**AFRICA CENTRE FOR PROJECT MANAGEMENT**

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**MODULE THREE ASSIGNMENT WORK**

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

To implement a project means to carry out activities proposed in the application form with the aim to achieve project objectives and deliver results and outputs. Its success depends on many internal and external factors. Some of the most important ones are a very well organized project team and effective monitoring of project progress and related expenditures.

According to a detailed [study](http://businessjournal.gallup.com/content/152429/cost-bad-project-management.aspx) conducted by PricewaterhouseCoopers, that involved more than 10,000 projects from 200 companies in 30 countries, only 2.5% of the companies or organizations successfully completed 100% of their projects. Another [study](https://www.projectsmart.co.uk/white-papers/chaos-report.pdf) conducted by Standish Group indicated that only one-third of projects completed inside the deadline and budget. Project managers who are serious about minimizing the project failure must be aware of [common causes of project failure](https://blog.taskque.com/6-reasons-why-projects-fail/).

Here below are some of the common factors that affect the project implementation;

**Project Scope Document**

Almost 75% of IT executives think that their project is doomed from the beginning. Do you know why? The main reason is regularly changing project scope and requirements. How can you expect your team members to perform well when they are not clear about the project’s scope? In the absence of a proper scope document, you can never assign tasks, let alone monitor the performance of your team because you’re not sure about the scope of the project in the first place.

Making a detailed scope document that highlights all the stakeholders’ requirements is imperative for a successful project delivery as it enables your team members to understand what they have to do and sets a clear direction and objective for them to achieve.

**Consistent Communication**

A [survey](http://www.it-cortex.com/Stat_Failure_Cause.htm) conducted by Spike Cavell shows that 57% of projects failed due to poor communication. This makes it one of the major causes of project failure. To save your project from failure, you need to establish a clear communication channel. Additionally, you should use a project management system which enables smooth communication within your project team.

Effective communication within any organization is important to keep all your team members on the same page, avoid confusions and keep them motivated. By communicating with your team, you can develop an environment of trust, proactively kill conflicts, which would bring the best out of your employees and eventually lead to a successful delivery of the project.

**Planning**

Lack of planning or poor planning can easily affect implementation of the project. Spike Cavell’s survey also revealed that 40% of projects fail due to poor planning and lack of resources. Spend time for making a solid plan for your project and it will help you in executing each phase of project smoothly. Brain Tracy sums it up brilliantly, “Every minute you spend in planning saves 10 minutes in execution; this gives you a 100% return on energy!”

**Realistic Expectations**

KPMG Canada conducted a [study](http://www.it-cortex.com/Stat_Failure_Cause.htm#The%20KPMG%20Canada%20Survey%20(1997)) and the results showed that 60% of the failed projects have a deadline of less than a year. Setting an unrealistic deadline and expectations dragged all these projects down the drain. Consider all the factors and constraints involved that might adversely affect your project and then set a deadline.

Instead of having unrealistic expectations, keep a buffer that gives you the liberty of completing the project without rushing through it. Having a buffer not only reduces the workload of your team member but also let them focus on each task in a better way.

**Technical factor**

Incompetent Project Manager and Team always affect the project implementation. Selecting the right project manager and forming a competent team is critical for your project success. Unfortunately, 70% project managers in small and medium-sized businesses have no certification and lack formal training, which is why most projects they manage, fail to achieve their objectives. According to PricewaterhouseCoopers Insights and trends [report](http://www.pwc.com/mx/es/industrias/proyectos-capital/archivo/2013-08-insight-trends.pdf), certified project managers supervise 80% of successful projects.

Beside to that, we can easily overcome this issue by hiring experienced and certified project managers. This is one of the core things to the success of the project. Although, the trend of hiring certified project managers is gaining popularity but there is still a long way to go before the number of certified project managers exceeds the number of non-certified ones.

**Social factor**

Lack of cohesion between project team members always affects the project implementation. Things can easily go from good to bad very quickly if there is no cohesion between your team members. Consider a scenario in which all team members are moving in different directions. Could you expect a positive result to come out of this situation? There could be many reasons for a lack of cohesion from personality differences to conflicting interests. It is the prime responsibility of project managers to unite the team members to achieve a common goal.

**Monitoring and Risk Management**

Poor monitoring and risk management can affect the implementation of the project. Just assigning roles to all your team members is not enough, you have to constantly monitor the progress and hold your team members accountable to what they are doing. Once they are responsible for their actions, they will perform better and deliver better results.

