INTRODUCTION

Multimillions are invested every year by the developed economies’ organisations to help those transition and emerging economies to improve their performance and join the growing path of the leading economies via international development projects funded by the international financial institutions and multilateral organisations.

Invested or spent? The difference is what it is all about; hence the importance of an effective and efficient professional management process that delivers investment rather than spend.

These supporting programmes, structured strategically by periods of time and world regions- are organised in different formats and covering different objectives. Consequently, they need to be well focused, designed, organised, structured, performed and evaluated. It is public money, which needs quality procedures and transparency to prevent waste and corruption, which would destroy the desired beneficial effects of these programmes.

This huge amount of funding needs to be adequately managed. To perform this “technical” assistance there are a myriad of international specialists -the experts- consultants and project managers who constantly travel across the world to perform these technical tasks assigned to them.

The European Commission Agency for Development and Cooperation -Europe-Aid- and the United Nations -directly and through the World Bank Group organisations- are leading the multilateral investment and expenditure to help emerging economies to reach and keep a sustainable level of development.

These International Financial Institutions (IFI's)and other multilateral organisations such as the World Bank Group, the UNDP and the European Commission Development Aid agency, to name but a few- do therefore use outsourced services to execute their multimillion aid programmes in developing countries. International Project Management - (IPM) - is increasingly becoming an important international source of business opportunities, an industry in itself.

Multilaterally funded and internationally performed, Development Aid Technical Assistance Projects play a crucial role in the difficult task to pursue sustainability in world development. Its management is usually known as "International Projects Management" and it is assigned regularly after a very hard competition contest.

But -as in any other business- this is something that requires an organisation, something that has to be “managed”, with an international vision, by private organisations. Donor organisations, once the objectives of a Development Aid Project have been established, do not perform it themselves but call in international private organisations -consulting firms, NGOs, associations, individual professionals- to bid for the contracts, individually or strategically allied in consortia.

AIMS

In this crash course we will first explore how multilateral institutions operate to generate call for tenders and assign multimillion contracts to qualified International Project Management (PM) specialist companies and professionals.
An efficient management of these International Projects requires well trained "management professionals" who can understand, structure, organise, manage and effectively implement the projects life cycle. The procedures -which are in the essence the control of the funds invested- demand specialists in the industry who are valuable time managers. They are the PM's of a Project performed by international experts in their respective fields of expertise. The Project Manager just "manages" the project like the orchestra's director.

In this programme we will first explore how multilateral institutions operate to generate call for tenders and assign multimillion contracts to qualified International PM specialist companies and professionals. The funding institutions are the clients who are in the control of the funds invested and demand specialists in the area their project is addressing. The Project Manager "manages" the project like the orchestra's conductor.

By the end of the course you should have:

(i) A general knowledge of the Project Management professional practice-
(ii) A clear idea of the size and opportunities this multimillion euro industry is offering regardless of crisis times.
(iii) An experience on when and how to "read & understand" the Terms of Reference which are the "core" of the project, the expected solution for the problem to be solved.
(iv) An outline of the tools required to write a winning proposal for a tender and get the contract.
(v) The experience of working hands-on on an actual project simulation in real time, to experience the stressing time factor involved in these bids depending on a competitive deadline.
(vi) Your own perception about how comfortable would you eventually feel working in such a competitive environment.
(vii) A first contact with the jargon and the tips involved in the trade of this multimillion industry and of project management.
(viii) The basics of how to write a winning proposal to win the contract and perform a practical, effective project management project.

The class shall be structured in "competing" teams, each one representing an "international consulting" company competing to get their project proposal to win the bid. At the end of the course every consulting company shall produce a detailed proposal and present this in a PPT Presentation (8-12 slides) in order to defend its theses and WIN "the contract."

METHODOLOGY

The course is a practical development of a proposal to win a contract and consists of 5x4hour sessions.

On Session ONE we shall revise the specific characteristics of the development aid projects' proposals connecting it with the general characteristics of a project and we will end up by structuring the teams which shall compete to win the contract and revising the Terms of Reference of this specific Project to enter the contest.

Session TWO is devoted to structure the basic principles and knowledge of what is a Project and what is Project Management in general, along the lines of the PMI methodology, regardless the type of project involved.

Session THREE goes straight into the project. Every team will be furnished with the minimum necessary available information details to go ahead, and the contest shall start.

At the beginning of Session FOUR there will be also a small amount in input as well, and a short recap will take place as to share the most common doubts and hurdles encountered the previous session.

As it happens in the actual world, participants can address themselves to the Contracting Authority -hereby represented by the professor- to ask for any clarifications on how to proceed, any time during sessions three, four & five, working sessions fully devoted to cover all aspects such as research, project structuring, detailed budget estimation and control, expert identification, enrolment negotiation and contracting, fees and expenses negotiations, chronograph, travelling and accommodation details, etc. in order to generate a sound and winning project proposal presentation.

Similarly, the competing consulting companies shall have the support of an expert advisor (again, the professor) at their convenience who shall ask your questions.
The first hour of Session FIVE, the final one, shall be devoted to the final presentation pitch fine tuning and after an early break, from 1100 to 1315, every team shall make a formal public presentation the key components of their written proposal in .doc/.pdf to be delivered at the end of the final session along with any complementary docs the team consider necessary. This final document is the one to be graded and could integrate any feedback received by the teams during the final presentation.

On-line Teamwork: You shall need your laptop/tablet for this course. Each consortium team shall nominate a leading member and then open a free project under the name of the team at www.dropbox.com and invite the professor too. Detailed instructions shall be provided on session one.

EVALUATION

The Evaluation shall be weighed as follows:
40% on your solution as suggested in your proposal document in .doc/.pdf.
30% on your use and application of project management principles and tools
15% upon your participation in the classroom and project working groups
15% on your final presentation.

The Participant Experts selection, the phase’s decisions, budget estimation, chronogram and performance control measures set up for the project shall be taken into consideration.

The members of the best proposal shall be entitled to one extra rating point. As you can see, there is competition here as it is in the actual world of international project contract’s arena.