

ECONOMIC COMMISSION FOR AFRICA

ECA TRAINING PROGRAMME

AND

TRAINING INFORMATION NOTICE



UNITED NATIONS
NATIONS UNIES

COMMISSION ECONOMIQUE POUR L'AFRIQUE

PROGRAMME DE FORMATION

DE LA CEA ET

NOTICE SUR LA FORMATION

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UNITED NATIONS
ECONOMIC COMMISSION FOR AFRICA
ADDIS ABABA
ETHIOPIA

NATIONS UNIES
COMMISSION ECONOMIQUE POUR L'AFRIQUE
ADDIS ABABA
ETHIOPIE

PART I - PARTIE I

BULLETIN ON ECA TRAINING PROGRAMME No. 38
BULLETIN SUR LE PROGRAMME DE FORMATION DE LA CEA Nr. 38

PART II - PARTIE II

TRAINING INFORMATION NOTICE No. 83
NOTICE SUR LA FORMATION Nr. 83

Public Administration, Human Resource
and Social Development Division

Division de l'Administration publique
Ressources Humaines et Développement Social

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PART I - PARTIE I

BULLETIN ON ECA TRAINING PROGRAMME No. 38
BULLETIN SUR LE PROGRAMME DE FORMATION Nr. 38

INTRODUCTION

This publication contains information on training programmes and areas such as industry, human settlements, natural resources, engineering, management, education, economics, health, etc.

It is divided into two parts. Part one, entitled **ECA Training Bulletin**, provides advance information on ECA's planned training courses, workshops and seminars to enable interested training institutes, the various services of government and, where applicable, interested parastatals and private establishments to better plan their participation in the various events organized in conjunction with other activities of the Secretariat. The implementation of planned activities is, however, subject to the availability of funds.

Part two, entitled **Training Information Notice**, gives detailed information on current training opportunities offered to African nationals. The aim of the Notice is to bring to the attention of member States training opportunities available to them through external assistance; to stimulate interest in taking advantage of available facilities; and, to encourage them to utilize these facilities for the training of personnel needed for the implementation of development programmes.

The publication is issued every June and December. Copies of each issue of the publication are sent to offices designated by governments to co-ordinate training programmes.

It is particularly requested that these offices should endeavour to expeditiously distribute copies of the publication to executives, ministries, training centres, educational institutions and appropriate public enterprises likely to be interested in training courses, workshops, seminars and other training opportunities announced by ECA.

ECA would be happy to give publicity to specialized training courses, workshops and seminars, organized by member States which are open to trainees from other African countries. In this connection, full particulars about such courses should be communicated to the Secretariat four to six months in advance of the closing date for receiving nominations for courses.

Although every effort is made to transmit information as accurately as possible, neither the donor countries nor the Commission can assume responsibility for any inadvertent error that may occur in this publication. Applicants are therefore requested to cross-check information with the donor countries and organizations concerned, particularly as regards financial and other conditions.

Request for additional copies of this publication and further enquiries on any of the planned ECA training courses, workshops and seminars may be directed to :

The Chief
Public Administration, Human Resources and
Social Development Division
Economic Commission for Africa
P.O.Box 3001
Addis Ababa
Ethiopia

INTRODUCTION

La présente publication contient des informations sur les programmes possibilités, ateliers et séminaires de formation existant en Afrique et en dehors du continent et concernant divers domaines tels que l'industrie, les établissements humains, les ressources naturelles, l'ingénierie, la gestion, l'éducation, l'économie, la santé, etc.

Elle est divisée en deux parties. La première, intitulée "ECA TRAINING BULLETIN", contient des informations sur les stages, ateliers et séminaires de formation que la CEA envisage d'organiser pour aider les établissements de formation intéressés, les différents services gouvernementaux et, le cas échéant, les établissements para-publics et privés intéressés à mieux planifier leur participation aux différentes manifestations organisées en même temps que d'autres activités du secrétariat. L'exécution des activités prévues est toutefois subordonnée à l'existence de fonds.

La Seconde partie, intitulée "TRAINING INFORMATION NOTICE", contient des informations détaillées sur les possibilités de formation actuellement offertes aux ressortissants africains. Ce bulletin a pour objectifs de porter à l'attention des Etats membres les possibilités de formation disponibles à travers l'assistance extérieure, d'amener les Etats à tirer profit des services disponibles et de les encourager à recourir à ces services en vue de la formation du personnel nécessaire à l'exécution des programmes de développement.

Cette publication paraît tous les ans en juin et en décembre. Des exemplaires de chaque numéro sont envoyés aux services désignés par les Etats pour la coordination des programmes de formation.

Il est en particulier demandé à ces services de tout faire pour distribuer rapidement les exemplaires aux responsables, aux ministères, aux centres de formation, aux établissements d'enseignement et aux entreprises publiques compétentes qui pourraient être intéressées par des stages, ateliers, séminaires et autres possibilités de formation annoncée par la CEA.

La CEA serait heureuse de faire la publicité des stages, ateliers et séminaires de formation spécialisée qui sont organisés par les Etats membres et qui sont ouverts à des stagiaires provenant d'autres pays africains. A cet égard, des renseignements complets sur ces stages devront être communiqués au secrétariat quatre à six mois avant le dernier délai fixé pour la réception des candidatures.

Bien que tous les efforts soient faits pour transmettre les informations avec autant de précision que possible, ni les pays donateurs ni la Commission ne sauraient être tenus responsables d'une quelconque erreur commise négarde dans cette publication. Les candidats sont donc priés de vérifier les informations auprès des pays donateurs et des organisations intéressés, en particulier pour ce qui est des conditions financières et autres.

Des exemplaires supplémentaires de la présente publication ainsi que des informations sur son contenu peuvent être obtenus à l'adresse suivante:

The Chief
Public Administration, Human Resources
and Social Development Division
Economic Commission for Africa
P.O. Box 3001
Addis Ababa
Ethiopia

**TABLE OF CONTENTS/
TABLE DES MATIERES**

PART I - PARTIE I

Page
Page

Introduction.	
Introduction.	

Bulletin on ECA Training Programme No. 38.	
Bulletin sur le programme de formation Nr. 38.	

I.	ECA POST-DOCTORAL-FELLOWSHIP IN THE ECONOMICS OF DEVELOPMENT/	1
	BOURSE DE LA CEA POUR DES RECHERCHE POST-DOCTORALES IN ECONOMIE DU DEVELOPPEMENT	4
II.	AFRICAN INSTITUTE FOR ECONOMIC DEVELOPMENT PLANNING (IDEP)	7
	<u>Project 1:</u> Specialization Programme in Agriculture and Rural Development in Africa	7
	<u>Project 2:</u> Specialization Programme in Population Human Resources & Development in Africa	9
	<u>Project 3:</u> Joint IDEP/UNCTAD TRAINFORTRADE Workshop on Effects of CFA Franc Devaluation on Franc Zone Countries	9
	<u>Project 4</u> Joint IDEP/FAP Workshop on Cross-Border Trade and Food Security in Africa	10

	<u>Project 5</u>	Joint IDEP/Institute for National Planning (INP) Training Workshop on Environmental Education and Training	11
III.	AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT (AAPAM)/ L'ASSOCIATION AFRICAINE POUR L'ADMINISTRATION PUBLIC ET LE MANAGEMENT (AAPAM)		
	<u>Project 1:</u>	Expert Consultation on the Role of Independent Funds as Intermediaries in Changeling Money for Social and Economic Development	12
	<u>Project 2:</u>	Seminar on Consensus Building Strategies for Economic Growth and Sustainable Development	13
IV.	AFRICAN REGIONAL CENTRE FOR ENGINEERING DESIGN AND MANUFACTURING (ARCEDEM)/ CENTRE REGIONAL AFRICAINE DE CONCEPTION ET DE FABRICATION TECHNIQUES		
	<u>Project 1:</u>	Tendering and Contracting for Engineering Projects	14
	<u>Project 2:</u>	Design and Manufacture of Spare Parts for Machinery Repair and Maintenance	15
	<u>Project 3:</u>	Design and Manufacture of Jigs and Fixtures	16
	<u>Project 4:</u>	Machine Design and Manufacturing	17
V.	THE AFRICAN REGIONAL CENTRE FOR TECHNOLOGY (ARCT)/LE CENTRE REGIONAL AFRICAIN DE TECHNOLOGIE		
	<u>Project:</u>	Training in Computer Application	18

VI.

REGIONAL CENTRE FOR SERVICES IN SURVEYING MAPPING AND REMOTE SENSING (RCSSMRS)/ CENTRE REGIONAL DE TOPOGRAPHIE, CARTOGRAPHIE ET TELEDETECTION	19
<u>Project 1:</u> Lithographic Printing Techniques . .	19
<u>Project 2:</u> Digital Electronics	20
<u>Project 3:</u> Microprocessors in Electronic Instrumentation	21
<u>Project 4:</u> Maintenance of Optical/Mechanical Surveying Instruments, "Level One" .	22
<u>Project 5:</u> Maintenance of Optical/Mechanical Surveying Instruments "Level Two" . .	23
<u>Project 6:</u> Maintenance of Optical/Mechanical Surveying Instrument	24
<u>Project 7:</u> Maintenance of Electromagnetic Distance Measuring (EDM) Instruments	25
<u>Project 8:</u> Modern Cadastre	26
<u>Project 9:</u> Application of GPS Techniques for Land Surveying and Geodetic Return Definition	27
<u>Project 10:</u> Aerial Photography Processing and Photogrammetry	28
<u>Project 11:</u> National Remote Sensing Workshop/ Seminar for Uganda	29
<u>Project 12:</u> Workshop on Monitoring lakes in Kenya	30
<u>Project 13:</u> Application of Remote Sensing and GIS in Early Warning Systems for Food Security	31
<u>Project 14:</u> Use of ERS-1/SPOT, Data for the Assessment of Geology and Environmental Resources	32
<u>Project 15:</u> Effective Application of GIS for Natural Resources Planning	33

		Pages/ Pages
	<u>Project 16</u> : Globe SAR Workshop for Eastern and Southern Africa Subregion	34
	<u>Project 17</u> : Modern Trends in Mapping	35
	<u>Project 18</u> : AIS/EASA Cartography	36
VII.	REGIONAL REMOTE SENSING CENTRE (RRSC)/ CENTRE REGIONAL DE TELEDETECTION (CRTD)	37
	<u>Project</u> : Cycle Régulier de Télédétection (CYRETEL)	37
VIII.	NATURAL RESOURCES	38
	<u>Project 1</u> : Training Seminars on Incentives for Science and Technology	38
	<u>Project 2</u> : Joint ECA/UNEP Regional Seminar on Natural Resources Division and Management in Africa	39
	<u>Project 3</u> : Energy Development and Environmental Sustainability in Djibouti, Eritrea, Ethiopia and Sudan	40
IX.	AFRICAN CENTRE FOR WOMEN	41
	<u>Project</u> : Group Training and Seminar on Management and Leadership for Women	41
X.	TRANSPORT, COMMUNICATIONS AND TOURISM DIVISION	42
	<u>Project</u> : Regional Transport Data Base for Africa	42
XI.	REGIONAL INSTITUTE FOR POPULATION STUDIES (RIPS)	43
	<u>Project</u> : Graduate Programme in Population Studies (RIPS)	43
XII.	TRADE AND DEVELOPMENT FINANCE DIVISION	44
	<u>Project</u> : Regional Workshop on Rationalization of Markets (1995)	44

I. ECA POST-DOCTORAL FELLOWSHIP IN THE ECONOMICS OF DEVELOPMENT

Medium of instruction: English and French

Background: Every year, scores of young Africans complete programmes of doctoral studies in economics. While some of research work focuses on African economic problems and is conducted within Africa, a lot of others are carried out abroad on economic issues or problems of development which are of very little relevance in the African context. It is the realization that African economists need to be exposed to pragmatic economic research and thinking pertinent to the continent's need and requirements early in their careers that has given rise to this Post-Doctoral Fellowship Programme. ECA, in the context of its role in Africa's development and socio-economic transformation, is in a unique position to provide the required intellectual leadership and environment through its programmes on development issues and policies. In assisting newly graduated young African scholars to sharpen and widen their grasp and knowledge of contemporary African economic issues and problems and in providing them with a ready laboratory for applied economics work in the application of economic ideas and methodology, the Post-Doctoral Fellowship Programme will equip them for future roles and tasks in African economic management and development engineering.

Purpose and Activities: The Primary objective of the fellowship is to encourage young Ph.D. graduates to conduct research which will stimulate, foster, advance and promote a better understanding, appreciation and resolution of significant, contemporary or emerging African common economic problems as they relate to development and to allow them to acquire professional experiences that will be beneficial to their future careers.

The secondary objective is to encourage the availability of research findings that will assist African planners, policy makers as well as scholars in their development efforts.

Eligibility: The fellowship is open to all young African graduates who have recently completed their PH.D degree in economics and who are interested in policy-oriented research in current issues related to social and economic development in Africa in which the Activities will concern experimental research devoted to assist African countries to develop effective systems for managing their economies in general and their resources and ecology in particular.

Experience of one or two years in a teaching and/or research institution or government economic policy organs is recommended. Candidates should be well versed in modern macro-economics with a special interest in fields such as general economic theory applied to the problems of developing countries, economic growth, development planning theory and policy, monetary and fiscal theory and policy and public finance in developing countries, international trade theory, trade relations, commercial policy and international economic intergration, business finance and investment, and structural adjustment and transformation in developing countries.

Qualifications include a Ph.D in economics, substantive knowledge of one or more of the subjects enumerated above, ability to conduct qualitative and quantitative research involving large database, and good writing and communication skills.

Three areas of research are involved:

Research Area 1: Economic development planning, history, strategies, techniques and process (sectoral development);

Research Area 2: Macro-economics, money and banking institutions, and public finance in developing African countries (structural adjustment with transformation);

Research Area 3: International trade and finance in Africa's development process (inter-African trade, economic cooperation and integration, development finance and aid).

Terms of Fellowship:

- (a) A round-trip air ticket;
- (b) Yearly research allowance ranging from US\$20,000 to US\$25,000 payable monthly;
- (c) The fellowship is tenable for a maximum period of 12 months without extension;
- (d) The post-doctoral research fellow should participate in the research activities of ECA (Socio-Economic Research and Planning Division) and in the workshops and conferences organized by ECA to discuss the Research findings with the African planners, policy-makers and scholars;
- (e) Fellows will spend the year working at the ECA headquarters' facility devoting full time to their research. They will be provided with extensive

support including computer hardware, access to library resources, secretariat services and so forth. However, they should arrange for their housing in Addis Ababa (at cheap hotels or elsewhere within their own budget).

Application: Applicants should send (i) application letter, (ii) detailed curriculum vitae, (iii) research interest proposal dealing with one of the current economic problems facing the African continent, not to exceed five type-written pages, stating clearly research hypotheses, a critical review of the existing literature, the methodology to be used as well as expected results; and (iv) two letters of reference including at least one from a member of the institution with which the applicant is affiliated.

Application form and further information may be obtained from:

The Executive Secretary
United Nations
Economic Commission for Africa (ECA)
P.O.- Box 3001
Addis Ababa
Ethiopia

Bourse de la CEA pour des recherches post-doctorales en économie du développement

Langues de travail: Anglaise et Française

Historique: Chaque année, de nombreux jeunes africains terminent des études de doctorat en économie. Si certains des travaux de recherche sont axés sur des problèmes économiques africains et sont effectués en Afrique, beaucoup d'autres sont effectués à l'étranger et portent sur des questions ou problèmes de développement qui n'ont que peu d'utilité dans le contexte africain. Il a été estimé que les économistes africains doivent, tôt dans leur carrière, se familiariser avec une recherche et des idées dans le domaine économique qui aient un rapport avec les besoins du continent et c'est pourquoi cette bourse pour des études post-doctorales a été créée. Le rôle de la CEA dans le développement et la transformation socio-économique du continent lui confère une position unique pour donner les directives nécessaires par le biais de ses programmes relatifs aux questions et politiques de développement, en aidant de jeunes africains nouvellement diplômés à mieux cerner les questions et problèmes économiques de l'Afrique contemporaine et en leur servant de laboratoire pour des travaux d'économie appliquée en ce qui concerne les idées et méthodologies économiques. Le programme de bourses d'études post-doctorales leur donnera les moyens nécessaires pour entreprendre les tâches futures dans les domaines de la gestion économique et de l'organisation du développement en Afrique.

But et activité: Le but primordial de la bourse est d'encourager des jeunes titulaires du doctorat à entreprendre des travaux de recherche qui stimuleront, favoriseront une compréhension meilleure ainsi que la solution des problèmes économiques ayant trait au développement et de leur permettre d'acquérir une expérience professionnelle qui leur sera utile dans leur future carrière.

Le second but est d'encourager la réalisation des travaux de recherche dont pourront se servir les planificateurs, les responsables et les spécialistes dans leurs efforts visant à assurer le développement.

Les activités consisteront en une recherche expérimentale et sur le développement ayant pour objet d'aider les pays africains à mettre en place des mécanismes efficaces de gestion de leurs économies en général et de leurs ressources écologiques en particulier.

Conditions requises: Peut faire acte de candidature tout jeune africain venant de terminer son doctorat en économie et s'intéressant à la recherche sur les politiques portant sur les questions d'actualité liées au développement économique et social en Afrique dont s'occupe la Commission pour l'Afrique. Une expérience d'un ou de deux ans dans une institution d'enseignement et/ou de recherche ou dans un organe public s'occupant des activités et politique économiques est souhaitable.

Les candidats doivent être bien familiarisé avec la macro-économie moderne et s'intéresser, en particulier, aux domaines suivants: théorie d'économie générale appliquée aux problèmes de pays en développement, croissance économique, théorie et politique de planification du développement, théorie et politique monétaire et fiscale, finances publiques dans les pays en développement, théorie du commerce international, relations commerciales, politique commerciale et intégration économique internationale, finances et investissement dans les affaires, ajustement structurel et transformation dans les pays en développement.

Il est exigé un titre de doctorat en économie, connaissance approfondie d'un ou plusieurs des sujets susmentionnés, aptitude à conduire des travaux de recherche, qualitative et quantitative faisant appel à une importante base de données, aptitude à bien rédiger et à communiquer.

Les trois domaines de recherches comprennent:

Domaine de recherche 1: Planification du développement économique: évolution, stratégies, techniques et modèles (développement sectoriel);

Domaine de recherche 2: Analyse macro-économique, monnaie, crédit, et finance publique dans les pays africains en développement (ajustement structural avec transformation);

Domaine de recherche 3: Rôle des relations commerciales et financières internationales dans le processus du développement de l'Afrique, (commerce inter-Africain, coopération et intégration économiques, les flux financiers et aide pour le développement).

Modalités de la bourse:

- un billet aller-retour;
Prime de recherche annuelle, d'un montant compris entre 20.000 \$E.U et 25.000 \$E.U., versée mensuellement pendant une période de 12 mois au maximum;

- La bourse est accordée pour une période de 12 mois au maximum sans renouvellement;
- Le boursier de recherche participe aux travaux de recherche de la CEA (Division de la recherche et de la planification socio-économique ainsi qu'aux séminaires et conférences organisés par la CEA pour discuter les résultats des travaux avec les planificateurs, les responsables et les spécialistes africains;
- Les boursiers sont tenus de travailler durant toute l'année au siège de la CEA se consacrant à temps plein à leur recherche. Il leur sera fourni de toutes les facilités et supports logistiques extensifs y compris l'accès à l'ordinateur, à la bibliothèque, aux services divers du secrétariat de la CEA etc. Cependant, ils devront s'arranger pour leur logement à Addis Abèba (dans des hôtels à moins chers ou autrement par leurs propres moyens budgétaires).

Demande: La demande doit comporter:

- (i) une demande (écrite) de bourse post-doctorale;
- (ii) un curriculum vitae détaillé;
- (iii) une proposition de sujet de recherche sur l'un des problèmes économiques actuels du continent africain, ne dépassant pas cinq pages-écrites et décrivant clairement les hypothèses de recherches, l'examen critique de la littérature existante, la méthodologie à utiliser aussi bien les résultats attendus;
- (iv) deux lettres de référence dont une doit provenir d'un membre de l'institution à laquelle le candidat est affilié.

Date limite de dépôt des candidatures: Au plus tard le 30 décembre chaque année.

Les formulaires de candidature ainsi que tout autre renseignement peuvent être obtenus auprès de:

Le Secrétaire Exécutif
Commission Economique des
Nations Unies pour L'Afrique
B.P. 3001
Addis Abèba, Ethiopie

**II. AFRICAN INSTITUTE FOR ECONOMIC DEVELOPMENT AND
PLANNING (AIEDP)/INSTITUT AFRICAIN DE DEVELOPPEMENT
ECONOMIQUE ET DE PLANIFICATION (IDEP)**

**Project 1: Specialization Programme in Agriculture and Rural
Development in Africa**

Medium of instruction: English only

Location: Dakar, Senegal

Duration: 3 months; March - June 1995

Objectives: To train participants in the analysis, management and planning of the agriculture and the rural sector and in the formulation, implementation and monitoring of agricultural/rural policies, plans and programmes in African countries.

Programme:

Module I: Africa's Policy Processes in Agricultural and Rural Development Strategies with Emphasis on Environmental/Gender issues.

Module II: Agricultural Sector Policy Analysis, Sector Planning and Project Analysis and Appraisal with Emphasis on Intra and Inter Sectoral Linkages.

Module III: The Management of Structural Adjustment Programmes for Sustainable Agricultural and Rural Development.

Module IV: Human Resource Development; Building Institutional Capacities; Building Infrastructural Capacities.

Admission: Bachelor of Arts Degree in Economics, Agricultural Economics or Social Science subjects from a recognized university, or the equivalent. Minimum of 1-2 years experience in African development agency.

Number of Participants: 20-30 participants

Deadline: January 31, 1995

Financing-Fellowship: A number of fellowships awarded by the Government of the Netherlands and administered by IDEP will be available. Candidates and their sponsoring agencies may also search for fellowships from other bilateral/multilateral funding agencies.

Application form and further information may be obtained from:

Head of Institution
P.O. Box 3186
Dakar, Senegal
Telex: 51579 IDEP SG, Fax: (221) 222964
Tel. (221) 231020

Project 2: Specialization Programme in Population, Human Resources & Development in Africa

Medium of instruction: French only

Location: Dakar, Senegal

Duration: 3 months; March - June 1995

Objectives: To assist African planners to appreciate better and integrate human resources in the policies and programmes of development and stimulate applied research on subjects relating to population and development.

Programme:- Population and development interrelations

- (a) Labour market and the labour process
- (b) Labour market mechanism: Informal sector and skill acquisition
- (c) Computer practicals: Economic-demographic interrelations model
- (d) Manpower/employment planning
- (e) Human accumulation: Investment in human capital; education and training; migration; health, nutrition and family planning
- (f) Child workers and youth
- (g) Basic needs
- (h) Women, work and development
- (i) Regional development and resource mobilization
- (j) Policies and programmes: Wages and incomes policies; structural adjustment policies; employment policies; population policies

Admission: Bachelor of Arts Degree in Economics, or Social Science subjects from a recognized university, or the equivalent. Minimum of 1-2 years experience in any development agency of an African country.

Number of Participants: 20-25 participants

Deadline: December 31, 1994

Financing-Fellowship: Fellowships awarded by the United Nations Fund for Population Activities (UNFPA)

Project 3: Joint IDEP/UNCTAD Trainfortrade Workshop on Effects of CFA Franc Devaluation on Franc Zone Countries

Medium of instruction: French only

Location: Dakar, Senegal; Bamako, Mali; Abidjan, Cote d'Ivoire; Douala, Cameroon

Duration: Four One-week Workshops; January, March, April & June 1995 (Specific dates announced later)

Objectives: To provide participants with a sound foundation in and thorough understanding of the implications of the CFA Franc devaluation on trade and development in Franc Zone African countries within the context of regional integration in Africa.

Programme:

Module 1: Main Characteristics of the Franc Zone: monetary union; trade relations with France and others; UMOA & UEMOA.

Module 2: Adjustment Strategy Before the Devaluation: contrast strategies between Franc zone countries with others.

Module 3: Adjustment Strategy After the Devaluation: Internal Adjustment Measures; External Adjustment Measures

Module 4: Harmonization of Trade and Macroeconomic Policies among Franc Zone Countries vis-a-vis other Subregional Groupings: UEMOA versus ECOWAS; Regional Integration and the African Economic Community.

Admission: Bachelor of Arts Degree in Economics or Social Science subjects from a recognized university, or the equivalent. Minimum of 3-5 years experience in trade, finance or monetary development agency of an African country.

Number of participants: 20-30 participants

Deadline: One month before each workshop is implemented

Financing-Fellowship: Fellowships to be provided by grant from the European Union.

Project 4: Joint IDEP/FAO Workshop on Cross-Border Trade and Food Security in Africa

Medium of instruction: English/French with simultaneous interpretation

Location: Dakar, Senegal

Duration: 4 days; 13-16 February 1994

Objectives: To assist participants to determine areas of economic cooperation and integration related to the availability, access and sustainability of food supplies for food security in cross-border communities and countries in various subregions in Africa.

Programme:

Module 1: Review and identify outstanding national agricultural and non-agricultural policy issues and national trade policy issues on the subject.

Module 2: Policy and programme areas which Africa's regional and subregional communities and other IGOs may consider for the promotion of cross-border trade and food security

Module 3: Areas of technical and economic cooperation across subregional communities for the promotion of cross border trade and food security in Africa.

Module 4: Areas of possible further FAO assistance to the regional community organizations for the promotion of food security through inter-country cross-border trade within the framewok of community treaties and other agreements.

Admission: Bachelor of Arts Degree in Economics or Social Science subjects from a recognized university, or the equivalent. Minimum, of 3-5 years experience in trade or finance development agency or IGO in Africa.

Number of Participants: Up to 10 participants

Deadline: 15 January 1995

Financing-Fellowship: Grant to be provided by the FAO Regional Office for Africa.

Project 5: Joint IDEP/Institute for National Planning (INP)
Training Workshop on Environmental Education and
Training

Medium of instruction: Arabic only

Duration: Cairo, Egypt

Location: 2 weeks; February/March 1995 (Specific dates to be announced later)

Objectives : To provide participants with skills and techniques for the management in rural communities of droughts, desertification and their social, economic and environmental implications; and in urban communities for the environmental management of wastes, pollution and water supply.

Programme:

Module 1: Overgrazing, fuelwood and deforestation; shifting cultivation and other farming systems; institutional, economic, cultural and social constraints.

Module 2: Drought control and water resources management: reforestation; irrigation; reforms in farming systems; infrastructure rehabilitation and maintenance.

Module 3: Environmental sanitation, air and water pollution, congestion and noise: urbanization; location and spatial structure of industries; rural-urban migration

Module 4: Environmental management of urban solid wastes: household garbage, commercial refuse, institutional refuse, construction debris, industrial wastes.

Admission: Bachelor of Arts Degree in Economics or Social Science subjects from a recognized university, or the equivalent. Minimum of 3-5 years experience in environmental or development agency of an African country.

