

PROJECT PLANNING AND MANAGEMENT

CHAPTER 1

FUNDAMENTALS OF PROJECTS, PROGRAMMES AND DEVELOPMENT PLANS

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Chapter Introduction

Projects are important instruments through which organizations and governments translate:

- Strategies
- Policies
- Development plans
- Investment priorities
- Community needs
- Business opportunities

into specific actions and measurable results.

Learning Objectives

By the end of this chapter, students will be able to:

- Define projects, programmes and development plans
- Explain the importance of project analysis
- Distinguish projects from operational work
- Identify the major characteristics of projects
- Explain why organizations establish projects
- Describe the relationship between projects and development plans
- Explain the basic project format
- Identify the major parameters of a project
- Evaluate project success and failure
- Explain project stakeholders and their interests
- Relate project planning to resource allocation
- Discuss project planning in the Ethiopian context

Chapter Roadmap

This chapter covers:

1. Project analysis overview
2. Development plans and projects
3. Definitions of a project
4. Characteristics of projects
5. Projects versus operations
6. Projects, programmes and portfolios
7. Reasons for establishing projects
8. Project format
9. Project parameters
10. Project success and failure
11. Plans, programmes and projects
12. Project management fundamentals
13. Project stakeholders
14. Project planning in Ethiopia

Opening Reflection

Discussion Question

Consider a major project that you know.

- What problem was it intended to solve?
- Who initiated it?
- Who financed it?
- Who benefited from it?
- Was it completed on time?
- Did it achieve its intended results?

What Is Project Analysis?

Project analysis is the systematic examination of a proposed or existing project to determine:

- Whether it is needed
- Whether it is feasible
- Whether it represents an appropriate use of resources
- Whether expected benefits justify expected costs
- Whether it should be implemented

Purpose of Project Analysis

Project analysis provides information required for:

- Project selection
- Investment decisions
- Resource allocation
- Financing decisions
- Implementation planning
- Monitoring
- Evaluation
- Policy formulation

Project Analysis and Development

National and organizational plans normally establish:

- Economic objectives
- Social objectives
- Growth priorities
- Development strategies
- Investment targets

Projects convert these broad intentions into defined and implementable actions.

Projects as Vehicles of Development

Projects selected for implementation become vehicles through which resources are used to create:

- Income
- Employment
- Infrastructure
- Public services
- Productive capacity
- Social benefits
- Institutional improvement

Scarcity of Resources

Resources available to governments and organizations are limited.

These resources may include:

- Finance
- Skilled personnel
- Land
- Equipment
- Technology
- Management capacity
- Time

Competing Uses of Resources

A resource used for one project cannot be used simultaneously for another purpose.

Therefore, project decisions involve:

- Choice
- Prioritization
- Trade-offs
- Opportunity cost
- Risk

Opportunity Cost

Opportunity cost is the value of the best alternative sacrificed when a resource is committed to a particular project.

Example

If ETB 100 million is invested in a hotel project, the funds may no longer be available for:

- A hospital
- A manufacturing plant
- A university facility
- A water-supply project

Project Prioritization

Project analysis helps decision-makers rank projects according to:

- Strategic importance
- Expected benefits
- Urgency
- Cost
- Risk
- Feasibility
- Social contribution
- Financial return

Projects with higher priority and greater expected benefits should generally be undertaken first.

Project Analysis Questions

Before approving a project, decision-makers should ask:

1. What problem or opportunity exists?
2. Who will benefit?
3. What alternatives are available?
4. What resources are required?
5. What benefits are expected?
6. What risks may affect the project?
7. Is the project financially and technically feasible?
8. Is the project aligned with strategy?

What Is Planning?

Planning is a continuous process involving decisions about alternative ways of using available resources to achieve future goals.

It supports:

- Rational decision-making
- Resource mobilization
- Priority setting
- Coordination
- Performance control

What Is a Development Plan?

