CHAPTER V

PROJECT IMPLEMENTATION, MONITORING AND EVLAUATION

Project Implementation /Project Management

- Putting into practice what was proposed in the project document (i.e. transforming the project proposal into the actual project.)
- Project implementation require Planning , Organizing, Directing and Controlling activities
- **Planning** involves deciding what has to be done when and by whom
- The resource need to be **organized** through activities such as procurement and recruitment
- **Directing (authorizing)** the planned activities towards a coherent objective is also a major management role
- It also involves **motivating** the most expensive and important resource of the project –the people.
- The activities also need **Control** to ensure that they fit within the limit (financial, time) set.

Project Implementation /Project Management

Project Planning
- project planning process
- Area of planning
- Tools of Planning
- Hierarchy of plan

Project Organization
- Line Staff organization
- Divisional organization
- Matrix Organization

Project Directing
Monitoring and Evaluation

Project Implementation /Project Management

Project Planning

- In project management the first function happened to be project planning.
- The project planning will try to address questions like,
  - ✔ What need to happen (what has to be done)?
  - ✔ Who is going to do it?
  - ✔ When each activity will be done?
- The plan is the basis for estimating the resource requirement
- Plan as a working tool used to help decision making and guide future activity.
- In many instances people might be so involved in the plan that the project objective are forgotten and the planning becoming an end in itself rather than a means to an end.

Project Implementation /Project Management

Project Planning

The project planning process are consists of the following activities

1. **Identification of essential activities:**
   - ☐ This involves listing of all relevant activities need to be implemented
   - ☐ It involves dividing the project's activities into its major parts with each of those being further divided into sub parts.
   - ☐ This is continued until we reach a manageable unit of work for which responsibility can be defined.
   - ☐ To make planning effective by dividing works into manageable element which can be easily planned, budgeted and controlled
   - ☐ To assign responsibility for work elements to project personnel and outside agencies
   - ☐ To develop monitoring, control and information system
   - ☐ To define the work to be done in detailed manner

Project Implementation /Project Management

Project Planning

The project planning process are consists of the following activities

2. Determine logical sequence of activities:
   - All identified and listed activities will be ordered in appropriate logical sequence

3. Estimation of time and resource requirement:
   - For each activity the estimation of time (starting and completion) required is carried out
   - The resource requirement for each activity and the responsible person for its implementation is determined.

4. Present the plan in systematic and transparent form

Project Implementation /Project Management

Project Planning

Area of planning (What do we plan)
The comprehensive project planning covers the following area

A. Planning the project work:
  - The activity related to the project must be spelt out in detail. They should be properly scheduled and sequenced

B. Planning the manpower:
  - The man power requirement for the project must be estimated and the responsibility *for* carrying out the project work must be allocated

C. Planning the financial resources (Money):
  - The estimated expenditure for each planned activity and resource must be budgeted.

D. Planning the information system:
  - The information flow and required information for monitoring the projects progress must be planned (defined ahead)

Project Implementation /Project Management

Project Planning

Tools of Planning

- There are a number of tools that can be used to communicate the project plan.

1. Gantt chart

- The Gantt chart is also referred to as the progress chart.
- It is a chart showing the timing of project activities using horizontal bars.
- It is one of the techniques of project scheduling, which depicts the frequency of activities and determines the period of time for implementation.

How to determine a GANTT chart

- Determine the parts or implementation phases of the project and the sequence in which the associated activities shall be carried out
- Then estimate the amount of time required for each activity
- List the activities that can be carried out at the same time and identify those to be carried out sequentially
- Time represented on the horizontal axis, and activities on the vertical axis.
- Bars are entered to indicate the time period allocated for each activity and the state of progress at any particular point in time.

Project Implementation /Project Management

Project Planning

Activity	Time in week (months) or even days				
	Jan	Feb	Mar.	April	May
Activity 1	37 days				
Activity 2		30 days			
Activity 3			41 days		
Activity 4				45 days	
Activity 5					58 day

Merit of Gantt chart
- ✔ It is simple to understand
- ✔ Can be used to show progress
- ✔ Can be used for man power planning

Limitation of Gantt Chart
- ✔ It can not show interrelationship among activities on large and complex projects
- ✔ There may be a physical limit to the size of the chart
- ✔ It can not cope with frequent change or update.

