

**TOMS - 5305 INTERNATIONAL DEVELOPMENT PROJECTS PREPARATION AND FORMULATION
WINTER - 2015**

Instructor:	Aaron L. Nsakanda, Ph.D., Associate Professor of Supply Chain Management office: 903 Dunton Tower, phone: 520-2600 ext. 2210 email: aaron_nsakanda@carleton.ca office hours: by appointment only
Timetable:	Wednesdays: 11:35am - 2:25pm
Course location:	328DT

A. COURSE DESCRIPTION

Processes, assessment methodologies and tools, and practices for designing international development projects, developing funding proposals, managing calls for proposals, organizing procurement, and evaluating the implementation of the project's activities.

Projects and programs are the primary vehicles used in the delivery of international development assistance to, for instance, alleviate poverty and improving living standards of people in developing and emerging countries; help victims of natural or people caused disasters and people affected with conflicts by providing international humanitarian assistance; or to support peace building efforts. They are also the primary deliver mechanisms used to help developing countries, for instance, advance on the path of economic growth; establish and build foundations of education systems; improve their health systems; strengthen the capacity of their governments to act democratically and administer their resources responsibly; and to promote environmentally sound development. Hence, effective management and control of projects/programs is essential to the success of projects/programs goals.

This course introduces some of the processes, assessment methodologies and tools, and practices that are commonly used in preparing and formulating international development projects; developing funding proposals and managing calls for proposals in the context of international development projects; organizing procurement of services and goods in an international development context, and monitoring/evaluating international development project's activities.

The format of the course consists of a mixture of lectures, case studies, class discussions, and presentations to peers. The material is organized to enable both technical and non-technical participants to appreciate the value offered by a variety of management practices and planning frameworks as means for administering, directing, and coordinating international development projects.

B. COURSE LEARNING OBJECTIVES

Upon completion of this course, students should be able to:

- (a) develop an understanding of assessment methodologies and tools used in the conceptualization, implementation, and evaluation of international development projects;
- (b) develop an understanding of the process involved in organizing and executing the procurement of works, services, and goods in the context of international development projects;

- (c) develop an understanding of the process involved in the supervision of contracts that are awarded to projects implementing agencies, including private companies, consulting firms, non governmental agencies or partnering international development agencies;
- (d) develop an understanding of how international projects are funded, how to analyze different grant opportunities, how to develop a funding proposal, and how to respond to a call for proposals.

C. COURSE PREREQUISITE - Enrolment in the Sprott MBA concentration or permission from the school

D. COURSE MATERIAL

1. Recommended textbook(s)

There is not a mandatory textbook for this course. The following books are recommended, but not mandatory:

- (a) Golini R., Landoni P. (2013): International development projects - peculiarities and managerial approaches, PMI publications, 133 pages (an e-book is available in the library).
- (b) Haslam P. A., Schafer J., and Beaudet P. (eds): Introduction to international development - approaches, actors, and issues (an e-book is available in the library).

2. Class notes and readings

Instructor's lecture notes will be available for download on CuLearn. All reading articles are available for download either through the CU library catalogue (<http://catalogue.library.carleton.ca/>) or the internet. A very few numbers of cases will required to be purchased from Harvard Business Publishing - HBP (link to be provided)

We will use the following cases/articles:

Title	Availability
o Youker, R. (1989): Managing the project cycle for time, cost and quality: lessons from the World Bank experience, <i>International Journal of Project Management</i> , 7 (1), pp 52-57).	CU library catalogue
o Jepsen A.L., Eskerod P. (2009): Stakeholder analysis in projects: challenges in using current guidelines in the real world, <i>International Journal of Project Management</i> , pp 335-343.	CU library catalogue
o Water supply and sewerage project (World Bank Publication).	CuLearn
o Rwanda & David Cechetto (Case # 907M63-PDF-ENG, HBS case, 9 pages, available for purchase from Harvard Business Publishing).	HBP
o Landoni P., Corti. B (2011): The management of international development project: moving towards a standard approach or differentiation?, <i>Project Management Journal</i> , pp 45-61.	CU library catalogue
o Ba Khang, D., Lin Moe T. (2008)- Success Criteria and factors for international development projects: A life-cycle based framework, <i>Project Management Journal</i> , pp 72-84.	CU library catalogue
o Bradshaw, J.R. (1972): The taxonomy of social need', in Cookson R., Sainsbury R., and Glendinning C. (eds.), Jonathan Bradshaw on social policy - selected writings 1972-2011, York Publishing	See tentative schedule

