**Master in Rural Development
and Sustainable Management Project Planning**

Rural/Local Development Project Management: competence baseline

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1st LESSON: Dimensions of Rural-Local Development PM

- Objectives :
    - To know the principles and concepts of Rural-Local Development Project Management
    - To know the dimension of international competences related to the Project/Program Management.
    - To know the "certified" professional types for Project Management.
    - Understand the importance of the Behavioral and Contextual Competences for rural-project management success

Dimensions of Rural-Local Development Projects Management

Dimensions of Rural-Local Development Projects Management

- **Sustainable Human Development**:

- It is a development that not only **generates economic growth** but distributes its **benefits equitably**; that regenerates the **environment** rather than destroying it; and **empowers people rather than marginalizing them**" (UNDP, 1994).

  » **The real human development concerns in an unified way the whole person in all dimensions**

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Dimensions of Rural-Local Development Projects Management

- **Sustainable Human Development**: five aspects:
  expansion of capabilities

  - **Empowerment**
    - The expansion of men and women's **capabilities**, increases their **ability**, their opportunity to **participate** in, **decision-making** affecting their lives.

  - **Co-operation**
    - personal fulfillment, well-being and a sense of purpose and meaning, human development is concerned with the ways in which people work together and interact.

  - **Equity**
    - such as an educational system to which everybody should have access.

  - **Sustainability** - economic , social, environmental...

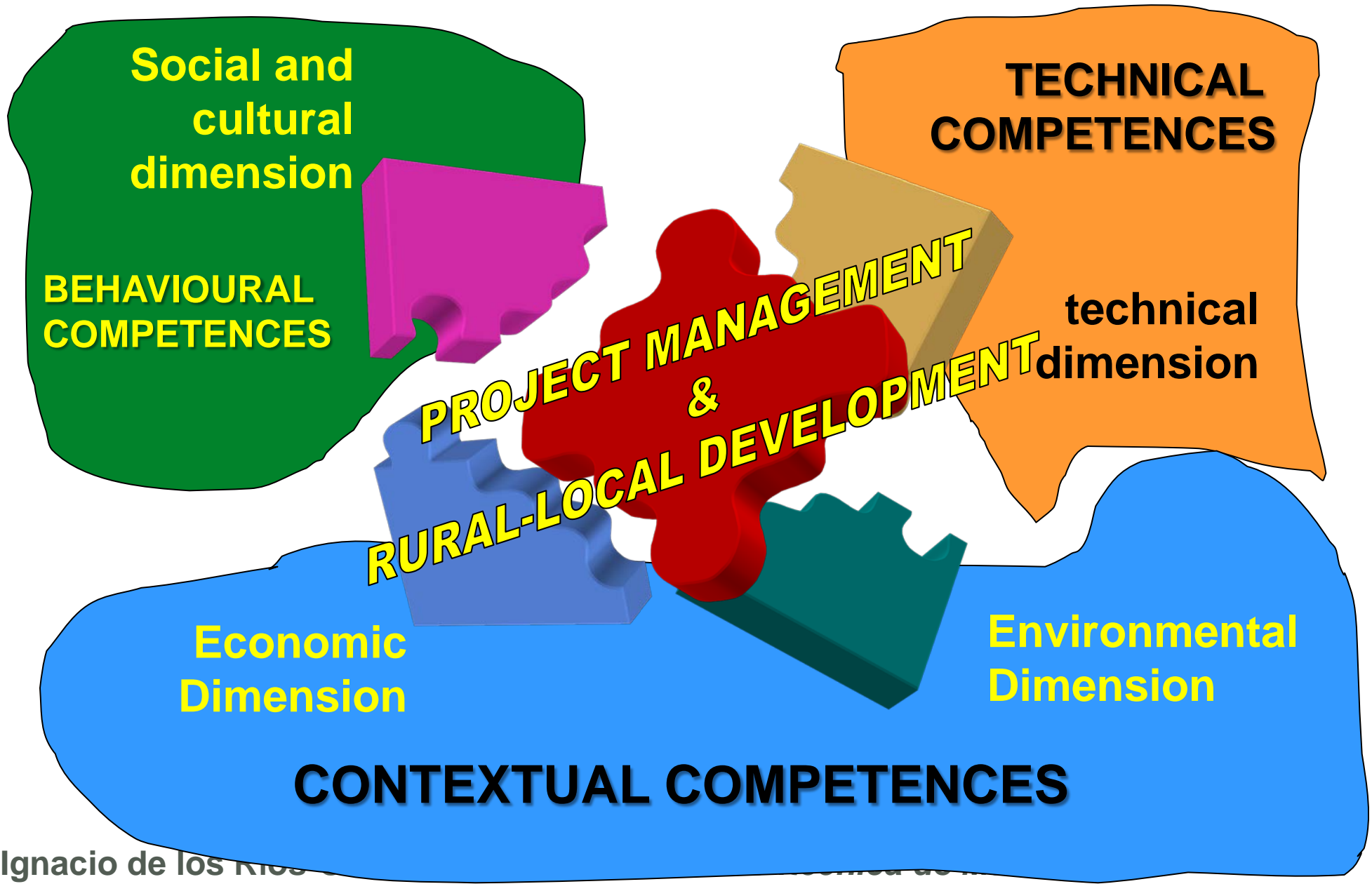 - **Security** - Particularly the security of livelihood.

