

### Introduction

The Government of PNG has expressed a commitment to improve the hygiene and sanitation standards of rural communities in the country and this is being supported by the European Union through the RWSSP. The Purpose (main objective), of RWSSP is to “Sustainably enhance access to safe water, improved sanitation use and hygiene behaviour for participating rural communities”

Grant funds are channelled through NSAs in order to achieve this very clearly defined objective.

### Project Identification and Formulation

Project identification is the initial conception and early formulation of proposals. From where do these ideas for development projects come? To all intents and purposes RWSSP projects have already been identified. That is, there is already a clearly defined objective. We only fund projects that contribute to improved health by improving access to safe water and improved hygiene and sanitation.

In terms of project planning therefore, the role of the NSA is not so much in project identification, but in formulation and implementation. The role of the NSAs are to:

- i. Identify the most appropriate communities for this project. (Needs assessment)
- ii. Project Formulation, identify the most appropriate way to achieve the Purpose, ie identify Results (Outputs) and activities,
- iii. Develop an implementation plan, manage implementation, and control funds.

#### 1. Identify the most appropriate communities for this project. (Needs assessment)

This is based on identifying a real need for the project (based on improving the health of rural communities), a clear commitment by the community, feasible logistics to complete the project within the available resources and the chances of sustainability. These topics are covered in more detail in TAN 1.7 Needs Assessment for Project Proposal Preparation and TAN 1.9 Selection Criteria.

#### 2. Project Formulation. Identify the most appropriate way to achieve the Purpose, ie identify Results (Outputs) and activities.

##### Identifying Results

The RWSSP Grant Funding Application form provides applicants with potential Results in order to achieve the project purpose these are:

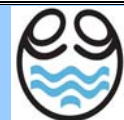
- i. Increased access by the final beneficiary community to safe water supply delivered through a locally appropriate and sustainable system.
- ii. Increase in the availability and use of improved sanitation facilities.
- iii. Increase in the construction and use of hygiene facilities.
- iv. Improved linkages between communities and service providers to promote greater sustainability.
- v. Increased understanding within the community of issues relating to gender and empowering women in society.
- vi. Increased awareness on prevention and treatment of HIV/AIDs.
- vii. Establish effective Finance and Administration and management procedures to implement project.

You may use these or your own. When identifying Results it is important that you are confident that by completing all the Results you will achieve the project Purpose. If, collectively, the Results will not achieve the Purpose think again!

These Results, with appropriate indicators (such as when it will be achieved, how much water will be delivered, how much of the population will have access to improved sanitation etc) determine your projects Term of Reference, your deliverables. This is what you will be evaluated against. “Did you achieve your Results within the time frame and to budget and did they result in achieving the Project Purpose?”

##### Identifying Activities.

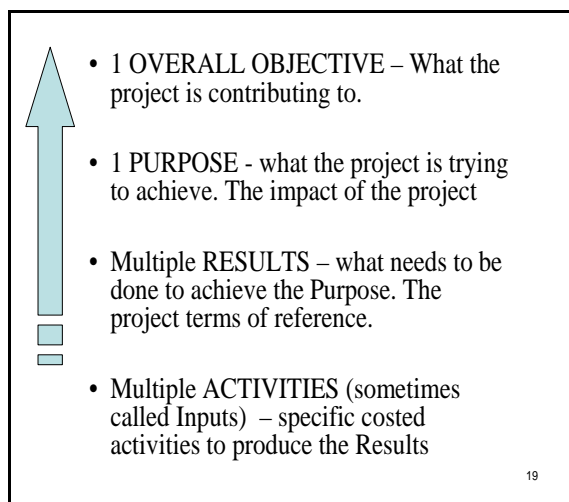
Once you are clear about your Results. And you feel confident that the Results will achieve the Purpose you need to identify all the activities needed in order to achieve each Result. So if your result is “Increase in the availability and use of improved sanitation facilities” How exactly will you



achieve this? At this stage it helps to get all key stakeholders together: Community representatives, NSA staff, LLG representatives etc. It's a creative process, you need to brainstorm all possible ways to achieve your Result, and then decide on your key Activities. So how many possible ways can you think of to "Increase in the availability and use of improved sanitation facilities"? Record all ideas, even apparently silly or unrealistic one – just write as many ways down as possible, then decide on which ones to adopt. Final selection should be based on community preferences, technical feasibility, cost, time etc. Wide consultation with key stakeholders is essential at this stage if you are to get the most appropriate solutions, and ownership of them by the community.

