

CITY OF CAPE TOWN
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INTENTIONAL INTERVENTIONS FOR ACCIDENTAL PROJECT MANAGERS

Mish-al Booley

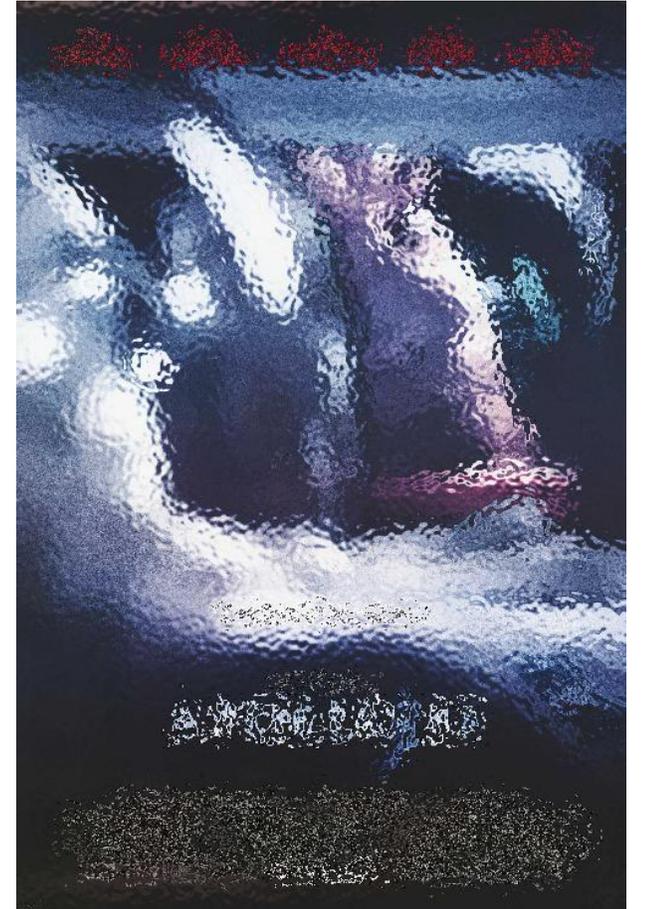
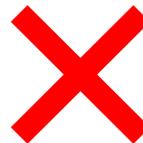
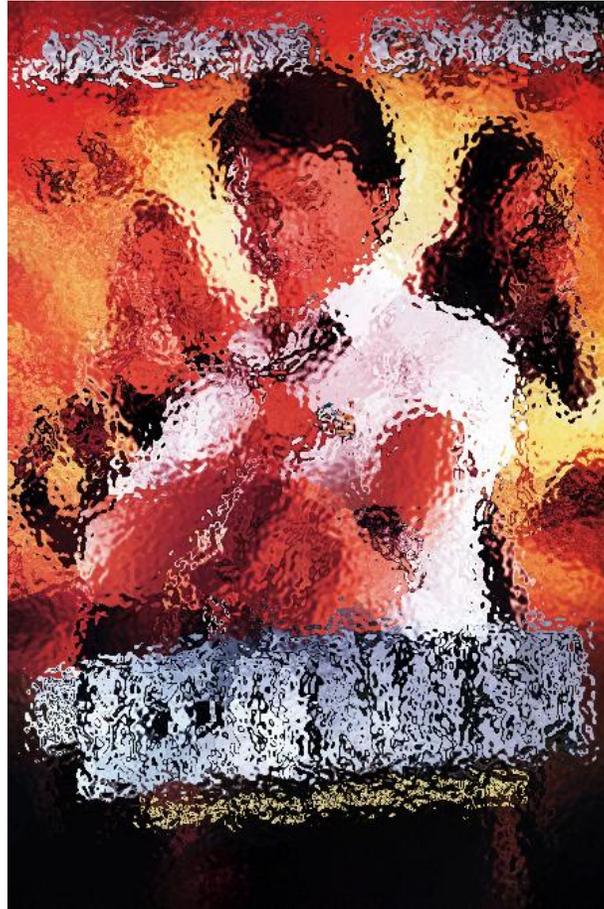
Making progress possible. **Together.**

What is an “Accidental Project Manager”

An accidental project manager is someone who ends up managing projects without formal training or intention - often due to organizational needs, role expansion, or being the most capable person available.

These individuals typically come from technical, operational, or administrative backgrounds and learn project management on the job.

Also known as “APM’s”.



