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**PROJECT PLANNING & MANAGEMENT**

**COURSEWORK FOR MODULE 3**

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

For any project to be implemented successfully, 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 project efficiently and effectively. Similarly, knowledge is also necessary for development policy makers and planners of Non-Governmental Organization to formulate realistic policies and plans for any project development.

**Technical Factor:**

For a project to be successful there is a lot of efforts and technical skills required for its implementation. From technical aspect, will make project to make everything clear that aimed at producing some results, which may be an asset through transformation of inputs into output. For example, a production activity involves many technicalities.

However, it is also important for the firm to know the nature and form of the production processes and the factors that affects it so that managers will be able to manipulate it to produce the desire outputs. The presence of technical and experienced staff is important to point out crucial technical factors involved in the implementation of a project.

**Budget:**

Budget is another critical factor that determines a project implementation. In case the budget is high, then the number of days for completion of the project is also more and so is the number of resources allocated to it. In such a situation, a project manager is required not to rush; rather focus completely on delivering products or services that are of best quality, with maximum utilization of resources.

However, if the budget is less the resources are require to be adjust with limitations such as unavailability of resources, lack of time, and money. However, you cannot compromise on quality, which means the stress level of you and your team increases.

**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 need be adjust 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 among other is require to ensure successful implementation of a project.

**Socio-cultural Factors:**

Include the arrangement of the project participants based on class and religion, social customs and traditions 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 did not meet the social objectives of their clientele. V.K.R.V. Rao has rightly attributed the failure of planning due to "its lack of solidarity with social factors and the encumbrance imposed by the social and cultural forces."

**Political Factors:**

Non-governmental organizations (NGOs) have faced many obstacles in implementing projects due to political difference. Many left their 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 stakes. Therefore, NGOs have to keep political considerations in mind and act on people's participation.

**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.

**People’s Participation:**

Without the participation of the of the community members in a project implementation 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.

**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 to be integrated and coordinated for optimum results. Otherwise, it creates over lapping, duplication and wastage of scarce resources.

**Qtn 2: Any two methods for effective implementation of projects.**

The following are the two methods selected for effective project implementation

**The Bar charts:**

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

The axis represents activities, involved in a project that drawn in the form of bars and the length of the bar represents the time taken for the completion of each activity. In some projects, there are some activities require to be taken up simultaneously, while some are required to be taken up only after completion of other activities and there may some activities, which are independent. For example constructing of training center involves a lot of step as digging of foundation, pouring of foundation may require a different timeframe for each part to be accomplish.

**Network based scheduling:**

For any rural developmental project, there are large number of activities to be undertaken and the project scheduling becomes very complex. Network scheduling techniques can keep away from time over-run and cost over-run. However, Morgan R. Walker of Du Pont and James E. Kelly of Remington Ran and Programme Evaluation Review Technique (PERT) developed a Critical Path Method (CPM) in 1957. This methodology define an activity is an identifiable job that has a beginning and an end. And it say an activity consumes resources like time, human resource, money and material like organizing health camps in villages, farmers training may be called activity.

Nevertheless, it further looked at Event as the beginning or end of an activity that represents a specific point in time through circle and it does not consume resource.

The relationship among activities of the project are interrelated in relationships that is others goes concurrently. Those activities that can be carryout concurrently are called concurrent activities. For example, of fixing of doors and windows and electrification are concurrent activities and can be carryout concurrently since they do not depend on each other.

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

**Qtn3: Assumptions that a project manager should bear in mind when executing project documentation are as follows.**

An Assumption is consider something that we cannot establish as being true now, but is likely to be true. In order for a project manager to move forward without absolute information, there is need to make assumptions. A project manager needs to either ‘assume’ that certain things for example the weather forecast is for a sunny day, and there is no clouds in the sky, it will not rain so we will not take an umbrella with us for fieldwork. Manager assume that the printing machine will not break down before printing a project document etc.

In a project, there is always a high degree of unknown. If project manager wait until all information is available, he/she would probably not never start any activity but should assume that certain things will be possible.

Nevertheless, the following are the key points that a project manager should bear in mind while executing project documentation, (the assumptions are);

**Project manager to ensure assumption are well establish:**

After stating each assumption, a manager should bear in mind why the assumption has a good chance of materializing, for example, the legislation to reduce import duty on raw material for handloom industry by 30% will pass by 1 January. Orders the Minister of Labor to support the trade union decision passed during a parliamentary drafting committee meeting and has to be endorse. This suggests that some checking is often required before an assumption can be state. For example, high chronic underemployment in an area where a rural labor-intensive road planed project does not necessarily mean that sufficient work force will always be available. It could turn out that key project phases requiring peak work force levels coincide with the harvesting or marriage season.

**Precise:**  The project manager in working on project documentation should be able to design assumptions that state the 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.”

Assumptions should be stated in a manner that also serve to alert the project’s management on opportunities that may arise to make recommendations or exert influence, when appropriate, in order to increase the probability of an assumption materializing.

