UNISA GRADUATE SCHOOL OF BUSINESS LEADERSHIP

EXECUTIVE PROJECT MANAGEMENT

MBLEPM - Y

ASSIGNMENT 2

THE FIELD STUDY
2006

GROUP NAME: BOT0104A

The BOT0104A Group would like to thank:

- Our field project mentor Mr. Greg Dalton. Thank you for the guidance, coaching and wisdom.

- Gavin Savala (Product Manager Stanbic Africa) for your time and valued assistance. Your substantial knowledge has been of great benefit to us and we appreciate it.

- Jane Hrusa (Project Manager Stanbic Botswana) – your willingness to help and openness to all issues has enabled us to compile this document. Though you had a lot of pressure from your demanding job, you were willing to impart your experience and knowledge to us.

- Our families for being encouraging and supporting on this project, in spite of the pressure that we put you through you were always there for us.

- Our team member's for a journey well travelled in our bullet train. Time truly flies; one cannot tell 3 years is almost gone. Thank you.

UNISA GRADUATE SCHOOL OF BUSINESS LEADERSHIP

EXECUTIVE PROJECT MANAGEMENT

MBLEPM – Y

ASSIGNMENT 2

THE FIELD STUDY
2006

GROUP NAME: BOT0104A

	NAME	STUDENT NO.	PERCENTAGE CONTRIBUTION
1.	RAJENDRA SINGH (Group Leader)	70506582	100
2.	MALEBOGO MMATEE LESOLAME	34406301	100
3.	TITUS MALUNGA	70507015	100
4.	ANNIE NYARAI CHAKA	70508240	100
5.	MORAKI CHRISTOPHER MOKGOSANA	70508577	100
6.	JOSEPH NZYIMI CHARLES NGUTA	70510067	100
7.	ODUETSE VINOLIAH TEBOGO	34550038	100

EXECUTIVE SUMMARY

This report documents the findings and recommendations of a field study, which was conducted as part of a post implementation evaluation of a project at Stanbic Bank Botswana.The project titled "Botswana Transactability Project" entailed the introduction of VISA debit and credit cards as well supporting infrastructure and systems for the use of both VISA and MasterCard products. As the project had already been implemented during the 2005 financial year, our study was a post implementation evaluation.The project management theories of Graham & Englund (2004) and Bolles (2002) were used as the main guidelines for the evaluation of the project.

Stanbic Bank Botswana, is a fully owned subsidiary of Standard Bank (South Africa) and falls under the Stanbic Africa Division. Stanbic entered the banking market in Botswana in 1992. At that stage the three main banks in Botswana were Barclays Bank, Standard Chartered Bank and First National Bank. Stanbic used a niche market entry strategy by concentrated on serving only the corporate client market. However, in 2000 the company decided to expand its business to serve the retail banking market as well. By that time Stanbic Botswana had established a branch network of 8 branches throughout the country, which had already been electronically networked.

Right from the start Stanbic found itself in catch up mode. It was a new bank competing against three major players who had well-established brands and branch networks. Furthermore, competition in Botswana was very stiff due to its fairly small population of around 1,5 million people dispersed over a vast country. Nevertheless, the bank developed a reputation for providing excellent service and was able to slowly gain market share and brand recognition. Its reputation for excellent service was one of the motivating forces behind corporate clients requests for the bank to venture into the retail banking market.

Soon its three main competitors installed automatic teller machines (ATM's) and Stanbic was forced to follow suite. The bank responded by installing 6 teller machines throughout the country. The introduction of the ATM's increased convenience for the bank and its clients as it reduced queues in the banks and gave customers greater access to their money. However, just as Stanbic thought they had levelled the playing field by also introducing ATM's, the other three banks embarked on new projects to offer their customers' greater flexibility and increased access to money both locally and internationally. All three main competitors had linked their ATM's to the VISA/ MasterCard network and began offering their clients debit and credit cards. Stanbic found itself in a huge disadvantage for various reasons related specifically to their ATM's:

- Stanbic ATM's were not linked to the VISA/MasterCard network,
- The bank did not have debit or credit card products,
- The bank had only 6 ATM's, dispersed throughout the country. This meant that their clients had comparatively limited access to their money, which resulted in clients withdrawing large sums of money at a time, thus quickly depleting their accounts,
- Stanbic clients could only access their money within Botswana and only in towns where Stanbic specific ATM's were located (only 6), while their competitors clients could access their money 24 hours a day anywhere in the world from any VISA or MasterCard linked ATM or at any merchant with a point of sale (POS) facility, and
- Stanbic was also losing out on lucrative additional income streams that could have been realised had their machines been linked to the VISA/MasterCard network. These included among others increased income from their own clients leaving their cash in their accounts for longer periods; from the increased activity from their own clients; from their own clients using other banks ATM's; from their own clients accessing their funds internationally (international charges are much higher than local charges) and from clients of other banks using Stanbic ATM's.

Stanbic's lack of competing products placed a huge strain on the banks ability to attract and retain clients as well as realise additional income streams. Once again Stanbic found itself in catch up mode and acknowledged that it could not afford to ignore the fact that they had to take action. However, Stanbic was slow on reacting, and it was only in 2003, which was almost three years after its competitors launched their products, that Stanbic began working on introducing competing products. The slow reaction by Stanbic could be attributed to the group structure of the bank. Being part of the Africa division it appeared as if the bank's group head office in South Africa waited until there was a need for similar products in most of the other 17 countries making up the Stanbic Africa Division, before deciding to launch what was called the Transactability Project.

The Transactability Project was launched to introduce debit and credit card offerings to Stanbic Africa clients, to link the Stanbic Africa ATM's to the VISA/MasterCard network as well as offer Stanbic clients the convenience of transacting at merchants with VISA/MasterCard linked POS terminals. The project also included the introduction of pin authorisation for POS transactions, which was a security feature not provided by competitors. Stanbic Africa management made a decision that the introduction of these products to 12 of the 17 Stanbic Africa banks be handled as one project. This field study focuses mainly on the project in relation to Stanbic Botswana.

Our data was collected through interviews with the project manager in Botswana as well as the project manager from the group project office in South Africa. Both managers provided us with various company and project specific documentation, which was used in our analysis and evaluation.

In the sections that follow we will give a brief background to the company and the project. Thereafter we will briefly discuss how projects are managed within the Stanbic Africa division and at Stanbic Botswana. Finally we will highlight the major findings of our analysis, before providing a brief conclusion.

Standard Bank's group project office is based in Johannesburg, South Africa and is responsible for all projects for the group. The Stanbic Africa project office forms part of the group project function. In most instances, projects originate and are implemented by the group project office first in South Africa. A pool of tried and tested projects is then made available to the banks in the rest of Africa for implementation as and when the need arises. There are certain exceptions as would be the case when a project has relevance only in a specific country. Nevertheless, the group project office will still be involved in the project.

The management of projects at Stanbic Africa is tackled in two distinct phases. The first phase, which covers the project solution development, is centralized at the group project office in Johannesburg while the second phase, project implementation, is decentralized within the specific country. Each phase has its own project team and project manager. However, the Stanbic Africa project manager from the solution development project team also serves as the overall project manager for both phases and acts as the main link between both teams. The group project team also provides support services to the country project team. The solution development phase culminated in the development of a project budget and schedule. The project schedule was then passed onto the in country project team for implementation. Budget control for the project was centralised at the group project office.

Our review of the project management practices and procedures at Stanbic Africa revealed that project management is a high priority function at Standard Bank. Standard Bank makes use of highly detailed and comprehensive project management tools that generally adhere to project management theory. The sequence of events from project idea to implementation and evaluation are as follows. The group Customer Strategy Unit arranges for new ideas to be researched to confirm the need; a business case document, which motivates the project, is then prepared for the solution/s; once the business case proposal is accepted the solution development phase is started which culminates in the preparation of a project budget and a project schedule. The customer (in the case of the Transactability Project it was the executive management of each affected Stanbic Africa branch) had to sign off each stage before the next stage could progress. The business case definition serves to motivate the project and includes among other issues the strategic alignment of the project. The solution development phase follows a comprehensive process, which Standard Bank calls the 'Blue Process'. The Blue Process is a detailed plan for project development that directs the project team so that all aspects of the project are taken into account and planned for. The project manager (in- country project manager) and implementation project team in Botswana were not involved in the first phase of the project. Once the project schedule was finalised, the project was launched to staff at the Botswana operation and handed over to the in-country project manager. The in-country project manager then assembled a project team of local staff, who were responsible for implementing the project.

Although project management is quite advanced at the Standard Bank group level, the same cannot be said for the Stanbic Botswana operation. Project management is still in its infancy in Botswana. The Stanbic Botswana project office has only a project manager, who was employed about two years ago. The implementation team in Botswana was composed of a fulltime project manager while all other team members were seconded from the affected departments, while still being held responsible for departmental responsibilities.

Implementation of the Botswana Transactability Project eventually started at the end of January 2005. Although the implementation team did accomplish most of their objectives, the project did experience some setbacks. The implementation phase took 203 days compared to the planned 98 days and the project budget was significantly exceeded. The delays and budget overspends were due to various factors, however, the most significant factors was the inclusion of unplanned activities during the course of the implementation phase as well as project team members being taken off the project to handle departmental responsibilities.

A major setback for the project was the decision to eventually abort the pin authorisation feature at POS terminals. After the project went live to the public, problems with the PIN authorisation system surfaced. Customers' transactions were being declined at the POS terminals even though they were using the correct PIN's. This was embarrassing for both customers and the bank and also a huge customer service issue. Attempts to rectify the problem failed. In the end, the bank realised that the VISA network did not support PIN authorisation. A decision was taken to disable the feature.

As mentioned earlier, the group found the level of project management at Standard Bank to be of a high standard. However, our analysis identified some areas in Stanbic Africa's approach to project management that requires attention:

- The Stanbic group project office handled the total project development and budget development and control. The in-country project manager and project team were not involved in nor had much knowledge of the project budget. Hence budget control was not high on the in-country's priority list. The in-country project manager could not provide our team with any information about the project budget. The in-country project manager and team were also not involved in the project development phase. This approach of excluding critical players in the early stages of a project does not necessarily promote commitment to the project by the parties left out. It also allows for the excluded parties to deflect accountability when necessary, as they can claim that they did not put the plan together. We recommend that at least the in-country project manager be included in the solution development phase of the project.
- Still on the topic of involving country project staff on the early stages we are of the opinion that the in-country project manager should have been allowed to work alongside the Stanbic Africa project manager right from the beginning of the project. Although the in-country project manager may be the most qualified and experienced person in project management at Stanbic Botswana, she still lacks sufficient experience and should therefore be developed to become a fully-fledged project

manager. Her experience is usually limited to implementing projects. She requires exposure to the early stages of a project and working alongside the Stanbic Africa project manager would provide this opportunity.

- Expenses were incurred as and when necessary and accumulated at the group project office without much control or feedback on progress against budget. It was only at the end of the project that costs were totalled and allocated to the individual countries. The method of allocation was based on the customer base and number of ATM's per country. This arbitrary method of cost allocation could end up benefiting some countries while at the same time being unfair to certain other countries. This method also does not motivate project teams to be cost conscious. In the case of the Transactability Project certain final costs ended up being three times the budgeted costs (appox. R12 million versus an actual budget of R4, 5 million). Our recommendation is for the implementation project teams to be involved in controlling their own budgets, thus promoting accountability and better cost management.

Overall, our study group are of the opinion that Standard Bank has a well-structured and comprehensive approach to project management that is fairly well aligned to project management theory. The recommendations made in this report will assist the company in improving an already well-managed project management effort.

TABLE OF CONTENTS

LIST OF FIGURES AND TABLES

FIGURES

TABLES

1.0 INTRODUCTION

The project selected for this assignment is within the financial services sector, at Stanbic Bank Botswana Limited. The project titled "Botswana Transactability Project" entailed the introduction of VISA debit and credit cards as well supporting infrastructure and systems for the use of both VISA and MasterCard products. As the project had already been implemented during the 2005 financial year, our study is a post implementation evaluation.

1.1 OUR APPROACH TO THE FIELD STUDY

Stage 1: Identifying and Selecting A Project

Our group considered two project options for this field study. The first, project titled "Botswana Transactability Project" was at Stanbic Bank where one of our group members, Malebogo Lesolame, is an employee. The second option was at Botswana Post. Our study group selected the Botswana Post project as our first choice as it was at a major parastatal organization and was the only project the group could find in Botswana with a budget over R20 million, which was one of the requirements for this assignment. However, Botswana Post turned down our request for permission citing that they were undergoing major organizational change and would not be able to give us the necessary assistance. Our group then pursued our second option, which was at Stanbic Bank. Malebogo Lesolame was given the task to approach Stanbic's management with our request. Stanbic agreed.

Stage 2: The BOT014A project team

The next stage involved setting up a project team to manage the field study. Member roles we also defined at this stage. One of our group members, Oduetse Tebogo, gave birth in March and could not attend meetings up to mid July. Annie Chaka and Malebogo Lesolame had agreed to involve Oduetse Tebogo in their tasks. The BOT014A project team structure is shown in table

1. Initially the group met once every two weeks. This was changed to weekly meetings in April.

Name	Role/Responsibility
Joseph Nguta	Project Manager
Rajendra Singh	Editor & Assistant Project Manager
Titus Malunga	Secretary
Moraki Mokgosana	Project planner/ update/timekeeper
Malebogo Lesolame	Link inside the bank/ information source
Annie Chaka, Malebogo Lesolame and Oduetse Tebogo	Compilation of Documents

Table 1. Roles and Responsibilities of Group Members

Stage 3: Information gathering and the project plan

Malebogo Lesolame was our main link in the bank. She arranged all meetings and obtained all necessary information and documentation. She had provided the group with various documents about the company and some information on the project at stage 1 when we were selecting a project; we therefore had some insight into the company and project. A meeting was arranged with the local project manager at Stanbic Bank in Botswana. The group prepared a list of questions based on project management theory, which was used to direct the interview. Based on the information obtained in the first meeting, documentation gathered from the bank and the SBL calendar for the assignment the group compiled a project plan for completing the field study (Appendix A).

Subsequent meetings were held with the local project manager. We also communicated with the local project manager via email. However, we soon reached a point where the local project manager was unable to answer many of our questions, nor provide us with information we were requesting. It was then that the group realised that most of the planning and management of the project had been done from the Standard Bank South Africa project office in Johannesburg. Malebogo Lesolame then made contact with, and opened up the communication lines with the project staff at the Johannesburg offices. The group then started communicating with the project manager in

Johannesburg via the telephone, questionnaires (Appendix G) and email. Stanbic Bank provided the group with various project related documents, which were used in the analysis. A summary of all documents provided to the group is attached as Appendix H.

Even though obtaining information from Stanbic was not that easy, having a group members on the inside, as an employee was a great advantage. The group realised, with hindsight, that things could have been much worse had we been using the Botswana Post project for this assignment as we did not have anyone on the inside who necessarily had an interest in the field study.

Stage 4: Meeting the Allocated Lecturer & Preparation of Write Ups

The group met twice with the lecturer allocated to our group, Mr G Dalton, who provided valuable assistance in directing the way we approached the analysis part of the assignment. The group provided Mr Dalton with two major deliverables; firstly a document motivating our choice of project and secondly a document with the Phase I, Phase II and Phase III stages of the write up.

Stage 5: Analysis and Compilation of the Final Report

The group adhered to the project plan with different members carrying out different parts of the analysis, which was then forwarded to Annie Chaka and Malebogo Lesolame who compiled the various analyses into one document. The group then worked through the combined analysis and arrived at the final analysis. A similar approach was used for putting together the field study write up. Rajendra Singh edited the final document.

1.2 COMPANY PROFILE – STANBIC BANK BOTSWANA

Stanbic Bank Botswana Limited is a wholly owned subsidiary of Standard Bank and falls under the Stanbic Africa Holdings division of Standard Bank. Standard Bank is a South African based multi-national financial services company. It has operations in 17 African countries, as well as in 21 other countries in Europe, the Americas and Asia. The Standard Bank Group vision and values are listed in Appendix - B.

Company Structure – Standard Bank Group

The Standard Bank Group consists of six divisions namely:

- Standard Bank of South Africa
- Stanbic Africa Holdings
- Standard International holdings
- Liberty Holdings
- Standard Bank Offshore Group
- Standard Bank Group International

Appendix-C shows the detailed structure of the bank.

The regional expansion strategy of Standard Bank South Africa was to acquire existing operating businesses in new markets in Africa. The bank entered the Botswana market in 1992 when they acquired ANZ Grinlays Bank and registered it under the name Union Bank Botswana Limited.

In November 1993, the bank changed its name from Union Bank Botswana Limited to Stanbic Bank Botswana Limited to conform to the group's decision to trade as Standard Bank in areas where Standard Chartered Bank is not represented or as Stanbic Bank in areas where Standard Chartered Bank is represented. This policy was necessary so as not to confuse the clientele and to avoid trademark violations.

Since opening for business in March 1992, Stanbic Bank Botswana Ltd. has grown considerably from a single point of r epresentation in the capital Gaborone (Broadhurst Branch) to eight points of representation, six in Gaborone and two in Francistown. The six branches in Gaborone are the Broadhurst Branch, Gaborone West Branch, Industrial Branch, Fairground Branch, International Trade Centre and its vehicle and assets finance division (STANNIC). The two branches in Francistown are the Francistown Branch and the Blue Jacket Street Branch. ATMs were introduced in 2002 and as at January 2005, the bank had 6 ATMs spread throughout the country. The eight branches are supported from Stanbic Botswana's head office based at Fairgrounds in Gaborone. The company's total staff compliment currently stands at around 350.

According to the 2003 Bank of Botswana banking supervision report, Stanbic Bank was the fourth largest bank in Botswana in terms of total banking assets, total advances and total deposits (Bank of Botswana, 2003).

Mission Statement

The bank's mission is to be the best bank in Botswana with the most satisfied customers.

Stanbic Africa Vision

Stanbic Africa's vision is "To be a customer-centric, socially responsible African Bank providing relevant banking services to our chosen markets. To achieve this we will deploy the best people and appropriate technology to deliver sustainable premium returns." (Savala, 2004: 3)

Structure of the Bank

Appendix- D shows the organizational structure of Stanbic Bank Botswana.

Products

The bank offers a wide range of banking products designed for both personal and business customers. The product portfolio for personal banking include:

- Savings and investment
- Foreign exchange
- Executive banking
- Electronic Banking
- Transaction account
- Vehicle and asset finance
- Insurance
- Housing finance

Business banking customers are provided with flexible product offerings based on the company's belief that every business has unique needs. The bank has developed a team of business bankers to assist and guide business customers with their financial services needs.

Revenue Streams

The bank reports its main revenue stream in two categories, retail and wholesale. The retail component represents all income from retail banking, while the wholesale component represents income from corporate customers. Over 60% of the bank's revenue stream comes from wholesale banking. The year to date figure for January – April 2006 is shown in Fig 1.

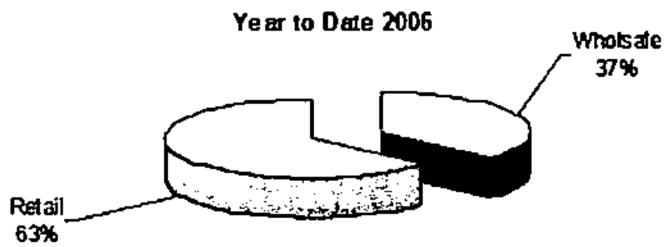


Figure 1. Income Stream Breakdown. Source: Bank of Botswana, 2005.

The bank has embarked on a number of projects, which are aimed at increasing the revenue stream in the retail sector. The Transactability Project is one such project.

1.3 TRANSACTABILITY PROJECT (DEBIT/CREDIT CARD PROJECT)

1.3.1 Project Background

Today's banking industry is about real time and global accessibility. Customers require access to their money anytime and anywhere in the world. Furthermore, technological advancements have resulted in traditional banking being overtaken by a new trend towards cashless electronic banking, which has positively impacted on convenience and customers' security concerns. Three of the four main banks in Botswana (First National, Barclays and Standard Chartered) introduced these services to meet these needs in the late 1990s, by providing credit and debit cards that could be used both locally and internationally to draw cash from VISA linked ATMs. Customers could also use their debit and credit cards to make purchases from participating merchants. Stanbic Botswana, however, being the newest and smallest of the four main banks, lagged behind when it came to offering its customers similar products.

When Stanbic Bank first entered the Botswana market, its strategy was focused only on the wholesale (corporate) sector clientele. This niche market strategy worked well as the bank managed to acquire a large share of the corporate market. To cater for its corporate clients' needs, Stanbic Botswana computerized all its banking functions and networked all branches. The bank gained a reputation for being an exclusively corporate bank where customers received personalized service.

After just a few years of operation as a corporate bank, the bank developed a reputation for offering excellent service. Soon requests started coming in from staff employed by their corporate clients, suggesting that the bank consider expanding into the personal banking market. The bank took heed of the requests and modified its strategy to venture into retail banking – the company was restructured to cater for both corporate and personal banking in January 2001.

In 2002 Stanbic installed Automatic Teller Machines (ATMs) for use by its retail clients. Although the introduction of ATMs provided convenience to clients, it also had certain limitations, in light of what competing banks were offering their clients. Because Stanbic's ATM machines were not linked to either the VISA or Mastercard network, Stanbic clients could only access their money within Botswana and only from the limited number of Stanbic machines. However, clients belonging to the other three main retail banks could access their funds both locally and internationally from any machine bearing the VISA or MasterCard logos. Furthermore, the company was missing a profitable income stream from customers of other banks who could be using their ATM's, as well as from their own clients accessing their funds outside the country's borders.

The inability of the bank to provide customers with debit and credit card facilities, had certain serious implications for both the bank and its customers.

The implications from the customer's perspective were as follows:

- Decreased satisfaction with Stanbic as they could only access their money from Stanbic ATM's - customers could not always gain access to their money where and when they needed it
- Inconvenience to customers as they had to withdraw and carry larger amounts of cash around, knowing that they may not be near an ATM when they may need cash
- Customers could access their money only in Botswana. Stanbic customers travelling internationally had to convert their Pula into foreign currency before leaving the country.
- Customers could not own credit and debit cards, which were available from the other banks

The implications from the bank's perspective were as follows:

- Failure to provide customers with ATM interconnectivity and debit/credit card facilities contradicted the bank's mission of being an African bank which is capable of serving its customers across borders

- Lower float/balances on accounts - since most customers were withdrawing larger amounts of money because of the lack of access to banking facilities in most areas
- Under utilization of ATM capacity as customers were not using the bank's ATMs as much as the bank had expected nor could non-Stanbic customers use their ATM's
- Standard Bank customers visiting Botswana could also not use Stanbic ATM's
- Decreased competitiveness – customers were switching because of newer and better products being offered by their competitors
- Higher retention costs
- Difficulty in attracting new customers because of the lack of competitive products
- Lower transactions volumes, leading to lower revenues which impacted on the company's profitability

Recognizing that their retail customers were not getting a complete service as offered by their main competitors, the executive committee of Stanbic Botswana decided that it was time for them to provide similar services as their competitors. Similar points of views were raised by other Stanbic Africa operations. An extract from the 'New Product Proposal' for debit cards read "with the exception of Malawi and Uganda, we will be entering the markets as followers to catch up with other retail banking offerings" (Savala: 16). It was agreed at a meeting of the country directors that it was time for the Stanbic Africa operations to provide product/s that would give their customers 24 hr worldwide access to their money. This decision was also inline with Stanbic Africa's strategy of remaining in and penetrating the retail market in their countries. The project team in South Africa was tasked to provide a solution.

