

**PMO**  
**Conference**  
**London**   
**2016**



# Critical Success Factors when creating a PMO capability....

Case Study – Oct 2013 to April 2015 – South Sudan

**PMO**  
Conference  
London   
**2016**

# Agenda

- Situation
- Vision
- Blueprint
- Roadmap
- Structure
- Implementation Strategies
- Lessons Learned, Critical Success Factors and Key “take-aways”

# Introduction

---

- 21 years C&W
  - Head of Delivery – approx. 500 staff reporting to the CEO
  - Head of Project & Programme Management – 106 Programme and Project Managers
- 10 Year UK Military – Infantry Officer
- Owner/Director of the first Accredited Consulting Organisation
  - Establish 1998, ISO9001:2000 with BSI– acquired in January 2006
- Director and chair of the Best Practice User Group
  - Part of the authoring team of current best practice
- Head of Programme South Sudan
  - Accountable for 30m delivery programme humanitarian aid during the civil war
- Supporting
  - UNDP, UNOPS, UNV, ITU, UNFPA, DPKO
  - Plan International, ODI, Raoul Wallingburg Institute, Asian Development Bank
  - Central Government , Local Authority, Police, Fire services, Military
  - Telecommunications (Ericsson, Vodafone, BT, C&W, Siemens)
  - Other sectors - Airline, Publishers, Financial, Distribution, Retail, Travel
- Locations
  - UK, France, Germany, Greece, Belgium, Holland, Denmark, Sweden, Turkey, Switzerland, Italy
  - China, Vietnam, Cambodia, Malaysia, Nepal, Thailand, Sri Lanka, Singapore, Maldives, Laos, Afghanistan
  - South Africa, Tanzania, Kenya, Uganda, South Sudan, Mozambique, Libya, Tunisia
  - USA, Canada, Peru, Trinidad & Tobago
  - Yemen, Oman, Palestine, UAE

