

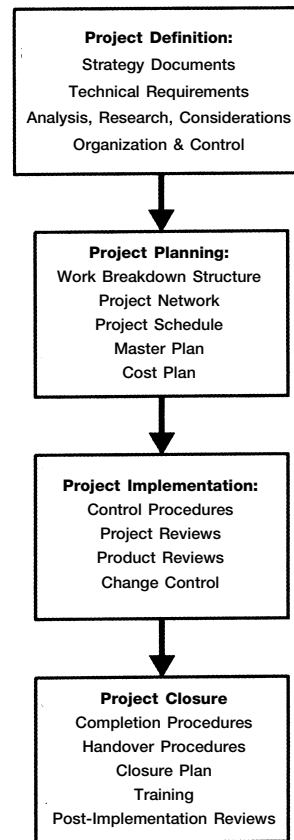
progress and project environment; and ensuring that the project benefits are realized.

At the early stages of a project the client develops a set of basic assumptions in answer to the following questions:

- Why is the project being considered?
- What are the benefits to the business or the organization?
- What are the minimum achievements which must be attained?
- What are the constraints?
- What are the success criteria?
- What are the relative priorities in terms of time, cost, and quality/performance?

Once the strategic or investment aims and project objectives are understood, the activities that are necessary to bring about the implementation of the project can be determined. With this in mind, the first step in the project definition stage is for the client to establish a clear statement of purpose. In project management terms this strategy document is known as client requirements definition (CRD). The definition of the client's requirements is the client's formal statement of the aims of the particular enterprise and the project objectives. It provides an outline definition of the project scope, and more importantly, defines the essential requirements to be met. The definition of the client's requirements outlines the reasons for the project.

Once a clear statement of the client's requirements is formulated, the client has to focus on implementing the project. Depending on the size of the venture, it is usually at this stage that a project manager is appointed with the specific responsibility of establishing the route which best meets the client's aspirations, within the constraints that are set. The project manager will discuss with the client the available options and initiate feasibility studies to determine the best route to be adopted. The Code of Practice for Project Management emphasizes that the project manager, both acting on behalf of, and



**Figure 8.1** Project stages.

representing, the client has the duty of providing a cost-effective and independent service, selecting, correlating, integrating and managing different disciplines and expertise, to satisfy the objectives and provisions of the project brief from inception to completion. The services provided must be to the client's satisfaction, safeguard his/her interests at all times, and, where possible, give consideration to the needs of the eventual user of the completed project.<sup>3</sup> The local community may be the eventual user or purchaser of the project. Ways must be found to involve the community positively in the