

Reference:	PMO-WI-008
Rev:	1
Date of Impl:	18-Oct-10



وزارة الأشغال
Ministry of Works

Kingdom of Bahrain
Ministry of Works

Project Management System

Business Improvement Projects Life Cycle

REFERENCE: PMO-WI-008
REVISION: 1

Reference:	PMO-WI-008
Rev:	1
Date of Impl:	18-Oct-10

DOCUMENT CONTROL

Revision History

DATE	REV#	SECTION	CHANGE BY	DESCRIPTION OF CHANGE
15-Dec-09	0		Georges B. Abrial (PMO)	Initial release
18-Mar-10	1	-1.0 Overview -1.4 Planning Phase -1.4 Implementation Phase -1.4 Close-out Phase -Appendix - A -Appendix - B	Saliha Ismail (PMO) Hammad Khaliq	-Pg#4 Changed seven to eight, Replaced <i>Initiation</i> from <i>Origination</i> -Pg#4 Added 1.1 Origination Phase & text, -Pg#5 Amended Initiation Phase and text -Pg#6 Updated/Amended Text -Pg#7 Updated/Amended Text -Pg#8 Updated/Amended Text -Pg#9 Diagram Updated Origination Phase Incl. -Pg10-12 Diagrams Updated -Replaced <i>Tender & Award (Consultation)</i> to <i>Consultant Selection</i> -Replaced <i>Construction Implementation</i> to <i>Implementation</i> -Replaced <i>Tender & Award (Procurement Implementation)</i> to <i>Tender & Award</i>

Reviewed by	Role	Date
Terry Gostling, Hammad Khaliq Abdul Khaliq, Ahmad Yasni Yahya	PMO	April, 2010

Approved by	Date	Signature
PMO Board	September, 2010	

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Business Improvement Project Life Cycle and Gating Methodology

1.0 Overview

The process for the MoW Project Life Cycle and Gating Process for the Business Improvement Projects will be applied to all business improvement projects managed by MoW Directorates, departments or groups. Examples of Business Improvement Projects are Performance Management (Balanced Scorecard); Quality Management; Project Management System Implementation and other Strategic Projects. Such initiatives include but are not limited to projects falling within the following areas:

- Information Technology (IT)
- Human Resources
- Finance & Administration
- Business Planning Unit

The methodology consists of eight (8) phases and six (6) gate reviews with supporting documents customized to the requirements of MoW business improvement projects. It links a collection of logically related project activities culminating in the completion of a major deliverable.

The process includes the key activities which must be carried out in each phase, from project Origination through to Close-out. It provides a series of outcomes or outputs associated with the activities at each phase. It is to be noted that only a high-level overview of the technical activities is outlined, as MoW management and staff are well acquainted with the details, which are documented in the Ministry's manuals.

The gate review process provides the MoW stakeholders with a disciplined approach to the management of business improvement projects which focuses on quality of execution, effective product development, and the use of a complete process to manage and deliver the business improvement product.

Appendix A illustrates the overall phases and gates. Appendix B contains detailed schematics of each of the phases

1.1 Origination Phase

The Origination Phase formally recognizes the existence of an initiative that may result in the development of a project. The initiative should be linked to the strategic business objectives of the Ministry. A MoW project begins with the identification of a need, problem or opportunity to be addressed by the Ministry, its departments or branches. Included in the Origination phase are the development of a high-level business case; identification of a Sponsor and a Business Developer; identification of

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key stakeholders; project classification, the application for funding the project; submission for financial or technical to the appropriate authorities. It concludes with a documented decision to proceed to the Initiation phase.

The development of a Business Case should include but not be limited to the following:

- Rationale/background for the project
- Identification of the strategic fit to MoW overall strategy/objectives
- High level assumptions, constraints and risks
- Preliminary budget estimate
- Schedule
- Dependencies
- Master Plan
- Key project stakeholders and project organization (governance) structure
- Project strategy or approach, which determines which phases will be performed by MoW staff and which will be outsourced

1.2 Initiation Phase:

The initiation Phase starts with projects appointing a Project Manager to register and activate the project through PMO. The Initiation Phase key activities are the further development of the Business Case, Project Charter and Preliminary Scope Statement; and the confirmation of project classification.

The business case is updated in this phase and approval for the appointment of the Project Manager must be obtained through the Project Steering Committee (PSC). The Project Manager would prepare the Project Charter. The Project Manager would then recommend a Core Project Team for the steering committee's approval. Based on the Project Charter, the Project Manager and the Project Core Team would prepare the Preliminary Scope Statement, the project approach or strategy, and project resourcing including funding, and submit to the steering committee's approval.

The project approach or strategy will identify which of the project remaining basic phases (Planning, and Implementation) will be conducted by the Ministry, and which are to be performed by outside parties, such as consultants and contractors. This will determine the placement of the Tender & Award Phases.

It concludes with the approval of Project Charter and Scope Statement before proceeding to Planning Phase after the Phase 1 Gate Review.

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1.3 Consultant Selection:

The Tender & Award (Consulting) Phase key activities are related to the execution of the MoW tendering procedures.

