***MODULE THREE QUESTIONS***

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

***Facto****r is anything that contributes casually to a result, is a factor, for example I have a garden of one actor cultivated and the products was poor due to inadequate rainfall****, so in absent of rainfall which lead to the lost of good yield product in this year! That’s what we call a great factor.***

***FACTORS AFFECTING IMPLEMENTATION***

There are so many technical economical problems issues and other factors that affecting, hindering the implementation project program, knowing that the nature of magnitude of effect of each these factors is crucial for development managers to able and implement and manage the programs effectively and seedily. The same knowledge is also needed for developing policy makers and planners of organizations to formulate the right policies and plans for development.

**1. Economic, Financial Factors**

The economical factors that affecting and hindering a project development is relevant from the point of view, the community as a whole where as financial analysis takes, is the viewpoint of the individual participants.

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

**2. Commercial Factors**

The factors that affecting project implementation is numerous, but most of them are dealing with financial management, defend on the management managerial styles of doing things and experience, because most of leaders on this context have an assumption of a commercial language that attracts, while some seduced customers using Marketing approaches on a good product that benefits and promote a project, also wrong supply inputs is another essential factor that hindering the project process due to quality material delivered, such act occurred when there’s lack on financial and poor communicating systems which delayed the project time table, on the outputs side, appropriate arrangement must be made for the project participant to make sure that supply’s equipment are on time. Also material and infrastructure should be well catered and managed according to the project policy.

**3. Technical Factor**

Project formatting could be well designed by accommodating and fitting a crucial term with variety of activities that lead to a project development, and useful to the project performance. Project equipment or material which could facilitate and easy documentation process are to be availed in advance otherwise there will be no an appropriate project implementation or positive outputs, as we know that project is sequences process planned before action which aimed at producing some outputs, which may met objective proposal, NGOs project may be diverse technically, on lives skills grogram, eg education, health, Agricultural, these has to do with Scientific project, rural development too including, roads, are to be sanctified on but not ignored and should be analyzed technically for the letterman of the project. The environmental in which the project a location and wind direction pulse the land and the inhabitant surrounding are all factors.

**4. Socio-cultural Factors**

*Socio-cultural factors that’s affecting the project implementation is term as a stratification of the project envelopment into the caste norms and ethics, traditional and customs are more spreads into the project benefits amongst the beneficiaries, most of proposed projects nowadays failed due to lack of the cultural ethics and norms, because others foreign cultural newly members who doesn’t have those entered the areas where the project allocated, and stared misbehaving against the clientele for example, AYAT company personal who was collide with the villages people for the cultural preventive low against women, this issue is a great scandal factor, and that’s what we do talked about to refrained from the bad social-cultural activities.*

**5. Political Factors**

*Nowadays money project implementers NGOs have been experiencing the great threats due to political factors, because when a project is lunch and executed , money excuses from the clientele arises pointing Government and politician on the new development that hindering the project implementation, either on newly changes of the leadership in which a project documentation is forwarded to or Narrating the same project story which may harder the process again on project time alteration, few companies had resisted that but lastly give inn and compromises politically, incase of pulling ropes with, you will end up being arrest and discontinued, so sometimes NGOs act to satisfied their vested needs, politician keeps relax when coming to areas of NGOs allocation of project fixes, failure to that automatically will lead to dishonesty and misunderstanding, which’s a great factor.*

**6. Managerial Factor**

*Having no knowledge in managerial sector specially in NGOs administration and management part in human and material resources is most challenging, others NGOs assumption on projecting implementation process behave like having an experience and productive in planned, others managers failures nowadays comes through non technical channel, eg, others employers are being offered some jobs not because of their capability but due to the relationship connection and other merit, that’s the factor which nowadays devalue some project activities and detraction of the pass project failure.*

