**Question 1**

Below are the factors that affect the implementation of a Project,

Project, Project implementation or project execution is the phase where visions and plans become reality. This is the logical conclusion, after evaluating, deciding, visioning, planning, applying for funds and finding the financial resources of a project. Technical implementation is one part of executing a project.

Below are the factors that affects project implementation;

**Define the Scope and Objectives**

Firstly, you need to understand the project objectives. Deciding the real objectives will help you plan the project. cope defines the boundary of the project. Deciding what's in or out of scope will determine the amount of work which needs performing.

**Define the Deliverables**

You must define what will be delivered by the project. If your project is an advertising campaign for a new chocolate bar, then one deliverable might be the artwork for an advertisement. So, decide what tangible things will be delivered and document them in enough detail to enable someone else to produce them correctly and effectively. Key stakeholders must review the definition of deliverables and must agree they accurately reflect what must be delivered.

**Project Planning**

Planning requires that the project manager decides which people, resources and budget are required to complete the project. You must define what activities are required to produce the deliverables using techniques such as Work Breakdown Structures. You must estimate the time and effort required for each activity, dependencies between activities and decide a realistic schedule to complete them. Involve the project team in estimating how long activities will take. Set milestones which indicate critical dates during the project. Write this into the project plan. Get the key stakeholders to review and agree to the plan.

**Communication**

Project plans are useless unless they've been communicated effectively to the project team. Every team member needs to know their responsibilities. I once worked on a project where the project manager sat in his office surrounded by huge paper schedules. The problem was, nobody on his team knew what the tasks and milestones were because he hadn't shared the plan with them. The project hit all kinds of problems with people doing activities which they deemed important rather than doing the activities assigned by the project manager.

**Tracking and Reporting Project Progress**

Once your project is underway you must monitor and compare the actual progress with the planned progress. You will need progress reports from project team members. You should record variations between the actual and planned cost, schedule and scope. You should report variations to your manager and key stakeholders and take corrective actions if variations get too large.

**Change Management**

Stakeholders often change their mind about what must be delivered. Sometimes the business environment changes after the project starts, so assumptions made at the beginning of the project may no longer be valid. This often means the scope or deliverables of the project need changing. If a project manager accepted all changes into the project, the project would inevitably go over budget, be late and might never be completed. By managing changes, the project manager can make decisions about whether to incorporate the changes immediately or in the future, or to reject them. This increases the chances of project success because the project manager controls how the changes are incorporated, can allocate resources accordingly and can plan when and how the changes are made. Not managing changes effectively is often a reason why projects fail.

**Risk Management**

Risks are events which can adversely affect the successful outcome of the project. I've worked on projects where risks have included: staff lacking the technical skills to perform the work, hardware not being delivered on time, the control room at risk of flooding and many others. Risks will vary for each project but the main risks to a project must be identified as soon as possible. Plans must be made to avoid the risk, or, if the risk cannot be avoided, to mitigate the risk to lessen its impact if it occurs. This is known as risk management.

**Inconclusion**

Following these best practices cannot guarantee a successful project but they will provide a better chance of success. Disregarding these best practices will almost certainly lead to project failure.

Question 2.

Below are the two methods for effective implementation of the project,

**Critical path method (CPM),** is a resource-utilization Scheduling a set of project activities. The essential technique for using CPM is to construct a model of the project that includes the following;

* A list of all tasks required to complete the project
* The dependencies between the tasks
* The estimate of time (duration) that each activity will take to complete

With this information, you can determine the critical path by identifying the longest stretch of dependent activities and measuring them from start to finish. Once you’ve identified which activities are on the longest, or critical path, you can more easily discern which have total float, or can be delayed without making the project

Using the Critical Path Method in a Project:

* Define the project scope

First, we need to define all the tasks that must be finished to complete the project. For our party example, it might look like this, choose a date and venue, Make the ultimate playlist, set up the sound system, Invite your friends, Buy the food and drinks, Cook your famous casserole, Host the party

When we look at these tasks individually, we realize that some of them cannot be started before the others are completed. That is, some tasks are dependent on others.

* Critical path analysis and identification

The essential concept behind critical path analysis is that you cannot start certain tasks until others are finished. These tasks need to be completed in a sequence, with each stage being completed before the next stage can begin.