A development plan is a structured statement of:

- Development goals
- Strategic priorities
- Programmes
- Investment requirements
- Resource allocations
- Implementation arrangements
- Expected results

Levels of Planning

Planning may occur at different levels:

- National
- Regional
- Sectoral
- Organizational
- Programme
- Project
- Departmental
- Individual work-plan level

Long-Term Development Plans

Long-term plans define:

- National or organizational vision
- Major development direction
- Long-range goals
- Strategic sectors
- Structural transformation priorities

They may cover periods of five, ten or more years.

Medium-Term Plans

Medium-term plans translate long-term goals into:

- Programmes
- Investment priorities
- Budget frameworks
- Policy measures
- Institutional responsibilities

Short-Term Plans

Short-term plans commonly include:

- Annual projects
- Work packages
- Departmental activities
- Operational budgets
- Performance targets

Relationship between Plans and Projects

Projects are important means through which planned expenditures and development priorities are clarified and realized.

Sound plans require good projects, while good projects require sound planning.

Strategic Results Chain



Projects within Development Strategy

A project should not be selected in isolation.

It should contribute to:

- National priorities
- Sector strategies
- Organizational objectives
- Regional development needs
- Community priorities
- Sustainable development

Planning without Projects

A plan without implementable projects may remain:

- Too general
- Unfunded
- Untargeted
- Difficult to monitor
- Difficult to implement

Projects without Planning

Projects developed without a broader planning framework may:

- Duplicate existing efforts
- Compete for the same resources
- Address low-priority problems
- Produce limited strategic value
- Conflict with policy

Development-Planning Challenges

Earlier planning approaches in developing countries were often criticized because:

- Plans lacked focus
- Outputs were not clearly defined
- Targets were weak
- Stakeholder participation was limited
- Governments controlled project decisions centrally

Projects as Instruments of Policy

From the 1960s and 1970s, projects increasingly became the main means through which governments translated policies and development plans into programmes of action.

Enabling Environment

Project success is influenced by:

- Government policy
- Macroeconomic stability
- Institutional capacity
- Physical infrastructure
- Legal systems
- Access to finance
- Private-sector development

Government Roles in Development

Important government responsibilities include:

- Establishing the rule of law
- Maintaining macroeconomic stability
- Providing infrastructure
- Investing in social services
- Protecting vulnerable groups
- Creating an enabling business environment

These roles are identified in the source's discussion of government and development.

Project Definition

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

A project has:

- A defined beginning
- A defined end
- Specific objectives
- Defined resources
- Expected deliverables

Investment-Oriented Definition

A project may also be defined as a separately planned set of activities in which resources are committed in expectation of future benefits.

The uploaded source presents projects as activities that can be planned, financed and implemented as separate units.

Development-Oriented Definition

A development project is a temporary and geographically defined intervention intended to improve the quality of life of a particular group of beneficiaries.

It may create:

- Financial value
- Economic value
- Social value
- Institutional value
- Environmental value

Comprehensive Project Definition

A project is:

A coordinated set of temporary activities using financial, human, physical and institutional resources to produce defined outputs and intended benefits within an approved scope, schedule and budget.

Projects Have Boundaries

Project boundaries may be defined by:

- Objectives
- Scope
- Geographic location
- Target population
- Budget
- Time period
- Implementing institution
- Financing arrangement

Temporary Nature

A project is temporary because it has:

- A start date
- An implementation period
- A completion date
- Closure arrangements

Temporary does not necessarily mean short. A project may last:

- Several weeks
- Several months
- Several years

Unique Output

Every project produces a unique:

- Product
- Service
- Facility
- System
- Capability
- Development result

Similar projects may exist, but each has its own context, stakeholders, risks and implementation conditions.

Progressive Elaboration

Project details may become clearer as planning progresses. This process is called progressive elaboration.

