PROJECT MANAGEMENT

DEVELOPMENT COOPERATION ACADEMY

LEARN AND SHAPE THE FUTURE OF WORK IN DEVELOPMENT COOPERATION

OCTOBER 2023
TURIN, ITALY

International Labour Organization

ITC
International Training Centre

OVERVIEW

Today's global society faces a myriad of complex challenges and opportunities. The urgent call for global and collective action on climate change offers a unique chance for us to unite and make a positive impact. Emerging technologies like Artificial Intelligence and accelerated digital transformation are reshaping the future of work. These changes not only provide exciting opportunities for innovation but also increase the digital divide between those with access to technology and those without. Despite some economic challenges, including inflation and the occasional supply chain disruptions, there lies an opportunity to reimagine a more inclusive and sustainable economic landscape, promoting resilience and prosperity for all. Businesses and individuals are encouraged to leverage their adaptive skills to navigate these temporary hurdles and emerge stronger.

In an era marked by increasing social polarization and tensions, the need for more cooperation, particularly in international Development Cooperation, is apparent more than ever. Amid recurrent polycrises, collective action is crucial to combat global uncertainties and challenges. This is where this Academy steps in, offering specialized training in Development Cooperation. Through the Academy, the comprehensive certification programmes, we empower you to become a part of the solution, contributing to collective progress and shared prosperity.

OBJECTIVE OF THE ACADEMY

The goal is to foster your professional growth and broaden your horizons:
- **Focused Learning and Certification of Achievement**: Our structured learning pathway leads to concrete competencies, recognized with a certification of achievement in one discipline of Development Cooperation management.
- **Peer Exchange**: Engage in meaningful dialogue with fellow practitioners from all over the world, sharing insights and challenges in the post-Covid development cooperation landscape.
- **Personal Connection**: Reconnect with peers and forge new relationships in our in-person event at the beautiful UN campus in Turin, Italy.
- **Global Network:** Widen your professional reach and consolidate your global network for future collaborations and learning opportunities.

WHAT TOPICS WILL YOU LEARN ABOUT?

BLENDED CERTIFICATION PROGRAMME IN ONE DISCIPLINE

At the Development Cooperation Academy, we offer an immersive blended Certification Programme in one of five core disciplines of development cooperation management. Participants who successfully complete the initial online phase, the in-person Academy track, and a tutor-guided practicum will earn a recognized certificate of achievement.

The certification programmes are part of our training portfolio and include:

- **Programme and Project Design**: Design strategies and plans for impactful initiatives.
- **Effective Project Management**: Leverage the principles of agility to manage projects effectively.
- **Monitoring and Evaluation**: Understand and apply key methods to assess programme performance.
- **Financial Management**: Gain insights into fiscal planning and oversight in development projects.
- **Impact Evaluation**: Measure the social and economic influence of your initiatives.

Please refer to the Annex to get more details on each discipline.

Please note that the certifications achieved are part of the
larger Diploma programme for Development Cooperation Specialists
https://www.itcilo.org/diplomas/diploma-development-cooperation-specialist

GLOBAL PRACTITIONER FORUM

In addition, our Global Practitioner Forum provides a platform to explore the future of development cooperation. Each day will begin with a plenary session on critical topics, including:

- **Tech Impact and Challenges**: Discuss how AI, machine learning, and blockchain are reshaping the development landscape.
- **Climate Change**: Understand its effect on development work and explore strategies for greener, more resilient practices.
- **Funding and Financing Trends**: Analyze the latest trends in financing development cooperation projects.
- **Managing Complexity**: Identify the factors that complicate project implementation and explore effective countermeasures.
- **National and Local Capacity Building:** Tackle the ongoing challenges and discuss potential responses.

WHO PARTICIPATES?

We welcome a diverse group of participants, including development practitioners, project managers, evaluators, professionals from multilateral organizations, government officials, and freelancers in the field.

METHODOLOGY

The Academy offers a blend of online and in-person learning, structured into three distinct phases:

1. **Online Distance Learning (9-20 October 2023):** Kickstart your journey on the ITCILO eCampus with both live and self-paced preparatory activities. These will be concentrated on your chosen certification programme and the critical topics of the global practitioner forum.