Number of Participants: 10-15 participants

Deadline: 31 January 1995

Financing-Fellowship: Fellowships to be provided by grant from the UNEP's Small Windows Project

The Director, AIDP
P.O. Box 3186
Dakar, Senegal
Fax: (221) 222964
Tel.: (221) 231020

III. AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)/
L'ASSOCIATION AFRICAINE POUR L'ADMINISTRATION
PUBLIQUE ET LE MANAGEMENT (AAAPM)

Project 1: Expert Consultation on the Role of Independent Funds
as Intermediaries in Channeling Money for Social and
Economic Development (Development Fund Model)

Medium of instruction: English

Duration: 6 - 10 March or 3 - 7 April 1995

Location: Kampala, Uganda

Application and more detailed information may be obtained from:

African Association for Public
Administration and Management (AAPAM)
P.O. Box 48677
Nairobi, Kenya

Project 2: Seminar on Consensus Building Strategies for
 Economic Growth and Sustainable Development

Medium of instruction: English

Location: to be determined

Duration: to be determined

Application and more detailed information may be obtained from:

African Association for Public
Administration and Management (AAPAM)
P.O. Box 48677
Nairobi, Kenya

**IV. AFRICAN REGIONAL CENTRE FOR ENGINEERING DESIGN AND
MANUFACTURING (ARCEDEM)/CENTRE REGIONAL AFRICAIN DE
CONCEPTION ET DE FABRICATION TECHNIQUES**

Project 1: Tendering and Contracting for Engineering Projects

Medium of instruction: English, French

Location: Ibadan; Nigeria

Duration: 1 week; 2nd Monday of February, May and August

Objectives: To provide project managers and engineers awareness of the tendering and contracting cycle with associated problems for the engineering projects.

Programme: Initial contract planning, allocation of resources and preparation of tender invitations by the customer; Tender planning and submission by the contractor; Tender appraisal by the customer; Negotiation & planning the contract with related issues as obligations, prices, programme, guarantee, etc.; Contract implementation, administration and negotiation of claims.

Admission: Target group in Mechanical, Industrial and Civil Engineering, Project Managers and Commercial Officers involved in engineering project implementation.

Number of participants: 20

Deadline: Two (2) months before commencement of course

Financing: ARCEDEM offers Fellowships when available but participants should apply for scholarships under national and international institutions to cover a fee of USD1,035 as tuition fees including full board and lodging, training materials, limited medical care, etc.

Application form and further information may be obtained from:

Head of Institution
PMB 19, U.I. Post Office
Telegram: ARCEDEM IBADAN NG
Telex: 31167 ARCEDEM NG
or 20311 TDS IBA NG
Tel: (234-022) 71-01-80/81/82

Project 2: Design and Manufacture of Spare Parts for Machinery Repair and Maintenance

Medium of instruction: English, French

Location: Ibadan, Nigeria

Duration: 10 weeks, 2 Monday of January, 1st Monday of April, July and October

Objectives: The course is meant to provide participants with adequate knowledge such that on successful completion they will be able to design and supervise production of spare and replacement parts for machinery repair and programmed maintenance.

Programme: The course will consist of lectures, practical exercises, case studies and an actual work on a broken-down equipment to be rehabilitated. All these activities will be conducted within ARCEDEM's Design Offices and Workshops. Each participant individually or in group will actually be working on drawing boards and machine tools to identify, design, develop and supervise the manufacture of missing or faulty parts of the equipment to be rehabilitated.

Admission: Graduate in Mechanical Engineering preferably with 1-2 years experience in design and manufacture or maintenance in any industry; Holder of 4 years Diploma in Mechanical Engineering with a minimum of 4 years in a drawing office or workshop for spare or adaptation of machines.

Number of participants: 20

Deadline: Two months before commencement of course.

Financing: ARCEDEM offers fellowships when available but participants should apply for scholarships under national and international institutions to cover a fee of USD4,700 as tuition fees including full board & lodging, training materials, limited medical care, etc. Ford Foundation/CIDA-MFP.

Project 3: Design and Manufacture of Jigs and Fixtures

Medium of instruction: English, French

Location: Ibadan, Nigeria

Duration: 10 weeks, 2nd Monday of January, 1st Monday of April, July, October.

Objectives: To provide participants with broad knowledge of optimum design, selection, manufacture and use of jigs and fixtures so as to achieve a minimum cost of production and labour and improved quality of products with better surface finish and desired accuracy.

Programme: Design Practice as applied in industry (understanding codes of practice, various standards and their uses, limit and fits, materials selection, etc). Design criteria involved in design of Jigs and Fixtures. Practical cases of detailed design work involving design of various Jigs and Fixtures. Analysis of production/planning manufacturing requirements including selection and planning of manufacturing process sheets, etc. Following-up manufacturing at Centre's workshop of the designed Jigs and Fixtures, measurement and testing.

Admission: Graduate in Mechanical Engineering preferably with 1-2 years experience in design and manufacture or maintenance in any industry; Holder of 4 years Diploma in Mechanical Engineering with a minimum of 4 years in a drawing office or workshop for spare or adaptation of machines.

Number of participants: 20

Deadline: Two months before commencement of course.

Financing: ARCEDEM offers fellowships when available but participants should apply for scholarships under national and international institutions to cover a fee of USD 4,700 for tuition fees including full Board and lodging, training materials, limited medical care, etc.

Project 4: Machine Design and manufacturing.

Medium of instruction: English, French

location: Ibadan, Nigeria

Duration: 10 weeks: 2nd Monday of January, 1st Monday of April, July & October.

Objectives: To provide participants with adequate knowledge such that on successful completion they are able to design and supervise the production of simple machines & machine components as replacement for existing machines.

Programme: Design Practice as applied in Industry (understanding codes of practices and various standards and their uses) Environmental considerations in product development and manufacture. Design criteria involved in design of machines and machine parts. Analysis of production/manufacturing requirement including selection and planning of manufacturing process and equipment and preparation of process sheets, etc. Each participant, individually or in a group will be working fully to design a selected equipment to develop design drawings and follow up the manufacture at the centre's Workshop the assembly and test run of the final machine components designed.

Admission: Graduate in Mechanical Engineering preferably with 1-2 years experience in design and manufacture or maintenance in any industry; Holder of 4 years Diploma in Mechanical Engineering with a minimum of 4 years in a drawing office or workshop for spare or adaptation of machines.

Number of participants: 230

Deadline: Two months before commencement of course

Financing: ARCEDEM offers fellowships when available but participants should apply for scholarships under national and international institutions to cover a fee of USD 4,700 as tuition fees including full Board and lodging, training materials, limited medical care, etc.

Application form and further information may be obtained from:

The Executive Director
ARCEDEM
PMB 19, U.I. Post Office
Ibadan, Nigeria
Telex: 31167 ARCEDEM NG OR 20311 TDSIBA NG
Tel: (234-022) 71-01-80/81/82

V. THE AFRICAN REGIONAL CENTRE FOR TECHNOLOGY
(ARCT)/
LE CENTRE REGIONAL AFRICAINE DE TECHNOLOGIE
(CRAT)

Project: Training in Computer Applications

Medium of instruction: English/French

Location: Dakar, Senegal

Duration: July 1994 - June 1995

Objectives: Increase productivity and management performance of employees at national and private institutions/companies.

Programme: Computer fundamentals; programming; software applications; software design, development and manufacturing; multimedia and graphics design and application; networking (lan & wan) and database design and management.

Admission: Minimum education B.Sc., Hnd, Electronic Engineering, Physics, Maths, Information Sciences and Education or Social Sciences.

Number of participants: 20 per module

Deadline: Last week of each month

Financing-Fellowship: Required, and can be obtained from major donor agencies and national institutions. Write for more information.

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given./Les soumissions pourront être faites soit en anglais soit en français ou dans les deux langues, mais de préférence dans la langue dans laquelle le cours sera dispensé.

Application form and further information may be obtained from:

Head of Institution
B.P. 2435
Dakar, Senegal
Telex: 61282 CRATEC SG
Tel: (221) 237711/12
Fax: (221) 237713

VI. REGIONAL CENTRE FOR SERVICES IN SURVEYING MAPPING
AND REMOTE SENSING (RCSSMRS)/
CENTRE REGIONAL DE TOPOGRAPHIE, CARTOGRAPHIE ET
TELEDETECTION

Project 1: Lithographic Printing Techniques

Medium of instruction: English

Location: Kenya Polytechnic and RCSSMRS, Nairobi, Kenya

Duration: 4 weeks July 1995

Objectives: To provide participants with theoretical knowledge
and practical training that will up-date and enhance their skills
of lithographic printing and related processes.

Programme: Type composition, type origination, reproduction of
line and tone; use of half tone screens; scaling and scale change
procedures; photographic processes; color separation; electronic
scanners; printing surfaces; lithographic plate making; step and
repeat technique; etc.

Admission: Persons trained and employed in map and document
production areas of printing industry

Financing-Fellowship: Participants or their agencies

Note: Submissions may be made in either English or French
and/or both but preferably in the language in which the
course is given.

Application form and further information may be obtained from:

Head of Institution
Kasarani Road
P.O. Box 18118
Nairobi, Kenya
Telegram: REGSURVEYS
Telex: 25285 KEREKES KE
Fax: (254-2) 802867
Tel: (254-2) 803320/9

Project 2: Digital Electronics

Medium of instruction: English

Location: RCSSMRS HQ, Nairobi, Kenya

Duration: 4 weeks, May & September 1995

Objectives: To upgrade the participants' knowledge and skills in the practical applications of the rapid developments in fields of micro and digital electronics technology

Programme: Introduction to digital and logic families; MSI combination logic systems, sequential logic systems; interface circuits; memory circuits; analogue/digital system; digital computer; CPU, I/O. Read/write of memory address data; microprocessor elements: 8085, 8086, 8088 etc.

Admission: Adequate knowledge of electrical/electronic Engineering

Number of participants: 5

Deadline: February 1995 or June 1995

Financing-Fellowship: Participants or their sponsors/agencies

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Project 3: Microprocessors in Electronic Instrumentation

Medium of instruction: English

Location: RCSSMRS HQ. Nairobi, Kenya

Duration: 5 weeks, July and November 1995

Objectives: To introduce the participants to the practical applications of microprocessor engineering.

Programme: Revision of digital electronics, introduction to computer technology, programming, in basic, general microprocessors, 8086/8088 microprocessor based systems and support chips, I/O operations, microcomputer programming, I/O interfaces

Admission: Participants must possess adequate knowledge and experience on microprocessors

Number of participants: 5-10

Deadline: April or August 1995

Financing-Fellowship: Participants or their agencies

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Project 4: Maintenance of Optical/Mechanical Surveying Instruments, "Level One"

Medium of instruction: English

Location: RCSSMRS HQ. Nairobi, Kenya

Duration: 4 weeks, March and September 1995

Objectives: Course designed to provide training to participants in the care, service and simple maintenance of surveying instruments. Introduction to routine adjustments of instruments

Programme: Theory on care and maintenance of optical survey instruments and accessories, identification of faults, damages, fungus and optical distortion in the instruments

Admission: Technicians specializing in surveying, mapping, mining, civil and agricultural engineering with good knowledge of technical drawing

Number of participants: Maximum of 5

Deadline: End of December 1994 for March entrants; June 1995 for September entrants

Financing-Fellowship: Participants or their agencies

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Project 5: Maintenance of Optical/Mechanical Surveying
Instruments "Level Two"

Medium of instruction: English

Location: RCSSMRS HQ. Nairobi, Kenya

Duration: 4 weeks April and October 1995

Objectives: To help the participants build on 'level one' of the course

Programme: Dismantling of a level; cleaning of parts; repairing mechanical parts; greasing; re-setting of optics; centering of circles, resetting of compensation and collimation adjustments. Complete of overhaul of the theodolite; repair, re-setting of optics and centering of circles etc., etc.

Admission: "Level one" is a must

Number of participants: 5

Deadline: January and July 1995 respectively

Financing-Fellowship: Participants or their agencies

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Project 6: Maintenance of Optical/Mechanical Surveying Instruments

Medium of instruction: English

Location: RCSSMRS HQ. Nairobi, Kenya

Duration: 5 weeks May and November 1995

Objectives: To update course participants to modern techniques of construction and operation of photogrammetric instruments

Programme: Basic optional and mechanical principles of construction and operation of photogrammetric instruments; care and maintenance of photogrammetric instruments; test of plotter, fault detection, dismantling of plotters with its associated table, cleaning, greasing, oiling and reassembling

Number of participants: 5

Deadline: February and August 1995

Financing-Fellowship: Participants or their agencies

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Project 7: Maintenance of Electromagnetic Distance Measuring (EDM) Instruments

Medium of instruction: English

Location: CSSMRS HQ. Nairobi, Kenya

Duration: 4 weeks June 1995

Objectives: To train the participants in the care; service and repair of EDM surveying instruments with emphasis on diagnostic routine maintenance procedures

Programme: Introduction to basic principles of electromagnetic distance measurements, types of EDMS and their operation (laser, infra-red and microwave instruments); basic maintenance and calibration procedures of each type of instrument; preventive and corrective

Admission: Participants must have undertaken a course on digital electronics or have adequate experience operating telecommunications equipment

Number of participants: 5

Deadline: End of March 1995

Financing-Fellowship: Participants or their agencies

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Project 8: Modern Cadastre

Medium of instruction: English

Location: RCSSMRS HQ., Nairobi, Kenya

Duration 4 weeks - 6 March - 31 March 1995

Objectives: To introduce modern developments in cadastre systems, cadastre surveying, land information systems, and data records registration.

Programme: Cadastre surveying and land registration, survey low concepts of cadastre, GIS*¹ *, LIS*² methods of collecting data for LIS, approaches to reform of survey and land registration law

Admission: A basic degree or higher diploma in surveying. Participants must be surveyors involved in land management, cadastre surveying and way leave issues

Number of participants: 20

Deadline: 6 February 1995

Financing-Fellowship: The fees are US\$2000.00 per person excluding air travel and living expences in Nairobi. Participants to find their own financing.

*¹ GIS Geographic Information Systems

*² LIS Land Information Systems

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Project 9: Application of GPS Techniques for Land Surveying and Geodetic Return Definition

Medium of instruction: English

Location: RCSSMRS HQ., Nairobi

Duration: 4 weeks, July 1995

Objectives: Review of modern geodetic surveying techniques with emphasis on GPS and other space techniques

Programme: Introduction to satellite surveying techniques; geodetic models for satellite surveying methods, status of dopplex methods, status and instrumentation of GPS; GPS observables; static, kinematic and pseudo-kinematic methods; heighting using GPS; processing and adjustment factors affecting GPS accuracies

Admission: A degree or higher diploma in surveying is the minimum requirement

Number of participants: 15 to 20

Deadline: One month before the course

Financing-Fellowship: Participants or their agencies. The fees is US\$2000 per person

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Project 10: Aerial Photography Processing and Photogrammetry

Medium of instruction: English

Location: RCCMRS HQ., Nairobi, Kenya

Duration: 4 weeks, October 1995

Objectives: The course introduces the participants to practical and theoretical concepts in the acquisition and processing of aerial photography and its use for photogrammetric mapping

Programme: Introduction to aerial photography, flight planning; introduction to photogrammetry; interior relative and absolute orientations, stereoscopic plotting equipment, ground control, accuracy specifications. The course will include practical plotting equipment operations.

Admission: Photogrammetric technologists. Staff of institutions starting photogrammetric units

Number of participants: Less than 10

Deadline: August 1995

Financing-Fellowship: Participants or their agencies

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Project 11: National Remote Sensing Workshop/Seminar for Uganda

Medium of instruction: English

Location: Kampala, Uganda

Duration: First quarter of 1995

Objectives: To introduce users and decision makers to the new techniques in remote sensing for assessments and management of natural resources

Programme: Collection, assessment, use and management of remote sensing data

Admission: Individuals who are users of remote sensing data and decision-makers in areas of natural resources. Participants must be holders of university degrees in physical sciences

Number of participants: 15 to 20

Deadline: One month before the course

Financing-Fellowship: The government of Uganda, RCSSMRS and identified donors

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Project 12: Workshop on Monitoring Lakes in Kenya

Medium of instruction: English

Location: RCSSMRS, Nairobi, Kenya

Duration: February 1995

Objectives: To discuss and evaluate the results of a research project investigating the environmental influences on the lakes Naivasha, Elementaita and Nakuru

Programme: The workshop would involve the demonstration of the methodology and application of remote sensing to explain the changes of the lake levels

Admission: The participants should have university degree qualifications and involved in the assessment and inventory of natural resources and environment

Number of participants: 15 to 20

Deadline: One month before the course

Financing-Fellowship: The participants will be sponsored by an on-going project in terms of travel, per diem and other expenses

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Project 13: Application of Remote Sensing and GIS in Early Warning Systems for Food Security

Medium of instruction: English

Location: RCSSMRS HQ., Nairobi, Kenya

Duration: April 1995

Objectives: To demonstrate tools for undertaking remote sensing for food security. To demonstrate the capability of GIS in assessing food security. Importance of GLS and RS combined

Programme: Use of satellite remote sensing data and GIS

Admission: University degree in relevant fields and be engaged in hydrological management

Number of participants: 15-20

Deadline: Janury 1995

Financing-Fellowship: Participants or their agencies

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Project 14: Use of ERS-1/SPOT. Data for the Assessment of Geological and Environmental Resources

Medium of instruction: English

Location: RCSSMRS, HQ., Nairobi, Kenya

Duration: 3-4 weeks July 1995

Objectives: To demonstrate the usefulness of ERS-1 data to the study of geological structure. To demonstrate the usefulness of spot data.

Programme: The versatility of spot data in detecting geological phenomena

Admission: University degree or equivalent in geology or other earth resources sciences

Financing-Fellowship: ESA/RCSSMRS and other identified donors

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Project 15: Effective Application of GIS for Natural Resources Planning

Medium of instruction: English

Location: Institute of resources assessment, Dar-es-Salaam, Tanzania

Duration: 4 weeks, October 1995

Objectives To introduce GIS technology to users and decision makers

Programme: General theoretical introduction to GIS, hands on training on GIS softwares and hardwares

Admission: University degree in relevant fields

Number of participants: 10

Deadline: End of July 1995

Financing-Fellowship: Prospective donors will be approached for funding of the course

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Project 16: Globe SAR Workshop for Eastern and Southern Africa Subregion

Medium of instruction: English

Location: RCSSMRS HQ., Nairobi, Kenya

Duration: 5-10 days, November 1995

Objectives: Present results and evaluation of Globe SAR programme for Eastern and Southern Africa

Programme: SAR applications. Presentations of GlobesAR programme - usefulness of SAR data

Admission: University degree or equivalent in fields of natural resources and equivalent

Number of participants: 20-30

Deadline: End of August 1995

Financing-Fellowship: Canada Centre for Remote Sensing and International Development Research Centre

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Project 17: Modern Trends in Mapping

Medium of instruction: English

Location: RCSSMRS

Duration: 4 weeks March/April 1995

Objectives: Introduction to modern techniques of data acquisition and processing as well as cartographic applications of aerospace data

Programme: Introduction to remote sensing; introduction to basic surveying techniques; introduction to automated cartography and operational (and/geographic information systems (LIS/GIS)

Admission: Practicing cartographers from polytechnique or colleges of technology

Number of participants: 5-10

Financing-Fellowship: Participants or their agencies

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Project 18: AIS/EASA Cartography

Medium of instruction: English

Location: East African School of Aviation, RCSSMRS, Nairobi, Kenya

Duration: 10 weeks Sept. - Nov. 1995

Objectives: To introduce the Aeronautics officers to the basics of cartography, surveying and remote sensing

Programme: The course is composed of 3 parts, cartography, elementary of surveying and principles of remote sensing

Admission: Qualified aeronautical information services officers having no cartographic training

Number of participants: 5

Deadline: Mid July 1995

Financing-Fellowship: Participants or their agencies

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

The Director General
ACSSMRS
Kasarani Road
P.O. Box 18118
Nairobi, Kenya
Telegram: REGSURVEYS
Telex: 25285 KEREDES KE
Fax: (254-2) 902867
Tel: (254-2) 803320/9

VII. REGIONAL REMOTE SENSING CENTRE (RRSC)/
CENTRE REGIONAL DE TELEDETECTION (CRTO)

Project : Cycle Régulier de Télédétection (CYRETEL)

Medium of Instruction: Français

Location: C.R.T.O. Ouagadougou

Duration: Dix mois (Octobre 1994 - Août 1995).

Objectives: Repondre aux besoins des cadres en leur donnant un savoir faire pratique et autonome en Télédétection Appliquée à leurs activités professionnelles.

Programme: 1ère Partie (3 mois) TECHNOLOGIE Bases et Méthodes de la Télédétection Aérospatiale.

Number of participants: 15 à 20

Deadline: Octobre 1994 à Août 1995

Financing: Partenaires Financiers (Fondation Jean-Paul II pour le Sahel - U.S.A.I.D. - F.A.O. etc...) "Financement à rechercher".

Application form and further information may be obtained from:

The Director General
RRSC
B.P. 1761
Ouagadougou, Burkina Faso
Telex: CRETED 5322 BF
Tel: (226-3) 300199; 300204; 300635

VIII. NATURAL RESOURCES

Project 1: Training Seminars on incentives for science and technology

Medium of instruction: English/French

Location: Arusha, Tanzania

Duration: 4-5 days

Objectives: To increase knowledge about the incentive mechanism for accelerating and orienting the development and application of science and technology.

Programme: Review of incentive packages in ECA member States and in developed countries and their contribution to Science and Technology development. Examine strategies for introducing/expanding the use of incentives to accelerate Science and Technology development.

Admission: Demonstrated ability to contribute to seminar and benefit from the discussions. Familiarity with administration of incentives will be an advantage.

Number of participants: 15-20

Deadline: April 30, 1995

Financing: Limited number of fellowships covering travel and subsistence during seminar.

Project 2: Joint ECA/UNEP Regional Seminar on Natural Resources Division and Management in Africa

Medium of instruction: English

Location: Addis Ababa, Ethiopia

Duration: 1st quarter 1995

Objectives: To propose viable solutions on Natural Resources Development and Management in Africa in the framework of Agenda 21 with Emphasis on its implications in Water Resources Development

Programme: Presentation of a background document by a consultant and country papers by participants. Discussions and recommendations for future action

Admission: Participants should be senior officers in the national ministries dealing with Natural Resources and Water Resources Development

Number of participants: 30

Deadline: End of December 1994

Financing-Fellowship: UNECA and UNEP

Project 3: Energy Development and Environmental
 Sustainability in Djibouti, Eritrea,
 Ethiopia and Sudan

Medium of instruction: English

Location: Addis Ababa, Ethiopia (1995)

Duration: One week (first half 1995)

Objectives: Identify and analyze key constraints to addressing energy/environment issues and propose viable solutions and feasible implementation strategies

Programme: Country presentations by participants followed by working group meetings; presentation of lessons learned of pragmatic solutions and plans for implementation

Admission: Criteria for EDI support: commitment by the government and institutions to recommendations; relevance of activities to country short, medium and long term development

Number of participants: 24 (six per country)

Deadline: To be decided in consultation with EDI.

Financing: Economic Development Institute (EDI) of the World Bank support.

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Application form and further information may be obtained from:

The Director General
ESAMRDC
P.O. Box 9573
Dar-es-Salaam, Tanzania
Fax: (255-51) 46096
Tel: (255-51) 47021
Cable: ESAMRDC

IX. AFRICAN CENTRE FOR WOMEN

Project: Group Training and Seminar on Management and Leadership for Women

Medium of instruction: English

Location: Addis Ababa

Duration: 4 days

Objectives: Enhancement of women's Management/leadership capabilities

Programme: To be designed in collaboration with relevant training institution

Admission: To be determined

Number of participants: 20 to 25

Deadline: Second week of June 1995

Application form and further information may be obtained from:

The Executive Secretary
United Nations
Economic Commission for Africa
P.O. Box 3001
Addis Ababa
Ethiopia

X. TRANSPORT, COMMUNICATIONS AND TOURISM DIVISION

Project: Regional Transport Data Base for Africa

Medium of instruction: English

Location: Addis Ababa

Duration: 5 days

Objectives: To test the effort of pilot countries in data collection methods covering the transport mode

Programme: Data collection methodologies and programmes indications in transport.

Admission: Representatives of pilot countries for the project namely: Burundi, Burkina Faso, Senegal, Mali, Uganda, Lesotho.

Number of participants: 25

Deadline: To be determined

Financing: Covers transport data component of World Bank/ UNDP Project in the pilot Countries.

Application form and further information may be obtained from:

The Executive Secretary
United Nations
Economic Commission for Africa
P.O. Box 3001
Addis Ababa
Ethiopia

XI. REGIONAL INSTITUTE FOR POPULATION STUDIES (RIPS)

Project: Graduate Programme in Population Studies

Medium of instruction: English

Location: University of Ghana, Legon

Duration: October to September, each year

Objectives: To meet the need for Professional Training in Population Studies and Research, especially in the area of Population and Development Interrelationships.

Programme: Introductory courses dealing with the major problems societies face in the field of population and their responses to them; Technical Demography; Substantive Demography; Population and Development Interrelationships/Advanced Techniques of Demographic Analysis Research and Computational Methods; Dissertation.

Admission: For the M.A. degree, a good first degree in any of the social sciences, mathematics, statistics and related subjects.

Number of participants: for the M.A. 25, M. Phil. 2 and Ph.D 2

Deadline: 30th June each year

Financing: Fellowship is provided by the United Nations Population Fund (UNFPA).

Application form and further information may be obtained from:

The Director
RIPS
P.O. Box 96
Legon, Ghana
Telegram RIPS, Accra, Ghana
Telex: 2164 RIPS GH; or UNDEVPRO GH
Tel: 774070; 775381 Ext. 8810

XII. TRADE AND DEVELOPMENT FINANCE DIVISION

Project: Regional Workshop on Rationalization of Markets (1995)

Medium of instruction: English

Location: Addis Ababa, Ethiopia

Duration: 3 days

Objectives: To standardise the products and services in Africa with the view of enhancing trade in Africa.

Programme: Lecture note/studies

Admission: Middle level managers of trade promotion institutions.

Number of participants: 52

Deadline: October 1995

Financing: Regular Budget

Note: Submissions may be made in either English or French and/or both but preferably in the language in which the course is given.