* Different project paths

You can have more than one critical path in a project, so that several paths run concurrently. This can be the result of multiple dependencies between tasks, or separate sequences that run for the same duration. The critical path in project management may contain all the important activities associated with a project, or it may not. In fact, the activities on the critical path are not always the most important parts of the project. At the same time, there will be tasks that are not on the critical path, but that still determine your project’s success.

* Resource Constraints

Traditional critical path schedules in project management are based only on causal dependencies. We’ve already marked these dependencies in our plan. (e.g., it’s impossible to cook the casserole without buying the ingredients). However, a project may have limited resources that need to be taken into consideration. These limitations will create more dependencies, often referred to as resource constraints. If you work on a team, you may split the project work between team members. In our example, while you’re choosing a date and venue and inviting people, one of your friends can make a playlist, and another can get the food and drinks. The tasks can be done in parallel, as on our chart above. However, if you’re the only person responsible for the project, you have a resource constraint because you can’t be in two places at the same time. In this case, your critical path will look different.

**Program evaluation and review technique (PERT),** is a technique adopted by organizations to analyze and represent the activity in a project, and to illustrate the flow of events in a project. PERT is a method to evaluate and estimate the time required to complete a task within deadlines. PERT serves as a management tool to analyze, define and integrate events. PERT also illustrates the activities and interdependencies in a project. The main goal of PERT is to reduce the cost and time needed to complete a project.

**PERT planning usually involves the following steps;**

* Identifying Tasks and Milestones, every project involves a series of required tasks. These tasks are listed in a table allowing additional information on sequence and timing to be added later.
* Placing the Tasks in a Proper Sequence, the tasks are analyzed and placed in a sequence to get the desired results.
* Network Diagramming, A network diagram is drawn using the activity sequence data showing the sequence of serial and parallel activities.
* Time Estimating: This is the time required to carry out each activity, in three parts: Optimistic timing; The shortest time to complete an activity and Most likely timing; The completion time

Inconclusion, PERT not only determines the time to complete a specific software development activity, but also determines the cost.

Question 3.

**Introduction,**

An assumption is a belief of what you assume to be true in the future. You make assumptions based on your knowledge, experience or the information available on hand.

Assumptions are supposed to be true but do not necessarily end up being true; Sometimes, they may turn out to be false, which can affect your project significantly. They add risks to the project because they may or may not be true.

Suppose in your planning example; you assumed that you will spend 80% of the grant or you pay interest to the donor. What will happen if, that spend target is not made, that means Your assumption is false, and your plan for spending is endangered.

For example, you have assumed that some equipment will be made available to you whenever you need it. However, the equipment is not provided when the time comes. Now, you are in a difficult situation.

Assumptions play an essential role in developing a risk management plan. Therefore, as a project manager, you must collect and identify as many assumptions as you can. It will assist you in developing a sound risk management plan. The following are a few instances of assumptions;

* You will get all the resources required by you.
* During the rainy season, cheap labor will be available.
* All relevant stakeholders will come to the next meeting.

Question 4.

A project rationale, is an argument in favor of implementing the proposed project by your organization.

Below is some importance to formulate a project rationale below,

* It gives a detailed explanation of why the project is required in the area. In other words, it describes the issues and problems the community is facing and how your organization and the proposed project will address them with the funding support expected from the donor.
* To convince the funder to get the grant for implementing the project. This section of the proposal can be very crucial because it is here that you get the funding.
* It gives an idea of what has been happening in the area prior to implementing the project. You can also refer to this section as the ‘problem statement’ since it analyzes the problem in an in-depth manner.
* It helps donors know a short description of your organization. After the donor has read and understood the problems and issues of the area, it may want to know why your organization is the best choice for addressing them. In the description of the organization, make sure you refer to your previous projects implemented similarly and you can highlight the innovative idea you have for this project.

Question 5.

Managing a project can be daunting. Whether developing a new website or building your dream house by the sea, you need to employ project management techniques to help you succeed. Below are five best practices at the heart of good project design which can help you to achieve project success.

**Define the Scope and Objectives**

Firstly, understand the project objectives. Suppose your boss asks you to organize a blood donor campaign, is the objective to get as much blood donated as possible? Or, is it to raise the local company profile? Deciding the real objectives will help you plan the project. Scope defines the boundary of the project. Is the organization of transport to take staff to the blood bank within scope? Or, should staff make their own way there? Deciding what's in or out of scope will determine the amount of work which needs performing. Understand who the stakeholders are, what they expect to be delivered and enlist their support. Once you've defined the scope and objectives, get the stakeholders to review and agree to them.

