Build your capacities and those of your collaborators!

TRAINING CATALOG

version 1

Building leading capacities in the domain of result-oriented management in International Fund for Agricultural Development (IFAD) funded programs in West and Central Africa (WCA)

www.2ie-edu.org
SUMMARY

SCHEDULED TRAININGS

STRATEGIC AND OPERATIONAL MANAGEMENT

> Module 1: Result oriented project management
> Module 2: Decision-making and delegation process
> Module 3: Communication management in development projects
> Module 4: Role of the Coordinator in performance and conflicts management

RESULT-ORIENTED MONITORING AND EVALUATION IN DEVELOPMENT PROJECTS CONTEXT

> Module 1: Participatory monitoring and evaluation
> Module 2: Development of the plan and monitoring and evaluation manual
> Module 3: Results and Impact Management System (RIMS)

PROCEDURE FOR THE AWARD OF CONTRACTS AND FINANCIAL / ACCOUNTING MANAGEMENT

> Module 1: Procedures for the award of contracts
> Module 2: Financial/accounting management

TAILOR-MADE TRAININGS

STRATEGIC AND OPERATIONAL MANAGEMENT

> Module 1: Efficient management of project staff
> Module 2: Strategic plan steering
> Module 3: Operational planning
> Module 4: Team Building
> Module 5: Governing and partnership management
> Module 6: Logistics management
> Module 7: Start-up workshop
> Module 8: Capitalization and knowledge management

RESULT-ORIENTED MONITORING AND EVALUATION IN DEVELOPMENT PROJECTS CONTEXT

> Module 1: Introduction to development of a reference situation
> Module 2: collecting and processing data of a reference situation
> Module 3: Management of the information system
> Module 4: TOMPRO software Use
## SCHEDULED TRAININGS

### STRATEGIC AND OPERATIONAL MANAGEMENT

<table>
<thead>
<tr>
<th>Module 1: Result oriented project management</th>
<th>Period: April 14th to 17th 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 2: Decision-making and delegation process</td>
<td>Length: 4 days</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module 3: Communication management in development project</th>
<th>Period: May 26th to 29th 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 4: Role of the Coordinator in performance and conflicts management</td>
<td>Length: 4 days</td>
</tr>
</tbody>
</table>

### RESULT-ORIENTED MONITORING AND EVALUATION IN DEVELOPMENT PROJECTS CONTEXT

<table>
<thead>
<tr>
<th>Module 1: Participatory monitoring and evaluation</th>
<th>Period: May 5th to 8th 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 2: Development of the plan and monitoring and evaluation manual</td>
<td>Length: 4 days</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module 3: Results and Impact Management System (RIMS)</th>
<th>Period: June 16th to 19th 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Length: 4 days</td>
</tr>
</tbody>
</table>

### PROCEDURE FOR THE AWARD OF CONTRACTS AND FINANCIAL / ACCOUNTING MANAGEMENT

<table>
<thead>
<tr>
<th>Module 1: Procedure for the award of contracts</th>
<th>Period: May 18th to 22nd 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 2: Financial/accounting management</td>
<td>Length: 5 days</td>
</tr>
</tbody>
</table>
Module 1: Result-oriented project management

Objectives
At the end of the module, participants will have tools to:
- Distinguish management basic concepts
- Capitalize on their talents and the talents of the team
- Use the art of questioning to produce a commitment
- Develop agile and innovative teams
- Lead teams to results

Target audience
- Members of the steering committee of the project or program
- Coordinators, Directors, Heads of projects and programs

Content
- History of management
- Meaning of management
- Management basic principles
- Concept of results and objectives
- Creation of solution-oriented manager mindset and posture
- Construction of positive, pragmatic and inspiring vision
- Development of trust and team-cohesion to promote commitment
- Talent and synergies capitalization to elicit creative solutions
- Coaching one's team to undertake the challenges of permanent change

Teaching Method
- Presentation
- Practice
- Brainstorming

Module 2: Decision-making and delegation process

Objectives
At the end of this module, participants will have tools to:
- Make context-concordant decisions
- Make decisions in situations of uncertainty
- Implement an effective delegation

Target audience
- Coordinators, Directors, Heads of projects and programs

Content
- Concept of rationality
- Decision-making process and ways (strategic, tactical, operational)
- Transactional management and transformational management: the foundation of the relationship and its consequences on decision-making
- Definition and content of delegation
- Success criteria of a delegation

