



Design and Management of International Development Projects

July 27-31, 2009

**Norman Borlaug Institute
for International
Agriculture
Texas A&M System
College Station, Texas**



Design and Management of International Development Projects

The Borlaug Institute at Texas A&M University will be providing a unique five-day, hands-on short course entitled, “Design and Management of International Development Projects.”

The dates for this course will be July 27-31, 2009, and will be held at Texas A&M University, located in College Station, Texas. The fee for this short course is \$1,100, and includes lunches, snacks and course materials. Participants must provide for their own transportation, lodging and other meals. Because of the structure for this course, class size is limited to 30 participants.

Development projects are the main driver of economic activities in many developing countries, and with the ability to channel external capital into countries and mobilize national resources to assist many communities and people, effective design, management, monitoring and evaluation of these projects is critical to their success.

This five-day intensive course will focus on providing and sharing real-world experiences. Discussions and presentations will emphasize a comprehensive understanding of how complex issues and cross-cutting themes need to be integrated during the design and management of international development projects. Course participants will learn different tools and resources that can be used to analyze projects, in addition to a unique hands-on preparation of a case study that will be guided by international development experts.

Classes will be taught by Texas A&M staff with experience and knowledge in implementing highly-successful international development projects. Special guest lectures by international development experts will cover ways of navigating political realities and other cross-cutting issues in project design and management, common pitfalls and problems that prevent the success of development projects, as well as insightful discussions on how to maximize relationships with donor agencies and other stakeholders.

This course is designed for mid-career professionals from government and private organizations (including universities), NGOs, community and international development organizations who are keen to hone their skills and knowledge of the development project process. Past experience in project design, management, evaluation and monitoring are highly desirable.

Enrollment in this course is limited to 30 people. All participants are asked to bring a case study or select from a list that will be posted on our Web site by March 1, 2009. Additionally, please bring your own laptop or provide advance notification to the Borlaug Institute if one is not available for your use.

Visit our Web site at <http://borlaug.tamu.edu/academic.html> for updated information about this exciting opportunity or contact Mike McWhorter at mmcwhort@ag.tamu.edu or Cathryn Clement at cclement@ag.tamu.edu.

Day One – Overview of Development Projects and Discussion of Successful Frameworks

8:30 am – 9:00 am	Opening remarks and discussion of course objectives, goals and expectations of the participants –TBD.
9:00 am – 10:00 am	Scope of Development Project Analysis: <i>Project cycle management and its components</i>—Piya Abeygunawardena
10:00 am – 10:15 am	Break (snacks will be provided)
10:15 am – 12:15 pm	Project Identification and Prioritization Process: <i>Growth and development diagnostics, macroeconomic and sector assessments; incorporation of development lessons from previous projects. Role of national policies, planning and resource allocation</i>—Piya Abey & Emmanuel D'Silva
12:15 pm – 1:30 pm	Lunch Speaker: <i>Project Design and Management in the Private Sector</i>—TBD
1:30 pm – 2:45 pm	Case Study Identification —Mike McWhorter
2:45 pm – 4:45 pm	Guidelines for and Preparation of a Design and Monitoring Framework (DMF): <i>Discussion of the need for DMF and guidelines for designing a DMF, with participants preparing their own DMF</i>—Piya Abey/Group Exercise
4:45 pm – 5:00 pm	Break (snacks will be provided)
5:00 pm – 6:00 pm	Overview of Project Preparation and Analysis: <i>Overview of the different aspects of projects, including cross-cutting themes that should be considered and incorporated when developing international development projects</i>—Emmanuel D'Silva
6:00 pm – 7:00 pm	Institutional Policy Analysis: <i>Discussion of the need for institutional and policy analysis in development project design</i>—Emmanuel D'Silva

Day Two – Project Components and Evaluation Methods

8:00 am – 9:00 am	Case Study Review
9:00 am – 10:30 am	Project Components: <i>Technical, engineering, financial and economic considerations in project preparation</i> —Ron Griffin
10:30 am – 10:45 am	Break (snacks will be provided)
10:45 am – 12:45 pm	General Methodological Framework for Project Appraisal: <i>Introduction and discussion of common project appraisal indicators, including demand analysis, project alternatives and least-cost analysis, cost-benefit analysis, distributional analysis, risk and sensitivity analysis</i> —TBD
12:45 pm – 1:45 pm	Lunch Speaker: <i>Politics in Project Design and Management and Why Economic Factors are Not Sufficient</i> —TBD
1:45 pm – 3:45 pm	Cost-benefit Estimation: <i>Discussion of the theoretical and practical aspects of cost-benefit estimation with development projects</i> —Ron Griffin
3:45 pm – 4:00 pm	Break (snacks will be provided)
4:00 pm – 5:30 pm	Project Evaluation: <i>Discussion of and the need for project evaluation criteria, such as net present value, cost-benefit ratio and internal rate of return and its application. How can they be used in decision making?</i> —Piya Abey

