AFRICAN INSTITUTE OF PROJECT PLANNING AND MANAGEMENT

P. O. BOX KENYA:

PROGRAM: POST GRADUATE DIPLOMA IN PROJECT PLANNING AND MANAGEMENT:

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AREAS OF CONCERN

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References

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SOLUTIONS FOR ASSIGNMENT THREE

1. *Explain the factors that affect implementation of a project*

Implementation is a highly complex process and it involves relationship amongst several systems and variables.

The first category consists of characteristics of the innovation. As the main important characteristics which are relevant for implementation.

One is explicitness of the innovation, indicating various dimensions about the nature of the innovation (who is involved in sponsoring and accepting when the innovation is to be implemented and how).

Low explicitness results in confusion in the user, lack of clarity and frustration, which leads to a degree of implementation.

The second category which has been found to be important is the perceived complexity of the innovation. The more innovation is perceived as complex by the user for whom it is intended the lower is its implementation likely to be.

The second category relates to strategies and tactics. These refer to the methods employed to introduce and implement innovations. Implementation involves the process of re-socialization of key factors, and so to the strategic and tactics that support and facilitate this process are very relevant to implementation. They suggest four main strategies in this connection. These are: in-service training, resource support (provision of time, materials and other facilities needed for effective implementation), feedback mechanism (developing an interactive network to take corrective action for effective implementation), and participation.

The third category relates to characteristics of the adopting unit. They have identified four main characteristics relevant to implementation: adoption process (as a problem solving process), organizational climate of the adopting unit, environmental support provided to the adopting unit, and various demographic factors about which a large number of studies have been reported.

The last category significant for implementation relates to the characteristics of macro sociopolitical units including design issue, incentive system, evaluation and political complexity.

Implementation may be regarded as a process by which a set of predetermined activities is carried out in a planned manner, with a view to achieve certain established objectives. Emphasizing the importance of implementation, according the late Prime Minister J.L. Nehru, once pointedly remarked, “We in the Planning Commission and other concerned have grown more experienced and more expert in planning. But the real question is not planning; but implementing the plans..... I fear we are no quite as expert at implementation as at planning.”

Therefore the following are the factors that affect the implementation of the objectives of the projects:

A number of technical, economic and other factors affect the implementation of a development programme. Knowledge about the nature, magnitude of the effect of each of these factors is necessary for development managers to be able to implement and manage the programme efficiently and effectively. Similarly knowledge is also necessary for development policy makers and planners of NGOs to formulate realistic policies and plans for development.

1. Technical Factor

A project format can accommodate diverse activities or endeavours. An enormous variety of development activities may usefully be cast in project form. From technical point of view, projects of NGOs may be as diverse as irrigation, livestock, development, health, education etc. Every project is aimed at producing some output which may be an asset, or a commodity, or a function by which inputs are transformed into outputs. Production function involved is technical in nature.

It is necessary for functionaries of NGOs to know the nature and form of the production process and the factors affecting it so as to be able to manipulate it to produce the desired results. Skilled and experienced technical staff with enthusiasm are essential for specifying the crucial technical factors involved in the implementation of a project.

2. Economic and Financial Factors

The economic factors affecting a project are relevant from the point of view of the society as a whole whereas financial analysis takes the viewpoint of the individual participants.

Financial analysis reveals the need for investment, credit, stipend to trainees, honoraria etc. and other incentives for the successful implementation of the project. On the other hand, economic analysis allows us to decide whether labour and other inputs to be used in the project should be remunerated at market prices or at shadow prices.

3. Commercial Factors

The commercial factors affecting the implementation of a project include the arrangements for marketing the output produced by the project and arrangements for the supply of inputs and credit needed to build and operate the project.

On the output side a careful analysis of the proposed market for the project's production is essential to ensure that there will be an effective demand at remunerative prices. On the input side, appropriate arrangements must be made for the project participants to secure the supplies of raw material and infrastructure. Facilities of credit to farmers, artisans and trainees to purchase various tools, raw materials etc. should be made to ensure successful implementation of a project.

4. Socio-cultural Factors

The socio-cultural factors affecting the implementation of a project include the stratification of the project participants based on caste and religion, social customs and traditions, mores and

taboos, distribution of project benefits among the clientele of the project, impact on environment and quality of life in general. Many projects have failed because they didn't meet the social objectives of their clientele. V.K.R.V. Rao has rightly attributed the failure of planning due to "its lack of cohesion with social factors and the impediments imposed by the social and cultural forces."

