

UNITED NATIONS
ECONOMIC COMMISSION FOR AFRICA
Public Administration, Human Resources
and Social Development Division



**Directory of
Development Management
Institutes in Africa**

ECA/PHSD/PAM/94/17[3(a)]

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ECONOMIC COMMISSION FOR AFRICA
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and Social Development Division



Directory of Development Management Institutes in Africa

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Foreword

Africa has witnessed the establishment of a number of institutes of public administration in the post-independence era. Many have eventually broadened their mandates to include private sector management issues, renaming themselves institutes of public administration and management. The enthusiastic support which the management institutes once enjoyed has waned overtime, with dire consequences for their modes of operations and impact. With the onset of the economic crisis of the 1980s, greater appreciation of the role which sound management practices plays in the process of economic recovery and development, and a greater recognition of the role management institutes could play in enhancing management capacity, interest in management institutions has been reactivated and support has also started to flow in. The new realities have also encouraged a reorientation in the mission and approaches of these institutions. Many have been redesignated as 'development management'.

While the need for information on development management institutions in Africa has been acutely felt, such information is generally lacking and/or out-dated at present. Recognizing this need, the Public Administration, Human Resources and Social Development Division (PHSD) of ECA decided to publish a directory of development management institutions in Africa. A questionnaire had been designed to generate the required inputs for the directory and was dispatched to nearly hundred institutions. Unfortunately, the number of questionnaires completed and returned fall by far short of expectations. Efforts will be intensified to obtain responses from as many institutes as possible. Meanwhile, we decided to proceed with the publication of particulars on twenty-one institutions, with the understanding that the directory will be up-dated in due course to include additional entries. It is also hoped that the publication of this directory would encourage those institutes, that have not been included in this directory, to send in contributions for an up-dated issue of the Directory.

Sadig Rasheed
Director
Public Administration, Human Resources
and Social Development Division

Part I

National Institutes

I BENIN

| | |
|-------------------|---|
| CODE | BEN 01 |
| NAME | ECOLE NATIONALE D'ADMINISTRATION (NATIONAL SCHOOL OF ADMINISTRATION) |
| ADDRESS | P.O. BOX 990, Cotonu, Benin Telephone: (229) 360143 Fax No. (229) 300256 |
| DIRECTOR | Mr. Patrick Vleyra |
| BACKGROUND | The School was established in 1984. It is under the National University of Benin. |
| OBJECTIVES | <p>The objectives of the Institute include:</p> <p>To train middle and high level cadres destined for public administration</p> <p>Ensure the re-training and skills improvement of the civil servants carry out research on administrative matters</p> <p>Undertake staff appraisal and publications</p> |
| STAFF | The School has a staff of sixty of which forty are professionals. 17 of the professional staff have doctorate, 22 have masters and one has Bachelor degrees. 80 per cent of the staff are male and 20 per cent female. 30 per cent of the staff have permanent employment status and the balance are under fixed-term contracts. |
| ACTIVITIES | The School offers degree, diploma and certificates. Degree programmes are offered in law and administrative sciences, organization methods and management of regional organizations. Diplomas cycles I and II of the school of administration are also offered. Certificates are offered for attendance in short training courses. Trainees are selected by the employer organization or the school. Exams are given to determine the suitability of the candidates. 98 |

courses were offered in 1993. The most popular courses offered in 1993 were administrative report writing, administrative ethics, organization and methods, human resources management and financial resources management. 214 trainees participated in the courses. The longest training course lasted for 120 hours and the shortest 20 hours. The training target groups are bachelor and master degree holders. Among the users of the training services are ministries and regional governments. Research is undertaken in public administration and local government. Among the research areas currently underway are studies on development associations and decentralization and development. Research outputs are used by ministries such as interior, security, regional administration and public service.

**WORKING
LANGUAGE(S)**

French

PUBLICATIONS

The school used to produce the Benin review of administrative sciences, but the publication is currently suspended.

BUDGET

The annual budget for 1993 was CFA 34,664,-804. 51 per cent of the budget is spent on salaries and administration and 39.8 per cent on training. The revenues are derived from budgetary appropriations and tuition and fees collected from foreign students. 82.4 per cent of the budget comes from the national coffer, while 17.6 per cent is derived from self financing services. The school is also supported from foreign donors such as the French mission for cooperation and cultural activities.

FACILITIES

The School is endowed with such facilities as lecture rooms, seminar rooms, a conference hall with seating capacity of forty, a library with seating capacity of 100, 6500 titles of books, 30 titles of journals and six computers. Facilities such as photo-copy machines, overhead

projectors and TV/Video Cassette players are also available.

PROFESSIONAL AFFILIATIONS

The school is a member of the Conference of Directors of schools of administration and CAFR-AD.

BACKGROUND

Formerly established as the Institute of Public Administration in 1958 it was renamed Ethiopian Management Institute in 1988. The Institute is governed by a board made up of government, private sector and staff representatives. Among the organizations represented are the civil service commission, the chamber of commerce and Addis Ababa University.

OBJECTIVES The Institute aims to:

Provide consultation, training and other related services in the field of management;
Engage in other related activities necessary for the attainment of its purposes.

The Institute has a staff of 350, of which 80 are professional and 270 are staff. The professional staff are all nationals and 95 per cent are male.

STAFF

The Institute provides training, consultancy and research services.

ACTIVITIES

Among the Institute's training courses offered in 1993 are general management, and civil service administration. The Institute also provides technical skills development and consultancy services.

II ETHIOPIA

| | |
|-------------------|--|
| CODE | ET 01 |
| NAME | ETHIOPIAN MANAGEMENT INSTITUTE |
| ADDRESS | P.O. Box 51 Addis Ababa, Ethiopia Tel: 512899 Fax No. 251-1-512799 |
| DIRECTOR | Ato Alemayehu Gessesse |
| BACKGROUND | Formerly established as the Institute of Public administration in 1958, it was renamed Ethiopian Management Institute in 1985. The Institute is governed by a board made up of government, private sector and staff representatives. Among the organizations represented are the civil service commission, the chamber of commerce and Addis Ababa University. |
| OBJECTIVES | The Institute aims to: Provide consultancy, training and other related services in the field of management; Engage in other related activities, necessary for the attainment of its purposes. |
| STAFF | The Institute has a staff of 383, of which 50 are professionals. The professional staff hold a Ph.D., 13 M.As and 36 B.As. The professional staff are all nationals and 95 per cent are male. |
| ACTIVITIES | The Institute provides training, consultancy and research services. Among the most popular training courses offered in 1993 are general management, public and development administration, production management, technical skills development and supervisory management. |

1749 trainees participated in the various courses offered in 1993. The courses lasted from one week to four weeks. The trainees are selected by the client agencies and the Institute itself. The client organizations served by the Institute include public enterprises, civil service organizations, local administrations and NGOs to a limited extent. The training target groups are top-level managers and administrators, middle level managers and administrators, supervisors and technicians/operators.

Consultancy services are provided in the areas of organization structure, job analysis and job description, salary scale and incentive scheme formulation and system development (finance, purchase, store). Users of the consultancy services include public enterprises, civil services, local administration and NGOs to some extent.

**WORKING
LANGUAGE**

English, Amharic

PUBLICATIONS

The Institute publishes the Manager annually and Management News monthly. General information brochures are published as necessary.

BUDGET

The budget of the Institute is Birr 3,622,200 (US 1\$ = Birr 6). 75.7 per cent of the budget is spent on salaries and administrative cost. While Birr 2,312,700 is obtained from the government, the Institute generates Birr 1,309,500 through training and consultancy. Thus 63.8 per cent of the budget is provided by the government, while 32.8 per cent is derived from services rendered. The Institute also benefits from financial assistance from UNDP and SIDA. SIDA provided Birr 834,510 and UNDP Birr 355,000 mostly for training of the administrators of the newly constituted regions.

FACILITIES

The Institute has its training center in Debre Zeit, 45 Km from Addis, and is endowed with residen-

tial and other training facilities. It has a number of lecture halls and seminar rooms, a conference hall with a seating capacity of 340; a library with a seating capacity of 160 and 14,553 volumes of books and 962 volumes of journals. It has 26 computers, overhead projectors, film projectors, photo-copy machines, videos/cameras/TVs and publishing and binding facilities.

PROFESSIONAL AFFILIATIONS

The Institute is a member of AMTIESA.

WORKING LANGUAGE

English, Amharic

PUBLICATIONS

The Institute publishes the Manager annually and Management News monthly. General information brochures are published as necessary.

BUDGET

The budget of the Institute is Bir 3,622,200 (US \$ 75,700). 75.7 per cent of the budget is spent on salaries and administrative cost, while Bir 2,312,700 is obtained from the government. The Institute generates Bir 1,309,500 through training and consultancy. Thus, 63.8 per cent of the budget is provided by the government, while 32.8 per cent is derived from services rendered. The Institute also benefits from financial grants once from UNDP and SIDA. SIDA provided Bir 894,510 and UNDP Bir 355,000 mostly for training of the administrators of the newly constituted regions.

