**Assignment 3**

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

Here is a look at a few factors that affect project management.

A number of technical, economic and other factors affect the implementation of a development programme. Knowledge about the nature, magnitude of the effect of each of these factors is necessary for development managers to be able to implement and manage the programme efficiently and effectively. Similarly knowledge is also necessary for development policy makers and planners of NGOs to formulate realistic policies and plans for development.

**1. Technical Factor**

A project format can accommodate diverse activities or endeavours. An enormous variety of development activities may usefully be cast in project form. From technical point of view, projects of NGOs may be as diverse as irrigation, livestock, development, health, education etc. Every project is aimed at producing some output which may be an asset, or a commodity, or a function by which inputs are transformed into outputs. Production function involved is technical in nature.

It is necessary 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. Skilled and experienced technical staff with enthusiasm are essential for specifying the crucial technical factors involved in the implementation of a project.

**2. Economic and Financial Factors**

The economic factors affecting a project are relevant from the point of view of the society as a whole where as financial analysis takes the viewpoint of the individual participants.

Financial analysis reveals 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 us to decide whether labour and other inputs to be used in the project should be remunerated at market prices or at shadow prices.

**3. Commercial Factors**

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

On the output side a careful analysis of the proposed market for the project's production is essential to ensure that there will be an effective demand at remunerative prices. On the input side, appropriate arrangements must be made for the project participants to secure the supplies of

raw material and infrastructure. Facilities of credit to farmers, artisans and trainees to purchase various tools, raw materials etc. should be made to ensure successful implementation of a project.

**4. Socio-cultural Factors**

The socio-cultural factors affecting the implementation of a project include the stratification of the project participants based on caste and religion, social customs and traditions, mores and taboos, distribution of project benefits among the clientele of the project, impact on environment and quality of life in general. Many projects have failed because they didn't meet the social objectives of their clientele. V.K.R.V. Rao has rightly attributed the failure of planning due to "its lack of cohesion with social factors and the impediments imposed by the social and cultural forces."

**5. Political Factors**

NGOs have faced many challenges in implementing their projects due to political outfits. Many NGOs, left the area, few fought with politicians and few compromised and accepted subordination. With the decentralization, people’s elected representatives have been given due place in planning and implementation viz. selection of beneficiaries. Sometimes these NGOs act to satisfy their vested interests. So, NGOs have to keep political considerations in mind and act on people's participation.

**6. Managerial Factor**

Managerial skills are a necessary input for NGOs for the optimal use of resources, resource mobilization, information management, monitoring system, assessment of the needs of project participants. It is unfortunate with the NGOs, that most of NGOs have no professional development manager, for the very reason that support to NGOs is project based and expectations of these professional managers are greater.

**7. People’s Participation**

The implementation of area specific development project is very difficult without the active and widespread participation of its clientele. Sometime community is project partner to NGOs and NGOs have become ‘corporate partner’ to funding agencies. Many factors may motivate people to participate in a project or refrain from participating. It is necessary to find out factors and design specific strategy to enlist their participation.

In few areas, NGOs have been successful in enlisting the support and participation of local community in the implementation of development projects. But that is more because of the charismatic personality of the project leader and less because of any institutional innovations that can be replicated in a large scale elsewhere. Rauanan Weitz has distilled some simple thumb rules for enlisting people's participation. These are:

(i) Create a human relationship.

(ii) Know the traditions and social customs of the project participants.

(iii) Introduce programme gradually and adapt them to the ability of the target population to enable it to absorb the change involved.

(iv) Get yourself a partner from amongst the local leaders.

(v) Encourage and promote development leadership among both the project employees and the local people.

**8. Integration and Coordination**

Many government and non-government agencies are undertaking development programmes at the grass-root, same time for the same area and same beneficiaries. It is essential that different development programmes under way in an area be integrated and coordinated for optimum results, otherwise it creates over lapping, duplication and wastage of scarce resources.

**Q2.Explain any two methods for effective implementation of projects:**

1. **Bar charts:**

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.

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.

