

## AAU WORKSHOP CONCEPT NOTE

**Workshop Title: “Best Practices in Management of Development Agencies’ Supported Programs for Institutional Growth”**

### **A. BACKGROUND**

It is a known fact that even with abundance of resources, no institution or a nation can exclusively attain its full developmental goals without desiring to receive some level of support from external bodies. This has even become more prevalent as there are multiplicity and complexity of goals in our higher education institutions geared towards driving national development. Unfortunately, the continuously dwindling funding from orthodox sources cannot sufficiently provide for them to effectively pursue these goals. To not lose hope or negate its mandate for the sake of scarce resources, one among the many things some institutions are doing is to strategically position themselves to seek and receive supports in form of loans or grants from Development Agencies who are willing to give such support. Among these Agencies are the World Bank, International Finance Corporation, African Development Bank, Asian Development Bank, European Bank for Reconstruction and Development (EBRD), African Capacity Building Foundation and many others.

However, it has been observed that for most institutions that have once received this support from Development Agencies in respect of a project or program, the failure rate has unreasonably been very high. Failure rate here is assessed in terms of:

- Poor performance of the project;
- Untimely completion of the project;
- Higher cost of completion of the project;
- Frustration or Abandonment of the project;
- Inability to fully withdraw the loan/grant; and
- Non-accomplishment of the project objectives.

There are many factors that indeed contribute to the high failure rate of programs supported by Development Agencies but one and undoubtable reason is the absence of necessary best practices in the management and implementation of the project. Best practices are a set of guidelines, ethics or ideas which constitute professional

procedures acceptable as most efficient or prudent course of action that guarantee best results. As with other financiers of projects, the funds available to Development Agencies are predominantly public funds requiring most effective and efficient use. Having this in mind, these Agencies over the years, have set distinctive rules and guidelines founded on best practices that usually must be adopted in the preparation and execution of the programs that they support. When these rules and guidelines are not adhered to in a program due to lack of capacity of the implementing personnel or organization to understand and observe them, the end result is usually failure of the program.

It is these best practices that this workshop intends to lay bare so that the participants will confidently lead their institutions or units in avoiding failure of programs and ensuring high levels of success. The consequences of any failed program are highly damaging to any institution. Not only are national wealth and development opportunity lost, trust is also lost and most adversely, the chance of the same Development Agency or another having interest in that institution is shrunk.

Some of the topical subjects that will specifically be addressed during the workshop with respect to Development Agencies' supported programs shall include:

- Preparation of Preliminary Request Document;
- Preparation of Project Appraisal Report;
- Negotiation of Financing Agreement;
- Development of Implementation Plan and Work Plan;
- Procurement Management:
  - Advice on Procurement Methods;
  - Preparation of Procurement Plan;
  - Preparation of Bidding Document;
  - Preparation of Bid Evaluation Report;
- Disbursement Management:
  - Preparation of Disbursement Plan;
  - Preparation of Disbursement Applications;
- Measurement and Evaluation of Project Outputs and Outcomes:
  - Development of Result Measurement Framework;
  - Development of Measurement and Evaluation Plan;
- Project Coordination:
  - Arrangements for Project Audits (Procurement and Financial);
  - Contract Administration;

- Strategic application and receipt of ‘No-Objections’
  - Financial Management;
- Project Reporting:
  - Preparation of Progress Reports;
  - Preparation of Project Closure Report.
- Leadership, integrity and corruption.

## **B. WORKSHOP PARTICIPANTS**

The expected participants at the workshop include Program Managers (Faculty, Administrators, or whoever is charged with responsibility of implementing a program no matter the size), Bursars, Internal Auditors, Procurement Officers, Accountant, Administrative Officers, etc.

## **C. WORKSHOP OBJECTIVES & LEARNING OUTCOMES**

The objective of the workshop is to equip whoever may at any time play the role of a Program Manager for a Development Agencies’ supported project with broad knowledge and skills required to successfully implement such projects in a way that guarantees the expected outputs, outcomes and impact of the project.

After going through this workshop, participants will:

- Have a broader base of knowledge on what constitutes best practices in the management of Development Agencies’ supported project;
- Understand different methods and associated procedures for procurement of goods, works and services;
- Be able to prepare bidding documents and bid evaluation reports;
- Understand different methods and associated procedures for withdrawals of funds from the loan or grant provisions;
- Be able to prepare implementation plan and budget;
- Be able to master strategies for requesting and receiving appropriate approvals from relevant authorities;
- Be able to keep appropriate records of events, activities and transactions as such to position a project for both procurement and financial audits;

- Understand the operation of Results Measurement Framework, prepare Monitoring and Evaluation Plan and undertake actual measurement of outputs, outcome and impacts;
- Understand content of and be able to prepare Progress Reports;
- Understand the impact of leadership, integrity and corruption on successes or failures of projects.

#### **D. WORKSHOP COURSE OUTLINE AND SCHEDULE**

<b>DAY 1</b>	<b>DAY 2</b>	<b>DAY 3</b>	<b>DAY 4</b>
. Relevance of Best Practices	.Preparation of Procurement and Disbursement Plans	.Contract Administration	.The roles of leadership, integrity and corruption on project delivery.
.Technical Overview of Best Practices for Ultimate Outputs, Outcomes and Impact.	.Preparation of Work Plans and Budgets	.Monitoring and Evaluation	
.Project Governance and Management Structure	.Approvals Request Strategies	.Project Documentation and Reporting	
.Contract Procurement of Goods, Works and Services	.Activity Implementation and Financial Management	.Procurement and Financial Audits	
.Disbursement Methods and Procedures.			

## **E. WORKING LANGUAGE**

The workshop will be held in English.

## **F. Workshop Date**

*May 14-17, 2019*

## **Venue**

Secretariat of the Association of African Universities

Trinity Road, East- Legon, Accra-Ghana

## **WORKING LANGUAGE**

The workshop will be held in English.

## **REGISTRATION FEES**

AAU member Institutions - \$300

Non-AAU member Institutions -\$400

**REGISTER TO PARTICIPATE VIA - <https://www.surveymonkey.com/r/BPMDASP>**

## **KEY CONTACTS**

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## **WORKSHOP RESOURCE PERSONS**

1. Mr. Osondu Joshua Onwuzuruigbo (Lead Facilitator)
2. Mrs. Adeline Addy (M&E Specialist)
3. Mr. Frank Adjei (Professional Accountant)