Most project managers will tell you that risk management is an important part of project management, yet, you will find many projects in which little or no emphasis is put on risk management. As a result, these projects fail to achieve their targets and go well beyond the specified deadline or budget.

**Conclusion**

Most senior executives believe that successful projects are critical for their business success and help them gain a competitive advantage over their competitors. Keep an eye on aforementioned factors and try to overcome them to reduce the risk of project failure. This will help project managers to complete more projects on time and within the allocated budget.

The factors that affect a project's success are knowledge, preparation, organization, leadership, teamwork, timeliness and effective conclusion. Each one of these factors is equally critical to the successful outcome of any worthy undertaking, and all should be taken seriously. Examine each of these factors one by one to see how they compare to where you are in your project management.

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

Successful project methodology implementation can be achieved if you know how to select a proper methodology that fits the needs of your project and how to put the chosen methodology in practice. “No matter whether you follow a traditional 5-phase process (Initiate-Design-Build-Deploy-Closure), the main idea is that you should be able to apply solutions that give rapid measurable success” (Eric 2010).

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

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

In the bar charts, the axis represents activities, involved in a project, are drawn in the form of bars, and the length of the bar represents the time taken for the completion of each activity. In the projects, there are some activities required to be taken up simultaneously, while some are required to be taken up only after completion of other activities and there may also some activities, which are independent.

**Critical Path Method (CPM):** A network represents logical sequence of activities having many paths starting from the initial event and leading to the last. If duration of all the activities that lie on a particular path are added, it gives the duration of that path. The path with longest duration is called critical path and the activities that lie on the critical path are called critical activities. It is the critical path that sets the overall duration of the project. For example in the construction of training centre, the longest duration is 27 weeks and is a critical path. The main function of PERT and CPM is to determine and control the time required to complete a project, the main benefit is time saved through the scheduling of tasks, both initially and as the project progresses. Since time and cost are closely related, saving time usually leads to savings in costs.

In addition, both PERT and CPM have been adapted and applied explicitly to costs. They can, for example, be used to develop an optimum cost-efficiency schedule that can help managers to determine the savings and costs involved in achieving a shorter production schedule. Using extra labour to reduce the duration of an activity, for instance, may cost more than the bonus for early completion. Other extensions of PERT and CPM, such as pinpointing problem areas, improving communication, and comparing alternative actions, also enhance their usefulness.

Proper analysis of cost incurred on a project in terms of environment degrading and social dilemmas have led agitations against those projects. There have been responsive causalities over these agitations and there have been deadlocks on such projects.

A properly chosen and successfully implemented methodology will let project manager gain the following benefits:

* Your project team clearly understands their primary project implementation jobs and the strategic goals of your project.
* Costs and schedules are under control during every of the implementation phases.
* Reduced complexity of your project work.
* Saved time and money.
* A faster return on your investment.
* [Best management practices](https://www.mymanagementguide.com/)

There are two basic tips to successful project methodology implementation, as follows below.

**1. Select a Suitable Methodology**

The first step is to define your project methodology requirements. You will need to think about what exactly you want to get from your example methodology for project management and planning, what the type of content it should contain, and in which way you intend to implement it. For instance, your requirements for a project methodology might be as follows:

* It should cover a complete life-cycle of your project
* Every step in the project life-cycle should be described in depth
* There should be a clear and unambiguous [project methodology definition](https://www.mymanagementguide.com/project-management-basics/project-methodology-definition/) that describes how each step could be practically taken. Work templates would be helpful
* It needs to follow worldwide project standards for phases
* It should suit the type and size of your particular project
* It should be flexible enough to let you customize each of the project life-cycle stages

When you have defined your project methodology requirements, your next step is to review how much other methodologies used currently by your organization are successful. Note that it is not necessary to re-invent the wheel if you have something that successfully works in-house. That is why you should look at project implementation methodologies used within the company, compare them to your specific requirements and then see if there is a good fit and whether improved stages can be accomplished.

Furthermore, if you have not found a good fit and project methodology implementation is still not defined; you can research a new methodology for your project implementation, or just purchase a suitable PM toolkit. The Web will help you find a methodology example that fits your requirements. Remember that the best-fitting methodology may have an 80% fit, while the rest 20% will be customized to your specific needs and expectations.

More so, when you failed purchasing a fitting project methodology sample, then there is one way remaining: you can try to develop your own example of work implementation and planning. Of course, such a way will be more time-consuming and much expensive than searching for a ready-to-use PM methodology; however, by following this way you will ultimately meet your project methodology requirements.