5. Political Factors

NGOs have faced many challenges in implementing their projects due to political outfits. Many NGOs, left the area, few fought with politicians and few compromised and accepted subordination. With the decentralization, people's elected representatives have been given due place in planning and implementation viz. selection of beneficiaries. Sometimes these NGOs act to satisfy their vested interests. So, NGOs have to keep political considerations in mind and act on people's participation.

6. Managerial Factor

Managerial skills are a necessary input for NGOs for the optimal use of resources, resource mobilization, information management, monitoring system, assessment of the needs of project participants. It is unfortunate with the NGOs, that most of NGOs have no professional development manager, for the very reason that support to NGOs is project based and expectations of these professional managers are greater.

7. People's Participation

The implementation of area specific development project is very difficult without the active and widespread participation of its clientele. Sometime community is project partner to NGOs and NGOs have become 'corporate partner' to funding agencies. Many factors may motivate people to participate in a project or refrain from participating. It is necessary to find out factors and design specific strategy to enlist their participation.

In few areas, NGOs have been successful in enlisting the support and participation of local community in the implementation of development projects. But that is more because of the charismatic personality of the project leader and less because of any institutional innovations that can be replicated in a large scale elsewhere. Rauanan Weitz has distilled some simple thumb rules for enlisting people's participation. These are:

(i) Create a human relationship.

(ii) Know the traditions and social customs of the project participants.

(iii) Introduce programme gradually and adapt them to the ability of the target population to enable it to absorb the change involved.

(iv) Get yourself a partner from amongst the local leaders.

(v) Encourage and promote development leadership among both the project employees and the local people.

8. Integration and Coordination

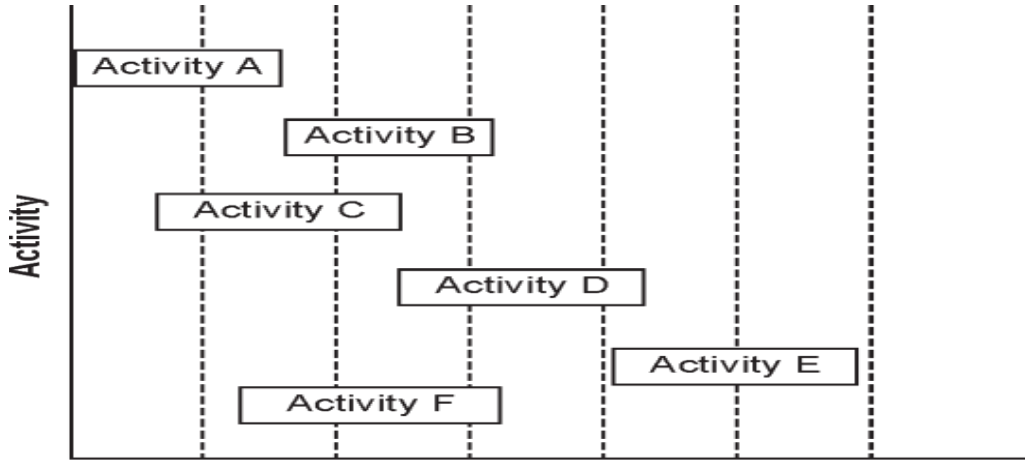
Many government and non-government agencies are undertaking development Programmes at the grass-root, same time for the same area and same beneficiaries. It is essential that different development Programmes under way in an area be integrated and coordinated for optimum results, otherwise it creates over lapping, duplication and wastage of scarce resources.

2. *Explain any two methods for effective implementation of projects*

Project involves many activities, project functionaries should use methods for effective implementation to complete in time and budget.

(I) Bar charts

First developed by Henry L. Gantt, it is sometimes referred as Gantt chart. Bar chart is a pictorial representation showing various activities involved in a project. The chart has two coordinate axes; one axis represents the activities and the other axis represents the time required for completion of the individual activities.



A typical bar chart

The axis represents activities, involved in a project, are drawn in the form of bars, and the length of the bar represents the time taken for the completion of each activity.

In the projects, there are some activities required to be taken up simultaneously, while some are required to be taken up only after completion of other activities and there may also some activities, which are independent.

