***MODULE TWO (2) ASSIGNMENT***

***for***

***DIPLOMA IN EFFECTIVE MANAGEMENT OF PROJECTS AND ORGANIZATIONS’***

***Submission on 31st/March/2019***

***This assignment is done without much references apart from the module’s guide only due to absenteeism of the guides that were to be use as my references for all the 4 course’s modules and which were supposed to be downloaded but weren’t there in my Library in online learning centre that was proven by having downloaded the rest all.***

***Therefore, I am so much worry about not downloaded references since all modules requires the references which would have been good with the selected and send for me references from the Institute to use for my effective and easy studying than googling the references using this unreliable network we are having here.***

***Thanks,***

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***MODULE TWO QUESTIONS***

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

The following factors of technical, economic and Financial, Commercial, Socio-culture, Political, Managerial, People’s participation, Integration and Coordination factors that 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, necessary Knowledge for development policy makers and planners of NGOs to formulate realistic policies and plans for development.

* 1. **Technical Factor**

Diverse activities or endeavours are accommodate by project format and cast in an enormous variety of development activities. NGOs’ projects may be as diverse as irrigation, livestock, development, health, education etc. from technical factors view’s point. Producing some output which may be an asset, or a commodity, or a function by which inputs are transformed into outputs are every project’s aimed and 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.

* 1. **Economic and Financial Factors**

The economic factors are relevant from the society point of view as a whole whereas financial analysis takes the viewpoint of the individual participants while 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 side of 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.

* 1. **Commercial Factors**

As factors affecting the implementation of 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. 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 output side while appropriate arrangements must be made for the project participants to secure the supplies of raw material and infrastructure on Input side. The following facilities of credit should be made to ensure successful implementation of a project to farmers, artisans and trainees to purchase various tools, raw materials etc.

* 1. **Socio-cultural Factors**

As factors affecting the project’s implementation include the process of formatting (stratification) of the project participants based on religion and caste, distribution of project benefits among the clientele of the project, mores and taboos, social customs and traditions, impact on environment and quality of life in general and that’s why many projects have failed because they didn't meet the social objectives of their clientele like has rightly attributed **V.K.R.V. Rao** that the failure of planning is due to "its lack of cohesion with social factors and the impediments imposed by the social and cultural forces."

* 1. **Political Factors**

Political factors affecting the implementation of project due to its outfits that made most of the NGOs faced many challenges in implementing their projects, leaving the areas of operations, few fought with politicians and few compromised and accepted subordination and with the decentralization, people’s elected representatives have been given due place in planning and implementation viz. selection of beneficiaries and these NGOs act to satisfy their vested interests sometimes. Therefore, NGOs have to keep political considerations in mind and act on people's participation.

* 1. **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 which is also very unfortunate with the NGOs that most of most of them have no professional development manager, for the very reason that support to NGOs is project based and with greater expectations of these professional managers.

* 1. **People’s Participation**

The Community sometimes is a project partner to NGOs and NGOs have become ‘corporate partner’ to funding agencies and the implementation of area specific development project is very difficult without the active and widespread participation of its clientele of which there may be many factors that motivate people to participate in a project or refrain from participating. Therefore, it is necessary to find out factors and design specific strategy to enlist their participation and in few areas, NGOs have been successful in enlisting the support and participation of local community in the implementation of development projects but that’s 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 as **Rauanan Weitz** has distilled some simple thumb rules for enlisting people's participation. **These are:**

1. Know the traditions and social customs of the project participants.
2. Create a human relationship.
3. Get yourself a partner from amongst the local leaders.
4. Introduce programme gradually and adapt them to the ability of the target population to enable it to absorb the change involved.
5. Encourage and promote development leadership among both the project employees and the local people.
   1. **Integration and Coordination**

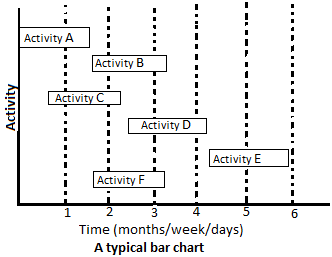
It is essential that different development programmes under way in an area be integrated and coordinated for optimum results, otherwise it may create over lapping, duplication and wastage of scarce resources as many government and non-government agencies are undertaking development programmes at the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

1. **Explain any two methods for effective implementation of projects**

**The project functionaries should use some methods for effective implementation to complete in time frame and budget and that involves many activities.**

1. **Bar Charts**

The first developed by Henry L. Gantt is sometimes referred as Gantt chart. Bar chart is a pictorial representation showing various activities involved in a project and has two coordinate axes where one axis represents the activities and the other axis represents the time required for completion of the activities of individual.