2. **One-Week On-Campus Academy (30 October – 3 November 2023):** Move to the next level with in-person learning at the ITCILO Campus in Turin. Participate in face-to-face workshops and join discussions on the future of development cooperation at our forum. Nestled in a 10-hectare green expanse by the Po river and at the foot of the Turin hills, our campus provides a conducive environment for immersive learning and professional growth.

   Every day, the initial two hours will be devoted to the Global Practitioner Forum, focusing on topics of critical significance. All participants will attend these insightful morning sessions, equipping them with strategic perspectives on the future of work in Development Cooperation. Following a brief interlude for coffee and networking, participants will continue into their specialized learning tracks tailored to their chosen discipline. The focused sessions of these disciplines are designed to develop or cultivate operational skills and competencies, empowering participants with practical tools and technique to perform development cooperation work better.

3. **Post-Academy Online Phase (6 – 17 November 2023):** Conclude your learning journey with the presentation of your final project, integrating concepts learned from your chosen track and insights from our forum discussions on the future of development cooperation work. This online phase is designed to maximize your learning retention and provide an opportunity to showcase your proficiency.

WORKING LANGUAGE

The working language is English

CERTIFICATION

Upon successful completion of the three stages of the programme, participants will be awarded a Certificate of Achievement to recognize their proficiency in their chosen course.

Please note **that the certifications achieved are part of the larger Diploma programme for Development Cooperation Specialists** https://www.itcilo.org/diplomas/diploma-development-cooperation-specialist

ECAMPUS

All training resources will be made available through the ITCILO E-campus platform during the distance phases and the Academy in Turin. The access to the E-campus and related material, will be granted to the participants without limit of time after the end of the training.

HOW TO APPLY

The application deadline is September 3, 2023.

Our Academy is open to all professionals in the development field. Prior experience in development cooperation or project management would be beneficial but is not mandatory.

If you've already decided on your discipline of specialization at the Development Cooperation Academy, the next step is simple.

• Follow the links provided below under the description of each discipline; upon clicking on the registration link, you will be directed to an online form.
• Please fill it out your personal details, passports details and professional background.

Please note that, if needed, ITCILO can assist you with a support letter to facilitate the visa application process upon receipt of all requested documentation and payment of fees.

COST OF PARTICIPATION

Tuition €1,850
Subsistence €635
Total: 2,485 Euros

The application deadline is **September 3, 2023.**

For details on ITCILO cancellation policy, please visit the following page: https://www.itcilo.org/applications-payments-cancellation

CONTACT DETAILS

For any questions or concerns about the event, we're here to assist. Feel free to reach out directly to us at ppcm@itcilo.org (telephone number +39.011.693.6532)

PROJECT DESIGN CERTIFICATION PROGRAMME

ACTIVITY CODE A9716741

INTRODUCTION TO THE COURSE

The Project Design Certification Programme enhances participants' knowledge and skills in designing and writing project proposals, overseeing such processes. It also aims to improve participants' ability to identify and leverage opportunities to mobilize financial resources for projects. By sponsoring participants in this certification programme, and thereby professionalizing and certifying their staff, organizations will strengthen their institutional capacity to design and fund successful projects.

WHO ATTENDS THIS COURSE?

Technical specialists; national project coordinators; project managers and assistants; staff of international organizations; national development planning officials; NGO officials involved in the development of project proposals and resource mobilization activities.

WHY A PROJECT DESIGN CERTIFICATION PROGRAMME?

Organizations require their employees to develop and implement projects in their respective areas of specialization. These professionals are often highly specialized in their technical field, but lack the skills needed to design well-structured and complete projects.

This certification programme helps to bridge this skills gap and enhance the candidates' personal skills, thereby strengthening their ability to design successful projects and to mobilize resources.

After all, a well-written project document is the first step in ensuring project success, and is the best entry point for fundraising and partnership building.

WHAT WILL I BE ABLE TO DO?

