

MONTREAL

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30
YEARS



SETYM International

Montréal, Québec, Canada www.setym.com

TRAINING PROGRAMME 2018

- ▶ PROJECT MANAGEMENT
- ▶ MANAGEMENT AND ORGANISATION
- ▶ PUBLIC PROCUREMENT
- ▶ PUBLIC GOVERNANCE
- ▶ SUSTAINABLE DEVELOPMENT



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CENTRE DE PERFECTIONNEMENT

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



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Larbi Bennouna
M. Sc., MBA, PMP

WORD FROM THE CEO

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 customers with **respect for ethics** and **transparency**

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.

SETYM International celebrates 30 years of capacity building and technical support for development projects in no less than 115 countries. On the eve of the 150th anniversary celebration of the Canadian Confederation and the 375th anniversary of the City of Montreal, we are proud to be a Canadian company in Quebec that brings its know-how to all continents.

We pride ourselves with the satisfaction of our customers and our partners who show us loyalty and unequivocal trust. Since the founding of the company we have been committed to excellence and professionalism. We are proud to have contributed to the success of development projects and the careers of our participants.

Like every year, I am pleased to present you the annual training program in our various centers: Montreal, Kuala Lumpur, Boston, Paris, Marrakesh and Dakar, as well as the numerous novelties. In addition to new seminars that are in line with your needs and the institutional evolution towards performance and governance imperatives, we offer as of **2018 study tours** in Montreal and Paris. This formula will combine conferences on good practices conducted by experts and senior specialists in the field with institutional visits and internationally renowned universities.

Another novelty in **2018** is the organization of training **seminars delivered in French** in our regional center in Kuala Lumpur, Malaysia.

As of **2018**, SETYM International, in partnership with three prestigious institutions: Senegal's National School of Administration (SNSA), the School of Management, UQAM (ESG - UQAM) in Canada and the École Supérieure de Commerce et Management (ESCEM) in France, offers an **Executive MBA program** in Dakar. This 18-month program will enable public and private institutions to develop leaders capable of making strategic decisions and leading changes and reforms: "we train the bosses".

SETYM International is a strong team that spares no effort to make sure your experience in our institution remains memorable and unique. I would like to acknowledge the dedication of these people who welcome you every year in our various training centers.

On behalf of all, I would like to thank you for your loyalty to our institution and to express our gratitude for being part of our great family. I hope that many of you will attend our seminars in **2018** and share our **30th anniversary** celebrations, as well as encourage us for the next 30 years to come.

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Training Calendar 2018

MONTREAL, CANADA

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Please note that all the training seminars 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.22	PCPK1	April 16 to 27, 2018																				December 3 to 14, 2018										PCPK2									
Public Procurement Audit and Control			p.37	AMPK1	April 16 to 27, 2018																																							
Programmes and Projects Budgeting and Cost Control			p.25											PBCK1	July 9 to 20, 2018																													
NEW	Project Preparation Best Practices: from Conceptualization to Negotiation		p.26										PREK1	July 9 to 20, 2018																														
NEW	Customs and Tax: Principles and Management		p.47														CATK1	September 3 to 14, 2018																										
NEW	PEFA: A Framework for Public Financial Management		p.46														PEFK1	September 3 to 14, 2018																										
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Procurement of Goods and Services: Best Practices			p.36																		December 3 to 14, 2018										PDMK1													

MARRAKECH, MOROCCO

NEW	Customs and Tax: Principles and Management	p.47	CATH1	▶	April 9 to 20, 2018																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
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Nous dispensons des séminaires en français à Montréal (Canada), Boston (États-Unis), Marrakech (Maroc), Dakar (Sénégal) et Kuala Lumpur (Malaisie). 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.

Company Background

Training 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 training 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 seminars

SETYM also offers training 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 five training centers located on three continents (North America, Africa and Asia):

- **Headquarters in Montreal (Canada)**
- **Boston (United States)**
- **Kuala Lumpur (Malaysia)**
- **Marrakesh (Morocco)**
- **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.

- **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

Study tours



CONSULTANTS

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



LARBI BENNOUNA
M. Sc., MBA, PMP
Chief Executive Officer



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



MARIE-DOUCE PRIMEAU
Ph.D., PMP



ALAIN ALBERT
DEA, MA Econ



GÉRARD ÉNARD
CPA



MAXIME BONNEVILLE
MPM, PMP



MARK HOLLINGWORTH
M.Eng., EMBA



MURIELLE BOUCHER
M. Sc., CPA, CGA



DANIELLE LABERGE
Ph.D., IAS, A.



