Oct. 5, 2014
Naonobu Minato

ADC6570
Project Cycle Management

Term: Fall
Instructor:
Naonobu Minato

Course Description:
Project Cycle Management Course is designed to provide students with a practical and academic knowledge of the management method, skill and tool for development projects including ODA (Official Development Assistance) and NGO’s projects. We will start with the role of foreign aid on international development, and concepts of development project and project management. We will focus on Project Cycle Management that is one of management methods widely used at the participatory planning, implementing and monitoring, and evaluating stages of development projects. The course introduces visual and written cases and lectures’ experience, which enables students to understand how projects are planned, monitored and evaluated in the local context. Some important concepts in terms of project management such as participatory development, ownership by stakeholders, institutional development, gender issue, environmental aspects, appropriate technologies will be discussed. In terms of evaluation, not only Project-level, but Policy-level and Program-level evaluation will be covered. In order to improve human and institutional evaluation capacity of developing countries, the role of network such as Asia Pacific Evaluation Association (APEA) newly established, will be explained. It is expected that students would contributed on discussion based on your knowledge and experiences in terms of development in your own country.

Course Structure:
The course will be a combination of lectures and group discussions, brainstorming, moderation and presentations by using cases.

Course Evaluation:
In determining your course grade, your work will be evaluated approximately in accordance with the following weights:
Term Paper (50%)
Participation in group exercises, discussions and assignment (30%)
Mid-term test (20%)

**Course Outline:**

1st Class
Introduction of Project Cycle Management Course (the purpose, contents, approach, and schedule)
Background of Project Cycle Management in the context of evolution of ideas on development

2nd Class
What is project management?
  - What is project?
  - What is management?
  - What is project management?
Overview of Japan's ODA and PCM method

(Reference)
Project Management Institute Standards Committee (2000), *A GUIDE TO THE Project Management Body of Knowledge (PMBOK)*, Project Management Institute Standards Committee
FASID, *Project Cycle Management: Management Tool for Development Assistance*, FASID

3rd Class
  Video: Case
  Stakeholders Analysis

(Reference)
(Assignment by group: Stakeholders Analysis)

4th Class
Problem Analysis

5th Class
Problem Analysis

6th Class
Objective Analysis
(Assignment by group: Problem Analysis and Objective Analysis)

7th Class
Group presentation of problem tree and objective tree

8th Class
Project Selection based on Objective Tree

9th Class
Project Design Matrix

(Reference)
(Assignment by group: to formulate Project Design Matrix)

10th Class
Project Design Matrix

11th Class
Group Presentation for Project Design Matrix

12th Class
Project Design Matrix

13th Class
Mid-term test
Plan of Operation

14th Class
Implementation and Monitoring (focusing on project monitoring system)

15th Class
Project Evaluation Model

(Reference)
FASID, Project Cycle Management: Monitoring and Evaluation Based on the PCM Method, FASID
OECD, DAC (2010), Quality Standards for Development Evaluation
OECD, DAC (2002), Glossary of Key Terms in Evaluation and Results Based Management
Michel Bamberger, Jim Rugh, Linda Madry (2006), Real World Evaluation, SAGE Publication

Topic for Term paper

16th Class
Policy-level Evaluation (Country-Assistance Evaluation, Priority Issue Evaluation) and Program-level Evaluation,

(Reference)
Ministry of Foreign Affairs (2012), ODA evaluation guideline, Website of Ministry of Foreign Affairs

17th Class
Cases of Evaluation (Project-level evaluation, Policy-level evaluation, Program-level evaluation)

18th Class
Reflection of recommendations and lessons learnt of evaluations to policy making process
(Reference)

19th Class
Trends in ODA Evaluations in the International Community
Evaluation capacity development and Role of Asia Pacific Evaluation Association

(Reference)
Naonobu Minato (2005), Recent Developments in Aid Evaluation, *New Approaches to Development and Changing Sector Issues*, FASID
Ministry of Foreign Affairs (2010), *Annual Evaluation Report on Japan’s Economic Cooperation 2009*
The Special Evaluation Unit of the Federal Public Service for Foreign Affairs, Foreign Trade and development Cooperation of the Kingdom of Belgium (2010), *Joint Evaluation of the Cooperation of the European Commission, Belgium, Denmark, France and Luxembourg with Niger between 2000-2008*,

20th Class
Summing up and comments