- Identify project opportunities for an organization
- Use a range of tools and techniques to identify, design, plan, and budget projects
- Develop a project document and mobilize resources
- Identify potential development cooperation partnerships as the privileged entry point for fundraising

WHAT CERTIFICATION WILL I GET AS A SUCCESSFUL CANDIDATE?

- On successful completion of the programme requirements, you will be awarded a Certificate of Achievement.
- This certificate demonstrates that you have the right knowledge, skills and attitudes to design development projects.
- At the end of the programme, you will have designed and completed a project document as part of the certification programme - a great addition to your CV.

WHY SHOULD I JOIN?

The certification programme is organised in a blended modality. It includes a distance-learning phase followed by a one-week workshop in Turin on the United Nations Campus under the umbrella of the 2023 Development Cooperation Academy (see below). Once participants have completed the workshop, they will then work remotely

with the assistance of an expert on a final project and receive their certification. The entire programme consists of approximately 60 hours of learning.

- Project design skills are essential for development professionals.
- Employers who sponsor participants will receive ready-to-use project documents.
- Participants receive a professional certificate attesting to their project design skills.
- The programme is designed and delivered by project management experts and practitioners.
- Participatory activities include self-guided modules, an online forum, practical assignments, coaching and tutoring.
- Participants receive permanent access to the Project Design Toolkit.

LINK FOR APPLICATION:

https://oarf2.itcilo.org/STF/A9716741/en

EFFECTIVE PROJECT MANAGEMENT

ACTIVITY CODE A9716740

INTRODUCTION TO THE COURSE

Over the past decade, development cooperation practitioners have recognized and agreed on the shortcomings of the classic and rigid "waterfall" approach to project management. This is particularly true for institutional capacity-development projects,

awareness-raising projects and those implemented in fragile contexts. Recent research on complex social systems and ways of addressing non-linear cause-and-effect relationships points in the same direction. The behaviour of the actors involved is unpredictable, making it essential to adopt an agile, tailor-made approach to project management. For those who need to specialize in project management in complex contexts, the ITCILO offers an online certification programme to enable them to acquire all the knowledge, technical skills and tools necessary to ensure agile, adaptive and effective project implementation, taking into account the complexity of the social systems in which such projects take place.

WHO ATTENDS THIS COURSE?

The course is designed for project directors, project implementation staff and chief technical advisors (CTAs) of projects funded by international financial institutions (IFIs) or implemented through international organizations; development practitioners working in programmes and projects. Candidates are expected to be currently involved in the management or supervision of such projects. Previous knowledge or work experience in project management is an advantage.

WHAT WILL I LEARN?

- A body of knowledge on theories of and approaches used to manage projects in contexts of uncertainty and in complex social systems
- Parameters for deciding how to organize project management (agile, hybrid or predictive models) tailored to the project context and its stakeholders to ensure effective project management
- Methods and approaches for planning, monitoring, reporting and controlling project delivery
- Soft skills for engaging the project team and managing stakeholder expectations and contributions
- Communication strategies to foster collaboration between project stakeholders, facilitate remote working, increase project visibility and report on results

WHAT TOPICS DOES THIS COURSE COVER?

- Establishing a common ground on the basics of Project Cycle Management
- Operational project planning
- Settings of complexity
- Agile and adaptive project management approaches and techniques
- Project governance structures, from traditional functional to remote models

- Stakeholder engagement, leadership, team management and communication
- Risk, procurement and financial management
- Monitoring, controlling and reporting, including remotely and using new technologies

WHAT WILL I BE ABLE TO DO?

Through self-study and expert-guided assignments, you will learn to:
- Review your own project's theory of change
- Assess the complexity of your project context
- Map your stakeholder network and plan for communication
- Design a project governance structure that is appropriate to the project's purpose and institutional context
- Design an operational plan
- Try out and evaluate agile planning and monitoring techniques
- Assess and plan the management of your project's risks
- Plan your project's monitoring, reporting and control functions

WHAT CERTIFICATION WILL I GET AS A SUCCESSFUL CANDIDATE?

On successful completion of the programme requirements, you will be awarded a Certificate of Achievement.

This certificate demonstrates that you have the right knowledge, skills and attitudes to manage development projects using a coherent and customized blend of project management approaches.