BRIGITTE LAVALLÉE
MPM, CHRP



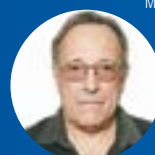
KENNETH SANVI
MPM, PMP



PATRICIA LAPOINTE
MPA, PMP



JEAN-CLAUDE PIERI
M. Sc., MPM, PMP



JEAN-LUC SIRUGUET
M. Sc., Eng.



LUKA MOSASHVILI
LL.M.



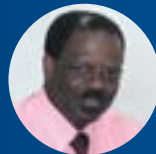
KAREN DIAZ
M.Ed



HARALD MODIS
MBA, PMP



STEVE FORGET
MPM, PMP



AMADOU DOUDOU SECK
Eng., MBA



JOHANNE ST-ONGE
CHRP



JOSHUA ZAATO
Ph.D.



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



HUSSEIN BAALBAKI
MBA, D.E.S.S.



MARTIN BOUCHARD
Eng., M. Sc., PMP



FRÉDÉRIC CHOQUETTE
LL.B.



DENIS JULIEN
BAA



JAMSHID UMAROV
M.Sc.



AZROUR HASSAN
Ph.D.



ALAIN PAQUET
M. Sc., Ph.D.



EL HADI HAMED
Eng.

CUSTOMER SERVICE



ANDREA NICOARA B.A.
Coordinator, Asia and Eastern Europe



IOANA SUCIU B.A.
Coordinator, Africa, South America and the Caribbean



INGRID MARTIN
Senior Coordinator
North and West Africa



VÉRONIQUE BRISSONNAUD
Coordinator, Central Africa, Madagascar and Haiti

BUSINESS DEVELOPMENT

Proactive and Innovative



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 they are involved in, and relevant to the specific course attended. 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 and Marrakesh 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 renowned 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).



Preferential Hotel Rates

SETYM has negotiated for you special accommodation rates. Please do not hesitate to contact our Training Programme Advisors for further details.



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.



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.



Complimentary Tablet

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



Unrivalled 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.



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.



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 regular seminars. Free registrations, tailor-made training programmes and study tours 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.



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.



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 Kuala Lumpur (Malaisie). 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 to four 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**;
- Join a trip to one of the many **SITES OF INTEREST AROUND MONTREAL**.



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 **WRENTHAM VILLAGE PREMIUM OUTLETS**;
- a visit to the famous **HARVARD UNIVERSITY**.



SORAYA BENITEZ

Logistics Representative, Montreal and Boston

DIEGO LLUGDAR

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.

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



IZAN
Logistics
representative,
Kuala Lumpur

Regional Center in Marrakesh (Morocco)



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).



AMINE KHA LAAYOUN
Logistics Representative,
Marrakesh

Tailor-made and On-site Training 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 trainees and incidental expenses. It is a package, which allows you to train the maximum number of people at the least cost.

1

Define your terms of reference

You can also select one or more training themes from the 42 training seminars offered at our centers (pages 4 and 5) or training seminars on request (page 16) that we will adapt to your needs.

2

Decide on the time period for each training programme.

3

Decide on the number of participants:

We recommend groups of between 8 and 20 people maximum in order to guarantee quality of learning and knowledge transfer.

4

Decide on the venue for the training programme:

From experience, we recommend that these on-site training programmes are organized away from participants' places of work. It is important that participants are away from their day-to-day occupations and concerns in order to maximize the benefits of learning. We can also organize tailor-made training programmes for your group at one of our training centers in Montreal, Boston, Kuala Lumpur or Marrakesh.

5

Decide who will be responsible for the logistics of the training seminars:

Normally, the contracting institution takes charge of on-site logistics (conference room, coffee breaks, breakfasts, local transportation, etc.). However, at the client's request, SETYM can take charge of the logistical aspects and provide a turnkey service.

6

Send us your request for proposal:

- Send an email to setym@setym.com or;
- Call SETYM International at +1 (514) 939.2200.

SETYM will submit a proposal in accordance with your terms of reference.

7

Carry out the contractual and administrative procedures

8

Customization of the training seminars:

the consultant will contact you before the start of the seminar to adjust the content, if necessary.

9

Learn, apply and share with one or more skilled trainers who will address the specific challenges of your institution/project. Advanced tools, active learning and use of your own documents will enable you immediately to put your new skills into practice.

10

Receive the evaluation report and recommendations written by SETYM International.

