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# THE ZIMBABWE PM

NEWSLETTER BROUGHT TO YOU BY PMIZIMBABWE CHAPTER



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# MESSAGE FROM THE PRESIDENT

BY FLAVIOUS COFFEE PMP



**If you want something to be done... ask a woman!**

I intend to focus on women. I would like to recognize women in general for being the great 'project managers', they are.

Women have the skills and talents required to excel in the project management field. Speaking of talent, another stateswoman, Hillary Clinton notes that, 'Women are the largest untapped reservoir of talent in the world'. This talent needs to be tapped. Professionally women make a third of the project management profession's population, with some women occupying very senior positions in major projects all over the world. These women need to be celebrated.

I conclude by asking the readers to take a moment to appreciate women in project management. Also consider encouraging and mentoring other women who would like to be practitioners for this in-demand profession. Remember, 'You educate a man, you educate a man. You educate a woman; you educate a generation'. Brigham Young.



Women are generally good at multitasking and communicating, skills that make them do well in managing projects. I would also like to encourage more women to become professional project managers. The profession is still largely male dominated. The late British Prime Minister, Margaret Thatcher once said 'If you want something said, ask a man; if you want something done, ask a woman.' As a leader herself, 'the Iron Lady' as she was known by many, surely had led many projects and had seen how her gender always delivered when called upon to do so. Surely women can excel at turning ideas into reality, which is the essence of project management.

“

**YOU EDUCATE A MAN, YOU EDUCATE A MAN. YOU EDUCATE A WOMAN; YOU EDUCATE A GENERATION'.**

BRIGHAM YOUNG

Clearly there is a need to encourage more of the fairer sex not only to get into project management but to also join the local professional communities for project managers. In Zimbabwe, we have a local chapter of the Project Management Institute (PMI).

PMI is the largest association of project managers in the world. The Zimbabwe chapter has 24 women amongst its members, representing just over 16% of the membership. We celebrate these women who are not afraid to take their positions in a male dominated community. Furthermore, we celebrate some amongst these who have gone a step further by volunteering to take up roles in the running of the chapter.

Special mention goes to Litness Lembacharu, Director of Publications, Rebecca Mwabvu, Social Engagement Officer, Rudo Thomas, Social Media coordinator. We also do not forget many others who have also volunteered before these ones amongst them Mary Phiri, founding President and Perpetua Mpanwa, former VP for Finance.

**PMI ZIMBABWE  
CHAPTER  
VIRTUAL ANNUAL  
CONFERENCE**

**30 OCTOBER 2020**



**Achieving Success through  
Project Management**

[Click here to Register](#)

# PMI ZIMBABWE CHAPTER EVENTS

Annual Project Management Conference

## Virtual PMI Africa Conference 2020

## Strategic Design and Project Delivery, Bridging the Gap by Lee R. Lambert.



### Theme: Africa in the age of the Project Economy.

Do not miss this year's PMI Africa Conference event. The Virtual Africa conference will take place on 06 September 2020 offering live, interactive webinars and Q&A sessions. The conference aims at bringing together hundreds of project, programme and portfolio managers from around the world.

Congress enhances personal skill sets, empowering leaders to drive strategic organisational objectives through the advocacy and advancement of the profession. Innovative keynotes challenge the status quo, industry experts deliver actionable solutions and peer driven content offers real-world insight into today's evolving project and business challenges. Hurry and Register!

**Event Date: 06-09-2020**

[Register \(Individual\)](#)

In the current competitive business environment, organizations are faced with disruptive changes making it difficult to deliver successful strategic initiatives and successful project delivery. This webinar will help you to bridge the costly and wasteful gap between strategy design and project delivery. We bring you Lee R. Lambert, A Founder of PMP, PMI Fellow to share his experiences and examples in strategy design, implementation and project delivery.

**Event Date: 09-24-2020**

[Register \(Individual\)](#)

### Theme: Achieving Success through Project Management".

The current global environment is described as VUCA (Volatile, Uncertain, Complex and Ambiguous). This environment, characterized by rapid changes, dynamism, changing market trends, digital transformations as well as intense competition, is causing a lot of disruption across all sectors of the economy and society. As such organisations, public and private, profit and non-profit, are faced with new challenges from Regulatory, social, competitive, technological, stakeholder, and customer expectation.

Most organizations are holding on to or developing some form of strategy to help them survive these rough waters. Regardless of industry or market sector, organizations are using projects to drive and deliver their strategy. The successful implementation of strategy can therefore be said to depend on successful completion of projects.