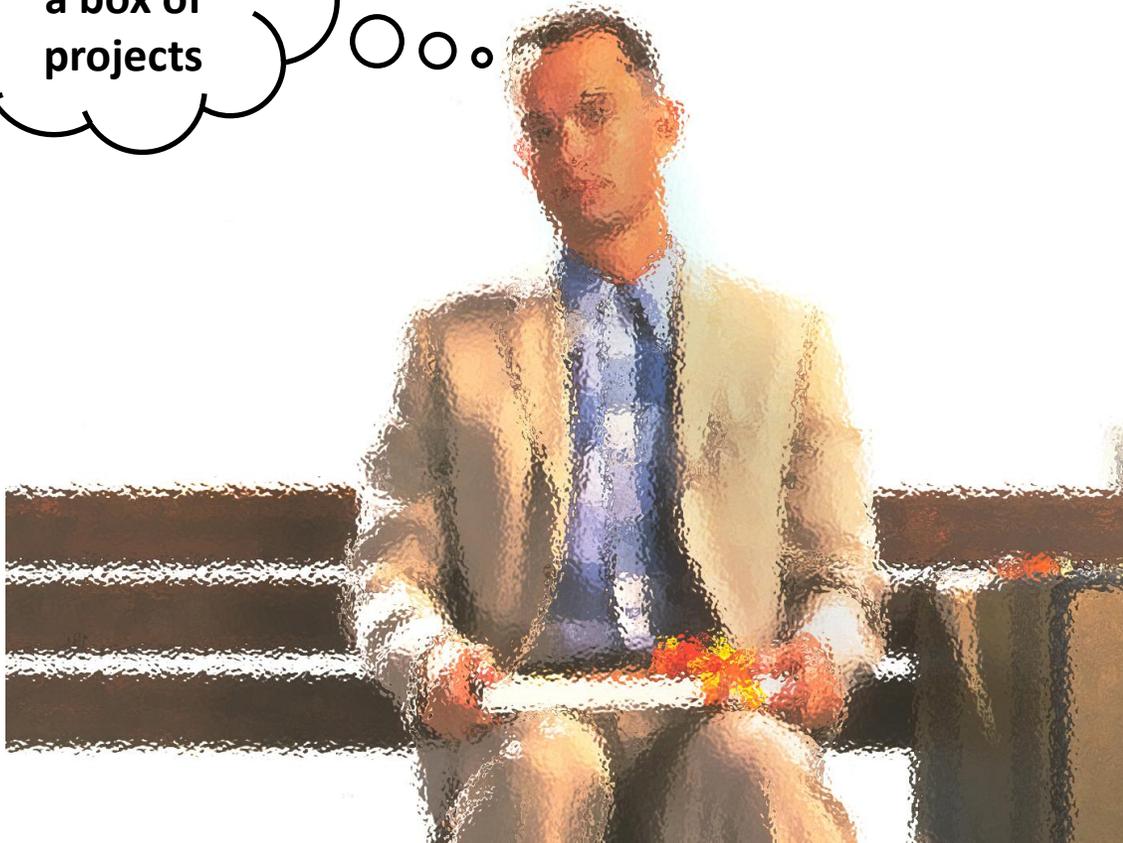
PM Typology



Type	Description	Strengths	Risks
 Intentional PM	Chose project management as a career path. Certified, methodical, and process-driven.	Deep knowledge of frameworks (strong governance, reliable delivery.	Can be rigid or overly formal in dynamic environments.
 Anxious Accidental PM	Thrust into the role without training. Feels overwhelmed and unsure.	Empathetic, cautious, often good at stakeholder listening.	May avoid decision-making, struggle with prioritization or scope creep.
 Enthusiastic Accidental PM	New to PM but excited to learn. Sees the role as a growth opportunity.	High energy, adaptable, great at team motivation.	May lack structure, overcommit, or underestimate complexity.
 Apathetic PM	Doesn't believe in project management or sees it as bureaucratic. Often a domain expert forced into PM.	Strong technical or operational skills, confident in execution.	Ignores governance, risks burnout, and causes misalignment.
 Aspiring PM	Actively seeking to become a professional PM. May be shadowing or training.	Eager to learn, receptive to feedback, builds strong habits.	Needs mentorship and exposure to real-world challenges.
 Strategic PM	Sees PM as a lever for organizational change. Often in leadership roles.	Visionary, systems thinker, drives transformation.	May lose sight of delivery details or overwhelm teams with ambition.
 Stealth PM	Manages projects informally—no title, no tools, but gets things done.	Great at influence, cross-functional coordination, and improvisation.	Lack of visibility, no formal support, risks burnout.

A Common Challenge

Life is like
a box of
projects



- Pick a career and then transition
- Choices and circumstances
- Practical competence only?

**A challenge created by
organisations.**

**A challenge for
organisations...**



Before we get into it...

“Intentional Interventions” = project management maturity (not APMs) = supporting all PM’s

If you need a project manager,
recruit a project manager

Vs

*I need somebody with
technical competence and I
may ask them to manage the
odd project*



Accidental
Project Managers



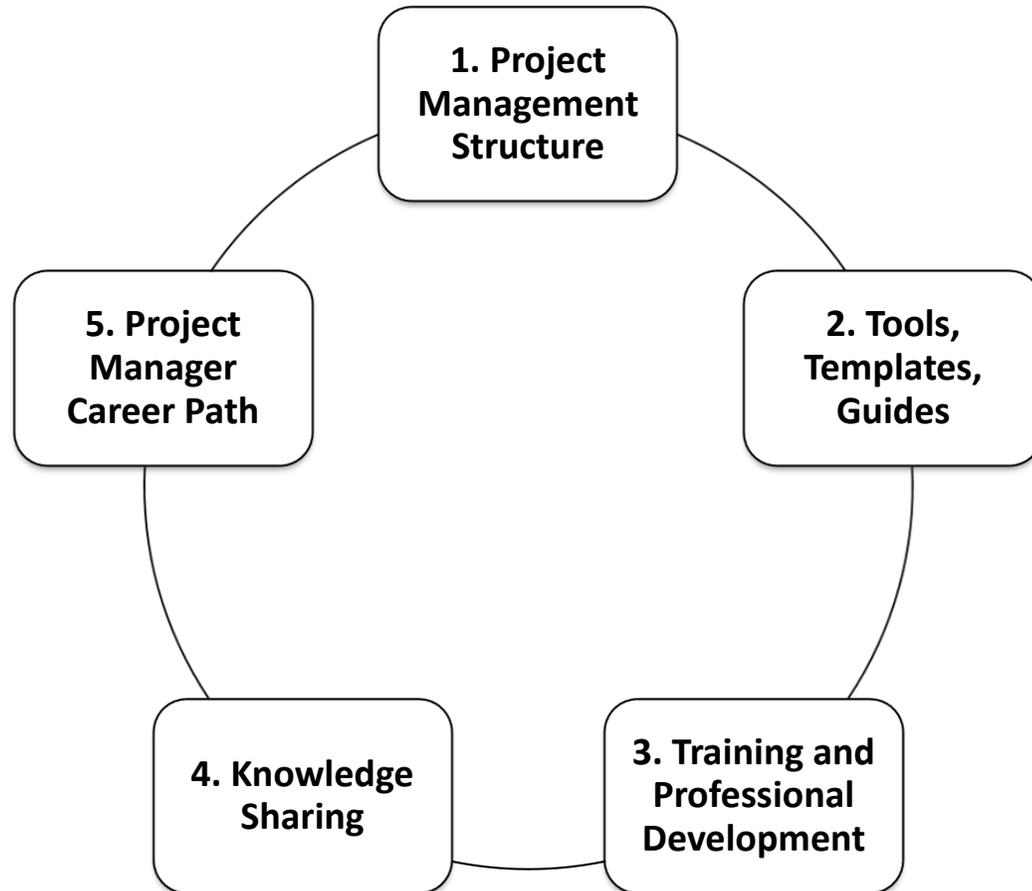
It's easier to upskill
somebody to become a PM
Vs
*Upskilling a PM to perform
technical functions*

Society and organizations are
recognising the value of a
project management approach

Projectification

**Recruitment
and Selection**

Intentional Interventions (5)



Cape Town: An Overview

CAPE TOWN AREA:	2 461 km ²
POPULATION:	4 488 546
HOUSEHOLDS:	1 402 671
MEMBERS PER HOUSEHOLD:	3.2

GOVERNANCE:

- Independent sphere of government
- Metropolitan municipality
- An elected Council approve policies and by-laws for implementation by officials
- Broad range of powers and functions



Cape Town in Context

FORMAL RESIDENTIAL

Approx. **4 million**
people



INFORMAL RESIDENTIAL

Approx. **500 000**
people



Cape Town's households are split between formal residential and informal residential.