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.

PROJECT MANAGEMENT

- Project Impact Evaluation
- Audit and Control of Projects and Programmes
- Review of Projects and Programmes and Completion Processes

PUBLIC PROCUREMENT

- Effective Public Procurement

MANAGEMENT AND ORGANISATION

- Integrated Risk Management

ALL OTHER
TOPICS OF
OUR AREA OF
COMPETENCE



PUBLIC GOVERNANCE

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

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)

ESG UQÀM

CENTRE DE PERFECTIONNEMENT

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.**

TO KNOW MORE:

Find out about the topics and objectives of each accreditation, as well as the registration and exam preparation at **www.setym.com** (accreditation section)

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: Larbi Bennouna, CEO of SETYM International, Isabelle Labarre, Director of ESG UQAM's Centre de perfectionnement, and Stéphane Pallage, Dean of ESG UQAM.

STUDY TOURS



These study tours, organized in partnership with a recognized Canadian university, are specifically tailored for public servants and are an exclusive five (5) day program covering the latest developments and best practices in procurement, public governance and renewable energy.

The participants will attend various conferences and workshops moderated by international experts and professionals in the field.

INCLUDED:



Accommodation for
6 NIGHTS



BREAKFAST
and **LUNCHES**
during conference days



SIGHTSEEING



PICK UP and
DROP OFF
at the airport



Personalized logistics
SUPPORT

EXCLUDED: airfare and daily allowance.





MONTREAL

PUBLIC ADMINISTRATION AND GOVERNANCE: FROM POLICIES TO ACTION

September 24 to 28, 2018

In partnership with

ESG UQÀM

CENTRE DE PERFECTIONNEMENT

CODE: STGM1 **FEES:** \$3450

SEMINAR TOPICS

- A need for a paradigm shift in governing mega projects: a Canadian perspective
- Budgeting and financial management in the public sector
- Local governance and municipal finance
- Design, implementation and evaluation of public policies in Ottawa, the capital city of Canada
- Public Private Partnerships (PPP)

PROCUREMENT: NEW PERSPECTIVES AND CHALLENGES

September 24 to 28, 2018

In partnership with

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CENTRE DE PERFECTIONNEMENT

CODE: STPM1 **FEES:** \$3450

SEMINAR TOPICS

- World Bank New Procurement Framework (NPF)
- Planning and management of transportation and logistics systems
- E-procurement
- Preventing fraud and corruption in municipalities
- Public Private Partnerships (PPP)

RENEWABLE ENERGY

September 24 to 28, 2018

CODE: STEM1 **FEES:** \$3450

SEMINAR TOPICS

- Renewable energies: global context and sustainable development goals (SDGs)
- Canadian perspective on government policies and incentives concerning renewable energies
- Economic analysis and perspectives
- Solar energy: principles and applications
- Wind energy: principles and applications



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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\$ 5 200

- 📍 **KUALA LUMPUR** > April 16 to 27, 2018 / **CODE:** PCPK1
- MONTREAL** > May 28 to June 8, 2018 / **CODE:** PCPM1
- MARRAKESH** > September 24 to October 5, 2018 / **CODE:** PCPH1
- KUALA LUMPUR** > December 3 to 14, 2018 / **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\$ 5 200

 **MARRAKESH** > April 9 to 20, 2018 / **CODE:** DISH1
BOSTON > July 30 to August 10, 2018 / **CODE:** DISE1
KUALA LUMPUR > November 19 to 30, 2018 / **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:** 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.


Project Cycle Management

TARGET AUDIENCE:

- Project Directors
- Project and Programme Coordinators
- Project Management Officers
- Public and Private Sector Manager

DURATION: 7 days

TUITION FEES: US\$ 3 800

 **KUALA LUMPUR** > October 29 to November 6, 2018 / **CODE:** PGUK1

Project management best practices are at the heart of successful projects and programmes 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, project appraisal, negotiation and approval, project implementation and supervision, final evaluation.
- **Project Identification and Preparation:** Need and stakeholder analysis. Objectives, goals, evaluation of options. Results chain and results framework. Performance indicators. Risk identification. Procurement and coordination of technical, institutional, economical, environmental and social assessments.
- **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\$ 5 200

 **KUALA LUMPUR** > July 9 to 20, 2018 / **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.

Project Preparation Best Practices: from Conceptualization to Negotiation

NEW

TARGET AUDIENCE:

- Permanent Secretaries
- Ministries Managers
- Sectoral Managers
- Directors
- Project Preparation Unit Officials

DURATION: 2 weeks

TUITION FEES: US\$ 5 200

KUALA LUMPUR > July 9 to 20, 2018 / **CODE:** PREK1

A well-prepared project is essential to attract financing from technical and financial partners (TFPs) and to ensure the chances of success of the project. This seminar reviews the entire set of activities undertaken to take a project from conceptualization to actual implementation, in the context of multilateral development banks. It proposes different approaches, models, tools and techniques.