**2. Put the selected methodology in practice**

No matter whether you have developed your own methodology for your project implementation or just purchased some project methodology sample, the next step is to introduce it into your organization. This step involves the following:

* Design a work plan
* Customize the selected PM methodology for each of the projects undertaken by your organization
* Train your team to use the methodology and to follow its life cycle phases
* Use project management software to control the development process
* Work on constant improvement of the chosen the project planning and managementmethodology.

By stepping through the listed actions, you are about to achieve the success from the very beginning of your project implementation phases. Project implementation jobs, tasks and processes will be completed faster and more easily because the team will know how to follow the methodology and because you have early established a foundation for better methodology implementation and evaluation.

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

Project assumptions are those things you assume to be true for your project to be successful. They are called assumptions because you assume that for your project to move forward successfully as planned, these things will be in place.

Even though you do not have proof at the moment, you expect them to occur during the project. But just because you assume them to be true does not mean that everyone else does. That is why it is important to go through the process of identifying your project assumptions. *“*Just because you assume something to be true for your project does not mean everyone else does”. Planning around false assumptions sets you up for problems. Get it out in front of others so they can verify if it is true or not.

**Importance of identifying project assumption**

You identify and create a list of project assumptions, so you don’t have to double check everything before moving forward with your project. You need to be able to move forward without getting bogged down checking every detail you know will likely be true. In your day-to-day life, for example, you start each day with assumptions about what will be true:

* You assume you need a certain amount of time to get ready for and get to work each day.
* You assume that you will have electricity when you wake in the morning and that you will have hot water for your shower.
* You assume when you get in your car to drive to work, it will start.
* You assume that the train will run on time.
* You assume your office will be open and you will be able to conduct your work once you arrive.
* These are assumptions we usually take for granted.

**Types of project assumption**

To help you think through and manage assumptions, it can help to understand the different kinds of project assumptions. They usually break out into different categories. Doing so helps you think through all the different types of assumptions you need to consider.

Here is a list of categories to start with. If these are too many, scale back the number of categories and make them fewer and broader. But if you are new to project assumptions, this will help you consider the many different areas where you will make assumptions about your project.

**Categories of assumption**

* Resources – people, materials, or facilities needed to complete the project
* Delivery – what is intended to be delivered?
* Budget – estimated cost of the project
* Finances – funding to complete the project
* Scope – the scope of the what is to be delivered
* Schedule: tasks, durations, and dependencies needed to complete the project
* Methodology – the approach you will take to completing the project.
* Technology – this could cover [software development](https://projectbliss.net/sdlc-tutorial/), platforms, environments, and infrastructure
* Architecture and design – architecture and design approach your team will use

**How to identify and manage project assumptions**

**Identify and Document**

Identifying your project assumptions is not something to do all by yourself while sitting at your desk alone.  
The project manager needs to include the project team. They will be able to provide insight and help create a more comprehensive project assumptions list. Whether you do it virtually or in person, explain that you will be compiling the list of project assumptions with their input. Share the categories with them and ask for ideas or feedback on them. Do they fit your project? Should they be changed in any way?

Once you have settled on your categories, begin to brainstorm and list the project assumptions together. Capture them as your team shares them, and identify the category that each falls within. As you work through these, document them.  One of the best ways to do this is in a Project Assumptions Log.

**Create a project assumptions log**

The project assumptions log allows you to document additional information about your project assumptions, and track the status of each. Simply identifying the assumptions is not enough. You need to document them in a way that helps everyone understand the current assumptions and how you will manage them going forward.

In the Project Assumptions Log include values for each of the following categories:

* Assumption log number: for ease of tracking and discussing
* Initial date logged
* Category (resource, delivery, budget, etc.)
* Name/description of the assumption
* Owner who takes responsibility for following up
* Due Date: date to validate
* Status: Open or closed
* Actions/Comments: Action needed or taken.

**Communicate and validate with stakeholders**

Once you have got your list of project assumptions, do not just set them aside. Share them with stakeholders. It is important for stakeholders to know the assumptions you are working under. If any of them change, it could impact your project. Your timeline or budget may change.

Additionally, your stakeholders may have insight that you are not aware of regarding assumptions you have made. If a project manager discovers any of assumptions are wrong, he or she must make adjustments in the documentation. And the project manager to make sure the team knows. The change will likely impact your plan. You need to determine how the plan needs to change based on the new information.

