

Regional Project Management Initiative

- Western Balkans -

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Background to the initiative

- PM Capacity Study commissioned by the **USAID Regional Competitiveness Initiative (RCI)** to:
 - Understand the **current status** of the PM profession, including its **recognition** by the government, industry and other actors:
 - Evaluate the **future needs** and **interest** towards implementing or expanding on PM **training and certification** initiatives
- Modelled on the experience from the **USAID Serbian Competitiveness Project**, which successfully implemented a comprehensive PM training and certification program, training 300 professionals from ICT and Construction industry
- Encompassing the region of **Western Balkans**, including Albania, Bosnia and Herzegovina, Kosovo, Macedonia and Montenegro



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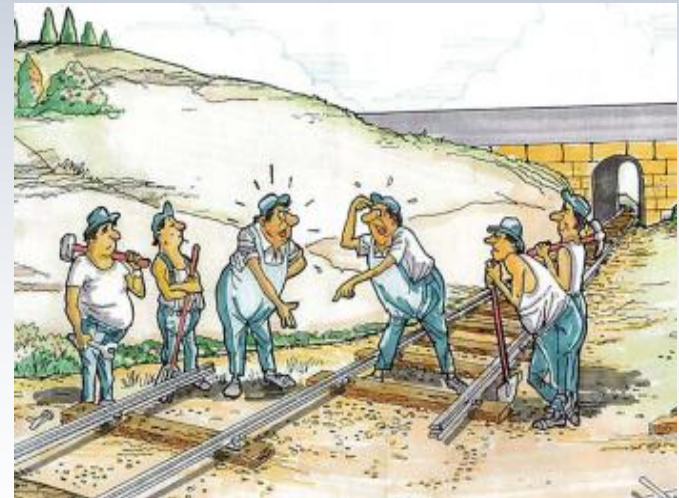
Why is training and certification in PM important?

- Economies of the Western Balkans are moving away from agriculture and heavy industry towards **service-oriented sectors**, such as ICT, construction, transport, tourism and trade, which are largely project-based and require PM competence to ensure success
- **Major infrastructure and technology upgrading projects** implemented by governments in the region need skilled and qualified Project Managers to ensure that public funds are spent transparently and projects executed in time and on budget
- EU funded projects in support of **EU accession** require conformity with the highest PM standards in project design, implementation and supervision; variety of **donor programs** requiring excellence in PM
- To compete in global markets and increase exports, regional firms need **globally recognized standards and certifications** as proof of credibility and service quality
- **Global demand** for Project Managers is on the rise – 1/5 of the world's GDP is being spent on projects this year