Day Three – Case Study Preparation

8:00 am – 10:00 am	Case Study Preparation: <i>Individual or small group sessions, with participants revising and beginning work on their original DMF</i>—Piya Abey/Group Exercise
10:00 am – 10:15 am	Break (snacks will be provided)
10:15 am – 12:15 pm	Continue with Case Study Preparation
12:15 pm – 1:30 pm	Lunch Speaker: <i>Common Pitfalls in International Development Projects</i>—TBD
1:30 pm – 3:30 pm	Continue with Case Study Preparation
3:30 pm – 3:45 pm	Break (snacks will be provided)
3:45 pm – 5:30 pm	Continue with Case Study Preparation

Day Four – Fundamentals of Project Administration and Management

8:30 am – 9:30 am	Project Report Preparation: <i>Participants will prepare project reports in individual or small group sessions—Overall Group</i>
9:30 am – 10:30 am	Project Administration and Management: <i>Discussion of issues associated with procurement, procedures and tendering guidelines, including implementation—Keith Cole</i>
10:30 am – 10:45 am	Break (snacks will be provided)
10:45 am – 11:45 am	Project Administration and Management: <i>Discussion of tender notice advertisement, tender documents, government procedures and, private sector procurement systems—Keith Cole</i>
11:45 am – 1:00 pm	Lunch Speaker: <i>How to Manage Donor Relationships—TBD</i>
1:00 pm – 3:00 pm	Project Fund Management: <i>Discussion and study of accounts, impressed accounts, reimbursements, advance payments. USDA and USAID payments.</i>
3:00 pm – 3:15 pm	Break (snacks will be provided)
3:15 pm – 4:15 pm	Monitoring and Evaluation: <i>Discussion of project management review, on-going monitoring and evaluation, post evaluation and lessons learned—Piya Abey</i>
4:15 – 6:30 pm	Free Time – participants can work on project presentations.
6:30 pm – 8:00 pm	Participant Dinner

Day Five – Presentation of Projects

8:00 am – 12:00 pm	Project Presentation: <i>All participants will present and evaluate presentations and provide feedback</i>—Cathryn Clement/Overall Group
12:00 pm – 1:30 pm	Lunch and Awarding of Certificates
1:30 pm – 2:30 pm	Final Wrap-up and Discussion—Cathryn Clement and Mike McWhorter
2:30 pm – 3:00 pm	Closing Remarks, Participant Feedback—Cathryn Clement

Short Course Instructors

Piya Abeygunawardena, Coordinator and Instructor—Interconnections and Project Design

Since February, 2008, Dr. Abeygunawardena has served as Associate Director & Professor at The Borlaug Institute, Texas A&M University, USA. Prior to joining Texas A&M University, Abeygunawardena worked for the Asian Development Bank (ADB) for 13+ years. In 1994, he joined ADB as an Environment Specialist and was serving as the Principal Energy Economist in the South Asia Department prior to assuming his current responsibilities at the Borlaug Institute. Abeygunawardena has prepared, processed and administered more than \$2 billion loan project portfolio and at least 20 technical assistance projects (mini-grants up to one million U.S. dollars). During academic career he has authored more than a 100 research communications including many journal articles, several books and a large number of monographs.



Prior to ADB Abeygunawardena worked as acting Dean, Faculty of Agriculture, University of Peradeniya and represented the Faculty at the University Council. He was also Associate Professor and Department Head, Department of Agricultural Economics, University of Peradeniya from August 1992–1994 August. He coordinated two M.S. programs on Environmental Economics and Natural Resource Management at Post Graduate Institute of Agriculture, University of Peradeniya (assisted by the Ministry of Environment, USAID and NAREPP with 60 scholarships), 1992-1994. He also functioned as a Visiting Lecturer, Postgraduate Institute of Agriculture, University of Peradeniya, 1987–1994, Sri Lanka, the Department of Civil Engineering, University of Moratuwa, 1992–1994, Sri Lanka and Consultant, Coconut Research Institute, 1992–1994, Lunuwila, Sri Lanka and many donor organizations such as USAID, the World Bank, GTZ and FAO, as a short term Consultant. He has also worked as a Teaching Fellow, Harvard University, the University of London and a Research Fellow, University of Colorado, Boulder.