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Dimensions of Rural-Local Development Projects Management

- **Sustainable Human Development**: PRIORITY OBJECTIVE

  - **"DEVELOPING THE CAPACITIES FOR GOOD GOVERNANCE"**

    – four critical elements of sustainable human development:
      » eliminating poverty
      » creating jobs and sustaining livelihoods
      » protecting and regenerating the environment
      » promoting the advancement of women

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Dimensions of Rural-Local Development Projects Management

- According to the dictionary, <u>dimension</u> is each dimension of a set that is used to define a phenomenon.
  - Projects, at least, contemplates the following dimensions
    - » **Technical**
    - » **Economic**
    - » **Social and cultural**
    - » **Environmental**
    - » **Political (contextual)**
      - » **Acting in an interrelated way and allowing a Project multidimensional approach**
    - **All projects involve multi-dimensional issues**

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RURAL/LOCAL DEVELOPMENT PROJECT MANAGEMENT: COMPETENCE BASELINE

Social and cultural dimension

BEHAVIOURAL COMPETENCES

TECHNICAL COMPETENCES

technical dimension

PROJECT MANAGEMENT & RURAL-LOCAL DEVELOPMENT

Economic Dimension

Environmental Dimension

CONTEXTUAL COMPETENCES

What is Competence?

What is Competence?

"A competence is a collection of __knowledge__, __personal attitudes__, __skills__ and relevant __experience__, needed to be successful in certain function." **(IPMA; 2006)**

Competencias Profesionales

"the neccessary __knowledge, skills__ and __capacities__ required to practice a profession, is able to solve problems in an autonomous and flexible manner , and is able to assist in his professional environment and work organization". (BUNK, 1994; TOBÓN, 2006).
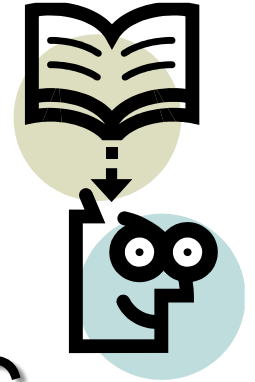
Competences and employability

- "**Employability**" is defined as the capability to move self-sufficiently within the labor market" (OCDE, 2007).

  – This word "employability" is deeply rooted in some **certification** and **qualification systems** (CE,2004a, b; OCDE, 2003, OCDE, 2007),

  - Particularly in systems that, **are focused in competences and learning**

WHICH COMPETENCES ARE MOST REVELANT REGARDING EMPLOYABILITY?

What are companies requiring at this moment?

WHICH COMPETENCES ARE MOST REVELANT REGARDING EMPLOYABILITY?

What competences are companies requiring?