Consider the example of construction of a training centre. The following are some of the activities involved in the construction of a training centre:

Activities	Time Required
Digging of foundation	3 Weeks
Pouring foundation concrete	1 Week
Construction of walls	10 Weeks
Construction of roof slab	3 Weeks
Land leveling	4 Weeks
Fixing of doors and windows	1 Week
Digging of well	2 Weeks
Plastering and finishing of walls	2 Weeks
Electrification	1 Week
Total	27 weeks

The above activities can be depicted in a bar chart after identifying their logical sequence. If water required for the construction work is not available at the project site, the activity 'digging of well' takes priority. Let us assume that water required for the construction work is not available at the project site and it is also not easy to procure water from outside. Under these circumstances consider the following two activities-

(ii) Traditional approach: It is characterized by a mechanical view of planning and development in which implementation is simply a tool of the powerful (donors, planners, politicians). Employees are seen variously as cogs in a machine or troublesome but

necessary raw materials. Project beneficiaries are seen as either clients (to be sold an idea) or employees (to be instructed).

(i) On the other hand, the open approach attempts to make people important, thinking in terms of 'instigators' and 'actors' rather than planners and clients. In a development situation an approach is needed which encourages and foster decreasing dependence and increasing self-reliance and the open is suited to this.

Most of the activities of the NGOs are project based supported by national and international agencies, however, NGOs may adopt implementation strategies on their own accord.

1. Planning for Implementation

An implementation plan should specify what is to be done? Who is to do? When it is to be done? And how it is to be done? To begin with, a plan should be divided into a number of activities and for every activity implementation systems should be developed as per its peculiar requirement and characteristics.

(i) Plan for primary work effort:
It includes:

- Estimation of requirement of manpower, infrastructure, people's participation, identification of community leader.
- Arrangement for staff, finance etc.
- Allocation of funds, jobs responsibilities and cooperative intervention.
- Other decision making and administrative activities.

Time plan: The estimated time required for each activity assuming the availability of manpower decided as date, month, year as to when each work will begin and finish. Programme Evaluation and Review Techniques (PERT) and Critical Path Methods (CPM) could be used to be taken to match requirements with availability in each time period both in terms of quantum and pattern. Frankly review and utilize the result of feedback for improvement.

2. Developing Support for Implementation

The support for the implementation of a programme of change requires a great deal of support from several sources. The main support comes from administrative and managerial groups. Has suggested four main elements in the implementation structure-

(i) The Central Organization (ii) Outside Intervenor Systems (OIS) (iii) Person who volunteer to work in such a system, the independent volunteer cadre in which a youth is offered to volunteer his services (iv) and the target group where implementation of a

programme is being effectively done. Support from all four such groups or agencies would be necessary for effective implementation.

In India, planning structure is well knitted from Planning Commission at the centre, to Village Planning Committee at the village/grass root level, but the implementation is left on the mercy of functionaries. Even in almost all the programmes NGOs have been involved at the grassroots level but these NGOs even don't find the support from all actors.

3. Participation

Now-a-days contribution from the community is a pre-requirement of an NGO to get support from funding agencies. The participation must be ensured by NGOs in all the stages of implementation. This may be done through P.R.A., formation of implementation/users groups at grass-root level.

(i) **Attention to the process:** Implementation is a difficult process which involves people working in teams for achieving some results. Enough attention needs to be given to the various processes of persons working with each other and developing collaborative relationships, increasing the capability of the user organizations of people to cope with problems as they arise, establishing norm of openness so that problems and difficulties can be discussed and solution worked out with effort, creativity for searching unconventional ways of dealing with problems, and self-reliance and attitude which may help people to work on their own rather than expect solutions from and depend on outside people or agencies. In the absence of full attention to such process aspects, implementation is likely to run into great difficulties. The more the attention, energy and time invested earlier in the life of the project in the process issues, the more time and energy would be available for effective and fast implementation later in the project.

(ii) **Developing feedback and evaluation system:** For effective implementation it is necessary to have effective systems of getting feedback on the progress of the project, its contribution to the problems, fidelity of its implementation (to what extent it continues the objectives and the design originally planned) and review mechanisms to consider various factors which contribute to the development as well as the problems faced by the project.

Norms of openness helps in making the feedback effective, such mechanisms of feedback and review also help the organizations and people to membership in project implementing agency, etc.

4. Input Resource Planning: It includes

(i) Identification of scarce input.

(ii) Determination of total requirement of each category of inputs.

(iii) Breaking the total requirement into period wise components in line with the time plan formulated.

(iv) Realistic forecasts of likely availability for each period and specification of assumptions underlies these forecasts.

