**PGD003 - Post Graduate Diploma in Project Planning and Management**

**MODULE 3 – PROJECT MANAGEMENT**

**MERCY RURII**

**October 2018**

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

A project plan remains a plan until it is put into motion or executed during the implementation phase. Implementation or execution is the process of engagement and bringing all the activities together to achieve a certain goal. Implementation is dynamic and involves many parts or activities being undertaken sequentially or at the same time to complete a project within a defined period, a set scope, and within a set budget. Slevin and Pinto (1986) posit that implementation is the actual work that goes into a project; materials and resources are procured, the project is produced and performance capabilities are verified. A plan can be well designed but if the implementation is not carefully planned and considered, a project may not end successfully. To successfully implement a project, a project manager must be both a brilliant strategist and a skilled tactician to manage the complexities involved in managing projects (Pinto and Slevin, 1987).

There are eight factors that influence the implementation of a project that a project manager, project sponsor and project teams should take into account:

1. Technical factor – projects are diverse ranging from software development, replacement of software that projects use, agriculture, health, economics, science and technology and many other fields. As such, to successfully implement a project, the capital utilised in form of personnel must have an understanding of the field required, the requisite skills to manage the project and the capacity to implement. According to Pinto and Slevin (1987) Technical factors are the necessity of not only having the necessary personnel for the implementation team, but ensuring that they possess the necessary technical skills and have adequate technology to perform their tasks. Writing on implementation risk analysis, Alter (1979), identified two of eight risk factors as being caused by technical incompatibility: the user's unfamiliarity with the systems or technology; and cost ineffectiveness. If the team involved in a project is unfamiliar with the nature and form of the factors that would affect a project and be able to manipulate those factors to produce the desired results, a project cannot produce the intended end.
2. Economic and financial factors – Projects are not undertaken in a vacuum. In fact, one of the three constraints on projects is cost or budgets – an economic and financial factor. Finance covers the avenues through which other provisions can be made. Economic costs may be larger or smaller than financial costs measured by shadow prices or opportunity cost than market prices, and determined by the objectives and basic resource availability (Squire and Van der Tak, 1975). A scarce resource will tend to have a higher opportunity cost, with market prices better reflecting the scarcity of critical resources – capital and labour resources. This can have significant implications on the delivery of a project; inflation could drive up the cost of a project, materials can vary in cost depending on availability, personnel may become more expensive to hire for particular projects, and fast tracking and crashing certain activities, or suffering lags all have an economic or financial implication on a project.
3. Commercial factors – in making a business case for a project, there is a defined benefit to the consumer of the product but also the benefit to the sponsor of the project such as profitability, expansion of business, and brand development. Thus, there are commercial factors that an organization should clearly define in launching a project. Moorman and Miner (1998) noted that exploring novel scientific concepts can help teams to achieve their commercial objectives by experimenting with alternative product designs especially where management is amenable to improvisation. Different projects may have differing success criteria and commercial factors could differ – building a mall or developing a vaccine may have two different commercial factors that determine how the projects are implemented and the ultimate outcome, but both have benefits for the developers and the consumers to varying degrees.
4. Socio cultural factors – societal norms, understanding of how a society should function, and the impact or benefits accruing to communities have an impact on projects – either the uptake of a product, the development, the research undertaken to produce the product, and how it permeates in society. More often than not, socio-cultural factors will impede project implementation if stakeholder analysis and stakeholder engagement were not sufficiently planned and undertaken to identify the risks on implementation of the project, and if the assumptions or premises at the outset of the project were not validated and adjusted to fit the context in which the project would be implemented. Chaudoir, Dugan and Barr (2013) for instance state that the implementation of evidence-based health systems is a complex process. It involves attention to a wide array of multi-level variables in the local implementation context, and the behavioral strategies used to implement the program or project. A good example would be introduction of sex education in Kenyan schools – whether pitched as prevention of adolescent pregnancies, prevention of disease transmission etc. The societal mores, traditional views come up against any perceived benefit that could accrue from any health project that advances that education. It is viewed as an unacceptable disruption of societal norms and the resistance makes it near impossible to run a project based on sex education and has to be couched in other acceptable terms and approaches.
