

Module IV – Project and Programme Implementation and Evaluation

Submodule: DEVELOPMENT CYCLE MANAGEMENT AND PLANNING

Course instructor:

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Introduction:

The practice of Project Management is becoming critical to the success of many development, government, and non-profit organizations (NGOs). With reduced budgets and increased demands from donors and other stakeholders, organizations need to incorporate the tools and practices of modern project management to achieve the expected results.

This course will help students to grasp what is meant by Project Management **in development projects**, in line with the philosophies of the different donor organizations. International cooperation in development project management requires a common understanding of planning, monitoring, and evaluation.

The concept of "**PCM – Project Cycle Management**" is explored. As a fundamental component of the course, we examine the **Logical Framework Approach** as a development instrument. The course helps students to become familiar with work in interdisciplinary multicultural groups and the application of Project Management instruments and tools.

Within this context, the role of **International Organizations** (IO) in development will be explored, to analyze with the students their role as donors and if globalization and institutions such as the World Bank or the IMF have helped low-income countries reduce poverty or perpetuated international inequality. We will learn how to apply to call for proposals from donors such as the European Union, COSUDE, UN Women, etc.

Course Objectives:

By the end of the four modules students will have a good knowledge of (i) the principles of Project Management in development projects, (ii) the role of the Project Manager, (iii) key aspects for project proposal writing, (iv) who are the main international donors, and (v) how do IO work and what is their strategic role in development. They will have practiced its principal mechanisms and be in a position to apply them.

Course Methodology:

The course is geared towards active learning and uses participatory approaches as much as possible given the current situation with the pandemic. In any case, a variety of methodologies will be used, including lecture/presentation, online discussions and questions and answers (using online apps), and role-playing exercises (based on cases of real projects).

The final exam will be written and will include theory and practical application of mechanisms and tools.

¹ Consulting firm dedicated to international development cooperation and social intervention projects, which specializes in regional development, innovation and project management. www.wapconsulting.es

Course Content:

Lecture I (4 hours): Basic elements of successful Project Management

- Definitions of project management
- Project management constraints
- Development challenges
- Schedule management
- Budget management
- Team and stakeholder management
- Information management
- Risk and contract management

Lecture II (4 hours) The phases of PCM (Project Cycle Management)

- Initiation and planning phase
- Implementation and monitoring phase
- Adapting and closing phase
- Project management cycle
- Adaptive project management
- The principles of Monitoring and Evaluation
- Roles, Responsibilities, and Skills
- Introduction to Agile and Scrum

Lecture III (8 hours) Logical Framework Approach and its tools

Logical Framework (LFA) is the dominant approach to planning and managing projects in major donor agencies. LFA has proven its value as a problem-oriented planning approach, an effective tool for the analysis, systematic planning, and presentation of projects.

- Definition of a problem/need in relief and development
- The cause and effect
- The problem tree
- Using identified problems to set objectives
- SMART Objectives
- Setting Project Goal and Objectives

Lecture IV (5 hours) International Organizations

How do they work and what is their strategic role in development (World Bank Group, IMF, OECD, etc.). Who are the main international donors? Learning how to apply to call for proposals from donors such as the European Union, COSUDE, UN Women, etc.

Recommended readings:

1. *"Volume 1: Project Cycle Management"*. European Commission-EuropeAid, March 2004, Guidelines on Aid Delivery Methods.
2. *"Guidelines for Impact Monitoring in Economic and Employment Promotion Projects with Special Reference to Poverty Reduction Impacts"*. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Martina Vahlhaus. Eschborn, March 2001.
3. *"The World Bank Logframe Handbook, A Logical Framework Approach to Project Cycle Management"*. The World Bank, January 2014.

4. *“Useful Theory of Change Models”*. Mayne, John. (2015). Canadian Journal of Program Evaluation.
5. *“The Operational Guide for the Making Markets Work for the Poor (M4P) Approach”*. The Springfield Centre (2015), 2nd edition funded by SDC & DFID.