**Monitor throughout the project**

Validate your project assumptions at various points throughout the project. Your assumption owners listed in the Project Assumptions Log should follow up and validate on the target dates. For example, if you have an assumption about contract execution times, check with the legal or procurement team during the contract execution timeframe. Situations change, and you need to make sure your assumptions hold true throughout. As assumptions and dates pass, you can mark those items as closed. If any project assumptions turn out to be false, this would negatively impact your project. Monitor them throughout so that you can adjust as needed.

**Adjust if needed**

As you monitor your project assumptions list, you may find that some assumptions change. If they do, take action and adjust as needed. These changes may impact your project in the areas of cost, schedule, or quality. Be prepared to adjust your plan to account for these changes. Communicate the changes to the team, stakeholders, and anyone else impacted.

**In conclusion**

The project manager and the team must know what project assumptions are, why it is important to identify them, and how to do it. It may seem like a lot of work. But when you brainstorm with your team, it goes faster, and you will capture more than doing it alone. It is a great communication tool to make sure your assumptions are shared and validated, and you can monitor them throughout your project. This will lead to project success.

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

The project rational is a statement of facts explaining the background of the project. The rational identifies the need for the project and offers viable solution. Project rational explain why the project must go ahead as suggested by Young (2007), and what would happened if the project was not approved for further considerations. The project rational is the first document that will be studied by the project board and therefore can act as a launching pad for making the first impressions with those in charge.

Furthermore, the project rational describes the issues and problems the community faces and how the organization and the proposed project will address these issues with the donor’s help. This section of the proposal is crucial because it is the place where you will convince the funder that it is absolutely necessary to get the grant for implementing your project.

Both Diane Shugert (1979) and Margaret Sacco (1993) advocate writing and keeping a file of rationales in advance as a defense against potential censorship. We can frame the discussion in a broader context, describing the overriding role of rationales in classroom planning. Teachers must make decision about what they will teach and how they will then teach it, decisions that will achieve their purposes and address their students' needs. The value of developing a rationale is that it provides a framework for this planning.

A rationale is the articulation of the reasons for using a particular literary work, film, or teaching method.

In addition to that, in the scientific community, a rationale is a necessary justification for any type of research study. It identifies a gap in the current thinking and explains how this project is going to look at the topic from a different angle. Project managers use the phrase in much the same way. “A project rationale is the strategic compass for a project, describing what the goal of the project is and why you're bothering with it in the first place” (Jayne 2019).

The project rationale should:

* State the problem as clearly and precisely as possible.
* [Reflect the donor goals and guidelines.](https://proposalsforngos.com/proposals/is-it-important-to-know-and-understand-the-donor-before-writing-a-proposal/)
* Summarize relevant background information about the region, community and resources available.
* Include specific information regarding the focus area and beneficiaries, including input from the community.
* Refer to research data, live examples, past projects, quotes and media articles to build a case for support.
* Explain the organizational strength and capacity in addressing this problem and achieving long-term impact.

Shugert (1979) identifies criteria for assessing rationales. Among these guidelines are that they are well thought out, avoid specialized technical jargon, are specific and thorough, and are written so that they will be readily understood by teachers who use the work. These and other components of rationales will be explored in the section on Guidelines for Writing a Rationale.

Rationale development should be part of thoughtful planning for classroom instruction. If we have not reflected on the whys of what we teach, we will be unprepared to meet the needs and challenges of our students and to respond to potential complaints, either from parents or from others in the community who seek to influence the curriculum.

While rationales are important in every aspect of teaching and project, we will focus here on the need for well-developed rationales for books used in the classroom whether in whole-class instruction, small-group work, or classroom libraries. Teachers who make curricular decisions based upon mere expediency leave themselves vulnerable. Problems can be averted by carefully analyzing the audience (the students), the school, and the community and taking into full account the most effective means for meeting students' interests and educational needs.

Teachers or project managers are frequently advised to have a written rationale for every book that they use. Realistically, this issue might be better addressed in a less absolute way by exploring four levels of rationale development.

In an ideal situation, teachers would automatically write a rationale for every book that they teach, assign, including on a reading list, or keep in their classroom libraries. But mandating teachers to take on such a task when they are already overburdened is unrealistic and unreasonable. If teachers were required to write rationales for every book, many might simply stick to their literature anthologies and even avoid potentially controversial selections in those books. So while Shugert (1979, pp. 190-91) rightly cautions about using shortcuts to rationales, we do suggest options in the belief that the circumstances and conditions will determine what the teachers or project managers will do at any time.

