APM's **12** project success factors

These 12 factors provide a framework for project success that defines the environment in which projects can be delivered successfully. Each of the 12 was identified as playing a crucial role in the formation and delivery of the project.

1 Effective governance
The project has clearly identified leadership; responsibilities; reporting lines and communications between all parties.

2 Goals and objectives
The overall goal of the project is clearly specified and recognised by all stakeholders; it is not in conflict with subsidiary objectives and project leaders have a clear vision of the project outcomes.

3 Commitment to project success
All parties involved in the project are and remain committed to the project's success; any lack of commitment is recognised and dealt with and project leadership inspires commitment in others.

4 Capable sponsors
Sponsors play an active role in the life cycle of the project; they assume ultimate responsibility and accountability for the project outcomes.

5 Secure funding
The project has a secure funding base; contingency funding is recognised from the start and tight control of budgets is in place to ensure maximum value is realised.
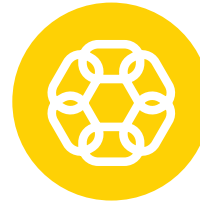
6 Project planning and review
Pre-project planning is thorough and considered; there is regular and careful progress monitoring; the project has realistic time schedules, active risk management and a post-project review.

7 Supportive organisations

The environment in which the project operates is project-friendly; the organisation provides support and resourcing for project activity (including financing) and access to stakeholders.

8 End users and operators

End users or operators are engaged in the design of the project; the project team engages with users, who are able to take on what the project has produced effectively and efficiently.

9 Competent project teams

Project professionals forming a core team are fully competent; other team members are also fully competent and the project team engages in positive behaviours which encourage success.

10 Aligned supply chain

All direct and indirect suppliers are aware of project needs, schedules and quality standards. Higher and lower tiers of supply chains are coordinated.

11 Proven methods and tools

Good practice project management tools, methods and techniques are applied in a way which maintains an effective balance between flexibility and robustness.

12 Appropriate standards

Quality standards are actively used to drive quality of outputs. Adherence to other standards is regularly monitored in order to ensure delivery is to best practice levels.