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| **Student Name:** | JOHN KULANG MOSES |
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| **Lecturer:** | MR. KAREGWA MUCHIRI |
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Q.1.In your own opinion, is it important to involve the community in project management? Substantiate your answer

Involvement of the community at an early stage is likely to improve design by ensuring that full advantage is taken of local technology and knowledge of climatological and topographical conditions and ensuring that the project is fully adapted to the social organization of production. Participants cited many examples of the drastic consequences of not consulting beneficiaries: bridges collapsed, irrigation channels could not accommodate the monsoon floods (in a few cases the channels were actually filled in again by the farmers and rerouted) (Uphoff 1987), expected labor was not available during religious or community festivals, and certain house designs or sanitary systems were not acceptable to particular groups. Baum and Tolbert (1985) and Cemea (1985) provide ample additional documentation on the consequences of excluding people with local knowledge from the project design.

Community involvement can ensure a project's social acceptability and can increase the likelihood of beneficiaries participating in the project. Moser gave examples of squatter upgrading projects in politically volatile areas where it would have been impossible for the project to have been implemented without the systematic efforts to involve major community groups through consultation and planning meetings from the very beginning of the project. Where this social 9 10 The Role of Community Participation in Development Planning and Project Management acceptance is not achieved projects may never begin, participation levels may be much lower than expected, or services may not be used.

Community participation may help ensure the more equitable distribution of benefits and may ensure that politically or economically weak groups may have access to the project services and benefits. It was pointed out, however, that participation can be a two-edged sword in this respect as there is a danger of the project being coopted by the politically powerful with the result that certain groups have much less access than they would have had were the project to have been administered without any community involvement.

Resource mobilization is much easier when beneficiaries are committed to a project and actively involved in its design and implementation. The community resources may be provided in the form of labor, materials, or money. Cost recovery rates are often much higher when the community is actively involved. Extensive evidence from irrigation and housing projects indicates that if users are not involved in project design, they are very unlikely to agree to pay user charges. The willingness of a community to provide labor or other resources during project implementation is also closely associated with their feeling of involvement in the project.

Community participation is usually an essential condition for the sustainability of irrigation projects. Uphoff cites examples of the differences in maintenance and cost recovery rates between projects where the community was and was not involved at the design and implementation stages. A USAID study of water supply projects (1982) found that in all cases where users covered 0 and M costs, the schemes were still working (Uphoff 1987). There is less systematic evidence from other sectors, but both Moser and Martin felt that participation was probably an equally important determinant of the sustainability of housing and health projects.

Although little documented evidence is available, experience suggests that at least some of the community institutions developed during project implementation will continue to produce further benefits once the project is completed.

Many discussions of community participation imply that if only politicians, planners, and managers could be made aware of the benefits of participatory approaches, they would all be anxious to use them. Unfortunately, the active involvement of beneficiaries in project planning or implementation is likely to involve costs (some of them difficult to foresee or calculate) and risks (some of them very large). Some of the potential costs include the following:

Project start-up may be delayed by negotiations with beneficiaries. The time factor may be significant when many different groups must be consulted, however, no information is available as to how much of the lost time may be recovered because of faster and smoother implementation as a result of community support and involvement.

Studies by USAID cited in the workshop found that participatory approaches frequently increased the number of managerial and administrative staff required (Goddard and Cotter 1987). In addition to the financial cost, this can become a significant burden for senior management as organized community groups will not be content to meet only with junior project officers.

Well organized communities are able to exert pressure to raise the level or widen the range of services beyond those originally planned, with consequent increases in project costs. Often the cost of these additional services cannot be included in the project loan and must be borne directly by the local or national government. Whether this is considered as a cost or a benefit will depend upon the perspective taken, but it is certainly a cost to the administrative agency that must find the additional funds.

Q.2.Is development synonymous to growth

Growth is the progressive increase in the size of a child or parts of a child. Development is progressive acquisition of various skills (abilities) such as head support, speaking, learning, expressing the feelings and relating with other people. Growth and development go together but at different rates.