5. Political factors - Successful project managers know the importance of understanding the political context within and without their organization if a project is to be successfully implemented. According to Pinto (1996) whatever decision one comes to regarding the use of politics in the quest for project success, it cannot be ignored: use politics or risk being used by politics. The end result is often foreseeable early in the development of the project - usually a result of a project manager's refusal to acknowledge and cultivate political ties, both internal and with the client.
6. Managerial factors – Belassi and Tukel (1996) argue that a project manager’s competence is a critical factor that affects project planning, scheduling and communication. Thus, effective planning, scheduling and communication are really immediate effects of factors related to a project manager, such as his managerial skills, competence and his technical background. Isaacs and Macallister (134) define a manager as having certain common traits: they know their costs of production, they set goals based on a clearly defined mission, they have good people skills—communication, leadership, and empowerment; access, assess, and use information (they are voracious record keepers); are innovative and adapt to change; are dissatisfied with the status quo; can organize, focus, and prioritize; view the future aggressively; are willing to assess and take risks; and they take time to recharge. Project managers are the point persons for projects. Without the necessary technical and soft skills necessary to manage complex processes and people, projects can run into budget overruns, personnel can be demoralised, targets can be missed, and quality would not be sufficiently delivered. Thus, the manager is upon whom projects pivot and must have the know-how to navigate various facets of a project for it to succeed.
7. People’s participation - To implement a project without the knowledge or participation of the community it is going to or other departments is a recipe for project failure. Because projects involve different departments and are implemented in communities whether as development projects or upgrading of software or introduction of systems, it is important to involve different cadres of people who can influence the delivery of a project and thereby its success. Consulting a cross section of people/communities/political class is a marker of good project design and a project manager who has thought of the implication of not consulting the people and the impact this could have on their project. Any project involves people and they have opinions, want certain things and understand issues in different ways and these must be considered for a project to succeed.
8. Integration and coordination – PMI (2017), likens a project to conducting an orchestra – it has many constituent parts of voice and instruments that the conductor must bring together and harmonize to create the desired music or sound, avoid going off key, or coming in late on certain parts. It needs to ‘hang together.’ Some vocalists may fall ill, some instruments may not be available at certain times and there may be high demand for performances for the same orchestra around the same time. The acoustics of the building, location, and other performances could also affect the production. The conductor or producers must manage these to ensure the orchestra is in tip top shape for its performances. Similarly, projects are by nature complex. They involve internal and external factors, departments, other organizations, scarce resources, tight timelines, various stakeholders, and exist in environments with their own economic, social and political climates. Communication is the key to proper integration and coordination, keeping teams appraised of the project, getting buy-in and negotiating timelines and resources are a function of good communication as each team member knows and understands their function within a project. The planning stage is important if a project is to be well integrated and coordinated, whether a project has an integrated change control procedure can determine whether changes can be tracked and appropriately costed, and how that would also affect the schedule of the project including personnel, resources and the timelines. To make ad hoc changes without communication to other people involved in the project especially the sponsor of the project and other stakeholders could lead to failure. In addition, the implementation of a project at community level may coincide with similar projects, people may be unhappy at previous projects and this could create resistance to any new projects. Thus, a proper stakeholder analysis, project analysis of other projects being undertaken and their impact on the project being implemented should be taken into consideration to ensure other projects do not interfere or to align the project to what is going on in the target community.
9. **Explain any two methods for effective implementation of projects**

Projects involve many moving activities at the same time. Keeping track of the activities, schedules, timelines is rendered easier if there is a visual mapping of activities against the timelines, activities that precede others, and the interdependencies among them. Project time management ensures completing a project on time, which is one of the major challenges for any project manager. Kwak and Ibbs (2002) identify project time management activities as definition and sequencing, duration estimation, schedule development, and schedule control; and bar charts, the CPM/PERT technique, resource allocation and leveling, network crashing, and fast tracking of projects are used to effectively manage the project schedule. Project managers and teams use different tools to effectively manage projects, two of which are bar charts or Gantt charts, and network based scheduling tools.

