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IVM Project Procedures

Project issues:

- ✓ Description of the issues:
 - Why is there an issue? What are its causes or triggering factors? In what way is the situation a problem or opportunity?
 - History of the emergence of the issue? Has work already be done on this subject?
 - Is it possible that the factors that triggered the issue may disappear? Are there other factors that might lead to changes? Positive or negative?

- ✓ Key numbers
 - Is it possible to express the nature of the issue and the desired change in numerical terms (population affected, impact on behaviour, traffic flows, safety, travel times, transport conditions, ...) ?

- ✓ Medium-term/long-term outlook
 - How do you perceive the issue evolving in the coming years?
 - What are the events, the projects, which may have an impact on the programme/project?

- ✓ Who will benefit from the outcomes of the programme/project?

- ✓ What are the assumed or expressed desires of the beneficiaries?

Project framework

- ✓ Description of the objectives and desired outcomes
 - Nature of the project: research, creation of a service, creation of a concept, implementation of a project, staging of an event...
 - Description of the existing situation and target outcome
 - Impacts of the project on users, institutions, citizens, partners, PSA, ...
 - Description of deliverables
 - Sought for benefits (qualitative or quantitative) and/or key indicators

- ✓ Scope
 - Domains covered by the project: activities concerned, entities concerned, geographical scope?
 - What are the possible limitations? Are there norms or constraints that could restrict the project? What will not be covered and why?

- ✓ Connections with other ongoing projects: What are the overlaps/contributions with the present?

- ✓ Timetable: How much time do we have to implement the project or get started?

- ✓ Budget

Project approach:

- ✓ Working programme:
 - The most detailed schedule possible showing the sequence and planned duration of the different stages.
 - The practical deliverables expected at the end of each stage
 - Intermediate objectives: checkpoints or decision points

- ✓ Procedure or method proposed for each stage
 - Will interviews be required and if so with whom?
 - Will group work be required, and if so from when?

- ✓ Project monitoring and steering procedures
 - Where are the checkpoints in the schedule?
 - Who needs to make decisions/provide direction? Does the project need an ad hoc committee, and if so who?

- ✓ Organisation and profiles of the project team
 - What resources and profiles are required?
 - If a complex team is needed, what is each person's role in the team?

- ✓ Resources required
 - premises, computers, telephone...,
 - Travel...,

The project sheet should contain the following information:

- ✓ Project name
- ✓ Objectives
- ✓ Background, explanation, impact
- ✓ Target/beneficiaries
- ✓ Description of international dimension
- ✓ Description of deliverables
- ✓ Communication strategy
- ✓ Principal deadlines
- ✓ Criteria/indicators of ultimate success
- ✓ Resources
- ✓ Budget/source
- ✓ Partners
- ✓ Resources: support expected from IVM's permanent structure, accommodation, logistics...
- ✓ Management process:
- ✓ Risks (Initial risks identified/Corrective action)

Risk

A risk is the possibility that a project may fail to meet forecasts for completion dates, costs, specifications and external conditions; these departures from forecast outcomes will be considered as difficult to accept, and possibly unacceptable.

Risk management in relation to projects covers the processes of identifying, classifying and quantifying risk, but also the way how risk management is tackled. The analysis and management of the project risks are based on formal criteria.

Project risks are uncertain events or possible situations that have a negative impact on the overall success of the project, the specific results, or events that can lead to unpredictable damage. They are defined by the likelihood of their occurrence and the magnitude of the potential consequences. All projects include risk, whatever their size, complexity or economic sector.

Risks can be classified in terms of their nature and source (cost, deadlines, financial, technical, psychological, political, other).

Broadly speaking, there are five approaches to managing risk:

- ✓ avoid/eliminate
- ✓ reduce
- ✓ insure
- ✓ transfer
- ✓ assume

The aim of these approaches is to reduce or eliminate the impact of risk on the project. Obviously, managing risk also includes managing opportunity.