**7. People’s Participation**

*In project people participation and implementation, so many employees have been in coordination with community where the project objectives goals had are curried out with collective’s participation in both areas community and other clients that related to the project goals, NGOs have always becoming closer to the beneficiaries and working groups that running the project programs, likewise to funding agencies there are many factors that needs envelopment of the clients and beneficiaries as well as project participant for example, during implementation matrix planned there should be a daily routines guide which shows time table works accuracy and monitoring, and this work needs every one implementation and participation, on the following planned:*

* *What types of people and personalities is the project allocated in their midst?*
* *Social ethics stoical background of the place with environmental observation*
* *Asses your relationship approaches with surrounding people for the better man of a project*
* *Give a wider-forum concerning the project goals objectives and mission; with a clear implementation setup chats.*
* *Create yourself good administrators’ partners’ participant in case of risks reduction and other emergencies, either in human or natural made.*

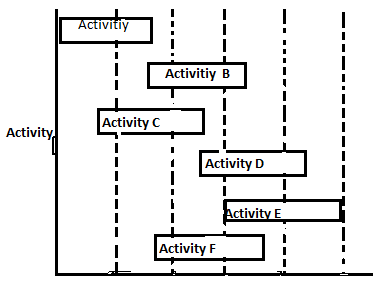
**8. Integration and Coordination**

*Problems and others National disaster including human made one are frequently common in which illegal migration is paramount, and curse movement and shifting from place to another area, so on project aspect views integration and coordination is a resumption of the project using the possible means connecting its activities together with funding and clients for the good the project operation, It’s also an amalgamation of an information concerning the programs and activities in the grass roots, which included financial resources and other coordinated for optimum output.*

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

We are aware that project involves more than one activities function that are effectives and necessarily procedures which could essay the project implementation, and there is two good methods used for the better man and effectiveness project implementation in order to complete the timeline budget .

***Bar charts*** *The term bar charts was first developed by* ***Henry L.Gantt****, which referred as Gantt-charts and its is more illustrated with a descending different stages timeline which as Gantt charts, it’s also representing and showing some activities involves in a project with the completion stages and leveling on an individual activity,*

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*1 2 3 4 5 6*

***Time (months/week/days)***

***Atypical bar chart***

The level activity represents here is involved in project, and a drown bar form that you have seen in Length shows the activities, means while the middle strips lines down-words shows time taken in each activity or consumed during the project implementation working periods up to the end, and there are others outside activities too which needs different attention consideration eg, training, constructions, all these activity are embodied in the construction matrix project .

|  |  |
| --- | --- |
| ***Activity*** | ***Time Required*** |
| Measurement and digging the side | 3 weeks |
| Pouring and leveling foundation | 1 weeks/defense on the sizes |
| Raising wall and plastering, wiring | 10 weeks |
| Roofing and slab | 3 weeks |
| Whole land leveling | 3 weeks |
| Fixing doors and windows | 1 week/defense on windows size |
| Digging well or safetics tanks | 3 week |
| Finishing well | 2 weeks |
| Placing and fixing electrics bulbs | 1 week |
| ***Tote*** | ***27 weeks*** |

*The bar chats activities that shown above is representing the logical frame work, which identifying the levels and the time duration for the house construction, in this bar charts these activities allocation always should not remained as its is on the priority but will absolutely changed defense on a project priority seating, there is an others material which are nor availed due not because of their functionless work but are embodied into other material for example water, nails, metal-tie used for sealing etc,*

***Construction priorities actual frame-work.***

|  |
| --- |
| *Measurement and digging*  Pouring and leveling foundation  Activity  Raising and plastering wall  Slabs and roofing  Land leveling  Fixing windows, doors  Finishing  fix  Electricity |