# Situation – October 2013

## United Nations Agency – South Sudan, Local HQ in Juba

227 Staff, 64 Internationals, 163 National Staff

3 Programme Managers, 2 Project Managers

No PMO, some Admin Staff

50mus\$ Development Portfolio for 2014

79mus\$ target for new business acquisition for 2014

Admin/Support budget 4.2mus\$

Each PM has own way of working - No sharing of assets/resource between projects

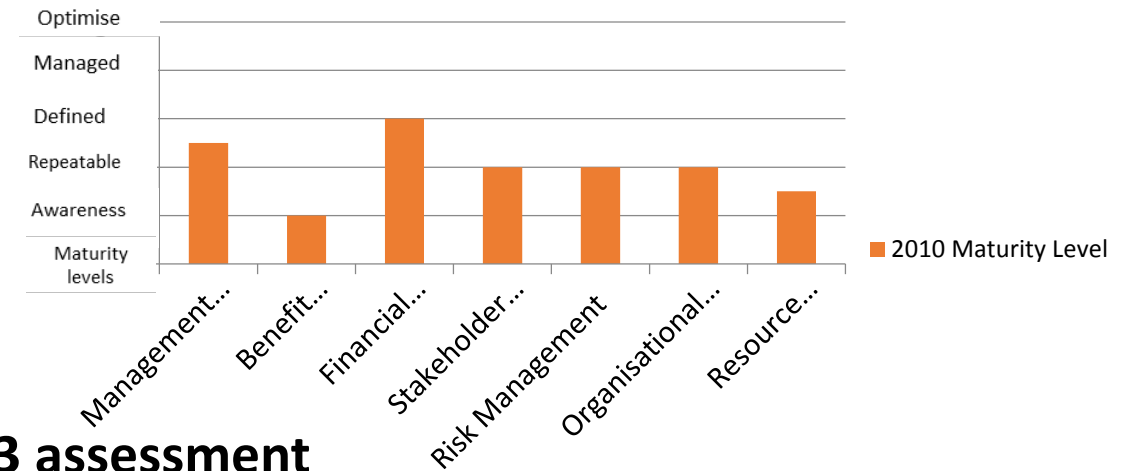
# Situation – November 2013

## Current State (Country Stable)

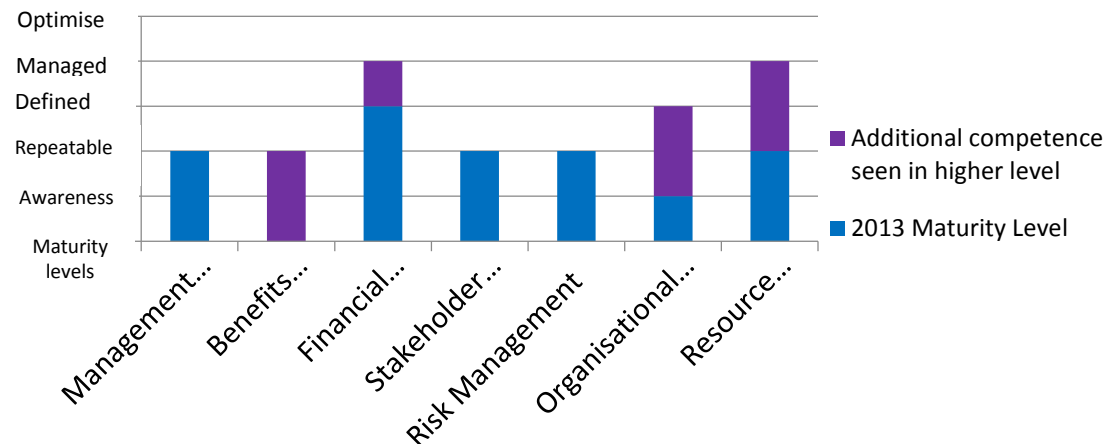
No real improvement in maturity over a three year period

3 month secondment to determine how to improve maturity and introduce an effective PMO

### P3M3 2010 assessment



### P3M3 2013 assessment



# Situation – December 15<sup>th</sup> 2013



**Military on Military  
violence breaks out along  
ethnic lines.**

**Humanitarian crisis  
unfolds as the violence  
spreads to other states.**

# Situation – Dec 23 2013

---

**Only 2 International from the agency staff left in South Sudan, all National staff have either left the country or returned to their villages, all operations ceased.**





# Situation – Jan 5<sup>th</sup> 2013

---

## **Arrived on first flight to start secondment....**

227 staff being paid, only 2 international in Juba plus 4 security guards

Contact PM's to see who can be recalled

No clear understanding what work can be restarted

No clear understanding if donors would now invest in South Sudan

Burning budget with no revenue coming in

No common way of working, no resilience if some of the PM's won't return

Resource that will return may not be on the projects that can be restarted

# Situation – Jan 10<sup>th</sup> 2013

---

## Impact

National Staff return to work – not being managed

UN Security only allow internationals to sleep in protected compounds

At best we can deliver 24mus\$ - HQ ask us to commit to 30mus\$

Donors switch funds - development to humanitarian – our target remains

Bankrupt (and does it matter by how much?)

Crisis presents an opportunity to force change at a greater pace

Accommodation restricts us to a maximum of 16 internationals in Juba

# PMO Vision

---

To provide the Agency with the capability and capacity to deliver the right projects at the right time in the right sequence, with the required resource in order to realise the expected results that needs to meet, doing this in a way that adds the most value to the people of South Sudan making best use of our donors funds.

# PMO Vision

---

To provide the Agency with the capability and capacity to deliver the right projects at the right time in the right sequence, with the required resource in order to realise the expected results that needs to meet, doing this in a way that adds the most value to the people of South Sudan making best use of our donors funds.

There will be a documented end to end process, tailored for the Agency, from when the project is first conceived through to delivering the outputs, outcomes and realising the expected results, with supporting tools, systems, process and standards.