The tendering of a MoW contract is clearly articulated in the standard MoW Tendering procedure, which is governed by the Tender Law and is driven by the Tender Board policy, to which all government agencies must comply. The MoW has developed templates such as Prequalification (PQ) for contractors; Expression of Interest (EOI) for consultants and Request for Proposal (RFP) to which all MoW departments must comply. All projects must meet the requirements of this procedure in order for the tender to proceed. It requires the approval of the MoF and the Tender Board for the process to be executed and the tender awarded. The award of a contract provides the authorization for moving the project to the Implementation / Training Phase.

The Project Steering Committee (PSC) must review and approve the contract awarded to the consultant, project funding and resources for the project to proceed to the Planning Phase.

NOTE: For some projects, this phase may occur after the Planning Phase, i.e. completion of the Project Execution Plan is necessary before the appointment of an external consultant; or in cases where the project will be managed in-house, this phase may not be required at all.

1.4 Planning Phase:

The Planning Phase key activities are the development of the requirements of the MoW Project Execution Plan (PEP) which will be used to guide the execution of the project. The PEP details the business requirements, defines the project scope, and includes the work breakdown structure, schedule, project organization (governance) structure; change control process and management plans for risk, communications, cost, procurement and quality.

At this phase, the decision must be made whether or not to outsource the Implementation / Training Phase. If the decision is to outsource, then the process for tendering and awarding the contract must be undertaken.

This phase concludes with the Project Steering Committee (PSC) reviewing and approving the PEP, project funding and resources for the project to proceed to the Analysis / Design Phase through the Gate Review.

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1.5 Analysis & Design Phase:

The Design & Analysis Phase key activities are the development of a process relationship map, and "As Is" and "To Be" process maps. It also includes the establishment of goals and performance measurements.

The Project Steering Committee (PSC) must review and approve the design, project funding and resources for the project to proceed to the Tender & Award (Procurement / Implementation) Phase.

1.6 Tender & Award Phase:

The Tender & Award (Procurement / Implementation) Phase key activities are related to the execution of the MoW tender process.

The tendering of a MoW contract is clearly articulated in the standard MoW Tendering procedure, which is governed by the Tender Law and is driven by the Tender Board policy, to which all government agencies must comply. The MoW has developed templates such as Prequalification (PQ) for contractors; Expression of Interest (EOI) for consultants and Request for Proposal (RFP) to which all MoW departments must comply. All projects must meet the requirements of this procedure in order for the tender to proceed. It requires the approval of the MoF and the Tender Board for the process to be executed and the tender awarded. The award of a contract provides the authorization for moving the project to the Implementation / Training Phase.

The Project Steering Committee (PSC) must review and approve the contract, implementation plan and project funding and resources for the project to proceed to the Implementation / Training Phase.

1.7 Implementation / Training Phase:

The Implementation / Training Phase key activities are the control, monitoring and reporting on all aspects of the project performance. These include the management of change requests, cost, schedule quality, risks, issues, and contract administration. It also includes the preparation of training and operation & maintenance manuals to support transition to the client and the ongoing operation of the deliverable beyond project close-out.

Pilot testing, such as the user acceptance test in the case of IT projects which includes a thorough and systematic testing of the product to provide the users or system owners assurance that the project meets specified standards, may also be required.

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Controlled introduction of project deliverables would typically begin in this phase, and would be completed in the Closeout Phase. It is to be noted that this phase should also include the creation of a continuous improvement system to support the business process.

The Implementation / Training Phase conclude with the completion of the project deliverables and User Acceptance sign-off that triggers the warranty (maintenance) period. The Project Steering Committee (PSC) must review and accept the project deliverables for the project to proceed to the Close-out Phase.