Application form and further information may be obtained from:

The Executive Secretary
United Nations
Economic Commission for Africa
P.O. Box 3001
Addis Ababa
Ethiopia

PART II - PARTIE II

TRAINING INFORMATION NOTICE No. 83
NOTICE SUR LA FORMATION Nr. 83

TABLE OF CONTENTS/
TABLE DES MATIERES

PART II - PARTIE II

INTERNATIONAL ORGANISATIONS/
ORGANISATIONS INTERNATIONALES

A.1	TRAINING IN AFRICA	1
A.1.1	TRAINING IN ETHIOPIA	1
	<u>TADAM Trade Organization</u>	1
A.1.1.1	Orientation in European and English Law (see the University of Bradford)	1
A.1.2	TRAINING IN GHANA	2
A.1.2.1	<u>A Computer Training Course for Health Professionals on Data Management in Drug Use Studies (International Network for Rational use of Drugs (INRUD)</u>	2
A.1.3	TRAINING IN SWAZILAND	4
	<u>Mananga Management Centre</u>	4
A.1.3.1	Personal Assistants Course	4
A.1.3.2	Extension Management	7
A.1.3.3	Agricultural Project Analysis and Management	9
A.1.3.4	Computer in Management	12
A.1.4	TRAINING IN UNITED ARAB REPUBLIC	14
	<u>International Training Courses in Economics, Geology and Ore Deposits</u>	14

A.1.4.1	Geology and Exploration of Nuclear Raw Material	14
A.1.4.2	Ores in Sediments - Genesis and Exploration . . .	16
A.1.4.3	Tenesis of Vein and Stockwork Deposits, with Special Reference to Zoning and Paragenesis	17
A.1.4.4	Red Sea - Nile Valley Field Seminar	18
A.1.4.5	Sinai International Field Seminar	19
A.2	TRAINING IN ASIA	
A.2.1	<u>Goa Institute of Management, India</u> (see University of Manchester A.3.4.10)	20
A.3	TRAINING IN EUROPE	21
A.3.1	TRAINING IN IRELAND	21
A.3.1.1	IMI Effective Chief Executive Programme	21
A.3.2	TRAINING IN ITALY	24
A.3.2.1	International Trade Law Post-Graduate Course	24
A.3.3	TRAINING IN THE NETHERLANDS	26
A.3.3.1	International Institute for Aerospace Suvey and Earth Sciences	26
A.3.4	TRAINING IN UNITED KINGDOM	29
A.3.4.1	Programmes in Development Administration 1994-96	29
A.3.4.2	Economic Policy Managemment (University of Bradford)	33
A.3.4.3	Women in Senior Management	36
A.3.4.4	Economic Policy Management	39
A.3.4.5	Postgraduate Certificate/Diploma in Project Management	42
A.3.4.6	Agricultural Project Planning and Analysis	46

A.3.4.7	Environmental Impact Assessment and Project Appraisal in Developing Countries	49
A.3.4.8	Managing Sustainable Projects and Programme	51
A.3.4.9	Orientation in European and English Law	54
A.3.4.10	Development Management (University of Manchester)	56
A.3.4.11	Computer Information Technology and GIS	58
A.3.4.12	RIPA International Management of Training	61
A.3.4.13	Project Management	64
A.3.4.14	Management Information Systems	67
A.3.4.15	Fraud and Corruption: Preventive Systems	69
A.3.4.16	Financial Management	71
A.3.4.17	Management Development for Women	74
A.3.4.18	Advanced Management in Government	76
A.3.4.19	Marketing Non-Traditional Exports	78
A.3.4.20	Management Services	80
A.3.4.21	Public Relations	82
A.3.4.22	Management of Registries and Public Records	84
A.3.4.23	Contracting out and Privatization	86
A.3.4.24	Personal Computing	89
A.3.4.25	Consultancy Skills	91
A.3.4.26	Management and National Development An International Top Management Seminar	93
A.3.4.27	Judicial Administration	96
A.3.4.28	Legislative Drafting	99

	Pages/ Pages
A.3.4.29 Human Resources - Budgeting and Job Inspection (Formerly Manpower Budgeting and Staff Inspection)	102
A.3.4.30 Parliamentary Administration	104
A.3.4.31 Management of Civil Service Reform	106
A.3.4.32 Destination Marketing for National Tourist Offices	
A.3.4.33 Crown Agent Courses	110
A.4 TRAINING IN UNITED STATES (Harvard University)	156
A.4.1 Environmental Economics and Policy Analysis . .	156
A.4.1.1 International Law Institute	158

**A. GOVERNMENTS AND NATIONAL INSTITUTIONS/
INSTITUTIONS GOUVERNEMENTALES ET NATIONALES**

A.1 TRAINING IN AFRICA

A.1.1. TRAINING IN ETHIOPIA

**A.1.1.1 TADAM Trade Organization
Orientation in European and English Law (see the
University of Bradford A.3.4.2)**

Application form and further information may be obtained from

**TADAM Trade Organisation
Higher 21, Kebele 01
House 375, P.O. Box 3424
Addis Ababa
Ethiopia**

A.1.2. TRAINING IN GHANA

INTERNATIONAL NETWORK FOR RATIONAL USE OF DRUGS (INRUD) - GHANA CORE GROUP

A.1.2.1 A Computer training Course for Health Professionals or Data Management in Drug Use Studies

Medium of instruction: English

Location: Centre for Tropical Clinical Pharmacology and Therapeutics: This is an academic department in the University of Ghana Medical School which was set up with funding from the WHO in 1982. Since 1988 the Centre has worked closely with the Ministry of Health and donor agencies in promoting the rational use of drugs. At the national level, it has carried out several large scale studies related to drug use in Ghana, that have contributed to health policy development. These include a baseline survey for the implementation of the Bamako Initiative, setting up a database of health records from health centres, and review of the regulatory status of oral contraceptives. Computers have been extensively used in these studies. The Centre provided a trainer for the first INRUD organised computer course in Lagos University in 1992 and the Promoting Rational Drug use course held in Accra in March 1994.

Duration: February 13 - 24 1995, Accra, Ghana

Objectives: The course will focus on the practical aspects of data collection, database design, data handling and analysis in relation to drug use studies. The WHO indicators for investigating drug use in health facilities will form the basis of the course. By the end of the course participants will be competent to use EPI-INFO Version 6 and other software for Drug Use studies.

The course is being offered by the Ghana Core Group of the International Network for Rational Use of Drugs (INRUD) in collaboration with the Centre for Tropical Clinical Pharmacology and Therapeutics, University of Ghana Medical School, and the INRUD Secretariat, Boston.

Programme: The Ghana Core Group of INRUD consists of members from universities, the Ministry of Health, and Quasi-government organisations who are actively involved in research and operational programmes to improve rational use of drugs in health care settings. Their ultimate goal is to investigate the efficacy of interventions, in order to incorporate these interventions into the health care system, especially at the level of district management. The scope of activities of INRUD Ghana to improve drug use includes:

- (a) at the national level, to persuade health policy makers to devise effective pharmaceutical policies related to drug use;
- (b) at district level, to work with district managers to field test interventions in operational settings;
- (c) at hospital level, to develop and disseminate policies to improve clinical care and cost-effectiveness;
- (d) at primary care level, to work with health centre physicians and paramedics to improve their prescribing practices. The group is currently seeking ways of improving the use of drugs at the community level.

Methodology: The course will be conducted in English. Each participant will have one computer to work on. The course will consist mainly of hands-on experience with brief introductory lectures and group work. Participants will undertake field trips to collect in-patient information to use during the training. Course materials and software have been developed by the trainers, Management Sciences for Health (Boston and Washington) and the Drug Policy Group (Harvard Medical School, Boston).

Fees: The fee of US\$1,899 covers tuition, course materials, shared accommodation, breakfast and lunch. Participants will be provided US\$20 per day to cover dinner and allowed expenses. Participants should plan to bring sufficient money for incidental expenses like laundry, postage, telephone calls etc. Airfare and health insurance are the responsibility of the sponsoring organization or participant. Details of exact course location and lodging will be provided at a later date.

Deadline: 15 January 1995

Application form and further information may be obtained from:

Ms Millicent E. Tawiah
Centre for Tropical Clinical
Pharmacology and Therapeutics
University of Ghana Medical School
P.O. Box 4236, Accra, Ghana

A.1.3 TRAINING IN SWAZILAND

MANANGA MANAGEMENT CENTRE

A.1.3.1 Personal Assistants Course

Medium of instruction: English

Location: Mhlume, Swaziland

Duration: 10 April to 12 May 1995

Objectives: At the end of the course participants will:

- (a) Understand the role of Personal Assistant and carry out the duties with greater confidence
- (b) set priorities and organise systematically
- (c) Communicate effectively and maintain an excellent image of the office of the top executive
- (d) Be better at handling interpersonal relationships
- (e) Reduce pressure on the top executive
- (f) Be assertive in handling work situations

Course Participants: Personal Assistants of executive Secretaries to:

- (a) Managing Directors, General Managers or Heads of Department in commercial or parastatal organisations.
- (b) Cabinet Ministers, Permanent Secretaries or other senior officials in government ministries and department.

The advantage of attending course at Mananga is the excellent opportunity there is for personal assistants/executive secretaries to learn from the experiences of others who come from all over the developing world ranging from the Caribbean, Africa, the Indian sub-continent, South East Asia and the Pacific.

Programme:

1. Interpersonal Relationship

- (a) Leadership
- (b) Motivations
- (c) Office politics
- (d) Communication process

- (e) Effective speaking
- (f) Report writing
- (g) Minute taking
- (h) Quick reading
- (i) Assertiveness
- (j) Public relations
- (k) Conflict resolution
- (l) Self development and Career planning

2. Functions of Management

- (a) Planning and control
- (b) Organising and Organisation culture
- (c) Marketing
- (d) Planning and control
- (e) Financial management
- (f) Personnel management
- (g) Time Management
- (h) Decision making & Problem solving

3. Managerial Awareness

- (a) Computers in management
- (b) Gender issues and Women in management
- (c) Management survey
- (d) Creating a positive self image
- (e) Law and meetings
- (f) Secretarial office techniques
- (g) Interfacing with top executives

Methodology: The basic feature of every Mananga course is its practical nature. Each course is based on a series of practical exercises, projects, syndicate activities, case studies and role playing. These are supplemented by group discussions and lectures containing the most pertinent and up-to-date information.

The Mananga training approach, therefore, is to make maximum use of learning situations where participants are directly involved in analyzing and solving problems similar to those faced by their various organisations. By being involved in these learning activities, it is expected that participants will develop a high level of confidence and skill in dealing with actual situations in their organisations. This hands-on learning approach has often been referred to as the Mananga experience.

Fees: Tuition Fee	US\$2,950
Board and	
Accommodation	US\$1,925
Total	US\$4,875

Further information and application: application form may be obtained from:

The Director
Mananga
P. O. Box 20
Mhlume
Swaziland

Tel. (+268) 31133 or 31334
Fax. (+268) 31135
Telex 2320 WD

A.1.3.2 Extension Management

Medium of instruction: English

Location: Mhlume, Swaziland

Duration: 15 May to 16 June 1995

Objectives: The course will build on both the professional and managerial knowledge and skills of participants to enhance their own competence and improve the performance of the subordinates. Participants will also gain a deeper understanding of the development process and methods of obtaining commitment and participation of their clients.

Course participants: The Extension Management course designed to benefit managers who are directly involved in extension service delivery or extension related activities managers from agricultural development projects, rural development projects, teachers and researchers in extension programmes and personnel from relevant Non-Government Organisations are eligible. Also eligible are managers from the rural health sector, for example, providers of primary health care and immunisation programme managers.

Women are particularly encouraged to apply.

Programme:

1. Extension Services and Development
 - (a) The concept of development
 - (b) The role of extension in development
2. Extension project formulation
 - (a) Project formulation tools
 - (b) Environmental issues in development
 - (c) Gender issues in development
3. Group process and interpersonal relationships
 - (a) Management functions
 - (b) Extensional programme planning
 - (c) Organisational structures for extension service delivery
 - (d) Extension-research-farmer linkages
 - (e) Preparation and delivery of extension messages
 - (f) Monitoring and evaluation of extension activities
 - (g) Agricultural marketing
4. Group process and Interpersonal Relationships
 - (a) Perceptions

- (b) Leadership development
- (c) Motivation within an extension service
- (d) Participatory decision making
- (e) Management of conflict

5. Financial Management

- (a) Management accounting
- (b) Budgeting

Methodology: Participant-centred approaches which are rooted in adult learning principles will be employed, lecturers, case studies, role plays, plenary discussions, syndicate group exercises, field trips, video playback of participant activities and training videos will be used to facilitate the learning process.

Course Director: Samuel Am Sowah BSc (Agric.) UST Ghana MA (Bus. Mgmt) (Central Michigan)

Sam is a specialist in organisational behaviour and agricultural extension management. He has over 20 years experience in project management, management of training and training delivery. He has worked in a number of countries in West Africa, East Africa, and the Southern African region. His work experience and knowledge of the various countries, among others, constitute a useful resource which he brings to share with course participants.

Fees:

Tuition Fee	US\$4,450
Board and	
Accommodation	US\$1,925
Total	US\$ 6,375

Application form and further information may be obtained from:

The Director
Mananga
P.O. Box 20
Mhlume
Swaziland

Tel. (+268) 31133 or 31334
Fax (+268) 31135
Telex 2320 WD

A.1.3.3 Agricultural Project Analysis and Management

Medium of instruction: English

Location: Mhlume, Swaziland

Duration: 15 May to 16 June 1995

Objectives: By the end of the course participants will be able to:

- (a) Identify agricultural development projects appropriate to development needs
- (b) use established tools and techniques for project formulation and analysis
- (c) Write and present a project proposal, providing relevant documentation for funding purposes

APAM will thus enhance participants' knowledge and skills in preparing and analyzing agricultural and rural development projects, their knowledge of project management and their understanding of the relationship between design and implementation.

Course participants: Decision makers and managers involved in agricultural and rural development and professionals associated with planning processes. Women are particularly encouraged to apply.

Programme: The course is divided into five broad, interrelated subject areas, which together contribute towards project design for effective implementation and sustainable development, appropriate to projects of all sizes. The subject areas are:

- (a) Agricultural Development issues
- (b) Project Design and Formulation
- (c) Project Analysis and Investment of Projects
- (d) Environmental Impact Assessment of Projects
- (e) Implementation, Planning and Control
- (f) Field Case Study to consolidate learning

Methodology: The basic feature of every Mananga course is its practical nature. Each course is based on a series of practical exercise, projects, syndicate activities, case studies and role playing. These are supplemented by group discussions and

lectures containing the most pertinent and up-to-date information.

The number of participants in all course is kept at a level which ensures maximum involvement by every course member and allows a lot of individual discussion with tutors. It also ensures that the excellent management library with its user-friendly computerised cataloguing system is readily available to anyone who needs it. The computer laboratory has adequate networked work stations for individual hands-on keyboard tutorials in key applications software.

The Mananga training approach, therefore, is to make maximum use of learning situations where participants are directly involved in analyzing and solving problems similar to those faced by their various organisations. By being involved in these learning activities, it is expected that participants will develop a high level of confidence and skill in dealing with actual situations in their organisations. This hands-on learning approach has often been referred to as the Mananga Experience.

Course Director: Rangariral Taruvinga BA Hons. (Fourah Bay) MSc (Sheffield) Ph.D. Environmental Sciences (Waterloo)

Course Director of the Environmental Management in Development, Management of Rural Development and Agricultural Project analysis. Ranga also lectures on other courses on matters connected with rural development in general and the environment in particular. His career started as an assistant lecturer in the department of geography, University of Waterloo, Canada, then moved to Zimbabwe's Agricultural Technical and Extension Services, where he was involved in land use planning, resettlement and extension planning. Before coming to Mananga in 1988 he was with the Agricultural and Rural Development authority, Zimbabwe as Deputy Controller of Planning and Development.

Fees: Tuition Fee US\$4,450
Board and
Accommodation US\$1,925
Total US\$6,375

Further information and application: application form may be
obtained from:

The Director
Mananga
P. O. Box 20
Mhlume
Swaziland

Tel. (+268) 31133 or 31334
Fax. (+268) 31135
Telex 2320 WD

A.1.3.4. Computers in Management

Medium of instruction: English

Location: Mhlume, Swaziland

Duration: 10 April to 12 May 1995

Objectives: The course is structured to provide participants with basic skills in computer application programmes with hands-on experience in Mananga's fully-equipped computer training laboratory. Modules to facilitate an understanding of management theory and practice are introduced at various junctures in relation to the type of software presented.

Course participants: Managers and technical professionals who have had little exposure to computers but who need to understand the modern approaches to information technology so as to improve the effectiveness and efficiency of their own performance and that of their subordinates.

Women are particularly encouraged to apply.

Programme:

- (a) Introduction to computers and DOS including an introduction to barefoot engineering.
- (b) Application programmes (word processing, spreadsheet, data base and accounting software) and utilities programmes.
- (c) Management topics (functions of management, planning and control, decision making, management of change, financial reporting, budgeting, and report writing)
- (d) Information technology: looking at the role of communication in management decision making processes and the need for IT strategies.
- (e) To consolidate practical computer skills training and management training, participants undertake a study of an IT problem in their workplace

Methodology: (same as in B.1.2.3)

Course Director: Peter B. Morton BSc (Admin) CA (Ghana)

Course Director, Entrepreneurship and Privatisation course, Computers in Management course, the Management Development Programmes (PC57) and the management of irrigation projects course. Peter is also a Senior Lecturer in Accounting and Financial Management, currently teaching budgeting, investment appraisal, management and rural credit management. Peter joined

Mananga in 1989 from the University of Maiduguri where he taught for seven years in the Department of Accountancy leaving as a Senior Lecturer. He previously worked as an accountant for a

Fees: Multi-nation company and in a professional accounting office.

Tuition Fee US\$4,450
Board and
Accommodation US\$1,925
Total US\$6,375

Application form and further information may be obtained from:

The Director
Mananga
P. O. Box 20
Mhlume
Swaziland

Tel. (+268) 31133 or 31334
Fax. (+268) 31135
Telex 2320 WD

A.1.4 TRAINING IN UNITED ARAB REPUBLIC

INTERNATIONAL TRAINING COURSES IN ECONOMICS, GEOLOGY AND ORE DEPOSITS

A.1.4.1 Geology and Exploration of Nuclear Raw Material

Medium of Instruction: English

Location: Cairo University

Duration: 14 - 22 January, 1995

Objectives: The course will provide an overview of the geologic types of uranium deposits following more or less the classification of the International Atomic Energy Agency, as well as other NRM used in the nuclear industry for peaceful applications of Atomic Energy.

The Main topics of the course:

- Basic informations and concepts of the geology of nuclear raw materials, with special emphasis on uranium, including their main uses in the peaceful application of atomic energy.
- Geochemistry and Mineralogy of Uranium, thorium and other NRM.
- Geologic types of Uranium Deposits and other NRM, with examples from well known deposits and mining areas, with emphasis on those types which could have counterparts or high potentialities in the Arab Countries.
- Basic definitions, terminology and concepts used in dealing with deposits of Uranium and other NRM, which are necessary to follow the international economic aspects of such deposits.
- Analysis of the current stituation of the world supply and demand of ranium and othe NRM, as well as their market structure.
- Review of the besic sources of information on NRM.
- Environmental impacts of mining, milling, handling and use of radioactive raw materials.
- Basic concepts of exploration of NRM.
- A field trip is planned to visit the Uranium occurrencies in the granitic rocks of the Eastern Desert and Red Sea, Egypt. An overview of some highlights of Geology of Egypt will be also covered in this trip.

- Participants will receive an updated manual, in addition to a guide book to the field trip.

Course Participants: This course is designed for professional geologists and mining engineers engaged in prospecting and exploration for Nuclear Raw Materials (NRM), as well as development of areas where such materials were discovered. Research students who want to direct their research programmes to geologic aspects of NRM. will also benefit from this course.

Application forms and further information may be obtained from:

Dr. Ali Sadek
4 El-Gehad Street
Meidan Lebanon Mohandseen
Cairo, Egypt

A.1.4.2 Ores in Sediments - Genesis and Exploration

Medium of Instruction: English

Location: Cairo University

Duration: 15 - 23 April, 1995 (5 days lectures + 4 days Field Trip)

Course Participants: Economic Geologists, Engineers and Geologists dealing with Planning and Mining production.

Programme:

Ores in clastic facies:

- (a) Discussion of typical examples on all five scales (regional, local, outcrop, hand-specimen and microscopic).
- (b) Microscopy of the ores, host rocks, and concentration products of the ore deposits.

Ores in transitional facies.

Ores in Carbonate facies.

Ores in the Karst facies.

Miscellaneous facies.

Siratabound and stratiform deposits

- (a) Precambrian Deposits (Pb, Zn, Cu)
- (b) Paleozoic Deposits; (Cambrian malachite in clastic facies and Carboniferous Mn, Cu, U deposits)
- (c) Mesozoic Deposits; Ironstones, laterites and phosphorites.
- (d) Cenozoic Deposits; Fe laterites, Egyptian Alabaster, etc.

Fees: US\$ 1,900 (including accommodation in Cairo + Field Trip)

Application form and further information may be obtained from:

Same as B.1.4.1

A.1.4.3 Genesis of Vein and Stockwork Deposits, with Special Reference to Zoning and Paragenesis

Medium of Instruction: English

Location: Cairo University

Duration: 29 April - 7 May 1995 (4 Days lectures + 5 Days Field Trip to the Red Sea)

Course Participants: Economic Geologists, Exploration Geologists, Engineers and Mining Geologists.

Programme:

- (a) Types of Ore Deposits through Earth History; Types of ore deposits in an evolutionary sequence of changes throughout Earth history will be reviewed.
- (b) Mineral Paragenesis and Macrostructure in Vein Deposits; The concepts of mineral paragenesis and mineral association will be reviewed and the application of these concepts to vein deposits will be examined on the macrostructure of ore body. A fracturing or reopening during mineralization is a common feature of vein deposits. Major stages of mineralization should be distinguished by major tectonic time breaks.
- (c) Hypogene Zoning; Zonal theory debated by many authors will be reviewed and then polyascendent hypogene zoning developed in the subvolcanic Sn - W - bearing poly metallic (Cu, Zn, Pb, As, Bi) vein deposits on the order of ore field and ore body will be examined, taking structural elements for localizing ore shoot. Characteristics of mineralogical and geochemical changes during polyascendent mineralization into account.
- (d) Porphyry Copper Deposits and Strata-bound Deposits; Mineral assemblages of alteration zones in porphyry copper deposits and geochemical characteristics of stockwork deposits in strata-bound deposits will be discussed.

Fees: US\$2,000 (Including accomodation in Cairo + Field Trip to the Red Sea)

Application form and futher information may be obtained from:

Same as B.1.4.1.

A.1.4.4 Red Sea - Nile Valley Field Seminar

Medium of Instruction: English

Location: Red Sea - Nile Valley Field

Duration: 8 - 12 January 1995

Programme: The five-days Field Seminar, starts from Cairo via Cairo - Suez Road, towards the Gulf of Suez Petroleum province, Red Sea, Eastern Desert and finally the Nile Valley (Upper Egypt, Luxor and Abu Semple).

First Day:

- Will cover the stratigraphic sequence of the area between Cairo and Suez (Eocene, Oligocene, Miocene and Pliocene) in addition to the main structural features.
- From Ain Sukhna (50 Km. South of Suez) via Northern Galala, will visit Wadi Araba, Southern Galala, St. Paul to Hurghada. The Field Seminar will cover the Stratigraphy of this area from the Paleozoic to the Recent, in addition to the Geotectonic History of the Gulf of Suez.

Second Day: (Zeit Area)

- The Seminar will cover the G. Zeit, and the Geology of the area between G. Zeit and Esh Mellaha Basement Complex.
- Afternoon a cruise tour to Giftoun Island in the Red Sea.

Third Day: (Hurghada - Qusseir - Luxor)

- Will cross the Eastern Desert from Hurghada to the Nile Valley to reach Luxor. Along this course will cover the Precambrian Basement, ancient sites of the Pharaonic mining activities.

Fourth Day: (Luxor Area)

- Will examine the Late Cretaceous/Early Tertiary Contact (Type sections) on the Western Bank of the Nile at Thebes, and a visit to the Wadi of the Kings and Queens.

Fifth Day: (Luxor - Abu Semple - Cairo)

- By plane will travel morning from Luxor to Abu Semple and return to Cairo afternoon.

Application form and further information may be obtained from:

Same as B.1.4.1

A.1.4.5. Sinai International Field Seminar

Medium of Instruction: English

Location: Sinai International Field

Duration: 19 - 23 March 1995

Programme: The Sinai Peninsula consists of an elongated body of the Northeast African Continent, roughly 200 km. (120 miles wide on the north along the Mediterranean Sea, and 400 km. (240 miles) long from the north boundary to the south tip where the Red Sea bifurcates into the Gulf of Suez and the Gulf of Aqaba.

Sinai is a vast and geologically diverse land. It is also a major producer of oil from the Gulf of Suez, in addition to some economic ores.

In this Field Seminar will focus on the Stratigraph, Structure and Tectonics.

Stratigraphy: The sedimentary cover of Sinai overlying the Precambrian basement, consists of over 6000 m. (20,000 feet) of Phanerozoic sediments. The Paleozoic sandstones and shales of the Nubian facies are estimated up to 1000 m. (3,250 feet). The Mesozoic carbonates, sandstones and shales reach about 3100 m. (10,000 feet) while the Cenozoic sandstones, shales, carbonates and evaporites are estimated up to 4600 m. (1,500 feet). The plaeozoic and Mesozoic sequences thin shouthwards onto the Arabo-Nubian Shield, whereas the Cenozoic reaches its greatest thicknesses within the Gulf of Suez.

Structure and Geotectonics: Sinai Peninsula lies at the junction of African, Arabian and Eurasian plates. Its unique tectonic setting affords an unusual opportunity to clearly observe on a large scale three fundamentally different structural styles;

1. Reverse Faulting in North Sinai.
2. Normal Faulting in the Gulf of Suez.
3. Strike-slip Faulting in the Gulf of Aqaba.

Understanding the temporal and spatial relationships of these features provides a potentially useful perspective for oil and gas exploration in addressing the question of generation, migration and accumulation of hydrocarbons.

Fees: US\$ 800

Application form and further information may be obtained from:

Same as B.1.4.1

A.2 TRAINING IN ASIA

A.2.1 GOA INSTITUTE OF MANAGEMENT INDIA

(see University of Manchester, A.3.4.11)

Application form and further information may be obtained from:

The University of Manchester
Institute for Development Policy and Management
Crawford House, Oxford Road
Manchester M13 9QS, UK

Telephone: (0)61-275-2800
Telex: 669755 Office G att IDPM
Fax: (0)61-273 8829

A.3 TRAINING IN EUROPE

A.3.1 TRAINING IN IRELAND

IRISH MANAGEMENT INSTITUTE

A.3.1.1 IMI Effective Chief Executive Programme

Medium of Instruction: English

Location: Irish Management Institute, Ireland

Duration: 3 April to 12 May 1995

Objectives: The key to the success of Ireland's industry and parastatals in effective management. As the principal trainer of managers in Ireland since 1952, IMI has made its own contribution to their success.

IMI trained managers are found at all levels in Irish companies, from chairman and chief executive through senior management to middle and junior levels. IMI develops managers through all stages of their careers.

IMI is not just an institute, it is a network of managers. Because IMI is a membership organisation, its Irish clients are also its owners. This means that courses are kept up-to-date and practical. All of IMI's trainers have substantial management experience in their own fields of expertise. All IMI courses include contributions from successful practising managers.

IMI trains over 5,000 managers each year in all functional areas and in general management. The Institute's 200 courses per year range in length from short courses (3-5 days) through medium length modular courses (10-30 days) to two-year Master Degree Programmes.

Since 1970, IMI's international courses have attracted participants from 50 different countries in all parts of the world. IMI also conducts tailor-made courses in all topics for organisations around the world. IMI's clients include the Commission of the European Union, UNDP, ILO and the World Bank. IMI's home is the National Management Centre in Dublin. This centre, which won a European Architectural Design award, is located in its own parkland. The centre has its own TV studios, information technology centre and restaurant. The library holds over 17,000 titles and takes more than 350 journals.

Programme: General Management

- (a) The nature of management with particular reference to the role of the Chief Executive.
- (b) Organisation design
- (c) Relationships of the Chief Executive with the Board and with Government.
- (d) Issues involved in the privatisation of state enterprises.

Strategic Business Planning

- (a) Techniques and skills involved in the planning process.
- (b) Review of current thinking and best practice.

Leadership and Motivation

- (a) Team building and managerial leadership.
- (b) Motivation for performance improvement
- (c) Leadership styles.

Personal Skills

- (a) Chairmanship, managing meetings effectively.
- (b) Interviewing, appraising
- (c) Skills of persuasion and influence.

Managing Change

- (a) Strategies for change.
- (b) Getting commitment and handling resistance.
- (c) Key factors in bringing about real change.

Manpower Planning and Development

- (a) Recruitment and selection.
- (b) Performance measurements, employee productivity.
- (c) Reward systems.

Finance and Accounting

- (a) Interpreting and using financial reports in decision-making
- (b) Financial planning, budgetary control.
- (c) Investment appraisal techniques.

