

# Project Management



Project management in  
World Bank-funded projects:  
control of project delivery (time, scope,  
procurement, budget and resources)

Turin, Italy

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## Introduction

Implementation of development projects is often entrusted to public institutions and/or public officials with more experience in repetitive operational work, typical for administration of public services, rather than with the knowledge areas of project management. In many cases project managers and project staff are left to contend with predetermined and possibly ambitious project schedules with substantial investment budgets in the absence of result-based management tools and systems indispensable for decision-making, control of project progress and achievement of project performance and delivery parameters. Therefore this course aims at exploring the essential knowledge areas of project management with emphasis on the competencies needed during the project implementation phase namely those connected with control of project delivery and the associated tasks for development of project control and reporting systems.

This course is based on internationally-recognised project management standards and provides detailed and practical guidance for putting in place effective and universally-accepted project control and reporting formats in conformity with the harmonised procedures of international funding agencies as agreed in the context of the OECD/DAC<sup>1</sup> roundtable on improving aid effectiveness.

A graphical representation of the main menu of a typical Project Management Information System (PMIS) is shown below:



## Objectives

The course aims to upgrade the competencies of its participants in the application of the knowledge areas of project management and to subsequently design applicable PMIS in accordance with professional standards acceptable to all multi-lateral development banks and their respective governments.

In particular the participants will be able to:

- understand the key knowledge areas of project management as established by recognised professional institutions and as adapted for application in development banks' projects (e.g. World Bank and regional development banks);
- recognise the essential components of a PMIS and use its outputs for decision making and problem solving and prevention with emphasis on the project's control rectangle, namely;
  - control of project schedule (time control);
  - control of project cost (budget control);
  - control of project scope (performance and quality);
  - control of resources (personnel, material, equipment and facilities);
- discharge oversight functions with respect to procurement operations in accordance with World Bank procurement guidelines;
- discharge oversight functions with respect to the design and implementation of their projects' financial management systems.



<sup>1</sup> The Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD)



## Participants

This course addresses project directors and senior implementation staff from projects funded by the World Bank and similar International Financial Institutions (IFI).

Candidates are expected to be currently engaged in the management and oversight of IFI projects. Previous knowledge or work experience in project management and/or financial management in the public or private sector is an asset.

Participants are expected to read and write easily in the English language.



## Course methodology

The course is delivered by senior project implementation and project procurement specialists and consultants from the World Bank and the International Training Centre of the International Labour Organisation (ITC-ILO). The course is conducted using a highly-participative training delivery methodology through a combination of interactive presentations by subject-matter specialists followed by group discussions and exercises.

Ample opportunity is provided to discuss common problems in project performance, control and reporting deficiencies, and ways and means to overcome specific constraints faced by the participants in the implementation of their projects.

Each participant is encouraged to bring along a copy of the operations' manual/reporting and control procedures related to his/her project for reference throughout the course.



## Course contents

### General

- Overview of project management knowledge areas
- Project cycle and related documents in IFI-funded projects
- Project covenants and conditionalities
- IFI procurement guidelines and standard bidding documents (World Bank documents used as a model)

i Amount subject to annual changes

ii Arrangements can be made to pay an additional allowance for incidental expenses at government or funding-agency cost to accommodate participant entitlements or other government requirements.

## Project Management Information System

- Essential components of PMIS
- Project control - the project control rectangle
  - Procedures for control of schedule (time)
    - Project planning using Microsoft Project
    - Baseline plan and updated operational plans
    - Dealing with variances and assessing trends
  - Procedure for cost (budget) control
    - The "S" curve
    - Tracking variances and trends
    - Estimated cost to completion
    - Earned value as a measure of project delivery
  - Procedure for scope control (performance and quality)
    - Procedures for change
    - Quality assurance
  - Procedure for control of resources
    - Tracking timely and effective utilisation of project resources namely personnel, equipment, materials and facilities
- Control of the procurement process
  - Procurement schedule and procurement arrangements in PAD
  - Decision gates in the management of the procurement process
- Control of project financial management system and operation of project bank accounts
- Structure and contents of integrated progress reports/Implementation Completion Report (ICR)
- Management of meetings



## Cost of participation

The cost of participation in this one-week programme is Euro 2,000<sup>1</sup> payable in advance by the participant's sponsoring organisation. This covers:

- **tuition fee**, which includes the use of the Centre's training facilities and associated support services, books and training materials;
- **participant fee**, which covers:
  - accommodation and full-board at the Centre
  - routine medical care and insurance.

Main travel between the participant's home country and Turin is not included.

Fellowships for training programmes conducted by ITC-ILO generally become available through the training allocations of development projects financed by International Financial Institutions or by United Nations' agencies, bilateral technical

co-operation agencies, governments and/or private enterprises. Candidates are encouraged to contact these organisations and agencies in their countries to enquire about the availability of funds for fellowship training programmes.

## The ILO Turin Centre's facilities

Located in an attractive park on the banks of the River Po, the Centre's campus provides a congenial environment in which to live and study.

It contains 21 pavilions with fully equipped modern classrooms, conference halls and meeting rooms fitted out for multilingual simultaneous interpretation, a computer laboratory, and a computerized documentation centre linked to various data banks.

The campus has 287 study/bedrooms, all with private bathrooms, telephones and cable television. It also has:

- a reception desk open 24 hours a day;
- a restaurant, a self-service canteen and a coffee lounge, all catering for international dietary needs;

- a bank;
- a travel agency;
- a laundry service;
- a post office;
- an internet point;
- a recreation room;
- facilities for outdoor and indoor sports;
- an infirmary.

Social events are regularly held both on and off campus, so that participants from different cultural backgrounds can make the most of the stimulating international climate.

## For further information, please contact:

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