**AFRICA CENTER FOR PROJECT MANAGEMENT**

**DEPARTMENT OF PROJECT PLANNING AND MANAGEMENT**

**THE PARTIAL FULFILMENT OF ASSIGNMENT IN PROJECT PLANNING AND MANAGEMENT MODULE “8” SUBMITTED TO**

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**ADMISSION NUMBER:**

**Acpm pgd/084/2018**

**DATE: 26TH July 2019.**

**Module eight Questions**

1.In your own opinion, is it important to involve the community in project management? Substantiate your answer

At my own opinion, community involvement is very essential in way that project which is to succeed should address the problem and community owns through their full engagement and is defined as the involvement of people in a community project to solve their own problem. (Goyet,1999). This explains that people cannot be forced to participate in project that affects their lives but should be given opportunity where possible. Their participation placed in the below activities:

* It is appropriate during needs assessment, this helps the project holders to get expression, opinion about desirable improvement, prioritizing goals and negotiating with agencies or fundraising.
* Not only that it can be thorough planning phase, during the formulating of objectives, setting goals, and it may open space for them to criticize the existing plans.
* Again, related to the above, during the community mobilization phase, here raising awareness in community about needs, establishing or supporting organizational structures with in the community.
* We can involve them during the training, this can take place in formal or informal training activities to enhance communication, construction, maintenance and financial management skills.
* Participation through implantation, here engaging in management activities, such as contributing directly to construction, operation and maintenance with labour and material, contributing cash towards costs, pay service or membership if is a community organization.
* Lastly, their participation is through monitoring and evaluation, in the appraisals of work done, recognizing improvements that can be made and redefined.

Consequently, the importance of community participation carries both incentives and disincentives thus:

* Community participation motivates people to work together as group, thus they can feel happy and recognize the benefits of their involvement.
* There genuine community participation, they always see a genuine opportunity to better their own lives and for the community as whole.
* They can also be rewarded or remunerated in cash or in kind.
* How some community members may fill reluctant to participate due to:
* It may lead to unfair distribution of work or benefits amongst members of the community due the size of the community.
* It is hard in community where individual’s belief in themselves alone and see no sense in group participation that will not work well.
* The belief by many communities that it is the government or AID agencies to provide the facilities not the community.
* Lastly, the agency treatment to the community, when they are treated as helpless, indeed thy the people are likely to act that way and will have no senses to participate in any project.

2.Is development synonymous to growth

To the best of my understanding is no! because we should study the meaning of both terminologies to arrive at the conclusion. Development means “improvement in country’s economic and social conditions”. More specially, it refers to improvements in way of managing an area’s natural and human resources. To create wealth and improve people’s lives. Development can be analyzed through the indicators namely, Per Capita Income, Poverty, Social and Health Indicators and Operational Pattern and are realized over long period of time(Gittinger, 1972)

First Per Capita Income, this defined as income per head in an economy that signifies the development or underdevelopment of the economy. The most important indicator of economic underde­velopment is low per capita income. Usually, an LDC is defined as one in which per capita real income is low when compared with giant economies of USA, Canada, Australia and Western Europe. Statistical studies show low-in- come countries are much poorer than advanced countries like the USA. While real income in this contest is defined as purchasing power of individual earning compared to nominal income.

Second inductor for development is Poverty; this signifies that economy is underdeveloped. Not only per capita income is low, there is inequality in the distribution of income. Many people in LDCs do not get the minimum level of income necessary for a minimum caloric intake are said to be living below the poverty line. E.g. India it is 25% at present. It is easier to describe poverty than to measure it. Typically, poverty is defined in an absolute sense: a family is poor if the income falls below a certain level. The World Bank uses per capita GNP of less than $480 as its criterion of poverty. Since per capita income figures of different countries are a rough indicator of poverty, some economists suggest indicators of how basic human needs are being met. Although there is hardly any agreement on the exact defini­tion of basic human needs, the general idea is to set minimal levels of caloric intake, health care, clothing and shelter. per capita income can be physical quality-of-life index to evaluate living standards. The most common approach uses life expectancy, infant mortality and literacy as indicators. In this context (Boyes and Melvin, 1990) comment that “Per capita GNP and quality-of-life indexes are not the only measures used to determine a country’s level of economic development, economists use several indicators to assess economic pro­gress.”