- 12 most demanded <u>professional competences:</u>
    1. Oral and written communication
    2. Knowledge of client, involved parties
    3. Negotiation
    4. Leadership
    5. Change adaptation
    6. Teamwork
    7. Time management
    8. Creativity and problem resolution
    9. Ability for contacts and relationship
    10. Self-development
    11. Knowledge of other languages
    12. Usage of new technologies

European Project FORTIUS

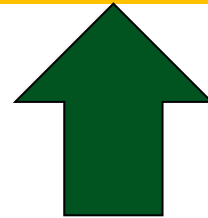# What competences are companies requiring?

- Participative process with:
  - **52 executive women** from Madrid Region (presential interviews)
  - **122 men and women entrepreneurs** from Madrid Region: survey
  - **950 Companies from Madrid**: Survey on employment in Madrid Region
  - **40 professionals certified** in management competences

What competences are companies requiring?

Most valuable competences for employability

- Three competence dimensions

	TECHNICAL Competences	BEHAVIORAL Competences	CONTEXTUAL Competences
Men	78%	83%	72%
Women	79%	86%	77%

What competences are companies requiring

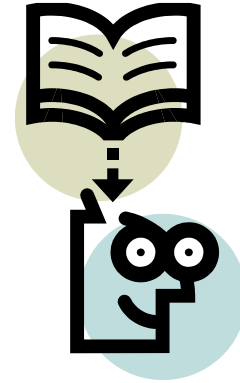*IPMA survey outcomes: effects on EMPLOYABILITY*

- The most valuable competences are **behavioral competences**, highlighting these ones:
  - **Teamwork**
  - **Ethics**
  - **Engagement and motivation**
  - **Leadership**
  - **Conflict and crisis**
  - **Creativity**
  - **Efficiency**

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What competences are companies requiring?

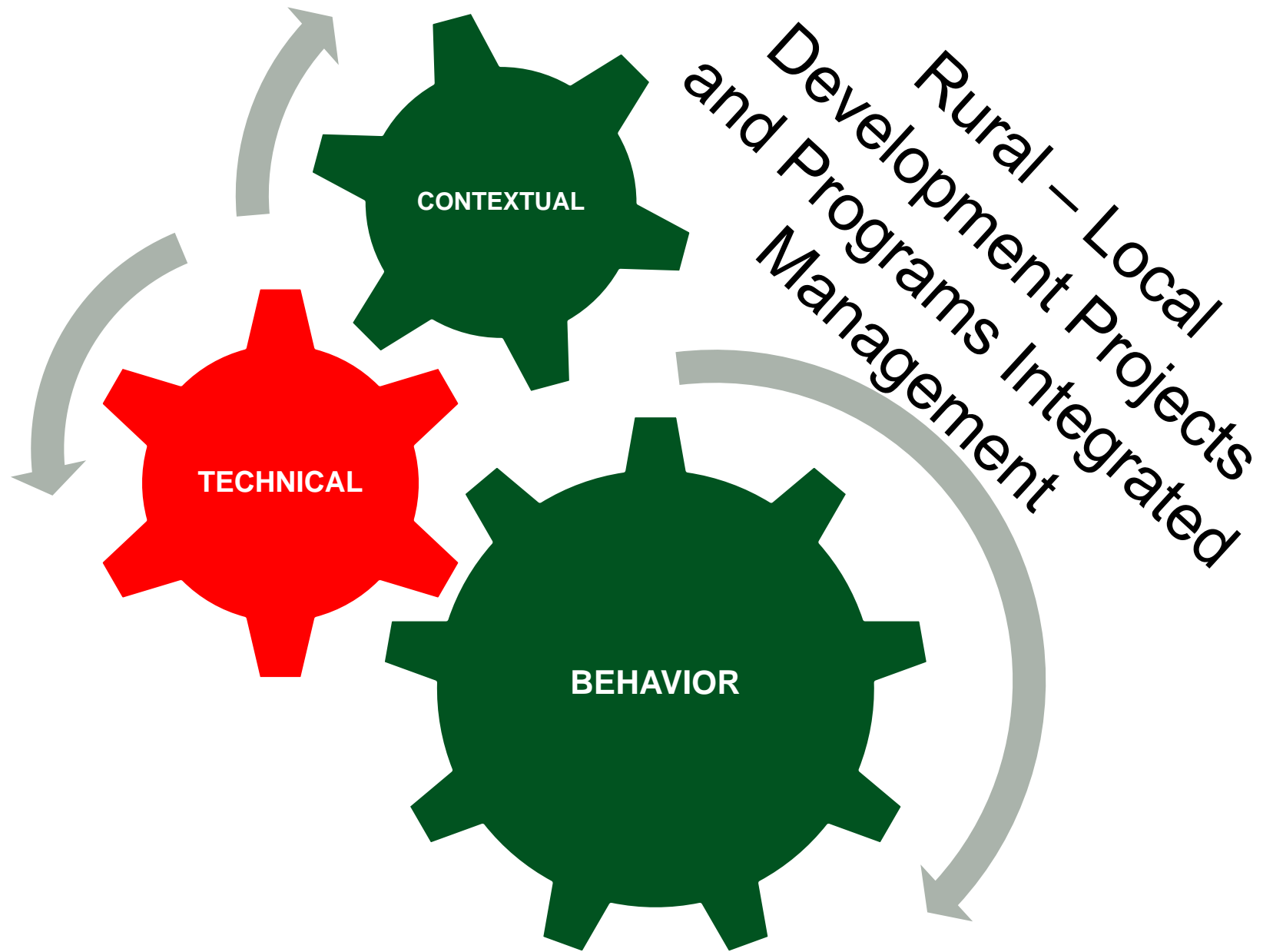## Differences between women-men competences