1.8 Closeout Phase:

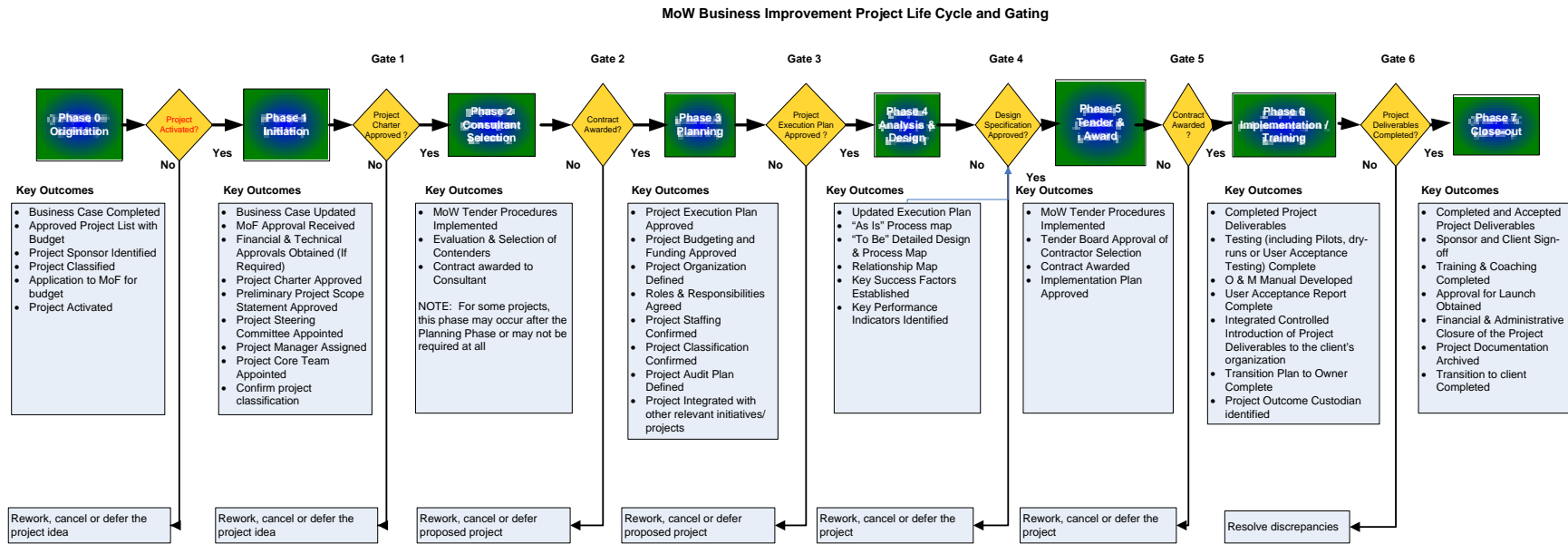
The Close-out Phase key activities are the transition of project deliverables. It, also, includes the implementation of project and contract close-out activities, releasing project resources, the formal documentation of lessons learnt, and the archiving of project information.

1.9 Gates

The gates are decision points where the Project Steering Committee and the Sponsor decide whether the project proceeds, is cancelled / deferred or requires rework. Two key questions are addressed: 1) is the project planned sufficiently enough to proceed to the end of the next phase with a high probability of success? and 2) is the project still aligned with the business case goals and on track to their achievement? It allows for verification of a sound action plan for the next and remaining phases; permits the project leadership to determine whether the project should proceed to the next phase and guides the project team to the actions required should there be a 'go' or 'no go' decision. The decision at each gate is documented and filed.

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Appendix A - MoW Business Improvement Life Cycle and Gate Process Schematic

