

Performance Enhancement through Smart Modelling

Making Dammam Metropolitan City SMART¹

Professor Mark Reeson, RPP, FAPM, PMP

When you think of Saudi Arabia, what comes to mind?

Maybe you think of oil, deserts and a traditional lifestyle that steps back over a thousand years?

However, *“With the sands of time, things are changing!”*

Here is where the story begins.



Eighteen months ago, a decision was made that will alter how projects are delivered in Saudi Arabia, starting at Ministerial level and cascading down throughout the thirteen provinces. One such province, the largest and furthest flung of the East coast, simply known as “The Eastern Province” is leading that change under the guidance of the APM’s best practices.

Within the province’s capital, Dammam, a project is currently finishing its delivery stage and is ready to launch into operation this July. But what makes it so special?—This project and its project sponsor have pushed the initial boundaries requested by the ministry and is attempting to shatter the glass ceiling of capability. In a region that is home to most of Saudi Arabia’s oil production and is fast becoming the global hub for the chemical industry, a *new style of PMO and project delivery is ready to emerge!*

For so long this region has been fragmented and although covered by multiple municipalities and governed through many ministries there has never been any major structure to the governance or government of the province. In September 2015 it was decided that this had to change and that a new approach should be undertaken. The first step behind this was to set

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up a project team within the main Municipality Building in Dammam and then draw in a project team that could deliver the project to change the city, not just for a while but for a sustainable future. The decision was made that the best way to deliver this major change would be to centralise the strategic planning of the whole region under one roof to be governed by one individual, the head of the Strategic Coordination Centre, Engineer Mosaad Mqhtani. His project team that would deliver this was made up of four different companies spanning eight different nationalities from Saudi Arabians, other Middle Eastern countries, American, German and Venezuelan, all headed up by Mark Reeson from England.

Although there were many major dignitaries involved in the decision making process of what was needed for the new Coordination Centre, a typical Arab approach to decision making, the major stakeholder after the Governing Prince was the Eastern Province's Mayor, Jamal Nasser Al-Mulhim. With so much notoriety watching over the project this made every step sensitive to the needs of those making the decisions and the community that would be affected by the delivery of this new approach to project management in the whole province.

The first question that had to be asked was, what exactly is this Strategic Coordination Centre and where did this proposal come from? The Strategic Coordination Centre was the result of the proposal to centralise the coordination of projects throughout all the municipalities in the region. For far too long each municipality and authority had work independent from one another therefore creating a counterproductive working environment. This would then allow and demonstrate for a new way to look at utilising the resources within the Eastern Province more efficiently. What this new approach would offer was a clearer picture of what is happening in the province and more importantly, to allow people to understand why it is happening.

Further to this it was decided that a new way of selecting and prioritising projects should be brought into force through the new department. The prioritisation of work would be based on the need of the work rather than simply a wish and to also eliminate the amount redundant work which takes place within the region where roads, rails and electrical cabling is dug up once and then within weeks dug up again. As a further aspect to make this work more effectively, it was decided to enlist a team to write a specific bespoke piece of software that could monitor, control and report the whole region in one system to modernise the process of how municipality work was recorded. In addition to the requirement of the IT System, there would need to be a new procedural set up for the department and these procedures, objectives and the governance behind them would have to be drafted from scratch and then gain the highest level of stakeholder approval.

As another part of the new Coordination Centre, it was also decided to create a new project management approach for delivery of all projects across the province which would involve researching the best approaches to project management and then drafting out a new project management manual so it can be used as a guide book for all project managers within the region. Finally, one final request by the Governor due to his passion towards the subject, he stated to the Mayor that any approach and any new introductions must meet to the standards he decreed as a sustainable solution. This approach was encapsulated into a new model that had been designed previously called the SMART model which Mark Reeson had previously used

to create SMART projects and businesses. It was decided to uplift this model to cover the full city and then with the addition of the Fanar Consulting approach to increased mobility and greater accessibility the model was shaped to create the City SMART model.