Teaching Method
- Simulations
- Role games
- Film/Movie
- Case Study
- Short experiential presentation
- Testimonies
Module 3: Communication Management in Development Projects

Objectives
At the end of the module, the participants will have tools to:

> Communicate with the project’s staff
> Communicate with the users and partners of the project

Target audience
> Coordinators, Directors, Heads of projects and programs
> People in charge of components and services of projects

Content
> Definition and importance of communication in the context of projects
> Team communication in projects
> Targets, messages and means of communication in the context of projects
> Communication effectivity in the context of projects

Teaching Method
> Role games
> Film/Movie
> Short experiential presentation
> Testimonies

Module 4: Role of the Coordinator in performance and conflicts management

Objectives
At the end of the module, participants will have tools to:

> Analyze the sources and types of conflicts
> Implement a conflict management strategy

Target audience
> Coordinators, Directors, Heads of projects and programs

Content
> Concept of performance and indicators of performance
> Objective-oriented management
> Animation of collective and individual performance
> Conduct of productive work meetings
> Management of organization and project executive needs
> Sustainable management of performance coordination problems: arbitrate, decide and manage conflicts
> Techniques of management and anticipation of conflicts

Teaching Method
> Short experiential presentations
> Testimonies
> Group work
> Case studies
> Role game
Module 1: Participatory monitoring and evaluation

Period: May 5th to 8th 2015
Length: 4 days
Trainer in charge of Pedagogy: Djim DOUMBE DAMBA

Objectives
At the end of the module, participants will have tools to:

> Conduct the process of initial diagnosis of an intervention zone or locality prior to the implementation of a project
> Reconstruct the reference situation in the course of a project
> Produce a report on the reference situation of an intervention zone or locality

Target audience
> People in charge of monitoring and evaluation

Content
> Identification of the main issue
> Definition of the concept of reference situation
> Mapping of the involved zones
> Directory and classification of information sources

Teaching Method
> Interactive
> Brainstorming
> Short experiential presentation
> Group work
> Case studies
Module 2: Development of the plan and monitoring and evaluation manual

**Period:** June 16th to 17th 2015  
**Length:** 2 days  
**Trainer in charge of Pedagogy:** Djim DOUMBE D.

**Objectives**  
At the end of the module, participants will have tools to:

> Conduct the process of initial diagnosis of an intervention zone or locality prior to the implementation of a project  
> Reconstruct the reference situation in the course of a project  
> Produce a report on the reference situation of an intervention zone or locality

**Target audience**  
> People in charge of monitoring and evaluation

**Content**  
> Conception of data collecting tools  
> Management of data collecting and processing  
> Reference situation report writing techniques

**Teaching Method**  
> Interactive  
> Brainstorming  
> Short experiential presentation  
> Group work  
> Case studies

Module 3: Results and Impact Management System (RIMS)

**Period:** June 16th to 19th 2015  
**Length:** 4 days  
**Place:** To be agreed  
**Trainer in charge of Pedagogy:** Djim DOUMBE D.

**Objectives**  
At the end of the module, participants will have tools to:

> Organize the system of monitoring and evaluation according to the result-oriented management logic  
> Use the Results and Impact Management System (RIMS)  
> Produce a report on the reference situation of an intervention zone or locality

**Target audience**  
> People in charge of monitoring and evaluation

**Content**  
> Result-oriented management  
> The concept (RIMS)  
> Mastering the RIMS

**Teaching Method**  
> Interactive  
> Brainstorming  
> Short experiential presentation  
> Group work  
> Case studies  
> Testimonies  
> Films/ Movies  
> Practice in real life situation
Procedure for the award of contracts and financial management - accounting

Period: May 18th to 22nd
Length: 5 days
Trainer in charge of Pedagogy: Frédéric TRAORE

Objectives
At the end of the module, participants will have tools to:

> Effectively implement the procedures for the award of contracts according to the prevailing rules
> Ensure a rigorous accounting and financial project management

Target audience
> Administrative and financial officers
> Coordinators of projects and/or programs

Content
I. Procedures for the award of contracts
   > International open tender
   > Other procurement methods

II. Accounting and financial management
   > General project accounting
   > Project cost accounting
   > Budget management