- **80% of interviewees declared that men and women, work, administer and manage in a <u>different</u> manner**

- Most outstanding differences in WOMEN
  - Empathy with people: **appreciation of values**
  - Multitasking ability: great activity
  - **Communication** and closeness
  - Ability to **establish relationship (Negotiation)**
  - Ability to work in teams encouraging participation
  - **Time management**
  - **Engagement**: "effort culture" in work, responsibility

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Competences in Project Management

Which competences are required for the rural development project Manager?

¿ ? ¿ ? ¿ ? ¿ ?

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CONTEXTUAL

TECHNICAL

BEHAVIOR

Rural – Local Development Projects and Programs Integrated Management

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Technical Competences

- The scope of technical competence includes the <u>main</u> competence elements for <u>project and program</u> management.

    – existing knowledge, methodologies, activities, intellectual tools aimed at handling problems and finding solutions.

        » ICB includes 20 technical competence elements.

CHANGES BY PROJECTS

20 TECHNICAL COMPETENCE elements

- PROJECT MANAGEMENT SUCCES
- INTERESTED PARTIES
- PROJECT REQUIREMENTS & OBJECTIVES
- RISK & OPPORTUNITY
- QUALITY
- PROJECT ORGANISATION
- TEAMWORK
- PROBLEM RESOLUTION
- PROJECT STRUCTURES
- SCOPE & DELIVERABLES
- TIME & PROJECT PHASE

- RESOURCES
- COST & FINANCE
- PROCUREMENT & CONTRACT

CHANGES

- CONTROL & REPORTS
- INFORMATION & DOCUMENTATION
- COMMUNICATION
- START-UP
- CLOSE-OUT

ICB **International Competence Baseline** from the IPMA International Project Management Association

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Technical competences

- This range covers the project management technical content, sometimes referred to as the solid elements.
  - The ICB contains **20 technical competence elements**.

  » Project management success
  » Interested parties
  » Project requirements & objectives
  » Risk & opportunity
  » Quality
  » Project organization
  » Teamwork
  » Problem resolution
  » Project structures
  » Scope & deliverables
  » Time & project phases

  » Resources
  » Cost & finance
  » Procurement & contract
  » Changes
  » Control & reports
  » Information & documentation
  » Communication
  » Start-up
  » Close-out