1. **Network based scheduling:**

For a rural development project having large number of activities, the project scheduling becomes very complex. Network scheduling techniques can keep away from time over-run and cost over-run. These are:

Critical Path Method (CPM) and Programme Evaluation Review Technique (PERT). CPM was developed in the year 1957 by Morgan R. Walker of Du Pont and James E. Kelly of Remington Rand.

**Activity:** An activity is an identifiable job that has a beginning and an end. An activity consumes resources like time, human resource, money and material like organizing health camps in villages, farmers training may be called activity. An activity is represented by straight arrow with circles at both the end. The direction of the arrow indicates the direction of flow of the project. The length of the arrow doesn't represent duration of activity. Circle in the beginning of arrow represents the starting point of activity, while circle placed at end of the arrow represents the finishing point of activity.

**Concurrent Activities:** The activities that can be carried out concurrently are called concurrent activities. As in earlier case, fixing of doors and windows and electrification are concurrent activities and can be carried out concurrently since they do not depend on each other.

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

**Dummy Activity:** Dummy activity is an imaginary activity included in a network. Since it is not a real activity, it does not consume resources but it is included in a network to maintain the network logic and to avoid ambiguity. It is represented by a dotted arrow.

**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.

**Q3. Identify an assumptions that a project manager should bear in mind when executing project documentation?**

We always make assumptions and are bound by constraints, and we always deal with them in our daily life. For example, suppose you plan to go shopping at a big mall, which is far away from your home. It will take one hour to reach there by car.

You assumed that you would leave your home around 6:00 PM and reach there by 7:00 PM. After that, you can enjoy shopping.

This was your assumption. What about the constraints?

At first glance, you can think of two constraints. The first constraint is the amount of money to be spent on shopping. If you have $500 in your hand, it won’t cost you more than this amount. This is your first constraint. The second constraint can be the mall’s closing time. You cannot continue your shopping after this time if the mall closes at 10:30 PM. You have to wrap up everything before this time.

Likewise, projects also have assumptions and constraints. It is necessary for you to understand them if you want to complete your project successfully. A successful project manager always keeps an eye on his project’s assumptions and constraints and understands them perfectly.

The assumptions and constraints can be identified and documented throughout the project’s life cycle. These parameters play a vital role during the planning process. Your [risk management](https://pmstudycircle.com/2013/05/what-is-risk-management/) plan is heavily dependent on assumptions. It might affect your project’s outcome if you failed to analyze them properly.

The assumptions and constraints are an essential aspect of your project. Although they are not managed like the requirements or [risks](https://pmstudycircle.com/2012/02/types-of-risks-and-various-risks-related-terms/), proper documentation of them helps to protect you from many potential issues.

You can find your project’s assumptions and constraints in the project scope statement.

**Assumptions**

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. These are anticipated events or circumstances that are expected to occur during your project’s life cycle.

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 our shopping example; you assumed that it would take one hour for you to reach the destination. What will happen if, due to traffic, you don’t reach the mall on time?

Your assumption is false, and your plan for shopping is endangered.

This can also happen to your project.

For example, you have assumed that some particular 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](https://pmstudycircle.com/2013/07/a-short-guide-to-project-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](https://pmstudycircle.com/2012/03/stakeholders-in-project-management-definition-and-types/) will come to the next meeting.

**Constraints**

Constraints are limitations imposed on the project, such as the limitation of cost, schedule, or resources, and you have to work within the boundaries restricted by these constraints. All projects have constraints, which are defined and identified at the beginning of the project.

The PMBOK Guide recognizes six project constraints: scope, quality, schedule, budget, resource, and risk. Out of these six, scope, schedule, and budget are collectively known as the triple constraints.

A constraint can be of two types:

Business Constraints

Technical Constraints

Business Constraints

Business constraints depend on the state of your organization; for example, time, budget, resource, etc.

Technical Constraints

Technical constraints limit your design choice. For example, let’s say you’re constructing a pipeline, and according to the design, your pipeline should be able to withstand a certain amount of pressure. This pressure limit is your technical constraint.

So now you know that every project has constraints; therefore, you must identify all your project constraints (such as any milestone, scope, budget, schedule, availability of resources, etc.), and develop your plan accordingly.