**Highly probable:** This is a critical point. A project that is based on a set of assumptions are unlikely to materialize is in trouble before it starts. Not only that some assumptions may be more important than others, ranging from the highly desirable to the indispensable. Project that target community should not be assume, but a reasonable effort is needed to confirm this beforehand. Consultations to the targeted community should be seek first before starting intervention.

For an activity to work out very well, all assumption should focus on immediate objective to development objective that will contribute to the attainment of the development objective. Outputs to immediate objective through listing the assumptions necessary so that the immediate objective will be achieve once the outputs has been produced at the end of the project and activities to outputs to be included because they are necessary for the production of the outputs.

**Qtn 4: important of formulating a project rational.**

A project rationale is an argument in favor of implementing the proposed project by an organization. It gives a detailed explanation of why the project is required and through this way; the planner may wish to explain the reasons for recommending a particular approach or strategy.

It is also important because it enable the project manager to discuss why and under the circumstances, the proposed solution is consider more timely or acceptable than some obvious alternatives. Furthermore , it enable a manage to add information essential to an understanding of the project, or develop an aspect of the previous steps which requires further amplification and discuss why it is important for the organization to be one conducting the project, or describe how the project fits into a unified, integrated, coordinated or multi-disciplinary approach.

A project rationale is also important because it contained certain structure that determines how the document content will be design and organize as:

**Background**. The document content that briefly explores existing challenges to be handle by the future project.

**Purpose.** Why there is a need to address those challenges, what core objectives are require before project completion?

**Focus.** The actions the project will focus on to accomplish the purpose and objectives.

Expectations. Explains what results are rationally needed to be produce through focusing on taking the actions and leading the project to success.

**Qtn 5: explain any five good practices in project design**

**Good practices for project design**

There are many good practices when it comes to project design however, find below are the five good practices required in project design process.

Involvement of stakeholders in participatory processes of project design process is very important because the participation of stakeholders in project design means sharing a common understanding and involvement in decision making process of the project. Involving stakeholder leads to empowerment and joint ownership, develop an environment of trusts by allowing the voices of the stakeholders to be heard and their issues to be known also make the project accountable to the stakeholder, increase ownership and motivate them to sponsor the project, which ultimately lead to sustainability.

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. The first step in project design is to conduct an initial stakeholder analysis. These requires lists potential stakeholders (individuals, social groups and organizations). Prioritizing who must be involved by agreeing with them on how they can best be involved. This is the basis for being able to understand their needs.

Develop a logical and feasible project strategy that clearly, expresses what will be achieved (goal and purposes) and how it will be, achieve (outputs and activities).

Agree and focus on crosscutting issues of poverty, gender and participation of both men and women in project designing were all the voices will be hear and needs are address according to the finding to bridge the gap of inequality .

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 at all levels.

**Qtn6: important of involving stakeholder in project implementation**.

Freeman (1984:25) extends the definition of the stakeholders to “those that can affect or are affect by the achievement of the organization objectives”.

Whereas Turner (2003:759) definition of stakeholders as those who have a “vested interest in the success of a project as well as the environment within which the project operates and can significantly influence the success of a project”.

However, the following are the important of the stakeholders’ involvement in project implementation.

Increase the ownership of the project by the various stakeholders from both the government, non-governmental organization (NGO), the donors and the community. This is very important more for the community because they feel honor and will freely put in their effort and resources towards project sustainability.

**Increase project acceptance:**

Through involving the stakeholders from the start, the more likely you will have a positive project conclusion because they are aware of the expectation, risk, and ways of mitigating the risk.

The involvement of the various stakeholders in the project implementation increase the project success by gathering and reviewing project requirement during the implementation stages.

Reducing and uncovering risk. The more you engage them and involve stakeholders, the more you will reduce and uncover risk on your project and this is very important during the implementation process.

**Providing expertise:**

Through involving the key stakeholders when gathering and documenting requirements to avoid missing major deliverables of the project, project managers or other who are in charge of the deliverables, may not be experts on every project. Nevertheless, the stakeholders can providing requirements or constraints based on the information from their industry findings.

**Project reputation:**

Through the joint effort of the stakeholders, involvement of the key stakeholders could make the project activities outreach a wider public, not only the government agencies but also among other.stakeholers could either promote the visibilities of the project during the implementation.

**Promote coordination and cooperation**:

It is one of the thing consider during implementation stage because the stakeholders can make a good progress on the project activities as well as project brand name and all this is derived from the strong coordination and cooperation among the various stakeholders.

**Good progress in delivery the project**:

Progress in delivery project activities through a smooth and timely manner of the project activities cannot be ensure without a clear understanding of the objectives. The contents, the scope of the project as well as the procedures to be follow by all of the concerned stakeholders’ .the importance of clearing knowledge gap about project among the key stakeholder as to minimize the risk of the project delay.