1. **Bar charts**

Bar charts that could otherwise be known as Gantt charts were developed as a tabular production planning tool used to plan and manage batch production. In modern terms bar charts take a time-phased dependent demand approach to production planning. Wilson (2003) describes the bar chart formula in manufacturing especially as production planning worked in a ‘‘top–down’’ manner by linking end item requirements to their constituent components with time-phased production to allow all components to be available when needed for subsequent production activity. Due dates are further used to plan daily activities or production processes by determining the quantities to be made and then tracking production against the daily goals. Bar charts give a tabular visual snapshot of what activities should be done and the amount of time needed to do them to completion. This tabulation would highlight areas with discrepancies, activities that would be undertaken in parallel, the precedencies and assumptions in the timelines, and allows for remedial action to be taken in good time. Bar charts have two axis; horizontal representing the activities and the vertical axis representing the time required for an activity. For instance in the simple example below, it is possible to see, without much effort the overlaps of the planning, implementation, monitoring and closing phases and make a decision as to whether there is an inherent problem in the scheduling – implementation overlapping with planning- and whether it would need to be revised to reduce the overlaps or whether they are workable for the project at hand.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Time | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| Activities | Conceptualisation |  |  |  |  |  |  |  |  |  |  |  |  |
| Planning |  |  |  |  |  |  |  |  |  |  |  |  |
| Implementation |  |  |  |  |  |  |  |  |  |  |  |  |
| Monitoring and controlling |  |  |  |  |  |  |  |  |  |  |  |  |
| Closing |  |  |  |  |  |  |  |  |  |  |  |  |

Table : Bar chart

**b) Network based scheduling**

The introduction of network scheduling techniques in the late fifties according to PMI (2017) greatly aided the timely completion of complex construction projects. The two techniques used in network based scheduling are the Performance Evaluation and Review Tools (PERT) and Critical Path Method (CPM) techniques and their main function is to determine and control the time required to complete a project and, by extension, costs. Time and cost are closely related, and savings in time can correspond to savings in costs without compromising quality or final product or outcome of a project.

1. **Performance Evaluation and Review Tools**

A network is the foundation of the PERT system. Cook (1966) described PERT as a graphic representation of the project plan and shows the plan established to reach project objectives, interrelationship and interdependencies of project elements, and priority elements of the plan. Some of its components include the Work Breakdown Structure (WBS) - smaller and more easily managed activities; a network that defines the events and activities in the project and identifies the precedencies, dependencies and interdependencies of activities – Finish-to-Finish, Finish-to-Start, Start-to-Finish and Start-to-Start; estimated time to complete each step that has three time estimates - Most Likely Time (normal circumstances), the Optimistic Time (under prime conditions), and the Pessimistic Time (worst case scenario) whose accuracy is dependent on how well defined the activities are; and a schedule where significant events or activities are assigned a scheduled date putting into consideration the possible constraints.

**ii) Critical Path Method**

To effectively complete a complex project, project managers must develop plans that show, with a degree of accuracy how the efforts of the people representing the functions in a project should be directed toward its completion. To devise such plans and implement them, Kelly and walker (1959) suggested that management must be able to collect pertinent information to accomplish the following tasks:

(1) Form a basis for prediction and planning;

(2) Evaluate alternative plans for accomplishing the objective;

(3) Check progress against current plans and objectives; and

(4) Form a basis for obtaining the facts so that decisions can be made and the job can be done.

There must therefore be a technique that managers can use to arrive at these plans and the schedules for them. The Critical Path Method (CPM) is a scheduling tool that is used to estimate the minimum project duration and determine the amount of schedule flexibility on the logical network paths within the schedule model (PMI, 2017). It can be used in all forms of projects, including construction, software development, research projects, product development, engineering, and plant maintenance. While developing the CPM, it was argued that a high degree of coordination could be obtained if the planning and scheduling information of all project functions are combined into a single master plan - a plan that integrates all efforts towards a common objective. This masterplan would involve a high level of detail on the project. Below is an illustration of a critical path.



Figure 1: illustration drawn from PMBoK 2017

The Critical Path Method makes use of the Work Breakdown Structure (WBS), the time required to complete each activity, the dependencies between activities. It shows the most critical activities along the longest path of a project to completion and the earliest and latest an activity can start without prolonging the completion time of the project. The critical path can be shortened by running activities in parallel (fast tracking) or adding more resources to the critical path to shorten the duration of the activities (crashing the path).