# PMO Vision

---

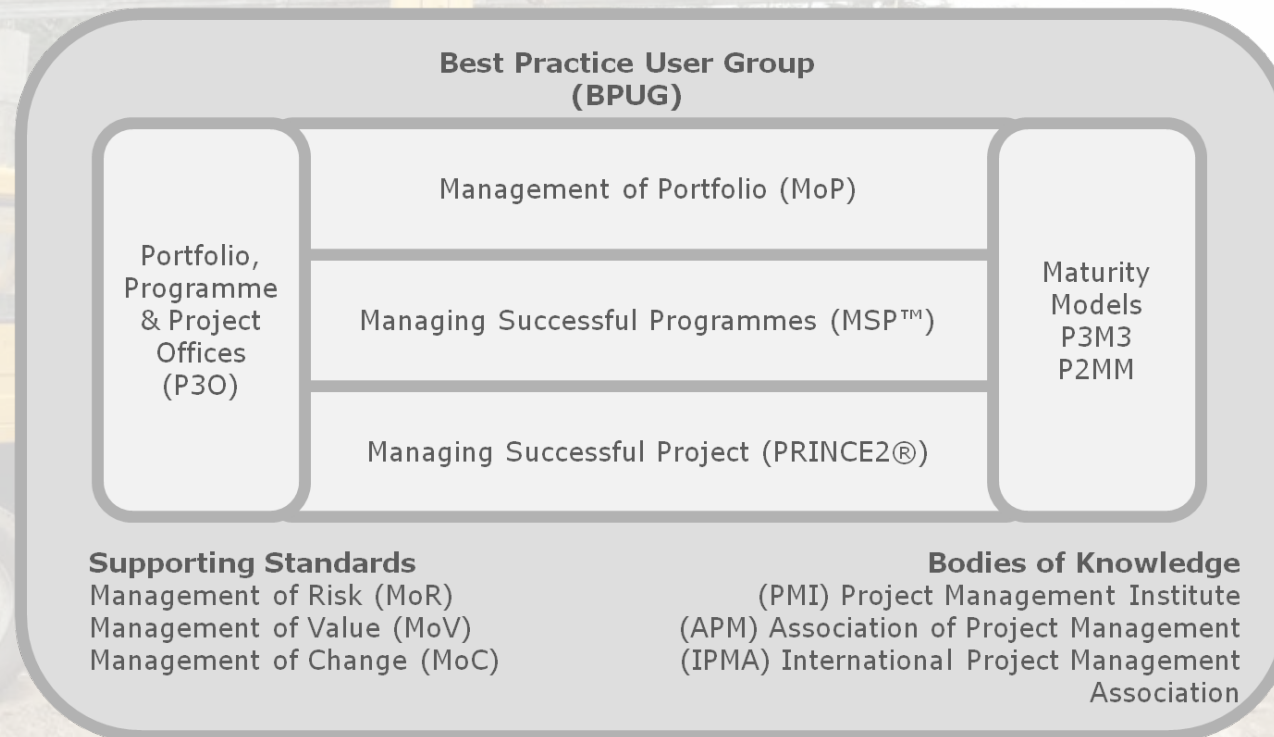
To provide the Agency with the capability and capacity to deliver the right projects at the right time in the right sequence, with the required resource in order to realise the expected results that needs to meet, doing this in a way that adds the most value to the people of South Sudan making best use of our donors funds.

There will be a documented end to end process, tailored for the Agency, from when the project is first conceived through to delivering the outputs, outcomes and realising the expected results, with supporting tools, systems, process and standards.

The Agency will be able to monitor its ability to deliver its portfolio and achieve its desired results and take proactive action to safeguard it. Management will be able to make evidence based decisions on the prioritisation of its portfolio

# PMO Vision

The Agency will use recognised best practice standards and guidance to create a centre of excellence in Portfolio, Programme and Project Management enabling the Country Office to be recognised as a world class in its ability to deliver in programme and project management.



# PMO Blueprint

---

Capacity building at the heart of all we do

Virtual PMO and physical PMO

Strong Governance, hard end stage assessments, tough love assurance

Achieve Business Development Excellence, Engineering Excellence and PPPM Excellence

International staff reduced to 29 - keep all national staff as long as possible

Operate as a single programme

Ensure better gender representation and transition from International to National