Portfolio View



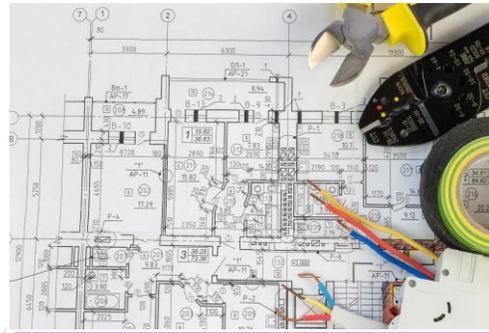
**Over 30 000
Employees**

500+ PM's

1 Central PMO (C3PM)

11 Satellite PMO's

13 Directorates



250 Large Life Cycle

800 Medium Life Cycle

3000 Small Life Cycle

90 Major Projects



**R120 Billion planned
spend over the next 10
years:**

**40% Water and
Sanitation**

20% Urban Mobility

10% Energy

8% Human Settlements



**Reason for
Infrastructure Spend:**

40% New Assets

40% Enhance Asset

20% Replace Asset



1. Project Management Structure

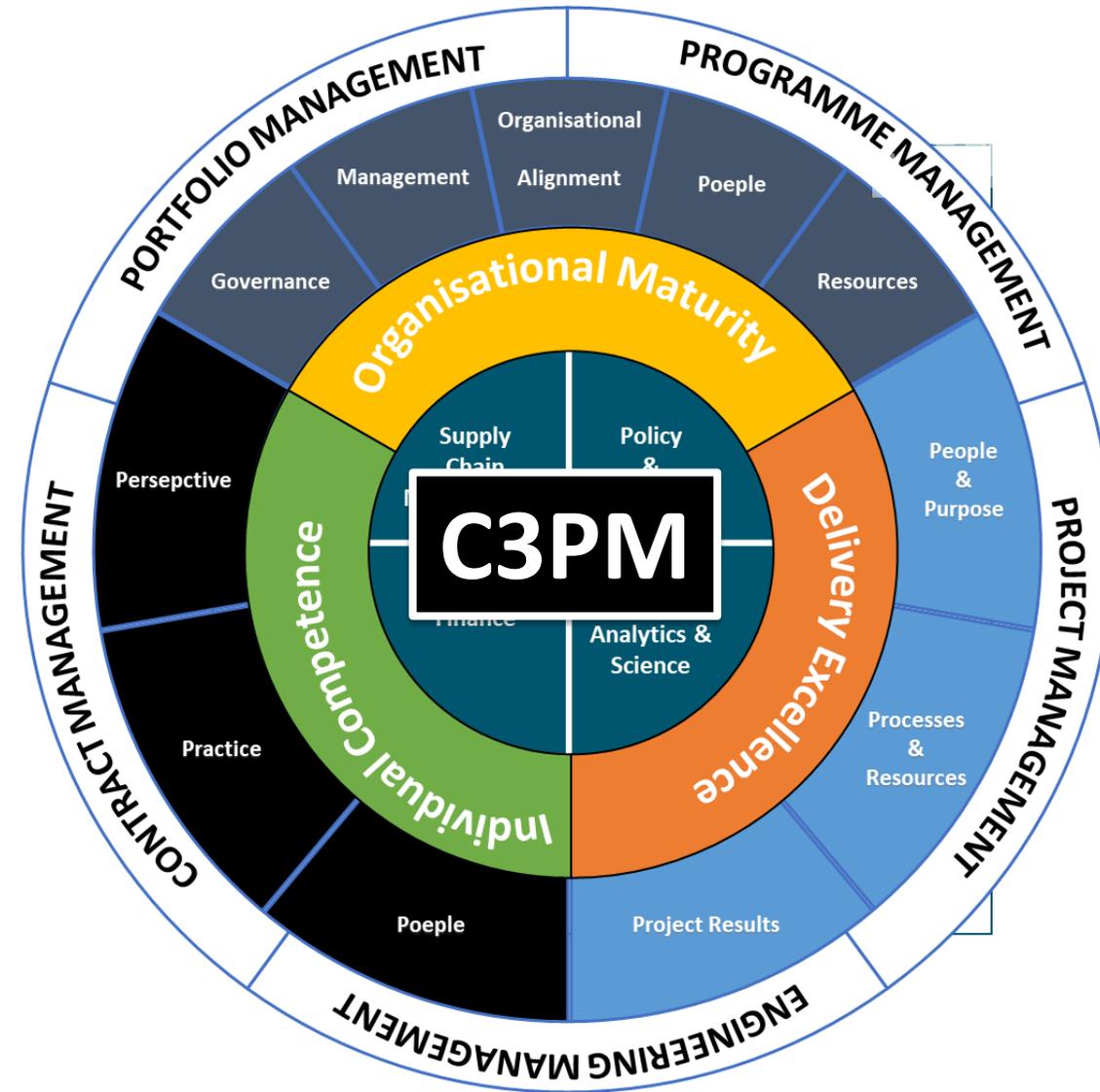
Provide APMs with a structure that supports PM in the organisation, potentially establish a PMO.

1. Establish a Project Management Structure

An enterprise-wide **Center of Excellence (CoE)** PMO is a specialized Project Management Office that focuses on developing best practices, standards, tools, and training to elevate project management capabilities across an organization.

What It Is

- Enabling project success across the board.
- It acts as a strategic hub that supports project teams, drives consistency, and fosters continuous improvement.