Teaching Method
> Interactive
> Brainstorming
> Short experiential presentation
> Group work
> Case studies
TAILOR-MADE TRAININGS

■ STRATEGIC AND OPERATIONAL MANAGEMENT

> Module 1: Efficient management of project staff
> Module 2: Strategic plan steering
> Module 3: Operational planning
> Module 4: Team Building
> Module 5: Governing and partnership management
> Module 6: Logistics management
> Module 7: Start-up workshop
> Module 8: Capitalization and knowledge management

■ RESULT-ORIENTED MONITORING AND EVALUATION IN DEVELOPMENT PROJECTS CONTEXT

> Module 1: Introduction to development of a reference situation
> Module 2: Collecting and processing data of a reference situation
> Module 3: Management of the information system
> Module 4: TOMPRO software Use
### Module 1: Efficient management of project staff

**Length:** 2 days  
**Trainer in charge of Pedagogy:** Frédéric TRAORE

**Objectives**
At the end of the module, participants will have tools to:

- Organize the project
- Motivate and mobilize the staff
- Manage a project team
- Use team management tools
- Effectively manage staff during at towards the end of project

**Target audience**
- Coordinators, Directors, Heads of projects and programs
- People in charge of components and services of projects

**Content**
- Project organization tools
- Leadership and team management
- Motivation and mobilization methods and tools
- Conditions for an effective motivation system
- Conditions for an affective mobilization system
- Methods of time optimization
- Staff management in the final phase of the project

**Teaching Method**
- Short experiential presentations
- Testimonies
- Group work
- Case studies
- Role games

### Module 2: Steering the strategic plan

**Length:** 3 days  
**Trainer in charge of Pedagogy:** Djim DOUMBE D.

**Objectives**
At the end of the module, participants will have tools to:

- Identify the strengths and weaknesses of implemented strategies in the project and program
- Formulate reformulations propositions for the projects strategic lines and orientations

**Target audience**
- Members of the project’s steering committee
- Coordinators, Directors, Heads of projects and programs
- People in charge of monitoring and evaluation of project

**Content**
- Concepts on strategic analysis
- Strategic monitoring tools
- Diagnosis of the strategy
- Report on diagnosis of the strategy

**Teaching Method**
- Short experiential presentations
- Group work
- Testimonies
### Module 3: Operational planning

**Length:** 4 days  
**Trainer in charge of Pedagogy:** Djim DOUMBE D.

**Objectives**
At the end of the module, participants will have tools to:
- Explain the fundamentals of the project
- Plan a project’s activities
- Estimate the financial, human and material resources of a project
- Use the planning tools

**Target audience**
- Coordinators, Directors, Heads of projects and programs
- People in charge of the components and services of projects

**Content**
- The project cycle
- The logical framework
- The operational planning process
- Planning of activities related to time management
- Planning of activities related to financial management
- Planning of activities related to ensuring the quality of the intervention
- Planning of activities related to the information process (within the project and between the project and its environment)
- Planning of activities related to the management of staff allocated to the project
- Planning of activities in a sequential manner
- Estimation of activities duration of execution
- Planning financial human and material resources
- Mastering project planning tools (Network planning, GANTT chart, MS Project)
- Writing an annual work plan and budget (PTBA)

**Teaching Method**
- Group work
- Case studies
- Short experiential presentations
- Testimonies
- Practice

---

### Module 4: Team Building

**Length:** 5 days  
**Trainer in charge of Pedagogy:** Djim DOUMBE D.

**Objectives**
At the end of this module, participants will have tools to develop a team synergy and an effective team work capacity in an unstable environment through the following specific objectives:
- Anticipate and decrease conflicts
- Refocus motivations on values and potential capacity building
- Promote stress decrease
- Focus on regularity and quality of results

**Target audience**
- Coordinators
- People in charge of monitoring and evaluation
- People in charge of gender balance
- Administrative and financial officers
- Accountants
- People in charge of components
- Project executives

**Content**
- Diagnosis of participants positioning
- Team work
- Adaptability to changing circumstances
- Practical applications
- Coaching

**Teaching Method**
- Interactive
- Brainstorming
- Short experiential presentation
- Group work
- Case studies
- Presentations, group brainstorming
- Debates and exchanges
- Individual interviews
- Surveys and tests
- Practical applications
### Module 5: Governing and partnership management