# PMO Roadmap

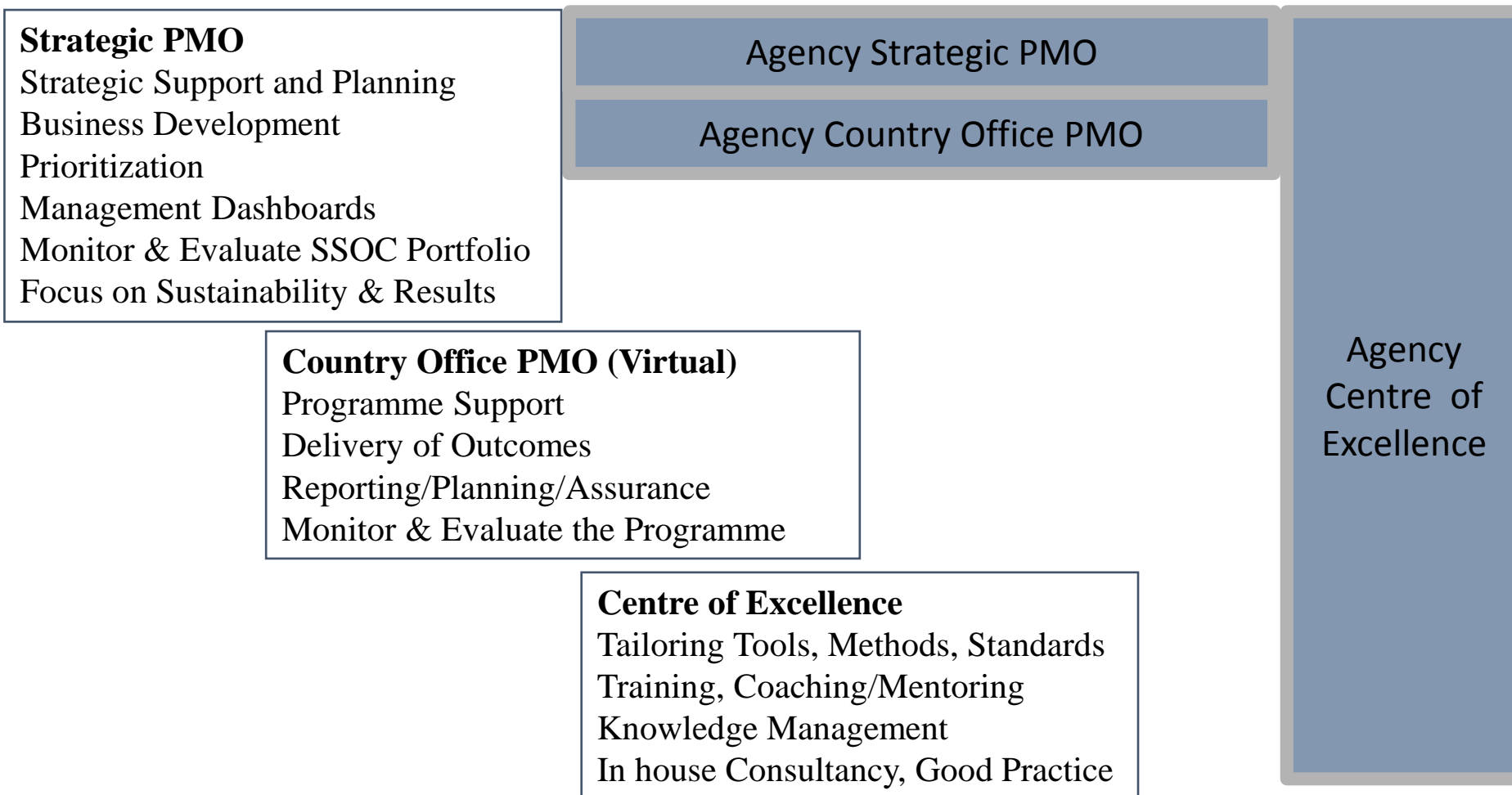
---

- Q1 2014 – have Strategic PMO, Centre of Excellence operational, existing portfolio health check and re-start projects where possible and get buy in to stop others, kick start any new priority projects – Focus on doing the right projects
- Q2 2014 – Have Programme/Virtual PMO operational, agree process end to end process, structure kick off engineering excellence programme – hard end stage, robust plans, risk, budget and controls – Focus on doing the project right
- Q3 2014 - Have staff appointed (National Deputy PM's) to run Delivery PMO's, hard end stage, project boards effective – Focus on the right resource on the right project
- Q4 2014 – Transition to new structure for 2015 delivery. Focus on the 2015 results