FACILITIES

The Institute has its training center in Debre Zeit, 45 km from Addis, and is endowed with modern

III KENYA

CODE KEN 01
NAME COOPERS & LYBRAND ASSOCIATES Ltd.(CLA)

ADDRESS P.O.Box 30158, Nairobi, Kenya.
Telephone: 254-2-339308
Fax No. 254-2-218555
Telex 22574
Cable Colybrand

MANAGING PARTNER Mr. Ian Stevens

BACKGROUND CLA is a private organization run by a managing partner. Nine partners oversee the running of the organization, each running a division. The Audit, Consultancy and Tax divisions represent the largest units in the organization.

OBJECTIVES The organization provides training, market research and consultancy services.

STAFF The organization has 137 staff members of whom 86 are professionals. Three of the staff members hold M.A. degrees and twenty five hold B.A. degrees. 90 per cent of the professional staff are nationals and 10 per cent are expatriates. 69 per cent of the professional staff are male and 31 per cent female. 96 per cent of the professional staff are permanent and 4 per cent are under fixed term arrangement.

ACTIVITIES Training is provided in computer-audit systems. The organization undertakes market research (consultancy) and other consultancy services in the areas of financial management and accountancy, corporate financial services strategy, business analysis and, information technology, organization management and human resources and economics and public policy.

It offers courses for candidates preparing for Bachelor of Commerce degree and CPA(K). Audit training is given only to the professional staff while consultancy training is given to client agencies. The organization offered six training courses in 1993. The most popular training courses were in Bachelor of Commerce and CPA(K) in the

Areas of audit, computer-audit systems and consultancy. One hundred participants attended the training courses in audit and 150 in the area of consultancy. The duration of the training ranged from one week, to one year.

Market research is conducted for donors and private clients in government spending, feasibility studies etc. The areas in which consultancy is carried out are: air, rail, roads, ports, electricity, oil, water, telecommunications, posts, environment, media, banking, capital markets, insurance, central government, local government, education, health, agriculture, mining, textiles, manufacturing, retailing, construction, service industry, privatization, distribution and engineering.

BUDGET

Although the total budget was not indicated, the organization has pointed out that 67 per cent of its budget is spent on salaries and administrative costs. All the revenue of the organization is derived from consultancy and other self financing sources.

WORKING

LANGUAGE English

PUBLICATION Not reported

FACILITIES The organization has a conference hall with a seating capacity of 30. It also has 25 computers other facilities such as photo copy machines, TV/video cassette recorders, overhead projectors and binding facilities.

PROFESSIONAL AFFILIATIONS

The organization is a member of the Institute of Chartered Accountants of Kenya and the Institution of Certified Public accountants of Kenya CPA(K).

MUTICOM is a private consultancy firm established in 1983. It is a company governed by a board of three who are appointed for a term of three years.

MUTICOM is established to offer consultancy services.

The organization has a staff of 15 of whom 10 are professionals, 50 per cent of the professional are nationals and 4 per cent are expatriates. 1 per cent of the professional staff are female and 34 per cent are female.

MUTICOM offers training, research and consultancy services. Most of the training courses are of short nature. The first topic for training programmes offered in 1983 was management development. The second in 1984 was initial development methodology. In 1985, ten training courses were offered and a total of 150 trainees were trained. The shortest duration was 4 weeks while the longest training course lasted 10 weeks. The longest training course was given in a 10-week period. Bilateral donors, the World Bank and UNICEF.

The organization has been in the business of training and consultancy for over 10 years. The organization is a member of the Institute of Chartered Accountants of Kenya and the Institution of Certified Public accountants of Kenya CPA(K).

The organization has been mainly in the business of training and consultancy for over 10 years. The organization is a member of the Institute of Chartered Accountants of Kenya and the Institution of Certified Public accountants of Kenya CPA(K).

DIRECTOR

BACKGROUND

OBJECTIVE

STAFF

ACTIVITIES

| | |
|-------------------|--|
| CODE | KEN 02 |
| NAME | MUTICOM |
| ADDRESS | P.O. Box 14333, Nairobi, Kenya Telex 860-2771 Telephone: 860 772 |
| DIRECTOR | Professor C.M. Mutiso |
| BACKGROUND | MUTICOM is a private consultancy firm established in 1983. It is run by a governing board of three who are appointed for a term of four years. |
| OBJECTIVE | MUTICOM is established to offer consultancy services. |
| STAFF | The organization has a staff of 74 most of whom are professionals. 96 per cent of the professional are nationals and 4 per cent are expatriates. 66 per cent of the professional staff are male and 34 per cent are female. |
| ACTIVITIES | <p>MUTICOM offers training, research and consultancy services. Most of the training courses are of ad hoc nature. The most popular training programmes offered in 1993 are management, organizational development and rural development management. In 1993, ten training course were offered and a total of 48 trainees participated. The shortest duration was 4 weeks, while the longest training course lasted for eight weeks. The users of the training programmes are mainly government, bilateral donors, multilateral donors and NGOs.</p> <p>The organization's research interest has been in the area of insurance. A recently completed research is in changes in insurance environment.</p> <p>The focus of consultancy has been mainly in the area of development management and</p> |

users are government agencies, bilateral donors, multilateral donors and NGOs.

**WORKING
LANGUAGE**

English

PUBLICATION

Not reported

BUDGET

No information provided

FACILITIES

The organization has a small conference hall with a seating capacity of 30 and a library which can seat ten persons. They also have computers, photo copy machines, lecture halls, seminar rooms, video cameras and overhead projectors.

**PROFESSIONAL
AFFILIATIONS**

Not reported

| | |
|----------------------------|---|
| CODE | KEN 03 |
| NAME | REHABILITATION ADVISORY SERVICES LTD.(RAS) |
| ADDRESS | P.O. Box 70732, Nairobi, Kenya Telephone: 330351/337684 Fax No. 338030 |
| GENERAL MANAGER | Mr. Karl-Heinz Niessen |
| BACKGROUND | It is an organization established in 1989. It has a governing board composed of representatives from the German Investment and Development Company, The Development Finance Company of Kenya, Kienbaum Development Services, Industrial and Commercial Development Corporation and the Industrial Development Bank. |
| OBJECTIVE | The Organization provides consultancy and management assistance. |
| STAFF | RAS has a staff of 20, eleven of whom are professionals. One staff member holds a Ph.D, three have Masters degree, three hold B.A. and certified public accountants' qualifications. 54 per cent of the professional staff are nationals and 46 per cent are expatriates. 82 per cent are male and 28 per cent are female. While 55 per cent of the professional staff are under permanent employment arrangements, the balance are on fixed-term contract. |
| ACTIVITIES | RAS provides consultancy and management assistance services. The client organizations are mostly medium-size manufacturing companies. The consultancy services rendered are in the areas of organization and development, financing and financial restructuring, marketing, sourcing and feasibility studies. |

**WORKING
LANGUAGE(S)**

English

PUBLICATIONS

Not reported

BUDGET

Not reported

FACILITIES

RAS has some basic facilities needed for its work such as computers, photo copy machines, overhead and film projectors, video cameras, TV/video cassette recorders.

**PROFESSIONAL
AFFILIATIONS**

Not reported

DTMCL is established to provide management consulting services.

The organization has a staff of 21, of whom seventeen are professionals. The staff members hold 11 M.A.s, 4 B.A. degrees and one CPA (C). 88 per cent are nationals and 12 per cent are expatriates. 70 per cent are male and 30 per cent are female while 88 per cent are on permanent employment and 12 per cent are on fixed term contracts.

The organization provides business workshops on an ad hoc basis to suit the individual needs of clients. These courses were offered in 1993 for most popular being women in management. A total of fifty business women in management were encouraged to participate in the training programme there in 1993. Among those client groups towards the training course are the private sector, hotel and restaurant and the service sector.

Training services are rendered in the areas of strategic management, financial management and information technology users of the

| | |
|--------------------------|---|
| CODE | KEN 04 |
| NAME | DELOITTE & TOUCHE MANAGEMENT CONSULTANTS LTD. (DTMCL) |
| ADDRESS | P.O.Box 40092, Nairobi, Kenya. Telex: 22966 Telephone: (254)-2-441344/05 Fax No: (254)-2-448966 |
| MANAGING DIRECTOR | Mr. Thomas Donaldson |
| BACKGROUND | DTMCL was established in 1982. It is a partner of Deloitte & Touche and is run by a governing board of eight members. |
| OBJECTIVE | DTMCL is established to provide management consulting services. |
| STAFF | The organization has a staff of 21, of whom seventeen are professionals. The staff members hold 11 M.As, 4 B.A. degrees and one CPA(K). 88 per cent are nationals and 12 per cent are expatriates. 70 per cent are male and 30 per cent are female while 88 per cent are on permanent employment, and 12 per cent are on fixed term contracts. |
| ACTIVITIES | <p>The organization provides business workshops on an ad hoc basis to suit the industrial requirements of clients. Three courses were offered in 1993 the most popular being women in management. A total of sixty trainees mainly senior women managers participated in the training programmes offered in 1993. Among those client organizations using the training course are the private sector, parastatal and donors/NGOs.</p> <p>Consultancy services are rendered in the areas of financial management, strategic planning, human resources management and information technology. Users of the</p> |

consultancy services include private firms, NGOs, donor organizations, government ministries and parastatals.

**WORKING
LANGUAGES**

English, Kiswahili

PUBLICATIONS

Not reported

BUDGET

No budget figure provided for 1993. It is however indicated that 50 per cent of the budget is spent on salaries and administrative cost, 2.5 per cent on library and book acquisition, 2.5 per cent on research and 10 per cent on training. 100 per cent of the budget is derived from consultancy and other self financing sources.