Project Implementation /Project Management

## Project Planning

2. Net Work technique: CPM/PERT

- These are more sophisticated than the traditional Gantt chart. Here the activities, events and their interrelationships are represented. by a net work diagram.
- This also called an arrow diagram

✔ Activity A run from event 1 to event 2 by itself. Activity B can not be started until activity A is completed.
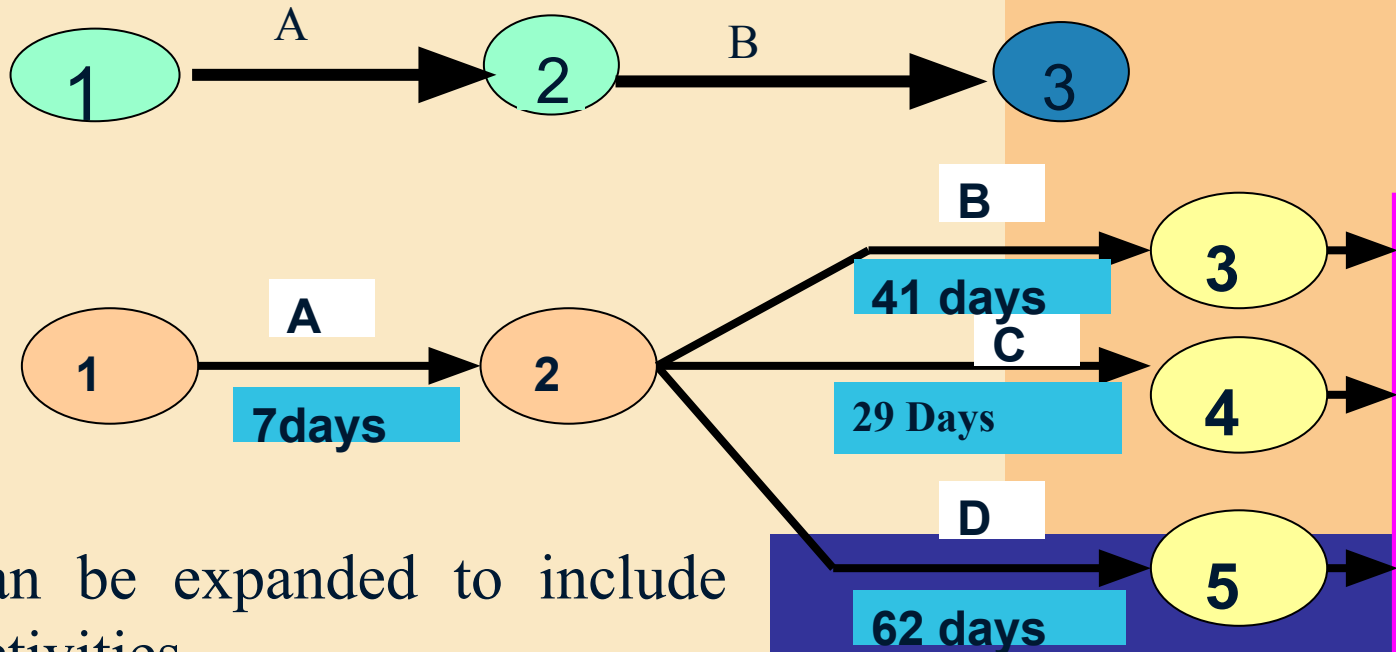
This can be expanded to include more activities

