**AFRICA INSTITUTE FOR PROJECT**

**MANAGEMENT STUDIES (AIPMS)**

**Faculty: Project Management**

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**Question 1. Write a two to three-page essay to explain how project identification, project design and project planning is conducted in your organization?**

**Project Identification**

Below is the explanation on how project identification is done

**1. Stakeholder analysis**

As a first stage it is important to carry out a preliminary stakeholder analysis. This enables identification of the primary stakeholders, as well as partners and their roles. Greater understanding of interest groups and their interest should result in a better quality project.

Stakeholders are individuals, groups or organizations who have an interest or stake in a project. They may be direct or indirect interests, and positive or negative. Their stake in the project may be in terms of their rights or duties or they may be affected by the outcome.

Different roles for stakeholders can be identified at this stage, and these can be developed as the project progresses. Different organizations can play different roles such as sub-contractors, delivery agency, enabling agency etc. Furthermore, it is also possible to identify if any interest groups present threats to the success of the projects, and plans can be put in place to respond to any such events.

There is increasingly a focus on the identification of agriculture and rural development initiatives using a ‘bottom-up’ learning approach which emphasizes the importance of primary stakeholders informed and participating in the identification stage. For process projects which encourage learning from experience, and listening to participants, engaging with stakeholders from the outset is particularly important.

The outcome of the stakeholder analysis at this stage is that the primary stakeholder is identified before the objectives of the project are finalized. This ensures that the problem analysis relates specifically to the primary stakeholders. DFID (2003)

**2. Problem analysis**

Projects aim to address a problem or constraint. It is vital to understand the causes of the problem or constraint, how they affect stakeholders, and how to focus on tackling them.

A helpful tool for systematically understanding the causes of a problem is the problem tree method. This involves the identification of a core problem (at the centre) which is based on the best understanding and sources of information available. It is important to reach agreement amongst the participants of the key core problem. The causes of the problem are then traced back as the ‘roots’ of the problem and provide the causal chain.

The effects of the problem are then traced forward as the branches and main effects of a problem on stakeholders. DFID (2003)

**3.Objectives**

When there is agreement and understanding about the core problem and the causes and effects, the project objectives can be specified.

The project purpose is developed by restating the core problem in positive terms. The project goal is created by articulating the effects of the problem in positive terms. Although setting project objectives appears to be straightforward, the process may provide insights which could require revisiting the core problem. Overall the approach may need to be an iterative one. Initial consideration of objectives may prompt further investigation and data collection, and/or consultation with stakeholders. DFID (2003).

**Project design**

**1.Analyze the situation and identify problems.**

Conduct a “situation analysis” or “needs assessment,” which involves clearly identifying your target group so you can gain a deep understanding of their needs. Your target population includes direct recipients—those who will benefit from the immediate outcomes of your project—as well as the ultimate beneficiaries, or those who will be impacted by your project in the long term.   
Analyze all available data to get a clearer picture of your target population. Look at demographics, social and cultural factors, politics, the local infrastructure, economic conditions, and any other issues unique to the area or population. You can find this information in existing reports and research, and from direct observation, interviews, and/or focus groups with members of your target group.   
Next, identify the major problems affecting this group, as well as the causes and negative effects of those problems. Look for any notable strengths and weaknesses in the target population, as well as in your own organization. This exercise will help you identify which problems your organization could have the greatest impact on, and prove the need for your project to donors and stakeholders.

**2. Assess your stakeholders’ capabilities.**

Your next step is to identify and analyze other current and potential stakeholders, which may include your organization’s funding sources, local and regional government agencies or entities, and other nonprofit groups working in the area.

**3. Identify the long-term and short-term outcomes you want to achieve.**

Now that you know the problems, identify the solutions your project will provide. As with any project, you should first identify the ultimate goal or outcome of your project and then break it into smaller outcomes and objectives that will help you reach that goal.   
You must establish both long-term, strategic outcomes (also known as “development objectives”), as well as nearer-term objectives. Some organizations only identify “immediate objectives,” while others also include “intermediate objectives” that serve as a bridge between the longest- and shortest-term goals.