Thirdly, Social and Health Indicators; There are also certain social and health indicators of economic backwardness. These show the effects of poverty in poor countries. Life expectancy at birth is low, but rate of infant mortality is high. The percentage of illiterate people in total population is high. Educational attainment by most people is modest, reflecting low levels of investment in human capital. This can only and only be measured in long ran.

Fourthly is Operational Pattern; this depicts economic back­wardness in occupational pattern. It is widely believed that the countries in which most of national output or national income is derived from the primary sector (i.e., agriculture, forestry, animal husbandry and mining.) are underdeveloped. To that contribution of agricul­ture, the more economically backward a country is supposed to be. Most people in LDCs live in rural areas and work on farms. In India, for example, 70% of the total population depends on agriculture directly or indirectly. In advanced countries most people work on factories or are engaged in trade and professions. Similarly, the contribution of agriculture and allied activi­ties to net national product is quite high. In India, it is around 40% at present. In advanced countries the percentage is between 8 to 10. As (Misra and Puri, 1980) have put it, “Most of the poor countries are essentially agricultural and even if some industries have been established in these countries, their impact is yet to be felt on the socio-economic life of the people.” However, a related point may also be noted in this context. There is great diversity in income and living standard among developing countries. Some live under severe hardship and are on the verge of starving (e.g., Bangladesh or Ethiopia). Others that were in these category two or three decades ago have achieved some progress and move into the rank of middle-income coun­tries, (e.g., Egypt, Philippines, and Mexico). The most successful ones are called the newly industrializing countries (e.g., Hong Kong, South Korea and Taiwan).

Consequently, growth means more jobs and more investment but implies “more of the same”. It does not necessarily increase choices, networks or ability to manage change. While development can also sometimes mean “less”, fewer people in a community, or the loss of a manufacturing plant for example could improve the circumstances of what people value in the community. Development can occur without growth and growth can occur without development. Flora et. al. (1992)

To differentiate the development not been synonymous to growth, we need to through light on the indictors of growth as discussed here to, first we have strong employment numbers; To see economic growth there needs to be an increase in Gross Domestic Product (GDP). This can occur through an increase in consumer spending or an increase in products produced. The level of disposable income can determine the demand of consumers. This means that unemployment figures are a very important indicator when deciding if the economy is strong or weak and growing. When there is high unemployment and redundancies, people may have less money to spend on goods and services. Fewer demand for goods and services means that more companies will struggle, which in turn drags down GDP.  The other effect of high unemployment and redundancies is that people who are already employed may not feel secure with their jobs. This can discourage them from spending money and they will save it in case they lose their jobs. Of course, this will also have a negative impact on GDP. This indictor is shown in short run while development indictors are for long period of time (Hirschman, 1967).

Another indicator is Stable Inflation, when inflation is at the desired level of 2-3 per cent consistently then it can indicate that the economy is on track for good economic growth. If inflation is too high, consumers will have less disposable income to spend on goods as their cost of living is too expensive. If consumers don’t have the ability to spend, then it will hinder GDP growth. Low inflation can signify weakness in the economy. High unemployment or low consumer confidence will keep consumer demand lower which stops prices from rising. This are not in case with development when is measured in long ran.

Furthermore, Interest rates are rising; When interest rates are raised, it is a sign that the economy is recovering. Interest rates are lowered to stimulate the economy by making consumer borrowing easier, so people have more money to spend. Low interest rates also encourage businesses to borrow money and invest in their business. When interest rates are increased instead of lowered, it indicates the economy is heating up, in some instances too quickly as the rising interest rates are intended to slow things back down. This indicator depicts that growth is no similar with development former been measured in long period of time.

Consequently, Wage Growth; Wage growth is necessary to reach the inflation target. Economic growth can be attributed to consumer demand. However, this spending power is directly related to consumer income. Demand cannot increase if consumers do not have enough deposable income to spend money. If productivity is growing, then wage growth can grow as well without increasing the real cost of labour for business. This means wage growth follows a stronger economy once there is more investment and production. There is currently a lack of demand for goods due to low wage growth. Wage growth is realized in short at economic growth stage while development is measured in long ran.

