b>Guide to Project Start Up</b>
	IMP7	Issues Management Process	
	IMP7a	Issues Management Form	
	IMP7b	Issues Log	
	IMP8	Change Control Process	
	IMP8a	Change Request Form	
	IMP8b	Change Control Log	
	IMP9	Deliverables Acceptance Sheet	
	IMP10	Start-Up Checklist	
	IMP11a	Lessons Learnt Gathering Form	
	IMP11b	Lessons Learnt Log	

<b>CLO3c</b>	Lessons Learnt Gathering Form
<b>CLO4</b>	Facilitating Lessons Learned Sessions
<b>CLO5</b>	Project Close-Out Report Close-Out Phase Checklist
<b>7</b>	<b>Smaller Projects</b>
<b>SML1</b>	Business Case for Smaller Projects
<b>SML2</b>	Project Charter for Smaller Projects
<b>SML3</b>	Project Plan for Smaller Projects
<b>SML4</b>	Change Request for Smaller Projects
<b>SML5</b>	Status Report for Smaller Projects
<b>SML6</b>	Lessons Learnt for Smaller Projects