

Course facilitator: Fiona Meehan

This course consists of three modules, or sections, Managing Development Organisations, Project Cycle Management, both of which will run during the first term, and Gender Analysis, which is timetabled for January 2011. The following course outline encompasses the first two modules, details for Gender Analysis will be provided separately.

MANAGING DEVELOPMENT ORGANISATIONS

1 AIM OF THE COURSE

The purpose of this module is to:

- Introduce participants to approaches, principles and practice in management with a focus on the non profit or Third Sector
- To encourage participants to identify and critically analyse questions and issues around development planning and management

2 COURSE CONTENT

	TOPIC
Wed 6 th Oct 9.30	Introduction to organisational management concepts and functions The non profit sector – definition and characteristics; Management challenges for 3 rd sector development organisations
Thurs 7 th Oct 2.00	People management Capacity building
Fri 8 th Oct 9.30	Organisational decision making processes Decisions on when and how to intervene
Tues 12 th Oct 9.30	Organisational culture Communications Learning organisations
Wed 13 th Oct 9.30	Development organisational environment – international development and aid policy and practice Donor relations

*Mon 15 th Nov 9.30	Characteristics and role of development NGOs North south partnerships
*Tues 16 th Nov 9.30	Strategic planning for development organisations

*Wed 17 th Nov 9.30	Introduction to Irish rural development policy, structures and processes
*Fri 19 th /Sat 20 th Nov	Trip to Co Leitrim

**these dates and times are provisional, until trip away on Friday 19th and swap of teaching days is finalised.*

3 Expected Learning Outcomes

At the end of the course the participants are expected to:

- Have gained greater knowledge and understanding of planning and management approaches and practices in development organisations
- Know more about official development assistance processes and north-south aid and partnership relations
- Know how to approach strategic planning processes in development organisations
- Have greater confidence and skill in critical analysis of project planning and management concepts and issues

PROJECT CYCLE MANAGEMENT

1 AIM OF THE COURSE

The purpose of this module is to enable participants to gain knowledge and develop practical skills in project cycle management which can be applied to strengthen and build on their current experience and expertise

2 COURSE CONTENT

SESSION	TOPIC
Mon 29 Nov 2.00	Introduction to project cycle management Participatory and results based planning approaches
Tues 30 Nov 9.30	Project identification – problem analysis
Wed 1 Dec 2.00	Needs assessment and stakeholder analysis
Thurs 12/ Fri 13 Nov 9.30	Developing a log frame matrix
Mon 13 Dec 9.30	Cont assessment presentations

Tues 14 Dec 2.00	Project evaluation and impact assessment Operational planning
Wed 15/ Thurs 16 Dec 9.30	Project documentation, developing a funding proposal

3 *Expected Learning Outcomes*

At the end of the course the participants are expected to:

- Be aware of different approaches to project planning
- Be familiar with project cycle management
- Know how to construct a log frame matrix
- Have developed more confidence and skills in writing project funding proposals

4 *Course Delivery*

Teaching methodology for all modules combines input from the lecturer with a strong emphasis on group discussions and practical exercises, working through the project cycle in an applied way, along with some reading and discussion of relevant literature. Sharing of students own experience as an integral part of the learning process is strongly encouraged.

5 *COURSE ASSESSMENT*

Total maximum marks for **Planning and Development** are 600, allocated between:

	<u>Cont assess</u>	<u>Final</u>	<u>Total</u>
Managing development organisations	70	100	170
Project cycle management	100	130	230
Gender analysis	80	120	<u>200</u>
			600

6 **READING LIST**

6.1 **Managing Development Organisations**

Core reading

Cusworth J.W. and Franks, T.R., (Eds), (1993), *Managing Projects in Developing Countries*, Longman.

Hudson, M (3rd Edition, 2009), *Managing Without Profit – Leadership, management and governance of third sector organisations*, Directory of Social Change, England

Lewis, D (2001), *The Management of Non-Governmental Development Organisations*, 2nd Ed, Routledge, London and New York

Additional reading and references

Allen, T. and Thomas A., (2001) *Agencies of Development*, in Poverty and Development into the 21st Century, Allen, T. and Thomas, A., (Eds) Open University, England

Anderson, E. (2007), *Aid Allocation and the MDGs*, ODI Briefing Paper, April 2007, ODI, England

Brehm, V. M., (2004) *Autonomy or Dependence? – Case Studies of North-South NGO Partnerships*, INTRAC

Chambers, R., (1997), *Whose Reality Counts? Putting the First Last*, IT Publications London

Cracknell, B., (2000), *Evaluating Development Aid: Issues, Problems and solutions*, Sage Publications

Dale, R., (2000), *Organisations and Development, Strategies, Structures and Processes*, Sage Publications, New Delhi and London.

Eade, D., (1998), *Capacity Building: An Approach to People-Centred Development*, Oxfam Publications

Eade, D (2007) *Capacity building: who builds whose capacity?* Development in Practice, Volume 17, Numbers 4–5, August 2007

Easterly, W (Ed.) (2008), *Reinventing Foreign Aid*, Massachusetts Institute of Technology, USA

Edwards, M and Fowler, A (Eds), (2002), *The Earthscan Reader on NGO Management*, Earthscan, London

James R and Hailey J, (2007), *Capacity Building for NGOs, Making it Work*, INTRAC, United Kingdom

Padaki, V (2007) *The human organisation: challenges in NGOs and development programmes*, Development in Practice, Volume 17, Number 1, February 2007

6.2 Project Cycle Management

Core reading

Chambers, R., (1994), *The Origins and Practice of PRA*, in World Development, July 1994

European Commission, (2004), *Aid Delivery methods, Vol 1, Project Cycle Management Guidelines*

Gosling, L., (1999), *Toolkits: A Practical Guide to Assessment, Monitoring, Review and Evaluation*, Save the Children UK.

Additional reading and references

Aune, J., (2000), *Logical Framework Approach and PRA – mutually exclusive or complementary tools for project planning?* in *Development in Practice*, Vol.10, No 5, November 2000

CIDA, (1997), *Guide to Gender Sensitive Indicators*, Minister of Public Works and Government Services Canada

Kumar, S., (2002), *Methods for Community Participation: A Complete Guide for Practitioners*, ITDG Publishing

Pretty, J et al, (1995), *A Trainers' Guide for Participatory Learning and Action*, IIED