Project rationales come straight from the project manager's playbook. Anytime you hire a project manager to implement a project, then the process will kick off by identifying the drivers behind the project. It sounds obvious, but the project management team must understand what is driving the need for the project to ensure the project has the right focus.

Here are some situations when a project rationale will be essential:

* When the business needs to secure funding or investment for a project.
* When you are planning to allocate resources to a project, for example, building a new staff parking facility.
* When you have identified a problem or an opportunity you wish to pursue.
* When you need to illustrate the significance of an idea.

**Sample Rationale Statements**

All sorts of things can serve as the rationale behind a project, but typically they fall into one of six categories, commonly known by acronym PESTLE:

**Political:** The project is necessary due to a change in the regulatory environment at the federal, state or industry level.

**Economic:** The project is necessary for economic reasons both within and outside the business, such as increased competition, investor demands or the desire for growth.

**Socio-Cultural:** Changing customer demographics, societal expectations, diversity requirements or similar factors justify the need for the project.

**Technological:** Advancements in technology are presenting an opportunity to the business and/or the business is being left behind due to its low adaptation of important technologies.

**Legal:** The project is necessary to keep up to date with the law or meet obligations under health laws, equal opportunity laws and so on.

**Environmental:** The push toward greener production techniques and sustainable business practices (recycling, sustainable sourcing, reducing consumption, fair trade practices) provide justification for the project.

Internal or micro factors can also provide the rationale for a project. These include management priorities, improving processes, cutting costs, achieving strategic business goals and responding to feedback from staff.

The rationale may be an introductory narrative to a longer business document or it may be a document in its own right. Either way, it will be one of the first documents a project manager writes in order to establish the business case for the project so it must be persuasive. There are no rights or wrong ways to structure a project rationale, but you must explain the reason for the project and what the benefits will be.

Ideally, a project rationale should include all your research on the problem (your PESTLE analysis if appropriate) and identify what is missing from the current business or project’s solution. Follow this with the performance measures for the success of the project, by indicating how the project will meet the objectives listed in the rationale.

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

Project design is a crucial stage in a project’s life cycle because it identifies key elements and sets the overall tone. However, it is one stage that’s often rushed or overlooked. For your project to be successful, you must first understand the steps involved in project design, as well as how to document them. Creating a project design can help you avoid pitfalls down the road and also set a reasonable budget from the outset.

To create a truly effective and reasonable project design it is imperative to include multiple team members and stakeholders during the planning phase. “Project definition and design is always the most important stage in any project,” says Kevin Lonergan, Senior Project Manager at consulting firm.

The following are the good practices during project design:

[**Project Background;**](https://proposalsforngos.com/proposals/what-is-the-project-background/)it describes the history of how you developed the idea for your project and the status quo that you want to change. This is where you explain exactly why your project should take place in your community and what the problem is you aim to solve.

[**Project Context**](https://proposalsforngos.com/proposals/what-is-project-context-ngo-grant-application/)**;** It is the description of the internal and external environment where the project is going to be undertaken and the effect of the environment on the project. The environment includes risk and opportunity ([SWOT Analysis](https://proposalsforngos.com/proposals/what-is-project-context-ngo-grant-application/)). It’s always important to know the context during project design that lead to effective acceptance project.

More so, [**Risks and Assumptions**](https://proposalsforngos.com/proposals/understanding-risks-and-assumptions-in-a-project-proposal/)**;** You have to take risks and assumptions into account when planning your project as they might change the entire setup if the event actually occurs. They might even end your entire project if the occur.

Furthermore, [**Goals and Objectives**](https://proposalsforngos.com/proposals/whats-the-difference-project-goals-vs-objectives/)**;** Project goals and objectives are similar in that they are both the reason for why the project needs to take place. The goal gives direction to the project. The objectives are the specific targets the project aims to achieve to meet the goal. In short, the goal can be seen as the high-level, “shoot-for-the-stars” vision while the objectives are the grounded, well-thought-out plan to reach that vision.

In addition to that, [**Output and Outcomes**](https://proposalsforngos.com/proposals/whats-the-difference-project-outputs-vs-outcomes/)**;** Both outputs and outcomes are direct results from a project. Many NGOs focus on outputs because they are easier to measure. However, the evaluating outcomes should be emphasized as those are the direct changes in the lives of beneficiaries that are most important.