Growth is generally defined as the increase in GDP. The distribution of GDP in the population matters as a few wealthy people can enhance the GDP of a province although a vast majority may be living in difficult conditions. Development involves the improvement of infrastructure, environment, education and healthcare facilities and other human necessities to enhance the capabilities of people to lead the kind of life they choose to live. This means enhancement of human capital (people's health, knowledge, skills and motivation) is dependent on natural capital (stock or flow of energy and material that produces goods and services), social capital (institutions that help us maintain and develop human capital), manufactured capital (material goods or fixed assets) and financial capital (money). But enhancing human capital helps in growth as healthy educated people are likely to contribute to enhancing the wealth of an economy. On the other hand, the wealth of the economy can be used to enhance human capital and development. Hence there is a two-way relationship between development and growth - growth leads to development and development leads to growth and hence these two processes cannot be separated from each other.

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

The concept of community Development occupies a pivot position around which all the socio-political thought of twentieth Centre revolves. The term is so vast, in its scopes and application that, it is quite difficult to put it within the framework of a comprehensive and adequate logical definition.

Again, the changes in emphasis on different aspects of it, at various point of time have complicated it for a text book definition. Several thinkers, committees, committees, international organization have defined it in varying ways.

Some definitions have emphasized on material progress. Some other have described it as a movement, still other as an aspect of administration, a process of development technique of bringing people and local resources together for development. The meaning of the term will become clearer as we will go an analyzing its various aspects in ensuing pages. However, to start with we can consider some of the important definitions already put forth.

The conference on Colonial Administration in 1948 held at Cambridge defined Community Development, “as a movement designed to promote better living in whole community with the active participation and if possible, on the initiative of the community but if this initiative is not forthcoming spontaneously then by use of techniques for arousing and stimulating it in order to serve its active and enthusiastic response to the movement.”

According to United Nations Report, Community Development is a “process designed to create condition of economic and social progress for the whole community with its active participation and the fullest possible reliance upon community’s initiative.”

According to J.C. Jackson, “Broadly we might define the term as encouraging a community to undertake on its own initiative the various steps necessary to enrich the life of the community both materially and spiritually.”

A.R. Desai views Community Development as a “method through which Five Year Plan seeks to initiate a process of transformation of social and economic life of villages.”

Government of India defines “it is the programme of aided self-help to be planned and implemented by the villagers themselves, the Government offering only technical guidance. Its objectives are to develop self-reliance in the individual and initiative in the village community. Community thinking and collective actions are encouraged through people’s institutions like Panchayats, cooperative Society and Mandalas.

It is clear from the above definitions and descriptions that Community Development is an endeavor to bring about an integrated development of rural life. This is a device for transformation of the socio-economic structure of a traditional and underdeveloped can be brought about by using the people and local resources.

The people of a particular community plan according to their need and necessities out of their own initiative and cooperate with each other to implement such plans. It is a means of injecting social change in order to break the traditional and relatively static society into a dynamic and prosperous one.

Elements: Whatever the form and manner of the presentation of the meaning of the term some common elements are included in all the definitions. We can discuss the common elements as follows:

**i) Integrated development of Whole Community:**

Community Development refers to the welfare of the entire population not of a particular sect, group of section. Every society is divided into many groups and sub groups on the basis of caste, class, religion, profession, culture, race, creed etc.; an undivided society is a myth. All such sections take up the welfare activities.

But none of such activities can be termed as Community Development. These can best be called “normal community processes. It is only, when benefits are shared by all irrespective of any distinction, the process can be termed as Community Development.

Again, community development refers to the balanced growth. The development in any one field, for example only in industry, cannot be called Community Development. It is an attempt to create a new social order. It covers almost all aspects of social life, such as industrialization, health and sanitation, agricultural development, education, employment, growth of science and technology etc. The gradual and simultaneous development in all these fields can be termed as Community Development.

**ii) Free from outside constraint:**

No outward agency exercises constraint or force people to be involved in this developmental programme. If there is any imposition from outside then the brought to water but cannot be forced to drink if improvement is imposed on people, it may at times serve the present or satisfy the interest of a particular Government, but is will run the future of the community in long run.

**iii) Spontaneous involvement:**

The people are involved in developmental activities spontaneously because they feel the need to increase their standard of living, to lead a better and comfortable life. They see the better world around them and develop a sense of “relative deprecation. This sense works as the motive force and makes them to think and Act for their own development. It is only when the people feel the want or need for something that they are urged to work.