***1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20***

***Time (weeks)***

***Fig. Bar chart showing construction of a training centre***

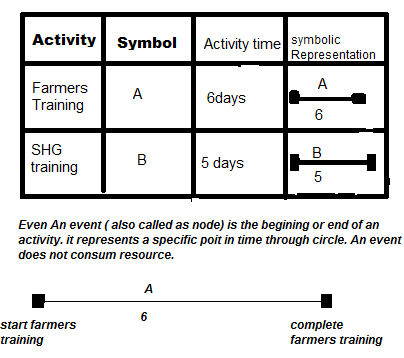
Why I prioritized measurement and feasibility studies project first, then followed by Dinging on my behave means to know the status of water availability and a condition of land in which you are building on, and if you had not study the environment that you are working inn is unfortunate and the programs in which you are pursuing and operating will have some difficulties, even though you are serious enough combining two activities at ago, with a good land-physical feasibility studies, hence raising and moldings bricks for the completion of this given work required needs at less (20-21) weeks in maximum .

**Network based scheduling**

Rural project development has involved in many big activities, in which its project scheduling becomes difficult and complicated. Network scheduling techniques always keeps time over-run and cost over-run.in which term as ***Critical Path Method*** **(CPM) and (PERT)** which is **programme Evaluation Review Techniques,** Critical path method was developed in 1957 by ***Morgan R.Walker of Du Pont and James E Kelly of Ramington Rand.***

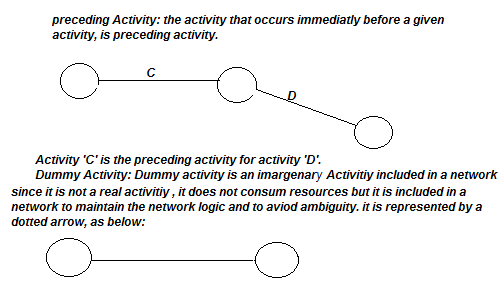
*Ac****tivity****:* activity is an identifiable work that has a beginning and end, activity also consume resources which called (***activity consumptions material or resources***) with the time and human resources, money and others resources like organizations in villages, like farmers, black-smiths, and others called an activity a frame work with a time, days, weeks, months and a year, which represented by an arrow with circle at a both side at the end. The direction of the arrow indicates roots follows of the project. And the Length of the arrow doesn’t represent any duration or activity. And the Circles in the beginning of arrow representing the starting point of an activity, while the last circle at the end of the arrow shows the finishing points of an activity.

***The symbol of the activity and its duration is represented as under:***

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*Relationship among activities: of the project are corresponding and interrelated in relationships, current Activities: the usual activities being frequently carried out are called current activities, As in earlier case, fixing of windows and doors plus electricity are current activities and can be carried out together since they do not depend on one another.*

***Preceding Activity****: the activity that occurs immediately before a given activity is preceding activity.*



***Critical Path Method (CPM):*** the network logical activity represents the sequences activity that having starting from the initial event and leading to the last. If this activity duration that lies on the particular path are added to, than its gives duration of that path and the path with longest duration is called ***a critical path***, and the activities that lie on the critical Path, are called critical path activities. And it is the critical path that sets the overall duration of the project.eg for the construction case training centre, the longest duration days in fact is 27 weeks and is a critical Path. the main reasons and purposes of ***CPM*** *and* ***PERT*** is minimized and control the time needed for the completion of the project, and the main outcomes benefit is saving time through the test scheduling, these is always as a project progresses since the parches time is nearly related, saving time is always lead to saving in cost. In addition, all these two PERT and CPM have been copied and used maximally to costs. For example, is used to develop in a possible costs-efficiency schedule that can help managers thinking on how saving costs is involved in a achieving a shorter schedule production. Using more man-power to reduced the duration of this activity, for example if the costs are more than the bonus for early completion. Again others extensions of ***CPM*** *a*nd ***PERT***, such areas have an accusations problem that easy and improved communication, rather than taking straight actions against, therefore its usefulness and proper analysis of cost incurred on a project in terms of environment and Social degrading confusion have lead to agitation against these projects. So there have been few positives and deadlocks reply over these agitations on such projects.