At the end of the programme, you will have developed unique and tailor-made project mechanisms as part of the certification programme - a great addition to your CV.

WHY SHOULD I JOIN?

The certification programme is organised in a blended modality. It includes a distance-learning phase followed by a one-week workshop in Turin on the United Nations Campus under the umbrella of the 2023 Development Cooperation Academy (see below). Once participants have completed the workshop, they will then work remotely with the assistance of an expert on a final project and receive their certification. The entire programme consists of approximately 60 hours of learning.
- Project management skills are essential for development professionals.
- Integrating classical management methodologies with the latest agile and adaptive techniques is the best approach to maximize success.

- Participants receive a professional certificate attesting to their project management skills.
- The programme is designed and delivered by project management experts and practitioners.
- Participatory activities include self-guided modules, an online forum, practical assignments, coaching and tutoring.
- Participants receive permanent access to the Project Management Toolkit.

LINK FOR APPLICATION

https://oarf2.itcilo.org/STF/A9716740/en

MONITORING AND EVALUATION CERTIFICATION PROGRAMME

ACTIVITY CODE A9716738

INTRODUCTION TO THE COURSE

An effective monitoring and evaluation system is essential for organizations, development practitioners and public sector managers to measure the success of programmes and projects and to report on results. Monitoring and evaluation systems enable continuous learning and performance improvement, making monitoring and evaluation functions vital for all organizations, programmes, and projects. The ITCILO offers an online certification programme that provides all the necessary technical skills and tools needed to ensure effective monitoring of projects and programmes and to efficiently manage the range of evaluations that are part of the programme or project cycle. This programme will help participants gain expertise in building monitoring and evaluation systems and help their ability to deliver high quality projects and programmes.

WHO ATTENDS THIS COURSE?

Monitoring and evaluation specialists; project coordinators; programme managers; independent evaluators; donor staff appraising and evaluating projects and programmes; non-governmental organization staff involved in monitoring and evaluation.

WHAT TOPICS DOES THIS COURSE COVER?

- Identify areas of improvement and brush up on your technical and managerial skills.
- Results Based Management
- Monitoring and evaluation system: purpose, scope and clients
- Monitoring, reporting and control
- Risk Management
- Evaluation of development programmes and projects
- Methods, tools and techniques for setting up monitoring and evaluation systems

WHAT WILL I LEARN?

- Theories of and approaches to monitoring and evaluation
- The links between monitoring, reporting, control, audit, research, and evaluation
- The components of a successful monitoring and evaluation system, and how to set one up
- Methods, tools and techniques for operating a monitoring and evaluation system

WHAT WILL I BE ABLE TO DO?

- Work with your peers to hone your skills, and put them to use immediately.
- Engage stakeholders through leadership and soft skills
- Build an M&E plan
- Design empirical project evaluations
- Differentiate impact evaluation using quantitative and qualitative approaches
- Develop a communication plan to share findings, recommendations, and emerging practices

WHY SHOULD I JOIN?

The certification programme is organised in a blended modality. It includes a distance-learning phase followed by a one-week workshop in Turin on the United Nations Campus under the umbrella of the 2023 Development Cooperation Academy (see

below). Once participants have completed the workshop, they will then work remotely with the assistance of an expert on a final project and receive their certification. The entire programme consists of approximately 60 hours of learning.

- Employers who sponsor participants receive new or revised monitoring and evaluation plans for their organization as a result of the course.
- Successful participants receive a professional certificate attesting to their ability to effectively monitor and evaluate projects and programmes.
- The programme is designed and delivered by monitoring and evaluation experts and practitioners.
- Participatory activities include self-paced modules, webinars, an online forum, practical assignments, coaching and tutoring.
- Participants have permanent access to the training material and a monitoring and evaluation toolkit.