(v) Comparison of requirement with availability for each period.

5. Project Organization

Both for the implementation plan as well as for executing the project, organization should be developed, responsibilities for various task clearly assigned filling key positions with adequately skilled and experienced persons on time is also important. It is also better to spell out the monitoring and management information systems to be used during implementation and to develop the necessary report formats.

6. Building Backward & Forward Linkages

This is necessary to complete the project in time and to derive full benefits from the interrelated projects e.g. training etc. Drawing eclectically on several sources of idea, Robert Chambers and his colleagues have developed a system for programming and controlling of implementation of projects. The backward and forward linkages should be chalked out in advance.

3. Identify an assumption that a project manager should bear in mind when executing project documentation

At this point, in the project document, the planner may wish to explain the reasons for recommending a particular approach or strategy. He may wish to discuss why, under the circumstances, the proposed solution is considered more timely or acceptable than some obvious alternatives. The planner may wish to add information essential to an understanding of the project, or to develop any aspect of the previous steps which requires further amplification. He may wish to discuss why it is the organization that should be conducting this project, or describe how the project fits into a unified, integrated, coordinated or multi-disciplinary approach.

This section is optional; it may be used, however, if the balance of the project document does not adequately convey the reasoning underlying the recommended approach.

PROJECT DOCUMENT OUTLINE

The inter-relation of the various design components can be seen at a glance in the Project Document Outline .in form one, Use of this form is optional but can be helpful in organizing various design components and in putting them into their perspective, thereby making it easier to prepare the document narrative.

The information presented in the outline must obviously be limited to key aspects in summary form. For example, for a human resource input, the following entry might appear: Training specialist to develop curriculum.

The outline in Form one showing the questions appropriate to each section appears overleaf, followed by a completed outline for a typical project of International Labour Organization

PROJECT DOCUMENT OUTLINE

Project Title: *Country:* *Length:*

Narrative Summary	***Objective Verifiable Indicators***	***Important Assumptions***

1. Development or Higher-level Objective: What is the reason for the project, the broader sectorial objective towards which the efforts of the project or programme are directed? Why is the project being undertaken? Who are the intended beneficiaries? What impact is being sought?	1.1 Indicators of Project Impact: What are the means of verifying the accomplishment of the development (or higher level) objective? How will project management, or anyone else, know that the project is making the hoped – for contribution towards the achievement of the objective at this level?	
2. Immediate Objective: What specific effect is the project to achieve within its lifetime, i.e., if the project is completed successfully, what improvements or changes could be expected in the group, organization or areas towards which the project is directed?	2.1 Indicators of Objective Achievement (End of Project Status): What evidence, measures or indications will confirm that the project's immediate objective is being or has been achieved? What are the objectively verifiable conditions or situations which are expected to exist if the project achieves its immediate objective?	2.2 Immediate Development or Higher Level Objective: What are the event conditions or decision outside the control o the project which must prevail in order that the achievement of the immediate objective may contribute to the attainment of the Development or Higher-Level Objective? to

3. Outputs: What outputs (kind and number) will need to be produced (with the inputs provided and activities undertaken) in order for the immediate objective to be achieved?	3.1 Outputs to immediate objective: What are the events, conditions or decisions outside the control of project management which, together with the project outputs, are necessary for the achievement of the immediate objective?
4. Activities: What activities need to be undertaken by the project team in order to produce the desired outputs?	4.1 Activities to outputs: What are the events, conditions or decisions outside the control of project management which, together with the project activities, are necessary for the production of the outputs?
5. Inputs: What goods and services (personnel, equipment, training, etc.) are to be provided by the (a) government, (b) funding agency, or (c) other donors, to permit undertaking the necessary activities which in turn are expected to produce the scheduled outputs?	5.1 Inputs to Activities: What are the events, conditions or decisions outside the control of the project management which are necessary in order for the activities to be undertaken once the inputs are available?

Therefore the following are the assumption which one many managers must adapt for executing of project documentation of project.

External factors largely outside the control of project management, but important to the success of the project, should be stated in the form of assumptions, e.g. qualified volunteers available in sufficient numbers. In most instances, it would still be necessary to add the reasons which lead the planner to believe that the assumption will materialize.