FACILITIES

The organization has the basic facilities necessary for its work. It has ten computers, overhead projectors, Video Cameras, TV/VCRs, a library and binding facilities.

**PROFESSIONAL
AFFILIATIONS**

Not reported

ACTIVITIES

IV LESOTHO

| | |
|-------------------|---|
| CODE | LES 01 |
| NAME | LESOTHO INSTITUTE OF PUBLIC ADMINISTRATION (LIPA) |
| ADDRESS | P.O.Box 1507, Maseru-1000, Lesotho Telephone: 312801 Telex: 4229 |
| DIRECTOR | Mrs. 'MAMOLETE PITSO |
| BACKGROUND | LIPA was established in 1975 under the Ministry of the Public Service. |
| OBJECTIVES | The Institute is established to provide management training to middle and top managers. |
| STAFF | LIPA has a staff of 39, of whom 13 are professionals. Four of the professional staff hold M.A degrees and nine have B.As. All professional staff are nationals. 70 per cent of the professionals are female and 30 per cent are male. All staff are employed on permanent basis. |
| ACTIVITIES | LIPA offers training, research and consultancy services. It offers a diploma in public Administration. Ad hoc training also offered in the areas of management, public Administration, local government and financial management. Selection for the diploma programme is done by the Institute which uses interviews and exams to identify potential trainees. Trainees for short term courses are identified by the client organizations themselves. The most popular courses offered in 1993 were changes in management, management for managers without a management background, report writing, secretaries and personal assistant's course and conflict management. The duration of the courses vary from three days to six weeks. The training is directed at low- and middle-level management. |

LIPA also conducts research in some aspects of management. At present, among the ongoing research activities are : Weaknesses within the Lesotho Civil Service and possible remedies and the need for positions of trainers in every government ministry. The major user of its research outputs is the government.

Consultancy services are also rendered to government agencies.

**WORKING
LANGUAGE**

English

PUBLICATIONS

Not reported

BUDGET

Over 90 per cent of the budget is provided by the government and consultancy services generates about 10 per cent. The Institute receives some assistance from CTFTC and UNDP.

FACILITIES

The Institute has computers, overhead projectors, film projectors, lecture rooms, TV/Videos, seminar rooms and computer laboratory.

**PROFESSIONAL
AFFILIATIONS**

LIPA is a member of AMTIESA

V MALI

CODE**MAL 01****NAME****L'ECOLE NATIONALE D' ADMINISTRATION
(NATIONAL SCHOOL OF ADMINISTRATION)****ADDRESS**

P.O. Box 276, Bamako, Mali
Telephone: (223) 22-27-19
Fax No. (223) 23-18-95

DIRECTOR

Mr. Mohamed Traore

BACKGROUND

The School was established in November, 1958 under the Directorate of Higher Education.

OBJECTIVES

The objectives of the School are:

Training of high level personnel in administrative science, law, econometrics and economics.

Providing in service training to civil servants

Conducting studies, research and consultations in law, economics and sociology

STAFF

The school has a staff of 47, of whom 22 are professionals. Twenty-one of the professionals have doctorate degrees and one has a masters degree. Of the professional staff only one is a foreigner. All are male.

ACTIVITIES

The school provides training at Masters, diploma and certificate levels. Certificates are awarded for short period training in administration, management and information systems. Among the most popular courses offered in 1993 were civil law, constitutional law, public economy and mathematical statistics. In 1993, a total of 2,178 students attended training. The longest duration of the training programme was 36 weeks. The target groups of the training programmes are baccalaureate-holding category B public

servants selected through professional entrance exams and cadres from the public sector including public enterprises, who need skill upgrading. The client agencies include the Ministry of Secondary and Higher Education and the Directorate for Higher Education.

Research is often conducted in law, economics and sociology.

WORKING LANGUAGE

French

PUBLICATIONS

The school publishes the Revue Etudes et Documents

BUDGET

The school's budget comes from the government through its parent ministry. It also receives some assistance from the French Technical cooperation, UNDP and the Institute of Social studies in the Hague.

FACILITIES

There are 18 lecture rooms, 2 seminar rooms, a conference hall, a computer laboratory with 30 computers, photo copy machines overhead projector and a library with a seating capacity of 30. The library has over 3000 titles of books.

PROFESSIONAL

AFFILIATIONS

The school is a member of CAFRAD, C.I.E.R.E.A. Ougadougou and CODESRIA

VI MALAWI

CODE **MAW 01**
NAME **STAFF TRAINING COLLEGE**

ADDRESS Private Bag 1, Mpemba, Blantyre, Malawi

**ACTING
PRINCIPAL** Mr. B.G. Chilabade

BACKGROUND Even though the college's existence dates back to 1950, it assumed its current status in 1973. It is overseen by the Department of Personnel Management and Training within the Office of the President and Cabinet.

OBJECTIVE(S) The objective of the College is to improve efficiency and effectiveness especially in the public sector through contribution to human resource development. Its major focus is on public administration and management training for clerical, executive, professional and administrative officers grades in the public service.

STAFF The college has a staff of 60 of which 28 are professionals. Six staff members hold Masters degrees, eight have B.As and two hold certificates of education. All professional staff members are nationals. 79 per cent of the professionals are male and 21 per cent are female. All professional staff members have permanent employment status.

ACTIVITIES The College provides training and consultancy services. It offers certificate training in accounting, secretarial and personnel administration skills. Trainees are selected by the college and client agencies. Interviews are used to identify potential trainees. Among the most popular training offered in 1993 were courses for executive officers, assistant accountants, assistant district administrations, police and army clerical

officers and management seminars for secondary school directors and financial managers. Over 500 participants attended courses offered in 1993. The training courses last from one week to fifty weeks. The targets of the college's programmes are mostly middle-and lower-level public servants. Among the major training users are government ministries, auditor generals office, office of the president, local governments and traditional courts.

**WORKING
LANGUAGE**

English

PUBLICATIONS

Not reported

BUDGET

The budget for 1993-1994 is k 1, 800, 000. 10 per cent of the total is allotted for salaries and administrative costs, 6 per cent for library and book acquisition and 84 per cent for training. All of its budget comes from the government.

FACILITIES

The college is endowed with basic facilities such as a library with a seating capacity of 36; 13,700 titles of books, 40 titles of journals and seven computers. Six of the computers are used for training. In addition it has such facilities as overhead projectors, film projectors, photo-copy machines, TV/Video cassette recorders and seminar rooms.

**PROFESSIONAL
AFFILIATION**

The College is a member of AMTIESA.

VII NIGERIA

| | |
|-------------------------|--|
| CODE | NIG 01 |
| NAME | ADMINISTRATIVE STAFF COLLEGE OF NIGERIA (ASCON) |
| ADDRESS | P.M.B. 1004, Topo-Badagry Topo, Nigeria Tel: 01-732272 |
| DIRECTOR-GENERAL | Professor Adele Jinadu |
| BACKGROUND | <p>The College was established in 1972 under the auspices of the Federal Ministry of establishment and management services. It is governed by a board made up of government appointees. The board members are twelve and serve a period of four years. The board members are drawn from different organizations amongst whom are the Institute of Administration, Ahmadu Bello University, the Dean of the Faculty of Administration at Obafemi Awolwo University at Ile-Ife, the Command and Staff College, Jaji, Police Staff College, Jaji, Representative of the University of Nigeria, Nsukka, the Federal Ministry of Establishments and Management and the Federal Secretariat.</p> |
| OBJECTIVES | <p>The objectives of the Institute are to:</p> <ul style="list-style-type: none">Provide higher management training for the development of senior executives;Conduct research into problems of management and administration;Establish and maintain a library;Undertake, organize and facilitate study courses, conferences, lectures, seminars; |

Undertake and provide for the publication of journals and of research papers and books in furtherance of the college objectives; and

Provide and arrange for a comparative study and investigation of the principles and techniques of management

STAFF

The College has a staff of 1086, of whom 65 (i.e., 6 per cent) belong to the professional category. Eight of the professionals hold Ph.d, 22 hold master degrees and 32 have B.As.

All staff members are nationals and 94 per cent are male. 96 per cent are permanent staff and 4 per cent are under fixed term contracts.

ACTIVITIES

The College provides training, research and consultancy services. It offers M.SC. and B.SC. degrees. Post-graduate diploma and certificate training in public administration and six-week performance improvement courses are also offered.

In 1993 among the 32 courses organized, the most popular courses offered were post-graduate diploma in public administration, certificate in public administration, general management, personnel management, financial management, and computer course.

Trainees are selected by the college as well as client agencies. Where the selection is made by the college, it is done through committees. Performance records are reviewed to assist with the selection.

A total of 572 trainees participated in the 1993 courses. The training periods lasted from four to thirty-six weeks. The training programmes are targeted to administrative officers, accountants, members of the armed forces, public sector managers and public officers who were about

to retire. Among the users of the colleges services are all federal ministries, state ministries and local government, parastatals, private enterprises and all state corporations.

Research is conducted in management, economics, organization and methods and local government. Among recently completed research outputs published as books are effective leadership, president in council, human resources development and utilization policies and issues, reflections on Nigerian civil service reforms, new trends in personnel management and principles of local government. Research outputs are used by academic institutions, training participants, research students, local government functionaries and the public at large.