Marketing Management

- (a) The marketing concept in both developed and developing economies.
- (b) Drawing up a practical marketing plan.
- (c) Pricing and distribution

The Role of computers in Modern Business

- (a) Developments in information technology.
- (b) Costs and benefits.
- (c) Hands-on experience of personal computers.

Methodology: Since the goal of this course is to assist you to become professionally and personally more effective; you will at all times be helped to relate the topic under study to your job and your organisation

The course is structured to include lectures, case studies, role playing, personal tuition, discussion, reading, self-diagnosis, feedback and goal setting, using the resources of the National Management Centre including closed-circuit TV, personal computers and the library.

Six months after the course we shall contact you for your retrospective evaluation of this course, to find out how it has made a difference to your job and your company. Comments from previous courses have been extremely favourable.

Fellowship: Many previous participants on this programme have obtained fellowships from the Commission of the European Union (EU) and from various agencies of the United Nations

Fees: IR£7,200 - this includes all tuition, accommodation, meals, internal transport, documentation, personal library and follow-up services.

Application form and further information may be obtained from:

Mrs. Romaine Farrell
Irish Management Institute
Sandyford Road
Dublin 16, Ireland

A.3.2 TRAINING IN ITALY

A.3.2.1 International Trade Law - Postgraduate Course

Medium of Instruction: English

Location: International Training Centre of the ILO
Turin, Italy

Duration: 6 April - 20 June 1995

Objectives: The current trend in international trade relations implies close co-operation among companies and professionals throughout the world as an essential prerequisite for steady economic growth. The course aims at providing the candidates with specialised knowledge in international trade law and contracts drafting.

Participants:

- (a) The number of participants is limited. Full-time attendance is required throughout the programme.
- (b) Graduates in law, business or economics and undergraduates in their last year of studies (provided they are on schedule with their exams) may apply.
- (c) Candidates should fill in the application form obtainable from the Secretariat, or, should this not be possible, complete a request indicating their name, place and date of birth, nationality, full address (including telephone number and area code), language knowledge, specialisation courses attended, and any other relevant information. They should include a copy of their degree or certificate (original or photostat), showing the results of examinations; undergraduates should produce a statement by the University, also showing the results of examinations. Application and supporting documents will not be returned.
- (d) Requests should be forwarded to the Secretary by 23 January 1995 at the latest.

Programme:

- (a) Origin and evolution of international trade, structures and transformation of international markets;

- (b) Commercial and industrial strategies of the major trading blocks: USA, Japan and EU (with particular reference to the European internal market);
- (c) Legal issues in international trade among groups of countries with different levels of economic development and social patterns (North-South; East-West);
- (d) Instruments, policies and rules of the main economic and financial International Organisation;
- (e) Sources of law of international trade;
- (f) Main types of contracts for international trade: sale of goods, technology transfer, joint ventures, sub-contracting, countertrade, leasing, factoring, merger and acquisition, financing agencies, franchising;
- (g) Methods and instruments of payment, international investment guarantees.

The lecturers are professors from Italy and other countries, senior officials of international bodies, experts from financial and industrial fields and law consultants.

Teaching will take place every morning from Monday to Friday; afternoons will be devoted to case-study analysis, individual readings or other academic activities.

The participants will be provided with documentation on the topics of the course.

Fees: 3,500,000 Italian Lire; for non-workers 1,700,000 Italian Lire

Financing: A limited number of scholarships is available for foreign students or Italians not from Turin to cover part of the boarding expenses. Such scholarships are awarded on the basis of the candidates' files, upon written request in the application.

Upon request, participants may be accommodated on the campus of the International Training Centre of the ILO.

Application form and further information may be obtained from:

University Institute of European
Studies of Turin
Via Sacchi 28 bis - I-10128, Turin
Tel. 39 11 56.25.458/54.41.93
Fax: 39 11 53.02.35

A.3.3. TRAINING IN THE NETHERLANDS

A.3.3.1 International Institute for Aerospace Survey and Earth Sciences

Medium of Instruction: English

Location: Enschede, The Netherlands

Duration: Postgraduate courses last 11 months
MSc courses last 21 months

Objectives: To prepare staff from organizations dealing with land related data to initiate, stimulate and manage the process of development of a digital geographic information system (GIS) in their organization.

To prepare staff from educational institutes to develop course elements related to the establishment and operation of geographic information systems.

Course Participants: The courses address active professionals in senior technical or managerial position in organizations dealing with land related data. They are or will be involved in the design, planning and application of a geographic information system in their organizations. Participants will generally have background in one of the spatial sciences (e.g., land surveying, cartography, agricultural sciences, forestry, environmental sciences, etc.)

Programme:

Postgraduate diploma courses (GIC.3, GIU.3, GIR.3)

Block I Fundamentals of GIS (3 months); including computing, theory of GIS, spatial data capture, processing and visualization, information analysis, database design and implementation.

Block II Specialization per application area and common technical training in dBase IV, Arc/Info. ILWIS (3 months); see below.

Block III Management of information systems (2 months): system development methodology, economics of GIS, GIS management issues, municipal information system design and implementation, system specifications, software

training on CASE tools. Compulsory and/or optional subjects: linear programming, cadaster and land reform, advanced databases, Arc/Info under Unix, Oracle, national information infrastructure, project planning and management of change, etc.

Block IV: Final project (3 months): individual project work on participant's own subject of interest.

Master of Science courses (GIU.2, GIC.2, GIR.2)

Blocks I, II and III as above, continuing with:

Block B: Advanced course work (4 months): advanced GIS and database subjects, knowledge based systems and application-specific subjects. Starting and managing thesis research.

Block VI: Research (fieldwork) and thesis writing (maximum 9 months)

Methodology:

- (a) Take part in lectures, case studies and practicals to gain theoretical knowledge and technical experience (postgraduate);
- (b) Expand on theoretical subjects, prepare and carry out research projects and write a thesis (MSc).

Admission: For admission to these courses, applicants should hold a BSc degree from a recognized university in one of the spatial sciences, or be able to demonstrate an equivalent level of education. Preferably they should also have some years of working experience.

Applicants for the MSc courses should have gained their BSc degree with good marks. They should attain an average weighted mark of at least 75 in the postgraduate course and show an aptitude for independent study.

Proficiency in the English language is also required (minimum requirement Test of English as a Foreign Language (TOEFL) 500 or British Council test 6.0).

Fees: The course fees for the 11 - month postgraduate GIS courses are NLG 11,000 and for the 21 - months MSc GIS courses NLG 26,500 (Rural NLG 22,500). Additional fixed costs for the postgraduate GIS courses are NLG 3,800 and for the MSc courses NLG 5,200. Subsistence allowance including accommodation is

estimated at NLG 1,500 per person per month. Please note that international travel expenses are not included.

Application for and further information may be obtained from:

ITC Student Registration Office
Attn. A. Kijnstra
P.O. Box 6
7500 AA Enschede
Netherlands

A.3.4 TRAINING IN UNITED KINGDOM

THE UNIVERSITY OF BIRMINGHAM

A.3.4.1 Programmes in Development Administration 1994-96

Medium of instruction: English

Location: Birmingham, U.K.

Duration: 1994 - 1996

Objectives: The Development Administration Group (DAG) is a self-financing department within the School of Public Policy at the University of Birmingham, providing training, consultancy and research services to a world-wide range of government and non-government clients at national and sub-national levels. The DAG is committed to promoting effective development management and good government, particularly at local level, both urban and rural. This is based upon the firm belief that strong local government and public participation in decision making, and the strengthening of "local" capability, provide sure foundations for political democracy, sustainable development and effective service delivery.

Course participants:

Programme: Postgraduate Programmes

1. Diploma Programmes (9 months October -June)

This diploma is particularly relevant to senior local government officers or ministry officials dealing with local level management.

- (a) Diploma in Development Finance (with Department of Accounting and Finance)
- (b) Diploma in Health Management (with the Health Services Management Centre)
- (c) Practical fieldwork in health care management
 - an internationally supervised 3 week field attachment that may be related to individual participants' dissertations and project work.

Masters Degrees

The course fee for Masters degrees for 1994/5 is £6,500 (£3,450 for UK/EC students), except for the Masters in Health Care Management for Developing Countries (£8,500 including the international field visit).

Application form and further information may be obtained from:

Dr. Donald Curtis
The Director
Development Administration Group
School of Public Policy
The University of Birmingham
Birmingham B15 2TT
United Kingdom

UNIVERSITY OF BRADFORD

A.3.4.2 Economic Policy Management

Medium of instruction: English

Duration: 9 January - 17 February 1995

Objective: The Course is designed to provide participants with a framework for analyzing the possible effects of economic policy decisions in a practical and relevant way.

The use of computer simulation techniques will enable participants to gain "hands - on" experience of macro-economic management.

Much of the material used in the course will be related to the financial programming framework of the IMF and the adjustment policies of the World Bank, because of the importance that these have in influencing economic policy making. They will, however, be discussed critically so that a balanced appraisal of their adequacy in different institutional settings may be made.

In keeping with the applied orientation of the course, case studies of three countries (economies in transition from socialism and developing economies) will be used to illustrate the problems of policy making in different social and political contexts.

On completing the course participants should be in a better position to:

- (a) Identify and prioritizs the macro-economic challenges facing a country
- (b) Be aware of the interactions, trade-offs and possible shortcomings of policy instruments in tackling these challenges
- (c) Understand the data requirements for the design of a macro-economic policy framework

Programme: In addition to the use of simulation techniques the course will provide a grounding in some of the basic tools of economic policy analysis, including the interpretation of macro-economic data and the results of formal statistical analysis of this data.

To provide a background and context for the policy analysis to be conducted during the course, there will be a general discussion of stabilisation and structural adjustment policies, their instruments, objectives and results. This will be complemented by short discussions of individual policy instruments and objectives, together with their transmission mechanisms. Particular attention will be paid to the creation of new institutions (such as currency boards) for the implementation of monetary and fiscal policy in transitional and reforming economies

Finally the course will link macro-economic policy making to industrial development policy. Some time would also be devoted to considering the social effects of economic adjustment.

The course will involve considerable use of computers for the purposes of simulations. However, one of the objectives of the course is to demonstrate the uses of computers for the purposes of policy analysis. Thus no prior computing experience will be assumed and the necessary computing skills will be taught as an integral part of the course

Topics covered include:

- Stabilisation and structural adjustment
- Financial Programming
- Currency Boards
- Balance of Payments
- Inflation
- Devaluation
- Tax Reform
- Trade Liberalisation
- Price Liberalisation

Part I: The Basic Tools

What is economic policy management? The meaning of and links between stabilisation and structural adjustment. Introduction to computing and data management. The implementation of National Accounting and consistency frameworks on a computer. Use and interpretation of regression analysis.

Part II: Policy instruments and objectives

Seminars on: exchange rate and trade policy; monetary and fiscal policy; inflation; institutional constraints to policy making. The IMF financial programming framework implementation on the computer under different assumptions. Industrial policy, main

issues and linkages with macro-instruments. Participants design a financing adjustment programme on the computer and discuss the impact of the programme on the real economy.

Part III: Case studies and Workshops

Case studies of policy making in three countries are presented. The social impact of adjustment. The viability of differing adjustment programmes according to their impact on social and political structures. Policy workshops; participants present short papers on policy making in their own countries.

Fees: The fee is £5500 and covers tuition, accommodation and all materials provided as part of the course. A minimum daily allowance of £19 is recommended for living expenses. funds should also be available for books, clothing and other incidental costs.

Application form and further information may be obtained from:

The Course Director
Economic Policy Management
Development & Project Planning Centre
University of Bradford
Bradford, UK BD7 1DP

Fax: National (0274) 3852890
International (44 274) 385280

A.3.4.3 Women in Senior Management

Medium of instruction: English

Location: Bradford, U.K

Duration: 30 January - 7 April 1995

Objectives: This ten-week course aims to help experienced middle-training and senior women managers to use their skills more effectively by:

- (a) understanding their own career patterns and the effects of being a woman on these;
- (b) planning their future careers and strategies for accomplishing these;
- (c) analyzing the formal and informal workings of their organisations and how gender dynamics are involved in these;
- (d) developing their skills of decision-making, communication and influence with subordinates, colleagues and bosses
- (e) learning about strategies to enhance equal opportunities in organisations and applying these to their own;
- (f) understanding the reasons for strengthening women's roles in development, the obstacles that exist, and applying these to their future work;
- (g) becoming familiar with the application of computers in their fields of future responsibility;
- (h) in addition, a one week module will be included to enable participants to develop skills for training other women

Course participants: The course is designed to meet the needs of women managers who are technically proficient and experienced and would like the knowledge and skills to move into senior management positions. The course will be particularly relevant to personnel managers, administrators and others who are interested in policy and implementation which will promote the role of women in development. Trainers with an interest in management training for women are encouraged to apply.

Programme: The programme has four integrated sections:

- (a) **Introduction:** The first week defines the problems, formulates learning goals and opens out the issues facing women managers in civil service organisations.
- (b) **Organisational analysis:** Explores the nature of our organisations from the point of view of women, who have domestic as well as professional responsibilities and face the challenge of being treated equally
- (c) **Skills:** There is chance to practice a wide range of skills necessary for senior managers: implementation; computer familiarity; appraisal interviewing; accessing information; decision-making; committee skills; presentation; report writing; assertiveness; listening and communication; planning personal and career development.

Methodology: The approach and methods will be based on the experiences of the women participants. Description and analysis of their own organisation, sharing experience and problem definition will be the basis for developing appropriate concepts and the practice of skills. Methods include small-group exploration and problem-definition, role plays and simulations for the practice of skills, work towards individual or group study papers, computer use, visits to organisations, visiting speakers, seminars, workshops, films and lectures. Participants are urged to bring with them any materials which may be relevant, for example, concerning government policy towards women, profiles of women's positions in their organisations, policy statements and workshop proceedings.

Accommodation and fees: Participants in the course will live in a university hall of residence. There is not accommodation for family or others. The fees is £6,720.

This covers the cost of tuition, accommodation in Bradford and elsewhere during course visits, and all materials provided as part of the course.

A daily allowance of at least £19 is recommended for living expenses, and funds should be available for books, warm clothing and other incidental costs.

Application forms and further information may be obtained from:

The course Director
Women in Senior Management
Development & Project Planning Centre
University of Bradford
Bradford, UK BD7 1DP
Fax: National (0274) 385280
International (44274) 385280

A.3.4.4 Economic Policy Management

Medium of instruction: English

Location: Bradford, West Yorkshire, U.K.

Duration: 9 January - 17 February 1995

Objectives: The course is designed to provide participants with a framework for analyzing the possible effects of economic policy decisions in a practical and relevant way.

The use of computer simulation techniques will enable participants to gain "hands-on" experience of macro-economic management.

Much of the material used in the course will be related to the financial programming framework of the IMF and the adjustment policies of the World Bank, because of the importance that these have in influencing economic policy making. They will, however, be discussed critically so that a balanced appraisal of their adequacy in different institutional settings may be made.

In keeping with the applied orientation of the course, case studies of three countries (economies in transition from socialism and developing economies) will be used to illustrate the problems of policy making in different social and political contexts.

On completing the course participants should be in a better position to :

- Identify and prioritise the macro-economic challenges facing a country;
- Be aware of the interactions, trade-offs and possible shortcomings of policy instruments in tackling these challenges.
- Design and evaluate the possible consequences of a macro-economic strategy.
- Understand the data requirements for the design of a macro-economic policy framework

Programme: In addition to the use of simulation techniques the course will provide a grounding in some of the basic tools of economic policy analysis, including the interpretation of macro-

economic data and the results of formal statistical analysis of the data.

To provide a background and context for the policy analysis to be conducted during the course, there will be a general discussion of stabilisation and structural adjustment policies, their instruments, objectives and results. This will be complemented by short discussions of individual policy instruments and objectives, together with their transmission mechanisms. Particular attention will be paid to the creation of new institutions (such as currency boards) for the implementation of monetary and fiscal policy in transitional and reforming economies.

Finally the course will link macro-economic policy. Some time would also be devoted to considering the social effects of economic adjustment.

Part I: The basic tools

What is economic policy management? The meaning of and links between stabilisation and structural adjustment. Introduction to computing and data management. The implementation of National Accounting and consistency frameworks on a computer. Use and interpretation of regression analysis.

Part II: Policy instruments and objectives

Seminars on: exchange rate and trade policy; monetary and fiscal policy; inflation; institutional constraints to policy making. The IMF financial programming framework: implementation on the computer under different assumptions. Industrial policy, main issues and linkages with macro-instruments. Participants design a financial adjustment programme on the computer and discuss the impact of the programme on the real economy.

Part III: Case studies and workshops

Case studies of policy making in three countries are presented. The social impact of adjustment. The viability of differing adjustment programmes according to their impact on social and political structures. Policy workshops: participants present short papers on policy making in their own countries.

Fees: The fee is f5,500 and covers tuition, accommodation and all materials provided as part of the course. A minimum daily allowance of f19 is recommended for living expenses. Funds should also be available for books, clothing and other incidental costs.

Applications: People interested in attending the course should complete both sides of the attached application form. The DPPC cannot offer any scholarships or financial awards for attending this course, and intending applicants should approach financial sponsors as early as possible. Please bear in mind that places on the course cannot be given final confirmation until evidence for financial support to cover all expenses has been received.

A place on the course cannot be offered without written confirmation from:

The applicant's employer, confirming that the applicant¹ will be released to attend the course and the sponsor, indicating that the applicant has been granted sufficient funds to cover all expenses for the course.

These do not have to be sent with this form, they can come later. The completed form and attachments should be mailed or faxed to:

The Course Director
Economic Policy Management
Development & Project Planning Centre
University of Bradford
Bradford, UK BD7 1DP
Fax : National (0274)385280
International (44274)385280

A.3.4.5 Postgraduate Certificate/Diploma in Project Management

Medium of instruction: English

Location: Bradford, West Yorkshire, U.K.

Duration: 9 January - 31 March 1995

Objectives: This advanced programme is designed to enable the manager successfully to meet the managerial needs of a rapidly changing technological environment, and to ensure **positive transfer of the managerial knowledge and skills acquired to the employing organization.**

Course participants: The course is intended for middle and senior officials, administrators and managers in both private and public sector organizations who wish to combine management training and postgraduate studies.

Professional staff in the following sectors, including consultants, trainers and management developers, will all benefit from this advanced management training programme.

Transport planning and management;
Water supply and sanitation;
Energy, power and telecommunications;
Health;
Housing and public works;
Ministry of finance and planning;
Nationalised industries, parastatal
organizations and private and multinational companies;
Industrial co-operations and banks;
Management, human resource, engineering and economic
consultancy organizations;
Contractors and firms engaged in the
construction and operation of infrastructural and
industrial projects;
Universities and training organizations concerned with
human resources and management in developing countries;
National and international NGOs responsible for
development projects and supervision of aid in the Third
World;
Rural development managers and senior
agricultural planners and project managers;

Programme:

Option One

Postgraduate Certificate in Project Management

In 1994, 75% of participants undertook the Postgraduate Certificate in Project Management

Applicants who wish to be considered for the Postgraduate Certificate will need to have part of their work formally assessed during and at the end of the 12 week Projects and Management Development course.

The following procedure for assessment will also apply to the degree of Diploma in Project Management.

Courses (B) and (C) will be assessed by a combination of course work and examinations.

Courses (A) and (D) will be assessed on the basis of course work.

Courses (E), (F) and (G) are not assessed formally.

Awards

Applicants who complete Option One will be awarded the following:

Certificate of Attendance, Projects and Management Development Course.

Postgraduate Certificate in Project Management from the University of Bradford.

Course Fee

An additional f100 will be charged for the assessment and award of the Postgraduate Certificate.

Option Two

Postgraduate Diploma in Project Management

In 1994, 50% of participants registered for the Postgraduate Diploma.

Applicants who wish to pursue this option must complete Option One satisfactorily and also take the Research Methodology course. In addition, applicants are expected to complete a home-based action learning project, in an area relevant to the needs of

their organization over a period of six months. This work will ensure the maximum degree of transfer of acquired knowledge and skills to the organization, and should be carried out in the candidate's own workplace under the supervision of designated staff at the Development and Project Planning Centre.

A final report, in the form of an extended essay of approximately 10,000 words, should be sent to DPPC for assessment.

Awards

Applicants who complete Option Two will be awarded the following:

Certificate of Attendance, Projects and Management Development.

Postgraduate Certificate in Project Management from the University of Bradford.

Postgraduate Diploma in Project Management.

Fees: Participants of the course will live in a university hall of residence. There is no accommodation available for family or others. An additional f800 will be charged for the assessment of the Postgraduate Certificate plus supervision and assessment of the Diploma.

The basic fee is f570. This covers the cost of tuition, accommodation in Bradford and elsewhere during course visits, and all materials provided as part of the course. A daily allowance of at least f19 is to be recommended for living expenses, and funds should be available for books, warm clothing and other incidental costs. Additional fees of f100 for the Postgraduate Certificate and f800 for the Certificate plus Diploma are optional.

Further information and applications: To help us consider your application please attach a brief statement of the following with the application form:

Applicant's present duties and responsibilities; reasons for applying for this course and how it might help present job and future plans

A place on the course cannot be offered without written confirmation from:

The applicant's employer, confirming that the applicant will be released to attend the course and the sponsor, indicating that the applicant has been granted sufficient funds to cover all expenses for the course.

These do not have to be sent with this form, they can come later.

The completed form and attachments should be mailed or faxed to:

The Course Director
Projects and Management Development Course
Development & Project Planning Centre
University of Bradford
Bradford, UK BD7 1DP
Fax : National (0274)385280
International (44274)385280

A.3.4.6 Agricultural Project Planning and Analysis

Medium of instruction: English

Location: Bradford, West Yorkshire, U.K.

Duration: 9 January - 17 March 1995

Objectives: The primary aim of the course is to improve participants' skills in the identification, preparation and appraisal of agricultural production projects. The course emphasises the stages of planning and analysis and follows the processes through to outline planning for project implementation. Experience of the course is expected to enhance individual, institutional and national capabilities in these important areas.

On completion of the course participants should be able to:

- identify information requirements for project
- identification, formulation and appraisal
- identify and design technically and organizationally viable projects

- undertake the financial and economic appraisal of such projects from the viewpoints of the producers concerned and of the government.

- assess organizational and management requirements for project establishment and operation

- plan and schedule activities for project implementation

- Participants will use the Centre's computing equipment to acquire capability in the use of spreadsheet and other software for the tabulation and analysis of data.

- Microcomputers are used at many stages in the course and participants will be encouraged to develop or improve their computing ability both in programmed sessions and outside scheduled course time.

Course participants: The course is designed to meet the learning needs of those whose professional work includes the planning and analysis of agricultural production projects, and those who are responsible for plan interpretation and implementation. This

training should prove of particular interest and value to professional staff in, for example:

- Ministries and Departments of Agriculture, Livestock and Natural Resources
- Agricultural Development Corporations
- Parastatal Authorities involved in crop or livestock production
- Agricultural Banks and other agricultural credit institutions
- Agricultural Development Projects
- Consulting and Aid Agencies

Programme:

Introduction

Provides the general background for the course, covering the development process, and the potential contribution of agricultural projects. The project cycle is introduced as the sequence of activities which transform project ideas into reality. This and Logical Framework Analysis provides the basis for the course programme. Different forms of 'farm' are reviewed and the basis for their development through projects is outlined. Special attention is given to monitoring and evaluation.

Fees: Participants in the course will live in a university hall of residence. There is no accommodation for family or others. The fee is f6,720. This covers the cost of tuition, accommodation in Bradford and elsewhere during course visits, and all materials provided as part of the course. A daily allowance of at least f19 is recommended for living expenses, and funds should be available for books, warm clothing and other incidental costs.

Further information and Applications: People interested in attending the course should complete both sides of their applications.

To help us consider your application please attach a brief statement of the following:

Applicant's present duties and responsibilities; reasons for applying for this course and how it might help present job and future plans

A place on the course cannot be offered without written confirmation from:

The applicant's employer, confirming that the applicant will be released to attend the course and the sponsor, indicating that the applicant has been granted sufficient funds to cover all expenses for the course.

These do not have to be sent with this form, they can come later.

The completed form and attachments should be mailed or faxed to:

The Course Director
Agricultural Project Planning and Analysis
Development & Project Planning Centre
University of Bradford
Bradford, UK BD7 1DP
Fax : National (0274)385280
International (44274)385280

A.3.4.7 Environmental Impact Assessment and Project Appraisal
in Developing Countries

Medium of instruction: English

Location: Bradford, West Yorkshire, U.K.

Duration: 24 April - 2 June 1995

Objectives: This well established course, which began in 1992, aims to provide participants with a practical knowledge of the procedures and methods for assessing the environmental impacts of development projects and programmes within a sustainable development framework.

It uses a combination of lectures, group work (using real world case studies based on developing country experience) and industrial and other visits.

In addition to the Course Directors, contributors to the course will include staff of the DPPC and EIA Centre, representatives of aid agencies, environmental consultancies, and other specialists in environmental assessment and project appraisal.

Programme: The course is intended for two main types of participants. Firstly, for persons involved with development projects and policy formulation, who wish to ensure that environmental considerations are evaluated in a systematic manner and incorporated into the decision-making process. Secondly, it is intended for those in environmental ministries and agencies with interests in, or responsibilities for, the environmental assessment of development programmes and projects. The course will benefit government administrators, project planners and managers, staff of international development institutions, and members of aid agencies and non-governmental organizations, who wish to obtain a better understanding of the role of EIA and environmental management in the development process. Participants need not have had previous experience of EIA or project appraisal.

Fees: The course fee is f5,160. This covers the cost of tuition, course materials, and accommodation. An additional allowance is recommended for living expenses. Further information will be provided to applicants.

Further information and Applications: Persons interested in attending the course should complete the application form.

People interested in attending the course should complete both sides of their applications.

To help us consider your application please attach a brief statement of the following:

Applicant's present duties and responsibilities; reasons for applying for this course and how it might help present job and future plans

A place on the course cannot be offered without written confirmation from:

The applicant's employer, confirming that the applicant will be released to attend the course and the sponsor, indicating that the applicant has been granted sufficient funds to cover all expenses for the course.

These do not have to be sent with this form, they can come later.

The completed form and attachments should be mailed or faxed to:

The Course Director
Environmental Impact Assessment
Development & Project Planning Centre
University of Bradford
Bradford, UK BD7 1DP
Fax : National (0274)385280
International (44274)385280

A.3.4.8 Managing Sustainable Projects and Programmes

Medium of instruction: English

Location: Bradford, West Yorkshire, U.K.

Duration: 25 April - 15 July 1995

Objectives: Overall, the aim of the course is to integrate consideration of the human, bio-physical and managerial dimensions of development, so as to enable managers and others involved to correctly assess aims, priorities and strategies for successful and sustainable long-term development. The course aims to look beyond projects and programmes, and to put these within the context of overall development and of the management of systems and operations created by projects.

Specially, the objectives of the course are to give participants:

- (a) an appreciation of the processes at work in the natural and human environment, and an assessment of how their resources can be conserved and/or sustainably utilised;
- (b) familiarity with the concepts and systems of financial planning and management;
- (c) an understanding of how institutions and organizations can be designed and supported to achieve sustainable development;
- (d) skills in managing development, both at the project stage and afterwards in the system and operational stages;
- (e) the ability to see the links between these various dimensions of successful sustainable management.

By the end of the course it is hoped that participants will feel confident and equipped to manage development across a broad range of sectors in such a way that this development will be sustainable and will lead to long-lasting benefits.

Course participants: This course is suitable for all those who are in any way concerned with the management of sustainable development projects and programmes, across the range of sectors which utilise both natural and human resources. Specifically, it will be appropriate for those working in agriculture and rural development, and the natural resources sector such as water

resources, forestry, and the extractive processes. Those concerned with peri-urban development and poverty alleviation programmes will also benefit from attending.

