

■ Project Design & Management ■



Training Programme

for Professionals in the Water Sector in the Middle East

Egypt, Syria
Jordan and Yemen



Project Design and Management

**Manual for Professionals in the Water Sector
in Egypt, Syria, Jordan and Yemen**

Training Programme Manual

IPTRID Team

Maher Salman, Technical Officer, IPTRID, NRL
Carlos Garces, Programme Manager, IPTRID, NRL

LEAD Team

Trevor Rees, Senior Programme Manager, LEAD International
Andrea Deri, Senior Consultant, LEAD International
Veronica Vann, Associate Consultant, LEAD International
Gitanjali Bedi, Associate Consultant, LEAD International
Ganesh Pangare, Associate Consultant, LEAD International

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Acronyms

BMZ -	Federal Ministry for Economic Cooperation and Development (Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung), Germany
CARE -	Cooperative for Assistance and Relief Everywhere, Inc., USA
CIDA -	Canadian International Development Cooperation Agency, Canada
DFID -	Department for International Development, UK
EC -	European Commission
FAO -	United Nations Food and Agriculture Organization
GEF -	Global Environment Facility
GTZ -	German Agency for Technical Cooperation (Deutsche Gesellschaft für Technische Zusammenarbeit), Germany
IDRC -	International Development Research Centre, Canada
IPTRID -	International Programme for Technology and Research on Irrigation and Drainage, a special programme of FAO
LEAD -	Leadership for Environment and Development
SIDA -	Swedish International Development Cooperation Agency, Sweden
USAID -	US Agency for International Development, USA
UNDP -	United Nations Development Programme
UNEP -	United Nations Environmental Programme
UNESCO -	United Nations Educational, Scientific and Cultural Organization

Acknowledgements

This manual has built on the resources of the following three training materials:

- 'Project Preparation and Proposal Writing' workshop for water researchers, IPTRID/FAO, LEAD International, Delta Barrages, Egypt
- 'Writing Project Proposals: A Distance Learning Module', LEAD International, prepared in collaboration with the Commonwealth of Learning, Vancouver, British Columbia, Canada
- 'Project Design and Management', US Peace Corps Training of Trainers Manuals developed for countries in Central and Eastern Europe and Central Asia

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Special thanks are due to the UK Department for International Development (DFID) and the German Agency for Technical Cooperation (GTZ) for the support to make this training programme possible.

Finally, the 'Project Design and Management' Training Programme team is indebted to the over 100 participants from Yemen (November 2006), Jordan (September 2006), Syria (June 2006) and Egypt (November 2005). Without them, it would not have been such a success.

Preface

In November 2005, the International Programme for Technology and Research in Irrigation and Drainage (IPTRID) and the Ministry of Water Resources and Irrigation of Egypt organized a training workshop on “Project Preparation and Proposal Writing” for Professionals in the Water Sector of that country. LEAD International (Leadership for Environment and Development) a global capacity development network of over 1,500 professionals and organizations that promote and contribute to change towards sustainable development was selected to be the workshop’s implementing unit.

This activity turned out to be a real success as indicated not only by the post-workshop evaluation but also by the enquiries that were made by other IPTRID partners in the region. The Programme realized the potential for expanding the scope of this exercise through a regional initiative which was jointly funded by the German Agency for Technical Cooperation (GTZ) and directed towards enhancing the capacity of professionals in the water sector on Project Design and Management. Thus, working together with LEAD International further workshops were designed and prepared with participants drawn from institutions based in Yemen, Jordan and Syria. The revised workshops reflected the key lessons learned from the Cairo experience, expanded its content to include project delivery management skills, increased the number of training days, made available additional supporting online resources and contemplated a manual - including the four countries activities - to be published following completion of the training. That manual is what the reader has now in hands.

In addition to the capacity development exercise, IPTRID with the respective country’s participating ministries or agencies designed a mechanism to develop a cadre of “trainers of trainers” in parallel to the workshop’s activities. During the Egypt workshop, two participants were identified based on both skills and attitudes to act as trainers in the subsequent workshops. Thus, the Syria event had the original trainers involved supported with the two co-trainers. Subsequently, the Jordan workshop was supported by two Syrian professionals and the last activity in Yemen counted with the support of two Jordanian professionals selected similarly. At the end of the capacity development cycle, 8 Middle East water professionals had been trained “hands-on” to be able to tackle training courses on the subject matter. The “rotating” training support scheme can of course be extended to other countries in the Region, something that IPTRID is willing to support as the needs materialize.