The Zimbabwe Chapter of the Project Management Institute, is organizing a 2020 Annual Conference with the theme "Achieving Success Through Project Management". The conference aims to answer questions like "How can organizations successfully use project management to deliver success?", "How can project practitioners acquire and/or improve the competencies required to professionally manage projects successfully?", "What factors lead to project management success?".

The event will start from 2 and run until late. We have exciting speakers lined up for the event with the main speaker from Econet, the Group CEO, Norman Moyo.

**Event Date: 30-10-2020 9:00 am**

[Register \(Individual\)](#)

### Membership Engagement Event

The event was a forum for the Chapter Board to interact with the Chapter members and for Chapter members to give their suggestions, contributions and opinions on how the Chapter should run or can be improved. The presented the vision and the mission of the chapter.

**Event Date: 14 August 2020**

#### Membership Statistics

Total Members	146
New Members This Year	33
PMP® Members	90
Members with no Certification	53
Breakdown by type	
Individual Members	145
Student Members	1
Other Members	0
PMP/CAPM/PgMP/PMI-SP/PMI-RMP/PMI-ACP/PfMP/PMI-PBA are registered marks of the Project Management Institute, Inc.	

#### New Members This Month

- Kudzai Midzi
- Partson Nyatanga
- REUBEN TAMUKA CHIRATA, PMP

### Lockdown Diaries of a Project Manager: Leading the way with PMTQ - Project Management Technology Quotient by Priya Patra



This was an informative session by Priya Patra where she delved into PMTQ principles with anecdotes from her diary of records where she has leveraged these PMTQ principles to lead her team into success.

**Event Date: 06-08-2020**

# THE PROJECT VISION STATEMENT: THE FULCRUM FOR PROJECT SUCCESS

BY ENG. TORORIRO ISAAC CHAZA | B. SC. ENG. SCIENCE | MBA | MZWIE | PMP® | SMC® |

## Introduction



The concept of project success means different things to different stakeholders. This article looks at the various success measures and concepts, and recommends an approach to defining what project success is and how it is measured as derived from the 'project vision statement'.

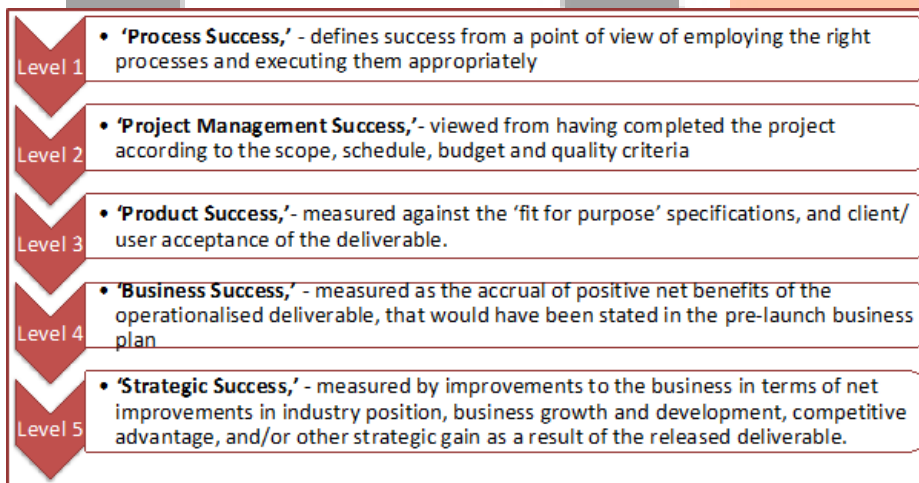
Levels 1 and 2 are technical measures, which are the purview of the project team and may involve key internal functional managers to determine success. At Level 3 the deliverable, which is the product, service or result, has to be tested according to 'fit for purpose' specifications, and accepted by the key stakeholder, the client/user.

At Level 4, the business executives and board are added to the key stakeholder list, as they are interested in measuring success in terms of the monetary benefits accruing as per business plan proposal. Finally at Level 5, the stakeholder net encompasses a wider group such as investors, competitors,

business as opposed to the repetitive, business as usual (BAU) operational tactics. Firstly business vision supersedes project vision. Therefore the project vision has to fit in, align and be subordinate to the company vision. In order for project vision to depict the 'strategic success,' it must relate to the product vision within the product's lifecycle and its overall impact on the business, rather than the temporary project lifecycle.

