



Economic and Financial analysis (CBA) in the R&D Sector

Project Management & Task Force

5th October – Prague 2009

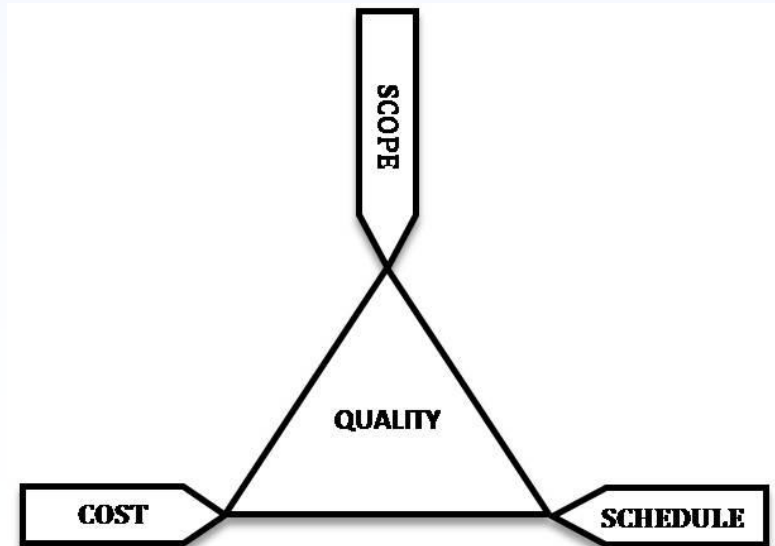
JASPERS & Ministry of Education, Youth and Sport (MEYS)

■ Project

- Feasibility study is a project
- Different from running a research programme
- Different from operating research infrastructure
- Project Management methodology (PMI, Prince2,...)

■ Questions

- Who acted as PM ?
- Who knows about PM methodologies ?
- Who worked in projects with methodology ?



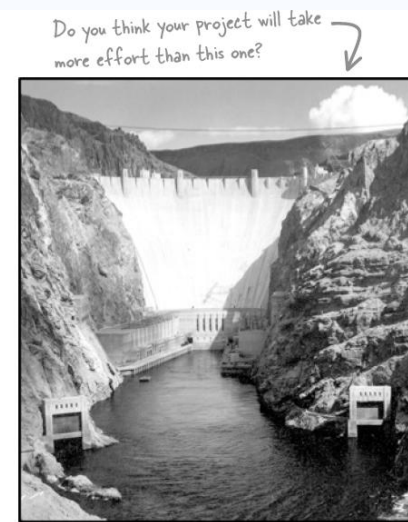
- **Facts on IT projects (PMI)**
 - 31% cancelled before completion
 - 53% of completed projects cost overruns and time delays and/or quality problems
 - 1 of 8, considered truly successful
- **“Chaos report” by Standish group 1995-2002**
 - Cost average: 189%
 - Time average: 222%
- **What are the top reasons for project failure?**
 - Poor leadership at all levels (top down)
 - Inadequately training or inexperienced project managers/stakeholders
 - Failure to manage expectations and scope

Project pitfalls (1)

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Project pitfalls



- **Value from implementing PM**
 - **Tangible outputs**
 - **Reduced failure rate**
 - **Less time delays and cost overruns**
 - **Intangible outputs**
 - **Improved effectiveness of the organisation**

- **Creation of the task force**
 - **Project Director + limited number of area leaders**
 - **As early as possible**
 - **Roles and responsibilities**
 - **Commitment of leaders is key for success**

- **Purpose of the task force**
 - **Select PM methodology and organize PM training**
 - **Lead the development of feasibility study**
 - **Monitor regularly the progress against the plan:
Scope, Risk, Quality, Schedule, Cost,...
Procurement, Human Resources...**
 - **Decision taking linked to milestones**
 - **Provide needed resources**
 - **Keeping overview, focus on workpackages and milestones**

- **Assisted by, make use of it**
 - External consultants
 - Internal staff
 - MEYS, Jaspers
- **As for each project**
 - Open brain storming session
 - Early deliveries, prototyping and testing
 - Balance between good management and the innovation capacity of research institutes
- **Result is evaluated by**
 - Researchers, taskforce, MEYS, Jaspers, DG-Regio

- **Ideas how to facilitate the project**
 - **PM training for project managers+taskforce+MEYS**
 - **Certification + career path for project managers**

- **However**
 - **It remains your project under your responsibility**
 - **No insurance against failure, even with PM methodology**

THANK YOU ALL FOR YOUR EXCELLENT
CO-OPERATION and Work Well