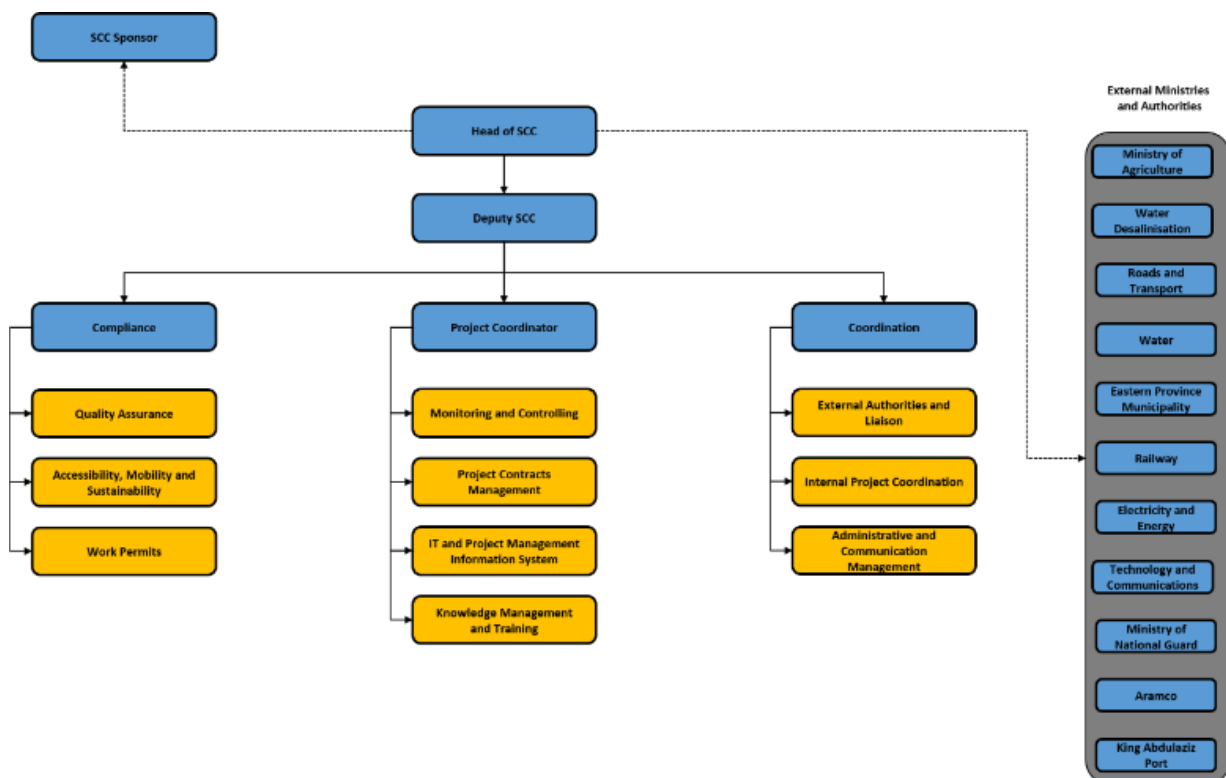
All this planning was fine but this would therefore also include the training of all the new members of staff joining the department in the procedural changes, the new IT system, on how to manage the Project Management delivery and of course the new model, City SMART. Not wanting to stop at this, the Municipality made another request within the planning phase that the project team should further enhance the knowledge of the region with the creation and maintenance of a new asset register for all municipalities and authorities' assets from the beginning again, a full inventory of the region. By doing this and bringing the planning under one department the main objective for the province was to have greater alignment and synergy of all the authorities' current plans and then merge them into one singular strategic annual and five-year plan. The last part of the project scope to create the department, was the department itself, requiring to locate or build the new office development, load it correctly and then prepare the office spaces for occupation.

Although in principle this seemed logical, one question that was raised regularly was why build the Strategic Coordination Centre, why not improve from within each department? This question was asked and challenged by many of the ministries that had ran their own organisations and strategies for many years and could not see the benefit of the new centralised approach. Explaining to some of the senior ministries that hold a huge sway of power involved many presentations and reports to demonstrate the importance behind a new way to develop a centralised coordination of all projects. With the creation of the new department it would give greater focus and visibility to all the municipal projects and not simply the large scale projects that fill the skyline. Explaining to the group that having one department that could show this off would therefore show to the region, its community and to Saudi Arabia as a whole that the Eastern Province could be the flagship behind making a real difference which was then further supported by a statement made called Saudi Vision 2030 by the Deputy Crown Prince Mohammed bin Salman where he explained in April 2016 that Saudi Arabia had a new ambition to reshape and to transform its economy moving away from its reliance on the oil trade.

This announcement came at a very timely moment when questions were still being asked about the viability of such a large-scale change and before long the message was going around the key offices of Dammam about a new vision where their new Strategic Coordination Centre would become "A Future Model for Decision Enabling and Delivery Support to create a cleaner, smarter city". So, if this was going to be implemented on such a scale, what would be the role of the Strategic Coordination Centre? By creating this new department there was a clear vision now for what it would do and why it was needed. By having one central location for everything project management related for the whole region it would allow for the introduction of standardised project management governance system. By introducing this it would further be assisted by the procedural work of Fanar Consulting by enhancing the Quality Assurance within the province for processes and procedures which it would hope would then increase the stakeholder engagement throughout the municipality with a greater control being

taken over the issuance of work permits and licences. Finally, its role would then be cemented by becoming the mobility, accessibility and sustainability champions, initially for the region, but with the correct handling and communication for the whole of the Kingdom creating the first step towards the Deputy Crown Prince's vision for 2030.