A good starting point in crafting a project vision statement is a business case, which clearly spells out the intended outcome of the project in terms of the operationalised deliverable. This can even be further elaborated by a Benefits Realization Management (BRM) plan, which is a decomposition of the benefits to be derived during and after the project lifecycle, and is sustained throughout the product lifecycle.

For instance, the project vision for building a dam in an agricultural setting would be, "to provide an affordable source of water for viable agricultural production in the XYZ community of farmers." The measure of success for such a project would not simply be the technical success of the construction of the dam to completion as per 'fit for purpose' specification, but the measure of the sustainable viability of the agricultural projects within the farming community as a result of the provision of affordable source of water, and the resultant socio-economic impact. The stakeholder group is the farming community who benefits from the project rather than the engineering exactitude and quality.



Christenson, D. & Walker, D. H. T. (2004)[1], suggests that "a significant driver of project management success is effective and intelligent leadership communicated through an inspiring vision of what the project is meant to achieve and how it can make a significant positive impact." Therefore, for a project to be successful, the shared project vision becomes the fulcrum and the reference point, which must be effectively communicated to all the project stakeholders in order to evoke positive emotion and inspiration towards achieving the project goals.

**From Project Success to Strategic Success**  
Bannerman (2008)[1] gives a good analysis of project success from the perspective of the various stages of a project, as simplified in the depiction in the above table.

[1] Christenson, D. & Walker, D. H. T. (2004). *Understanding the Role of Vision in Project Success*. *Project Management Journal*, 35(3), 39-52.

[2] Bannerman, P. L. (2008). *Defining project success: a multilevel framework*. Paper presented at PMI® Research Conference: *Defining the Future of Project Management*, Warsaw, Poland. Newtown Square, PA: Project Management Institute.

The definition of project success is progressively enriched from Level 1 to Level 5, from a stakeholder inclusion point of view.

industry analysts, and/or regulators who hold sway in and over the ecosystem for business success. At this level, project success looks at the overall market impact of the product and is measured beyond the executing organisation's metrics. It is this fifth level of success measure that is probably the most ideal for defining project success criteria, as the project vision is aligned to and derived from the business strategy. Furthermore the stakeholder base is all encompassing.

## Project Vision Statement

In order to firstly unpack the Level 5 concept of 'strategic success' there is need to distinguish between the lifecycle of a project versus that of the product, service or result as the deliverable. The project by nature and definition is unique and temporary, whose lifecycle end at project closure, when the deliverable has been produced and operationalised. The deliverable, which for instance is the product, continues beyond the project closure phase and its lifecycle is determined by various factors such as, among others, competitor products, market demand, iterative enhancements, rebirth efforts, and technical obsolescence. Considering the VMOST (vision, mission, objectives, strategy, tactics) framework, it follows that projects together with operational activities, fall in the tactics category. Projects are decompositions undertaken to accomplish the organisation's strategic goals for transformation and new

## Conclusion: Communication of the Project Vision

In the example of the dam construction, it is imperative that all stakeholder participants in the project are inspired by and share the same vision. Benefits may vary from stakeholder to stakeholder, but the 'strategic success' benefit must be the superior one. Failure to communicate the benefits of the project to the stakeholders can lead to project failure due to conflicting interests and divergent perceptions of project success.

Whilst the lower level success metrics are still important, they must align and be derived from the greater goal of achieving success at the 'strategic' level. The recommendation therefore, is not to do away with success definitions at the lower levels, but ultimately it is of utmost importance that the project organization employs time and resources in crafting and communicating the project vision for the Level 5 'strategic success' and thereafter managing the benefits in order to realise that success.

# THIS AND THAT CORNER

## PERSONALITY CORNER

In commemoration of Women's month, PMI Zimbabwe chapter has the pleasure of featuring **Rudo Thomas** as our personality of the month.



### PMI-Zim: Tell us about yourself

**Rudo Thomas:** I am a caring mother, devoted Project Manager, passionate Life coach and mentor. I am a board of trustee member for two organizations. I also hold a Masters Degree in Project Management, Post Grad Certificate in Leadership (USA) and I serve as Volunteer Social Media Coordinator for PMI Zimbabwe Chapter.