Project and Programme Management Branch

Individual Competence Unit

Build capacity and capability

Enhance competence through collaboration

Inspire excellence through research and development

Promote the PM/PrM discipline

Organisational Maturity Unit

Improve governance and decision making through stage gate reviews

Enhance PM/PrM application through industry standards and methods

Strengthen stakeholder engagement and feedback integration

Performance measurement and continuous improvement

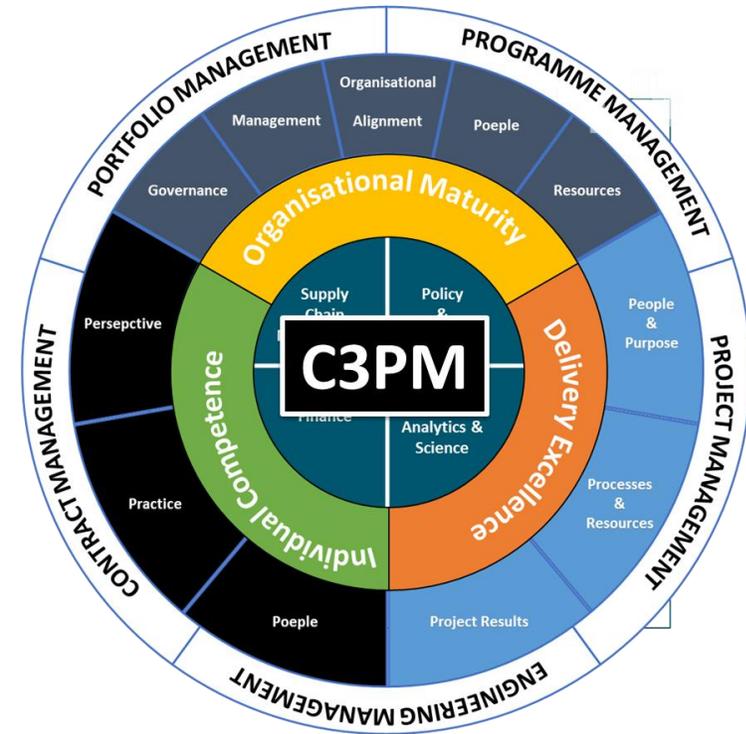
Project and Programme Support Unit

PPSG funding support

Provide expert PM/PrM consultancy services

Manage contracts essential for external expertise and services

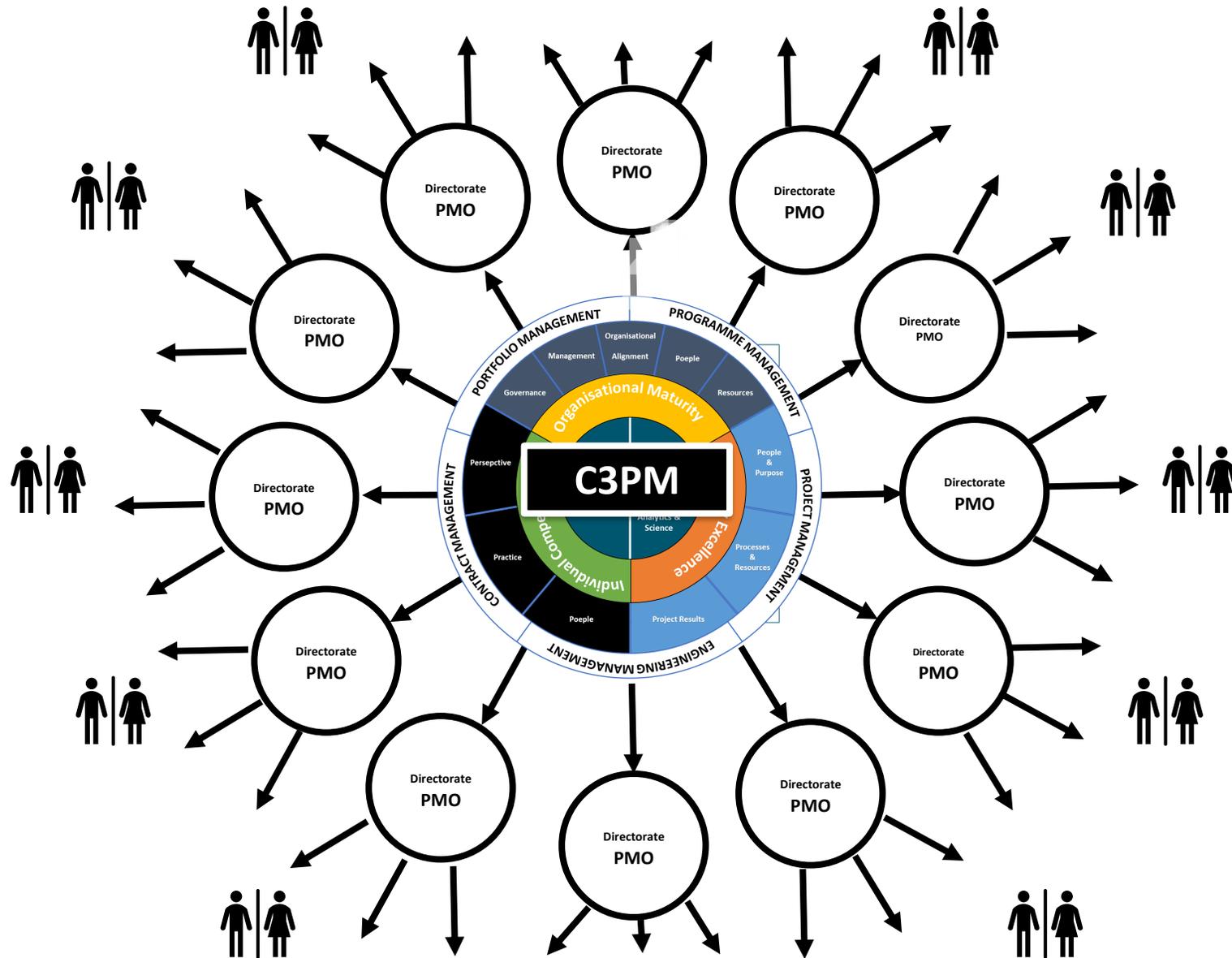
Project and programme performance measurement and improvement



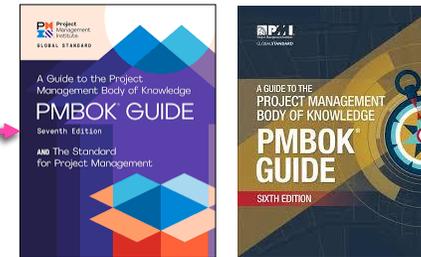
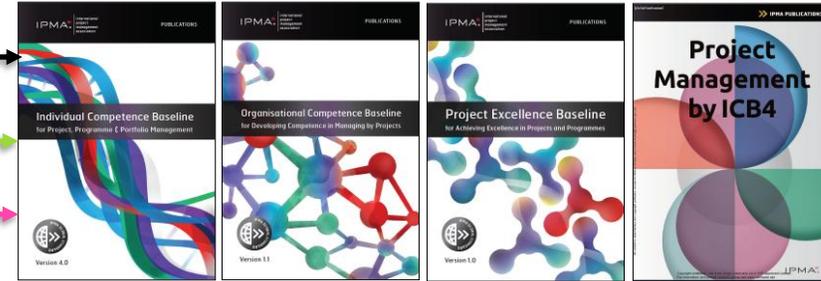
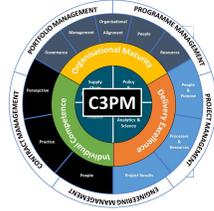
A **Hub-and-Spoke Model PMO Center of Excellence (CoE)** is a strategic project governance framework where a central PMO (the hub) provides standardized methodologies, tools, and training, through decentralized (satellite) PMOs.

C3PM tailors international standards to organisational needs.

Directorate PMOs tailor C3PM Citywide interventions and analysis to Directorate needs.



Way of Working



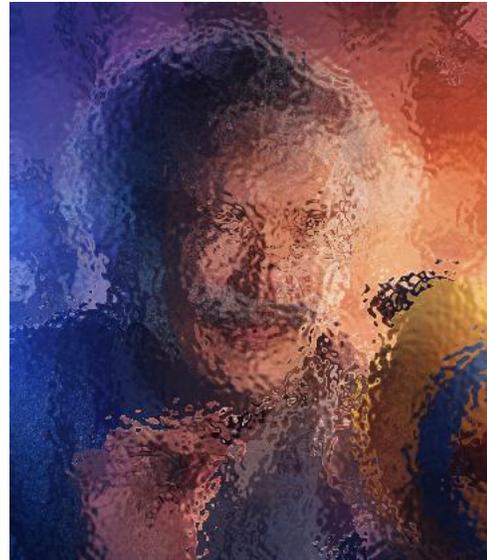
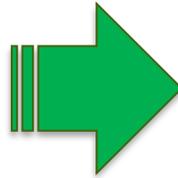
2. Tools, Templates, Guides

Provide APMs with foundational tools, templates and guides fit for the organisation.

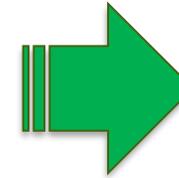
2. Tools, Templates, Guides



Annual PM org and individual maturity assessments



Identify maturity improvement goals and development gaps



**Internal Guides
Tools and Templates
System Enhancements
Continuous Improvement**

“City-fied” Interventions



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All part of a 20+ year PM Maturity journey...

2. Tools, Templates, Guides

CITYweb
CITY OF CAPE TOWN
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Making progress possible. Together.

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Corporate Project, Programme and Portfolio Management (C3PM)

Our mission and vision

We contribute to ensuring that the City responds to the future needs of Cape Town with the practical, impactful, resource-efficient and resilient implementation of projects and programmes. This includes deploying best practice project, programme, portfolio, engineering and contract management solutions that enhance the customer-centric culture in the City. In doing so, C3PM serves as a Centre of Excellence (CoE) for the whole organisation.

Disciplines

C3PM was established to serve as a CoE for the City across five key disciplines – **project management, programme management, portfolio management, engineering management and contract management (PPPE&CM)**. Our primary purpose is to institutionalise these five disciplines by embedding best practices across the entire organisation.