It allows teams to refine:

- Scope
- Schedule
- Costs
- Risks
- Deliverables
- Resource requirements

Project Examples

Examples of projects include:

- Constructing a hospital
- Developing a new product
- Introducing an information system
- Building a road
- Establishing a poultry-processing plant
- Implementing a community water system
- Introducing a new business process
- Conducting an emergency-response intervention

Class Discussion

Which of the following are projects?

- Processing monthly payroll
- Constructing a new university library
- Teaching the same course every semester
- Developing a new MBA curriculum
- Operating a commercial bank branch
- Introducing a new banking application

Explain your answers.

Core Project Characteristics

Projects commonly have:

- A beginning and an end
- Specific objectives
- Unique outputs
- Defined scope
- A budget
- A sequence of activities
- Assigned resources
- Defined responsibilities
- Stakeholders
- Risks and uncertainty

Project Life Cycle

A project passes through a series of phases between its beginning and end.

A simplified life cycle includes:

- Initiation
- Planning
- Implementation
- Monitoring and control
- Closure

Detailed Project Cycle Management will be covered in Chapter 2.

Defined Objectives

A project must have clearly defined objectives.

An objective should explain:

- What will change
- For whom
- Where
- By how much
- By when

Project Budget

Most projects are allocated a defined budget.

The project manager must:

- Estimate costs
- Plan expenditures
- Monitor budget performance
- Control changes
- Report variances
- Take corrective action

Sequential Activities

Project activities are normally linked.

Some activities cannot start until earlier activities are completed.

Example

Design → Procurement → Construction → Inspection → Handover

Resource Coordination

Projects require coordination of:

- People
- Finance
- Materials
- Equipment
- Technology
- Information
- Facilities

Scarce Resource Commitment

Projects commit scarce resources to a particular course of action.

Resources may remain committed for long periods before benefits are fully realized.

Long-Term Benefits

Project costs may occur immediately, while benefits may arise over many years.

Examples

- Roads
- Universities
- Irrigation schemes
- Hotels
- Manufacturing plants
- Renewable-energy systems

Risk and Uncertainty

Projects involve uncertainty because future events cannot be predicted perfectly.

Sources of uncertainty include:

- Market demand
- Costs
- Technology
- Politics
- Weather
- Financing
- Stakeholder behavior
- Regulation

Special Financing Arrangements

Projects may be financed through:

- Equity
- Bank loans
- Bonds
- Grants
- Development banks
- Donor funding
- Lease financing
- Public–private partnerships

Individual Management Framework

Projects normally have:

- A project manager
- A project team
- Defined responsibilities
- Reporting arrangements
- Approval structures
- A distinct budget
- A work plan

Project and Operational Work

Organizations perform both:

- Projects
- Operations

Both are required to achieve organizational objectives.

Similarities

Projects and operations are both:

- Performed by people
- Constrained by resources
- Planned
- Executed
- Monitored
- Controlled

These similarities are explicitly identified in the uploaded course material.

Major Difference

Projects

- Temporary
- Unique
- Change-oriented
- End when objectives are achieved

Operations

- Continuous
- Repetitive
- Stability-oriented
- Continue to sustain the organization

Project–Operation Comparison

Dimension	Project	Operation
Duration	Temporary	Continuous
Output	Unique	Repetitive
Objective	Create change	Sustain business
Team	Temporary team	Permanent structure
End point	Defined closure	Ongoing
Uncertainty	Usually high	Usually lower

Example: University

Project

Developing and launching a new MBA programme.

Operation

Teaching the approved MBA programme every academic year.

Example: Manufacturing

Project

Installing a new production line.

Operation

Using the production line to manufacture products every day.

Project Outputs Become Operations

Many projects create outputs that are later transferred to operations.

Example

Project: Construct a hospital

Operation: Deliver daily healthcare services

What Is a Programme?

A programme is a coordinated group of related projects and activities managed together to obtain benefits that would not be achieved by managing them separately.