Project Implementation /Project Management

Project Planning
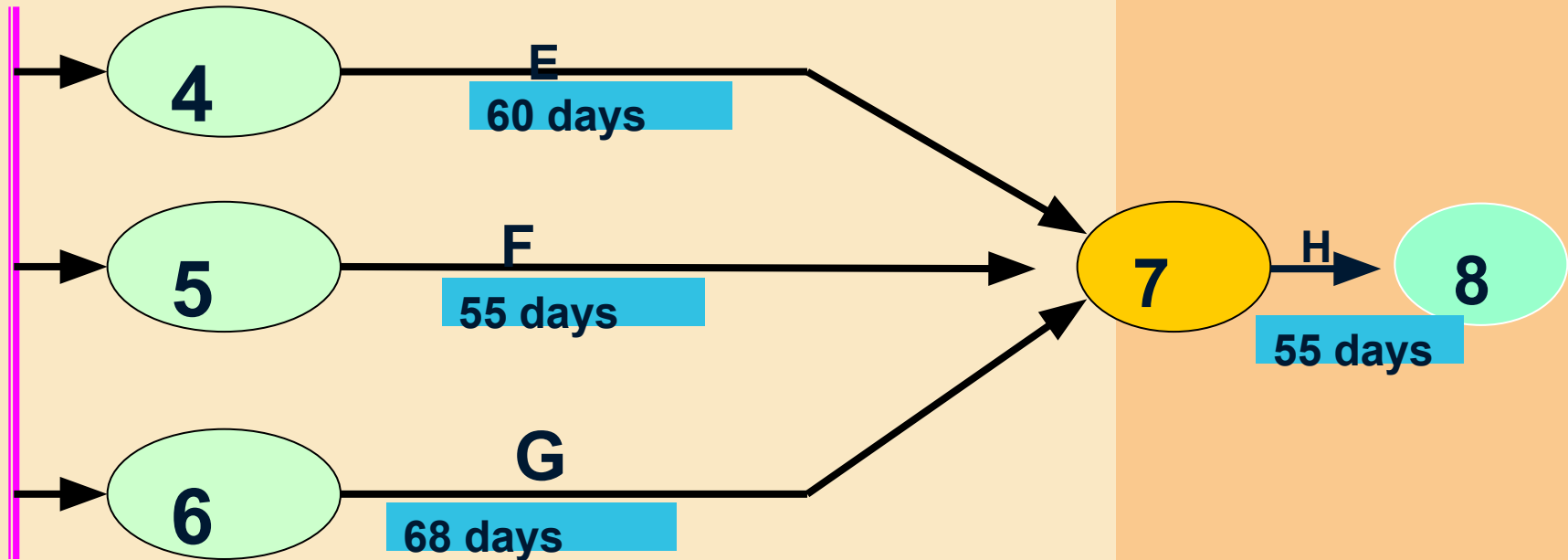
Advantage
- ✔ It handle inter-relationship among project activities
- ✔ They identify the activities which are critical to the completion of the project on time
- ✔ It can handle very large and complex projects
- ✔ It can be easily updated

Limitation
- ✔ They are not easily understood by the project person
- ✔ They do not define an operational schedule which tells who does what

Project Implementation /Project Management

Project Planning

Hierarchy of plan

- A large project may be consist of a large number of activities.
- such large project with a number of activities can not be easily visualized
- For large project a hierarchy of plan, having different level of detail, is needed to be prepared. Such plan has a number of levels.

Level 1. It is highly summarized plan

- It shows the border activity of the project such as,
  - ✔ Engineering design
  - ✔ Procurement plan
- It may help to make rough estimation for overall resource and outlay
- Such a plan is useful for a strategic planning and establishing project objectives and policies.

Project Implementation /Project Management

Project Planning

Hierarchy of plan

Level II: Activities shows in level one are presented in great detail.

- This will provide a more detailed estimation of various stages of the project
- It facilitate,
  - ✔ Identification of individual responsibilities for different work package
  - ✔ Aggregate manpower planning
  - ✔ Broad schedule of project work

Level III: It provide planning of week to week even day to day activities of a project. It is based on very detailed estimate of resource requirement

Project Implementation /Project Management

Project Organization

- The traditional form of organization is a functional division of management and a well-defined hierarchical structure. Typically, a firm is organized into various departments such as,
  - ✔ Production Department, Purchasing Department, Marketing
  - ✔ Finance, Personnel, Engineering (maintenance), Research and Development

Some of these departments have a line function and other a staff function

- **Line managers** have the principal responsibility for achieving the goal of the firm and are vested with decision making authority.
- **Staff Managers** primarily serve in an advisory capacity (supportive function).
- Within the staff department they enjoy administrative power.
- The traditional form of organization is quite appropriate for handling established operations.
  - ✔ Established operations are characterized by
    - ✔ a continuous flow of repetitive works
    - ✔ with each department attending to its specific function

Project Implementation /Project Management

Project Organization

- However, the traditional form of organization is not suitable for project management. This is because,
- A project is
  - ✔ non routine,
  - ✔ non repetitive
- undertaking often plagued with many uncertainty
- The relationship in a project setting are dynamic temporary, and flexible
- A project requires a coordination of efforts of individuals drawn from different functional areas and contribution of external agency.
- As a result project management calls for a different form of organization.

Project Implementation /Project Management

Project Organization

Some of the most important project organizational forms are,
- Line Staff organization
- Divisional organization
- Matrix Organization

A) Line staff Organization

- In this form of organization, a person is appointed with primary responsibility of coordinating the work of the people in the functional department.

- The project coordinator does not have authority and direct responsibility of the line management. He serves as an assistant to chief executive.

- He does not make any decision for the project, nor does he provide any staff service to the functional department who make all the decision relating to the project.