Participants may come from ministries, local government, parastatals, non-governmental organizations, the private sector, those working with donor and international aid agencies, and central banks.

Programme:

Methodology: Whilst presenting a formal body of theory through the customary means of lectures and exercises, the course will also emphasise the need to learn from experience, drawing lessons from both successful and unsuccessful examples of sustainable development. In this respect extensive use will be made of case studies and ample time will be allowed for seminars and discussion sessions in which study fellows' own experiences can be shared.

There will be a programme of visiting speakers and study visits associated with the course. The study visits will include a visit to a less-developed part of the UK, where problems of sustainability and development are directly encountered.

Study fellows will be encouraged to develop their own personal skills and attributes, and the course will be managed in such a way that individual learning needs can be catered for and encouraged. In particular study fellows will undertake an individual study programme specially tailored to their own needs. They will also be encouraged to formulate a Personal Action Plan for their return to their work place.

This course is suitable for all those who are in any way concerned with the management of sustainable development projects and programmes, across the range of sectors which utilise both natural and human resources. Specifically, it will be appropriate for those working in agriculture and rural development, and the natural resources sector such as water resources, forestry, and the extractive processes. Those concerned with peri-urban development and poverty alleviation programmes will also benefit from attending.

Participants may come from ministries, local government, parastatals, non-governmental organizations, the private sector, those working with donor and international aid agencies, and central banks.

Accommodation and fees: Participants in the course will live in a university hall of residence. There is no accommodation for family or others. The fee is £7,570. This covers the cost of tuition, accommodation in Bradford and elsewhere during course visits, and all materials provided as part of the course.

A daily allowance of about £19 is recommended for living expenses, and funds should be available for books, warm clothing and other incidental costs.

Further information and Applications: People interested in attending the course should complete both sides of the application form. All applications will be acknowledged. Study fellows are encouraged to attend the full 12-weeks of the course, in order to achieve a balanced approach to the problems of managing sustainable projects and programmes. However the course is structured in such a way that the modules are free-standing and independent of one another. Thus it is possible to attend one or more separate modules as appropriate.

To help us consider your application please attach a brief statement of the following:

Applicant's present duties and responsibilities; reasons for applying for this course and how it might help present job and future plans

A place on the course cannot be offered without written confirmation from:

The applicant's employer, confirming that the applicant will be released to attend the course and the sponsor, indicating that the applicant has been granted sufficient funds to cover all expenses for the course.

These do not have to be sent with this form, they can come later.

The completed form and attachments should be mailed or faxed to:

The Course Director
Managing Sustainable Projects and Programmes
Development & Project Planning Centre
University of Bradford
Bradford, UK BD7 1DP
Fax : National (0274)385280
International (44274)385280

A.3.4.9 Orientation in European and English Law

Medium of instruction: English

Location: Bradford, U.K.

Duration: 2 weeks in 1995

Objectives: To provide participants with a good understanding of the principles of the major European legal systems. The course will focus on English common law and the civil law systems of France and Germany as well as the developing body of European Union law. It will address legal issues relevant to those wishing to do business within the European Community.

Methodology: Teaching will be mainly by lectures, using speakers from the College of Law, the Crown Agents and other centres of academic and professional expertise.

Course participants: The course will be relevant for legal practitioners, legal advisors and others who need to gain an understanding of major European legal systems. Those with existing or potential involvement in doing business in Europe will find the course of particular value.

Programme:

(a) Business Transactions

- contract law: common law and civil law compared
- third party rights
- international trade: sale of goods and other commercial contracts
- conflict of laws

(b) Investing in Europe

- operations of stock exchanges and financial regulations
- banking law
- attracting foreign investment

Fellowship/sponsorship: All Crown Agents

Further information and Applications: contact your local Crown Agents Representative or

Crown Agents Human Resource Development Division
St. Nicholas House, St. Nicholas Road, Sutton
Surrey SM1 1EL, United Kingdom
Telephone (44)81 643 3311
Telex 916205 Calond G
Fax (44)81 770 0479

UNIVERSITY OF MANCHESTER

A.3.4.10 Development Management

Medium of instruction: English

Location: Manchester, UK

Duration: 18 September - 8 December 1995

Objectives: The programme will provide an opportunity for updating and professional renewal, rather than a training course in management. It will focus strongly on current approaches to development and the management of development operations and institutions, and the applicability of "new management" and reform-in-government approaches and methods to situations in various developing countries and regions. Emphasis will be on the operational rather than the policy aspects of development management, except in so far as these provide a framework for action. There will be opportunities for some specialisation; for instance new approaches to logical frameworks for project managers, and to corporate development for institutional managers.

Course participants: This study programme is designed primarily for managers of development projects, programmes and institutions in developing countries, from both government and NGO sectors, or from international aid agencies. In order to sustain a viable group, especially for the fieldwork in India, numbers of participants will be limited to fifteen.

Programme: The first six weeks of the programme will be spent in Manchester, followed by five weeks in India, and a final week back in Manchester.

The initial period in Manchester will focus on current development issues, and in particular on contemporary approaches to project and programme management, and institutional development. The influence of structural adjustment and public sector reform policies, as well as "new management" concepts on practice in development management will be critically examined and examples of good practice considered. During this first half of the programme there will also be considerable emphasis on exchange of experience, and each participant should be prepared to present a "live" case study of a current or recent managerial problem which he or she has been involved with. Contributors to

this part of the programme will include some leading writers and practitioners in the area of development management.

On arrival in India, participants will continue studies at the Goa Institute of Management for the first two weeks, focusing on approaches to development and management issues in India. Apart from faculty of GIM, contributors will include some leading Indian development specialists. Following this, participants will undertake between two and three weeks of field study, which will include group visits to a variety of development projects, programmes and institutions in Goa and neighbouring states, and short individual attachments where each participant will make a special study of a project or programme or institution similar to his or her own, before returning to prepare reports and complete the sessions at GIM. The group then returns to Manchester.

During this final week at IDPM participants will present their reports and, where appropriate, action plans describing changes or initiatives which they intend to introduce in their organization of their own managerial work in the light of what they have learnt on the study programme.

Accommodation and fees: The composite programme fee is £7850, which will include accommodation, official travel in the UK and India, and a package of study materials.

Applications for this study programme should be sent to:

The Administrator
Development Management Study Programme
The University of Manchester, Institute for
Development Policy and Management, Crawford House,
Oxford Road, Manchester M13 9QS, UK
Tel: (0)61-275 2800, Tlx: 669755 Office G att IDPM
Fax: (0)61-273 8829

A.3.4.11 Computer Information Technology and GIS

Medium of instruction: English

Level: Postgraduate

Location: University of Nottingham, UK

Duration: 10 weeks: 1st May - 7th July 1995

Objectives: The course is designed to train participants and provide them with practical experience on the introduction, implementation, and management of computers in Central and local Governments, and in public and private sectors, in third world countries. Particular attention is given to developing models for analysing alternative courses of action (planning), selecting a particular course of action (policy-making), administering the plan (implementation), monitoring process, project management, development control, housing management, and forecast.

Participants: This programme might be of interest to Central or Local Authorities, Aid Agencies, UNDP, World Bank who wish to develop their own computer systems of GIS application, and who need assistance in creating and using new or improved information management systems. The programme can be tailored to cater for special and specific needs. Participants are expected to bring their own data, maps and system problems. Teaching and training will focus on handling and analysing this information in a major project.

Programme: The course covers practical training experience on the use of the latest technological equipment of information technology, such as, GIS, Office Automation, Networks, Artificial Intelligence, Expert Systems, Analysis of Data Flow, Database Technology, CAD, and Virtual Reality. Through intensive hands-on sessions and lectures, teaching will take place in advanced computing labs, equipped with Mainframes, Sun Workstations, PCs, and MACs. Software used are Arc/Info, Dbase, Excel, 123, Super Project, Auto-Cad, Model Shop, and others run on Unix, Dos, and Windows. Computing labs throughout the university are connected by Ethernet and Fileservers, which facilitate communication to other universities in the UK and in the world. The course contains two parts:

Part I: Information technology in Practice

- (a) Project Management, and Monitoring: To study the use of PCs in policy making, planning, site analysis, progress monitoring, development control (logging

applications), scheduling project tasks, assigning resources, monitoring costs and progress, and evaluating and adjusting the project schedule in terms of time table and costs.

- (b) socio Economic Analysis: To explore how computers can be used to speed up the execution of various planning and economic techniques. For example, simulating financial alternatives for housing and industrial improvements, population migration, and estimating costs of services such as water treatment, police, fire, and recreation.
- (c) System Analysis Methods and Data Base Technology: This component covers the analysis of system operation and current problems (SSADM and Object Oriented Approach), drawing current Data Flow Diagrams (DFD) in relation to the process of decision making, the relational database model, and the design of database networks.
- (d) Office Automation and Networks: Participants will study the installation of an automated office system, taking into consideration the limited financial resources and the training skills required, including the design of Local Area Network (LAN), Ethernet, X25, OSI seven layer network.
- (e) Training and Information Technology: Participants will learn the basis for training their colleagues when they return home. This will include training in local authorities settings, information technology skills and 'computer literacy', explanation, and small group teaching.
- (f) Computer Aided Design and Virtual Reality: In the past few years, new computing technologies have emerged, 'Virtual Reality' (VR). They include three dimensional audio systems and interaction devices such as data-gloves. The course will cover introduction to VR in urban design and planning.

Part II: GIS in Developing Countries

This part is structured to equip participants for the highest level of involvement in the design, management and operation of GIS in the urban and regional planning domain. It provides opportunity to study in detail the application of GIS in Monitoring and managing public facilities in relation to socio-economic and human resources, and land use and rural resource management. The focus will be on analysing and modeling spatial distribution of infrastructure in relation to site planning, and cost of development projects and management. Special attention is given to:

- The use of GIS in urban and regional Planning
- Information systems
- GIS applications in Europe and Developing Countries
- GIS architectures and systems
- GIS processing functionality
- Organisational issues in GIS adoption
- The sources and nature of spatial data
- Map digitisation
- Vector and Raster Systems
- GIS operation (Arc/Info)
- Electronic plotting
- GIS systems analysis and design
- GIS project planning and management
- GIS project evaluation
- Spatial analytical modelling
- Database modelling

Fees: The tuition fee is £3,900. This will include the cost of site visits, and computing material. Accommodation on or near the University campus can be arranged, approximate cost for a single room in a shared house is £150-200 per month. The university cannot provide financial awards. Applicants may be eligible for UK technical assistance awards available from the British Council. Other possible sources are the European Economic Community, the United Nations Development Programme and the World Bank. An early approach to a sponsor through their own appropriate ministerial machinery is essential.

Application: University degree or equivalent qualification, applicants without a degree are encouraged to apply if they have several years of relevant practical experience. The course is designed to cater for candidates without computing background, as well as for those with advanced computing experience.

Application form and further information may be obtained from:

The Admission Tutor of Short Courses
NUCL, Old Engineering Building
University of Nottingham,
Nottingham, U.K. NG7 2RD

A.3.4.12 RIPA International Management of Training

Medium of instruction: English

Location: London, U.K.

Duration: 6 March - 12 May; 14 August - 20 October 1995

Objectives: The course will enable participants to:

- (a) Understand the role of effective training in relation to individual and organizational performance;
- (b) Apply the knowledge and skill elements of the systems approach to training;
- (c) Plan effective training policies and programmes for their home departments within budget constraints;
- (d) Develop the management skills relevant to a training unit or institute.

Course participants: This course has been designed for senior officers who are managing training or who are about to take up senior training appointments in public authorities, training centres and institutes of public administration. It is expected that participants will already have some background in training. The course is intended to extend their knowledge of training techniques and methods and to examine which are most appropriate to the various levels within an organization. The course also aims to reinforce participants' self-confidence and to ensure that they will be able to make the best use of available resources through a clear understanding of training theory and practice.

Programme:

Elements of the course : Management in Practice, Principles and practices of management. Individual differences and effects, values, attitudes, perceptions, groups and leaders, conflict, roles, organizations, culture.

Management of training : The personnel management context: recruitment, performance appraisal and staff development. How adults learn: the role of training and the training manager; training costs; selection and development of trainers; training as an agent for change. Training policies, plans and evaluation. Marketing training.

The Systems Approach to Training

Identification of organizational and individual training needs, defining job-related objectives, designing training and assessing its effectiveness.

Training in Practice and Skills for Trainers: Listening, questioning, managing groups. learning and training; knowledge and use of training methods including: open and distance learning, computers and technology in training, presentations and lectures, discussion groups, case studies, role play, films, video, audio-visual aids. Visits to training organizations.

Training Exercises and Projects : Revision and summary of the fundamental principles covered in the course including a final exercise based on course participants' own training management situations and challenges.

Course Development

Our courses are designed to meet the priorities of government and other organizations. These include the need for good government, efficiency and effectiveness of organizations and the need to create and sustain a highly skilled workforce. All our courses are under continuous review and as a result elements of the course may be modified from time to time.

The courses are designed to be flexible enough to be able to cater for the individual needs of participants.

Methodology: The exchange of ideas and information forms an essential part of the ten-week programme. Discussion leaders are drawn from a wide range of organizations within Britain, from public, private and academic sectors. The course is very participative and there are regular opportunities for discussion, practical exercises and syndicate working.

The course is planned as a series of inter-dependent phases, each of which examines different aspects of training. A week will be spent in residence outside London. There will also be visits to other organizations and training centres.

Fees: The course fee is f5,510 plus Value Added Tax (currently at 17.5%), and includes the cost of tuition, travel on course visits and return travel, accommodation and meals during the residential week outside London. Participants are responsible for the cost of all other accommodation, meals and local travel in London.

Due to changes in Value Added Tax (VAT) regulations, effective from 1 October 1993, training services are once again zero-rated for Government officials and public servants. When applying for VAT exemption applicants must provide a statement confirming that they are employed by their Government "in furtherance of its sovereign activities" and this must be endorsed with a departmental stamp. All other participants, including those employed by Government-owned businesses or sponsored commercial organizations, are liable to pay the standard rate of VT, currently 17.5%.

Fees may be paid in advance either by cheque made payable to RIPA International Limited or by direct payment to our bank. Bank details will be provided on request. Alternatively fees may be paid on the first day of the course. Payment should be made in pounds sterling.

Further information and Applications: The British Council may arrange accommodation for participants attending courses under the British Technical Assistance Programme. For all other participants RIPA International's Welfare and Accommodation Officer will assist in finding accommodation and providing information. She will also provide course participants with introductions to hoteliers or landlords. It is then the responsibility of the participant to enter into his/her own agreement with any prospective landlord. We regret we are not able to arrange accommodation for participants' spouses or other family members.

Applications should be sent to:

RIPA International
22 Bedford Square,
London WC1B 3HH, United Kingdom
Tel. (44)71 580 7138
Fax: (44)71 580 7140
Telex number: 262433, Ref. No. 1983
Cables: PUBADMIN London
(Please note from 16 April 1995
Tel: (44)171 580 7138 Fax: (44)171 580 7140

A.3.4.13 Project Management

Medium of instruction: English

Location: London, U.K.

Duration: 20 March - 2 June 1995

Objectives: To improve the performance of participants by:

- (a) providing a sound practical basis for systematic management;
- (b) giving a better understanding of the whole project process from inception to completion;
- (c) developing those management skills particularly relevant to project work;
- (d) giving access to a variety of personnel experienced in practical project management.

Course participants:

- Officers involved in project identification, appraisal and founding;
- Officers who are or who will be directly responsible for the planning, management and control of project activities;
- Officers in the public sector who are concerned with progress on one or more projects.

Programme:

Introduction to Project Management: This defines the place of project management in various organizational structures and explains the opportunities and constraints of the environment in which projects must be planned and achieved. The project cycle is explained and each part of it is developed and demonstrated.

Managing People : People are the most valuable of all resources. This examines human behaviour, motivation, leadership, communication and team building. The process of negotiating with Trade Unions and employers is also examined.

Management Information and Computers : The importance of relevant and timely management information in the planning and

control of all aspects of project work cannot be over-emphasized. The course will include practical tuition in the uses of computers during a week devoted to information technology.

Project Appraisal : This reviews the various techniques available and considers all costs and benefits, however expressed. Financial criteria, cash flow analysis and cost benefit analysis are discussed through examples and case studies.

Project Planning : This assesses demands on staff, time, money and material and selects those techniques that are most effective in controlling the particular project. Such techniques form the basis of a logical planning system and an associated system for monitoring progress.

Cost Control : This covers real-life difficulties faced by public authorities in the tendering process related to planning resources, project size and scale, cost-escalation and inflation. Also introduced are methods of reducing cost overruns and the evaluation of alternative resource-usage situations for more effective management performance.

Project Implementation : Systems for monitoring and controlling progress are discussed and problems examined. Contracting issues are covered, and relations with contractors and consultants explored through case studies.

Selected Visits : These are arranged to provide practical experience relevant to participants on their return home. Such visits are possible because of the extensive co-operation of public authorities and major commercial and industrial organizations in Britain. As far as possible they will be arranged to meet the interests of course members.

Case Study - An Integrated Development Project : Participants, working in inter-disciplinary teams, produce a definitive plan to meet the requirements of a developed brief, quantify the financial, personnel and organizational consequences of their plan, devise a detailed implementation plan for the project and then control progress in conditions of uncertainty.

Assignments : Participants will be given a short assignment at the conclusion of the course, involving an attachment to a project currently in progress in the public sector. If possible, attachments will be selected to match individuals' professional interests. Participants will be required to write a short report and to give a short presentation on their findings to the group.

Note: We are pleased to be able to offer 4-day computer courses designed to provide hands-on experience in basic computing.

Courses will be run on demand as optional modules following completion of the course).

Methodology: RIPA International consultants are supported by speakers drawn from public and private sector organizations in Britain. The knowledge and practical experience they have to offer is complemented by involving participants in a series of exercises, case studies, visits and attachments.

Fees: The course fee is f5,775 plus Value Added Tax (currently at 17.5%), and includes the cost of tuition and travel on course visits. It also includes return travel, accommodation and meals during the residential week outside London. Participants are responsible for the cost of all other accommodation, meals and local travel in London.

Application form and further information may be obtained from:

Same as A.3.4.12

A.3.4.14 Management Information Systems

Medium of instruction: English

Location: London, U.K.

Duration: 27 March - 2 June 1995

Objectives: The course will enable participants to:

- (a) identify the various management roles and their communication and information needs;
- (b) increase their awareness and appreciation of the computer's capabilities and of the rapid developments taking place in this field, together with their relevance to management information needs.
- (c) examine the managerial issues, techniques and technologies available in the design of both computer-aided and manual information systems;
- (d) develop practical experience in the interpretation of data and the techniques available for decision making;
- (e) develop practical experience in the use of micro-computers.

Course participants: The course has been specifically designed for executive and administrative managers who have, or are likely to have, responsibility for determining, evolving and implementing management information systems in their countries.

Programme:

Setting the Scene : Review of general management principles, behaviour patterns, perceptions and influencing skills aimed at promoting and understanding of the cultural and economic environment within which Management Information Systems operate effectively.

MIS Management Issues : The place of computing in global markets; trends, opportunities and constraints; organization, value for money, cost benefit analyzes, the dilemma facing management, project management and the systems development life cycle, ergonomics, social implications and the management of change.

Computer Technology : Putting computers into perspective, introduction to PCs and how they work; introduction to

programming languages, desk-top publishing, communicators and networks, electronic documentation, office automation, information centres and electronic data interchange, and geographic information systems.

Participants will make use of software packages, notably word processing, spreadsheets and graphics, practising on individual PCs in the computer suite.

MIS in Practice Practical work in financial modelling. A review of MIS in UK central and local government.

Course Project Backed by tutoring in oral and written presentation techniques, a two week practical analysis at a 'live' site within local government leading up to group presentations on findings and recommended actions.

Methodology: Speakers and discussion leaders are drawn from a wide range of organizations in Britain (government, public, private and academic sectors). Emphasis is placed on practicality. The course is highly participative and includes work-bench situations, case studies, syndicate work, visits and projects.

Fees: The course fee is f6,120 plus Value Added Tax (currently at 17.5%), and includes the cost of tuition and travel, accommodation and meals for the two weeks during which the course is in residence outside London. Participants are responsible for his cost of all other accommodation, meals and local travel in London.

Application form and further information may be obtained from:

Same as A.3.4.12

A.3.4.15 Fraud and Corruption: Preventive Systems

Medium of instruction: English

Location: London, U.K.

Duration: 3 April - 28 April 1995

Objectives: The course will enable participants to:

- (a) examine strategies for combating malpractice, fraud and corruption in public administration;
- (b) appreciate the principles and procedures of control systems in Britain;
- (c) examine the skills and techniques required of control personnel;
- (d) examine the impact of information and computer technology on administrative systems and the potential for computer fraud and its control;
- (e) assess and transfer relevant best practice to their home situation.

Course participants: The course is aimed at senior personnel who have a control and/or regulatory responsibility in public sector management and administration. Candidates should be proficient in written and spoken English.

Programme: The course will be divided into two components - a theoretical phase and a practical phase.

1. Theoretical Phase This two-week phase will include: (a) Preventative systems in the United Kingdom. These will include procedures currently used by the International Stock Exchange, the National Audit Office, the Audit Commission, the Parliamentary Commissioner for Administration (Ombudsman), the Serious Fraud Office, Customs and Excise, the Commercial Fraud Departments of the Police Service, the Department of Trade and Industry, the Inland Revenue, the Department of Health and the Department of Social Security. (b) The analysis of personnel skills and investigatory methods.

In the phase lecturing will be kept to a minimum. Extensive use will be made of case studies and work examples and participants will be expected to play an active part in the course.

2. Practical Phase This phase will involve a one-week assignment. Participants will be attached in small groups to central or local authority control agencies to study working methods in operational situations, to analyze specific investigations and to study techniques such as sampling methods, spot checks, data interpretation, surveillance and intelligence-gathering, interview methods and computer procedures.

On these attachments participants will be expected to observe and apply the experience to their own work situations in their own countries. There will be little formal instruction and participants will be required to work side by side with British control officials.

Finally, participants will prepare their reports and give presentations to the group, reporting on their assignments for discussion and review during the fourth week of the course.

Note: We are pleased to be able to offer 4-day computer courses designed to provide hands-on experience in basic computing. Courses will be run on demand as optional modules following completion of the course).

Methodology: RIPA International consultants are supported by speakers drawn from public and private sector organizations in Britain. The knowledge and practical experience they have to offer is complemented by involving participants in a series of exercises, case studies and attachments.

Fees: The course fee is f3,035 plus Value Added Tax (currently at 17.5%), and includes the cost of tuition and travel on course visits. Participants are responsible for the cost of all other accommodation, meals and local travel in London.

Application form and further information may be obtained from:

Same as A.3.4.12

A.3.4.16 Financial Management

Medium of instruction: English

Location: London, U.K.

Duration: 24 April - 30 June 1995

Objectives: The course will enable participants to:

- (a) Achieve an understanding of the process of financial management within the context of public management in different economic, political and social environments;
- (b) Develop their knowledge of best practice in financial management and its application to their own situations;
- (c) Acquire and develop skills in the application of modern financial management techniques;
- (d) Initiate and manage change within their own national and organizational contexts.

Course participants: The course is aimed at sector managers who have responsibilities for policy formulation and strategic planning as well as for financial accountability and oversight. It is not directed specifically at accountants. Candidates must be proficient in spoken and written English.

Programme: **Module 1 Financial management in government and the public sector:** This module addresses the relationship between government and administration in the UK and in other countries, the management of financial administration and the particular responsibilities of public sector officials with respect to accountability, performance management and financial integrity. At all times account will be taken of participants' own environment and experience.

Module 2 Understanding Principles of Accounting Systems and Practices: This module allows financial managers to acquire better understanding of accounting practices and procedures in terms of terminology, responsibility, accountability and probity.

Module 3 General Management: Strategy and Skills: **Its integration with Financial Management:** The module will review strategic management concepts in the light of skills required to become an effective and efficient practitioner.

Module 4 Applying New Technology to Financial Management: This module introduces participants to micro computers to develop and understand information systems in their own organizations and departments.

Module 5 Financial Management in the Public and Privatized Sectors: This module brings the participants in contact with financial managers in the public and privatized sectors and offers an opportunity for interactive comparisons in regulated/deregulated sectors.

Module 6 Government Revenue: Raising and Managing: This module will focus on various forms of taxation and savings schemes which help with procurement of public funds.

Module 7 The Reality of Planning: This module will draw participants' attention to conceptual aspects of planning, and the constraints whilst planning for national development in general and for development projects in particular.

Module 8 National and International Banking: This module is intended to brief participants on essential elements of the national and international banking scenarios with special emphasis on the role of central banks and development banks.

Module 9 Project Visits and Report Writing: Preparation and Presentation of Project Reports: Participants are asked to complete a project assignment directly related to their own specific field of interest in the financial sector. Participants are asked to give some thought before joining the course as to the kind of project they would like to undertake and bring with them any material from their own country which they consider relevant.

Study visits will be arranged to assist participants in working on their projects. These will be to selected departments and organizations in the public and private sectors where participants will have structured meetings and discussions with appropriate officials in Britain.

Module 10 Towards Efficiency and Change: This module will aim to highlight some of the issues related to good management practices and to consider the scope and efficacy of transfer of concepts to the participant's own environment.

(Note: We are pleased to be able to offer 4-day computer courses designed to provide hands-on experience in basic computing. Courses will be run on demand as optional modules following completion of the course).

Methodology: The course is planned as a series of modules. Emphasis is placed on participation through formal and informal presentations, the use of case studies, syndicate work, exercises and discussions. There are visits to other organizations and project assignments are undertaken in fields relevant to participants' work and interests in their home countries. The programme includes a residential week which will be held at a centre outside London.

Fees: The course fee is f5,880 plus Value Added Tax (currently at 17.5%), and includes the cost of tuition and travel on course visits. It also includes return travel, accommodation and meals for the week during which the course is in residence outside London. Participants are responsible for the cost of all other accommodation, meals and local travel in London.

Application form and further information may be obtained from:

Same as A.3.4.12

A.3.4.17 Management Development for Women

Medium of instruction: English

Location: London, U.K.

Duration: 8 May - 28 July; 25 September - 15 December 1995

Objectives: The course will enable participants to:

- (a) Enlarge their understanding of the personal, professional, social and political context in which they work, to influence it and change it;
- (b) Broaden their knowledge of management in the public, private and NGO sectors;
- (c) Acquire personal, professional and managerial skills.
- (d) Become more effective in their professional roles;
- (e) Develop co-operative systems of working together, both on the course and in the development of supportive networks in their own countries;
- (f) Develop action plans for themselves as individuals, for the organization in which they work and for the support of women generally.

Course participants: The course is aimed at senior women managers and at those who have experience in management and who their employers think are likely to make a significant contribution to women's development within their own country.

Programme: The main theme throughout the course will be the interdependence of management development and the management of development. Specific elements will include:

Personal Context The course will explore the cultural situations in which women live and work. The multiplicity of roles expected of them and the consequent conflicting expectations and aspirations within themselves and in others will be explored as a background to a fuller appreciation of their management tasks and roles.

Professional Context The concepts and issues covered will be the conventional management ones. However, there will be throughout an emphasis on women's perspectives and concerns.

Aspects of management to be covered will include: policy development, formulation and implementation; organizational effectiveness; personnel management, and an appreciation of financial management and information technology.

The Management of Change in relation to the current issues and problems facing developing countries.