LINK FOR APPLICATION

https://oarf2.itcilo.org/STF/A9716738/en

FINANCIAL MANAGEMENT FOR DEVELOPMENT PROJECTS

ACTIVITY CODE A9716739

INTRODUCTION TO THE COURSE

Financial management of development projects is more than an administrative and control function. Sound financial management is a critical prerequisite for successful project implementation. Timely and accurate financial information is essential for effective decision-making, as well as for corrective action by project management to improve the prospects of timely completion within the planned project budget and scope of deliverables. Sound project financial management provides the essential information needed by those who manage, implement and monitor projects, including government oversight agencies and financing institutions. It also provides assurance to recipient countries, lenders and the donor community that funds have been used efficiently and for the intended purpose, and acts as a deterrent to fraud and corruption by providing internal controls and the ability to quickly identify unusual occurrences and variances. By acquiring the skills needed to set up the various components of an integrated project financial management system, with appropriate modules/procedures for planning and budgeting, accounting, financial reporting, internal control, audit, procurement and disbursement, you will be able to position yourself as a certified and credible project financial officer.

WHO ATTENDS THIS COURSE?

Financial officers and assistants; project finance officers; administrative and financial assistants; senior project assistants; disbursement specialists; project accountants and assistants; financial management specialists; accounts managers.

WHY A FINANCIAL MANAGEMENT COURSE?

Good project financial management is essential if development cooperation projects are to achieve their objectives. Well planned, organised and executed project financial management also builds confidence by demonstrating to stakeholders that adequate governance arrangements are in place.

WHAT WILL I LEARN?

• Understand the fundamental definitions, concepts, boundaries, implications and standards of project financial management
• Prepare and present the project budget in accordance with the agreed accounting system(s) and identify key stakeholders involved in project financial management.

- Understand the legal, operational and financial implications of the project financing or funding agreement(s) on project implementation and financial reporting.
- Operate the project financial system: managing stakeholders, collecting and using financial data, managing budget changes, fiduciary risks and financial controls.
- Develop a bespoke project financial management system, identify computerized solutions and systems, and develop a project operations manual.
- Apply soft skills and knowledge to understand and manage project-related financial challenges, contingencies and issues
- Adopt a lifelong learning paradigm for project financial management

WHAT WILL I BE ABLE TO DO?

Participants will be able to competently design and operate project financial management systems and make corresponding payments/disbursements in accordance with sound professional standards and the harmonized requirements of donors and their respective governments.

Participants who successfully complete the training can expect to improve or enhance their knowledge and skills and be able to:
- Explain the principles, definitions and concepts of project financial management:
- Capture financial parameters in core project documents to the design the financial management system
- Customize the project financial system
- Operate the project financial system: budgeting, monitoring, controlling and reporting
- Close the project financially and coordinate auditors
- Identify ethical challenges and applying soft skills in managing project finances

WHAT CERTIFICATION WILL I GET AS A SUCCESSFUL CANDIDATE?

- On successful completion of the programme, you will receive a certificate demonstrating your advanced proficiency in managing project finances in development work.
- This certificate not only provides proof of your knowledge and skills but also showcases your dedication to advancing your career.
- The end-of-programme project, a review of your own and unique financial system, will provide you with a unique addition to your CV.
- With these accomplishments, you will stand out to potential employers as a valuable asset.
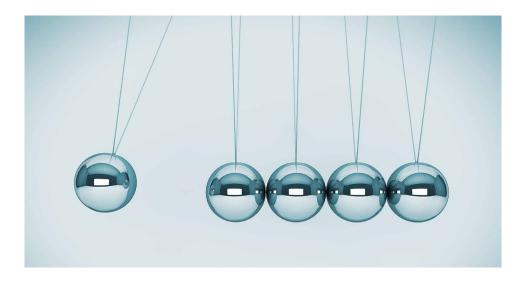
WHY SHOULD I JOIN?

The certification programme is organised in a blended modality. It includes a distance-learning phase followed by a one-week workshop in Turin on the United Nations Campus under the umbrella of the 2023 Development Cooperation Academy (see below). Once participants have completed the workshop, they will then work remotely with the assistance of an expert on a final project and receive their certification. The entire programme consists of approximately 60