Project Implementation /Project Management

Project Organization

⬜ He collect information and communicate the same to the chief executive.

⬜ Such organization may be chosen by a chief executive who want to directly control the project but can not devote much time to keep track of details.

⬜ Such arrangement may work for small project

- **Chief Executive**
  - **Project Coordinator**

  - **Personnel**
  - **Department**

  - **Technical Department**
    - **Construction**

    - **Maintenance**

  - **Finance Department**

  - **Purchasing Department**

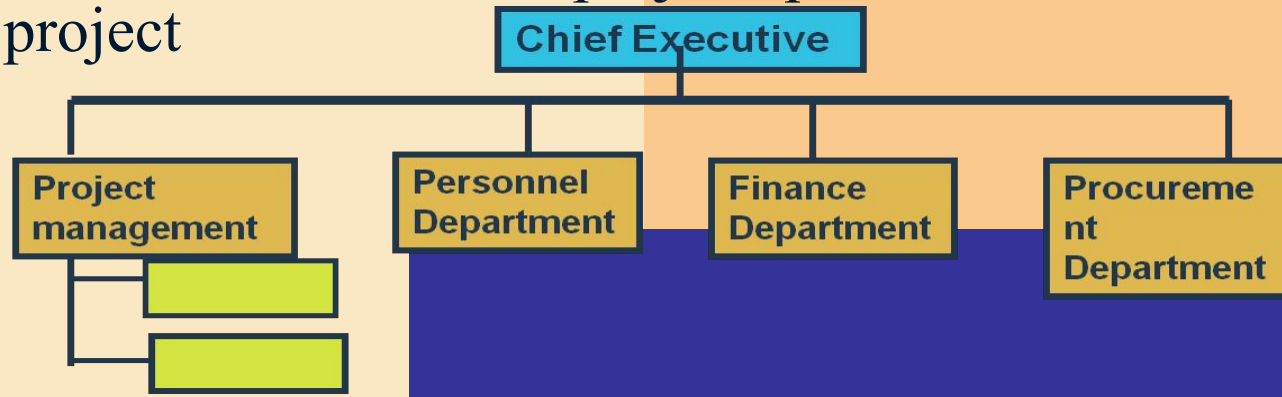# Project Implementation /Project Management

Project Organization

B) Divisional Organization

- Under this form of organization a separate division is set up to manage and control the project.
- It is headed by the **project manager** and has his own personnel over whom the project manager have full line authority
- In general, this form of organization implies the creation of a separate goal oriented division of the company with its own functional department.
- This is strong form of project organization and it facilitate
  - ✔ the process of planning and control,
  - ✔ brings about better integration of efforts
  - ✔ and strengthen the commitment of project personnel to the objective of the project

Limitation
- ✔ It may lead to inefficient utilization of resources of the firm
- ✔ It may result in an unnecessary duplication of specialists

Chief Executive

Project management

Personnel Department

Finance Department

Procurement Department

Project Organization
C) Matrix Organization

- The matrix form of organization seeks to achieve the twin objective of efficient use of resources and effective realization of project objectives. (At the cost of greater organizational complexity).

- In a matrix organization, the personnel working on the project have a responsibility
  - ✔ to their functional superior and
  - ✔ to the project manager

- That means the authority is shared between the project manager and the functional manager

- The authority and influence of the project manager cut across the traditional vertical line of command.

- The project manager integrate the contribution of personnel in various functional departments to words the realization of project objectives

Project Implementation /Project Management

Project Organization

C) Matrix Organization

Project Management	Functional Departments		
	Manager 1	Manager 2	Manager 3
Project manager A	A1	A2	A3
Project manager B	B1	B2	B3
Project manager C	C1	C2	C3

Flow of project authority

Flow of functional Authority

Project Implementation /Project Management

Project Organization

C) Matrix Organization

- The matrix form of organization is not similar to the traditional organizational theory.
- In such form of organization,
  - ✔ There is dual subordination
  - ✔ The hierarchical principle is ignored
- These all implies that the matrix form of organization involves greater organizational complexity and creates conflict situation
- It may also cause some confusion to those who are used to a single reporting relationship.
- Yet it seems to be a better vehicle for the pursuit of the twin objectives, effective utilization of resources and effective attainment of project objectives.