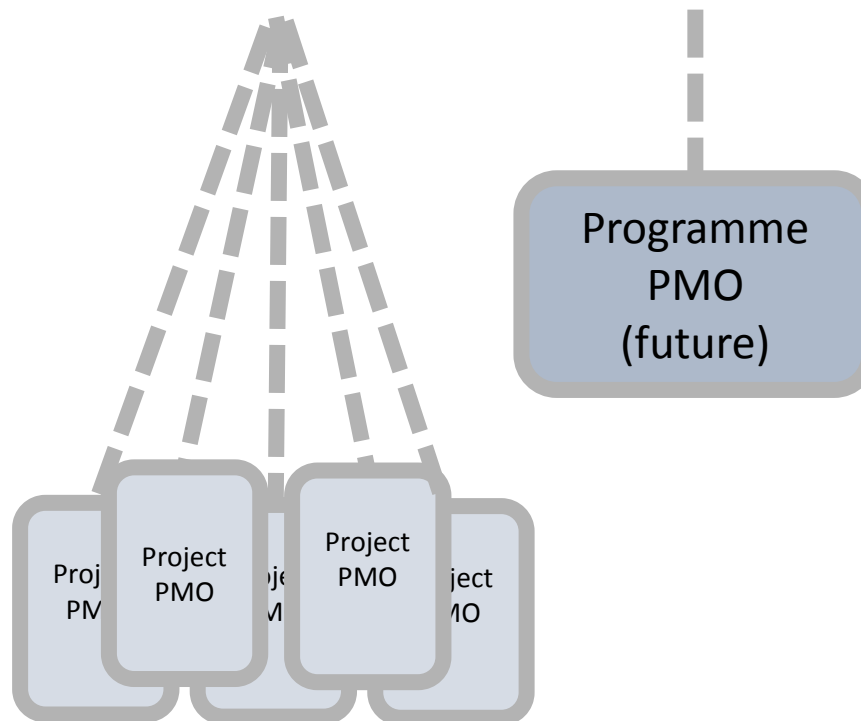
# Structure – from P30



# Structure – from P30

---

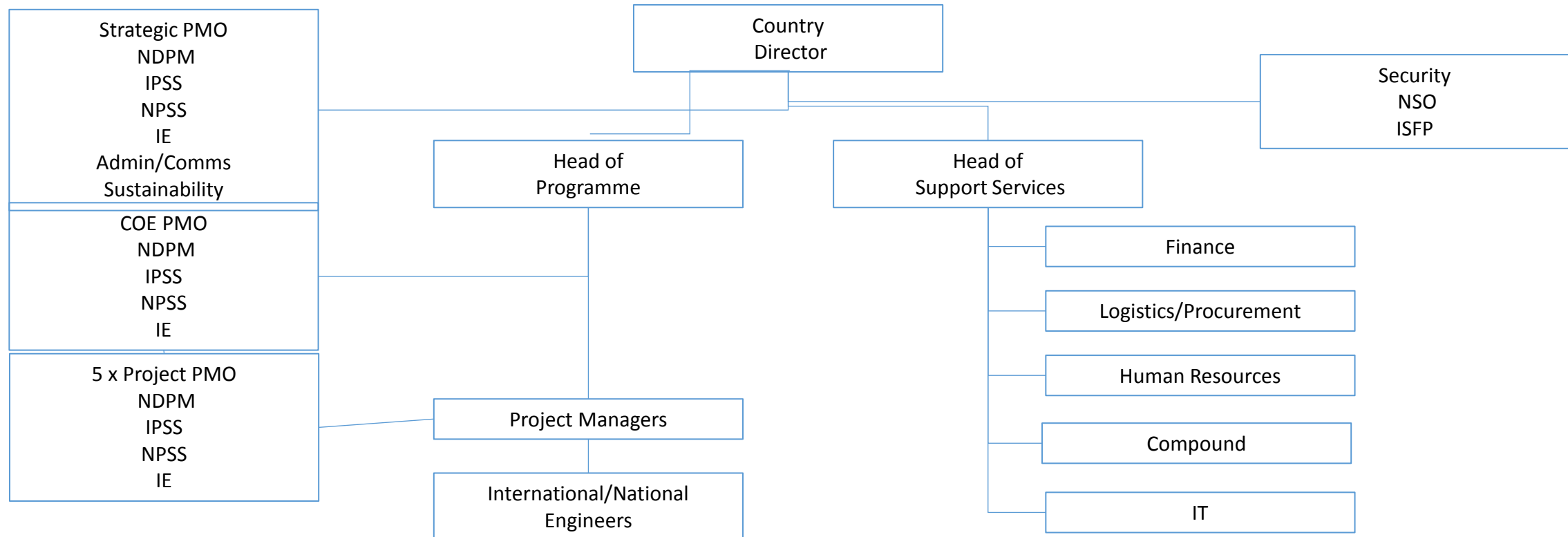
## PMO Linkage



### **Delivery PMO (part virtual)**

Specialist Support  
Monitor (Delivery, time/cost/quality etc)  
Risk/Issue Management  
Focus on Outputs/Outcomes  
Reporting/Escalating  
Payment of contractors  
ISO140001/H&S

# Structure – from P30



Key: NSO = National Security Officer

NDPM = National Deputy PM

NPSS = National Project Support Specialist

IE = International Engineer

ISFP = International Security Focal Point

IPSS = International Project Support Specialist

# Implementation Strategies

- 1) Do not re- invent the wheel – beg, borrow and seek out what exists – however imperfect you think it is, but as soon as you do use it - improve it through use – not theory.
- 2) Use existing systems and tools – don't waste time implementing your pet product – it will save time cost, creating better value.
- 3) Stop thinking about projects – at the very least think programme, if possible think multiple programme/complex portfolio
- 4) Get rid of individual spreadsheets/datasets – link data quickly
- 5) Must be able to operate virtually/remotely – in case of another evacuation of international staff
- 6) Hard end stage assessments – assurance must never be a compliance check – but an authentic assessment of the PM's ability to deliver the project -

