



Human Side of Projects in Modern Business

Design of a competence-based model for managing projects within the new framework of international cooperation for development



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1. Introduction

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- International development projects.
- Managing for Development Results (MfDR):
 - Monterrey Consensus (2002)
 - Rome Declaration (2003)
 - Washington: First Roundtable on Development Results (2002)
 - Marrakech: Second Roundtable on Development Results (2004)
 - Paris Declaration (2005)
 - Hanoi: Third Roundtable on Managing for Development Results (2007)
 - Accra: Third High Level Forum on Aid Effectiveness (2008)
- Purpose of the research: identify the core competences and skills for international cooperation Programme and Project Managers in the new framework of MfDR.

2. PM in Cooperation for Development

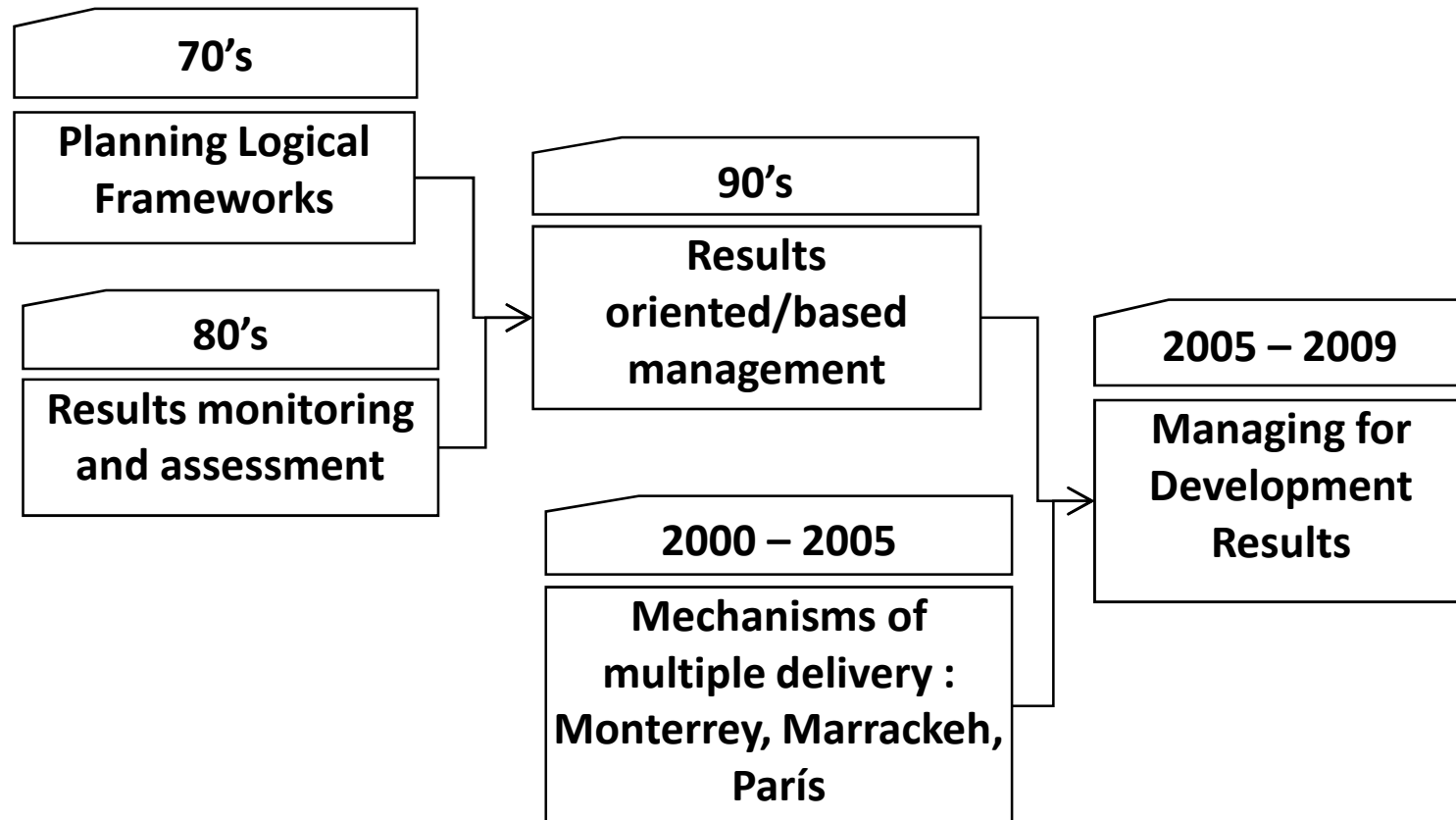
Evolution

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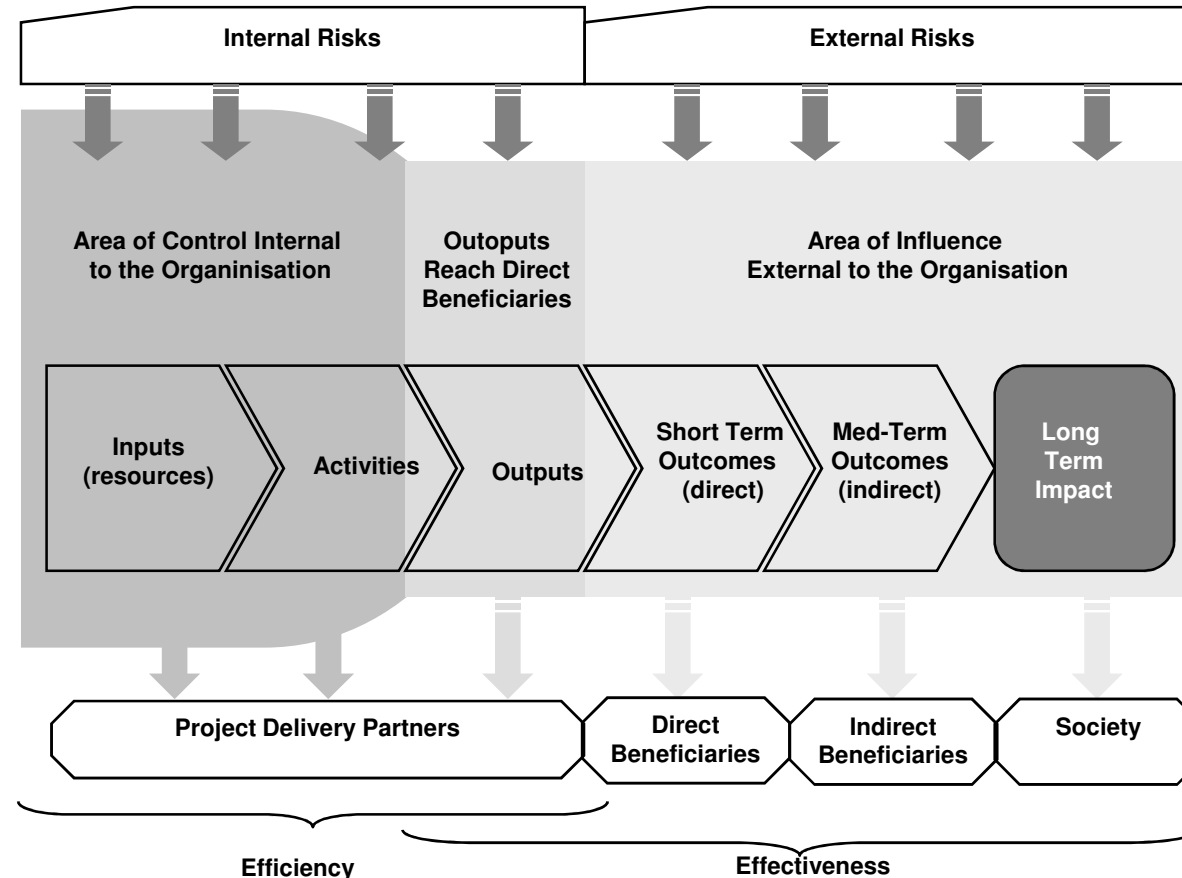
The new framework