**Working environment**:

Working condition become friendly through having the relationship with the stakeholder that create an enabling working environment.

**Improve project performance.**

Through timely and close monitoring and supervision by key stakeholders that put the project on track thereby ensuring timeliness of the project implementation.

Encourage the stakeholders to establish partnerships in all phases of project development and implementation.

**It feels good**

When a project is, finalize and you can see the fruits of your labor, it feels good knowing that you were involved in something that benefits the community and are aware of new information

Decision makers recognize that the community that uses the spaces that it is planning for have an intimate and unique relationship with the area that they themselves often do not have. Through imparting some knowledge, community members can provide new information on a project that has yet to be consider. Public involvement brings more information to the decision, including scientific or technical knowledge, knowledge about the context where decisions are being put into use. More information can make the difference between a good and poor decision.

**Qtn7: local community as an important ingredient in project implementations.**

Rich C. Zamora, Executive Director, Professional Services Division   
Latin American Health Institute, Boston, Massachusetts define community as a group of individuals connected to each other by one or more attribute(s). The element that links them together is at the core, and is the essence of the group. Just as denoted by the root and the suffix of the word (common-unity), a certain segment of the population is bind by a familiar thread.

In the field of Public Health, community is view as a group of folks that are at risk of being infected or affected by certain types of diseases based on their demographic, social, and economic status. A community is a familiar thread used to bring people together to advocate and support each other in the fight to overcome those threats.

It is also important to note that, as human beings, we need a sense of belonging, and that sense of belonging is what connects us to the many relationships we develop.

However, it is true that communities are important ingredients in the implementation stage due to the following reasons,

Communities are also rich in resources, that is where their collective aspect comes into play in decision making though they are many members of the communities that includes the(family, work, neighborhood, etc.), and we constantly move in and out of them, depending on the situation. Community is place where we find comfort in difficult times. When things are not going well in one community, we have the option to move to another.

According to Carpini, Cook and Jacobs (2004:315), the involvement of the local communities in decision making is an important ingredient in project implementation because it lead to equitable outcomes of decision-making procedures that is indeed essential to the continuing process of democracy in countries where it is view as political ideal.

According to Rodriguez (2009) in here point of view said involving communities would lead to improved inefficiency and the quality on the based on public participation. The main reason for this is the interactions between the interested community and the target of decision-making process that parents are the primary community interest holders in pupil education system. Their participation will necessarily lead to the improvement of its quality and efficiency.

**Improving the quality of decision**. For example in the environmental sector , decision-making enhance the quality and implementation of decisions ‘ This is done through different individual input of specific expertise held by members of the public through the elicitation of social and cultural values.

**Environmental problem solving:**

One of the ways of competing values can be resolved is through techniques of deliberation, that is all concerned parties both governmental and community representatives ought to sit together and take a bottom-up approach in which all sides of an issue are debated in an attempt to reach a consensus on an issue during the implementation period of the project.

**Promoting environmental citizenship**:

Environmental citizenship is closely based upon the notion that individuals should take some responsibility for their own interaction with the environment. In promoting such citizenship, participation in environmental matters is crucial. Engaging the local community to play an active role in environmental policy-making and raising awareness of environmental issues are central to promoting environmental citizenships.

**Community empowerment:**

Local communities involvement in decision making enrich them with knowledge through empowerment in matters of governance and providing them with a sense of belonging towards their community and their environment which helps foster greater sustainability of the environment and its products.

**Improving procedural legitimacy:**

Increased involvement in decisions, access to good quality environmental information and ex post review mechanisms through such things as judicial review increases the accountability of the decision maker and makes the process more legitimate in the eyes of the public.

Thus, one can clearly make out how important the role of local communities is, in making decisions regarding their environment in project implementation and the impact of policies on their sustenance. In India, in many instances communities spoke up and fought for their rights. For example the Chipko movement led by Sunderlal Bahugana to preserve the indigenous trees of Uttar Pradesh. In this particular movement, the local communities adopted the Gandhian principles of protest and literally tied themselves to the trees in order to prevent their lumbering. This action resulted the government to take note of the environmental issues raised by the community and resulted in the government taking policy decisions keeping in mind the suggestions of the local community. Similarly, the Narmada Bachao Andolan saw wide protests against the increase of the dam over the river Narmada by local communities that resulted in a massive legal battle. The instances where the communities have spoken for themselves and achieved results goes to show how important their roles really are.

**Conclusion**

The involvement of the local communities in decision making during project implementation is quite pivotal because they t are best suited, understand the repercussions or benefits of a project that aims at threatening their environment. Local communities can help governments and policy makers make informed decisions regarding questions of environmental protection. Besides this the very fact that if communities would take a keener role in decision making the very process of decision making will become more democratic and transparent, thereby ruling out possibility of corrupt officials making rash and short sighted decisions. Also if some members play a more active role in deciding environmental matters then the rest of the community’s environmental conscience also increases leading to greater and deeper participation levels.

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Project management module three study notes

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