Consultancy services are rendered in areas such as identification of training needs, organizational reform and systems design, human resources development, training and retraining of staff, capacity building and skills development and preparation of instructional materials.

**WORKING
LANGUAGE**

English

PUBLICATIONS

The college publishes books, monographs, occasional papers and the ASCON Journal of Management. The journal is bi-annual but it is published as and when manuscripts are available.

BUDGET

The college's capital budget for 1993 was Naira 28 million and its recurrent budget was Naira 36 million. 56 per cent of the recurrent budget is spent on salaries and administrative costs, 5 per cent on library and book acquisition, 3 per cent on research and 10 per cent on training. 77.4 per cent of its revenues are obtained from the government, while 22.6 per cent is obtained

from consultancy and other self financing sources.

FACILITIES

The college has such facilities as computer laboratory, overhead and film projectors, photocopy machines, video-cameras, TV/videos, publishing and binding facilities and a library. A conference facility with a seating capacity of 1000, lecture theatres, lecture and seminar rooms are also available.

The library which has 28,000 volumes, 240 titles of journals and 60 computers has a seating capacity of 200.

PROFESSIONAL AFFILIATIONS

The college is a member of WAMDIVEN and AAPAM

OBJECTIVES

The objectives of NTA are to:

Promote and develop management knowledge and practice;

Maintain a register of members;

Provide a forum for discussion of management issues;

Award honours and distinctions in management education and practice.

STAFF

The college has 12 full-time staff, 13 of whom are permanent and 13 who are part-time. The staff are drawn from various disciplines and have a wide range of experience. The college also has a number of part-time staff members who are engaged in the provision of the programme. The college has a total of 12 full-time staff and 13 part-time staff members.

CODE NIG 02

NAME NIGERIA INSTITUTE OF MANAGEMENT (NIM)

ADDRESS P.O. Box 2557, Lagos, Nigeria
Telephone: (01) 614116, 615105, 616203, 617203

DIRECTOR-GENERAL Professor Olukunle Iyanda

BACKGROUND NIM was established in 1961 as a professional association of individual and corporate members by the Council of the Nigerian Institute of Management. It is run by a governing board of 30 elected and 10 co-opted members. The board serves for a period of three years and members represent organizations as well as individuals selected in their personal capacities. Among the organizations represented on the board are Nigerian Breweries PLC, Tate Industries PLC, Lever Brothers Nigeria PLC, UTC PLC, Shell Petroleum Development Co., National Universities Commission and National Board for Technical Education.

OBJECTIVES The objectives of NIM are to:

Promote and develop management knowledge and practice;

Maintain a register of members;

Provide facilities for discussion of management issues;

Award honours and distinctions in management education and practice.

STAFF NIM has 100 staff members, 23 of whom are professionals. One staff member holds a Ph.D, 8 have MAs, 11 hold B.As and three are chartered accountants. All professional staff members are nationals. 91 per cent of the professional staff are male and 9 per cent are

female. 96 per cent of the professional staff are permanent while 4 per cent are under a fixed term contract.

ACTIVITIES

In addition to the NIM diploma in management, ad hoc courses are offered in such areas as marketing, human resources development, finance, production management, and general management. In 1993, the Institute ran 143 courses in which 1,802 participated. The five most popular training programmes offered in 1993 were: management course for executive secretaries and personal assistants; accounting for supervisors and senior clerks; management course for trade union leaders; management appreciation and developing supervisory leadership skills. The courses lasted from three days to twelve months. The training target groups are middle management staff of public and private establishments.

Trainees are selected by the Institute and the client agencies. Where selection is carried out by the Institute, exams are given to determine the suitability of the trainees.

The following client organizations are served by the institute: Nigerian Postal Service, Mobil Producing Nigeria Unlimited, Arewa Hotels Limited, Nabio Management Services Limited, Chartered Bank Limited, Golden Guinea Breweries PLC, Volkswagen of Nigeria Limited, International Equitable Association Ltd., Okomu Oil Palm PLC, Kano State Government, Kano Local Government, Nigerian Student Loan Board, Ashland Oil (Nigeria) Co. Ltd., Nigerian Carton & Packaging Manufacturing Co. Ltd., Nigerian Agriculture & Co-operative Bank Ltd., Co-operative and Commerce Bank, Nigerian Agip Oil Company PLC., Texaco Overseas (Nigeria) Petroleum Co. Ltd., National Metallurgical Development Center, Afribank Nigeria Plc., National Youth Service Corp. (NYSC), Nigerian Breweries Plc., Ajaokuta Steel Company Limited, Delta

State Government, Lagos State government, Mandilas Group Ltd., ministry of Petroleum resources, Glaxo Nigerian PLC, Nigerian Deposit Insurance Company and Nigerian Security Printing and Minting Co. Ltd.

**WORKING
LANGUAGE**

English

PUBLICATIONS

NMI publishes quarterly Management in Nigeria and NIM Management News. It also publishes books on marketing, production and civil service reform. One of its latest publications is Civil Service Reforms in 1993.

BUDGET

NMI's budget for 1993 was Naira 4,415,000. 54 per cent of the budget is spent on salaries and administrative cost; 7 per cent on library and books acquisition; 3.55 per cent on research, 10.5 per cent on training. The Institute's revenues are derived fully from the services it renders and individual and corporate subscriptions.

FACILITIES

NMI has lecture rooms, seminar rooms, conference halls with seating capacity of 35 and 100 respectively, a library that can accommodate 25 persons and has a 1726 volumes of books and 3,015 volumes of journals and one computer. It also has overhead projectors, TV/Videos, photo copy machines, video cameras and film projectors.

**PROFESSIONAL
AFFILIATIONS**

Not reported

VIII TOGO

CODE**TOG 01****NAME****ECOLE NATIONALE D'ADMINISTRATION
(SCHOOL OF PUBLIC ADMINISTRATION)****ADDRESS**

B.P. 64, Lome, Togo.
Telephone: 212130/ 217046
Fax No. 213529

DIRECTOR

Mr. Messan Acouetey

BACKGROUND

The school was established in 1958. It has a governing board of 11 members nominated by a presidential decree. The membership is made up of representatives from the government including the Rector of the University, the Legal Advisor of the Government and the President of the Supreme Court.

OBJECTIVES

The objectives of the school are to:

Train the administrative staff of Togo;

Retrain and upgrade skills of state personnel;

Undertake research;

Provide documentation services in the area of administration.

STAFF

The School has a staff of 29 of whom 9 are professionals. Two of the staff members hold doctorate degrees, 2 have masters degrees and 4 hold diplomas. Of the professional staff, only four have permanent employment. All professional staff are nationals and male.

ACTIVITIES

The School provides pre-service and in-service training. It offers Masters degree, Baccalaureate 2nd cycle and BEPC cycle 1. The school also offers a diploma as well as certificates of atten-

dance for participants in skill improvement and upgrading courses. Obligatory training is given every six months. The school also occasionally organizes conferences and seminars. Trainees are selected through competitive entrance exams by the school. Non nationals are selected on the basis of their past performance. Seven course were offered in 1993 and the most popular among these were administration, finance and treasury management, judiciary, labour management and taxation. 254 trainees participated in the different courses in 1993. The duration of the courses varied from 15 to 30 weeks. The target groups are mostly state employees, but from time to time holders of Masters degrees in economics or law and high school students attend the training courses. All government ministries and the local community are the major users of the training programmes.

Research is conducted in the area of administrative sciences. The research outputs are often utilized by the Togolese administration.

**WORKING
LANGUAGES**

French

PUBLICATIONS

Not reported

BUDGET

The school has a budget of 108 million CFA. 45 per cent of the budget is spent on salaries and administrative cost, 5 per cent for library and books acquisition, 55 per cent for research and the balance on training. The budget is provided by the State. The school also was recipient of French Technical Assistance from 1981 to 1992. Other donors supporting the activities of the school are Foundation Hanns Sedel, Munich-Baviere R.F.A.

FACILITIES

The school has different training facilities including a conference hall that accommodated 200, lecture and seminar rooms, a library with seating capacity of 60 with 5832 titles of books

and 21 titles of journals, computer laboratory of 8 computers. In addition it has photo copy machine, overhead and film projectors and TV/VCR.

PROFESSIONAL AFFILIATIONS

The School is a member of CAFRAD.

IDM was founded in 1972 and is under the Civil Service Department and President's Office. It is governed by a board made up of representatives of government and professional bodies related to IDM programmes. The board has 22 members who are appointed for three years. Among the organizations represented on the board are the University of Dar-es-Salaam, Sokoine University of Agriculture, the Institute of Finance Management, the National Board of Maternal Management and National Board of Accounts and Auditors.

The Institute is set up to provide training, consultancy and research and publication services.

The Institute has 696 staff members of which 111 are professionals. Nine of the professional staff members have PhD degrees, 75 have Masters and 23 B.A. holder or equivalent. All professionals are nationals, 90% of the staff are male and 10% are female. They are all permanent employees.