With respect to the training itself, it is no secret that a weak link of water-related organization in the region is to be able to prepare suitable project proposal that can be submitted to potential donors. Those dealing with this aspect of development know well the frustrations of not being able to respond to calls for project proposals on time or see their proposals largely rejected for lack of quality. The end objective of this training cycle was to enhance not only on the preparation of just the proposals but to improve on the quality of the design and management of those projects once they materialize.

IPTRID, GTZ and their country partners are quite pleased with the results obtained. The reader can judge by itself the appropriateness of this initiative. The Programme will welcome your feedback and suggestions on how to improve further interventions.

Carlos Garces

IPTRID Programme Manager

Introduction

Welcome to the Participant Manual of the 'Project Design and Management Training Programme for Professionals Working in the Water Sector'.

The training programme was designed and organised by IPTRID, the International Programme for Technology and Research in Irrigation and Drainage, a special programme of FAO.

Implementation was conducted with LEAD International, a worldwide network promoting Leadership for Environment and Development and co-financed by GTZ, the German Agency for Technical Cooperation

The content of this Participant Manual was tested and developed through a series of training workshops in Egypt, Syria, Jordan and Yemen between November 2005 and November 2006.

The Project Design and Management Training Programme (PDM) strengthens participants' capacities in developing more effective and efficient projects to address pressing water issues in the region.

Participants - nominated and invited by relevant ministries - deepen their understanding of and skills in project design and management during this programme through developing their own real life project plan, concept note and proposal through a five-day training workshop supported by on-line learning opportunities before and after the workshop.

This Manual along with the training programme are dedicated to facilitate regional communication, exchange of knowledge, know-how and technology transfer. **It is prepared as the way workshops were carried out and as a model of how the training can be organized.**

Purpose

The purpose of this Manual is to provide you with information and hands-on experience on:

- How to design a project
- How to prepare a concept note
- How to prepare a project proposal
- How to manage a project

Although you learn about how to identify and approach donors, please remember this Manual is not about fundraising or giving you suggestions where you can apply for funding.

Use your own project idea

Use your own project idea in order to make the most out of this Manual. In a step by step way, this Manual supports you to develop your idea into a manageable project plan. In case you do not have adequate resources to implement your project, the Manual also helps you to communicate your project in a concept note and in a full proposal to attract funding.

Learning support

Your learning is supported by:

- Pre-workshop online learning
- 5-day face-to-face workshop activities

- 5 slide sets facilitators use during the workshop

The Manual contains the following elements:

- Introduction to each topic of all 24 Sessions
- Template for developing a concept note
- Template for writing a project proposal based on forms commonly used by major donors
- Resource materials that illustrate typical project situations, and give the perspectives of both the donor agency and of the applicant for funding
- 34 Handouts that support your project design and management and proposal development
- 39 Activities - marked with a symbol - which deepen your learning through active and interactive learning

Workshop Schedule

Project Design and Management Workshop for Professionals Working In the Water Sector
(Total working hours per day is 5 hours and 30 min)

	Day 1	Day 2	Day 3	Day 4	Day 5
	Project Design I.	Project Design II.	Concept Note	Full Proposal	Project Management
1 hour & 30 min	Session 1 Opening Session	Session 6 Tasks & Timeline Session 7 Resources	Session 12 Partners Donors Concept Note	Session 16 From Concept Note to Full Proposal	Session 21 Delivery Skills
1 hour & 45 min	Session 2 Successful Projects Session 3 Seven Steps of Problem Solving	Session 8 Feasibility Session 9 Roles and Responsibilities	Session 13 Concept Note: Case Studies Session 14 Drafting Concept Note	Session 17 Logical Frameworks Session 18 Budget Development	Session 22 Monitoring and Measuring Impact
1 hour	Session 4 From Problem Statement to Goal Setting	Session 10 Monitoring and Evaluation	Drafting Concept Note (cont.)	Session 19 Drafting Full Proposals	Session 23 Reporting
1 hour	Session 5 Setting Objectives	Session 11 Monitoring and Evaluation Plan	Session 15 Sharing Concept Notes	Session 20 Sharing Draft Proposals	Session 24 Next Steps Closing
15 min	Day end reflection	Day end reflection	Day end reflection	Day end reflection	Day end reflection