Services Ltd, York, pp 1-12.	
o European Commission (2004): Aid delivery methods - Project Cycle Management guidelines (Chapter 5, pp 57-94), European Commission, 149 pages.)	See tentative schedule

E. COURSE EVALUATION

The course evaluation will be based on four main activities: class participation and contributions, a case analysis and presentation, a term paper reporting on ID project formulation and procurement for services, and final exam. The weighting of each activity is as follows:

1. Contributions to class discussion	10%
2. Case analysis and presentation	10%
3. ID project preparation and procurement for services Paper	45%
4. Final exam	35%
TOTAL	100%

1 Contribution to class discussion and preparation (10%)

Students are required to read prior to the class the assigned readings and participate in class discussions as actively and constructively as possible. A written report that provides answers to given questions will need to be submitted (when required by the instructor). These reports will be collected at the beginning of each class, but will not be marked. They will serve to assess a participant preparation prior to the class. They will be evaluated on a continuum from 0 to 5 in terms of the extent to which the questions have been answered (No answers will be wrong!). The contribution to class participation will also be evaluated on a continuum from 0 to 5 using the following criteria:

- (a) Did the student participate in today's class discussion?
- (b). Was there evidence that the student's participation in the discussion was based on his or her knowledge of the required readings?
- (c). Did the student contribute to class learning (e.g., by asking thoughtful questions, offering examples, helping to understand ideas or sharing calculations, offering constructive criticism of another's ideas, suggesting reasonable alternatives, pursuing the logic advanced by others, encouraging others to speak by directing questions their way, etc.)?

No contribution to class discussion points will be given for a missed class.

2 Case analysis and presentation (10%)

Students in groups of three to four will be responsible for preparing and delivering a presentation on a specific assigned task with regards to the comprehensive case study that will be used throughout the course. The presenting team will be required to submit a set of PowerPoint that addresses the key deliverables. The remaining groups are also required to work on the same deliverables in preparation of the term project paper that will be due in the final week. Unless otherwise stated, each presentation will last up to 20 minutes including Q&A. The presentation schedule and the assigned tasks are as follows:

Assigned task	Presentation due date	# of groups
Rwanda & David Cechetto - case study analysis (assignment questions provided)	Week 2	1
Rwanda & David Cechetto - project preparation and analysis process (results-oriented logical framework analysis)	Week 4	2
Rwanda & David Cechetto - results oriented funding proposals development	Week 5	2
Rwanda & David Cechetto - preparing terms of reference for a recruitment of an implementing agency	Week 6	2

2. ID project preparation and procurement for services Paper (45%)

Students in groups of three to four will be given a case to analyze and will be required to submit a paper containing (a) a project design preparation and a result-oriented logical framework analysis, (b) an effective funding proposal for the project to be submitted to an international funding agency; (c) the terms of reference for recruiting an implementing agency. The write-up should be precise and to the point not exceeding typed 40 pages (including appendices, 1.5 line spacing, 12 points - Times New Roman font). It must follow the general rule of an academic paper. At most two groups will be asked (on a volunteer basis) to present their work in class in last week of the term (April 1, 2015).

5 Final exam (35%)

The final exam is scheduled during the exam week (April 15, 2015 from 1130am to 230pm). It will be comprehensive and will consist of a combination of mini-case analyses, scenarios interpretation, and development questions. Students unable to write a final examination because of illness or other circumstances beyond their control must contact the instructor and the MBA office in writing to request a deferred exam. Permission may be granted when the absence is supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Deferred exams are not granted for students who have made travel arrangements that conflict with examination schedule. Students are advised that exam papers will not be returned back to them after being marked. They will be available for consultation only at the instructor's office.

F. DROP COURSE POLICY

The deadline for academic withdrawal is the last day of classes (each term).

G. CONDUCT

Professional conduct is built upon the idea of mutual respect. Such conduct entails (but is not necessarily limited to):

- *Attending the class.*

Each class benefits from the attendance and participation of all participants. Class attendance is mandatory. The participation grade will be affected by absences. If any circumstances prevent attendance to the class, the participant is responsible for all materials discussed, handouts distributed, assignments covered, and announcements made.

- *Arriving on time.*

Late arrivals are disruptive and show disrespect to those who are on time. Late arrivals are not allowed.

- *Minimizing disruptions.*

Participants are not allowed to leave and re-enter the class. All cell phones and electronic communication devices must be turned off during class. If an emergency situation requires keeping the cell phone turned on, it must be set in the silent mode and it is advised that the instructor be informed prior to the class starting. Participants should also avoid engaging in side conversations after class has begun.

