



SETYM International

Montréal, Québec, Canada www.setym.com

TEACHING PEOPLE TO LEAD

PROJECT MANAGEMENT

MANAGEMENT AND ORGANISATION

PUBLIC PROCUREMENT

PUBLIC GOVERNANCE

SUSTAINABLE DEVELOPMENT

TRAINING PROGRAMME 2017



MONTREAL

BOSTON

KUALA LUMPUR

MARRAKESH

ABIDJAN



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by Emploi-Québec
no 0050295

ESG UQAM
CENTRE DE PERFECTIONNEMENT

In collaboration with the Université du
Québec à Montréal's School of Management





WORD FROM THE CEO

Larbi Bennouna M. Sc., MBA, PMP®
Chief Executive Officer

MISSION

To contribute to improved performance in development projects and public institutions through better management of resources and capacity-building.

To be part of the professional success of our participants by sharing our knowledge and expertise.

VALUES

SETYM carries out its mission while subscribing to the following values:

- Unanimously recognized **excellence** and **professionalism**
- **Human relationships** and a tradition of **hospitality**
- Openness to the world and **respect for cultures**
- Promotion of **shared experiences** and a spirit of **collaboration**
- Commitment to the **satisfaction of our clients**

VISION

To remain the recognized leader in capacity-building by offering practical and innovative training programmes.

To be a skilled partner in change management and to be of assistance in the implementation of development projects.

On behalf of our team, I would like to thank you for your loyalty and for the trust you place in us every year. Your continued participation in our seminars encourages us to pursue our mission and strengthens our values.

We are committed to offering you the best training seminars in a friendly environment. SETYM International helps you achieve your goals and succeed in your projects. To that end, we provide top-level training seminars, the quality of which is highly appreciated by governments and donors, that prepare each participant to face current and future major professional challenges. Our 2017 programme covers the main areas of interest for improving performance at both the personal and institutional level, which can be applied in a wide range of business sectors.

During the course of 2016, in addition to our training programme provided at our various centers (Montreal, Boston, Marrakesh, Abidjan, Dakar and Kuala Lumpur), we have carried out several mandates for technical support and tailor-made training. To enumerate just a few of our achievements: the training of 500 young professionals in the **DRC**; the Accreditation of 150 public procurement management specialists in **Senegal** (MSPM accreditation); the Training of Trainers at the Ministry Delegate to the Head of Government in charge of General Affairs and Governance in partnership with the Ministry of the Interior in **Morocco**; Capacity-Building in Results-based Management and Performance Measurements for the Economic Community of West African States (ECOWAS) in **Nigeria**; training in Monitoring and Evaluation (S&E) for the Zambia Electricity Supply Corporation Ltd. (ZESCO) in **Zambia**; Designing and setting up an S&E system for the Ministry of Finance of **Indonesia**; training in PPP for the Ministry of Public Works, Transport and Communications of **Timor-Leste**; and Capacity-Building in Environmental and Social Evaluation of Projects for the Investment Promotion and Financing Project (IPFF) of **Bangladesh**.

2017 will see significant changes, especially in public procurement. The new reform, implemented by the World Bank, introduces a new paradigm with innovative procurement methods and tools. This reform requires an in-depth review of current practices and lots of adjustments and training to master the new concepts. SETYM International has therefore developed training programmes that will give you a better understanding of the issues and adequate preparation for the application of different procurement methods.

I would like to emphasize our dedication to meeting your expectations, the professionalism of our consultants, our friendly customer service and the kindness of our logistics team throughout your stay with us.

We look forward to welcoming as many of you as ever at our training centers.

Yours sincerely,

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2017 Training Calendar

PROJECT MANAGEMENT

MANAGEMENT AND ORGANISATION

PUBLIC PROCUREMENT

PUBLIC GOVERNANCE

MONTREAL, CANADA

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Nous dispensons des séminaires en français à Montréal (Canada), Boston (États-Unis), Marrakech (Maroc), Dakar (Sénégal) et Abidjan (Côte d'Ivoire). Veuillez nous contacter soit par téléphone au **+1 (514) 939-2200**, par courrier électronique à **setym@setym.com** ou visitez notre site web au **www.setym.com** pour tout renseignement ou pour vous inscrire.

Please note that all the training programmes offered in this brochure can also be delivered upon request at your premises or at any of our training locations and adapted to your specific needs.

KUALA LUMPUR, MALAYSIA

Project Management, Monitoring and Control		p.21	PCPK1	May 8 to 19, 2017		November 6 to 17, 2017	PCPK2
Results-Based Management (RBM) and Performance Measurements		p.38			GPRK1	July 24 to August 4, 2017	
Programmes and Projects Budgeting and Cost Control		p.24			PBCK1	July 24 to August 4, 2017	
NEW	Public Procurement Audit and Control	p.32				AMPK1	October 9 to 20, 2017
Leadership: Managing Teams to Achieve Change		p.28				GEPK1	October 9 to 20, 2017
NEW	The Essentials of Project Management	p.23				PGUK1	October 16 to 20, 2017
Contract Management and Disbursement Monitoring		p.35				November 6 to 17, 2017	GCDK1
Planning and Delivery of Public-Private Partnerships (PPP)		p.33				December 4 to 15, 2017	MPPK1
Procurement of Goods and Services: Best Practices		p.31				December 4 to 15, 2017	PDMK1
Monitoring and Evaluation for Results		p.22				December 4 to 15, 2017	DISK1

MARRAKESH, MOROCCO

Results-Based Management (RBM) and Performance Measurements	p.38	GPRH1	April 10 to 21, 2017
Procurement of Goods and Services: Best Practices	p.31	PDMH1	April 10 to 21, 2017
Monitoring and Evaluation for Results	p.22	DISH1	September 25 to October 6, 2017
Human Resources Management and Development	p.27	GRHH1	September 25 to October 6, 2017

ABIDJAN, IVORY COAST

NEW	The Essentials of Project Management	p.23	PGUA1	April 24 to 28, 2017	
NEW	Performance-Based Contracting	p.36			November 20 to December 1, 2017 PECA1
NEW	PEFA 2016: A Framework for Public Financial Management	p.41			November 20 to December 1, 2017 PEFA1

Company Background

Seminars

SETYM International, founded in 1988, is a Canadian company specializing in capacity-building and technical support interventions in:

- **Project Management**
- **Management and Organisation**
- **Public Procurement**
- **Public Governance**
- **Sustainable Development**



SETYM is an internationally renowned market leader. The company capitalizes on the expertise and experience of several distinguished partners and trainers.

SETYM, whose trainings are accredited by the Project Management Institute (PMI®-USA) and the Government of Quebec (Canada), has developed a coherent set of seminars aimed at project development managers (coordinators), their administrative teams and civil servants of emerging and developing countries. These training programmes are linked so as to meet the management needs of governments, major donors and development aid agencies.

Tailor-made training

SETYM also offers seminars in various countries on request from clients. These on-site training programmes are adapted to the specific needs and context of the project or institution.



Global network

SETYM International has six training centers located on three continents (North America, Africa and Asia):

- **Headquarters in Montreal (Canada)**
- **Boston (United States)**
- **Kuala Lumpur (Malaysia)**
- **Marrakesh (Morocco)**
- **Abidjan (Ivory Coast)**
- **Dakar (Senegal)**



Every year, we welcome over 1000 participants from more than 115 countries.

Technical support



Skills we provide to projects and institutions: specific short or long-term mandates to contribute to the achievement of development goals.

Accreditations

In order to promote the expertise of its participants, SETYM has designed and organized accreditation examinations in partnership with the School of Management of the Université du Québec à Montréal (ESG-UQAM).

These provide formal recognition of skills and competencies in:

- **International Development Project Manager (IDPM)**
- **Public Procurement Management Specialist (PPMS)**



Institutions and donors looking for skilled staff have access to a public directory of accredited managers at www.setym.com



OUR TEAM OF CONSULTANTS

A team of experienced consultants, familiar with the challenges associated with international development

Our Team

CUSTOMER SERVICE

BUSINESS DEVELOPMENT

Proactive and Innovative



JEAN-MICHEL DELAGRAVE
M. Sc., PMP®
Director, Professional Services



DANIELLE LABERGE
Ph.D., IAS: A.



BRIGITTE LAVALLÉE
MPM, CHRP



KAREN DIAZ
M.Ed



HARALD MODIS
MBA, PMP®



FRÉDÉRIC CHOQUETTE
LL.B.



MARTIN BOUCHARD
Eng., M.Sc., PMP®



KENNETH SANVI
MPM, PMP®
Regional Director, Africa



PATRICIA LAPOINTE
MPA, PMP®



AMADOU DOUDOU SECK
Eng., MBA



DENIS JULIEN
BAA



MAXIME BONNEVILLE
MPM



MARIE-DOUCE PRIMEAU
Ph.D., PMP®



MARK HOLLINGWORTH
M.Eng., EMBA



JEAN-CLAUDE PIERI
M.Sc., MPM, PMP®



JOHANNE ST-ONGE
CHRP



JAMSHID UMAROV
M.Sc.



