

project planning and management series

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ACKNOWLEDGEMENT

The Project Planning and Management Series consists of a set of manuals and associated modules presenting practical approaches, tools and techniques for project planning and management. (See list on back cover). A product of the Government of Jamaica/USAID National Planning Project (1976-1980), the series was developed by the Project Development Resource Team (PDRT) of PAMCO for use in "action-training" workshops and reflects extensive experience in training and project development. All present PDRT members are contributing authors and have worked together in writing, revising and publishing the series. Special credits are due to Dr. Meryn Kettering for design and development of the series; Dr. Bruce Brooks for writing final versions of many modules; Mrs. Marjorie Humphreys for assuming primary editing and production responsibility and for organizing draft papers into more useful materials; Mr. Lascelles Dixon, head of PDRT since 1979, for designing the cover and improving many of the illustrations; and Mrs. Christine Hinds and Miss Linette Johnson for typing the drafts and final manuscripts. Any comments on the series and its usefulness are welcome.

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MODULE 29

PROJECT SELECTION ANALYSIS

Bruce Brooks and Merlyn Kettering

A. PREREQUISITES: MODULE 30 - Brainstorming

B. DISCUSSION:

Project Selection Analysis is a tool to identify project elements and to select a course of action to bring about logical changes that will solve a problem to satisfy a felt need.

C. PURPOSE:

Project Selection Analysis is a systematic process for analysing a problem requiring change, so that the "best" course of action can be chosen from a number of apparently equally desirable alternatives. This becomes the project.

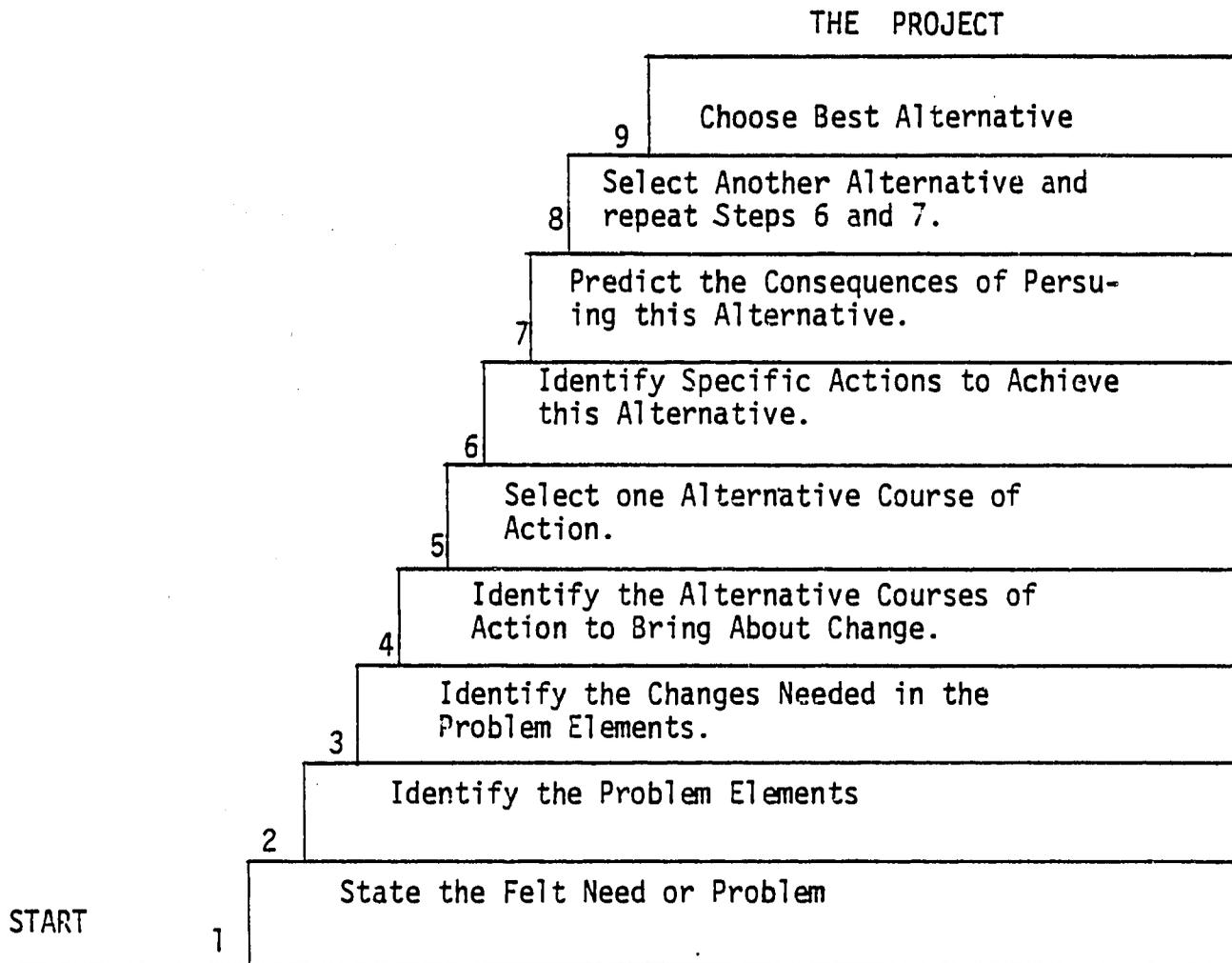
D. USE:

The use of this technique is to enable the project planners to select a change alternative or project that is most appropriate in reaching the objective.