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

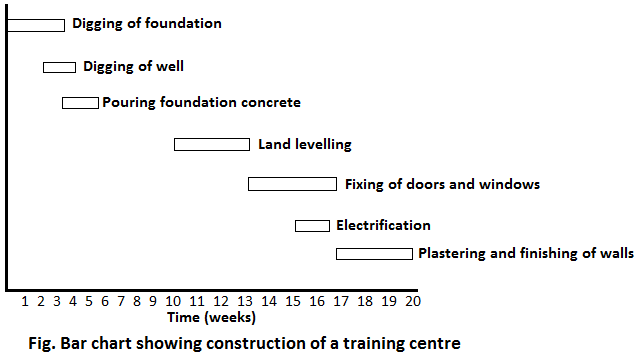
**The following are some of the activities involved in the construction of a training centre:**

|  |  |
| --- | --- |
| **Activities** | **Time Required** |
| Digging of foundation | 3 weeks |
| Pouring foundation concrete | 1 week |
| Construction of walls | 10 weeks |
| Construction of roof slab | 3 weeks |
| Land leveling | 4 weeks |
| Fixing of doors and windows | 1 week |
| Digging of well | 2 weeks |
| Plastering and finishing of walls | 2 weeks |
| Electrification | 1 week |
| **Total** | **27 weeks** |

**The activities above can be depicted in a bar chart after identifying their logical sequence as below.** Like, if water required for the construction work is not available at the project site, then the activity ‘digging of well’ takes priority informing us assume that water required for the construction work is not available at the project site and it’s not easy to procure water from outside.

**Under these circumstances consider the following two activities-**

* **Digging of foundation** and **Digging of well.**

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Since digging of well is the first activity that should be started due to requirement of water is essential for the construction work and digging of foundation activity need not to wait till the digging of well is completed. Water is required only for brick and concrete work and hence both the activities viz digging of well and foundation can be done together. As we look at the bar chart, the total time required for the completion of the project is 20 weeks.

1. **Network Based Scheduling**

As for a rural development project having large number of activities, the project scheduling becomes very complex. Network scheduling techniques can be kept away from **time over-run** and **cost over-run.**

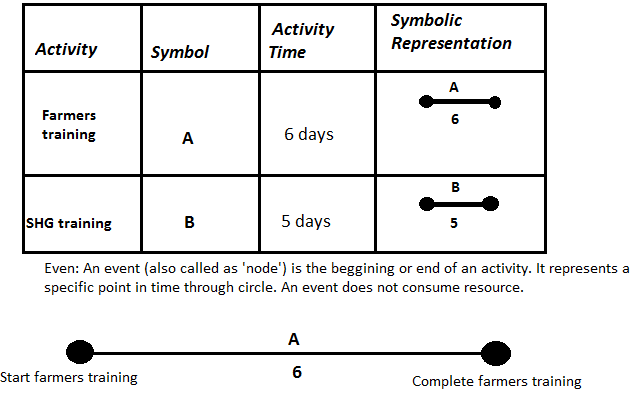
These are:

**Critical Path Method** (**CPM**) and **Programme Evaluation Review Technique** (**PERT**).

**Critical Path Method** (**CPM**) was developed in the year 1957 by **Morgan R. Walker of Du Pont** and **James E. Kelly of Ramington Rand.**

**Activity**: An activity is an identifiable job/work 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 as blow.

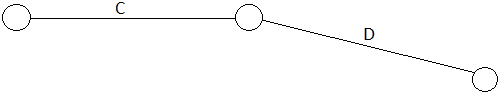
**The symbol of the activity and its duration is represented as under:**



**Relationship among activities:** Activities of the project are interrelated in relationships.

**Concurrent Activities:** Are activities that can be carried out at the same time/simultaneously or concurrently and as in earlier case, fixing of doors and windows and electrification are concurrent activities and can be carried out concurrently/together since they do not depend on each other.

**Preceding Activity:** Is an activity that occurs immediately before a given activity.

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**Activity ‘C’** is the preceding activity for activity **‘D’**.