PRACTICAL OBJECTIVES

- ✓ **Gain** a thorough knowledge of the path of activities to prepare a project or program in the multilateral aid system.
- ✓ **Develop** the skills to orchestrate the preparatory studies required by the government or technical and financial partners.
- ✓ **Acquire** strategies and techniques for negotiating financial agreements with partners.
- ✓ **Avoid** the design of unsuccessful project and delays in disbursements.



SEMINAR TOPICS

- **Multilateral Funded Project Cycle:** Missions and documents associated with the project preparation mechanism. Project Preparation Facility (PPF). Roles of the various stakeholders, from project conceptualization to the negotiation of the financing agreement.
- **From Identification to Concept Design:** Policies, strategies, programs, projects. Sustainable development goals. Needs Identification. Lessons learned from previous projects or phases. Preliminary assessment of options. Stakeholder analysis. Risk analysis and management plan. Results chain, results framework, performance indicators.
- **From Concept to Project Appraisal:** Preparation of terms of reference for preparatory studies, recruitment of consultants, analysis and approval of studies' reports: technical, economic, environmental and social, institutional arrangements, risk assessment. The Project Procurement Strategy for Development (PPSD). Assessment of resources, materials, financial and human needs. Preparation of a preliminary budget with World Bank's Costab software. Project operational manual. Preparation of TORs and bidding documents. Communication with stakeholders.
- **Negotiation of Financing Agreements:** Negotiation process. Technical and financial partners' requirements. The importance of preparation. Negotiation strategies and tactics. Behavioral aspects. Pitfalls to avoid.

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


NEW

TARGET AUDIENCE:

- Environmental Assessment Officers
- Project Environment Officers
- Social Safeguards Officers
- Environmental Managers
- Resettlement Officers

DURATION: 2 weeks

TUITION FEES: US\$ 5 200

 **MARRAKESH** > September 24 to October 5, 2018 / **CODE:** EEIH1

Environmental and Social Impact Assessment (ESIA), Environmental and Social Management Plan (ESMP) and Resettlement Action Plans (RAP) are key tools of sustainable development. They take all the social, economical and environmental factors into consideration, focusing on the most critical ones. Not only does this seminar present the different phases, tools and steps of the ESIA but it also deals with practical cases. It also covers the best practices, tools and approaches to prepare and evaluate resettlement documents required by the development partners. Participants will join case studies in Morocco that integrate the main social and environmental problems that can be observed in developing and emerging countries.

PRACTICAL OBJECTIVES

- ✓ **Understand** the principles, procedures and methods of environmental and social assessment for projects or programmes.
- ✓ **Acquire** the necessary skills to draft terms of reference (TOR) for an environmental impact assessment study and a resettlement action plan.
- ✓ **Assess** the quality of environmental and resettlement documents prepared by consultants.
- ✓ **Perform** environmental and social monitoring during projects' implementation phase.



SEMINAR TOPICS

- **Safeguard Policies of Development Partners:** Description of the World Bank's and other multilateral agencies' environmental and social policies. Implementation of these policies in projects and programmes.
- **Environmental and Resettlement Documents:** Strategic Environmental Assessment (SEA) (for a sector or a region). Environmental Impact Assessment (EIA). Environmental Audit and Inspection. Differences between Environmental and Social Management Framework (ESMF) and Plan (ESMP), between Resettlement Action Plan and the Resettlement Policy Framework.
- **Environmental and Social Impact Assessment (ESIA):** Standard content of an ESIA. Drafting the terms of reference and carrying out the ESIA. Effective public consultation and information disclosure.
- **Resettlement Documents:** Restriction of access to resources. TORs for a RAP. Land acquisition needs, aerial and satellite images. Identification of the project affected persons (PAPs): PAPs and their properties. Data analysis. Identification and preparation of resettlement sites. Preparation of the resettlement action plan.
- **Monitoring the ESMP and RAP Preparation and Implementation:** Integration and monitoring of ESMP and RAP requirements during the implementation phase. Environmental and social indicators. Data collection, instrumentation and sampling. Roles and responsibilities of different stakeholders during the implementation phase.