It may not be possible or desirable at this stage to provide detailed technical specification regarding the latrine construction and water supply since this takes time in close partnership with the beneficiary community. Once you know what type of water supply will be installed a water engineer should be able to provide a costing accurate enough for your budget without the fine details, which can be provided later.

### *The Objective hierarchy*



Once you have identified the key Activities you should be in a position to make a reasonably accurate budget.

The RWSSP Grant Proposal Form requires you to submit a basic implementation plan in the form of an implementation schedule. This helps the PMU see what you intend to do and when. It is not sufficiently detailed for you as a manager to implement the project effectively, and a much more detailed implementation plan is required for this in order to put the fine implementation details into the project. This is only likely to be developed once you have received confirmation of funding. Then you can work on detailing specific tasks, responsibilities etc with the project stakeholders

### **3. Develop an implementation plan, manage implementation, and control funds. (implementation planning and budgeting)**

*Implementation Planning.* "Fail to plan and you plan to Fail"

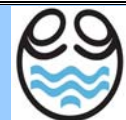
Implementation planning is about putting your project into action. It is about structuring tasks to ensure the most efficient use of time and resources. There are a number of tools which help managers sequence tasks effectively, identify dependencies between tasks, allocate resources and optimise the time required to implement projects, as well as to track progress once the project has started.

Regardless of how well a project is designed, without competent implementation planning they can soon run into difficulties that risk the project overrunning or not achieving its objectives. Projects require coordination, so that tasks can be implemented in the most efficient sequence, with the most suitable staff with access to the right resources at the right time and in the right place.

An implementation plan ensures that all members of the project team are aware of what will be done, when and by whom. Complex projects need coordination of:

- Multiple people
- Multiple resources (equipment, etc.)
- Multiple tasks – some must precede others
- Multiple decision points – approvals etc
- Phased expenditure of funds
- Matching of people/resources to tasks

Good planning needs to be done before implementation starts if a manager is to manage proactively, and deal efficiently with obstacles and



delays. Without it a manager becomes reactive, relying to a large part on chance and good fortune. In addition, members of the implementation team have no clear overview of the project and this can affect motivation and performance.

Common problems associated with project implementation include.

- Inaccurate assumptions about what is likely to happen (roads open, funds available etc):
- time scale to complete tasks over-optimistic (very common)
- lack of resources in the right place at the right time (why?)
- No contingency plan for unexpected changes.
- No thinking about what changes may occur during the implementation phase
- Failure to monitor implementation effectively and update plan: a plan is a working document and changes need to be communicated
- Insufficient commitment and motivation: from senior management, key individuals and stakeholders

Project implementation (or putting plans into action) can benefit from the application of specific techniques and planning skills. During the implementation planning phase, time, cost, quality, and scope may be traded off against each other. Below are some of the key tools that you should use when planning to implement a project.

- Project specifications
- Work breakdown structures/schedules
- Time schedules
- Organisational responsibility charts

### *Project Specifications*

Project specifications more closely define project activities, particularly with regard to the quality of outcome. Specifications generally include:

- specific quality standards
- specific details about the technical design of the project
- the resources to be used
- outside contractors required

For the water delivery part of your project the specifications will need to be worked out closely between the water and sanitation engineer and the community. It will detail all aspects of the system

and include parts lists, suppliers, location and style of water points etc.

### *Work Breakdown Structure*

A Work Breakdown Structure simply breaks each activity down into simple steps or tasks. This helps ensure that activities will be completed effectively by ensuring that all tasks are identified and planned for. This is one of the first activities to complete when planning project implementation.