1.3.2 Approach to Project Management at Stanbic Africa

Standard Bank's group project office is based in Johannesburg, South Africa and is responsible for all projects for the group. As a rule, projects originate and are first implemented by the group project office in South Africa. A pool of tried and tested projects is then made available to the banks in the rest of Africa for implementation as and when the need arises. There are certain exceptions as would be the case when a project has relevance only in a specific country. Nevertheless, the group project office will still be involved in the project.

The management of projects at Stanbic Africa is tackled in two distinct phases. The first phase, which covers the project solution development, is centralized at the group project office in Johannesburg while the second phase, project implementation, is decentralized within the specific country. Each phase has its own project team and project manager. However, the project manager from the solution development project team also serves as the overall project manager for both phases and acts as the main link between both teams. The group project team also provides support services to the country project team.

Figure 2 shows the Transactability Project team structure of the project office in South Africa and its link to the project team in Botswana

Transactability Project Structure

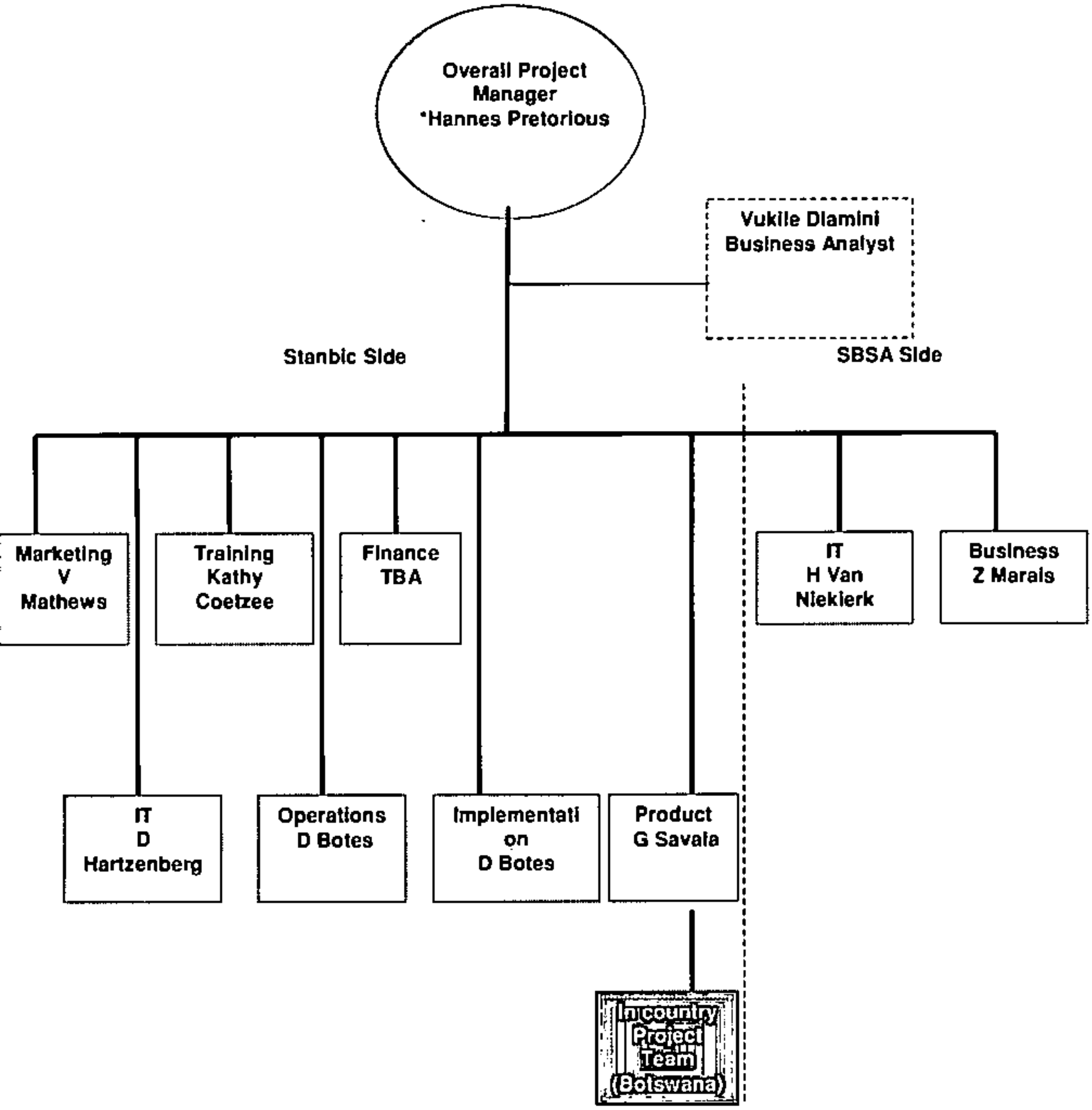


Figure 2. Transactability Project Team Organogram (South African Project Office)

1.3.3 Project Life cycle – Botswana Transactability Project

On analysing the Transactability Project our opinion is that, Stanbic Africa adopted project management matrix approach in the implementation of projects. The basic project management activities (5C's principles) i.e. conceptualisation, co-ordination, communication, calibration and control are adhered to. Standard Bank's project office also uses a comprehensive project planning tool called the Blue Process to ensure that sufficient thought goes into the planning of a project (Fig. 4).

1.3.3.1 Conceptualization stage

Standard Bank group uses a planned approach for idea generation and project identification (Fig 3). Projects are conceptualised based on market needs. Standard Bank head office has a Customer Strategy Unit (CSU), which is responsible for market research in all regions. The CSU is responsible for establishing among other things the current and future customer needs; competitiveness and profitability of current products; competitor analysis, industry competitive environment. Concerns and opportunities are also generated at the various regional executive management forums, such as meetings, workshops and conferences also highlight concerns and opportunities.

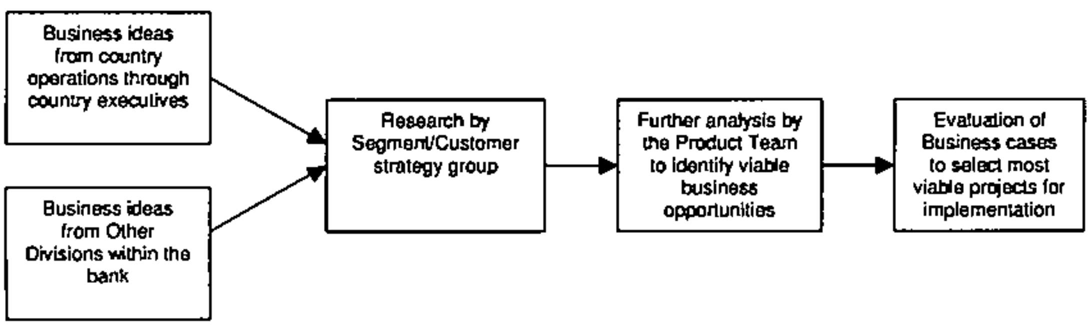


Figure 3. Country business idea generation

Ideas raised by the various executive forums are also passed onto the CSU for investigation and confirmation. Once the CSU has identified or confirmed a need for a new product, service, or amendment to an existing product or service, the recommendation is passed onto the Product Team. The Product Team carries out further analysis to identify possible solutions to fulfil the needs that have been identified. The process culminates in the identification of viable projects that the bank can pursue to fulfil the need. These projects are presented in the form of Business Cases. Each Business Case document is further scrutinised during the monthly executive meetings to ensure that only viable projects, which are of strategic importance to the organisation, are pursued.

Project Selection and Prioritisation Criteria

Projects are selected and prioritised for implementation based on the following criteria

a) *Value of the project to the bank*: the bank evaluates the financial value of each project using the discounted cashflow technique of Net Present Value (NPV). Other methods are also used to confirm the rate of return on investment. Appendix E shows the financial valuation of the Botswana Transactability Project.

b) *Strategic importance of the project to the bank*: the executive committee usually discusses the strategic importance of proposed project and prioritises them in order of importance.

c) *Complexity and time to market*: This evaluation is aimed at ensuring that the selected projects are completed in the envisaged project period. Complex projects, which have too many dependencies, are risky as they may not be completed in time resulting in money spent with no return.

d) *Conflict with other projects:* This evaluation is aimed at ensuring that the selected projects do not conflict with other ongoing projects

Analysis of the Conceptualisation Stage

The conceptualisation stage was evaluated against three criteria namely, the strategic alignment of projects, project selection and prioritisation, and the management of multiple projects.

Strategic alignment: Our analysis revealed that Stanbic Bank has established a rigorous evaluation process to ensure that projects selected for implementation are of strategic importance to the organisation. Firstly, the Business Case for each project clearly articulates the strategic importance of the project. During the project selection process, business cases are evaluated on their strategic alignment among other things. Secondly, the strong involvement of the South African project office in the project conceptualisation process, further ensure that projects are aligned strategically. Our review showed that the process used by Stanbic is rigorous enough to ensure projects are strategically aligned.

Project selection and evaluation: Our view is that the selection criteria based on financial value, strategic importance, complexity and time to market and alignment with other ongoing projects are good technical criteria. However, we observed the following:
Financial value criteria: while the financial valuation of the project may technically indicate a project as unviable in terms of rate of return, it may also indicate lost opportunity. For instance, the NPV valuation of the translatability project may have shown negative cashflow within five years because other banks have established dominant positions in those markets.

Control from head office: We observed the strong involvement of the South African project office to the exclusion of the country project manager in the conceptualisation and implementation phases as an area of concern. The exclusion of the country project manager in the development stages of the project could have lead to accountability issues as well as contributed to some of the shortcomings encountered in the project. Our view is that Standard

Bank's project office should involve the country project manager right from the development stage onwards working alongside the main project manager.

1.3.3.2 Solution Development Process

The solution development process was managed completely by the South African project office. The project commenced after the physical sign-off of the business case by both the relevant country executives (the customer) and the head office product team. The South African project office uses a formal, highly detailed and comprehensive project development process, which Standard Bank calls the Blue Process (Fig. 4). The Blue Process comprises of four phases viz.; the definition phase, the design phase, the construction phase and the reception phase. The project team then followed the Blue Process and developed the project plan for the Transactability Project, based on the attributes specified in the Business Case for the project. Solution development was done in close liaison with the project customer, with the customer having to approve any deviations from the Business Case.

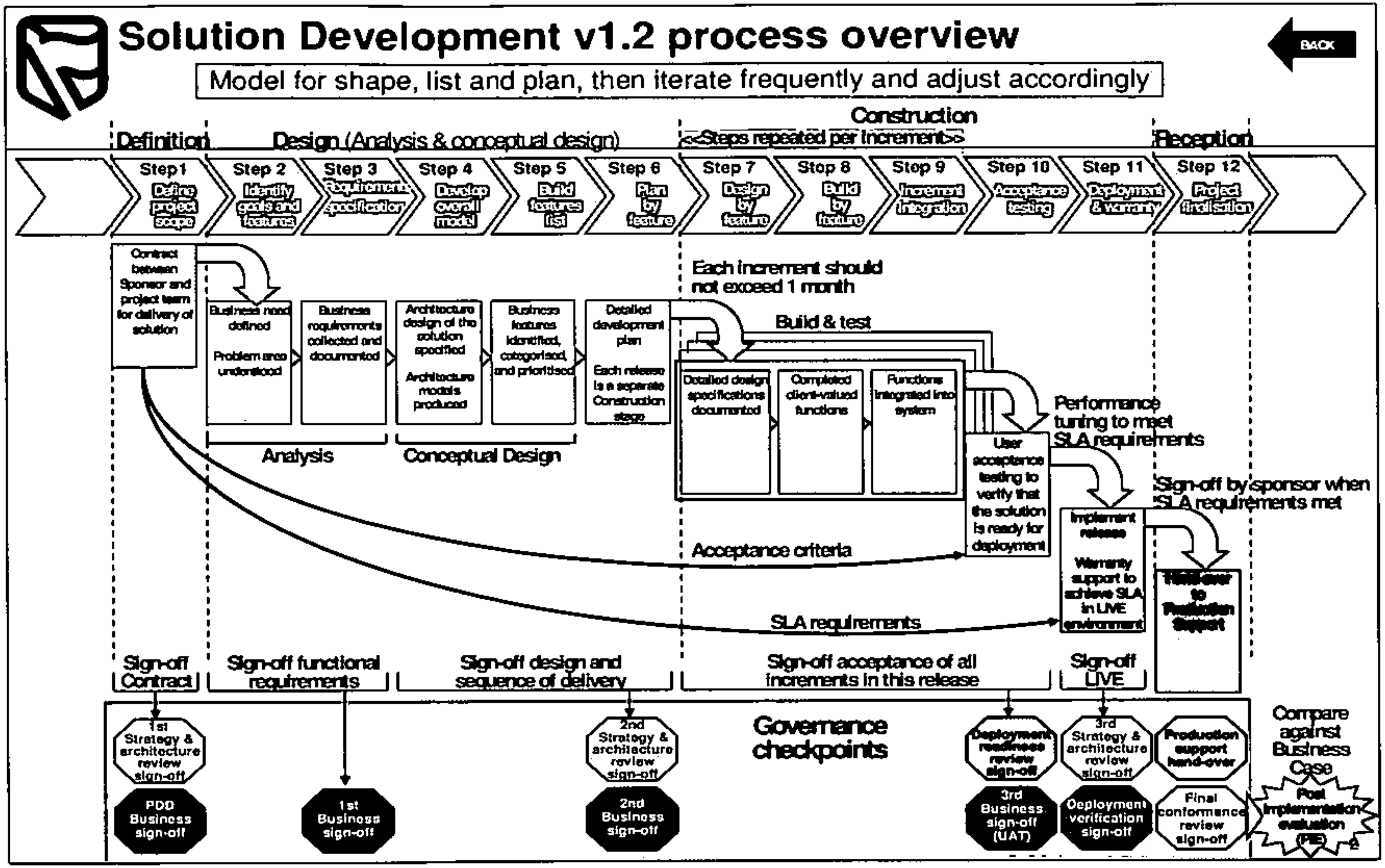


Figure 4. Blue process

Analysis of the Solution Development Phase

Graham & Englund (2004) emphasised the need for project planning and identify some of the benefits of proper planning as a reduction in cost, time, cycle time and improved quality. Stanbic's policy of using the highly structured Blue Process in the development of projects ensured that adequate planning took place. Furthermore, Standard Banks highly structured and formalised procedures for projects ensured that projects cannot be started without proper research to confirm the validity of the idea, strategic alignment of the project, planning and formal agreement from all concerned parties The entire development process was set out in a project plan defining resources required, tasks that needed to be accomplished as well as the sequence of the tasks. The project plan also specified milestones that had to be achieved and had to be signed-off by the customer and the development team. The development sub-phases were sequenced so that later stage development phases could not commence before the sign-off of preceding phases. We found sufficient evidence to indicate that project planning is an essential part of project development at Standard Bank and that planning did occur in the case of the Transactability Project. The company provided the team with detailed project plans (Appendix F).

Development of the Project Team

Graham & Englund (2004) argues that projects are best run by establishing a core team that is composed of cross-functional members. The suggestion is for core-team membership to be representative of the different business functions in order to tap into the synergy of skills and knowledge within the organization. According to Graham & Englund (2004), teams are more focussed and therefore more efficient in delivering solutions within a short duration of time.

The development process did employ the concept of core teams in executing the different sub-phases of the development process. Different teams were assembled as the project development progressed through the different sub-phases. Both internal and external teams were employed. Some of the internal teams that were constituted in the course of the development phase included the analysis team, the product features sub-team, the test team, the support team and the modelling team. The external teams that participated in the project included the Bankserve and MTN teams. Internal teams were inclusive of all relevant actors including user representatives. However, one criticism of the project team composition is that the country project manager was not included in the team. This resulted in the country manager not being involved in the initial stages of the project. The exclusion of the country project manager in the early stages had potential ramifications: the country project manager would not have had as comprehensive an understanding of the development stage of the project; she was not involved in the budget preparation and therefore could not justify variations in the budget and her local project knowledge was not exploited. The country project manager was however responsible for managing the project implementation although she could be held accountable for variations.

Communication between the stakeholders

Efficient communication between different stakeholders in a project is a critical success factor for projects as it facilitates fast exchange of business critical information for decision making purposes (Graham & Englund, 2004). Bolles (2002) recommends that a communication plan be established for disseminating information during the course of the project. The plan should specify communication events and regularity so that all stakeholders are kept well informed about the progress of the project. The Stanbic development project plan was designed to work well with efficient communication systems between team members and other stakeholders. All milestones in the different sub-phases had to be signed-off by the project customer. In addition, changes in the specification of the product under development had to be approved by the customer before development work could proceed. It is our view that these stringent project requirements ensured efficient communication between different stakeholders.

Local Responsiveness

All development work for the project was done at the project office in South Africa and then exported to Botswana for implementation. Standard Banks policy to centralise the project planning stage is in line both Graham & Englund's (2004) core team as well as with Bolles' (2002) Project Management Centre Of Excellence Centralising the development process has many benefits such as; centralising rare proj the benefit of minimising costs, and ensuring it however impacts negatively on the local responsiveness of the product to end users. For example, the ATM machine would have been more responsive to the Botswana market had they been programmed in the local languages. It is therefore our view that the bank should to include Botswana representatives in the development team in order to bring local knowledge into the development process.

1.3.3.3 Calibration – Business Case

Before a project is implemented, the Stanbic Africa Product Manager has to develop a business case document, which in essence is a motivation and justification for the project. The Transactability project business case was developed and it covered the following areas:

- Business opportunity/need – reasons for the need of the project to be implemented are stated
- Project description – what the project entails
- Alignment – project alignment to vision, mission and strategy
- Objectives – objectives of the project are outlined with their measurement and success rate
- Business operating criteria – data flow of the project is drawn

- Integration cost – financial budgets
- Benefit analysis – net present value of the project is calculated and the expected revenues are forecasted
- Post implementation evaluation (PIE) – evaluation of the project performance against budget (Time and Finance)
- Risks with mitigation plans – assessment of possible risks that may arise and their mitigation plan
- Project classification – positioning the project in relation to the overall impact on the organization
- Organization, responsibilities & resources – designing the project structure and allocating responsibilities to the available resources
- Governance – all the project compliancy requirements are stated to ensure that the project is compliant

After the business case document is prepared and accepted, the Project Manager at the project office (South Africa), prepares the project financial budget and project time schedule (project plan). These are then used to guide the implementation process, and also serve as the evaluation benchmarks against which actual performance of the project was measured. The original project schedule is shown in Appendix F.

The Project Manager then hands the completed plans to the in country Project Manager in the specific country in Africa. In our case the project plans were handed to the Botswana Project Manager (who was charged with the responsibility of implementation at country level).

The country project manager then uses the project plan to drive the implementation and monitoring processes. The country Project Manager assembles an implementation project team composed of local staff from the various affected departments. Except for the project manager, all other team members were seconded part time on the project.

1.3.3.4 Financial analysis

The estimated cost of the project for Botswana was as follows:

Licensing	-	R1, 463, 000
Hardware	-	R 500, 000
Resources	-	R1, 200, 000
Other (training, travel and accommodation)	-	R 232, 200
Total		**R3, 395, 200**

At Stanbic Africa budgeting is done in two portions. The first portion covers common costs that are negotiated for all the countries as one unit to get the best deal based on economies of scale. The common costs (first three items above) were then allocated equally between the 11 countries.

The second portion of the budgets referred to as 'Other Costs' included training, travelling and accommodation. These costs were accumulated and then allocated to the individual countries based on the customer base and number of ATM's per country.

The original budget for 'Other costs' for the 11 countries was R4,500,000. The actual 'other costs' amounted to R12,118,121 at the end of the project. This budget overrun of 269% resulted in the Botswana's budget also being exceeded by the same magnitude.

A spreadsheet showing the financial justification for the project is available in Appendix E.

1.3.3.5 Implementation

Implementation of the Transactability project did not commence until 31st January 2005 with the road show, followed by the obtaining of training material on the 16th of February 2005. The delay in the project implementation was due to the fact that human resources were not permanently assigned to the local implementation project team.

The original start date of December 2004 coincided with the bank's financial year end. As all team members, with the exclusion of the project manager, were only allocated part-time to the project, most of them became heavily engaged in departmental responsibilities, which resulted in delays in the implementation of the project.

The planned duration of the project was 98 days, however, due to unexpected delays the actual project took 203 days. The delays can be explained by the fact that Botswana was the pilot site for Stanbic Africa. An analysis of the project actual versus the planned schedule is depicted in Table 2.

The summary analysis of the actual versus planned project schedule is shown below. A detailed analysis is available in Appendix I.

Task Name	Percentage Complete	Actual Duration	Actual Start	Actual End	Original Duration	Finish Variance	Duration Variance	Baseline Start	Baseline End
Country Implementation - Botswana	95%	203.58 days	12/6/2004	NA	98 days	116 days	116 days?	12/6/2004	3/13/2005
Road show	100%	2 days	1/31/2005	2/1/2005	1 day	57 days	1 day	12/6/2004	12/6/2004
Training	100%	135 days	12/11/2004	4/24/2005	28 days	112 days	107 days?	12/6/2004	1/2/2005
Product	100%	91 days	1/24/2005	4/24/2005	28 days	112 days	63 days	12/6/2004	1/2/2005
System	100%	79 days	2/1/2005	4/20/2005	24 days	112 days	55 days	12/6/2004	12/29/2004
Reconciliation	100%	77 days	12/11/2004	2/25/2005	7 days	70 days	70 days	12/11/2004	12/17/2004
Customer Service	100%	44 days	2/2/2005	3/17/2005	0 days?	0 days	44 days?	NA	NA
Marketing	94%	140.02 days	12/6/2004	NA	98 days	51 days	51 days?	12/6/2004	3/13/2005
Product	79%	66.13 days	2/1/2005	NA	41 days	100 days	43 days?	12/6/2004	1/15/2005
Operations	99%	155 days	12/6/2004	NA	39 days	116 days	116 days?	12/6/2004	1/13/2005
Finance	100%	64 days	2/4/2005	4/8/2005	10 days	114 days	54 days	12/6/2004	12/15/2004
I.T	95%	202.57 days	12/6/2004	NA	34 days	180 days	180 days?	12/6/2004	1/8/2005
Upgrade ATM/Sparrow to 7406	99%	85 days	12/6/2004	NA	27 days	58 days	58 days?	12/6/2004	1/1/2005
Preparation of test environment	99%	85 days	12/6/2004	NA	17 days	68 days	68 days?	12/6/2004	12/22/2004
Preparation of Production Environment	0%	0 days	NA	NA	8 days	62 days	-8 days	12/21/2004	12/28/2004
Upgrade JCC Hub	0%	0 days	NA	NA	1 day	61 days	-1 day	12/29/2004	12/29/2004
Upgrade ATM's	0%	0 days	NA	NA	10 days	58 days	-10 days	12/23/2004	1/1/2005
Programs for Implementation	100%	3 days	4/9/2005	4/11/2005	0 days?	0 days	3 days?	NA	NA

Task Name	Percentage Complete	Actual Duration	Actual Start	Actual End	Original Duration	Finish Variance	Duration Variance	Baseline Start	Baseline End
Resources	100%	45 days	3/1/2005	4/14/2005	0 days?	0 days	45 days?	NA	NA
Production Environment	100%	25 days	3/22/2005	4/15/2005	0 days?	0 days	25 days?	NA	NA
Cut Over Preparation	100%	2 days	4/9/2005	4/10/2005	0 days?	0 days	2 days?	NA	NA
Cut Over(Visa Issuing & Acquiring)	98%	132.5 days	12/6/2004	NA	0 days?	0 days	135 days?	NA	NA
Cut Over(MasterCard Acquiring)	75%	161.44 days	12/6/2004	NA	0 days?	0 days	214 days?	NA	NA
Cut over testing & identification of defects	100%	1 day	4/13/2005	4/13/2005	0 days?	0 days	1 day?	NA	NA
Re-test fixes	100%	1 day	4/13/2005	4/13/2005	0 days?	0 days	1 day?	NA	NA
Transactabilty - Botswana	0%	0 days	12/6/2004	NA	34 days	-14 days	-14 days	12/6/2004	1/8/2005
Test Environment	0%	0 days	NA	NA	20 days	0 days	0 days	12/6/2004	12/25/2004
Production Environment	0%	0 days	NA	NA	24 days	-17 days	-17 days	12/16/2004	1/8/2005
Mastercard Aquiring	0%	0 days	NA	NA	1 day	-1 day	-1 day	12/16/2004	12/16/2004
VISA Acquiring	0%	0 days	NA	NA	1 day	-1 day	-1 day	12/16/2004	12/16/2004
Go Live to public (Acquiring)	0%	0 days	NA	NA	1 day	-2 days	-1 day	12/19/2004	12/19/2004
VISA issuing	0%	0 days	NA	NA	17 days	-10 days	-10 days	12/16/2004	1/1/2005
Issue branded cards to friends and family	0%	0 days	NA	NA	1 day	-11 days	-1 day	1/2/2005	1/2/2005
Issue Cards branded cards to customers	0%	0 days	NA	NA	5 days	-16 days	-5 days	1/3/2005	1/7/2005
Go Live to public (Issuing)	0%	0 days	NA	NA	1 day	-17 days	-1 day	1/8/2005	1/8/2005
Go Live to project team	100%	5 days	4/11/2005	4/15/2005	0 days?	0 days	5 days?	NA	NA
Go Live to all staff	100%	4 days	4/20/2005	4/23/2005	0 days?	0 days	4 days?	NA	NA
Go live to customers and public	100%	60 days	5/9/2005	7/7/2005	0 days?	0 days	60 days?	NA	NA

Task Name	Percentage Complete	Actual Duration	Actual Start	Actual End	Original Duration	Finish Variance	Duration Variance	Baseline Start	Baseline End
Support	94%	132.19 days	12/6/2004	NA	15 days	107 days	126 days?	12/25/2004	1/8/2005

Table 2: Summary - Analysis of Project Schedule

Analysis of the Implementation Stage

For our analysis of the implementation process we compared and contrasted the original project schedule with the schedules as it evolved during the course of the implementation phase. Appendix I shows our analysis in tabular form of the variances between the planned and actual activities. Below is a summary of some of the variances:

The following tasks were not included in the original project schedule, but were added on during the course of the implementation phase.