LINK FOR APPLICATION

https://oarf2.itcilo.org/STF/A9716739/en

IMPACT EVALUATION OF POLICIES, PROGRAMMES AND PROJECTS

ACTIVITY CODE A9716737

INTRODUCTION TO THE COURSE

Are you ready to become an impact evaluation expert? This certification programme combines practical experience and collaborative learning to help you design, implement, and interpret effective impact evaluations. With a focus on rigour and practical skills, this course is perfect for anyone looking to upgrade their skills as development practitioners. In a global context of financial scarcity, misinformation and growing

need for evidence-based decision-making, learning to evaluate impact has never been more important. This comprehensive course brings together evaluation experts and researchers, and development practitioners, in a collaborative and instructive learning space. Participants will gain valuable experience in impact evaluations and cost-benefit analysis, enabling smarter decision-making for organizations and policy makers. This programme is highly recommended for anyone interested in advancing their skills in impact evaluations and becoming a certified expert in the field.

WHO ATTENDS THIS COURSE?

Monitoring and evaluation specialists; independent evaluators; researchers; project coordinators and programme managers; donor staff appraising and evaluating projects and programmes; policy-makers; non-governmental organization officials involved in monitoring and evaluating.

WHAT WILL I LEARN?

- A body of knowledge on theories and approaches used to conduct impact evaluations of public policies, development programmes, and projects
- Methodologies and approaches to design impact evaluation using both: qualitative and quantitative data based design
- Criteria to decide which is the most appropriate impact evaluation design
- How to develop a process to plan, operationalize, budget, and manage an impact evaluation.

WHAT TOPICS DOES THIS COURSE COVER?

- General concepts and considerations for impact evaluation: the recurring dilemma of attribution versus contribution
- Quantitative and qualitative methods for impact evaluation
- Experimental and quasi-experimental designs for impact evaluation
- Methods of data collection, processing and analysis for impact evaluation
- Managing and using the impact evaluation for decision-making and developing new knowledge

WHAT WILL I BE ABLE TO DO?

- Work with your peers and expand your international network to access new resources, hone your skills and apply them immediately:
- Identify and engage relevant stakeholders throughout the impact evaluation process using technical and soft skills
- Select the most appropriate impact evaluation design to respond to the unique context of the intervention and to the prevailing constraints of data, time, money, and context.
- Design a customized impact evaluation scheme for the unique context of a development intervention of your choice.
- Build an operational plan to conduct the impact evaluation
- Collect, process, and analyses data to evaluate impact using quantitative and qualitative approaches
- Use impact evaluation results for informing decision-making and economic analyses.

WHY SHOULD I JOIN?

The certification programme is organised in a blended modality. It includes a distance-learning phase followed by a one-week workshop in Turin on the United Nations Campus under the umbrella of the 2023 Development Cooperation Academy (see below). Once participants have completed the workshop, they will then work remotely with the assistance of an expert on a final project and receive their certification. The entire programme consists of approximately 60 hours of learning.

- Monitoring and evaluation skills are essential to professionals working in development.
- Data analysis and evaluation skills are essential to professionals working in the public and development sectors.
- Employers that sponsor participants obtain the possibility to create an impact evaluation scheme for one of their development interventions.
- Successful participants receive a professional certification attesting their capacity to effectively design and conduct impact evaluation.
- The programme was developed and is implemented by evaluation experts and practitioners, researchers and development cooperation managers.
- Participatory activities include self-guided modules, webinars, online forum, practical assignments, individualized feedback and tutoring.
- Participants keep access to the e-Campus course on impact evaluation, training material, and references.

LINK FOR APPLICATION

https://oarf2.itcilo.org/STF/A9716737/en

WITHDRAWAL, CANCELLATION POLICY, AND REFUNDS FOR OPEN COURSES

If an enrolled participant wishes or must withdraw from a course, they may choose to apply to a different course or be substituted by another candidate. The participant must notify the Centre, in writing, of their decision at least 14 days prior to the start date of the course. Cancellation of participation in regular courses will result in the following penalties:

- 14 days or more prior to the start date of the course: No penalty, 100% refund of amount paid less applicable bank charges

- 8 to 13 days prior to the start date of the course: Penalty of 50% of course price, refund of residual amount paid (if any) less applicable bank charges

- 7 days or less prior to the start date of the course: Penalty of 100% of course price.

INFO

FOR FURTHER INFORMATION PLEASE CONTACT

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