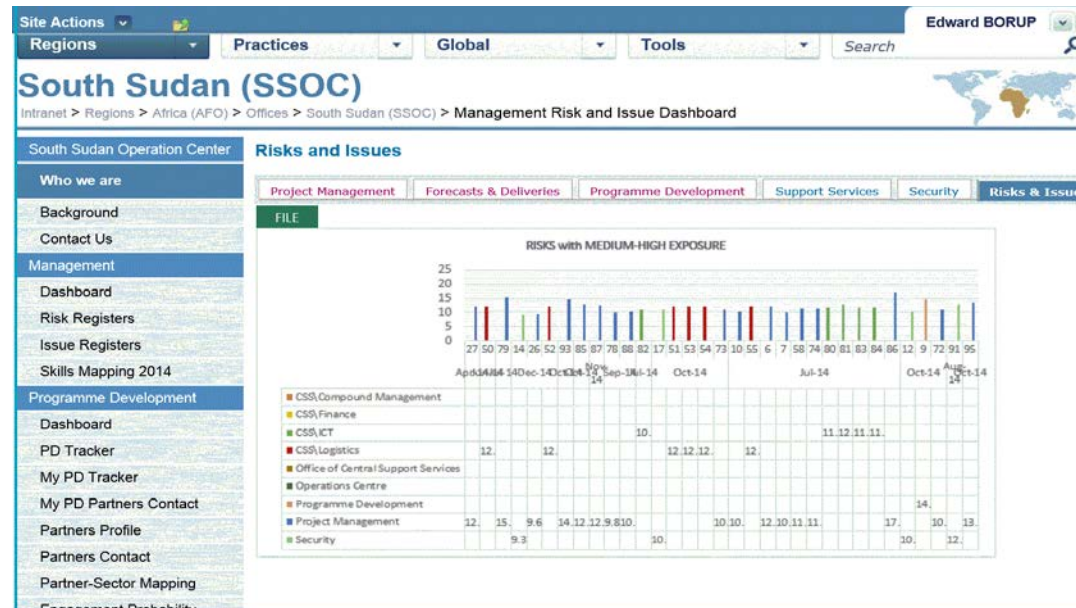
# Implementation Strategies

1) Do not re- invent the wheel – beg, borrow and seek out what exists – however imperfect you think it is, but as soon as you do use it - improve it through use – not theory.

a) Enforced organizational standards where they existed

b) Used forms / templates from existing PM's projects – peer pressure vs. mgt pressure

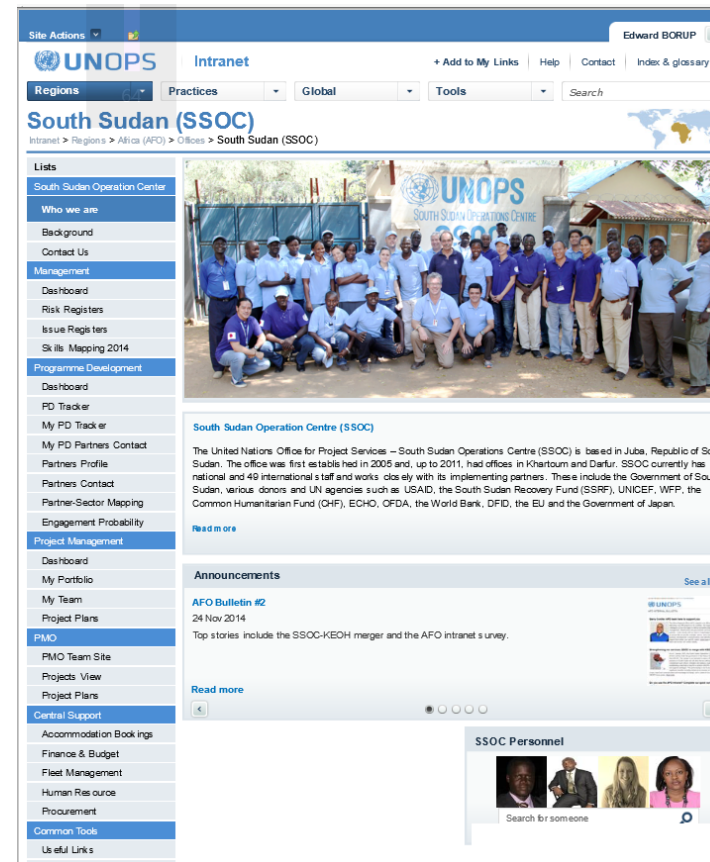
c) Jerusalem office had already developed a tool and process to drive Business Development



# Implementation Strategies

2) Use existing systems and tools – don't waste time implementing your pet product – it will save time cost, creating better value.