MANAGEMENT AND ORGANISATION

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Strategic Planning and Decision Making

TARGET AUDIENCE:

- Executives
- Directors
- Coordinators

DURATION: 7 days

TUITION FEES: US\$ 3 800

 **MONTREAL** > September 10 to 18, 2018 / **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.

International Supply Chain Management

NEW

TARGET AUDIENCE:

- Directors and Managers of Governments involved in the International Supply Chain
- Procurement Specialists
- Customs Authorities
- Materials Management Specialists
- Chambers of Commerce
- Other organisation's involved in the process of international business and trade.

DURATION: 2 weeks

TUITION FEES: US\$ 5 200

MONTREAL > July 30 to August 10, 2018 / **CODE:** SUPM1

International Supply Chain Management has become a key driver in the function of most Institutions. It encompasses the relationship between suppliers, processors and customers, and also includes the disciplines of materials management, procurement, logistics and transport. Supply chain management involves transport operators, freight and logistics operators, finance provision and liaison with external and government authorities such as Tax Authorities, Customs and Border Controls. It includes risk management and financial management as well as materials and warehouse management. It has become such a massive and complex area that it affects all areas of international business and therefore demands a high level of understanding and awareness. This course is designed to address all these needs and requirements, and will therefore equip the participants in all relevant areas of Supply Chain Management to prepare them to dealing with and handling the changes in international business and the ever-increasing globalisation of the business community.

PRACTICAL OBJECTIVES

- ✓ **Expose** the participants to the requirements and principles of International Supply Chain Management.
- ✓ **Understand** the dynamics and evolution of the International Supply Chain and its impact on international business.
- ✓ **Elaborate** on the basic principles of Supply Chain Management, and provide details of the various factors influencing the subject.



SEMINAR TOPICS

- **Principles of the Supply Chain:** Basic structures, levels and stages in the Supply Chain Management process. Suppliers, Processors, Customers, the chain as a means of continuity, the various stages in the chain, the types of supply chain.
- **Management of the Supply Chain:** The process of management, procurement, use of logistics and transport, inventory management and storage, Customs controls and customer service.
- **Applications and Mitigating Factors:** The industries involvement, geographical and logistical considerations. Time management, the movement of materials, international controls.
- **Risk Management:** Supply Chain Risk Management, challenges and solutions. Risk assessment, analysis and examination of risk options dependent on the level of risk.

Certification in Leadership and Management

NEW

TARGET AUDIENCE:

- Senior Directors
- Project and Programme Directors
- Managers and Executives from public or private organizations

DURATION: 6 days

TUITION FEES: US\$ 5 200

MONTREAL > June 11 to 16, 2018 / **CODE:** CLHM1

Unique in its kind, this certification is offered in partnership with university professors and accomplished business executives who are also the program facilitators. During this elite program jointly offered between the Institute of Leadership and John Molson School of Business in partnership with SETYM International, each participant will have the opportunity to meet and learn the best strategies from at least fifteen experienced facilitators (ministers, business leaders, emeritus professors). This approach aims to promote rich discussions and to share knowledge and ideas between participants. The 6 training modules are relevant and recognized (case studies, trends, best practices, etc.). An integration assignment is mandatory for obtaining the certification. This assignment is to do at home and must be completed within 3 weeks of training.

PRACTICAL OBJECTIVES

- ✓ **Shaping** successful leaders to become champions of change, to manage conflict effectively, to mobilize their teams with managerial courage and to overcome their organization's specific challenges.



SEMINAR TOPICS

- **Strategic Management:** Concept of strategy. Decision-making process. Internal and external change. Internal and external stakeholders. Strategy Development.
- **Communication Skills:** Communicate your vision and its expected outcomes clearly and strategically. Learn to prepare for an effective presentation. Impress and influence your audience.
- **Creative Leadership:** Importance of innovation and creativity for your organization. Personal and professional traits of creative and innovative people. Techniques for idea generation.
- **Team Mobilization:** Develop collaborative relationships, mobilize and coach employees. Increase your team's performance level. Stimulate and support your employees in achieving their objectives. Inspire and lead in difficult times.
- **Coaching and Talent Management:** Difference between coaching, mentoring, and managing. Appropriate strategies when questioning your team members. Questions that have impact. Ways to determine the best time for an investment in talent to provide the best return.
- **Political Skills and Influence:** Influence various stakeholders in your organization. Techniques to create strategic alliances that last over the long term. Become a strategic and ethical actor in your organization. Exert influence in complex situations.