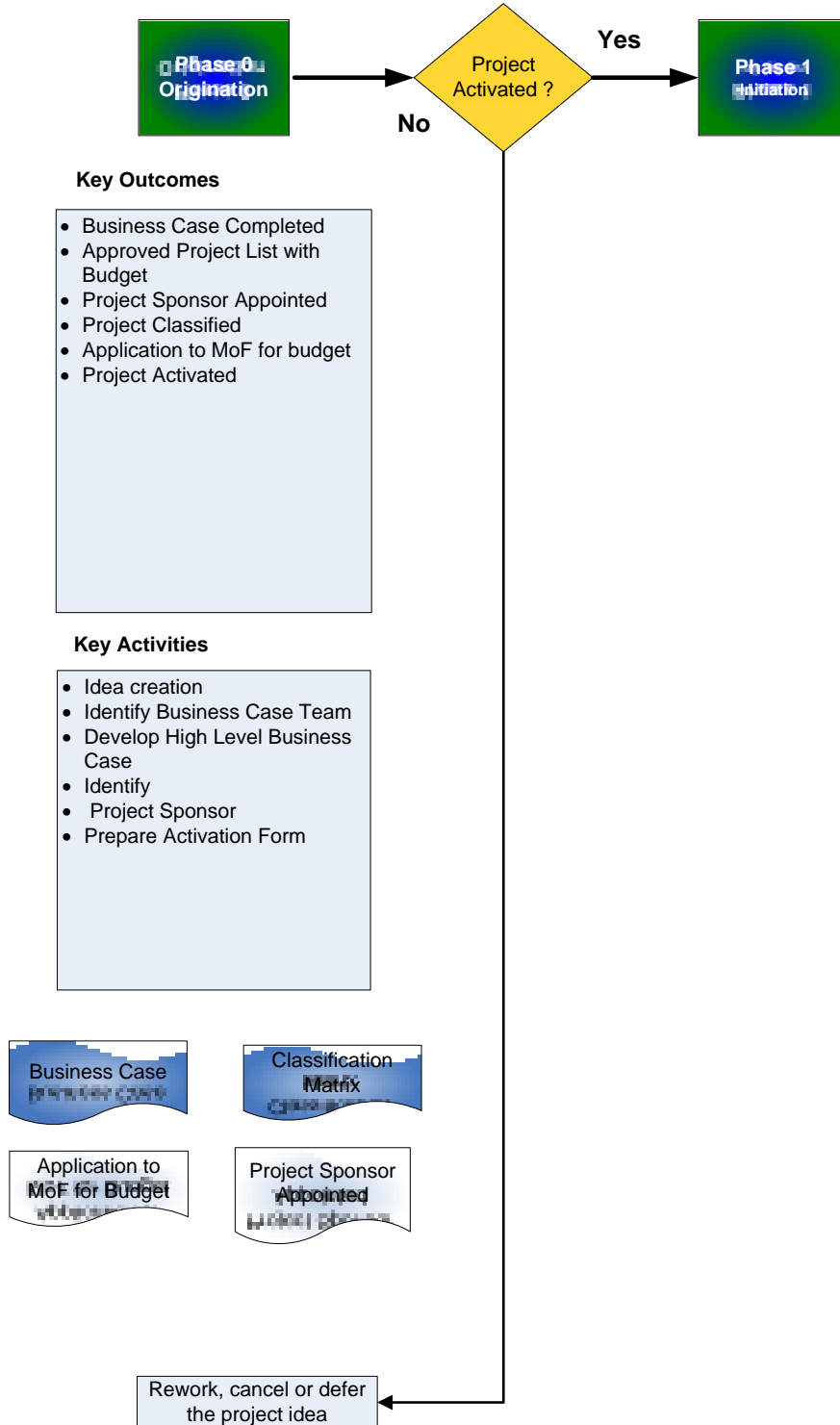


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Appendix B - MoW Business Improvement Life Cycle Phases

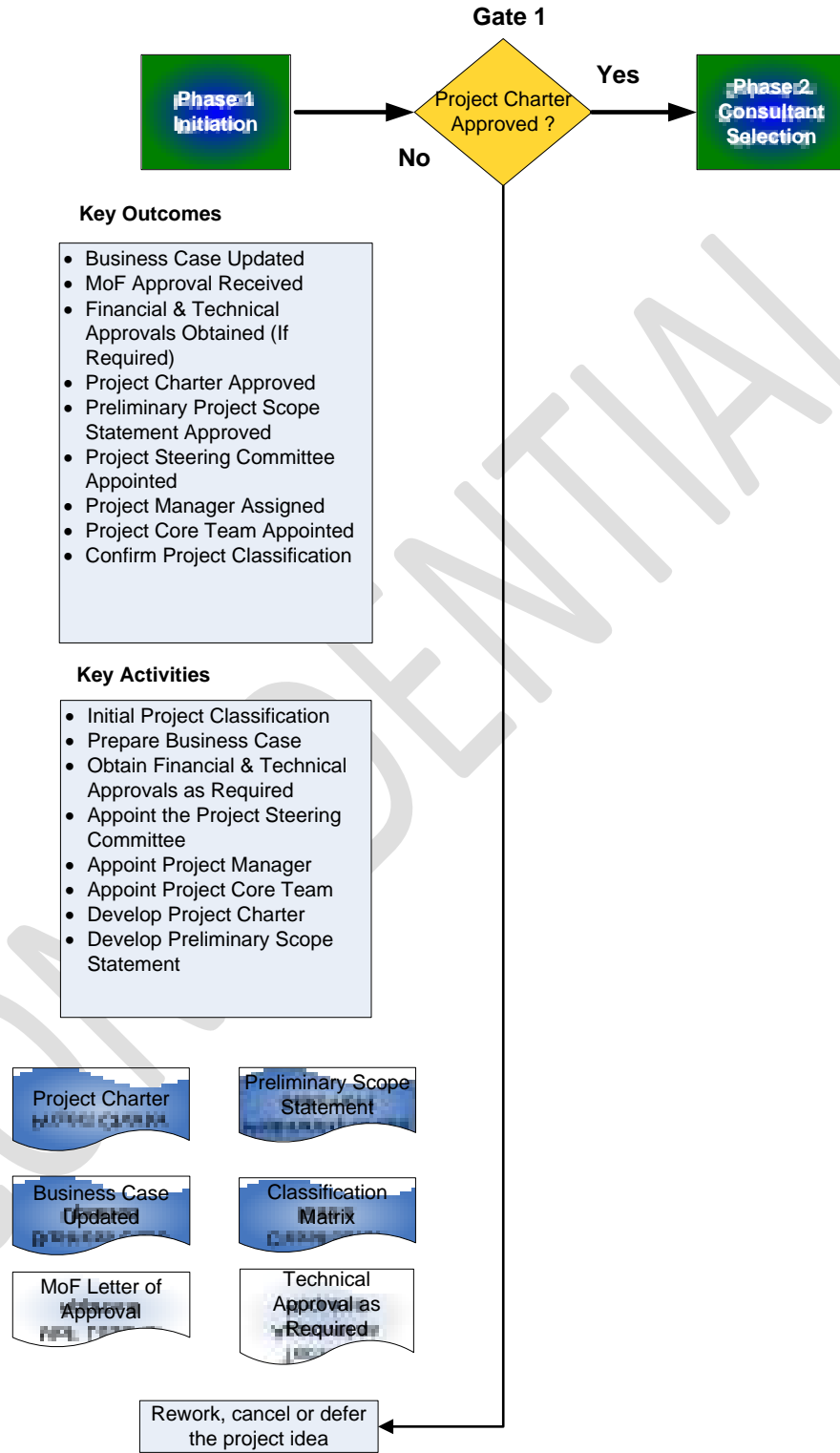
MoW Business Improvement Project Life Cycle and Gating