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

Assumptions are important. According to PMI (2017) assumptions are factors in the planning process that are considered to be true, real, or certain, without proof or demonstration. These are factors that could influence the implementation and success of a project, be they internal or external to the organization. Internal assumptions would be such as availability of human resource or equipment for the project when needed, while an external factor could be acceptance of the project by the community or availability of outsourced services and equipment. A planner can reduce the uncertainty in which the project will operate by specifying the situations which must be ‘taken as given’ if the project is to achieve its objectives, but over which the participants (donor, government) have little or no control.

In executing project documentation, a project manager should bear in mind the probability that the project may not necessarily be wanted by the community in which it will be implemented and project outcomes, recommendations could be rejected by the community, some members of one’s own team, policy makers, government functionaries and other groups. This assumption can push a project team to be more innovative in how it approaches project design, the rationale for the project, the desired outcomes and outputs, and how it conducts its stakeholder assessment and engagement. Riding on acceptance of the project, a project manager would have to work into the design of the project a baseline study that identifies the community’s issues and its expectations. One would also have to query whether the community suffers from being the subject of too many projects that do not seem to be of benefit thus creating resistance to any further projects, and how to navigate that complication. It would also be prudent to consider whether the project impacts on the norms and social fabric of the community, the ethical issues that would need to be addressed, whether it is targeted specifically at men or women, and how the community perceives its involvement in the project design and implementation. From this, the design of the project could change or be adapted to respond to the community’s anxieties, contributions, suggestions and recommendations from the initiation of the project. The stakeholders’ involvement would set it up for the probability that it would succeed. It would also be probable that the outcomes and recommendations would be acceptable if the stakeholders have been involved in designing and implementing the project, and validating the documentation having their knowledge taken on board.

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

A project rationale is a justification of the project – a statement of fact as to why an organization should undertake a said project in the presence of other projects and options. If an organization is going to expend resources to undertake a project, there must be a justification as to why that project is important, what it will seek to change, and why that is important to the organization. For instance, it could raise profitability, raise the level of education, prevent human-wildlife conflict, boost agriculture, or develop link roads to decongest cities in response to societal, economic or political drivers. This would be the document that a board of an organization or company would see in relation to a project laying out high level reasons for undertaking the project. It allows management to buy into the project, make necessary adjustments, source for funding, seek more information and grant approval of the project or not depending on their perspective and objectives of the organization. Jarmooz (2012) states that a rationale must: be evidence based; be clear and concise and underpinning the importance of the project and state justifiable reasons for its approval; outline the identified problem within the organizational context; analyze the main determinants such as market requirements, identified risks, and resource requirements; evaluate possible solutions and recommendations; draw on previous experience and lessons learnt from previous projects for justification of assumptions; and have a clear statement of goals to be achieved and benefits to gain.

A project rationale grounds the project and gives the requisite information on a project that allows a decision to be made. The project document may lay out objectives, timelines, activities, schedules and other pertinent information to the running of a project but the rationale would give life and direction to the project and bring it to the starting point when it is well considered.

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

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

Stakeholders are all those people or groups of people upon whom a project will have an impact in one way or another. Some are more critical than others and each needs a different engagement strategy. Different stakeholders need to be engaged in the project in different ways; some more closely than others. For instance the stakeholder dealing with financing the project is a key stakeholder that the project team needs to keep appraised on a regular basis with face-to-face meetings, phone calls, emails and other channels of communication that could suit the purpose from the conceptualisation of the project to the closure process. The key benefit of involving stakeholders is that it provides an actionable plan to interact effectively with stakeholders and this can be undertaken periodically throughout the project.

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.**

It is important to have as much background information as possible on the context – political, social, economic, the types of stakeholders, the issue or challenge at hand, limitations of interventions to enable effective project design. For instance in Agriculture, Njuki (2017) states that while women form 70 per cent of the agricultural labour force, they do not own the land on which they farm and thus have limited decision making capacity on the land. Without this understanding, researchers could spend a lot of time getting women to make decisions on crops or livestock on land they do not possess which could retard the project. Thus, any project must understand the environment in which the project will be conducted and plan for certain situations of context if it is to succeed.