- *Focusing on the class.*

Participants are not allowed to use laptops or hand-held devices for other tasks than notes taking while in class. Activities such as net surfing, and answering email are very disruptive both to neighbors and to the entire class.

- *Being prepared for class.*

Participants must be ready to discuss any assigned readings and to answer any assigned questions.

- *Respect.*

Participants should act respectfully toward all class participants.

H. PLAGIARISM

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

I. ACADEMIC ACCOMMODATIONS

1. Participants with disabilities

Students with disabilities requiring academic accommodations in this course are encouraged to contact a co-ordinator at the Paul Menton Centre for Students with Disabilities to complete the necessary letters of accommodation. After registering with the PMC, make an appointment to meet and discuss your needs with me at least two weeks prior to the first in-class test or ITV midterm exam. This is necessary in order to ensure sufficient time to make the necessary arrangements. Please refer to <http://www.carleton.ca/pmc/> for all PMC information.

2. Religious observance

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

3. Pregnancy

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

K. CHANGES TO THE SYLLABUS

Every effort has been made to make the course outline as complete as possible, but there may be occasions when changes are required. The instructor will announce any deviations from the course outline in class and the change will be posted on the course web page.

L. *MBA Academic year*

Important Dates and Deadlines can be found at:

<http://sprott.carleton.co/students/mba/dates-deadlines/>.

L. TENTATIVE SCHEDULE

Week	Topics/Agenda	Readings
1 (March 4)	<p>Introduction to course overview and structure</p> <p>ID projects formulation - setting the stage for action?</p>	<ul style="list-style-type: none"> ○ Instructor's course outline ○ Instructor's notes (document PPF_ALN-1, available for download on CuLearn) ○ Youker, R. (1989): Managing the project cycle for time, cost and quality: lessons from the World Bank experience, <i>International Journal of Project Management</i>, 7 (1), pp 52-57) ○ Landoni P., Corti. B (2011): The management of international development project: moving towards a standard approach or differentiation?, <i>Project Management Journal</i>, pp 45-61. ○ Ba Khang, D., Lin Moe T. (2008)- Success Criteria and factors for international development projects: A life-cycle based framework, <i>Project Management Journal</i>, pp 72-84. ○ Bradshaw, J.R. (1972): The taxonomy of social need', in Cookson R., Sainsbury R., and Glendinning C. (eds.), <i>Jonathan Bradshaw on social policy - selected writings 1972-2011</i>, York Publishing Services Ltd, York, pp 1-12. (http://www.york.ac.uk/inst/spru/pubs/pdf/JRB.pdf).
2 (March 11)	<p>ID projects formulation - setting the stage for action? (cont'd)</p>	<ul style="list-style-type: none"> ○ Instructor's notes (document PPF_ALN-2, available for download on CuLearn) ○ European Commission (2004): Aid delivery methods - Project Cycle Management guidelines (Chapter 5, pp 57-94), European Commission, 149 pages (http://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403_en_2.pdf) ○ Rwanda & David Cechetto (Case # 907M63-PDF-ENG, HBS case, 9 pages). ○ Jepsen A.L., Eskerod P. (2009): Stakeholder analysis in projects: challenges in using current guidelines in the real world, <i>International Journal of Project Management</i>, pp 335-343. ○ Water supply and sewerage project (World Bank Publication).
3 (March 18)	<p>ID Project funding proposals design and development</p>	<ul style="list-style-type: none"> ○ Instructor's notes (document PPF_ALN-3, available for download on CuLearn).

4 (March 25)	Organizing procurement of services: specifications, selection and contracting procedures	<ul style="list-style-type: none"> ○ Instructor's notes (document PPF_ALN-4, available for download on CuLearn)
		<ul style="list-style-type: none"> ○ European Commission (2004): Aid delivery methods - Project Cycle Management guidelines (Chapter 9, pp 126-135), European Commission, 149 pages (http://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403_en_2.pdf) ○ Rwanda & David Cechetto (Case # 907M63-PDF-ENG, HBS case, 9 pages).
5 (April 1)	Organizing procurement of goods and works: specifications, evaluation and selection procedures	<ul style="list-style-type: none"> ○ Instructor's notes (document PPF_ALN-5, available for download on CuLearn) ○ Rwanda & David Cechetto (Case # 907M63-PDF-ENG, HBS case, 9 pages).
(April 8)	Project preparation and procurement for services (presentation and paper due)	
	Course wrap-up and challenges ahead	Instructor's closing notes (document PPF_ALN-6, available for download on CuLearn)
8 (April 13-17)	Final exam (April 15, 2015)	