Phase 0



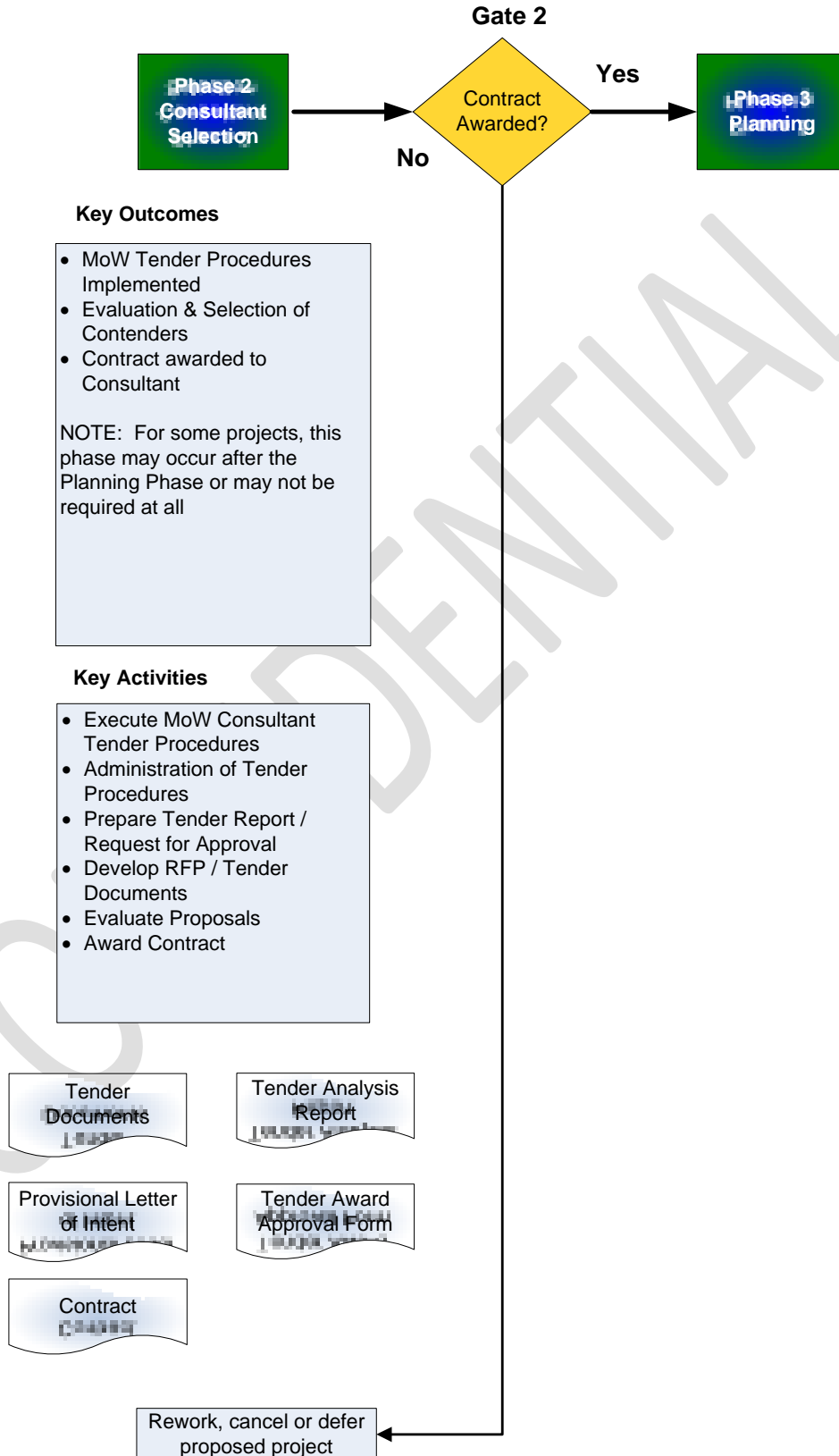
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MoW Business Improvement Project Life Cycle and Gating Phase 1



