

SYLLABUS CYCLE 3 - REBUILD PROJECT

TOOLS FOR ACTION

DESCRIPTION

Cycle 3 of the REBUILD project deals with operational tools and processes in order to understand how local development processes can be translated into action by a local authority such as Libyan municipalities, namely through projects and public policies. This course is connected and complements the contents of the first two REBUILD training cycles.

The course presents what a project is and what managing a project means. "Project" is a non ordinary activity expected to generate a change which is expected to become structural within the organisation(s) carrying it out. Projects are complex collective actions, for this reason project managers need clarity on how to proceed in terms of roles, timeline, activities, tools, processes. Project management is a core issue in order to promote local development and increase the impact of Municipalities' interventions. Municipality staff need to master these concepts, procedures and tools in order to properly serve the needs of the citizens and, especially, the most vulnerable layers of the communities.

In addition to these elements, a third module will focus more specifically on public policies, as expressions of the interaction between actors within a Municipality and a legal framework. The module presents the principles and characteristics of public policies, with a focus on those proposed by a local authority. The contents of the module address elements of methodology, analysis and evaluation of public policies.

This training cycle includes 3 thematic modules (*for more specific details on contents, see details below in the appropriate section*):

Module 3.1: Project Cycle Management (PCM)

Module 3.2: Managing Projects of Multi Stakeholders/Sectors and Risk.

Module 3.3: Public policies

In addition to these three thematic modules, Cycle 3 provides methodological training for trainers on the main features of experiential and adult training and how to deliver it effectively.

TARGET GROUPS

a) Training of Trainers

The training of trainers targets representatives of 10 Libyan Universities, trainers and lecturers, in charge of designing and delivering a training curriculum adapted to the needs of Libyan municipalities. Moreover, those trainers should be well involved in project management and public policies topics.

b) Training to Municipalities

The training to Municipalities will target Municipalities' staff, with particular focus on decision-makers: elected representatives, general secretary, managers and technicians in charge of project management and setting up public policies, heads of departments sections and sectors.

The current document refers to both Training of Trainers (TOT) and training to Libyan Municipalities.



DURATION OF THE TRAINING CYCLE

a) *Training of Trainers*

7 weeks online training - [elearning platform](#) - on thematic modules (6 weeks) and methodological (1 week)

7 days of in-presence training on contents (6 days) and methodology/pedagogy (1 day)

On-line mentoring meetings to be organised after the in-presence training session.

b) *Training to Municipalities*

24h of in-presence training for each one of the 3 modules : 72 hours of training in total (throughout 3 months)

PRE-REQUISITES

a) *Training of Trainers*

- At least 3 years of professional experience in adult training
- Good understanding of the context and challenges that Libyan municipalities are facing today
- University degree and prior experience in project management and public policies
- High skills and previous experiences in working with the municipality
- Time availability to attend all parts of the TOT, deliver the training to Municipalities and coaching (follow-up) municipalities' trainees
- Information technology capabilities

b) *Training to Municipalities*

- To have at least 3 years of professional experience in the public sector at local level
- Good understanding of the context and challenges that Libyan municipalities are facing today
- Time availability for attending the training during office hours
- Previous exposure to the thematic of project management, public policies, local development, local governance, local public administration, human resources development.



Module 3.1 - Project Cycle Management

MAIN OBJECTIVES

- To master the concepts and practice of what it is meant for *project* and *program*
- To foster the comprehension of the different phases of the project cycle management: what they are, what tools and methodologies are used in order to master project cycle management
- To strengthen the understanding of participants in the conception, implementation and evaluation of projects within the Municipality

CONTENTS

- Introduction to Project Cycle Management
- Project Identification, design and planning phases
- Project implementation phase
- Monitoring and evaluation and project closure phases
- Case Studies on Libyan and Tunisian Project Management

EXPECTED CAPACITIES AND OUTCOMES

By the end of the module, each participant should be able to:

- Be familiar with project management and project management cycle terminology, concepts and definitions
- Understand and describe the main phases of development of a project
- Ability to properly set priorities and define the stages of a project within the Municipality interventions.

Module 3.2 - Managing Projects of Multi Stakeholders/Sectors and Risk

MAIN OBJECTIVES

- To understand the importance of multi-level approaches to project management.
- To reinforce the understanding on why and how to involve appropriate stakeholders in the project management process.
- To strengthen the technical skills in terms of project management fostering the knowledge of specific project management tools and methods.
- To emphasize on the importance of risk identification and management.

CONTENTS

- Risk Management
- Multi stakeholder/sector project management
- Tools of Project Management 1- Stakeholder Analysis Matrix and Problem Tree
- Tools of Project Management 2 - the Logical Framework
- Tools of Project Management 3 - Risk Management Matrix and Risk Register

EXPECTED CAPACITIES AND OUTCOMES

By the end of the module, each participant should be able to:

- Recognize and adopt the main tools and techniques regarding the project cycle management
- Master tools of project cycle management regarding the Identification, design and planning phases (stakeholder analysis matrix, problem tree, logical framework, etc.)
- Adapt and use tools for managing risks within the implementation of projects and policies



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Module 3.3: Public policies

MAIN OBJECTIVES

- To understand the idea of public policy, its prerequisites and its implications
- To understand different steps developed during the identification, implementation and evaluation of a public policy
- To benefit from real case studies of public policies setting and realise the difference between the theory and practice.

CONTENTS

- Introduction to public policies
- The process to develop, implement and evaluate a public policy
- French and Italian case studies on public policies dealing with urban planning and social services

EXPECTED CAPACITIES AND OUTCOMES

By the end of the module, each participant should be able to:

- Understand the meaning of public policy
- Comprehend the role of local authorities in the development of public policies
- The ability to understand, analyse, and evaluate a public policy implementation.





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Module on Methodology - Training engineering

MAIN OBJECTIVES

- To provide tools and instruments for the development of effective capacity building trainings addressed to adult participants (practitioners)

CONTENTS

- Basic concepts, tools, approaches of adult and experiential training
- Training Course Design (needs assessment, defining outcomes, course design, evaluation)
- Training Methods, techniques and tools
- Facilitation: how to set-up, facilitate and follow-up activities in small groups, identify and manage difficult situation, self-evaluation of training and facilitation activities

EXPECTED CAPACITIES AND OUTCOMES

By the end of the module, each participant should be able to:

- Understand the differences among specific training approaches during capacity building activities
- Master the main tools and techniques to facilitate an effective training to adults