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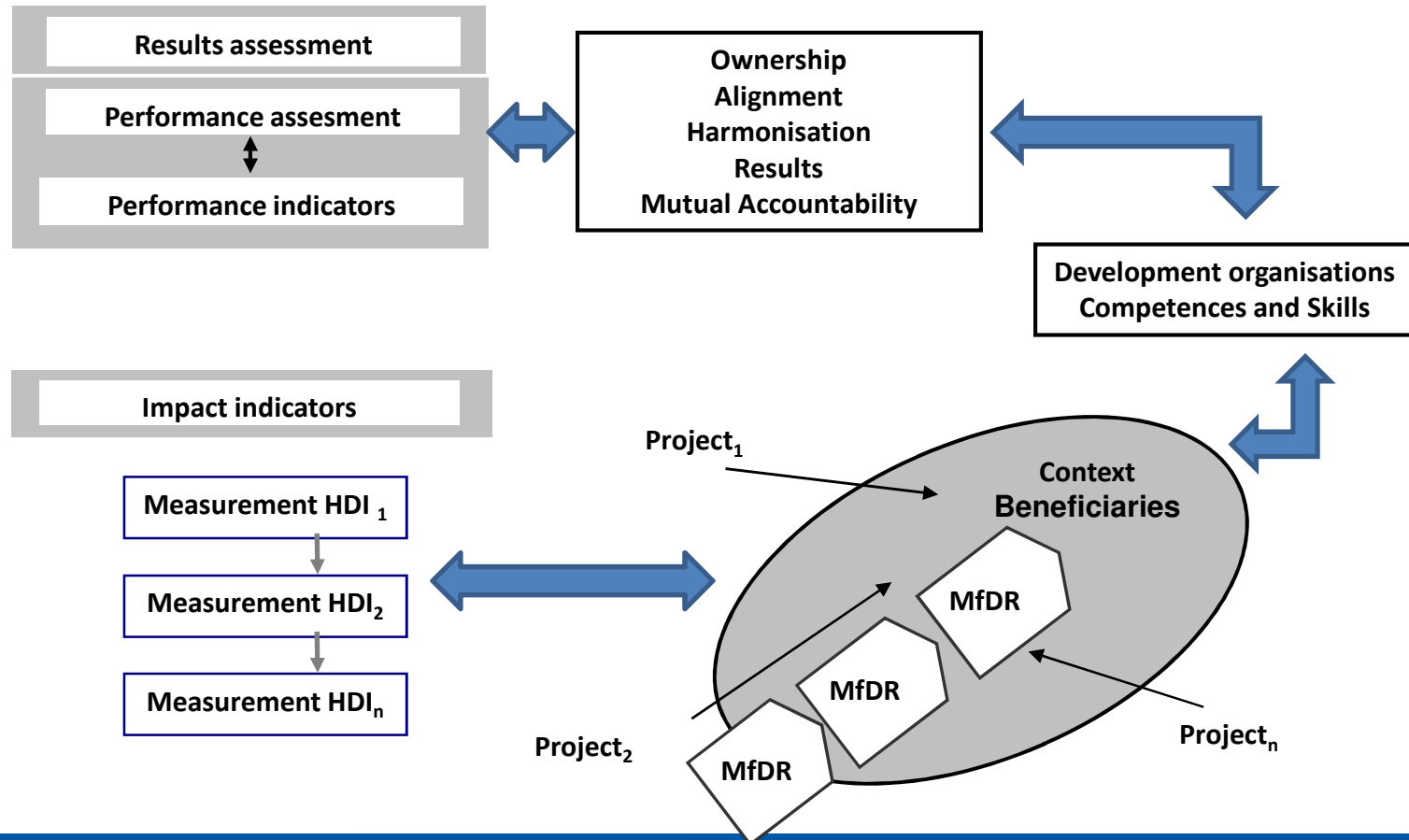
The new framework

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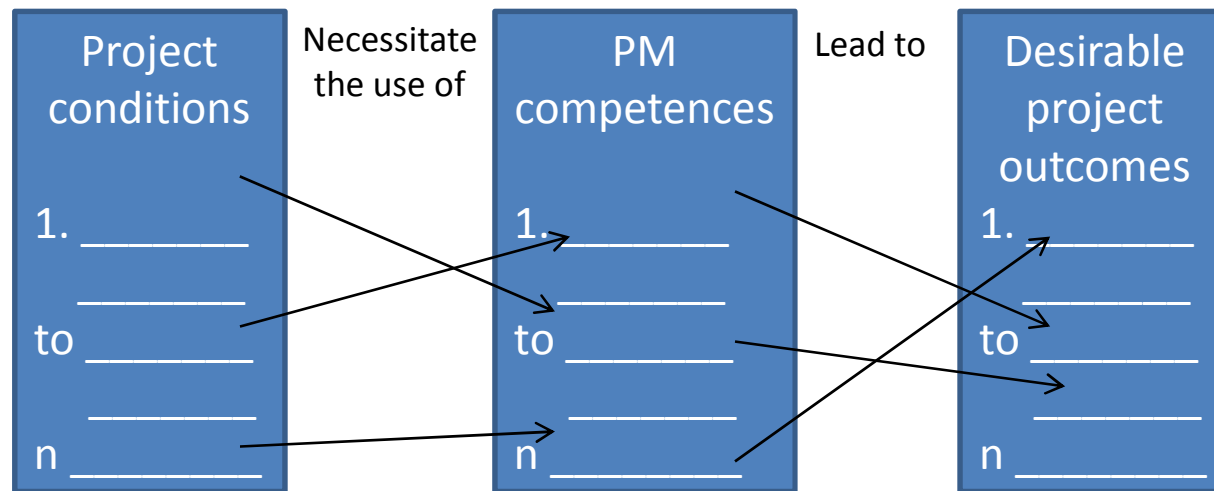
4. Conclusions