AZROUR HASSAN
Ph.D.



ALAIN ALBERT
DEA, MA Econ



JEAN-LUC SIRUGUET
M.Sc., Eng.



JOSHUA ZAATO
Ph.D.



ALAIN PAQUET
M. Sc., Ph.D.



MOHAMED DIALLO
MBA, D.E.S.S., M.A.P.



EL HADI HAMED
Eng.



GÉRARD ÉMAR
CPA



MURIELLE BOUCHER
M.Sc., CPA, CGA



ANDREA NICOARA
Coordinator, Asia and Eastern Europe



INGRID MARTIN
Senior Coordinator
North and West Africa



IOANA SUCIU
Coordinator, Africa, South America and the Caribbean



VÉRONIQUE BRISSONNAUD
Coordinator, Central Africa, Madagascar and Haiti



LAURENCE LEBRUN-JULIEN, MPM
Coordinator,
Marketing Department

Our Approach



Emphasis on Practice

SETYM's training seminars focus through a **training-consulting approach on practice and skills learning**. Almost **60% of the seminar is reserved for applications** (exercises, case studies, skills development, use of project management software, etc.). In order to fully capitalize on their training opportunity, participants are invited to bring documentation of the project that they are involved in and that is relevant for the specific course they are attending. Our consultants strive to adapt general concepts to the participants' specific situations.



Training Material

SETYM provides each participant with a comprehensive set of learning tools, including the reference texts and additional documents, both in hard and soft copy.

During most of the seminars participants will use the **IT equipment** we put at their disposal (laptops, projectors, audio-video equipment and unlimited Internet access).



Training Schedule

Training seminars held in Montreal, Boston, Kuala Lumpur, Marrakesh and Abidjan take place **five days a week** (Monday through Friday) **six hours per day**.

Daily coffee and lunch breaks are offered, resulting in friendly exchanges between participants, trainers and SETYM staff. Weekends are spent on sightseeing excursions led by our logistics teams.



Training Certificate

At the end of the seminar, SETYM hands out a Training Certificate to each participant. To receive the Certificate, the **participants must attend all the modules of the course they registered to and comply with all academic requirements**. In case unforeseen or unexpected situations occur and a participant misses a part of the training session, the Certificate will be issued only for the period he/she has attended. Please note that the tuition fees do not change.



SETYM's Benefits

Over the years, we have established our status as a world leading consultancy company and we have built our reputation on constantly updated curricula, a focus on practice and interaction with the participants, as well as on our special customer service support and hospitality.



Recognized Training

The excellence of our training is recognized by the Project Management Institute (PMI) and the Government of Quebec (Canada).



Complimentary Tablet

Participants who attend our regular open seminars will receive a complimentary tablet.



Loyalty Programme

PARTICIPANTS

Our Alumni will receive a loyalty bonus certificate valued at up to 1000\$; the amount depending on the number of the previous participations in our seminars. Free registrations and tailor-made training programmes will not be taken into account.

INSTITUTIONS

Ministries, projects and/or organizations that enroll several of their staff in our seminars will also benefit from our special group discount structure. The coordinators are pleased to give you more details upon request.



Preferential Hotel Rates

SETYM has negotiated for you special accommodation rates at very convenient hotels located downtown. Please do not hesitate to contact our Training Programme Advisors for further details.



Unrivaled Customer Service

You will be assisted throughout the registration process by our training programme advisors. They respond quickly and accurately to your queries and provide ongoing assistance until you arrive at your destination. Over 1000 participants put their trust in us every year.



Personalized Logistical Support

SETYM's dedicated logistics team picks you up from the airport, brings you to your hotel and assists you during your entire stay. They also accompany you on the weekend trips and respond quickly and professionally to your every-day needs.



Sightseeing Tours

In order to make the training experience even more enjoyable and foster ties among participants, SETYM organizes weekend tours to various locations of interest near the training centers.



Transportation

Your transport from the airport to your hotel and from your hotel to the airport will be taken care of by our logistics team, whatever the date and time.



Top of the Art Training Centers Located Downtown

To make sure participants take advantage of everything the big cities have to offer and that they have easy access to shopping, eating out, cultural sights and entertainment, SETYM has located its training centers downtown. Furthermore, the training rooms are fully equipped with computers, boards, printers and projectors providing a modern and interactive training environment.



Coffee Breaks and Lunches

At the training centers, snacks, refreshments and lunches are served during class days, free of charge.

How to Register?



Do not hesitate to contact our customer service team for any question regarding registration, visa, payment, etc.

setym@setym.com +1 (514) 939.2200

Nous dispensons aussi des séminaires en français à Montréal (Canada), Boston (États-Unis), Marrakech (Maroc), Dakar (Sénégal) et Abidjan (Côte d'Ivoire). Veuillez nous contacter pour tout renseignement.



★ *Please note that participants who wish to undergo their training in Montreal or Boston must submit their visa application at least three weeks before the training begins.*

Head Office in Montreal (Canada)

Montreal is a cosmopolitan city. The multicultural mix of its people has infused the city with a vibrant art community and an active nightlife. Montreal has long been a crossroad for visitors coming to North America and it yearly hosts a variety of activities such as: the Jazz Festival, the Just for Laughs Festival, the African Nights Festival and many more.

Our training rooms are located opposite our headquarters, inside the Maison du développement durable [Sustainable Development House] (MDD), an ultra-modern, environmentally friendly, LEED Platinum certified building. The Maison du développement durable is a place to meet, reflect and innovate.



With our head office being located in the heart of downtown Montreal you will have the opportunity to be part of the city's lively and unique events.

DAY TRIPS

We organize for our participants various sight-seeing tours:

- a visit to the **CITY OF MONTREAL**;
- a visit to **QUEBEC CITY**, the provincial capital and the oldest city in Canada.

SORAYA BENITEZ

Logistics Representative, Montreal and Boston

DIEGO LLUGDAR

Logistics Representative, Montreal and Boston



Center in Boston (United States)

An iconic New England city and the state capital of Massachusetts, Boston is a port city with a rich historical heritage. Several museums and monuments bear witness to the important role it played during the War of Independence, which also earned it the nickname Cradle of Liberty.

Boston is also an international center for higher education and is home to the prominent Harvard University and the Massachusetts Institute of Technology.



DAY TRIPS

During your stay, you can enjoy the following trips:

- a tour of the **CITY OF BOSTON**;
- a shopping trip to **WENTHAM VILLAGE PREMIUM OUTLETS**;
- a visit to the famous **HARVARD UNIVERSITY**.

SORAYA BENITEZ

Logistics Representative, Montreal and Boston

DIEGO LLUGAR

Logistics Representative, Montreal and Boston



Regional Center in Kuala Lumpur (Malaysia)

Kuala Lumpur, Malaysia's national capital, is a modern, multiethnic city. Old and new combine in a subtle way giving the city a unique touch.

Yearly, Kuala Lumpur hosts several international sporting and cultural events such as the Formula One World Championship. The city is home to the famous Petronas Twin Towers, which have become a symbol of Malaysia's modern development. Kuala Lumpur is the main economic, industrial and artistic center that synthesizes all the cultures of the Asian region; many of the great religions of the world coexist here creating a great ideological and architectural heritage.

Our brand new training center in Malaysia is located in the Central Plaza in the heart of Kuala Lumpur's business district, Bukit Bintang.



DAY TRIPS

Our participants attending the seminars in Kuala Lumpur have the opportunity to:

- Enjoy a tour of **KUALA LUMPUR'S** main landmarks;
- Join a trip to one of the many sites of interest around Kuala Lumpur.



IZAN

Logistics representative,
Kuala Lumpur

TRAINING CENTER INFO: Central Plaza 26.06, 34 Jalan Sultan Ismail, Bukit Bintang,
50250 Kuala Lumpur, Malaysia, tel.: +1 (514) 939 2200

Regional Center in Marrakesh (Morocco)



AMINE KHA LAAYOUN

Logistics
Representative,
Marrakesh

Marrakesh, the touristic capital of Morocco, is well renowned to warmly welcome its guests for centuries. The unique atmosphere of the 'Jewel of the South', mainly the liveliness of the mythical public place of Jemaa-el-Fna continue to fascinate tourists from all over the world. The Medina, the palaces, the mosques and the countless museums draw culture savvy crowds throughout the year. Marrakesh has the largest traditional Berber market in Morocco and the image of the city is closely associated with its souks. SETYM's brand new training center is located in Gueliz, the European quarter downtown.

DAY TRIPS

Our participants attending the seminars in Marrakesh have the opportunity to:

- Enjoy a tour to **MARRAKESH** (including Jemaa-el-Fna Square and historical and religious sites);
- Visit **CASABLANCA** (with a stop at the Hassan II grand mosque).

Regional Center in Abidjan (Ivory Coast)



ARMAND GUIDY TOULAUD

Logistics
Representative, Abidjan

Located in the southern part of the Ivory Coast and bordered by the Gulf of Guinea, Abidjan is considered the cultural crossroads of Africa, a powerful city that is characterized by a high level of industrialization and urbanization and traditionalism alike. A walk through the Cocody district will enable you to discover the great richness of local craftsmen work displayed in a covered market, and that you can continue to the Plateau, Abidjan's main business district. In addition to relaxing on the beautiful beaches of its seaside resorts, you will be invited to enjoy the Ivorian nightlife's warm and trendy atmosphere.