Programme Example

Regional Health Programme

May include:

- Hospital-construction project
- Health-worker training project
- Medical-supply project
- Community-awareness project
- Digital health-information project

What Is a Portfolio?

A portfolio is a collection of projects, programmes and other investments selected and managed to achieve strategic objectives.

Portfolio management focuses on:

- Selection
- Prioritization
- Resource allocation
- Strategic balance
- Risk
- Organizational value

Project, Programme and Portfolio

Project	Programme	Portfolio
Produces a defined output	Coordinates related projects	Aligns investments with strategy
Temporary	May be long term	Continually reviewed
Focuses on delivery	Focuses on benefits	Focuses on strategic value
Managed by project manager	Managed by programme manager	Managed by senior leadership

Development Plan Hierarchy

Development Plan

Sets broad goals and priorities.



Programme

Coordinates related interventions.



Project

Delivers a specific result.



Activity

Represents work performed within a project.

Work Package

A work package is a manageable component of project work.

It should have:

- Defined output
- Responsible person
- Duration
- Cost
- Required resources
- Completion criteria

Why Projects Are Established

Projects may be established to:

- Exploit opportunities
- Solve problems
- Meet legal requirements
- Respond to emergencies
- Improve performance
- Introduce change
- Create new capacity
- Implement strategy

Exploiting Opportunities

A project may be initiated to:

- Enter a new market
- Introduce a new product
- Develop a new service
- Apply new technology
- Expand capacity
- Improve customer experience

Solving Problems

Projects may address:

- Inefficient processes
- Poor service quality
- Infrastructure gaps
- High operating costs
- Low productivity
- Customer dissatisfaction
- Community needs

Responding to Legal Requirements

Projects may be required because of:

- New legislation
- Regulatory standards
- Environmental requirements
- Health and safety rules
- Financial reporting requirements
- Data-protection standards

Strategic Change

Organizations use projects to implement changes such as:

- Restructuring
- Digital transformation
- New organizational systems
- Policy reform
- Merger integration
- Enterprise-resource planning

Emergency and Humanitarian Projects

Emergency projects may respond to:

- Drought
- Flooding
- Conflict
- Disease outbreak
- Displacement
- Food insecurity
- Infrastructure failure

Problem or Solution?

A common planning mistake is beginning with a preferred solution instead of clearly defining the problem.

Better Sequence

Problem identification → Cause analysis → Alternatives → Project selection

Problem Tree

A problem tree identifies:

Causes

Factors producing the core problem.

Core Problem

The central negative condition.

Effects

Consequences resulting from the problem.

Objective Tree

A problem tree can be converted into an objective tree:

- Negative conditions become desired positive conditions
- Causes become possible interventions
- Effects become expected benefits

What Is a Project Format?

A project format is a structured analytical framework used to organize information about a proposed investment or intervention.

It allows decision-makers to examine the project systematically.

Purpose of the Project Format

A project format helps to:

- Clarify project objectives
- Organize cost and benefit information
- Define responsibilities
- Identify risks
- Compare alternatives
- Guide implementation
- Establish monitoring criteria

Standard Project Components

A project document may include:

1. Executive summary
2. Background
3. Problem statement
4. Project rationale
5. Goal and objectives
6. Target beneficiaries
7. Project scope
8. Outputs and activities
9. Implementation arrangements
10. Budget and financing

Additional Project Components

A complete project document should also address:

- Schedule
- Procurement
- Staffing
- Risk analysis
- Environmental and social issues
- Monitoring and evaluation
- Sustainability
- Exit strategy
- Financial and economic analysis

Cost and Benefit Stream

Year	Costs	Benefits	Net Benefit
0	High initial investment	0	Negative
1	Operating costs	Initial benefits	Variable
2	Operating costs	Increased benefits	Variable
3 onward	Recurring costs	Continuing benefits	Variable

Project costs and benefits are often presented year by year.