**Project Planning**

Planning requires that the project manager decides which people, resources and budget are required to complete the project. You must define what activities are required to produce the deliverables using techniques such as Work Breakdown Structures. You must estimate the time and effort required for each activity, dependencies between activities and decide a realistic schedule to complete them. Involve the project team in estimating how long activities will take. Set milestones which indicate critical dates during the project. Write this into the project plan. Get the key stakeholders to review and agree to the plan.

**Communication**

Project plans are useless unless they've been communicated effectively to the project team. Every team member needs to know their responsibilities.

**Tracking and Reporting Project Progress**

Once your project is underway you must monitor and compare the actual progress with the planned progress. You will need progress reports from project team members. You should record variations between the actual and planned cost, schedule and scope. You should report variations to your manager and key stakeholders and take corrective actions if variations get too large.

**Risk Management**

Risks are events which can adversely affect the successful outcome of the project. I have worked on projects where risks have included: staff lacking the technical skills to perform the work. For example. hardware not being delivered on time, the control room at risk of flooding and many others. Risks will vary for each project but the main risks to a project must be identified as soon as possible. Plans must be made to avoid the risk. This is known as risk management.

**Inconclusion,**

Following these best practices cannot guarantee a successful project but they will provide a better chance of success. Disregarding these best practices will almost certainly lead to project failure.

Question 6.

**Introduction,**

Project governance is the alignment of the project with stakeholders’ needs or objectives. It is critical for achieving organizational goals. It enables organizations to manage projects consistently and exploit the benefits of a project. It provides a framework which helps the project manager and sponsors to make decisions that suit both stakeholder needs and organizational.

**Type of Project Stakeholders**

Project stakeholders can be classified into two types; **Internal Stakeholders** includes, sponsor, internal customer, project team, program or portfolio manager, Management, another team’s manager of the company and **External Stakeholders;** These stakeholders are not directly involved but are engaged from outside and are affected by the project outcome which includes, beneficiaries, Subcontractors, supplier, The government, Local communities, Media among others.

Below are some of reason as to why stakeholders should be involved in project implementation,

**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.

**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.

**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.

**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. The final acceptance is just their final stamp of approval during the project closure phase.

Question 7.

**Introduction,**

An important beginning step is to create a revitalization vision. To educating the community about the project, it is useful to seek their concerns and vision of the project, and to incorporate them into the project goals. If the communication process identifies community concerns, it is important to explain when and where the specific concern may be addressed.

The following steps are suggested approaches for setting up a community involvement program:

* Establish educational programs so that groups or individuals can obtain timely, accurate information that enables them to have a meaningful influence in decision making. To increase readability, lengthy documents should be summarized into fact sheets and kept at the repository along with the full-length documents
* Encourage stakeholders to define a purpose for their participation. For example, solve problems, gain recognition or be part of the revitalization of their community.
* Define the decision-making process early, so that potential stakeholders can decide to participate and to what degree. Make expectations clear up front to minimize problems of trust later
* Customize materials to ensure cultural sensitivity.
* Provide a facilitator who is sensitive and trained in dealing with cross-cultural exchanges at all formal or informal public meetings. This is especially relevant for tribes and communities with a high percentage of minorities.
* Provide timely and frequent announcements of public meetings through local media and identify the source where interested community members can get more information.
* Develop sponsoring and co-planning relationships with community groups, ensuring them shared roles in developing agendas, setting of goals, and providing leadership and outreach

Reference,

https://sswm.info/index.php/humanitarian-crises/urban-settings/planning-process-tools/implementation-tools/project-implementation.

<https://pmstudycircle.com/2012/10/assumptions-and-constraints-in-project-management/>

<http://www.smarte.org/smarte/dynamic/resource/sn-community.xml.pdf>

https://proficientlearning.com/4-ways-stakeholders-are-important-to-a-project/

<https://www.invensislearning.com/resources/pmp/who-are-project-stakeholders-and-why-are-they-important-for-a-project>

<https://www.projectsmart.co.uk/project-management-success-with-the-top-7-best-practices.php>

<https://www.fundsforngos.org/free-resources-for-ngos/project-rationale-proposal/>

<https://www.techopedia.com/definition/12112/program-evaluation-and-review-technique-pert>

<https://www.wrike.com/blog/critical-path-is-easy-as-123/>

https://www.projectsmart.co.uk/project-management-success-with-the-top-7-best-practices.php