Contextual Competences

- Elements of Competency
  - Describe the key components of work performance within a dimension.
  - They describe what is done by individuals in the workplace but do not prescribe how the work is done.
    - For example, program managers must "define risks and risk responses for the program," but they can do it themselves or delegate the work to others. In addition, there are many different tools and techniques that they could use.
      - » This ICB includes 46 competence elements
        - » 20 technical competence elements.
        - » 11 contextual competence elements.
        - » 15 behavioral competence elements
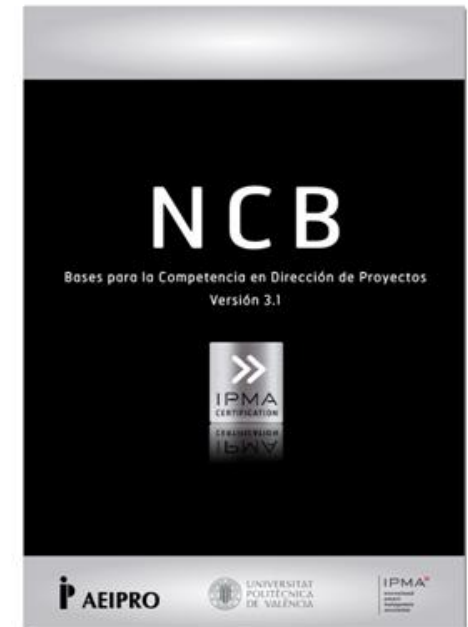
Contextual Competences

- The scope of contextual competence describes competence elements <u>related to the context of a project</u> for project management.
  - This scope covers the competence of director-manager
    - To deal with the managing organization on line and
    - To be able to function in a project-focused organization.

      » ICB includes **11 contextual competence elements**.

Contextual competences

- This range covers the project management competence in managing relations with the permanent organizations and the ability to function in a project focused organization.

  - The ICB contains **11 contextual competence elements**

    » Project orientation

    » program orientation

    » Portfolio orientation

    » Project program & portfolio implementation

    » Permanent organization

    » Business

    » Systems, products & technology

    » Personnel management

    » Health, security, safety & environment

    » Finance

    » Legal

N C B

Bases para la Competencia en Dirección de Proyectos
Versión 3.1

IPMA CERTIFICATION

IPMA

AEIPRO   UNIVERSITAT POLITÈCNICA DE VALÈNCIA   IPMA

Behavioral competences

- This scope describes **attitudes**, **skills** and **values** of the Project and program director-manager.
  - *Sustainable Human Development:* a development that … **empowers people** rather than marginalizing them" (UNDP, 1994).
  - The real human development **concerns in an unified way the whole person in all dimensions.**

    » NCB includes **15 behavioral** competence **elements**.

Behavioral competences

- This range covers the project management **behavior and skills.**
    - The ICB contains **15 behavioral competence elements**

    - » Leadership
    - » Engagement & motivation
    - » Self-control
    - » Assertiveness
    - » Relaxation
    - » Openness
    - » Creativity
    - » Results orientation
    - » Efficiency
    - » Consultation
    - » Negotiation
    - » Conflict & crisis
    - » Reliability
    - » Values appreciation
    - » Ethics

# How to improve in project management?

What to do ?

What to do ?

- ## STEPS:
  - **TO KNOW MYSELF** BETTER (**SITUATION**)
    - TO THINK ABOUT my PAST AND PRESENT knowledge and expertise
      - *What is my personal baseline?*
  - **TO IMPROVE** in competences (**TO ACT**)
    - To acquire new **KNOWLEDGE** ?
    - To acquire professional **EXPERTISE** ?
    - To change and improve **ATTITUDES** AND BEHAVIOR ?
    - To integrate in a competent TEAM which HELPS me?
    - TO SHOW my competences
      - **External "validation" (CERTIFICATION)**
      - *How do I show my competences?*
  - TO FOLLOW UP THE **OUTCOMES**

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IPMA CERTIFICATION SYSTEM IN SPAIN

- ✓ Four levels (4-L-C)
- ✓ Worldwide (and multicultural)
- ✓ Respect for national culture
- ✓ Validated by IPMA

