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Course Work: Three

NAME: ANGELO ACHIRE OKOK LOGOLOM

RE: DIPLOMA IN PROJECT PLANNING AND MANAGEMENT.

**Muthaiga Shopping *Centre, 4th flr, Limuru Rd. Nairobi, Kenya, Tel: +254 -727-616-783 / +254 -702-953-398***

MODULE THREE QUESTIONS

1. Explain the factors that affect implementation of a project

Many NGOs are faced with problem of implementations of a project due to the factors involved either at initial stage of the planning or at the implementation process. Some factors can be either naturally or artificial. Factors that affect the implementations of a project may be summarized as follows:-

**Technical Factors**

Any project is aimed to produce some output which is an asset Skilled and experienced technical staff with enthusiasm are essential for specifying the crucial technical factors involved in the implementation of a project.

Every project is aimed at producing some output which may be an asset, or a commodity, and it’s technical in nature. The project should recruit skilled and experience technical staff to implement the project, for example, project need to recruit a finance person to manage budget, or recruit education officer to implement education project etc. This will effectively produce project results

**Economic and Financial Factors**

Sometimes it very difficult for the common person/ community to understand the economic and financial factor / constrains. Many think that once the project is funded there is money to run the project without considering the currency devaluation, donor funding constrains, money if approved but not released to the organization`s account, bank charges, exchange rate, all those will affect the project implementations against the planning period / time if alternative is not found.

**Commercial Factors**

Commercial factor is not handled well at the beginning could be of a dangerous lost to the project partners. Lack of raw material /increase in price can reduce production. Transportation of production to the market venue this include, market infrastructure and market locations. Media are key in the advertisement of the projects locations, products, and training of local staff to manage the project are equally important.

**4. Socio-cultural Factors**

V.K.R.V. Rao has rightly attributed the failure of planning due to "its lack of cohesion with social factors and the impediments (obstacles) imposed by the social and cultural forces." I can agree with the statement, for example, in Cameroon, the community in Cameroon as a country are divided along the border line of English and France speaking community, so opening and English School in the South where France is a national language, may fail, because they will not get employment in Yaoundé. Two years ago the government closed all the government English School in the Capital city. This is one of the example

**5. Political Factors;**

Political factor can be one of the most serious one. Some leaders will want the project to be implemented in their home land where the project is not viable due to natural factors, but politician will use this opportunity for political gain. Some project may not proceed because of civil unrest, sometimes the community are misinformed. Example, in one of the biggest Internal displace Camp in Maban County, community were misinformed that foreigners are occupying the national positions which was meant for them, the nationals. This impact riot, vehicles were damaged, offices burnt and most NGOs were forced to relocate and lay off some staff. This is some of the bad political implications that affect the project operations.

6**. Managerial Factor**

A good manager should have a managerial skills, he/she has an obligation to manage the use of resources, resource mobilization, information management, monitoring system, assessment of the needs of project participants and operations. It is unfortunate, that most of NGOs have no professional development manager, this could be due to project contract limitation based on donor funding. Recruitment of skills and experience managers are asset to the project. Without a good manager the project may loose direct.

7. **People’s Participation**

People participation in project implementation is very crucial, some community may finance the project, and other may act as granters while others may refrain from participating if not well informed. Many NGOs have been successful with the support and participation of local community in the implementation of development projects. This is because they want to own the project and expand it. In Kapoeta a Local Community Organizations managed to open most of the schools which was closed in the cattle camp for some reasons, properly by using Rauanan Weitz rules of:-

(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**

In any development integration and coordination is necessary to avoid duplications of work whereby you find that the beneficiary are not benefitting fully, but many resources are granted to support the indigenous. To avoid this there should be monthly coordination meetings, government to be involve in the monitoring process, in this way you will find that resources are shared and services reach the community equally at some point

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

For effective implementation of a project, project managers need to use the correct tools which will guide the management 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 Ramington Rand.

1. Henry L. Gantt, developed a bar chart which is sometimes referred as Gantt chart. It 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 as indicated in the chart below



1. 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. PERT is a planning and control tool used for defining and controlling the tasks necessary to complete a project. PERT charts and Critical Path Method (CPM) charts are used interchangeable.
2. Identify an assumptions that a project manager should bear in mind when executing project documentation

An assumption is a belief of what you assume to be true in the future. One make assumptions based on his/her 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.

**Resource assumptions** (can be human and material). The manager assumes that the project will be fully funded, and the activities will starts as planned, including recruitment of labor force. The energy resources like electricity will be on during working hours, project materials will be readily available to be utilized. Later the project was under funded and money was not release in time, the manger may think of reducing the labor force and materials or look for additional funding as mitigating factor.

**Delivery assumption**: the project is supposed to provide the end result of why it was being done in the first place by adding will add value in the area. The delivery assumes that what was planned for within the project will deliver result.

**Time**; The project manager may assumes that the project will be completed within the period of 5 month, but due to financial constraints, the project may take less month with planed staff or more month with few labor force and materials.

**Staff training and motivation**: Staff training can be budgeted for, but staff motivation can come out of the project achievement which if the project failed staff motivation may not be possible, and may result to poor production.

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

8. The project rationale must be evidence based:• A clear and concise document underpinning the importance of the project and state justifiable reasons for its approval.• Outline the identified problem within organisational context.• Analyse the main determinants such as market requirements, identified risks, and resource requirements.• Evaluate possible solutions and recommendation of preferred option.• Draw on previous experience and lessons learnt from previous projects for justification of assumptions.• Clear statement of goals to be achieved and benefits to gain.

5. Explain any five good practices in project design

* .Participatory approach: Involve all relevant stakeholders in participatory processes of the project design.- let them knows what the project is about
* 2. Situation analysis:, together, undertake a thorough situation analysis with primary stakeholders, to learn about the project context as a basis for designing a project strategy and implementation processes that are relevant.
* 3. Develop project strategy that clearly expresses what will be achieved (goal and purposes) and how it will be achieved (outputs and activities).
* Agree on cross-cutting issues of poverty, gender and equal participation before any changes is made.
* Plan for long-term capacity / carrier development and sustainability.

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

Any project, without the involvement of stakeholder lacks directions and its ricking failure. The stakeholders are the back born of any community project, they are the right implementers, and other activities carried by stakeholders are:-

• Stakeholders will be able to identify, manage and control their own development aspirations, and so empower themselves at initial stage for the success of the project.

• Ensuring the project goals and objectives will be relevant and, as a result, meet the real needs of the rural poor and the community will be able to own the project.

• Ensuring the project strategy is appropriate to local circumstances, example the community leaving in a green belt areas need to improve on agricultural activities

• Effective implementation, will motivate the stallholders to provide protection to project asset, monitoring & evaluation the project directions etc.

1. 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.

An organization developed Plant a tree Project which should begin in Dec 2018, during a preliminary discussion, the community told the project management that in Dec most of the Season Rivers would have dried up due to lack of rain. Secondly it will be difficult to develop nursery, so the project should be rescheduled from the Feb 2019. Again between Dec-Jan every year community of that area where the project should take place will be harvesting, maize, sorghum, and working in a group to defend wild fire. The community are interested in the project, but have reservation on the Project timing and inform the project management of the geographical condition and the risk the project will faced at the early stage of the implementation. This is some of the important ingredient project holders did not notice.

*Reference: Introduction to Project management skills: w.w.w mindtools.com Nov 2, 2001*

*: Internet / Google*

*: Reading Material from AIPMS –course note.*

*: Lecturer note*