***3*. *Identify assumptions that a project manager should bear in mind when executing project***

***Documentation.***

**Assumptions:** is an event or imaginary ideas of predicting a condition that needs an outside studies and analysis, it’s also an outside factor on which the intervention is not responsible but on which the realization of the intermediate results, in project documentation, assumption is related to the project control and management towards a necessary procedure for the better man of the project.

**External factors**: are widely outside the control of a project management, but are essential to the success of the project, but we could terms in the form of assumptions, in most instance, it would still be good to add the reasons that lead the planners to excepts that the assumptions will be fruitfully and excepted.

* **What should a manager bear in mind?** From the beginning the manager should determent the whole process of the project, by well elaborations on goals and missions including well stated objectives, failure not to do so will either lead to a project disability to survive or die! Why? Because project may stand or fall on the basis of outside or external issues, the planner can minimize the uncertainty in which the project will operation, and create the boarders of managerial responsibility, by specifying the atmosphere which must be ‘taken as given ‘incase if a project sustained it objectives, but all the clines, government, NGOs, donors, have no control.

Additions to this, such an assumption with no effective work doesn’t concur with that project design. Only that the designer is being realistic. One project is holding more-then one forces at work, and always a relatively small one at that uncertainties about a very stage of the project. The project itself is unlikely to bring progress from each design stage to the next. These factors are important but with the additional of an assumption, for instance, the project may be intended to complete a Government programme, of other NGOs, and UN agency. But the fact that starting such expectation concerning ‘third parties’ will starts the project off on a clear and realistic stand.

**To execute project documentation you need well to clarify the following:**

1. **A) Well founding**: on the beginning of each assumption, planners may add and have that which to why the assumption has a good chance outcome, eg. My school will have one thousands kids on the beginning of 1st January coming year, in which my incomes on a profits benefit must increase 15% then the other usual years, and want the state ministry lunches visits onto good schools whom they performance did well on schools registration, you will regarded the best-top and a worded, this suggest that some checking are required before an assumption could started, for example, high teaching forces will be prepared before school open to teach them and additional class-rooms, plus wages or incentives for motivating those one, before ministry planned they visits to the particular areas.
2. **B) Precise:** in fact assumption has to begins in operational period rather than heavy hope, as a result, researchers or fact finders will have ability to all Data” but” the project’s information column will provide the possible statistics data by the 1st January. starting assumption in this way may also serve to aware the project’s management chances that may arises to pave-away for recommendations and influence, when applicable, in order to increase the probability of an assumption outcome.
3. **C) Highly probable:** This time it’s serious 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, one of this has only a little time of being identified, to succeed.
4. **D) Assumptions to the immediate objectives development,** the decision and outside a project necessity control should be immediate as possible to achieve and contributes the attainment of the development according to the immediate objectives development.
5. **E) Assumption to the outputs to immediate objectives,** the necessary immediate objectives list is going to be achieved once the outputs have been produced.
6. **F) Assumption to outputs activities.** This is an assumption additional list of the activities which is necessary for the production of outputs.
7. **Assumption to Inputs activities,** here is the list of the necessary assumption activities to be undertaken once the inputs are available. After they are listed and verified.
8. Each level planned performance, together with created and necessary assumption, and enough condition for progressive to next level.
9. Everyone on this assumption has a strong chances of materializing;
10. Wherever possible; project assumptions are stated in operational terms so that management could also recommend or inspire action by others to increase the probability of materializing assumption.

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

*It is important to formulate a project rationale when designing a project proposal because the planner may wish to:*

* *Explain the reasons for recommending a particular approach or strategy.*
* *Discuss why, under the circumstances, the proposed solution is considered more timely or acceptable than some obvious alternatives.*
* *Add information essential to an understanding of the project, or to develop any aspect of the previous steps which requires further amplification.*
* *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.*

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

***5. Explain any five good practices in project design***

*Here are the five good practices in any design project process development intervention which are critical during formulation, start-up and when any revision of the project is undertaken.*