1. **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).**

The greater the detail provided on a project, the more likely it will be successful. Scheduling, resource allocation, inputs and developing proper charts that show interactions, premises, dependencies, interdependencies, and precedencies are invaluable in managing a project and arriving at the outputs, completing activities and meeting the goals or objective of the project. Without these, it would not be possible to tell whether the project can deliver on time, on budget, within agreed limits and of the quality that would be expected.

1. **Agree and focus on cross-cutting issues**

Cross cutting issues are not the core of a project but support a project and make it better. A portfolio of projects, could have issues common to all projects or that could be addressed by all projects either to make the projects more visible, inclusive or participatory. These cross cutting issues could be communication, gender, youth or participation. For instance, the fisheries value chain has various nodes where women participate more, like processing, and where men are mainly found, fishing. A project that is working on fisheries, for instance, solar tent driers for fish, must take into account how the gender factor would affect the setup of the driers, the availability of fish and the processing factors, and thus should consider having gender as a cross cutting issue in projects that work on fisheries.

1. **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.**

For a long time, projects in the development sector have left communities bewildered when they close. If the project duration is five years, projects close and the communities they were supposed to impact are left without recourse or way forward from there – and this cuts across education, agriculture, health, economics and various other fields. This happens when the project design does not take into account sustainability issues, or where the ownership of the project lies. A project transplanted in a community is owned by the donor for their own reasons. A successful project would however integrate a community such that when the project ends, the community has gained skills, knowledge, and know-how that can build on what has been done. It can see the benefit of the project and be part of the solution offered. However, when there is minimal or no involvement of the community, or a government agency responsible for the sector where the project lies, it is not embedded within a policy or no effort to address policy gaps, it would not have a sustainability angle. Sustainability is more than money coming from benefactors, it is about transformation of people, institutions and organizations that make them more resilient and thereby able to contribute to enabling people to become the drivers of their own destiny.

1. **Build in opportunities and activities that support learning and enable adaptation of the project strategy during implementation.**

A project should start from the premise that there is a need or gap that needs to be explored or corrected so that people can live a better quality of life. However, education, social norms, cultural practices and economic and political issues create a highly complex environment. A project needs to leave room to adapt to various learnings as it is implemented and to be ready to make changes that would ensure its success. Both the community and the project teams have something to learn during the design and implementation of a project. A project, for instance on the solar dried fish, would have one key challenge; gender. To navigate through this, a project would have to build in a gender strategy that includes gender transformative approaches where the fishing community can be involved in training programs, drama and skits, radio broadcasts that inculcate the benefit of a structural or mental shift towards how gender issues retard the development of the fishing industry – processing, trade, health issues, social norms. Without building the understanding of the community on the gender issues that proliferate the fishing industry, and how they impede the sector, it would be difficult to implement a project in the fish value chain. Opportunities to learn and adapt behaviour to what would be beneficial would support the success of a project and allow communities to be equipped with tools that enhance their livelihoods and the project team can also build these learning to improve on the design and implementation of other similar projects.

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

Involving stakeholders in project implementation is important. Stakeholders are all the people, groups, organizations that could be impacted by the project, including the sponsoring organization. According to PMI (2017) project stakeholder management includes the processes required to identify all those who would be impacted and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. Maak (2007) discussing Responsible Leadership, Stakeholder Engagement, and the Emergence of Social Capital argues that there are both theoretical and practical challenges with respect to stakeholder engagement in general, and evaluating and balancing the various and often conflicting claims of multiple stakeholders (employees, clients, shareholder, suppliers, NGOs, communities, government, nature, future generations, etc.) in particular. This calls for pro-active engagement and requires inclusive stakeholder engagement and dialogue, to facilitate a legitimating discourse and to help balance diverse claims ensuring ethically sound decision making.