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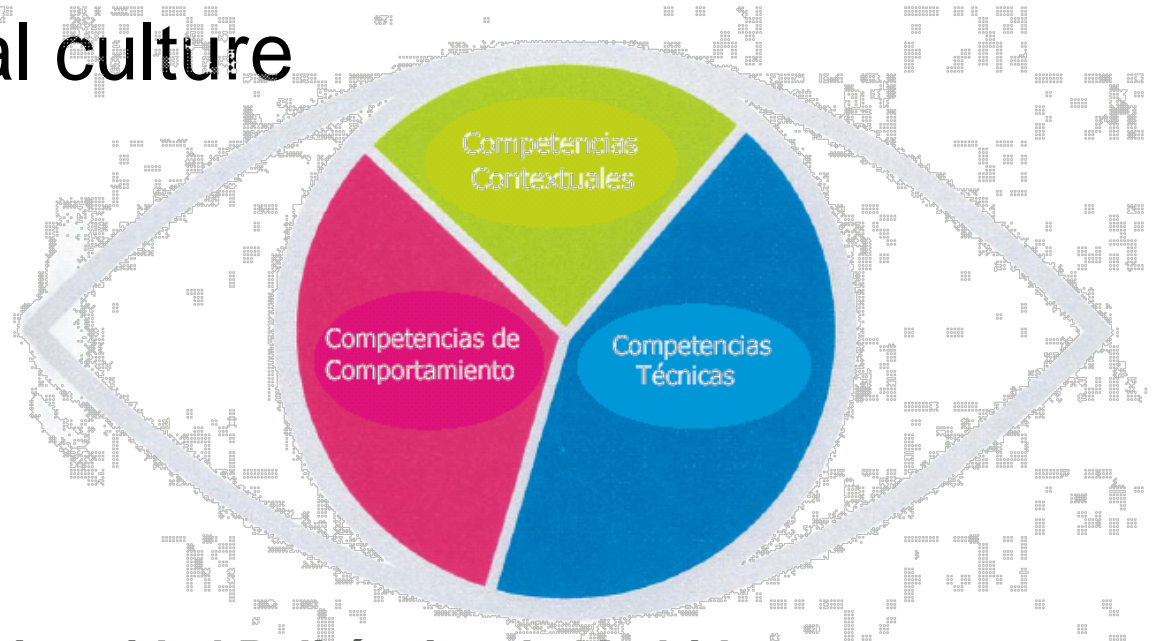
The IPMA ICB ® Standard

IPMA Eye of Competence

ICB Version 3.0 sets out the
**knowledge and experience
expected from the managers
of Projects, programs and
Portfolios**

Overview of competence elements

Project Management Professionals

- **IPMA Competence Levels**
  - **Level A: Certified Projects Director**
    - able to manage **complex project portfolios and programs**.
  - **Level B: Certified Senior Project Manager**
    - able to manage **complex projects**. Minimum five years of experience.
  - **Level C: Certified Project Manager**
    - able to **manage projects** with limited complexity. Minimum three years of experience.
  - **Level D: Certified Project Management Associate**
    - able to **apply** project management **knowledge** when working in a project. **No experience required**

Project Management Professionals

- **Project Management Assistant (TPD)**
- **IPMA D-Level**
  - **Experience is not mandatory** in project management competence elements, but it is an advantage if applicants have already applied somehow their knowledge in project management.
  - She/he will have **expertise** in project management in all competence elements.
  - **She/he can act** on any project management competence element.
  - She/he can work as **specialist** in some fields.
  - She/he is **member of a project team or member of the project management staff.**
    - *Knowledge* is evaluated only in a written exam

