

Section 11
Project Planning

11.1 Introduction

In this section we will explore

- Why projects fail
- the project planning and management process
- the ten steps required to ensure project success
- how to project plan and set goals
- how to manage projects using the project management cycle

Meeting the needs of a community means that Community organisations are required to undertake projects established in their plans. Project management is the process of:

- Defining the required outcome
- Planning the steps required to achieve the outcomes
- Allocating Resources and Responsibilities to each step
- Monitoring progress against the plan
- Evaluating the results

A **PROJECT** is a resource of tasks with a beginning and an end that is bounded by time, resources, and desired results

Why Do Projects Fail?

There are five acknowledged reasons why potentially good projects fail. They are

TO FAIL TO PLAN IS TO PLAN
TO FAIL!!

- Not enough resources are made available to complete the project
- Not enough time is available/ allowed to complete the project.
- Project expectations are unclear, not agreed by the full group or not understood by all of its members.
- Changes in the project plan during its implementation are not agreed or understood by all stakeholders.
- Disagreements among stakeholders regarding project expectations lead to dissatisfaction with the end results.

The 10 Steps To Project Success

- 1) Gain consensus on Project outcomes
- 2) Build the best team you can
- 3) Develop a comprehensive, viable plan - KEEP IT UP TO DATE
- 4) Determine the Resources you need
- 5) Develop a Realistic Project Timeframe
- 6) Don't try to do too much
- 7) Remember people are important
- 8) Maintain regular communication with the Project Team

- 9) Change if change is required
- 10) Someone must lead the Project

What Is The Project Plan?

The project plan is a tool to help the project team to keep control of the project. It should be developed at the outset of the project. Once developed it is used as a benchmark against which the progress of the project is measured.

Where possible the plan should be written down in a concise manner. Normally it will be a 2-4 page document and will be circulated to all members of the project team.

The project plan should include:

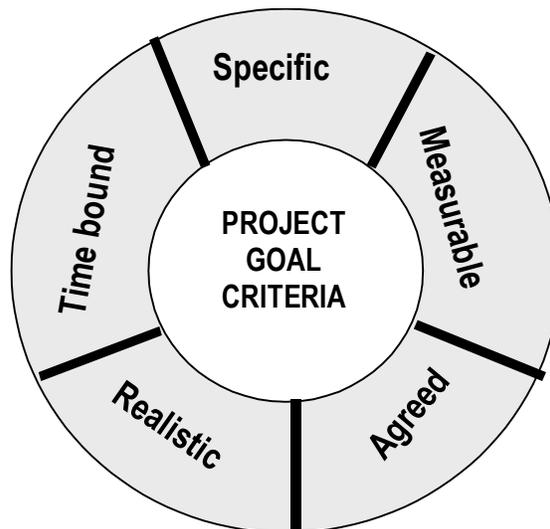
- Clear project goals
- Defined actions
- Budgets/resources linked to action
- Allocated responsibilities

Project Goals

Every project has three primary goals:

- To create something (product, solution)
- To complete it within a specific budget
- To complete it within timeframe

Beyond these goals are the specific projects goals that actually define the project. Project goals must meet the following criteria



Define Actions

Any project is made up from a series of actions. For example if the project is to organise a trip to a football match for a youth group possible actions might include

- Obtaining tickets
- Booking transport
- Organising youth leaders

The project team must invest time in analysing the project and defining the actions required to make the project happen

Budgets/Resources Linked To Actions

Once the actions have been defined they must be resourced. Some will require time input from group members whilst others will require financial or physical resources e.g. community space.

Allocated Responsibilities

The plan provides the framework for the project, the actions underpin it but work has to be done! Someone must lead the project and members of the project team must take responsibility for the individual actions in the plan. A key function of the plan is to ensure that project team members have a clear idea of their role in the project.

Forward Meeting Schedule

Having developed the plan and started implementing, it is important that the project team communicate. This is best done via a forward schedule of meetings. These meetings facilitate reviewing progress, making amendments to the plan and retaining the focus and motivation of the team.

11.2 The Project Management Cycle

Project management is a cycle that experienced project managers do naturally and new project managers must learn. It is