- Customer service training.
- Billboards.
- VISA Communication.
- All critical IT implementation systems, hardware and infrastructure.
- Testing of ATM's – which extended the project by 28 days.
- Communication with Barclays – their VISA infrastructure partner.
- Communication with complementors – merchants with point of sale terminals.

- One task which was planned but not effected was the analysis of new processes and procedures.

In our analysis of the implementation stage, we highlighted a few significant shortcomings:

First, was the lack of sufficient co-ordination between the group project office in South Africa and the project team in Botswana during the solution development phase. The country project manager and project team were not involved in the solution development phase. This came to the fore when the project ran into problems with the pin failure at the point of sale machines. The group project office made certain assumptions in Johannesburg that were not investigated and confirmed in Botswana. It was only after implementation and after the project went live to the public that it was realized that the VISA network in Botswana could not support pin enabled POS card authorization. This resulted in customers' transactions being declined at POS terminals, which was both embarrassing and frustrating to customers and a huge customer service issue and setback to the bank.

The second major observation is that although the group project office had fulltime project staff to handle the solution development phase, the same did not happen when it came to the in country project implementation team. Except for the in country project manager all other team members were temporarily seconded to work on the project, while simultaneously carrying out their departmental responsibilities. Although this was not seen as a problem at the outset, it did place strain on both the project team and the individual team members when choices had to be made between project work and departmental responsibilities. This resulted in delays in certain stages of the implementation phase. To avoid such situations Graham & Englund (2004) recommend that as far as possible, companies should establish a core team of fulltime members from affected departments to manage the project from beginning to end. In Stanbic Botswana's defence, the group did acknowledge that project management is still being developed in the company, with only a few projects being implemented a year. The company may not yet have the resources to allocate fulltime staff to a project. The employment of a fulltime project manager is a start and hopefully with time, project management practices would be developed in line with recommended best practices.

1.3.3.6 Termination

Monitoring

Monitoring is a fundamental part of every project, from start to finish. A project is a series of investments/ activities that aim at solving particular problems within a given period in a particular location. The investments include time, money, and human and material resources. Before achieving the objectives, a project goes through several stages. Monitoring should occur at all stages of the project cycle.

Monitoring should be executed by all individuals and departments/sections, which have an interest in the project. In order to efficiently implement a project, the people planning and implementing it should plan for all the interrelated stages from the beginning. However, in the case of the Transactability Project the country project manager and the project team responsible for the implementation were not part of the development phase and were only brought into the project once it was ready for implementation. This approach has certain implications even if all may not have surfaced in this particular project viz. the implementation project manager may see her job only as ensuring that implementation takes place without regard for costs (budgets) which was how project implementation was handled in this case; the implementation project manager cannot be held accountable since she was not part of the team that came up with the plan, she can simply deflect blame to the group project office; the implementation project manager may also not have an as comprehensive understanding of the project and lastly valuable country and system specific input from the country project manager and project team was not considered.

In this particular project the group office Project Manager managed the budget and each month a steering committee sat to review progress on project in terms of Time, Quality and Budget contrary to what efficient project monitoring calls for. According to Bruce and Langdon (2000), effective monitoring allows the project manager to gather information in order to measure and adjust progress towards the project's goals. Project management best practice suggest that the project manager should be resident of where the project is for easy monitoring and enforcing controls as Bruce and Langdon (2000) advise that the project manager must never relax controls even when all is going well.

In order to achieve the objectives of a project, it is essential to assess the resources available within the community and those that can be accessed from external sources. It is also important for planners, implementers to identify the constraints they may face in executing the project and how they can overcome them. The goals and objectives provide a basis for monitoring and evaluating a project. These are the yardsticks upon which the project success or failure is measured (Burke, 2003).

In order to create a conducive environment for implementers, the executive must discuss and agree with all actors on how the project will be implemented, this is called designing a work plan. A work plan therefore is a description of the necessary activities set out in stages with some time estimates. A work plan works as guide to project implementation and a basis for project monitoring. It is with this work plan that a project is finished on time, the right things are done in the right order, identification of who will be responsible for what activity and the determination of when to start the project implementation.

Looking at the magnitude of the project, The Transactability Project Botswana was a highly sensitive project with potentially devastating implications for both customers and the bank. It involved customers' access to their money, which is a very sensitive area as well as implications for the banks image should the project hit serious setbacks. This project therefore called for effective monitoring. Effective performance monitoring keeps a project on track in terms of performance, time and cost. Focus on your plan while acting fast to tackle problems and changes in order to stay on course. Since even the best laid plans can go wrong, it is crucial to have an early warning monitoring system such that problems are tackled quickly and effeciently.

Projects are generally undertaken, among other reasons, to improve returns to investors, to increase market share, to impove efficiency and effectiveness as well as to comply with legislation. It is therefore critical that projects be very closely monitored so that variations are identified as quickly as possible so that appropriate corrective action can be taken. Some of the measurable variables which should be monitored include time, costs, scope and risks. We will expand on each item in the section that follows.

Time

The amount of time required to complete the project has various implications . Typically a time plan is broken down for analytical purposes into the time required to complete the components of the project, which is then further broken down into the time required to complete each task contributing to the completion of each component.

It is evident from the implementation project plan that emphasis was given to the scheduling of the various components. However, even though the plans were in place, monitoring did not always pick up and timeosly correct deviations. For example there were quite a few unexplained delays in carrying out tasks. Some milestones set at the begginning were started late or completed late and these had repurcussions in terms of timely delivery. The project implementation phase overran the planned time by two months.

Cost

Cost to develop a project depends on several variables including: labour rates, material rates, risk management, plant (buildings, machines, etc) and equipment

When hiring an independent consultant for a project, cost will typically be determined by the consultant's or firm's per diem rate multiplied by an estimated quantity for completion. However, the Transactability Project was implemented by internal Stanbic staff , both from the group project office as well as the Botswana head office.

An important element of project management is cost control. The motivation for a project usually includes a comparison to show that the benefits exceed the costs of implementation, thus indicating a benefit to the organisation. It is therefore crucial that a project manager monitors and contains the project cost to levels that will ensure profitability now and in the long term. A serious shortcoming of Stanbic Africa's approach to the management of this project was that project costs was not considered an important control element. Although the solution development team did develop a budget for the project, it appears as if the monitoring of the actual costs against budget was not given much attention. Furthermore, budget control was managed exclusively from the group project office, to the point that the country project team had no information on the actual or budgeted costs. We believe this to be a serious flaw in Stanbic's approach to project management. This is also beared out by the fact that at the end of the project actual costs were almost three times the budgeted cost.

Scope

Requirements specified as the end result. Specification of exactly what the end results of the project is expected to be. A major component of scope is the quality of the final product. The amount of time put into individual tasks determines the overall quality of the project. Some tasks may require a given amount of time to complete adequately, but given more time could be completed exceptionally. Over the course of a large project, quality can have a significant impact on time and cost (or vice versa). It is sad to note that despite the high cost of the project the extra length of time it took to complete, the project did not achieve what it was meant to achieve, i.e customers easy access to their money.

Risk

Potential points of failure. Most negative risks (or potential failures) can be overcome or resolved, given enough planning capabilities, time, and resources. According to some definitions risk can also be categorized as "positive--" meaning that there is a potential opportunity, e.g., complete the project faster than expected.
Customers (either internal or external project sponsors), external organizations (such as government agencies and regulators) can dictate the extent of three variables: time, cost, and scope. The remaining variable (risk) is managed by the project team, ideally based on solid estimation and response planning techniques. Through a negotiation process among project stakeholders, an agreement defines the final objectives, in terms of time, cost, scope, and risk, usually in the form of a charter or contrat.

Bruce and Langdon (2000) say that even the best laid plans can go awry, therefore it is crucial to have an early warning monitoring system. The project manager must understand what effective monitoring involves and how to set up a process that will highlight potential problems.

In Transactability Project, Botswana, the project manager failed to control the risk of failure by failing to study the local infrastructure. Had this element been studied , the project team would have known that their Automated Teller Machines should not be pin enabled because the existing infrastructure is not compatible with pin enabled ATM's.

Outstanding Issues At Sign Off

- Production of exeutive banking cards still not fully resolved
- Ponit of Sale transaction and external network ATMwithdrawal are not being identified or referenced on customers statements- only date and amount apperas on statement
- SBA Botswana Visa Base ii only contains processing date and not the transaction date
- Pricing has not gone through customers' accounts for external network transactions
- Production and distribution of reports in country for operations is not running smoothly.
- Not enough IT staff available to be trained and hand over on Transactability

1.3.3.7 Own, Operate, Transfer

The project although operational has not yet been closed out as the company has had to put the PIN authorisation for POS transactions on hold. As yet Stanbic has not taken a decision whether to abort the PIN feature or to pursue finding a solution. This has further delayed the sign -off stage of the project for it to be fully transferred to the country.

2.0 COMPLIANCE ASSESSMENT TO A PROJECT

Definition Of A Project

A project is a short-term, time-based effort, to achieve specific components of a programme. It is a complex, non-routine, one-time effort, limited by time, cost and quality constraints to meet either a customer's requirement or a strategic goal.

A project has the following characteristics:

- A clear and pre-determined end objective
- A clear start and end date
- An approved budget and allocated funding
- Responsibility, accountability and authority are clearly assigned up-front
- Quality specifications, control systems and procedures are clearly defined upfront
- Success and exit criteria are clearly determined upfront
- Its role with overall business strategy is clearly defined and understood
- The project manager, project sponsor and client have signed off on the same terms of reference and overall work breakdown schedule (Coetzee, 2006)

Does The Transactability Project Fit This Definition?

From our understanding of the practical definition of a project and from our study of the documentation provided by Stanbic Bank on the Transactability Project we were able to conclude that the project compares well to the practical definition of a project since:

- It had a clear and pre-determined end objective- Before the company embarked on the project they came up with a clear objective that they wanted to achieve. They evaluated the market and realised that for them to penetrate the retail market they had to have a product that will satisfy their customers needs.

- It had a clear start and end date – A comprehensive project plan was produced and followed.
- An approved budget and allocated funding – The total project budget for all the Africa division subsidiaries was R84 million and the allocation for Botswana was R12 million. At the time of compiling this write-up, the local company had not provided us with the detailed project budget. However, we were promised that we would be supplied with the project budget in due course. We were informed, that project budgets for the Africa division is managed from the Standard Bank SA head office and all the costs related to the project are carried by the group project office, which is billed back to the local bank at the end of the project. Our study group found this to be an area of concern as it could result in misallocation of expenses and possible project overruns. We intend to investigate this area further.
- Responsibility, accountability and authority are clearly assigned up-front. – The project sponsor was the executive for retail banking since the project fell within the retail-banking department. A project team lead by an experienced Project Manager was constituted to implement the project. Each member of the team was assigned responsibilities. A detailed project plan indicating deliverables and responsible persons was prepared, followed and updated throughout the implementation of the project.
- Quality specifications, control systems and procedures are clearly defined upfront –Detailed specifications, control systems and procedures were prepared (many copied from SBSA).
- Success and exit criteria clearly determined upfront – The project plan showed the different stages of rolling out the final stages (Go Live Stage) of the project, before the next higher level/ higher risk stage would be attempted – the first 'Go Live' stage included the project team members;

followed by the bank staff and then with a selected group of customers before the project went live with all customers.

- Its role with overall business strategy clearly defined and understood. – The project was strategically aligned to the company's vision and strategy as well as to their customers needs. The project proposal document included a section, which discussed the strategic alignment of the project.
- The project manager, project sponsor and client have signed off on the same terms of reference and overall work breakdown schedule – Documentary proof to this end was available.

3.0 PHASE 1 – POTENTIAL IMPACT OF BUSINES ENVIRONMENT ON THE PROJECT

3.1 BOTSWANA BANKING INDUSTRY ANALYSIS

Four players namely; Barclays Bank, Standard Chartered (Stanchart) Bank, First National Bank (FNB) and Stanbic Bank dominate the banking industry in Botswana. Other smaller players in the industry include Bank of Baroda, African Banking Corporation, Investec bank and Kingdom Bank. Bank of Botswana (the central bank of Botswana) is charged with the responsibility of regulating and supervising the banking industry. The cost of establishing a new bank is relatively low with the licensing fees standing at P2 million. While the low licensing fees is an incentive for new industry entrants, the small population of Botswana of 1.5 million people translates to a small market. The Industry is therefore characterized by strong rivalry among the incumbent industry players as they jostle for a stake in the small market.

Stanbic Bank is ranked the fourth largest bank in Botswana, in terms of market share with 7% and 5% of the total current and savings accounts respectively. The Bank of Botswana 2005 market statistics are shown in Figure6 and Figure 7. The bank's market position has continued to grow over the last five years in both retail and corporate markets.

The main reason for the bank's relatively small market share is due to its late entry in the retail banking market. Stanbic entered the Botswana market in 1992 as a corporate bank. The bank remained focused on the corporate market segment until the year 2000 when it ventured into the retail banking market. The decision to venture into retail banking was motivated by the need to grow the banks market share.

In order for Stanbic bank to penetrate the retail market, the bank's entry strategy had to be tailored to ensure that its products were on par or better than other competing products in the market. The banking industry today is characterized by increased demand for convenience, efficiency and easy access to banking facilities; 24 hours, 7 days a week. Formulating a suitable entry strategy was quite challenging to Stanbic. With a small branch network of eight physical outlets and an electronic network between the branches, the bank's physical infrastructure was not sufficient to enable it mount a formidable challenge in the retail market.

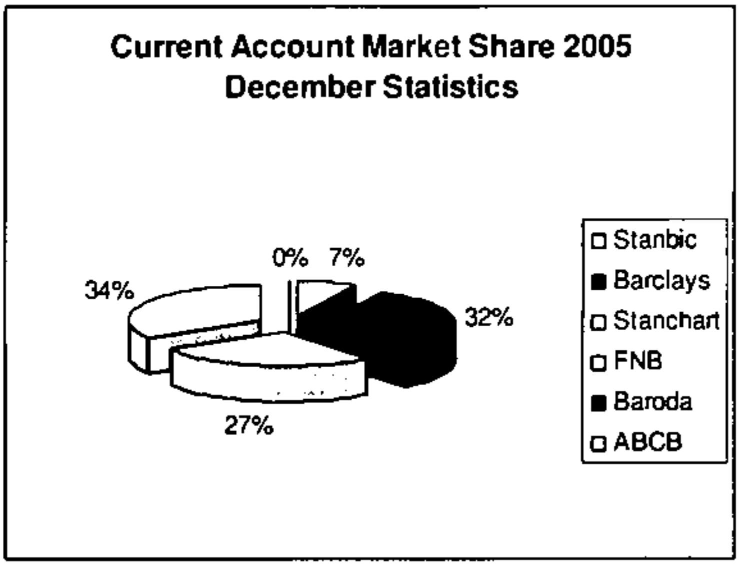


Figure 5. Current Account Market Share, December 2005. (Source: Bank of Botswana)

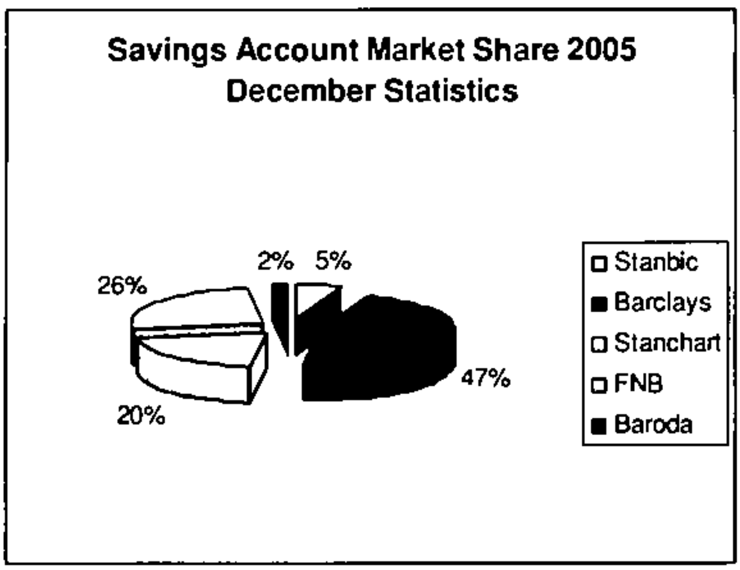


Figure 6. Savings Account Market Share, December 2005 (Source: Bank of Botswana)

The Transactability project was conceived to enable the bank customers to gain access to a worldwide network of ATM machines and therefore overcome the barrier of low infrastructure penetration.

This project was aimed at providing the bank's customers with access to banking facilities through any ATM machine connected to the VISA network.

The project involved linking the bank's information infrastructure to the VISA networks through a secure gateway interface. This interface would facilitate the secure exchange of customer's banking information. Bank customers would be issued with Debit and Credit cards to enable them accomplish their financial transactions through the ATM network.

In determining the suitability of the transactability project in Botswana, the macro and micro environments were scanned to identify factors that could affect the project's implementation. The analysis of these factors is outlined below.

3.1.1 Macro Environmental Scanning – Tool – PESTLEG

- Political – Botswana is one of the few stable democracies in Africa. The country has enjoyed consistent economic growth over the past 10 years. The country also has strong macro-economic policies and very low levels of corruption. The stable political environment has created suitable investment climate characterized by reduced political risk. The political environment was therefore found to be supportive of the Transactability project.
- Economic - The government of Botswana has been encouraging companies operating in Botswana to have information and communication systems that are accepted worldwide. The government has also established policies and setup infrastructure to enable the country to become an International Financial Services Centre (IFSC). The aim is to make Botswana the Financial hub of the South African region. The transactability project was very much in line with the government policies of making Botswana the regional financial hub.

- Social – Most clients today are increasingly operating on cashless basis. This has created the necessity for banks to provide customers with the necessary facilities to enable them carry out cashless transactions. Debit and Credit cards have therefore become a dominant feature in this cashless society. The market environment was therefore receptive of the transactability project in view of the acceptance of Debit and Credit cards in the market.
- Technological – Botswana has one of the most modern telecommunication infrastructures in Africa with extensive network coverage in most urban centres in the country. High quality Telecommunication infrastructure was one of the key pre-requisites for the successful roll out of the project. The VISA network implementation for the transactability project was based on a new software implementation, which had additional features. One of the key features of the new system was the enhancement of security at the Point of Sale Terminals (POS). The enhanced security feature required customers to enter their PIN code at the POS as additional protection against unauthorized access to the customer's bank details. These new technological enhancements would give Stanbic a head start over competition.
- Legal – All new products introduced in the banking industry have to be approved by Bank of Botswana before they are implemented. Stanbic bank was able to obtain approval for the transactability projects. The approval of the project was a signal to indicate that the project was compliant of all the legal issues and standards set out in the banking and telecommunication sectors of the country.

3.1.2 Micro Environment - Competitive Analysis – Tool – Porter's Five forces

Figure 7 below shows the forces of competition in the industry

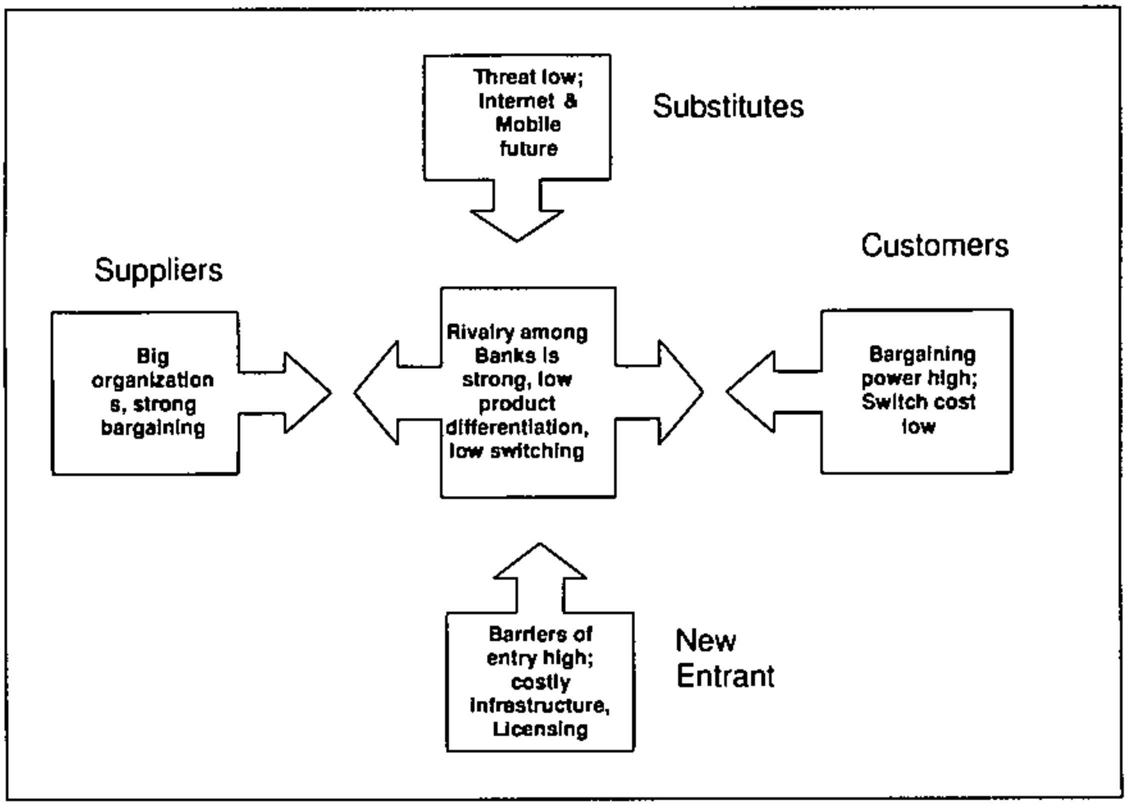


Figure 7. Five Forces Analysis

- Rivalry among competing sellers - The use of debit and credit cards in Botswana market is relatively new. The first bank to introduce cards in this market was Standard Chartered in the late 1990s when they introduced the ATM cards, which could only be used on their ATM machines. They later on entered into a strategic alliance with VISANet that enabled their clients to use their cards any where in the world. The other players followed suit and Stanbic Bank Botswana was the last one to introduce VISA enabled cards in 2005. The banks are using the card technology to jostle for market position. Since the card products are not highly differentiated, the rivalry is quite intense. The cost of switching between the different banks is also low since customers can easily switch between banks and at very low cost. Porter (1979) argues that rivalry among competing market players is strong when the degree of product differentiation is low. He also argues that low switch cost between industry players increase the degree of rivalry.

