



PARTICIPANT'S GUIDE

TABLE OF CONTENTS

PARTICIPANT'S GUIDE	1
1. COURSE DESCRIPTION	2
2. LEARNING OBJECTIVES	3
2.1 OVERALL LEARNING OBJECTIVE.....	3
2.2 SPECIFIC LEARNING OBJECTIVES AND COURSE STRUCTURE	3
3. PARTICIPANT PROFILE AND PREREQUISITES	7
4. COURSE METHODOLOGY	8
4.1 LEARNING RESOURCES.....	8
4.2 TUTORING	9
4.3 LENGTH AND TIME COMMITMENT.....	9
4.4 ASSESSMENT CRITERIA.....	9
4.5 VERIFIED CERTIFICATE.....	10
4.6 IMPORTANT DATES	10
5. COURSE INSTRUCTORS	10
6. PARTICIPANT SUPPORT SERVICES.....	12
6.1 EDX HELP CENTER	12
6.2 PARTICIPANT SUPPORT.....	12
6.3 GLOSSARY	12
7. COURSE POLICIES.....	12
7.1 IDBX ACCESSIBILITY POLICY.....	12
7.2 ACADEMIC INTEGRITY POLICY	12
7.3 PRIVACY POLICY	12
7.4 LATE SUBMISSION POLICY.....	12

1. COURSE DESCRIPTION

Welcome to the Risk Management in Development Projects course, offered by the Inter-American Development Bank (IDB) on the edX platform.

This course was designed and organized by the Inter-American Institute for Economic and Social Development (INDES) of the Inter-American Development Bank (IDB) within the framework of its Operations Learning Program (OLP). Its objective is to strengthen project teams' capacity to preemptively manage events that may affect a project to improve its chance of success.

Course content is based on the IDB's new risk management methodology (OP-1699-1), which is aligned with A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Sixth Edition, of the Project Management Institute.

The course is free of charge. It has five content modules and one introductory module, and it is composed of instructional videos, readings, practical exercises and questionnaires. Remember that you can take the course under any of the following tracks:

- **Audit Track:** Having limited and free access to the course material. With this option you will not get a verified certificate at the end of the course and you will not have access to graded assessment questionnaires.
- **Verified Certificate:** in this option you can obtain a verified certificate issued by the IDB and edX that you can share on your CV and on LinkedIn.

To obtain a verified certificate for the course, you must meet three requirements:

1. Passing the course by obtaining at least 65% of the total points in graded activities
2. Paying \$25, which is edX's minimum cost for issuing certificates
3. Undergoing edX's identity verification

Therefore, if you wish to obtain the course certificate, you must opt for the verified certificate track.

The course will be available from **March 26** to **December 17** and it has no prerequisites.

To take the course you will need a computer or mobile device with Internet access. If this is your first time taking a course on edX, we recommend that before you start you take the [edX Demo course](#), which will teach you how to navigate this course. If you are already familiar with the platform, we recommend that you review the contents of the first section of the course, "Start here," where you will find all the information you will need to successfully complete this course.

We estimate that you will have to dedicate approximately 3 hours per week, during 10 weeks, to complete all course activities, so we invite you to reflect and actively participate in individual and group activities.

2. LEARNING OBJECTIVES

2.1 OVERALL LEARNING OBJECTIVE

By the end of this course you will be able to:

- Plan risk management in development projects to preemptively manage events that may affect a project so as to improve its chance of success.

2.2 SPECIFIC LEARNING OBJECTIVES AND COURSE STRUCTURE

Course content is structured into five modules with specific objectives that are aligned with the course's overall objectives. Below you will find each module's objectives, their learning resources, the approximate time that should be dedicated to them, and the weight of the activities that carry a score.

MODULE 0: START HERE

Learning Objectives:

- Become familiar with the edX platform and identifying how to access learning resources.
- Identify participation rules and guidance and help resources included in the course.
- Identify each module's assessments and distinguishing the types of questions you will find in the course's questionnaires.
- Identify the overall objective of the course and the tasks that must be performed to pass the course.
- Identify the group you belong to and the tutor assigned to your group.