3. A competence-based model

Research methodology

- 24 International Cooperation Programme and Project managers specialised in:



- Focus Groups: validation and refinement (international expert consultants in MfDR and delegates of Development Agencies).

HD Areas (PNUD)
Rural development
Education
Health
Water and sanitation
Environmental sustainability
Technology and innovation
Migration
Gender
Capacity building

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MfDR stages	Parameters to be identified
Strategic planning	Objectives to be followed Analysis of the agents involved
Programming by results	Expected project results Distribute resources
Risk management	Identify and analyse risks Effect and prob. occurrence
Monitoring and measuring performance	Results indicators Project baseline Audit plan
Information management	Analyse information on expected results
Results evaluation	Deficiencies of the planned intervention Improve organisation

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Research methodology

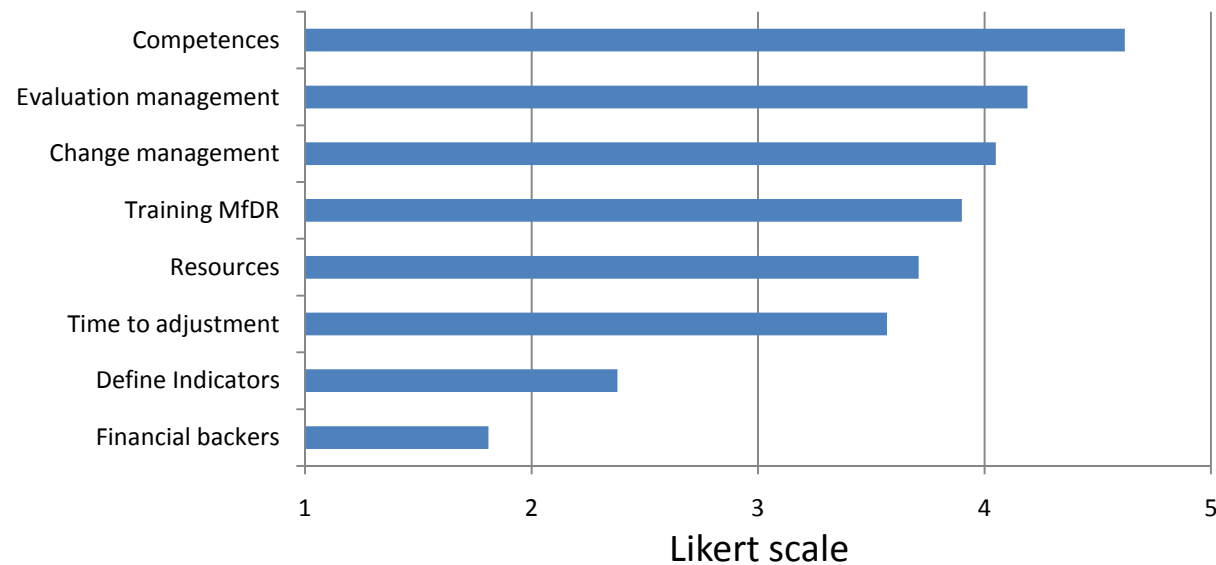
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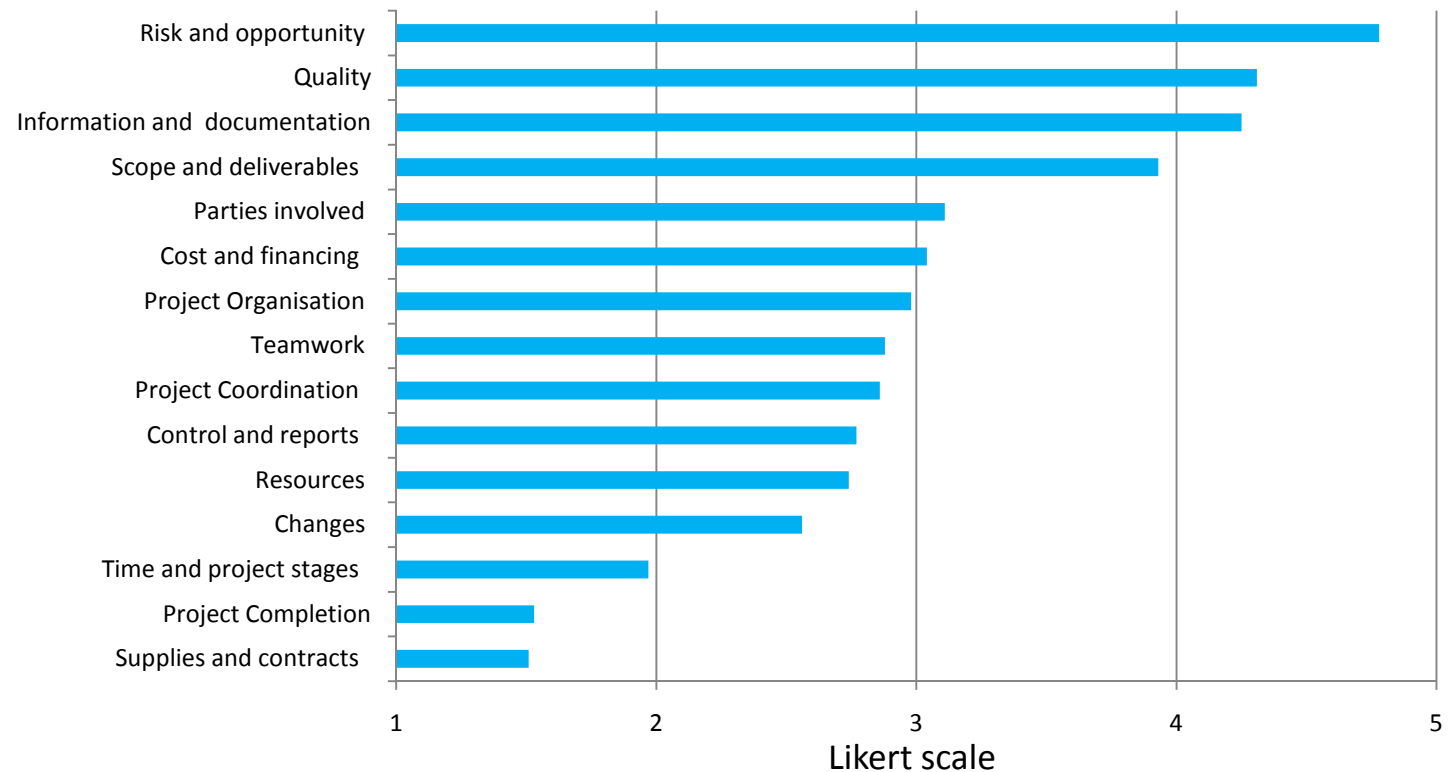
Challenges_Management for Development Results