DAY TRIPS

Our participants attending the seminars in Abidjan have the opportunity to:

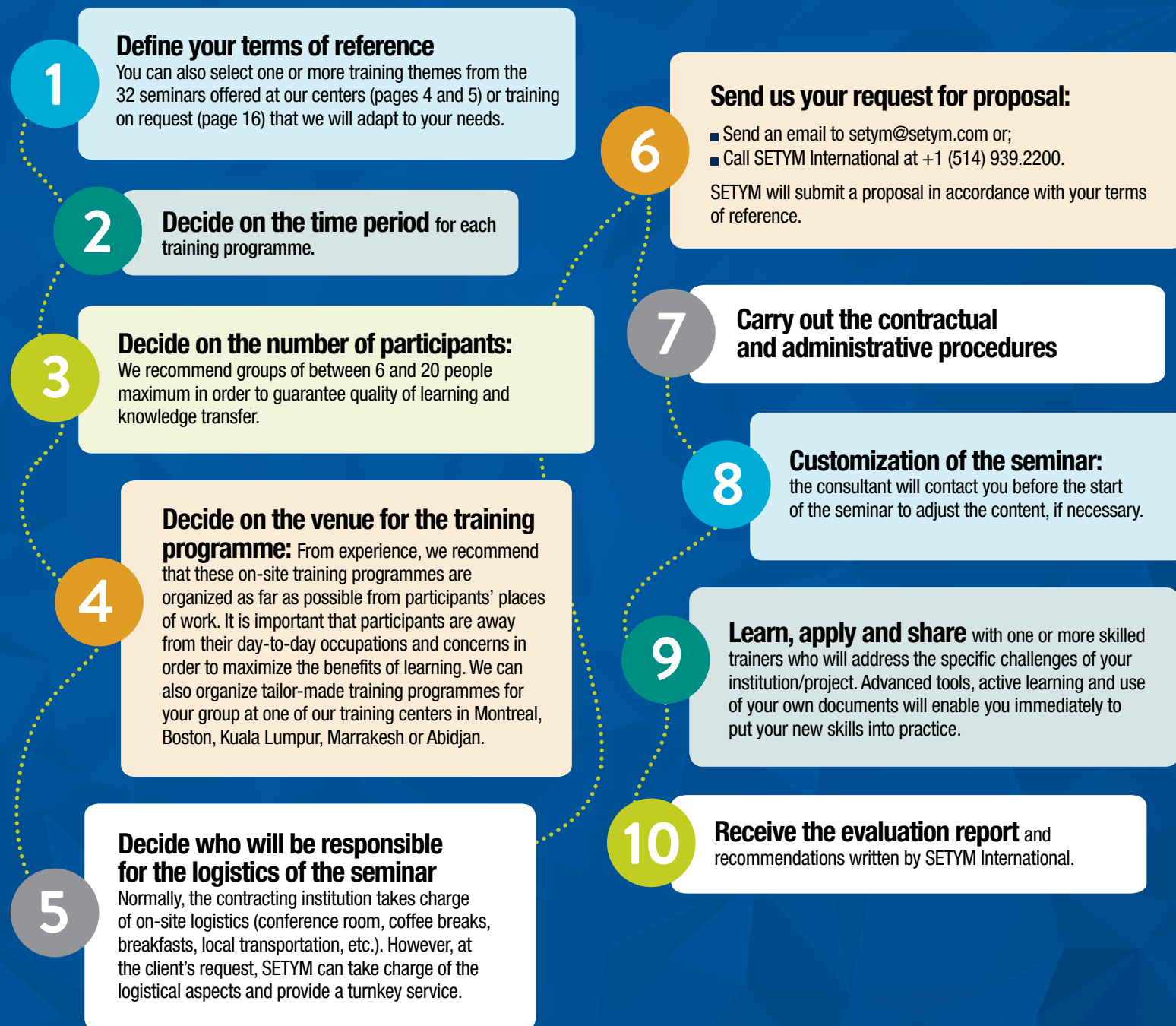
- Enjoy a tour of **ABIDJAN'S MAIN LANDMARKS**;
- Visit **YAMOUSSOUKRO**, Ivory Coast's Capital City, with its impressive basilica of our Lady of Peace.



Tailor-made and On-site Seminars

SETYM International has a long track record in organizing tailor-made seminars. At the request of institutions, development projects, governments or donors, all the training programmes offered in this brochure can be delivered in your country, at venues of your choice, at any time and adapted to your specific needs.

The total budget varies according to the length, number of trainers and incidental expenses. It is a package, which allows you to train the maximum number of people at the least cost.



Training on Request



Technical Assistance

Building on our experience on the ground, our in-depth knowledge of local realities and our expertise in project management, public procurement, management and organisation, public governance and sustainable development, we carry out more and more technical support missions every year.

By invitation or tender, public institutions, governments and donors give us short or long-term mandates to intervene as experts. Our pragmatic and results-oriented approach has enabled us to succeed in our technical assistance missions to the satisfaction of our clients, donors and beneficiaries.

Please note that all the training programmes offered in this brochure can also be delivered upon request at your premises or at any of our training locations and adapted to your specific needs.

PROJECT MANAGEMENT

- Project Impact Evaluation
- PMP® Exam Preparation Boot Camp
- Audit and Control of Projects and Programmes
- Review of Projects and Programmes and Completion Processes

MANAGEMENT AND ORGANISATION

- Integrated Risk Management

PUBLIC PROCUREMENT

- Effective Public Procurement

PUBLIC GOVERNANCE

- Doing Business: Reform, Governance and Competitiveness of the Private Sector
- International Financial Reporting Standards (IFRS)
- Local Governance and Municipal Finance

SUSTAINABLE DEVELOPMENT

- Environmental and Social Impact Assessment and Monitoring
- Displacement and Involuntary Resettlement of Populations

Our interventions are varied and can take many forms:

- ✓ **Tailor-made and adapted training programmes**
- ✓ **Advice**
- ✓ **Coaching**
- ✓ **Project management**
- ✓ **Technical assistance**

Professional Accreditations

Partnership with the School of Management of the *Université du Québec à Montréal* (ESG-UQAM)



The *Université du Québec à Montréal*'s School of Management (ESG UQAM) recognized for the quality of its practical teaching, the excellence of its applied research and its international presence, asserts its leadership through a bold and clear vision for the future.

It is SETYM International's partner of choice in promoting the expertise of its participants by offering them professional accreditation examinations.

These provide formal recognition of skills and competencies. The Accreditations are:

- ✓ **International Development Project Managers (IDPM)**
- ✓ **Public Procurement Management Specialists (PPMS)**

These accreditations now constitute a standard in international development, a **benchmark that enables donors, governments and implementing agencies to guarantee the professional competencies of their partners.**

ACCREDITATION PRESENTATION

The successful passing of the exams, which are signed by **ESG-UQAM**, is marked by the presentation of the official Accreditation.

ONLINE COMMUNITY AND PUBLIC DIRECTORY OF ACCREDITED MANAGERS

Through its accreditations, SETYM International wants to be part of your professional success. We are very proud to announce the launch of a web community designed for all our accredited managers.

As a first step, we highlight your professional profile by creating a public directory of accredited managers. Institutions and donors who are searching for skilled professionals, can access the **Find an accredited manager** page on our website.



From left to right: France Maltais, Director of ESG UQAM's Centre de perfectionnement, Larbi Bennouna, CEO of SETYM International and Stéphane Pallage, Dean of ESG UQAM.

Professional Accreditations

DESCRIPTION

EXAM TOPICS

ELIGIBILITY AND APPLICATION CRITERIA

▶ IDPM ACCREDITATION: International Development Project Manager



The IDPM accreditation is aimed at those who work on projects and programmes funded by their country or multilateral agencies. This accreditation is an advantage in project management career development for serving managers or those who aim to lead an international development project.

- Development Support Policies, Project design and appraisal
- Operational planning, project team management and budgetary control
- Results-based management, performance indicators, monitoring and evaluation
- Public Procurement

- Hold a university degree and/or possess relevant work experience within an international development project or programme.
- Attest that you currently hold a key position in project or programme management for at least three years.
- Have attended other training courses in project management.

▶ PPMS ACCREDITATION : Public Procurement Management Specialist



Procurement is a specialized field requiring expertise and a specific set of skills. The PPMS accreditation is addressed to those who want to achieve unquestionable skill recognition and attain management responsibilities in the field.

- General Procurement Concepts
- Procurement Ethics
- Procurement of Goods
- Procurement of Works
- Selection of Consultants

- Attest that you currently hold a key position in procurement within a project, programme, or a public institution for at least three years.
- Have pursued various training sessions or continuing education courses that deal with public procurement.



