

A Challenge for Project Management Organizations!

By Paul Giammalvo

I received this in my in box today which inspired a “call to arms” for the project management community of practice to renew the call for the International Development lenders to adopt Earned Value Management for all projects funded by these agencies.

“At the bank’s annual meeting in Singapore in September, Wolfowitz was admonished by several European countries and by developing nations for putting the anti-corruption initiative ahead of the needs of the poor.

Countries like Britain, France and Germany were all wary about attaching restrictive conditions to the World Bank’s multi-billion-dollar development assistance. Wolfowitz did win the backing of US Treasury Secretary Henry Paulson, who described corruption as “probably the cruelest” tax imposed on a country’s population.

Wolfowitz’s plan would link World Bank financial aid to commitments by beneficiary countries to good governance, such as transparency in public procurement, and anti-graft measures.”

http://news.yahoo.com/s/afp/20070130/bs_afp/worldbankcorruption_070130220252

At the same time, the American Society of Civil Engineers has embarked on a “zero tolerance” policy for corruption in construction project management.

<http://email.asce.org/international/documents/GLOBALACETPROJECTDESCRIPTIONDraftJan52007.pdf>

What better time than now, for all globally influential organizations representing project managers, to join ASCE in calling for a “zero tolerance” on corrupt and collusive practices?

I have long been advocating for the implementation of Earned Value Management as one of the ways to help control “leakage” in project funds. While it won’t stop the leakage outright, it will make it more difficult for the corruptors to skim funds from the project and, if implemented along with activity based costing, it will provide the auditors with a much better trail to track and follow where the money went.

By implementing Earned Value as it was intended, it should not have any negative impact on the World Bank or other multi- or bi-lateral lending agencies in providing services for the poor. Yet at the same time, as it worked so well for the US Government for over 45 years in minimizing rip-offs by savvy contractors, so it should also help governments funded by the World Bank in preventing or at least slowing down the leakage in project funds.

Please join me in lobbying your preferred project management organization to join ASCE in their efforts, and lobby all International Development lenders to adopt Earned Value Management.

About the Author



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For 25+ years, he has been providing Project Management training and consulting throughout South and Eastern Asia, the Middle East and Europe. He is also active in the Global Project Management Community, serving as an Advocate for and on behalf of the global practitioner. He does so by playing an active professional role in the Association for the Advancement of Cost Engineering International, (ACE); Construction Specifications Institute (CSI) and the Construction Management Association of America, (CMAA). He previously served on the Board of Directors of the American Society for the Advancement of Project Management (asapm) <http://www.asapm.org/> and served previously as the Chair of the Certification Board of the Green Project Management organization. <http://www.greenprojectmanagement.org/> He is active as a regional leader and a compensated consultant to the Planning Planet's Guild of Project Controls. <http://www.planningplanet.com/guild>

He has spent 18 of the last 45 years working on large, highly complex international projects, including such prestigious projects as the Alyeska Pipeline and the Distant Early Warning Site (DEW Line) upgrades in Alaska. Most recently, he worked as a Senior Project Cost and Scheduling Consultant for Caltex Minas Field in Sumatra and Project Manager for the Taman Rasuna Apartment Complex for Bakrie Brothers in Jakarta. His current client list includes AT&T, Ericsson, Nokia, Lucent, General Motors, Siemens, Chevron, Conoco-Philips, BP, Dames and Moore, SNC Lavalin, Freeport McMoran, Petronas, Pertamina, UN Projects Office, World Bank Institute and many other Fortune 500 companies and NGO organizations.

Dr. Giammalvo holds an undergraduate degree in Construction Management, a Master of Science in Project Management through the George Washington University and a PhD in Project and Program Management through the Institute Supérieur De Gestion Industrielle (ISGI) and Ecole Supérieure De Commerce De Lille (ESC-Lille- now SKEMA School of Management) under the supervision of Dr. Christophe Bredillet, CCE, IPMA A Level. "Dr. PDG" can be contacted at pauldgphd@gmail.com.