Besides to that, [**Beneficiaries or Stakeholders**](https://proposalsforngos.com/proposals/project-beneficiaries/)**;** every project is designed for the beneficiaries. The project beneficiaries are the people whose circumstances you want to change by implementing your idea. They are also called the target group or the target beneficiaries of your project.

Not only that but also, [**Activities**](https://proposalsforngos.com/proposals/project-activities/)**;** Project activities are actions undertaken by the project to achieve the set objectives. Activities are typically designed according to the project’s strategy. These are what to be delivered during project implementation

More so, [**Timeline**](https://proposalsforngos.com/proposals/what-is-a-timeline/)**;** Timeline basically shows the chronological order of events that you plan to do in your project. A timeline is not a detailed work plan, but a quick way to present an overview of your planned activities. Timeline must be considered during project design.

Furthermore, [**Work plan**](https://proposalsforngos.com/proposals/what-is-a-work-plan/)**;** a work plan is a description of the sequence of the project activities in time. It is much more detailed than a mere timeline though. It includes information about responsibilities, objectives and sometimes even the budget.

In addition to that, [**Budget estimates**](https://proposalsforngos.com/proposals/other-applications/project-budget/)**;** A budget is one of the good practice for project design, is an estimate of income and expenditure for a set period of time. Project budget simply refers to a document which specifies how much money needs to be allocated and how will the allocated money be implemented on the activities to achieve the goal of the project.

[**Sustainability**](https://proposalsforngos.com/proposals/what-is-project-sustainability/)**;** Sustainability is the ability of an organization to continue its mission or program far into the future. All projects have to end eventually, but the project impact should continue. So during project design, the team must consider and design on how the project going to be sustained.

Last but not the least, [**Monitoring and Evaluation Strategies**](https://proposalsforngos.com/proposals/what-is-monitoring-and-evaluation-me-2/)**;** Monitoring and Evaluation strategies are an approach that has mainly been developed to measure and assess the success and performance of projects, programs or entire organizations. Monitoring is the routine tracking of a project’s activities by measuring on a regular, ongoing basis whether planned activities are being carried out. A project can be monitored at any level such as inputs, outputs, and outcomes. The purpose of monitoring will change from one level to another. Below provides an example of the monitoring focus at each project level.

* Outcomes - Monitor to assess expected change & progress toward results
* Output - Monitor to ensure expected results of interventions
* Activities - Monitor to verify progress against work plan and schedule
* Inputs - Monitor to manage against budget and non-financial resources.

Monitoring contributes to project evaluation, but evaluation goes beyond monitoring and provides in-depth analysis of the project’s progress towards achieving outcomes and impact.

Evaluation is a process that attempts to determine as systematically and objectively as possible the outcome and impact of project interventions relative to specific project objectives. Evaluation occurs less frequently than monitoring, which allows for more in-depth analysis of a project’s progress and impact. The most common timing for evaluation is during the midterm and end of the project.

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

The international standard providing guidance on [social responsibility](https://asq.org/quality-resources/social-responsibility), called [ISO 26000](https://asq.org/quality-resources/iso-26000), defines a stakeholder as an "individual or group that has an interest in any decision or activity of an organization."

Most projects we work on will involve multiple shareholders, and each one potentially has the ability to speed up, slow down or completely obstruct your progress. Stakeholders may not be in the driving seat, but they can be extremely useful advocates, sponsors, and agents of change

Whether internal or external, all of the projects that you manage have stakeholders. One of the main reasons projects fail is because the deliverables were not what the customer wanted or they did not meet the community’s needs. To ensure project success, it helps that you know all of the key stakeholders on your project, how they prefer to communicate, what their needs are, and what the acceptable end results are.

Often, the process of managing stakeholders is viewed by project managers as a form of risk management. After all, keeping shareholders happy and meeting their expectations will certainly reduce the risk of negative influences affecting your project. Therefore, this view is not inaccurate, but it does perhaps over-simplify the issue.

Good stakeholder management during project implementation will not only clear the path of potential obstructions, but it will also support swift progress and ultimately improve the quality of the results you deliver. It is not simply a case of keeping stakeholders happy it is also about using their time, expertise and influence to help you reach your goals.  
  
