MAKING PROJECT MANAGEMENT A STRATEGIC PRIORITY

Rwanda National Project Accelerator (Concept)

Jean-Jacques DUSHIMIYIMANA, PMP® | PMI Rwanda [Potential] Chapter
06 09 2020
Projects which transformed a country into “Singapore of Africa”

• KIGALI CONVENTION CENTER – $300M

• KIVU WATT - $325M – 26MGW – 100MGW

• NATIONAL UNITY AND RECONCILIATION COMMISSION

• MOUNTAIN GORILLAS
Rwanda National Unity and Reconciliation Commission

For Forging a Path to Recovery and Redemption amid Severe Trauma (Education, Women’s Rights, Economy)

2019 PM Network - 50 most influential projects 1969-2019: #25
Rwanda – Singapore of Africa

- Over 8% average year-on-year real GDP growth rate since 2007 (the World Bank)
- 3rd as most popular destination for conference and events in Africa after South Africa and Morocco (ICCA)
- 2nd in Africa (after Mauritius) and 41st in the World Bank’s Ease of Doing Business
- Safety: 2nd most peaceful in the region and 14th in Africa (Global Peace Index (GPI))
- Kigali regarded as the cleanest city in Africa.
PROJECT JOURNEY
Central Public Investment & External Finance Bureau (CEPEX):
- Monitoring of public investment
- Mobilizing external resources and managing donor coordination.

Donors created a grouping of their own
- Alignment of program and project support at country level,
  To make headway on the “project” aid modality.

THE END OF CEPEX:
- CEPEX stripped off external resource mobilization and aid coordination, left with only project management to deal with.
- CEPEX published a Project Manual (1st time), documenting aid modality and started a process within the GoR on how to make project aid better.

Single Project Implementation Unit (SPIU):
- Effective institutional framework that facilitates the implementation of projects
- Fast track realization of development targets in various sector strategic plans, all drawn from the Rwanda’s Vision 2020 (2050 Now).

Report on SPIU commissioned by MINECOFIN recommended to “Institutionalize Project Implementation Coordination, Oversight and Support at National Level”

CEPEX’s mandate clashed both with line ministry & and donors on overall aid management and projects management.
Project Management in private sector

- **The Project Economy**: Projects explosion and they outnumber trained/certified professionals.

- **No systemic approach to projects**, trial and error approach. Projects run by foreign consultants or operations managers.

- **Lack of coherence** in PM competence development: 4 REP and bogus trainers mostly driven by PMP buzz to make quick buck!

- **Kepler University**: 1st undergraduate program in project management.

- **Nov 2019**: PMI Rwanda[Potential] Chapter: 40 Members
HOW TO ADDRESS PROJECT CHALLENGES GLOBALLY AT NATIONAL OR CONTINENTAL LEVEL

Address project management practice challenges at a national level
Highlight improvement for organizations to achieve better business results.
Take into account current country level project maturity
Measure organizations against the best in class managing project, programs and portfolio using *Organization Project Management Maturity Model* (OPM3).
## SPIU:
- High rate project failure
- Work in silos
- No centralized structure or framework or standardized PM methodology
- No professional resources to design processes and support project managers
- Shallow or no governance and can be at the donors mercy
- Became mostly contract execution offices, not PMO they were meant to be.

## MINECOFIN:
- Headed by a state minister
- Aligning GoR projects with Strategy & Policy, budget and financing.
- 3 Divisions: Plan & Research, Investment Projects QA, Programs and projects M&E
- No project industrialization
- No project Maturity
- No SPIU/project support or control during implementation except for budget.
- No PM professional development
- Private sector left to fend for itself

## N-PMO - National PM Office (Concept)
- N-PMO is the overall and centralized body in charge of projects and programs design, execution, and control at national level.
- N-PMO institutes integrated national project management framework that significantly increase country competitiveness by executing strategic plans through successful projects and programs.
- National PMO structure leads to project industrialization both for private and public sectors.
N-PMO: STRATEGIC PROJECT ACCELERATOR

Making Project Management a Strategic Priority

06 SEPTEMBER 2020
WHY: Strengthening PM Practices at National Level

In post-corona era, African countries and corporates entities capable of identifying strategic priority sectors and important skills and competences to nurture will position themselves ahead of the pack.

PM is an important vehicle in achieving nations’ strategies. Raising up project management practices among other management practices increases the chance of strategy execution success.

Project management practices improve naturally as a result of industries’ forces. However, governments can expedite and stabilize this improvement by establishing a focused national entity, a National Project Management Office – N-PMO.
Establish a national PM regulatory framework:
- Suggest regulations and policies which encourage standard PM framework
- Embedding some PM techniques as part of government contracts
- Establishing dedicated project units structures (PMO) in gov. organizations.

Lead PM Education, Training & Mentoring:
- Enabling PM by obtaining knowledge, skills, tools and techniques.
- PM Curriculum and training plan development

Act as national center of PM excellence:
- Monitoring and supervise national projects and programs performance
- Center of Knowledge to capture, unify, and share knowledge and best practices
- Cooperate with PM communities to market and spread the discipline.

Professionalism:
- Create PM career path with clear salary ladder for project managers especially in government
- Encourage employees to join this field.

Local Experience:
- Each country has unique characteristics including project management maturity level, culture, demography, etc.

OPM3:
- Define what level of project maturity the country should target and how, by developing a sectorial-level and a country-level assessment of project practices
- Encourage organization to adapt or create a PM maturity model.
The Infrastructure and Projects Authority (IPA) is the United Kingdom government’s centre of expertise for infrastructure and major projects. The IPA sits at the heart of government, reporting to the Cabinet Office and HM.

Project Infrastructure Pipeline I Quality Assurance I Functional Delivery Standards Capability Framework I International Support

1996

The Infrastructure and Projects Authority (IPA) is the United Kingdom government’s centre of expertise for infrastructure and major projects. The IPA sits at the heart of government, reporting to the Cabinet Office and HM.

Project Infrastructure Pipeline I Quality Assurance I Functional Delivery Standards Capability Framework I International Support

National Project Management Organization (MASHROAT)
Established by the Council of Ministers to
- Improve efficiency and quality of projects.
- Establish the criteria for program Management Offices.
- Implement best international practices.
- Develop project standard contract template for PMO.
- Read more at: https://www.mep.gov.sa/en/npmo

2016

The Infrastructure and Projects Authority (IPA) is the USA: President Obama signed the Program Management Improvement and Accountability Act (PMIAA) into law in December 2016 To help improve federal project outcomes by enhancing best practices in project and program management throughout the federal government.
THANK YOU

JEAN-JACQUES DUSHIMIYIMANA, PMP®
ATACS PROJECTS
WWW.ATACSPROJECTS.COM
dushimiye@gmail.com
(250)788384716