Why state assumptions? Why call attention to uncertainties inherent in the project? Primarily because project may stand or fall on the basis of such external factors. The planner *can*

reduce the uncertainty in which the project will operate (and establish the bounds of managerial responsibility) by specifying the situations which must be 'taken as given' if the project is to achieve its objectives, but over which the participants (donor, government) have little or no control. Furthermore, stating such assumptions doesn't imply that the project's design is effective, only that the designer is being realistic. A single project is only one of many forces at play, and usually a relatively small one at that uncertainties about at every level of the project: the project components are by themselves unlikely to bring about progress from each design level to the next. These factors are necessary but only with the addition of the assumptions are the conditions established which are both necessary and sufficient for progress to the next level, for instance, the project may be intended to complement a programme of the government, of another UN agency, or of a bilateral donor or other donor. The very fact of stating such expectations concerning 'third parties' will start the project off on a sound and more realistic foundation.

The assumptions identified in the project document should be:

(i) **Well founded:** After stating each assumption, the planner may wish to add why the assumption has a good chance of materializing, e.g. legislation to reduce import duty on raw material for handloom industry by 25% will pass by 1 January. The Minister of Commerce, Minister of Labour have announced their support, the trade union has made an official representation, and a parliamentary drafting committee has been established.

This suggests that some checking is often required before an assumption can be stated. For example, high chronic underemployment in an area where a rural labour intensive road project is planned does not necessarily mean that sufficient manpower will always be available; it could turn out that key project phases requiring peak manpower levels coincide with the harvesting or marriage season.

(ii) **Precise:** The assumptions should be stated in operational terms rather than nebulous hopes. Thus: not "Researchers will have access to all necessary data" but "The project's data cell will provide the necessary statistical data by 1 January."

Stating assumptions in this manner may also serve to alert the project's management to opportunities that may arise to make recommendations or exert influence, when appropriate, in order to increase the probability of an assumption materializing.

(iii) **Highly probable:** This point is critical. A project based on a set of assumptions which are unlikely to materialize is in trouble before it starts. Obviously some assumptions may be more important than others, ranging from the highly desirable to the absolutely indispensable. It is quite unlikely that a project which is based on several essential assumptions, each of which has only a limited chance of being realized, will be successful.

Note: under assumptions do not list (a) prior obligations and pre requisites or (b) inputs to be provided by one of the partners to the project; these are not things over which the partners to the project have no control.

4. *When designing a project proposal, why is it important to formulate a project rationale*

A project proposal is complex mathematical assumption which is made to achieve a targeted objectives of project.

Therefore its involves the following project rationale:

Monitoring

To the extent known at the outset, identify any special monitoring requirements (e.g. technical reviews) to be met during the life of the project.

Evaluation

Every project document should include an evaluation plan containing the following information:

(a) Frequency and timing

The following represents the minimum schedule for evaluations of technical cooperation projects:

- For projects under 18 month's duration, on completion of the project;
- For projects of 18-30 month's duration, near the mid-point of implementation and also upon completion.
- For projects in excess of 30 months, every 12 months and also upon completion.

More frequent evaluations may be necessary under certain circumstance (for example in the case of a pilot due for early replication, need to make advance decision on extension, change of circumstances surrounding the project non-realization of key assumptions, etc.) and can of course be scheduled accordingly.

The evaluation report should take account of existing reporting and monitoring requirements and key decision points in order to avoid duplication of effort and to allow one exercise to contribute to the other. An evaluation carried out before some key funding decision, a tripartite monitoring review, a programme review or the visit of a technical mission will be more meaningful than one which takes place after such events.

(b) Evaluation participants

The composition of the group depends on the type of project, setting, individual functions, staff capabilities, etc. The following guidelines are proposed for consideration:

Minimum participation

- Project management team;
- Representative of government department directly concerned with the project,
- Representative of the funding agency,
- Technical expert/specialist (including activists, journalists, academician or researcher). **Suggested additional participants**
- People's elected representatives of the local areas, representative of the target group.

(c) Parties responsible for the collection of data

Required for the evaluation, including any outside assistance or funding needed.

(d) Orientation and training required

Project functionaries who will normally have the primary responsibility for conducting evaluations, should be familiar with the concept when the time comes for evaluation. The same may not be true of the other participants in the evaluation such as government officials, outside contractors, or employer and people's representatives. If pre-evaluation training is judged desirable, estimate of costs and timing should be included.