Management Skills This section of the course will be finalized in discussion with participants but is likely to include elements on communication, leadership and motivation, meeting skills, presentational skills and report writing.

Practical Assignment Participants will be required to identify specific areas of concern in their own countries and organizations which can form the basis of an individual paper to be presented to their colleagues on the course.

Development of Action Plans

Personal, professional and for the support of women in participants' home organizations.

(Note: We are pleased to be able to offer 4 day computer courses designed to provide hands-on experience in basic computing. Courses will be run on demand as optional modules following completion of the course).

Methodology: The course is designed to be highly participative and lecture sessions will be balanced by discussions and syndicate work. Participants will undertake an individual project and will make a presentation to their colleagues towards the end of the course. Participants will also be expected to develop personal and professional action plans prior to their return home.

Fees: The course fee is f6,060 plus Value Added Tax (currently at 17.5%), and includes the cost of tuition and travel on course visits. It also includes accommodation and meals during the residential week outside London.

Application form and further information may be obtained from:

Same as B.3.4.12

A.3.4.18 Advanced Management in Government

Medium of instruction: English

Location: London, U.K.

Duration: 22 May - 16 June 1995

Objectives: The course will enable participants to:

- (a) develop an understanding of the ways in which current management concepts can be applied to the processes of reform and change in the machinery of government;
- (b) enhance their appreciation of the resources, human, financial, technical and administrative - at the disposal of the managerial taskforce in government and in organizations;
- (c) improve their skills of analysis, planning and communication;
- (d) develop action plans relevant to their own situations.

Course participants: This four-week course is designed to address the needs of public sector managers in government departments, public corporations and state enterprises. It is aimed particularly at managers who have or are destined for policy responsibilities in a changing administration.

Programme:

Machinery of Government - historical perspective and review of current and recent changes in the UK.

Human Resource Management and Development - and the implications of change.

- Performance Management and Accountability.
- Accountability
- Privatization and Deregulation
- Management for Value and Quality
- Good Governance and Good Management
- Action Planning and the role of the manager as change agent and leader.

Note: We are pleased to be able to offer 4-day computer courses designed to provide hands-on experience in basic computing.

Courses will be run on demand as optional modules following completion of the course).

Methodology: The programme is intensive and highly interactive. It includes lectures, discussion groups, workshops, case studies and practical exercises. Speakers and discussion leaders are drawn from many organizations in the public, private and academic sectors. Emphasis is put on the generation of new ideas and the improvement of decision making ability in formulating, implementing and co-ordinating policies. Participants prepare an action plan to transfer learning to their own work situations; this action plan is developed incrementally throughout the course.

Fees: This is a residential course. Participants will be accommodated in a hotel conveniently situated near London's West End. The inclusive tuition and accommodation fee is £4,355 plus Value Added Tax (currently at 17.5%). The fee covers bed and breakfast, morning coffee and afternoon tea. Participants are responsible for the cost of all other meals and local travel in London. As a guideline, £700 for the four-week period should be allowed in addition to the course fee. Please note that this does not include incidental expenses such as entertainment and travel in the UK or Europe.

Accommodation will be available from the afternoon of Saturday 20 May to the morning of Saturday 17 June.

Application form and further information may be obtained from:

Same as A.3.4.12

A.3.4.19 Marketing Non-Traditional Exports

Medium of instruction: English

Location: London, U.K.

Duration: 5 June - 23 June 1995

Objectives: At the end of the course participants will be able to advise entrepreneurs and governments on:

- screening countries
- customer profile
- market evaluation and selection
- product requirement of the overseas market
- channels of distribution
- methods of international payment
- shipping and insurance
- export documentation
- export planning and budgeting
- international trade including GATT and LOME

Course participants: The course is aimed at senior staff responsible for promoting and implementing policies to encourage non-traditional exports. These may include staff in export bureaux and trade and export offices. It will also benefit those responsible for giving advice to exporters and to their government on export promotion and management.

Programme: The course will include:

- (a) Knowledge and skills sessions to enable participants to advise on relevant exporting issues. The sessions will be led by individuals with knowledge and experience in each field;
- (b) Seminars and workshops involving representatives from supermarkets, wholesalers, health foods, fruit and plant dealers, handicraft and garment retailers, as well as people in public relations, promotion and consumer goods marketing;
- (c) Visits to various distribution points, both wholesale and retail, in the United Kingdom and the Netherlands (see note on multiple entry visas);
- (d) Participants' reports outlining how they intend to interpret and apply what they have learned to their own national contexts and needs;

- (e) A supporting handbook for reference in participants' advisory activities;
- (f) After the course, participants will be encouraged to initiate 'export clinics" and build data-bases relevant to exporters and international enquiries

Note: We are pleased to be able to offer 4-day computer courses designed to provide hands-on experience in basic computing. Courses will be run on demand as optional modules following completion of the course.

Methodology: The course is designed to be highly participative and experiential. Lecture sessions will be balanced by group discussions, analysis of issues, case studies and field visits. The visits will allow participants to see at first hand the standards, specifications and use of non-traditional goods in the United Kingdom and the Netherlands. Goods will include horticulture, tropical fruits, plants and herbs, handicrafts and garments. The three day visit to the Netherlands will focus on the growing European Market for cut flowers and tropical plants.

Fees: This is a residential course. Participants will be accommodated in a four-star hotel close to Bedford Square. The course fee of f3,940 covers bed and breakfast, morning coffee and afternoon tea and all field trips. Participants are responsible for all other meals and local travel in London. As a guide f25 for the three week period should be allowed in addition to the course fee. Accommodation is available from the afternoon of Saturday 3 June to the morning of Saturday 24 June 1994.

A.3.4.20 Management Services

Medium of instruction: English

Location: London, U.K.

Duration: 12 Jun - 18 August 1995

Objectives: The course will enable participants to:

- (a) Up-date and extend their knowledge of analytical and problem-solving methods and techniques which are relevant to management services.
- (b) Obtain practical knowledge of essential techniques for control of establishments and grading.
- (c) Acquire an understanding of the process of specifying, planning and executing a management service project.
- (d) Gain practical experience in applying these methods in a field assignment.

Course participants: The course is aimed at specialized personnel who provide in-house analysis and efficiency reviews, including O & M officers, work study officers, internal auditors and staff inspectors. Proficiency in English and basic numeracy are essential.

Programme: **Essential Analytical Methods:** Principles and nature of management, the scope of management services, work study, organization and methods, management information systems, use of micro-computers, project appraisal methods and statistical methods.

Job Descriptions, Job Analysis and Job Evaluation: Writing job descriptions, use of job analysis, implementing and maintaining job evaluation systems, remuneration systems and packages.

Establishments Control: Human resource planning, human resource budgeting and staff inspection.

Conduct of a Management Services Project: Project specification, project planning, control of the assignment and report preparation.

Field Assignments: Practical assignments in small teams involving the course participants on problem investigation and data analysis, formulation of options, development of recommendations and presentations of reports.

Note: We are pleased to be able to offer 4-day computer courses designed to provide hands-on experience in basic computing. Courses will be run on demand as optional modules following completion of the course).

Fees: The course fee is f6,440 plus Value Added Tax (currently at 17.5%), and covers the cost of tuition and travel on course visits. It also includes return travel and bed and breakfast only during the three-week field assignment outside London. Participants are responsible for the cost of all other accommodation, meals and local travel in London.

Application form and further information may be obtained from:

Same as A.3.4.12

A.3.4.21 Public Relations

Medium of instruction: English

Location: London, U.K.

Duration: 19 June - 7 July 1995

Objectives: The course will enable participants to:

- (a) Examine public relations and differentiate it from other communication related activities;
- (b) Identify and define the role of the public relations officer (however he or she might be designated);
- (c) Examine the ways in which the public relations function is administered in organizations, particularly the public sector bodies;
- (d) Show how an organization's public relations activities and functions can support and service other management functions;
- (e) Explore ways in which the tools and techniques of public relations can be used, whether in-house, on a regular consultancy basis or ad hoc;
- (f) Explore ways in which other staff within an organization can become involved in supplementing and supporting the work of the professional public relations practitioners.

Course participants: The course is aimed at those actively engaged in public relations functions and for those who may be called upon to carry out public relations activities in addition to other responsibilities. It is suitable for participants from both the public and private sectors.

Programme:

Setting the Scene Introduction to public relations: what it is and how it relates to other functions within the organization; where it should fit into the organizational structure; the importance of public relations as an advisory function rather than a mechanical activity carried out to order; roles and responsibilities of in-house public relations departments and public relations consultancies.

Developing the Programme Planning a public relations programme: situation analysis, identification of objectives, development of strategy, selection of methods, deciding budgets and evaluation, including selection of appropriate research methods; corporate positioning; ways enabling the non-professional staff to support the PR function within an organization.

Communication Channels How communication channels operate through various media and methods: media relations (how press, radio and television journalists operate; what makes news, and how to present it); photography; exhibitions as multi-media events; in-house publications and sponsorship.

Application of Public Relations Programme Application of public relations to various situations: internal communications; community relations; local and national government.

Specialist Aspects of Public Relations Corporate identity; political lobbying; ethical issues; crisis management; research and evaluation.

Note: We are pleased to be able to offer 4-day computer courses designed to provide hands-on experience in basic computing. Courses will be run on demand as optional modules following completion of the course.

Methodology: Speakers and discussion leaders are drawn from a wide range of sources in the UK: public relations consultancies, in-house public relations managers in the public and private sectors and lecturers in public relations. There is considerable emphasis on the organization and application of practical ideas and skills. The course is highly participative and includes case studies, syndicate work, visits and exercises.

Fees: This is a residential course. Participants will be accommodated in a hotel conveniently situated near London's West End. The inclusive seminar and accommodation fee is £3,465 plus Value Added Tax (currently at 17.5%). The fee covers bed and breakfast, morning coffee and afternoon tea. Participants are responsible for the cost of all other meals and local travel in London) As a guideline, £525 for the three-week period should be allowed in addition to the course fee. Please note that this does not include incidental expenses such as entertainment and travel in the UK and Europe.

Accommodation is available from the afternoon of Saturday 17 June to the morning of Saturday 8 July 1994.

Application form and further information may be obtained from:

Same as A.3.4.12

A.3.4.22 Management of Registries and Public Records

Medium of instruction: English

Location: London, U.K.

Duration: 19 June - 25 August 1995

Objectives: The course will enable participants to:

- (a) Increase their awareness of the range, scope and importance of registry and public records management;
- (b) Develop their skills in analyzing, designing and maintaining registry and records management systems and procedures;
- (c) Study at first hand registries and records management systems in use in British Government with particular reference to the significant impact of new technology;
- (d) Develop their managerial and communication skills so that they can pass on their knowledge to their superiors as well as their subordinates, in a constructive and professional manner.

Course participants: The course is aimed at those who have some influence over designing and maintaining records and particularly registry systems in their own countries. Participants must be proficient in spoken and written English.

Programme:

Introduction to Registry and Records Management The course begins with a definition of the range, scope and importance of records and information management. An overview of records management in British Government is given with particular reference to the wide range of record systems that are found throughout the public sector.

Life Cycles This element focuses on the basic mechanics of record systems from creation, storage, indexing and classification, to retrieval, information distribution and cross referencing. Special attention is given to issues connected with the centralization and decentralization of registries and archives together with the selection of records for long term archiving.

Field Attachments Participants will be attached in small groups to central government or public authority registries or archives for a period of one week to obtain practical work experience.

Managing Record Centres Apart from covering the standard control mechanisms and procedures, the main emphasis here is on the essential management skills - leadership, motivation, staffing, training, career development, etc.

Machine Based Systems Comparisons are made between manual and machine based systems. New technologies are discussed with particular reference to their impact on traditional records and registry systems. A number of visits will enable participants to study systems involving the use of micro-film, automated filing, word-processors, computer systems, etc.

Training Techniques This is a significant part of the course and aims at making participants proficient in training other records personnel. This element covers the preparation work necessary for the successful delivery of a lecture. It examines a range of teaching methods and demonstrates the use of visual aids and practical illustration.

Individual Presentations Each participant is required to prepare and deliver two twenty minute presentations during the course on a subject relevant to records management. This will enable participants to consolidate what they have learned and to demonstrate their ability to impart this knowledge to others.

Action Planning for Returning Home At the end of the course participants will be asked to draw up action plans which will lead to improved efficiency in their own systems.

Note: We are pleased to be able to offer 4-day computer courses designed to provide hands-on experience in basic computing. Courses will be run on demand as optional modules following completion of the course).

Fees: The course fee is f5,500 plus Value Added Tax (currently at 17.5%), and includes the cost of tuition and travel on course visits. Participants are responsible for the cost of accommodation, meals and local travel in London.

Application form and further information may be obtained from:

Same as A.3.4.12

A.3.4.23 Contracting out and Privatization

Medium of instruction: English

Location: London, U.K.

Duration: 10 July - 1 September 1995

Objectives: The course will enable the participants to:

- (a) Gain a thorough grounding in market testing/contracting out/out-sourcing/privatization including identification of candidate area and the interface with outside companies.
- (b) Develop the technical skills required for undertaking management consultancy in complex areas.
- (c) Acquire an understanding of the consultant's role in relation to management and the widespread changes that flow from market testing and the management of such changes.
- (d) Plan, control and successfully complete market testing/contracting out/out-sourcing/privatization assignments.
- (e) Gain exposure to the operation of consultants currently undertaking market testing assignments in the UK.

Course participants: The course is aimed at consultants and managers with responsibilities for contracting out and privatization of services. Proficiency in English is essential.

Programme:

- (a) The Principles of Market Testing, Contracting Out and Privatization. The identification of possible candidates; the creation of an overall action plan; the interface with the private sector to establish alternative means of service delivery; the roles of the client, the internal bidders and the market testing project team.

(b) Conducting the Stages of the Market Test:

- i. Feasibility study; identification of in-house efficiencies, the assessment of the risk of contractorised, validation of private sector capability. The identification of the "intelligent customer" role;
- ii. Drafting the Statement of Requirement and the Specification that will form the basis of the contract;
- iii. Issuing tenders to the private sector (including selecting companies) and the internal bidding team;
- iv. Tender evaluation;
- v. Contract letting, contract monitoring;
- vi. Costing and financial principles and techniques, including investment appraisals;

(c) Assistance for an Internal Bid. Identifying improvements in internal efficiency; structural and organizational review; response to the tender document; costing of the bid; presentation to the management; internal public relations and culture.

(d) Relations with Private Sector. Selection of possible bidders; handling prospective bidders; ethical considerations (including the prevention of corruption); control of contractors.

(e) The Human Relations and Labour Aspects. Handling the substantial changes for the staff that market testing can cause.

(f) Visits. To an on-going market test/contracting out project in the UK.

(g) Consultancy and Interpersonal Skills. Interviewing techniques; data gathering and analysis; oral and written presentation skills; planning and controlling assignments; organizational analysis; options and investment appraisals; negotiating, client-consultant relationship, management and culture, the management of change, technology transfers, the role of facilitation.

(h) The Production of a Personal Report on the applicability of contracting out to the participant's own area. Each participant will develop and have validated a report on how the concept and operation of competitive testing might apply in his/her area of

work, (with an identification of possible candidates and an action plan).

Note: We are pleased to be able to offer 4-day computer courses designed to provide hands-on experience in basic computing.

Courses will be run on demand as optional modules following completion of the course.

Methodology: The eight week course will comprise lectures, exercises, case studies and visits/attachments to ongoing market testing assignments in the UK. The sessions will be led by experienced consultants. Participants will be expected to give short presentations on the outcome of exercises and visits/assignments and will produce a personal report on the application of market testing in their own areas.

Fees: The course fee is f5,200 plus Value Added Tax (currently 17.5%) and includes the cost of tuition and travel on course visits. It also includes return travel and bed and breakfast for the one week period during which participants are on attachment outside London. Participants are responsible for the cost of all other accommodation, meals and local travel in London.

Application form and further information may be obtained from:

Same as A.3.4.12

A.3.4.24 Personal Computing

Medium of instruction: English

Location: London, U.K.

Duration: 10 July - 18 August 1995

Objectives: The course will enable participants to:

- (a) Develop confidence in their ability to set up and use personal computer hardware and software.
- (b) Develop competence and understanding of a common PC operating system and a multi-application software package embracing word processing, spreadsheets and graphics.
- (c) Understand the most common PC applications and gain a knowledge of the range of software that supports them.
- (d) Appreciate the management issues surrounding the introduction of PC and information technology into an organization.
- (e) Make the most effective use of the techniques introduced in the course.

Course participants: The course will benefit managers and administrators who need to be conversant with personal computer technology and its application. No previous experience with PCs is necessary though keyboard skills would be advantageous. Proficiency in English is essential.

Programme: Introduction to Personal Computers Setting up a new PC system - a user's guide to PC technologies.

Software Applications Practical training in a representative range of PC software with particular regard to its use in public administration - Word Processing, including use of printers - Spreadsheets - Databases - Presentation Graphics - Desktop Publishing.

PC System Maintenance Operating Systems - MS DOS in detail - hard disk management including the regular upkeep of a PC system and security.

Computer Based Communications Local Area and Wide Area Networks - on line information systems - the networked office.

An Introduction to Programming Basic computer concepts and terminology - printer and file technology - An introduction to programming.

Management Topics Management information needs, management of time, problem-solving and decision-making, report writing and the presentation of information.

Fees: The course fee is f4,095 plus Value Added Tax (currently at 17.5%) and covers the cost of tuition and travel on course visits. Participants are responsible for the cost of all other accommodation, meals and local travel in London.

Application form and further information may be obtained from:

Same as A.3.4.12

A.3.4.25 Consultancy Skills

Medium of instruction: English

Location: London, U.K.

Duration: 21 August - 15 September 1995

Objectives: The course will enable participants to:

- (a) develop the technical skills required for successful management consultancy.
- (b) enhance their understanding of the role of the consultant in relation to management and the management of change.
- (c) acquire a wider understanding of the process of negotiating consultancy contracts and planning, controlling and completing assignments.
- (d) gain exposure to the operation of successful management consultants in the UK.

Course participants: The course is aimed at personnel who are engaged in some aspect of consultancy. They should be numerate and have experience in applying analytical management services techniques. They should be proficient in English.

Programme: The Management of Consultancy Assignments Models of consultancy, bidding for and negotiating contracts, planning and controlling assignments, successful completion, fees, costs and consultant utilization.

Logical and Analytical Skills Data gathering and analysis, interviewing techniques, organizational analysis and development, efficiency reviews, options appraisal.

Interpersonal Skills Negotiation skills, the client-consultant relationship, management and culture, the management of change, technology transfer, the role of facilitation.

Style and Presentation Marketing consultancy services, reporting to clients, preparation of reports, presentation techniques, dealing with the media.

Note: We are pleased to be able to offer 4-day computer courses designed to provide hands-on experience in basic computing.

Courses will be run on demand as optional modules following completion of the course).

Methodology: The four-week course will comprise lectures, exercises, case studies and visits. The sessions will be led by experienced consultants. Participants will be expected to give short presentations on the outcome of exercises and visits throughout the course.

Fees: The course fee is f3,035 plus Value Added Tax (currently at 17.5%), and includes the cost of tuition and travel on course visits. Participants are responsible for the cost of all other accommodation, meals and local travel in London.

Application form and further information may be obtained from:

Same as A.3.4.12

**A.3.4.26 Management and National Development -
An International Top Management Seminar**

Medium of instruction: English

Location: London, U.K.

Duration: 11 September - 6 October 1995

Objectives: The course will enable participants to:

- (a) extend and update their knowledge of current developments in the management of reform and change in countries and governments and in the public and privatised sectors.
- (b) review strategic thinking in policy formulation and evaluation in relation to meeting corporate objectives.
- (c) consider appropriate priorities and realities in planning for growth and development.
- (d) examine strategic issues and current practices in the functional areas of finance, human resources and information management.
- (e) share and exchange views and experiences with counterparts in governments and industries of other countries.
- (f) examine and assess the UK experience of the management of change and its transfer in terms of the economic, political and social relevance in their own environment.

Programme: The first three elements of this seminar deal largely with issues which concern the development of policy in the public sector. The following elements focus on the management aspects of implementing policy changes.

The Machinery of Government and its Relation to Administration
This section will focus on the nature of government and the implications for the development of a complementary administrative system. Participants will examine, within the context of British experience, the process of administrative reform bearing in mind the varying legislative and regulatory practices of the countries represented on the course.

The Government and the Public and Private Sectors: The changing scenario of new demands, new challenges and new options will be examined, highlighting the changing pattern of relationships between the public and private sectors.

Planning for National Development Political, economic and social dimensions will be considered.

General Management Key management concepts will be reviewed. There will be an emphasis on strategic planning and implementation, balanced against demands for financial and political scrutiny and accountability.

Developments in Human Resource, Financial and Information Management These functional concerns in relation to public sector scenarios will be reviewed and discussed.

Performance Management in the Public Sector There will be a review of processes, standards of measurement, quality assurance and accountability.

Organizational Change The process of introducing and sustaining change will be explored, highlighting the interaction between the content of any proposed change and the implications for intervention.

Towards Better Government This concluding session will be a platform for discussion on the role of public service reform for national development and will aim to establish an agenda for change based on national viability and acceptance.

Note: We are pleased to be able to offer 4-day computer courses designed to provide hands-on experience in basic computing. Courses will be run on demand as optional modules following completion of the course).

Methodology: This seminar is delivered through formal and informal presentations, plenary sessions, discussions, syndicate work and visits to appropriate organizations. It is a highly interactive programme which has been designed to encourage the exchange of ideas and experiences between participants with a view to generating new ideas and solutions to help achieve corporate and individual objectives.

Fees: This is a residential course. Participants will be accommodated in a hotel conveniently situated near London's West End. The inclusive course and accommodation fee is £5,250 plus Value Added Tax (currently at 17.5%). The fee covers bed and breakfast, morning coffee and afternoon tea. Participants are responsible for the cost of all other meals and local travel in

London. As a guideline, £700 for the four-week period should be allowed in addition to the course fee. Please note that this does not include incidental expenses such as entertainment and travel in the UK and Europe.

Application form and further information may be obtained from:

Same as A.3.4.12

A.3.4.27 Judicial Administration

Medium of instruction: English

Location: London, U.K.

Duration: 18 September - 27 October 1995;

Training of Trainers Module: 30 Oct. - 10 Nov. 1995

Objectives: This course will enable participants to:

- (a) make an accurate assessment of the place and purpose of judicial administration in the system of their own jurisdictions.
- (b) identify areas where efficiency (and fairness to litigants) can be improved and practical ways of doing so.

Course participants: (a) chief Registrars (b) holders of other senior posts in judicial administration, who should preferably be legally qualified.

Programme: The main approach to learning on the course is by comparative study of judicial systems in the Commonwealth and England and Wales through exchange of participants own views and experiences, lectures and field visits. The course will be divided into three main phases:

- (a) Lectures on different aspects of judicial administration including human rights, litigants, public defenders, archive and record management; court administration; finance and staff management.
- Practical exercises involving critical examination of hypothetical cases and designing improved administrative structures.
- Group discussions to which all participants will be expected to contribute by describing features of their own systems by commenting on subjects under discussion and by analysis and critical appraisal of each other's proposals.
- Visits to courts in or near London. After every visit each participant will be expected to identify one administrative feature and consider whether in the participant's own jurisdiction it should be adopted, adapted, used as the basis of an alternative feature or wholly abandoned.

- Individual and group tutorial discussions with the director or other course staff. Guidance on the planning, preparation and presentation of action plans (which will be dealt with in the third phase of the course).
- (b) The "Court" phase being an attachment for one week to a combined court centre (Crown Court, County Court and District Registry of the High Court) outside London with a view to practical involvement in the administration of criminal and civil justice.
- (c) The final phase when participants will be expected to draw up proposals for action to be taken in their own jurisdictions of their return home. The action plan will be presented in open forum for critical appraisal by directing staff, invited guests and other participants.

Methodology: The main approach to learning on the course is by comparative study of judicial systems in the Commonwealth and England and Wales through exchange of participants own views and experiences, lectures and field visits.

The course will be divided into three main phases:

- (a) The "London" phase at RIPA International's training centre comprising:
 - Lectures on different aspects of judicial administration including human rights, litigants, public defenders, archive and record management; court administration; finance and staff management;
 - Practical exercises involving critical examination of hypothetical cases and designing improved administrative structures;
 - Group discussions to which all participants will be expected to contribute by describing features of their own systems, by commenting on subjects under discussion and by analysis and critical appraisal of each other's proposals;
 - Visits to courts in or near London. After every visit each participant will be expected to identify one administrative feature and consider

whether in the participant's own jurisdiction it should be adopted, adapted, used as the basis of an alternative feature or wholly abandoned;

- Individual and group tutorial discussions with the director or other course staff. Guidance on the planning, preparation and presentation of action plans (which will be dealt with in the third phase of the course.)
- (b) The "Court" phase being an attachment for one week to a combined court centre (Crown Court, County Court and District Registry of the High Court) outside London with a view to practical involvement in the administration of criminal and civil justice.
- (c) The final phase when participants will be expected to draw up proposals for action to be taken in their own jurisdictions on their return home. The action plan will be presented in open forum for critical appraisal by directing staff, invited guests and other participants.

Fees: The course fee is £4,095 plus Value Added Tax (currently at 17.5%). (The Training of Trainers module is £1,000 plus Value Added Tax). It includes the cost of tuition, travel on course visits and return travel and bed and breakfast only during the one-week field assignment outside London. Participants will be responsible for the cost of all other accommodation, meals and local travel in London.

Application form and further information may be obtained from:

Same as A.3.4.12

A.3.4.28 Legislative Drafting

Medium of instruction: English

Location: London, U.K.

Duration: 25 September - 1 December 1995

Objectives: The course will enable participants to:

- (a) Understand the processes for preparation of legislation, and in particular adopt systematic and practical skills and techniques of legislative drafting;
- (b) Develop their drafting capabilities through a structured framework of knowledge and know-how;
- (c) Increase their awareness of the potential and appropriate use of computers in drafting.

Course participants: The course is intended for lawyers from jurisdictions where common law styles of legislative drafting are used. Proficiency in written and spoken English is essential.

Programme: The function of legislation in the common law tradition; The role and responsibility of legislative counsel; The constitutional framework of written law; the Rule of Law; statutory protection of human rights; The law making system; The legislative programme; The legislative process; The drafting process; preparatory stages of drafting; drafting instructions; the legislative plan; The structure of statutes and subsidiary legislation; The principles of legislative expression; syntax and style; the use of plain English; Techniques and knowhow in drafting; avoidance of ambiguity; Interpretation legislation; Judicial construction of legislation; The operation of legislation; transitional, extra-territorial and retrospective savings and provisions; The drafting of particular types of legislation: amending and penal provisions - subsidiary laws - financial, taxation and licensing statutes - creation of statutory bodies - privatisation and regulatory legislation- implementation of treaties; Law reform, law revision and consolidation of statutes; The use of computers in the preparation of legislation and in law revision.

Please note: Participants are requested to bring with them the following materials for use during the course: a copy of their

country's Constitution, a copy of their Interpretation Act, short examples of an Act, an amending Act, and subsidiary legislation recently drafted in their jurisdiction.

The joint directors of the course, both of whom have substantial international experience, are:

Professor Keith Patchett, Emeritus Professor of Law, University of Wales, a consultant on Commonwealth legal matters.