Explaining the benefits of a centralised Strategic Coordination Centre at first was never easy but four keys areas started to emerge that became the focus of attention of the ministries and the municipalities together. They started to understand the standardised processes and improved productivity would create an environment where their money would go further and at a time when budgets had been trimmed due to international unrest and conflicts on two fronts having a little extra made a huge difference to how they could manage their own workloads.



Also, by having one organisation that could look at the greater picture geographically allowed for greater risk mitigation which could lead to improvements that would give an enhanced quality of service with a frontline focus which had never been seen before by promoting the use of risk management and gaining greater awareness to the whole region. With this improved visibility it could show the province in a new light and the community as a whole could benefit which would hopefully attract further interest and further business investment for the future. It was imperative that the people of the region and beyond could see what we were doing and what we were creating for the future. The last of the benefits that became clearer as the planning moved forward was the use of the Supply SMART aspect of the model

which allowed an integrated supply chain which could offer greater cost optimisation on all the work that needed to be completed by both the municipalities and the authorities.

All this planning was fine but it was not without many associated risks to the delivery and also post-delivery with the lack of acceptance by the authorities and the municipalities let alone the community as a population. One of the major risks was that by changing the operational processes to dealing with the work then there could be a lack of compliance also which might lead to causing a process failure. This was identified as something that had to be delivered from the first day to ensure a baseline of understanding had been established. In addition, if the project team did not communicate the message well enough then the lack of transparency of the changes would lead to a failure to gain authority buy-in leading to rejection even at the later stages of the projects. This would mean that the Eastern Province would have to consider communicating to a wider audience than ever considered before. Another risk that we soon became aware of was the region's lack of strategic expertise that existed and so could cause coordination inconsistencies and so the need for the right people running the Strategic Coordination Centre once it was open became clear very quickly.

This was identified early and so the key posts within the Coordination Centre were to be filled by international staff and it was their responsibility to start the training programme to identify and coach their Saudi replacements. Something far simpler and well within our control was that by having a change in processes and policies this could cause confusion amongst the staff, the contractors and the organisations and authorities so greater clarity once again would be the main aim of the project. Finally, we had one last project risk that we knew of that we didn't truly understand until the project began. Everything that we produced as a team, had to be translated into Arabic, but as we soon learned as the documentation was being generated, having the right person with the right knowledge on the subject matter and the ability to contextualise the words is a rare and exclusive skill and then was going to be very hard to find as unlike many languages, Arabic does not have a direct translation as it is spoken much as English was done in the late 1800s, early 1900s. As an example, the number twenty-four is not translated as twenty-four but instead four and twenty.

Convincing ourselves had been an achievement however telling others how and why it should exist was a further challenge. We should prove we could set a standard and that it would make a difference. All our ideas were fine and knowing our own competence was one thing, but to understand a different culture and their approach to the work that had to be done was a different challenge. The Eastern province had its own standards on many areas and here is an idea of what the standards had to fit with when it came to each of the deliverables and procedures and processes.

Eastern Province Projects Governance and Compliance:

Assurance of the compliance with the Quality, ISO, Accessibility, Mobility, Sustainability, Safety, Smart-Cities, for all criteria of all projects and initiatives undertaken by the Eastern Province Municipality.

Eastern Province Programme and Portfolio Management Office:

Assessment, planning, control, coordination and reporting of the different programmes, projects and initiatives undertaken by the Eastern Province Municipality.

Eastern Province Projects Coordination and Planning:

Coordination, planning and execution with all internal and external authorities of all the works required by the projects and initiatives undertaken by the Eastern Province Municipality.

There was a clear show of rules and regulations that needed to be abided by and plenty of authorities and organisational bodies ready to watch each step of the project.



So, with everyone on board, (in certain cases as well as we could) we now needed to improve the delivery by making it meet the key requirement of a sustainable solution for the next fifty years, so what exactly is being City SMART?

The City SMART approach was based on the original model created by Mark Reeson for the enhancement of learning through action rather than theory which he created to improve project competence based around a student or delegates competence rather than simply knowledge by Action Based Learning. With this model it was further adapted to create a version for Business Management, Event Management and Supply Chain Management formulating his own SMART family.

As a new challenge however, asking this to be fully uplifted to take on board the working of a city it required the assistance of the Fanar Consulting team and their views on increased mobility and greater accessibility to truly bring the model to life and create a new inspirational model for the future.

This next section of the document will explain the enhancements that were included to make the whole operation for the eastern Province fully sustainable for a future whereby the change would have the greatest impact possible.



