

Planning, Programming and Monitoring Projects (5 days)

*How to plan a project, program its activities and design and design
and implement its follow-up system*

Course overview If you fail to plan... plan to fail!

This interactive course focuses on the planning of projects, the programming of activities and the monitoring.

Participants are first introduced to the Results-Based Management (RBM) concept and its application in project management. RBM focuses on the performance and achievement of objectives and is the dominant management strategy in use.

Then, participants are working through the project planning and activities programming steps. The main tool used is the logical framework. It provides a structured model for identifying expected results as well as the activities and inputs needed to accomplish them. The course also provides additional techniques and tools to identify stakeholders, analyze problems, define objectives in line with population's needs and program human, financial and logistic resources in an efficient way.

Finally, participants discuss how to design and implement a proper monitoring.

This course is part of the Project Cycle Management curriculum:

- Needs Assessments (5 days)
- Planning, Programming and Monitoring Projects (5 days)
- Evaluating projects (3 days)

Participants obtain a certificate in Project Cycle Management after attending the three courses. Each of these courses covers one main subject and can also be taken individually, leading to a course certificate.

Who should attend

The course will benefit persons who are new to project management, or have experience but haven't had the opportunity to follow a training course yet. In particular:

- Project/Programme managers
- Key field and HQ staff involved in project management
- Managers supervising project teams
- People who wish to join the non-for-profit sector
- Consultants working for NGOs

Learning objectives

At the end of the course, participants have understood how to plan a project, how to program its activities and how to design and use its monitoring system following the Result-Based Management approach and using the logical framework as a tool.

Course organisation

The emphasis is put on practice/exercises rather than on presentations.

- Group work
- Brainstorming
- Role play
- Case study

Day 1	<p>A. <u>RESULT-BASED MANAGEMENT</u></p> <ul style="list-style-type: none">- Identifying the Project Cycle- Understanding the origins of the RBM concept- Defining a results chain <p>B. <u>PLANNING PROJECTS</u></p> <p>Step 1: Analysing Situation - from Needs Assessment to Planning</p> <ul style="list-style-type: none">- Identifying and analysing problems: Importance and challenges- Mapping stakeholders
Day 2	<p>Step 2: Choosing the operational strategy</p> <ul style="list-style-type: none">- Defining coherent priorities- Linking priorities to the mandate of the organisation <p>Step 3: Proceeding with a detailed analysis</p> <ul style="list-style-type: none">- Analysing stakeholders- Analysing the environment
Day 3	<p>Step 4: Planning the project</p> <ul style="list-style-type: none">- Understanding the Logical Framework Approach (LFA)- Formulating project objectives- Defining project activities- Analysing potential risks for the project- Identifying indicators and source of verification
Day 4	<p>C. <u>PROGRAMMING ACTIVITIES</u></p> <ul style="list-style-type: none">- Sequencing and scheduling activities- Programming human, financial and logistic resources (Table of resources and workload tool)- Finalising the programming: risks, governance, knowledge management, communication
Day 5	<p>D. <u>MONITORING PROJECTS</u></p> <ul style="list-style-type: none">- Understanding why we follow-up projects- Looking at the monitoring and evaluation concepts- Mastering the monitoring process:<ul style="list-style-type: none">o What do we monitor?o How do monitor?o When do we monitor?