IDM offers Masters degree in Health and Business Administration and diploma courses. are offered in health administration, health administration, health planning, local government administration, local government

PRINCIPAL

BACKGROUND

OBJECTIVES

STAFF

ACTIVITIES

IX TANZANIA

CODE**TZ 01****NAME****INSTITUTE OF DEVELOPMENT MANAGEMENT****ADDRESS**

P.O.Box 1, Mzumbe, Morogoro
Telephone: 056-4380-4, 4253,4259
Telex c/o Sokoine University of Agriculture, 5362
Cable; IDM Morogoro

PRINCIPAL

MR. Z.M. Mwatawala

BACKGROUND

IDM was founded in 1972 and is under the Civil Service Department and President's Office. It is governed by a board made up of representatives of government and professional bodies related to IDM programmes. The board has 22 members who are appointed for three years. Among the organizations represented on the board are the University of Dar-es-Salaam, Sokoine University of Agriculture, the Institute of Finance Management, the National Boards of Materials Management and National Board of Accounts and Auditors.

OBJECTIVES

The Institute is set up to provide training, consultancy and research and publication services.

STAFF

The Institute has 698 staff members of which 111 are professionals. Nine of the professional staff members have Ph.d degrees, 76 have Masters and 23 B.A. holders or equivalent. All professionals are nationals. 90 per cent of the staff are male and 10 per cent are female. They are all permanent employees.

ACTIVITIES

IDM offers Masters degrees in Public and Business Administration. Advanced diploma courses are offered in public administration, health administration, economic planning, local government administration, local government

accounting and finance, business administration, materials management, certified accountancy and ordinary diploma in law. Certificates are offered in manpower management, business management, law for primary court magistrates, local government finance and local government administration.

Eight hundred trainees participated in 1993/94 in courses lasting from one week to sixteen weeks. Among the most popular courses offered in 1993 were NBAA Professional Level III (for Accountants), Human Resources Development and Utilization, Management Development Course, Basic and Advanced Computer Courses and Populations Logistic Management.

The target groups of the training programmes are top executives, middle level executives, secretarial cadres and supervisors.

Client organizations include government ministries, parastatals and the private sector.

Research is carried out in the area of social sciences in general, business and administrative studies. Among the ongoing research projects are: informal apprenticeship in skills acquisition and entrepreneurial development in urban Tanzania, computerizing supply management in Tanzania; A search for approaches, legal aspects of cash control in secondary cooperative societies in Tanzania and Preferential Household female utilization of private curative care in urban areas in Tanzania. Research outputs are used by IDM lecturers, Institutions of higher learning and the general public.

Consultancy services are rendered in human resources plans, organization structures, integrated rural development and family planning logistics management. Government agencies, the private sector and non-governmental

organizations are the major users of the consultancy services.

WORKING

LANGUAGE(S)

English

PUBLICATIONS

IDM publishes three times a year a journal entitled, UONGOZI: Journal of Development Management

BUDGET

The Institute's budget for 1993 was Tanzanian Shs 854,549,620. 86 per cent of the budget is spent on salaries and administrative cost, 1.8 per cent on library and books acquisition, 7 per cent on research and 5.2 per cent on training. 90 per cent of the budget is derived from students' fees, seminars and consultancies and 10 per cent from government subvention.

FACILITIES

IDM has lecture theaters, seminar rooms and a conference facility with seating capacity of 1000. The library seats 250, has 21,525 volume of books, 180 volumes of journals and 32 computers. It also has such facilities as overhead projectors, film projectors, photo-copy machines, video cameras and publishing and binding facilities

PROFESSIONAL

AFFILIATIONS

IDM is a member of AMTIESA, AAPAM and the Commonwealth Association of Polytechnic in Africa (CAPA)

CODE TAN 02

NAME THE INSTITUTE OF FINANCE MANAGEMENT

ADDRESS P.O.Box 3918
Dar-es-Salaam, Tanzania
Tel: 27171-5
Telex: 41969 IFM TZ
Cable: INSFINANCE

PRINCIPAL: Dr. R.M.Kavura

BACKGROUND: The Institute was established under the auspices of the Ministry of Finance. It is governed by a board made up of government appointees, representatives of the private sector, staff and individuals appointed in their personal capacities. The board consists of 15 members and are appointed for three years. The organizations sitting on the board are Bank of Tanzania, National Bank of Commerce, National Insurance Corporation, Tanzania Housing bank, Cooperative and Rural Development Bank, Tanzania Audit Corporation, Tanzania Development Finance Ltd., National Provident Fund, Institute of Development Management, People's Bank of Zanzibar, Ministry of finance and three private business representatives.

OBJECTIVES: The objectives of the Institute are: To provide facilities for the study of, and training in the principles, procedures and techniques of banking, insurance, finance management and such other related subjects as the council may from time to time decide; to conduct training programmes leading to, professional qualifications in banking, insurance, finance management and such other related subjects as the council may from time to time decide; to conduct examinations and grant diploma certificates and other awards of the Institute; to sponsor, arrange and provide facilities for conferences and seminars for discussion of matters relating to banking, insurance and finance manage-

ment and to arrange for the publications and general dissemination of materials produced in connection with the work and activities of the Institute.

STAFF

The Institute has a staff of 260; 60 of these are professionals. Of the professionals 3 hold Ph.Ds , 46 M.A.s and 9 B.As. Two hold advanced diplomas. 95% of the professional staff are nationals and 5% expatriates. 87% are male and 13% female. 97% are permanent and 3% are under fixed arrangements.

ACTIVITIES

The Institute provides training, research and consultancy services. It offers a Masters of Science in finance and banking; Ordinary diplomas in Banking; insurance and social security administration; Advanced diplomas in banking, insurance, tax management and accountancy; post-graduate diplomas in accountancy, financial management and tax management and certificates in banking, insurance and social security administration.

The trainees are selected by the institute through exams. Thirteen training courses were offered in 1993. The most popular amongst those offered in 1993 were advanced diplomas in accounting, banking, tax management, post-graduate diplomas in financial management and accountancy. A total of 1200 trainees participated in the courses offered in 1993 and the training courses lasted for thirty-six weeks each. The client organizations served by the training programmes include financial institutions, government ministries and private companies.

Among the research programme undertaken by the Institute is a risk management study for the bank of Tanzania. Consultancy services is provided in such areas as preparation of corporate plans and review of organization struc-

tures. Consultancy services is provided to organizations such as Tanzania Housing Bank, National housing Corporation, National Insurance Corporation, Institute of curriculum development, Tanzania Fisheries Corporation and Bank of Tanzania.

**WORKING
LANGUAGE**

English

PUBLICATION(S)

The Institute publishes a Journal of Finance and Management on quarterly basis. It also publishes a monthly newsletter.

BUDGET

It had a budget of US \$ 3.1 million in 1993. 80% of the budget was spent on salaries and administrative costs, 3% on library and books acquisition, 7% on research and 10% on training. The institute derives its resources from fees from students, other self financing sources and foreign donors like the World Bank. Of the resources generated domestically 90% are from self financing sources and 10% from government support. 20 % of its budget is derived from the World Bank.

FACILITIES

The Institutes are endowed with such facilities as computers, photocopy machines, overhead projectors, film projectors, T.V./Videos, conference facilities, lecture theaters, seminar rooms and library. It has a conference hall with a seating capacity of 150, library with a seating capacity of 200 and 16,000 volume of books and 200 volume of journals.

**PROFESSIONAL
AFFILIATIONS**

The Institute is a member of AAPAM and AMTIE-SA.

X UGANDA

CODE UGA 01

NAME MANAGEMENT TRAINING AND ADVISORY CENTER (MTAC)

ADDRESS P.O. Box 4655, Kampala, Uganda
Telephone (256)-41-221011/3
Fax No. (256)-41-220530
Cable Address MATAPILO

DIRECTOR Mr. Aloysius O. Owor

BACKGROUND The Center was established in 1965 as an ILO/UNDP project under the overall supervision of the Ministry of Trade and industry. The Center is run by a governing board of 11 made up of 5 government appointees, 4 representatives of the private sector and 2 individuals appointed in their personal capacities.

OBJECTIVES The mission of the center is to foster the improvement of managerial and entrepreneurship performance and productivity within public and private enterprises, through such means as training, consultancy, entrepreneurship development, research and information services, primarily focusing on middle management and entrepreneurs.

STAFF MTAC has a staff of 45; 15 of these are professionals and 30 belong to the administrative and support category. Of the professional staff, one holds a Ph.D., 5 hold M.As, 9 hold B.As and 2 have diplomas. All professional staff are Ugandans. 93 per cent of the professional staff are male and 7 per cent are female. All professional staff are permanent members.

ACTIVITIES The Center provides training, consultancy and research services. Among the most popular **training courses** offered by the center are

supervisory management, principles of accounts, finance for non-financing executives, management development programme and project planning and management, production and management, administration, marketing management, direct marketing, women in management, information technology systems, and computer software programmes. The entrepreneurship and small business development courses are particularly of interest and take the trainee through pre-training, training and post-training phases. During the pre-training phase, the trainee is helped to acquire the orientation and attitudes necessary to start and run a business; training is where the trainee learns to develop business plan and establish business as a going concern and post training course assesses how the business plan is working. This phase is particularly designed to ensure business success under prevailing economic climate. Certificates of attendance are given to participants and certificates of competence are given for computer training courses. Ad hoc courses are organized in such areas as management performance improvement programmes and different types of computer training.

Participants to the management development programmes are nominated and sponsored by their respective employers, while individual entrepreneurs sponsor themselves.