Increased Mobility

The first aspect of the three elements to create the true change within Dammam and the Eastern Province was increased mobility. What was recognised early as the solution to this project was that it is important to understand the essential need for people to access to the right goods, services and social and economic connections. By introducing this change it was important to recognise the growing global population with an increasing affluence and the urban sprawl occurring in the region. Aligning that with the ever declining transport costs was pushing the demand for

mobility upwards. People in Saudi Arabia now clearly want to travel, they want to move. The challenge is getting them to move to this region instead of the previously more popular

destinations such as Riyadh, Madinah, Makkah or Jeddah. This was what the Governor had planned but with growth comes greater environmental, economic and public health challenges. These would have to also be addressed. Add the fact that transport is an energy intensive resource which is responsible for sizeable proportion of greenhouse gases whilst congestion also holds back economic productivity and getting the balance right was clearly going to be a real challenge. This would mean a new programme to be launched again in the near future for an improved road and rail system. However, the balance which could also work in our favour was that with greater mobility it would improve the region by making it rich in innovation, intelligence and this could then help develop the newly planned integrated citywide systems and so becoming more City SMART.

Greater Accessibility

The next element that had to be addressed was the theme of greater accessibility. Information management and accessibility to it has changed due to the increased connectivity available these days through so many devices. Technology has created an emphasis on lifelong learning



meaning therefore that there is a greater demand for information reception. What this is creating is the region is a rapidly changing world who want to attain or develop new skillsets in their lives. This therefore placed a greater demand on the infrastructure provision. There are over 53 million users of WhatsApp in the Kingdom as this is the most popular form of communication and as Saudi Arabia becomes more IT aware they have grown with their social

media usage becoming the 14th largest in the world in only a few years. With this new information surge this increases their opportunities to move between professions such as engineering, law, academia and business far easier. The people of the Eastern province are now taking greater responsibility for their own learning and information gathering which therefore leads to the municipality having to put greater investment into informational needs and the modes of delivery to improve social and economic mobility. Put simply, the greater the population the greater the demand on the informational sources and without improved facilitation the population will not be attracted and neither will the business or financial investment.

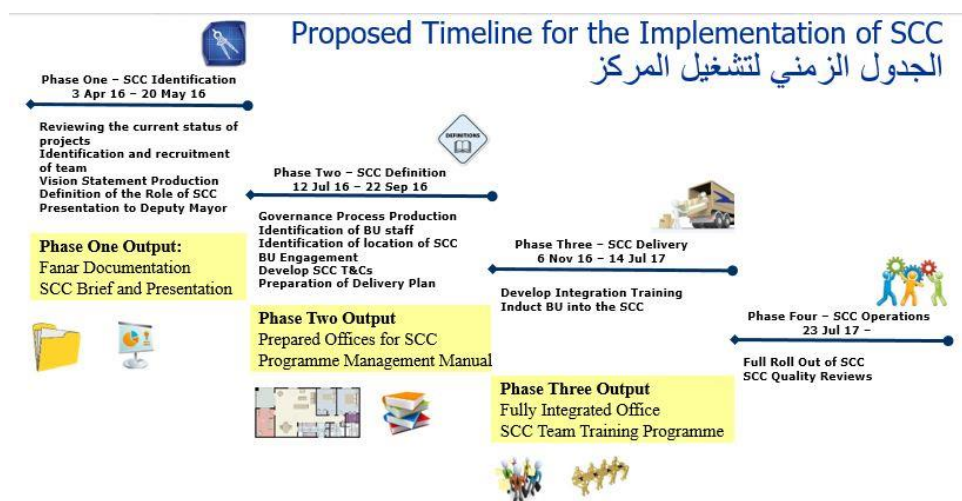


Future Facing Sustainability

The last aspect of the Governor's vision was to ensure that we didn't make a change for now but for the next fifty years, so anything we did related to the project delivery must have within it, a Future Facing Sustainability Model. The first area of concern was that we had to ensure that the supplies of water, energy and food for all by managing the synergies and trade-offs of all that we had discussed before.

We had to create a clear context of environmental, economic, social and technical, legal and political changes and look into the right direction to decarbonise social and economic systems whilst stabilising the climate by promoting behavioural changes in the region. The message had to be sent out, “Sustainability is not about being green, it is about being aware”. We had a remit whereby we had to safeguard terrestrial, freshwater and marine assets that underpin human well-being and improve the quality of life. To do this, we would have to undertake an exercise to understand the relationships between biodiversity and their related ecosystems. The aim was to get the most out of the region and what it could offer and not to sacrifice the land as a result of growth, creating a harmonious relationship between the population and the land. The long term plan was to build a healthy, resilient and productive city by identifying and shaping innovations for a better urban environment with more efficient services and infrastructures. In doing this we will be promoting sustainable rural future to feed rising, with an affluent population by investigating in alternative land uses, food systems and ecosystem options. Questions needed to be answered with the changing and growing population, such as what food was needed, where it would come from and how it could be brought into the city in the safest and most efficient way. One challenge that would always remain was the location of the Eastern Province and its closeness to Riyadh. However, this was seen as an opportunity to draw from Riyadh and to reverse the trend of people leaving for the capital city.