Another aspect of this fact is that there are certain cases where the initiative expected of the people does not come spontaneously. In such cases different methods are used to arouse the need for that thing within the people. Such felt necessity stimulates their motive and urges them to work for betterment of their life.

**iv) Combination of outside and inside resources:**

Community development project aims at securing people’s participation from planning to execution. The people have to be conscious of their own need and put their resources as well as efforts together to fulfill that. All these tasks need a systematic mechanism. This mechanism should be structured in such a manner that it can combine the efforts of people and the assistance of Government. The Governmental help is to accelerate the process of reaching the end.

The leaders and the people should have readiness for change. They should be in a position to utilize new ideas, thoughts, inventions and discoveries in various fields for their betterment.

**v) A Process of Administration:**

Gone are the days when the only function of Government was to maintain law and order and protect the national territory. Now-a-days, almost all the states have incorporated the idea of welfare states. The government is asked to perform various functions that come under the welfare of the people. The term welfare is used not only in material sense but also in immaterial and spiritual sense.

Viewers in this way, we can speak of community development project as a process of administration. As they governor of Uganda rightly pointed out “community development embraces all aspects of government activity in the field, the improvement of agriculture, the combating of soil erosion, the development of water supplies, the promotion of cooperation and better marketing, livestock and forestry development, education, health club, and community activities, it is in fact no more than a modern conception of administration.”

**vi) National progress as ultimate aim:**

The final aim of community development programme is to bring about an all-round development of the nation as a whole. No doubt, that at the initial stage the focus is on the development of a particular community. A community is a group of families living within a particular territory and sharing a common culture, a common way of life.

The developmental acts are such that this does not hamper national interest. No community to be followed to materialize its own interest at the cost of national unity and integrity. The progress in all the communities is to be channelized in such a way as to build up a healthy prosperous nation.

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

Community development is a process where community members come together to take collective action and generate solutions to common problems. Community wellbeing (economic, social, environmental and cultural) often evolves from this type of collective action being taken at a grassroots level. Community development ranges from small initiatives within a small group to large initiatives that involve the broader community.

A successful community development process begins well before proposal writing starts and continues after a project has been completed. Community development begins by working with the community to identify current problems and current resources.

Defining current problems and resources is the starting point for reducing or eliminating unaddressed problems, developing plans for the future, and improving the quality of life of community members. Successful community development is built upon a foundation of community involvement followed by planning.

One product or result of this community involvement and planning can be a comprehensive long-range plan. A comprehensive long-range plan is a document that provides an outline of the community’s starting point and a map of desired changes to be made over a specific amount of time. Comprehensive long-range plans should be adopted by the tribe’s governing body through formal resolution. Upon adoption by the governing body, planners have direction to develop strategic plans that implement comprehensive plan components.

**COMMUNITY DEVELOPMENT PROCESS**

Step One: Community Involvement

Step Two: Comprehensive Planning

Step Three: Strategic Planning

Step Four: Project Planning

Step Five: Grant Application

Step Six: Project Implementation and Completion

**Step 1 - Community Involvement:**

Community participation is critical to the process of identifying the community’s current and future problems, as well as to developing the plan to address those problems. The tribe can select from a variety of information-gathering methods to secure community participation. These methods include, but are not limited to:

* Focus groups
* Community meetings
  1. -Need surveys
  2. -Interviews with key informants
  3. -Steering committees

1. Community participation helps ensure that all problems as well as existing resources within the community (including human resources) that can be used to reduce the problem’s scope and impact have been identified.

Community-based planning should be an on-going process in tribal government. Too often community-based planning is tied to funding source requirements for community involvement in project development. However, community-based planning should have an existence that is separate and apart from grant writing efforts. Community involvement starts with identifying current problems and resources. Problems are prioritized. Strategies that use identified resources are crafted into potential projects that will address those problems and create outcomes that will benefit the community.

**Step 2 - Comprehensive Planning*:***

Comprehensive planning involves engaging the community in describing and prioritizing long-range goals (5-10 years) and designing benchmarks to measure progress in achieving the goals. A goal is a broad statement of what the community defines as an ideal condition or set of conditions. Problems that impact the community and community members stand between the community and those goals. As part of the comprehensive planning process, community members often sort identified problems into broad categories to be further defined in strategic planning processes that follow comprehensive planning. For example, “Health” may be identified as a broad problem category during the comprehensive planning process. The category of “Health” could include such individual health issues as increasing levels of tuberculosis, such public health issues as outbreaks of water-borne illnesses, and such environmental health issues as increasing levels of developmental disabilities due to lead poisoning. These specific health problems would be addressed in a strategic planning process.

