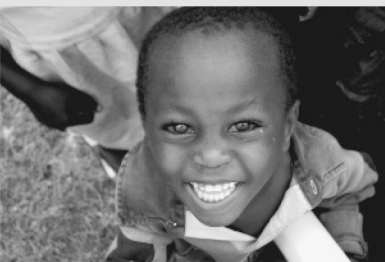


Professional Management of International Development Co-operation



Training Courses



promic is a training programme jointly developed by AGEG Coop. - *German Association of Development Consultants* and Particip Ltd. - *Consultants for Development and Environment*. Our two organisations are, for more than 15 years, successfully delivering professional consultancy in the fields of project management, training, technical assistance in developing countries as well as evaluation of projects, programmes and policies worldwide. Human resource development and related trainings, including project management training, are among the cornerstones of our services.

For more information please refer to:
www.ageg.de and www.particip.de



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Description of the Programme 1

International development co-operation

is characterised by a high degree of complexity, resulting from a broad spectrum of actors in rapidly changing environments. Flexibility, strategic decisions, risk management and stakeholder management addressing diverging interests - these are specific challenges that project and programme managers are facing in international development co-operation.

Since the end of the nineties, a strong trend towards complex and joint development interventions has emerged. Most international and bilateral financing institutions aim at supporting programmes or sector strategies instead of single projects, expecting more significant impacts from concentrated actions rather than from single activities.

Consequently, these institutions and their partner countries need to co-operate more closely with a particular focus on impact monitoring and assessment.

International initiatives on common indicators, planning tools and strategies for poverty reduction suggest that the international community is aware of the need for harmonised procedures. All important actors recognize their shared responsibility for a coherent set of tools for planning, monitoring and evaluation.

Our advanced training programme **promic** responds to the recent trends in international development co-operation by

- informing about concepts and new approaches in development policy;
- illustrating differences between major financing institutions in terms of approaches, procedures and terminology;
- providing hands-on training in selected tools and techniques.

promic's strength roots in the diverse professional backgrounds of our trainers and their insight knowledge of management procedures and tools applied by various organisations. Among these are the EC, Council of Europe, the World Bank, ADB, UN Headquarters and affiliated UN organisations as well as ADA, DANIDA, DEZA, DFID, FINNIDA, GTZ, KfW, LUX-DEVELOPMENT and major NGOs.

Objectives

Participants will be able to manage projects and programmes of international development co-operation. They will be prepared to address new challenges like sector approach, budget support, joint financing and the need for harmonisation.

- Participants will be acquainted with the different approaches, procedures and terminology of the project cycle of major institutions.
- Participants will be able to apply a set of proven tools and methods for managing, monitoring and evaluating projects and programmes.
- Participants will have a common understanding of quality standards and quality criteria in international development co-operation.
- Participants will be familiar with the recent discussion regarding aid harmonisation and alignment.

Target Groups

promic addresses professionals in international development co-operation from

- the private sector (consultants - individuals and companies);
- bi- and multilateral institutions;
- governmental organisations and public administration bodies;
- NGOs.

This diversity of backgrounds guarantees a multitude of perspectives and offers an exceptional forum for knowledge exchange and networking.



The Modules 2

Module 1 Context Analysis and Project Design

- Characteristics of international development co-operation**
Role of major actors (e.g. bi- and multilateral players, civil society), main policy objectives, instruments, terminology, recent trends among donors.
- Project cycle**
Basic steps/phases, decision-making within the cycle, stakeholder involvement & roles.
- Logical framework approach**
Situation analysis, strategy analysis and planning matrix.
- Project design**
Pre-feasibility, feasibility studies/appraisal, ex-ante evaluation, different steps to approach a project/programme, contents and terms of reference.
- Sector programmes and budgetary aid**
Basic characteristics, organisational conditionalities, selecting suitable instruments, trend towards impact assessment, indicators on different levels (output, result/outcome, impact).

Module 2 Organisational Analysis and Development

- Characteristics of organisations**
Legal forms, design factors, structure and processes.
- Methods and tools for analysis**
Context, criteria and steps.
- Selection of a counterpart organisation**
Criteria, pre-conditions.
- Organisational development**
Design and strategic planning (capacity building).
- Relationship between donor and recipient organisation**
Cultural differences and power relationships.