Human Resources Management and Development

TARGET AUDIENCE:

- HR Practitioners
- HR Professionals
- Directors
- Managers

DURATION: 2 weeks

TUITION FEES: US\$ 5 200

 **MARRAKESH** > April 9 to 20, 2018 / **CODE:** GRHH1
BOSTON > July 30 to August 10, 2018 / **CODE:** GRHE1

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\$ 5 200

 **BOSTON** > June 11 to 22, 2018 / **CODE:** GEPE1
KUALA LUMPUR > October 29 to November 9, 2018 / **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 overcoming Change Resistances:** Change management requires leadership. The source of change: creativity & innovation. Understanding the fear of change. Overcoming resistances.

Managing and Leading Strategic Communication

NEW

TARGET AUDIENCE:

- Coordinators and Managers
- CEOs
- Directors
- Communication Officers
- Team Leaders
- Supervisors

DURATION: 2 weeks

TUITION FEES: US\$ 5 200

MONTREAL > October 8 to 19, 2018 / **CODE:** CPCM1

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\$ 5 200

- 📍 **MONTREAL** > May 28 to June 8, 2018 / **CODE:** PDMM1
MARRAKESH > September 24 to October 5, 2018 / **CODE:** PDMH1
KUALA LUMPUR > December 3 to 14, 2018 / **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. FIDIC Contracts. 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.


Public Procurement Audit and Control

TARGET AUDIENCE:

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

DURATION: 2 weeks

TUITION FEES: US\$ 5 200

 **KUALA LUMPUR** > April 16 to 27, 2018 / **CODE:** AMPK1
BOSTON > July 30 to August 10, 2018 / **CODE:** AMPE1



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\$ 5 200

📍 **MONTREAL** > September 10 to 21, 2018 / **CODE:** MPPM1
KUALA LUMPUR > November 19 to 30, 2018 / **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.

PPP Project Financing

NEW

TARGET AUDIENCE:

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

DURATION: 2 weeks

TUITION FEES: US\$ 5 200

MONTREAL > September 10 to 21, 2018 / **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\$ 5 200

 **KUALA LUMPUR** > October 8 to 19, 2018 / **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. Incoterms, 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.

Performance-Based Contracting

NEW

TARGET AUDIENCE:

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

DURATION: 2 weeks

TUITION FEES: US\$ 5 200

 **BOSTON** > June 11 to 22, 2018 / **CODE:** PECE1
KUALA LUMPUR > October 29 to November 9, 2018 / **CODE:** PECK1

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.

The background features a city skyline with a prominent cathedral, overlaid with a network diagram consisting of interconnected nodes and lines. The title 'PUBLIC GOVERNANCE' is displayed in large, bold, white capital letters.

PUBLIC GOVERNANCE

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Results-Based Management (RBM) and Performance Measurements

TARGET AUDIENCE:

- Managers and Directors
- Coordinators
- Monitoring & Evaluation Officers
- Executives

DURATION: 2 weeks

TUITION FEES: US\$ 5 200

 **MONTREAL** > July 30 to August 10, 2018 / **CODE:** GPRM1
KUALA LUMPUR > October 8 to 19, 2018 / **CODE:** GPRK1

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\$ 5 200

BOSTON > June 11 to 22, 2018 / **CODE:** GBFE1

The public sector, in its quest for efficiency, must allocate its financial resources in the most productive way possible and optimize the use of public funds, while respecting the objectives of the government policies. This seminar focuses on the processes of preparing budgets and evaluating the profitability of public investments, drawing on good practices in budgetary monitoring and internal control, which are necessary conditions for good governance.

PRACTICAL OBJECTIVES

- ✓ **Understand** the concepts and principles necessary for sound public financial management.
- ✓ **Improve** capital budgeting decisions in the public and para-public sector.
- ✓ **Be aware** of the best practices related to the implementation of an Integrated Financial Management Information Systems (IFMIS).
- ✓ **Acquire** the necessary know-how to enhance internal controls to 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 challenges and key success factors for implementation. Lessons learned and case studies.
- **Internal Control:** Internal control integrated framework (COSO). Implementation and assessment of the internal control system. Consequences of an inadequate internal control system. Fraud prevention.
- **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\$ 5 200

 **MONTREAL** > October 8 to 19, 2018 / **CODE:** PBBM1

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, 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: A Framework for Public Financial Management

NEW

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\$ 5 200

KUALA LUMPUR > September 3 to 14, 2018 / **CODE:** PEFK1

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:** 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.

