PROJECT MANAGEMENT

TRAINING MODULES

KENYA PROJECTS ORGANIZATION
< Projects Solutions Provider >

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Nairobi, 2014
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1. Module I: Project Planning and Implementation

We at KENPRO offer consultancy and training on project planning and implementation to the members of Non-Governmental Organizations, Community Based Organizations, Faith Based Organizations, Self-help groups, youth groups, women groups among others.

1.1 Project Planning

In project planning and implementation, KENPRO makes use of Logical Framework Approach as a planning, implementation and monitoring tool.

Logical Framework describes in an operational way in matrix form the most important aspects of an operation, provides a way of checking whether the operation has been well designed and facilitates improved monitoring and evaluation. Table 1 illustrates the Logical Framework Format

Table 1: Logical Framework Format

<table>
<thead>
<tr>
<th>Key components in the development of the Logical Framework</th>
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<tbody>
<tr>
<td>Goal: The objective goal specifies the benefits, which the beneficiaries will enjoy as a result of the project. The Development Goal is often related to the problem/need which the project is seeking to address, and is seen as the longer term desired solution or change.</td>
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<tr>
<td>Purpose: The purpose expresses the action that the target group will take in order to bring about the desired change. The Project Purpose often describes a change in the target group's behaviour, resulting from its use of the services or products provided by the project.</td>
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<tr>
<td>Outputs (results): These are the goods/services/products, which the project makes available to the target group are described. These are the responsibility of the project.</td>
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Activities: They are all the steps, which the project takes to provide the various goods, services and products-or outputs are listed.

Input: This include physical, non-physical inputs that facilitate implementation of a project. They also include human resources and virtual aspects such as opportunity, demand and access etc

1.2 Project Implementation

Project implementation matrix streams from the logical framework. It includes planned activities, actors and time-line of the set activities.

Table 2: Project Implementation Matrix

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<thead>
<tr>
<th>Planned Activity</th>
<th>Time-line</th>
<th>Actor/responsible</th>
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Project planning and implementation are key components in a project cycle. Without proper planning, project implementation may not be realized.
2. Module II: Fund Raising and Proposal Writing

We at KENPRO offer Fund Raising and Proposal Writing and training solutions to the members of Non-governmental Organizations, Community Based Organizations, Faith Based Organizations, Self-help groups, youth groups, women groups among others.

2.1 Fund Raising

Fund raising is a process of mobilising financial resources required to achieve organisational goals and objectives

The common sources of funds include: Governments, Endowments, Donors, Foundations and NGOs, Volunteers, Investments, Corporate sectors, Community contributions and inheritances.

There are various methods used in fund raising. These include Proposal writing, Special events, Endowments, Partnerships, Twinning arrangements, Volunteers, Subscriptions and pledges and Letters.

A good fundraiser should be: Knowledgeable about fund raising resources, A good communicator, A person with good interpersonal skills, A person with sound analytical skills and should be persuasive.

2.2 Proposal Writing

The following constitute an outline of a general proposal format. There are however particular proposal formats which depend upon individual donor requirements. We at KENPRO adhere to general and particular funding proposal requirements.

1. Proposal Contact Details

- The Project Title
- The address and location of the project
- The organization or people responsible for the project
- A succinct and clear statement of the overall purpose of the project

2. Background

This should say:

- Why the project is necessary: provide information on social, cultural, health, economic, political, geographical and other factors contributing to the issues/needs
- What needs the project will try to address
- How the needs have been identified – referring, as relevant, to the feasibility study, information and data collected
• Who the project beneficiaries are
• What other organisations will be involved in the project and whether there are other similar projects

3. Project Description, Aims and Objectives

• Describe how the project will be implemented
• It is necessary to be clear about the difference between the overall aims of the project; the specific objectives and the activities that you will carry out
• Aims or goals are broad or long term and could be, for example…”to improve the health of all children in the district.’

Objectives are more specific and measurable, with timescales for particular aspects of the work and activities that will lead to the achievement of the overall goal. One-way of focusing on the essential characteristics of any objective is to think SMART (Specific Measurable accurate, Realistic and Time-bound).

4. Inputs, Activities and Outputs

Describe the resources (inputs) required in order to carry out the project activities and define the timescale. Activities and outputs should not be confused with the objectives of the project. Activities are what will take place in order to achieve the objectives and could include workshops, clinic sessions, home visits. These activities produce the project outputs such as numbers of people trained, new clinic users in the programme. In a feeding programme for example the number of children who have been fed is an output; the objective of the programme would be the improved nutritional status of the beneficiaries.

