

PROJECT >> OUTPUTS >> OUTCOMES >> BENEFITS

Why do we do Projects?

- Projects deliver **outputs (deliverables)** that deliver a change (social, commercial, operational...)
- These changes generate **outcomes** for the beneficiaries or users.
- In the long term these **outcomes** produce **benefits** or impact.
- These **benefits** realise or support the organisation strategy.

Example of outputs, outcomes and benefits.	
Project Output	Adoption of the PM ² Methodology within an organisation.
Project Outcomes	<ul style="list-style-type: none"> • Increased project quality. • Improved visibility of project objectives, status and forecasts. • Capability to have better control over contractor work and deliverables.
Project Benefits	<ul style="list-style-type: none"> • Project cost overruns decreased by 30% • Productivity increased by 30%.

Project **outputs (deliverables)** are merely a means to an end. The real purpose of a project is to achieve certain **outcomes**. The measurable contribution towards strategic objectives are considered the **benefits** of the project.

	Pre-Project	PROJECT MANAGEMENT LIFECYCLE				Post-Project
Project Management Phases	Project Initiation Request 					Note that project outcomes and benefits are often realised only after the project has closed
Benefits Management Activity	Outcomes and Benefits are proposed		Document the plan for Benefits Tracking	Track Benefits		
* Who is Accountable (A) and Responsible (R)?	Requestor / Project Owner (A) Business Manager (R)		Project Owner (A) Business Manager (R)		Project Owner (A) Business Manager (R)	
Benefits Management related Project Artefacts	Project Initiation Request (Section 1.2 Outcomes / Benefits)		Business Implementation Plan (Section 5.5) Benefit Log / Matrix		Project End Report (Sections 5 and 8)	

* **Accountable** – delegates and approves work, **Responsible** – does the work