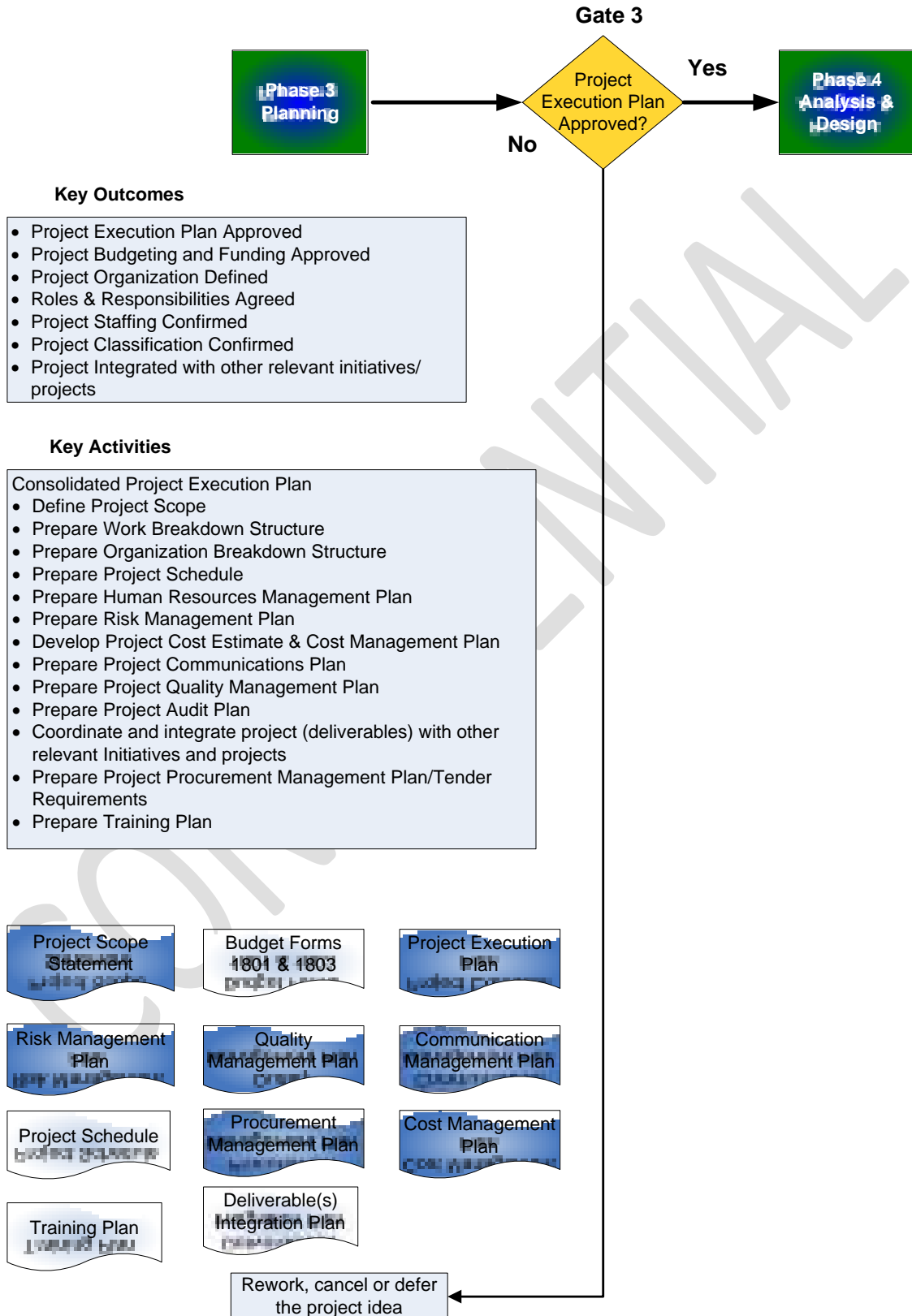
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MoW Business Improvement Project Life Cycle and Gating Phase 2



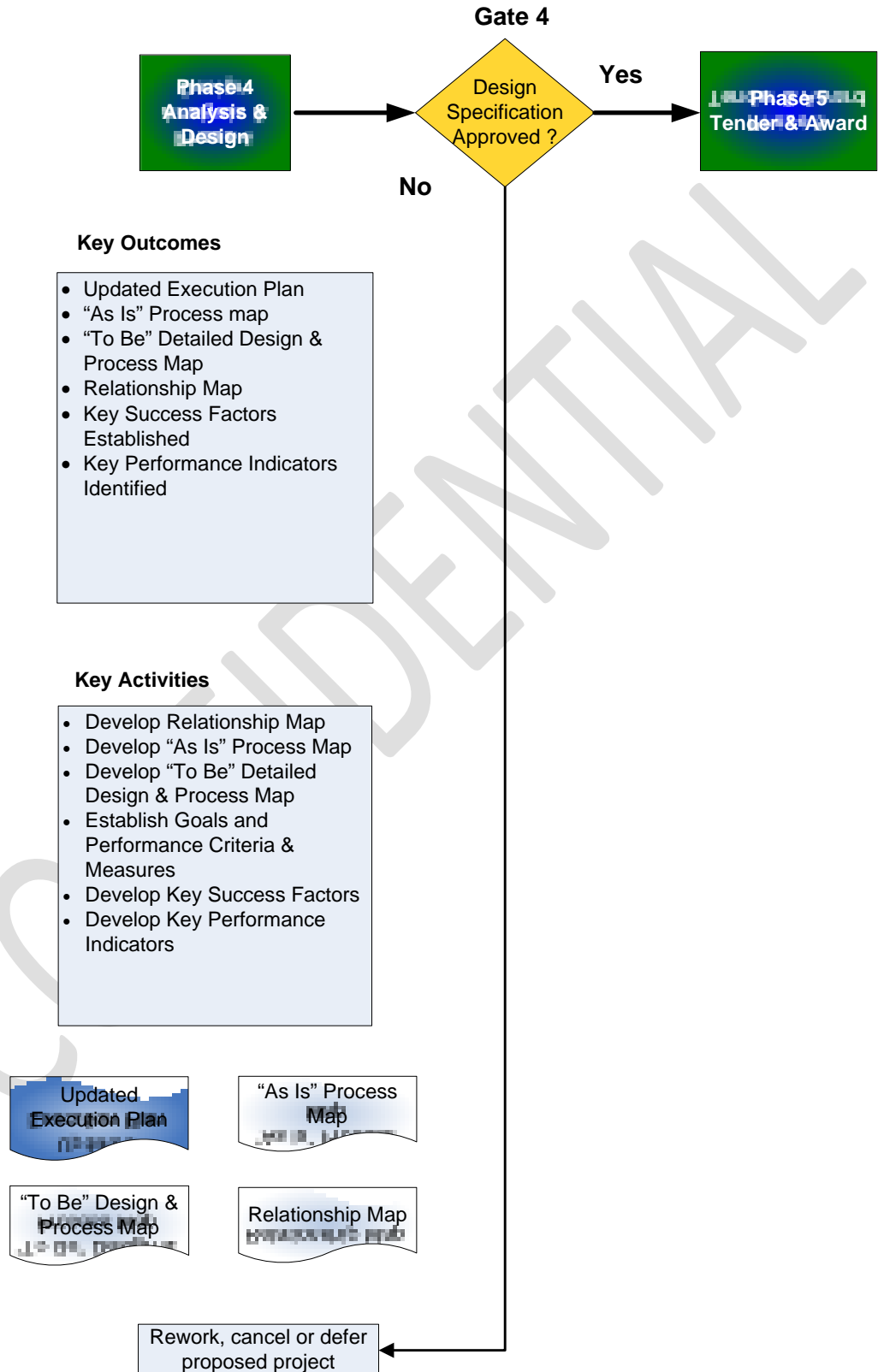
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MoW Business Improvement Project Life Cycle and Gating Phase 3



