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STEPHEN ANDERSEN

Can Project Management support poverty in Africa?

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Why?



- Focus on CSR as a moral imperative
- Multicultural Knowledge Management as a key driver
- Needs of project sustainability

Poverty in Africa

- Lack of basic necessities and infrastructures
- Precarious daily existence
- 1.2 billion people live on \leq \$1/day (Rangan, 2007)
- 4 billion people live on \leq \$3/day (Rangan, 2007)
- 10.000 Africans die each day (Rangan, 2007)
- Lack of management capacities
- Corruption
- War



The world from inside Africa

- Africa has not yet embraced the PM discipline: there are many projects, but Project Management is not part of the lexicon of many organizations in Africa!
- Conflicts between formal and traditional systems and cultures
- Conflicting and unclear priorities between stakeholders
- Project are not sustainable and fall apart as soon as sponsorship ceases, because the receiving communities are not involved in the conception, planning and implementation
- Transparency and accountability are constrained
- Few trained and experienced PMs, also because PM is seen as “unnecessary” expense

... so, the challenge ...

PM challenges in Africa are not insurmountable and the potential of the Project Management profession is large:

- Cultural awareness is the topic
- Involve clients populations in planning & implementation
- Be transparent and accountable
- Institutional commitment
- Systematic monitoring and control
- Proper training and professional associations
- Specific and local process and procedures to manage projects

How?

The role of PMI

1. Specific chapters

- Nigeria (www.pmilagos.org)
- South Africa (www.pmisa.co.za)



- New Chapters????

How?

2. Synergy from stakeholders coordinating their interests

- Major aid providers have to work with PMI to adapt a professional PM framework for the developing world
- PMI have to coordinate with training and certifying organizations to encourage NGOs and government agencies to use PMPs
- Corporations and private donors would be more likely to invest if they see a cohesive program in place and a significant growth of PM in Africa

How?

3. “Public Sector Track” in future Congresses

- To facilitate dialogue between funding agencies
- To enhance the coordination regarding PM standards, training and use of PMs in developing world
- To establish “Project Management Centers of Excellence” (PMCoE) acting as catalysts to the formation of chapters, certifications and institutions
- To partner with independent organization like “Africa Center for Excellence in Project Management” (ACEPM) to promote PM profession in Africa

How?

4. Knowledge Management

- Invite PMI staff who establishes the office in China & India to share their lessons learned
- Set objective criteria to establishing PM in Africa through a real cultural effort: project tales as a critical factor, value of individual experience and history and so on...
- Remember that “animators” are often used to act and tell stories as part of the tradition to pass along knowledge

How?

5. PMBOK extension for developing countries

- To capture and structure the lessons learned over the years and to provide a basis for training and certifying PMPs for work in the specific African context
- To integrate the IDSIG Guidelines

6. Sliding scale membership and testing fees

- Encourage participation of people living in the developing world, where average income is \$2/day

Grazie!



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