Roger Rose, Director, The Commonwealth Legal Advisory Service and formerly First Parliamentary Counsel, Kenya

Methodology:

- (a) Lectures and seminars on the processes and fundamental principles of legislative drafting (involving analysis of statutory precedents), designed to develop sound drafting standards
- (b) Twice-weekly practical drafting exercises, involving redrafting of earlier legislation or drafting of short Bills or instruments on instructions. The exercises are designed to integrate with the class work and to develop compositional and analytical skills.
- (c) Individual discussions with a course-director involving an appraisal of each drafting exercise, designed to strengthen basic drafting skills.
- (d) Group critiques of exercise drafts designed to develop the capacity to give and receive criticism, and group discussion of specific legislative problems, designed to improve analytical skills.
- (e) Individual use of structured self-tuition materials.
- (f) Simulated inter-departmental discussions of legislative proposals, designed to highlight constitutional constraints and policy considerations which may influence the content of the proposed legislation and dictate the drafting approach.
- (g) Private reading and study of various texts and materials selected for the course.
- (h) Individual access to computers for a basic introduction to the use of word-processing in the preparation of legislation.

Fees: The course fee is f5,880 plus Value Added Tax (currently at 17.5%), and includes the cost of tuition and travel on course visits. It also includes return travel, accommodation and meals during the residential week outside London. Participants are responsible for the cost of all other accommodation, meals and local travel in London.

Application form and further information may be obtained from:

Same as A.3.4.12

A.3.4.29 Human Resources - Budgeting and Job Inspection
(Formerly Manpower Budgeting and Staff
Inspection)

Medium of instruction: English

Location: London, U.K.

Duration: 25 September - 17 November 1995

Objectives: This eight-week course will enable participants to:

- (a) understand the need to budget for, monitor and control the use of human resources;
- (b) understand the function and process of job inspection and the role of personnel management, line management and staff associations and trade unions in these processes;
- (c) equip themselves with a working knowledge of the techniques which are applied in job inspection assignments;
- (d) increase their awareness of the importance of well presented and accurate reports;
- (e) consider the problems of implementing recommendations for change subsequent to production of the job inspection report;
- (f) design an action plan for implementation of recommendations.

Course participants: The course is intended primarily for officers who have been, or shortly will be, appointed to posts in establishments or personnel departments or who are about to assume greater responsibilities in this area. The course will also be useful for any manager of a significant number of staff. Candidates must have a high degree of proficiency in English and would normally be graduates with several years' public service experience - exceptions should produce evidence that they are capable of taking full advantage of the course.

Programme:

Introduction The public service in Britain; the organization and structure of the British public sector; the development of job inspection and job evaluation in Britain and elsewhere.

Control of Human Resources The roles of central and departmental line management in the control and monitoring of human resources. The interface with personnel management in general.

Organizational and Structural Considerations The pay and grading structures and the organizational context in which work is done and their impact on the use of human resources.

Budgetary Control of Human Resources The techniques and practices in the broad control of human resources in the public service.

Job Inspection and Job Evaluation General concepts and associations with other management techniques. Critical consideration of what work needs to be done. Job analysis; the preparation of job descriptions; grading methods; work measurement.

Practical Aspects of Job Inspection Planning for an inspection; interviewing; report writing. Implementation of changes proposed; the role of staff associations and trade unions.

Practical Experience There will be an emphasis on practical work at all appropriate stages of the programme. This will include practical experience of interviewing, job analysis, preparing job descriptions of a variety of posts, and full participation in the inspection of a simulated department of central government.

Note: We are pleased to be able to offer 4-day computer courses designed to provide hands-on experience in basic computing. Courses will be run on demand as optional modules following completion of the course).

Methodology: The course is designed to build up progressively the knowledge and skills of participants from a foundation of management theory and a review of the concepts which underline the various techniques and practices involved. There is substantial practical involvement including a simulated inspection exercise. Speakers, discussion leaders and tutors are drawn from a wide range of organizations including relevant practitioners from the British Civil Service.

Fees: The course fee is £5,200 plus Value Added Tax (currently at 17.5%), and includes the cost of tuition and travel on course visits. It also includes return travel, accommodation and meals during the residential week outside London.

Application form and further information may be obtained from:

Same as A.3.4.12

A.3.4.30 Parliamentary Administration

Medium of instruction: English

Location: London, U.K.

Duration: 9 October - 15 December 1995

Objectives: The course will enable participants to:

- (a) understand the nature of the British constitution; the legal system, and the legislative process;
- (b) study the British electoral system and functioning of multi party politics;
- (c) understand the structure, financing, and operation of central and local government in Britain, and the relationship between them;
- (d) develop personal skills in management, drafting, report writing and presentation;
- (e) relate the structure and functioning of the British system to their own countries and to prepare and present a practical action plan for implementation on their return home.

Course participants: The course is intended for Parliamentary officers who are responsible within their Secretariats for the efficient functioning of their legislatures. Participants will need to be proficient in English.

Programme:

The British Constitution The written and unwritten elements; the electoral system; relationship with the European Union (formerly the European Community).

The Legal System Common and statute law; Scots law; judicial review; the courts of Law.

Parliamentary Processes The organization of the two Houses of Parliament; legislation; debates; voting supply; Parliamentary scrutiny of the Executive; the Ombudsman; Hansard and Parliamentary records; broadcasting proceedings.

The Structure of Government Central and local government; the Cabinet system; Ministers and their advisers; the Civil Service; Government Departments and agencies; financial control of Departmental budgets and local authority expenditure.

The Political and Economic Context The political parties; the Press, TV and radio; pressure groups; commerce, industry, the Stock Exchange; social developments in Britain.

Management Corporate objectives, work programmes; time and stress management; human relations and resources.

Personal Skills Leadership and managerial effectiveness; drafting, report writing, presentational skills.

Note: We are pleased to be able to offer 4-day computer courses designed to provide hands-on experience in basic computing. Courses will be run on demand as optional modules following completion of the course).

Methodology: The course will provide opportunities for participants to meet Members of Parliament (including former Ministers, some with Cabinet experience), the Clerks and other officers of Parliament, senior civil servants, local government councillors and officers, academics, journalists and representatives of pressure groups. Apart from lectures and presentations, there will be exercises and case-studies, audio-visual aids, guided reading, discussions, action plans and a number of visits. There will be visits to the Palace of Westminster and to the City of London (the financial centre of Britain), the headquarters of the main political parties, local council offices in London and elsewhere, the Parliamentary (Hansard) Press, the Public Record Office, etc.

Emphasis is placed on participation and involvement, in the analysis and discussion by course members of the ideas put before them. The intention is not to present the British experience as a solution, but as an example which can be adapted or adopted if found to be relevant to the needs of other countries.

Fees: The course fee is f6,000 (exclusive of VAT) and includes the cost of tuition and travel on course visits. Participants are responsible for the cost of all other accommodation, meals and local travel in London.

Application form and further information may be obtained from:

Same as A.3.4.12

A.3.4.31 Management of Civil Service Reform

Medium of instruction: English

Location: London, U.K.

Duration: 23 October - 10 November 1995

Objectives: The programme has been designed to enable participants to:

- (a) reflect on the relationship between good government and sound public management;
- (b) understand the rationale of and conditions for administrative reform;
- (c) appreciate the scale and nature of reform processes to be undertaken in different socio-economic, political and cultural contexts;
- (d) appreciate the planning and management arrangements of introducing and sustaining reforms;
- (e) promote and improve the interaction of politicians with public managers in approaches to administrative reform;
- (f) identify particular areas and priorities for reform.

Course participants: The course is aimed at politicians with government responsibilities, senior public officials with responsibilities for administrative reform and specialist advisers who are involved with policy formulation and the machinery of government.

The participants will be asked to prepare and bring with them a brief country profile for distribution to participants at the seminar, setting out the current status of the civil service reform programme.

Programme:

- (a) Factors contributing to good government in a free society;
- (b) The characteristics of good public management and their relationship to good government;
- (c) Consequent conditions for administrative reform in the public sector;
- (d) Management of change in the governance, structure, functions and processes of public management;
- (e) Arrangements for the monitoring and evaluation of administrative reform programmes;

- (f) Accountability of public management both to government and to the public generally;
- (g) Development assistance - working with donor organizations.

Note: We are pleased to be able to offer 4-day computer courses designed to provide hands-on experience in basic computing. Courses will be run on demand as optional modules following completion of the course).

Fees: This is a residential seminar. Participants will be accommodated in a hotel conveniently situated near London's West End. The inclusive seminar and accommodation fee is £4,300 plus Value Added Tax (currently at 17.5%). The fee covers bed and breakfast, morning coffee and afternoon tea. Participants are responsible for the cost of all other meals and local travel in London. As a guideline, £525 for the three week period should be allowed in addition to the course fee. Please note that this does not include incidental expenses such as entertainment and travel in the UK or Europe.

Accommodation is available from the afternoon of Saturday 21 October to the Morning of Saturday 11 November 1995.

Application form and further information may be obtained from:

Sam as A.3.4.12

A.3.4.32 Destination Marketing for National Tourist Offices

Medium of instruction: English

Location: London, U.K.

Duration: 30 October - 17 November 1995

Objectives: At the end of the course participants will be well versed in:

- (a) Role of the national tourist office;
- (b) Marketing research;
- (c) Market segmentation and product/market fit;
- (d) Marketing communications including advertising, direct mail, public relations, publicity, trade and consumer promotions and exhibitions;
- (e) Establishing and utilising overseas offices and representatives;
- (f) Importance of information, its collection, collation and presentation;
- (g) Print - concepts, design, translation and production;
- (h) Product development and presentation;
- (i) Formulation of regional and national marketing plans;
- (j) Environmental and green" issues in tourism;
- (k) Cooperative marketing and sponsorship;
- (l) Special interest travel marketing;
- (m) Conference marketing;
- (n) Incentive travel;
- (o) Training for tourism suppliers.

Course participants: The course is aimed at senior officials and marketing personnel of tourism ministries and national tourist offices, as well as heads of regional tourism authorities. Candidates must be proficient in English.

Programme: The course will cover a number of elements related to tourism and marketing. It will include:

- (a) Tourism in the overall context of national and regional development;
- (b) Seminars, group discussions and analysis of case studies;
- (c) Specialist lectures on topics such as market research, public relations and print production;
- (d) Exercises in marketing planning;

- (e) A visit to a major tourism exhibition to study presentation and sales techniques;
- (f) Instruction in quality service provision;
- (g) Visits to tourist offices and information centres to assess their strengths and weaknesses;
- (h) A participant action plan covering best transferable practice;
- (i) Participant presentations on how the action plan will be implemented in their own destinations.

Note: We are pleased to be able to offer 4-day computer courses designed to provide hands-on experience in basic computing. Courses will be run on demand as optional modules following completion of the course).

Methodology: The course is designed to be highly participative. Specialist lecturers' presentations will be incorporated with group discussions and practical exercises. Case studies will be analyzed and field visits used to give hands-on experience. Participants will also attend the World Tourism exhibition scheduled in London during the course.

Fees: This is a residential course. Participants will be accommodated in a four-star hotel close to Bedford Square. The course fee of f3,465 plus Value Added Tax (currently at 17.5%), covers bed and breakfast, morning coffee and afternoon tea and all course visits. Participants are responsible for all other meals and local travel in London. As a guide f450 for the three week period should be allowed in addition to the course fee. Accommodation is available from the afternoon of Saturday 28 October to the morning of Saturday 18 November 1995.

Application form and further information may be obtained from:

Same as A.3.4.12

COURSE TITLE

Organisation Development

VENUE

Crown Agents International Management Training Centre

DURATION

2 Weeks

START DATE

22 May - 2 June 1995

TARGET AUDIENCE

Middle and senior managers in organisations undergoing or about to undergo major change initiatives.

OUTCOME

Award of Crown Agents Certificate.

COST

£2000, Includes:

- Tuition
- Course notes
- Full board accommodation
- course related travel
- course attachments

COURSE CONTENT

Organisational Theory and the Nature of Change

- history of organisation development
- organisational and managerial theories and structures
- the cultural dimensions of organisations and their development
- the reasons and impetus to change

Organisation Development Strategies and Techniques

- diagnostic techniques for assessing organisational strengths and weaknesses
- techniques to facilitate change
- techniques to overcome active resistance and inertia
- operations to maintain and sustain development
- the dynamic of a learning organisation
- organisational and human resource development
- how to prepare a practical & effective plan to develop the organisation

COURSE TITLE

Human Resources Development

VENUE

Crown Agents International Management Training Centre

DURATION

11 Weeks

START DATE

5 June - 18 Aug 1995

TARGET AUDIENCE

Middle and senior managers responsible for developing training initiatives within an organisation.

OUTCOME

Award of Crown Agents Certificate.

COST

£8500, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

Module 1: Principles of Management and Human Behaviour

Module 2: HRD Strategies and Planning

Module 3: Design and Delivery of Training

COURSE TITLE

Human Resource Management & Personnel

VENUE

Crown Agents International Management Training Centre

DURATION

11 Weeks

START DATE

5 June - 18 Aug 1995

TARGET AUDIENCE

Middle and senior managers responsible for developing training initiatives within an organisation.

OUTCOME

Award of Crown Agents Certificate.

COST

£8500, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

For course details please refer to Crown Agents.

COURSE TITLE

Training Design and Delivery

VENUE

Crown Agents International Management Training Centre

DURATION

4 Weeks

START DATE

10 July - 4 Aug 1995

TARGET AUDIENCE

Trainers or Managers who need to develop their practical skills in designing and running training programmes.

OUTCOME

Award of Crown Agents Certificate.

COST

£3200, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

Training Needs Analysis

Training and Development Methods and Techniques

Design and Development of Training Programmes and Sessions

Induction Training

Models of Assessment

Coaching Skills

Consultancy Skills

Running a Training Session

Training Administration

COURSE TITLE

Management and Development

VENUE

Crown Agents International Management Training Centre

DURATION

5 Weeks

START DATE

5 June - 6 July 1995

TARGET AUDIENCE

Managers/Directors of training departments or managers responsible for HRD functions in their own department.

OUTCOME

Award of Crown Agents Certificate.

COST

£4200, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

Module 1: Principles of Management and Human Behaviour

Module 2: HRD Strategy and Planning

COURSE TITLE

Personnel Planning and Management

VENUE

Crown Agents International Management Training Centre

DURATION

4 Weeks

START DATE

10 July - 4 Aug 1995

TARGET AUDIENCE

Personnel Managers or managers with HRD responsibilities.

OUTCOME

Award of Crown Agents Certificate.

COST

£3200, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

Module 1: The Strategic Contribution of the HRM Function to the Effectiveness of the Organisation

Module 2: Personnel Practices

COURSE TITLE

Computer Applications in Human Resource Management

VENUE

Crown Agents International Management Training Centre

DURATION

2 Weeks

START DATE

7 - 18 Aug 1995

TARGET AUDIENCE

Middle and senior managers responsible for developing training initiatives within an organisation.

OUTCOME

Award of Crown Agents Certificate

COST

£1800, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

For course details please refer to Crown Agents.

COURSE TITLE

Open Learning - Design, Production and Implementation

VENUE

Crown Agents International Management Training Centre

DURATION

2 Weeks

START DATE

7 - 18 Aug 1995

TARGET AUDIENCE

Personnel Managers or managers with HRD responsibilities.

COST

£1800, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Overview of Open Learning
- Module 2: Developing and Producing Materials
- Module 3: Implementation

COURSE TITLE

Gender and Community Development

VENUE

Crown Agents International Management Training Centre

DURATION

10 Weeks

START DATE

18 Sept - 24 Nov 1995

TARGET AUDIENCE

Those responsible for mobilising and motivating gender and culture sensitive programmes and projects.

OUTCOME

Award of Crown Agents Certificate.

COST

£8000, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Community Development and Mobilisation
- Module 2: Communication, Planning and Implementation
- Module 3: Facilitating Change
- Module 4: Project Management
- Module 5: Managing Practice/Training and Development

COURSE TITLE

Gender in the Community

VENUE

Crown Agents International Management Training Centre

DURATION

4 Weeks

START DATE

18 Sept - 13 Oct 1995

TARGET AUDIENCE

Those responsible for mobilising and motivating gender and culture sensitive programmes and projects.

OUTCOME

Award of Crown Agents Certificate.

COST

£3500, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

For course details please refer to Crown Agents.

COURSE TITLE

Community Projects: Management & Participation

VENUE

Crown Agents International Management Training Centre

DURATION

3 Weeks

START DATE

16 Oct - 3 Nov 1995

TARGET AUDIENCE

Those responsible for mobilising and motivating gender and culture sensitive programmes and projects.

OUTCOME

Award of Crown Agents Certificate.

COST

£2500, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

For course details please refer to Crown Agents.

COURSE TITLE

Women in Organisations: Managing for Success

VENUE

Crown Agents International Management Training Centre

DURATION

3 Weeks

START DATE

6 - 24 Nov 1995

TARGET AUDIENCE

Those responsible for mobilising and motivating gender and culture sensitive programmes and projects.

OUTCOME

Award of Crown Agents Certificate.

COST

£2500, Includes;

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

For course details please refer to Crown Agents.

COURSE TITLE

Advanced Prison Management

VENUE

Crown Agents International Management Training Centre

DURATION

9 Weeks

START DATE

23 Jan - 23 Mar 1995

TARGET AUDIENCE

Senior managers or middle managers with the potential of gaining senior positions.

OUTCOME

Award of Crown Agents Certificate.

COST

£8000, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

The role of prisons in society
Counselling of prisoners
Maintaining security and efficiency
Stress on staff and prisoners
Managing emergencies
Coping with overcrowding
Management of difficult prisoners
Alternatives to imprisonment
Drug recognition in prisons and in society

COURSE TITLE

Advanced Supply Chain Management

VENUE

Crown Agents International Management Training Centre

DURATION

4 Weeks

START DATE

1 - 26 May & 25 Sept - 20 Oct 1995

TARGET AUDIENCE

Senior and middle managers responsible for the management of change in the supply chain within their organisation.

OUTCOME

Award of Crown Agents Certificate.

COST

£4800, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: The Impact of Improved Supply Chain Management on Corporate Planning
- Module 2: The Contribution of Advanced Techniques to the improvement of Supply Chain Management
- Module 3: 'The Real Thing' - Observing Modern Procedures in Practice
- Module 4: How to Apply Supply Chain Management to your Business

COURSE TITLE

International Purchasing and Materials Management

VENUE

Crown Agents International Management Training Centre

DURATION

12 Weeks

START DATE

5 June - 24 Aug 1995

TARGET AUDIENCE

Supervisors and managers responsible for purchasing and stock control aspects within their organisations.

OUTCOME

Award of joint Crown Agents/City and Guilds certificates. Success in exams can lead to affiliate/associate membership of the Institute of Logistics (ILS) and the award of an ILS certificate.

COST

£8650, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Introduction to Human Resource Management and Supply Management
- Module 2: Stock Control, Classification and Coding
- Module 3: Purchasing and Contracts
- Module 4: International Purchasing
- Module 5: Management Information Systems
- Module 6: Storage
- Module 7: Materials Handling, Preservation and Packaging
- Module 8: The Role of Distribution
- Module 9: Contemporary Issues
- Module 10: Professional Examinations

COURSE TITLE

Purchasing and Stock Management

VENUE

Crown Agents International Management Training Centre

DURATION

8 Weeks

START DATE

16 Jan - 9 Mar & 4 Sept - 26 Oct 1995

TARGET AUDIENCE

Supervisors and managers responsible for purchasing, stock control, warehousing, transport and distribution within their organisations.

OUTCOME

Award of joint Crown Agents/City and Guilds certificates. Success in exams can lead to affiliate/associate membership of the Institute of Logistics (ILS) and the award of an ILS certificate.

COST

£5800, Includes:

- Tuition**
- Course notes**
- Full board accommodation**
- Course related travel**
- Course attachments**

COURSE CONTENT

- Module 1: Introduction to Effective Materials Management**
- Module 2: Purchasing and Contracts**
- Module 3: Stock Control Classification and Coding**
- Module 4: Warehousing**
- Module 5: Distribution**

COURSE TITLE

Purchasing and Stock Control

VENUE

Crown Agents International Management Training Centre

DURATION

5 Weeks

START DATE

16 Jan - 17 Feb & 4 Sept - 6 Oct 1995

TARGET AUDIENCE

Supervisors and managers responsible for purchasing and stock control within their organisations.

OUTCOME

Award of joint Crown Agents/City and Guilds certificates. Attendance on the course is recognised by the Chartered Institute of Purchasing and Supply (CIPS) and the Institute of Logistics (ILS) as a contributory factor towards achieving membership of these institutes.

COST

£3700, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

Module 1: Introduction to Effective Materials Management

Module 2: Purchasing and Contracts

Module 3: Stock Control Classification and Coding

COURSE TITLE

Stock Control, Warehousing and Distribution

VENUE

Crown Agents International Management Training Centre

DURATION

5 Weeks

START DATE

6 Feb - 9 Mar & 25 Sept - 26 Oct 1995

TARGET AUDIENCE

Supervisors and managers responsible for purchasing and stock control within their organisations.

OUTCOME

Award of joint Crown Agents/City and Guilds certificates. Attendance on the course is recognised by the Chartered Institute of Purchasing and Supply (CIPS) and the Institute of Logistics (ILS) as a contributory factor towards achieving membership of these institutes.

COST

£3700, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Stock Control Classification and Coding
- Module 2: Warehousing
- Module 3: Distribution
- Module 4: Management Information Systems

COURSE TITLE

Procurement for Development Projects

VENUE

Crown Agents International Management Training Centre

DURATION

4 Weeks

START DATE

13 Mar - 7 Apr & 6 Nov - 1 Dec 1995

TARGET AUDIENCE

Officers concerned with the management of the procurement aspects of major aid agency projects.

OUTCOME

Award of Crown Agents certificates.

COST

£3500, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

The course has two variants, the first is aimed at the general requirements of International Funding Institutions; the second concentrates solely on the procurement procedures of the World Bank, reflecting its predominant position as a supplier of aid for development projects.

- Module 1: The Structure and Implementation of Procurement under IFI/WB
Procedures
Project Management
Introduction to International Competitive Bidding
- Module 2: Planning and Scheduling Project Procurement
Preparation of Bid Documents
Pre-Qualification of Bidders
Bidding Process
- Module 3: Introduction to the Law of Contract
Finance for Foreign Purchases: Sources of Finance
International Purchasing and Contracting
Methods of Procurement other than ICB
- Module 4: International Purchasing and Contracting (contd.)
-

COURSE TITLE

Road Maintenance Management and Practice

VENUE

Crown Agents International Management Training Centre

DURATION

12 Weeks

START DATE

13 Mar - 1 June 1995

TARGET AUDIENCE

Engineers responsible for implementing road maintenance at any level.

OUTCOME

Award of Crown Agents certificate.

COST

£9800, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Road Maintenance Development
- Module 2: Computing
- Module 3: Communication
- Module 4: Institutional and Human Resource Development
- Module 5: Management Techniques
- Module 6: Economic and Financial Control
- Module 7: Road Inventory Surveys
- Module 8: Pavement Engineering
- Module 9: Structures
- Module 10: Drainage
- Module 11: Geotechnical Engineering
- Module 12: Maintenance Management Systems
- Module 13: Maintenance Methods
- Module 14: Management of the Contract Environment
- Module 15: Environmental Issues

COURSE TITLE

Road Management for Senior Engineers

VENUE

Crown Agents International Management Training Centre

DURATION

2 Weeks

START DATE

19 - 30 June 1995

TARGET AUDIENCE

Senior engineers and managers who want a better understanding of the key issues involved in road development projects.

OUTCOME

Award of Crown Agents certificate.

COST

£2400, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Strategic Planning
- Module 2: Analysis and Appraisal
- Module 3: International Procurement Procedures
- Module 4: Investment Modelling
- Module 5: Environmental Issues
- Module 6: Contractual Procedures
- Module 7: Road Safety
- Module 8: Maintenance Management
- Module 9: Emergency Planning

COURSE TITLE

Construction Site Management (part one)

VENUE

Crown Agents International Management Training Centre

DURATION

10 Weeks

START DATE

3 Apr - 8 June 1995

TARGET AUDIENCE

Managers responsible for one or more construction sites.

OUTCOME

Award of Crown Agents certificate. Chartered Institute of Builders certificate in site management studies.

COST

£8700, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Computing
- Module 2: Project Planning
- Module 3: Site Investigation
- Module 4: Site and Plant Equipment
- Module 5: Estimating and Measuring Work
- Module 6: Contractual and Legal Responsibilities
- Module 7: Managing Health, Safety and Welfare at Work
- Module 8: Managing Sub-Contractors
- Module 9: Managing the Quality of Site Work

COURSE TITLE

Construction Contract Management

VENUE

Crown Agents International Management Training Centre

DURATION

6 Weeks

START DATE

24 April - 2 June 1995

TARGET AUDIENCE

Managers of construction sites responsible for negotiating and managing contracts.

OUTCOME

Award of Crown Agents Certificate.

COST

£5650, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

For course details please refer to Crown Agents.

COURSE TITLE

Construction Site Management (part two)

VENUE

Crown Agents International Management Training Centre

DURATION

10 Weeks

START DATE

12 June - 17 Aug 1995

TARGET AUDIENCE

Managers responsible for one or more construction sites.

OUTCOME

Award of Crown Agents certificate. Chartered Institute of Builders diploma in site management studies.

COST

£8700, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Computing
 - Module 2: Organising and Resourcing Projects
 - Module 3: Site Surveying and Levelling
 - Module 4: Improving Managerial Skills
 - Module 5: Maintenance Management
 - Module 6: Managing People
 - Module 7: Services Management
 - Module 8: Developing People
 - Module 9: Industry and Management
-

COURSE TITLE

Estates and Facilities Management

VENUE

Crown Agents International Management Training Centre

DURATION

12 Weeks

START DATE

4 Sept - 23 Nov 1995

TARGET AUDIENCE

Managers responsible for any aspect of estates and facilities management.

OUTCOME

Award of Crown Agents certificate. Chartered Institute of Building diploma in facilities management.

COST

£9800, Includes:.

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Introduction to Maintenance Management
- Module 2: Management of Physical Assets
- Module 3: Computer Applications
- Module 4: Planning and Organising Maintenance
- Module 5: Project Planning and Control
- Module 6: Condition Based Maintenance
- Module 7: Building and Estate Technology
- Module 8: Building and Estate Services Management
- Module 9: Contractual Procedures and Insurance
- Module 10: Management of Sub-Contractors and Suppliers
- Module 11: Maintenance Management Principles
- Module 12: Management of Health and Safety
- Module 13: Management of Environment and Energy
- Module 14: Organisation Methods
- Module 15: Maintenance of Building Installations
- Module 16: Plant and Equipment
- Module 17: Human Resource Management
- Module 18: Industrial Relations
- Module 19: Estate and Facilities Evaluation
- Module 20: Property Management

COURSE TITLE

Building Maintenance Management

VENUE

Crown Agents International Management Training Centre

DURATION

11 Weeks

START DATE

4 Sept - 17 Nov 1995

TARGET AUDIENCE

Managers and senior supervisors responsible for the planning, organisation and implementation of the maintenance of buildings, the supporting environment and services.

OUTCOME

Award of Crown Agents certificate. Chartered Institute of Building diploma in building maintenance.

COST

£9300, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Introduction to Maintenance Management
- Module 2: Management of Physical Assets
- Module 3: Computer Applications
- Module 4: Planning and Organising Maintenance
- Module 5: Project Planning and Control
- Module 6: Condition Based Maintenance
- Module 7: Building Technology
- Module 8: Building Services Management
- Module 9: Contractual Procedures and Insurance
- Module 10: Management of Sub-Contractors and Suppliers
- Module 11: Maintenance Management Principles
- Module 12: Management of Health and Safety
- Module 13: Management of Environment and Energy
- Module 14: Organisation Methods
- Module 15: Maintenance of Building Installations
- Module 16: Plant and Equipment
- Module 17: Human Resource Management
- Module 18: Industrial Relations

COURSE TITLE

Planning and Organising Building Maintenance

VENUE

Crown Agents International Management Training Centre

DURATION

6 Weeks

START DATE

4 Sept - 13 Oct 1995

TARGET AUDIENCE

Managers responsible for the planning and organising the maintenance of any category of buildings and associated services.