Constraints are outside of your control. They are imposed upon you by your client, organization, or by any government regulations.

There is an interesting fact about the constraints: If the constraints become false or are no longer valid, it is more likely that your project will benefit from it.

The following are a few instances of constraints:

You must complete 25% of the work within the first 30 days.

You have to work with the given resources.

You will be given only two site engineers.

**Summary**

As you can see how important the assumptions and constraints are for your project. An assumption is anything you think to be true but there is no guarantee, and a constraint is a limitation on you and your project. Assumptions and constraints can be anything; they might be related to human resources, budget, time or any kind of functionally.

Assumptions need to be analyzed, and constraints need to be identified.

As a project manager, you must analyze how assumptions and constraints affect your project and what will happen if any assumption fails or any constraint gets resolved or turns out to be false. If you handle your project constraints and assumptions appropriately, it will help you deliver your project on time while meeting stakeholders’ expectations.

Here, is where this blog post ends. I hope that you now have a better understanding of assumptions and constraints.

If you have something to share, do so through the comments section below, and I will be happy to respond to your comments.

**Q4. When designing a project proposal, why is it important to formulate a project rationale?**

project rationale is an argument in favor of implementing the proposed project by your [organization](https://www2.fundsforngos.org/tag/organisations/). 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](https://www2.fundsforngos.org/tag/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.

And it can also defined as : The Problem Statement/Project Rationale gives an explanation about the issue that is being addressed by the project. It also argues in favor of implementing the project in the proposed area in the existing conditions. It is very critical that we give evidence to what we are writing in this section of the proposal. Evidence can be in form of other research, existing literature or data collected by the [organization](https://www2.fundsforngos.org/tag/organisations/) itself.

A rationale statement is a written statement identifying a particular teaching method, film or literary work. It is the framework for planning the particular topic being written about.

A rationale statement articulates reasons why the writer uses a particular method or work regarding a topic in discussion. They are also used to gain approval for a seminar or workshop one wishes to attend. These statements support a person’s views on the topic and are typically two or three sentences long and describe a method or work.

Rationale statements are designed to inform readers of the impact the knowledge and techniques will provide the recipients. Teachers often create rationale statements to inform administrators how their particular teaching methods will impact students.

Rationale statements are often used when teachers desire an opportunity to attend a workshop or conference. The rationale statement is created and given to the administrator. The statement informs the administrator of the primary benefits the workshop or conference provides the teacher that will be passed on to students.

**Q5. Explain any five good practices in project design.**

Managing a project can be daunting. Whether planning your wedding, developing a new website or building your dream house by the sea, you need to employ project management techniques to help you succeed, below is five good practices in a project design:

**The Details**

The project design includes everything from who is responsible for completing the project to a description of the project, its goals, outcomes and objectives. It describes when these goals, outcomes and objectives will be reached, and the major deliverables, products or features that will be completed. The project design also estimates the budget and outlines how to monitor and evaluate progress, there can be more than one design presented to stakeholders, who can then choose which they think best suits their needs.

**The Structure of Project Design**

How do you design a product to deliver on its promise? It’s difficult! But project management has a process, there are steps to take for defining projects and developing an implementation strategy. They are the most important steps in a project. Therefore, you want to involve your team and stakeholders in the process to make sure you’re covering all the bases. Take the time to complete this stage thoroughly.

**What’s the Vision?**

What’s your vision for the project? This isn’t some pie in the sky hope, but a vision statement, which envisions a problem that needs resolution. That means clarifying the reason for the project. The [vision statement](https://www.projectmanager.com/blog/guide-writing-perfect-vision-statement-examples) is a formal document that states the project’s potential. It’s presented to stakeholders to show the viability of the project and its benefits, It isn’t a long, detailed document. You can have a short, idealistic vision in terms of the outcome of the project; after all, this is how you *sell* the project. So, paint a picture of the project’s success, and place it in a larger context.

**What’s the Problem?**

To support that vision document, you need to identify a problem that needs solving. Therefore, a needs assessment is often required, so you can see the obstacles the business is encountering. This will align the problem you’re addressing with the organization and its strategy. It will also provide you with the necessary data to design an optimal solution for the problem.