Customs and Tax: Principles and Management

NEW

TARGET AUDIENCE:

- Directors and managers involved in Customs and Tax Affairs
- Finance Directors and Managers
- Procurement Specialists
- Customs Authorities
- Materials Management Specialists
- Chambers of Commerce and other organizations involved in the process of Customs & Tax management.

DURATION: 2 weeks

TUITION FEES: US\$ 5 200

📍 **MARRAKESH** > April, 9 to 20, 2018 / **CODE:** CATH1
KUALA LUMPUR > September 3 to 14, 2018 / **CODE:** CATK1

The issues of Customs and Tax Chain Management have become key areas of concern in the process of most international business. They encompass all issues of the management of fiscal affairs, including corporate and income taxes, Customs and Value-Added and Sales Taxes. The seminar deals with the main principles of business taxation, and also covers all major international Customs initiatives and procedures, as well as the essential requirements for the global Authorised Economic Operator (AEO) initiative.

PRACTICAL OBJECTIVES

- ✓ **Expose** the participants to the requirements and principles of Customs and Tax Management.
- ✓ **Understand** the dynamics and evolution of the present systems of Customs and Tax management.
- ✓ **Elaborate** on the basic principles of Customs & Tax Management, and provide details of the various factors influencing the subject.



SEMINAR TOPICS

- **Principles of Customs & Tax Management:** Basic principles of Customs and Taxes management, the need for management and compliance, the responsibilities of the trader, relationships with agents, accuracy of information, and overall awareness of the powers of Customs and Tax Authorities.
- **Customs & Tax Management:** The process of Customs & Tax management, the use of the INCOTERMS, use of logistics and transport, compliance and import/export procedures, documentation, record-keeping, customs authorisations and trade facilitation.
- **Applications and Mitigating Factors:** The sectors involved, geographical and economic/political considerations. Fiscal management, the movement of goods, international controls.
- **Risk Management:** Customs and tax risk management, challenges and solutions. Risk assessment, analysis and examination of risk options dependent on the level of risk.

Analysis and Interpretation of Financial Statements of State-Owned Enterprises and Parastatals

NEW

TARGET AUDIENCE:

- Members of boards of directors
- CEOs
- CFOs
- Internal and External Auditors
- Managers and Directors

DURATION: 7 days

TUITION FEES: US\$ 3 800

MONTREAL > May 28 to June 5, 2018 / **CODE:** ETFM1

Good governance of state-owned enterprises (SOEs) and parastatals strengthens public governance as a whole through greater transparency. Public enterprises must be subject to the same accounting and auditing standards as listed companies and must disseminate financial and non-financial information in accordance with rigorous and internationally recognized standards. This seminar focuses on methods of analyzing and interpreting financial statements and annual reports of SOEs and parastatals based on good governance practices.

PRACTICAL OBJECTIVES

- ✓ **Strengthen** the knowledge required for rigorous financial administration of SOEs and parastatals.
- ✓ **Ability to analyze** and **interpret** the financial statements and annual reports of SOEs and parastatals.
- ✓ **Know** the techniques and tools to judge the performance of SOEs and parastatals.
- ✓ **Ability to assess** the financial viability of investment projects and their effects on SOEs and parastatals.



SEMINAR TOPICS

- **Introduction:** Definition and objectives of the public enterprise. Notions of performance (definition and impact of the environment). Principles of Managing for Results. Performance indicators. Contract plan. Risk assessment and internal control.
- **Financial Analysis:** Definition, history, objectives and basic principles. Financial statements (balance sheet, income statement, cash flow statement). Main items. Interrelationships.
- **International Financial Reporting Standards (IFRS):** Historical, Conceptual Framework, Fair Value Measurement (IFRS13). International Accounting Standards (IAS). Standards relating to financial statements, assets and liabilities. Recognition of income. Transition to IFRS.
- **Methods of Analysis:** Working capital method and method of ratios. Calculation and interpretation of key liquidity, financial structure, activity and profitability ratios.
- **Evaluation of Investment Projects:** Identification and principles for the evaluation of investment projects. Taking into account the effects on SOE's and parastatals. Decision Criteria: Internal Rate of Return (IRR) and Net Present Value (NPV).