Alternative Analysis

A sound project format should allow comparison of:

- Different locations
- Different technologies
- Different project sizes
- Different implementation methods
- Different financing structures
- The option of not implementing the project

Project Concept Note

A concept note provides a brief initial description of:

- Problem
- Proposed solution
- Objectives
- Beneficiaries
- Estimated cost
- Duration
- Main activities
- Expected results
- Major risks

Business Case

A business case provides the justification for investing in a project.

It should demonstrate:

- Strategic need
- Expected benefits
- Feasibility
- Costs
- Risks
- Available alternatives
- Recommended decision

Basic Project Parameters

The traditional project parameters are:

- Scope
- Time
- Cost

Modern project assessment also considers:

- Quality
- Risk
- Resources
- Stakeholder satisfaction
- Benefits
- Sustainability

Project Scope

Scope defines:

- What the project will deliver
- What work will be performed
- What is included
- What is excluded
- Required quality and features

Project Time

Time includes:

- Start date
- End date
- Activity duration
- Milestones
- Deadlines
- Dependencies

Project Cost

Project cost includes all resources required to complete the work.

Examples include:

- Personnel
- Materials
- Equipment
- Consultancy
- Transport
- Training
- Administration
- Contingency

Project Quality

Quality refers to the extent to which project outputs meet:

- Specifications
- User requirements
- Technical standards
- Contractual conditions
- Fitness-for-purpose expectations

Interdependence of Constraints

Scope, time and cost are closely linked. A change in one dimension may affect the others.

Example

Increasing scope may require:

- More time
- More money
- More people

Project Constraint Illustration

Fixed Time

Management may need to increase cost or reduce scope.

Fixed Budget

Management may need to reduce scope or extend time.

Fixed Scope

Management may need additional time and resources.

Client and Stakeholder Satisfaction

A project may meet time, cost and scope targets but still fail if:

- Users reject the output
- Benefits are not achieved
- Stakeholders are dissatisfied
- Quality is poor
- The output is not sustainable

Traditional Project Success

Traditional project success means:

- Completed on time
- Completed within budget
- Delivered agreed scope
- Met required quality

Broader Project Success

Modern success assessment also considers:

- Achievement of outcomes
- Benefits realization
- Stakeholder satisfaction
- Strategic alignment
- Sustainability
- Social value
- Environmental performance

Three Levels of Success

Project-Management Success

Was the project delivered efficiently?

Output Success

Does the product or service perform correctly?

Strategic Success

Did the project produce the intended long-term benefits?

Success Example

A road project may be completed:

- On time
- Within budget
- According to technical specifications

But it may still be unsuccessful if:

- Few people use it
- Maintenance is unavailable
- Environmental damage is excessive
- It does not improve economic access

Common Causes of Failure

The uploaded source identifies causes such as:

- Poor scope definition
- Scope creep
- Unrealistic expectations
- Insufficient funding
- Weak accountability
- Poor planning
- Weak communication
- Loss of resources

Additional Failure Factors

Other common causes include:

- Weak project sponsorship
- Poor stakeholder engagement
- Inadequate feasibility studies
- Procurement delays
- Weak risk management
- Unclear governance
- Inadequate monitoring
- Political interference
- Unstable financing
- Poor change management

Scope Creep

Scope creep is uncontrolled expansion of project requirements without corresponding changes in:

- Budget
- Time
- Resources
- Approval
- Risk management

Warning Signs of Project Failure

- Repeated missed deadlines
- Increasing costs
- Unresolved stakeholder conflict
- Frequent scope changes
- Weak reporting
- Staff turnover
- Delayed procurement
- Unclear responsibilities
- Declining quality
- Inadequate cash flow

Learning from Failure

Project failure should be analyzed to identify:

- What happened
- Why it happened
- Which assumptions were wrong
- Which controls failed
- What should be improved
- How future projects can benefit

What Is Project Management?

Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements.