In 1993, a total of 1,489 participants attended training courses whose duration ranged from one to five weeks. The target groups of the training programmes were top and middle management, supervisory and clerical staff and entrepreneurs.

The client organizations served include parastatal organizations, government ministries and departments, private enterprises, cooperatives, non-governmental organizations and banks.

The Center carries out **research projects** in support of its professional services and also on key management issues affecting the economic activities of the country. It conducts research in the areas of management development, organization performance improvement and management development. Research outputs are utilized by the professional staff of MTAC, the Ministry of public services, Ministry of finance, Ministry of planning and economic development and interested MTAC clients.

Consultancy services are provided in strategic planning/corporate planning, operational feasibility, organizational structuring and job description, direct marketing, production planning and control, small business and industry development, financial and management accounting, feasibility studies analysis, staff appraisal systems, salary structure and personnel selection, etc.

Parastatals, ministries, private sectors and NGOs are among the major users of the consultancy services provided by the Center.

**WORKING
LANGUAGE(S)**

English

PUBLICATIONS

The Center publishes the MTAC newsletter, Management Journal, MTAC prospectus and MTAC Management Journal. The publications are issued on monthly, quarterly, half yearly and yearly basis.

BUDGET

The annual budget of the Center is Ug. Shs 399,765 (equivalent of about US\$ 347,622). 29.8 per cent of the budget is spent on salaries and other administrative cost, 3.3 per cent on library and book acquisition, 2.2 per cent on research and 1.6 per cent on training.

The major sources of funding are course fees, government grant and hire of equipment and

facilities. The Austrian government funds a project which was due end in June 1994.

FACILITIES

The Center's six lecture rooms are fully equipped with audio visual aids and equipment plus a spacious assembly hall suitable for conferences. The conference hall seats 150. The library has a reading room that can sit 12. It has 4000 volume of books and 50 volume of journals. It also has 14 computers. The Center also provides typesetting, photocopying and spiral binding services.

PROFESSIONAL AFFILIATIONS

The Center is a member of AMTIESA and INTER-MAN

OBJECTIVES

promote development by providing professional skills and knowledge

provide consultancy services and undertake research and training programmes designed to enhance the skills and knowledge of staff and the community

provide documentation and information services on the environment and related scientific and technical information

promote the use of the Center's facilities for the development of the community and the environment

| | |
|-------------------|---|
| CODE | UGA 02 |
| NAME | UGANDA MANAGEMENT INSTITUTE (UMI) |
| ADDRESS | P.O. Box 20131, Kampala, Uganda Telephone (256) 41-256174/259722 Fax No. (256) 41- 259581 |
| DIRECTOR | Mr. James Kalebo |
| BACKGROUND | <p>Founded in 1964 as the Institute of Public Administration, it has been recently renamed Uganda Management Institute. The Ministry of Public Service is the managing agency.</p> <p>It is run by a governing board of 8 made up of government appointees, representatives of the private sector and representatives of the staff. In addition to government ministries, representatives of the Uganda Manufacturers Association, Uganda Employers' Association, the National Council of Science and Technology and the Vice-Chancellor of Makerere University are represented on the Board.</p> |
| OBJECTIVES | <p>The Institute aims to:</p> <ul style="list-style-type: none"> promote development by imparting professional skills and knowledge; provide consultancy services and undertake research and training programmes designed to enhance the skills and performance effectiveness of the personnel in public, parastatal and private institutions and enterprises; provide documentation and information services on administrative management, scientific and technical matters; promote, organize course, co-sponsor or facilitate the organization of courses, workshops, seminars in conformity with the social and economic development objectives of the country. |

STAFF

UMI has 110 staff members 20 of which are professionals. The remaining are in administrative and support services. Of the professional staff, 15 hold Masters degrees and five have Bachelors degree. 95 per cent of the professional staff are nationals of Uganda and 5 per cent are expatriates. 80 per cent of the professionals are men and 20 per cent are women. 95 per cent of the professional staff are permanent employees and 5 per cent have fixed term contracts.

ACTIVITY

The Institute provides training, research and consultancy services.

Training courses are offered both at postgraduate diploma and certificate levels.

Post-graduate diplomas currently offered include: diploma in public administration, human resources management, business management, income tax management and journalism.

Courses in audit and accounting and other areas on request are offered at certificate levels.

Ad hoc courses are organized whenever the need arises.

Other training programmes are offered on demand.

Trainees are selected by the Institute and client agencies through interviews and exams. 400 trainees were enrolled in the aforementioned diploma programmes in 1993. The training programmes were for two weeks and thirty months.

The training target groups are mainly employees of government, parastatal and the

private sector. Non-governmental organizations are also users of the training programmes.

Research programmes are undertaken in the areas of civil service reform and decentralization. The research outputs are often used by government, academic institutions and private researchers.

Consultancy services are rendered in management techniques, financial management and local government administration. Among the main users of the consultancy services are central government ministries, local and urban authorities and parastatal and private organizations.

**WORKING
LANGUAGE(S)**

English

PUBLICATIONS

Not reported

BUDGET

Although no specific budget is provided for 1993, it is indicated that 72 per cent of the budget was spent on salaries and administrative cost; 5 per cent on library and books acquisition; 9 per cent on research and 14 per cent on training.

Funding for activities are obtained from government subvention, income from training, consultancy services and earnings from hire of facilities and printing services. Additional support for projects is provided by the Overseas Development Administration (ODA, UK).

FACILITIES

The Institute has computers, typewriters, overhead projectors, film projectors, photocopy machines, video cameras, TV/video cassette players, publishing and binding facilities. It also has seminar rooms, lecture theatres, library, computer laboratory and interpretation and translation facilities.

The conference hall has a seating capacity of 80 and the library seats 40. The library has 13,100 volumes of books, 83 volumes of journals and a total of 20 computers.

PROFESSIONAL AFFILIATION

UMI is a member of AAPAM and AMTIESA

ADDRESS

P.O. Box 31290, Lusaka, Zambia

Telephone: 228802/4

Fax No: 222480

Telex 40523

Mr. Naboth M. Ngulube

DIRECTOR

BACKGROUND

The Institute is under the Cabinet Office and is run by a committee made up of permanent secretaries from ministries and the Cabinet Office. The Deputy Secretary to the Cabinet or the Permanent Secretary of Management and Training serve as the chairperson of the Committee.

The Institute has two campuses where training courses are offered.

The Institute aims to

OBJECTIVES

provide in-service training in the administration and management of all levels of personnel in the public service and other organizations;

undertake research and provide consultancy services to the public service in order to make its function more efficient and successful;

to develop the human resources capacity and capability of the public service and other organizations.

to foster and nurture the highest standards of professional competence in the public and private sector management through training, research and consultancy.

XI ZAMBIA

CODE**ZA 01****NAME****NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION****ADDRESS**

P.O. Box 31990, Lusaka, Zambia.
Telephone: 228802/4
Fax No. 222480
Telex 40523

DIRECTOR

Mr. Naboth M. Ngulube

BACKGROUND

The Institute is under the Cabinet Office and is run by a committee made up of permanent secretaries from ministries and the Cabinet Office. The Deputy Secretary to the Cabinet or the Permanent Secretary of Management and Training serve as the chairperson of the Committee.

The Institute has two campuses where training courses are offered.

OBJECTIVES

The Institute aims to:

provide In-Service Training in the administration and management of all levels of personnel in the public service and other organizations;

undertake research and provide consultancy services to the public service in order to make its function more effective and purposeful;

to develop the human resources capacity and capability of the public service and other organizations;

to foster and nurture the highest standards of professional competence in the public and private sector management through training, research and consultancy.

STAFF

The Institute has a total of 269 staff members. Of these, 133 are professional. The remaining are administrative and support staff. Eight of the staff members hold M.A degrees, 20 hold B.A. and 15 have Diplomas. 98 per cent of the professional staff are nationals, 70 per cent male and 30 per cent are female. 99 per cent of the staff are permanent employees.

ACTIVITIES

The Institute provides training, research and consultancy services.

It offers diploma courses in management studies: magistrate's diploma; accounting technicians' diploma and state audit. Certificate courses are offered in management and administration, accounting and business studies and stenographers' certificate. It also offers courses in local government, health services, police Cid course, military law, advance police prosecutors course, etc.

Selection to the training course is done both by the institute and the client agency and is based on qualifications and entry course requirements. More than ten courses were conducted in 1993. 250 participants benefitted from the training offered in 1993 and the shortest duration of the training programme was three months.

Employees of the government, the private sector and private individuals constitute the training target groups. In addition, donor agencies are also served by the training activities.

Research is carried out in the area of management, social research and course evaluations. At the moment, research on performance assessment of the Zambian civil service is underway. Among the users of the research outputs are the government and the donor agencies.

Consultancy services are provided in the areas of management and administration. The major users of the consultancy services are ministries, private organizations and donor agencies.

WORKING

LANGUAGE(S)

English

PUBLICATIONS

Not reported

BUDGET

The annual budget of the Institute for 1993 was K341, 903,000. 100% of the budget provided by the Government is spent on salaries and administrative costs. No amount of the budget is spent on research or acquisition of books for the library. Some assistance is provided by the British council, American center, Ramfuly Library Services, world Vision, Irish Institute of Public Administration, Overseas Development Agency, USAID and the World Bank.

