

## Syllabus

# Results-Based Management in Development Cooperation

(Ergebnisorientiertes Management in der Entwicklungszusammenarbeit)

Masterseminar

M.WIWI-WB.0010

Wintersemester 2024/25

(as of October 23, 2024)

**Dr. Markus Pilgrim**

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Office hour: Upon request

## 1. General information

### *1.1 Course content*

There is increasing pressure on policymakers and development practitioners to define quantifiable results of international development policies. Internally, results-based management is an important management tool that helps to define intended changes and to monitor whether implementation is on track or not.

With regard to the outside world, results-based management helps to answer the frequent requests of parliaments, donors, journalists, and the general public to inform on what works and what does not work in development cooperation. Furthermore, donors want to see value for money which cannot be credibly done without a proper results-based management framework.

The seminar will have sessions on

- rationale for results measurement,
- key stages of the analytical phase of preparing an intervention (stakeholder analysis, problem identification, developing objectives),
- key stages of design phase (results chains/logic models, Monitoring and Evaluation frameworks, risk assessments),
- impact evaluations – when to do them and when not to do them; how to do complementary qualitative evaluations.

### *1.2 Course goals*

The learning objective of the event is to give an introduction to the key elements of results-based management in international development cooperation and to practice the newly acquired skills using real cases of development aid.

The expected results are

- results-based management skills acquired,
- new skills have been applied to real cases of development projects drafting the key stages of an intervention.

### *1.3 Prerequisites*

No formal requirements. The seminar primarily aims at master students studying development economics, but the content is highly relevant for anybody wanting to learn how to manage people and organizations by objectives.

### *1.4 Credit points*

6 ECTS-LP (seminar: 2 SWS). Note that this seminar does not count as compulsory seminar in the Master Development Economics and International Economics but it can be accredited as elective.

### *1.5 Registration*

Please register via FlexNow **and** per e-mail to the lecturer, Markus Pilgrim, [markus.pilgrim@uni-goettingen.de](mailto:markus.pilgrim@uni-goettingen.de), before 10 January 2025. The minimum number of participants is 5 persons; the maximum number of participants is 24 persons.

## **2. Course overview**

### *2.1 Description of the teaching and learning methods*

The course has the character of a workshop providing presentations on the key stages of preparing a development project and requesting participants to practice planning an intervention using real cases of international development cooperation. Breakout groups will be an important feature of the practical work and participants will be asked to present their results during the course. Complementary reading material for self-study will be provided during the course. **The course language is English.**

## 2.2 Meetings

A **four-day block seminar** will be held from **10.3. to 13.3.2025**:

Monday, 10.3.25	Tuesday, 11.3.25	Wednesday, 12.3.25	Thursday, 13.3.25
14.00 - 15.30 Session 1: What to expect from the seminar and why to care about results management? For whom are we working? (stakeholder analysis)	9.00 - 10.30 Session 3: Practicing problem analysis and development of objectives based on real cases	9.00 - 10.30 Session 6: How to monitor intended changes?	9.00 - 10.30 Session 9: Impact evaluations: When to do them and when not to do them
15.30 - 16.00 <i>Break</i>	10.30 - 11.00 <i>Break</i>	10.30 - 11.00 <i>Break</i>	10.30 - 11.00 <i>Break</i>
16.00 to 17.30 Session 2: Where are we now (problem analysis) and where do we want to be (developing objectives)?	11.00 to 12.30 Session 4: Presentations of breakout groups and feedback	11.00 to 12.30 Session 7: Practicing monitoring design incl. indicator development based on real cases	11.00 to 12.30 Session 10: How to do complementary qualitative evaluations
	12.30 - 14.00 <i>Lunch Break</i>	12.30 - 14.00 <i>Lunch Break</i>	12.30 - 14.00 <i>Lunch Break</i>
	14.00 - 15.30 Session 5: What can prevent us from realizing the objectives (risk analysis) incl. practical exercise	14.00 - 15.30 Session 8: Presenting results of group work	14.00 - 15.30 Session 11: Wrapping up, next steps after the seminar, feedback on the seminar

Rooms will be announced on EXA.

### Other key dates are

- Submission of the term paper: Thursday, 20 March 2025, end of the day
- Presentation of the term paper and peer discussion: Monday, 24 March 2025, 9.00 - 16.00, room will be announced on EXA

## 2.3 Examination and grading of the module

The grading consists of three components:

- Term paper developing the key elements of a technical cooperation project based on a case study provided, max 10 pages [60%]
- Presentation of the term paper, max 15 min [30%]
- Peer discussion, max 5 min [10%]

Furthermore, in order to pass the course, participants

- must be present and actively participate during all seminar dates,
- submit all written requirements (term paper) on time,
- achieve a weighted average grade exceeding or equal to 4.0 on all components.

#### *2.4 Course materials*

Good background readers:

- Department for International Development (DFID), 2002 (Version 15), Tools for Development, a handbook for those engaged in development activity
- Hempel, Kevin, and Nathan Fiala, 2011, Measuring Success of Youth Livelihood Interventions: A Practical Guide to Monitoring and Evaluation

***Note: Dates and contents subject to change!***