A long-range goal is based on planning that focuses on the social, economic, natural, cultural, and governance environment the community wants to see in place in 5 to 10 years. An example of a long-range goal could be:

“To provide decent, affordable housing opportunities for all

community members who are without affordable housing.”

In order to accomplish this goal, the tribe potentially would need to:

* purchase land
* design new housing units and secure infrastructure support
* construct housing units,
* select LMI community members who will live in the new housing units

These potential accomplishments could be short-term or project goals that would help realize the long-range goal. Establishing community goals requires visiting with the community to determine the community’s desires and visions. Once goals are developed, they should be prioritized, so that the tribe can devise a strategy that focuses on accomplishing the most important goals first.

**Step 3 - Strategic Planning*:***

Strategic Planning is the process by which the community builds on the comprehensive plan for movement toward the community’s long-range vision. The resulting strategic plan identifies the short-term goals and high-priority projects which can be pursued within the next three (3) to five (5) years. Using the examples from Step 2, the tribe might document that the rising levels of tuberculosis were related to overcrowded housing conditions. The tribe now has two inter-related areas to address (sub-standard housing conditions and increases in tuberculosis) that have been identified in the strategic planning process.

Project concepts are identified from the strategic plan and its contents. Because the community has already determined its problems, goals and priorities, this information is ready to use in designing a project to address gaps, barriers and challenges that stand between the community and its goals.

**Step 4 - Project Planning:**

After a project concept or idea has been chosen, a project plan can be developed which addresses a short-term goal within the strategic plan. The project plan identifies all the steps necessary to achieve a project goal. This will also help accomplish strategic plan short-term goals and the comprehensive plan long-range goals. The project plan includes identified timelines for completing these steps. It will provide a set of outcome objectives which describe measurable benefits for the community and explain how the community will evaluate success in implementing the project.

A major benefit of having ongoing community-based planning as part of your organization’s “standard operations” is that it ultimately results in time and cost savings for staff. It involves the community in comprehensive long-range and strategic planning that provides the framework for projects necessary to help resolve community problems. A current strategic plan assists in the design and development of project plans, based on concrete documentation of community goals and identified problems, rather an available funding opportunity.

**Step 5 – Grant Application**

It is important to be careful to select the grant opportunity that provides resources that can be used to resolve the community’s problems through projects identified by the tribe. The grant application must be written according to the application guidelines and, at the same time, describe a project that will move the community toward its goals. If funded, the grant application serves as the blueprint for project implementation.

Grantors may require grantees to meet a series of requirements. These will vary from grantor to grantor and may range from:

* Financial matching of funds
* Verification of eligibility for project participants
* Timeframe for completion of the project

The tribe must agree to and be able to meet each of these requirements. If the tribe cannot meet the requirements of the grantor, it should continue searching for funding opportunities or find ways it can meet these requirements in the future. It is better to find an appropriate fit between the tribe and the grantor than promise something that cannot be achieved.

**Step 6 – Project Implementation and Completion**

Successful project implementation and completion is the successful conclusion of the community development process. Successful project implementation and completion will also impact the future funding of tribal projects

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

Intervention to address disasters has evolved through time into a complex policy subsystem, and disaster policy is implemented through a set of functions known as emergency management and response involve multidimensional efforts to reduce our vulnerable to hazards; to diminish the impact of disasters; and to prepare for, respond to, and recover from those that occur. These responsibilities present formidable challenges for governments because of the extraordinary demands disaster events impose on the decision-making systems and service delivery infrastructure of the communities they affect. Moreover, by definition an event constitutes a disaster if it exceeds the capacity of the government or government in whose jurisdiction it occurs. Dealing with disaster therefore requires outside resources. In the context of a federally structured government, when the capacities of government jurisdictions at lower levels are overwhelmed, higher levels are called upon to assist, by either supporting the activities of the subordinate jurisdictions. Likewise, assets and capabilities in the corporate and nongovernment sectors may be brought to bear. As a result, emergency management and response are intrinsically intergovernmental, cross-sector policy implementation challenges. Also, disasters dramatically affect our physically, social, economic geography, geospatial requirements and capabilities are embedded throughout this complex system.