**Length:** 1 day  
*Trainer in charge of Pedagogy: Razack SANOUSSI*

**Objectives**
At the end of the module, participants will have tools to:

- Analyze public policies and the role of stakeholders
- Manage contracts and partnerships in an optimum manner

**Target audience**
- Coordinators, Directors, Heads of projects and programs

**Content**
- Public policies
- Role of stakeholders involved in a project
- Results of projects and public policies
- Partnership management and contracting

**Teaching Method**
- Case studies
- Role game
- Film
- Short experiential presentations
- Testimonies
- Practice in real life situations
- Interactive

### Module 6: Logistic Management

**Length:** 1 day  
*Trainer in charge of Pedagogy: Francis SEMPORE*

**Objectives**
At the end of the module, participants will have tools to:

- Use basic project materials management tools
- Manage project equipment and materials in an optimum manner

**Target audience**
- People in charge of stock management

**Content**
- Concepts on logistics management in a project
- Project equipment, furniture and materials classification
- Stock management methods and tools

**Teaching Method**
- Case studies
- Role game
- Film
- Short experiential presentations
- Testimonies
- Practice in real life situation
- Interactive
### Module 7: Start up workshop

**Length:** 5 days  
**Trainer in charge of Pedagogy:**

**Objectives**  
At the end of this module, participants will have tools to prepare and conduct IFAD funded projects.

**Target audience**  
- Projects and programs coordinators  
- Administrative and financial officers  
- People in charge of monitoring and evaluation  
- Staff allocated to the execution of a project  
- Involved staff from public structures  
- Partners involved in the projects

**Content**  
- Result-oriented project management  
- Development of an annual work and budget plan  
- Monitoring and evaluation  
- Results and Impact Management System  
- Contracts procurement process  
- Accounting and financial management  
- Knowledge management  
- Strategy for gender and youth integration in the implementation of projects

**Teaching Method**  
- Interactive  
- Brainstorming  
- Short experiential presentation  
- Group work  
- Case studies

### Module 8: Capitalization and knowledge management

**Length:** 4 days  
**Trainer in charge of Pedagogy:**

**Objectives**  
At the end of the training session, participants will have tools on:

- The principles, concepts and process related to knowledge management and experience capitalization  
- Methods and tools of experience description and analysis  
- Knowledge management and sharing tools and devices  
- Communication tools for organizations and development projects

**Target audience**  
- People in charge of communication  
- People in charge on monitoring and evaluation  
- People in charge of components  
- Project and program coordinators

**Content**  
- Concepts related to knowledge management and experience capitalization  
- Evaluation of the performance of one’s organization/ project or initiative  
- Identification of experiences to capitalize in an organization/ project or initiative  
- Experience description and analysis  
- Writing a capitalization document  
- Most appropriate communication and experience promotion tools and devices  
- Management of an experience capitalization process

**Teaching Method**  
- Interactive  
- Brainstorming  
- Short experiential presentation  
- Group work  
- Case study
RESULT-ORIENTED MONITORING AND EVALUATION IN DEVELOPMENT PROJECTS CONTEXT

**Module 1: Introduction to the development of a reference situation**

**Objectives**
At the end of the module, participants will have tools to:

> Conduct the process of initial diagnosis of an intervention zone or locality prior to the implementation of a project
> Reconstruct the reference situation in the course of a project
> Produce a report on the reference situation of an intervention zone or locality

**Target audience**
> People in charge of monitoring and evaluation

**Content**
> Identification of the main issue
> Definition of the concept of reference situation
> Mapping of the involved zones
> Directory and classification of information sources

**Teaching Method**
> Interactive
> Brainstorming
> Short experiential presentation
> Group work
> Case studies

**Length**: 2 days
**Trainer in charge of Pedagogy**: Malicki ZOROM

**Module 2: Collection and processing of a reference situation data**

**Objectives**
At the end of the module, participants will have tools to:

> Conduct the process of initial diagnosis of an intervention zone or locality prior to the implementation of a project
> Reconstruct the reference situation in the course of a project
> Produce a report on the reference situation of an intervention zone or locality

**Target audience**
> People in charge of monitoring and evaluation

**Content**
> Conception of data collecting tools
> Management of data collecting and processing
> Reference situation report writing techniques