Project Management Professionals

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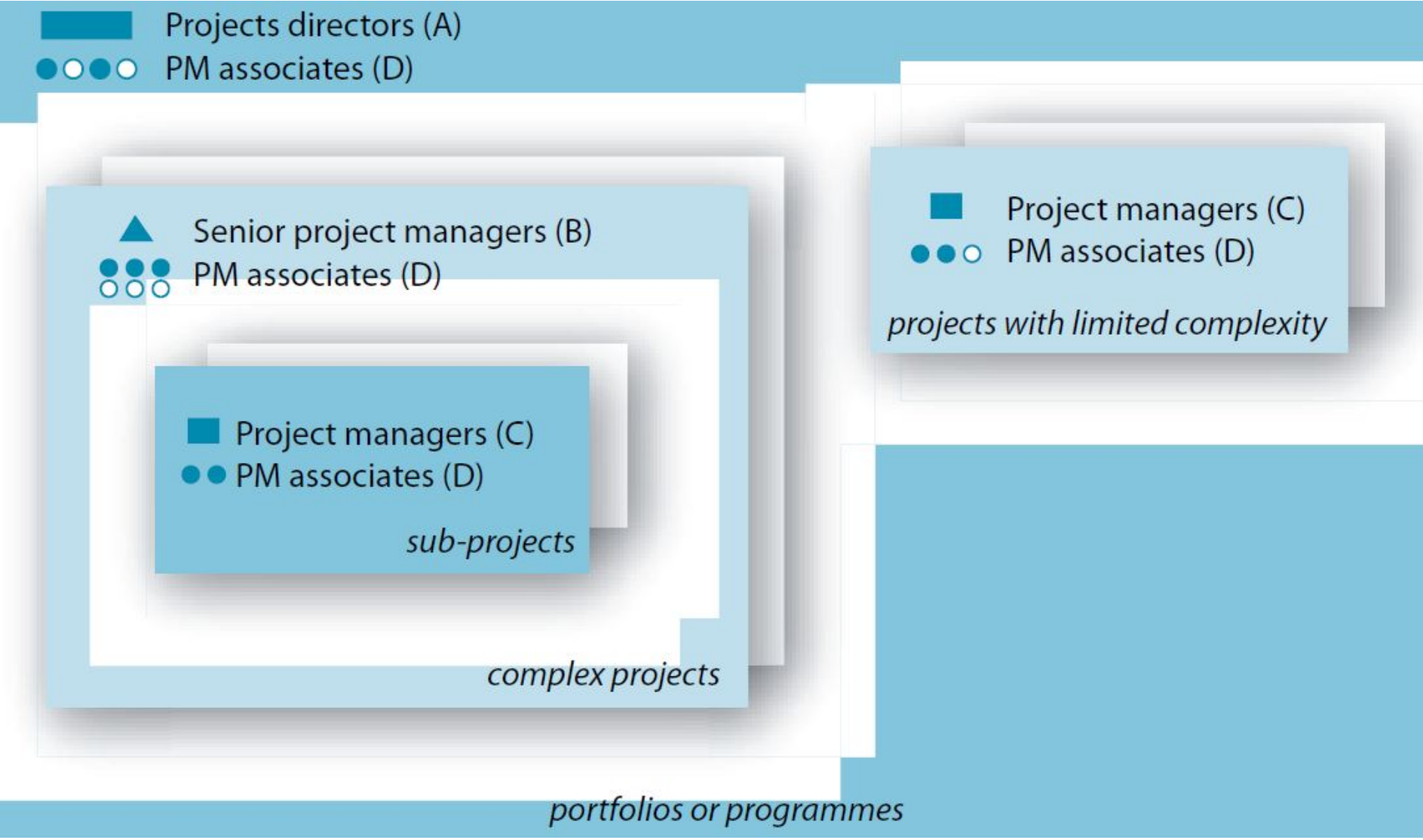
Purpose of the IPMA ICB®

- It is useful for the **(self) assessment of the project, program and portfolio management competence**, undertaken by the candidates, the assessors and other persons

- It can serve as a **basis for the preparation of project, program and portfolio management handbooks** and other standard documents in practice

- **It can be used as a guide for developing education and training** material

- It is appropriate as a **framework for research**

- It is suitable as a **general reference document** for people seeking information about applied project management.

- **It is neither a textbook!!**

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Findings:

- **Social dimension of project complexity**
  - All human relationships are non-linear
  - The future is not predictable, each project team creates its own future
- **Project management needs to re-focus** on the reality of complexity and the social network
  - The project team is a 'social network'
- **Benefits of personnel certification** in project management
  - Advantages of "employability" international certification
  - Several professionals in Project Management
  - Tool to improve "skills" and development of "professional career"
  - Capacity building and Social Learning

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Thank you for your attention

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Questions Please