- Suppliers – The products mainly rely on the VISANET and Namitech infrastructure for worldwide ATM connectivity and secure transaction-processing capabilities. These two companies dominate the global transaction processing network market. Their network products are based on complex encryption proprietary technology. By the nature of their products, these companies command strong bargaining power in the industry. Stanbic's ability to exert any bargaining power on these suppliers is therefore limited.
- Buyers – Customers are in a moderate bargaining position as they continue to learn about the card products that are available in the market. Their bargain power is likely to increase as the product knowledge increases. The low cost of switching between different banks also favours the customer's bargaining position.
- New entrants – The threat of other banks in Botswana entering the electronic cards market is low as most of the big banks have already entered the market.
- Substitutes – the alternative to using electronic cards is to continue using hard cash or traveller cheques. These alternative mediums of exchange are risky and cumbersome to transact with especially for International travellers. The use electronic funds transfer (EFT) facilities can also substitute electron cards. However, EFT lack the convenience of electronic cards as customers would still need to visit their nearest physical branch outlet to process funds transfer. The available substitutes are therefore less appealing in terms of convenience and security as

compared to electronic cards. The threat from substitute products is therefore low.

- Complementors – Currently, merchants and retailers have installed the POS card reader's for debit and credit cards issued by other banks. Although the rival banks are competing in the same market, they are complementing one another by sharing the point of sale terminals that are connected on VISANET. The Merchants and retailers are also complementing the use of electronic cards in the market by accepting VISA cards issued by different banks. They are also complementing the bank's marketing efforts encouraging customers the use of electronic cards. The use of credit cards to purchase goods online over the Internet also complements the electronic cards business. Stanbic bank Botswana does not own any point of sales terminal. It solely dependent on competitor's infrastructure. While this saves the bank the costs of installing the POS infrastructure, it limits the bank's ability to roll out it's card products in geographical areas where the infrastructure does not exist.

3.1.3 SWOT Analysis

Grant (2005) proposes a framework for analyzing the internal strengths and weaknesses of an organization. He argues that the strengths and weaknesses of an organization are determined by the company's resources endowment. He recommends that an analysis of the organization's resource precede the strengths and Weaknesses analysis. Organization's resources can be grouped into three broad categories, namely:

- Tangible assets which include financial resources, fixed assets like buildings, land and machinery;
- Intangible assets which include intellectual property such as patents, trademarks, registered brand names and trade secrets; and
- Human Resources, which are the human capabilities and skills that the company possess.

The above framework was used to analyse the strengths and weakness of Stanbic bank Botswana and the analysis is shown in Table 3 below.

Strengths	Weaknesses
• Viewed as an elite bank in the industry • Good support from head office • Strong financial strength • Well trained personal with strong competencies in banking • Strong brand name in the banking industry • Only card in market with the pin code security feature • No extra cost for affluent clients • Strength in serving the corporate market • A global bank with worldwide experience	• Small branch network of physical outlets • Small network of ATM's • Not Listed on the Botswana Stock Exchange • Most strategic initiatives are driven from head office and some of them might not be relevant to the Botswana market • Market perception is that the bank is a corporate bank • Projects are not tied to the team member's balanced score card • No reward system for the project team members hence limited commitment • Over reliance on head office support • Limited feedback from head office on project progress reports e.g. budgets

Table 3: Strengths and Weaknesses

Grant (2005) further argues that the opportunities and threats to an organization are a reflection of the external industry competitive environment. An analysis of the Threats and Opportunities facing Stanbic Bank Botswana was done based on the findings of the industry environment competitive analysis. The results of the analysis are shown below in Table 4.

Opportunities	Threats
• Increase visibility of the bank through deployment on point of sale terminal • Increase visibility through deployment of more ATMS Point in the country on the shopping complexes • Internet online purchases providing new avenues for buying and selling goods. This is an opportunity for the bank's credit card businesses • The only electronic card in the market with enhanced security features • A bright future for the electronic card business	• Low switching for customers moving to other banks • Strong rivalry in the market between the incumbent players • Increasing bargain power of customers due to low switching costs and increased product knowledge • Fast changes in Information and Communication Technologies, which have the potential to disrupt existing business models. • Late entry in the electronic card business.

Table 4: Market opportunities and threats

4.0 PHASE 2 – STRATEGIC POSITIONING OF THE PROJECT WITHIN THE ORGANIZATION

The main objective of this phase of the project was to assess the strategic alignment of project with the overall organization's strategy. The following points were formulated to guide our assessment process.

- Assess the strategic positioning of the project within the organization's overall strategy execution approach and context.
- On what level of strategy execution is the project (corporate, business or functional)?
- What is the projects position in the organization's project pipeline?
- What systems and programs is the project supporting?
- Market cycle?

4.1 THE PROJECT SELECTION PROCESS AND STRATEGIC POSITIONING

As was discussed above in section (1.3.3.1) above, Stanbic Bank uses a very stringent planned approach to ensure that projects that are selected for implementation add value to the bank through alignment with the business strategy.

4.2 THE MARKET CYCLE SUPPORTED BY THIS PROJECT

The objective of this project was to provide a reliable and operational infrastructure to support international banking transactions through Auto Teller Machines (ATM) and Point-of-Sale (POS) terminal via the VISANET network system.

The VISANET is a global network that supports transaction processing. The transactions supported include:

- Purchase and cash transactions with any VISA card
- Purchase transaction with major travel and entertainment cards (T&E)
- ATM transactions for other networks such as Standard Bank's network
- Purchase and cash transactions with private labels and proprietary cards

The essence of this project was to provide Stanbic Bank's customers with a virtual global network of outlets for processing transactions. On completion, the bank's customers would have the privilege to process their transactions on any ATM or POS terminal connected on VISANET anywhere in the world. The implication of this system is that the Stanbic customers would no longer need to carry hard cash when travelling locally or abroad as they would easily process there transactions through any ATM connected on VISANET. They would also be able to use their debit cards to shop from any outlet that have POS connected on VISANET. Customers would be able to identify VISA supported ATM's or POS terminals by looking for the VISA card branding.

The project involved the installation of network infrastructure to ensure inter-branch connectivity for the Stanbic bank "brick and mortar" branches in Botswana. An interface link was installed to connect the inter-branch network to the VISA network. This also implied that Stanbic bank ATM's became part of the VISA network as customers using VISA debt or credit cards from other banks would be able to process their transactions on any Stanbic bank ATM. This became an additional source of revenue for the bank.

To be able to utilize this global virtual network, the bank's customers were issued with VISA debt cards. Customers had a choice of three debit cards depending on their market needs. A management fee will be charged when processing transactions through the VISA network to support the running of the VISA network. This fee will only be applicable when the bank's customers transact through ATM's owned by other banks other than their home bank.

4.3 STRATEGIC IMPLICATIONS OF THIS PROJECT

From a functional strategy point of view, this project was to enable the bank to expand globally through a technologically enabled virtual branch network of

ATM's and POS terminals. This global expansion approach is beneficial to the bank in the following ways:

- Reduced cost of operations - the necessity for an extensive physical branch network is greatly reduced. This implies reduced operating cost in terms of lower salary and rentals costs for "brick and Mortar" branches;
- A cheap way of expanding global through the network of ATM and POS terminals;
- Reduces capital investment in ATM's by enabling customers to use any ATM connected on the VISA network; and
- Strategic alliance with global network operators such as VISA network

Mapping the project outcomes to Ansoff's Matrix shows that the project will support the Market penetration cycle (Perreault & McCarthy, 2002).

4.4 ORGANIZATION'S PROJECT PIPELINE

Due to limited capacity to handle more than one project, Stanbic bank Botswana only executes one project at a time. The Project manager's office is a new establishment and lacks the necessary support staff to support more than one project. The preference to only execute one project at a time also ensures that functional managers do not sub-optimize the projects. With one project running at a time, strategic balancing of functional activities and project activities were accomplished without any need of extra resources. Graham & Englund (2004) recommend that team members be involved in one project at a time, as it keeps the group focused which improves the quality of the project and increases the chance of the project being completed on time.

4.5 THE SYSTEM-PROGRAM-PROJECT HIERARCHY

Figure-8 below show a system's of the project hierarchy

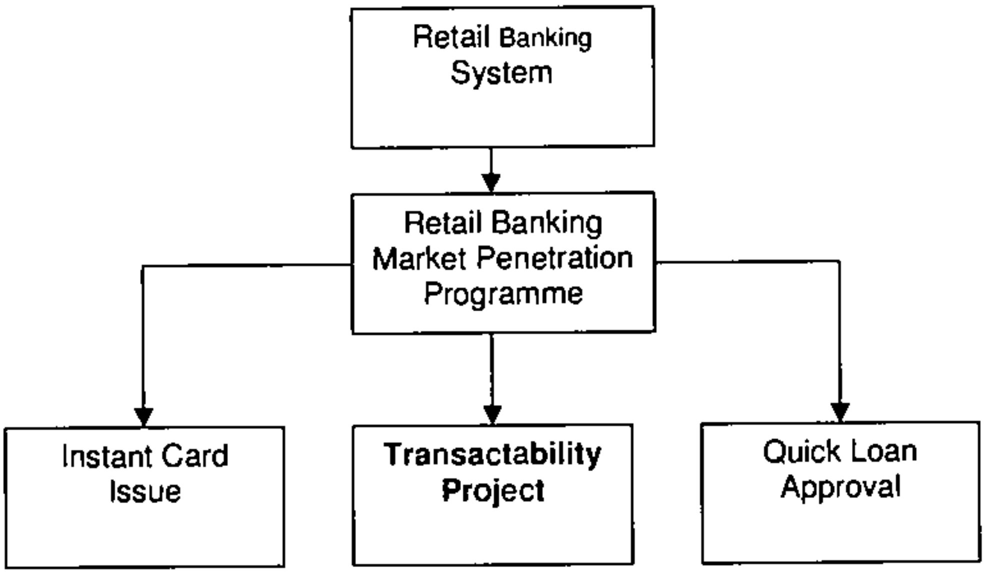


Figure 8: Project Hierarchy

The system: Retail Banking System

The Program: The Retail banking Market penetration program

Project: Transactability Project

Mapping the project on the project hierarchy assists in ensuring that projects fall within the strategic projects of the bank.

5.0 PHASE 3 – ORGANISATIONAL ENVIRONMENT SURROUNDING THE PROJECT

Graham & Englund (2004) provide a set of ten reference points to assist organisations in creating environment that support project management.

5.1 LEADING THE CHANGE TO PROJECT BASED ORGANISATION.

The executive or upper management support is critical for project management (Pm) to succeed in an organisation. If senior management perceive Pm as a necessary evil, then Pm and success at implementing projects will be poor (Graham & Englund, 2004).

Pm is seen as an important function at Stanbic Bank, with senior management providing support to the Project Manager (PM). Our investigation revealed the following when it came to assessing the organisations progress in changing to a project-based organisation.

How did we ascertain senior management commitment to PM?

1. The fact that the country PM reports to the country Managing Director (MD) gives PM prominence in the organisation. Strategic projects are agreed at Africa Divisional level, where the Botswana MD is present. Projects are proposed by head office project office - A joint decision is taken by all Africa MD's whether or not to implement. Once this decision is taken, the Botswana MD 'sells' the project to his management team.
2. Country PM is given full control over the implementation of the project.

3. Stanbic also has a good communication system in place to ensure that all staff is aware of what is happening in the organisation and the organisations plans for the future.
4. The approach used at Stanbic to establish a project team:
   - MD briefs executive and senior management on the project.
   - Departmental managers then brief their staff.
   - The PM reviews the project plan produced by group project office (this plan outlines the deliverables – not dates). PM then establishes which departments will be affected by the project. A request is made to the relevant departmental heads requesting staff to be allocated to the project. The departmental manager then identifies a suitable candidate for the project team. The PM may request specific staff where PM has a preference because of previous experience. The fact that there is only one project being run at a time, and the PM has indicated that she has requested specific people, for projects, because they performed well in previous projects. This can lead to other employees becoming demotivated, and labelling the project team as an elitist. This can lead to culture/ climate problems.
   - A core team approach is used, and a multi-disciplinary team is established for the length of the project and thereafter the team is disbanded.
   - The company allocates a sponsor for each project whose function is to provide support and assist the team to resolve any problems requiring senior management assistance. The sponsor is usually the head of the department where the project is being implemented. In the case of the Transactability Project the sponsor was the executive in charge of the retail department. The PM was satisfied with the role played by the sponsor.
   - Core team made up of collocated members – allowing for ease of communication and interaction.

- PM briefs team on the project.
- PM is given responsibility and authority for managing the project. In the project team situation, the project manager is seen as the 'expert' and is empowered to make decisions, even if higher ranking managers/ executive managers are part of the team.
- Although team members are allocated to the project 'full time' if a crisis occurs in the business outside the project, then the crisis takes precedence over the project. This has resulted in delays in the project. A particular case sited involved a team member from finance department who was taken off the team by his manager during financial month end. Although this is not a common occurrence, the PM does not have power to prevent this from happening. This could be seen as evidence that PM is not given equal footing as other functions. Again, we are reminded that PM is new in the organisation and we could expect such conflicts to occur.
- Other members are brought in temporarily as and when required. Specialist help was sourced from the project office at head office.
- Project office at the head office plays a role as part of the project team – not core team.
- At Stanbic PM is still at its infancy. The company has only one project manager and runs only one project at a time. It is the intention of the MD to establish a local project management office, as and when the need for more specialised staff is needed. The immediate plan is to provide support staff for the PM.
- Although the organisation may be of the opinion that one project manager is sufficient, for their current needs, and therefore attempts one project at a time. This approach has its pros and cons.

On the negative side:

This could result in a backlog of projects in the project pipeline. By not running projects concurrently, there is the possibility that the company could end up delaying important projects. This could result in the company not being able to capture first mover advantage and losing possible revenue by introducing products and services that may be already further along in the concept life cycle (Graham & Englund, 2004).

On the positive side, Stanbic's approach of running only one project at a time may be the best approach at this early stage of introducing project management:

- Since the company is small and resources are limited, by attempting just one project at a time, it allows the company to focus on one project and to put all effort behind making the project a success.
- By focusing on one project, the company avoids the problem of sub-optimization of projects. Sub-optimization refers to a situation where managers begin to support a project they favour more than other projects resulting in ineffective and inefficient use of resources. In time as the organisation grows, and Pm develops in the organisation, there is the possibility that the company may start running more than one project at a time and sub-optimization could become an issue. It is therefore important for Stanbic's management to recognise the issue and to take adequate steps to guard against it.

Conclusion: although Stanbic is making an attempt to establish Pm in the organisation, it is our opinion that it is being done piecemeal. This approach is slow and success is not necessarily guaranteed.

5.2 Giving the Transactability Project a Strategic Emphasis

According to Graham & Englund (2004) project members need to know what the project as a whole is trying to achieve and the project leader should be responsible for defending the project. In our interview with the project manager for this project, Ms. Hrusa explained that it was up to the functional heads to motivate those members of their staff who were seconded to this project and that she assumes the responsibility of defending the project to the senior management team and to other members of staff. Information is also disseminated to the rest of the organization by way of internal emails.

Sub-optimisation is a problem that results from the tendency of managers to act independently on competing projects and strive to optimise their own projects at the expense of other competing projects (Graham & Englund, 2004). Stanbic Botswana projects are determined at the Corporate office and implemented at the SBU level. This reduces the chances of sub-optimisation since directives and prioritization of these projects is determined outside the Stanbic Botswana management team.

Functional managers are responsible for nominating staff from their departments to the project team. However, the Project Manager has a final say on who will be in the project team and may turn down some nominations or specific request that some people be included in her project team. The decision on whether to accept or decline some nominations may be motivated by previous experiences from having some specific human resources in her project teams.

Generally, Stanbic Botswana does not operate more than one project at a time and, therefore, do not encounter the problem of multiple project management.

At Stanbic there is a formal process of selecting projects which are strategically aligned to the corporate strategy of the organization. Despite the fact that the projects are designed at the head office, the selection of the project was supported by the MD's reports, which entailed the needs for the locals.

5.3 How Upper Managers at Stanbic Influenced Project Success

As Stanbic tries to establish project management (Pm) in the organisation, it is natural to expect some resistance from staff, and especially from management. Pm is being established as a senior position, and it ends up using existing departmental key staff. Many managers may see PM's appearance on the scene as a loss of power. In order for PM to succeed, many old habits would have to be dropped and many new habits will have to be learned. An important factor in enabling PM success is for senior managers to realise the critical role they play in establishing Pm in the organisation. Through their actions senior managers send signals to the project team and the rest of the company on the level of commitment and understanding of project management. Quite often senior managers believe that it is their prerogative to interfere with projects and try to influence the project. However, in most situations this practice results in the detriment of the project. Senior manager have to realise that they need to set the example if they wish others to follow them as leaders.

From our investigation at Stanbic, we were able to establish that senior managers did provide support for Pm:

- By adopting an approach of doing projects in series rather than parallel, management have ensured efficient and effective use of resources. Having allowed the project team to be involved in one project at a time indicates that senior management is in support of Pm. It indicates that management is aware of the limited resources at hand. Stanbic Botswana is a small company and has currently only one trained and experienced project manager. Graham & Englund (2004) recommend that team members be involved in one project at a time, as it keeps the group focused which improves the quality of the project and increases the chance of the project being completed on time. However, managers who do not have a good understanding of Pm may find it difficult to resist the urge to try and implement projects in parallel, believing that they are accomplishing more.

- Upper management at Stanbic appeared to understand the importance of maintaining a stable core team and did not switch, take off or add new staff to the team during the course of the project. This helped maintain a stable and focused team, and prevented time being wasted as new team members moved in and out and settled in. Graham & Englund (2004) report that researchers have found that switching can push up project costs by as much as 40% due to delays in the project.
- Since projects are identified and driven from the head office, the group project office drew up the basic project plan, which was then used as the basis for the local project plan. This speeded up the planning process. The plan was developed further for local circumstances and realistic timelines were established with input from all parties concerned. It is company policy at Stanbic that every project has a project plan before implementation commences. The project only progressed once the project plan was finalised. Stanbic management did not force the project team to start working on the project without a plan.
- Because senior managers are not fully conversant with Pm, they rely on the project manager and the group programme manager to take control of projects. Senior management does not get too involved with the project – this also reduces opportunities for interference. The project sponsor represented senior management on a project. The project sponsor was not necessarily involved in drawing up the project plan, he/she did however, review the project plan to ensure that the implementation times and deadlines were realistic. The plan was also presented to the senior management team for review and comment.
- Management relied on the PM and group PM for direction on managing the project. Senior management allowed the PM to second the number of

people needed for the project and did not interfere by moving team members out or throwing extra 'help' to the team when the team experienced delays. Graham & Englund (2004) warn against management removing or throwing extra people into projects when delays are experienced, rather the proposed approach is to look at the project plan and to see which steps are affected and whether other steps could be expedited.

- Stanbic's management played an important role in communicating the details of the project throughout the company. Management's support for the project set the right tone for the project.

Stanbic's management empowered the project manager and project team to run with the project and kept their involvement with the project to a minimum. Management received regular feedback from the project manager and assisted when asked to do so.

5.4 Developing and Supporting Core Teams for Project Success

Graham & Englund (2004) suggest that establishing a project team with a core team is best practice for project management and that upper management must create an environment for successful project implementation.

This core team must be cross functional; representative of the affected departments; stable; preferably collocated; empowered to make decisions; with complimentary skills; committed to the project goal and have the ability to apply collective wisdom.

The core team for the Transactability project had a project sponsor from the affected retail department (Andrew Barton), was led by the PM comprised of members from the following departments: Finance, Marketing, IT, Operations, Training and Card Division. Three external consultants were also used from outside Stanbic Botswana to provide expertise where difficulties were encountered. From this, we can conclude that the project team was cross functional with complimentary skills. Members of this team were fairly senior in their departments and were, therefore, able to apply collective wisdom.

From our interviews with Ms. Hrusa, we learned that the project team was indeed empowered to make decisions as she was the ultimate decision maker in the project. Though Mr. Barton is a more senior official than her at Stanbic Botswana, she was the ultimate decision making authority on the project.

Ms. Hrusa demonstrated her decision making authority when a team member from Finance was not able to deliver on receivables for a second consecutive time and was removed from the project team.

Though customers may also be used as members of the project core team (Graham & Englund. 2004), no customers were used in this project. The assessment of the needs of these customers was done at the market research stage before the project was rolled out. The customer needs were, however, not adequately assessed since the project sign off was delayed due to customer transactions being declined as a result of time-outs. This was a result of customers being required to enter their PIN numbers in the keypads when they didn't have easy access to the keypads.

Upper management was involved in the selection of the core team to the extent these team members were nominated to the project by their functional heads. However, the project manager is, generally allowed to select specific members into her team if she has worked with them on other projects and believes that these resources may be valuable to her project. Most of the project team members selected were collocated in one town. However, what Stanbic Botswana did not have was the reward system for the project team.

One criticism on Stanbic approach to Pm is that the organisation has as yet not developed a reward system for Pm. Again, as the company is just starting out in Pm, one would expect that this could be an area that would not have been addressed yet. Reward systems in organisations are generally designed to reward the individual. Project management is essentially a team effort and reward systems have to be redesigned to support teamwork.

5.5 ORGANISING THE PROJECT MANAGEMENT EFFORT AT STANBIC

Graham and Englund's (2004) ten reference points all have one common theme. All ten points stress the important role that senior management play in creating an environment, which supports project management.

Most organisations are traditionally functional. Functional organisational structures have worked well in times when the focus was on repetitive work and constant cost reduction. However, as organisations move towards the adoption of Pm, the functional organisation structure has proved to be a major constraining factor. Successful Pm requires cross-functional teamwork, and decentralisation of power. Functional organisational structures are inherently individualistic and centralised – which is totally opposite to a Pm supportive organisational structure.

Stanbic's organisational structure can best be described as organic. The organisation is essentially functional but with a project management function, which is constituted for each project and then disbanded at the end of the project. The current organisational structure is adequate to provide the environment needed for project management. Although the project manager reports directly to the managing director, during the course of a project, the project manager and project team fall directly under the departmental head in which the project is being implemented. The department head also assumes the role of the project sponsor.

Considering the fact that Pm is new at Stanbic, any attempt to implement a fully projectised or matrix organisational structure will be inappropriate.

5.6 Developing the Project Management Information System

Accurate and timely information is crucial since an information deficiency can lead to substantial costs to the organization. Stanbic uses Microsoft Projects to plan the project and to monitor the progress of the project. Information is disseminated to the Steering Committee (Steercom) through meetings where the Project Manager updates these senior bank executives of the progress of the project. Other members of the organization are updated by way of weekly emails. Direct supervisors are encouraged to filter this information downwards to their staff members not on email.