1. ***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.*
2. ***Build in opportunities*** *and* ***activities*** *that support learning and enable adaptation of the project strategy during implementation in regards to the personals rendering the work/project implementation.*
3. ***Develop a logical*** *and* ***feasible project strategy*** *that clearly expresses what will be achieved at the end (****goal*** *and* ***purposes****) and how it will be achieved during the evaluation during and at the end of the project (****outputs*** *and* ***activities****).*
4. ***Involvement of all*** *relevant stakeholders in participatory processes of project design, that would fav a way for the project implementation during its time.*
5. ***Plan for long-term capacity development*** *and* ***sustainability*** *project programs, is to ensure that the project contributes to the empowerment and self-reliance of local people and institutions of the projects work.*

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

***Yes,*** *it’s important to involve all the stakeholders in project implementation due to the following reasons: (A)* ***when have involved the stakeholders, it’s important for:***

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

*Stakeholders involvement can be in many different ways which includes; comprehensive participatory rural appraisal (PRA) processes, informal discussions and planning workshops though people’s physical presence is not enough, some very poorly designed projects have included many local people who did not participate freely and ensuring high-quality participation is key and will require creating project structures that can respond to people’s requests. Early on local participation can also be cost-effective in the long run.*

1. ***When have not involved the stakeholders, the following problems occurred:***

* *Couldn’t allow them to identify, manage and control their own development aspirations.*
* *The project goals and objectives wouldn’t be relevant and as a result will not meet the real needs of the rural poorness.*
* *The project strategy will be inappropriate to the local circumstances.*
* *Couldn’t build the ownership, partnerships and commitment needed for effective implementation of project.*

*Involving the entire community then the idea of a ‘community’ that one consults is quite simplistic and can cause problems. E.g. if implementing partners or project staff consult a community, they will demand all their local voices to be heard.*

*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.*

*If causes condition on which side of the community will be listened to and if they have different opinions/opinions because what is good for one community is not necessarily good for another community?*

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, it’s acceptable.*** *The local community where a project is or to take place is a very important ingredient when it comes to decision making on project implementation because of the following Examples;*

*• Identification of 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 when have designed the process as well as objectives, at the higher levels where local communities had a strong sense of group action, when local youths will see that the project is beginning to develop, they will start to participate voluntarily in certain aspects, lending a hand with seedling protection, community health and water supplies. The project will be able to involve them in implementation and Monitoring & Evaluation and so gains valuable support and informal feedback on the field situation.*

*• Being explicit about uncertainty instead of trying to force specificity, explain what one simply do not yet know such as exactly how communities will want to administer local development funds and explain what is unknown and how and when project management should be clear on the issues that may arise, which means suggested targets should be approximated. State The quantitative targets as being approximate and describe how the project could revise them if necessary must be sated and the log frame should be regarded as indicative as it will need to be reworked by its stakeholders in the course of implementation*

*• Focusing 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 and on top, these interim levels are the most important parts of ‘managing for impact’ so require most of the attention and is approach that can also have secondary benefits. The 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.*

*• Making 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 that a project design can indicate when and with whom this will take place.*

*• Building in mini-research phases at key moments because not all issues of relevance to a project can be anticipated ahead of time but listed as an activity and budget for ‘focused studies’ to answer questions about the project’s context that may arise. E. g. 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.*

*• Budgeting for experimentation and for the unexpected evens 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 and leave also a portion of the budget and staff time for activities that do not fit into established categories which in some companies that must innovate to survive, the researchers can spend 10% of their time on activities of their own choosing which allows them to respond to unexpected opportunities.*

*• Making ‘adaptive management’ as a key function in the terms of reference for senior management and partner contracts when hiring managers and selecting partners by select those who can balance uncertainty with being clear about poverty reduction goals of the project.*

*Therefore, without the such like the above stated/mentioned seven (7) examples from many others, then the project’s implementation could not be effective in its being carried out in the community concern because any project will require many adjustments and all the relevant project’s needs during its life or sustainability regardless of its ending or expansion.*

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