How to Register for an Accreditation Examination



PPMS Accreditation Training Session

 **MONTREAL**

> August 14 to 25, 2017 / **CODE:** SPMM1

DURATION: 2 weeks
TUITION FEES: US\$ 5 900

This seminar is an excellent opportunity to intensively review procurement contexts, topics, and questions covered in the PPMS exam. Following the preparation, the official accreditation exam is given on the last day of the course. However, only if your application file to the PPMS accreditation is accepted can you register to the seminar.

PRACTICAL OBJECTIVES

- ✓ **Review** concepts, approaches, tools, techniques, and good practices indispensable for awarding and carrying out public contracts.
- ✓ **Follow** participants through the exam preparation procedure to maximize their success.
- ✓ **Develop** good reflexes to answer multiple-choice questions.
- ✓ **Train** candidates for effective time management during the exam.

PROJECT MANAGEMENT

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Project Management, Monitoring and Control

TARGET AUDIENCE:

- Coordinators
- Managers
- Project Directors
- Planning Specialists
- Monitoring and Evaluation Specialists

DURATION: 2 weeks

TUITION FEES: US\$ 5 500

-  **KUALA LUMPUR** > May 8 to 19, 2017 / **CODE:** PCPK1
MONTREAL > July 31 to August 11, 2017 / **CODE:** PCPM1
KUALA LUMPUR > November 6 to 17, 2017 / **CODE:** PCPK2

To meet project objectives, the project team must identify and implement all the necessary activities to achieve specified targets. The seminar provides a global view and specific management strategies, tools and techniques for planning, monitoring and controlling projects and programmes. It will help Project Coordinators and team members in detecting problems or possible overruns early on in the execution by using clear project status reports.

PRACTICAL OBJECTIVES

- ✓ **Develop** a logical approach and process for mastering project implementation.
- ✓ **Increase** the participants' understanding and make appropriate use of the best known tools and techniques for planning, scheduling, budgeting and controlling a project.
- ✓ **Use** specialized software (like Microsoft Project) for project monitoring and control.



SEMINAR TOPICS

- **Project and Programme Context and Process:** Project and programme cycles. Stakeholders management (government, donors, contractors, consultants, beneficiaries, etc.). Logical framework, objectives, goals, outcomes, outputs, inputs. Project risk management and critical assumptions.
- **Project Planning and Project Plan:** Project constraints (scope, time, cost). Work Breakdown Structure (WBS). Activity sequencing and time estimates, project schedule and Gantt Chart. Critical path. Activity-based budgeting. Types of resources (material, human and financial). Resources allocation and optimization. Cost estimates. Contingencies. Project budget and cash flow. Integrating procurement activities into the operational schedule. Risk management plan. Applications with MS Project.
- **Project Monitoring and Control:** Actual cost and schedule updates. Status and reports for sector/service ministries and donors. Estimate at completion and revised project plan. Corrective and preventive actions. Earned-Value Management (EVM) method.
- **Participants' Project Implementation Framework:** Workshops on participants' projects. Budgeting, scheduling and cost control with Microsoft Project and Excel.

Monitoring and Evaluation for Results



TARGET AUDIENCE:

- Monitoring and Evaluation Officers
- Projects and Programmes Coordinators and Managers
- Sector Managers

DURATION: 2 weeks

TUITION FEES: US\$ 5 500



MARRAKESH > September 25 to October 6, 2017 / **CODE:** DISH1
KUALA LUMPUR > December 4 to 15, 2017 / **CODE:** DISK1

Programmes and projects are expected to reach specific goals. They involve multiple components, each with multiple activities, sometimes implemented in various parts of the country. Those activities require monitoring and evaluation in a results-based management (RBM) context. Donors, beneficiaries and national agencies should be able to measure the progress of ongoing activities and assess outcomes. This seminar presents a comprehensive tool-kit and best practices for implementing a performance-based framework.

PRACTICAL OBJECTIVES

- ✓ **Master** the process of setting up a results-based monitoring and evaluation system for projects and programmes.
- ✓ **Understand** the techniques and tools to plan, monitor and evaluate project performance for the short, medium and long-term results.
- ✓ **Identify** information needs and data collection methods.
- ✓ **Design** performance management systems to meet the stakeholders' needs for information and decision making.

SEMINAR TOPICS

- **Performance and Results-Based Management:** Results and accountability requirements. RBM principles applied to the operational project management. The results chain: outputs, effect, impact. Management requirements to achieve the desired effect.
- **Performance Indicators:** Indicator selection and validation: quantitative and qualitative (nominal and ordinal variables) indicators, outcome and impact indicators, indirect indicators (proxy). Data collection and analysis. Best practices for developing questionnaires and interview guides. Data collection and data analysis: quantitative and qualitative methods, data triangulation, and identification of potential sources of bias. Indicator sheets.
- **Monitoring and Evaluation:** Three complementary functions. Review of the ten steps to design and implement a sustainable monitoring and evaluation system. Developing a plan for evaluation during various phases of a project or programme (ex-ante, mid-term and at project closure).
- **Developing a Monitoring and Evaluation System:** Linking the indicators database to the operational planning. Monitoring reports and project or programme status. Building and using dashboards to track-down progress.



NEW

The Essentials of Project Management



TARGET AUDIENCE:

- Project Directors
- Project and Programme Coordinators
- Managers
- Project Management Officers

DURATION: 1 week

TUITION FEES: US\$ 3 500



ABIDJAN > April 24 to 28, 2017 / **CODE:** PGUA1
KUALA LUMPUR > October 16 to 20, 2017 / **CODE:** PGUK1

Project management best practices are at the heart of successful projects funded by technical and financial partners (TFP). The same is true of projects managed by the semi-public and private organizations. This seminar provides a global view of project governance, focusing on the major phases and tools of the project life cycle, from identification to final evaluation.

PRACTICAL OBJECTIVES

- ✓ **Consolidate** project management knowledge.
- ✓ **Get an overview** of project management best practices.
- ✓ **Master** the fundamentals and the processes of the project cycle from project initiation to project termination or closure.



SEMINAR TOPICS

- **Context of Project Management:** Definition of projects. Comparison of projects to operations, programs and portfolios. Project management skills and success factors. Results-based project management.
- **Detailed Project Cycle:** Project identification, the importance of the preparation phase (technical, financial, institutional, economical, environmental and social studies), project appraisal, negotiation and approval, project implementation and supervision, final evaluation.
- **Project Identification:** Need and stakeholder analysis. Objectives, goals, evaluation of options. Results chain and logical framework. Performance indicators. Risk identification.
- **Project Planning:** Main tools and techniques of project planning. Work breakdown structure (WBS), project schedule and budget, resource types and assignments, procurement plan, risk management plan, communication plan.
- **Executing, Monitoring and Controlling:** Managing the project team. Project progress reporting and performance reviews, forecasting, audits and corrective actions.

Programmes and Projects Budgeting and Cost Control



TARGET AUDIENCE:

- Members of Project Implementation Units
- Financial Planners
- Budget Advisors

DURATION: 2 weeks

TUITION FEES: US\$ 5 500



KUALA LUMPUR > July 24 to August 4, 2017 / **CODE:** PBCK1

Every budget should not only represent a financial mirror of national or institutional choices, it should also support an action plan seeking performance. An effective, project-oriented budget control system is especially required in capital investments to allow for speedy intervention and timely decision making. Through such a performance-based framework, managers will be more effective in allocating, monitoring and controlling their financial resources, thus greatly contributing to a project's success.

PRACTICAL OBJECTIVES

- ✓ **Understand** how a performance-based framework contributes to improvements in budgeting.
- ✓ **Provide** participants with the necessary skills to plan budgets and disbursement schedules for programmes and projects.
- ✓ **Increase** the skills of participants in using software for budgetary management and cost control.
- ✓ **Assist** participants in the development of appropriate performance and control reports.

SEMINAR TOPICS

- **Budgetary Management:** Affinity with goals, strategies and institutional capabilities. Budgets as motivators. Work plans, performance indicators and forecasting. Pros and cons of different budgetary approaches.
- **Project Cost Planning:** Limiting the budget envelop to assure financial viability (NPV, IRR). Top-down estimating, rough bottom-up estimating. Cross-referenced cost accounts. Resource planning. Procurement and committed costs. Activity-based costing. Detailed budgets, disbursement and cash flow forecasting. Contingencies. Budget simulations. The project baseline.
- **Monitoring and Control of Project Costs:** Managing cash flows. Budget control reporting. Budgetary and performance control tables. Budget updates. Balanced scorecard performance system. Development of tools and reports for sector/service ministries. Multi-project information systems. Estimate at completion and revised project plan.
- **Practical Applications:** Case study and use of the budgetary performance framework on participants' projects.





MANAGEMENT AND ORGANISATION

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Strategic Planning and Decision Making



TARGET AUDIENCE:

- Executives
- Directors
- Coordinators

DURATION: 1 week

TUITION FEES: US\$ 3 500



MONTREAL > June 5 to 9, 2017 / **CODE:** EXEM1

Strategic planning is a process that facilitates meeting long-range goals and objectives for an organization. This is true for private companies as it is for public institutions, agencies, or departments, although context and constraints differ. Strategic planning is about changes. It means getting the organization from here to there. The present seminar focuses on initiating and supervising the Strategic planning cycle so that the entire process will deliver the desired results effectively and on time.

