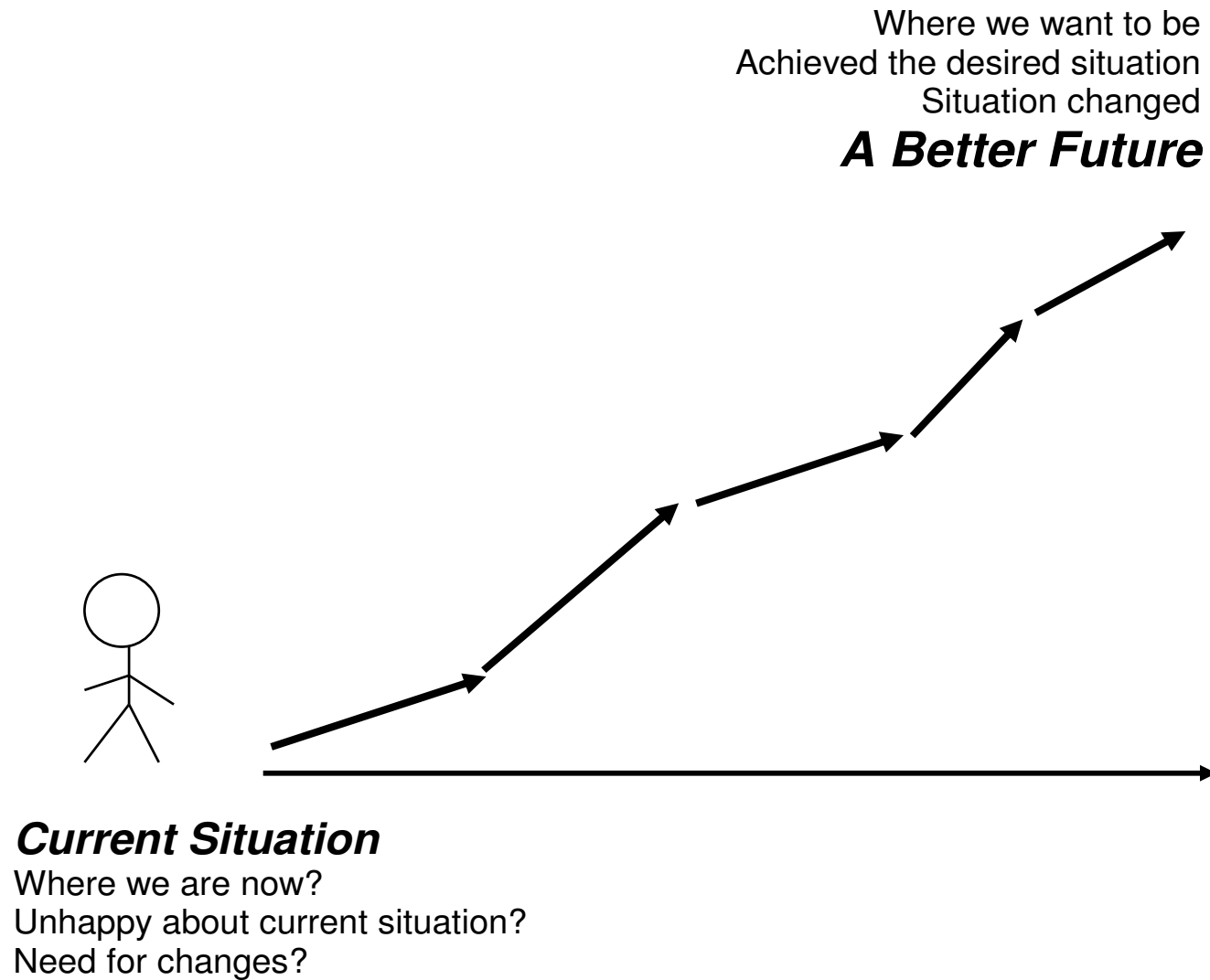


Project management

The situation we face



What is a project ?