Not only that, High Retail Sales; Household spending contributes to the largest part of the economy. Increased spending means more production, which strengthens the GDP. The retail sales report can be used to predict GDP before these figures are released. A strong economy is indicated when retail sales grow by 3 percent or more. This growth stage is the case in development indicators.

Notably, real estate sector contributes to a significant portion of the economy. House built uses goods and services from sectors such as construction, resources (to obtain materials to build the house) and consumer discretionary sectors (for new home furnishings, appliances and electronics). There is a lot more spending on goods and services from a new house construction than with selling an existing home. This increased demand for goods and services from new home building can raise the GDP. This indictor is seen in growing stage in short ran.

Lastly, Higher Industrial Production; is a good indicator of a strong economy as manufacturing production data provides important information about a nation’s economic output. An increase in industrial output can mean a strengthening economy as orders for goods rise. Consumer demand is one of the variables which drives a strong GDP number, and manufacturing growth figures can assist economists in evaluating this. Analyst use the PMI (Purchasing manager index) to determine manufacturing levels. This PMI is a monthly survey completed on a group of companies assessing factors such as output, new orders and stock levels.

Conclusively, the development is not synonymous to growth based on the above disgusted indicators.

3.Explain the key elements/ingredients for successful projects in community development?

The key elements of the successful project development include sufficient adjustment, the spirit of determination and local leadership.

First, there is effective community leadership in which healthy communities have developed, public leaders who work together to enhance the long-term future of the community. Community leadership must be responsive, honest, efficient, enlightened, fair and accountable. It should have the ability to bring the community together to participate in open, neutral dialogue on important issues. Leaders should be representative of their community and be able to envision an economically secure, environmentally sound and socially viable future. Leaders should understand the challenges facing the community and be able to take advantage of opportunities within the community and in cooperation with neighboring ones. Leadership should empower community members to assist in resolving community issues. Thus, effective community leadership is key element for success of community development projects (Waterston, 1965).

Not only that, Citizen Participation is one of the elements for success of community projects, citizens actively participate through voting in local elections, serving on local boards, attending public hearings, and being involved in civic organizations and community activities. The increasing complexity of municipal operations gears the ability of government to meet community needs, escalating the importance of active citizen involvement and volunteerism. All sectors within a community private, public, and nonprofit must each take responsibility for the community's civic education and exchange information with the public. All citizens need to develop knowledge and skills to contribute to community life. Shared problem solving and planning as a community increases local pride and commitment. Hence, this calls for participation of community at all levels in success of community projects.

Simultaneously, sense of community is an intangible yet vital component of a healthy community that may lead to success of community project. It encompasses elements such as image, spirit, character and pride, along with processes such as communication, inter-group relations, and networking. A community is made up of different people with different interests, experiences and backgrounds. These characteristics may divide a community into natural groups but there must be cooperation among them if the community is to work well as a unit. Increased communication and understanding of different perspectives among groups and within the community as a whole is an important factor in establishing a sense of community. Villages, towns, and cities with a sense of community include those wherein all members: contribute to and hold a common vision for the future; respect and celebrate their heritage, diversity, and resources; share information, and develop and sustain an abundance of social networks and relationships. Thus, sense covers the element of image spirit, character and pride are engage of healthy community to successful project development.

Additional, to that there is need to foster healthy families, individuals, and youth. Most communities face a variety of challenging social issues, such as substance abuse, domestic abuse, poverty, and other concerns related to the elderly, youth, and families. Addressing these concerns effectively takes the coordinated efforts of the public, private, and nonprofit sectors. Support services such as adequate child day care, comprehensive after-school, youth, teen, and senior programs, preventative health and substance abuse programs, parenting and family support programs, and effective human service networks help strengthen the social fabric of a community. Aided by effective communication, compassionate leadership, active citizen community identity exploration: components to discuss prepared participation, and inter-group cooperation, a comprehensive package of supportive services will enable a community to nurture healthy community members. However, healthy families with sound mind is one of the elements that my result to the success of the community projects.

