**MODULE TWO QUESTIONS**

**Admission No: AIPMS/197/2018.**

**Gatwich Stephen Gatwich**

**Assignment number 2**

**Date of Summit :30-11- 2018**

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

* 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.
* Economic and Financial Factors, The economic factors affecting a project are relevant from the point of view of the society as a whole whereas 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.
* Commercial FactorsThe 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.
* 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."
* 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.
* 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.
* 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.
* 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 programs under way in an area be integrated and coordinated for optimum results, otherwise it creates over lapping, duplication and wastage of scarce resources.

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

* 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 Ramington Rand.
* 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 independents. Consider the example of construction of a training center. The following are some of the activities involved in the construction of a training center:

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

* Well founded: After stating each assumption, the planner may wish to add why the assumption has a good chance of materializing, e.g. legislation to reduce import duty on raw material for handloom industry by 25% will pass by 1 January. The Minister of Commerce, Minister of Labour have announced their support, 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. For example, 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 coincide with the harvesting or marriage season.
* Precise: The assumptions should be stated in operational terms rather than nebulous hopes. Thus: not “Researchers will have access to all necessary data” but “The project’s data cell will provide the necessary statistical data by 1 January. “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.
* Highly probable: This point is critical. A project based on a set of assumptions which are unlikely to materialize is in trouble before it starts. Obviously some assumptions may be more important than others, ranging from the highly desirable to the absolutely indispensable. It is quite unlikely that a project which is based on several essential assumptions, each of which has only a limited chance of being realized, will be successful. Note: under assumptions do not list (a) prior obligations and pre requisites or (b) inputs to be provided by one of the partners to the project; these are not things over which the partners to the project have no control.

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

* While designing a project proposal it is optional to formulate project rationale. At this point, in the project document, the planner may wish to explain the reasons for recommending a particular approach or strategy. He may wish to discuss why, under the circumstances, the proposed solution is considered more timely or acceptable than some obvious alternatives. The planner may wish to add information essential to an understanding of the project, or to develop any aspect of the previous steps which requires further amplification. He may wish to 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.

This section is optional; it may be used, however, 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 are six good practices in any design process of a development intervention. They are critical during formulation and start-up and when any revision of the project is undertaken, how over the five more good practices of project design are as follow:

1. Involve all relevant stakeholders in participatory processes of project design.

2. Undertake a thorough situation analysis, together with primary stakeholders, to learn asmuch as possible about the project context as a basis for designing a project strategy and implementation processes that are relevant.

3. Develop a logical and feasible project strategy that clearly expresses what will be achieved (goal and purposes) and how it will be achieved (outputs and activities).

4. Agree and focus on cross-cutting issues of poverty, gender and participation.

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.

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

Projects without good stakeholder consultation are setting themselves up for failure. Those that do consult widely increase their chances of success. Involving stakeholders in project design is important specifically for:

* Inspiring them to identify, manage and control their own development aspirations, and so empower themselves.
* Ensuring the project goals and objectives will be relevant and, as a result, meet the real needs of the rural poor.
* Ensuring the project strategy is appropriate to local circumstances.
* Building the partnerships, ownership and commitment needed for effective implementation.
* Local participation early on can also be cost-effective in the long run. If the investment hadn’t been made up front, much money would have been spent later for one-way information campaigns before and during project implementation.
* The first step in project design is to conduct an initial stakeholder analysis. This requires listing potential stakeholders (individuals, social groups and organizations), prioritizing who must be involved (and not everyone who it would be nice to involve) and agreeing with them on how they can best be involved. This is the basis for being able to understand their needs.
* Stakeholder participation in design is not limited to working with local communities or valuing their views above others. The idea of a ‘community’ that one consults is quite simplistic and can cause problems. For example, if implementing partners or project staff consult a community, will all local voices be heard? Which ones will unintentionally be forgotten or ignored? Also, what is good for one community is not necessarily good for another or for its region. So which community will you listen to if they have differing opinions? Understanding differences within and between local communities means, listening and listening again – and working together. Only then can we gain insights into local relationships and interests. Some people think that illiteracy and geographic isolation of target groups makes participation impossible. But many examples show how including the poorest, most isolated and illiterate of groups is possible with some creativity and time. Good participatory processes involve sharing perspectives and negotiating differences. Stakeholders can be involved in many ways, including, comprehensive participatory rural appraisal (PRA) processes, informal discussions and planning workshops. However, people’s physical presence is not enough. Some very poorly designed projects have included many local people who did not participate freely. Ensuring high-quality participation is key and will require creating project structures that can respond to people’s requests.

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.**

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:

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

**•** For advocacy, campaigning, research and networking projects, think about beneficiaries’ level of engagement/control in planning and implementation, their involvement in lobbying and campaigning and whether space is being created for poor people to be involved in decision-making processes affecting their lives.

Where networks or alliances have been built or strengthened, consider whether this has contributed to poor people’s involvement and influences.

* Beneficiaries control the project.
* Beneficiaries take charge of some activities.
* Beneficiaries are actively involved in project activities.
* Beneficiaries are now taking up post project follow-up activities.
* Beneficiaries are being asked their opinions or only provide information.