For instance, if an organization is developing a software application for a company, the project team has to decide whether to engage the client and the users of the software at the end of the project and risk it being rejected because certain requirements were not met, bugs were not caught ahead of the delivery, or technology has moved so the end user has a better application from elsewhere. If they involve the client and the end user in the testing of the product in phases, the quality delivered at the end would meet the requirements as changes would have been made in the product development phase and the end user can also have their needs met by the application. Engaging stakeholders can also be a cost control measure given changes to the project schedule or product can be quite costly. If caught during the implementation phase, communication on changes can be discussed with stakeholders and agreed upon, including what it would cost to undertake the changes especially if there is an integrated change management plan where changes are approved or rejected or adjusted and all stakeholders understand the implications of changes. Also, it can be made clear who pays for the changes and the stakeholders can hold off on any lofty ideas that would escalate costs and delay the project delivery.

Impact can be negative or positive on stakeholders. Without the engagement of stakeholders, a project could be in jeopardy, end products rejected because they could be defective and not meet the requirements or stakeholders could feel they were not consulted and therefore make it difficult for the project to operate. From building railways, roads and ports, wildlife conservation, projects that touch on social education and ethics, software development, and sanitation and hygiene, stakeholders are a valuable source of information and can be a catalyst or an impediment to a project. Therefore, all stakeholders must be identified, project team members should be involved in stakeholder management, stakeholder community should be reviewed regularly, consulting with those most affected should be ongoing and lessons should be captured, positive or negative.

**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.**

Implementation is a process of putting in motion, in an organized way, planned activities in order to achieve certain established objectives. According to Fullan and Pomfret (1977) there are four characteristics that make implementation possible: characteristics of the innovation itself, strategies and tactics, characteristics of the adopting unit, and sociopolitical units including design issue, incentive system, evaluation and political complexity. If a project takes a traditional view of implementation where beneficiaries are seen as either clients (to be sold an idea) or employees (to be instructed) rather than an open approach that recognises that people are important, and are thought of as ‘instigators’ and ‘actors’ rather than planners and clients, a project can run into difficulties during implementation as communities may not be as involved as they should be. In addition, if a project takes the traditional approach, the stakeholder identification and planning for stakeholder engagement may not have the depth it needs to ensure that a local community does not become an impediment to implementation.

The local community, in any project, is a major stakeholder, whether people understand its full implications or not. Building social capital through stakeholder engagement is ultimately essential to both a sustainable business and the common good. Implementing organizations can gain legitimacy, manage social risk and even co-develop innovative solutions to social problems with community members through a well-designed community engagement strategy while for communities, projects offer access to charitable dollars, employee volunteers, training, capacity building, influencing projects and substantive improvement to social problems (Bowes, Newenham-Kahindi and Herremans, 2010). In a development situation an approach is needed which encourages and fosters decreasing dependence and increasing self-reliance; the open method of implementation is suited to this. Whatever project it may be, health, economics and livelihoods, agriculture, infrastructure, water and sanitation – all have to take into account the local community.

In Malawi, an IDRC project run by the University of Malawi was looking into a gendered fish value chain analysis that showed specific gender based constraints faced by men and women. Women in the fish value chain faced many challenges such as higher postharvest fish losses in the form of fish being burnt or spoiled during drying and smoking because of workloads as a result of their multipole roles. Women also struggled to sell fish in the markets as they could only do so during the day due to their other domestic tasks and for fear of intra-household conflict. Men reported that they experienced the most income losses because they were manipulated by women in markets who would exploit them by offering sex in return for fish. Focus Group Discussions in Chikombe - Salima district also revealed that there are cultural stereotypes that limit women’s participation in other fisheries activities. For example, it was indicated that women are not allowed to go to the Mbenje Island where most of the fishing in the areas is done, because it is against the spirits.

The project aimed at addressing gender disparities in accessing fisheries resources, markets and technologies with complementary actions to address underlying social norms and power relations for increasing women’s productive potential. In order to implement this project, the team had to invite communities to think through the constraints and what a successful project would look like for them given the deeply engendered issues in the fisheries value chain. For the community to understand the negative impact of gender disparities and to draw closer to getting to a common good of reworking the value chain to better their livelihoods, the project teams conducted training sessions, group discussions and use of role models in their respective communities in pursuing the transformation process. The project trained Gender Transformation Champions who facilitated Gender Transformative Activities (GTA) in the communities. Gender Transformative Approaches (GTA) were used to promote gender equitable systems in the project sites. GTA (as opposed to just mainstreaming gender issues) in the project assessed gender disparities in decision making over fisheries resources, access to markets and fish processing technologies. It further engaged women, men and the youth through theatre, role modelling and case studies to address underlying gender stereotypes and norms for increasing women’s productive potential. Toolkits provided women and men with the means to explore how gender norms and social roles operate in their lives by offering tools to begin changing norms and roles that are negative, while reinforcing those seen as positive. The platforms were meant to provide space for local discussions and sharing best practices of gender transformation. In the end, men would allow women to use solar driers, were better pricing their fish and allowing women access to fishing boats, more resources and started to have discussions around household division of chores and household resources because both men and women were involved in the project and could see the benefit of it to their livelihoods, and not as a threat to their social fabric and norms.