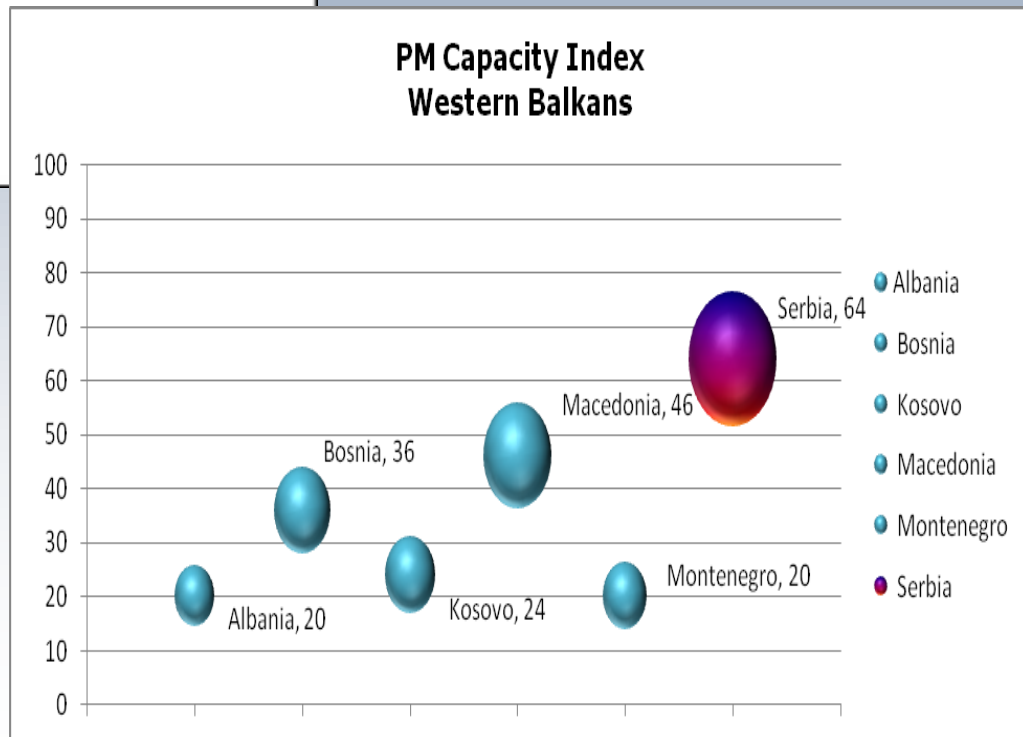
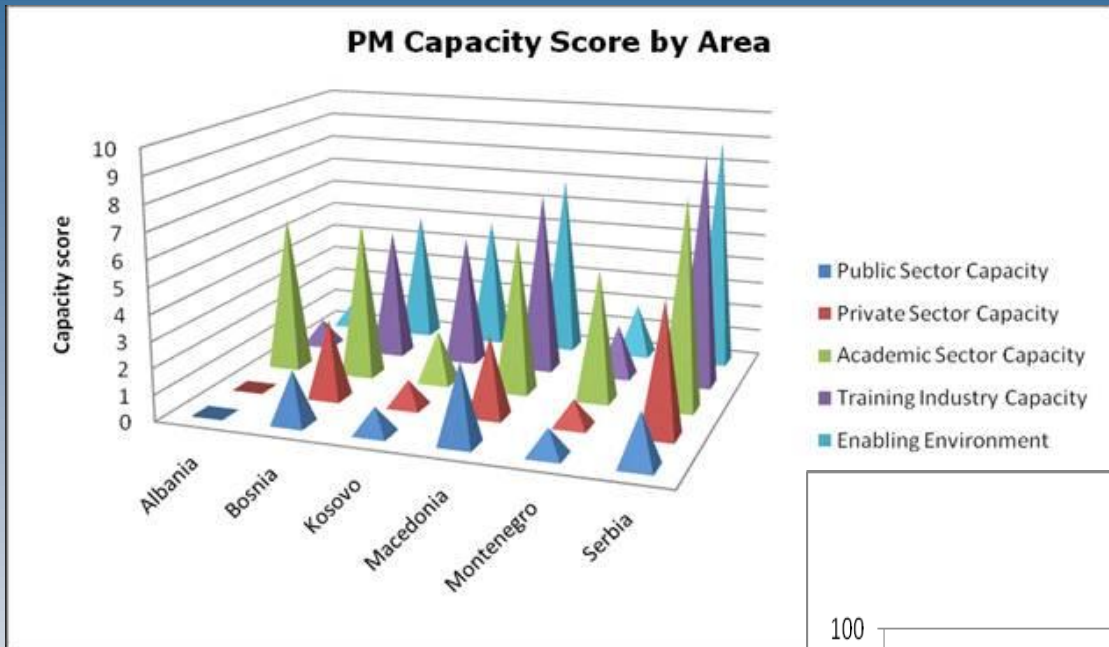


Current state of the workforce development in the region

- World Bank`s Enterprise Surveys point out **inadequately educated workforce** as one of the top ten constraints for firm growth and investment in Western Balkans
- USAID Workforce Development Reports show that there is a pronounced **gap in skills** supplied by formal education system and those needed by the private sector. **Managerial, PM and soft skills** in general are lacking everywhere in the region
- Options for **continuing professional development** and life-long learning are still very limited. Global certifications and accreditations (except those technology-related) are not widely recognized
- WEF **Global Competitiveness Reports** from 2009-2010 give low scores to higher education and training component, in particular to local availability of resarch and training services and extent of staff training



PM Assessment Findings Summary



Key Issues Identified

- PM Capacity indices range **from 20 to 46**, less than half of the maximum capacity, with region average index of 29.2
- This demonstrates a generally **low level of PM awareness and competence** in the private and public sector
- **Lack of funds and incentives** for continuing professional development, employers reluctant to invest into employee training and certification
- **Low level of PM training and educational capacity** in the training industry and academic sector, little knowledge of global T&C models and credentials
- Low recognition of the need to invest into PM capacity building on the side of donors, **weak organizational infrastructure** (no PM associations/chapters)