MS Project is a basic project management tool that indicates the tasks to be completed, the resources allocated the task, the sequence the tasks must follow, the stage of completion (in percentage), the number of working days allocated to the task and the start and finish dates. The benefits of a Project Management Information System should, over and above those conferred by MS Projects, offer information on the status of the project including: costs, projected staff levels; projected release dates specifications and changes. The system can also support modelling tools for carrying out situational analyses for projects (Graham & Englund. 2004).

Project members were given timely updates on the overall project progress during project meetings, which were held on weekly basis. The other meeting held was for the steering committee. The corporate heads were informed on the progress of the project by the PM through scheduled projects reports. These information systems adopted by Stanbic were also used to predict the delays on the project deliverables.

5.7 Selecting and Developing the Project Manager

Many organizations do not have formal processes for selecting, appointing and developing project managers. Too often, people are promoted to project management positions based on past performance in their professional careers and not necessarily on their competencies in project management. Project managers appointed using this approach are referred to as accidental project managers (Graham & Englund, 2004). It is imperative that senior managers recognise that the skills set for project managers are different from those of other professional careers and that processes are put in place to recruit, select, train and develop project managers with the specific skills to successfully manage projects.

When Stanbic Botswana realised that projects were becoming a regular part of the business, and that the organisation did not have anyone with project management training and experience, the managing director decided to recruit a suitably qualified and experienced candidate from outside the organization. The organisation chose not to appoint an accidental project manager. The current project manager, who is also the first project manager in Stanbic Botswana, had done some work for Stanbic as part of a consultancy and was offered a position after the managing director was impressed with her management of a project. The project manager is currently studying towards her master's degree in project management.

Even though the Stanbic Botswana branch has currently only one project manager, the company believes that one PM is sufficient for their current needs. However, management has advised us that they will reassess the need for appointing additional project managers as and when the need arises.

Stanbic does not have formal processes in place for recruiting, selecting, training and developing project managers, nor does the company have procedures in place for developing existing staff as project managers. This could be a problem area, as the company is over-reliant on one person to manage projects in the organisation. We recommend that the company consider putting in place a development plan to prepare more project managers internally as part of their succession planning process. The company could be placed in a dire situation should the current project manager suddenly decide to leave the company.

5.8 Developing a Project Management Learning Organisation

It is already highlighted in the previous reference points on how supportive the upper management at Stanbic Botswana has been on this Transactability project. This could be underscored by the fact that functional heads released their staff with ease to participate in the project proceedings. Though there was no formal training on project management during the execution of the Transactability project, we have been however, led to understand that a training policy on Pm has been taken into consideration.

Stanbic Botswana intends to adopt recognized project practices in future. Some of these practices would be project audits and projects reviews whereby organizational learning can be fostered. Stanbic Botswana has displayed a positive sign of moving towards a project-oriented organization by already exercising some of these project practices.

5.9 Developing a Project Management Initiative

A further suggestion for an organisation to create and sustain an organisational environment that supports project management is to develop a project management initiative. This entails having a dedicated team of people, whose responsibility is to promote project management in the organisation. This team could be called the 'Project Office' or what Bolles (2002) calls Project Management Centre of Excellence (PMCoE).

Their responsibilities will, amongst others, include: developing and implementing Pm policies, procedures and practices; developing the curriculum for PM development; assisting in PM recruitment, selection and development; implement, maintain and manage the Pm information system;

Since Pm is still new at Stanbic Botswana, a formal project management initiative is non-existent. There is only one trained and experienced project manager, who spends all of her time as project manager of current projects and preparing for future projects. As project management gains impetus and more project managers are recruited, the company will most probably consider establishing an office to promote Pm in the organisation.

Nevertheless, the Botswana office is supported extensively from the Standard Bank SA project office.

This would obviously be a point on which we will be able to offer them recommendations which they should employ as Pm grows in the organisation.

5.10 Creating and Environment for Successful Projects in the Organisation

At Stanbic Botswana projects are internally marketed first to the executive team so as foster their understanding of the project and its imperative from the business perspective. The ultimate objective of this internal marketing of the project was to have a by in from the upper management. This was the approach that Stanbic Botswana adopted. It actually fell well in place with the current situation whereby most of the upper managers did not have a preliminary training on Pm.

With a better understanding of the imperative of the project to the business, the upper management at Stanbic Botswana illustrated a high level of support to the Transactability project. The theme was easily marketed down to the lower levels in the organizational structure. This move made the PM's job easy when it came to assembling the project team. With a top-down hierarchical approach, effort was made to educate every stakeholder on the strategic fit between the Transactability project and the organizational strategy, available resources to execute the project and to understand the business benefit. As already highlighted in the previous reference points that Stanbic Botswana has already shown positive signs of moving towards being a project oriented organization. We have been told that Stanbic Botswana intends to have a project office which will take the responsibility of handling all the project activities like drafting a curriculum for the PM.

6.0 PHASE 4 - RECOMMENDATIONS

Our group was able to conclude that project management is a high priority function at Standard Bank SA. From the evidence provided we were able to see that the company has a comprehensive and structured approach to project management that generally follows project management theory. Project management is still in its early stages at Stanbic Botswana, however, the company's decision to make a start by employing a project manager about two years ago is a start. Even though the level of project management at Standard Bank and Stanbic Africa impressed our study group, we did however identify some areas, which we believe requires attention. Our recommendations below have been listed in order of priority.

6.1 IDENTIFICATION OF A PROJECT MANAGER, INTERNATIONAL PROJECT TEAMS AND CULTURAL DIVERSITY.

Observation

Graham & Englund (2004) list the following five criteria for successful project managers: Enthusiasm for the Project Manager to do the job; Tolerance for ambiguity and readiness to work with ambiguous authority; Possession of high coalition and team-building skills; Client Customer Orientation; and Business Orientation.

It is our observation that the scoping of the project, identification of goals and features, specifications, modeling and planning for the project and the control were done at the Head Office. A local core team was established for the implementation of the project.

Graham & Englund (2004) further observe that the final measure of a successful project manager is the satisfaction of customers. These authors are of the opinion that the project manager must understand the customer situation and must be able to craft their needs into a vision that can be used to motivate and direct members of the project team. The project manager must be able to make decisions that will affect the final profitability of the product.

From the observation above, it would appear that Ms. Hrusa could be evaluated on the first three of the five criteria. The last two of these characteristics would be associated more with the Mr. Savala. To this end, there was uncertainty among the group as to who the actual Project Manager for the Transactability project was. After much discussion and debate, the group reached an agreement that Mr. Savala, as the Stanbic member of staff with more strategic input in this project, was the Project Manager for the Botswana project. Ms. Hrusa was, therefore, effectively, the leader of a self-managed local core team. With the location of Mr. Savala and another project core team in South Africa, the entire project team is effectively made up of a local and foreign core teams and is effectively an international project team.

Recommendation 1

From the above observation, we believe that there should have been a member of the local project team who was be designated as a Project Manager and who would be both responsible and accountable for the project success. This person would effectively have the necessary tools and authority to meet the five criteria for successful project managers as described above. Ideally this function would have been assigned to Ms. Hrusa who we feel was accountable and responsible for the success of the project in Botswana. We are of the opinion that for Botswana projects to be successful, her involvement should be extended to include Client Customer Orientation and Business Orientation. By involving Ms.

Hrusa in the earlier stages of the project, she would have had input in terms of highlighting local issues like cultural diversity and this may have enabled the head office project team to design a product that would have been better suited to the Botswana context. Hill (2003) notes that generic strategies that treat the whole world as a homogenous cultural entity with little variation in tastes and preferences can lead to failure. We believe that local project managers could add the cultural perspective and, to increase the chances for project success, should be involved from the scoping of the project, through the planning up to the hand over of the project. Involvement of the local project team leader from the early stages of the project development will also assist in her training and development and give her the confidence to participate in subsequent smaller projects that are conceived and implemented at the local level. We believe that this is a high priority recommendation that must be given immediate attention. A internal mentorship must be established for the local project team leader and her development must be tracked and evaluated after each project.

Recommendation 2

Graham & Englund (2004) observe that where there are international teams, there may be conflict between head office and headquarters where there is uncertainty about what information is required between the two parties. Despite the involvement of country manager's in the planning process, it appears that there was insufficient communication between the head office and some of the country's project teams and upper management. Though there is no specific instance of such a problem for Botswana, problems were encountered with staff movements after the commencement of the project. This resulted in cost over-runs as resources were re-trained and there was a need for re-implementation.

We believe communication between teams is crucial for project success and this is a high priority recommendation that must be given immediate attention.

Feedback must be obtained from all people involved in the project at the review stage to ensure that communication was sufficient and that each team member appreciated their role in the project and what was expected of them at al times,

6.2 THE LOCAL CORE TEAM AND PROJECT WORK

Observation

The Stanbic Botswana core team was made up of members from all the functional departments. Despite a member from the Finance Department who had to be replaced as a result of failure to deliver, these individuals worked on the project from beginning to end. However, Graham & Englund (2004) propose that to receive maximum benefit from a core team, members of the core team must be released by their functional heads to work full time on the project and that these members must be collocated. We learned during our interviews that the members often congregated in the project room for meetings and would often leave to attend to their routine office work while also doing assigned project tasks from their offices.

Recommendation

According to Graham & Englund (2004), the advantages of collocation of team members are:

- It allows members to more easily and frequently exchange ideas.
- It allows members to communicate on a more frequent basis reducing team communication problems.
- It improves team spirit as members from the various functional departments tend to lose their departmental identity and associate more with the project team and work for the team goals.

Graham & Englund (2004) also identify the advantages of members working full time on the project as follows:

- It allows the achievement of the improved project quality in the least cycle time.
- The core team becomes more productive as team members focus on the project until it is complete.
- Members are able to focus on customer expectations.
- Core team members feel accountable for the whole project and not just certain aspects of it.

We recommend that for future project success, the executive management of Stanbic Botswana release project core team members to work full time on the project. This requires these members of the core team to assign their daily routine office work to colleagues. The core team must then be stationed at one 'project room" where they will be able to share ideas. We recognize that team member's input may be required at different phases for some projects. Therefore, it may be disruptive for all the team members to be located at the same place. This is, therefore, a medium priority recommendation that may be left to the discretion of the project manager and/or the team leader who must decide at the time of planning when it would be imperative for the team members to be collocated. To control this, the project leadership must review at various intermittent stages of the project whether there is a need for the resources to be collocated.

6.3 PROJECT PLANNING AND COST CONTROL

The costs of the project were divided into capital costs and 'other costs'. Though there was no specific itemization of these other costs.

The budget overruns on other project costs were due to the following factors:

a) Technical Specification not detailed enough resulting in a lot of costly fine tuning & redefinition of system requirements to deliver business requirements.

b) Head office IT resource constraints resulting in the use of costly vendor resources to carry out a big part of the implementation.

c) Staff movements resulting in the operations part of the project falling into problems immediately after implementation which resulted in unscheduled trips and additional resources being flown into the country to retrain and re-implement.

According to Garrison & Noreen (2003), multinationals may experience problems when preparing budgets ranging from foreign exchange currency rates, differences in country inflation rates, and local economic conditions. These challenges may render a budget obsolete very quickly. Apart from the reasons already offered above for the variances to budget, the budgeted figures may also be affected by these international aspects of budgeting.

We were unable to obtain clarity from the Project Manager on whether there was any itemization of the 'other" costs that have been budgeted for the project. To this end, we were unable to make a further analysis on the specific items of the budget where there was over spend. However, we note that the cost over runs have been allocated to the various SBU's on the same basis of relative customer base and the number of ATM'S. This presupposes that the factors that resulted in project over runs were uniform across the countries.

The causes for the cost over runs as identified above also underscore a flaw in planning for the project. According to Graham & Englund (2004) planning must precede activity. The benefits of project planning include project cost reduction, project time reduction and project quality improvement.

Graham & Englund (2004) suggest that a large portion of the cost of any project is attributable to changes made to the project plan, the product design and the final production process. Graham et al (2004) also suggest that to control costs, problems must be identified early and the necessary changes be dealt with early in the project. It appears that a lot of the problems that led to the project budget being exceeded were realized late during the implementation process. These changes appear to have been "unexpected" by the Project Manager as they were included in the project scope and they were not factored in the project plan and the project budget. The project plan would have also required the Project Manager and the management of Stanbic Botswana to ensure that all the resources would be available for the duration of the project to avoid these project crises.

The inadequate details in the technical specification are also an example in the flaws in the project plan. Graham & Englund (2004), suggest that successful projects require that products are developed that fulfil the needs of the correct customers. Quality planning ensures that there are minimal changes to product specifications during execution and that a product is developed that meets customer expectations.

Recommendation

We recommend that Stanbic project management teams take into cognizance the differences between the various country economic factors in budgeting for and controlling their project costs. Since what cannot be measured cannot be controlled, budgets should be more detailed with major activities being budgeted for separately for on the basis of the appropriate cost drivers. Actual costs should also be allocated by activity and by country. This will enable project managers to identify the various implementation challenges that are unique to each of the countries and enable these managers to plan for these in subsequent projects that are of a similar nature. Because of the importance attached to the potential return of projects and the anxieties that may exist about delivering projects within budget, cost control is a high priority action item that must be implemented immediately and must be monitored in the next project that is undertaken by the banking group and its subsidiaries.

6.4 COST ALLOCATION TO SBU'S

The Transactability Project was launched to the rest of Africa as one big project, with costs being managed at group and not country level. Some costs were carried by the group project office while other expenses were incurred as and when needed and only later allocated to each country either equally or on a customer base rather than actual cost per country.

Stanbic's policy of accumulating expenses for all the countries and then allocating some of the project costs to the SBU's, impacts on the financial performance of each country. Such a policy has the potential to be unfair in the allocation of costs.

Recommendation

We are of the opinion that Stanbic should have maintained separate accounts for each country so that countries could be held responsible for their actual costs and not some theoretical figure. In fact each implementation project team should have had a mechanism in place to monitor and control their direct expenses, which could then be passed onto the group project office. This method would have ensured accountability of the project managers in each region, a greater concern for budget control and cost management, fair allocation of costs, and a fair understanding of costs versus benefit of the project for each country. By accumulating all costs and then allocating them using some arbitrary method also reduces the company's opportunity to learn from the project, and allows country project managers to deflect accountability by claiming that they have no control over the budgets and cost allocations.

According to Garrison & Noreen (2003), the use of a base to compute overhead rates that does that not drive overhead costs may lead to inaccurate rates and distorted costs. We believe, therefore, that in managing the project costs, the reasons for travel should have been recorded and the appropriate cost driver been used to allocate the costs. An example of a cost driver for staff movements retraining and re-implement would, for example, have been the number of staff per SBU or the rate of staff turnover/movement by SBU.

6.5 Development Of The In-Country Project Manager

Expanding on the discussion in 6.1 above we are of the opinion that Stanbic failed to use an ideal opportunity to improve project management in the organisation. Although the Botswana in-country project manager may be the most qualified and experienced person in project management at Stanbic Botswana, she still lacks sufficient experience and has to therefore be developed to become a fully-fledged project manager. Her experience is usually limited to implementing projects. She requires exposure to the early stages of a project and working alongside the Stanbic Africa project manager would provide this opportunity.

Recommendation

We recommend that Stanbic allow the in-country project manager to work alongside the Stanbic Africa project manager as part of her training and development.

6.6 ALIGNING THE REWARD SYSTEM FOR PROJECT TEAM MEMBERS TO THE PROJECT

We also learned that having being seconded to the project, members of the core project team were still evaluated on the key performance areas from their functional areas while they were working on the project. Their functional superiors also evaluated these team members and neither the local core team Project co-ordinator (Ms. Hrusa) nor the Project Manager (Mr. Savala) had any input into the evaluation of these staff. Ms. Hrusa is the only member of the local project team who was evaluated on the success of the project.

Recommendation

Graham & Englund (2003) suggest that the team leader should have some control over the evaluation process and the rewards of team members, providing feedback to the functional heads of these members of the core team. These core team members must be evaluated for the time that they were on the project and this evaluation must be based on their individual and team work.

We recommend that Stanbic Botswana adopt a method where the evaluation criteria of staff members who are seconded to project teams is amended to include an assessment for the time that they were in the project team. This, as suggested above, should take into account the input of the project manager or team leaders. If the reward system takes into account those rewards that the team members find most important and is based on the accomplishment of project goals, team members will be motivated towards the success of the project. This is a high priority action item that must be implemented immediately and must be controlled by ensuring that each team member feels commensurately rewarded for his or her contribution to the success of the project. An appraisal system for project success must be immediately incorporated into the performance evaluation system and it must be transparent, consistent and fair.

6.7 Competitive Forces Analysis

In the project motivation documents the Porters five forces analysis for the Transactability Project was done looking at Stanbic Africa's position in the card business across Africa. We are of the opinion that each country in Africa is at different technological level, has different demographics, and may be at different stages in the business cycle and therefore generalising for the region

Recommendation

We recommend that future analysis for future projects be done for each country so that the idiosyncrasies of each country could be taken into account to arrive at a better understanding of the competitive environment in each country.

CONCLUSION

Graham & Englund (2003) are of the opinion that an environment for successful projects requires a practice of learning the best practice on how to manage projects better. Though Stanbic appears to practice many of the principles of good project management, learning comes from examining successful, as well as unsuccessful practices on their projects. Learning can also lead to the development of new practices that may lead to the organization having a new way of thinking about their customers.

PERSONAL REFLECTIONS

Rajendra Singh (Student Number: 70506582)

The major revelation to me was just how detailed and complex proper project management can be, which could probably be one of the reasons why majority of projects are fraught with problems, setbacks and budget overspends. Planning appears to be critical to the success of a project. This course has also shown me that that being a successful project manager takes much more than a qualification in project management. I've now come to believe that true project management is an art that develops through experience and over many years.

Moraki Mokgosana (Student Number: 7050888577)

This assignment on project management has been enlightening to me in that I have learnt about the essentials of project management. I was particularly attracted to the rigorous way in which Stanbic Africa assesses products for strategic fit and how they will enhance shareholder value before they approve projects to bring these products to the markets.

I was also wowed by the importance that Stanbic Botswana attaches to project management as evidenced by the way they have a full-time project management function in the company. This suggests that the company is serious about the introduction of new products and services as a means for future growth.

Joseph Nguta (Student Number: 70510067)

My experience as the project manager for the Janus project was analogous to a company running multiple projects, all competing for limited resources. The resources in this particular case were the group members who were also hard pressed to meet other deadlines for their research and elective course projects.
In such a situation, I learned that synchronizing time scheduling in order to achieve a win-win situation for all the projects was a critical success factors. I also learned that, sharing out work activities among the group members from the onset and giving group members autonomy to manage their time towards meeting the set deadline works very well. In a nutshell, I learned that time management is a critical success factor for projects.

Oduetse Tebogo (Student Number: 34550038)

I have learnt that project management is essentially balancing between performance, time and cost. A fully committed project manager supported by a team should monitor all these factors very closely. Individuals charged with project implementation must be involved from inception to promote project ownership, its objectives, expected results, expected challenges and possible solutions. The success of a project does not only depend on thorough planning, but also on effectiveness of project monitoring systems because even the best laid plans that are not monitored and controlled can go wrong. Knowledge of your environment is paramount because savings may be realized by using existing structures to accomplish your goals.

Titus Malunga (Student Number: 70507015)

During the period of studying the Executive Project Management I have learnt how to manage a project and most importantly how to create a suitable environment for successful projects. Also learnt from this program was the benefits achieved from the projects which were executed in project oriented environments in comparison to those executed in non project environments.

On creating a suitable environment for successful project, I learnt that there are a number of factors in an organization responsible for the success or failure of the project. Also learnt was how an organization could be turned into a project oriented organization by avoiding the factors responsible for project failure and encouraging those factors which are suitable for project success.

I have also learnt how vital it is for organizations which are striving to become a project oriented company to consider the introduction of leadership to give direction as there could be a need to go through cultural change. From the project evaluation we carried out at Stanbic Botswana I learnt that it is very essential to ensure the existence of strategic alignment of the project to the business strategy, to screen and administer the project portfolio on business drivers determined by the organization.

Annie Chaka (Student Number: 70508240)

I thus learnt that though one can be an experienced project manager, the key to a successful project management is in involving every team member; even the tea lady can make the project execution to fail.

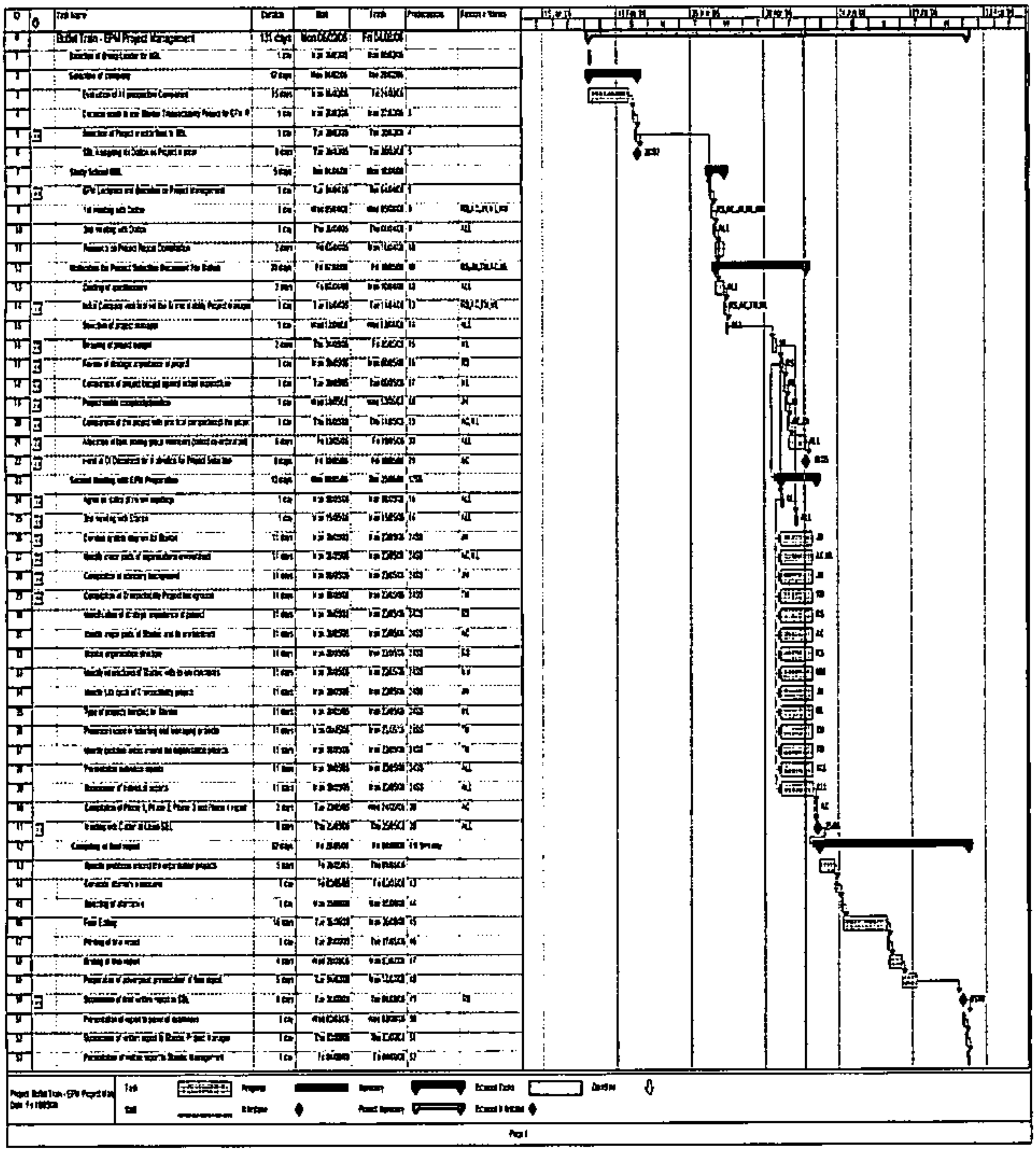
The transactability project was well planned on paper but when it came to implementation, the project ended up with overruns on time and finance. The reason for the overruns was that, during the planning stage the project manager in South Africa did not put into consideration the needs for Botswana. He didn't evaluate the Visa network in Botswana to determine whether their Debit/Credit card product will be compatible. He didn't take through the in country Project Manager all the compliance issues of getting the government regulations requirements. This led to the project plan being amended at the last moment resulting in overruns.