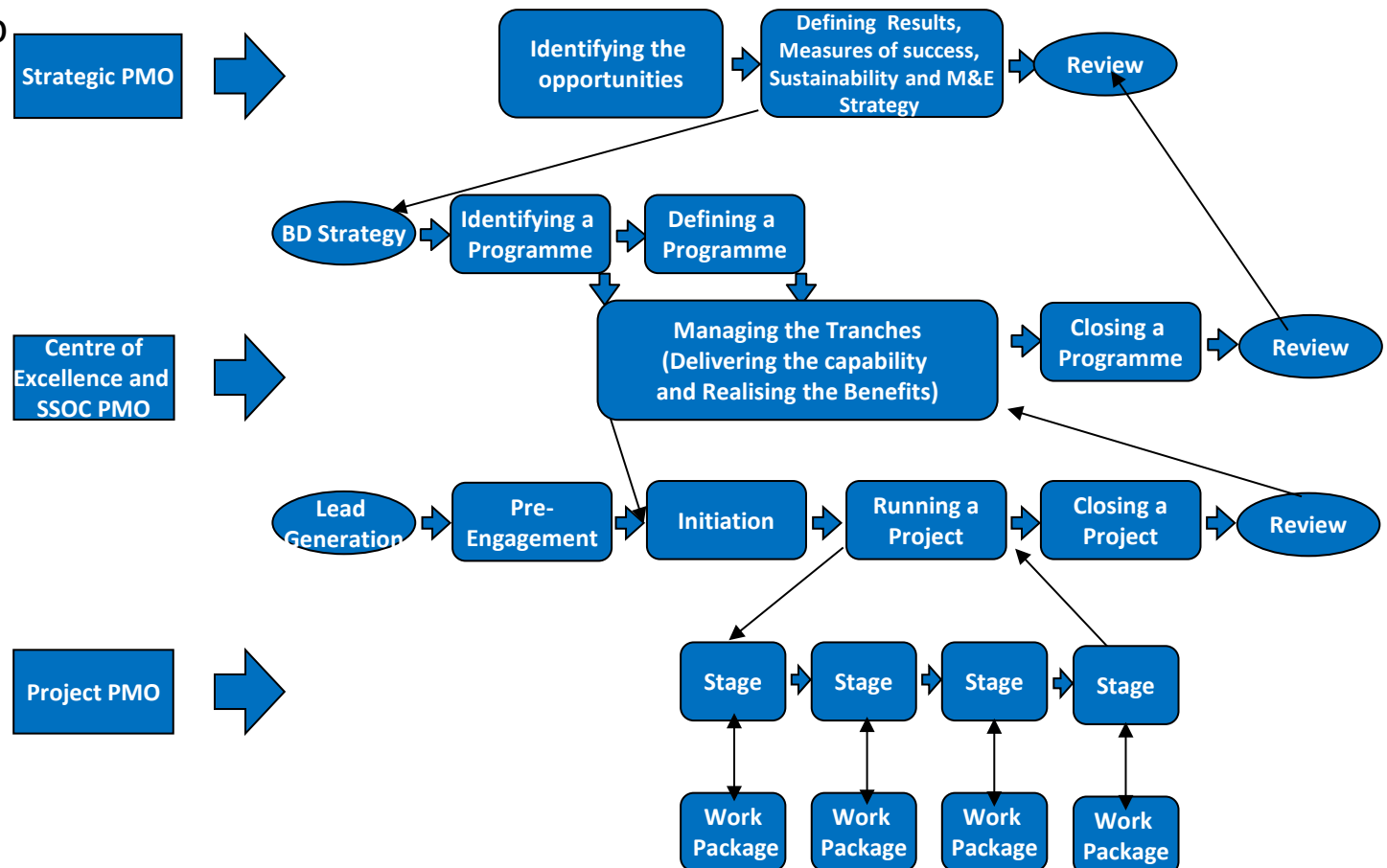
- a) Corporate Systems
- b) SharePoint
- c) Shared Drives