Public Administration: Managing Modern Government

NEW

TARGET AUDIENCE:

- Public servants

DURATION: 2 weeks

TUITION FEES: US\$ 5 200

MONTREAL > October 8 to 19, 2018 / **CODE:** MMGM1

This seminar is designed to deepen participant's understanding of the basic institutions and processes of the public sector and of the changes taking place within it. The primary focus of the seminar is managing and shall explore topics related to management such as budgeting, human resource management, accountability, risk management and audit, change management, performance measurement and leadership. The theoretical and practical approach aims at training tomorrow's public servants.

PRACTICAL OBJECTIVES

- ✓ **Strengthen** managerial and leadership skills in relation to modern administration principles.
- ✓ **Increase** participants' knowledge and understanding of the concept of good governance and principles of modern public administration.
- ✓ **Enhance** the performance of public administration



SEMINAR TOPICS

- **Government Organisation and Administration:** Basic institutions and processes of the public sector. Change and innovation in the public service.
- **Public Policy Process and Issues:** Types of public policy. Problem recognition. Identification of policy options. Policy selection and implementation.
- **Principles of Public Finance:** Review of basic public finance concepts. Macroeconomic aspects of public finance and fiscal policy. Public dept. Economic growth and fiscal policy. Fiscal management. Microeconomic aspects of public finance. Taxation and tax reform. Income redistribution. Public spending and political process.
- **Strategic Management in the Public Sector:** Vision and mission. Core values. Strategic objectives. Strategic plan elaboration, implementation and evaluation.
- **Accountability and Ethics:** Public service values and ethics. Responsibilities, authorities, accountabilities. Conflict of interest measures. Post-employment measures.
- **Performance Measurements:** Managing results in modern public service. Monitoring and evaluation of the strategic plan. Individual performance evaluation.

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Training in Project and Programme
Management, Monitoring and Control

8

HAITI

Inter-American Development Bank (IDB)

Project Management Support (PM4R) for the program:
HA-L1087, Water Management, Artibonite

9

DOMINICAN REPUBLIC

**Sistema Nacional de Cooperación
Internacional (SINACI)**

Training in Sectorial Coordination Procedures

10

ARGENTINA

Ministry of Economy and finance

Trainings in Procurement of goods and Services
and Contract Management and Disbursement
Monitoring

AFRICA

11

NIGERIA

Nigerian Communications Commission (NCC)

Training in Managing Financial Reforms: MTEF and
Performance Based Budgeting

12

CAMEROON

National Governance Program

Training in Sustainable Development and Environmental
Audit

13

LIBERIA

Public Sector Modernization Project (PSMP)

Training on The Essentials of Project Management

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ZAMBIA

Zambia Electricity Supply Corporation Ltd. (ZESCO)

Training in Monitoring and Evaluation for Results

15

ZIMBABWE

The African Capacity Building Foundation (ACBF)

Training in Project Impact Evaluation

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GHANA

Ghana Revenue Authority (GRA)

Training in Tax Avoidance Schemes, Revenue
Performance Risk Management, and Trade Policy

Training in Revenue Risk/Compliance Strategies
and Management, Critique of the WCO PTC Work Program,
and Mining Risk Management and Reviews (Analysis,
Developments and Trends)

Training in Integrated Risk Management,
the Risk Management Framework of e-Taxation and
e-Commerce, and Entrepreneurship Managing Risk

Training in Integrated Risk Management
and Strategic Trade Control

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UGANDA

Ministry of justice and Constitutional Affairs

Training in Results-Based Management Implementation
and Performance Indicators

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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

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TANZANIA

Ministry of Water

Training in Contract Management and
Disbursement Monitoring

20

MALAWI

Malawi Revenue Authority

Training in Project and Programme Management,
Monitoring and Control

ASIA

21

MONGOLIA

**Institutional Strengthening for Donor
Assistance Management Project**

Training in Monitoring and Evaluation Systems:
Design and Implementation

22

TAJIKISTAN

Ministry of Transport

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

23

VIETNAM

FIRST-Project, Ministry of Science and Technology

Training in Management of Public-Private Partnerships

24

BANGLADESH

Clean Air and Sustainable Environment (CASE) Project
Training on the Essentials of Project Management and NPF

Ministry of Planning

Training in Monitoring and Evaluation for Results

Central Bank

Training in Financial Consumer Protection
and Banking Fraud Detection & Mitigation

25

TIMOR-LESTE

**Ministry of Public Works, Transport
and Communications**

Training in Contract Management and Disbursement

26

INDONESIA

Ministry of Finance

Training in Project Management, Planning,
M&E and Contract Management



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