Malebogo Lesolame (Student Number: 34406301)

The assignment has helped me to understand that when a business embarks on a project, it must ensure that the project is aligned to the organisational strategy, vision and mission. I now know that for any project a Project Manager must be identified trained and be given all the necessary power and authority to run the project and a Project team must be formed and these must be released from their day to day jobs to give the project maximum attention which has an impact on the success of the project. Working together on full time basis will give them an opportunity to exchange ideas and to share information. All the members of the project team must be evaluated and rewarded in relation to the success/failure of the project. This would motivate the employees to volunteer to join the project team and they will be motivated towards the success of the team. I have also learned that constant and frequent communication between all stakeholders is critical to the success of the project. Continuous review of the project as it progresses is also important, as it will help to identify and correct the problems that may arise as the project progresses.

APPENDIX

Appendix A: BOT0104A Group Field Study Project Plan



APPENDIX B: VISION AND VALUES

Standard Bank Vision Statement

The vision of the company is:

- To make a real difference in financial services in South Africa and other emerging markets
- To provide sustainable financial services by harmonizing the needs of customers, staff members, shareholders and the society in which the banks operate.
- To attract, retain, develop and deploy teams of people with energy, passion and skills to ensure success of the company.

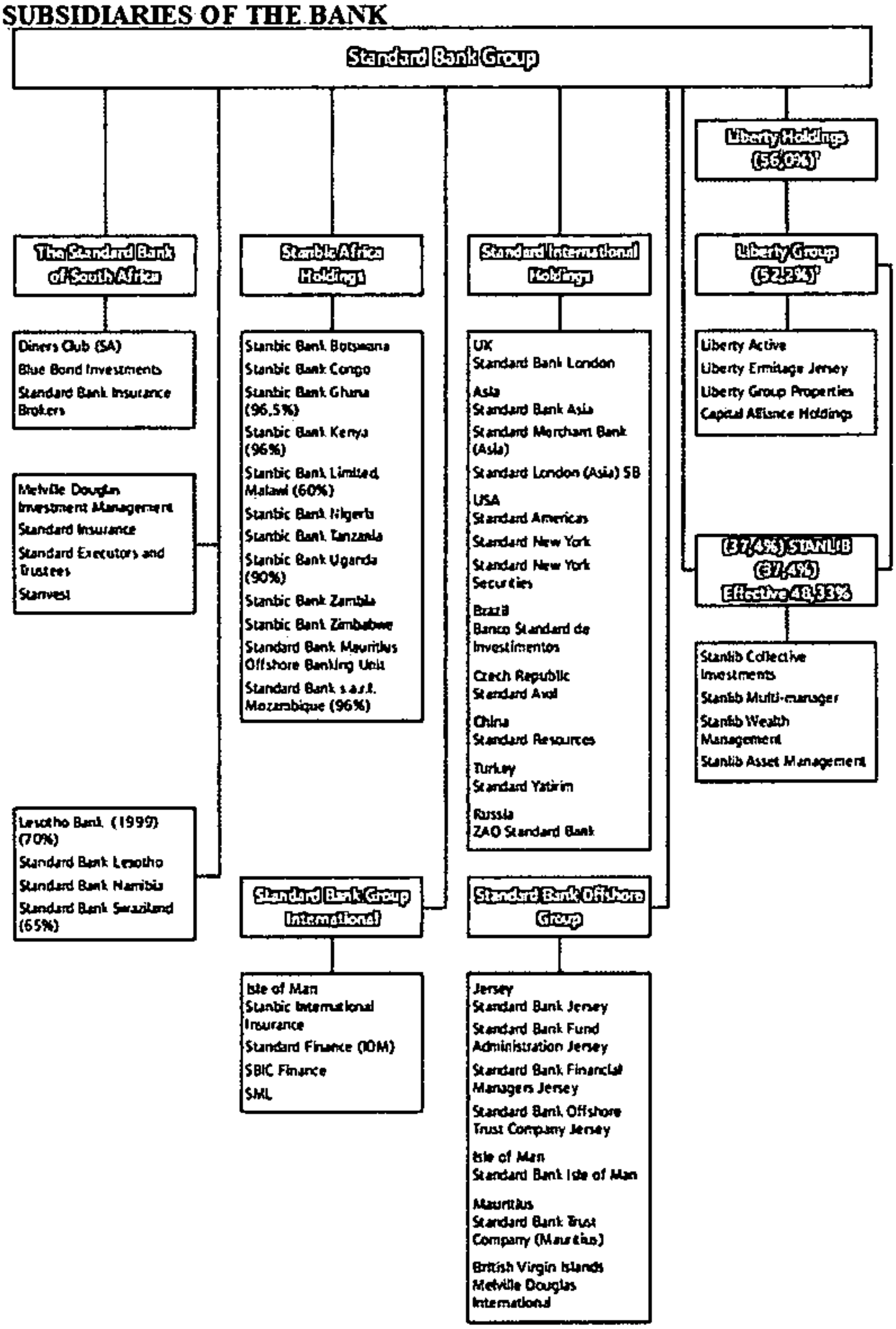
Standard Bank Values

The bank is guided by the following eight core values:

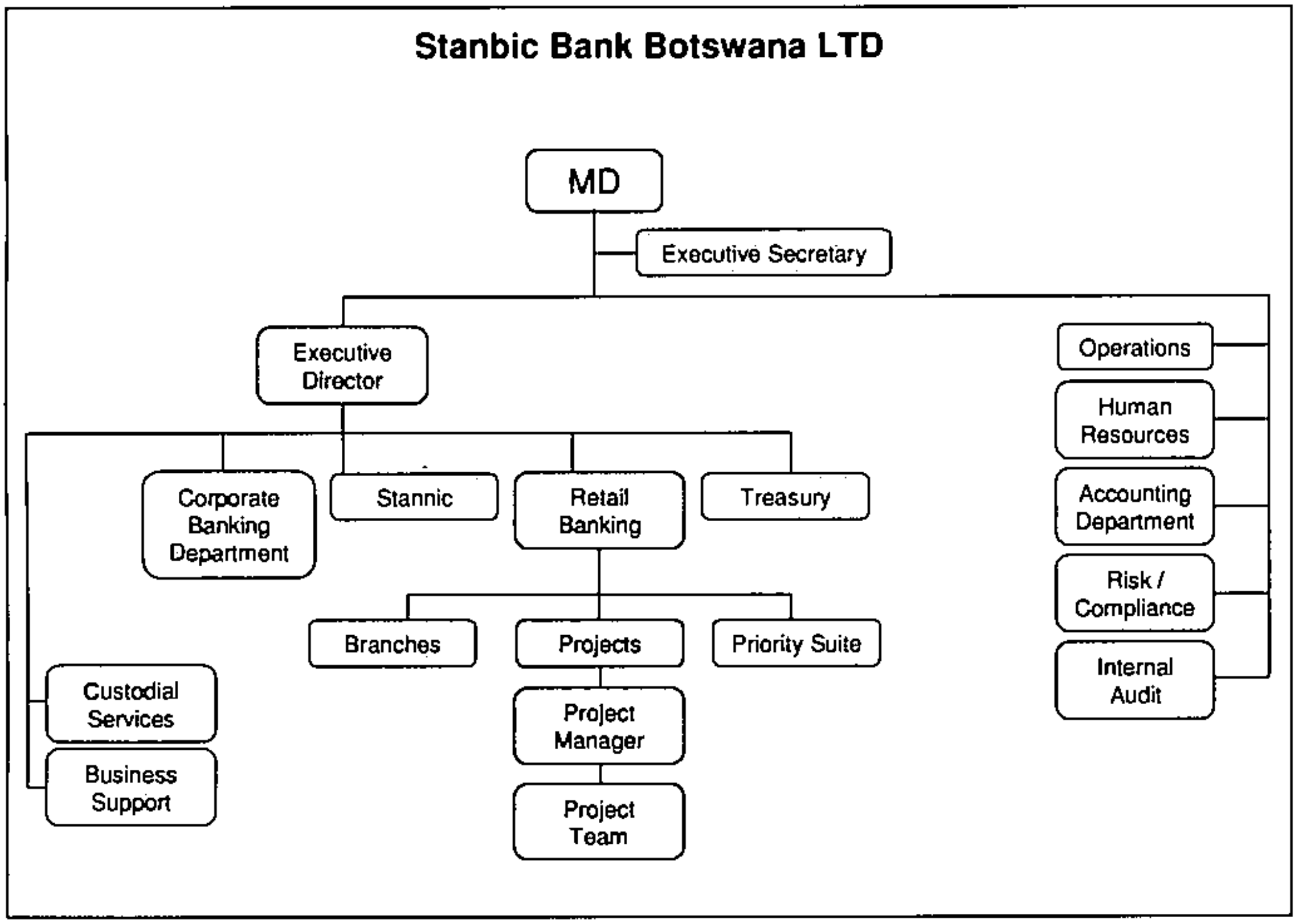
1) Customer Service:- strive to ensure that customers receive suitable products, services and solutions based on sound business principles
2) Staff development:- encourage and help staff to develop to their full potential
3) Delivering to shareholders:- strive to provide appropriate long-term return on investment to shareholders
4) Pro-activity:- strive to anticipate customer needs by being proactive rather than reactive
5) Team Work:- encourage team work across business units, divisions and countries
6) Attitude:- Guard against arrogance
7) Respect: Uphold dignity and respect to all stakeholders
8) Integrity: uphold high degree of Integrity and trust as perceived by stakeholders especially customers

APPENDIX C: DIVISIONS AND SUBSIDIARIES OF STANDARD BANK OF SOUTH AFRICA

SUBSIDIARIES OF THE BANK



APPENDIX D: STANBIC BANK BOTSWANA ORGANOGRAM (INDICATING TRANSACTABILITY PROJECT)



APPENDIX E: FINANCIAL JUSTIFICATION - TRANSACTABILITY PROJECT BOTSWANA (NPV)

Stanbic Africa Retail

ATM Acquiring and Debit Card

Issuing

Annual Income Statement

Country **Botswana**

	2004	2005	2006	2007	2008	2009	2010	2011
Acquiring								
Revenue	23,850	147,163	154,390	161,993	169,989	178,400	187,249	196,556
Them on Us								
- Local (ATM)	18,677	115,383	121,287	127,492	134,015	140,871	148,078	155,654
- International (ATM)	540	3,240	3,240	3,240	3,240	3,240	3,240	3,240
- Manual Cash Disbursment (Branch)	642	3,852	3,852	3,852	3,852	3,852	3,852	3,852
Add Valorum	304	1,912	2,071	2,243	2,429	2,631	2,849	3,086
- Balance Enquiries (ATM)	3,687	22,775	23,941	25,166	26,453	27,806	29,229	30,725
Variable Costs	855	5,415	5,939	6,519	7,161	7,875	8,667	9,546
Them on Us								
- Local (ATM)	390	2,491	2,778	3,102	3,467	3,879	4,345	4,872
- International (ATM)	333	2,087	2,255	2,437	2,634	2,847	3,077	3,327
- Manual Cash Disbursment (Branch)	133	836	905	980	1,061	1,149	1,244	1,346

Stanbic Africa Retail

ATM Acquiring and Debit Card

Issuing

Annual Income Statement

Country **Botswana**

	2004	2005	2006	2007	2008	2009	2010	2011
Fixed Costs	50,771	63,780	69,073	74,806	81,015	87,739	95,022	102,908
Visa Acquiring	17,792	3,317	3,592	3,890	4,213	4,563	4,942	5,352
Visa Licences	23,363	0	0	0	0	0	0	0
MasterCard Acquiring	9,617	60,463	65,481	70,916	76,802	83,177	90,080	97,557
MasterCard Licences	0	0	0	0	0	0	0	0
SBA System Cost	0	0	0	0	0	0	0	0
SBA Manual Cost	0	0	0	0	0	0	0	0
Acquiring Profit/(Loss)	**-27,777**	**77,969**	**79,379**	**80,668**	**81,812**	**82,786**	**83,560**	**84,102**
Issuing								
Revenue	***20,192***	***129,767***	***145,971***	***164,385***	***185,341***	***209,227***	***236,493***	***267,668***
Us on Them POS	0	0	0	0	0	0	0	0
Local Point of Sale (value)	1,284	8,561	10,243	12,255	14,661	17,541	20,986	25,108
International POS	0	2	2	2	2	2	2	3
Local Transaction Fee	415	2,641	2,918	3,224	3,561	3,934	4,346	4,801
- Flat fee + add valorum	13	86	102	123	147	175	210	251

Stanbic Africa Retail

ATM Acquiring and Debit Card

Issuing

Annual Income Statement

Country **Botswana**

	2004	2005	2006	2007	2008	2009	2010	2011
International POS Transaction Fee	0	1	1	1	1	1	1	1
- Flat fee + add valorum	0	0	0	0	0	0	0	0
International Forex	0	2	2	2	2	2	2	3
Us on Them ATM	0	0	0	0	0	0	0	0
Local	12,724	80,941	89,416	98,779	109,123	120,549	133,172	147,117
- Flat fee + add valorum	2,980	19,875	23,778	28,448	34,035	40,720	48,718	58,286
International	0	0	0	0	0	0	0	0
- Flat fee + add valorum	0	0	0	0	0	0	0	0
International Forex	0	0	0	0	0	0	0	0
Transaction cost to cardholder (non cash)	2,776	17,660	19,509	21,552	23,809	26,302	29,056	32,098
Variable Cost	***12,847***	***81,724***	***90,281***	***99,735***	***110,178***	***121,716***	***134,461***	***148,541***
Us on Them POS	0	0	0	0	0	0	0	0
Local Point of Sale (value)	228	1,453	1,605	1,773	1,959	2,164	2,390	2,641
International POS	0	0	0	0	0	0	0	0
Us on Them ATM	0	0	0	0	0	0	0	0

Stanbic Africa Retail

ATM Acquiring and Debit Card Issuing

Annual Income Statement

Country **Botswana**

	2004	*2005*	*2006*	*2007*	*2008*	*2009*	*2010*	*2011*
Local	12,203	77,629	85,758	94,738	104,658	115,618	127,724	141,099
International	0	0	0	0	0	0	0	0
International Forex	0	0	0	0	0	0	0	0
Transaction cost to cardholder (non cash)	415	2,641	2,918	3,224	3,561	3,934	4,346	4,801
Fixed Cost	***17,943***	***26,452***	***28,648***	***31,026***	***33,601***	***36,390***	***39,410***	***42,681***
Visa Issuing	6,261	26,452	28,648	31,026	33,601	36,390	39,410	42,681
Visa Licences	11,681	0	0	0	0	0	0	0
MasterCard Issuing	0	0	0	0	0	0	0	0
MasterCard Licences	0	0	0	0	0	0	0	0
SBA System Cost	0	0	0	0	0	10	126	270
SBA Manual Cost	979	6,154	6,665	7,218	7,817	8,466	9,169	9,930
Issuing Profit/(Loss)	**-11,577**	**15,437**	**20,377**	**26,406**	**33,744**	**42,645**	**53,328**	**66,246**
Total Profit/(Loss)	**-39,353**	**93,406**	**99,755**	**107,073**	**115,556**	**125,432**	**136,888**	**150,348**

Net present value (5 year @ 16%) $

Stanbic Africa Retail

ATM Acquiring and Debit Card

Issuing

Annual Income Statement

Country **Botswana**

2004	2005	2006	2007	2008	2009	2010	2011
346,794.32							
307,441.04							

	Upfront investment			5yr NPV	No of cards
	Acquiring	Issuing	Total		
Botswana	-	-	-	346,794	3,318

MBL EPM-Y 2006: BOT0104A

APPENDIX F: BOTSWANA TRANSACTABILITY PROJECT SCHEDULE (ORIGINAL)

Task Name	Duration	Start Date	End Date	Predecessor
Country Implementation – Botswana	98 days	06/12/2004	13/03/2005	
Road show	1 day	06/12/2004	06/12/2004	
Training	28 days	06/12/2004	02/01/2005	
Product	28 days	06/12/2004	02/01/2005	
Obtain training material – Product	3 days	06/12/2004	08/12/2004	
Train the trainer (Attach to Swaziland)	5 days	09/12/2004	13/12/2004	5
Identify testing resource – UAT	1 day	14/12/2004	14/12/2004	6
Identify functional areas as per procedures	5 days	15/12/2004	19/12/2004	7
Identify country candidates	1 day	14/12/2004	14/12/2004	6
Set up training schedule	5 days	15/12/2004	19/12/2004	9
Conduct training	20 days	14/12/2004	02/01/2005	6,5
System	24 days	06/12/2004	29/12/2004	
Obtain training material - Branch Power	3 days	06/12/2004	08/12/2004	
Identify resources	1 day	09/12/2004	09/12/2004	13
Conduct training	20 days	10/12/2004	29/12/2004	14
Reconciliation	7 days	11/12/2004	17/12/2004	
Identify Resource	1 day	11/12/2004	11/12/2004	52
Obtain and familiarization with procedures	2 days	11/12/2004	12/12/2004	17SS
Attach to Swaziland	5 days	13/12/2004	17/12/2004	18
Marketing	98 days	06/12/2004	13/03/2005	
Receipt of Marketing toolkit	3 days	06/12/2004	08/12/2004	
Countries to prepare integrated/secondary campaign plan.	14 days	09/12/2004	22/12/2004	21
Sign off integrated/secondary campaign plan.	38 days	23/12/2004	29/01/2005	22
Countries to prepare creative briefs.	5 days	30/01/2005	03/02/2005	23
Head Office Marketing to sign off creative briefs.	3 days	04/02/2005	06/02/2005	24
Countries to develop and adapt creative work.	5 days	07/02/2005	11/02/2005	25
Approve creative work at "On the Bus".	10 days	12/02/2005	21/02/2005	26
Countries to print, produce, distribute and	20 days	22/02/2005	13/03/2005	35,27

Task Name	Duration	Start Date	End Date	Predecessor
place creative work.				
Marketing Road show	10 days	22/02/2005	03/03/2005	27
Internal Product Launch	10 days	06/12/2004	15/12/2004	
Countries to set launch date / Party	5 days	06/12/2004	10/12/2004	
Develop internal project communication plan (Update Magazine)	5 days	16/12/2004	20/12/2004	30
Product	41 days	06/12/2004	15/01/2005	
H/O to supply cost breakdown from associations	1 day	06/12/2004	06/12/2004	
Agree product pricing	15 days	07/12/2004	21/12/2004	34
Deliver pricing to country I.T for loading to SFI	1 day	22/12/2004	22/12/2004	35
Setting of qualifying criteria – DPF	10 days	06/12/2004	15/12/2004	
Develop migration strategy	10 days	06/12/2004	15/12/2004	
Confirm bulk production dates	2 days	06/12/2004	07/12/2004	
Customer selection per segment	10 days	06/12/2004	15/12/2004	
Customer Information update	10 days	06/12/2004	15/12/2004	
Agree Card and PIN distribution per segment	10 days	06/12/2004	15/12/2004	
Implementation of migration strategy	41 days	06/12/2004	15/01/2005	
Identify extraction criteria	10 days	06/12/2004	15/12/2004	
Creation of Namitech file	10 days	16/12/2004	25/12/2004	44
Identify test cards - Which accounts (Staff)	1 day	26/12/2004	26/12/2004	45
Production and delivery of test cards	5 days	27/12/2004	31/12/2004	46
Testing of test cards and confirmation to Namitech	5 days	01/01/2005	05/01/2005	47
Production of Bulk cards and delivery to country	5 days	06/01/2005	10/01/2005	48
Production of PIN and distribution	5 days	11/01/2005	15/01/2005	49
Operations	39 days	06/12/2004	13/01/2005	
Setup Reconciliation and Settlement/ Customer Support area and agree structure	5 days	06/12/2004	10/12/2004	
Agree Rand ATM solution	5 days	06/12/2004	10/12/2004	

Task Name	Duration	Start Date	End Date	Predecessor
Identify stationery requirements per branch (cards, application forms)	5 days	06/12/2004	10/12/2004	
Order and distribute stationery per branch	30 days	11/12/2004	09/01/2005	54
Develop bulk card (Namitech) and PIN distribution strategy and controls	2 days	16/12/2004	17/12/2004	38
Advise finance to open Settlement accounts	5 days	06/12/2004	10/12/2004	
Analysis of new processes and procedures	5 days	06/12/2004	10/12/2004	
Assimilate in branch and Head Office as per new GRG procedures	10 days	06/12/2004	15/12/2004	
Updating of job descriptions / KRA's	1 day	06/12/2004	06/12/2004	
Accommodation for international holiday processes (O/D on Nostro account)	5 days	06/12/2004	10/12/2004	
Ensure compliance and routine control checks are in place	5 days	06/12/2004	10/12/2004	
Maintaining LOCO card stock level	1 day	06/12/2004	06/12/2004	
Receipt of Decals	1 day	06/12/2004	06/12/2004	
Branding of ATM machines	5 days	09/01/2005	13/01/2005	64,125
Finance	10 days	06/12/2004	15/12/2004	
Central Bank letter – Template	1 day	06/12/2004	06/12/2004	
Investigate BOP reporting options with Central Bank	10 days	06/12/2004	15/12/2004	
Develop BOP reporting option	10 days	06/12/2004	15/12/2004	
Ensure compliance with Central Bank	10 days	06/12/2004	15/12/2004	
Open Settlement accounts in Test and Production	5 days	11/12/2004	15/12/2004	57
I.T (Information Technology)	34 days	06/12/2004	08/01/2005	
Upgrade ATM/Sparrow to 7406	27 days	06/12/2004	01/01/2005	
Preparation of test environment	17 days	06/12/2004	22/12/2004	
Upgrade SL and SB sparrow systems	5 days	06/12/2004	10/12/2004	
Test sparrows	5 days	11/12/2004	15/12/2004	75
Upgrade RCC hub	2 days	06/12/2004	07/12/2004	
Connect Lesotho test sparrow's to RCC hub	1 day	16/12/2004	16/12/2004	76
Connect Swaziland test sparrow to	1 day	08/12/2004	08/12/2004	77

Task Name	Duration	Start Date	End Date	Predecessor
RCC hub				
Testing of test environment UAT	4 days	17/12/2004	20/12/2004	78
Acquiring Transactability testing	2 days	21/12/2004	22/12/2004	80
Country Signoff	0 days	22/12/2004	22/12/2004	81
Preparation of Production Environment	8 days	21/12/2004	28/12/2004	80
Upgrade SBL sparrow system	1 day	21/12/2004	21/12/2004	
Change RCC hub to live	1 day	22/12/2004	22/12/2004	84
Upgrade POR ICI to file format 3	2 days	21/12/2004	22/12/2004	84SS
Upgrade SL sparrow system	1 day	22/12/2004	22/12/2004	84
Upgrade POR ICI to file format 3	4 days	23/12/2004	26/12/2004	87
Support and monitoring	2 days	27/12/2004	28/12/2004	88
Upgrade JCC Hub	1 day	29/12/2004	29/12/2004	89
Upgrade ATM's	10 days	23/12/2004	01/01/2005	84,87
Transactability – Botswana	**34 days**	**06/12/2004**	**08/01/2005**	
Test Environment	20 days	06/12/2004	25/12/2004	
VISA Issuing	5 days	06/12/2004	10/12/2004	
Test environment setup	5 days	06/12/2004	10/12/2004	
Bankmaster / Pricing / Datastore Test System Set-up	5 days	06/12/2004	10/12/2004	
SBL and LB Sparrow Configuration	5 days	06/12/2004	10/12/2004	
HUB Configuration	5 days	06/12/2004	10/12/2004	
ATM Configuration	5 days	06/12/2004	10/12/2004	
MasterCard Acquiring	5 days	06/12/2004	10/12/2004	
Add ATM's to test hub	5 days	06/12/2004	10/12/2004	
On-line Testing to MasterCard Issuing\Acq and Country UAT	5 days	11/12/2004	15/12/2004	95,100
Certification Sign off	0 days	15/12/2004	15/12/2004	102
Association BIN Downloads	10 days	16/12/2004	25/12/2004	103
ICI Upgrade	2 days	16/12/2004	17/12/2004	103
Configuration of Logitech machines	2 days	18/12/2004	19/12/2004	105
Issue Cards	1 day	20/12/2004	20/12/2004	106
Testing of HICO branded cards	2 days	21/12/2004	22/12/2004	107
Production Environment	24 days	16/12/2004	08/01/2005	102

Task Name	Duration	Start Date	End Date	Predecessor
MasterCard Acquiring	1 day	16/12/2004	16/12/2004	
Add ATM's to live hub	1 day	16/12/2004	16/12/2004	
VISA Acquiring	1 day	16/12/2004	16/12/2004	
Add ATM's to live hub	1 day	16/12/2004	16/12/2004	
Go Live to public (Acquiring)	1 day	19/12/2004	19/12/2004	111FS+2 days
VISA issuing	17 days	16/12/2004	01/01/2005	
Bankmaster / Pricing / Datastore System Set-up	5 days	16/12/2004	20/12/2004	103
SBL and LB Sparrow Configuration	5 days	16/12/2004	20/12/2004	103
ICI Upgrade Branch 1002 (SBL and LB Maseru)	1 day	23/12/2004	23/12/2004	108
Issue Cards branded cards to cut-over test (7 test cards)	1 day	24/12/2004	24/12/2004	118
Cutover testing Go-Live	2 days	25/12/2004	26/12/2004	119
Identification and resolution of defects	5 days	27/12/2004	31/12/2004	120
Re-test fixes	1 day	01/01/2005	01/01/2005	121
Issue branded cards to friends and family	1 day	02/01/2005	02/01/2005	122
Issue Cards branded cards to customers	5 days	03/01/2005	07/01/2005	123
Go Live to public (Issuing)	1 day	08/01/2005	08/01/2005	124
Support	15 days	25/12/2004	08/01/2005	
Monitoring of System, Reconciliation Process, Batch settlement, Report production	15 days	25/12/2004	08/01/2005	120SS

Appendix G: Questionnaire prepared for the SBSA Project Manager with responses

a) <u>Conceptualization Stage</u>

1. ***How are projects conceptualized and initiated in Standard Bank group?***

There is an area/department in the bank called Segment /Customer Strategy which does customer research on a very regular basis to understand what is happening in the market in term of customer needs , current and future preferences and competititor activities within the broad identified bank segments (i.e Personal Businesss and Corporate) . The department also looks at profitability of each of these segments .The Department then feeds the information to the product team (Transactional, Deposit, Forex, Lending , VAF and Homeloans) who then looks at the opportunities that the bank can persue and value that the bank can derive from those opportunities e.g Debit Cards in Botswana. The Product Team then follows a process called the Blue process (Attached) .