It is not just projects that touch on social norms that would make implementation difficult if communities are not involved as major stakeholders. Mega projects such as infrastructure projects are especially prone to conflict between communities and implementing agencies. For one, they are projects that touch on land and cross over private property that governments and companies need to appropriate to enable the project to happen. Taking an open approach to implementation would allow project managers to consider the community and the socio-cultural and political complexities that would bedevil a project if local communities are treated just as cogs in a project and not participants, or when a project ignores the cultural and political complexities existing in communities.

Tullow oil is a company that deals with drilling oil as its core function. Beneath the Turkana soil lies a wealth of oil that can be drilled and exported from this arid land. However, the community in Turkana has felt shortchanged where jobs are concerned and the benefits that should accrue to them, and have time and again caused enough conflict to have the oil fields shut down. Tullow Oil has on its part been steadfast that it is keeping to its deal and has threatened time and again to shut down its operations in Turkana if the impasse with the local community is not resolved. There are four key stakeholders: the local community, Tullow oil, the county government and the National government. The National Government was expected to enter an agreement with the community before resumption of operations at the oil fields. Meanwhile, Tullow had not been able to operate at the Lokichar base following protests by area residents demanding for among other things increased insecurity in the area. The protests, which saw Tullow and its contractors, evacuate employees and only leave a skeleton staff, also stalled the movement of crude oil under the Early Oil Pilot Scheme (Standard digital, Wed, July 18th 2018). To implement this project without bringing the local community sufficiently on board or without realising the community has certain expectations in terms of sharing of resources, is to set up for lags in the project, conflict and misunderstanding amongst the stakeholders. The antagonism retards what would otherwise be of benefit to all concerned.

Local communities straddle many groups and a good project manager should take this into account during project design so implementation can go smoother. An infrastructure project like the Standard Gauge Railway passes through many different communities and touches on very sensitive issues as land ownership, employment, opportunities for development, growth, and capacity building. The Mombasa–Nairobi Standard Gauge Railway is a standard-gauge railway (SGR) in Kenya that connects the large Indian Ocean city of Mombasa with Nairobi, built at a cost of US$3.6 billion. To construct this railway requires enormous resources – human, material, financial, an agile project plan, extensive stakeholder engagement and a building of mutual trust amongst stakeholders. While the main contractor was the China Road and Bridge Corporation, 25,000 Kenyans were hired to work on the railway. Phase 2A of this project was launched officially in October 2016. The intention was to have many Kenyans, especially youth, take up employment during the construction of the railway and to eventually run the railway. Time and again, however, local communities have stopped operations of the railway during construction given the lack of jobs, ill treatment, land ownership issues, and wildlife conservation issues. A project that does not have a solid stakeholder engagement plan or does not put communities at the centre of the project and engages them or understands the dynamics in retrospect can run into a myriad of problems that make implementation very difficult. Even when an organization succeeds and gets to the end of the project, it may have missed its target date, be over-budget because of delays occasioned by risks that were never foreseen or were ignored, and the scope of the project could change because stakeholders were not properly identified and the engagement process was not thoroughly considered where the community is concerned. This especially happens where they are likely to feel shortchanged especially on land payments, and employment and labour issues. While many of the employees working for the SGR are Kenyans, construction continues to trigger bitter conflict because the communities through which the railway passes, rightly or wrongly, feel shortchanged and discriminated against. It therefore becomes an expensive endeavour to appease the community which inflates the cost of a project, interferes with timelines and the successful implementation.