FACILITIES

The Institute has a library with a seating capacity of 53. The Library has 28,887 volume of books and 15 computers. It is also equipped with overhead projectors, film projectors, photocopy machines, videos, TV and Video cameras and lecture theatres and seminar halls. The Institute has also residence facilities for trainees.

**PROFESSIONAL
AFFILIATIONS**

The Institute is a member of AAPAM, AMTIESA and CAFRAD.

FACILITIES

The board has a conference hall that can accommodate 40 participants, a library with a seating capacity of 10 and 12000 volume of books, 2000 volume of journals and 15 computers. It also has overhead projectors, film projectors, lecture theatres, seminar rooms, photocopy machines, publishing and binding facilities, Video cameras, TV and Videos.

PROFESSIONAL AFFILIATIONS

MBS is a member of AAPAM and AMTIESA.

Part II

Sub-regional and Regional Institutes

CODE ZA 02
NAME MANAGEMENT SERVICES BOARD(MSB)

ADDRESS P.O. Box 50995, Ridgeway, Lusaka, Zambia
Telephone: 223448/223495/253055/223450
Fax No. 223507
Telex: ZA 402337

DIRECTOR Mr. A. Saka

BACKGROUND The Board was established in 1981 under the overall supervision of the Cabinet Office. It has a governing board of ten members composed of government appointees and representatives of trade unions, chamber of commerce and parastatal organizations.

OBJECTIVES The main objectives of the management services board are to foster sound management and organizational development in parastatal and other sectors of the economy through management training, consulting, research and counselling.

STAFF The Board has 38 staff members, 10 of whom are professionals. Of the 10 professional staff members, one holds a Ph.D degree, 2 have M.As, 5 have B.As and 2 hold diplomas. The board is also served by 20 part-time instructors. The professional staff are all male nationals, and employed under permanent arrangement.

ACTIVITIES The board engages itself in training, research and consultancy activities.

Among the most popular **training programmes** offered in 1993 were effective internal auditing, supervisory management, total quality management, finance for non-finance managers and data-base computer appreciation. The board conducted 71 training courses in 1993. In addition to the regular training courses, short-term client based courses are also organized.

Trainees are selected by the board and client agencies. Where selection is handled by the MSB, interviews and review of performance records are used to identify the potential trainees.

A total of 497 trainees participated in training programmes the duration of which ranged from one to two weeks. The target groups were supervisors, functional managers, heads of departments and managing directors.

The client organizations which benefit from MSB include government ministries, parastatal companies, private companies, non-governmental Organizations (NGOs) and local governments.

Involvement in research is limited to the preparation of training materials in the areas of management.

Consultancy services are provided in such areas as job evaluation, restructuring, salary reviews, productivity improvement, organization reviews and training needs assessment. Among the prominent users of the consultancy services are government, parastatals, private companies, NGOs and local government.

**WORKING
LANGUAGE**

English

PUBLICATIONS

Not reported

BUDGET

MSB has a budget of Kwacha 80 million. 65 per cent of the budget is spent on salaries and administrative cost, 10 per cent on library and books acquisition and 20 per cent on training. Training fees and consultancy charges constitute the major 85 per cent source of funding and 15 per cent of the budget comes from the government.

XII SUB-REGIONAL AND REGIONAL INSTITUTES

CODE**SR/R 01****NAME****EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE (ESAMI)****ADDRESS**

P.O. Box 3030, Arusha, Tanzania
Telephone: 2881/4
Telex: 42076 ESAMI TZ
Telefax: 057-7776
Cable: PERFORMANCE

DIRECTOR-GENERAL

Dr. Kasuka Mutukwa

BACKGROUND

ESAMI was inaugurated in February, 1980 when its constitution was signed by six of the participating countries at the meeting of the Plenipotentiaries of the Council of Ministers of the Eastern and Southern African Multinational Programming and Operational Center (MULPOC). This followed on the agreement of the meeting of the third conference to convert ESAMI into an Institute for Management Development for the states of Eastern and Southern Africa. So the institute which originally served the three East African Community countries of Kenya, Tanzania and Uganda was broadened to serve nine countries.

ESAMI is governed by a Board composed of Kenya, Tanzania, Seychelles, Mozambique, Djibouti, the Comoro, Namibia, Uganda and Zimbabwe.

OBJECTIVES

ESAMI's objective is management performance improvement through human resources development and institutional capacity building. Its mission statement states that it has a regional responsibility to improve management performance through its training programmes,

consultancy and action research. It aims at excellence in product delivery and through collaboration and cooperation with public and private enterprises in the Eastern and Southern African Countries.

STAFF

In 1993, ESAMI had a staff of 200 of whom 40 were professionals largely drawn from the ESAMI service area. Of the professional staff members ten have Ph.Ds or equivalent and thirty have MA degrees in various aspects of management. 90 per cent of the professional staff are men and 10 per cent are female.

In addition to its headquarters in Arusha, where most of its activities are carried, ESAMI also has field offices in Dar-es-Salaam, Harare Kampala, Lilongwe, Lusaka, Maputo, Nairobi and Namibia.

ACTIVITIES

ESAMI provides training, research and consultancy services. Short-term management development programmes are designed to improve skills and performance of management personnel from middle to top level. Programmes can either be open/general; tailor made or sponsored. Tailor-made programmes cater for specific client training needs while sponsored programmes can be either tailor made or open.

Training is offered in the following areas: Human Resources Management, Finance and Banking, Information Technology, Health Services Management, Transport Management, Consultancy and Private Sector Management, Women in Development, Entrepreneurship and Management, Records and Documentation and Policy Analysis and Public Sectors.

ESAMI also provides full consultancy services. It has consulting experience in institutional development, strategic business development, management information services, develop-

ment and social welfare programmes, financial and economic analysis, transport and public enterprise management. Users of its consultancy services include governments, NGOs, donor agencies and sub-regional organizations like SADCC ... agencies.

In accordance with ESAMI's identification of corporate strategy, research activities focus on problem areas encountered in the management of the client organizations in the service area. The aim of such exercise is to identify workable management solutions by working jointly with the client. Research and studies for training materials development is another focal activity.

**WORKING
LANGUAGE**

English

PUBLICATIONS

Management case studies based on indigenous management experience, case history profiles of leading women managers and entrepreneurs, country analysis of WID/WIM situation are among the publications released by the Institute.

BUDGET

ESAMI is 85 per cent self financing. Donor grants and government subventions account for 5 per cent and 10 per cent respectively.

FACILITIES

ESAMI has in-house training facilities with residential quarters. It has adequate number of seminar rooms, lecture theatres, over 30 computers and all other visual aid equipment. The library has over 10,000 titles of books and over 11,000 pamphlets and reports. It also subscribes to 50 titles of journals in management and related fields. Its printing unit enables the institute to handle most of its printing needs.

**PROFESSIONAL
AFFILIATIONS**

ESAMI is a member of AAPAM and AMTIESA

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|-------------------|--|
| CODE | SR/R 02 |
| NAME | INSTITUTE OF DEVELOPMENT MANAGEMENT LESOTHO, BOTSWANA, SWAZILAND (IDM-LBS) |
| ADDRESS | P.O. Box 1318, Maseru-100, Lesotho Telephone: 312868 Fax No. 310084 |
| DIRECTOR | Mr. K. Matete |
| BACKGROUND | The Institute was established in 1974 as regional organization to help meet the development management needs of Lesotho, Botswana and Swaziland. It is an autonomous institution registered under the company's Act of the Government of the Kingdom of Lesotho and the registration was sanctioned by the Kingdom of Swaziland. It operates under the general direction of a governing Board composed of representatives of government, industry and universities in each of the BLS countries. The board is made up of six government appointees from the BLS countries, three representatives from the private sector of the BLS countries, the Regional Director and representatives from the three universities of Botswana, Lesotho and Swaziland. |
| OBJECTIVES | <p>IDM aims to :</p> <ul style="list-style-type: none"> Improve the managerial knowledge and skills of persons charged with senior responsibilities for development in the public, parastatal and private sectors; Provide management training, consultancy to middle and senior level personnel in the public, parastatal and private sectors; Improve organizational structures, administrative and management procedures and development policies related to social and economic needs; |

Improve the data base available for decision making with respect to development; and

Extend public awareness of and encourage public involvement in all aspects of development. The three universities of Botswana, Lesotho and Swaziland.

STAFF IDM has a total of 28 staff members. Of the 13 professional posts only six are currently filled. One holds a Ph.D. while five have M.As.

ACTIVITIES IDM provides training, research and consultancy services.

IDM-Lesotho has planned the following courses in 1994: Introduction to Personal Computers and MS-DOS, Customer Relations, Word Perfect, Advanced Word Perfect, Office Administration & Management, Public Relations, Lotus 123, Certificate in Finance Management, Introduction to Management, Records Management, Workshop on Project Planning and Appraisal D.Base IV, Effective Written Communication, Working Capital Management, Productivity Improvement and Measurement Workshop, Introduction to Personnel Management, Basic Government Accounting, Management Training for Personal Secretaries in SADC, Project Implementation and Management, Certificate in Management Services, and Basic Accounting.

124 training courses were offered in 1993. 1500 participants were trained at the institute and the training courses lasted from one week to thirty four weeks. The training programmes were targeted at middle and senior level managers. Trainees came from government, parastatals and private organizations.