PRACTICAL OBJECTIVES

- ✓ **Understand** what Strategic Planning is and its relevance when managing an organization or department.
- ✓ **Master** the sequence of the Strategic Planning process.
- ✓ **Build capacity** to initiate, implement and supervise the Strategic Plan in your organization.



SEMINAR TOPICS

- **What is Strategic Planning:** Answering four questions: Where do we stand? Where do we want to be and when? How do we get there? How do we monitor progress towards our objectives? The Planning is more important than the Plan. Answers are about: PEST/SWOT, mission, visions, goals and objectives, action plans (projects and programmes), monitoring and evaluation systems.
- **Get the Process launched:** Reviewing success criteria for successful Strategic Planning. Planning the Strategic Plan: who is concerned and who will actively participate. Participation is key. Define activities, assign tasks, validate outputs (answers), set timetables. A simulation of the process. An analysis of a Strategic Plan for a department or an agency.
- **Get the Strategic Plan approved:** Budgeting the Plan, allocate budgets for projects and programmes. Results-based budgeting. Pushing the Plan through the different organizational levels.
- **Supervise the Action Plan Implementation and Monitoring:** Staffing and assigning responsibilities. Setting-up portfolio management guidelines and timely reviews. Performance-based monitoring. Aligning projects and programmes with goals and objectives. Corrective actions. Assess achievements or pitfalls and publicize progress.


Human Resources Management and Development

TARGET AUDIENCE:

- HR Practitioners
- HR Professionals
- Directors
- Managers

DURATION: 2 weeks

TUITION FEES: US\$ 5 500

 **BOSTON** > June 19 to 30, 2017 / **CODE:** GRHE1
MARRAKESH > September 25 to October 6, 2017 / **CODE:** GRHH1

Developing human resources goes beyond managing employees' payrolls and attendance. HR executives are more and more involved and responsible for aligning competencies with key strategic sector objectives, evaluating officers' performance, developing training programmes and mobilizing employees for better productivity for public departments and/or agencies. The seminar delivers tools to implement a results-driven HR management program to keep pace with organizational changes and to create value in achieving institution goals and mission.

PRACTICAL OBJECTIVES

- ✓ **Understand** the strategic role and issues of HR development.
- ✓ **Master** competency management and employees performance evaluation.
- ✓ **Develop** training plans, implement training activities and evaluate performance improvements.
- ✓ **Build** empowerment, trust, and mobilize employees for better public service productivity.



SEMINAR TOPICS

- **Strategic HR Practices:** Role and responsibilities. Mission and values. *"From Administration to HR Strategy"*. HR diagnosis. Human resources leadership. Organizational and workplace culture.
- **HR Planning:** Traditional vs innovative recruitment. Targeted and strategic recruitment. Succession management system. Review of methods to evaluate candidates.
- **Competency Management:** Capacity building. Competency-based management is a cultural change. Build a competency-based framework. Assess current skills. Set targets including succession requirements. Assess motivation, potential and talents.
- **Performance Management:** Individual and collective performance. Performance appraisal process and performance management tips. Implementation of a performance management system. Writing SMART objectives. Best practices in performance management.
- **HR Motivation and Management:** Key determinants of motivation empowerment and engagement of employees. Drivers and challenges. Motivation and feedback. Building and developing talent. Effective communication. Conflict management strategies.
- **Training and Developing Resources:** Role of training in HR management. Psychology of the learning process. ADDIE training cycle. Needs analysis. Develop and budget the overall training plan. Training design. Training trends and best practices.


Leadership: Managing Teams to Achieve Change

TARGET AUDIENCE:

- Project or Programme Directors
- Directors and Managers
- Senior Executives

DURATION: 2 weeks

TUITION FEES: US\$ 5 500

 **BOSTON** > July 17 to 28, 2017 / **CODE:** GEPE1
KUALA LUMPUR > October 9 to 20, 2017 / **CODE:** GEPK1

Doing “more of the same” is no longer sufficient for any team to be successful. Today, if you are doing the same things the same way as you were doing them even six months ago, you are falling behind. This seminar focuses on improving change management, team-building and leadership skills, knowledge and attitude of managers, which will ultimately determine the results obtained by their team, department and organization.

PRACTICAL OBJECTIVES

- ✓ **Increase** the understanding and ability of participants to manage the 10 Commandments of Change for any change initiative.
- ✓ **Enable** increased self-awareness, the development of a personal vision and a personalized leadership road-map.
- ✓ **Promote** the use of the latest change management and leadership theories, tools and techniques in order to build an effective team.

SEMINAR TOPICS

- **Adopting the 10 Commandments of Change Model:** Leadership vs management. Detailed study of the 10 Commandments of Change model. The VIP model of strategic leadership. Improved team performance using strategic maps and balanced scorecards.
- **Improving Decision-Making Skills:** Tools for analyzing any situation. The 4 strategic decisions; “gaining buy-in to a decision”; identify the “Quick wins”; identifying the strategic assumptions underlying all our decisions; ensuring decisions are implemented; The 4 building blocks of effective decision-making.
- **Improving Communication Skills:** One-way/two-way communication. Conversation as a core activity. Structuring, planning and conducting highly productive meetings. Developing active listening skills. Non-verbal communication.
- **Management of Others:** Creating a shared vision. The team building process. Characteristics of effective teams. Delegation and empowerment. Stakeholder analysis. Giving & receiving feedback. The win-win paradigm. Conflict management techniques. Building trust.
- **Management of Self:** Understanding and challenging our own paradigms. Being a situational leader. Use of tests to identify different leadership styles and capabilities. Improving time / self management.
- **How to help Project Teams overcome Change Resistance:** Change management requires leadership. The source of change: creativity & innovation. Understanding the fear of change. Overcoming resistances.



Managing and Leading Strategic Communication



TARGET AUDIENCE:

- Coordinators and Managers
- CEO's
- Directors
- Communication Officers
- Team Leaders / Supervisors

DURATION: 2 weeks

TUITION FEES: US\$ 5 500

BOSTON > July 17 to 28, 2017 / **CODE:** CPCE1

Strong communication contributes to bringing stakeholders closer to their leaders. It encourages transparency, increases the feeling of ownership and improves organization credibility. Leading strategic communication ensure stakeholders understand the vision of the future and can motivate behaviors that lead to a successful transformation of the organization. This seminar introduces the tools and techniques that enhance internal and external communication and ensure the efficient implementation of change management. It explores solutions to the communication challenges organizations currently face.

PRACTICAL OBJECTIVES

- ✓ **Understand** the role of public relations and communication for public and private organizations.
- ✓ **Develop** the necessary skills to formulate a communication strategy for specific groups.
- ✓ **Master** the tools that will make it possible to conceptualize, execute and monitor a communication plan.



SEMINAR TOPICS

- **Introduction to Communication:** Information and communication, communication and organizations, communication and governance. Why communication is important to change management. Communication life cycle.
- **Strategies and Communication Plan:** Context, analysis, objectives and targeted audience: Identification of objectives and target audience, assessment of the socio-economic, political and administrative context, stakeholders analysis. Simulation and case study.
- **Communication and its Management Tools:** How and where to insert communication in a project or public intervention. Communicate what, to whom and how? Selecting spokespersons and choosing channels. Designing a communication plan: best practices and management tools.
- **Internal Communication:** Internal communication and organization's performance. Types of internal communication. Transparent, internal processes and communication flows. Internal communication audit.
- **External Communication:** Tools and promotional items of visibility and transparency. Global and specific effects on targeted audience: press releases, press conference, advertisement, message, corporate image.
- **Speech and Mass Media:** Improve rhetoric, writing and speech presentation skills. Preparation for public and media interventions (preparation to answer press questions) stress management, non-verbal communication, handling media under pressure.

PUBLIC PROCUREMENT

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Procurement of Goods and Services: Best Practices



TARGET AUDIENCE:

- Coordinators and Managers
- Public Procurement Specialists
- Procurement Monitoring Officers
- Contracts Managers
- Auditors, Inspectors and Controllers

DURATION: 2 weeks

TUITION FEES: US\$ 5 500



- MARRAKESH** > April 10 to 21, 2017 / **CODE:** PDMH1
BOSTON > Septembre 11 to 22, 2017 / **CODE:** PDME1
KUALA LUMPUR > December 4 to 15, 2017 / **CODE:** PDMK1

Procurement is a core activity in implementing development projects funded by governments and international agencies. In order to implement projects, the PMUs, ministries or agencies usually require consultants' services, goods or computers, medical supplies, teaching supplies, furniture, machinery, etc. This seminar presents public procurement best practices that will show participants how to avoid budget overruns, unforeseen delays, poor disbursement rates, and legal actions.

