

National Disaster Management Centre

Department of Cooperative Governance and Traditional Affairs



Project Management Report

Compiled by



The National Disaster Management Centre

Project Management Report

The purpose of this chapter is to describe the project management process throughout the project

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Table of content

1 Introduction 1

2 Project Structure 1

3 Project Team 2

4 Project Management..... 2

5 Duration and Timeframes 3

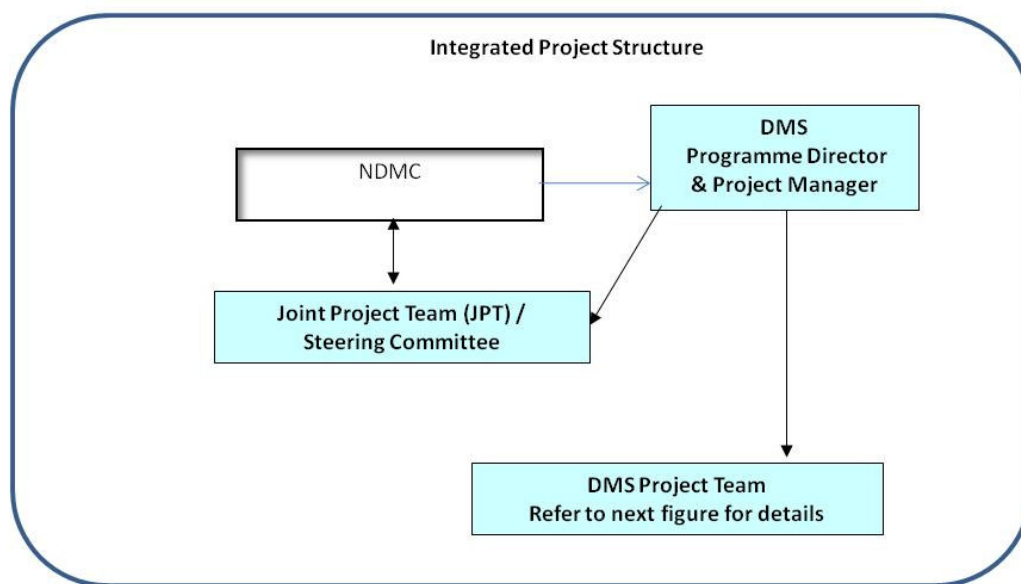
6 Project Risk..... 3

1 Introduction

In order to conduct a comprehensive training and education needs analysis, the different role-players at all relevant levels, numerous specialists and activities had to be coordinated. To ensure smooth coordination a project office was established together with a dedicated project management team. This chapter documents the project structure, team members, and progress.

2 Project Structure

The project structure is shown below and the roles and responsibilities of all the respective role-players are described in the following sections.



NDMC: The NDMC was accountable for overall corporate governance and to ensure compliance with all legal requirements. The NDMC was also responsible for the approval of the project as well as the approval of the implementation plan. The Head of the NDMC acted as a project sponsor to ensure commitment at the highest level.

Project Steering Committee

The Project steering Committee (PSC) consisted of:

- Head of NDMC;
- Senior Manager Education, Training, Research and Public Awareness;
- DMS Programme Director, Project Manager and Principal Consultant.

The role and functions of the PSC included the following:

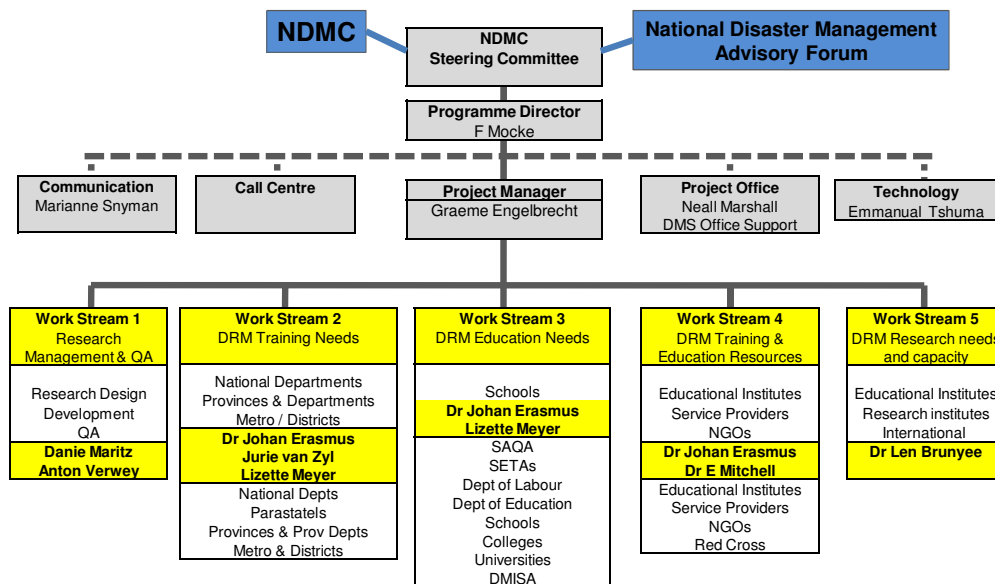
- Overall direction/authority to the project;
- Approve deliverables and outputs;
- Conduct strategic communication with role players and stakeholders;
- Provide visible and credible leadership for the project;
- Set overall project goals, objectives and performance targets;

- Endorse project and resource plans;
- Authorise additional project funding as required;
- Monitor, and where necessary re-direct, project progress; and
- Form, guide and develop teams.

DMS Project Director and Project Manager: Reported to the Steering Committee and was responsible for the effective execution of the contract in close collaboration with the JPT and PSC.

3 Project Team

The team consisted of a multi-disciplinary team. The DMS project teams' organogram is shown below.



4 Project Management

Project Management Meetings: Meetings held at the various levels were constituted in accordance with the project schedule. Project meetings were the key driver in tracking and updating process progress. Monthly meetings were held with the Joint Planning Committee / Steering Committee (see attached minutes). All proposed changes were minuted and agreed to before resources were committed.

Progress and Performance Measurement: MS Project was used as the project scheduling tool (included electronically).

Information Management System: Microsoft SharePoint was used as the information portal and could be accessed by the integrated project team.

Quality Management System: The aim was to achieve quality in the most cost-effective and efficient way. Talentline was appointed as an independent reviewer of all processes. Their report (Work Stream 1) articulates their findings.

5 Duration and Timeframes

The project was envisaged to be conducted over a period of 6 months. However, due to the following mitigating circumstances the project was extended to 10 months. Key issues causing the delay in the project included:

- Post festive season 2008/9, key stakeholders were slow to arrange the National and Provincial workshops – these workshops took place between 17 February and 3 April 2009;
- Delayed response due to school holidays, the Confederations Cup, the national elections in April, work pressure and a lack of urgency were unfortunately a very real challenge;
- Slow response from nodal points to provide the project team with lists of persons involved in disaster risk management in their respective sphere of operations. This resulted in the survey of Work stream 2: Needs Analysis only commencing in June 2009 with the pilot study;
- The poor response from the pilot resulted in the re-alignment of the survey deployment strategy. The final survey commenced in July 2009;
- Poor response from incumbents resulted in the survey being kept open until 12 September 2009.

An extension was requested and granted by the NDMC.

6 Project Risk

Several risks were identified in the proposal. These included:

- “Availability of and participation of all parties in preparatory sessions, focus groups and surveys” due to the project size and scope covering so many participating parties at all spheres of government and such diverse disciplines. This could lead to delays and the associated time overshoot within the work streams.
- Availability of decision-makers to sign-off completed work at predefined milestones was critical. Lack of availability could delay the process. The human factor and sometimes the willingness to perform certain key activities was therefore the biggest contributor toward project risk.

To address these risks DMS implemented the communication strategy as indicated, combined with strict project management (as per the project management methodology) and a call centre that would address all the communication and deadlines. Even though contingency plans were put in place at the commencement of the project, the above risks were never more extreme than anticipated.

- Efforts included letters from the NDMC to every National Department’s Director General, All Provincial Department Head of Departments and Municipal Managers;
- An excess of 14000 telephone calls were made to disaster management incumbents from the call centre for the duration of the project; and
- 1-on-1 sessions with incumbents.

The net result was that we completed 541 surveys of a total of 1 120, however there was a delay in time.