### PMI-Zim: What was your reason for joining PMI?

**Rudo Thomas:** My decision to join PMI was deliberate. I wanted two things and I got both of them.

a) To have access to the project management community where I can network and grow in the process.

b) To become volunteer to contribute to the PMI community and have the opportunity to develop new skills as well as build on existing experience and knowledge

### PMI-Zim: How is your experience as a volunteer for the chapter?:

**Rudo Thomas:** My role as volunteer social media coordinator for the chapter has been rewarding. My devotion and passion for Project Management led me to attend the Tanzania Pm meeting in 2019 to meet the members of the Zimbabwe Chapter and to learn how I can bring value to PMI Africa. I didn't stop there. I decided why not take it a step further and go to Zimbabwe and meet the other chapter members who could not attend the Tanzania conference. During that same year PMI Zimbabwe was also hosting its very first Annual conference and I was honored to speak at the event.

## PMI Zimbabwe Digital Platforms

Email	<a href="mailto:info@pmizimchapter.org">info@pmizimchapter.org</a>
Website	<a href="https://pmizimchapter.org">https://pmizimchapter.org</a>
Facebook	<a href="https://www.facebook.com/pmizim">https://www.facebook.com/pmizim</a>
Twitter	<a href="https://twitter.com/pmizim">https://twitter.com/pmizim</a>
LinkedIn	<a href="https://www.linkedin.com/company/11320047">https://www.linkedin.com/company/11320047</a>
Instagram	<a href="https://Instagram.com/pmizim">https://Instagram.com/pmizim</a>

## PMI-Zim: What challenges do you face as a female PM and how do you handle them?

**Rudo Thomas:** I found that if I come across as self-assured, assertive and direct I am usually perceived as authoritarian or demanding. On the flip side the male Project Manager with the same attributes actually gets respected because of this.

How I handle this type of judgment is I speak up. While maintaining my professionalism and the dignity of the project I address the issue and continue working on the project never backing down because of the judgment.

### PMI-Zim: Any advice to female PM's:

**Rudo Thomas:** By all means remember you are an asset to the project team and your input matters no matter what! Think: open communication and being unapologetically assertive while remaining within the perimeters of your profession.

## PMI CHAPTER MEMBERSHIP

Join our chapter and be a part of an exciting, innovative local membership community. We have upcoming events that you will not want to miss. To those who want to earn certifications, we have a study group available to give advice on how the test is administered, how to study and what materials to use. Let's share ideas on our WhatsApp platforms with experienced Project Managers from various industries and sectors. Some of the benefits include:

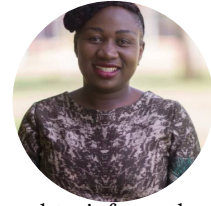
- Be part of the largest PM
- Get more, free opportunities to earn PDU's
- Save on career-advancing certifications
- Find relevant jobs with the PM Job Board
- Stay up-to-date with PMI

[Click this link for more information](#)

## Renewing Members This Month

- anesu vere, PMP
- Benjamin Muzanago, PMP
- Carl Paradzai, PMP
- Chengetai Chikara
- Kudzai Marongwe, PMP
- Newton Madzikwa
- Tawanda Kurasa, PMP

## NEW VOLUNTEER ALERT!



We are pleased to inform the membership that **Rebecca Mwabvu** has been appointed as a **Social Engagement Officer** volunteer with effect from 1st September, 2020.

Rebecca has wealth of experience in grant and program management for social development. She has had privilege of establishing and managing local and international partnerships. She is a thought leader in youth empowerment and development and has been at the forefront of youth coaching and mentorship. She is a mother of two boys and is an avid runner

Rebecca studied Economics in Zimbabwe up to Masters Level, holds an Executive Certificate in Leading Non Violent Movements for Social Progress from Harvard Kennedy School and is certified Project Management Professional with Project Management Institute USA. Currently she is pursuing a BSc Special Honours Degree in Monitoring and Evaluation

## BECOME A SPONSOR

The PMI Zimbabwe Chapter welcomes sponsorship from organizations, educational institutions, corporate entities, and vendors who are interested in promoting the project management profession. We are calling for sponsors for our upcoming Annual Conference.

There are three types of sponsorship to choose from:

1. Bronze Partnership
2. Silver Partnership
3. Gold Partnership
- 4.

Benefits include:

- Announced as a Sponsor for the entire event
- Logo with link to Sponsor website on our website for entire month
- Adverts during the event
- Name and logo placed on event flyer and event promotional email blast
- Mentions / posts on our social media platforms

For more information, please contact us on [info@pmizimchapter.org](mailto:info@pmizimchapter.org)

We hope to welcome you as a Sponsor soon.