



# Project Cycle Management

Turin, Italy

Apprender تعلم Learn учить Apprendere Apprender 学习 Imparare Learn تعلم  
Comprender 理解 Understand понимать Comprendre فهم Understand Capire  
获得 Ottenere зарабатывать تحقيق Gain Obtenir 获得 Obtenir зарабатывать  
Listen Écouter Escuchar 听取 Ascoltare استماع Escuchar слушать Listen  
достигать 实现 Lograr انجام Achieve Réaliser достигать Raggiungere انجام  
دعم Support поддерживать Appuyer Promover 支持 Promuovere  
Change Cambiar менять Cambiare 变革 Change تغيير  
обучать 培训 Formar Train تدريب Former Former  
تشارك Share Partager 共享 Compartir Compartir

# Project Cycle Management

## Introduction

The changing modalities for delivery of development aid are progressively raising the levels of required professional and managerial competencies needed by staff of national recipient agencies and International Organizations for successful operation under a Result-Based Management (RBM) environment.

Project Cycle Management (PCM) is a key instrument in RBM and the competencies therein are increasingly becoming indispensable for all development workers. For long the achievement of the desired outcomes of development programmes and projects was often compromised by the shortage of welltrained project personnel. Amongst the most notable skill deficiencies one could single out “inadequate proficiency in the application of the knowledge areas required for systematic project cycle management”.

This course is designed to address the situation through upgrading the technical and managerial competencies needed throughout the project cycle. The course includes daily hands-on practical sessions whereby the participants apply the newly-learnt knowledge and skills to a carry-through case study.

The RBM tools incorporated in this course at each phase of the project cycle are readily adaptable to the participants’ on-the-job context thereby resulting in a marked performance improvement in the delivery of development projects.

## Participants’ profile

The course is designed for national project co-ordinators, project managers, project staff, national development planning officials and non-governmental organisations’ (NGOs) officers involved in the execution of technical assistance programmes and projects.

Participants should be fluent in English with basic knowledge of project cycle management (design/implementation/monitoring/evaluation) for development projects.

## Course objectives

The course aims to upgrade the competencies of participants in the formulation, implementation, monitoring and evaluation of development cooperation programmes and projects in accordance with the procedures of the relevant funding agency/ies (e.g. European Union, the United Nations, Development Banks, INGOs).

## Course content

The course’s content is structured around the following main themes:

- **Project Initial Context Analysis:**
  - stakeholders mapping;
  - target group(s) capacity assessment;
  - the problem tree and the objectives’ tree;
  - assessment of potential alternatives solutions;
- **Project Design:**
  - the logical framework (project results framework);

- intervention logic;
- indicators;
- risk analysis;
- project financing modalities.
- **Project Planning and Budgeting:**
  - typical models for the project organisation;
  - introduction to project planning processes and project budgeting;
  - Work Breakdown Structure (WBS);
  - allocation of resources and responsibility matrix;
  - project sequencing and scheduling
- **Project Monitoring, Reporting and Evaluation:**
  - project monitoring and control;
  - project reporting and management of meetings;
  - types of project evaluations;
  - evaluation management.

## Course methodology

The course uses a highly-participative delivery methodology, combining interactive subject-matter presentations with plenary discussions and group assignments designed to enhance team work and to measure learning achievement. Relevant training materials and reference documents are uploaded on the ITCILO E-campus. A visit to a development/ infrastructure project will give the participants an opportunity to be acquainted with best practices and procedures as applied in the private and/or public sector.

The course will be delivered in English by ITCILO's experts and consultants.

## Cost of participation

The cost of participation in this two-week programme is Euro 3,930 **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, routine medical care and insurance;
- **subsistence fee**, which covers:
  - full-board accommodation at the Centre;
  - study visit.

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

For information regarding payment, cancellation and refunds, please consult: <https://www.itcilo.org/application>

Fellowships for training programmes are usually funded through the training budgets of development projects financed by International Financial Institutions or by United Nations' agencies, bilateral technical co-operation agencies, EU delegations, governments and/or private enterprises. Candidates are encouraged to contact these organisations and agencies in their countries to inquire about the availability of such funds.

---

<sup>1</sup> Amount subject to annual changes



## 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

**International Training Centre of the ILO**  
Sustainable Development Programme  
Viale Maestri del Lavoro, 10  
10127 Turin – Italy

E-mail: [sdp@itcilo.org](mailto:sdp@itcilo.org)



Made of paper awarded the European Union Eco-label,  
reg.nr FR/011/002, supplied by International Paper.