A project is a temporary endeavor, undertaken to create a unique product or service.

It implies

- A specific time frame
- A budget
- Unique specifications in terms of objective, results and activities
- Project staff and Management
- Working across organisational boundaries

Thus, a project is

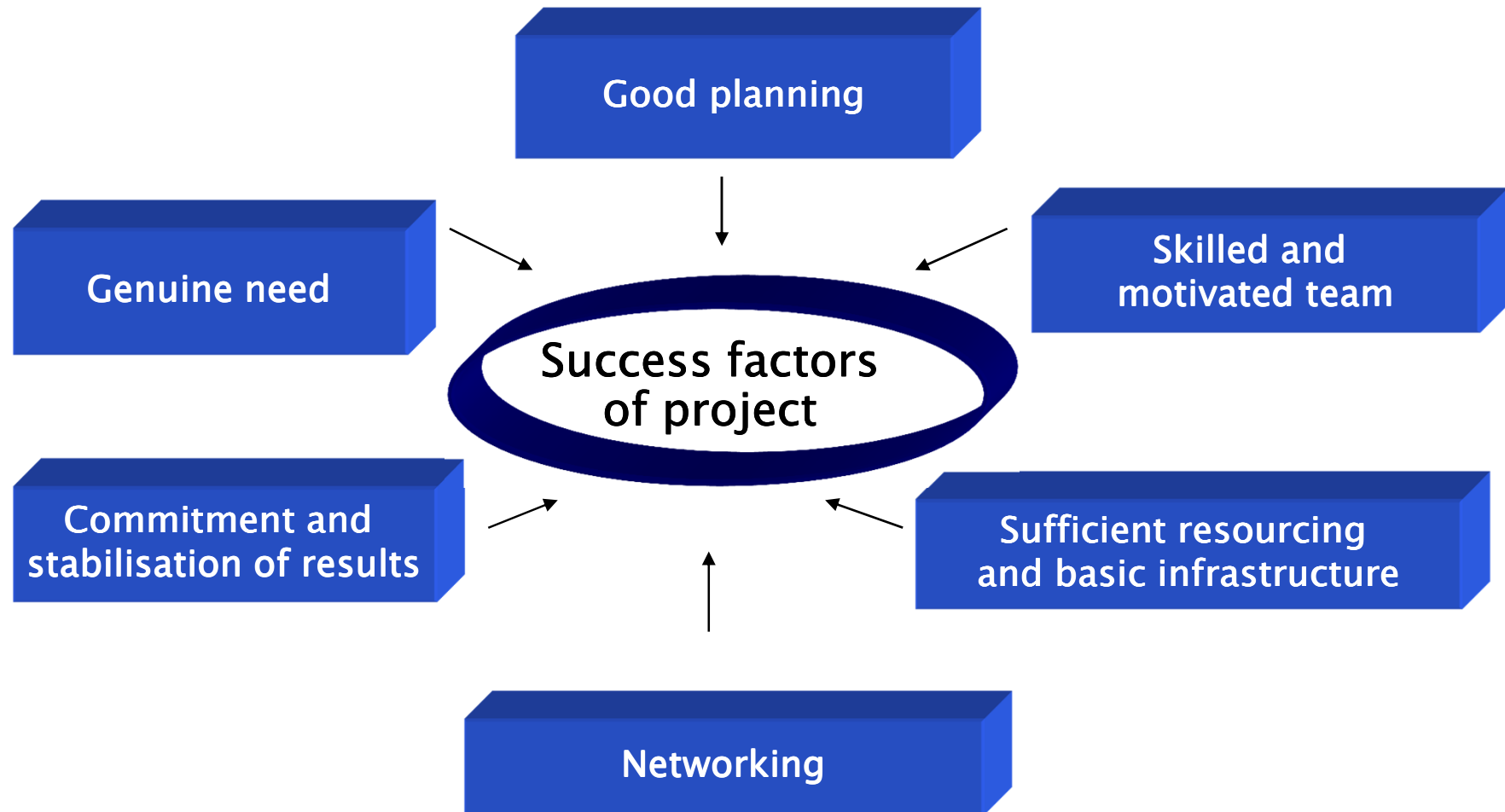
A sequence of *unique, complex*,
and *connected activities* having
one goal or purpose and that must be completed by
a *specific time, within budget*, and *according to*
specifications.