To elaborate more, lifelong education and learning education is a lifelong endeavor. People of all ages need to develop knowledge and skills to improve the quality of their own lives and those of their families, and to contribute more effectively to community life. Programs of higher education and lifelong learning provide local businesses with a pool of trained employees. Other formal and informal learning opportunities allow community members to discover hidden talents and develop an array of interests and skills. Lifelong learning allows citizens to manage their lives more effectively in a changing economy and to participate in increasingly complex municipal operations with greater knowledge and skill. However, education is one element to success of community project, when community attain basic education their level of understanding changes dramatically.

Community Services, Facilities, and Utilities A community provides many essential facilities and services to its members - public facilities such as municipal buildings, schools, parks, pathways and trails, roads, libraries, a recycling center, and cemeteries, and services and utilities such as police, fire, ambulance, highway maintenance, information dissemination, and possibly water, and sewer. These key functions consume most tax dollars and sharply influence the community's quality of life.

Recreation and cultural heritage nurture the body and soul of a community, individual and team sports, outdoor activities, art, crafts, music, dance, theater, holidays, festivals, and celebrations. Recreational opportunities allow community members to experience and appreciate the community's diversity of natural and human resources. Cultural activities reflect and build a community's positive sense of itself and strengthen the fabric of social interactions within the community. This may foster the faster community development and its successful results to the entire society.

The success of community development depends also on landscape and the natural environment, natural resources and historical assets of a community contribute significantly to the quality of life for residents and play an integral part in defining community development. The lakes, streams, rivers, walking trails, working farms, forests, clean air, historic buildings and ruins, special places, wildlife, and open land help determine a community's personality and contribute to the everyday pleasures of community life. A successful community recognizes the importance of these assets and takes appropriate measures to assure their continuance. Hence, all the above attributes lead to successful development in community projects.

The success of the community development also depends on community meets its needs. The need to sustain successful workplaces is an important factor to the health of a community. The more often money circulates within the community before leaving, the more the community benefits. A healthy community includes access to a variety of environmentally sound businesses, industries, and institutions that provide reasonable wages and benefits to workers, engage in family-friendly policies, provide workers with opportunities to develop marketable skills, and contribute to the overall wellbeing of the community. However, their meetings in solidarity makes possible to identify their needs and response to solve the problem will certainly result to success in community development.

Growth is another element for successful community development projects. A community can effectively manage its growth through the prudent use of local zoning districting and ordinances and planning regulations that guide how land is divided, used, and developed. These tools allow the community to regulate the development of residential areas, commercial districts, and the village centers. These are key considerations in managing growth while maintaining community character. Another important factor in the development of a healthy community is the diversity of the housing. This encompasses availability, affordability, and location, all of which affect the lives of community members, especially the elderly, disabled, and low-income families. However, growth is one element to successful community development.

Transportation by far analyzed to be the element of successful community development. A community's strategic location and economic importance bring many people to live, work, and shop here. Roads get most of us where we need and want to go, and most people drive their own cars for convenience. Transportation makes faster movement of goods and man power to their respective work places timely. This makes the community development successful in the area.

4.With aid of a diagram, explain the community development process.

Below diagram showing: community development process.

Planning & action Interpretation &

Reinvestment Prioritization Exploration

Self-Exams

Initial consider

Purpose & goals

Stimulus

Initial organization &

Involvement

Community

Bubbling Preparedness

Concerns

To start with, community development process is to facilitate about a community in applying the principles to guide a flexible series of actions that are appropriate for the community development. There are many “models” and frameworks for community development processes. These includes the below discussed points.

First step is community Preparedness, communities need to have ingredients for a development process such as motivation, local leadership, a sense of ownership. Not all communities are interested in, or prepared for, undertaking a process of community development. At any one time, only a few communities may see the need, or have people motivated to organize and lead the community in development activities. Communities may have only a couple of the ingredients for success.

