

Tentative Programme

Module II: Project Management

Day One - Thursday, May 8th, 2014

8.30 - 1.00pm

Topic: Principles of Project Management

This topic provides an introduction to the purpose, processes and methodologies of project management. Participants will develop a more informed understanding of the purpose of project management and engage with a variety of underlying issues – strategic, operational and tactical. The topic aims to increase your knowledge of Project Management practice. It will help to build your confidence in using the key methodologies, tools and techniques and identifying which are appropriate for particular environments.

2.30pm - 5.00pm

Topic: Factors that lead to project failure

It is amazing that every year, organizations large and small support projects to achieve various types of strategic goals. While the intent behind these projects can be very different, quite often the results come out the same: the projects fail. Statistics have placed the project failure rate in Africa due to disappointing results or abandonment to be as high as 65 percent. Whether failure is defined as a complete project meltdown or the inability to achieve some or any of the original goals, the likelihood of failure points to the pitfalls that produce these results. In this topic we will examine some of the factors that lead to project failure and propose mitigation measures.

Day two - Friday, May 9th, 2014

8.30 - 1.00pm

Topic: Project Cycle Management

The way in which projects are planned and carried out follows a sequence that has become known as the project cycle. The cycle starts with the identification of an idea and develops that idea into a working plan that can be implemented and evaluated. Ideas are identified in the context of an agreed strategy. It provides a structure to ensure that stakeholders are consulted and relevant information is available, so that informed decisions can be made at key stages in the life of a project. The generic project cycle has six phases: Programming; Identification;

Formulation; Financing; Implementation; and Evaluation. Within all institutions the cycle shares three common themes which will be examined under this topic.

2.30pm - 5.00pm

Topic: Project Cycle Management - continued

Day three - Saturday, May 10th, 2014

8.30 - 1.00pm

Topic: The Logical Framework Approach (LFA)

The Logical Framework Approach (LFA) is a management tool mainly used in the design, monitoring and evaluation of development projects. It is also widely known as Goal Oriented Project Planning (GOPP) or Objectives Oriented Project Planning (OOPP). LFA is widely used by bilateral and multilateral donor organizations like It has also been widely adopted by NPOs. The logical framework *document* is a 4 column by 4 row matrix. The cells of the matrix contain text that succinctly describes the most important features of a project. If the correct process (LFA) was used to develop the content of the logframe, the document will reveal the quality of the design and make flaws readily apparent.

2.30pm - 5.00pm

Topic: Understanding the Project Environment

The project environment includes a whole range of factors, many of which will have a direct bearing not only on the way the project is actually implemented but also on its outputs and how it is subsequently operated. There must be continued interaction between the project and its environment, and the project itself affects the environment just as it in turn is affected by it, so that there is a two-way relationship between them. The concept of mutual interdependence and survival demonstrates the importance of supportive linkages with the environment for the successful outcome of a project whether at the level of outputs, purposes or goals. The project environment includes a whole range of factors, many of which will have a direct bearing not only on the way the project is actually implemented but also on its outputs and how it is subsequently operated. Each project will of course have its own unique environment and there is no definitive method for detailing the precise nature of the environment of a particular project. This Topic will examine the factor within the project environment and how this affects project outcomes.

Day Four - Sunday, May 11th 2014

8.30 - 1.00pm

Topic: How to apply SWOT analysis in Planning

SWOT analysis is a classic strategic planning tool. Using a framework of internal strengths and weaknesses and external opportunities and threats, it provides a simple way to assess how a strategy can best be implemented. The tool helps planners be realistic about what they can achieve, and where they should focus. SWOT Analysis is a tool used for understanding an organization's strengths, weaknesses, opportunities and threats. is a tool for auditing an organization and its environment. It is the first stage of planning and helps organizations to focus on key issues. SWOT stands for strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internal factors. Opportunities and threats are external factors. In this topic we will examine among other things how to apply SWOT analysis in planning.