

Reference:	PMO-WI-005
Rev:	1
Date of Impl:	18-Oct-10



وزارة الأشغال
Ministry of Works

Kingdom of Bahrain
Ministry of Works

Project Management System

Generic Project Life Cycles

REFERENCE: PMO-WI-005

REVISION: 1

Reference:	PMO-WI-005
Rev:	1
Date of Impl:	18-Oct-10

DOCUMENT CONTROL

Revision History

DATE	REV#	SECTION	CHANGE BY	DESCRIPTION OF CHANGE
15-Dec-09/07	0		Georges B. Abrial (PMO)	Initial release
18-Mar-10	1	1.0 Overview 2.0 Origination Phase Appendix-A	Saliha Ismail (PMO)	Pg#4 Replaced Initiation to Origination Pg#4 Addition of Origination Phase & details Updated Initiation Phase Pg#7 Incorporating Origination Phase diagram

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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Generic Project Life Cycle

1.0 Overview

Appendix A depicts the generic Project Life Cycle (PLC) for all MoW projects. It displays all the basic phases through which a project flows, from Origination through to completion. The phases reflect a collection of logically related project activities culminating in the completion of a major project deliverable. Each phase comprises specific activities with associated deliverables and outcomes, which must be achieved to allow for successful completion of the initiative. The model will be applied to the whole range of MoW projects, with specific levels/sub-phases appropriate to the type of project. It provides the foundation for development of customized Project Life Cycles for each of the MoW primary project types, namely, Construction, Business Improvement and Service and Maintenance and provides guidance for the effective management of these projects.

The Project Life Cycle process is supported by tools and templates which will be implemented as part of the MoW Project Management System and as such will include IT-enabled tools. The requirements within each phase will be guided by the MoW project classification matrix. This matrix classifies the projects into three (3) classes - small, medium or large, based on specifically defined criteria and outlines the minimum requirements to be met and applied to each.

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 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.

1.2 Initiation Phase

The Initiation Phase starts with project activated with PMO; defines the preliminary project objectives, scope and deliverables to be produced. Included in the Initiation phase are the refinement of a business case; appointment of project team, project charter and preliminary scope statement and approval of both of these documents. It concludes with a documented decision to proceed to the planning stage with appropriate funding.

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1.3 Planning Phase

The Planning Phase includes the finalization of the Project Scope Statement and the development of the Project Execution Plan (PEP). The PEP will guide the management of the project through to completion and transition. It includes a detailed scope specification and the establishment of structures for project planning and budgeting, execution and close-out. It, also, contains the project schedule and resource plan, the team staffing and organization, budgetary estimates, the project governance structure and management plans for risk, quality, communication, procurement. It also establishes a baseline to measure future project performance and variances.

1.4 Implementation Phase

The Implementation Phase involves the production, creation and construction of the project deliverables, which could be a new product or service. It is the phase at which the approved project plan is executed and the project deliverables developed and completed according to scope and project objectives. It may include pilot testing; training prior to roll-out or transition; the development of functional and technical requirements; tendering and contract administration and acquisition of relevant permits.

1.5 Closeout Phase

The Close-out Phase involves the release of the final deliverables and hand-over to the client. It is the formal sign off and acceptance of the project deliverable(s), and signals the completion of the project work. The sponsor, on behalf of the Ministry, approves the final deliverable(s). It includes financial and administrative closure of the project, sign-off and acceptance by sponsor and client; the creation of project archives, documentation and lessons learned; and the initiation of the operation and maintenance activities affected when the project is handed over to the client.

1.6 Gates

The review gates provide MoW stakeholders with a disciplined approach to the management of projects and will focus on quality of execution, more effective product development, and facilitate the use of a complete process to manage and deliver project output.

The gates are decision points where designated project leaders (project steering committee, sponsor, or other MoW executive body) 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

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2) is the project still aligned with the business case goals and on track to their achievement?

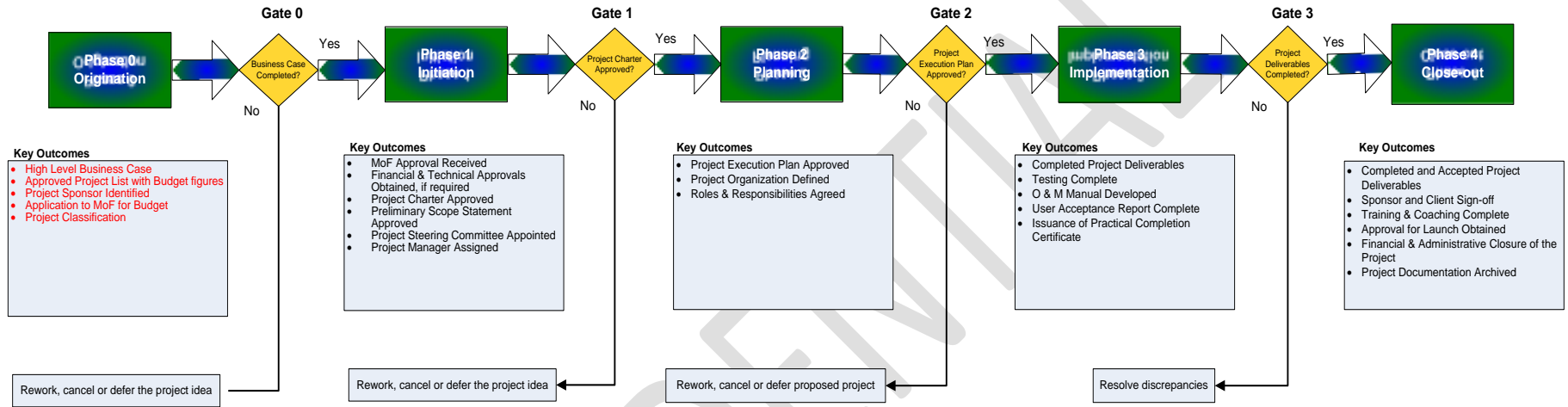
It allows for verification of a sound action plan for the next and remaining phases; permits the project leadership to determine whether the project should proceed to the next phase and guides the project team to the actions required should there be a 'go' or 'no go' decision. The decision at each gate is documented and filed.

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Appendix A - MoW Generic Project Life Cycle and Gate Process Schematic

MoW Generic Project Life Cycle and Gating



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