The paramount goal of disaster management activities is to reduce, as much as possible, the degree to which a community`s condition is worsened by a disaster relative to its pre-disaster condition. There are many actors undertaken by participants in disaster management that support this goal both pre-disaster (to forestall or reduce potential damage) and post-disaster (to discover from actual damage), and ideally these activities would reduce the potential effects of a disaster to the point of elimination. Yet the very nature of disasters makes this ideal unachievable. There are five major characteristics of disasters that make them hard to overcome (for a more detailed explanation, see Donahue and Joyce, 2001; Waugh, 2000).

1. Disasters are large, rapid-onset incidents relative to the size and resources of an affected jurisdiction. That’s, they harm a high percentage of the jurisdiction`s property or population, and damage occurs quickly relative to the jurisdiction`s ability to avert or avoid it. They may also directly impact the resources and personnel available to respond. As a result, response to disasters evokes a profound sense of urgency, and coping with them drains a jurisdiction`s human resources, equipment, supplies and funds. If pre-incident data are available, geospatial analysis can provide important insight into the nature and extent of changes wrought by disasters.
2. Disasters are uncertain with respect to both their occurrences and their outcomes. This uncertainty arises because hazards that present a threat of disaster events is poorly understood, and risks are hard to measure- that is, it is difficult to specify what kind of damage is possible, how much damage will occur. Geospatial models can help predict the locations, footprints, times and durations of events, and the damage they may cause, so that jurisdictions can better prepare for them.
3. Risks and benefits are difficult to assess and compare. Disasters present emergency planners, emergency managers, and policy makers with countervailing pressures. On the one hand, it is important to minimize the exposure of populations and infrastructure to hazards; on the other people want to build and live in scenic, but hazard-prone, areas and often oppose government regulation. Further, how should the various levels of government address the balance between providing relief to the victims of disasters and the need or desire to avoid encouraging risk-accepting behavior; also, to what extent should the costs of such behavior be shifted from those who engage in this behavior to the larger population? While most agree that response assistance should be provided to those who have suffered from a disaster, questions arise as to whether insurance for those in risk-prone areas should be subsidized by the federal government and to what extent repeated damage should be compensated. An important component of this issue is the accuracy of risk assessment. Geospatial data and tools are invaluable in making the necessary assessments of the geographic distribution of risk and in estimating the quality of each assessment.
4. Disasters are dynamic events. Disasters evolve as they progress, and they change in response to human actions and natural forces. This makes it imperative that response strategies be flexible and argues for value of analysis in helping responders understand and adapt to the changing conditions they face. Managing these phenomena can thus be a highly technical endeavor requiring specialized expertise for both policy development and policy implementation. In particular, geospatial data and tools can help incident managers to visualize the vent over time, track the activities of responders, the predict the outcomes of various courses of action.
5. Disasters are relative rare. Most communities experience few, if any disasters during the average time in office of a political official or the average tike of residence of a citizen. Thus, many communities are unlikely to have recent experience with disasters, and governments may feel little imperative to build their disaster-management capacity, even if the hazards are real and the risks formidable (Waugh, 1988). More obvious and immediately pressing public service concerns readily displace disaster preparedness as a priority. Specialized capabilities, such as geospatial data and tools, are especially vulnerable to budget cuts and resource reallocation.

The concept of emergency management is based on the belief that efforts of many disciplines are necessary if we are to reduce the consequences of natural and man-made disasters. No one professional filed involved need necessarily ``do it all``, nor does any one professional need necessarily posses’ expertise in handling all of the professional areas. However, the emergency manager, must have the conceptual skill to understand (1) the total system, (2) the uses to which the products of the efforts of various professionals will be put, (3) the potential linkages between the activities of various professionals specialists, and (4) the specifications for output formats and language which are compatible with the needs and understanding of others within the total systems. As with any other problem-focused management system, the emergency management system must consider the problems associated with authority relationships, conflict management (i.e., who is responsible, who is accountable, who pays, who controls), and legal authority versus perceived responsibility.

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