Purpose of Project Management

Project management helps organizations:

- Clarify objectives
- Organize work
- Coordinate resources
- Manage risks
- Control cost and schedule
- Communicate with stakeholders
- Deliver expected results

Project Manager's Role

The project manager is responsible for:

- Planning
- Coordination
- Team leadership
- Resource management
- Communication
- Risk management
- Progress monitoring
- Problem solving
- Reporting
- Deliverable completion

Project Management as Art and Science

Science

Uses:

- Processes
- Methods
- Models
- Tools
- Data
- Standards

Art

Requires:

- Leadership
- Negotiation
- Judgment
- Communication
- Motivation
- Conflict resolution

Project Manager Competencies

An effective project manager requires:

- Technical knowledge
- Strategic understanding
- Leadership
- Communication
- Financial literacy
- Negotiation
- Problem-solving ability
- Ethical judgment
- Stakeholder-management skills

What Is a Stakeholder?

A stakeholder is any individual, group or institution that:

- Participates in the project
- Benefits from the project
- Finances the project
- Influences the project
- Is affected by the project
- May gain or lose because of the project

Examples of Stakeholders

- Project sponsor
- Project manager
- Project team
- Customers
- Beneficiaries
- Government
- Donors
- Lenders
- Suppliers
- Contractors
- Local communities
- Regulators

Why Stakeholders Matter

Stakeholders may:

- Support the project
- Oppose the project
- Provide resources
- Approve decisions
- Influence public opinion
- Create risks
- Affect sustainability

Stakeholder Analysis

Stakeholder analysis involves:

1. Identifying stakeholders
2. Understanding their interests
3. Assessing their influence
4. Evaluating their likely behavior
5. Planning engagement strategies

Power–Interest Matrix

Stakeholder Position	Management Strategy
High power, high interest	Manage closely
High power, low interest	Keep satisfied
Low power, high interest	Keep informed
Low power, low interest	Monitor

Stakeholder Engagement

Engagement may involve:

- Consultation
- Participation
- Information sharing
- Partnership
- Negotiation
- Joint decision-making
- Grievance management

Stakeholder Conflict

Stakeholder conflict may arise because groups have different:

- Objectives
- Expectations
- Interests
- Values
- Levels of power
- Perceptions of benefits and costs

Planning Context in Ethiopia

Project planning in Ethiopia operates within:

- National development priorities
- Federal and regional structures
- Sector plans
- Public investment programmes
- Annual budgets
- Donor-supported programmes
- Private-sector investments

Planning Hierarchy in Ethiopia

Long-Term National Direction



Medium-Term Development Plans



Sector and Regional Programmes



Public and Private Projects



Annual Work Plans and Budgets

Macroeconomic Environment

Projects are influenced by:

- Inflation
- Interest rates
- Credit availability
- Exchange rates
- Tax policy
- Government expenditure
- Trade regulation

Public Investment Projects

Public projects may focus on:

- Roads
- Water
- Education
- Health
- Agriculture
- Energy
- Urban development
- Social protection

Private Investment Projects

Private projects may focus on:

- Manufacturing
- Hotels
- Agriculture
- Financial services
- Logistics
- Real estate
- Technology
- Trade

Development-Partner Projects

Development projects may be supported by:

- Multilateral institutions
- Bilateral donors
- International NGOs
- Foundations
- United Nations agencies
- Development banks

Ethiopian Project-Planning Challenges

Common challenges may include:

- Limited financial resources
- Capacity constraints
- Inflation
- Foreign-currency shortages
- Procurement delays
- Infrastructure gaps
- Weak coordination
- Political and security risks
- Incomplete data

Project Alignment Questions

Before approving a project in Ethiopia, assess:

- Does it align with national priorities?
- Does it address regional needs?
- Is it technically feasible?
- Is financing available?
- Are foreign-currency requirements manageable?
- Are environmental and social risks addressed?
- Does the implementing institution have capacity?