**4. Create an implementation or work plan.**

Here, you’ll outline the activities that need to be performed in order to achieve outcomes. Identify the long- and near-term objectives the activities will impact, as well as any outputs they will produce. It’s a good idea to put these activities in a timetable, as this will make scheduling easier.  
Next, list the inputs (staff, financial, and equipment resources) required to carry out the tasks, as well as the costs, or output, the activities will accrue. Using this information, you can create a preliminary budget. Be sure to work with your organization’s financial specialist to ensure your budget estimates are accurate.

**5. Make a monitoring and evaluation (M&E) plan.**

Nonprofits are accountable to stakeholders and donors and therefore must closely monitor and evaluate the results of their work. “Monitoring” refers to tracking whether activities are being properly executed on a regular basis. “Evaluation” means quantifying the impact of the activities and inputs on the project’s outcomes and outputs. Evaluations are done less frequently—usually at the end of key phases or milestones.   
The M&E plan outlines how your organization will collect, enter, edit, analyze, and interpret project data. To create a plan, choose “indicators” (characteristics that will show whether the desired results have been achieved) and “targets” (the amount of progress you expect to make toward completing an objective in a certain amount of time). These should be specific and quantifiable, and may align with project milestones.   
In your plan, identify the tools and methods that will be used for data collection and analysis; who is responsible for M&E; where it will be performed; the M&E budget; and how reporting will be handled. Also define the process for potential follow-up actions.  
Once your nonprofit project design is complete, you can use it as the framework for a formal proposal, which will help your organization secure funding in a later stage.

**Question 2. Prepare and present a model project planning matrix for any project of your choice.**

Action planning is the process that guides the day-to-day activities of an organisation or project. It is the process of planning what needs to be done, when it needs to be done, by whom it needs to be done, and what resources or inputs are needed to do it. It is the process of operationalizing your strategic objectives. Project planning is the process of establishing the scope and defining the objectives and steps to obtain them. It is one of the most important of the processes that make up project management. The output of the project planning process is a project management plan.

Here is the simple model project plan matric for food security and livelihood project.

|  |  |  |  |
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| Result Area: Affected population will have access to food | | |  |
| Indicator: Number of beneficiaries meet their nutrition and improving their diets | | |  |
| Means of verification: Survey at the end of the project (end line) | | |  |
| Progress indicator: Beneficiaries gain the skills for project sustainability through training | | | |
|  |  |  |  |
| **Activities** | **Time frame (begin by, complete by)** | **Person responsible** | **Costs/inputs** |
| Community awareness and sensitization | January 2019 to February 2019 | John Deng (EFSL Team leader) | Hall hiring |
| Selection of the Identification committees | Match 2019 to April 2019 | Community chiefs | Provision of registration papers |
| Training of the identification committees | May 2019 to June 2019 | James ,Ajok and John(EFSL team) | Cost of training materials |
| Selection of the beneficiaries | July 2019 to August 2019 | Selected committees | Provision of registration papers |
| Verification of the beneficiaries | July 2019 to August 2019 | James ,Ajok and John(EFSL team) | Vehicle provided for transport |
| Distribution of the project inputs (seeds) | September 2019 to October 2019 | James ,Ajok and John(EFSL team) | Cost of the inputs |
| Post distribution monitoring | November 2019 to December 2019 | David (MEAL officer) | Development of the questionnaires |
| Training of the beneficiaries | November 2019 to December 2019 | James ,Ajok and John(EFSL team) | Cost of training materials |
| report writing | November 2019 to December 2019 | John Deng (EFSL Team leader) | Provision of the data and time |

**Question 3. Prepare and present a simple Log Frame for a Community Project of choice.**

The Log frame approach simply provides a structure for specifying the components of a project and the logical linkages between a set of means and a set of ends. It also places a project in its larger framework of national development objectives and sector goals set by plans and programmes. It is a systematic way of defining and presenting the objectives of a project, indicating how those objectives will be achieved and identifying the main factors external to the project that may introduce a risk of poor performance. It involves definition of the project inputs, activities, and outputs that lead to the achievement of objectives. Thus it is an aid to project design, preparation of work plans, appraisal of proposals and project monitoring and evaluation (Kowalski B (2003).