E. STEPS IN ANALYSIS:

ILLUSTRATION 1 shows the nine steps in determining the most appropriate change alternative for dealing with one or more of the problem elements that form the felt need.

ILLUSTRATION 1: NINE STEPS IN PROJECT SELECTION ANALYSIS



There could be many promising alternatives, so select for analysis those which seem to be most promising. When these have been completely analysed choose the most feasible alternative basing your decision on the most recent data and information available, supplemented by surveys and questionnaires to fill any gaps. If this alternative is not satisfactory, repeat the process. The final choice becomes the *PROJECT*.

Example of Project Selection Analysis

The items under each step of this example are selected *to illustrate what can be included*. The list is not an exhaustive one, so others may be added.

(1) *Felt Need (Problem)* - The level of child nutrition (ages 1-10) needs to be raised.

(2) *Problem Elements*

2.1 Shortages of Local Food Crops.

2.2 Lack of Protein in Diet.

2.3 Improper Food Selection.

2.4 Lack of Variety in Diet.

2.5 Low Income of Parents

2.6 High Birth Rate.

2.7 Lack of Nutrition Education

2.8 Inadequate Food Distribution.

(3) *Changes Needed in Elements*

3.1 Increase Production of Local Foods in Short Supply.

3.2 Increase Production of Higher Protein Foods.

3.3 Increase Level of Protein in Diet.

3.4 Increase Food Imports.

3.5 Raise Incomes.

3.6 Lower Birth Rate.

3.7 Provide Nutrition Education.

3.8 Improve Food Distribution.

- (4) *Alternative Actions to Bring About Change*
- 4.1.1 Increase production of selected root crops.
 - 4.1.2 Increase production of corn.
 - 4.2.1 Increase production of milk.
 - 4.2.2 Increase production of soyabeans.
 - 4.2.3 Increase production of high lysine corn.
 - 4.2.4 Increase production of red meats.
 - 4.2.5 Increase production of poultry.
 - 4.2.6 Increase production of fresh water fish.
 - 4.3.1 Introduce post-natal dietary supplements.
 - 4.3.2 Expand school feeding programme.
 - 4.3.3 Increase family planning education.
 - 4.4.1 Increase importation of wheat.
 - 4.4.2 Increase importation of dried milk and cheese.
 - 4.5.1 Subsidise farmers producing specific crops.
 - 4.5.2 Establish home-based industries for low-income groups.
 - 4.6.1 Increase availability of contraceptives.
 - 4.6.2 Increase family planning clinics.
 - 4.7.1 Introduce nutrition programme in primary schools.
 - 4.7.2 Introduce nutrition programme in Jamal.
 - 4.8.1 Initiate research into the development of new techniques for food preservation.
- (5) *Select one attractive Change Alternative based on previous evaluation of available skills, available funds, and a view of internal and external constraints, e.g., social, political, economical/financial and available information relative to physical and human resources, available technology, and market for product or service.*

Select an alternative from the list of alternatives generated in STEP 4. Each alternative action is associated with one or more of the change actions listed in STEP 3 and one or more of the problem elements in STEP 2. Any alternative can be chosen as long as it will bring about one or more changes that will affect one or more of the problem elements.

Example:

(Felt Need)	The level of child nutrition (ages 1-10) needs to be raised.
(Element)	Shortage of local food crops.
(Change)	Increase production of food in short supply.
(Alternative)	Increase production of milk.

- (6) *Identify Specific Actions* that can occur when an alternative is chosen, e.g;

Alternative: Increase production of milk.

Specific Actions that can occur:

Improve dairy herd.

Increase veterinary services.

Increase number of dairy cows.

Increase land in pasture.

Improve pasture lands.

Increase acreage in irrigated pastures.

Increase dairy fodder production.

Improve dairy feeds

Train dairy farmers in improved husbandry practices, etc.

- (7) Predict some of the consequences of the specific activities of this alternative. These are some of the questions that should be asked when considering the consequences of the specific activities:

Are sufficient resources available for carrying out the specific activities needed to increase milk production?

Is the needed technology available?

Are dairying skills sufficient?

Will more milk be marketable?

Can the families who need it afford it?

Are there any cultural, social, or political constraints on this alternative?

Will farmers accept and carry out these activities?

Will target group(s) be reached?

Are processing and marketing facilities available?

Etc.