Key Opportunities Identified

- Prounounced interest from **commercial training providers** to add PM training to their regular offering and educate and certify staff; especially technology training companies (e.g. Microsoft and Cisco learning partners)
- Prounounced interest on the side of **academia** to model university courses against global PM methodologies and participate in TOT programs
- **ICT companies** aware of and interested in PM training and certification of their key employees as means to gain competitive advantage
- Local **chambers of commerce and development agencies** showing strong interest in adding PM training to their programs and open for cooperation
- Strong interest and a core group of supporters existing in certain entities for founding of **local PM associations**
- **Local donor projects** (USAID, UNDP, GTZ, EU, etc.) have available resources, allocation depends on current priorities

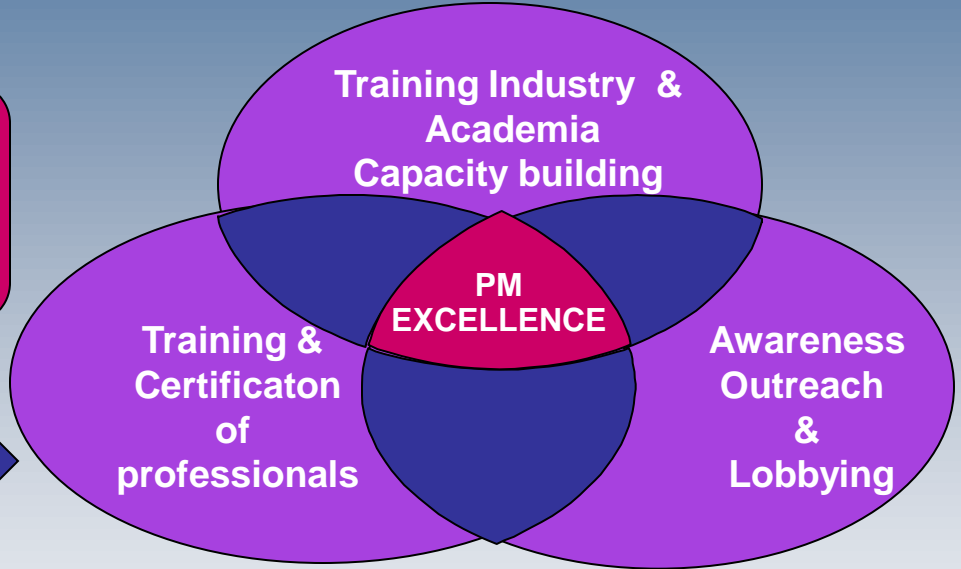


Project Management Capacity Building Program Components

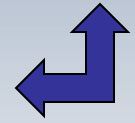
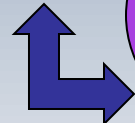
TOT Programs for
Training Providers and
University Lecturers



Private sector
professionals
Public sector
employees



Local PM Chapters
PM Conferences
PM Roadshows
Lobbying



OUTCOMES

- 1 Pool of certified PM experts in private and public sector
- 2 Local training capacity in PM based on global standards
- 3 Supporting exports, jobs and new business generation
- 4 Increased absorption capacity of EU funding
- 5 Increased credibility of firms and professionals

Goals of the regional PM Capacity Building Program

Educate

- Educate participants in modern project management methods and techniques based on PMI Body of Knowledge

Certify

- Support qualified candidates in obtaining globally recognized PMP certifications

Increase Awareness

- About importance of PM for achieving productivity and efficiency gains and improving competitiveness

Build Capacity

- Provide support to local training centres to ensure world-class PM education continues to be available in the region

Short-term recommendations

Step 1

- Awareness Campaign , ½ day in each country, 300 attendees
- Partners: CoC, Associations, University

Step 2

- PM Fundamentals Training, 2 days in each country, 60 attendees at least
- Partners: CoC, Local training providers, Associations, Universities

Step 3

- Online PM training provided to candidates wishing to undergo PMP certification , 20 candidates at least
- Partners: SkillSoft, local training providers

Mid-term recommendations

- To ensure sustainability of any PM training and certification initiative, drive demand and embed PM competence into commercial and university education, it is necessary to:
 - Complement training programs with a **promotional campaign** to raise awareness and recognition of global PM standards
 - Lobby for **formal recognition** of project management qualifications
 - Include PM certifications into **public procurement** requirements to drive demand for PM expertise and qualifications
 - Include **public sector employees** into training programs due to the size and importance of public projects
 - Continue to build capacity of **local training providers** to achieve world-class training quality and ensure trainees are certification-ready
 - Support founding of **local PM associations** to enable continuing professional development, networking and business linkages

Thank you!

For additional information, comments and questions,
you can contact:

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