The Blueprint for Successful Projects

Sudesh Pursad
Senior Manager – Project Risk and Advisory Services
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Sudesh Pursad

Sudesh is an experienced senior project and programme manager with over seventeen years of experience. He has managed, lead and worked on projects for blue chip companies in South Africa and the UK including Anglo American, Eskom, Airports Company South Africa, ABSA, BBC (UK), and Trillium Group (UK). Sudesh also served as an executive of a National telecommunications company where he headed up the capital programme department responsible for fibre optic projects countrywide. Recently Sudesh was seconded to the Auditor General where he managed and lead the SDLC review of large government IT implementations including three National projects which exceed R2bn.

Sudesh has worked on a number of exciting projects over the years, including management of three projects of National importance:

- IT Crisis management for the opening of King Shaka Airport
- Completion of the Southern Africa Large Telescope and Karoo Array Telescope fibre optic projects (which supported SA’s bid to host the Square Kilometre Array telescope)
- Restructuring of electricity distribution in South Africa

Academically Sudesh is an MBA graduate (University of the Witwatersrand) and certified Project Management Professional (PMI). He also has a B.Sc. Computer Science degree and diplomas in Project Management, Management Accounting and Finance, and Nature and Culture Tour Guiding. His experience also extends into General Management and Operations Management. He is currently the Senior Manager for Deloitte’s Project Risk and Advisory Service.

ABOUT THE TALK

Sudesh admits that it is a bold statement to offer a blueprint for a successful project. However, he would like to share some key areas to focus on so that as project managers we can ensure a successful project.
We all have our reasons

**UNCLEAR VISION & OBJECTIVES**

- Lack of user Involvement
- Incomplete Requirements & Specifications

**Unclear Statement of Requirements**

- Lack of budget

**Improper Planning**

- Changing Requirements & Specifications

**Incorrect Project Milestones**

- Lack of Executive Support

**Incompetent Staff**

- Lack of Resources

**New Technology**

- Unrealistic Expectations

**LACK OF OWNERSHIP**

- Lack of User Input

**UNREALISTIC TIME FRAMES**

- Unclear Objectives
The Blueprint

Successful Project

Time
Cost
Quality
Scope

Governance
Alignment to Strategy
Project Assurance
Internal and External Audit
Risk Management
Governance

- Starts with a good governance framework
- “Rule book” for the engagement model and decision making on the project
- Formal project methodology
- Governance and compliance go hand in hand
Sample Governance Framework

- Investment oversight
- Monitor strategic risks
- Monitor against business compact
- Board decision making
- Quarterly Meetings

- Overall portfolio monitoring
- Review project alignment with strategic objectives
- Review return on investment
- Organisational risk monitoring
- Strategic risk management
- Executive decision making
- Project Budget Monitoring
- Monthly Meetings

- High level project progress monitoring
- Alignment of project activities with strategic objectives
- Organisational risk management
- Executive decision making
- Project budget review
- Bi-weekly and ad-hoc meetings

- Planning Support
- Reporting support
- Budgeting support
- Governance support
- Risk management support
- Alignment of workstream activities
- Weekly project Meetings
Alignment to Strategy
Project Portfolio Management (PPM)

- Monitor Portfolio of IT projects
- Report progress on portfolio to Board (where applicable)
- Decision making for escalations
- Monitor benefits realisation

- Select and prioritise portfolio
- Monitor Portfolio of IT projects
- Report progress on portfolio to EXCO
- Provide direction on Port issues & risks
- Escalate for key decisions

- Manage PMO
- Execute individual programmes
- Report portfolio progress to Portfolio Comm
- Report progress to
- Manage Portfolio issues and risks
- Escalate for key decisions

- Execute individual projects
- Report progress on projects to PMO
- Report progress to project Board/Steerco
- Manage issues and risks
- Escalate for key decisions

Strategic
Operational
Example of a Decision Funnel

<table>
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<th></th>
<th>Scope</th>
<th>Budget</th>
<th>Procurement</th>
<th>Timeline</th>
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<td>PMO consolidates IRF</td>
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<td>15%</td>
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<tr>
<td>Steerco ratifies projects and prioritises</td>
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<td>15%</td>
<td>10%</td>
<td>10%</td>
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<tr>
<td>PMO develops Business Case</td>
<td>95%</td>
<td>90%</td>
<td>100%</td>
<td>95%</td>
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<tr>
<td>Capex/Budget approved</td>
<td>95%</td>
<td>90%</td>
<td>100%</td>
<td>95%</td>
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<tr>
<td>IT PMO Executes Portfolio</td>
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Project Assurance

- We should welcome assistance, especially independent assistance
- Achieved in many ways:
  - Pre-implementation reviews
  - Post implementation reviews
  - Point in time risk assessments (PITRA)
  - Non-negotiable check points or stage gate reviews
- Assurance provided by:
  - Consulting companies like Deloitte and more specifically the project risk team
  - Subject matter experts within the organisation
  - Project assurance teams within the PMO
- Value of Post implementation review
Internal and External Audit

- Project auditors are your friends!
- Also provide assurance
- Independent eyes and ears that can assist you in delivering a successful project
Risk Management

- Issue management is not risk management!
- Risk management must be proactive and throughout the lifecycle of the project
- Risk management is not just identifying, qualifying, quantifying and managing a risk
- Alignment of project risk model with enterprise risk model
Conclusion

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Risk Management
Further Information

For further information, please contact:

**Sudesh Pursad**
Senior Manager | Risk Advisory
Deloitte & Touche
Deloitte Place, Building 7, The Woodlands, 20 Woodlands Drive, Woodmead, 2052, South Africa
Tel/Direct: +27 (0)11 209 8026
Fax: +27 (0)11 388 4304
Mobile: +27 (0)82 788 4699
spursad@deloitte.co.za | www.deloitte.com

**Karthi Pillay**
Director | Risk Advisory
Deloitte & Touche
Deloitte Place, Building 7, The Woodlands, 20 Woodlands Drive, Woodmead, 2052, South Africa
Tel/Direct: +27 (0)11 806 5173
Fax: +27 (0)11 806 5202
Mobile: +27 (0)82 883 7337
kpillay@deloitte.co.za | www.deloitte.com