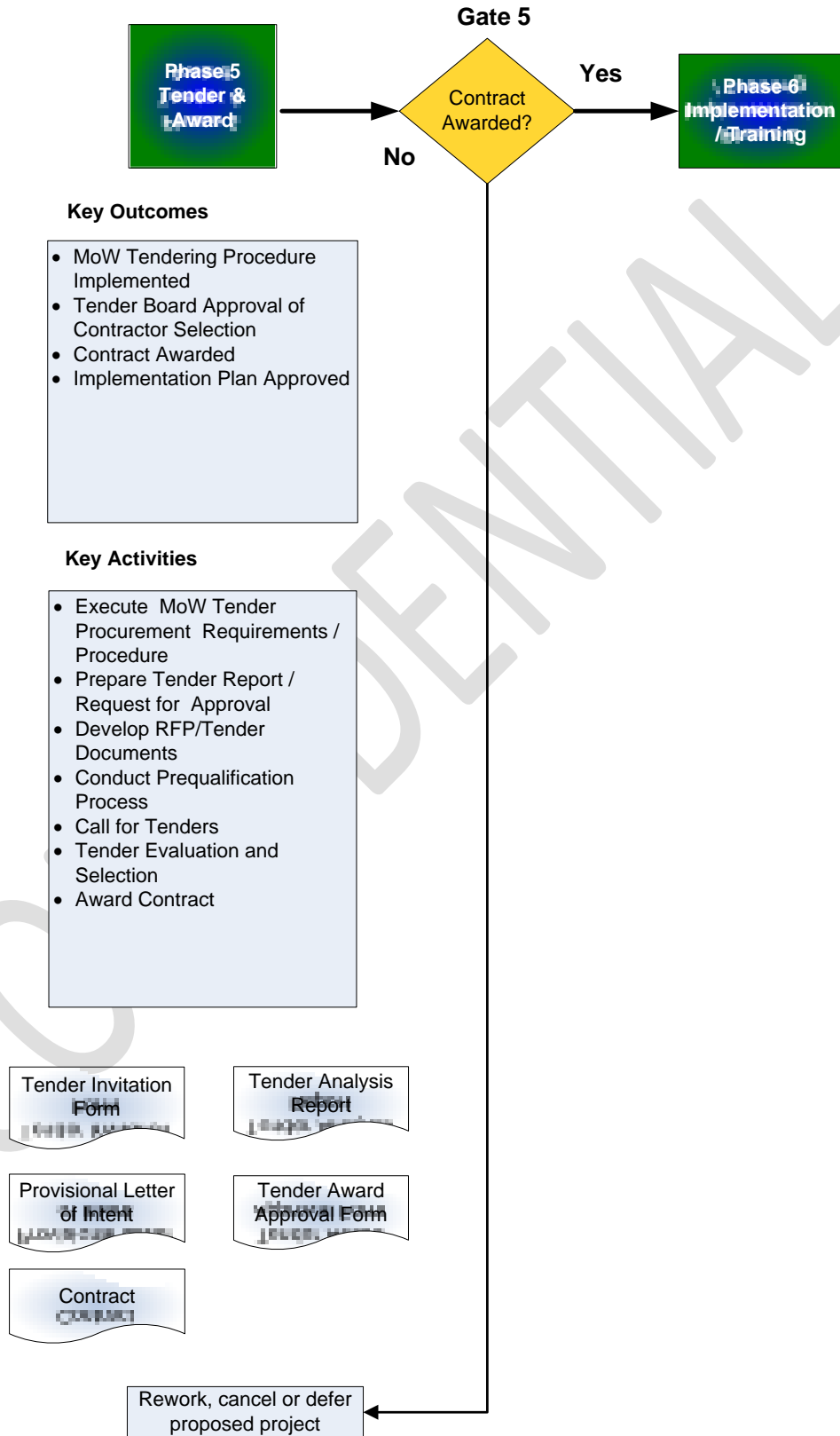
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MoW Business Improvement Project Life Cycle and Gating Phase 4