So for example if our Result was:

*“Increase in the availability and use of improved sanitation facilities”.*

We may have selected an Activity that says *“80% of population use improved VIP latrines by end of project Dec. 2011.”*

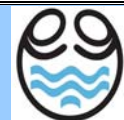
The work breakdown schedule would then identify all the tasks associated with completing this activity, and may include for example;

- i. *Field visit: Conduct PHAST and CLTS in Tari, identify demand for latrines and style required*
- ii. *Field visit: Facilitate a community planning process to identify location of latrines, work schedule to complete, roles and responsibilities.*
- iii. *Field visit: Develop with community list of materials required*
- iv. *Get quotes from local suppliers on costs of materials.*
- v. *Field visit: Present quotes to community, decided on supplier.*
- vi. *Have materials delivered, community to ensure all suppliers agreed have been delivered*
- vii. *Field visit: Hold latrine building training course*
- viii. *Field visit Monitor implementation*
- ix. *Field visit: Evaluation visit to complete RWSSP report.*

Once the tasks have been identified the project manager will be in a far better position to plan the implementation, for example by assigning responsibilities for each task, identifying deadlines and sequencing/scheduling tasks appropriately.

### *Task Scheduling*

Once you have identified all the tasks associated with each activity, those tasks can then be entered onto a bar graph (implementation schedule) to



show when each task will be completed. This is a very useful tool since it allows you to;

- Monitor progress very easily
- Organising tasks, some need to wait for others to be completed first, other tasks can start straight away and don't need to wait on others.
- Plan the allocation of resources at the right time – when are cars needed, when is cash needed, when are staff members needed.

Efficient task scheduling is a real skill. It requires that you estimate the time taken for each task accurately and that you understand the relationships and dependencies between tasks. Often computers are used to record work breakdown schedules as this allows changes to be made and reprinted - so providing flexibility during project development and implementation. As with all computer output it is important that each revision is dated so that all team members are working towards the same schedule.

In addition to the appropriate order of tasks, Project Managers also have to contend with additional factors when scheduling projects. These may include for example;

- Availability of Resources
- Work schedule of implementing partners eg other NSAs, community.
- Seasonal cycles: celebrations, rain, agricultural demands
- Electoral cycles
- Donor milestones and timeframes.

During Phase 1 it was common for NSAs underestimated the time taken to complete tasks and then fail to plan any additional contingency time caused by delays in funding, supply of materials or condition of roads. Similarly, there was very little evidence of creative task scheduling in order to maximise the time available. Be realistic about how long a task will take – and think about what could delay it and the impact this will have on implementation.

In addition be aware of the RWSSP programme structure, and how funding mechanisms and reporting requirements will dictate task timing, so for example a project will need to plan around any delays between signing of the contract and release of the first tranche of funds, also you need to schedule in an interim report and request for second payment, and plan tasks around these milestones.

To demonstrate this a list of key RWSSP milestones and suggested project implementation activities has been attached at the end of this document.

Critical Path analysis is a tool that helps schedule tasks, it looks at the relationship between tasks and the effect of delays. It can be a very useful tool for effective project scheduling. Should you wish to know more please contact the RWSSP PMU who will be able to provide more information and training resources.

Also Microsoft Project is a useful software application that can help plan projects more accurately and efficiently

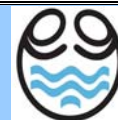
#### *Organisational responsibility*

Once tasks have been defined, assign responsibility. Make it someone's job to get the task done. Ensure they have the right skills (or if you are developing their skills make sure they have adequate supervision) and the right authority to make necessary decision, and then monitor.

#### *Identifying risks and assumptions*

So now you have identified your tasks, which together will achieve your Activities, which in turn will achieve your Results, which in turn will achieve your Project Purpose. At least that's the plan !! Conducting a risk/assumptions analysis helps to see what could go wrong. A risk is something that could go wrong, and assumption is basically the opposite, it is something you are assuming will happen, but may not. So for example one assumption may be "*material costs do not rise beyond what was budgeted for*" Written as a risk this would simply say "*Material cost rise beyond what is budgeted for*". So you see they are basically the same, just written differently. Conducting a risk/assumption analysis allows you to plan for a contingency. What will your project do if priced do rise, or roads do get swept away, or conflict does prevent access to project site? Brainstorm all the things that could possibly go wrong – then think about how likely it is to happen and what the impact would be. Draw this up into a table and think about what your contingency would be

If a risk is very likely to happen and it has a high impact on your project don't ignore it and hope for the best – plan to do something about it.