Meet the Team

Ben Peters
Director: C3PM Department
BarendDaniel.Peters@capetown.gov.za
Tel: 021 400 9206
Cell: 082 786 7746

Core strategic focus areas

In line with our mandate, we achieve this by driving the three core strategic focus areas of **organisational maturity, individual competence and delivery excellence** in each discipline. The diagram below depicts the five key disciplines of C3PM, the three core strategic focus areas that drive continuous improvement in these disciplines, as well as key integration points with other areas in the organisation.

Structure

C3PM is structured into several branches and units. Each branch or unit has a different focus area, and provides discipline-specific functions into C3PM and across the City:

- Project Portfolio Management Unit (PPMU) focuses on the project portfolio management discipline.
- Project and Programme Management Branch (PPMB) focuses on the project management and programme management disciplines.
- Engineering Management Branch (EMB) focuses on the engineering management discipline.
- Contract Management Unit (CMU) focuses on the contract management discipline.
- Data Analytics focuses on providing specialised analytical services to enable and support the five key C3PM disciplines.

Evaluation of strategic objectives via the Integrated Development

Intranet site

Resources: Project and Programme Management Branch (PPrMB)

- Link to SAP PPM Simulations

1 Guidelines

- Project Management Guidelines**
PPrMB-Project-Management-Guide.pdf
PPrMB-Project-Sponsor-Support-Guide-2024.pdf
- Programme Management Guideline**
PPrMB-Programme-Management-Guide.pdf
- Stage Gate Process Guideline**
Stage-Gate-Review-Guideline-V7-Oct 2025.pdf
- PPPM Operating Model**
PPPM-Operating-Model.pdf
- IPMA Baseline Documents**
IPMA-ICB-4-Individual-Competence-Baseline.pdf
IPMA-OCB-Organisational-Competence-Baseline.pdf
IPMA-PEB-Project-Excellence-Baseline.pdf

2 Templates and Tools

Programme Management Template

- Programme Benefits Realisation Plan - Template.docx
- Programme Business Case - Template.docx
- Programme Charter - Template.docx
- Programme Closeout Report - Template.docx
- Programme Implementation Plan - Template.docx
- Programme TOM - Template.docx

Project Management Templates

- (0.0)-Project-Charter-V6-Final.docx
- (1.1)-(2.1)-(3.1)-(4.1)-Project-Execution-Plan-V6-Final.docx
- (1.2)-(2.2)-Design-Base-Memorandum-V6-Final.docx
- (3.2)-EMB-Stg2-Concept-Design-Template.docx
- (4.2)-EMB-Stg3-Design-Development-Template.docx
- (6.1)-Works-Completion-Report-V6-Final.docx
- (7.1)-Project-Closeout-Report-V6-Final.docx
- (8.1)-Benefits-Report-V6-Final.docx
- Project-Handover-Template- CCT.docx

Stage Gate Review templates

- CGR_Action Log_PROGRAMME V6.docx
- CGR_Action Log_PROJECT V6.docx

Easy to access resources

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Future Planning & Resilience
Corporate Project, Programme and Portfolio Management

PROJECT MANAGEMENT GUIDELINE

A Process-Based Approach

JUNE 2025

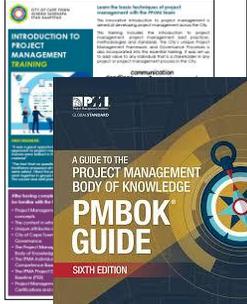
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1800 pages

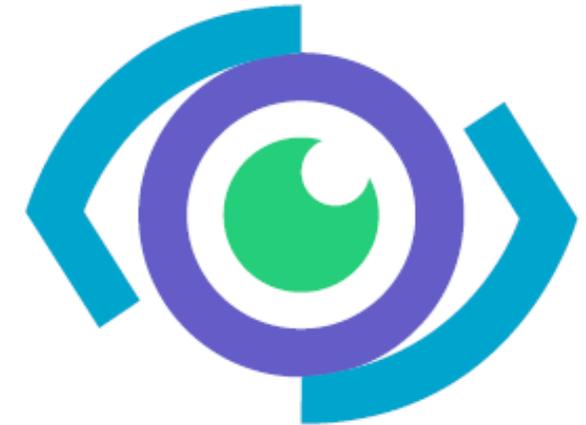
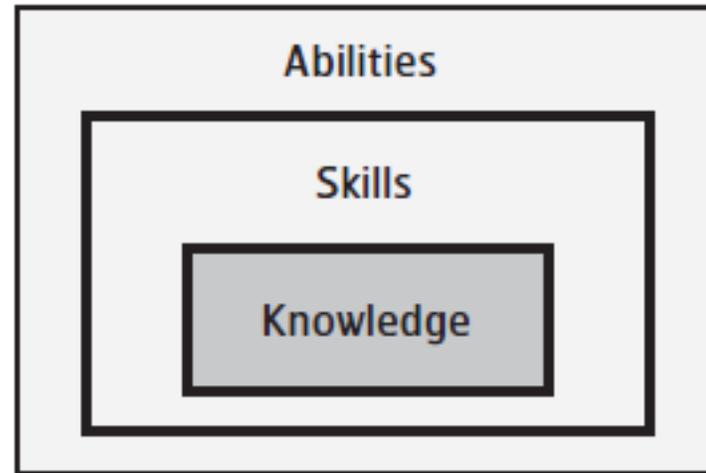
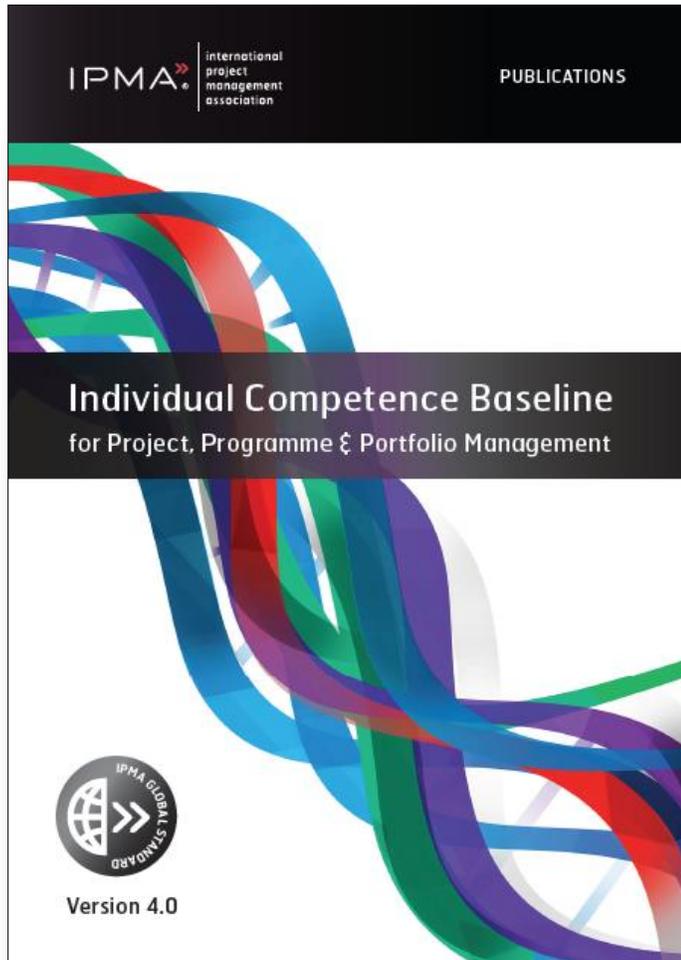
3. Training and Professional Development

Provide internal training (tailored) and/or support attending external courses, encourage postgraduate study, drive professionalisation.