Project Implementation /Project Management

Project Direction

- Once plan, and appropriate organizational arrangement is established the stage is set for the smooth take off.
- The sailing may not always be smooth.
- In many cases a project will face difficulty at the beginning of its implementation.
- It will take quite a long time before it will gate some sort of stability.
- Project direction refers to the use of authority to carry out the activities of the project on the desired time.
- Authorizing the implementation of the plan would constitute project direction.
- When plan and schedule are authorized they become working document and depending on the importance attached to them it can even become work orders
- Which means executing body or individuals will be compelled to strictly follow the plan.
- In general, if authorization is not there, plan and schedule may not work and the whole effort will be changed into unnecessary paper work.

Project Implementation /Project Management

Project Direction

- This means plan, system, and procedure would not produce any result unless they are authorized for implementation.
- The project manager will be authorized to spell out the details and issue directives for realization of the same.
- The project manager need to provide direction related to the following issues.
  - ✔ Scope of the work
  - ✔ Specifications of results of completed works.
  - ✔ Division of work (Imported, local department , contract, etc.)
  - ✔ Schedule of work
  - ✔ Budget for work
  - ✔ System and procedure of work
  - ✔ Coordination of work
  - ✔ Authority and accountability of work
  - ✔ Control of work
- It can be issued formally in the project manual (through work shop or meetings)

Project Monitoring and Evaluation

- The concept of project Monitoring and Evaluation are used in many ways
- We can think of M&E as a part of continuous
  - ✔ observation
  - ✔ information gathering
  - ✔ supervision (control)
  - ✔ and assessment.

The Need for Monitoring and Evaluation

There are many reasons for carrying out project M&E

- Project managers and other stakeholders need to know to what extent their project is meeting its objectives
- M&E build greater transparency and accountability in terms of use of project resources
- Information generated through M&E provide project staff with a clearer basis for decision-making
- Future project planning and development is improved when guided by lessons learned from project experience

Project Monitoring and Evaluation

What is Monitoring?

- Project monitoring is an integral part of day-to-day management Its purpose is to provide the information by which management can identify and solve implementation problems, and assess progress in relation to what was originally planned.
- Monitoring represents an on-going activity to **track project progress against planned tasks.**
- Monitoring implies observing and controlling the project's activities.
- As soon as the project is launched, control or monitoring becomes the dominant concern of the project management.

The goal of monitoring

- To ensure that the implementation is proceeding as per the plan
- To provide records of input use, activities and results
- To warn of deviation from the initial objective
- In general, project manager must compare the time, cost and performance of the project with the *budget*, *time* and the *tasks* defined in the approved project plan.
- This must be done in an integrated manner at regular intervals, not in a haphazard, arbitrary way

Project Monitoring and Evaluation

The goal of monitoring

- Any significant departures from the budget and the schedule must be reported immediately,
- This will help the project manager to adapt the project schedule, the budget and/or the work plan to keep the project on track.
- The project progress and changes must be documented and communicated to the team members in a consistent, reliable and appropriate manner.

What should be monitored?

- a regular comparison of performance against target
- Volume of work being completed
- Quality of work being completed
- Costs and expenditures compared to the plan
- Attitudes of people working on the project and others who are involved with the project,
- a search for the cause of deviation
- Cohesiveness and co-operation of team members

Project Monitoring and Evaluation

What monitoring should accomplish?

- ☐ Communicate project status and changes to other project team members
- ☐ Inform management (and clients) about the status of the project
- ☐ Provide the justification for making project adjustments
- ☐ Document current plans compared to the original project plan

Criteria for Successful Project Control

- ☐ Use the project plan as the primary guide for co-ordinating your project.
- ☐ Consistently monitor and update the plan.
- ☐ Remember that quality communication is a key to control
- ☐ Monitor progress on the project against the plan on a regular basis
- ☐ Adapt the project schedule, budget and/or work plan as necessary to keep the project on track.
- ☐ Document project progress and changes and communicate them to team members.

Project Monitoring and Evaluation

 In many cases project control appeared to be in effective. Some of the reasons are,

1. **Poor information system**: Some of the weaknesses observed in information system are,
   - ✔ Delay in reporting: This will delay initiation of timely action to curb the adverse development
   - ✔ Unreliable Information: When incorrect information is provided to the project manager the control and follow up will become meaningless
2. **Human factor:** When the operational mangers lack experience, training, competence and inclination to words controlling activity of the project
3. **The characteristics of the project:** When project is very large and complex involving many people the task of control become difficult.
   - ✔ Keeping track of personal performance and expenditure on a large number of activities is demanding
   - ✔ Coordination and communication problems multiply when several organization are involved in the project

Project Monitoring and Evaluation

  Proper communication is a key for successful monitoring of the project activities

  There are Formal and Informal ways to tell what's going on

Formal Communication

i. Reports – Status reports must be completed by all team members so that progress and problems can be identified easily and early.