Here is the simple log frame for my community project (Food security and livelihoods)

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| --- | --- | --- | --- |
| **Narrative summary** | **Indicators of achievement** | **Means of verification** | **Assumptions** |
| Goal  Beneficiaries diet and nutrition improvement. | 90% of beneficiaries diets will improve at the end of the year 2018. | * End line survey. * Baseline survey. * HEA survey (household economic analysis) | For sustainability:  Government will take over the project for further sustainability |
| Project purpose  Affected population of the beneficiaries to have access of food. | 1500 Households will have food by the end of 2018. | * End line survey. * Post-harvest survey. | Purpose to goal:  Hiring of government tractor.  Possible drought and dry spelt needs to be monitored during the implementation. |
| Outputs  Farmers will produce a lot of sorghum in their field.  Farmers trained on agronomic practices. | 90 % of the targeted beneficiaries by the end of the year will produce sorghum.  90% of the targeted beneficiaries by the end of the year will receive the training. | * End line survey. * PDM (post distribution monitoring) | Outputs to purpose:  Hiring of government tractor.  Possible drought and dry spelt needs to be monitored during the implementation. |
| Activities   * Identification of beneficiaries. * Distribution of the seeds. * Training of the beneficiaries. | * 1500 HH to be selected by the beginning of the year. * 100% of the targeted beneficiaries will be receiving the seeds after the first quarter of the year * 90% beneficiaries will be receiving the training | * baseline survey. * PDM (post distribution monitoring) | Activities to outputs:  Insecurity in the project implementation sites is a risk. |
| Inputs   * Seeds * Tools * Human resources. | * 100% of seed viability set for planting at the beginning of the year. * 50% of the staff ready to provide skills and knowledge. | Baseline survey. | Prior conditions   * Weather condition * Government policy |

Source: unit author

**The vertical logic: means-ends relationships**

There is a logical hierarchy of means–ends relationships between the various project elements; progress at each level is a precondition for moving to the higher level. The Box below illustrates the causal relationships which provide the conceptual linkages between the project elements. Establishing clearly the means and ends, helps to design a sound and logical project.

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| Means—end chain equals logical project design  end goal  ↑ ↑  end (means) project purpose  ↑ ↑  end (means) outputs  ↑ ↑  end (means) activities  ↑ ↑  means inputs  Thus:  IF inputs are provided, then activities can take place.  IF activities are successfully completed, then planned outputs should result.  IF outputs are used as intended, then the purpose (effect) should be realized.  IF the immediate objective is achieved, then it should contribute to the realization of the goal (impact). |

Source: unit author

**Question 4. Prepare and present a simple project Work plan summarizing Project objectives, activities and implementation schedule in a Gantt Chart format**

According to Henry Gantt, “Gantt chart is a type of bar chart that illustrates a project schedule. Gantt charts are easy to read and are commonly used to display schedule activities. These charts display the start and finish dates of the terminal elements and summary elements of a project”.

Here below the simple project work plan.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Objectives** | | **2018** | | | **2018** | | | **2018** | | | **2018** | | |
| A | **Specific Aim and Task** | Jan | Feb | Mar | April | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| 1 | **AIM 1: To let the community get aware of the project** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1 | Sub Task: Meeting community stakeholders. |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2 | Sub Task: Meeting community Beneficiaries. |  |  |  |  |  |  |  |  |  |  |  |  |
| 2 | **AIM 2: Formation for the committees** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1 | Sub Task: Selection of the committees per Payam |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2 | Sub Task: Training the selected committees members |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 | **AIM 3: Registration of beneficiaries** |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.1 | Sub Task: Selection of the beneficiaries by committees |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.2 | Sub Task: Verification of the beneficiaries by EFSL Team |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 | **AIM 4: To provide inputs for farming** |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.1 | Sub Task: Distribution of the seeds |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.2 | Sub Task: Training of the beneficiaries |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 | **AIM 5: Reporting** |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.1 | Sub Task: Report writing |  |  |  |  |  |  |  |  |  |  |  |  |

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