Projects such as these not only need good implementation plans but must also have feedback loops where communities can engage project teams and provide feedback, suggestions, and recommendations as to the implementation. It can also be a mechanism to identify challenges and find workable solutions that do not disenfranchise communities in which the projects are taking place. As implementation is on a rolling basis, changes can be made through the integrated change management process to incorporate and correct gaps, and deficiencies in the project design that would allow the communities to remain on board and not cause undue delays to projects.

**References**

Alter, S. "Implementation Risk Analysis," in The Implementation of Management Science, ed. Doktor, R., Schultz, R. L. and Slevin, D. P. (North-Holland. New York, 1979), pp. 103-120.

Belassi, W., Tukel, O. I. (1996). A new framework for determining critical success/failure factors in projects. International Journal of Project Management Vol. 14, No. 3, pp. 141-15; Great Britain: Elsevier Science Ltd and IPMA

Bowes, F., Newenham-Kahindi, A., Herremans, I. (2010) When Suits Meet Roots: The Antecedents and Consequences of Community Engagement Strategy. Journal of Business Ethics, Springer 2010 (p. 297)

Cook, D.L. (1966). Program Evaluation and Review Technique: Applications in Education. Washington, D.C.: Office of Education.

Chaudoir, S. Dugan, A.G, and Barr, C.H. (2013). Measuring factors affecting implementation of health innovations: a systematic review of structural, organizational, provider, patient, and innovation level measures. Implementation Science.

Chiwaula, L., Nagoli, J. and Kanyerere, G. (2017). Improved Processing and Marketing of Healthy Fish Products in Inland Fisheries in Malawi. University of Malawi, WorldFish Centre, Fisheries Research Unit, Peoples Trading Company.

<https://www.standardmedia.co.ke/business/article/2001288415/tullow-oil-threatens-to-shut-down-turkana-operations>

Fullan, M. and Pomfret, Alan. (1997). Research on Curriculum and Instruction Implementation. Review of Educational Research.

Ibbs, C. W., and Kwak, Y. H. (2002). Project Management Process Maturity PM2 Model. Journal of Management in Engineering.

Kelley, J.E. and Walker, M.R. (1959). Critical-Path Planning and Scheduling. Proceedings of the Eastern Joint Computer Conference: Computer History Museum.

Maak. T. (2007). Responsible Leadership, Stakeholder Engagement, and the Emergence of Social Capital. Journal of Business Ethics 74:329–343: Springer

McAllister, J. and Isaacs, S. Management Skills, 134.

Moorman, C. and Miner A.S. (2013). The Convergence of Planning and Execution: Improvisation in New Product Development. Journal of Marketing, Vol. 62, No. 3 (Jul., 1998), pp. 1-20: American Marketing Association.

Njuki, J. and Sanginga, P. (2013). Women, Livestock Ownership and Markets: Bridging the gender gap in Eastern and Southern Africa. London and New York: Routledge.

Packendorff, J. (1995). Inquiring into the Temporary Organization: New Directions for Project Management Research. Scand J. Mgmt. Vol. 11, No. 4, pp. 319 333. Great Britain: Pergmon.

Pinto, J.K and Prescott. J. (1988). Variations in Critical Success Factors over the Stages in the Project Life Cycle. Journal of Management Vol. 14 No. 1, 5-18: Southern Management Association.

PMI Institute. (2017) PMBoK Guide. Newton Square, PA.: Project Management Institute.

Santiago, J. and Magallon D. (2009). Critical Path Method. VDC Seminar.

Slevin, D.P., and Pinto, J.K. (1987). Balancing Strategy and Tactics in Project Management. Sloan Management Review, Vol 29, No. 6, pp. 33-41.

Slevin, D.P., and Pinto, J.K. (1987). Critical Success Factors in Effective Project implementation. Sloan Management Review, Vol 29, No. 6, pp. 33-41

Squire, L & Van der Tak, H. G. (1975). Economic Analysis of Projects World Bank, Washington; World Bank.

Weaver. P. (2007). The Origins of Modern Project Management. Fourth Annual PMI College of Scheduling Conference: Marriott Pinnacle Downtown, Vancouver.

Wilson, J.M. (2003). Gantt charts: A centenary appreciation. European Journal of Operational Research 149 (2003) 430–437. Glasgow: Elsevier