Certificate course in managing people and projects in emergencies

Africa Institute for Project Management studies

Assignment for module two

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**ASSIGNMENT FOR MODULE TWO:**

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

These are the following factors that affect implementation of a project:

1. Technical factors: every project is aiming at producing some output which may be an asset, or function by which inputs are transformed into outputs. Depending on the type of the project, production function involve is technical in nature. Therefore, it is essential for functionaries of NGOs to know the nature and form of the production process and the factors affecting it so as to be able to manipulate it to produce the desired results. In order to achieve the desired results, skilled and experienced technical staffs are essential in the implementation of the project.
2. Economic factor: there are economic factors which affect the society as a whole and financial factor which affect the individuals.

Financial analysis shows the need for investment, credit, stipend to trainees, honoraria etc., and other incentives for the successful implementation of the project, on the other hand, economic analysis allows the decision whether labour and other input to be used in the project should be remunerated at market prices or at shadow prices.

1. Commercial factors:

The commercial factors affecting the implementation of a project include the arrangements for marketing the output produced by the project and arrangements for the supply of inputs and credit needed to build and operate the project.

1. Social-cultural factors:

The social and cultural formations of the beneficiaries or the participants are important elements in project implementation as they can positively or negatively affect the project.

1. Political factors: NGOs and cooperates face challenges in implementing project from political groups. These politicians’ influences planning and implementation of these projects such as selection of beneficiaries etc. Hence, NGOs have to keep political considerations in mind and act on people participation.
2. Managerial Factors: managerial skills are essential in project implementation; these are necessary input for effective use of resources, resource mobilization, information management, monitoring system, assessment of the needs of project.
3. People participation; this is crucial for successful implementation of project. People participation provide view of how the project perceive and acceptance by the community and allowing the community to put insights which shows light to effectiveness of the project in meeting the actual needs. Therefore, it is necessary to find out factors and design specific strategy to enlist their participation.
4. Integration and coordination:

So many government and non-government agencies are undertaking programmes or projects at the same time, same area and same beneficiaries. The need for integration and coordination is essential for achieving optimal results and to avoid overlapping, duplication and wastage of scarce resources.

1. Explain any two methods for effective implementation of projects

* **Bar Charts:**

It is a diagrammatic representation showing various activities involved in a project.

It is developed by Henry L. Gantt in the nineteen fifties. 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. 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.

They are some activities in the projects which depend on other activities to

be undertaken first in order for it to be executed such are dependent activities

and other activities are independent.

* **Critical Path method (CPM).**

It is a resource- utilization algorithm for 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 activities required to complete the project
* The dependencies between the the tasks
* The estimate of time or 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 have identified which activities are on the longest or critical path, you can

more easily discern which activity can be delayed without making the project longer.

1. Identify an assumption that a project manager should bear in mind when executing project documentation.

Before an assumption can be stated, the following checking should be required.

* **Well founded:** the assumption should be well founded in order to have a good chance of materializing. For instance creating a strategic marketing plan and the marketing assumption include assuming no new legislation will affect your industry in the next six months, assuming a price will remain constant, or assuming your customers will want the new product you are releasing. If any of these assumptions are wrong or not justified. This will result in to the project failing to achieve its objectives.
* **Precise:** the assumption should be stated in operational terms rather hopes. Stating assumption in this manner may also serve to alert the project’s management to opportunities that may arise to make recommendations or exert influence, when appropriate, in order to increase the probability of an assumption materializing.

For example, project purpose or objective of, improved soil and water conservation through afforestation. Hence, the assumption is that there is appropriate land use policy.

* **Highly Probable:** a project based on a set of assumptions which are unlikely to materialize is in trouble before it starts. It should never be assumed that the target group wants the project. Reasonable efforts should be made to confirm this beforehand. Therefore, if such assumption were made and turned out to be untrue, the potential contribution of the project would likely be nil.

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

A project rational is an argument in favor of implementing the project by your organization. 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 the organization and the proposed project will address them with the funding support expected from the donor. This section of the proposal can be very crucial because it is here that you need to convince the funder that why it is absolutely necessary to get the grant for implementing the project. This section of the proposal is also referred to as project background since 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.

An important part of this section should be 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 or you can highlight the innovative idea you have for this project. (fundsforNGOs)

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

* Involve all relevant stakeholders in participatory process of project design.
* Undertake a thorough situation analysis to understand as much as possible about the project context as the basis for designing the project strategy and implementation process by involving primary stakeholders.
* Develop a logical and feasible project strategy that clearly expresses what will be achieved in terms of goal and purposes, and how the project will be achieved those are the outputs and activities.
* Agree and focus on cross-cutting issues.
* Plan for long term capacity development and sustainability to ensure that the project contributes to the empowerment and self-reliance of local people and institutions.

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

Stakeholder is any group or individual who can affect, or is affected by, the achievement of the project purpose.

Yes, Involvement of the stakeholders in Project implementation is crucial, because of common understanding and shared information and responsibilities between the organization and the stakeholder require for the decision making process of the project and its success. It is of wide benefits and importance as it leads to the following:

* Ensures that the project plans are reflection of the real needs and priorities.
* Develops an environment of trusts by allowing the voices of the stakeholders be heard and their issues be known.
* Makes the project accountable to the stakeholders.
* Enables the voices of the stakeholders to be heard and by doing that the level of trust in the relationship increases.
* Promotes transparency in the actions of the project and ensures that the project is held accountable for its actions.
* Increases ownership by stakeholder who feels the project is taking in account their views and motivates them to sponsor the project, which ultimately leads to sustainability.
* Is a key strategy to win support to the project, to gain commitment to the project, and ultimately to increase the chances for sustainability after has been completed.
* Involvements of stakeholders lead to empowerment of the project.

**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.

Communities are no longer seen as recipients of development programs; rather, they have become critical stakeholders that have an important role to play in the management of programs and projects in their areas.

Local community involvement or engagement is a vital part of many projects and the benefits of it are well documented, such as better outcomes for all stakeholders, community ownership and lower project costs.

An example of an organization doing community participation well is Onevillage partner (OVP) in Sierra Leone. This organization is working to improve access to sanitation in the remote villages, and their project aimed at constructing latrines. The OVP organization made a priority to listen to the community’s concern before starting a project. Therefore, they have established community action group who meet to decide on the top priorities that need to be addressed in their villages and this group decided they want to focus on improving sanitation.

In addition to listening to the community’s voice initially, there also needs for community participation throughout the project. Hence- the community members participated through the project planning, construction, and implementation. The community participation throughout the process passes on important skills, ownership of the project by the community and empowerment of the community members to continue the project, even when the organization leaves. (Ruff, 2017)

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