Engaging stakeholders during and especially at the beginning of your project will help reduce and uncover risks and increase their “buy-in.” When stakeholders are adequately engaged, their influence spreads far and wide. Some of the ways stakeholders are important to a project are as follows;   
  
**Providing Expertise**Stakeholders are a wealth of knowledge about current processes, historical information, and industry insight. Many times these team members will have been at the company or on the project longer than the project manager or project team. It’s important to involve all key stakeholders when gathering and documenting requirements to avoid missing major deliverables of the project. Project managers, or others who are in charge of deliverables, may not be experts on every project. Key stakeholders can provide requirements or constraints based on information from their industry that will be important to have when understanding project constraints and risks.   
  
**Reducing and Uncovering Risk**The more you engage and involve stakeholders, the more you will reduce and uncover risks on your project. When discussing initial requirements, project needs, and constraints, stakeholders may bring up issues or concerns about meeting those things. Uncovering risks and then discussing a plan to mitigate them before issues arise will dramatically increase the success of your project. Involving knowledgeable stakeholders during this process will help.   
  
**Increasing Project Success**By gathering and reviewing project requirements with stakeholders, you will get their “buy-in,” which will in turn help increase project success. If you cannot meet stakeholders’ needs, due to conflicting needs or priorities, set expectations early in the project life cycle. This will help you manage the relationship throughout the project instead of there being surprises at the end. Stakeholders should always be aware of the project scope, key milestones, and when they will be expected to review any deliverables prior to final acceptance.

Good management of stakeholders throughout a project implementation should ensure they view it in a positive light, regardless of the outcome. Newton explains if you effectively manage stakeholder expectations over the duration, they are “far likelier to perceive a project as a success than those who have been ignored.”

**Granting Project Acceptance**The more regularly you engage and involve stakeholders from the start, the more likely you will have a positive project conclusion. By the end of the project, the team members should have already been aware of delivery expectations, risks, and how to mitigate the risks. They also should have reviewed draft deliverables along the way. This process should help avoid any surprises at the end of your project. The final acceptance is just their final stamp of approval during the project closure phase.   
  
Make sure that you consider all key stakeholders as a part of your project team. They all will bring value and expertise to help ensure your project is a success!

**Qn.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.**

‘The myth that the affect population is too shocked and helpless to take responsibility for their own survival is superseded by the reality that on the contrary, many find new strength during an emergency’ (Gotyet, 1999).

It is very important for the communities affected by the disasters should be given the maximum opportunity to participate in emergency relief programmes or any kind of projects. Participation, does not simply mean being involved in the construction of facilities, it means contributing ideas, making decisions and taking responsibility. Refugees and displaced people are often been treated by relief agencies as helpless entities that need to be fed, watered and sheltered. The fact that they are people with considerable knowledge, skills, empathy and pride is often overlooked or forgotten.

Oakley and Marseden (1987), defined community participation as the process by which individuals, families, or communities assume responsibility for their own welfare and develop a capacity to contribute to their own and the community’s development. In the context of development, community participation refers to an active process whereby beneficiaries influence the direction and execution of development. The cornerstone of community based development initiatives is the active involvement of members of a defined community in at least some aspects of project design and implementation (Mansuri & Rao, 2004)

Community participation can be defined as the involvement of people in a community in projects to solve their own problem. People cannot be forced to ‘participate’ in projects which affect their lives but should be given the opportunity where possible. This is held to be a basic human right and a fundamental principle of democracy. Community participation is very important in projects’ implementation.

The community participation can take place during any of the following activities:

* Needs assessment – expressing opinions about desirable improvements, prioritizing goals and negotiating with agencies.
* Planning – Formulating objectives, setting goals, criticizing plans.
* Mobilizing – raising awareness in community about needs, establishing or supporting organizational structures within the community.
* Training – participation in formal or informal training activities to enhance communication, construction, maintenance and financial management skills.
* Implementation – Community are engaging in management activities, contributing directly to constructions, operation and maintenance with labour and materials.
* Monitoring and Evaluation – community are participating in project during the appraisal of work done and recognizing improvements that can be made and redefining the needs.

**Reasons for community participation in projects**

The following are some of the main reasons why people are usually willing to participate in Humanitarians programmes:

* Community participation motivates people to work together. People feel a sense of community and recognize the benefits of their participation and involvement.
* Social, religious or traditional obligation for mutual help.
* Genuine community participation. People see a genuine to better their own lives and for the community as a whole.
* Remuneration in cash or in-kind. Some community members benefit from participating in projects when they are employed and earning salaries or incentives that improve their economy.