The true goal for the Eastern Province which would open the world’s eyes to how Saudi Arabia is viewed was to improve human health by clarifying and developing solutions to the complex interactions among environmental change, pollution, disease and social well-being. This would lead to educational steps to encourage sustainable consumption and production equitable to the changing social and environmental impacts of consumption, which would in turn be monitored and controlled by increasing the social resilience to any future threats by building adaptive governance systems and developing early warning systems for preventative actions against future issues or risks. This would therefore limit the waste being produced by the region and the waste produced would be more efficiently and safely disposed. The City SMART Model’s fifth element allowed for the recognition of the need to change which meant that all plans stayed ‘live’ which would deliver the city for tomorrow but also for the next fifty years.



Understanding the Saudi culture was key to the delivery and approach of the project implementation. This was not a delivery that could be delivered with a big bang. To create this delivery in a full, detailed and controlled manner it was decided to separate the whole thing into four phases and then also into three main work streams. The work streams would all be named after aspects that would have a deliverable with them, the PMO Project, the SCC Project and then a third that had become very apparent called the OLA or Operational Level Agreement Project. Having the team separating up the work and then delivering it in the phases came under many occasions of challenge for approach and style but once the lead for the project had been established then the project's momentum grew and the delivery became more rapid in its approach. This project has now reached its final stages of the full delivery and at the time of writing the offices are now in place and ready to be filled for full roll out. With the new roll out ready to bring in the benefits and the vision it has planned this project, after many challenges has been delivered as a real success.

So, with everything in place and with the team prepared for implementation, would it be accepted truly in Saudi Arabia? The biggest push was about to happen. On 16th May 2017, there was a meeting in Riyadh where the senior management officials from the big five municipalities held a strategic discussion about the formal role out of Coordination Centres in the full Kingdom. The big five cities that make all strategic decisions on behalf of the kingdom are Riyadh, Makkah, Jeddah, Madinah and Eastern Region (Dammam).



The main purpose of the meeting was to establish the next step which is aiming at the coordination all efforts and to assure same standards and understanding throughout the five cities. This would then arrange the future for project management delivery in the Kingdom for the structure, roles, responsibilities and authorities of all Coordination Centre departments. It was recognised that not all municipalities are at the same level of organisation maturity and understanding of the purpose of the Coordination Centre. This would be seen as a huge step towards the introduction of the Saudi Vision 2030 programme. The decision was made that the City Smart approach was the ideal model to follow and so the Kingdom's approach in the short and medium term would be to organise this department to be the guide of Ministry of Finance for assigning the required budget, based on the priorities of urban development of cities not based on the services sector requests.

The roll out plan for the City Smart Coordination Centres will be:

- The big 5 cities in one year 1438H (2018)
- The next 80 cities in the next 3 years between 2019 - 2021
- The remaining 135 cities between 2022 - 2029
- By the end of 2016 they would formalise all municipality urban development plans for their cities to assign the 1438H (2017/2018) budget

The Makkah officials have suggested to outsource the work to the Coordination Centre specialists so they could then focus the Kingdom's investment into services provision. The new roll out plan has then recently been reviewed and approved by Mark Reeson for the Ministry Headquarters for the Office for Crown Prince Mohammed bin Salman. The Coordination Centres for a future facing sustainable approach will include

- Development of a Coordination Centre in all municipalities
- All municipalities are to be developed to align with the Smart City modelling
- Priorities of urban development through a good knowledge and active software
- Lessons Learned and Knowledge Management throughout the big five municipalities
- The governance of KSA will fully support this direction and will provide facilities to transfer the current situation to the new approach for the future

So, with everything in place to deliver, the only question that is left to answer, is how exactly does the SMART Model work? This was a eureka moment in January 2017 when the Municipality were explaining how they wanted to deliver projects when Mark Reeson left the room and promised to be back in two hours. Two hours later, the SMART Vision was drafted and the picture for the future was clear. The first thing to remember is that everything starts at the top. The SMART Vision process begins under the authorisation of the Ministry when they issue their own five-year plan that covers four specific disciplines:

- Storms and Drainage projects
- Asphalt projects
- Human well-being projects
- Building projects



These four disciplines make up the Urban Development Plan that covers a specific region for a five-year period stating what will be built in which districts and when, therefore prioritising the development of specific areas that it feels are of a greater priority than others. This first step in issuing the five-year plan to the Municipality starts the Eastern Province's own processes which have been the SMART Vision 2017, to support the development of the 2030 Vision that promoted the idea of

greater uses of PMOs to support future project delivery as stated in 2016 by the Deputy Crown Prince Mohammad bin Salman.