The Birth of a Project

- Most projects begin with a (perceived) **problem** or a set of problems.
- Out of this grows the concept of a **solution** to overcome the problem
- Then we have a project **idea**.

But ideas don't get funded –
We have to take the **idea** and turn it
into a **project**.

Success factors of a project



5 reasons why projects fail

Lessons learned

- No project management
- No strong project leader
- Unclear objectives
- Over ambitious project goals
- No stakeholder consultation

5 more reasons why projects fail

lessons learned

- Not linked to programme or policy framework
- Rigid targets and processes
- False expectations
- 'Driven' by professionals, not locally 'owned'
- Risks are insufficiently taken into account

Focus on the project activities

Getting this part right is one of the most important parts of building an achievable project.

A **Project Identification Sheet** adds detail to the Log Frame matrix.

Experience shows that it inevitably identifies the gaps and problems that exist in project preparation

Purpose of the Project Identification Sheet

TO WORK OUT;

- Exactly **WHAT** the project is going to do;
- **HOW** each activity will be delivered;
- **WHEN** the timing of each activity
- **WHO** will be responsible;
- **HOW MUCH** each activity will cost
- **RISKS** what could get in the way?

Preparing the Project Identification Sheet

The best way to complete a project activity plan is to **be inclusive**. Include all active partners/ stakeholders – so everything can be discussed, agreed and understood in advance of the project.

If this is left until the start of the project it is already **..too late..!**

Partnership principle

Requirements concerning partners in "Preparing implementation of Structural Funds in Iceland"

Obligatory consortium:

Applicant with at least 2 partners

Partnership between different types of actors
are encouraged

Strategic partnership

In finding the most qualified partners there are 3 basic issues you have to consider:

- what kind of work relations does the project require ?
- whether a loose (informal) or tight (formal) partnership meets the needs of the project ?
- whether the partnership will take executive decisions or be advisory only

Partnership should be based on 3 principles

- additionality and complementarity
- mutual trust
- clearly defined and agreed responsibilities and expectations

Benefits from a good partnership

- bringing together different knowledge and skills to address complex problems
- additional capacity to plan and develop services
- pooling expertise and resources to shape services better
- achieve new outcomes not achievable as individual organisation
- more integrated approach to the delivery of services for users

