

Project Management

How to make projects successful

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Consultant Aid Agencies, Companies
Convener, EWG (Pakistan)
Member, SAB (Mining), BOI
AAAS Fellow (1998-99)

Background

- 22 years in industry (EU, NA, Asia, ME)
 - Typically Director, International Marketing
- 22 years in Government (NA, Asia, EU)
 - T&I, Ind. Liaison, S&T, Defence/NATO, Policy
- Two years industrial projects (NCMS 1996-98)
- AAAS Fellow 1998-99, AAAS Member
- Organizer, science conferences, sessions chair
- Peer review team member (NSERC) 2005-07

Traditional Project Management

- **Initiation** (goals, objectives, TOR, timeline, resources)
- **Planning**
- **Production or execution**
- **Monitoring, controlling, adjusting**
- **Closing (Lessons Learned - PERT)**
-- Program Evaluation Review Technique

Project Management

- managing project activities include:
 - lean
 - iterative
 - incremental and
 - phased approaches
- Regardless of methodology, the human element at best can be challenging

Why projects fail

- Goals, objectives poorly understood/written
- TOR do not reflect requirements
- Actors not motivated
- Do not involve learning from each other
- Human factors (difficult individual)
- Team not working together
- Not enough resources

The Human Element

- human-driven processes (psychology, culture)
- human interaction (series, parallel, group)
 - visualize – functions or processes
 - analyze – situation/status (multiple actors)
 - monitor – determine on-track/successful
 - improve – select and implement
 - control – dynamics of the project

USA Example - NCMS

- The National Center for Manufacturing Sciences fuels innovative solutions for manufacturers.
- It is a nonprofit, member-based consortium, the organization's objective is to drive the global competitiveness of North American Manufacturers through collaboration, innovation, and advanced technologies.
- A NFP, their core business is to manage projects for their members to successful conclusion.

Typical Project in USA

- reduce costs, speed processes, improve lifespan
- identified by association/organization members
- members agree on high priority projects
- members volunteer their time/resources
- identify, initiate, plan, allocate resources
- implement & monitor project
- agree on technology issues / how to overcome
- complete project, issue report

Project to solve an issue

- NCMS injection molding project
- Variety of companies, improvements needed
- Project agreed, review of company processes
- Pharma not auto company most advanced
- Shared problems and solutions
- All motivated, result relates to competition
- P.M. was relatively simple, motivation

Failing projects in Pakistan

- Province assisted by W.B. - international standards
- Province motivated but not ready for assistance
- All provinces invited to international forum (funded)
- Successful, but how to follow on; form W.G.
- Formed W.G. for provinces/federal level, but ...
- W.B. funding directed to “not ready” Province
- Second Province asked to process an aid request
- W.B. focused funds on 2nd Province, involved others
- W.G. for all provinces funded, ideas exchanged ...

Failing projects in Pakistan

- ADB project all provinces, but focus on one
- Executing federal & Implementing province
- Federal obstructionist, Province difficult
- Inception report submitted after four weeks
- Communication to ADB (via EAD) delayed
- Created embarrassing meeting with Province
- Province demands worked in to project ...
- Two day Workshop nearly boycotted ...

What small / medium project related opportunities exist in Pakistan

- Potentially many small projects such as
 - Hotel/office construction – funding \$100 M 40%
 - Small hydro (river) – funding \$5 M to \$50 M 80%
 - Metal processing – funding \$50 M to \$100 M 0%
 - Water treatment – funding \$8 M to \$10 M 20%
 - Foreign companies looking for joint ventures
 - LED lighting systems
 - Prefabricated walls to seismic, sound, insulating stds
 - Waste-water treatment (cities, ind, petro-chem, mines)

Q&A Session

THANK YOU

Robert Webb