Bubbling in this context refers to coming up of issues, concerns community development processes develop from a situation where issues and concerns are “bubbling” around. People are concerned, enthusiastic, motivated, frustrated. Private “troubles” become public concerns as people share issues that matter to them individually. People may begin to see some advantage for them in community improvement. They also may have philanthropical feelings of contributing to the welfare of the whole community. Thus, boosting the community development process.

Another process is through stimulus that brings the “fizzy” situation to the surface. A local crisis, such as a mine closing or business leaving town sparks community action. A local leader, a local community group or several concerned citizens may galvanize community action. “Outside” input such as a visit by a community facilitator, hearing what another community has done, or a visit by local people to a conference may stimulate action. In “organized” communities even an emotional speech may turn concern to action. However, stimulus alone leads to community development process.

More to that, there is initial Organization and Involvement, this a first step that brings the community together, usually at a public meeting or forum. At this point, community representatives may invite a facilitator or resource person into the community to help with suggestions, information and the progression itself. Some community members may have a clear idea of what is needed or what they want to do. Others may simply want to do “something” to improve their community but are not sure what to do. This explains the way forward for community development process.

There is also Engagement and Issues Identification, after above point a key step is activities to engage local people and give as diverse range of citizens the opportunity to be intricated. Engagement of people occurs throughout a community development process, but it is crucial to actively foster involvement early in the process. Where aspects of engagement involves understanding the existing concerns of community members, ask citizens how they would like to participate, some community members may wish to pursue a particular idea they have passion for, such as a new business, or a shop local campaign.

Other technique includes initial Considerations, a community begins to organize, some questions are crucial for the community to answer, where are we at? How do we want our community to be? How do we get there? Who can help us? (Shaffer, 1989; Kenyon, 1994). The questions provided the framework of a community development process. They are difficult to answer because the responses are largely value statements about what people see as worthwhile or significant in their community. Answers to these questions is the cornerstone of the process. One question for community members is “what are your concerns? This concern leads to community process.

Another technique is purpose and goals, here the purpose and goals for a development effort intensified. It’s best if these are achievable and can be clearly defined and articulated. The purpose may be a broad vision statement or a more specific intention to improve a aspect of the community. Goals need to be specific, measurable, and achievable and may include achieving other stages in the process. People as to raise their hopes for the process of development itself. For example, that a broad range of people will be involved, that we can really improve employment. People need to also raise any concerns they have for the process. Example is, that conflict may be difficult to manage or that people may not wish to be involved. However, this technique is workable community development process.

Not only the above but self-examination and community analysis helps people to appreciate their community’s situation and existing capacity, to rethink problems and issues, and to identify new options. Purposely, is not just data-gathering, but awareness-raising, involvement and “reframing”. Hence, the involvement of the community in self-examination is critical. An outside consultant can examine a community and recommend options. However, the extent of rethinking, ownership and contacts built in the community are usually far less than if the community itself conducts self-examination. It can be done using existing “assets” such as a local historical society, high school, local community groups or interested citizens. Self-examination can take many forms (Commonwealth Government, 1996).

Interpretation and Prioritization; There are at least two forms of prioritization. First, “rational” prioritization involves a relatively reasoned process weighing up pros and cons and importance. Often people identify priorities for others, such as “local government. Second, “prioritization by motivation” involves people expressing personal motivation and passion for an issue, regardless of its perceived importance by the community at large. It is something they are keen about and want to take action on. People nominate themselves to take action rather than someone else. Both forms of setting priorities are important. At this point, it’s timely for citizens to consider what they can influence and what they can’t. Communities can easily focus on issues they may little control over, such as government policy, corporate decisions or trade. They should influence these where they can, but not lose sight of the issues they can substantially influence such as business development or the local environment.

Planning and Action on Priorities; Plenty of action has occurred so far. Local people have examined their community, explored ideas and options and selected some key issues to work on. Some community members may have been acting on an issue from the very start. Yet, at this point community members will be prepared to create some outcomes on the issues they have prioritized.

This involves the development of a strategy to progress issues. Strategies are a plan of action - patterns of actions, decisions and resource allocations to achieve an outcome. This range of action may include networking, feasibility studies, reporting progress, data gathering, raising funds, conducting trials, publicity, working bees, negotiating funding and so on. Key issues for communities in this planning and action phase are: Organization, maintaining community interest and celebrating success. (adapted from Kenyon, 1994).