**Dummy Activity:** Is an imaginary activity included in a network and 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, as below:

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**Critical Path Method (CPM):** Is 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** and it’s the **critical path** that sets the overall duration of the project. E.g. 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**. Due to closely relationship of time and cost, saving time usually leads to savings in costs and both **PERT** and **CPM** have been adapted and applied explicitly to costs. E. g, they can 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 and use extra labour to reduce the duration of an activity, for example, 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 and there have been responsive causalities over these agitations and there have been deadlocks on such projects.

1. **Identify an assumptions that a project manager should bear in mind when executing project documentation**
2. **Highly probable**: Is a critical point which a project is based on a set of assumptions which are unlikely to materialize is in trouble before it starts where some assumptions may obviously be more important than others, ranging from the highly desirable to the absolutely indispensable and is quite unlikely that a project which is based on several essential assumptions of which, each has only a limited chance of being realized that will be successful.
3. **Precise:** The assumptions should be stated in operational terms rather than hoping vaguely. Therefore, not “Researchers will have access to all necessary data” but “The project’s data cell will provide the necessary statistical data by the 1st of the mentioned month.” Stating assumptions 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.
4. **Well founded:** Is when the planner may wish to add why the assumption has a good chance of materializing after stating each assumption, e.g. legislation to reduce import duty on raw material for handloom industry by 25% will pass by 1 January where the Ministers of the two (2) Ministries have announced their support and the trade union has made an official representation and a parliamentary drafting committee has been established. This suggests that some checking is often required before an assumption can be stated, e.g. high chronic underemployment in an area where a rural labour intensive road project is planned does not necessarily mean that sufficient manpower will always be available; it could turn out that key project phases requiring peak manpower levels coincided with the harvesting or marriage season.

Note: Do not list **(a) prior obligations and pre requisites or (b) inputs to be provided by one of the partners to the project** under assumptions**;** these are not things over which the partners to the project have no control and should never be assumed that the target group wants the project but reasonable efforts should always be made to confirm this beforehand. This is not to suggest that the target group is bound to accept the eventual recommendations or findings of the project, but merely that the target group or their spokesmen or people’s elected representatives agree that the project should take place. If such an assumption were made and turned out to be untrue and the potential contribution of the project would likely be nothing. Thereafter,

1. **Assumptions (Immediate objective to development objective)** What events, conditions or decisions outside the control of the project are necessary so that the achievement of the immediate objective will contribute to the attainment of the development objective?
2. **Assumptions (outputs to immediate objective)** List the assumptions necessary so that the immediate objective will be achieved once the outputs have been produced.
3. **Assumptions (activities to outputs)** List the assumptions, in addition to the activities listed which are necessary for the production of the outputs.
4. **Assumptions (inputs to activities)** List the assumptions necessary in order for the activities to be undertaken once the inputs are available. Once the assumptions have been listed, verify that:

**(a)** Planned performance, at each level, together with the assumptions, create the necessary and sufficient conditions for progress to the next level.

**(b)** Each assumption has a strong probability of materializing.

**(c)** Whenever possible, assumptions are stated in operational terms so that project management can recommend or inspire action by others to increase the probability of an assumption materializing.

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

**It is important to formulate a project rationale when designing a project proposal because the planner may wish to**

* Explain the reasons for recommending a particular approach or strategy.
* Discuss why, under the circumstances, the proposed solution is considered more timely or acceptable than some obvious alternatives.
* Add information essential to an understanding of the project, or to develop any aspect of the previous steps which requires further amplification.
* Discuss why it is the organization that should be conducting this project, or describe how the project fits into a unified, integrated, coordinated or multi-disciplinary approach.

However, this section is optional; it may be used if the balance of the project document does not adequately convey the reasoning underlying the recommended approach.

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

There below are any five good practices in any design process of a development intervention which are critical during formulation, start-up and when any revision of the project is undertaken.

1. **Undertake a thorough situation analysis**, together with primary stakeholders, to learn as much as possible about the project context as a basis for designing a project strategy and implementation processes that are relevant.
2. **Build in opportunities** and **activities** that support learning and enable adaptation of the project strategy during implementation in regards to the personals rendering the work/project implementation.
3. **Develop a logical** and **feasible project strategy** that clearly expresses what will be achieved at the end (**goal** and **purposes**) and how it will be achieved during the evaluation during and at the end of the project (**outputs** and **activities**).
4. **Involvement of all** relevant stakeholders in participatory processes of project design, that would fav a way for the project implementation during its time.
5. **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 of the projects.
6. **Is it important to involve stakeholders in project implementation, explain your answer?**

**Yes,** it’s important to involve all the stakeholders in project implementation due to the following reasons:

1. **when have involved the stakeholders, it’s important for:**

* Ensuring that the project strategy is appropriate to local circumstances
* Inspiring them to identify, manage and control their own development aspirations, and so empower themselves
* Building the partnerships, ownership and commitment needed for effective implementation.
* Ensuring that the project goals and objectives will be relevant and, as a result, meet the real needs of the rural poorness and involve sharing perspectives and negotiating differences.

