

## PROJECT PHASE DEFINITIONS

<b>IDEATION</b>	<p>The Ideation Phase of a project is a conceptual phase. An outcome of this phase is likely to be a statement by project members on what the project is intended to deliver (in the form of a project initiating document), including: an estimate how long it will take to achieve the desired output; resources required (including any Through-Life Management Costs); the potential return on investment (if appropriate); likely stakeholders; how the end product or service will be used by operating authorities; and what are the risks involved. High-level staff requirements will be considered in this phase. A feasibility study to assess the project viability may be undertaken, as a precursor for the Incubation Phase.</p>
<b>INCUBATION</b>	<p>The Incubation Phase of a project is where more detailed assessment and planning are undertaken by project members and concludes with a decision as a key milestone. In this phase the scope of a project is to be defined, which includes: a detailed assessment of the activities to be undertaken within the project; derivation of a project plan, encompassing activity scheduled, resources (financial and human), communication, stakeholder engagement, and how the solution will be obtained; the methodology for detailing possible risks/ issues. All these elements will be included in the Business Case with a view to monitor the progress of a project. There may be a need for a Memorandum of Understanding to cover facilities, doctrine or resources of the project. Critically, planning will need to be undertaken to ensure that the perceived benefits of the project will be realized by the end-user in the form of a Benefits Management Plan. The Project Board will review the outcomes of this phase leading to Project Authorization.</p>
<b>EXECUTION</b>	<p>Within the Execution Phase of a project the work is executed according to the approved project management plan. If the solution is derived under contract, then a kick-off meeting is held with the contracting authority. Changes might be introduced to the implementation plan of the project, if necessary. Periodic reports are to be made available to the stakeholders on the progress of the project and performance of the project members, including the use of the resources. In the event of risks or issues being realized contingency plans are activated. Within this phase, solutions could be tested as a 'pilot activity' to assess where expected deliverables meet desired specifications. Feedback is solicited, project outputs as 'quick-wins' are accepted and lessons identified and shared as 'project knowledge'. The outcome of this Phase should be accepted deliverables against those planned.</p>
<b>CLOSURE</b>	<p>In the Closure Phase of a project, an assessment as to whether the work done meets the requirements / specifications (this may result in an Acceptance Certificate) is undertaken. Critically, the output is handed over to the end-user with a subsequent assessment of impact made according to the Benefits Management Plan. Procurement processes are closed, records archived, and lessons updated for the organizational knowledge base.</p>