# Implementation Strategies

3) Stop thinking about projects – at the very least think programme, if possible think multiple programme/complex portfolio

- a) Single Registers
- b) Focus on Results
- c) Simplify





# Implementation Strategies

4) Get rid of individual spreadsheets/datasets – link data quickly

- a) Dashboard vs. Reporting
- b) Pro-active vs reactive
- c) single version of the truth




# Implementation Strategies

5) Must be able to operate virtually/remotely – in case of another evacuation of international staff

- a) Sustainability
- b) National Ownership
- c) Focus on Results

**South Sudan (SSOC)**  
 Intranet > Regions > Africa (AFO) > Offices > South Sudan (SSOC) > Country Director's Office - Risk Register



**Risk Registers**

Country Director | Head of Programme | Head of CSS | SSOC (all units) | Risk Analysis

This risk register includes those which are identified under Security unit, Programme Development unit, Operations centre level and the Office of the Director.

**Operations Centre Risk Exposure**

Risk Level	Open	Closed
Low	5	3
Medium	5	0

**Operations Centre Risk Proximity**

Month	Total
Aug 14	2
Oct 14	7
Dec 14	1

**Risk Management (Risk Exposure)**

**Director's Office Risk Register**

Edit	ID	Mitigated?	Risk	Categories	Proximity..	Risk Exposure	Response	Actions	Affected Project	Actionee	Responser
<b>Status : Open (10)</b> <b>Responsible Unit (Owner) : Operations Centre (1)</b>											
	97		Costs for Collapsed Bridge Investigation & provision of an alternate Bridge at Kaya River	External - Government & Regulatory Acts, Internal - Financial, Implementation, Internal - Legal, Internal - Management, Internal - Procurement & Logistics, Internal -	Oct-2014	Medium	Share, Reduce	Look into possibilities of utilizing Insurances and other mechanisms available internally. Manage external and internal stakeholders for reputational	00084587 Maintenance of Horrobo Kajo Kej	Fayyas Ahmad Fair-Rasal, Nilson AG ASATE, Sinead BORUP	Operation

# Implementation Strategies

---

6) Hard end stage assessments – assurance must never be a compliance check – but an authentic assessment of the PM’s ability to deliver the project –

- a) Plan
- b) Budget
- c) Controls

Do they know their “trade craft” or can they just talk a good talk.... Look for linkage/joined up planning

# Lessons Learned

---

Do not be frightened to stop all projects – we still achieved the years target

Compliance with process is not helpful – must be real evidence based assurance/decisions

Enforced what was enforceable – Plans, Budgets, Risk, Controls

Was not well prepared for resistance – but stayed on course (could have been a better leader!)

Innovate and make step changes – was prepared to be wrong rather than delay changes

Crisis was simply a trigger for opportunities – took risk

Leadership style needed to change over the period of the change

PM's seem to be happy to lead change – but not that happy to change themselves!

# Critical Success Factors

Some of the benefits achieved by the PMO

- Team better balanced
  - Female international up from 8% to 36% , Female International PMs from 0% to 60%
  - Male International Support staff from 0% to 50%
  - 7 National Deputy PM's appointed (6 male 1 female)
- Only Country Office to meet year end target
  - 107% of delivery, Q1 Bankrupt, Q2 recovered, Q3/Q4 on target
- Recognized good practices
  - Consistent standards flexibility with resource
  - Predictable delivery – hard end stage assessments
  - Maturity increased level 3 or 4 in all areas
  - Capacity developed through CoE
  - Tools/innovations being adopted else where in the organization

Some of the enablers of success

Directors Support, Change the environment – helps to remind individuals its not BAU, Make tough decisions – implement them with respect, Keep it simple – recycle, re-use, Build capacity at every opportunity, Innovate at all times – encourage and reward, Communicate, Walk the walk

# Key “take-aways”

---

- Remember why you are doing the project (RESULT)
- Remember who the Customer is (Beneficiary)
- Innovate – challenge everything - take risk
- Be strategic
- Simplify
- Add Value or stop
- Evidence based decisions
- PM’s are adults, highly paid – don’t assume they are competent!



# Any Questions?

---

Albert Einstein, (amongst others) has been credited with the following...

*“Madness is an expectation that if you keep doing the same thing in the same way something will change.”*

**For further information please contact**  
[eddie.borup@ibpsolutions.org](mailto:eddie.borup@ibpsolutions.org)  
or +44 777 190 2468