3. Training

	<p>1 Day Intro to Project Management</p>	<p>New project managers, project administrators, project support or anybody that is interested in project management</p> <p>[1 CPD points with ECSA]</p>	<p>Monthly</p>
	<p>4 Day Project Management Competencies Training</p>	<p>Project managers (current and future) or anybody that is required to demonstrate project management competence in their current role</p> <p>[IPMA REG Accredited]</p> <p>[4 CPD points with ECSA and 25 PDU's with the PMI]</p>	<p>8-12 slots per year depending on demand</p>
	<p>1 Day Programme Management Training</p>	<p>Programme managers and project managers</p> <p>[1 CPD points with ECSA]</p>	<p>4 to 6 slots per year depending on demand</p>

3. IPMA ICB 4



Perspective



People



Practice

P1 – Perspective Competence Elements (5):

P2 - People Competence Elements (10):

P3 – Practice Competence Elements (14):



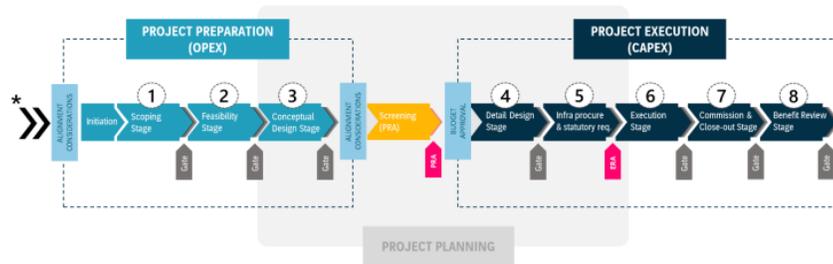


Individual Competence



S P1.1 Strategy (5)	<h1>The Periodic Table of Individual Competences</h1>						Sr P2.1 Self-reflection and self-management (5)	
	G P1.2 Governance Structures and Processes (7)	Pd P3.1 PPPCE design (5)	Rq P3.2 PPPCE Requirements and objectives (3)	P1 – Perspective Competence Elements (5): 17% P2 - People Competence Elements (10): 34% P3 – Practice Competence Elements (14): 48%			Pr P2.2 Personal integrity and reliability (5)	Pe P2.3 Personal communication (5)
	C P1.3 Compliance, standards and regulations (6)	Sc P3.3 PPPCE Scope (4)	T P3.4 PPPCE Time (5)	Oi P3.5 PPPCE Organisation and information (4)	Q P3.6 PPPCE Quality (5)	Re P2.4 Relations and engagements (5)	Pc P2.5 Leadership (5)	Tw P2.6 Teamwork (5)
	Pi P1.4 Power and interest (3)	F P3.7 PPPCE Finance (5)	R P3.8 PPPCE Resources (5)	P P3.9 PPPCE Procurement (4)	Pc P3.10 PPPCE Plan and control (6)	Cc P2.7 Conflict and Crisis (4)	Re P2.8 Resourcefulness (5)	N P2.9 Negotiation (5)
	Cv P1.5 Culture and values (3)	Ro P3.11 PPPCE Risk and opportunity (5)	St P3.12 PPPCE Stakeholders (5)	Ct P3.13 PPPCE Change and transformation (4)	Sb P3.14 PrM and PfM Select and balance (6)	Rs P2.10 Results orientation (5)	Symbol Element Nr Name (KCI - Key Competence Indicator quantities)	Based on IPMA ICB4 V4 ISO 22500

3. Training continued...



External Training Courses

Financial Support

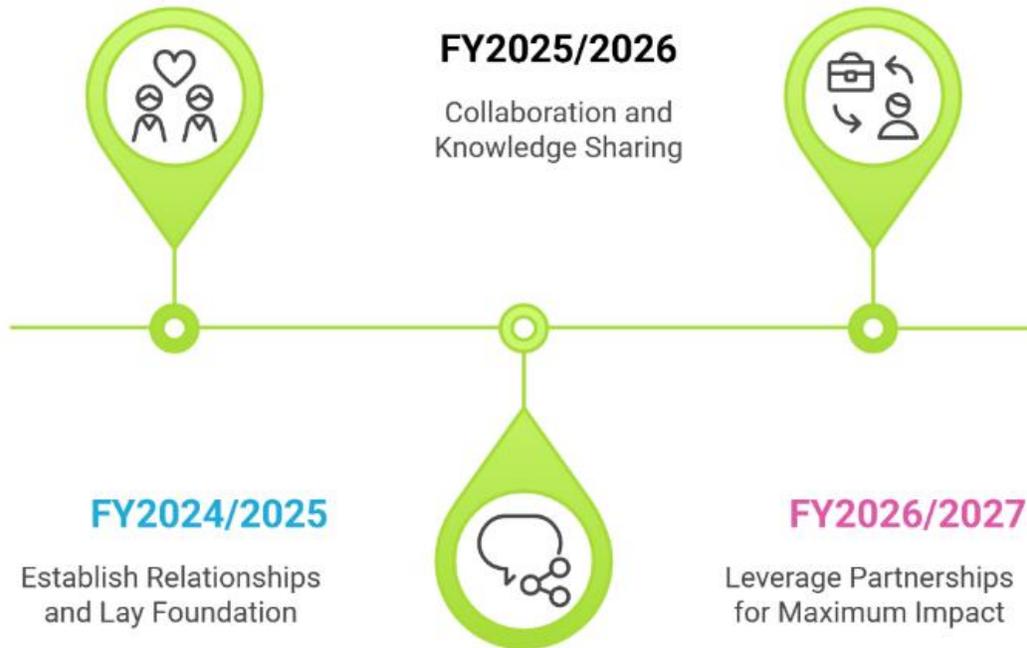
4 day internal SAP PPM Training including simulations

2 Day internal Stage Gate Review Training
[2 CPD points with ECSA]

20+ SETA accredited courses available at cost

Bursaries available for Advanced and PG Diploma in PM

3. Professional Development Roadmap



IPMA[®]

SACPCMP
The South African Council for the Project and Construction Management Professions
CONSTRUCTING NEW PERSPECTIVES



4. Knowledge Sharing

Connect all types of PMs across the organisation to share and learn with purpose and relatedness.

PM Community

COMPETENCE: Project professionals need to gain mastery of tasks and learn different skills.

RELATEDNESS: Project professionals need to build connections, collaborate with others, and feel part of a successful team

PURPOSE: Project professionals seek to contribute to meaningful outcomes, align their actions with core beliefs, and create positive societal impact.

AUTONOMY: Project professionals have a need to work independently, make decisions, and take ownership of their tasks.