- (8) Repeat Steps 5, 6, and 7 for *each* alternative that is selected.
- (9) Choose the one that is believed to be the best alternative. This alternative becomes the project to be planned and implemented.

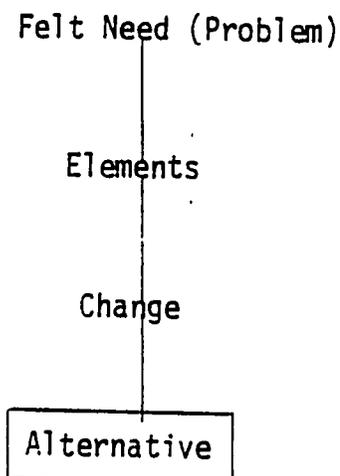
EXERCISE 1.

PROJECT SELECTION ANALYSIS

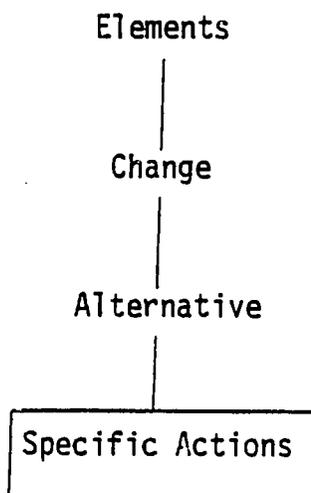
Instructions:

Divide into small discussion groups and select a group leader and recorder. Work through the exercise below one step at a time. When each group has completed the analysis of *at least two* change alternatives, put the 8-step analysis of each alternative on flip charts for discussion.

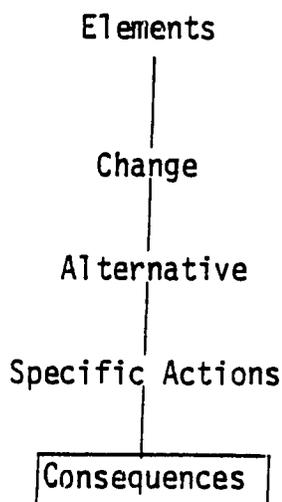
1. State a felt need.
2. List the problem elements surrounding the felt need.
(SEE MODULE 30 - BRAINSTORMING for a suggested group process that can be used to accomplish Steps 2, 3, 4, and 6).
3. List the changes needed to overcome the problem elements.
4. List the alternative ways to bring about the needed changes.
5. Choose one of the alternative ways to bring about change that was listed in STEP 4. Identify an element this alternative is associated with and one change that will result if this alternative is chosen.



6. Identify specific actions required to achieve this alternative.



7. Predict the problems that may arise when the specific actions are taken.



8. Choose another likely alternative and repeat STEPS 6 and 7.
9. After the group has worked through two alternatives that are most promising and least constrained, select the one that the group believes should become *the project*.
10. Following the example shown on pp. 3-6, put your analysis on chart paper and be prepared to discuss it with the entire group.

Earlier PDRT working papers relevant to this topic include "Project Alternatives, M. Kettering and J. Kristiansen, 1977. (12 pages).

Project Planning and Management Series.

MANUAL - I Planning for Project Implementation
MANUAL - P Project Planning
MANUAL - M Project Management
MANUAL - PF Pioneer Farm Implementation Planning

MODULES

1. Defining Project Objectives (Objective Trees)
2. The Logical Framework
3. Work Breakdown Structure
4. Activity Description Sheets
5. Project Organization
6. Linear Responsibility Charts
7. Project Scheduling - Bar Charts
8. Bar Charting for Project Control/Scheduling
9. Project Scheduling - Network Analysis
10. Milestones Description Charts
11. Resource Planning & Budgeting
12. The Role of PAMCO
13. Project Technology Analysis
14. Demand Analysis
15. Market Strategy Analysis
16. Project Area Analysis
17. Project Costs & Benefits
18. Project Profile
19. Financial Analysis
20. Cash Flow Analysis
21. Discounting
22. Net Present Worth Analysis
23. Cost-Benefit Analysis
24. Benefit-Cost Ratio Analysis
25. Internal Rate of Return
26. Social Analysis of a Project
27. Economic Analysis of Projects (including Border Pricing)
28. Financial Statements & Ratios
29. Project Selection & Ratios Analysis
30. Brainstorming
31. Decision-making System for Projects
32. Project Institutional Environmental Analysis
33. Ecological Analysis for Projects
34. Introduction to Contracts, Jamaican Contract Documents & Tendering Procedures
35. Selection & Use of Consultants
36. Project Documents for Planning & Implementation
37. Report Writing for Projects
38. Project Files
39. Formats for Pre-Feasibility & Feasibility Studies
40. Motivation of Employees and Personnel Evaluation
41. Design of a Project Management Control System
42. Evaluating & Forecasting Project Progress & Performance
43. Project Termination
44. Introduction to Lending Agencies
45. Organizing and Conducting Conference Meetings
46. Withdrawal of and Accounting for Loan Funds in the Financing of Projects