Consultancy services are rendered in the areas of accounting and finance, small business development, public relations, educational administration, general management, health

services management, human resources management, office management, project planning and management, public administration, training and development, productivity analysis and improvement and information management. The services are available to local and international organizations wishing to improve management performance. The services help to design and improve management procedures within an organization, prepare and deliver custom-tailored training to managers and staff of user organizations, conduct feasibility studies, marketing research, or provide general advise and guidance at all levels of the organization structure. Users of consultancy services include government departments, parastatals and private organizations.

**WORKING
LANGUAGES**

English

PUBLICATIONS

Not reported

BUDGET

The annual budget of the Institute is Maluti 2.9 million. The major sources of funding are participant's fees and consultancy charges. The current tuition and board and lodging for regular and special-purpose courses are M 1195 per week. For consultancies, the Institute charges M 945 per work-day in all fields. In addition, the client organizations are expected to meet the cost of producing the report of the consultancy, including paying for secretarial services.

FACILITIES

The Institute has lecture rooms, seminar rooms, computer laboratory, conference facilities, photocopy machines, TV/Video recorders and cameras and publishing and binding facilities.

**PROFESSIONAL
AFFILIATIONS**

The Institute is a member of AMTIESA.

CODE SR/R 03

NAME PAN AFRICAN INSTITUTE FOR DEVELOPMENT
(PAID)

ADDRESS BP 4078
Douala
TEL: (237) 403068 or 403770
Fax: 403068

DIRECTOR M. Oscar Cordeiro

BACKGROUND PAID was established in 1964 and is affiliated to the Regional Pan African Institute for Development in Geneva. It is run by a board of twenty, all appointed in their personal capacities. The board is appointed for three years.

OBJECTIVES The objectives of the Institute are to promote socio-economic development and improve the quality of life of the rural and urban dwellers through training, research and consultancy.

STAFF The Institute has a staff of 43, of whom ten are professionals. Eight of the professional staff hold doctorate degrees and one doctorate in engineering. 30 per cent of the professional staff are from Cameroon and 70 per cent are expatriates. 90 per cent of the professional staff are male and 10 per cent female. 90 per cent of the professional staff are on permanent contract, while 10 per cent are on fixed term contract arrangement.

ACTIVITIES The Institute provides training, research and consultancy services. It offers diplomas on techniques of development and certificate of attendance of training. Residential seminars are offered on request.
Candidates are selected by both the training institution and the client agency. Interviews and exams are used to select candidates for admission to the school.

Eight training courses were offered in 1993. Among the most popular courses offered in 1993 were environmental management, project development, enterprise management, regional planning and development, training of trainers, health and development and techniques in information management and documentation. One hundred participants attended different courses in 1993 and the courses lasted from 16 to 28 weeks. The training target groups were high- and middle-level technicians and development agents at the grassroots level. Among the agencies served by the training programmes are state and parastatal organizations, development organizations, NGOs. Specialized UN organizations, regional and sub-regional associations and local and urban administrative units.

Research is conducted in urban and rural development, health, women and planning and management. Among recently completed research activities are the social dynamics between deforestation and rural communities, a socio-economic pilot study of forestry in Lokoundde-Nyong. Consultancy services are rendered in such areas as training, research, management and environmental analysis and evaluation.

**WORKING
LANGUAGE**

French

PUBLICATIONS

The Institutes publications include a newsletter IPD/AC INFO, course announcement and bibliographical bulletin.

BUDGET

The annual budget for 1993 was FCFA 335,8-89,423. Of the budget allocated for 1993, 15 per cent was spent on salaries and administrative costs, 2 per cent on library and book acquisition, 9 per cent on research and 74 per cent on training. 60 per cent of the budget is from foreign sources and 10 per cent from

consultancy and other self financing sources. Among the donors are UNDP, EEC, DVV.

FACILITIES

The Institute has such facilities as computers. Overhead projectors, film projectors, conference facilities, photo copy machines, video-cameras, TV/video cassette players, seminar rooms and lecture halls. It has a conference hall with a seating capacity of 400, and a library with a seating capacity of 30. The library has 13,000 volumes of books, 160 titles of journals and 8 computers.

PROFESSIONAL AFFILIATIONS

PAID is a member of AIMA and UNEDIL.

CODE SR/04

NAME CENTRE AFRICAINE DE FORMATION ET DE RECHERCHE ADMINISTRATIVE POUR LE DEVELOPPMENT (CAFRAD)
AFRICAN TRAINING AND RESEARCH CENTER IN ADMINISTRATION FOR DEVELOPMENT

ADDRESS B.P. 310
Tanger, Morocco
Tel.: 942624/32/52/91, 942755
Fax: 941415
Tel: 33664M

DIRECTOR-GENERAL Mr. Mamadou Thiam

BACKGROUND The Center was established in 1964 in Tangiers, Morocco as a continent-wide training and research center in administration for development. Its governing board is made up of representatives from 28 member States.

OBJECTIVES The objectives of the Center are to:

- Undertake comparative studies and research on administrative problems;
- Organize scientific meetings, seminars and in-service training for high ranking African officials;
- Compile, analyze and disseminate documentation and publish appropriate materials;
- Act as scientific liaison body for administrative schools and agencies in the administration.

STAFF The Center has 24 staff members, of whom 6 are professionals. Three of the professional staff members hold M.A. degrees and three have B.A. degrees.

consultancy and other self financing sources. Among the donors are UNDP, EEC, DVV.

FACILITIES

The Institute has such facilities as computers. Overhead projectors, film projectors, conference facilities, photo copy machines, video-cameras, TV/video cassette players, seminar rooms and lecture halls. It has a conference hall with a seating capacity of 400, and a library with a seating capacity of 30. The library has 13,000 volumes of books, 160 titles of journals and 8 computers.

PROFESSIONAL AFFILIATIONS

PAID is a member of AIMA and UNEDIL.

| | |
|-------------------------|---|
| CODE | SR/04 |
| NAME | CENTRE AFRICAINE DE FORMATION ET DE RECHERCHE ADMINISTRATIVE POUR LE DEVELOPPMENT (CAFRAD) AFRICAN TRAINING AND RESEARCH CENTER IN ADMINISTRATION FOR DEVELOPMENT |
| ADDRESS | B.P. 310 Tanger, Morocco Tel.: 942624/32/52/91, 942755 Fax: 941415 Tel: 33664M |
| DIRECTOR-GENERAL | Mr. Mamadou Thiam |
| BACKGROUND | The Center was established in 1964 in Tangiers, Morocco as a continent-wide training and research center in administration for development. Its governing board is made up of representatives from 28 member States. |
| OBJECTIVES | <p>The objectives of the Center are to:</p> <p>Undertake comparative studies and research on administrative problems;</p> <p>Organize scientific meetings, seminars and in-service training for high ranking African officials;</p> <p>Compile, analyze and disseminate documentation and publish appropriate materials;</p> <p>Act as scientific liaison body for administrative schools and agencies in the administration.</p> |
| STAFF | The Center has 24 staff members, of whom 6 are professionals. Three of the professional staff members hold M.A. degrees and three have B.A. degrees. |

83 per cent are nationals and 17 per cent expatriates. Fifty percent are male and the balance are women. All professional staff are on fixed term contracts.

ACTIVITIES

The center provides training, research and consultancy. It organizes seminars and workshops and participants are offered certificate of attendance. Candidates for the training programmes are nominated by their governments. Five training courses were offered in 1993, which include: Maîtrise des masses salariales dans la fonction publique en Afrique; Conférence des Directeurs des ENA d'Afrique; Formation des formateurs à la consultation; Formation des conseiller en gestion des ressources humaines and La femme et le développement.

One hundred participants attended the 1993 courses. The training courses lasted from one to two weeks. The training courses were directed at civil servants, heads of departments and decision makers, women directors of institutions and managers. By and large, the users of the training services are ministries of public administration and schools of public administration.

Research is conducted in the areas of privatization, women and development and administrative reform. Among the research currently underway are: Women in the Public Services in Africa; Public Enterprise Management and Privatization and Administrative Reform and Structural Adjustment Programmes. The Center also publishes a Directory of African Consultants. Research outputs are often utilized by decision makers, academics, researchers and students.

The Center also provides assistance in the preparation of consultancy projects and training of consultants. Schools of Public Administration, Ministries and International organizations

are among the major users of consultancy services.

**WORKING
LANGUAGES**

English, French and Arabic

PUBLICATIONS

The Center publishes a bi-annual journal entitled **African Administrative Studies**. Although not regular, the Center also publishes Studies and Document Series, CAFRAD Newsletter and other ad hoc publications.

BUDGET

The annual budget for 1993 was US\$676,609. Its funding is derived from earnings from sale of publications, use of materials and hire of facilities, consultation fees and grants from donors. The major donors supporting the Center include CIDA, IIAP, UNDP and ILO.

FACILITIES

The Center has adequate facilities for carrying out its activities. It has a conference hall that can accommodate 100; its library has a seating capacity of 20; 20,000 volumes of books and 400 volumes of journals. The Centre also has six computers, and owns such facilities as overhead and film projectors, lecture rooms and theatres, photo-copy machines, video recorders, cameras, TVs and interpretation and translation facilities.

**PROFESSIONAL
AFFILIATIONS**

The Center is a member of AAPAM, I.I.S.A., INTERMAN and AMAF.