PM Community + Annual EPCM Forum + Awards

Topics for 2025/26

PM and PgM Mentorship Programme
IPMA Awareness
PMI Awareness
PMSA Awareness
SACPCMP Awareness
Wellness / Mental Health for PM's
Individual Maturity Series: CE 1
Individual Maturity Series: CE 2
Individual Maturity Series: CE 3
OHS Awareness for PM's
NEMA Awareness for PM's
Post Graduate Studies in PM
Universal Access Awareness



- Internal and external speakers
- Regular, compact 1 hour sessions
- Leveraging partnerships with professional bodies
- Creating a safe space to celebrate our discipline and learn from each other
- A network of over 500 PM's
- Average attendance 150+



Mentorship Programme

Facilitating Knowledge Transfer

The programme encourages meaningful knowledge exchange between mentors and mentees to enhance learning.

Promoting Professional Growth

Focused mentorship supports skill development and career advancement for mentees through structured guidance.

Streamlined and Measurable

Simplified processes ensure quick access and measurable outcomes for effective mentoring relationships.

Respecting Time and Expertise

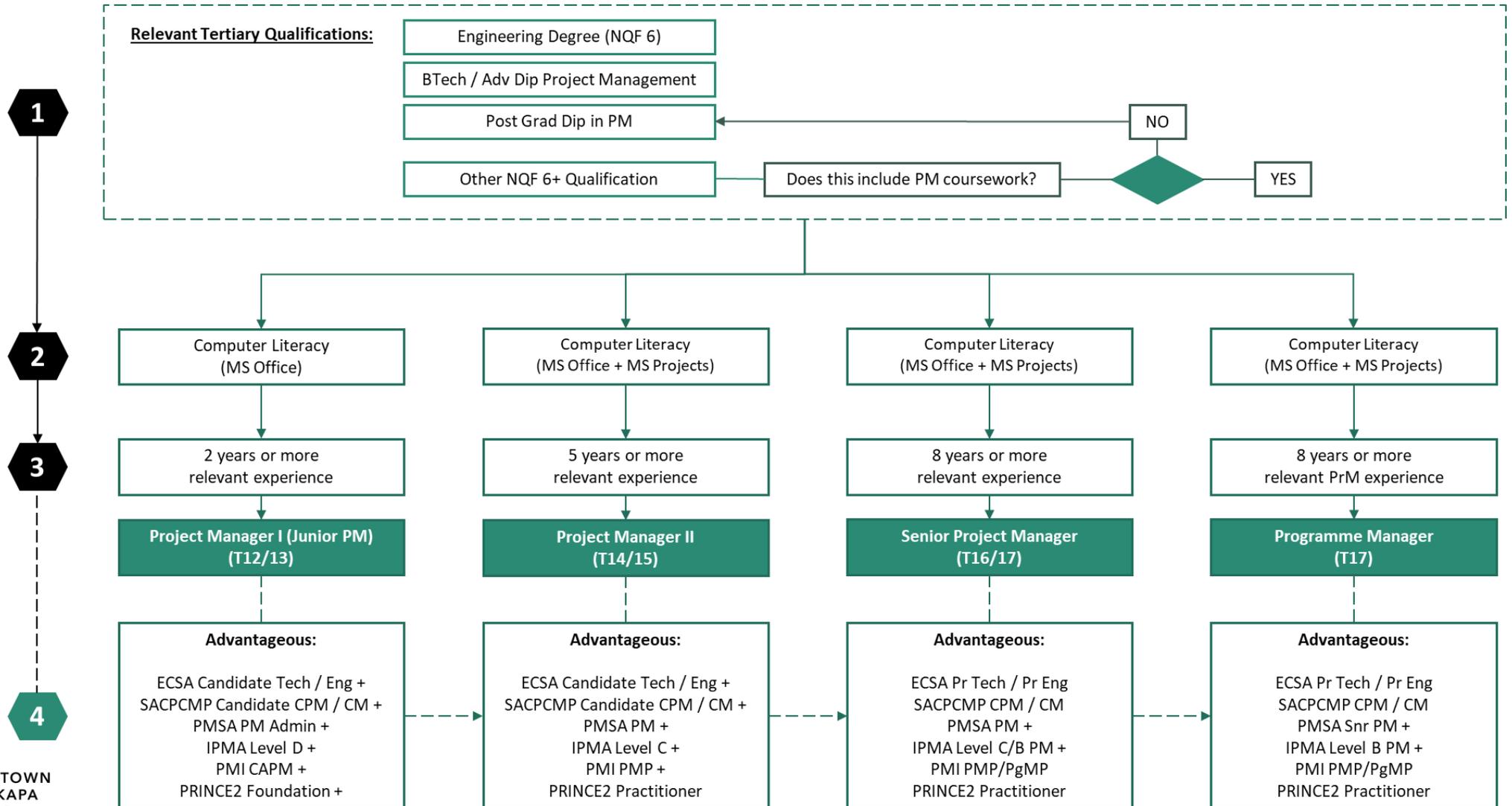
The programme values mentors' time by promoting clear, goal-oriented sessions that maximize impact.



5. Project Manager Career Path

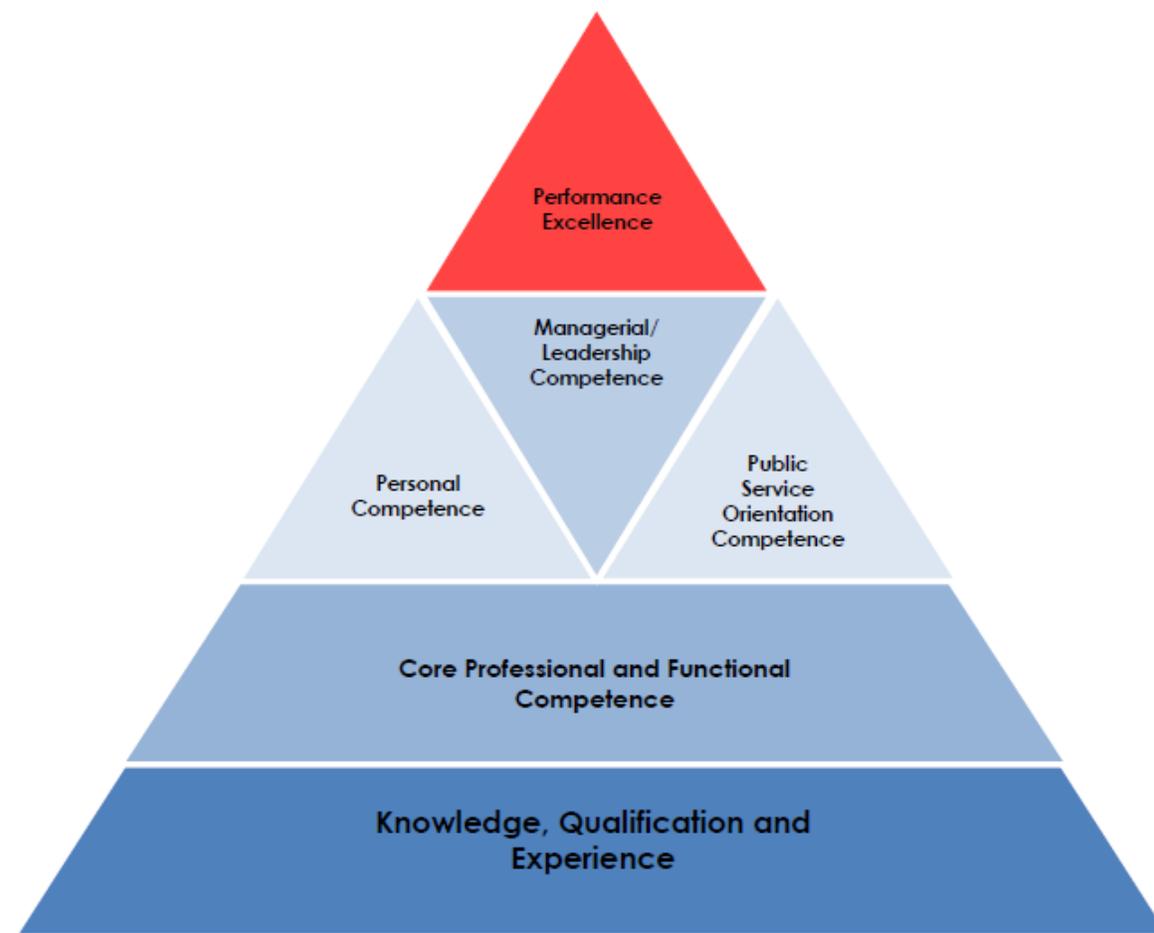
Offer a clear and attractive career path for project managers; include project management competence as a requirement or advantage for others