**Importance of community participation**

Extensive literature search has identified the importance of community participation in development projects since it is broadly accepted that community participation is one of the key ingredients of an empowered community .But community participation is far more than a requirement, it is a condition for success studies have documented that communities that engage their citizens and partners deeply in the work of community development raise more resources, achieve more results, and develop in more holistic and ultimately more beneficial way. Community participation then, is critical to community success (Norman, 2000).

It is believed that participation ensures success as people get involved when they have a sense of ownership of project and feels that the project meets their needs. This makes them readily oversee construction and then take care of the facilities to ensure their sustainability (Tacconi & Tisdell,1992).In addition it is suggested that participation can lead to greater community empowerment in the form of strengthened local organizations, a greater sense of pride and the undertaking of new activities(Oakley,1991).

Lancaster (2002), points out the importance of community participation as follows: the approach helps the project to be sustainable as communities themselves learn how to adopt and correct changes resulting from the project ,partnership or participation helps to protect interest of the people concerned, it enhances self-respect and self-reliance among people, that is ,they are enabled to obtain and do this by themselves, communities become aware of the project implementation as they have a great store of wisdom and skills. They understand their local needs and the nature of new project which they achieve. They can easily spread the new knowledge they acquired to other communities, thus cause a rapid increase in growth of the new idea, participation promotes a sense of ownership among the community of equipment used in the project, and even projects itself. For example, they will protect and maintain the projects through their own means like dispensary buildings, water pumps and school buildings.

If target populations will respond "rationally" to the right economic signals, surely the formula for successful projects is to "get the prices right" and to ensure that projects are technically sound. If these conditions are fulfilled, why should policymakers, planners, and project managers be concerned about involving beneficiaries in project design and implementation? Will the protracted process of community consultations not simply interrupt the smooth flow of the project cycle, creating unnecessary delays, perhaps raising costs, leading to the danger of the manager losing control of the project and probably leading to demands for additional services for which there is no budgetary provision? The participants identified a number of reasons, listed below, why wise and prudent development planners and managers should be concerned to ensure that beneficiaries are adequately consulted and involved from the beginning of the project.

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. 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. Participatory approaches may also be more risky than bureaucratically managed projects. The Role of Community Participation in Development Planning and Project Management.

A constant concern of planners and managers is loss of control of the project. If beneficiaries do not want the services offered or would rather have other services, they may fail to cooperate or even actively oppose the project. The risk of this happening is obviously much less if beneficiaries were never consulted or informed about the project (in which case the project will probably have been constructed and inaugurated before anyone even knows about it or has been able to protest). In politically active areas, an opposition party may seek to use the community organizations to wrest control of the project from the implementing agency.

The project may be coopted by a powerful economic, social, or political group so that most of the benefits do not reach large sections of the intended target population. Examples cited in the workshop included benefits of a squatter upgrading project that went only to homeowners and not to tenants; a project to distribute irrigation water that was controlled by certain ethnic groups; agricultural projects in which almost all credits went to male rather than female farmers.

Informing beneficiaries about a project will increase their frustration or dissatisfaction if the project is delayed or delivers fewer services than planned. As the start and completion of projects may be unpredictably delayed for reasons beyond the control of project management, managers are understandably reluctant to raise expectations and then be blamed for delays or changes they cannot control.

**Other usefulness of participation in project development**

The following are the argument which shows the usefulness of community participation in development activities;

**Self-reliance:** This all-embracing term covers a wide range of benefits which participation can bring. Participation helps to break the mentality of dependence which characterizes much development work and instead it promotes self-awareness and confidence, making people examine their problems and to think positively about solutions.

**Efficiency:** participation brings about a greater chance that resource available to development projects will be more efficiently. Participation can, for example help reduce misunderstanding or possible disagreements, and thus the time and energy often spent by professional staff explaining people of a project benefits can be reduced.

**Effectiveness:** Participation will also make projects more effective as instruments of development projects are invariably external mechanisms which are supposed to benefit the people of particular area. Participation which allows these people to have a voice in determining objectives, to support project administration and to make their local knowledge, skills and resources available must result in more effective projects. A major reason why many projects have not been effective objectives in the past is because local people were not involved .Effectiveness equals the successful realization of objectives and participation can hold to ensure this (Crook and Manor, 1998).

**Coverage:** Most government programs and many agencies directed or supported development projects reach only a limited and usually privileged number of people. In many developing countries delivery services have contacts with only few people of the population. Participation will extend the coverage, bringing more people within the direct influence of development activities, which, in turn could broaden the mass appeal of such services.

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