Next, to support the Province or city's new approach to the SMART Vision, there are several Strategic documents that have been created to ensure that there is a clear structure and governance behind all the work that it produces. The four key documents that make up the governance structure for the Municipality are:

- Strategic Statements
- Governance Manual

- Communications Plan
- Implementation Plan

These four documents form the structure by which the automated Project and Programme Management (PPM) system is to be managed and describes within them the metrics necessary for managing the Province or city's deliverables. This automated system then comes under the authorisation and the direction of incumbent of the position of Head of the Coordination and Planning Centre (CPC). This role then authorises the internal and external stakeholders the correct access to the Ministry's Urban Development Plan to offer greatest visibility to all the activities and districts that the Ministry has determined as the most important now. By allowing access to this information the internal and external stakeholders can plan their own activities in line with the Ministry's own priorities.

It is at this point in the process that the internal and external stakeholders have different responsibilities and processes to ensure that the SMART Vision works successfully. As the external stakeholders are private organisations this must be recognised from the beginning of the business process, as they will have their own priorities and shareholders' direction. Therefore, to ensure that the SMART Vision is a success to all involved this early recognition means that the Ministry Authorisation of the four key areas of the Urban Development Plan needs to be shared with them, however as a guidance for their support and not as a directive. As the external stakeholders are there to support the Province or city's new approach, equally the Municipality reciprocates this support to the external stakeholders. Where internally, the Municipality provided the documentation for the stakeholders to give direction, here the external stakeholders will not have access, nor need access to the documents as they will self-direct.

If an understanding is in place between the Municipality and the external stakeholders as to which areas are being developed, when and how, then if communication is kept open between the two parties then the SMART Vision approach will be successful. Giving the external stakeholders visibility to the Urban Development Plan is paramount to success, however this does not necessarily mean access to the Automated PPM System and so what accessibility is granted and to whom and when should be a decision that is made by the incumbent of the position of Head of the Coordination and Planning Centre (CPC).

The Municipality's authorities make up the internal stakeholders that will deliver projects within the Province or city. Now each of these authorities has visibility of the Ministry's five-year plan it should work with the CPC to align its priorities with those stated by the Ministry. The internal stakeholders would work with the Strategic Planning Coordinator to develop their plans and the relevant alignment with activities and districts. Once these plans have been verified by the Head of CPC, working on behalf of the Mayor of the Province or city, the internal stakeholders will be allowed to continue delivering their own projects under their own supervision and control. However, to assist and support the efficient delivery of the projects, the CPC Department provides the services of the PMO.

This PMO has been designed to record and monitor all the internal stakeholder projects across the Province or city and to provide a full suite of project documentation to help with the delivery of every project. By working together, the internal stakeholders and the PMO can track the start of each project and the performance of each project to ensure that it stays in line with the greater plan for the whole province. The PMO itself is supported by its own suite of documentation that it will use to enhance the project and programme management achievements for the Municipality. This suite of documents includes:

- Project Prioritisation Guidelines
- Project Management Manual
- Project Evaluation Report
- Programme Objectives Report

Further to the support offered by the PMO, the final section of the CPC Department, is the Quality and Compliance team. The role of this team is to ensure that only the relevant projects, in the correct region and at the right time are issued work permits and that once the work has been carried out that it ensures it has met the specific requirements needed to fulfil the obligation of the project activities. In addition to the applications for work permits, the Quality and Compliance team will be assessing the internal stakeholders' assessments against the sustainability criteria required and set by the Head of the CPC under the direction of the Mayor of the Province or city. Each internal stakeholder will be given access to the SMART model to assess their project activities so that the results can be recorded and then checked against the sustainability priorities of the Municipality. The SMART model measures six distinct areas:

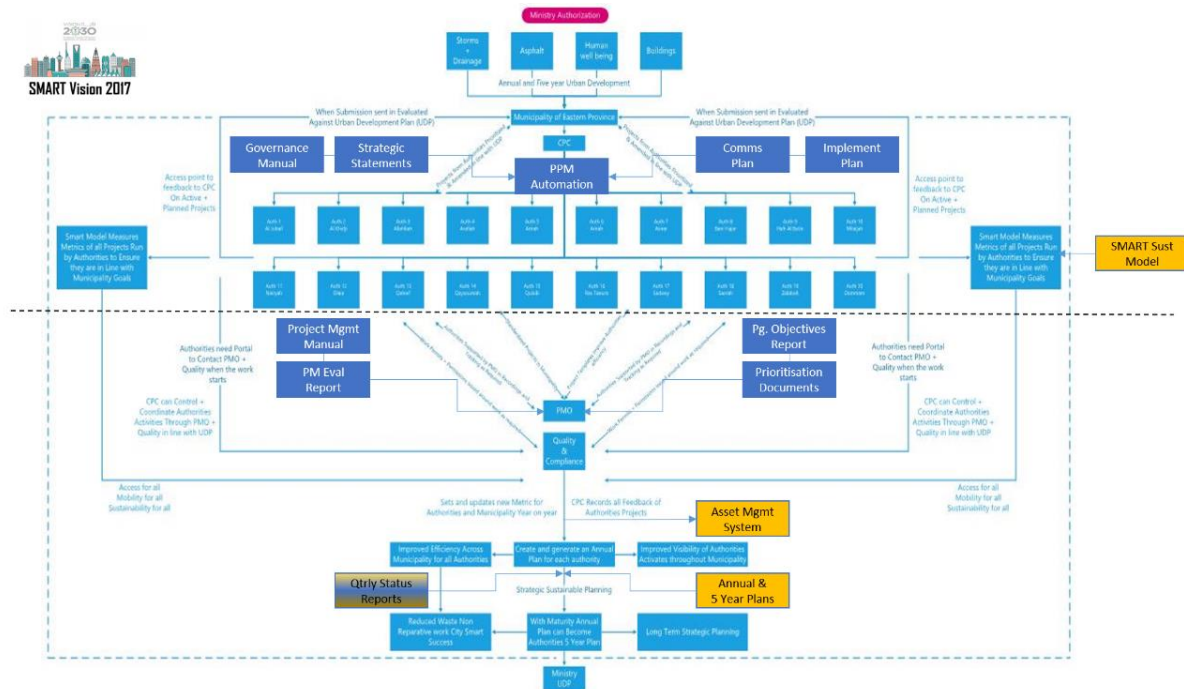
- Business Organisation
- Business Development
- Business Finance
- Business Governance
- Supply Chain
- Environmental Sustainability

These six areas are based around the governance of the Municipality's projects through the CPC which has three main aims:

- Greater Accessibility for all
- Increased Mobility for all
- Future Facing Sustainability for all

Each internal stakeholder will submit their assessment to the Quality and Compliance team. The private and commercial companies that deliver projects on behalf of the Municipality within the Province or city make up the category that are determined as external stakeholders. As the Municipality has no direct authority over these organisations, the relationship between the two parties is much more fluid but still must have a structure. The external stakeholders

will still be given access to the automated PPM system but with limited usage so that it has visibility of the Ministry's five-year plan to allow it to align its own plans with the Ministry's directive. To gain support in this area the external stakeholder can discuss and share its planned activities with the Strategic Planning Coordinator to ensure there is a clear understanding between the Municipality and the external stakeholder as to what work is going to be carried out when to achieve the planned goals.



For the external stakeholders, the role of the Quality and Compliance team is very like that of the internal stakeholder but not through solely an authoritarian approach but also as a supportive and detached approach. The role of this team is to still ensure that only the relevant projects, in the correct region and at the right time are issued work permits. However, it will require to ensure that a sub process and agreement exists between the external stakeholder and the team once the work has been carried so that a suitable inspection can be carried out to confirm the delivery has met the specific requirements of the project's activities. In addition to the applications for work permits, the Quality and Compliance team will grant access to the front end of the SMART Model so that it can carry out its own initial assessment of the work being carried out so that this can then be measured before, during and after the project. When the submission for the work permit is issued by the external stakeholder this sustainability assessment will also be used to validate the work against the sustainability criteria required and set by the Head of the CPC under the direction of the Mayor of the Province or city. If an external stakeholder wishes to have full access to the complete tool so that they can carry out sustainability assessments on their own processes and functions as well as those whilst working with the Municipality then this permission will need to be granted by the suitable authority.

This creates a fundamental planning and control approach, however still does not fulfil the sustainable strategic planning that we need for the future. Now both the internal and external stakeholders are delivering their appropriate projects, the strategic planning and coordination for this, next and future years can begin. By collecting the data generated by the Quality and Compliance team and the performance information of the PMO, the Strategic Planning and Coordination team can start to set the new targets and update the metrics being achieved year on year and for the future. This team will also be ensuring that that Ministry's priorities are all being recorded against the feedback reports to update, maintain and create the necessary records within the Asset Management System that will be aligned with the Automated PPM System. With the constant updating of the asset register this will give greater visibility to the Head of the CPC and the Mayor of the Province or city of what districts are growing, which areas are developing and how their province is responding to these changes. Now this information is available, it can be used to improve the optimisation of time and resources further by developing both the internal stakeholders and supporting the external stakeholders with their long term strategic sustainable planning.