**Teaching Method**
> Interactive
> Brainstorming
> Short experiential presentation
> Group work
> Case studies

**Length**: 2 days
**Trainer in charge of Pedagogy**: Malicki ZOROM
<table>
<thead>
<tr>
<th>Module 3: Management of the information system</th>
<th>Module 4: Use of the TOMPRO* software</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
<td><strong>Objectives</strong></td>
</tr>
<tr>
<td>At the end of the module, participants will have tools to:</td>
<td>At the end of the module, participants will have tools to:</td>
</tr>
<tr>
<td>&gt; Organize data capitalization devices</td>
<td>&gt; Describe the fundamental budgetary and cost accounting management tools, monitoring of conventions, monitoring of fixed assets, financial states, monitoring of markets and commitments</td>
</tr>
<tr>
<td>&gt; Create the information system</td>
<td>&gt; Implement the functionalities of the TOMPRO software</td>
</tr>
<tr>
<td>&gt; Aggregate several results of different levels</td>
<td>&gt; Interpret the software’s outputs</td>
</tr>
<tr>
<td>&gt; Manage the information system</td>
<td><strong>Target audience</strong></td>
</tr>
<tr>
<td>&gt; Communicate on the results of different levels</td>
<td>&gt; People in charge of monitoring and evaluation</td>
</tr>
<tr>
<td>&gt; Organize the information capitalization devices</td>
<td>&gt; Administrative and financial officers</td>
</tr>
<tr>
<td>&gt; Create and realize a data base</td>
<td>&gt; Coordinators</td>
</tr>
<tr>
<td>&gt; Manage an organization’s digital resources</td>
<td>&gt; Directors, information services</td>
</tr>
<tr>
<td>through Learning Content Management System (LCMS)</td>
<td><strong>Content</strong></td>
</tr>
<tr>
<td>&gt; Secure the information system</td>
<td>&gt; Fundamentals of budgetary and cost accounting management,</td>
</tr>
<tr>
<td><strong>Target audience</strong></td>
<td>&gt; Conventions monitoring,</td>
</tr>
<tr>
<td>&gt; People in charge of monitoring and evaluation</td>
<td>&gt; Monitoring of fixed assets,</td>
</tr>
<tr>
<td><strong>Content</strong></td>
<td>&gt; Financial states,</td>
</tr>
<tr>
<td>&gt; Data conception and management</td>
<td>&gt; monitoring of markets and commitments</td>
</tr>
<tr>
<td>&gt; Conception of the data structure</td>
<td>&gt; Mastering the TOMPRO software</td>
</tr>
<tr>
<td>&gt; Use of data typing and controlling tools</td>
<td>&gt; Interpretation of the software’s outputs</td>
</tr>
<tr>
<td>&gt; Data processing</td>
<td><strong>Teaching Method</strong></td>
</tr>
<tr>
<td>&gt; Data bases</td>
<td>&gt; Interactive</td>
</tr>
<tr>
<td>&gt; Management of an organization digital document</td>
<td>&gt; Brainstorming</td>
</tr>
<tr>
<td><strong>Teaching Method</strong></td>
<td>&gt; Short experiential presentation</td>
</tr>
<tr>
<td>&gt; Interactive</td>
<td>&gt; Group work</td>
</tr>
<tr>
<td>&gt; Brainstorming</td>
<td>&gt; Case studies</td>
</tr>
<tr>
<td>&gt; Short experiential presentation</td>
<td>&gt; Testimonies</td>
</tr>
<tr>
<td>&gt; Group work</td>
<td>&gt; Films/videos</td>
</tr>
<tr>
<td>&gt; Case studies</td>
<td>&gt; Practice in real life situation</td>
</tr>
<tr>
<td>&gt; Practice in real life situation</td>
<td></td>
</tr>
</tbody>
</table>

*The realization of this module is based on the agreements between the editor of the application and the teams of the project.*
CONTACTS

Francis SEMPORÉ
Coordinator of the program
Tel.: (+226) 78 20 05 75
Email: francis.sempore@2ie-edu.org

International Institute for Water and Environment Engineering (2iE)
Tel.: (+226) 25 49 28 00
Fax: (+226) 25 49 28 01
01 BP 594 Ouagadougou 01
Email: formation.continue@2ie-edu.org

Find all the information on the IFAD program on:

www.2ie-edu.org

© 2iE Foundation February 2015 - Photos Credits: Fondation 2iE / Check-in Films