Clear Requirements and Advantages

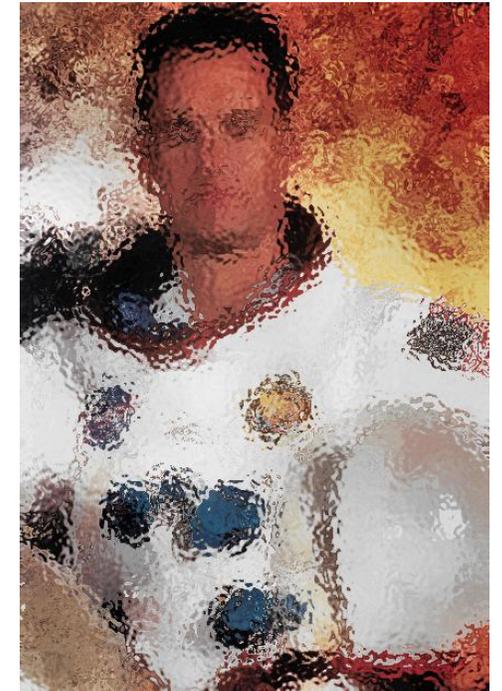
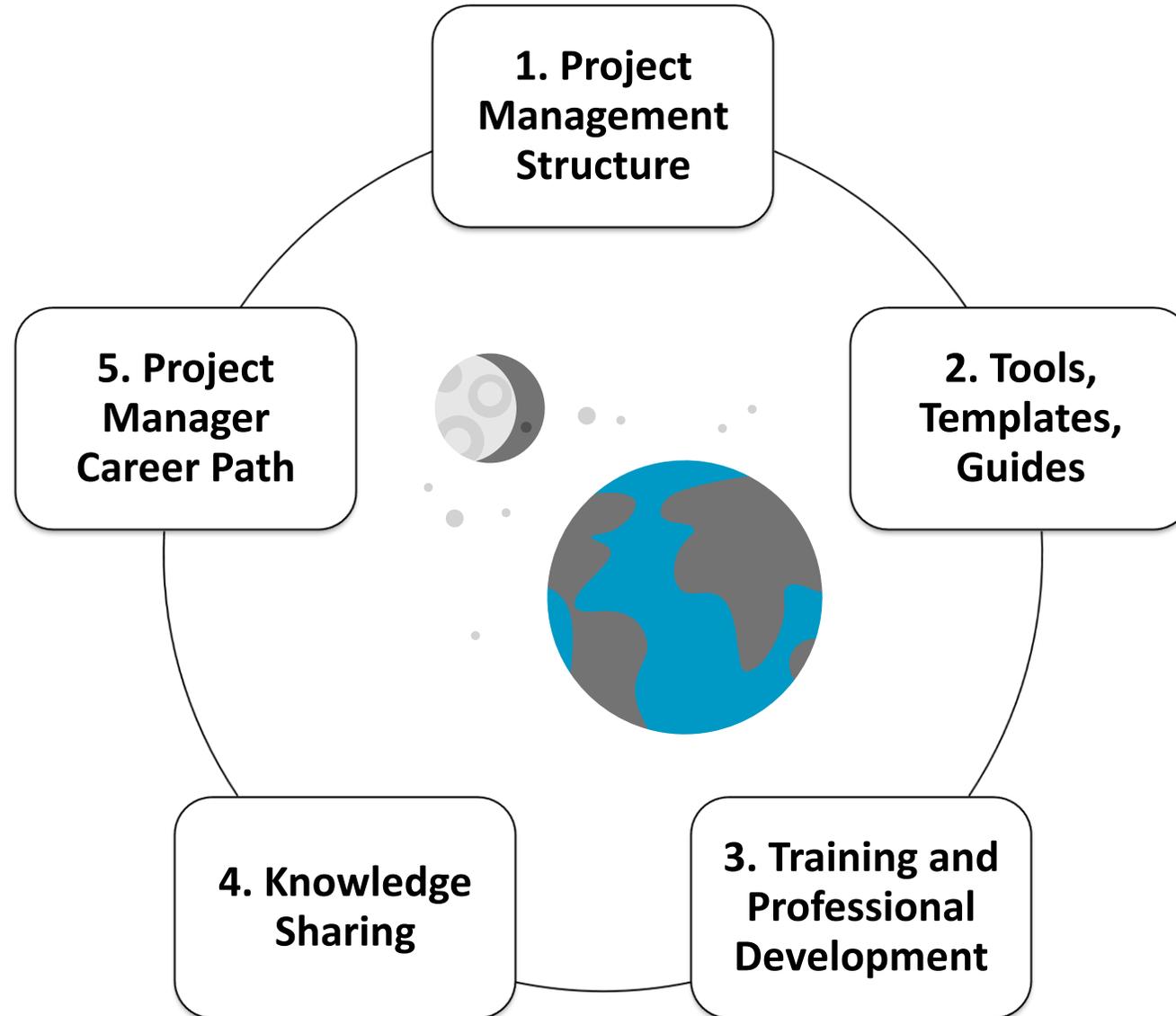


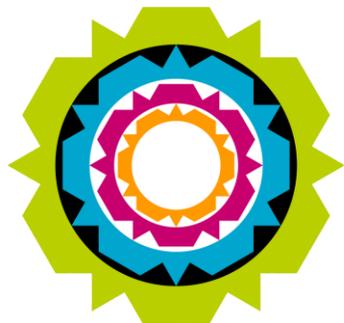
Recognised Across Competency Frameworks (MSR)

MSR Competency Framework	Knowledge	Functional	Professional
Asset Management		X	
Communication		X	
Disaster Management	X		
Economic Management		X	
Engineering Pr / Tech / Techni		X	
Enviro Health: Air Quality			X
Enviro Health Practitioner	X	X	
Health Promotion		X	X
Human Resources*		X	
Integration Planning Dev	X	X	
Language Practitioners	X		
Library Info Systems	X		
Project Admin	X	X	
Property Management		X	
Quantity Surveying		X	
Scientists		X	
Social Dev Facilitation		X	
Social Dev: Special Projects*	X	X	
SCM		X	
Valuers		X	



Conclusion





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Thank You

Making progress possible. Together.