3. A competence-based model

Results Technical competences

Most important technical competences for cooperation for development programme and project managers



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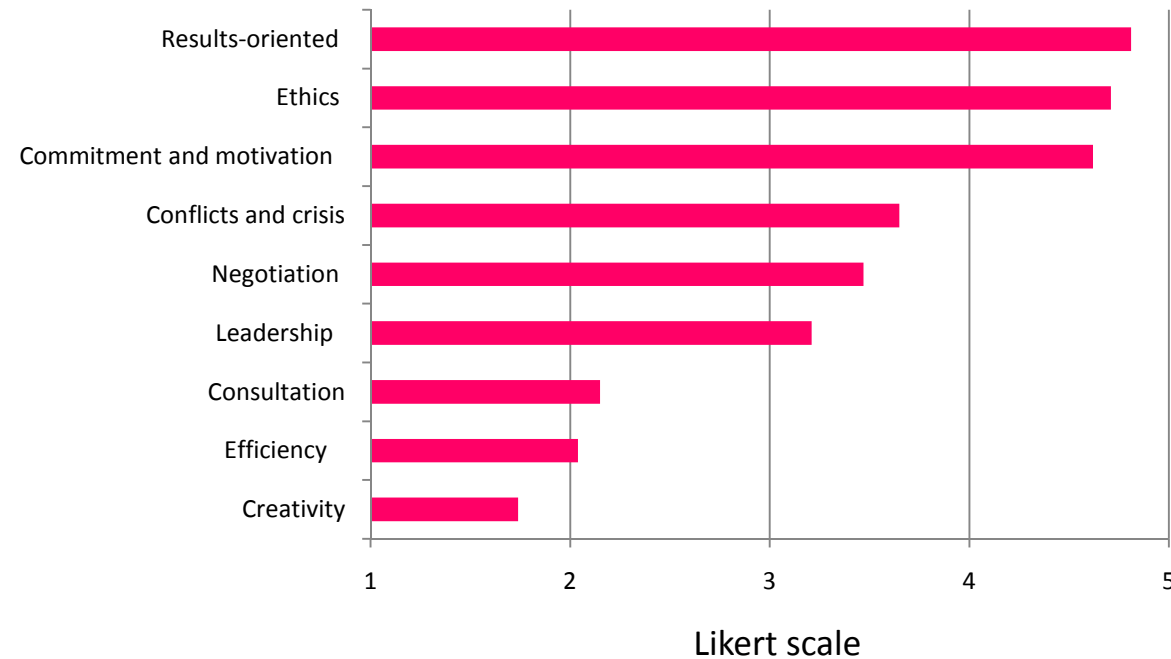
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Results Behavioural competences