Note: The over-all evaluation plan, i.e., the scope, frequency and required resources, must remain appropriate to the size, cost, importance and complexity of the project. A sample evaluation plan for a 36 month's project is shown below: **Sample Evaluation Plan**

(a) Frequency and timing

The project is to be the subject of an evaluation at the end of year-1, year-2 and at the end of the project. In the event, consideration is given to extending the project beyond the original 3 year period, an evaluation will be conducted before such a decision is to be reached.

(b) Evaluation participants

It is intended that the following may participate:

- Representative of the labour department,
- Representative of DRDA
- Representative of funding agency.
- Chairman/secretary of the implementing agency.

Also to be invited:

- Advisor of the concerned project.
- People's elected representative of the panchayat/block/district.

(c) Parties responsible for the collection of data

Project management will have primary responsibility for the collection of data necessary for the evaluation of the project.

(d) Orientation and training required

The project management team has received adequate training in the application of the evaluation methodology. If required, additional training programme will be organized for the capacity building of the staff.

5. Explain any five good practices in project design

Good practices in any design process of a development intervention. They are critical during formulation and start-up and when any revision of the project is undertaken, such as during annual and mid-term reviews.

1. Involve all relevant stakeholders in participatory processes of project design.
2. Undertake a thorough situation analysis, together with primary stakeholders, to learn as much as possible about the project context as a basis for designing a project strategy and implementation processes that are relevant.
3. Develop a logical and feasible project strategy that clearly expresses what will be achieved (goal and purposes) and how it will be achieved (outputs and activities).
4. Agree and focus on cross-cutting issues of poverty, gender and participation.
5. Plan for long-term capacity development and sustainability to ensure that the project contributes to the empowerment and self-reliance of local people and institutions.

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6. *Is it important to involve stakeholders in project implementation, explain your answer?*

Projects without good stakeholder consultation are setting themselves up for failure. Those that do consult widely increase their chances of success. Involving stakeholders in project implementation is important specifically for:

- Inspiring them to identify, manage and control their own development aspirations, and so empower themselves;
- Ensuring the project goals and objectives will be relevant and, as a result, meet the real needs of the rural poor;
- Ensuring the project strategy is appropriate to local circumstances;
- Building the partnerships, ownership and commitment needed for effective implementation.

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Local participation early on can also be cost-effective in the long run. If the investment hadn't been made up front, much money would have to have been spent later for one-way information campaigns before and during project implementation.

The first step in project design is to conduct an initial stakeholder analysis. This requires listing potential stakeholders (individuals, social groups and organizations), prioritizing who must be involved (and not everyone who it would be nice to involve) and agreeing with them on how they can best be involved. This is the basis for being able to understand their needs.

Stakeholder participation in design is not limited to working with local communities or valuing their views above others. The idea of a 'community' that one consults is quite simplistic and can cause problems. For example, if implementing partners or project staff consult a community, will all local voices be heard? Which ones will unintentionally be forgotten or ignored? Also, what is good for one community is not necessarily good for another or for its region. So which community will you listen to if they have differing opinions? Understanding differences within and between local communities means, listening and listening again – and working together. Only then can we gain insights into local relationships and interests. Some people think that illiteracy and geographic isolation of target groups makes participation impossible. But many examples show how including the poorest, most isolated and illiterate of groups is possible with some creativity and time. Good participatory processes involve sharing perspectives and negotiating differences. Stakeholders can be involved in many ways, including comprehensive participatory rural appraisal (PRA) processes, informal discussions and planning workshops. However, people's physical presence is not enough. Some very poorly designed projects have included many local people who did not participate freely. Ensuring high-quality participation is key and will require creating project structures that can respond to people's requests.

2.2. Plan for learning and adaptation during implementation

Any project will require many adjustments during its life. Do not overly detail a project strategy, as this hinders adjustments during implementation. Here are some ideas for a design team to build learning opportunities and change into the design-

- Design the process, as well as objectives, at the higher levels. Identify the forums and processes that will be used to involve stakeholders in project review and adaptation, and build in flexibility to respond to unplanned opportunities. Local communities had a strong sense of group action. When local youths saw what the project was beginning to develop, they started to participate voluntarily in certain aspects, lending a hand with seedling protection, community health and water supplies. The project was able to involve them in implementation and M & E, and so gained valuable support and informal feedback on the field situation.
- Focus on clear goals (impacts) and purposes (outcomes), rather than over specifying activities and outputs. Project design teams commonly over-specify activities and spend time on the overall goal, then they fill the in-between steps with hastily formulated purpose (s) or outcomes. Yet these interim levels are the most important part of 'managing for impact' so require most of the attention. This approach can also have secondary benefits. Project management and the cooperating institution were given the authority to adjust the components and outputs in the design to respond to locally expressed targets. This more flexible design also increased the involvement and ownership of the project by the primary stakeholders.
- Be explicit about uncertainty. Instead of trying to force specificity, explain what you simply do not yet know, such as exactly how communities will want to

administer local development funds. Explain what is unknown and how and when project management should be clear on the issues. This means suggested targets should be approximate. State quantitative targets as being approximate and describe how the project could revise them, if necessary. The log frame should be regarded as indicative, as it will need to be reworked by its stakeholders in the course of implementation.