Lastly, reinvestment; community development never ends. Development initiatives have a lifecycle of initiation, expansion, maturity and conclusion. However, the close of a effort doesn’t mean that the job of community vitality is “done”. Development, as a process of organization, rethinking, decision-making and enhancing community capitals is ongoing. Communities need to constantly be seeking to expand their resource base and their ability to manage change. This means ongoing reinvestment of time and effort in the community and the fostering of new leaders and community motivation. Ultimately, rural community vitality takes the form of a succession of specific initiatives such as business expansion, amenity improvement or training programs, driven by the underlying concern and motivation of community members.

5.In your own view, what are the challenges faced by project development officials in emergency situations.

To begin with, a lot of challenge by the project development official in emergency such include, ineffective project planning, faulty selection process, defective project design, start up and activation, inadequate execution, operation and supervision, poor coordination of project activities and deficiencies in project evaluation all discussed below (Placeholder1).

Ineffective project planning and preparation, when project is not planned well a lot of loopholes comes in. the activity timing wit essence to commit available resources to feasible project remains a bottle neck. This relates to board differences with one setting project development goals and those responsible for establishing overall development policies. In proper needs assessment and preparatory analysis may dominate the face or proper run up of the project development.

Faulty appraisal and selection processes, this where the project is erroneously evaluated, and the expected output is missed. Projects that are selected on the bases of amounts should not be diverted to proposal based on the productive outputs or results. These includes project for individuals on pet projects, projects initiated by international funding agencies, there may be difficulty in estimating cost of capital and comparing of sets of alternative projects. Thus to my view push are threat to community projects.

Not only that, there is defective project design constraints to emergency response. There when the project design is inappropriate to local condition need and capacities. Challenges image when resources needed is underestimated may result to need for excessive borrowing. Inadequate contingency planning to meet emergencies or unanticipated delays, integrate the similar projects instead of handling it separately. Need to select adequate baseline data and developmental indicators during design to allow monitoring, control and post evaluations is unsatisfactory. However, lack interaction between project planners and ultimate users or clients and beneficiaries during design, and failure to account adequately in financial plans for inflation, rises in staff salary level affecting the overall cost of project. All these pushes great challenge to the project officials in emergency responses.

Another change is start up and activation in approval of projects. This include among others the procedures and bureaucratic delays with in host administration. Corruption and rivalries among the stake holder, and lack of cooperation in resource allocation for the project. For instance, when local resources are need as contribution to the project eg space, volunteers, and materials. Methods applied to get alternative project objective is limited during the start up of the project leading to ineffective project implementation. Coupled to all limited skilled personnel to redesign the project upon discovery of obstacles during project start. This alone push many challenges to project officials during the emergency responses.

Another point to mention insufficient project implementation, operation and supervision pushes among others a challenge to the project officials during emergency responses. This account due to cost over run as result of delays in project construction, completion and implementation. Failure to maintain adequate information flows to achieve performance targets, lack of supervision and problem solving from funding agencies, lack skilled local man power to cut down the cost, and corrupt government officials who constituted the stake holders. Coupled to that inadequate equipment, in proper accounting method used in book keeping, and budgeting, too much delay in deliveries of project materials and equipment, inadequate training to project staff, poor motivation in case low salary structure and conflict among project staff remain un attended to is the challenge to project officials during emergency response.

Not enough external coordination of project activities in terms of support facilities. Not enough coordination among agencies who does same project in the same area. Internal funding and external aid disparate, lack of training to project implementor, delay in disbursement from donor agencies, and political interference in project programs. However insufficient use of foreign technology and much use of local one pushes big challenge to the project officials.

Limited diffusion and evaluation of project results and follow up action. Here project output and benefits are limited to fewer recipients made during the project design. Lack of supervision, poor reporting and monitoring procedures, lack of training to dedicated staff, failure to terminate project at appropriate time and transfer project activities to established bodies. However, this gives large challenge to the project officials.

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