The purpose of module 0 is to guide you throughout the course.

MODULE 1: FUNDAMENTALS OF RISK MANAGEMENT IN DEVELOPMENT PROJECTS

Learning Objectives:

- Identify the fundamentals of risk management in development projects.
- Identify the benefits and success factors of risk management in development projects.
- Recognize the methodology that can be used to prepare a risk management plan for development projects.
- Define risk.
- Conceptually differentiate a risk from a problem.

The following table shows a breakdown of Module 1's learning resources, the approximate time that should be dedicated to them, and the weight of the activities that carry a score.

Subsection	Learning Resource	Time (minutes)	Weight
Risk Management	Module Description and Objectives	10	
	Video: The Best of Plans Has Risks	5	
	Video: Risk Management Fundamentals	5	

	Video: Risk Management as a Knowledge Area of Project Management	5	
	Infographic: Knowledge Areas of Project Management and Risk Management Processes	10	
	Reading: Fundamentals of Risk Management. Methodology Guide.	30	
	Practical Exercise: Reflection on Risk Management	10	Not graded
	Video: The Risk Management Plan	5	
	Reading: Plan Risk Management	30	
	Questionnaire: Knowledge Assessment	30	Not graded
	Questionnaire: Knowledge Assessment	30	20%
Conclusions of Module 1	Video: Main Lessons, Module 1	5	

MODULE 2: GROUNDWORK FOR IDENTIFYING AND RECORDING RISKS

Learning Objectives:

- Identify the fundamentals and contributions of the Identify Risks process.
- Recognize the methodology of the Identify Risks process.
- Identify the three elements (cause, event, and impact) that make up the metalanguage structure for risk registration.
- Identify the quality criteria of a risk statement.
- Apply the metalanguage structure and the risk statement quality criteria to record risks.

The following table shows a breakdown of Module 2's learning resources, the approximate time that should be dedicated to them, and the weight of the activities that carry a score.

Subsection	Learning Resource	Time (minutes)	Weight
Identify and Record Risks	Module Description and Objectives	10	
	Video: Risk Identification	5	
	Reading: Identify Risks. Methodology Guide.	5	
	Video: The Risk Register	5	

	Case Study: Strengthening the Health Sector	10	
	Video: Identified Risk Register Exercise	5	
	Practical Exercise: Complete Identified Risks	15	Not graded
	Questionnaire: Knowledge Assessment	30	Not graded
	Questionnaire: Knowledge Assessment	30	20%
Conclusions of Module 2	Video: Main Lessons, Module 2	5	

MODULE 3: RISK ANALYSIS FOR PRIORITIZING RISKS

Learning Objectives:

- Identify the fundamentals and contributions of the Qualitative Risk Analysis.
- Identify the methodology of the Qualitative Risk Analysis process.
- Classify risks using the Probability and Impact Matrix.

The following table shows a breakdown of Module 3's learning resources, the approximate time that should be dedicated to them, and the weight of the activities that carry a score.

Subsection	Learning Resource	Time (minutes)	Weight
Qualitative Risk Analysis	Module Description and Objectives	10	
	Video: Qualitative Risk Analysis for Prioritizing Risks	5	
	Reading: Qualitative Risk Analysis. Methodology Guide.	5	
	Infographic: Probability and Impact Matrix	10	
	Video: Probability and Impact Matrix Exercise	10	
	Practical Exercise: Qualitative Risk Analysis	15	Not graded
	Questionnaire: Knowledge Assessment	30	Not graded

	Questionnaire: Knowledge Assessment	30	20%
Conclusions of Module 3	Video: Main Lessons, Module 3	5	

MODULE 4: RISK RESPONSE PLANNING AND IMPLEMENTATION

Learning Objectives:

- Identify the appropriate strategy when planning the response for each prioritized risk.
- Recognize critical success factors when planning risk responses.
- Identify the elements of a response plan for identified risks.
- Acknowledge the importance of implementing risk responses in a timely manner and in accordance with the cost-benefit analysis.