Module 3 Monitoring (Implementation) and Evaluation

- Orientation and inception phase**
Review of planning matrix, specification of indicators and baseline study.
- Development of indicators**
Different types of indicators (output, result/outcome, impact), measuring quantity and quality, direct and indirect indicators/proxi-indicators, sources of verification.
- Result/outcome and impact monitoring**
Link to planning matrix, tools, design of monitoring system, rolling planning/moving targets, progress reporting.
- Assumptions and risks**
Assessment and monitoring, early warning systems, Management Information Systems (MIS).
- Evaluation**
Evaluation criteria, qualitative and quantitative methods, reasons for and types of evaluation, evaluation and quality management.

Module 4 Communication and Stakeholder Management

- Role of communication in the project cycle**
Facilitation of a process involving various actors and organisation of information flows.
- Dealing with conflict, resistance and different interests throughout the cycle**
Conflict management and mediation techniques.
- Facilitation of change processes in an inter-cultural context**
Methods of intercultural management and communication.

Module 5 promic Toolbox

Not part of the regular training course, offered on demand.

- Situation analysis**
Methods for stakeholder analysis and problem analysis, SWOT, fishbone diagram, rapid appraisal techniques, visioning.
- Strategy analysis**
Utility analysis, cost-benefit analysis, Johari window and scenario techniques.
- Project implementation / scheduling**
Activity and resource schedules, setting milestones, monitoring risks, critical path analysis.
- Team development and team management**
Methods and instruments, tools for team diagnosis and team development, team roles, managing conflicts in teams.



Training Methods

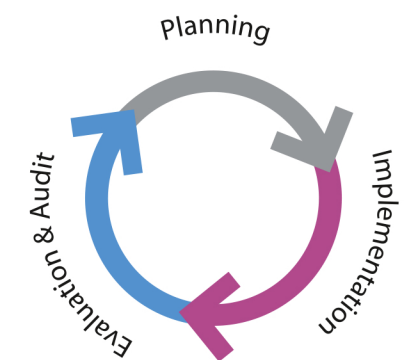
promic's advanced training approach is reflected in:

- a well-balanced blend of condensed input and interactive learning;
- a broad scope of training forms and media, addressing different learning styles;
- plenary discussions based on the participants' working experience interlaced with in-depth group work;
- case studies prepared by the trainers and enriched by participants' specific cases;
- the provision of comprehensive training materials for follow up and further reading including access to relevant documents on the promic website.

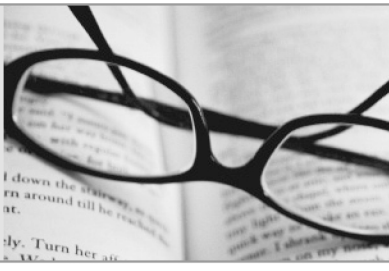
Each promic module is conducted by two trainers, in order to assure the best possible quality and a broader range of experience.

Scheme and Certificate

The entire promic course consists of four modules with an optional fifth module that will be offered on demand. Nevertheless, each module is a complete unit, hence can be booked individually without necessity to undertake the full-scale course. Both participants of a single module and the whole training programme will receive a certificate of participation detailing the contents of the training.



The Trainers 3



Our team of trainers

is eclectic in many ways. It brings together different nationalities, a broad variety of academic and professional backgrounds, men and women, older and younger colleagues. Some of the trainers work mainly with bi- and multilateral donor organisations, others are more experienced in working with NGOs. These complementing qualifications constitute the strength and dynamism of the trainers team.



Dr. Georg Bokeloh

Geographer and agricultural economist; trainer and consultant.

Key qualifications:

Training and facilitation in the field of nutrition security; regional-rural development; project & programme evaluation. Nutrition security in the context of poverty alleviation; mobilisation and management of financial resources in self-help organisations; conflict analysis and crisis mitigation and response; local economic promotion linked with regional rural management and development.



Dr. Jürgen Fechter

Agricultural engineer; trainer and consultant; associate member of AGE G Coop.

Key qualifications:

Building of international consortia as well as design and preparation of project offers; networking between consulting companies and final beneficiaries; partnership agreements; planning, implementation and management of projects; experience in the design of projects in VET, SME and business support; export promotion in resource management and environmental protection.