PRACTICAL OBJECTIVES

- ✓ **Inform** stakeholders about the new direction and the new World Bank public Procurement Framework.
- ✓ **Develop** a global understanding of the Procurement guidelines of the World Bank and of other agencies.
- ✓ **Understand** the guidelines, norms, processes and principles associated with procurement of goods and consultants.
- ✓ **Define** and **plan** every step of the process and activities of a tender and a request for proposal.



SEMINAR TOPICS

- **Procurement Context:** Importance of procurement in managing the project cycle. The **new World Bank procurement guidelines**. Guiding principles: **value for money decision-making**, effectiveness, integrity and sustainability. Learn to prepare a **Project Procurement Strategy for Development (PPSD)**, in order to identify the right procurement approach taking into account project needs, market, risks and other influencing factors (Summarized in PAD). **New procurement methods** (competitive dialogue, negotiation, best and final offer, strategic supplier engagement, etc.). National systems. Regulatory agencies.
- **Procurement of Goods:** Specific Procurement Notice and UNDB, instructions to bidders, bid data sheet, general conditions of contract, special conditions of contract, pre-qualification, standard forms.
- **Selection of Consultants:** Terms of Reference, short-list, letters of invitation, request for proposal, technical proposal, financial proposal, World Bank standard consultant contracts. Specific categories of consultants.
- **Bid Opening, Evaluation and Negotiation:** Opening and evaluation committees, qualification and evaluation criteria, report and evaluation form. Simulation of a bid opening and evaluation session. Negotiation processes. Practical workshop and simulation. Legal claims and actions.
- **Planning and Monitoring the Procurement Process:** Donor no-objections, evaluation and contract award. Planning the procurement routine. Procurement plan. Disbursement procedures, special account, progress reports, final evaluation.
- **Public Procurement Control System:** Means of control and assessment: transparency, accountability, administrative efficiency and competition. Illicit procurement practices, early indicators of misprocurement. Disputes, arbitration, lawsuits.



TARGET AUDIENCE:

- **Controllers, Auditors and Inspectors**
- **Procurement Specialists**
- **Public Procurement Oversight Authorities**
- **Officers of National Tender Boards**

DURATION: 2 weeks

TUITION FEES: US\$ 5 500



BOSTON

> June 19 to 30, 2017 / **CODE:** AMPE1

KUALA LUMPUR

> October 9 to 20, 2017 / **CODE:** AMPK1

Procurement system reform is characterized in particular by the creation of an independent Public Procurement Oversight Authority (PPOA) and National Tender Board (NTB). Their primary mission is to ensure that contracts are awarded in accordance with legal and regulatory provisions currently in place. The seminar focuses on the identification of common errors, on the development of a control checklist designed to prevent those errors and to prevent rejection of bids by the NTB or cancellation by PPOA.

PRACTICAL OBJECTIVES

- ✓ **Understand** where problems arise in the procurement process and the impact of said problems.
- ✓ **Establish** a procurement monitoring checklist that covers critical points in the cycle of goods, works and services procurement and contract management.
- ✓ **Increase** effectiveness and efficiency in the interlocking areas of procurement and contract management.

SEMINAR TOPICS

- **Introduction to Control:** Typology of the most common problems by nature, by importance, by legal consequences.

Establishment of a systematic check-list to insure the correctness of the overall procurement process, among which:

- **Procurement Plan:** Allotment, choice of methods, consistent steps in the procurement plan.
- **Procurement of Goods and Works:** Technical Specifications. Relationship between bid price and the balancing of borrower/bidder responsibilities and risk. Choice of Incoterms, costs not mentioned in the BOQ, firm or adjustable rates, validity of offers and prices, arbitration mode and price, evaluation of multiple lots, guarantees (bid, performance, completion), insurance. Criteria for bids evaluation. Bid reception, bid opening, bid evaluation, requests for clarification sent to bidders. Testing, inspection and acceptance, planning and deliverables rescheduling, monthly and final statements, documents required after execution, partial provisional and final acceptance of the work, etc.
- **Procurement of Consulting Services:** TORs, shortlisting, conflict of interest, eligibility, consultants association, full or simplified technical proposal, type of contract, payment terms. Evaluating technical and financial proposals. Consultant contract management: preparing to receive the consultant, supervising the mission, replacement of key personnel, contract amendments, statements and penalties.



Planning and Delivery of Public-Private Partnerships (PPP)




TARGET AUDIENCE:

- Project Owners
- Public Procurement Services
- PPP Units Staff
- Controllers
- Government Officials

DURATION: 2 weeks

TUITION FEES: US\$ 5 500

 **KUALA LUMPUR** > December 4 to 15, 2017 / **CODE:** MPPK1

Public Private Partnerships (PPP) represent a contractual model where the public authority calls upon private firms to build, finance and operate infrastructure or equipment that provide public services (transportation, health, municipal services, water and sewerage, etc). The seminar will help participants to better understand the PPP financing model in the context of developing and emerging countries and enhance their capacity to implement it.

PRACTICAL OBJECTIVES

- ✓ **Develop** an operational perspective of the life-cycle and management process of PPP projects.
- ✓ **Master** the tools for analysing and comparing different organisational options: PPP or conventional structures.
- ✓ **Familiarize** the participants with the procurement and contractual environment of the PPP.



SEMINAR TOPICS

- **Basics of the PPP:** Origins of P3. PPP as a controversial concept. PFI and privatization. Strategic decisions. Project life-cycle for public investments. Financing, building and running. Costs-benefit analysis: PPP financed projects versus the traditional public financing and operating approach. A multi-criteria framework. Budgetary, technical, legal, socio-political and environmental constraints of PPP financed projects.
- **Roles and Responsibilities of PPP Stakeholders:** Consortia, engineering firms, construction companies, service providers, banks, governments, public entities, and users.
- **Risk Management and Risk Transfer:** The different risks: institutional, construction-related, and implementation; completion risks; technical and operational risks; procurement risks. Transferring risk from public to private sector. Is it really transferred? Case studies.
- **Contractual Framework for PPP Projects:** Procurement under PPP. Different types of PPP contractual agreements; the financing contract, the design and the construction contract, the operations contract; management of sub-contractors and users.
- **Reality-Check and Recent Experiences:** African, French, British and Quebec experience. Evaluation of recent PPP projects: lessons learned and best practices.

NEW

PPP Project Financing



TARGET AUDIENCE:

- Project Owners
- Public Procurement Services
- PPP Units Staff
- Controllers
- Government Officials

DURATION: 2 weeks

TUITION FEES: US\$ 5 500

MONTREAL > July 31 to August 11, 2017 / **CODE:** MPQM1

Public-Private Partnership (PPP) is a long-term contract by which a public authority allows private sector companies (or consortium) to design, build and operate public projects. This seminar, a logical continuation of the seminar on Management of Public-Private Partnerships, focuses on methodologies for the preparation of value-added analysis (mainly risk and financial analysis) to determine the PPP potential of public infrastructure projects.

PRACTICAL OBJECTIVES

- ✓ **Master** the development of a business case, including risk analysis, to determine the value-added of the use of PPP.
- ✓ **Develop** financial analysis of a public infrastructure project and elaborate cost-benefit analysis of different project contracting methods.
- ✓ **Develop** and **deploy** various PPP business models.

SEMINAR TOPICS

- **Strategic Management of Public Infrastructures:** Alternative public infrastructure projects delivery modes. Strategic decision to choose PPP. Structure of a PPP business case. Issues and challenges of projects executed in PPP mode.
- **PPP Risk Management Strategy:** Business case elaboration, risk identification, qualification and quantification. Risk allocation strategy between the public and private sector in a PPP infrastructure project. Analysis of the value-added.
- **Financial Analysis of a PPP Project:** Financial analysis of costs related to the construction of a public infrastructure project taking into account its life cycle. Cost-benefit analysis of alternative project delivery modes (turnkey and PPP).
- **PPP Business Models:** PPP business opportunities balancing. Best strategy for the implementation of the PPP procurement process.



Contract Management and Disbursement Monitoring



TARGET AUDIENCE:

- Contract Managers
- Public Procurement Officers
- Auditors, Controllers and Inspectors

DURATION: 2 weeks

TUITION FEES: US\$ 5 500



MONTREAL > May 29 to June 9, 2017 / **CODE:** GCDM1
KUALA LUMPUR > November 6 to 17, 2017 / **CODE:** GCDK1

Within the context of development projects, the borrowing governments have to sign several legal agreements. Misunderstanding the operational aspects of contract management may affect the project's performance and trigger legal, technical and financial problems. In such circumstances, effective achievement of the expected project goals depends on the managers' ability to understand the legal framework, to master the operations related to the implementation of contracts and to develop a financial management system, more specifically oriented towards the disbursement process.

PRACTICAL OBJECTIVES

- ✓ **Define** the legal framework for projects financed by multilateral agencies.
- ✓ **Conceptualize** operational contract management.
- ✓ **Understand** all required steps to be followed to put a well-managed disbursement process system in place.
- ✓ **Prepare** a disbursement management plan.
- ✓ **Enhance** the participants' skills using management software tools for planning, budgeting and monitoring project procurement and disbursement.

