

## **Project Management Report from Belo Horizonte**



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### **PM Future Events**

PMI – Minas Gerais, rescheduled its 9Th Project Manager Congress to 2014, September 22 and 23. Inscriptions are open and could be done at <http://www.pmimg.org.br/9cgp/>.

### **FIFA World Cup**

Until next July 13, in Brazil, is being held the XX FIFA World Cup. Soccer fans are happy because the matches have been, overall, very good and exciting.

Three of the 32 national teams chose Minas Gerais to prepare for the matches. Argentina, Uruguay and Chile use the good structure and training locations of local sports teams, in the final phase of their preparation to World Cup.

Brazil has had seven years to prepare for this great event. Many projects, almost all of the public sector, were developed in the period covering not only the soccer stadiums but also the so-called urban mobility and airport infrastructures.

In Minas Gerais, the reform and modernization of the stadium was completed on time and on budget. However, many projects promised delayed or even were not completed. Unfortunately, other 10 from 12 stadia completed delayed and with overruns.

in Belo Horizonte, capital of Minas Gerais state and place of 6 from 64 matches of the World Cup, the BRT (Bus Rapid Transit) system is not concluded and is working partially. It reaches the stadium where the games are being played, from downtown but not from the most distant neighborhoods in the city's North side.

Another unfinished project is the modernization and expansion of the Confins International Airport, which serves Belo Horizonte. While operating, it is still under

construction, with completion scheduled for the end of 2014, five months after the final match of the World Cup.

The question we must ask is, why? Why the delays? Why the overruns?

Obviously, the Project Management has its contribution on these issues.

Admittedly the public sector in Brazil is inefficient and has very limited management capacity. Moreover, the sector has to follow complicated bureaucratic rites, meet a very strict environmental legislation, and, often, questioning in court. Not to mention corruption.

However, it is known that even with all these problems, if you have a good Project Management, which means planning time and costs, identify and predict responses to risk, the best way to take care of purchases and contracts, have a good Communication Plan, allocate the most appropriate persons, etc., the result should be much closer to the targets.

Every two years Professors Darci Prado and Russel Archibald held in Brazil a survey about Maturity in Project Management. One of the conclusions of this survey is on the level of maturity by type of organization. In all five previous editions the public sector stands out for having the lowest Maturity.

There are isolated efforts in some state and local governments and even in some departments and agencies of the federal government, to improve, or even deploy the Project Management efforts.

However, as is also known, Project Management takes time to consolidate in organizations, patience from the Board, constancy of purpose and continuity. These attributes are very rare in Brazil, especially in public administration.

While the Brazilian population does not understand that the government spends the money just paid by themselves as taxes and fees, and that therefore such money should be zealously administered, the situation will not improve. However, realizing that their money is paying BRTs, Airports, Stadia, Roads, Railways, etc., people will require more care and better management, including and especially for the projects by the public sector.

## About the Author



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**Manuel Carvalho da Silva Neto, MSc, Mech. Engineer and PMP** is Fundação Dom Cabral Invited Professor and also

Consultant. He is a seasoned professional with over 39 years of experience in Project Management, Process Management and Strategy. Manuel has managed or participated in more than three hundred projects across different fields including Steel, Mining, IT, Telecom, Food Processing, Government and Construction to mention a few. He worked also in projects to implement PMO (Project Management Office) and Project Management Methodology. He has also strong skills in Leading People and Finance. He served as Minas Gerais State Undersecretary for Planning and Budget, from 2007 to 2008. Manuel can be contacted at [carvalhoneto.manuel@gmail.com](mailto:carvalhoneto.manuel@gmail.com).