The following table shows a breakdown of Module 4's learning resources, the approximate time that should be dedicated to them, and the weight of the activities that carry a score.

Subsection	Learning Resource	Time (minutes)	Weight
Response Management for Prioritized Risks	Module Description and Objectives	10	
	Video: Planning Risk Responses	5	
	Reading: Plan and Implement Risk Responses. Methodology Guide.	30	
	Infographic: Response Strategies	10	
	Video: Implementing Risk Responses	5	
	Video: Response Plan Exercise	5	
	Practical Exercise: Risk Response Strategies	15	Not graded
	Questionnaire: Knowledge Assessment	30	Not graded
	Questionnaire: Knowledge Assessment	30	20%
Conclusions of Module 4	Video: Main Lessons, Module 4	5	

MODULE 5: RISK MONITORING

Learning Objectives:

- Acknowledge the importance of monitoring the risk matrix to attain the project's objectives.
- Identify the different tools and techniques used to perform risk monitoring.
- Identify the basic elements that should be included in a risk monitoring session.
- Recognize critical success factors in a project's Monitoring Risks process.

The following table shows a breakdown of Module 5's learning resources, the approximate time that should be dedicated to them, and the weight of the activities that carry a score.

Subsection	Learning Resource	Time (minutes)	Weight
Risk Monitoring	Module Description and Objectives	10	
	Video: Risk Monitoring	5	
	Reading: Monitor Risks. Methodology Guide.	30	
	Video: Risk Monitoring Exercise	5	
	Infographic: Inputs, Techniques, and Outputs of Risk Management Processes	10	
	Interactive Activity: Lessons Learned During the Risk Management Process	15	Not graded
	Questionnaire: Knowledge Assessment	30	Not graded
	Questionnaire: Knowledge Assessment	30	20%
Conclusions of Module 5	Video: Main Lessons, Module 5	5	
	Final Course Satisfaction Survey	10	

3. PARTICIPANT PROFILE AND PREREQUISITES

The Risk Management in Development Projects course is mainly aimed at employees of national, subnational, and municipal entities, who help develop and execute projects or who perform specific risk management activities, as well as officials who manage the respective national public investment systems. We recommend that participants have basic knowledge of project management.

The course is free of charge for all participants.

To participate in this course, you must have:

- A computer with Internet access. We also recommend that you use the most recent version of any of the following web browsers: Chrome, Firefox, or Safari. You can also access the course from your cell phone or tablet by downloading the edX mobile app from the Google Play Store or the Apple App Store.
- The commitment to carry out all required course activities. It is not always easy to find the time to perform training activities. Therefore, we recommend that you draw up a schedule or timetable to connect to the course daily and carry out proposed activities.

4. COURSE METHODOLOGY

As you saw under the Course Structure section above, the **first learning resource** in each module is a page that contains the module's description and its learning objectives, activities, and assessments. We recommend that you carefully read this initial page so as to keep in mind the activities you must perform to successfully complete the course.

In the design of the course, we have combined passive learning resources, such as videos and readings, and active learning resources, such as group practical activities, in which your participation and commitment are the cornerstones of learning.

It is important to keep in mind that learning results from making a conscious effort to research, analyze, reflect on, and share topics of interest. We therefore urge you to get the most out of the course by actively participating in it.

4.1 LEARNING RESOURCES

Each module (or section) is divided into **subsections**, within which you will find several types of **components** or learning resources.

- **Key Concepts:** The definitions of the main concepts that you will learn in the module. You may access the full course glossary in the [Glossary](#) tab.
- **Presenter Videos:** The course's main learning resource. Videos are short and feature the participation of experts in each subject.
- **Exercise Videos:** The course has four (4) videos where they are solved practical risk management exercises based on a project case study: Strengthening the Health Sector. In the videos you can find the solution of the most common mistakes related to each risk management process.
- **Readings:** Texts that contain the conceptual content of the course and are organized by topic.