Challenges in partnership

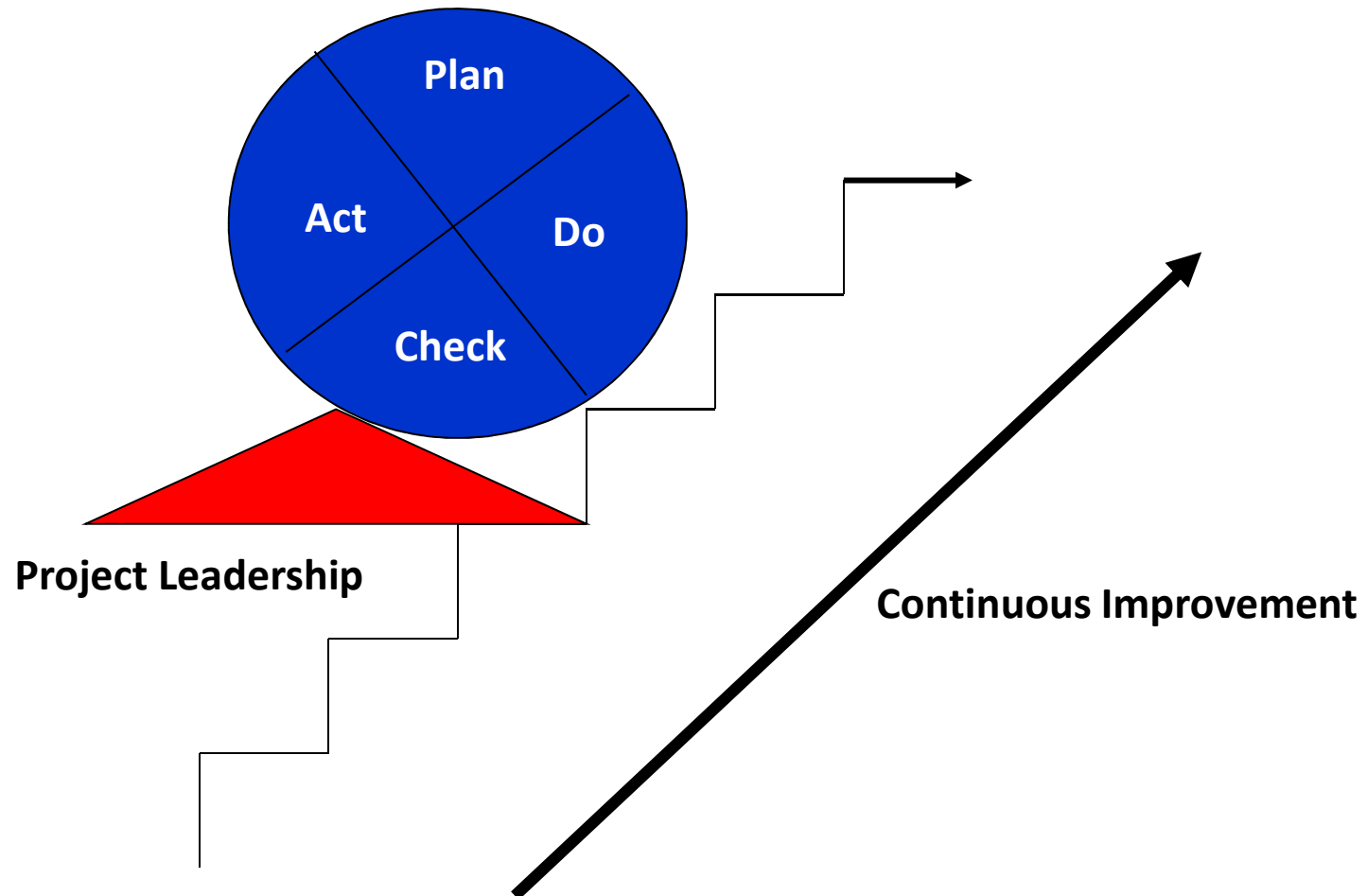
some pitfalls of partnership are:

- lack of clarity about accountabilities
- confused decision-making processes
- reluctance to share information
- lack of understanding of role
- letting one professional approach dominate

Tackling problems and difficulties in partnerships

- identify and share problems openly and honestly
- once identified, tackle problems quickly
- make compromises to gain consensus
- solve things together – it helps to build on trust and confidence
- view the problems as shared ones, rather than some else's

Project Management



Why is Project Management important ?

- Organize your approach
- Generate a credible schedule
- Track progress and control your project
- Identify where to focus your efforts
- Identify problems early – before they are crises
- Saves you TIME and MONEY

Organising the project

Project leader:

- Responsible for achieving the aims of the project
- Normally recruited during the project generation
- Handles the day to day management of the project, including its human resources and external contracting
- Communicates relevant information to Steering Committee and external partners/stake holders

The efficient Project Leader

.... Has a good blend of

- Leadership
- Management
- Knowledge of organizational politics
- An area of technical expertise

Organising the project

Project Staff

- Assess and complete tasks agreed with Project Manager
- Identify problems and proposes solutions
- Co-operate with colleagues for best possible result
- Co-responsible for success of the project

Important: the project staff should have specific time allocated to spend in the project (half time / full time)