- Build in mini-research phases at key moments. Not all issues of relevance to a project can be anticipated ahead of time. List as an activity and budget for 'focused studies' to answer questions about the project context that may arise.

  For example, if the project is testing a new kind of micro-credit scheme, then before this is expanded a focused and detailed interim evaluation is needed.
- Make it explicit that the project strategy and log frame matrix should be revised each year. Annual adjustments to the log frame are increasingly accepted and expected. A project design can indicate when and with whom this will take place.
- Make 'adaptive management' a key function in the terms of reference for senior management and partner contracts. When hiring managers and selecting partners, select those who can balance uncertainty with being clear about poverty reduction goals.
- Budget for experimentation and for the unexpected. If the project is testing a new approach, then the budget should reflect this and more money should be allocated to later years when there is more certainty about expanding the approach. Also leave a portion of the budget and staff time for activities that do not fit into established categories. In some companies that must innovate to survive, researchers can spend 10% of their time on activities of their own choosing. This allows them to respond to unexpected opportunities.

7. The local community where a project is to take place or taking place is a very important ingredient when it comes to decision making on project implementation. Do you agree with this statement? Backed up by relevant examples, explain your answer.

Yes I do agree because:

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Plan for learning and adaptation during implementation

Any project will require many adjustments during its life. Do not overly detail a project strategy, as this hinders adjustments during implementation. Here are some ideas for a design team to build learning opportunities and change into the design-

- Design the process, as well as objectives, at the higher levels. Identify the forums and processes that will be used to involve stakeholders in project review and adaptation, and build in flexibility to respond to unplanned opportunities. Local communities had a strong sense of group action. When local youths saw what the project was beginning to develop, they started to participate voluntarily in certain aspects, lending a hand with seedling protection, community health and water supplies. The project was able to involve them in implementation and M & E, and so gained valuable support and informal feedback on the field situation.
- Focus on clear goals (impacts) and purposes (outcomes), rather than over specifying activities and outputs. Project design teams commonly over-specify activities and spend time on the overall goal, then they fill the in-between steps with hastily formulated purpose (s) or outcomes. Yet these interim levels are the most important part of 'managing for impact' so require most of the attention. This approach can also have secondary benefits. Project management and the cooperating institution were given the authority to adjust the components and outputs in the design to respond to locally expressed targets. This more flexible

design also increased the involvement and ownership of the project by the primary stakeholders.

- Be explicit about uncertainty. Instead of trying to force specificity, explain what you simply do not yet know, such as exactly how communities will want to administer local development funds. Explain what is unknown and how and when project management should be clear on the issues. This means suggested targets should be approximate. State quantitative targets as being approximate and describe how the project could revise them, if necessary. The log frame should be regarded as indicative, as it will need to be reworked by its stakeholders in the course of implementation.
- Build in mini-research phases at key moments. Not all issues of relevance to a project can be anticipated ahead of time. List as an activity and budget for 'focused studies' to answer questions about the project context that may arise.

  For example, if the project is testing a new kind of micro-credit scheme, then before this is expanded a focused and detailed interim evaluation is needed.
- Make it explicit that the project strategy and log frame matrix should be revised each year. Annual adjustments to the log frame are increasingly accepted and expected. A project design can indicate when and with whom this will take place.
- Make 'adaptive management' a key function in the terms of reference for senior management and partner contracts. When hiring managers and selecting partners, select those who can balance uncertainty with being clear about poverty reduction goals.
- Budget for experimentation and for the unexpected. If the project is testing a new approach, then the budget should reflect this and more money should be allocated to later years when there is more certainty about expanding the approach. Also leave a portion of the budget and staff time for activities that do not fit into established categories. In some companies that must innovate to survive, researchers can spend 10% of their time on activities of their own choosing. This allows them to respond to unexpected opportunities.

The end