Factors contributing to the success of projects

- Organisational capacity
- Efficient project management
- Competent and motivated project team
- Fair allocation of costs and benefits between women and men
- Beneficiaries are clearly identified by gender and socio-economic groups
- Parties involved stick to their commitments
- Good/careful planning
- Project addresses real problems/needs of target group
- Teamwork
- Communication
- Linked to broader development plans
- Fair representation of different interests through participation

Success of a project
MODULE 1.12, HANDOUT #2: The five phases of the project cycle

1. Initiation (idea/concept)
   - Why the project?
   - Is it feasible?
   - Possible partners?
   - Expected results?
   - What are the boundaries/scope?
   - Risk and uncertainty?
   - Go or no go decision?

2. Definition (plan)
   - Requirements to reach project results
   - Stakeholder expectations
   - Agreements between funding agency and project team agreed

3. Design (how to implement)
   - Design product and write proposal
   - Develop detailed schedules
   - Work Breakdown Structure
   - Budgets/financing plan
   - Critical path

4. Implementation (implement/construct)
   - Award contracts
   - Issue instructions
   - Procure equipment and services
   - Make the product/solve the problem

5. Termination (evaluation and reporting)
   - Final evaluation
   - Monitoring
   - Test or hand over the product
   - End of project cycle

Project Cycle Management
MODULE 1.12, HANDOUT #3: Expectations of a project

Do you all agree with the new campsite location and design?

Yes!

Yes!
Build a community campsite

- Design campsite
- Secure leasehold
- Contract builder
- Financial systems
- Staff training

**General activities**

**Specific activities**
## Module 1.12, Handout #5: Activity Schedule Template

<table>
<thead>
<tr>
<th>Name of Project:</th>
<th>General activity</th>
<th>Person responsible</th>
<th>Completion date</th>
<th>Cost</th>
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<tbody>
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<table>
<thead>
<tr>
<th></th>
<th>Labour</th>
<th>Materials</th>
<th>Others</th>
<th>Total cost</th>
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MODULE 1.12, HANDOUT #6: Costing activities

Estimating the cost of each activity:

- What materials will be required and what will they cost?
- What time (labour, security, supervision, meetings, travel and subsistence) will be required and what will it cost?
- What transport is required and what will it cost?
- What services (water, electricity) will be required and what will they cost?

For each activity, there should be a sub-total of costs. The total costs of the project can then be calculated by adding up the costs of all the activities. At the planning phase, only rough estimates of costs are available. As the plan is revised and improved, the costs can be made more accurate.

Example: Clearing area for stands on campsite.

\[
\begin{align*}
5 \text{ persons per day for 5 days} & \\
N\ 60 \text{ per person per day} & \\
\text{Total labour: } 5 \times 5 \times N\ 60 & = N\ 1500.00 \\
\text{Materials: } 5 \text{ spades} + 1 \text{ wheelbarrow} & \\
\text{Total materials: } 5 \times N\ 180.00 + 1 \times N\ 290.00 & = N\ 1190.00
\end{align*}
\]
## Action Plan

<table>
<thead>
<tr>
<th>Month/s</th>
<th>Specific activity</th>
<th>Duration</th>
<th>Who takes action?</th>
<th>Supported by?</th>
<th>Start date</th>
<th>End date</th>
<th>Comments</th>
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MODULE 1.12, HANDOUT #8: Basic format of a project proposal

At a minimum, a project proposal answers basic questions about the project:

- **Why?** - What is the problem or value proposition addressed by the project? Why is it being sponsored?
- **What?** - What is the work that will be performed on the project? What are the major products/deliverables?
- **Who?** - Who will be involved and what will be their responsibilities within the project? How will they be organised?
- **When?** - What is the project timeline and when will particularly meaningful points (referred to as milestones) be complete?

1. **Title page**
   1.1. Name of project, name and address of organisation implementing the project or requesting the funding, and date.

2. **Summary**
   2.1. State the purpose of the project and main intention for funding.

3. **Background**
   3.1. Overall background and information on the sector, department or strategies in relation to the request for funding.
   3.2. Background information about the project for which you require money.

4. **Objectives**
   4.1. Develop SMART objectives for the project.
   4.2. Set objectives are important as the funder will use these objectives to monitor the extent to which the money was spent effectively.

5. **Project description**
   5.1. Including lessons from past experiences, and linkage to other funder activities.
   5.2. Description of: Scope, location, overall time frames, target groups.
   5.3. Description of: Project purpose, results and activities, and main indicators.
   5.4. Support arguments on why it should be funded.

6. **Assumptions, risks**
7. **Implementation/Action Plan**
   7.1. Physical and non-physical means.
   7.2. Organisation and implementation procedures.
   7.3. Timetable (workplan).
   7.4. Estimated cost and financing plan.
   7.5. Special conditions or measures by government or partners.
   7.6. Monitoring and evaluation.

8. **Quality factors**
   8.1. Participation and ownership by beneficiaries.
   8.2. Policy support.
   8.3. Appropriate technology.
   8.4. Socio-cultural aspects.
   8.5. Gender equality.
   8.6. Environmental protection.
   8.7. Institutional and management capacities.

9. **Annexes**
 MODULE 1.12, HANDOUT #9: Self-assessment evaluation for participants

Participants receiving training in Module 1.12 are not subject to formal assessment. However, in order for you to assess the knowledge and skills you have acquired on project management, and for the trainer to ascertain how effective the training has been, you are encouraged to answer for yourself the following questions and discuss your answers – as part of a group or individually – with your trainer.

1. What do you think are the differences between normal conservancy activities and projects?

2. What are the four main types of projects (and name an example of each)?

3. At which phase of the project cycle is most of the planning done?

4. At which phase of the project cycle are the level of effort and costs the highest?

5. What elements make up the 'scope' of a project?

6. Why is it important to conduct a feasibility study before implementing a project?

7. Work out how much it will cost to train 20 participants from your conservancy for 4 days (include rent of conference room N$ 40 per day, meals N$ 50 per person per day, and cost of trainer, N$ 250 per day).

8. Why is the activity schedule such a useful tool in planning and implementing projects?