



ONLINE

PROJECT MANAGEMENT

# EFFECTIVE PROJECT MANAGEMENT CERTIFICATION PROGRAMME

 8 WEEKS, APPROXIMATELY 7.5 HRS/WEEK

*Information Note*



International  
Labour  
Organization

**ITC**   
International Training Centre



**Manage projects that don't  
just follow the plan—  
but succeed when  
the plan changes.**



## INTRODUCTION TO THE EFFECTIVE PROJECT MANAGEMENT CERTIFICATION PROGRAMME

Every project is an opportunity to create impact — but only if it is guided with clarity, agility and vision. The ability to manage projects with confidence and flexibility, applying both traditional approaches and agile or adaptive methods, has become a key professional competence. This is particularly true in contexts where resources are scarce, environments are changing rapidly, and project teams must be ready to proactively address emerging challenges.

This course takes participants through project management techniques that have stood the test of time — such as time scheduling with Gantt charts or leading project teams — as well as more recent approaches including agile and Scrum management. Participants will also explore the evolving role of Artificial Intelligence: what it can offer, where its limits lie, and how it can be used responsibly to support project management work. Throughout the programme, participants reflect on what makes a project complex or simple, and how to manage both effectively.

For professionals needing to strengthen or specialize their project management skills in changing and complex contexts, this online certification programme provides the knowledge, technical skills and tools required to enable agile, adaptive and effective project implementation.

## WHO ATTENDS THIS COURSE?

This course is designed for project managers, project implementation staff and chief technical advisers (CTAs), as well as professionals aspiring to these roles. It is relevant for projects funded by traditional donors, international financial institutions (IFIs) and innovative funding mechanisms, including private or philanthropic funding.

The course applies to projects implemented through international organizations, governments or governmental agencies, and international or national NGOs. Participants are expected to be currently involved in the management or oversight of projects, or to possess previous knowledge or work experience in project management.

# WHY AN EFFECTIVE PROJECT MANAGEMENT CERTIFICATION PROGRAMME?

This certification programme serves as a standalone qualification demonstrating that participants possess the knowledge and practical skills required to manage projects effectively in complex and changing environments. Effective project management is essential to translate project designs, resources and partnerships into concrete results, and to ensure that projects are implemented efficiently, adaptively and with impact.

Organizations increasingly depend on development professionals who can not only design projects, but also lead their implementation, manage teams and stakeholders, address risks, and respond to change. This programme strengthens these competencies by combining solid project management fundamentals with agile, adaptive and technology-enabled approaches.

The course complements learning pathways in Project Design, Monitoring and Evaluation, Financial Management, and Partnerships and Resource Mobilization. It supports professionals in positioning project management skills within a broader results-oriented and resource-mobilisation perspective. Guidance can be provided on how to combine this certification with other courses to build coherent and progressive professional development pathways.

## WHAT WILL I LEARN (WEEKLY TOPICS)

- A foundation in the basics of Project Cycle Management
- Predictive operational project planning
- Settings of complexity
- Agile and adaptive project management approaches and techniques
- Project governance structures, from traditional functional to remote models
- Stakeholder engagement, leadership, team management and communication
- Risk management, procurement management and financial management
- Monitoring, control and reporting, including remotely and with new technologies
- Artificial Intelligence: opportunities and limits — including those we should set for ourselves — and the tools and techniques that can help us work more efficiently and effectively

# WHAT WILL I BE ABLE TO DO?

You will be able to:

- Review your own project's design
  - Review your Theory of Change
  - Review and validate your Results Framework with indicators and assumptions
- Design an operational plan
  - Organize a work breakdown structure with responsibility matrix
  - Develop a Gantt Chart and milestones, a resource schedule, and a budget
- Assess the complexity of your project setting
  - Apply assessment frameworks such as Bamberger's map of complexity or the Cynefin sensemaking tool
  - Assess the sources of complexity in your project
- Map your stakeholder network and plan for communication
  - Perform a stakeholder mapping exercise
  - Categorise types of relationships and conclude on management approaches
- Try out and assess agile planning and monitoring techniques
  - Review your project for agile and adaptive delivery
  - Prioritise project outputs in an agile approach
- Design a project governance structure that is fit for purpose and aligned with its institutional context
  - Design a governance structure
  - Assess its functionality and alignment with sustainability needs
- Assess and plan the management of your project's risks
  - Design a risk register and management strategy
- Plan the monitoring, reporting and control functions of your project
  - Design indicators and sources of verification
  - Plan for M&E as part of project implementation
  - Develop an evaluation plan
- Use AI tools to enhance the efficiency and quality of your planning and implementation processes, in particular:
  - Leverage AI tools to support planning, implementation, communication and other management functions
  - Be able to apply an AI quality protocol

## HOW WILL I LEARN?

The course is delivered through distance learning and deployed on the ITCILO e-campus. Each week, participants engage with online learning materials, perform a small knowledge test, complete a collaborative exercise in their learner group, and deliver one written assignment supported by a coach. All of these are mandatory while the weekly webinars are offered to create an exchange among learners but attendance is not mandatory. Optional material on Artificial Intelligence is provided to progressively strengthen participants' skills.

## CONDITIONS TO PARTICIPATE

### WHAT ARE THE TECHNICAL REQUIREMENTS NEEDED?

For a smooth learning experience, participants need to have basic computer skills and a computer with a reliable internet connection and speakers.

Candidates are expected to have some previous experience in project management and administration as well as a good command of English.

## WITHDRAWAL, CANCELLATION POLICY, AND REFUNDS FOR OPEN COURSES

If an enrolled participant wishes or must withdraw from a course, they may choose to apply to a different course or be substituted by another candidate. The participant must notify the Centre, in writing, of their decision at least 14 days prior to the start date of the course. Cancellation of participation in regular courses will result in the following penalties:

- 14 days or more prior to the start date of the course: No penalty, 100% refund of amount paid less applicable bank charges
- 8 to 13 days prior to the start date of the course: Penalty of 50% of course price, refund of residual amount paid (if any) less applicable bank charges
- 7 days or less prior to the start date of the course: Penalty of 100% of course price.

### **WITHDRAWAL, CANCELLATION POLICY, AND REFUNDS FOR OPEN COURSES**

If an enrolled participant wishes or must withdraw from a course, they may choose to apply to a different course or be substituted by another candidate. The participant must notify the Centre, in writing, of their decision at least 14 days prior to the start date of the course. Cancellation of participation in regular courses will result in the following penalties:

- 14 days or more prior to the start date of the course: No penalty, 100% refund of amount paid less applicable bank charges
- 8 to 13 days prior to the start date of the course: Penalty of 50% of course price, refund of residual amount paid (if any) less applicable bank charges
- 7 days or less prior to the start date of the course: Penalty of 100% of course price.

## **INFO**

### **FOR FURTHER INFORMATION PLEASE CONTACT**

**International Training Centre of the ILO**  
Organizational Development and Project Services Programme (ODPS)  
Viale Maestri del Lavoro, 10  
10127 Turin – Italy

[odps@itcilo.org](mailto:odps@itcilo.org)  
[www.itcilo.org](http://www.itcilo.org)

**COURSE CODE: A9719063**