Abeygunawardena received his Ph.D. with natural resources, quantitative methods and policy specialization, M.S. degrees from Texas A&M University in 1986 and 1983, respectively. He received his B. Sc. (Honors) from the University of Peradeniya, Sri Lanka in 1979.

Dr. Ron Griffin, Instructor—Economic Foundation of Project Analysis

Dr. Ronald Griffin is a Professor at the Department of Agricultural Economics, Texas A&M University. He researches and teaches in the areas of resource, environmental, and welfare economics, and has been a member of the Texas A&M faculty since 1980. His ongoing research activities emphasize water resource issues. For more detail on specific research and teaching products see <http://ron-griffin.tamu.edu>.



Dr. Griffin is author of a leading text in water resource economics, published in 2006 by MIT Press. His subspecialties include the areas of water marketing, water pricing, and water demand analysis. He has published in other water resource areas as well, including nonpoint pollution policy, cost-benefit analysis, and water supply reliability valuation. Several of his articles have been republished in books compiling foundation work in resource and environmental economics. He has 28 years of collected service as associate editor in charge of economics submissions for three interdisciplinary water journals.

In the area of cost-benefit analysis of water projects, Dr. Griffin has served on review panels or as a reviewer for several organizations, including the U.S. Bureau of Reclamation, the U.S. Fish and Wildlife Service, American Rivers, and the California Department of Water Resources.

Dr. Griffin received his B.S. in mathematics at Colorado State University; M.S. in economics at Colorado State University; and Ph.D. in agricultural economics at University of Wisconsin-Madison.

Dr. Emmanuel D'Silva, Instructor—Social and Environmental Project Aspects

Dr. D'Silva has been working among indigenous people in Central India for over a decade helping to improve the livelihoods of the rural poor. He is also associated with the International Centre for Research on the Semi-Arid Tropics, on biofuels issues.

For 17 years, Dr D'Silva worked in various capacities at the World Bank in Washington, DC on agriculture, rural development, forestry, and environmental projects and programs in Asia, Africa, and the Middle East. He left the World Bank in 2003 and is now associated with several NGOs in South Asia and West Africa.

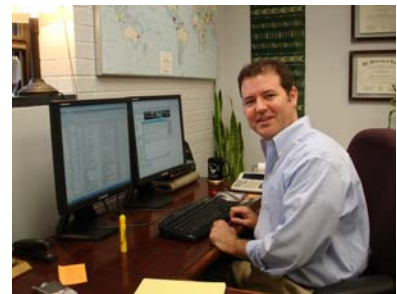


From 2003 to 2008, he served as Co-Manager for USAID-funded Water and Energy Nexus project in India and Niger using biofuel to pump groundwater and generate electricity in isolated villages. He helped set up India's first commercial-sized biodiesel plant using tree oil as the main raw material. Last year, he visited a community-based biodiesel project in Guatemala on behalf of the Borlaug Institute.

Dr. D'Silva got his B.A. in economics from the University of Bombay; MPS in International Agriculture and Rural Development from Cornell University, Ithaca, New York; and Ph.D in environmental science from Victoria University, New Zealand.

Mr. B. Keith Cole, Instructor—Financial Accounting of Projects During Implementation

Mr. Cole has almost fifteen years experience working in various sectors of the international development arena (education programs, refugee services, and agriculture), both in the US and abroad. Currently he serves as Assistant Director for Administration and Finance at the Norman Borlaug Institute for International Agriculture at Texas A&M, where he provides administrative oversight, financial management, project coordination and compliance, and logistical support for an international contracts, grants, and cooperative agreements portfolio that between 2002 and the present has exceeded \$50M. In recent years, this has included projects in Afghanistan, Armenia, Azerbaijan, Ecuador, El Salvador, Ethiopia, Georgia, Guatemala, Indonesia, Iraq, Jordan, Panama, Rwanda, Sri Lanka, Tunisia, and Uzbekistan. He also leads cost proposal development for new initiatives. Principle donors include the U.S. Agency for International Development, U.S. Department of Agriculture, U.S. Department of State, and U.S. Department of Defense as well as occasional foreign governments. He also provides project reporting and proposal development support for internationally-related activities of units elsewhere within Texas A&M AgriLife.



Within the refugee field, following field experience working with the American Refugee Committee (ARC) in Bosnia-Herzegovina in 1997, he then served for four years as a board advisor to the finance and fundraising committee of the Rocky Mountain Survivors Center (RMSC) in Denver, CO, an organization that provides mental health services to refugees and asylees who survived torture in their home countries, and frequently spoke to community groups about refugee issues.