**Remember** – Implementation planning must be done with key project stakeholders, eg partners and especially the beneficiary community. They need to be involved in determining final project specifications (where will tap stands go, what will they be like etc etc) identifying tasks, scheduling these at appropriate times, assisting in defining various responsibilities and measuring progress, identifying risks and assumptions.

### *Managing implementation*

There is a lot to being an effective manager. It requires managing implementation, keeping it on track with time and quality and managing your team, delegating tasks, motivating and monitoring. The task is made much harder through poor planning. If you have planned your project implementation well, project management will be made much easier.

During RWSSP Phase 1 a Forum was held in Weewak to share experiences from implementing NSAs. It may be worth re-visiting these as we talk about project management

### *Principles of project success developed during the Weewak Forum*

1. Provide good quality training, early in the project
2. Develop strong working partnerships between key stakeholders
3. Identify and encourage natural community leaders
4. Base project if possible on existing community initiatives, clear needs.
5. Manage community expectations
6. Motivate implementers
7. Have a strong technical design
8. Encourage active participation from the start
9. Define tasks and responsibilities clearly, sequence activities carefully and accurately
10. Identify risks and assumptions during the planning phase and budget more carefully

Have confidence in the logic between your Activities, Results and Purpose, make sure you get this right during the project proposal writing stage.

When your project is approved spend time on your implementation plan. Identify all the Tasks necessary to achieve each Activity, identify who is responsible for these tasks, when they should be done and how long they will take, think about the appropriate sequencing of tasks in order to make maximum use of the time available and to ensure that tasks flow smoothly, and think about contingencies. Put tasks in a bar chart, and mark on Programme milestones and hurdles – such as reporting requirements, funding requests and possible delays.

Finally, manage the project – know what is going on in the field, know if you are sticking to the schedule or falling behind and manage pro-actively.

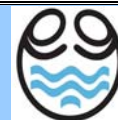


**This TAN is an introduction to effective project implementation planning. If you would like further details on this or other areas of Project Management please contact the RWSSP PMU**



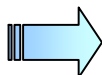
This programme is funded by the European Union

## Concluding Comments



### RWSSP Phase II Key Milestones and suggested project implementation activities

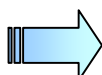
#### Call for proposals



- Selecting communities based on needs and assessed commitment
- Open dialogue with other stakeholders/partners
- Gender awareness training
- Proposal developed with technical options.
- Formation of community committee to co ordinate project implementation
- Developing initial committee TORs
- Community discussion on implementation, obligations and implications for land agreements etc
- Identify capacity development needs of Community committee

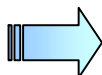
#### Proposal Submitted

#### Proposal Accepted/ Contract signed/ First tranche received



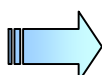
- Ongoing capacity development of community committee
- Identify opportunities for networking/linking with local government
- Begin collecting 10% contribution
- Purchase sanitation materials
- Community Led Total Sanitation
- Construction of latrines (at least 50% of community - otherwise not committed ?)
- PHAST for improved hygiene and water management.
- Community planning for water supply and improved Hygiene
- Technical feasibility
- Detailed technical project specifications (by engineer) Water sampling and testing
- Detailed project implementation planning
- 10% contribution deadline
- Signing of community agreements
- First purchase of materials and transport to site
- Complete interim report and request for payment

#### Interim report and second tranche request



- Continued construction activities
- Further develop capacity of community committee, review TORs to reflect more long term role in promoting sustainability , evaluate roles/positions
- Invite other stakeholders to observe progress

#### Second tranche received



- Second purchase of materials and delivery to site
- Final construction phase
- O&M training
- Final development of community committee with clear TORs and mandate
- Opening ceremony

#### End of project report and acquittals. End of Contract and project verification