SEMINAR TOPICS

- **General Context:** Importance of contract management in development projects. Project documents, procurement guidelines, disbursement manual and procedures. Optimal value for money (VfM).
- **Contracts for Works, Goods and Consultant Services:** Standard contracts, multiple contract approach and turnkey contract approach. Out-sourcing, joint-venture, association, lump sum contract, unit price, time based, results-based contract. Civil works contract stakeholders. Owner, architect and builder relationships. Rights and obligations. Important provisions.
- **Securities and Associated Documents:** Bid security, bid securing declaration, performance security, advance payment security, etc. Letter of credit, bond, certified check, transfers. Sale and income tax exemptions, royalties and dues. Inco terms, transportation, bill of lading (waybill), insurance and inspection certificates.
- **Analysis of a Dispute and its Settlement:** Identification of contract responsibilities and legal issues, claims, arbitrator nomination, judgment received, etc.
- **Disbursement Procedures:** Disbursement manual, special account, standard forms, expenditures categories, parties' rights and obligations related to payments and international banking transactions.
- **Contract Planning and Monitoring Software:** Preparation of a contract management plan with a planning software: activity definition, identification of project officers' roles and responsibilities, duration and cost estimates. Disbursement plan and special account cash flows management. Production of an integrated disbursement plan.





TARGET AUDIENCE:

- Project Managers
- Project Planning Specialists
- Procurement Specialists
- Infrastructure Managers and Engineers

DURATION: 2 weeks

TUITION FEES: US\$ 5 500



BOSTON
ABIDJAN

> July 17 to 28, 2017 / **CODE:** PECE1

> November 20 to December 1, 2017 / **CODE:** PECA1

Instruments used in conventional contracting methodology have been found to be of limited usefulness for achievement of specific results, mostly focusing on the process itself, instead of the desired outcomes. Performance-Based Contracting (PBC) enables the Employer to use results-based management on contract level, thus ensuring higher level of satisfaction of the users, reduced costs, improvement of infrastructure asset management practices and significant reduction of risks taken on-board. PBC is widely supported by the World Bank and other donors. This seminar presents a comprehensive course guiding participants from introduction to Performance-Based Contracting up to the implementation phase, giving them the set of necessary skills and tools for execution of PBC and hybrid Output and Performance-Based Contract (OPC).

PRACTICAL OBJECTIVES

- ✓ **Understand** performance-based approach and what you need for successful implementation of a performance-based contract.
- ✓ **Evaluate** feasibility of performance-based approach for your environment.
- ✓ **Identify** applicable service levels and data collection methods.
- ✓ **Design** successful performance-based contract to meet the stakeholders' needs.
- ✓ **Master** new approach for optimal infrastructure asset management.

SEMINAR TOPICS

■ Introduction and Philosophy of Performance-Based Contracting:

Principles and rationale of using PBC. Structure of the contract. Switching from participation in execution to supervision – essentials of effective resource management. Positive motivation VS redundant control. Results and reporting requirements. The activity chain: requirements, outputs, outcome and impact.

■ Evaluation of Capacity and Feasibility of Piloting PBC:

Basic requirements and preconditions for successful PBC. Needs assessment of implementation agency. Capacity Evaluation of local market. Advantages and disadvantages of piloting OPC.

■ Basic Principles and Risk Allocation:

Responsibility for design. Types of activities. Balancing the contract to encourage competition. Win-win solution – i.e. what's in it for contractors? Payments under performance based contracts. Sphere of application.

■ Procurement of PBC and Selection of a Monitoring Consultant:

Assessment of scope and cost estimation. Drafting the bidding documents – World Bank standard bidding documents for OPC. Drafting contract conditions. Drafting terms of reference for a Monitoring Consultant.

■ Performance Indicators:

Indicator selection on highly contextualized basis. Service levels. Methods of measurement. Data collection and analysis. Payment adjustments. Case studies and best practices.

■ Contract Management and Supervision:

The “Do”-s and “Don’t”-s for successful OPC. Level of involvement during implementation. Payment structure. Contract lifecycle and optimal phasing. Role of Monitoring Consultant and Contractor's self-control unit. Purpose and application of performance indicators and adjustments. Reporting obligations. Evaluation of results.



PUBLIC GOVERNANCE

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Results-Based Management (RBM) and Performance Measurements

TARGET AUDIENCE:

- Managers and Directors
- Project and Programme Coordinators
- Monitoring & Evaluation Practitioners
- Executives

DURATION: 2 weeks

TUITION FEES: US\$ 5 500

-  **MARRAKESH** > April 10 to 21, 2017 / **CODE:** GPRH1
KUALA LUMPUR > July 24 to August 4, 2017 / **CODE:** GPRK1
BOSTON > September 11 to 22, 2017 / **CODE:** GPPE1

Far from being a mere accumulation of tools, RBM represents a coherent managerial concept that aims to establish a link between strategic vision and implementation of a policy, programme or project. This seminar assists organizations in integrating the principles, processes and techniques of RBM in their management.

PRACTICAL OBJECTIVES

- ✓ **Understand** the principles and processes of results-based management (RBM).
- ✓ **Appreciate** the importance of managerial and human aspects in achieving results.
- ✓ **Be able** to plan the expected results at all levels of an organization, programme or project.
- ✓ **Master** the development of performance indicators and performance measurement.

SEMINAR TOPICS

- **Principles of RBM:** Policies, programmes and projects. RBM cycle. Results hierarchy. RBM and the programme approach. RBM success criteria.
- **Managerial and Human Aspects:** RBM, management and leadership. Human capacity and support systems. Institutional transparency. Change management. Commitment, ownership and accountability. Communication and clarification of the expected results. Difficulties encountered in the implementation of RBM.
- **Internal and External Organizational Environments:** Problems and needs analysis. Prospective analysis and benchmarking. Stakeholder expectations. Results of previous exercises or projects.
- **Planning for Results:** Priorities and strategic planning. Establishing expected results. Hierarchy of plans: strategic plans, programmes or project plans, annual work plans and budgets (AWPB), action plans. Identification of performance indicators and performance targets.
- **Performance Measurement and Accountability:** Monitoring results. Stakeholder responsibilities. Performance framework and M&E system. Reporting to technical and financial executives and partners. Management dashboard.



Public Financial Management




TARGET AUDIENCE:

- **Controllers and Auditors**
- **Accountants**
- **Financial Officers**
- **Public Officers involved in Capital Budgeting Decisions**
- **Public Managers**

DURATION: 2 weeks

TUITION FEES: US\$ 5 500

 **BOSTON** > June 19 to 30, 2017 / **CODE:** GBFE1

The public sector faces a complex challenge when it comes to efficiently allocating its financial resources in accordance with government policies. It also has to rely on budget monitoring and on a rigorous standardized internal control system, both being necessary conditions to achieve good governance. The seminar is designed for those who are directly or indirectly involved in capital budgeting decisions, the monitoring of capital projects implementation and the execution and control of operating budgets.

PRACTICAL OBJECTIVES

- ✓ **Provide** participants with the necessary knowledge for better financial management of capital and operating budgets in public institutions.
- ✓ **Improve** capital budgeting decisions in the public and para-public sector.
- ✓ **Improve** traceability with Integrated Financial Management Information Systems (IFMIS).
- ✓ **Enhance** internal control and prevent fraud and corruption.

SEMINAR TOPICS

- **Introduction:** Trends in public financial management. Achievements, challenges and opportunities.
- **Budget Management:** Expenditure framework and budget process. Performance monitoring and reporting. Financial and non-financial indicators. Scorecards.
- **Integrated Financial Management Information Systems (IFMIS):** IFMIS and financial reforms. Major success factors for implementation. Lessons learned and case studies.
- **Internal Control:** Internal control integrated framework. Implementation and assessment of the internal control system. Consequences of an inadequate internal control system. Fraud prevention. Red flags and corrective measures.
- **Capital Budgeting, Investment Decision and Economic Analysis:** Setting priorities according to policies. Monetary and non-monetary tools: Multi-criteria, Cost-Effectiveness and Cost-Benefit Analysis. Capital and interest, cash flows, decision-making criteria: internal rate of return (IRR) and net present value (NPV). Cost of public capital and external financing. Risk analysis and critical variables. Economic analysis, distortions and shadow prices.
- **Planning of Capital Projects:** Detailed work/resource allocation. Multi-annual and annual budget by products. Product oriented annual cashflow forecasts.
- **Monitoring and Evaluation of Capital Projects:** Budget execution rate. Performance-expenditure continuum. Cost benefit review.




Managing Financial Reforms: MTEF and Performance-Based Budgeting

TARGET AUDIENCE:

- Executives in the Ministry of Economy and Finance
- Executives in the Ministry of Budget and National Planning
- Officers involved in the development of MTEFs and program budgets and in monitoring and evaluation of budget execution and expenditure control

DURATION: 2 weeks

TUITION FEES: US\$ 5 500

 **BOSTON** > July 17 to 28, 2017 / **CODE:** PBBE1

Budgeting in public institutions moved away from a tool of expenditure control to a mechanism fostering value creation and results achievement. The aim is to prove programme effectiveness, managerial efficiency and support of institutional funding prioritization. This seminar looks at Medium-Term Expenditure Framework (MTEF) and Performance-Based Budgeting as strategic planning and feedback tools that put the focus on expected results and the measurement of performance achievement.