2. ***What role do the country executives play in conceptualizing projects for their subsidiary operations?***

Over and above direct research into each country's market to understand customers requirements , needs e.t.c by Segment/Customer Strategy group, the country's executives on an adhoc basis, through workshops and quarterly Country Executives conferences , will feed information on product performance , market activities and identified opportunities and threats in the market to Segment/Customer Strategy and Product team who then take the idea through the Blue Process.

3. ***What structure have been put in place to ensure that projects are not imposed on subsidiary operations from head office; what strategies have been put in place to cultivate a sense of ownership of project by subsidiary operations?***

On Idea generation , country and head office engage to validate the business case behind any new idea , opportunity or product enhancement. Upon physical Sign-off of the Business Case (Blank Copy attached) by both Country and head office , the work can commence. Each month a team of senior executives representing all bank's business units including Country's regional directors meet to go through each Business case submitted by product or any other area in the bank e.g operations , debate the proposal to ensure nothing has bee overlooked and signs it off. The minutes and outcomes of this meeting are circulated to all country executives. During the build and contruction phases on the Blue Process, testing in carried out with country advised of outcomes and in a case where product attributes will be modified and be different from the agreed attributes in the business case , country will have to give the go ahead before work can proceed.

4. ***Who is involved in deciding the projects to be implemented?***

The banks senior executives representing mainly the following business units:-

- IT
- Operations
- Risk
- Marketing
- Product
- Segment/Product
- Distribution
- Channels
- Country Rep (Regional Director)

5. ***What Criteria are used to:***

- ***Select and prioritize projects***
    - Value to bank i.e NPV or Return on Investment
    - Strategic Importance ,

- Level of development required i.e complexity and
- time to market
- Conflict with other projects

- ***Ensure project select are in-line with the corporate and business strategy*** Use of the senior management committee representing all key business units heads to ensure alignment to bank vision and strategy. Also as a requirement in the Business Case document , you need to articulate how the proposed product, solution will assist in meeting banks Vision and Strategy .
- ***Specifically, on what grounds was the Transactability project selected? (*** See attached Business Case)
  - Strategic Importance
  - Value to bank (NPV)

b) *Planning Stage*

6. ***Who manages the project planning process; Budgets, Roll out plans and Training among others?***

We have a department called Business Interface Solutions which manages all bank's projects in terms of:-

- Provision of Project Manager
- Putting together a Project Plan and team
- Tracking the day to day activities of the project
- Ensuring project is on Time , within Budget and Quality.
-

7. ***From the Botswana office, who was involved in planning the Transactability project and what was their role in the planning process?***

Before project is implemented in country a two day roadshow is carried out in country by Head office Product , Operations and IT to :-

- revisit and ensure both country and centre are in agreement of solution to be implemented in country
- areas in country to be impacted
- activities required from country
- do a system , process and resource aduti to ensure all required base systems, processes and resources are in place when implementation takes place which is normally two months later.
- Set up a detailed project plan and icountry project team and project Manager who will liase with head office project manager & team in implementation of the project.

The people present at roadshow from country are MD, Retail Head , and all head of departments initial and subsequently each nominated department representatives on one on one sessions to populate the project plan.

8. ***For the transactability project, is it possible to obtain a copy of the planned project budget and estimated timelines for the different project phases and milestones?*** Attached

c) Implementation Stage

9. ***What was the role of the SA project in the implementation of the Transactability project in Botswana .*** They were the experts guiding country through the implementation process and providing country with the skills and knowledge to run the business when live. They advised country on what , when an how things should be done to successifully implement the project.

10. ***Who managed the project implementation process in terms of budget over-runs and time lag? What escalation procedures where in place to***

handle any unforeseen problems during the implementation phase. The Head office Project Manager managed the budget and each month a steering committee sat to review progress on project in terms of Time, Quality and Budget (See copy of the Steer com minutes of one of the meetings)

11. ***At what stage was the project considered fully implemented and ready for the next phase?*** The project sign-off had three phases as follows:-
    - Technical go-live and sign-off. This is when all systems have been implemented and are in the live .
    - Project team testing follows thereafter for two weeks after which the second sign-off is obtained (I.e 10 live cards are produced at tested)
    - The testing is then extended to all staff members and for a period of a month we monitor transactions , processes and systems and if all is okay we obtain final sign-off.

d) <u>Go-Live Stage</u>

12. ***What fall back plans were put in place for Go Live phase?*** On the morning of the technical go-live , Stanbic Botswana, Standard Bank South Africa and Visa London technical people , are on standby the second we go live ,checking all the transactions being sent through for correctness. The bank is given a window of 30 minutes by Visa London to send a couple of test transactions to confirm that all is okay. If there is a serious problem(i.e results in loss of money or interferes significantly with other processes and services) the three parties will at the same time back-out all the new changes and revert to old system settings and continue to issue the old ATM card which only works on our ATMs only. Should all go well , the three technical teams will monitor system for a month and any errors which do not

result in bank losing money or dent the bank's reputation or inconvenience customer seriously are resolved before final customer go-live.

13. ***What controls were put in place to capture any problems during the Go Live phase? Each day transaction reports and test accounts where monitored and errors reported to country project manager for escalation to responsible person.*** The team would meet weekly to review all errors reported during the week and what has been done to resolve them.

14. ***What support systems and escalation procedures where put in place to ensure that the Go-Live phase was successfully executed?*** All errors where reported to project sponsor and issues not resolved within agreed times where escalated to senior management and reviewed at monthly steercom.

15. ***What performance benchmark rating was considered safe to declare the Go Live phase successful?*** The following were the Key Success factors:-

- Sucessiful production of a Visa Card
- The Card being able to perform all existing transaction at own bank ATM & TVT
- The Card being accepted at Point of sale in country and outside Botswana
- The Card being accepted at other bank's ATMs in county and International for defined transactions
- Other bank's Visa & Mastercards being accepted at Stanbic Botswana ATM.

e) <u>Evaluation Stage</u>

16. ***Who is responsible for evaluating the project? Are there any procedures involved in evaluating the projects?***
17. ***How are the outcomes of the evaluation process put into use?***

f) Budget

18.How much was the budget for this project in terms of the following?

a) In house IT development

b) Vendor Development

c) Implementation

19.In terms of finance did we meet the budget?

APPENDIX H: SUMMARY OF PROJECT RELATED DOCUMENTS SUPPLIED BY STANBIC

Document 1: BLUE PROCESS

Blue Process is a consolidated process map that details all the processes overview, core deliverables, support area deliverables and key player list. The Blue Process' stages and processes highlights are as follows:

STAGE	PROCESS
Investigation	• project feasibility study and business case.
Definition	• outlines project scope and context model
Design	• goals and features are identified • requirements specifications • development of overall model • building feature list.
Construction	• technical systems specifications • update status in the future work queue • production of hand-over documents • production monitoring.
Reception	• outlining lessons learned, • completed PEP form, • Function point count final, • Final Service Level agreement • analysing test results
Roll-Out	• post implementation evaluation

Document 2: BUSINESS CASE DEFINITION

This document covers the project motivation in terms of business needs, project description, how the project will align Stanbic to their Corporate Vision and Mission. In this document, a detailed outline of Objectives with the functions, work breakdown together with the project deliverables, measurement, and acceptance criteria. Furthermore, the Business Case Definition also outlines business-operating criteria, which shows the interrelationship of the project with its systems, customers, operations, other countries' systems as well as the distribution.

The main highlights were as follows:

Business need

- If implemented, this project will ensure that current Autobank card will be replaced by a Mastercard branded debit cards in Swaziland and Lesotho.
- Issuing Visa International branded debit and ATM only cards in Botswana, Kenya, Zimbabwe, Zambia, Tanzania, Uganda, Malawi, and Ghana will replace the current Autobank cards.
- Linking Stanbic ATM networks in all the above-mentioned countries to the Mastercard network.
- Linking Stanbic ATM networks in all the above-mentioned countries to the Visa network.

Project Description

The project's objective is to issue branded debit cards to Stanbic customers. These cards will be segmented into affluent customers, ordinary cheque account customers and non-affluent savings account customers.

Alignment to the Stanbic Corporate Vision and Mission

Implementation of this project ensures that the Stanbic bank is aligned to its mission and vision of being customer centric, socially responsible African Bank providing relevant banking services to our chosen markets.

Document 3: NEW PRODUCT PROPOSAL

This document outlines a case for debit card banking as key to modern retail banking. In this document the author also states that Stanbic having a wide range of customers with varied incomes and financial histories thereby need very different products and services like ATM transactions and Point Of Sale Transactions from the bank.

The service of debit cards will

- Allow Stanbic Bank to issue embossed or electronically only debit card programmes- flexibility much needed in the African markets.
- Allow Stanbic Africa to create a family of debit cards to meet the needs of all its customers, wherever they are and whatever they want.
- Offer customers the incentive of easier access to their own money around the clock, encouraging them to keep their funds on deposit longer.
- At the same time, issuance of such card products will enable Stanbic bank to provide electronic payment utility to the entire banked population
- Improve operating efficiency, reducing queues and enabling bank employees to get on with other profitable duties.

Since the design of the project was cognisant of providing a relevant service to the right segment, the table below shows card products identified for each segment

Segment	Visa Product	Mastercard Product
Upper Mass Market (Affluent/high earners)	Gold Visa Debit Gold Visa Plus	Gold Mastercard Debit Gold Maestro Debit
Mass Market (Salaried customers)	Blue VISA Electron Debit	Blue Maestro Debit
Unbanked/Children/Students (Little or no financial history)	Blue Visa Plus ATM card	Blue Maestro Debit

Document 4: PROJECT PLAN-BOTSWANA/ PROJECT SCHEDULE

This document detailed the plan for accomplishing the implementation phase of the project. It outlined the various activities with human resources allocated to these specific tasks, and also showing when the activity should start and finish thereby showing the total number of days the activity is expected to take. The plan also showed the percentage completed. The plan was amended on a weekly basis to record new inclusions, deletions and updating of progress for each item. A weekly meeting was scheduled after the project was started to keep the project team and management up-to-date with progress. The main tasks included in the final are hereunder outlined:

- Country Implementation
- Training
- Product
- System
- Reconciliation
- Customer Service
- Marketing
- Product Pricing
- Developing Migration Strategy Retail
- Implementation of Migration Strategy
- Operations
- Finance
- IT
- Preparation of Test Environment
- Programs for Implementation
- Resources
- Production Environment
- Cut-Over preparation
- Cut –over (Visa issuing and acquiring)

- Cut –over (Mastercard Acquiring)
- Go Live to Project team
- Go Live to all Staff
- Support

Document 5: STEERING COMMITTEE REPORT

This was a report submitted to the project's steering committee at the end of July 2005. In summary the report highlighted the following:

Project background

- By 2004 year end, Transactability project had 3 banks live with Maestro Issuing & Visa, Mastercard and Diners ATM acquiring
- By 18th July, the project had bedded down Botswana post implementation issues
- Country roll-out was delayed by two months
- Reviewed knock on effect on remaining countries and adjusted resources to deliver remaining countries

Business Case Review

- Actual fees & Charges were up by 30%
- Original model combined Transactability and POS acquiring
- Costs have gone up from R5.8m to R11.2m
- The project was not on target regarding card migration

Business learnings

- Engine concept first time for SBSA, SBA, Visa and MasterCard
- Multi-currency
- Visa Electron Debit and ATM Plus card Issuance first for the group

- Signature for Debit first in the group
- Un-earthed platform deficiencies and instability
- Different system configurations in all countries
- Central bank requirements
- Skills gaps in country

Document 6: PROJECT STATUS SUMMARY JULY 2005

This document provided an update of progress with the implementation phase, also highlighting any bottlenecks and decision for the way forward.

MEASUREMENT	STATUS	STRATEGY TO IMPROVE MEASUREMENT
TIME	• Project behind by 3 months due to resolution of pilot country post implementation issues; Multi – currency fix delivery; Zimbabwe platform issues.	• Setting of two teams to tackle two countries at a time • Bulk of testing done at centre with new testing environment in place. • Uganda and Ghana have been moved to 2006 based on other strategic issues.
COST	• 2005 IT Project Cost to date are R2,5m against budget R5,4m(a 46% utilization) • 2005 Business Implementation cost to date are R63K against budget of R57K • Impact on Overall project NPV minimal	• Monitoring of cost on a monthly basis and minimise implementation team in country
QUALITY	• Country variance has been experienced in Malawi and Zimbabwe due to central bank requirements and local switch resulting in specific offerings and developments for Malawi and Zimbabwe.	• Enabling all countries to offer local and forex based cards and it's up to each country to activate relevant products based on central bank requirements.

Functional Area Updates

FUNCTIONAL AREA	STATUS
PRODUCT	• Products for all countries defined • Pricing guidelines and principals in place • Product variances in Malawi & Zimbabwe documented • Business case for each country reviewed to incorporate additional cost and learning from Swaziland Lesotho and Botswana
MARKETING	• Marketing toolkits developed for all countries • Additional ATM only card material completed and incorporated into all countries' toolkits
TRAINING	• Training material updated after Botswana implementation and sent to all remaining countries • Train the trainer workshops on new ICI & Gold embossed personalisation process scheduled for Kenya on the 9th August with remaining countries trainers
OPERATIONS	• Procedures for Settlement and Reconciliation to be finalised between 20th and 22nd July 2005 • Review of all Transactability procedures buy operations in progress to close all procedural gaps before Kenya go -live
FINANCE	• All accounts defined and rationalised after Botswana
SBA IT	• All Botswana IT related issues resolved • Preparing to travel to Kenya • Currently preparing for Malawi and Zambia Head Office

Way Forward

- Botswana to sign –off end of July
- Marius Wait to confirm implementation for Tanzania, Ghana and Uganda in 2005
- Confirm extensions of live dates after certification with Visa and Mastercard for Zimbabwe and Uganda
- Stanbic IT to confirm if switching on one ATM with Visa & Mastercard acquiring is feasible in Zimbabwe to avoid re-certification

APPENDIX I: ANALYSED PROJECT SCHEDULE FOR THE BOTSWANATRANSACTABILITY PROJECT

Task Name	Completion	Actual Duration	Actual Start	Actual End	Original Duration	Finish Variance	Duration Variance	Original Start	Original End
Country Implementation – Botswana	95%	203.58 days	06/12/2004	NA	98 days	116 days	116 days?	06/12/2004	13/03/2005
Road show	100%	2 days	31/01/2005	01/02/2005	1 day	57 days	1 day	06/12/2004	06/12/2004
Training	100%	135 days	11/12/2004	24/04/2005	28 days	112 days	107 days?	06/12/2004	02/01/2005
Product	100%	91 days	24/01/2005	24/04/2005	28 days	112 days	63 days	06/12/2004	02/01/2005
Obtain training material – Product	100%	1 day	16/02/2005	16/02/2005	3 days	70 days	-2 days	06/12/2004	08/12/2004
Train the trainer (Attach to Swaziland)	100%	2 days	24/01/2005	25/01/2005	5 days	43 days	-3 days	09/12/2004	13/12/2004
Identify testing resource – UAT	100%	1 day	31/01/2005	31/01/2005	1 day	48 days	0 days	14/12/2004	14/12/2004
Identify functional areas as per procedures	100%	1 day	25/02/2005	25/02/2005	5 days	68 days	-4 days	15/12/2004	19/12/2004
Identify country candidates	100%	1 day	25/02/2005	25/02/2005	1 day	73 days	0 days	14/12/2004	14/12/2004
Set up training schedule	100%	1 day	28/02/2005	28/02/2005	5 days	71 days	-4 days	15/12/2004	19/12/2004
Conduct training	100%	6 days	19/04/2005	24/04/2005	20 days	112 days	-14 days	14/12/2004	02/01/2005
System	100%	79 days	01/02/2005	20/04/2005	24 days	112 days	55 days	06/12/2004	29/12/2004
Obtain training material - Branch Power	100%	1 day	20/04/2005	20/04/2005	3 days	133 days	-2 days	06/12/2004	08/12/2004
Identify resources	100%	1 day	01/02/2005	01/02/2005	1 day	54 days	0 days	09/12/2004	09/12/2004
Conduct training	100%	5 days	04/04/2005	08/04/2005	20 days	100 days	-15 days	10/12/2004	29/12/2004
Reconciliation	100%	77 days	11/12/2004	25/02/2005	7 days	70 days	70 days	11/12/2004	17/12/2004
Identify Resource	100%	1 day	01/02/2005	01/02/2005	1 day	52 days	0 days	11/12/2004	11/12/2004

Task Name	Completion	Actual Duration	Actual Start	Actual End	Original Duration	Finish Variance	Duration Variance	Original Start	Original End
Obtain and familiarisation with procedures	100%	2 days	11/12/2004	12/12/2004	2 days	0 days	0 days	11/12/2004	12/12/2004
Attach to Swaziland	100%	5 days	21/02/2005	25/02/2005	5 days	70 days	0 days	13/12/2004	17/12/2004
Customer Service	100%	44 days	02/02/2005	17/03/2005	0 days?	0 days	44 days?	NA	NA
Obtain Training material	100%	1 day	16/02/2005	16/02/2005	0 days?	0 days	1 day?	NA	NA
Identify resources	100%	1 day	02/02/2005	02/02/2005	0 days?	0 days	1 day?	NA	NA
Thu 06/01/05	100%	18 days	28/02/2005	17/03/2005	0 days?	0 days	18 days?	NA	NA
Marketing	94%	140.02 days	06/12/2004	NA	98 days	51 days	51 days?	06/12/2004	13/03/2005
Receipt of Marketing toolkit	100%	1 day	01/02/2005	01/02/2005	3 days	55 days	-2 days	06/12/2004	08/12/2004
Countries to prepare integrated/secondary campaign plan.	100%	14 days	02/02/2005	15/02/2005	14 days	55 days	0 days	09/12/2004	22/12/2004
Sign off integrated/secondary campaign plan.	100%	1 day	01/02/2005	01/02/2005	38 days	3 days	-37 days	23/12/2004	29/01/2005
Countries to prepare creative briefs.	100%	1 day	01/02/2005	01/02/2005	5 days	-2 days	-4 days	30/01/2005	03/02/2005
Head Office Marketing to sign off creative briefs.	100%	6 days	01/02/2005	06/02/2005	3 days	0 days	3 days	04/02/2005	06/02/2005
Countries to develop and adapt creative work.	100%	1 day	01/02/2005	01/02/2005	5 days	-10 days	-4 days	07/02/2005	11/02/2005
Approve creative work at "On the Bus".	100%	1 day	01/02/2005	01/02/2005	10 days	-20 days	-9 days	12/02/2005	21/02/2005
Countries to print, produce, distribute and place creative work.	100%	14 days	07/03/2005	20/03/2005	20 days	7 days	-6 days	22/02/2005	13/03/2005
Billboards to go Up	100%	30 days	04/04/2005	03/05/2005	0 days?	0 days	30 days?	NA	NA

Task Name	Completion	Actual Duration	Actual Start	Actual End	Original Duration	Finish Variance	Duration Variance	Original Start	Original End
Marketing Roadshow	100%	2 days	23/04/2005	24/04/2005	10 days	52 days	-8 days	22/02/2005	03/03/2005
Internal Product Launch	100%	2 days	23/04/2005	24/04/2005	10 days	130 days	-8 days	06/12/2004	15/12/2004
Countries to set launch date / Party	0%	0 days	NA	NA	5 days	0 days	0 days	06/12/2004	10/12/2004
Develop internal project communication plan (Update Magazine)	100%	5 days	11/04/2005	15/04/2005	5 days	116 days	0 days	16/12/2004	20/12/2004
Product	79%	66.13 days	01/02/2005	NA	41 days	100 days	43 days?	06/12/2004	15/01/2005
H/O to supply cost breakdown from associations	100%	3 days	07/02/2005	09/02/2005	1 day	65 days	2 days	06/12/2004	06/12/2004
Agree product pricing	100%	3 days	07/02/2005	09/02/2005	15 days	50 days	-12 days	07/12/2004	21/12/2004
Deliver pricing to country I.T for loading to SFI	100%	1 day	08/04/2005	08/04/2005	1 day	107 days	0 days	22/12/2004	22/12/2004
Settlement letter to Barclays	100%	1 day	23/03/2005	23/03/2005	0 days?	0 days	1 day?	NA	NA
Commitment letter to Visa	100%	1 day	23/03/2005	23/03/2005	0 days?	0 days	1 day?	NA	NA
Distribution of National Net Settlement Service questionnaire	100%	1 day	23/03/2005	23/03/2005	0 days?	0 days	1 day?	NA	NA
Open an account with Barclays	100%	1 day	23/03/2005	23/03/2005	0 days?	0 days	1 day?	NA	NA
Setting of qualifying criteria – DPF	100%	3 days	07/02/2005	09/02/2005	10 days	56 days	-7 days	06/12/2004	15/12/2004
Develop migration strategy	100%	74 days	01/02/2005	15/04/2005	10 days	121 days	64 days	06/12/2004	15/12/2004
Confirm bulk production dates	100%	1 day	01/02/2005	01/02/2005	2 days	56 days	-1 day	06/12/2004	07/12/2004
Customer selection per segment	100%	5 days	04/04/2005	08/04/2005	10 days	114 days	-5 days	06/12/2004	15/12/2004
Customer Information update	100%	1 day	15/04/2005	15/04/2005	10 days	121 days	-9 days	06/12/2004	15/12/2004
Agree Card and PIN distribution per	100%	1 day	15/04/2005	15/04/2005	10 days	121 days	-9 days	06/12/2004	15/12/2004