5. Assumptions and Constraints

Illustrate the conditions which are necessary to achieve the objectives. There may also be factors which will affect the successful achievement of the project objectives. Both assumptions and constraints may be external and out of your control. Example: an assumption affecting a child health programme is that parents participate in relevant activities. A constraint is that funds remain available for the programmes.

6. Monitoring and Evaluation

Provide details of the indicators or criteria that you will use to monitor progress towards achieving objectives. Indicators can be both qualitative (e.g. measuring satisfaction with service) or quantitative (numbers of people using a service). Monitoring means collecting data and information in an ongoing fashion; analysing the information and using it to implement changes and improve what the project is doing. Monitoring will provide the information that you need to evaluate the project. Evaluation is looking back to assess performance against objectives. You may need to describe the evaluation plan in some detail.
7. Sustainability

How and when will the project become self-sufficient; will the community or organisation be able to continue the project activities following the withdrawal of external funding?

8. The Budget

Give the complete financial breakdown for the duration of the project. Ensure that items in the budget relate to the project activities and workplan. Show how you the applicant will contribute to the budget; distinguish between capital and recurring costs.
3. Module III: Project Evaluation

Monitoring and evaluation (M&E) of development activities provides government officials, development managers, and civil societies with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders. KENPRO uses a number of project evaluation approaches. This article highlights three key approaches that are commonly used in monitoring and evaluation of projects. These include impact evaluation approach, logical framework approach and rapid appraisal approach.

3.1. Impact Evaluation Approach

Impact evaluation is the systematic identification of the effects – positive or negative, intended on individual households, institutions, and the environment caused by a given development activity such as a program or project. Impact evaluation helps to better understand the extent to project interventions reach the poor and the magnitude of their effects on people’s welfare. Impact evaluations can range from large scale sample surveys in which project populations and control groups are compared before and after, and possibly at several points during program intervention; to small-scale rapid assessment and participatory appraisals where estimates of impact are obtained from combining group interviews, key informants, case studies and available secondary data.

Use
Measuring outcomes and impacts of an activity and distinguishing these from the influence of other, external factors.

Helping to clarify whether costs for an activity are justified.

Informing decisions on whether to expand, modify or eliminate projects, programs or policies.

Drawing lessons for improving the design and management of future activities.

Comparing the effectiveness of alternative interventions.

Strengthening accountability for results.

Methods
Questionnaire: A structured questionnaire with a limited number of closed ended questions that is administered to a number of people. Selection of respondents may be random or ‘purposive’ sampling procedure.

Key informant interview: a series of open-ended questions posed to individuals selected for their knowledge and experience in a topic of interest. Interviews are qualitative, in-
depth, and semi-structured or unstructured. They rely on interview guides that list topics or questions.

Focus group discussion: a facilitated discussion among 8–12 carefully selected participants with similar backgrounds. Participants might be beneficiaries or program staff. The facilitator uses a discussion guide. Note-takers record comments and observations.

Direct observation: use of a detailed observation form to record what is seen and heard at a program site. The information may be about ongoing activities, processes, discussions, social interactions, and observable results.

Note:
KENPRO team mainly conducts impact evaluation (objective-based evaluation).

3.2. The Logical Framework Approach
The logical framework (LogFrame) helps to clarify objectives of any project, program, or policy. It aids in the identification of the expected causal links—the “program logic”—in the following results chain: inputs, processes, expected outputs, outcomes, and impact. It leads to the identification of performance indicators at each stage in this chain, as well as risks which might impede the attainment of the objectives. The LogFrame is also a vehicle for engaging partners in clarifying objectives and designing activities. During implementation the LogFrame serves as a useful tool to review progress and take corrective action.

Note
LogFrame engages stakeholders in the planning and monitoring process. When used dynamically, it is an effective management tool to guide implementation, monitoring and evaluation of project.

3.3. Rapid Appraisal Approach
Rapid appraisal methods are quick, low-cost ways to gather the views and feedback of beneficiaries and other stakeholders, in order to respond to decision-makers’ needs for information.

Use
Providing rapid information for management decision-making, especially at the project or program level.

Providing qualitative understanding of complex socioeconomic changes, highly interactive social situations, or people’s values, motivations, and reactions.

Providing context and interpretation for quantitative data collected by more formal methods.
Methods

Questionnaire: A structured questionnaire with a limited number of closed ended questions that is administered to a number of people (50–75). Selection of respondents may be random or ‘purposive’

Key informant interview: a series of open-ended questions posed to individuals selected for their knowledge and experience in a topic of interest. Interviews are qualitative, in-depth, and semi-structured. They rely on interview guides that list topics or questions.

Focus group discussion: a facilitated discussion among 8–12 carefully selected participants with similar backgrounds. Participants might be beneficiaries or program staff, for example. The facilitator uses a discussion guide. Note-takers record comments and observations.

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