

Project development and management competences:

1. Needs analysis
2. Creative and proactive problem solving
3. Resource identification and procurement
4. Project writing and reporting
5. Time management
6. Budget design and control
7. People management
8. Effective communication
9. Team building
10. Process monitoring

Tuesday 22. Morning.

Levels of achievement of competences

Competences	Beginner	Intermediate	Expert
Needs analysis: to understand needs and gaps, causes and drivers, through data gathering and exploration	Gather relevant data and identify the pertinent facts	Gather relevant data and identify the pertinent facts and the deeper linkages, relationships and gaps	Gather relevant data and identify the pertinent facts and the deeper linkages, relationships and gaps, and identify the drivers of change in the situation
Creative and proactive problem solving: to evaluate challenges and come up with innovative solutions	Identification of alternative solutions	Identification of alternative solutions, evaluation of such solutions	Identification of alternative solutions, evaluation of such solutions, and create an innovative plan of action capable of gaining support
Resource identification and procurement: to acknowledge available assets, prioritise and evaluate them, and	Having an overview of the available and required resources	Having an overview of the available and required resources, constructing a hierarchy of resources and evaluating their	Having an overview of the available and required resources, constructing a hierarchy of resources and evaluating their relative potential and

draw them into the project		relative potential and impact	impact, and realising the material support
Project writing and reporting: to understand guidelines and respond adequately with a structured narrative introducing novelty and convincing arguments	Respond to a template in a clear way	Respond to a template in a clear way or construct an own structure	Respond to a template in a clear way or construct an own structure and write with conviction and novelty
Time management: judge time requirements of tasks and foresee the relative demands of competing elements	Stick to pre-defined deadlines in the different stages of the project	Stick to pre-defined deadlines in the different stages of the project and allot time into tasks in a structured and planned manner	Stick to pre-defined deadlines in the different stages of the project, allot time into tasks in a structured and planned manner, and exercise prudent foresight on the time-weighting of important issues
Budget design and control: to follow financial rules and take the budget to its maximal impact	Follow and understand the budget template accurately	Follow and understand the budget template accurately, bring budgetary concerns and matter to the broader project debate	Follow and understand the budget template accurately, bring budgetary concerns and matters to the broader project debate, make effective use of budgetary measures to maximise its impact on the project
People management: to identify needs and available human resources, and to evaluate and mobilize these to	Identify the human force needed and assemble the team	Identify the human force needed and assemble the team, identify gaps and evaluate strengths and weaknesses,	Identify the human force needed and assemble the team, identify gaps and evaluate strengths and weaknesses, with possible outsourcing,

their maximum potential		with possible outsourcing	delegate and empower participants to perform their highest potential
Effective communication: to convey ideas in a clear, collaborative and convincing way, both internally and externally	Communicate in a clear and unambiguous manner, open to the views of others	Communicate in a clear and unambiguous manner, open to the views of others, taking diversity into account, negotiating alternative positions and generating agreement	Communicate in a clear and unambiguous manner, open to the views of others, negotiating alternative positions and generating agreement, promote the project to third parties with conviction and passion
Team building: to create, coordinate, motivate and deal with conflict within a working set-up	Design and implement team building activities (task/relationship)	Design and implement team building activities, motivate and take ownership of ideas and project objectives	Design and implement team building activities, motivate and take ownership of ideas and project objectives, negotiate tensions and conflict in an effective way
Process monitoring:	Demonstrate awareness of descriptors and indicators, and need to match the outcomes to descriptors	Demonstrate awareness of descriptors and indicators, and need to match the outcomes to descriptors, ensure the task outcomes match the quality standards at all ages	Demonstrate awareness of descriptors and indicators, and need to match the outcomes to descriptors, ensure the task outcomes match the quality standards at all ages, adjust tasks and activities on the bases of measured feedback