Most important behavioural competences for cooperation for development programme and project managers



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Results Contextual competences

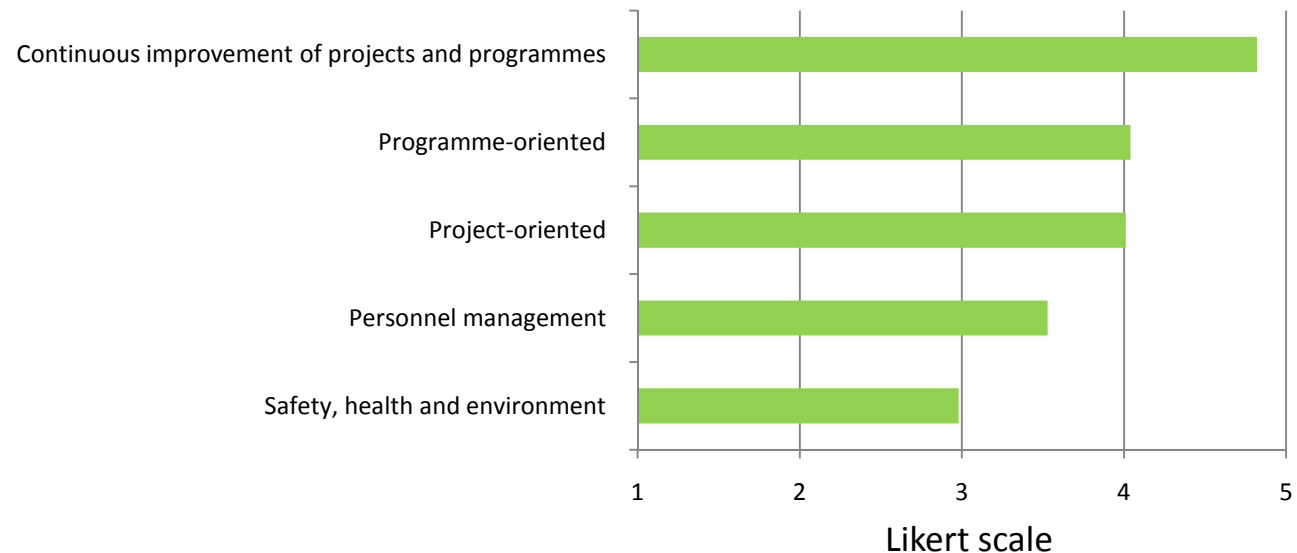
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Most important contextual competences for cooperation for development programme and project managers



4. Conclusions

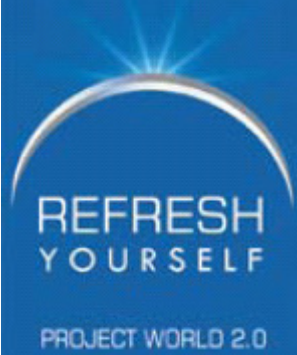
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- The MfDR reform process must allow building on existing foundations without this leading to unnecessary conflict.
- The most difficult change will be cultural change.
- Competences: risk and opportunity, quality, commitment and motivation, results-oriented, ethics and continuous improvement.
- Contribute to the improvement of the quality of actions for International Cooperation for Development.
 - Interventions more effective
 - Process monitoring and follow-up system in closer contact with the project
 - Projects easier to assess through indicators (measuring impact)



Thank you for your attention

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