  ✔Use a standardised form at regular, predetermined intervals.

ii. Audits – Usually performed by objective outsiders who review progress, costs and current plans.

iii. Project review meetings – Periodic meeting of key team members, and supervisors to get together to resolve issues

✔Frequency will depend on size and nature of project and problems experienced.

Informal

✔ General conversations with the team members

✔ Ongoing interaction with stakeholders

✔ Observations (management by walking around)

Project Monitoring and Evaluation

Meaning of Evaluation

☐ Project evaluation represents a systematic and objective assessment of ongoing or completed projects in terms of their design, implementation and results.

☐ In addition, evaluations usually deal with strategic issues such as
- ✔ project relevance,
- ✔ effectiveness,
- ✔ efficiency in the light of specified objectives,
- ✔ Project impact and sustainability.

1. Periodic evaluations of ongoing projects are conducted at regular interval.
   - ✔ to review implementation progress,
   - ✔ to predict project's likely effects and
   - ✔ to highlight necessary adjustments in project design

2. Terminal evaluations (or final evaluations) are evaluations carried out at the end of a project. It is carried out

✔ to provide an overall assessment of project performance and effects/impact,

✔ to assess the extent to which the project has succeeded in meeting their objectives and their potential sustainability.

Project Monitoring and Evaluation

Types of Evaluations

 The type of evaluation you undertake to improve your programs depends on what you want to learn about the program.

 In general, there are two main categories of evaluations of development projects:

✔ **Formative evaluations** and **Summative evaluations**

Formative evaluations: This is also called process evaluations.

✔ It examine the development of the project and may lead to changes in the way the project is structured and carried out.

✔ These types of evaluations are often called interim evaluations.

✔ One of the most commonly used formative evaluations is the midterm evaluation.

 In general, formative evaluations are process oriented and involve a systematic collection of information to assist decision-making during implementation of a project.

Project Monitoring and Evaluation

Questions typically asked in those evaluations include:

- To what extent do the activities and strategies correspond with the plan? If they are not in harmony,
  - ✔ Why are there changes? Are the changes justified?
- To what extent did the project follow the timeline presented in the work plan?
- Are activities carried out by the appropriate personnel?
- To what extent are project actual costs in line with initial budget allocations?
- To what extent is the project moving toward the anticipated goals and objectives of the project?
- Which of the activities or strategies are more effective in moving toward achieving the goals and objectives?
- What barriers were identified? How and to what extent were they dealt with?
- What are the main strengths and weaknesses of the project?
- To what extent are the project beneficiaries satisfied with project services?

Project Monitoring and Evaluation

Summative evaluations:

 This **is** also called outcome or impact evaluations (terminal evaluation)

 Summative evaluations are usually carried out as a program is ending or after completion of a project in order to "sum up" the achievements, impact and lessons learned.

 Such evaluation look at what a project has actually accomplished in terms of its stated goals.

 There are two types of summative evaluations

 ✔ ***End evaluations:*** aim to establish the situation and to identify the possible need for follow up activities either by donors or project staff

 ✔ ***Ex-post evaluations:*** are carried out two to five years after external support is terminated.

 ✔ The main purpose is to assess what lasting impact the project has had or is likely to have and to extract lessons of experience.

Project Monitoring and Evaluation

Summative evaluation addresses questions like,

- To what extent did the project meet its overall goals and objectives?
- What impact did the project have on the lives of beneficiaries?
- Was the project equally effective for all beneficiaries?
- What components were the most effective?
- What significant unintended impacts did the project have?
- Is the project replicable?
- Is the project sustainable?
- As in monitoring, evaluation activities must be planned at the project level.
- Baseline data and appropriate indicators of performance and results must be established.
- Many organizations do not have the resources to carry out the ideal evaluation.
- Therefore, it is recommended that they recruit an external evaluation consultant to lead the evaluation process.
- This would increase the objectivity of the evaluation.

Project Monitoring and Evaluation

❑ Project strengths and weaknesses **might not be interpreted fairly** when data and results are analyzed by project staff members.

❑ When the organization can not afford outside help, and/or prefers to carry out the evaluation using its own resources,

❑ **it is recommended to select an experienced evaluation expert to advise on**

✔ **developing the evaluation plan,**

✔ **selecting evaluation methods,**

✔ **and analyzing and reporting results**