Anne Fisser

Cultural anthropologist; trainer and consultant.

Key qualifications:

Capacity building: planning and implementation of all types of capacity building measures. Planning, strategy development and visioning; experience in national and international organisations in Africa and Asia; trainer for conflict management, gender, natural resource management, rural development.



Klaus von Freyhold

Sociologist; trainer and consultant; member of AGE G Coop.

Key qualifications:

Project monitoring and evaluation systems. Planning and implementation of project management training programmes; project management advisor and project manager; capacity building and organisational development; civil service reform programmes.



Dr. Irene Lorisika

Teacher and educationist; trainer and consultant; member of AGE G Coop.

Key qualifications:

HRD; project planning; monitoring and evaluation systems. Organisational development; capacity building and HRD; planning and implementation; impact monitoring and evaluation of education and training programmes.



Mirjam Luthe-Alves

International cultural and business studies; consultant and trainer; PARTICIP Ltd.

Key qualifications:

Conception and implementation of training courses. Train-the-trainer in CEFE methodology; intercultural communication; moderation of focus groups; facilitation of PCM- and LFA- training programmes; training in development education; planning, monitoring and evaluation of projects and programmes.



Barbara Massler

Geographer; trainer and consultant, member of supervisory board of AGE G Coop.

Key Qualifications:

Results and impact management systems. Planning and implementation of training courses; management and training support for applying the logframe approach; backstopping and on-the job training in M&E; organisation and moderation of strategic project planning workshops; evaluation of programmes and projects.



Luitgard Matuschka

Psychologist; trainer and consultant; member of AGE G Coop.

Key qualifications:

Training programmes in the field of M&E and project management. Management and training for applying the logframe approach; training in evaluation methods; support for design and implementation of impact monitoring systems; backstopping and on-the-job training in M&E; learning models for conflict prevention; mediation and intercultural communication techniques.



Astrid Karg

Political scientist; trainer and consultant, associate member of AGE G Coop.

Key qualifications:

Large group interventions and focused executive coaching; coaching individuals on their change agendas. Monitoring & evaluation; organisational development; intercultural co-operation and communication; conflict management.



Tomás Kennedy

Coach and mentor; trainer and consultant.

Key qualifications:

Large group interventions and focused executive coaching; coaching individuals on their change agendas. Organisational change; multi site and programme driven change; strategy direction; conflict resolution; live change issues; relationship management; small group facilitation; project management coaching.



Dr. Harald Lang

Rural economist; trainer and consultant.

Key qualifications:

Project management; monitoring and evaluation; training of trainers. Steering and organisation of the implementation of programmes and projects; team-building and conflict management; change management.



Stefan Lang

Agronomist; trainer and consultant; PARTICIP Ltd..

Key qualifications:

Training and HRD; training of trainers. Conception of human resources development, capacity building systems and participatory approaches; work plans and budgets/cost breakdowns; planning and backstopping of projects and programmes; quality management.



Marion Miketta

Sociologist; consultant and trainer.

Key qualifications:

Design and implementation of training courses. Training of trainers in development education with international target groups; intercultural management, communication, moderation and team management; facilitation of PCM- and LFA- training programmes; planning, monitoring and evaluation of projects and policies.



Oscar Marley

Planner; trainer and consultant; member of South Research.

Key qualifications:

Training in participatory analysis and planning tools (DIP, improvement groups, PRA, rights based approaches); process approach to organisational development; method development and training. Monitoring and evaluation in very different types of organisations (NGOs, Humanitarian Aid Organisations, Universities, etc.).



Bob Peeters

Agronomist; trainer and consultant; member of South Research.

Key qualifications:

Training in participatory analysis and planning tools (DIP, improvement groups, PRA); process approach to organisational development; method development and training. Monitoring and evaluation in very different types of organisations (NGOs, Humanitarian Aid Organisations, Universities, etc.).



Paul Silfverberg

Civil Engineer; trainer and consultant; Planpoint Ltd.

Key qualifications:

Project planning and evaluation; human resources development; management systems and guidelines. Planning and facilitation of PCM- and LFA- training programmes for several international agencies (EU, WB, UN) as well as for Finnish Ministries, Universities, NGOs and Development Consultants.



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