With the continuance of information flowing now into the CPC from the internal stakeholders' projects, this data can then be used to create and maintain the plans that have been produced up to this time. With this information being channelled through the CPC this will offer greater visibility of the internal stakeholders' activities and achievements and with the support of the PMO and its documentation, an improved efficiency in the way the internal stakeholders implement their projects. With the use of the PMO's quarterly Status Reports, the CPC and specifically the Strategic Coordination and Planning team can use this information to start to develop a more strategic way of thinking about all internal stakeholder projects for the future. Feeding this information between the internal stakeholders and the Head of the CPC will reduce the waste that can be exhibited on projects and eliminate the repetitive natures that some projects have had in different districts over the years.

As the CPC and the project management approach matures, so the strength of a resource and realistic five-year plan for each internal stakeholder will become possible. Once the five-year plans have been developed these will align with and feedback into the primary document from where the process began, the Ministry's Urban Development Plan. With the feedback of information from the reports generated by the external stakeholders' projects, the visibility of what has been achieved will become transparent and will help to forge the relationships between the Municipality and the external stakeholders. As the data becomes readily available through the Automated PPM and the Asset Management Systems, this will mean that the CPC can offer its support to the external stakeholders as required to assist them with the development of their own annual and five-year plans.

By having the external stakeholders embracing this approach and understanding a thorough process means help and support not command and control it is hoped that this will develop the relationship further so that all the long-term planning made by the Municipality and its external stakeholders can be combined to develop a master schedule of activities in years to come.

With the SMART Vision 2017 in place the Municipality will have the opportunity to finally highlight the importance of creating strategic plans with clear, measurable goals and outcomes. This approach will allow for the creation over time of mid-range and long term goals and outcomes being identified with obvious beginning and end points, whilst the projects and tasks required will describe how the work will be conducted. Having this structure in place will allow the management team and the decision makers to calculate and allocate the correct human and capital resources to take the necessary actions. This decision-making ability can position the Municipality on a course to accomplish future goals or outcomes. Reviewing and re-assessing of the strategic vision will also give early indication to resource constraints which may indicate that a goal or objective must be satisfied before proceeding to a new goal, or that certain goals or objectives are unnecessary, inappropriate, or unattainable. By having the flexibility within the long-term and sustainable strategy will allow the senior officials of the Municipality to avoid a linear goal-driven mind set but instead can plan with greater confidence and practicality to create substantive and productive change to the region.



The Kingdom of Saudi Arabia has set its sights on a new and improved future, changing the way other countries look at it and more importantly, how it views itself.

This sustainable change will be greatly impacted by project and change management approaches that are taken and how these changes are delivered. The result of these changes and what its potential can be in the future will shape the Saudi Vision 2030.

About the Author



Mark Reeson, RPP, FAPM, PMP

United Kingdom



Professor Mark Reeson is a project management specialist with over thirty years' experience. A Fellow of the Association for Project Management, he has been involved in many project and programme consultative roles. Most recently Mark has been working with the Saudi Arabian Municipality of the Eastern Province to change the way that project management is carried out within the region, using his newly recognised SMART Sustainability Modelling for project and business management.

He was appointed a Professor of Project Management at the University of Business and Technology, Jeddah, Kingdom of Saudi Arabia which was a culmination of his work in training and consulting in the region on matters that relate to project management, supply chain management and sustainability modelling. Having previously held the position of a specialist Sustainability Management Global Advisor he has moved forward from that position and now regularly supports businesses and projects alike in streamlining their approaches to change and strategic development providing greater longevity in their business planning.

Having started his career in the Royal Air Force, Mark has continued to develop by working and delivering projects in multiple fields of industry ranging from the nuclear environment, into pharmaceuticals, finance and also the international sporting fields.

Mark has developed his role within project management through further experience with the nuclear industry and is now the owner of M R Project Solutions Limited where he has fulfilled the role of Project Management Advisor for the last three and a half years covering every continent. His role is very much client facing and Mark now almost permanently travels the world meeting clients, developing solutions and providing training for their project families either directly through his own organisation or in support of others. Mark's main role is the development and the consultation with many organisations on ensuring they choose the right approach or methodology to deliver their projects and then follows this up with the correct bespoke training programmes for how their company wants to share this learning with their staff members.

Mark has changed the approach to learning by the ongoing development of his original 'Living Learning' programme by introducing a new learning experience for all taking the classroom format and making it come to life with his popular and original 'Applied Learning' simulation

training and coaching technique. He has taken this forward over the past few years to introduce this training style so that project management learning and behaviour has now started to be delivered into the schools and colleges looking to develop the technical, behavioural and contextual skills and attitudes of their students.

As a regular public speaker Mark now shares his experience, knowledge and commitment with those associations wanting to move forward in a more sustainable and successful manner. Mark's next aim is to develop this further and to spread project management knowledge and competency to many more organisations worldwide, having already started with successful deliveries globally.

Mark can be contacted at mark.reeson@btinternet.com