MBA Case Exercise

Proposed Agro-Processing Project

A private company proposes to establish a food-processing factory in the Somali Region.

The project aims to:

- Purchase produce from local farmers
- Process and package food
- Create employment
- Supply regional markets
- Reduce post-harvest losses

Group Analysis Questions

Each group should identify:

1. The problem or opportunity
2. Strategic justification
3. Main beneficiaries
4. Key stakeholders
5. Project outputs
6. Required resources
7. Main risks
8. Measures of success

Project or Operation?

Classify the following:

1. Constructing the factory
2. Recruiting the initial management team
3. Producing packaged food every day
4. Installing an accounting system
5. Performing routine monthly payroll
6. Expanding the factory after three years

Suggested Answers

Projects

- Constructing the factory
- Recruiting and establishing the initial team
- Installing the accounting system
- Expanding the factory

Operations

- Daily production
- Monthly payroll processing

Stakeholder Exercise

Identify the interests of:

- Investors
- Farmers
- Employees
- Government
- Banks
- Local communities
- Customers
- Environmental regulators

Project-Success Criteria

The project should not be judged only by factory completion.

Success should include:

- Completion within approved cost and time
- Required production capacity
- Product quality
- Farmer participation
- Employment creation
- Market acceptance
- Financial sustainability
- Environmental compliance

Common Misconceptions

- Every activity is a project
- Projects and operations are the same
- Completing construction means the project is successful
- A project should be selected without reference to strategy
- Higher expenditure always produces greater benefit
- Project planning ends when implementation starts
- Stakeholder engagement is optional

Knowledge Check

1. What is project analysis?
2. Why are projects important to development plans?
3. What makes a project temporary?
4. How do projects differ from operations?
5. What is a programme?
6. What is opportunity cost?
7. Why are projects established?
8. What are the main project parameters?
9. What causes project failure?
10. Who is a project stakeholder?

Knowledge Check Answers

1. Systematic examination of project need, feasibility, costs, benefits and risks
2. They translate plans and policies into implementable actions
3. A project has a defined beginning and end
4. Projects are temporary and unique; operations are continuous and repetitive
5. A coordinated group of related projects and activities
6. Value of the best alternative sacrificed
7. To solve problems, exploit opportunities or implement strategy
8. Scope, time, cost, quality, resources and risk
9. Weak planning, unclear scope, insufficient funding and poor management
10. Anyone who influences, participates in or is affected by the project

Individual Assignment

Select one existing or proposed project and prepare a two-page analysis containing:

- Project title
- Background
- Problem or opportunity
- Main objective
- Expected outputs
- Beneficiaries
- Stakeholders
- Required resources
- Major risks
- Success criteria
- Strategic alignment

Chapter Summary

- Projects translate plans and strategies into measurable action.
- Project analysis improves decision-making and resource allocation.
- Projects are temporary and produce unique outputs.
- Projects differ from continuous operational work.
- Programmes coordinate related projects.
- Portfolios align investments with strategy.
- Projects may solve problems or exploit opportunities.
- Project format organizes the information required for appraisal and implementation.
- Scope, time, cost and quality are interdependent.
- Project success includes efficiency, stakeholder satisfaction and benefits.
- Stakeholder analysis is essential.
- Projects should be aligned with national and organizational priorities.

Key Message

Projects are the practical instruments through which ideas, policies and plans are converted into results.

Effective project planning connects:

Need → Strategy → Project Selection → Resources → Activities → Outputs → Benefits → Development Results

Chapter 2 Preview

Next Chapter Project Cycle Management

Chapter 2 will cover:

- Project-cycle phases
- Programming
- Identification
- Formulation
- Financing
- Implementation
- Monitoring
- Evaluation
- Closure and learning

THANK YOU

Questions and Discussion

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Projects translate organizational strategies and development plans into measurable results. Their success depends on sound analysis, clear objectives, disciplined resource allocation, effective stakeholder participation and continuous managerial attention.