He completed graduate degrees in international development at the *Josef Korbel School for International Studies* and international management from the *Daniels College of Business*, both at the University of Denver. His graduate research focused on the application of continuous process improvement tools to the operations of international nongovernmental organizations (NGOs) in post-conflict countries with a regional focus on Southeastern Europe and the Newly Independent States. Portions of his thesis have been required in graduate classes at the *Korbel School*. His undergraduate degree is from Texas A&M. He is actively involved in *InsideNGO*, a peer organization that provides "training and advocacy among NGO finance, grants and human resource staff and leaders in the international relief and development sector." He has worked and traveled in 35

countries.

Previous related topics and speaking engagements have included:

- April 2007 – *Academic, Public and Private Development Partnerships*, the annual USDA & USAID International Food Aid Conference (IFAC), Kansas City, Kansas
- April 2005 – *International Development Project Contracting*, Korbel School for International Studies, University of Denver
- November 2000 – *Refugee Repatriation in Bosnia-Herzegovina*, Red Rocks Community College, Denver, CO

G. Michael (Mike) McWhorter, Instructor/Coordinator—Case Studies

Mike McWhorter provides project management and budget development experience in the coordination of activities of Texas A&M research, extension and education faculty in addressing social and agricultural program development requirements. He is responsible for project development of custom-designed short-term training programs and assists Texas A&M Agriculture Development Project Managers with their training needs, ensuring programs comply with program objectives of sponsor and trainers. He administers Short-Term Non-Academic training programs to over 100 participants annually. He is experienced in maintaining liaison with governmental agencies, private sector and commodity groups to coordinate training opportunities, including organizations such as USAID, USDA/FAS, UN/FAO, World Bank and others. He commonly serves as the principal liaison in negotiating program activities and budgets (annually exceeding \$600,000) with U.S. and international governments, agencies and corporations.



McWhorter also promotes and facilitates 22 overseas study abroad and reciprocal exchange programs for the College of Agriculture and Life Sciences. He chairs the Peace Corps Master International Advisory & Assessment Committee. Dr. McWhorter is an Adjunct faculty member of the Department of Entomology. He has a B.S. degree from Texas Tech University and an M.S. and Ph.D. from Iowa State University.

Cathryn Clement, Coordinator—Project Presentations

Ms. Clement has worked with international agriculture development programs for more than 25 years managing and backstopping international agriculture development projects such as the Tunisia Partnership program, Rwanda Partnership for Enhancing Agriculture through Linkages (PEARL) I & II, and USAID collaborative research support programs as well as providing logistical support for domestic and international faculty of Texas A&M AgriLife projects. She has more than 12 years experience managing programs for sponsored students—monitoring the admissions process, making logistical arrangements for their relocation to College Station, matching students with faculty members and departments, and working with the Sponsored Students office throughout their program. She coordinates reciprocal exchange programs for the College of Agriculture and Life Sciences (COALS) for as many as 14 exchange students per semester. Ms. Clement is responsible for identifying requests for proposals related to international education and academic programs that would benefit Texas A&M and coordinating responses. She also coordinates development of international memoranda of agreement for Texas A&M AgriLife. In Spring 2008, Ms. Clement was appointed as a Lecturer in the Department of Agricultural Leadership, Education and Development. She is currently developing a course on cultural orientation and adaptation to be offered in Fall 2009 and is part of a team coordinating development of a new university studies curriculum in international agricultural development.



Ms. Clement has a B.A. in Spanish, and an MAg in Horticulture, both from Texas A&M. During her masters program she emphasized international development, and her professional internship paper was on policies and procedures for managing international agriculture development projects at land grant institutions.

REGISTRATION FORM

Borlaug Institute's:

Design and Management of International Development Projects Short Course

Location: **Texas A&M University**
Teague Building, Room 118
College Station, Texas 77843

Program Cost: \$1100

Please fill out the information below and send along with your check to:

Development Short Course
Borlaug Institute
Texas A&M University
123 Teague Building; 2477 TAMU
College Station, Texas 77843-2477

Checks should be made payable to the: ***Borlaug Institute for International Agriculture.***

First Name: _____ M.I. _____ Last Name: _____

Name as you wish it to appear on your name tag: _____

Title: _____

Institution: _____

Address: _____

Telephone: _____ Fax No. _____

E-mail: _____

Hotels: There are several hotels in the local area of College Station and Bryan, Texas, that provide shuttle service to campus. You can find local hotel listings at:

<http://bryan-collegestation.travelhero.com/allprops.cfm?aid=586&main=62-pnl0Item0-2>.

For more information, call or e-mail:

Mike McWhorter, mmcwhort@ag.tamu.edu; 979-845-7697, or
Cathryn Clement, cclement@ag.tamu.edu; 979-458-0820