PRACTICAL OBJECTIVES

- ✓ **Understand** the links between macroeconomic framework, Statement of Government Operations (SGO), MTEF and budget.
- ✓ **Acquire** the necessary know-how to plan budgetary and financial needs within a performance-based context.
- ✓ **Promote** performance monitoring and evaluation techniques and tools providing evidence of efficient and effective management.

SEMINAR TOPICS

- **Global Trends:** Managing for development results. Results-based management approach. Public financial management cycle. Value for money. New public management.
- **Medium-Term Expenditure Framework:** Objectives in mid-term planning. Challenges in budgetization. MTEF development process. Strategic planning. Macroeconomic scenarios. Review of sources of revenues. Key success factors. Different approaches to MTEF implementation.
- **Programme Structures and their Implications:** Performance-based budgeting. Programme architectures: results chains, indicators, targets and risk. Data collection and processing. Programme vs. organizational structures.
- **Cost Planning and Budgeting:** Capacity of national accounting systems. Classification of Government functions. Expenditure prioritization. Appropriation and expenditure control. Program costing: recurrent and capital investments. Program budgets and MDA budgets.
- **Performance Monitoring and Evaluation Systems:** M&E systems and IFMIS. MDA level monitoring. National portfolio monitoring. Evaluation: definition, criteria, types, timing and application. Performance analysis. Scorecards.



PEFA 2016: A Framework for Public Financial Management

TARGET AUDIENCE:

- Public Sector Directors and Financial Managers
- Executives in the Ministries of Economy, Finance and Budget
- Auditors and Controllers
- Government Officials involved in the Design and Implementation of PFM Reform Programs

DURATION: 2 weeks

TUITION FEES: US\$ 5 500

ABIDJAN > November 20 to December 1, 2017 / **CODE:** PEFA1

Effective systems and processes of public financial management (PFM) are essential to the implementation of sustainable development policies. This seminar presents the methodology for assessing public finance management developed by the Public Expenditure and Financial Accountability Program, the PEFA Framework. Governments use PEFA to get an idea of the strengths and weaknesses of the PFM system, as well as the implications of the overall performance results for the key goals of fiscal discipline, strategic resource allocation, and efficient service delivery. PEFA is also a useful tool for PFM reform planning, dialogue on strategy and priorities and progress monitoring.

PRACTICAL OBJECTIVES

- ✓ **Consolidate** its knowledge in effective management of public finances.
- ✓ **Acquire** the PEFA methodology and assess its strengths and weaknesses.
- ✓ **Understand** the PEFA analysis report and extract highlights.
- ✓ **Participate** in the dialogue on strategies and priorities for the choice of reforms to focus to improve PFM.

SEMINAR TOPICS

- **Introduction:** Review of the objectives of modern public financial management. The Public Expenditure and Financial Accountability Program.
- **PEFA 2016:** PEFA Framework: Then and Now. Goals. Scope and coverage of the framework. General structure: pillars and indicators.
- **Assessment Methodology:** Process Steps. Stakeholders. Assessment team. Scoring indicators. Common problems.
- **Assessment Report:** Components of PEFA report. Validation steps. Interpretation of the PEFA report.
- **Using the PEFA report:** Context. Reform formulation. Performance monitoring.



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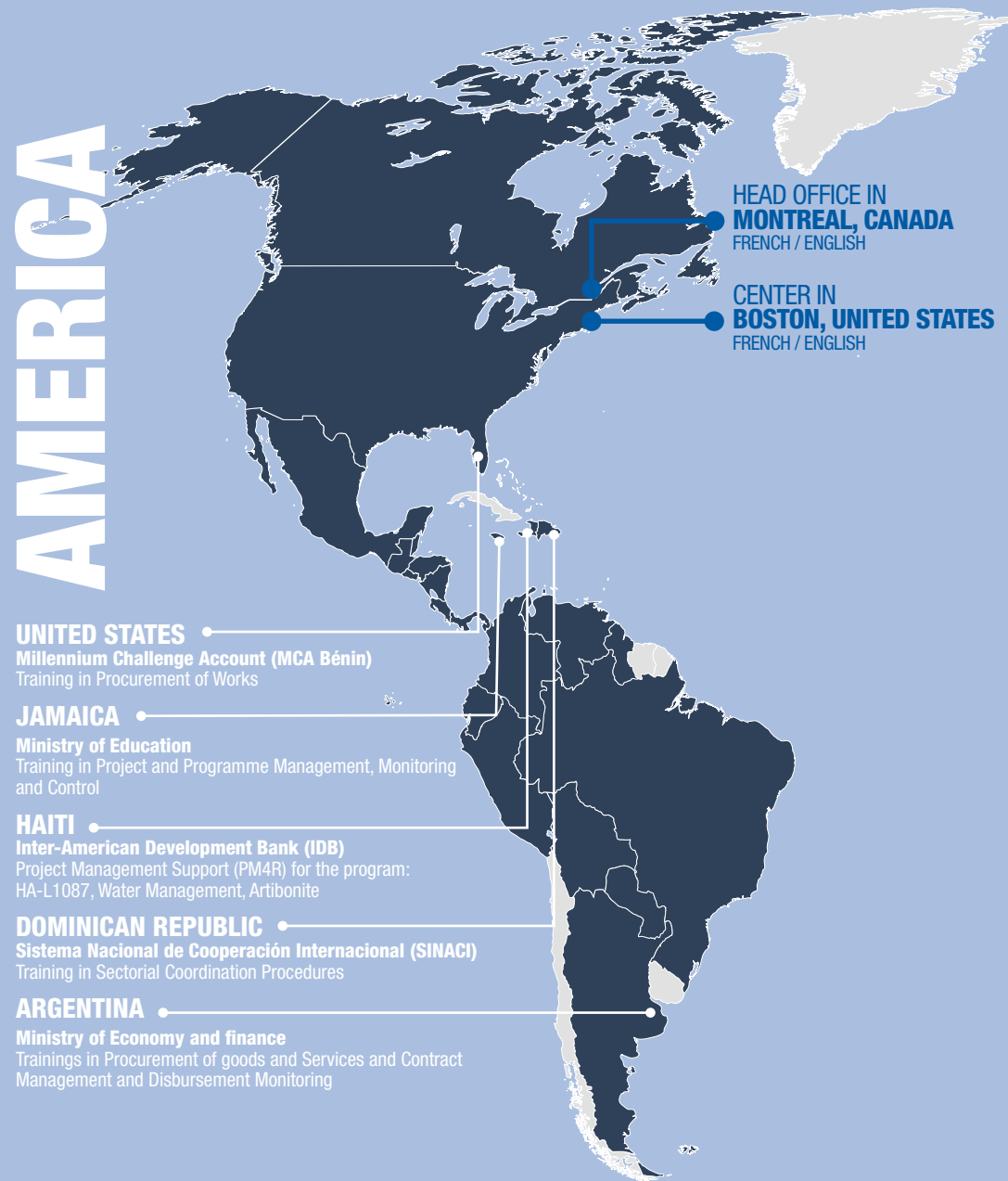


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MTEF and Performance Based Budgeting

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Results-Based Management and
Performance Measurements

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Training in Contract Management and Disbursement Monitoring

ZIMBABWE

The African Capacity Building Foundation (ACBF)
Training in Project Impact Evaluation

UGANDA

Uganda Revenue Authority (URA)
Training in Operational Project Management
Ministry of Justice and Constitutional Affairs
Training in Results-Based Management Implementation
and Performance Indicators

KENYA

Kenya Electricity Generating Company Limited (KenGen)
5 training seminars in Procurement of goods and Services; Leadership
and Team Management; Project Monitoring and Control; Procurement
Best Practices; Results-Based Management Implementation and
Performance Indicators

TANZANIA

Ministry of Water
Training in Contract Management and Disbursement Monitoring
**Prime Minister's Office - Regional Administration
and Local Government (PMO-RALG)**
Training in Results-Based Management and Performance Indicators
Training in Programmes and Projects Budgeting and Cost Control

MALAWI

Malawi Revenue Authority
Training in Project and Programme Management, Monitoring and Control

ASIA

MONGOLIA

**Institutional Strengthening for
Donor Assistance Management Project**
Training in Monitoring and Evaluation Systems:
Design and Implementation

TAJIKISTAN

Ministry of Transport
Training in Results-Based Management and Performance
Indicators for the Road Sector

VIETNAM

FIRST-Project, Ministry of Science and Technology
Training in Management of Public-Private Partnerships

BANGLADESH

Ministry of Power, Energy and Mineral Resources
Training in Strategic Planning and Results-Based Management
World Bank Country Office Dhaka
Training in Procurement of Goods, Services and Works
Investment Promotion and Financing Project (IPFF)
Training in Environmental and Social Assessment of Projects and
Programmes
Management Science of Health
Training in Procurement of Goods and Services: Best Practices

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