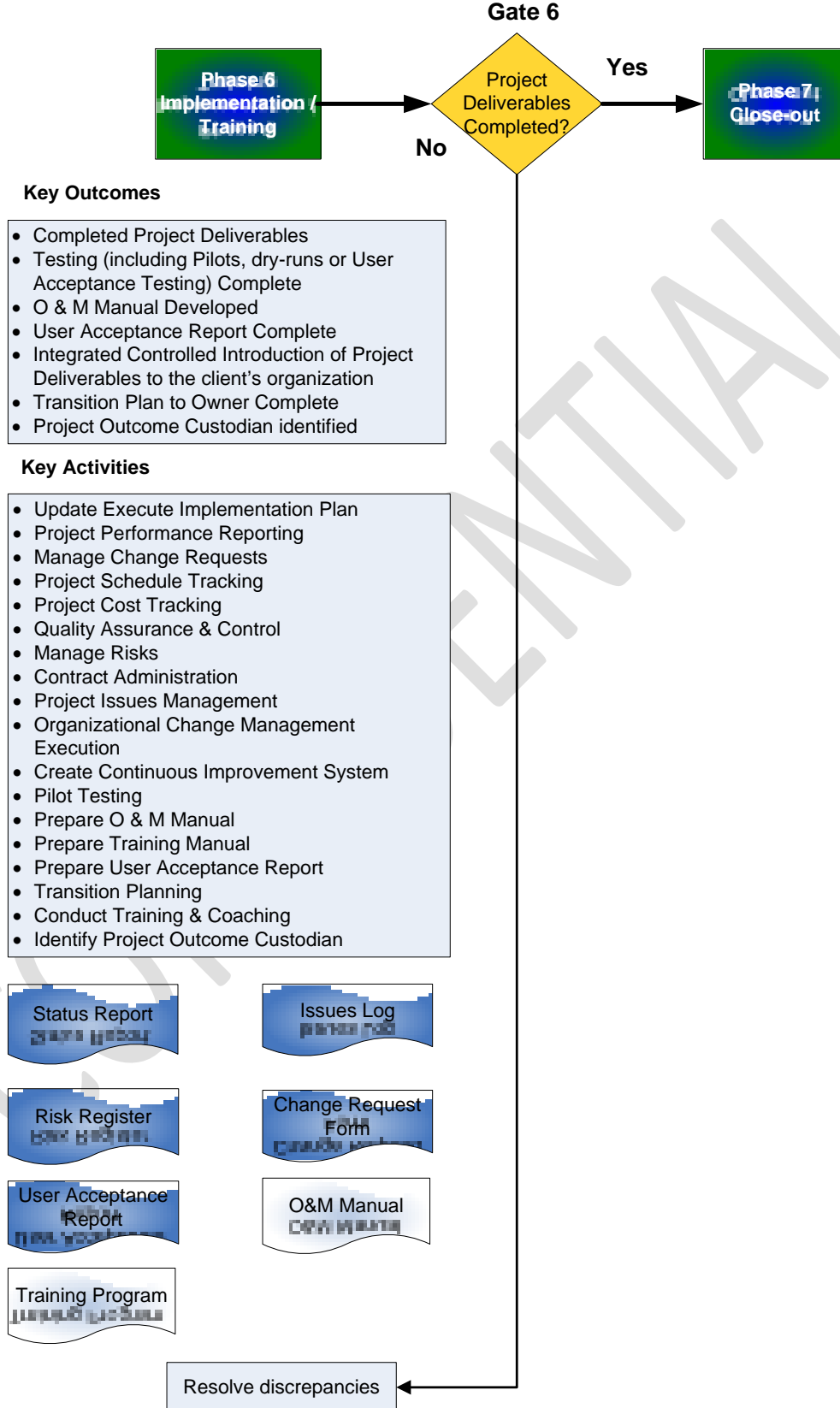
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MoW Business Improvement Project Life Cycle and Gating Phase 5



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MoW Business Improvement Project Life Cycle and Gating Phase 7



Key Outcomes

- Completed and Accepted Project Deliverables
- Sponsor and Client Sign-off
- Training & Coaching Completed
- Approval for Launch Obtained
- Financial & Administrative Closure of the Project
- Project Documentation Archived
- Transition to client Completed

Key Activities

- Evaluate Training & Coaching for completion
- Transition to client (owner)
- Prepare for General Release/ Launch
- Roll-out (Deployment)
- Complete Contract Close-out Requirements
- Complete Project Close-out Checklist
- Complete Lessons Learnt
- Complete Project Closeout Report
- Initiate Project Post Implementation Review
- Release Resources