Stakeholders involvement can be in many different ways which includes; comprehensive participatory rural appraisal (PRA) processes, informal discussions and planning workshops though people’s physical presence is not enough, some very poorly designed projects have included many local people who did not participate freely and ensuring high-quality participation is key and will require creating project structures that can respond to people’s requests. Early on local participation can also be cost-effective in the long run.

1. **When have not involved the stakeholders, the following problems occurred:**

* Couldn’t allow them to identify, manage and control their own development aspirations.
* The project goals and objectives wouldn’t be relevant and as a result will not meet the real needs of the rural poorness.
* The project strategy will be inappropriate to the local circumstances.
* Couldn’t build the ownership, partnerships and commitment needed for effective implementation of project.

Involving the entire community then the idea of a ‘community’ that one consults is quite simplistic and can cause problems. E.g. if implementing partners or project staff consult a community, they will demand all their local voices to be heard.

If the investment hadn’t been made up front, much money would have to have been spent later for one-way information campaigns before and during project implementation.

If causes condition on which side of the community will be listened to and if they have different opinions/opinions because what is good for one community is not necessarily good for another community.

**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.**

**Yes, I agree**. The local community where a project is or to take place is a very important ingredient when it comes to decision making on project implementation because of the following Examples;

• Identification of the forums and processes that will be used to involve stakeholders in project review and adaptation and build in flexibility to respond to unplanned opportunities when have designed the process as well as objectives, at the higher levels where local communities had a strong sense of group action, when local youths will see that the project is beginning to develop, they will start to participate voluntarily in certain aspects, lending a hand with seedling protection, community health and water supplies. The project will be able to involve them in implementation and Monitoring & Evaluation and so gains valuable support and informal feedback on the field situation.

• Being explicit about uncertainty instead of trying to force specificity, explain what one simply do not yet know such as exactly how communities will want to administer local development funds and explain what is unknown and how and when project management should be clear on the issues that may arise, which means suggested targets should be approximated. State The quantitative targets as being approximate and describe how the project could revise them if necessary must be sated and the log frame should be regarded as indicative as it will need to be reworked by its stakeholders in the course of implementation

• Focusing on clear goals (impacts) and purposes (outcomes), rather than over specifying activities and outputs. Project design teams commonly over-specify activities and spend time on the overall goal, then they fill the in-between steps with hastily formulated purpose (s) or outcomes and on top, these interim levels are the most important parts of ‘managing for impact’ so require most of the attention and is approach that can also have secondary benefits. The project management and the cooperating institution were given the authority to adjust the components and outputs in the design to respond to locally expressed targets, this more flexible design also increased the involvement and ownership of the project by the primary stakeholders.

• Making it explicit that the project strategy and log frame matrix should be revised each year, annual adjustments to the log frame are increasingly accepted and expected that a project design can indicate when and with whom this will take place.

• Building in mini-research phases at key moments because not all issues of relevance to a project can be anticipated ahead of time but listed as an activity and budget for ‘focused studies’ to answer questions about the project’s context that may arise. E. g. if the project is testing a new kind of micro-credit scheme, then before this is expanded, a focused and detailed interim evaluation is needed.

• Budgeting for experimentation and for the unexpected evens if the project is testing a new approach, then the budget should reflect this and more money should be allocated to later years when there is more certainty about expanding the approach and leave also a portion of the budget and staff time for activities that do not fit into established categories which in some companies that must innovate to survive, the researchers can spend 10% of their time on activities of their own choosing which allows them to respond to unexpected opportunities.

• Making ‘adaptive management’ as a key function in the terms of reference for senior management and partner contracts when hiring managers and selecting partners by select those who can balance uncertainty with being clear about poverty reduction goals of the project.

Therefore, without the such like the above stated/mentioned seven (7) examples from many others, then the project’s implementation could not be effective in its being carried out in the community concern because any project will require many adjustments and all the relevant project’s needs during its life or sustainability regardless of its ending or expansion.

**Reference:**

Module (Two). Developed from the guiding Notes.