Task Name	Completion	Actual Duration	Actual Start	Actual End	Original Duration	Finish Variance	Duration Variance	Original Start	Original End
segment									
Implementation of migration strategy	60%	50.4 days	01/02/2005	NA	41 days	100 days	43 days	06/12/2004	15/01/2005
Identify extraction criteria	100%	1 day	14/04/2005	14/04/2005	10 days	120 days	-9 days	06/12/2004	15/12/2004
Creation of Namitech file	100%	6 days	15/04/2005	20/04/2005	10 days	116 days	-4 days	16/12/2004	25/12/2004
Identify test cards - Which accounts (Staff)	100%	1 day	01/02/2005	01/02/2005	1 day	37 days	0 days	26/12/2004	26/12/2004
Production and delivery of test cards	100%	2 days	09/03/2005	10/03/2005	5 days	69 days	-3 days	27/12/2004	31/12/2004
Testing of test cards and confirmation to Namitech	100%	5 days	11/04/2005	15/04/2005	5 days	100 days	0 days	01/01/2005	05/01/2005
Production of Bulk cards and delivery to country	0%	0 days	NA	NA	5 days	100 days	0 days	06/01/2005	10/01/2005
Production of PIN and distribution	0%	0 days	NA	NA	5 days	100 days	0 days	11/01/2005	15/01/2005
Operations	99%	155 days	06/12/2004	NA	39 days	116 days	116 days?	06/12/2004	13/01/2005
Setup Reconciliation and Settlement/ Customer Support area and agree structure	100%	5 days	14/02/2005	18/02/2005	5 days	70 days	0 days	06/12/2004	10/12/2004
Agree Rand ATM solution	100%	5 days	14/02/2005	18/02/2005	5 days	70 days	0 days	06/12/2004	10/12/2004
Identify stationery requirements per branch (cards, application forms)	100%	10 days	15/04/2005	24/04/2005	5 days	135 days	5 days	06/12/2004	10/12/2004
Order and distribute stationery per branch	100%	5 days	18/04/2005	22/04/2005	30 days	103 days	-25 days	11/12/2004	09/01/2005
Develop bulk card (Namitech) and PIN	100%	2 days	16/12/2004	17/12/2004	2 days	0 days	0 days	16/12/2004	17/12/2004

Task Name	Completion	Actual Duration	Actual Start	Actual End	Original Duration	Finish Variance	Duration Variance	Original Start	Original End
distribution strategy and controls									
Advise finance to open Settlement accounts	100%	5 days	01/03/2005	05/03/2005	5 days	85 days	0 days	06/12/2004	10/12/2004
Analysis of new processes and procedures	0%	0 days	NA	NA	5 days	-5 days	-5 days	06/12/2004	10/12/2004
Assimilate in branch and Head Office as per new GRG procedures	100%	5 days	18/04/2005	22/04/2005	10 days	128 days	-5 days	06/12/2004	15/12/2004
Updating of job descriptions / KRA's	100%	12 days	14/02/2005	25/02/2005	1 day	81 days	11 days	06/12/2004	06/12/2004
Accommodation for international holiday processes (O/D on Nostro account)	100%	5 days	14/02/2005	18/02/2005	5 days	70 days	0 days	06/12/2004	10/12/2004
Ensure compliance and routine control checks are in place	100%	10 days	18/02/2005	27/02/2005	5 days	79 days	5 days	06/12/2004	10/12/2004
Maintaining LOCO card stock level	100%	10 days	08/02/2005	17/02/2005	1 day	73 days	9 days	06/12/2004	06/12/2004
Receipt of Decals	100%	1 day	01/02/2005	01/02/2005	1 day	57 days	0 days	06/12/2004	06/12/2004
Branding of ATM machines	100%	1 day	09/05/2005	09/05/2005	5 days	116 days	-4 days	09/01/2005	13/01/2005
Test ATM arrange with Custodians for access	100%	28 days	01/02/2005	28/02/2005	0 days?	0 days	28 days?	NA	NA
Test ATM arrange for security	100%	28 days	01/02/2005	28/02/2005	0 days?	0 days	28 days?	NA	NA
Test arrange to have mobility and communication between test environment and test site	100%	28 days	01/02/2005	28/02/2005	0 days?	0 days	28 days?	NA	NA
Finance	100%	64 days	04/02/2005	08/04/2005	10 days	114 days	54 days	06/12/2004	15/12/2004
Central Bank letter - Template	100%	1 day	04/02/2005	04/02/2005	1 day	60 days	0 days	06/12/2004	06/12/2004

Task Name	Completion	Actual Duration	Actual Start	Actual End	Original Duration	Finish Variance	Duration Variance	Original Start	Original End
Investigate BOP reporting options with Central Bank	100%	5 days	14/02/2005	18/02/2005	10 days	65 days	-5 days	06/12/2004	15/12/2004
Develop BOP reporting option	100%	5 days	22/02/2005	26/02/2005	10 days	73 days	-5 days	06/12/2004	15/12/2004
Ensure compliance with Central Bank	100%	5 days	07/03/2005	11/03/2005	10 days	86 days	-5 days	06/12/2004	15/12/2004
Open Settlement accounts in Test and Production	100%	5 days	04/04/2005	08/04/2005	5 days	114 days	0 days	11/12/2004	15/12/2004
I.T	95%	202.57 days	06/12/2004	NA	34 days	180 days	180 days?	06/12/2004	08/01/2005
Upgrade ATM/Sparrow to 7406	99%	85 days	06/12/2004	NA	27 days	58 days	58 days?	06/12/2004	01/01/2005
Preparation of test environment	99%	85 days	06/12/2004	NA	17 days	68 days	68 days?	06/12/2004	22/12/2004
BankMaster System	100%	1 day	01/02/2005	01/02/2005	0 days?	0 days	1 day?	NA	NA
Upgrade SL and SB sparrow systems	100%	21 days	01/02/2005	21/02/2005	5 days	73 days	16 days	06/12/2004	10/12/2004
ICI system	100%	28 days	01/02/2005	28/02/2005	0 days?	0 days	28 days?	NA	NA
Eltron Printer	100%	28 days	01/02/2005	28/02/2005	0 days?	0 days	28 days?	NA	NA
Dot Matrix Printer	100%	28 days	01/02/2005	28/02/2005	0 days?	0 days	28 days?	NA	NA
ATM 74.15	100%	28 days	01/02/2005	28/02/2005	0 days?	0 days	28 days?	NA	NA
Branch Power System Work Station	100%	1 day	01/02/2005	01/02/2005	0 days?	0 days	1 day?	NA	NA
SFI system	100%	28 days	01/02/2005	28/02/2005	0 days?	0 days	28 days?	NA	NA
Sparrow HSM Version 7.0	100%	28 days	01/02/2005	28/02/2005	0 days?	0 days	28 days?	NA	NA
Set HSM to double length keys	100%	28 days	01/02/2005	28/02/2005	0 days?	0 days	28 days?	NA	NA
Test environment to be on live network	100%	28 days	01/02/2005	28/02/2005	0 days?	0 days	28 days?	NA	NA
Test sparrows	0%	0 days	NA	NA	5 days	75 days	-5 days	11/12/2004	15/12/2004
Upgrade RCC hub	0%	0 days	NA	NA	2 days	-2 days	-2 days	06/12/2004	07/12/2004

Task Name	Completion	Actual Duration	Actual Start	Actual End	Original Duration	Finish Variance	Duration Variance	Original Start	Original End
Connect Lesotho test sparrow's to RCC hub	0%	0 days	NA	NA	1 day	74 days	-1 day	16/12/2004	16/12/2004
Connect Swaziland test sparrow to RCC hub	0%	0 days	NA	NA	1 day	-3 days	-1 day	08/12/2004	08/12/2004
Testing of test environment UAT	0%	0 days	NA	NA	4 days	70 days	-4 days	17/12/2004	20/12/2004
Acquiring transactability testing	0%	0 days	NA	NA	2 days	68 days	-2 days	21/12/2004	22/12/2004
Country Signoff	0%	0 days	NA	NA	0 days	68 days	0 days	22/12/2004	22/12/2004
Preparation of Production Environment	0%	0 days	NA	NA	8 days	62 days	-8 days	21/12/2004	28/12/2004
Upgrade SBL sparrow system	0%	0 days	NA	NA	1 day	69 days	-1 day	21/12/2004	21/12/2004
Change RCC hub to live	0%	0 days	NA	NA	1 day	68 days	-1 day	22/12/2004	22/12/2004
Upgrade POR ICI to file format 3	0%	0 days	NA	NA	2 days	68 days	-2 days	21/12/2004	22/12/2004
Upgrade SL sparrow system	0%	0 days	NA	NA	1 day	68 days	-1 day	22/12/2004	22/12/2004
Upgrade POR ICI to file format 3	0%	0 days	NA	NA	4 days	64 days	-4 days	23/12/2004	26/12/2004
Support and monitoring	0%	0 days	NA	NA	2 days	62 days	-2 days	27/12/2004	28/12/2004
Upgrade JCC Hub	0%	0 days	NA	NA	1 day	61 days	-1 day	29/12/2004	29/12/2004
Upgrade ATM's	0%	0 days	NA	NA	10 days	58 days	-10 days	23/12/2004	01/01/2005
Programs for Implementation	100%	3 days	09/04/2005	11/04/2005	0 days?	0 days	3 days?	NA	NA
ATM comms drivers to blf processors	100%	3 days	09/04/2005	11/04/2005	0 days?	0 days	3 days?	NA	NA
VISA modules installed on sparrow systems	100%	3 days	09/04/2005	11/04/2005	0 days?	0 days	3 days?	NA	NA
ATM encryption keys is set to double length	100%	3 days	09/04/2005	11/04/2005	0 days?	0 days	3 days?	NA	NA
Activate all SNET programs on	100%	3 days	09/04/2005	11/04/2005	0 days?	0 days	3 days?	NA	NA

Task Name	Completion	Actual Duration	Actual Start	Actual End	Original Duration	Finish Variance	Duration Variance	Original Start	Original End
Sparrow									
SNET encryption keys to be loaded on sparrow and on QA HUB	100%	3 days	09/04/2005	11/04/2005	0 days?	0 days	3 days?	NA	NA
Configure sparrow to communicate to QA HUB	100%	3 days	09/04/2005	11/04/2005	0 days?	0 days	3 days?	NA	NA
Configure QA HUB to communicate to country network	100%	3 days	09/04/2005	11/04/2005	0 days?	0 days	3 days?	NA	NA
Resources	100%	45 days	01/03/2005	14/04/2005	0 days?	0 days	45 days?	NA	NA
In country BankMaster resource available	100%	18 days	01/03/2005	18/03/2005	0 days?	0 days	18 days?	NA	NA
In country Sparrow resource available	100%	18 days	01/03/2005	18/03/2005	0 days?	0 days	18 days?	NA	NA
In country ICI resource available	100%	18 days	01/03/2005	18/03/2005	0 days?	0 days	18 days?	NA	NA
In country Branch Power resource available	100%	18 days	01/03/2005	18/03/2005	0 days?	0 days	18 days?	NA	NA
In country tester available	100%	1 day	14/04/2005	14/04/2005	0 days?	0 days	1 day?	NA	NA
Production Environment	100%	25 days	22/03/2005	15/04/2005	0 days?	0 days	25 days?	NA	NA
Bankmaster / Pricing / Datastore Test System Set-up	100%	2 days	09/04/2005	10/04/2005	0 days?	0 days	2 days?	NA	NA
SBL and LB Sparrow Configuration	100%	5 days	11/04/2005	15/04/2005	0 days?	0 days	5 days?	NA	NA
HUB Configuration	100%	2 days	09/04/2005	10/04/2005	0 days?	0 days	2 days?	NA	NA
ATM Configuration	100%	7 days	09/04/2005	15/04/2005	0 days?	0 days	7 days?	NA	NA
Association BIN Downloads	100%	2 days	22/03/2005	23/03/2005	0 days?	0 days	2 days?	NA	NA
Certification Sign off	100%	2 days	22/03/2005	23/03/2005	0 days?	0 days	2 days?	NA	NA
Cut Over Preparation	100%	2 days	09/04/2005	10/04/2005	0 days?	0 days	2 days?	NA	NA

Task Name	Completion	Actual Duration	Actual Start	Actual End	Original Duration	Finish Variance	Duration Variance	Original Start	Original End
Incorporate BankMaster changes into live	100%	2 days	09/04/2005	10/04/2005	0 days?	0 days	2 days?	NA	NA
Incorporate Sparrow changes into live	100%	2 days	09/04/2005	10/04/2005	0 days?	0 days	2 days?	NA	NA
Incorporate ICI changes into live	100%	2 days	09/04/2005	10/04/2005	0 days?	0 days	2 days?	NA	NA
Incorporate SFI changes into live	100%	2 days	09/04/2005	10/04/2005	0 days?	0 days	2 days?	NA	NA
Association BIN downloads into Live	100%	2 days	09/04/2005	10/04/2005	0 days?	0 days	2 days?	NA	NA
ICI Upgrade Branch - Industrial (Pilot)	100%	2 days	09/04/2005	10/04/2005	0 days?	0 days	2 days?	NA	NA
Add ATM's to live hub	100%	2 days	09/04/2005	10/04/2005	0 days?	0 days	2 days?	NA	NA
Cut Over(Visa Issuing & Acquiring)	98%	132.5 days	06/12/2004	NA	0 days?	0 days	135 days?	NA	NA
Cut over testing & identification of defects	100%	1 day	11/04/2005	11/04/2005	0 days?	0 days	1 day?	NA	NA
Re-test fixes	0%	0 days	NA	NA	0 days?	0 days	1 day?	NA	NA
Upgrade all branch ICI	100%	11 days	09/04/2005	19/04/2005	0 days?	0 days	11 days?	NA	NA
Upgrade all ATMs	100%	11 days	09/04/2005	19/04/2005	0 days?	0 days	11 days?	NA	NA
Issue branded cards to staff	100%	6 days	13/04/2005	18/04/2005	0 days?	0 days	6 days?	NA	NA
Incorporate BankMaster changes into live	100%	3 days	09/04/2005	11/04/2005	0 days?	0 days	3 days?	NA	NA
Incorporate Sparrow changes into live	100%	3 days	09/04/2005	11/04/2005	0 days?	0 days	3 days?	NA	NA
Incorporate ICI changes into live	100%	3 days	09/04/2005	11/04/2005	0 days?	0 days	3 days?	NA	NA
Incorporate SFI changes into live	100%	3 days	09/04/2005	11/04/2005	0 days?	0 days	3 days?	NA	NA
Association BIN downloads into Live	100%	3 days	09/04/2005	11/04/2005	0 days?	0 days	3 days?	NA	NA
ICI Upgrade Branch - Industrial (Pilot)	100%	3 days	09/04/2005	11/04/2005	0 days?	0 days	3 days?	NA	NA
Issue branded cards for cut over test	100%	3 days	09/04/2005	11/04/2005	0 days?	0 days	3 days?	NA	NA

Task Name	Completion	Actual Duration	Actual Start	Actual End	Original Duration	Finish Variance	Duration Variance	Original Start	Original End
Add ATM's to live hub	100%	3 days	09/04/2005	11/04/2005	0 days?	0 days	3 days?	NA	NA
Cut Over(MasterCard Acquiring)	75%	161.44 days	06/12/2004	NA	0 days?	0 days	214 days?	NA	NA
Cut over testing & identification of defects	100%	1 day	13/04/2005	13/04/2005	0 days?	0 days	1 day?	NA	NA
Re-test fixes	100%	1 day	13/04/2005	13/04/2005	0 days?	0 days	1 day?	NA	NA
Transactabilty – Botswana	0%	0 days	06/12/2004	NA	34 days	-14 days	-14 days	06/12/2004	08/01/2005
Test Environment	0%	0 days	NA	NA	20 days	0 days	0 days	06/12/2004	25/12/2004
VISA issuing	0%	0 days	NA	NA	5 days	-5 days	-5 days	06/12/2004	10/12/2004
Test environment setup	0%	0 days	NA	NA	5 days	-5 days	-5 days	06/12/2004	10/12/2004
Bankmaster / Pricing / Datastore Test System Set-up	0%	0 days	NA	NA	5 days	-5 days	-5 days	06/12/2004	10/12/2004
SBL and LB Sparrow Configuration	0%	0 days	NA	NA	5 days	-5 days	-5 days	06/12/2004	10/12/2004
HUB Configuration	0%	0 days	NA	NA	5 days	-5 days	-5 days	06/12/2004	10/12/2004
ATM Configuration	0%	0 days	NA	NA	5 days	-5 days	-5 days	06/12/2004	10/12/2004
Mastercard Aquiring	0%	0 days	NA	NA	5 days	0 days	0 days	06/12/2004	10/12/2004
Add ATM's to test hub	0%	0 days	NA	NA	5 days	0 days	0 days	06/12/2004	10/12/2004
On-line Testing to MasterCard Issuing\Acq and Country UAT	0%	0 days	NA	NA	5 days	0 days	0 days	11/12/2004	15/12/2004
Certification Sign off	0%	0 days	NA	NA	0 days	0 days	0 days	15/12/2004	15/12/2004
Association BIN Downloads	0%	0 days	NA	NA	10 days	0 days	0 days	16/12/2004	25/12/2004
ICI Upgrade	0%	0 days	NA	NA	2 days	0 days	0 days	16/12/2004	17/12/2004
Configuration of Logitech machines	0%	0 days	NA	NA	2 days	0 days	0 days	18/12/2004	19/12/2004

Task Name	Completion	Actual Duration	Actual Start	Actual End	Original Duration	Finish Variance	Duration Variance	Original Start	Original End
Issue Cards	0%	0 days	NA	NA	1 day	0 days	0 days	20/12/2004	20/12/2004
Testing of HICO branded cards	0%	0 days	NA	NA	2 days	0 days	0 days	21/12/2004	22/12/2004
Production Environment	0%	0 days	NA	NA	24 days	-17 days	-17 days	16/12/2004	08/01/2005
Mastercard Aquiring	0%	0 days	NA	NA	1 day	-1 day	-1 day	16/12/2004	16/12/2004
Add ATM's to live hub	0%	0 days	NA	NA	1 day	-1 day	-1 day	16/12/2004	16/12/2004
VISA Acquiring	0%	0 days	NA	NA	1 day	-1 day	-1 day	16/12/2004	16/12/2004
Add ATM's to live hub	0%	0 days	NA	NA	1 day	-1 day	-1 day	16/12/2004	16/12/2004
Go Live to public (Acquiring)	0%	0 days	NA	NA	1 day	-2 days	-1 day	19/12/2004	19/12/2004
VISA issuing	0%	0 days	NA	NA	17 days	-10 days	-10 days	16/12/2004	01/01/2005
Bankmaster / Pricing / Datastore System Set-up	0%	0 days	NA	NA	5 days	-5 days	-5 days	16/12/2004	20/12/2004
SBL and LB Sparrow Configuration	0%	0 days	NA	NA	5 days	-5 days	-5 days	16/12/2004	20/12/2004
ICI Upgrade Branch 1002 (SBL and LB Maseru)	0%	0 days	NA	NA	1 day	-1 day	-1 day	23/12/2004	23/12/2004
Issue Cards branded cards to cut-over test (7 test cards)	0%	0 days	NA	NA	1 day	-2 days	-1 day	24/12/2004	24/12/2004
Cutover testing Go-Live	0%	0 days	NA	NA	2 days	-4 days	-2 days	25/12/2004	26/12/2004
Identification and resolution of defects	0%	0 days	NA	NA	5 days	-9 days	-5 days	27/12/2004	31/12/2004
Re-test fixes	0%	0 days	NA	NA	1 day	-10 days	-1 day	01/01/2005	01/01/2005
Issue branded cards to friends and family	0%	0 days	NA	NA	1 day	-11 days	-1 day	02/01/2005	02/01/2005
Issue Cards branded cards to customers	0%	0 days	NA	NA	5 days	-16 days	-5 days	03/01/2005	07/01/2005
Go Live to public (Issuing)	0%	0 days	NA	NA	1 day	-17 days	-1 day	08/01/2005	08/01/2005

Task Name	Completion	Actual Duration	Actual Start	Actual End	Original Duration	Finish Variance	Duration Variance	Original Start	Original End
Go Live to project team	100%	5 days	11/04/2005	15/04/2005	0 days?	0 days	5 days?	NA	NA
Go Live to all staff	100%	4 days	20/04/2005	23/04/2005	0 days?	0 days	4 days?	NA	NA
Go live to customers and public	100%	60 days	09/05/2005	07/07/2005	0 days?	0 days	60 days?	NA	NA
Support	94%	132.19 days	06/12/2004	NA	15 days	107 days	126 days?	25/12/2004	08/01/2005
Monitoring of System, Reconciliation Process, Batch settlement, Report production	100%	15 days	11/04/2005	25/04/2005	15 days	107 days	0 days	25/12/2004	08/01/2005
Sign off	0%	0 days	NA	NA	0 days?	0 days	1 day?	NA	NA

REFERENCES

Bank of Botswana. 2003: Banking and supervision annual report 2003 http://www.bankofbotswana.bw [Accessed on 2006/05/11].

Bank of Botswana. 2005: Banking and supervision annual report 2005 http://www.bankofbotswana.bw [Accessed on 2006/05/11].

Bank of Botswana, 2001:Survey on the quality of banking services –2000. www.bob.bw/article.php?articleid=153http [Accessed 2006/06/20].

Bruce, A & Langdon, K. 2000: *Project Management*, Dorling Kindersley, London.

Burke, R.2003: *Project Management*, 4th ed. John Wiley & Sons Canada Ltd, Ontario.

Coetzee, JJ. 2006: Executive Project Notes.

Garrison, R.H. & Noreen, EW. 2003: *Managerial Accounting*, 10th Edition. New York: McGraw Hill.

Grant RM. 2005: *Contemporary Strategy Analysis,* 5th ed. Oxford: Blackwell Publishing.

Hill, C.W.L. 2003: *International Business*, 4th Edition. New York: McGraw Hill.

Perreault, WD & McCarthy, EJ. 2002: *Basic Marketing*, 14th ed. McGraw-Hill Higher Education.

Porter, ME.1979: How Competitive Forces Shape Strategy. *Harvard Business Review, 57*: 137-145.

Savala, G. 2004: Business case definition – Cross border Transactability (Debit issuing and ATM acquiring. Standard Bank South Africa.

Savala, G: No Date. Stanbic Bank debit cards, New Product Proposal. Standard Bank South Africa.

Standard Bank. 2006: corporate profile http://www.standardbank.co.za/site/about/index.jsp[Accessed on 2006/05/11].