- **Practical Activities (Not graded):** Exercises like multiple choice questions, a collaborative board and drag and drop exercises, which should be developed throughout the course and that aim to put in practice Risk Management for development projects.
- **Knowledge Assessment Questionnaires (Not graded):** Tests that include six to ten questions each and are used to gauge how much you have learned in each module. All participants, regardless of the track they chose, will have access to ungraded exercises in which you can check your understanding of the most important concepts of each module. These exercises do not count toward passing the course.
- **Knowledge Assessment Questionnaires (Graded):** Tests that include six questions each and are used to gauge how much you have learned in each module. The questionnaires will only be accessible to participants who chose the verified certificate track and count towards passing the course.

4.2 TUTORING

MOOC courses do not have tutors.

4.3 LENGTH AND TIME COMMITMENT

The course is five weeks long and will be open for three months. We estimate that you will have to dedicate 4 to 6 hours per week, on average, to review all study materials and carry out practical activities, assessment questionnaires, and surveys.

We suggest that you block some time in your schedule daily to get the most out of the course and to make your learning experience more satisfactory. Below you will find a schedule with the deadlines for each activity. We recommend that you write them down in your calendar and set up alerts so that you do not forget your commitment to the course.

Remember that, if you chose to do the course in the Audit Track, you will have access free to course material, however, you will not have access to the knowledge assessment questionnaires that are graded. For more information, visit the unit [Course Tracks](#).

4.4 ASSESSMENT CRITERIA

Throughout the MOOC you will find two types of activities:

- **Ungraded Exercises:** all participants, regardless of the track they chose, will have access to the ungraded exercises (multiple-choice questions, the collaborative board and drag and drop exercises) in which you can check your understanding of the most important concepts of each module. These exercises do not count toward passing the course.

- **Graded Knowledge Assessment Questionnaires:** multiple choice tests of six (6) questions, whose objective is to gauge how much you have learned in each module. The questionnaires will only be accessible to participants who chose the Verified Certificate Track. To pass the course, you will have to answer all the graded questionnaires, and obtain an average equal to or greater than 65% among all graded activities.

To see your progress, you can go to the [Progress](#) section of the course, which is always available on the platform.

4.5 VERIFIED CERTIFICATE

At the end of each module there is a questionnaire, which contains multiple-choice questions. The objective of these questionnaires is to consolidate knowledge and determine whether you have reached the learning objectives.

To obtain a verified certificate for the course, you must meet three requirements:

- Passing the course by obtaining at least 65% of the total points in graded activities
- Paying \$25, which is edX's minimum cost for issuing certificates
- Undergoing edX's identity verification. The deadline for choosing the verified certificate option is **December 7, 2020 at 06:59 PM, Washington, D.C., time (December 7 at 11:59 PM, UTC)**. You can start the course in the Audit Track and if the contents and methodology meet your expectations, you can change to the Verified Certificate Track, considering the requirements mentioned here and the deadline to make this change. If you would like to choose this option, you may download a [tutorial on how to obtain a verified certificate](#).

4.6 IMPORTANT DATES

The most important dates that you will need to keep in mind are:

- **March 26, 2020:** course starts
- **December 7, 2020:** deadline to obtain a Verified Certificate
- **December 17, 2020, at 11:59 PM, Washington, D.C., time (December 18 at 04:59 AM, UTC):** the date the course will end.

5. COURSE INSTRUCTORS

The main instructors of this course are:

Vanessa Sayos del Castillo

International Project Management Expert, Consultant at the Inter-American Development Bank, and PMI Risk Management Professional (PMI-RMP) ®

Vanessa is Spanish, born and raised in Barcelona. She studied Political and Administrative Sciences at Universitat Autònoma de Barcelona (UAB) and at the University of Lausanne in Switzerland. She then completed a master's degree in International Relations at Madrid's Diplomatic School and a graduate specialization in Political and Electoral Management, also at UAB. Vanessa obtained a Master of Fine Arts (MFA) from New York University (NYU), where she also became a Project Management Professional and she obtained the Project Management Institute's PMP certification. Vanessa has been working in public-sector project management for more than fifteen years. She initially worked for Spain's Ministry of Economy, focusing on reimbursable cooperation funds, and she later became the head of governance projects at the Spanish Agency for International Development Cooperation (AECID). Vanessa has been a consultant at the Inter-American Development Bank (IDB) since 2012, where she has carried out workshops on project planning in the kick-off and advanced-execution phases and facilitated courses on project management through the PM4R methodology for public executing agencies and civil society organizations.