To begin, what information are you gathering? What sources are there for that information, and how will you then gather the information? Next, analyze and determine the problems that your project is being created to resolve. Collect those results in a document.

**Who and What Resources?**

Next you need to recognize the necessary resources to get the project done. Resources are anything from people to equipment to the facilities necessary to complete the project successfully.

A good way to figure out the resources is the same way journalists approach a news story, with the Five W’s: who, what, where, when and why. Who do you need to execute the project, what [resource management tools](https://www.projectmanager.com/software/use-cases/resource-planning-software) are required, where will the work be done, when will the project start and end, and why are these resources needed?

**What Are the Project Goals?**

You can’t achieve your goals if you’ve not first identified them. A goal is something at the end of the project that is both observable and measurable. A goal coincides with the resolution of a problem.

Create a goal statement that explains how the goals are addressed in the project. To do this well, apply the [SMART method](https://www.projectmanager.com/blog/how-to-create-smart-goals), which stands for specific, measurable, achievable, realistic and time-relevant. Each goal should be defined by these terms.

**What’s the Project Strategy?**

To achieve the project goals there must be a strategy in place. A strategy is a process to reach the goals of the project within the project constraints, such as its resources, schedule, budget, etc. How can a strategy be created to achieve the project goals?

Consider precedent and look back on similar projects from the past and what they might have shown in terms of the pros and cons of their applied strategies. Best practices for project management is always a good foundation, and then build a strategy incrementally, creating a pathway to success.

### What’s the Contingency Plan?

Any project manager knows that very few things proceed as planned. There needs to be backup plan to respond quickly and rightly to issues as they arise in a project. Therefore, this must be included in your project design.

[Look for the negative risks](https://www.projectmanager.com/blog/risk-management-process-steps) inherent in the project. They are embedded in various places, such as teams, which might lack skills, have unavoidable absences, turnover, etc. Schedules can be plagued with delays. Scope might have been poorly defined. Costs are underestimated, or funds dry up. Have a plan to address these risks.

### What’s the Evaluation Plan?

A project must always be under evaluation. [An evaluation plan](https://www.projectmanager.com/blog/improving-project-evaluation-process) will help you monitor the project, and maybe even alert you when it starts to veer off track. Use this plan to analyze the components of the project, the outcomes and impacts.

Outcomes are measurable changes, while impacts are how well the project goals are being achieved. Therefore, the evaluation plan is a detailed document that defines a criteria to determine the project effectiveness and efficiency by tracking progress on all aspects of the project.

### What’s the Budget?

The budget outlines the financial resources that drive the project. A budget will assign a cost to each of the of the project requirements. [Creating a project budget](https://www.projectmanager.com/software/use-cases/project-budgeting-software) means formalizing financial resources that will be allocated to the project. This begins with choosing a way to estimate costs, identify impacts and report on the evaluation.

### What’s the Project Proposal?

All of this leads to a project proposal to explain why the project should be executed and what its benefits are. The previous steps are summarized, writing out the vision of the project and a brief description of the problem that it speaks to. Then state the goals of the project and outline the strategy that will be used to achieve those goals.

**Q6. Is it important to involve stakeholders in project implementation, explain your answer?**

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 customer’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.   
  
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. 

**1. 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.   
  
**2. 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.   
  
**3. 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 can’t 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.   
  
**4. 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.

**Q7. 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.**

Today, more informed and sophisticated communities demand transparent and effective processes that enable community involvement in decision-making. Increasingly, public input and participation is expected and, in most cases, demanded at the earliest stages of a project’s design. Host communities need to understand the full implications of a project at concept stage, so that there is opportunity for concerns to be raised and addressed.

Planning and design processes are more likely to be aligned with community views if these views are directly reflected in concept development, and feedback is provided on how the input influenced the decision. Such early engagement can assist in establishing strong relationships that can continue throughout the implementation and operational stages of projects. Regular engagement at each stage of a project is more likely to reveal important issues and provide valuable feedback as a project develops.

The public also has legitimate expectations from consultation, genuine public consultation has been a legal requirement in the most of the countries.

Kind regards

Ahmad Oudat