OUTCOME

Award of Crown Agents certificate. Successfully completed modules qualify as credits toward the Chartered Institute of Building's diploma in building maintenance.

COST

£5650, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Introduction to Maintenance Management
 - Module 2: Management of Physical Assets
 - Module 3: Computer Applications
 - Module 4: Planning and Organising Maintenance
 - Module 5: Project Planning and Control
 - Module 6: Condition Based Maintenance
 - Module 7: Building Technology
 - Module 8: Building Services Management
 - Module 9: Contractual Procedures and Insurance
 - Module 10: Management of Sub-Contractors and Suppliers
 - Module 11: Maintenance Planning Workshop
-

COURSE TITLE

Maintenance Management of Vehicles and Plant

VENUE

Crown Agents International Management Training Centre

DURATION

11 Weeks

START DATE

4 Sept - 17 Nov 1995

TARGET AUDIENCE

Staff responsible for the planning, organisation and implementation of the maintenance of vehicles and plant.

OUTCOME

Award of Crown Agents certificate.

COST

£8700, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Introduction to Maintenance Management
- Module 2: Planning and Organising Maintenance
- Module 3: Computer Applications
- Module 4: Planning and Organising Maintenance
- Module 5: Project Planning and Control
- Module 6: Condition Based Maintenance
- Module 7: Planned Preventive Maintenance of Plant & Equipment
- Module 8: Planned Preventive Maintenance of Vehicles & Mobile Plant
- Module 9: Contractual Procedures and Insurance
- Module 10: Management of Sub-Contractors and Suppliers
- Module 11: Maintenance Management Principles
- Module 12: Management of Health and Safety
- Module 13: Management of Environment and Energy
- Module 14: Organisation and Methods
- Module 15: Procurement and Stock Control
- Module 16: Computer Based Maintenance Management
- Module 17: Human Resource Management
- Module 18: Industrial Relations

COURSE TITLE

Planning and Organising Vehicle and Plant Maintenance

VENUE

Crown Agents International Management Training Centre

DURATION

6 Weeks

START DATE

4 Sept - 13 Oct 1995

TARGET AUDIENCE

Managers responsible for the planning and organising the maintenance of any category of vehicles and plant.

OUTCOME

Award of Crown Agents certificate.

COST

£5150, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Introduction to Maintenance Management
- Module 2: Management of Physical Assets
- Module 3: Computer Applications
- Module 4: Planning and Organising Maintenance
- Module 5: Project Planning and Control
- Module 6: Condition Based Maintenance
- Module 7: Planned Preventive Maintenance of Plant and Equipment
- Module 8: Planned Preventive Maintenance of Vehicles and Mobile Plant
- Module 9: Contractual Procedures and Insurance
- Module 10: Management of Sub-Contractors and Suppliers
- Module 11: Maintenance Planning Workshop

COURSE TITLE

Vehicle Fleet Management

VENUE

Crown Agents International Management Training Centre

DURATION

6 Weeks

START DATE

4 Sept - 13 Oct 1995

TARGET AUDIENCE

Managers and senior supervisors directly involved in the operation and maintenance of vehicle fleets.

OUTCOME

Award of Crown Agents certificate.

COST

£5250, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Introduction to Maintenance Management**
- Module 2: Planning and Organising Maintenance**
- Module 3: Planned Preventive Maintenance of Plant & Equipment**
- Module 4: The Transport Manager's Responsibilities**
- Module 5: The Vehicle Fleet**
- Module 6: Vehicle Fleet Depot**
- Module 7: Personnel**
- Module 8: Fleet Management Systems**
- Module 9: Management of Vehicle Movement**
- Module 10: Transport Costing and Budgeting**
- Module 11: The Law**

COURSE TITLE

Planning and Managing Quality

VENUE

Crown Agents International Management Training Centre

DURATION

4 Weeks

START DATE

13 Feb - 10 Mar 1995

TARGET AUDIENCE

Senior personnel charged with the introduction of quality systems.

OUTCOME

Award of Crown Agents certificate.

COST

£4890, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Fundamentals of Quality
- Module 2: Quality Management Systems
- Module 3: International Quality Standards
- Module 4: Quality Auditing
- Module 5: Quality Tools and Techniques
- Module 6: Planning, Implementation and Controlling Quality
- Module 7: Total Quality Management
- Module 8: Quality as a Customer Driven System

COURSE TITLE

Water Resources and Equipment Management

VENUE

Crown Agents International Management Training Centre

DURATION

8 Weeks

START DATE

4 Sept - 27 Oct 1995

TARGET AUDIENCE

Senior personnel responsible for managing water resources and infrastructure.

OUTCOME

Award of Crown Agents certificate.

COST

£6800, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Introduction to Maintenance Management
 - Module 2: Management of Physical Assets
 - Module 3: Computer Applications
 - Module 4: Planning and Organising Maintenance
 - Module 5: Project Planning and Control
 - Module 6: Condition Based Maintenance
 - Module 7: Planned Preventive Maintenance of Plant and Equipment
 - Module 8: Sources of Water Supply
 - Module 9: Water Treatment and Distribution
 - Module 10: Waste Treatment and Control
-

COURSE TITLE

Management of Projects

VENUE

Crown Agents International Management Training Centre

DURATION

6 Weeks

START DATE

3 Apr - 11 May & 30 Oct - 7 Dec 1995

TARGET AUDIENCE

Staff responsible for the managing the implementation of projects of whatever nature.

OUTCOME

Award of Crown Agents certificate.

COST

£5900, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Foundation - objectives, TQM, project administration
 - Module 2: Money - computer applications, project finance, cash flow
 - Module 3: Time - project planning, risk analysis, computer project management
 - Module 4: People - communication/interpersonal skills, motivating & team building
 - Module 5: Assets - procurement, contract law, safety and maintenance
 - Module 6: Implementation - public relations, project handover
-

COURSE TITLE

Orientation in European and English Law

ECA/PHSD/HRP/TIN/94/14

Part II

Page 143

VENUE

Crown Agents International Management Training Centre

DURATION

2 Weeks

START DATE

13 - 24 Mar 1995

TARGET AUDIENCE

Legal practitioners and legal advisors who need to gain an understanding of major european legal systems.

OUTCOME

Award of Crown Agents certificate.

COST

£2000, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

European Legal Systems - Basic Principles of Common and Civil Law

The Role of the European Community

Doing Business in Europe

COURSE TITLE

Commercial Law and Practice

VENUE

Crown Agents International Management Training Centre

DURATION

5 Weeks

START DATE

10 July - 10 Aug 1995

TARGET AUDIENCE

'Common Law' lawyers and lawyers working in jurisdictions based on other legal systems.

OUTCOME

Award of Crown Agents certificate.

COST

£5150, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

Preparing briefs, reports and instructions to counsel

Commercial fraud

Contract law

Law of international trade

Project finance

Drafting and negotiating contracts

Mergers and acquisitions

Settlement of disputes, including arbitration

Aspects of privatisation

COURSE TITLE
Accounting Management

ECA/PHSD/HRP/TIN/94/14
Part II
Page 145

VENUE
Crown Agents International Management Training Centre

DURATION
4 Weeks

START DATE
8 May - 2 June 1995

TARGET AUDIENCE
Financial controllers, accountants and internal auditors who need to keep up-to-date with current developments affecting company accounts.

OUTCOME
Award of Crown Agents certificate.

COST
£5500, Includes:
- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT
Module 1: Financial Reporting
Module 2: Financial Management of Enterprises
Module 3: Specialised Functions

COURSE TITLE

Internal Audit

VENUE

Crown Agents International Management Training Centre

DURATION

4 Weeks

START DATE

19 June - 14 July 1995

TARGET AUDIENCE

Financial Controllers, accountants and internal auditors who need to develop the internal audit function within their organisations.

OUTCOME

Award of Crown Agents certificate.

COST

£5500, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Development of an Internal Audit Function
 - Module 2: Audit Planning, Reporting and Controlling
 - Module 3: The Audit Function
 - Module 4: Auditor's Role
 - Module 5: Auditor's Attributes
-

COURSE TITLE

Computer Applications in Finance and Accounts

VENUE

Crown Agents International Management Training Centre

DURATION

6 Weeks

START DATE

26 June - 4 Aug 1995

TARGET AUDIENCE

Senior finance and accounting officers and those in similar positions from the public and private sector.

OUTCOME

Award of Crown Agents Certificate.

COST

£6300, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

For course details please refer to Crown Agents.

COURSE TITLE

The Role of Central Banks and Economic Policy

VENUE

Crown Agents International Management Training Centre

DURATION

2 Weeks

START DATE

17 - 28 July 1995

TARGET AUDIENCE

Officials responsible for debt and financial management in the public sector, domestic resource mobilisation and general policy formulation.

OUTCOME

Award of Crown Agents certificate.

COST

£2300, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

This two week course forms part of the Strategic Financial Management programme, and covers the following broad topics: Central Banking, and Policy Objectives.

COURSE TITLE

Fiscal Policy and Public Expenditure

VENUE

Crown Agents International Management Training Centre

DURATION

2 Weeks

START DATE

31 July - 11 Aug 1995

TARGET AUDIENCE

Officials responsible for debt and financial management in the public sector, domestic resource mobilisation and general policy formulation.

OUTCOME

Award of Crown Agents certificate.

COST

£2300, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

This two week course forms part of the Strategic Financial Management programme, and covers the following broad topics:

**The Formulation of Fiscal Policies
Consolidation of Public Sector Accounts
The Budgetary Process: Strategies and Techniques
Expenditure Planning, Forecasting and Controlling
Project Management
Public Sector Investment Programmes**

COURSE TITLE

Tax Reform and Income Generation

VENUE

Crown Agents International Management Training Centre

DURATION

2 Weeks

START DATE

14 - 25 Aug 1995

TARGET AUDIENCE

Officials responsible for debt and financial management in the public sector, domestic resource mobilisation and general policy formulation.

OUTCOME

Award of Crown Agents certificate.

COST

£2300, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

This two week course forms part of the Strategic Financial Management programme, and covers the following topics:

The Role of Taxation in Managing the State
Tax Laws and Tariffs
Tax Administration
Tax Reform
Income Generation
Income Preservation
Savings Schemes

COURSE TITLE

Commercialisation and Privatisation of Public Enterprises

VENUE

Crown Agents International Management Training Centre

DURATION

2 Weeks

START DATE

28 Aug - 8 Sept 1995

TARGET AUDIENCE

Officials responsible for debt and financial management in the public sector, domestic resource mobilisation and general policy formulation.

OUTCOME

Award of Crown Agents certificate.

COST

£2300, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

This two week course forms part of the Strategic Financial Management programme, and covers the following topics:

Policy and Politics of Privatisation

Techniques for Improving the Financial Performance of Public Enterprises

Objectives, Performance Criteria and Accountability of Statutory Corporations

Financing Privatisation

Restructuring and Alternative Approaches to Privatisation

COURSE TITLE

Debt Management Strategies and Techniques

VENUE

Crown Agents International Management Training Centre

DURATION

2 Weeks

START DATE

11 - 22 Sept 1995

TARGET AUDIENCE

Officials responsible for debt and financial management in the public sector, domestic resource mobilisation and general policy formulation.

OUTCOME

Award of Crown Agents certificate.

COST

£2300, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

This two week course forms part of the Strategic Financial Management programme, and covers the following topics:

How to Develop an Appropriate Borrowing Strategy
Applying Techniques for Analysing a Debt Portfolio
Various Financial Instruments for Debt Restructuring
Ways of Minimising the Cost of Borrowing

COURSE TITLE
Corruption Prevention

VENUE
Crown Agents International Management Training Centre

DURATION
4 Weeks

START DATE
3 - 28 April 1995

TARGET AUDIENCE
Officials responsible for revenue protection, loss prevention and the ultimate stabilisation of their country's economy. Officials from central banks, ministries of finance and anti-corruption agencies will also find this course beneficial.

OUTCOME
Award of Crown Agents certificate.

COST
£3950, Includes:
- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT
Module 1: Destabilisation of Economies
Module 2: Anti-Corruption Measures
Module 3: Investigation
Module 4: Legal Process

COURSE TITLE

Trade Fraud

VENUE

Crown Agents International Management Training Centre

DURATION

4 Weeks

START DATE

3 - 28 April 1995

TARGET AUDIENCE

Officials responsible for revenue protection, loss prevention and the ultimate stabilisation of their country's economy. Officials from Central Banks, Ministries of Finance and anti-corruption agencies will also find the course beneficial.

OUTCOME

Award of Crown Agents certificate.

COST

£3950, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Destabilisation of Economies
- Module 2: Anti-Corruption Measures
- Module 3: Contract and Purchasing
- Module 3: Investigation
- Module 4: Legal Process

COURSE TITLE

Investigation, Surveillance and Prosecution

VENUE

Crown Agents International Management Training Centre

DURATION

4 Weeks

START DATE

3 - 28 April 1995

TARGET AUDIENCE

Officials responsible for revenue protection, loss prevention and the ultimate stabilisation of their country's economy. Officials from Central Banks, Ministries of Finance and anti-corruption agencies will also find the course beneficial.

OUTCOME

Award of Crown Agents certificate.

COST

£3950, Includes:

- Tuition
- Course notes
- Full board accommodation
- Course related travel
- Course attachments

COURSE CONTENT

- Module 1: Destabilisation of Economies
- Module 2: Anti-Corruption Measures
- Module 3: Investigation
- Module 4: Surveillance Techniques
- Module 5: Legal Process

A.4 TRAINING IN THE UNITED STATES

HARVARD UNIVERSITY

A.4.1 Environmental Economics & Policy Analysis

Medium of Instruction: English

Location: Cambridge, Massachusetts, U.S.A.

Duration: June 12 - July 14, 1995

Objective: The workshop is designed to enhance the skills of mid-career development professionals interested or involved in natural resource management, environmental protection, and sustainable development. Participants will gain the tools necessary to quantitatively evaluate natural resources and the environment and to formulate policies that will protect the environment without restricting economic growth. Participants will acquire skills valuable for those working in government ministries, public enterprises, international organizations, private corporations and non-governmental organizations.

Course Participants: The workshop is open to individuals holding a university degree in economics, agricultural economics, business administration, public policy, environmental science, forestry, engineering, mathematics, biology, ecology, or any field in environmental and social sciences. The workshop has been designed to upgrade the participants' skills using new tools that are necessary to their functioning as environmental economists/policy analysts, policymakers/business managers. In order to follow the lectures, participants must have either an intermediate background in economics and facility with quantitative methods (Analytical Methods Track) or introductory economics and work experience in policy or business management (Policy and Business Tracks). Proficiency in spoken and written English is required. Candidates should have at least intermediate computer competence.

Programme: The Harvard Institute for International Development (HIID) announces its 1995 five-week intensive Training Workshop on Environmental Economics and Policy Analysis held in Cambridge, Massachusetts. The primary goal of the workshop is to train participants from environmental and economic ministries, development agencies, non-governmental organizations, and the private sector in (a) the analysis, quantification, and economic valuation of natural resources and the environmental impacts of economic activity and investment projects and (b) the

formulation of mechanisms and instruments for internalizing environmental values into policy and business decisions.

Participants will spend five weeks in an analytically rigorous yet practical workshop at Harvard University learning principles of environmental economics and modern techniques of economic valuation of natural resources and the environment. Through lectures, case studies, group discussions, and hands-on computer exercises, participants will acquire the necessary skills for analyzing, quantifying, and evaluating the environmental impacts of policies and projects. Particular attention will be paid to integrating economic and environmental policies and to introducing innovative instruments for sustainable development and financing mechanisms for environmental investments in both the public and the private sectors.

The workshop offers three tracks for concentration:

- (a) Analytical Methods Track
- (b) Policy Analysis Track
- (c) Business and the Environment Track.

Fees: The programme cost is \$8,500 per participant. This fee includes tuition, housing, course materials, the use of computer facilities, health and accident insurance, and scheduled recreational activities. Participants will need additional funds to cover meals and incidental expenses. A guideline to follow would be the USAID per diem rate for Boston of \$34 a day (1994). It is also advised that participants allocate funds for the cost of shipping materials to their home countries (the USAID shipping allowance is \$60). This budget is estimated for a single participant without family and does not include the cost of international travel.

Application form and further information may be obtained from:

Theodore Panayotou
Programme Director
International Environment Programme
Harvard Institute for International Development
One Eliot Street, Cambridge, MA 02138, U.S.A.

Telephone: 617-495-9173
Fax: 617-496-3956
Cable: HIID, Cambridge, Massachusetts
Telex: 275276 (HIID UR)
TWX No. 7103200315 (answer back: MIID CAM)

A.4.1.1 International Law Institute

Medium of Instruction: English

Location: Washington, D.C., U.S.A.

Course Participants: To be eligible for selection as a seminar - participant, a candidate must:

- Be a middle - or senior-grade official or professional with responsibility for and substantial experience in the type of transactions or the policy that forms the subject matter of the seminar.
- Be fully competent in understanding spoken English and in speaking and reading English.
- Be nominated for participation in the seminar by his or her organization.
- Be of good character and in good health.
- Demonstrate aptitude for study, potential to benefit from the seminar, and professional promise.

Programme: Training by ILI began in 1973. The Institute's core training programme is presented in seminars conducted at the ILI headquarters at Pacific House in Washington, D.C. The Institute also presents seminars outside the United States and tailors special training programmes to meet the needs of governments, funding agencies and other organizations.

Washington Programms: The ILI seminars train officials and professionals from both the public and private sectors to manage their organizations more effectively; carry policies into effect; and negotiate on an equal footing with foreign investors and financiers, governments, multilateral organizations contractors, consultants, exporters, suppliers, and licensors. Courses are continually revised to take into account the latest developments in law, finance, economics, technology, and public administration.

The ILI's courses provide intensive exposure to the substance and practice of negotiation, policy execution, and management in numerous areas. The unique programmes place strong emphasis on the practical world: what the issues really are and how things really work, in contrast to theoretical or academic models. Lectures and discussions are supplemented by case studies, roundtables, simulated negotiations, practical team exercises drawn from actual transactions, and field trips.

Project 1: Foreign Investment Negotiation

Duration: February 17 - March 24, 1995
September 4-29, 1995

- Foreign Investment: Pros and Cons
- The Transnational Corporate Investor
- Regulation of Foreign Investment
- Project Analysis
- Investment Forms and Agreements
- Financing of Projects
- Changes in the Investment Relationship
- Participants' Roundtable
- Negotiation

Project 2: International Project Procurement & Contract Negotiation

Duration: February 27 - March 24, 1995
September 4 - 29, 1995

- Planning
- Procurement Projects for Major Plant, Works
- Bid Evaluation and Award
- Other Procurement
- Contract Administration
- Negotiation
- Participants' Roundtable

Project 3: Debt Management

Duration: March 27 - April 7, 1995

- Characteristics and Quantum of Foreign Debt
- Quantifying the Debt Burden
- Debt Reduction Attempts
- Debt Management Techniques
- Institutional Arrangements
- Loan Agreements
- Case Studies
- Problems and Pitfalls
- Participants' Roundtable

Project 4: Project Finance & Management

Duration: March 27 - April 7, 1995

- Strategic Planning
- Country Risk Analysis
- Project Analysis
- Assessing and Managing Risk
- Problems with Implementation

Project 5: International Loan Negotiation & Renegotiation

Duration: April 10 - May 5, 1995

- Negotiating and Structuring Development finance: An Overview
- Balance of Payments Accounting
- Debt Management and Control
- Credit Analysis
- Structuring Financial Agreements
- Renegotiation
- Multilateral Lending Agencies
- Participants' Roundtable
- Negotiating Techniques
- Simulation Exercise

Project 6: Capital Markets: Development & Regulation

Duration: April 10 - 28, 1995
October 2 - 20, 1995

- What are Financial Markets?
- Role of Financial Markets Participants
- Development of Money and Capital Markets
- Privatization and Financial Markets Development
- Setting the Legal and Regulatory Infrastructure
- New Financial Instruments
- Problems

Project 7: Legal Issues in Implementing & Monitoring Privatization

Duration: May 8 - 19, 1995

- Regulatory and Legislative Environment
- Divestiture and the State-Owned Enterprise
- Conditions and Consequences of Transfer
- Management Contract and Leasing
- Build Operate Own (B.O.O.) and build Operate Transfer (B.O.T) Projects
- Comparing Privatization Statutes

Project 8: Negotiating International Joint Ventures

Duration: May 8 - 19, 1995

- Preliminary Considerations
- Planning the Joint Venture
- Financing and Capital Structure
- Management and Control
- Transfer of Technology: Patents, Licenses and Joint Ventures

- The Agreement
- Case Study
- Participants' Roundtable

Project 9: Negotiating & Drafting International Trade Agreements

Duration: May 22 - June 2, 1995

- Overview
- Trade in Goods
- Trade in Services
- Investment
- Intellectual Property
- Administrative and Institutional Provisions
- Dispute Resolution Mechanisms
- Negotiating Techniques

Project 10: Environmental Policy & Regulation

Duration: May 22 - June 2, 1995

- Overview of Environmental Issues
- International Environmental Law
- International Institutions and the Environment
- Design and Implementation of National Environmental Policy and Law
- Introduction To Environmental Economics

Project 11: Mining and the Environment

Duration: June 5 - 9, 1995

- Survey of Environment Damages Related to Mining
- Formulation of Environmental Policy As it Relates to Mining
- Establishing Administrative Systems for Environmental Compliance
- Negotiating Environmental Provisions
- Financial Implications to Environmental Protection
- Industry Prospective
- Case Studies

Project 12: Trade and the Environment

Duration: June 5 - 9, 1995

- Introduction
- Institutional Reform
- Regional Approaches to Trade and Environmental Problems
- Trade Impact of International Environmental Treaties
- Enforcement of International Environmental Agreements
- Developing Countries. North/South Issues
- Public Participation and Transparency
- Trade Barriers

Project 13: Legal Aspects and Commercialization of Biodiversity

Duration: June 5 - 9, 1995

- Overview of Biodiversity Convention
- Intellectual Property Rights and Patents
- Biodiversity and National Legislation
- Participation of NGO's
- Participants' Roundtable

Project 14: National Budgeting

Duration: June 12 - 30, 1995

- Introduction
- Trends in Expenditures and Revenues
- The Budgeting Environment
- Types of Budgets and Budgeting Systems
- Techniques and Methods of Budgeting
- Development Planning and Budgeting
- Accounting, Auditing and Reporting Systems
- Integrated Financial Management Systems
- Human Resource Component
- Participants' Roundtable

Project 15: Law-Making and Development

Duration: June 12 - 30, 1995

- General Background
- Legislative Process and the Legal Draftsman
- Interface of Law and Development
- Formulating Policy
- Selecting Implementing Agencies
- Transforming policy to Law: Legislative Drafting
- Simulated Law-Making

Project 16: Public Enterprises: Restructuring and Privatization

Duration: July 10 - 28, 1995

- History and Experience of Public Enterprises: reasons for Dissatisfaction
- Factors Affecting the Performance of Public Enterprises
- Policy Reform and Privatization Strategies
- Designing and Implementing a Privatization Programme
- Consequences of Privatization
- Negotiating Principles and Practices
- Participants' Roundtable and Exchange of Experiences

Project 17: International Loan Negotiation and Structural Adjustment

Duration: October 2 - 27, 1995

- Negotiating and Structuring Development Finance: an Overview
- Balance of Payments Accounting
- Structural Adjustment and Debt Management
- Credit Analysis
- Structuring Financial Agreements
- Renegotiation and Structural Adjustment
- Problems and Pitfalls of Sales
- Participants' Roundtable
- Negotiation Techniques

Project 18: Intellectual Property and Transfer of Technology

Duration: November 6 - 17, 1995

- The Science of Technology
- Technology Planning and Management
- Renegotiation of Property Rights
- The Right to Transfer Intellectual Property
- Case Studies
- Negotiation
- Participants' Roundtable

Project 19: International Arbitration

Duration: November 6 - 17, 1995

- Dispute Resolution Procedures
- Legal Questions in International Commercial Arbitration
- The Arbitration Agreement
- Organization and Process Arbitration
- Practical Considerations
- Simulated Arbitration Exercise

Project 20: International Business Transactions

Duration: November 6 - 17, 1995

- Overview of the Documentary Sales Transaction
- Applicable Law
- Shipping Arrangements and Shipping Terms
- Letters of Credit Practice
- Customs
- Dispute Resolution
- Foreign Corrupt Practices Act
- Structure of International Joint Ventures
- International Intellectual Property

Project 21: Orientation in the U.S. Legal System

Duration: July 11 - August 4, 1995

The Orientation is lecture course, not a seminar. In recent years enrollment has been over 200 participants. Topics in the course include:

- Constitutional Law
- Civil Procedure
- Conflicts of Law
- Contracts
- Corporations
- Taxation
- Jurisprudence
- Legal Ethics
- Legal Education
- Legal Research

Enrollment in this course is available to:

- Foreign lawyers about to begin graduate legal study in the United States
- Foreign lawyers about to begin legal work in a law firm or corporation in the United States
- Foreign law students
- Non-lawyers whose job requires an understanding of the U.S. legal system

Tuition for this programme is \$1,950

Housing is available at Georgetown University

For further information and application for this course, write to the International Law Institute.

Fees: The nominating or sponsoring agency must submit an advance deposit of U\$1,000 to the ILI for each candidate with the nomination. Until the deposit is received, an otherwise qualified candidate will be accepted only provisionally for admission to the seminar. The deposit for any candidate not admitted to the seminar will be refunded. The deposit for an admitted candidate will not be refunded (whether or not the candidate attends the seminar) but will be applied only to the participant's tuition for a future seminar. If a seminar is cancelled, all candidates will be notified and all deposits will be returned. If an institution other than that nominating the participant will be paying the participant's tuition, the name of that institution should be shown on the application form under the section entitled "Seminar financial Arrangements." The ILI will then make deposit arrangements directly with that funding institution.

Funding: Organizations that have funded participants to attend International Law Institute seminars include:

African Development Bank
 Agricultural Cooperative Development International
 The Asia Foundation
 Asian Development Bank
 CDS International
 Canadian International Development Agency
 Canadian International Water and Energy Consultants
 Central African States Development Bank
 Cooperation Council for the Arab States of the Gulf
 Dreyfus Charitable Foundation
 Economic Community for West African States
 Financial Services Volunteer Corps
 Food and Agricultural Organization of the United Nations
 Ford Foundation
 German Foundation for International Development
 Harvard Institute for International Development
 Institute for International Education
 Inter-American Development Bank
 International Fund for Agricultural Development
 Norwegian Agency for International Development
 Organization of American States
 Partners for International Education and Training
 Phelps Stokes Fund
 Saudi Fund for Development
 Soros Foundation
 Swedish International Development Authority
 United Nations Development Programme
 United States Information Service
 World Bank IBRD/IDA

Application forms and further information may be obtained from:

International Law Institute
 1615 New Hampshire Avenue, Nw
 Washington, D.C. 20009 U.S.A.

Telephone: (202) 483-3036
 Telex: 64551Gulfort
 Telefax: (202) 483 3029
 E-Mail: training @ ili.org

All inquiries, especially those sent by telex, telegram, cable, or telefax, must include the name, address, and country of the sender.