Allan Quijano

IDB Operations Consultant

Allan is from Mexico City. He studied International Relations, specializing in International Law, at Universidad de Monterrey and El Colegio de México. Allan has been working in project management for development for more than eight years. He was initially employed at the Government of the United Kingdom's Department for International Trade and he later collaborated in regional projects at the United Nations Educational, Scientific and Cultural Organization (UNESCO). Allan has been working at the Inter-American Development Bank (IDB) since 2012, where he has been responsible for operations management for investment programs, technical cooperation, and humanitarian aid projects in Mexico.

Allan works at the Office of Strategic Planning and Development Effectiveness, incorporating the risk management methodology of the Project Management Institute (PMI) to programs funded by the IDB and to the analysis of execution capacity of public organizations in Latin America and the Caribbean.

Santiago Fretes

IDB - Senior Operations Associate at the Country Department Southern Cone

Santiago holds a Master of Business Administration degree with an emphasis on Marketing from INCAE Business School in Costa Rica, where he graduated with distinction. He has a Specialization in Project Management for Development certified by Universidad Nacional de Asunción, Paraguay, and Fundação Getulio Vargas, Brazil. Santiago also has a Diploma in Public-Private Partnerships for the Development of Infrastructure and Services taught by Instituto Tecnológico y de Estudios Superiores de Monterrey, Mexico, in partnership with the IDB. Santiago has been a professor of Finance and International Marketing in master's degree programs in Paraguay. He is a PMP candidate and a staff member certified by the IDB as risk management advisor and kick-off workshop facilitator. Santiago has extensive experience in planning and supervising sovereign-guaranteed operations, managing development projects, and working with multilateral lending organizations in general. He has worked in the private sector, heading digital marketing and communications consultancies. Santiago has also worked in the public sector and he has been part of executing units for projects financed by multilateral organizations.

6. PARTICIPANT SUPPORT SERVICES

The following services will be available for the duration of the course:

6.1 EDX HELP CENTER

At the [edX Help Center](#) you will find answers to frequently asked questions about getting started with your course, basic edX information, certificate information, and other related topics.

6.2 PARTICIPANT SUPPORT

On the platform you will find two tabs with frequently asked questions:

- General Frequently Asked Questions (General FAQs): Here you will find answers to general topics in the course, such as deadlines or questions about the format of assessment questionnaires. If you do not find answers to your queries in this section, you may send your tutor an email. Response time is up to 24 hours from Monday to Friday and up to 48 hours during the weekend.
- Technical Frequently Asked Questions (Technical FAQs): Here you will find quick answers to technical questions. If you do not find an answer to your question in this section, at the end of the page there is a form through which you can request personalized technical attention.

6.3 GLOSSARY

In the platform you will find the [Glossary](#) tab, which has the key terms of the course. You can access it throughout all five weeks of the course.

7. COURSE POLICIES

7.1 IDBX ACCESSIBILITY POLICY

Since we use the edX platform for course delivery, we adopt edX's [accessibility policy](#).

7.2 ACADEMIC INTEGRITY POLICY

Since we use the edX platform for course delivery, we address academic integrity issues through [edX's honor code](#).

7.3 PRIVACY POLICY

Since we use the edX platform for course delivery, we address privacy issues through [edX's privacy policy](#).

7.4 LATE SUBMISSION POLICY

If you chose for the verified certificate, you will be able to complete all the graded activities until the end of the course. After this date, the option to perform the assessments will be disabled.